CROTIAN POST AND ELECTRONIC COMMUNICATIONS AGENCY The Council of Croatian Post and Electronic Communication Agency

THE FINANCIAL PLAN OF THE CROATIAN POST AND ELECTRONIC COMMUNICATIONS AGENCY FOR YEAR 2009 Pursuant to Article 19, paragraph 2 of the Electronic Communications Act (hereinafter: the Act), and with the prior consent of the Government of the Republic of Croatia granted at its session on 22 January 2009 (Class: 344-03/08- 02/03, No: 5030116-09-3), the Council of the Croatian Post and Electronic Communications Agency adopted at its session on 6 February 2009 the Financial Plan of the Croatian Post and Electronic Communications Agency for year 2009.

The plan of necessary funds for financing the Croatian Post and Electronic Communications Agency for year 2009

Planned total expenditure of HAKOM for 2009	HRK 101,727,570.49
Increased for investment spending	HRK 28,499,140.00
Decreased for expenditure not	HRK -894,914,.00
affecting cash outflow	
- amortization	
Decreased for expenditure financed	
from the balance of the fund of	HRK -39,361,737.52
previous years	
- capital donations	
Necessary funds	HRK 89,970,058.97

The 2009 revenue plan of the Croatian Post and Electronic Communications Agency

The sector of electronic communications

Revenue from frequency fees	HRK 47,266,371.33
Revenue from addresses and numbers	HRK 5,065,243.64
Revenue from operators' gross income	HRK 37,638,444.00
TOTAL	HRK 89,970,058.97

The sector of post and courier services

The sector of post and counter set trees	
Income from the State Budget	HRK 3,800,000.00

TOTAL	HRK 93,770,058.97

Class/ Group	Section	Subsection	TITLE	The field of electronic communications
41			Expenditures for employees	36,019,384.00
	411		Salaries	29,952,000.00
		4111	Salaries for regular work	29,952,000.00
		4112	Payments in kind	0.00
		4113	Payments for overtime work	0.00
		4114	Payments for work in special conditions	0.00
	412		Other expenditures for employees	559,384.62
		4121	Other expenditures for employees	559,384.62
	413		Taxes and contributions on salaries	5,508,000.00
		4131	Contributions for health insurance	4,773,600.00
		4132	Employment contributions	734,400.00
42			Material expenditures	25,161,478.08
	421		Reimbursement of costs to employees	4,478,734.74
		4211	Business trips	1,761,145.33
		4212	Transportation bonus, compensation for field	
			work and separation allowance	745,597.34
		4213	Professional training of employees	1,971,992.07
	422		Reimbursement of costs to members in representative and executive bodies, committees, and similar	118,340.00
		4221	Reimbursement of costs to members in representative and executive bodies, committees, and similar	118,340.00
	423		Reimbursement of costs to volunteers	0.00
		4231	Reimbursement of costs to volunteers	0.00
	424		Expenditures for materials and energy	1,985,004.00
		4241	Office supplies and other material	
			expenditures	967,774.44
		4242	Materials and raw materials	0.00
		4243	Energy	737,059.99

The 2009 expenditure plan of the Croatian Post and Electronic Communications Agency

		4244	Small inventory and car tires	280,170.09
	425		Expenditures for services	16,953,086.81
		4251	Telephone, post and transport services	2,431,310.67
		4252	Services of running and investment maintenance	2,374,000.00
		4253	Information and marketing services	530,000.00
		4254	Utility services	365,878.85
		4255	Rental fees	7,551,484.19
		4256	Health and veterinary services	375,000.00
		4257	Intellectual and personal services	2,500,000.00
		4258	Computer services	149,087.31
		4259	Other services	676,325.80
	429		Other unmentioned expenditures	1,626,312.00
		4291	Insurance premiums	1,143,734.95
		4292	Presentation	149,593.56
		4293	Membership fees	240,993.55
		4294	Other unmentioned expenditures	92,049.94
43			Amortization expenditures	894,914.00
	431		Amortization	894,914.00
		4311	Amortization	894,914.00
44			Financial expenditures	158,056.28
	441		Interest for outward securities	0.00
		4411	Interest for outward bills	0.00
	442		Interest for received credits and loans	0.00
		4421	Interest for received loans from banks and other creditors	0.00
		4422	Interest for received goods and other loans	0.00
		4423	Interest for granted, unrealized credits and loans	0.00
	443		Other financial expenditures	158,056.28
		4431	Banking services and payment transaction services	76,311.13
		4432	Negative exchange rate differences and currency clause	15,312.65
		4433	Overdue interest	0.00
		4434	Other unmentioned financial expenditures	66,432.50

