

**A PRACTICAL VIEW ON GROWING
FROM A SMALL
TO MID/LARGE-SIZED COMPANY
AS SEEN FROM A
HIGH TECH EXPORT ORIENTED
SMALL ENTERPRISE**

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WWW.PIPISTREL.EU



since 1987

**World leader in innovative
design & production of light
recreational motorglider
aircraft**

DESIGN PHILOSOPHY:

- Aerodynamically clean shape and surface
- Maximise lift
- Minimise drag
- Ability to glide



THE RESULTS:

- Much better performance**
- Much lower fuel consumption**



AND MORE IMPORTANT:

lower CO₂ emissions, less noise, ...



PIPISTREL **ELECTRO** TAURUS

World's first electric-powered two-seat aircraft

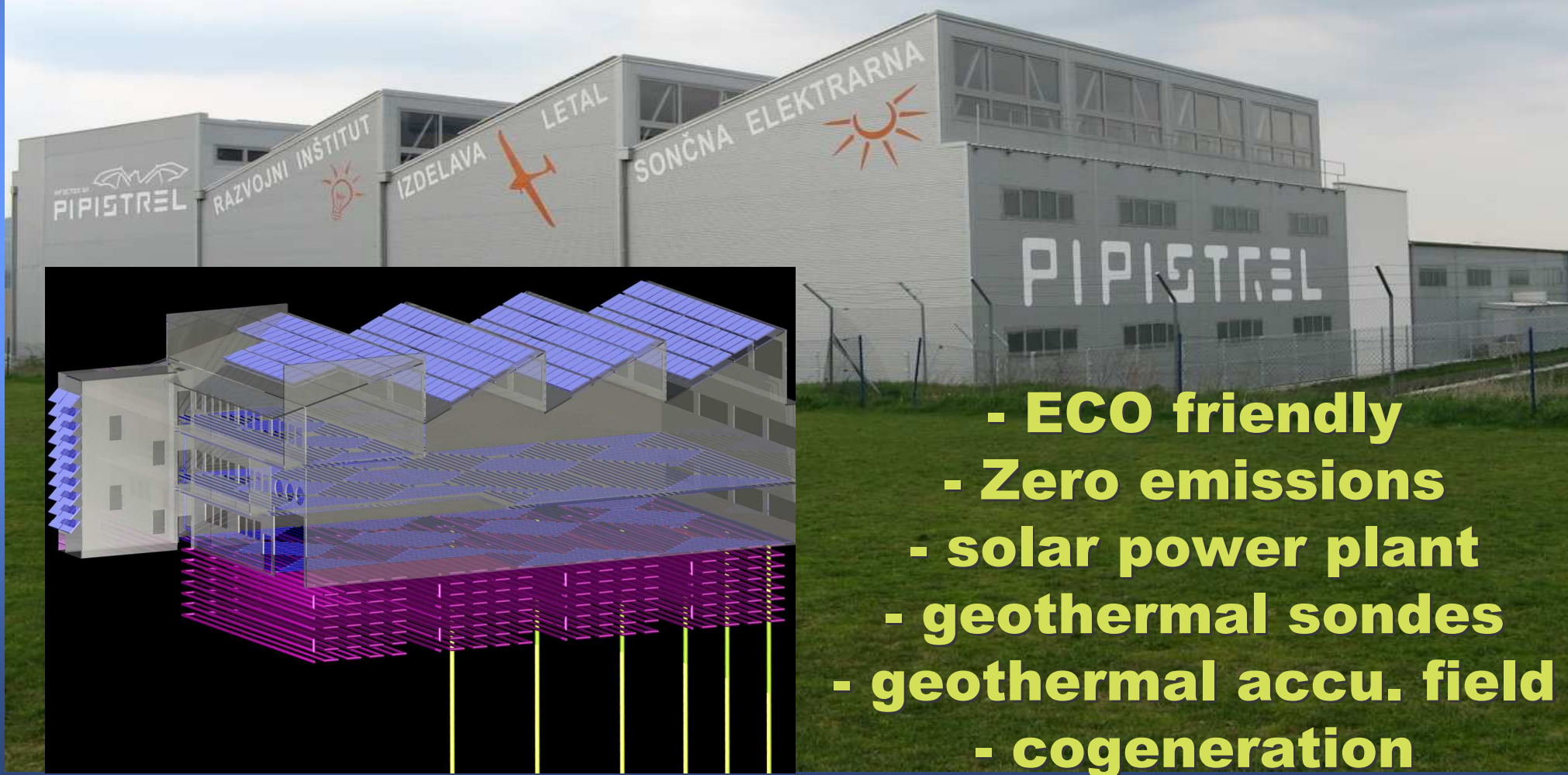
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- Almost silent flight
- Zero emissions
- Energy recuperation

