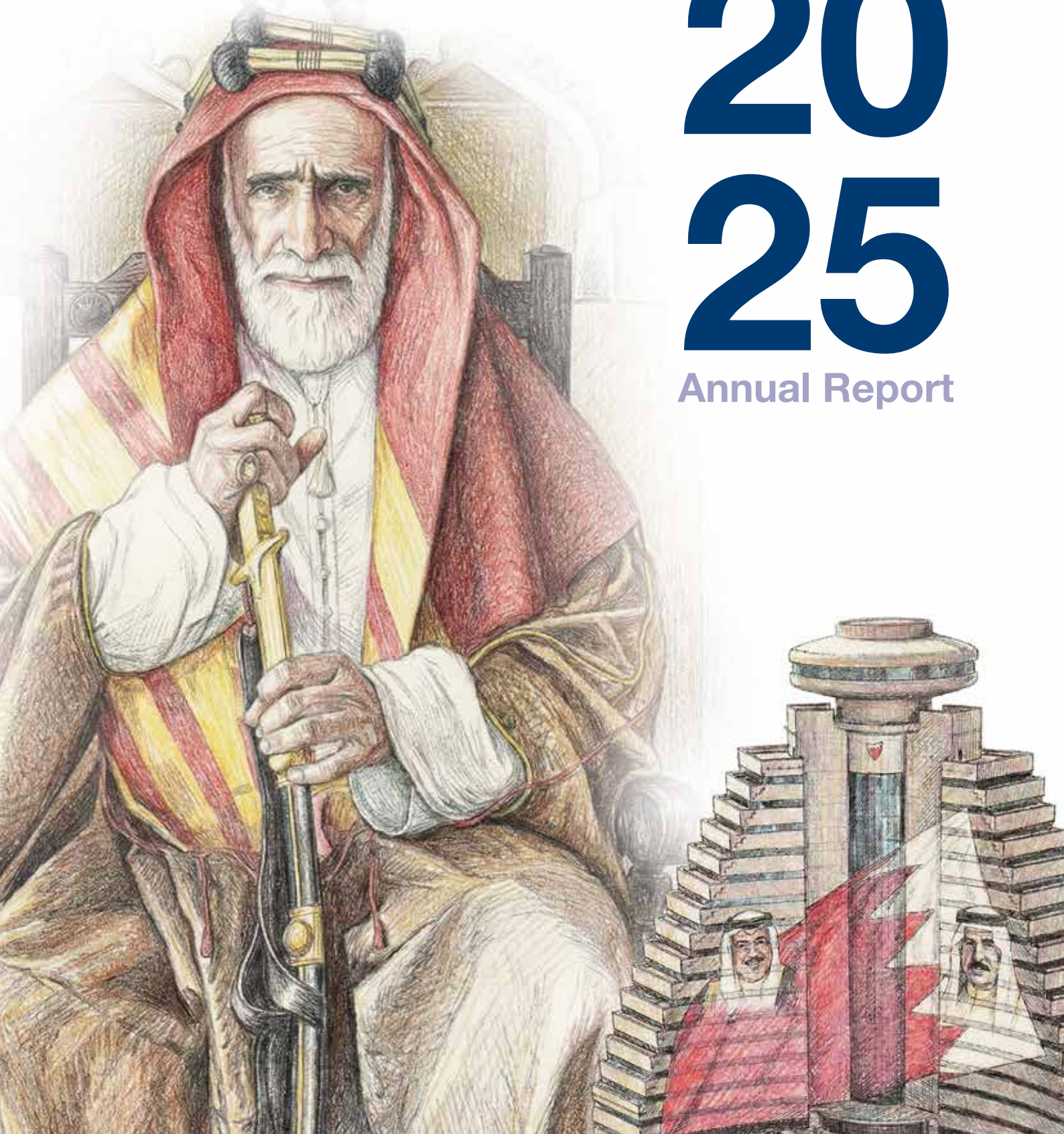




غرفة البحرين
BAHRAIN CHAMBER

20 25

Annual Report



20

25

Annual Report



His Majesty
King Hamad bin Isa Al Khalifa
King of the Kingdom of Bahrain



His Royal Highness
Prince Salman bin Hamad Al Khalifa
Crown Prince and Prime Minister



Contents

His Highness Isa Al-Kabeer, Ruler of Bahrain and its Dependencies, may his soul rest in peace	6
Chairman Message	8
Purpose, Ambition and Core Values	10
Executive Summary of the Report of the Board of Directors of the Bahrain Chamber of Commerce and Industry	12
Report of the Board of Directors	16
Sectoral Committees	54
Client Care	78



“His Highness Isa Al-Kabeer, Ruler of Bahrain and its Dependencies, may his soul rest in peace: From the patronage of merchants to the Establishment of the Chamber in 1910”

When His Majesty King Hamad bin Isa Al Khalifa, King of the Kingdom of Bahrain, may God preserve and protect him, graciously designated the year 2026 as the “Year of Isa Al-Kabeer”, this act reoriented the national compass towards a pivotal figure in the modern history of Bahrain, whose legacy is inseparable from the development of national institutions in general, and the Bahrain Chamber of Commerce and Industry in particular.

It is both a matter of due recognition and obligation, in this context, to highlight the contributions of the late, by the grace of Almighty God, His Highness Isa Al-Kabeer, Ruler of Bahrain and its Dependencies, may his soul rest in peace, whose role extended from the patronage of merchants to the establishment of the Chamber in 1910, which constitutes the foundation of what is known today as the Bahrain Chamber of Commerce and Industry.

At the beginning of the twentieth century, Bahrain experienced a period of growing commercial activity, establishing itself as a leading centre in the Arabian Gulf for trade, pearling, and maritime navigation.

During this time, a Bahraini merchant community emerged, distinguished by its experience and its extensive connections with ports across the region and beyond. This economic dynamism created a pressing need to move the relationship between the ruling authority and merchants beyond individual contacts and sporadic demands, towards a more structured and sustainable framework grounded in institutional dialogue and regular consultation on matters relating to fees, customs, markets, and the movement of imports and exports.

Within this context, the idea emerged of bringing together the leading merchants of Manama within

an organised framework. Accordingly, in 1910, a merchants' council was convened, comprising a distinguished group of prominent figures in trade at the time, with the aim of establishing a collective platform to represent their voice and vision. This development would not have been possible without the direct patronage and encouragement of Shaikh Isa bin Ali Al Khalifa, who endorsed the formation of a council to which merchants could refer on emerging matters, and which, in turn, would present a unified and well-considered position to the Ruler and the administration. This decision marked a defining moment, as the aspiration for organisation among merchants was transformed into institutional action under the auspices of the ruling authority, thereby giving rise to the earliest foundation of an entity that may be regarded as the historical precursor to the Bahrain Chamber of Commerce and Industry.

Shaikh Isa bin Ali Al Khalifa was distinguished by an early appreciation of the importance of the private sector to the stability and prosperity of the country. He did not regard merchants as external to the sphere of decision-making, but rather as partners in responsibility and a fundamental pillar of the country's strength and standing. Accordingly, he granted the newly established merchants' council both political and moral legitimacy, fostering an atmosphere of trust and opening channels for consultation on key economic matters, ranging from the regulation of ports and fees to the oversight of markets and the protection of legitimate commercial interests. In this way, a culture of dialogue between the country and the private sector was established at an early stage on the basis of mutual respect, later evolving over subsequent decades into a fully developed chamber with defined structures and functions.

Isa Al-Kabeer recognised that trade does not flourish in isolation, and that its growth depends on an institutional and legal environment that safeguards rights and regulates obligations. Accordingly, he linked the establishment of a merchants' council with the consolidation of a framework of justice grounded in Islamic Sharia and in the established commercial customs of Bahraini society. Under his leadership, the merchant found in the ruling authority a source of support, in the council a structured framework, and in established customs and the judiciary a reliable safeguard for fair dealing. This balance between the institutional organisation of merchants, the authority of just governance, and well-established commercial customs created an integrated system of trust within the market, positioning Bahrain as an attractive environment for regional and international trade.

Notably, Isa bin Ali did not merely accept the existence of a merchants' council, but engaged with it as a natural channel for conveying market sentiment and perspectives. Instead of frequent individual petitions and the resulting divergence of interests, merchants came to speak with a unified voice, shaped through deliberations within the council and then conveyed to the Ruler, where it informed policies, adjustments, or remedial measures in line with the public interest. This transition from individual petitioning to collective representation lies at the heart of the modern chamber concept, whereby the private sector is provided with an institutional platform that brings its members together, articulates its positions, and builds sustained channels of engagement with public institutions.

From this perspective, the Bahrain Chamber of Commerce and Industry, as it marks its long-standing journey today, traces its roots back to that early moment when Isa Al-Kabeer laid the foundations for the establishment of an organised body for merchants, granted them legitimacy of representation, and instilled, both among them and within the country, the understanding that Bahrain's interests are shaped within a shared space between the ruling authority and the private sector. The Chamber would not have attained its current standing and influence over more than a century were it not for that wise beginning, which established the relationship between the state and merchants on the basis of partnership rather than competition, and integration rather than rivalry.

The designation of the "Year of Isa Al-Kabeer" is not merely a symbolic tribute to a historical ruler, but also a reminder of the responsibility borne by today's institutions, foremost among them the Bahrain Chamber of Commerce and Industry, to acknowledge their origins, honour the figures who established their initial institutional framework, and continue to fulfil their mission in the spirit of that founding moment.

It must be stated clearly that one of the most significant contributions made by Shaikh Isa bin Ali Al Khalifa to Bahrain, alongside maintaining security, building administrative structures, and organising the judiciary, was his role in initiating the first steps towards organising merchants within a collective framework. In doing so, he paved the way for the Chamber to become, across generations, a unifying platform for their voice and a key partner in national economic development. In a year that bears his distinguished name, the Chamber rightfully takes pride in its deep-rooted connection to the legacy of this leader, and draws from his example a renewed determination to serve Bahrain, its economy, and its business community.

Chairman Message



“And say, ‘Do [as you will], for God will see your deeds, and so will His Messenger and the believers.’”

Praise be to God, who grants success and guidance, and bestows support and blessing. Peace and blessings be upon our Prophet Muhammad, and upon his family and all his companions.

It gives me great pleasure to present to you the Bahrain Chamber of Commerce and Industry’s Annual Report for 2025, which marks the final year of the thirtieth term of the Chamber’s Board of Directors. We close this year having witnessed a rich institutional journey defined by dedicated effort, challenge, and responsibility, and by a continued commitment to serving the private sector and strengthening its role as a key partner in the comprehensive development of the Kingdom of Bahrain.

In this regard, I am honoured to extend my highest expressions of gratitude and appreciation to His Majesty King Hamad bin Isa Al Khalifa, King of the Kingdom of Bahrain, may God preserve and protect him, and to His Royal Highness Prince Salman bin

Hamad Al Khalifa, Crown Prince and Prime Minister, may God protect him, for the generous patronage and continued support extended to the private sector, and for the great importance accorded by the wise leadership to the role of the Chamber as a unified platform for the business community and an active partner in achieving the objectives of Bahrain Economic Vision 2030.

I would also like to extend my sincere appreciation to the esteemed members of the Chamber’s Board of Directors, the members of its permanent committees, and the Consultative Council, as well as to the executive and administrative team, and to all those who have contributed their ideas, efforts, and time to the success of this term. I also extend my appreciation to the Chamber’s members from the merchant and business community, who have always been, and continue to be, the core of this institution and the reason for its existence, and to the people of Bahrain, whose steadfastness and unity constitute the firm foundation upon which the country’s stability and progress are built.

As we present today the outcome of a year that marks the conclusion of a full term, we reflect with sincerity and candour, recognising that the course



of public service is not without its challenges, and that aspirations have been, and will continue to be, greater than the resources available. While we have exerted our utmost effort and energy, and endeavoured with dedication and diligence to serve the private sector, represent its interests, and advocate its causes, there may have been instances where we succeeded, and others where we fell short. Nevertheless, our intentions have remained, and continue to remain, sincere for the sake of God, and directed towards serving this dear country, its wise leadership, and its people, while advancing its economy and strengthening its standing among nations.

Throughout this term, we have worked in a spirit of teamwork and within an institutional framework grounded in dialogue and consultation, translating members' views into actionable initiatives. Our efforts have focused on strengthening partnership with the executive and legislative authorities, fostering openness to the global community, and developing a modern service ecosystem supported by advanced digital infrastructure and a robust legal and economic framework. This approach reflects our firm belief that the strength of the Chamber lies in

the strength of its members, and that the prosperity of the private sector is a fundamental pillar of the country's prosperity.

As I conclude this address, I recall the words of God Almighty:

“Our Lord, accept this from us. Indeed, You are the All-Hearing, the All-Knowing.”

I pray to Almighty God to accept what has been accomplished, to forgive any shortcomings, and to grant success to those who will assume this responsibility after us, enabling them to continue the journey and build upon what has been achieved, in a manner that serves the Kingdom of Bahrain, its private sector, and its future generations.

God is the Granter of success.

Sameer Abdulla Ahmed Nass

Chairman of the Bahrain Chamber of
Commerce and Industry

Purpose and Ambition

Since its inception in 1939, the Bahrain Chamber of Commerce and Industry (BCCI) has played a prominent role in shaping the nation economy of Bahrain and creating a vigorous private sector. It has kept abreast of the fast-paced economic and social developments, and consolidated its efforts to stimulate the growth and expansion of the private sector and empower its role in the economic development of the country alongside the public sector. The confidence bestowed upon the chamber by the wise leadership reinforced its influence on economic decisions and streamlined its endeavor to create an attractive ecosystem that fosters the flourish of businesses. In addition, the growing base of its members contributed to reinstating its standing as the sole representative of the private sector and an advocate of its interest.



Our Ambition

To become the leading voice of the business community, and an influential partner in economic decision-making.



Our Purpose

To represent the private sector and play an influential role in protecting its interest.



Values Proposition

An organization driven by talented committed staff focused at providing the best services and help for the present and the future.



Positioning Statement

Our members deserve an efficient responsive organization. One that can assist them to grow, succeed, and protect their interests.



Tagline

Your business Partner



Core Values



Bold

At BCCI we recognize the challenges we face in the private sector. This requires us to be bold, to take action, and make decisions. We must deal with challenges, and respond to change to achieve positive results.



Transparent

We are committed to our members and are keen to win the confidence and respect of the commercial market in what we do.



Committed

Being committed is essential for each of us to be able to deal with the challenges we all face now and in the future.



Loyal

We work for one institution, BCCI. Not for a specific person or entity. We are committed and faithful to BCCI and its members.



Innovative

Innovation is the main engine of strong economies and leading institutions in the world today, and we need to embrace it and work on change in the BCCI.



Inclusive

We serve all of our members regardless of size, sectors, gender and sect. The challenges that confront us unite us.



Executive Summary of the Report of the Board of Directors of the Bahrain Chamber of Commerce and Industry

This summary presents an overview of the institutional and strategic efforts undertaken by the Board of Directors of the Bahrain Chamber of Commerce and Industry during 2025, within the framework of the Chamber's national role as a representative of the private sector and a key partner in the Kingdom's economic development. It also reflects the Chamber's function as both a consultative and executive body contributing to the formulation of economic policies, enhancing the competitiveness of the business environment, and expanding the presence of the Bahraini economy at the regional and international levels, in alignment with the directives of the wise leadership and the objectives of Bahrain Economic Vision 2030.

