



FINANCIAL ESTIMATE FOR 2025

Ancona, 16 december 2024

FINANCIAL ESTIMATE FOR THE YEAR 2025 COMPARED TO THE 2024 ESTIMATE

REVENUES	Budget Proposal 2024	Budget Proposal 2025	EXPENDITURES	Budget Proposal 2024	Budget Proposal 2025
I. Membership fees	€94.200,00	€85.300,00	I. Costs for the management and functioning of the association	€30.159,00	€27.292,00
<i>I.I Fees for the current year</i>	€71.700,00	€72.500,00	<i>I.I Postal Fees</i>	€0,00	€72,00
<i>I.II Fees for the previous year</i>	€225.000,00	€12.800,00	<i>I.II Telephone fees</i>	€962,00	€1.500,00
			<i>I.III Printed material</i>	€1.000,00	€0,00
II. Other contributions by members	€ -	€ -	<i>I.IV Advertising</i>	€ -	€ -
<i>II.I Generic contributions</i>	€ -	€ -	<i>I.V Interpretation and translation services</i>	€5.277,00	€4.500,00
<i>II.II Specific projects contributions</i>	€ -	€ -	<i>I.VI Representation expenses</i>	€ -	€ 0,00-
			<i>I.VII Consulting</i>	€14.700,00	€13.200,00
III. Contributions and Financing by third parties	€386.961,00	€205.662,00	<i>I.VII.I Expenses for website assistance</i>	€5.000,00	€2.500,00
<i>III.I Generic contributions</i>	€ -	€ -	<i>I.VII.II Bookkeeping and payroll</i>	€7.200,00	€8.200,00
<i>III.II Specific projects contributions</i>	€386.961,00	€141.662,00	<i>I.VII.III Other consulting services</i>	€2.500,00	€2.500,00
<i>EASI MOBILISE SME</i>	€23.286,00	€0,00	<i>I.VIII Other costs</i>	€8.220,00	€8.020,00
<i>COSME CENTOUR</i>	€19.168,00	€0,00	<i>I.VIII.I Duty stamps</i>	€200,00	€0,00
<i>EYE4UKRAINE</i>	€22.330,00	€22.330,00	<i>I.VIII.II Costs for use of premises</i>	€2.800,00	€5.000,00
<i>AI-NURECC Plus</i>	€34.569,00	€0,00	<i>I.VIII.III Other different costs</i>	€1.520,00	€1.170,00
<i>GPP2ADRION</i>	€0,00	€40.000,00	<i>I.VIII.V Costs for using the online platform</i>	€ 1.200,00	€1.250,00
<i>SOCENTREP4NGOs</i>	€8.276,00	€0,00	<i>I.VIII.VIII Software License</i>	€2.500,00	€600,00
<i>BYTE</i>	€4.332,00	€4.332,00	<i>I.VIII.V Costs of brand renewal</i>	€ -	€ -
<i>WESTERN-BALKANSHIP</i>	€75.000,00	€0,00			
<i>YOUSAIR</i>	€200.000,00	€0,00			
<i>DO-AIR</i>		€35.000,00	II. Payrolls and related costs	€38.965,00	€64.510,00

REVENUES	Budget Proposal 2024	Budget Proposal 2025	EXPENDITURES	Budget Proposal 2024	Budget Proposal 2025
ARCHAEODIGIT		€40.000,00			
BEYOND THE INFRASTRUCTURE		€64.000,00			
IV. Sponsored events	€ -	€ -	II.I Remuneration for Employees	€30.165,00	€55.110,00
<i>IV.I Generic contributions (free donations)</i>	€ -	€ -	II.II Travel fees and diaries	€ -	€ -
			II.III Reimbursement of travel and related expenses	€6.000,00	€0,00
V. Service -providing revenues	€ -	€ -	II.IV Staff Training Expenses	€ 2. 800,00	€3.000,00
VI. Other revenues	€0,00	€ -	II.V Traineeship expenses	€ -	€6.400,00
<i>VI. I Interests receivables</i>	€0,00	€ -	III. Cost for Forum bodies	€8.000,00	€5.800,00
<i>VI.II Capital gains</i>	€ -	€ -	III.I Reimbursement of travel and related expenses	€8.000,00	€5.800,00
<i>VI.III Reimbursement and recovered sums of various nature</i>	€ -	€ -	III.I Reimbursement of expenses of Board of Auditors	€ -	€ -
			IV. Promotional and institutional expenses	€493.834,00	€232.239,00
VII. Surplus from management activity from previous years	€95.704,00	€112.912,00	IV.I Initiatives for development and promotion of the Association	€22.500,00	€11.800,00
<i>VII.I Residual amounts for specific projects</i>	€95.704,00	€112.912,00	a) Promotional activities in the Adriatic-Ionian Area	€16.000,00	€5.000,00
<i>VII.II Residual amounts for institutional activities</i>	€ -	€ -	b) International partnership networks	€6.500,00	€6.800,00
			IV.II Thematic initiatives and events	€42.000,00	€27.000,00
			a) Forum annual edition	€13.000,00	€10.000,00
			b) Annual congress of female entrepreneurship	€8.000,00	€8.000,00
			c) Thematic events	€21.000,00	€9.000,00
			IV.IV Projects financed by various institutions and bodies	€429.334,00	€257.439,00
			a) EASI MOBILISE SME	€23.286,00	€0,00
			b) COSME CEnTOUR	€19.168,00	€0,00
			c) EYE4UKRAINE	€29.723,00	€21.498,00
			d) SOCENTREP4NGOs	€8.462,00	€0,00
			e) AI-NURECC Plus	€34.570,00	€0,00
			f) DO-AIR	€0,00	€35.000,00
			g) WESTERN-BALKANSHIP	€104.500,00	€37.500,00

