

INTRODUCTION

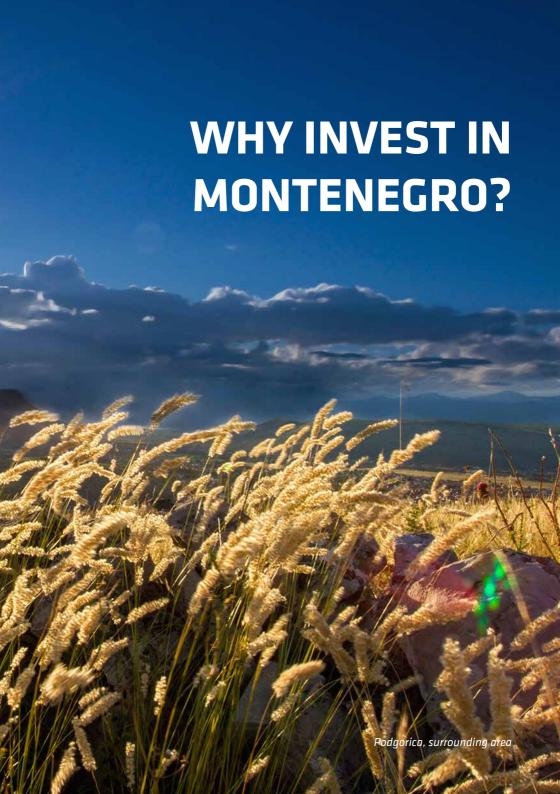
We are pleased to introduce to you the Montenegrin Foreign Investors Council (MFIC) Investment Guide. The guide focuses on the most attractive investment potentials and provides practical information useful when starting and expanding your business in Montenegro.

Since regaining its independence in 2006, Montenegro has been increasingly attractive to foreign investors. Its development is centered on attracting FDI through competitive business environment, striving to become the business hub of the Southeast Europe. It offers many rewarding investment opportunities and impressive natural potentials along with the continuous improvements in the business climate intended to attract foreign investors.

Montenegrin Government is well aware of the importance of the foreign direct investment for sustainable growth of the economy, which makes sense since so far recorded increase in wealth has been driven primarily by large volume of foreign investment. Its activities mainly consisted of reforms directed at improvement of investment climate in Montenegro. We have seen improvements in competitiveness, transparency and business-friendliness. Nevertheless, there is still work to be done and challenges to be overcome. By becoming a member of the WTO in April 2012 and due to process of negotiations for its accession to the EU, one can be optimistic about further improvements in the Montenegrin trade system and the general business climate in Montenegro. We are certain that it is developing into a reliable and investor-friendly business environment.

The guide is intended to encourage foreign investment and provide for relevant legal and institutional framework data. The guidelines and observations stated in this handbook are acquired through work of the Montenegrin Foreign Investors Council and research of its members.





I BUSINESS ENVIRONMENT

Montenegro's economy is small but open and focused on encouraging new businesses. It is recognized as an emerging economy with significant growth potentials. Over the years Montenegro committed to establishing a modern market economy and entering the European markets. It recorded the fastest growing GDP in the region up until the decrease in growth rate in 2009, which occurred largely due to economic crisis, but the country has since successfully recovered. Euro is used as Montenegrin legal tender which is one of the reasons why it is favorable to businesses.

Due to Montenegro's EU membership aspirations, many reforms have so far taken place. They were driven by the EU reform agenda and the goal of developing the investment-friendly environment. Changes that can be observed are, for instance, reduction of some taxes and social contributions, simplifying of tax procedures, improvements in legal framework for bankruptcy procedures, reduction of cost and some modification in procedures for obtaining construction permits. Improvements in the regulatory environment proved to be necessary for ensuring legal security and reducing the regulatory burden on businesses.

There is a trend of significant trade liberalization and rising competitiveness of the Montenegrin economy in general. This has been recognized in 2013 when Montenegro was ranked higher than most regional peers in both the *World Bank Doing Business* report (44th of 189 countries) and the *World Economic Forum's Global Competitiveness Index* (67th of 148 countries). However, we are expecting further progress and more developments in order to achieve better rankings.

There are several incentives contributing to the overall business environment which are important when considering doing business in Montenegro (such as tax system, labor market/human resources, market access and similar business preconditions).

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Podgorica

Tax system in Montenegro encountered substantive reforms in order to create a business-friendly environment and attract foreign investors. As a result, there is a competitive total tax rate compared to the others in the region and Montenegro is recognized as a low-tax area among the foreign investors. However, we are expecting further reforms with regards to predictability of taxes and equalization of municipal tax policies.

Foreign investors in Montenegro are guaranteed **national treatment** by law which means that foreign-owned companies receive equal legal treatment as the national ones. They have property rights on movable or immovable assets and inheritance rights the same as a Montenegrin² and they are taxed the same way as the domestic investors. This encourages investment in any industry.

Qualified human resources and flexible labor market represent other important prerequisites for starting business. Developments of efficiency in human resources and educational sys¬tem that occurred in the last couple of years are leading towards a more competitive workforce in Montenegro. Education represents a solid base for future development of country and shapes the country's success in attracting FDI. Besides the growing diversity of education opportunities and mobility possibilities offered in Montenegro, one can observe the growth in knowledge of languages

¹ Paying taxes 2013 - The global picture, PwC / The World Bank, available at:

http://www.pwc.com/gx/en/paying-taxes/assets/pwc-paying-taxes-2013-full-report.pdf,

² With the exception of production of firearms and restriction of acquiring ownership over natural resources, real estate in public interest, cultural heritage and real estate within the state border;



(English, French, German, Russian and Italian are among the most studied languages). Labor environment quality is expected to improve with regards to work ethic of national work force as this was estimated as one of the most problematic factors for doing business in Montenegro. Numerous reforms have taken place in order to increase flexibility of the labor market therefore we are enthusiastic about some decisive changes in the coming period.

Although the above stated reasons for investing in Montenegro are rather important, it was interesting to learn that most foreign business people acknowledge the *lifestyle* in Montenegro as one of the reasons for finding opportunities to do business in Montenegro.³ The climate is advantageous for an active lifestyle and the openness of the society enables quick building of personal network of like-minded people.

I INVESTMENT OPPORTUNITIES

When presenting the opportunities for doing business in Montenegro, one should start with what meets the eye – the strategic geographic location and natural potential of Montenegro. Being situated in the South East Europe at the Central Mediterranean area, Montenegro is certainly among the most interesting spots in the world. It has diverse climate features and diverse landscape that offer so many different possibilities.