During 2025, the Board's work focused on translating the priorities of the business community into actionable and measurable initiatives, while strengthening institutional partnerships with the executive and legislative authorities. Efforts were also directed towards enhancing the Chamber's services, opening new opportunities for Bahraini companies in global markets, and reinforcing the principles of governance, quality, and digital transformation. In parallel, the Board remained committed to safeguarding members' interests and supporting the sustainability of economic growth.

First: Leadership and Strategic Direction

- Strengthening institutional engagement with the wise leadership, thereby reinforcing the Chamber's position as a unified platform for the private sector and a partner in shaping economic priorities.
- Directing the Chamber's work to align with the objectives of Bahrain Economic Vision 2030, as well as key areas including economic diversification, investment, employment, and competitiveness.

Second: Governance and Decision-Making

- The Board of Directors held six meetings, and the Executive Committee convened 11 meetings during 2025, dedicated to the approval of policies and initiatives and to monitoring their implementation.
- Addressing operational and legislative challenges faced by companies, and translating them into formal submissions and communications to the relevant authorities.
- Monitoring the implementation of decisions in accordance with performance indicators and defined timelines, thereby enhancing institutional efficiency and the reliability of outcomes.

Third: Partnership with the Executive and Legislative Authorities

- Submitting more than 63 legal and economic opinions on draft legislation and regulatory decisions.
- Issuing more than 200 recommendations aimed at supporting business stability, reducing operating costs, and improving the investment environment.
- Maintaining continuous coordination with ministries, government entities, and the Shura Council and the Council of Representatives to ensure alignment of legislation with the needs of the private sector.

Fourth: Bab Al Bahrain Forum 2025

- Organising the international forum under the theme “Shaping a Sustainable Future through Trade and Employment”.
- Participation of high-level international organisations, including the World Trade Organisation, the International Labour Organisation, and the International Chamber of Commerce, among others.
- Issuing more than 200 recommendations across nine strategic areas, submitting them to the Council of Ministers, and initiating follow-up on their implementation.

Fifth: Representing the Private Sector and Safeguarding its Competitiveness

- The Chamber played a pivotal role in advocating for the interests of the business community and enhancing the competitiveness of the national economy.
- Adopting institutional positions on legislative matters, fees, and operating costs.
- Safeguarding the sustainability of enterprises, particularly small and medium-sized enterprises, from undue or unassessed burdens.
- Managing complaints and claims through official channels and following them up with the relevant authorities until practical resolutions were achieved.

Sixth: International Expansion and Economic Diplomacy

- Participating in 21 economic events across 15 countries.
- Receiving 20 international trade delegations from 12 countries.
- Organising bilateral and multilateral forums to connect Bahraini companies with international partners.
- Obtaining international accreditation for certificates of origin, and the election of the Chief Executive Officer to the Board of Directors of the World Chambers Federation.

Seventh: Safeguarding Members' Interests

- Receiving 79 complaints and enquiries.
- Resolving 75% of cases.
- Converting members' complaints into structured follow-up cases with the relevant authorities.

Eighth: Legal Framework and Dispute Resolution

- Amicably resolving more than 76 commercial disputes and enquiries.

- Reviewing disputes through the Commercial Dispute Settlement Centre, with a total value exceeding BHD 1.59 million.
- Signing 10 international memoranda of understanding to establish legal frameworks for commercial cooperation.

Ninth: Industrial Localisation and Supply Chains

- Organising the “Industrial Localisation Opportunities – Made in Bahrain” event.
- Linking major manufacturers with local suppliers.
- Supporting import substitution and strengthening local content.

Tenth: Food Security

- Exploring investment opportunities and partnerships in agriculture, food industries, storage, and logistics.
- Diversifying import sources and strengthening the stability of supply chains.

Eleventh: Youth Empowerment and Human Capital

- Implementing the fourth edition of the “Try Working” programme, with the participation of 33 students across 15 companies.

- Organising the “Artificial Intelligence in Education” seminar, with the participation of more than 400 specialists.

Twelfth: Digital Transformation

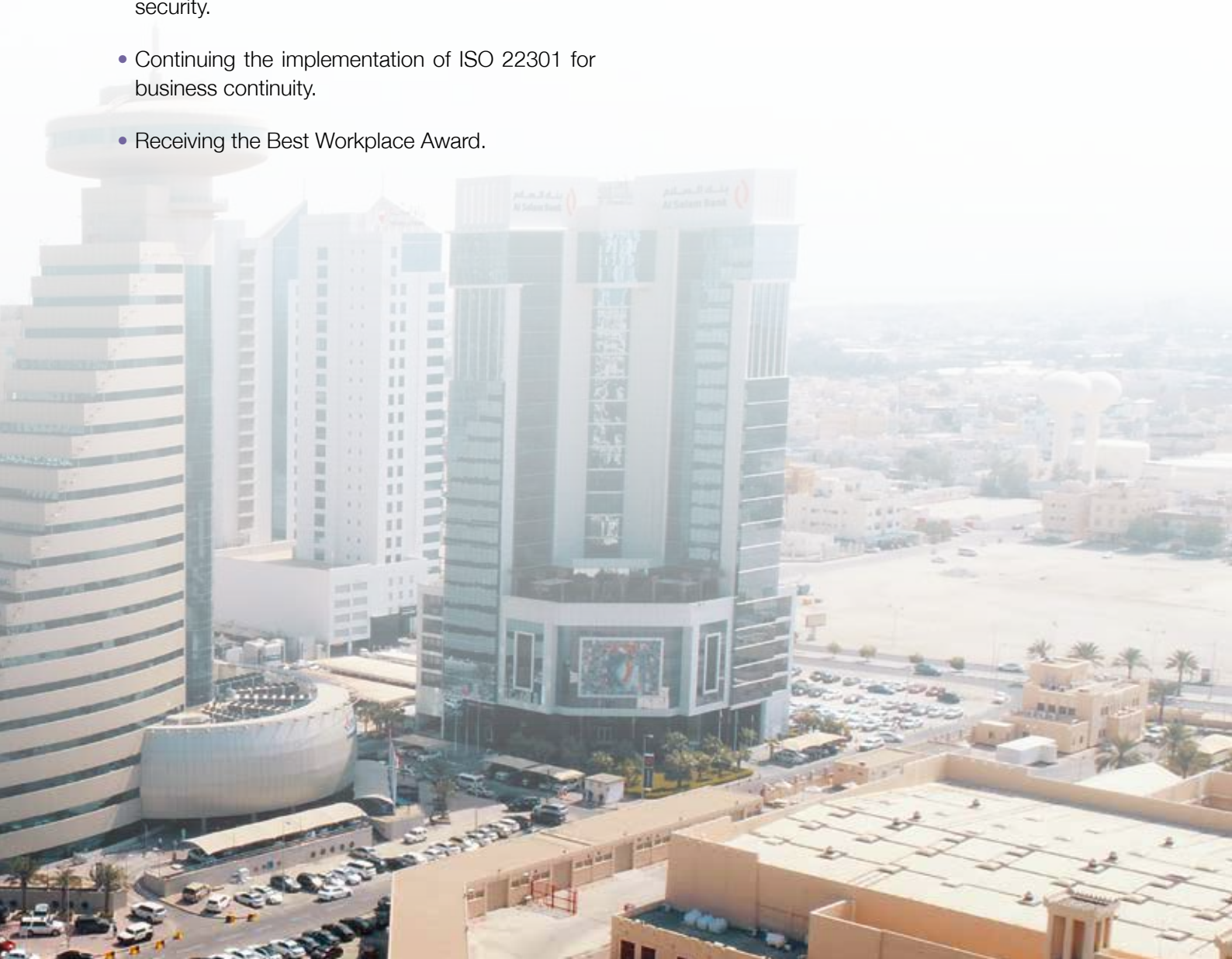
- Integrating the Chamber’s systems with the national digital identity platform (eKey 2.0).
- Launching digital certificates of origin.
- Enhancing the smart application.
- Launching the smart assistant “Essa”.
- Implementing the ISO 27001 standard for information security.
- Receiving the CIO Master Award.

Thirteenth: Governance and Quality

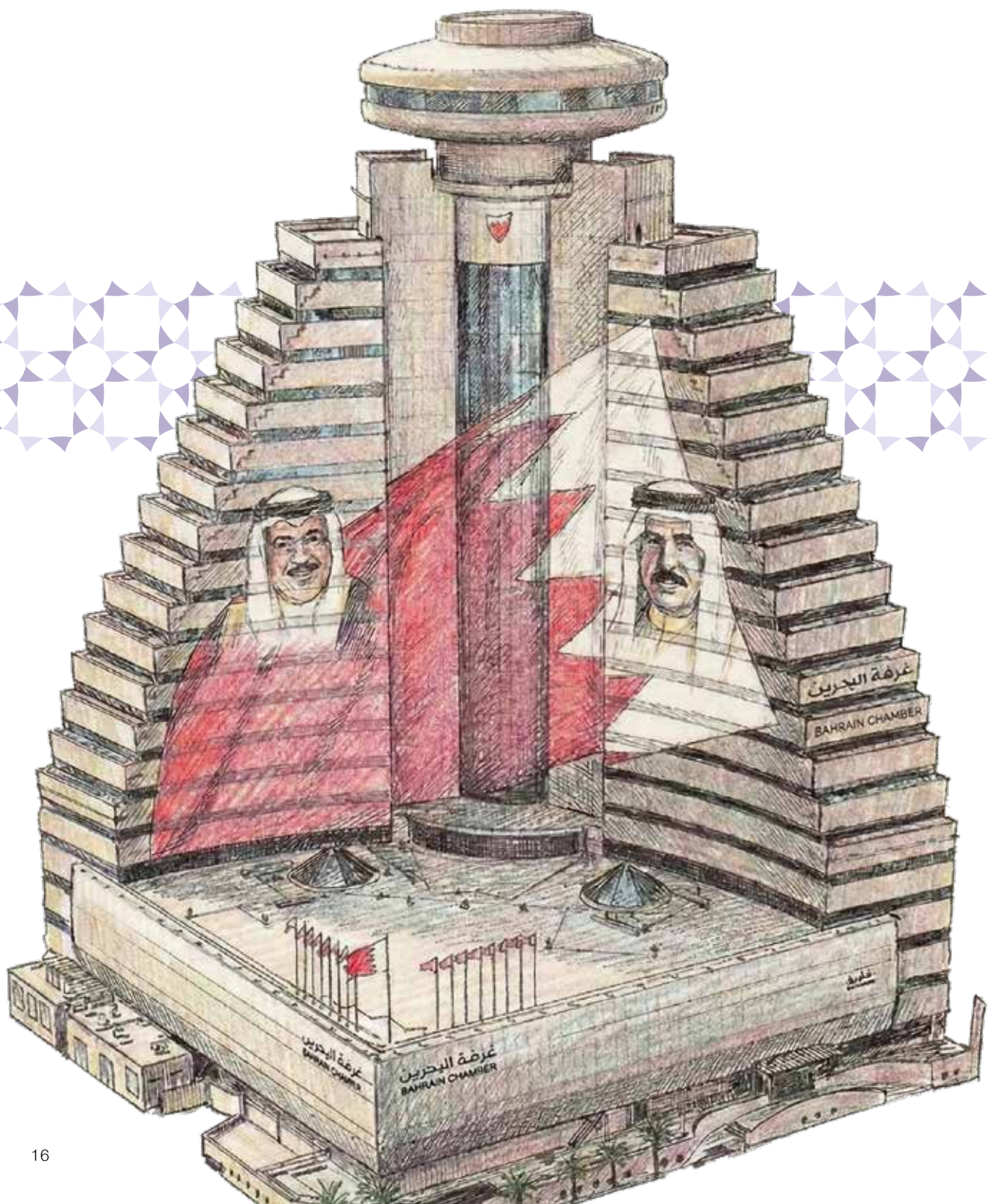
- Renewing the ISO 9001 certification for quality management.
- Obtaining ISO 27001 certification for information security.
- Continuing the implementation of ISO 22301 for business continuity.
- Receiving the Best Workplace Award.

This summary demonstrates that 2025 marked a phase of advanced institutional development for the Bahrain Chamber of Commerce and Industry, during which it evolved from a representative role into an active national partner in shaping economic policies, empowering the private sector, enhancing the competitiveness of the national economy, expanding international opportunities, and advancing digital transformation, governance, and quality.

Through these achievements, the Chamber has further consolidated its position as a leading economic institution, a unified voice for the business community, and a consultative and executive body that contributes effectively to achieving the objectives of Bahrain Economic Vision 2030. It also reinforces the confidence of the leadership and the private sector in its role as a strategic partner in building a sustainable economic future for the Kingdom of Bahrain.



Report of the Board of Directors





This chapter presents an overview of the work of the Board of Directors of the Bahrain Chamber of Commerce and Industry during 2025, in its capacity as the leadership framework within which the priorities of the business community are discussed, policy positions and views relating to legislation and economic policies are adopted, and members' issues and challenges are translated into clear follow-up actions with the relevant authorities.

The report also provides an overview of the key areas addressed by the Board, and the resulting initiatives, decisions, and partnerships, as well as their impact on improving the business environment and enhancing the competitiveness of the private sector, thereby reinforcing the Chamber's role as a unified platform for the voice of the business community in the Kingdom of Bahrain.

The Chamber's activities during 2025 were carried out in line with the directives of His Majesty King Hamad bin Isa Al Khalifa, King of the Kingdom of Bahrain, may God preserve and protect him, and the continued support of His Royal Highness Prince Salman bin Hamad Al Khalifa, Crown Prince and Prime Minister, may God protect him, with the aim

of strengthening the role of the private sector as a key partner in development and achieving the objectives of Bahrain Economic Vision 2030.

Building on this, the Board of Directors focused during the year on leveraging the Chamber's mandate to represent members' interests, strengthening partnership with the legislative and executive authorities, opening new markets and opportunities for Bahraini companies, and enhancing the Chamber's services to ensure greater efficiency and reliability. These efforts were aimed at supporting business stability and strengthening the readiness of the private sector to meet the requirements of the next phase.



First: Engagement with the Leadership, Firm Support for Strengthening the Chamber's Role and Partnership with the Private Sector

During 2025, the Bahrain Chamber of Commerce and Industry was honoured to meet with His Majesty King Hamad bin Isa Al Khalifa, King of the Kingdom of Bahrain, may God preserve and protect him, and with His Royal Highness Prince Salman bin Hamad Al Khalifa, Crown Prince and Prime Minister, may God protect him, as part of the ongoing engagement between the Chamber and the leadership. These meetings reflect the position accorded to the private sector as a key partner in the Kingdom's economic development and demonstrate the commitment to aligning the Chamber's work directly with the country's priorities and strategic directions.

During the meeting with His Majesty King Hamad bin Isa Al Khalifa, His Majesty commended the pivotal role played by the Bahrain Chamber of Commerce and Industry in supporting and advancing the commercial and industrial sectors, as well as its continued contributions throughout its distinguished history to strengthening economic progress. His Majesty affirmed his support for the business community and for the Chamber's role as

a representative of the private sector and an active partner in driving growth and launching initiatives and projects that contribute to reinforcing the Kingdom of Bahrain's position as a leading economic and commercial centre.

