

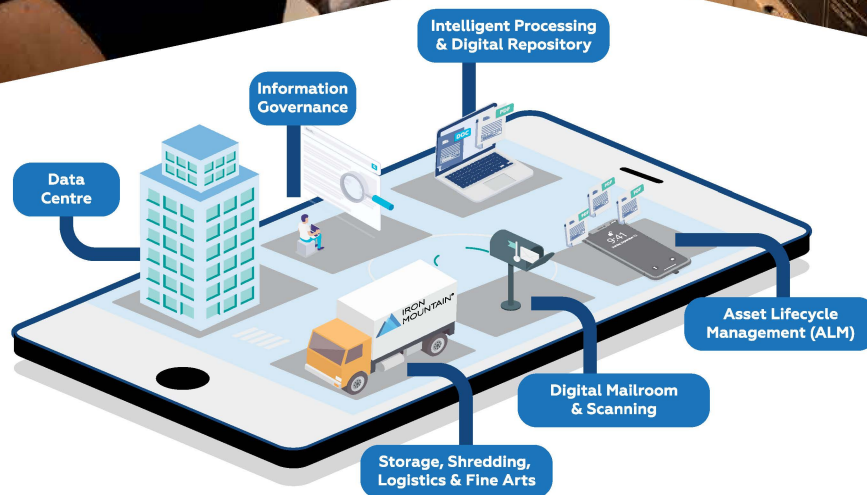
YEARBOOK

2023

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# AMCHAM PATRON MEMBERS

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## IMPRESSUM

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## *Embassy of the United States of America Zagreb, Croatia*

*December 1, 2023*

### **Dear AmCham Members:**

As we close 2023, I can say with confidence that the U.S.-Croatian economic relationship has never been stronger. This year we have seen the tangible and wide-ranging benefits of our friendship – from record-breaking numbers of U.S. tourists boosted by Croatia's membership in the Schengen area, to cross-border private investments creating jobs in both the United States and Croatia, to new strides in sustainable energy made possible by our bilateral cooperation. The United States is proud to call Croatia our partner, Ally, and friend.

Croatia welcomed more than 700,000 U.S. tourists in 2023. Our citizens come for Croatia's beautiful coasts and islands, but they keep coming back because of the hospitality of the Croatian people. And more and more often, they are coming back to do business. Not only is U.S.-Croatian trade bigger than ever, we are also seeing U.S. investment in places like Osijek, where U.S. firm Jabil is creating hundreds of jobs and betting on the next generation of Croatian engineers. Our companies have seen what Croatian ingenuity and talent can produce, and they do not want to miss out on the next Rimac or Infobip.

Our close relationship is founded on shared values, including our commitment to a democratic, secure, and sustainable future. In March, I was proud to join U.S. Secretary of Energy Jennifer Granholm at the Ministerial Meeting of the Partnership for Transatlantic Energy and Climate Cooperation in Zagreb as she pledged U.S. partnership to advance renewable energy and strengthen European energy security. Thanks to the Krk LNG terminal, ambitious commitments to increase solar and wind energy, and new geothermal developments, Croatia is ready to be an energy security leader in central Europe – even as Russia attempts to control European energy supplies as part of its brutal war against Ukraine. The United States stands strong with Croatia against all such threats to a free and prosperous future.

The American Chamber of Commerce in Croatia has been an invaluable partner to our Embassy and a strong foundation for our thriving friendship. I was proud to help celebrate AmCham's 25th anniversary this year and to look back at our quarter-century of growth and success. Happy 25 years, AmCham, and here's to many more.

**Mark L. Fleming**  
Chargé d'affaires, a.i., U.S. Embassy Zagreb

## **Board of Governors**

The AmCham Board of Governors is responsible for the strategic management and policy decisions of AmCham Croatia, donating their time, experience and connections for furthering the Chamber's goals. It is comprised of seven members coming from the senior management level of AmCham member companies, that are elected by the General Assembly, which meets annually and includes all AmCham Croatia members.



**Rina Musić**  
**President**

Merck Sharp & Dohme d.o.o.



**John Mathias Gašparac**  
**First Vice President**

PricewaterhouseCoopers d.o.o.

## Dear members, dear partners and friends of AmCham Croatia,

It is with great pleasure and excitement that I address you as the newly elected President of the Board for the American Chamber of Commerce in Croatia.

In the past, it was my privilege and responsibility to be a member of AmCham's Board of Governors, and to manage the strategy and policy decisions of the American Chamber of Commerce in Croatia, for the benefit of the business community and societal welfare. I will dedicate my work to strongly support and promote AmCham's vision and mission, giving support to young talents, advocating for the development of innovative business ecosystems and being an ambassador for high-standard business practice, compliant ways of working, diversity, and inclusion.

Through empowering cooperation among members by supporting innovative projects and activities, we will, together, continue to enhance the recognition and footprint of AmCham in Croatia and beyond.

I will continue to support initiatives and projects related to business missions with policy stakeholders, promoting the value of business community for the economic development of Croatia by creating strong and valuable strategies.

I am honored to serve alongside such a dynamic and dedicated group of professionals, and I am confident that together, we will continue to advance the partnership between the United States and Croatia, achieving even greater milestones in the coming year. I would like to take this opportunity to extend my deepest gratitude to everyone who contributed to our achievements and the creation of this Yearbook. My gratitude goes to the dedicated Board members and AmCham administrative team, our loyal partners and advertisers, and, of course, all of our members.

As we embark on the journey of 2024, I am confident that the AmCham Croatia 2023 Yearbook will be an invaluable resource for you as you navigate the dynamic business landscape. Together, we will continue to drive economic growth, facilitate business opportunities, and foster a productive environment for our members to thrive in.

Sincerely,

**Rina Musić, President**  
American Chamber of Commerce in Croatia



**Stjepan Roglić**  
Second Vice President  
Orbico d.o.o.



**Boris Petrušić**  
Secretary-Treasurer  
Oracle Hrvatska d.o.o.



**Igor Grdić**  
Untitled Governor  
Vertiv Croatia d.o.o.



**Bojan Poljičak**  
Untitled Governor  
Adcubum d.o.o.



**Sandra Velasco**  
Untitled Governor  
Novartis Hrvatska d.o.o.

## Dear members and friends,

The year about to end has indeed been eventful. It began with Croatian businesses and society introducing the euro, a process which, despite many concerns, went smoothly and successfully. Another significant event that will be remembered by us, and future generations, is Croatia's entry into the Schengen Area. These crucial events further integrated Croatia into the European Union. For AmCham, this was also an important year internally. We marked 25 years of work in Croatia with a grand celebration at the Vatroslav Lisinski Concert Hall, attended by nearly 1,000 guests, including the President of Croatia, Ministers Filipović and Malenica, and many other dignitaries. It was a splendid opportunity for socializing and enjoying a concert by the Zagreb Philharmonic Orchestra.

This year, we also organized a business delegation to the United States, with visits to San Francisco and Silicon Valley, Austin, and Houston. Excellent hosts such as PwC, Salesforce, Citi Ventures, Microsoft, Fortinet, Digital Realty, Oracle, and iOLAP once again impressed with their presentations on the latest trends and thoughts on the development of artificial intelligence. After an intensive week, the last day was particularly inspiring.

The AmCham delegation visited Johnson's Space Center Houston and its Human Performance Accelerator Lab (HPALab) and participated in a program focused on "Learning from NASA's Debrief Culture", while also understanding the notions that are at the core of HPALab's approach: Expeditionary Mindset, Growth Mindset, and the Overview Effect. Daniel Newmyer, Vice President of Education, Research, and Collections at Space Center Houston, shared insights into what's happening at NASA now, the Artemis missions to the moon, and 60 years of lessons learned through NASA's research on human performance and leadership.

The group toured the Johnson Space Center to get a behind-the-scenes look at NASA. We visited the recently restored Historic Apollo Mission Control to watch a re-creation of the 1969 moon landing experience. The group also engaged in an interactive workshop, "Learning from NASA's Debrief Culture", on engendering vulnerable trust, welcoming adversity, and having difficult conversations, as well as committing to continuous improvement.

Dinner took place in the Artemis Exhibit with special guest, retired astronaut and Vice President of Government Services at Barrios, Mark Polansky. He shared his experiences with the NASA debrief culture and the lessons learned. Mark also discussed the dynamics of crew leadership and various personalities working together during a mission. Everybody can relate to these kinds of challenges and complex situations. A truly inspiring visit which marked this trip to the US, but also one that emphasized the importance of teamwork and new ideas to further develop it. The new year will bring new opportunities to demonstrate what we have learnt.

Happy holidays to you and your loved ones and best wishes in the new year,

**Andrea Doko Jelušić, Executive Director**

## Office of the Executive Director

The Office is responsible for the day-to-day management of all AmCham operations (events, committees' work, advocacy efforts), internal organization, and all other issues related to the management of AmCham. The Executive Director participates in all the Board of Governors' meetings and the AmChams in Europe Board, connecting AmCham Croatia's activities with other European AmChams as well as U.S. Chamber of Commerce.

### American Chamber of Commerce in Croatia

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**Andrea Doko Jelušić**  
**Executive Director**  
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## About AmCham Croatia

### VISION

We aspire to be the leading business association contributing to a strong and competitive business environment in Croatia and growing transatlantic cooperation.

### MISSION

AmCham provides to members a forum for developing business opportunities, through promoting high standards of business practices, pursuing policy advocacy and offering high level networking.

### GOALS

- Foster ties between Croatia and the United States through trade and investment
- Strengthen partnership between the business community and the Croatian government at all levels
- Facilitate cooperation among members
- Promote regional trade and pan-European cooperation

AmCham is an independent, non-profit, non-governmental organization with more than 320 members and an accredited affiliate of the U.S. Chamber of Commerce in Washington and AmChams in Europe (ACE) network.

Members are provided the opportunity to expand their business and government contacts by attending numerous networking and business events we organize, exchange useful information and advocate issues important for doing business through committee work and also promote their company by using various AmCham communication channels (News&Views magazine, Yearbook, e-Newsletter, AmCham website).

Each year, AmCham organizes more than 70 various events, the majority of which include attractive sponsorship packages. By linking their brand to AmCham, members companies can increase their visibility and network of prospective clients and associates strengthening the competitive edge. AmCham events are attended by the top management of leading companies in Croatia, as well as government representatives and the diplomatic corps and regularly receive substantial media attention.

Chamber's positions on policy issues relevant to members' business operations (covering areas like environment, health care, IPR, tourism, public procurement, judiciary, data protection, digital economy and trade and investment) are discussed and defined within Committees' work and formalized into official position papers. These official positions are communicated to the highest Government levels as well to the public, and often discussed with Government representatives.



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# POLICY INITIATIVES

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## Meeting with Mr. Bernard Gršić

**JANUARY 19**

Mr. Bernard Gršić, State Secretary at the Central State Office for the Development of Digital Society, was the guest speaker at the first Digital Economy Committee meeting in 2023. Participation in the meeting was open to all AmCham members.

The State Secretary presented the key parts of the "Digital Croatia Strategy for the period until 2032" and the regulations that will result from it (action plans, acts, and bylaws). He shared information with members about the planned upcoming tenders for entrepreneurs from the National Recovery and Resilience Plan and Multiannual Financial Framework in the field of digitization, and the upcoming plans of the Central State Office.

After the introductory presentation, members had a productive discussion with Mr. Gršić. There were 40 AmCham members at the meeting.

## Meeting with State Secretary Zdravko Tušek

**JANUARY 26**

AmCham representatives met with Mr. Zdravko Tušek, State Secretary and Mr. Zdravko Barać, Director of the Directorate for Animal Husbandry and Food Quality in the Ministry of Agriculture, to present the position paper "Proposal for an Ordinance on Reducing Ammonia Emissions in Pig Production".

The proposal of the ordinance refers to the application of modern animal feeding technologies using rations composed by means of computer models with the application of data obtained from analyzes of individual feeds. Systematic application of this technology, which is also the experience of more technologically advanced countries, contributes to reducing ammonia production by up to 19%. In order to make more efficient use of nutrients, the aforementioned technology enables a significant increase in production productivity, in the form of food savings of 8.5%. The proposed ordinance is based on the provisions of European regulations that apply in Croatia, as well as on the National Strategy of Croatian Agriculture until 2030.

The participants of the meeting agreed that it is a technology that contributes to climate goals, but also to the better nutrition of pigs, and agreed on continuing cooperation.

## Meeting with State Secretary Hrvoje Bujanović

**FEBRUARY 9**

AmCham representatives Andrea Doko Jelušić – Executive Director, Saša Jovičić – Chair of the Public Procurement Committee, Dean Kosty – Chair of the Digital Economy Committee, and Policy Managers Dražen Malbašić and Sveltana Momčilović met with

Mr. Hrvoje Bujanović, State Secretary, Ms. Nina Čulina, Head of the Directorate for Trade and Public Procurement Policy, and Mr. Bojan Batinić, Head of the Directorate for Internationalization in the Ministry of Economy and Sustainable Development.

AmCham representatives presented the work of the Chamber with an emphasis on the Trade and Investment Committee, the Digital Economy Committee, and the Public Procurement Committee, which overlap with the sphere of activity of the Secretary of State. Mr. Bujanović welcomed AmCham's effort to contribute to the improvement of the business environment in Croatia with their constructive proposals. It was agreed to continue cooperation on matters of attracting foreign direct investment, as well as changes to the Public Procurement Act.

## Meeting with OECD Representatives

**FEBRUARY 27**

In the process of the accession of the Republic of Croatia to the Organization for Economic Cooperation and Development (OECD), the Trade Committee evaluated the openness of the candidate country's market and analyzed how the procedures, practices, and regulatory regimes affect trade and foreign investments, i.e., their trade aspects. These are several basic principles of trade integration that arise from the broader context of the OECD's work on the principles of good regulatory practice and effective regulation that promote market openness in all sectors, in trade in goods, agricultural products, and services.

During the evaluation process, OECD representatives visit the candidate country and meet with representatives of state administration bodies as well as the private sector, trade partners, and other stakeholders with whom they discuss the business environment and investment climate. Those topics were discussed by Saša Jovičić, Chair of the Public Procurement Committee, Hrvoje Jelić, Chair of the Trade and Investment Committee, Marko Porobija, Chair of the Judicial Committee, Krešimir Lipovšćak, Judicial Committee member, Andrea Doko Jelušić, AmCham's Executive Director, and Sveltana Momčilović, Policy Manager.

On behalf of the OECD, Evdokia Moise, Senior Trade Policy Analyst, and Spela Berlizg from the Trade Policy Division, Trade and Agriculture Directorate, participated in the meeting.

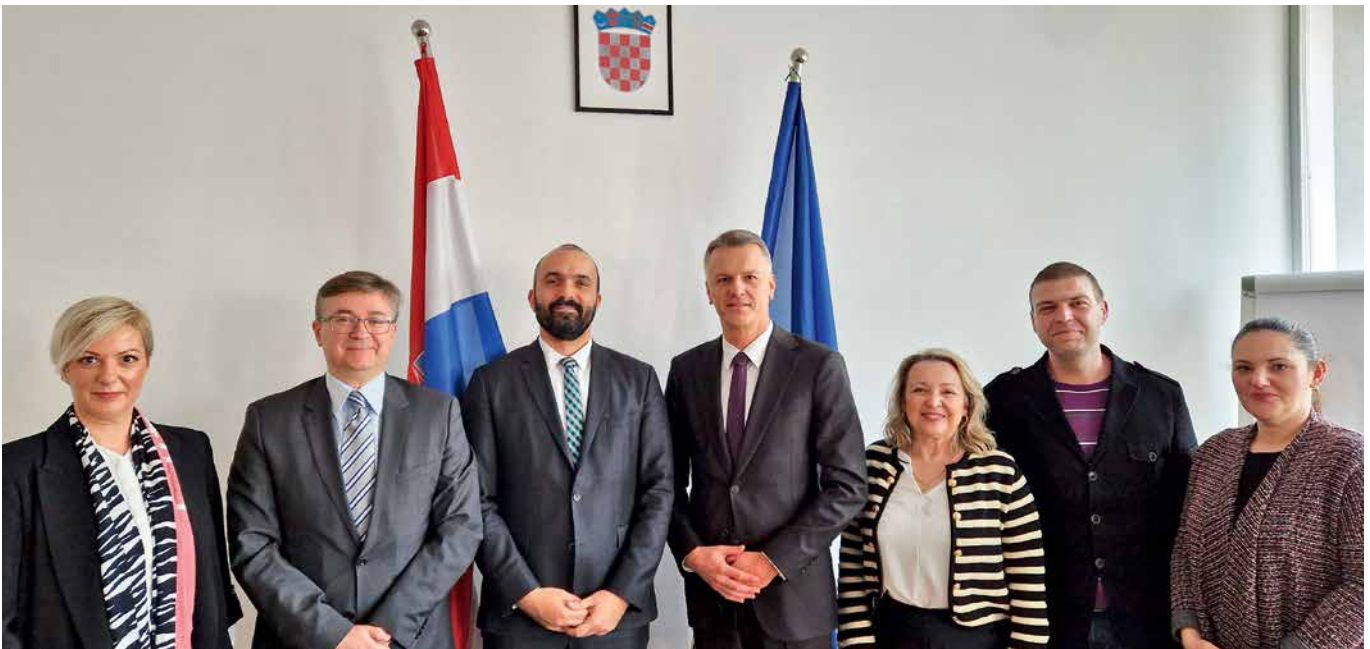
## Meeting on the Topic of Digitalization of Justice and Administration

**MARCH 15**

AmCham representatives met with Mrs. Renata Diankov, Head of the Independent Sector for Digitization of Justice and Public Administration in the Ministry of Justice and Administration. Andrea Doko Jelušić, Executive Director of AmCham, welcomed



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1 Meeting with State Secretary Zdravko Tušek 2 Meeting with State Secretary Hrvoje Bujanović

the Ministry's efforts to continue with the digitalization of the Croatian judiciary and public administration as much as possible. This is particularly important for existing investors who are planning additional investments, as well as potential investors who are considering investing in Croatia. The predictability of the judiciary and administration due to the automation and digitization of business processes sends a positive message to investors.

Ms. Diankov listed a number of projects that the Ministry is actively working on in order to increase the number of digitized services and procedures, such as remote hearings in civil cases, the use of artificial intelligence to anonymize court judgments that will be published publicly, audio recording in courts, or digitization of processes recruitment of new officials in the Ministry.

### Meeting on the Topic of Card Payments in Public Administration Bodies

**MARCH 15**

AmCham organized a meeting with Mr. Dražen Božić and Mrs. Sanja Zadro from the Central State Office for the Development of Digital Society and Mr. Slaven Bojko from the Financial Agency. In the period from 2017 to 2020, AmCham cooperated intensively with the Central State Office for the Development of Digital Society, FINA, and a number of other state institutions on the realization of enabling card and online payments for citizens and companies in public administration offices. The basis for cooperation was AmCham's position paper "Introduction of card payments in public administration," resulting in the strong contribution of AmCham in the implementation of the e-Pris-tojbe (e-Duties) project at the end of 2022. The project created a unique application for card and online payment of administrative fees and fees of state institutions in Croatia (Ministry of the Interior, the Ministry of the Sea, Transport and Infrastructure, and the Customs and Tax Administration). It is announced that the number of institutions and services that will use e-Pris-tojbe will be expanded.

In the last four years, there has been a constant increase in the amount of card processing transactions in public administration bodies and further growth can be expected in the coming time.

### Cybersecurity Round Table

**APRIL 26**

The Ministry of Defense, the U.S. Embassy in Croatia, and the American Chamber of Commerce organized the "U.S.-Croatia Cybersecurity Round Table Event"

Representatives of government ministries, the private sector, and academia gathered on the premises of the Ministry of Defense to discuss an important policy topic of cybersecurity. AmCham's Executive Director Andrea Doko Jelušić said: "Cybersecurity is an issue very close and important to our members. Almost daily, we hear of cyber-attacks on institutions, businesses, and governments. With a rampant digital transformation of all spheres of our lives, cybersecurity is becoming crucially important. It has far passed the point of being a "reputational and financial" liability. Nowadays, cybersecurity is a strategic matter of functioning of not only institutions and governments, but also our way of living."

### Meeting with the Judiciary Committee of the Croatian Parliament

**APRIL 27**

Representatives of the American Chamber of Commerce in Croatia met with the Chairperson and Deputy Chairperson

of the Judiciary Committee of the Croatian Parliament, Mišel Jakšić and Krunoslav Katičić respectively. The topic of the meeting was the recently published AmCham position paper "Recommendations for judiciary improvements".

The recommendations for judiciary improvements laid out in this position paper and elaborated through five specific points, which have been analyzed in detail and evaluated as potential drivers, can be applied in further legislative activities and the development of strategies and policies. The recommendations constitute a concise overview of potential focal points during the next legislative term, aimed at contributing to the development of the competitiveness of the Croatian economy and attracting investments to the Republic of Croatia.

Recommendations refer to the specialization of judges, amendments to the methodology for the evaluation of judges' performance, promotion of ADR, creation of a national court register and infrastructural changes, and the modernization of communication with parties.

Jakšić and Katičić emphasized that they were aware of all the problems presented and agreed that the problems in the system had to be resolved, with an emphasis on the fact that certain positive developments have been made. As a system, the judiciary is less prone to reforms and they emphasized that changes should start from the Faculty of Law itself, with inevitable specialization, the connection between law and the economy, and digitization. They said that AmCham's position paper was a very significant document for the future development of the judiciary and legislative activities. Openness and readiness for all future recommendations and remarks was also expressed, with absolute support for all forms of future cooperation.

AmCham representatives at the meeting included Andrea Doko Jelušić, Executive Director, Marko Porobija, Chair of the Judicial Committee, and Svjetlana Momčilović, Policy Manager.

### Meeting with H.E. Pjer Šimunović, Croatian Ambassador to the U.S.

**MAY 8**

Mrs. Doko Jelušić, AmCham's Executive Director, met with H.E. Pjero Šimunović, Croatian Ambassador to the United States of America in Washington, D.C.

The topic of the meeting was economic cooperation between Croatia and the USA and the importance of transatlantic relations. Croatia and the USA are friendly countries with good bilateral relations, which was further strengthened by Croatia's accession to the Visa Waiver Program for travel to the United States of America and the signing of the Double Taxation Treaty between Croatia and the U.S.

In recent years, there has been an increase in investments between the two countries, which will be further facilitated after the parliaments of both countries ratify the Treaty on the Avoidance of Double Taxation.

### Meeting with John G. Murphy, Senior Vice President for International Policy, U.S. Chamber

**MAY 8**

AmCham's Executive Director Andrea Doko Jelušić and Mr. Murphy discussed bilateral trade, with a focus on the signing of the Double Taxation Treaty between Croatia and the U.S. that took place in December 2022.

They agreed that it is an important step for the people and businesses of both countries. The full effect of the Treaty will enter into force once Croatia and the USA ratify it.

John G. Murphy directs the U.S. Chamber's advocacy relating



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1 Cybersecurity Round Table 2 Meeting with the Judiciary Committee of the Croatian Parliament 3 Meeting with John G. Murphy

to international trade and investment policy. Since joining the Chamber in 1999, Murphy has led its successful campaigns to win congressional passage of trade agreements with a dozen nations and its advocacy to shape numerous other trade bills. He regularly represents the Chamber before Congress, the administration, foreign governments, and the World Trade Organization.

### Meeting with the OECD Corporate Governance Committee

**MAY 24**

AmCham representatives met on May 24 with the representatives of the OECD Corporate Governance Committee who were on a fact-finding mission in Zagreb, following the OECD accession review of Croatia. The topic of the meeting was perceptions on the relevance and functioning of Croatian capital markets as a vehicle for private sector development.

The topics discussed also included strengths and weaknesses of corporate governance practices in Croatia with respect to the recommendations of the G20/OECD Principles of Corporate Governance, and Guidelines on Corporate Governance of SOEs with respect to the existence of a level playing field between private sector companies and SOEs operating in the same sectors.

Those topics were discussed by Nikola Dujmović, President of the Board of Span, Neven Vranković, Vice President for Corporate Activities of Atlantic Group, Krešimir Lipovščak, Partner in Crowe Croatia, Andrea Doko Jelušić, AmCham Croatia Executive Director, and Svjetlana Momčilović, Policy Manager.

On behalf of the OECD Daniel Blume, Tiziana Londero and Arijele Idrizi from Directorate for Financial and Enterprise Affairs participated in the meeting.

### Meeting with Maja Kuhar, DKOM President

**MAY 29**

Representatives of AmCham met with Maja Kuhar, President of the State Commission for Control of Public Procurement Procedures, and her colleagues Danijela Antoković and Zvonimir Jukić.

At the meeting, AmCham's position paper "Proposals for the improvement of the Electronic Advertiser for Public Procurement of the Republic of Croatia" was presented, in which members of the Chamber proposed novelties for the creation of a new Electronic Advertiser for Public Procurement (EPPC) platform. Proposals include the possibility of subscribing to prior consultation and simple procurement, automatic filling of ESPD, automatic view of the bid, checking/unchecking groups within the ESPD form, mandatory publication of simple procurement procedures in the electronic classifieds (amendment of the PPA 2016), automatic retrieval of evidence obtained by retrieving from registers for subcontractors and persons they rely on, connecting the EPPC with the FINA e-invoice in procurement procedures, procurement plans, anonymization of downloading documentation and making inquiries, and automation of the generation of payment orders for fees in the appeal procedure.

Kuhar welcomed AmCham's recommendations and emphasized that the new platform of the EPPC will comprehensively include changes that benefit both bidders and contracting authorities, and that parts of AmCham's recommendations are planned to be incorporated.

AmCham representatives at the meeting included Andrea Doko Jelušić, Jelena Markulin, Mijo Čavlina, and Dražen Malbašić.

### Meeting with the Ministry of Economy and Sustainable Development

**JUNE 9**

AmCham representatives met with State Secretary Bujanović and Mrs. Tomljenović to discuss the topic of public procurement.

Representatives of AmCham's Public Procurement and Healthcare Committees held a meeting with State Secretary Bujanović and Mrs. Tomljenović from the Public Procurement Administration. AmCham focused on two position papers: Proposals for the improvement of the Electronic Public Procurement Classifieds of the Republic of Croatia and Value-oriented Public Procurement in Healthcare. The positions were presented by:

- Saša Jovičić, Chairman of the Public Procurement Committee (Wolf Theiss)
- Jurica Toth, Chairman of the Health Committee (Medtronic)
- Jelena Markulin, Deputy Chairwoman of the Public Procurement Committee (Johnson & Johnson)

### Meeting with Jelena Curać, Assistant Director of Croatian Health Insurance Fund

**JULY 13**

Representatives of the American Chamber of Commerce in Croatia met with Jelena Curać, Assistant Director of the Croatian Health Insurance Fund for Information Technology.

The topic of the meeting was AmCham's proposal of submitting documentation on changes and amendments to the list of medicines in electronic form that should be incorporated in the announced new CHIF information system. The introduction of the new CHIF system, which will enable direct communication with healthcare stakeholders through a system similar to e-citizens, was confirmed by the end of 2023.

The new eHZZO central IT system should increase the efficiency and transparency of the entire healthcare system, enable digital data exchange with national and international institutions, and be able to establish faster and more efficient interoperability at all levels. AmCham representatives at the meeting included Jurica Toth, Chair of the Healthcare Committee (Medtronic Adriatic), Ivo Šegota, Committee's Vice-Chair (MSD), and Svjetlana Momčilović, Policy Manager.

### Meeting with the Ministry of Labor, Pension System, Family and Social Policy

**JULY 18**

Representatives of the American Chamber of Commerce in Croatia met with Dražen Opalić, Director of Directorate-General for Labor and Safety at Work, and Josipa Klišanin, Head of Sector for Labor Relations, to discuss the recently published AmCham position paper "Proposals for amendments to the Labor Act".

Despite the good intentions of the Croatian Government to adapt the labor legislation to modern economic trends, the amendments to the Labor Act did not cover all the necessary changes and adaptations to the labor legislation. Likewise, since the implementation of the Act, employers are facing uncertainties and ambiguities every day when interpreting specific provisions of the Act itself.

AmCham's proposals for amendments to the Labor Act discussed at the meeting refer to fixed-term employment contract, protection of employee privacy, salary compensation during annual leave, creating an annual leave plan, separate workplace and remote work, and replacing overtime work with days off.



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1 Meeting with the OECD Corporate Governance Committee 2 Meeting with Maja Kuhar, DKOM President  
3 Meeting with the Ministry of Labor, Pension System, Family and Social Policy

AmCham's representatives at the meeting included Andrea Doko Jelušić, Executive Director, Andreja Gracin, Trade and Investment Committee Vice-Chair (Telemach Hrvatska), Dubravka Lacković-Smole, Committee member (Crowe Hrvatska), and Svjetlana Momčilović, Policy Manager.

### The New Platform of the Electronic Public Procurement Classifieds (EOJN)

**OCTOBER 20**

Ostap Graljuc from Official Gazette and Tajana Repulec from Infodom were guest speakers at AmCham's Public Procurement Committee meeting. The topic of the meeting was the presentation of the new Platform of the Electronic Public Procurement Classifieds (EOJN), which foresees numerous novelties aimed at facilitating the implementation of public procurement procedures for bidders and contracting authorities.

Several contracting authorities are currently participating in the pilot project, and from January 1, 2024, mandatory application will be made for all contracting authorities. It is important to point out that all the public procurement procedures that were started on the old platform will be finished on the new platform as well.

AmCham's members expressed their satisfaction with the fact that a large part of their comments, which were listed in the position paper "Proposals for the Improvement of the Electronic Public Procurement Classifieds of the Republic of Croatia", was adopted and integrated into the new EOJN.

### Meetings Regarding Digital Transformation of Healthcare

**NOVEMBER 23-24**

On November 23 AmCham representatives met with Renata Sabljarić - Dračevac, Chairperson of the Health and Social Policy Committee of the Croatian Parliament to present AmCham's recently published position paper on "Digital Transformation of Healthcare". On November 24 additional meeting was held on the same topic with Jelena Curać, Assistant Director of Croatian Health Insurance Fund. Digital health solutions have the potential to make healthcare more equitable. However, it is important to keep in mind that digital health solutions should be adapted to the different needs and abilities of patients, not the other way around. Technology should not replace human contact in healthcare but should be a tool to improve the quality of healthcare for all patients, regardless of their socioeconomic conditions or geographic location. After overview of the European Health Data Space and Croatian legislative framework in healthcare digitalization needing adjustment, AmCham representatives presented the importance of digital medication management and automation in healthcare institutions, active involvement of patients in measuring treatment outcomes and implementation of a preventive project. The importance of the education of healthcare professionals and patients on healthcare technologies as well as use of EU funds for the digital transformation of healthcare and the measurement of outcomes and the use of data was also discussed.

AmCham's representatives at the meetings included Miroslav Šaban, Healthcare Committee member (Philips), Jurica Toth, Healthcare Committee Chair (Medtronic Adriatic) and Svjetlana Momčilović, Policy Manager.

### Meetings Regarding Public Procurement in Healthcare

**DECEMBER 6 AND 8**

On December 6 and 8, 2023, AmCham met with representatives from the Ministry of Economy and Sustainable Development, the Ministry of Health and the Commission for Supervision of Public Procurement Procedures.

At the meetings AmCham presented two position papers "Value-Oriented Public Procurement in Healthcare with Examples of Good Practice" and "The Supplier's Obligation to Report on the Performance of the Framework Agreement in Joint Procurement Procedures in Healthcare".

AmCham Croatia has prepared these documents providing specific recommendations regarding the public procurement of medicines, medical devices and equipment. The aim is to ensure that future Croatian healthcare procurement practices, including unified public procurement, allow the introduction of innovations and directing the procurement towards providing maximum value for money. That would improve clinical outcomes and the economic efficiency of the healthcare system to benefit the economy and society as a whole.

Also, AmCham believes that the provisions obliging suppliers to submit reports are not in accordance with the provisions of the Public Procurement Act. Article 313, paragraph 2 of the Act, clearly prescribes control of the performance of contracts awarded in public procurement procedures as an obligation of public contracting authorities. The inclusion of such obligations is particularly difficult for small and medium-sized enterprises. AmCham proposes that provisions obliging suppliers to submit reports should not be included in the procurement documentation in the future.

AmCham representatives at the meetings included Damir Dedić, Jelena Markulin, Saša Jovičić, Ema Menđušić Škugor, Andrea Doko Jelušić and Dražen Malbašić.

### Presentation of the eHZZO project

**DECEMBER 5**

AmCham Healthcare Committee members had a unique opportunity to be among the first to hear the news brought by the eHZZO project, which will be operational in April 2024. Jelena Curać, Assistant Director of Croatian Health Insurance Fund for information technologies was a guest lecturer at the thematic Healthcare Committee meeting where she presented eHZZO project.

The eHZZO project is the basis for the modernization, expansion, improvement and implementation of new business IT systems of the CHIF (HZZO) with the aim of more effective and better monitoring and management of the healthcare system. The project has been financed by the European Fund for Regional Development.

The new eHZZO IT system will increase the efficiency and transparency of the entire healthcare system, enable digital data exchange with national and international institutions and interoperability at all levels, facilitate easier communication with external users, and ensure high availability of data necessary for business management and reporting, and new e-services will be developed for insured persons in the Republic of Croatia (e.g. change of contact information or selection of PHC doctors).

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1 Meeting on The New Platform of the Electronic Public Procurement Classifieds (EOJN) 2 Meeting with the Health and Social Policy Committee Chairperson of the Croatian Parliament 3 Meeting with Assistant Director of Croatian Health Insurance Fund 4 Presentation of the eHZZO project 5 Meeting with the Commission for Public Procurement Procedures





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## AMCHAMS IN EUROPE NETWORK



### AmCham Croatia at Transatlantic Week 2023

MARCH 21-22

Representatives of AmCham Croatia participated in Transatlantic Week 2023, organized by AmCham EU in Brussels. The annual Brussels Briefing took place on the first day of the event. It featured EU policy updates and briefings on relevant issues for closer cooperation between European AmChams, advocacy best practices, and panel discussions. The Brussels Briefing was followed by the Transatlantic Reception in the European Parliament. On the second day, the Transatlantic Conference, "Thriving

together: uniting in the face of global challenges," put industry and institutions in the same room to discuss the importance of a strong and united transatlantic relationship, especially with regard to green and digital transitions. The conference featured speakers from both sides of the Atlantic. In the opening video, Gina Raimondo, US Secretary of Commerce underlined the importance of keeping the transatlantic dialogue open through forums like the Trade and Technology Council.



## Bulgaria in the Eurozone - What is Next for the Business

APRIL 4

AmCham Bulgaria advocates the euro adoption in Bulgaria. On April 5, they organized a conference "Bulgaria in the Eurozone - What is Next for the Business", to present the expectations of the business from this major step towards greater EU integration.

Conference was attended by Metodi Metodiev - Caretaker Deputy Minister of Finance of Bulgaria, Dimitar Radev - Governor, Bulgarian National Bank, as well as the executive directors of AmChams Croatia and Greece - Andrea Doko Jelušić and Elias Spirtounias. Ivan Mihaylov, AmCham Bulgaria CEO opened the event and moderated the Opening Session. Ivaylo Lakov, Editor-in-Chief and Anchor of

Bloomberg TV Bulgaria moderated the Business Panel. Participants at the Business Panel were Dimitar Radev and Metodi Metodiev who presented their shared professional views and clear-cut messages about the preparation of the country in this final phase of entering the Eurozone, as well as Andrea Doko Jelušić and Elias Spirtounias.

Ivan Mihaylov, director of AmCham Bulgaria said: "The business in Bulgaria represented by all of our members, expects from each government and the political establishment to realize well organized and deepening integration of Bulgaria in the European Union. At this point it includes the adoption of the single European currency and the accession into the Schengen space."

Andrea Doko Jelušić said: "Croatia's experience is an important lesson for other EU Member States adopting the euro, as it confirms that the economic costs arising from the effect of the change-over on inflation are mild and of a one-off nature. From the perspective of the business community, it is worth mentioning that AmCham Croatia conducted a business climate survey in December 2022 and January 2023 in which 73% of respondents believed that the introduction of the euro in Croatia will have a positive effect on their business, while only 4% considered it negative."



## AmChams in Europe (ACE) 2023 U.S. Conference

MAY 8-12

A delegation of 35 representatives from 27 AmCham's participated in the annual AmChams in Europe (ACE) visit to the United States in the period from May 8 to May 12, 2023. During their stay the delegation visited Washington, D.C. and Houston, Texas.

In Washington, D.C., the ACE delegation met with the leadership of the U.S. Chamber, the U.S. Department of State, the U.S. Department of Commerce, Politico, EXIM Bank

and APCO. H.E. Alexandra Papadopoulou, Ambassador of Greece to the U.S., welcomed the ACE representatives for an evening reception. In Houston, the focus was more on businesses, with visits to Exxon Mobile, Honeywell, Collins Aerospace, and Greater Houston Partnership. A visit to NASA was also organized, where ACE had the privilege to personally meet astronaut Reid Wiseman, who is scheduled to be on the next mission to the Moon.

## Survey of the Business Environment in Croatia

Andrea Doko Jelušić, Executive Director and John Mathias Gašparac, First Vice President of AmCham’s Board of Governors presented the results of the Survey of the Business Environment in Croatia conducted from 12 December 2022 to 25 January 2023, on a sample of 162 board members of domestic and international companies in Croatia.

For more than 67% of respondents, business operations in 2022 were better than in the previous year, while for 13%, business operations in 2022 were worse than in 2021. If we don’t count 2020, which was mostly marked by the pandemic, in 2022, the number of companies which recorded a deterioration in business increased. Most respondents (51%) recorded an increase in the number of employees, while a third of companies kept the same number of employees, which is in line with last year’s results. A significant number of respondents (59%) rate the experience of doing business in Croatia as good or very good, and 53% of respondents note an improvement in business conditions in the last five years.

The respondents saw financing conditions, increased demand for goods and services, and trade opportunities as the biggest improvements in the past five years, while they linked the biggest deterioration in business conditions with the availability and the quality of the workforce, the price of labor and the quality of the legal framework.



“73% of respondents plan to expand their business, compared to 82% in last year’s survey. In terms of planned employment, the percentage is identical to last year – 66%; however, the share of those who plan to hire more than 20 employees is decreasing, whereas the share of those who plan to reduce the number of employees is increasing”, said Doko Jelušić.

“Compared to the previous year (2021), in 2022, AmCham’s members recorded similar business results. On the other hand, the share of respondents who record better business results is decreasing. Inflation and rising energy costs were not at all in the focus of businesses in 2021, but in this year’s survey, they took center stage as the main limiting factors in business”, said John Mathias Gašparac.

## POSITION PAPERS

<b>JANUARY</b>	Request for Moratorium on the Annual Calculation of Medicinal Product Prices
<b>MARCH</b>	AmCham Recommendations for Judiciary Improvements
<b>APRIL</b>	Recommendations for the Tax System Reform in 2023
	Value-Oriented Public Procurement in Healthcare
<b>MAY</b>	Proposals for the Improvement of the Electronic Public Procurement Classifieds of the Republic of Croatia
<b>JUNE</b>	Comments on the EU Proposal for Packaging and Packaging Waste Regulation
	Proposals for amendments to the Labor Act
<b>JULY</b>	Comment on the Draft Proposal on the Lobbying Act
<b>OCTOBER</b>	Value-Oriented Public Procurement in Healthcare with Examples of Good Practice
	Digital transformation of healthcare
<b>NOVEMBER</b>	Comments on the Draft Proposal of the Cyber Security Act
	The Supplier’s Obligation to Report on the Performance of the Framework Agreement in Joint Procurement Procedures in Healthcare
<b>DECEMBER</b>	New Models of Corporate Governance

# How do you improve cancer treatment outcomes in Croatia? Apply genetic testing and reams of scientific evidence to personalize treatment for each patient

## Gene testing offers great hope for patients with advanced metastatic cancer as it will significantly improve their quality of life and treatment outcomes

**M**edical practice in more developed countries shows that timely diagnosis and early detection of diseases, as well as the availability of innovative therapeutic options, specialist education and adequate diagnostic equipment, can significantly improve treatment outcomes. Good results are also contributed by the developed health IT infrastructure, which enables structured collection and analysis of data, which enables greater transparency in the knowledge of the results of treatment outcomes. In the same time, cancer continues to represent a leading health challenge in all developed countries of the world, including in Croatia. In 2020, 23.230 people were diagnosed with some type of cancer, and more than 13.000 patients died. Guided by this, Roche signed a Cooperation Agreement with the Ministry of Health and KBC Zagreb in June 2021 on the launch of the project "Personalized medicine in oncology with the aim of improving outcomes". The project is aimed at making comprehensive genomic profiling and molecularly guided treatments available to all metastatic oncology patients in the public health system, and since 2021, funding has been made available by the Ministry of Health. At the same time, Roche committed to establishing, and equipping the Laboratory for conducting comprehensive gene profiling within the Institute for Personalized Medicine of the KBC Zagreb, and creating the Croatian oncology database which was then transferred to the Ministry of Health.

The laboratory will start operating in the middle of 2024, with the capacity to process 5000 samples per year, which means that the samples of our patients will no longer be sent to laboratories in Germany and Switzerland. The laboratory will be available to oncology patients from all over the country, and will provide services of comprehensive gene profiling of tumors based on the method of next or new generation tumor sequencing.

### ANALYSIS OF 324 GENES

The new testing method is much more precise than the previous ones, it analyzes 324 genes and all possible options for their changes. In the vast majority of cases, the test results indicate that a therapy already available and reimbursed in Croatia is the best choice. When the most appropriate treatment is not reimbursed, the request for therapy, based on the test results, comes before the National Committee, which analyzes the characteristics of the patient, the course of treatment and gives its recommendation for treatment, and the request then comes before the hospital committee. Through this project, patients can now have access to the treatment recommended by the national committee even if it's not on the standard list of reimbursed therapies. This gives patients the best opportunity to respond to treatment based on all of the available scientific evidence since their treatment is personalized to their unique tumor genetic and molecular profile. Although it happens that in some cases not a single important mutation is found or no targeted therapies are available for the

found mutation, the profiling result constitutes a valuable set of information that contributes to further treatment planning of the tested patient.

### ONCO "LEARNING" DATABASE

The project will enable obtaining high-quality statistical data at the national level, as well as the possibility of their processing, and the existence of a national laboratory and database will increase the understanding of the effects of personalized care and its impact on the outcomes of treatment of oncology patients. It is through analysis of quality data that the health system can learn which treatment approaches are most effective so that improvements can be made for future patients making the healthcare system more effective and sustainable.

The companies Ericsson Nikola Tesla and IN2 are currently working on establishing an IT system for collecting data necessary for monitoring treatment and networking centers that treat oncology patients. As part of the project, the existing mechanisms of e-Instruction and e-Ordering within CEZIH will be used. Currently, three hospitals are in the test phase of the so-called an onco module that will become an integral part of the existing hospital IT system, and which will enable doctors to monitor patients more easily. The Croatian Oncology Database was also created and transferred to the Ministry of Health. When the upgrades to the hospital IT systems are completed, the COD will collect data from hospitals on treatment. An

e-ordering service for searching for comprehensive gene profiling within CEZIH and BIS was also created to make it easier for doctors to send patients for searching. In the first phase, testing is intended for patients with metastatic tumors and with disease progression for three tumor sites - lung, colon and breast. In the second phase of the project, testing will be extended to other tumor sites and will be carried out in all 11 oncology hospitals.

### A POWERFUL TOOL

With this project, the health administration will receive a tool for collecting health data that will be able to measure treatment outcomes in oncology, which will further confirm the efforts of the MoH in implementing a reform based on quality and centers of excellence.

The joint project of the Ministry of Health and Roche represents progress and modernization in the diagnosis, treatment and understanding of malignant disease. And the ultimate mission of the project is to increase the effectiveness of cancer treatment and provide patients with better outcomes of oncological treatment. In the long term, analysis of structured data collected by the MoH will enable them to continuously improve treatment for future patients.



Mark J. Davis, GM Roche





# 2024 on the Horizon: Navigating Policy Dynamics and Seizing Potential

By Milly Doolan | EuroNavigator

The year 2024 dawns with a dynamic blend of challenges and prospects, offering fertile ground for innovation, collaboration, and progress as the world navigates the rapid evolution of geopolitics, economics, and technology. Indeed, June 2024 will usher in the European elections, a pivotal moment that could redefine the political landscape of the continent. These elections unfold amidst rising populist sentiments and ongoing discussions about immigration, security, and enlargement. National elections in member states, including Croatia, add a layer of complexity, as they may influence policy decisions on critical matters like trade, home-grown innovation, and climate change.

On the other side of the Atlantic, the November 2024 elections in the United States hold the potential to reshape the global stage. These elections will not only determine the direction of U.S. domestic policy, but will reverberate across the international community. The choices made by American voters will impact alliances, trade agreements, and collaborative efforts on a range of global issues. The incoming administration's approach will have far-reaching implications for the global geopolitical landscape, requiring nations to adapt and recalibrate their strategies accordingly.

As the world holds its breath in anticipation of the outcomes of several conflicts, the European Union will find itself at a pivotal moment in 2024, grappling with its role in a world of ascendant superpowers, and the delicate balance of existing relationships – all while striving to amplify its production in the burgeoning realm of emerging technologies.

