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PRESIDENT'S REVIEW

A YEAR OF DIRECTION, RESPONSIBILITY & PURPOSE

Over the past year, The Malta Chamber of Commerce, Enterprise and Industry has continued to perform its institutional role with clarity, independence, and responsibility.

In an international environment marked by geopolitical uncertainty, economic recalibration, and rapid technological progress, our main focus has remained consistent: to protect Malta's long-term competitiveness while reinforcing the foundations of a sustainable and value-driven economy.

Malta's economic performance remains robust. Growth has continued steadily, employment levels stay high, and investor confidence has grown.

However, as The Malta Chamber has consistently highlighted, economic growth should be evaluated not just by headline indicators, but by its quality, sustainability, and long-term effects on national wellbeing.

This year, we consolidated our strategic direction with the release of our Pre-Budget 2026 document, aligned with the Government's Envision 2050 framework.

"The Malta Chamber's role has been to contribute responsibly to the national discourse - offering pragmatic, evidence-based solutions while remaining steadfast in defending the principles that underpin a healthy business ecosystem."

Structured around four pillars - Sustainable Economic Growth, Accessible Citizen-Centred Services, a Resilient Country with a Modern Education System, and Smart Land and Sea Usage - we identified a number of priority proposals to address Malta's most urgent structural challenges.

Our advocacy centred on strengthening competitiveness, accelerating digital transformation, tackling skills shortages, modernising infrastructure, strengthening enforcement, and enhancing public sector efficiency.

We reiterated that ethical businesses must operate within a fair and predictable environment, supported by transparent governance and institutional integrity.

Throughout the year, we maintained open, constructive dialogue with the Government, the Opposition, regulatory authorities, and European institutions.

The Malta Chamber's role has been to contribute responsibly to the national discourse - offering pragmatic, evidence-based solutions while remaining steadfast in defending the principles that underpin a healthy business ecosystem.

A significant milestone for the upcoming year will be The Malta Chamber hosting the Eurochambres Annual General Meeting in early June 2026. Nearly one hundred delegates - including Presidents and Secretaries Generals of Chambers from across Europe - will gather in Malta.

This is both an honour and a responsibility. It places Malta at the heart of European business dialogue at a time when competitiveness, regulatory balance, and economic resilience are at the top of the EU agenda.

It is an opportunity to showcase our country's potential, but equally to demonstrate our commitment to strengthening the structural reforms needed to remain credible and competitive within Europe.

Simultaneously, we must acknowledge that the global environment remains unstable. Ongoing geopolitical tensions, trade fragmentation, and shifting alliances are transforming supply chains, investment patterns, and economic stability.

In such circumstances, businesses must remain vigilant, disciplined, and strategically focused. Risk management, diversification, and adaptability are no longer optional - they are vital for long-term resilience.

Stability domestically therefore becomes a competitive advantage, and institutional strength becomes a national asset.

Human capital remains central to Malta's future prosperity. The connection between education, industry, and innovation must strengthen.

Investment in STEM disciplines, reskilling programmes, and digital skills is crucial if Malta is to compete in a global economy increasingly influenced by automation and artificial intelligence.



William Spiteri Bailey,
President, The Malta Chamber of Commerce,
Enterprise and Industry

Our economic model needs to shift towards higher value-added sectors that focus on quality, productivity, and sustainability.

The year ahead will require discipline and strategic clarity. Infrastructure capacity must support economic ambition. Public expenditure must translate into measurable productivity improvements.

Fragmentation and bureaucratic inefficiencies must be addressed with resolve. The choices before us demand foresight and collective responsibility.

As President, I remain deeply aware that leadership is fundamentally about stewardship.

This role is not focused on short-term visibility but on making consistent, honest, and integrity-driven contributions to decisions that will strengthen Malta well beyond any single term in office.

The Malta Chamber will persist as a principled, independent, and constructive voice for Malta's business community. We will advocate for reforms that boost competitiveness, safeguard our reputation, and strengthen institutional credibility.

Our responsibility is not merely to respond to change, but to shape it.

Not merely to grow, but to mature.

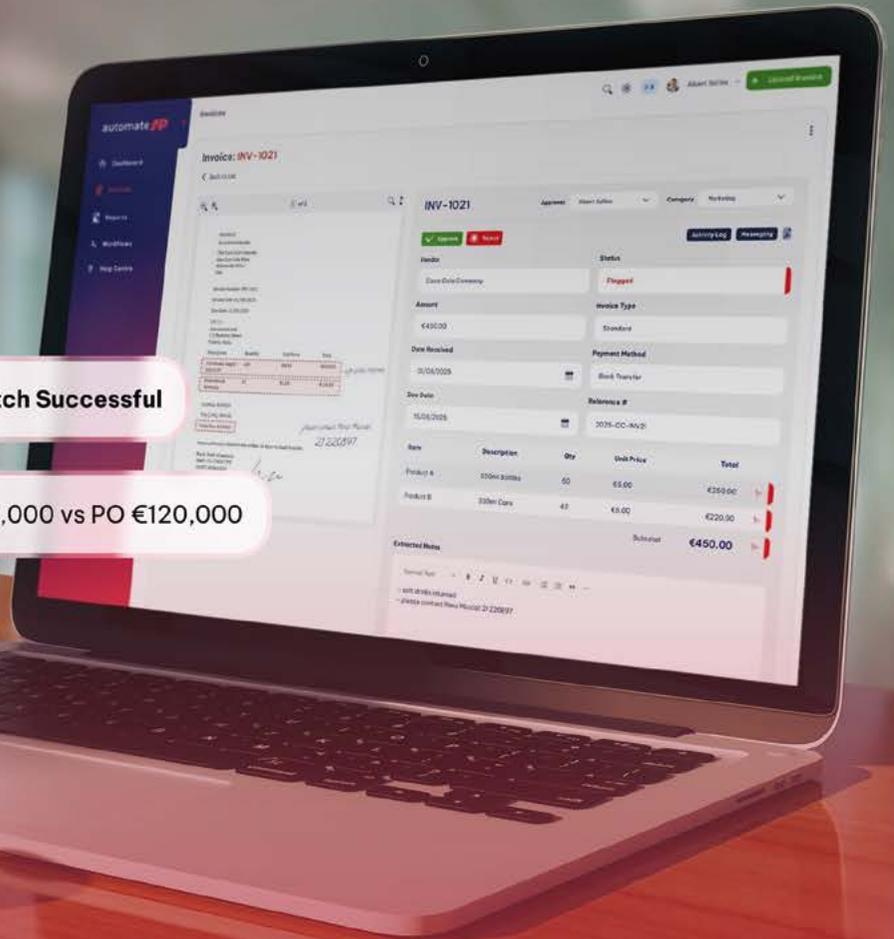
Not merely to prosper, but to endure.

It is with this sense of duty and conviction that we look to the years ahead - committed to building a stronger, more competitive, and more resilient Malta for generations to come.

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THE MALTA CHAMBER WHY BEING A MEMBER MATTERS

In just over a month, I will be proudly celebrating my fifth year at The Malta Chamber of Commerce, Enterprise and Industry. Every year, throughout the year, I often stop to reflect on whether we can match or actually surpass the successes of the previous year.

Giving value to our members remains at the heart of our operations. Despite the challenges that encountered along the way, we continue to meet our objectives and deliver on our annual targets.

Continuous enhancement of membership value is our primary driving force – this provides us with the energy and the creativity needed to represent our members who make up over 75% of private sector employment - in the most diligent and effective manner possible.

The Malta Chamber has remained tangibly active and effective on all fronts, and year on year results speak for themselves.

Policy remains central to our work. We have consistently voiced concerns on local issues, challenges stemming from EU directives and regulations, and matters affecting the international business environment.

In 2025, over 135 policy meetings were held with our Economic Groups, Business Sections, and Thematic Committees. These meetings enable us to understand the concerns faced by business, discuss policy ideas aimed at supporting sustainable growth, and propose practical solutions to policy makers that contribute to a resilient economy.

In addition, over 60 meetings were held with Government, Opposition, government entities and agencies, as well as other organisations and NGOs.

In 2025, The Malta Chamber participated in more than 60 local consultation processes and over 45 consultations at EU level, submitting detailed positions in most cases.

We were also very vocal during all MCESD Council meetings. Throughout 2025, more than 20 MCESD & Employer Body meetings, addressing a wide range of topics of national interest.

Membership growth has also remained strong. During 2025, 186 new representatives and 125 new businesses joined The Malta Chamber, continuing the steady upward trend seen in recent years.

Our team also continued its outreach programme through one-to-one meetings with individual members and individual companies, as well as meetings with groups of businesses within specific sectors.

These visits allow us to better understand the day-to-day realities faced by businesses, meet their team and listen directly to their concerns. They also provide an opportunity to share with members the policies and positions that we would be working on internally.

Now in its fifth consecutive year, this initiative is highly valued by our members and will remain an important part of our engagement efforts.

We have continued to deliver value through information sessions and networking events. In 2025, more than 30 such events were organised, attracting a total attendance of 4,009 participants. Our online visibility also continued to grow.

Across Facebook, LinkedIn and Instagram our following has surpassed 35,000, representing an increase of around 2,000 over the previous year. Meanwhile, our website records an average of more than 64,000 visits per month.

International engagement has also remained a priority. Over the past year, The Malta Chamber continued to meet with members of the diplomatic corp and strengthen its global connections while supporting international expansion of its members.

Country-focused initiatives in 2025 centred on Poland and Ukraine. We also continued coordinating the work of our four in-house Business Councils: the Malta-Cyprus, the Malta-Germany, the Malta-Ireland and the Malta-Turkey Business Councils.

In addition we represented the Maltese businesses internationally through active participation in Eurochambres, BusinessEurope and ICC meetings.

Through our involvement with the Enterprise Europe Network (EEN), we further supported our members' internationalisation efforts. Business offers and partnership requests published on the EEN platform were regularly reviewed and shared with members.

When interest was expressed, we submitted expressions of interest on their behalf. In the final three months of 2025 alone, 30 such submissions were made, several of which have already led to joint ventures, cross border trade and business expansion opportunities.



Dr Marthese Portelli,
*CEO, The Malta Chamber of Commerce,
Enterprise and Industry*

The work of the IELTS, UKVI and Lifeskills Department also deserves recognition. During 2025 we saw a clear shift toward computer-based examinations over traditional paper-based formats.

To meet this demand computer-based sessions increased from five in 2024 to 35 in 2025, while paper-based sessions decreased from 19 to 12 in 2025. A total of 1,140 candidates sat for IELTS examinations at our centre.

We also introduced the One Skill Retake option, allowing candidates to retake a single skill without repeating the entire examination, thereby offering greater flexibility and improving candidate outcomes.

Restoration and renovation works at The Malta Chamber's premises also continued. In 2025, the restoration of portraits of our Past Presidents was completed and three historic busts were cleaned and restored.

The painting of the Sacred Heart of Jesus by Willie Apap was also conserved. Additionally, our archives dating back to the 1840s were catalogued and preserved, ensuring their protection for future generations.

Looking ahead in 2026 and beyond, our ambition is to keep The Malta Chamber at the forefront.

The Malta Chamber's brand is a strength in itself, and I will keep on working to keep it alive, relevant and always at a step ahead under the Council's direction and together with the rest of my team, a team which is truly dedicated and hardworking.

Our message remains clear – we are your voice and fully committed to promoting, encouraging, and facilitating trade, commerce, and investment.



Ronald Mizzi,
Permanent Secretary, Malta Vision 2050, Coordination & Implementation
Office of the Prime Minister

MALTA VISION 2050

CREATING A FUTURE FOR THE NEXT DECADES IS A FIRST

Launching a Vision for the next 24 years is surely not an easy feat. Overarching four main pillars, championing 100 macro measures and thousands of micro measures, with real accountable progress through the live dashboard on maltavision.mt is a commendable act of good governance.

Permanent Secretary Ronald Mizzi has been spearheading this first long-term strategy for Malta, undergoing one of the longest public consultation processes, and finally launched in February 2026.

This Vision is a first. In a country accustomed to five-year electoral cycles, rather than long term strategies, clearly indicating where we should be heading in the next 24 years, and how to address our challenges, brings about a challenge in itself.

“We still face the question – why do we need a vision, and why now? Why didn’t we postpone it. Are we short of ideas? Is this really a political smokescreen? Not at all. This is the right moment when we need this Vision, because strong countries, as is Malta, plan ahead” explained Mr Mizzi.

Mr Mizzi explains that, “Moving forward, this is where the real work kicks in. Our small but dedicated team is in constant communication with entities and ministries, so that political initiatives, programmes and strategies are directly aligned with Malta Vision 2050. In conjunction with this we also have a Steering Committee, including the private sector, which, through their technical expertise, oversee the progress of the measures.”

In addition, these macro measures, also referred to as the Key Performance Indicators, fall in line with already existing reporting structures within Government, namely the Manifesto reporting and the Budget Measures’ reporting systems.

