



2025 ANNUAL GENERAL ASSEMBLY

ACTIVITY REPORTS

Conferences:

- The Future of Healthcare
- Digital Croatia 2030
- ESG Conference
- Tax Conference

Power Breakfasts / Lunches:

- Lunch with U.S. Ambassador Nathalie Rayes
- FDI Lunch

Seminars and Workshops:

- State of American Business 2024 (U.S. Chamber)
- Tax News and Treatment of Stock Option Grants
- Public Procurement Workshop
- How to Do Business in BiH
- 3 ESG Seminars
- 2 Seminars on the Lobbying Act

Networking Events:

- Patron Member Reception, Gala Reception
- Summer Cocktail for Personal Assistants
- 14 GM Breakfasts (Zagreb, Split, Rijeka)
- 2 Speed Networking Events
- Christmas Party, Annual General Assembly

Special and Co-organized Projects:

- Business Delegation to the U.S. (Chicago & Washington D.C.)
- 3 visits within AmCham Network
- Press Conference
- Risk, Insurance & Surety Bonds (Marsh)
- Way to go about introducing AI (Solvership)
- Fast Growing Sectors in Croatia (EI)
- AmCham Talents (9 events), Launchpad USA, 15 supported events
- *Issued: News & Views* (1 & 2), Yearbook

Total Events: 70 (55 organized by AmCham)

Position Papers and Surveys (15):

- Position paper Mass Balance Approach (132)
- Position Paper on Regulations on Outcomes of Medical Treatments (133)
- AmCham - Survey of the Business Environment in Croatia - 2024 (134)
- CHIF Data Exchange and Ethical Conduct Contracts (135)
- Comments on the Ordinance on Packaging and Packaging Waste (136)
- Recommendations for the Tax System Reform in 2024 (137)
- Creation of the Ministry for Digital Transformation of Croatia (138)
- The Possibility of Data Processing and Storage Using Modern Technologies (139)
- Creating a Single National Court Register (140)
- Proposals for Amendments to the Public Procurement Act (141)
- Ensuring the Supply for Special Groups of Medicinal Products (142)
- Regulation on Waste Management Fees and the Deposit Refund Scheme (143)
- Abolishing Tax Breaks for Young Adults (144)
- Challenges of Absorption of EU Funds in Croatia (145)
- Data Economy and Data Monetization in Croatia (146)

Engagement:

- 26 meetings with political stakeholders.
- 7 public consultations.
- 90 committee and task force meetings.

Key Policy Accomplishments:

1. Elevating Digital Transformation to ministerial level (new Ministry of Justice, Public Administration, and Digital Transformation).
2. Increased higher income tax threshold (€4.200 → €5.000).
3. Raised VAT entry threshold for small businesses (€40.000 → €50.000).
4. Implemented CHIF Data Exchange and Ethical Conduct Contracts.
5. Inclusion of AmCham's recommendations in medicinal product procurement documentation.

Conferences:

- Trends in Healthcare – Challenges and Opportunities
- Digital Croatia 2030
- Sustainable Tax System
- ESG and Business Sustainability
- Roundtable with LA delegation

Power Breakfasts / Lunches:

- Lobbying Act - How to Comply with New Rules?
- Executive Briefing: Global economic trends influenced by the introduction of tariffs
- Novelties in the Court Register
- Executive Lunch with NVIDIA
- Fiscalization 2.0 with Tax Administration

Seminars and Workshops:

- Cyber Resilience & EU Policy: What Businesses Need to Know?
- 2 ESG member seminars
- U.S. Trade Seminar: Changes in Customs Practices and Tariffs
- OSAC Program: American Standards for Secure Global Business
- 2 Workshops in Public Procurement
- Compliance with Competition Law: Prevention is Better Than Cure
- Workshop on Returnable Packaging
- Fiscalization 2.0 and transfer pricing
- Roundtable with Ministry of Economy on investments

Networking Events:

- 11 GM breakfasts, Anniversary Gala, Christmas
- Speed Networking with Franco-Croatian Chamber of Commerce and Industry
- AmCham Christmas Reception
- AmCham Talents program events (10)
- 20 supported events

Special and Co-organized Projects:

- Building Enduring Businesses in Croatia (Enterprise Investors)
- What is the price of risk? - Ensuring Success in an Unpredictable Environment (GrECo)
- Cybersecurity in Business: New Requirements and Opportunities (Span)
- Business Delegation to US (San Francisco & LA)
- Business Delegation to Brussels
- Annual General Assembly, 3 events in international network
- Patron event - Competitiveness for a new era by McKinsey & Company
- Patron event on Resilience by Kearney

Events: 75 total (55 organized by AmCham)

Policy Work (14 Papers):