## OPEN STRATEGIC AUTONOMY: EUROPE'S QUEST FOR SECURITY AND RESILIENCE

In the wake of shifting geopolitical dynamics, the European Union is expected to continue its endeavor to achieve open strategic autonomy, a concept that encompasses economic resilience, technological sovereignty, and strategic flexibility. This pursuit stems from a pressing need to reduce Europe's reliance on external actors in critical sectors, such as semiconductors, pharmaceuticals, and cybersecurity. By strengthening its domestic capabilities and fostering strategic partnerships, the EU will aim to mitigate the impact of disruptions and enhance its ability to withstand economic shocks.

In this context, it is highly likely that the EU will also strive to bolster its defense. At the heart of the EU's defense strategy lies the ambition to achieve self-sufficiency in defense manufacturing, reducing its reliance on external suppliers and forging a robust domestic defense industrial base. This objective will be furthered through initiatives such as the European Defense Fund and the Permanent Structured Cooperation. However, the EU's growing defense strategy is not without its challenges. Striking a balance

between national sovereignty and collective action requires delicate diplomacy, and a willingness to share capabilities.

## ARE WE STILL GOING GREEN?

A pivotal question facing the next European administration is the extent to which it will prioritize and advance the green transition, a cornerstone for President von der Leyen. This transition is increasingly faced with a rising backlash against growing burdens on the private sector. It is driven by ambitious goals, including reducing greenhouse gas emissions by 55% by 2030 and achieving net-zero emissions by 2050. While many businesses recognize the importance of sustainability and are committed to reducing their environmental impact, they also face concerns about the financial and operational costs. To address these concerns and ensure a smooth and equitable transition, governments will have to actively engage with businesses, providing them with financial incentives, regulatory support, and technical assistance. Businesses, in turn, will have to demonstrate their commitment to sustainability by transparently communicating their efforts and actively engaging with stakeholders.

## THE GLOBAL IMPACT OF DE-RISKING AND TECHNOLOGICAL SHIFTS

Europe will need to maintain its delicate balancing act among global superpowers, including China. On the one hand, the EU and China are major trading partners, with bilateral trade worth over €250 billion per year. On the other, they are significantly different in terms of political systems, human rights, and economic models. In 2023, the EU adopted a more cautious approach known as de-risking. With this, the EU is seeking to reduce its dependence on China in areas such as critical technology, supply chains, and raw materials. It is also seeking to diversify its economic partnerships and strengthen its cooperation with other countries in the Indo-Pacific region. The future of EU-China relations will depend on the ability of both sides to find common ground and manage their differences.

In the realm of technological innovation, the global proliferation of generative AI stands as a transformative force with profound implications and possibilities for Europe-based innovators. As European companies and research institutions rush to compete with their global counterparts, the collective effort to establish international guidelines for AI deployment will become paramount, beyond the realm of the Artificial Intelligence Act, expected to pass in the first half of 2024. The shared responsibility to harness the potential of AI for the greater good underscores the collaborative nature of addressing the challenges and opportunities presented by generative AI.

In conclusion, as we forge ahead, 2024 will call for embracing the spirit of collaboration and innovation towards a more sustainable, prosperous, and equitable world.



# Can Croatia Become the New European Hotspot for Energy-Intensive Industries?

By Marko Biočina | Economy Reporter/Editor, Nova TV

For the last three decades, Croatia has been widely considered as an economic laggard of post-communist transition. Several factors were in play, starting with the bloody war for independence, followed by a severely mismanaged process of economic transformation and privatization of state-owned enterprises and political instability, which resulted in Croatia joining the EU in 2013, a full decade after most of its regional peers. All these factors at some point added steam to a steady and constant process of deindustrialization. With the share of manufacturing industry in the national GDP constantly falling, Croatia's economy has come to rely heavily on the services sector, especially tourism, which accounts for about one fifth of the national economic output.

But, as Croatia has finally been fully integrated with the EU core, having joined the eurozone and the Schengen area on the 1st of January, new geopolitical realities are laying bare the previously unrecognized potential of the Croatian economy. Those new geopolitical realities are clearly expressed by two macro trends shaping the current economic policy in Europe. On one hand, the COVID-19 crisis, and the breakdown of global logistics it caused, brought about a need for re-shoring of strategically important parts of the globalized manufacturing value chain. On the other hand, Russia's aggression in Ukraine and the consequent EU sanctions on Russian energy, coupled with ambitious decarbonization targets, led to a spike in energy costs for the European industry. Therefore, these trends are in contradiction. At the same time, there is a need to re-shore strategically important industries and a need to offshore energy-intensive industries to parts of the world with more competitive energy prices. What could be the compromise solution? Enter Croatia, a possible new hotspot for European energy-intensive industry.

## CHEAPEST ZERO-CARBON ELECTRICITY IN THE EU

Currently, Croatia boasts one of the lowest prices of electricity in Europe. At an average price of 0.155 euros per kwh, electricity in Croatia is sold at a price about three times lower than in Europe's industrial heartland of Germany and Benelux. Only consumers in Bulgaria, Hungary, and Malta enjoy cheaper electricity than those in Croatia. Yet, while none of those countries can compare with Croatia on the basis of EU integration level, or geographic position, they more importantly cannot compete regarding the share of renewables in the energy mix. With almost 70 percent of renewables in its electricity generation mix, it is safe to say that Croatia is currently the market with the most competitive price of "zero-carbon" electricity in the EU. But that is just the beginning.

Strong investment in the renewables sector during the last decade has enabled Croatia to become a net exporter of electricity in 2023. This trend should continue, as the Croatian Ministry of Economy has up to date issued permits for new

projects with a cumulative capacity of 2.5 GW, 70 percent of which are solar power plants. Furthermore, new projects are being developed in the geothermal energy sector. Croatia has an excellent geothermal potential, with a temperature gradient 60 percent higher than the European average. There are huge possibilities to use this hot water for electricity production, but also as a direct heat source for industrial production and agriculture. Local authorities estimate that geothermal power plants could annually produce about 600 GWh of stable, safe, and firm zero-carbon electricity.

## A NEW REGIONAL GAS AND GREEN HYDROGEN HUB?

Croatia has also significantly improved its natural gas supply security. The LNG terminal on Krk Island is currently the only means of diversification from Russian gas for a significant part of Central Europe. While the expansion of the terminal and export pipelines is under way, there are ongoing talks about the construction of the IAP pipeline from Albania to Croatia, which would deliver additional volumes of Azerbaijani gas. This high market liquidity coupled with the "first-on-the-pipe" position should – due to lower transport cost – lead to a more competitive gas supply in Croatia than in all of the landlocked CEE countries, especially if the Russian gas supply via Ukraine stops. In the medium term, there are huge possibilities in the nascent Croatian hydrogen economy. The mentioned new investment in renewables, especially solar, should create conditions for green hydrogen production, especially during summer peak solar power generation. This hydrogen could be used locally or exported, as all of the new gas infrastructure in Croatia is being developed as "hydrogen-ready". There is an ongoing EU-funded project which aims to create capacity for production and consumption of 5000 tons of green hydrogen in the North Adriatic basin. Also, there are plans by commercial companies to develop a new import terminal for green hydrogen and green ammonia on Krk Island. Finally, to help the decarbonization process of carbon intensive industries, Croatian authorities have moved to utilize old and depleted oil and gas fields which can be used for permanent carbon capture and storage applications. A cement factory in Eastern Croatia is currently working on developing one such field into the first on-shore CO<sub>2</sub> deposit in Europe.

All these projects and developments are significantly heightening Croatia's appeal as an investment destination for energy-intensive industries. Some investors have already recognized this potential. Italian steel producer ABS has announced plans to develop a new, state-of-the-art steel production mill in Sisak, local company Sunceco is nearing its final investment decision regarding a battery production plant, while German investors have publicly presented plans to invest in polycrystalline silicone production in Šibenik. Hopefully, many others will follow suit.



# Tax Incentives – A Labyrinth of Opportunities and Challenges

By Nika Hrvoj | Executive Director - Financial Advisory Services, Apsolon

Tax incentives are one example of state intervention aimed, among others, at contributing to an encouraging investment climate, a more competitive economy, and balanced regional development. Over the past few years, we have witnessed various initiatives linked to tax reliefs, in terms of reforming the laws regulating income tax, corporate income tax, and value-added tax.

Some of the recent tax changes that came into effect on January 1st, 2024, have received significant media coverage, such as the amendments to the Income Tax and VAT Act. On the other hand, there are other (expected) tax incentive changes, currently receiving less focus in the public. One example is the tax incentive according to the Investment Promotion Act, which is primarily focused on tax reliefs to corporate income tax. The Act is directly linked to EU Regulation (EU) No. 651/2014, which, among others, defines regional state aid, which is the aid through which tax incentives are obtained. The Regulation changed and came into force on July 1st, 2023, which is very important because its implementation into the Act is obligatory. While certain outlines of the Act have already been expected considering the Regulation, soon it will be evident to what extent the Act will genuinely encourage entrepreneurs to invest. This Act and its aims positively correlate with the National Strategy 2030, defining four development directions:

1. sustainable economy and society
2. strengthening resilience to crisis
3. green and digital transition
4. balanced regional development,

with intensive action involving investment in workforce resources as a horizontal course.

## INVESTMENT PROMOTION ACT - A GOOD OPPORTUNITY FOR ENTREPRENEURS

The Investment Promotion Act as the National Strategy aims to strengthen investments and the competitiveness of companies. The goal is to encourage investments in long-term assets and the creation of new jobs in all regions of Croatia, with a special emphasis on less developed ones.

Under the Act, an entrepreneur has the right to a tax incentive under the condition of a minimum 150,000 EUR investment into construction and equipment in a three-year period in the activities of:

1. production and processing
2. research, innovation, and development
3. business support activities
4. high value-added activities.

The most common additional condition under the Act is that the same entrepreneur opens at least 5 new jobs related to the investment.

The aid is manifested as a reduction in corporate income tax rate, which can range from 50% to even 100%, depending on the amount invested and the number of newly opened jobs. The intensity of support depends on the size of the entrepreneur and the location of the investment, ranging from 35% in the Zagreb County region (the city of Zagreb) for large enterprises, to up to 70% for small enterprises in the Pannonian, Adriatic, and Northern Croatian NUTS II regions.<sup>1</sup>

After the devastating earthquake in 2020 in Petrinja, the Sisak-Moslavina County was recognized as a region with the urge to be additionally encouraged for faster economic recovery, attracting the working population, further growth and development, according to the basic principles of the National Strategy - balanced regional development and transition towards climate-neutrality. Therefore, an increase in aid intensity has been approved, ranging between 60% and 75%, depending on the size of the entrepreneur. This is a remarkable incentive supporting investments, opening new jobs, and developing such less developed regions.

## INVESTMENT PROMOTION ACT - WHAT ARE THE CHALLENGES?

On one hand, there are evident efforts to encourage investment in less developed regions, but the demands of the private sector industry need to be considered. Namely, entrepreneurs in all regions, particularly in less developed ones, face difficulties in finding a (qualified) workforce. Simultaneously, due to plant and equipment modernization aimed at productivity increase, either reorganization of the existing workforce or a reduced need for a work force will probably be incurred. This potentially leads to a labyrinth and a struggle to find a way out of modernization and investing in more efficient technology on one side. On the other side of the labyrinth, entrepreneurs are obliged to open new jobs that are not market-justified due to an insufficiently available qualified labor force, or due to modernization, resulting in those positions being unnecessary or unfilled.

## HOW DO WE NAVIGATE THIS LABYRINTH?

Entrepreneurs by themselves, or with a helping hand from advisors for state aid and tax incentives, should be encouraged to calculate the costs and benefits of the Act, in terms of investing in new long-term assets whilst trying to fulfill the Act's condition of creating new jobs.

The possible incentives and the Government's efforts are evident, but the balance between the urge toward productivity and competitiveness increase, and the obligations of new job creations, must be reconciled.

<sup>1</sup> NUTS states for Nomenclature of Territorial Units for Statistics and is usually specified at level II. The Republic of Croatia has four different NUTS II regions: Pannonian Croatia consisting of: Bjelovar-Bilogora County, Virovitica-Podravina County, Požega-Slavonija County, Brod-Posavina County, Osijek-Baranja County, Vukovar-Srijem County, Karlovac County, Sisak-Moslavina County; Adriatic Croatia consists of: Primorje-Gorski Kotar County, Lika-Senj County, Zadar County, Šibenik-Knin County, Split-Dalmacija County, Istria County, Dubrovnik-Neretva County; Northern Croatia which consists of: Međimurje County, Varaždin County, Koprivnica-Križevci County, Krapina-Zagorje County, Zagrebačka County; the fourth one is Zagreb County.





# Croatia's Economic Potential: Strategic Investments in Diversified Tourism

By Jasna Biliškov Barun | Director, Biliškov Nekretnine d.o.o.

Croatia, celebrated for its stunning landscapes and rich cultural heritage, has long been a favorite among tourists seeking sun-soaked beaches and historic charm. However, the true potential of Croatia's tourism sector lies beyond its traditional offerings. Conducting a comprehensive analysis of strategic investments, this article unveils a plethora of opportunities intended to enhance Croatia's appeal as a year-round tourist destination. The focus extends to various underdeveloped tourism sectors with the potential to reshape Croatia's tourism industry. Furthermore, the article emphasizes the crucial role of organic food production in the region of Slavonia, adding a vital dimension to the overarching endeavor to transform Croatia's tourism landscape. Collectively, these initiatives aim to cultivate a dynamic and enduring appeal, inviting visitors to explore Croatia's treasures in every season.

## TOURISM AS THE CORNERSTONE OF ECONOMIC GROWTH

Tourism has played a pivotal role in Croatia's economic landscape, contributing significantly to the country's GDP. To propel tourism into sustained growth, the government must strategically attract investments that not only enhance existing tourism offerings, but also extend the tourist season throughout the year.

**Medical and Dental Tourism** - Investments in medical and dental tourism can elevate Croatia to a premier healthcare destination, combining high-quality treatments with the country's natural beauty for international patients seeking recovery in picturesque surroundings.

**Sports Tourism** - Strategic investments in sports facilities for football, tennis, golf, and more can position Croatia as a year-round sports tourism hub. The country's favorable climate and scenic landscapes provide an ideal setting for training camps, competitions, and recreational sports activities.

**Conference and Event Tourism** - Investments in modern conference facilities and event infrastructure can attract business travelers and event organizers, extending the tourism season and positioning Croatia as a top choice for international conferences and cultural events.

**Wellness and Spa Tourism** - Recognizing the global trend turning towards wellness and self-care, Croatia has an opportunity to invest in high-quality spa facilities and wellness retreats. This sector, less dependent on seasonality, can attract visitors seeking relaxation, rejuvenation, and holistic well-being throughout the year.

**Eco-Tourism and Sustainable Travel** - With an increasing emphasis on sustainability and eco-friendly travel, Croatia can position itself as a leading destination for eco-tourism. Investments in eco-friendly accommodations, nature reserves, and initiatives promoting sustainable practices can attract environmentally conscious travelers. Eco-tourism tends to be less dependent on peak seasons, as travelers interested in nature and conservation often seek out quieter and more serene environments.

## CATALYZING ECONOMIC GROWTH BEYOND TOURISM

Beyond tourism, strategic investments can stimulate growth in related sectors, with a particular focus on Slavonia's potential as an organic food hub. Encouraging investments in organic farming not only aligns with the demand for authentic culinary experiences, but also diversifies Slavonia's economy. This dual approach creates sustainable ecosystems that benefit both local farmers and the growing tourism sector.

**Organic Food for Tourism** - Investing in organic food production in Slavonia meets the demand for locally sourced, high-quality produce, enhancing the overall gastronomic experience for tourists and supporting local farmers.

**Economic Diversification in Slavonia** - Promoting investments in organic farming not only creates employment opportunities, but also contributes to Croatia's goal of sustainable and environmentally friendly practices, further enhancing the nation's appeal to conscientious travelers.

## GOVERNMENT INITIATIVES FOR ATTRACTING INVESTMENTS

For these strategies to materialize, the Croatian government must foster an investor-friendly environment. Streamlining bureaucratic processes, offering incentives for foreign investors, and ensuring the necessary infrastructure is in place are vital steps to attract the needed capital.

**Streamlining Bureaucratic Processes** - Croatia needs to simplify regulatory processes for investors. Reducing paperwork, accelerating permit approvals, and providing a transparent framework will make the country more appealing to potential investors.

**Incentives for Investors** - The government should consider offering targeted incentives to attract investors, such as tax breaks, investment grants, or other financial incentives. Creating a favorable environment for the capital will encourage strategic investments in tourism and related sectors.

**Infrastructure Development** - Ensuring robust infrastructure is in place is crucial for the success of these investments. From transportation networks to utilities, a well-developed infrastructure is fundamental for the growth of tourism and associated industries.

In conclusion, Croatia stands at the precipice of economic transformation through strategic investments in diversified tourism. By broadening its tourism offerings, the country can position itself as a year-round destination, catering to a diverse range of visitors. The ripple effect of these investments will not only benefit the tourism sector, but also catalyze growth in related industries, contributing to a sustainable and dynamic Croatian economy on the global stage. With the right blend of visionary planning, investor-friendly policies, and sustainable development, Croatia can solidify its position as a premier destination for discerning travelers.



# The Role of Anti-Corruption Mechanisms for Sustainable Business Practices

By Jadranka Orešković, Partner and Ivan Kovačević, Partner | INDAGO d.o.o.

Corruption, a pervasive menace that transcends borders, poses a substantial threat to the economic and social fabric of societies. It corrodes trust, distorts markets, and impedes economic growth, making it an immense challenge to the establishment of sustainable business practices. It is always a challenge to explore the pivotal role that anti-corruption mechanisms play in upholding business sustainability and the broader implications for society, given the pervasive and destructive nature of corruption. Corruption indeed has far-reaching implications for both the economic and social fabric of societies. To understand the role of anti-corruption mechanisms in upholding business sustainability and their broader implications for society, it is important to understand that sustainable business practices are fundamentally rooted in the principles of environmental and social responsibility. They are aimed at generating long-term value for diverse stakeholders, including shareholders, employees, customers, and the communities in which they operate. Corruption, conversely, subverts these very principles by diverting resources into illicit channels, undermining fair competition, and instilling a culture of mistrust. For a business to genuinely embody sustainability, it must actively address and combat corruption within its own operations.

Corruption can undermine economic growth by diverting resources away from productive activities. When businesses must engage in bribery or other corrupt practices to operate, it distorts markets, discourages foreign investment, and raises the cost of doing business. Anti-corruption measures are essential for creating a level playing field for businesses, ensuring fair competition, and attracting investments that can contribute to economic development. Corruption erodes trust within societies. When citizens perceive that their government and businesses are corrupt, they become disillusioned and less likely to engage in economic activities. For businesses, maintaining a reputation of integrity is vital for long-term success. Anti-corruption mechanisms help in building trust, not only in the government, but also in the business community, which is crucial for attracting customers, partners, and investors.

## TRANSPARENCY AS AN IMPORTANT PART OF ANTI-CORRUPTION MECHANISMS

Sustainable business practices are about responsible and ethical operations that consider the long-term impact on the environment, society, and the economy. Corruption is fundamentally at odds with sustainability, as it often involves short-term gains at the expense of long-term societal and environmental costs. Anti-corruption measures promote transparency, ethical conduct, and responsible business practices, which are essential for sustainability.

One of the most significant ways anti-corruption mechanisms contribute to sustainability is by championing transparency.

Transparency is the cornerstone of accountability, and accountable businesses are more likely to make ethical decisions that enhance not only their financial performance, but also the welfare of society as a whole. By implementing robust compliance programs, whistleblower protections, and comprehensive anti-corruption policies, businesses can engender trust among stakeholders, safeguard their reputation, and contribute to a more sustainable operational environment.

## THE CONTRIBUTION OF ANTI-CORRUPTION MECHANISMS

Anti-corruption mechanisms are indispensable for upholding business sustainability and broader societal well-being. They contribute to economic growth, trust-building, responsible business practices, and the effective functioning of governments. Tackling corruption is an ongoing challenge, but its successful reduction or elimination can lead to more prosperous, stable, and sustainable societies. Anti-corruption mechanisms are not limited to regulatory compliance; they are deeply enshrined in ethical and legal considerations. Governments across the globe have instituted comprehensive legal and regulatory frameworks to combat corruption. Effective anti-corruption mechanisms include the establishment of strong legal and regulatory frameworks, as well as enforcement mechanisms. These not only deter corrupt practices, but also create an environment where businesses can thrive by adhering to the rule of law. This contributes to business sustainability by reducing legal risks and fostering an environment of predictability.

Corporations should not perceive anti-corruption measures as mere regulatory hurdles, but as strategic investments in their long-term success. These mechanisms help nurture a culture of integrity, where ethical decision-making becomes ingrained in organizational DNA. Moreover, they mitigate the financial risks associated with penalties and losses stemming from corrupt practices, thereby enhancing the company's financial performance and long-term sustainability. Corruption diverts resources that could be used for public services, such as education, healthcare, and infrastructure. When corruption is prevalent, it hampers the ability of governments to provide for their citizens' well-being. Anti-corruption measures can help redirect resources towards these essential services, improving the overall quality of life in society.

In conclusion, anti-corruption mechanisms are integral to ensuring the sustainability of businesses. They go beyond regulatory compliance, acting as the foundation for building an ethical, transparent business culture that benefits all stakeholders. By investing in these mechanisms, businesses not only secure their own longevity, but also champion the cause of a more sustainable, responsible, and prosperous future for all members of society. In the fight against corruption, ethical businesses serve as beacons of hope, illuminating the path to a brighter, more sustainable future for all.



# The Data Protection Wake-Up Call: A 5-Year Review of Fines and Key Tips for Compliance

By Karmen Sinožić | Senior Associate

Odvjetničko društvo Bardek, Lisac, Mušec, Skoko i partneri d.o.o. u suradnji sa CMS Reich-Rohrwig Hainz (CMS Hrvatska)

Knock, knock. It's the data protection agency – words unwelcome to all, but heard by many this year. In 2023, Croatia experienced an unprecedented boom in GDPR fines and increase in surveillance, underlining that high fines for data breaches are no longer just a theoretical risk. Since the GDPR came into effect in 2018, regulatory activity has skyrocketed, exposing a serious lack of general awareness regarding data protection obligations. To minimize the risk of fines, businesses should draw lessons from past mistakes and keep a safe distance from unlawful data processing.

## EVOLVING REGULATORY APPROACH

In the handling of cases over the years, the regulator implemented a consistent pattern. For instance, in 2019, there were 5,936 reported cases, with around 59% successfully resolved. This trend persisted through 2021 and 2022 (excluding 2020 due to COVID-19 effects). Although data for 2023 is not public yet, the volume of new fines indicates a growing trend in surveillance. This year, the spotlight fell on the debt collection and betting sector, but over time, various sectors faced regulatory scrutiny. While the number of cases remained consistent, a notable shift occurred in the amount of fines, ranging from several hundred euros to a peak of 5.47 million euros in 2023. The takeaway is clear - it is not the data handling practices that have changed, but rather the regulator's approach and tolerance to them.

## FINES IN NUMBERS

Based on publicly available data, so far there were 38 fines issued, totaling over 9 million euros. The majority was issued this year, when the regulator decided on approximately 8.2 million euros, meaning that around 90% of the overall volume of fines was issued in 2023. If this does not raise concern amongst businesses, it is not clear what will.

## ACTIONS PROMPTING SANCTIONS

When it comes to behaviors leading to fines, the basis varies. Since the highest fines are the loudest, exploring their triggers deserves focus. Even before the GDPR, the data protection framework emphasized the principle of collecting only the necessary data for a certain purpose. However, excessive processing remains an issue, with fines imposed for handling data without a valid legal basis or collecting too much data for the same purpose. Although there is a high emphasis on minimizing the copying of personal documents, the regulator has detected several instances where unlawful copying, i.e., collection of identification and credit cards occurred. Beyond security concerns, holding onto such documents can lead to direct financial damage for the data subjects. With this in mind, the regulator continuously reinforces the guidelines on personal documents copying and employs sanctions to

highlight its commitment to rule enforcement. Needless to say, this is just an obvious example of a data minimization principle breach. Taking precautions and double-checking whether an action, like copying, is genuinely necessary should be the first step for each processing decision.

Privacy notices, essential documents explaining the circumstances of processing, pose a significant challenge. Business struggle to keep track of data processing flows, leading to difficulties when they need to explain and provide information to data subjects in a concise and transparent matter. The regulator has emphasized enabling the data subjects' access to data and has fined entities that refused to provide requested personal data, such as loan related documents and video surveillance footage. The Achilles' heel in many cases is the failure to implement adequate technical measures ensuring a level of security appropriate to the risk. Businesses often bypass the "appropriate", opting for ready-made privacy settings that fall short of the high security standards requested by the GDPR.

Another major issue is the necessity of keeping employees aligned with data protection rules and internal acts prohibiting actions endangering personal data, such as leaking surveillance footage to social media. Speaking of the online world, the regulator is serious about the data subject's diet and has sanctioned businesses that failed to follow the compliant cookies recipe.

## PASSING TO THE NEXT GRADE WITH LESSONS LEARNED

In light of recent developments, it is evident there has been a shift in regulatory dynamics, and businesses have to adapt swiftly to ensure no leakage from their data protection roof. The key approach is to have a clear game plan, starting with the basics - organizations should have a precise understanding of their purposes for certain data collection, decide on necessary data categories, and determine the legal basis before engaging in processing. Any data failing the necessity test must be safely disposed of and no longer collected. Following a transparent overview of data processing flows, internal policies, and external documentation such as privacy notices and data processing agreements, should be implemented. If necessary, a data protection officer should be appointed. In parallel, information security professionals should focus on creating a technical background ensuring an appropriate level of system security. Another rule is that education plays a pivotal role. Many of the reported cases resulted from a lack of knowledge among the employees handling the data. Comprehensive training programs on data protection compliance should be conducted, emphasizing the importance of adhering to internal policies. Finally, a comprehensive system needs to be established to handle data subject requests and to communicate with the regulator in case of need. Constructing a to-do list based on these pillars should ensure a GDPR-compliant foundation for data processing.



# Why Digital Transformation Is No Longer Optional

By Stuart Buckell | Managing Director, Buckhill d.o.o.

Croatia is grappling with a critical problem: the mass departure of young, skilled professionals. Since 2011, it is estimated that 400,000 people have left, many seeking better job prospects and higher salaries abroad. This exodus has had profound effects on Croatian society and its business sector, significantly shrinking the pool of talented workers for remaining businesses. As a result, many now face a severe shortage of skilled local labor, leading to exponentially higher salaries and therefore, challenging working conditions, driving many out of business. This situation has particularly impacted certain sectors which have traditionally depended on the local labor market. Due to an employment shortage in hospitality, a café waiter working six-hour shifts will generally earn more than a junior doctor at a public hospital, excluding gratuity. In coastal tourist areas, cleaners' wages have skyrocketed from €13 to €25 per hour within a year. While some businesses have managed to adapt by increasing prices, this strategy is not universally feasible, especially for those with contractually fixed rate increases. Consequently, Croatia is starting to gain a reputation as a costly tourist destination, and for other sectors, one where securing sufficient workforce is difficult. The limited labor pool across all sectors presents substantial obstacles for business owners seeking growth, hindering their competitiveness both locally and internationally. While recruiting foreign workers has become increasingly popular as a solution, this approach comes with its own set of advantages and drawbacks. Moreover, not all jobs require physical presence at the workplace, suggesting the potential for remote work possibilities.

## EMBRACING REMOTE WORK: ONE STRATEGIC SOLUTION

Embracing remote work can enable businesses, regardless of their size, to access a broader talent pool that reaches beyond national borders. It opens up opportunities for growth and access to top-tier professionals who might be unaffordable in the local market. As highlighted by the New York Times, remote work is key for some start-ups outside major tech hubs, allowing them to recruit talent globally without relocation requirements.

The advantages of this strategy extend beyond a mere diversified skill set and a balanced salary range. Thanks to technological advancements and improved communication tools, even small businesses can efficiently work with remote teams, positioning themselves competitively at an international level. Remote work also fosters flexibility and autonomy, which can enhance employee satisfaction and productivity. Additionally, having fewer on-site employees allows companies to optimize their budgets by reducing expenses related to office space and infrastructure. However, transitioning to a remote work model presents its own set of challenges and requires significant changes in business operations.

## ADAPTING TO REMOTE WORK MANAGEMENT: A NEW APPROACH

In the shift from traditional office-based management to virtual team leadership, Croatian businesses must embrace a comprehensive change in management strategies. While digital task management tools are crucial, success in remote work requires implementation of a broader organizational strategy, to both attract and retain remote employees. Managers who wish to be successful with remote employees need to evolve their leadership techniques and focus on building strong, clear communication to maintain a unified remote team, especially when spanning multiple time zones simultaneously.

Businesses that can afford to invest may find a practical first step is to engage an experienced remote-first delivery consultant. Such experts help streamline the transition by reducing uncertainty and providing targeted advice. They play a key role in training managers in remote team management, sharing best practices, facilitating knowledge transfer, and introducing new digital tools. This guidance is vital for building trust and accountability in remote teams, teaching managers to shift their focus from monitoring activities to prioritizing outcomes.

To solidify these changes, Croatian companies should develop remote working policies that outline clear expectations, guidelines, and procedures. However, these plans remain theoretical until actual hiring practices are implemented and reviewed. It is advisable to start with a pilot program, hiring a few remote employees in lower-risk roles to test and refine management techniques and workflows and discover which existing roles can be adjusted for remote-working. This approach allows the company to fine-tune its processes, monitor progress, and adjust as needed, gaining firsthand experience with new management software, communication platforms, and collaborative tools. One such remote recruitment platform is Upwork.com, but there are various other options as well.

## TRANSFORMING CHALLENGES INTO STRATEGIC ADVANTAGES

In the current global landscape, where digital transformation is essential for maintaining competitiveness, the exodus of Croatia's skilled young professionals creates a pivotal moment for businesses. This situation compels companies to reconsider their conventional management styles and adopt new methods of working and recruiting.

By recognizing the impact of the diminishing local labor market, Croatian companies can harness the advantages of remote work to address their growth needs while integrating digital transformation into their strategies. This approach is not just about navigating current challenges; it's about future-proofing businesses and retaining top talent. It positions these businesses as forward-thinking leaders in their respective fields, ready to capitalize on global opportunities.



# Understanding the Potential of Multilingual Content in E-Commerce

By Zana Čizmin | CBDO, Ciklopea d.o.o.

The e-commerce landscape has undergone a profound transformation, offering amazing convenience for consumers. We can now effortlessly shop from the comfort of our homes. However, to truly unlock the global potential of an e-commerce business, overcoming language barriers becomes crucial. Multilingual content stands out as a powerful tool, not just for inclusivity but as a gateway to untapped markets.

The power of multilingual content lies in its ability to create a seamless experience for users across diverse linguistic backgrounds. By offering product information, customer reviews, and overall website content in the user's native language, businesses extend a warm embrace to an international audience. This personalized approach creates a sense of belonging, showcasing a genuine commitment to understanding and accommodating the linguistic preferences of a global clientele. The result is not only increased engagement but also a higher likelihood of conversion and customer loyalty.

## WHERE SEO AND ONLINE VISIBILITY INTERTWINE WITH MULTILINGUAL STRATEGIES

The impact of multilingual content extends beyond user experience into the digital arena, particularly into the domain of Search Engine Optimization (SEO). Crafting content in multiple languages and optimizing it for different regions is smart for several reasons. It's a strategic move to improve a website's visibility in search engine results. The goal is simple yet profound: to increase the likelihood of appearing in local searches when users seek products or services in their native language.

The significance of ranking on the first page cannot be overstated. Multilingual content provides a competitive edge, with the top Google local search result capturing nearly 25% of total clicks. For e-commerce businesses, this translates into a higher probability of attracting local customers who want to browse, shop, and consume content in their preferred language. The strategic implementation of multilingual SEO becomes not just a tactical advantage but a fundamental element in one's global market strategy.

## BEYOND TRANSLATION: CULTURAL CONNECTION FOR CUSTOMER LOYALTY

Multilingual content goes beyond linguistic translation. It's about a nuanced understanding of cultural preferences and behaviors. For businesses looking to establish a global presence, it's important to adapt content and align with local cultural norms. This goes beyond a token acknowledgment. It's a demonstration of respect for diverse cultures and a foundation for building trust—a vital factor in fostering long-term customer relationships. When it comes to marketing and advertising campaigns, you need to speak your customers' language. Quite literally. From personalized emails to targeted ad copies, language plays a

pivotal role in customer engagement. Understanding cultural nuances will allow you to tailor your messaging, ensuring it gets across and resonates. This level of personalization contributes to increased customer satisfaction, repeated visits, and positive word-of-mouth recommendations.

Imagine expanding your e-commerce business into the DACH region. In this scenario, it becomes crucial to not only translate your website but also consider creating a unique country-level domain name, possibly ending in .DE. Beyond this, the translation of all product descriptions and customer support materials is essential. However, it doesn't stop there. Adapting your content to align with German cultural preferences and style is equally vital. German consumers are renowned for their astute purchasing habits.

## BRIDGING MARKETS TO BUILD RELATIONSHIPS

Beyond the practicalities of breaking language barriers, boosting SEO, and establishing cultural connections, multilingual content becomes a cornerstone for businesses aiming to reach a global audience.

However, the power of multilingual content lies not just in its ability to communicate in different languages but in its capacity to build relationships. It stands as a bridge that spans across diverse markets, encouraging consumers to connect with brands. These connections are much more than business transactions.

From breaking down language barriers to enhancing online visibility and establishing cultural connections, businesses that prioritize and implement multilingual strategies and invest in multilingual content will undoubtedly gain a significant advantage.





# Global Communication Redefined: Language Services in the Digital Age

By Vanja Keindl | Founder & CEO, VERBA CENTAR d.o.o.

It takes just one look at today's global business practices to realize digital transformation has revolutionized everything - in just the short span of a few years. Language services have not escaped its immutable grasp, and a new era of efficiency and collaboration has been brought into the ever-evolving corporate landscape. One of the key advantages lies in the streamlined process of ordering and providing linguistic services. With automation becoming commonplace, service costs are being reduced, delivery times accelerated, and time-sensitive projects easier to manage. With businesses moving online, geographical limitations are eliminated, and service providers can now be selected from a global talent pool. Central to this transformation are translation management platforms which facilitate real-time collaboration. This active collaboration involves monitoring the progress of translation projects, assigning linguistic tasks and tailoring quality assurance processes to specific projects. The exchange of translation memories and terminological databases through digital platforms ensures consistency in terminology, style, and tone, ultimately enhancing the speed and effectiveness of marketing efforts in target markets.

## THRIVING IN THE DIGITAL LANDSCAPE

This digital era offers remarkable opportunities for language experts. Online platforms allow them to extend their reach far beyond the limitations of their countries and work with clients and industries from all around the world. With search engines and other tools that bring information to their fingertips, the speed and quality of work have increased. Added to this are remote work and flexible processes, which give language experts more room to adapt to the changes in their field.

Language service providers are not the only stakeholders who are witnessing the revolution of their business practices. The clients can now have more agency, as the wide availability of language services, analytics, and reporting tools allow them to assess the impact of their content for different audiences. This can inspire brands to venture into new markets, which results in the creation and translation of more and more content.

As digitization and globalization increase the demand for textual content, these changes include new services: editing machine translations, evaluating the quality of machine translation tools, localizing multimedia content, optimizing that same multilingual content for search engines (iSEO), creating user-friendly content (UX Writing), etc. Through these new

services, language experts are making an important contribution to the evolving landscape and technological demand.

## FACING CHALLENGES HEAD-ON

Although the digital era opens new opportunities for both clients and language experts, it also presents a set of formidable obstacles that require a proactive and strategic approach. The greatest challenge is ensuring the quality of machine translation and AI-generated content, so that the translated information is accurate, and cultural nuances and linguistic subtleties are maintained. In addition, access to large numbers of language experts in the online marketplace puts the prices for their services under pressure, which raises concerns about the quality of the work they deliver. At the same time, data security must be considered in an era marked by escalating cyber threats. In this dynamic environment, it is essential to face these challenges in order to be able to take full advantage of digital collaboration in language services.

## STRATEGIC COLLABORATION FOR MAXIMUM IMPACT

In light of all the changes, it is important to see challenges not as obstacles, but as opportunities. Collaboration of all stakeholders and a cooperative approach are key to making the most of the opportunities presented. The most important elements of a strategic collaborative approach are foresight and meticulous planning. As language service providers and clients align their objectives, a proactive strategy that anticipates potential risks has to be in place - only good planning can take full advantage of the digitization.

Technological advancements offer more than just challenges - they also open up new capabilities. Incorporating technology into the workflow requires finding the right balance between human expertise and technological solutions. But if done right, it increases efficiency, accelerates processes, and ensures the delivery of high-quality work. Clients can also contribute by clearly outlining their needs, while language experts contribute with their linguistic proficiency and cultural insights.

The digital transformation has undoubtedly reshaped the language services industry. It currently presents exceptional opportunities for both clients and language experts alike. The strategic and cooperative approach, based on meticulous planning and supported by advanced tools, positions stakeholders for success. When adopted by all, this approach transforms challenges into opportunities and establishes a framework for success in the modern, interconnected global marketplace.



# Generative AI and Intellectual Property - (Un) Ethical Technology?

By Ida Stančić-Rokotov | Odvjetničko društvo Stančić-Rokotov i partneri d.o.o.

Generative AI is a broad concept encompassing any artificial intelligence (AI) system whose primary function is to generate content. One of the most popular examples of a generative AI system is ChatGPT – a program developed by OpenAI, which is trained to follow instructions in a prompt and provide a detailed response thereby generating dialogue, human-like conversations, and much more with the chatbot. The world reacted with astonishment at ChatGPT's magic-like ability to produce compelling and creative responses. In the past year, AI tools have rapidly grown as they generate new content and ideas, including stories, images (tools such as Midjourney or Stable Diffusion), videos, and audio. The potential impact of these technologies on businesses across industry sectors is transformational and could fundamentally change how businesses operate. Although it most definitely offers efficiency improvements in business processes, generative AI also presents ethical issues, including manipulation and the ability to deceive users, lack of transparency and accountability, as well as intellectual property challenges.

Intellectual property infringement poses one of the most cited risks of generative AI adoption in businesses across the world. This comes as no surprise given the modality of generative AI model training – like most machine learning software, they work by identifying and replicating patterns in data. Vast amounts of information and data are being analyzed for correlations and used to make predictions about future states. That is how text generators like ChatGPT can make essays and poems and provide mimics of style and form, while image generators like StableDiffusion can generate photo-realistic images of any text input, and voice generators like MurfAI can make studio-quality voiceovers in minutes. Data being used to generate such content is itself created by humans. Therefore, AI systems often collect copyrighted content from various sources without recognizing the intellectual property of the original creators. A recent Stanford University study shows that almost all models use copyrighted data for training or did not disclose that they did not use copyrighted data and that very few disclose their data sources. It also shows that there exists a significant lack of transparency among model providers. From an IP perspective, this leads to concerns relating to copyright infringement, unlicensed content in training data and ownership of AI-generated works.

In the U.S., cases against generative AI developers asserting violations of copyright law are being litigated. The Andersen case relates to Stable Diffusion, an AI platform that generates images in response to user prompts. Three artists alleged that their original works were being used to train AI in their styles so that their image-generating models produce seemingly new images with-

out attribution to the original artist who supplied the training material, thereby allowing the developers to profit from artists' copyrighted works. So far, the court has largely sided with the developers and the federal judge has issued a decision dismissing all but one claim for direct copyright infringement by one plaintiff. The case provides some guidelines in terms of AI-related copyright infringement claims as the judge signaled that in order to prevail on certain copyright claims, it will have to be shown that output images are "substantially similar" to the original artwork. He also suggested that additional facts might be alleged in order to show that output images can be so similar to artists' styles or artistic identities to be misconstrued as "fakes". This question of "substantial similarity" was also raised in the Silverman case where a motion hearing is noticed for December this year and it will be interesting to see whether the court will adopt a similarly critical approach to the claim in that case.

In Europe, rules are beginning to take place with the draft legislation – the AI Act. It is the first comprehensive set of AI regulations that is still to be approved and adopted by the Member States. Generative AI has played a huge role in discussions around this legislation and the EU Parliament has added elements to the proposed legislation, including making developers publish summaries of the copyrighted data that they've used to train the models and a requirement to design AI models to prevent them from creating illegal content. Systems that "interact with humans" (chatbots for example) would be subject to a set of transparency obligations including watermarks to indicate AI generated content as such. Although there have been calls from the industry itself for rules around the use of AI, tech company lobbyists argue the proposed legislation could hinder innovation.

There are many potential IP risks related to the use of generative AI tools and the ambiguities around authorship and ownership of AI-generated content need to be addressed. Projects like the AI-generated image inspired by Vermeer's "Girl With a Pearl Earring" that was displayed in the Mauritshuis Museum in the Hague or "The Next Rembrandt" that created an artwork in Rembrandt's style continue to spark controversy – while some argue this will allow more people to become artists, other contend that this marks the death of creativity. Therefore, the evolution of AI will necessarily bring proactive adaptations to our legal and educational systems. Legal professionals, policymakers, and educators must stay informed of these technological advances to navigate the changing landscape effectively, update IP laws to address these unique challenges and educate businesses and the public about their rights and responsibilities in this new era.



# New Trends in the Development and Manufacturing of Instrument Transformers

By Igor Žiger, PhD | KONČAR - Instrument Transformers

We all know the terms - green transition, renewable energy sources, distributed generation, net zero, just to name a few. These key words are what is driving the outlook of the power grid in the entire world. Either IEC or IEEE, it does not matter. Every utility has experienced an unprecedented level of change and growth in an industry which is infamous for being slow-paced. This growth is accompanied by a myriad of novel requirements, which are aimed at making the equipment more sustainable, robust, and resilient. This may be the first time in decades where value is prioritized over worth.

## TREND I - GROWTH AND SUSTAINABILITY

The world is hungry for energy. It is as simple as that. The global electricity demand is expected to double in the next 25 years. Approximately 75% of that growth is expected to happen in developing countries. At the same time, the climate change rate is alarming, and it is apparent that explicit actions to reduce the carbon footprint are needed immediately. The global goal is to achieve the net zero target by 2050. Instrument transformers are a small piece of a much broader system. Therefore, the question is what can an instrument transformer manufacturer do to help reach that goal?

One course of action is the implementation of biodegradable dielectrics in instrument transformers. Their implementation reduces the effect transformers have on the environment in emergency situations, while also drastically reducing the inherent carbon footprint of the equipment. Some of the liquids even have a negative carbon footprint, which makes achieving the net zero goal plausible. While these liquids have been present in the power transformer industry for some time, instrument transformers function in different, more demanding operation scenarios and boast different insulation systems. These efforts are spearheaded by the ban of SF6 gas, which was an industry standard. While multiple gas alternatives and mixtures exist, the alternative dielectric fluids are in a significantly more mature stage of utilization and development.

In addition, new product lines, that are tailored specifically to the demands of the modern market, are needed. An example of such a product line are combined power voltage transformers, which include power delivery, voltage metering, and current metering. They are aimed at rural electrification projects as a centerpiece in compact substations, which make power delivery independent of distribution networks. When coupled with biodegradable dielectrics, there is an opportunity to manufacture an entire substation which is carbon neutral.

Technical solutions alone are not enough to secure the necessary level of emission reductions. Supply chain optimizations, production process efficiency, and workflow are all key contributors as well. That is where the true beauty lies, and it is a process that should have already been started, as it is needed to dissect each activity and turn over every bolt. Simply put,

we are all required to manufacture more, while impacting the environment less.

## TREND II - ADVANCED PERFORMANCE REQUIREMENTS

For as much good renewable energy sources do, they also introduce various side effects into the grid. Transients, high harmonic content, and two-way power flow, amongst others. While all need to be addressed in the design process of an instrument transformer, there are two very important aspects that deserve our attention.

The first is extended range metering. The challenge here is how to keep the same transformer for accurate metering of parameters when a renewable source operates at full capacity and delivers power into the grid, and when its production is non-existent, with very small currents drawn from the grid. To simplify, the question is how to accurately measure zero. With the use of specific magnetic materials, clever design, and modified testing techniques, this challenge is not insurmountable. However, it is an effort to standardize these requirements on a worldwide scale, as they tie into accuracy designations which have been unchanged for decades.

The second performance requirement is power quality measurement. For a long time, conventional instrument transformers were considered unfit for this purpose. However, recent years yielded novel technical solutions that enable this feature in both inductive and capacitive transformers. Specifically, open-core inductive voltage transformers, have been proven more than adequate for this purpose, especially when coupled with other advanced performance traits, such as cable discharge and ferroresonance immunity.

## TREND III - OPERATIONAL SAFETY

Due to the intermittent nature of renewables, the number of switching operations has increased drastically. Looking in from the outside, a switching operation does not seem like much, but each operation exposes the insulation system of a transformer to severe conditions.

