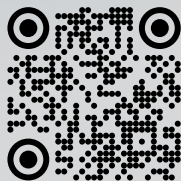


News&Views

No. 2
2025

MAGAZINE OF THE AMERICAN CHAMBER OF COMMERCE IN CROATIA

Gala Evening





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Member of the AmCham Network

Strojarska 22, 10000 Zagreb

Phone: 385 1 4836 777 (778)

Fax: 385 1 4836 776

www.amcham.hr

info@amcham.hr

Member of U.S. Chamber of Commerce
& AmChams in Europe

EDITOR IN CHIEF **Andrea Doko Jelušić**

MANAGING EDITOR **Marina Vugrin**

DESIGN&LAYOUT **Vedrana Knez**

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Dear Members and Friends,

In a period of accelerating global change-where technological breakthroughs, policy shifts, and geopolitical realignments redefine how we live and work-News & Views continues to serve as a compass for insight and dialogue. This issue brings together voices that reflect not only Croatia's current challenges but also its aspirations: toward resilience, competitiveness, inclusion, and long-term sustainability.

Our contributors explore an impressive range of themes. From tax reform, cybersecurity legislation, and transfer pricing alignment to the legal ambiguities around self-incrimination and bribery disclosure-this edition examines the intersections of law, policy, and corporate responsibility. The business community's growing need for predictability and legal clarity is a powerful throughline.

Equally vital is the focus on workforce dynamics. The new Foreigners Act, as explored in this issue, reveals how shifts in migration policy can directly influence economic competitiveness. At the same time, efforts toward integration, inclusion, and skill-building must accompany regulatory change if we are to build a society that is both diverse and cohesive. HR digitalization and its common pitfalls also underscore the human side of transformation: culture, process, and mindset are as important as the tools we deploy.

Our digital future is another recurring theme. Whether it's through AI implementation, healthcare innovation, or the modernization of public registries and legal infrastructure, digitalization is no longer a theoretical goal-it's a strategic necessity. Through expert case studies and best practices, this issue explores how companies can move from intent to impact, and from risk to resilience.

As ever, international cooperation remains essential. The U.S. trade seminar, the AmCham business delegation to the West Coast, and discussions on tariff implications demonstrate the value of staying globally connected while locally grounded. This cross-pollination of ideas, practices, and perspectives is precisely what our platform seeks to cultivate.

We hope that the ideas within these pages will provoke new conversations, challenge assumptions, and spark informed action.

Sincerely,

Andrea Doko Jelušić

BRIDGE TO THE US



JUNE 7-15

AmCham Croatia Delegation Visits U.S. Tech Leaders to Explore the Future of Digital Transformation

As part of its ongoing mission to promote innovation and strengthen transatlantic business connections, AmCham Croatia recently led a high-level business delegation to the United States with a focus on **digital transformation and the future of AI**.

The West Coast tour, taking place from June 7 to 15, included exclusive visits to some of the world's most influential technology companies. This provided Croatian business leaders and company owners with firsthand insight into cutting-edge developments that are shaping the global economy.

Applied Ceramics, a prime example of a successful transatlantic company with operations in both Fremont and Sisak, welcomed the delegation with an in-depth look at advanced ceramics used in chip manufacturing. Matt Sertic's team offered a powerful example of Croatian innovation in global high-tech supply chains.

At **NVIDIA**, AmCham Croatia had the opportunity to witness firsthand the transition of AI from conception to reality. With the support of Vertiv, the delegation was able to gain valuable insights into AI infrastructure and the role of system-level design. The visit was characterized by engaging discussions and a demonstration of the growing AI ecosystem, which included Italy's new AI data center built on NVIDIA and Vertiv platforms.

A highlight of the trip was the discussion on **agentic AI**, which is AI capable of independently completing tasks, during visits to **Visa**, **Salesforce**, and **Google**. These meetings demonstrated how digital assistants and unified data strategies are transforming industries from financial ser-

vices to customer experience and public policy. Google's forward-thinking approach emphasized responsible AI development as a shared priority between the private and public sectors.

The delegation had the opportunity to visit **Sanmina**, a leading Silicon Valley-based electronics manufacturing services company. CEO **Jure Sola**, originally from Croatia, shared insights into Sanmina's global operations and its pivotal role in enabling complex, high-reliability products for industries including aerospace, medical, communications, and defense. His inspiring leadership story stood out as a testament to the Croatian diaspora's contribution to global technology.

The delegation also explored the human side of digital change at **KPMG**, **American Management Association**, and **Management Center Europe**. The focus was on leadership, strategic alignment, and real-world implementation of AI. The message was clear: successful digital transformation starts with a clear vision and the right culture.

Further conversations at **Hypothesis Group**, **Insigniam**, and **Elixir Digital** explored how Generations Z and Alpha are shaping new consumer expectations, providing insights into the future of market research and customer behavior.

Finally, the visit to **Lionsgate Studios**, with support from **Blitz Film & Video Distribution**, highlighted how the entertainment industry is adopting digital innovation in storytelling and production.

From Silicon Valley to Hollywood, this journey showcased the bold ideas and collaborations that are shaping the next era of global business.

CONNECTED WITH AMCHAM

MAY 14

Successful ESG Implementation in a Business Organization



As part of the activities of AmCham's ESG Task Force, AmCham organized a Member Seminar on the topic of successful ESG implementation in a business organization, using the example of Atlantic Grupa.

The seminar was led by Ms. Ivana Bračun, Director of Investor Relations and ESG Reporting at Atlantic Grupa.

Participants had the opportunity to learn, through practical examples, how Atlantic Grupa engaged internal and external stakeholders by incorporating ESG principles into its business strategy. The company places special emphasis in this process on the human potential within the Group and the use of more sustainable raw materials in the production process of various products and packaging with minimal negative environmental impact.

Atlantic Grupa, along with A1, received the AmCham & Kearney ESG Champion 2024 award for their outstanding efforts in integrating environmental, social, and governance practices into their business operations and management.



JULY 3

Compliance with Competition Law: Prevention is Better Than Cure

Member Seminar on the Competition Act: Strengthening Compliance and Competitive Advantage

AmCham organized a seminar focused on the application of the Croatian Competition Act, with the goal of informing its members about key obligations, risks of non-compliance, and the opportunities that arise from fair market competition.

Participants had the opportunity to learn more about competition rules, common business errors, steps to create an effective compliance program, and how to handle an unexpected inspection by the competent authorities.

Speakers Dženet Garibović and Katarina Fulir, renowned experts in competition law with extensive national and international experience, provided practical advice and real-life examples.

The seminar offered members valuable insights and tools to enhance legal certainty and business resilience, while also promoting the exchange of experiences and questions from daily practice.

MAY 5

Speed Networking with Franco-Croatian Chamber of Commerce and Industry

AmCham and the Franco-Croatian Chamber of Commerce and Industry hosted a joint speed networking event. Members of both organizations had the unique opportunity to engage with 22 companies face to face in a moderated session (2 minutes talking for each person). The event targeted sales and procurement managers, who could make new business connections across different industries in a brief timeframe, followed by a delightful buffet breakfast and additional networking opportunities.



CONNECTED WITH AMCHAM

JUNE 17

OSAC Program: American Standards for Secure Global Business

AmCham organized an introductory presentation on the Overseas Security Advisory Council (OSAC) program, a key public-private partnership that supports organizations in tackling increasingly complex global security challenges.



Mr. Gregory Drazek, Regional Security Officer at the U.S. Embassy in Croatia, introduced the role and activities of OSAC, which operates under the auspices of the U.S. Department of State. During his presentation, he highlighted the importance of timely exchange of security information, support in crisis situations, and ongoing education and collaboration between the private sector and the Diplomatic Security Service. He also explained how OSAC can serve as a valuable resource in protecting businesses from various security threats.

Mr. Trey Lyons, Chargé d'Affaires a.i. at the U.S. Embassy in Croatia, made opening remarks emphasizing the significance and value of the OSAC program. The presentation was followed by a brief discussion on the operational aspects of the program.

Founded in 1985, OSAC now brings together more than 18,000 representatives from around 5,400 organizations worldwide – including businesses, educational institutions, non-governmental and religious organizations – and serves as a vital resource for all organizations operating beyond the borders of their home country.

PATRON EVENT

JUNE 24

Competitiveness for a New Era by McKinsey & Company

Our high-level Patron event was a unique platform for industry leaders to start a dialog about the future of business in Croatia, and how the Europe's macroeconomic situation reflects the overall investments in AI, cutting-edge technologies and R&D.



ting-edge technologies and R&D. Prior to the discussion, Dino Komar, Partner at McKinsey & Company delivered a keynote address focusing on the impact of global trends on business, policy, and the strategic positioning of Europe and Croatia.

During the event, key insights were presented from the McKinsey Global Institute's report, "Accelerating Europe: Competitiveness for a New Era." The report highlighted Europe's crucial role in driving long-term growth, resilience, and innovation in the face of accelerating global change. These insights were particularly relevant for understanding Croatia's current position and identifying strategic opportunities to boost national competitiveness.

It was emphasized that modern competitiveness extends beyond cost-efficiency, encompassing factors such as technology, regulation, talent, sustainability, and investment. The McKinsey report provided a detailed analysis of these dimensions and offered concrete recommendations for improving Europe's and Croatia's position in a changing geopolitical and economic landscape.

The event served as a platform for thoughtful dialogue and strategic reflection, encouraging the collaborative development of a forward-looking vision for Croatia within the European and transatlantic context.

POLICY INITIATIVES

The Possibility of Data Processing and Storage Using Modern Technologies

AmCham proposes regulatory changes to allow digital data storage and processing of archival materials in the cloud outside of Croatia, within the EEA.

The current level of technological development enables businesses to store and process documentation in analog and digital form. One way to store digital documentation is through cloud storage, which offers users various benefits such as access to documentation from anywhere in the world and document processing without the need to store it on a local server after processing.

On May 22, AmCham presented its position paper "The Possibility of Data Processing and Storage Using Modern Technologies" to the President of the Parliamentary Committee for Information, Informatization and Media, Mr. Borić. The focus was on the possibilities of digitizing archival materials.

Attending the meeting on behalf of the Parliament were Mijomir Grgurević, Senior Advisor to the Committee, Vlasta Hamarić, Secretary of the Committee, and Tanja Budim, Committee Officer.

The position paper highlighted the challenges and opportunities in the field of digitalization of storage and processing of archival materials for the business community in Croatia.

During the discussion, the need to improve the legislative framework that would enable companies in Croatia to fully apply modern digital technologies was emphasized. The adoption of AmCham's recommendations would contribute to facilitating business, improving the availability of digital infrastructure, increasing productivity, financial savings, and enhancing security.

The meeting participants agreed that the continuing digital transformation and the application of advanced technologies in the economy are crucial for raising the level of digital maturity of Croatian companies and promoting further economic growth.



Management of Electrical and Electronic Waste from Solar Panels



On April 6, AmCham Croatia held a meeting with Mirko Budiša, Deputy Director and Zvonimir Majić, Head of the Sector for the Management of Special Waste Categories from the Environmental Protection and Energy Efficiency Fund, to discuss the management of electrical and electronic (EE) waste from solar panels. During the meeting, AmCham presented its position paper "**Management of EE Waste from Solar Panels**" outlining the organization's recommendations.

The focus of the meeting was the disposal fee for solar panels, which is significantly higher in Croatia compared to other EU countries. Representatives of the business community pointed out that the current system of disposal is not fully established, and the high fees create an additional financial burden for investors in renewable energy sources.

AmCham Croatia proposed adjusting the fee to reflect actual recycling costs, enabling installment payments, and aligning with EU practices to encourage investments in green energy. The Fund expressed its willingness to analyze the current model and continue consultations with relevant institutions. All participants agreed to maintain dialogue to support the sustainable development of the renewable energy sector in Croatia.

POLICY INITIATIVES

Recommendations for Tax Reform in 2025

As part of its ongoing efforts to improve the competitiveness and predictability of Croatia's tax system, AmCham Croatia presented its **"Recommendations for Tax Reform in 2025"** to key stakeholders in the Croatian Parliament on June 5 and Ministry of Finance on June 23. The stakeholders included Mr. Boris Lalovac, Chair of the Parliamentary Committee on Finance and the State Budget, Tereza Rogić Lugarić, State Secretary from the Ministry of Finance, Božidar Kutleša, Director of the Tax Administration, Marijana Vuraić Kudeljan, Deputy Director of the Tax Administration, and Renata Kalčić, Assistant Director of the Tax Administration.

AmCham presented recommendations such as increasing the personal deduction, implementing a maximum monthly and annual base for calcu-



lating health insurance contributions, share allocation and stock option purchases. They also proposed reducing tax rates from 20% to 10% and from 30% to 20%, enhancing tax incentives for R&D, and providing further profit tax relief based on salary expenses and investments in subsidiary companies. In addition to the presented recommendations, discussions were held about joint activities that would improve the business community's understanding of cooperation opportunities and various segments of the Tax Administration's operations.

Developing a System for Monitoring and Preventing Medicine Shortages

In Croatia, the investment project NPOO C5.1. R4-I4 "Development of a Medicines Shortage Monitoring and Prevention System in Croatia" from the National Recovery and Resilience Plan (NRRP) 2021-2026 is currently being implemented. Simultaneously, the Ministry of Health announced amendments to the Medicines Act and the introduction of a new regulation that will regulate the obligations of regularly submitting data on medicines consumption, supplies, and shortages.

AmCham's position paper **"Medicines Shortage Monitoring System"**, developed in collaboration with members of its Healthcare Committee, emphasizes the importance of including all stakeholders and ensuring a balanced approach in the implementation of the medicine shortage monitoring project.

On April 30, representatives of AmCham participated in a meeting at the Ministry of Health with Hrvoje Belani, Head of the Sector for Implementation and Improvement of Information Systems. During the meeting, they highlighted key aspects of the prevention system project and the plan

for its implementation. In addition to representatives of the Ministry of Health, the position paper was presented to representatives of HALMED, the Croatian Health Insurance Fund (HZZO), and the Croatian Chamber of Pharmacists.

AmCham supports the development of a functional system that enables effective monitoring and prevention of medicine shortages and expressed its willingness to continue working with the Ministry of Health on a solution, including the involvement of AmCham representatives in relevant working groups. Special emphasis was placed on a balanced approach to reporting requirements and the protection of confidential business data, as well as on ensuring transparency in the dynamics of the pharmaceutical market. All participants welcomed the openness to constructive cooperation.



