

Cámara

Chamber of Commerce of Spain



Report **2025**

Cámara
Chamber of Commerce of Spain

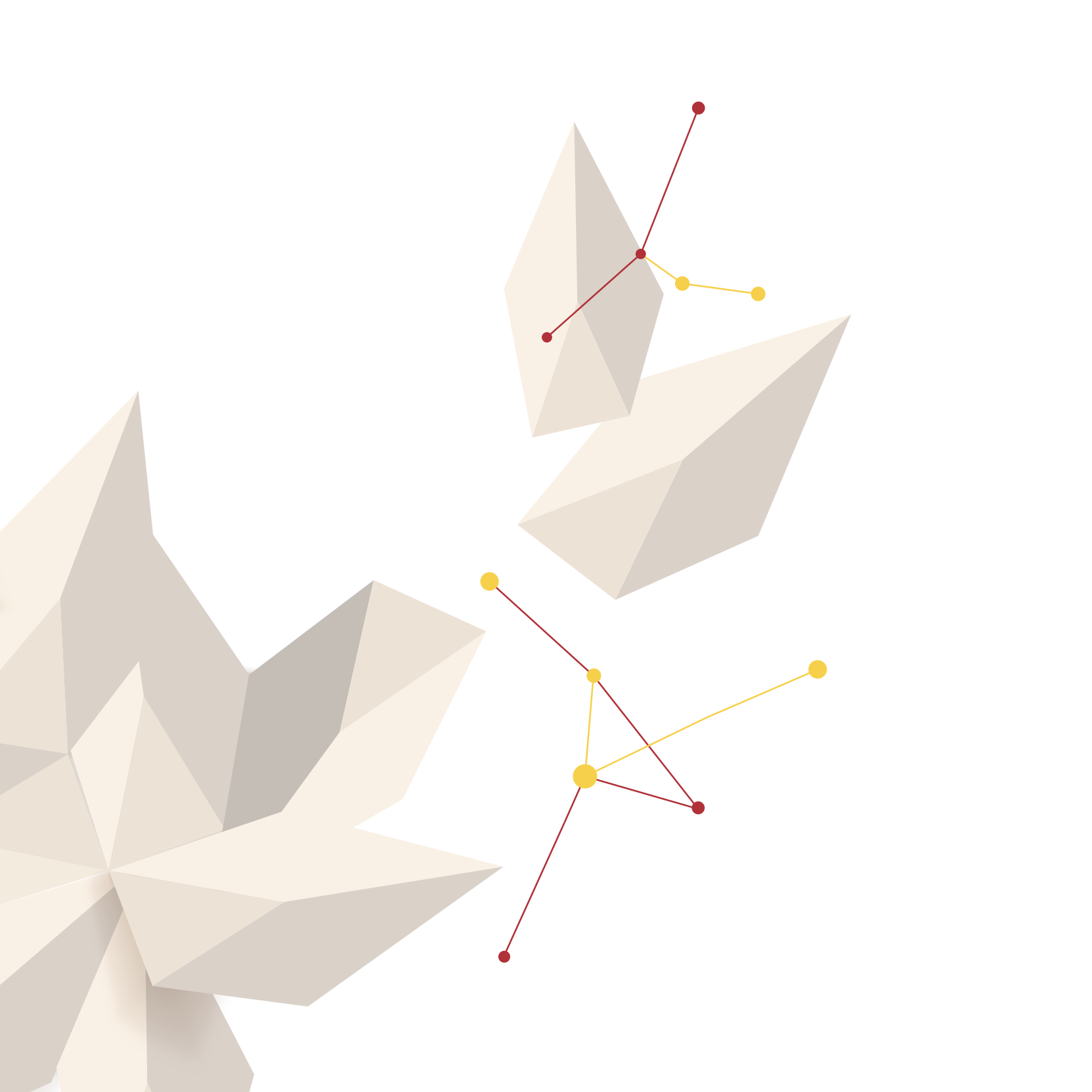


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Letter from the President



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During 2025, the Chamber of Commerce of Spain carried out its activities in an international environment marked by instability and uncertainty, stemming not only from economic factors, such as the protectionist policies of the new US administration, but also from geopolitical factors, particularly the conflicts in Gaza and Ukraine. Within this context, the institution prioritised the analysis of the situation and the dissemination of high-quality information in order to support businesses and the chamber network through the organisation of meetings with leading figures and the preparation of periodic follow-up reports.