- Digitization of the Company Share Registration System (147)
- Recommendations for Improving the Treatment of Obesity (148)
- AmCham - Survey of the business environment in Croatia 2025 (149)
- Management of EE Waste from Solar Panels (150)
- Medicines Shortage Monitoring System (151)
- Recommendations for Applying Health Technology Assessment (152)
- Recommendations for the Tax System Reform in 2025 (153)
- Accelerating AI Adoption in Croatia (154)
- Amendments to the Civil Procedure Act (155)
- Prevention, Control, and Reduction of Smoking (156)
- Directive on Equal Pay for Equal Work or Work of Equal Value (157)
- Ordinance on Simple Procurement (158)
- Global Minimum Corporate Tax Act (159)
- Recommendations for Judiciary Improvements

Engagement:

- 43 meetings with political stakeholders
- 9 public consultations
- 103 committee meetings

Key Policy Accomplishments

1. AmCham representatives appointed members of the Working Group for Rules on the Type, Method and Dynamics Of Delivery of Data on Medicines
2. Adopted amendments to the Draft of the Public Procurement Act
3. Adopted amendments to the medicines shortages monitoring system
4. Digitalization of the Court Register (new webpage with user interaction)
5. Lowered fees for managing EE waste from solar panels

EVENTS

- Lunches/Breakfasts (US Ambassador, Minister Mikuš Žigman)
- Conferences (Digital Economy, Healthcare, ESG, Taxation)
- Conference in cooperation with the World Bank
- Workshops in public procurement with Mingo
- Annual General Assembly
- GM breakfasts series
- Speed networking events
- Patron events
- Gala Reception
- Boardroom Discussions series

PUBLICATIONS

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

AmCham plans the delegation to US

POLICY

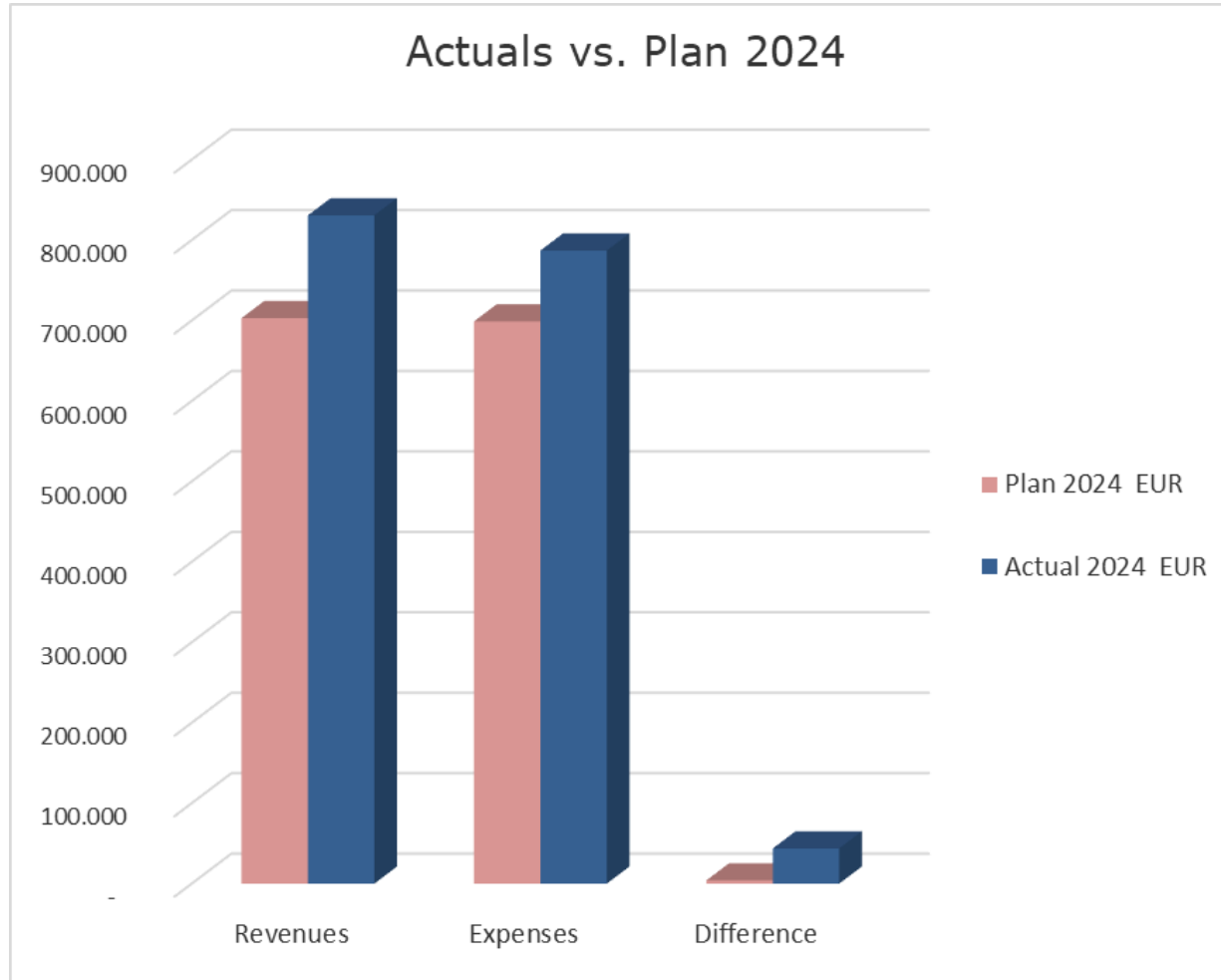
- Position papers based on Committee plans and Board & membership approvals
- Committee meetings
- Policy advocacy meetings with the Government
- Press related activities

