



Godišnje izvješće

2005

Annual Report

Misija

Misija Kraša d.d. Zagreb, kao vodećeg hrvatskog proizvođača, je da proizvodnjom i prodajom konditorskih proizvoda koji kvalitetom i cijenom zadovoljavaju potrebe potrošača, ostvaruje profit, osigurava potrebe zaposlenika i povećava kapital svojih dioničara.

Mission

The Mission of Kraš d.d. Zagreb, being the leading Croatian manufacturer, is to make profits, provide for its employees and increase capital of its shareholders by producing and selling confectionery products, the quality and price of which meet requirements of the consumers.

Sadržaj Contents

2. Pismo predsjednika Uprave
Letter from the President of the Management Board
4. Izvješće Nadzornog odbora
Report of the Supervisory Board
9. Izvješće Uprave
Report of the Management Board
12. Prodaja
Sales
16. Proizvodnja
Production
18. Istraživanje i razvoj
Research and Development
22. Upravljanje kvalitetom i okolišem
Environmental and Quality Management
30. Ljudski potencijali
Human Resources
37. Predviđanja i planovi
Projections and Plans
39. Struktura dioničara Kraš d.d. Zagreb, promet dionicama, dividende
Structure of Kraš d.d. Zagreb Shareholders, Stock Trade, Dividends
44. Poslovanje ovisnih društava
Business Activities of Subsidiaries
48. Konsolidirani financijski izvještaji Kraš grupe
Consolidated Financial Statements of Kraš Group

Poštovani dioničari,

zadovoljstvo mi je u ime Uprave Kraša d.d. priopćiti da je tijekom 2005. godine Kraš ostvario uspješne poslovne rezultate i osigurao pretpostavke za daljnji rast i razvoj tvrtke.

Zadržana stabilna pozicija na domaćem tržištu, daljnji regionalni iskorak i nastavak procesa restrukturiranja glavna su obilježja prošlogodišnjih aktivnosti Kraš grupe.

Kraš grupa ostvarila je tijekom 2005. godine prodaju u opsegu od 32.950 tona proizvoda, čime je ostvaren rast od 6,3 posto u odnosu na prethodnu godinu.

Na tržištu Hrvatske realizirano je preko 20.600 tona proizvoda, čime je ostvaren rast od 5,5 posto u odnosu na prethodnu godinu. Postignuti rezultati ostvareni su unatoč nastavku pojačanog uvoza konditorskih proizvoda. Tijekom prošle godine uvezeno je ukupno 42.300 tona konditorskih proizvoda, što predstavlja porast od 4.300 tona, ili 11,4 posto u odnosu na 2004. godinu. Na stranim tržištima plasirano je 12.300 tona proizvoda, te je ostvaren rast od 7,8 posto.

Dear Shareholders,

It is my pleasure to inform you in the name of the Kraš d.d. Management Board that Kraš has achieved successful business results in the course of the year 2005 and created preconditions for further growth and development of the Company.

The retained stable position in the domestic market, further penetration of regional markets and continuation of the restructuring process were the major characteristics of the Kraš Group's activities in the previous year. In the course of 2005, the Kraš Group realised sales in the volume of 32,950 tons of products, thus reaching growth of 6.3% as compared to the previous year.

Over 20,600 tons of products have been sold on the market of Croatia, thus achieving a growth of 5.5% as compared to the previous year. These results have been attained in spite of the continuance of increasing imports of confectionery products. During last year, a total amount of 42,300 tons of confectionery products was imported, showing a growth of 4,300 tons, or 11.4 % as compared to 2004. An amount of 12,300 tons of products were placed on foreign markets, representig an increase of 7.8%.

Neto dobit Kraš grupe ostvarena je u iznosu 40,87 milijuna kuna, te je povećana za blizu 10 milijuna kuna ili 31,9 posto u odnosu na prethodnu godinu.

Nastavljen je proces konsolidiranja Mire, Prijedor, što je rezultiralo povećanjem proizvodnje za skoro 50 posto u odnosu na 2004. godinu. Unutarnje restrukturiranje provedeno je s ciljem daljnjeg unapređenja organizacije koja je spremna kroz projektnu organizaciju brzo dati odgovore na česte promjene u poslovnom okruženju.

U 2006. godini Kraševi poslovni planovi usmjereni su ka zadržavanju liderske pozicije na domaćem tržištu i na daljnje povećanje izvoznih rezultata, uz poseban naglasak na tržište regije. Sukladno tome planirano je daljnje povećanje proizvodnje i prodaje, što će, uz dodatne aktivnosti na inoviranju proizvodnog programa, osigurati nastavak stabilnog poslovanja.

Faster growth in income as compared with operating costs lead to an increase of operating profits by 25.3% in relation to the previous year. The Kraš Group's net profit stood at an amount of 40.87 million Kuna, an increase of almost 10 million Kuna, or 31.9%, in comparison with the previous year.

During the past year, the process of consolidation of Mira, Prijedor continued, which resulted in an increase in production volume of almost 50% with reference to 2004.

Internal restructuring was carried out with the aim to further improve organisation that is ready, through its project organisation, to quickly provide responses to frequent changes in business environment.

In 2006, Kraš's business plans are aimed at retaining the Company's leading position in the domestic market as well as at further increasing of export results, with particular emphasis on the market of the

2.

PISMO predsjednika Uprave

Sukladno Kraševoj izvoznoj orijentaciji povećanje izvoza ostvareno je gotovo na svim tržištima. Pri tome je, uz značajno povećanje izvoza na tržištu regije, najveća stopa rasta ostvarena na tržištu zapadne Europe.

U cilju ostvarenja planova poslovanja Kraševe aktivnosti bile su snažno usmjerene na unapređenje i inoviranje proizvodnog asortimana. Na tržište je lansirano 20 novih i 9 inoviranih proizvoda. Povodom 50. obljetnice postojanja na tržištu posebno su uspješno plasirana prigodno dizajnirana pakiranja Bajadere, te koncem godine prvi proizvodi novog ekskluzivnog asortimana Kraš 1911.

Restrukturiranjem i unapređenjem poslovanja, kao i racionalizacijom troškova, Kraš grupa je, uz rast fizičkog opsega poslovanja, ostvarila i značajan rast prihoda i dobiti.

Tijekom 2005. godine Kraš grupa je ostvarila konsolidirane prihode od prodaje u visini 916,7 milijuna kuna, što je povećanje od 6,5 posto u odnosu na prethodnu godinu. Bržim rastom prihoda u odnosu na troškove poslovanja ostvareno je i povećanje operativne dobiti za 25,3 posto u odnosu na godinu prije.

LETTER from the President of the Management Board

In keeping with Kraš's export orientation, growth of exports to almost all markets has been recorded. In the process, with a significant increase of exports to the markets in the region, Kraš's highest growth rate has been shown in Western European markets.

In order to implement its business plans, Kraš has concentrated its activities on promotion and innovation of the product range. Twenty new and nine innovated products have been offered to consumers. To mark Bajadera's 50th anniversary, specially designed packages were successfully launched on the market and at the end of the year the first products of the new exclusive Kraš 1911 assortment.

By restructuring and promoting its business operations and by rationalisation of operating costs, together with the growth of physical volume of its business operations, the Kraš Group has achieved significant growth in income and profit.

During 2005, the Kraš Group generated consolidated sales income of 916.7 million Kuna, which was an increase of 6.5% as compared to the previous year.



Darko Radišić



Nadan Vidošević
Predsjednik / President



Tomislav Jović

Za ostvarene rezultate u prošloj godini želim se, u ime Uprave Društva i osobno, zahvaliti svim radnicima i menadžerskom timu Kraša koji su svojim radom, znanjem i odgovornošću doprinijeli njihovoj realizaciji.

Također zahvaljujem Nadzornom odboru Društva na potpori Upravi u ostvarenju zajedničkih ciljeva, kao i svim dioničarima, poslovnim partnerima i potrošačima na iskazanom povjerenju. Nastojat ćemo ga i dalje opravdati ostvarenjem postavljenih ciljeva i daljnjim razvojem Kraša.

Predsjednik Uprave Društva
Nadan Vidošević, dipl.oec.

region. To this end, further production and sales increases have been planned, which shall, along with additional activities related to production programme innovation, provide for continuation of stable business operations

On behalf of the Company's Management Board and myself, I would like to thank all employees and the Management team of Kraš who, through their work, competence and sense of responsibility, have contributed to the Company's results.

I would also like to thank the Company's Supervisory Board for its support to the Management Board in its achievement of common objectives, and all shareholders, business partners and consumers for the confidence they have shown in our Company. We shall do our best to justify this confidence by achieving the set objectives and by further development of Kraš.

Nadan Vidošević,
President of the Management Board

3.

Izvješće Nadzornog odbora o obavljenom nadzoru vođenja poslova Društva u 2005. godini

Report of the Supervisory Board on Supervision of the Company's Conduct of Business Operations in 2005

Zadovoljstvo mi je u ime Nadzornog odbora Kraša, prehrambene industrije, d.d. Zagreb, predložiti Izvješće o nadzoru poslovanja Društva u 2005. godini.

Tijekom 2005. godine Nadzorni odbor je na svojim sjednicama raspravljao i donosio odluke o bitnim pitanjima vezanim uz stanje i poslovanje Društva. Održano je jedanaest sjednica na kojima se raspravljalo o financijskim rezultatima, poslovnim planovima, te razvojnim projektima predloženim od strane Uprave Društva.

Nadzorni odbor je sudjelovao i u donošenju poslovnih odluka Uprave za koje je, sukladno Statutu, potrebna suglasnost Nadzornog odbora.

On behalf of the Supervisory Board of Kraš d.d, Food Industry, Zagreb, I have the pleasure to present the Report on Supervision of the Company's Business Operations in 2005.

During 2005, at its meetings, the Supervisory Board discussed and brought decisions on substantial issues related to the position and business operations of the Company. The Supervisory Board held eleven meetings at which it discussed financial results of business operations, business plans and development projects presented by the Company's Management Board.

The Supervisory Board also participated in decisions made by the Management Board, for which its consent was



Jadranka Ivčić



*Darko Pender
Predsjednik Nadzornog odbora/
Chairman of the Supervisory Board*



*Vlasta Konjevoda-Host
Zamjenica predsjednika/
Vice Chairman*

U tom smislu dao je suglasnost na odluke o stjecanju i raspolaganju dionicama u drugim trgovačkim društvima, Odluku o stjecanju vlastitih dionica, Odluku o zastupanju Društva u slučaju odsutnosti predsjednika i članova Uprave Društva i Odluku o davanju prokure.

Nadzorni odbor je, na sjednici održanoj 29. ožujka 2006. godine, prihvatio izvješće ovlaštenog revizora Društva PricewaterhouseCoopers d.o.o., Zagreb, te je dao suglasnost Upravi Društva na Odluku o konsolidiranim financijskim izvještajima za poslovnu 2005. godinu.

Time su konsolidirani financijski izvještaji za poslovnu 2005. godinu utvrđeni od Uprave i Nadzornog odbora Društva. Konsolidirani financijski izvještaji dati su na uvid

necessary according to the Articles of Association. To that effect, it gave its consent to Decisions on Acquisition and Management of Shares in other Companies; the Decision on Acquisition of its Treasury Shares; the Decision on the Company's Representation in Case of the President's Absence and of the Absence of Members of the Company's Management Board; and to the Decision on Issuing Procuration.

At its meeting held on 29 March 2006, the Supervisory Board accepted the Report of the authorised auditor of the Company, PricewaterhouseCoopers d.o.o., Zagreb, and gave its consent to the Decision of the Company's Management Board on Consolidated Financial Statements

dioničarima Društva. Svoju suglasnost Nadzorni odbor dao je i na izvješće Uprave o stanju Društva.

Uz suglasnost na Konsolidirane financijske izvještaje Kraš grupe za 2005. godinu, Nadzorni odbor prihvatio je i prijedlog Uprave upućen Glavnoj skupštini o upotrebi kumulirane zadržane dobiti iz ranijih godina i upotrebi dobiti ostvarene u poslovnoj 2005. godini. Predloženo je da se dobit Društva ostvarena u 2005. godini od 38.967.288,50 kuna raspoređi u zakonske rezerve u iznosu od 1.948.364,50 kuna i za zadržanu dobit u iznosu 37.018.924,00 kuna. Istom Odlukom predloženo je da se iz sredstava kumulirane zadržane dobiti iz ranijih godina, ostvarene do 31. prosinca 2000. godine, isplati dividenda dioničarima u iznosu od

for the business year 2005. In this way, the Consolidated Financial Statements for the Business Year 2005 have been approved by the Company's Management and Supervisory Boards. Consolidated Financial Statements have been submitted to the Company's shareholders for their inspection.

The Supervisory Board also gave its consent to the Management Board Report on the position of the Company.

Along with the approval of the Consolidated Financial Statements of the Kraš Group for 2005, the Supervisory Board also accepted the proposal of the Management

The Supervisory Board estimated that the proposal of the Decision on the Use of Profit corresponded to the achieved results, guidelines and plans for the Company's development. The Decision on the Use of Profit was submitted to shareholders for review.

On the basis of supervision of the Company's operations, the Supervisory Board concluded that the Company acted in accordance with decisions of the General Assembly, Company's documents and positive regulations of the Republic of Croatia.

6.



Darko Đeneš



Marija Carić



Josip Marinković

17,00 kuna po dionici, te udjeli u dobiti članovima Uprave, menadžmentu i radnicima u iznosu od 16.700.000,00 kuna.

Nadzorni odbor je ocijenio da je prijedlog Odluke o upotrebi dobiti primjeren ostvarenim rezultatima, smjernicama i planovima razvoja Društva. Odluka o upotrebi dobiti daje se na uvid dioničarima.

Temeljem nadzora nad poslovanjem Društva, Nadzorni odbor je utvrdio da Društvo djeluje u skladu s odlukama Glavne skupštine, aktima Društva i pozitivnim propisima Republike Hrvatske.