Digitization of the Company Share Registration System and Amendments to the Civil Procedure Act

In early July, AmCham Croatia held meetings with key stakeholders from the Ministry of Justice, Public Administration and Digital Transformation, as well as with the Judiciary Committee of the Croatian Parliament, to present a joint position paper focused on two critical areas: the digitization of the company share registration system and amendments to the Civil Procedure Act. At the Ministry, AmCham representatives met with State Secretary Fadila Bahović and senior officials from the Directorate for Civil, Commercial and Administrative Law. The meeting was also attended by

Judge Ksenija Flack-Makitan from the Commercial Court in Varaždin. AmCham emphasized the need to modernize the company share registry through the establishment of a digital depository, which would enhance transparency and streamline corporate governance processes. The position paper outlines how the current system is ready for a digital transformation that aligns with technological capabilities and business needs.

In parallel, AmCham highlighted proposed improvements to the Civil Procedure Act, advocating for procedural concentration, more efficient case management, and a broader application of alternative dispute resolution mechanisms. These reforms aim to ensure legal certainty and promote a predictable, business-friendly environment.

A similar set of recommendations was presented during a meeting with the Chair of the Judiciary Committee, Mr. Nikola Grmoja, and Members of Parliament Danijela Blažanović and Urša Raukar-Gamulin. AmCham reiterated that the modernization of both the share registry and the civil procedure framework is essential to strengthening Croatia's legal infrastructure and fostering responsible business conduct.

Both the Ministry and the Judiciary Committee expressed appreciation for AmCham's contributions and openness to continued cooperation on legislative initiatives that support innovation, transparency, and competitiveness in the Croatian business environment.



POLICY EVENTS



MAY 8

U.S. Trade Seminar: Changes in Customs Practices and Tariffs

AmCham organized a seminar on U.S. trade that provided an overview of recent changes in U.S. customs procedures and trade policy. The seminar was led by Ms. Claire Bea, Economic Unit Chief at the U.S. Embassy in Croatia. The event gathered members of the business community interested in enhancing trade cooperation with the U.S. Participants had the opportunity to hear an overview of recent changes in U.S. customs procedures and trade policy, along with practical guidance on how to effectively adapt to new requirements. The presentation was followed by a productive discussion, during which participants shared experiences and insights.

Recommendations for Applying Health Technology Assessment

On July 6, AmCham Croatia held a meeting with State Secretary Marija Bubaš and her colleagues from the Ministry of Health. In addition to the State Secretary, the Ministry was represented at the meeting by Ms. Marta Borić Krakar and Ms. Nina Bončić Mijatović. The main topic of discussion was the draft Rulebook on Health Technology Assessment, which is currently being developed.

AmCham presented its recommendations for the implementation of HTA within the Croatian healthcare system, aiming to strengthen institutional capacity, accelerate procedures, and ensure better quality care for patients. The focus was on more transparent and predictable processes, constructive dialogue with marketing authorization holders and medical device manufacturers, and the recognition of the true value of innovative therapies and medical technologies.

The Ministry emphasized the importance of consultations and the exchange of opinions with representatives of the business community. The State Secretary thanked the AmCham representatives for their input, which the Ministry will take into consideration during the process of drafting the new Ordinance. She also expressed readiness for continued cooperation with AmCham and for presenting the new obligations to its members once adopted.

MAY 6

Executive Briefing: Global Economic Trends Influenced by the Introduction of Tariffs

AmCham Croatia organized an Executive Briefing for CEOs and board members of member companies to discuss current macroeconomic trends and their impact on business operations. The event took place amidst rising global trade tensions and uncertainty due to the introduction of new tariff measures between the United States and the European Union. Participants explored the long-term implications of these measures on international trade, investment flows, and overall macroeconomic stability. It was emphasized that these changes increase the level of uncertainty in the business environment, reduce predictability, and potentially jeopardize the stability of global supply chains. The program featured expert insights into the structural reasons behind tariffs, their historical and fiscal context, and the expected effects on international trade and capital flows.

Professor Đuro Njavro, President of the Management Board of the Zagreb School of Economics and Management (ZŠEM), provided a geopolitical context for U.S. tariff implementation and stressed the importance of diversifying and expanding foreign investments in a broader global context. Professor Josip Tica, a full professor at the Department of Macroeconomics and Economic Development, Faculty of Economics and Business in Zagreb, analyzed key macroeconomic indicators shaping the relationship between European and U.S. markets, highlighting their interdependence and the significance of stable cooperation. Participants agreed that the current situation calls for flexible business strategies, including adaptability, diversification, and proactive exploration of new markets. The Executive Briefing served as a valuable platform for exchanging views and experiences in an increasingly complex geoeconomic environment, offering useful insights into adapting business models amidst global uncertainty and challenges.



MAY 20

Sustainable Tax System: Policy, Practice and Perspectives

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Partner

PHILIP MORRIS
ZAGREB D.O.O.

AmCham Croatia organized its fifth edition of the conference “Sustainable Tax System: Policy, Practice, and Perspectives,” bringing together 170 participants. Experts from the public and private sectors discussed the future of Croatia’s tax system, focusing on further relieving the tax burden on labor, simplifying administrative procedures, digitalization, and encouraging investment in research and development.

During the conference, AmCham presented its position paper “Recommendations for Tax Reform in 2025”, aimed at further improving tax policy. Key recommendations included

Personal Income Tax: increasing the personal allowance to EUR 970, reducing tax rates from 20% to 10% and from 30% to 20%, and capping the base for health insurance contributions.

Corporate Income Tax: introducing relief based on salary expenses, enhancing incentives for R&D investments, and expanding tax exemptions on income from investments in subsidiary companies.

Deputy Prime Minister and Minister of Finance Marko Primorac emphasized the importance of a sustainable tax system that balances fiscal needs with social equity. He especially highlighted the significance of the “Fiscalization 2.0” project, which is expected to result in savings of over EUR 120 million annually for businesses through reduced administrative burdens.

Vladimir Nol, Partner at Forvis Mazars, presented a comparative analysis of personal income tax, noting that while Croatia’s nominal tax rates are high, the actual tax wedge is not unfavorable compared to other countries in the region. He stressed the importance of further reducing levies and introducing tax reliefs for healthcare expenses.

Krešimir Lipovšćak, Partner from Crowe Croatia discussed improving investment incentives, particularly those focused on research and development, as a key tool for strengthening economic competitiveness and attracting foreign investment.

The conference concluded with a panel discussion titled “Tax Strategy for a More Competitive Economy,” featuring Božidar Kutleša, Director of the Tax Administration; Tomislav Mesić, Member of the Management Board and CFO at LEDO plus; and Ralph Rogobete, Government Affairs and Policy Manager for Romania and Croatia at Mastercard. All panel participants agreed that tax policy is crucial in creating a stable and predictable environment for economic growth.



POLICY EVENTS

JUNE 3

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AmCham Croatia hosted the 7th edition of its conference on Croatia's digital transformation, bringing together 190 key representatives from institutions, the business community, and the media. The conference discussed the importance of artificial intelligence, cybersecurity, and digital competitiveness.

Andrea Doko Jelušić, Executive Director of AmCham, emphasized that AmCham's Digital Economy Committee has been actively working for many years on recommendations in the fields of artificial intelligence, the data economy, cybersecurity, and the strategic positioning of the Croatian IT industry.

In her speech, Rina Musić, President of AmCham's Board of Governors, emphasized that the digital transformation of public administration, the business sector, and society is of a key strategic importance for further development of Croatia by playing a more active role in shaping policies and the regulatory framework regarding AI at the European level.

In a video address, Minister Damir Habijan outlined several key goals of the digital transformation, which has become part of the portfolio of the Ministry of Justice, Public Administration, and Digital Transformation. The Minister highlighted the importance of transposing the EU Artificial Intelligence Act and emphasized the need to find a balance between protecting users and ensuring the security of their data, while also encouraging research and development.

Ivana Nagy, PhD, Head of Sector for Digital Economy at the Ministry of Justice, Public Administration, and Digital Transformation, added that by continuously investing in building digital public services they are becoming simpler, more reliable, and more accessible. She also mentioned that digital transformation means developing public services that adapt to users, not the other way around, with partners from the private sector playing a key role.

Tonko Obuljen, President of the Council at HAKOM, said that the role of HAKOM as a digital services regulator has significantly expanded in recent years, especially with the implementation of European regulations such as the DSA, DMA, and AI Acts. From a Croatian perspective, he added that it is crucial to recognize the importance of a flexible regulatory approach to enable effective risk management while encouraging innovation and investment in digital technologies.

The participants of the panel discussion "Competitiveness Through Digitalization" were Ivana Nagy, Ministry of Justice, Public Administration, and Digital Transformation; Alexis Evangelou, Iron Mountain; Mislav Galler, Telemach; Tina Mirčeta, Mastercard; Blanka Zubalj, RBA, and Ana Kovačević, Marsh Croatia. The panelists agreed that the growing digitalization of business operations contributes to increased exposure to cyber threats and stressed the need to elevate the importance of cybersecurity to a higher level.

The participants in the second panel discussion, "Shaping the Digital Future," were Tonko Obuljen, HAKOM; Boris Petrušić, Oracle; Patrik Tovaryš, META, and Tomislav Vračić, Microsoft. They emphasized the importance of increasing the digital maturity of the entire economy in the context of its competitiveness. The participants welcomed the announced streamlining of the EU regulatory framework in the field of digital policies.

Marsh – 25 Years of Building **Strategic Alliances** and Providing **the Right Solutions**



Jasminka Horvat Martinović
CEO, Marsh Hrvatska

The market is fast-paced, tactics change in seconds, and risk is present in every move, regardless of sector or timing. In such a world, you need a team that has your back. For 25 years, at Marsh, we have been exactly that - a quiet but powerful force behind the scenes, helping Croatian businesses. A stable point you can rely on when uncertainty is high and expectations are even higher.

From local startups to regional leaders and global players, we stand on a common ground of risk and responsibility. Today's risks are faster, smarter, and invisible. But so is our protection.

Change is constant, preparation is crucial

Geopolitical shifts, climate extremes, energy price surges, cyberattacks, regulations coming from the EU that change the rules of the game - who survives? The ones who are best prepared. That's why we don't wait for the "what if" to happen - we simulate it, analyze it, and prepare people, systems, and strategies to respond. Whether it's a ransomware attack, the shut-down of a key supplier, or social changes affecting the talent pool.

Sentrisk™ - Marsh tool that turns chaos into predictability

Digital analysis has become the new language of business. We're no longer just talking about policies, but about vulnerability matrices, climate simulations, and supply chain evaluations considering future disruptors. Our platform Sentrisk™ uses data, AI, and predictive algorithms to identify vulnerabilities before they knock on your door. With Sentrisk™, you can know today what might go wrong tomorrow. But even more importantly, you can know in advance what to do.

Cybersecurity - the modern front line of defense

In 2024 alone, reported cyber incidents increased by 61% compared to the previous year. Phishing, deep-fake content, malicious software reading your emails while you sleep. Cyber reality is becoming the foundation of organizational risk management. IT is now the new "heartbeat" of business. When disruptions occur, with us, you won't panic looking for a way out - you'll have a plan and people who know how to execute it. In a crisis, two resources are vital: time and expertise. We have both.

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Sustainability is a reputation currency and strategic compass. Being ESG-compliant is a prerequisite for access to capital, clients, and top talent. In collaboration with our colleagues from Mercer and Oliver Wyman, we help you identify your weaknesses, turn them into strengths, and align your risks with your future goals.

People. Data. Insights.

Marsh is part of the Marsh McLennan group, with four global pillars - Marsh, Mercer, Guy Carpenter, and Oliver Wyman. This means that whether you need a strategy for talent retention, benefits redesign, digital transformation, or business resilience amid climate chaos, we already have it under one roof.

A broad network of experts. Thousands of analyses. Global knowledge tailored to local challenges. And we've been doing this for 25 years in Croatia and more than 150 worldwide. That's the difference. Not counting the years, but the relationships of trust. And we continue to grow, with vision, technology, and heart. Thank you for being part of our story.



Navigating Transfer Pricing Requirements for FY2025

By **Petra Bulić** / Board member, Andersen Porezno Savjetovanje d.o.o.

What transfer pricing is and why is it important

Transfer pricing governs the pricing of transactions between related parties. These prices determine how profits, and therefore taxes, are distributed across jurisdictions. Because of their impact on the tax base, they are subject to specific scrutiny by tax authorities worldwide.

At the core of transfer pricing lies the arm's length principle: related parties must transact as if they were independent. In Croatia, this principle is embedded in the General Tax Act, the Corporate Income Tax (CIT) Act and CIT Regulation, all of which are fully aligned with OECD Transfer Pricing Guidelines as of 2025.

Transfer pricing rules apply to any taxpayer engaged in cross-border or domestic related-party transactions, regardless of their role as a distributor, manufacturer, service provider or financing entity.

Starting in 2025, Croatian taxpayers will be operating in a significantly more complex transfer pricing environment. Oversight by the Tax Authorities is strengthening, audit horizons have been extended, and documentary obligations are becoming more demanding. This change reflects Croatia's accession process to the OECD, which brings with it the requirement to harmonize national practices with international standards.

New standards and regulatory developments

The most visible outcome of this alignment is the adoption of the two-tier transfer pricing documentation model, which requires taxpayers to prepare both a Masterfile and a Local File, as set out in the amended CIT Regulations.

- **Masterfile** provides a group-level perspective, including organizational structure, key products and services, service arrangements, value chain analysis, restructurings, intangibles, financing policies, consolidated financials and advance pricing agreements.
- **Local File** focuses on the Croatian entity, capturing governance and market position, significant related-party transactions, applied transfer pricing methods, functional analyses and benchmarking studies.

For the first time, the OECD Guidelines are explicitly referenced in the amended CIT Regulation as the interpretative standard for transfer pricing matters.

This elevates the standard of compliance and firmly places Croatian taxpayers within the global transfer pricing practice.

Financial transactions require particular attention. Starting in 2025, the Tax Authorities will be implementing the OECD approach, which emphasizes substance. It is no longer sufficient to show that an intra-group loan has an arm's length interest rate. Taxpayers must also provide evidence that:

- the borrower has the financial capacity to assume the debt, and
- the lender performs the functions expected of a genuine financing arrangement.

This development brings Croatia in line with international best practices and makes substantiating the economic substance of financing arrangements as important as their pricing.

