

Magazine of the American Chamber of Commerce in Croatia

No. 1/2021

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NEWS & VIEWS



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Dear Members and Friends,

Last year in March, people were shocked by the lockdowns introduced across the world, bringing limitations to our mobility, social lives, and reshaping the working environment. After a year, we are living with similar limitations, acknowledging that life has not stopped and that beside the majority of bad changes, the threat has brought some important lessons as well. Agility and resilience have become key words for survival and readiness for the future. Readiness to adapt and embracing technology are necessary instincts in an unpredictable world. With vaccination already taking place, we hope for a safer and more "old normal" autumn in 2021.

However, some changes are here to stay – shortening value chains, soft skills brought to companies focus, work from home, e-commerce, digitalization – these are all new imperatives made inevitable through the past year.

The coronavirus has alerted us that a potential similar crisis might occur in the future and that we need to create economies and societies with resilience and competitiveness at their core. The Recovery and Resilience Facility and new Multiannual Financial Framework provided by the EU bring promise to implement the projects necessary to prepare us for green and digital transition as well as to be prepared for challenges of the future. While Croatia discusses the share of private and public in these budgets, the majority of Europe has reached a consensus to allocate the money to projects which are the best stimulus to growth. On the other hand, during this year's Transatlantic Conference, Joseph Quinlan, one of the authors of the Transatlantic Report, when asked what he wishes to see on the European side of the Atlantic, answered – more speed in spending. The US has already injected stimulus equivalent to 27% of GDP. 2.5 trillion USD for aid was authorized during President Trump, a 900-billion USD relief bill was passed by Congress in December, and 1.9 trillion is President Biden's Rescue Plan. The result is that the US economy is recovering well, while the EU's recovery is still lagging with no spending from those budgets yet. While you are getting ready for the approval and absorption phase, a note to decision makers – please think about growth and new jobs as priorities, while companies – get ready with projects which will increase your competitiveness and ability to play on new markets.

Kind regards,

Andrea Doko Jelušić, Executive Director



IMPRESSUM

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» VIRTUAL EVENT WITH MINISTER OF JUSTICE AND ADMINISTRATION IVAN MALENICA, February 2

Minister Malenica said that in order to increase the efficiency of the judiciary and speed up procedures, the Ministry was working in two directions - legislative framework and digitization. In addition to amendments to procedural laws, such as the Civil Procedure Act, which will prescribe deadlines for making decisions, one of the Ministry's strategic aims is to address cases older than 7 years. The introduction of new digital solutions will make communication with judicial bodies and procedures faster and easier for all involved.

Future digitalization activities of the judiciary were also discussed at the event. More specifically, the development of new tools such as the inclusion of new judicial bodies in e-communication, development, and upgrade of the e-file system in terms of establishing algorithms for assigning cases, development of a new e-enforcement system that will enable the submission of electronic forms - proposals for enforcement based on credible enforcement, as well as the connecting of the Ministry of Justice and Administration's services with systems at the EU level. Regarding legislative activities aimed at expediting court proceedings, they relate to amendments to the Civil Procedure Act, that is prescribing deadlines for finishing first and second instance proceedings, and small claims that will be settled as written pro-

ceedings, while holding hearings will be exceptional.

The efficiency of the judiciary and the improvement of legal security as well as the business and investment environment in Croatia are of great importance for the business community, since they are a precondition of business stability in Croatia. After general recommendation for judiciary improvements, AmCham will continue working on recommendations for creating a successful system for collection of receivables, focusing on Bankruptcy and Enforcement Acts. Using AI as predictive technology in court proceedings and digitalization of the business share registry are also topics that AmCham will address this year.



» DIGITAL SERVICES ACT AND ITS IMPACT ON EUROPE'S ECONOMIC RECOVERY AND DIGITAL TRANSFORMATION, February 16

'The Digital Services Act (DSA) is the latest proposal aimed to update the legislative framework for digital services and platforms in the European Union. The core of the proposal is to modernise the eCommerce directive, which was adopted 20 years ago and which represents the legal cornerstone of Internet regulation. Its limited liability regime has allowed small and medium businesses to grow and prosper internationally through the use of online platforms and services, and it has encouraged innovation and creativity which led to overall benefits for all European citizens,' said Andrea Doko Jelušić, Executive Director, AmCham Croatia, at the event aimed at opening a discussion on the importance of the Digital Services Act in Croatia and its impact on Europe's economic recovery and digital transformation. Benedikt Blomeyer, Director for EU Policy, Allied for Startups, held the introductory speech and added, 'The Digital Services Act will reshape the foundation of the digital economy post-COVID. Approximately 92% of the over 10,000 online platforms in Europe are startups and SMEs. The DSA should be made with them, and not just for them. Now is the time for innovators to co-

create a DSA for startups.'

Maja Radišić-Žuvanić, Head of Digital Economy Service, Ministry of Economy and Sustainable Development, Kristina Posavec, Deputy State Secretary, Central State Office for the Development of Digital Society, Valter Flego, Member of the European Parliament, and Vlaho Hrdalo, Lawyer and Chairman, Croatian Association for Blockchain and Cryptocurrency, participated in the panel discussion that followed, concluding that DSA is extremely important legislation and agreeing that the online environment has changed significantly since the adoption of the e-Commerce Directive.



>> BOARDROOM DISCUSSIONS 2020/2021

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Sessions are targeting CEOs, Board Members, and General Managers of AmCham member companies interested in hearing from IT leaders and top management consulting companies, as well as peers from different industries,

about digital transformation trends and operational steps. AmCham designed this program to best accommodate small groups and enable open and interactive sessions.



>>> **MR. WIBE SPEKKING, FINANCE DIRECTOR CEE MC, MICROSOFT**

January 20 – DIGITAL TRANSFORMATION OF CORPORATE FINANCE

Mr. Spekking presented the journey that the Finance Department at Microsoft has gone through with digital transformation. It was a journey that contained multiple factors that needed to come together to be successful. Examples were shared of how this digital transformation is used in everyday work and the efficiencies that it drives.



>>> **MR. ALAIN SANCHEZ, EMEA CISO AND SENIOR EVANGELIST, FORTINET**

February 17 – SECURING 2021 AND BEYOND WITH AI-DRIVEN OPERATIONS

This presentation was designed for executives that need to understand the scope and the benefits of AI in securing business critical infrastructures. During the presentation, Mr. Sanchez described the three areas directly enhanced by advanced Machine Learning algorithms.



March 9 - GROWTH INNOVATION POWERED BY ANALYTICS

Demonstrating significant business impact and scaling up the challenges of innovation requires new corporate wide capability development through a change management program to change the way teams operate. Analytics platforms accelerate this change management by turning highly technical capabilities into insightful business capabilities for everyone in the corporations.

>>> **MR. BURAK KIRCALI, PRINCIPAL BUSINESS SOLUTIONS MANAGER, BUSINESS VALUE, SAS EMEA**



>>> **IGOR GRDIĆ, COUNTRY MANAGER CENTRAL SOUTH-EASTERN EUROPE, VERTIV**

April 26 – 2021 INDUSTRY TRENDS–DATA CENTERS, EDGE COMPUTING, TELECOMS & TECHNOLOGY

Understanding data center trends is essential for companies deciding how to most effectively manage the digital infrastructure on which their businesses rely. This reliance on data centers has only grown as digitalization accelerates, in large part, as a response to unprecedented, pandemic-driven changes in data generation and usage.



May 19 - TECHNOLOGY, GOVERNANCE, PROCESS, PROJECTS, PEOPLE: DIGITAL TRANSFORMATION FOR REGIONAL FOOD & BEVERAGE CORPORATION

>>> **MLADEN PEJKOČIĆ, SENIOR EXECUTIVE DIRECTOR FOR TRANSFORMATION & ICT, ATLANTIC GRUPA**

>> CONFERENCE 'REFORM FOR A FINANCIALLY SUSTAINABLE HEALTHCARE SYSTEM' March 2

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The crisis caused by the COVID-19 pandemic has put great pressure on healthcare systems in all countries, additionally emphasizing the structural challenges that the Croatian healthcare system faces. The aim of the conference was to start a dialogue and encourage exchange of views of key stakeholders on the financial sustainability and efficiency of the healthcare system, as well as key challenges and proposals for improving the current situation.

The introductory speech was held by the State Secretary of the Ministry of Health, Silvio Bašić MD, PhD. He said, "Although the healthcare system has come under great pressure in the past year due to the COVID-19 pandemic, we have demonstrated and proven the good organization of the system as well as the strength of the profession and medical staff. I would dare to say that the pandemic was a kind of test, successfully passed by the healthcare system. I would like to highlight the credit of health and non-health professionals in the system, as well as the responsible behavior shown by the citizens."

In addition to State Secretary Silvio Bašić, the participants of the panel discussion that followed were Rina Musić, Director, Merck Sharp & Dohme, Mihael Furjan, President of the Management Board, Pliva Croatia, Jasminko Herceg, President of the Management Board, Medika, and Ana Bobinac, PhD, Assistant Professor, Faculty of Economics in Rijeka. They all agreed on the importance of measuring the effects of treatment outcomes, thinking about sources of funding and fiscal sustainability in healthcare, but also a comprehensive reform of the healthcare system that would affect the expenditure side of the system.



AmCham Co-Organized Event >> CONGRESS TOURISM AS A DRIVER OF YEAR-ROUND TOURISM March 23

Co-organizer



Congress and business tourism are considered to be one of the most lucrative and fastest growing areas of tourism.

Due to the specific advantages it has over classic holiday tourism, more and more Croatian destinations are turning in this direction. Stronger development of the congress industry necessarily implies the strengthening of organizational, logistical, and human capacities, but also significant investments in production infrastructure and additional promotional activities.

The introductory speech by Anđela Lovrić, Business Development Manager SEE MICE, Falkensteiner Hotels & Residences, was followed by a keynote address from Nikolina Brnjac, Minister of Tourism and Sports. The event closed with a panel discussion, participated in by Minister Brnjac, Mrs. Lovrić, Mr. Topalović, Partner - Horwath HTL Croatia, Mr. Filipović, President - Croatian Meeting Professionals Association, and moderated by Mrs. Doko Jelušić, AmCham Croatia Executive Director.

The introductory speech by Anđela Lovrić, Business Development Manager SEE MICE, Falkensteiner Hotels & Residences, was followed by a keynote address from Nikolina Brnjac, Minister of Tourism and Sports. The event closed with a panel discussion, participated in by Minister Brnjac, Mrs. Lovrić, Mr. Topalović, Partner - Horwath HTL Croatia, Mr. Filipović, President - Croatian Meeting Professionals Association, and moderated by Mrs. Doko Jelušić, AmCham Croatia Executive Director.

>> CONNECTED WITH AMCHAM

February 11 - SEMINAR ABOUT TAXATION NEWS IN 2021

Speaker Krešimir Lipovščak, Partner, Crowe, covered the following topics: non-taxable payments, incentives, changes in VAT legislation, corporate profit tax, and personal income tax, as well as the practical effects of BREXIT.

March 18 - MOTIVATION IN WORK THROUGH EXAMPLES FROM SPORTS. IS THERE 120%?

Organized with our member the Croatian Volleyball Federation. Presentation by Ana Čerenšak, professor of psychology and mental coach, who has spent her entire career in advisory work with hundreds of managers, parents, and athletes in search of excellence.

April 8 - ADMINISTRATIVE UNBURDENING OF THE ECONOMY

Mr. Jurica Mateša, Head of the Sector for Competitiveness in the Ministry of Economy and Sustainable Development presented already implemented as well as planned reform activities related to administrative and parafiscal relief of the economy aimed at better positioning of Croatia on world competitiveness lists such as Doing Business and the World Economic Forum.

>> THE NINTH GENERATION OF THE PROGRAM March-December 2021



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PROGRAM

March 25 - Navigating the AmCham Talents Program and Speed Networking



April 13 - Damir Lesničar, Director, ETRANET Grupa
Entrepreneurship in IT Industry

May 11 - Katarzyna Turowski Paliwoda, Head of Emerging Markets CEE, Facebook
The role of Social Networks in Business Development

June 8 - Marin Tadić, Director, Oracle Hrvatska
(Hidden) Challenges of Success in a Corporation

July 1 - Ruža Tomić-Fontana, General Manager Coca-Cola HBC for Croatia, Bosnia-Herzegovina and Slovenia
Brand Management

September - Vedran Boljat, CEO, Novo Nordisk Hrvatska
A Healthy Lifestyle as Part of a Successful Career

October - Mirsada Kudrić, General Manager, Robert Bosch
Becoming CO₂ Neutral

October - John Gašparac, Country Managing Partner Croatia, PricewaterhouseCoopers
Change Management when Restructuring a Company

November - Arn Willems, Managing Director, GTC nekretnine Zagreb
Doing Business in the Volatile Industry

December - Grand Finale – Competition for AmCham Talents of the Year

AmCham holds the right to change speakers and topics at its own discretion.

AmCham Talents Alumni Get Together

AmCham has launched small and informal gatherings of AmCham Talents participants of all generations, from different sectors and company profiles. The goal is to present themselves in a small circle of alumni members with a few words, to give some insight into the development of their careers and the challenges of the sector in which they work. We held two sessions on February 26 and March 12.

>> AMCHAM LIVE WITH HARVARD BUSINESS REVIEW PRESS

AmCham Croatia, in collaboration with Harvard Business Review Press, is continuing with series of live webinars with esteemed authors of management books:

January 26: Alyssa F. Westring - Parents Who Lead

March 10: Adam Bryanzt and Kevin Sharer: The CEO Test - Master the Challenges that Make or Break All Leaders

March 17: Mitchell Weiss - We the Possibility



POLICY OVERVIEW

MEETING WITH MINISTER NATAŠA TRAMIŠAK, FEBRUARY 10

AmCham representatives met with the Minister of Regional Development and European Union Funds Nataša Tramišak, and State Secretary Velimir Žunac. The topic of the meeting was AmCham's position paper Recommendations for the Adoption of the Act on Electromobility and Alternative Fuels and the Programming of Electromobility Projects into the Multiannual Financial Framework of the European Union. In addition to the adoption of the Act, AmCham proposes the programming of projects in the field of electromobility through the EU Multiannual Financial Framework (MFF). As climate change and digitalization are priority areas in the MFF, electromobility projects are in line with key EU targets for the coming seven-year period.

Minister Tramišak welcomed AmCham's initiative proposing sustainable projects in the transport sector. She also added that there is a significant number of ready projects for the upcoming financial period, which is a good indicator overall, as well as an indicator of readiness for future investments in Croatia.

On behalf of AmCham, the meeting was attended by Andrea Doko Jelušić, Executive Director of AmCham, Dino Novosel, Vice-Chair of the Committee for Environmental Protection and Energy Efficiency of AmCham and Global Executive E-Mobility Leader for Deutsche Telekom Europe, and Dražen Malbašić, Policy Manager at AmCham.



MEETING WITH THE MINISTRY OF ECONOMY AND SUSTAINABLE DEVELOPMENT, MARCH 8

AmCham representatives met with dr. sc. Kristina Čelić, Director, Directorate for Energy, and Vjekoslav Jukić, Head of Sector for Energy Policy and Planning.

AmCham representatives presented possibilities for intro-

duction of a national Act on Electromobility and Alternative Fuels and of the programming of electromobility projects into the Multiannual Financial Framework of the European Union for the period of 2021-2027. The proposed projects included: establishment of a national network of fast and ultra-fast charging stations for electric vehicles within local and regional self-government units, networked in a pan-European network and provision of digital charging services, equipping family houses, holiday homes, apartments, multiapartment buildings and public buildings with charging stations for electric vehicles, and electrification of public passenger transport.

Ms. Čelić welcomed AmCham's initiative and pointed out that the issue of electromobility is the responsibility of several Ministries, including the Ministry of Economy and Sustainable Development, the Ministry of the Sea, Transport, and Infrastructure, and the Ministry of Physical Planning, Construction, and State Assets. AmCham's proposals are in line with the thinking of Croatian institutions. Certain topics have already been addressed through the Act on Biofuels for Transport, while parts could be further incorporated through the Act on the Electricity Market and the Act on the Promotion of Clean Vehicles in Road Transport.

MEETING WITH ZDRAVKO VUKIĆ, DIRECTOR OF AZOP, MARCH 10

Representatives of AmCham met with Zdravko Vukić, Director, and Iva Perin Tomičić, Senior Adviser – Specialist Department for International Cooperation, European and Legal Affairs from the Croatian Personal Data Protection Agency. The topic of the meeting was AmCham's position paper 'Statement on the Court of Justice of the European Union (CJEU) Schrems ruling, the European Data Protection Board (EDPB) Recommendations 01/2020 on measures that supplement transfer tools to ensure compliance with the European Union (EU), and new Standard Contractual Clauses (SCC's)'.

AmCham Croatia expressed its concerns on the possible adverse consequences of the Court of Justice of the European Union's decision in the Schrems II case. The ruling created a significant level of business uncertainty in cases of international transfer of personal data. International transfers of personal data are at the heart of European economic exchange, growth and innovation. AmCham Croatia therefore urges all parties involved to adopt a balanced position on the implementation of the CJEU decision. Representatives of the Croatian Personal Data Protection Agency are aware of the possible consequences and are currently, through the EDPB, in the process of analyzing the collected comments and preparing the final Recommendation.

» POSITION PAPERS

STATEMENT ON ECJ SCHREMS RULING, THE EDPB GUIDANCE, AND THE NEW SCCS, DECEMBER 18

AmCham Croatia has some concerns on the possible adverse consequences of the Court of Justice of the European Union's decision in the Schrems II case. International transfers of personal data are at the heart of European economic exchange, growth, and innovation. The invalidation of the EU-US Privacy Shield and the recent doubts raised with regards to the possibility to rely on Standard Contractual Clauses (SCCs) and Binding Corporate Rules (BCRs) could lead to a situation where international transfers of personal data would be made impossible. AmCham Croatia therefore urges all parties involved to adopt a balanced position on the implementation of the CJEU decision.