Board to the General Assembly on the use of funds of retained profit accumulated from previous years and use of the profit realised in the business year 2005. The proposal was put forward that the Company's profit realised in 2005 and amounting to 38,967,288.50 Kuna should be allocated for legal reserves to the amount of 1,948,364.50 Kuna and for retained profit to the amount of 37,018,924.00 Kuna. It was also proposed by the same Decision to pay the dividend of 17.00 Kuna per share to shareholders, and a share of profit to members of the Management Board, the Management and employees, to the amount of 16,700,000.00 Kuna out of the retained profit accumulated from previous years by 31 December 2000.



Darko Koritnik



Zoran Parać



Davor Holjevac

7.

Zagreb, 26. travnja 2006.

Predsjednik Nadzornog odbora
Darko Pender, dipl. ing.

Zagreb, 26 April 2006

Darko Pender,
Chairman of the Supervisory Board



8.

*Raskošno. Skladno. Čokoladno.
Intense. Chocolate Excellence.*

Izvješće Uprave
Report of the Management Board

9.



	2004	2005	Indeks
PROIZVODNJA (TONE)	30.540	33.162	108,6
UDIO KRAŠA U KONDITORSKOJ PROIZVODNJI HR.(%)	49,2	47,8	97,2
PRODAJA - UKUPNO (TONE)	30.980	32.945	106,3
PRODAJA NA TRŽIŠTU HRVATSKE (TONE)	19.544	20.618	105,5
PRODAJA NA INOZEMNOM TRŽIŠTU (TONE)	11.436	12.327	107,8
BROJ RADNIKA na dan 31.12. - Kraš grupa	2.652	2.665	100,5
PRIHODI OD PRODAJE (000 KN)	860.667	916.715	106,5
BRUTO DOBIT (000 KN)	352.208	375.375	106,6
DOBIT IZ POSLOVANJA (000 KN)	44.791	56.118	125,3
EBITDA (000 KN)	109.696	120.924	110,2

	2004	2005	Index
PRODUCTION (TONS)	30,540	33,162	108.6
KRAŠ SHARE IN CONFECT.PROD. OF CROATIA (%)	49.2	47.8	97.2
SALES - IN TOTAL (TONS)	30,980	32,945	106.3
SALES IN THE MARKET OF CROATIA (TONS)	19,544	20,618	105.5
SALES IN FOREIGN MARKETS (TONS)	11,436	12,327	107.8
AVERAGE NUMBER OF EMPLOYEES as per 31.12. -KRAŠ GROUP	2,652	2,665	100.5
SALES INCOME (000 HRK)	860,667	916,715	106.5
GROSS PROFIT (000 HRK)	352,208	375,375	106.6
OPERATING INCOME (000 HRK)	44,791	56,118	125.3
EBITDA (000 HRK)	109,696	120,924	110.2

Kraš grupa
Osnovni podaci i
pokazatelji o poslovanju

Kraš Group
Basic Data and Indicators
of Business Operations

DOBIT PRIJE POREZA (000 KN)	41.280	54.911	133,0
NETO DOBIT (000 KN)	30.975	40.866	131,9
UKUPNA IMOVINA (000 KN)	1.031.734	1.136.054	110,1
KAPITAL I REZERVE (000 KN)	690.152	697.097	101,0
STOPA BRUTO DOBITI (%)	40,9	40,9	100,0
STOPA EBITA (%)	5,2	6,1	117,6
STOPA DOBITI PRIJE POREZA (%)	4,8	6,0	124,9
STOPA NETO DOBITI (%)	3,6	4,5	123,9

FREE TAX PROFIT (000 HRK)	41,280	54,911	133.0
NET PROFIT (000 HRK)	30,975	40,866	131.9
TOTAL ASSETS (000 HRK)	1,031,734	1,136,054	110.1
CAPITAL AND RESERVES (000 HRK)	690,152	697,097	101.0
GROSS PROFIT RATE (%)	40.9	40.9	100.0
EBIT RATE (%)	5.2	6.1	117.6
PRE-TAX PROFIT RATE (%)	4.8	6.0	124.9
NET PROFIT RATE (%)	3.6	4.5	123.9

U 2005. godini prodano je ukupno 32.945 tona gotovih proizvoda Kraš grupe na svim tržištima, što je 6,3% više u odnosu na 2004. godinu. Rast realizacije je zabilježen u sve tri grupe konditorskih proizvoda. Time je nastavljen pozitivan trend Kraševe prodaje.

Na povećanje prodaje utjecalo je više čimbenika od kojih treba istaknuti daljnje jačanje marketinških aktivnosti, razvoj novih i inoviranje postojećih proizvoda, unapređenje partnerskih odnosa s postojećim i novim kupcima, integracija Mire, te organiziranje uslužne proizvodnje kod drugih proizvođača za potrebe Kraša.

Od ukupno prodanih količina, na tržištu Hrvatske realizirano je 62,6%, a na izvoznim tržištima 37,4%. Udio izvoza u ukupnoj prodaji Kraša povećava se svake godine, sukladno Kraševoj dugoročnoj prodajnoj strategiji.

Na domaćem tržištu, gdje je Kraš lider, prodano je 20.618 tona proizvoda Kraš grupe, što predstavlja porast od 5,5% prema prethodnoj godini. Postignuti rezultat ima posebnu vrijednost jer je ostvaren u uvjetima i dalje jakog i nekontroliranog uvoza konditorskih proizvoda čija je osnovna karakteristika niska cijena. U Hrvatsku je 2005. godine uvezeno ukupno 42.340 tona konditorskih proizvoda, u vrijednosti od 122

In the year 2005, a total of 32,945 tons of Kraš Group finished products were sold in all the markets, which was 6.3% more as compared to the year 2004. The realisation growth was recorded in all the confectionery products groups. In this way the positive trend of Kraš sales has been continued.

More factors have influenced the sales growth of which the following have to be emphasized: further strengthening of marketing orientation, development of new products and innovation of the existing ones, promotion of partnership relations with the existing and new customers, integration of Mira, as well as outsourcing at other manufacturers for the needs of Kraš.

Out of the overall sold quantities, 62.6% were sold on the market of Croatia and 37.4% on the export markets. Export share in the overall Kraš sales has been increasing each year which suits the long-term sales strategy of Kraš.

On the domestic market, where Kraš is the leader, 20,618 tons of Kraš Group products were sold, which represents a growth of 5.5% as compared to the previous year. The achieved result has special value, as it has been accomplished in conditions of further strong and

Prodaja

milijuna USD, što je za 11% više od zabilježenog uvoza u 2004. godini. Time je uvoz sudjelovao u ukupnoj potrošnji slatkiša s 54,6%.

Vrhunska kvaliteta proizvoda, orijentacija na potrošače i stvaranje dodatnih vrijednosti, među glavnim su poslovnim ciljevima Kraša. To potvrđuju godišnja ispitivanja stupnja zadovoljstva kupaca i potrošača koja pokazuju ostvarene indekse njihova zadovoljstva iznad standarda, kako na području kvalitete proizvoda, tako i na području pružanja usluge. Time Kraš u potpunosti zadovoljava visoko postavljene kriterije ISO norme 9001 : 2000.

Uz standardne kanale kroz veleprodaju i maloprodaju, Kraš kontinuirano radi na iznalaženju novih načina prodaje i metoda distribucije, te na njihovom unapređenju, sve sa ciljem da slatki proizvodi budu dostupni što širem krugu potrošača i na što većem broju mjesta.

Tako je u 2005. godini postavljeno preko 115 samouslužnih aparata u školama, bolnicama, kampovima i drugim frekventnim mjestima s proizvodima koji pružaju potrošačima slatka mala zadovoljstva.

Sales

The achieved result has special value, as it has been accomplished in conditions of further strong and uncontrolled confectionery products import, the main characteristic of which are low prices.

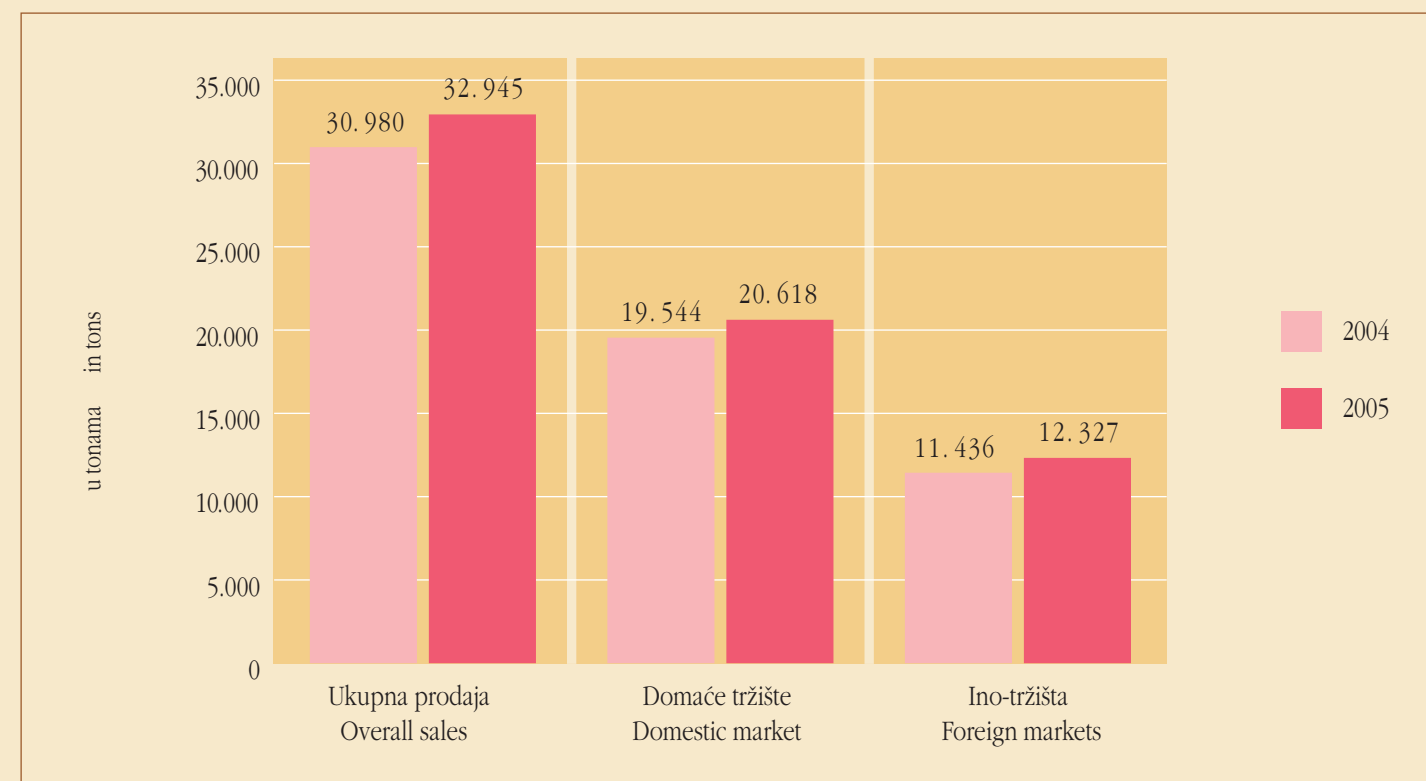
In the year 2005, a total of 42,340 tons of confectionery products were imported to Croatia, having a value of 122 mill US\$, which was 11% more than the recorded imports in 2004. In this way the import participated in the overall consumption of confectionery products with 54.6%.

Top quality of its products, orientation to consumers and creation of additional values are among the main objectives of Kraš's business operations. Annual surveys of the level of customer and consumer satisfaction are the evidence for that, as they show such indices of their satisfaction that are above the set standards in the domain of both product quality and provision of services. In this way Kraš entirely satisfies the highly set criteria of the ISO 9001 : 2000 standard.

Along with its standard channels of wholesale and retail trade networks, Kraš works continuously on discovering new sales channels and distribution methods, and on their improvement, with the purpose of making confectionery products available to the widest range of consumers and at the largest possible number of sites.

Prodaja Kraš grupe

Kraš Group Sales



Kraš je prisutan na svim benzinskim postajama gdje ravnopravno konkurira Milki, Marsu i drugim poznatim svjetskim brandovima. U 2005. godini vršene su intenzivne pripreme za početak opsluživanja hotela, restorana, kafića i ostalih ugostiteljskih objekata.

U okviru razvoja partnerskih odnosa s kupcima, Kraš cijeni ideje svojih kupaca glede kreiranja novih proizvoda, kao i njihove zahtjeve za unapređenjem postojećih proizvoda. To je jedan od izvora stvaranja novih proizvoda i načina unapređenja njihove prezentacije na prodajnom mjestu. Zahvaljujući prijedlozima i sugestijama kupaca, a dobivajući potvrdu kroz istraživanje tržišta, započet je rad na razvoju čokoladiranih brašeno konditorskih proizvoda u vrećicama, razvoju individualnih i skupnih pakiranja konditorskih proizvoda, te razvoju transportnih pakiranja koja ujedno imaju i funkciju displaya. Pored toga, uspješno su realizirani aranžmani vanjske proizvodnje za potrebe Kraša, čime je Kraš obogatio ponudu s novim proizvodima.

Kraševi proizvodi dizajnom i načinom prezentacije ne zaostaju za svjetskom ponudom slatkiša. To najbolje dokazuje izvoz proizvoda Kraš grupe, koji je za 7,8% veći od ostvarenja 2004. godine. U 2005. godini dosegao je razinu od 12.327 tona.

Rast izvoza po tržištima različit je, ovisno o karakteristikama pojedinog tržišta i Kraševe konkurentnosti na njemu. No, isti je fokusiran, prije svega, na tradicionalna tržišta zemalja u regiji, te tržišta srednje i istočne Europe na kojima je Kraš osnovao i svoja ovisna društva. To potvrđuju i postignuti rezultati u 2005. godini. Tržišta na kojima Kraš ima svoja ovisna društva bilježe rast izvoza za 11% prema ostvarenju u 2004. godini.

