FINANCIAL ESTIMATE FOR 2026

Ancona, 11 December 2025

FORUM OF THE ADRIATIC AND IONIAN CHAMBERS OF COMMERCE

FINANCIAL ESTIMATE FOR THE YEAR 2026 COMPARED TO THE 2025 ESTIMATE

REVENUES	Budget Proposal 2025	Budget Proposal 2026	EXPENDITURES	Budget Proposal 2025	Budget Proposal 2026
I. Membership fees	**€ 85.300**	**€ 72.200**	**I. Costs for the management and functioning of the association**	**€ 27.292**	**€ 26.560**
I.I Fees for the current year	€ 72.500	€ 72.200	*I.I Postal Fees*	€ 72,00	€ 60
I.II Fees for the previous year	€ 12.800	€ 0	*I.II Telephone fees*	€ 1.500,00	€ 1.000
II. Other contributions by members	**€ 64.000**	**€ 0**	*I.III Printed material*	€ 0,00	€ 1.000
II.I Generic contributions	€ 0	€ 0	*I.IV Advertising*	€ 0,00	€ 1.000
II.II Specific projects contributions	€ 64.000	€ 0	*I.V Interpretation and translation services*	€ 4.500,00	€ 3.500
IV.III f) Beyond the Infrastructure	*€ 64.000*	*€ 0*	*I.VI Representation expenses*	€ 0,00	€ 0
III. Contributions and Financing by third parties	**€ 141.662**	**€ 232.127**	*I.VII Consulting*	€ 13.200,00	€ 11.500,00
III.I Generic contributions	€ 0	€ 0	*I.VII.I Expenses for website assistance*	*€ 2.500,00*	*€ 2.000*
III.II Specific projects contributions	€ 141.662	€ 232.127	*I.VII.II Bookkeeping and payroll*	*€ 8.200,00*	*€ 6.000*
EU-funded projects	***€ 106.662***	***€ 197.127***	*I.VII.III Other consulting services*	*€ 2.500,00*	*€ 3.500*
III.III a) Western Balkanship	*€ 0*	*€ 0*	*I.VIII Other costs*	€ 8.020,00	€ 8.500,00
III.III b) EYE4Ukraine	*€ 22.330*	*€ 216*	*I.VIII.I Duty stamps*	*€ 0,00*	*€ 0*
III.III c) ARCHAEODIGIT	*€ 40.000*	*€ 129.930*	*I.VIII.II Costs for use of premises*	*€ 5.000,00*	*€ 5.000*
III.III d) GPP2ADRION	*€ 40.000*	*€ 66.981*	*I.VIII.III Other different costs*	*€ 1.170,00*	*€ 1.000*
III.III g) BYTE	*€ 4.332*	*€ 0*	*I.VIII.IV spese per somministrazione personale*	*€ 0,00*	*€ 0*
Third-party financing	***€ 35.000***	***€ 35.000***	*I.VIII.VI Costs for using the online platform*	*€ 1.250,00*	*€ 1.000*
III.III e) DO-air	*€ 35.000*	*€ 35.000*	*I.VIII.VII Software License*	*€ 600,00*	*€ 1.500*
III.III g) YOUSAIR	*€ 0*	*€ 0*	*I.VIII.VIII Costs of brand renewal*	*€ 0,00*	*€ 0*
IV. Sponsored events	**€ 0**	**€ 0**	**II. Payrolls and related costs**	**€ 64.510**	**€ 47.737**
IV.I Generic contributions (free donations)	€ 0	€ 0	*II.I Remuneration for Employees*	€ 55.110	€ 34.337
V. Service -providing revenues	**€ 0**	**€ 0**	*II.II Travel fees and diaries*	€ 0	€ 0
VI. Other revenues	**€ 0**	**€ 0**	*II.III Reimbursement of travel and related expenses*	€ 0	€ 2.000
VI. I Interest income	€ 0	€ 0	*II.IV Staff Training Expenses*	€ 3.000	€ 5.000
VI.II Capital gains	€ 0	€ 0	*II.V Traineeship expenses*	€ 6.400	€ 6.400

FINANCIAL ESTIMATE FOR THE YEAR 2026 COMPARED TO THE 2025 ESTIMATE

VI.III Reimbursements and miscellaneous recoveries	€ 0	€ 0	*II.VI Fees for occasional collaborations*	€ 0	€ 0
VII.I Surplus allocated to specific projects	€ 0	€ 0	**III. Cost for Forum bodies**	**€ 5.800**	**€ 1.500**
VII.II Surplus allocated to institutional activities	€ 0	€ 0	*III.I Reimbursement of travel and accommodation expenses (Board of Directors)*	€ 5.800	€ 1.500
VII. Surplus from management activity from previous years	**€ 112.912**	**€ 190.000,00**	*III.II Reimbursement of travel and accommodation expenses (Board of Auditors)*	€ 0	€ 0
VII.I Residual amounts for specific projects	€ 112.912	€ 155.000	**IV. Promotional and institutional expenses**	**€ 296.239**	**€ 287.760**
VII.II Residual amounts for institutional activities	€ 0	€ 35.000	*IV.I Initiatives aimed at the development and accreditation of the Association*	€ 11.800	€ 26.840
TOTAL GENERAL REVENUES	**€ 403.874**	**€ 494.327**	*a) Activities for the promotion and integration of the Western Balkans area into the European Union (Adriatic-Ionian Macroregion)*	*€ 5.000*	*€ 20.000*
MANAGEMENT DEFICIT			*b) International partnership networks*	*€ 6.800*	*€ 6.840*
TOTAL TO BALANCE	**€ 403.874**	**€ 494.327**	IV.II Initiatives promoted by the thematic Working Tables	€ 27.000	€ 24.000
			a) Annual Forum / General Assembly	*€ 10.000*	*€ 6.000*
			b) Annual Women's Entrepreneurship Conference	*€ 8.000*	*€ 8.000*
			c) Forum Thematic Working Tables	*€ 0*	*€ 0*
			d) Thematic events	*€ 9.000*	*€ 10.000*
			IV.III Initiatives addressed to third parties (non-members)	*€ 0*	€ 10.000
			IV.III Projects financed by various bodies and institutions	€ 257.439	€ 226.920
			EU-funded projects	***€ 120.939***	***€ 201.400***
			1) EYE4Ukraine	***€ 21.498***	***€ 340***
			a) Project staff costs	*€ 15.498*	*€ 340*
			b) Other project costs	*€ 6.000*	*€ 0*
			2) ARCHAEODIGIT	***€ 55.533***	***€ 130.774***
			a) Project staff costs	*€ 34.913*	*€ 52.274*
			b) Other project costs	*€ 20.620*	*€ 78.500*
			3) GPP2ADRION	***€ 43.908***	***€ 70.285***