Mr Mizzi adds that, ‘this strengthens our message that the Vision does not exist on its own, in a vacuum, or is here to reinvent the wheel. The Vision builds on existent strategies and is a collective effort, emanating from a successful Government over the last decade, which is now consolidating its efforts, taking stock what comes next.’

The main values remain; sustainability, resilience, taking care of our heritage and being open to progress, and embracing digital transformation while preparing our labour force for what’s next.

Indeed these values shape our mission statement: a safe and resilient nation, inspired by heritage and driven by progress, fostering a healthy quality of life for all, clearly steering the country towards quality of life.

We measure quality with numbers - the number of tourists, amount of disposable income, ranking in particular indices, increasing pensions and stipends - but this is not enough.

“Our small but dedicated team is in constant communication with entities and ministries, so that political initiatives, programmes and strategies are directly aligned with Malta Vision 2050.”



Thanks to our successful governance we are now in a position to measure success, and quality, by social elements of real quality of life, beyond GDP growth.

“The amount of time I spend with my family, the quality of time and where I spend it, enjoying quality in every aspect of life - whether it’s a dinner, whether I am travelling to work or whether I spend a Sunday in a park out in the sun. We might take these elements for granted, but Malta Vision 2050 builds on them, and brings them to light for further improvements. Overall life satisfaction, matters.”

The Vision looks at a series of flagship projects, a total of six which are most impactful on the general public.

It looks at healthcare, mobility, education, energy and climate, furthering our open spaces, and the regeneration of the Grand Harbour areas and other connectivity areas mainly the ports in Malta and Gozo.

“Of course currently these areas are all busy at work and have been experiencing investments. They did not start through the penning of this Vision,” explains Mr Mizzi, as he delves in detail in each of the flagship projects.

Our healthcare system has proved to be one of the best in the world during the Covid pandemic.

This does not mean that everything is perfect and there is nothing to invest in. We will be investing in further reducing the waiting lists for non-urgent operations, investing in our medical staff, mental health, and further facilities leading to increasing services in the communities.

We will be looking at further social initiatives to tackle our low fertility rate, because this is not only an economic element but also a social one, and our country needs to be further aligned socially, to address this reality.

We will be looking at addressing mental health and promoting healthy eating and healthy living. We will be combining this with mobility and various modes of transport which make our main islands heavily connected by land, air and sea - referring to both interconnectivity, and connecting us to the international stage.

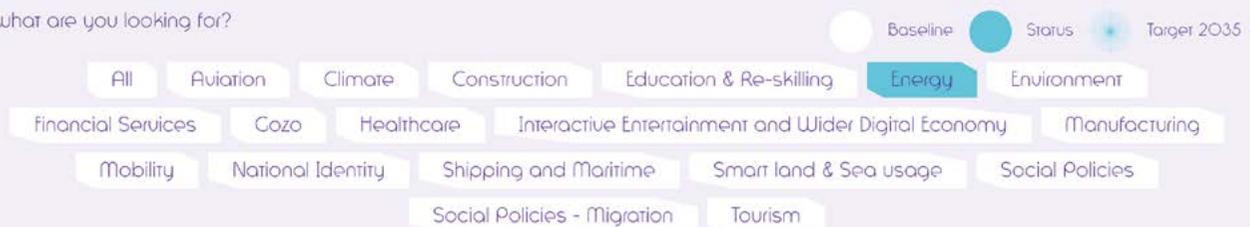
Introducing a rapid transportation system is something we are heavily committed to, while also applying a digital platform monitoring all the connection elements available and any hurdles, aiming to facilitate better ways of transport.

Education remains at the heart. We introduced skills as an enabler to this Vision, hence our commitment here is very vocal.

Investing in our students both at facilities and at curriculum level, together with investing in edu-

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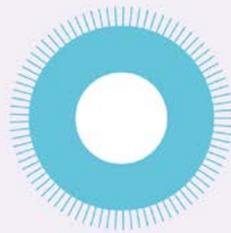
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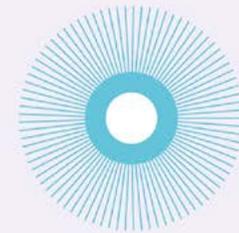
% Renewables Sources Share*



Total Dispatchable Power Capacity (MW)



Energy Poverty Rate (% of Households)



For the first time, the public can track the progress of the KPIs; first review by 2035.

cational staff, makes this flagship project one of the heaviest investments outlined in this Vision.

Energy and climate are also another crucial focus. We remain committed to making Malta climate-neutral by 2050 as also aligned with EU commitments.

Investing in our waste management, water availability and energy diversification enriches our climate adaptability and resilience to challenges ahead such as the geo-political scenario.

It is indeed a highly contributing factor in this flagship project, as it determines everyday realities, in terms of security, energy and water supply.

The fourth flagship project takes us to a greener Malta. Of course, blue and green economy are the baselines for this Vision.

The Green Malta initiative has been on full blast through its relevant entity, and this flagship project elevates this role. We are committed to 150 open spaces within the communities till 2035, not 2050.

2035 is indeed the first review of our macro measures and indicators. Although the progress is measured in quasi real time through the dash-

board, 2035 will be the year where we take stock and examine what's next.

Hence, the role of our team in collaboration with entities and ministries is vital towards progress, and towards 2035. Like any other long-term goal, this Vision is made of steps, which can be achieved together.

We should embark on discussions which generate change, among which we should discuss in earnest the maximisation of water ways, and water gateways, which to date is minimal.

This is important especially in Gozo which further underlines resilience, interconnectivity, climate adaption, social investment and education.

Gozo is fully part of this Vision. It is one Vision which looks at both islands through the same lens.

The targets of the Malta Vision 2050 apply to both Malta and Gozo; however Gozo has a special focus in the light of its special needs.

The Malta Vision 2050 is a series of firsts.

Its long-term strategic planning is unprecedented. Its ambitions, and its accountability are unprecedented too.

Strategic planning requires strategic monitoring, both values and data driven, based on strategic foresight.

This team is aligned towards these baselines. Together, we are committed to deliver.

"[...] the Vision does not exist on its own, in a vacuum, or is here to reinvent the wheel. The Vision builds on existent strategies and is a collective effort, emanating from a successful Government over the last decade, which is now consolidating its efforts, taking stock what comes next."

Flagship Projects

Malta's six Flagship Projects drive the nation's transformation toward Vision 2050 by modernising mobility, healthcare, education, energy systems, green spaces and national gateways. Together, they create a more sustainable, connected and resilient country that enhances quality of life today while preparing Malta for long-term prosperity and global competitiveness.



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REIMAGINING EDUCATION FOR A SKILLS-DRIVEN MALTA

As Malta navigates rapid economic and technological change, the role of education in shaping a resilient workforce has never been more critical. Dr Silvio De Bono, Executive Chairman of IDEA Group, reflects on the evolution of Malta's education ecosystem and outlines why flexibility, industry collaboration and lifelong learning must define the sector's future.

For Dr Silvio De Bono, education has always been not only a pathway to academic qualifications but a catalyst for social mobility, economic growth and national development.

As the Executive Chairman of IDEA Group, he has spent decades working at the intersection of education, business and skills development, observing how Malta's learning landscape has transformed and where it must go next.

According to Dr De Bono the speed at which industry evolves often outstrips the capacity of educational structures to adapt.

"There is no doubt that industry moved much faster than education and consequently the gap will somehow always be there. The issue however becomes more pertinent when these gaps are not addressed on time and furthermore when the education sector keeps on changing strategies which are not aligned to industry realities," he says.

Over the years, Malta has witnessed numerous reforms in the education sector, he says, yet frequent changes in strategy can sometimes lead to misalignment with real-world needs.

For Dr De Bono, the priority should not necessarily be yet another wave of reforms, but rather greater coherence among the many actors that shape the country's education landscape.

*Dr Silvio De Bono,
Executive Chairman, IDEA Group*



Education, he emphasises, cannot be reduced solely to the needs of industry. Its role is broader, encompassing intellectual development, social mobility and cultural enrichment.

Nevertheless, it must also remain grounded in the practical realities of life and work. Ensuring that education systems maintain this delicate balance is one of the defining challenges for policymakers and educators alike.

Central to Dr De Bono's thinking is the idea of an integrated education ecosystem.

"To meet the new challenges and realities we must ensure that players such as different government entities, industry and public and private education institutions are all aligned towards the same ideas," he states.

Institutions such as IDEA College, part of the broader IDEA Group, represent an example of how private education providers can complement the national framework by offering targeted programmes designed to respond quickly to emerging industry needs, he says.

Although Dr De Bono acknowledges that a lot of effort has been made, he declares that the results are yet to be achieved.

"With Malta having full employment, this issue is further augmented, since there are not only mismatch and lack of skills, but also lack of talent. In our national competitive drive, we must ensure to make all the necessary efforts to become more productive."

For Dr De Bono, the traditional pedagogical and andragogical models that have shaped education for decades may no longer be sufficient in a world characterised by constant change.

"International research domains put analytical, numeric, logical and human skills are the forefront of the new intelligence framework. These domains apply across all subjects ranging from health to financial services, from technology to management," he adds.

"To meet the new challenges and realities we must ensure that players such as different government entities, industry and public and private education institutions are all aligned towards the same ideas."

Such an approach requires educational institutions to become more forward-looking in their outlook.

Rather than designing curricula that respond only to present-day needs, they must anticipate the demands of tomorrow's labour market while equipping learners with the capacity to adapt continuously throughout their careers.

Looking ahead, Dr De Bono sees encouraging signs that Malta is beginning to address the strategic importance of education more deliberately.

Initiatives such as Vision 2050 suggest that policymakers are increasingly recognising the need to embed education within the country's long-term development agenda.

For Malta to thrive in a knowledge-based global economy, several priorities must be addressed simultaneously.

Strengthening the country's digital infrastructure is one such priority, ensuring that learners and institutions have access to the technological tools required for modern education.

Equally important is the expansion of lifelong learning policies. Education cannot remain confined to the early years of life, he says. Instead, it must become an ongoing process that supports individuals at every stage of their careers.

Ultimately, however, Dr De Bono believes that progress will depend on a broader cultural shift - one that recognises education not as a standalone sector, but as the foundation upon which many other national ambitions depend.

"In plain English, different projects cannot materialise unless there is a strong realisation that the country puts education as a key pillar. Education is thus an enabler that drives all other initiatives," he concludes.

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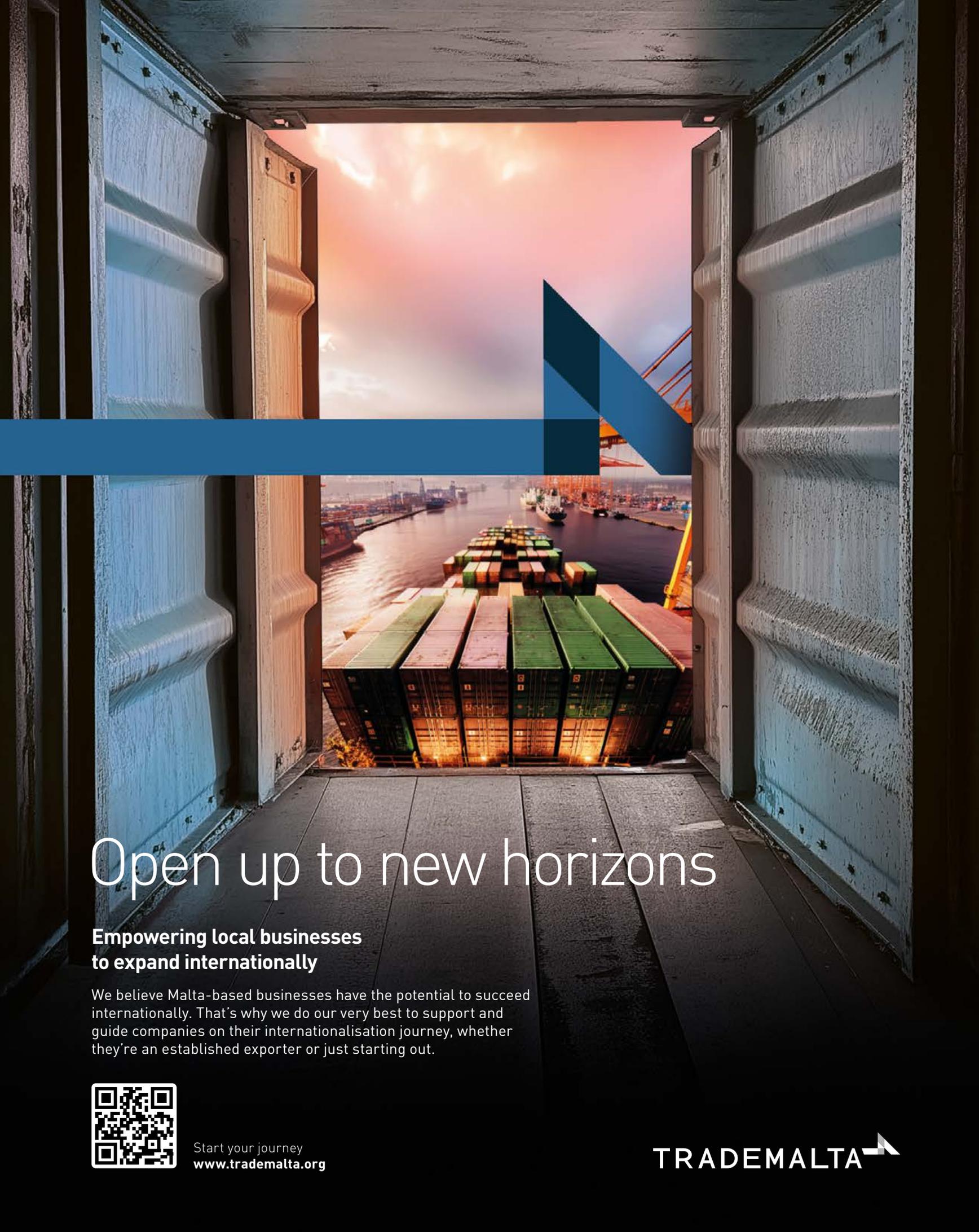
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THE MALTA CHAMBER'S BUSINESS SECTIONS



