



**ENERGOTEHNIKA
JUŽNA BAČKA**
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Marko Milić
**Počinje
realizacija
najvećeg
poslovnog
poduhvata
u istoriji EJB**

Dejan Vladičić
**Brzina za
Ginisa**

DRAGOLJUB ZBILJIĆ

**LJUDI
SU NAŠ
NAJVEĆI
KAPITAL**



ILIJA LABUS

**TIM
KAO
KLJUČ
USPEHA**





Let the Power Flow



20
MARKO MILIĆ
**POČINJE REALIZACIJA
NAJVEĆEG POSLOVNOG
PODUHVATA U ISTORIJI
EJB**
THE LARGEST BUSINESS
VENTURE IN EJB'S HISTORY
BEGINS

04
DRAGOLJUB ZBILJIĆ
**LJUDI SU NAŠ NAJVEĆI
KAPITAL**
PEOPLE ARE OUR
GREATEST CAPITAL



24
MARKO ISKRIN
**ZAVRŠENA NAJVEĆA
SOLARNA ELEKTRANA
U SRBIJI**
THE LARGEST SOLAR
POWER PLANT IN SERBIA
HAS BEEN COMPLETED

13
ILIJA LABUS
TIM KAO KLJUČ USPEHA
TEAM AS A KEY TO SUCCESS

17
NEVEN SAVIĆ
**REKORDNA GODINA
RASTA I USPEHA**
A YEAR OF RECORD
GROWTH AND SUCCESS



28
MARKO ISKRIN
**POČINJE IZGRADNJA
ŠEST SOLARNIH
ELEKTRANA U SRBIJI**
CONSTRUCTION OF SIX
SOLAR POWER PLANTS
BEGINS IN SERBIA



32
SRĐAN ZORIĆ
**KLJUČNI KORAK KA
OČUVANJU ŽIVOTNE
SREDINE**
A KEY STEP TOWARDS
ENVIRONMENTAL
PROTECTION



36
MARKO MILIĆ
**ENERGOTEHNIKA JUŽNA
BAČKA GRADI TOPLIJU
BUDUĆNOST**
ENERGOTEHNIKA JUŽNA
BAČKA IS BUILDING A
WARMER FUTURE

40
GORAN KRSTIĆ
**RADOVI U ZAVRŠNOJ
FAZI**
WORKS IN THE FINAL
PHASE

48
DEJAN VLADIČIĆ
BRZINA ZA GINISA
SPEED FOR THE GUINNESS

56
SLAVIŠA ŠARKANOVIĆ
**SVAKI PROJEKAT JE
NOVI PROFESIONA LNI
IZAZOV**
EVERY PROJECT IS A NEW
PROFESSIONAL CHALLENGE

60
BRAĆA MILOŠ I NEMANJA
SLAVNIĆ
**STRUJA NAS JE ODUVEK
ZANIMALA**
ELECTRICITY HAS ALWAYS
INTERESTED US



63
MARKO LJUBIČIĆ
**KOŠARKAŠKI KLUB
"VOJVODINA" I
EJB POVEZUJE NAS
ENERGIJA USPEHA**
„VOJVODINA“ BASKETBALL
CLUB AND EJB ARE
CONNECTED BY THE
ENERGY OF SUCCESS

impresum

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BAČKA,
Put novosadskog partizanskog
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DRAGOLJUB ZBILJIĆ

VLASNIK MANEKS GRUPE

I PRESEDNIK ENTJUBA

OWNER OF MANEKS GROUP

AND THE PRESIDENT OF ENTJUBA

**LJUDI SU
NAŠ NAJVEĆI
KAPITAL**

PEOPLE ARE OUR
GREATEST CAPITAL

Sigurni smo da bi nakon razgovora sa prvim čovekom Energotehnike Južna Bačka, Dragoljubom Zbiljićem, mnogi teoretičari menadžmenta bili itekako inspirisani da formulišu nove postulate uspešnog liderstva. A u ovom novinarskom tekstu nemoguće je izbeći konstataciju da je reč o oštromnom menadžeru, koji poseduje multidisciplinarnе veštine neophodne za valjanu analizu poslovnog okruženja i donošenje strateških odluka koje vode ka uspehu. Kada tome dodamo sposobnost usklađivanja svega što je neophodno za postizanje poslovnih ciljeva sa održavanjem visokog nivoa zadovoljstva i angažovanosti zaposlenih, jasno je da se radi o vrsnom poslovnom vizionaru koji u prvi plan stavlja timski rad i ljude kao najvredniji kapital kompanije. U inspirativnom razgovoru za godišnji bilten Energotehnike Južna Bačka, Dragoljub Zbiljić, sa neskrivenim zadovoljstvom postignutim rezultatima, ističe: "Poslovni bilans godine na izmaku najilustrativnije opisuje stara narodna mudrost koja kaže: 'Kako si posejao, tako ćeš i žnjeti.' Mi smo, još 2022. godine, metaforički rečeno, 'posejali', a ove godine smo počeli i da žanjemo. Za EJB ovo je istorijska godina sa ostvarenim prihodom od 360 miliona evra i ozbiljnom neto dobiti. Naravno, preciznije pokazatelje imaćemo nakon revizorskog izveštaja. Na bazi ovih rezultata sa sigurnošću mogu da poručim, svaka naredna godina biće još bolja."

Koliko je Vaša odluka o strateškom partnerstvu, odnosno ulasku u akviziciju, sa mađarskom energetsom kompanijom MVM doprinela ovakvim rezultatima?

Kada smo 2022. godine sa mađarskom energetsom kompanijom MVM Group (*Magyar Villamos Művek*) ušli u akviziciju i kada su oni postali suvlasnici 33,4 % naše firme, imao sam utisak da naš privredni ambijent, u širem smislu, nije u potpunosti shvatio šta se dešava, a desilo se to da jedan energetski gigant i druga po veličini energetska kompanija u Evropi, ulazi u suvlasništvo jedne srpske kompanije. To je ustvari bio jedan 'pozitivan

We are certain that after talking to the first man of Energotehnika Južna Bačka, Dragoljub Zbiljić, many management theoreticians would certainly be inspired to formulate new postulates of successful leadership. And in this interview, it is impossible to avoid the statement that we are talking about a sharp manager with multidisciplinary skills necessary for a valid analysis of business surroundings, and for making strategic decisions that lead to success. When we add to that the ability to coordinate everything that is needed to achieve business goals while maintaining a high level of employee satisfaction and engagement, it is clear that he is an excellent business visionary, who places focus on teamwork and people as the most valuable capital of the company. In an inspiring talk for the corporate bulletin of Energotehnika Južna Bačka, Dragoljub Zbiljić doesn't hide that he is pleased with the achieved results, and highlights: "The business balance at the close of the year could be best described by an old folk wisdom that says: "Your reap what you sow". In 2022, we metaphorically speaking 'sowed', and this year we starting reaping. For EJB, this is a historical year with the generated revenue of 360 million euros, and a serious net profit. Of course, we will get more precise indicators after an audit report. Based on these results, I can say with certainty that each following year will be even better".

How much has Your decision about a strategic partnership, that is, merging with the Hungarian Electric Power Industry "MVM" contributed to such results?

When in 2022 we entered the acquisition with the Hungarian Electric Power Industry "MVM Group" (*Magyar Villamos Művek*), and when they became the co-owners of 33,4% of our company, I had the impression that our economic environment, in a wider sense, didn't completely grasp what had happened, and what had happened was that one energetic giant, and the second largest energetic company in Europe, entered into co-ownership of



zemljotres' za našu struku. Dovoljno je samo reći da MVM kompanija kontinuirano jača svoj uticaj u Evropi, da ostvaruje godišnju neto dobit veću od milijardu evra i da deluje kao najveći centar za energetsko znanje pokrivajući sve segmente energetskog sektora. Ta akvizicija u kombinaciji sa strateškim partnerstvom, označila je novu epohu razvoja Energotehnike Južna Bačka, predstavljajući sjajnu platformu za brzo širenje poslovanja, usvajanje novih tehnologija i podizanje svih kompanijskih performansi na još viši nivo.

Poznato je da projekti koje realizuje EJB transformišu energetske pejzaže Srbije. Šta biste Vi posebno izdvojili ?

Veliki je broj kapitalnih energetskih projekata na koje smo svi u EJB izuzetno ponosni, ali ovoga puta bih izdvojio projekat zamene električnih brojila na teritoriji Srbije. Zamenili smo ukupno 522 hiljade brojila, što je svojevrsan Ginisov rekord. Vrednost projekta iznosila je oko 120 miliona evra. Nikada ne propuštam priliku da se javno zahvalim proizvođačima električnih brojila koji su radili i prekovremeno i u tri smene, kako bi naše ekipe, efikasno i

one Serbian company. That was actually one 'positive earthquake' for our profession. It is enough to say that MVM company continuously strengthens their impact in Europe, and makes an annual net profit higher than a billion euros, and acts as the largest center for energetic knowledge covering all segments of the energy sector. That acquisition combined with the strategic partnership marked a new era of development for Energotehnika Južna Bačka, presenting an excellent platform for rapid business expansion, adoption of new technologies, and raising all company performances to a higher level.

It is a known fact that the projects realized by EJB transform the energetic landscape of Serbia. What would you particularly highlight?

There are numerous capital energy projects that all of us in EJB are extremely proud of, but this time I would highlight the project of replacing electricity meters on the territory of Serbia. We replaced a total of 522 thousand meters, which is a Guinness record of a sort. The value of the project was circa



u planiranom roku završile posao na terenu. Ovaj projekat je bio jedan od najzahtevnijih, a njegova uspešna realizacija predstavlja značajan korak napred u modernizaciji i postizanju efikasnosti elektroenergetskog sistema Srbije. To je bio izazovan projekat, ali ne i najveći. Najveći nam predstoji, a to je 'EXPO 2027', odnosno izgradnja toplane, kogenerativnog postrojenja, ali i fabrike leda što je potpuno novo u Srbiji. Mi imamo iskustvo i dovoljno stručnih ljudi da to iznesemo i siguran sam da ćemo uspeti da ispoštujemo rokove. Jedan od kompleksnijih zadataka u ovom velikom projektu odnosiće se na postizanje sinhronizovanosti sa ostalim izvođačima, a njih će s obzirom na veličinu projekta, biti značajan broj.

Gospodine Zbiljiću, kako Vi sagledavate značaj jednog od najvažnijih projekata u sferi energetike, u kojem učestvuje EJB, a koji se odnosi na izgradnju šest solarnih elektrana u Srbiji?

Kao Srbin i patriota, moram da čestitam državi na ovakvom ugovoru, koji je odličan pored ostalog

120 million euros. I never miss a chance to publicly thank the producers of electricity meters who had been working overtime and in three shifts, so that our teams could efficiently and within the planned timeframe, finish their fieldwork. This project was one of the most demanding projects, and its successful realization represents a significant step forward in the modernizing and achieving efficacy of the electrical power system of Serbia. That was a challenging project, but not the largest one. The largest one is yet to come, and that is 'EXPO 2027', i.e. building the heating plant, cogeneration plant, and an ice factory, which is something completely new in Serbia. We have the experience and enough experts to carry it out, and I am certain that we will manage to meet the deadlines. One of the most complex assignments in this large project will be synchronizing with the other contractors, and given the size of the project, there will be many of them.

Mr. Zbiljić, how do you perceive the importance of one of the most important projects in the energy sphere, in which EJB will participate, and which relates to the construction of six solar power plants in Serbia?

As a proud Serb and a patriot, I have to congratulate the state on such a contract, which is excellent, among other things because once finished, the property remains in the ownership of Serbia. So, we are not talking about a foreign partner coming here, making something and then exploiting it. Once the project ends, Electrodistribution of Serbia will take over the management of the power plants, and the state of Serbia and Electrodistribution will, through a decades long contract, return that with their work. When the project is finished, Electrodistribution of Serbia will strengthen their capital. Solar power plants will practically replace the thermal power plants which won't be able to work after the year 2052, when the ban takes effect in accordance with the goals of the EU for achieving climate neutrality. The

i zbog toga što, kada se sve završi, imovina ostaje u vlasništvu Srbije. Dakle, ne radi se o tome da će strani partner doći, napraviti nešto i eksploatirati, već će EPS, kada se projekat završi, preuzeti elektrane na upravljanje, a država Srbija i elektroprivreda kroz višedecenijski ugovor, će to vratiti svojim radom. Elektroprivreda Srbije će nakon završetka tog projekta kapitalno ojačati. Solarne elektrane će praktično biti zamena za termoelektrane koje neće moći da se koriste nakon 2052. godine, kada na snagu stupa zabrana, u skladu sa ciljevima EU za postizanje klimatske neutralnosti. Projekat je zahtevan, potvrđeno je šest lokacija na kojima će se raditi, traže se i dodatne lokacije. Međudržavni sporazum je napravljen, finansiranje je obezbeđeno, radi se u urbanu i mi smo zaista ponosni što smo, zajedno sa Milenijum timom, deo tog projekta. Da bismo, kao država, ispunili zacrtane ciljeve i pristupili EU, energetska tranzicija mora da se sprovede, a zelena energija je ključ u svemu tome. Broj stručnih kadrova za takve poduhvate u Srbiji je mali, ali na sreću, oni se nalaze upravo u ovoj kompaniji. Tu vidim potvrdu činjenice da imamo kapacitet da menjamo energetske lice Srbije.

O svim navedenim projektima razgovarali smo i sa Vašim saradnicima. A u tim razgovorima čuli smo i posebno upečatljivu rečenicu koja glasi 'Ovo može samo Energotehnika Južna Bačka'. Koliko je teško nositi se sa očekivanjima i odgovornošću koja dolazi sa takvom reputacijom?

Naučili smo da živimo sa time da smo broj jedan. To jeste lepo, ali nije jednostavno, jer treba umeti nositi tu veličinu sa svim odgovornostima i izazovima koje ona podrazumeva. Ponosnim me čini i činjenica da Energotehnika otvara nove mogućnosti i za veliki broj manjih srpskih kompanija, naših podizvođača. Raduje me što rastemo zajedno sa našim partnerima. Pri tome ne mislim samo na brojeve, istorijsku neto dobiti i promet, nego i na ugovorene projekte koji su garant za budućnost. Mi smo kao kompanija potpuno spremni za sve energetske izazove na prostoru Balkana, a što se tiče energetske radova na srednjem i visokom naponu, sigurno nam nema premca. Izgradili smo ime koje uliva poverenje i stranih investitora i svih ostalih

project is demanding, six locations had been confirmed, and they are looking for additional locations. The international agreement has been made, the financing is secured, everyone is working rapidly, and we are really proud that we are a part of that project, together with the Millenium Team. In order for us as a state to fulfill the set goals and join the EU, energy transition must be conducted, and green energy is the key in all that. The number of skilled professionals for such endeavours in Serbia is small, but luckily, they can be found precisely in this company. That is where I see the confirmation of the fact that we have the capacity to change the energy face of Serbia.

We talked with your associates about all the projects mentioned. And in those talks, we heard a particularly distinct sentence that goes: "Only Energotehnika Južna Bačka can do this." How difficult is it to cope with the expectations and the responsibility that comes with such reputation?