BUSINESS DEVELOPMENT

- Launchpad USA program to support first steps of Croatian companies entering U.S. market (in cooperation with AmCham Finland)
- AmCham Talents program
- AmCham Talents Alumni mentorship

FINANCIAL REPORTS

- In 2024, AmCham achieved **high net membership growth** and **solid financial** performance driven by successful member engagement and sponsorship development.
- In 2025, AmCham **expenses increased due to inflation and staff expansion**, while membership fees no longer fully cover operational costs. AmCham **continued to grow in membership** and **met** its planned **objectives**.
- The 2026 plan focuses on **maintaining growth, retaining members, and sustaining operations**. Sponsorship revenues are projected to remain stable as companies implement cost-saving measures.

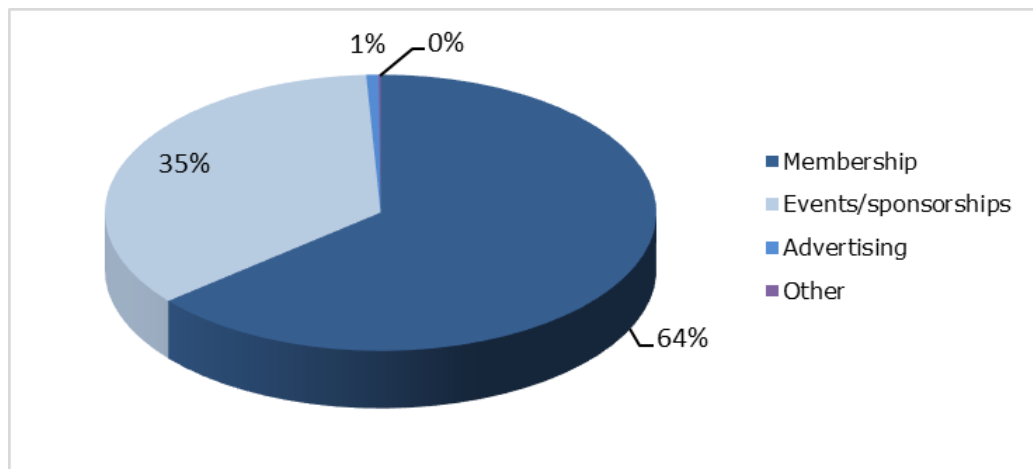


- Revenues in 2024 were **18% higher** and expenses **13% higher** than the plan.
- Compared to 2023, revenues grew **4%**, costs grew **6%**.
- Growth was driven by higher membership and sponsorship income.
- The U.S. Business Delegation (unbudgeted) increased both revenue and expenses.
- A **budget surplus** was generated and transferred to reserves.

	Plan 2024 EUR	Actual 2024 EUR	Actual / Plan 2024
Revenues	703.011	830.755	118%
Expenses	698.925	786.974	113%
Difference	4.086	43.781	1072%

Revenues

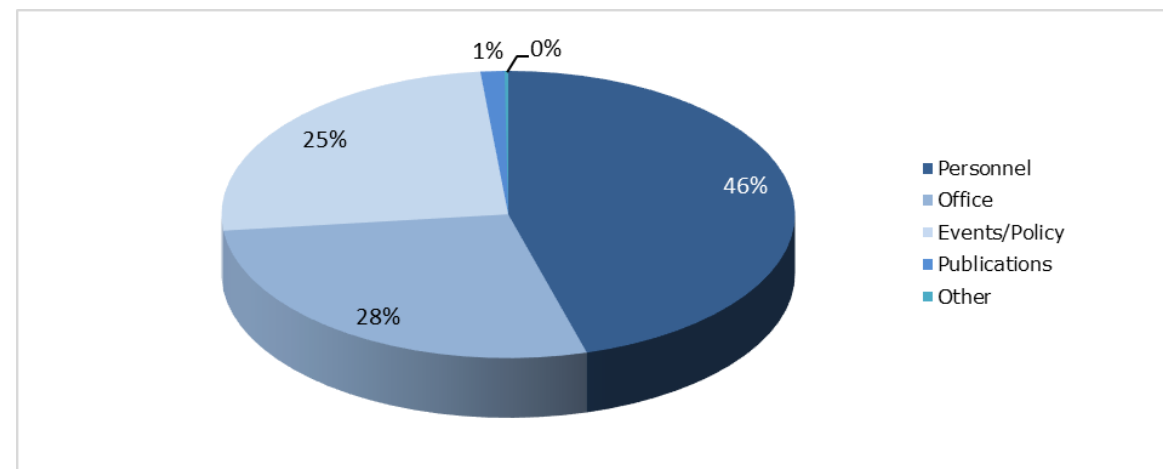
- **Membership revenues grew** 6%, sponsorship 7% year-over-year.
- Advertising revenues decreased slightly.
- Revenue composition remained consistent with 2023