Investment potential has so far been identified within several sectors: tourism, energy, infrastruture and agriculture (with tourism and energy singled out as key sectors of growth in the past year).

TOURISM

Montenegro is predominantly service-driven economy, with a significant portion of growth coming from tourism, as one of the main drivers of its development so far. But tourism is yet to reach its full potential and Montenegro is predicted to be one of the fastest growing tourist destinations in the next 10 years according to the World Travel and Tourism Council.⁴ It has everything to achieve that goal such as diverse natural resources, unspoiled nature, beautiful beaches, spectacular coastline and a central location in the Mediterranean. Montenegro was the first country in the world to be declared as the ecological country in 1991. All this was recognized by several of our prominent members who have already made hundreds of millions of euros investments and are planning on committing much more.

Although the coast has so far proved to be main driver of country's tourism industry, Montenegro's interior has great investment opportunities which are still not explored and the region is quite unknown. Four of the country's five national parks are located in the interior. Also, there is a wide range of new tourist attractions to be discovered and developed in the northern region of Montenegro. The northern region rep-

44 Montenegro is predicted to be one of the fastest growing tourist destinations in the next 10 years.

⁴ http://www.wttc.org/site_media/unloads/downloads/montenegro2013_2.nds



resents the center for mountain tourism as it has several smaller ski resorts with huge development potential and an area of untouched nature. It has a diverse landscape with combination of stunning lakes, deep river canyons and high mountain peaks which offer possibilities for adventure travel programmes.

Especially attractive for further investment is, for instance, Bjelasica with potential for soft to hard adventure sports, wellness and MICE⁵ related activities, but also Durmitor and Žabljak brimming with opportunities for nature-based and family tourism as well as wide range of sporting activities. In order to capture all this potential, still underdeveloped hotel capacities represent a potentially lucrative investment opportunity.

The Government's strategy for tourism development includes a wide range of quality accommodation (from luxury seaside resorts to mountain eco-lodges) and various activities such as yachting, golf as well as other adventure and less active sports. For instance, the Government and potential investors have lately been able to identify golf tourism as still undeveloped market segment, although there are some private golf courses in Montenegro.

The country's topography lends itself to this sport with many suitable sites and strong growth in demand, which is why it is open for projects in this area. One can easily notice Montenegro's potential for becoming a golf destination. Construction of golf courses would attract visitors in the period prior and after the summer tourism season. Only recently the construction permit for building of the golf course was issued to one of the MFIC members – Lustica Development (company established

⁵ Meetings Incentives Conferencing Exhibitions tourisn

as joint initiative between Orascom Development Holding and Government of Montenegro). Lustica Development is investing in development of Lustica Bay, a highly sustainable and highly sociable coastal community, driven by the healthy lifestyle its location affords, which will, among its different facilities, now also offer the golf course. This is only an example of openness of market for such sports facilities

As stated many times before, the country already holds resources necessary for a thriving tourism industry and one may expect that development in area of tourism will certainly have a spill-over effect to development of transport, trade, energy sector, agriculture and construction.

AGRICULTURE

Another industry with almost untapped investment potential is certainly agriculture. Agriculture accounts for 7,4% of Montenegrin GDP.6 Combined with



Montenegro has a big potential for organic agriculture

demand coming from tourism, not only in Montenegro but from the whole region, especially when it comes to organic food production, potential is more than evident. Development in this sector is among those prioritized in 2013 National Development Plan for Montenegro. Covering a relatively small land area with different geographical locations and different climate, Montenegro has a rather diversified production from growing olives and citrus fruits along the coast, to early season vegetables and tobacco in the central region and livestock breeding in the northern

⁶ Montenegro in Figures 2013, Montestat, available at: http://www.monstat.org/eng/publikacije_page.php?id=103

area. The structural features so far have been rather unfavorable since a large part of agricultural production is generated by small-scale farm households and marketed through local green markets.

Montenegrin agricultural potential lays in the unspoiled nature, clean water and unexhausted land resources. The lack of use of chemical agents (such as pesticides and fertilizers) and ecological conditions are important incentives for organic agriculture which has recently been on the rise in Montenegro with many start-ups in this field. Organic agriculture represents a system of sustainable agriculture which is based on local resources and as such minimizes negative effects on the environment. In this area there are many opportunities for investment in production of unique and traditional products that could be marketed for consumption in tourism. There is already a demand from both locals and tourists coming from all over the world for organic and healthy food originating from Montenegro. Therefore, agriculture represents quite promising and rewarding sector for investment.

ENERGY

Energy is one of the most important sectors for development and economic growth in every country and the same is the case with Montenegro. Sufficient energy supply is one of the main prerequisites for sustainable economic development. Over the last couple of years, the energy sector in Montenegro was marked with significant progress. With the goal of achieving a non-discriminatory, competitive and open energy market, reforms in the energy sector consisted of harmonization of regulatory framework with the acquis communautire and of gradual steps towards liberalization.

Montenegrin market of electrical energy is relatively small and so far there has been



Montenegro has great potential in renewable energy sources



only one "vertical supplier" – EPCG, which is at the same time public supplier. Due to the fact that complete liberalization of electrical energy market is expected to take place in the beginning of year 2015, energy has become one of the most interesting sectors for foreign investors in Montenegro. Starting the next year, the citizens will be able to choose their supplier and this is an important precondition for establishment of more energy supplying companies in Montenegro.

Montenegro has a big potential for construction of small hydro power plants and use of alternative energy sources. Activities directed at creating necessary preconditions for the construction of small hydro power plants are currently being implemented, together with activities aiming to provide for a higher level of use of energy from other

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renewable sources.

Being a transition economy, it is expected that the energy demand will increase steadily in the near future and the renewable energy could play an important role in energy supply. Some of the most important renewable energy sources that could be identified in Montenegro are wind, solar and biomass.

Despite some challenging factors (such as the site complexity and difficult site accessibility, topography and roads), there are many promising sites which fulfil at least minimum energy potential required for an economical operation of wind turbines. The countrywide wind energy potential exists in the area of coastal mountain ranges (for example: Rumija chain, the Mount Lisinja and the Lovcen National Park and smaller zones).

The potential of solar energy was assessed in two of the most promising sectors: solar thermal energy for households and solar thermal energy for the tourism industry. Montenegro shows a very good potential for solar energy systems, since the annual number of sunshine hours is more than 2,000 hours for most part of the country and even 2,500 along the coast. This makes it one of the greatest solar energy potentials in the South-Eastern Europe. Besides the two previously mentioned renewable energy sources,

Montenegro also has great possibilities for usage of energy potential of biomass from agriculture. This potential is most of all related to forestry sector which is especially interesting for energy systems that use biomass as fuel. One of the most profitable improvements in this area would be plantation of fast growing tree cultures in order to produce wooden biomass, although the big part of Montenegrin territory is already covered with forests.

