



***2020 ANNUAL GENERAL ASSEMBLY***

## EVENTS: 75 (61 own events)

### Major events:

- **2 AmCham Lunches:**

Minister Bošnjaković, Comparative advantages of Croatia for attracting foreign direct investments in comparison with CEE countries

- **2 Business breakfasts:**

Sustainability of the Health Care System in Croatia, Breakfast with H.E. W Robert Kohorst

- **2 Conferences:**

Croatian Presidency of the Council of the EU - Competitiveness and Growth, Digital Croatia 2030

- **1 Business climate survey press conference**

- **9 Seminars & Workshops:**

GDPR - Processing Contracts, GDPR - Records of processing activities, How to implement the Whistle-blower Protection Law, Tax News in 2019 2x, Corporate culture for company development and retention of employees, Unconscious bias in the workplace, 2 workshops in public procurement

- **1 Patron event:**

Cocktail with the US Ambassador

- **2 Co-organized events:**

Ways to Finance Growth of Croatian Businesses, America Made Easy

- Annual General Assembly

- AmCham Gala Evening

- Thanksgiving donation

- **13** GM breakfasts

- **Croatian Presidency of the EU Council Reception in Brussels & AmCham EU Delegation in Zagreb**

- **Programs:**

10 events of AmCham Talents program

2 Launchpad USA events

8 Boardroom Discussions events + Business delegation to the U.S. (San Francisco & Seattle)

14 supported events

## POLICY

- **Position papers:** 9
- 44 Committee meetings
- 50 meetings with stakeholders
- 8 public consultation
- 31 press releases & press statements
- 367 press clippings

## Key policy activities

- Participation and contribution to the Double taxation initiative (collaboration with the President's Office & US Embassy)
- Realization of the Card Payments Initiative
- Contribution to the 4th circle of Tax Reform – *increase of non-taxable personal reductions; allowance for workers' meals; tax breaks for additional health insurance; supplementary health insurance*
- Participation and contribution to the Administrative Unburdening Project of the Ministry of Economy, Entrepreneurship and Crafts

## International cooperation

- Participation at AmChams in Europe conferences: Brussels Policy Briefing, Transatlantic Conference Washington DC & Seattle, European best practice conference
- Launchpad USA program in cooperation with AmCham Finland
- Participation at 3Ss conference in Ljubljana with Digital connectivity roundtable organized by Atlantic Council
- Business delegation to US
- Croatian Presidency Reception in Brussels

## EVENTS: 115 (109 own events)

### Key events:

#### 9 Conferences:

- Tourism perspectives in light of coronavirus outbreak - Croatia, Czechia, Montenegro, Slovenia and Greece
- Impact of Covid-19 on Croatian Economy in cooperation with Kearney
- Digital Croatia 2030
- Hosting international tourists – when and how? - Croatia, Montenegro, Slovenia and Greece
- Covid-19 Crisis and Economic Recovery I & II – AmChams in Europe
- A View at US Presidential Election (Jon Decker, White House Correspondent)
- The Future of Investing – AmChams Croatia, Czechia, Slovakia, Romania, Bulgaria, Montenegro & US Chamber
- Reform for Financially Sustainable Healthcare – December 2020

#### 2 Power Breakfasts:

- Innovations in Healthcare, Breakfast with Minister Aladrović

Reception with Ambassador Kohorst and February Patron Reception

**Member seminars & workshops:** 31 member webinars and 2 public procurement workshops

**2 Coorganized events:** Be-Terna, Enterprise Investors  
17 GM breakfasts

1 Press events: Business Climate Survey

#### Programs:

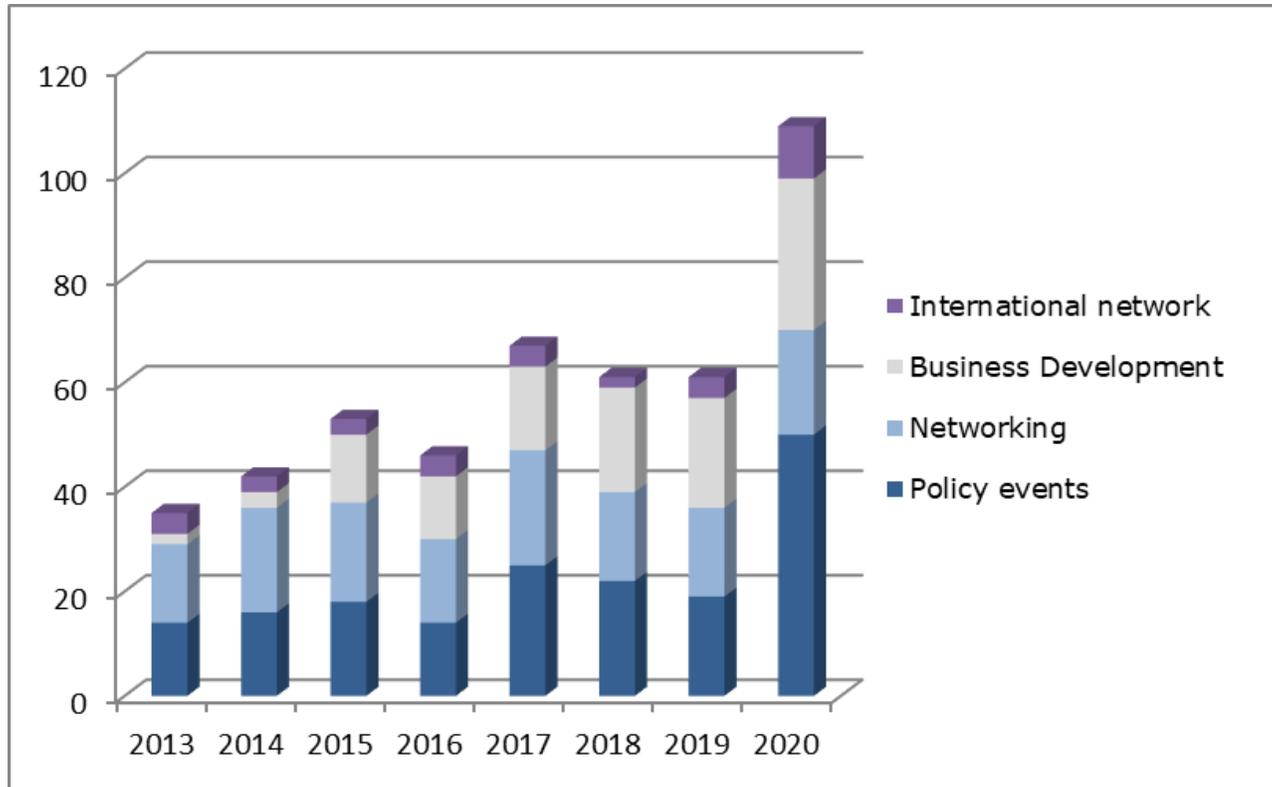
AmCham Talents program events: 10

Launchpad USA events: 1

Boardroom Discussions program events: 6

New Program – Harvard Business Review Press: 12

6 supported events



- Crisis with Covid-19 in 2020 required intensive information sharing through member seminars and policy activities towards Government.
- Shift from physical to virtual events enabled steep increase in number of events.