This means that for the modern market, an insulation system needs to be built with more resilience to handle the adverse conditions it operates in. In cases when that resilience is not enough and the unit does experience a fault, the way that fault is handled is equally as important. This is where fault energy limiting design come into play. They slow down the fault, thus making it manageable. To paint a picture, instead of a big "kaboom", the unit experiences a controlled release of pressure, like opening a can of soda. This is a key feature for the safety of neighboring equipment within a substation, and more importantly, of personnel.

One final thought we would like to leave you with is that it is easy to confuse value with worth. Progress has never been skin deep, and it is high time we all start looking for true value. The world seems to be doing so. Let us make it count while it lasts.





# What Is a Hybrid Infrastructure and Why Do You Need One?

By Goran Đoreski | Managing Director, Digital Realty

Shaping your digital infrastructure means having the right IT assets in the right places to unlock the full power of your business applications and data, which many assume means the public cloud. With many benefits to using public cloud services in some situations, there also come drawbacks, such as high costs and the potential for vendor lock-in. However, retreating to classic on-premises infrastructure is not a reasonable alternative, as it can limit flexibility, incur high up-front CAPEX, and create sustainability issues.

To achieve the best balance of performance, flexibility, reliability, security, and cost-efficiency, there needs to be a happy medium between a cloud-first approach and a traditional on-premises approach. This is where hybrid infrastructure can help. Deploying a hybrid infrastructure means using public cloud services when it makes sense to do so, but also supporting those services with other sensibly structured infrastructure options, including on-premises hardware, colocation, and a private cloud.

It must be noted that there exists no one-size-fits-all solution for hybrid infrastructure. All businesses naturally have different needs, which means the ideal hybrid infrastructure for each business is going to look very different from that of any other business.

## THE COMPOSITION OF A HYBRID INFRASTRUCTURE

A hybrid infrastructure is composed of a combination of on-premises data centers, private clouds, and/or public clouds. Enterprise systems and applications can be deployed in any of these environments, depending on the strategic business need, the tactical requirements, and the required outcome. For example, an organization might want to save costs by moving most of its business processes to the cloud, or a hybrid cloud infrastructure. An organization with a rapidly scaling workforce might want to implement a cloud-based employee management solution, which will be powered by data housed in legacy systems. Or an organization might recognize that it needs to make certain applications available to employees for access on their personal devices (BYOD).

## UNIQUE CHALLENGES IN EUROPE

A hybrid infrastructure can help businesses regardless of their size, industry vertical, or location. However, businesses in Europe face certain challenges that businesses in other parts of the world do not, coincidentally making them especially well-suited to benefit from deploying hybrid infrastructure.

Briefly, those are: ensuring compliance with data privacy and sovereignty regulations, deploying at the digital edge to keep latency low, keeping data protected across its entire lifecycle, maximizing cost-efficiency, and lastly, ensuring compliance with data privacy and sovereignty regulations.

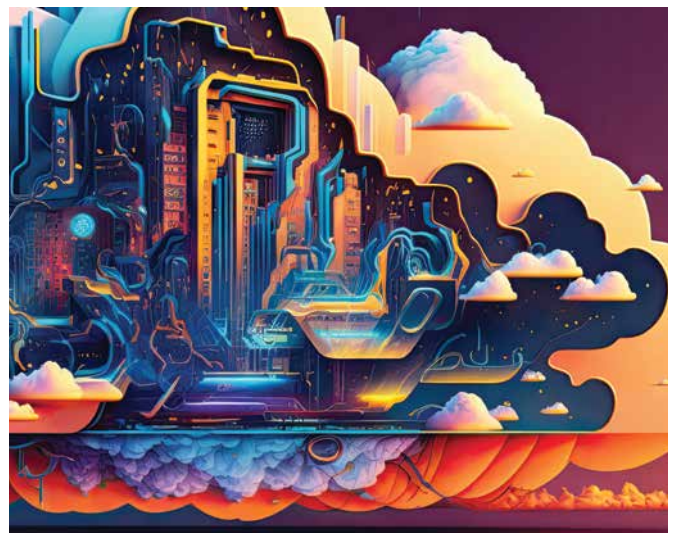
The latter especially stems from Europe's long held position as the global leader in setting strict data privacy and sovereignty

regulations, with the European Union's General Data Protection Regulation (GDPR) being the most notable example. These regulations provide essential protections for European citizens, but they also create an additional layer of complexity for businesses looking to serve those citizens.

Hybrid infrastructure enables businesses to take advantage of cloud services when appropriate, but also maintain greater control over where their data is stored. Keeping sensitive data sets in cloud adjacent storage allows them to ensure that the correct data privacy measures are in place. Also, if a company is subject to data sovereignty requirements in certain European jurisdictions, they will be able to define the physical storage locations they need to keep protected data within the correct borders.

Interestingly, with Europe being such a densely interconnected continent, it can be easy to lose track of just how vast it really is. When operations span the entire continent, physical distance is likely to become a performance issue - especially if your infrastructure relies exclusively on public cloud services. When end users and applications are located far away from cloud data centers, having to move data back and forth over those long distances will inevitably contribute to latency. This latency may degrade user experience to the point where the benefits of the cloud hardly seem to be worth the trouble.

With a distributed hybrid infrastructure, you can get the flexibility needed to deploy different workloads in different locations, based on different requirements. For instance, you can move any latency-sensitive workloads you have from the cloud to various digital edge locations. Keeping workloads closer to end users will reduce the distance data has to travel to reach them, which in turn keeps latency low. At the same time, you can still take advantage of the full power of cloud services for other workloads, where latency is less of an issue.





# Make Innovation Procurement Happen

By Jelena Drndić | Public Sector and Infrastructure Operations Leader, PwC Croatia

Innovation is inevitable. With the AI becoming almost mainstream, making Chat GPT and similar tools easily accessible to the general public which could, more than ever, experience how technology and innovation can change our everyday lives. But how does this coincide with public procurement?

Public procurement makes up 16% of the EU GDP in the EU member states, and in Croatia that number is even higher. In 2022, it accounted for a very high 20.5% of the GDP. On the other hand, according to the EU, a healthy market needs 20% of all public procurement to be directed toward innovation. The figures from 2018 were much lower, accounting for only around half of the suggested benchmark. This means that public buyers should invest more in buying innovation as early adopters of existing innovative solutions or solutions which need a specific innovative adaptation to the sector, including in R&D activities, which are crucial if we want innovation to happen. As in many situations which call for close collaboration between the public and the private sector, this is in many countries, including Croatia, obviously easier said than done. However, the results of the collaboration are almost without exception beneficial, not only to the parties involved, but also to society as a whole, which is more than a sufficient incentive to support public investments in innovation.

There are a few key aspects that must be taken into consideration while discussing innovation procurement and these involve not only public buyers and potential suppliers of innovative solutions, but also a wider group of stakeholders, from policy makers to end-users.

First and foremost, a cultural shift must happen within the public sector. Public procurers are expected to lead the change towards more innovations in public procurement; however, without understanding and support from decision-makers, the road to innovation procurement is much rockier. By enhancing innovation in the public sector, some successful countries have not only brought up the change horizontally through the preparation of, for example, innovation procurement strategy, but also cross-sectoral, since the need for new solutions comes from different fields, such as healthcare, defense, energy, and others. In addition, some countries, such as Finland, have set a specific spending target related to the share of innovation, which they will procure through public procurement. Others, such as Austria, have created competence centers for innovation procurement providing assistance and serving as one-stop-shops for procurers on this specific topic, and boosting innovation procurement within the country. This brings us to the second aspect – capacity building and focused training. The most common challenges that public procurers are facing and are outlining as key obstacles in buying innovation are lengthy procedures, lack of resources and experience, as well as insecurity in implementation of those procedures and

appeals that might come as a result. Institutions that procure innovation are still seen as exceptions, rather than something common within the system. Those institutions and procurers are usually the ones that have explored and learned from examples from other countries and have already implemented procurement procedures to buy innovation. This implies that targeted capacity building and training of people within institutions that already have needs for innovation are one of the key ingredients for success. This includes both public procurers and specific sectoral experts, as innovation procurement is much more than just a procurement procedure. It takes a different set of skills, knowledge, and expertise to implement it. Lack of money or lack of time should be no excuse, either. Innovation does not have to be expensive to have impact. Sometimes, solutions that are needed are small-scale projects that only require closer cooperation between a public buyer and, for instance, a start-up, which can trigger meeting the public buyer's needs on one hand, and creating a demand for a start-up's innovative solution on the other. In addition, there are dedicated EU funds available to buy innovative solutions, which is a good option for the public sector, to develop and provide better services to end-users.

Finally, once the cultural shift and adequate training are in place, close collaboration between the public and private sector must happen. The EU has put in place a legal framework that provides for collaboration and exchange of knowledge and information between the public and private sectors, which is often underused due to a fear of breaching procurement principles or simply due to lack of time. What is still rarely seen can be a perfect solution for enhancing this collaboration. Opening up and organizing matchmaking and pitching events can provide space for start-ups, SMEs, and other market players to present their innovative solutions and to suggest to public buyers how to address their needs. There are organizations that are excellent as third parties in the process that connects the two sides and supports dialogue, such as network organizations and incubators that work with start-ups and research institutions.

Innovation leads the public sector to sustainable development and can be a solution for the many challenges it is facing. The success formula is simple: more innovation brings more innovation. Once the environment that encourages and buys innovation is created, companies will be motivated to innovate and will compete among themselves to provide the best innovative solutions. By using innovation procurement as a tool, the public sector can bring significant change to the development of the entrepreneurial climate and the benefits that society can reap from the overall process and its outcomes, while bringing procurement to its core concept – achieving the best value for money.



# Public Procurement Newsflash: Appeals of Selected Bidders are Allowed

By Ana-Maria Sunko Perić | Attorney, Divjak, Topić, Bahtijarević & Krka OD d.o.o.

## A CLASSIC CASE SCENARIO...

In the realm of public procurement, the selected bidder is always treated as the winner. The only potential barrier to final victory is the appeal of the second-ranked bidder.

Generally, appeals are a standard part of public procurement processes and are crucial for ensuring the transparency and fairness of the contracting authority towards all participants. This multifaceted concept arises from the bidder's right to challenge procurement decisions based on a belief that the process was flawed, thereby highlighting the intricate balance between safeguarding individual rights and ensuring the efficiency of public procurement procedures. Therefore, in a case when a bidder has actively participated in the competitive bidding process and was ultimately not selected by the contracting authority and awarded the public procurement contract, they may choose to exercise their right to appeal under certain circumstances.

The legal interest in filing the appeal is logical, the bidder that was not selected believes that the contracting authority had discriminatory practices or a lack of adherence to the specified evaluation criteria that led to their bid not being selected in the respective public procurement.

## ...WITH A PLOT TWIST...

From a broader perspective, the legal interest in filing an appeal typically arises when the bidder believes that the procurement process was not conducted in accordance with established rules and regulations. This could include concerns about procedural irregularities which may not necessarily be related to the bidder not being selected in public procurement by the contracting authority and awarded the public procurement contract.

However, does the selected bidder have the legal interest to file the appeal in a potentially procedurally irregular public procurement process that led to their being selected? According to the recent practice of the State Commission for Supervision of Public Procurement Procedures ("Commission"), the answer is yes.

The legal interest for filing an appeal by a chosen bidder is rooted in fundamental principles of transparency, equal treatment, and competition. Procurement regulations are designed to create a level playing field, and the appeal process acts as a safeguard to rectify any deviations from these principles. Essentially, to have their appeal accepted and legal interest confirmed by the Commission, the selected bidder must demonstrate that

their rights and interests have been adversely affected by the alleged shortcomings in the procurement process. Hence, the selected bidder must present a compelling case that includes procedural irregularities, discrimination or other violations that may have a negative impact regardless of the outcome of the procurement process, i.e., the undertaking being selected and awarded with the public procurement contract.

The rationale behind those decisions is that the procurement process and its regulatory bodies aim to uphold the principles of fairness, competition, and equal treatment among participants. Such principles are also applicable to the selected bidders and allow them the right to appeal. Also, appeal proceedings are usually viewed as a mechanism for reviewing any potential errors that the contracting authority may have done within the public procurement process and ensuring that the procurement decision aligns with the principles of open competition based on merits and stipulated criteria.

## ...THAT IS WELCOME?

In essence, the legal interest for filing an appeal for the selected bidder is a safeguard mechanism that ensures a level playing field for all participants and upholds the integrity and legality of the procurement process. Hence, it is a complex interplay of rights, principles, and considerations.

Although this is an idealistic view and broad interpretation of a fundamental right in public procurement, it may have certain drawbacks. While the appeal process is crucial for upholding accountability, it must be balanced against the need for efficiency in public procurement. One of the primary concerns can be prolonging the procurement process, which may lead to delays in many projects since the time and resources devoted to the appeal can hinder the general efficiency of the procurement.

Also, challenging the decision in which a bidder was selected may tarnish the relationship with the contracting authority for future collaboration. Additionally, that could result in a certain lack of trust among stakeholders in general, and lead to negative reputational consequences for the selected bidder.

In conclusion, while the right to appeal is crucial for ensuring transparency in public procurement, selected bidders should carefully consider the potential negative consequences. Hence, finding a balance between insisting on defending one's rights and maintaining a business-wise approach is essential for the overall efficiency of public procurement and its participants.



# Beyond Compliance: Leveraging CSRD/ESRS for Value Creation

By Mirna Marovic | Managing Director, VentureXchange Ltd.<sup>1</sup>

Sustainability reporting, as mandated by the CSRD/ESRS, is not just a compliance exercise, but a significant opportunity for value creation. A key element of CSRD/ESRS is to direct organizations to identify material ESG impacts, risks, and opportunities and to consider the management, governance, and measurement of these by devising strategy (policies), incentives, and measurements of the specific ESG KPIs. CSRD/ESRS encourage a holistic approach to business strategy, where sustainability is interwoven into every aspect of operations.

## PATHWAYS TO VALUE CREATION THROUGH SUSTAINABILITY

Sustainability leads to value creation by effectively managing risks such as supply chain disruptions and regulatory changes, optimizing operational and supply chain efficiencies for cost reduction, and fostering growth through enhanced stakeholder relationships and innovation. For instance, companies that have shifted towards renewable energy sources not only reduce their carbon footprint, but also benefit from long-term cost savings and increased energy security, enhancing their market competitiveness. Another example is seen in companies leveraging waste reduction strategies. By minimizing waste, these companies not only reduce environmental impact, but also achieve operational efficiency and cost savings. Companies investing in low-carbon technologies can access new markets and drive innovation. For instance, automotive companies investing in electric vehicle technology are not only meeting regulatory standards, but are also tapping into a rapidly growing market, driving revenue growth and brand differentiation. Green innovation strategies, such as developing sustainable products or optimizing supply chains for environmental efficiency, can create significant value. These innovations often lead to new product lines or services that meet growing consumer demand for sustainable options, opening up new revenue streams.

## INDUSTRY-SPECIFIC SUSTAINABILITY APPROACHES

In tourism, sustainability can lead to cost savings and increased brand loyalty. For example, eco-tourism initiatives allow businesses to attract a growing market segment focused on environmental conservation and community development. Sustainable practices in tourism, such as reducing waste, conserving water, and promoting local culture and heritage,

not only enhance the tourist experience, but also lead to cost savings and increased brand loyalty. In the FMCG sector, sustainability is increasingly recognized as a critical business opportunity. Companies are responding by ramping up sustainability efforts, which can include reducing packaging waste, sourcing ingredients ethically, and minimizing carbon footprints. These practices not only align with consumer demands but also lead to long-term operational efficiencies and brand differentiation. In the IT industry, sustainability initiatives focus on energy efficiency, reducing electronic waste, and promoting responsible sourcing of materials. For example, data centers, known for their high energy consumption, are increasingly adopting renewable energy sources and advanced cooling technologies to reduce their environmental impact. Moreover, IT companies are innovating in recycling electronic waste, contributing both to environmental sustainability and material recovery, creating a circular economy model. In each of these industries, sustainability is not just about meeting regulatory standards, but about creating tangible business value through innovation, operational efficiency, and alignment with evolving consumer preferences.

## HARNESSING DOUBLE MATERIALITY FOR LONG-TERM VALUE

Far from being mere regulatory hurdles, CSRD/ESRS offer a framework for businesses to embrace sustainable development strategically. The concept of double materiality in CSRD involves assessing a company's impact on the environment and society and vice versa. The CSRD elevates the need for reliable and credible sustainability data, equivalent to financial data, with the requirement for external limited assurance.

## A STRATEGIC SHIFT TOWARDS SUSTAINABLE GROWTH

In conclusion, CSRD/ESRS represent a transformative shift in corporate strategy, embedding sustainability at its core. This approach transcends mere regulatory compliance, unlocking value creation through innovative practices and enhanced competitiveness. By embracing these new mandatory sustainability reporting practices, companies can transform sustainability challenges into innovation, efficiency, and market leadership opportunities, enhancing business performance and long-term value creation.

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<sup>2</sup> The Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS)



# The Banks – A Crucial Component of an ESG Ecosystem

By **Ivana Krajinović** | Partner, Financial Accounting Advisory Services and Sustainability Reporting Leader in EY Croatia

In July 2023, a survey on bank loans was conducted in the EU, which included questions related to measuring the impact of climate change on corporate lending. For loans to so-called “polluters” in the last year, approval standards and loan conditions have been net tightened, while green and companies in transition have experienced a net easing impact. This sends a clear message that banks have conveyed that ESG (Environmental, Social, Governance) is not a matter of choice, but a real obligation.

Although the regulatory framework for classifying investments and loans according to climate sustainability is not yet finalized, ESG principles and criteria are now the norm. Managing climate change, supporting the green transition, and encouraging behavioral changes among participants are some of the climate goals incorporated into banks’ regulatory framework. Consequently, financing for projects and companies that do not align with this framework will be more expensive and less readily available.

Banks have been navigating ESG regulatory requirements, as is evident from the decisions of banks in the Croatian market. Alongside the clear reporting, management systems and risk materiality assessments they require from clients, banks have also established specialized departments focused on sustainable development. To encourage their clients to align with ESG standards, banks have initiated the process of defining a clear model that includes guidelines and methodology for what is known as green financing for corporate clients. In this regard, banks have placed a particular emphasis on achieving a targeted green volume in their loan portfolios, with defined quantitative goals for the placement of green or sustainable loans.

## RESPONSIBLE LENDING SENDS A STRONG SIGNAL TO THE CORPORATE SECTOR

Giving preference to ESG standards poses a challenge for banks themselves, as only a few banks have already redirected their investments in existing projects with high carbon intensity towards low-carbon initiatives. Banks can also leverage various sustainable financial instruments available on the market to operate in accordance with ESG principles. For comparison, the total green issuance in 2020 exceeded \$265 billion USD, and initial estimates for 2023 show an amount of over \$900 billion USD. In addition to loans, banks encourage ESG-compliant businesses through Green Bonds, Social Bonds, Sustainability Linked Bonds, or even Transition Bonds.

With increasing ESG regulatory requirements on the EU market, especially related to EU Taxonomy, the banks have increasing power to adjust the interest rate or not to support clients with lending if they do not comply with the regulation. According to the EU Taxonomy, non-financial companies are obligated to disclose the information and KPIs on their taxonomy-eligible and taxonomy-aligned activities. Calculated KPIs

are used by the banks to calculate “Green Asset Ratio” (GAR), in other words, to disclose how green a bank’s portfolio is. If there is a significant proportion of taxonomy-eligible activities, but they’re at the same time not aligned, it affects GAR, and as such also the bank’s decision on the lending, even if the client has good financial structure.

However, banks are not required to immediately cease financing companies with non-aligned taxonomy activities, high greenhouse gas emissions, or projects in geographical areas vulnerable to physical risks of climate change, but they are expected to identify and manage climate change. Central banks, regulators, and credit institutions are primarily engaged with ESG factors. The European Central Bank had already published a guide on climate-related and environmental risks in 2020, defining 13 supervisory expectations, which the central banks of each country are now trying to implement through cooperation with banks.

## ESG RISK EQUATES TO FINANCIAL RISK AND HAS BROAD IMPLICATIONS

Banks are voluntarily disclosing more data on risk management and governance, along with quantitative and qualitative climate-related impacts aligned with TCFD1 recommendations. To prevent financial greenwashing, banks are setting clear rules for transparent reporting and requiring clients to identify material ESG factors through data collection, negative screening, benchmarking, and thematic investing.

It is crucial to establish risk policies, specifically in credit risk, liquidity, and financing risk, market risk, operational risk, reputational risk, reduced profitability, increased cost of compliance, and reduced asset value. However, as regulators increasingly show interest in creating mandatory climate risk disclosure rules, banks are beginning to review their readiness to meet these regulations. They must evaluate controls and procedures to understand whether they have the capabilities needed to provide measurable data. Better reporting capabilities may produce benefits such as improved investment returns, operational performance, and lower cost of capital versus peers. By addressing stakeholder concerns around ESG, management teams may also increase the shareholders’ returns. The bank’s C-suite should be prepared to provide stakeholders with details about how their ESG strategy is actionable, along with clear information about how the bank monitors, measures, and reports on climate risk and carbon emissions.

Finally, the banks’ efforts to educate clients, investors, employees, and other stakeholders will lead to changes across all spheres - environment, society, and governance. Those with sustainable business practices, adequately represented in non-financial reports, will certainly be more desirable to the financial market and their customers. This can positively impact sales and the cost of capital, creating a higher-quality environment for everyone involved.

# Logistics and Postal Operators Are the Carriers of Sustainable Business

By Croatian Post

In August, the International Post Corporation (IPC) published its new survey on the buying habits of online customers, conducted in June of this year on a sample of 9,303 online customers in 9 countries, including Croatia (along with Australia, Austria, Belgium, Greece, Finland, Ireland, the Netherlands, and Spain).

The survey covered consumers who bought goods in online stores in their country at least once in the last three months. In addition to discovering many interesting data, the survey also shed light on the growing awareness of users about sustainability. Thus, 19% of respondents strongly prefer sustainable delivery of their packages, while 24% of them are ready to wait longer for delivery (up to several days) if this reduces a negative impact on the environment. On average, a total of 9% of respondents paid extra for sustainable shipping, and 7% of customers changed their online shopping habits last year due to environmental concerns.

## AMONG THE FIRST TO RECOGNIZE THE NECESSITY OF TRANSFORMATION

The data reveal the growing awareness of users about the importance of preserving the environment and reducing negative impacts on nature. Users implement sustainability to a greater or lesser extent in their own lives, therefore they expect the same approach from companies, brands, and the industry in general. In the context of postal operators, users expect delivery to be "greener" and for the logistics process to be as sustainable as possible. Back in 2008, postal operators recognized their role in the global community's efforts to reduce harmful effects on the environment. Within the IPC, the Environmental Measurement and Monitoring System (EMMS) was developed that year. It is a global initiative of postal operators that ensured joint measurement of the carbon footprint and established a reporting structure. In this way, program participants were able to share their carbon and environmental management strategies, performance, and achievements. The program was upgraded in 2019 under the name Sustainability Measurement and Management System, so that the postal sector could adjust its sustainability goals in the next ten years, in line with the goals of sustainable development.

## IN 10 YEARS, THE NUMBER OF ALTERNATIVELY POWERED VEHICLES DOUBLED

Ambitious goals have also achieved significant results. Postal operators have thus reduced CO<sub>2</sub> emissions by 35% since 2008, and 38% of the electricity they use today comes from renewable energy sources. The results were published on the occasion of Green Post Day, an initiative that postal operators within the IPC have been celebrating every September for five years. The goal of the initiative is to raise awareness of the ways in which

postal operators are working to reduce their carbon footprint and of the goals they want to achieve in the future. In 10 years, the fleet of alternatively powered vehicles has also doubled, and their share is now 26%. On this occasion, postal operators from all over the world made a commitment to further increase the number of alternatively powered delivery vehicles, with the aim of increasing their share in the vehicle fleet to 50% by 2030.

Electric vehicles are the backbone of sustainable business, and their diversity allows postal operators to use them in large numbers, regardless of the type of work or niche they are engaged in. Today, you can see vans, cars, mopeds, and quadricycles on the roads, and they are all operating on electrical power. Growing fleets of electric vehicles also require accompanying infrastructure such as charging stations for electric vehicles, and logistics companies often develop their own network of charging stations located within business facilities.

## NEW METHODS OF PARCEL DELIVERY

Parcel lockers, along with the growing fleet of electric vehicles, are one of the backbones of postal operators in reducing harmful gas emissions and are called the "green" delivery channel for a reason. Parcel lockers increase the percentage of first-attempt deliveries, and delivery vehicles have to visit fewer locations, which significantly reduces the emission of greenhouse gases. Parcel lockers are automated devices with compartments of different sizes and are located in frequently and easily accessible locations, which can be reached on foot, by bicycle, or by public transport. In just a few years, parcel lockers have become a standard part of delivery throughout Europe, and their popularity should not be surprising, as they can adapt to the lifestyles of most users.

Logistics and postal operators are in a challenging period of business, in which they need to meet the growing needs of the market and users and at the same time transform the business into a green and sustainable one. Despite the unprecedented challenge, the postal industry is making important moves for a green future.





# Impact of Sustainability on Consumer Behavior

By Anita Knezović, PhD | ESG Manager, Alpha Capitalis d.o.o.

Given the increasing digitization and accessibility of information in real time, civil society is well-informed about the daily negative events caused by climate change. Global warming, air pollution, and, consequently, more and more frequent extreme weather events, such as heat waves, fires, and floods lead to major material and even human casualties. In some parts of the world, they contribute to migration, poverty, and hunger, diminishing efforts to achieve the UN's sustainable development goals (SDGs). Also, civil society is becoming more and more sensitive to the negative events related to violation of human rights and any kind of discrimination. Therefore, sustainability becomes the focus of individuals in everyday life, but also in organizing trips and vacations. When buying products or choosing services, individuals are increasingly choosing sustainable products or services, and are even willing to pay a higher price for them. They additionally seek out information about the carbon footprint of potential products and services, based on which they make their decisions. For millennials and especially for generation Z, sustainability is extremely important.

## THE NEED TO CHANGE PRESENT BEHAVIOR PATTERNS

However, current unsustainable lifestyle habits are one of the main sources of pollution and global warming today. Excessive consumerism and the consequent generation of waste, irrational consumption of natural resources such as drinking water, and water, soil, and air pollution are examples of the negative impact of individuals on the environment. Therefore, civil society, in addition to corporations, is responsible for endangering the planet.

Aware of their impact, conscious individuals are actively changing their behavior patterns to contribute to reducing this harmful impact on the environment. The speed of climate change also requires a rapid change in lifestyle, as the consequences are increasingly significant. A sustainable way of life is focused on the rational consumption of products and services, the protection of natural resources and the reduction of consumption, including drinking water, the use of renewable energy sources, energy efficiency, and transport with low CO<sub>2</sub> emissions.

Consumers who consider sustainability factors when choosing products and services are the main drivers of change in corporations as well. Changes in end-user behavior are an example of a climate-related transition risk for corporations. Corporations are changing their traditional ways of doing business and incorporating ESG sustainability factors into their business models and strategies, with the aim of reducing their negative impact on people and the environment.

## NUDGING

Behavioral science offers solutions for achieving greener decisions in everyday life, and it can be used to solve some of the great challenges in the fight against climate change, especially

in reducing personal emissions that come from what we eat, how we travel, and the homes we live in. American behavioral psychologist Richard Thaler received the Nobel Prize in 2017 for the development and application of the concept of nudging, which is based on an understanding of the psychology of decision-making. It involves positive and gentle persuasion to encourage sustainable behavior. Sustainable choices are presented as easier, more visible, and more attractive.

Different cognitive biases were observed when expressing preferences or making decisions: people generally stick to the default option (*status quo*) and do not want to change it due to potential higher costs and loss aversion, choosing products with which they are already familiar with to avoid risks. So, resetting default options, and making the more sustainable behavior the default option can lead to a sustainable choice. For example, the most sustainable meal should be the default choice or placed at the top of the menu card in the restaurant. Also, a different presentation of options (framing) can lead to choosing a more desirable option. For example, put recycling bins closer to the user and with visible signs. This concept can be applied in guiding people towards more sustainable behavior. Comparing one's electricity bill with neighbors' own consumption can significantly influence changes in behavior in electricity consumption in the future.

## JOINT ACTION

The movement towards a sustainable way of life is the joint effort of civil society, corporations, governments and non-governmental organizations, multinational organizations (UN, OECD, WBCSD), the academic community, and the media, whose publications significantly influence the public's perception of sustainability. All of them are making great efforts to change the environmentally and socially unsustainable behavior of citizens. Full implementation of the UN Program by 2030 is only possible if we switch to lower-impact lifestyles. SDGs number 4 (quality education) and 12 (responsible consumption and production) directly mention the concept of sustainable lifestyles. However, all other SDGs are also incorporating sustainable lifestyles. Transition to a sustainable lifestyle is a prerequisite for sustainable development. The UNEP is embracing nudging as a strategy to help meet the SDGs and protect the global environment. Governments also use nudging in creating public policies and finances, as well as in achieving environmental goals. Corporations use nudging for positioning their sustainable products and services and to improve employees' behavior and well-being. Nudging is a useful tool for achieving sustainable goals, but it must not be abused. Everyone, with their individual decisions, contributes to a more sustainable future and the preservation of the planet for generations to come. So, every step really does matter.



# Labour Productivity – Can We Do Better?

By Krešimir Bračić | Managing Partner, Corporate Performance Advisory

At a recent AmCham event in Zagreb on attractiveness of Croatia for foreign investments there was an excellent presentation delivered by, Mr. Josip Funda from the World Bank. The topic was “The Role of Productivity in Development of Croatia”.

The main message was that there is a labour productivity gap between Croatian companies and their German counterparts, as well as a productivity gap between Croatian companies, with FDI companies outperforming domestic companies. Suggestively, Mr. Funda concluded with the question, “Can we do better”?

Given my background in working for FDIs, investors but also domestically owned businesses, I thought it would be helpful to share my personal perspective on a possible response.

However, before delving into the answer, it’s good to explain what the answer is not: enhancers have nothing to do with Croatians’ work ethics. In fact, work ethics might be the consequence of insufficiencies in enhancers.

While structuring the conclusion, it turned out that the increase in labour productivity is heavily dependent on four essential enhancers so here’s my response:

1. By establishing the right business models and achieving optimal size, either organically or through M&A
2. By improving shareholding culture
3. By improving corporate governance
4. By promoting excellence and ethics in leadership and fostering the next generation of leaders

According to a World Bank report, two sectors with the highest gap in labour productivity compared to Germany are processing industry and water supply and sewage services. It really is that simple:

- Many entrepreneurs in Croatia began their processing businesses by opting to cater to local customers, and they continue to do so. Simply comparing this local market to the German local market reveals discrepancy in volume, and while this is the case, there will be a productivity gap. Theoretically, the solution is simple: increasing volume, e.g., by increasing exports and organically growing the business or by consolidating it through M&A activities;
- Municipalities in Croatia have separate company for waste collection and infrastructure services, and another mandated entity for water supply and sewage. As a result, there are nearly 2x 555 entities, each with its own management, administration, back-office, and systems. This setup, with a significant portion of employees engaged in supporting functions, is neither labour-productive nor optimal in terms of size.

This is how we arrive to the next enhancer. For consolidation to occur, we also need a shift in the shareholding culture, allowing our equity capital to work together. Where do we stand with it? I analysed the ownership structures of Croatian companies over a decade ago and discovered that a vast majority of them had a single entity holding over 75% of the shares. Assuming

little has changed since then, it appears that a preference for control over growth remains - a mindset that needs reconsideration. Why wouldn’t, for example, municipalities join forces? Why aren’t there more mergers and more companies going public?

Furthermore, a low level of shareholding culture is related to a low level of trust, which is related to both corporate governance and leadership - the last two enhancers.

Corporate governance covers topics ranging from agency, or how management acts in the best interests of shareholders, stakeholders and their communities, to the level of an individual employee and how they behave in day-to-day operations. In essence, it is a framework that guides organizations in achieving their goals covering rules for governing bodies, clear management responsibilities, delegating, policies, ethics, internal controls, compliance, financial reporting, strategic plans, and performance measurement...

Indisputably, there’s a gap between FDIs and domestic companies, with a few notable exceptions. Domestic companies continue to struggle with issues such as lack of planning culture, financial transparency (e.g., our accountants aren’t certified or responsible for financial reports), and non-compliance, indicating the need for continued improvement in corporate governance and leadership.

Regarding leadership, to start off on a positive note, my admiration for entrepreneurs is unbounded, may stem from my family background and in general my strong belief in positive entrepreneurship. So, while MBAs and corporate experience are uncommon among entrepreneurs, which can be a benefit rather than a drawback, the challenge arises when entrepreneurs fail to delegate to the right management to organize work purposefully and specifically in crucial domains like planning, from strategic to operational aspects and execution tied with appropriate governance. This is what is to be expected from trained executives with corporate background. On the other hand, entrepreneurs cannot delegate the establishment of internal controls, it is their personal responsibility as well it is to promote compliance culture.

If an entrepreneur (company owner) chooses to omit something, or, heaven forbid, if he/she and the management act incomplicantly or unethically, that will impact every aspect of the organisation, including employee motivation, the company’s capacity to grow, and, thus, labour productivity.

A good alternative is in parallel to raise the next generation of leaders, who will be modest and ready to lead ethically while maintaining their integrity even through difficult times. And although it is great to already see such examples, youngsters knocking on doors of opportunities bolstered by advanced funding sources enabling them to build new businesses from the ground up (startups) or simply take over and improve their family legacies, this is the task we must all continue.





# Practical Aspects of Remote Work In Croatia

By Dora Horvat, Partner and Lucijan Loje, Associate | Law firm ILEJ & PARTNERS LLC

With the progress of technology allowing for more flexible work arrangements, and especially with the need to adjust to the COVID-19 pandemic, the Croatian labour market started allowing different types of flexible working arrangements which were unregulated by the Labour Act. On January 1, 2023, long awaited amendments to the Labour Act entered into force, providing much-needed regulation of out-of-office work. Two institutes were thereby introduced: remote work and work from home. After (almost) a year in force, the institute of remote work has shown its value for many Croatian companies, but has also presented them with some practical difficulties.

The purpose of this article is to highlight the benefits of the institute of remote work as well as to point out some of its practical challenges.

## HOME OFFICE WORK VS. REMOTE WORK

The basic difference between the two institutes can be reduced to a simple question: who decides on the employees' place of work? In the case of home office work, the employees have a defined place of work in their employment contracts – it is their home, or some other place of similar purpose. Therefore, the employees cannot change their place of work unilaterally.

On the other hand, employees who work remotely (exclusively through ICT) do not have a place of work specified in their employment contracts. Quite to the contrary, these employees are entitled to freely choose, and constantly change (without notifying the employer) their place of work. Working one week from home and another week from a beach is now possible. The term "digital nomad" springs to mind (as it should) when thinking about the new possibilities remote work presents to employees. The described differences have practical ramifications. When the place of work is defined (e.g., home office work), the employer is obliged to implement safety at work and cover the costs related to such work. On the other hand, in the case of remote work, when the place of work can change constantly, it would be unfair and unreasonable to put the same obligation on employers. This has been reflected in the Labour Act by releasing employers from the obligation to implement safety at work measures or pay any compensation of expenses to employees working remotely.

## HOW TO IMPLEMENT REMOTE WORK

Employment contracts for remote work need to have certain mandatory elements, so companies cannot introduce remote work informally (e.g., by unilateral communication to the employees).

To implement remote work, the existing contracts should be amended by an annex, or by concluding a new contract.

### Some Practical Predicaments Related to Implementation of Remote Work:

**Hybrid model:** Remote work can be agreed to as being temporary (e.g., only during summer), hybrid/occasional, or permanent. Interestingly, according to the opinion of the Croatian Ministry of Labour, in the case of occasional/hybrid work, it will be necessary to specify the exact number of days of remote work in the employment contract.

**Territorial limitation:** In the case of remote work, employees should be free to choose their place of work. The question that was often asked in practice is whether it is possible to limit employees' freedom to choose their place of work to a certain territory, e.g., city or territory of Republic of Croatia (if nothing else, for potential tax implications of employees' residence in another country).

According to the opinion of the Ministry of Labour, there is no legal obstacle to contract that employees can work remotely only on the territory of the Republic of Croatia.

**Necessary equipment:** The Labour Act prescribes that companies are obliged to protect the privacy of employees working remotely, ensure that they have the means to communicate with other employees during remote work as well as to participate in decision-making processes (where applicable). These obligations, in practice, mean that companies must ensure adequate software support for all their employees should they decide to implement remote work.

**Working hours:** The flexibility of remote work does not encompass the flexibility of working hours by default. However, it is possible to agree (in the employment contract) not to apply rules on overtime work, distribution of working hours, night work, or breaks from work in some cases.

**Right to work remotely:** Finally, there is a common misconception on the Croatian market that employees, due to their need to balance work, family obligations, and personal needs, have the right to remote work. However, this is not the case. The Labour Act only prescribes that companies are obliged to consider the employees' requests, but are also free to refuse or accept such requests. The only "right" granted to the employees in this regard is to receive a reasoned written response from the companies within a reasonable period of time, i.e., within 15 days from lodging the request.



# Health Is the Unity of Body and Soul

By Dr Goran Ivkić | Co-Founder and Vice President, Association for Cancer Prevention and Help to Patients - BE WELL

## THE BODY AS AN OBJECT OF TREATMENT

Modern medicine has already taken a significant step into the future. Based on numerous new facts created through scientific research, which are also accompanied by the development of new technologies, it is increasingly reminiscent of scenes from science fiction films. There are fewer and fewer painful, unpleasant, and invasive diagnostic and therapeutic procedures, and more and more painless readings using various hand or laboratory devices, tubular diagnostic devices that instantly answer the question of what the diagnosis might be. Treatment is increasingly taking place in a similarly sophisticated way, so instead of classic neurosurgery, today a tumor is treated non-invasively, with radiosurgery, the so-called "Gamma Knife". And that's great! Knowledge has increased enormously, so today we can understand even the smallest structural and functional unknowns. We see our body today not only as a complex anatomical device (*hardware*), we see our body in action. It seems that the human body in this "hardware" aspect is increasingly less unknown and it seems that we are close to the moment when we will say that we know all the components of that incredible machine: the human body. But is it really so?

## WHERE HAS THE SOUL GONE?

For centuries, medical science has functioned exclusively on "engineering" principles, because the rules were set so that doctors and scientists dealt with the **body** and its smallest details, while another other, spiritual, invisible, and **immeasurable driving force**, which was called by various names (*soul, vital energy, or psyche*), was left to philosophy, religion, and other similar professions. It was precisely this concept that created the biggest problem, which is especially felt in today's medicine - **the split between body and soul**. (The word **psyche** in Greek translates to **the soul**.) A large area of health care, like psychiatry and psychology, deals with exactly that: the soul.

## INTERDISCIPLINARY PILGRIMAGE

With the increase in general knowledge, the increase in the speed of exchange of this knowledge (the Internet and globalization) and the development of technological solutions created on the basis of all this knowledge, medicine necessarily had to specialize and even subspecialize, fields which inevitably began to split into more and more disciplines and move further and further away from the patient. Due to the increasing amount of data in the system, doctors have less and less time for a good, educational, and comforting conversation, which is why they refer the patient to other specialists for additional information, which achieves the so-called "*interdisciplinary approach*", which every modern hospital team boasts today, not realizing that this

only satisfies the form, while the subject of treatment (the patient) is lost on the "*pilgrimage path*" between our many disciplines.

Lulled into interdisciplinarity and Evidence-based Medicine, we add up epidemiological statistical data, introduce new drugs, and statistically prove that they are effective, but the reality tells us that certain diseases are still insufficiently treated. There are many examples in medicine, where we say that **we are treating** someone, but the treatment does not lead to a **cure** (headaches, epilepsy, multiple sclerosis...).

This is especially true for malignant diseases. As much as the statistics of the treatment of these diseases are better as compared to some earlier periods in time, it is difficult to not admit that malignant diseases are still at the top of the 'causes of death' list. Decades of oncological experience, new promising and smart drugs are already behind us, and yet tumors continue to develop to an equal or even greater extent. Due to better diagnostics and preventive systematic programs, with the help of which we "*catch*" them in the earlier stages, it seems that we also treat them better. This will probably remain so if we continue to treat the disease from the outside, and not "*from the inside*". So here, too, we are engaged in "*engineering*" and searching for a magic formula that will solve the problem from the outside. No matter how hard we try, we can only partially succeed in this, because the human body is not a machine into which a new chip can be inserted to replace one that is not working, or given a drug that will "*sweep*" unnecessary newly created cells, while very selectively preserving healthy ones.

## WITHOUT CHANGE, THERE IS NO HEALING

The human body is a perfectly designed organism, with a perfect "*program*" that drives it. When the program is disrupted, it is necessary to work on improving and changing it. Without **change**, there is no guarantee that the body will return to a healthy balance.

The **Be Well** Association oversees work in the psychological domain as one of the key potentials for stimulating change and real healing, and not just as one of the useful disciplines that we offer to our clients.

The best way to activate inner potential and reduce fear of illness is **knowledge**. The more the patient know about how things work in the body, how repair mechanisms are activated, and how a particular drug works, the greater the belief that these mechanisms will be activated and that the drug will have a healing effect, without side effects. **If you don't know about the possibility of repair and healing, you don't even expect it.** That's why we share, with all of our members, all the information that modern medical science currently has, which can raise their expectations to a much higher level than the current one. Who can deny us the **belief** that healing is possible? Only our own limitations and fears.



# Taking Healthcare Everywhere

By Miroslav Šaban | Head of Government and Public Affairs, Philips Central and Eastern Europe

## BUILDING A COLLABORATIVE HEALTHCARE ECOSYSTEM

Healthcare leaders and younger healthcare professionals share the same vision for the future: one in which healthcare is delivered in more connected, convenient, and sustainable ways across care settings, enabled by digital technology. Yet to fully realize this vision, both groups recognize that greater collaboration is essential, both within and beyond their organization.

As this year's Future Health Index shows, collaboration is taking many different forms. Healthcare providers are partnering with other organizations across the healthcare value chain to offer more personalized and integrated care. They are turning to health technology companies and data/IT providers to alleviate pressure on staff with automation, AI, and data-driven insights at the point of care. And they are also looking to share best practices with other providers and specialized partners to make healthcare more environmentally sustainable. Other stakeholders such as governments and payers have an equally crucial role to play in advancing new care delivery models. In partnership with all involved, they can help develop and implement the common standards and incentives that are needed to reduce variation and promote harmonization across the healthcare ecosystem – whether it is to increase interoperability and facilitate the secure flow of data across care settings, or to support sustainable innovations and accelerate the decarbonization of healthcare. Going forward, clinical and economic evidence of the benefits of new care delivery models will be an essential driver for further adoption by providers and payers. Small-scale pilots conducted in partnership can help generate that evidence, showing how digital innovation can improve patient health outcomes, as well as patient and staff experience. Similarly, being able to measure progress on environmental sustainability goals will help propel green initiatives in healthcare. Ultimately, that's how both patients and the planet will benefit from new care delivery models which serve everyone, everywhere.

Three main themes emerge from the 2023 Future Health Index, showing how healthcare systems are innovating care delivery to meet evolving patient needs with increasingly strained resources. Each of these themes is explored in more detail in the following chapters.

- **Tackling staff shortages through digital innovation**

Faced with acute workforce shortages and growing financial pressures, healthcare leaders are seeking to streamline processes for improved efficiency. They are ramping up

their investments in automation and AI to alleviate pressure on staff and to ultimately empower them with more predictive insights for clinical decision support. This is welcomed by younger healthcare professionals, who are also eager to embrace new digital technology, and consider it a key factor in choosing where to work.

- **Bringing healthcare closer to the patient**

Healthcare leaders and younger healthcare professionals share a common vision for a more distributed healthcare system that meets patients where they are. Virtual care continues to be on the rise, expanding the reach of intensive and critical care beyond hospital walls. At the same time, both surveyed groups also envision further growth of ambulatory and community-based care services to help improve patient access, convenience, and health outcomes.

- **Partnering across the healthcare ecosystem**

As payers are expecting more cost-effective care that delivers better outcomes, healthcare leaders are partnering across the healthcare ecosystem to overcome technology barriers, break down data silos, and deliver more integrated care that improves patient outcomes. In addition, they see a role for partnerships in furthering environmental sustainability in healthcare – a topic that is also top of mind for an eco-conscious generation of younger healthcare professionals.

## EXTENDING CARE BEYOND HOSPITAL WALLS

Accelerated by the pandemic, new care delivery models that blend the physical and the virtual have redefined patients' expectations of how and where care is delivered. Last year, the Future Health Index revealed that healthcare leaders viewed extending care delivery beyond the hospital as their highest priority, after staff satisfaction and retention. In 2023, we see that trend continue. Virtual care is here to stay, and it is quickly turning into a mainstay of medicine. 68% of healthcare leaders say it is among the technologies that have already had, or will have, the biggest impact on improving patient care in the next three years. This is reflected in how they are allocating their budgets. 54% of healthcare leaders say their hospital or facility is investing heavily in virtual care today, compared to 47% in 2022. This includes both professional-to-professional virtual care, which enables more distributed access to expertise across locations, as well as professional-to-patient virtual care, which is bringing specialist care into patients' homes.



