



Intervju: **Nataša Nikić**, šef računovodstva ■■■

Srpska fabrika limenki najveća greenfield investicija

■■■ Fabriku limenki Ball Packaging Europe Belgrade Ltd. prva i najveća greenfield investicija u Srbiji. – Fabrika u Beogradu vodeća u evropskoj grupi Ball Corporation. – Pogodnosti CEFTA sporazuma za kupce limenki

Ball Packaging Europe Belgrade Ltd. je fabrika-ćerka američkog Ball Corporation u Srbiji i predstavlja jednu od najatraktivnijih i najuspešnijih greenfield investicija u Jugoistočnoj Evropi. To je istovremeno i jedna od najboljih fabrika u evropskoj grupi američkog proizvođača limenki.

O radu fabrike u Srbiji i njenim uspesima govori **Nataša Nikić**, šef računovodstva Ball Packaging Europe Belgrade Ltd.

Kada je otvorena fabrika limenki u Srbiji i kroz koji vid ulaganja?

- Kompanija Ball Packaging Europe Belgrade je otvorena 2004. godine kao prva i jedna od najvećih realizovanih greenfield investicija u Srbiji, u vrednosti od 60 miliona EUR. Ova investicija je dobila Regionalnu nagradu u kategoriji najveće greenfield investicije u Jugoistočnoj Evropi, pod nazivom „Međunarodni investitor za 2004. godinu”. Nagradu je dodelila Organizacija za ekonomsku saradnju i razvoj (OECD) u okviru svoje treće godišnje Ministarske konferencije o ulaganjima i trgovini u Jugoistočnoj Evropi. Radi se o priznanju koje OECD dodeljuje svake godine stranim ulagačima u zemljama Jugoistočne Evrope.

Zašto je investitor odabrao Srbiju i koliko upravo ova destinacija fabrike ima uticaja na rentabilnost poslovanja?

- Jedan od razloga dolaska jeste i to što je Srbija viđena kao centar regionalnog tržišta, čemu svakako doprinosi njen geografski položaj u regionu, ali to nije jedini razlog. Tu je i podsticajna poreska politika, ali i izuzetno kvalifikovana radna snaga, zahvaljujući kojoj smo postigli da budemo i jedan od najboljih timova, ne samo u okviru naše grupe, već i u okviru naše industrije. Ovo su razlozi zbog kojih je investitor bio siguran da treba ulagati u Srbiju.

SISTEMI UPRAVLJANJA

Ball Packaging Europe Belgrade Ltd. u radu primenjuje sisteme ISO 9001 - upravljanje kvalitetom, ISO 14001 - upravljanje životnom sredinom, HACCP sistem bezbednosti hrane i OHSAS 18001 sistem bezbednosti i zdravlja na radu.



Koliki je godišnji obrt ove fabrike u poslednje tri godine i da li on zadovoljava očekivanja američkog investitora?

- Nas osnivač, Ball Corporation je veoma zadovoljan postignutim rezultatima u Beogradu, ali ne objavljuje godišnje obrte njegovih preduzeća-ćerki za svaku zemlju pojedinačno.

Kakav rezultat poslovanja ima ta fabrika u odnosu na ostale fabrike Ball Packaging Europe Belgrade?

- U prethodnim godinama na srpskom tržištu smo postigli veliki uspeh, a fabrika u Beogradu je možda i najbolja fabrika u okviru korporacije u Evropi sa visokim standardima proizvodnje i poslovanja.

Da li ima uslova da Ball Packaging Europe Belgrade postane vodeća fabrika korporacije u Evropi?

- Izvanredni rezultati koje je postigao Ball Packaging Europe Belgrade u ovih nekoliko godina svog postojanja usloveli su da postanemo jedna od vodećih fabrika u Ball evropskoj grupi. Beogradska fabrika je postala vodeća u grupi ne samo u pogledu smanjenja škarta, smanjenja utrošaka materijala i osnovnih sirovina, unapređenja kvaliteta proizvoda i uopšte procesa proizvodnje, već i u pogledu odličnih finansijskih rezultata.



