



**ILIRIJA d.d. - The Driving Force of the Economy  
and the Local Community:  
Economic and Social Aspects of Business**

Biograd na Moru, December 2018

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## MESSAGE FROM THE PRESIDENT OF THE MANAGEMENT BOARD

### Responsible operation leads to the creation of the added value



ILIRIJA d.d., a company with more than six decades of accumulated experience, is today one of the leading tourist companies in Croatia. This position stems from the wide extent and diversity of our portfolio of activities, our constant concern about the innovation of an integrated tourism product and the improvement of standards and quality of services. The strategic goal of a successful year-round operation in all the tourism sectors of the company has been implemented more and more from year to year.

Taking into account the ongoing updating of sales practices and capital and financial strengthening of the company, based on the realized financial results of ILIRIJA d.d. today holds a leading position in the tourism sector of Croatia, which also enables its prominent philanthropic role. Therefore, we are one of the first and most prominent tourist companies to apply the practice of socially responsible business in Croatia.

Operating as a public company on the Zagreb Stock Exchange Official Market, we maintain the continuity of dedication to the integration of economic and social aspects as well as aspects of environmental protection in the decision-making process. In this way, we nurture and preserve our core values, our identity and our vision of responsibility - to be an economically successful leader company that takes care of people as the key to success, providing exceptional experiences to their guests and creating added value for their shareholders, taking environmental care and the local community, including socially vulnerable groups that we continually support.

Management team of ILIRIJA d.d. is devoted to the long-term sustainable development and to the preservation and growth of the value of the company which creates prominent social and economic effects on the economy of the region and Croatia as a whole.

*„Sustainability is built at every moment of every business day. It is created through a relationship with employees who are guaranteed the right to work and continuous development, through compliance with the legal framework and understanding of the economic environment.*

*Sustainability includes constant awareness of the need for environmental protection, which is the cornerstone of responsible business in tourism, community care and the groups with special needs, but also a key driver for the customer to always be in the forefront. Balancing these aspects with a responsible relationship with shareholders and investors is key to success and sustainable development of the company.”*



GORAN RAŽNJEVIĆ  
 President of the  
 Management Board,  
 Ilirija d.d.



Hotels



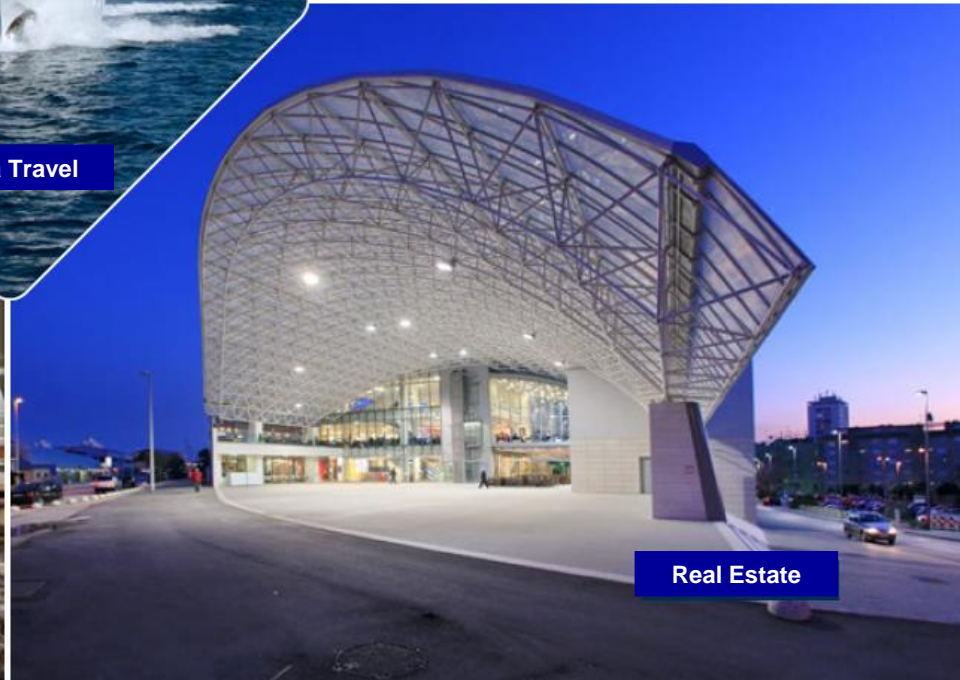
Nautics



Ilirija Travel



Camping



Real Estate

## BASIC DETAILS ON THE COMPANY

**With the development of a complementary and integrated product, we are focused on year-round operation and creation of value added**

ILIRIJA dioničko društvo za ugostiteljstvo i turizam / public limited company for hospitality and tourism

Tina Ujevića 7, Biograd na Moru

[www.ilirijabiograd.com](http://www.ilirijabiograd.com)

Share capital: 229,146,480.00 kn

Management Board: Goran Ražnjević, President

Supervisory Board: Goran Medić, President

### PORTFOLIO:



**HOTELS** – 4 hotels, 443 rooms, 907 beds



**NAUTICS** – 805 berths, 2,000 persons



**CAMPING** – 1,220 pitches, 3,660 persons



### DESTINATION MANAGEMENT COMPANY / DMC ILIRIJA TRAVEL –

Complementary and integrated product which allows year-round operation; Over 500 special events organized on annually for over 70 thousand guests



**REAL-ESTATE** – Commercial & shopping center City Galleria in Zadar, one of the two largest shopping centers in the Zadar region with the total gross area of over 28,500 sq.m.