# Wellbeing – A Trend Shaping the Future of Work

By Maja Blažević | Founder and CEO, Materia

We all want to feel good, look good, be the best version of ourselves (both in our personal and professional life), discover our purpose, and really live it. In order to achieve that, we need to focus on one of the main components that make a great life - our well-being. This aspect includes an individual's experiences and perceptions of what is important. The world is changing rapidly, especially after the COVID-19 pandemic, and it is extremely important for organizations or leadership teams to reconsider peoples' priorities, such as employee well-being, resilience, and purpose. Because your employees are reconsidering you, too. More and more, people are thinking about their health, what they are consuming, whether they are physically active, and their mental state. The well-being industry is on the constant rise primarily due to increasing awareness, with people turning to healthy choices and rearranging their life priorities. Wellness centers, gyms, healthy food and beverages, retreats, meditative practices, psychotherapy, etc. – each of these branches is recording exponential growth from year to year.

## WHAT IS WELL-BEING AND WHY IS IT CRUCIAL WHEN IT COMES TO COMPANIES?

Well-being describes how well we feel in general. It's not just a feeling, an emotion or absence of illness, but a combination of being physically, mentally, and emotionally well and healthy. It is very individual, different for each person and completely based on our thoughts, feelings, behavior, and habits. We can improve our well-being by building certain habits, and in fact - everyone can do it. Habits and beliefs can be changed and built, and we must not underestimate the power of small changes and improvements we can make every day, which ultimately benefit us and help us to lead a happier and more meaningful life. When people are in a state of well-being at work, they are more productive and creative, able to develop their potential, build positive relationships with others, better cope with stress, and make meaningful contributions. This is why it is important to create an environment that actively promotes a state of contentment, benefiting both employees and the organization.



## WHY SHOULD COMPANIES INVEST IN EMPLOYEE WELL-BEING?

Today's talent pools look totally different than even recent ones, actually, as modern employees expect their employer to help them lead fulfilled lives. Those employers who care about the health and well-being of their employees can see many measurable benefits, from higher productivity and profitability, to less fluctuation. The workforce of today has become more health-conscious and values companies that are well-being oriented. In the competitive job market, organizations that offer certain well-being programs have a competitive advantage in attracting and retaining top talent. More than ever, employees are looking for a work environment that supports their holistic well-being, including physical, mental, and emotional health. Companies across the globe (including those in Croatia) are developing completely new job roles to better care for their people, such as well-being officers, etc. – whose responsibility is to provide information, guidance, and advice to employees around topics such as mental health and well-being. They are hired to promote happiness, satisfaction, and team morale, and this is often achieved through various company events and get-togethers, as well as through other initiatives in the work environment to ensure people are well taken care of.

A few practical examples of how we can easily implement/improve well-being in the workplace:

1. Offer flexibility, the so-called hybrid work model. If possible, enable employees to be able to create a work schedule that suits them best, of course with the condition that the work is done correctly and conscientiously. To come in to work a little later, go home earlier, do something urgent during working hours, or work from home should not be a problem, as long as there is mutual trust between the employee and the company.
  2. Create a pleasant working environment where employees feel safe, with natural light, greenery, soft music, and neutral colors without distractions.
  3. In addition to classic beverages such as coffee and tea, enable them to enjoy healthier alternatives like matcha - which is not only full of antioxidants, vitamins, and minerals, but is also excellent for focus and concentration, as we all want our people to be focused and energized.
  4. You, too, can be ahead of the times, and like the big companies (Google, Nike, etc.) offer meditation in the workplace. You could provide a room where employees can stretch or do a short training session. Alternatively, you could offer subscriptions to apps for mental health, exercise, psychotherapy, etc.
  5. Nurture a sense of purpose in your people and help them discover their strengths.
  6. Include the topic of well-being in annual (or semi-annual) interviews or check-ups of employees (performance appraisals).
- Join the conscious companies club and recognize the importance of employee well-being and its impact on productivity, engagement, and overall business success.

# Commercial Real Estate Market Overview

By Colliers

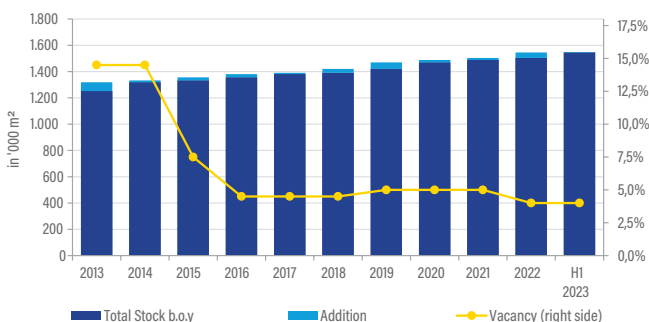
## The supply is still not sufficient to cover the growing demand for Class-A commercial real estate spaces

The commercial real estate sector continues its dynamic growth throughout 2023. After a small setback during the pandemic, the market is now back on track, while demand is rising. Lately, there has been a lot of discussion regarding rent levels, heavily impacted by the growing costs in the whole chain. Still, investors are looking for opportunities on the market, tenants are in search of suitable commercial properties, and all of them are eyeing Class-A spaces, at premium locations. In Market Overviews published by Colliers, there is a comprehensive analysis of the commercial real estate market, with emphasis on all the newest trends across all commercial real estate segments. The latest report highlights the H1 2023.

### NEW AND QUALITY OFFICE SPACES IN FOCUS

New developments in the office segment have all recognized the most important trends in the demand for office spaces. New, green, modern, ESG-compliant buildings, with additional amenities and great commercial terms, do not stay empty for long. Tenants are becoming more and more aware that their office premises communicate their brands, help them build a better image in the eyes of their potential customers and the public, and they are using their offices to help them achieve their goals, knowing that investing a little extra in rent can take them a long way when it comes to employee satisfaction and company image. Prime rent ranges from €15/m<sup>2</sup> to €18/m<sup>2</sup> monthly, while average Class-A rent stands at €13/m<sup>2</sup>/month. The possibilities are still limited, seeing as there is still a significant amount of older stock on the market.

Zagreb office market stock and vacancy



### THE TRANSFORMATION OF SHOPPING

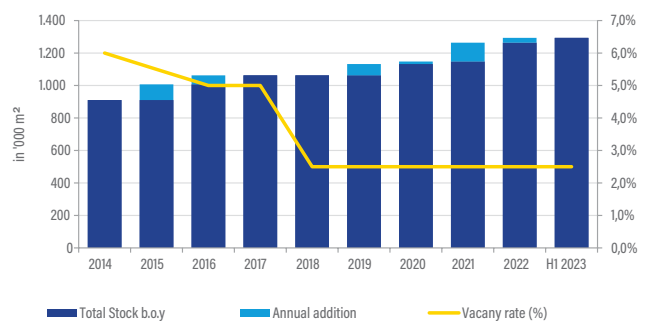
E-commerce and online shopping have brought tectonic changes to the retail sector, making shopping centers look for another angle to attract customers. Retail spaces today are used as showrooms and click-and-collect points, with the expansion of the portfolio of their services. With an attractive tenant mix, and a wide variety of services offered (for example, food and beverages corners, movie theaters, children's playrooms, sports facilities, etc.), these spaces are once again branding themselves as places for whole families. Seeing vacancies in

prime shopping centers at 3%, these new services obviously do make a positive impact on the retail sector. Retail parks continue their expansion to secondary and tertiary locations, realizing the potential of smaller cities.

### WAREHOUSE AND LOGISTICS SATURATED NEAR THE BIG CITIES

While retail parks are turning to secondary and tertiary locations, warehouse and logistics spaces are concentrated near the larger cities. For example, the majority of new developments are in Meridian 16, Zdenčina, Lučko, and Samobor. Modern, Class-A stock is on the wish list of the majority of tenants, with the vacancy rate being at 2,5%, and the prime monthly rent at €5.5 to €6 per m<sup>2</sup> or higher.

Zagreb logistics market stock and vacancy



### TOURISM SETS NEW RECORDS

Croatia has reached 105 million overnights in the first ten months of this year. The majority, or 88%, of tourists in Croatia are foreigners, and 22% of them come from Germany. Our tourism is still facing the challenges of seasonality, and uneven distribution of visitors, with the top 10 most visited cities all being on the coast. On the other hand, accommodation types also face some challenges, with the larger part of tourists still choosing private accommodation. Until November, 26% of overnights were realized in hotels. There are several new hotels in the pipeline, and Zagreb got some new additions recently, with the upscale 5\* Met Boutique Hotel in the city center, alongside completed renovations at Hotel Zonar and Grand Hotel Zagreb. The whole Adriatic coast, and especially Croatia, is becoming a targeted market for branded mixed-use resort developments for institutional investors, as well as for individual investors looking to purchase holiday homes, so this will make the market proposition and influence the variety of choices even more than before. The commercial real estate sector is facing a decrease in the volume of transactions, all because of the fact that the market is dealing with a lack of opportunities. Geographically speaking, transaction activity remains the strongest in Zagreb, with offices and logistics assets in the primary focus. Class-A spaces are a hot topic these days, with low vacancy, and high demand.

# AMCHAM EVENTS 2023

## AMCHAM EXECUTIVE LUNCH

OCTOBER 10

### Global Trends in FDI - Where Is Croatia?

"AmCham continuously points to the importance of private sector investment, namely foreign direct investment that includes the Croatian economy in global value chains and is export-oriented. Job creation, the transfer of technology, knowledge, and work models, and ultimately increased productivity are only some of the benefits of such investments," said Andrea Doko Jelušić, AmCham's Executive director, opening the event.

Josip Funda, the World Bank's Senior Economist and Marko Derča, Partner, Kearney held introductory presentations, and then they were joined at the panel discussion by Bruno Jelić, Corporate Affairs and Sustainability Director at Coca-Cola HBC Croatia and Hrvoje Bujanović, State Secretary of the Ministry of Economy and Sustainable Development.

Mr. Bujanović pointed out that today Croatia is a very strong, attractive, and competitive business and investment destination with record results in foreign direct investment, as well as the number of investment projects based on the Investment Promotion Act, adding that he is particularly pleased and encouraged by the increase in the number of projects from high-value-added activities such as ICT, the pharmaceutical industry, etc.

Josip Funda, the World Bank's Senior Economist, agreed that Croatia has achieved favorable macroeconomic trends in recent years and that the process of income convergence towards

average EU levels is becoming increasingly faster. However, he believes that raising productivity at the level of the entire economy must be imperative in order to ensure a higher standard of living for the entire population. This is where foreign direct investment can have a significant impact, as it facilitates the transfer of knowledge, technology, and best business practices, all of which can yield positive effects for the entire economy, added Funda.

Mr. Jelić mentioned one of the oldest investments in Croatia as an example, Coca-Cola HBC Croatia, that is celebrating 55 years of its operations on the Croatian market this year, which has successfully grown, leading changes and adapting to new circumstances together with the community in which they operate.

Mr. Derča stated that Investors are optimistic about the future of foreign direct investment, with 83% planning to increase FDI in the next three years, compared to 76% in 2022. Expectations include greater globalization, as well as challenges such as rising raw material prices, geopolitical tensions and instability in developing markets. Focus on high-value-added industries, higher technological and innovation capabilities, greater transparency, and reducing corruption are key to attracting investment, especially for Croatia, which aspires to become a regional leader in competitiveness.

SPONSORS



## POWER BREAKFAST

FEBRUARY 7

### Croatian Deputy Prime Minister Davor Božinović

Deputy Prime Minister and Minister of the Interior of the Republic of Croatia Davor Božinović talked about the strengthening of relations between Croatia and the United States of America, manifested through the fulfilling of the conditions for entry into the Visa Waiver Program for Croatian citizens. He said this has been a very demanding process, conducted in parallel with Croatia's entry into the Schengen area. Speaking about the process itself, he emphasized: "We have achieved a level of cooperation, first of all between American and Croatian security institutions, which today is an example of the relationship in that area between the US and European countries and EU member states." He said that the Ministry of the Interior led the process, and not only have all the conditions for entry into the Visa Waiver Program been met, but that Cro-

tia has also become a member of the privileged club of only a few European countries that have entered the Global Entry program, which certainly helped in the completion of negotiations for entry into Schengen. "When we started working on that, everyone, including our partners from the US, told us that it was practically impossible to achieve it in a few years – but we managed to do it. Therefore, Croatia has positioned itself as a country that is on the USA's radar as its most reliable partner in this part of Europe," concluded Minister Božinović.

Executive Director of AmCham Andrea Doko Jelušić emphasized that, along with the introduction of the euro, Croatia's entry into the Schengen area was one of the most important national strategic goals that will contribute to Croatia's stronger integration into the European Union.



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1,2 Global Trends in FDI - Where Is Croatia? 3 Croatian Deputy Prime Minister Davor Božinović

## COORGANIZED EVENTS

**MARCH 29**

### Credit Management and Trade Credit Insurance in 2023 - Trends and Challenges



A business of Marsh McLennan

AmCham and Marsh McLennan, the world's leading insurance broker and risk advisor organized an event on the topic of credit management and trade credit insurance. 2023 will be, based on most projections, a year of significant business uncertainties. The Russia-Ukraine conflict, with its global effects not seen since the end of the second world war, unprecedented inflation, global recession, supply chain disruption, and interest rates increase can all lead to a broad-based acceleration in business insolvencies globally.

The aim of the event was to learn how the representatives of leading credit insurers active in Croatia and the region are anticipating the regional and world trade developments and to learn how to protect business and increase competitiveness, even in times of great business uncertainty, by using credit insurance from the experience of Croatian exporters and

Croatian subsidiaries of multinational companies.

Welcome addresses were held by Iva Rogović Lekić, CEO, Marsh Croatia, and Ilijana Jeleč, Member of the Board, HANFA (Croatian Financial Services Supervisory Agency). Two panels followed the opening presentations: "Regional and world trade in 2023 – risks, challenges and opportunities" (participants were: Ilijana Jeleč, Member of the Board, HANFA, Janos Kis, Risk Underwriting Director, Acredia, Balasz Vanek, CEO, Atradius Hungary, Sergej Simoniti, CEO, Coface Slovenia and Adria region, and Zvonimir Samodol, CEO, Croatian Credit Insurance) and "How to protect your business and increase competitiveness" (participants were: Stiven Toš, CEO, Bomark Pak, Manolis Berkis, CFO, Coral Croatia, Marko Despot, Director, GPI Istra, Romina Orešković, CFO, Orbico group, and Marin Sladoljev, CFO, Porsche Croatia).

**APRIL 4**

### The Strategic Role of Public Procurement



Public procurement represents 14% of the European Union GDP, and has a great influence on EU investments, since almost half of European structural and investment funds are spent through public procurement contracts. These figures indicate the strategic importance of public procurement, which can play a significant role in the development of entrepreneurship, innovation, social responsibility, and sustainability, which was the main topic of the jointly organized event by AmCham Croatia and PwC Croatia.

Introductory speeches were held by Andrea Doko Jelušić, AmCham Croatia Executive Director, and Hrvoje Jelić, Partner, Tax & Regulatory Services, PwC Croatia, were followed by three interesting presentations:

- "Strategic public procurement in the EU" by Ivo Locatelli, Senior Expert - Team Leader Strategic Procurement, Directorate General for Internal Market, Industry, Entrepreneur-

ship and SMEs, European Commission

- "Public procurement in the function of using EU funds" by Iva Novak, Director of the Directorate for Strategic Planning and Coordination of EU Funds, Ministry of Regional Development and EU Funds
- "Procurement procedures in the function of innovation development and cooperation of public and private sector" by Johnny Hugill, Lead Procurement & Business Systems, Public.

The event concluded with a panel discussion on the strategic role of public procurement in Croatia, participated in by Maja Kuhar - President, State Commission for Supervision of Public Procurement Procedures, Ivan Miljak - Head of the Public Procurement Sector, Ministry of Justice and Public Administration, and Mateja Matković - Expert Associate, Ministry of Economy and Sustainable Development

**SEPTEMBER 20**

### Big Change, Big Opportunities: Croatia Driven by Economic Recovery and Digital Revolution



AmCham Croatia and the leading CEE focused private equity fund Enterprise Investors organized an executive event on the opportunities of the Croatian economy.

The event explored the remarkable transformation Croatia has undergone in recent years on the back of its economic recovery. Mr. Michał Kędzia, Partner responsible for the Adria region at Enterprise Investors held a keynote speech, followed by a panel discussion. The panel discussion shed light on the significant changes taking place in the country and the exciting opportunities they present. Expert panelists delved into the key aspects propelling Croatia's growth, focusing on the digital revolution's pivotal role. Panelists included Michał Kędzia, Nina Mimica

- Chief Innovation Officer, Studenac, Miljan Ždrle - Head of Agribusiness for CSEE, EBRD, Gordan Kolak - President of the Management Board, Končar and Hajdi Čenan - Co-Founder & CEO at airt/President of CRO STARTUP.

Enterprise Investors is one of the largest private equity firms in Central and Eastern Europe. Active since 1990, the firm has raised nine funds. EI funds have invested and committed EUR 2.2 billion in 153 investments and exited 137 companies. Currently EI holds shares in two Croatian companies: bakery producer and retailer PAN-PEK and Studenac, the country's largest proximity super-market chain. A third company, sporting goods retailer Intersport ISI, operates throughout the entire Adria region.





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1 Credit Management and Trade Credit Insurance in 2023 - Trends and Challenges 2 The Strategic Role of Public Procurement  
3 Big Change, Big Opportunities: Croatia Driven by Economic Recovery and Digital Revolution

## CONFERENCE

**MARCH 14**

### Trends in Healthcare – Challenges and Opportunities

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While healthcare technology advances in Europe, Croatia is still focused on the financial recovery and reform of healthcare. This was one of the conclusions of the 'Trends in Healthcare – Challenges and Opportunities' conference.

Global trends in healthcare were presented in the introductory presentation by Igor Lerman, Commercial Lead Croatia & Slovenia, IQVIA. It was followed by the CEE healthcare report that AmCham EU published with Economist Impact that was presented by Jelka Drašković, Director, Key Markets Europe & Canada, MSD. The results of research "At a Turning Point: Healthcare Systems in Central and Eastern Europe," on the dynamics of health systems in CEE, suggest that in order to improve quality of healthcare and ensure better health outcomes for the population the key role is borne by the healthcare system financing reform, greater investment in primary health care, prevention and long-term care, strategic planning for the development of human resources, faster adoption of innovative technologies, and the creation of preconditions for the digital transformation of the system.

Ana Gongola, Country Head Croatia, Sandoz, presented trends impacting critical medicine supply in 2023, like increasing production costs, increasing demand and a shortage of medicines, and regulation changes. The participants emphasized that it is necessary to stop the further decrease of medicine prices and to incor-

porate an indexation mechanism into the regulations because, without the prices being proportionally adjusted in relation to the increase in input costs, the supply of medicines will be threatened. Mark J. Davis, General Manager, Roche, gave a presentation about public-private partnership to improve Croatian oncology outcomes. The estimated incidence of cancer in Croatia is close to the EU average, but the country records the second highest mortality from cancer among EU countries. At the same time, healthcare expenditure as a percentage of GDP in Croatia is lower than in other EU member states – 7.8% compared to 10.9% in the EU. One of the solutions is to enhance cancer treatment through the implementation of a personalized approach for every metastatic patient in Croatia. The establishment of the Croatian oncology database is one of the key efforts that will enable meaningful insights into healthcare data designed to improve patient care, as described in the Croatian National Cancer Control Plan and the EU Cancer Plan.

The conference concluded with a panel discussion with Tomislav Sokol, Member of European Parliament, Ivana Portolan Pajić from Ministry of Health, Mark J. Davis, General Manager, Roche, Miroslav Šaban, Head of Government and Public Affairs, Philips Central and Eastern Europe, Mohamed Hammam, Country Manager for Adriatic region, Pfizer, and Dunja Maronić Filaković, Market Access Manager Adriatic, Abbvie.

**APRIL 25**

### Digital Croatia 2030

SILVER SPONSORS



SPONSOR



AmCham strongly supports efforts to raise the level of digitization in Croatia and welcomes the fact that Croatia's National Development Strategy 2030 recognizes digital transformation as an essential tool for achieving key national goals, and that the "2032 Digital Croatia Strategy" paved the way for digital transformation in the areas of skills, infrastructure, digital transformation of companies, and public services.

Andrea Doko Jelušić, AmCham's executive director stated that Goldman Sachs forecasts say that in the next ten years, under the influence of artificial intelligence, the world's GDP will grow by 7%. It also predicts that artificial intelligence will have an impact on 25% of European jobs. Croatia has a difficult and long way to go to catch up with the leading countries in terms of digitization. Ranked 21st out of 27 countries according to the DESI 2022 index, Croatia must undertake significant efforts to advance in all spheres of digitization.

In his introductory presentation, Daniel Castro, Vice President, Information Technology and Innovation Foundation (ITIF) and Director, Center for Data Innovation talked about the importance of the US-EU Trade and Technology Council.

Matej Križnjak, Digital Process Automation Manager in the information system development team at PwC Croatia, highlighted

in his presentation that digital trends, such as business process automation and digitization, are transforming the way companies do business and have become key factors for increasing productivity and efficiency in today's business. Rapid technological progress, such as artificial intelligence, machine learning, and data analytics, will help companies make decisions more quickly and adapt to market changes, in order to maintain their competitiveness.

Conference concluded with a panel discussion, participated by Bernard Gršić, State Secretary, Central State Office for Digital Society Development; Adrian Ježina, CEO, Telemach Hrvatska; Vedran Bajec, Director, Microsoft Hrvatska and Emil Sapunar, Director of Retail Strategy and Digital Transformation, Raiffeisenbank Hrvatska.

Mr. Gršić said that digital transformation brings a number of benefits for both citizens and the state, as well as for the entire economy, making it more productive and competitive. He mentioned the establishment and operationalization of the CDU, the state cloud that will provide greater service availability, higher standards, and increased data security. Digital is the "new normal" and an opportunity to position Croatia as a country with a modern, competitive economy and an attractive investment destination.



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MAY 23

## Sustainable Tax System: Policy, Practice, and Perspectives



Minister of Finance Marko Primorac emphasized that “taxation policy is key to the goals of sustainable development, as it affects the economic environment in which investment, employment, and innovation take place. Tax policy plays an important role in strengthening social security and helping the most socially vulnerable groups, as well as relieving the economy and increasing its competitiveness. I want to emphasize that tax relief and mitigating price increases faced by citizens and the economy are implemented systematically to ensure a competitive, sustainable, and productive economy.”

AmCham has been dealing with tax policy issues for years and has so far issued 16 recommendations on how to improve the tax system. This year, AmCham also published a position paper “Recommendations for the Tax System Reform in 2023”, which was presented at the conference by Hrvoje Jelić, Partner, PwC Croatia (Tax Policy in Croatia – A Practice-Based View), Petra Megla, Associate Partner, KPMG Croatia (How to Attract Human Capital – Technological Progress and Competitiveness), and Krešimir Lipovščak, Partner, Crowe Croatia (Additional Opportunities for Employee Retention).

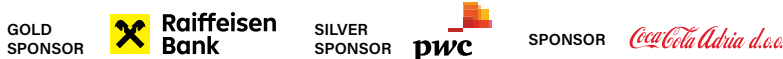
The position paper sets out recommendations for the further reduction of the tax burden aimed at attracting greater invest-

ment and achieving greater competitiveness of Croatian employers in attracting and retaining the workforce. During the presentation, Minister Primorac confirmed the introduction of optional plans for limited liability companies. This means that the owners of such companies will be able to give their key employees company shares to additionally reward and retain them. This is a big step forward for the Croatian business community, especially for the IT industry and start-ups, for whom this way of employee retention is particularly important.

The participants in the panel discussion, which included Tajana Barbić, Director of the Institute of Economics, Zagreb, Stanko Kršlović, Member of the Management Board, Philip Morris Zagreb, and Anita Cvetic Oreščanin, Member of the Management Board of Poslovna inteligencija covered topics of the relationship between tax policy and economic development and competitiveness, the role of tax policy in retaining human capital, the stimulation of technological development, and digital and green transformation. The participants in the panel discussion agreed that, in addition to a stimulating tax policy, economic development requires further reforms, especially those in the judiciary and education.

NOVEMBER 7

## Business Sustainability with ESG Principles



At the conference a new survey was presented, carried out over the last few months by AmCham and Kearney, on the adoption maturity of ESG principles in the business operations of AmCham members. The survey was carried out among a wide range of Croatian enterprises, from large corporations to small and mid-sized enterprises (including micro-enterprises) in various industries. It consisted of two parts – a quantitative questionnaire open to all interested companies, and a qualitative interview conducted with 20% of the best respondents to gain an in-depth understanding of the issue and an insight into the accuracy of the data.

According to the survey, the top 5 enterprises in Croatia are A1 Croatia, Coca-Cola HBC Croatia, HP-Hrvatska pošta (Croatian Post), Hrvatski Telekom (Croatian Telecom) and JTH Costabella. The AmCham & Kearney ESG Champion 2023 award went to A1 Croatia.

Mitja Pirc, Director at Kearney, presented the survey stating that the primary goal was to assess the current state of ESG maturity in Croatian enterprises and offer valuable insight into underdeveloped areas and strategies for their improvement. In conclusion, Croatian enterprises are taking commendable steps in their dedication to ESG principles. However, there is room for improvement and advancement in specific sectors of the business community.

Slaven Kartelo, Partner in the Audit and Accounting Advisory Department, PwC Croatia, in his presentation spoke in detail about non-financial reporting, an important issue with regard to ESG implementation.

The introductory presentations were followed by a panel discussion with Ana Zorić, Director of the Directorate for Economic Affairs and Financial System, Ministry of Finance of Croatia, Martina Pattiera, Chief FI and Sovereign Risk Manager, Raiffeisenbank Croatia, and Nataša Mikuš Žigman, Director of the Business Sustainability and Green Transformation Sector, Podravka.

The panel discussion featured, the topic of ESG principles’ application practices, the adaptation of the business sector to the adopted legislation, the obligations of Croatian enterprises, as well as the future impact on business practices.

The participants of the event agreed that, on the one hand, ESG creates new business opportunities, but on the other hand, there are still numerous challenges that enterprises face regarding its implementation.

Regarding reporting, it was concluded that a new reporting framework is a big step forward, due to the standardization of information that offers the possibility to compare and assess enterprises with regard to both making investment decisions and buying products. Reporting, however, should not be an end in itself, but a result of past efforts.



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1,2 Business Sustainability with ESG Principles 3 Sustainable Tax System: Policy, Practice, and Perspectives

## SPEED NETWORKING

**MARCH 21**

### SLO CRO Business Club

**MAY 10**

### Franco-Croatian Chamber of Commerce and Industry

In order to increase networking opportunities, AmCham has organized a joint speed networking events with two other foreign Chambers. Members had the unique opportunity to meet around 25 companies face to face in a moderated session (2 minutes spent talking to each person) and afterwards enjoyed a great buffet breakfast and continued networking. The event was aimed mainly at sales and procurement managers, who could make new business contacts with companies from various industries in a very short period.

## MEMBER SEMINARS

**FEBRUARY 16**

### Taxation News In 2023

**Speaker:** Mr. Krešimir Lipovščak | Partner, Crowe

**Topics:** Non-taxable payments | Incentives | Changes in VAT legislation | Changes in corporate profit tax | Changes in personal income tax | Influence of EUR introduction

**MARCH 2**

### Amendments to the Labor Act - New Challenges in Practice

**Speakers:** Dora Gaži Kovačević | Partner and Attorney-at-Law in cooperation with Wolf Theiss; Berislav Drašković | Attorney-at-Law in cooperation with Wolf Theiss

**Topics:** Challenges of implementing the new employment law regulations | New responsibilities for employers: change of existing and implementation of new procedures in employment relationships | Impact of new employment law regulations to financial business planning | How to handle employees' requests | Legal interpretation of certain new employment law provisions

**MARCH 16**

### Convention Between the U.S.A. and Croatia for the Avoidance of Double Taxation

**Speakers:** Dina Salapić | Attorney at the Divjak, Topić, Bahtijarević & Krka Law Firm Tomislav Krmek | Attorney at the Baker McKenzie law firm

**Topics:** Topics included principles of taxation in the U.S. and in Croatia with overview of tax rates (dividends, interests, rents, royalties, premiums, annuities, fees for services provided, other income), rates stipulated by the Treaty and the conditions for their application, forms for claiming Treaty benefits in the U.S. and Croatia, U.S. reservations to the Treaty, limitation on benefits and derived benefits test.

## AMCHAM TALENTS

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AmCham Talents program contributes to the development of the next generation of business leaders through education and a stimulating environment for discussion and reflection on the challenges that participants face in developing their skills and careers. It expands the network of contacts of participants within the circle of their colleagues, highly motivated future decision-makers from different sectors and provides the employer with additional tools for professional and personal development of employees and their rewarding.

At the Final event, AmCham Talent of the Year was decided among three best participants of the eleventh generation of AmCham Talents program. Nino Kumić, Hrvatski Telekom took this year's title of AmCham Talent of the Year. Maja Cvijanović Octenjak, Nexi Croatia came in second and Anamarija Bukulin, Raiffeisenbank Hrvatska took third place.



**Program:**

**MARCH 15:** Navigating the AmCham Talents Program and Speed Networking

**MARCH 30:** Disruptive Innovations - Hrvoje Ćosić, CEO, Aircash

**APRIL 20:** Leadership Competencies - Krešo Perica, Director, Kyndryl

**MAY 9:** Managing Career - Adrian Ježina, CEO, Telemach Hrvatska

**JUNE 14:** Empowering Intelligent and Sustainable Manufacturing - Tatjana Skoko, Manufacturing Industry Director CEE, Microsoft

**JULY 5:** Agility of Mature Companies - Ivan Bartulović, Board Member and CHRO, Hrvatski Telekom

**SEPTEMBER 11:** Leading in Volatile World - Marko Mintas, President Henkel Adria, Country Manager Consumer Brands Croatia & Slovenia

**OCTOBER 11:** Giving and Receiving Feedback - Helena Schmidt, Partner, Deloitte

**NOVEMBER 8:** The Future of Sustainable Energy - Andreas Rörig, CEO, E.ON Hrvatska

**DECEMBER 12:** Grand Finale - Competition for AmCham Talents of the Year



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1 AmCham Talents 2 AmCham Talents finalists 3, 4 Speed Networking

**JULY 13**

**Extraordinary Meeting of the General Assembly**

Due to taking another position within Coca Cola HBC outside of Croatia, Mrs. Ruža Tomić Fontana has resigned from the position of AmCham President. In accordance with AmCham Constitution, in this case the First Vice-President replaces the President, while the Second Vice-President takes the place of the First Vice-President. These substitute mandates last until the next regular Assembly, when a new President will be elected, and the persons who were substitutes will return to their positions. Confirmation by the Assembly is also required, because the Constitution defines that the Assembly elects and recalls the members of the Board of Governors and the President. In accordance with the above, an extraordinary Assembly was convened, held virtually on July 13.

**OCTOBER 21-28**

**Business Delegation to the USA**

Due to great interest and excellent feedback from members that took part in three previous delegations, the AmCham organized another business delegation to the U.S. The 4th business delegation, focused on digital transformation, started in San Francisco and continued to Silicon Valley, Austin, and Houston, where delegation members had a chance to learn about the latest technologies and innovations that will have a huge impact on businesses.

The delegation featured discussions on the future of AI, practical application of generative AI, and the way it increases productivity across different functions. It provided a great overview of the latest data center technologies, in addition to ways of protecting systems, networks, and data as well as trends and innovative solutions in cybersecurity. The delegation had the privilege to visit the following companies: PwC, Salesforce, Citi Ventures, Microsoft, Fortinet, Digital Realty, Oracle, iOLAP, and NASA.

**NOVEMBER 17**

**Workshop In Public Procurement**

American Chamber of Commerce in cooperation with the Ministry of Economy and Sustainable Development organized a training workshop in Public Procurement on the topic of the

new platform of the Electronic Public Procurement Classifieds. Lecturers at the workshop were Ms. Renata Tomljenović and Mr. Anton Tomljanović, from the Ministry's department for trade and public procurement policy.

Additional topics covered at the workshop included:

- Legal framework and the timeline of the introduction of the new platform of the Electronic Public Procurement Classifieds
- Novelty on the new platform
- New functionalities and obligations for contracting authorities and bidders (with emphasis on bidders)

**NOVEMBER 23**

**Annual General Assembly**

At the Assembly report on the activities of AmCham as well as financial report were presented and approved and members have elected four members of the AmCham Board of Governors: President Rina Musić, Merck Sharp & Dohme d.o.o., Secretary-Treasurer Boris Petrušić, Oracle Hrvatska d.o.o. and untitled governors Igor Grdić, Vertiv Croatia d.o.o. and Sandra Velasco, Novartis Hrvatska d.o.o.

**DECEMBER 4**

**AmCham's Christmas Reception**

At the event, we briefly looked back on the year that is coming to an end and on the plans for the period ahead, and shared good wishes with more than 300 members and guests.

For the first time, awards were given to members for exceptional engagement in 2023:

- Exceptional Supporter: Mario Šušak, MAISTRA
- Greatest Engagement: Stjepan Roglić, Orbico
- Best Attendance: Telemach Hrvatska
- Extraordinary Accomplishment: Marko Porobija, Odvjetničko društvo Porobija & Špoljarić
- Outstanding Committee Leadership: Saša Jovičić, Wolf Theiss and Jelena Markulin, Johnson & Johnson S.E.
- Remarkable Contributor: Crowe Hrvatska, Deloitte, KPMG Croatia and PwC Croatia

Also, several of the fastest guests, who correctly answered questions about AmCham's work, received some nice prizes and gift packages sponsored by our members.

**AMCHAM SUPPORTED EVENTS**

**FEBRUARY 16:** Tiko Pro Business breakfast 2023

**MARCH 9-10:** Money Motion 2023 - FinTech conference

**MARCH 20-21:** Fortinet Security Day conference

**APRIL 4:** 17th Conference on Digital Medicine FUTURE IS NOW

**APRIL 6:** Future GREEN Business Conference - Why finance climate action and what is the role of ESG

**APRIL 24-25:** EBRD's Consumer Rules Summit Zagreb

**APRIL 26-28:** Young Leaders Forum

**MAY 12:** 2nd International TERME SELCE Congress on Corporate Wellbeing

**JUNE 1-2:** HealthComm Forum 2023

**JUNE 1-2:** Green Future Conference 2023

**JULY 6-8:** ACAP2023 Annual Conference - "Connecting the Doers: Taking Croatia to the Next Level"

**OCTOBER 26-27:** Crikvenica International Health Tourism Conference (CIHT)

**DECEMBER 14-15:** Green Matrix Summit - organized by Osijek-Baranja County in cooperation with Economic Center of Osijek-Baranja County d.o.o. and in partnership with the European Commission Representation in Croatia

**EY Entrepreneur of The Year 2023**

**Microsoft Sustainability Academy** - webinar series regarding Sustainability and Environmental Social Governance (ESG)

**Empower Her Initiative** - joint initiative of U.S. Department of Commerce and AmCham EU to promote and empower women's advancement in international trade





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1 Business Delegation to the USA 2 Workshop In Public Procurement 3 AmCham's Christmas Reception

## GALA EVENING 25 YEARS OF AMCHAM

PLATINUM SPONSOR	<b>MSD</b> INVENTING FOR LIFE	GOLD SPONSORS	<b>abbvie</b>	<i>Coca-Cola Adria d.o.o.</i>						
SILVER SPONSORS	<b>Diners Club INTERNATIONAL</b>	<b>DOK-ING</b>	<b>MERCK</b>	<b>OREBICO GROUP</b>	<b>PBZ CARD</b> <small>a member of the PBZ Group</small>	<b>Roche</b>	<b>Takeda</b>	<b>VISA</b>		
SPONSORS	<b>AUTOHRVATSKA</b>	<b>Coca-Cola HBC Hrvatska</b>	<b>HS</b> <small>EXPECT THE BEST</small>	<b>MKPS</b>	<b>nexe</b>	<b>Nielsen</b>	<b>pwc</b>	<b>Raiffeisen Bank</b>	<b>Technogroup CAT</b>	<b>VERTIV</b>
PARTNER	<b>PHILIP MORRIS ZAGREB D.O.O.</b>	MEDIA PARTNERS	<b>Gloria</b>	<b>Jutarnji list</b>	<b>n</b>	IN KIND SPONSORS	<b>BBDO</b>	<b>E+</b>	<b>Uprise</b>	

### OCTOBER 4

AmCham Croatia celebrated 25 years of operations, of connecting business leaders, advocating for a competitive business environment, and contributing to the development of Croatian economy and society. We would like to thank all our distinguished members and guests who participated in this gala celebration at the Vatroslav Lisinski concert hall.

The program opened with welcome addresses by AmCham's Executive Director Andrea Doko Jelušić and President John Gašparac, President of the Board of Governors, followed by Davor Filipović, Envoy of the Prime Minister of the Republic of Croatia and Minister of Economy and Sustainable Development, Grozdana Perić, Envoy of the President of the Croatian Parliament and the Chairperson of the Finance and Central Budget Committee of the Croatian Parliament, and Zoran Milanović, President of the Republic of Croatia.

The program continued with a short video showing an overview of 25 years of AmCham and a performance by the Zagreb Philharmonic Orchestra, showcasing the best film music. The event concluded with a reception, where our guests had an opportunity to network and connect in a cozy atmosphere, reminisce about past years, and build new connections for the future. We would

like to thank Maistra / The Westin Zagreb for their contribution in organizing this event.

Today, AmCham is strongly integrated into the Croatian business community. Most of our work today relates to the work of our committees on proposals for improving the business climate and cooperation with ministries, parliamentary committees, and the office of the President. We are no longer just a place for socializing, but also a strong and unifying voice of business for those changes that will make Croatia more competitive and innovative. AmCham is also a place of diversity. Diversity of culture, industry, and business interest. But also a place of tolerance, transparency, and consensus, through which our 326 members make decisions and recommendations for the Croatian business environment.

AmCham is also a link to the world with the best access to knowledge, technologies, and a network of business contacts. This sets us apart from all other business organizations.

Our future plans will be based on establishing everything we have done so far. We will think proactively, innovatively and discuss priorities, best practices, and ways to achieve our common goals. Our vision is to become a kind of nursery of knowledge, a "think tank" that will form long-term visions of development.





1 Mr. Gašparac, President Milanović and Mrs. Doko Jelušić 2 AmCham Croatia Team 3 Mrs. Perić

# CROATIAN ECONOMIC INDICATORS

## THE REPUBLIC OF CROATIA BASIC INFORMATION FOR 2021

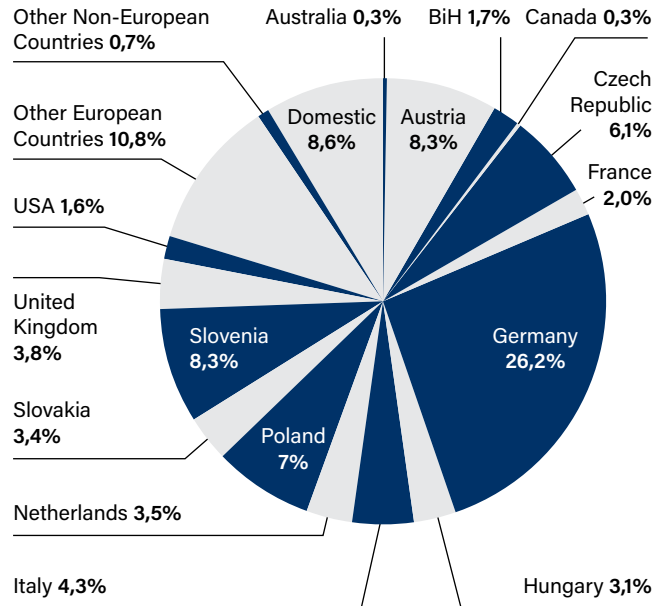
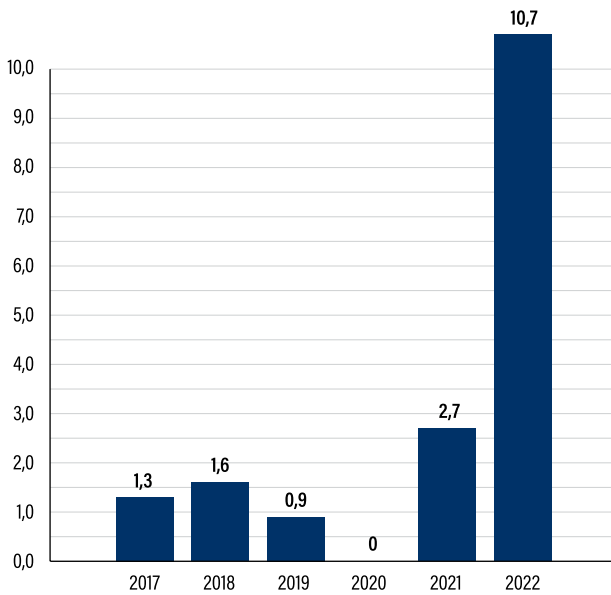
Land area, km <sup>2</sup>	56.594	Gross domestic product per capita (USD), 2022	18.270
Surface area of territorial sea and interior waters, km <sup>2</sup>	31.479	Gross domestic product per capita (EUR), 2022	17.370
Population, 2021 mid-year estimate	3.878.981	Average monthly paid off net earning in Kuna	7.653
Population density per km <sup>2</sup> , 2021	68,5	Average monthly gross earning in Kuna	10.400
City of Zagreb population, 2021 mid-year estimate	768.054	Consumer price index, 2022/2021	110,8
<b>TERRITORIAL CONSTITUTION, AS ON 31 DECEMBER 2020:</b>		Import per capita EUR	10.797
Counties	21	Export per capita EUR	6.218
Towns	128	Coverage of import by export, %	57,6
Municipalities	428		
Settlements	6.757		

Source: Statistical information, Central Bureau of Statistics

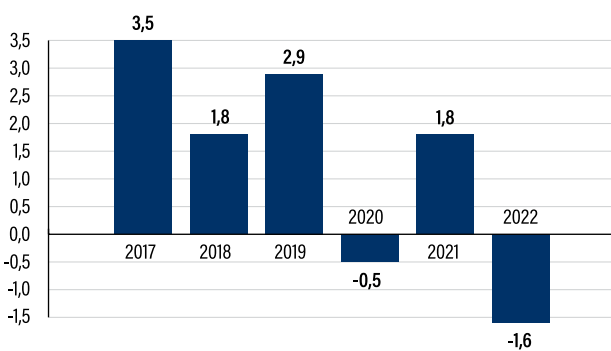
MAIN INDICATORS	2017	2018	2019	2020	2021	2022
GDP, current prices, mil EUR	49.516	51.933	54.784	50.477	58.244	66.943
GDP per capita (EUR)	12.005	12.704	13.476	12.471	15.015	17.486
GDP year-on-year growth rate (in %)	3,4	2,8	3,4	-8,5	13,1	6,2
Average year-on-year inflation rate	1,3	1,6	0,9	0	2,7	10,7
Unemployed persons*	193.967	153.542	128.650	150.824	136.816	116.127
Unemployment rate (ILO, persons above 15 years of age)	11,2	8,4	6,6	7,5	7,6	7,0
Average exchange rate (HRK : 1 EUR)	7,46	7,41	7,41	7,53	7,52	7,53
Average exchange rate (HRK : 1 USD)	6,62	6,28	6,62	6,61	6,36	7,16
Current account balance (million EUR)	1.719	931	1.576	-268	1.022	-1.064
Current account balance (as % of GDP)	3,5	1,8	2,9	-0,5	1,8	-1,6
Gross international reserves of CNB (million EUR, end of year)	15.706	17.438	18.560	18.943	25.022	27.877
External debt (million EUR, end of year)	43.879	42.809	40.589	41.285	47.213	49.554
External debt (as % of GDP)	88,6	82,4	74,1	81,8	81,1	74
External debt (as % of export of goods and services)	178,4	164,2	144,0	197,0	162,2	122,9

Source: Croatian National Bank (CNB) \*Source: the Croatian Employment Service

**AVERAGE YEAR-ON-YEAR INFLATION RATE**



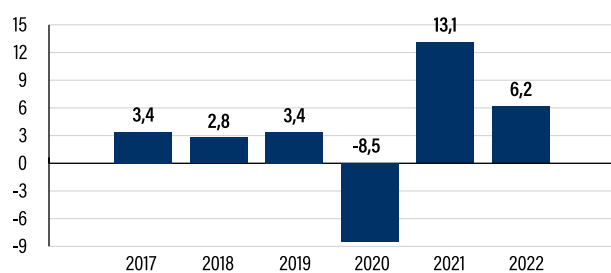
**CURRENT ACCOUNT BALANCE (AS % OF GDP)**



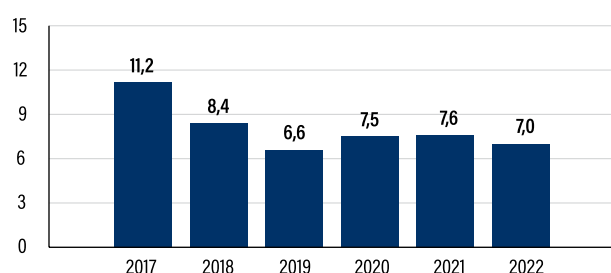
**TOURIST NIGHTS 2022 (BY COUNTRY OF ORIGIN)**