FINANCIAL ESTIMATE FOR THE YEAR 2026 COMPARED TO THE 2025 ESTIMATE

a) Project staff costs	*€ 30.320*	*€ 40.785*
b) Other project costs	*€ 13.588*	*€ 29.500*
4) BYTE	***€ 0***	***€ 0***
a) Project staff costs	*€ 0*	*€ 0*
b) Other project costs	*€ 0*	*€ 0*
Third-party financing	***€ 136.500***	***€ 25.520***
1) Western Balkanship	***€ 37.500***	***€ 0***
a) Project staff costs	*€ 12.500*	*€ 0*
b) Other project costs	*€ 25.000*	*€ 0*
2) DO-air	***€ 35.000***	***€ 25.520***
a) Project staff costs	*€ 10.000*	*€ 10.520*
b) Other project costs	*€ 25.000*	*€ 15.000*
3) Beyond the Infrastructure	***€ 64.000***	***€ 0***
a) Project staff costs	*€ 25.000*	*€ 0*
b) Other project costs	*€ 39.000*	*€ 0*
4) YOUSAIR	***€ 0***	*€ 0*
a) Project staff costs	*€ 0*	*€ 0*
b) Other project costs	*€ 0*	*€ 0*
V. Expenses for the purchase of property	**€ 1.500**	**€ 0**
V.I Equipment	€ 1.500	€ 0
V.II Capital losses	€ 0	€ 0
VI. Various charges	**€ 8.533**	**€ 6.700**
VI.I Bank fees	€ 900	€ 900
VI.II Insurance fees	€ 1.290	€ 2.200
VI.III Tax and social security fees	€ 6.343	€ 3.600
TOTAL GENERAL EXPENDITURES	**€ 403.874**	**€ 370.257**
MANAGEMENT SURPLUS		**€ 124.070**
TOTAL TO BALANCE	**€ 403.874**	**€ 494.327**

The budget forecast is a summary accounting document which, on a forecast basis, sets out the Association's revenues and expenditures for the 2026 financial year, compared with the figures forecast for the previous year.

The 2026 financial forecast has been drawn up in accordance with the format required by the Forum's Financial Management Regulation (Annex A) and complies with the following principles:

- **Annuality**: revenues and expenditures refer to the year under review;
- **Unity**: total revenues indiscriminately finance total expenditures;
- **Integrity**: budget items are recorded without any offsetting;
- **Universality**: all revenues and all expenditures are recorded in the budget;
- **Truthfulness and reliability**: the forecasts are supported by analyses based on appropriate reference parameters.

The approach adopted in drawing up the document is that of financial and cash-based competence, and not of economic competence. Accordingly, the forecast of the incoming and outgoing financial flows for 2026 has been defined on the basis of the planned programme of activities.

The budget forecast is, in fact, a programming tool that makes it possible to define the best combination of activities and resources needed to achieve the planned objectives.

Its preparation also serves to inform members and third parties about the activities that will be carried out by the Association in fulfilling its institutional mission, and about how the resources will be acquired and employed in carrying out those activities.

The 2026 programme will again target the countries of the Adriatic-Ionian Region and, in that year, joint collaboration and coordination with the other two civil-society Fora (Forum of Cities and UniAdrion) will continue, within the framework of the Integrated Secretariat working method and of the initiatives and projects that involve the three networks as stakeholders of EUSAIR.

The initiatives and events to be implemented during the year will be linked both to the Forum's annual initiatives and those of its members, and to the activities of ongoing projects – including strategic projects in which the Forum is identified as a key stakeholder of the **EUSAIR Strategy** – as well as to projects financed through direct European funds. The usual annual appointments of the **EUSAIR Forum** – this year to be held in North Macedonia – and the Women's Entrepreneurship Congress will take place; the Forum may also take part in trade fairs in the Adriatic-Ionian area. Thematic events will be organised in cooperation with member Chambers of Commerce, alongside active participation in thematic events promoted by others. It should also be noted that, in March 2026, the Forum AIC, in cooperation with the Chambers of Commerce of Marche, Bari, Split and Dubrovnik, plans to organise a series of B2B meetings dedicated to the agri-food sector. This initiative may represent a first structured pilot experiment in cross-border matchmaking and it serves as a pilot action in view of further similar activities, also in synergy with the EEN network. During the discussions launched in 2025, some Croatian entrepreneurs expressed interest in taking part in the Fiera del Levante in Bari; on the basis of this positive feedback, the possibility will be assessed of coordinating further opportunities for exchange, including potential study visits to companies in the Marche and Apulia regions, to be scheduled in the same period according to the availability of the partners involved.

The Forum continues its commitment to strategic projects—European and non-European alike—and advances its work on the **DO-AIR Observatory** – Data Observatory of the Adriatic and Ionian Region. The Observatory was officially launched in December 2024 through the collaboration between the Marche Region, the Marche Chamber of Commerce and the Forum of the Adriatic and Ionian Chambers of Commerce, with the scientific support of the Marche Polytechnic University. Its objective is to build a stable and comparable information base on the Adriatic-Ionian area, capable of supporting public and macroregional policies through structured and up-to-date data. The first DO-AIR Report 2025, published in June during the conference "Connecting through Knowledge: Socio-economic data, infrastructures, tourism and sustainable development in the Adriatic-Ionian Macroregion", highlighted the economic, commercial and demographic dynamics of the area, collecting data on foreign investments, intra-area trade flows, major trends in maritime and airport traffic, and economic cooperation.