45			Donations	39,493,737.52
	451		Current donations	132,000.00
		4511	Current donations	132,000.00
		4512	Scholarships	0.00
	452		Capital donations	39,361,737.52
		4521	Capital donations	39,361,737.52
46			Other expenditures	0.00
	461		Fines, penalties and compensation for	0.00
			damages	
		4611	Compensation for damages to legal and	0.00
			natural persons	
		4612	Penalties, storage charges, and other	0.00
		4613	Compensation for damages to employees	0.00
		4614	Penalty clauses and other compensations for	0.00
			damages	
	462		Other unmentioned expenditures	0.00
		4621	Undepreciated value and other expenditures	0.00
			of stolen and written-off long-life property	
		4622	Expired debts	0.00
		4623	Other unmentioned expenditures	0.00
			TOTAL	101,727,570.49

The Investment Plan of the Croatian Post and Electronic Communications Agency for the year 2009

INVESTMENT DESC	The field of electronic communications	
I. Buildings		6,465,000.00
A) The construction of HAKOM centers		6,465,000.00
and control and measurement stations		
(KMP)		
The purchase of	office space for the Agency's	
headquarters		1,000,000.00
The construction	of HAKOM center in Rijeka	1,315,000.00
The construction	of KMP Veliki Bokolj	2,100,000.00
KMP Istra/Podra	vina	50,000.00
The construction	2,000,000.00	
works)		
II. Measuring and IT equipment	8,759,640.00	
A) Purchase of measuring equipment for		
KMPs and HAKOM centers		8,135,000.00
Moderniz	zation of the measurement system	8,000,000.00
YAGI U	MTS antenna	15,000.00
HL013 a	ntenna	40,000.00
SET OF	TRANSITIONS	40,000.00
	ECTIONAL ANTENNAS WITH RT STRUCTURE	40,000.00
B) Purchase of IT equipment		624,640.00
III. Furniture		500,000.00
IV. Investment in computer software		4,474,500.00
V. Vehicles		400,000.00
VI. Preparation of expert studies		7,860,000.00
VII. Other equipment		40,000.00
TOTAL		28,499,140.00

The rationale of the 2009 expenditure plan of the Croatian Post and Electronic Communications Agency

The Financial plan of the Croatian Post and Electronic Communications Agency (hereinafter: Agency) for the year 2009 consists of the Expenditure Plan of the Agency for the field of electronic communications, Agency's revenue plan and the Plan of necessary funds for the financing of the Agency. The Agency's revenue plan has been drawn up based on the Ordinance on calculation and amount of fees, and on the manner of payment of funds used for the financing of the Agency.

Pursuant to the Electronic Communications Act the funds necessary for the operation of the Agency are collected separately for the field of electronic communications and for the field of post and courier services.

The Agency's financial plan has been drawn up in line with the new concept laid down in the Regulation on accounting for non-profit organizations. Expenditures have been planned by implementing the accounting principle in line with the new system of accounts. The previously used system of reporting the total purchase expenses at the moment of acquiring the properties has been abandoned, and the calculation of amortization as a time-proportionate expense of use of long-life properties has been introduced. Due to this the amount of necessary funds for the financing of the Agency (cash flow) has also been planned.

Agency's expenditures for the year 2009 are planned based on expenditures really expected in 2009. In 2008 the new Act entered into force which expanded the scope and competencies of the Agency. It was laid down that the Agency is also competent for the field of postal services.

Planned expenditures related to employees include expenditures for their salaries and social contributions, that is the gross expenses for salaries.

During the year 2008 the number of persons employed in the Agency increased. On 1 January 2008 the Agency had 120 employees, and by the end of 2008 there were 143 employees in the Agency. The salary budget estimated for 2009 increased compared to 2008 due to:

- the planned employment of 18 new employees of the expert department in 2009. The majority of them will carry out the most complex tasks in the regulatory field, the field of radiofrequency spectrum management, the field of users' protection, and the field of electronic communication infrastructure and related equipment.

Out of 18 new employees it is planned for 15 of them to hold a master's degree, 1 to hold either a master's degree or a bachelor's degree and 2 to have a secondary education degree.