### DESTINATIONS:

Biograd na Moru

Zadar

Sv. Filip i Jakov

Polča



Over **6,000 guests** stay daily in the properties of ILIRIJA d.d. in high season

### EMPLOYMENT:

**227** employees on a permanent basis

Over **450** employees in high season

Over **1,000** persons employed based on business cooperation

## BASIC DETAILS ON THE COMPANY

**ILIRIJA d.d. establishes its business on the development of differentiated products, with the orientation to business stability and excellence**



From the founding of the company:



No labour dispute



The account has never been blocked



Timely settlement of taxes and contributions to the state



ILIRIJA d.d. holds the Certificate of creditworthiness excellence for 4 consecutive years

## PARTICULARITIES OF ILIRIJA d.d.



ILIRIJA d.d. – Pioneer of nautical tourism development in Croatia, construction of the first port of nautical tourism in Croatia and acquisition of the first charter fleet in Croatia (1976)



Organization of the nautical fair BIOGRAD BOAT SHOW, which is among the 36 most significant nautical fairs in the world



ARSENAL Zadar – Revitalization of 16th-century first class cultural monument into a contemporary cultural and entertainment event venue



RAŽNJEVIĆA DVORI A.D. 1307 – The first diffuse hotel in Croatia, a modern tourist product created by the revitalization of a property with 7-century tradition



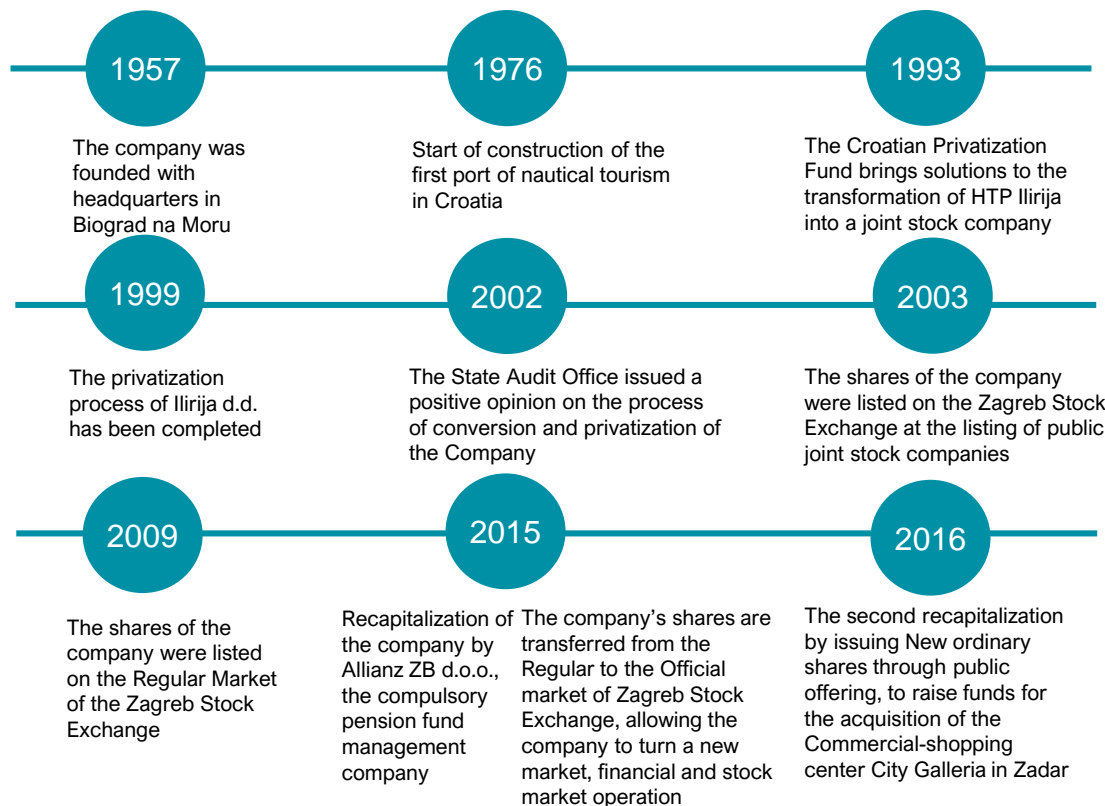
EVENT SHIP NADA – A unique product designed to organize events and excursions