RECOMMENDATIONS FOR THE ADOPTION OF THE ACT ON ELECTROMOBILITY AND ALTERNATIVE FUELS, JANUARY 12

The Integrated National Energy and Climate Plan for the Republic of Croatia for the period from 2021 to 2030 sets an ambitious objective of 13.2% of renewable energy sources in direct energy consumption in transport, and the objective, in accordance with the measures of the aforementioned Plan, is intended to be achieved by significant investment in electromobility and alternative fuels. Since the implementation of measures for the development of electromobility and alternative fuels has not yielded significant results so far, AmCham proposes the adoption of the recommendations set out in this position, which relate to: 1. The adoption of the Act on Electromobility and Alternative Fuels, 2. The programming of projects regarding electromobility and other alternative fuels into the Multiannual Financial Framework of the European Union. By implementing the proposed activities, the Republic of Croatia would be able to keep pace with the exponential growth of transport electrification that is present in almost all other EU Member States.

REQUEST FOR PRIORITY VACCINATION OF NON-HEALTHCARE WORKERS, JANUARY 29

AmCham requested that the treatment provided to the healthcare workers in the process of vaccination of the Croatian population against Covid-19 also be offered to the staff of the companies maintaining and servicing medical equipment and the employees providing professional and technical support for operative and implant procedures in the Croatian healthcare system. Their job entails direct work in the field within healthcare institutions, as well as contact with healthcare workers. It cannot be performed remotely and this makes them exposed.

Advocacy

The act of pleading or arguing in favor of something, such as a cause, policy, or interests or active support of an idea or c

PROPOSALS FOR DETERMINING THE STRATEGIC GUIDELINES OF THE MULTIANNUAL FINANCIAL FRAMEWORK FOR THE DIGITALIZATION OF CROATIA, MARCH 19

AmCham proposes that the programming of projects for the Multiannual Financial Framework 2021-2027 (MFF) and the Recovery and Resilience Facility (RRF) be significantly related to projects that will contribute to the digital transformation of the Croatian economy, public and local government, and society. This is necessary to alleviate the technological backwardness of the economy, the economic and social consequences of the coronavirus pandemic, and make European economies and societies more sustainable, resilient, and prepared for the challenges and opportunities posed by green and digital transition. It is therefore crucial that the objectives and funds for the projects that will make this possible are well defined within the National Recovery Plan and that the private sector is involved in the distribution of grants to the highest extent possible, receiving at least 50% of the grants allocated to the National Recovery Program. As part of the digital transformation, AmCham has identified key elements that are an integral part of it, including connectivity, digital transformation of the public and private sector, digital skills development, and infrastructure.

ATTRACTING FDI IN THE REPUBLIC OF CROATIA, MARCH 31

With this position, AmCham wants to emphasize the importance and role of private sector investment – especially foreign direct investment focused on export markets – in the economic growth and modernization of the Croatian economy. Such investments bring important inclusion in global value chains, the creation of a significant number of jobs, the transfer of technologies, knowledge, and work models – which further results in growth in productivity and competitiveness of the national economy.

The positive economic results of comparable countries of the New Europe clearly show that these investments are indispensable for achieving accelerated and stable economic growth and approaching the development average of the European Union. The recommended additional activities for attracting and developing international direct investments would also directly contribute to the achievement of goals set out in the National Development Strategy.

>> SURVEY OF THE BUSINESS ENVIRONMENT IN CROATIA

ON MARCH 16, AMCHAM PRESENTED THE RESULTS OF ITS SURVEY OF THE BUSINESS ENVIRONMENT

The survey was carried out in the period from December 17, 2020 until February 1, 2021, on a sample of 135 members of management boards of local and international companies in Croatia. Of the companies that participated in the survey, 29% belong to the small enterprise category, according to the number of employees. Approximately 25% were medium-sized companies, 29% were large companies, while 17% were companies with up to 9 employees. According to the ownership structure, 53% of the companies that participated in the survey were majority foreign-owned, followed by 45% of majority domestically owned companies; only 2% of participating companies were those with mixed ownership. The purpose of the survey was to determine participants' attitudes on the general business environment in Croatia. Assessing their 2020 business results in comparison with 2019, 39% of respondents said they were worse than in 2019; however, almost an equal share of participants - 38.5% - reported improved business results in comparison with 2019.

After a three-year positive trend, with participants mostly reporting improved business results compared to the previous year, 2020 was marked by a contraction. From those reporting deteriorated business results in 2020, the majority (67%) reported a decrease of up to 30%. Regarding the total number of employees, slightly more than one in two respondents (52%) reported that it stayed the same.

A significant number of respondents (55%) found the overall experience of doing business in Croatia as being good or very good, while 39% of respondents have assessed it as being average. This is a slight increase of average and positive experience of doing business in Croatia compared to 2019.

Improvement in business conditions in the last five years was reported by 42% of respondents. As the three main limiting factors for their business in 2020, respondents highlighted insufficient demand due to the pandemic or other reasons, lack of adequate workforce, and taxation of labor.

Comparing Croatia with other CEE countries, as many as 41% of respondents consider the business conditions in Croatia as being worse, while 13% consider them as being better than when compared to other CEE countries. The greatest disadvantages of Croatia compared to other CEE countries include the small size of the market, slow administration, and lack of long-term Government strategy.

In the next three years, 74% of AmCham member companies plan to expand their business in Croatia, while only 4% plan a reduction. Looking at the four-year trend, with a minor contraction in 2020, AmCham member companies have continuously planned expansion of their business in Croatia. As for job creation, 64% of the companies plan to hire new employees in the next three years.

The majority of participants (60%) intend to provide their workers with the opportunity to continue working from home after the pandemic is over. The COVID-19 outbreak has most affected the transformation of business process (digitalization of business), short-term strategic objectives, finance, and liquidity. Regarding the Government's support measures aimed at helping the economy overcome the crisis caused by COVID-19, 62% of participants have evaluated them as effective. As many as 58% of the participants expect that the negative effect of the coronavirus on their business will last for the next two years.



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A woman with dark hair tied back is lying back in a modern, dark-colored lounge chair. She is wearing a grey tank top and grey sweatpants, and she is smiling with her hands behind her head. The background shows a window with horizontal blinds. A teal circle is overlaid on the left side of the image, containing text. The bottom of the image has a dark grey overlay with white and teal text.

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MEET OUR OLDEST MEMBERS

Coca-Cola (1999)



In more than five decades of working and being involved in the Croatian community, Coca-Cola has demonstrated on a daily basis that it's possible to be part of a large international system and also an integral part of the local economy. The total value of Coca-Cola's direct and indirect contributions in the form of salaries, taxes, and earnings amounted to HRK 2.339 billion in 2018, which constitutes 0.6% of total GDP. Coca-Cola directly generates HRK 286 million of added value, and with every kuna of added value it supports the generation of another 7 kuna in the Croatian economy. In addition, each job at Coca-Cola supports another 20 jobs within its value chain.

The company develops its business on the basis of social responsibility and sustainability principles. Since 2012, Coca-Cola has invested more than HRK 13 million in projects aimed at supporting youth, environmental protection, health, and welfare, while more than HRK 2.7 million were donated to the Croatian Red Cross in 2020 to fight COVID-19 and to provide relief after the earthquakes in Zagreb and Petrinja.

Through its involvement in the community, its work in AmCham boards and the position of President of the AmCham Board of Governors, which the company's General Manager Ruža Tomić Fontana has held since 2019, as a longtime member of AmCham in Croatia, Coca-Cola has contributed to the representation of business interests of American and international companies as well as Croatian-owned companies.

Croatian American Society (1999)

The Croatian American Society (CAS) was founded in 1991 as non-profit organization promoting the continuous mutual exchange of knowledge, experience, and information on educational, cultural, and scientific fields between Croatia and USA. CAS is one of the first AmCham members.

The most active sections and activities in CAS are the Kindergarten "Little Star", the American Library, Youth Clubs for primary and secondary school students, English for adults, preparations for SAT/TOEFL Student Exchange Program, book publications, the 'Red Rocks Arts & Crafts Festival' project, and The Human Rights and Civil Society Section.

Over the past 12 years, CAS has organized summer camps across the United States and enabled over 150 students aged 13-25 to learn English, visit major cities in the United States, and experience American culture and lifestyle.

The Student Exchange Program "One School Year in the United States" has existed since 1995. Students from around the world come to live in a typical American family and study in a typical American high school for a period of one year.

One of the long-lasting projects of the Society has been the study of the achievements of distinguished Croatian scientists, who have been living and working abroad. Personal and scientific biographies of more than eighty scientists in the broader field of natural sciences have been collected, and as many chapters have been published in nine books.



Philip Morris Zagreb (1998)

Philip Morris Zagreb has been present on the Croatian tobacco market for more than 15 years, and has a growing importance in the Croatian economy. As one of the founding members of AmCham Croatia, we were glad to contribute to AmCham's initiatives directed to the enhancement of the business environment in Croatia.

Globally and locally, as a company we are leading a transformation in the tobacco industry to create a smoke-free future and ultimately replace cigarettes with better, smoke-free products. We are disrupting our business to achieve this ambition as quickly as possible – shifting our resources and fundamentally changing both our purpose and our operations. Globally, since 2008, we've invested more than \$8.1 bn into the science and research behind the development such products. It was this innovation – commercialization of our smoke-free product IQOS, that allowed us to invest further and promote the creation of an additional 300 new jobs in Croatia. Although we are making tremendous progress, we cannot do it alone. We are confident that the right mix of government leadership and commercial initiative will accelerate efforts to reduce the health burden of smoking.

Adult smokers are searching for alternatives to cigarettes and all of us together have the responsibility to give them the right to choose. Scientific evidence is key and should be considered by governments as they develop new regulations. Such regulation should follow new trends and innovations and distinguish products based on their potential benefits, and relative risks, for the benefit of adult smokers and the public health as a whole.



Thank you for your continued support!

EY (1998)

EY is a global leader in assurance, tax, strategy, and transactions as well as consulting services. The insights and quality services provided by more than 300,000 employees in over 150 countries around the world help build trust and confidence in the capital markets and in economies the world over. EY Croatia, with more than 250 employees, has the skills and experience needed to provide first-class audit, consulting, tax, and strategy and transactions services. Our clients include a wide range of organizations, from large multinational corporations to smaller fast-growing local companies and public sector institutions at the national, regional, and local levels.

As one of the founding companies of the American Chamber of Commerce in Croatia, we are proud of the past 20 years marked by successful cooperation, and we are honored that our Country Managing Partner, Berislav Horvat, has been elected President of AmCham two times. Joining forces in solving pressing issues concerning the development of the Croatian economy and society is one of our biggest drives. As a part of EY's commitment to support young business professionals, we have been sponsoring the AmCham Talents program from its first edition, and we are glad that our cooperation in promoting and celebrating the most successful Croatian entrepreneurs in the Entrepreneur of the Year program is successfully continuing. In a fast-changing world, we are glad to have AmCham as a trustworthy partner in building a better working world.



RIT Croatia (1999)



With RIT Croatia, you're always on to something amazing!

RIT Croatia is a global campus of a prominent American university, the Rochester Institute of Technology (RIT), and has been providing top American higher education programs in Croatia since 1997. We have been a proud member of AmCham for many years, sponsoring the association's initiatives, such as AmCham Talents. Many of our own employees and rising stars participated in this program.

On our campuses in Dubrovnik and Zagreb, we deliver the following American undergraduate (BSc) programs:

- Hospitality and Tourism Management (Dubrovnik)
- International Business (Zagreb)
- Web and Mobile Computing (Dubrovnik, Zagreb)

In addition, on our Zagreb campus, RIT delivers its Service Leadership and Innovation program (MS), and its Information Sciences and Technologies program (MS).

RIT Croatia is a welcoming and dynamic community to more than 800 students that will, upon successful completion of their studies, earn two diplomas: the American diploma awarded by RIT, and a Croatian diploma awarded by RIT Croatia. Known for contemporary American programs and career-oriented education, we are an excellent choice for all who wish to study in an international and dynamic environment!

With high quality career-oriented education and a committed faculty and administration, we help our students become the best versions of themselves and easily compete in a global job market.

Erste Card Club (1998)

With AmCham from the Very Outset

Erste Card Club is happy to join the celebration of the anniversary of AmCham's presence in the Croatian market since 1998. As one of its founders, ECC has supported AmCham's work from the very beginning. ECC recognized the need to network foreign companies belonging to the Chamber, not only owing to their importance for the development of the Croatian economy, but also because the transfer of their business know-how was needed to help the Croatian economy integrate in the global market and adapt to it. To ensure the best conditions for the Chamber's activities, ECC was one of its first patrons in 2004, and has continued to actively participate in its activities and support them to this day.

The Erste Card Club is a part of the Erste Group, and its successful performance is based on fifty years of knowledge and experience in issuing and accepting Diners Club cards. ECC also issues Visa and Mastercard cards and arranges their acceptance. It is the only provider in the Croatian market that arranges the acceptance of the Far East brand JCB. The company also arranges the acceptance of Discover cards, owned by Discover Financial Services, the owner of Diners Club International. From the outset, Erste Card Club has offered retail and business customers innovative card products and various payment



benefits at points-of-sale. The company also works systematically to improve overall customer experience by systematically implementing the latest security standards to increase payment security through developing innovative digital solutions and offering new benefits.

Business Media Croatia (2002)

As a publisher with over 25 years of experience, Business Media Croatia provides design and graphic services (DTP) in corporate publishing. We are proud to highlight almost 20 years of cooperation with AmCham as a provider of graphic design for News&Views magazine and the AmCham Yearbook. Our references also include the VW Group's Fleet and Audi magazine. The company is a publishing house with six specialized printed and online B2B magazines, organizing exhibitions, conferences, and other special events as well as online trainings.

Pharmabiz magazine is a leading Croatian platform for healthcare and pharmaceutical industry news, insight, and debates. We collaborate with external partners, including the pharmaceutical industry, communications agencies, physician/patient communities, technology providers, contract research organizations, and others. ZE mobility is a magazine for new mobility concepts with a focus on sustainable solutions in transport, connectivity, and infrastructure in all areas, including cars and commercial vehicles. Restaurant&Hotel is a professional, educational, and informative B2B magazine for the tourism and hospital-

ity industry. Mineral&Gradnja deals with topics from the field of construction, the building materials industry, construction machinery, and equipment.

Kamion&Bus is the leading specialized publication covering commercial vehicles and road transport in the region. Tehnoeko is a magazine for the expert public in the area of ecology, public utilities, renewable energy sources, energy efficiency, and waste disposal.



PwC Croatia (1999)

PwC Croatia has been a member of the Croatian business community since 1997, when Coopers & Lybrand and Price Waterhouse first established offices in Zagreb, merging in 1998 into the PwC we know today. We have been a member of the American Chamber of Commerce in Croatia from the very beginning, becoming a patron member in 2004.

We are a global brand, with the power of our global network, but with regional identity and local spirit. Our close interaction with economic and state bodies allows us to keep up with the fast changing environment in which our clients - leading multinational and domestic companies, and public sector institutions - have to operate. Our client base includes some of the largest Croatian and multinational companies in Croatia.

At PwC, our purpose is to build trust in society and solve important problems. Our greatest asset has always been our people, delivering innovative business solutions in tax, regulatory, advisory, and audit and assurance services. By doing business 21st-century style, we are adding value to our clients, and helping them make informed decisions and operate effectively within them. Our worldwide science-based commitment to achieving net zero by 2030 and helping our clients grow and develop urges us to reimagine the possible in our everyday work. We care about the community we're a part of and we work together to make a difference. And we deliver our promise by acting with integrity.



WITH AMCHAM FROM THE BEGINNING



ZSEM'S GRADUATE MBA PROGRAM MODERNIZED WITH DIGITAL AND INNOVATIVE TECHNOLOGIES

Global Executive MBA program with an international faculty, flexible weekend attendance, both in-person and online lessons, the possibility of gaining overseas experience, and AACSB accreditation, the most prestigious in the university world.



THE ZAGREB SCHOOL OF ECONOMICS AND MANAGEMENT

modernized the graduate MBA program with the world's first incubator of innovative startups, the Italian H-FARM College, on the Global Executive MBA program. H-FARM is known as the world's first entrepreneurial center that has invested more than 27 million euros in 120 startups over 15 years and today has a network of four million startups worldwide. With an entrepreneurial accelerator, H-Farm developed one of the most technologically advanced university campuses three years ago, where the so-called tech talents. H-FARM is the only place in the world that combines investments, services for companies, and educational programs in one place, and the campus, a few minutes away from Venice, covers more than 50 hectares.

The Zagreb School of Economics and Management is one of the leading business schools not only in Europe but worldwide: founded in 2002, it has 94% of graduates who find a job one year after graduation. It is among the 200 best universities in the world, 60th in Europe, for its MBA programs according to the QS World University Ranking 2020 and is one of the 5% of business schools in the world that have AACSB - Association to Advance Collegiate Schools of Business accreditation, the most prestigious international accreditation available today, which in Italy is only possessed by Bocconi University and the Master in Entrepreneurship and Applied Technologies, also offered by H-FARM COLLEGE.

The Global Executive MBA of H-FARM College and ZSEM has an ambitious program with an international scope, with courses in marketing, management, finance, accounting, focused on the major issues of the future such as new business strategies in the international arena, digital transformation, sustainability. Taught entirely in English by expert lecturers from ZSEM and H-FARM, this MBA aims to create successful managers through both traditional lessons, but above all with continuous comparisons with reality outside the classroom, including leadership and business management exercises, planning, and analysis of business cases.

Structured to give participants the flexibility of attending courses during weekends in presence but also online in live streaming, the Global Executive MBA also allows attending a Bootcamp on Digital Finance in Luxembourg at the Luxembourg School of Business.

"ZSEM's partnership with the H-Farm College opens opportunities for our the Global MBA program students to study technology and innovation, leadership and management at one of the leading innovation centers in Europe. This unique program will further develop students' competitive edge in today's globalized and ever-changing business environment by exposing them to world-class faculty and integrating them into an exclusive network of high-profile business professionals.