	2013	2014	2015	2016	2017	2018	2019	2020
Policy events	14	16	18	14	25	22	19	50
Networking	15	20	19	16	22	17	17	20
Business Development	2	3	13	12	16	20	21	29
International network	4	3	3	4	4	2	4	10
<b>Total</b>	<b>35</b>	<b>42</b>	<b>53</b>	<b>46</b>	<b>67</b>	<b>61</b>	<b>61</b>	<b>109</b>

## POLICY

### New position papers (16):

- Overarching regional needs for a resilient tourism sector (AmChams Czekia, Slovakia, Bulgaria, Romania and Croatia)
- Regulating Collection of Receivables
- Recommendations for Tax Reform in 2020
- AmCham Recommendations for Judiciary Improvements
- Kearney & AmCham Croatia - Survey on the impact of Covid-19 on the Croatian economy
- Position Paper on the Necessary Changes to the Labor Act
- AmCham - Comments on the Proposal for the Earthquake Reconstruction Act
- AmCham - Implementation of public procurement regulations in crisis situations
- AmCham III. Set of Recommendations for Economic Relief
- Proposals for the improvement of the implementation of the Public Procurement Act
- AmCham II. Set of Recommendations for Economic Relief
- Joint Statement of AmChams in Europe
- AmCham Recommendations for Economic Relief
- Comments on Draft Regulation (Excise Tax on Coffee and Non-alcoholic Drinks)
- AmCham - Survey of the Business Environment in Croatia - 2020
- Treatment Outcomes (Quality) Registries

### Planned to be issued in 2020 (5):

- E-Health
- Investment conclusions based on The Future of Investing Conference
- Schrems
- EU Funds for Cloud Solutions
- E-Mobility Act

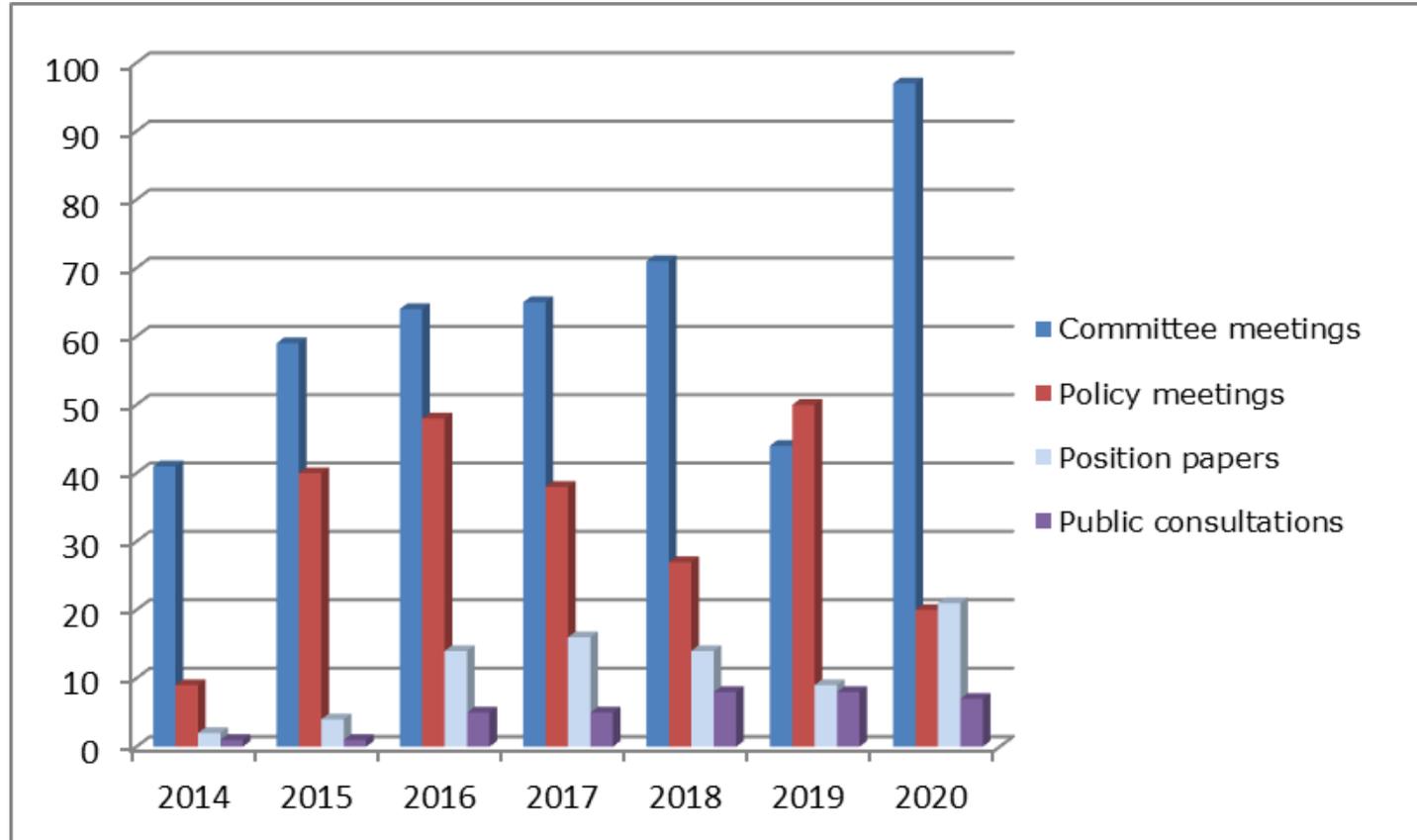
### Key Policy Accomplishments:

- Start of negotiations on Double Taxation Treaty between Croatia and the United States
- Official Launch of the Card Payments initiative
- Measures of Economic Relief related to Covid-19 Crisis