Interview: **Natasa Nikic**, Chief Accountant ■■■

Serbian can plant, the biggest greenfield investment

■■■ **The can plant Ball Packaging Europe Belgrade Ltd. is the first and one of the biggest greenfield investment in Serbia – Can plant in Belgrade is the leading plant in European group Ball Corporation - advantage of CEFTA agreement for the can customers**

Ball Packaging Europe Belgrade Ltd is a subsidiary of American Ball Corporation in Serbia and represents one of the most attractive and the largest greenfield investment in South East Europe. At the same time can plant in Belgrade is one of the most successful in European group of the American can producer.

Natasa Nikic, Chief Accountant of Ball Packaging Europe Belgrade Ltd. Speaks about the work and success of the plant.

When did the can plant open in Serbia and from what kind of investment ?

- The Company Ball Packaging Europe Belgrade is established in 2004 and as the first and one of the biggest realised greenfield investment in Serbia in a value of 60 million EUR. This investment has received a Regional award in the category of the largest greenfield investment in South East Europe called "International Investor of the year 2004". The award is granted by Organisation for Economic Cooperation and Development (OECD) during its third yearly Ministerial Conference on Investment and Trade in South East Europe. This is an award given each year by OECD to foreign investors in the South-East European countries.

Why investor choose Serbia and how exactly this destination of plant has an impact on business profitability?

- One of the reasons for coming is the fact that Serbia has been seen as a center of regional market to which certainly contributes its geographical position, but it is not the only reason. Here is a stimulating tax policy, but also a highly qualified workforce, thanks to which we have achieved to be one of the best teams, not just within our group, but within our industry. These are the reasons why the investor has been sure about the investments in Serbia.

SYSTEMS MANAGEMENT

Ball Packaging Europe Belgrade Ltd. in the work use systems ISO 9001 - Quality Management, ISO 14001 - Environmental Management, HACCP food safety system and the OHSAS 18001 health and safety system at work.

What is annual turnover of this plant in last three years and is it satisfactory for American investor?

- Our founder, Ball Corporation is very pleased with the results delivered by its subsidiary in Belgrade, but does not publish annual turnover figures related to its subsidiaries in individual countries.

What is business result of the plant according to the other Ball Packaging Europe's plants?

- We have achieved great success in previous years on the Serbian market, and the plant in Belgrade is perhaps one of the best plants within the corporation in Europe, with high standards of production and operations.

Are there conditions that Ball Packaging Europe Belgrade becomes a leading plant in the corporation in Europe?

- Ball Packaging Europe Belgrade with outstanding results which has achieved in these few years of its existence have helped for us to become one of the leading plants in the Ball Packaging group in Europe. Ball Packaging Europe Belgrade is the leading plant in the group not only in terms of production: reduction of spoilage, reduction of material expenditures and basic raw materials, improving of product quality and general manufacturing process, but also in terms of excellent financial results.

Has Ball Packaging Europe Belgrade reached its full production capacity and what is the level of profitability?

- Without going too much into details I can say that the production volume of the factory amounted to 760 million cans in 2009. We are using only the latest technology on all levels in the plant, we have a highly qualified workforce with which we are able to achieve very high levels of efficiency - so, as I said before, our parent company is very pleased with our results.

What are the future plans of Ball Packaging Europe Belgrade and when will be achieved?

- Our primary investment, i.e. project in Serbia has achieved a huge success. Even at the very beginning, after the open-



Da li je fabrika Ball Packaging Europe Belgrade dostigla puni kapacitet proizvodnje i koji nivo rentabilnosti ima?

- Ne ulazeći mnogo u detalje, mogu reći da je obim proizvodnje fabrike u 2009.g. iznosio 760 miliona limenki. Koristimo najsavremeniju tehnologiju u svim nivoima fabrike, sa visoko kvalifikovanom radnom snagom, u mogućnosti smo da dostignemo visok nivo efikasnosti i, kao što sam već rekla, naš osnivač je veoma zadovoljan našim rezultatima.

Kakvi su dalji planovi Ball Packaging Europe Belgrade za Srbiju i u kom roku će oni biti ostvareni?

- Naša primarna investicija, tj. projekat u Srbiji je dostigao ogroman uspeh. Još na samom početku, nakon otvaranja fabrike u Beogradu, razmišljali smo o mogućnosti dodatnog ulaganja, koje zahteva pažljivu, opreznu i detaljnu pripremu pre nego što se ono desi. Tokom ovih godina demonstrirali smo konzistentan i konstantan napredak u radu. U kom roku će se preduzeti dalji koraci zavisice samo od tržišta.