REVENUES	Budget Proposal 2024	Budget Proposal 2025	EXPENDITURES	Budget Proposal 2024	Budget Proposal 2025
			h) BYTE	€9.625,00	€0,00
			i) YOUSAIR	€200.000,00	€0,00
			l) ARCHAEODIGIT		€55.533,00
			m) GPP2ADRION		€43.908,00
			n) BEYOND THE INFRASTRUCTURE		€64.000,00
			V. Expenses for the purchase of property	€ -	€ 1.500,00
			<i>V.I Equipment</i>	€ -	€ 1.500,00-
			<i>V.II Capital losses</i>	€ -	€ -
			VI. Various charges	€5.907,00	€8.533,00
			<i>VI.I Bank fees</i>	€811,00	€900,00
			<i>VI.II Insurance fees</i>	€1.290,00	€1.290,00
			<i>VI.III Tax and social security fees</i>	€3.806,00	€6.343,00
TOTAL GENERAL REVENUES	€576.865,00	€403.874,00	TOTAL GENERAL EXPENDITURES	€576.865,00	€403.874,00
MANAGEMENT DEFICIT			MANAGEMENT SURPLUS	€0,00	€
TOTAL TO BALANCE	€576.865,00	€403.874,00	TOTAL TO BALANCE	€576.865,00	€403.874,00

Budget proposal can be resumed as follows:

FORUM OF ADRIATIC AND IONIAN CHAMBERS OF COMMERCE			
REVENUES		EXPENSES	
1. Membership fees 2025	85.300,00 €	1. Operating expenses	35.825,00 €
		1.1. <i>Costs for the management and functioning of the organisation</i>	27.292,00 €
III. Contributions And Financing From Third Parties	205.662,00 €	1.2. <i>Miscellaneous expenses</i>	8.533,00 €
		2) <i>Expenses for the staff</i>	64.510,0 €
III.1 EYE4UKRAINE	22.330,0 €	3) <i>Expenses for the organs</i>	5.800,00 €
III.2 GPP2 ADRION INTERREG	40.000,00 €	4). <i>Initiatives and Projects</i>	296.239,00 €
III.3 BYTE	4.332 ,00 €	3.1 <i>EXPENSES FOR INITIATIVES FORUM</i>	38.800,00 €
III.4 DO- AIR	35.000,00 €	3.2 <i>EYE4UKRAINE</i>	23.286,00 €
III.5 ARCHEAODIGIT	40.000,00€	3.3 <i>GPP2</i>	19.168,00 €
III.6 <i>BEYOND THE .E INFRASTRUCTURE</i>	64.000,00 €	3.4 <i>BYTE</i>	34.570,00 €
		3.5 <i>DO- AIR</i>	29.723,00 €
	€	3.6 <i>ARCHEAODIGIT</i>	8.462,00 €
		3.7 <i>BEYOND THE INFRASTRUCTURE</i>	64.000,00
	€	5) <i>Expenses for Equipment Purchases</i>	1.500,00 €
VII. Management surplus from previous years	112.912,00 €	4.1 <i>IT Equipment</i>	1.500,00
			€
TOTAL REVENUE:	403.874,00 €	TOTAL EXPENSES:	403.874,00 €
TOTAL AT BALANCE	403.874,00 €	TOTAL AT BALANCE	403.874,00 €

The budget is a concise financial document indicating the Forum's predicted revenues and expenditures for the tax year 2025, set against the financial flows of the previous year.

The 2025 budget has been drawn up according to the scheme set by the Regulations on Forum's financial operations (Appendix A), observing the following principles:

- Annuality: income and expenses refer to the year in question;
- Units: the total income funds the total expenditure without any exception;
- Integrity: the budget items are included without any compensation;
- Universality: all revenues and expenditures are entered into the budget;
- Accuracy and reliability: the expectations are backed up by analysis based on suitable reference parameters.

The financial estimate has been prepared based on the cash and financial competence criteria, rather than the economic competence principle. Accordingly, the forecast includes expected incoming and outgoing cash flows for the year 2025, based on the provisional activity plan.

The budget proposal is a programming instrument that makes it possible to define the best combination of activities and resources necessary to achieve the objectives set by the program.

The budget also serves as a way of informing the members and third parties about future activities which the Forum intends to undertake within the framework of its institutional mission as well as the way of acquiring and using the resources in the realisation of these activities.

The programme for the year 2025 will again be aimed at the countries in the Adriatic and Ionian region and in this year the joint collaboration and coordination with the other two Fora of civil society (Forum of the Cities and Uniadrion) will be further reinforced as part of the work of the Integrated Secretariat and the initiatives and projects which engage three networks as the true EUSAIR stakeholders.

The initiatives and events to be undertaken during the year will mostly be in connection with the annual activities of the Forum and its members, and as well with the activities undertaken within the framework of current projects, equally the

strategic ones in which the Forum is recognised as reference stakeholder of EUSAIR Strategy, and those which are funded directly from European funds. There will be the usual annual events of the EUSAIR Forum, this year in Greece, and the Congress of Women's Entrepreneurship; the promotion of the Mostar Fair and the "Food Expo" Fair in Athens and other fairs in the Adriatic-Ionian Area; thematic events will be organized in collaboration with the associated chambers of commerce.