Diversified tourist and real estate portfolio of ILIRIJA d.d. is based on the resources of the region and on a continuous investment in the development of quality products



## DEVELOPMENT OF THE COMPANY

**Cumulative 61-year experience enables us to maximize all human, market as well as economic and financial potentials**



*„Responsibility towards shareholders and other stakeholders is expressed by the company's sustainable growth and development from its foundation to date.”*



**GORAN RAŽNJEVIĆ**  
President of the Management Board,  
Ilirija d.d.

*„By placing its shares in the most demanding active trading segment of the Zagreb Stock Exchange, the Official Market, Ilirija d.d. has demonstrated its dedication to business transparency and meeting the highest capital market criteria.”*

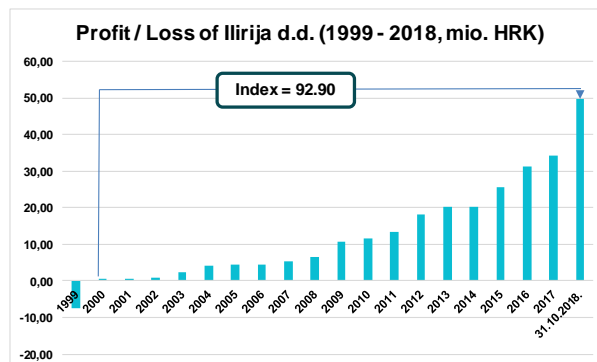
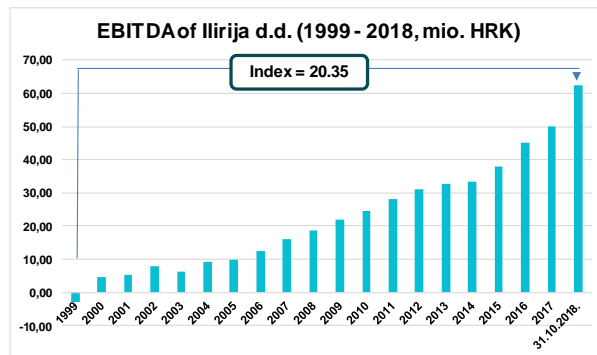
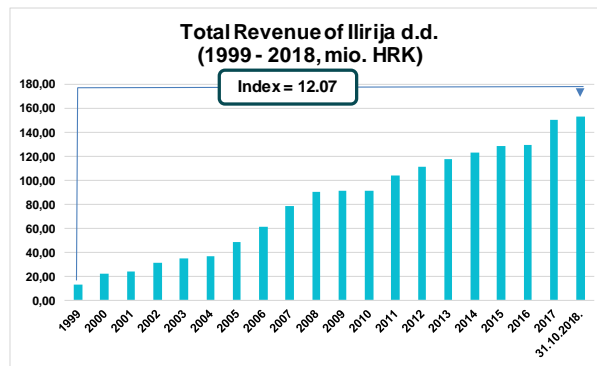


**IVANA GAŽIĆ**  
President of the Management Board, Zagreb Stock Exchange  
March 2016

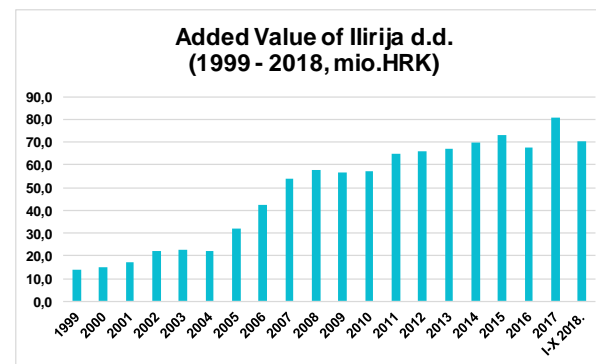


## ILIRIJA d.d. IN FIGURES

Our business results point to stable and sustainable revenue growth and profitability from the company's founding to today



Total added value  
**958.3** mio. HRK  
during the period of  
20 years



Remark:  
The indices were calculated as the ratio of the amounts in periods I-X 2018 and I-XII 1999