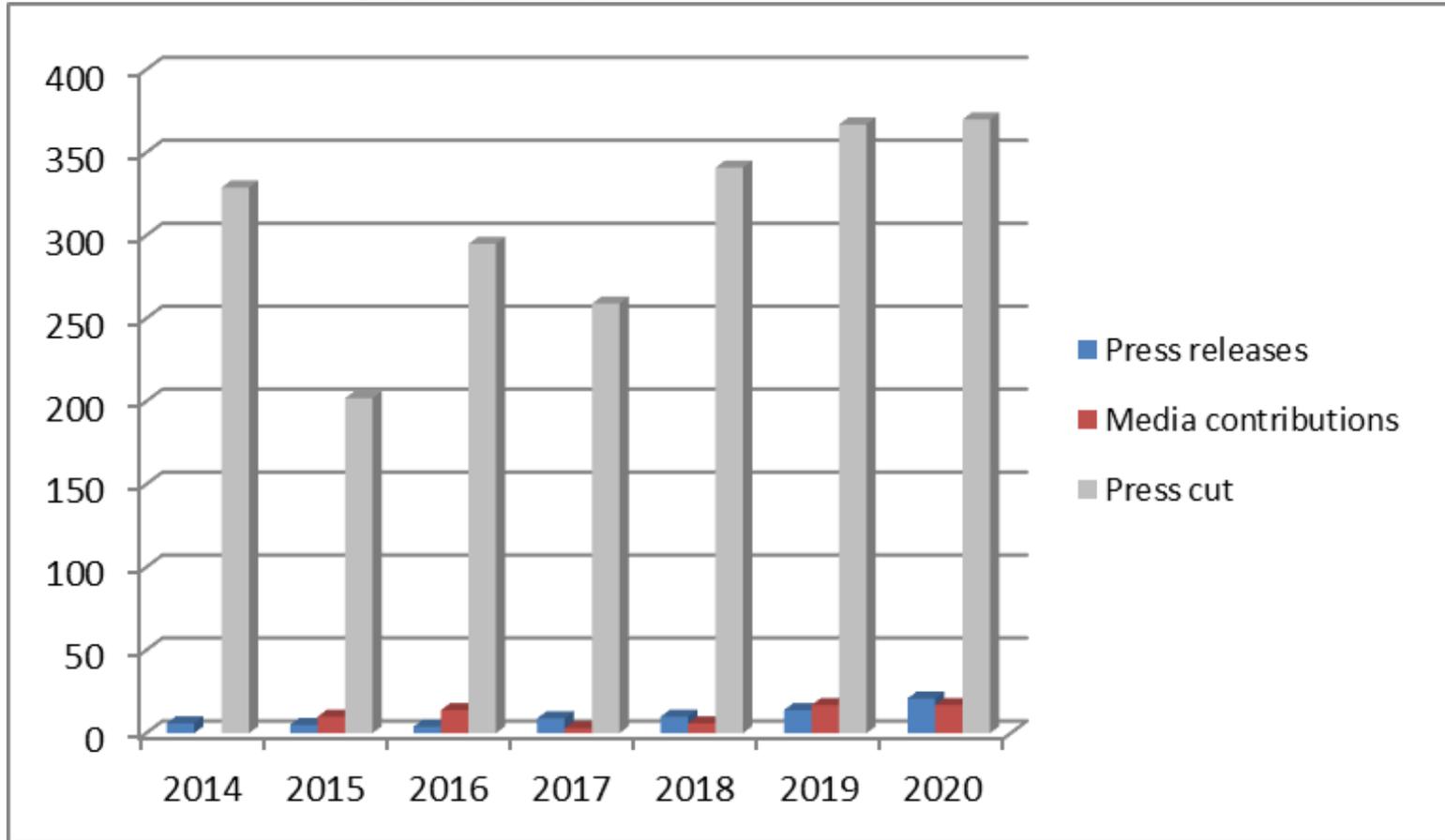


# Policy Activities

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	2014	2015	2016	2017	2018	2019	2020
Committee meetings	41	59	64	65	71	44	97
Policy meetings	9	40	48	38	27	50	20
Position papers	2	4	14	16	14	9	21
Public consultations	1	1	5	5	8	8	7
<b>Total</b>	<b>53</b>	<b>104</b>	<b>131</b>	<b>124</b>	<b>120</b>	<b>111</b>	<b>145</b>



	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Press releases	6	5	4	9	10	14	21
Media contributions		10	14	3	6	17	17
Press cut	329	202	295	259	341	367	370

# AmCham Activities - 2021 Plan



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## EVENTS

- 4 AmCham Lunches (Healthcare, US Ambassador, President, FDI)
- Seminars or business breakfasts (Ministers Malenica (Feb), Aladrović, Taxes)
- 3 conferences (Digital Economy, Healthcare and E-mobility)
- Workshops in public procurement
- Annual General Assembly
- Thanksgiving donation
- GM breakfasts series
- Speed networking events
- Patron events

## PUBLICATIONS

- 2 issues of News & Views magazines
- AmCham Yearbook
- Policy Briefs

## POLICY

- Position papers based on Committee plans and Board & membership approvals
- Committee meetings
- Policy advocacy meetings with the Government
- Press related activities

## BUSINESS DEVELOPMENT

- Launchpad USA program to support first steps of Croatian companies entering U.S. market (in cooperation with AmCham Finland)
- Boardroom Discussions program
- AmCham Talents program
- Harvard Business Review Press – to be negotiated

Planned combination of virtual and live events & meetings

# FINANCIAL REPORTS

- 2019 Financial Report
- 2021 Financial Plan and Financial Trends

# 2019 Budget/Actual (Kn)

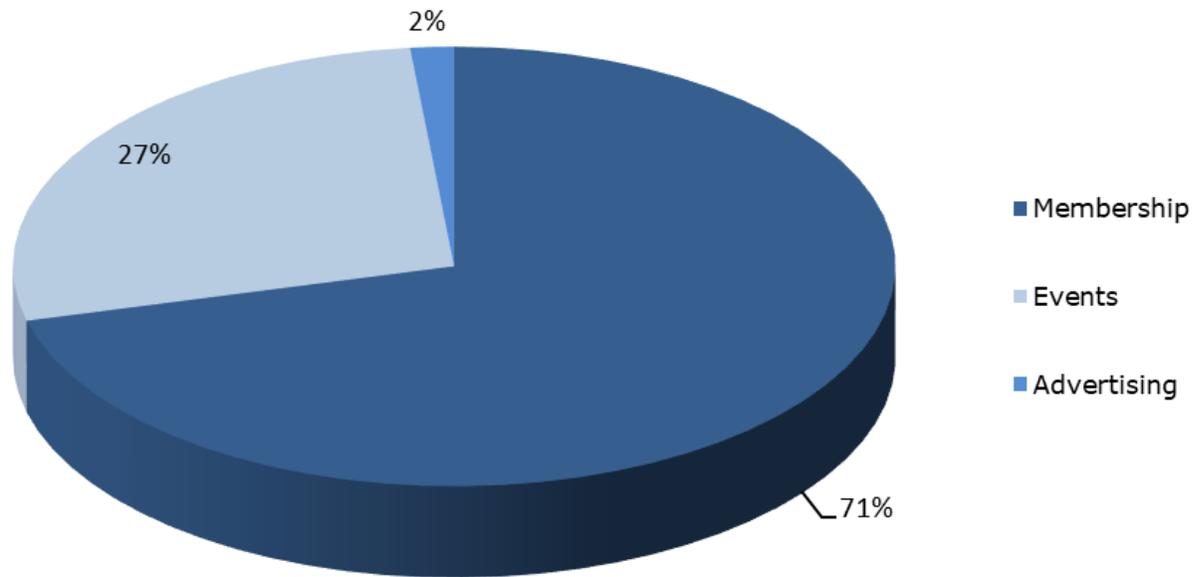


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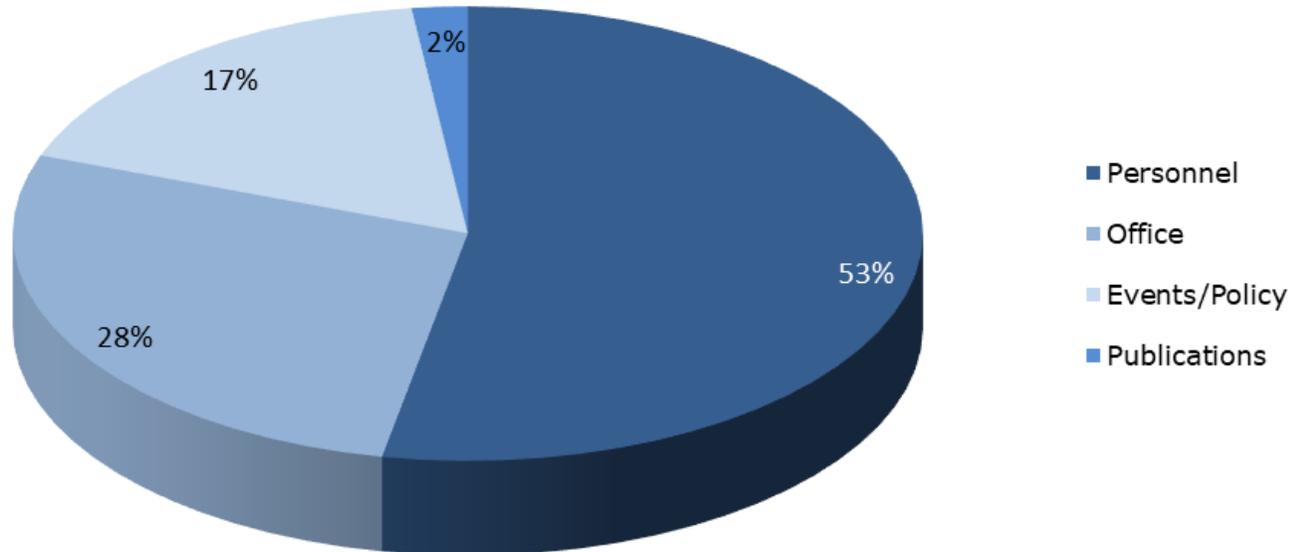
- AmCham exceeded its financial plan in 2019.
- Surplus was transferred to reserves.