In a scenario of heightened international volatility, the Chamber of Commerce of Spain strengthened its commitment to promoting business competitiveness, especially among SMEs, in strategic areas such as internationalisation, digitalisation and training.

The results of the Digital Kit programme were particularly noteworthy. The Chamber of Commerce of Spain acts as a partner entity of Red.es in that programme, which is funded with Next Generation funds. The broad scope of the programme, which has impacted 1.2 million SMEs, highlights the extensive coverage of the chamber network and its ability to reach businesses anywhere in the country, which is extremely positive news in an economy such as Spain's, characterised by the predominance of SMEs.

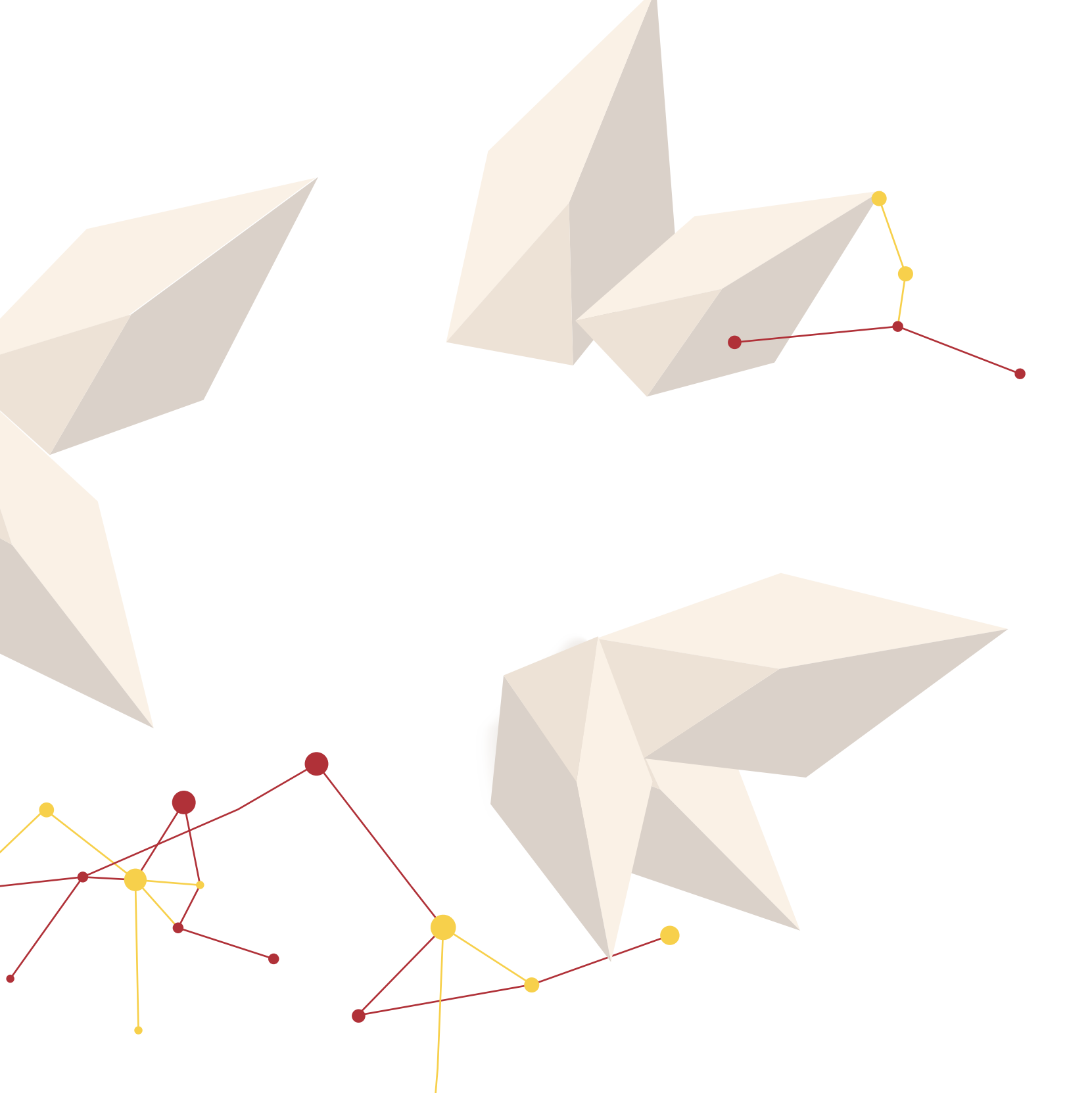
Likewise, the Chamber intensified its activities in the areas of training and support for internationalisation, with particular attention to SMEs. Programmes and workshops designed to strengthen the competitiveness of Spanish companies were developed, thereby helping them adapt their strategies to the new challenges of the global market. Moreover, mediation and arbitration were promoted as alternative dispute resolution mechanisms. Collaboration with public and private bodies was key to expanding the reach of these initiatives and ensuring an effective response in an ever-changing environment.