With regard to ongoing strategic and European projects in which the Forum is a partner, it has activated a project funded by the Marche Region, through an agreement with the Chamber of Commerce of Marche Region, regarding the DO-AIR Observatory - Data Observatory of the Adriatic and Ionian Region, which was conceived and will be developed in collaboration with the Marche Polytechnic University. The Observatory aims to be a tool for collecting, analysing and disseminating crucial data and information on trade flows, maritime and airport traffic, foreign direct investment and other key areas to support the planning and socio-economic development of the Adriatic-Ionian Area. DO-AIR is a structured and permanent tool, with the aim of analysing the evolution of data over time with consistency and continuity. During 2024, the project focused on the preliminary analysis of data relating to trade flows, maritime and airport traffic, as well as on the main socio-economic trends of the Adriatic-Ionian Region. In December 2024, an official launch event is planned at the Marche Region in Ancona, during which the first results and the working methodology of the project will be presented. This event will be the basis for future activities, ensuring continuity in monitoring and data processing. In 2025 and 2026, there will be annual conferences dedicated to the presentation of the data collected and analysed, with a particular focus on the economic and infrastructural developments of the Adriatic-Ionian Region. In particular, a first international Conference is scheduled for March 2025, in Ancona, during which the data of the Observatory of the previous year and the first available data of the year 2024 will be presented. The conference will see the participation of national, macro-regional, European and international thematic experts, institutional stakeholders and representatives of port and airport authorities. These conferences

will be accompanied by other initiatives to enhance the results of the DO-AIR, contributing to the strengthening of cross-border governance and cooperation. The results will be shared within a specific section of the AIC Forum website, EUSAIR Stakeholder Platform and presented at dedicated events, including the EUSAIR Forums at the conclusion of the annual Presidencies, with the aim of supporting the EUSAIR Strategy and promoting a sustainable and integrated development of the Macro-Region.

Another relevant action that will be developed during 2025 concerns transport and connectivity. Following the round table "*Addressing transportation challenges in the Adriatic-Ionian Region*", held during the IX EUSAIR Forum in Šibenik on 15 May 2024, on the proposal of the Croatian and Serbian Chambers of Commerce, the AIC Forum decided to establish a working group dedicated to transport and connectivity. This initiative responds to the need to address difficulties at border crossings between the EU and the Western Balkans, which undermine supply chains and penalise trade, and aims to support the objectives of the Trans-European Transport Network (TEN-T) Review and the EU Strategy for Sustainable and Smart Mobility. The group, which will be officially established during the December Board of Directors meeting and operational from 2025, will meet regularly to propose solutions aimed at improving infrastructure, reducing crossing times at border crossings and strengthening multimodal connectivity. With this instrument, the AIC Forum confirms its commitment to promoting the sustainable development and economic integration of the Adriatic - Ionian Region. This group will be included in the broader context of the project "*Beyond the Infrastructure - Transport and Logistics Infrastructure Serving the Economy of the Adriatic-Ionian Region*" that is being developed with the Chamber of Commerce of Marche Region, based on the resources of the Unioncamere Perennial Fund for Chambers of Commerce. This Fund aims to standardize the implementation of the functions assigned to the Chambers of Commerce at the national level, promoting an adequate economic balance, improving the services offered and increasing their efficiency. Among the priorities there is also the issue of infrastructure and, following the activities that the Marche

Chamber of Commerce has carried out in collaboration with Uniontrasporti in the last two years, identifying the infrastructural priorities of the Marche in a White Paper, the new project "Beyond the Infrastructure" intends to strengthen the synergies between the AIC Forum, the Marche Chamber of Commerce and Uniontrasporti (a company connected to Unioncamere), addressing the key infrastructural challenges of the Adriatic-Ionian region. As part of this collaboration, two key events will be organized in 2025, integrated into the activities aimed at the European recognition of the new trans-Mediterranean Corridor and a meeting in Serbia to deepen possible air connections in the Macroregione. These events, which will be held on the occasion of the EUSAIR Forum in Greece at the beginning of May and in Slovenia between the end of May and the beginning of June, in collaboration with the Chamber of Aitolokarnania and Primorska, will offer an opportunity to discuss the challenges and opportunities also through the active involvement of the working group dedicated to transport and connectivity mentioned above. With the technical support of Uniontrasporti, which will coordinate the working group and provide support in content development, the meetings will promote shared solutions to improve regional connectivity. On these occasions, the annual meeting of the Forum's members will also take place, and activities will be initiated for the preparation of a joint position paper, as well as evaluating the drafting of an interregional and international collaboration protocol, further strengthening dialogue and synergies in the Adriatic-Ionian area.

With regard to projects based on European programs in which the Forum is a partner, the European mobility project for SMEs MobiliseSME (EASI Program) and the COSME CenTour project "CEnTOUR Circular Economy in Tourism" (COSME Program) will be completed in the first months of the 2024 financial year, which has allowed the transition to the circular economy of some companies in the tourism sector. The Erasmus + Socentrep4ngos Project was also concluded, which saw the development of an accredited e-learning training course for non-profit associations and social enterprises, and the ERASMUS project "Byte - Blockchain for Refugees Entrepreneurship" which aimed to raise awareness and educate young people about