	<b>Plan 2019 Kn</b>	<b>Actual 2019 Kn</b>	<b>Actual 2019 / Plan 2019</b>
<b>Revenues</b>	3.644.860	3.895.056	107%
<b>Expenses</b>	3.796.398	3.587.800	95%
<b>Difference</b>	- 151.538	307.256	-203%



- Membership income remained the key element in the AmCham’s income structure.
- High impact of event sponsorships in 2019.

2019	Kn	%
<b>Membership</b>	2.759.330	71%
<b>Events</b>	1.064.630	27%
<b>Advertising</b>	62.050	2%
<b>Other</b>	9.046	0%
<b>TOTAL</b>	<b>3.895.056</b>	<b>100%</b>



	Actual 2019	
	Kn	%
<b>Personel</b>	1.899.041	53%
<b>Office</b>	987.102	28%
<b>Events/Policy</b>	624.944	17%
<b>Publications</b>	70.842	2%
<b>Other</b>	5.871	0%
<b>TOTAL</b>	<b>3.587.800</b>	<b>100%</b>

- AmCham employed additional person but financial effect to be visible in 2020.

<b>Plan 2019</b>	Acquisition	Cancellation	Membership base YE Plan 2019
Patron	2	0	47
Corporate	14	9	91
Small Business	14	10	95
Non profit	1	1	9
<b>Total</b>	<b>31</b>	<b>20</b>	<b>242</b>

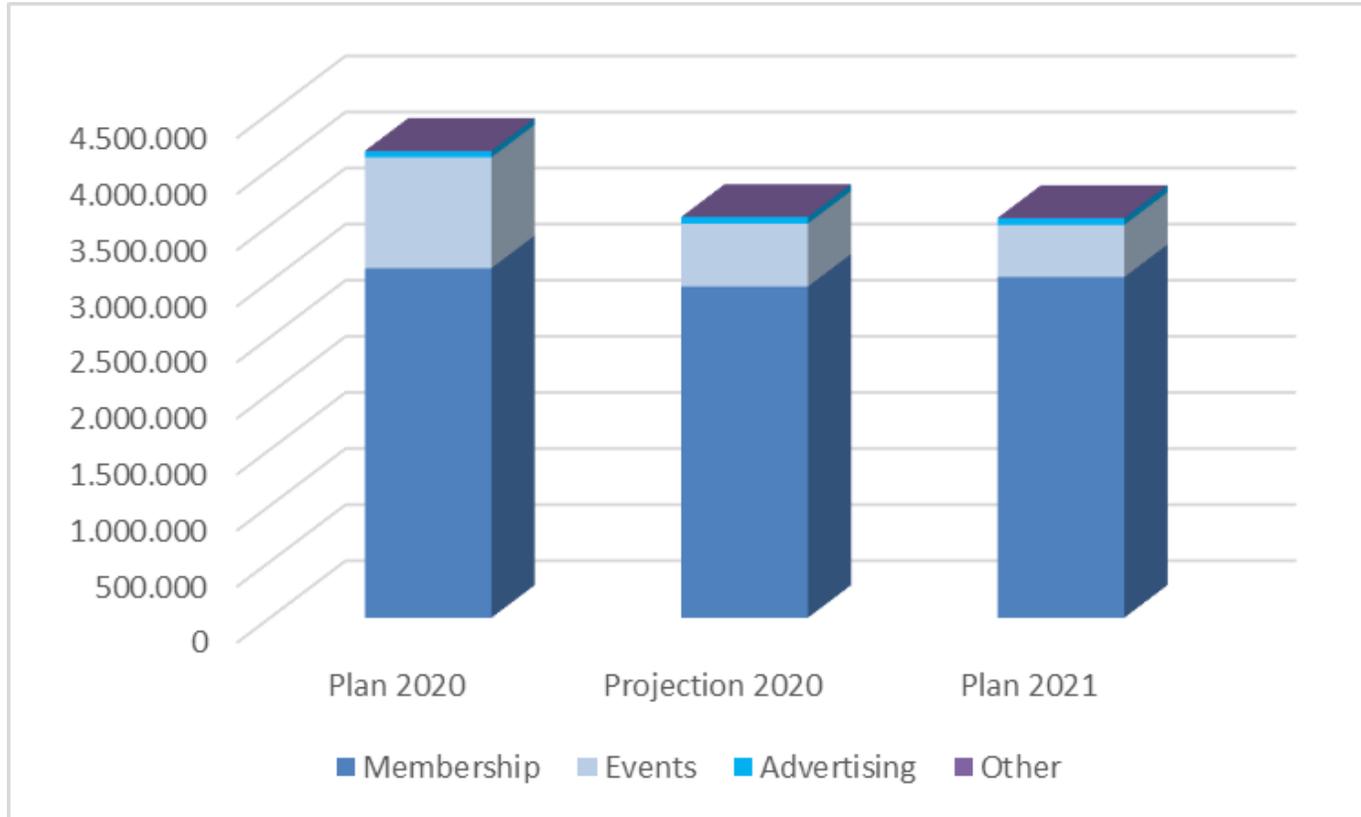
<b>Actual 2019</b>	Acquisition	Cancellation	Membership base YE 2019
Patron	2	1	45
Corporate	20	5	101
Small Business	16	13	95
Non profit	2	0	11
<b>Total</b>	<b>40</b>	<b>19</b>	<b>252</b>

- Planned 11 net adds in 2019.
- Achieved 21 net adds with higher acquisition and lower churn than planned.
- Cumulative membership base exceeded plan in 2019.
  
- **AmCham Croatia had 4th highest membership growth in AmChams in Europe network.**



# Income Structure 2020 & 2021

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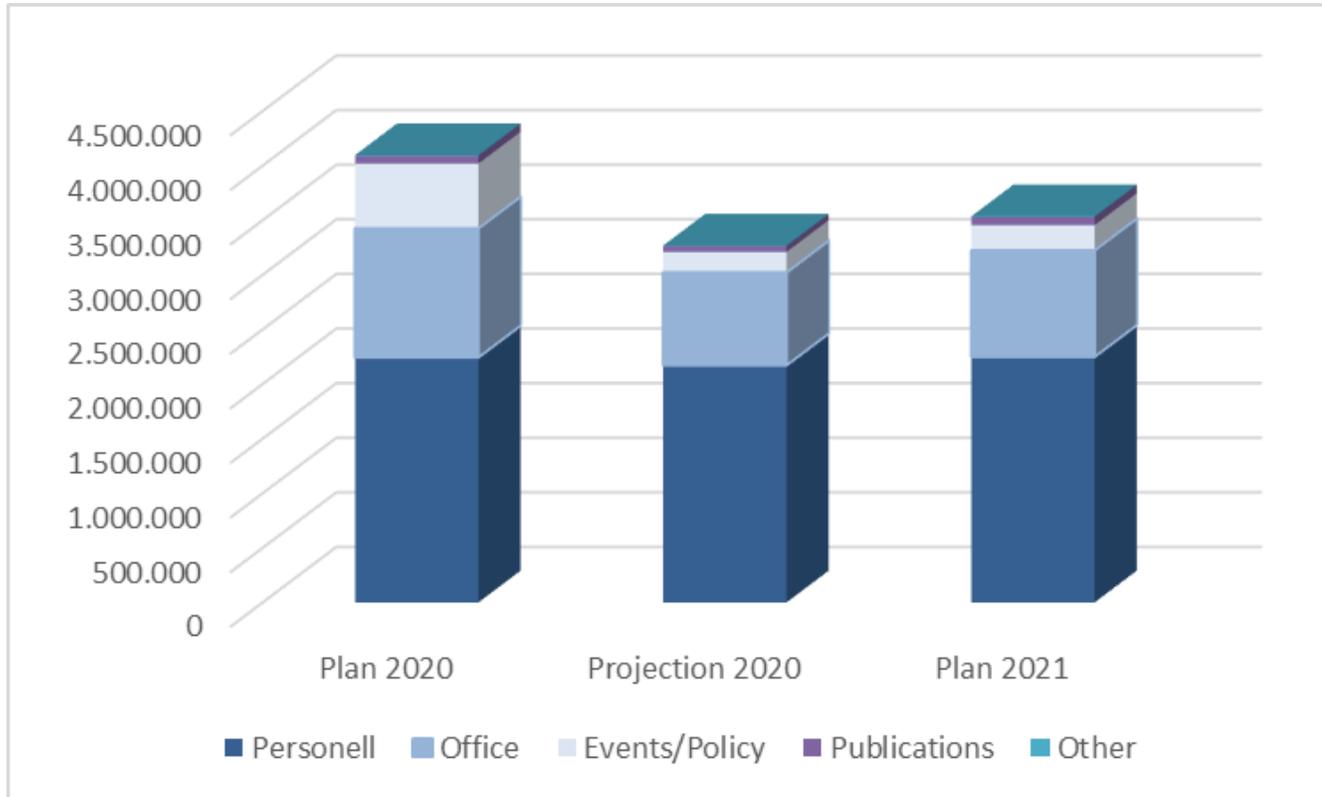
- In 2020, income is 14% lower than planned due to 5% lower membership income and 43% lower income related to events.
- AmCham plans modest net membership growth through 2021, mostly due to expected pressure on membership retention in small business segment