In January 2026, an interactive online workshop is planned, during which the identified thematic priorities and the data access modalities for the EUSAIR community will be further

explored. The initiative aims to consolidate awareness of the DO-AIR Observatory and to gather contributions to guide its future development, highlighting its role as an open and collaborative tool capable of providing comparable analyses and supporting data-driven public policies. The event will be addressed to the EUSAIR community, the National and Pillar Coordinators, the Facility Point partners, the Italian Regions involved in the Strategy, the members of the three civil-society Fora, universities, cities and chambers of commerce, as well as the Port Authorities of the Macroregion. Through discussion and the use of interactive surveys, the workshop aims to identify thematic priorities, specific data-access needs, and new areas of analysis for future reports. The initiative underscores the importance of a participatory development of DO-AIR, making full use of the expertise and data sources made available by the various actors involved. These meetings will be accompanied by additional conferences dedicated to promoting the results of DO-AIR, contributing to strengthening governance and cross-border cooperation within the Adriatic-Ionian area. The results will be made available through a dedicated section on the Forum AIC website and presented during public events, including—where possible—within the framework of the EUSAIR Forum, with the objective of supporting the implementation of the Strategy and promoting sustainable and integrated development of the Macroregion.

A further objective for 2026 is the inclusion of a dedicated section on the DO-AIR Observatory within the EUSAIR Stakeholder Platform, so that data may be made accessible to stakeholders in the area and contribute to the platform's activation in cooperation with the Strategy's governance. Within the macroregional processes, it should also be noted that the Forum AIC has been involved in the early stages of the process launched in Bari in September 2025 for the definition of the new EUSAIR Flagship dedicated to the Mediterranean Diet.

This initiative is aligned with the activities undertaken in 2024, notably the joint signature by the three Fora of the *Split Declaration on the Preservation and Promotion of the Mediterranean Diet in the Adriatic and Ionian Region* which was subsequently referenced to in the final declaration of the EUSAIR Forum in Šibenik. This prior experience has made the involvement of the Forum AIC in the macroregional process launched in 2025 for the definition of the new Mediterranean Diet Flagship a natural development, as it is a representative network of the economic civil society and already active on issues related to the enhancement of agri-food value chains and sustainable tourism.

Participation in the transnational working group — which brings together the EUSAIR

governance, the European Commission, the Pillar Coordinators and support projects — enables the Association to contribute, within its areas of competence, to the development of the strategic framework and preparatory elements of the flagship, which will take place during 2026. This involvement provides further institutional recognition to the Forum AIC and strengthens its ability to bring forward the needs and priorities of the Chambers of Commerce it represents throughout the macroregional process.

In regards to EU-funded projects in which the Forum is a partner, the European project EYE4Ukraine — financed under Cycle 14 of the **Erasmus for Young Entrepreneurs (EYE)** programme — will conclude at the end of January 2026.

EYE4Ukraine has enabled refugees and Ukrainian citizens to strengthen their entrepreneurial skills, develop an international outlook and enhance the competitiveness of SMEs, supporting the creation of start-ups, micro-enterprises and newly established small businesses. Given the experience gained through the MobiliseSME project — aimed at developing company staff skills through short-term cross-border placements — and through Cycle 14 of the Erasmus for Young Entrepreneurs programme, the Forum intends to capitalise on the work carried out and the expertise acquired by applying to join a new EYE consortium, whose call is expected in the early months of 2026. The objective is to strengthen the Forum's role within European programmes that promote entrepreneurial training and mobility as drivers of growth, innovation and international openness. Participation in a new EYE proposal is fully aligned with the Association's institutional activities, as it has long regarded professional and entrepreneurial mobility as a key element for the development of SMEs in the Adriatic-Ionian Area and for strengthening the skills of young entrepreneurs. This perspective will make it possible to ensure continuity in the Forum's commitment to programmes supporting entrepreneurship and at the same time to leverage the technical, managerial and relational skills gained through recent projects. The Forum is also a partner in the **Interreg Italy–Croatia project ARCHEAODIGIT** – *Archaeological Digital Paths for Inclusive and Sustainable Tourism*, scheduled to conclude in July 2026.

The project, led by the Municipality of Macerata and involving four archaeological sites, two universities and two technical partners, has enhanced the capacity to preserve, interpret and promote the archaeological heritage of Italy and Croatia.This has been achieved through an advanced joint integrated strategy — based on an innovative methodology and digital tool — and by equipping current and future cultural and tourism

operators with the advanced skills necessary to use them effectively. The Forum is responsible for communication of all project activities and for the dissemination of results, to this end, participation with an exhibition stand is planned for late February 2026 at the "TourismA" fair in Florence, an occasion to present and promote the project to the public and stakeholders from the cultural and touristic sectors. During the fair, a conference will be organised in cooperation with the University of Macerata, along with dedicated communication campaigns, networking activities and the production of gadgets and promotional materials to increase the project's visibility. Furthermore, the project's final conference, scheduled in Ancona for June 2026, will represent the official closing event and a comprehensive overview of all activities carried out under the ARCHAEODIGIT project. The Forum will be responsible for managing and organising the event, including operational planning, logistical coordination and communication and dissemination activities, while ensuring that the experiences and expertise acquired throughout the project are properly highlighted.The June event may also coincide with the annual meeting of the Forum's General Assembly. The Forum is a partner in the **Interreg Adrion project GPP2Adrion**, which was designed together with the University of Padua, the lead partner, following the successful study carried out 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 macroregional solutions, creating a shared knowledge base within EUSAIR countries and thereby increasing both the demand and supply of products and services that support circularity. The partnership includes two Forum members—the Chambers of Montenegro and the Federation of Bosnia and Herzegovina—together with the Ministry of Economic Development of Montenegro, the Region of Western Greece and research centres specialised in the circular economy.

Ahead of the **XI EUSAIR Forum in North Macedonia**, the Forum AIC plans to organise a thematic event dedicated to presenting the main topics of the project (Green Public Procurement and Circular Economy), involving a broad range of stakeholders and the EUSAIR governance (National and Pillar Coordinators) with the aim of laying the groundwork for establishing a Transnational Network of experts on Green Public Procurement and the circular economy.