INFRASTRUCTURE

So far Montenegro has not been able to provide funds from national sources (at least not in the short and medium term) for large infrastructure projects such as construction of motorways, airports, railroads, etc. With regards to that, Montenegro is dependent on support from financial institutions and private sector partnership.

This is why competitive public-private partnership contracts have been offered so far. Modern transport is necessary for sustainability in terms of economic, social and ecological aspect. The transport sector in Montenegro comprises of about 1800 km long network of main roads and 250 km railway lines. There are two airports (in Podgorica and Tivat) and five ports for passengers and cargo transport with the Port of Bar being responsible for 95% of the total passenger and freight transport. Currently, there are several highway projects that are in the center of both investors and Government's attention with the most important of them being highway Bar-Boljare.

This road is intended to connect the coastal and northern area of Montenegro which would contribute to development in both regions equally and would enable use of natural resources. The Government is putting all its efforts to finalize administrative and technical preconditions for construction to start as soon as possible.

Montenegro has a significant geo-strategic position for transition traffic in the Balkans. Transportation infrastructure and its organization contribute to the effective use of the economic potential in Montenegro.



Montenegro has a significant geo-strategic position for transition traffic in the Balkans. In fact, sustainable development concept shows interdependence between transportation infrastructure and other sectors with major investment opportunities in Montenegro (tourism, energy, agriculture). This means that transportation infrastructure and its organization contribute to the effective use of the economic potential in Montenegro. Since transportation itself has a significant share in total GDP, investments in the transport sector would be of significance to both local economy and regional integration and development.

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Azmont Investments, a private Montenegrin company with investment from Azerbaijan, is working on a project set to be the largest tourist investment in Europe to date − Portonovi. Within a month of signing an agreement, Azmont DOO has made a commitment of €500 million to engage in an ambitious programme with the goal to complete the project by early 2016. For that purpose 200 companies and 3,500 people are being mobilized. The 60-acre project is located in Kumbor, an enviable position between mountain and sea and it overlooks 1.2 km of stunning coastline of the Adriatic Sea. It will certainly attract travelers from around the world.

The project is expected to contribute to continued growth of the infrastructure and economy of the region. It is of huge significance to local community and Montenegro due to job creation and development of tourism in Montenegro. Investors established design center for all architects and engineers and center for training for construction and other workers. Many employees have already been sent abroad for training in order to obtain more knowledge and experience with regards to development trends in the world.

Azmont Investment recognized Montenegro as an area where investors are not faced with rather demanding paperwork and too complicated procedures which is why they chose Montenegro rather than any other country in the region. They found that it has an excellent business climate and General Manager of the project even stated that Montenegro has a same principle for investors as Dubai and similar investment destinations.

Azmont Investment is working on the project "Portonovi", which is set to be the **largest tourist investment in Europe to date.**



The vision behind Porto Montenegro was to build the leading luxury yacht homeport and marina village in the Mediterranean. The project is chiefly financed by Peter Munk, a Canadian businessman, but there were some other founding investors involved with the project as well. Total investment to date amounts 180 million euro. Company Adriatic Marinas is the developer and the operator of Porto Montenegro project.

Porto Montenegro today represents a premier marina destination with luxury waterfront residences and international retail village catering to the advanced needs of all yachts, their owners, guests and crew, with specific infrastructure for superyachts. The marina opened with 85 berths in summer 2009, and has since grown to the current capacity of 250 berths, of which 54 are for yachts over 30m. Upon completion of the expansion in summer 2015 the marina will offer 477 berths, taking the total number of berths for yachts 30m and over to 124 (max. capacity of 150m LOA).

In summer 2013, Porto Montenegro had over 1 million visitors. Its residential component is as individual as those found in any traditional town: an irregular arrangement of townhouses, apartments, penthouses and duplexes housed in individually designed buildings, each no more than five stories high. The diversified offering is designed to appeal to a wide range of purchasers: boat owners, crew, local and foreign homebuyers.

Since the start of Porto Montenegro's construction, Adriatic Marinas has donated more than €2.3 million towards scholarships, sponsorships, and projects to support the local community of Tivat. This year, numerous IT, sports equipment, technical and office equipment has been donated to the town's educational, cultural, sports and health organizations.



Porto Montenegro has become the member of Sustain Worldwide, membership organization comprising the world's leading sustainable residential and leisure tourism developers and professionals. In 2011 Porto Montenegro marina became the proud recipient of the prestigious "5 Gold Anchor Award" granted by the UK-based Yacht Harbor Association. Porto Montenegro has received the Wild Beauty Award 2013 for Best Tourism Investment Project. The award ceremony was organized by the National Tourism Organization supported by the President of Montenegro, Filip Vujanović. 23 awards from various categories were given in recognition of exceptional contributions to the tourist industry.



In Montenegro, European Bank for Reconstruction and Development focuses its investments on boosting small businesses, developing transport and municipal and environmental infrastructure. It has signed the financing agreements for 39 different projects with cumulative business volume 400 million euro and current portfolio of 343 million euro.

During the last year alone, the Bank invested 81 million euro in Montenegro. The majority of business has been generated in the energy sector. In that sense, the landmark project for the last year was giving a financial support for the Montenegro Transmission System Operator in creating electricity transmission infrastructure that would connect Montenegro and Italy (construction of Pljevlja – Lastva high voltage transmission line). The amount of 60 million euro sovereign/corporate loan was directed to this project. The project is important for linking markets and creating an incentive for more cross-border trade and for helping liberalization of the Balkan energy sector. The Bank also intends to invest in the development renewable energy projects such as wind farms and small hydropower.

For 2014, there are several projects under discussion in the financial sector, agribusiness, property and infrastructure and energy sector. In all these activities the Bank will seek to align its operations with the priorities of the Government of Montenegro and will work closely with other international financial institutions, multilateral and bilateral donors, including the European Union.

EBRD has signed the financing agreements for 39 different projects with cumulative business volume 400 million euro and current portfolio of 343 million euro.

AND MANY OTHERS...











































I THINGS YOU SHOULD KNOW I WHEN STARTING YOUR BUSINESS

😑 FOREIGN INVESTORS IN MONTENEGRO

Foreign investor may operate either as a legal entity or as a natural person. The term foreign investor is applied to the company founded by a foreigner in Montenegro or foreign legal entities with a share of investment capital higher than 25% of total capital invested. Foreign investor is allowed to invest in any industry and freely transfer all financial and other assets, including profits and dividends. An exception to this is with regards to firearms production, since the foreign investor is not allowed to establish company in the field of production and trade of firearms. According to the Foreign Investment Law, foreign investors can invest with more than one investor or a combination of foreign and domestic investors.