COUNTRY	no.	%
Australia	241	0,3
Austria	7.440	8,3
BiH	1.574	1,7
Canada	298	0,3
Czech Republic	5.508	6,1
France	1.783	2,0
Germany	23.555	26,2
Hungary	2.809	3,1
Italy	3.898	4,3
Netherlands	3.139	3,5
Poland	6.336	7,0
Slovakia	3.072	3,4
Slovenia	7.470	8,3
United Kingdom	3.403	3,8
USA	1.399	1,6
Other European countries	9.727	10,8
Other non-European countries	636	0,7
Domestic	7.753	8,6
<b>Total</b>	<b>90.041</b>	<b>100,0</b>

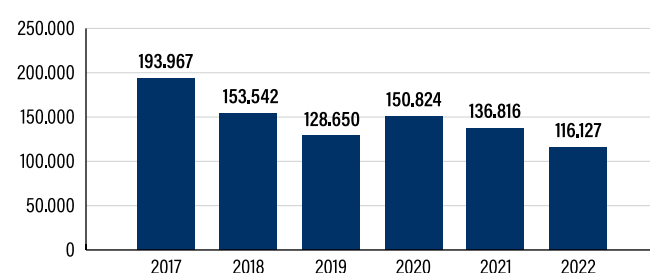
**GDP YEAR-ON-YEAR GROWTH RATE (IN %)**



**UNEMPLOYMENT RATE (ILO, persons above 15 years of age)**



**UNEMPLOYED PERSONS\***



**EXPORT AND IMPORT**

 According to SITC Sections  
(Mil. Euros)

	2019		2020		2021		2022	
	Export	Import	Export	Import	Export	Import	Export	Import
<b>Total</b>	<b>15.227</b>	<b>24.981</b>	<b>14.900</b>	<b>22.918</b>	<b>18.379</b>	<b>28.396</b>	<b>24.120</b>	<b>41.880</b>
Food and live animals	1.621	2.770	1.794	2.569	2.113	3.002	2.669	3.884
Beverages and tobacco	317	406	300	392	320	439	406	575
Crude materials, except fuels	1.115	453	1.108	432	1.456	608	1.786	807
Mineral fuel and lubricants	1.445	3.046	1.343	1.953	2.187	3.856	4.728	10.716
Animal and vegetables oils and fats	69	106	73	105	111	151	157	230
Chemical products	2.058	3.573	2.051	3.853	2.302	4.337	2.563	5.174
Manufactured goods classified chiefly by material	2.570	4.301	2.502	4.098	3.179	5.149	3.867	6.530
Machinery and transport equipment	3.860	6.827	3.531	6.174	4.158	7.013	4.797	9.068
Miscellaneous manufactured articles	2.076	3.478	2.076	3.307	2.450	3.774	2.957	4.636
Commodities and transactions n.e.s.	40	18	68	32	86	57	136	258
Not classified	55	3	54	4	18	9	54	2

**EXPORT AND IMPORT**

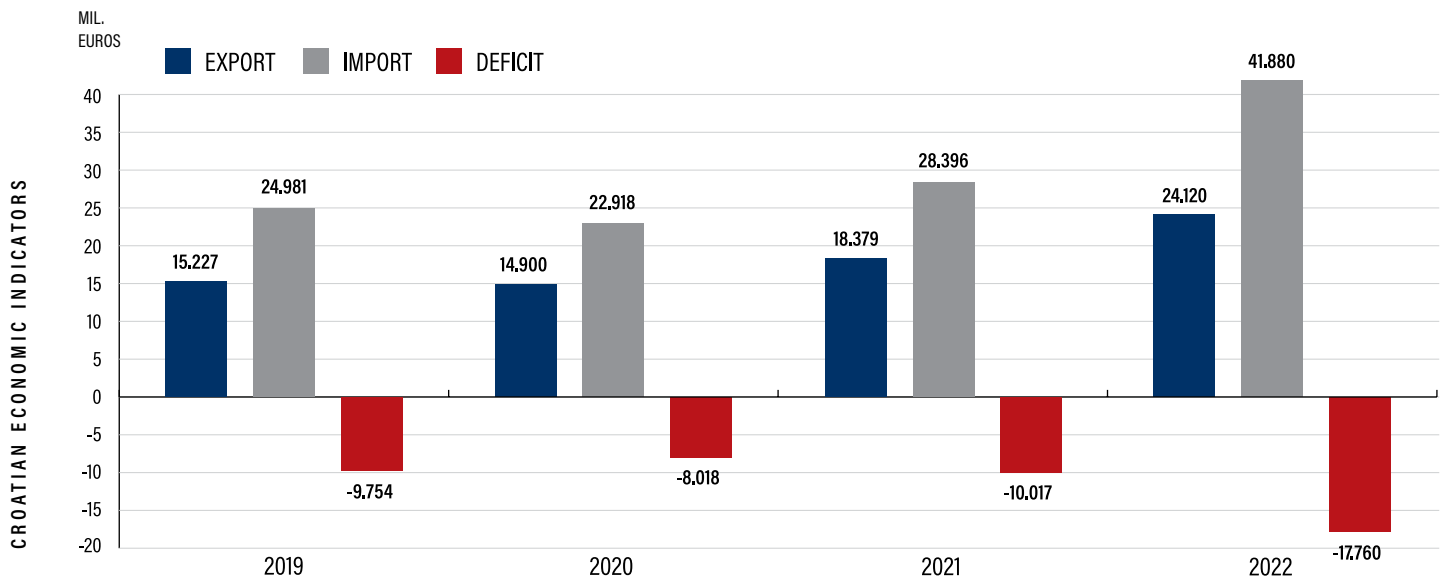
 by Economic Classification of Countries  
(Mil. Euros)

	2019		2020		2021		2022	
	Export	Import	Export	Import	Export	Import	Export	Import
<b>Total</b>	<b>15.227</b>	<b>24.981</b>	<b>14.900</b>	<b>22.918</b>	<b>18.379</b>	<b>28.396</b>	<b>24.120</b>	<b>41.880</b>
EU countries	10.400	20.093	10.130	18.123	12.496	21.736	16.597	29.582
EFTA countries	267	175	279	192	335	207	390	218
CEFTA countries	2.738	1.382	2.461	1.364	3.111	1.913	4.612	3.070
Other countries in Europe	384	722	741	910	814	1.095	904	1.306
OPEC countries	147	392	163	44	141	212	192	81

**MAIN FOREIGN TRADE PARTNERS**

Italy	2.126	3.468	1.863	2.824	2.406	3.582	2.947	5.799
Germany	2.004	3.862	1.909	3.502	2.265	4.201	2.740	5.226
BiH	1.521	698	1.276	670	1.628	975	2.507	1.428
Slovenia	1.637	2.886	1.545	2.597	1.976	3.111	2.789	4.519

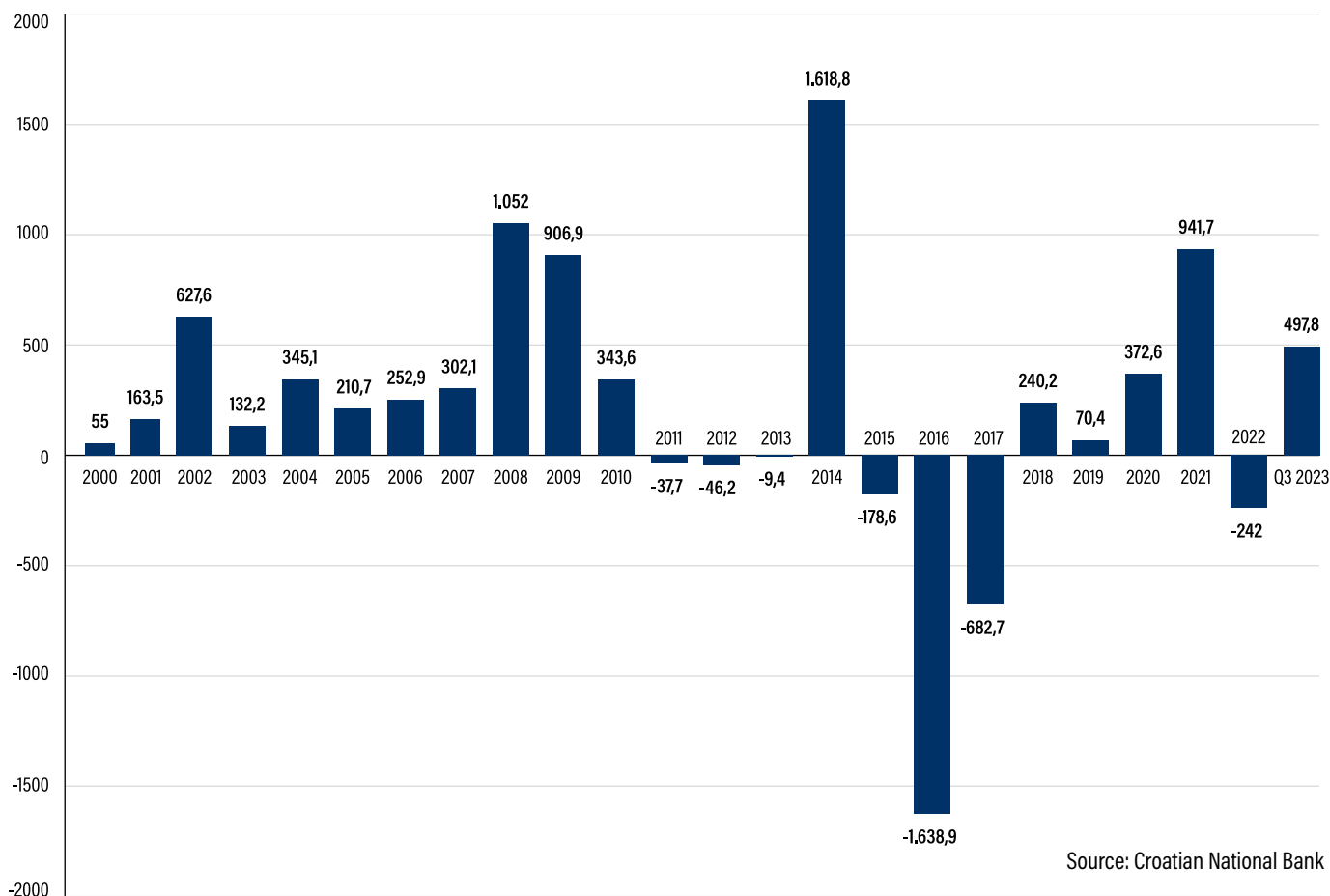
Source: Statistical information, Central Bureau of Statistics



## DIRECT INVESTMENTS IN MILLION EUR (NET ACQUISITION OF FINANCIAL ASSETS)

Year	net acquisition of financial assets	Year	net acquisition of financial assets	Year	net acquisition of financial assets
1993	15,2	2004	345,1	2015	-178,6
1994	5,7	2005	210,7	2016	-1.638,9
1995	5,4	2006	252,9	2017	-682,7
1996	20,7	2007	302,1	2018	240,2
1997	220,7	2008	1052,0	2019	70,4
1998	134,7	2009	906,9	2020	372,6
1999	60,3	2010	343,6	2021	941,7
2000	55,0	2011	-37,7	2022	-242,0
2001	163,5	2012	-46,2	Q3 2023	497,8
2002	627,6	2013	-9,4		
2003	132,2	2014	1.618,8		
				TOTAL	5.760,3

MIL. EUROS



# EU-28 ECONOMIC INDICATORS

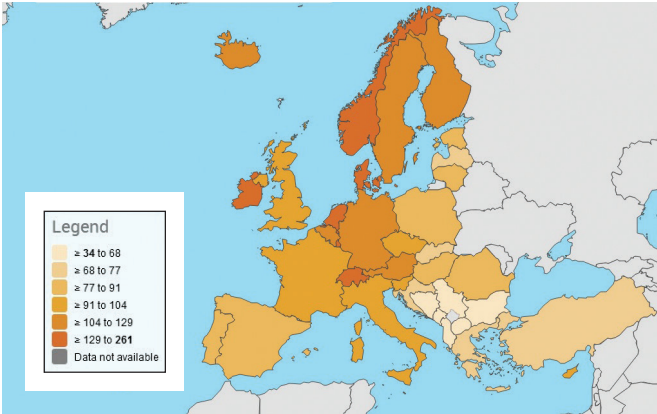
## HICP - INFLATION RATE (%)

Harmonised Indices of Consumer Prices (HICPs) are designed for international comparisons of consumer price inflation. HICP is used for example by the European Central Bank for monitoring of inflation in the Economic and Monetary Union and for the assessment of inflation convergence as required under Article 121 of the Treaty of Amsterdam. For the U.S. national consumer price indices are used in the table.

COUNTRY	2017	2018	2019	2020	2020	2022
Euro area - 19 countries (2015-2022)	1,5	1,8	1,2	0,3	2,6	8,4
Euro area - 20 countries (from 2023)	1,5	1,8	1,2	0,3	2,6	8,4
European Union - 27 countries (from 2020)	1,6	1,8	1,4	0,7	2,9	9,2
Austria	2,2	2,1	1,5	1,4	2,8	8,6
Belgium	2,2	2,3	1,2	0,4	3,2	10,3
Bulgaria	1,2	2,6	2,5	1,2	2,8	13,0
Croatia	1,3	1,6	0,8	0,0	2,7	10,7
Cyprus	0,7	0,8	0,5	-1,1	2,3	8,1
Czechia	2,4	2,0	2,6	3,3	3,3	14,8
Denmark	1,1	0,7	0,7	0,3	1,9	8,5
Estonia	3,7	3,4	2,3	-0,6	4,5	19,4
Finland	0,8	1,2	1,1	0,4	2,1	7,2
France	1,2	2,1	1,3	0,5	2,1	5,9
Germany	1,7	1,9	1,4	0,4	3,2	8,7
Greece	1,1	0,8	0,5	-1,3	0,6	9,3
Hungary	2,4	2,9	3,4	3,4	5,2	15,3
Iceland	-1,7	0,7	2,0	1,2	3,7	5,7
Ireland	0,3	0,7	0,9	-0,5	2,4	8,1
Italy	1,3	1,2	0,6	-0,1	1,9	8,7
Latvia	2,9	2,6	2,7	0,1	3,2	17,2
Lithuania	3,7	2,5	2,2	1,1	4,6	18,9
Luxembourg	2,1	2,0	1,6	0,0	3,5	8,2
Malta	1,3	1,7	1,5	0,8	0,7	6,1
Netherlands	1,3	1,6	2,7	1,1	2,8	11,6
Norway	1,9	3,0	2,3	1,2	3,9	6,2
Poland	1,6	1,2	2,1	3,7	5,2	13,2
Portugal	1,6	1,2	0,3	-0,1	0,9	8,1
Romania	1,1	4,1	3,9	2,3	4,1	12,0
Slovakia	1,4	2,5	2,8	2,0	2,8	12,1
Slovenia	1,6	1,9	1,7	-0,3	2,0	9,3
Spain	2,0	1,7	0,8	-0,3	3,0	8,3
Sweden	1,9	2,0	1,7	0,7	2,7	8,1
Switzerland	0,6	0,9	0,4	-0,8	0,5	2,7
United Kingdom	2,7	2,5	1,8			
United States	1,8	2,2	1,4	0,8	5,3	8,7

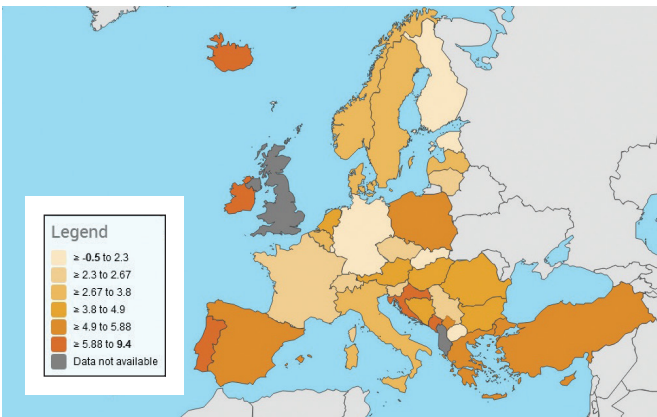
Source of Data: Eurostat





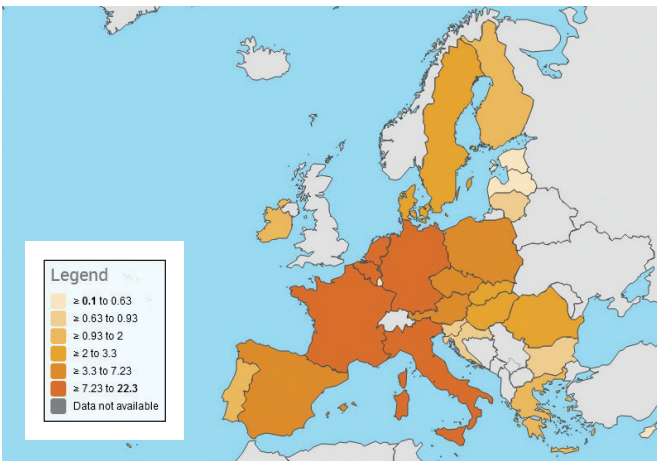
### GDP PER CAPITA IN PPS

Gross domestic product (GDP) is a measure for the economic activity. It is defined as the value of all goods and services produced less the value of any goods or services used in their creation. The volume index of GDP per capita in Purchasing Power Standards (PPS) is expressed in relation to the European Union (EU28) average set to equal 100. If the index of a country is higher than 100, this country's level of GDP per head is higher than the EU average and vice versa. Basic figures are expressed in PPS, i.e. a common currency that eliminates the differences in price levels between countries allowing meaningful volume comparisons of GDP between countries. Please note that the index, calculated from PPS figures and expressed with respect to EU27\_2020 = 100, is intended for cross-country comparisons rather than for temporal comparisons.



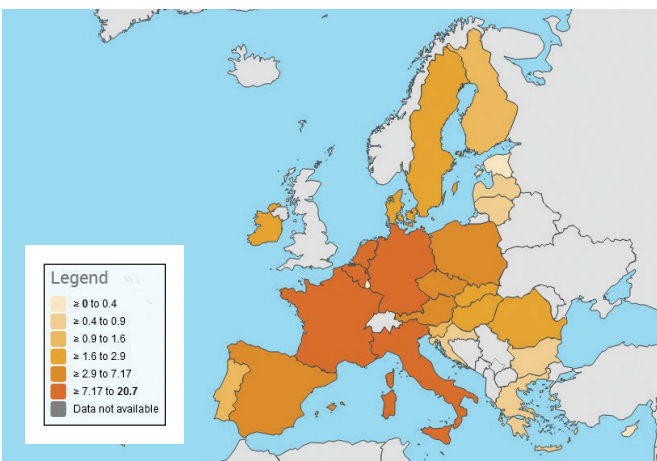
### REAL GDP GROWTH RATE

The calculation of the annual growth rate of GDP volume is intended to allow comparisons of the dynamics of economic development both over time and between economies of different sizes. For measuring the growth rate of GDP in terms of volumes, the GDP at current prices are valued in the prices of the previous year and the thus computed volume changes are imposed on the level of a reference year; this is called a chain-linked series. Accordingly, price movements will not inflate the growth rate.



### INTRA AND EXTRA-EU TRADE

Share of imports by Member State (%)



### INTRA AND EXTRA-EU TRADE

Share of exports by Member State (%)

# AMERICAN CHAMBERS OF COMMERCE IN EUROPE



## European Council Of American Chambers Of Commerce (AmChams In Europe-ACE)

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Established in 1963, AmChams in Europe serves as the umbrella organization for 46 American Chambers of Commerce (AmChams) from 44 countries throughout Europe and Eurasia. ACE represents the interests of more than 17,000 American and European companies employing 20 million workers – account for more than \$ 1.1 trillion in investment on both sides of the Atlantic.



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# ABOUT CROATIA

## GEOGRAPHICAL POSITION

Croatia extends from the foothills of the Julian Alps in the northwest and the Pannonian Plain in the east, over the Dinaric mountain range in its central region, to the Adriatic coast in the south.

## AREA

56.594 km<sup>2</sup>, with an additional 31.479 km<sup>2</sup> of territorial sea and interior waters.

## POPULATION

3 878 981 (2021 mid-year estimate)

## CAPITAL

Zagreb - the administrative, cultural, academic and communication centre of the country.

## LENGTH OF COAST

6.278 km - including 4.398 km of island, islet and reef coastline.

## NUMBER OF ISLANDS, ISLETS AND REEFS

1.244. The largest islands are Krk and Cres; there are 47 inhabited islands.

## CLIMATE

Northern Croatia has a continental climate; Central Croatia has a semi-highland and highland climate, while the Croatian coast has a Mediterranean climate.

## POPULATION

The majority of the population are Croats. National minorities include Serbs, Moslems, Slovenes, Hungarians, Czechs, Slovaks, Italians, and others.

## OFFICIAL LANGUAGE AND ALPHABET

Croatian language and Latin alphabet.

## CURRENCY

Euro (1 EUR = 100 cents)

## RELIGIONS

The majority of the population are Roman Catholics, and in addition there are a number of those of Orthodox faith, as well as Muslims, and Christians of other denominations.

## GOVERNMENT OF THE REPUBLIC OF CROATIA

Trg Sv. Marka 2, 10000 Zagreb, Croatia  
www.vlada.hr | Prime Minister: Andrej Plenković



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## 24sata d.o.o.

Oreškovićeve 6H/1 | HR-10010 Zagreb | [uprava@24sata.hr](mailto:uprava@24sata.hr)  
 Corporate Member since: **2020** | Number of employees: **200** | Industry: **Media / Publishing**  
 Contact: **Nataša Grujić**, Assistant to the Board | [www.24sata.hr](http://www.24sata.hr)



## 3M (East) AG Podružnica RH

Radnička cesta 50 (Wespa spaces) | HR-10000 Zagreb  
 Corporate Member since: **2013** | Number of employees: **25** | Industry: **Health Care**  
 Contact: **Irena Bajan Varat**, Country Liaison and People Relations Leader East Adriatic | [www.3m.com.hr](http://www.3m.com.hr)



## A.T. Kearney Management Consulting S.R.L.- podružnica Zagreb

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 Patron Member since: **2020** | Number of employees: **3** | Industry: **Consulting**  
 Contact: **Marko Derča**, Partner | [www.kearney.com](http://www.kearney.com)



## A1 Hrvatska d.o.o.

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 Patron Member since: **2019** | Number of employees: **2000** | Industry: **Telecommunications**  
 Contact: **Tatjana Glasnović** | [www.A1.hr](http://www.A1.hr)



## Abbott Laboratories d.o.o.

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 Corporate Member since: **2004** | Number of employees: **103** | Industry: **Health Care**  
 Contact: **Lea Španović**, Junior Order Entry Specialist | [www.abbott.com](http://www.abbott.com)



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 Small Business Member since: **2023** | Number of employees: **10** | Industry: **Advertising / PR**  
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 Corporate Member since: **2019** | Number of employees: **90** | Industry: **Information Technology**  
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 Potpuna predanost.

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 pomoću inovativne znanosti.

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HR-ABBV-180006, rujan 2023.



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AGROPROTEINKA

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 Small Business Member since: **2021** | Number of employees: **18** | Industry: **Health Care**  
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**Alpheus d.o.o.**

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# After a decade of building solid foundations, the time has come for our own communication projects

**C**ommunication knows no boundaries; however, due to our geographical location and the degree of economic development in the region, our clients require support for implementing their communication in several markets at the same time.

Very quickly after establishing the agencies, it became clear to me that Croatia's borders were too narrow and confined for me, and that we needed to export our services to have our business develop properly. As our clients' satisfaction is extremely important to us, we considered their needs and, for starters, opened up the possibility of doing business on the Slovenian market. The clients were mostly concerned about the fact that they spent a lot of time briefing different agencies, while paying third parties further added to the costs. In our case, there are no payments to third parties seeing as we do everything directly with

our local representatives in both Ljubljana and Sarajevo – soon after Slovenia, we applied the same principle in Bosnia and Herzegovina as well. Presently, besides these two markets, we provide our services in Serbia, North Macedonia, Montenegro, Albania, and Romania. In addition to financial savings, the biggest advantage for the client is time savings.

## Awards as proof of the quality of our work

We love getting rewards and being recognized for our achievements. Still, our biggest reward is the client's feedback on the outcome of the activities we implemented on their behalf. As for the actual awards, we have now taken home the IPRA Golden World Award for Excellence three years in a row. We have four such awards at the agency and they are all particularly important to us. Generally speaking, we come from a small market and our chances were slim, but we still wanted to see if we had anything to say at such a big competition, competing against all these other countries around the world. It turns out that a well thought out strategy with creative moments and desired outcomes absolutely belongs among the large agencies from all four corners of the world. This particular award is nicknamed the "PR Oscar" in the industry, and we are honored and proud to have four such prestigious recognitions.

## Better Company and 20/40 – ambitious projects in 2024

For a decade now we have been systematically working on providing top-quality services to our clients by proposing tools that would produce the desired results. At the same time, we have always been two or three steps ahead. Consequently, we have come up with our latest service, Better Company, and our 20/40 project.



Marina Bolanča Radunović

The dual role of the Better Company service is evident in its name seeing as we wish to create a better society through better companies. Companies face increasingly complex ESG-related demands; that's not just an obligation but an opportunity to conduct a transformation and improve one's business in an ethical and responsible way. By implementing their ESG strategies and systematically measuring their success, as well as shaping and improving them, companies gain multiple benefits. They can improve their impact and risk management, and establish stronger relationships with investors, employees, and suppliers, thus building the all-important improved reputation. The more that the decisionmakers, consumers, and public become aware of the undisputed importance of the investments in the ESG segment, the stricter and more complex the corporate sustainability reporting requirements get. Thus, when developing their ESG strategies, organizations are faced with a plethora of new information, and our job as an agency is to provide them with a comprehensive support for the strategies' development, implementation, and communication. After the initial, educational part of that process, we help them to build teams within their systems that

will be in charge of gathering the data to explain the metrics and the criteria that they will then use to map out and, later on, follow their impact areas. The one thing we always insist on is transparency, and transparency should be absolutely critical for all those processes. Given our considerable and diverse experience in this particular area, our educational team is especially dedicated to how not to use the greenwashing practices but approach the area in a structural, in-depth way. One of our most important messages is that those who take this route have an opportunity to become not just sustainable organizations but also leaders in their sectors, building a greater trust and prosperity for all their stakeholders.

For us, it is extremely important to show the impact that the ESG practices have on a company's reputation, which is why a part of the Better Company service is Reputation Tracking.

At the same time, the all-important issue of employer branding is connected to the generation gap, among other things. We need to keep in mind that both Gen Z and Gen Y currently account for 38 percent of the global workforce, and that, by 2025, Gen Z alone will make up 27 percent of the workforce. To bridge the generation gap, open up the dialogue, and ultimately better understand each other, we are launching our 20/40 unfiltered project, which addresses relevant, current, and sensitive issues, and gathers generations over 20 and 40 years old.

It is a platform that connects, opens up the dialogue, fosters more understanding between different generations, and creates the context and environment necessary for cooperation. Our aim is to educate and inspire, develop an "unfiltered talent pool" filled with gifted young professionals and first-class, experienced mentors from the entrepreneurial and business world to facilitate the establishment of better relations.

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**Andersen Croatia d.o.o.**

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**We believe that healthy people, a healthy society and a healthy planet are interconnected, and that together we must build a sustainable future.**



## **AstraZeneca – Our future depends on healthy people, a healthy society and a healthy planet**

**A**straZeneca is a global, innovative biopharmaceutical company that discovers, develops, and markets innovative medicines for the treatment of diseases in five therapeutic areas: oncology, cardio-metabolic and renal diseases, respiratory diseases, vaccines and immunotherapies and rare diseases. The company operates in over 100 countries, and in Croatia the organization has been present for more than 20 years. In 2021 a cluster between our country, Bulgaria, Serbia, Slovenia and Montenegro was formed to ensure cross-functional and multi-national collaboration for the benefits of the patients in these geographies. As of 2022 the group approved a project thanks to which Bosnia and Herzegovina, North Macedonia, Albania and Kosovo are also having access to the company's innovative medicines through a partner. To date, over 250 professionals work in the cluster, and by 2025 the team will reach 350+ people. Currently, the group realizes \$190 million in annual sales in the region with the ambition to double it in the next 3 years and launch over 100 new medicines or indications.

The company is delivering its sustainability strategy through three priorities: access to healthcare, environmental protection, ethics and transparency. It aims at providing healthcare solutions across the patient care pathway – from prevention, raising awareness, diagnosis and treatment, to post-treatment support. As a global business, AstraZeneca understands its key role to play in addressing the biggest environmental challenges of our time. The company follows the UN's Global Sustainable Development Goals and is committed to have a negative carbon footprint by 2030, as well as to plant 200 million trees across six continents by that time. To help this happen, a big number of initiatives are organized in Croatia and Balkan Cluster. Since the beginning of this year, AstraZeneca Croatia has been ordering only fully electric cars, with the goal that by 2025 the whole company fleet to be electric. In fact, the pursuit of sustainable development is in the DNA of all people at AstraZeneca. For years, Croatian team is planting trees as part of AZ Forest initiative. This year they participated in CO2MPENSATING BY PLANTING and planted 2000 trees in Perjasice area in Barilović municipality. As part of the

Balkans cluster, in addition to Croatia, AstraZeneca's teams in Serbia, Bulgaria, Slovenia and Montenegro also contribute to AZ Forest's growth. To date, the total number of trees planted on the territory of the Balkans cluster exceeds 5,000, and by the end of 2023 it will increase by another 5,000 new trees. Through AZ Forest, the company is on track to reduce greenhouse gas emissions from its manufacturing processes globally by 98% by 2026 and aims to eliminate its residual emissions from the atmosphere from 2030 onwards. Taking a science-based approach, AZ Forest will remove about 30 million tons of carbon dioxide from the atmosphere over about 30 years. Earlier this year, AstraZeneca announced it would invest \$400 million in its global AZ Forest program, furthering its commitment to plant 200 million trees by 2030 and ensure their long-term survival. Another program part of the sustainability agenda of the company is Young Health Program. The local one in Croatia is called Mission: Oxygen and is supporting the youngsters to have better understanding of the importance of a healthy lifestyle and habits. AstraZeneca is also committed to driving the highest ethical standards and build ethical business culture, as well as ensuring inclusion and diversity and workforce safety and health.

**AstraZeneca** 



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### Bomark Pak d.o.o.

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# Despite the challenges, the Croatian real estate market remains in the investors' focus

By Predrag Tutić, Country Manager, CBS International d.o.o. - Cushman & Wakefield

The past 2023 was marked by a strong pressure to reduce inflation and thus the expected fall in prices of all types of real estate in Croatia.

However, the Croatian economy is strongly marked by the entry into the Euro zone and the Schengen area, which stimulated economic growth and overall stability, which was among the highest in Europe.

## THE REAL ESTATE MARKET CONTINUES TO FACE CHALLENGES

In the first half of 2023, according to the Tax Administration data, the residential real estate transactions decreased by 23% compared to the previous year, however, the realized transactions still do not show a decrease in real estate prices. This is due to strong market demand and a very limited supply of new construction, which is the result of the lack of housing policy and urban and planning development of all major cities in Croatia.

In addition, unlike the markets in the region, Croatia still has more favorable financing conditions with lower interest rates. Croatia is also recognized as attractive destination for foreigners. Total share of foreign buyers in all residential real estate transaction in Croatia account for approximately 30%. However, there is a noticeable difference between asking and realized real estate prices, which now exceed over 20% in Zagreb, which clearly indicates that the market is slowly reaching its maximum and that we cannot expect further price growth.

## OFFICE PROJECTS ARE THE FOCUS OF DEVELOPMENT

There has been no significant shift in the development of new projects in the office market for the last several years, resulting in a historically low vacancy of only 2% and an increase in office space rental prices of 10% compared to the previous year. Despite mentioned, tenant demand remained very dynamic in 2023, with the total take-up estimated to reach about 60,000 sq m on a yearly level.

The rents for Class A office buildings remained at the level of EUR 13.5-15.5/sq m/month, while the rents for Class B office premises amount to EUR 11-13/sq m/month. However, new office buildings, located at the most attractive locations, can achieve prices between EUR 16-17.50/sq m/month.

In the next year, it is expected a new development cycle with almost 100,000 sq m of new modern office space in the Zagreb CBD zone and in the wider part of the center. New office projects will ensure new market dynamics and provide companies with the opportunity to expand and relocate their offices.

## AFTER A DECADE, LOGISTICS ENTERS A COMPLETELY NEW INVESTMENT CYCLE

Due to its favorable geographical position in this part of Europe, Croatia is slowly imposing itself on the surrounding countries as one of the indispensable links in the international supply chain, primarily due to its geo-traffic position and maritime ports. However, in order to maintain this position within the region and map of focused countries for further expansion of industrial properties Croatia must start with faster development of railway network and overall infrastructure, i.e. reconstruction of the railway network and expansion of container terminals in ports to ensure the development of new logistics capacities.

Development activity in the industrial segment is very active with more than 470,000 sq m of industrial space under construction. The majority of under construction projects, almost 80,0% (370,000 sq m) are located within Zagreb wider area.

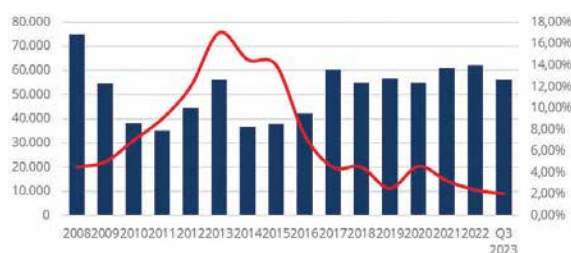
However, only 30% or 115,000 sq m of prime industrial properties are being developed as a built-to-lease or speculative market while remaining projects are either build-to-suite or owners occupied properties.

Some of the most interested projects in remaining area are, a 15,000 sq m of industrial property developed in Rijeka as a single tenant project, 38,000 sq m of warehouse property is currently under construction and will be developed as a LDC for the needs of a grocery tenant, Tommy, and one of the largest green field investments in Croatia, particularly in Osijek, a high-tech production project with a single tenant, Jabil.

In order to attract significant investments and regional players in this segment, Croatia must be competitive with rental prices for prime industrial space, which are at the moment highest in the entire region.

One of the important factors affecting the price of the rent is the cost of utility contributions during construction, which in Croatia is calculated per cubic meter instead of per square meter as is the case in the neighbouring countries, which significantly increases the overall feasibility of the entire investment.

In addition, at the moment, the prices of construction of such facilities are not competitive with the surrounding countries, i.e. they are significantly higher than within developed markets, which is one of the key elements when choosing new locations and markets for investors.



Source: CW CBS International

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 Corporate Member since: **2018** | Number of employees: **320** | Industry: **Consumer Goods**  
 Contact: **Ivana Momčilović Zelenika**, HR Business Partner | [www.carlsberg.hr](http://www.carlsberg.hr)

**Carwiz International d.o.o.**

Slavonska avenija 26/9 | HR-10000 Zagreb | uprava@carwiz.rent  
 Small Business Member since: **2022** | Number of employees: **13** | Industry: **Automotive**  
 Contact: **Tomislava Ravlić**, Business Development Manager | [www.carwiz.rent](http://www.carwiz.rent)

**CBRE d.o.o. - Podružnica Zagreb**

Slavonska avenija 1c | HR-10000 Zagreb | hana.bartos@cbre.com  
 Corporate Member since: **2022** | Number of employees: **4** | Industry: **Real Estate**  
 Contact: **Martina Tomašević**, Head of A&T Office Croatia | [www.cbre.hr](http://www.cbre.hr)

**CBS International d.o.o. - Cushman & Wakefield**

Slavonska avenija 6a | HR-10000 Zagreb | Office@cw-cbs.hr  
 Patron Member since: **2019** | Number of employees: **9** | Industry: **Real Estate**  
 Contact: **Predrag Tutić**, Country Manager | <https://cw-cbs.hr/en/>





### Centar za transfer tehnologije d.o.o.

Ivana Lučića 5 | HR-10000 Zagreb | [ctt@fsb.hr](mailto:ctt@fsb.hr)  
 Small Business Member since: **2022** | Number of employees: **5** | Industry: **Consulting**  
 Contact: **Tamara Aleksandrov Fabijanić**, Director | [www.ctt.hr](http://www.ctt.hr)



### CFCG d.o.o.

Strossmayerova 3 | HR-51000 Rijeka | [info@cfcg.eu](mailto:info@cfcg.eu)  
 Small Business Member since: **2022** | Number of employees: **1** | Industry: **Consulting**  
 Contact: **Andrija Čolak**, CEO | [www.cfcg.eu](http://www.cfcg.eu)



### Ciklopea d.o.o.

Međimurska 21 | HR-10000 Zagreb | [info@ciklopea.com](mailto:info@ciklopea.com)  
 Small Business Member since: **2011** | Number of employees: **24** | Industry: **Translation Services**  
 Contact: **Mladen Stojak**, Managing Director | [www.ciklopea.com](http://www.ciklopea.com)



### Cisco Systems Hrvatska d.o.o.

Hektorovićeve 2/I - Grand Centar | HR-10000 Zagreb | [izunic@cisco.com](mailto:izunic@cisco.com)  
 Patron Member since: **1999** | Number of employees: **22** | Industry: **Information Technology**  
 Contact: **Ivana Žunić**, Facility Coordinator | [www.cisco.com](http://www.cisco.com)



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### Citibank Europe plc - Hungarian Branch Office

Váci út 80 | HU-1133 Budapest | citibank.magyarorszag@citi.com  
 Corporate Member since: **2020** | Number of employees: **0** | Industry: **Financial Services**  
 Contact: **József László**, Director Banking, Capital Markets and Advisory | [www.citibank.hu](http://www.citibank.hu)

### CMS Reich-Rohrwig Hainz Rechtsanwälte GmbH - Podružnica Zagreb

Ilica 1 | HR-10000 Zagreb | OfficeZagreb@cms-rrh.com  
 Corporate Member since: **2012** | Number of employees: **50** | Industry: **Legal Services**  
 Contact: **Martina Božić**, Business Development and Marketing Manager | <https://cms.law/en/INT/>



### Coca-Cola Adria d.o.o.

Milana Sachsa 1 | HR-10000 Zagreb | vkovacic@coca-cola.com  
 Patron Member since: **1999** | Number of employees: **15** | Industry: **Consumer Goods**  
 Contact: **Marina Rojnik**, PACS Manager Adria region | [www.coca-cola.hr](http://www.coca-cola.hr)



### Coca-Cola HBC Hrvatska d.o.o.

Milana Sachsa 1 | HR-10000 Zagreb | info.hr@cchellenic.com  
 Patron Member since: **1999** | Number of employees: **465** | Industry: **Consumer Goods**  
 Contact: **Bruno Jelić**, BU Corporate Affairs and Sustainability Director | <https://hr.coca-colahellenic.com>



### Colliers Advisory d.o.o.

Petrinjska 3 | HR-10000 Zagreb | croatia@colliers.com  
 Small Business Member since: **2005** | Number of employees: **13** | Industry: **Real Estate**  
 Contact: **Vedrana Likan**, Managing Partner | [www.colliers.com/](http://www.colliers.com/)



### Corporate Performance Advisory - Callidus patronus adeptiorum d.o.o.

Bijenik 158 | HR-10000 Zagreb | info@cpa.hr  
 Small Business Member since: **2017** | Number of employees: **2** | Industry: **Consulting**  
 Contact: **Krešimir Bračić**, Managing Partner | [www.cpa.hr](http://www.cpa.hr)



### Cortec Hrvatska d.o.o.

Gramača 5F | HR-10000 Zagreb | info@ecocortec.hr  
 Corporate Member since: **2022** | Number of employees: **63** | Industry: **Manufacturing**  
 Contact: **Ivana Radić Boršić**, Sales Vice President | [www.cortecvci.com](http://www.cortecvci.com)



### Croatia Airlines d.d.

Bani 75b | HR-10010 Zagreb - Buzin | uprava@croatiaairlines.hr  
 Patron Member since: **2021** | Number of employees: **980** | Industry: **Travel / Tourism**  
 Contact: **Ana-Marija Jurković Lukin**, Company Secretary | [www.croatiaairlines.hr/](http://www.croatiaairlines.hr/)



### Croatia osiguranje d.d.

Jagićeva 33 | HR-10000 Zagreb | info@crosig.hr  
 Corporate Member since: **2016** | Number of employees: **2274** | Industry: **Financial Services**  
 Contact: **Ana Sušilović**, Board Assistant | [www.crosig.hr](http://www.crosig.hr)



### Croatian Premium Wine Imports, Inc.

510 Revere Beach Boulevard, #408 | Ma 02151 Revere | mirena.bagur@croatianpremiumwine.com  
 Small Business Member since: **2023** | Number of employees: **0** | Industry: **Consumer Goods**  
 Contact: **Mirena Bagur**, Co-founder/VP Brand Management | [www.croatianpremiumwine.com](http://www.croatianpremiumwine.com)



### Cromedic Assistance d.o.o.

Sisačka cesta IV odvojak 14a | HR-10000 Zagreb | [ivan.tomic@cro medic.com](mailto:ivan.tomic@cro medic.com)  
 Small Business Member since: **2021** | Number of employees: **10** | Industry: **Health Care**  
 Contact: **Ivan Tomić**, CEO | [www.cro medic.com](http://www.cro medic.com)



### Crowe Horwath d.o.o.

Petra Hektorovića 2 | HR-10000 Zagreb | [office@crowe.hr](mailto:office@crowe.hr)  
 Corporate Member since: **2010** | Number of employees: **60** | Industry: **Consulting**  
 Contact: **Diana Franulić Šarić**, Business Development and Operations Manager | [www.crowe.hr](http://www.crowe.hr)



### Dalekovod d.d.

Ulica Marijana Čavića 4 | HR-10000 Zagreb | [glasnogovornik@dalekovod.hr](mailto:glasnogovornik@dalekovod.hr)  
 Corporate Member since: **2015** | Number of employees: **1450** | Industry: **Manufacturing**  
 Contact: **Ivan Jurković**, PR and Communications Manager | [www.dalekovod.com](http://www.dalekovod.com)



### D-Business Consulting International d.o.o.

Avenija Dubrovnik 16 | HR-10000 Zagreb | [info@dbci.hr](mailto:info@dbci.hr)  
 Small Business Member since: **2021** | Number of employees: **10** | Industry: **Financial Services**  
 Contact: **Deni Oreški**, Executive Director | [www.dbci.hr](http://www.dbci.hr)



### Deloitte d.o.o.

Radnička cesta 80/VI | HR-10000 Zagreb | [croatia@deloittece.com](mailto:croatia@deloittece.com)  
 Corporate Member since: **2023** | Number of employees: **119** | Industry: **Consulting**  
 Contact: **Helena Schmidt**, Partner, Tax & legal / Country Leader | [www.deloitte.com/hr](http://www.deloitte.com/hr)



### DignetSoftware d.o.o.

Cebini 28 | HR-10010 Zagreb | [info@dignet.hr](mailto:info@dignet.hr)  
 Small Business Member since: **2018** | Number of employees: **30** | Industry: **Information Technology**  
 Contact: **Nermin Srećko Montel**, CEO | [www.dignet.hr](http://www.dignet.hr)



### Diverto d.o.o.

Vukasovićeva 1 | HR-10000 Zagreb | [diverto@diverto.hr](mailto:diverto@diverto.hr)  
 Small Business Member since: **2013** | Number of employees: **48** | Industry: **Information Technology**  
 Contact: **Bože Šarić**, Director | [www.diverto.hr](http://www.diverto.hr)



### Divjak, Topić, Bahtijarević & Krka odvjetničko društvo d.o.o.

Ivana Lučića 2a/18 | HR-10000 Zagreb | [info@dtb.hr](mailto:info@dtb.hr)  
 Small Business Member since: **2011** | Number of employees: **33** | Industry: **Legal Services**  
 Contact: **Ema Menđušić Škugor**, Partner | [www.dtb.hr](http://www.dtb.hr)



### DOK-ING d.o.o.

Slavonska avenija 22g | HR-10000 Zagreb | [info@dok-ing.hr](mailto:info@dok-ing.hr)  
 Corporate Member since: **2008** | Number of employees: **250** | Industry: **Manufacturing**  
 Contact: **Vjekoslav Majetić**, Chairman of the Supervisory Board | [www.dok-ing.hr](http://www.dok-ing.hr)



### Draco d.o.o.

Draškovićeva 4 | HR-21210 Solin | [info@dracopro.com](mailto:info@dracopro.com)  
 Small Business Member since: **2017** | Number of employees: **31** | Industry: **Manufacturing**  
 Contact: **Igor Drašković**, President of the Board | [www.dracopro.com](http://www.dracopro.com)



**DSV Hrvatska d.o.o.**

Slavonska avenija 56 | HR-10000 Zagreb | [dinko.dilber@hr.dsv.com](mailto:dinko.dilber@hr.dsv.com)  
 Corporate Member since: **2023** | Number of employees: **64** | Industry: **Distribution / Logistics**  
 Contact: **Dinko Dilber**, Senior Team Lead | [www.dsv.com](http://www.dsv.com)



Global Transport and Logistics

**Dun & Bradstreet d.o.o.**

Fallerovo šetalište 22 | HR-10000 Zagreb | [berlengi@dnb.com](mailto:berlengi@dnb.com)  
 Corporate Member since: **2022** | Number of employees: **38** | Industry: **Consulting**  
 Contact: **Izabela Berlengi**, Marketing Manager | [www.dnb.com/hr-hr/](http://www.dnb.com/hr-hr/)

**Dwizards d.o.o.**

Puževa ulica 11 | HR-10000 Zagreb | [office@dwizards.agency](mailto:office@dwizards.agency)  
 Small Business Member since: **2022** | Number of employees: **6** | Industry: **Information Technology**  
 Contact: **Darijan Kosić**, CEO | <https://dwizards.io/>

**E.ON Hrvatska d.o.o.**

Capraška 6 | HR-10000 Zagreb | [protokol@eon.hr](mailto:protokol@eon.hr)  
 Corporate Member since: **2023** | Number of employees: **253** | Industry: **Energy**  
 Contact: **Ivana Grbeša**, Senior Political Affairs Expert | [www.eon.hr](http://www.eon.hr)

**Ecolab GmbH**

Handelskai 92 | AT-1200 Wien | [info@ecolab.com](mailto:info@ecolab.com)  
 Corporate Member since: **2022** | Number of employees: **26** | Industry: **Manufacturing**  
 Contact: **Renata Bahlen**, Supply Chain Manager HR, SI | <https://hr-hr.ecolab.com/>

**EFT Usluge d.o.o. - Euronet Worldwide**

Prve Pile 1 | HR-10000 Zagreb | [ibuconjic@euronetworldwide.com](mailto:ibuconjic@euronetworldwide.com)  
 Corporate Member since: **2021** | Number of employees: **24** | Industry: **Financial Services**  
 Contact: **Ivan Buconjić**, Country Manager | [www.euronetworldwide.com/](http://www.euronetworldwide.com/)

**Elemento Content d.o.o.**

Ulica grada Vukovara 269 D | HR-10000 Zagreb | [info@elemento.hr](mailto:info@elemento.hr)  
 Small Business Member since: **2023** | Number of employees: **2** | Industry: **Translation Services**  
 Contact: **Lada Weygand**, Co-founder and Director | <https://elemento.hr/>

**Eli Lilly (Suisse) S.A. - Predstavništvo u Republici Hrvatskoj**

Ulica grada Vukovara 269 G, Green Gold Centar V2 / 8. kat | HR-10000 Zagreb | [milicevic\\_zeljko@lilly.com](mailto:milicevic_zeljko@lilly.com)  
 Corporate Member since: **2003** | Number of employees: **20** | Industry: **Health Care**  
 Contact: **Željko Miličević**, Country Manager | [www.lilly.com](http://www.lilly.com)

**Energo-data d.o.o.**

V. Lisinskog 46 | HR-31540 Donji Miholjac | [info@energo-data.com](mailto:info@energo-data.com)  
 Small Business Member since: **2016** | Number of employees: **4** | Industry: **Consulting**  
 Contact: **Domagoj Vidaković**, Executive Director

**Enlil Net d.o.o.**

Ulica grada Gospića 1a | HR-10000 Zagreb | [damjan@enlil-net.hr](mailto:damjan@enlil-net.hr)  
 Small Business Member since: **2022** | Number of employees: **2** | Industry: **Health Care**  
 Contact: **Damjan Beljan**, CEO | [www.enlil-net.hr](http://www.enlil-net.hr)





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### EOS Matrix d.o.o.