We learned to live with the fact that we are number one. That is very nice, but not simple at all, because you need to be able to handle that greatness with all the responsibilities and challenges that it entails. I am also proud of the fact that Energotehnika Južna Bačka opens new possibilities for a large number of smaller Serbian companies, our subcontractors. I am happy that we are growing together with our partners. And by that, I don't mean only numbers, historical net profit and turnover, but also contracted projects that are a warranty for the future. We as a company are completely ready for all energy challenges in the Balkans, and when it comes to energy works on medium and high voltage, we have no equals. We have built a name that strains credibility of both foreign investors and all other partners on the projects that we conduct. Yes, we are Energotehnika Južna Bačka, and we are aware of our reputation as the leaders in the energy sector.

partnera na projektima koje realizujemo. Da, mi smo Energotehnika Južna Bačka i svesni smo svoje reputacije lidera u energetskom sesktoru.

Gospodine Zbiljiću, kako ocenjujete makroekonomski ambijent u kojem posluje Energotehnika Južna Bačka?

Moram da pohvalim državu. Čitalac ovog intervjua može to doživeti na različite načine, ali moram da kažem da poslednjih 12 godina državom upravljaju promenađerske vlade spremne da donose teške odluke. Te odluke otvaraju puteve za određene investicije i napredak. Zato imamo rast BDP-a od 3,9% ove godine, što je neverovatno s obzirom na rat u Ukrajini i sva dešavanja u okruženju. Javno apelujem da Vlada Srbije nastavi sa hrabrim odlukama. Da li je bilo pogrešnih odluka? Jeste. Da li će ih biti? Sigurno hoće. Ali najgore je ne donositi odluke, jer tada privreda zaostaje i usporava.

Da bismo se prilagodili zahtevima za ulazak u EU, moramo ispuniti određene uslove. Energetika je najveća oblast gde imamo priliku za napredak i obavezu da te tačke ispunimo. Mi smo kao kompanija apsolutno spremni da realizujemo projekte koji vode ka ispunjenju tog važnog cilja. Potpuna energetska tranzicija Srbije, trebalo bi da se završi do 2030. godine. Do tada bi trebalo da bude izgrađen i dalekovod od 400 kV prema Budimpešti. Taj poduhvat daće veliki doprinos povećanju energetske sigurnosti naše zemlje. Kada se za šest godina bude upoređivalo stanje iz 2012. sa onim iz 2030. godine, biće neverovatno šta je sve urađeno.

Kako se dolazi do kvalitetnih i stručnih kadrova i da li EJB ima kapacitet za međunarodnu tržišnu utakmicu?

Mi smo kao kompanija sa svim svojim referencama i ljudima apsolutno spremni za inostrano tržište. To se već sada zna na tim tržištima. Sve što smo radili ovde, bićemo spremni da uradimo bilo gde drugde. Nadamo se i miru u svetu uskoro, pa i obnovi onoga što je uništeno, u čemu smo takođe spremni da participiramo. Kada je reč o regrutovanju kadrova, posebno smo ponosni na saradnju sa srednjom Elektrotehničkom školom i Fakultetom tehničkih nauka u Novom Sadu. Za školovane i am-



Mr. Zbiljić, how would you evaluate the macro-economical ambience in which Energotehnika Južna Bačka operates?

I have to compliment the state. The reader of this interview can interpret that in different ways, but I have to say that in the last 12 years, the state has been run by the pro-managerial governments ready to make hard decisions. Those decisions open doors for certain investments and progress. That is why we have a GDP growth of 3,9% this year, which is amazing given the war in Ukraine and all the other events surrounding us. I would like to publicly appeal to the government of Serbia to continue with brave decisions. Has there been some wrong decisions? Certainly. Will there be some in the future? Definitely so. But the worst thing is to make no decisions at all, because that is when the economy slows down and lags behind. In order to adapt to the requirements for entering the EU, we have to fulfill certain conditions. Energetics is the largest field where we have the opportunity to advance, and the obligation to fulfill those re-

biciozne mlade ljude EJB predstavlja veliki izazov, a naša su im vrata otvorena.

Ne bojimo se posla, biće ga. Jedino želim da moji ljudi budu i dalje ovako motivisani, stručni i spremni za sve izazove.

Za kraj intervjua sa čelnim čovekom EJB, koji je prepoznat kao regionalni lider u konkurentnom razvoju energetskog sektora, zanimao nas je i recept za stvaranje motivacionog ambijenta u kompaniji. Dragoljub Zbiljić i na ovo pitanje odgovara bez oklevanja, ali sa nešto naglašenijim osmehom:

"Ja kažnjavam radnike koji rade prekovremeno i mislim da sam po tome jedinstven u Srbiji. Kada prođete pored firme u četiri i petnaest, videćete da osim portira i radnika obezbeđenja, nema više nikoga, a tako je i subotom i nedeljom. Jedino kada imamo neku ekstremno vremenski zahtevnu situaciju, što se dešava jednom ili dva puta godišnje, radi se prekovremeno. Firma može da raste na način da

quirements. We as a company are absolutely ready to realize the projects that lead to achieving that important goal. The complete energy transition of Serbia should be finished by the year 2030. Until then, the power line of 400 kV towards Budapest, should be completed. That endeavour will largely contribute to increasing the energy security of our country. When in six years they compare the state in 2030 with that in 2012, everything that has been done will seem unbelievable.

How do you recruit quality and professional staff, and does EJB have the capacity for an international market game?

As a company, with all our references and people, we are absolutely ready for the foreign market. In those markets, that is already a known fact. Everything that we have done here, we will be ready to do anywhere else. We hope for world peace soon, and then reconstructing what was destroyed, in which we are also ready to participate. When it comes to recruiting the staff, we are especially proud of our cooperation with the High school of Electrical Engineering, and the Faculty of Technical Sciences in Novi Sad. For educated and ambitious young people, EJB represents a great challenge, and our doors are open. We are not afraid of work, there will always be work. The only thing I wish for is that my employees remain this motivated, competent and ready for all challenges.

To wrap up the interview with the leading man of EJB, who has been recognized as a regional leader in the competitive development of the energy sector, we were interested to hear the recipe for creating a motivating company ambience. Dragoljub Zbiljić answered this question without hesitation, but with a more pronounced smile:

"I punish the employees who work overtime, and I believe that in that sense I am unique in Serbia. If you pass by the company at 16:15, you could see that aside from the porters and the security guards, there is no one at the company, and that is also what it looks like during the weekend. Only when there is an extremely time-demanding situation, which happens

budemo disciplinovani i u okviru osmočasovnog radnog vremena završimo ono što treba da uradimo. Ključ je u disciplini i dobroj organizaciji. Zaposleni moraju da imaju vreme za sebe i porodicu, a ne samo da žive kompanijski život. Takav koncept primenjujem više od deset godina i on daje odlične rezultate. Ovde ste mogli da čujete muziku kroz hodnike, osetite pozitivnu energiju i vidite nasmejane mlade ljude. Prosečna starost zaposlenih je oko 36 godina. Oni su ovde samo zbog svojih kvaliteta, sposobnosti i znanja. Nema privilegija i nepotizma. A što se tiče samog menadžmenta kompanije, ti ljudi su bili tu i pre deset godina, sada su ovde i sigurno će biti tu i u narednih deset godina. Kada neko, u profesionalnom smislu, raste zajedno sa kompanijom i ponosi se što je ovde doživljavajući kompanijski uspeh kao lično postignuće, onda je sasvim realno očekivati da će Energotehnika Južna Bačka i u narednim godinama ostvarivati velike uspehe, jer ljudi su naš najveći kapital.

mr Mirela Mitrić

maybe once or twice a year, people work overtime. The company can grow if we are all disciplined and finish our work in those 8 working hours. The key is discipline and good organization. Employees need to have time for themselves and their families, and not only live the company life. I have been applying that concept for more than ten years, and it still gives excellent results. When you entered the company, you could hear music in the hallway, feel the positive energy and see young people smiling. The average employee age is circa 36. They are here only because of their qualities, competence and knowledge. There are no privileges and nepotism. And as for the management of the company, those people were here ten years ago, they are here now, and they will certainly stay here in the next ten years. When someone in a professional sense, grows together with the company, prides on being here, and experiences each company success as their personal achievement, then it is entirely realistic to expect that Energotehnika Južna Bačka will achieve great success in the upcoming years, because people are our greatest capital.

mr Mirela Mitrić



ILIJA LABUS

GENERALNI DIREKTOR
„ENERGOTEHNIKE
JUŽNA BAČKA“
CEO OF THE COMPANY
„ENERGOTEHNIKA
JUŽNA BAČKA“

TIM KAO : TEAM AS A KEY
KLJUČ USPEHA : TO SUCCESS

„U 2024. godini premašili smo zacrtane planove i imamo puno razloga za zadovoljstvo. Suma sumarum, iza nas je jedna vrhunska godina i nadam se da ću to moći da kažem i za godine koje dolaze. Svaka donosi nove projekte i nove izazove. Kod nas nema jednoličnosti i monotonije“

ovim rečima generalni direktor Energotehnike Južna Bačka, Ilija Labus, započinje priču o postignutim rezultatima u godini koju ispraćamo, a iz svake rečenice projevava nagoveštaj svetle budućnosti za kompaniju koja se svojim postignućima već uveliko etablirala kao brend u energetsom sektoru, ne samo Srbije, nego i regiona.

”In 2024, we exceeded the plans we had set, and we have plenty of reasons to be satisfied. All in all, a top-notch year is behind us, and I hope I will be able to say that for the years to come. Each one brings new projects and challenges, there is no flatness or monotony with us”

with these words CEO of the company Energotehnika Južna Bačka begins his story about the results achieved in the year we're seeing off. From each sentence pervades a hint of bright future for the company that has already, due to its achievements, established itself as a brand in the energy sector, both in Serbia and the region.

To potvrđuju kapitalni energetske projekti kojih ima na desetine, a za ovo izdanje našeg biltena, kapiten tima Energotehnike Južna Bačka posebno izdvaja zamenu električnih brojila, rekonstrukciju niskonaponske mreže u Srbiji, početak radova na projektu „EXPO 2027“, kao i projekte u oblasti zelene energije. „Do sada je zamenjeno oko 520 hiljada brojila, što je gigantski poduhvat, a u narednim godinama novim mernim uređajima električne energije biće zamenjeno ukupno tri do četiri miliona starih brojila. Spremni čekamo nove projekte u ovoj oblasti kako bi nastavili realizaciju ovog velikog poduhvata za Republiku Srbiju. Kada je reč o drugim projektima, naglasio bih da smo u jeku pripremnih radova za realizaciju poduhvata izgradnje trigenerativnog postrojenja za potrebe „EXPO 2027“.

Obišli smo gradilište, sve se odvija po planu i sigurni smo da ćemo briljirati na ovom projektu jer imamo ogromno iskustvo i znanje u oblasti kogeneracija, a to znanje nam daje odskočnu dasku za hvatanje u koštac sa svim onim segmentima projekta koji su u tehnološkom smislu potpuna novost na našim prostorima. Radićemo trigenerativno postrojenje potpuno spremni jer smo realizovali mnogo kogenerativnih postrojenja i tu za nas nema nepoznanica. U domenu obnovljivih izvora energije nam nema premca. U velikoj meri smo prisutni u svakom regionalnom projektu iz oblasti zelene energije, odnosno izgradnje solara i vetroparkova. I sama Energotehnika Južna Bačka je pionir u korišćenju geotermalne energije, jer se naša firma greje na geotermalnu energiju, koristeći obnovljive resurse. To je tada, kada smo mi sa tim počeli, pre sedamnaest, osamnaest godina bila praktično novina u svetu, a kamoli u Srbiji.

S obzirom na sve što ste naveli, nameće se pitanje: postoji li neki tajni recept za uspeh?

"Jedini recept je tim i samo tim, kojeg čine kvalitetni i školovani ljudi na pravim pozicijama. To je nešto što je davalo i daje rezultate svih ovih godina. Mi ćemo i narednih godina, nastaviti da investiramo u ljude i njihovo znanje, ne samo unutar kompanije, već i kroz eksterne kurseve. Nije sramota

That is confirmed by the dozens of capital energy projects, and for this edition of our bulletin, captain of ENTJUBA team especially highlights replacement of electricity meters, reconstruction of the low voltage network in Serbia, beginning of the works on "EXPO 2027", as well as the projects in the field of green energy. „So far, we replaced circa 520 thousand meters, which is a gigantic endeavor, and in the following years 3-4 million old meters will be replaced by new electricity measuring devices. We are ready for the new projects in this field, so that we could continue the realization of this large endeavor for the Republic of Serbia. When it comes to other projects, I would pinpoint that we are in the heat of preparation works for the realization of the project "EXPO 2027", i.e. construction of a trigeneration plant.



gledati šta rade drugi. Treba se ugledati na koncepte koji su dali rezultate i primenjivati ih. Deo novina sam uveo tako što sam pratio strane kompanije i njihove prakse, a zatim ih implementirao kod nas.

Šta biste, kao iskusen menadžer koji je ovladao svim aspektima vođenja jednog kompleksnog poslovnog sistema, savetovali mladim kolegama?

"Mladim kolegama bih savetovao da ne žure, jer ništa ne može da se postigne sada i odmah. Iskustvo zahteva vreme i strpljenje. Važno je da rade na usavršavanju, da budu otvoreni za nove ideje i spremni da uče, jer samo kroz kontinuirani rad i posvećenost mogu postići dugoročni uspeh, ništa ne može da se uradi u instant varijanti i preko noći. Isto tako i mi, sa pozamašnim minulim radom iza sebe, možemo ponešto da naučimo od mladih kolega. Ja sam uvek za interakciju i razmenu mišljenja i ideja."

We visited the construction site, everything is going according to the plan, and we are certain that we will excel in this project, because we have an enormous experience and knowledge in the field of cogeneration, and that knowledge is our springboard for addressing all those segments of the project that are technology-wise entirely new in our area. We will work on the trigeneration facility entirely ready, because we realized numerous cogeneration facilities, and there are no unknowns for us there. In the domain of renewable energy sources, we have no equal. We are largely present in each regional project in the domain of green energy, i.e. construction of solar plants and wind farms. Energotehnika Južna Bačka itself is a pioneer in using geothermal energy, because our company is heated by geothermal energy, using renewable resources. At that time, when we started that practice, seventeen-eighteen years ago, it was practically an innovation in the world, let alone Serbia.

Considering everything that you mentioned, a question poses itself: is there a secret recipe for success?

"The only recipe is team, and only team, consisting of quality and educated people in the right positions. That is something that has been giving results through all these years. In the years to come we will continue to invest in people and their knowledge, not just within the company, but also through external courses. There's no shame in watching what the competition is doing. One should look up to the concepts that yield results, and apply them. I introduced some of the innovations by following and observing the practices of foreign companies, and then implementing them in our company.

As an experienced manager who mastered all aspects of leading a complex business system, what advice would you give to your younger colleagues?

"I would advise my younger colleagues not to rush things, because nothing can be achieved now and immediately. Experience requires time and pa-

Firma postoji 66 godina. Kako objašnjavate toliku ekspanziju u poslednjih pet do sedam godina?