## ILIRIJA d.d. IN FIGURES

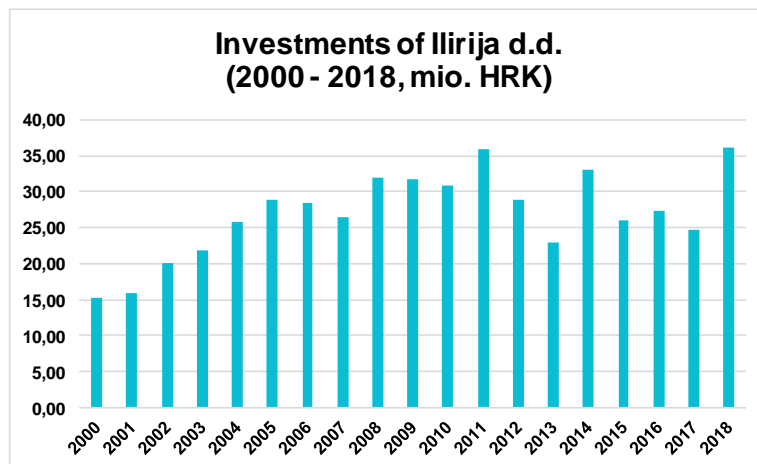
### Continuous investment in product development and improvement is the basis of business and development policy of ILIRIJA d.d.

In the construction, reconstruction, expansion, extension, renovation and adaptation of accommodation facilities and company facilities with the aim of raising quality, improving overall service and standards in all sectors of the company, developing new products, enhancing and increasing the category of accommodation and nautical capacities, extending catering facilities with the goal creating a quality, recognizable and competitive tourism product as well as increasing the quality of the destination, Ilirija dd was in the period from 2000 to 30 September 2018 invested HRK 511,786,755.23 which resulted in the growth of total revenues and new value in the mentioned period in the amount of HRK 808,380,698.45.

For the next three years the investment plan of ILIRIJA d.d. amounts to over **HRK 150 million**.

Period 2000 - 2018

Cumulated EBITDA / Total investment = **89%**



Total investment  
**511.8** mio. HRK  
during the period of  
19 years

Over  
**150** mio. HRK  
investment plan  
for next  
3 years

ILIRIJA d.d. IN FIGURES

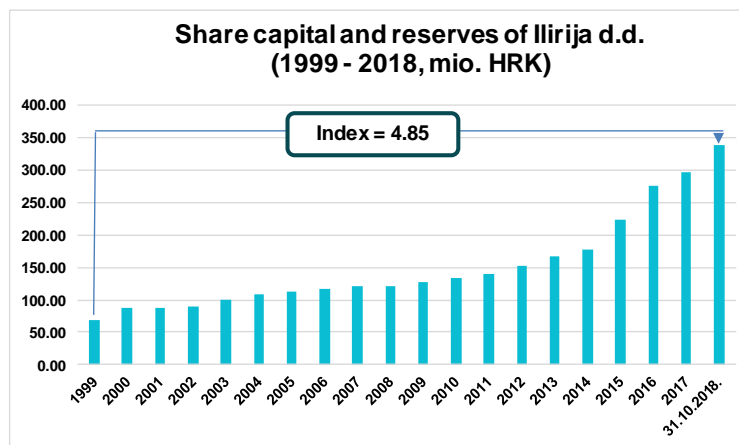
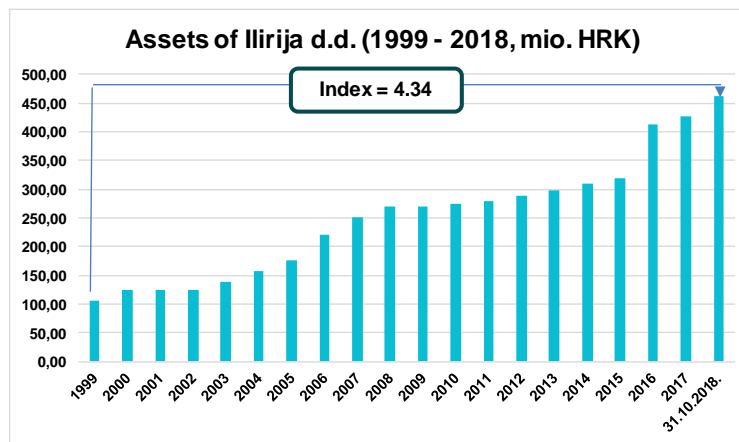
**Investments in the nautical sector of ILIRIJA d.d. represent a significant part of the total realized investments and the investment plan of the company in the forthcoming period**

**Investment in the nautical sector of ILIRIJA d.d. (Marina Kornati)**

	Realized investments	
Period 2000 - 2015	41,365,161.00 HRK	Total <b>59.9</b> mio. HRK of realized investments (2000 - 2017)
Period 2015 - 2017	18,505,822.26 HRK	
	Investment plan	
Period 2019 - 2021	26,638,383.38 HRK	Total investment <b>86.5</b> mio. HRK (2000 - 2021)

ILIRIJA d.d. IN FIGURES

Continuous investment in product development and improvement is the foundation for an increase in the value of assets and capital of the company



## ILIRIJA d.d. IN FIGURES

**Business accomplishments in the year 2017 are the best since the foundation of the company**



## ILIRIJA d.d. IN FIGURES

**Business results in 2018 prove the stable market and financial position of ILIRIJA d.d. through a sustainable growth of all sectors' performance indicators**