the technological changes taking place. The Western Balkanship project is also due to expire at the end of 2024, following the extension approved by the Board of Directors of the Adriatic Ionian Initiative, held in July 2024. The project, funded by the Italian Ministry of Foreign Affairs through the Adriatic Ionian Initiative, involved the Forum and UniAdriatic for the provision of extracurricular internships for university students at companies and organizations in the Area. However, despite a widespread promotion campaign on social media, in universities and through the Forum's member Chambers, the expected results have not been fully achieved. The main difficulties related to delays in the response of companies, student waivers for selections to alternative programmes and bureaucratic problems related to the recognition of training credits. In addition, interest in the Balkan area was limited, although the positive mobility experiences indicated by some students open up promising future prospects for similar projects. The Western Balkanship project also included the creation of a video that recounted the experiences of the participating students, to highlight successes and challenges faced, which will be implemented during 2025. It will be proposed to the Board of Directors of the Adriatic Ionian Initiative (IAI) in December to allocate the surplus of unused funds for internships to the organization of a special event as part of the celebrations for the 25th anniversary of the Charter of Ancona and the foundation of IAI, which are planned in the second part of June 2025 in Ancona. The event could involve some young people participating in the project, the EUSAIR Youth Council and the Adriatic-Ionian Euroregion, with the aim of discussing ways to encourage greater involvement of young people in the opportunities offered by the Adriatic-Ionian Area, better understand their needs and promote their participation in EUSAIR decision-making processes. This proposal aims to enhance youth skills and strengthen interregional integration, contributing to the future development of the region.

The EYE4UA project funded under cycle 14 of the Erasmus for Young Entrepreneurs (EYE) programme is currently active, whose main objective is to improve entrepreneurship, develop the international perspective and competitiveness of SMEs, promote potential start-ups and newly established micro-enterprises and small

businesses. Given the conflict in Ukraine, EYE's Cycle 14 target group aims to include refugees and Ukrainian citizens, opening up new perspectives to experienced entrepreneurs and contributing to the development and convergence of Ukrainian SMEs across Europe.

The Forum is also a partner of the Interreg Italy-Croatia ARCHEAODIGIT - Archaeological digital paths for inclusive and sustainable tourism project, led by the Municipality of Macerata, which includes among its partners four archaeological parks, two universities and two Croatian and Italian municipalities. The overall objective of this project is to improve the ability to preserve, interpret and enhance the archaeological heritage of Italy and Croatia, also in terms of opportunities for inclusive and sustainable tourism. This will be achieved through a joint advanced integrated strategy (based on an innovative methodology and digital tool) and by providing (future) cultural and tourism operators with the advanced skills needed to use them effectively. The Forum is responsible for communicating all project activities and disseminating results.

The Forum is a partner of one of the 67 projects approved as part of the first call of Interreg IPA Adrion: the GPP2Adrion project that was conceived together with the University of Padua, lead partner, after the success of the study conducted by the Forum on Green Public Procurement in the Adriatic Ionian Region, funded by DG Regio. The project aims to develop greater knowledge in the field of green public procurement through the adoption of macro-regional solutions, creating a common knowledge base within EUSAIR countries, thus increasing the demand and supply of products and services in favour of circularity. The partnership includes two partners of the Forum, the Chambers of Montenegro and the Federation of Bosnia and Herzegovina, in addition to the Ministry of Economic Development of Montenegro, the Region of Western Greece and research centers specializing in the circular economy.

During 2025, the Association will continue its activity aimed at calls for European programmes under the new European Programming 2021-2027, specific to territorial cooperation in the Adriatic-Ionian Area (Interreg) and other direct funding

programmes such as EASI, Erasmus+, Creative Europe, Horizon and other European/national resources that represent an opportunity for the Forum and its members.

As part of the year of Greek Presidency IAI/EUSAIR, active until May 2025, meetings have already been organized between the Greek Chambers of Commerce and the Greek National Coordinator EUSAIR, who unfortunately left this role in progress and is working to resume contacts with the substitutes. The 10th EUSAIR Forum will be held in Greece on 6 and 7 May - place to be defined – and on that occasion the Forum, together with the other Fora, will organise side-events on priority issues in line with the EUSAIR Strategy, in particular an event of the GPP2Adrion project, the presentation of the updated data of the DO-AIR Observatory, an event of the "Beyond Infrastructure" project on the theme of maritime transport to be organised in cooperation with the newly-established working group dedicated to transport and connectivity. From June 2025, for the first time since the launch of the EUSAIR Strategy, the North Macedonian Presidency will begin and it will be considered to make contacts with the North Macedonian Chamber, which had shown interest in joining the Forum but had not completed the application for membership. This new collaboration would also have the dual purpose of better coordinating relations with the EUSAIR national coordinators of the North Macedonian Presidency, always in cooperation with the Adriatic Ionian Initiative.

In 2025, collaboration activities with international networks (Eurochambres, Necstour, ASCAME and others) and coordination, cooperation and communication activities with the associated Chambers will also continue.

Revenues are classified in the budget proposal according to their source and purpose while the expenditures (cost of management and running of the organisation, staff costs, the cost of promotional and institutional initiatives, purchases of property and various liabilities) are presented according to their purpose for covering various operating costs. Any classification by nature of income and expenses must be considered additional and not a substitute for classification by destination.