2024	EUR	%
Membership	531.360	64%
Events/sponsorships	292.425	35%
Advertising	5.950	1%
Other	1.020	0%
TOTAL	830.755	100%

Expenses

- Absolute **increase across categories** except events (2023 included anniversary gala).
- Personnel share in total costs decreased; office costs increased (22% → 28%) due to inflation.



2024	EUR	%
Personnel	358.747	46%
Office	217.144	28%
Events/Policy	198.823	25%
Publications	10.605	1%
Other	1.655	0%
TOTAL	786.974	100%

Member satisfaction survey 2024

Plan 2024	Acquisition	Cancellation	Membership base YE Plan 2024
Patron	2	0	60
Corporate	12	7	124
Small Business	15	11	136
Non profit	0	1	16
Total	29	19	336

Actual 2024	Acquisition	Cancellation	Membership base YE 2024
Patron	7	3	64
Corporate	14	10	122
Small Business	23	8	146
Non profit	0	1	16
Total	44	22	348

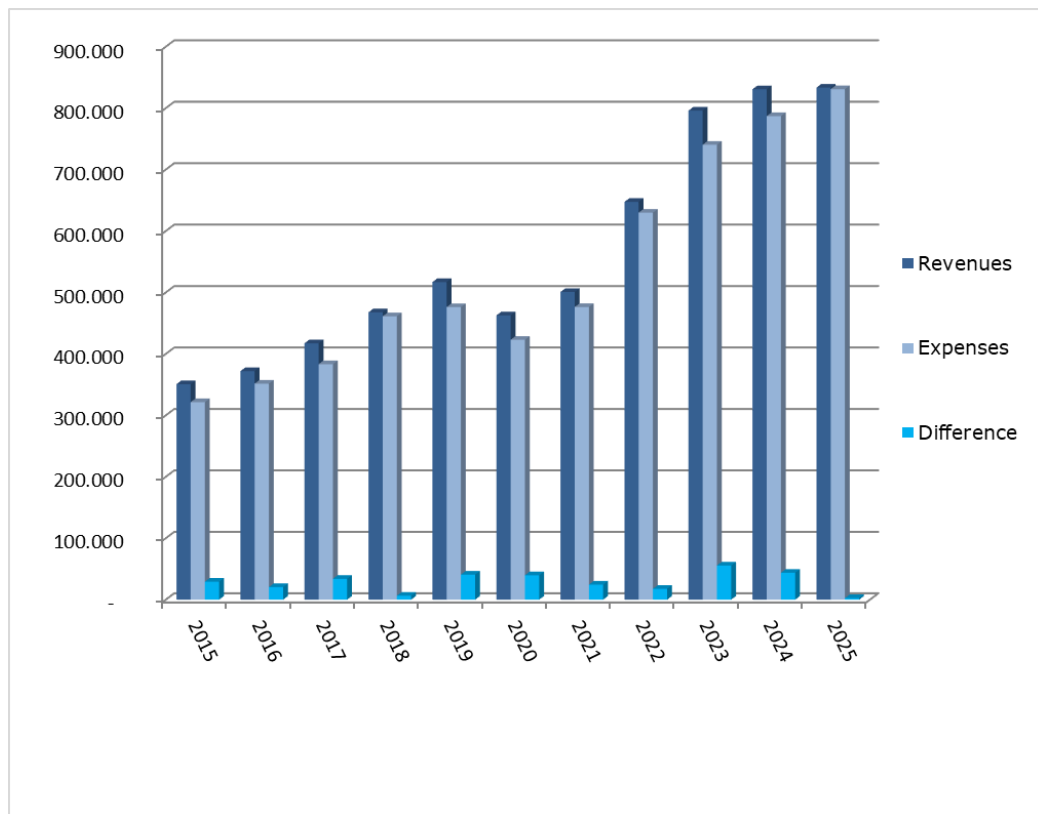
- 22 net new members vs. 10 planned.
- Total: 348 members (target: 336).
- Member satisfaction survey: **95%** rate AmCham's services as *good, very good, or excellent*.