	Projection 2020		Plan 2021	
	Kn	%	Kn	%
<b>Membership</b>	2.952.240	83%	3.036.230	85%
<b>Events</b>	561.179	16%	464.800	13%
<b>Advertising</b>	59.240	2%	60.000	2%
<b>Other</b>	904	0%	3.600	0%
<b>TOTAL</b>	<b>3.573.563</b>	<b>100%</b>	<b>3.564.630</b>	<b>100%</b>

# Expenses Structure 2020 & 2021



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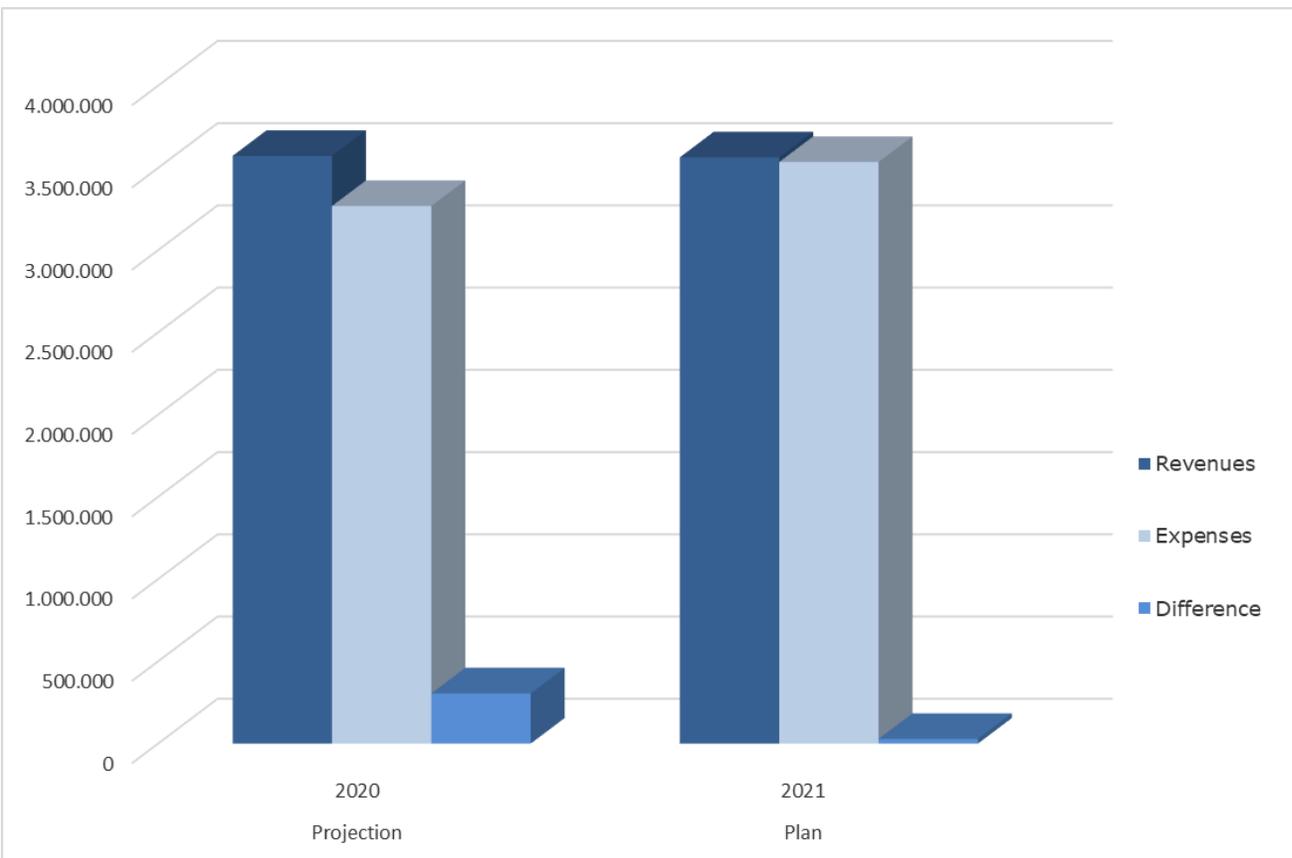
	Projection 2020		Plan 2021	
	Kn	%	Kn	%
<b>Personel</b>	2.172.678	66%	2.249.920	64%
<b>Office</b>	850.078	26%	974.985	28%
<b>Events/Policy</b>	186.577	6%	229.900	7%
<b>Publications</b>	54.266	2%	75.000	2%
<b>Other</b>	4.842	0%	6.240	0%
<b>TOTAL</b>	<b>3.268.440</b>	<b>100%</b>	<b>3.536.045</b>	<b>100%</b>

- In 2019 AmCham established Members relations position which replaced Administrative person in team headcount.
- Impact is expected to decrease with growth of membership base.
- In 2020 expenses were cut by 20% compared to plan.
- Personnel related expenses were cut by 9%, office 13%, promotions 42%, publications 25% and event expenses 69%.
- Slight increase is expected in 2021 but still on lower levels than in 2020 plan.