This program combines institutions from the most economically dynamic and innovative regions in Europe - the Veneto region and the Grand Duchy of Luxembourg as well as emerging Europe. Zagreb School of Economics and Management, accredited and recognized by AACSB as being in the top 5% of best business schools worldwide, has always been dedicated to quality and excellence, and our partnership with H-Farm College is opening tremendous opportunities for the School, but most importantly for the students." – says Dr. Njavro, dean of the Zagreb School of Economics and Management.

H-FARM continues to enrich its educational offerings with new courses in collaboration with prestigious international institutions. Carlo Carraro, Head of Academic Programs at H-FARM College "The partnership between the Zagreb School of Economics and Management and H-Farm College brings to H-FARM an outstanding and innovative executive program. This Global Executive MBA offers managers, entrepreneurs, and professionals the possibility to enhance their knowledge and skills, to benefit from lectures given by an international, high-quality, faculty and to receive a degree from one of the few AACSB accredited business schools in the world. A passport to the best jobs in the top world companies."

For more information: www.zsem.hr.





HEDGE FUNDS and other speculators are eying the EU market hungrily as it loosens rules for lawsuits brought on behalf of thousands or even millions of people. The EU's new collective actions Directive will create a lucrative playground for third party litigation funders (TPLF).

TPLF allows private financiers to sign secret deals

is currently exploring legislative options to regulate TPLF. EU legislators should consider sensible safeguards including licensing for funders and mandatory disclosure of TPLF agreements to the courts and all parties. Funders should also be subject to capital adequacy requirements to ensure they not only meet their obligations to claimants but pay the other side's expenses if they lose.

The EU should prevent TPLF from distorting the Member States' civil litigation systems. Without transparency and proper safeguards, TPLF is a burgeoning industry that will cause great harm to consumers and businesses across Europe.

To read more on TPLF and European collective actions, please visit <https://www.fairdealforconsumers.eu/>

report

THIRD-PARTY FUNDING THREATENS 'FLOOD OF LITIGATION' UNLESS EU REGULATES

By Scévole de Cazotte, Senior Vice President, U.S. Chamber Institute for Legal Reform

with claimants' lawyers to fund lawsuits in exchange for a cut of any settlement or award. This global, multi-billion-euro industry is virtually unregulated and rife with opportunities for abuse.

TPLF increases the volume of litigation and encourages frivolous cases. Funders aren't interested in claimants' welfare, but rather in making a good return on their investment. Funding encourages claimants' lawyers to file more lawsuits, giving them big rewards and claimants little to no benefit. TPLF essentially turns courtrooms into casinos and justice into a game of blackjack.

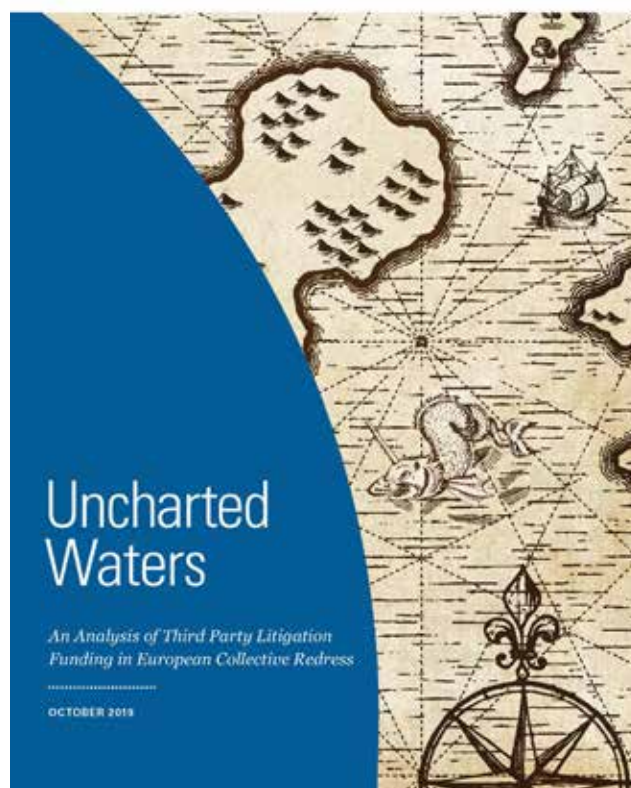
Collective actions are especially profitable for funders because of the ability to aggregate claims and inflate damages. In opt-out collective actions, claimants are included in lawsuits without their knowledge or consent, resulting in people not claiming their portion of the settlement or award, and giving lawyers and funders excessive fees.

TPLF raises a host of ethical issues by putting the funders' interests before the claimants. Unlike lawyers, funders have no obligation to act in the best interests of the claimants. Since TPLF contracts are kept secret, defendants don't know whether they're negotiating with aggrieved claimants or an anonymous hedge fund.

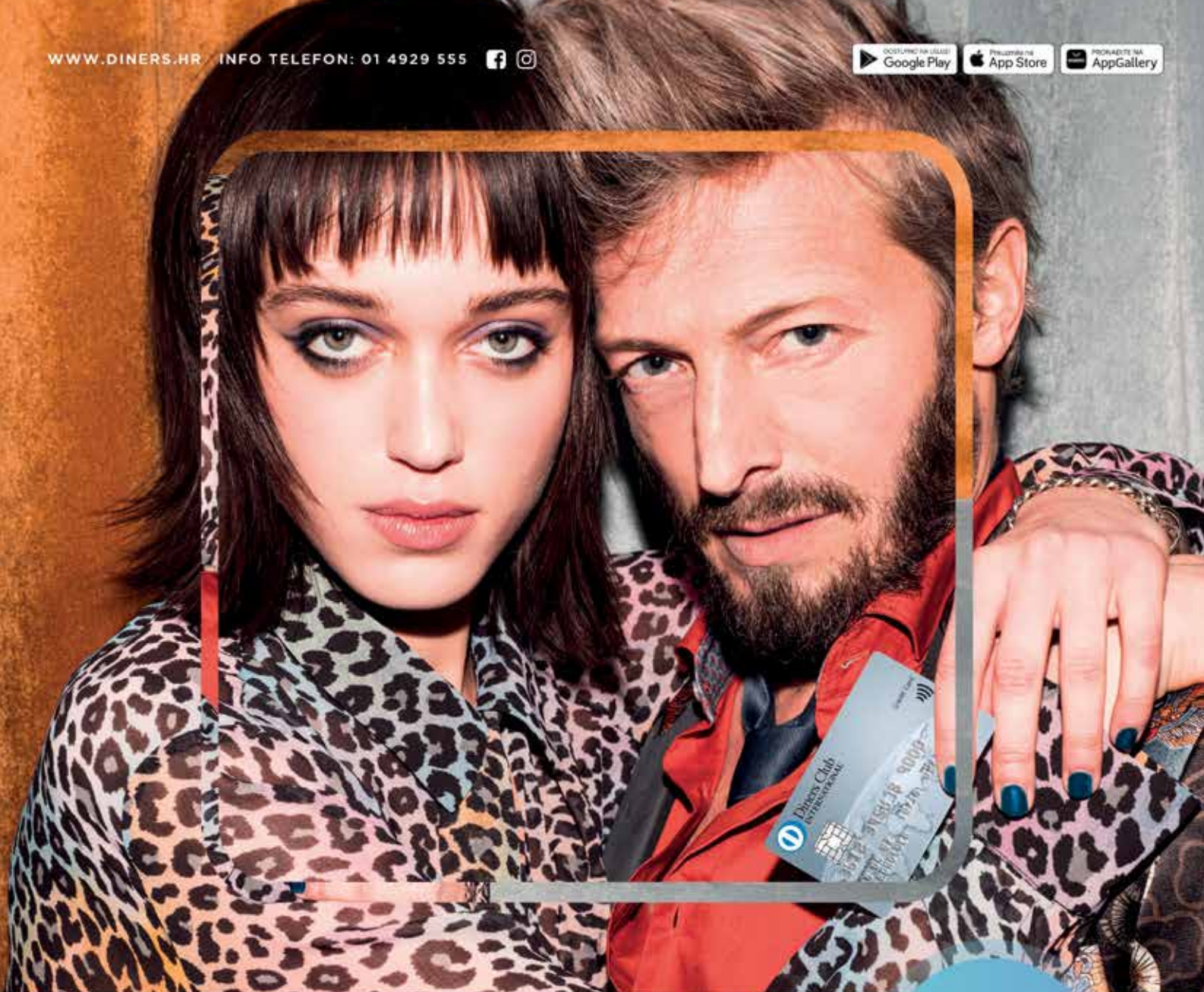
Faced with massive, funded lawsuits, it is more prudent for defendants to settle claims right away than to fight for years in the courtroom.

Despite being a multi-billion-euro market globally, litigation funders are largely unregulated, unlike any other financial institution, like banks and insurers.

Fortunately, this may change as the European Parliament



Available at <https://www.fairdealforconsumers.eu/research>



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GLOBAL COMMERCE is incredibly complex. There is probably not a single person alive who could claim to be an expert on all basic principles of the worldwide marketplace, let alone the details that govern particular business activities. Even within each sector, there are local rules, regulations, and customary practices. Finally, when you delve deep into each of those business "subcultures", almost every business deal has its distinctions, even when done within a well-defined industry. And it all became exponentially more

complex with the rise of the Internet and global tech services. In short, there is an almost infinite number of ways to do business.

Consequently, it inevitably causes infinite variations in contracts signed between parties. A special kind of hell for dealmakers and pure heaven for lawyers, right? What lawyer in their right mind would ever want the system to change? Well, some see that there is a way to create a win-win situation.

disclosure) agreement, colloquially known as an NDA. It is hard to find a director or a CEO who has never signed at least one NDA.

Now, the NDA is mainly considered to be a simple agreement. There is a definition of confidential information, then the parties' intent, some exclusions, maybe a duration, always events of the breach, etc. Nothing to it. Except... well, except that each of those standard concepts is defined in a million different ways. Lawyers who do M&A and due diligence are painfully aware of how different one and the same type of agreement can be, especially when you are presented with hundreds of such agreements signed by one entity in the course of years. And all those NDAs can be recalculated as either (a) time lost on lawyer-hours or (b) risks undertaken without being aware. All the while, all those NDAs are performing the same task: ensuring the protection of one or both parties' confidential information.

Yes – the NDA, in any industry, signed for any reason imaginable between any of the parties, has only one singular purpose. A purpose that does not vary with the nature of the information. Which raises a crucial question: is there any need for having different NDA drafts and forms? Could the task be globally performed with one universally adopted document that does not need revisions, redlining, lawyer scrutiny, or even proofreading for typos? One that has only minimal, pre-defined variations that anyone can "drag and drop"? One that all participants can absolutely trust? The answer is

report

GLOBALLY STANDARDIZED CONTRACTS — POSSIBLE OR NOT?

by Marko Porobija, Attorney at Law, Managing Partner – Porobija & Špoljarić

Even with the seemingly non-exhaustive number of variations to business deals, some aspects are almost universal – even more so in this day and age. When two potential business partners meet, there are many things unknown between them. Most importantly, they know about each other only as much as is publicly available. And businesses love to guard their secrets as much as humanly and legally possible. But, to consider a future deal, a rift needs to be opened, usually on both (or all) sides, to allow a deeper peek into the other one's confidential kingdom. That way, mutual trust is being established. Each side can start to examine whether any type of partnership, venture, or even acquisition is an option. Exchange of information happens, with more or less of that information being private and confidential. Naturally, all keen businesses undertake to ensure the security and confidentiality of such information. The most common way to do it is by signing a pre-emptive confidentiality (non-

a definite yes. It can be done, and it should be done. Mere standardization of that one contract type will make millions of transactions more straightforward and quicker, ensuring maximum protection of all sides included in the deal. Right now, some of the brightest legal minds in the world – lawyers from leading global law firms, professors of law, in-house legal teams, and legal entrepreneurs are already working on precisely that task.

Once the goal of global recognition of the standardized NDA is achieved, it will undoubtedly create a roadmap for any other contract that could be made in a globally standardized form. Of course, an absolute standardization of all legal documents will never be possible. The pure nature of the evolution of business, the creation of new services and new business models, and human nature will not allow for that to happen. But that doesn't mean we should not be working on it, step by step, making everyone's job a little bit easier.

THE YEAR 2020 WAS A YEAR OF NUMBERS, and 2021 is likely to be one as well. One number in particular determined our lives for the better part of the last 365 days. The daily count of those infected with the SARS-CoV-2 virus, paired with detailed input on their average age and previous illnesses, followed by the number of hospitalized individuals and the death toll, made most of us give up watching the news altogether. And understandably so. This dreary statistic, awaited with dread and anticipation, often set the tone for the day and the activities it included.

But it seems that this aversion towards statistics began to wear off. It also seems, at least to me, that in doing so, it is beginning

Another area of concern which the European Commission highlighted was the backlog of cases and the duration of court proceedings, both of which are substandard from the perspective of other EU member states. Statistical data of the Croatian Ministry of Justice on the work of Croatian courts indicates a steady influx of more than a million cases per year, which leaves the current judiciary unable to deal with the existing backlog of close to half a million cases. According to the current Program of the Ministry of Justice for 2021–2024, these are expected to fall to a number below 400,000 only in 2024. Whether or not this is a realistic expectation, remains to be seen.

report

IT'S GETTIN' HOT IN HERE, SO TAKE OUT ALL YOUR STATS

Ema Mendušić Škugor, PhD, Attorney & Partner at DTB law firm

to show we may have been amiss with following up on other numbers worth our while. For me, this meant checking the latest numbers concerning the Croatian justice system. As a lawyer, I was partial to catching up with its performance levels first. After spending several hours hunched over pie charts and graphs, I arrived at the conclusion that (perhaps unsurprisingly), 2020 has not been a good year for the sector. Here are some of the highlights or, better said, lowlights.

In its recent survey of the local business environment, AmCham Croatia discovered that the judiciary was one of the areas in which participants noticed the highest degree of deterioration within the last 5 years. Its effect on businesses in Croatia during the same period has been reported as either absent, or is thought to have been negative.

The European Commission 2020 Rule of Law Report confirms this and does not shine a kind light on Croatia in that respect. Although progress has been made, our country is still deemed to be “experiencing serious efficiency and quality challenges.” There are areas in which Croatia is yet to make the steps necessary to bring her within the EU average, and these are primarily the degree of perceived judicial independence and the transparency of its work as shown in the number of published decisions, which are either among the lowest or the lowest in the EU. This is in line with the 2019 Global Competitiveness Report by the World Economic Forum, in which the topic of judicial independence put Croatia at the very bottom of the overall list and the EU country with the worst score in that department. The latest editions of Transparency International's Corruption Perception Index and the World Justice Project's Rule of Law Index, while not as bad, also show room for improvement with respect to Croatia's rankings.

The latest edition of the Foreign Investors Council of Croatia White Book lists the strengthening of the rule of law and resolving the backlog of court and administrative cases among the areas that are in dire need of change. As noted in the document, and as should be clear to a wider audience by now, the significance behind the numbers is their lasting negative effect on Croatia's competitiveness and its being perceived as a country favorable for domestic, as well as international businesses.

No one would argue that the task put before any of the world's governments in 2020 was an easy one. But at the same time, it is clear that for Croatia, the above statistics were largely unaffected by the pandemic. Rather, the vast majority of problems were already there beforehand. Although the cited reports follow different methodologies and target different audiences, cumulatively they paint a pretty bleak picture of the status of the local judiciary and most certainly affect investors' decisions on whether or not to bring their business to Croatia. In a post COVID-19 world, it will be even more important to hold on to those investors and to bring more in. Otherwise, we might soon be talking about our country as the patient that needs attention and care the most.



WHISTLEBLOWER PROTECTION

by Ivan Kovačević, CFE, Partner - Indago d.o.o.

WHEN TALKING ABOUT WHISTLEBLOWERS, I cannot but think about a phoenix rising from the ashes over and over again. Each time a fraud scandal uncovered by a whistleblower becomes public, the topic becomes trendy only to be forgotten again even before the case is resolved.

Only a few years ago, it was revealed that a whistleblower helped to report the major money laundering scandal at Danske Bank. The case involved € 200 billion in suspicious payments being made through Danske's Estonian branch between 2007 and 2015. British banker Howard Wilkinson raised concerns over the illegal money-laundering scheme in 2013 confidentially, undergoing a five-year journey to uncover the corruption. The scandal, representing money laundering on a huge scale, has thrown a spotlight on European banks and their efforts to protect against fraud and precipitated renewed considerations of the effectiveness of regulators' defenses. As well as this, the case has reignited debate around the role of whistleblowers in detecting crime and fraud.¹

According to the Association of Certified Fraud Examiners (ACFE), the vast majority of corporate fraud is detected by tips (more than 40%), which came out on top compared to management review, internal audit, accident, external audit, surveillance, law enforcement, confession, or other means.

Given that it is estimated that organizations around the world lose an estimated 5% of their annual revenues to fraud (ACFE), the protection of whistleblowers, whether tackled internally by organizations themselves, or through regulatory enforcement, is a serious issue.

In order to guarantee an EU-wide standard for the protection of whistleblowers, the European Union adopted a regulation

for whistleblower protection in December 2019. In a two-year implementation period, EU member states will be obliged to implement the directive into their own national laws until 2021.

The core feature of this directive is protection for whistleblowers and the essential points are:

- Protection not only exists for employees who report their concerns, but also for job appli-

cants, former employees, supporters of the whistleblower, and journalists.

- These persons are protected from dismissal, degradation, and other discrimination.

Croatia has passed the Whistleblower protection Act (Zakon o zaštiti prijavitelja nepravilnosti, NN 17/19) on July 1, 2019, with the obligation for all public and private companies with 50 or more employees to establish an internal reporting channel.