In 2025, the Forum AIC took part in the submission of several project proposals under major European programmes: one proposal under Erasmus+, one under Horizon Europe,

three proposals under the Interreg IPA Adrion Programme, five under the Interreg Italy–Croatia Programme, and one proposal submitted to the 2025 call “Information Measures for the EU Cohesion Policy”, financed by the European Commission through DG REGIO. These applications cover strategic areas for the Adriatic-Ionian Macroregion, such as territorial cohesion, entrepreneurship and digital skills, women’s inclusion, sustainable and cultural tourism, the creative economy, transport and logistics, green innovation and artificial intelligence applications. All proposals are currently under evaluation, and the results will be communicated in the coming months. In parallel, in 2025 the Forum AIC, together with the other two civil-society Fora (UniAdrion and FAIC), initiated a structured dialogue with DG REGIO to identify potential funding instruments capable of providing continuous support to the role of the three Fora within the EUSAIR Strategy. Colleagues at the Commission, and in particular the EUSAIR Team Leader Gilles Kittel, encouraged the strengthening of dialogue with the European Parliament in order to explore a possible pilot initiative supporting the strategic activities of the three Fora in the 2025–2026 biennium, including by reactivating the informal group “Friends of EUSAIR”, which had already played a key role in the AI-NURECC and AI-NURECC Plus projects. Within this context, the Forum AIC is in contact with Member of the European Parliament Carlo Ciccioli, who has already taken steps to involve other Italian MEPs and initiate dialogue with parliamentarians from the EU countries of the EUSAIR area (Croatia, Slovenia and Greece), belonging to different political groups, with the aim of building broad and cross-party support. At the same time, dialogue continues with DG REGIO in order to contribute to defining a shared and sustainable proposal, in view of the possibility that, in the forthcoming 2028–2034 programming period, a multiannual operating grant dedicated to the three Fora may be considered. In parallel, the work carried out in 2025 through the resources of the Perequation Fund of the Marche Chamber of Commerce is noteworthy, as it enabled the development of a structured process on macroregional connectivity, articulated into three key stages: the launch of the Transport and Connectivity Working Group; the international roadshow held during the X EUSAIR Forum (Crete, Portorož and Rome); and the thematic panel at the event “Connecting through knowledge” in Ancona. This process made it possible to analyse the infrastructural challenges and priorities of the Adriatic-Ionian area — ranging from maritime traffic to EU–Balkans crossings, from the digitalisation of customs procedures to the need for interoperability — while also enhancing the role of the DO-AIR Observatory as a shared tool for programming. These activities have strengthened

the Forum AIC's ability to act as a technical-operational partner of the Marche Chamber of Commerce and Uniontrasporti, contributing to the development of multilevel proposals to be carried forward also in 2026. It is anticipated that the Forum may again be included in the new allocations of the Perequation Fund and that cooperation may also be established, where possible, with other funds of the Italian Chambers of Commerce in order to develop joint initiatives on connectivity and territorial competitiveness. It should be noted that the ongoing initiatives with DG REGIO and the European Parliament, as well as the project proposals currently under evaluation and the opportunity to work again with the resources of the Perequation Fund, have not been included in the 2026 budget forecast, as they may only be integrated once official approval and allocation of resources occur.

During 2026, the Association will continue its activity related to calls under the 2021–2027 European Programming period, particularly those dedicated to territorial cooperation in the Adriatic-Ionian Area (Interreg), as well as other direct funding programmes such as EaSI, Erasmus+, Creative Europe, Horizon and other European/national resources that may represent an opportunity for the Forum and its members.

In accordance with the statutory provisions and the new regulatory framework, the Association will open a VAT account starting in 2026, in line with the requirement for associative entities that carry out activities relevant for VAT purposes, while fully maintaining its associative and non-profit nature. This measure will not only ensure full compliance with applicable legislation, but also responds to operational and strategic needs. Opening the VAT account will make it possible to expand the Association's activities, offering services and training initiatives to both members and external entities — such as events, workshops, seminars and professional development courses — thereby strengthening the role of the Forum AIC as a provider of specialised expertise. Furthermore, it will allow the Association to participate in public administration tenders and opportunities, and to act as external expertise in projects promoted by members or external partners, increasing the Forum's ability to activate collaborations, secure resources and consolidate its strategic role in the Adriatic-Ionian Macroregion.

Within the year of the **North Macedonian Presidency of IAI/EUSAIR**, which will remain in office until May 2026, the Forum plans to organise a series of side events dedicated to priority themes aligned with the EUSAIR Strategy. In particular, an event linked to the GPP2Adrion project is planned, as well as one dedicated to the DO-AIR Observatory, presenting updated economic data with the aim of supporting the EUSAIR Strategy and

promoting sustainable and integrated development of the Macroregion. This approach is consistent with what was carried out during the Greek Presidency of IAI/EUSAIR, which was in office until May 2025. As of 1 June 2026, the Presidency of the Strategy will pass to Italy, and this will provide further opportunities for dialogue and cooperation with the EUSAIR governance, with the competent Italian Ministry and with the institutional actors involved. This will allow the Forum AIC to contribute even more directly to the Strategy's work and to strengthen its presence within macroregional decision-making processes. In 2026, cooperation activities with international networks (Eurochambres, NECSTouR, ASCAME and others) will also continue. Contacts have been renewed with DCCF – the Danube Chambers of Commerce Foundation – with the aim of revitalising cooperation and, upon the recommendation of the Croatian National Coordinator, assessing possible synergies between the EUSAIR Strategy and the Danube Strategy. At the same time, coordination, cooperation and communication activities with the member Chambers will continue.

In the budget forecast, the Association's revenues are classified according to their source and function, while expenditures (operating and structural expenses, personnel costs, expenses for promotional and institutional initiatives, capital purchases and miscellaneous charges) are classified according to their allocation with respect to the various managerial functions. Any additional classification based on the nature of revenues and expenditures must be regarded as supplementary, and not as a substitute for the classification by destination.

Proceeding to the detailed analysis, the projected revenues and expenditures have been determined as specified below:

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REVENUES

TITLE I – CURRENT REVENUES: MEMBERSHIP FEES DUE BY MEMBERS

Membership fees:: the expected amount of € 72.200,00 was obtained:

1) Current year shares (2026): € 72.200,00

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.

b) Concerning the payment of the membership fee of € 24,500.00 by the Marche Chamber of Commerce as the seat of the AIC Forum secretariat, as resolved by the Chamber itself in 2019.

c) Concerning the payment of the fee of € 6,000.00 by Unioncamere Italia and the payment of € 1,200.00 by the National Chambers of Montenegro, Serbia, and Croatia.

d) Concerning the fee to be paid by the supporting member belonging to EU countries: Assonautica Nazionale € 1,000.00.