THEMATIC COMMITTEES

61 local policy consultations

45 EU policy consultations
(of course, the latter with the valuable
input & assistance of MBB)

This brings a total of **106** policy
consultations which translates into
a **8.8** policy consultation
contributions per month



Information compiled
by Kevin Mizzi, Head of Policy,
The Malta Chamber of Commerce,
Enterprise and Industry



ECONOMIC GROUPS & BUSINESS SECTIONS

IMPORTERS, DISTRIBUTORS, RETAILERS ECONOMIC GROUP

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2. Christina Zammit La Rosa - Vice Chairperson
3. Marcel K Mifsud - Deputy Chairperson
4. Alistair Buttigieg Vella
5. Mark Bajada
6. Kevin Rapinett
7. Sarah Zammit Cutajar

HEALTHCARE

List of Committee Members:

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2. Marcel K. Mifsud - Deputy Chair
3. Giulia Attard Montalto
4. Mark Mallia
5. Keith Vassallo
6. Ray Vella

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List of Committee Members:

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2. Alistair Buttigieg Vella - Deputy Chair
3. Nicky Camilleri
4. Annabelle Caruana Gauci
5. Alan Frendo Jones
6. Christina Zammit La Rosa

WINES & SPIRITS

List of Committee Members:

1. Pierre Stafrace - Chair
2. Michael Darmanin - Deputy Chair
3. Alexander Arrigo
4. Clint Bajada
5. Matthew Cuomo
6. Tarcisio Piscopo
7. Stephen Rausi

&

MANUFACTURERS ECONOMIC GROUP

List of Committee Members:

- | | |
|----------------------------------|--------------------|
| 1. Reuben Debono - Chair | 4. Ruben Cuschieri |
| 2. Etienne Scerri - Deputy Chair | 5. Brian Muscat |
| 3. Norman Aquilina | |

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2. Marco Boechino - Deputy Chair
3. Angele Azzopardi de Berniere
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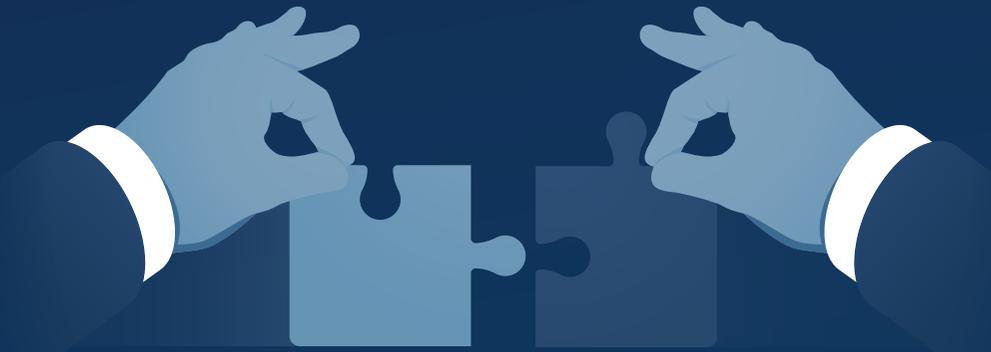
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2. Alex Meilak - Deputy Chair
3. Pawlu Borg Bonaci
4. James Debono
5. Matthew Delicata
6. Joe Pace

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2. Daniel Galea - Vice Chair
3. Rebecca Bonnici - Deputy Chair
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5. Kevin Attard
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7. Mark Laferla

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List of Committee Members:

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4. Claudia Rausi - co-opted
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4. Josef Formosa Gauci - co-Opted
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6. Robert Debono
7. Jessica Rees Jones
8. Kevin Vella

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List of Committee Members:

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3. Fleur Balzan
4. Paul Calleja
5. Angelle Falzon
6. James Sciriha

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List of Committee Members:

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3. Kevin Attard
4. Justin Bonnici
5. Terence Farrugia
6. Karl Magro

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5. Emily Gauci
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4. Lara Camilleri
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6. Emanuel Zammit
7. Lawrence Zammit

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List of Committee Members:

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3. Gordon Borg Urso
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List of Committee Members:

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3. Peter Fiorini Lowell - co-Opted
4. Anthony Galea
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6. Alison Vassallo
7. Jonathan Vassallo

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FAMILY BUSINESS

List of Committee Members:

1. Silvan Mifsud
2. Alistair Buttigieg Vella
3. Anthony Sammut
4. Danica Falzon
5. George Debono
6. George Delicata
7. Joe Gerada
8. Marcel K Mifsud
9. Samuel Borg

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List of Committee Members:

1. Matthew Bartolo
2. Yanis Azzopardi
3. Sebastian Debono
4. Valerie Cabay

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List of Committee Members:

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2. Konrad Pulé
3. Kevin Vella
4. Ryan Mahoney
5. Sebastian Ripard
6. Chris Borg Cardona
7. Chris Cuschieri

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List of Committee Members:

1. Yasmin Schembri
2. Daniel Cremona
3. Oliver Fenech
4. Nick Borg
5. Olaf Zahra
6. Oswald Armani
7. Ede Kossari Tarnik

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TAXATION & INVESTMENTS

List of Committee Members:

1. Karen Spiteri Bailey
2. Josef Cutajar
3. Claudia Rausi
4. Christopher J. Naudi
5. Ivan Zammit

EDUCATION & FINANCIAL LITERACY

List of Committee Members:

1. Melissa Grima
2. Kenneth Micallef
3. Karol Cabaretta

CORPORATE SERVICE PROVIDERS

List of Committee Members:

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2. Adriana Camilleri Vassallo
3. Alistair Schembri
4. Carlsten Xuereb
5. Ivan Cini
6. Ivan Zammit
7. Karen Spiteri Bailey
8. Nicholas Trapani Galea
9. Victoria Muscat

TECHNOLOGY & DIGITALISATION

List of Committee Members:

1. James Camilleri
2. Luciano Brincat
3. Michael Cutajar

A. MEMBERS IN COMMITTEES

- Economic Group committees: 18
- Business Section committees: 110
- Thematic Committees: 25

TOTAL PARTICIPATION: **153 MEMBERS**

B. MEETINGS HELD PER CATEGORY

- Economic Groups: 24
- Business Sections: 103
- Thematic Committees: 9

TOTAL MEETINGS HELD: **136 COMMITTEE MEETINGS**

C. MEETINGS HELD PER COMMITTEE

(matching totals from section B.)

Economic Groups

- MEG: 9
- IDREG: 11
- SPEC: 4

Business Sections (MEG)

- Healthcare BS: 13
- Retail BS: 4
- Wines & Spirits BS: 3
- Pharma Manufacturers BS: 4

Business Sections (IDREG)

- Electrical & Electronics BS: 3
- Food & Beverages BS: 3
- Carpentry BS: 2

Business Sections (SPEC)

- Aviation & Aerospace BS: 6
- Care Homes BS: 6
- Recruitment Agencies BS: 6
- Logistics BS: 8
- Shipping & Bunkering BS: 3
- Technology BS: 10
- Tourism BS: 8
- Virtual Assets BS: 4
- Yachting BS: 2
- Financial Services BS: 7

Working Groups

- Corporate Service Providers WG: 3
- Education & Financial Literacy WG: 2
- Taxation & Investments WG: 2
- Technology & Digitisation WG: 2
- Regulatory Simplification WG: 2

Thematic Committees

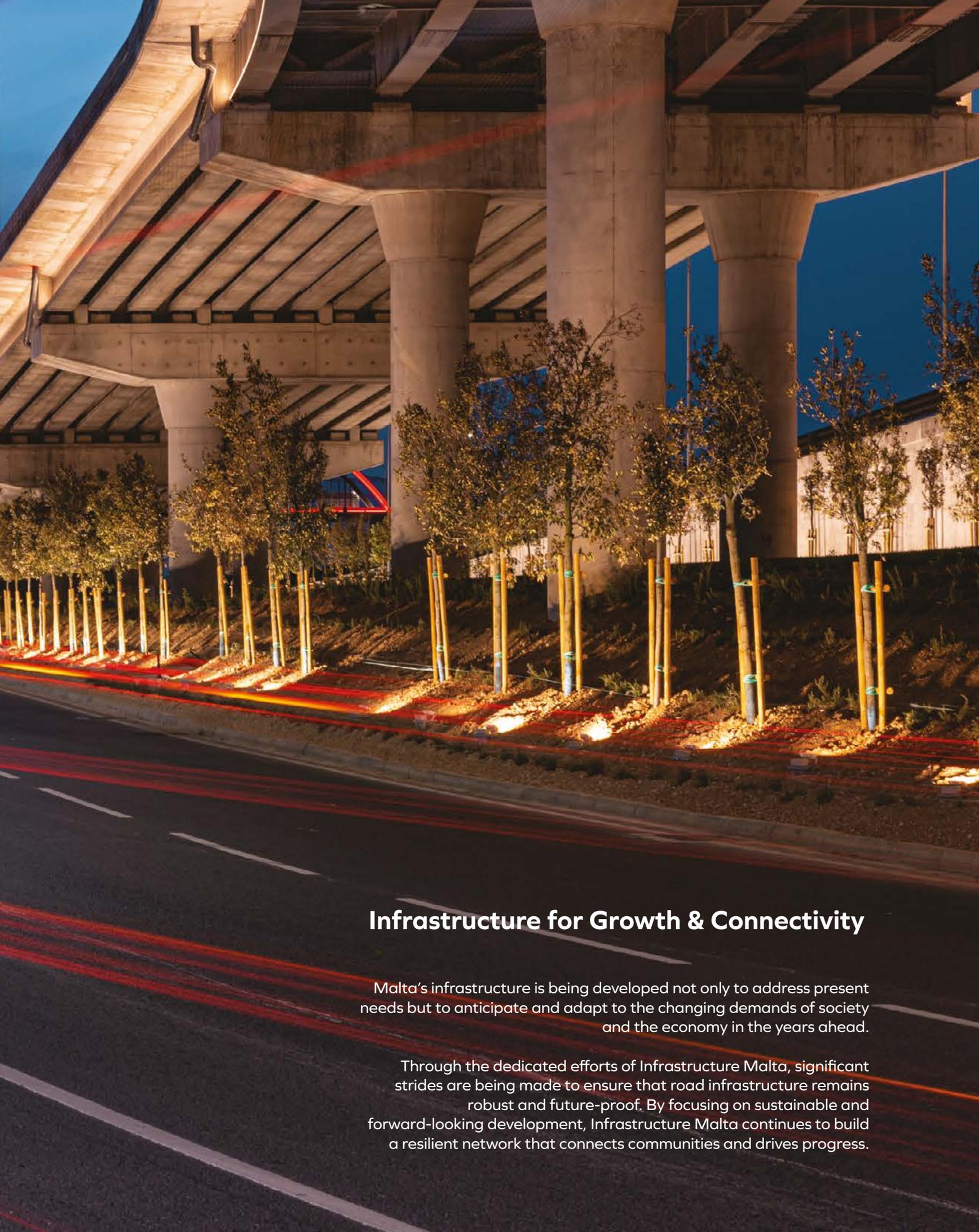
- Sustainable Mobility TG: 4
- Sustainability TG: 2
- Family Business TG: 1
- Healthcare & Wellness TG: 2



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INFRASTRUCTURE
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Infrastructure for Growth & Connectivity

Malta's infrastructure is being developed not only to address present needs but to anticipate and adapt to the changing demands of society and the economy in the years ahead.

Through the dedicated efforts of Infrastructure Malta, significant strides are being made to ensure that road infrastructure remains robust and future-proof. By focusing on sustainable and forward-looking development, Infrastructure Malta continues to build a resilient network that connects communities and drives progress.