Going into more detail therefore, the predictions of revenues and expenditures have been assessed as specified below:

REVENUES

TITLE I - CURRENT REVENUES: MEMBERSHIP FEES DUE BY MEMBERS

Membership fees: the expected amount of € 85.300,00 was obtained:

- 1) Current year shares (2025): € 72.500,00
- 2) Previous years shares : € 12.800,00

These membership fees are determined as follows:

- a) Taking into consideration the Board's decision of 29.01.2018 which redetermined the amount of the 2018 membership fees of the associated Chambers of Commerce in proportion to the companies they represent according to the following scale:
 - From 1 to 499 companies represented: €700.00, 3 associates fall into this category;
 - From n. 500 to n. 4,999 companies represented: € 800.00, 10 associates fall into this category;
 - From n. 5,000 to n. 14,999 companies represented: € 1,200.00, n. 12 members are included in this category;
 - From n. 15,000 to n. 74,999 companies represented € 1,500.00, n. 3 members are included in this category;
 - Over 75,000 companies represented: € 2,000.00, 7 associates fall into this category;

The threshold of 75,000 companies represented was chosen on the basis of Italian regulations, which provides for the merger of the Chambers of Commerce with less than 75,000 registered companies.

- a) Payment of the membership fee of € 24.500,00 by the Marche Chamber of Commerce as the headquarters of the AIC Forum Secretariat, as decided in 2019 by the Marche Chamber itself.
- b) The payment of the share of € 6,000.00 by Unioncamere Italia and the payment of € 1,200.00 by the National Chambers of Montenegro, Serbia and Croatia.
- c) The membership fee paid by supporting members from EU countries: Assonautica Nazionale € 1.000,00.
- d) Quotas for previous years of € 12.800,00 of which:
 - relating to the year 2024 € 3.500,00;
 - relating to the previous years € 9.300,00.

TITLE III

CURRENT REVENUE: THIRD PARTIES CONTRIBUTIONS AND FUNDING

Contributions from specific projects: € 205.662,00

These contributions are attributable to:

- for € 22,330.00 to the EYE4UKRAINE project whose main objective is the improvement of entrepreneurship, the development of the international perspective and the competitiveness of SMEs; the promotion of potential start-ups, micro-enterprises and newly established small businesses. . Considering the recent and dramatic international events, the target group aims to include refugees from Ukraine, opening up new perspectives to experienced entrepreneurs and contributing to the development and convergence of Ukrainian SMEs across Europe.
- for € 40,000.00 to the GPP2ADRION project conceived together with the University of Padua, leader, after the success of the study conducted by the Forum on Green Public Procurement in the Ionian Adriatic Region, funded by DG Regio. The project aims to develop greater knowledge in the field of green public procurement through the adoption of macro-regional solutions, creating

- a common knowledge base within EUSAIR countries, thus increasing the demand and supply of products and services in favour of circularity.
- for € 4,332.00 as the final balance of the BYTE project that aimed to raise awareness and educate young people about the technological changes taking place.
 - for € 35,000.00 to the project financed by the Marche Region, through an agreement with the Marche Chamber of Commerce, relating to the DO-AIR Observatory - Data Observatory of the Adriatic and Ionian Region, which was conceived and will be developed in collaboration with the Marche Polytechnic University. The Observatory aims to be a tool for collecting, analysing and disseminating crucial data and information on trade flows, maritime and airport traffic, foreign direct investment and other key areas to support the planning and socio-economic development of the Adriatic-Ionian Area.
 - for € 40,000.00 to the Interreg Italy-Croatia ARCHEAODIGIT - 2Archaeological digital paths for inclusive and sustainable tourism project, led by the Municipality of Macerata, which includes among its partners four archaeological parks, two universities and two Croatian and Italian municipalities. The overall objective of this project is to improve the ability to preserve, interpret and enhance the archaeological heritage of Italy and Croatia, also in terms of opportunities for inclusive and sustainable tourism.
 - for € 64,000 to the project "Beyond the Infrastructure - Transport and Logistics Infrastructure Serving the Economy of the Adriatic-Ionian Region" which aims to strengthen synergies between the AIC Forum, the Marche Chamber of Commerce and Uniontrasporti, addressing the key infrastructure challenges of the Adriatic-Ionian region. As part of this collaboration, two key events will be organised in 2025, thanks to the support of the newly-established working group dedicated to transport and connectivity, integrated into the activities for the recognition of the new Trans-Mediterranean Corridor and the meeting in Serbia.

The management surplus of previous years expected to be € 112.912,00 is due to the time lag between the support of the expenditure for the projects and the collection of the related contributions to cover it.

EXPENDITURES

TITLE I – Costs of managing and operating the organisation

In general, the amounts have been determined in consideration of the activities planned for 2025 and the outputs that occurred in the 2023 financial year.

The following have been entered in this chapter:

- a) telephone charges of € 1.500,00 for the activation of subscriptions with the most convenient mobile network and necessary for the management of the association's activities;
- b) translation and interpreting services for € 4.500,00;
- c) website assistance and social media campaigns for € 2.500,00;
- d) keeping the accounts and payroll for € 8.200,00, with a slight increase compared to the 2024 estimate due to the processing of salaries with adaptation to current legislation;
- e) consultancy on privacy, security and contractual matters for a two-year renewal of €2,500.00;
- f) Miscellaneous expenses for € 8.020,00, in particular expenses related to the use of the platforms, and related simultaneous interpretation services on zoom, for the organisation of online institutional meetings for € 1.250,00; expenses for the purchase of software use licenses for € 600,00, useful for the professional creation of graphic material and presentations (photoshop, professional Canva, adobe illustrator and others), expenses related to the purchase of miscellaneous services for €

1.170,00; expenses for the use of occupied premises and services used for € 5,000.00 for which a new loan for use contract has been stipulated for the use of two rooms with a larger size and with allocation of costs in proportion to the spaces occupied.

TITLE II. COSTS OF STAFF

The staff cost of € 64.510,00 relates to employees dedicated to carrying out the secretarial activity. Most of the cost of employees has been allocated to funded projects to which they devote much of their commitment (si see Title IV.IV).