Kako je izvoz Kraševa dugoročna orijentacija, njegovo jačanje, osim na tržištima regije, bit će usmjereno na:

- unapređenje poslovne suradnje s postojećim ino kupcima
- osvajanje novih kupaca na tržištima gdje smo već prisutni
- izlazak na nova tržišta koja su nam do sada iz različitih razloga bila nedostupna.

S tržišno potvrđenim i visokokvalitetnim proizvodima koji se stalno inoviraju, dugogodišnjom tradicijom, poslovnim ugledom, visokom tehnologijom, proizvodnim kapacitetima, te sposobnim ljudskim potencijalom orijentiranim tržištu, Kraš ima sve pretpostavke za nastavak pozitivnih trendova u prodaji.

In that context, during the year 2005, Kraš increased the number of vending machines placed in schools, hospitals, camps and other frequented places where it offered products that supplied consumers with small sweet gratifications.

Besides, with its key assortment Kraš is present at all petrol stations where it competes equally with Milka, Mars and other world brands. During the year 2005 intensive preparations were carried out to start servicing hotels, restaurants, coffee shops and other catering establishments.

Within the framework of partnership relations with its buyers, Kraš appreciates their ideas in connection with the creation of new products, as well as their demands for promotion of the existing ones. This is one of the sources of creating Kraš's new products and the way of improving their presentation at the sales outlets. Thanks to buyers' proposals and suggestions and having the confirmation of their proposals through market research, the work has started on development of flour-based chocolate coated confectionery products in bags, on development of unit packs and display boxes of confectionery products and on development of transport cartons which are functioning as displays at the same time. Apart from it, Kraš's outsourcing arrangements have been successfully accomplished, which has also enriched Kraš's supply with new products.

By its design and presentation Kraš's products do not lag behind the world supply of confectionery products. The best proof for it is the export of the Kraš Group products, which is by 7.8% higher as compared to the year 2004. In the year 2005 it has achieved the level of 12.327 tons.

The export growth differs per individual markets, depending on the characteristics of individual markets and Kraš's competitiveness in it. However, the export growth is directed, in the first place, to traditional markets of the countries in the region, as well as to the markets of Central and Eastern Europe, where Kraš has established its subsidiaries. This has also been confirmed by results achieved in the year 2005. Markets with Kraš's subsidiaries show an export growth of 11% as compared to the exports in the year 2004.

As the growth of export is Kraš's long-term orientation, its strengthening shall be, along with the export to the markets of the region, also directed to:

- improving business cooperation with the existing foreign customers;
- winning new customers on the markets where Kraš is already present;
- conquering new markets that have been inaccessible to Kraš, until now, for various reasons.

With its high-quality products which have been accepted by the market and are permanently being innovated according to market requirements, with its long-standing successful tradition, its high business reputation, high technology, its production facilities and its competent market-oriented human resources, Kraš has all the prerequisites to continue positive trends in improving its achievements.



najfiniji kakao
The finest cacao



14.

15.

Tijekom 2005. godine u proizvodnim pogonima Kraš grupe ostvarena je proizvodnja u obujmu od 33.162 tone gotovih proizvoda, što je za 2.622 tone, ili za 8,6% više od ostvarenja u 2004. godini.

Povećanje proizvodnje prisutno je u svim tvornicama, a najveći rast ostvaren je u tvornici Mira u Prijedoru. Poslije provedene akvizicije ove tvornice, realiziran je opsežan program restrukturiranja i ulaganja značajnih financijskih i drugih sredstava u povećanje tehničko-tehnološke opremljenosti, u okviru čega je izvršen redizajn proizvodnog programa. U 2005. godini u Miri je proizvedeno 4.395 tona keksa i vafla, što je za 47,1% više od ostvarene proizvodnje u prethodnoj godini.

U tvornicama u Zagrebu proizvedeno je ukupno 28.767 tona gotovih proizvoda, što je za 1.214 tona, ili za 4,4% više od prošlogodišnje proizvodnje. Povećanje proizvodnje u Tvornici bombonskih proizvoda iznosilo je 9,9%, u Tvornici kakao proizvoda 7,1%, dok je u Tvornici keksa i vafla proizvodnja ukupno veća za 1,3%.

Stalna poboljšanja i unapređenja proizvodnih procesa kroz inventivne i investicijske aktivnosti utjecala su na racionalniju organizaciju rada i povećanje učinkovitosti instaliranih kapaciteta. U određenim segmentima proizvodnje primijenjene su metode “20 ključeva” čime je poboljšana organizacija i efikasnost. Proizvodnost rada na razini Kraš grupe povećana je za oko 10%.

16.

Proizvodnja

Sustav osiguranja kvalitete provodi se u svim fazama, od prijama sirovina i ambalaže do izlaza iz skladišta. Kontrola kvalitete podijeljena je u tri segmenta: ulazna kontrola, kontrola u tijeku procesa i završna kontrola proizvoda. Kraš osigurava dosljednost u kvaliteti i zdravstvenoj ispravnosti isporučenih proizvoda.

Uspostavljeni sustav identifikacije i sljedivosti osigurava da se u svakoj pojedinoj fazi stvaranja proizvoda provjeri sukladnost sa specificiranim zahtjevima.

In the course of the year 2005, in its manufacturing factories Kraš Group produced a total of 33,162 tons of finished products, which was by 2,622 tons or by 8.6% more than in the year 2004.

The production growth has been achieved in all Kraš factories and the highest growth has been realised in Mira factory, in Prijedor. After the acquisition of this factory had been carried out, a comprehensive restructuring programme was implemented and considerable funds and other means invested into the upgrading of technical and technological equipment, within which framework a redesign of production programmes was carried out. In 2005, 4,395 tons of biscuits and wafers were produced in Mira factory, which was by 47.1% more than in the previous year.

In the factories in Zagreb, a total of 28,767 tons of finished products was produced, which was by 1,214 tons or by 4.4% more than in the previous year. The production in the Candy Factory increased by 9.9%, in the Cocoa Products Factory by 7.1%, whereas in the Biscuits and Wafers Factory by 1.3%.

Continuous improvements and upgrading of manufacturing processes through inventive and investment activities resulted in a more rational work organisation and increase in the efficiency of the installed facilities.

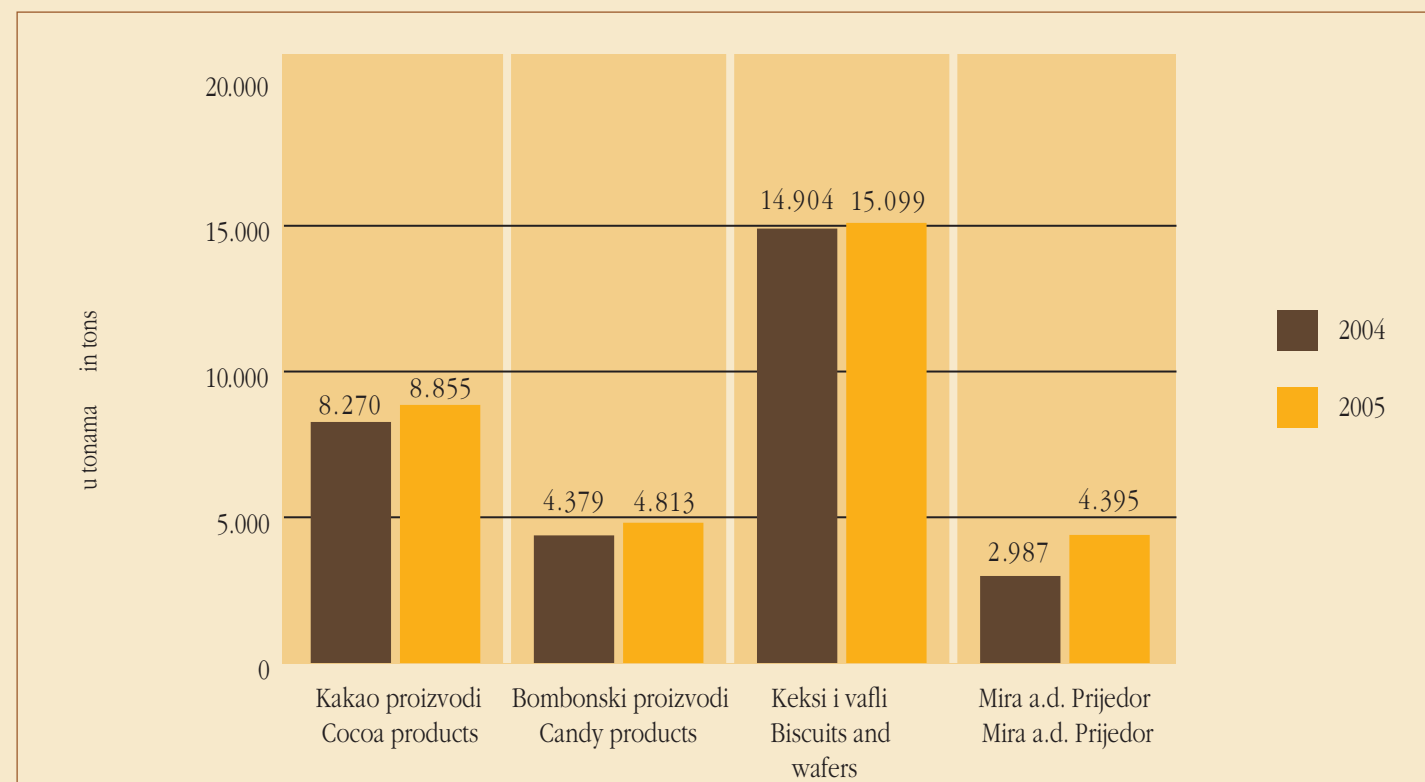
Production

In some production segments the “20 keys” method has been applied, thus improving the organisation and efficiency of production. Labour productivity at the Kraš level has been increased by 10%.

The quality assurance system has been implemented at all stages, i.e. from the receipt of raw materials and packing materials to their leaving the warehouse. Quality control is divided into three segments: input control, control in the course of production process and final product control. Kraš ensures consistency in quality and food safety of delivered products.

The established system of identification and monitoring ensures that compliance with the specified requirements is being checked during each phase of production.

Proizvodnja Kraš grupe po tvornicama
Kraš Group production as per factories



17.

Korištenjem spoznaja iz istraživanja tržišta i vrhunskog umijeća razvoja proizvoda u 2005. godini uspješno je realiziran velik broj projekata. Projekti razvoja novih proizvoda, kao i unapređenja postojećih, vođeni su u timovima za pojedine kategorije proizvoda. Rezultat toga je čak 29 novih i inoviranih proizvoda koji su zaživjeli na tržištu.

S posebnim ponosom valja spomenuti razvoj vrhunskih čokolada Kraš 1911 koje predstavljaju krunu konditorskog umijeća Kraševih stručnjaka i koje su u ožujku 2006. godine zahvaljujući svojoj raskošnoj opremi, originalnim ilustracijama okusa i korištenju suvremenih tehnika tiska, nagrađene slovenskim Oskarom za ambalažu.

Kraljica Kraševih deserta, Bajadera, obilježila je svoj zlatni jubilej. Povodom 50 godina postojanja na tržištu, ovom najsladem spoju srednjoeuropskog konditorskog umijeća i orijentalne raskoši okusa, pridodana su i nova luksuzna pakiranja.

Poseban naglasak stavljen je na razvoj tržišno interesantnih impulsnih proizvoda, tako da više od trećine noviteta iz svih proizvodnih grupa pripada upravo toj kategoriji koju karakteriziraju mala praktična pakiranja namijenjena potrošnji “u hodu”.

In the field of research and development in the year 2005, a considerable number of projects was successfully implemented by making use of the data obtained from the market research and of top skills in the product development. Projects for development of new products and for improvement of the existing ones were organised in teams for particular product categories. The result of team efforts is as many as 29 new and innovative products that have taken hold in the market.

Development of the top-quality Kraš 1911 chocolates deserve to be mentioned with particular pride, as they represent the crown of the confectionery skills of Kraš's experts. In March 2006, these chocolate tablets were awarded the Slovenian Oscar for their luxurious packaging, original flavour illustrations and use of contemporary printing techniques.

Bajadera, the queen of Kraš's desserts, marked its gold jubilee. On the occasion of its 50 years of being on the market, new luxurious packaging was added to this sweetest combination of the Central European confectionery skills and oriental lavishness of flavour.

18. Istraživanje i razvoj

Među novim proizvodima u 2005. godini posebno izdvajamo:

Specijalna pakiranja Bajadere

- Bajadera 350g - specijalno pakiranje u zlatnoj limenoj kutiji koja dodatno naglašava svu raskoš i čaroliju vrhunskog užitka
- Bajadera 280g - ekskluzivni dizajn osmerokutne kutije u kojoj je uz omotanu Bajaderu ponuđena i tzv. Rajska Bajadera, ručni rad vrhunskih majstora
- Bajadera 200g + kravata - spoj hrvatske tradicije i kvalitete, slastica koja je prvi nositelj prestižnog znaka HGK “izvorno hrvatsko” i autohtoni predmet po kojem nas prepoznaju u svijetu

Vrhunske čokolade Kraš 1911 u kojima je utkano iskustvo majstora čokolade od 1911. do danas

- Najfiniji kakao 100g - čokoladno iskustvo za pamćenje, tamna čokolada blago gorkastog okusa i fine, svilene strukture
- Najfinije mlijeko 100g - skladno ugođena simfonija nježnog mlijeka i strastvene čokolade

Research and Development

Development of impulse products interesting for the market was particularly emphasized. More than a third of novelties of all product groups belong precisely to this product category that is being characterised by small handy packing size designed to be consumed on the go.