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ACHIEVEMENTS IN COMMUNICATION BY THE MALTA CHAMBER

Peter F. Drucker, educator, management consultant and founder of the Drucker Institute once said, "The most important thing in communication is to hear what isn't being said."

Effective communication is crucial for The Malta Chamber.

Our team - Mel Aquilina, Melanie Cuzzoni, and Justine Cuschieri - has worked hard this past year to enhance our outreach and engagement. Their efforts have strengthened our presence across various platforms, increasing our influence and credibility.

Here are some milestones we have achieved.

Expanding Social Media Reach

Social media continues to be a powerful, cost-effective tool for reaching a broad audience.

Over the past two years, our LinkedIn page has doubled in followers, now boasting over 18,000, while our Facebook page has grown to almost 17,000 followers, reaching the same milestone.

"With an average of 80 posts per month, our content strategy has been strong and consistent. These posts reach approximately 183,000 users on Facebook and 135,000 on LinkedIn, keeping our audience engaged and informed."

During the past months we have shifted our efforts to creating more video content which has resulted to a spike in our views on Instagram (approx. 30K per month).

With an average of 80 posts per month, our content strategy has been strong and consistent. These posts reach approximately 183,000 users on Facebook and 135,000 on LinkedIn, keeping our audience engaged and informed.

Clearly, social media plays a crucial role in our communication strategy, providing a direct and effective means of interaction.

A Dynamic and User-Friendly Website

A significant achievement over the past year has been the continued success of our website.

With 64k visits per month, our platform serves as a vital resource for members, offering access to event details, policy documents, and engaging member-generated content.

The site's improved user-friendliness, dynamic features, and intuitive navigation have further enhanced its value, ensuring seamless accessibility for all visitors.

Launching The Malta Chamber Podcast

Recognising the importance of diverse communication channels, The Malta Chamber launched its own podcast. With over 500 listeners per episode these podcasts provide valuable insights and discussions.

Available on our website, Spotify, and YouTube, they offer an accessible platform for members to stay informed and engaged in key business conversations.

Publications: Informing and Educating

Our commitment to delivering valuable content extends to our publications. Every two months, we publish the Commercial Courier, keeping members informed on key economic and business developments.

Additionally, Movers & Shakers and the Annual Report remain key communication platforms. These publications are also distributed in embassies in Malta and Maltese embassies abroad, further extending our reach.

Strengthening Media Relations

Maintaining strong relationships with local media has been a priority. Over the past year, we have issued more than 35 press releases, nearly all of which have been covered by leading news platforms.

Our press release has also inspired various news editorials. In addition, we have developed a steady stream of opinion pieces and joint articles, reinforcing The Malta Chamber's role as a thought leader in business and policy discussions.

During the year we also participated in a vast number of TV and radio programmes and during various conferences that were held in Malta.



Rachel Bondi Attard,
Head of Media and Communication Strategist,
The Malta Chamber of Commerce,
Enterprise and Industry

Engaging Members Through Events

Engagement with our members remains a top priority.

From January to December 2025, we organised over 30 events, including conferences, information sessions, training and webinars. Among these, two major networking events stood out.

Last summer, we hosted an event at the historical Villa Bigghi, which welcomed over 700 attendees, including the President of Malta, Dr Myriam Spiteri Debono, Prime Minister Dr Robert Abela, Opposition Leader Dr Bernard Grech, as well as various Ministers and Shadow Ministers.

The second major event, the President's Christmas Reception, was equally successful, with over 700 attendees. Both events were made possible with the invaluable support of our sponsors.

Looking Ahead

Through teamwork, persistence, and innovation, The Malta Chamber has strengthened its role as the national voice of ethical businesses.

Over the past year, our efforts in communication and PR have expanded our reach, reinforced our influence, and enhanced engagement with our members and stakeholders.

As we move forward, we remain committed to building on these successes, ensuring that The Malta Chamber continues to be a leader in business advocacy and communication.

STRENGTHENING PRODUCTIVITY THROUGH APPLIED R&D



The need for Maltese industry to strengthen competitiveness, productivity and value creation has never been more pressing. In response, Xjenza Malta has launched Innovation for Industry, a targeted funding programme designed to stimulate business led innovation across the private sector.

As a strategic complement to Malta's existing research funding portfolio, Innovation for Industry introduces a distinct value proposition.

Instead of focusing on frontier scientific discovery or research excellence, the programme supports enterprises seeking to enhance products, services and operations through applied, incremental innovation.

This distinction reflects the reality for many companies, namely that innovation delivers the greatest impact when it improves efficiency, product quality and market responsiveness.

The programme is therefore designed to meet businesses where they operate on factory floors, in service delivery environments, and across production and operational systems.

Addressing Structural Gaps

A persistent gap exists within Malta's innovation ecosystem.

Many companies recognise the need to innovate but face constraints such as limited in-house R&D capacity, lack of access to specialised expertise, and commercial pressures that restrict engagement in resource-intensive research.

Innovation for Industry aligns funding with business realities and hence aims to unlock untapped innovation potential within the private sector.

The programme supports incremental product and process improvement initiatives, including production optimisation, workflow digitisation, technical upgrades, efficiency gains, and performance driven redesign of products or services.

The focus is not on disruptive breakthroughs but on measurable business gains such as cost rationalisation, enhanced quality and stronger competitiveness.

Eligibility

The programme adopts a nonthematic, multisectoral approach, enabling participation from all across Malta's economy.

Eligible applicants include established enterprises, SMEs, NGOs and startups registered in Malta. This approach reinforces a key principle: innovation is driven by capabilities rather than bounded by sectors.

Whether in advanced manufacturing or in professional services, incremental innovation remains vital for resilience and growth.



Silvio Scerri, Chief Executive Officer, Xjenza Malta.

Additional Incentives

Innovation for Industry includes two optional incentive streams:

- **The Industry Academia Stream** facilitates structured collaboration between industry and Maltese Higher Education Institutions. Through subcontracting, companies may access academic, scientific or technical expertise to address defined challenges. This applied model supports problemsolving and technology extension, while ensuring companies retain ownership of intellectual property;
- **The Talent Integration Topup** reinforces human capital as a foundation for innovation. It supports recruitment or redeployment of highly-qualified personnel at M.Sc. or Ph.D. level into dedicated R&D functions. The incentive includes a wage topup that is contingent on an indefinite employment contract, encouraging longterm skills retention and embedding research capability within enterprises.

Together, these mechanisms position Innovation for Industry as more than a funding tool. It is a catalyst for strengthening Malta's private-sector innovation capacity.

By incentivising collaboration, talent integration and applied innovation, the programme contributes to a more mature, innovation-active industrial base.

Beyond individual projects, the initiative supports productivity growth, export competitiveness, higher value-added activity and stronger academia-industry linkages, while creating high value R&D career pathways.

In a globally competitive environment, the ability of businesses to refine and evolve is essential.

Innovation for Industry offers Maltese companies a practical pathway to turn innovation ambitions into operational and commercial outcomes.



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THE MALTA CHAMBER

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BANK OF VALLETTA

The partnership between The Malta Chamber, the foremost voice of the Maltese business community, and Bank of Valletta, one of Malta's leading financial institutions, has long played a pivotal role in strengthening the country's economic fabric.

By combining advocacy, financial expertise, and industry insight, both institutions have consistently supported innovation, facilitated

access to finance, and empowered enterprises to grow sustainably. Over the years, their collaboration has fostered entrepreneurship, encouraged strategic investment, and enhanced competitiveness across key sectors. Moving forward, this enduring alliance will remain instrumental in shaping policies and initiatives that drive resilience, digital transformation, and long-term economic prosperity for Malta.



EY MALTA

Throughout the years, this renewed agreement has enabled EY Malta to leverage its extensive expertise in consultancy and advisory services to support The Malta Chamber in shaping well-informed national policy positions and strategic recommendations.

Drawing on deep industry knowledge and international best practices, EY Malta has contributed technical insights and evidence-

based analysis across a range of priority areas.

These contributions have primarily focused on matters addressed by the Chamber's Business Sections and Horizontal Thematic Committees, ensuring that policy proposals reflect the realities faced by enterprises. Through this collaboration, the private sector's voice remains strong, credible, and effectively represented in national discussions and decision-making processes.



HSBC

The strategic alliance between HSBC Malta and The Malta Chamber has truly stood the test of time, reflecting a shared commitment to supporting Malta's business community.

Over the years, both entities have collaborated on a wide range of corporate events, panel discussions, and educational webinars tailored to address the evolving needs of enterprises across various sectors. These initiatives have provided

members with valuable insights on financial management, regulatory developments, digital transformation, and international trade.

By combining global banking expertise with strong local representation, the partnership continues to deliver practical knowledge, foster meaningful dialogue, and create tangible benefits for The Malta Chamber members striving for sustainable growth and competitiveness.



PWCMALTA

Since 2022, this partnership has fostered meaningful dialogue and helped shape a forward-looking vision that captures the ideas, hopes, and aspirations of both current and future generations of business leaders.

At the core of this collaboration lies The Malta Chamber Think Tank, a strategic initiative specifically designed to address emerging challenges and opportunities within the evolving

global economic landscape. As one of The Malta Chamber's principal horizontal committees, the Think Tank serves as a platform for thought leadership, in-depth research, and constructive debate.

It is dedicated to analysing future economic scenarios, identifying transformative trends, and advising on the policies, strategies, and resources required to secure long-term competitiveness, sustainability, and resilience for Malta's business community.



RSM MALTA

Over the past years, the Gold Collaboration Agreement has provided a valuable platform for RSM Malta to actively contribute its expertise across a range of critical business areas.

Through this partnership with The Malta Chamber, the firm has shared in-depth knowledge on governance frameworks, evolving regulatory developments, business advisory services, and digital transformation strategies. RSM Malta has

also played a proactive role in supporting The Malta Chamber's policy and advocacy initiatives, offering informed perspectives drawn from both local and international experience.

Its input has helped shape constructive dialogue and practical recommendations aimed at fostering a more resilient, transparent, and competitive business environment for Malta's enterprises.

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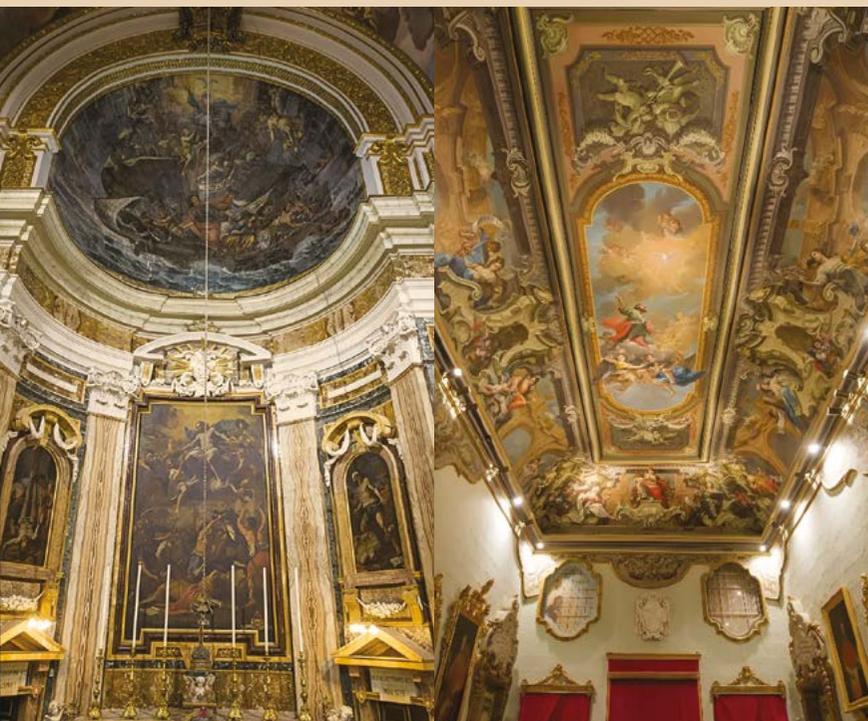
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Fabio Fenech,
Head of the Projects Division,
Tumas Group



INSIDE THE TRANSFORMATION OF PORTOMASO CASINO

As the extensive refurbishment of one of Malta's most iconic gaming venues nears completion, Fabio Fenech, Head of the Projects Division at Tumas Group, reflects on the vision behind the project, the evolving expectations of casino guests, and how the redevelopment signals a new chapter for Portomaso Casino as a luxury entertainment destination.

When Portomaso Casino first opened its doors more than two decades ago, it quickly established itself as one of Malta's most recognisable gaming venues, set within one of the island's most prestigious developments.

Today, as an ambitious refurbishment approaches completion, the venue is preparing to enter a new era.

For Fabio Fenech, the transformation was never intended to be merely cosmetic.