In the 2025 financial year, the hiring of a new employee is expected to replace the one who resigned at the end of 2024, the introduction of a managerial figure with a Framework level and the level change of an employee in force at 31.12.2024. The personnel cost is determined in accordance with the provisions of the reference contract - CCNL of the trade and services sector – and has been largely attributed, in consideration of the tasks actually carried out by the same, to European projects. Costs were also provided for the training of 3,000.00 useful to acquire more knowledge in administrative management, EU design and communication activities and expenses for two training internships for a total expenditure of €6,400.00.

Title III: COSTS FOR FORUM BODIES

The expenses for the corporate bodies, equal to € 5.800,00, include the reimbursement of expenses that are expected to be incurred for the travel and stays of the President as part of the activities related to the association and the members of the bodies for participation in meetings of the Board of Governors in person.

TITLE IV: COSTS FOR PROMOTIONAL AND INSTITUTIONAL INITIATIVES

IV.I Initiatives for the development and accreditation of the Association through strengthening its institutional relations at national and international level

In recent years, the Association has been engaged in the development of a network of international relations of great importance to seize the opportunities offered by the international scene and increase the competitiveness of the territory.

It has, in fact, become a significant transactional network that associates 38 Members between Chambers of Commerce of the Adriatic-Ionian Area.

In total, this expenditure chapter will absorb resources for a total of €22,500.00, of which for:

- 1) *Activities to promote the Adriatic-Ionian Area: € 5.000,00*

Also in 2025, the Forum's commitment in the Adriatic – Ionian Macroregion will be decisive.

Forum AIC is one of the formally recognized stakeholders of the European Strategy for the Adriatic Ionian Region (EUSAIR); the latter represents a common governance system that involves different actors, policies and specificities present in the territory of the area, enhancing the cultural heritage and the richness of its realities.

Communication activities to members and stakeholders in the area will continue and be strengthened through the website channels, X, Facebook, LinkedIn, the new opening of the Instagram page and the quarterly newsletter active from December 2020. The website is expected to be renewed, thanks to the collaboration with the University of Camerino and the professor of the Computer Science course. The new structure of the site has been designed to continue providing constant updates, further developing the news and events section of both the Association and the networks connected to it, as well as the events promoted by the European Commission relevant to the topics of interest. Events and initiatives will also continue to be promoted and disseminated through the social pages of Facebook, LinkedIn and Twitter, which are particularly effective. These tools are made available to the

Member Chambers to give maximum visibility to initiatives/events/activities in support of businesses, the artistic and cultural heritage of the territory throughout the EUSAIR Area.

The Forum will continue to take part and inform members about conferences, workshops, events, training webinars and information/infoday concerning the different topics of interest and those organised by the different management authorities of the community programs and others in order to make members informed about the news and opportunities present in the area.

These activities will also be aimed at economic promotion events for SMEs in the area, including the promotion activities of the Mostar Fair and the Food Expo in Athens, which, however, this year do not include any setting up of stands of the Forum given the little success achieved in previous years.

2) *Development of international partnership networks: € 6.800,00*

This amount includes annual membership fees to the NECSTour network as a supporting member and to the Eurochambres network as a corresponding member.

IV.II initiatives - Thematic initiatives and events

The activities included in this expenditure chapter were foreseen for a total amount of € 27.000,00. In detail:

a) Annual Forum (Joint with Uniadrion and FAIC)

Following the second joint event of the 3 Fora held in Montenegro, in May 2019, in conjunction with the IV EUSAIR Forum, the Forum continued to organise the annual meeting, which also held the Shareholders' Meeting and other meetings of the bodies, in conjunction with the EUSAIR End of Presidency Forum, considered to be the most important meeting during the year of the EUSAIR Strategy. Being the Forum, and the other two Fora, the reference stakeholders of the Strategy, being present on these important occasions and bringing the voice of the member Chambers of Commerce to EUSAIR governance is extremely effective for the

Association. As already described in the introduction, this year the X Edition of the EUSAIR Forum is scheduled in Greece, we will collaborate with the IAI/EUSAIR Presidency on duty for the organization of side-events, involving the Chambers of Commerce, and for the involvement of the Forum in the plenary sessions and the EUSAIR pillars. This expenditure chapter IV.II in total will absorb resources for € 10,000.00 used for the organization of events and the assembly - it will be decided at the next meetings of the Forum's Board of Directors if the Shareholders' Meeting will be held in Greece on the occasion of the EUSAIR Forum or in Slovenia on the occasion of one of the events of the "Beyond the infrastructure" project as described in the introduction.

b) Annual Congress of Women Entrepreneurship

The last congress of female entrepreneurship was held in November 2024 in Gorizia, in collaboration with the Chamber of Venice-Giulia, as part of the "Go2025" initiatives that celebrate the cities of Gorizia and Nova Gorica as the European Capitals of Culture. In the first months of 2025, the members of the Forum will be invited to express interest in hosting the next XV Edition scheduled for the autumn of 2025 and the spontaneous candidacy sent jointly by the Chambers of Commerce of the Federation of Bosnia and Herzegovina and the Republika Srpska of Banja Luka will also be considered.

This expenditure forecast was made on the basis of the reporting carried out by the Forum in the conferences held in previous years, without considering the expenditure incurred by the Host Chamber and some costs of the organisation reported in European projects.

c) Thematic events: € 9.000,00

The amount of expenditure foreseen concerns the organisation of initiatives on issues relevant to the chambers of commerce and the Adriatic-Ionian area. Any other initiatives, in particular to be carried out in Slovenia which has not hosted any Forum activities so far, will be evaluated during the year on the basis of budget availability.