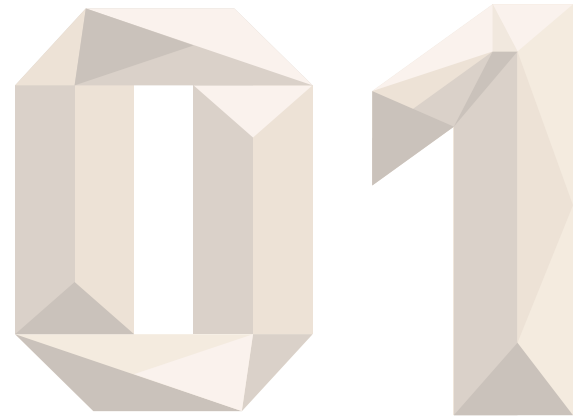
Notable among the most significant initiatives was the project "The Strengths of a Diverse Spain", whereby the Chamber of Commerce of Spain seeks to identify the values and strengths of Spain and its citizens, based on an analysis of the 83 territories represented within the network of territorial chambers of commerce across the 17 autonomous regions and Ceuta. During 2025, 44 meetings were held, demonstrating the value of this exercise in positive reflection and debate on the strengths of each territory and their contribution to the development of Spain.

The Chamber's commitment to innovation and excellence continues to shape its trajectory and strengthen its position as a key benchmark within the Spanish business ecosystem.

José Luis Bonet

President of the Chamber of Commerce of Spain





**Governing
Bodies
of the Chamber
of Commerce of
Spain**

Composition of the **Governing Bodies** of the **Chamber of Commerce of Spain**

Plenary Assembly

President

José Luis Bonet

Honorary President of Grupo Freixenet

Treasurer

Alfonso Calderón

Managing Director of the Chamber of Commerce of Madrid

1st Vice-President

Grupo Santander

Secretary

Adolfo Díaz-Ambrona (*)

General Secretary of the Chamber of Commerce of Spain

2nd Vice-President

Chamber of Commerce of Madrid

**General Director of the
Chamber of Commerce of Spain**

3rd Vice-President

Chamber of Commerce of Valencia

Inmaculada Riera (*)

*They attend the Plenary Assemblies with the right to speak but not to vote.