"Ekspanzija se poslednjih godina dešava, kako u bilansnom i finansijskom tako i organizacionom smislu. Ulazak stranog partnera nije slučajnost, niko iz zapadne Evrope neće tek tako ući u kompaniju ako ona nije uređena. To je zaista za ponos i siguran sam da mi sada funkcionišemo na nivou zapadnih kompanija. Taj nivo organizacije koji smo zajedno postigli je impresivan."

Šta su po Vama ključne karakteristike organizacione kulture EJB-a?

"Ključne karakteristike su jednostavno ne pobeći od svojih korena, od svog imena i prezimena. Jer kako stara izreka kaže: Ako znamo ko smo, znamo i kuda idemo. Biti svestan svog identiteta važan je temelj za postavljanje ciljeva, a mi smo vrlo svesni svojih vrednosti. To dokazujemo i time što svake godine podižemo lestvicu, u smislu postavljanja ambicioznih ciljeva, i svake godine tu lestvicu preskačemo. Jednostavno rečeno, ova realnost koju mi sada živimo do pre samo nekoliko godina bila je san."



tience. It is important for them to work on further developing their skills, be open to new ideas and eager to learn, because only through continuous work and dedication can you achieve long-term success, nothing can be done in an instant and overnight. Also, those of us with considerable experience can learn something from our younger colleagues. I am always up for interaction and exchange of opinions and ideas."

The company has a 66-year-old tradition. How do you explain such an expansion in the last five to seven years?

"In the last few years, we have been expanding, both balance-wise, and in a financial and organizational sense. Acquisition of a foreign partner is not a coincidence, nobody from Western Europe would acquire a company if it is not organized and well-structured. That is something we should be proud of, and I am certain that we function at the level of companies from the West. The level of organization that we have achieved together is impressive."

In your opinion, what are the key characteristics of the organizational culture of EJB?

"The key characteristics are simply not trying to escape your roots, your first and last name. Because, as the old saying goes: you can't really know where you are going until you know where you have been." Being aware of one's identity is an important foundation for setting goals, and we are very aware of our worth. We prove that by raising the bar each year, in terms of setting ambitious goals, and each year we exceed those expectations. Simply put, this reality that we are living now, was just a dream a few years ago."

NEVEN SAVIĆ

IZVRŠNI DIREKTOR ZA FINANSIJSKE POSLOVE
CHIEF FINANCIAL OFFICER



REKORDNA GODINA RASTA I USPEHA

A YEAR OF RECORD GROWTH AND SUCCESS

Stepen uspešnosti poslovne godine za jednu kompaniju determinisan je kako finansijskim rezultatima tako i projektima koji doprinose njenom rastu, a samim tim i tržišnoj poziciji, a potom slede i održivost i društvena odgovornost. Po svim navedenim parametrima Energotehnika Južna Bačka i Elektromontaža Kraljevo, posmatrajući celokupnu hronološku poslovnu vertikalnu, ostvarile su najbolje rezultate ikada. Izvršni direktor za finansijske poslove, Neven Savić, ovu kvalitativnu ocenu potkrepljuje i kvantitativnim pokazateljima. Kako ističe, Energotehnika Južna Bačka i Elektromontaža Kraljevo, koje imaju zajednički menadžment, zabeležile su impresivan rast prihoda i to od 67 %, u odnosu na 2023. godinu čime su premašile ambiciozni poslovni plan za čak 15%. Savić navodi da su tokom godine uspešno realizovani mnogi veliki i značajni projekti, a sve to je, kako naglašava, rezultat nagomilanog znanja i iskustva menadžmenta kompanije: "Naš poslovni sistem organizovali smo tako da on može da pruži potpunu podršku realizaciji velikih i složenih projekata i da se na najbolji način postavi prema potencijalnim i postojećim investitorima, potvrđujući svoju kompetenciju".



For a company, degree of success of a business year is determined by both financial results, and the projects that contribute to its growth and thereby market position, as well as sustainability and social responsibility. According to all the parameters mentioned, Energotehnika Južna Bačka and Elektromontaža Kraljevo, when observing the overall chronological business vertical, have achieved the best results ever. Neven Savić, CFO of the company, corroborates this qualitative grade by quantitative markers. As he points out, Energotehnika Južna Bačka and Elektromontaža Kraljevo, which have joint management, recorded an impressive income growth, and that is 67% when compared to the year 2023, thereby exceeding the ambitious business plan by 15%. Savić states that during the year many big and significant projects have been successfully realized, and all that is, as he pinpoints, a result of accumulated knowledge and experience of the company management: "We organized our business system so that it can provide absolute support to the realization of large and complex projects, and be positioned in the best way possible towards existing and potential investors, thereby confirming its competence".

Savić takođe naglašava da se sledeće godine očekuje većinski ulazak mađarskog energetskog giganta MVM-a u kapital Energotehnike Južna Bačka i Elektromontaže Kraljevo, što će dodatno ojačati njihovu tržišnu poziciju. "Dolaskom MVM-a, sinergetski efekat će biti još veći, što znači da ćemo nastaviti da postizemo rekordne rezultate. MVM ima trenutno manjinski udeo, a očekujemo da će sledeće godine steći većinski udeo. Ova akvizicija pozitivno će uticati na strateško partnerstvo i tržišnu poziciju EJB i Elektromontaže Kraljevo, a veliki transfer znanja i tehnologije iz MVM-a će sigurno naše kompanije učiniti još konkurentnijim na tržištu.

Tokom ove godine realizovali smo ozbiljan projekat u Mađarskoj, što nam otvara vrata za ulazak na tržište Evropske Unije. To će dodatno doprineti postizanju dobrih poslovnih rezultata", ističe Savić.

Kada je reč o donošenju finansijskih odluka, naš sagovornik naglašava važnost sagledavanja šireg ekonomskog konteksta: "Većina finansijskih stručnjaka se fokusira na profit, ali za mene je važno i da pokažemo sposobnost odgovaranja na izazove velikih projekata. Kompanija mora da poseduje finansijski kapacitet, a mi smo u poslednjih nekoliko godina značajno podigli naš kapacitet i spremni smo da odgovorimo na najveće izazove. Jedan od svakako najvećih izazova jeste projekat "Expo 2027", gde se radi na trigenerativnom postrojenju za proizvodnju toplotne, rashladne i električne energije, uz uvođenje nove tehnologije koja nikada nije postojala u ovom delu Evrope. Bez finansijskog potencijala koji naša kompanija poseduje, ne bismo mogli da razmišljamo o takvom projektu", navodi izvršni direktor za finansijske poslove Neven Savić, uz poruku: "Sasvim smo sigurni da će naredna godina biti godina dobrih mogućnosti. Potvrdićemo našu tržišnu poziciju i radujemo se novim izazovima i prilikama da pokažemo koliko vredimo na tržištu."

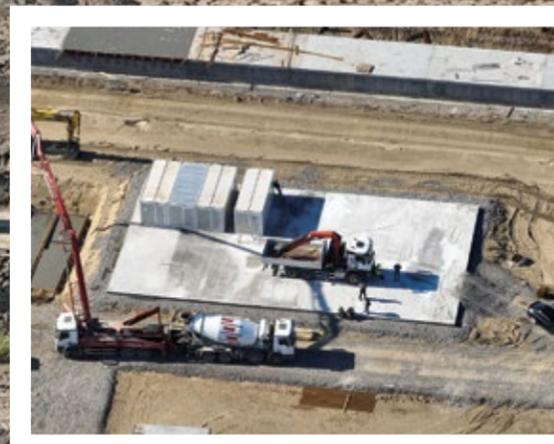
Savić also highlights that next year they are expecting a majority equity participation of the Hungarian energy giant MVM in Energotehnika Južna Bačka and Elektromontaža Kraljevo, which will additionally strengthen their market position. "With the arrival of MVM, synergetic effect will be even bigger, which means that we will continue to achieve record results. Currently, MVM has a minority share, but it is expected that next year they will have a majority share. This acquisition will effect the strategic partnership and the market position of EJB and Elektromontaža Kraljevo positively, and a large transfer of knowledge and technology from MVM will certainly make our companies even more competitive on the market.

This year, we realized a serious project in Hungary, which opens the door for entering the market of the European Union. That will additionally contribute to achieving good business results", Savić underlines.

When it comes to making financial decisions, our interlocutor highlights the importance of viewing a wider economical context: "Most financial experts focus on the profit, but for me it is also important to show the capacity for answering the challenges of large projects. A company must have financial capacity, and in the last few years we significantly increased our capacity, and are ready to answer the biggest challenges. Certainly, one of the biggest challenges is the project "EXPO 2027", where we are working on a trigeneration plant for producing heat, cooling and electricity, and introducing a new technology that has never before existed in this part of Europe. Without the financial potential that our company has, we would not be able to even think about such a project", CFO of the company Neven Savić states, with a message: "We are absolutely certain that next year will be a year of good opportunities. We will confirm our market position, and we are looking forward to new challenges and opportunities to show our market worth."

Marko Milić

DIREKTOR DIREKCIJE ZA UPRAVLJANJE PROJEKTIMA
HEAD OF PROJECT MANAGEMENT DIVISION



**„OVO MOŽE
SAMO
ENERGOTEHNIKA
JUŽNA BAČKA“**

**"ONLY
ENERGOTEHNIKA
JUŽNA BAČKA
CAN DO THIS"**

**Počinja realizacija
najvećeg poslovnog
poduhvata
u istoriji EJB**

THE LARGEST
BUSINESS VENTURE
IN EJB'S
HISTORY BEGINS



U razgovoru sa direktorom Direkcije za upravljanje projektima, Markom Milićem, saznajemo detalje o najizazovnijem projektu koji je Energotehnika Južna Bačka do sada realizovala. Reč je o izgradnji trigenerativnog, odnosno kombinovanog postrojenja za proizvodnju toplotne, rashladne i električne energije za potrebe EXPO 2027 i Nacionalnog stadiona. Ovaj projekat, vredan 153 miliona evra, nije samo najveći ugovor, do sada, u istoriji Energotehnike Južna Bačka, već i svojevrsan simbol održivog razvoja.

„Energotehnika Južna Bačka izgradiće kompletan i potpuno funkcionalan sistem za isporuku toplotne i rashladne energije za potrošače EXPO centra, Nacionalnog stadiona i pratećih objekata, kao i električne energije za distribuciju u mrežu. Kombinovano postrojenje mora biti u stanju da funkcioniše potpuno automatski, bez manuelne intervencije, i biće projektovano tako da se minimizira redovno održavanje“, objašnjava Milić.

Do kada ovaj veliki posao mora biti završen?

Rok za završetak ovog mega projekta je decembar 2026. godine. Mi ga radimo od faze građevinske dozvole, razrade projektne dokumentacije, izvođenja radova i puštanja objekata u rad. Rok je vrlo ambiciozan, ali je realan i mi ćemo ga u potpunosti ispoštovati. U pitanju je izgradnja trigenerativnog, ili bolje rečeno, kombinovanog postrojenja u kojem će se proizvoditi toplotna, rashladna i električna energija. Instalirana snaga je 10 MW električne, 52MW toplotne i 45 MW rashladne energije. Novo postrojenje grejaće i hladiti objekte u kompleksu EXPO 2027.

Da li takva vrsta projekta zahteva i izvesnu dozu kreativnosti?

Da, ovakvi poduhvati nesumnjivo podrazumevaju i kreativnost na delu jer ćemo se po prvi put suočavati sa određenim tehnološkim izazovima poput instalacije apsorpcionih čilera, uređaja koji funkcionišu po principu apsorpcionog rashladnog ciklusa, gde se otpadna toplota iz

In a conversation with the Director of the Project Management Directorate, Marko Milić, we learn the details of the most challenging project Energotehnika Južna Bačka has undertaken to date. This project involves constructing a trigeneration, or combined facility, for producing heat, cooling, and electricity to meet the needs of EXPO 2027 and the National Stadium. With a value of 153 million euros, this project is not only the largest contract in the history of Energotehnika Južna Bačka but also a unique symbol of sustainable development.

“Energotehnika Južna Bačka will construct a complete and fully functional system for delivering heating and cooling energy to the consumers of the EXPO Center, the National Stadium, and associated facilities, as well as supplying electricity for distribution into the grid. The combined facility must be capable of operating fully automatically, without manual intervention, and it will be designed to minimize regular maintenance,” explains Milić.

When must this significant project be completed?

The deadline for completing this mega project is December 2026. We are working from the stage of obtaining the construction permit, developing the project documentation, executing the work, and commissioning the facilities. The deadline is very ambitious, but it is realistic, and we will fully adhere to it. This involves constructing a trigeneration, or more accurately, a combined facility that will produce heating, cooling, and electrical energy. The installed capacity will be 10 MW of electrical power, 52 MW of thermal power, and 45 MW of cooling power. The new facility will heat and cool the buildings in the EXPO 2027 complex.

Does such a type of project require a certain degree of creativity?

Yes, projects like this undoubtedly involve creativity, as we will be facing specific technological challenges for the first time, such as the installation of absorption chillers—devices that operate based on the principle of the absorption refrigeration cycle, where waste heat from other processes is used to produce cooling energy.



drugih procesa koristi za proizvodnju rashladne energije.

Koje aktivnosti su trenutno u toku kada je reč o realizaciji ovog kapitalnog projekta?

Trenutno se izvode pripremni operativni radovi, postavlja se kontejnersko naselje i obavljaju pripreme za početak izvođenja radova. Projektovanje je takođe u toku i za sada smo u rokovima koji su prethodno definisani. U ovom delu posla partner EJB je „Siemens Energy“, globalna kompanija specijalizovana za energetske tehnologije. Investitor je JKP „Beogradske elektrane“, a finansijer Ministarstvo finansija.

Da li EJB ima dovoljno kadrova za realizaciju ovog posla?

Kako bismo kompletirali kadrovsku infrastrukturu, raspisali smo konkurs za dodatne inženjerske kapacitete, a imamo i partnere na ovom poslu. Zanimljiv je i podatak da će na objektu istovremeno raditi 40 inženjera različitih struka. Tim kojim rukovodim i firma koja stoji iza ovog posla su takvi da je ovo apsolutno izvodljivo. Tačnije, ja ne znam ko bi ovo mogao da napravi, ako ne Energotehnika Južna Bačka.

What activities are currently underway regarding the implementation of this major project?

Currently, preparatory operational works are being carried out, including setting up a container settlement and making preparations to commence construction activities. The design phase is also ongoing, and so far, we are on schedule according to the previously defined timelines. In this part of the project, EJB's partner is Siemens Energy, a global company specializing in energy technologies. The investor is JKP 'Beogradske elektrane,' and the financier is the Ministry of Finance.

Does EJB have enough personnel to carry out this work?

To complete our staffing infrastructure, we have announced a competition for additional engineering capacity, and we also have partners involved in this project. Interestingly, 40 engineers from various disciplines will be working on the site simultaneously. The team I lead and the company behind this project are capable of making this absolutely feasible. In fact, I don't know who else could accomplish this if not Energotehnika Južna Bačka.