His Majesty also expressed appreciation for the efforts of merchants and business leaders and their prominent role in achieving comprehensive



development, reaffirming his commitment to the continued partnership with the Chamber in advancing the economic journey.

The Chamber also met with His Royal Highness Prince Salman bin Hamad Al Khalifa, Crown Prince and Prime Minister, during which His Royal Highness affirmed that the partnership between the Government and the private sector represents a key driver of development pathways, and emphasised the importance of further strengthening this partnership and enabling the conditions necessary to expand investment opportunities. His Royal Highness also highlighted the vital role played by the Chamber and its members in supporting economic growth, enhancing the competitiveness of the national economy, creating high-quality opportunities, and reinforcing Bahrain's position as a trusted commercial and logistics hub, particularly through the Chamber's leading initiatives, including the international recognition of certificates of origin and support for the "Made in Bahrain" initiative.

These meetings contributed to providing a strong institutional foundation for the Chamber's work and enhanced its capacity to fulfil its consultative

and representative role with greater effectiveness. This was achieved through expanding structured dialogue between the public and private sectors and translating the views and recommendations of the business community into documented outputs that can be followed up with the relevant authorities, thereby reinforcing the confidence of the business community in the Chamber's role as a unified voice and a recognised representative in conveying challenges and opportunities to decision-makers.

These engagements also reflected the leadership's commitment to supporting and empowering the Chamber to perform its role as a strategic partner in the development process, and to providing broader scope for institutional partnership in areas such as investment, economic legislation, and the competitiveness of key industrial and economic sectors. This, in turn, enhances the contribution of the private sector to achieving the objectives of Bahrain Economic Vision 2030 and consolidates the Chamber's role as a key stakeholder in shaping the future of the national economy.

Second: Board Meetings, Decision-Making, and Institutional Performance Direction

During 2025, the Board of Directors of the Bahrain Chamber of Commerce and Industry held six meetings, while the Executive Committee convened eleven meetings, dedicated to discussing strategic matters related to representing the private sector, approving initiatives and plans, and monitoring the implementation of decisions, in alignment with economic development priorities and the aspirations of the business community.

Board meetings also focused on assessing the conditions of various economic sectors and examining the challenges faced by companies, particularly those related to market competitiveness, operating costs, and the sustainability of economic activities. In addition, the Board approved initiatives and programmes, mandated specialised committees to prepare studies and policy inputs, and monitored the implementation of decisions in accordance with clearly defined timelines.

The meetings of the Executive Committee also focused on monitoring the implementation of the Board's policies and decisions, reviewing reports submitted by the executive management on the progress of approved initiatives and projects, assessing compliance with performance indicators, and taking the necessary corrective measures to ensure that objectives are achieved efficiently and effectively.

The Board's deliberations were characterised by a strong focus on matters with a direct impact on the competitiveness of companies, operating costs, and market sustainability, as reflected in the following:

- **Systematic handling of members' feedback and complaints:**

Inputs received from the business community were consolidated into structured cases, which were presented to the Board of Directors and discussed as part of its agenda. These were subsequently

submitted through formal communications to the relevant government authorities, with responses and outcomes monitored on a regular basis. This approach ensured that the views of the private sector were effectively conveyed to decision-makers and translated into practical responses.

Providing policy input on draft laws and economic legislation:

This was undertaken through the review of draft laws and legislative proposals related to commercial and investment activities, analysing their financial and regulatory impact on companies, particularly small and medium-sized enterprises, and formulating the Chamber's policy inputs for submission to the relevant authorities in support of balanced legislation that promotes growth and sustainability.

- **Monitoring implementation of decisions and assessing performance:**

This included reviewing periodic reports submitted by the executive management on the implementation of Board decisions and approved initiatives, benchmarking progress against timelines and key performance indicators, and taking corrective measures where necessary to ensure effective execution and the achievement of intended outcomes.

- **Promoting the Kingdom of Bahrain and enhancing its presence in regional and international economic forums:**

This was achieved through supporting the participation of the Chamber and private sector delegations in external forums, conferences, and exhibitions, promoting investment opportunities, and highlighting the Kingdom's economic advantages, thereby contributing to attracting investment and strengthening Bahrain's position as a commercial, financial, and logistics hub.

- **Strengthening partnership with the executive and legislative authorities:**

This was achieved through intensified coordination with relevant ministries and government entities, as well as with the Shura Council and the Council of Representatives, and through active participation in discussions on draft laws and economic policies, ensuring alignment between legislation and the needs of the private sector while supporting development pathways.

- **Representation in government and parliamentary committees and councils, reinforcing an effective institutional presence in decision-making:**

In 2025, the Bahrain Chamber of Commerce and Industry continued to strengthen its institutional presence within the decision-making framework through its direct representation in a number of government and parliamentary committees and councils related to economic and regulatory policies. In this context, the Chamber participated in the work of the joint committee with the Council of Representatives tasked with reviewing economic and financial draft laws, through which it submitted detailed policy inputs on taxation, fees, the labour market, and investment, and contributed to shaping recommendations that support the competitiveness of the business environment.

The Chamber participated in meetings of the Financial and Economic Affairs Committee and the Public Utilities and Environment Committee of the Council of Representatives to examine issues affecting commercial and investment activities, including market conditions, the cost of doing business, and the economic impact of development projects. It also put forward practical proposals to address challenges and enhance commercial sustainability.

At the executive level, the Chamber was represented in a number of specialised government task forces and committees concerned with fees, commercial regulations, the labour market, and investment. Through this engagement, it conveyed the perspectives of various sectors, discussed regulatory and legislative challenges, and proposed solutions aimed at simplifying procedures and achieving a balance between regulatory requirements and investment promotion.

This presence across government and parliamentary committees and councils reflects the Chamber's pivotal role as an institutional voice for the private sector and an active partner in shaping economic policies and legislation. This is achieved through its direct contribution to the discussion of laws and regulations, the communication of challenges, and the proposal of practical solutions that support the competitiveness of the national economy and enhance the attractiveness of the business environment.

- **Strengthening communication channels with Chamber members and across business sectors:**

This has been achieved through regular meetings, workshops, and field visits, as well as direct engagement with members to understand their feedback and aspirations. Members are also actively involved in shaping priorities and initiatives, thereby reinforcing their sense of partnership and consolidating the Chamber's role as a unified platform for the business community.



Third: The Voice of the Private Sector, the Bahrain Chamber's Pivotal Role in Safeguarding the Competitiveness of the National Economy

In 2025, the Bahrain Chamber of Commerce and Industry played a pivotal role in representing the private sector and advocating for its interests before the legislative and executive authorities. This was achieved through the adoption of well-informed institutional positions grounded in technical studies and practical policy inputs, reflecting its commitment to conveying the challenges faced by the business community and proposing solutions that ensure sustainable growth, enhance the competitiveness of the national economy, and reinforce a balanced and investment-friendly legislative and regulatory environment. This role was evident, among other areas, in a number of key issues, most notably:

- **Opposition to increases in commercial registration and business activity fees:**

The Chamber reaffirmed its full alignment with the interests of enterprises, particularly small and medium-sized enterprises, and opposed any increases that would raise the cost of doing business or affect business sustainability. Its position was supported by comparative studies with GCC countries, which contributed to the formulation of consensus-based solutions that balance regulatory requirements with investment promotion.

- **Providing legislative input on tax laws, particularly the Value Added Tax (VAT) Law:**

The Chamber submitted detailed technical observations on proposed amendments, warning of their potential impact on production costs, the prices of goods and services, and the attractiveness of the Bahraini market for investment. It also emphasised the importance of aligning tax policies with the private sector's capacity for growth and expansion.



- **Advocating for labour market flexibility and balance between the rights of employers and employees:**

The Chamber expressed reservations regarding legislative proposals that impose additional administrative and financial burdens, such as extending notice periods, doubling compensation, and introducing standardised mandatory allowances. It cautioned that such measures could affect contractual freedom, the sustainability of enterprises, and their ability to create jobs, particularly within the small and medium-sized enterprise sector.

- **Warning against placing additional burdens on the private sector as reform measures:**

The Chamber emphasised that imposing fees or increasing operating costs does not constitute a sustainable solution to economic challenges, given the resulting inflationary pressures, higher production costs and prices, and the direct impact on consumers and the competitiveness of the national economy.

- **Conveying the business community's views and feedback through an institutional framework:**

The Chamber compiled and categorised hundreds of inputs received from various economic sectors and presented them through formal channels and joint committees with the relevant authorities. This approach strengthened a dialogue methodology grounded in data and analysis and contributed to the development of practical proposals to address legislative and regulatory challenges.

These integrated policy inputs and positions reflect the Chamber's pivotal role as a unified voice for the private sector and a key partner in economic decision-making. This is achieved through advocating for the interests of the business community, contributing to the development of more balanced and flexible policies and legislation, enhancing confidence in the business environment, and supporting the Kingdom of Bahrain's sustainable economic development.



Fourth: Bab Al Bahrain Forum 2025, an International Platform for Reinforcing Bahrain’s Role in Shaping the Future of Trade and Employment

Under the patronage of His Royal Highness Prince Salman bin Hamad Al Khalifa, Crown Prince and Prime Minister, may God protect him, the Bahrain Chamber of Commerce and Industry organised the “Bab Al Bahrain Forum 2025” on 29 April 2025, under the theme “Shaping a Sustainable Future through Trade and Employment”. The Forum served as a prominent international platform reflecting the Kingdom of Bahrain’s commitment to strengthening international economic cooperation, supporting inclusive growth, and creating sustainable employment opportunities amid the rapid transformations in the global economy.

The Forum brought together a distinguished group of leaders of international organisations, policymakers, private sector leaders, and economic experts, providing a high-level platform for dialogue on the future of global trade, supply chains, digital and green transformation, employment, innovation, and sustainability. It also highlighted the role of the GCC countries and Bahrain’s position as a regional hub for trade and investment.

The Forum witnessed broad participation from leading international organisations, including the World Trade Organisation, the International Labour Organisation, the International Organisation of Employers, and the International Chamber of Commerce, in addition to the General Secretariat of the Gulf Cooperation Council, the Union of Arab Chambers, and the Federation of GCC Chambers, alongside ministers, senior officials, business leaders, and experts from around the world.

The Forum resulted in more than 200 recommendations across nine key thematic

areas, including global economic transformations, Gulf integration, trade and supply chains, digital transformation and sustainability, private sector empowerment, innovation, labour markets, and climate change adaptation. These recommendations were submitted to the Council of Ministers (Cabinet), with follow-up already initiated through joint coordination mechanisms between the Chamber and the relevant government entities, reflecting the integration between the public and private sectors in translating the Forum’s outcomes into actionable policies and programmes.

The “Bab Al Bahrain Forum 2025” embodies the Chamber’s position as a unified platform for international economic dialogue and its role in linking global perspectives with national priorities. It also contributes to shaping strategic discussions on the future of trade and employment, thereby enhancing the Kingdom of Bahrain’s presence in international economic forums and supporting its progress towards a more diversified, sustainable, and competitive economy.





Fifth: Partnership with Government Entities and Enhancing the Domestic Business Environment

During 2025, the Board of Directors focused on deepening institutional partnerships with government entities to address the challenges faced by private sector enterprises and to improve the efficiency of the business environment. This was pursued through joint committees, technical working groups, and formal communications grounded in members' feedback and complaints, with the aim of reducing operating costs, streamlining procedures, and enhancing legislative certainty.

• Strengthening partnership between the public and private sectors: The Joint Economic Committee in 2025:

In 2025, the Bahrain Chamber of Commerce and Industry continued to strengthen its institutional partnership with the Ministry of Industry and Commerce through meetings of the Joint Economic Committee, which serves as a key coordination platform for dialogue between the public and private sectors. The Committee is tasked with discussing economic policies, addressing operational challenges, and formulating policy inputs that contribute to improving the business environment and enhancing the competitiveness of the national economy.

During the year, the Committee's work covered a range of priority issues for the business community, including industry and energy, investment, economic legislation, foreign trade, digital transformation, sustainability, and government services provided to the private sector, reflecting the breadth of coordination and the diversity of areas of cooperation between the two sides.

The Committee addressed a number of key areas, most notably:

• Industry, Energy, and Sustainability

The Committee examined initiatives aimed at promoting sustainable industrial development, including the installation of photovoltaic panels in industrial zones, and supporting integrated



industrial partnerships. It also explored ways to improve energy efficiency and reduce operating costs, thereby enhancing the competitiveness of national industries.

• **Investment and Industrial Zones**

Discussions covered industrial land and allocation mechanisms, as well as opportunities to attract high-quality investments. The Committee also reviewed participation in international exhibitions and economic forums, supporting the promotion of investment opportunities in the Kingdom of Bahrain.

• **Foreign Trade and Certificates of Origin**

The Committee reviewed developments relating to the accreditation of the Bahrain Chamber of Commerce and Industry in the issuance of certificates of origin within the framework of free trade agreements, as well as updates to the associated procedures. These efforts contribute to facilitating Bahraini exports and enhancing the reliability of commercial documentation in global markets.

• **Economic Legislation and Regulations**

The Committee examined issued legislation and regulations related to commercial and industrial

activities, including updates on the credit rating project and the review of a number of regulatory decisions. These efforts aim to align legislative frameworks with the requirements of the business environment and to improve the overall investment environment.

• **Digital Transformation and Data Integration**

The Committee examined the project for updating and exchanging data between the Ministry of Industry and Commerce and the Chamber, with the aim of enhancing institutional coordination, improving the efficiency of services provided to traders and investors, and contributing to the development of a more integrated and effective digital ecosystem.

• **Occupational Safety and Health**

The Committee discussed decisions issued by the Ministry of Health concerning the requirement for employers to provide first aid provisions and to manage emergency cases at workplaces, as part of efforts to strengthen occupational safety standards and protect workers in the private sector.



• Economic Events and Activities

The Committee reviewed the events organised by the Chamber during 2025, most notably the Bab Al Bahrain Forum, the Fourth Conference of the Standing Committees, and the meetings of joint business councils, along with the recommendations issued therefrom, which contribute to the development of the business environment and the strengthening of regional and international partnerships.

This sustained momentum in the work of the Joint Economic Committee during 2025 reflects the commitment of both the Chamber and the Ministry of Industry and Commerce to reinforcing a continuous partnership and consultation approach, and to translating the private sector's views into joint action files that contribute to the development of economic policies, the enhancement of the legislative and regulatory environment, and the advancement of sustainable development in the Kingdom of Bahrain.

• Addressing field-level issues affecting markets:

In the aftermath of the Manama Souq fire, the Chamber participated in joint meetings with the Council of Representatives, during which practical solutions were discussed, including:

- Establishing a joint endowment fund between the Government and the private sector to support the Kingdom's markets in exceptional circumstances.
- Developing an institutional mechanism to address emergency damages and rehabilitate affected parties.

- Exploring the establishment of a jointly funded programme to support dilapidated housing, with a view to enhancing social and commercial stability in older areas.

• Commercial dispute resolution and strengthening market confidence:

The Chamber conducted a visit to the Central Bank of Bahrain to discuss activating the role of the Commercial Disputes Settlement Centre and expanding the use of mediation and settlement as a primary option in commercial disputes. This approach aims to expedite resolution, reduce litigation costs, and support the stability of transactions in both the financial and commercial sectors.