Main forms of the foreign investment are: establishing a new company, investing in existing companies, establishing a branch of foreign company and buying a company. Montenegroguarantees equal legal treatment of foreign and local companies. Additionally, foreign investment in Montenegro can be carried out through financial leasing, franchising, concessions, buying a property and other legal arrangements.

REGISTERING YOUR BUSINESS

Only three documents are required in order to register your business: a founding decision, bylaws and the registration form for the specific type of company. Registration takes only four days and the Central Register of the Commercial Court is in charge for business registration. It has electronic database of registered business entities, contracts on financial leasing and pledges. Among many steps taken by Montenegrin Government with the goal to stimulate and facilitate investment stands the launch of one-stop shop principle for company registration. New business entities can register a company, apply for general tax registration and obtain VAT, excise and customs code all in one place. This means that it is not

ONE-STOP SHOP PRINCIPLE FOR COMPANY REGISTRATION.

⁷ Foreign Investment Law Article 2, paragraph 4



necessary to go to several different institutions since everything can be done with the Central Register of the Commercial Court, which saves time and money. It is expected that in the coming period there will be another improvement to implementation of one-stop shop principle with the possibility to register the company in one of eight regional units besides the Central Register of the Commercial Court (which has so far been the only one to provide this service). The goal of these reforms has been to simplify administrative procedures and remove business barriers.

TYPES OF COMPANIES THAT CAN BE ESTABLISHED

According to Montenegrin law, it is possible to establish six types of companies:

- Entrepreneur (minimum capital required: none, registration fee: € 10)
- Limited Liability Company (minimum capital required: € 1, registration fee: € 10)
- Joint Stock Corporation, (minimum capital required: € 25,000, registration fee: € 50)
- General Partnership, (minimum capital required: none, registration fee: € 10)
- Limited Partnership (minimum capital required: none, registration fee: € 10)
- Part of a foreign company (minimum capital required: none, registration fee: € 10)

PRINCIPAL TAXES IN MONTENEGRO

Personal Income Tax	9% (15% to gross personal income above 720 €)
Corporate Income Tax	9%
Value Added Tax	19% (reduced to 7% for tourism and 0% for some basic products)
Withholding Tax	9% on dividends/profit distribution, capital gain, royalties, intellectual property rights, rental income, consulting, marketing and audit services
Social Security Contributions —	33.8%

ACQUIRING PROPERTY RIGHTS

Foreign investors can acquire rights to real estate in Montenegro such as company facilities, places of business, apartments, living spaces and land for construction. The Foreign Investment Law specifically permits foreign investors to purchase real estate through a contract. This right is additionally reinforced by Property Law. Foreign persons can claim property rights to real estate by inheritance in the same manner as local citizens.

PROPERTY TAX RATES

The property tax rate is proportional. It can amount to between 0,08% and 0,80% of the real estate property's market value. The local governance unit may set the property tax rates according to the categories of real estate properties (for instance, the tax rate on sale of non-cultivated land is up to 50% higher compared to cultivated land). Property transfer tax is 3%.

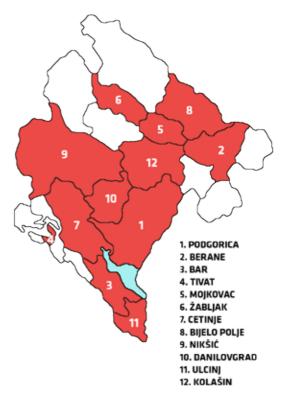
OBTAINING A CONSTRUCTION PERMIT

In order to obtain a construction permit, it is necessary that the object, for which the permit is requested, is in accordance with requests contained in one of two planning documents – state and local planning documents. State planning documents are Spatial plan of Montenegro and Spatial plan of special purpose area, while local planning documents are Spatial-urban plan, Detailed-urban plan, Urban project and Local study of location. State administrative bodies, namely Ministry for sustainable development and tourism, issue the permit for an object constructed according to state planning documents while local administrative bodies issue permits for objects constructed according to state planning documents.

BUSINESS ZONES

Development of business zones represents a project of the Government of Montenegro which has a goal to stimulate business development and create more attractive investment opportunities. Business zone represents a developed area in construction terms which is fully equipped with utility infrastructure and directed at production activities and favorable conditions for investment

Beneficiaries of the business zone will have more encouraging work conditions in terms of lower costs and resolved infrastructural problems. Such benefits are intended for small and medium-sized enterprises engaged in light industry which is not harming the environment. This includes a industrial branches whose production is focused on the means of consumption (the food, textiles, tobacco, furniture and electronics industries and the finishing



and assembling of final products). Business incentives offered by the zone are:

- Developed infrastructural land with all permits,
- Lower lease prices of business premises,
- Reduced administrative costs,
- Integrating complementary business activities,
- Other business incentives.

So far, locations for potential business zones have been identified within the area of twelve municipalities: Podgorica, Berane, Bar, Danilovgrad, Mojkovac, Žabljak, Cetinje, Bijelo Polje, Nikšić, Tivat, Ulcinj i Kolašin. Five of those municipalities already announced several business zones open for investments and those are Cetinje, Berane, Kolašin, Nikšić and Ulcinj. Ministry of economy is providing municipalities with technical support, therefore it is expected that more business zones will be established in the near future.

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PROTECTING YOUR INTELLECTUAL PROPERTY RIGHTS

The Montenegrin Intellectual Property Office is an authority within the state administration system of Montenegro which is competent for the activities related to the industrial property rights and receipt and filing authors and related rights. It is established under the Regulation on organization and manner of work of the state administration in May 11, 2007 and officially started working on May 28, 2008.

In 2006 Montenegro became a member of World Intellectual Property Organization and it has so far signed about 20 WIPO-administered treaties. As the candidate for the EU accession, it also indicated that it is ready to accept acquis communautaire regarding the intellectual property rights and make progress in their enforcement. According to the screening report on Montenegro's progress in the area of IPR issued by the European Commission, Montenegro is said to have reached a high level of alignment with acquis in this area and improved basic enforcement capacities. However, more decisive progress with regards to enforcement is expected in the coming period.

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AVERAGE CUSTOMS RATE IN MONTENEGRO

The average customs rate on the import of goods amounts to 6,28% for countries with which Montenegro has not signed an agreement on free trade. Custom rates for countries with which Montenegro has signed an agreement on free trade change annually. Import duties are set by the Customs Tariff as part of the Customs Tariff Law, which is based on Commodity Description and Coding System (HS System) and coordinated with the EU Combined Tariff.