2) Previous years shares: € 0,00

The arrears from previous years have been set to zero, as collection is anticipated to be difficult for a total amount of **€12.800,00,** referring to fees dating back to 2013.

In detail:

- Chambers still formally associated, but with multi-year arrears:
    - Kefalonia & Ithaca: €5,600.00
    - Vlora: €4,200.00

TITLE III – CURRENT REVENUES: THIRD PARTIES CONTRIBUTIONS AND FUNDING

Contributions from specific projects: € 232.126,65

These contributions are attributable to:

- for € 215,75 to the EYE4UKRAINE project, which has as its main objective the improvement of entrepreneurship, the development of international perspective and the competitiveness of SMEs; the promotion of potential start-ups, micro and small businesses recently established, contributing to the development and convergence of Ukrainian SMEs across Europe.

- for € 129.930,00 to the Interreg Italy-Croatia ARCHEAODIGIT project - Archaeological digital paths for inclusive and sustainable tourism, led by the Municipality of Macerata which counts among its partners four archaeological parks, two universities and two Croatian and Italian municipalities. The general objective of this project is to improve the capacity to preserve, interpret and enhance the archaeological heritage of Italy and Croatia, also in terms of opportunities for inclusive and sustainable tourism.

- per € 66.980,90 to the Interreg Adrion GPP2ADRION project conceived together with the University of Padua, the lead partner, following the success of the study conducted by the Forum on green public procurement in the Adriatic Ionian Region, financed by DG Regio. The objective of the project is the development of greater knowledge in the field of green public procurement through the adoption of macro-regional solutions, creating a common

knowledge base within the EUSAIR countries, thus increasing the demand and supply of products and services in favor of circularity.

- per € 35.000 to the project financed by the Marche Region, through an agreement with the Marche Chamber of Commerce, relating to the DO-AIR - Data Observatory of the Adriatic and Ionian Region, which was conceived and will be developed in collaboration with the Polytechnic University of Marche. The Observatory is proposed as a tool for collecting, analyzing and disseminating crucial data and information on commercial flows, maritime and airport traffic, foreign direct investments and other key areas for supporting the planning and socio-economic development of the Adriatic Ionian Area. The activities planned for 2026 include deepening the contents of the first DO-AIR Report, organizing a thematic workshop aimed at the EUSAIR community, and continuing the initiatives for disseminating the Observatory's results, also through the dedicated section on the AIC Forum website and collaboration with institutional partners. The planned contribution will ensure continuity to the path started and progressively enhance the Observatory's role in supporting macro-regional policies.

The management surplus from previous years foreseen at € 190,000.00 is due to the temporal mismatch between incurring the expenditure for the projects and collecting the related contributions to cover it, which sometimes precedes the incurrence of the cost. It is also recalled to take into account the amount of approximately € 35,000.00 allocated to the provision for severance pay (TFR) accrued by the Forum employees.

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EXPENDITURES

TITLE I – COSTS OF MANAGING AND OPERATING THE ORGANISATION

In general, the amounts have been determined in consideration of the activities planned for 2026 and the outputs that occurred in the 2025 financial year.

The following have been entered in this chapter:

a) Postal fees of € 60.00 for the purchase of stamps for sending original receipts of membership fees to foreign members;

b) Telephone fees of € 1,000.00 for mobile and fixed networks most convenient for international calls and necessary for the management of the association's activities;

c) Printed material for € 1,000.00, related to the production of business cards, brochures, and promotional materials for the Association, also necessary in view of starting the VAT number and expanding activities aimed at members and third parties;

d) Advertising for € 1,000.00, intended for actions to promote the Association and the services that can be offered with the opening of the VAT number, to strengthen its visibility, recognition, and capacity to activate collaborations;

e) Translation and interpreting services for € 3.500,00;

f) Consulting for € 11.500,00:

    a. Website assistance and social media campaigns for € 2,000.00 for the maintenance and functioning of the site;

    b. Bookkeeping and payroll for € 6,000.00, with a decrease compared to the 2025 estimate due to the assignment of a single firm for bookkeeping and payroll;

    c. Consulting on privacy, security manager, and a two-year contract renewal for € 3,500.00;

f) **Various expenses for € 8.500,00**, specifically € 1,000.00 related to the costs of using digital platforms including certified email (PEC) accounts, Canva, and other operational applications useful for the professional creation of graphic material and presentations, € 1,500.00 for the renewal of Microsoft Office licenses and purchase of AI software useful for making work more

effective and productive, € 1,000.00 for the purchase of various and eventual services, and € 5,000.00 for the use of the premises and services of the headquarters, based on the loan for use agreement with the Marche Chamber of Commerce, which provides for the use of two larger rooms and the allocation of costs proportionally to the occupied spaces.

TITLE II – STAFF COSTS

The cost of personnel, amounting to **€ 47.037,00**, relates to employees engaged in secretariat and operational support activities. The majority of this cost has been charged to the funded projects, despite the personnel performing both project and secretarial functions. This approach has allowed for a significant reduction in the burden of costs on the ordinary budget and membership fees, which alone would not be sufficient to fully cover the Association's personnel needs (see Title IV.IV). Personnel travel reimbursement expenses of**€ 2.000,00** are foreseen for trips not directly covered by projects; in any case, there is always an effort to align travel with project activities in the area to optimize costs. At the time of drafting the budget, no new hiring is foreseen, but any additions may be evaluated during the year based on the outcomes of project proposals currently under evaluation and in conformity with the current professional needs plan approved by the Steering Committee. The operational needs of the Entity will therefore be covered through the support of interns coming from both the Universal Civil Service (Servizio Civile Universale) and the Interreg IVY (Interreg Volunteer Youth) program, which do not entail any cost for the Association as they are fully financed by their respective programs. Furthermore, the level progression for the employee hired with an apprenticeship contract is confirmed, as per the contract. The cost of personnel was determined in accordance with the CCNL Commercio e Servizi (National Collective Labour Agreement for Commerce and Services) and, considering the duties actually performed, it was largely charged to European projects. Resources for training are foreseen, amounting to**€ 5.000,00**, aimed at strengthening administrative, legislative skills (also in view of opening a VAT number), EU project design, and communication, and **€ 6.400,00** allocated for training internships. It is noted that these costs do not appear in the 2025 final accounts, as the internships activated were entirely covered by the "Beyond the Infrastructure" and "DO-AIR" projects.