• Members' issues as structured institutional case files:

The Board adopted members' complaints into case files, converting them into official communications and follow-up actions. Key examples include:

- The case of fees imposed by Bahrain Clear, along with related demands for greater transparency, clarification of services provided in return for fees, review of retroactive application, and ensuring that payment is not linked to the suspension of essential government services.
- Observations relating to inactive companies and procedures for liquidation or reactivation, including calls for their simplification and cost reduction.
- Matters related to valuation and expropriation, including the assessment of compensation for owners of commercial establishments,



and representing their interests in valuation committees.

- **Strengthening partnership with the Government and the executive authority to support private sector competitiveness:**

In line with its institutional role as the principal representative of the private sector and a voice expressing the aspirations of the financial and business community, the Bahrain Chamber of Commerce and Industry, during 2025, prioritised enhancing direct and structured channels of communication with the Government and the executive authority. These engagements constitute a key pillar in reinforcing partnership between the public and private sectors and in ensuring the complementarity of roles in shaping economic policies and developing the business environment.

In this context, the Chamber held high-level meetings with a number of senior government officials, most notably His Excellency General Shaikh Rashid bin Abdulla Al Khalifa, Minister of Interior, and His Excellency Shaikh Salman bin Khalifa Al Khalifa, Minister of Finance and National Economy. These meetings served as an effective platform for presenting the private sector's views, conveying the challenges and obstacles facing economic activities, and exploring ways to address them through the development of procedures, the modernisation of regulatory frameworks, and the strengthening of institutional coordination.

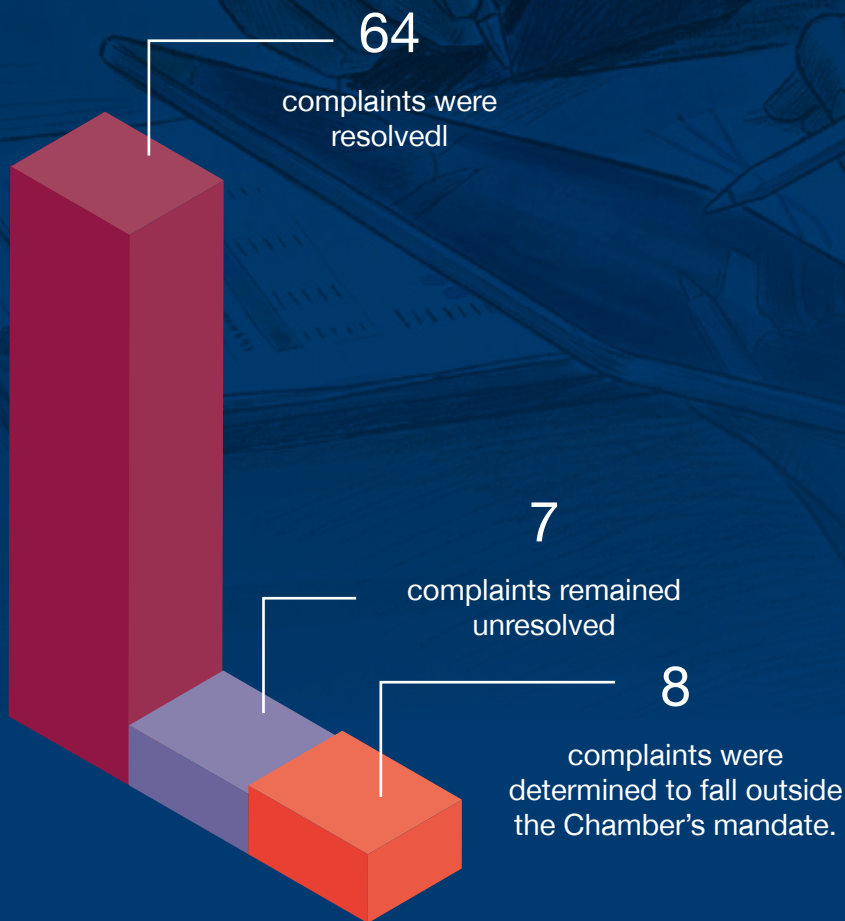
This direct dialogue with the executive authority contributed to addressing key issues affecting

the business environment, including procedural efficiency, the role of security and stability as a foundation for attracting investment, and the contribution of fiscal and economic policies to supporting growth and encouraging expansion and investment. This, in turn, enhances the ability of Bahraini companies to compete locally, regionally, and internationally.

This participatory approach also enabled the development of practical proposals to address challenges through simplifying procedures, accelerating digital transformation, aligning legislation with market needs, and achieving a balance between regulatory requirements and investment promotion. These efforts reinforce the confidence of the business community, enhance the stability of the business environment, and support the achievement of sustainable economic development objectives in the Kingdom of Bahrain.

- **Road Transport Safety – “Towards Safer Transport” Forum:**

As part of the Chamber's commitment to the transport and logistics sector, the Transport and Logistics Committee, in cooperation with the Traffic Awareness Directorate at the General Directorate of Traffic, organised an awareness forum entitled “Towards Safer Transport”. The forum targeted transport company owners and operators, raising awareness of common traffic violations and the accidents resulting from them, and presenting practical recommendations to enhance compliance with traffic regulations and reduce accidents involving trucks and heavy vehicles.



79
complaints and enquiries
were received

75%
of all reported cases
were resolved

• **An institutional channel for safeguarding interests and addressing challenges:**

Members' complaints in 2025 constituted one of the most important tools utilised by the Bahrain Chamber of Commerce and Industry to identify the actual challenges faced by private sector enterprises and to convey them to the relevant official authorities through an institutional framework. This, in turn, strengthens the Chamber's role as a genuine representative of the interests of the business community and as an effective bridge between its members and government entities.

During 2025, the Chamber received complaints and enquiries through its official channels and coordinated with relevant ministries, authorities, and designated liaison officers to follow up on cases and address them in accordance with clear procedures.

This role contributed to enabling companies to convey their views and concerns through a reliable official channel, reducing administrative burdens on members, and expediting the resolution of regulatory and operational issues, thereby strengthening the private sector's confidence in the Chamber as a protector of its interests and an advocate for its rights before the relevant authorities.

Sixth: The Legal Framework and Dispute Resolution in 2025, Safeguarding Members' Interests and Promoting a Stable Business Environment

In 2025, the legal framework of the Bahrain Chamber of Commerce and Industry constituted a key institutional tool for safeguarding members' interests, enhancing the stability of the legislative and regulatory environment, and advocating for the requirements of the private sector before the relevant authorities. It also provided effective mechanisms for the resolution of commercial disputes and the reduction of litigation costs.

• **Supporting economic legislation and decisions**

The Chamber fulfilled its role in conveying the private sector's views on draft laws and regulations. During 2025:

- More than 63 legal memoranda were prepared and submitted on draft laws, legislative proposals, and proposals submitted as motions.
- These policy inputs resulted in more than 200 recommendations submitted to the legislative and executive authorities, focusing on improving the investment environment, reducing regulatory burdens, and enhancing the competitiveness of companies.
- The Chamber reviewed and drafted more than 56 contracts and operational agreements, in addition to over 16 local and international memoranda of understanding, ensuring the integrity of contractual frameworks and the protection of institutional interests.

• **Amicable settlement of commercial disputes**

As part of its efforts to safeguard business continuity and reduce recourse to litigation, the Chamber handled and resolved more than 76 commercial enquiries and disputes between companies and counterparties during 2025 through conciliation and mediation mechanisms. This contributed to preserving business relationships, expediting resolutions, and reducing legal costs for members.

• **Commercial Disputes Settlement Centre**

The Chamber's Commercial Disputes Settlement Centre continued to strengthen its role as a specialised platform for dispute resolution, as follows:

- It received 6 mediation requests during 2025.
- The total value of disputes referred to the Centre exceeded BHD 1.59 million.
- The Centre currently includes 68 accredited mediators across commercial, industrial, financial, logistics, technology, and real estate sectors, providing members with professional and efficient solutions for complex disputes.

• **Legal frameworks for international cooperation**

The Chamber supported its members' engagement in external markets through the signing of 10 international memoranda of understanding with chambers and business associations in Asian, European, and Russian jurisdictions, including Russia, Poland, Malaysia, Kyrgyzstan, Moscow, Krasnodar, Chechnya, Sakha (Yakutia), and the Islamic Chamber of Commerce and Development, thereby providing a clear legal framework to facilitate trade and investment cooperation.

The achievements recorded in 2025 in the legal domain reflect the transformation of this function into a strategic tool that directly serves members through:

- Advocating for their interests in legislation (more than 200 legal recommendations).
- Protecting their interests in transactions and contracts (review of dozens of agreements).
- Providing swift dispute resolution solutions (76 cases settled and disputes exceeding BHD 1.5 million handled through mediation).
- Establishing secure legal channels for international expansion (10 international cooperation agreements).





Seventh: Industrial Localisation and Strengthening National Value Chains

Industrial localisation and the expansion of the domestic production base constitute key pillars for enhancing corporate competitiveness, reducing reliance on imports, and increasing local content in major projects. During 2025, the Chamber contributed to advancing this agenda through platforms that connect large-scale manufacturers with local suppliers, with the aim of promoting import substitution, localising supply chains, and facilitating the transfer of industrial knowledge.

• **Among the most prominent initiatives was the organisation of the “Industrial Localisation Opportunities - Made in Bahrain” event, which aimed to:**

- Showcase the needs of major manufacturers for products and spare parts that can be produced locally.
- Create direct contracting opportunities between national manufacturers and small and medium-sized enterprises.
- Develop national supply chains and reduce reliance on imports.

- Facilitate the transfer of industrial knowledge and strengthen local capabilities in support of the desired industrial sustainability.

A number of the Kingdom’s leading national industrial companies participated in the event and its accompanying exhibition, including Alba, Bapco, ASRY, GARMCO, and GPIC, alongside supporting entities such as the Ministry of Industry and Commerce, the Labour Fund “Tamkeen”, and Export Bahrain, among others. This provided a practical platform for linking support and financing initiatives to the actual needs of manufacturers.



Eighth: Initiatives Supporting Small and Medium-sized Enterprises

In 2025, the Bahrain Chamber of Commerce and Industry focused on enhancing the productivity and competitiveness of the private sector through targeted initiatives and practical policy inputs. Foremost among these was advancing support for the Small and Medium-sized Enterprises (SMEs) sector through the Chamber’s submissions on financing and development programmes, as well as its participation in the development of the SME Roadmap (2026–2029), with an emphasis on aligning initiatives with market needs and strengthening the capacity for innovation and expansion.

The Chamber also placed notable emphasis on promoting sustainability and governance practices (ESG), recognising their role in improving operational efficiency, reducing costs, and enhancing companies’ readiness to integrate into regional and global supply chains.

These efforts reflect the Chamber’s commitment to fostering an enabling environment for growth and empowering the private sector to achieve higher productivity and stronger competitiveness in both domestic and international markets.



Ninth: Food Security and Supply Chains - Diversifying Suppliers and Strengthening Investment in the Food Sector

Food security emerged in 2025 as a key strategic priority for the national economy, given its direct link to market stability, the availability of essential goods, and the resilience of supply chains. In this context, the Chamber supported this agenda by incorporating food security into forums and bilateral engagements, and by exploring investment opportunities in:

- Agriculture and both plant and animal production projects.
- Food industries and their associated value chains.
- Storage, logistics, and cold chain infrastructure, including the development of related facilities.

Within this framework, opportunities for cooperation were explored with countries such as Egypt, Poland, and other Asian markets in the areas of high-quality agricultural products, food industries, and joint ventures. These efforts contribute to diversifying import sources, reducing reliance on a limited number of markets, and strengthening the role of Bahraini companies within regional food value chains.



Tenth: Forums, Conferences, and Workshops as Strategic Platforms to Support Private Sector Competitiveness

In 2025, the Bahrain Chamber of Commerce and Industry further strengthened its role as a thought leadership and organisational platform for the private sector by organising and participating in a comprehensive series of conferences, forums, specialised events, and workshops. These initiatives aimed to facilitate knowledge transfer, identify emerging opportunities, build strategic partnerships, and align the priorities of the business community with national economic development objectives.



These efforts included the Chamber's participation in the Arab Labour Conference, which addressed key issues such as economic diversification, labour markets, emerging economies, digital transformation, and public-private sector partnerships. The Chamber also organised the Bab Al Bahrain Forum 2025 under the patronage of His Royal Highness the Crown Prince and Prime Minister, serving as a high-level platform for economic dialogue, investment promotion, and the strengthening of regional and international partnerships.

In addition, the Chamber organised and participated in a number of specialised forums and events, most notably:

- The "Industrial Localisation Opportunities - Made in Bahrain" Forum, aimed at supporting local supply chains and enhancing integration between large-scale manufacturers and small and medium-sized enterprises.
- The Circular Economy Forum, "Towards a Sustainable Economy", which explored opportunities for sustainable investment and promoted the transition towards environmentally sustainable economic models.

- Specialised workshops, most notably the workshop on "The Impact of Sustainability on Small and Medium-sized Enterprises", which focused on developing financing solutions and building capacity, as well as an introductory workshop on the Bahrain Private Market, organised in cooperation with Bahrain Clear, aimed at enabling closed joint-stock companies to benefit from modern investment platforms and services.

These conferences, forums, and workshops contributed to enhancing the readiness of the Bahraini private sector to keep pace with economic transformations, raising awareness of emerging opportunities and challenges, and expanding partnerships with government entities and regional and international institutions. This, in turn, supports the competitiveness of national companies, fosters a conducive environment for growth and investment, and reinforces the Chamber's role as an active partner in the Kingdom's sustainable economic development.



Eleventh: Expanding Members' Market Access and Strengthening the Global Presence of the Bahraini Private Sector

International partnerships in 2025 represented a key pillar of the Bahrain Chamber of Commerce and Industry's efforts to enable its members to expand beyond the domestic market, open new channels for trade and investment, and build direct business relationships with partners across various countries. The Chamber's efforts focused on translating these partnerships into practical platforms that support Bahraini companies in the areas of export development, commercial representation, joint investment, and the protection of their interests.

• International Market Engagements:

The Chamber participated in 21 international economic events across 15 countries spanning four continents. These engagements facilitated direct communication channels between Bahraini business leaders and their counterparts in target markets, promoted investment opportunities in the Kingdom, and supported the development of export, distribution, and investment partnerships.

• Attracting Trade Delegations to Bahrain:

The Chamber received 20 international trade delegations from 12 countries and organised bilateral business meetings to explore opportunities for commercial representation and joint investment,

while introducing foreign partners to Bahrain as a regional hub for business.

• Business Forums and Networking Platforms:

The Chamber organised a range of bilateral and multilateral business forums, most notably the Bahrain-India, Bahrain-Saudi, Bahrain-Russia, and Bahrain-UAE forums, in addition to the Bab Al Bahrain Forum 2025, as well as buyer-seller meetings. These initiatives aimed to connect Bahraini companies with international partners and facilitate the establishment of practical business partnerships.



• **Member Protection and Advisory Services:**

The Chamber provided legal verification services to ten companies at the request of its members, in addition to responding to thirty information and advisory requests to support investment decision-making and the assessment of external markets.