<b>ILIRIJA D.D. - HOTELS</b>	<b>I-IX 2018</b>	<b>I-IX 2017</b>	<b>Index 2018/ 2017</b>
<b>Physical results:</b>			
Accommodation units occupancy based on operating period	70.47%	66.77%	5.54%
<b>Financial results:</b>			
Average Daily Rate (ADR)	688.79 kn	626.22 kn	9.99%
Total Revenue per Available Room (TRRevPAR )	116,515.25 kn	104,780.66 kn	11.20%
GOP per accommodation unit (GOPPAR)	50,905.52 kn	42,855.59 kn	18.78%
Capital investments	13,082,754.66 kn	6,083,855.57 kn	115.04%

<b>ILIRIJA D.D. - CAMPING</b>	<b>I-IX 2018</b>	<b>I-IX 2017</b>	<b>Index 2018/ 2017</b>
<b>Physical results:</b>			
Camp units occupancy based on operating period	61.98%	61.10%	1.43%
<b>Financial results:</b>			
Average Daily Rate of camp unit (ADR)	243.86 kn	236.88 kn	2.95%
Accommodation revenue per camp unit (RevPAR) based on operating period	151.14 kn	144.75 kn	4.42%
Total annual revenue per camp unit (TRRevPAR)	27,223.51 kn	26,095.46 kn	4.32%
GOP per accommodation unit	16,929.23 kn	15,977.33 kn	5.96%
Capital investments	10,666,335.27 kn	4,195,847.70 kn	154.21%

## ILIRIJA d.d. IN FIGURES

## Business results in 2018 prove the stable market and financial position of ILIRIJA d.d. through a sustainable growth of all sectors' performance indicators

<b>NAUTICS</b>	<b>I - IX 2018</b>	<b>I - IX 2017</b>	<b>Index 2018/2017</b>
<b>Physical results:</b>			
Vessels on berth contract	726	703	3.27%
Number of overnights (vessels on transit berths)	9,520	11,067	-13.98%
Number of executed service operations	3,080	2,978	3.43%
Number of business cooperation contracts	49	47	4.26%
<b>Financial results:</b>			
Total operational revenue of nautics	42,259,650.40 kn	41,496,930.69 kn	1.84%
GOP per berth	35,337.13 kn	34,914.06 kn	1.21%
Capital investments	2,425,258.73 kn	5,885,947.53 kn	-58.80%

<b>REAL-ESTATE SECTOR - CITY GALLERIA</b>	<b>I-IX 2018</b>	<b>I-IX 2017</b>	<b>Index 2018/2017</b>
<b>Operating results:</b>			
Business premises - number of current contracts	35	35	0.00%
Common expenses - number of current contracts	33	33	0.00%
Common areas - number of current contracts	21	24	-12.50%
Advertising spaces - number of current contracts	7	8	-12.50%
Garage - number of parking spaces	410	410	0.00%
Garage - vehicules traffic	492,763	474,558	3.84%
<b>Financial results:</b>			
Average realized monthly rental fee per sq.m. of business premises (AMR)	82.79 kn	70.54 kn	17.37%
Average realized rental fee per sq.m. of business premises for the period	745.12 kn	634.87 kn	17.37%
Average garage revenue per parking place for the period	1,402.19 kn	1,093.47 kn	28.23%
GOP margin	63.3%	52.1%	21.57%
Capital investment	21,400.00 kn		

## ILIRIJA d.d. IN FIGURES

Compared to 12 leading tourism companies in Croatia, ILIRIJA d.d. takes the lead in all key financial indicators

**COMPARISON OF ILIRIJA d.d. WITH 12 LEADING TOURIST COMPANIES IN CROATIA (I-IX 2018 / I-IX 2017)**  
**FINANCIAL OPERATING INDICATORS**

Indicator	All			Ilirija			ILIRIJA / ALL Index 2018
	I-IX 2017	I-IX 2018	Change rate 2018 / 2017	I-IX 2017	I-IX 2018	Change rate 2018 / 2017	
<b>Indicators of financial stability, liquidity and indebtedness</b>							
Self-financing rate	63%	63%	-0.9%	72%	73%	1.4%	<b>1.17</b>
The degree of indebtedness	36%	48%	35.3%	28%	27%	-3.5%	<b>0.55</b>
Financial stability coefficient	0.95	0.69	-27.4%	0.96	0.96	0.4%	<b>1.40</b>
Accelerated liquidity coefficient	1.32	1.15	-12.9%	3.08	2.37	-23.1%	<b>2.06</b>
Current liquidity coefficient	1.35	1.17	-12.8%	3.38	2.58	-23.6%	<b>2.20</b>
<b>Activity indicators</b>							
Ratio of total assets turnover	0.30	0.40	35.1%	0.30	0.31	1.3%	<b>0.77</b>
Short-term assets turnover ratio	1.89	2.21	16.7%	4.72	4.52	-4.3%	<b>2.05</b>
<b>Business performance indicators</b>							
Cost effectiveness	1.43	1.41	-1.0%	1.56	1.59	2.2%	<b>1.13</b>
Profitability	28.9%	28.3%	-1.9%	35.9%	37.2%	3.7%	<b>1.31</b>
Return on assets	8.6%	11.4%	32.5%	10.9%	11.5%	5.0%	<b>1.01</b>
Share of EBITDA in total revenue	46.7%	46.0%	-1.5%	44.1%	45.4%	2.8%	<b>0.99</b>
Share of EBIT in total revenue	33.4%	31.7%	-5.1%	38.4%	39.6%	3.0%	<b>1.25</b>