TITLE III – COSTS FOR FORUM BODIES

The costs for the social bodies, amounting to **€ 2,800.00**, include expense reimbursements foreseen for the President's travel and stays within the scope of the association's activities, as well as those intended for members of the bodies for participation in in-person Steering Committee meetings. It is noted that in 2025 it was possible to reduce a part of these costs thanks to the coincidence of the meetings with project initiatives in which some Steering Committee members were directly involved as speakers, thus allowing the related expenses to be covered through the projects themselves.

TITLE IV – EXPENSES FOR PROMOTIONAL AND INSTITUTIONAL INITIATIVES

The total costs foreseen for the 2026 financial year for the execution of this chapter are **€ 273.760,00** and represent approximately 74% of the total foreseen expenditures, as detailed in the following sub-chapters:

IV.I Initiatives aimed at the development and accreditation of the Association, including the consolidation of the Entity's institutional relations at a national and international level

In recent years, the Association has been committed to developing a network of international relations of great importance to seize the opportunities offered by the international panorama and increase the competitiveness of the territory.

In fact, it has become a relevant transnational network that associates 37 Members among Chambers of Commerce of the Adriatic Ionian Area.

In the 2026 financial year, the Forum's commitment to consolidating relations with the Association's members will continue.

In total, this expenditure chapter will absorb resources for a total of **€ 12.840,00**, of which for:

a) ***Promotional activities for the Adriatic Ionian Area € 6,000.00:***

The Forum's commitment within the Adriatic-Ionian Macro-region will also be decisive in the 2026 financial year. The AIC Forum 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 area's territory, valuing the cultural heritage and richness of its realities. Communication activities towards members and stakeholders in the area will continue and be strengthened through the website channels, Facebook, LinkedIn, Instagram, and the newsletter active since December 2020. Last year, a collaboration was initiated with the University of Camerino and the professor of the Computer Science course, who made some students available for the renewal of the Forum's website. The new structure of the site was designed to ensure constant updates, particularly valuing the sections dedicated to news, events of the Association and connected networks, as well as initiatives promoted by the European Commission related to topics of interest. In 2025, new students were involved for further technical improvements. This collaboration allowed the site to be renewed without costs for the Association and, at the same time, to work with young university students, promoting mutual knowledge and the visibility of the Forum's activities. Furthermore, events and initiatives will continue to be promoted and disseminated through the Association's social channels (Facebook, LinkedIn, Instagram), which are confirmed as particularly effective tools. These channels are made available to member Chambers to give maximum visibility to their activities, events, and initiatives to support businesses and the artistic and cultural heritage of the EUSAIR Area territories. The Forum will continue to take part in and inform members about conferences, workshops, events, training webinars, and information/infodays regarding the various topics of interest and those organized by the different managing authorities of community programs and others to keep members informed about the news and opportunities present in the area. These activities will also be aimed at the economic promotion of SMEs in the area, through the valorization of fairs in the Adriatic Ionian Area and the organization of B2B initiatives. In 2026, these actions will be part of the broader framework of EUSAIR activities dedicated to the Mediterranean Diet as a lever for sustainable development. The participation of the AIC Forum in the new macro-regional working group will allow B2Bs and promotional initiatives to be connected to the key sectors of the agri-food and catering (HORECA) supply chain, configuring them as a first test bench for future transnational projects linked to the flagship currently being defined.

b) ***Development of international partnership networks: € 6,840.00***

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

IV.II Initiatives – Thematic Initiatives and Events

Activities included in this expenditure chapter have been planned for a total amount of **€ 24.000,00.** In detail:

a) Annual Forum/Members' Assembly

In recent years, the Association has evaluated the most appropriate time and place for holding the Members' Assembly and the meetings of the bodies, without automatically linking these appointments to the EUSAIR Forum. This choice became necessary because the EUSAIR Forum often takes place in territories without Chambers adhering to the AIC Forum – as in the case of Crete in 2025 – or on occasions when other activities are more strategic or more sustainable from an organizational and economic point of view. As an example, the 2025 Assembly was held in Ancona, coinciding with the presentation of the first DO-AIR Observatory Report and thanks to the possibility of optimizing costs through project coverage, also taking into account the fact that the EUSAIR Forum was held in Crete, a territory not represented by any of the Greek Chambers members of the AIC Forum; in 2024, it was instead organized in Split to valorize the recognition of the Split Declaration on the Mediterranean Diet, despite the EUSAIR Forum being hosted in Šibenik.

However, guaranteeing the presence of the AIC Forum at the annual EUSAIR event remains fundamental, given the central role that the Association plays in the involvement of the macro-region's economic stakeholders and in supporting the organization of the initiative. For the 2026 edition – which will take place in North Macedonia as part of the country's EUSAIR Presidency – two side-events are already scheduled: one promoted by the GPP2Adrion project, dedicated to the circular economy and green public procurement, and one dedicated to the presentation of the new 2026 DO-AIR Observatory Report, made possible thanks to the agreement with the Marche Region and the Marche Chamber of Commerce. Both events are considered in the respective project expenditure chapters. Discussions will also be

initiated with the North Macedonian Presidency, considering that there are no Chambers adhering to the Forum in the country yet, in order to evaluate a possible structured dialogue. The hope is that, during the Presidency, the entry of at least one Chamber of Commerce of North Macedonia into the Forum network can be favored, thus expanding the territorial representativeness of the Association in the entire EUSAIR area. The expenditure chapter provides **€ 6,000.00** allocated for the organization of the Members' Assembly and any meetings of the bodies. In the next Steering Committee meetings, the possibility of holding the Assembly in Ancona, coinciding with the final conference of the ARCHAEODIGIT project, will be evaluated.