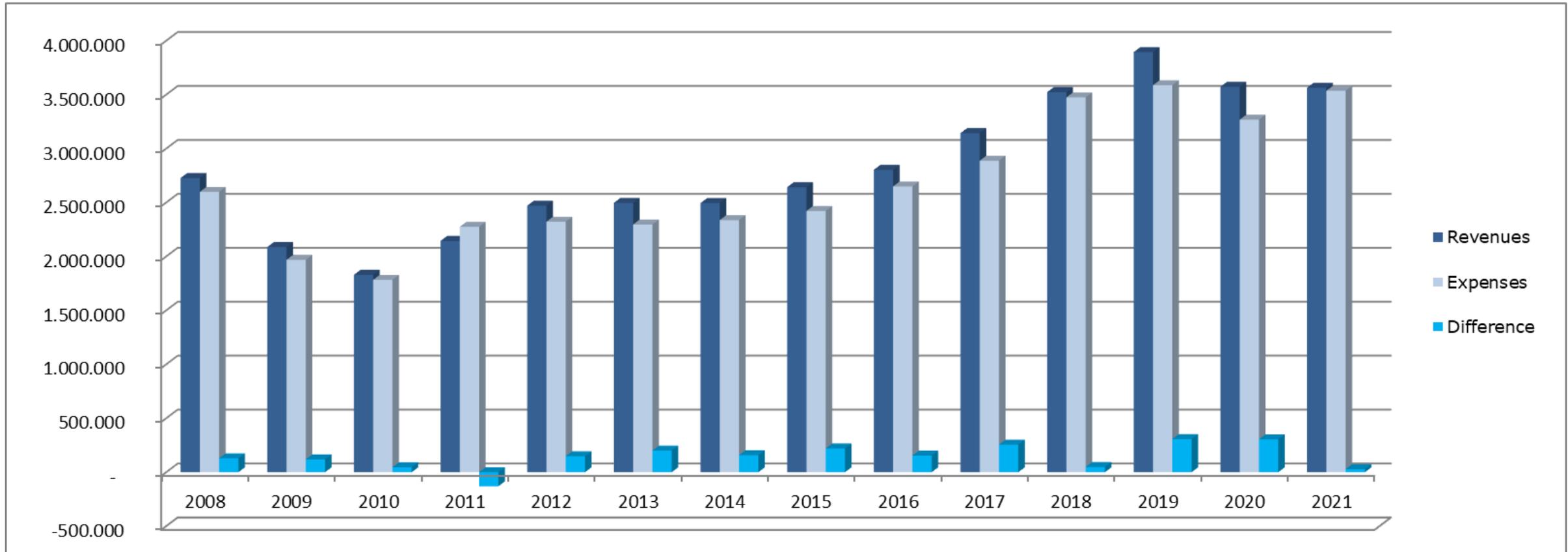
# Projection YE 2020 and Plan 2021

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- In 2020 AmCham generated surplus mostly through heavy cost decrease. Surplus will be transferred to reserves.
- It is expected that live events will start from May/June 2021 which will increase operation costs.

	Projection	Plan	
	2020	2021	2021/2020
<b>Revenues</b>	3.573.563	3.564.630	100%
<b>Expenses</b>	3.268.440	3.536.045	108%
<b>Difference</b>	305.123	28.585	9%



- Projected surplus for 2020 amounts **305.123** Kn compared to planned **65.630** Kn.
- Previous years cash reserves, on December 31, 2019 amount to **1.128.070,77** kn.

<b>Projection 2020</b>	Acquisition	Cancellation	Membership base YE Plan 2020
Patron	4	0	49
Corporate	13	5	108
Small Business	12	19	89
Non profit	3	2	12
<b>Total</b>	<b>32</b>	<b>26</b>	<b>258</b>

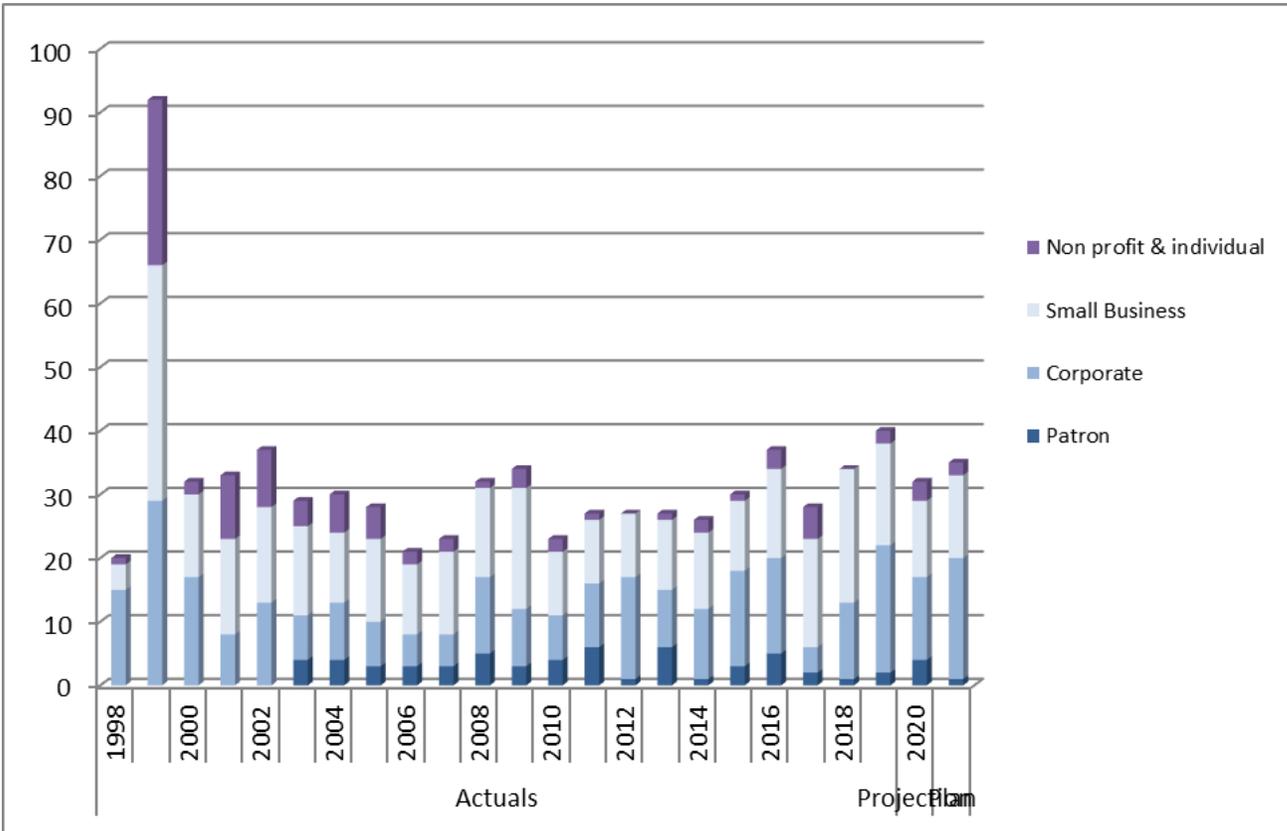
<b>Plan 2021</b>	Acquisition	Cancellation	Membership base YE Plan 2021
Patron	1	0	50
Corporate	19	11	116
Small Business	13	17	85
Non profit	2	3	11
<b>Total</b>	<b>35</b>	<b>31</b>	<b>262</b>

- In 2020 AmCham had lower acquisition and higher cancellations than planned.
- **AmCham currently represents 258 companies which employ 91.000 people in Croatia. This is the highest number of members since AmCham was established in 1998.**
- In 2021 AmCham plans modest net growth. Acquisition will be ambitious, but it is expected to have higher cancellations due to Covid-19 crisis.