Chambers of Commerce

Andalusia

Málaga and Seville

Aragón

Zaragoza

Asturias

Oviedo

Balearic Islands

Majorca

Canary Islands

Santa Cruz de Tenerife

Cantabria

Cantabria

Castile-La Mancha

Ciudad Real and Toledo

Castile and León

Valladolid and León

Catalonia

Barcelona and Lleida

Ceuta

Ceuta

Community of Madrid

Madrid (2)

Community of Valencia

Valencia and Alicante

Chambers of Commerce

Extremadura

Badajoz

Galicia

A Coruña and Pontevedra, Vigo and Vilagarcía de Arousa

La Rioja

La Rioja

Murcia

Murcia

Navarra

Navarra

Basque Country

Bilbao and Gipuzkoa

Chambers of Commerce Abroad

FECECA

Federation of Official Spanish Chambers
of Commerce in America

FEDECOM

Federación de Cámaras Oficiales de Comercio
de España en Europa, África, Asia y Oceanía
(Federation of Official Spanish Chambers of Commerce
in Europe, Africa, Asia and Oceania)

Companies

AENA	GRUPO FUERTES
AIRBUS ESPAÑA	GRUPO PLANETA
ALMIRALL	IBERDROLA
ALSTOM ESPAÑA	IBERIA
ASISA	INDITEX
BANCO SABADELL	INDRA
BANCO SANTANDER	MAPFRE
BBVA	MELIÁ HOTELS INTERNATIONAL
CAIXABANK	MONDRAGON
CELLNEX TELECOM	NATURGY
EL CORTE INGLÉS	RIU
FCC	TÉCNICAS REUNIDAS
FREIXENET	TELEFÓNICA
GRUPO ACS	VEOLIA

Intersectoral Business Organisations

CEOE

Confederación Española de Organizaciones Empresariales
(CEOE – Spanish Confederation of Employers' Organisations)

CEC

Confederación Española de Comercio (Spanish Confederation of Commerce)

CIE

Consejo Intertextil Español (Spanish Intertextile Council)

FEIQUE

Federación Empresarial de la Industria Química Española
(FEIQUE – Spanish Chemical Industry Business Federation)

FEHR

Federación Empresarial de la Hostelería de España (Spanish Catering Business Federation)

FIAB

Federación Española de Industrias de la Alimentación y Bebidas
(Spanish Federation of Food and Beverage Industries)

SEOPAN

Asociación de Empresas Constructoras y Concesionarias de Infraestructuras
(Spanish Association of Construction and Infrastructure Concession Companies)

SERCOBE

Asociación Nacional de Fabricantes de Bienes de Equipo
(SERCOBE – Spanish Association of Manufacturers of Capital Goods)

SERNAUTO

Asociación Española de Proveedores de Automoción (Spanish Association of Automotive Suppliers)

Associations of self-employed workers

ATA

Federación Nacional de Asociaciones de Empresarios y Trabajadores Autónomos
(Spanish Federation of Entrepreneur and Self-Employed Workers Associations)

UATAE

Unión de Asociaciones de Trabajadores Autónomos y Emprendedores
(Union of Associations of Self-Employed Workers and Entrepreneurs)

Ministries

Ministry of Economy, Trade and Business

Ministry of Agriculture, Fisheries and Food

Ministry of Foreign Affairs, European Union and Cooperation

Ministry of Education, Vocational Training and Sport

Ministry of Finance

Ministry of Industry and Tourism

Ministry of the Presidency, Justice and Relations with Parliament

Ministry of Health

Ministry of Labour and Social Economy

Ministry of Transport and Sustainable Mobility

Collaborating Members

ABERTIS

ALSA

ACCIONA

AMAZON

AENOR

ANTOLIN

AFE

BARCELONA PORT AUTHORITY

ALMAR WATER SERVICIOS ESPAÑA

BINTER

Collaborating Members

BINTER

GB FOODS

CAF

GESTAMP

CARREFOUR

GOOGLE SPAIN

CESCE

GRUPO EULEN
GRUPO OESÍA

GENERAL NOTARIAL COUNCIL

GRUPO SAMPOL

CONSORCIO DE LA ZONA FRANCA
DE BARCELONA (BARCELONA FREE
TRADE ZONE CONSORTIUM)