Horvatova 82 | HR-10010 Zagreb - Buzin | b.cerinski@eos-matrix.hr  
 Corporate Member since: **2015** | Number of employees: **290** | Industry: **Financial Services**  
 Contact: **Barbara Cerinski**, Director | <http://hr.eos-solutions.com/>



### Ernst & Young d.o.o.

Radnička cesta 50, Green Gold | HR-10000 Zagreb | ey@hr.ey.com  
 Patron Member since: **1999** | Number of employees: **270** | Industry: **Consulting**  
 Contact: **Berislav Horvat**, Country Managing Partner | [www.ey.com/hr\\_hr](http://www.ey.com/hr_hr)



### Erste Card Club d.o.o.

Ulica Frana Folnegovića 6 | HR-10000 Zagreb | info@erstecardclub.hr  
 Patron Member since: **1999** | Number of employees: **237** | Industry: **Financial Services**  
 Contact: **Sandra Drašković**, Management Board Assistant | [www.erstecardclub.hr](http://www.erstecardclub.hr)



### ESKA d.o.o.

Selska cesta 217 | HR-10000 Zagreb | pitaj@eska.hr  
 Small Business Member since: **2014** | Number of employees: **15** | Industry: **Information Technology**  
 Contact: **Renata Pavletić Mužak**, General Manager | [www.eska.hr](http://www.eska.hr)



### Esplanade Oleander d.o.o. - Esplanade Zagreb Hotel

Mihanovićeve 1 | HR-10000 Zagreb | info@esplanade.hr  
 Corporate Member since: **1999** | Number of employees: **177** | Industry: **Hospitality Industry**  
 Contact: **Ivica Max Krizmanić**, General Manager | [www.esplanade.hr](http://www.esplanade.hr)



### ETRANET Group

Radnička cesta 177 - Petrius centar, 6th floor | HR-10000 Zagreb | info@etranet.eu  
 Small Business Member since: **2009** | Number of employees: **50** | Industry: **Information Technology**  
 Contact: **Damir Lesničar**, Founder & CEO | [www.etranet.eu](http://www.etranet.eu)



### Euro Grant Konzalting d.o.o.

Vladimira Nazora 17 | HR-47300 Ogulin | info@egk.hr  
 Small Business Member since: **2021** | Number of employees: **3** | Industry: **Consulting**  
 Contact: **Natalia Zieľiška**, CEO



### EuroNavigator d.o.o.

Trg Nikole Šubića Zrinskog 2 | HR-10000 Zagreb | info@euronavigator.be  
 Small Business Member since: **2019** | Number of employees: **7** | Industry: **Consulting**  
 Contact: **Daniel Mondekar**, Managing Director | [www.euronavigator.be](http://www.euronavigator.be)



### Europlakat d.o.o.

Zagorska 2 | HR-10000 Zagreb | v.vucinic@europlakat.hr  
 Small Business Member since: **2015** | Number of employees: **28** | Industry: **Advertising / PR**  
 Contact: **Vedrana Vučinić**, CEO Assistant | [www.europlakat.hr/](http://www.europlakat.hr/)



### Farseer d.o.o.

Podbrežje XIV. 15 | HR-10000 Zagreb | info@farseer.io  
 Small Business Member since: **2023** | Number of employees: **20** | Industry: **Information Technology**  
 Contact: **Matija Nakić**, Co-founder & CEO | <https://farseer.io>



### Farve Pro Invest d.o.o.

Gradišćanska ulica 34 | HR-10000 Zagreb | [info@farveproinvest.com](mailto:info@farveproinvest.com)  
 Small Business Member since: **2022** | Number of employees: **6** | Industry: **Financial Services**  
 Contact: **Marija Capan**, Office Manager | [www.farveproinvest.com](http://www.farveproinvest.com)



### Fidestum d.o.o.

Brune Bušića 38 | HR-10000 Zagreb | [info@fidestum.hr](mailto:info@fidestum.hr)  
 Small Business Member since: **2021** | Number of employees: **8** | Industry: **Financial Services**  
 Contact: **Filip Jelić**, CEO | [www.fidestum.hr](http://www.fidestum.hr)



### Flaster media d.o.o.

Kuzminečka 49 | HR-10000 Zagreb | [filip@flaster.co](mailto:filip@flaster.co)  
 Small Business Member since: **2023** | Number of employees: **6** | Industry: **Advertising / PR**  
 Contact: **Filip Carić**, Co-founder | [www.flaster.co](http://www.flaster.co)



### FORTINET B.V.

Papendorpseweg 100 | NL-3528 BJ Utrecht  
 Corporate Member since: **2016** | Number of employees: **3** | Industry: **Information Technology**  
 Contact: **Tomislav Tucibat**, Regional Accounts Manager - Adriatics | [www.fortinet.com](http://www.fortinet.com)



[www.gec.hr](http://www.gec.hr)



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Antuna Muhvića 44, 51303 Plešće  
 051 825 125 | [gec@gec.hr](mailto:gec@gec.hr)

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### Fresenius Medical Care Hrvatska d.o.o.

Savska opatovina 36 | HR-10000 Zagreb | [aleksandar.vitaz@fmc-ag.com](mailto:aleksandar.vitaz@fmc-ag.com)  
 Corporate Member since: **2012** | Number of employees: **16** | Industry: **Health Care**  
 Contact: **Natalija Oreški**, Office Manager | [www.fresenius.hr](http://www.fresenius.hr)



### Gavrilović d.o.o.

Gavrilovićev trg 1 | HR-44250 Petrinja | [uprava@gavrilovic.hr](mailto:uprava@gavrilovic.hr)  
 Patron Member since: **2003** | Number of employees: **600** | Industry: **Consumer Goods**  
 Contact: **Georg Gavrilović Ml.**, Member of the Board | [www.gavrilovic.hr](http://www.gavrilovic.hr)



### GE Healthcare Magyarország Kft

Bence Street 3. | HU-1138 Budapest  
 Patron Member since: **2023** | Number of employees: **0** | Industry: **Health Care**  
 Contact: **Predrag Bezbradica**, Executive Manager Strategic Projects | [www.gehealthcare.com](http://www.gehealthcare.com)



### GEC d.o.o.

Plešće 44 | HR - 51303 Plešće | [gec@gec.hr](mailto:gec@gec.hr)  
 Small Business Member since: **2020** | Number of employees: **15** | Industry: **Manufacturing**  
 Contact: **Irena Gec Andlar**, Director | [www.gec.hr](http://www.gec.hr)



### Geico Controls d.o.o.

Ulica grada Vukovara 269G | HR-10000 Zagreb | [dmarkota@geico-spa.com](mailto:dmarkota@geico-spa.com)  
 Corporate Member since: **2022** | Number of employees: **20** | Industry: **Automotive**  
 Contact: **Davor Markota**, Managing Director | [www.geico-spa.com](http://www.geico-spa.com)



### Geld data d.o.o.

Selska cesta 90 A | HR-10000 Zagreb | [info@geld.hr](mailto:info@geld.hr)  
 Small Business Member since: **2023** | Number of employees: **2** | Industry: **Advertising / PR**  
 Contact: **Tomislav Dominić**, Head of research | [www.geld.hr](http://www.geld.hr)



### General Electric Hrvatska d.o.o.

Mala Švarča 197 | HR-47000 Karlovac | [ge.croatia@ge.com](mailto:ge.croatia@ge.com)  
 Corporate Member since: **2014** | Number of employees: **440** | Industry: **Energy**  
 Contact: **Damir Vranić**, Managing Director | [www.gevernova.com/](http://www.gevernova.com/)



### Generali osiguranje d.d.

Slavonska avenija 1b | HR-10000 Zagreb | [info.hr@generali.com](mailto:info.hr@generali.com)  
 Corporate Member since: **2019** | Number of employees: **733** | Industry: **Financial Services**  
 Contact: **Damir Vukić**, Head of Marketing & PR Department | [www.generali.hr/](http://www.generali.hr/)



### Globalna hrana d.o.o. - nositelj franšize McDonald's za područje RH

Rudeška cesta 87a | HR-10000 Zagreb | [hr-info@hr.mcd.com](mailto:hr-info@hr.mcd.com)  
 Corporate Member since: **1999** | Number of employees: **2230** | Industry: **Hospitality Industry**  
 Contact: **Ivana Šapina**, Marketing Director | [www.mcdonalds.hr](http://www.mcdonalds.hr)



### Google Hrvatska d.o.o.

Savska cesta 32 | HR-10000 Zagreb | [josko@google.com](mailto:josko@google.com)  
 Corporate Member since: **2017** | Number of employees: **8** | Industry: **Information Technology**  
 Contact: **Joško Mrndže**, Country Manager Adriatics | <https://about.google/>





# Henkel Hrvatska – 30 godina uspješnog poslovanja i doprinosa zajednici

**T**rtka Henkel od svojeg osnutka broji više od 140 godina uspjeha. Sa svojim brendovima, inovacijama i tehnologijama, Henkel ima vodeće pozicije na tržištima širom svijeta što se tiče industrijskih i potrošačkih proizvoda. Raznolik tim od oko 50.000 ljudi širom svijeta, ujedinjeni su snažnom korporativnom kulturom, zajedničkim vrijednostima i zajedničkom svrhom: "Pioneers at heart for the good of generations".

U 2024. godini Henkel Hrvatska slavi 30 godina vrlo uspješnog poslovanja, a ususret obljetnici postavlja i visoke ciljeve za budućnost. Održivost ima dugu tradiciju u Henkelu, a tvrtka se ponosi jasnom strategijom održivosti s konkretnim ciljevima. Strateški okvir tvrtke predviđa do 2030. godine postati klimatski pozitivna kompanija, a do 2025. godine smanjiti svoj ugljični otisak za 65% kada je u pitanju proizvodnja. U Henkelu su aktivno posvećeni izgradnji cirkularne ekonomije, u svakom segmentu poslovanja. Jedan od istaknutih ciljeva je i da se do 2025. godine, 100% Henkelovih ambalaža reciklira ili ponovno iskoristi. Održivost je duboko ukorijenjena u temeljima kompanije i sastavni je dio poslovanja. Henkel je fokusiran na mjere za ublažavanje klimatskih promjena, funkcionalnu kružnu ekonomiju i zaštitu prirode i bioraznolikosti, u isto vrijeme isporučujući kupcima i potrošačima sigurna i najbolja rješenja za proizvode i tehnologije. Kroz društveno odgovorne projekte, tvrtka se zalaže za društveni napredak i pruža pomoć u izvanrednim situacijama. Održivost je velika smjernica, kako vrijednosti tako i strategije. Uključena je u svim segmentima poslovanja tvrtke Henkel, kako u proizvodnji i materijalima, tako i u gotovim proizvodima. Također, predstavlja temelj komunikacije Henkela prema krajnjim potrošačima i poslovnim partnerima kojima daje jasne korake u smjeru održivosti.

"Održivost je u srcu naše Agende za svrsishodni rast, zajedno sa strateškim prioritetima kao što su inovacije i digitalizacija. Kontinuirano radimo na inovacijama naših proizvoda i nudimo nova, efikasna i održiva rješenja koja omogućavaju visoku učinkovitost u upotrebi, dok istovremeno čuvaju čovjekovu okolinu. Zadovoljstvo naših potrošača i partnera uvijek je u fokusu našeg poslovanja te se visokom kvalitetom proizvoda trudimo zadovoljiti sve njihove potrebe. Naši članovi tima su temelj našeg uspjeha te i dalje nastavljamo s različitim snažnim beneficijama koje imamo za njih. Naši zaposlenici su naši najveći ambasadori, bez kojih se ne može zamisliti uspjeh tvrtke", izjavio je Marko Mintas, predsjednik Uprave Henkel Adria.



HR tim Henkel Adria / Henkel Croatia

Henkel vjeruje kako postizanje odličnih rezultata leži u sposobnosti poticanja, razvijanja i motiviranja talenata, osobito prepoznavanjem potencijala među mladim kolegama. Ulaganje u razvoj profesionalnih vještina, ujedno je i ključan čimbenik dugoročne uspješnosti i konkurentnosti u poslovanju ove kompanije. Tvrtka smatra kako je od iznimne važnosti biti partner i podrška svim svojim poslovnim divizijama, pratiti njihove potrebe i ukazivati na važnost kontinuiranog ulaganja u zaposlenike. Henkel prepoznaje trud i zalaganje svojih zaposlenika te se trudi kao dobar poslodavac pratiti pozitivne trendove u njihovom nagrađivanju. Svojim zaposlenicima osigurava rad u sigurnom, dinamičnom i kreativnom okruženju koje uzima u obzir njihove sklonosti i ambicije te ih podržava u njihovom karijernom razvoju, potičući pritom poduzetnički duh i jaku timsku suradnju. Henkel Hrvatska ove je godine dobio Poslodavac Partner certifikat i jedanaesti put potvrdio unapređenja u području upravljanja ljudskim potencijalima. Prolaskom kroz detaljnu evaluaciju HR sustava, ocjenjeno je sedam ključnih područja životnog ciklusa zaposlenika. Ove godine najbolji rezultati zabilježeni su u područjima transformacija i razvoj, te zadržavanje i dobrobit.

"Smatramo da su zadovoljni i osnaženi zaposlenici najvažniji za postizanje poslovnih ciljeva i zato su naše najnovije aktivnosti usmjerene na omogućavanje ravnoteže između poslovnog i privatnog života osiguravanjem mobilnosti i fleksibilnosti rada te provođenjem programa za dobrobit zaposlenika i održivi razvoj. Henkelova strategija jest kontinuirani rast i agilno prilagođavanje uvjetima na zahtjevnim tržištima, zbog čega smo stalno u potrazi za novim kvalitetnim zaposlenicima", izjavila je Blanka Žerjav, direktorica ljudskih resursa za regiju Adria.

Kroz tri desetljeća predanog djelovanja, Henkel Hrvatska je postavio temelje za buduće uspjeha. U godinama koje dolaze, Henkel ostaje predvodnik i nastavlja postavljati visoke standarde u inovacijama, održivosti i podršci zajednici, ali i svojim zaposlenicima.

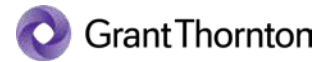


Henkel Croatia tim obilježava Henkel Day



**Grant Thornton revizija d.o.o.**

Ulica grada Vukovara 284 | HR-10000 Zagreb | office@hr.gt.com  
 Small Business Member since: **2016** | Number of employees: **47** | Industry: **Consulting**  
 Contact: **Dalibor Briški**, Managing Partner | [www.grantthornton.hr](http://www.grantthornton.hr)

**Groupama osiguranje d.d.**

Ulica grada Vukovara 284 | HR-10000 Zagreb | info@groupama.hr  
 Corporate Member since: **2023** | Number of employees: **58** | Industry: **Financial Services**  
 Contact: **Nera Koceić**, Assistant to the Management Board | [www.groupama.hr/](http://www.groupama.hr/)

**Hanza Media d.o.o.**

Koranska 2 | HR-10000 Zagreb | ivana.rukavina@hanzamedia.hr  
 Corporate Member since: **2015** | Number of employees: **660** | Industry: **Media / Publishing**  
 Contact: **Ivana Rukavina**, Director of Marketing Communication and Promotion | [www.hanzamedia.hr](http://www.hanzamedia.hr)

**HB Services d.o.o. - Hansen Beck**

Gajšćak 57 | HR-10000 Zagreb | kresimir.filipovic@hansenbeck.com  
 Small Business Member since: **2023** | Number of employees: **1** | Industry: **Education**  
 Contact: **Krešimir Filipović**, CEO | <https://hansenbeck.com/croatia/>

**Henkel Croatia d.o.o.**

Budmanijeva 1 | HR-10000 Zagreb | henkel.croatia@henkel.com | [www.henkel.hr](http://www.henkel.hr)  
 Corporate Member since: **2022** | Number of employees: **120** | Industry: **Consumer Goods**  
 Contact: **Marko Mintas**, President Adria, Country Manager Consumer Brands Croatia & Slovenia

**HERBALIFE d.o.o.**

Radnička cesta 39 | HR-10000 Zagreb  
 Corporate Member since: **2014** | Number of employees: **22** | Industry: **Consumer Goods**  
 Contact: **Goran Nikolić**, Country Director South East Europe | [www.herbalife.hr](http://www.herbalife.hr)

**Hexis d.o.o.**

Brajšina 14 | HR-51000 Rijeka | sinisa@hexis.hr  
 Small Business Member since: **2018** | Number of employees: **17** | Industry: **Information Technology**  
 Contact: **Siniša Valentić**, CEO | <http://hexis.hr>

**Horwath HTL Croatia - Horwath i Horwath Consulting Zagreb d.o.o.**

Slavonska avenija 1b | HR-10000 Zagreb | zagreb@horwathhtl.com  
 Small Business Member since: **2015** | Number of employees: **14** | Industry: **Consulting**  
 Contact: **Siniša Topalović**, Partner | [www.horwathhtl.hr](http://www.horwathhtl.hr)

**HP Computing and Printing d.o.o.**

Radnička cesta 41 | HR-10000 Zagreb | josipa.kleplic@hp.com  
 Corporate Member since: **2016** | Number of employees: **27** | Industry: **Information Technology**  
 Contact: **Josipa Klepić**, Country Controller | [www.hp.com.hr](http://www.hp.com.hr)

**HP-Hrvatska pošta d.d.**

Poštanska ulica 9 | HR-10410 Velika Gorica | uprava@posta.hr  
 Patron Member since: **2010** | Number of employees: **8978** | Industry: **Distribution / Logistics**  
 Contact: **Davor Jakovac**, Head of Internal Communications | [www.posta.hr](http://www.posta.hr)





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Strossmayerov trg 9 | HR-10000 Zagreb | hbor@hbor.hr  
 Patron Member since: **2000** | Number of employees: **409** | Industry: **Financial Services**  
 Contact: **Maja Jurić**, Managing Director / International and Export Strategy | [www.hbor.hr](http://www.hbor.hr)



### HRVATSKA POŠTANSKA BANKA, dioničko društvo

Jurišićeva ulica 4 | HR-10000 Zagreb | hpb@hpb.hr  
 Corporate Member since: **2016** | Number of employees: **1124** | Industry: **Financial Services**  
 Contact: **Vladimir Bencun**, Director of Large Corporate and Public Sector Department | [www.hpb.hr](http://www.hpb.hr)



### Hrvatska zajednica tehničke kulture

Dalmatinska 12 | HR-10000 Zagreb | hzt@hzt.hr  
 Non - Profit Member since: **2021** | Number of employees: **25** | Industry: **Association**  
 Contact: **Sandra Havliček**, Business Assistant | [www.hzt.hr/](http://www.hzt.hr/)



### Hrvatski hrvački savez

Ulica grada Gospića 1, ŠSD "Peščenica" | HR-10000 Zagreb | cro@uww.org  
 Non - Profit Member since: **2022** | Number of employees: **6** | Industry: **Association**  
 Contact: **Tin Bregović** | [www.hhs.hr](http://www.hhs.hr)



### Hrvatski kišobran d.o.o.

Nova ulica 26 | HR-10290 Zaprešić | info@hrvatskikisobran.com  
 Small Business Member since: **2023** | Number of employees: **64** | Industry: **Manufacturing**  
 Contact: **Marin Rogić**, CEO | [www.hrvatskikisobran.com/hr/](http://www.hrvatskikisobran.com/hr/)



### Hrvatski odbojkaški savez

Trg Dražena Petrovića 1 | HR-10000 Zagreb | valentina.bifflin@hos-cvf.hr  
 Non - Profit Member since: **2020** | Number of employees: **10** | Industry: **Association**  
 Contact: **Valentina Bifflin**, CEO | [www.hos-cvf.hr](http://www.hos-cvf.hr)



### Hrvatski Telekom d.d.

Radnička cesta 21 | HR-10000 Zagreb | pr@t.ht.hr  
 Patron Member since: **2013** | Number of employees: **4464** | Industry: **Telecommunications**  
 Contact: **Siniša Đuranović**, Management Board Member and Chief Corporate Affairs Officer | [www.t.ht.hr](http://www.t.ht.hr)



### Hrvatski ured za osiguranje

Martićeva 71 | HR-10000 Zagreb | huo@huo.hr  
 Non - Profit Member since: **2020** | Number of employees: **19** | Industry: **Association**  
 Contact: **Nives Grgurić**, Assistant manager | [www.huo.hr](http://www.huo.hr)



### Hrvatsko društvo skladatelja

Berislavićeva 9 | HR-10000 Zagreb | info@hds.hr  
 Non - Profit Member since: **2017** | Number of employees: | Industry: **Association**  
 Contact: **Davorin Penc**, Legal adviser | [www.hds.hr](http://www.hds.hr)



### Hrvatsko društvo za kvalitetu

Berislavićeva 6 | HR-10000 Zagreb | info@hdkkvaliteta.hr  
 Non - Profit Member since: **2016** | Number of employees: **0** | Industry: **Association**  
 Contact: **Jadranka Pavlinić Tomlinson**, member-administrator | [www.hdkkvaliteta.hr](http://www.hdkkvaliteta.hr)





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The largest exporter to the USA from Croatia for many years, one of the market leaders in the field of manufacturing of small arms and light weapons, winner of various prestigious awards, 100% in-house production, 100% in-house R&D - these are all faces of the company HS Produkt d.o.o. Since the very beginnings, the company's business has been led by guidelines highlighting the need for preserving constant progress in the quality of finished products and business sustainability. Guided by the vision of its founders, Ivan Žabčić and Marko Vuković, the company grew unstoppably from a few individuals who, with their enthusiasm, paved the way to the present status of the market leader. It currently has nearly 2,000 employees and 15 industrial facilities spanning more than 60,000 m<sup>2</sup> in size. Part of this success resulted from strategic investments in new manufacturing technologies, in-house research and development activities, innovative environment, business sustainability and investments in green and digital transformation.

Standardisation of business processes, determination of the business model, systematisation of the company and another key resource – the employees, followed the pace of the rapid development of the company. Today, we are in the phase of implementing Industry 4.0, with intelligent networking of machines through advanced information and communication technologies with the aim of enabling autonomous communication between devices, analysing and collecting large amounts of data, autonomous decision-making, real-time asset and process monitoring as well as creating added value through vertical and horizontal integration. Along with earlier efforts in constant innovations and launching of new products, investments in new technologies and optimisations of manufacturing processes have proved to be the key to long-term business success.

With investments in more productive, autonomous and technologically advanced manufacturing lines and systems, the company recognised from the outset the importance of investing in low-energy infrastructure and energy-efficient manufacturing units. For more than 10 years, all manufacturing plants of the company have been heated and cooled by renewable energy sources with waste heat recovery, not just in the sense of ventilation of all premises but also in the manufacturing units (e.g. using waste heat of the compressor station with the production of over 100 m<sup>3</sup>/min of compressed air at 7 bar). Currently, system modernisation is already being implemented in such a way that older heat pumps

are replaced by heat pumps of the latest generation, which is, considering the system power (7 MW), a truly serious procedure. In 2023, the company HS Produkt d.o.o. built and put into operation the largest integrated solar power plant in Croatia (in the category of private investor of projects on the roofs of manufacturing plants). With the installed capacity greater than 3.3 MWp, the company goal is to keep investing in energy efficiency and the expansion of current solar power capacities up to 5.5 MWp. This is another way of realizing one of the strategic objectives of the company's Management Board, the one focused on green transition, smart energy management and digitisation of business processes.

What is next? Maintaining competitiveness and core business growth is unquestionable. However, constant striving for acquiring new knowledge, educating the staff in various interdisciplinary areas as well as innovative operations across the whole spectrum of STEM activities were all elements that served as a positive encouragement for the company's Management Board, which identified the need for diversifying its business through investing in research projects. That is exactly why in January 2020 HS Produkt d.o.o., as one of the very rare examples of entrepreneurship in the Republic of Croatia in this context (1/10), initiated the implementation of the project aimed primarily at establishing the **Competence Centre for Advanced Manufacturing and Mechatronics (CEKOM NP 4.0)**. Within the newly-established Competence Centre, research and development activities have been implemented, which in their final stages resulted in the creation of prototype solutions of advanced automated industrial (robotic) cells, stations for precise dimensional measuring and optical character recognition as well as the development of new gadgets and mechatronic and IT solutions for wide commercial application. The Competence Centre strives to promote, upon completion of the project implementation, the development of new skills and knowledge both in Karlovac County and the entire Republic of Croatia and beyond, in cooperation with entrepreneurs and educational institutions, while at the same time implementing the developed technological solutions into the existing manufacturing processes. It is precisely through the diversification of its business that HS Produkt d.o.o. aims to further ensure its long-term position of the economic leader not just in Croatia but also globally. **The CEKOM NP 4.0 project was co-financed by the European Union from the European Regional Development Fund.**

### Hrvatsko-američko društvo

Petrova 119 | HR-10000 Zagreb | [info@cas.hr](mailto:info@cas.hr)  
 Non - Profit Member since: **1999** | Number of employees: **5** | Industry: **Association**  
 Contact: **Biserka Lovrečić**, Office Manager | [www.cas.hr](http://www.cas.hr)



### HS Produkt d.o.o.

Mirka Bogovića 7 | HR-47000 Karlovac | [hs-produkt@hs-produkt.hr](mailto:hs-produkt@hs-produkt.hr)  
 Patron Member since: **2009** | Number of employees: **1810** | Industry: **Manufacturing**  
 Contact: **Željko Pavlin**, Managing Director | [www.hs-produkt.hr](http://www.hs-produkt.hr)



### IBM Hrvatska d.o.o.

Miramarska 23, Eurocenter | HR-10000 Zagreb | [info@hr.ibm.com](mailto:info@hr.ibm.com)  
 Patron Member since: **1999** | Number of employees: **485** | Industry: **Information Technology**  
 Contact: **Tomislav Balun**, Country Leader | [www.ibm.com/hr](http://www.ibm.com/hr)



### INA - industrija nafte d.d.

Avenija Većeslava Holjevca 10 | HR-10020 Zagreb | [ina@ina.hr](mailto:ina@ina.hr)  
 Corporate Member since: **2023** | Number of employees: **2969** | Industry: **Energy**  
 Contact: **Emanuel Kovačić**, Enterprise Relations Chief Counsel | [www.ina.hr](http://www.ina.hr)



### INDAGO d.o.o.

Palmotičeva 15 | HR-10000 Zagreb | [info@indago-consulting.hr](mailto:info@indago-consulting.hr)  
 Small Business Member since: **2020** | Number of employees: **1** | Industry: **Consulting**  
 Contact: **Jadranka Orešković**, Partner | [www.indago-consulting.hr](http://www.indago-consulting.hr)



### INFINUM d.o.o.

Strojarska cesta 22 | HR-10000 Zagreb | [hello@inifinum.com](mailto:hello@inifinum.com)  
 Small Business Member since: **2015** | Number of employees: **400** | Industry: **Information Technology**  
 Contact: **Josip Biščan**, Managing Partner | <https://inifinum.com>



### Infobip d.o.o.

Istarska 157 | HR-52215 Vodnjan | [pravna@infobip.com](mailto:pravna@infobip.com)  
 Corporate Member since: **2021** | Number of employees: **3800** | Industry: **Information Technology**  
 Contact: **Aurora Volarević**, Vice President Corporate Affairs | [www.infobip.com](http://www.infobip.com)



### INsig2 d.o.o.

Buzinska cesta 58 | HR-10010 Zagreb - Buzin | [info@insig2.com](mailto:info@insig2.com)  
 Small Business Member since: **2011** | Number of employees: **75** | Industry: **Information Technology**  
 Contact: **Goran Oparnica**, Director | [www.insig2.co](http://www.insig2.co)



### International Medical Corps Croatia/Međunarodni Medicinski Zbor Hrvatska

Trondheimska 4a | HR-21000 Split | [info@internationalmedicalcorps.hr](mailto:info@internationalmedicalcorps.hr)  
 Non - Profit Member since: **2021** | Number of employees: **5** | Industry: **Association**  
 Contact: **Višnja Čipčić**, Managing Director | <https://internationalmedicalcorps.hr>



### InterXion Hrvatska d.o.o.

Selska cesta 93 | HR-10000 Zagreb | [info.hr@digitalrealty.com](mailto:info.hr@digitalrealty.com)  
 Corporate Member since: **2022** | Number of employees: **24** | Industry: **Information Technology**  
 Contact: **Marijana Bittner**, Marketing Manager | [www.digitalrealty.com/](http://www.digitalrealty.com/)



### Intra Lighting d.o.o.

Moslavačka 28 | HR-43240 Čazma | [info@intra-lighting.com](mailto:info@intra-lighting.com)  
 Corporate Member since: **2018** | Number of employees: **80** | Industry: **Manufacturing**  
 Contact: **Božidar Kadoić**, Executive Director | [www.intra-lighting.com](http://www.intra-lighting.com)



### iOLAP d.o.o.

Prolaz Marije Krucifikse Kozulić 1 | HR-51000 Rijeka | [info@iolap.com](mailto:info@iolap.com)  
 Corporate Member since: **2018** | Number of employees: **230** | Industry: **Information Technology**  
 Contact: **Edi Grbac**, Head of Operations | <https://iolap.com/>



### IQVIA Adriatic d.o.o.

Radnička 80 | HR-10000 Zagreb | [Igor.Lerman@iqvia.com](mailto:Igor.Lerman@iqvia.com)  
 Corporate Member since: **2021** | Number of employees: **7** | Industry: **Information Technology**  
 Contact: **Igor Lerman**, Commercial Lead Croatia & Slovenia | [www.iqvia.com](http://www.iqvia.com)



### Iron Mountain Hrvatska d.o.o.

Stupničke šipkovine 62 | HR-10255 Donji Stupnik | [lea.pranjic@ironmountain.com](mailto:lea.pranjic@ironmountain.com)  
 Corporate Member since: **2021** | Number of employees: **28** | Industry: **Digitization**  
 Contact: **Lea Pranjic**, Office & billing coordinator | [www.ironmountain.hr](http://www.ironmountain.hr)



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Vukovarska 6 | HR-10310 Ivanić Grad | Vitomir.Klasic@bemismfg.com  
 Corporate Member since: **2020** | Number of employees: **80** | Industry: **Manufacturing**  
 Contact: **Vitomir Klasić**, Special Adviser Bemis EMEA | [www.ivanicplast.hr](http://www.ivanicplast.hr)

**JAMNICA plus d.o.o.**

Getaldićeva 3 | HR-10000 Zagreb | uprava@jamnica.hr | [www.jamnica.company](http://www.jamnica.company)  
 Patron Member since: **2020** | Number of employees: **910** | Industry: **Consumer Goods**  
 Contact: **Helena Radić Bosanac**, Beverages Group Corporate Communications & CSR Director

**Jel-Tom d.o.o.**

Ulica Franje Petračića 3 | HR-10000 Zagreb | jeltom7@gmail.com  
 Small Business Member since: **2023** | Number of employees: **8** | Industry: **Manufacturing**  
 Contact: **Tomislav Pokrajčić**, CEO | [www.jeltom.hr](http://www.jeltom.hr)

**Johnson & Johnson S.E. d.o.o.**

Oreškovićeve 6H | HR-10010 Zagreb - Buzin | ddetic@its.jnj.com  
 Patron Member since: **2000** | Number of employees: **95** | Industry: **Health Care**  
 Contact: **Damir Detić**, Governmental Affairs & Market Access Director | [www.jnjgateway.com](http://www.jnjgateway.com)

**JT International Zagreb d.o.o.**

Slavonska avenija 6a / 3. kat | HR-10000 Zagreb | lucia.matkovic@jti.com  
 Patron Member since: **2010** | Number of employees: **26** | Industry: **Consumer Goods**  
 Contact: **Darija Dretar Janežić**, Corporate Affairs and Communications Manager | [www.jti.com](http://www.jti.com)

**JTH Costabella d.o.o. - Hilton Rijeka Costabella**

Opatijska 9 | HR-51000 Rijeka | costabella.info@hilton.com  
 Corporate Member since: **2022** | Number of employees: **180** | Industry: **Hospitality Industry**  
 Contact: **Maja Šimunić**, Director of Sales | [www.hilton.com](http://www.hilton.com)

**Kamiks Eko d.o.o.**

Franje Puškarića 18 | HR-10250 Zagreb | info@kamiks-eko.hr  
 Small Business Member since: **2022** | Number of employees: **29** | Industry: **Technology**  
 Contact: **Jure Ćorušić**, CEO | [www.kamiks-eko.hr](http://www.kamiks-eko.hr)

**KAZ d.o.o.**

Bebrinečki put 4 | HR-10090 Zagreb | petar@kaz.hr  
 Small Business Member since: **2022** | Number of employees: **7** | Industry: **Manufacturing**  
 Contact: **Petar Čalić**, CEO | [www.damp-protection.com](http://www.damp-protection.com)

**Kelteks d.o.o.**

Dr. Slavka Rozgaja 3 | HR-47000 Karlovac | info@solidian-kelteks.com  
 Corporate Member since: **2019** | Number of employees: **280** | Industry: **Manufacturing**  
 Contact: **Lars Breuer**, Managing Director | [www.solidian-kelteks.com](http://www.solidian-kelteks.com)

**Kiara Maria d.o.o.**

Ulica Ive Serdara 9 | HR-10000 Zagreb | balen.ana@gmail.com  
 Small Business Member since: **2018** | Number of employees: **1** | Industry: **Advertising / PR**  
 Contact: **Ana Balen Novosel**, CEO





### Klaster zdravstvenog turizma Kvarnera

Maršala Tita 188/1 | HR-51410 Opatija | kvarner@kvarnerhealth.hr  
 Non - Profit Member since: **2022** | Number of employees: **2** | Industry: **Health Care**  
 Contact: **Vladimir Mozetič**, Cluster President | [www.kvarnerhealth.hr/naslovna](http://www.kvarnerhealth.hr/naslovna)



### Kobsa, Zornada i partneri Odvjetničko društvo d.o.o.

Radnička cesta 80 | HR-10000 Zagreb | info@kip-legal.hr  
 Small Business Member since: **2018** | Number of employees: **9** | Industry: **Legal Services**  
 Contact: **Ivan Zornada**, Board Member

**Kobsa, Zornada  
& Partneri**

### Končar d.d.

Fallerovo šetalište 22 | HR-10000 Zagreb | marketing@koncar.hr  
 Patron Member since: **2018** | Number of employees: **4914** | Industry: **Manufacturing**  
 Contact: **Vlatka Kamenić Jagodić**, Marketing and Corporate Communications Director | [www.koncar.hr/en/](http://www.koncar.hr/en/)

**KONČAR**

### Kovačević Prpić Simeunović odvjetničko društvo d.o.o.

Trg žrtava fašizma 6 | HR-10000 Zagreb | info@kps-law.com  
 Small Business Member since: **2022** | Number of employees: **14** | Industry: **Legal Services**  
 Contact: **Ana Novaković Stipančević**, Partner | <https://kps-law.com/>



### KPMG Croatia d.o.o.

Ivana Lučića 2a / 17 | HR-10000 Zagreb | marketing@kpmg.com | [www.kpmg.com](http://www.kpmg.com)  
 Corporate Member since: **2009** | Number of employees: **230** | Industry: **Consulting**  
 Contact: **Maja Maksimović**, Partner, Tax, Legal, Bookkeeping & Payroll Services for HR & BiH



### Kyndryl d.o.o.

Miramarska cesta 23 | HR-10000 Zagreb | kyndryl.hrvatska@kyndryl.com  
 Patron Member since: **2022** | Number of employees: | Industry: **Information Technology**  
 Contact: **Krešo Perica**, Cloud & Core Enterprise Practices leader CEE & EM | [www.kyndryl.com](http://www.kyndryl.com)

**kyndryl**

### LEAPWISE d.o.o.

Aleksandra Hondla 2c | HR-10000 Zagreb | hello@leapwise.co  
 Small Business Member since: **2023** | Number of employees: **17** | Industry: **Information Technology**  
 Contact: **Mirna Horvat**, Co-founder & COO | <https://leapwise.co/get-in-touch/>



### LEDO plus d.o.o.

Ulica Marijana Čavića 1a | HR-10000 Zagreb | ledo@ledo.hr  
 Patron Member since: **2023** | Number of employees: **960** | Industry: **Consumer Goods**  
 Contact: **Tatjana Petričušić**, Corporate Affairs Manager Adriatics | [www.ledo.hr](http://www.ledo.hr)



### LMG Autokuća d.o.o.

Velikogorička 18a | HR-10419 Vukovina | racunovodstvo@auto.hr  
 Corporate Member since: **2015** | Number of employees: **6** | Industry: **Automotive**  
 Contact: **Branko Kondić**, Executive Director | [www.mitsubishi-motors.hr](http://www.mitsubishi-motors.hr)



### Lovrić Novokmet odvjetničko društvo d.o.o.

Selska cesta 90A | HR-10000 Zagreb | info@lnp-law.hr  
 Small Business Member since: **2023** | Number of employees: **11** | Industry: **Legal Services**  
 Contact: **Pavo Novokmet**, Partner



### LPT d.o.o.

Hrupine 4 | HR-40323 Prelog | kristijan.babic@leggett.com  
 Corporate Member since: **2015** | Number of employees: **400** | Industry: **Manufacturing**  
 Contact: **Kristijan Babić**, Board Member | [www.lpt.hr](http://www.lpt.hr)



### LQ d.o.o.

Petrova 80 | HR-10000 Zagreb | kontakt@lq.hr  
 Small Business Member since: **2019** | Number of employees: **8** | Industry: **Education**  
 Contact: **Ira-Ela Mažuran Marjanović**, Office Manager | [www.lq.hr](http://www.lq.hr)



### Magic Forest d.o.o.

Braće Radića 128A | HR - 43290 Grubišno Polje | info@project-o2.org  
 Small Business Member since: **2022** | Number of employees: **4** | Industry: **Technology**  
 Contact: **Goran Ladišić**, CEO | <https://project-o2.org/>



### MAISTRA d.d.

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 Corporate Member since: **2021** | Number of employees: **1256** | Industry: **Hospitality Industry**  
 Contact: **Barbara Miloglav**, MICE Sales | [www.maistra.hr](http://www.maistra.hr)



### Mala plava hobotnica j.d.o.o. – Expat in Croatia

Put Supavla 1 | HR-21000 Split | happy@expatincroatia.com  
 Small Business Member since: **2023** | Number of employees: **10** | Industry: **Consulting**  
 Contact: **Sara Dyson**, Founder | [www.expatincroatia.com](http://www.expatincroatia.com)



### Manpower d.o.o.

Avenija Dubrovnik 16 | HR-10020 Zagreb | info@manpower.hr  
 Corporate Member since: **2013** | Number of employees: **350** | Industry: **Human Resources**  
 Contact: **Tomislav Radoš**, Business Development Team Lead | [www.manpower.hr](http://www.manpower.hr)



### Marsh d.o.o.

Radnička 80 | HR-10000 Zagreb | iva.rogovic@marsh.com  
 Patron Member since: **2020** | Number of employees: **15** | Industry: **Financial Services**  
 Contact: **Nikolina Vidović**, Client Executive | [www.marsh.com](http://www.marsh.com)



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### Mastercard Europe - Podružnica Zagreb

Radnička 80/12 | HR-10000 Zagreb  
 Corporate Member since: **2014** | Number of employees: **7** | Industry: **Financial Services**  
 Contact: **Gea Kariž**, CEO Croatia | [www.mastercard.hr](http://www.mastercard.hr)



### Materia Life d.o.o.

Berislavićeva 12 | HR-10000 Zagreb | zrinka@materia.eu  
 Small Business Member since: **2023** | Number of employees: **1** | Industry: **Health Care**  
 Contact: **Zrinka Blažević**, Sales & Communications Manager | [www.materia.eu](http://www.materia.eu)



### Matrix Office Park d.o.o.

Slavonska avenija 1b | HR-10000 Zagreb | gtcmatrix@gtc-zagreb.hr  
 Patron Member since: **2020** | Number of employees: **20** | Industry: **Real Estate**  
 Contact: **Marija-Tereza Cerovec**, Asset Manager | [www.matrixofficepark.com](http://www.matrixofficepark.com)





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# THREE GENERATIONS DEDICATED TO DIABETES CARE

Martiana Džepina | CEO, Medilab One

**M**edilab One embodies over three decades of experience and commitment, dedicated to delivering comprehensive solutions for modern healthcare. With a profound understanding of the intricacies within the Croatian market, we employ a proactive, solution- and patient-centric approach in serving our business partners and stakeholders. Our thirty-plus years of operating in Croatia, coupled with our core values and dedication to objectives, form the bedrock of our company's operations.

## SUSTAINABILITY AND CONTINUITY

Emerging as a spin-off of our parent company, Medilab, Medilab One strategically focuses on chronic illness management, particularly diabetes, fostering collaborations within the healthcare system. Our multi-generational business stability and continuity have positioned us as leaders in MedTech solutions for diabetes management in Croatia.

Continuous investment in cultivating specialized expertise allows us to equip our partners with comprehensive infrastructure and knowledge for successful market operations that spans addressing the regulatory and legal aspects of product market entry, ensuring reimbursement approval, educating healthcare professionals, quality assurance, and product distribution.

Our values are proactivity, creativity, dedication, and reliability. They drive us towards innovative technological solutions for chronic illness management, particularly diabetes. We also venture into research projects and their commercialization as part of our goals.

## ROBUST PARTNERSHIPS ENSURE SUCCESS

Operating in Croatia comes with unique geographical and regional considerations that significantly impact patient needs and healthcare provision. Understanding these differences is pivotal in achieving success. Medilab One's profound understanding enables our global partners to gain valuable market insights and successfully identify unmet needs.