As with any new requirement, we as human beings tend to look for the easiest solution. Organizations are no different in this regard, meaning that most organizations in the Croatian market with 50 or more employees drafted an internal whistleblower protection act and established an internal reporting channel in the form of an email. And this is where the problems begin.

In the relatively short history of the country that is Croatia, several high-profile whistleblower cases came in to the public spotlight, each resulting with the stigmatization of the whistleblower and them initially losing their jobs. Despite this, they all say they would do it all over again and that is where the power of the whistleblower lies and why we need to protect them.

As a business owner myself, I would much rather do business with an organization I know is dedicated to preserving its ethical and moral values and expects the same from its employees and business partners.

This is why a simple internal document and an email account for reporting are not enough.

A true commitment from management, along with clear and organization-wide communication is a must, along with a quality solution allowing the whistleblower to stay anonymous and feel safe.

The protection of the whistleblower, even though now a legal and regulatory requirement, should be at the top of the list for all organizations in respect to fraud detection methods. Remember that more than 40% of all frauds are uncovered by tips from people in the loop. Also, real life is not the same as in the movies, and these tips do not occur via payphones, self-destructing messages, or meetings in dark alleys. They involve real people with real lives and their lives much too often turn into nightmares after coming forward.

We all like to think that we are socially responsible, so why not take this step and protect those who put themselves on the line in an attempt to better our society, while enduring all the downsides in the process. It is not difficult, we only have to want to do it.



¹Forbes: How Important Are Whistleblowers In Detecting Crime And Fraud? – Vishal Marria

EVER SINCE IT WAS ANNOUNCED that Croatia was allocated EUR 24.2 bn from the EU budget in the financial period 2021–2027, any discussion about it was framed optimistically. The hurdles on our path to absorb such an amount still have not been tackled, and the challenges are left unspoken. The purpose of this article is to explain the next steps we must undertake to begin using the allocated resources and to emphasize how challenging it may be to successfully absorb them.

For comparison purposes, Croatia was allocated EUR 10.67 bn in the previous financial period 2014–2020. We finished 2020 with 4.97 bn paid to the beneficiaries, which is only 46.37% of the allocation. Due to the “n+3” rule, we can spend the remaining amount by the end of 2023. However, our absorption rate is a reason for concern – allocation of the EU budget is only “potential” until it is spent and verified.

is: does Croatia have a sufficient number of ‘shovel-ready’ projects or quality reforms to reach the amount of EUR 6.3 bn? This is especially important when we have in mind that disbursements of grants from the EU budget will strictly depend on the achievement of predefined milestones. In case we fail to reach them, these grants will not be disbursed.

Only after we submit our NRRP will the process of programming the second part of the allocation take its full momentum. An amount of EUR 14.3 bn from ESI funds can then be directed towards long-term reforms and projects through operational programs, confirmed by the Partnership Agreement with the European Commission. This process is planned to be finalized by the end of summer 2021 to unlock the possibilities of new calls for grant awarding. This allocation should be committed by the end of 2027, with payments possible until the end of 2030.

report

THE 2021–2027 EU BUDGET:

MAIN CHALLENGES AND POLICY PRIORITIES SUPPORTING RECOVERY AND GREEN TRANSITION

by Nataša Mihoci, Senior Consultant, EU Services, PwC Croatia

A NEW CHAPTER OF EUROPEAN COHESION

The EU has responded to the COVID-19 crisis with an ambitious Multiannual Financial Framework for the period 2021–2027, supplemented with an unprecedented Next Generation EU aid package. Contrary to the austerity measures of the 2008 aftermath as the mainstream policy, the EU decided to fight the new crisis by public spending through borrowing EUR 750 bn from capital markets. Because the next generations of EU citizens will be repaying this debt, its spending should be devoted to the transition of Europe to the world’s first climate neutral continent by 2050. Moving our environmental debt ahead of our financial one on the scale of importance is also unprecedented.

The centerpiece of the Next Generation EU is the Recovery and Resilience Facility worth EUR 672.5 bn. Croatia was allocated 6.3 bn in grants and 3.6 bn in loans for reforms and investments that would support the recovery of our society and help us to build resilience to future crises. The member states are tasked with the preparation of National Recovery and Resilience Plans (NRRP), strategic and coherent packages of reforms and investments, and submitting them for approval to the European Commission by April 30, 2021.

The challenge Croatia faces when preparing the NRRP lies in the fact that the financial support should be frontloaded in the initial years of the COVID-19 crisis. In other words, 70% of the amount should be committed (contracted) by December 31, 2022, and the remaining 30% by December 31, 2023, with implementation by August 31, 2026 (“n+3” rule). The question arising from this condition

HOW TO PREPARE FOR THE WAVES OF OPPORTUNITIES?

Directing our thoughts back to our absorption rate at the end of 2020, new allocation could seem more than we are ready for. But there are two very practical recommendations on how to prepare our organizations for the waves of opportunities appearing on the horizon.

First, it is of the utmost importance to invest in people, their knowledge and skills to prepare and implement EU projects. Without boosted capacities at all levels, it will be impossible for Croatia to seize the opportunity at hand.

Second, it is necessary to transform the project pipeline development and management into a continuous activity. Having a healthy pipeline of ready-to-finance projects will be extremely important to respond timely to any financing opportunity. The reparation of projects is an investment in itself, so it is important to consider projects that count: ones dedicated to the digital and green transition, overarching priorities of the EU, on our path from recovery towards climate neutrality, and a digitally transformed society.



STRUCTURED FINANCE AND SECURITIZATION IN CROATIA

by Dora Krce Ivančić, Lawyer, and Ivna Medić, Attorney at Law, KALLAY & PARTNERS Law Firm

DISCUSSING TERMS such as structured finance and securitization in Croatia means entering a field of interesting topics to tackle.

Structured finance presents financial lending instruments that work to mitigate serious risks related to complex assets. In many cases, the needs of a large borrower involve the execution of a series of discrete transactions as dictated by operational needs. This cannot be accomplished with a simple loan.

Structured finance products are including derivatives and securitized and collateralized debt instruments like syndicated loans, collateralized mortgage obligations, collateralized bond obligations (CBOs), collateralized debt obligations (CDOs), credit default swaps (CDSs), and hybrid securities. These products are not offered by all lenders and, in almost all cases, are not transferable between other types of debt in the same way as a straightforward loan. They are usually only offered to large borrowers needing a vast injection of capital or another source of income.

Securitization is a technique used to convert illiquid assets/claims into tradable securities. These illiquid assets/claims may include bank or car loans, lease contracts, and insurance

premiums, among others. Securitization acts not only as a way to raise cash on the capital markets, but also as a credit risk transfer tool. For investors, it provides attractive and diversified investment opportunities without the need to set up a complex and expensive infrastructure. Instead, they can leverage and benefit from the lending and servicing expertise of originators.

Securitization is highly complex and requires a lot of preparatory and structuring work. Well-structured securitization can be appealing for financial institutions, as it represents a method of refi-

nancing claims and gaining capital relief, allowing banks to obtain more breathing space. It is also appealing to other market players, attracted by the opportunity to obtain capital from a source other than borrowing.

In a bank-based financial system such as Croatia's, securitization is another source of financing that, at the same time, increases the level of financial market participation.

Although Croatia tried to regulate securitization and even put in efforts to identify important elements and draft an act, no act was ever enacted. One of the reasons often cited is the financial crisis of 2008, which highlighted how misuse of securitization can amplify the effects of a crisis.

Croatia's legal system recognizes the main legal concepts necessary for securitization, although additional legislative steps are required to ensure that the legislative framework set out in the EU's Securitization Regulation can function easily in the country. Even though there are recent efforts by the Croatian legislator that show movement in a positive direction, Croatian financial systems still have a lot to improve, in order to be transformed from a deposit-taking model into stakeholders who use derivatives, structured products, other debt and equity instruments, etc. as a financing tool or risk transfer instruments.

Today's facts and historical practice suggest that development and transformation will probably be slow, because on the Croatian market, there is trading with a dozen liquid equity issues and volume is about ten times smaller than in 2008. It is difficult to attract investors in Croatia, since interest rates are too high and repayment rates are higher. The demand is low, so the option to settle and repay the invested through sales of the mortgaged real estate is not deemed wise or potentially successful by investors.

However, the EU's Securitization Regulation became applicable in Croatia, given that it is directly applicable as a regulation and Croatia's legislator recognized the need to enact secondary legislation to enable the legal framework set out in the Securitization Regulation to function in Croatia's legal system. Thus, as a part of this alignment of Croatian law with the Securitization Regulation, amendments to Croatia's UCITS and AIF Acts are still working their way through parliament. This still leaves us with work to do and steps to take, but hopefully, Croatia has recognized the importance and potential benefits of structured finance and securitization and will soon start to build the appropriate legislative infrastructure to attract investors and use the positive effects of securitization and structured finance.



>>> IVNA MEDIĆ

report

BREXIT, WORKERS, AND PERSONAL DATA TRANSFER — WHAT HAPPENS NEXT?

by Dubravka Lacković Smole, Attorney at Law, and Krešimir Lipovščak, Partner, Crowe Croatia

THE UK CUT TIES WITH THE EU ON JANUARY 1ST, 2021. This is of course an undisputed fact. However, when it comes to organizations working both in the UK and Croatia and regulation of rights of their employees, there is no clarity. Blurred lines start with the Withdrawal Agreement, UK-EU Trade and Cooperation Agreement (TCA), Transition Period, and additional interim periods. The raised issues altogether left many professionals cross-border a bit confused.

WHAT HAS ALREADY HAPPENED?

The United Kingdom ended its membership in the European Union on January 1st, 2020, after 47 years of membership. After this date, the UK and the EU entered the Transition Period, during which period UK's freedoms remained mainly unhindered. The Transition Period ended on December 31st, 2020. Interim solutions were provided based on the Withdrawal Agreement and the TCA.

WHAT HAPPENS NOW WITH UK NATIONALS' RIGHTS TO WORK IN CROATIA?

Upon the expiry of the Transition Period, from the perspective of EU countries, the UK became a "third country". Under the declaratory scheme of the Withdrawal Agreement and the Croatian Law on EEA nationals and their family members, the rights of UK nationals who had residence in Croatia on December 31st, 2020 are not affected, under the condition that those UK nationals apply for their residence permit by June 30th, 2021. Once these UK nationals regulate their residence, their status in Croatia will remain unaffected as long as they fulfill the prescribed conditions. These conditions are:

- persons are (self)employed and have sufficient funds and health insurance; or
- are students enrolled at regular universities; or
- have already obtained right of permanent residence; or
- are family members of any of the persons listed above.

The work and residence of all other UK nationals, that did not have residence in Croatia on December 31st, 2020, will be treated as for third country nationals.

WHAT HAPPENS WITH THE WORK MOBILITY OF UK NATIONALS UNDER THE TCA?

The TCA sets out principles and preferences in various areas, from trade of goods and services, to social security and judicial cooperation. It is a rather ambitious document, which does not provide the same benefits the UK had based on EU membership, but does intend to preserve and ensure social and economic cooperation between the UK and the EU.

Considering that the Croatian Law on foreigners and its work visa system applies to all newly employed UK nationals in Croatia (including posted employees), it is an accomplishment of the TCA that it ensured visa-free short-term mobility of UK nationals for business trips and temporary postings of highly skilled employees for a period of up to 90 days within any 6-month period. Regulation of short-term work in Croatia further depends on the type of profession and service provided.

In respect of long-term postings, besides regulating the work visa, the employment rights of the UK nationals posted to Croatia should not be affected as the UK intends to further apply implemented labor EU regulations as so-called "retained EU laws".

WHAT HAPPENS WITH TRANSFER OF EMPLOYEES' PERSONAL DATA UNDER THE TCA?

When it comes to organizations working with the UK, Brexit did not only affect the movability of their employees, but also raised questions regarding the protections of transfer of employees' personal data.

The UK Data Protection Act directly incorporates GDPR into UK law, and the UK's rich data protections case law has been used in the EU. However, as of January 1st, 2021, the UK entered into a dual data protection system, i.e. under the Withdrawal Agreement, any personal data transferred to the UK prior to December 31st, 2020 will be protected under the so called "Frozen GDPR" (GDPR as it was on December 31st, 2020). Personal data collected after this date will solely be subject to UK data protection regulations. Therefore, TCA provided an interim solution by granting a grace period of four (plus two) months as of the end of the Transition Period (until June 30th, 2021 at latest) during which period any transfer of personal data from the EU to the UK will not be considered as transfer to third country. During this period, the European Commission should decide on the adequacy of transfer of personal data to the UK.

Considering the number of organizations caught intersected between the now divided UK and EU markets, we expect that the TCA will result in a positive solution that will ease personal data and employee flow, and avoid further introduction of "additional", "transitional", "interim", or "bridge" periods. Hopefully, this happens before we all lose our concentration to follow these changes and/or use up all potential synonyms and expressions for such prolongations.



2021 FOREIGN DIRECT INVESTMENT CONFIDENCE INDEX

by Marko Derča, Partner, Kearney

Kearney's 2021 FDI Confidence® Index reveals high level of risk aversion as investors measure COVID-19 impact and anticipate slow recovery for investment flows

- **In the continued shift to safety, developed markets dominate the Index, reflecting strong investor emphasis on governance and technology factors.**
- **Emerging markets capture only three spots among the top economies, suggesting investor uncertainty about the speed of pandemic recovery in most developing economies.**

On March 24th, Kearney's Global Business Policy Council released its 2021 Foreign Direct Investment (FDI) Confidence Index, an indicator of FDI flows. The ranking reveals a significant fall in overall optimism about the global economy since pre- and early-pandemic levels last year. Investors say they are more cautious as they gear up for a long-haul recovery for investment flows.

In last year's survey, investors displayed a strong level of optimism about the global economy and their investment outlook, and many were caught flat-footed by the COVID-19 disruption that brought the world to an economic standstill.

This year's rankings point to continued apprehension and uncertainty about how quickly the global economy will recover post-COVID. In addition to the fall in confidence about the economy, most of the overall scores for the top-25 countries have fallen compared with previous years. Only 57 percent of investors are optimistic about the three-year global

economic outlook, which is much lower than the corresponding figure last year of 72 percent (prior to and at the onset of the pandemic).

Reflecting investors' increased caution this year, developed economies account for the lion's share of our top-25 list for two primary reasons. Established markets represent more safety and stability to business leaders whose strategies and bottom lines have been shaken by the pandemic. Investors also continue to prioritize destinations with strong infrastructure, strong governance, investment in technology and innovation, and macro-economic stability – natural strengths of most developed markets.

European countries keep a strong position on the list of top 25, with Austria rejoining the list. This also indicates that Central Europe is remaining an attractive region at a time when investors are looking for stability in developed markets.

Only three emerging markets are on this year's Index: China, the United Arab Emirates, and Brazil. China remains the highest-ranked emerging market, a distinction the country has held consistently since 1999. However, concern over escalating US-China trade tensions and a more general corporate rethink of international supply chains could explain its drop to 12th place. In addition, the virtual disappearance of emerging and frontier markets from the Index could be a reflection that investors believe the rollout of vaccines in emerging markets will be highly uneven, both for logistical and economic factors.

Beyond these findings, the biggest risk that international investors will continue to face will be the pandemic itself. Overcoming COVID-19 will be the key to global economic recovery and the improvement in FDI flows, as the two go hand in hand. And economic growth in the near term will be determined in large part by the duration of the global pandemic, the effectiveness of fiscal and monetary responses, and the success of vaccination efforts.

Despite persistent macroeconomic challenges, investors continue to perceive FDI as vital to corporate profitability and competitiveness over the next three years. And even with investors' increased caution this year, the FDI plunge in 2020 will likely not become a permanent feature of the global economy.



About The 2021 Kearney FDI Confidence Index®

The Kearney Foreign Direct Investment Confidence Index (FDICI) is an annual survey of global business executives that ranks markets likely to attract the most investment in the next three years. The 2021 FDICI is constructed using primary data from a proprietary survey of senior executives of the world's leading corporations. The survey was conducted between January and February 2021. Respondents include C-level executives and regional and business leaders. All participating companies have annual revenues of \$500 million or more. The companies are headquartered in 30 countries and span all sectors. Service-sector firms account for about 44 percent of respondents, industrial firms for 33 percent, and IT firms for 22 percent.

report

"BUSINESS RESILIENCE" ...THE INEVITABLE BUSINESS STRATEGY

by Marina Meštrović, TIS grupa

WHAT DOES IT MEAN TO BE BUSINESS RESILIENT?

Business resilience has become a hot topic nowadays, but the question is how understandable this term really is. The term 'business resilience' is best defined through the standard ISO 22316:2017 'Security and resilience' as the ability of an organization to absorb and adapt in a changing environment to enable it to deliver its objectives and to survive and prosper. Organizations can only be more or less resilient, as there is no absolute measure or definitive goal. What we are witnessing since March 2020 is the ongoing COVID-19 situation that has impacted every organization, that is why companies' resilience is being tested as never before.

THE NUMBERS SPEAK FOR THEMSELVES

In order to adapt to the new situation, almost 50% of organizations have adopted work from home or introduced flexible working hours, while 20% of them work entirely using digital platforms. Consequently, businesses should focus on accelerating their digital transformation in order to increase their ability to adapt to disruptions due to the COVID-19 situation and enhance the organization's resilience.

WHY YOUR COMPANY NEEDS A DIGITAL TRANSFORMATION... RIGHT NOW!

Even before the COVID-19 pandemic erupted, many organizations were struggling with implementing new IT solutions. The challenge has only accelerated now, bringing a growing realization into sharp focus: the future of work and life will be more digital than people previously could have imagined. A massive shift to remote work came to light as a major risk to organizations' IT infrastructure.

HOW CAN YOU IMPLEMENT BUSINESS RESILIENCE STRATEGY?