They will be employed in line with the current needs in individual Agency's departments, in order for the Agency to be able to provide a high quality performance in carrying out the activities falling within its scope. The employment procedure will take place between January to December of 2009 and it will proceed in accordance with the Ordinance on the systematization of jobs within the Agency

- the promotion of employees working in the expert service on the most complex tasks falling within the scope of the Agency. Heads of the Agency used to employ mostly highly educated and very young employees who by working in the Agency gained experience and became experts in their fields thus meeting the requirements for the promotion laid down in the Ordinance on the systematization of jobs within the Agency. We believe that the Agency should take care of its experts through the system of

rewards in order to keep the key experts in the Agency and in order to motivate them to carry out their tasks successfully and to stay in the Agency.

- the employment of three members of the Agency's Council. We expect that the Croatian Parliament will appoint another three members of the Agency's Council in accordance with the Act.

Material expenditures consists of reimbursement of cost to employees, fees for members of expert teams, expenses for material and energy, expenses for services and other unmentioned expenses.

The reimbursement of costs to employees is planned on the basis of estimates for the year 2008 and increased to follow the increase in the number of employees. As regards the professional training of employees, the plan is primarily to organize task groups and training of employees. The reasons for the planned organization of task groups in 2008 are presented in the Agency's annual operating and development plan (regulatory workshops, organization of WGSE meetings). In accordance with its own position and also in line with the opinions and recommendations of the CARDS project consultants, the Agency invests in the knowledge and training of its employees in order for them to acquire know-how necessary to carry out and develop the activities of the Agency. We believe that this is one of the key requirements for the development of the Agency as a regulatory body. The granting of approvals for graduate and postgraduate education of Agency's employees is also planned. Other planned expenses pertain to courses, seminars, conferences and congresses.

The fees for members of expert teams include fees for members of Committees, i.e. the fee for the work in the Council of users of telecommunications services. This fee is planned only for the first two months of 2009 because the Council of users of telecommunications services will cease to exist in accordance with the transitional provisions of the Act.

Expenses for material and energy are planned in line with the estimates for the year 2008, and increased for expenses that will be incurred due to the fact that the part of the Agency will be moved. Since the scope of the Agency will be expanded, that is because of the merger with the expert service of the Council for Postal Services, the Agency needs an adequate business premises.

Expenses for services are increased in the same manner and for the same reasons as material expenditures. Expenses for the services of running and investment maintenance include expenses for the maintenance of Agency's equipment (equipment for the control of the radiofrequency spectrum) and expenses for the maintenance of software tools. Expenses for information and marketing services are increased due to the planned extension of the scope of activities of the public relations department, and Agency's commitment to make its work as transparent as possible to the public. Expenses for the renting of business premises are planned on the basis of lease agreements for all business and other premises leased and occupied by the Agency. The expenses are planned for the entire year. The equipment renting services are planned in accordance with the agreements on the lease of equipment and cars, and increased for the annual fee for renting three cars for the needs of the Agency.

Funds for thorough medical examinations of Agency's employees are planned for the year 2009, as it was the case in 2008. Medical examinations are carried out for the purpose of preventive health improvement, improvement of working ability and particularly for the purpose of early diagnosis of diseases which is in most cases of paramount importance for fast and successful treatment. In addition to this, investing in preventive medical examinations of Agency's employees will in the future add to reducing financial expenses.

As regards intellectual and personal services, the following are planned: consultant services for the introduction of ISO 9001 quality management standard, consultant services (related to technical and

conceptual matters), advisory services related to the calculation of the fee for free constructed electronic communications infrastructure and related equipment, translation services and other intellectual services.

Expenses planned for insurance premiums include the insurance of motor vehicles, real estates, equipment and employees. Agency's employees are insured against accidents (a high level of risk is present during control measurements, technical inspections, and equipment testing). Under item *other unmentioned expenses*, expenses for the improvement of psychophysical and working abilities of Agency's employees are planned.

In accordance with the new accounting concept for non-profit organizations the amount for amortization as a time-proportionate expense of use of long-life properties has been planned.

In class 45, section 452, subsection 4521 capital donations are planned. Capital donations are laid down in accordance with the Decision of the Government of the Republic of Croatia. These are expenses financed from the balance of the fund of previous years. Funds for the financing of these expenses already exists (balance of the fund of previous years), but the expenses will be incurred in 2009 and are presented in class 45.