Marko Iskrin

IZVRŠNI DIREKTOR

CTO



Završena najveća solarna elektrana u Srbiji

THE LARGEST SOLAR
POWER PLANT
IN SERBIA HAS BEEN
COMPLETED

Sa Izvršnim direktorom za tehničke poslove, g-dinom Markom Iskrinom razgovarali smo i o velikom projektu izgradnje dve solarne elektrane u Adi kod Sente. Projekat je vodila izraelska kompanija "Nofar Energy", a njegova vrednost bila je 25 miliona evra. Naš sagovornik bio je u važnoj ulozi koordinatora tog projekta.

Ovaj projekat je obuhvatao izgradnju dve solarne elektrane Ada 1 i Ada 2, šta su njegove ključne karakteristike?

Ukupan kapacitet te dve solarne elektrane je 20 MW, što je dovoljno za snabdevanje konzumenog područja Ade i Sente. Elektrana je priključena na mrežu krajem novembra, a njen energetski i ekološki značaj je ogroman. Dodavanjem kapaciteta od 20 MW u mrežu, solarna elektrana Ada daje ogroman doprinos stabilizaciji i diversifikaciji izvora energije u Srbiji. Kompanija "Nofar" koristi napredne tehnologije u solarnim projektima, čime zemljama omogućava da dođu do efikasnijeg, ekološki prihvatljivog i stabilnog tržišta energije. Procena je da će ovaj vid proizvodnje obnovljive energije uticati na očuvanje životne sredine smanjenjem godišnje emisije ugljen dioksida za 25.000 tona, uštedi na gorivu od 12 miliona litara, kao i očuvanju šuma i ostalog biodiverziteta.

Koliko je to bio zahtevan projekat?

Projekat je bio veoma zahtevan, tim više što je za priključenje na obe elektrane sam kablovski vod dugačak 14 kilometara, i to za obe elektrane, plus optička mreža. Tako da je to bilo tehnički dosta zahtevno priključenje. Ako uzmemo u obzir činjenicu da je uobičajena praksa da kablovski vodovi obično dostižu dužinu od pet do šest kilometara, jasno je koliko je ovo bilo zahtevnije. Sledeća specifičnost odnosila se na prilagođavanje postojećem sistemu, ali moram sa ponosom istaći da smo sve tehničke operacije obavili besprekorno, što predstavlja još jednu potvrdu da EJB vešto savladava sve prepreke i kvalitetno obavlja svoj posao u svim fazama realizacije projekta. Ta činjenica nas čini ponosnim i motiviše nas na dalje napredovanje.



We talked with the CTO of the company, Mr. Marko Iskrin, about the major project of building two solar power plants in Ada near Senta. The project was led by the Israeli company 'Nofar Energy,' with a value of 25 million euros. Our interlocutor played an important role as the coordinator of that project.

This project involved the construction of two solar power plants, Ada 1 and Ada 2. What are its key characteristics?

The total capacity of the two solar power plants is 20 MW, which is sufficient to supply the consumer areas of Ada and Senta. The plant was connected to the grid at the end of November, and its energy and environmental significance is immense. By adding 20 MW of capacity to the grid, the Ada solar power plant greatly contributes to the stabilization and diversification of energy sources in Serbia. The company 'Nofar' employs advanced technologies in solar projects, enabling countries to achieve a more efficient, environmentally friendly, and stable energy market. It is estimated that this type of renewable energy production will positively impact environmental preservation by reducing annual carbon dioxide emissions by 25,000 tons, saving 12 million liters of fuel, and helping to protect forests and other biodiversity.

How demanding was this project?

The project was very demanding, especially since the connection to both power plants requires a 14-kilometer long cable line, for both power plants, plus an optical network. So it was a technically quite demanding connection. If we take into account the fact that it is common practice for cable lines to reach a length of five to six kilometers, it is clear how much more demanding this was.

The next specificity related to adaptation to the existing system, but I must proudly point out that we performed all technical operations flawlessly, which is another confirmation that EJB skilfully overcomes all obstacles and performs its work with quality in all phases of project implementation. This fact makes us proud and motivates us to move forward.



Marko Iskrin

IZVRŠNI DIREKTOR
CTO



Počínje izgradnja šest solarnih elektrana u Srbiji

CONSTRUCTION OF SIX SOLAR POWER
PLANTS BEGINS IN SERBIA



Izgradnja samo-balansiranih solarnih elektrana velikog kapaciteta sa baterijskim sistemom za skladištenje električne energije, za Energotehniku Južna Bačka predstavlja veliki izazov, ali iskustvo i znanje u poduhvatima iz sfere obnovljivih izvora energije daju joj sigurnost da se uhvati u koštac sa svim onim što ovakav posao nosi. U razgovoru sa direktorom jednog takvog projekta, Markom Iskrinom, dobili smo temeljna objašnjenja o tom kapitalnom poduhvatu, koji će za elektroenergetsku budućnost Srbije značiti ne samo stabilnost i sigurnost, nego i ispunjenje važnih zadataka koje smo kao zemlja potpisnica Zelene agende, preuzeli kao obavezu.

The construction of self-balancing large-capacity solar power plants with battery energy storage systems represents a significant challenge for Energotehnika Južna Bačka. However, its experience and knowledge in renewable energy projects give it the confidence to tackle all aspects of such an endeavor. In a conversation with the director of one such project, Marko Iskrin, we received fundamental explanations about this capital venture, which will mean not only stability and security for the energy future of Serbia, but also the fulfillment of important tasks that we, as a signatory country to the Green Agenda, have undertaken as an obligation.

Šta su ključne specifičnosti ovog projekta?

„Buduće elektrane imaće ukupnu instalisanu snagu od 1 GW i to je prvi put da se u našoj zemlji grade energetske objekte iz obnovljivih izvora te snage. Projekat će, kako je u pozivu navedeno, biti razvijen, izgrađen i predat u vlasništvo Elektroprivredi Srbije po sistemu „ključ u ruke“. To znači da će strateški partneri, osim izgradnje solarnih elektrana i baterijskih sistema, biti u obavezi i da izgrade svu ostalu infrastrukturu. U ovom slučaju to će biti južno korejska kompanija „Hyundai“ koja će isporučiti i solarne panele. Njihovi partneri na ovom projektu su kompanija iz Japana koja obezbeđuje visokonaponsku i naponsku opremu i invertore, i američka kompanija „Tesla“ će isporučiti baterije. To je sistem koji će biti uvezan. Gradiće se na šest lokacija, odnosno na pet u centralnoj Srbiji i na jednoj lokaciji u Vojvodini. Investitor je EPS, a finansijer je Ministarstvo finansija. Ugovor je potpisan po sistemu EPC (*Engineering, Procurement, and Construction*), što znači da izvođač preuzima odgovornost za sve faze projekta, odnosno za projektovanje, nabavku opreme i izgradnju. Taj sistem je poznat i kao „ključ u ruke“ jer izvođač, odnosno korejska firma „Hyundai“ isporučuje kompletan projekat spreman za upotrebu.

Po prvi put u Srbiji se grade energetske objekte ukupne snage jednog gigavata, ima li nepoznanica u toj izvođačkoj jednačini?

Što se tiče nas u Energotehnici Južna Bačka, nepoznanica nema jer imamo dovoljno iskustva, ne oskudevamo u znanju i stručnosti imamo dovoljno inženjerskih i drugih kadrova, a ono što je važno istaći na projektu smo angažovani i EJB i Elektromontaža Kraljevo, delujemo u sinergiji i veoma smo uigrana i iskusna ekipa. Na ovom poslu imamo mnogo angažovanih ljudi jer je reč o šest lokacija u Srbiji. Kada je reč o nepoznanicama, najviše će ih biti za samu Elektroprivredu Srbije jer će biti neophodno da se zaposleni dodatno edukuju za rad sa solarnim elektranama kako bi upravljanje solarnim izvorima električne energije bilo efikasno.

What are the key specifics of this project?

The future power plants will have a total installed capacity of 1 GW, marking the first time that such large-scale renewable energy facilities are being built in our country. The project will, as stated in the invitation, be developed, constructed, and handed over to the Elektroprivreda Srbije under a „turnkey“ system. This means that the strategic partners will not only be responsible for the construction of solar power plants and battery systems, but will also need to build all other necessary infrastructure. In this case, the South Korean company 'Hyundai' will supply the solar panels. Their partners on this project include a Japanese company that will provide high-voltage and voltage equipment and inverters, while the American company „Tesla“ will supply the batteries. This will be an integrated system. They will be constructed at six locations, specifically five in central Serbia and one in Vojvodina. The investor is EPS, and the financier is the Ministry of Finance. The contract was signed under the EPC (*Engineering, Procurement, and Construction*) system, which means the contractor takes responsibility for all phases of the project, including design, equipment procurement, and construction. This system is also known as 'turnkey' because the contractor, in this case the South Korean company 'Hyundai,' delivers a complete project ready for use.

For the first time in Serbia, energy facilities with a total capacity of one gigawatt are being built. Are there any uncertainties in that contracting equation?

As for us at Energotehnika Južna Bačka, there are no unknowns because we have enough experience, we do not lack in knowledge and expertise, we have enough engineering and other personnel, and what is important to emphasize is that we are also engaged in the project by EJB and Elektromontaža Kraljevo, we work in synergy and we are a well-coordinated and experienced team. We have a lot of people engaged in this work, because we are talking about six locations in Serbia. When it comes to unknowns, there will be most of them for the Elektroprivreda itself, because it will be necessary for the employees to receive additional training for working with solar power plants in order to manage solar power sources efficiently.

Kao odličan poznavalac obnovljivih izvora energije, kako sagledavate sve benefite ovakvog poduhvata?

Ovaj projekat je deo šire strategije Srbije koja se odnosi na povećanje udela obnovljivih izvora energije u njenom ukupnom energetske bilansu, kao i na smanjenje zavisnosti od fosilnih goriva. Solarne elektrane će svakako doprineti energetske sigurnosti zemlje i smanjenju emisije štetnih gasova. Treba pomenuti i to da su nakon inicijalne investicije troškovi održavanja solarnih elektrana relativno niski. Dakle, benefiti ovakvog projekta su ogromni i zato se on sa pravom tretira kao kapitalni energetske projekat Srbije, a po svim performansama on je dobio prefiks i najvećeg evropskog projekta u oblasti obnovljivih izvora energije.

As an excellent connoisseur of renewable energy sources, how do you see all the benefits of such an undertaking?

This project is part of Serbia's broader strategy, which refers to increasing the share of renewable energy sources in its total energy balance, as well as reducing dependence on fossil fuels. Solar power plants will certainly contribute to the energy security of the country and the reduction of harmful gas emissions. It should also be mentioned that after the initial investment, the maintenance costs of solar power plants are relatively low. So, the benefits of such a project are enormous and that is why it is rightfully treated as the capital energy project of Serbia, and according to all the performances, it received the prefix of the largest European project in the field of renewable energy sources.



Srđan Zorić

PROJEKT MENADŽER - SPECIJALISTA ZA RUDARSTVO I INDUSTRIJU
PROJECT MANAGER - SPECIALIST FOR MINING AND INDUSTRY

Ključni korak ka očuvanju životne sredine

A KEY STEP TOWARDS
ENVIRONMENTAL
PROTECTION

Ministarstvo zaštite životne sredine Republike Srbije je potpisalo ugovor sa kompanijom Energotehnika Južna Bačka za izradu projektno-tehničke dokumentacije i izvođenje radova na izgradnji postrojenja za prečišćavanje otpadnih voda u Bečeju. Vrednost ugovora iznosi 1.513.725.696,00 dinara sa PDV-om, ugovorena cena je fiksna i uključuje sve troškove, pri čemu je kompletan posao dogovoren po sistemu „ključ u ruke“. Ugovor, koji je stupio na snagu 12. marta 2024. godine, predviđa rok izvršenja od 730 kalendarskih dana. Postrojenje će imati kapacitet od 29.000 ekvivalentnih stanovnika i hidrauličko opterećenje srednjeg dnevnog protoka po suvom vremenu od 6.017 m³/d. Ukupna površina parcele iznosi 29.232 m², dok je ukupna bruto površina izgrađenih funkcionalnih objekata 5.244,82 m².

O tom značajnom projektu dodatna objašnjenja potražili smo u razgovoru sa Srđanom Zorićem, projektним menadžerom, bogatog inženjerskog znanja, koji ovim poduhvatom vlada suvereno i sigurno. On u Energotehnici Južna Bačka radi šest godina, a ovo je drugi prečištač otpadnih voda koji gradi. Ističe da je osećaj zadovoljstva angažmanom u realizaciji ovakvih projekata baziran na činjenici da je davanje ličnog doprinosa unapređenju kvaliteta životne sredine i očuvanju hidrosistema velika satisfakcija.

The Ministry of Environmental Protection of the Republic of Serbia has signed a contract with the company Energotehnika Južna Bačka for the preparation of design and technical documentation and the execution of works on the construction of a wastewater treatment plant in Bečej. The value of the contract is 1,513,725,696.00 dinars including VAT; the agreed price is fixed and includes all costs, while the complete work is agreed on a "turnkey" system. The contract, which entered into force on March 12, 2024, provides for an execution period of 730 calendar days. The plant will have a capacity of 29,000 equivalent inhabitants and a hydraulic load of an average daily flow in dry weather of 6,017 m³/d. The total area of the plot is 29,232 m², while the total gross area of built functional facilities is 5,244.82 m².



We sought additional explanations about this significant project in a conversation with Srđan Zorić, project manager with a wealth of engineering knowledge, who rules this undertaking sovereignly and safely. He has been working at Energotehnika Južna Bačka for six years, and this is the second wastewater treatment plant he has built.

He points out that the sense of satisfaction involved in the implementation of such projects is based on the fact that making a personal contribution to improving the quality of the environment and preserving the hydro system is a great satisfaction.

Šta sve obuhvata ovaj projekat?

Projekat obuhvata izradu kompletne projektno-tehničke dokumentacije, izvođenje građevinskih radova, montažu hidro-mašinske opreme, instalaciju elektro opreme i upravljačkih PLC i SCADA jedinica, kao i puštanje postrojenja u probni rad sa dokazivanjem izlaznih parametara prečišćene vode u skladu sa zakonskim regulativama Republike Srbije. Novi objekti koji će biti izgrađeni uključuju objekat za sušenje i skladištenje mulja, objekat za smeštaj duvaljki, objekat za smeštaj opreme za tretman vode u peskolovu, razdelnu građevinu, peskolov, kanal sa UV lampama, ulazni merač protoka i SBR bazene. Funkcija ovih objekata je prečišćavanje otpadnih voda stanovništva, institucija, privrede, industrije (nakon odgovarajućeg pretretmana) i atmosferskih otpadnih voda, u skladu sa važećom zakonskom regulativom.

O kakvom tehnološkom rešenju je reč?