"The idea was never just an aesthetic refurbishment," he explains. "The casino needed an update in its layout and a complete rethinking of the experience as well. Over time, the expectations of our clients have changed. We never had a dedicated VIP room before, which has become an important expectation nowadays. High-end players expect a certain level of exclusivity and privacy, so creating that space was essential."

The renovation, which began in early 2025, has reimagined the casino floor, modernised operational systems and introduced new spaces designed to cater to a more sophisticated international audience.

According to Fenech, the goal was to ensure that the venue remains competitive in an increasingly globalised gaming market while enhancing the overall guest journey.

The refurbishment also addressed practical issues that had become apparent over time. For instance, the smoking area - previously small and often overcrowded - has been expanded and redesigned to improve comfort.

But perhaps the most significant transformation concerns the casino's relationship with the global poker community.

Previously integrated into the main gaming floor, poker now has its own dedicated space complete with a bar, lounge area and streaming table.

"Poker has always been synonymous with Portomaso," Fenech notes. "So, we dedicated an entire area specifically for poker. It has its own atmosphere and facilities, which builds on Portomaso's long-standing reputation for hosting major poker events."

The move reflects the casino's ambition to host larger international tournaments and attract professional players from abroad.

The strategy appears to be working. Earlier this year, the casino launched its reopening celebrations with a large poker tournament that drew significant international participation.

"We wanted to launch the casino with a bang - and it succeeded. We saw many new faces and a number of high-roller customers," he smiles.

For many of those players, the appeal extends beyond the gaming tables.

"They have been to Malta before and to many other destinations," Fenech observes. "But this time they felt the experience was better - much safer, for one. The area here is a controlled environment with strong security and comfort."

Location remains one of the casino's greatest advantages. Situated within the wider Portomaso development, guests are surrounded by luxury residences, waterfront restaurants and upscale retail outlets.

"The main objective was to give visitors a luxury casino experience," Fenech says. "It's a landmark project, right on the Marina, with restaurants and entertainment all around. We wanted to create a destination that appeals to international players and locals alike, seeking a premium gaming and entertainment experience."

The refurbishment is now around 90 percent complete, with the final stage focusing on the casino's restaurant - a key component in the venue's broader lifestyle offering.

"We are currently refurbishing the restaurant to deliver the full experience," he explains.

The revamped dining concept will be led by celebrity chef Hector Bi, renowned for his expertise in premium meat dishes. This aims to further improve the hospitality dimension of the casino, ensuring guests can enjoy a complete evening without leaving the venue.

"The main objective was to give visitors a luxury casino experience... It's a landmark project, right on the Marina, with restaurants and entertainment all around. We wanted to create a destination that appeals to international players and locals alike, seeking a premium gaming and entertainment experience."



Over the past few years, live gaming operations alongside the casino have expanded dramatically.

"When live gaming studio operations first began within the casino environment, there were three separate studios operating on the floor," Fenech recalls. "As part of the refurbishment and planning process, these were consolidated into a single dedicated studio area. At the time, around 20 tables were in operation within the casino and that number has since grown to roughly 28."

The studio is located in a dedicated area within the casino, allowing online players to see the casino environment in the background, while remaining physically separated from the main gaming floor.

Across the wider studio operations, the total number of tables today is closer to 150. The growth has been equally striking in terms of employment - from roughly 300 employees to close to 1,000.

The refurbishment of Portomaso Casino reflects the long-term ethos of the Tumas Group, which has been a key player in Malta's real estate and hospitality sectors since it was founded by Tumas Fenech in the 1970s.

"The philosophy of the group is always to maintain the highest standards," Fenech says. "Every project we undertake is viewed as a long-term investment."

Sustainability has also played a role in the redesign. "Everything here is brand new, not just aesthetically but technologically," he explains. "All the new

equipment uses the latest technology and is much more energy efficient."

For Fenech, the transformation of the casino mirrors broader shifts within the global tourism and entertainment landscape. Today's visitors expect far more than gaming tables.

"Most tourists are looking for the complete package," he says. "First of all, they want to feel safe. Malta offers a very safe and welcoming environment for visitors, which is something international guests appreciate."

Malta, he states, has a distinct advantage.

"Here you can come with your family and feel safe," he says. "You have a good hotel, restaurants, shopping, a marina to walk around - everything is close by."

Guests leaving the casino step directly into the Portomaso piazza, where restaurants, waterfront promenades and a security presence create a relaxed atmosphere.

"People can play anywhere in the world," Mr Fenech reflects. "But the level of service, the attention to detail, and the environment we offer here - that is what makes the difference. We want to ensure that Portomaso Casino continues to evolve and remains one of the leading gaming destinations."



THE
GRAND
HARB  **UR**
REVIVAL PLAN

GHRC
Grand Harbour
Regeneration Corporation

An aerial night view of a city harbor. The foreground shows modern, brightly lit buildings along the waterfront. In the background, a dense urban area is visible, with a prominent church spire. The harbor is dark, with a few boats and lights reflecting on the water. The overall scene is illuminated by city lights, creating a vibrant and modern atmosphere.

**A HARBOUR
REBORN.**

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THE MALTA CHAMBER

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MAYPOLE

Through the partnership between Maypole and The Malta Chamber, both entities are committed to working closely on strategic initiatives designed to deliver meaningful benefits to Malta's business community.

This collaboration seeks to promote innovation, strengthen industry dialogue, and address key challenges impacting local enterprises. Leveraging Maypole Group's extensive sectoral knowl-

edge, operational experience, and strong brand presence, the partnership brings valuable insight and practical perspective to The Malta Chamber's ongoing work.

Their expertise and indispensable resources position them as ideal partners in supporting The Malta Chamber's mission to drive positive change, enhance competitiveness, and contribute to the sustainable growth and resilience of Malta's wider business ecosystem.



AIS ENVIRONMENT

With sustainability established as a central pillar of The Malta Chamber, the partnership with AIS Environment Ltd aims to strengthen awareness and drive tangible action on environmental responsibility.

As sustainability becomes an increasingly important priority for businesses and policymakers alike, this collaboration reflects a shared commitment to fostering a greener and more resilient

economic future for Malta. Through this agreement, both organisations seek to cultivate a business culture that recognises sustainable development not merely as a regulatory obligation, but as a strategic approach to safeguarding investments, enhancing competitiveness, and securing long-term profitability.

By promoting best practices and informed decision-making, the partnership supports Malta's transition towards a more sustainable and forward-looking economy.



MAMO TCV ADVOCATES

The partnership between The Malta Chamber and Mamo TCV Advocates marked a significant milestone in strengthening collaboration across key legal and economic sectors.

By bringing together The Malta Chamber's policy platform and the firm's extensive legal expertise, the alliance ensures that businesses and professionals in Malta benefit from sound advice and forward-thinking legal strategies. This part-

nership reflects a shared commitment to advancing Malta's economic and regulatory framework, equipping enterprises with the knowledge required to navigate complex legal landscapes.

It also reinforces The Malta Chamber's leading role in shaping progressive policies that enhance Malta's competitiveness, transparency, and overall business ecosystem.



THE MALTA CHAMBER

Bronze

sponsors



PTMATIC

The partnership agreement with PT Matic Environmental Services Ltd reaffirms a shared commitment to advancing sustainable business practices and strengthening environmental responsibility across Malta's economic landscape.

By aligning with The Malta Chamber, PT Matic is actively paired with its Environmental Committee, creating a structured platform for

collaboration and knowledge exchange. This enables the company to contribute directly to policy discussions, sustainability initiatives, and awareness campaigns focused on environmental stewardship.

Through its technical expertise and practical experience, PT Matic supports The Malta Chamber's efforts to guide businesses towards greener operations, regulatory compliance, and long-term environmental resilience, fostering a more sustainable future for Malta's economy.



EPIC FOR BUSINESS

The agreement between The Malta Chamber and Epic for Business aims to strengthen collaboration in developing key areas and core principles related to digitalisation.

As digital transformation continues to reshape industries and redefine competitiveness, this partnership focuses on promoting innovation, connectivity, and the adoption of advanced technologies across Malta's business community. By

combining The Malta Chamber's policy leadership with Epic's expertise in telecommunications and digital solutions, the agreement supports initiatives that enhance digital infrastructure, cybersecurity awareness, and smart business practices.

Together, both entities seek to empower enterprises to embrace digital opportunities, improve operational efficiency, and remain competitive in an increasingly technology-driven global economy.



BMIT

The renewal of the Bronze Collaboration Agreement between The Malta Chamber and BMIT Technologies plc. marked a continued partnership aimed at fostering greater awareness and education within the local business community on vital technology-related topics.

BMIT will continue to collaborate closely with The Malta Chamber's Digital Transformation

Committee to drive initiatives that address key areas such as the tech economy, data management, and cybersecurity.

This partnership underscores both organisations' commitment to equipping Maltese enterprises with the tools and knowledge necessary to thrive in an increasingly digital world.



CREDITINFO

The collaboration between The Malta Chamber and Creditinfo Malta Ltd has focused on strengthening initiatives related to corporate governance and responsible business conduct.

By combining The Malta Chamber's influential policy platform with Creditinfo's expertise in credit risk management and data-driven insights, the partnership supports greater transparency, accountability, and sound decision-making within

the corporate sector. Through joint initiatives, knowledge-sharing sessions, and policy input, both entities aim to promote best practices that enhance trust and credibility in Malta's business environment.

This cooperation contributes to building a more resilient economic framework, where strong governance standards underpin sustainable growth and long-term competitiveness.



SULLIVAN SHIPPING

The Bronze Collaboration Agreement between The Malta Chamber and Sullivan Shipping marked a significant milestone in fostering strategic partnerships aimed at enhancing Malta's commercial landscape.

As two prominent entities dedicated to facilitating business growth and fostering economic prosperity, this collaboration solidifies a commitment to mutual support and shared objectives.

The Malta Chamber, with its rich history of advocating for businesses and driving innovation, joins forces with Sullivan Shipping, renowned for its excellence in logistics services and global reach.



BNF BANK

Through the Collaboration Agreement, BNF Bank p.l.c have supported The Malta Chamber's Entrepreneurship and Family Business Committee.

With the support and capabilities provided by BNF Bank, this committee is poised to enhance its strength, fostering robust discussions in policy domains pertinent to family businesses. The overarching goal is to enhance the business land-

scape, ensuring the efficient distribution of crucial information to key stakeholders. Collaboratively, both entities have established frameworks to address issues unique to family businesses, develop tangible recommendations for the annual national budget concerning family enterprises, and raise awareness about the advantages associated with a thriving presence of family businesses within the country.



MALTA MOTORWAYS OF THE SEA

The long-standing partnership between The Malta Chamber and Malta Motorways of the Sea reflects a shared commitment to supporting enterprise, connectivity, and sustainable growth across Malta's business community.

Through this collaboration, both parties work together to promote initiatives that facilitate trade, strengthen supply chains, and enhance access to regional and international markets. By

leveraging Malta Motorways of the Sea's expertise in maritime logistics and transport solutions, the partnership provides Chamber members with valuable insights and practical support in navigating evolving trade dynamics. Together, they aim to foster competitiveness, encourage expansion opportunities, and contribute to the continued development and resilience of Malta's economic landscape.

BRONZE SPONSORS OF THE MALTA CHAMBER



MAPFRE

The strategic alliance between The Malta Chamber, MAPFRE Middlesea plc, and MAPFRE MSV Life marks a significant milestone in advancing sustainable pension initiatives within Malta's business community.

This collaboration reflects a shared commitment to promoting long-term financial planning, retirement readiness, and greater awareness of occupational pension solutions among employers

and employees alike. By combining The Malta Chamber's advocacy role with the technical expertise of MAPFRE's insurance and life assurance specialists, the partnership aims to strengthen dialogue around pension reform and financial security.

Together, they seek to encourage responsible planning practices that safeguard future generations while supporting a resilient and forward-looking economic framework for Malta.



M. DEMAJO

The agreement between The Malta Chamber and M. Demajo Group represents a strong and forward-looking commitment to reinforcing Malta's business environment while promoting sustainable growth and innovation across key sectors.

By aligning their respective expertise and networks, both entities aim to advance initiatives that respond effectively to evolving market de-

mands and global economic shifts. This collaboration seeks to support Maltese businesses in enhancing operational efficiency, strengthening competitiveness, and embracing digital transformation as a strategic priority.

Through knowledge-sharing, advocacy, and joint initiatives, the partnership aspires to cultivate resilience, encourage responsible enterprise, and contribute meaningfully to the long-term development of Malta's dynamic and diverse economic landscape.



CAMILLERI PREZIOSI ADVOCATES

The agreement between The Malta Chamber and Camilleri Preziosi Advocates is designed to address key areas related to Governance, Risk, and Compliance (GRC), reinforcing the importance of strong corporate frameworks within Malta's business community.

Through this collaboration, both entities aim to enhance awareness and implementation of best practices in regulatory compliance, risk man-

agement, and ethical governance. By combining The Malta Chamber's policy leadership with the firm's legal expertise, the partnership supports businesses in navigating complex regulatory landscapes and evolving legal obligations.