Source: P&Ls and Balance sheets of analysed companies, I-IX 2017, I-IX 2018; Processed by HD Consulting, November 2018



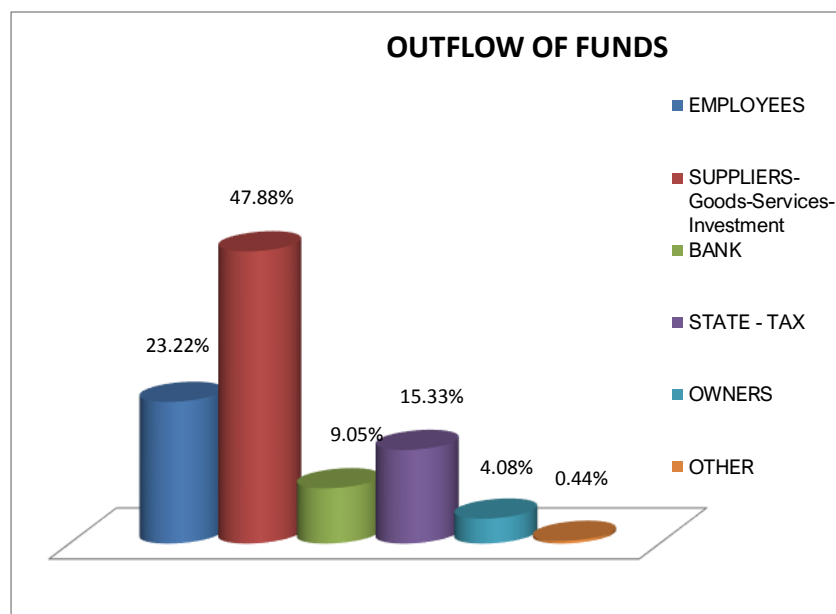
## ILIRIJA d.d. IN FIGURES

**Over 15.3% of cash flow of ILIRIJA d.d. refers to taxes and contributions paid to the state**

Cash flow of ILIRIJA d.d. for the period from January 1<sup>st</sup> to November 30<sup>th</sup> 2018

INFLOW OF FUNDS (HRK)	11/2017	11/2018	Structure
OPERATING ACTIVITIES	168,552,166.28	179,998,834.39	99.39%
BANK	8,278,442.48	0.00	0.00%
OTHER	746,211.11	1,096,016.01	0.61%
<b>TOTAL</b>	<b>177,576,819.87</b>	<b>181,094,850.40</b>	100.00%

OUTFLOW OF FUNDS (HRK)	11/2017	11/2018	Structure
EMPLOYEES	36,270,497.32	41,069,486.12	23.22%
SUPPLIERS-Goods-Services-Ir	84,920,975.04	84,708,515.72	47.88%
BANK	23,187,325.88	16,013,577.69	9.05%
STATE - TAX	24,516,944.59	27,124,371.57	15.33%
OWNERS	7,920,059.46	7,208,997.98	4.08%
OTHER	654,043.00	780,482.94	0.44%
<b>TOTAL</b>	<b>177,469,845.29</b>	<b>176,905,432.02</b>	100.00%



Period 2000 - 2018

Total labour expenses / Total value added = **51%**

## ILIRIJA d.d. – CONTRIBUTION TO THE STATE THROUGH TAXES AND PUBLIC CONTRIBUTIONS

**Based on the economically successful business, ILIRIJA d.d. contributes significantly to the state through taxes and contributions**

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In the period from January 1<sup>st</sup> to December 20<sup>th</sup> 2018 ILIRIJA d.d. has paid total **taxes and contributions in the amount of 47,214,530.48 HRK:**

VAT, profit tax, payroll taxes and contributions	43,210,824.96 HRK
Sojourn tax	2,761,564.30 HRK
Concession fee (for marina, harbor, pool and hotel beach)	840,192.94 HRK
Contribution to the Tourist Board and consumption tax	401,948.28 HRK

## ILIRIJA d.d. – CORE VALUES

**By integrating core values into day-to-day business and responsible, growing and profitable business ILIRIJA d.d. creates the foundation for its role as a driving force and a philanthropic role in the community**

**Core Values:**

**Respect and integrity** - Equal treatment and relationship with all our stakeholders is the core value of our company's business.