Tehnološko rešenje projekta koristi najbolje dostupne tehnike prečišćavanja otpadnih voda (BAT - Best Available Technology). Postrojenje se može podeliti na nekoliko celina i tretmana: linija vode, linija mulja, linija vazduha, linija hemikalija i pomoćni sistem. Primarni tretman obuhvata prečišćavanje vode na grubim rešetkama, prepumpavanje otpadne vode centrifugalnim pumpama na aerisani peskolov sa mastolovom, gde se istovremeno vrši izdvajanje materija većih od 6 mm, peska, masnoće i plivajućih materija. Sekundarni tretman uključuje šaržni postupak aerobnog biološkog tretmana otpadne vode sa aktivnim muljem u četiri SBR reaktora. Nakon biološkog tretmana, aktivni mulj se odvaja od prečišćene vode pre nego što se ona ispusti u recipijent. Tercijarni tretman obuhvata uklanjanje nutritivnih elemenata azota i fosfora i dezinfekciju efluenta. Završni proces je UV dezinfekcija efluenta pre izlivanja u recipijent kanal DTD.

Kakav će biti kvalitet prečišćenih otpadnih voda?

Kvalitet prečišćenih otpadnih voda biće u skladu sa domaćom zakonskom regulativom definisanom Uredbom o граниčnim vrednostima emi-



sije zagađujućih materija u vodi, identičnim sa odredbama EU Direktive 91/271/EEZ o tretmanu urbanih otpadnih voda.

What does this project include?

The project includes the creation of complete project-technical documentation, construction works, installation of hydro-mechanical equip-

ment, installation of electrical equipment and controlling PLC and SCADA units, as well as putting the plant into trial operation with proof of the output parameters of the purified water in accordance with the legal regulations of the Republic of Serbia. The new facilities that will be built include a facility for drying and storing sludge, a facility for housing blowers, a facility for housing water treatment equipment in the sand pit, a separation building, a sand pit, a channel with UV lamps, an inlet flow meter and SBR basins. The function of these facilities is the purification of waste water of the population, institutions, economy, industry (after appropriate pretreatment) and atmospheric waste water, in accordance with the current legal regulations.

What kind of technological solution is it?

The technological solution of the project uses the best available wastewater treatment techniques (BAT - Best Available Technology). The plant can be divided into several units and treatments: water line, sludge line, air line, chemical line and auxiliary system. Primary treatment includes water purification on coarse grates, pumping of waste water with centrifugal pumps to an aerated sandbox with oil, where materials larger than 6 mm, sand, grease and floating materials are simultaneously separated. Secondary treatment includes a batch process of aerobic biological treatment of wastewater with activated sludge in four SBR reactors. After the biological treatment, the activated sludge is separated from the purified water before it is discharged into the recipient. Tertiary treatment includes the removal of nutritional elements of nitrogen and phosphorus and the disinfection of the effluent. The final process is UV disinfection of the effluent before pouring into the recipient channel DTD.

What will be the quality of treated wastewater?

The quality of the purified wastewater will be in accordance with the domestic legislation defined by the Regulation on limit values for the emission of pollutants in water, identical to the provisions of the EU Directive 91/271/EEC on the treatment of urban wastewater.

ENERGOTEHNIKA JUŽNA BAČKA GRADI TOPLIJU BUDUĆNOST

MARKO MILIĆ

DIREKTOR DIREKCIJE ZA
UPRAVLJANJE PROJEKTIMA

ODMIČU RADOVI NA
IZGRADNJI TOPLANE
“MAJEVICA” U
NOVOM SADU

U prošlom broju našeg biltena najavljena je izgradnja kapitalnog objekta za grad Novi Sad, reč je o toplani “Majevica”, odnosno prvom toplifikacionom izvoru koji se gradi u ovom gradu posle gotovo četiri decenije. Izgradnja tog značajnog energetskeg objekta započela je u decembru 2023. godine, nakon što je građevinska dozvola ishodovana u istom mesecu. Od direktora Direkcije za upravljanje projektima, Marka Milića, saznajemo da je taj objekat u fazi pokrivanja krova i da se radovi izvode u skladu sa planiranom dinamikom.



ENERGOTEHNIKA JUŽNA BAČKA IS BUILDING A WARMER FUTURE

MARKO MILIĆ

HEAD OF PROJECT
MANAGEMENT DIVISION

WORK ON THE
CONSTRUCTION OF THE
“MAJEVICA” HEATING
PLANT IN NOVI SAD IS
PROGRESSING

In the previous issue of our newsletter, we announced the construction of a major facility for the city of Novi Sad, namely the “Majevica” heating plant, which is the first heating source to be built in this city in almost four decades. The construction of this significant energy facility began in December 2023, after the building permit was obtained in the same month. From the Director of the Project Management Directorate, Marko Milić, we learn that the facility is currently in the roofing phase and that the work is proceeding according to the planned schedule.



“Ključna oprema je isporučena i nalazi se na svom mestu, dok se paralelno izvode radovi na parternom uređenju. Planirani rok za završetak radova i izvođenje funkcionalnih proba je maj 2025. godine, što će gotovo izvesno biti ispoštovano”, ističe Milić i objašnjava: “Nova toplana će imati dva kotla na gas ukupne snage 28 MW, od čega će 8 MW biti za toplu potrošnu vodu. U okviru toplane u narednim fazama je planirano, pored proširenja toplotnog kapaciteta, i izgradnja kogeneracione elektrane koja će proizvoditi i struju”.

Ova toplana će značajno smanjiti toplotne gubitke, emisiju štetnih materija u vazduhu, kao i nivo buke u okolini.

Izgradnja toplane “Majevisa” je od velikog značaja za Novi Sad, jer trenutni kapaciteti toplane “Zapad” nisu dovoljni za stambene i poslovne objekte koji su planirani u ovom delu grada. Očekuje se da će toplana “Majevisa” podmiriti potre-

“The key equipment has been delivered and is in place, while parallel work is being done on the landscaping. The planned deadline for completing the work and conducting functional tests is May 2025, which will almost certainly be met,” Milić emphasizes, explaining: “The new heating plant will have two gas boilers with a total capacity of 28 MW, of which 8 MW will be for hot water supply. In the upcoming phases, in addition to increasing thermal capacity, the construction of a cogeneration power plant is also planned, which will produce electricity.”

This heating plant will significantly reduce thermal losses, emissions of harmful substances into the air, and noise levels in the surrounding area.

The construction of the “Majevisa” heating plant is of great importance for Novi Sad, as the current capacities of the “Zapad” heating plant are insufficient for the residential and commercial buildings planned in this part of the city. It is expected that

be za grejanjem i toplom vodom više desetina hiljada stanova, uglavnom onih koji se nalaze u naselju Jugovićevo i na Avijatičarskom naselju, kao i sve druge objekte koji se budu gradili severno od Bulevara Vojvode Stepe i uz Bulevar Evrope. Toplana “Majevisa” će značajno unaprediti kvalitet života u ovom delu Novog Sada.

Uz sve navedeno, direktor Direkcije za upravljanje projektima Marko Milić, naglašava da je izgradnja toplane “Majevisa” značajan energetski iskorak za Novi Sad, jer će njenom izgradnjom biti omogućeno efikasnije grejanje i proizvodnja tople potrošne vode za više od trideset hiljada stanova.

Taj investicioni poduhvat vredan je 1,3 milijarde dinara, a njime Energotehnika Južna Bačka, kao lider u oblasti energetike, još jednom potvrđuje svoj kapacitet da realizuje projekte od vitalnog značaja, gradeći topliju i energetski održiviju budućnost.

the “Majevisa” heating plant will meet the heating and hot water needs of tens of thousands of apartments, primarily those located in the Jugovićevo neighborhood and the Aviator settlement, as well as all other facilities to be built north of Bulevar Vojvode Stepe Street and along Bulevar Evrope Street. The “Majevisa” heating plant will significantly improve the quality of life in this part of Novi Sad.

In addition to all of the above, Marko Milić, the Director of the Project Management Directorate, emphasizes that the construction of the “Majevisa” heating plant is a significant energy breakthrough for Novi Sad, as it will enable more efficient heating and hot water production for over thirty thousand apartments.

This investment endeavor is valued at 1.3 billion dinars, and through it, Energotehnika Južna Bačka, as a leader in the energy sector, reaffirms its capacity to implement projects of vital importance, building a warmer and more energy-sustainable future.

GORAN KRSTIĆ

PROJEKT MENADŽER - SPECIJALISTA ZA ELEKTROENERGETIKU

PROJECT MANAGER-SPECIALIST FOR POWER ENGINEERING

RADOVI U ZAVRŠNOJ FAZI

WORKS IN THE
FINAL PHASE



Projekat odsumporavanja dimnih gasova na termoelektrani “Nikola Tesla” TENT B, jedan je od onih poduhvata koji će promeniti ekološko lice Srbije i dati nemerljiv doprinos njenoj održivoj energetskoj budućnosti. Zato možemo reći da angažman kompanije “Energotehnika Južna Bačka” u strateškim projektima koji vode ostvarenju tog velikog cilja, predstavlja istinsku potvrdu njene referentnosti.

Ovaj džinovski poduhvat ugovoren je krajem 2020. godine, ali su planetarna dešavanja poput pandemije korona virusa, ali i ratnih sukoba u Ukrajini, koji su zakomplikovali transport robe, doveli do blagog pomeranja roka za završetak projekta, koji će umesto u 2024. biti završen u 2025. godini.

O ovom kapitalnom poduhvatu za naš bilten razgovaramo sa zamenikom rukovodioca projekta, master inženjerom elektrotehnike Goranom Krstićem. Njemu je ovo najveći projekat u dosadašnjoj karijeri, koju u EJB uspešno gradi već 13 godina.

„Građevinski radovi su praktično završeni, mašinski su u punom zamahu, istovremeno se stvara sve veći prostor za elektro radove gde treba povezati opremu pre “hladnih proba” i puštanja u rad. Zaključno sa mesecom avgustom ukupni progres radova na projektu bio je 82 procenta. Što se tiče nabavke opreme, prema zvničnom izveštaju, isporučeno je 98 procenata, a plan Konzorcijuma je da do kraja godine stepen realizacije izvođenja radova bude 90 procenata i da se započne sa procedurom puštanja postrojenja u rad. Trenutno se pregle-



GORAN KRSTIĆ

The flue gas desulfurization project at the “Nikola Tesla” thermal power plant TENT B is one of those undertakings that will change the ecological face of Serbia and make an immeasurable contribution to its sustainable energy future. That is why we can say that the engagement of the company “Energotehnika Južna Bačka” in strategic projects that lead to the realization of this great goal, represents a true confirmation of its reference.

This gigantic undertaking was contracted at the end of 2020, but planetary events such as the corona virus pandemic, as well as war conflicts in Ukraine, which complicated the transportation of goods, led to a slight postponement of the deadline for the completion of the project, which instead of 2024 will be completed in 2025.

For our newsletter, we talk about this capital undertaking with the deputy project manager, master electrical engineer Goran Krstić. For him, this is the biggest project in his career so far, which

he has been successfully building at EJB for 13 years.

„Construction works are practically finished, mechanical work is in full swing, at the same time, an ever-increasing space is being created for electrical work, where the equipment needs to be connected before “cold tests” and commissioning. In conclusion with the month of August, the total progress of works on the project was 82 percent. As for the procurement of equipment, according to the official report, 98 percent has been delivered, and the plan of the Consortium is

da atestno tehnička i investiciona dokumentacija odnosno, započela je procedura tehničkog pregleda i pripremamo se za “cold commissioning” postrojenja, odnosno za proces njegovog dovođenja u radno stanje. To uključuje niz aktivnosti koje moraju da osiguraju da postrojenje funkcioniše prema projektovanim specifikacijama i da je ono spremno za rad”, samouvereno ističe Krstić, naglašavajući da se ogromna pažnja posvećuje kontroli kvaliteta svake etape tog velikog posla.

Koliko je ovaj projekat u inženjerskom, tehničkom i menadžerskom smislu zahtevan?

“Projekat je izuzetno zahtevan i izazovan u smislu usklađivanja kompletnog tehnološkog postupka odnosno koordinacije između svih disciplina. Tu neminovno dolazi do preklapanja različitih disciplina i deljenja istog prostora. U takvim situacijama fleksibilnost i prilagodljivost su ključni, pogotovo zbog toga što timovi nailaze na različite izazove koje je nemoguće predvideti, a za svaku situaciju

that by the end of the year the level of realization of the works will be 90 percent, and to start with the procedure of putting the plant into operation. Currently, the certification technical and investment documentation is being reviewed, that is, the technical review procedure has started and we are preparing for the “cold commissioning” of the plant, that is, for the process of bringing it into working condition. This includes a series of activities that must ensure that the plant functions according to the designed specifications and that it is ready for operation”, Krstić confidently points out, stressing that great attention is paid to the quality control of each stage of this great work.

How demanding is this project in engineering, technical and managerial terms?

“The project is extremely demanding and challenging in terms of harmonizing the complete technological process, that is, coordination between all disciplines. This is where different disciplines



oni moraju da budu spremni da brzo reaguju i prilagođavaju se”.

Koji su benefiti ovog postrojenja ?

“Projekat odsumporavanja dimnih gasova na Termoelektrani “Nikola Tesla” (TENT B) donosi nekoliko značajnih benefita. Kao prvo, istakao bih ekološki značaj projekta kojim će se smanjiti emisija sumpor-dioksida za preko 30 puta, osim toga značajno će se smanjiti emisija prašastih materija. To će značajno poboljšati kvalitet vazduha i doprineti usklađivanju Srbije sa ekološkim standardima Evropske Unije, što je obavezan uslov za rad termoelektrane. Veoma važan benefit odnosi se na činjenicu da će ovaj projekat poboljšati energetska stabilnost zemlje, a treba pomenuti i podršku domaćoj privredi jer je vrednost projekta oko dvesta miliona evra, a u njemu kroz Konzorcijum participira veliki broj domaćih firmi. Uz sve navedeno, ovo postrojenje će omogućiti i proizvodnju gipsa kao nusproizvoda, koji se može koristiti u građevinskoj industriji, čime se doprinosi cirkularnoj ekonomiji”.

Kako izgleda proces dobijanja krečnjaka, a potom i gipsa, kao nusproizvoda sagorevanja sumpor-dioksida ?

Proces dobijanja krečnjaka kao nusproizvoda sagorevanja sumpor-dioksida u termoelektrani “Nikola Tesla” uključuje nekoliko koraka. Prvi je sagorevanje uglja, a tokom ovog procesa, oslobađa se sumpor-dioksid kao jedan od zagađivača. Da bi se smanjila emisija sumpor dioksida koristi se tehnologija mokrog odsumporavanja dimnih gasova. U ovom procesu, dimni gasovi prolaze kroz apsorber gde dolaze u kontakt sa suspenzijom fino mlevenog krečnjaka. Sumpor-dioksid reaguje sa kalcijum-karbonatom u prisustvu vode, pri čemu nastaje kalcijum-sulfat, odnosno gips. Taj gips će biti evropskog kvaliteta. Količina proizvedenog gipsa zavisice od količine i vrste uglja koji se potroši. Planirana je godišnja proizvodnja oko 300.000 t gipsa, za šta je potrebno potrošiti oko 150.000 t krečnjaka.



inevitably overlap and share the same space. In such situations, flexibility and adaptability are key, especially because teams encounter different challenges that are impossible to predict, and for each situation they must be ready to react and adapt quickly”.