Ultimately, this alliance seeks to strengthen transparency, accountability, and resilience, ensuring that Maltese enterprises remain competitive, well-regulated, and aligned with international standards.

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POINTS FROM THE IELTS AGM 2026

IELTS – THE WORLD’S MOST TRUSTED ENGLISH TEST

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IELTS certificates are recognised around the world by over 12,500 institutions and immigration authorities who require proof of English skills.

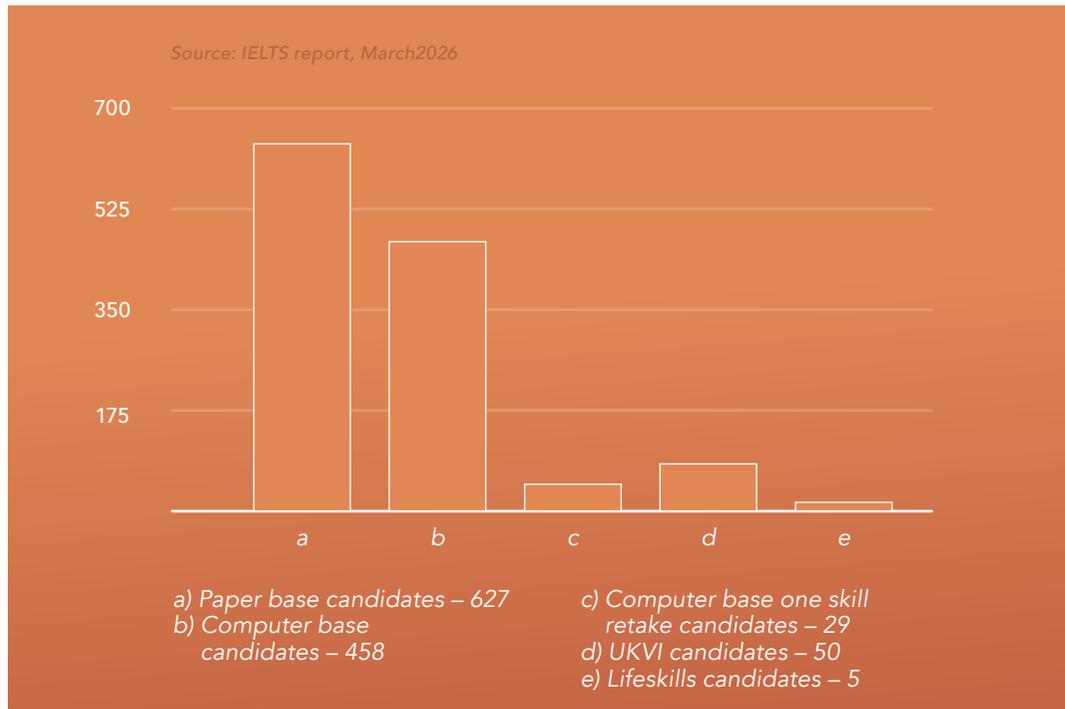
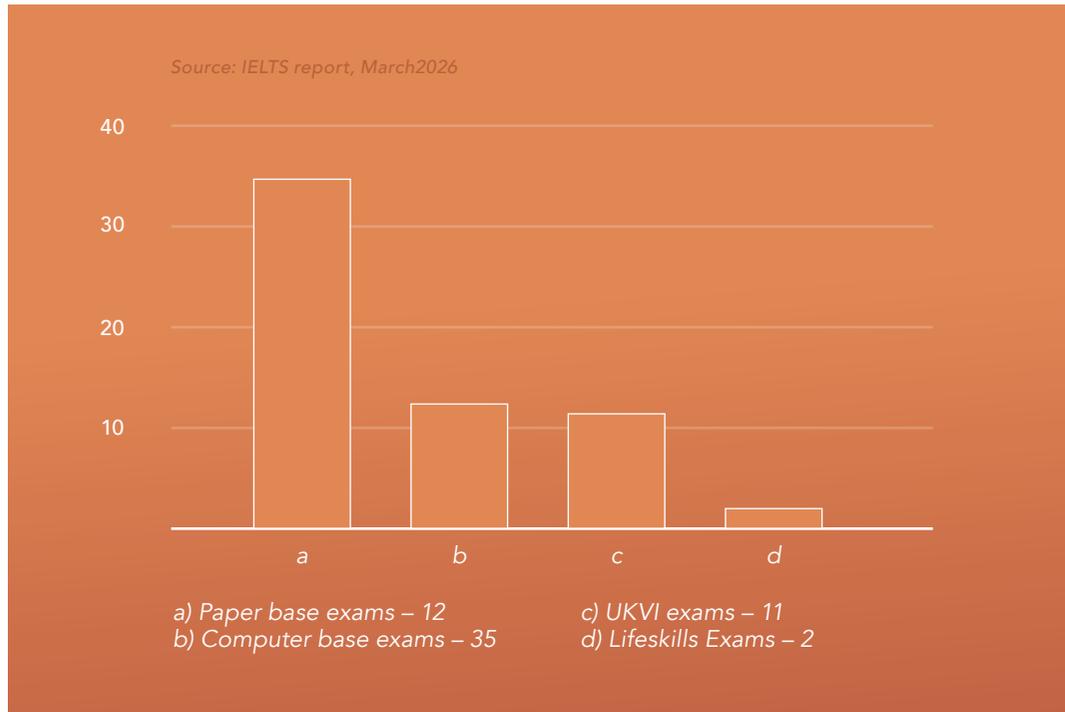
Thousands of universities, colleges and academic institutions, including the University of Malta, trust IELTS global experts to evaluate language skills effectively. Whether one is aiming for education, work or migration, IELTS is designed to help achieve one’s goal with confidence.

Over the past year, we have gained a lot of experience in holding IELTS on Computer sessions. One predominant difference noted was how efficient and timely results are issued. With the use of digital tools, grading and test scores are being released as early as one day after the exam.

The IELTS on Paper exams will be discontinued from June 2026 onwards worldwide, leaving IELTS on Computer.

This switch might bring challenges; however, we are ready to keep on improving our services and assist candidates in any way possible. We are set to open even more IELTS on Computer exams to offset the changes.

“Thousands of universities, colleges and academic institutions, including the University of Malta, trust IELTS global experts to evaluate language skills effectively. Whether one is aiming for education, work or migration, IELTS is designed to help achieve one’s goal with confidence.”



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THE MALTA CHAMBER'S YEAR IN PICTURES



(1/2/3) 07.03.2025 Doing Business with Türkiye Event; **(4)** 10.03.2025 Effective Strategies for Debt Collection' info session with Camilleri Preziosi Advocates; **(5)** 10.03.2025 The Malta Chamber and MAMO TCV Advocates Sign Silver Collaboration Agreement; **(6/7)** 12.03.2025 Build & Share: Sustaining Malta's Growth' Event with EY Malta; **(8)** 12.03.2025 EY Malta and The Malta Chamber Renew their Gold Sponsorship Agreement; **(9/10)** 13.03.2025 Presentation of the Electoral Reform Document to the President of Malta; **(11)** 17.03.2025 The Malta Chamber and the National Skills Council sign MOU to strengthen collaboration on Labour Market Intelligence; **(12, 13, 14)** 20.03.2025 YCN Mentorship Event; **(15/16/17)** 21.03.2025 Doing Business with Ukraine Event; **(18/19/20)** 25.03.2025 Annual General Meeting; **(21)** 01.04.2025 William Spiteri Bailey elected as 73rd President of The Malta Chamber; **(22/23/24)** 10.04.2025 The Impact of IBM technology in business transformation event; **(25)** 15.04.2025 The Malta Chamber and Zampa Partners sign Strategic Alliance Agreement to promote the core principles of VAT; **(26/27/28)** 29.04.2025 Envisioning Malta's Climate Future: Event in collaboration with EY Malta Sparks Conversations on climate adaptation



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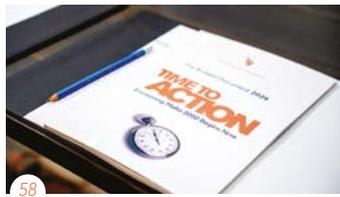
(29/30/31) 19.05.2025 Info Session in collaboration with MBR regarding their online portal; (32/33/34) 21.05.2025 Transformwork 2 Roundtable; (35/36) 28.05.2025 New Board of Management meets Prime Minister; (37/38/39) 28.05.2025 Who is Taking Care of the Boss event; (40/41) 04.06.2025 New Board of Management meets Leader of the Opposition; (42) 09.06.2025 The Malta Chamber and Creditinfo Malta Ltd Sign Bronze Collaboration Alliance; (43/44/45) 13.06.2025 Training Practices in Organisations Info Session in collaboration with Misco; (46/47) 25.06.2025 New Board of Management meets President of Malta; (48/49) 26.06.2025 Transfer Pricing meets Technology Info Session in collaboration with EY Malta; (50/51/52) 30.06.2025 Pay Transparency Directive Info Session in collaboration with RSM Malta and Ganado Advocates; (53/54/55/56) 23.07.2025 The Malta Chamber Summer Networking Event



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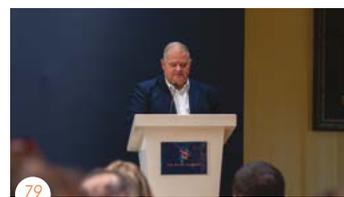
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(53/54/55/56) 23.07.2025 The Malta Chamber Summer Networking Event; (57) 07.08.2025 The Malta Chamber and RSM Renew Gold Sponsorship Agreement; (58/59/60) 03.09.2025 Pre Budget Document 2026 Launch; (61/62/63/64/65/66) 18.09.2025 Presentation of the Pre Budget Document to the Prime Minister and Leader of the Opposition; (67/68/69) 30.09.2025 Transformwork 2 Workshop; (70/71/72) 06.10.2025 Scamwatch event in collaboration with BOV; (73) 08.10.2025 Navigating the Next Wave of EU Data Regulation Info Session in collaboration with Camilleri Preziosi Advocates; (74) 13.10.2025 The Malta Chamber and PT Matic Environmental Services Ltd Renew Bronze Sponsorship Agreement; (75/76) 17.10.2025 Health and Safety Info Session in collaboration with Mamo TCV Advocates; (77/78/79) 10.11.2025 SME Week Event in collaboration with MBR; (80/81) 19.10.2025 Post Doc Fellowship Scheme Launch; (82/83/84) 21.11.2025 Navigating Development and Growth in a Constrained Island Event in collaboration with AIS Environment; (85) 24.11.2025 The Malta Chamber and IFSP Sign Memorandum of Understanding to Strengthen Malta's Financial Services Industry



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(86/87/88) 30.11.2025 The Malta Chamber President's Christmas Reception; **(89)** 01.12.2025 The Malta Chamber and PsyPotential Ltd. Sign Alliance agreement; **(90/91/92)** What I Wish I Knew when I Started; **(93/94)** 16.01.2026 The Malta Chamber and JA Malta sign MoU to strengthen collaboration in entrepreneurship education and financial literacy; **(95/96/97/98)** 28.01.2026 The Malta Chamber and BOV host the 'Malta's Economic Compass 2026' conference; **(99/100/101)** 30.01.2026 Special Council Meeting of The Malta Chamber with representatives from the Gozo Business Chamber; **(102/103/104)** 05.02.2026 The Malta Chamber, ICT Solutions and Microsoft organise workshop on how to make AI work for your business; **(105/106/107)** 06.02.2026 YCN Event on building a business plan using the Lean Canvas Model; **(108/109)** 12.02.2026 The Malta Chamber and Zampa Partners organise info session on the ins and outs of VAT in the yachting sector; **(110)** 18.02.2026 Meeting with MEP Thomas Bajada to discuss key legislative priorities for Malta's business community; **(111/112/113)** 25.02.2026 Pay Transparency Directive Workshop in collaboration with RSM Malta and Ganado Advocates; **(114)** 26.02.2026 The Malta Chamber and National Audit Office Sign Memorandum of Understanding

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"Through its trade diplomacy activities, The Malta Chamber continues to advocate for improved market access, reduced trade barriers, and stronger bilateral and multilateral cooperation."

STRENGTHENING GLOBAL PARTNERSHIPS THE MALTA CHAMBER'S ONGOING TRADE DIPLOMACY EFFORTS

Over the past year, The Malta Chamber of Commerce, Enterprise and Industry has continued to strengthen its role as a key player in trade diplomacy, reinforcing Malta's economic relationships with international partners and opening new avenues for collaboration.

Through sustained engagement with diplomatic representatives, The Malta Chamber has remained committed to supporting Maltese businesses as they navigate an increasingly interconnected global marketplace.

A central pillar of these efforts has been the active involvement of The Malta Chamber President, William Spiteri Bailey, who has held a series of meetings with ambassadors and high commissioners representing a diverse range of countries.