**Quality** - A top-notch product, professional service and individual approach to clients are the basis of the customer relationship that is at the heart of the company's service.



**Innovation** - To be the initiator and creator of new products and services, contributing to the future development of company, destination and Croatian tourism.



**Sustainability and Responsibility** - In business, investment, relationship with its employees, business partners, customers, regional and local community, shareholders and day-to-day operations by integrating the economic, social and environmental aspects into decision-making processes and corporate strategy of the company. Harmonizing these aspects is the foundation of success and sustainable development of the company.



**Transparency** - In business and communication with all stakeholders of the company while complying with the principles of timely and accurate information provision as a prerequisite for further strengthening the company's market position and its further growth.

## ILIRIJA d.d. – ACTIVE ROLE IN BUSINESS ASSOCIATIONS AND INSTITUTIONS

**With an active approach to the environment, we contribute to the development of Croatia’s tourism profession, tourism sector and economy, and we undertake a living communication with the state and local community**



**4 business associations**

### **Business associations:**

- Croatian Chamber of Commerce (CHC)
- Croatian Employers' Association (CEA)
- Croatian Business Council for Sustainable Development (CR BCSD)
- Croatian Managers' and Enterpreners' Association (CMA - CROMA)



**9 industry associations**

### **The President of the Management Board of Ilirija in the person of Mr. Goran Ražnjević is a member of the following bodies of business and industry associations:**

- Assembly of the Croatian Chamber of Commerce
- Tourist Council of the Tourist Board of the Zadar County
- Member of the Steering Council of the Croatian Business Council for Sustainable Development

### **Industry associations:**

- Association of Employers in Croatian Hospitality (UPUHH)
- Croatian Camping Association (KUH)
- Top Cmping Pool
- Croatian Association of Travel Agents (UHPA)
- Croatian Association of Independent Travel Agents (UNHPA)
- Croatian association for professionals in congress tourism
- Tourist boards at regional and local level
- International Federation of Boat Show Organisers (IFSBO)
- Association Lijepa naša



**3 codes and charters**

### **Charters, codes, and initiatives applied by the Company:**

- Corporate governance code of the Croatian Financial Services Supervisory Agency and Zagreb Stock Exchange
- Code of Ethics in the business of the Croatian Chamber of Commerce Exchange
- Diversity Charter Croatia



**Ambassador of Diversity**

Mr. Goran Ražnjević, President of the Management Board of ILIRIJA d.d., is one of the 5 Ambassadors of Diversity in the Republic of Croatia

## ILIRIJA d.d. – AWARDS, ACKNOWLEDGMENTS, CERTIFICATES AND STANDARDS

### The public and stakeholders recognize the driving role of ILIRIJA d.d. in the tourist economy and in the business and social environment

ILIRIJA d.d. received the following awards and acknowledgments in 2018:

- **The Nautical Patrol of Jutarnji List** awarded recognition to **Marina Kornati for the greatest progress in the tourist season and an extraordinary contribution to the development of Croatian nautical tourism.**
- **"22nd Tourist Flower - Quality for Croatia "**, organized by HGK and HRT, Marina Kornati won **3rd place in the category of the Great Marina.**
- **The award "Anton Štifanić"**, awarded by HTZ, delivered to Ilirija d.d. in the category of company, institution and association **for the organization of the nautical fair Biograd Boat Show - for an extraordinary contribution to tourism in the Republic of Croatia.**
- **HGK - Chamber of Zadar County** awarded Ilirija d.d. award **"Golden Kuna Plaque"** for the most successful company in 2017 in the category of large companies in the Zadar County.
- At the 1st World Camping Congress, **the International Camping and Caravan Association**, selected **the Camp "Park Soline" among the 10 best camps in Croatia and the 100 best in Europe.**
- **Association „Lijepa naša"** in cooperation with Henkel Croatia awarded Ilirija d.d. a prize of HRK 15,000.00 for the implementation of **the "Biotpad" project.**
- **The Croatian Commission for Environmental Education and the Blue Flag Commission and related programs** awarded Ilirija d.d. recognition for 15 years of uninterrupted loyalty to the Blue Flag for Beach and Maritime Flags in the Republic of Croatia for the Charter of nautical tourism Marina Kornati, which is wearing the Blue Flag for 15 years.