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FREE TRADE AGREEMENTS

Montenegro has signed several free trade agreements:

- CEFTA (Central European Free Trade Agreement)
- Free Trade Agreement with EFTA (European Free Trade Association)
 - signed in 2011
- Free Trade Agreement with Russia (concluded in 2000)
- Preferential Trade Agreement with the European Union
- Free Trade Agreement with Turkey (signed in 2008)

MAJOR FOREIGN TRADING PARTNERS⁸

During the year 2013, Montenegro's trade exchange with other countries amounted to 2148.8 million Euros.

With regards to export, major exchange partners in 2013 were:

- 1. Serbia (133,5 million Euros);
- 2. Croatia (59,5 million Euros);
- 3. Slovenia (36 million Euros);
- 4. Kosovo (19,1 million Euros);
- 5. Bosnia & Herzegovina (18,3 million Euros);
- Italy (15,7 million Euros);
- 7. **Germany** (13,295 million Euros)

With regards to import, major exchange partners in 2013 were:

- 1. Serbia (505,9 million Euros);
- 2. Greece (149,8 million Euros);
- 3. China (142,8 million Euros);
- 4. Bosnia & Herzegovina (126,2 million Euros);
- 5. Italy (117,6 million Euros);
- 6. Germany (116,4 million Euros);
- 7. Croatia (97.5 million Euros)

The highest external trend in 2013 was with CEFTA and EU countries.

LABOR MARKET DATA⁹

TOTAL LABOR FORCE

TOTAL EMPLOYMENT RATE

TOTAL UNEMPLOYMENT RATE

256 100 42,0%

143 400 MEN 112 700 WOMEN 48.2% MEN **36,0%** WOMEN 17.8% MEN **17.9% WOMEN**

AVERAGE GROSS WAGE 726€ 479€ AVERAGE NET WAGE

⁹ Labor Force Survey 3rd Quater 2013, Montenegro Statistical Office, December 2013; available at: www.monstat.org/userfiles/file/ars/2013/03/Saopstenje%20-%20ARS%20III%20KVARTAL%202013.pdf

FULL TIME WORKING HOURS

The working week consists of 40 working hours (8 hours per day). According to the Labor Law, it is possible under certain circumstances to sign a contract specifying a minimum 10-hour working week. Overtime working hours are limited to 8 hours per week. Maximum number of working days per week is 6.

INSURING YOUR INVESTMENT IN MONTENEGRO

The foreign investor is obliged to insure his/hers investment in Montenegro. There are several foreign companies in Montenegro providing insurance risk from expropriation, nationalization, confiscation, civil war, inconvertibility of profits and dividends, and non-transferable currency.

- Austria OEKB (Oesterreichische Kontrollbank AG) www.oekb.at
- Italy SACE Group www.sace.it
- Slovenia SID (Slovenska izvozna in razvojna banka) www.sid.si
- UK ECGD (Export Credit Guarantee Department) www.ecgd.gov.uk
- USA OPIC www.opic.gov
- World Bank MIGA (Multilateral Investment Guarantee Agency) www.miga.org

MAJOR INVESTORS¹¹

Austria

Investing Company: Springer & Sons

Investment: Acquisition of Hotel Panorama for USD 9.3 million

Investing Company: Hypo Group

Investment: Greenfield investment in Hypo Alpe Adria Montenegro of USD 15 million

Belgium

Investing Company: Royal

Investment: Greenfield investment in Royal Montenegro of USD 147 million

¹⁰ Overtime is authorized for employees in the case of a sudden increase in the scope of work, and in other cases when the completion of unplanned work is necessary within a specific time limit

^{11 2013} Investment Climate Statement, Bureau of Economic and Business Affairs – US Department of State, available at: http://www.state.gov/e/eh/ds/othr/ics/2013/204698.htm

Canada

Investing Company: Molson

Investment: Acquisition of Brewery for USD 32 million

Egypt

Investing Company: Orascom Development

Investment: Greenfield investment on Lustica peninsula of USD 14.7 million

Investing Company: Egyptian investment fund

Investment: Greenfield investment of USD 73.5 million

France

Investing Company: Societe Generale

Investment: Acquisition of 64.45 percent of Podgoricka Bank for USD 16.8 million

Investing Company: Alstom

Investment: Expansion of Niksicka Tehno Baza of USD 7.35 million

Germany

Investing Company: Strabag AG

Investment: Acquisition of Public Enterprise Crna Gora Put for USD 10.5 million

Great Britain

Investing Company: Beppler & Jacobson

Investment: Acquisition of Hotel Bianca and Bjelasica Ski center for USD 11.3 million; Acquisition of Hotel Avala for USD 15.2 million

Greece

Investing Company: Hellenic Petroleum

Investment: Acquisition of the 54.4 percent of Jugopetrol Kotor petroleum refinery

for USD 120 million

Hungary

Investing Company: Matav (with Deutsche Telekom)

Investment: Acquisition of 51 percent of Telekom Montenegro for USD 142 million

Investing Company: OTP Bank

Investment: Acquisition of CKB bank for USD 134 million

Italy

Investing Company: Bolici Invest

Investment: Greenfield investment in Hotel Bolici of USD 58.8 million

Investing Company: A2A

Investment: Acquisition of the Electric Power Company of Montenegro (EPCG) of

USD 282.3 million

Investing company: Terna

Investment: Greenfield investment in submarine cable of USD 975 million

Japan

Investing Company: Daido

Investment: Acquisition of ball bearing factory for USD 11.2 million

Norway

Investing Company: Telenor

Investment: Acquisition of Promonte mobile operator for USD 145 million

Russia

Investing Company: Rusal

Investment: Acquisition of "KAP" aluminum plant for USD 58.2 million

Investing Company: Salomon Ent

Investment: Acquisition of Bauxite Mine (Rudnici boksita AD Podgorica) for USD 12.5

million

Investing Company: Capital Estate

Investment: Acquisition of Hotel "Grand Lido" for USD 10.8 million

Investing Company: Lukoil

Investment: Portfolio investment in Roksped of USD 39 million

Slovenia

Investing Company: HIT Nova Gorica

Investment: Acquisition of the Hotel Maestral for USD 48 million

Investing Company: LB Leasing Ljubljana

Investment: Greenfield investment in LB Leasing Podgorica of USD 10.1 million

Investing Company: Petrol Bonus

Investment: Acquisition of Montenegrobonus for USD 154.5 million (for six years)

Investing Company: Intereuropa

Investment: Portfolio investment in Zetatrans for USD 12.3 million

Investing Company: Mercator Group

Investment: Portfolio investment in Mercator Mex of USD 8.8 million

Spain

Investing Company: FersaCountry: Spain

Investment: Greenfield investment in the first windmill of USD 82 million

Singapore

Investing Company: Aman Resorts

Investment: Lease of HTP Budvanska Rivijera ("Sveti Stefan", "Milocer",

"Kraljicina plaza") for USD 1.95 million per year for 30 years, following a

first year payment of USD 2.1 million.