An organization's resilience is influenced by a unique combination and interaction of strategic and operational factors. To integrate operational resilience, the best method, according to business resilience experts, is a tabletop exercise. The tabletop exercise is an activity in which key personnel should be assigned emergency management roles and responsibilities where they have to gather to discuss various simulated emergency situations in a non-threatening environment. The exercises help build an organizational culture that is ready for any change or risk that may occur inside or outside of the organization. As almost every organization's dependence on digital technology grows, adapting and managing digital technologies will be a critical strategic focus to business resilience. Almost 70% of organizations point out that their priorities in future development are

following technological paradigms: process automation, integration, cloud technologies, data and document management, and robotics.

FIVE STEPS TO DEVELOP DIGITAL RESILIENCE

Considering the needs of most departments within organizations, the best way to increase digital resilience is with:

- Introduction of digitized distributed work through balanced work from the office and at home.
- Introduction of new sales and communication channels with customers using video communication and robotization of personalized presentation.
- Introduction of document lifecycle management, from document creation over remote electronic signing to archiving.
- Integration of internal and external systems for automation of business processes.
- Introduction of cloud technologies, while increasing data security.

ENSURING SUSTAINABLE ADVANTAGE BY BUILDING LONG-TERM RESILIENCE

Digital transformation will not only build long-term resilience (increasing speed to market, stability, and workforce productivity), but will also deliver short-term financial gains. Organizations that use IT solutions can expect their profit margins to increase by 12% to 20%. They will generate up to 50% of the additional profits in the first year, thereby generating the resources needed to fund the rest of the transformation process. More than 80% of IT solutions will be self-funded, according to recent research.

Enhancing resilience can be a strategic organizational goal and will result in good business practices and effective risk management. Investing in digital resilience will help companies to provide a secure working environment, strengthen business relationships with business partners, increase customer satisfaction, and create a sustainable competitive advantage in the new reality.



QUARTERLY BUSINESS REVIEWS (QBRs) AND KPIS

IN TRANSLATION AND LOCALIZATION: AN ESSENTIAL INSIGHT FOR THE CLIENTS

By Mladen Stojak, Managing Partner, Ciklopea



BEFORE WE BEGIN THIS STORY, we first need to mention the elephant in the room – the elusive ROI and KPIs of localization and translation services. Unless you have decided to invest in localization with a very specific objective of such a venture – for example, localizing user manuals/help files to decrease the number of calls to the customer services department – the traditional ROI and KPI measurements will simply not work no matter how you try.

The reason for this is actually very simple – translation and localization do not generate revenue. They are tools that enable revenue generation.

However, this does not mean that their effects cannot be measured or assessed. One of the ways that may help with this is running a Quarterly Business Review.

WHAT IS A QUARTERLY BUSINESS REVIEW?

QBR is a meeting between the services provider and the client on a quarterly (half-yearly or even annual or monthly) basis where the data on the business collaboration is presented in the form of a report and discussed. It is the point where the service providers present what they have done for the client over a specific period and what can be done to support the business operations in the future.

In the context of the language industry, this report often includes the volumes of translated/localized words, the overview of costs and the improvements made, overview of dedicated project teams, language pairs and other relevant information, identified bottlenecks in the translation/localization process, as well as any suggestions for improvement of collaboration.

WHY DO YOU NEED A QBR AND HOW DOES IT HELP WITH THE KPI TRACKING?

Translation/localization services are specific and vastly different processes and solutions are applied depending on the individual requirements and goals.

Naturally, customized solutions require customized tracking and analysis. With QBR, you get an invaluable insight into the lan-

guage services rendered that can help you make better and more informed decisions regarding your current and future localization efforts on specific markets.

ALSO, REMEMBER WHAT WE SAID EARLIER ABOUT THE KPIS AND ROI MEASUREMENTS?

In the heavily fragmented world of localization where every client (or even every project) can have highly specific KPIs, QBRs are an excellent tool that feature detailed breakdown of all translation/localization costs, helping you and your localization and marketing departments with your internal assessments of your localization efforts and justification of the expenses.

In addition, QBRs help you understand what types of language services you currently use and what (if any) additional language services you may need.

WHEN IS THE RIGHT TIME FOR THE FIRST QBR?

Its name suggests that it is after every three months and in some cases 90 days after the contract has been signed really is the right time for the meeting.

However, this will always depend on the scope of business collaboration. Running a QBR after only a handful of small projects makes no sense, so the right time is when the collaboration truly lifts off.

In other words, a Quarterly Business Review can easily be both a Monthly or an Annual Business Review.

MEETING, REPORT OR AN EVENT?

QBR is an essential part of business collaboration.

By using the data from the previous projects, it provides an insight into how the things can be maintained on the current satisfactory levels or improved in the future. It tells the story about collaboration and mutual success and serves two invaluable purposes:

It provides the client with a deep insight into the localization efforts, costs, savings and quality assurance;

It helps the provider demonstrate its value and learn more about the client's expectations and requirements, thus helping to tailor the services accordingly.

So, whatever we call it, QBR is an excellent tool that saves time and resources and improves business collaboration and it is particularly helpful in this age of pandemic-enforced digital-first approach with increasing localization demands that inevitably bring more fragmentation, more content and more coordination to the table, as this situation requires clear communication and deep tracking before everything else.

RECENT TRENDS: Representation and warranty insurance for corporate transactions has existed for approximately two decades in the UK and the US, but has only recently become practice in Croatian and regional deals. R&W insurance, as the name suggests, provides coverage for breaches of representations and warranties regarding business acquired that were not known to the buyer at the time of the purchase. While R&W insurance was historically viewed as a product of limited application in Croatia and the region, we have seen in recent years a significant expansion of the use and importance of these policies. Today, R&W insurance in the region is generally viewed as an attractive product when deployed in the right circumstances, often providing for a longer period of coverage and higher limits than would be available in a customary seller indemnification arrangement.

Basics: R&W insurance is typically procured by the buyer, with the buyer being the insured party under the policy. In its basic form, R&W insurance covers breaches by the seller or target of their respective representations and warranties in the acquisition agreement up to a policy limit. Policies largely incorporate the indemnification terms of the acquisition agreement (including underlying representations and warranties). Insurers will also insure against pre-closing taxes as part of a basic policy.

1. While R&W insurance was previously used almost exclusively in transactions with private equity sellers, the R&W insurance market has evolved. Public companies selling divisions or subsidiaries are sometimes expecting buyers to seek protection through R&W insurance; public companies wishing to limit exposure with respect to private acquisitions are sometimes purchasing R&W insurance; and R&W insurance has even been purchased in public company transactions, although exceptionally.

2. Carriers writing R&W insurance have traditionally been hesitant to cover a transaction in which there was no seller indemnity. Rather, the carriers' view was that a seller needed to have some "skin in the game" and that R&W insurance should respond to a claim



report

LATEST TRENDS IN CROATIAN AND REGIONAL M&A DEALS: WARRANTY INSURANCE POLICY

by Tarja Krehić, Managing Partner, Law Firm Krehić & Partners in cooperation with Deloitte Legal

Advantages - for a buyer:

1. The primary benefit of an R&W policy is to distinguish a bid (or, often, keep pace with other bids) in an auction or other competitive process.
2. It allows the buyer to obtain post-closing recourse from a third party (as opposed to the former stakeholders of the target—some of whom may be key employees of the buyer after closing).

Advantages - for a seller:

1. R&W significantly lowers the amount of money the seller must place in escrow to cover its post-closing indemnification obligations (approximately 0.5% to 1% of the purchase price as compared to a 10% escrow).
2. Frequently we are seeing "no seller indemnity deals", where the seller is not required to place any funds in escrow.
3. Particularly advantageous for PE sellers looking to close end-of-life funds and distribute the proceeds from the sale to their investors as quickly as possible.

A number of aspects of this growing R&W insurance marketplace are notable and contributed to the increased expansion of this product:

only in excess of seller indemnity. More recently, however, carriers have been more receptive to writing R&W insurance in transactions without a seller indemnity. Note, however, that the lack of a seller indemnity may moderately increase policy pricing and result in enhanced carrier due diligence and tighter policy terms and exclusions.

3. While there is not a large amount of publicly available data relating to claims on R&W insurance policies, as the market expands, there has been an increase in claims being made and paid. Currently, this has resulted in the marketplace becoming sufficiently competitive so that carriers who develop a poor reputation with respect to claim handling put themselves at risk of losing business to those carriers who conduct themselves more appropriately.
4. R&W insurance is not yet offered by Croatian insurers, but rather by European and UK ones. Potential purchasers should be aware of the importance of using experienced and sophisticated brokers when purchasing R&W insurance.

Overall, through the expansion of the R&W insurance market, R&W insurance has become more useful, more accessible, and more insured-friendly.

OUTSOURCING OF SOFTWARE DEVELOPMENT AS A TOOL FOR GROWING YOUR BUSINESS

by Ana Milas, Head of Marketing and Business Development, Serengeti d.o.o.



FOR MANY COMPANIES OUT THERE, the term outsourcing is still tabula rasa. With rapid growth of business comes the need for digital transformation, and this need exploded during 2020. Every company today is also to some extent a software development company, as their needs expanded to include implementation of some software within their organization. To have software developed, one obviously needs developers.

Outsourcing comes in place at this point, as companies usually do not have internal talent, or when they do, he/she has already been assigned to different IT related projects. Or they need access to some rare technologies which they do not carry in-house. And yes, companies whose core business is not software are usually not too focused on it, because it is not their core competence. Aside from these common challenges, there is the fact that there are not enough software engineers on the market. Developers are in high demand globally and locally, which makes hiring in-house almost impossible.

COMMON MISCONCEPTIONS ABOUT OUTSOURCING

The software development outsourcing market is about 67 billion US dollars.

There are several misconceptions about outsourcing, but I will highlight the three that are quite common.

You do not have control over your project

It is true that the client does not control the whole process. Why would he? The point of outsourcing is delegating the project to an outsourcing partner and focusing on the job that brings the money to the table – one's core business. The client and their outsourcing partner do not have to be rigorously divided with a thick black curtain, as clients can and should call and do check-ups and receive reports. However, keep in mind that the outsourcing partner has a goal in mind and will do their best to deliver the result in a timely manner.

Outsourced workers are difficult to train because they are in a different country

Remote work is not a strange thing to anyone anymore, especially since the last year. Distributed teams can be trained

and educated on the client's objectives and corporate principles. It might be easier to work with a partner that is in your city or region, however, there is no difference when it comes to means of communication as most companies work remotely anyway.

Nevertheless, outsourced teams will be adept at their job, but would need to be introduced to the company's culture and principles, although this should not take too long.

It's for big players only

According to Clutch.com, more than a third of small businesses outsource their business processes.

Outsourcing is flexible, and it can be adjusted to the needs of large- and small-scale businesses. Small businesses might need 1 or 2 developers, whilst a large enterprise will need a big team.

REASONS WHY OUTSOURCING IS A GOOD IDEA

1. Speed up your time to market

The faster your app hits the market, the more consumers will you have – the math is as simple as that. A good outsourcing partner can leverage his knowledge and experience and provide just the right people, technologies, and tools needed. They perform strongly under the conditions of tight deadlines and follow the principles of Agile methodologies, or Waterfall if needed. They chameleonize their presence, adjusting themselves to your business, keeping in mind their end goal and focus in reaching it.

2. Saving money

When hiring outsourcing teams, companies save money on recruitment, salaries, hiring, onboarding, contributions, etc. Savings can add up to 60%, which is a big deal. Especially taking into consideration that the outsourcing partner already has experience and can handle your project independently. Looking at the US market, a developer's rate per hour is 50% less in Croatia.

3. You get to focus on things that generate you profit.

Innovation and growth are the most important things to any company. To get there, one needs to add value. And to concentrate on this value, successful companies delegate all those things that do not belong to their core business.

To conclude, I would say that outsourcing is here to stay. It has shaken up the software development market and painted a new way of thinking amid clients. It has proven that it is a beneficial strategy for the improvement of business processes, and in the long run – to help businesses grow. Over the past few years, research have been done on this topic, providing us all with facts and figures so that we can make a good decision.

WHILE ANALYZING THE THREAT LANDSCAPE over the last half of 2020 in the new Global Threat Landscape Report from FortiGuard Labs, one word comes to mind: disruption.

In the midst of having to deal with the sudden transition to work from home (WFH), compounded by the growing cybersecurity skills gap, security teams have also had to redesign their security strategies to deal with threats targeting their organizations on three fronts simultaneously: a spike in attacks targeting the WFH office; risks to the digital supply chain; and increased ransomware attacks on core networks that has left many organizations reeling from the effects.

1. THE HOME BRANCH OFFICE REMAINS A TARGET

The barriers that existed between logging into work from a corporate office and connecting to the network from home were eroded in 2020. Networks were turned inside out, with the vast majority of workers now accessing critical networked resources and applica-

tions. FortiGuard Labs monitored this emerging intelligence closely, using it to create IoCs to detect related activity. Detections of communications with internet infrastructure associated with SUNBURST during December 2020 demonstrates that the hack made victims all around the world, with the "Five Eyes" exhibiting particularly high rates of traffic matching malicious IoCs.

There is also evidence of possible spillover targets that emphasizes the interconnected scope of modern supply chain attacks and the importance of supply chain risk management.

3. THE ONSLAUGHT OF RANSOMWARE CONTINUES:

Ransomware activity jumped an astounding sevenfold in the second half of 2020 when compared with the first six months. Threat actors had already discovered that crypto-locking critical systems and demanding a ransom for the decryption key is a relatively easy way to extort money from organizations regardless of their size

report

DISRUPTION KEY THREAT TREND IN 2020

by Derek Manky, Chief, Security Insights & Global Threat Alliances, FortiGuard Labs

tions from their home offices. This change happened suddenly, which left little time to plan an effective cybersecurity strategy. As a result, 'pwning' an outdated and sometimes insufficiently secured home office now puts adversaries one step closer to pwning the corporate network.

Some organizations are still trying to figure out how to effectively scale their enterprise security protections out to their employee's homes. In the meantime, especially during the second half of 2020, exploits targeting Internet of Things (IoT) devices, such as home entertainment systems, home routers, and connected security devices, were among the top threats we documented. Each of these IoT devices introduces a new network "edge" that needs to be defended. This has put pressure on security teams to figure out how to extend security monitoring and enforcement out to every device.

In the meantime, user-based resources that were once hidden behind a full stack of enterprise-grade security solutions are now protected with little more than an SSL connection in some situations. As a result, we are seeing success by cybercriminals targeting home networks using older exploits aimed at aging connected devices, and then using them as a beachhead from which to launch attacks against the corporate network as well as cloud-based applications and resources.

2. DIGITAL SUPPLY CHAINS TAKE CENTER STAGE

Supply chain attacks have a long history, but the SolarWinds breach raised the discussion to new heights. As the attack unfolded, a significant amount of information was shared by affected organiza-

or the industry to which they belong. But the continued evolution of Ransomware-as-a-Service, an emphasis on "Big Game Hunting" (big ransoms from big targets), and the threat of disclosing compromised data if demands are not met created a market for massive growth that cybercriminals turned into big profits. By the end of the year, this use of data theft as additional leverage in ransomware campaigns had been used in a majority of attacks.

To effectively deal with the evolving and rapidly expanding risk of ransomware, organizations will need to make foundational changes to the frequency, location, and security of their data backups. When coupled with digital supply chain compromise and a workforce telecommuting into the network, there is a real risk that attacks can come from anywhere.



EUROPEAN DIGITAL FUTURE AT THE CROSSROADS

by Eva Ivančić, Public Policy Manager CEE, Facebook

TODAY, public discussions related to technological companies are often focused on two core assertions: first, that it is high time that “big tech” should be regulated, and second, that there should be sweeping prohibitions on the use of data. At Facebook, we strongly agree with the first of them, and profoundly disagree with the second.

THE ABSENCE OF RULES NEEDS DECISIONS IN REAL TIME

Facebook argued for some time for new rules in a range of areas, including privacy, election integrity, harmful content, and data portability, because we believe that private companies should not be making so many big decisions on their own about what content is acceptable. In our opinion, it would be much better if these were made according to democratically accountable frameworks. Europe has shown clear global leadership in this field. The General Data Protection Regulation was the first anywhere to really grapple with what it means to be a citizen in the age of data-driven services. Today, the EU has an opportunity to be similarly pioneering on online content rules through its proposed Digital Services Act. In the meantime, in the absence of democratically agreed-upon rules, tech companies need to make real decisions in real time. The absence of sensible legislation cannot be an excuse for inaction when it comes to hateful speech that can incite violence.

By contrast, the idea that the use of personal data to provide personalized services is in itself a bad thing – that somehow technology’s geeks are controlling the minds of Europeans, telling them how to vote and what to think – is profoundly wrong. This dystopian vision straight out of Orwell’s and Huxley’s books, where people are “programmed” by omnipresent surveillance and overwhelming propaganda, might

make for a great movie or TV series, but it doesn’t make the caricature any more true. It is high time we have a debate based on facts, not cardboard cutout caricatures.

POLARIZATION ON THE RISE

It is also often asserted that social media is the chief cause of rising polarization, that people are unwittingly trapped in online echo chambers where they are exposed only to people and content that reinforce their ideological worldview. But the academic evidence simply doesn’t bear this out. Research from Stanford University last year looked in depth at trends in nine countries over 40 years, and found that in some countries, polarization was on the rise before social media even existed, and in others it’s been decreasing while social media use increased. Moreover, data published in 2019 from the EU itself suggests that whether you get your news from social media or elsewhere, levels of ideological polarization are similar.

This is not as surprising as it sounds: most people logically share a wider mix of ideological views from their family and friends on social media than the narrow digest of content they receive from partisan publications or cable TV outlets. Whilst algorithms play an important role in ordering what you see on social media, the biggest signals that determine the prominence of content on Facebook are simply the friends and family you choose. The caricature that users are passive victims of algorithmic choices made for them is simply false – it is the interaction between user choices and algorithmic systems that creates the personalized fingerprint in every user’s unique social media feed.

