MINUTES FROM THE 17TH REGULAR ANNUAL ASSEMBLY OF NALED

held electronically, on NALED's digital platform on the website www.naled.rs, from 17th to 23rd May 2023, with ceremonial closing on 24th May 2023 starting at 17h

The Regular 17th Annual Assembly of NALED was held via digital session from May 17th to May 23rd through NALED's electronic platform. Full members and partners had the opportunity to access materials and participate in the annual survey to influence NALED's priorities until May 23rd at 12 p.m.

The agenda of the Regular 17th Annual Assembly of NALED was as follows:

*** INSIGHT INTO MATERIALS AND ONLINE VOTING ***

Wednesday, 17th May from 12:00h - Tuesday, 23rd May to 12:00h

- 1. Adoption of the Decision on the appointment of Chairman
- 2. Adoption of the proposed agenda and Minutes from the previous Assembly session
- 3. Adoption of financial statement with auditor's report for 2022
- 4. Adoption of the Decision on unallocated surplus for 2022
- 5. Adoption of the report on activities 2022/23
- 6. Voting on reform priorities (survey)
- 7. Q & A

*** LIVE CEREMONIAL CLOSING OF THE ASSEMBLY *** Wednesday, 24th May from 17:00 to 19:30h,

- 8. Presentation of voting results and Assembly conclusions
- 9. Addresses by NALED partners
- 10. "NALED Arrow" award ceremony

Regarding the agenda items, 55.7% of the 316 full-fledged voting members, or 176 companies, local governments, and civil society organizations, expressed their opinions, thus achieving the quorum for decision-making, which requires the participation of at least one-third of the full-fledged members at the Assembly.

The voting results were presented during the ceremonial conclusion of the Assembly on May 24th at 17:00 at the Hyatt Regency Hotel in Belgrade.

It is noted that all decisions were made without any votes against, with the following voting results:

1. Appointment of Assembly Chairman

Upon the proposal of the Board of Directors, the vote was called to adopt the Decision on the appointment of the current Chairman of the Assembly - Dragan Penezić, Regulatory Affairs Director at BAT. The Assembly adopted the proposed Decision on the appointment of the chairman with 170 votes "for," 6 votes "abstain", and no votes "against."

2. Adoption of proposed agenda and Minutes from the previous Assembly session

The proposed agenda of the Assembly includes the adoption of decisions and reports, expression of priorities, discussion on other matters raised by members, and the ceremonial conclusion of the session. The proposed agenda was adopted with 175 votes "for," 1 vote "abstain", and no votes "against."

The minutes of the previous session of the NALED Assembly held in 2023 were adopted with 169 votes "for," 7 votes "abstain", and no votes "against."

3. Adoption of financial statement with auditor's report for 2023 and Decision on unallocated surplus

According to the report of the independent auditing firm BDO, the attached financial statements (balance sheet and income statement) truthfully and objectively present, in all material respects, the financial position of the Association as of December 31, 2022, and the results of its operations for the year ended on that date, in accordance with the accounting regulations applicable in the Republic of Serbia. The total revenues generated by the association in 2022 amount to 567,960,000 dinars or 4.84 million euros. The undistributed net surplus of income over expenses realized in 2022 amounts to 188,543.16 dinars. The financial statements for the year 2022 were adopted with 167 votes "for," 9 votes "abstain", and no votes "against."

4. Adoption of Report and Adoption of new NALED's Strategic framework 2022/2023

The proposed NALED's Strategic plan by 2025 defines 12 program objectives grouped into two key areas: 1) Improvement of public policies and services and 2) Encouragement of territorial development and EU integration. Out of a total of 138 results planned to be achieved by 2025, nearly half (48%) were already implemented in the first year of implementation. When considering only 2022, the degree of plan implementation reaches 90%. The report on the work for the 2022/23 year and the implementation of the strategic plan was adopted with 171 votes "for," 5 votes "abstain", and no votes "against."

5. Within the sixthx agenda item, the members had the opportunity to vote on NALED's strategic priorities for the future period

The annual membership survey involved 135 members that took part. A staggering 94% of the surveyed members expressed their willingness to continue supporting NALED in the future. As priorities for the next year, members highlighted: improvement of public finances, development of eGovernment and eBusiness, improving the quality and processes of making legislation, reduction of the grey economy, implementation of the green agenda, and improvement of conditions for entrepreneurship and innovation. Please refer to the conclusions in the membership survey results report.

*** LIVE CEREMONIAL CLOSING OF THE ASSEMBLY *** Wednesday, 24th May from 17:00 to 19:30h

At the closing ceremony of the regular 17th Annual Assembly, in his introductory speech, the Chairman greeted all present members. After the introductory speech, he presented the report on the quorum and all the above-mentioned results of the voting which was followed by addresses by the President of NALED MB Vladislav Cvetković.

Members were greeted via video message by Mr. Sebastian Buckup, Director of the Center for the Fourth Industrial Revolution at the World Economic Forum.

Next, the Chairman announced the "NALED Arrow" award ceremony. In her opening address, Executive Director Violeta Jovanović thanked all NALED members for participating in NALED Assembly, as well as the international community in Serbia, which continuously provides support to NALED's work.

The address was followed by the awarding of "NALED Arrow" to the following partners:

H.E. Gilles Norman, Ambassador of Canada Peter Wolf, Sector Fund Manager, GIZ ORF Mihailo Pavlović, Senior Advisor, KOTRA

The Assembly was concluded on 24/05/2023 at 19:40h.

Chairman of the Assembly:

Dragan Penezić

Record keeper:

Nikola Milivojević