Switzerland

Investing Company: BT International

Investment: Acquisition of "4. Novembar" Mojkovac for USD 6.3 million

Slovakia

Investing Company: Gradex HPB

Investment: Acquisition of Rudnik coal mine for USD 12.7 million

Serbia

Investing Company: Telecom Serbia and Ogalar B.V. **Investment:** Greenfield investment of USD 16 million

Investing Company: Delta

Investment: Greenfield investment in Delta City shopping mall of USD 86.9 million

Turkey

Investing Company: Gintas Group

Investment: Greenfield investment in Mall of Montenegro of USD 58.8 million

Investing company: Toshcelik

Investment: Acquisition of Steel Mill for USD 22 million

USA

Investing Company: Morgan Invest

Investment: Portfolio Investment of Titex for USD 2.45 million

Investing Company: Becovic Management Group

Investment: Acquisition of Hotel "Mediteran" for USD 1 million





MOVING TO MONTENEGRO



GENERAL INFORMATION ABOUT MONTENEGRO

Location: South-eastern Europe

Surface area:13.812 km2Population:620.029Border length:614 km

Bordering countries: Montenegro borders Italy (on the Adriatic Sea), Serbia (to

the east), Kosovo (to the east), Bosnia and Herzegovina (to the north), Albania (to the south) and Croatia (to the west).

Capital city: Podgorica
Currency: Euro
Length of coastline: 293 km
Number of beaches: 117
Length of beaches: 52 km

Longest beach: Velika Plaža (Big Beach), Ulcinj – 13 km

Highest mountain peaks: Maja Rosit, Prokletije - 2.524 m;

Bobotov Kuk. Durmitor - 2.522 m

Largest lake: Skadar lake 391 m2

Deepest canyon: Tara River Canyon – 1300 m

Time zone: GMT+01:00



ARRIVING TO MONTENEGRO

Montenegro can be easily reached by plane. There are two airports (in Podgorica and Tivat) which offer several regular connections. Podgorica is the capital of Montenegro and it represents the political, economic, administrative and cultural center. Airport in Podgorica offers connections to: Frankfurt, Vienna, Rome, Ljubljana, Belgrade, Paris, Naples, Bari, Moscow, Zurich and London. Tivat is a coastal town in southwest Montenegro. With the major tourism potential and investment projects in the area, the airport in Tivat has gained a particular significance. It offers connections to: Belgrade, Moscow and Paris.

CLIMATE

The Mediterranean climate is enjoyed in Montenegrin coastal areas with long dry summers and short mild winters, while the continental climate is dominant in the closest hinterland where the winter is colder and the summer is warmer than in the coast. Montenegro has on average 180 sunny days (its coastal town Bar has even 270 sunny days on average per year) and a coastline of 293 km of which 73 km are sandy beaches. Average air temperature is 27.7°C (summer) and the maximum sea temperature reaches 27.1°C.

GSM OPERATORS

There are three mobile operators in Montenegro:

- Telenor (100% owned by Telenor Norway) www.telenor.me
- T-Mobile Montenegro (majority owned by Magyar www.telekom.me
- M:Tel (positioned in Montenegro within the scope of Serbian-Dutch Consortium of Telekom Serbia a.d. and Ogalar B.V.) www.mtel.cg.com

INTERNET AVAILABILITY IN MONTENEGRO

Low cost broadband internet is readily available throughout the country. At this point there are several licensed Internet Service Providers in Montenegro which are currently operating and those are: Cabling (www.cabling.tv), Elta-Mont (www.eltamont.com), M-Kabl (www.m-kabl.net), MNNews (www.mnnews.net), M:Tel (www.mtel-cg.com), T-Com Montenegro (www.telekom.me). The largest is T-Com Montenegro.

NEWS AND MAGAZINES (IN ENGLISH)

DAILY NEWS MONTENEGRO

Daily News Montenegro (DNM) publishes news about Montenegro from a positive free-market perspective.

www.dailynewsmontenegro.com

MNNEWS

www.mnnews.net

NEWS-MONTENEGRO

This website is dedicated to publish all important news from Montenegro and to provide huge amount of useful information.

www.news-montenegro.com

THE LUXURY COLLECTION MONTENEGRO

The Luxury Collection Magazine is the lifestyle print resource which gives reviews on topics such as real estate, travel, fashion, jewelry, boating and automobiles. TLC guides readers through a unique luxury experience. www.theluxurycollection.me

INTERNATIONAL SCHOOLS

There are three international schools in Montenegro:

ARCADIA ACADEMY

(Arcadia Academy is a British international school and pre-school in Montenegro)

Address: Donja Lastva, Jadranska magistrala, 85332 Tivat

Phone: +382 32 662662

Email: office@arcadiaeducation.me **Website:** www.arcadiaeducation.me

KINGHTSBRIDGE SCHOOLS INTERNATIONAL MONTENEGRO

(Knightsbridge Schools International in Montenegro is an international

school for boys and girls aged 3-15 years)

Address: Seljanovo bb, Porto Montenegro, 85320 Tivat

Phone: +382 32 672655

Website: www.ksi-montenegro.com

OUALITY SCHOOLS INTERNATIONAL (OSI)

(QSI International School of Montenegro is a private non-profit institution which offers education in the English language for elementary and secondary students – students of age 3 through age 18)

Address: Romanovih 33, 81000 Podgorica

Phone: +382 20 641734

Email: montenegro@qsi.org

Website: www.qsi.org

PUBLIC HOLIDAYS IN MONTENEGRO

There are five public holidays in Montenegro:

New Year's Day: 1st and 2nd January

Christmas Day: 7th January Independence Day: 21st May Statehood Day: 13th and 14th July

Easter Holidays: Starting with Good Friday and ending with Easter Monday

Labour day: 1st and 2nd May



MUSEUMS & GALLERIES

BAR

Art Gallery Velimir A. Lekovic Homeland Museum – King Nikola's Residence

BUDVA

Budva Town Museum Modern Art Gallery

CETINJE

Artistic Museum of Montenegro Biljarda (Museum of Petar II Petrovic Njegos) Ethnographic Museum of Montenegro Historical Museum of Montenegro King Nikola's Museum Montenegrin Gallery of Arts Miodrag Dado Đurić

KOTOR

City gallery Maritime museum of Montenegro

NIKŠIĆ

Castle of King Nikola Museum of Local History

PODGORICA

Center of Modern Arts Museums and Galleries Marko Miljanov's Museum

ULCINI

Archeological Museum Art Gallery Ethnological Museum

ANNUAL CULTURAL EVENTS

FESTIVAL MIMOZA (MIMOSAS FESTIVAL)

Herceg Novi, 01.02. - 15.02.