The plan of necessary funds for the financing of the Agency presents the funds necessary for the year 2009, that is: total expenses planned are increased for investment expenses, which are presented only in the amount of amortization in total expenses, and decreased for the amortization which does not affect cash outflow and decreased for capital donations which will be financed from the balance of the fund from previous years.

The Rationale for Agency's 2009 Investment Plan

I. Buildings

For the purpose of acquisition of premises which will serve as HAKOM centers, the funds are planned which will be used to start paying the loan.

The construction of HAKOM centers

The Agency has started a project aimed at completing a network of control and measurement centers (KMS), and control and measurement stations (KMP). In the following years we plan to move several HAKOM centers from leased buildings into buildings which will be owned by the Agency.

HAKOM center in Rijeka – we plan to move it to onto the neighboring land plot owned by the Republic of Croatia (pillars for measuring antennas have already been built there) where the new building will be constructed. This year the land subdivision was completed in line with the location permit in force, the newly formed land plot was bought from the Municipality of Kostrena (in order to provide access to the land plot on which the building will be constructed) and the contract was signed with the Republic of Croatia on the right to build on the State property. The documentation necessary for obtaining the building permit was thus complete, and we expect it to be granted to us. After obtaining a valid building permit, which we expect to happen in the first quarter of 2009, we will invite tenders for contractors and construction supervision. We hope that the construction could start as early as in spring, and that during the summer the new building might be ready for furnishing, new equipment and its gauging.

HAKOM center in Osijek – we plan to move it onto a new location into an office building which will be constructed on Tenjska cesta outside the city center. During the initial talks with the investor it was agreed that the investor will include antenna pillars for our measuring antennas as well as the adjustments of the premises to suit our needs into their project design which is a considerable advantage to us. The investor has obtained the location permit and the building permit is expected to be obtained during 2009. After a valid building permit has been obtained, the Agency will be able to conclude a preliminary real estate sales contract. The construction is planned to be finished in approximately six months when the new measuring center will be moved into the new building. Before this, it will be necessary to furnish the building, and move and gauge the measuring equipment. The moving is expected to be completed at the end of 2009.

Construction of control and measurement stations

The control and measurement station (KMP) Veliki Bokanj is in the process of construction. A valid building permit has been obtained and after the final electro-energetic consent has been granted, we plan to invite tenders for contractors and construction supervision. The completion of the construction is planned for 2009, and full operability of this remotely controlled station is planned for 2010.

In accordance with priorities, we are also planning to construct three control and measurement stations for the regions of Zagreb, Istra and Podravina. We are currently holding talks with the Croatian Air Navigation Services on the use of reception facilities on the Japetić for our measuring equipment, while for the regions of Istra and Podravina it is necessary to find adequate locations on which it is possible to construct objects for the remote control of the radio-frequency spectrum.

II. Measuring equipment

Modernization of the measuring system

The control and measurement system uses equipment which is 12 years old and often inadequate for digital communications which are taking over the primacy in the world of radio communications. The software which integrates the system was also purchased 12 years ago and has not been upgraded or modernized. The Agency therefore plans to start the project aimed at modernizing the system which would include the transition from the software version Argus 3.6 to the version Argus 5.3 (we emphasize that due to entirely different program architecture these two versions are not compatible), as well as the integration of new devices. The project is a part of IPA 2007 pre-accession assistance program of the European Union of total worth of EUR 3.5 million. The Agency will bear 25% of the project costs.

The purchase of YAGI UMTS antennas

For the needs of field measurements aimed at protecting UMTS radio-frequency spectrum from disturbances, we plan to purchase 4 YAGI UMTS antennas.

HL013 antenna

The Agency plans to replace one old Rohde&Schwarz HL023 antenna which is a part of the measuring system.

Set of transitions

The Agency plans to purchase an additional set of transitions for the needs of measuring. The set will be used in accordance with the needs of all 4 measuring centers.

HF directional antennas with support structure

For the needs of field measurements of low frequencies it is necessary to purchase portable antennas for all four measuring centers.

III. Preparation of expert studies

"e-Agency project"

The primary goal of the *e*-Agency project is to increase Agency's capacities by boosting productivity and efficiency, and by expanding and making more accessible Agency's regulatory services, which will be achieved through the informatisation of processes and services.