IV.IV Projects funded by various bodies and organisations

The expected amount of € 257.439,00 concerns the costs that will be incurred for the implementation of the projects listed in detail in the introduction and in the part dedicated to revenues. For the reasons mentioned above, due to the time lag that exists between the support of the expenditure and the collection of the contribution, the expenses for the projects already started in the 2024 financial year were planned in a differentiated manner and of a greater amount than the entry forecast in cases where the contribution was collected in advance. The cost of projects starting in FY 2025 has been forecast at the same amount as revenue

As predicted in the Title II, dedicated to the costs of staff, great share of this cost is included in the costs of the projects, in the item "expenses for project staff" presented in the table which provides the comparison between Budget 2024 and Budget 2025.

The total costs foreseen for the year 2024 for the performance of promotional and institutional initiatives of € 296.239,00 represents about 73 percent of the total planned expenditures.

V . EXPENSES FOR THE PURCHASE OF PROPERTY

Expenses for the purchase of two computers for a total of €1,500.00 were foreseen for carrying out the activity of the Forum.

VI. VARIOUS CHARGES

This item provides for charges of different nature for a total of € 8.533,00:

- expenses for banking services of € 900,00;

- expenses for insurance charges related to the insurance policy that will be stipulated in favor of employees and non-employees, for a total amount of € 1.290,00;
- the tax charges provided for € 6.343,00 and mainly related to the IRAP tax that will have to be paid during 2025 on the cost of employees and collaborators.

The total amount of expenditures planned for the year 2025 is € 403.874,00. This amount is the same as the revenue expected for the same period including the operating surplus expected for the year 2024, with financial balance between revenue and expenditure.

As already mentioned in the first part of this report, the cash flow statement is prepared in accordance with the principle of pure cash and not accruals, for this reason the financial mismatch between income and expenditure due to collections or payments made in advance, creates a surplus or a management deficit. In the preparation of the 2025 financial estimate, the operating surplus for the 2024 financial year is considered, determined in the pre-consumer phase at €112.912,00 sulla base delle entrate e uscite rilevate contabilmente a fine ottobre 2024; this surplus may therefore undergo changes in relation to the financial movements for the months of November and December 2024.

To complete the above, and for complete information of the associates, it is considered useful to attach the following table that compares the final receipts and disbursements, as of 31.12.2024.

FINANCIAL ESTIMATE FOR THE YEAR 2025 ON PRE-BUDGET 2024

REVENUES	Final accounts 2024	Budget Proposal 2025	EXPENDITURES	Final accounts 2024	Budget Proposal 2025
I. Membership fees	€ 78.800,00	€ 85.300,00	I. Costs for the management and functioning of the association	€ 18.360,00	€ 27.292,00
<i>I.I Fees for the current year</i>	€ 70.500,00	€ 72.500,00	<i>I.I Postal Fees</i>	€12,00 -	€ 72,00
<i>I.II Fees for the previous year</i>	€ 8.300,00-	€ 12.800,00	<i>I.II Telephone fees</i>	€ 768,00	€ 1.500,00
			<i>I.III Printed material</i>	€ -	€ 0,00
II. Other contributions by members	€ -	€ -	<i>I.IV Advertising</i>	€ -	€ -
<i>II.I Generic contributions</i>	€ -	€ -	<i>I.V Interpretation and translation services</i>	€ 3.978,00	€ 4.500,00
<i>II.II Specific projects contributions</i>	€ -	€ -	<i>I.VI Representation expenses</i>	€ -	€ 0,00
			<i>I.VII Consulting</i>	€ 9.336,00	€ 13.200,00
III. Contributions and Financing by third parties	€ 90.670,00	€ 205.662,00	<i>I.VII.I Expenses for website assistance</i>	€ 292,00	€ 2.500,00
<i>III.I Generic contributions</i>	€ -	€ -	<i>I.VII.II Bookkeeping and payroll</i>	€ 7.505,00	€ 8.200,00
<i>III.II Specific projects contributions</i>	€ 90.670,00	€ 141.662,00	<i>I.VII.III Other consulting services</i>	€ 1.539,00	€ 2.500,00
<i>GPP2ADRION</i>		€ 40.000,00	<i>I.VIII Other costs</i>	€ 4.266,00	€ 8.020,00
<i>COSME CENTOUR</i>	€ 17.443,00	€ 0,00	<i>I.VIII.I Duty stamps</i>	€ 0,00	€ 0,00
<i>EYE4UKRAINE</i>	€ 14.887,00,	€ 22.330,00	<i>I.VIII.II Costs for use of premises</i>	€ 2.231,00	€ 5.000,00
<i>AI-NURECC Plus</i>	€ 34.547,00	€ 0,00	<i>I.VIII.III Other different costs</i>	€ 540,00	€ 1.170,00
<i>DO-AIR</i>	€ 10.000,00	€ 35.000,00	<i>I.VIII.VI Costs for using the online platform</i>	€ 1.245,00	€ 1.250,00
<i>SOCENTREP4NGOs</i>	€ 13.793,00	€ 0,00	<i>I.VIII.VII Software License</i>	€ 250,00	€ 600,00
<i>BYTE</i>		€ 4.332,00	<i>I.VIII.VIII Costs of brand renewal</i>	€ -	€ -