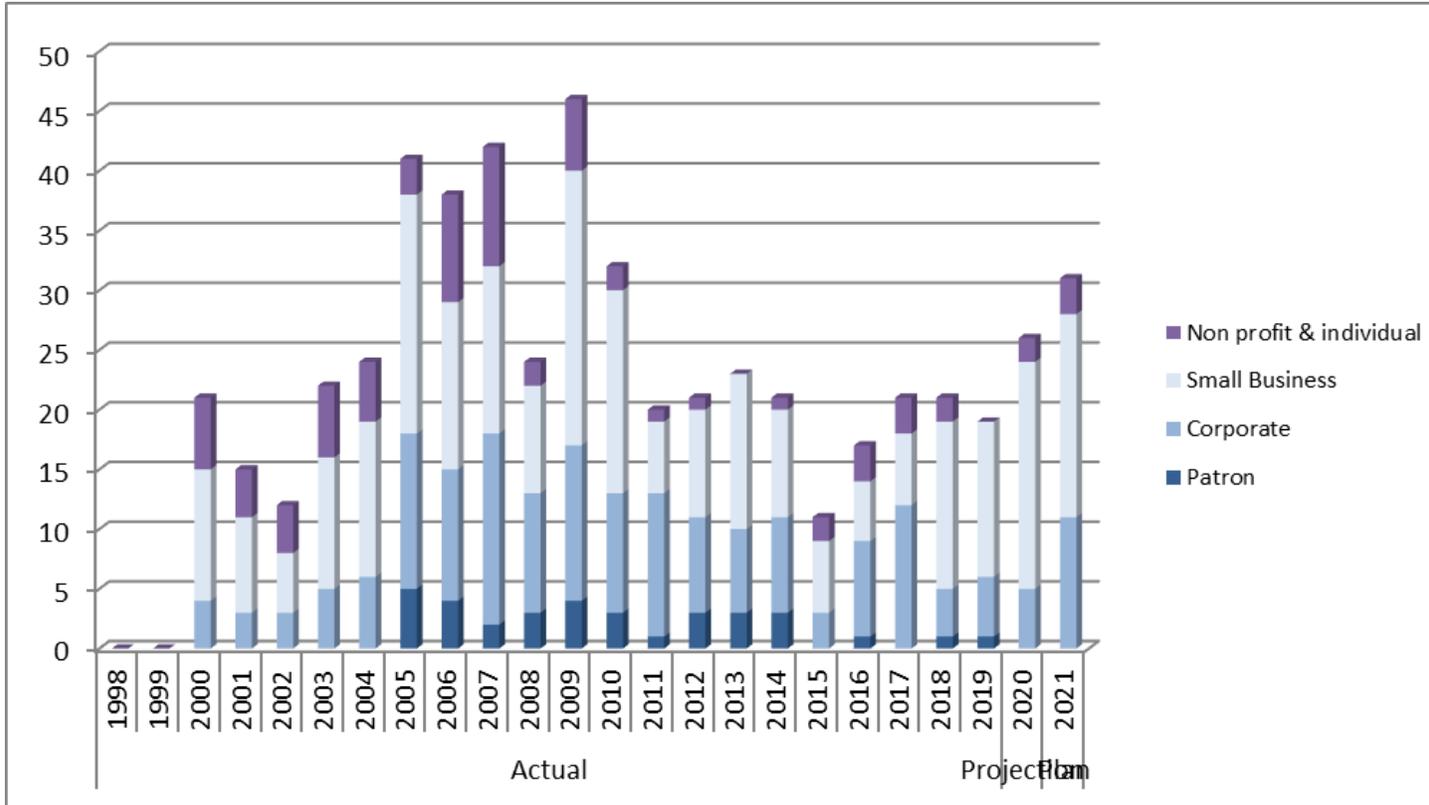
# New Members

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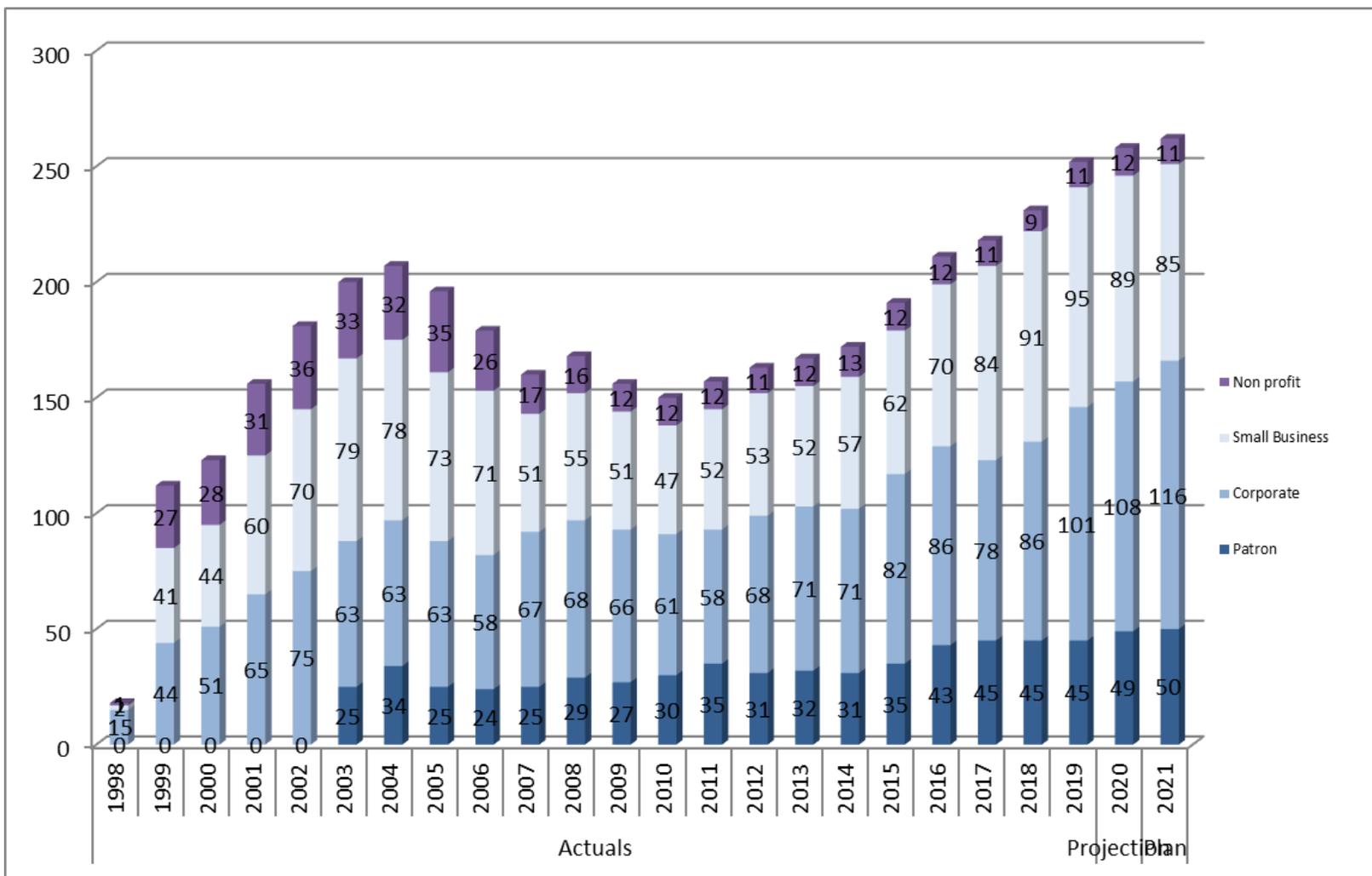
➤ Plan to focus more on corporate members in 2021 due to price sensitivity of small businesses.

	Actuals						2018	2019	Projection	Plan
	2012	2013	2014	2015	2016	2017			2020	2021
Patron	1	6	1	3	5	2	1	2	4	1
Corporate	16	9	11	16	15	4	12	20	13	19
Small Business	10	11	12	10	14	17	21	16	12	13
Non profit	0	1	2	1	3	5	0	2	3	2
<b>Total</b>	<b>27</b>	<b>27</b>	<b>26</b>	<b>30</b>	<b>37</b>	<b>28</b>	<b>34</b>	<b>40</b>	<b>32</b>	<b>35</b>