What are the benefits of this plant??

“The flue gas desulfurization project at the Nikola Tesla Thermal Power Plant (TENT B) brings several significant benefits. First of all, I would like to highlight the ecological significance of the project, which will reduce the emission of sulfur dioxide by more than 30 times; in addition, the emission of powdery substances will be significantly reduced. This will significantly improve air quality and contribute to the harmonization of Serbia with the environmental standards of the European Union, which is a mandatory condition for the operation of the thermal power plant. A very important benefit relates to the fact that this project will improve the energy stability of the country, and it should also be mentioned the support for the domestic economy, because the value of the project is around two hundred million euros, and a large number of domestic companies participate in it through the Consortium. In addition to all of the above, this plant will enable the production of gypsum as a by-product, which can be used in the construction industry, thus contributing to the circular economy”.

What does the process of obtaining limestone, and then gypsum, as a by-product of burning sulfur dioxide look like?

The process of obtaining limestone as a by-product of burning sulfur dioxide in the thermal power plant “Nikola Tesla” includes several steps. The first is the burning of coal, and during this process, sulfur dioxide is released as one of the pollutants. In order to reduce the emission of sulfur dioxide, the technology of wet flue gas desulfurization is used. In this process, flue gases pass through an absorber where they come into contact with a suspension of finely ground limestone. Sulfur dioxide reacts with calcium carbonate in the presence of water, resulting in calcium sulfate, i.e. gypsum. That plaster

Ako bismo vratili "točak vremena" na 2020. godinu i osvrnuli se na početke ovog kapitalnog projekta, kakav je Vaš lični utisak i kako sagledavate svoje učešće u poduhvatu koji predstavlja veliki energetske progres Srbije?

Ovo je svakako jedan od najizazovnijih projekata u kojima sam učestvovao. Ako bismo krenuli od same pripreme ponude u kojoj sam takođe participirao, sećanja su u pravom smislu "adrenalinska". Rok za samu pripremu je bio prilično kratak. Bilo je neophodno brzo rezonovati i još brže donositi odluke. U svakom slučaju, mi smo svaku prepreku doživljavali kao izazov, a ne kao problem. Timski rad i interdisciplinarnost su ovde ključni. Moram da istaknem da je rukovodilac ovog projekta, kolega Aleksandar Kern, u ovaj posao uložio puno rada i energije i mnogo doprineo napredovanju projekta i njegovog privođenja finalnoj fazi. Za uspešnu realizaciju ovog velikog posla osnovan je Konzorcijum sačinjen od nekoliko izvođača. Tehnologiju je dao "Mitsubichi Power", a članovi grupe su i "Goša Montaža" za čeličnu konstrukciju, firma "Exsing" za građevinske radove, dok je projektovanje sistema izvršila "CE Group" iz Beograda. EJB je nosilac dela projekta koji se odnosi na kompletno nov sistem elektronapajanja sa otcepa generatorskih sabir-

nica I sa sabirnicama opšte grupe. Elektro radovi su obuhvatili kompletan 6,6 kV razvod, kasetna postrojenja 0,4 kV, sistem besprekidnog napajanja i C&I sistem. Osim toga EJB je izvela radove na montaži i povezivanju upravljačkog sistema DCS kojeg je isporučio Institut "Mihajlo Pupin". Moram napomenuti da je EJB veoma uspešno saradivala sa Institutom "Mihajlo Pupin", kako bismo taj posao blagovremeno završili.

If we could return the "wheel of time" to the year 2020 and look back at the beginnings of this capital project, what is your personal impression and how do you see your participation in an undertaking that represents the great energy progress of Serbia?

This is certainly one of the most challenging projects in which I have participated. If we start from the very preparation of the offer, in which I also participated, the memories are in the true sense "adrenaline". The deadline for the preparation itself was quite short. It was necessary to reason quickly and make decisions even faster. In any case, we saw every obstacle as a challenge, not a problem. Teamwork and interdisciplinarity are key here. I have to point out that the manager of this project, my colleague Aleksandar Kern, invested a lot of work and energy in this work and contributed a lot to the progress of the project and bringing it to the final stage. A Consortium

will be of European quality. The amount of gypsum produced will depend on the amount and type of coal consumed. The annual production of about 300,000 t of gypsum is planned, for which it is necessary to consume about 150,000 t of limestone.

consisting of several contractors was established for the successful realization of this great work. The technology was provided by "Mitsubichi Power", and members of the group include "Goša Montaža" for steel construction, the company "Exsing" for construction works, while the system design was carried out by "CE Group" from Belgrade. EJB is the holder of the part of the project that refers to a completely new electrical power supply system from the disconnection of the generator busbars and from the busbars of the general group. Electrical works included a complete 6.6 kV distribution, 0.4 kV cassette plant, uninterrupted power supply system and C&I system. In addition, EJB performed works on the installation and connection of the DCS control system delivered by the "Mihajlo Pupin" Institute. I must mention that EJB cooperated very successfully with the "Mihajlo Pupin" Institute, so that we could complete this work in a timely manner.



I believe that our company is up to the task for the simple reason that it has proven that it has the capacity to procure and deliver equipment on time, in the required quality, and to complete each stage of the work respecting the principle of excellence. This time too, we have proven that we are able to realize large projects in the required quality and on time.

DEJAN VLADIČIĆ

PROJEKT MENADŽER-SPECIJALISTA ZA TERMOENERGETIKU
PROJECT MANAGER-SPECIALIST FOR THERMAL ENGINEERING

ZAVRŠENA
REKONSTRUKCIJA I
MODERNIZACIJA TOPLANE
„CERAK“ U BEOGRADU

COMPLETION OF
RECONSTRUCTION AND
MODERNIZATION OF "CERAK"
HEATING PLANT IN BELGRADE

BRZINA ZA GINISA

SPEED FOR THE GUINNESS

Kada se završe veliki i kompleksni poslovi, teškoće i problemi se brzo zaborave ostaje samo lično i profesionalno zadovoljstvo zbog još jednog ostvarenog cilja, koji prerasta u neku vrstu zvezde vodilje ka budućim poduhvatima. Takav utisak stičemo u komunikaciji sa Dejanom Vladičićem, menadžerom projekta rekonstrukcije i modernizacije toplane „Cerak“ u Beogradu.

U ličnoj karti tog projekta stoji da je reč o ugovoru vrednosti 16,09 miliona evra, koji je potpisan između JKP „Beogradske elektrane“ i „Energoteh-

When large and complex projects are completed, the difficulties and challenges are quickly forgotten, leaving only personal and professional satisfaction from yet another accomplished goal, which becomes a guiding star for future endeavors. This is the impression we get when speaking with Dejan Vladičić, project manager for the reconstruction and modernization of the "Cerak" heating plant in Belgrade.

The project's profile shows a contract valued at 16.09 million euros, signed between

nike Južna Bačka“, u okviru pete faze projekta rehabilitacije sistema daljinskog grejanja u Srbiji, koji se realizuje u saradnji Ministarstva rudarstva i energetike i nemačke razvojne banke KfW.

Rekonstrukcijom toplane „Cerak“ značajno je povećana sigurnost snabdevanja potrošača toplotnom energijom u Beogradu, unapređena energetska efikasnost toplane, ali i smanjena potrošnja prirodnog gasa i emisije ugljen dioksida, a stvoreni su i uslovi za proširenje kapaciteta i priključenje novih objekata na toplanu.

Vladičić ne krije zadovoljstvo što je, uprkos brojnim tenzičnim faktorima, od nepotpune projektne dokumentacije do kratkih rokova za realizaciju, ali

JKP "Beogradske elektrane" and "Energotehnika Južna Bačka," as part of the fifth phase of the rehabilitation project for Serbia's district heating system, carried out in cooperation with the Ministry of Mining and Energy and the German development bank KfW.

The reconstruction of the "Cerak" heating plant has significantly increased the security of heat supply for consumers in Belgrade, enhanced the energy efficiency of the plant, reduced natural gas consumption, and decreased carbon dioxide emissions. Additionally, conditions have been created to expand capacity and connect new buildings to the heating plant.

Vladičić does not hide his satisfaction that, despite numerous challenging factors—from incomplete project documentation to tight deadlines and the responsibility of heating at least one hundred thousand Belgrade residents—everything was completed on time and handed over in impeccable condition. “This project involved a complete overhaul of the installations within the heating plant and the addition of new facilities designed to accommodate future expansions and increased capacity, in line with anticipated user growth. Simultaneously, mechanical, construction, and electrical work were carried out, as well as the installation of a new system for managing the heating plant, along with the construction of a new substation. Generally, the entire project was very specific, as the entire job had to be completed during the break between two heating seasons. From the extensive dismantling process, which took about a month and a half, to the completion of construction, mechanical, and electrical work—all of this had to be done within just a few months, up until the start of the heating season.

i odgovornosti za grejanje najmanje sto hiljada stanovnika Beograda, sve završeno u roku i predato na upotrebu u besprekornom stanju. „Ovaj posao podrazumevao je potpunu rekonstrukciju instalacija koje se nalaze unutar toplane i dogradnju novih objekata koji imaju svrhu da posluže za buduća proširenja i povećanja kapaciteta toplane shodno budućem rastu broja njenih korisnika. Istovremeno su se obavljali i mašinski i građevinski i elektroenergetski radovi, kao i izgradnja novog sistema za upravljanje toplanom, a izgrađena je i nova trafostanica. Generalno, ceo projekat je bio veoma specifičan jer je u pauzi između dve grejne sezone celokupan posao morao biti završen. Od demontaže koja je bila veoma obimna i koja je trajala mesec i po dana, do završetka građevinskih, mašinskih i elektro radova i sve to u svega nekoliko meseci, odnosno do početka grejne sezone. Realizacija tog ugovora je praktično počela u novembru 2023. godine, a to je bio period u kojem, na samoj toplani, ništa nije moglo da se radi jer je grejna sezona bila u toku. Taj period iskoristili smo za poručivanje ključne opreme, a sa završet-

DEJAN VLADIČIĆ



kom grejne sezone koja je trajala do maja 2024. godine, stekli su se uslovi za realizaciju celokupnog Ugovora. Rok za njegov završetak bio je izuzetno kratak, a to je početak grejne sezone, odnosno 15. oktobar 2024. godine“.

Tokom izvođenja radova toplana je bila u funkciji kada je reč o proizvodnji tople potrošne vode. Kako ste to uspeeli ?

„Da, to je bila jedna od ključnih specifičnosti tog projekta. Građanima smo morali da obezbedimo redovno snabdevanje toplom potrošnom vodom, a to je uslovljavalo pravljenje zastoja, odnosno obezbeđivanje pratećih sistema kako bi se omogućilo nesmetano izvođenje projekta. Sve je to, u organizacionom i inženjerskom smislu bilo veoma kompleksno. Tu je Energotehnika Južna Bačka, zajedno sa partnerima u ovom poslu morala da

The contract implementation effectively began in November 2023, a period during which no work could be done on the plant itself due to the ongoing heating season. We used that time to order key equipment, and with the end of the heating season in May 2024, the conditions were met to proceed with the entire contract. The deadline for its completion was exceptionally tight—by the start of the heating season on October 15, 2024.“

During the work, the heating plant remained operational for producing hot water for household use. How did you manage that?

"Yes, that was one of the key specific challenges of this project. We had to ensure a continuous hot water supply for residents, which required setting up temporary systems and backups to

uloži dodatne napore da bi se tako nešto ostvarilo. Dovoljno je samo reći da smo mesecima na tom objektu radili u tri smene i da smo, iako to nije svojstveno za ovu vrstu projekata, u isto vreme izvodili i građevinske i mašinske i elektro radove, a dinamika projekta je bila takva da drugačije nije bilo moguće.“

Koliko su ovakvi poduhvati za jednog projekt menadžera, odnosno inženjera termoenergetike, i lična satisfakcija? Kada se sumiraju svi aspekti posla, šta je ono što je najteže, a šta najlepše?

„Ja sam u EJB devet godina i svake godine barem dva objekta toplane ili elektrane pustimo u rad. Neki su manji neki veći, neki više, neki manje izazovni. Projekti koji se izvode na osnovu tehničke dokumentacije koja je izrađena dosta godina

allow uninterrupted project execution. In terms of organization and engineering, it was very complex. Energotehnika Južna Bačka, along with our project partners, had to make additional efforts to achieve this. It's enough to say that we worked in three shifts at the site for months, and, although this is uncommon for projects of this type, we carried out construction, mechanical, and electrical works simultaneously. The project schedule was such that there was no other way to complete it.“

How personally satisfying are projects like these for a project manager or a thermal energy engineer? When you consider all aspects of the work, what is the most challenging, and what is the most rewarding?

“I have been with EJB for nine years, and every year we commission at least two heating or power





pre početka ugovora imaju poteškoće u realizaciji. Na projektu toplane „Cerak“ imali smo situaciju u kojoj smo praktično u „pet do dvanaest“ morali da završimo veliki deo radova koji nisu bili predviđeni Ugovorom i za koje u tom trenutku nismo imali odgovarajuću opremu. Pravili smo različite logističke manevre kako bi nam iz različitih delova Evrope stigla neophodna oprema, i to svega nekoliko dana pre početka grejne sezone. To je konkretno, na ovom poslu bilo najteže organizovati. A satisfakcija je svakako to što je grejanje pušteno i što je u rekordnom roku izvršena rekonstrukcija tako velikog objekta.“

Koliko kompanija EJB pruža stabilno i sigurno radno okruženje u realizaciji jednog ovakvog posla?

„Da kompanija nije organizovana na način na koji jeste, ovakve projekte ne bismo mogli realizovati. Moram posebno naglasiti da su svi prateći sistemi u kompaniji, koji se bave logistikom, nabavkom i prodajom bili na nivou zadatka i obezbedili sve što

plants. Some are smaller, some larger, some more, some less challenging. Projects based on technical documentation prepared years before the contract begins often face implementation challenges. In the 'Cerak' heating plant project, we found ourselves in a situation where, practically at the 'last minute,' we had to complete a large part of the work not covered by the contract, and we didn't have the necessary equipment for it at the time. We had to organize various logistical maneuvers to source essential equipment from different parts of Europe, which arrived just days before the heating season started. This coordination was the most challenging part of this project. The reward, of course, is that the heating was turned on, and the reconstruction of such a large facility was completed in record time.“

How much does the company EJB provide a stable and secure work environment for completing such a project?

“If the company weren't organized the way it is, we wouldn't be able to carry out projects like

je bilo potrebno, a kompletan inženjerski tim je dao stodvadeset odsto svojih mogućnosti. Radilo se prekovremeno, i subotama i nedeljama.

Prilika je da se prisetimo još jednog kapitalnog projekta, u kojem je EJB briljirala i takođe odradila posao „brzinom za Ginisa“, a to je projekat rekonstrukcije i izgradnje toplane u Kragujevcu, koji je završen pre dve godine?