• **International Accreditation and Global Representation:**

The Chamber obtained international accreditation for certificates of origin from the World Chambers Federation, and its Chief Executive Officer was elected to the Federation’s Board of Directors. This has enhanced the credibility of Bahraini exports and strengthened the integration of Chamber members into global trade networks.

• **Chamber Proposals to Advance Bahrain’s Economic Relations with Partner Countries:**

In 2025, the Bahrain Chamber of Commerce and Industry developed clear proposals to leverage the Kingdom of Bahrain’s international relations in support of the private sector, by opening new

markets, strengthening investment partnerships, and integrating Bahraini companies into regional and global value chains. These proposals covered a number of key partner countries, most notably:

- **Kingdom of Saudi Arabia:** Through supporting the activities of the Bahrain-Saudi Business Council, promoting the expansion of bilateral investments, and enhancing integration across industrial, logistics, and services sectors, in alignment with the objectives of Bahrain Economic Vision 2030 and Saudi Vision 2030.
- **Arab Republic of Egypt:** As a strategic partner and a gateway to African and European markets, the Chamber’s proposals focused on opportunities for cooperation in the fields of industry, finance, telecommunications, and entrepreneurship, as well as expanding the access of Bahraini products to regional markets through Egypt.
- **Russian Federation:** Through submitting proposals to the relevant authorities within the framework of the Bahrain-Russia Joint





Government Committee, covering opportunities for cooperation in trade, industry, energy, and technology, as well as attracting mutual investments in high value-added sectors.

- **Republic of Korea:** Through business forums and joint business councils, where the Chamber focused on partnership opportunities in advanced industries, healthcare, tourism, education, and the transfer of technologies and expertise to Bahraini companies.

- **Republic of Cyprus and the European Union:** Through strengthening cooperation in the areas of the digital economy, renewable energy, logistics services, and education, thereby opening new avenues for partnerships with European companies and supporting the entry of the Bahraini private sector into European markets.

These proposals reflect the Chamber's strategic direction towards expanding the base of international partnerships for the Bahraini private sector and leveraging bilateral and multilateral relations to support exports, attract investment, and create opportunities for growth and international expansion for national companies.

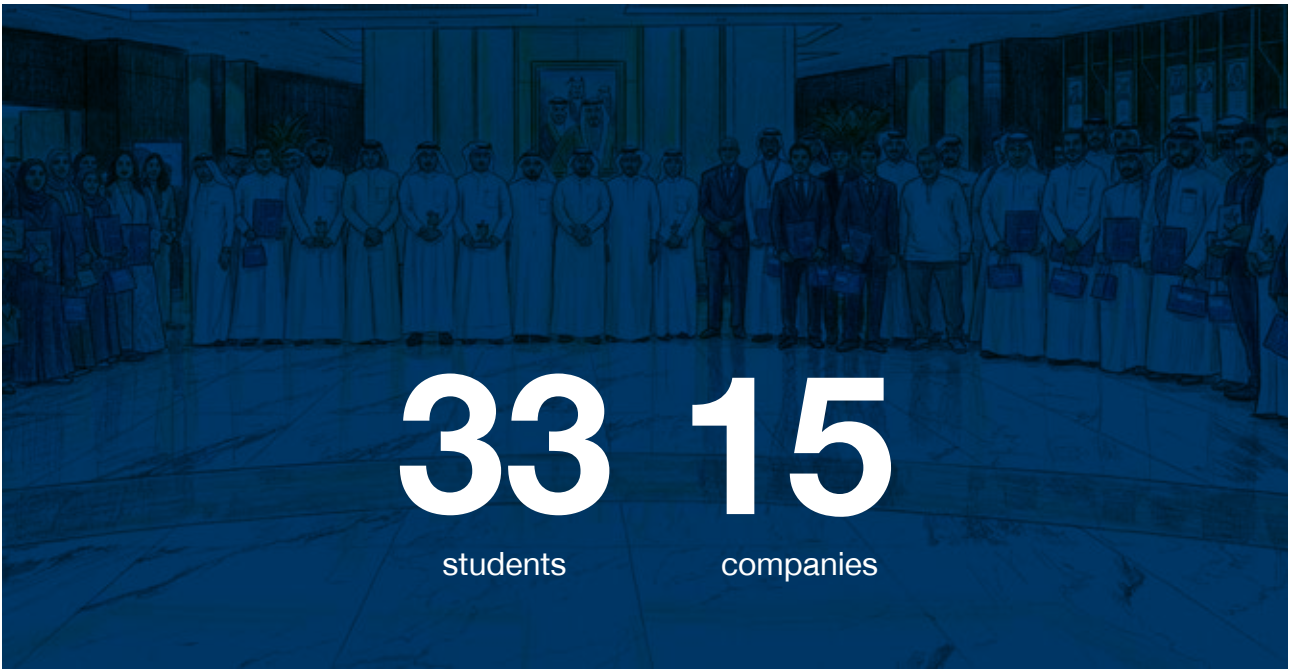
- **Economic Diplomacy and Expanding International Partnership Opportunities for the Private Sector**

In 2025, the Bahrain Chamber of Commerce and Industry continued to strengthen its role as an effective bridge between the Bahraini private

sector and regional and international markets, by intensifying its engagements with ambassadors and representatives of diplomatic missions accredited to the Kingdom, as well as Bahrain's ambassadors abroad. These engagements aimed to advance economic diplomacy, open new channels for trade and investment cooperation, highlight available opportunities, and address challenges affecting the smooth flow of business.

These efforts included engagement with more than 20 diplomatic representatives from partner countries, as well as regional and international organisations. This contributed to expanding the Chamber's global network, strengthening the presence of the Bahraini private sector in international markets, fostering an enabling environment for partnerships, attracting investment, and supporting the competitiveness of the national economy.

The Chamber's international partnerships in 2025 also reflected a practical, action-oriented approach to supporting members in expanding beyond domestic markets, building sustainable trade and investment partnerships, and facilitating the access of Bahraini products and services to regional and global markets. This, in turn, reinforces the Chamber's position as an effective platform for connecting the Bahraini private sector with the global economy and enhancing its competitiveness.



Twelfth: Corporate Social Responsibility, Youth Empowerment, and Human Capital Development

In 2025, the Chamber expanded the scope of its initiatives aimed at investing in people, developing skills, and strengthening the link between education and labour market needs, recognising this as a key driver of private sector productivity and sustainable employment.

At the Arab level, the Chamber contributed, through the Chairmanship of its President of the Union of Arab Chambers, to the International Conference on Corporate Social Responsibility (CSR), where emphasis was placed on:

- Integrating corporate social responsibility into core business strategies, rather than limiting it to seasonal initiatives.
- Aligning CSR programmes with development priorities, including education, employment, innovation, and environmental sustainability.
- Encouraging the Arab private sector to build partnerships with civil society and government entities on projects with sustainable impact.

• “Try Working” Programme - A Practical Initiative to Connect Students with the Labour Market and Enhance Youth Readiness

The “Try Working” Programme is implemented in line with the vision of His Highness Shaikh Nasser bin Hamad Al Khalifa, Representative of His Majesty the King for Humanitarian Work and Youth Affairs and Chairman of the Supreme Council for Youth and Sports, which calls for empowering Bahraini youth and providing them with early exposure to practical work experience.

During his meeting with participating students on 7 September 2025, His Highness emphasised that the programme represents a flagship initiative aimed at reinforcing the concept of community partnership, enhancing youth’s practical experience, and preparing a capable and competitive generation for the labour market. The programme further reflects a leading model of integration between educational institutions and the private sector, and highlights the role of youth in advancing national development.



Within this framework, the Bahrain Chamber of Commerce and Industry organised the fourth edition of the programme from 3 to 21 August 2025, targeting students aged 15 to 18. The programme aimed to provide participants with hands-on work experience within private sector institutions, while developing their skills in commitment, discipline, communication, and teamwork, and offering an early opportunity to explore career interests and gain insight into the requirements of future professions.

The fourth edition saw the participation of 33 male and female students, who were trained across 15 companies and institutions spanning the industrial, financial, services, logistics, and technology sectors. This was implemented within a practical partnership model between the Chamber and its member companies in preparing the next generation and enhancing the readiness of the national workforce for the demands of the modern economy.

The programme was delivered in partnership with the Ministry of Youth Affairs, Youth City, Nasser Centre for Science and Technology, and Hope Talents Foundation, providing a supportive environment that combined practical training with career guidance.

The programme reflects the Chamber's commitment to its social responsibility and its role in bridging

education and the labour market, as well as in building a progressive pathway for equipping youth with practical skills and professional knowledge. This contributes to preparing national talent capable of keeping pace with labour market developments and actively participating in the Kingdom of Bahrain's economic development.

• Seminar: "Artificial Intelligence in Education"

As part of its efforts to support human capital development, the Chamber organised a seminar titled "Artificial Intelligence in Education", attended by more than 400 participants from Bahrain and the Kingdom of Saudi Arabia. The seminar covered:

- The use of large language models and intelligent tools to enhance the quality of education.
- Mechanisms for monitoring student performance through learning analytics.
- Opportunities for partnerships between educational institutions and the private sector in developing innovative digital education solutions.

Thirteenth: Digital Transformation in 2025 - Smart Infrastructure for More Efficient Private Sector Services

Digital transformation in 2025 constituted a central pillar in the development of the Bahrain Chamber of Commerce and Industry's service ecosystem, through the transition from paper-based procedures to integrated digital platforms that enhance transaction efficiency, accelerate service delivery, and strengthen the reliability of the digital infrastructure supporting the business environment.

• **Unified Digital Identity (eKey 2.0)**

The Chamber completed the integration of its systems with the enhanced national digital identity, enabling members to access its services through a single, secure authentication channel. This reduced the need for in-person procedures and facilitated the seamless completion of transactions electronically.

• **Digital Certificates of Origin**

The Chamber introduced full electronic processing and certification of certificates of origin, from application submission through to issuance. This has contributed to:

- Reducing export processing times.
- Lowering operational costs for companies.
- Enhancing the credibility of commercial documents in international markets.

• **Unified Smart Application for Chamber Services**

The Chamber launched an enhanced version of its smart application, providing a single access point for membership services, event registration, and access to circulars and news updates. This has improved the accessibility of services around the clock.

• **AI Assistant "Essa"**

The Chamber launched an artificial intelligence-powered assistant, "Essa", to respond to member enquiries and guide users to the appropriate services and procedures. This has enhanced response times and improved the overall user experience.



• **Cybersecurity and Service Continuity**

The Chamber maintained compliance with the ISO 27001 standard for information security management and achieved first place in the National Cybersecurity Exercise, held under the patronage of His Highness Shaikh Nasser bin Hamad Al Khalifa, National Security Advisor, Commander of the Royal Guard, and Secretary General of the Supreme Defence Council. This achievement underscores the robustness of the Chamber's digital infrastructure, the protection of company data, and the continuity of its electronic services.

• **Digitisation of Internal Service-Supporting Systems Development efforts included:**

- An integrated digital human resources system.
- An asset management system.
- An event management system.
- AI-powered productivity tools to automate processes and accelerate workflows.

• **Institutional Recognition of Achievement**

These efforts were recognised through the Chamber's receipt of the CIO Master Award, in acknowledgement of its successful deployment of technology to build a modern digital infrastructure that supports the private sector and enhances service efficiency.

Through these efforts, the Bahrain Chamber of Commerce and Industry established an advanced digital ecosystem in 2025 that enables companies to complete their transactions efficiently and securely, while enhancing the readiness of the business environment to transition towards a more efficient and competitive economy.





Fourteenth: Economic Knowledge in Service of the Private Sector - Studies, Reports, and Evidence-Based Inputs Supporting Decision-Making

In 2025, the Chamber further strengthened its role as a knowledge-driven institution supporting the private sector by expanding the scope of economic research, issuing specialised analytical reports, and providing evidence-based inputs grounded in accurate data. These efforts contributed to supporting economic decision-making and improving the alignment of policies with market needs.

• Strategic Economic Studies

The Chamber focused on preparing studies with a direct impact on the sustainability of key sectors, most notably:

- **Study on the Impact of the Closure of the Bahrain Quarry:** Analysing the anticipated gap in construction materials, assessing risks to the construction sector, and proposing alternatives to ensure the stability of supply.
- **Higher Education Platform Study:** Exploring the development of an education system that supports a knowledge-based economy and strengthens public-private sector partnerships in developing national talent.

• Periodic Economic Reports

The Chamber continued to publish its quarterly series, “Overview of the Local Economy”, with four reports issued in 2025 covering:

- The performance of economic sectors and their contribution to Gross Domestic Product (GDP).
- Trade flows with GCC countries.
- Indicators related to inflation, interest rates, and e-commerce.
- Bahrain's ranking in international indices.
- Global economic developments and their impact on the domestic market.



• Specialised Reports

The Chamber issued the report “Trade Under the Microscope - Bahrain and Italy 2025”, which provided a comprehensive analysis of bilateral trade between the two countries, including an assessment of promising sectors and untapped opportunities to support investment partnerships.

• Briefing Reports to Support International Partnerships

A total of 38 concise economic reports were prepared on selected partner countries and utilised during meetings with ambassadors and trade delegations. These reports provided focused data on trade volumes and investment opportunities, contributing to enhanced economic dialogue and the opening of new avenues for cooperation.

• Policy-Supporting Inputs

The Chamber submitted specialised inputs on a number of issues with a direct impact on its members, including:

- **Midday Work Ban:** Assessing its impact on productivity and working conditions, and proposing mechanisms that balance occupational safety with business continuity.

- **Maritime Tourism:** Analysing its economic returns and regulatory challenges, and proposing ways to maximise its contribution to national income.

- **Tyre Storage Requirements:** Evaluating their impact on costs and market safety, and providing practical, implementable recommendations.

In 2025, the Bahrain Chamber of Commerce and Industry further reinforced its role as a centre of economic knowledge serving its members through rigorous studies, periodic reports, and data-driven inputs. These efforts contributed to:

- Supporting informed decision-making.
- Improving the alignment of legislation with market requirements.
- Enabling companies to better interpret economic trends and make more effective decisions.

Accordingly, economic knowledge has become a strategic tool for the Chamber in enhancing private sector competitiveness and supporting the sustainability of the national economy.



Fifteenth: An Institutional Framework for Governance and Reliability

The year 2025 marked a pivotal milestone in the Bahrain Chamber of Commerce and Industry's journey towards institutional excellence, through the strengthening of quality management systems, digital governance frameworks, and alignment of its operations with the highest international standards. This ensures service sustainability, procedural reliability, and the protection of member data. During the year, the Chamber achieved a number of key milestones, including:

- Renewal of the ISO 9001:2019 Quality Management Certification for the second consecutive time, accredited by the United Kingdom Accreditation Service (UKAS).
- Achievement of the ISO 27001 Information Security Certification for the first time in the Chamber's history, making it the third international certification obtained by the Chamber, following:
 - ISO 9001 Quality Management Certification
 - ISO 22301 Business Continuity Certification

The attainment of the Information Security Certification reflects the Chamber's commitment to implementing the highest standards of digital

governance, strengthening its cybersecurity framework, safeguarding member data, and ensuring the confidentiality and reliability of its electronic services, within the framework of a secure digital transformation journey.