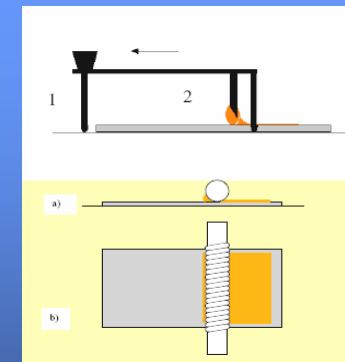
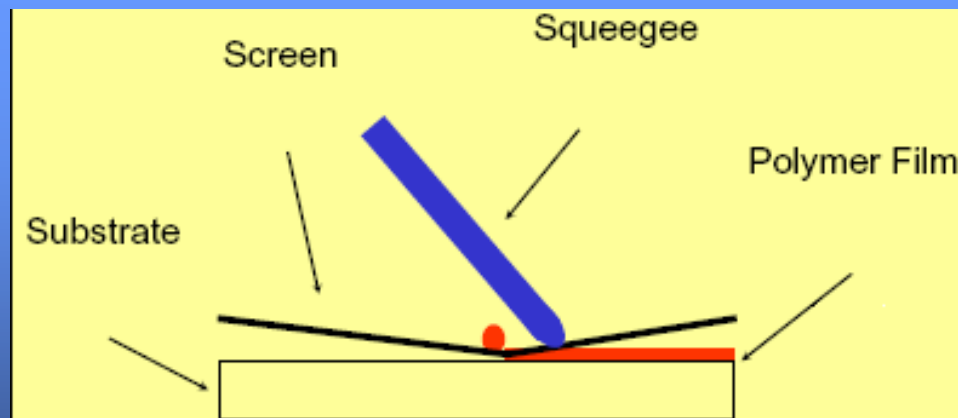
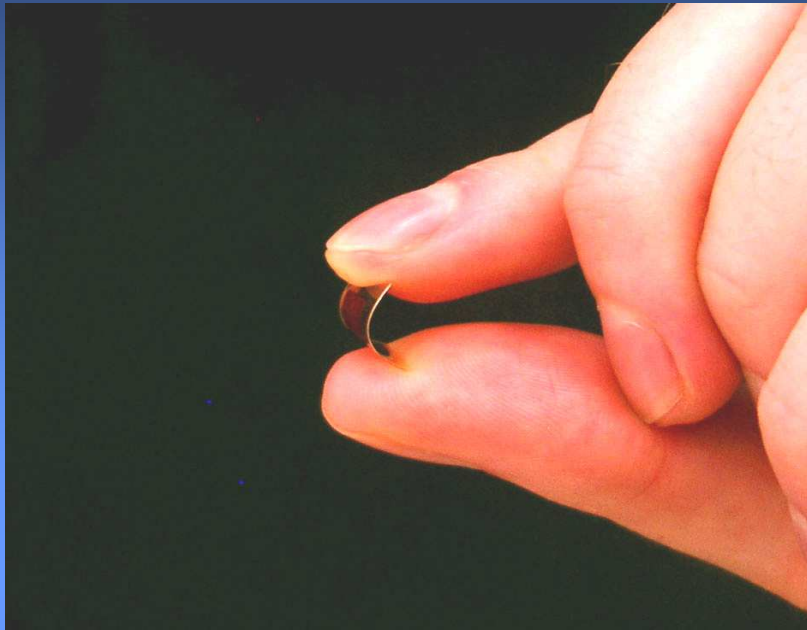
R & D CENTER