Da, to je bio još teži i specifičniji projekat jer je to jedina toplana u Kragujevcu i svi građani se greju sa tog toplotnog izvora. Radovi su odradjeni u vremenskom prozoru između marta i septembra. Instalirana snaga objekta je 110 megavata, pet kotlova od po 22 megavata. Vrednost projekta je 14 miliona evra i realizovan je zahvaljujući kreditu Evropske banke za obnovu i razvoj. Projekat je urađen po sistemu ključ u ruke, a Energotehnika Južna Bačka kao nosilac projekta ispoštovala je date rokove. Izgrađena je kotlarnica sa pripadajućim toplovodom. Kotlovi na uglj zamjenjeni su kotlovima na gas. U organizacionom i izvođačkom smislu, to je bio još kompleksniji posao, u odnosu na projekat toplane Cerak. Kada bi me sa ove vremenske distance pitali, da li je to bilo moguće odraditi, nisam siguran da bi odgovor bio potvrđan. Ipak, ovakve bravure legitimizuju EJB kao kompaniju za koju ne postoji nemoguće.

this. I must emphasize that all supporting systems within the company—logistics, procurement, and sales—rose to the occasion and provided everything needed, while the entire engineering team gave one hundred and twenty percent of their efforts. We worked overtime, including on Saturdays and Sundays.”

This is an opportunity to recall another major project where EJB excelled, completing the work at “speed for the Guinness,” namely the reconstruction and construction of the heating plant in Kragujevac, completed two years ago?

“Yes, that was an even more challenging and unique project because it's the only heating plant in Kragujevac, supplying all residents from that heat source. The work was completed within the time window from March to September. The facility's installed capacity is 110 megawatts, with five boilers, each rated at 22 megawatts. The project was valued at 14 million euros and was funded through a loan from the European Bank for Reconstruction and Development. The project was executed on a turnkey basis, and Energotehnika Južna Bačka, as the lead contractor, met all deadlines. A boiler room was built along with the corresponding heat network, and coal boilers were replaced with gas boilers. In terms of organization and execution, it was an even more complex job compared to the Cerak heating plant project. Looking back, if you were to ask me now whether it was possible to complete, I'm not sure my answer would be affirmative. Nevertheless, such accomplishments establish EJB as a company for which nothing is impossible.”

SLAVIŠA ŠARKANOVIĆ

PROJEKT MENADŽER - SPECIJALISTA ZA GRAĐEVINU
PROJECT MANAGER-SPECIALIST FOR CIVIL ENGINEERING

SVAKI PROJEKAT JE NOVI PROFESIONALNI IZAZOV

EVERY PROJECT IS A NEW
PROFESSIONAL CHALLENGE

Da je ključ uspeha u disciplini, kontinuiranom učenju i posvećenom radu na unapređivanju sopstvenih referenci, potvrđuje i profesionalni razvojni put mladog master inženjera građevine, Slaviše Šarkanovića. On je u Energotehnici Južna Bačka, za šest proteklih godina, od inženjera sa užom specijalnošću izvođenja radova i odgovornog izvođača radova, napredovao do projekt menadžera-specijaliste za građevinske radove.

„U Energotehnici Južna Bačka radim od 2018. godine. To nije moje prvo zaposlenje, tako da sam došao sa iskustvom u struci i licencama Inženjerske komore Srbije, koje su, uz diplomu master inženjera građevine, stečenu na Fakultetu tehničkih nauka u Novom Sadu, veoma značajne. U prvom razgovoru sa mojim tadašnjim i sadašnjim rukovodiocem,

The key to success lies in discipline, continuous learning, and dedicated work to improve one's own references, as confirmed by the professional development journey of young master's degree civil engineer Slaviša Šarkanović. Over the past six years at Energotehnika Južna Bačka, he has advanced from an engineer specializing in construction execution and a responsible site manager to a project manager specializing in construction works.

"I have been working at Energotehnika Južna Bačka since 2018. This is not my first job, so I came with experience in the field and licenses from the Engineering Chamber of Serbia, which, along with my master's degree in civil engineering obtained at the Faculty of Technical Sciences in Novi Sad, is very

direktorom Direkcije za upravljanje projektima, Markom Milićem, koji je protekao u izuzetno profesionalnom i prijatnom tonu, dogovorili smo se da, ukoliko budem zadovoljio kriterijume kompanije, ali i kompanija moje, sve krene svojim prirodnim tokom. Na moje iznenađenje, stalno zaposlenje sam dobio već nakon tri meseca. Neke stvari su se jednostavno poklopile. Prvi projekat na kojem sam bio angažovan bio je kogeneraciono postrojenje i trafostanica "Voždovac". Taj projekat je već bio u zamahu, a ja sam bio zadužen za izvođenje jednog dela građevinskih radova kao odgovorni izvođač. Nakon toga, krenuli su novi projekti i novi izazovi.

Na kojim projektima ste trenutno angažovani?

Već godinu dana sam na poziciji projekt menadžera -specijaliste, što je veoma odgovoran i

significant. In my first conversation with my then and now superior, Marko Milić, the Director of the Project Management Directorate, which took place in an exceptionally professional and pleasant tone, we agreed that if I met the company's criteria and the company met mine, everything would proceed naturally. To my surprise, I received a permanent position after just three months. Some things simply aligned. The first project I was involved in was the cogeneration plant and transformer station "Voždovac." That project was already underway, and I was responsible for executing a part of the construction work as the site manager. After that, new projects and challenges began."

What projects are you currently involved in?

I have been in the position of project manager-specialist for a year now, which is a very responsible and

zahtevan posao. On podrazumeva rukovođenje projektom u tehničkom, finansijskom i svim drugim aspektima. To uključuje i tehnologiju i dinamiku izvođenja radova, ali i fakturisanje i naplatu. Građevinska struka je takva da mi prvi dolazimo na gradilište, a poslednji odlazimo. Usklađivanje sa drugim strukama poput mašinske i elektro su deo naše svakodnevice. To je zahtevan posao, jer u svakom trenutku imate deset do petnaest kompanija koje rade na nekom poslu za koji ste odgovorni. Morate voditi računa o načinu izvođenja radova, ali i uvođenju novih kompanija u posao kako bi sve išlo svojim tokom. Trenutno sam angažovan na četiri projekta kojima rukovodim. Reč je o toplani u Leskovcu (zamena kotlovskeg postrojenja sa rekonstrukcijom i dogradnjom dela objekta), zatim su tu dva aktivna projekta u Zrenjaninu – druga i završna faza rekonstrukcije stadiona u Zrenjaninu, što je za mene kao građevinca jako zanimljivo jer je u fokusu upravo građevinska struka. Naručilac tog posla je grad Zrenjanin i lepo je što će taj grad imati jedan reprezentativan fudbalski teren, sa travnatnom podlogom, zamenjenim drenažnim sistemom, rekonstruisanim glavnim i pomoćnim tribinama. Taj posao je u završnoj fazi. Za Naftnu industriju Srbije radimo male gasne elektrane. Rukovodilac sam projekta u Srpskoj Crnji, a takav projekat se realizuje i u Novom Miloševu. Reč je o energetskim postrojenjima gde se kaptažni gas meša sa delom prirodnog gasa i preko kogeneracionih jedinica se vrši proizvodnja električne energije. To je nešto slično kao "Voždovac", samo manje snage. Ja sam u prethodnom delu karijere već radio sa NIS-om koji je veoma zahtevan investitor, ali ako se poštuju njihove procedure i ako posao ide kako treba, to može biti veoma značajno za buduću saradnju.

Građevina je jedan od sektora koji se ubrazno menja i napreduje. Koliko je važno pratiti nove trendove ?

Veoma je važno ići u korak sa savremenim tehnološkim dostignućima. Građevina je zastupljena u gotovo svakom projektu koji realizuje EJB. Iako dominiraju mašinska i elektro struka, građevinci su uvek prisutni. Imamo stalna usavršavanja i

demanding job. It involves managing the project in technical, financial, and all other aspects. This includes technology and the dynamics of work execution, as well as invoicing and payment collection. In the construction field, we are the first to arrive on site and the last to leave. Coordination with other disciplines, such as mechanical and electrical engineering, is part of our daily routine. It is a demanding job because at any given time, you have ten to fifteen companies working on a project for which you are responsible. You must pay attention to the execution of the work and the introduction of new companies into the project to ensure everything runs smoothly. Currently, I am involved in four projects that I am managing. One is the heating plant in Leskovac (replacement of the boiler facility along with the reconstruction and extension of part of the building). There are also two active projects in Zrenjanin—the second and final phases of the stadium reconstruction, which is particularly interesting for me as a construction engineer because it focuses specifically on the construction field. The client for this job is the city of Zrenjanin, and it is great that this city will have a representative football pitch with a grass surface, a replaced drainage system, and reconstructed main and auxiliary stands. This job is in its final phase. For the Oil Industry of Serbia, we are working on small gas power plants. I am the project manager in Srpska Crnja, and a similar project is being realized in Novi Miloševo. These are energy plants where captive gas is mixed with a portion of natural gas, and electricity is produced through cogeneration units. It is something similar to the "Voždovac" project, just with less capacity. In the previous part of my career, I have already worked with NIS, which is a very demanding investor, but if their procedures are followed and the work goes as it should, it can be very significant for future cooperation.

Construction is one of the sectors that is rapidly changing and advancing. How important is it to keep up with new trends?

It is very important to stay in step with modern technological advancements. Construction is present in almost every project that EJB realizes. Although mechanical and electrical engineering dominate, construction engineers are always in-



SLAVIŠA ŠARKANOVIĆ

seminare koje redovno posećujemo, upoznajemo sa zakonskom regulativom iz oblasti planiranja i izgradnje. Nedavno smo bili na stručnim obukama iz te oblasti. Pratimo i sajmove, a kompanija nas šalje i na usavršavanja u proizvodne pogone naših inostranih partnera.

Da li ste zadovoljni Vašim radnim okruženjem? Koliko je ono motivišuće ?

Siguran sam da ni u Srbiji ni u regionu nema kompanije gde se ovakvi uslovi mogu dobiti. To nije samo moja konstatacija; primećujem da su i ljudi u mom okruženju zadovoljni. Mnogo se radi, ali se ceni i slobodno vreme, što je svima nama koji smo tek oformili porodicu posebno važno. Direktor direkcije za upravljanje projektima, Marko Milić, i ostali članovi menadžmenta su ljudi mlađe generacije, vedrog duha i stava, tako da se svaki problem rešava uz razgovor, na najproduktivniji način. Zajedno idemo napred jer su nam ciljevi zajednički.

Kako sagledavate Vaš profesionalni put u vremenu koje dolazi?

Svoju budućnost vidim u Energotehnici Južna Bačka. Pred nama je veliki izazov realizacije trigerativnog postrojenja za EXPO. Takav projekat se događa samo jednom u karijeri. Velika je satisfakcija rasti, razvijati se i napredovati zajedno sa kompanijom u kojoj radim.

involved. We have continuous training and seminars that we regularly attend, which keep us informed about the legal regulations in the fields of planning and construction. Recently, we participated in professional training in this area. We also follow trade fairs, and the company sends us for further training at the production facilities of our foreign partners.

Are you satisfied with your working environment? How motivating is it?

I am sure that there is no company in Serbia or the region that offers such conditions. This is not just my observation; I notice that people around me are also satisfied. There is a lot of work, but free time is also valued, which is especially important for those of us who have just started families. The director of the project management department, Marko Milić, and other management members are young, optimistic people, so every problem is resolved through conversation in the most productive way. We move forward together because our goals are shared.

How do you see your professional path in the coming years?

I see my future in Energotehnika Južna Bačka. We have a significant challenge ahead with the realization of the trigenerative plant for EXPO. Such a project happens only once in a career. It is a great satisfaction to grow, develop, and advance together with the company I work for.

Braća Miloš i Nemanja Slavnić o svom pozivu elektromontera u EJB
Brothers Miloš and Nemanja Slavnić on their calling as electricians at EJB

„STRUJA NAS JE ODUVEK ZANIMALA“

„Electricity Has
Always Interested Us“

Braća, dvadesetjednogodišnji Miloš i dve godine mlađi, Nemanja Slavnić, od malena su iskazivali interesovanje za električarske poslove, zato su nakon završenog osnovnog obrazovanja upisali Elektrotehničku školu "Mihajlo Pupin" u Novom Sadu. Već u drugom razredu, zahvaljujući konceptu dualnog obrazovanja, odnosno odnosno učenja kroz rad, počeli su da trasiraju svoj budući profesionalni put u kompaniji Energotehnika Južna Bačka. Danas u EJB rade kao elektromonteri mreža i postrojenja u timu za trafostanice. Ne kriju zadovoljstvo što su baš ovde dobili priliku da se iskažu u struci koja je, kako kažu, dinamična i izazovna i to baš u kompaniji u kojoj vide svoju budućnost.

Stariji Miloš, opisujući svoj angažman u EJB kaže: "Radim na trafo stanicama. To je terenski

Twenty-one-year-old Miloš and his two-year-younger brother Nemanja Slavnić have shown an interest in electrical work since they were young. After completing their basic education, they enrolled in the "Mihajlo Pupin" Electrical Engineering School in Novi Sad. Even in the second grade, thanks to the dual education concept and the practical training they completed at Energotehnika Južna Bačka, they began to pave their future professional path. Today, they work at EJB as network and plant installers. They do not hide their satisfaction with having the opportunity to excel in a dynamic and challenging field within a company where they see their future.