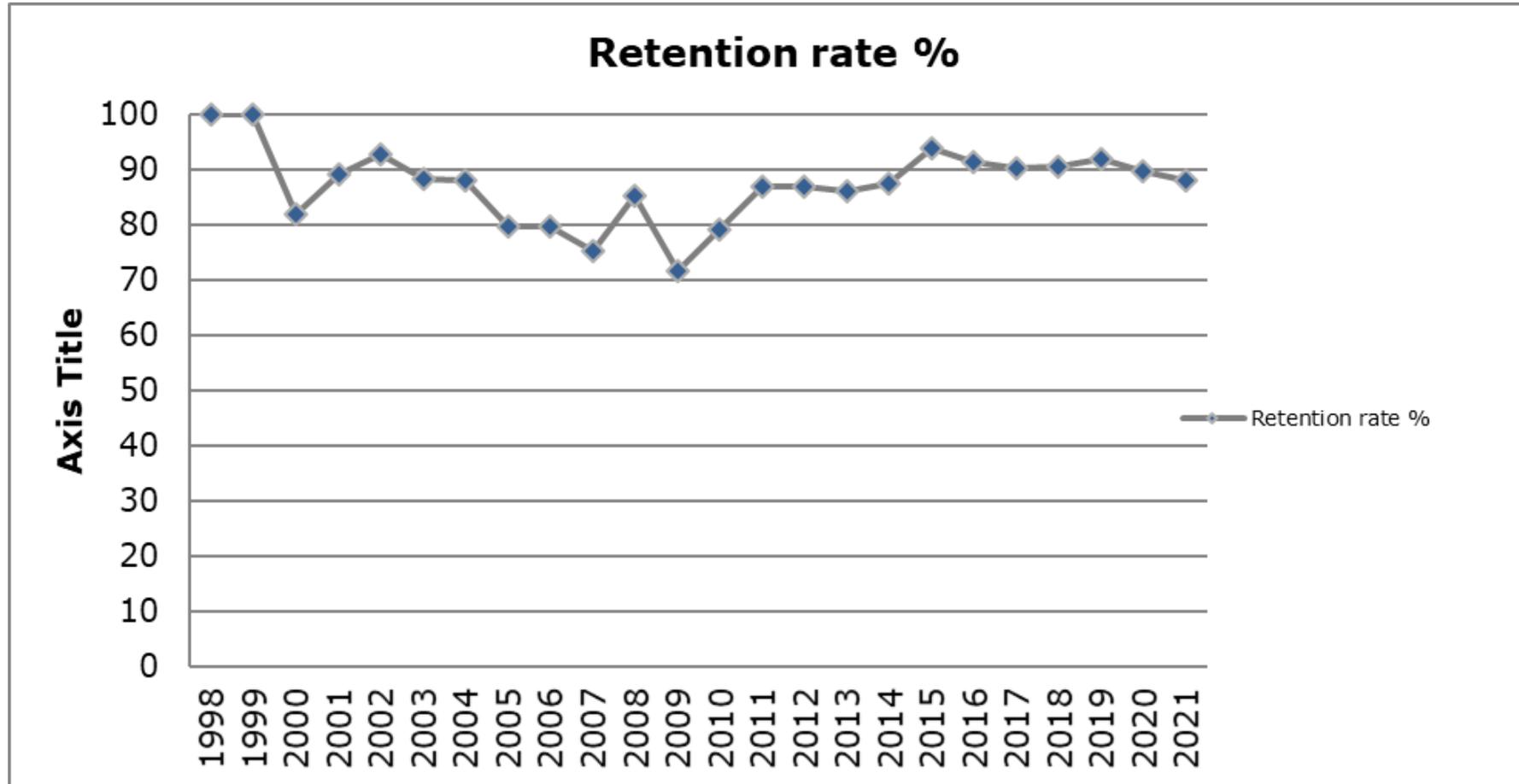


	Projection	Plan
	2020	2021
Patron	0	0
Corporate	5	11
Small Business	19	17
Non profit & individual	2	3
<b>Total</b>	<b>26</b>	<b>31</b>

➤ Absolute number of cancellations are expected to increase due to growth of cumulative membership based but also effects of Covid-19 crisis.



- AmCham has 258 members in 2020 and its members employ 91.000 people in Croatia.
- Major share in membership structure make patron and corporate members.

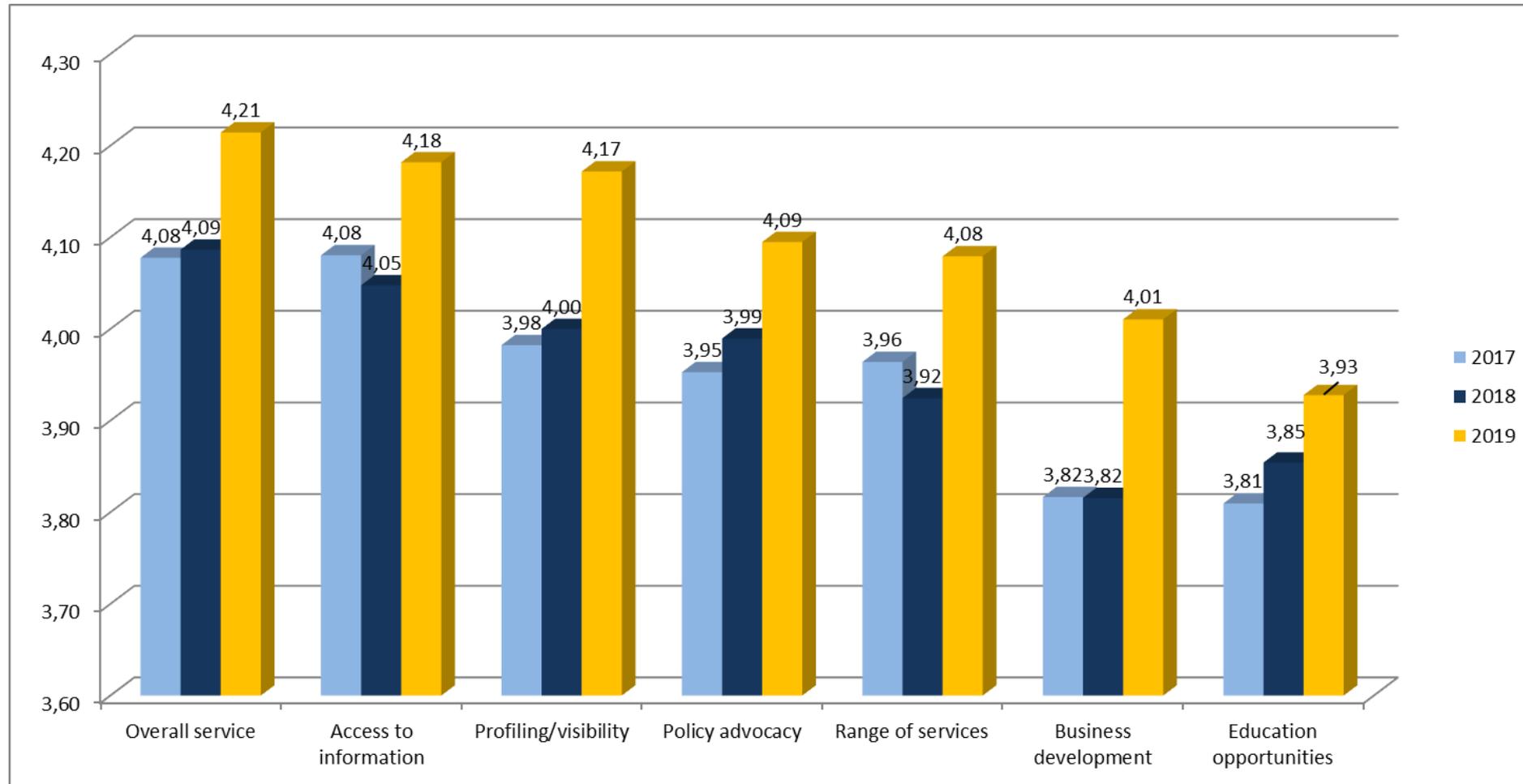


- 90,8% was average retention rate among 40 European AmChams in 2019.
- AmCham Croatia had 92% retention rate in 2019, 90% in 2020 and plans 88% in 2021 (still on much higher level than during last crisis).

# Satisfaction survey results 2017-2019



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Best results – Overall service  
Worst results – price