These international certifications have enhanced confidence in the Chamber's services and systems, reinforced the integrity of its procedures and the protection of commercial information, and strengthened the stability of digital transactions. This provides a secure and reliable environment for members and supports the competitiveness of the private sector in engaging with an institution that adheres to global best practices in quality, governance, and information security.



Sixteenth: A Distinguished Work Environment - Enabling More Efficient and Sustainable Business Operations

The development of the work environment represents a key pillar in enhancing institutional performance and improving the quality of services provided to members of the Bahrain Chamber of Commerce and Industry. This is based on the principle that investment in human capital forms the foundation for building an institution capable of adapting to change and delivering tangible added value to the business community.

In 2025, the Chamber continued to implement targeted programmes and initiatives aimed at enhancing the work environment, developing employee capabilities, and modernising organisational frameworks, with a direct impact on service efficiency, speed of delivery, and the overall member experience.

• Bahrain Chamber Among the World's Best Workplaces

In 2025, the Bahrain Chamber of Commerce and Industry maintained its international certification from Great Place to Work, reaffirming its continued excellence as a workplace that fosters innovation and creativity. This recognition reflects:

- The Chamber's established position as a leading institution that adopts global best practices in human resources management.
- Enhanced levels of employee satisfaction and organisational loyalty, contributing to talent retention and the sustainability of institutional expertise.
- Strengthened capacity to attract high-calibre talent and provide a supportive work environment that enhances the quality of services delivered to members.



• **Training Programmes to Build a High-Performance Workforce**

As part of its efforts to enhance institutional performance, the Chamber implemented a comprehensive employee development programme in 2025, focused on strengthening leadership, technical, and behavioural competencies, with a direct impact on the quality of services delivered to the private sector. Key initiatives included:

- Delivering a range of specialised training courses and workshops that contributed to improving employee performance and advancing professional skills.
- Organising leadership development programmes in collaboration with accredited training providers, focusing on strategic planning, decision-making,

change management, and the development of second-line leadership.

- Rolling out training programmes in customer service aimed at fostering a culture of service excellence, enhancing communication quality, and accelerating the delivery of services with efficiency and professionalism.

• **Enhancing Institutional Performance through Systems and Policy Development**

In 2025, the Chamber continued to modernise its organisational structure and internal systems in line with best institutional practices, with the aim of enhancing operational efficiency and ensuring the integration of roles. Key achievements in this area included:



- Reviewing and updating internal regulations and policies to ensure procedural clarity, strengthen governance, and improve the effectiveness of decision-making.
- Developing job descriptions and aligning them with required competencies and skill sets, ensuring clarity of responsibilities and enhancing productivity.
- Establishing individual development plans for employees, aimed at building clear career pathways and aligning training needs with the Chamber's strategic objectives.

Accordingly, the achievements realised in 2025 in the area of work environment development were not confined to internal objectives alone, but were directly reflected in the quality of services delivered

to Chamber members, in terms of speed of delivery, procedural accuracy, quality of communication, and responsiveness to the needs of the private sector. Through this, the Bahrain Chamber of Commerce and Industry continued to consolidate its model as a modern institution built on qualified human capital, advanced systems, and a supportive work environment, capable of serving the business community and enhancing its competitiveness within a rapidly evolving economic landscape.

Conclusion

The achievements of the Board of Directors of the Bahrain Chamber of Commerce and Industry in 2025 reflect the Chamber's transition from a traditional representative role to a more proactive role in shaping economic priorities and translating members' needs into actionable and measurable workstreams, in partnership with legislative and executive authorities, and within a clear national vision that places the private sector at the heart of the development process.

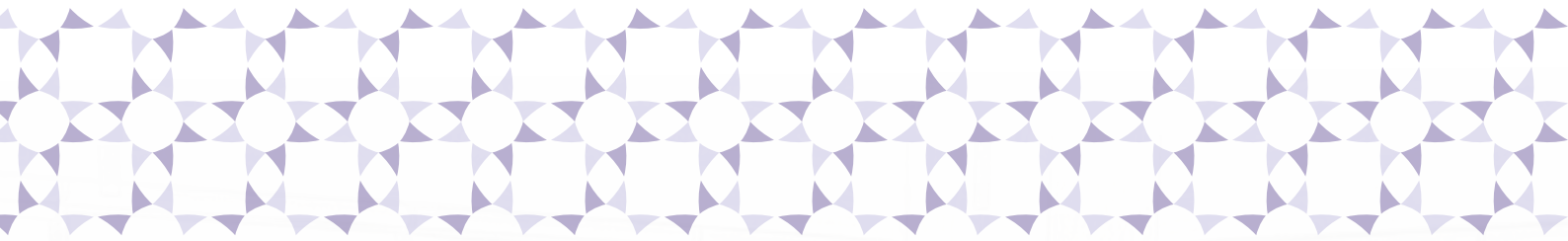


This year also demonstrated the Chamber's ability to combine strong leadership presence, reinforced through its engagements with the Kingdom's leadership, with institutional effectiveness reflected in the work of the Board of Directors and the Executive Committee. It further highlighted the Chamber's international impact through the Bab Al Bahrain Forum and its external partnerships, as well as its service development through digital transformation, governance, and quality initiatives. In parallel, the Chamber continued to safeguard members' interests through its legal framework, dispute resolution mechanisms, complaints management processes, and the submission of policy-supporting inputs aimed at improving the business environment.

Accordingly, in 2025, the Chamber further consolidated its position as a unified platform representing the voice of the business community and as a strategic partner to the country in supporting growth and competitiveness, expanding the market reach of Bahraini companies, and advancing a more efficient and reliable business environment. Building on the progress achieved in terms of workstreams, partnerships, and tangible outcomes, the Chamber continues to move forward with confidence in maximising the economic impact of the private sector and strengthening its role in achieving the objectives of Bahrain Economic Vision 2030. This, in turn, contributes directly to business stability, investor confidence, and the sustainability of development in the Kingdom of Bahrain.



Sectoral Committees





This chapter presents an overview of the activities and achievements of the sectoral committees of the Bahrain Chamber of Commerce and Industry during 2025, as specialised representative bodies that reflect the voice of the business community across various economic sectors and play a pivotal role in shaping perspectives and positions that express the priorities and development needs of the private sector.

The committees carried out their responsibilities through the development of work programmes and strategic objectives based on a thorough understanding of evolving economic dynamics and in-depth analysis of the regulatory and operational challenges facing the sectors they represent. This enabled them to submit practical, evidence-based inputs and proposals to the relevant authorities, contributing to the development of legislative and regulatory frameworks, the improvement of the business environment, and the enhancement of investment attractiveness.

The committees also served as effective institutional platforms for dialogue with the legislative and executive authorities, through a series of meetings, workshops, and specialised sessions with decision-makers. These engagements addressed priority issues for the business sector and explored solutions

and initiatives aimed at enhancing competitiveness and achieving greater alignment between public policies and the requirements of growth and sustainability.

This structured momentum reflects the advanced role undertaken by the Bahrain Chamber of Commerce and Industry in representing the private sector as a key partner in the development process. It also demonstrates the contribution of the sectoral committees in institutionalising a collaborative approach and strengthening integration across the various components of the economic ecosystem, thereby supporting the achievement of the Kingdom's comprehensive and sustainable development goals.

▲ Finance, Insurance and Taxation Committee

“Empowering the financial ecosystem and enhancing the sustainability of small and medium enterprises”

The Finance, Insurance and Taxation Committee played a pivotal role in representing the financial services sector, including insurance and taxation-related matters, and in supporting policies and programmes aimed at strengthening financial stability, improving the efficiency of the financing environment, and empowering small and medium enterprises (SMEs) as a key driver of economic growth and diversification of the productive base in the Kingdom of Bahrain.



- **First: Supporting the SME financing ecosystem:**

- **Initiative to support the establishment of an SME Development Fund:** The Committee contributed to developing the initial framework of the fund and formulating recommendations to ensure alignment with market needs, in coordination with the Bahrain Development Bank and relevant entities. This aims to provide accessible financing tools and supportive programmes that enhance the ability of SMEs to expand and sustain their operations.

- **Monitoring the implementation of the credit rating project:** The Committee followed up on the implementation of the credit rating project in cooperation with the Ministry of Industry and Commerce, the Central Bank of Bahrain, and Tamkeen, with the aim of improving access to finance for enterprises and supporting their business expansion. Coordination also took place to launch an awareness campaign to familiarise business owners with the importance of credit ratings and their role in supporting growth and financial stability.

Second: International cooperation and monitoring economic developments:

- **Meetings with the International Monetary Fund mission (Article IV):** The Committee held two meetings in May and November 2025 with the IMF mission, during which discussions covered economic outlooks, the implications of fiscal and taxation policies, labour market developments, and the impact of global trade shifts. These engagements contributed to conveying private sector perspectives and strengthening dialogue with international financial institutions.

- **Meeting with the Law Society of Singapore:** The Committee participated in a meeting held on the occasion of the launch of the Bahrain International Commercial Court, during which opportunities for cooperation in commercial and legal fields were explored, along with the exchange of international expertise to support the development of the business environment.

Third: Capacity building and advancing digital transformation and sustainability:

- **Event: “The Impact of Sustainability on SMEs”:** The event addressed the integration of sustainability principles into business strategies, as well as the role of digital transformation, green finance, and environmental, social and governance (ESG) practices in enhancing enterprise competitiveness and building resilient business models capable of addressing future challenges.

- **Workshop: “Fawateer Service”, in collaboration with BENEFIT:** The workshop highlighted automation and digital solutions in payment management and their integration with modern accounting systems, enhancing the efficiency of financial operations and accelerating digital transformation.

- **Session: “Empowering the Entrepreneurship and SME Ecosystem”:** Organised in partnership with the Bahrain Development Bank and the Bahrain SMEs Development Society, the session discussed mechanisms to support the launch of the financing fund and to strengthen integration between the public and private sectors in support of entrepreneurship.



Food Sector Committee

“Strengthening the food security ecosystem and developing supply chains in line with national and international standards”

The Food Sector Committee plays a pivotal role in representing companies engaged in food import, manufacturing, distribution, and trade. It works to support the sustainability of supply chains, enhance international partnerships, and reinforce compliance with health and Sharia standards, thereby improving sector efficiency and strengthening food security, in coordination with relevant government entities.

- **First: Strengthening international trade partnerships:**

- **Meeting with a delegation of business leaders from the Kingdom of Thailand (20 April 2025):** The Committee discussed joint investment and trade opportunities in the food sector and explored prospects for expanding partnerships and diversifying sources of supply.

- **Meeting with the Brazilian agricultural company Fienile (23 February 2025):** The meeting reviewed opportunities for cooperation in production, supply, and knowledge exchange, contributing to the diversification of supply chains and supporting the stability of the local market.

- **Second: Seasonal preparedness and market stability:**

- **The Sixth Annual Virtual Meeting of Food Traders (12 February 2025):** The meeting focused on the sector's readiness to meet demand during the Holy Month of Ramadan, addressing operational and logistical challenges, and ensuring smooth supply flows and the stable availability of essential goods during peak periods.

- **Third: Developing the national halal ecosystem:**

- **Halal ecosystem project:** The Committee is working, in collaboration with the Ministry of Municipalities Affairs and Agriculture, to establish a comprehensive national halal system, based on Resolution No. (61) of 2024, which will come into force in December 2025. The project includes the adoption of a national halal mark and the signing of memoranda of understanding with the GCC Accreditation Centre.

Efforts included:

- Project update meeting (25 August 2025)
- Introductory meeting with slaughterhouses (12 October 2025)
- These engagements addressed accreditation mechanisms, the role of slaughterhouses, differences between Gulf standards, and requirements for poultry imports.

- **Fourth: Food security and strategic stockpiles:**

- **Participation in the meeting of the Public Utilities and Environment Committee at the Council of Representatives:** The Committee discussed the draft law on strategic stockpiles of goods, the role of the private sector in supporting it, and the importance of institutional coordination to ensure supply sustainability and enhance the Kingdom's readiness to respond to emergencies.

The work of the Food Sector Committee during 2025 reflected its role as an effective link between the private sector and regulatory authorities on matters related to food security, product safety, supply chains, and Sharia standards. It contributed to expanding international partnerships, strengthening seasonal preparedness, advancing the National Halal System, and participating in shaping the legislative framework for strategic stockpiles. These efforts supported market stability and supply reliability, and enhanced governance standards within the food sector, thereby contributing to the sustainability of the national economy.

Real Estate and Construction Committee

“Advancing the regulatory and digital environment of the real estate and construction sector and enhancing its sustainability”

The Real Estate and Construction Committee played an active role in representing developers, contractors, and consultants, and in supporting the growth and efficiency of the real estate and construction sector. This was achieved through strengthening public-private partnerships and contributing to the development of regulatory frameworks and technical policies, thereby enhancing project quality and reinforcing sustainability and digital transformation principles.

- **First: Developing the regulatory framework for the contracting profession:**

- **Supporting the establishment of an integrated system to regulate the contracting profession:** The Committee contributed to supporting the development of a comprehensive regulatory framework aimed at enhancing governance and professional standards, improving quality of execution, and organising contractual relationships between contractors, developers, consultants, and regulatory authorities. This supports the sustainability and growth of the contracting sector based on clear foundations and recognised standards.

- **Second: Digital transformation in real estate transactions**

- **Launch of electronic real estate contracts:** The Committee launched the electronic real estate contracts service through the Bahrain Chamber of Commerce and Industry's website, contributing to streamlined procedures, reduced processing time, enhanced contractual reliability, and the advancement of digital transformation within the real estate sector.

- **Enhancing integration with government e-platforms:**

The Committee worked on linking several government platforms relevant to the real estate sector with the Chamber's website, facilitating access for investors and developers to government services and strengthening digital integration among relevant entities.

- **Third: Supporting digital infrastructure for projects:**

- **Awareness event on fibre optic services, in collaboration with BNET:** The event aimed to raise awareness among developers of the importance of digital infrastructure in residential and commercial buildings, and its role in enhancing the investment value of projects and improving their readiness for smart services.

- **Fourth: Contributing to the development of legislation and technical regulations**

- **Providing views on the technical regulation for water consumption efficiency:** The Committee participated in discussions on Resolution No. (18) of 2024 regarding the adoption of the GCC technical regulation for water-saving devices, in support of efficient resource use and the promotion of sustainability in real estate projects.

- **Meeting with the Urban Planning and Development Authority:**

Discussions focused on (LD) classification requirements and workers' housing, with the aim of aligning sector needs with regulatory frameworks and achieving a balance between urban development requirements and technical standards.