The older brother, Miloš, describes his engagement at EJB: "I work on transformer stations. It's field-



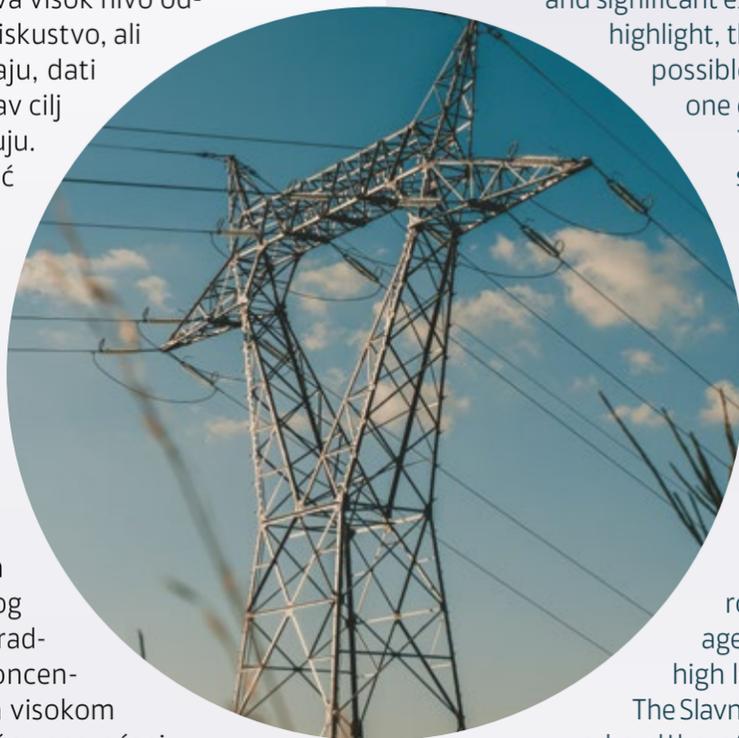
rad, a trenutno sam na jednom takvom energetskom objektu u Adi. Volim kada sa poslom krećemo od početka, od izvlačenja kablova, montiranja opreme i ormana, vezivanja kablova. To je veoma odgovoran posao, a kada se sve završi i besprekorno funkcioniše, to je neopisiva sreća." Sećanje na srednjoškolske dane i prve kontakte sa Energotehnikom Južna Bačka, Miloš opisuje sa ushićenjem, jer je tada stekao prva praktična iskustva, povezoao teoriju i praksu i ono što je najvažnije, našao se u neposrednom kontaktu sa realnim radnim zadacima. Sve to, omogućilo mu je da unapredi svoje profesionalne kompetencije. "U EJB pretpostavljeni brinu o našem napredovanju, pružaju nam podršku i spremni su da nam pomognu u svakoj situaciji. Kada naši rukovodioci uoče da su mladi ljudi zainteresovani za posao, spremni su da im prenesu svoje znanje i da im daju priliku da se pokažu na delu", po-

work, and I'm currently at one such energy facility in Ada. I enjoy starting a project from scratch—pulling cables, installing equipment and cabinets, and connecting cables. It's a very responsible job, and when everything is completed and functions flawlessly, it's an indescribable joy." Miloš fondly recalls his high school days and first contacts with Energotehnika Južna Bačka, describing how he gained his first practical experiences, connected theory with practice, and, most importantly, had direct contact with real work tasks. All of this allowed him to enhance his professional competencies. "At EJB, our supervisors care about our advancement, provide support, and are ready to help us in any situation. When our managers notice that young people are interested in the work, they are willing to share their knowledge and give them a chance to prove themselves," says Miloš. He has always been a role model for his younger brother Nemanja, who has been

ručuje Miloš koji je bratu Nemanji, koji je u EJB tek nepunih godinu dana, oduvek bio uzor, pa nije slučajno što se i on našao u istom kolektivu i na istim poslovima. Nemanja je kao i brat Miloš prošao kroz dualno obrazovanje u kompaniji Energotehnika Južna Bačka. Nakon toga se i zaposlio u kompaniji. Braća Slavnić sebe u budućnosti vide na radnoj poziciji poslovođe. Ističu da taj posao zahteva visok nivo odgovornosti i veliko iskustvo, ali će, kako naglašavaju, dati sve od sebe da takav cilj jednog dana realizuju.

O braći Slavnić njihov pretpostavljeni, Aleksandar Munjas, rukovodilac tima za trafostanice kaže: „Oni su se pokazali kao pouzdani radnici. Zainteresovani su za posao. Lako uče. Rade na ozbiljnim postrojenjima, a zbog prisustva napona u radnom okruženju, koncentracija mora biti na visokom nivou. Braća Slavnić su posvećeni poslu i imam puno poverenje u njih“.

Reči koje izgovara njihov rukovodilac im imponuju, pokazuju to kroz osmeh i reči koje svedoče činjenici da se u svom kolektivu dobro osećaju. „Podrška starijih kolega je neprocenjiva i mnogo nam znači. Oni su veliki oslonac i uvek su nam na raspolaganju. Mladim generacijama koje se sada školuju na našem smeru poručujemo da praksu ozbiljno shvate i da se posvete poslu, a Energotehnika Južna Bačka im je odlična šansa koja može da im pruži sigurnost. Ovde ima mnogo mladih ljudi i veoma je lepo raditi u radnoj atmosferi u kojoj nema nervoze i tenzije, već naprotiv, mnogo šala i anegdota, ali samo kada smo na pauzi. Kada radimo moramo biti usredsređeni samo na posao“, poručuju braća Slavnić ne krijući zadovoljstvo što su deo kolektiva Energotehnika Južna Bačka.



with EJB for less than a year, and it's no coincidence that Nemanja has also found himself in the same team and doing the same work. Just like his brother, Nemanja also went through the program of dual education, and after that got employment at the company. The Slavnić brothers envision themselves in the future as team leaders. They emphasize that this position requires a high level of responsibility and significant experience, but, as they highlight, they will do everything possible to achieve that goal one day,

Their supervisor, Aleksandar Munjas, head of the transformer station team, speaks highly of the Slavnić brothers: “They have proven to be reliable workers. They are interested in the work, learn quickly, and handle serious facilities. Since they work in an environment with live voltage, they must maintain a high level of concentration.

The Slavnić brothers are dedicated, and I have full confidence in them.”

Hearing these words from their supervisor makes the brothers smile, reflecting their sense of pride and comfort within their team. “The support from our senior colleagues is invaluable; it means so much to us. They are a great source of guidance and are always available to help. To younger generations currently studying in our field, we say: take your practical training seriously and dedicate yourselves to the work. Energotehnika Južna Bačka is an excellent opportunity that can offer them real security. There are many young people here, and it's great to work in an environment without stress or tension—just a lot of jokes and stories, but only during breaks. When we're working, our focus has to be solely on the task at hand,” say the Slavnić brothers, openly expressing their pride in being part of the Energotehnika Južna Bačka team.

Naš gost / Our guest **MARKO LJUBIČIĆ**

KAPITEN I PLEJMEJKER KOŠARKAŠKOG KLUBA “VOJVODINA”
CAPTAIN AND PLAYER OF THE „VOJVODINA“ BASKETBALL CLUB

KOŠARKAŠKI KLUB “VOJVODINA” I EJB POVEZUJE NAS ENERGIJA USPEHA



„VOJVODINA“
BASKETBALL CLUB AND
EJB ARE CONNECTED BY
THE ENERGY OF SUCCESS

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Poznato je da Energotehnika Južna Bačka aktivno podržava sport, a ta podrška deo je njenog imidža društveno odgovorne kompanije, što podrazumeva ulaganje u lokalnu zajednicu i promociju zdravog načina života. Sportski gost ovogodišnjeg izdanja korporativnog biltena EJB je kapiten Košarkaškog Kluba „Vojvodina“ i plejmejker tog tima Marko Ljubičić. Sa njim razgovaramo u kompanijskom okruženju, a na pitanje kako bi opisao konekciju Energotehnike Južna Bačka i Košarkaškog Kluba „Vojvodina“, bez razmišljanja ističe da se ta veza metaforički može najilustrativnije predočiti upravo kroz reč „energija“.

„Energotehniku Južna Bačka doživljavamo kao iskrenog prijatelja. Podrška i duboko razumevanje koje imamo od strane prvog čoveka te kompanije, Dragoljuba Zbiljića, nam mnogo znači, jer nas povezuje energija progresa i težnja ka osvajanju novih ciljeva“, poručuje Marko Ljubičić, koji je u profesionalnoj košarci gotovo dve decenije. U dresu Košarkaškog Kluba „Vojvodina“ ovo mu je treća sezona koja je, kako ocenjuje, startovala odlično, sa dve pobede u domaćoj i dve pobede u ABA dva ligi.

„Početkom sezone izmenili smo skoro 40 posto tima. Osnova ekipe je ostala ista, a imamo i pojačanja koja će nam sigurno značiti da napravimo veliki iskorak u sledećoj godini. Želimo da uđemo u ABA 1 ligu i mislim da je to ostvariv cilj. Osnov takve težnje leži u činjenici da, kao tim, imamo potencijal za kvalitetnu košarku. Veliki podstrek i odrešene ruke dobili smo, i ja kao kapiten tima, i trener Miloš Isakov Kovačević, od strane predsednika Skupštine kluba Aleksandra Ćirića i predsednika Upravnog Odbora KK „Vojvodina“ Željka Rebrača. Oni su, i Milošu i meni, dali vetar u leđa za nove poduhvate i priliku da nesputano radimo. A mi smo, po svemu sudeći, do sada opravdali to poverenje, jer već treću godinu klub ide uzlaznom putanjom i postiže dobre rezultate. Iznad očekivanja, prošle godine ušli smo u finale ABA 2 lige, a sada smo na dobrom putu da u narednom periodu, mnogo pre zacrtanog plana, uđemo u ABA 1 ligu. Biće teško, ali smatram



It is known that Energotehnika Južna Bačka actively supports sports, and this support is part of its image as a socially responsible company, which implies investing in the local community and promoting a healthy lifestyle. The sports guest of this year's edition of the corporate newsletter EJB is the captain of the Basketball Club "Vojvodina" and the playmaker of that team, Marko Ljubičić. We are having a conversation with him in the company environment, and when asked how he would describe the connection between Energotehnika Južna Bačka and Basketball Club "Vojvodina", without thinking, he points out that this connection can best be illustrated metaphorically through the word "energy".

da kvalitet uvek ispliva na površinu. Želim da istaknem da ceo mladi stručni štab funkcionise izuzetno dobro. Imamo veliku podršku uprave i verujemo u postavljene ciljeve, razvijajući kod svih članova tima privrženost klubu, što je veoma značajna premisa uspeha. Svi moramo da osetimo pravu, čistu, sportsku energiju i da se vodimo isključivo sportskim motivima. To kao kapiten uvek apostrofiram“.

Marko Ljubičić je kao Novosađanin, od dečakih dana i početaka košarkaške karijere, sanjao da bude kapiten upravo KK „Vojvodina“. Taj san mu se i ostvario, a pre aktuelnog angažmana prešao je dug i nimalo lak put u dresovima različitih evropskih i regionalnih klubova. Danas mu to impozantno igračko iskustvo predstavlja

„We see Energotehnika Južna Bačka as a sincere friend. The support and deep understanding we have from the first man of that company, Dragoljub Zbiljić, means a lot to us, because we are connected by the energy of progress and the desire to conquer new goals“, says Marko Ljubičić, who has been in professional basketball for almost two decades. This is his third season in the jersey of the "Vojvodina" Basketball Club, which, according to his assessment, went well, with two victories in the domestic league and two victories in the ABA two leagues.

„At the beginning of the season, we changed almost 40 percent of the team. The base of the team has remained the same, and we have reinforcements that will certainly mean that we make a big step forward in the next year. We want to enter the ABA 1 league and I think that is an achievable goal. The basis of such aspiration lies in the fact that, as a team, we have the potential for quality basketball. I, as the captain of the team, and coach Miloš Isakov Kovačević received a great encouragement and free hand from the president of the club assembly, Aleksandar Ćirić, and the president of the Board of Directors of KK "Vojvodina" Željko Rebrača. They encouraged both Miloš and myself for new endeavors and the opportunity to work unhindered. And we, by all accounts, have justified that trust so far, because for the third year already the club is on an upward trajectory and achieves good results. Exceeding expectations, last year we entered the finals of the ABA 2 league, and now we are well on our way to entering the ABA 1 league in the coming period, much earlier than planned. It will be difficult, but I believe that quality always comes to the surface. I would like to point out that the entire young professional staff works extremely well. We have great support from the management and we believe in the set goals, developing all team members' loyalty to the club, which is a very important premise of success. We all need to feel real, pure, sports energy and be guided exclusively by sports motives. As a captain, I always apostrophize that.“

As a native of Novi Sad, Marko Ljubičić, from his boyhood days and the beginning of his basketball career, dreamed of being the captain of KK "Vojvodina". That dream came true for him, and before his current engagement, he traveled a long and by no means easy path in the jerseys of various European

dragocenu referencu.

U retrospektivi proteklih devetnaest košarkaških sezona, saznajemo da je prvi profesionalni ugovor, Marko Ljubičić potpisao sa KK "Budućnost" iz Podgorice. Potom su ga putevi odveli u "Metalac" iz Valjeva, koji ga je u velikom stilu, lansirao na košarkašku mapu jer je u to vreme proglašen za najkorisnijeg igrača, odnosno MVP Superlige Srbije, jer je pokazao izuzetne veštine kao ključni igrač svog tima. Zahvaljujući toj sezoni dobija poziv za univerzitetsku reprezentaciju Srbije sa kojom je 2011. godine osvojio zlatnu medalju na Univerzijadi u Kini. Usledila je internacionalna karijera kroz angažmane u prvoligaškim timovima u Grčkoj, Španiji, Mađarskoj, Makedoniji, Hrvatskoj, pa ponovo u Crnoj Gori. A onda, kako se porodica uvećavala, srce ga je vodilo ka rodnom Novom Sadu.

Sa suprugom Minom, talentovanom odbojkašicom, učesnicom Olimpijade 2004. godine, ljubav prema sportu razvija i kod njihova tri mališana, Uglješa, Kaline i Vojdana. Oni su mu, kako ističe, velika pokretačka snaga i motivacioni faktor za buduće uspehe.

A na pitanje koja je njegova poruka mladima, kojima je već dugo uzor, kako zbog svojih košarkaških veština tako i liderskih sposobnosti, Marko kaže: „Sport je jako lepa stvar. Kada pričam iz ugla profesionalnog sportiste koji je dosta toga prošao kroz karijeru, poruka mladima jeste da se bave sportom i da, ako su ambiciozni, istraju u ciljevima koje su sebi zacrtali, jer je jako lepo baviti se sportom, putovati i sklapati nova prijateljstva“.

Kada je reč o planovima, Marko samouvereno ističe da je trenutno fokusiran na sezonu sa KK "Vojvodina". „Želim da pomognem timu da postigne što bolje rezultate, a lična satisfakcija je to što klub napreduje“.

Na toj uzlaznoj putanji recept uspeha leži u sinergiji svih faktora: uprave kluba, kapitena, igrača, trenera, medicinske logistike i naravno prijatelja, čija je podrška od neprocenjivog značaja, a u tom lancu Energotehnika Južna Bačka predstavlja veoma važnu kariku.



and regional clubs. Today, that impressive playing experience is a valuable reference for him.

In retrospect of the past nineteen basketball seasons, we learn that Marko Ljubičić signed his first professional contract with KK "Budućnost" from Podgorica. Then his paths took him to "Metalac" from Valjevo, which in great style launched him on the basketball map because at that time he was declared the most useful player, i.e. the MVP of the Serbian Super League, because he showed exceptional skills as a key player of his team. Thanks to that season, he received an invitation to the Serbian university team, with which he won the gold medal at the Universiade in China in 2011. An international career followed through engagements in first league teams in Greece, Spain, Hungary, Macedonia, Croatia, and again in Montenegro. And then, as the family grew, his heart led him to his native Novi Sad.

With his wife, Mina, a talented volleyball player, who participated in the 2004 Olympics, he develops a love for sports in their three children, Uglješa, Kalina and Vojdan. As he points out, they are a great driving force and motivational factor for future success.

And when asked what his message is to young people, to whom he has been a role model for a long time, both because of his basketball skills and his leadership abilities, Marko says:

"Sport is a very beautiful thing. When I speak from the point of view of a professional athlete who has been through a lot in his career, the message to young people is to play sports and, if they are ambitious, to persevere in the goals they have set for themselves, because it is very nice to play sports, travel and make new friends“.

When it comes to plans, Marko confidently points out that he is currently focused on the season with KK "Vojvodina". "I want to help the team achieve the best possible results, and personal satisfaction is that the club is progressing."

On this upward trajectory, the recipe for success lies in the synergy of all factors: club management, captains, players, coaches, medical logistics and of course friends, whose support is invaluable, and in that chain Energotehnika Južna Bačka represents a very important link.

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