Among the new products in 2005, the following are particularly singled out:

Bajadera, Special Packaging

- Bajadera 350g - special packing in golden tins additionally emphasizes all the luxury and magic of top delight
- Bajadera 250 g - exclusive design of the octagonal box in which along with the wrapped Bajadera, the so called “Rajska Bajadera” has been offered. Both Bajaderas are handmade by master confectioners
- Bajadera 200 g + tie - a combination of the Croatian tradition and quality, a confectionery that is the first of its kind to be given the HGK “Croatian Creation” label, an original product by which Croatia is recognisable worldwide



*uvijek tako dobra
as good as ever*



- Najfiniji lješnjaci 100g - raskošno zadovoljstvo za nepce, harmonija okusa koji se nalazi samo u vrhunskim čokoladama

Prutići Dorina 35g

- s keksom, ledenim punjenjem, jagodom i kokosom - omiljeni okusi Kraševih punjenih čokolada u praktičnom pakiranju

Bombonijera Amor 193g

- za poklon od srca, slatko srce iz Kraša

Bomboni 505 sa crtom i Mentol 35g

- manji oblici Kraševih popularnih bombona u šećernoj i bezšećernoj inačici, pakirani u praktične kutijice koje stanu u svaki džep

Tortica kokos 25g

- u sklopu redizajna omiljenog čokoladnog vafla, potrošačima je ponuđen i proizvod s okusom kokosa

Jaffa 125g

- meki biskvit sa slasnim želeom od naranče, preliven čokoladom

Božićno-novogodišnji asortiman

- plavoj čaroliji različitih okusa i pakiranja dodali smo Ki-Ki bombone u plastičnoj kutijici, mini čokolade u bombonijerskom pakiranju, te čokoladu s ledenim punjenjem.

Investicijske aktivnosti

Investicijske aktivnosti u Krašu su kontinuirani proces s kojim se povećava poslovna učinkovitost i konkurentnost na tržištu.

Prema planiranim programima i projektima, najznačajnija ulaganja u 2005. godini bila su usmjerena na:

- nabavku opreme za kakao masu
- modernizaciju opreme za izradu punjenja
- automatizaciju pakiranja bombonijera
- ulaganje za efikasnije korištenje voda
- nabavku energetske opreme i klimatizaciju proizvodnih prostora
- ulaganje u razvoj informatizacije.

High-quality Kraš 1911 chocolates in which experience of chocolate experts has been ingrained since 1911 up to the present day

- The finest cocoa 100g - chocolate experience to be remembered, dark chocolate with a slightly bitter taste, of fine silky texture
- The finest milk 100g - harmoniously attuned symphony of gentle milk and passionate chocolate
- The finest hazelnuts 100 g - a taste sensation, harmony of flavours that is found only in top-quality chocolate

Dorina Bars 35g

- with biscuits, ice, strawberry and coconut fillings - favourite flavours of Kraš's filled chocolates in a practical packing format

Amor Chocolate Box 193g

- a heart-to-heart gift, the sweet heart from Kraš

505 sa crtom and Menthol 35g Candies

- smaller forms of Kraš's popular candies with sugar and sugar-free, packed in practical boxes that fit into everybody's pocket

Tortica Coconut 25 g

- when redesigning the popular chocolate wafer, this coconut flavoured product has been offered to consumers

Jaffa 125g

- soft sponge cake with delicious orange jelly, chocolate coated

Christmas and New Year Assortment

- Ki-Ki toffees in plastic boxes together with mini chocolates packed as assorted chocolates, and chocolate with ice filling have been added to the blue magic of various flavours and packaging.

Investment Activities

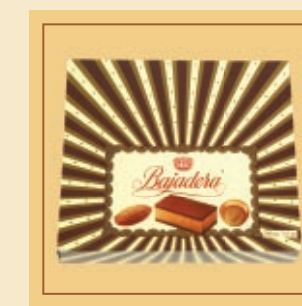
Investment activities in Kraš are a continuous process by means of which business efficacy and competitiveness in the market are increased.

In the course of 2005 the most significant investments based on the planned programmes and projects were aimed at:

- purchase of cocoa liquor equipment
- upgrading of filling equipment
- chocolate box packing automation
- investments related to a more efficient use of waters
- purchase of power equipment and installation of airconditioning in the production area
- investments related to IT system development .



*čarolija vrhunskog užitka
magic of supreme delight*



Kraš je 1997. godine uspostavio sustav upravljanja kvalitetom prema normi ISO 9001:1994 koji je potvrdila jedna od vodećih svjetskih certifikacijskih kuća Lloyd's Register., dok su 2003. godini ispunjeni i zahtjevi u skladu s normom ISO 9001:2000.

Kroz sustav upravljanja kvalitetom prepoznati su bitni poslovni procesi: nabave, proizvodnje, prodaje, razvoja proizvoda, upravljanja ljudskim potencijalima, upravljanja financijskim resursima, proces planiranja, te procesi upravljanja kvalitetom. Sustav upravljanja kvalitetom proširen je i na Tvornicu Mira, Prijedor, članicu Kraš grupe, gdje je certifikacija planirana u rujnu 2006. godine.

Od 2003. godine Kraš se odlučio za daljnji razvoj sustava upravljanja kvalitetom orijentiranom prema našim kupcima i potrošačima. Osigurati kvalitetan, zdravstveno ispravan i siguran proizvod zakonski je uvjet, ali i naša obaveza i odgovornost za svakog pojedinca - potrošača, a time i za cjelokupnu društvenu zajednicu. Odlučeno je, stoga, da se u okviru sustava upravljanja kvalitetom uvede samokontrola prema načelima HACCP-a čije je certificiranje planirano za rujan 2006. godine.

22.

Upravljanje kvalitetom i okolišem

Kraš posvećuje pozornost povećanju poslovne efikasnosti i konkurentnosti na zahtjevnom tržištu konditorskih proizvoda. Primjenom metodologije "20 ključeva" nastojimo standardizirati i unaprijediti određene procese u proizvodnji, poput procesa planiranja, održavanja strojne opreme, sustava korisnih prijedloga za poboljšanja i ostalih.

U području društvene odgovornosti za održivi razvoj, kako u našoj regiji tako i u okvirima europske korporativne održivosti, Kraš se želi razvijati kroz primjenu svih spomenutih sustava, metodologija i prakse, a u tome svoju odgovornost i orijentaciju za održivi razvoj temeljiti na jasno dodijeljenim ovlaštenjima i odgovornostima svakog pojedinca. Time će se ujedno dati i puni doprinos promicanju koncepta društveno odgovornog poslovanja u široj javnosti, u okvirima procesa pridruživanja EU.

Odgovornost Kraša za održivi razvoj očituje se i u segmentu zaštite okoliša, u sklopu kojeg su započele pripreme za uspostavu sustava upravljanja okolišem prema zahtjevima norme ISO 14001.

In the year 1997, Kraš had established the Quality Management System according to ISO 9001:1994, which was confirmed by Lloyd's Register, one of the leading world certification companies, whereas in the year 2003 requirements were met in compliance with ISO 9001:2000.

Essential business processes have been identified through the Quality Management System: purchase, production, sales, production development, human resources management, financial resources management, planning process and quality management process. The Quality Management System has also been extended to Mira factory of Prijedor, a Kraš Group member, certification of which is planned for June 2006.

As of the year 2003, Kraš has decided to proceed with further development of the Quality Management System that is customer and consumer oriented. It is Kraš's legal obligation but also its responsibility to secure good quality product, safe and reliable for each single consumer, and accordingly for the whole community.

Environmental and Quality Management

Therefore, it has been decided to introduce self-control within the Quality Management System, according to the HACCP principles, certification of which is planned for September 2006. Kraš pays special attention to the increase in effectiveness and competitiveness of its business operations in the demanding confectionery market. Through the implementation of the "20 keys" methodology, Kraš tries to standardise and promote certain production processes such as the planning process, installation equipment maintenance, system of useful improvement proposals and other.

In the field of social responsibility for sustainable development in the region as well as within the framework of the European corporative sustainability, Kraš wishes to develop itself through implementation of all mentioned systems, methodologies and practices, basing its responsibility and orientation for sustainable development on clearly awarded powers and responsibilities of each individual. By so doing, full contribution shall be given to the promotion of the concept of socially responsible business operations in the wider community, which is in compliance with the EU accession process.



višnja u srcu Deserta
juicy cherry in dark chocolate

23.



Realizacija projekta i certificiranje planirano je za travanj 2007. godine. Istovremeno radi se na uvođenju i standardizaciji najboljih svjetskih praksi, poput GHP-a (Dobra higijenska praksa), obzirom da je ispunjenje principa i zahtjeva Politike higijene od posebne važnosti u prehrambenoj industriji za sigurnost, zdravlje i povjerenje potrošača.

Zaštita okoliša

Politika razvoja kompanije posebno je usmjerena ka zaštiti radnog i prirodnog okoliša. Rezultat tog opredjeljenja je članstvo Kraša u Zajednici za zaštitu okoliša pri Hrvatskoj gospodarskoj komori (HGK), članstvo u Gospodarsko interesnom udruženju za pakovanje i zaštitu okoliša (GIUPAK), članstvo u Hrvatskoj mreži zdravih gradova, Projekt Zdrave organizacije u zdravom gradu, pri čemu je zbrinjavanje i korištenje otpada i zaštita okoliša kapitalno razvojno i gospodarsko pitanje. Kraš je bio među prvim suosnivačima Hrvatskog poslovnog savjeta za održivi razvoj (HRPSOR-a).

Projekti čistije proizvodnje i energetske učinkovitosti su polučili značajne efekte u racionalizaciji inputa u proizvodnji, unapređenju zaštite okoliša i smanjenju troškova poslovanja.

Smanjenje emisija u zrak

Korištenjem zemnog plina u radu kotlovnice, aero zagađenje svedeno je na minimum, dok su ugradnjom katalizatora za bolje sagorijevanje na plamenicima kotlovskih postrojenja postignuti bolji energetske, ekološki i ekonomski rezultati.

Instaliranjem plamenika za parni kotao s promjenjivim brojem okretaja, smanjena je buka i utrošak električne energije, a regulacijom kisika ostvarene su uštede na gorivu od 2 do 3% godišnje.

Analiza dimnih plinova NO₂, CO, CO₂ vrši se tjedno u svrhu praćenja produkata izgaranja u kotlovnici.

Poštujući međunarodnu konvenciju o zaštiti ozonskog omotača i postupnoj zamjeni freona (R 12) amonijačnim sustavima, Kraš je izgradio novu centralnu rashladnu stanicu koja je omogućila zamjenu direktnih freonskih (R 12) sistema hlađenja, indirektnim načinom hlađenja amonijakom - antifrizom.

Zamijenjeni su uljni kompresori za proizvodnju zraka, sa suhoradnim (bezuljnim) kompresorima koji proizvode sanitarno čisti zrak bez mirisa.

Zaštita voda

Voda je resurs čija je količina na Zemlji ograničena, pa je njenom uštedom Kraš dao značajan doprinos zaštiti i očuvanju voda. Za svoje potrebe Kraš koristi bunarsku i gradsku vodu. Bunarska voda crpi se iz vlastitih vodocrpilišta.

Kraš's responsibility for sustainable development is also obvious in the segment of environmental protection, within which preparations have been initiated for establishment of the Environmental Management System according to ISO 14001. Realisation of this project and its certification are planned for April 2007. At the same time introduction and standardisation of the leading practices worldwide, such as the GHP, is being dealt with, since fulfilment of principles and hygienic policy requirements are of paramount importance in the food industry for the safety, health and confidence of its consumers.

Environmental Protection

The Company's policy is particularly oriented to the protection of the working and natural environment. Consequently, Kraš is a member of the Environmental Protection Association with the Croatian Chamber of Commerce, the Economic Interest Association for Packaging and Environmental Protection (GIUPAK), the Croatian Healthy Cities Network, the Project on Healthy Organisation in a Healthy City, in which waste disposal and use as well as environmental protection are substantial development and economic issue. Kraš is among the first co-founders of the Croatian Business Council for Sustainable Development (HRPSOR).

Projects on cleaner production and power efficiency have produced significant effects in rationalisation of production inputs, promotion of environmental protection and cost reduction of business operations.

Air Emission Reduction

Analysis of smoke gases NO₂, CO, CO₂ is carried out weekly in order to monitor combustion effects in the boiler-room.

In compliance with the International Convention on Ozone Layer Protection and Gradual Replacement of Freon (R12) by ammonium systems, Kraš has installed a new central cooling station. This cooling station has enabled replacement of direct Freon (R 12) cooling systems by indirect ones, i.e. by ammonia - antifreeze.

Air production oil compressors have been replaced by oil-free compressors which are producing sanitary clean air without smell.

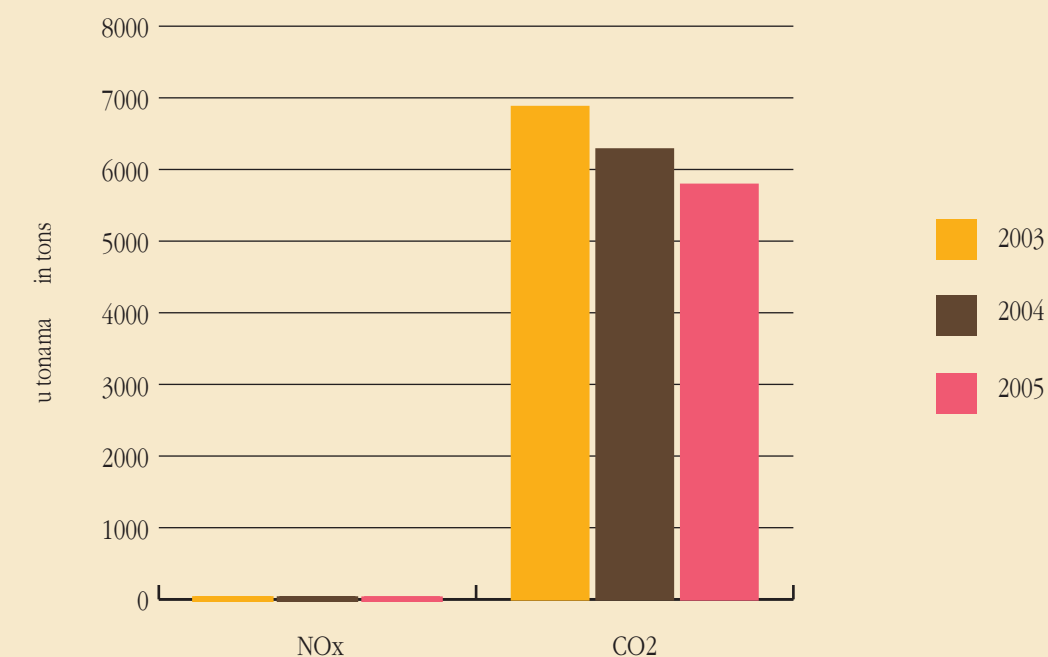
Protection of Waters

Water is considered to be the Earth's most limited resource. By saving water, Kraš has significantly contributed to protection and preservation of waters.