SALES’ INVISIBLE ENGINE

Data-driven services underpin Europe’s economy. Even before Covid, more than 25 million European companies used Facebook’s products and tools – the vast majority for free – helping them generate hundreds of billions of euros in sales. For many small businesses, personalized advertising – which uses data safely and in a privacy-protected way – has been a lifeline during the pandemic. None of this is to deny that there are real concerns to be addressed about the way data is stored, shared, and monetized. The digital world has changed dramatically over the last two decades or more, and it urgently needs new rules, rules that will require ongoing changes from companies like Facebook. But I hope we will not throw the baby out with the bathwater. Reform – yes, “forbidding” the sensible use of data – no.



report

OFFICE MARKET OVERVIEW

by Predrag Tutić, Country Manager, CBS International d.o.o., part of the Cushman&Wakefield group

ALMOST ALL SEGMENTS OF THE PROPERTY MARKET in Croatia have shown stability despite all the challenges the pandemic brought in the past year. The investment volumes in commercial properties were 80% as compared to 2019, despite the initial shock that the COVID-19 pandemic triggered, as investors haven't yet lost their appetite for further investing in commercial properties.

THE OFFICE MARKET IS IN VERY GOOD SHAPE

At the end of 2020, the total supply of modern office stock in Zagreb amounts to app. 1.5 million sq m, including Class A and Class B office space, both speculative and owner-occupied buildings. There were no new completions in Q4 2020, however, several office projects are expected to be completed in the first half of 2021.

Despite the slowdown in activity in the first half of 2020 due to the COVID-19 pandemic and the earthquake that hit Zagreb in March the same year, the office market was very active overall, with significant leasing activity. As per our market intelligence, the total leasing activity amounted to 55,000 sq m in 2020, while the average size of deal in Q4 2020 was 990 sq m. If we analyze the share per type of business, Professional Services sectors were the key performers, followed by Business Services and Computers and Hi-Tech.

The asking rental values of Class A office buildings vary between EUR 13-15/sq m/month, while the asking rents of Class B stock amount to around EUR 10-12/sq m/month. Prime yields for modern office space vary between 7.50-7.75%. After a marginal increase of the vacancy rate in Q2 and Q3 2020, the vacancy rate continued to increase and at the end of Q4 2020 reached the level of 4.58% (among the lowest in the SEE region).

BACK TO THE OFFICE?

COVID-19 has accelerated the trend of home work, but it has also revealed its limitations – in a knowledge economy where information is everything, an organization's success will still depend on face-to-face interaction, collaboration, inspiration, and creativity.

Traditional office space cannot be easily replaced by a home-office mode since it provides the necessary infrastructure which is impossible in home conditions. However, changes in actual work processes opened up the possibility of so-called hybrid work mode, in which an employee may combine office and home as a workplace throughout the week.

This does not mean that there will in any way be less need for a traditional office space work ambience. On the contrary, for the past decade companies in Croatia have been investing considerably in the planning and interior design of their offices, as well as in additional technologically advanced content and equipment, organization of multifunctional office space zones, work stations, and eventually rebranding.

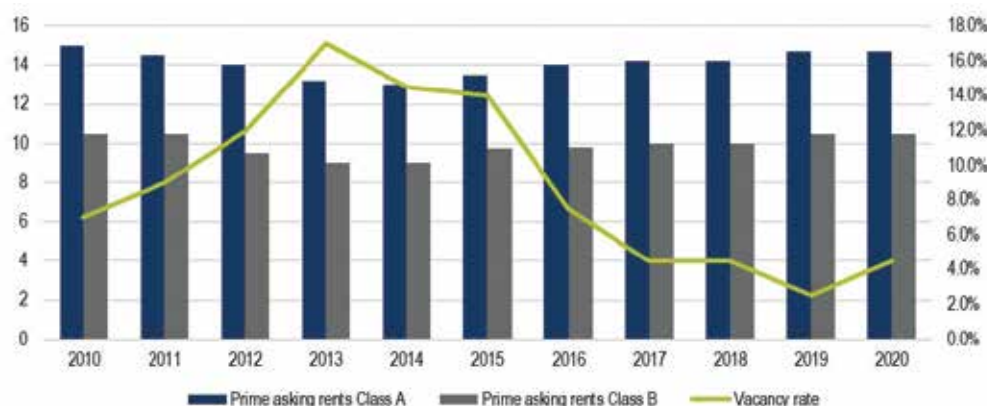
All these changes have inspired a desirable work ambience for employees, ensuring they have additional amenities and on the whole – a quality, safe, and enjoyable office space during work hours.



Furthermore, the pandemic certainly accelerated changes in actual work processes as well as their implementation thereof, even in the case of businesses that hadn't envisaged the change, at least not on such a short notice.

However, despite all the changes, companies will continue to perceive their offices as a truly important segment of their corporate culture and identity, which has also become a very important factor in attracting and retaining young talent to the company.

OVERALL VACANCY AND ASKING RENT



THE GROWTH OF E-COMMERCE AND NEW DELIVERY LOGISTICS TRENDS

by Hrvatska pošta d.d. / Croatian Post

ONE OF THE MANY PHENOMENA created by the COVID-19 pandemic is the well-known, rapid growth of e-commerce. The pandemic crisis served as 'rocket fuel' for the steady growth of e-commerce and many media analyses are being conducted across the spectrum. The longer the extraordinary conditions caused by the ongoing crisis will persist, the higher the chance that the changed market paradigm will become a new industrial and economic reality. Changes in consumer shopping behavior not only reflect the necessity of adjustment to extraordinary circumstances, but also indicate increasing awareness about important issues, such as ecology and sustainability.

SUDDEN CHALLENGES

The spring quarantine, which came into force around the world last year, 'forced' even those who had never bought online before to change their habits. Sudden changes in shopping habits affected everyone in the commercial chain, testing the flexibility of the entire industry. Digital transformation has, for many businesses, become the priority practically overnight and those that recognized and implemented the necessary adjustments early enough, i.e. years before the pandemic, gained a significant advantage. The explosive growth of e-commerce influenced the daily operations of postal operators and courier services across Europe, culminating in December 2020 when parcel traffic increased by over 30% compared to the same period in 2019. In addition to the growth in traffic, postal operators and logistics companies were simultaneously coping with the challenges of unstable international traffic and occasional labor shortages caused by employees having to self-isolate.

FAST ADAPTATION GIVES RISE TO OPTIMISM

Numerous challenges required logistics operators to adapt swiftly, and the logistics chain was shortened and focused on immediate environment. Accordingly, sourcing goods closer to markets became an advantage. Majority of goods and products were moved to digital sales channels. Nobody had been able to predict these changes in logistics chains, and businesses increasingly investing in infrastructure and technologies gained market advantage. The biggest challenges in international postal traffic are still routes to overseas destinations such as Australia, New Zealand, and South America. The majority of airlines had to ground their fleets and drastically reduce or completely cancel flights to certain destinations, at the same time increasing the prices of remaining flights. Despite countless challenges, there is optimism in the logistics sector, because fast adjustments are visible across the board, which will reduce delivery time in international traffic.

LAST MILE DELIVERY IS KEY

One of key areas the logistics industry is focusing on, attracting big investment and development projects, is last mile delivery. All aspects of the delivery process are important, but its final step or the last mile is the key and refers to the time from the moment a parcel is moved from a sorting center until it reaches its final destination – the recipient's address. The key goal of this last step of the process is making the delivery in the quickest way possible and the guiding line is the fast-changing market and customers seeking more convenience and control. To improve last mile delivery logistics, postal operators worldwide are setting up and expanding the network of automated parcel lockers as the new delivery channel offering more convenience to customers. Namely, automated lockers enable users to collect their items when it is convenient for them, 24 hours a day, seven days a week, giving them more control over their parcels.

CROATIAN CUSTOMERS ARE BECOMING MORE ENVIRONMENTALLY CONSCIOUS

Croatia is keeping up with global market trends in logistics, and this year, 150 of the announced 300 APMs will be installed by the Croatian Post. The busiest locations have been selected across the country and the new distribution channel will offer customer an even easier and faster way of pickup and sending parcels. The habits of Croatian consumers are in line with global market trends and in addition to seeking better control over their parcels, consumers are also becoming more environmentally conscious. Sustainability and green transformation are not only essential parts of business strategy, but also something consumers are insisting upon and that can impact the company's image. According to the research study of the International Post Corporation, 57 percent of Croatian survey respondents want eco-friendly and fully recyclable packaging and 29 percent feel strongly about zero-emissions delivery.



report

UPSKILLING AND RESKILLING

THE KEY TO BUSINESS GROWTH AND WORKFORCE OPTIMIZATION IN A NEW TECHNOLOGY-ORIENTED SOCIETY

by Manpower Group

WHAT IS DIFFERENT – ONE YEAR LATER?

Tectonic changes in the labor market, as well as the economy in general, have shifted work needs from hospitality or automotive industries to healthcare and IT at an unprecedented scale.

Various transformations have strengthened the need for employees to retrain and improve their existing knowledge and adapt new skills that will be key for individual as well as company success in the forthcoming period.

Upskilling and retraining are related, but they are not the same thing. Upskilling can be compared to updating existing skills and it refers to jobs that are still evolving and require continuous improvement. For example, during the COVID period, someone working in industrial cleaning may need to improve their skills and learn additional information about cleanliness at the medical level. Reskilling refers to retraining for a new job without taking into account existing knowledge and qualifications. Basically, upskilling and reskilling rely on the desire for continuous learning and improvement.

As 65% of the jobs Gen Z will perform don't even exist yet, it should come as no surprise that today's businesses are racing to reskill employees. The need to train and develop new skills to grow the talent pipeline has only intensified as companies were forced to pivot, some multiple times, throughout the COVID-19 pandemic and the tidal wave of digital transformation that came with it.

SOFT SKILLS AND TECHNOLOGY – THE KEY TO THRIVING IN 2021

According to experts, in the current period of intensive digitalization, those skills that we traditionally call soft skills are becoming increasingly popular. These human oriented skills can be described as, for example, the art of leading, persuading, or negotiating. As organizations today increasingly rely on technology and automation to adequately replace labor-intensive jobs, people are increasingly needed for strategic management, which requires more and more training and learning precise skills for the advancement of technology. In general, regardless of the existing skill level, everyone can benefit from additional training or retraining according to market needs. Technology is one of the biggest and most important factors of change that will continue to accelerate drastically in almost all economic areas, even after the pandemic, according to a recent report by the World Economic Forum.

Patterns of technological adoption vary depending on the industry, and different technological areas show a higher occurrence in the fields where they are most relevant. For example, artificial intel-



ligence finds the widest acceptance among digitally reliant sectors and communications, financial services, healthcare, and transportation. The Internet of Things (IoT) and nonhumanoid robotics are also strongly embraced in mining and metallurgy, while the public sector is showing a particular focus on encryption and coding.

Companies expect a restructuring of the workforce in response to new technologies, which will require training and retraining, as well as the hiring of independent contractors for specialized jobs. New technologies will spur future growth in all industries, as well as increase demand for new job roles and skill sets.

THE FUTURE OF WORK – WILL WE MANAGE?

Over the next five years, 85 million jobs may be displaced by a shift in the division of labor between humans and machines, more than offset by 97 million new roles anticipated to emerge, which are more adapted to the new division of labor between humans, machines, and algorithms. The fastest growing positions include roles such as data analysts, AI specialists, robotics engineers, software and application developers, and digital transformation specialists.

As technology adoption accelerates, so will the role of leadership. Human leadership is essential for overseeing governance, counseling, decision making, reasoning, communication, and interaction. Ultimately, technology can increase but not replace people, and leadership must learn how to accept these new boundaries and divisions.

Reskilling and upskilling will benefit less attractive or discriminated working groups as a universal means of achieving inclusion and fair competitiveness in the labor market. Many companies as well as public institutions will need to highly involve every single labor group in additional training in order to meet the market demand for experts related to the fields of technology and its application.

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Facebook and its platforms WhatsApp, Instagram, and Messenger are used by 3.1 billion people from all over the world every month, helping them to stay in touch with their family, friends and communities, learn about world events, and share everything they care about. Facebook invests in the tools and resources to help businesses, and today, its tools are being used by 180 million businesses every month.

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Medika d.d. was established in 1922 and is today the oldest and leading wholesaler in Croatia. Medika's primary activities are the sale, storage, and distribution of human and veterinary drugs, medical products, equipment and dental supplies, dietetic, cosmetic, hygienic, and other products intended for the healthcare market. The company supplies pharmacies, healthcare facilities, hospitals, health centers, outpatient facilities, doctors' offices, wholesalers, and specialized stores with the widest range of products.

The company owns 100% shares in companies Zdravstvena ustanova (ZU) Ljekarne Prima Pharne and Primus nekretnine d.o.o. The Medika Group makes sales revenue through wholesale (in the company) and through retail channels (Prima Pharne Group).

Medika continuously invests in new technologies and work processes. Total storage space is 18,550 m2. The Zagreb Logistics Centre is a central place for adopting all key decisions regarding procurement and distribution, while modern distribution and storage centers in Osijek, Rijeka, and Split are providing storage and distribution facilities.

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Nets CEE is a provider of payment solutions, dedicated to processing card transactions, offering digital, security, and authentication payment solutions.

On average, the company processes 1.5 million transactions per day, 560 million yearly, and is dedicated to developing and managing its payment business on an international level. The company was established in 2009, and in 2018 became part of Concardis Payment Group, a leading provider of digital payment solutions in the DACH region (Germany, Austria, Switzerland), in 2019 becoming part of the Nets Group, a leading payment provider in Scandinavia.

Our portfolio is tailored to meet regional, local market, or individual client requirements and business strategy. Technological expertise is the main driver of enhancing and enriching our existing business relations, as well as the main source for the innovations that we provide in the payment industry, with a clear focus on security and compliance.

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Real Grupa is a full service advertising agency comprising Studio Nexus, Real Grupa RGS, and Plan-Art.

What makes Real Grupa special is its total commitment to its clients, understanding their business and living with their challenges 24/7, through thick and thin. Our team includes over 120 full-time professionals who are successfully coordinating operations in several different markets – Croatia, Bosnia and Herzegovina, Serbia, Slovenia, and Hungary. We have years of experience in professional management, forging media strategies, media space planning and leasing, marketing, strategy development, creative solutions, PR, and event management. Our team possesses a mix of know-how and experience gained while working in all facets of business – from corporate to agency business, from working in the media to working for the media, from being clients to providing services to clients.



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Salesforce is the world's #1 CRM solution and the fastest growing enterprise software company in the world.

Our mission is to bring companies and customers together. By making innovations easier and more accessible, we're helping create a future with greater opportunity and equality for all. Salesforce Customer 360 is one integrated cloud CRM platform that gives all your departments — including marketing, sales, commerce, and service — a single, shared view of every customer. Over 150,000 companies are growing their business with Salesforce. When you buy Salesforce, you're joining an inclusive community of over 10 million innovators, disruptors, and community shapers that we call – Trailblazers. Our values inspired us to create the 1-1-1 philanthropy model in: donating 1% of our time, equity and product each year. So far: 5.2M Volunteer Hours globally, \$392M+ in Grants to charitable organizations, 49K+ Nonprofits and Education institutions use our service for free or at a discount.

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"Take care of your employees. They'll take care of your business." - Sir Richard Branson, Founder, Virgin Group

Virgin Pulse, founded in 2004 as part of Sir Richard Branson's Virgin Group, designs technology that cultivates good lifestyle habits for your employees. Configured to complement your culture, our technology, and the overall wellbeing experience we deliver, it drives superior outcomes for your people and your business.

Virgin – one of the world's most recognized and respected brands – is known for creating unrivaled consumer experiences. Conceived in 1970 by Branson, the brand believes in insatiable curiosity, smart disruption, heartfelt service, and delightful experiences.

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SMALL BUSINESS

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Assist-o is a startup that was founded in 2020. We aim to change the way people work and give them more freedom by taking advantage of new technologies. This is why we work 100% remotely, helping our clients optimize their business results and personal life, allowing them to spend more time doing what they love. The main concept is simple: having an assistant connected to a virtual talent center with a diverse group of people capable of providing a full range of different services with specialized skill sets.

We connect hard-working, talented young people to businesses and individuals who need an adjustment of the workforce and costs. We set a perfect example of a modern and innovative company that creates a positive impact through a network of capable and productive people from all over the world.

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Matković Engineering Technics d.o.o. (abbr. M-Tech d.o.o.), est. in 2018, is a manufacturer of pyrolytic-carbonation furnaces for household and industrial heating. Although young, the company is full of potential and has already proven itself on the market with its own products and innovations in the field of heating. Our pride are our furnaces, which use exclusively fuel made from renewable resources, contributing thereby to an extremely low consumption of firewood, and creating a large amount of heat energy over a longer period of time. Our company is environmentally oriented, with its own R&D team working daily on the development and improvement of our products, most notably in the area of wood consumption reduction, in order to minimize consumption to the lowest possible level and thus contribute to nature conservation.

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Syntio is a data engineering company whose purpose is to make life easier by enabling companies in their digital transformation. They do this by sharing knowledge and delivering solutions that empower companies to understand their data better. Founded in 2017 in Zagreb, Croatia, Syntio opened offices in the United States and Denmark to expand its global footprint in cloud data engineering. The engineers from Syntio have worked on projects with collaborators from all over the world. Experience gained on projects is then used in Syntio Labs and shared internally. Through analysis and discovering patterns, they develop their own products that are used to enable and accelerate digital transformations. This way, they can focus on the things that drive business value, rather than on the hygiene factors that are shared by all projects. By open sourcing the products, they share this knowledge with the data engineering community, empowering them and helping to unlock potential and business value for other forward thinkers.

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International Medical Corps Croatia is an independent, non-profit association, headquartered in Split, Croatia, that operates in collaboration with International Medical Corps and International Medical Corps UK, sharing the same mission, vision, and core values, as well as operational resources, for the implementation of program activities.

As a global humanitarian organization dedicated to saving lives and relieving suffering, our mission is to improve quality of life by responding rapidly to emergencies, offering medical services and training to people at the highest risk, and working to strengthen local healthcare systems and promote self-reliance. Our core programs include emergency response and preparedness, water, sanitation and hygiene, mental health and psychosocial support, women's and children's health, family and community health, nutrition and food security, and health services support.