b) Annual Congress of Women's Entrepreneurship

The last edition of the Congress of Women's Entrepreneurship took place in 2024 in Gorizia, in collaboration with the Venezia Giulia Chamber of Commerce, as part of the "GO2025" initiatives dedicated to the European Capitals of Culture. In 2025, despite an initial planning with the Chamber of Commerce of Republika Srpska, the Congress could not be realized due to the lack of sharing of some essential organizational elements — including title, format, and institutional visibility — deemed indispensable to ensure the continuity and quality of the initiative. Subsequently, the Chamber of Economy of the Federation of Bosnia and Herzegovina presented a self-candidacy to host the 15th edition in 2026, to keep the congress in Bosnia and Herzegovina, proposing Mostar as the venue and linking the event to the Mostar International Fair scheduled from April 14 to 18, 2026. This candidacy guarantees full coherence with the consolidated format of the Congress and adequate institutional visibility. To make the organizational process of future editions more stable and clear, a guidelines document is being defined aimed at standardizing aspects such as program structure, roles and responsibilities of the organizers, logistical requirements, partner visibility, and coordination methods, thus avoiding misunderstandings and ensuring greater uniformity in the Congress model.

A co-financing of **€ 8,000.00** is foreseen for the 2026 edition, defined on the basis of expenses incurred by the Forum in previous years, without including costs covered by the hosting Chamber nor expenses accounted for through European projects.

c) Thematic Events:

The foreseen expenditure amount of **€ 10,000** concerns collaboration in the organization of initiatives on topics relevant to the chambers of commerce and the Adriatic-Ionian area. Any initiatives, particularly those to be held in countries and places that have not yet hosted any Forum activity, will be evaluated during the year based on budget availability.

IV.III Initiatives towards third parties (non-members)

The foreseen amount of **€ 10,000** represents an investment aimed at the external promotion of the Association in view of opening a VAT number. The resources will be used for visibility, networking, and presentation activities for the services that the AIC Forum can offer also to non-members – such as training, workshops, technical support, and project initiatives. The objective is to strengthen the Association's positioning as a qualified subject at the macro-regional level and to generate, in the medium term, new revenues to be fully reinvested in the Forum's institutional activities.

IV.IV Projects funded by various entities and organizations

The foreseen amount of **€ 201,400** concerns the costs that will be incurred for the implementation of the projects detailed in the premise and in the section dedicated to revenues. For the reasons mentioned above due to the temporal offset that exists between incurring the expenditure and collecting the contribution, the expenses for projects already started in 2025 and previous years have been planned differently and for an amount greater than the revenue forecast in cases where the contribution was collected in advance. The cost of projects that will start in the 2026 financial year has been planned for the same amount as the revenues.

As anticipated in Title II dedicated to personnel expenses, a good part of the cost that will be incurred for the same has been included in the cost of the projects, under the item "project staff expenses" indicated in the prospectus that compares the pre-final balance 2025 with the 2026 budget.

TITLE V – EXPENSES FOR CAPITAL EXPENDITURES

No expenses for the purchase of materials have been foreseen for the execution of the Forum's activity, thus having a total equal to € 0.00.

TITLE VI – VARIOUS CHARGES

Expenditures of a different nature are presented here for a total of **€ 6,700.00:**

- bank service expenses of € 900.00;
- insurance premium expenses related to the insurance policy that will be stipulated in favor of employees and non-employees, for a total amount of € 2,200.00;
- tax charges foreseen at € 3,600.00 and relating mainly to the IRAP tax that must be paid during 2026 on the cost of employees and collaborators.

The overall amount of expenditures foreseen for the 2026 financial year is € 368,957.00, with an estimated management surplus of € 124,070.00. It should be clarified that this surplus does not represent a fully usable availability, as it largely derives from cyclical factors. In particular, the temporal offset between revenues and expenditures of European projects entails financial movements not always aligned with the actual execution of activities. Added to this is the fact that the Congress of Women's Entrepreneurship did not take place in 2025 and that many initiatives were carried out in synergy with ongoing projects, allowing for a more efficient use of project coverage.

It is also highlighted that the surplus includes the fund set aside for personnel severance pay (TFR), amounting to approximately €35,000.00, which is a restricted sum and cannot be allocated to other purposes. Payments can generate merely technical surpluses, not necessarily referring to management margins.

Therefore, the pre-final surplus for the 2025 financial year, equal to € 95,415.00, was considered in the 2026 budget, which may vary based on the movements in the last months of the year.

To complete the above, and for full information for the members, it is considered useful to attach the following prospectus which compares the final revenues and expenditures, as of 31.12.2025.

FINANCIAL ESTIMATE FOR THE YEAR 2026 ON PRE-BUDGET 2025

REVENUES	Final accounts 2025	Budget Proposal 2026	EXPENDITURES	Final accounts 2025	Budget Proposal 2026
I. Membership fees	**€ 72.800**	**€ 72.200**	**I. Costs for the management and functioning of the association**	**€ 17.090**	**€ 26.560**
I.I Fees for the current year	€ 71.000	€ 72.200	*I.I Postal Fees*	€ 52	€ 60
I.II Fees for the previous year	€ 1.800	€ 0	*I.II Telephone fees*	€ 652	€ 1.000
II. Other contributions by members	**€ 62.000**	**€ 0**	*I.III Printed material*	€ 63	€ 1.000
II.I Generic contributions	€ 0	€ 0	*I.IV Advertising*	€ 0	€ 1.000
II.II Specific projects contributions	€ 62.000	€ 0	*I.V Interpretation and translation services*	€ 2.193	€ 3.500
II.III f) Beyond the Infrastructure	*€ 62.000*	*€ 0*	*I.VI Representation expenses*	€ 0	€ 0
III. Contributions and Financing by third parties	**€ 83.740**	**€ 232.127**	*I.VII Consulting*	€ 7.724	€ 11.500
III.I Generic contributions	€ 0	€ 0	*I.VII.I Expenses for website assistance*	*€ 617*	*€ 2.000*
III.II Specific projects contributions (Regions and other parties)	€ 83.740	€ 232.127	*I.VII.II Bookkeeping and payroll*	*€ 5.504*	*€ 6.000*
EU-funded projects	***€ 73.740***	***€ 197.127***	*I.VII.III Other consulting services*	*€ 1.603*	*€ 3.500*
III.III a) Western Balkanship	*€ 0*	*€ 0*	*I.VIII Other costs*	€ 6.406	€ 8.500
III.III b) EYE4Ukraine	*€ 5.954*	*€ 216*	*I.VIII.I Duty stamps*	*€ 0*	*€ 0*
III.III c) ARCHAEODIGIT	*€ 52.020*	*€ 129.930*	*I.VIII.II Costs for use of premises*	*€ 5.819*	*€ 5.000*
III.III d) GPP2ADRION	*€ 11.566*	*€ 66.981*	*I.VIII.III Other different costs*	*€ 127*	*€ 1.000*
III.III g) BYTE	*€ 4.200*	*€ 0*	*I.VIII.IV spese per somministrazione personale*	*€ 0*	*€ 0*
Third-party financing	***€ 10.000***	***€ 35.000***	*I.VIII.VI Costs for using the online platform*	*€ 391*	*€ 1.000*
III.III e) DO-air	*€ 10.000*	*€ 35.000*	*I.VIII.VII Software License*	*€ 69*	*€ 1.500*
IV. Sponsored events	**€ 0**	**€ 0**	*I.VIII.VIII Costs of brand renewal*	*€ 0*	*€ 0*
IV.I Generic contributions (free donations)	€ 0	€ 0	**II. Payrolls and related costs**	**€ 15.369**	**€ 47.737**
V. Service -providing revenues	**€ 0**	**€ 0**	*II.I Remuneration for Employees*	€ 13.519	€ 34.337
VI. Other revenues	**€ 6**	**€ 0**	*II.II Travel fees and diaries*	€ 0	€ 0
VI. I Interest income	€ 6	€ 0	*II.III Reimbursement of travel and related expenses*	€ 238	€ 2.000