For its operations, Kraš uses well water and mains water. Well water is pumped from Kraš's own pumping stations, whereas mains water is used through the water-supply network.

Emisija plinova u kotlovnicama

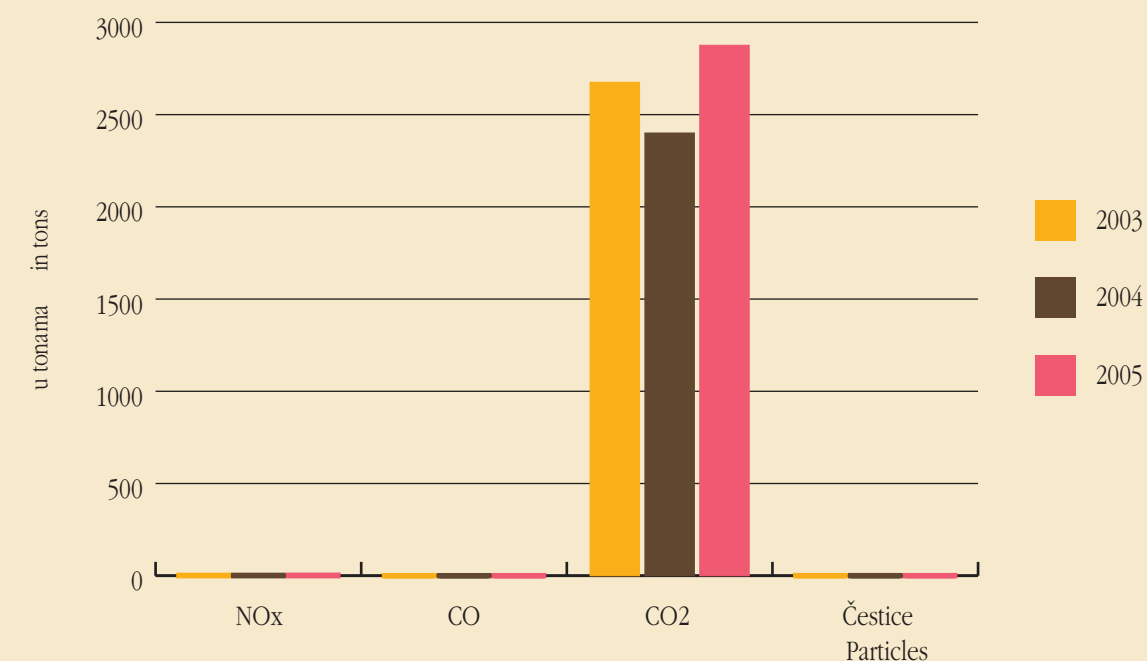
Gas Emission in Boiler-Rooms



25.

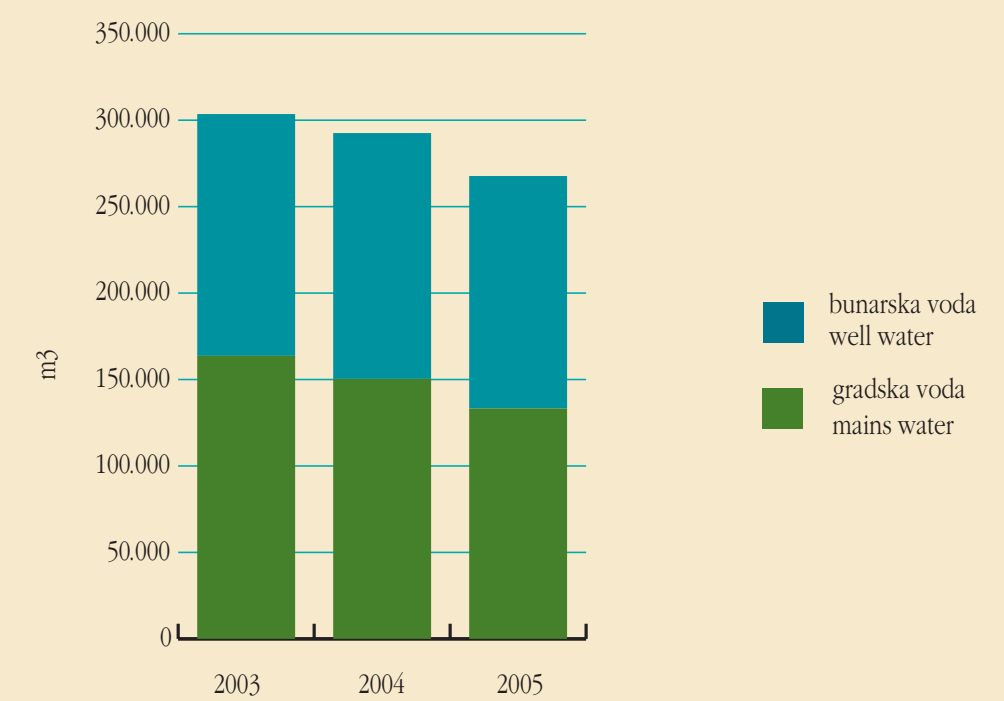
Emisija plinova

Gas Emission

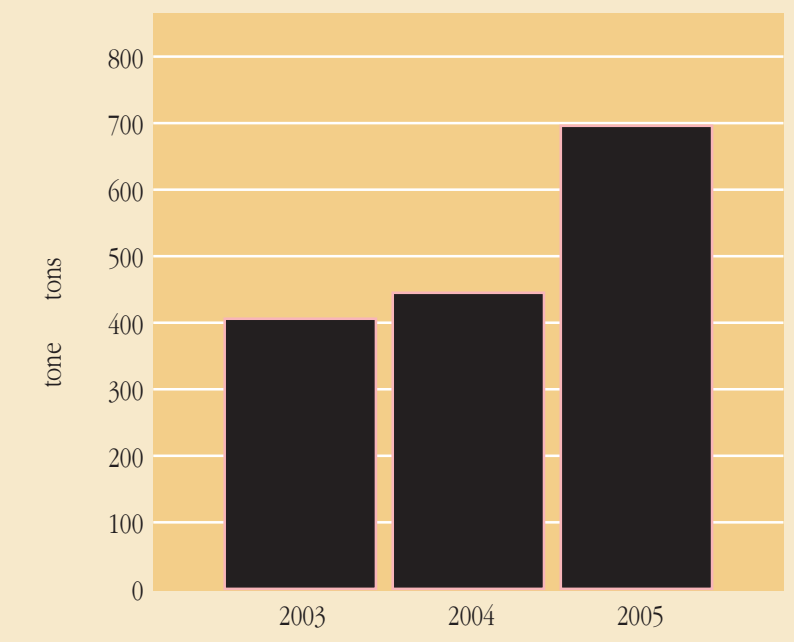


24.

Potrošnja Vode
Water Consumption



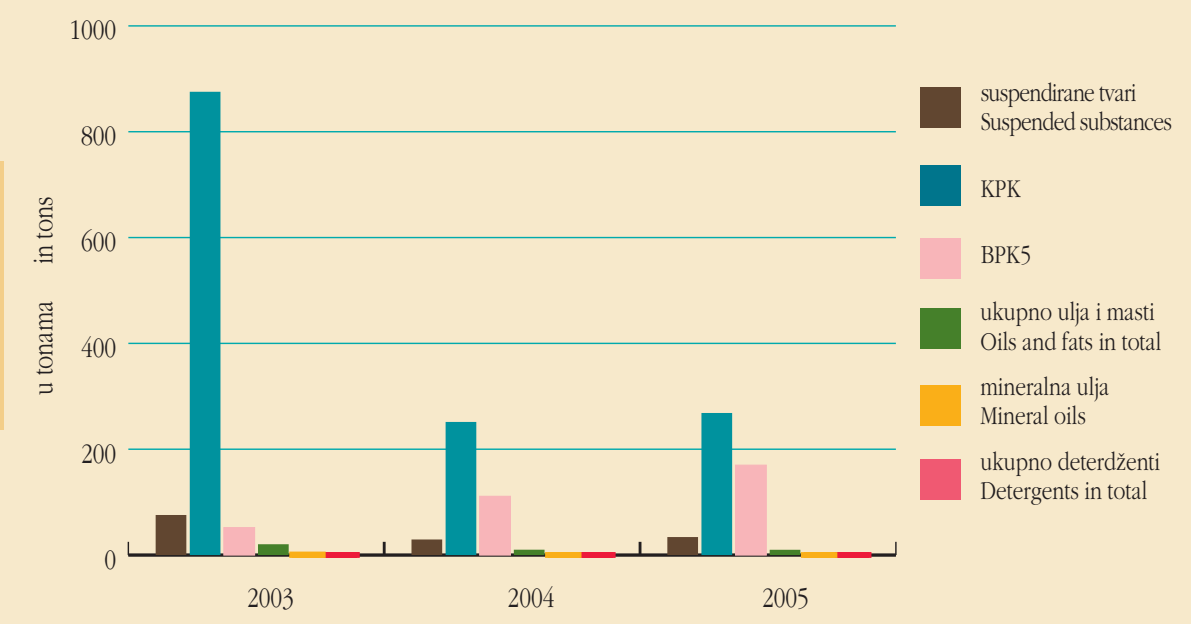
Komunalni otpad
Public Utilities Waste



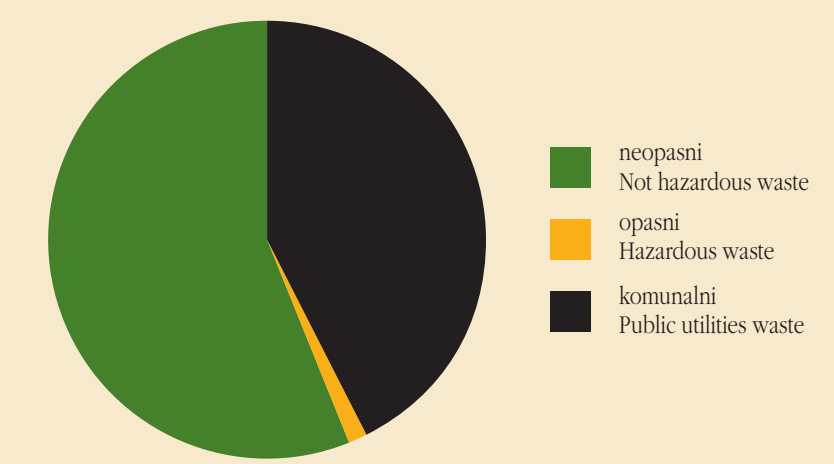
26.

27.

Emisija onečišćene vode
Waste Water Emission



Vrste otpada u 2005. godini u tonama
Types of Waste in 2005 (in tons)



Podizanjem svijesti kod svih zaposlenika, te primjenom tehničkih inovacija, Kraš je proveo niz mjera koje su rezultirale racionalizacijom potrošnje vode.

Zaštita od buke

Na području zaštite od buke uvedena su nova tehnička rješenja, čime se smanjila buka koja je opterećivala stambeno područje u susjedstvu. Sadašnje stanje zadovoljava zakonske propise.

Zbrinjavanje otpada

U Krašu se koriste velike količine svih vrsta ambalažnog materijala, te se posebna pažnja posvećuje razvoju i zbrinjavanju ambalaže. Uglavnom se koristi ekološki prihvatljiva ambalaža, na kojoj su utisnute hrvatske i međunarodno priznate oznake ekološke prihvatljivosti.

S otpadom koji nastaje obavljanjem djelatnosti u Društvu postupa se po gospodarskim načelima i načelima zaštite okoliša, sukladno važećim propisima, Uputi o provedbi propisa o otpadu i zaštiti okoliša i drugim aktima Društva.

By making its employees aware of the water issue and by applying technical innovations, Kraš has implemented a series of measures which have resulted in water consumption rationalisation.

Noise Protection

In the field of noise protection new technical solutions have been introduced by which noise that has disturbed the adjoining residential area has been reduced. The present state meets the requirements of the current legislation.

Waste Disposal

Kraš uses large quantities of all kinds of packaging materials; therefore, special attention is given to the development of packaging material and disposal of packaging waste. The packaging applied is mostly environmental friendly and it bears impressed Croatian and internationally accepted marks on ecological acceptability.

Waste that is produced by Kraš's activities is managed in accordance with fair business practice and environmental protection principles, in compliance with the current legislation, Instructions on Implementation of Waste Disposal Provisions and Environmental Protection, and other acts of the Kraš Group.



*ujutro za Dobar Dan uvečer za Dobar san
for good morning or for sweet dreams*

28.

29.



Ostvarivanje i zadržavanje konkurentne prednosti na tržištu ovisi o ljudskom čimbeniku. Stoga je važno da kompanija postavi "prave ljude na prava mjesta", a glavna je zadaća ljudskih potencijala osposobljavanje ljudi za ostvarivanje zajedničkih ciljeva i vrijednosti, kao i njihova edukacija i razvoj za uspješno prilagođavanje izazovima tržišta.

U prošloj godini izvršene su značajne organizacijske promjene koje se primjenjuju od 1. studenog 2005. godine. Njima se nastojala postići racionalizacija poslovanja, povezanost i brži protok informacija između poslovnih procesa kako bi se što bolje iskoristilo znanje i potencijal svakog radnika. Postojeća organizacija od osam sektora bitno je sužena i svedena na tri sektora i to: Sektor strateškog marketinga, istraživanja i razvoja, Sektor prodaje i Sektor financija i kontrolinga. Uz tri tvornice koje su izravno vezane uz Upravu, radi racionalizacije troškova i povećanja efikasnosti rada, formirano je šest organizacijskih jedinica izravno odgovornih Upravi, a zadaća im je pružati usluge i povezivati proizvodnju i sektore. To su: Kadrovski, opći i pravni poslovi, Nabava, Upravljanje kvalitetom, Informatika, Inženjeri i tehnička služba, i potpuno nova organizacijska jedinica- Centralno planiranje.