Visit InternationalMedicalCorps.hr for more information.

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The Croatian Volleyball Federation (CVF) is a national sports federation that encourages, develops, organizes, and supervises volleyball activities, promotes values, and fosters volleyball on grassroots and top competitions level. Founded in 1946, CVF is a member of the International (FIVB) and European (CEV) Volleyball Federations and COC. Managed by a general assembly, president, management board, and director, with support from several expert commissions, it enables the smooth running of all volleyball activities, both nationally and internationally.

CVF manages national teams, organizes domestic and international competitions in Croatia, and coordinates the work of 187 member clubs, with over 12,000 players. CVF is recognized as a top-level organization, with representatives in the National Sports Council, the Management Boards of FIVB, CEV, COC, and many other international commissions. With the vision of volleyball in every home for a better future, we are constantly promoting and developing, encouraging excellence, inclusivity, and personal integrity.

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The International Institute for Climate Action (IICA) is the first association consisting of experts in the field of climate change and policy in Croatia. IICA was founded 9 years ago with the purpose of assisting the business community in the fight against climate change, reduction of CO2 emissions, the introduction of the Low Carbon Strategy and the European Green Plan into their business plans and processes and thus their sustainable - green economic development and growth, both in the Republic of Croatia and the EU, while preserving the environment and climate. The Institute's goal is to establish easier and faster communication between stakeholders and the public administration, especially the Ministry of Economy and Sustainable Development. Meanwhile, IICA also modified the institution's role and composition, thus ensuring higher efficiency in implementing the ESG (Environmental Social Governance) criteria into business plans, which must be intensively introduced into the Croatian economy in the upcoming years.

>>> ERSTE CARD CLUB IMPROVES ONLINE PAYMENT SECURITY



To further improve online payment security, Erste Card Club implemented the 3D Secure 2.0 standard for on-line transactions authentication. For this reason, the company introduced mandatory mToken authentication in the ECC Mobile app (EMA) for all on-line transactions completed with Diners Club, Visa, or MasterCard credit cards. All online point of sale transactions supporting the 3D Secure 2.0 standard use this authentication, including ProtectBuy for Diners Club, Visa Secure for Visa, and Mastercard ID Check for MasterCard credit cards.

One-time password authentication and entry of credit card information is still possible at other points of sale. To authenticate point of sale payments supporting the 3D Secure 2.0 standard, users have to log into the ECC Mobile app, which displays the amount and the place of purchase. The users authenticate the transaction by confirming their identity via mPIN, fingerprint, or face recognition, using the same method they use to log in to the app. Before making their first online purchase, users are required to activate the mToken and complete the mandatory one-time e-authentication, which has to be completed only once. After the users consent to the processing of their biometric data, they have to take photos of both sides of their IDs, followed by a selfie.

Also, ECC has introduced the changing of PIN codes at Erste bank's ATMs for the Diners Club card, what allows customers to select, by their choice, four-digit numbers. The PIN changing procedure is free of charge for customers.

>>> 'NIKOLA TESLA ASSOCIATION – GENIUS FOR THE FUTURE' ANNUAL PROJECT

For the twelfth year in a row, the 'Nikola Tesla Association - Genius for the Future' is organizing a project to award the annual 'Nikola Tesla - Genius for the Future' award. The project encourages learning, creativity, and innovation in young Croatian people while being inspired by one of Croatia's greatest scientists - Nikola Tesla.



Young candidates from primary and secondary schools, as well as faculties, compete in the category that examines their knowledge of physics and the life of Nikola Tesla. Candidates will also apply this knowledge for practical purposes, such as designing a creative and innovative product or object or making a project which includes Tesla's wider activity.

The competition for the annual award was opened on February 2, in the Technical Museum 'Nikola Tesla' in Zagreb and the first quiz in the knowledge of physics and general knowledge about Nikola Tesla was held on March 8 at the Faculty of Textile Technology at the University of Zagreb. Both programs were in accordance with the epidemiological measures of the Government of the Republic of Croatia.

In the ceremonial opening program of the quiz, the guests were greeted by Ass.Prof. dr.sc. Anica Hursa Šajatović, Dean of the Faculty of Textile Technology at the University of Zagreb, Renato Filipin, Curator of the Technical Museum 'Nikola Tesla' in Zagreb, Matija Žugec, Secretary of the Croatian Association of Innovators, Prof. dr.sc. Miljenko Šimpraga, Vice-Rector for Innovation, Communications, and Technology Transfer at the University of Zagreb, and a representative of the City of Zagreb. We are especially grateful for the presence of Andrea Doko Jelušić, AmCham Croatia Executive Director.

Candidates with the most points from all categories will be nominated for the annual award 'Nikola Tesla - Genius for the Future' which will be held on July 10, 2021 at the Hotel Esplanade in Zagreb as part of the twelfth annual event Tesla & Friends, supported by partners, sponsors, and donors of the 'Nikola Tesla Association - Genius for the Future'.

>>> ZAGREBAČKA BANKA APPOINTS ALBERT HULSHOF AS HEAD OF INTERNATIONAL CLIENTS CENTER

Long-term AmCham member Zagrebačka banka has appointed Dutch national Albert Hulshof as Head of International Clients Center. He has over 11 years international experience with the UniCredit Group. From 2018-2020, Albert was Head of the Financing Department in Zagrebačka banka. Prior to that, he was Head of Project & Structured Finance at UniCredit Serbia, starting his tenure with UniCredit at UniCredit Bank Austria in 2009. Albert is fluent in English, German, and Dutch, and speaks advanced Croatian. We are delighted to benefit from Albert's extensive international experience and strong track record to manage the growing client portfolio.

Driven by its strong international set-up, UniCredit supports Foreign Direct Investments via International Centers in every CEE country, providing high-quality services with dedicated Relationship Managers, who are experienced in cross-border business, speak multiple languages, and have deep local market knowledge. Supported by



the international network of UniCredit throughout the world, the International Center of Zagrebačka banka provides support in identifying new possibilities for both international and multinational companies, interested in the Croatian market.

»» THE FIRST CROATIAN PLATFORM FOR RAPID APPLICATION DEVELOPMENT IS LAUNCHED

Exciting news are coming from Serengeti, an enterprise software development consulting company based in Zagreb, Croatia. At the beginning of April, they launched their new product FIYU. It is a platform that enables IT vendors, enterprises, and start-ups to get their software developed in up to 80% less time. This is Serengeti's first product and first Rapid Application Development platform made in Croatia. Serengeti has been doing business with international companies for 13 years, and this product is their answer to the eternal problem of reconciling all the irreconcilable elements in software development. Aside from the fact that it is a modern and vendor-independent solution, it is raised to be agile while the entire software infrastructure is covered. The main idea behind Serengeti's product is to offer a solution that consists of all the things that companies need for a complete and fast software development – the whole workflow framework, back-end, front-end, flexible, and scalable infrastructure, back-end programming language-agnostic, DevOps tool-chain, API key, Cloud-native, continuous availability, quality assurance,



and modern responsive interface. The innovative FIYU platform has a positive impact across business and development. Development time, common components, and services are reused, there are no multiple implementations between development teams, knowledge sharing is improved, and department synergy is better. Today's market is looking for quality and speed, which highlights time-to-market as a key parameter, as companies must launch their products much faster than a few years ago. More often, companies want to finish projects before the set deadline, which makes FIYU the perfect platform for developing software that needs to be completed as soon as possible. Although it has just launched on the market as a commercial product, it has already been implemented in house and at Epilog.

»» ARTIFICIAL INTELLIGENCE PROTECTS BABY'S HEALTH - SENDD SYSTEM

During 2020, TIS started implementing a project in the field of artificial intelligence (AI) in healthcare called SENDD - a system for early detection of potential neurodevelopmental disorders in infants. The project is being developed in cooperation with the Dr. Sabol Polyclinic, and is co-financed by EU funds for research and innovation.

The result of this project will be a unique solution for assessing the quality of spontaneous movements in early infancy for the purpose of detecting and screening infants at high risk of neurodevelopmental abnormalities or expected normal outcome in a group of neuro risky children.

The system is based on artificial intelligence technology, more precisely

A collage of various celebrities, including actors and public figures, arranged in a circular pattern. Some are smiling, some are making gestures. The background is a dark blue space-themed pattern with stars.

CELEBRITIES HAVE CHOSEN SVJETLOST

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computer vision for recognizing children's poses, and trained neural networks for concluding the quality of movement, that follow the medically proven method and classification of spontaneous movement quality assessment according to prof. M. Hadders-Algra, MD, PhD. The project is also open to the public and can be accessed by all interested parents of children aged 1.5 to 3.5 months with the voluntary provision of a video of the child's fidgeting to assess the quality of spontaneous movements. More details about the project can be found at www.sendd.eu.

The project itself is part of the activities of TIS's internal AI/ML team,



which was formed as a result of TIS's efforts for strong involvement in the field of artificial intelligence through the development of world-renowned unique solutions in this field. Also, TIS is an active member of the Croatian AI community (CroAI), and supports domestic initiatives for stronger adoption of artificial intelligence through the education of its own employees in this area. For this reason, more than 10% of TIS employees completed the Elements of AI course as part of the AI challenge initiative in record time, thus creating the foundations for further expansion and application of artificial intelligence through new future projects in the field.

MANPOWERGROUP RECOGNIZED AS ONE OF THE MOST ETHICAL COMPANIES IN THE WORLD

ManpowerGroup as one of the leading HR companies has been recognized by Ethisphere as a World's Most Ethical Company for the twelfth year, scoring highly for ethics and compliance, organizational culture, governance, corporate citizenship, and leadership and reputation. The pandemic has served as a stark reminder of the importance and urgency with which we must address inequities that exist across so many lines – income and race, gender and age, politics and beliefs, geographies and skills – lines that we as organizations span and for which we feel a clear leadership and community responsibility. ManpowerGroup is committed to leading this change and is proud to be recognized as a leader in ethical business practice. Manpower will always take seriously the responsibility and commitment to reach, assess, train, and upskill people of all communities, because we do know that work, education, skills, and aspiration are critical parts of community cohesion, societal prosperity, and inclusive growth. For ManpowerGroup, collective social responsibility extends far beyond the donations that will be handed over to charities and humanitarian organizations. It is about empowering the diversity of our communities and creating



opportunities for all people who are part of the workforce.

Because of our relationship with both employers and individuals, we have a unique position that allows us to identify where the gap is in current and future skills, identify people who need help hiring the workforce, and develop solutions that connect the two groups, both of which have mutual benefit.

Ethisphere's World's Most Ethical Companies recognizes organizations spanning 21 countries and 51 industries, all of which play a critical role in influencing and driving positive change in societies and the business community around the world. This year, the criteria included an expanded set of questions on adapting and responding to the global health pandemic, environmental, social, and governance factors, safety, equity, and inclusion and social justice.

INTRA LIGHTING IS COMPLETING THE CONSTRUCTION OF A NEW FACTORY

Eight million investment in new premises

The company Intra lighting is completing the construction of a new factory in Slovenia. Last year, it moved its production from Miren to the Šempeter location. The move was necessary for the further growth and development of the company. The value of the investment in the new premises, including the equipment, is approximately eight million euros. According to the new law, the company had more than 11,000 production and storage facilities at its disposal in Šempeter, as well as space for the possible construction of new production facilities if the need arises in the future. In the new factory, the processes and operations are designed so that there are as few interphase logistical movements of the material as possible, the material will now be stored in seven vertical storage tanks or so-called Cardex cabinets, and the assembly jobs will be supplied with components by an automatically controlled vehicle, AGV, which will later be joined by new ones.

The Slovenian location, which is the largest in the group, is focused on the production of lamps from extruded aluminum profiles. In Croatia, there are specialists for sheet metal lamps, and in Serbia in addition to lights on many plastic injection molding machines, all three production sites also produce plastic components. All extruded aluminum profiles are made to measure or based on matrices developed by Intra Lighting and owned by the company.

The Preliminary project for the construction of two new production halls in Čazma (2,500 m²) is being currently prepared, with the aim to improve technological processes (robotization of part of the production process, new paint shop...) and to achieve ideal functional connection with the existing production capacities.



UNIQA DONATES A MILLION KUNA TO SISAK GENERAL HOSPITAL

In order to help the remediation of areas affected by the earthquake, UNIQA has donated one million kuna to the General Hospital "Dr. Ivo Pedišić" in Sisak. In the devastating earthquake that hit central Croatia on December 29, 2020, the hospital that provides healthcare for the 170,000 inhabitants of the Sisak-Moslavina County suffered significant damage. With this donation, UNIQA wants to help rebuild hospital facilities that currently cannot be used as soon as possible, so that all residents of the affected areas receive the necessary health care. Besides the donation to the hospital, UNIQA will help by donating a container that will be a temporary home for some of displaced people in Sisak. UNIQA employees joined the action by raising funds to purchase furniture for the container.

UNIQA has already supported the health system in the fight against coronavirus by donating half a million kuna to the University Hospital for Infectious Diseases 'Dr. Fran Mihaljević' in Zagreb in 2020.

Solidarity and togetherness are values that UNIQA lives and promotes through its corporate social responsibility, always striving to provide assistance to those who need it most.



LAW FIRM KREHIC & PARTNERS IN COOPERATION WITH DELOITTE LEGAL HAS INTRODUCED TWO NEW PARTNERS

Law Firm Krehic & Partners in cooperation with Deloitte Legal has recently introduced two new partners – Ivan Zornada and Matea Gospić Plazina, both experienced M&A, corporate, banking & finance, and data privacy experts, with significant experience in local and regional transactions and deals.

Matea Gospić Plazina specializes in M&A, corporate and commercial law, cross-border transactions, project finance, public procurement, restructuring, and has extensive experience in maritime law. Matea advises banks and investors throughout every stage of a transaction, from negotiation through to execution. She provides advice on suitable structures as well as drafts and negotiates relevant agreements and ancillary documents. She provides end-to-end equity investments support and M&A support, or guidance on specific elements of the transaction. Ivan Zornada has joined the firm from Wolf Theiss, bringing valuable expertise in banking and finance, compliance, data privacy, M&A and regulatory matters. Ivan uses our multi-disciplinary, tech-enabled legal approach, deep specialist knowledge, intellectual rigor, and experience to help our clients make the judgments to achieve their aims. Together with his B&F team of highly qualified and experienced banking lawyers,

he advises on a full spectrum of financial products, including leveraged and acquisition finance, corporate and investment grade lending, asset finance, project and infrastructure finance, real estate finance, capital markets, and restructuring and insolvency.

Jointly with Tarja Krehic, Managing Partner, both new partners advise on corporate governance and compliance. Since effective corporate governance is one of the keys to increasing a company's competitiveness and investment attractiveness, we help to promote discussion of it in both the public and private sectors and provide a range of services related to governance and compliance.



LINKSYS AND FORTINET ANNOUNCE STRATEGIC ALLIANCE

Ken Xie, Founder, Chairman of the Board, and CEO at Fortinet: "When organizations implement telework at scale, cyber criminals leap at the opportunity to exploit the numerous security gaps that arise. Security-driven networking—a strategy that converges networking and security across the connected environment, from the core, into the cloud, and to the branch and remote workers—enables organizations to see and defend today's highly dynamic environments while preserving an excellent user experience. We are excited to partner with Linksys to deliver enterprise-grade secure, reliable network connectivity for home-based workers."

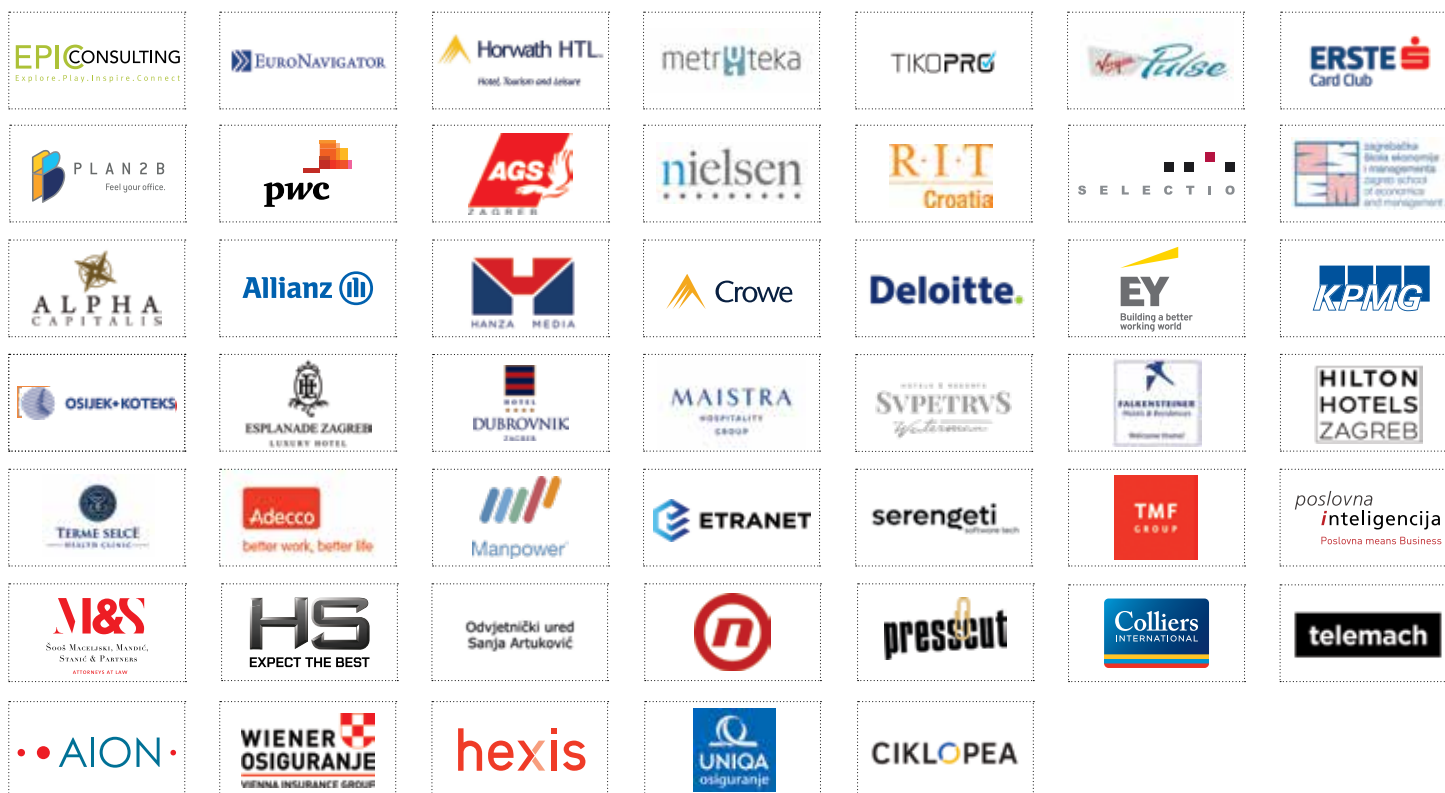
Sidney Lu, Chairman and CEO of FIT Hon Teng: "We are pleased to welcome Fortinet as a strategic partner in providing secured connectivity for consumers and remote professionals. The collaboration is a testament to the ongoing strength and reach of the Linksys business. We look forward to leveraging Fortinet's proven cybersecurity expertise to capitalize on new opportunities."