The purpose of the project is to modernize the Agency by making use of information and communication technology which will ensure that relevant information reach all parties concerned on the electronic communications market in a timely manner.

The backbone of the *e-Agency* project is the so called "*Back Office*" which in its complex architecture includes IT infrastructure (local network, servers, clients and primary software), Document management system (DSM), Human resources management system (HRM), and Enterprise resource planning system (ERP). The implementation of the "*Back Office*" is currently underway and the deadline for its completion is the end of 2009.

In 2009 and 2010 the Agency will focus on the implementation of the e-Agency project or the so called "Front Office" which consists of modern, strong Portal/Web and includes a number of electronic, internet basic applications such as e-Consultation, e-Complaints, e-Portability, e-Licenses, e-Market, e-Tender, e-Auctions, e-Advice, P-price, e-Offer, etc.

With the implementation of the *e*-Agency project, the Agency supports Croatia's integration into the single European market of electronic communications and future pan-European e-Government service.

"A Glance towards the Future" project

In 2009 the Agency will initiate a multidisciplinary project "A Glance towards the Future" with the aim to predicting near future trends and preparing the Agency for them. The main themes of the project are future development of technology, new regulatory matters brought about by this new technology, their effect on the electronic communications market development, and economic and social aspects of a proactive, neutral and transparent market regulation, stimulating measures for investments and innovations and just conditions of market competition.

The Agency plans to include in this project experts working on the Faculty of Electrical Engineering and Computing in Zagreb, the Faculty of Electrical Engineering, Mechanical Engineering, and Naval Architecture in Split, the Faculty of Law in Zagreb and the Faculty of Economics and Business in Zagreb.

"Cost Models" project

The aim of the project is the procurement of a study for the building of cost models of operators with significant market power for interconnection and services of fixed network access, interconnection services in mobile network and universal services.

The purpose of the project is to obtain complete documentation related to cost models which will give the Agency reliable information on costs which are the basis for the calculation of prices in Reference offers of fixed and mobile network operators and for the calculation of universal service net costs.

Note

Funds for the carrying out of regulatory and other activities of the Agency related to the field of postal and courier services are provided by the State Budget of the Republic of Croatia based on the Agency's Annual plan in accordance with the provisions of the Postal Act.

FINANCIAL PLAN FOR THE PERIOD 2009 – 2011 - PROPOSAL A821015 HAKOM – support for regulatory activities in the field of postal and courier services

IZV	FP	кто	ACTIVITY/PROJECT TITLE	PROGRAM TITLE	Budget in 2008 after the budget revision	Total budget of the regulatory body for carrying out regulatory and other activities in the field of postal and courier services for the year 2008	Plan proposal for 2009	Plan proposal for 2010	Plan proposal for 2011
Direc	torate f	for Elect	tronic Telecommunications and Po	ostal Services					
A821015			HAKOM- support for regulatory activities in the field of postal and courier services P 1215 Monitoring and development of		1,400,000	3,969,251	3,800,000	4,000,000	4,200,000
11	0133 3811		Cumont and denstions	the postal	1,340,000		3,700,000	3,885,000	4,085,000
11	0133	3821	Current cash donations Capital donations to non-profit organizations	system and postal traffic – C02 Postal traffic	60,000		100,000	115,000	115,000

THE RATIONALE FOR THE PROPOSAL OF THE FINANCIAL PLAN FOR 2009-2011

A821015 HAKOM – support for regulatory activities in the field of postal and courier services

1. Introduction

The Council for Postal Services (hereinafter: the Council) was established pursuant to the Postal Act of 2003 as an independent and autonomous regulatory body with public authority for the field of postal services in the Republic of Croatia. The aim of the Council is to regulate the functioning of postal traffic and carrying out of postal and courier services in order to make universal postal services available to all citizens of the Republic of Croatia under the same conditions, and in order to ensure equal market conditions to all providers of postal and courier services and protect the interests of postal and courier service users.

The setting up of a regulatory body which is legally autonomous and operationally independent from postal and courier service providers is one of the key elements of a regulatory framework laid down in Postal Directives of the European Union.

The Electronic Communications Act (OG 73/08) and the Act Amending the Postal Act (OG 63/08) which have been in force since 1 July 2008 <u>the Council ceased to exist and became a part of the Croatian Post and Electronic Communications Agency</u> (hereinafter: the Agency), (the Decision of the Commercial Court in Zagreb Tt-08/8727-2 of 7 July 2008).