The festival of flowers in honor of the flower of mimosa was established in Herceg-Novi in 1969. since the flower of mimosa blooms in February this festival is usually connected with the month of February. This event is a member of the Association of European Carnival Cities (Foundation of European Carnival Cities (FECC).

KOTOR CARNIVAL

Kotor, 15.02 - 23.02.

Great yearly held carnival with a range of manifestations – traditional masked ball, introspection of majorettes, children's carnival, promotion of local cuisine, carnival concerts etc. Several thousands of people visit Kotor carnival.

BIJELO POLJE PAINTING SUMMER - BIJELO POLJE

Bijelo Polje, 21.03.

Bijelo Polje Paining Summer has been held on 21st March as of 1994. Every year it gathers academic and self-taught painters and all of them have the opportunity to show their talents, vision and inspiration.

HAPS - HERCEG NOVI APRIL THEATRE FESTIVAL

Herceg Novi, 15.04. - 30.04.

This event was established with the aim to make Herceg Novi the city of tradition of culture and art. Every year since 1996 in the period from the 15th April – 30th April the Theatre of Herceg Novi hosts numerous theatres.

INTERNATIONAL CARNIVAL

Budva, 26.04. - 28.04.

Carnival groups from 12 countries with over 2,500 participants join the local carnival group "Festadjuni" in the Large International Parade. Over 1,100 children from five countries take part in the small children's international parade.

INTERNATIONAL BOOK FAIR

Podgorica, 07.05. - 11.05.

In 9 years of its existence, International Book Fair in Podgorica has become an influential and significant regional book fair where development, achievements and specifies of publishing, primarily in the region, and then in Europe and the world are presented.

TIVAT CULTURAL SUMMER PURGATORIJE

Tivat, 25.06 - 02.09

The local TO Plužine wishes to promote tourism potential of the lake through this event and to encourage the development of sports on the clear and peaceful water of the lake.

SUNČANE SKALE (SUNNY STAIRS)

Herceg Novi, 29.06.

The Sunčane Skale Festivals is a 3-day pop music festival held every summer since 1994. On the final day, the jury chooses the winning song, which then becomes the Song of Summer (Pjesma ljeta).

INTERNATIONAL SUMMER KOTOR CARNIVAL

Kotor. 01.08. - 03.08.

Similar like the winter one summer carnival too is meant for fun and party on the streets and squares of Kotor.

MONTENEGRO FILM FESTIVAL

Herceg Novi, 01.08. - 07.08.

One of the biggest and most appreciated domestic film festivals during which the achievements from the domain of domestic movie are being displayed. It takes place at various locations in Herceg Novi, both indoor and open air.

PETROVAČKA NOĆ (PETROVAC NIGHT)

Petrovac (Budva municipality), 29.08.

In Petrovac on 31 August each year the biggest folk festival of fish and wine is held - Petrovačka noć - which marks the end of summer tourist season.

SEPTEMBER DAYS

Nikšić 01.09. - 29.09.

This event is organized to celebrate the Day of Municipality and includes cultural and sporting events (International festival of chamber music, theatre plays, concerts, sports competitions, tourist events, business events...)

GATHERINGS UNDER THE OLD OLIVE THREE

Bar. 23.11.

"Gatherings under the Old Olive Tree" is the event happening by the 2000 years old olive tree which promotes culture and poetry. It is traditionally held in the town of Bar. Apart from the presentation of books and collections of poetry of children's literature writers, its program also includes artistic and literary works on the topic "Olive, Peace, Friendship."

I OTHER USEFUL INFORMATION

LEGISLATION

- Foreign Investment Law
- Business Organisation Law
- Accounting and Auditing Law
- Law on Amendments to the Law on Accounting and Auditing
- Law on Foreign Current and Capital Operations
- Customs Law
- Free Trade Zone Law
- Custom Tariffs Law
- Law on Tax on Profit of Legal Entities
- Tax Administration Law
- Personal Income Tax
- Law on Tax on Turnover of Immovable Property
- Value Added Tax Law
- Excise Tax Law
- Law on Real Estate Tax
- Secured Transaction Law
- Deposit Protection Law
- Financial Leasing Law
- Law on State Property
- Law on Spatial Development and Construction of Structures
- Labour Law
- Law on Banks
- Tourism Law
- Public Procurement Law
- Law on Telecommunication
- Law on Insurance
- Law on Investment Fund
- Law on State Administration
- Law on Restitution of Property Rights and Compensation
- Law on Registers of Temporary and Permanent Residence
- Law on Employment and Work of Foreigners
- Environment Law
- Concession Law

INSTITUTIONS AND ORGANISATIONS

- Agency for SME Development www.nasme.me
- Ministry of Agriculture www.mpr.gov.me
- Ministry of Economy www.mek.gov.me
- Ministry of Finance www.mif.gov.me
- Ministry of Foreign Affairs and European Integration www.mip.gov.me
- Ministry of Sustainable Development and Tourism www.mrt.gov.me
- Ministry of Transportation www.msp.gov.me
- Montenegrin Foreign Investors Council www.mfic.me
- Montenegrin Investment Promotion Agency www.mipa.co.me
- Montenegro Stock Exchange www.montenegroberza.com
- Privatisation and Capital Investment Council www.savjetzaprivatizaciju.me
- Regulatory Agency for Energy www.regagen.co.me
- Statistical Office of Montenegro www.monstat.org
- Telecommunication Agency www.ekip.me
- Union of Municipalities of Montenegro www.uom.co.me

BANKS

- Atlasmont Bank www.atlashanka.com
- Commercial Bank Budva www.kombankhd.com
- Erste Bank www.erstebank.me
- First Financial Bank www.ffb.com
- Hypo-Alpe-Adria Bank www.hypo-alpe-adria.co.me
- Investment Bank of Montenegro www.invest-banka.com
- Montenegrin Commercial Bank www.ckb.me
- Mortgage Bank Podgorica www.hipotekarnabanka.com
- NLB Montenegro Bank www.montenegrobanka.com
- Podgoricka Bank Societe Generale Group www.pgbanka.com
- Prva Banka Crne Gore www.prvabankacg.com