These high-level engagements have focused on solidifying long-standing relationships while also laying the groundwork for new partnerships aligned with Malta's economic priorities.

The meetings have served as important platforms for dialogue, enabling open discussions on global

economic trends, trade opportunities, and sector-specific interests.

Particular emphasis has been placed on identifying potential areas of collaboration, including investment, innovation, digital transformation, sustainability, education, and skills development.

By fostering direct communication between the business community and diplomatic missions, The Malta Chamber has helped bridge the gap between policy, diplomacy, and enterprise.

Beyond relationship-building, these engagements also support Maltese businesses seeking to expand internationally.

Through its trade diplomacy activities, The Malta Chamber continues to advocate for improved

market access, reduced trade barriers, and stronger bilateral and multilateral cooperation.

This proactive approach ensures that the interests of the local business community are represented and promoted at an international level.

As global economic conditions remain dynamic and often challenging, The Malta Chamber's ongoing commitment to trade diplomacy underscores its strategic vision of positioning Malta as a reliable, competitive, and forward-looking business hub.

By nurturing strong international relationships and encouraging collaboration, The Malta Chamber continues to contribute meaningfully to Malta's economic resilience and long-term growth.

ONGOING IMPROVEMENTS AT THE MALTA CHAMBER PREMISES

The Malta Chamber has recently undertaken a series of enhancement works at its premises as part of its continued commitment to providing a modern, functional, and welcoming environment for its members, stakeholders, and visitors.

These improvements reflect The Malta Chamber's forward-looking approach to infrastructure, sustainability, and operational excellence.

A key objective of the works carried out was to optimise the use of available space while improving the overall experience within the building.

Upgrades were designed to create a more comfortable and versatile setting suitable for meetings, conferences, networking events, and daily operations.

Careful attention was given to ensuring that the premises remain adaptable to evolving needs, with improvements aimed at enhancing both practicality and aesthetics.

The result is a more efficient layout that supports collaboration and engagement.

As part of the ongoing improvements to The Malta Chamber's premises, the room commonly referred to as the Bar was fully redecorated and upgraded with new furniture during 2024.

“By continuously upgrading its premises, The Malta Chamber ensures that its facilities reflect the professionalism, innovation, and ambition of the business community it represents.”

The refreshed space, now being actively enjoyed in 2025, offers a more comfortable and contemporary setting and is particularly well suited for informal meetings and discussions among members and staff.

The redesign focused on creating a welcoming atmosphere while maintaining functionality, ensuring the room continues to serve as a versatile space for networking, collaboration, and day-to-day interaction.

In addition, the kitchen facilities underwent refurbishment in 2024 to enhance practicality and efficiency and have been in use throughout 2025.

The upgraded layout and fittings provide a more functional working environment, particularly for caterers supporting events and meetings held on the premises.

These improvements help ensure smoother operations and improved service during hosted functions.

These developments reaffirm The Malta Chamber's commitment to maintaining high standards across all aspects of its operations.

By continuously upgrading its premises, The Malta Chamber ensures that its facilities reflect the professionalism, innovation, and ambition of the business community it represents.

In 2025, The Malta Chamber continued working on developing the design of the roof terrace and also held a number of meetings with experts to ensure that the prestige and the historic aspect of building are enhanced, complementing the existing architectural character of the building.

In addition, attention is also being given to the insulation to help to regulate indoor temperatures more efficiently throughout the year, as well as to further strengthen the roof's waterproofing and overall impenetrability.

By adding protective layers and finishes, the project will reinforce the building envelope and enhance durability against weather exposure.

Subject to approval by the Planning Authority, works will proceed in line with regulatory standards and best practices.

In line with its commitment to maintaining high standards across its premises, in 2026, The Malta Chamber is envisaging a thorough assessment and inspection of the existing timber beams to ensure their continued structural integrity and long-term durability.



Elena Scicluna,
Manager, Administration and IELTS Centre,
The Malta Chamber of Commerce,
Enterprise and Industry

Preventive evaluation of key structural elements remains a priority, allowing any necessary reinforcement or restoration to be addressed proactively.

In addition, the upgrading of office spaces to further enhance functionality, comfort, and efficiency is also being envisaged.

The improvements aim to modernise work areas, optimise layouts where necessary, and ensure that facilities continue to meet the evolving needs of staff and members.

Other related works are also being evaluated as part of this comprehensive review, ensuring that all upgrades are aligned with The Malta Chamber's long-term strategy of sustainability, resilience, and operational excellence.

Last but not least, it is only proper to mention that in 2025 we completed the restoration of all the Past President portraits.

We have also restored the painting of the Sacred Heart of Jesus by Willie Apap.

The marble busts of Sir Agostino Portelli, Mr John Grant, and Dr Giovanni Sciortino were restored to their former glory - these busts are located within the entrance of The Malta Chamber's building and the archives of The Malta Chamber, dating back to the 1840s, have been fumigated and meticulously catalogued by historian and archivist Nikolai Debono.

THE MALTA CHAMBER'S STAFF MEMBERS



Dr Marthese Portelli
CEO



Kevin Mizzi
Head of
Policy Development



Rachel Bondi Attard
Head of Media and
Communications Strategist



Stefan Bajada
Manager of
Membership



Albert Delia
Advisor of International
Affairs & Internationalisation



Mario Formosa
Manager, Accounts



Fabio Bajada
Policy and Projects
Coordinator



Julia Aquilina
Senior Executive Policy



Alistair Grima
Executive of Policy
Sustainability



Michela Migneco
Executive Policy



Nicole Sciberras Bray
Executive Policy



Anthea Aquilina
Executive Policy



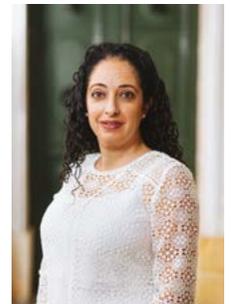
Jake Mallia
Executive Policy



Mel Aquilina
Senior Executive of
Marketing & Comm.



Melanie Cuzzoni
Executive of External
Relations



Elena Scicluna
Manager, Administration
& IELTS Centre



Anthony Tanti
Examinations
Administrator



Bernice Chircop
Executive
of Accounts



Alexandra Theuma
Administration
Executive



Stephanie Cassar
Front Office Clerk



Justine Cuschieri
Support Executive



Charles Maione
Facilities
and Maintenance



David Sciberras

Participating in events with the YCN is one of the smartest moves a young professional or entrepreneur can make. These events bring together ambitious people who want to grow, share ideas and support each other.

In one room, you meet like-minded individuals who understand the challenges of building a career or business and are eager to collaborate.

Beyond networking, YCN provides powerful learning environments where speakers and members share real experiences, practical insights and lessons that help you grow faster as a leader and decision maker.

They also create genuine opportunities for new business partnerships, collaborations and deals that might never happen otherwise.

Most importantly, the YCN exists to build the next generation of strong, responsible and forward-thinking business leaders who will shape the future of Malta's economy and entrepreneurial community for years to come, together stronger.



Ilaria Spiteri Axiak

Young entrepreneurs and start-ups are often fuelled by energy, vision and ambition; yet transforming an idea into a sustainable, resilient business demands more than passion. It requires informed decisions, structured thinking and strategic foresight.

Our YCN events are designed precisely for this pivotal stage. Through our recent targeted workshops, we offered practical yet thought-provoking guidance on what truly matters before launching a venture: from clarifying market positioning and financial planning to navigating regulatory frameworks and shaping a robust business model.

These sessions move beyond theory. They cultivate a dynamic, collaborative space where participants feel confident to ask challenging questions, test assumptions and engage openly with experienced professionals and peers facing similar realities.

Participating in YCN events reaffirmed how essential structured guidance is for emerging entrepreneurs. Enthusiasm may spark a start-up, but disciplined planning sustains it. What stood out most was the depth and authenticity of discussion. Ideas were refined, perspectives were broadened, and experience met aspiration in meaningful dialogue.

Personally, I gained a renewed appreciation for the power of early-stage clarity and the strength of entrepreneurial community. YCN events do more than inform; they empower, connect and inspire.



Clive Ciappara

Many aspiring entrepreneurs start with strong ideas and ambition, but without access to people who are actively building and growing their own ventures, progress can be slower and mistakes more costly.

The Youth Chamber Network events are structured to provide exactly that.

This year's programme follows the practical stages of building a business: learning from founders about their real experiences, working through idea validation, and coming up next, understanding the financial requirements needed for sustainable growth. The remaining sessions continue to build on this, closing with a focused mentoring session.

You will have a chance to sit with an experienced entrepreneur, get direct feedback on your idea or challenge, and leave with a clearer path forward.

As a founder myself, these sessions continue to challenge and refine and push my thinking further. Each one offers insights which I can immediately apply, whether refining market validation, improve the strategy, or walking into meetings with greater clarity and structure. There's always something to take away.

The networking after each event is just as valuable as the session itself. Informal conversations often lead to meaningful exchanges, unexpected collaborations and relationships that extend well beyond the session itself, and that alone is worth showing up for.

See you at the next session.



Kris Bartolo

YCN events offer much more than a chance to network, they provide real insight into how businesses grow, adapt, and create value. Whether the topic is finance related, strategy, or leadership, the conversations are relevant and what stands out most is the practical focus: discussions are grounded in real challenges, real decisions, and real outcomes.

Personally, I have benefited from the openness of the sessions and the quality of interaction. Engaging with peers from different industries has helped broaden my perspective and sharpen my thinking around value drivers and growth opportunities.

The events also foster meaningful connections built on shared learning and collaboration. For anyone looking to grow professionally, challenge their thinking, and be part of an engaged, forwardlooking community, YCN events are well worth joining.



Stephen Mallia

Joining Young Chamber network events is a smart investment in personal and professional development. These initiatives create valuable spaces where ambitious young professionals can connect, collaborate, and step beyond their comfort zones.

The events bring together individuals from diverse industries, opening doors to mentorship, partnerships, and meaningful business relationships. Participants gain fresh perspectives, practical skills, and leadership experience that go beyond their everyday routine.

Through workshops, panel discussions, and networking sessions, the focus remains on growth, confidence, and positive community impact.

Personally, these experiences introduced me to new ideas and challenged me to think on a broader level. The proactive and supportive environment encouraged me to raise my standards and gradually strengthen my confidence.

Young Chamber events are more than gatherings, they are platforms that inspire progress, leadership, and lasting connections.



Sarah Grech McCormick

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COMMITTEE 2025-2027



Fabio Bajada,
Projects and Policy Coordinator,
The Malta Chamber of Commerce,
Enterprise and Industry

"One of the project applications in which we were partners was awarded funding in December 2025. This project, titled 'Supporting Social Dialogue in the Age of Platform Work and Flexible', seeks to address the urgent need to modernise social dialogue in response to the rise of platform and flexible work."

THE MALTA CHAMBER'S EU PROJECT ENGAGEMENT & ACHIEVEMENTS IN 2025

In 2025, The Malta Chamber continued implementing EU projects and submitted new project applications. Throughout the year, a total of 15 new applications were submitted, of which five were submitted as lead applicants. The applications focused on research and innovation, business-academia collaboration, digitalisation, sustainability, social dialogue, and an inclusive labour market.

In all applications submitted, except one, the consortium was composed of partners from various countries. This meant that each application involved extensive discussions, during which the partners had to reach agreement on the common goal, planned tasks, and project targets.

These calls are highly competitive, and achieving a good score does not always guarantee the award of funds. Most of the applications were submitted towards the second half of the year, and most of the results were not out by the end of the year.

One of the project applications in which we were partners was awarded funding in December 2025. This project, titled 'Supporting Social Dialogue in the Age of Platform Work and Flexible', seeks to address the urgent need to modernise social dialogue in response to the rise of platform and flexible work.

The main objective is to strengthen social partners' ability to engage in meaningful dialogue and policy shaping within the platform and flexible economy. The project involves a diverse consortium comprising trade unions, employer organisations, and institutional partners from six European countries.

In 2025, the Malta Chamber was involved in various other EU co-funded projects related to the green transition, artificial intelligence, and ecosystems, amongst other fields.

These include:

- **TransFormWork 2** – Together with various social partners from seven EU member states, this project aims to address and promote human-in-command principles through the use of AI in workplaces across Europe. In 2025, The Malta Chamber participated in the Second European Roundtable in Bologna and hosted the Third European Roundtable. Moreover, it organised a national discussion forum on the topic of human-in-command principles and completed the national report on the adoption of AI in Malta.

- **Improving employee involvement in undertakings in anticipation and management of change driven by green transition (GTA)** -

This project provided an opportunity to engage with workers' representatives and examine challenges associated with the Green Transition. This project was successfully completed in July 2025.

- **EXCEL4MED** – In 2025, The Malta Chamber staff participated in various activities and contributed to several reports related to this project. Two members of our team took part in a staff exchange at the Federation of Hellenic Food Industries. Moreover, The Malta Chamber participated in an international conference in Rome. Finally, as Work Package leader, a representative from The Malta Chamber attended the periodic review of the EU Commission in Greece.