Our partners recognize the success of our projects and often use them as benchmarks for successful implementations, not only in Europe but also globally. Experiences from our endeavors serve as models for introducing new services or projects in other markets, fostering mutual trust and partnerships lasting over three decades.

## THRIVING IN A HIGHLY COMPETITIVE ENVIRONMENT

In the face of various product influxes in European and Croatian markets, Medilab One's business philosophy centers on ensuring the availability of top-quality products without compromise.

Our dedication to business excellence is exemplified by the implementation of a quality management system in March 2020, leading to our ISO 9001:2015 certification. This certification assures the quality of our products and services according to user requirements and legal regulations. Our commitment to quality, excellence, and proactive traits have been acknowledged by our global partners.

Furthermore, Medilab One places exceptional emphasis on the well-being and professional development of its employees, creating a unique and enriching work environment. We acknowledge the significance of fostering a supportive, engaging, and productive workplace for our team members. Our colleagues feel valued, empowered, and fulfilled.

## EMPOWERING COMMUNITIES AND ENHANCING LIVES

We are deeply committed to making a positive impact in the lives of the most vulnerable groups. Therefore, we actively participate in socially responsible initiatives, particularly aimed at improving the quality of life for patients with chronic conditions. Additionally, we establish partnerships with non-profit organizations to raise awareness about diabetes and other chronic diseases.

Our users are the core of our operations, with their experiences and feedback shaping our success. Inspired by numerous testimonies from satisfied patients, our products and services have markedly improved their daily diabetes management and overall life quality. These transformations showcase the effectiveness and value of our approach.

In addition to patient care, we are dedicated to reducing our ecological footprint as part of our social responsibility. Through sustainable practices and environmentally conscious choices, we aim to contribute positively to our planet while maintaining our commitment to quality and innovation.

## BALANCE, OUR WAY OF LIFE

The core mission of Medilab One revolves around the pursuit of a balanced approach in addressing chronic illnesses while aiming for excellence in the delivery of innovative solutions. The company upholds a motto "Balance, our way of life" emphasizing the importance of equilibrium and harmony in our endeavors.

Medilab One is committed to delivering reliable solutions for managing chronic illnesses in a manner that acknowledges the significance of balance in healthcare. We aspire to be recognized as leaders in the field, not just through providing access to technological innovation but also by integrating a holistic understanding of the needs of patients and healthcare professionals. The goal is to implement state-of-the-art technological solutions and provide active support to both healthcare providers and patients, striving to attain a harmonious balance between the challenges of illness and the overall quality of life for individuals managing chronic conditions.

# PRECISE PREDICTION OF DIABETES ONSET – A BRIDGE FROM BASIC RESEARCH TO MARKET

Martiana Džepina | CEO, Medilab One

Countries in Central and Eastern Europe are undergoing significant demographic changes. As the population ages, the epidemiological landscape is changing, leading to a higher prevalence of chronic non-communicable diseases. Among these, diabetes stands out, currently affecting over 33 million people in the European Union, with an anticipated increase to 38 million by 2030.

Across the EU, the prevalence of diabetes among adults is 7%. However, this rate varies notably among member states, ranging from below 5% in countries like Ireland and Luxembourg to over 9% in Portugal and Croatia. More than 95% of individuals with diabetes have type 2 diabetes.[1]

Given the absence of a cure for diabetes, the focus of treatment is on maintaining control of the disease by achieving and sustaining optimal blood glucose targets. People living with diabetes must self-manage their condition daily, with sporadic input or support from their healthcare professionals.

Regrettably, almost every other person with diabetes fails to meet the goals for glucose regulation, thus facing a heightened risk of health complications. Around a third of those affected will develop diabetic retinopathy, potentially leading to vision impairment or loss. Additionally, a third will develop cardiovascular disease, while as many as 4 out of 5 cases of end-stage renal disease occur in individuals living with diabetes and high blood pressure.[2]

## RISK STRATIFICATION AND PREVENTION

The development of type 2 diabetes is influenced by various risk factors, such as obesity, unhealthy diet, and lack of physical activity. These factors can be effectively addressed through prevention and lifestyle changes. However, the risk of disease development is also linked to an individual's social status and educational level. According to the European Health Interview Survey (EHIS 2014), the prevalence of diabetes is twice as high in adults with the lowest education level (who have not completed secondary education) compared to those with the highest education level. Currently, the contribution of each of these risk factors has not been quantified, and there is no specific test to stratify the population regarding the risk of developing diabetes, or to predict the period in which the disease will clinically manifest. The availability of such a tool, combined with an individualized approach and targeted preventive strategies, could potentially delay the onset of the disease.

## A MOLECULAR MARKER FOR PREDICTING DIABETES

Research is ongoing to identify a molecular marker that could detect individuals at risk of developing diabetes before any symptoms appear. Some studies suggest that those at increased risk for diabetes exhibit altered glycosylation patterns in their plasma proteins. Building on these findings, Medilab One, in collaboration with the Institute of Anthropology in Zagreb, conducted a three year long industrial research (*Individualized approach in predicting diabetes onset, KK.01.2.1.02.0021*) which was co-funded by the European Regional Development Fund. The aim was to identify glycan structures on human plasma proteins that indicate the risk of developing type 2 diabetes in individuals who show no signs of the disease. The research also focused on determining the diagnostic value of these glycan structures in predicting diabetes development. This highly complex project encompassed participants across Croatia, and the final product was a market-plausible, predictive value, screening test for individuals within the healthy population.

## ADVANCING DIABETES PREDICTION: INSIGHTS FROM THE PROJECT

*The Individualized approach in predicting diabetes onset* project represents a groundbreaking stride in diabetes research. Over three years, data from more than 2000 participants were meticulously analyzed to pinpoint biomarkers and factors linked to changes in glycemic status. This endeavor not only highlights the precision of modern data collection methods but also the project's commitment to comprehensive analysis for robust conclusions.

A standout achievement of the project is the successful development of a predictive model. This model, leveraging measurements of HbA1c and N-glycans of total plasma proteins, has achieved an impressive 78.3% accuracy in forecasting the glycemic status of individuals a year post-analysis. Such a high degree of accuracy underlines the model's potential in preempting diabetes, marking a significant leap forward from previous methodologies.

The project also made intriguing correlations between N-glycans and the body mass index (BMI) of participants. Identified N-glycans changing in line with BMI offer potential as biological markers, crucial for monitoring lifestyle intervention effectiveness. Furthermore, the research reaffirmed the positive impact of using real-time continuous glucose monitoring system Dexcom ONE, and the Mediterranean diet on glycemic status. These results confirm that dietary adjustments towards a Mediterranean-style diet could prevent diabetes onset. These findings open new avenues in personalized diabetes management, tailoring prevention strategies to individual needs.

## FROM BASIC RESEARCH TO COMMERCIALIZATION

This industrial research project, valued at 4.3 million euros, exemplifies the necessary public-private investments for the commercialization of innovations and R&D. It has the potential for a significant impact on European healthcare systems. The annual cost of treating diabetes in Europe is approximately 150 billion euros, with 75% of these costs attributed to treating complications. Thus, the prospect of prediction and targeted intervention through lifestyle recommendations aimed at delaying or preventing the onset of the disease in individuals identified through screening has exceptional economic significance.



**MEDILAB ONE**

Život u pravoj mjeri.

MEDILIFE grupa

[1] OECD/European Union (2022), Health at a Glance: Europe 2022: State of Health in the EU Cycle, OECD Publishing, Paris, <https://doi.org/10.1787/507433b0-en>.

[2] European Parliament resolution of 23 November 2022 on prevention, management and better care of diabetes in the EU on the occasion of World Diabetes Day (2022/2901(RSP))

### Maverick Wealth Management d.o.o.

Ulica grada Vukovara 269d/II | HR-10000 Zagreb | info@mwm.hr  
 Small Business Member since: **2021** | Number of employees: **6** | Industry: **Financial Services**  
 Contact: **Biljana Jagarčec**, Middle Office Specialist | <https://maverick.hr>



### Mazars Cinotti Consulting d.o.o.

Strojarska cesta 20 | HR-10000 Zagreb | mazars@mazars.hr | [www.mazars.hr](http://www.mazars.hr)  
 Corporate Member since: **2021** | Number of employees: **150** | Industry: **Financial Services**  
 Contact: **Ružica Marta Ljubičić**, Business Development and Marketing Manager, Croatia, Serbia, BiH



### McKinsey & Company, Inc. Adriatic Podružnica

Radnička cesta 37/A | HR-10000 Zagreb | ivana\_krkic@mckinsey.com  
 Patron Member since: **2004** | Number of employees: **36** | Industry: **Consulting**  
 Contact: **Tomislav Brezinščak**, Partner | [www.mckinsey.com/hr/overview](http://www.mckinsey.com/hr/overview)



### Medical Intertrade d.o.o.

Dr. Franje Tuđmana 3 | HR-10431 Sveta Nedelja | uprava@medical-intertrade.hr  
 Patron Member since: **2013** | Number of employees: **494** | Industry: **Health Care**  
 Contact: **Diana Percač**, Board Member | [www.medical-intertrade.hr](http://www.medical-intertrade.hr)



### Medika d.d.

Capraška 1 | HR-10000 Zagreb | medika.uprava@medika.hr  
 Corporate Member since: **2021** | Number of employees: **935** | Industry: **Health Care**  
 Contact: **Ana Petrlin**, Office Manager | [www.medika.hr](http://www.medika.hr)



### Medilab One d.o.o.

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 Patron Member since: **2023** | Number of employees: **23** | Industry: **Health Care**  
 Contact: **Martiana Džepina**, CEO | [www.medilabone.com](http://www.medilabone.com)



### Medtronic Adriatic d.o.o.

Folnegovićeve 1c | HR-10000 Zagreb | zvonka.vukelic@medtronic.com  
 Patron Member since: **2001** | Number of employees: **64** | Industry: **Health Care**  
 Contact: **Zvonka Vukelić**, Supervisor CEE Business Support | [www.medtronic.com](http://www.medtronic.com)



### Međunarodni institut za klimatske aktivnosti (IICA)

Pantovčak 45 | HR-10000 Zagreb | info@iica-hr.eu  
 Non - Profit Member since: **2021** | Number of employees: **3** | Industry: **Association**  
 Contact: **Lorena Šatrak**, Secretary general | [www.iica-hr.eu](http://www.iica-hr.eu)



### MERCK d.o.o.

Oreškovićeve 6H/1 | HR-10010 Zagreb | merck@merck.hr | [www.merckgroup.com](http://www.merckgroup.com)  
 Corporate Member since: **2021** | Number of employees: **35** | Industry: **Health Care**  
 Contact: **Daniela Ćutić**, Market Access and Pricing & Government Affairs Manager



### Merck Sharp & Dohme d.o.o.

Ivana Lučića 2a | HR-10000 Zagreb | mirela.horvat.kis@merck.com  
 Patron Member since: **1999** | Number of employees: **50** | Industry: **Health Care**  
 Contact: **Mirela Horvat Kiš**, Public Policy Lead | [www.merck.com](http://www.merck.com)



**STEERING THROUGH STORMS:**

# MKPS - Your Compass in Croatia's Political Waters

By Miroslav Kovačić | CEO, MKPS



**T**oday's world is always changing, especially in politics, and this can be tough for businesses. It's really important to be good at managing political risks, especially in Croatia's complex market. This means understanding how changes in policies and laws might affect your business and planning for them.

The American Chamber of Commerce in Croatia brings businesses together to learn, network, and work on policy issues. Being part of this group means more than just protecting your business from political problems. It's about actively finding new opportunities and getting ahead of competitors.

Managing political risk involves a lot of things. It is about keeping an eye on law changes, understanding new regulations, talking to decision-makers, and making plans that can handle political surprises.

## Investment in insurance

Investing in managing political risk is like buying insurance for your business against unexpected political changes. It helps you use these changes to your advantage, not just survive them.

Having a good reputation is really valuable, and a strong strategy for managing political risk helps improve how people see your business. It shows you are responsible and forward-thinking, making your business retain positive reputation even in tough political times.

## MKPS - your partner in Croatia

Combining thorough political risk analysis with smart business planning is key to doing well in the Croatian market. By investing in these services, members of the American Chamber of Commerce are not just protecting their businesses. They are making informed decisions, planning well, and becoming more resilient to potential disruption.

MKPS helps businesses navigate through Croatia's political landscape. We understand the Croatian market well and have a team of experts which help your business not just avoid political risks but use them to grow and innovate. Our team has had years of hands-on experience both in and outside of government. We were advising political leaders, took part in legislative processes and reform both as officials and consultants, in Croatia and internationally. We are more than consultants - we are your partners in building a strong foundation for your success in Croatia.

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### Meta Platforms Ireland Limited

Merrion road | D04X2K5 Dublin 4 | patriktovarys@fb.com  
 Corporate Member since: **2020** | Number of employees: | Industry: **Information Technology**  
 Contact: **Patrik Tovaryš**, Public Policy Manager CEE | <https://about.fb.com/>



### Metroholding d.d.

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 Small Business Member since: **2015** | Number of employees: **6** | Industry: **Financial Services**  
 Contact: **Ivan Čulo**, President of the Supervisory Board | [www.metroholding.hr](http://www.metroholding.hr)



### Metroteka d.o.o.

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 Small Business Member since: **2015** | Number of employees: **12** | Industry: **Consulting**  
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### Microsoft Hrvatska d.o.o.

Horvatova 82 / 6. kat | HR-10010 Zagreb  
 Patron Member since: **1999** | Number of employees: **55** | Industry: **Information Technology**  
 Contact: **Tatjana Skoko**, Sustainability Lead for Southeast Europe | [www.microsoft.com/hr-hr/](http://www.microsoft.com/hr-hr/)



### MK poslovni savjeti d.o.o.

Ulica Frana Kesterčaneka 2A | HR-10000 Zagreb | mkps@mkps.hr  
 Small Business Member since: **2023** | Number of employees: **3** | Industry: **Consulting**  
 Contact: **Dejan Jelić**, Procurator | <https://mkps.hr/>



### MPPD d.o.o. - Mövenpick Zagreb

Oreškovićeve ulica 3D | HR-10010 Zagreb  
 Small Business Member since: **2022** | Number of employees: **45** | Industry: **Hospitality Industry**  
 Contact: **Leonardo Buzov Vulas**, Director of Sales & Marketing  
[www.movenpick.com/en/europe/croatia/zagreb/movenpick-zagreb.html](http://www.movenpick.com/en/europe/croatia/zagreb/movenpick-zagreb.html)



### MS Tech d.o.o.

Tometići 1/D | HR - 51215 Kastav  
 Corporate Member since: **2020** | Number of employees: **31** | Industry: **Manufacturing**  
 Contact: **Daria Bozanić Jusup**, Administrative Office Manager | [www.metalsharkboats.com](http://www.metalsharkboats.com)



### Navis Yacht Charter - Posada d.o.o.

Spinčićeva 2D | HR-21000 Split | info@navis-yacht-charter.com  
 Small Business Member since: **2013** | Number of employees: **6** | Industry: **Travel / Tourism**  
 Contact: **Neno Vrgoč**, CEO | <https://navisyachtcharter.com/>



### NEPHOS d.o.o.

Bauerova 25 | HR-10000 Zagreb | info@nephos.eu  
 Small Business Member since: **2019** | Number of employees: **8** | Industry: **Information Technology**  
 Contact: **Tomislav Tipurić**, Chief Technology Officer | [www.nephos.eu](http://www.nephos.eu)



### Nexe d.d.

Tajnovac 1 | HR-31500 Našice | uprava@nexe.hr  
 Patron Member since: **2017** | Number of employees: **1800** | Industry: **Manufacturing**  
 Contact: **Ivan Ergović**, President of the Board | [www.nexe.hr](http://www.nexe.hr)





### Nexi Croatia d.o.o.

Slavonska avenija 1A | HR-10000 Zagreb | info.cee@nexigroup.com  
 Corporate Member since: **2021** | Number of employees: **373** | Industry: **Financial Services**  
 Contact: **Irina Bručić**, Country Director | [www.nexi.hr](http://www.nexi.hr)



### NIKE Retail B.V., Glavna podružnica Zagreb

Radnička cesta 80, Zagrebtower, 5. kat | HR-10000 Zagreb  
 Corporate Member since: **2023** | Number of employees: **14** | Industry: **Consumer Goods**  
 Contact: **Zoran Strsojglavec**, Brand Protection Manager | [www.nike.com](http://www.nike.com)



### Nokia Solutions and Networks d.o.o.

Radnička cesta 177 | HR-10000 Zagreb | cmt.hr@nokia.com  
 Corporate Member since: **2021** | Number of employees: **45** | Industry: **Telecommunications**  
 Contact: **Mario Topić**, Managing Director | [www.nokia.com](http://www.nokia.com)



### NOVA TV d.d.

Buzinski Krči 1 | HR-10000 Zagreb | novatv@novatv.hr  
 Patron Member since: **2008** | Number of employees: **455** | Industry: **Media / Publishing**  
 Contact: **Ivana Galić Baksa**, Marketing, PR and Corporate Communication director | [www.novatv.hr](http://www.novatv.hr)



### Novartis Hrvatska d.o.o.

Radnička cesta 37b | HR-10000 Zagreb  
 Patron Member since: **2012** | Number of employees: **56** | Industry: **Health Care**  
 Contact: **Danko Schönwald**, CPO Head | [www.novartis.com](http://www.novartis.com)



### Novo Nordisk Hrvatska d.o.o.

Ulica Damira Tomljanovića-Gavrana 17 | HR-10020 Zagreb | kontakt@novonordisk.com  
 Corporate Member since: **2019** | Number of employees: **49** | Industry: **Health Care**  
 Contact: **Vanessa Benković**, Market Access & Public Affairs Director | [www.novonordisk.hr](http://www.novonordisk.hr)



### OD Bradvica Marić Wahl Cesarec d.o.o.

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 Small Business Member since: **2022** | Number of employees: **20** | Industry: **Legal Services**  
 Contact: **Ivan Luetić**, Attorney at Law | <https://bmwc.hr>



### Odvjetnica Sanja Artuković

Petra Berislavića 3 | HR-10000 Zagreb | sanja.artukovic@oua.hr  
 Small Business Member since: **2021** | Number of employees: **5** | Industry: **Legal Services**  
 Contact: **Sanja Artuković**, Attorney at Law

### Odvjetnički ured Darko Markušić

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 Small Business Member since: **2023** | Number of employees: **4** | Industry: **Legal Services**  
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### Odvjetničko društvo Ilej & Partneri d.o.o.

Petračićeva 4 | HR-10000 Zagreb | office@ilej-partners.com  
 Small Business Member since: **2021** | Number of employees: **19** | Industry: **Legal Services**  
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### Odvjetničko društvo Porobija & Špoljarić d.o.o.

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 Small Business Member since: **2020** | Number of employees: **19** | Industry: **Legal Services**  
 Contact: **Marko Porobija**, Managing Partner | [www.psod.hr/](http://www.psod.hr/)



POROBIJA & ŠPOLJARIĆ

### Odvjetničko društvo Praljak & Svić d.o.o.

Radnička cesta 37B | HR-10000 Zagreb | info@ps-law.hr  
 Small Business Member since: **2022** | Number of employees: **8** | Industry: **Legal Services**  
 Contact: **Petra Šalamun**, Office Manager | [www.ps-law.hr](http://www.ps-law.hr)



### Odvjetničko društvo Škurla, Durmiš i Spajić d.o.o.

Preradovićeveva 24 | HR-10000 Zagreb | info@bsds.hr  
 Small Business Member since: **2011** | Number of employees: **19** | Industry: **Legal Services**  
 Contact: **Hrvoje Spajić**, Partner | [www.bsds.hr](http://www.bsds.hr)



### Odvjetničko društvo Šooš Maceljki, Mandić, Stanić & Partneri d.o.o.

Trg žrtava fašizma 6/III | HR-10000 Zagreb | info@mspartneri.hr  
 Small Business Member since: **2015** | Number of employees: **15** | Industry: **Legal Services**  
 Contact: **Andrej Šooš Maceljki**, Director | <http://mspartneri.hr>



### Odvjetničko društvo Stančić-Rokotov i partneri d.o.o.

Trg Marka Marulića 17/III | HR-10000 Zagreb | stancic-rokotov@odvjetnicki-ured.hr  
 Small Business Member since: **2023** | Number of employees: **5** | Industry: **Legal Services**  
 Contact: **Nikša Stančić-Rokotov**, attorney-at-law, Partner | [www.odvjetnicki-ured.hr](http://www.odvjetnicki-ured.hr)



### Odvjetničko društvo Vedriš & Partneri d.o.o.

Ozaljska 136 | HR-10000 Zagreb | info@vedris-partners.hr  
 Small Business Member since: **2004** | Number of employees: **7** | Industry: **Legal Services**  
 Contact: **Vlatka Vedriš**, Attorney at Law | [www.vedris-partners.hr](http://www.vedris-partners.hr)



### Odvjetničko društvo Župić i partneri d.o.o.

Budmanijeva 1 | HR-10000 Zagreb | info@zupic.hr  
 Small Business Member since: **2013** | Number of employees: **35** | Industry: **Legal Services**  
 Contact: **Mirna Pavletić Župić**, Partner, Attorney at Law | [www.zupicipartneri.hr](http://www.zupicipartneri.hr)



[www.zupicipartneri.hr](http://www.zupicipartneri.hr)

### Odvjetnik Hrvoje Ivić

Savska cesta 32 / X (Zagreb HOTO Tower) | HR-10000 Zagreb | hrvoje.ivic@ivic-law.eu  
 Small Business Member since: **2021** | Number of employees: **1** | Industry: **Legal Services**  
 Contact: **Hrvoje Ivić**, Attorney at Law | <https://linkedin.com/in/hrvoje-ivic-94552318a>

IVIĆ LAW OFFICE

### Odvjetnik Josip Konjevod

Ilica 36 | HR-10000 Zagreb | josip@vk-law.com.hr  
 Small Business Member since: **2022** | Number of employees: **3** | Industry: **Legal Services**  
 Contact: **Josip Konjevod**, Attorney at Law



Law office Konjevod

### Odvjetnik Mario Perica

Dubašnička 17 | HR-10000 Zagreb | mario.perica1@gmail.com  
 Small Business Member since: **2022** | Number of employees: **1** | Industry: **Legal Services**  
 Contact: **Mario Perica**, Attorney at Law | <https://linkedin.com/in/marioperica>



## Odvjetnik Zvonimir Đuran

Andrije Hebranga 8 | HR-10000 Zagreb | zvonimir.duran@duran.hr  
 Small Business Member since: **2023** | Number of employees: **2** | Industry: **Legal Services**  
 Contact: **Zvonimir Đuran**, Attorney at Law | [www.duran.hr](http://www.duran.hr)

LAW OFFICE ĐURAN

## Oktal Pharma d.o.o.

Utinjska 40 | HR-10020 Zagreb | oktal-pharma@oktal-pharma.hr  
 Corporate Member since: **2017** | Number of employees: **763** | Industry: **Health Care**  
 Contact: **Ivan Klobučar**, President of the Management Board | [www.oktal-pharma.hr](http://www.oktal-pharma.hr)



## Olympus Czech Group, s.r.o., član koncerna, Podružnica Zagreb

Slavonska avenija 1B (Matrix Office Park Zgrada B) | HR-10000 Zagreb  
 Corporate Member since: **2016** | Number of employees: **18** | Industry: **Health Care**  
 Contact: **Ivana Madunić**, Chief financial officer | [ivana.madunic@olympus-europa.com](mailto:ivana.madunic@olympus-europa.com) | [www.olympus.hr](http://www.olympus.hr)



## Oprema d.d.

Gospodarska ulica 5 | HR-42230 Ludbreg | info@oprema.com  
 Patron Member since: **2023** | Number of employees: **284** | Industry: **Manufacturing**  
 Contact: **Domagoj Cvetko**, Owner and CEO | [www.oprema.com/](http://www.oprema.com/)



## Oracle Hrvatska d.o.o.

Strojarska cesta 22 | HR-10000 Zagreb | info-hr\_ww@oracle.com  
 Patron Member since: **2000** | Number of employees: **50** | Industry: **Information Technology**  
 Contact: **Anita Domaćinović**, Office Manager | [www.oracle.hr](http://www.oracle.hr)



## Orbico d.o.o.

Koturaška 69 | HR-10000 Zagreb | info@orbico.com  
 Patron Member since: **2011** | Number of employees: **1196** | Industry: **Consumer Goods**  
 Contact: **Kristina Pavković**, Business Secretary of the Management Board | [www.orbico.com](http://www.orbico.com)



## Osijek-Koteks d.d.

Šamačka 11 | HR-31000 Osijek | info@osijek-koteks.hr  
 Corporate Member since: **2018** | Number of employees: **452** | Industry: **Construction**  
 Contact: **Marko Tadić**, Board Member | [www.osijek-koteks.hr](http://www.osijek-koteks.hr)



## OTIS dizala d.o.o.

Prilaz V. Brajkovića 15 | HR-10020 Zagreb | otis.dizala@otis.com  
 Corporate Member since: **2020** | Number of employees: **84** | Industry: **Manufacturing**  
 Contact: **Željko Butina**, Board President | [www.otis.com/hr/hr/](http://www.otis.com/hr/hr/)



## PBZ Card d.o.o.

Radnička cesta 44 | HR-10000 Zagreb | info@pbzcard.hr | [www.pbzcard.hr](http://www.pbzcard.hr)  
 Patron Member since: **1999** | Number of employees: **250** | Industry: **Financial Services**  
 Contact: **Sanja Juričan**, Acquisition, Activation and Communication Department Director



## Pešut & Matić odvjetničko društvo d.o.o.

Miramarska cesta 24, X kat | HR-10000 Zagreb | info@pmod.hr  
 Small Business Member since: **2022** | Number of employees: **4** | Industry: **Legal Services**  
 Contact: **Edita Matić**, CEO | [www.pmod.hr](http://www.pmod.hr)



### Petrić & Kajić odvjetničko društvo d.o.o.

Ulica Crvenog križa 27 | HR-10000 Zagreb | info@petric-kajic.hr  
 Small Business Member since: **2019** | Number of employees: **5** | Industry: **Legal Services**  
 Contact: **Petar Petrić**, Attorney at Law | [www.petric-kajic.hr](http://www.petric-kajic.hr)



### Petrol d.o.o.

Savska Opatovina 36 | HR-10090 Zagreb  
 Corporate Member since: **2017** | Number of employees: **800** | Industry: **Energy**  
 Contact: **Vedrana Klarić**, Marketing Manager | [www.petrol.hr](http://www.petrol.hr)



### Pevex d.d.

Savska cesta 84 | HR-10360 Sesvete | info@pevex.hr  
 Corporate Member since: **2020** | Number of employees: **2250** | Industry: **Consumer Goods**  
 Contact: **Sanja Martinko**, HR Director | <https://pevex.hr/kompanija/>



### Pfizer Croatia d.o.o.

Plaza Centar, Slavonska avenija 6 | HR-10000 Zagreb  
 Patron Member since: **1999** | Number of employees: **43** | Industry: **Health Care**  
 Contact: **Sanja Bratić**, Commercial Operations Lead Adriatic | [www.pfizer.com](http://www.pfizer.com)



### Philip Morris Zagreb d.o.o.

Heinzelova 70 | HR-10000 Zagreb  
 Patron Member since: **1999** | Number of employees: **120** | Industry: **Consumer Goods**  
 Contact: **Marijana Bubalo**, Management Board Member for development | [www.pmi.com](http://www.pmi.com)



PHILIP MORRIS  
ZAGREB D.O.O.

### PHILIPS d.o.o.

Horvatova 82 | HR-10010 Zagreb | Philips.Croatia@philips.com  
 Patron Member since: **2012** | Number of employees: **20** | Industry: **Technology**  
 Contact: **Branka Kovačević**, HR Coordinator Adriatics | [www.philips.hr](http://www.philips.hr)



### Piper d.o.o.

Ulica Frane Petrića 3 | HR-10000 Zagreb | piper@piper.hr  
 Small Business Member since: **2000** | Number of employees: **50** | Industry: **Demining**  
 Contact: **Željko Romić**, Director | [www.piper.hr](http://www.piper.hr)



### Plan 2B interijeri d.o.o.

Samoborska cesta 89 | HR-10090 Zagreb | info@plan2b.hr  
 Small Business Member since: **2019** | Number of employees: **9** | Industry: **Interior Design**  
 Contact: **Branimir Valičević**, Director | [www.plan2b.hr](http://www.plan2b.hr)



### Pliva Hrvatska d.o.o.

Prilaz baruna Filipovića 25 | HR-10000 Zagreb | info@pliva.com | [www.pliva.hr](http://www.pliva.hr)  
 Patron Member since: **2000** | Number of employees: **2700** | Industry: **Health Care**  
 Contact: **Tamara Sušanj Šulentić**, Senior Director of Communications for Italy, SEE and Bulgaria



### Podravka d.d.

Ante Starčevića 32 | HR-48000 Koprivnica | podravka@podravka.hr  
 Patron Member since: **2003** | Number of employees: **4200** | Industry: **Consumer Goods**  
 Contact: **Dalibor Šijak**, General Manager International Markets | [www.podravka.hr](http://www.podravka.hr)





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 Small Business Member since: **2016** | Number of employees: **30** | Industry: **Health Care**  
 Contact: **Iva Brozičević Dragičević**, Assistant General Manager and Sports psychologist



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### Poslovna Inteligencija d.o.o.

Krste Pavletića 1 | HR-10000 Zagreb | poslovna@inteligencija.com  
 Corporate Member since: **2015** | Number of employees: **140** | Industry: **Information Technology**  
 Contact: **Anita Cvetic Oreščanin**, Board Member | [www.inteligencija.com](http://www.inteligencija.com)

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### Presscut d.o.o.

Domagojeva 2 | HR-10000 Zagreb | helpdesk@presscut.hr  
 Small Business Member since: **2014** | Number of employees: **35** | Industry: **Media / Publishing**  
 Contact: **Danijela Ljubek Župančić**, Client Service Account Manager | [www.presscut.hr](http://www.presscut.hr)



### PricewaterhouseCoopers d.o.o. (PwC Croatia)

Heinzlova 70 | HR-10000 Zagreb | hr\_pwc\_croatia@pwc.com  
 Patron Member since: **1999** | Number of employees: **268** | Industry: **Consulting**  
 Contact: **Jasna Kržanić**, Marketing & Communications Manager | [www.pwc.hr](http://www.pwc.hr)



### Prima Solvent d.o.o.

Gradišćanska 32 | HR-10000 Zagreb | matija.arapovic@primasolvent.hr  
 Small Business Member since: **2022** | Number of employees: **45** | Industry: **Financial Services**  
 Contact: **Matija Arapović**, CEO | [www.bon.hr](http://www.bon.hr)



### Pro Integris d.o.o.

Lovački put 7 | HR-21000 Split | info@prointegris.hr  
 Small Business Member since: **2019** | Number of employees: **42** | Industry: **Engineering**  
 Contact: **Ivan Višić**, Director | [www.prointegris.hr](http://www.prointegris.hr)



### Prva mreža održivog društva i ekonomije - MODE1

Fra Filipa Grabovca 4 | HR-10000 Zagreb | info@mamforce.hr  
 Non - Profit Member since: **2019** | Number of employees: **3** | Industry: **Association**  
 Contact: **Dijana Kobas Dešković**, President | <http://mode-1.org/>



### Punta Skala d.o.o.

Zrinsko-Frankopanska 38 | HR-23000 Zadar  
 Corporate Member since: **2022** | Number of employees: | Industry: **Hospitality Industry**  
 Contact: **Anđela Lovrić**, Head of Sales SEE/CEE/RUS/CIS | [www.falkensteiner.com/en/resortpuntaskala](http://www.falkensteiner.com/en/resortpuntaskala)



### Qualys GmbH

Munchen Airport Terminalstrasse Mitte 18 | D-85356 Munchen | emir@qualys.com  
 Corporate Member since: **2021** | Number of employees: **1500** | Industry: **Information Technology**  
 Contact: **Emir Arslanagić**, Regional Manager for SEE and Turkey | [www.qualys.com](http://www.qualys.com)



### Radnik d.d.

Ulica kralja Tomislava 45 | HR-48260 Križevci | radnik@radnik.hr  
 Patron Member since: **2022** | Number of employees: **360** | Industry: **Manufacturing**  
 Contact: **Ana Habijanec**, Board Member for Development | [www.radnik.hr](http://www.radnik.hr)



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Magazinska 69 | HR-10000 Zagreb | ured.uprave@rba.hr  
 Corporate Member since: **1999** | Number of employees: **1694** | Industry: **Financial Services**  
 Contact: **Iva Bakija**, Director of Board Office | [www.rba.hr](http://www.rba.hr)



### Ramiro d.o.o.

Ulica Vjekoslava Heinzela 33 | HR-10000 Zagreb | ramiro@ramiro.hr  
 Small Business Member since: **2023** | Number of employees: **10** | Industry: **Consulting**  
 Contact: **Igor Pureta**, Board Member | [www.ramiro.hr](http://www.ramiro.hr)



### RC CROATIA DEVELOPMENT d.o.o

Ulica Roberta Frangeša Mihanovića 9 | HR-10000 Zagreb | peric@rceurope.com  
 Corporate Member since: **2022** | Number of employees: **3** | Industry: **Real Estate**  
 Contact: **Ana-Marija Perić**, Office Manager | [www.rceurope.com](http://www.rceurope.com)



### Real grupa d.o.o.

Ljudevita Posavskog 31 | HR-10000 Zagreb | juraj@realgrupa.com  
 Corporate Member since: **2020** | Number of employees: **147** | Industry: **Advertising / PR**  
 Contact: **Juraj Sinanović**, CFO | [www.realgrupa.com](http://www.realgrupa.com)



### RecruitGiant Ltd

348, Triq il-Mitjar | MST 1017 Mosta | md@recruitgiant.eu  
 Small Business Member since: **2023** | Number of employees: | Industry: **Human Resources**  
 Contact: **Tomas Mikalauskas**, President | [www.recruitgiant.eu](http://www.recruitgiant.eu)



### RED BULL ADRIA d.o.o.

Krste Pavletića 1 | HR-10000 Zagreb | info.hr@redbull.com  
 Corporate Member since: **2019** | Number of employees: **24** | Industry: **Consumer Goods**  
 Contact: **Tatjana Prpić**, Finance Manager/Member of the Board | [www.redbull.com](http://www.redbull.com)



### Rhea d.o.o. - UPS Authorised Service Contractor

Zelena aleja 41 | HR-10410 Velika Gorica | info@rhea.hr  
 Small Business Member since: **1999** | Number of employees: **106** | Industry: **Distribution / Logistics**  
 Contact: **Franjo Božičević**, Sales Manager | [www.rhea.hr](http://www.rhea.hr)



### RIT Croatia

Don Frana Bulića 6 | HR-20000 Dubrovnik | admissions@croatia.rit.edu  
 Small Business Member since: **1999** | Number of employees: **96** | Industry: **Education**  
 Contact: **dr. sc. Irena Guszak**, President and Dean | [www.croatia.rit.edu](http://www.croatia.rit.edu)



### RKR d.o.o.

Trg Kralja Petra Svačića 1 | HR-47000 Karlovac | rkr@rkr.hr  
 Small Business Member since: **2021** | Number of employees: **25** | Industry: **Financial Services**  
 Contact: **Sanda Bižić**, Partner | <https://rkr.hr/hr/>



### Robert Bosch d.o.o.

Ulica Kneza Branimira 22 | HR-10040 Zagreb | danica.katicic@hr.bosch.com  
 Corporate Member since: **2020** | Number of employees: **73** | Industry: **Consumer Goods**  
 Contact: **Danica Katičić**, Human Resources Manager (HRL-KN) | [www.bosch.hr](http://www.bosch.hr)







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**Roche d.o.o.**

Ulica grada Vukovara 269a | HR-10000 Zagreb | [croatia.info@roche.com](mailto:croatia.info@roche.com)  
 Patron Member since: **2011** | Number of employees: **65** | Industry: **Health Care**  
 Contact: **Nina Pirker Oreščanin**, GM's Personal Assistant & Business Associate | [www.roche.com](http://www.roche.com)

**SANDOZ d.o.o.**

Maksimirska 120 | HR-10000 Zagreb | [upit.croatia@sandoz.com](mailto:upit.croatia@sandoz.com)  
 Corporate Member since: **2014** | Number of employees: **100** | Industry: **Health Care**  
 Contact: **Ana Gongola**, Country Head Croatia | [www.sandoz.hr](http://www.sandoz.hr)

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

Industrijska cesta 1, Potok | HR-44317 Popovača | [sano@sano.hr](mailto:sano@sano.hr)  
 Corporate Member since: **2019** | Number of employees: **42** | Industry: **Agriculture**  
 Contact: **Tomislav Bosilj**, Director | [www.sano.hr](http://www.sano.hr)

**SAS Institute d.o.o. podružnica Zagreb**

Damira Tomljanovića Gavrana 13 | HR-10000 Zagreb | [kristina.matijas@sas.com](mailto:kristina.matijas@sas.com)  
 Corporate Member since: **2019** | Number of employees: **9** | Industry: **Information Technology**  
 Contact: **Asmir Muslić**, Sr Account Executive | [www.sas.com/adriatic](http://www.sas.com/adriatic)

**Savez izviđača Hrvatske**

Koturaška cesta 3a | HR-10000 Zagreb | [scouts@scouts.hr](mailto:scouts@scouts.hr)  
 Non - Profit Member since: **2017** | Number of employees: **6** | Industry: **Association**  
 Contact: **Dan Špicer**, Business Director | [www.scouts.hr](http://www.scouts.hr)

**Schneider Electric d.o.o.**

Strojarska cesta 22 | HR-10000 Zagreb | [podrska.hr@se.com](mailto:podrska.hr@se.com) | [www.se.com/hr](http://www.se.com/hr)  
 Corporate Member since: **2019** | Number of employees: **69** | Industry: **Energy**  
 Contact: **Željka Bučec**, CS&Q BP for Croatia, Slovenia, BiH, Serbia and Montenegro - Customer Satisfaction & Quality

**Sedmi odjel d.o.o.**

Črešnjevci 68 a | HR-10000 Zagreb | [info@sedmiodjel.com](mailto:info@sedmiodjel.com)  
 Small Business Member since: **2021** | Number of employees: **32** | Industry: **Information Technology**  
 Contact: **Ronald Gašpar**, COO | [www.sedmiodjel.com](http://www.sedmiodjel.com)

**Selectio d.o.o.**

Strojarska 20 | HR-10000 Zagreb | [kontakt@selectio.hr](mailto:kontakt@selectio.hr)  
 Patron Member since: **2006** | Number of employees: **26** | Industry: **Human Resources**  
 Contact: **Martina Kessler**, Head of Organizational Development Solutions | [www.selectio.hr](http://www.selectio.hr)

**Selectium d.o.o.**

Radnička cesta 41 | HR-10000 Zagreb | [info@hpe.hr](mailto:info@hpe.hr)  
 Corporate Member since: **2019** | Number of employees: **29** | Industry: **Information Technology**  
 Contact: **Sonja Canjuga**, Marketing Manager | [www.selectium.hr](http://www.selectium.hr)

**Serengeti d.o.o.**

Zadarska 80 | HR-10000 Zagreb | [info@serengetitech.com](mailto:info@serengetitech.com)  
 Small Business Member since: **2020** | Number of employees: **150** | Industry: **Information Technology**  
 Contact: **Ana Milas**, Head of Marketing and Business Development | <https://serengetitech.com/>



# Enhancing **resilience to cyber threats** with cyber security training

The shortage of staff and expertise in the field of cybersecurity has been addressed at Span as a market need, regardless of whether it is in the public or business sector. Digitization and digital transformation greatly benefit all industries, but also introduce risks associated with increased technological use. The mission of the Span Cyber Security Center is to develop defense competencies at the organizational level through suitable training of all employee profiles.

**D**igital transformation involves new organizational models and the integration of digital technology into all business areas. The use of digital technology, coupled with the reliance of business systems on Internet communication, presents threats in cyberspace. We witness different types of attacks on organizations and individuals every day, resulting in specific financial damage and various business problems, sometimes leading to a complete temporary disruption of major business system activities.

According to Cyber Security Training Expert Marinko Žagar, employee training is the fastest and most effective way to protect against cyber risks. Over 80% of all successful cyberattacks are carried out through employees; experts refer to this as the attack vector, which includes various types of social engineering and phishing techniques. Žagar points out that every day we are bombarded with spam that attempts to persuade us to click on a link, visit a website, or open an attachment, all of which are often associated with malicious content. All it takes is one instance of negligence or carelessness for the attacker to achieve his goal.

As an example, Žagar refers to the so called "CEO frauds" that have caused financial and reputational damage to many Croatian companies. According to Žagar, this is a classic case of social engineering that can be prevented primarily through constant employee and management training in the field of cybersecurity, followed by the adoption of a stricter code of conduct and additional checks.

To adapt to changes in the cyber world, the Span Cyber Security Center conducts and provides various types of training and dissemination of knowledge in the field of cybersecurity. The risk of human error or negligence can be drastically reduced by developing and implementing a high-quality cybersecurity awareness program, which decreases the number of incidents and improves the ability to detect and respond to them in a timely manner. In addition to training, the Span Cyber Security Center also provides consultations to organizations to help with the creation, implementation and management of such programs. The first and most important step is to create awareness at the highest level of management about the importance of addressing human risk, i.e. the human factor as the most vulnerable aspect of security.

The Span Cyber Security Center training programs are customized for all employees from the public and private sectors, with the goal of building defense competencies at the organizational level through appropriate training of all employee profiles. This includes not only cybersecurity personnel but also IT personnel and all other employees in the organization, including executives and top management.

Provided by cybersecurity experts, the number of trainings is continually growing. In addition to professional trainers, the Center's operations and activities heavily rely on Span's extensive expertise gained

from services provided in the field of information and cybersecurity, along with various projects that Span's experts have worked on and continue to work on. This provides significant value because not only are proficient experts on the front lines of defense disseminating knowledge, but they also share numerous examples and experiences with participants, addressing their individual, specific interests.

The necessity for education in the field of cybersecurity is evident from the data. Raising awareness and improving knowledge can enhance the level of cybersecurity in both the workplace and private life. Therefore, take the first step toward increased resistance to cyber threats by selecting the training course from the Span Cyber Security Center that best suits you or your employees.