HISPASAT

CORREOS

HP PRINTING AND COMPUTING
SOLUTIONS

DELOITTE ESPAÑA

HUAWEI

ENAGÁS

IDOM

ESCRIBANO MECHANICAL AND
ENGINEERING

ISDIN

FERROVIAL

ITP AERO

FIRA BARCELONA

IPG MEDIABRANDS

FLUIDRA

KPMG

LALIGA

Collaborating Members

MAKING SCIENCE

MANPOWER GROUP

MASORANGE

MASTERCARD

MATACHANA

MUTUA MADRILEÑA

NAVANTIA

PALEX MEDICAL

PROSEGUR

RADISSON HOTEL GROUP

RENFE

ROCA

SABA INFRAESTRUCTURAS

SAGE SPAIN S.L.

SEAT

SIEMENS ENERGY

TIKTOK

Executive Committee

President

José Luis Bonet

Honorary President of Grupo Freixenet

1st Vice-President

Grupo Santander

2nd Vice-President

Chamber of Commerce of Madrid

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Secretary

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General Secretary of the Chamber of Commerce of Spain

General Director of the Chamber of Commerce of Spain

Inmaculada Riera (*)

* They participate but they don't have voting rights

Chambers of Commerce

Alicante

Badajoz

Cantabria

Lleida

Madrid

Málaga

Navarra

Oviedo

Companies

AENA

ASISA

CAIXABANK

EL CORTE INGLÉS

GRUPO BBVA

GRUPO CORPORATIVO FUERTES

GRUPO MAPFRE

GRUPO PLANETA

IBERDROLA

INDRA

INDITEX

SUEZ MADRID

TÉCNICAS REUNIDAS

TELEFÓNICA

Intersectoral Business Organisations

SERNAUTO

Asociación Española de Proveedores de Automoción
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CEOE

Confederación Española de Organizaciones Empresariales
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Associations of self-employed workers