Linksys, a global leader in wireless networking products, a subsidiary of Foxconn Interconnect Technology (6088.HK) ("FIT") and Fortinet (NASDAQ: FTNT), a global leader in broad, integrated and automated cybersecurity solutions, announced a strategic alliance with the intent to further secure and optimize the performance and management of home networks in today's work from home environment.

Together, Fortinet, Linksys, and FIT will offer enterprise-grade connectivity and security and unparalleled quality of service to organizations that need to provide seamless and secure connectivity for their employees to efficiently work from home.

As part of the alliance, Fortinet has made a strategic investment of \$75M in Linksys, which provides leading and next-generation router connectivity solutions to consumers and businesses worldwide. In addition, Fortinet will appoint a representative to the Linksys Board of Directors.

Member to Member Discounts



FOR FULL DETAILS ON DISCOUNT PROGRAM AND CONTACT INFO, PLEASE SEE AMCHAM'S 'MEMBERS ONLY' WEBPAGES

»» CONSULTING

- »» EPICONSULTING
- »» EURONAVIGATOR d.o.o.
- »» HORWATH HTL CROATIA - HORWATH I HORWATH CONSULTING ZAGREB d.o.o.
- »» METROTEKA d.o.o.
- »» POSLOVNA INTELIGENCIJA d.o.o.
- »» TIKO PRO d.o.o.

»» DISTRIBUTION / LOGISTICS

- »» AGS ZAGREB d.o.o.

»» EDUCATION

- »» PRICEWATERHOUSECOOPERS d.o.o.
- »» RIT CROATIA
- »» SELECTIO KADROVI d.o.o.
- »» ZAGREB SCHOOL OF ECONOMICS AND MANAGEMENT

»» FINANCIAL SERVICES

- »» ALPHA CAPITALIS d.o.o.
- »» CROWE HORWATH d.o.o.
- »» DELOITTE SAVJETODAVNE USLUGE d.o.o.
- »» ERNST & YOUNG d.o.o.
- »» ERSTE CARD CLUB d.o.o.
- »» KPMG CROATIA d.o.o.
- »» PBZ CARD d.o.o.
- »» TMF CROATIA d.o.o.

»» HEALTH

- »» POLIKLINIKA TERME

»» HOSPITALITY INDUSTRY

- »» ESPLANADE OLEANDER d.o.o. - ESPLANADE ZAGREB HOTEL
- »» FALKENSTEINER HOTELMANAGEMENT d.o.o.
- »» HOTEL DUBROVNIK d.d.
- »» MAISTRA d.d.
- »» SUPETRUS HOTELI d.d.
- »» ZAGREB CITY HOTELS d.o.o. (HILTON HOTELS ZAGREB)

»» HUMAN RESOURCES

- »» ADECCO d.o.o.
- »» MANPOWER d.o.o.
- »» SELECTIO KADROVI d.o.o.
- »» VIRGIN PULSE (Gettheworldmoving GmbH)

»» INFORMATION TECHNOLOGY

- »» ETRANET GROUP
- »» HEXIS D.O.O.
- »» SERENGETI d.o.o.

»» INSURANCE

- »» ALLIANZ ZAGREB d.d.
- »» UNIQA OSIGURANJE d.d.
- »» WIENER OSIGURANJE VIENNA INSURANCE GROUP d.d.

»» INTERIOR DESIGN

- »» PLAN 2B INTERIJERI d.o.o.

»» LEGAL SERVICES

- »» ODVJETNICA SANJA ARTUKOVIĆ
- »» ODVJETNIČKO DRUŠTVO ŠOOŠ MACELJSKI, MANDIĆ, STANIĆ & PARTNERI

»» MANUFACTURING

- »» HS PRODUKT D.O.O.
- »» OSIJEK-KOTEKS d.d.

»» MEDIA/PUBLISHING

- »» AGB NIELSEN ISTRAŽIVANJE MEDIJA d.o.o.
- »» HANZA MEDIA d.o.o.
- »» NOVA TV
- »» PRESSCUT d.o.o.

»» NEWS SUBSCRIPTION

- »» ALPHEUS

»» REAL ESTATE

- »» COLLIERS ADVISORY d.o.o.

»» RISK MANAGEMENT

- »» OFFLINE SOLUTIONS d.o.o.

»» TELECOMMUNICATIONS

- »» TELEMACH HRVATSKA d.o.o.

»» TRANSLATION SERVICES

- »» AION d.o.o.
- »» CIKLOPEA d.o.o.

ADVERTISING / PR

- Alpheus d.o.o.
- BDO Zagreb d.o.o.
- Europlakat d.o.o.
- Kiara Maria d.o.o.
- Real grupa d.o.o.

AGRICULTURE

- Agroproteinka d.d.
- Sano - suvremena hranidba životinja d.o.o.

ASSOCIATION

- European Institute of Compliance and Ethics
- Hrvatski odbojkaški savez
- Hrvatski ured za osiguranje
- Hrvatsko društvo skladatelja
- Hrvatsko društvo za kvalitetu
- Hrvatsko-američko društvo
- Institut za compliance, criminal compliance i anti-money laundering - ICCrA
- International Medical Corps Croatia/ Međunarodni Medicinski Zbor Hrvatska
- Međunarodni institut za klimatske aktivnosti (IICA) - International Institute for Climate Action
- Savez izdavača Hrvatske
- SOS Dječje selo Hrvatska
- Udruga 'Nikola Tesla - Genij za budućnost'

AUTOMOTIVE

- LMG Autokuća d.o.o.

CONSULTING

- A.T. Kearney Management Consulting S.R.L- podružnica Zagreb
- Benefit Systems d.o.o.
- Boston Consulting Group
- Car Fleet Management d.o.o.
- Corporate Performance Advisory - Callidus patronus adeptiorum d.o.o.
- Crowe Horwath d.o.o.
- Deloitte savjetodavne usluge d.o.o.
- DNV GL Adriatica d.o.o.
- Energo-data d.o.o.
- Ernst & Young d.o.o.
- EuroNavigator d.o.o.
- Grant Thornton revizija d.o.o.
- Horwath HTL Croatia - Horwath i Horwath Consulting Zagreb d.o.o.
- ID TEH d.o.o.
- INDAGO d.o.o.
- KPMG Croatia d.o.o.
- Kulić i Šperk Revizija d.o.o.
- McKinsey & Company, Inc. Adriatic Podružnica
- Metroteka d.o.o.
- PricewaterhouseCoopers d.o.o. (PwC Croatia)
- Terra Capital (Europe) d.o.o.
- Tiko Pro d.o.o.
- TMF Croatia d.o.o.
- Vlahović Grupa d.o.o. - Vlahović Group Government Relations

CONSUMER GOODS

- Atlantic Grupa d.d.
- Carlsberg Croatia d.o.o.
- Coca-Cola Adria d.o.o.
- Coca-Cola HBC Hrvatska d.o.o.
- Gavrilović d.o.o.
- HERBALIFE d.o.o.
- JAMNICA plus d.o.o.
- JT International Zagreb d.o.o.
- Nike CR d.o.o.
- Orbico d.o.o.
- Peve d.d.
- Philip Morris Zagreb d.o.o.
- PHILIPS d.o.o.
- Podravka d.d.
- RED BULL ADRIA d.o.o.
- Robert Bosch d.o.o.
- SPAR Hrvatska d.o.o.
- TOKIĆ d.o.o.

- Vindija d.d. Prehrambena industrija
- Zagrebačka Pivovara d.o.o.

CULTURE

- Blitz - Cinestar d.o.o.

DEMING

- Piper d.o.o.

DISTRIBUTION / LOGISTICS

- AGS Zagreb d.o.o.
- HP-Hrvatska pošta d.d.
- Jadranska vrata d.d.
- Rhea d.o.o. - UPS Authorised Service Contractor

EDUCATION

- American International School of Zagreb
- Institut za istraživanje i edukaciju Zaposlena mama
- LQ d.o.o.
- RIT Croatia
- Visoko učilište ALGEBRA
- Zagrebačka škola ekonomije i managementa

ENERGY

- General Electric Hrvatska d.o.o.
- Petrol d.o.o.
- Schneider Electric d.o.o.
- Vertiv Croatia d.o.o.

ENGINEERING

- Pro Integris d.o.o.

FINANCIAL SERVICES

- Addiko Bank d.d.
- Allianz Hrvatska d.d.
- Alpha Capitalis d.o.o.
- Croatia Osiguranje d.d.
- D-Business Consulting International d.o.o.
- EOS Matrix d.o.o.
- Erste Card Club d.o.o.
- Generali osiguranje d.d.
- Hrvatska banka za obnovu i razvitak
- Hrvatska poštanska banka d.d.
- Marsh d.o.o.
- Mastercard Europe - Podružnica Zagreb
- Metroholding d.d.
- NETS CEE d.o.o.
- PBZ Card d.o.o.
- Raiffeisenbank Austria d.d.
- RKR d.o.o.
- UNIQA osiguranje d.d.
- VISA Europe Ltd.
- Wiener osiguranje Vienna Insurance Group d.d.
- Willis Towers Watson d.d.
- Zagrebačka Banka d.d.

HEALTH CARE

- 3M (East) AG Podružnica RH
- Abbott Laboratories d.o.o.
- AbbVie d.o.o.
- Alpha-Medical d.o.o.
- Amgen d.o.o.
- AstraZeneca d.o.o.
- Bayer d.o.o.
- Becton Dickinson Croatia d.o.o.
- Biomedica dijagnostika d.o.o.
- Eli Lilly (Suisse) S.A. - Predstavništvo u Republici Hrvatskoj
- Fresenius Medical Care Hrvatska d.o.o.
- Johnson & Johnson S.E. d.o.o.
- Medical Intertrade d.o.o.
- Medika d.d.
- Medtronic Adriatic d.o.o.
- Merck Sharp & Dohme d.o.o.
- Mylan Hrvatska d.o.o.
- Novartis Hrvatska d.o.o.
- Novo Nordisk Hrvatska d.o.o.
- Oktal Pharma d.o.o.
- Olympus Czech Group, s.r.o., član koncerna, Podružnica Zagreb
- Pfizer Croatia d.o.o.
- Pliva Hrvatska d.o.o.
- Poliklinika Bagatin
- Poliklinika Terme
- Roche d.o.o.
- SANDOZ d.o.o.

- Sanofi-aventis Croatia d.o.o.
- Specijalna bolnica za oftalmologiju Svjetlost
- Specijalna bolnica za ortopediju i rehabilitaciju "Martin Horvat" Rovinj-Rovigno
- Specijalna bolnica za plućne bolesti
- Takeda Pharmaceuticals Croatia d.o.o.

HOSPITALITY INDUSTRY

- Esplanade Oleander d.o.o. - Esplanade Zagreb Hotel
- Falkensteiner Hotelmanagement d.o.o.
- Globalna hrana d.o.o. - nositelj franšize McDonald's za područje RH
- Hotel Dubrovnik d.d.
- MAISTRA d.d.
- Supetrus hoteli d.d.
- Zagreb City Hotels d.o.o. (Hilton Hotels Zagreb)

HUMAN RESOURCES

- Adecco Hrvatska d.o.o.
- Astra Centar d.o.o.
- EPIConsulting
- Gettheworldmoving GmbH (Trading Name: Virgin Pulse)
- Manpower d.o.o.
- Selectio d.o.o.

INFORMATION TECHNOLOGY

- Adcubum d.o.o.
- ALFATEC Group d.o.o.
- ASSECO SEE d.o.o.
- Assist-o LLC
- BE-terna d.o.o.
- Burza d.o.o. - Human
- Calisto d.o.o.
- Cisco Systems Hrvatska d.o.o.
- DignetSoftware d.o.o.
- Diverto d.o.o.
- ESKA d.o.o.
- ETRANET Grupa d.o.o.
- Facebook Ireland Limited
- FORTINET B.V.
- Google Hrvatska d.o.o.
- Hexis d.o.o.
- HP Computing and Printing d.o.o.
- HT produkcija d.o.o.
- IBM Hrvatska d.o.o.
- INFINUM d.o.o.
- Infoscope d.o.o.
- Infosistem d.d.
- Insig2 d.o.o.
- iOLAP d.o.o.
- Microsoft Hrvatska d.o.o.
- NEPHOS d.o.o.
- Oracle Hrvatska d.o.o.
- Poslovna Inteligencija d.o.o.
- SAS Institute d.o.o. podružnica Zagreb
- Selectium d.o.o.
- Serengeti d.o.o.
- SFDIC Ireland Ltd
- SPAN d.d.
- Synnefo sustavi d.o.o.
- Syntio d.o.o.
- TIS Grupa d.o.o.

INTERIOR DESIGN

- Plan 2B interijeri d.o.o.

INVESTMENT

- Adriatic Capital Partners d.o.o.
- Nova europska ulaganja d.o.o.

LEGAL SERVICES

- Batarelo Dvojković Vuchetich odvjetničko društvo d.o.o.
- CMS Reich-Rohrwig Hainz Rechtsanwälte GmbH - Podružnica Zagreb
- Divjak, Topić, Bahtijarević & Krka odvjetničko društvo d.o.o.
- Krehić & Partneri Odvjetničko društvo d.o.o.
- Odvjetnica Sanja Artuković
- Odvjetničko društvo Bekina, Škurla, Durmiš i Spajić d.o.o.
- Odvjetničko društvo Ilej & Partneri d.o.o.

- Odvjetničko društvo Kallay & Partneri d.o.o.
- Odvjetničko društvo Markušić i Maretić j.t.d.
- Odvjetničko društvo Porobija & Špoljarić d.o.o.
- Odvjetničko društvo Šooš Maceljki, Mandić, Stanić & Partneri d.o.o.
- Odvjetničko društvo Vedriš & Partneri
- Odvjetničko društvo Župić i partneri d.o.o.
- Petrić & Kajić odvjetničko društvo d.o.o.
- Schönherr Rechtsanwälte GmbH, podružnica Zagreb
- Vukmir i suradnici odvjetničko društvo d.o.o.
- Wolf Theiss Rechtsanwälte GmbH & Co KG-Podružnica Zagreb
- ZMP IP d.o.o.
- Žurić i Partneri odvjetničko društvo d.o.o.

MANUFACTURING

- ALTPRO d.o.o.
- Applied Ceramics d.o.o.
- Bomark Pak d.o.o.
- Dalekovod d.d.
- DOK-ING d.o.o.
- Draco d.o.o.
- Ecolab d.o.o.
- GEC d.o.o.
- HS Produkt d.o.o.
- Intra Lighting d.o.o.
- Ivančičplast d.o.o.
- Kelteks d.o.o.
- Končar - Elektroindustrija d.d.
- LPT d.o.o.
- Matković Engineering Technics d.o.o.
- MS Tech d.o.o.
- Nexe grupa d.d.
- Osijek-Koteks d.d.
- OTIS dizala d.o.o.
- Teknoxgroup Hrvatska d.o.o.

MARKET RESEARCH

- AGB Nielsen istraživanje medija d.o.o.

MEDIA / PUBLISHING

- 24sata d.o.o.
- Business Media Croatia d.o.o.
- Hanza Media d.o.o.
- NOVA TV d.d.
- Presscut d.o.o.

REAL ESTATE

- CBS International d.o.o. - Cushman & Wakefield
- Colliers Advisory d.o.o.
- GTC Matrix d.o.o.
- Meridian 16 business park d.o.o.
- TransAssist d.o.o.
- VMD Grupa d.o.o.
- Woodsford Grupa d.o.o.

SPORT

- Benefit Systems d.o.o.

TELECOMMUNICATIONS

- AI Hrvatska d.o.o.
- Hrvatski Telekom d.d.
- Telemach Hrvatska d.o.o.

TRANSLATION SERVICES

- Aion d.o.o.
- Ciklopea d.o.o.

TRAVEL / TOURISM

- Navis Yacht Charter - Posada d.o.o.
- Somnium grupa j.d.o.o.
- Uber Croatia d.o.o.

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gathering U.S., Croatian and international companies**

REPRESENTING THE VOICE OF BUSINESS COMMUNITY

★ **PURSUING POLICY ADVOCACY**

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★ **PROMOTING HIGH STANDARDS OF
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- Takeda Pharmaceuticals Croatia • Teknoxgroup Hrvatska • Telemach Hrvatska
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- Zagreb City Hotels d.o.o. (Hilton Hotels Zagreb)

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Američka gospodarska komora u Hrvatskoj
American Chamber of Commerce in Croatia