Marinko Žagar

### Siemens Energy d.o.o.

Slavonska avenija 1a | HR-10000 Zagreb | iva.devic-kricka.ext@siemens-energy.com  
 Corporate Member since: **2023** | Number of employees: **115** | Industry: **Energy**  
 Contact: **Iva Devčić Krička**, Management Assistant | [www.siemens-energy.com/global/en/home.html](http://www.siemens-energy.com/global/en/home.html)



### Skladišna logistika d.o.o.

Ventilatorska 5 A | HR-10251 Hrvatski Leskovac | sandra.crnkovic@skladisna-logistika.hr  
 Small Business Member since: **2023** | Number of employees: **43** | Industry: **Distribution / Logistics**  
 Contact: **Davor Pranić**, CEO | <https://toyota-vilicari.hr>



### SOS Dječje selo Hrvatska

Zavrtnica 5/III | HR-10000 Zagreb | partnerstva@sos-dsh.hr  
 Non - Profit Member since: **2019** | Number of employees: | Industry: **Association**  
 Contact: **Ljiljana Varga**, Corporate partnership Manager | [www.sos-dsh.hr](http://www.sos-dsh.hr)



### SPAN d.d.

Koturaška 47 | HR-10000 Zagreb | info@span.eu  
 Corporate Member since: **2015** | Number of employees: **830** | Industry: **Information Technology**  
 Contact: **Iva Repač**, Corporate communications | [www.span.eu](http://www.span.eu)



### Specijalna bolnica za oftalmologiju Svjetlost

Heinzelova 39 | HR-10000 Zagreb | info@svjetlost.hr  
 Patron Member since: **2020** | Number of employees: **70** | Industry: **Health Care**  
 Contact: **Ivan Gabrić**, Assistant Director for Business Processes | [www.svjetlost.hr](http://www.svjetlost.hr)



### Specijalna bolnica za ortopediju i rehabilitaciju "Martin Horvat" Rovinj-Rovigno

Luigi Monti 2 | HR-52210 Rovinj | bolnica-rovinj@pu.t-com.hr  
 Small Business Member since: **2017** | Number of employees: **137** | Industry: **Health Care**  
 Contact: **Marinko Rade**, Principal | [www.bolnica-rovinj.hr](http://www.bolnica-rovinj.hr)



### Svpetrvs hoteli d.d.

Put Vele Luke 4 | HR-21400 Supetar | sales@watermanresorts.com  
 Corporate Member since: **2004** | Number of employees: **200** | Industry: **Hospitality Industry**  
 Contact: **Mariana Damjanović**, Sales & Marketing department | [www.watermanresorts.com](http://www.watermanresorts.com)



### Swixx BioPharma d.o.o.

Ulica Damira Tomljanovića - Gavrana 15 | HR-10000 Zagreb | croatia.info@swixxbiopharma.com  
 Patron Member since: **2022** | Number of employees: **59** | Industry: **Health Care**  
 Contact: **Jelena Todić**, Market Access & Business Development Lead | [www.swixxbiopharma.com](http://www.swixxbiopharma.com)



### Syntio d.o.o.

Trg Dražena Petrovića 3 | HR-10000 Zagreb | info@syntio.net  
 Small Business Member since: **2020** | Number of employees: **85** | Industry: **Information Technology**  
 Contact: **Davor Sokolović**, Head of Business Development | <https://syntio.net>



### Takeda Pharmaceuticals Croatia d.o.o

Ivana Lučića 2a | HR-10000 Zagreb | info-hr@takeda.com  
 Patron Member since: **2020** | Number of employees: **26** | Industry: **Health Care**  
 Contact: **Nikolina Radaković**, Country/Events coordinator GI Croatia & Slovenia | [www.takeda.com](http://www.takeda.com)



### Teichmann & Compagnons Property Networks d.o.o.

Matije Slatinskog 11 | HR-10410 Velika Gorica | bakunic@tcpn.eu  
 Small Business Member since: **2023** | Number of employees: **2** | Industry: **Real Estate**  
 Contact: **Ivana Bakunić**, General Manager | [www.teichmanncpn.eu](http://www.teichmanncpn.eu)

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COMPAGNONS

### Teknoxgroup Hrvatska d.o.o.

Zastavnice 25d | HR-10257 Brezovica-Zagreb | contact-hr@teknoxgroup.hr  
 Patron Member since: **2011** | Number of employees: **78** | Industry: **Manufacturing**  
 Contact: **Miodrag Matijaca**, General Manager | [www.teknoxgroup.com](http://www.teknoxgroup.com)



### Telemach Hrvatska d.o.o.

Josipa Marohnića 1 | HR-10000 Zagreb | press.info@telemach.hr  
 Patron Member since: **2016** | Number of employees: **1200** | Industry: **Telecommunications**  
 Contact: **Maja Jenei Jurković**, Executive Assistant | [www.telemach.hr](http://www.telemach.hr)



### Terza Lacrima d.o.o.

Heinzlova 62a | HR-10000 Zagreb | terzalacrima@gmail.com  
 Small Business Member since: **2022** | Number of employees: **1** | Industry: **Consulting**  
 Contact: **Zvonimir Mršić**, CEO

### Teya Croatia d.o.o.

Radnička cesta 41 | HR-10000 Zagreb | podrška@saltpay.co  
 Corporate Member since: **2023** | Number of employees: **17** | Industry: **Financial Services**  
 Contact: **Branimir Zorko**, Country Leader Croatia | <https://teya.com/hr/home>



### Tiko Pro d.o.o.

Savska cesta 84 | HR-10360 Sesvete | info@tiko-pro.hr  
 Small Business Member since: **2018** | Number of employees: **3** | Industry: **Consulting**  
 Contact: **Sandra Dudaš**, Head of CRO project team/Project Manager | [www.tiko-pro.hr](http://www.tiko-pro.hr)



### TIS Grupa d.o.o.

Heinzelova 33 | HR-10000 Zagreb | info@tis.hr  
 Small Business Member since: **2016** | Number of employees: **120** | Industry: **Information Technology**  
 Contact: **Dženan Lojo**, Managing Director TIS Grupa | [www.tis.hr](http://www.tis.hr)



### TMF Croatia d.o.o.

Radnička cesta 80 | HR-10000 Zagreb | croatia@tmf-group.com  
 Corporate Member since: **2005** | Number of employees: **24** | Industry: **Consulting**  
 Contact: **Ivana Grgić**, Business Development Manager | [www.tmf-group.com](http://www.tmf-group.com)



### TOKIĆ d.o.o.

Ulica 144. brigade Hrvatske vojske 1a | HR-10360 Sesvete | info@tokic.hr  
 Corporate Member since: **2018** | Number of employees: **920** | Industry: **Consumer Goods**  
 Contact: **Marko Tomac**, Head of Corporate Communications | [www.tokic.hr](http://www.tokic.hr)



### TT Kabeli d.o.o.

Strojarska cesta 9B | HR-10360 Sesvete | eugen.susak@ttcables.com  
 Corporate Member since: **2022** | Number of employees: **12** | Industry: **Energy**  
 Contact: **Marina Šaravanja**, Head of Commercial dept. | [www.ttcables.com](http://www.ttcables.com)



### Udruga digitalnog zdravstva

Kutnjački put 15 | HR-10000 Zagreb | andrea.stanicic@hit-konferencija.hr  
 Non - Profit Member since: **2021** | Number of employees: **0** | Industry: **Association**  
 Contact: **Andrea Staničić**, President



### Udruga za prevenciju raka i pomoć oboljelima BUDI DOBRO

Rude 115 | HR-10430 Samobor | udruga@budidobro.hr  
 Non - Profit Member since: **2023** | Number of employees: **1** | Industry: **Association**  
 Contact: **Josip Majcan**, President | [www.budidobro.hr](http://www.budidobro.hr)



### UMBOSS d.o.o.

Radnička cesta 40 | HR-10000 Zagreb | ankica.kovacevic@inceptum.hr  
 Small Business Member since: **2023** | Number of employees: **42** | Industry: **Information Technology**  
 Contact: **Zdenko Vrdoljak**, Director | [www.inceptum-oss.com](http://www.inceptum-oss.com)



### UNIQA osiguranje d.d.

Planinska 13a | HR-10000 Zagreb | info@uniqa.hr  
 Corporate Member since: **2019** | Number of employees: **500** | Industry: **Financial Services**  
 Contact: **Nikolina Mucko**, PR associate | [www.uniqa.hr](http://www.uniqa.hr)



### Uprise d.o.o.

Petrova ulica 15 | HR-10000 Zagreb | uprise@uprise.hr  
 Small Business Member since: **2023** | Number of employees: **22** | Industry: **Information Technology**  
 Contact: **Filip Škoda**, Sales & Marketing Manager | [www.uprise.hr](http://www.uprise.hr)



### VentureXchange d.o.o.

Savska cesta 32 | HR-10000 Zagreb | mirna.marovic@vxassociates.com  
 Small Business Member since: **2021** | Number of employees: **5** | Industry: **Consulting**  
 Contact: **Mirna Marović**, Founder & CEO | [www.vxassociates.com/](http://www.vxassociates.com/)



### Verba centar d.o.o.

Hebrangova 32 | HR-10000 Zagreb | vanja.keindl@verba.hr  
 Small Business Member since: **2023** | Number of employees: **26** | Industry: **Translation Services**  
 Contact: **Vanja Keindl**, Owner & Chair of the Board | [www.verba.hr](http://www.verba.hr)



### Vertiv Croatia d.o.o.

Oreškovićeve ulica 6n / 2 | HR-10000 Zagreb | croatia.hello@Vertiv.com  
 Corporate Member since: **2006** | Number of employees: **160** | Industry: **Energy**  
 Contact: **Karmen Buljat**, Field Marketing Director Central Eastern Europe | [www.vertiv.com](http://www.vertiv.com)



### Viatrix Hrvatska d.o.o.

Koranska 2 | HR-10000 Zagreb  
 Corporate Member since: **2016** | Number of employees: **71** | Industry: **Health Care**  
 Contact: **Marija Kolovrat**, Office Coordinator | [www.viatrix.com/hr-hr/lm/croatia](http://www.viatrix.com/hr-hr/lm/croatia)



### Vindija d.d. Prehrambena industrija

Međimurska 6 | HR-42000 Varaždin | info@vindija.hr  
 Corporate Member since: **2016** | Number of employees: **3637** | Industry: **Consumer Goods**  
 Contact: **Saša Vojnović**, Board Member | [www.vindija.hr](http://www.vindija.hr)





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**Visa Europe Management Services Limited, Podružnica Zagreb**

Hektorovićeve ulica 2 | HR-10000 Zagreb | [visa@visa.com](mailto:visa@visa.com)  
 Corporate Member since: **2012** | Number of employees: | Industry: **Financial Services**  
 Contact: **Renata Vujasinović**, Country Manager Croatia | [www.visa.com.hr/](http://www.visa.com.hr/)

**Visoko učilište ALGEBRA**

Gradišćanska ulica 24 | HR-10000 Zagreb | [info@algebra.hr](mailto:info@algebra.hr)  
 Small Business Member since: **2016** | Number of employees: **170** | Industry: **Education**  
 Contact: **Arsen Šolić**, MBA Business Area Manager | [www.algebra.hr](http://www.algebra.hr)

**Vlahović Grupa d.o.o. - Vlahovic Group Government Relations**

Vlaška 70B | HR-10000 Zagreb | [nv@vlahovicgroup.com](mailto:nv@vlahovicgroup.com)  
 Small Business Member since: **2014** | Number of employees: **7** | Industry: **Consulting**  
 Contact: **Natko Vlahović**, Founder and CEO | [www.vlahovicgroup.com](http://www.vlahovicgroup.com)



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**VMD Grupa d.o.o.**

Strojarska cesta 20 | HR-10000 Zagreb | [info@vmdgrupa.hr](mailto:info@vmdgrupa.hr)  
 Corporate Member since: **2014** | Number of employees: **43** | Industry: **Real Estate**  
 Contact: **Neven Mikec**, CEO | [www.vmdgrupa.hr/](http://www.vmdgrupa.hr/)

**Vukmir i suradnici odvjetničko društvo d.o.o.**

Gramača 2L | HR-10000 Zagreb | [vukmir@vukmir.net](mailto:vukmir@vukmir.net)  
 Small Business Member since: **1999** | Number of employees: **22** | Industry: **Legal Services**  
 Contact: **Mladen Vukmir**, Partner | [www.vukmir.net](http://www.vukmir.net)

**Westgate Tower d.o.o. - AC Hotel by Marriott Split**

Domovinskog Rata 61A | HR-21000 Split | [sales@acmarriottsplit.com](mailto:sales@acmarriottsplit.com)  
 Corporate Member since: **2023** | Number of employees: **100** | Industry: **Hospitality Industry**  
 Contact: **Ozren Kovačević**, Director of Sales and Marketing | <https://acmarriottsplit.com>

**Wiener osiguranje Vienna Insurance Group d.d.**

Slovenska ulica 24 | HR-10000 Zagreb | [kontakt@wiener.hr](mailto:kontakt@wiener.hr)  
 Corporate Member since: **2019** | Number of employees: **650** | Industry: **Financial Services**  
 Contact: **Ivana Žagar Dragović**, Senior Marketing Specialist | [www.wiener.hr](http://www.wiener.hr)

**Willis Towers Watson d.o.o.**

Avenija Većeslava Holjevca 40 | HR-10000 Zagreb | [marko.stajduhar@willistowerswatson.com](mailto:marko.stajduhar@willistowerswatson.com)  
 Patron Member since: **2016** | Number of employees: **8** | Industry: **Financial Services**  
 Contact: **Marko Štajduhar**, CEO | [www.willistowerswatson.com/en-HR](http://www.willistowerswatson.com/en-HR)

**Wolf Theiss Rechtsanwälte GmbH & Co KG-Podružnica Zagreb**

Ivana Lučića 2a/19 | HR-10000 Zagreb | [zagreb@wolftheiss.com](mailto:zagreb@wolftheiss.com)  
 Corporate Member since: **2008** | Number of employees: **27** | Industry: **Legal Services**  
 Contact: **Luka Tadić-Čolić**, Managing Partner | [www.wolftheiss.com](http://www.wolftheiss.com)

**Woodsford Grupa d.o.o.**

Zrinjevac 14 | HR-10000 Zagreb | [info@woodsford.hr](mailto:info@woodsford.hr)  
 Small Business Member since: **2006** | Number of employees: **1** | Industry: **Real Estate**  
 Contact: **Krešimir Špoljar**, Partner and Managing Director | [www.woodsford.co.uk](http://www.woodsford.co.uk)



# ZVIJEZDA

## - a Century of Dedication and Innovation



**Gaspar Novak**, Marketing and development sector director

### **Zvijezda has been a prominent player in the industry for an impressive 107 years. How would you summarize the achieved business results?**

The growth and development of Zvijezda over the past 107 years have been marked by a focus on quality and tradition. Our key products, including oil, margarine, and mayonnaise, have consistently been among consumers' top choices. This year, celebrating our 107th anniversary, it is particularly gratifying to see that five of our brands rank among the top 10 according to the BRANDScore list of brand strength, reaffirming the trust consumers have placed in us for over a century.

### **What is the secret behind this success? What lies behind the fact that Zvijezda's brands are among the strongest in the Croatian market?**

This success attests to the dedication and hard work of the entire team. Consumer trust is crucial to our success, and it is extremely satisfying to see our brands recognized among the strongest in Croatia. Zvijezda's focus on quality and continuous innovation has played a crucial role in achieving and maintaining this exceptional market position.

### **Zvijezda operates on a much broader scale than just the domestic market. How does the company manage to maintain its position globally, especially considering the challenges of export?**

Zvijezda is present in over 20 markets, with significant export growth. Traditionally, we have a presence in neighboring countries, and we are experiencing growth in markets within the European Union. Recent successes in the markets of

Hungary and Sweden testify to our efforts to strengthen our international presence. Export is a crucial pillar of our business strategy, contributing to the overall growth of our sales structure.

### **One of your prominent projects is the "Planet of Plants" product line. What is its position in the international market?**

The "Planet of Plants" line highlights our commitment to innovation and adaptability to market trends. In collaboration with PIK Vrbovec, we identified the growing global demand for plant-based products. The success of the line in the domestic market, as well as its recognition in the markets of Slovenia, Serbia, and Hungary, attests to its significant potential and an excellent start.

### **In what ways do you collaborate with the local community?**

We collaborate with the local community in numerous ways, with a special emphasis on our long-term partnerships with associations whose work we support, such as the Association for Down Syndrome and the Association of the Blind Zagreb. On the other hand, we seize opportunities to establish new partnerships. This year, we supported the activities of the foundation Croatian Heart House in the prevention of cardiovascular diseases. We are aware that successful business operations involve not only financial results but also an active contribution to the well-being of the community, which has always been an important partner on our journey.

### **Looking ahead, could you share Zvijezda's plans for the upcoming year?**

In the coming year, we plan to continue our tradition of innovation. Further investments in production are planned with the aim of expanding into new markets, especially within the European Union. Our focus remains on expanding the product range of "Planet of Plants," in line with the evolution of consumer preferences and global trends. Concurrently, we will continue to invest in the well-being of our employees and the development of their careers, recognizing that our success is firmly linked to the dedication of our team.



### Zagreb City Hotels d.o.o. (Hilton Hotels Zagreb)

Ulica grada Vukovara 269a | HR-10000 Zagreb | zagreb.info@hilton.com  
Patron Member since: **2012** | Number of employees: **224** | Industry: **Hospitality Industry**  
Contact: **Josipa Jutt Ferlan**, Cluster General Manager | [www.zagrebcityhotels.hr/](http://www.zagrebcityhotels.hr/)



### Zagrebačka Banka d.d.

Trg bana Josipa Jelačića 10 | HR-10000 Zagreb | zaba@unicreditgroup.zaba.hr  
Corporate Member since: **2001** | Number of employees: **3450** | Industry: **Financial Services**  
Contact: **Alessandro Masotti**, Head of International Clients | [www.zaba.hr](http://www.zaba.hr)



### Zagrebačka filharmonija

Trg Stjepana Radića 4 - p.p. 909 | HR-10000 Zagreb | zgfilhar@zgf.hr  
Non - Profit Member since: **2023** | Number of employees: **122** | Industry: **Entertainment**  
Contact: **Martina Jakić**, Sales Manager | [www.zgf.hr](http://www.zgf.hr)



### Zagrebačka Pivovara d.o.o.

Ilica 224 | HR-10000 Zagreb | ivana.janković@molsoncoors.com  
Corporate Member since: **2018** | Number of employees: **575** | Industry: **Consumer Goods**  
Contact: **Alina Ružić**, Board Member | [www.zagrebackapivovara.hr](http://www.zagrebackapivovara.hr)



### Zagrebačka škola ekonomije i managementa

Vukasovićeve ulica 1 | HR-10000 Zagreb | info@zsem.hr  
Patron Member since: **2004** | Number of employees: **70** | Industry: **Education**  
Contact: **Mato Njavro**, Dean | [www.zsem.hr](http://www.zsem.hr)



### Zagrebačko gradsko kazalište "Komediya"

Kaptol 9 | HR-10000 Zagreb | marketing@komediya.hr  
Non - Profit Member since: **2022** | Number of employees: **197** | Industry: **Entertainment**  
Contact: **Josip Letica**, Marketing Manager | [www.komediya.hr](http://www.komediya.hr)



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### Zambelli design d.o.o.

Trpimirova 3 | HR-51000 Rijeka | [info@zambellidesign.hr](mailto:info@zambellidesign.hr)  
 Small Business Member since: **2023** | Number of employees: **2** | Industry: **Design**  
 Contact: **Anja Zambelli Čolak**, Creative director, CEO | [www.zambellidesign.hr](http://www.zambellidesign.hr)

ZAMBELLBRANDESIGN

### ZMP IP d.o.o.

Baruna Trenka 7 | HR-10000 Zagreb | [croatia@zm-p.com](mailto:croatia@zm-p.com)  
 Small Business Member since: **2015** | Number of employees: **4** | Industry: **Legal Services**  
 Contact: **Ivana Knežević**, Patent & Trademark Attorney | [www.zmp.eu](http://www.zmp.eu)



### Zona znanja d.o.o.

Milana Amruša 10 | HR-10000 Zagreb | [info@zona-znanja.hr](mailto:info@zona-znanja.hr)  
 Small Business Member since: **2022** | Number of employees: **12** | Industry: **Education**  
 Contact: **Mirela Polgar**, CEO | [www.zona-znanja.hr](http://www.zona-znanja.hr)



### Zvijezda plus d.o.o.

Ulica Marijana Čavića 1 | HR-10000 Zagreb | [uprava@zvijezda.hr](mailto:uprava@zvijezda.hr)  
 Corporate Member since: **2023** | Number of employees: **443** | Industry: **Consumer Goods**  
 Contact: **Karmen Rosan**, CFO, Board Member | [www.zvijezda.hr](http://www.zvijezda.hr)



### Žurić i Partneri odvjetničko društvo d.o.o.

Savska cesta 32 | HR-10000 Zagreb | [info@zuric-i-partneri.hr](mailto:info@zuric-i-partneri.hr)  
 Small Business Member since: **1999** | Number of employees: **29** | Industry: **Legal Services**  
 Contact: **Miroslav Plašćar**, Managing Partner | [www.zuric-i-partneri.hr](http://www.zuric-i-partneri.hr)

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- Zagreb City Hotels d.o.o. (Hilton Hotels Zagreb)
- Zagreb School of Economics and Management



[www.amcham.hr](http://www.amcham.hr)

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- ABECEDA komunikacije d.o.o.
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- Real grupa d.o.o.

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

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- Hrvatska zajednica tehničke kulture
- 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 - MODE1
- Savez izviđača Hrvatske
- SOS Dječje selo Hrvatska
- Udruga digitalnog zdravstva
- Udruga za prevenciju raka i pomoć oboljelima BUDI DOBRO

## AUTOMOTIVE

- Auto Hrvatska d.d.
- Carwiz International d.o.o.
- Geico Controls d.o.o.
- LMG Autokuća d.o.o.

## CONSTRUCTION

- Osijek-Koteks d.d.

## CONSULTING

- A.T. Kearney Management Consulting S.R.L- podružnica Zagreb
- Andersen Croatia d.o.o.
- Apriori World d.o.o.
- Apsolon d.o.o.
- Benefit Systems d.o.o.
- Centar za transfer tehnologije 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.
- Euro Grant Konzalting d.o.o.
- EuroNavigator d.o.o.
- Grant Thornton revizija d.o.o.
- Horwath HTL Croatia - Horwath i Horwath Consulting Zagreb d.o.o.
- INDAGO d.o.o.
- KPMG Croatia d.o.o.
- Mala plava hobotnica j.d.o.o. – Expat in Croatia
- 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

- Atlantic Grupa 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.
- Henkel Croatia d.o.o.
- HERBALIFE d.o.o.
- JAMNICA plus d.o.o.
- JT International Zagreb d.o.o.
- LEDO plus d.o.o.
- NIKE Retail B.V., Glavna podružnica Zagreb
- Orbico d.o.o.
- Pevex d.d.
- Philip Morris Zagreb d.o.o.
- Podravka d.d.
- 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.

## DEMINGING

- Piper d.o.o.

## DESIGN

- Zambelli design 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.
- Rhea d.o.o. - UPS Authorised Service Contractor
- Skladišna logistika d.o.o.

## EDUCATION

- American International School of Zagreb
- Berlitz - Jezični centar VOX MUNDI d.o.o.
- HB Services d.o.o. - Hansen Beck
- LQ d.o.o.
- RIT Croatia
- Visoko učilište ALGEBRA
- Zagrebačka škola ekonomije i managementa
- Zona znanja d.o.o.

## ENERGY

- 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

- Pro Integris d.o.o.

## ENTERTAINMENT

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

## FINANCIAL SERVICES

- Addiko Bank d.d.
- AIRCASH d.o.o.
- Alpha Capitalis d.o.o.
- Ano d.o.o.
- Citibank Europe plc - Hungarian Branch Office

- Croatia osiguranje d.d.
- D-Business Consulting International d.o.o.
- EFT Usluge d.o.o. - Euronet Worldwide
- EOS Matrix d.o.o.
- Erste Card Club d.o.o.
- Farve Pro Invest d.o.o.
- Fidestum d.o.o.
- Generali osiguranje d.d.
- Groupama osiguranje d.d.
- Hrvatska banka za obnovu i razvitak
- HRVATSKA POŠTANSKA BANKA, dioničko društvo
- Marsh d.o.o.
- Mastercard Europe - Podružnica Zagreb
- Maverick Wealth Management d.o.o.
- Mazars Cinotti Consulting d.o.o.
- Metroholding d.d.
- Nexi Croatia d.o.o.
- PBZ Card d.o.o.
- Prima Solvent d.o.o.
- Raiffeisenbank Austria d.d.
- RKR d.o.o.
- Teya Croatia 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

- 3M (East) AG Podružnica RH
- 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.
- BASF Croatia d.o.o.
- Baxter Healthcare d.o.o.
- Bayer d.o.o.
- Becton Dickinson Croatia d.o.o.
- Biomedica dijagnostika d.o.o.
- Cromedic Assistance d.o.o.
- Eli Lilly (Suisse) S.A. - Predstavništvo u Republici Hrvatskoj
- Enlil Net d.o.o.
- Fresenius Medical Care Hrvatska d.o.o.
- GE Healthcare Magyarország Kft Kvarnera
- Materia Life d.o.o.
- 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.
- Novartis Hrvatska d.o.o.
- Novo Nordisk Hrvatska d.o.o.

- Oktal Pharma d.o.o.
- Olympus Czech Group, s.r.o., član koncerna, Podružnica Zagreb
- Pfizer Croatia d.o.o.
- Pliva Hrvatska d.o.o.
- Poliklinika Terme
- Roche d.o.o.
- SANDOZ 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.
- Viatris 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
- JTH Costabella d.o.o. - Hilton Rijeka Costabella
- MAISTRA d.d.
- MPPD d.o.o. - Mövenpick Zagreb
- Punta Skala d.o.o.
- Svpetrvs hoteli d.d.
- Westgate Tower d.o.o. - AC Hotel by Marriott Split
- Zagreb City Hotels d.o.o. (Hilton Hotels Zagreb)

## MEMBERSHIP BENEFITS

**Membership in the American Chamber is all about becoming part of a leadership network which comprises many of the world's most successful, innovative and exciting companies.**

As wide international platform, we welcome all companies irrelevant of their origin or size, committed to doing business in Croatia, contributing to Croatia's competitiveness and high business standards.

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- **Policy Advocacy**
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- **Global Connections**

For any additional information regarding the membership please contact:  
**Jasna Stilinović**, Member Relations Manager  
 jasna.stilinic@amcham.hr

## HUMAN RESOURCES

- Adecco Hrvatska d.o.o.
- Manpower d.o.o.
- RecruitGiant Ltd
- Selectio d.o.o.

## 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.
- ASSECO SEE d.o.o.
- Assist-o AG
- Barrage d.o.o.
- BE-terna d.o.o.
- Buckhill d.o.o.
- Burza d.o.o. (dba. Human)
- Calisto d.o.o.
- Cisco Systems Hrvatska d.o.o.
- DignetSoftware d.o.o.
- Diverto d.o.o.
- Dwizards d.o.o.
- ESKA d.o.o.
- ETRANET Grupa d.o.o.
- Farseer d.o.o.
- FORTINET B.V.
- Google Hrvatska d.o.o.
- Hexis d.o.o.
- HP Computing and Printing 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.
- iOLAP d.o.o.
- IQVIA Adriatic d.o.o.
- Kyndryl d.o.o.
- LEAPWISE d.o.o.
- Meta Platforms Ireland Limited
- Microsoft Hrvatska d.o.o.
- NEPHOS d.o.o.
- Oracle Hrvatska d.o.o.
- Poslovna Inteligencija d.o.o.
- Qualys GmbH
- SAS Institute d.o.o. podružnica Zagreb
- Sedmi odjel d.o.o.
- Selectium d.o.o.
- Serengeti d.o.o.
- SPAN d.d.
- Syntio d.o.o.
- TIS Grupa d.o.o.
- UMBOSS d.o.o.
- Uprise d.o.o.

## INTERIOR DESIGN

- Plan 2B interijeri d.o.o.

## INVESTMENT

- Adriatic Capital Partners d.o.o.

## LEGAL SERVICES

- Bradvica Marić Wahl Cesarec odvjetničko društvo d.o.o.
- Buterin&Partneri odvjetničko društvo, d.o.o.
- CMS Reich-Rohrwig Hainz Rechtsanwältė GmbH - Podružnica Zagreb
- Divjak, Topić, Bahtijarević & Krka odvjetničko društvo d.o.o.
- Kobsa, Zornada i partneri Odvjetničko društvo d.o.o.
- Kovačević Prpić Simeunović odvjetničko društvo d.o.o.
- Lovrić Novokmet odvjetničko društvo d.o.o.
- Odvjetnica Sanja Artuković
- Odvjetnički ured Darko Markušić
- 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
- Odvjetnik Zvonimir Đuran
- Pešut & Matić odvjetničko društvo d.o.o.
- Petrić & Kajić odvjetničko društvo d.o.o.
- Vukmir i suradnici odvjetničko društvo d.o.o.
- Wolf Theiss Rechtsanwältė GmbH & Co KG-Podružnica Zagreb
- ZMP IP d.o.o.
- Žurić i Partneri odvjetničko društvo d.o.o.

## MANUFACTURING

- ALTPRO d.o.o.
- Applied Ceramics d.o.o.
- Bomark Pak d.o.o.
- Cortec Hrvatska d.o.o.
- Dalekovod d.d.
- DOK-ING d.o.o.
- Draco d.o.o.
- Ecolab GmbH

- GEC d.o.o.
- Hrvatski kišobran d.o.o.
- HS Produkt d.o.o.
- Intra Lighting d.o.o.
- Ivanićplast d.o.o.
- Jel-Tom d.o.o.
- KAZ d.o.o.
- Kelteks d.o.o.
- Končar d.d.
- LPT d.o.o.
- MS Tech d.o.o.
- Nexe d.d.
- Oprema d.d.
- OTIS dizala d.o.o.
- Radnik d.d.
- Teknoxgroup Hrvatska d.o.o.

## MARKET RESEARCH

- AGB Nielsen istraživanje medija d.o.o.

## MEDIA / PUBLISHING

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

## REAL ESTATE

- Biliškov Nekretnine d.o.o.
- CBRE d.o.o. - Podružnica Zagreb
- CBS International d.o.o. - Cushman & Wakefield
- Colliers Advisory d.o.o.
- Matrix Office Park 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

- A1 Hrvatska 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

- Bantel Travel d.o.o.
- Croatia Airlines d.d.
- Navis Yacht Charter - Posada d.o.o.

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# AMCHAM MEMBERS ALPHABETICALLY

- 24sata d.o.o.
- 3M (East) AG Podružnica RH

## A

- A.T. Kearney Management Consulting S.R.L- podružnica Zagreb
- A1 Hrvatska d.o.o.
- Abbott Laboratories d.o.o.
- AbbVie d.o.o.
- ABECEDA komunikacije d.o.o.
- Adcubum d.o.o.
- Addiko Bank d.d.
- Adecco Hrvatska d.o.o.
- Adriatic Capital Partners d.o.o.
- Aduro ideja d.o.o.
- AGB Nielsen istraživanje medija d.o.o.
- Agilcon d.o.o.
- Agroproteinka d.d.
- AGS Zagreb d.o.o.
- Aion d.o.o.
- AIRCASH d.o.o.
- ALFATEC Group d.o.o.
- Alpha Capitalis d.o.o.
- Alpha-Medical d.o.o.
- Alpheus d.o.o.
- Altium International d.o.o.
- ALTPRO d.o.o.
- Amazon Data Services Zagreb d.o.o.
- American International School of Zagreb
- Amgen d.o.o.
- Andersen Croatia d.o.o.
- Ano d.o.o.
- Applied Ceramics d.o.o.
- Apriori World d.o.o.
- Apsolon d.o.o.
- Arena Hospitality Group d.d.
- ASSECO SEE d.o.o.
- Assist-o AG
- AstraZeneca d.o.o.
- Atlantic Grupa d.d.
- Auto Hrvatska d.d.

## B

- Bantel Travel d.o.o.
- Barrage d.o.o.
- BASF Croatia d.o.o.
- Baxter Healthcare d.o.o.
- Bayer d.o.o.
- BBDO Zagreb d.o.o.
- Becton Dickinson Croatia d.o.o.
- Benefit Systems d.o.o.
- Berlitz - Jezični centar VOX MUNDI d.o.o.
- BE-terna d.o.o.

- Biliškov Nekretnine d.o.o.
- Biomedica dijagnostika d.o.o.
- Black Carpet consulting d.o.o.
- Blitz - Cinestar d.o.o.
- Bomark Pak d.o.o.
- Bradvica Marić Wahl Cesarec odvjetničko društvo d.o.o.
- Bright d.o.o.
- Buckhill d.o.o.
- Burza d.o.o. (dba. Human)
- Business Media Croatia d.o.o.
- Buterin&Partneri odvjetničko društvo, d.o.o.

## C

- Calisto d.o.o.
- Carlsberg Croatia d.o.o.
- Carwiz International d.o.o.
- CBRE d.o.o. - Podružnica Zagreb
- CBS International d.o.o. - Cushman & Wakefield
- Centar za transfer tehnologije d.o.o.
- CFCG d.o.o.
- Ciklopea d.o.o.
- Cisco Systems Hrvatska d.o.o.
- Citibank Europe plc - Hungarian Branch Office
- CMS Reich-Rohrwig Hainz Rechtsanwälte GmbH - Podružnica Zagreb
- Coca-Cola Adria d.o.o.
- Coca-Cola HBC Hrvatska d.o.o.
- Colliers Advisory d.o.o.
- Corporate Performance Advisory - Callidus patronus adeptiorum d.o.o.
- Cortec Hrvatska d.o.o.
- Croatia Airlines d.d.
- Croatia osiguranje d.d.
- Croatian Premium Wine Imports, Inc.
- Cromedic Assistance d.o.o.
- Crowe Horwath d.o.o.

## D

- Dalekovod d.d.
- D-Business Consulting International d.o.o.
- Deloitte d.o.o.
- DignetSoftware d.o.o.
- Diverto d.o.o.
- Divjak, Topić, Bahtijarević & Krka odvjetničko društvo d.o.o.
- DOK-ING d.o.o.
- Draco d.o.o.
- DSV Hrvatska d.o.o.
- Dun & Bradstreet d.o.o.
- Dwizardrs d.o.o.

## E

- E.ON Hrvatska d.o.o.
- Ecolab GmbH
- EFT Usluge d.o.o. - Euronet Worldwide
- Elemento Content d.o.o.
- Eli Lilly (Suisse) S.A. - Predstavništvo u Republici Hrvatskoj
- Energo-data d.o.o.
- Enlil Net d.o.o.
- EOS Matrix d.o.o.
- Ernst & Young d.o.o.
- Erste Card Club d.o.o.
- ESKA d.o.o.
- Esplanade Oleander d.o.o. - Esplanade Zagreb Hotel
- ETRANET Grupa d.o.o.
- Euro Grant Konzalting d.o.o.
- EuroNavigator d.o.o.
- Europlakat d.o.o.

## F

- Farseer d.o.o.
- Farve Pro Invest d.o.o.
- Fidestum d.o.o.
- Flaster media d.o.o.
- FORTINET B.V.
- Fresenius Medical Care Hrvatska d.o.o.

## G

- Gavrilović d.o.o.
- GE Healthcare Magyarország Kft
- GEC d.o.o.
- Geico Controls d.o.o.
- Geld data d.o.o.
- General Electric Hrvatska d.o.o.
- Generali osiguranje d.d.
- Globalna hrana d.o.o. - nositelj franšize McDonald's za područje RH
- Google Hrvatska d.o.o.
- Grant Thornton revizija d.o.o.
- Groupama osiguranje d.d.

## H

- Hanza Media d.o.o.
- HB Services d.o.o. - Hansen Beck
- Henkel Croatia d.o.o.
- HERBALIFE d.o.o.
- Hexis d.o.o.
- Horwath HTL Croatia - Horwath i Horwath Consulting Zagreb d.o.o.
- HP Computing and Printing d.o.o.
- HP-Hrvatska pošta d.d.
- Hrvatska banka za obnovu i razvitak



- HRVATSKA POŠTANSKA BANKA, dioničko društvo
- Hrvatska zajednica tehničke kulture
- Hrvatski hrvački savez
- Hrvatski kišobran d.o.o.
- Hrvatski odbojkaški savez
- Hrvatski Telekom d.d.
- Hrvatski ured za osiguranje
- Hrvatsko društvo skladatelja
- Hrvatsko društvo za kvalitetu
- Hrvatsko-američko društvo
- HS Produkt d.o.o.

## I

- IBM Hrvatska d.o.o.
- INA - industrija nafte d.d.
- INDAGO d.o.o.
- INFINUM d.o.o.
- Infobip d.o.o.
- INsig2 d.o.o.
- International Medical Corps Croatia/ Međunarodni Medicinski Zbor Hrvatska
- InterXion Hrvatska d.o.o.
- Intra Lighting d.o.o.
- iOLAP d.o.o.

- IQVIA Adriatic d.o.o.
- Iron Mountain Hrvatska d.o.o.
- Ivaničplast d.o.o.

## J

- JAMNICA plus d.o.o.
- Jel-Tom d.o.o.
- Johnson & Johnson S.E. d.o.o.
- JT International Zagreb d.o.o.
- JTH Costabella d.o.o. - Hilton Rijeka Costabella

## K

- Kamiks Eko d.o.o.
- KAZ d.o.o.
- Kelteks d.o.o.
- Kiara Maria d.o.o.
- Klaster zdravstvenog turizma Kvarnera
- Kobsa, Zornada i partneri Odvjetničko društvo d.o.o.
- Končar d.d.
- Kovačević Prpić Simeunović Odvjetničko društvo d.o.o.
- KPMG Croatia d.o.o.
- Kyndryl d.o.o.

## L

- LEAPWISE d.o.o.
- LEDO plus d.o.o.
- LMG Autokuća d.o.o.
- Lovrić Novokmet Odvjetničko društvo d.o.o.
- LPT d.o.o.
- LQ d.o.o.

## M

- Magic Forest d.o.o.
- MAISTRA d.d.
- Mala plava hobotnica j.d.o.o. - Expat in Croatia
- Manpower d.o.o.
- Marsh d.o.o.
- Mastercard Europe - Podružnica Zagreb
- Matera Life d.o.o.
- Matrix Office Park d.o.o.
- Maverick Wealth Management d.o.o.
- Mazars Cinotti Consulting d.o.o.
- McKinsey & Company, Inc. Adriatic Podružnica
- Medical Intertrade d.o.o.



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- Medika d.d.
- Medilab One d.o.o.
- Medtronic Adriatic d.o.o.
- Međunarodni institut za klimatske aktivnosti (IICA)
- MERCK d.o.o.
- Merck Sharp & Dohme d.o.o.
- Meta Platforms Ireland Limited
- Metroholding d.d.
- Metroteka d.o.o.
- Microsoft Hrvatska d.o.o.
- MK poslovni savjeti d.o.o.
- MPPD d.o.o. - Mövenpick Zagreb
- MS Tech d.o.o.

## N

- Navis Yacht Charter - Posada d.o.o.
- NEPHOS d.o.o.
- Nexe d.d.
- Nexi Croatia d.o.o.
- NIKE Retail B.V., Glavna podružnica Zagreb
- Nokia Solutions and Networks d.o.o.
- NOVA TV d.d.
- Novartis Hrvatska d.o.o.
- Novo Nordisk Hrvatska d.o.o.

## O

- Odvjetnica Sanja Artuković
- Odvjetnički ured Darko Markušić
- 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 Maceljčki, 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
- Odvjetnik Zvonimir Đuran
- Oktal Pharma d.o.o.
- Olympus Czech Group, s.r.o., član koncerna, Podružnica Zagreb
- Oprema d.d.
- Oracle Hrvatska d.o.o.
- Orbico d.o.o.
- Osijek-Koteks d.d.
- OTIS dizala d.o.o.

## P

- PBZ Card d.o.o.
- Pešut & Matić odvjetničko društvo d.o.o.
- Petrić & Kajić odvjetničko društvo d.o.o.

- Petrol d.o.o.
- Pevex d.d.
- Pfizer Croatia d.o.o.
- Philip Morris Zagreb d.o.o.
- PHILIPS d.o.o.
- Piper d.o.o.
- Plan 2B interijeri d.o.o.
- Pliva Hrvatska d.o.o.
- Podravka d.d.
- Poliklinika Terme
- Poslovna Inteligencija d.o.o.
- Presscut d.o.o.
- PricewaterhouseCoopers d.o.o. (PwC Croatia)
- Prima Solvent d.o.o.
- Pro Integrus d.o.o.
- Prva mreža održivog društva i ekonomije - MODE1
- Punta Skala d.o.o.

## Q

- Qualys GmbH

## R

- Radnik d.d.
- Raiffeisenbank Austria d.d.
- Ramiro d.o.o.
- RC CROATIA DEVELOPMENT d.o.o.
- Real grupa d.o.o.
- RecruitGiant Ltd
- RED BULL ADRIA d.o.o.
- Rhea d.o.o. - UPS Authorised Service Contractor
- RIT Croatia
- RKR d.o.o.
- Robert Bosch d.o.o.
- Roche d.o.o.

## S

- SANDOZ d.o.o.
- Sano - suvremena hranidba životinja d.o.o.
- SAS Institute d.o.o. podružnica Zagreb
- Savez izviđača Hrvatske
- Schneider Electric d.o.o.
- Sedmi odjel d.o.o.
- Selectio d.o.o.
- Selectum d.o.o.
- Serengeti d.o.o.
- Siemens Energy d.o.o.
- Skladišna logistika d.o.o.
- SOS Dječje selo Hrvatska
- SPAN d.d.
- Specijalna bolnica za oftalmologiju Svjetlost
- Specijalna bolnica za ortopediju i rehabilitaciju "Martin Horvat" Rovinj-Rovigno
- Svpetrvs hoteli d.d.
- Swixx BioPharma d.o.o.
- Syntio d.o.o.

## T

- Takeda Pharmaceuticals Croatia d.o.o.
- Teichmann & Compagnons Property Networks d.o.o.
- Teknoxgroup Hrvatska d.o.o.
- Telemach Hrvatska d.o.o.
- Terza Lacrima d.o.o.
- Teya Croatia d.o.o.
- Tiko Pro d.o.o.
- TIS Grupa d.o.o.
- TMF Croatia d.o.o.
- TOKIĆ d.o.o.
- TT Kabeli d.o.o.

## U

- Udruga digitalnog zdravstva
- Udruga za prevenciju raka i pomoć oboljelima BUDI DOBRO
- UMBOSS d.o.o.
- UNIQA osiguranje d.d.
- Uprise d.o.o.

## V

- VentureXchange d.o.o.
- Verba centar d.o.o.
- Vertiv Croatia d.o.o.
- Viatrix Hrvatska d.o.o.
- Vindija d.d. Prehrambena industrija
- Visa Europe Management Services Limited, Podružnica Zagreb
- Visoko učilište ALGEBRA
- Vlahović Grupa d.o.o. - Vlahovic Group Government Relations
- VMD Grupa d.o.o.
- Vukmir i suradnici odvjetničko društvo d.o.o.

## W

- Westgate Tower d.o.o. - AC Hotel by Marriott Split
- Wiener osiguranje Vienna Insurance Group d.d.
- Willis Towers Watson d.o.o.
- Wolf Theiss Rechtsanwälte GmbH & Co KG-Podružnica Zagreb
- Woodsford Grupa d.o.o.

## Z

- Zagreb City Hotels d.o.o. (Hilton Hotels Zagreb)
- Zagrebačka Banka d.d.
- Zagrebačka filharmonija
- Zagrebačka Pivovara d.o.o.
- Zagrebačka škola ekonomije i managementa
- Zagrebačko gradsko kazalište "Komedija"
- Zambelli design d.o.o.
- ZMP IP d.o.o.
- Zona znanja d.o.o.
- Zvijezda plus d.o.o.

## Ž

- Žurić i Partneri odvjetničko društvo d.o.o.



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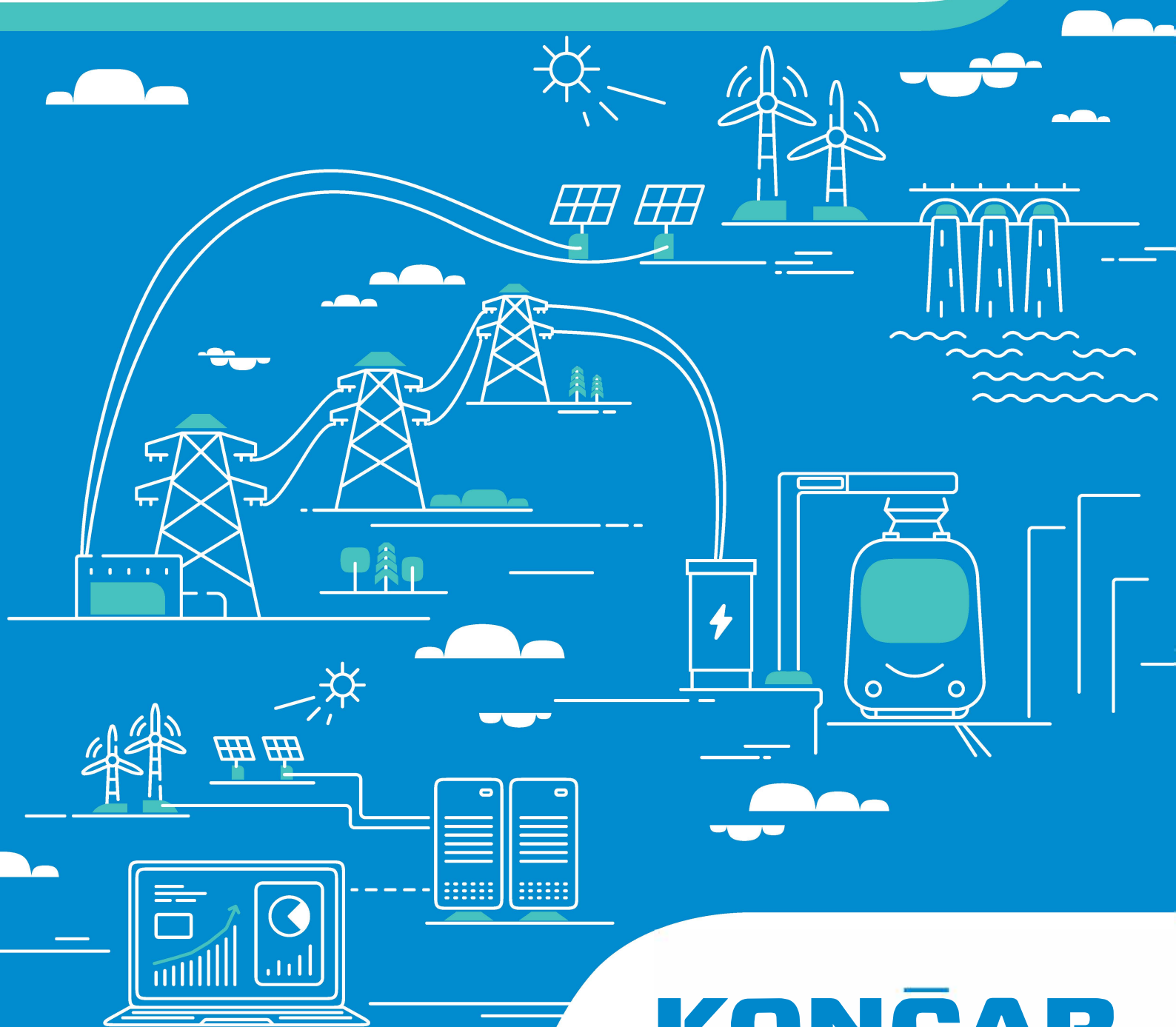
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