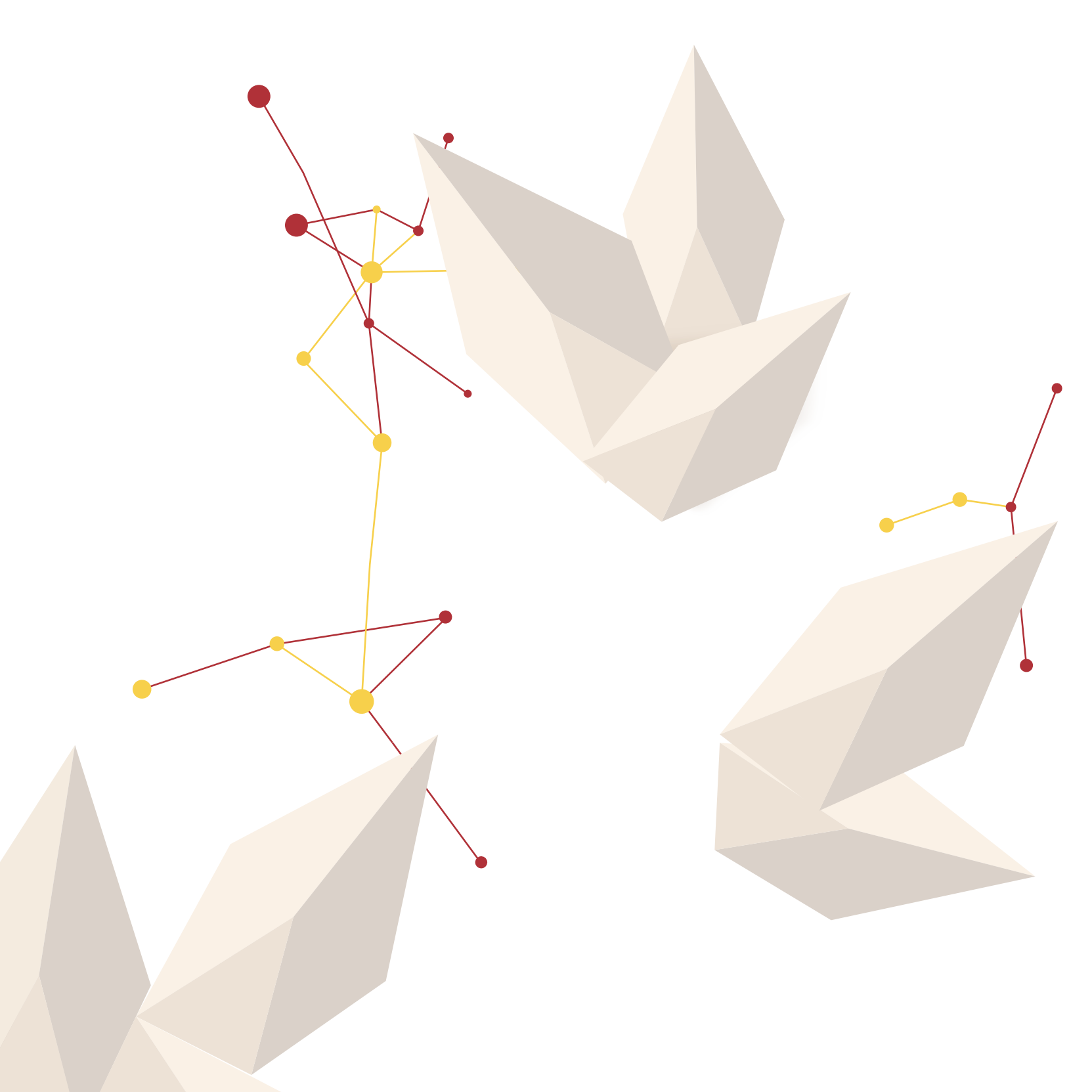
ATA

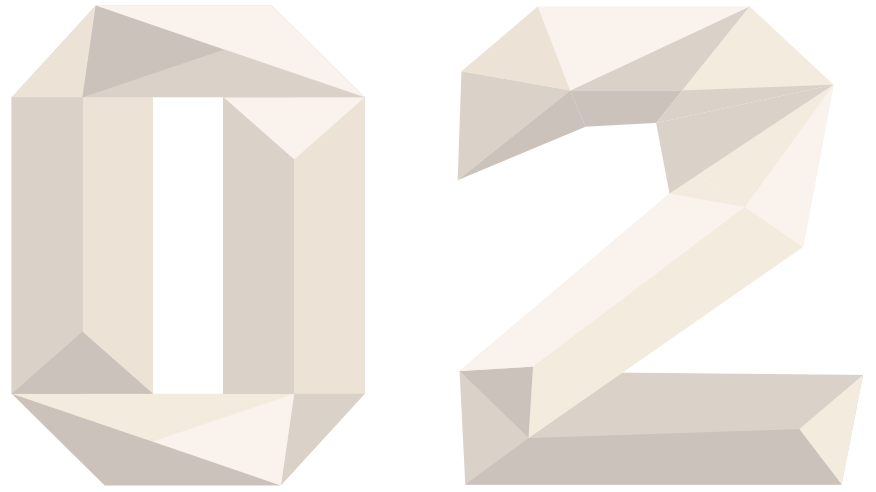
Federación Nacional de Asociaciones de Empresarios y Trabajadores Autónomos
(Spanish Federation of Entrepreneur and Self-Employed Workers Associations)