- **Malta Enterprise Europe Network (EEN)** – In 2025, the previous EEN was successfully completed, and all of The Malta Chamber's KPIs were met. Thanks to our work, members benefited from the Internationalisation and sustainability service. In July 2025, the new EEN project started, and our staff are already offering important services, such as the dissemination of internationalisation opportunities.

- **Business and consumer surveys** - The Malta Chamber conducts business and consumer surveys in construction, industry, retail, and services, like other EU countries. These help compare business cycles across nations and are essential for monitoring EU and euro area economic development and progress in candidate countries.

The Malta Chamber is actively working to join more consortia involved in project applications aligned with our goals.

In January 2026, The Malta Chamber joined six project applications submitted for the Malta-Italia Interreg. Moreover, we are actively involved in new applications, including as lead applicants.



CHAMPIONING MALTESE ENTERPRISE IN EUROPE

The partnership between the Malta Business Bureau (MBB) and The Malta Chamber continues to be the definitive voice for Maltese enterprises in Europe. In marking William Spiteri Bailey's successful first year as President, our collaboration has only grown stronger and more impactful.

Our joint efforts are rooted in proactive EU advocacy. A prime example is our recent push for a dedicated EU Islands Strategy to address Malta's persistent logistical connectivity disadvantages and heavy reliance on maritime and air transport.

Together, we are calling upon the European Commission for a comprehensive EU Islands

Direct engagement remains at the heart of our synergy. MBB works closely with The Malta Chamber to ensure our interests are robustly represented at the highest European levels.

Pact that systematically addresses connectivity, competitiveness, energy, climate, mobility, and sustainability challenges.

Further amplifying this advocacy, MBB joined its BusinessEurope partners in drafting the high-level document, 'From Ambition to Delivery'.

Presented to all Heads of Government on the eve of the Leaders' Retreat at Alden Biesen, we successfully secured a first-ever specific reference to 'regions with geographical challenges'.

The document was delivered by TMC President William Spiteri Bailey and MBB CEO Mario Xuereb to Prime Minister Robert Abela.

Direct engagement remains at the heart of our synergy. MBB works closely with The Malta Chamber to ensure our interests are robustly represented at the highest European levels.

This includes accompanying and preparing the President for the BusinessEurope Council of Presidents and EXCO meetings.

Last November, we proudly accompanied the President and a Malta Chamber delegation to the Euro-

pean Parliament of Enterprises in Brussels, alongside constructive meetings with EU Commissioner Glenn Micallef and Malta's Permanent Representative to the EU, Neil Kerr, and MEPs Alex Agius Saliba and Daniel Attard.

In Malta similar meetings were held with MEP Thomas Bajada and Peter Agius.

Beyond Brussels, our collaboration thrives on thought leadership. The Malta Chamber's leadership, including President Spiteri Bailey and CEO Marthese Portelli, featured prominently as guests on MBB's podcast series, bringing European issues closer to local entrepreneurs.

Furthermore, our joint insights were clearly articulated in our two 'Strategic Outlook' publications released in 2025.

Looking ahead, this strong partnership will be instrumental in the coming months as we collaborate to organise the prestigious Eurochambres General Assembly here in Malta.

Together, we ensure Maltese businesses remain competitive and resilient within the Single Market.



A STRATEGIC ALLIANCE FOR MALTA'S DIGITAL FUTURE

Being a partner with The Malta Chamber of Commerce, Enterprise and Industry represents a strategic platform for driving measurable impact across Malta's digital economy. This partnership is built on shared responsibility, aligned vision, and a collective commitment to strengthening Malta's global competitiveness.

The Malta Chamber has long served as a powerful voice for the business community, advocating for sustainable growth, competitiveness, and forward-looking policy.

Tech.mt shares this mission. Our partnership ensures that industry priorities are closely aligned with the national digital strategy.

Over the past year, this joint effort has strengthened dialogue between the technology ecosystem and cross-sector stakeholders.

The Malta Chamber's reach amplifies the voice of the technology ecosystem, ensuring that it is recognised not as a standalone sector, but as a fundamental enabler of growth across all industries.

Under the leadership of Mr William Spiteri Bailey, The Malta Chamber has continued to support innovation and competitiveness, principles that closely resonate with Tech.mt's mandate and strategic outlook.

For Tech.mt, being a Public-Private Partnership between Government and The Malta Chamber means contributing actively to a unified vision. One where Government and industry work hand in hand to create the right environment for technology businesses to thrive.

In doing so, we are not only supporting today's businesses but also laying the groundwork required to secure Malta's position as a dynamic and future-ready digital economy.



TRANSPORT MALTA LAUNCHES PROGRAMMES TO EQUIP LEARNERS FOR FUTURE MOBILITY CAREERS



Mobility in Malta needs to be addressed through a change in mentality and the best way to tackle that is starting from bottom up, at the earliest ages possible.

Transport Malta is taking decisive steps to prepare learners of all ages for the evolving demands of the transport and maritime sectors. With a focus on future skills, addressing skills mismatches, retraining, and fostering quality careers, these programmes offer practical learning, early engagement, and professional development opportunities tailored to today's rapidly changing mobility landscape.

The transport and maritime industries are experiencing rapid technological shifts, from innovative vehicle technologies to sustainable fuels and practices.

Transport Malta has developed programmes that respond directly to these trends and are being delivered in collaboration with leading educational partners.

In light of Malta Vision 2050 one has to ask and plan for the mobility facilities of the immediate and further future.

How ready is our current infrastructure to host and accommodate current technologies and future ones, and how sustainable our processes are? How safe are our facilities, and how responsible is our behaviour?

These courses are being accredited by the Department of Quality and Standards in Education (DQSE) according to Malta Qualifications Framework.

The main focus of the courses is young age audience.

Transport Malta believes that education and awareness need to start in the early years, such as children and teenagers, who experience our roads and mobility elements in different ways than adults too, and may adapt an open mind, much easier than adults who have habits well cast in stone.

Mobility in Malta needs to be addressed through a change in mentality and the best way to tackle that is starting from bottom up, at the earliest ages possible.

The courses targeting young people cover responsible road usage and road safety skills.

During adolescence, learners face increased exposure to road safety risks as pedestrians, cyclists and public transport users. This programme equips them with practical skills and civic responsibility to make safe and sustainable commuting choices.

Children begin to experience roads as passengers, pedestrians, cyclists and bus users. The content is therefore designed to introduce them to basic safety habits and to develop early responsibility for safe behaviour in traffic situations.

These courses will also be included in the students' school leaving certificate once they reach school leaving certificate stage.

Similarly, these courses are adapted to adults, but in a more scientific and applied way.

These programmes provide opportunities to connect scientific principles with real life traffic safety, to reflect on personal behaviour, and to refresh competences needed for responsible participation in society as road users.

In addition, Transport Malta does not only look at road safety but also at safety at sea. Programmes cover maritime related content, such as maritime knowledge, developing responsibility and sustainability awareness.

This leads to nurturing their curiosity about the sea while promoting basic safety and respect for the marine environment.

On the other hand, the Authority is also providing courses for students who are currently being exposed to various career options, as well as for

industry professionals, and some of these courses have already been delivered.

The **Foundation Course in Innovative Detailing Techniques** was delivered in partnership with the Malta Detailing Academy.

Targeting vocational students enrolled in the Alternative Learning Programme, this hands-on course equips participants with modern vehicle detailing skills, preparing them for careers in the automotive sector.

For those already working in the industry, Transport Malta offers an online series on **Alternative Technologies and Fuels in Mobility**, in collaboration with the international institutes of repute.

Delivered by international experts, these sessions explore best practices in alternative fuels and sustainable mobility, ensuring private sector stakeholders stay ahead of industry developments.

From early childhood to adults, Transport Malta offers opportunities for continuous development, ensuring citizens can adapt to new roles and career opportunities in transport and maritime sectors.

Transport Malta's initiatives are designed to address skills mismatches, promote retraining, and support quality careers.

The programmes have been newly designed to ensure they are aligned with industry needs, giving participants relevant, practical competencies for emerging technologies and safe, responsible practices.

These programmes reflect a commitment to safe, sustainable, and future-ready mobility, while empowering citizens to pursue meaningful careers in sectors critical to Malta's economy and society.



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Through the input of the representatives of The Malta Chamber as Governors on the Board of Education Malta, forward strategies are discussed to continue to attract foreign direct investment towards Malta's education sector.

POSITIONING MALTA AS A GLOBAL EDUCATION HUB

Since the inception of Education Malta Foundation in 2016 as a public private partnership between the Education Ministry and The Malta Chamber, the good standing of The Malta Chamber, both locally as well as internationally, has been crucial in the promotion and marketing of Malta and an international centre of standing for the internationalisation of education.

Education Malta's ongoing collaboration and liaison with the two institutions forming this Public Private Partnership has resulted in another successful year for the registration of new academic institutions with non-Maltese shareholders licensed by the Malta competent authorities.

It has also succeeded in attracting international students to study at higher education institutions and universities, which at the end of 2025 exceeded ten thousand students.

Prospective international students are provided information on Malta's education sector during Education Malta's promotions at international fora and student fairs. Mainly as part of the European Union group National Promotion Agency Study-In-Europe.

Through the input of the representatives of The Malta Chamber as Governors on the Board of Education Malta, forward strategies are discussed to continue to attract foreign direct investment towards Malta's education sector.

The extensive international contacts of The Malta Chamber were also conducive to providing potential leads with whom the Foundation engaged to discuss opportunities for them to establish a presence in Malta.

The success of The Malta Chamber – Education Ministry partnership to promote the internationalisation of education in and from Malta is testament to how the private sector can work well together with the government.

It augurs well for prospective similar partnerships in the education sector, as well as other sectors.



Meeting with a delegation from Unitelma Sapienza, led by Rector Prof. Bruno Botta.



Ms Carmen Walls, Senior Manager Trade Malta, and Mr Ian Portelli, Senior Executive Trade Promotion (Right) together with Maltese exhibitors in front of the Malta Pavilion at Gulfood 2026.

TRADEMALTA & THE MALTA CHAMBER TOGETHER FOR SUSTAINABLE INTERNATIONAL GROWTH

TRADEMALTA 

“With The Malta Chamber as one of its two shareholders, TradeMalta is uniquely positioned to leverage a strong public-private partnership that reflects a shared commitment to strengthening Malta’s national export strategy.”

Since its establishment in 2015, TradeMalta has played an important role in supporting Malta-based businesses as they expand beyond domestic borders.

Through targeted initiatives, market intelligence and global networking opportunities, the organisation has assisted companies to translate ambition into tangible international growth.

As global markets continue to evolve, amidst significant geopolitical turmoils, TradeMalta remains committed to strengthening Malta’s export ecosystem by enabling businesses to scale internationally, enhance their competitiveness and diversify their markets.

With The Malta Chamber as one of its two shareholders, TradeMalta is uniquely positioned to leverage a strong public-private partnership that reflects a shared commitment to strengthening Malta’s national export strategy.

This collaboration goes beyond institutional alignment; it represents a strategic effort to create seamless pathways for international expansion.

Both entities focus on bridging institutional gaps and collaborate across the business ecosystem,

ensuring that support remains firmly grounded in business realities while advancing Malta’s broader economic priorities.

At the same time, TradeMalta brings a strong global perspective, underpinned by international market intelligence and export promotion expertise.

Through coordinated planning, aligned data-sharing and streamlined service delivery, this synergy helps reduce duplication and bureaucracy for Malta-based companies, ensuring they remain well-informed and well positioned to seize opportunities in global markets.

Through such collaborations, TradeMalta plays a strategic role in shaping Malta’s long-term competitiveness, economic growth, and resilience.

By prioritising high-margin and knowledge-intensive exports, the organisation supports a national shift from a volume-driven to value-based economic model.

In doing so, exports become a key driver of productivity and innovation, enabling Malta-based business to develop, scale and commercialise in international markets.

Such adaptability continues to strengthen Malta’s position within global value chains and enhance its ability to respond to evolving trade dynamics.

Through a shared vision with its shareholders and close collaboration with The Malta Chamber, TradeMalta consolidates its role as a key player in building a unified forward-looking export ecosystem that enhances Malta’s global competitiveness and capacity for innovation, while enabling local business to further expand internationally.



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Automation Meets Accountability

Launch of the API packages for Subject Persons



Company Search API

Gives users the ability to search for companies using the company name or the company registration number or both. Retrieves Company Name, Registration Number, Registration Date and State of a company.



Basic Company Details API

Retrieves Company Name, Registration Number, Registration Date, Registered Address and State of a company using the company registration number.



Full Company Details API

Retrieves all details in Basic Company Details API plus involvements, share capital data and a list of document filings using the company registration number.



Bundle API

Gives the user access to all the 3 APIs in one application.

Interested Subject Persons
can find more
information here