The activities of the regulatory body for carrying out regulatory and other tasks in the field of postal and courier services will continue to be financed from the State Budget of the Republic of Croatia (Article 28 of the Postal Act), so the funds for its operations will be provided through the activity **A821015 HAKOM** – support for regulatory activities in the field of postal and courier services within the Directorate for Electronic Communications and Postal Services of the Ministry of the Sea, Transport and Infrastructure.

2. The Rationale for individual groups of expenditures and expenses

3811 Current cash donations

HRK 3,700,000

Rationale:

The Agency performs regulatory and other tasks in the field of postal and courier services in accordance with the Act Amending the Postal Act and the Electronic Communications Act. The Agency keeps separate accounting for the field of electronic communications and for the field of postal services.

A special task of regulatory bodies is to meet the obligations arising from the Postal Act and Postal Directives, in particular by establishing procedures for market regulation and supervision with the aim of ensuring further provision of universal postal services of a certain quality under the same conditions and at affordable prices on the entire territory of the EU Member States.

The new Directive emphasizes the importance and strengthening of the role of the national regulatory body on the market of postal and courier services.

The Development Strategy for the Market of Postal Services in the Republic of Croatia up to 2013 and the Action plan for the implementation of the said Strategy also present a number of activities and measures which will be implemented by the end of 2013 by the national regulatory body and other partakers for the purpose of meeting strategic goals defined in the Strategy and achieving further liberalization of the postal service market.

The expenditures for current cash donations are planned in the amount of HRK 3,700,000.00 which is, compared to the year 2008 (HRK 3,535,000.00 - A570298 Work of the Council for Postal Services HRK 2,195,000.00 - the State Budget for the year 2008 after the budget revision and A821015 HAPEK - support for regulatory activities in the field of postal services HRK 1,340,000.00 - the State Budget for the year 2008 after the budget revision and revision are services HRK 1,340,000.00 - the state Budget for the year 2008 after the budget revision and revision and revision and revision and revision and revision and revision are services HRK 1,340,000.00 - the state Budget for the year 2008 after the budget revision and revision and revision are revision and revision and revision and revision are revision are

The funds will be used for employees' salaries and other expenditures related to employees, material expenses, expenses for services, membership fees, and other.

3821 Capital donations to non-profit organizations

HRK 100,000

Rationale:

Expenditures for capital donations to non-profit organizations are planned in the amount of HRK 100,000 which is, compared to the year 2008 (HRK 65,000.00 – K587026 Purchase of the equipment for the work of the Council for Postal Services HRK 5,000.00 – the State Budget for the year 2008 after the budget revision and A821015 HAPEK – support for regulatory activities in the field of postal services HRK 60,000.00), an increase of HRK 35,000.00, i.e. of 53.85%.

The funds will be used for the implementation of the most advanced technological solutions in the work and for the improvement of the working conditions for employees.

3. Program rationale

The process of gradual opening of the postal service market in the European Union has reached its final stage, considering that the deadline for the complete liberalization of the postal service market is estimated for the end of 2010, i.e. 2012. The purpose of the new Postal Directive adopted in 2008 is to create a single market by abolishing exclusive rights, i.e. the monopoly of public operators, to ensure to all users of the European Union a common, satisfying level of universal services, and establish harmonized regulatory principles in the conditions of a liberalized market, with the aim to removing obstacles to the functioning of a single market, where the role of a regulatory body is of extreme importance.

Although general acts of the Agency, necessary for determining the exact number and the structure of the personnel who will carry out regulatory activities on the market of postal and courier services, have not been adopted yet, we plan a minimum increase of funds considering the strengthening of the Agency's regulatory powers, as well as the obligations specified in the "Development Strategy for the Market of Postal Services in the Republic of Croatia", i.e. the Action plan for the implementation of the said Strategy. We also plan to continue working on present projects in 2009, but also to initiate the new ones. In addition to that, for the purpose of carrying out certain regulatory tasks (for example, determining the manner of separation of business activities of the public operator), we plan to recruit one or more external institutions who have specific expertise and experience necessary in the implementation of these or similar projects.

Class: 001-01/08-03/00001 Number: 376-04-09-07 Zagreb, 6 February 2009

CHAIRMAN OF THE COUNCIL OF HAKOM

Gašper Gaćina