At the same time, **Fiscalization 2.0**, set to be introduced in 2026, will capture all B2B transactions in real time. While primarily designed for VAT purposes, the system will also provide Tax Authorities with unprecedented insight into related-party dealings. When combined with country-by-country reporting, the PD-IPO form, and international data exchange as outlined in the Act on Administrative Cooperation in the Field of Taxation, the level of scrutiny will intensify.

Amendments to the General Tax Act reinforce this trend: transfer pricing is now a stated priority for tax audits, and the statute of limitations for initiating such audits has been extended from three to six years. Taxpayers will now not only face more detailed requirements but also a longer window for potential review.

Proactivity as a strategic imperative

Against this backdrop, preparation is essential. Transfer pricing must be integrated into ongoing business planning. Taxpayers should:

- prepare transfer pricing policies and review intercompany margins on an ongoing basis, before year-end;
- prepare documentation annually for all significant related-party transactions;
- update functional and benchmarking analyses regularly;
- document domestic related-party transactions where material;
- apply a consistent methodology in setting intra-group loan interest rates;
- demonstrate substance in financing by documenting both borrower capacity and lender functions;
- substantiate materially significant intra-group services with benefit test documentation.

Those who actively plan transactions, monitor margins, and build transparency and consistency into their operating models will be better positioned. This approach reduces not only exposure to risk but also strengthens competitiveness in a marketplace where accountability has become a defining standard.

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Intricacies in Tax returns – How (Not) to Accuse Yourself of Bribery

By Ivo Mikulić / Divjak, Topić, Bahtijarević & Krka OD d.o.o.

Entrepreneurs in the Republic of Croatia, as taxpayers, are well aware of the fundamental rule when dealing with the Tax Administration – acting in good faith. Acting in good faith means behaving honestly and conscientiously, in accordance with the law. In other words, every taxpayer must disclose all relevant information to the Tax Administration fully, honestly, and in compliance with the law when submitting their tax returns. In simpler terms, taxpayers are expected to honestly report all income and expenses so that the amount of tax owed or any potential losses that could reduce future tax liability are clear.

Following this, the Corporate Income Tax Act, under Article 7 Section 1 Paragraph 9 requires the declaration in the tax return of any benefits or other financial gains given to individuals or companies with the aim of influencing an event to occur or be avoided, or to expedite, improve, or make an action more favorable than usual, or to be omitted.

Exactly. A taxpayer is expected to document, for example, €250 paid to the ferry service provider for ensuring their truck was loaded onto the ferry from Split to Brač, even though it was not permitted according to the official schedule and the regulations in force at the time due to a statutory ban on freight vehicles moving or loading that day in Croatia. In other words, the taxpayer must acknowledge paying a bribe and classify it as a non-deductible tax expense.

Although taxpayers are expected to act in good faith – conscientiously, completely, and in accordance with the law – a dilemma arises. Can self-reporting that borders on self-incrimination truly be seen as acting in good faith? If doing so means admitting to conduct that may have criminal consequences, the taxpayer is essentially expected to waive their own legal protection.

Given the principle of criminal law that no one is obliged to incriminate themselves (*nemo tenetur se ipsum accusare*), the enforceability of such a tax obligation becomes questionable. How can a company director fulfill their legal duties if doing so requires them to disclose what may amount to bribery? In this context, the Tax Administration is also placed in a difficult position: if such a payment is declared, must it initiate criminal proceedings? And if it does not, can the return still be considered legally valid?

The issue is also complex from the recipient's perspective. The same €250 may initially be treated as taxable income until a court or misdemeanor ruling declares it unlawfully obtained. In that case, under Article 11 Section 3 of the General Tax Act, such income may be annulled and removed from the tax system. However, an imbalance arises. While the recipient's unlawful gain is erased, the payer's bribe remains permanently treated as a non-deductible expense. This creates a clear inconsistency. Both parties are involved in the same illicit transaction, yet they are treated differently for tax purposes. This leads to an asymmetry in tax treatment and a potential violation of the principles of fiscal fairness.

Moreover, an even deeper legal conflict arises for the Tax Administration officer: the taxpayer's duty to act in good faith directly clashes with their fundamental right to remain silent and avoid self-incrimination, protected by the principle "*nemo tenetur se ipsum accusare*." In such situations, the officer's role becomes particularly sensitive. According to the General Tax Act, if the officer becomes aware that a party may exercise a right, they must inform them of it, as well as of the possible consequences of their actions or omissions—and ensure that a lack of legal knowledge does not jeopardize their rights.

But what if a taxpayer declares in their return that they effectively paid a bribe? Should the officer warn them about possible criminal liability, suggest amending the return, or refer the case to the State Attorney's Office? At that stage, the issue clearly moves beyond the scope of tax procedure and enters the realm of criminal law.

In conclusion, the conflict between tax transparency and criminal exposure undermines legal certainty and puts taxpayers in an impossible position. When confronted with this choice, it quickly becomes evident which option they are more likely to choose.





Driving Regional Excellence with Global Vision

AstraZeneca stands as a global leader in biopharmaceutical innovation, dedicated to advancing science and improving the lives of millions of patients worldwide. With a presence in over 100 countries, AstraZeneca applies its renowned expertise to the discovery, development, and commercialization of prescription medicines across oncology, rare diseases, cardiovascular, renal & metabolism, respiratory, vaccines, and immunology.

In recent years, AstraZeneca has set an impressive pace of expansion. By 2024, the company had almost 95,000 employees globally - a leap of 19,000 in just five years. This momentum reflects purposeful investment in research, biomanufacturing, and new therapeutic frontiers. The Croatian affiliate exemplifies this transformation locally: over the last two years, AstraZeneca Croatia, part of AstraZeneca Balkan Cluster, has doubled its workforce, now employing more than 120 skilled professionals in the country. As of today, the company is ranked in the top 5 among innovative pharmaceutical firms in Croatia, underlining its growing influence on the nation's healthcare landscape.

AstraZeneca Croatia's strategic focus mirrors the priorities set out in AstraZeneca's Ambition 2030 - a long-term blueprint aimed at addressing the world's most pressing health challenges while nurturing sustainable, responsible growth.

Across the Balkan Cluster, 27 new medicines and indications were introduced. This achievement is rooted in close collaboration with healthcare professionals, authorities, patient organizations, and partners. Locally, it has resulted in significantly improved access to innovative therapies - a testament to AstraZeneca Croatia's unwavering commitment to patient outcomes. The company's future ambitions are no less impressive, with plans to launch 20 new medicines, ensuring the Croatian community can benefit from medical innovation as earlier as possible.

Beyond medical breakthroughs, AstraZeneca Croatia is championing environmental stewardship as part of both its global and local commitments. Within the Balkan Cluster, the team has played a vital role in the planting of more than 10,000 trees as part of the AZ Forest initiative in the past two years. This year, AstraZeneca's vehicle fleet across the Balkans, including Croatia, became fully electric - a major step towards reducing everyday emissions. The team is also involved and highly engaged in different cleaning initiatives, as well as charity runs and projects to support the communities.

Health education forms another cornerstone of AstraZeneca Croatia's sustainability agenda. The company invests in campaigns to increase disease awareness, emphasizing prevention, screening, and early diagnosis. In 2023, the launch of the Mission Oxygen project, part of the global Young Health Program, marked another milestone. This social responsibility initiative empowers adolescents to adopt healthier lifestyles, actively promoting youth wellbeing in Croatia.

AstraZeneca's dedication to sustainable impact across its value chain, including climate action, health equity, and health system resilience was recognized by TIME magazine as one of the World's Most Sustainable Companies, ranking among the top 20 earlier this year. AstraZeneca's commitment to sustainability is reflected in their actions, such as transitioning their pMDIs to a next-generation propellant with near-zero Global Warming Potential, as part of their Ambition Zero Carbon strategy.





The 2025 Foreigners Act: Croatia's Competitiveness at Stake

By Dejan Tornjanski / Co-Founder & Chief Executive Officer, Humble Hunters d.o.o.

In the contemporary Croatian economy, sustained growth and the capacity to execute large-scale projects have become inextricably linked to the availability of a flexible, international workforce. For years, streamlined processes for importing labor have enabled sectors critical to our GDP - such as construction, manufacturing, logistics, and high-season tourism - to thrive despite domestic demographic challenges.

However, the regulatory landscape shifted significantly with the new Act on Foreigners, enacted on 15 March 2025. This legislation represents a fundamental paradigm shift in labor migration policy. While public discourse surrounding the Act has been surprisingly muted, the implications for Croatian employers and the overall investment climate demand immediate strategic attention from the business community.

This new framework introduces complexities and constraints that threaten to disrupt operational continuity and increase the cost of doing business in Croatia. For C-suite executives accustomed to relatively predictable talent acquisition pipelines, the new reality requires an urgent reassessment of workforce planning.

The unseen economic friction

The core impact of the 2025 Act lies not just in revised quotas or additional paperwork, but in the introduction of significant friction into the labor market. From the front lines of the workforce solutions industry, we are already observing three critical consequences:

- 1. Extended Lead Times and Operational Delays:** The new regulatory framework significantly increases the administrative burden on employers and extends the processing time for work and residence permits. Procedures that previously took weeks are now stretching into months. For capital-intensive projects or sectors reliant on just-in-time staffing, these delays are not mere inconveniences; they translate directly into missed deadlines, contractual penalties, and reduced revenue realization.

Companies can no longer assume rapid mobilization of necessary personnel.

- 2. Increased Scrutiny and Reduced Flexibility:** The Act places greater emphasis on stricter verification processes, more demanding Labor Market Tests, and, in several key sectors, tightens the criteria for employing third-country nationals. This rigidity disproportionately affects industries that struggle to find domestic labor for skilled and semi-skilled roles. The resulting labor scarcity will inevitably drive wage inflation - not necessarily driven by productivity gains, but by artificial scarcity. This erodes the cost-effectiveness that has long been a hallmark of the Croatian market.
- 3. The Chilling Effect on Foreign Direct Investment (FDI):** Perhaps the most critical long-term consequence is the impact on investor sentiment. When multinational corporations evaluate locations for new facilities, expansions, or service centers, the availability and accessibility of a suitable workforce are primary considerations. If Croatia gains a reputation as a jurisdiction where staffing projects is slow, expensive, and bureaucratically uncertain, investors will inevitably look toward more accommodating markets in the CEE region. The 2025 Act inadvertently signals that Croatia may be closing the door on the very flexibility needed to attract and retain major international players.

A strategic imperative for business leaders

The narrative that Croatia can instantly replace its dependence on foreign labor with domestic resources or rapid automation is, in the short term, unrealistic. The transition requires time, investment, and strategic planning, luxuries that the new Act does not afford.

The consequences of the new Foreigners Act are no longer theoretical; they are imminent and tangible. This is not merely an HR compliance issue; it is a strategic challenge at the board level that affects the core competitiveness of the Croatian industry.

As members of the AmCham community, it is imperative that we understand the operational realities of this legislation. Businesses must now integrate these new regulatory constraints into their strategic planning, factoring in increased costs and potential delays. Furthermore, it is crucial to engage in a constructive, data-driven dialogue with policymakers, providing clear insights into how these regulations impact economic growth and Croatia's standing as a favorable destination for investment.

Ignoring the ramifications of the March 2025 legislation is a risk that Croatian businesses cannot afford to take. The time for strategic adaptation is now.



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A More Inclusive Market: Croatia's Accessibility Act

By **Boris Dvorščak** / Senior Associate, and **Ena Mršić**, Associate,
Law firm Ilej & Partners



On 28 June 2025, Croatia took an important step toward a more inclusive society with the entry into force of the Act on Accessibility Requirements for Products and Services ("Act"). By transposing Directive (EU) 2019/882 into national law, the Act brings Croatia in line with European accessibility standards. At the EU level, the Directive is designed to improve the functioning of the internal market for accessible products and services by eliminating barriers created by differing national rules across Member States.

The Act is designed to strengthen equal participation for people with disabilities by improving access to everyday products and services. For years, differing national accessibility standards have posed obstacles for businesses seeking to expand abroad, as adapting products for each market often meant extra expenses. These costs were then transferred to consumers, who faced higher prices as a result of limited competition. By aligning standards with those established at the European level, the Act aims to eliminate such barriers and ensure the free movement of accessible goods and services.

The measures introduced by the Act are intended to meet the needs of people with disabilities and those with reduced mobility. It establishes obligations across the supply chain, including manufacturers, authorized representatives, importers, distributors, and service providers. For manufacturers, these obligations include, among others, verifying compliance with accessibility requirements, preparing technical documentation, carrying out conformity assessment, issuing the EU declaration of conformity and affixing the CE marking, and maintaining series production conformity. Importers and distributors have various obligations; essentially, they are responsible for placing only compliant products on the market. Importers or distributors are considered manufacturers if they place products on the market under their own name or trademark or if they modify products that affect accessibility

compliance. Service providers are obligated to ensure that the design and provision of their service also comply with accessibility requirements.

The scope of the Act is broad, encompassing products and services such as ATMs, ticket machines, and check-in kiosks, as well as e-readers, smartphones, consumer banking services, e-books and related software, e-commerce platforms, services related to transportation, emergency calls, etc.

According to the Act, products and services must be designed in a way that allows people with disabilities to perceive, operate, understand, and use them reliably. Accessibility should be provided through various sensory channels such as visual, auditory, or tactile, to ensure that no single mode of access is solely relied upon. Additionally, all related documentation and user interfaces must adhere to accessibility standards to guarantee inclusive use. Importantly, the Act specifies the accessibility outcomes that must be achieved without prescribing the exact technical methods, allowing businesses the flexibility to select the solutions that work best for their products and services.

At the same time, legislators recognized the potential costs and challenges that the legislation may pose. As a result, obligations apply only when accessibility does not require a fundamental change or create a disproportionate burden. The responsibility for assessing this lies with the entity offering the product or service. The Act also clarifies when reassessments are necessary, such as when a service is modified or upon the request of a competent inspector.

The Act provides for a transition period: service contracts concluded before 28 June 2025 may remain in force until their expiry, but for no longer than five years. Service providers may also continue to use products that were lawfully employed for similar services before that date, until 28 June 2030. In addition, self-service terminals that were lawfully in use before 28 June 2025 may continue operating for similar services until the end of their useful life, which is capped at twenty years from their first use.