Koji je tržišni udeo Ball Packaging Europe Belgrade u Srbiji, regionu i Evropi?

- Grupa Ball Packaging Europe će ove godine na tržište Evrope plasirati oko 16 milijardi limenki, sa tržišnim udelom od oko 30 posto. Zhvaljujući logističkoj prednosti beogradske fabrike, u regionu jugoistočne Evrope (bez Grčke), zauzimamo oko 50 posto tržišnog udela. U Srbiji smo jedini proizvođač limenki sa oko 95 posto tržišnog udela i planiramo da u 2010. plasiramo oko 180 miliona limenki.

Da li imate lokalnu radnu snagu za vrhunski nivo automatizovane proizvodnje?

- U svim segmentima poslovanja u Ball Packaging Europe Belgrade zaposlena je lokalna radna snaga, a ne samo u procesu proizvodnje. Izuzetno smo ponosni na naš tim koji poseduje visok nivo stručnosti, znanja i veština koje omogućavaju konstantan napredak i usavršavanje poslovanja putem razmene najboljih rešenja i iskustava. Zahvaljujući tome stvorili smo jedan od najboljih svetskih timova u ovoj industriji. Za ove četiri godine se može primetiti izuzetan napredak i u domenu naših zaposlenih, naročito ako se uzme u obzir da su nasi zaposleni u samom početku bili učenici, a sada su učitelji. Naime, naši zaposleni sada preuzimaju centralne funkcije, daju podršku kako centrali, tako i drugim fabrikama u grupi.

STALNE INVESTICIJE

U fabriku limenki Ball Packaging Europe Belgrade Ltd u Beogradu do sada je ukupno investirano oko 65 mil Evra. Pored početne investicije od 60 miliona evra, godišnje se investira do milion Evra u poboljšanje kvaliteta, efikasnosti i performansi proizvodnje, kao i zaštite na radu.

Koje kompanije u Srbiji i okruženju kupuju limenke proizvedene u Srbiji i iz kojih su zemalja?

- Snabdevamo vrlo poznate, kako internacionalne, tako i regionalne brendove u različitim zemljama, kao što su: Srbija, Slovačka, Mađarska, Rumunija, Grčka, Češka, Hrvatska, Slovenija, Bugarska, Crna Gora, Albanija.

Na koji način Ball Packaging Europe Belgrade dolazi do sirovina i da li koristi carinske preferencijale Srbije sa pojedinim zemljama?

- Sirovine većinom uvozimo iz zemalja EU, kao što su Nemačka, Velika Britanija, Francuska i tom prilikom koristimo preferencijale. S obzirom da se ovi proizvodi deklariraju sa poreklom iz pomenutih zemalja za koje nam ino dobavljači izdaju EUR 1 sertifikat ili stavljaju izjavu na fakturu, to nam omogućava korišćenje carinskog preferencijala. Još nismo počeli nabavku sirovina iz Rusije, ali smo trenutno u pregovorima i sa Rusijom oko otpočinjanja saradnje u ovom domenu.

Da li Ball Packaging Europe Belgrade koristi pogodnosti CEFTA sporazuma u regionu?

- Primena CEFTA sporazuma nam omogućava da koristimo iste preferencijale i na osnovu dokaza o poreklu robe omogućimo našim kupcima da plaćaju manje carinske dažbine. Dakle, Ball Packaging Europe Belgrade nema direktnih pogodnosti koje CEFTA sporazum pruža, naročito ako se uzme u obzir primena olakšica koja se odnosi na kumuliranje sirovina i gotovih proizvoda u regionu, ali ih mi ne koristimo u procesu proizvodnje.

Kako ocenjujete sadašnji privredni ambijent Srbije i da li je on pogodan za strane investitore?

- Naša kompanija predstavlja dobar primer dugoročne saradnje između stranih investitora i države (Vlade). Srpska Vlada je, sa određenim poreskim rešenjima kreirala povoljnu klimu i u velikoj meri nam pomogla u radu fabrike, kako tokom procesa osnivanja, tako i sada.

Da li je Ball Packaging Europe Belgrade Ltd. imao neka domaća priznanja u Srbiji?