AUDIT FIRMS

- Deloitte www.deloitte.com/me
- Ernst &Young www.ey.com/ME/en
- KPMG www.kpmg.com
- Mont Audit www.montaudit.me
- PricewaterhouseCoopers d.o.o. www.pwc.com

LAW FIRMS

BAR

Law Office of Vesna and Sonja Čejović

Practice: business and civil law address: Jovana Tomaseva 41, 85000 Bar Phone: +382 30 311766 | +382 69 027322

Email: cejovic@t-com.me

BUDVA

Jovanović Law Office

Practice: business law, commercial law, construction law, corporate law, etc.

address: Mediteranska 5, 85310 Budva Trg Sunca, 85310 Budva | +382 69 041395

Email: advokat@t-com.me

CETINJE

Vlahović IP & Law Office

Practice: patent and trademark, intellectual property advisers.

address: Baiova 9. 81250 Cetinie

Phone: +382 86 236156

Email: office@vlahovic-ip.com

website: www.vlahovic-ip.com/montenegro.php

KOTOR

Barović Law Office

Practice: real estate, contract and corporate law

address: Stari grad 296, 85330 Kotor **Phone:** +382 32 322220 | +382 69 043090

Email: barovic@t-com.me **website:** www.barovic.com

PODGORICA

Nikola Bošković

Practice: family law, civil law, criminal law, contract law, foreign claims,

immigration

address: Vasa Raickovica, 81000 Podgorica **Phone:** +382 20 237067 | +382 69 470464

Email: nik_boskovic@yahoo.com

IKRP Rokas & Partners - Radinović Law Firm

Practice: advice on investment and privatisation transactions in banking, insurance, media, telecommunications and utilities sectors by way of share acquisitions, company establishment and joint ventures.

address: Bozane Vucinic 7/5, 81000 Podgorica

Phone: +381 11 2080265 Email: podgorica@rokas.com

Pešić and Bajčeta LLC

Practice: corporate and commercial law, mergers and acquisitions, litigation, real estate, debt collection, dispute resolution, taxation

address: V Proleterske bb, 81000 Podgorica **Phone:** +382 20 657060 | +382 67 272119

Email: info@montenegrolaw.com **website:** www.montenegrolaw.com

Karanović & Nikolić Law Firm

Practice: banking and finance, commercial and healthcare, competition, corporate, employment, energy and infrastructure, real estate,

dispute resolution

address: Serdara Jola Piletica bb (TC Palada), 81000 Podgorica

Phone: +382 20 238984

Email: knmontenegro@karanovic-nikolic.com

website: www.karanovic-nikolic.com

Harrisons solicitors

Practice: antitrust / competition, banking and finance, corporate and M&A,

employment, energy, infrastructure and transport, real estate address: Bulevar Svetog Petra Cetinjskog 1A, 81000 Podgorica

Phone: +382 20 246166

Email: office@harrison-solicitors.com

website: www.harrison-solicitors.com/en/home/offices/podgorica/

ULCINJ

Anton Markić Law Firm

Practice: family law, foreign investment, civil law, criminal law, contracts

address: Bratstva jedinstva, 85360 Ulcinj

Phone: +382 30 401128
Email: advanton@t-com.me

REFERENCES

- 11 Reasons to invest in Montenegro, 6th edition, Montenegrin Investment Promotion Agency, 2012;
- Bertelsmann Stiftung, BTI 2014 Montenegro Country Report, Bertelsmann Stiftung, 2014;
- Doing Business 2013, World Bank, January 2013;
- Doing Business and Investment in Montenegro,
 PricewaterhouseCoopers d.o.o, Podgorica, November 2012;
- Economic Opportunities in Montenegro, Export Chicago, December 2013;
- Frequently asked questions, 6th edition,
 Montenegrin Investment Promotion Agency, 2012;
- Montenegro 2013 progress report, European Commission, 2013;
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 Montenegrin Investment Promotion Agency, 2011;
- Montenegro in Figures 2013, Montestat Statistical Office of Montenegro, 2013;
- The Enabling Environment for Sustainable Enterprises in Montenegro report, Montenegrin Employers Federation, December 2013;
- Travel and Tourism: Trends and Prospects Montenegro, World Travel & Tourism Council, 2011;
- Travel and Tourism: Investment Potential Montenegro, World Travel & Tourism Council, 2011;
- White Book: Investment Climate in Montenegro Opportunities and Challenges, Montenegrin Foreign Investors Council, 2012;

ABOUT MONTENEGRIN FOREIGN INVESTORS COUNCIL

The Montenegrin Foreign Investors Council (MFIC) is an association of leading foreign investors in Montenegro. It is a non-governmental and non-profit organization that was officially established in 2009 (although the informal activities of cooperation between investors started in 2007). The MFIC represents 22 members from various sectors (banking/financial services, telecommunications, metallurgy and mining, hotel management, fast-moving consumer goods (FMCG), manufacturing, audit, energy and retail). The members of the MFIC employ 4792 employees in total and their revenues altogether represent 19% of the GDP. The goals of the MFIC are to improve investment climate and support business development, to represent and express opinions of its members for the purpose of promoting common interests and stimulating direct foreign investment, to cooperate with Montenegrin authorities in order to overcome the problems and obstacles that may be faced by the foreign investors and promote such cooperation and dialogue, as well as to connect with foreign organizations for investors within SEE region.

The MFIC represents 21 members from various sectors. They employ 4792 employees in total and their revenues altogether represent 19% of the GDP.



BECOMING A MEMBER OF THE MFIC

Membership in the Montenegrin Foreign Investors Council is open for entities sharing goals of the Council and willing to participate in its activities. The Council has full, associate and honorary members. A candidate for membership should submit a written application to the Board of Directors by which he/she confirms that he/she accepts Statute and the other founding acts of the Council, as well as the willingness to obtain membership status of a certain category. The request may be accompanied by recommendations given by at least two of the full members to the Council.FullmemberoftheCouncilmaybeanylegalentityestablishedanddoingbusiness according to Montenegrin laws, in which one or more foreign legal entities with central office abroad or other foreign investors according to the Law have own shares. Each legal entity that does not fulfil the conditions prescribed for full members, but is a Montenegrin resident, is involved in international trade in goods and services and accepts the goals of the Council may be accepted as associate member of the Council The honorary member is invited to become a member of the Council upon the Board of Directors' invitation which means that he/she does not have to submit a written request.





Montenegrin Foreign Investors Council

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