Overall, by setting expectations while allowing flexibility in implementation, the Act and Directive (EU) 2019/882 represent an approach that has in mind both consumers and businesses. For people with disabilities and reduced mobility, greater independence and easier access to everyday services should be ensured. For companies, it provides a framework to develop accessible products and services, facilitating easier cross-border trading. As businesses and consumers adapt, the Act is expected to promote fair competition and ensure that accessible products and services are widely available, helping make everyday life simpler and more inclusive for everyone.



Forvis Mazars Central and Eastern European tax guide 2025

Forvis Mazars has released the 13th edition of its Regional Tax Guide, now covering 25 Central and Eastern European (CEE) countries for 2025. First launched in 2013 with 15 countries, the guide has steadily expanded and now includes data from across CEE, Southeast Europe, Germany, Austria, Ukraine, Moldova, the Baltics and Central Asia.

The guide offers country-by-country tax overviews and comparative tables of key tax indicators, including corporate tax, VAT and employment taxes.

Highlights:

- Wide differences in tax burdens and wage levels across the region.
- Croatia applies a two-tier corporate income tax rate - 10% for annual revenues up to EUR 1 million and 18% above, placing Croatia mid-range in comparison to the CEE region average.
- As of 2025, Croatia has increased the threshold for VAT registration from previous EUR 40.000 to EUR 60.000, a measure that is expected to reduce tax burden and support small business.

For comments on the topic or additional questions, please contact us via the official website www.forvismazars.com/hr

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PPWR and Design for Recycling: A Turning Point for Europe's Packaging

By **Željka Tihomirović** / Packaging Expert, Kaligraf Packaging Production, Zagreb

The new Packaging and Packaging Waste Regulation (PPWR), adopted by the EU in January of this year, marks one of the most ambitious legislative steps in tackling the growing volume of packaging waste. The regulation introduces binding rules for how packaging is designed, placed on the market and managed at end-of-life, with a strong emphasis on preventing waste at the source. A key lever of this approach is design for recycling - a systematic principle that ensures packaging can actually be recycled on an industrial scale.

Design for recycling means that packaging must be conceived and produced in a way that allows it to be collected, sorted, and reprocessed using existing recycling systems, without unnecessary technical or economic barriers. This requires avoiding complex multi-material structures that are hard to separate, favoring mono-material solutions wherever possible, reducing problematic additives, and ensuring labels, caps and adhesives do not hinder recycling processes. In practice, this demands collaboration across the entire value chain - from material suppliers and designers to manufacturers, retailers and waste processors.

Under PPWR, which will start applying 18 months after its adoption, design for recycling obligations will be rolled out gradually within a clear timeline stretching well into the next decade. Already from 2025, all EU member states must have an Extended Producer Responsibility system in place and follow harmonized compostability standards. By the end of the decade, mandatory deposit return systems for certain packaging types must operate in all member states, and the first minimum recycled content targets and recyclability grading will come into force. From 2030, packaging will be graded according to new recyclability classes, and member states will be required to reduce packaging waste by at least 5%. By 2038, packaging that fails to meet the minimum recyclability standard will no longer be allowed on the market - effectively completing the transition to stricter design requirements across the EU.

This phased approach gives businesses, supply chains and national waste systems the time to adapt, invest in new technologies and build the necessary infrastructure. At the same time, it provides legal certainty for long-term planning and stimulates innovation, ensuring the shift to a circular packaging economy remains realistic and achievable.

Practical implications and industry response

For companies operating in the European market, the PPWR is not just another compliance obligation - it represents a fundamental shift in how packaging is conceived and valued. Producers will need to reevaluate their packaging portfolios, invest in advanced materials and collaborate more closely with the recycling sector to ensure that what is placed on the market can realistically be recycled at scale.

Some companies are already leading the way by developing packaging made entirely from mono-materials, replacing complex laminates with simpler alternatives, and designing closures and labels that are easy to remove. Additionally, some brands are experimenting with reusable packaging systems and digital labels to track packaging through multiple life cycles.

However, challenges still exist. Recycling infrastructure varies significantly between member states, and technical solutions for more challenging materials are still in development. Through the introduction of harmonized rules, the PPWR aims to address this fragmentation and create a more stable market for secondary raw materials. Ultimately, this can help reduce costs and strengthen the foundations of a truly circular packaging economy.

A realistic opportunity for a circular economy

Designing for recycling alone is not a magic bullet, but within the PPWR it becomes a powerful driver of change. By requiring that packaging be recyclable by design, the regulation removes one of the main obstacles to achieving Europe's goals - packaging that is technically or economically impractical to recycle.

If implemented as planned, the PPWR could significantly reduce packaging waste per capita, stimulate demand for recycled materials, reduce dependency on virgin resources and support the EU's climate targets. Crucially, it encourages companies to see sustainable design not as an expense but as a competitive advantage.

In this sense, the PPWR's focus on design for recycling represents a genuine opportunity to close the loop - creating packaging that stays in the economy, not in nature. For Europe's business community, the challenge is significant, but the chance to lead by example in building a truly circular packaging system is even greater.





I Got Hacked: Why Do I Need a Lawyer?

By **Luka Porobija** / Partner, Odvjetničko društvo Porobija & Špoljarić d.o.o.

A cyberattack is a technical crisis, but **operational failure does not have to become a legal failure**. While your first instinct may be to call your IT team, and you should, your second call should be to your lawyer. A cybersecurity incident triggers a cascade of legal obligations the moment a breach is discovered. Missing a step can lead to severe penalties, regulatory action, and long-term reputational harm.

Under the EU's NIS2 Directive and the GDPR, strict timelines govern how and when incidents must be reported. In Croatia, these rules are transposed into the national Cybersecurity Act, giving companies as little as 24 to 72 hours to notify authorities. Deadlines vary depending on factors such as involvement of personal data, the classification of the entity as essential or important, or the incident impact on regulated sectors like finance or energy. Obligations may also arise from participation in the supply chain of a regulated entity. A Croatian company acting as a supplier to a regulated entity may be contractually required to adopt incident reporting protocols and specific security measures. Without a proactive legal strategy, such a company could find itself in breach of contract and liable for damages even if it is not directly regulated under the Croatian Cybersecurity Act.

Equally critical, however, is the preparation that occurs before an incident. A lawyer can assist in designing an incident response plan that outlines legal obligations, assigns responsibilities, and establishes reporting channels in advance. Companies that invest in this preventive work are better positioned to act decisively when a breach occurs. Without it, organizations often lose precious hours debating what to do, risking missed deadlines, inconsistent disclosures, and regulatory sanctions.

After an attack, lawyers ensure that the correct authority is notified, reports are accurate, and communications do not create admissions that could increase liability.

The 72-hour legal playbook

In the first three days after an attack, legal advisors guide the coordinated response. A clear framework usually involves three steps.

First, mapping and executing reporting duties. Lawyers identify all mandatory notifications required under NIS2, GDPR, and sector-specific

rules. For example, a single incident may require separate reports to both the Croatian Personal Data Protection Agency and the national or sectoral CERT. Notifying only one may not satisfy obligations, exposing the company to multimillion-euro fines.

Second, shaping public and client statements. By collaborating with IT and communications teams, lawyers ensure that announcements are accurate but do not unnecessarily expand liability. A hastily drafted press release that speculates about causes or prematurely admits fault can invite claims and deepen legal exposure.

Third, reviewing contracts. Lawyers assess obligations to partners, suppliers, and insurers, to ensure these are met and that insurance coverage can be triggered where possible. This reduces the risk of secondary disputes that could multiply the expenses of an already harmful event.

From crisis to resilience

When a cyberattack occurs, lawyers act as translators between technical experts and regulators, framing complex impacts in legally relevant terms. They also advise on whether ransom payments are legally permissible and what sanctions or anti-money laundering rules apply. In cross-border incidents, lawyers coordinate to avoid inconsistent or conflicting notifications across EU Member States.

Croatia's implementation of NIS2 significantly expands the scope of entities subject to obligations, indirectly including their suppliers. This requires boards and management to accept greater accountability. Legal advisors ensure that executives understand that failing to implement proper cybersecurity risk management can result in personal liability. This means that legal involvement is a matter of governance, not discretion.

The legal role extends well beyond the immediate recovery. Lawyers manage regulator follow-ups, assist in responding to claims from affected parties, and pursue remedies if a supplier's failures contributed to the breach. They also prepare post-incident reports, which may be required under both NIS2 and GDPR and serve as valuable protection in possible future proceedings. Lawyers help businesses in implementing governance that complies with GDPR and NIS2, conduct tabletop exercises with management, and update contracts to ensure that critical suppliers also adhere to cybersecurity standards.

In an environment where cyber incidents are a matter of when, not if, the difference between a manageable operational crisis and a legal disaster often hinges on having a lawyer integrated into your cybersecurity framework – from preventive planning to post-incident management.



The Role of AI in Improving Demand Forecasting in Supply Chain Management

By **Dušan Beočanin** / Manager, **Maja Železnikar** / Consultant, Kearney



Artificial intelligence is no longer a futuristic concept; it is now a competitive advantage that is transforming how supply chains operate. In today's fast-moving markets, where disruptions are the norm and customer expectations are sky-high, traditional supply chain strategies can no longer keep up. AI is stepping in as the engine behind smarter, faster, and more resilient operations. From automating decisions to uncovering deep insights from vast data streams, AI is redefining what is possible in supply chain planning.

One of the most powerful applications of AI is in demand forecasting, a function at the heart of supply chain success. Getting forecasts right means having the right products, in the right place, at the right time. However, achieving this has always been a challenge. Traditional methods have difficulty adjusting to today's dynamic market conditions, where consumer behavior, external shocks, and global disruptions can render past trends obsolete almost overnight. This is where AI comes into play.

The forecasting problem

Traditional forecasting relies heavily on historical sales data and simple models. While useful in stable conditions, these approaches struggle when customer behavior changes rapidly or external disruptions hit. Whether it is a pandemic, a sudden shift in trends, or supply chain shocks, relying on yesterday's data to plan for tomorrow often leads to costly mismatches in supply and demand, resulting in overstock, lost sales, excess waste, and missed opportunities.

AI as a game-changer

AI-powered forecasting is redefining what is possible. By using machine learning and predictive analytics, these systems can process massive volumes of data that go beyond human or legacy capabilities. They analyze everything from real-time sales and economic indicators to weather, social

sentiment, and competitor pricing. The result is a living, learning model of demand that updates continuously.

Instead of providing a single forecast for all products or stores, AI delivers granular predictions down to the SKU, location, and even time of day, allowing for unmatched accuracy and agility. Planners can run "what-if" scenarios to model disruptions, promotions, or shifts in demand, with AI suggesting optimal replenishment plans in real time. Additionally, AI addresses the challenge of forecasting new products by drawing on patterns from similar past launches to predict performance without historical data.

The outcome is transformative: less waste, quicker decisions, more confident planning, and supply chains that flex with the market.

Proof in practice

AI-driven forecasting is already delivering game-changing results across industries. Procter & Gamble embraced AI when the pandemic upended demand patterns. By analyzing real-time sales, economic signals, and even social sentiment, it developed store-level forecasts that reduced delivery fleet needs in Japan by 30%, slashing costs and emissions.

Walmart harnesses AI to decode vast data streams – from in-store transactions to external market signals. This enables hyper-accurate, location-specific forecasts that boost availability, trim logistics costs, and drive customer satisfaction. Meanwhile, Lenovo's AI-powered Supply Chain Intelligence platform digests over 800 data sources to predict demand and flag risks early, leading to better on-time delivery and nearly 20% lower logistics expenses. Even in the automotive sector, brands like Nissan and BMW rely on AI to fine-tune production to actual demand, cutting waste and staying agile.

Importantly, companies do not need to build these capabilities from scratch. Major supply chain planning platforms are embedding AI forecasting directly into their solutions, making advanced tools readily accessible. o9 Solutions applies machine learning and scenario planning to connect supply, demand, and financial data in real time. Anaplan's PlanIQ blends statistical models, external data, and ML to generate accurate, scenario-based forecasts without heavy data science requirements. Oracle's Fusion Cloud combines analytics and generative AI to boost forecast accuracy, automate replenishment, and guide planners – assisting organizations of all sizes to accelerate AI adoption without reinventing the wheel.

Why act now?

Given the tools available today, AI has shifted from being optional to being essential. Forward-thinking companies are using it to boost accuracy, agility, and profitability, while those who hesitate risk falling behind. Starting with high-impact areas like demand forecasting can deliver measurable gains in performance, resilience, and customer satisfaction. The AI revolution in supply chains is here – will you lead or follow?





Top 5 Pitfalls in HR Digitalization (and How to Avoid Them)

By **Branko Banjeglav** / Managing Director, Agilcon

HR digitalization is no longer a matter of choice; it's a necessity. Labor market shifts, stricter regulatory frameworks, and growing employee expectations put pressure on HR teams to work faster, smarter, and more people-focused. Yet, despite increased investment in HR tools and platforms, many organizations don't see the expected results.

In practice, digitalization often stops at merely replicating old processes in digital form, without changing how decisions are made, how people work, or how culture is shaped. Over time, patterns emerge. Based on longtime experience working with companies in the region, when companies fall into one of five pitfalls, HR digitalization fails to deliver the desired results. Learn about these pitfalls that undermine HR digitalization efforts, and what to do instead.

1. Digitalizing Without Reimagining Processes

Simply rolling out digital tools without first evaluating and enhancing the processes they are built upon can result in frustration. If the processes are outdated or overly complicated, the digital version will only accelerate dysfunction. It is important to begin with an analysis and simplification. Digitalization should be seen as an opportunity to improve, not just automate inefficiencies. For example, onboarding processes that still require multiple data entries and task approvals, even when conducted online, can still be frustrating for users.

Organizations should view digitalization as a chance to redesign processes: eliminate unnecessary steps, clarify ownership, and strive for a seamless user experience.

2. Over-Customizing Your Software

Attempting to fully tailor digital tools to existing workflows often leads to long-term issues.

While deep customization may appear beneficial initially, it ultimately raises costs, complicates upgrades, and fosters dependency on specific developers. It is wiser to opt for flexible platforms that permit no-code configu-

ration. A more effective strategy is to align processes with platform capabilities whenever feasible, rather than trying to make technology mirror outdated practices. Excessive custom development diminishes agility and complicates adapting to future business or legal modifications.

3. Fragmented Tools, Scattered Data

Using different tools for separate HR functions (recruitment, learning, performance, etc.) often leads to fragmented data and a poor user experience. HR professionals spend time copying and reconciling information, while decision-makers lack a complete overview.