Achieving and maintaining a competitive advantage on the market depend on the human factor. It is therefore of great importance that the Company "puts the right people in the right places", while the major task of Human Resources is to train staff for the realisation of common goals and values, and to train and prepare them for a successful adaptation to market challenges.

Last year, significant organisational changes have been introduced and implemented since 1 November 2005. The purpose of these changes was to achieve rationalisation of business operations, and mutual exchange and faster flow of information between business processes, in order to make better use of the competence and potential of each employee. The existing organisation of eight divisions has been considerably reduced to only three: the Strategic Marketing, Research and Development Division; Sales Division; and Finance and Controlling Division. Along with three production plants, which are directly connected with the Management Board, six organisational units directly responsible to the Management Board have been established in order to rationalise costs and increase operational efficiency, with the assignment to provide services and connect production and divisions.



30.

Ljudski potencijali

Na području pribavljanja, selekcije i izbora kadrova i u 2005. godini odvijale su se značajne aktivnosti. Radni odnos zasnovalo je 112 radnika. Od ukupno zaposlenih pretežno su to radnici SSS profila, što je trend pozitivnog kretanja u kvalifikacijskoj strukturi zaposlenih. Radi popunjavanja tima za daljnju poslovnu ekspanziju, primljeno je i 8 visoko obrazovanih radnika s novim znanjima i sposobnostima koji su iskustva stjecali u uspješnim hrvatskim kompanijama. Radi pravovremene pripreme i uspješne sukcesije primljeno je i 6 VSS, pripravnika od čega 5 pripravnika - diplomiranih inženjera prehrambene tehnologije i 1 VSS pripravnik diplomirani ekonomist. U istom razdoblju radni odnos prestao je za 122 radnika i to najviše zbog prestanka potrebe za obavljanjem poslova na određeno vrijeme, dok je dio radnika ostvario pravo na mirovinu ili im je radni odnos prestao sporazumno.

Ovakva kadrovska politika dovela je do pozitivnog kretanja u kvalifikacijskoj strukturi u korist rasta broja VSS kadrova, te struktura izgleda ovako: 12,83% radnika je VSS; 3,16% radnika je VŠS; ukupno 54,81% je VKV, SSS i KV, a PKV i NSS 29,20% radnika. Radi lakše prilagodbe kompanije i pojedinca modernim trendovima poslovanja, na području obrazovanja provedeni su opsežni programi stručnog usavršavanja, doškolovanja i osposobljavanja.

Human Resources

These organisational units are as follows: Human Resources, Legal and Administration Unit; Purchasing Unit; Quality Management; IT; Engineering and Technical Department; and a completely new organisational unit - Central Planning.

Significant activities have taken place in the domain of recruitment, selection and choice of candidates for employment in 2005, too. 112 new employees were engaged. Our employees predominantly have secondary school qualifications, which is a positive trend in the employee qualification structure. In order to complete the team for further business expansion, 8 competent and experienced members of staff with university qualifications have been also employed. They had gained their experience in successful Croatian companies. In order to carry out preparations and achieve seamless succession in due time, 6 trainees with university degrees have been employed, too, 5 of them graduate engineers in food technology and 1 graduate economist.

During the same period, 122 employees stopped working for the Company, in most cases due to the fact that there was no further need for their temporary employment, whereas some of them were entitled to retirement or decided to terminate employment by mutual consent.

31.

*obiteljska miljenica
family favourite*



Kraš se opredijelio za stalno učenje, pri čemu je naglasak na edukaciji u području strateškog marketinga, prodajne operative, srednjeg rukovodećeg kadra (edukacija rukovoditelja, šefova, poslovođa, voditelja smjena iz područja vođenja, motivacije, timskog rada, ocjene uspješnosti), te radnika koji rade na održavanju pneumatskih sustava u proizvodnim pogonima čokolade, keksa i bombona. U 2005. godini 1.256 radnika je uključeno u razne vidove treninga.

U svrhu unapređenja kvalitete i povećanja efekta obrazovnih aktivnosti, provodi se već ranije uveden sustav evaluacije obrazovnih aktivnosti.

Osposobljavanje novoprimitljenih pripravnika u 2005. godini kroz usvojene programe pripravničkog stažiranja, te seminare namijenjene upravo ovoj kategoriji mladih, visokoobrazovanih stručnjaka, planirano je u sljedećem razdoblju. Ocjenjivanje radne uspješnosti provedeno je putem standardiziranih upitnika u rujnu i listopadu 2005. godine, tijekom kojeg su ocijenjeni svi radnici Kraša d.d. i Kraš-trgovine d.o.o., Zagreb. Ukupno je ocijenjeno 1.598 radnika, a prosječna ocjena ukazuje da učinak radnika u prosjeku odgovara zahtjevima posla.

Nastavljeno je poticanje inventivnog rada, te je u 2005. godini bilo ukupno 28 inventivnih prijedloga, te 15 manjih korisnih prijedloga u okviru Ključa 3 - Aktivnosti u malim grupama.

32.

U prosincu 2005. godine organizirano je ispitivanje zadovoljstva zaposlenih putem anketnog upitnika, na uzorku koji je određen uz uvažavanje strukture zaposlenih prema spolu, stručnoj spremi i organizacijskim cjelinama.

Rezultati pokazuju da nije dovoljno da nam je posao izazovan i zanimljiv, nego da ostavlja dovoljno vremena za privatni život i da nije pretjerano stresan. Adekvatno plaćen posao, sukladan našim sposobnostima, osnova je bez koje nema zadovoljstva. Mogućnost osobnog razvoja i razvoja karijere gotovo je jednako važna. Opći stupanj zadovoljstva radnika Kraša d.d., u odnosu na protekla istraživanja, ostao je jednak, što ukazuje na to da ima mnogo prostora za poboljšanja. Visokom motivacijskom potencijalu i nadalje najviše doprinose predanost organizaciji i ugled Kraša.

Uvažavajući mišljenje da je interno komuniciranje jedna od bitnih pretpostavki za uspješnost kompanije, nastavljeno je informiranje zaposlenih putem KRAŠ INFO i putem TRIBINE. Nadalje, uspješno se provodilo informiranje o stanju i poslovanju Društva na sjednicama Radničkog vijeća i Povjereništva Sindikalne podružnice, dok se o značajnijim aktivnostima informiralo putem skupova radnika. Također je značajno poboljšana i direktna komunikacija s radnicima.

Radi zaštite osobnih podataka radnika, među prvim kompanijama u Hrvatskoj, uskladili smo se s novim zakonodavnim uređenjem područja zaštite osobnih podataka, ustrojili smo zbirke osobnih podataka i imenovali njihove voditelje, čime smo zaštitu osobnih podataka uredili usvajajući zakonske standarde i rješenja.

This personnel policy has initiated positive trends in the Company's qualification structure in favour of the growing number of personnel with university qualifications, and the structure is now as follows: 12.83% hold university degrees; 3.16% have post-secondary school qualifications; a total of 54.81% of the employees are highly skilled workers, hold secondary-school qualifications or are skilled workers, whereas 29.20% are semi-skilled or unskilled workers.

Comprehensive advanced training programmes, additional training programmes and educational programmes have been implemented in order to facilitate adaptation of the Company and individuals to modern business trends.

Kraš is committed to on-going education. To this end, it stresses education in the field of strategic marketing and sales operations, training of the middle management staff (with emphasis on the additional training of managers, heads, supervisors, and shift foremen/women in the field of management, motivation, team work, and performance appraisal), and of employees working on maintenance of pneumatic systems in the chocolate, biscuit and candy production plants. In the year 2005, 1,256 workers were engaged in some sort of training.

In order to promote quality and raise the effect of training activities, the already introduced training activity evaluation system is being implemented.

For trainees hired in 2005, it is planned to provide training in the subsequent period through the adopted trainee programmes and seminars specially designed for this category of young, university qualified experts.

In September and October of 2005, performance appraisal was carried out through standardised questionnaires, whereby the performance of all Kraš d.d. and Kraš-trgovina d.o.o. Zagreb's employees was evaluated. A total number of 1,598 employees was estimated and the obtained average grade indicated that the employees' performance corresponded on the average to the demands of their jobs.

Inventive work continued to be stimulated and in 2005 there were 28 inventive proposals in all, as well as 15 minor useful proposals within the framework of the Key 3 Programme - Activities in Small Groups.

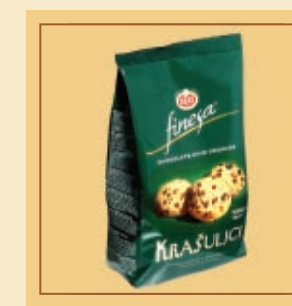
In December 2005, employee satisfaction was examined through a survey questionnaire on a sample that was set taking into account the structure of employees according to sex, qualifications and organisation units.

Results of the survey have shown that it is not enough to have a challenging and interesting job, which is not excessively stressful and leaves enough free time for a private life. An adequately paid job that suits one's competence is the basic requirement for satisfaction. The possibility to develop personally and in general is almost equally



mmm...prekrasno
mmm...Delightful

33.



Značajne aktivnosti provodile su se i na području sigurnosti na radu, što je dovelo do smanjenja broja ozljeda. U 2005. godini iskazan je najniži broj ozljeda u posljednjih 10 godina. Zaštita okoliša, zaštita zdravlja, sanitarno-higijenska zaštita i zaštita od požara organizirane su na primjeren način, te su i na tim područjima ostvareni vrlo dobri rezultati.

important. The general degree of satisfaction of Kraš d.d. employees remained the same in comparison with previous surveys, which indicates that there is still a lot of room for improvement. Loyalty to the Company and Kraš's reputation continue to contribute to the high motivation potential.

Taking into consideration the opinion that internal communication is one of the major prerequisites for the Company's success, the communication of information to the employees has continued through KRAŠ INFO and TRIBINA, the company magazine. Furthermore, information on the position and business operations of the Company was successfully communicated at meetings of the Workers' Council and of the Union Branch Commission, while more significant news was conveyed at employees' meetings. Direct communications with employees have also been considerably improved.

In order to provide personal data protection to its employees, Kraš d.d. has been one of the first companies in Croatia to comply with the new legislation related to personal data protection. It has established databases and appointed the appropriate managers. By so doing, Kraš has regulated personal data protection through implementation of the stipulated legal standards.

Significant activities have been carried out in the field of work safety, which have resulted in a reduced number of injuries at work. During the year 2005, Kraš d.d. employees suffered the lowest number of injuries recorded in the last 10 years. Environmental protection, health care, sanitary and hygiene protection and fire safety have been organised in the appropriate manner, thus providing good results in these areas, too.



samo su jedne napolitanke
The one and only napolitanke Kraš

34.

35.





36. *malo slano zadovoljstvo*
little salty pleasure



Glavno obilježje konditorskog tržišta u Hrvatskoj, u zadnjih nekoliko godina, je vrlo intenzivan rast potrošnje u kojem su uvozni proizvodi kontinuirano povećavali udio u ukupnoj potrošnji na uštrb proizvoda domaćih proizvođača. U brzoj liberalizaciji vanjske trgovine, pogotovo nakon potpisivanja Sporazuma o stabilizaciji i pridruživanju Europskoj uniji, uvoz konditorskih proizvoda povećan je s 13.780 tona u 2000. godini, na preko 42.000 tona u 2005. godini. To znači da je za pet godina došlo do trostrukog povećanja uvoza.

U istom razdoblju domaća konditorska industrija ostvarila je znatno manji rast prodaje, što je rezultiralo promjenom u strukturi potrošnje u kojoj su uvozni proizvodi povećali svoj udio na skoro 55%. Od 2000. do 2005. godine prodaja Kraša na domaćem tržištu povećana je za 26%, odnosno prosječno godišnje oko 5%.

U tako složenom i turbulentnom poslovnom okruženju, kako na domaćem tako i na većini izvoznih tržišta, planovi Kraša za 2006. godinu fokusirani su na daljnji rast i razvoj proizvodnje i prodaje u pravcu ostvarivanja strateških ciljeva kompanije u budućem razvoju.

Uz zadržavanje uloge vodećeg konditora na domaćem tržištu, planske aktivnosti Kraša u 2006. godini, kao i u narednim godinama, usmjerene su na nastavak trenda rasta izvoza na tržištima zemalja u regiji, uz istodobno zadržavanje postojećih i otvaranje novih izvoznih tržišta.

Predviđanja i planovi

Bržim rastom izvoza od prodaje na domaćem tržištu planira se u razdoblju do 2010. godine na izvoznim tržištima plasirati 50% ukupne Kraševe proizvodnje.

U 2006. godini Kraš planira proizvesti i prodati više od 36 tisuća tona konditorskih proizvoda, što je za oko 10% više od ostvarenih rezultata u 2005. godini.

Pored rasta prodaje na domaćem i tržištu regije, planira se povećanje izvoza i u zapadnu Europu, zemlje srednje i istočne Europe, te prekomorske zemlje.

Ambiciozni planovi povećanja prodaje, proizvodnje i prihoda realizirat će se kroz još bolje angažiranje raspoloživih resursa i snaga koje Kraš ima, te daljnjim ulaganjem u modernizaciju proizvodnje i osuvremenjivanje elemenata marketinga na svim tržištima. Tijekom godine tržištu će se ponuditi veliki broj novih i inoviranih proizvoda kojim će se, uz privlačne okuse, vrhunsku kvalitetu i ekskluzivan dizajn, obogatiti ponuda na zahtjevnom konditorskom tržištu.

Uz potvrđene brandove, prepoznatljivu kvalitetu i tradiciju, stalnu brigu o zadovoljstvu svojih potrošača i razvojem odnosa s poslovnim partnerima, Kraš sa znanjima i vještinama svojih radnika, proizvodnim kapacitetima i tehnologijom, ima dovoljno snage i mogućnosti za daljnji rast i razvoj i ostvarenje svoje misije.