	2016	2017	2018	2019	2020	2021	2022	2023	2024
Price	3,25	3,39	3,53	3,30	3,28	3,45	3,45	3,43	3,67
Range of services	3,96	3,92	4,08	3,93	3,90	4,12	4,12	4,11	4,10
Policy advocacy	3,95	3,99	4,09	4,13	4,05	4,22	4,22	4,24	4,18
Business development	3,82	3,82	4,01	3,63	3,77	3,85	3,85	3,86	3,87
Profiling/visibility	3,98	4,00	4,17	3,85	3,87	4,05	4,05	4,10	4,18
Access to information	4,08	4,05	4,18	4,03	3,98	4,15	4,15	4,17	4,12
Education opportunities	3,81	3,85	3,93	3,81	3,74	3,88	3,88	3,86	3,95
Overall service	4,08	4,09	4,21	3,95	4,04	4,21	4,21	4,31	4,22

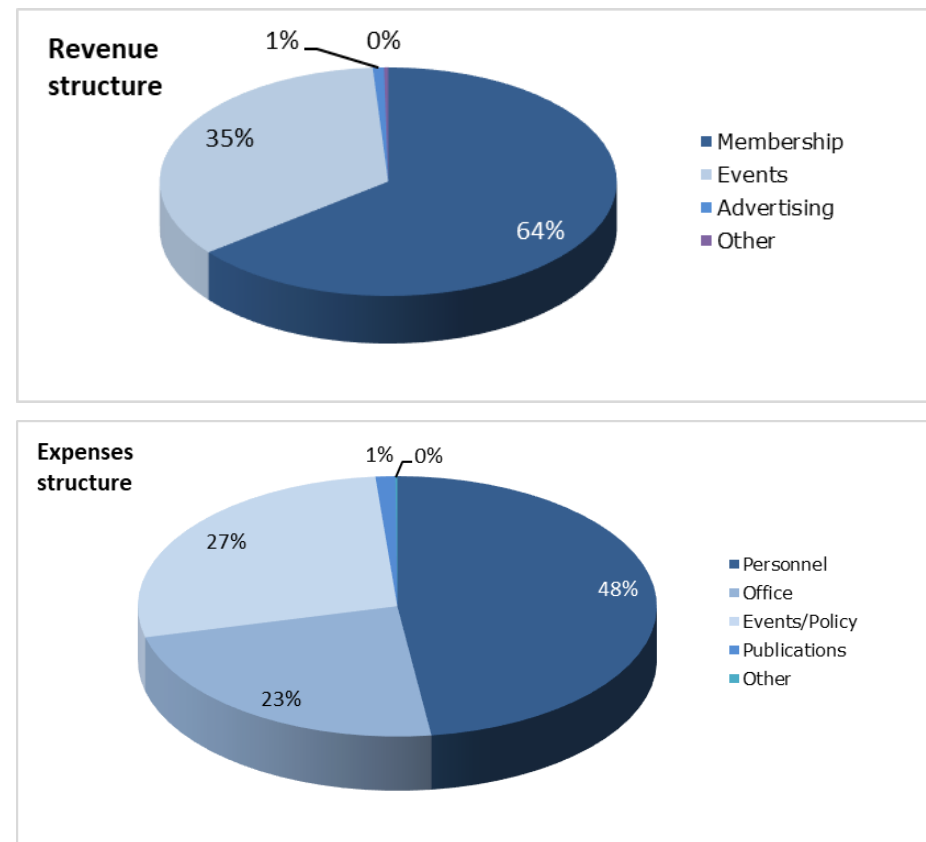
Grades 3,4,5

Price	88%
Range of services	94%
Policy advocacy	96%
Business development	92%
Profiling/visibility	93%
Access to information	94%
Education opportunities	94%
Overall service	95%

November 6, 2025



	Plan 2025 EUR	Projection 2025 EUR	Projection / Plan 2025
Revenues	833.465	917.367	110%
Expenses	830.907	911.676	110%
Difference	2.558	5.692	222%



- 2025 projected to close with a small surplus above plan.
- Revenue structure mirrors 2024; all costs increased proportionally.
- Two new staff positions added in 2025; event costs increased accordingly.

History of Adjustments since 1998:

2023: All membership categories +5% (euro conversion)

2026 Proposal: All categories +15%

Note: Earlier adjustment related only to introduction and change in patron category

AmCham has carefully delayed membership fee adjustments in recent years to minimize impact on members. However, rising costs now make this change essential for continued service quality and sustainability.