Integration is crucial. Unified systems provide better insights and support evidence-based decisions. Without it, making data-driven decisions becomes difficult as information is scattered or inconsistent. Consolidating tools into a single platform or ensuring robust integration between systems can enhance efficiency and transparency.

4. Ignoring Compliance Requirements

HR digitalization must consider legal and regulatory requirements such as time tracking, data protection, performance records and other sensitive processes. Implemented solutions that are not aligned with local laws can result in serious consequences. Involving legal and HR experts early in the process is essential, as is staying up-to-date with legislative changes. Common oversights include collective agreements, overtime records, and personal data processing conditions. Digitalization should not only support compliance but also simplify audits, reporting, and secure data management.

5. Automating Without Strategic Vision

Automation saves time, but without a broader strategic perspective, potential remains untapped. Digital HR systems can offer insights that support talent development, detect risks, boost engagement and enable data-driven decisions. If digitalization is reduced simply to "faster data entry," the opportunity for a true transformation of HR's role is missed. Real progress happens when technology is used to support continuous employee development and the improvement of organizational culture. Organizations that use data proactively rather than just reactively position HR as a key driver of business performance.

Conclusion

HR digitalization is not just a tech project, it is a mindset shift. Success depends on the willingness to challenge existing processes, train users, and think long term. Technology is an enabler, not a solution in itself. People, context, and clear goals make the difference. By avoiding these common pitfalls and approaching digital transformation strategically, organizations can build more resilient, agile, and people-centric HR functions.



Battery Storage as the Next Step in the Solar Journey

By Domagoj Badanjak / CEO, AleDo TECH d.o.o.

Solar Energy as a Foundation

In the last decade, solar photovoltaics (PV) have evolved from a costly technology into one of the most competitive forms of electricity generation. Decreasing equipment prices, efficiency enhancements, and supportive policies have facilitated widespread adoption across residential, commercial, and industrial sectors. A decade ago, PV systems were often considered risky, long-term investments. However, today, module prices have plummeted by more than 80%, while lifespans and performance have significantly increased.

For businesses, the benefits of solar energy are well established: predictable costs, reduced exposure to volatile markets, and alignment with sustainability goals. Yet solar's main limitation remains its variability: production peaks at midday while consumption patterns often differ. This creates surplus electricity at times, while grid imports are still needed during evenings or cloudy periods.

The Role of Battery Storage: Benefits and Limitations

Battery storage is increasingly recognized as the natural complement to solar power, bridging the gap between when energy is produced and when it is required. A key application is energy arbitrage. Instead of exporting excess solar electricity at low feed-in tariffs, businesses can store it for later use, avoiding higher retail prices. Moreover, batteries enable time-of-use optimization: they can charge at night when grid tariffs are lower and discharge during the day when consumption rises and solar output may not be sufficient.

Another important use is peak shaving. Many companies are charged not only for the total energy consumed but also for their maximum power demand. By discharging during peak periods, batteries reduce contracted peak capacity, cutting demand charges while also stabilizing the grid. In markets with ancillary service programs, batteries can also bid into frequency regulation or reserve markets, creating additional revenue streams while enhancing grid stability.

Beyond cost savings, batteries provide reliability and resilience. For facilities where a continuous power supply is critical, such as data centers, manufacturing plants, or hospitals, batteries offer backup capacity against outages or voltage disturbances. However, storage systems remain a major investment, subject to gradual performance degradation and requiring careful integration. Safety standards, thermal management, and lifecycle considerations all demand attention at the design stage.

Market Trends, Incentives, and the Path Forward

The economics of storage have improved dramatically. A decade ago, large-scale projects were limited by high costs and uncertain performance. Five or six years ago, adoption was still modest despite falling prices. Today, lithium-ion dominates the market, with costs reduced by over 80% since 2010, while alternative technologies such as lithium iron phosphate (LFP), solid-state, and flow batteries are emerging. Storage has moved from demonstration projects to a mainstream business decision.

Public policy is reinforcing this trend. Many governments now view storage as essential to integrate larger shares of renewable energy. For example, in Croatia, recent amendments introduced grants of up to €1.5 million for companies investing in storage combined with solar power, although investment thresholds remain high.

Ultimately, the true value of batteries lies not only in the hardware but in how they are managed. The optimal operating strategy – deciding when to charge, discharge, and prioritize between self-consumption, peak reduction, or grid services – determines economic success. Poorly sized or mismanaged systems risk underperformance, while optimized solutions can significantly shorten payback periods and enhance long-term resilience.

Conclusion: When Storage Makes Sense

Battery storage is a logical choice when a solar plant generates excess energy that would otherwise be exported at low tariff rates, when facilities encounter steep peak-demand fees, or when a dependable backup is necessary. It is also becoming more relevant for businesses seeking resilience in regions with unstable grids or growing concerns about energy security. Conversely, when consumption closely matches production or tariffs remain stable, energy efficiency measures or supply contracts may yield better returns. As markets evolve, batteries offer protection against price volatility and outages. However, the decision to invest should be based on a careful analysis of consumption patterns, tariff structures and long-term sustainability goals. Storage will play an increasingly central role in future energy management.

As technology advances, businesses should monitor policy and market trends to maximize the value of storage and adopt best-fit strategies for future growth.





The Road to Successful AI Implementation

By **Davor Aničić** / CEO, Velebit umjetna inteligencija d.o.o.

With more than ten years of experience in developing and implementing AI systems across various industries, Velebit AI has frequently collaborated with companies at vastly different levels of AI readiness. The differences encompass not only technological maturity but also mindset, business goals, and internal team structures. In practice, this means there is no one-size-fits-all approach, and often companies are not prepared to jump straight into development.

The consulting model, which includes AI strategy, education, and development, enables companies to adopt AI clearly and gradually, aligned with their own capacities.

Each approach addresses a different challenge and can be implemented when relevant. Some clients arrive without a clearly defined idea but with a strong enthusiasm for AI. Others seek support in educating their teams, or they know what they want and need concrete assistance in development.

AI strategy – the key to choosing the right direction

Companies that consider adopting AI often struggle to know where to begin. It is challenging to take the first step without a clearly defined business problem and a grasp of the potential of data. In such cases, a strategic approach can help identify specific use cases, evaluate data readiness, and determine what is technically feasible.

Emil Frey Group, one of the leading automotive groups in Europe, had numerous internal AI initiatives, but they were lacking a shared focus. Through two structured workshops with technical and product teams, they analyzed business priorities and data, resulting in the selection of the most relevant use case and definition of a clear development plan.

This type of guidance enables companies to avoid the most common cause of failure in AI projects – investing in solutions without a clear application that cannot be integrated into existing processes or that aren't supported by relevant data.

AI education – technology without knowledge brings about no change

Another common challenge in organizations is a misunderstanding of what AI technology can and cannot do. Even the most advanced AI system will remain unused if teams do not understand it and do not know how to work with it. Many companies have enthusiasm but lack a clear understanding of what AI is or how to apply it. Education helps teams, from management to product teams and developers, develop a common language, realistic expectations, and a foundation for future decisions.

The product and technical teams of the international Ringier group, a media company with numerous digital classifieds, wanted to understand the potential of large language models (LLMs) in their domain. After a combination of training and practical workshops focused on examples from their real work and highlighting the possibilities and limitations of LLMs, the collaboration between teams strengthened and served as a basis for further AI initiatives.

AI development – solutions tailored to company systems

When there is a clear need and readiness, the next step is development and implementation. A successful AI system must be technically sustainable, business-relevant, and adapted to real data and processes. Development can include building custom models, fine-tuning existing models, integration, and knowledge transfer to teams who will further develop and/or maintain the system.

Queble B.V., a C2C platform for advertising used products, needed ad classification based on titles in a language with limited support in existing AI tools. A solution was created using a BERT model trained on their data, evaluated, and delivered as an API with documentation. Beyond the implementation, the client's technical team was trained to independently maintain and further develop the system.

Successful AI adoption does not depend solely on technology, but also on an organization's ability to realistically assess its current position and determine its most pressing needs. This may involve strategic guidance, education, or the actual building of systems. What has proven to be crucial in practice is clarity and understanding. When teams are clear on their objectives, possess sufficient knowledge to evaluate options, and approach development in a way that aligns with their capabilities, AI stops being just a buzzword and becomes a tangible business advantage.



The Importance of Integrating Foreigners into the Community

By Marija Tkalec / Editor-in-Chief, Expat in Croatia

Croatia is currently experiencing a significant rise in the arrival of foreign labor, a trend that is expected to continue. These foreign workers and their families are eventually becoming our fellow citizens, colleagues, neighbors, acquaintances, friends, and family members. There is a serious need to successfully integrate them into our society, and everyone should participate in that process. From the government and employers to Croatian residents and foreigners, we all need to educate ourselves about the integration process, implement positive changes, and adapt to our new environment in order to build a better future for all of us.

Why is the integration of foreign workers necessary

In 2024, the Ministry of Interior issued more than 206,500 work permits. This number includes approximately 17,400 seasonal permits, indicating that the majority of foreign workers plan to remain in Croatia for an extended period. Most permits were granted to citizens of Bosnia and Herzegovina (approximately 38,100), Nepal, Serbia, India, the Philippines, North Macedonia, Bangladesh, Kosovo, Uzbekistan, and Egypt (approximately 6,700). The sectors with the highest demand for foreign labor are construction, tourism and hospitality, industry, transport and communications, and trade. When comparing this data to the approximately 7,400 work permits issued in 2017 and the approximately 78,400 issued in 2020, the conclusion is that a significant increase has occurred. Therefore, additional measures are necessary to integrate foreigners into our society.¹

Foreign workers and their families are quickly becoming not just our colleagues but also members of our community, involved in our daily lives. We cross paths on the streets and in stores every day, yet we face challenges in communication - we do not speak their native languages, and they usually have only basic knowledge of Croatian, necessary to navigate their workplaces. But despite this barrier that hinders our rapprochement, we have one thing in common - in a given situation, we are all confused yet curious. Although both sides may lack information, we share a natural inclination to ask questions and a desire to find relevant answers. If more tools were available to help us learn and get to know each other, we would narrow the gap

between us and make progress, which would benefit the state, the Croatian economy, and local communities.

How can everyone help foreigners to integrate into the society

The government has already made some aspects easier for foreigners by improving the Foreigners Act, launching an informative website, and opening an information center in Zagreb. The entities most involved in integration are NGOs, primary schools and universities, local administrative offices, and some other state institutions. The Croatian Chamber of Economy (HGK) has initiated an educational program that includes lectures on Croatian culture, basic language, legal rules, workplace safety, and business etiquette. However, there is a lack of long-term solutions, and an official long-term integration plan is still missing. We need an educational program that would facilitate learning from advanced countries, adaptation to a multicultural environment, and the implementation of modern approaches to problem-solving.

Employees should collaborate only with recruitment agencies that protect workers' rights. They should start considering their foreign workers as long-term employees and encourage them to enroll in Croatian language classes offered by the Croatian Employment Bureau across Croatia. Additionally, they may offer mentorship programs where domestic and foreign workers have the opportunity to meet, exchange knowledge and experience, and share ideas.

As Croatian residents, we can try to put ourselves into foreigners' shoes and understand the challenges they face. We can begin by greeting them with a simple "Hi" and asking them if they need any help. Over time, we can invite them to public events or suggest cultural activities they can attend and learn more about Croatia. The effort should be mutual, as foreign workers should also show respect towards the country they have moved to, its people, and its culture.

How can the integration of foreign workers enrich all of us

The primary goal of integration should be to preserve Croatian identity while being welcoming to other cultures, thereby fostering a multicultural environment. It should provide us with the opportunity to exchange information, which can enrich us with new knowledge and broaden our horizons. Integration should enable better working conditions for all of us as well as stronger connections within the community.

Ultimately, integration should lead to an expansion of our perspectives, increased acceptance of differences, greater tolerance, and a deeper understanding from both sides. Croatians and foreigners would be happier to become friends and support each other, rather than remaining strangers living in the same country - we all just strive for security and peace.



¹ <https://mup.gov.hr/gradjani-281562/moji-dokumenti-281563/stranci-333/statistika-169019/169019>



Why Machines Can't Fly Solo in Medical Localization

By Marija Kozjak / Vendor Manager, VERBA CENTAR d.o.o.

There is no need to emphasize the fact that the introduction of artificial intelligence (AI) is swiftly transforming the translation industry. In the medical field, the increase in speed and the ability to scale up large volumes of documentation has enabled content to reach global audiences faster than ever.

Machine translation (MT) is now a standard practice in the localization industry workflow and rarely any localization provider works without it. With frameworks that keep the use transparent and quality-controlled under human supervision, if handled properly, the margin of error with MT can be reduced to a minimum. However, as AI adoption increases, the question of human supervision of the technology becomes crucial. Especially in medical localization, where the smallest error can impact patient safety.

Human touch is still indispensable in four key areas of medical localization: understanding the audience and terminology, workflow, data security and responsibility, with risk management woven through all of them. Each can be supported by technology, but having experts in the loop to control its usage is non-negotiable.

Speaking the Audience's Language

Under the EU Medical Device Regulation (MDR), all device documentation must be accurate and in the official language of each EU member state, with no room for ambiguity. Precision in audience targeting and domain knowledge is something neither an MT engine nor a large language model (LLM) can master fully. Imagine if an MT engine translated the English term "blood thinner" into a literal phrase meaning "diluting blood," which is a medically inaccurate and potentially dangerous wording. Human linguists take ownership of the final product, ensuring accuracy and clarity guided by the engine and maintaining contextual relevance.

The choice of the actual engine and its role in the localization workflow depend on the content, audience and regulatory context. MT output that produces drug names in lowercase, contrary to strict regulatory and industry

style requirements, can be corrected when linguists flag it and teams retrain the engine, preventing hundreds of future errors across patient-facing documents. Humans are still the ones instructing machines to respond appropriately. While the EU Artificial Intelligence Act does not address the localization industry directly, it emphasizes risk management and appropriate training of the personnel handling AI, which can be applied directly to responsible MT and LLM integration.

Securing the Process

Another baseline in medical localization is data security. The first question is the ownership of the engine and how data is stored with and without it. Ensuring a systematic framework for assessing and mitigating risks connected to confidentiality, integrity and availability is a must. This is the foundation of the standard ISO 27001, which provides a recognized framework for implementing and auditing information security controls in the localization workflow. Additionally, every linguist and subcontractor handling any data must follow strict data protection protocols. All of this is overseen by people ensuring that these security protocols are applied consistently, bridging the gap between technical safeguards and real-world workflows. These measures directly support MDR compliance and maintain client trust.