Energetically independent & self-sufficient
using renewable sources



- ECO friendly
- Zero emissions
- solar power plant
- geothermal sondes
- geothermal accu. field
- cogeneration

COLLABORATING WITH DOMESTIC UNIVERSITIES



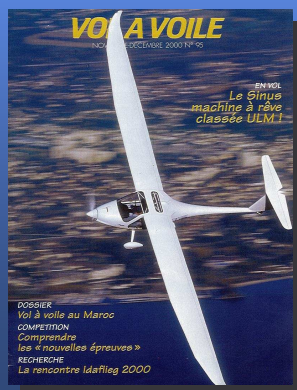
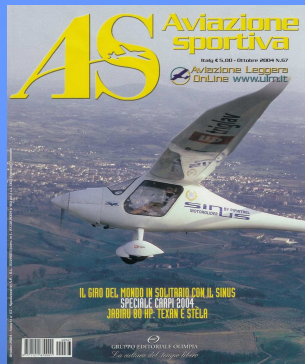
**JOINT DEVELOPMENT - APPLICATION OF ORGANIC SOLAR CELLS
ON UNEVEN SURFACES WITH UNIVERSITY OF N. GORICA**

COLLABORATING WITH FOREIGN SCIENTIFIC INSTITUTES

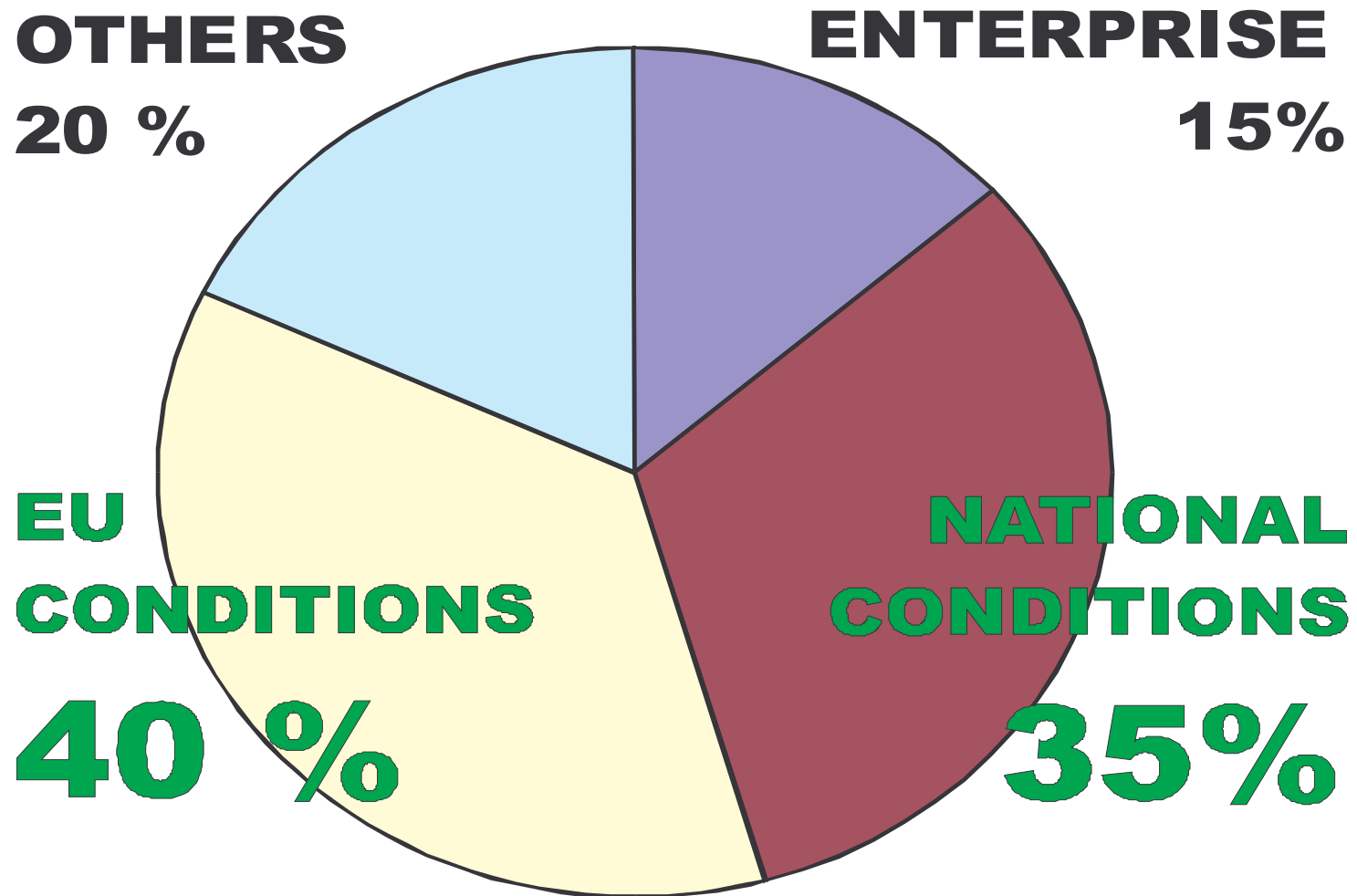


**JOINT DEVELOPMENT OF HYDROGEN POWERED AIRCRAFT WITH
UNIVERSITY OF STUTTGART**

Such small company can be a sample of growth into a large global enterprise



COMPANY GROWTH FACTORS



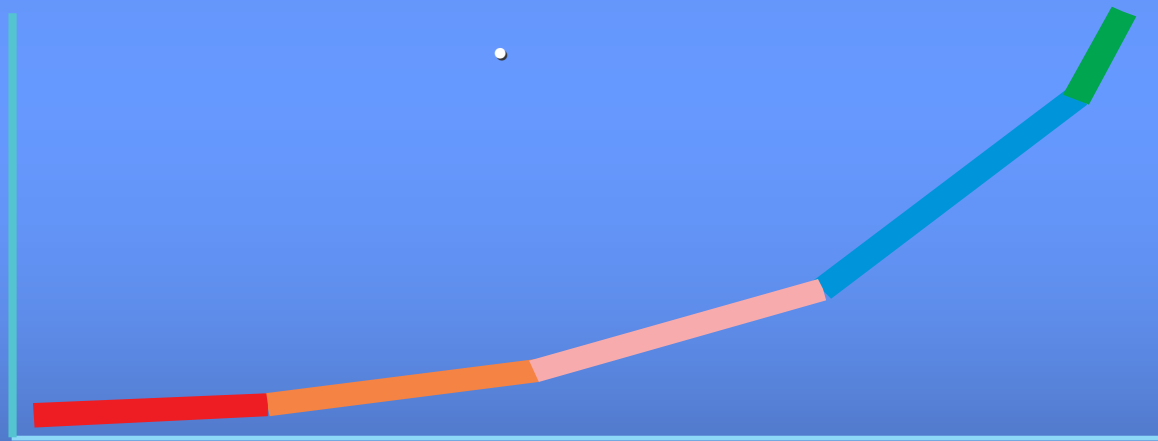
COMPANY CONTROLS ONLY

15% OF FACTORS

- Creativity
- Own know-how & research
- High tech, eco friendly product or service
 - Optimised production
 - High added value
 - Own market brand
 - Global sales potential