Rationale for adjustment:

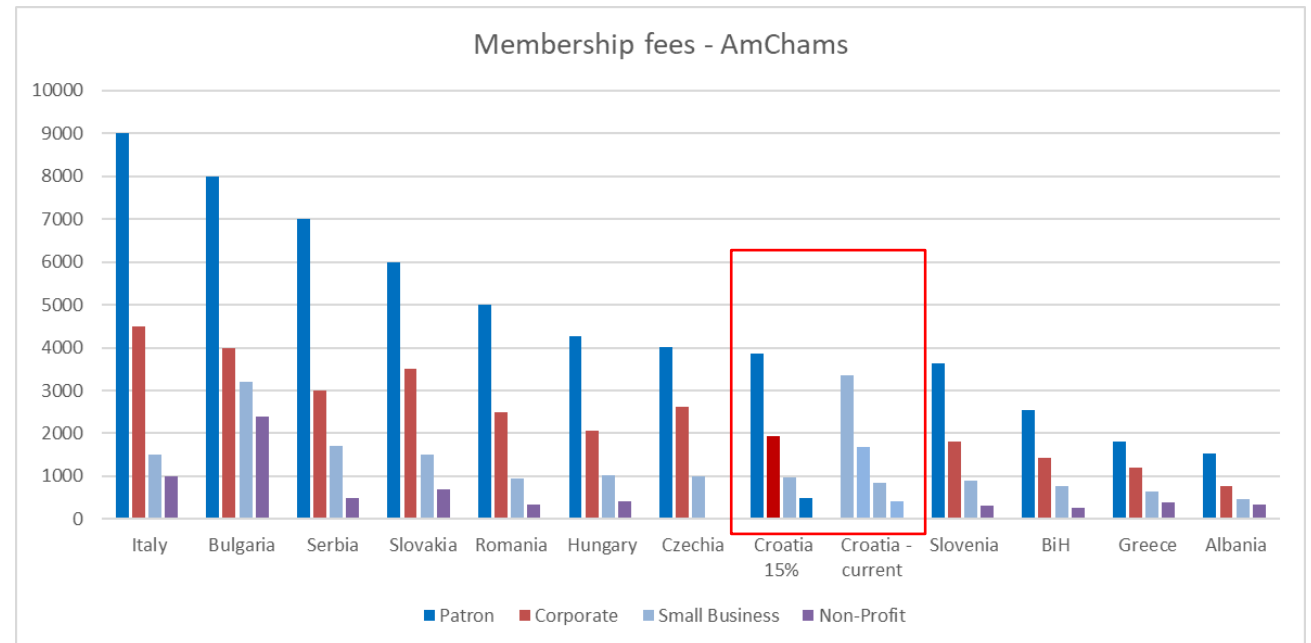
- **Operating costs have increased** significantly due to inflation.
- Currently, membership fees cover only 93% of recurring costs (office, salaries); **gap should be closed to ensure sustainability.**
- Overreliance on sponsorship (35%) introduces volatility in revenue streams and **should not be further increased** in membership based and non-profit organizations.
- Event spending reduced due to inflationary pressures; competition among chambers increasing.
- Competitive salary retention and event quality maintenance.
- Member feedback shows **support for broad activity scope and free events included in membership fee.**

Membership fees 2026 - proposal 15% increase

Peer chambers have recently adjusted fees:

- HUP & AmCham Romania: +20%
- AmCham Slovenia: +10% (receives public funding)
- AmCham Croatia offers broad free programs at comparatively lower fees.
- Yearly fee includes access to 50+ events, publications, publications, M2M program, and active policy work.
- Funding structure: 65% membership / 35% sponsorship.
- Non-profit model requires membership fees to sustain operations long-term