Responsibility and Risk Management

As in medicine itself, errors in medical localization can ultimately affect patients. Take, for example, a clinical trial consent form where MT introduces a small but crucial error such as translating "may cause dizziness" to a phrase meaning "will cause dizziness." Without human review, this could invalidate the trial or even violate ethical compliance rules, with serious consequences for patients and sponsors alike.

Accountability includes tool selection and usage, workflow management, data security and ongoing risk assessment, which are all human-led processes. The stance of the EU here can be interpreted as: AI translation is encouraged when used responsibly, but the responsibility for outcomes remains with humans. This is especially evident in meeting standards such as ISO 13485:2016 for medical devices and ISO 14155:2020 for clinical trials, which cannot be achieved without active human supervision at every stage.

Developing measures such as internal AI usage policies that may include requiring linguists to sign NDAs and forbidding the use of unapproved free engines to prevent data leaks, along with documenting, testing and controlling technology can fill the gap where otherwise regulation is still minimal. Every organization should reflect on whether its processes strike the right balance between technology and human supervision.



GENERALI AND SDA BOCCONI PRESENTED THE FOURTH STUDY ON SME SUSTAINABILITY

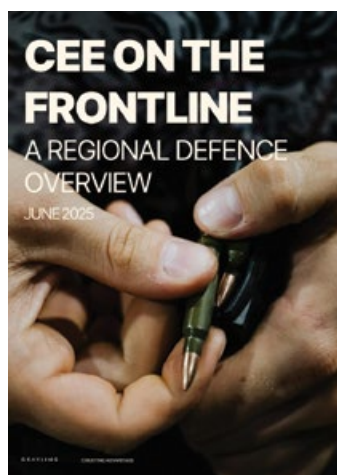
At the recent presentation of the **White Paper** in Zagreb, which offered new insights and conclusions on the sustainability efforts of 1,260 SMEs across Europe, participants explored how European SMEs are approaching sustainability and the obstacles they face. Special emphasis was placed on the advantages of adopting sustainable business models. In Croatia, an increasing number of SMEs are recognizing the tangible benefits of investing in sustainability, which are not only financial but also reputational and market-related. The study is the result of a joint initiative by the **Generali Group** and the **SDA Bocconi Sustainability Lab in Milan**, with findings presented by Professor Manlio De Silvio of SDA Bocconi.

The event also featured a panel discussion with **Mario Carini**, CEO of Generali Osiguranje; **Prof. Manlio De Silvio** from SDA Bocconi; **Vedrana Jelušić Kašić**, Management Board Member of Privredna Banka Zagreb responsible for corporate and investment banking; and **Dijana Varlec** from the Croatian Business Council for Sustainable Development. The panel addressed the key challenges facing Croatian SMEs in their sustainability transition, including the need for more accessible and tailored financial instruments, clearer regulatory frameworks and further development of institutional and financial support focused on the specific needs of entrepreneurs.



Mario Carini, CEO of Generali osiguranje d.d., stated: "The SME EnterPRIZE initiative is at the heart of our approach – we aim to be a Lifetime partner to SMEs across Europe. Through this programme, we not only reward best practices but also provide entrepreneurs with tools for a sustainable transition: from knowledge and visibility to partnerships and financial support. Nearly 500 companies have already participated, and that motivates us to go even further. We believe every SME has the potential to be a sustainability hero – with the right support and knowledge exchange, which we actively promote through SME EnterPRIZE."

Learn more about the SME EnterPRIZE initiative at <https://www.generali.hr/sme-enterprize>.



GRAYLING: CEE REGION DEFENSE OVERVIEW

The recently held 2025 NATO Summit marked a pivotal moment for the Alliance, with leaders agreeing to a historic increase in defense spending, raising the target from 2% to 5% of GDP by 2035.

Prompted by renewed U.S. pressure and escalating global security threats, the summit emphasized the urgent need to scale up defense production, foster innovation, and deepen transatlantic defense industrial cooperation.

These efforts aim to deliver a strategic leap forward in NATO's collective defense capabilities.

The summit also reaffirmed NATO's steadfast support for Ukraine, calling for continued military and humanitarian assistance. The outcomes of the summit are especially significant for the Central and Eastern European (CEE) region.

In parallel, the EU's new SAFE Regulation introduces a €150 billion loan instrument to boost the continent's defense industrial base. It prioritizes joint procurement projects between Member States, encouraging interoperability, economies of scale, and strategic cooperation – particularly in regions such as Central and Eastern Europe.

In this regard, Grayling's latest report delves into how these developments impact the CEE region, which is emerging as a key pillar of NATO's forward defense posture.

The report provides a strategic overview of defense developments in the CEE region in the context of the 2025 NATO Summit and the broader geopolitical environment, particularly the war in Ukraine.

Key themes and content in focus:

- Defense Spending Trends
- Modernization and Procurement Focus
- Defense Industrial Base
- Regional Cooperation and Strategic Integration

The full report is available at:

<https://grayling.com/election-hub/a-summary-of-cees-defence-shift/>

CROATIAN POST'S CLIMATE GOALS ARE ALIGNED WITH THE HIGHEST GLOBAL STANDARDS

Croatian Post has officially received validation from the Science Based Targets initiative (SBTi), confirming that our greenhouse gas (GHG) emissions reduction targets are aligned with the highest science-based climate standards. This confirmation is the result of



a comprehensive methodological process and several months of international validation.

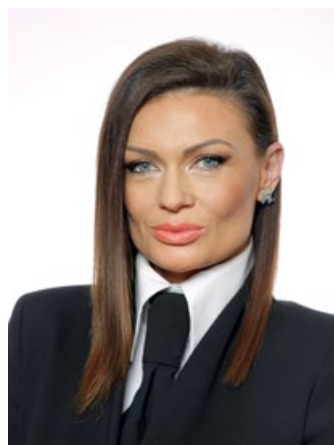
By receiving this validation, Croatian Post has committed to reducing absolute GHG emissions from Scope 1 and Scope 2 by 42% by 2030, compared to the baseline year of 2023. Additionally, we aim to reduce Scope 3 emissions – which include emissions from purchased goods and services, capital goods, upstream transportation and distribution, and waste generated in operations – by 25% within the same timeframe.

These targets are based on the scientific scenario of limiting global temperature rise to 1.5°C, in accordance with the Paris Agreement and the most recent scientific findings on climate change. Currently, Croatian Post is one of only four companies in Croatia with validated science-based targets. This recognition further strengthens the credibility of our climate strategy and showcases our clear commitment to achieving net-zero emissions by 2040. It also reflects a high level of alignment with the latest European regulatory requirements.

The target-setting process was the result of several months of interdisciplinary collaboration across numerous organizational units. The validation of these targets was made possible through the joint effort of the entire organization, with strong support from management and the Executive Board.

The next steps on the path to achieving these targets include a set of concrete measures that Croatian Post is already implementing

as part of its Transition Plan. These measures include the electrification of the vehicle fleet, modernization of logistics and delivery processes, investments in renewable energy sources, enhancement of energy efficiency across facilities, and active collaboration with partners to reduce emissions across the entire value chain.



MANPOWER CROATIA APPOINTS SPOMENKA VEKIĆ AS NEW COUNTRY MANAGER

With 17 years of presence in Croatia, Manpower is strengthening its leadership to support businesses in a transforming labor market.

Manpower, a leading provider of innovative work-force solutions and part of the global ManpowerGroup, has announced the appointment of **Spomenka Vekić** as the new **Country Manager for Croatia**. This

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strategic leadership change reinforces the company's commitment to delivering sustainable workforce strategies tailored to the evolving needs of the Croatian market.

Operating in Croatia since 2008, Manpower partners with companies across multiple sectors, combining deep local knowledge with global best practices to help businesses build resilient, future-ready teams. As the labor market undergoes rapid transformation - driven by technological innovation, demographic shifts, and changing workforce expectations - strong, locally rooted leadership has never been more important.

Spomenka Vekić brings extensive experience in sales, business development, and team leadership across various industries. In her new role, she will oversee Manpower Croatia's business strategy and operations, working closely with the Manpower Southeast Europe regional structure. Her focus will be on strengthening the company's market position, expanding its portfolio of workforce solutions, and supporting clients through data-driven, adaptable, and ethical HR practices.

"Our goal is to be more than a recruitment provider," Vekić notes. "We strive to be a trusted partner to our clients - helping them navigate change, seize opportunities, and build teams that are equipped for the future of work."

This appointment comes at a pivotal moment for Croatia's employment landscape. Under Vekić's leadership, Manpower Croatia remains dedicated to supporting both the business community and the country's talent ecosystem, fostering growth, resilience, and long-term partnerships.

REFORESTING SLOVENIA WITH DRONES: A NEW CHAPTER FOR PROJECT O₂

Drone technology is enabling ecological recovery in remote locations

Project O₂ (Magic Forest d.o.o.) is advancing a new model of ecological restoration by integrating drone technology with forest science. Our approach uses drones to disperse SeedBombs, compact balls made of clay, native seeds and natural additives, directly onto degraded terrain. After our initial collaboration with Slovenian forestry experts on post-fire areas in 2024, we returned to restore one hectare of wind-damaged forest near Kamnik this spring. Situated in mountainous terrain with no road access, the site was unsuitable for traditional restoration methods. Instead, the operation relied on drone deployment of site-appropriate native seeds, promoting the regeneration of resilient and biodiverse forest ecosystems.

Strengthening our partnership with Slovenian institutions

This year's operation marked a turning point as it was the first activity under a formal letter of intent from Slovenia, confirming their commitment to expand cooperation to an additional 30 hectares. For Project O₂, this is our first long-term partnership with a national forestry authority. New sites are also being prepared for autumn reforestation, including areas of the Karst plateau severely affected by the 2022 wildfire, which was the largest forest fire ever recorded in Slovenia.

Building a cross-border model for ecological restoration

Our cooperation with Slovenia aims to scale up science-based restoration across Europe. By aligning innovation with institu-



tional support, this model contributes to EU climate and biodiversity targets through measurable actions. The collaboration also includes knowledge exchange, long-term ecological monitoring, and the preparation of future reforestation sites. Its success depends on continued cooperation between forestry institutions and sustainability-focused enterprises working together for the benefit of nature and society.

HORWATH HTL CROATIA: NEW LEADERSHIP ROOTED IN EXCELLENCE & CONTINUITY

Horwath HTL, the world's leading consulting firm in tourism, hospitality, and leisure, is entering a new development phase with a change in ownership and management of its Croatian office. The new co-owners and board members are Siniša Topalović, Kristina Milin, and Matko Marohnić. This planned transition strengthens sustainable management and the company's strategic position.

After 15 years at Horwath HTL, Siniša Topalović becomes CEO. He has led major projects for destinations, investors, and institutions in Croatia, Slovenia, Montenegro, Serbia, Romania, and Albania, shaping tourism in Southeast Europe. Additionally, he oversees strategic projects in the Middle East, Asia, and Africa. Siniša is a member of the International Society of Hospitality Consultants (ISHC) and the Scientific Council for Tourism of HAZU. Currently, he is pursuing a PhD at the Faculty of Economics in Zagreb.



With 13 years of experience, Kristina Milin joins the management board as Director of Hospitality Advisory. She has led projects in hotel and resort concepts, branded residences, investment analyses, master planning, and asset management strategies for leading clients in Croatia, the region, and internationally. Kristina is an alumna of Cornell School of Hotel Administration.

After 8 years of active work at Horwath HTL, Matko Marohnić joins the management board as Director of Destination Advisory. Previously, he led the destination consulting department and built expertise in planning, marketing, management, and product development, with projects in Croatia, the region, the Middle East, and Asia.

Through this transition, Horwath HTL Croatia is further solidifying its role as a Global Center of Excellence for Tourism Advisory within Horwath HTL, a company that operates in more than 50 offices across 40 countries worldwide. The focus remains on innovation, strategic consulting, and the implementation of complex projects in Croatia, the region, and internationally.

"HAPPY SEA": TECHNOLOGY FOR A CLEANER ADRIATIC

The Adriatic Sea, a gem of Croatian natural heritage, has been suffering from pollution for years, particularly during summer months when tourism peaks. Plastic waste, discarded fishing nets, and other pollutants endanger biodiversity and upset the natural equilibrium of the underwater world. That is why Telemach Croatia, in cooperation with the Ruđer Bošković Institute and the Digital Innovation Hub Innovamare launched the "Happy Sea" project, a unique initiative that combines cutting-edge 5G technology with environmental protection. Through this project, Telemach utilizes the first Croatian autonomous underwater vessel, Faust V, which uses advanced technology to detect and assist in removing waste from the seabed, making it the first telecom to actively apply 5G to preserve the environment.

Education of children and concrete results

In addition to environmental actions, the project also includes educational workshops for children, aimed at increasing awareness about marine conservation. For example, the initial two events in Zadar and Krilo Jesenice gathered more than 90 primary school students who engaged in workshops on biodiversity and micro-plastic analysis. They even got to operate a drone and assist with



cleaning up beach litter. The outcome was quite tangible: in collaboration with local diving clubs, more than four tons of waste were removed from the seabed. This demonstrates how technology can effectively contribute to a greener environment.

"Happy Sea" is not a one-time action; it is a long-term initiative that encourages shared responsibility. Through this initiative, Telemach is setting new standards of social responsibility and demonstrating that technology can be a tool for a sustainable future. Ultimately, by protecting the sea, we are also protecting ourselves.

PWC CROATIA STRENGTHENS EXPERTISE WITH NEW APPOINTMENTS



Marija Mihaljević



Hana Kundajica

Marija Mihaljević Named Partner

Effective 1 July 2025, Marija Mihaljević has been appointed Partner in PwC Croatia's Audit and Assurance department, with a focus on financial services. With over 25 years of experience at the firm, she has led complex audit and advisory projects across sectors including banking, insurance, IT, and hospitality. Her deep understanding of regulatory frameworks and client needs positions her to further enhance PwC's service quality and market responsiveness. "This appointment confirms the value we bring to clients and the strength of our team culture," said Mihaljević.

Marija's promotion reinforces PwC's ability to support clients navigating increasingly complex business environments. Her leadership will help drive innovation in audit services and strengthen trust in financial reporting, which is essential for market stability and investor confidence.