Certificates in the year 2018:

- Croatian Institute for Health Insurance awarded Ilirija d.d. a certificate of **"The Company – A friend of health"** for introducing special labels into the work environment and enabling the adoption of healthy working habits for its stunnors.
- Transition to a new standard of quality and environmental management system **ISO 9001: 2015 and ISO 14001: 2015**

Standards in the year 2018:

- The Annual Report on Corporate Social Responsibility for 2017 has been published, the third non-financial report of the company in Croatian and English, in accordance with the leading international non-financial reporting standards - **GRI Standards**

## LOCAL EXISTENCE AND ACTIVITY OF ILIRIJA d.d.

**ILIRIJA d.d. as an integrative part of the Croatian economy and an outstanding business entity in tourism, the foundations of its business and development creates through its contribution to employment and the economy, primarily at the local and regional levels as well as at the national level**

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During more than six decades of business, Ilirija has grown into a leading economic entity at the local level, one of the three leading tourism companies in the region as well as 15 leading tourist companies and 200 of the best companies in the Republic of Croatia.

The most significant indirect economic impact of the company in the region is reflected in the employment of the local population from the town of Biograd na Moru, which accounts for 46% of the total number of employees. As many as 99% of our employees are from the Zadar County.

Also, in the procurement 95.5% of our suppliers are from Croatia, thus encouraging national economy.

As the leading tourist economic system in Biograd na Moru, we are encouraging the development of the total tourist offer of the city and its surroundings.

## EMPLOYEES OF ILIRIJA d.d. – THE KEY TO SUCCESS

**Understanding that the people are the key to success in tourism, we ensure all our employees the right to personal and professional development, thus improving the quality of service and the satisfaction of our guests**



We are aware that the quality of service in tourism and guest satisfaction is created by our employees and that they are the best promoters of our values, destination and services, thus contributing to our market competitiveness, recognizability and business success.

Human Resources Development is a strategic guideline of ILIRIJA d.d. which has been realized through continuous education within the Academy of Business Excellence ILIRIJA EDUKA, while the motivation of employees is achieved through the provision of personal development and work opportunities in the stimulating working environment and the increase of material rights.



**227**  
permanent  
employees



**450**  
employees  
in the high  
season

**1,000** people  
employed  
based on  
business  
cooperation

Due to the focus on the development of human resources, **ILIRIJA d.d. since its foundation until today had no work dispute.**

## ILIRIJA d.d. AND KEY STAKEHOLDERS

**Socially responsible business and transparent and interactive communication with stakeholders and the environment create the foundation for sustainable development and the company's value growth**



Sustainable, continuous and balanced investment that guarantees sustainable growth and development of the company and long-term business stability and market competitiveness is one of the fundamental principles of business philosophy of ILIRIJA d.d.

The principles of socially responsible business have also been incorporated into our core values that we communicate daily with all stakeholders inside and outside the company.

In this way, we ensure the future for generations to come.

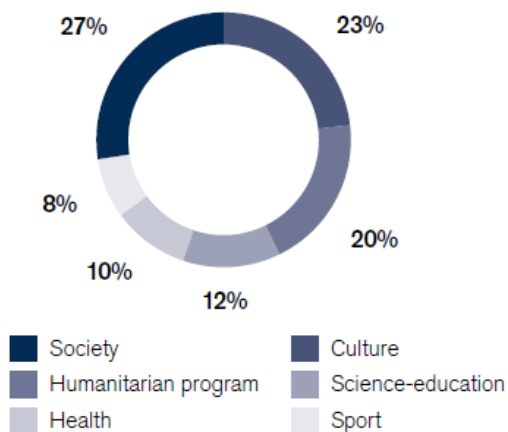




## ILIRIJA d.d. - CORPORATE SOCIAL PHILANTHROPY

**With the project of social corporate philanthropy, we responsibly assist and contribute to solving the problems of society**

Overview of donations by areas for the year 2017

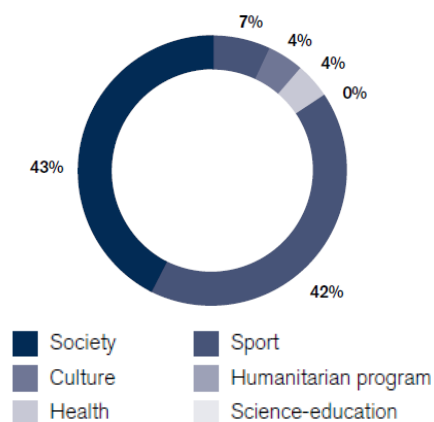


ILIRIJA d.d. as the leading company in the wider Biograd region has been recognized as a socially responsible company in the public, which annually donates up to 1% of total revenue.

The company supports the work of various associations and organizations, sports clubs and educational and health institutions. Their number grows every year, thus reaching the number of nearly 100 recipients of year-round grants.

Through the last 5 years (2013-2017) through various donations and sponsorships Ilirija d.d. has allocated over HRK 2.5 million to the development of the society and the local community.

Overview of sponsorships by areas in 2017



Most of these funds were intended for the general good and development of society by providing support to various associations, non-profit and non-governmental organizations, tourist communities, as well as socially vulnerable groups of society.



HOTELS | MARINA | CAMPING

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