COMPANY CONTROLS ONLY 15% OF FACTORS

- The feel to grow
- Growth oriented vision and strategy



- Enterprise must have shown past success regardless of market conditions

NATIONAL & LOCAL FACTORS

35%

- National legislation
- Community acceptance
 - Legal procedures
 - Local specifics
- Financing possibilities

EU CONTROLLED FACTORS

40%

1. MARKET

- MARKET INSIDE EU

ENSURING A STRONGER MARKET

- Protection measures
- Unification of legislation
- Unified approach to taxation basis
 - Being BOLD – mega projects

EU CONTROLLED FACTORS

40%

- MARKET OUTSIDE EU

OPENING OF FOREIGN MARKETS

- . Motivate exports out of EU
- . Financial support for exporters
- . Political & technical support
 - . Currency exchange rates
- . Trade & technical agreements

EU CONTROLLED FACTORS
40%

2. COMPETITIVENESS

FULFILL THE LISBON STRATEGY

- PREVENT FLEE OF ENTERPRISES
- TECHNOLOGICAL COMPETITIVENESS - % GDP for R&D
 - TAX & SOCIAL COMPETITIVENESS
 - MONETARY POLICY – EURO / USD rate
- SALES COMPETITIVENESS – agreements – NAFTA - EFTA

EU CONTROLLED FACTORS

40%

3. EDUCATION

COMPETITIVE WORK FORCE

& EDUCATION SYSTEM

UNIVERSITIES

- Be more ambitient
- EU tradition are slowing down progress
 - Transfer of knowledge to industry
- Transfer of industrial experience to universities
 - Flexible & creative curriculums

EU CONTROLLED FACTORS

40%

4. FLEXIBILITY

RIGIDITY OF EU SYSTEM

is stopping enterprise growth and presents the biggest advantage to foreign economies!

WE ARE BLOCKING THE REALISATION OF LISBON STRATEGY OURSELVES!

- Burocratic hurdles
- Legislation - Nature 2000
- Inability to adapt to environments
- Diverse legislations inside EU creates internal competition

EU CONTROLLED FACTORS
40%

5. PROTECTION

PROTECTION & SUPPORT OF PRODUCT

- . Trust our knowledge and the economy of EU
 - . Global product protection
 - . Lobbying

PROTECTION OF KNOWLEDGE

- . PATENTS
 - . cost EU - USA = 10 : 1

EU CONTROLLED FACTORS 40%

6. FOREIGN AFFAIRS

ACCEPTANCE OF DIVERSITY

- . Understanding and compassion of diversity
 - . Diversity in religion
 - . Diversity in culture
 - . Wise politics
- . Unify statements & positions

OTHER FACTORS

20%

NO DIRECT INFLUENCES

- Insecure politics of third world countries
 - National legislations outside EU
 - Protection measures & embargos
 - Natural disasters
 - Purchasing power

ECONOMY ACCEPTED GLOBALISATION AS A CHALLENGE & OPPORTUNITY FOR GROWTH

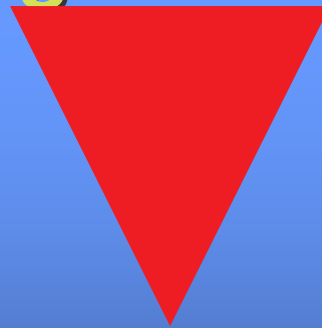
**THE TASK OF EU IS TO
IMPROVE THE CONDITIONS
FOR GROWTH & ELIMINATE
HURDLES**

RIGIDITY OF EU SYSTEM:

- blocking the realisation of Lisbon Strategy

RIGIDITY OF EU SYSTEM:

- is the biggest advantage
of foreign economies



RIGIDITY OF EU SYSTEM:

- prevents enterprise growth