FINANCIAL ESTIMATE FOR THE YEAR 2026 ON PRE-BUDGET 2025

VI.II Capital gains	€ 0	€ 0	*II.IV Staff Training Expenses*	€ 1.612	€ 5.000
VI.III Reimbursements and miscellaneous recoveries	€ 0	€ 0	*II.V Traineeship expenses*	€ 0	€ 6.400
VII.I Surplus allocated to specific projects	€ 0	€ 0	*II.VI Fees for occasional collaborations*	€ 0	€ 0
VII.II Surplus allocated to institutional activities	€ 0	€ 0	**III. Cost for Forum bodies**	**€ 721**	**€ 1.500**
VII. Surplus from management activity from previous years	**€ 126.232**	**€ 190.000,00**	*III.I Reimbursement of travel and accommodation expenses (Board of Directors)*	€ 721	€ 1.500
VII.I Residual amounts for specific projects	€ 95.415	€ 155.000	*III.II Reimbursement of travel and accommodation expenses (Board of Auditors)*	€ 0	€ 0
VII.II Residual amounts for institutional activities	€ 30.817	€ 35.000	**IV. Promotional and institutional expenses**	**€ 212.439**	**€ 287.760**
TOTAL GENERAL REVENUES	**€ 344.778**	**€ 494.327**	*IV.I Initiatives aimed at the development and accreditation of the Association*	€ 9.251	€ 26.840
MANAGEMENT DEFICIT			*a) Activities for the promotion and integration of the Western Balkans area into the European Union (Adriatic-Ionian Macroregion)*	*€ 2.413*	*€ 20.000*
TOTAL TO BALANCE	**€ 344.778**	**€ 494.327**	*b) International partnership networks*	*€ 6.838*	*€ 6.840*
			IV.II Initiatives promoted by the thematic Working Tables	€ 0	€ 24.000
			a) Annual Forum / General Assembly	*€ 0*	*€ 6.000*
			b) Annual Women's Entrepreneurship Conference	*€ 0*	*€ 8.000*
			c) Forum Thematic Working Tables	*€ 0*	*€ 0*
			d) Thematic events	*€ 0*	*€ 10.000*
			IV.III Initiatives addressed to third parties (non-members)	*€ 0*	€ 10.000
			IV.IV Projects financed by various bodies and institutions	€ 203.187	€ 226.920
			EU-funded projects	***€ 92.574***	***€ 201.400***
			1) EYE4Ukraine	***€ 6.357***	***€ 340***
			a) Project staff costs	*€ 5.174*	*€ 340*

FINANCIAL ESTIMATE FOR THE YEAR 2026 ON PRE-BUDGET 2025

b) Other project costs	*€ 1.183*	*€ 0*
2) ARCHAEODIGIT	***€ 49.045***	***€ 130.774***
a) Project staff costs	*€ 42.579*	*€ 52.274*
b) Other project costs	*€ 6.466*	*€ 78.500*
3) GPP2ADRION	***€ 37.171***	***€ 70.285***
a) Project staff costs	*€ 34.501*	*€ 40.785*
b) Other project costs	*€ 2.670*	*€ 29.500*
4) BYTE	***€ 0***	***€ 0***
a) Project staff costs	*€ 0*	*€ 0*
b) Other project costs	*€ 0*	*€ 0*
Third-party financing	***€ 110.614***	***€ 25.520***
1) Western Balkanship	***€ 31.943***	***€ 0***
a) Project staff costs	*€ 0*	*€ 0*
b) Other project costs	*€ 31.943*	*€ 0*
2) DO-air	***€ 16.671***	***€ 25.520***
a) Project staff costs	*€ 3.500*	*€ 10.520*
b) Other project costs	*€ 13.171*	*€ 15.000*
3) Beyond the Infrastructure	***€ 62.000***	***€ 0***
a) Project staff costs	*€ 18.362*	*€ 0*
b) Other project costs	*€ 43.638*	*€ 0*
V. Expenses for the purchase of property	**€ 0**	**€ 0**
V.I Equipment	€ 0	€ 0
V.II Capital losses	€ 0	€ 0
VI. Various charges	**€ 4.896**	**€ 6.700**
VI.I Bank fees	€ 860	€ 900
VI.II Insurance fees	€ 2.208	€ 2.200
VI.III Tax and social security fees	€ 1.828	€ 3.600
TOTAL GENERAL EXPENDITURES	**€ 250.515**	**€ 370.257**
MANAGEMENT SURPLUS	***€ 94.263***	**€ 124.070**
TOTAL TO BALANCE	**€ 344.778**	**€ 494.327**