In the past few years the Croatian confectionery market has been significantly marked by very intensive consumption growth, in which import products have continuously increased their share in the overall consumption to the detriment of domestic manufacturers. In the course of the fast foreign trade liberalisation, particularly after the Stabilisation and Association Agreement with the EU has been signed, import of confectionery products increased from 13,780 tons in 2000 to over 42,000 tons in 2005. It means that within a period of five years the imports have been tripled.

In the same period, domestic confectionery industry has achieved considerably lower sales growth, the result of which is the change in the consumption structure in which import products have increased their share by almost 55%. Between the years 2000 and 2005, the sale of Kraš products in the domestic market was increased by 26%, or respectively by 5% per year on the average.

In such a complex and turbulent business environment of both domestic and the majority of export markets, plans of Kraš for 2006 are directed at further growth and development of its production and sales, in order to achieve Company's strategic objectives projected for the future development.

In order to retain its leading role on the domestic confectionery market, Kraš's planning activities for the year 2006, as well as for the following years, are aiming at continuation of the export growth trend on

Projections and Plans

regional markets, while simultaneously keeping the existing and conquering new export markets. By faster growth of exports than of the domestic market sales, it is planned that up to 2010, 50% of Kraš's overall production be placed to export markets.

In 2006, Kraš is planning to manufacture and sell over 36,000 tons of its confectionery products, which is 10% more than in 2005.

Apart from the sales growth in the domestic market and markets of the region, export to Western Europe, countries of the Central and Eastern Europe as well as to overseas countries has also been planned.

Ambitious plans for increase of sales, production and revenues will be carried out by an even higher engagement of available Kraš's resources and strengths as well as through further investments into production streamlining and marketing elements modernisation in all markets. In the course of the year, Kraš will offer a large selection of new and innovated products to the market and with their very attractive flavours, top quality and exclusive designs enrich the supply on the demanding confectionery market. With its acknowledged brands, recognisable quality and tradition, ongoing efforts to please its consumers and developing good relationships with its business partners, Kraš - with its human resources and their competence and skills, as well as with its production capacities and technology - has enough strength and potential for further growth and development and for the accomplishment of its Mission.



38. *lakše se diše
for easier breathing*



Temeljni kapital Društva na dan 31. prosinca 2005. godine iznosi 549.448.400,00 kuna i podijeljen je na 1.373.621 dionicu. Nominalna vrijednost dionice je 400,00 kuna. Dionice su raspoređene na 4.933 dioničara.

Kraš d.d. Zagreb, u cijelosti je privatiziran. U otplati je još 2,26% od temeljnog kapitala, koji se otplaćuje Hrvatskom fondu za privatizaciju, sukladno Zakonu o privatizaciji koji je omogućio otplatu do 20 godina.

Društvo je u pretežitom vlasništvu malih dioničara - fizičkih osoba, koje posjeduju 68,06% dionica Društva. Pravne osobe posjeduju ukupno 10,14% dionica Društva, od toga Hrvatski fond za privatizaciju 0,07%, a ostale pravne osobe posjeduju 10,07%.

ESOP programom (KRAŠ-ESOP d.o.o. za savjetovanje i upravljanje, Zagreb), s ciljem promicanja radničkog dioničarstva obuhvaćeno je 19,80%.

Gledano pojedinačno, broj dionica u vlasništvu fizičkih osoba kreće se do maksimalnih 18.068 dionica i doseže 1,32% temeljnog kapitala, dok se broj dionica u vlasništvu pojedinih pravnih osoba kreće do maksimalnih 271.941 dionice i doseže 19,80% temeljnog kapitala.

Struktura dioničara Kraš d.d. Zagreb, promet dionicama, dividende

Trgovanje na Zagrebačkoj burzi u kotaciji “Tržište javnih dioničkih društava”

Tijekom 2005. godine dionicama Kraša trgovalo se na Zagrebačkoj burzi u kotaciji “Tržište javnih dioničkih društava” (TJDD), te neposredno između prodavatelja i kupaca.

Ukupni volumen trgovanja Kraševim dionicama na Zagrebačkoj burzi u 2005. godini iznosio je 215.492 dionice, što predstavlja 15,69% temeljnog kapitala Društva.

Tijekom godine tržišna cijena po dionici kretala se od najniže 345,00 kuna do najviše 580,00 kuna.

U zadnjoj transakciji na kraju 2005. godine cijena je na Zagrebačkoj burzi iznosila 551,02 kuna. Tržišna kapitalizacija na dan 31.12.2005. godine iznosila je 756,9 milijuna kuna.

The share capital of the Company as at 31 December 2005 amounted to HRK 549,448,400.00 and was divided into 1,373,621 shares. The nominal value of a share was HRK 400.00. The shares were distributed among 4,933 shareholders.

Kraš d.d. Zagreb has been entirely privatised. 2.26% of the share capital remained to be repaid to the Croatian Privatisation Fund according to the Privatisation Act that has enabled repayment within up to 20 years.

The major part of the Company is owned by small shareholders - natural persons, who possess 68.06% of the Company's shares. Legal persons possess a total of 10.14% of the Company's shares, of which Croatian Privatisation Fund 0.07% and other legal persons 10.07%.

ESOP programme (KRAŠ-ESOP d.o.o. for Counselling and Management, Zagreb) aiming to promote workers' shareholding, covers 19.80%.

Observed individually, the number of shares owned by natural persons ranges up to a maximum of 18,068 shares and reaches 1.32% of the share capital, while the number of shares owned by legal persons ranges up to a maximum of 271,941 shares and reaches 19.80% of the share capital.

Structure of Kraš d.d. Zagreb Shareholders, Stock Trade, Dividends

Trading on Zagreb Stock Exchange in the Quotation of the Public Joint Stock Companies

During 2005, Kraš shares were traded on the Zagreb Stock Exchange in the Market of the Public Joint Stock Companies (TJDD). The shares were also traded directly between sellers and buyers.

In 2005, the total volume of trading in Kraš shares on the Zagreb Stock Exchange amounted to 215,492 shares, which represented 15.69% of the Company's share capital.

In the course of the year, the market price per share ranged from HRK 345.00 to at the most HRK 580.00.

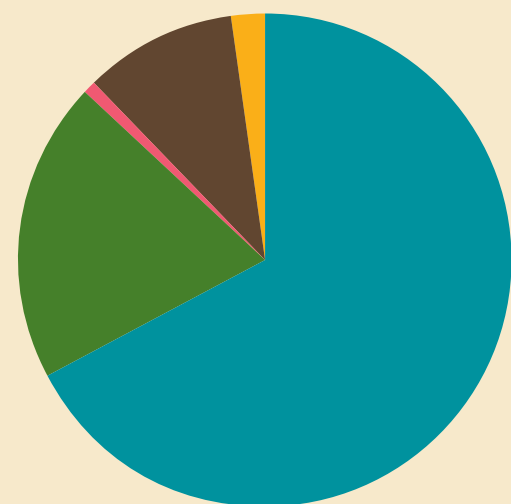
At the end of 2005, the price in the last transaction on the Zagreb Stock Exchange was HRK 551.02.

The market capitalisation as at 31 December 2005 amounted to 756.9 million Kuna.

39.

Struktura dioničara
Kraš d.d. Zagreb na dan
31.12.2005. godine

Structure of Kraš d.d.
Zagreb Shareholders
as at 31 December 2005

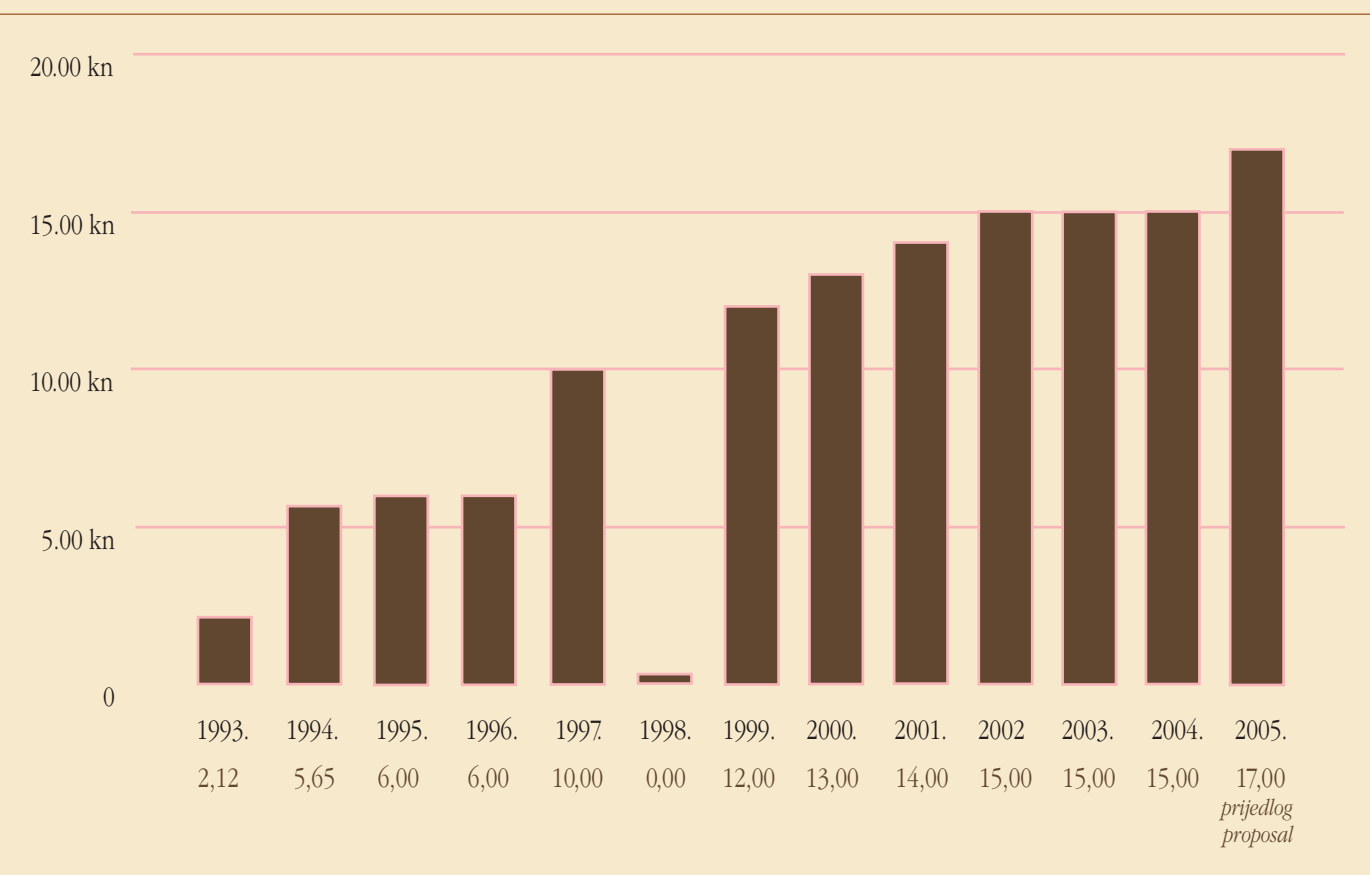


Dioničar Shareholder	% - tni udio u temeljnomo kapitalu Stake in the share capital (%)	Broj dionica Number of shares
Fizičke osobe Natural Persons	68,06 %	934.867
KRAŠ - ESOP d.o.o. Zagreb KRAŠ-ESOP d.o.o. Zagreb	19,80 %	271.941
Hrvatski fond za privatizaciju Croatian Privatisation Fund	0,07 %	1.000
Ostale pravne osobe Other Legal Persons	10,07 %	138.356
U trezoru Društva In the Company's Treasury	2,00 %	27.457

40.

Isplaćena dividenda
po dionici u HRK

Dividend Paid per
Share in HRK



41.

Dionica Kraša je uključena u strukturu službenog indeksa Zagrebačke burze - CROBEX od prvog dana njegova publiciranja, točnije od 1. rujna 1997. godine, jer je prilikom svake revizije indeksa zadovoljavala sve propisane kriterije za ulazak u njegov izračun.

Prijeboj i namira kroz sustav Središnje depozitarne agencije d.d., Zagreb

Krajem lipnja 2000. godine Društvo je postalo član Središnje depozitarne agencije koja je u Depozitorij preuzela podatke iz Knjige dionica.

Od 12. srpnja 2000. godine dionice Kraša uključene su u usluge Depozitorija, a trgovanje dionicama Kraša uključeno je u sustav prijeboja i namire.

Slijedom toga Međunarodni identifikacijski broj vrijednosnice (ISIN broj) je HRKRASRA 008, a oznaka vrijednosnog papira je KRAS-R-A.

Dividende

Sukladno Zakonu o trgovačkim društvima, nakon utvrđivanja i prihvaćanja godišnjih financijskih izvještaja Kraš d.d., Zagreb, Uprava i Nadzorni odbor predlažu Glavnoj skupštini raspodjelu u dividende ovisno o rezultatima poslovanja, financijskom položaju i drugim čimbenicima.

Kraš shares have been included in the structure of CROBEX - the Official Share Index of the Zagreb Stock Exchange - since the first day of its publishing, or to put it more precisely, since 1 September 1997, because at each index revision the shares have satisfied all the prescribed criteria to be included in its calculation.

Clearing and Settlement through the System of Central Depository Agency, d.d., Zagreb

At the end of June 2000, the Company became a member of the Central Depository Agency that took over the data from the Share Register into the Depository.

From 12 July 2000, Kraš shares have been included in Depository Services, and trading in Kraš shares in the system of clearing and settlement.

Consequently, the International Security Identification Number (ISIN Number) of the share is HRKRASRA008, and its security code is KRAS-R-A.

Dividends

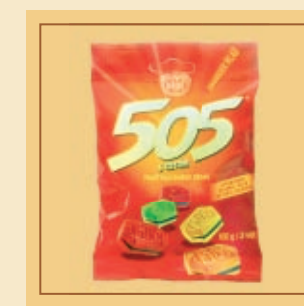
According to the Companies Act, after ascertaining and accepting annual financial statements of Kraš d.d. Zagreb, the Management Board and the Supervisory Board propose to the General Assembly to distribute dividends, depending on business results, financial position and other factors.