Hana Kundajica Appointed Director

From 1 September 2025, Hana Kundajica will serve as Director in PwC Croatia's Audit and Assurance department. Since joining PwC in 2010, she has built a strong track record in the audit practice, leading clients particularly in the financial services and tourism sector. She holds a degree in finance from the University of Zagreb and is a certified internal and external auditor, as well as an ACCA member. Reflecting on her promotion, she shared: "The saying 'Choose a job you love, and you will never have to work a day in your life' perfectly describes my journey. I'm grateful to my colleagues, clients, and especially my family, whose support has been my greatest motivation."

Hana's appointment brings fresh energy and perspective to the leadership team. Her client-focused approach and industry insight will contribute to delivering high-quality, tailored solutions that meet evolving market demands.

These appointments reflect PwC Croatia's continued investment in people who embody the firm's values and drive sustainable growth for clients and the broader economy.

ZG GREEN ENERGY FAIR

AleDo TECH proudly presents the ZG Green Energy Fair (GEF), the first event of its kind in Croatia and the largest in the region dedicated to renewable energy and e-mobility. Under the patronage of the Ministry of the Sea, Transport and Infrastructure, the Fair will take place on 29-30 October 2025 at Arena Zagreb. It will bring together leading global manufacturers and innovative companies from Slovenia, Croatia, Hungary, Bosnia and Herzegovina, Montenegro, and Serbia. The event will highlight the latest technological breakthroughs, with a particular emphasis on advanced battery storage solutions as a foundation for the stability of modern energy systems. Visitors will also experience unique showcases such as Rimac Nevera, Tesla Cybertruck, and the newest concepts in the green energy sector.

The ZG GEF will combine a large-scale exhibition with a dynamic conference program, designed to create meaningful connections between business leaders, policymakers, academia, and the wider public. Alongside B2B networking, the Fair places a strong focus on knowledge transfer for all generations. In collaboration with professional associations and student organizations, the program will feature educational workshops for children, live demonstrations of student-built formula cars and hackathons for high school and university students. These activities aim to present the full potential of green technologies while openly addressing the challenges that lie ahead for the energy transition.

Participation in the ZG GEF is free of charge, with mandatory registration available at www.zg-gef.com. Whether you are a professional exploring new opportunities, a researcher following the latest innovations, or a citizen interested in learning more about sustainable solutions, we warmly invite you to join us on 29-30 October 2025, at Arena Zagreb. For those considering a deeper involvement, opportunities for exhibiting and sponsorship remain open to partners who share the vision of a greener future.



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CONTACT PERSON: Anita Markota Štriga, Head of Retail Business Development Division, amstriga@erstebank.hr

Erste Bank Croatia (Erste&Steiermärkische Bank d.d.) was created through the merging of once powerful regional banks – Riječka banka, Bjelovarska banka, Trgovačka banka, and Čakovečka banka, and has been operating under this name since August 1, 2003.

Today, it is the third largest bank in the market in terms of assets and is part of the international Erste Group, one of the largest financial service providers in Central and Eastern Europe. In its business, Erste Bank Croatia primarily focuses on retail and SME banking, as well as its traditional large corporate clients with which it operates in regions where it has a strong presence. The bank is known for its customer care and provision of innovative services through the most advanced digital solutions. It continuously works on improving quality to meet the needs of its private and corporate users. By following the financial needs of residents and financing healthy, cost-effective projects by entrepreneurs and companies that help increase employment in the real economy, the bank adequately supports the development of the economy as a whole.

CORPORATE

**CROATIA BANKA d.d.**

Roberta Frangeša Mihanovića 9, 10000 Zagreb | Phone: +385 1 2391 121

ured.uprave@croatiabanka.hr | www.croatiabanka.hr

CONTACT PERSON: Petra Brit Jelinek Jardas, Direktorica Službe digitalnih kanala i kartičnog poslovanja, petra-brit.jelinek-jardas@croatiabanka.hr

The Bank's mission is to be a small, stable, Croatian-owned bank that operates in the best interest of its clients and shareholders. CROATIA BANKA d.d. was founded in 1989 under the name Banka male privrede d.d. Zagreb. The Bank has held a full banking license since 1990. and has been providing a wide range of banking services in Croatia and abroad to small, medium, and large enterprises, financial institutions, local government units, and individuals. In 1995, the bank began operating under the name Croatia banka d.d. Zagreb. The Bank is wholly owned by the Croatian Deposit Insurance Agency and operates through 13 commercial centers and branches. Strategically, it is focused on small and medium-sized enterprises as well as individuals. As an employer, the Bank promotes personal development and a pleasant working environment. Through its operations, it aims to contribute to the development of society and the community by offering a personalized approach to clients, high-quality and efficient services, and socially responsible business practices.

Humble Hunters d.o.o.

Ulica kneza Branimira 28, HR-10000 Zagreb | www.humble-hunters.com/

CONTACT PERSON: Dejan Tornjanski, Direktor, CEO & Co-Founder, dtornjanski@humble-hunters.com



We pride ourselves on our ability to stay one step ahead of all challenges and adapt to the changing needs of the labor market. Our commitment to the success of our partners knows no bounds.

We are a dynamic agency for recruiting and transferring foreign workers based in Croatia. Since our establishment, we have experienced tremendous growth since its establishment and in just three and a half years, we reached a turnover of 20 million euros. Specializing in recruiting and seconding workers from Southeast Asian countries, we have successfully placed more than 5000 talented individuals in Croatian companies. Our agency has not only amassed a significant following of over 100,000 on social networks worldwide, but has also gained a reputation in Croatia for reliability, professionalism and high-quality service.

CORPORATE

**UPMC Hrvatska d.o.o.**

Ulica grada Vukovara 269F, HR-10000 Zagreb | beirned@upmc.ie | <https://upmc.hr/hr>

CONTACT PERSON: Stefan M. Ahlers, Sr. Director, UPMC International, ahlerss2@upmc.edu

Based in Pittsburgh, UPMC is a globally recognized academic medical center and integrated health care provider and insurer. In close collaboration with the University of Pittsburgh Schools of the Health Sciences, UPMC shares its clinical, managerial, and technological expertise worldwide.

UPMC Hillman Cancer Center, a global leader in cancer care, brings cutting edge oncology services to Croatia. Our new center is located on the campus of Zabok General Hospital, approximately 25 miles from the capital, Zagreb. This state-of-the-art facility offers stereotactic radiosurgery, image-guided radiation therapy, intensity-modulated radiation therapy, medical oncology services with a systemic approach to cancer treatment, and PET-CT services.

We routinely connect patients to the expertise of world-renowned clinicians, academic researchers, specialty programs, and treatment centers at our flagship location in Pittsburgh, PA. UPMC Hillman operates more than 70 cancer centers in the U.S., and six additional centers in Ireland, Italy, and Croatia.

SMALL BUSINESS

**Artmark Croatia d.o.o**

Trg Josipa Jurja Strossmayera 5, HR-10000 Zagreb

office@artmark.hr | <https://artmark.hr>

CONTACT PERSON: Ines Bašić, Art Consultant & Auctioneer, ines.basic@artmark.hr

Artmark Croatia d.o.o. is a Zagreb-based auction house and part of the international Artmark Group, specializing in the sale of fine art, antiques, and collectibles.

Since its founding in 2022, the company has actively developed Croatia's auction market, connecting local collectors, artists, and heritage institutions with a global audience. We organize auctions, exhibitions, charity sales, and cultural programs that promote the value of investing in art and preserving cultural heritage. Our mission is to professionally, transparently, and expertly represent works by Croatian and regional artists, with a focus on education and innovative collecting models. Through physical and online auctions, Artmark Croatia shapes a new generation of collectors and affirms Zagreb's relevance on the European art market map.

EX-ALTO d.o.o.

Zavrtnica 17, HR-10000 Zagreb | Phone: +385 98 224 420 | www.ex-alto.hr

CONTACT PERSON: Goran Rihtarić, Director, goran@ex-alto.hr



EX-ALTO d.o.o. is the first Croatian agency that designs and delivers experiential marketing and experience tourism services.

Founded in 2002, EX-ALTO d.o.o. enriches tourist destinations and various events by creating unique experiences through recreation and entertainment. In the field of tourism and marketing, EX-ALTO d.o.o. has enhanced the experiences of more than 400 satisfied clients.

Through active participation in the complete concept of guest experience and destination management, it enhances the experience of local tourist communities and hotel companies. In addition to tourist experiences, experiential marketing services are delivered through the organization of events in the form of promotional and corporate programs, as well as through event digitalization. The EX-ALTO team, with its creative and unconventional approach, continuously develops new, always innovative services tailored to the needs and demands of users in the tourism and marketing sectors.

SMALL BUSINESS

KOMUNIKACIJSKI
LABORATORIJ.**Komunikacijski laboratorij d.o.o.**

Ulica grada Vukovara 5/1, HR-10000 Zagreb | Phone: +385 1 4852 846

komunikacijskilaboratorij@komunikacijskilaboratorij.com | <https://komunikacijskilaboratorij.com/>**CONTACT PERSON:** Dea Galunić, Office Manager, dea.galunic@komunikacijskilaboratorij.com

Komunikacijski laboratorij under the leadership of Manuela Šola is one of the co-founders of the SEEnthesis regional network of agencies and actively participates in the world's leading network of independent agencies Thenetworkone.

Komunikacijski laboratorij offers an integrated service of public relations, event organization, digital communication and specialized crisis communication simulation. The agency is the organizer of the internationally awarded author's project Future Tense, a conference that brings together global futurologists to shape the future of business, and the GIG conference, the first Croatian conference on gig economy and platform work. In 2024, Komunikacijski laboratorij became the first and only PR agency in Croatia to win the Cannes Lion award. The agency employs 25 experts, and the impressive list of clients includes world-leading companies such as Nestlé Adriatics, Answer, PlayStation, Visa, Glovo, Infinum, McDonald's, Rasco, Knauf Insulation, and many others.

**Marra Beauty lab d.o.o.**II. Ravnice 16, HR-10000 Zagreb | Phone: +385 98 451 000 | www.marracosmetics.com**CONTACT PERSON:** Marija Butković, Director, marra@marracosmetics.com

Marra Beauty Lab is a Croatian company based in Zagreb, situated in Park Kneževa. It specializes in premium beauty treatments and micropigmentation using top-quality brands and professional equipment.

Marra products were introduced in 2018 and can now be found in more than 200 DM stores throughout Croatia. Through our humanitarian initiative Marra Altrui, we offer free medical pigmentation services and produce silicone areola and nipple prosthetics for women impacted by breast cancer. Additionally, we specialize in organizing educational workshops and support programs for women dealing with illness, bringing together leading experts in medicine, psychology and aesthetics. Marra Beauty Lab is synonymous with expertise, quality, and social responsibility.

**Pleione Adriatica d.o.o.**Ilica 38, HR-10000 Zagreb | www.pleioneworld.com/**CONTACT PERSON:** Maša Anđić, Director, masa@pleioneworld.com

Pleione Academy helps organizations reach key business KPIs by developing what's often overlooked: emotional clarity, inner alignment, and the ability to lead from within.

Through our proprietary B.E.A.T.S.® methodology – which blends neuroscience, psychology, and quantum logic – we build leaders who balance empathy with focus, creativity with structure, and people with performance. We connect what seems unconnectable: emotional intelligence and hard business results. And we don't just believe in this – we consistently prove it. Our programs have led to measurable increases in sales, retention, innovation, and crisis resilience. Because behind every number is a human – and when that human is clear, focused, and emotionally attuned, results follow. In a world where change is constant, emotional mastery is no longer a luxury – it's a strategic advantage.

ADVERTISING / PR

- ABECEDA komunikacije d.o.o.
- Alpheus d.o.o.
- BBDO Zagreb d.o.o.
- Europlakat d.o.o.
- Flaster media d.o.o.
- GELD DATA d.o.o.
- Grou d.o.o.
- Integralni marketing i komunikacije d.o.o.
- Kiara Maria d.o.o.
- Real grupa d.o.o.
- Zambelli design d.o.o.

AGRICULTURE

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

ASSOCIATION

- Hrvatski hrvački savez
- Hrvatski odbojkaški savez
- Hrvatski ured za osiguranje
- Hrvatsko društvo skladatelja
- Hrvatsko društvo za kvalitetu
- Hrvatsko-američko društvo
- International Medical Corps Croatia/ Međunarodni Medicinski Zbor Hrvatska
- Međunarodni institut za klimatske aktivnosti (IICA)
- Prva mreža održivog društva i ekonomije - MODEI
- Savez izviđača Hrvatske
- SOS Dječje selo Hrvatska
- Udruga za prevenciju raka i pomoć oboljelima BUDI DOBRO

AUTOMOTIVE

- Auto Hrvatska d.d.
- Carwiz International d.o.o.
- LMG Autokuća d.o.o.
- Tahograf d.o.o.

CONSTRUCTION

- BRODSKA POSAVINA d.d.
- Building Heritage d.o.o.
- Osijek-Koteks d.d.

CONSULTING

- A.T. Kearney Management Consulting S.R.L. - podružnica Zagreb
- Andersen Croatia d.o.o.
- Benefit Systems d.o.o.
- Boost d.o.o.
- CFCG d.o.o.
- Corporate Performance Advisory - Callidus patronus adeptiorum d.o.o.
- Crowe Horwath d.o.o.
- Deloitte d.o.o.
- Dun & Bradstreet d.o.o.