- **Fifth: Regional cooperation and exchange of expertise**

- **Reception of the Urban Development Committee of Asharqia Chamber:**

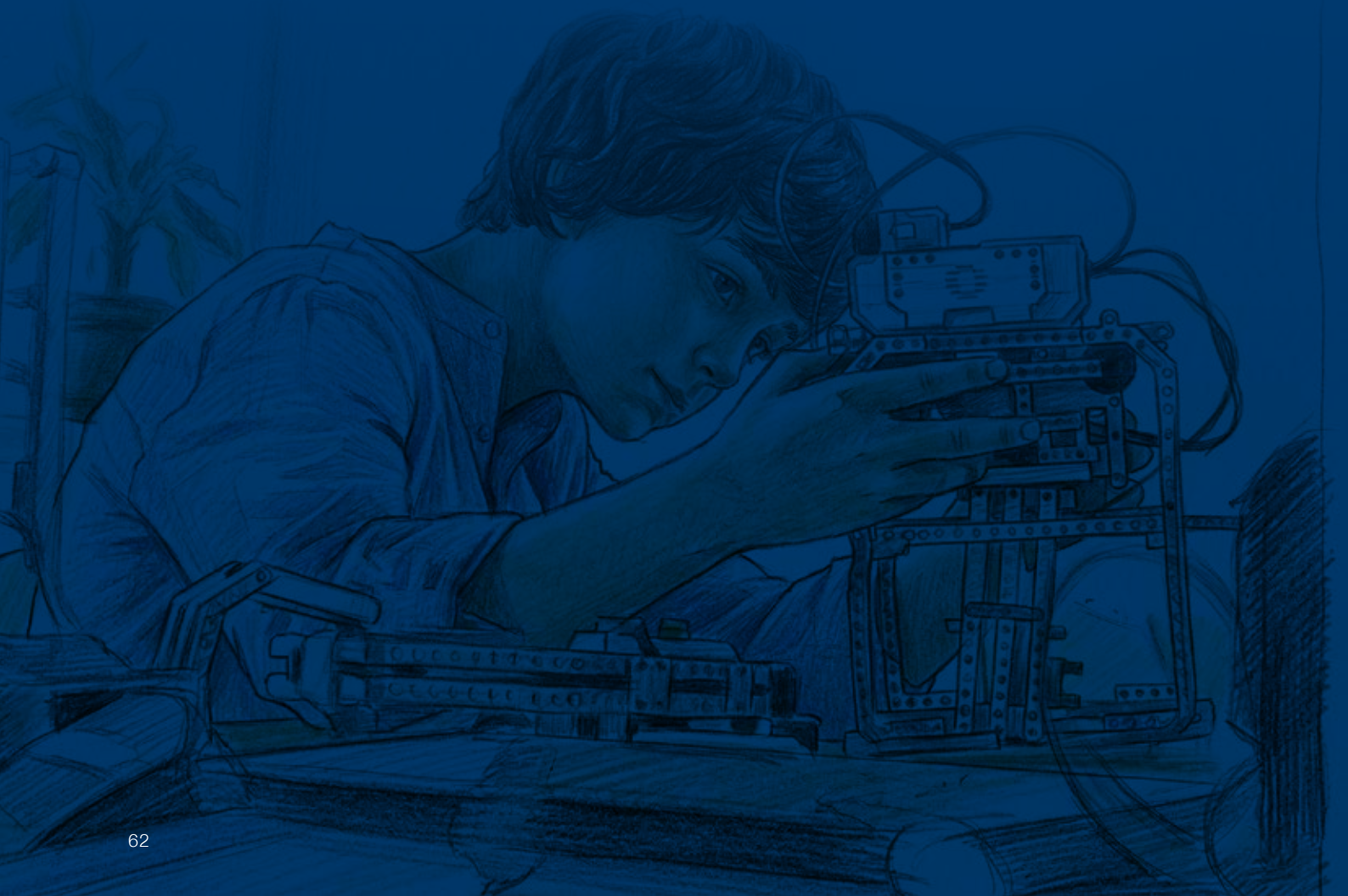
The meeting explored areas of mutual cooperation and the exchange of expertise in urban development and project management, and discussed shared challenges while reviewing best practices in the Kingdom of Bahrain and the Kingdom of Saudi Arabia.

The work of the Real Estate and Construction Committee during 2025 reflected its role as a key coordinating platform between the private sector and regulatory authorities. It contributed to the development of the legislative and technical environment, the advancement of digital transformation, the support of smart infrastructure, and the expansion of regional cooperation. These efforts were reflected in enhanced sector efficiency, strengthened governance, and the establishment of a more competitive and sustainable investment environment in the Kingdom of Bahrain.

Education and Training Committee

“Aligning education outcomes with labour market needs and enhancing the Kingdom’s competitiveness as a regional hub for education”

The Education and Training Committee continued its role in supporting the development of the early education, vocational education, private education, and higher education ecosystem, through strengthening partnerships with government entities and education and training institutions, fostering innovation, and aligning educational outcomes with labour market requirements. These efforts contribute to preparing qualified national talent and enhancing the Kingdom of Bahrain’s competitiveness as a regional hub for education and educational tourism.



- **First: Innovation and digital transformation in education:**
- **Event: “Unlocking the Potential of Artificial Intelligence in Education” (21 January 2025):** The Committee organised a specialised event aimed at enabling K–12 teachers to integrate artificial intelligence applications into teaching and learning processes, thereby enhancing the efficiency of the education process, advancing teaching methodologies, and supporting the transition towards smart education.
- **Second: Developing private education and enhancing the quality of its outcomes:**
- **Roundtable with representatives of private schools (22 September 2025):** The Committee discussed with private school administrations key regulatory and operational challenges, particularly tuition fees, recruitment procedures, and ways to expand partnerships with the private sector. The discussions resulted in a set of recommendations, including the development of unified standards, increased procedural flexibility, and the introduction of training programmes for teachers, contributing to the improvement of the private education environment and the quality of its outcomes.
- **Third: Supporting higher education and private universities:**
- **Roundtable with private universities and the Higher Education Council (19 June 2025):** The meeting addressed challenges facing higher education institutions, including student recruitment, academic programme development, international marketing, and quality assurance and accreditation requirements. Emphasis was placed on aligning programmes with labour market needs and enhancing the regional competitiveness of Bahraini universities.
- **Fourth: Strengthening coordination with training providers and the labour market:**
- **Meeting with representatives of training institutes (12 February 2025):** The meeting discussed challenges related to the

implementation of taxation and changes in support programmes. It was agreed to organise an expanded roundtable with relevant stakeholders to explore solutions and submit recommendations.

- **Meeting with the Undersecretary of the Ministry of Labour (21 October 2025):** Discussions focused on legislative and regulatory challenges related to practical training, the importance of integrating academic and vocational education, and strengthening coordination between the Ministry of Labour, the Ministry of Education, and the private sector.
- **Fifth: Developing educational tourism:**
- **Meeting with the Chief Executive of the Bahrain Tourism and Exhibitions Authority (27 October 2025):** The Committee explored ways to attract students from GCC countries, particularly from the Kingdom of Saudi Arabia, and to incorporate educational tourism into promotional strategies, thereby strengthening Bahrain’s position as a regional destination for education.

Sixth: Contributing to the development of education policies and legislation:

The Committee provided its views on the draft law on private educational institutions and prepared a survey to assess the challenges facing private schools. It also coordinated with the National Strategy for Higher Education and Scientific Research to support policy development and enhance the regulatory environment of the sector.

The work of the Education and Training Committee during 2025 reflected its leading role in advancing the education ecosystem, through supporting innovation and digital transformation, enhancing the quality of private and higher education, aligning outcomes with labour market needs, developing educational tourism, and contributing to the formulation of legislative frameworks and national policies. These efforts contributed to preparing qualified national talent and strengthening the Kingdom of Bahrain’s competitiveness as a regional hub for education.

Commercial Markets Committee

“Developing the environment of traditional markets and shopping malls and advancing the digital transformation of trade”

The Commercial Markets Committee played an active role in representing shop owners, traditional markets, and shopping malls, by monitoring on-the-ground challenges facing commercial activity across the Kingdom and raising them to the relevant authorities. It also provided practical recommendations to improve the business environment, develop infrastructure and services, and support the competitiveness of the commercial sector in line with the requirements of digital transformation.

- **First: Direct engagement with market stakeholders:**

The Committee continued to organise open meetings with business owners in traditional markets and Isa Town, with the aim of identifying operational and regulatory challenges, exploring proposals to enhance the commercial business environment, improving services and facilities, and strengthening partnerships with relevant entities to stimulate commercial activity.

- **Second: Coordination with major shopping malls:**

The Committee conducted field visits to several major shopping malls, including Marassi Galleria, Dragon City, and Seef Mall, during which it examined challenges faced by traders and tenants, strengthened collaboration with mall management, and reviewed joint initiatives aimed at enhancing the business environment and improving the consumer experience.

- **Third: Supporting digital transformation and e-commerce:**

The Committee, in collaboration with the Labour Fund (Tamkeen) and the Technology and Business Society, organised workshops and awareness sessions focused on digital enablement, e-commerce platforms, and enhancing the capacity of small and medium enterprises to utilise technological solutions, thereby strengthening their ability to expand and increase sales.

- **Fourth: Regional cooperation and exchange of expertise:**

The Committee held a meeting with the SMEs Committee of the Oman Chamber of Commerce and Industry, during which opportunities for cooperation and knowledge exchange were explored. The discussions also covered potential joint initiatives to enhance competitiveness and facilitate SMEs' access to regional markets, contributing to expanded partnerships and the empowerment of entrepreneurs.

The work of the Commercial Markets Committee during 2025 reflected its role as an effective representative platform for traditional markets and shopping malls. It contributed to conveying on-the-ground challenges to the relevant authorities, supporting the digital transformation of trade, and expanding regional cooperation. These efforts enhanced the development of the commercial business environment, strengthened the competitiveness of enterprises, improved the consumer experience, and reinforced public-private partnership in advancing commercial activity across the Kingdom.

Health Sector Committee

“Strengthening healthcare partnerships, developing capabilities, and enhancing the readiness of the national system”

The Health Sector Committee played a pivotal role in supporting investment in healthcare services, strengthening integration between the public and private sectors, and addressing regulatory and operational challenges faced by healthcare providers. This was achieved through advancing targeted initiatives and proposals aimed at developing the sector and enhancing the quality of services, thereby reinforcing the sustainability and resilience of the healthcare system in the Kingdom of Bahrain.



- **First: Developing medical talent and enhancing workforce efficiency:**

The Committee presented a comprehensive proposal aimed at developing medical talent and enhancing professional competencies, contributing to improved healthcare service quality, strengthened clinical performance, and supporting the sustainability of the national healthcare workforce.

- **Second: Strengthening institutional partnership with the Ministry of Health:**

The Committee held a meeting with H.E. Dr. Jaleela bint AlSayed Jawad, Minister of Health, on 22 January 2025, during which key challenges facing the private healthcare sector were discussed. The meeting also addressed regulatory and operational solutions and reviewed proposals to develop policies and procedures supporting sector growth and enhancing its investment attractiveness.

- **Third: Developing the healthcare workforce and advancing medical tourism:**

The Committee organised a roundtable entitled “Healthcare Workforce – Open Meeting with Private Hospital Owners, in the presence of the Labour Fund (Tamkeen)”, during which the following were discussed:

- An initiative to train doctors under the Saudi and Arab Board programmes.

- A proposal to introduce a nursing assistants programme.

- Opportunities to develop medical tourism and strengthen the role of the private healthcare sector as a promising economic contributor.

- **Fourth: Engaging the private sector in the disaster management system:**

The Committee submitted proposals to involve the private healthcare sector in the National Committee for Civil Emergency Management, affirming its role as a key partner during emergencies and crises. This aims to enhance integration across the components of the healthcare system and strengthen national preparedness and response capabilities.

The work of the Health Sector Committee during 2025 reflected its strategic role in advancing the healthcare system and strengthening institutional partnerships. This was achieved through a focus on developing human capital, improving service quality, expanding training and qualification programmes, supporting medical tourism, and contributing to enhancing national preparedness for emergency management. These efforts reinforced a more efficient and sustainable healthcare environment and strengthened the confidence of investors and service providers in the regulatory framework supporting the growth of the healthcare sector in the Kingdom of Bahrain.



Industry and Energy Committee

“Enhancing local content, strengthening the competitiveness of the industrial sector, and reinforcing integration across value chains”

The Industry and Energy Committee played a pivotal role in supporting and developing the industrial sector as a key pillar of the national economy. This was achieved through promoting industrial localisation, strengthening supply chain integration, enhancing the efficiency of national enterprises, and developing regulatory frameworks and investment incentives that support sustainable industrial growth and maximise local value creation.

- **First: Industrial localisation and integration among factories:**

The Committee organised the “Made in Bahrain – Industrial Localisation Opportunities” event on 19 November 2025, under the patronage of H.E. the Minister of Industry and Commerce, with the participation of major national companies such as Alba, Bapco, and GPIC, alongside the Labour Fund (Tamkeen) and the Bahrain Development Bank.

The event aimed to showcase the requirements of major industrial companies for spare parts and products that can be locally manufactured, reduce reliance on imports, develop national supply chains, and enhance integration between large enterprises and small and medium enterprises.

The event featured an accompanying exhibition and a panel discussion with a group of senior executives, which addressed ways to strengthen local capabilities, achieve industrial sustainability, and enhance the sector’s contribution to Gross Domestic Product (GDP).

- **Second: Strengthening industrial partnerships and raising awareness of the Committee’s role:**

The Committee participated in the Chamber’s “Omq” programme, during which it presented its views on the state of the industrial sector, its efforts to strengthen partnerships among industrial companies across the public and private sectors, and its role in supporting integration between large and small factories, as well as reinforcing the position of industry as a key driver of economic development.

- **Third: Regulatory frameworks and incentives supporting industry:**

The Committee, in collaboration with the Ministry of Industry and Commerce, organised an introductory workshop on the regulations governing customs

duty exemptions for industrial inputs on 17 September 2025, attended by more than 300 participants. The workshop aimed to raise awareness among industrial enterprises of the available incentives and encourage them to benefit from these exemptions to enhance competitiveness and strengthen inter-factory partnerships.

- **Fourth: Enhancing local content and national partnerships:**

The Committee held a roundtable with major industrial companies on 29 September 2025, with the participation of the Bahrain SMEs Development Society, to explore ways to enhance local content, promote national industrial partnerships, and expand opportunities for import substitution.

- **Fifth: Supporting sector competitiveness through specialised studies:**

The Committee collaborated with the Gulf Organisation for Industrial Consulting (GOIC) and the Ministry of Industry and Commerce to prepare a specialised study on enhancing the competitiveness of the industrial sector in the Kingdom of Bahrain, supporting the development of industrial policies, improving production efficiency, and strengthening the investment environment.

The work of the Industry and Energy Committee during 2025 reflected a clear strategic direction towards deepening local manufacturing, strengthening integration across value chains, expanding national partnerships, and developing the regulatory environment and supporting incentives. These efforts contributed to enhancing the competitiveness of the industrial sector, increasing its contribution to the national economy, and reinforcing the foundations of sustainable industrial development in the Kingdom of Bahrain.



Transport and Logistics Committee

“Developing the transport system, enhancing the efficiency of logistics services, and reinforcing Bahrain’s position as a regional hub”

The Transport and Logistics Committee played an active role in representing the land, maritime, and air transport sectors, as well as logistics services. It addressed regulatory and operational challenges and strengthened coordination with government entities and the private sector, contributing to improved efficiency of the logistics ecosystem and supporting the competitiveness of the Kingdom of Bahrain as a regional hub for trade and supply chains.

- **First: Institutional coordination with government authorities:**

The Committee held a meeting with H.E. the Minister of Transportation and Telecommunications on 20 April 2025, during which key challenges facing the transport and logistics sector were discussed, along with proposed solutions and initiatives to support the development of the sector's legislative and regulatory framework.