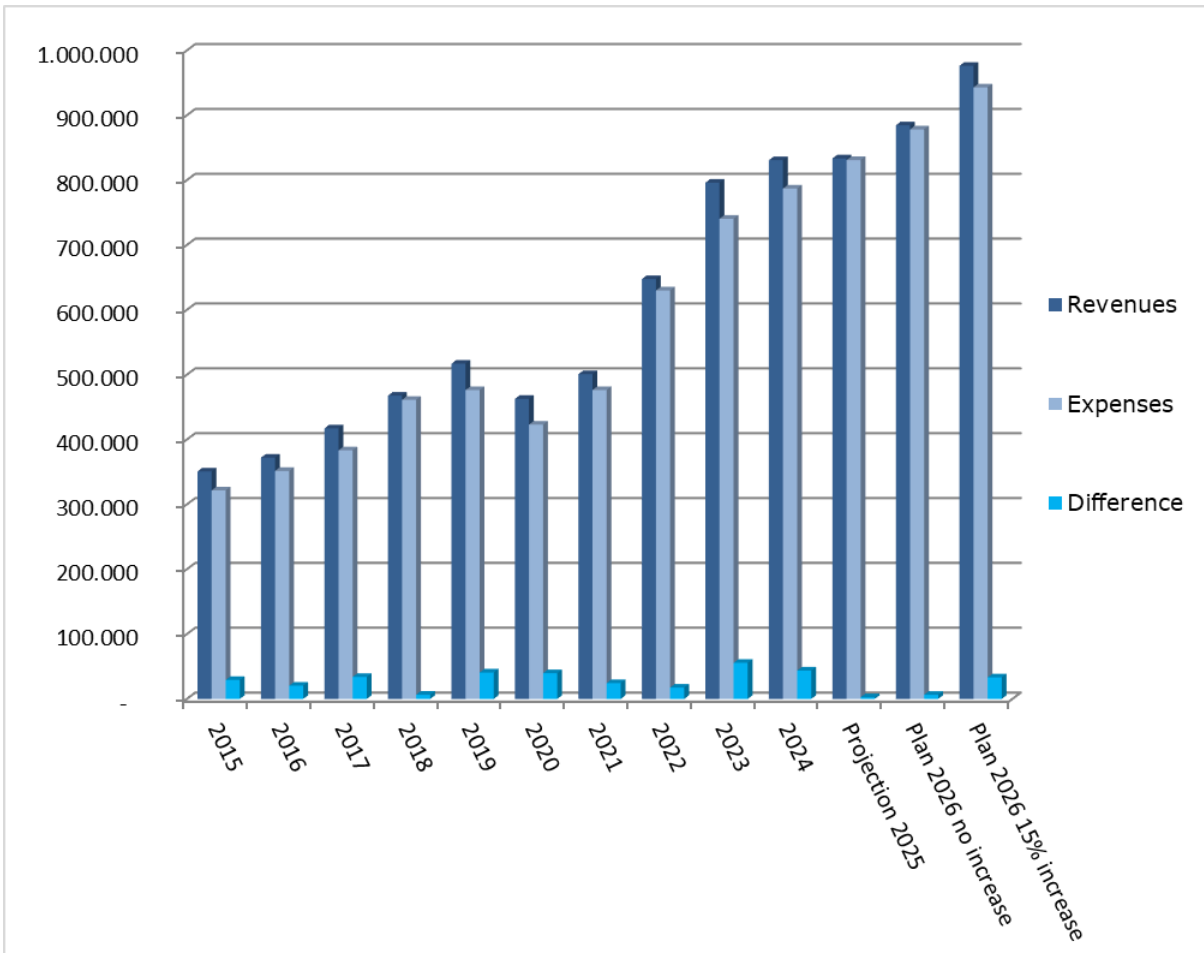
Category	Current fees/€	15% fees increase/€	Yearly difference/€
Patron	3.360	3.864	504
Corporate	1.680	1.932	252
Small Business	840	966	126
Non-Profit	420	483	63



Financial Plan 2026 proposal



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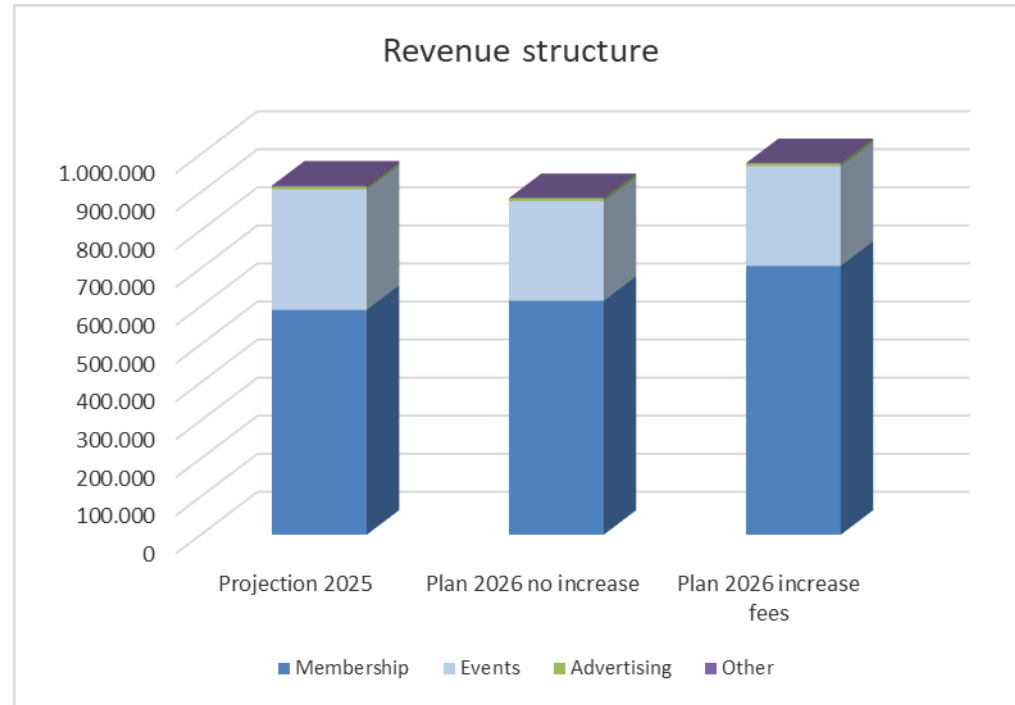
- **Plan with fee increase:** enables full coverage of operating costs and higher event investment.
- **Without fee increase:** excludes Christmas Party and World Bank Conference, investment in events.
- U.S. delegation not budgeted but may be added later if organized.
- Membership revenue share to rise by 3% of total.