- Energo-data d.o.o.
- Ernst & Young d.o.o.
- EuroNavigator d.o.o.
- Forvis Mazars Consulting d.o.o.
- Grant Thornton revizija d.o.o.
- Grayling d.o.o.
- Horwath HTL Croatia - Horwath i Horwath Consulting Zagreb d.o.o.
- INDAGO d.o.o.
- INTENDO Poslovna Logika d.o.o. - FranklinCovey Croatia
- KPMG Croatia d.o.o.
- LeitnerLeitner Consulting d.o.o.
- Mala plava hobotnica d.o.o. - Expat in Croatia
- Marktlink Adriatic M&A d.o.o.
- McKinsey & Company, Inc. Adriatic Podružnica
- Metroteka d.o.o.
- MK poslovni savjeti d.o.o.
- PricewaterhouseCoopers d.o.o. (PwC Croatia)
- Ramiro d.o.o.
- Terza Lacrima d.o.o.
- Tiko Pro d.o.o.
- TMF Croatia d.o.o.
- VentureXchange d.o.o.
- Vlahović Grupa d.o.o. - Vlahovic Group Government Relations

CONSUMER GOODS

- Angelus Domus d.o.o.
- Artmark Croatia d.o.o.
- Atlantic Grupa d.d.
- BADEL 1862 d.d.
- Carlsberg Croatia d.o.o.
- Coca-Cola Adria d.o.o.
- Coca-Cola HBC Hrvatska d.o.o.
- Croatian Premium Wine Imports, Inc.
- Gavrilović d.o.o.
- Heineken Hrvatska d.o.o.
- Henkel Croatia d.o.o.
- HERBALIFE d.o.o.
- JT International Zagreb d.o.o.
- LEDO plus d.o.o.
- Mondelez Zagreb d.o.o.
- Nutty Factory d.o.o.
- Orbico d.o.o.
- Philip Morris Zagreb d.o.o.
- Podravka d.d.
- POLLEO ADRIA d.o.o.
- PPD Croatia d.o.o.
- RED BULL ADRIA d.o.o.
- Robert Bosch d.o.o.
- TOKIĆ d.o.o.
- Vindija d.d. Prehrambena industrija
- Zagrebačka Pivovara d.o.o.
- Zvijezda plus d.o.o.

DEMING

- Piper d.o.o.

DESIGN

- Kaligraf d.o.o.
- Marra Beauty lab d.o.o.

DIGITIZATION

- Iron Mountain Hrvatska d.o.o.

DISTRIBUTION / LOGISTICS

- AGS Zagreb d.o.o.
- DSV Hrvatska d.o.o.
- HP-Hrvatska pošta d.d.
- Maersk Croatia d.o.o.
- MSC Croatia d.o.o.
- Rhea d.o.o. - UPS Authorised Service Contractor
- Skladišna logistika d.o.o.

EDUCATION

- AMA Europe S.A. - Management Centre Europe
- American International School of Zagreb
- Berlitz - Jezični centar VOX MUNDI d.o.o.
- HB Services d.o.o. - Hansen Beck
- LQ d.o.o.
- Pleione Adriatica d.o.o.
- RIT Croatia
- Zagrebačka škola ekonomije i managementa
- Zona znanja d.o.o.

ENERGY

- AleDo Tech d.o.o.
- E.ON Hrvatska d.o.o.
- General Electric Hrvatska d.o.o.
- INA - industrija nafte d.d.
- Petrol d.o.o.
- Schneider Electric d.o.o.
- Siemens Energy d.o.o.
- TT Kabeli d.o.o.
- Vertiv Croatia d.o.o.

ENGINEERING

- Apkall d.o.o.
- DTA Safety & Process Engineering d.o.o.
- Pro Integris d.o.o.
- Soldered Electronics d.o.o.

ENTERTAINMENT

- Blitz - Cinestar d.o.o.
- Bright d.o.o.
- Metamorfoza d.o.o.
- Zagrebačka filharmonija
- Zagrebačko gradsko kazalište "Komedija"

FINANCIAL SERVICES

- Addiko Bank d.d.
- AIRCASH d.o.o.
- Alpha Capitalis d.o.o.
- Ano d.o.o.
- CROATIA BANKA d.d.

- Croatia osiguranje d.d.
- D-Business Consulting International d.o.o.
- EFT Usluge d.o.o. - Euronet Worldwide
- EOS Matrix d.o.o.
- Erste & Steiermärkische Bank d.d.
- Erste Card Club d.o.o.
- Farve Pro Invest d.o.o.
- Fidestum d.o.o.
- Generali osiguranje d.d.
- GrECo Croatia d.o.o.
- Groupama osiguranje d.d.
- Hrvatska banka za obnovu i razvitak
- HRVATSKA POŠTANSKA BANKA, dioničko društvo
- i4next leasing Croatia d.o.o.
- KentBank d.d.
- Marsh d.o.o.
- Mastercard Europe - Podružnica Zagreb
- Maverick Wealth Management d.o.o.
- Nexi Croatia d.o.o.
- OTP banka d.d.
- PBZ Card d.o.o.
- Prima Solvent d.o.o.
- Pro Kolekt d.o.o.
- Raiffeisenbank Austria d.d.
- RKR d.o.o.
- Teya Croatia d.o.o.
- TPA Audit d.o.o.
- UNIQA osiguranje d.d.
- Visa Europe Management Services Limited, Podružnica Zagreb
- Wiener osiguranje Vienna Insurance Group d.d.
- Willis Towers Watson d.o.o.
- Zagrebačka Banka d.d.

HEALTH CARE

- Abbott Laboratories d.o.o.
- AbbVie d.o.o.
- Alpha-Medical d.o.o.
- Altium International d.o.o.
- Amgen d.o.o.
- AstraZeneca d.o.o.
- Bayer d.o.o.
- Becton Dickinson Croatia d.o.o.
- Cromedic Assistance d.o.o.
- Eli Lilly (Suisse) S.A. - Predstavništvo u Republici Hrvatskoj
- Enlil Net d.o.o.
- Fresenius Kabi d.o.o.
- GE Healthcare Magyarországt Kft
- Genesis Pharma Adriatic d.o.o.
- Johnson & Johnson S.E. d.o.o.
- Klaster zdravstvenog turizma Kvarnera
- Medical Intertrade d.o.o.
- Medika d.d.
- Medilab One d.o.o.

- Medtronic Adriatic d.o.o.
- MERCK d.o.o.
- Merck Sharp & Dohme d.o.o.
- NORMAN Grupa 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.
- PHARM-LAB d.o.o.
- Pliva Hrvatska d.o.o.
- Poliklinika Terme
- Roche d.o.o.
- SANDOZ d.o.o.
- Sofmedica Croatia d.o.o.
- Sole-Mark d.o.o.
- Specijalna bolnica za oftalmologiju Svjetlost
- Specijalna bolnica za ortopediju i rehabilitaciju "Martin Horvat" Rovinj-Rovigno
- Swixx BioPharma d.o.o.
- Takeda Pharmaceuticals Croatia d.o.o.
- UPMC Hrvatska d.o.o.
- Viatrix Hrvatska d.o.o.

HOSPITALITY INDUSTRY

- Arena Hospitality Group d.d.
- Esplanade Oleander d.o.o. - Esplanade Zagreb Hotel
- Globalna hrana d.o.o. - nositelj franšize McDonald's za područje RH
- HESA Group d.o.o.
- JTH Costabella d.o.o. - Hilton Rijeka Costabella
- MAISTRA d.d.
- MPPD d.o.o. - Mövenpick Zagreb
- Potestas d.o.o. - Hotel Park Split i Resort Fenomen Plitvice
- Punta Skala d.o.o.
- Svpetrvs hoteli d.d.
- VALDARKE d.o.o. - The Isolano, Autograph Collection
- Westgate Tower d.o.o. - AC Hotel by Marriott Split
- Zagreb City Hotels d.o.o. (Hilton Hotels Zagreb)

HUMAN RESOURCES

- Amrop d.o.o.
- Humble Hunters d.o.o.
- Luger Talent Solutions d.o.o.
- Manpower d.o.o.
- Profesio d.o.o. za privremeno zapošljavanje i posredovanje pri zapošljavanju
- Selectio d.o.o.
- Skilled Labor d.o.o. za posredovanje pri zapošljavanju

INFORMATION TECHNOLOGY

- Adcubum d.o.o.
- Aduro ideja d.o.o.
- Agilcon d.o.o.
- ALFATEC Group d.o.o.
- Amazon Data Services Zagreb d.o.o.
- Assist-o AG
- Axians Hrvatska d.o.o.
- BE-terna d.o.o.
- Bolt Services HR d.o.o.
- Buckhill d.d.
- Burza d.o.o. (dba. Human)
- Business Computer Systems d.o.o.
- Calisto d.o.o.
- Cisco Systems Hrvatska d.o.o.
- DignetSoftware d.o.o.
- Diverto d.o.o.
- Elixirr Digital d.o.o.
- EPAM Systems d.o.o.
- ETRANET Grupa d.o.o.
- FORTINET B.V.
- GlobalLogic Croatia d.o.o.
- Google Hrvatska d.o.o.
- Hexis d.o.o.
- HP Computing and Printing d.o.o.
- HSM-informatika d.o.o.
- IBM Hrvatska d.o.o.
- INFINUM d.o.o.
- Infobip d.o.o.
- Insig2 d.o.o.
- InterXion Hrvatska d.o.o.
- IQVIA Adriatic d.o.o.
- LEAPWISE d.o.o.
- Lloyds digital d.o.o.
- Manor software d.o.o.
- Meta Platforms Ireland Limited
- Microsoft Hrvatska d.o.o.
- mStart plus d.o.o.
- NEOS d.o.o.
- NEPHOS d.o.o.
- Oracle Hrvatska d.o.o.
- Sedmi odjel d.o.o.
- Selectium d.o.o.
- Serengeti d.o.o.
- SOLE-COMMERCE d.o.o.
- Solvership d.o.o.
- Span d.d.
- Spyrosoft Solutions d.o.o.
- Superius d.o.o.
- Syntio d.o.o.
- TIS Grupa d.o.o.
- Triple-Inovacije d.o.o.
- UMBOS d.o.o.
- Uprise d.o.o.
- Velebit umjetna inteligencija d.o.o.

INTERIOR DESIGN

- Plan 2B interijeri d.o.o.

LEGAL SERVICES

- Buterin&Partners odvjetničko društvo, d.o.o.

- CMS Reich-Rohrwig Hainz Rechtsanwölte GmbH - Podružnica Zagreb
- Divjak, Topić, Bahtijarević & Krka odvjetničko društvo d.o.o.
- Kovačević Prpić Simeunović odvjetničko društvo d.o.o.
- Lovrić Novokmet odvjetničko društvo d.o.o.
- MATIĆ & SURADNICI odvjetničko društvo d.o.o.
- OD Bradvica Marić Wahl Cesarec Skerlev d.o.o.
- Odvjetnica Sanja Artuković
- Odvjetnički ured Darko Markušić
- Odvjetničko društvo Dragičević i partneri d.o.o.
- Odvjetničko društvo Ilej & Partneri d.o.o.
- Odvjetničko društvo Porobija & Špoljarić d.o.o.
- Odvjetničko društvo Praljak & Svić d.o.o.
- Odvjetničko društvo Škurla, Durmiš i Spajić d.o.o.
- Odvjetničko društvo Šooš Maceljki, Mandić, Stanić & Partneri d.o.o.
- Odvjetničko društvo Stančić-Rokotov i partneri d.o.o.
- Odvjetničko društvo Vedriš & Partneri d.o.o.
- Odvjetničko društvo Župić i partneri d.o.o.
- Odvjetnik Hrvoje Ivić
- Odvjetnik Josip Konjevod
- Odvjetnik Mario Perica
- 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. - Kinstellar

MANUFACTURING

- ALTPRO d.o.o.
- Applied Ceramics d.o.o.
- BASF Croatia d.o.o.
- Bomark Pak d.o.o.
- Cortec Hrvatska d.o.o.
- Dalekovod d.d.
- DOK-ING d.o.o.
- Draco d.o.o.
- Đuro Đaković Grupa d.d.
- Ecolab GmbH
- GEC d.o.o.
- Grey Box d.o.o.
- Hrvatski kišobran d.o.o.
- HS Produkt d.o.o.
- Intra Lighting d.o.o.

- Ivaničplast d.o.o.
- Jabil Croatia d.o.o.
- KAZ d.o.o.
- Knauf d.o.o.
- KONČAR d.d.
- LPT d.o.o.
- MS Tech d.o.o.
- Nexe d.d.
- Oprema Micro Matic d.d.
- Radnik d.d.
- TDR d.o.o.
- Teknoxgroup Hrvatska d.o.o.

MARKET RESEARCH

- AGB Nielsen istraživanje medija d.o.o.

MEDIA / PUBLISHING

- 24sata d.o.o.
- Hanza Media d.o.o.
- Komunikacijski laboratorij d.o.o.
- MediaVerse d.o.o.
- NOVA TV d.d.
- Presscut d.o.o.
- Večernji list d.o.o.

REAL ESTATE

- Accolade Serv d.o.o.
- Biliškov Nekretnine d.o.o.
- CBS International d.o.o. - Cushman & Wakefield
- Colliers Advisory d.o.o.
- EUROVILLA d.o.o.
- RC CROATIA DEVELOPMENT d.o.o.
- Teichmann & Compagnons Property Networks d.o.o.
- VMD Grupa d.o.o.
- Woodsford Grupa d.o.o.

TECHNOLOGY

- Kamiks Eko d.o.o.
- Magic Forest d.o.o.
- PHILIPS d.o.o.

TELECOMMUNICATIONS

- Al Hrvatska d.o.o.
- CROATEL d.o.o.
- Hrvatski Telekom d.d.
- Nokia Solutions and Networks d.o.o.
- Telemach Hrvatska d.o.o.

TRANSLATION SERVICES

- Aion d.o.o.
- Ciklopea d.o.o.
- Elemento Content d.o.o.
- Verba centar d.o.o.

TRAVEL / TOURISM

- Avantura života d.o.o.
- Bantel Travel d.o.o.
- Croatia Airlines d.d.
- EX-ALTO d.o.o.
- Navis Yacht Charter - Posada d.o.o.

WELLBEING

- Form & Belle j.d.o.o.
- Materia Life d.o.o.

**Leading international business organization in Croatia
gathering U.S., Croatian and international companies**

REPRESENTING THE VOICE OF BUSINESS COMMUNITY

- ★ **PURSuing POLICY ADVOCACY**
- ★ **OFFERING HIGH LEVEL NETWORKING**
- ★ **PROMOTING HIGH STANDARDS OF BUSINESS PRACTICES**

AmCham Patron Members

- A1 • AbbVie • Addiko Bank • Atlantic grupa • Bolt Services HR
- A.T. Kearney Management Consulting S.R.L - podružnica Zagreb
- Bomark Pak • BRODSKA POSAVINA • Building Heritage • CBS International
- Cisco Systems Hrvatska • Coca-Cola Adria • Coca-Cola HBC Hrvatska
- Croatia Airlines • Crowe • Đuro Đaković Grupa • EPAM Systems
- Ernst & Young • Erste & Steiermärkische Bank • Erste Card Club • Gavrilović
- GE Healthcare Magyarország Kft • Genesis Pharma Adriatic • GrECo Croatia
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American Chamber of Commerce in Croatia

Strojarska cesta 22, 10000 Zagreb

Phone: +385 1 4836 777

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