FINANCIAL ESTIMATES FOR 2025

REVENUES	Final accounts 2024	Budget Proposal 2025	EXPENDITURES	Final accounts 2024	Budget Proposal 2025
WESTERN-BALKANSHIP	€ 0,00	€ 0,00			
YOUSAIR		€ 0,00			
ARCHEAODIGIT		€ 40.000,00	II. Payrolls and related costs	€ 45.047,00	€ 68.310,00
BEYOND THE INFRASTRUCTURE		€ 64.000,00			
IV. Sponsored events	€ -	€ -	II.I Remuneration for Employees	€ 43.447,00	€ 55.110,00
IV.I Generic contributions (free donations)	€ -	€ -	II.II Travel fees and diaries	€ -	€ -
			II.III Reimbursement of travel and related expenses	€ 0,00	€ 0,00
V. Service -providing revenues	€ -	€ -	II.IV Staff Training Expenses	€ -	€ 3.000,00
VI. Other revenues	€ 409,00	€ -	II.V Traineeship expenses	€ 1.600,00	€ 6.400,00
VI. I Interests receivables	€ 4,00	€ -	III. Cost for Forum bodies	€ 2.500,00	€ 5.800,00
VI.II Capital gains	€ -	€ -	III.I Reimbursement of travel and related expenses	€ 2.500,00	€ 5.800,00
VI.III Reimbursement and recovered sums of various nature	€ 405,00	€ -	III.I Reimbursement of expenses of Board of Auditors	€ -	€ -
			IV. Promotional and institutional expenses	€ 139.444,00	€ 232.239,00
VII. Surplus from management activity from previous years	€ 150.838,00	€ 112.912,00	IV.I Initiatives for development and promotion of the Association	€ 10.141,00	€ 11.800,00
VII.I Residual amounts for specific projects	€ 150.838,00	€ 112.912,00	a) Promotional activities in the Adriatic-Ionian Area	€ 3.375,00	€ 5.000,00
VII.II Residual amounts for institutional activities	€ -	€ -	b) International partnership networks	€ 6.766,00	€ 6.800,00
			IV.II Thematic initiatives and events	€ 15.814,00	€ 27.000,00
			a) Forum annual edition	€ 9.300,00	€ 10.000,00
			b) Annual congress of female entrepreneurship	€ 6.514,00	€ 8.000,00

FINANCIAL ESTIMATES FOR 2025

REVENUES	Final accounts 2024	Budget Proposal 2025	EXPENDITURES	Final accounts 2024	Budget Proposal 2025
			c) Thematic events	€	€ 9.000,00
			IV.IV Projects financed by various institutions and bodies	€ 113.489,00	€ 257.439,00
			a) GPP2ADRION	€ 8.487,00	€ 43.908,00
			a) Project staff expenses	€ 7.826,00	€ 30.320,00
			b) other project costs	€ 661,00	€ 13.588,00
			b) COSME CEnTOUR	€ 5.539,00	€ 0,00
			a) Project staff expenses	€ 5.539,00	€ 0,00
			b) other project costs	€ 0,00	€ 0,00
			c) EYE4UKRAINE	€ 15.338,00	€ 21.498,00
			a) Project staff expenses	€ 14.628,00	€ 15.498,00
			b) other project costs	€ 271,00	€ 6.000,00
			d) SOCENTREP4NGOs	€ 7.440,00	€ 0,00
			a) Project staff expenses	€ 4.940,00	€ 0,00
			b) other project costs	€ 2.500,00	€ 0,00
			e) AI-NURECC Plus	€ 15.000,00	€ 0,00
			a) Project staff expenses	€ 15.000,00	€ 0,00
			b) other project costs	€ 1,00	€ 0,00
			f) ARCHAEODIGIT	€ 42.214,00	€ 55.533,00
			a) Project staff expenses	€ 38.290,00	€ 34.913,00
			b) other project costs	€ 3.924,00	€ 20.620,00
			g) WESTERN-BALKANSHIP	€ 16.749,00	€ 37.500,00
			a) Project staff expenses	€ 5.925,00	€ 12.500,00
			b) other project costs	€ 10.824,00	€ 25.000,00

FINANCIAL ESTIMATES FOR 2025

REVENUES	Final accounts 2024	Budget Proposal 2025	EXPENDITURES	Final accounts 2024	Budget Proposal 2025
			h) BYTE	€ 11.209,00	€ 0,00
			a) <i>Project staff expenses</i>	€ 10.549,00	€ 0,00
			b) <i>other project costs</i>	€ 660,00	€ 0,00
			i) BEYOND THE INFRASTRUCTURE	€	€ 64.000,00
			a) <i>Project staff expenses</i>	€ 0,00	€ 25.000,00
			b) <i>other project costs</i>	€ 0,00	€ 39.000,00
			V. Expenses for the purchase of property	€ -	€ 1.500,00
			V.I Equipment	€ -	€ 1.500,00
			V.II Capital losses	€ -	€ -
			VI. Various charges	€ 7.879,00	€ 8.533,00
			VI.I Bank fees	€ 892,00	€ 900,00
			VI.II Insurance fees	€ 1.100,00	€ 1.290,00
			VI.III Tax and social security fees	€ 5.887,00	€ 6.343,00
TOTAL GENERAL REVENUES	€ 326.142,00	€ 403.874,00	TOTAL GENERAL EXPENDITURES	€ 213.230,00	€ 403.874,00
MANAGEMENT DEFICIT			MANAGEMENT SURPLUS	€ 112.912,00	€
TOTAL TO BALANCE	€ 326.142,00	€ 403.874,00	TOTAL TO BALANCE	€ 362.142,00	€ 403.874,00