	Projection 2025 / €	Plan 2026 no increase / €	Plan 2026 15% increase / €
Revenues	917.367	884.575	976.198
Expenses	911.676	878.187	942.967
Difference	5.692	6.388	33.231

Revenue Structure 2025 & 2026



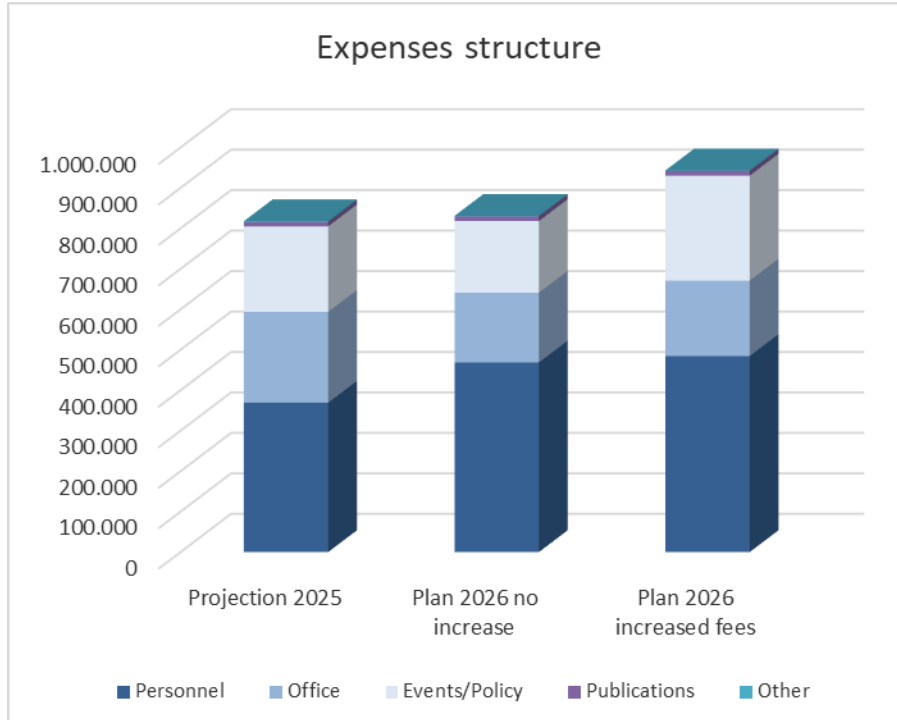
November 6, 2025



- With membership fees increase, their share in total revenues will grow by 3%.
- Membership fees increase would enable full coverage of operating costs and further investments in events.

Projection 2025	EUR	%	Plan 2026 no increase	EUR	%	Plan 2026 increased fees	EUR	%
Membership	590.600	64%	Membership	614.620	69%	Membership	706.243	72%
Events	316.797	35%	Events	262.050	30%	Events	262.050	27%
Advertising	7.290	1%	Advertising	7.900	1%	Advertising	7.900	1%
Other	2.680	0%	Other	5	0%	Other	5	0%
TOTAL	917.367	100%	TOTAL	884.575	100%	TOTAL	976.198	100%

Note: Events revenues in 2025 include delegations to US and Brussels which are not budgeted for 2026
 Membership revenues include membership fees, joining fees and write-offs



- Impact of two new hires in 2025 fully reflected.
- Fee increase plan reinstates key events and raises production standards.
- Ongoing investment in digital infrastructure and CRM integration.

Projection 2025	EUR	%	Plan 2026 no increase	EUR	%	Plan 2026 increased fees	EUR	%
Personnel	436.695	48%	Personnel	484.484	55%	Personnel	484.484	51%
Office	211.952	23%	Office	186.333	21%	Office	186.333	20%
Events/Policy	250.704	27%	Events/Policy	194.590	22%	Events/Policy	259.370	28%
Publications	11.240	1%	Publications	11.700	1%	Publications	11.700	1%
Other	1.086	0%	Other	1.080	0%	Other	1.080	0%
TOTAL	911.676	100%	TOTAL	878.187	100%	TOTAL	942.967	100%

Note: higher office costs in 2025 included one off investment into integration of web generator and CRM

Plan 2026	Acquisition	Cancellation	Membership base YE Plan 2026
Patron	3	0	74
Corporate	15	6	148
Small Business	20	15	150
Non profit	0	3	11
Total	38	24	383

- Current membership: 369 companies employing over 110.000 people in Croatia.
- 56% are Patron and Corporate members.
- Retention rate: above 93%.
- Plan for 2026: +14 net new members → total **383 members**.