*zauvijek mlad
forever young*

42.

43.



Kraš-trgovina d.o.o., Zagreb

U vlastitim bombonijerama i diskontima koji su glavna promotivna mjesta za brandove Kraša, u 2005. godini ostvaren je ukupan promet od 63,3 milijuna kuna, što je za 5,4% više nego prethodne godine. Promet u maloprodaji od 56,6 milijuna kuna povećan je za 4,9%, dok je veleprodajni promet povećan za 10,3%.

Poslovna aktivnost Kraš-trgovine d.o.o., Zagreb odvijala se sa prosječno 118 radnika, u ukupno 23 prodajna objekta.

Krašcommerce d.o.o., Novo mesto

Tijekom 2005. godine na tržištu Slovenije je prodano 2.000 tona konditorskih proizvoda iz Kraš grupe. Prodaja asortimana Kraša, d.d. Zagreb je ostvarena s indeksom 99,3, pri čemu je ostvaren pad u grupi bombona te grupi keksa i vafla. Proizvoda Mire, a.d. Prijedor prodano je ukupno 396 tona.

Krašcommerce d.o.o. je poslovao s prosječno 25 zaposlenih i ostvario prihode od prodaje u visini od 65 milijuna kuna.

Kraš-trgovina d.o.o., Zagreb

In the year 2005, in its own *bonbonniere* candy shops and discount stores, which are Kraš's main brand-promotion outlets, the total sales of 63.3 million Kuna were realised, or 5.4% more than in the previous year. The retail trade sales volume of 56.6 million Kuna recorded an increase of 4.9%, whereas the wholesale trade volume increased by 10.3%.

Kraš-trgovina d.d., Zagreb performed its business activity with 118 employees on the average, at 23 sales outlets.

Krašcommerce d.o.o., Novo mesto

In the year 2005, 2,000 tons of Kraš Group confectionery products were sold in the Slovenian market. The index of sales of Kraš d.d. Zagreb range of products was 99.3 because of the recorded drop in the sale of candy group and biscuit and wafer group of products. There were sold 396 tons of Mira a.d. Prijedor products.

Krašcommerce d.o.o. operated with 25 employees on the average, and realised sales to the amount of 65 million Kuna.

44. Poslovanje ovisnih društava

Kraškomerc dooel, Skopje

Na tržištu Makedonije postignut je rast prodaje u odnosu na prethodne godine. Prodano je ukupno 910 tona konditorskih proizvoda, što je 4,7% više u odnosu na 2004. godinu. Realiziranim obujmom prodaje ostvaren je prihod od 27,9 milijuna kuna, čime je postignuto povećanje od 4,3% prema 2004. godini. Poslovna aktivnost odvijala se s prosječno 27 radnika.

Kraš-trgovina d.o.o., Široki Brijeg

Pozitivan trend rasta prodaje iz 2004. godine ostvaren je i tijekom 2005. godine, unatoč nepovoljnom gospodarskom okruženju i vrlo niskoj kupovnoj moći stanovništva.

U 2005. godini putem Kraš-trgovine d.o.o., Široki Brijeg, prodano je ukupno oko 3.950 tona konditorskih proizvoda iz Kraš grupe, što je za 15% više od ostvarenja prodaje u prethodnoj godini.

U strukturi prodaje ostvaren je rast svih grupa proizvoda, pri čemu je najveći rast postignut kod grupe kakao proizvoda.

Sa 39 zaposlenih radnika, ostvareni su poslovni prihodi u visini od 105 milijuna kuna.

Business Activities of Subsidiaries

Kraškomerc dooel, Skopje

On the market of Macedonia, total sales have grown with reference to the previous year. The quantity of 910 tons of confectionery products were sold, which is 4.7% more than in the previous year.

On the basis of the realised sales volume an income of 27.9 million Kuna was realised, which is an increase of 4.3% as compared to the year 2004.

Kraš-trgovina d.o.o., Široki Brijeg

A positive trend in sales growth in 2004 was continued in the course of 2005, in spite of the unfavourable economic environment and very low purchasing power of the population.

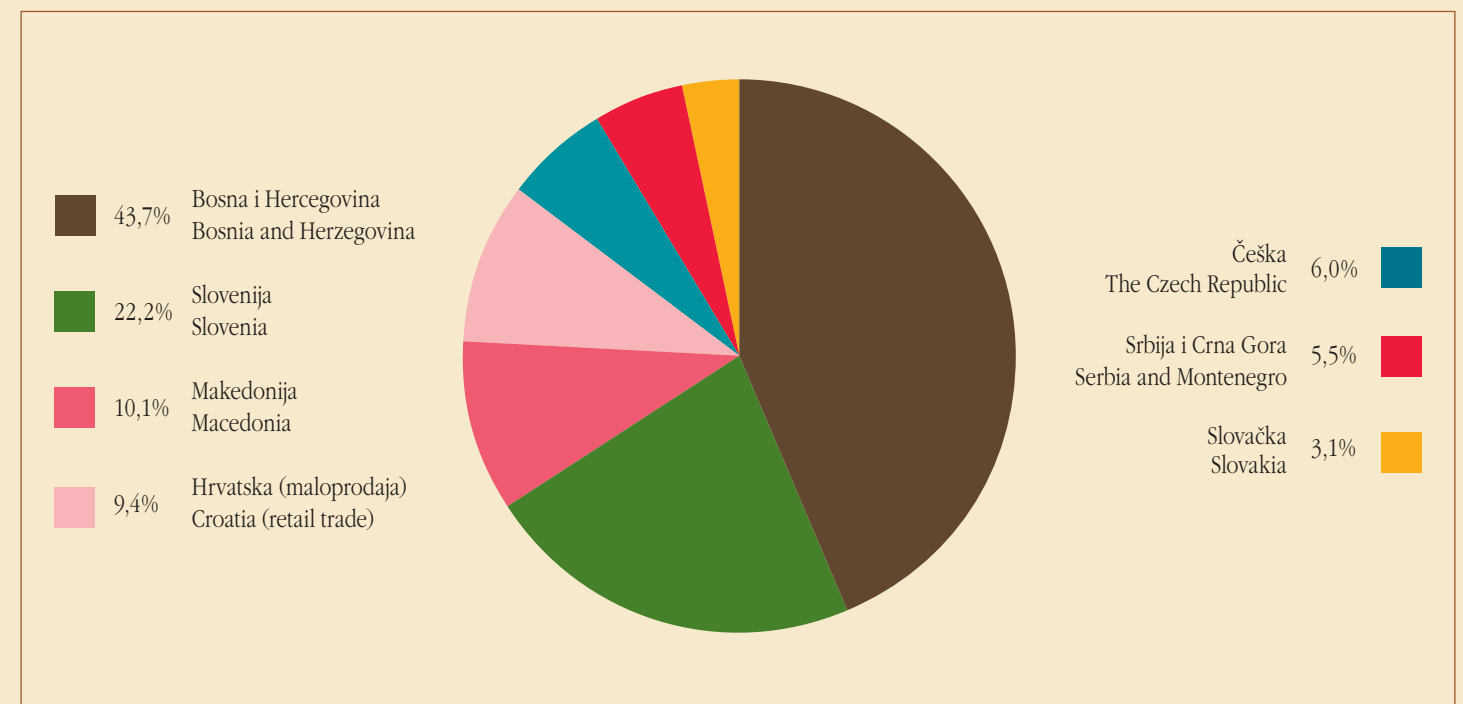
In 2005, through Kraš-trgovina d.o.o., Široki Brijeg, a total of 3,950 tons of Kraš Group confectionery products were sold, which was by 15% more than in the previous year.

In the sales structure, growth was achieved in all product groups; however, the greatest growth was recorded with the group of cocoa products.

With 39 employees, a total business income of 105 million Kuna was realised.

Struktura prodaje putem komercijalnih ovisnih društava u 2005. g.

Sales Structure through Subsidiaries in 2005



45.

Kraš Slovakia s r.o., Bratislava

Na tržištu Slovačke u 2005. godini prodano je 278 tona konditorskih proizvoda, što je oko 9% manje od realizacije u 2004. godini.

Uz istu razinu prodaje kakao proizvoda, ostvaren je pad plasmana proizvoda iz grupe keksa i vafla, što se odrazilo i na ukupne rezultate ovog ovisnog društva.

S 11 zaposlenih, ostvareni su poslovni prihodi u visini od 10,1 milijuna kuna.

Kraš - CZ spol s r.o., Prag

Nakon povećanja opsega prodaje od 25% u 2004. godini, i u 2005. godini postignuto je daljnje povećanje prodaje od 4,8%.

U 2005. godini započeo je izvoz proizvoda iz grupe bombona, tako da su, uz poboljšanje strukture prodaje u grupi kakao proizvoda i keksa i vafla, prihodi od prodaje povećani za 9% prema prethodnoj godini.

Na kraju 2005. godine u Kraš-CZ bilo je zaposleno 11 radnika.

Kraš Commerce d.o.o., Beograd

Najveća stopa rasta prodaje putem komercijalnih ovisnih društava ostvarena je u Kraš Commercu d.o.o., Beograd.

Putem veleprodaje i maloprodaje u vlastitim prodajnim objektima ostvarena je realizacija od preko 500 tona proizvoda Kraša d.d. i Mire a.d., Prijedor, čime je ostvaren rast za 40% u odnosu na 2004. godinu. Rast je postignut u svim grupama proizvoda, a u grupi kakao proizvoda je ostvaren rast od preko 50%.

U 2005. godini ostvareni su poslovni prihodi u visini od 22,5 milijuna kuna, što je za 64,2% više nego u 2004. godini.

Krajem 2005. godine u Kraš Commercu d.o.o., Beograd bila su zaposlena 44 radnika.

Mira a.d., Prijedor

U Tvornici Mira a.d., Prijedor, koja je u većinskom vlasništvu Kraša od konca 2003. godine, tijekom 2005. godine postignuti su veliki pomaci u ukupnom poslovanju i poslovnim rezultatima. Uspješnom provedbom procesa integriranja u poslovni sustav Kraša u okviru čega su restrukturirane sve poslovne funkcije i redizajniran proizvodni asortiman, opseg proizvodnje i prodaje je skoro dvostruko veći u odnosu na razdoblje prije akvizicije.

Proizvodi Mire izvoze se na tržišta svih zemalja u regiji, a tijekom 2005. godine organiziran je izvoz i u zemlje Europske unije, SAD-a, Kanade i Australije.

Prodajom preko 4.400 tona keksa i vafla Mira a.d. je ostvarila prihode od 54 milijuna kuna, što je za 43,4% više od ostvarenih prihoda u prethodnoj godini.

Kraš Slovakia s r.o., Bratislava

In 2005, 278 tons of confectionery products were sold on the market of Slovakia, which was by approximately 9% less than the total sales volume in the year 2004.

While maintaining the same sales level of cocoa products, there was a decline in the placement of products from the biscuits and wafers group, which reflected on the overall results of this subsidiary.

With 11 employees, a total business income of 10.1 million Kuna was realised.

Kraš - CZ spol s r.o., Prague

After the increased sales volume of 25% in 2004, a further sales increase of 4.8% was achieved in 2005.

In 2005, exports of candy group products had started, and with the improved sales structure in the group of cocoa products and in the biscuits and wafers group, the sales income increased by 9% as compared to the previous year.

At the end of 2005, Kraš-CZ had 11 employees.

Kraš Commerce d.o.o., Belgrade

The highest growth rate in sales through subsidiaries has been recorded in Kraš Commerce d.o.o., Belgrade.

Based on the wholesale and retail trade in its own sales facilities, over 500 tons of products made by Kraš d.d. and by Mira a.d. of Prijedor were sold, thus achieving a growth of 40% as compared to 2004.

Sales growth has been achieved in all product groups; however, the most essential is the growth in the cocoa product group, which exceeded 50%.

In 2005, a total business income of 22.5 million Kuna was realised, or by 64.2% more than in 2004.

At the end of 2005, Kraš Commerce d.o.o., Belgrade had 44 employees.

Mira a.d., Prijedor

In Mira factory a.d., Prijedor, whose majority owner is Kraš since 2003, considerable changes took place in the overall business operations and their results during 2005. By successful integration into the Kraš business system and in connection with its restructuring of all business functions and redesigning of its products range, the production volume and sales were almost doubled as compared to the period before the acquisition.

Mira products are exported to the markets of all countries in the region and in the course of 2005 its products were also exported to the countries of the European Union, the USA, Canada and Australia.

By selling over 4,400 tons of biscuits and wafers, Mira a.d. realised revenues of 54 million Kuna, which was by 43.4% more than in the previous year.

Kraš-centar d.o.o., Osijek

U 2005. godini Kraš-centar d.o.o., Osijek je sukladno planiranim zadacima proizveo 180 tisuća voćnih sadnica i 12 tisuća komada ukrasnog bilja.

S vlastitih plantaža obavljena je berba i prerada višanja u količini od 65 tona koje se upotrebljavaju za proizvodnju deserta Griotte.

Tijekom godine proširene su površine za proizvodnju sadnog materijala, a postojeća plantaža višanja povećana je za 3 hektara novih nasada.

Povećanim poslovnim aktivnostima Kraš-centar d.o.o., Osijek ostvario je ukupne prihode u visini od 5,7 milijuna kuna, što je za 45,2% više od prihoda u 2004. godini.

Kraš-centar d.o.o., Osijek

In 2005, Kraš-centar d.o.o., Osijek produced 180 thousands of fruit seedlings and 12 thousands of horticultural plants, according to planned assignments.

Its own plantations yielded 65 tons of sour-cherries that were picked and processed for the production of Griotte desserts.

In the course of the year, the areas for the production of planting material were expanded, and the existing sour-cherry plantation was enlarged by 3 hectares of newly planted seedlings.

By intensified business activities, Kraš-centar d.o.o., Osijek, generated a total income of 5.7 million Kuna, which was higher by 45.2% as compared to the income in 2004.

46.

47.