The Committee also held a coordination meeting with the Ministry's Undersecretaries on 22 June 2025, during which several shared topics were reviewed, aimed at enhancing institutional integration and aligning efforts among relevant entities.

- **Second: Engagement with the private sector and addressing operational challenges:**

The Committee met with Ms Maysa Al Kooheji, Chief Executive Officer of United Insurance Company, on 27 May 2025, to discuss challenges faced by national transport companies when their vehicles are involved in accidents in the Kingdom of Saudi Arabia, the implications for operational and insurance costs, and ways to identify regulatory solutions to support the sector.

- **Third: Field visits and exposure to best practices:**

The Committee conducted a field visit to the logistics village at Bahrain International Airport on 23 April 2025 to review operational systems, workflows, and the level of integration among relevant entities.

It also participated in a visit to the Dubai World Congress for Self-Driving Transport on 23

September 2025, with the aim of exploring the latest technologies and innovations in smart transport and future mobility solutions.

- **Fourth: Awareness events and activities:**

The Committee organised a specialised event entitled "Discussion on the Truck Management System (Aaber)" on 7 December 2025, aimed at raising awareness of the system's mechanisms, examining its implications for the land transport sector, and gathering the views and feedback of relevant stakeholders.

- **Fifth: Contributing to the development of GCC legislative frameworks:**

The Committee addressed the Ministry of Transportation and Telecommunications to submit its observations on the draft Unified Law on International Land Transport among the GCC Member States. This aims to support the interests of national transport companies, enhance GCC integration, and align legislation with the requirements of regional trade flows.

The work of the Transport and Logistics Committee during 2025 reflected its role in strengthening institutional coordination, developing the regulatory environment, enhancing service efficiency, keeping pace with technological transformation, and contributing to the formulation of legislative frameworks that support regional integration. These efforts contributed to enhancing the competitiveness of the transport sector and reinforcing the Kingdom of Bahrain's position as a regional logistics hub supporting economic growth and supply chains.

Technology and Digital Economy Committee

“Building a competitive digital ecosystem and enhancing access to finance and market entry for technology companies”

The Technology and Digital Economy Committee continued in 2025 to play its role as a representative platform for the technology and innovation sector, by supporting the growth of technology companies, enhancing their readiness for financing and expansion, and contributing to the development of an attractive regulatory and investment environment. These efforts reinforce the Kingdom of Bahrain’s position as a regional hub for the digital economy and technology entrepreneurship.

• **First: Roundtables and assessment of sector needs:**

The Committee relied on the outcomes of roundtable sessions held with startups, information technology companies, and components of the innovation ecosystem to identify the key challenges facing the sector.

These sessions contributed to defining the Committee's priorities for 2025 and formulating practical proposals to address the financing gap, facilitate market access, and enhance integration across the components of the technology ecosystem.

• **Second: Participation in the Bab Al Bahrain Forum and its sectoral outcomes:**

The Committee participated in the Bab Al Bahrain Forum held on 28 April 2025 and contributed to the development of sector-specific outcomes and recommendations for the technology sector, which focused on:

- Moving towards the establishment of a dedicated investment fund or platform to finance technology companies.
- Expanding regional and international growth opportunities through strategic partnerships.
- Encouraging the adoption of national technology solutions in major projects.
- Developing regulatory frameworks that enhance the attractiveness of the digital investment environment.

• **Third: Joint events with Zain Bahrain:**

The Committee, in collaboration with Zain Bahrain, organised a series of three events from 25 September to 2 October 2025, which addressed:

- Mechanisms for accessing finance.
- Requirements for expansion into GCC markets.
- Best practices for building scalable and sustainable technology companies.

These events contributed to raising awareness among entrepreneurs and enhancing their readiness to transition from the startup phase to the growth stage.

• **Fourth: Coordination meetings and building institutional partnerships:**

The Committee worked to activate coordination channels with financing entities, regulatory authorities, and organisations involved in market access, through arranging meetings and following up on their outcomes, in support of:

- Improving companies' access to finance.
- Enhancing access to international markets.
- Aligning the Committee's initiatives with relevant national programmes.

• **Fifth: Knowledge initiatives and analytical studies:**

The Committee proposed the development of a guidance manual to support technology companies in expanding beyond the Kingdom of Bahrain.

It also worked on preparing an analytical study on the financing challenges faced by small and medium enterprises in the technology sector, drawing on the experiences of leading countries in developing innovative and sustainable financing environments.

The work of the Technology and Digital Economy Committee during 2025 reflected an integrated vision for developing the technology sector as a key driver of economic growth. This was achieved through a focus on financing, market access, capacity building, strengthening partnerships, and enhancing the regulatory environment. These efforts contributed to supporting the competitiveness of Bahraini companies and reinforcing the foundations of a more resilient and sustainable digital ecosystem capable of attracting investment and contributing to the diversification of the national economy.

Hospitality and Tourism Committee

“Enhancing the competitiveness of national tourism, strengthening the hospitality ecosystem, and advancing institutional partnerships”

The Hospitality and Tourism Committee played an active role in supporting the development of the tourism sector in the Kingdom of Bahrain, through strengthening public-private partnerships and contributing to the development of policies and strategies related to tourism, civil aviation, and hospitality. These efforts support the Kingdom’s position as a regional tourism destination and align with economic diversification objectives.

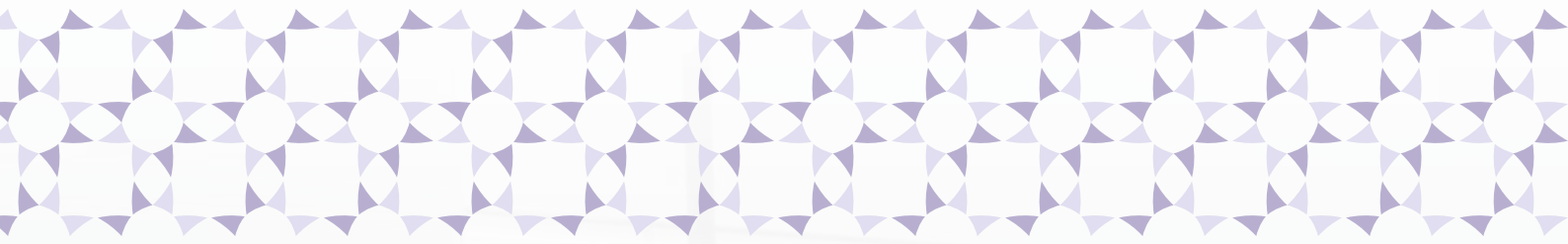
- **First: Strategic submissions and initiatives:**

The Committee contributed to the preparation of the Bahrain Chamber of Commerce and Industry's submissions on the civil aviation strategic plan, at the request of the Ministry of Transportation and Telecommunications, with the aim of supporting the development of this vital sector and enhancing its integration with the tourism and hospitality sectors.

The Committee prepared a proposal to incorporate tourism as a subject within educational curricula, contributing to raising tourism awareness among students, fostering a culture of hospitality, and preparing qualified national talent to support the future growth of the sector.

- **Second: Engagements and participation with government entities:**

The Committee participated in a workshop organised by the Ministry of Transportation and Telecommunications on 7 September 2025, dedicated to discussing the civil aviation strategy. During the workshop, it presented its submissions and observations supporting the development of the aviation ecosystem, enhancing its integration with national tourism development plans, increasing capacity, and improving air connectivity.



The work of the Hospitality and Tourism Committee during 2025 reflected its role in supporting strategic planning for the tourism sector, strengthening integration between tourism, aviation, and education, and reinforcing partnerships with relevant government entities. These efforts contributed to developing a more attractive environment for tourism investment, enhancing the readiness of national talent, and strengthening the competitiveness of the Kingdom of Bahrain as an integrated and sustainable tourism destination.

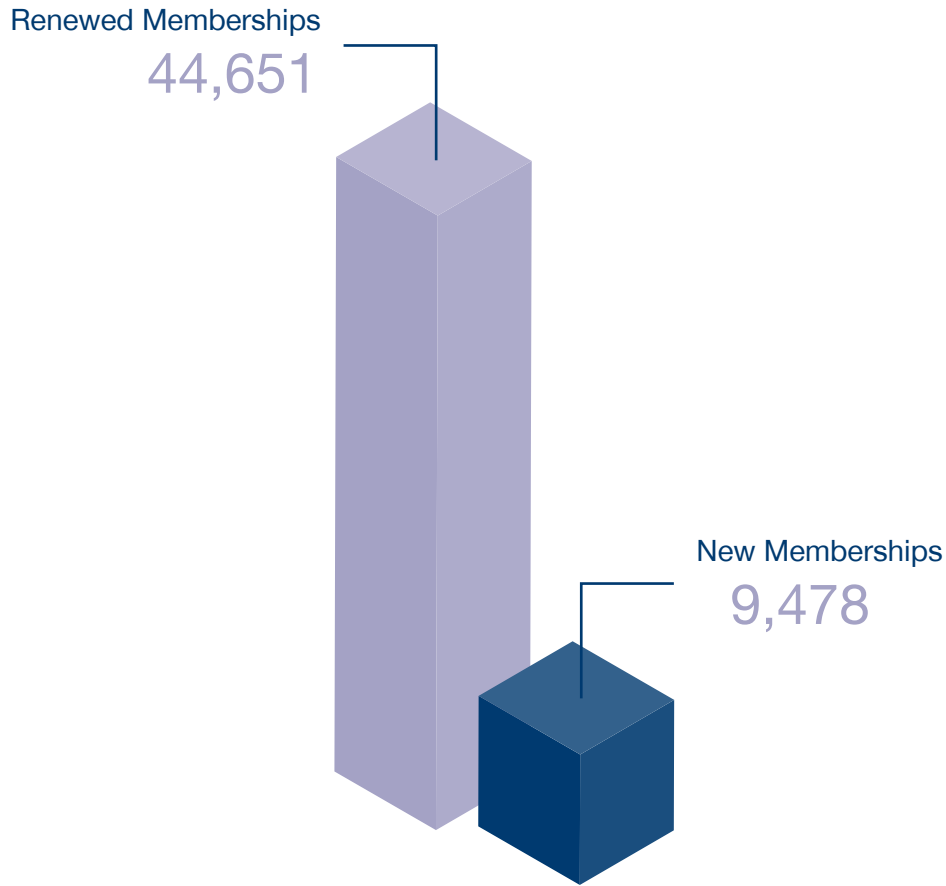
The work of the sectoral committees of the Bahrain Chamber of Commerce and Industry during 2025 reflects the pivotal role played by the Chamber in representing the various economic sectors and translating the priorities of the business community into practical initiatives, proposals, and policies. This was achieved through a specialised institutional framework covering financial, industrial, commercial, service, educational, healthcare, tourism, digital, and logistics domains.

Through their regular engagement with legislative and executive authorities, participation in the development of national strategies, and the formulation of regulatory and developmental solutions, these committees contributed to supporting the sustainability of economic activities, enhancing sector competitiveness, and fostering a more efficient, resilient, and growth-oriented business environment.

This integrated momentum throughout 2025 underscores the Chamber's position as a principal representative of the private sector and a key national partner in advancing comprehensive economic development, through activating the role of sectoral committees as strategic instruments linking market needs with the Kingdom of Bahrain's development visions and policies.

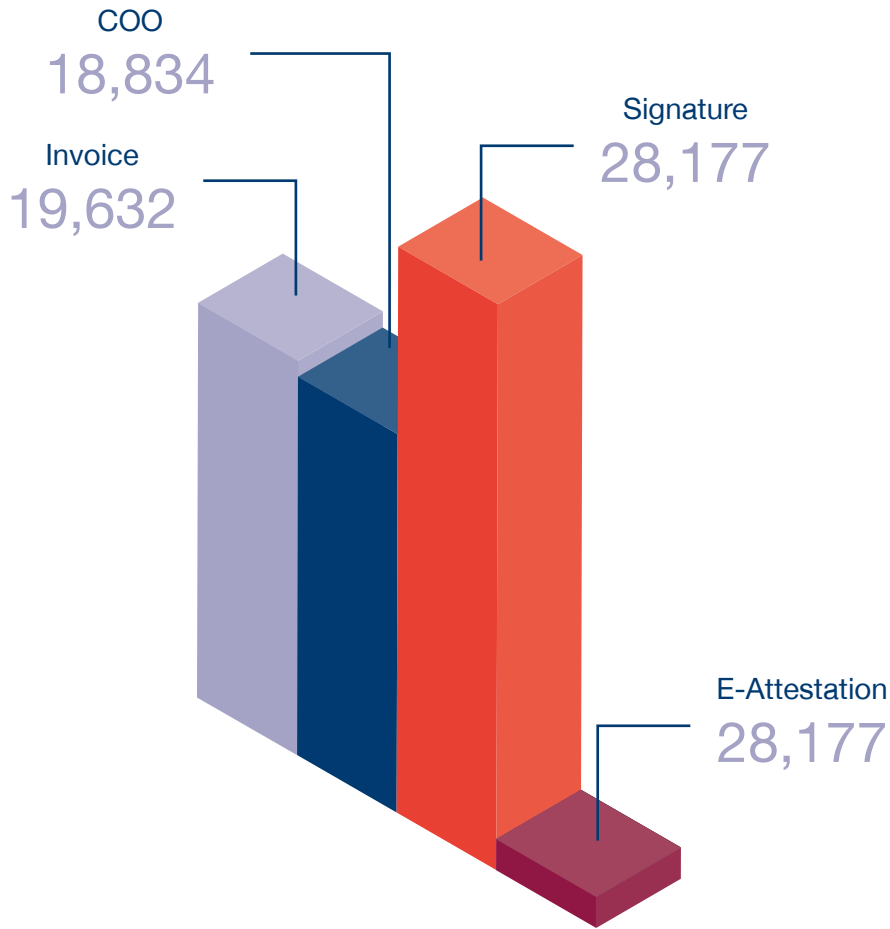


Membership Details – Year 2025



Month	Renewed Memberships	New Memberships	Total Qty
January	4,229	718	4,947
February	3,874	788	4,662
March	3,960	674	4,634
April	3,932	721	4,653
May	4,079	835	4,914
June	3,491	597	4,088
July	3,295	834	4,129
August	3,192	847	4,039
September	3,568	833	4,401
October	3,823	889	4,712
November	3,562	908	4,470
December	3,646	834	4,480
Total	44,651	9,478	54,129

Legalization Collection Details – Year 2025



Month	Invoice	COO	Signature	E-Attestation (COO, Invoices & Doc.)	Total
January	1,819	1,649	1,944	-	5,412
February	1,662	1,638	1,725	-	5,025
March	1,652	1,656	2,532	11	5,851
April	1,623	1,596	2,792	1	6,012
May	1,604	1,630	2,392	7	5,633
June	1,479	1,386	2,165	101	5,131
July	1,767	1,699	3,119	56	6,641
August	1,611	1,452	2,526	94	5,683
September	1,675	1,577	2,456	231	5,939
October	1,616	1,581	2,404	407	6,008
November	1,502	1,430	2,260	308	5,500
December	1,622	1,540	1,862	321	5,345
Total	19,632	18,834	28,177	1,537	68,180