- U samo nekoliko godina rada kompanija je osvojila mnogobrojna domaća priznanja, a neka od njih su:
- „Najbolji izvoznik za 2008. godinu”, SIEPA
- Drugo mesto za Društveno odgovornu kompaniju u konkurenciji velikih pravnih lica za 2008. godinu, Privredna Komora Srbije
- Specijalna nagrada Business partner plus 2008 za iskazan najviši stepen društvene odgovornosti i brige o lokalnoj zajednici, Mass Media International
- Drugo mesto za Društveno odgovornu kompaniju u Jugoistočnoj Evropi za 2007. godinu,
- Privredni pobednik za ostvarene rezultate u privređivanju u 2006. godini, Privredna Komora Beograda
- Najbolji korporativni menadžment 2006. godine, Kapetan Miša Anastasijević,



ing of the factory in Belgrade, we thought about possibility of additional investment that requires careful, cautious and detail preparation before it happens. Over the years we have demonstrated a consistent and continuous improvement in our work. The timings of the next steps will be determined only by the market itself.

What is market share of Ball Packaging Europe Belgrade in Serbia, region and Europe?

- Ball Packaging Europe group will in this year place about 16 billion of cans on the European market, with a market share of around 30%. Due to the logistical advantages of Belgrade plant, we are occupying about 50% of market share in the region of Southeast Europe (excluding Greece). In Serbia as the only manufacturer we have about 95% of the market share and we are planning to produce around 180 million of cans in 2010.

Do you have a local workforce for a superior level of automated production?

- Not only in the production process, but in all business segments in the Ball Packaging Europe Belgrade local labor force is employed. We are extremely proud of our team that has a high level of expertise, knowledge and skills that enable continuous improvement and development of business through the exchange of best practices and experiences. Thanks to that we have achieved to be one of the best teams, within our group and wider. During these four years it can be noticed significant improvement with our employees, especially if we take into consideration that our employees were students at the very beginning and they are now teachers. Namely, our employees are nowadays taking over central functions, giving support not only to the central, but to the other plants within the group as well.

PERMANENT INVESTMENTS

In the factory of cans Ball Packaging Europe Ltd Belgrade in Belgrade has so far been invested a total of about 65 million Euro. In addition to the initial investment of 60 million Euros, it is yearly invested up to one million Euros to improve the quality, efficiency and performance of production, as well as improvement of work safety.

Which companies in Serbia and the region are buying cans produced in Serbia and from which countries?

- We are supplying well-known international as well as regional brands in various countries, such as: Serbia, Slovakia, Hungary, Romania, Greece, Czech Republic, Croatia, Slovenia, Bulgaria, Montenegro, Albania.

How Ball Packaging Europe Belgrade comes to raw materials and whether is using tariff preferences of Serbia?

- Raw materials are mostly imported from EU countries such as Germany, Great Britain, France and we are using preferences. Since these products are declared themselves as an origin from these countries for which our foreign suppliers issuing EUR 1 certificate or have a statement on the invoice, it allows us using of customs preferences. We still do not purchase raw materials from Russia, but we are currently in negotiations with Russia over the commencement of cooperation in this area of procurement.

Does Ball Packaging Europe Belgrade use the advantage of CEFTA agreement in the region?

- The implementation of the CEFTA agreement allows us to use the same preferences and based on evidence of origin enable our customers to pay less customs duty. So, Ball Packaging Europe Belgrade has no direct benefits that CEFTA agreement provides, especially if it takes into account using of incentives which referring to accumulation of raw materials and finished goods in the region, but we don't use them in the production process.

How do you rate the current economic environment of Serbia and whether is suitable for foreign investors?

- Our company is a good example of long-term cooperation between foreign investors and the state (Government). The Serbian Government, with certain tax solutions, has created a favorable climate and helped us with functioning of the plant from the founding up to date.

Is the Ball Packaging Europe Belgrade Ltd. had a national recognition?

- Our company won numerous local awards just in a few years of its existence just to name some of them:
 - "The best exporter for 2008. year, SIEPA
 - Second place for social responsible company in competition with large legal entities for 2008. year, the Serbian Chamber of Commerce
 - Special Award Business partner plus 2008 for expressed the highest level of social responsibility and concern for the local community, Mass Media International
 - Second place for social responsible company in Southeast Europe for 2007. Year
 - The economic winner for the results achieved in the economy during 2006th year, the Belgrade Chamber of Commerce
 - Best corporate management 2006th The Captain Misa Anastasijevic