Ministries

Ministry of Industry and Tourism

Ministry of Economy, Trade and Business





**Territorial
Network of
Chambers of
Commerce**

Territorial Network of Chambers of Commerce

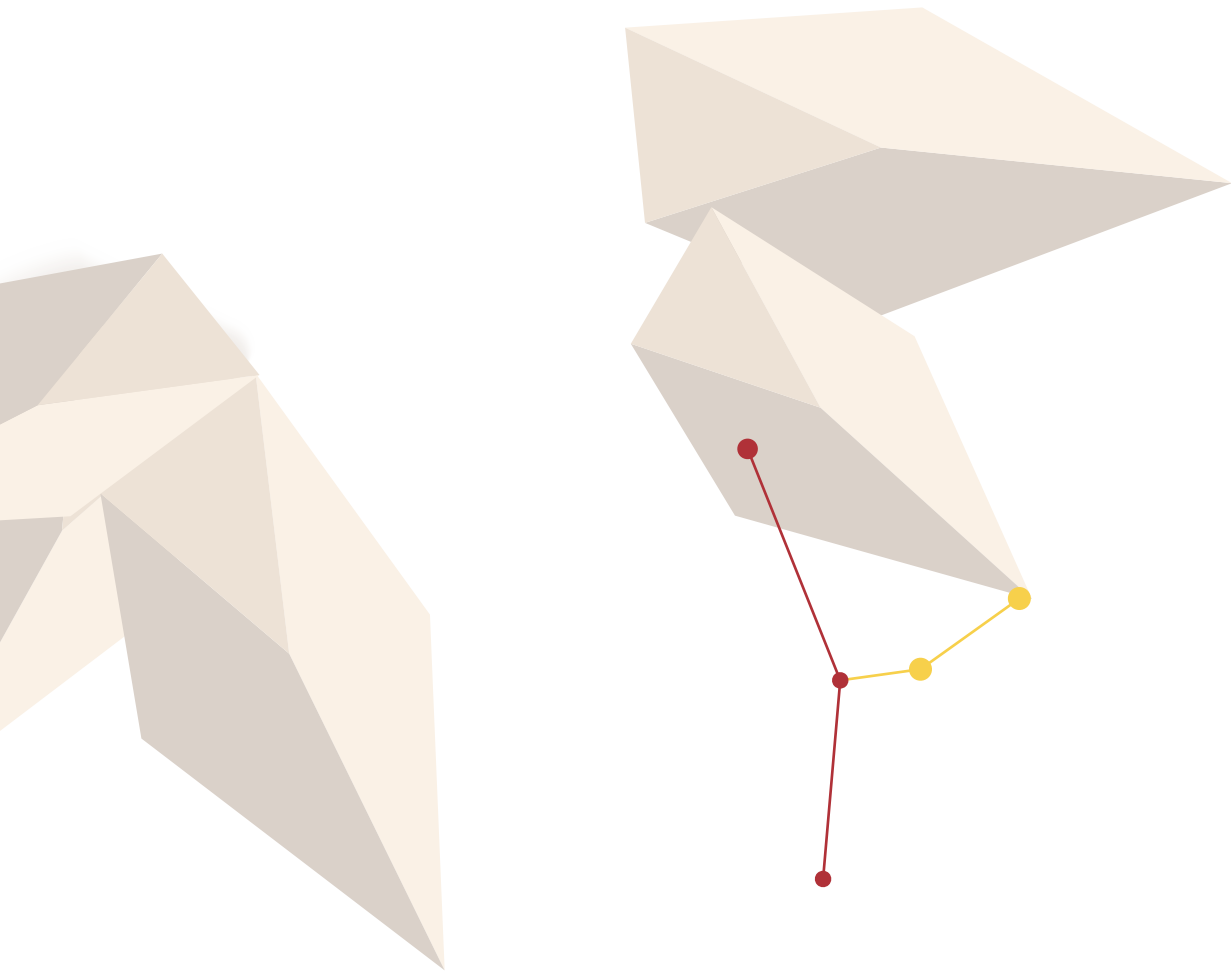
Currently, **83** Chambers of Commerce are operating throughout the Spanish territory

A Coruña	Cartagena	Lugo	Santa Cruz de Tenerife
Álava	Castellón	Lleida	Santiago de Compostela
Albacete	Ceuta	Madrid	Segovia
Alcoy	Ciudad Real	Málaga	Seville
Alicante	Córdoba	Majorca	Soria
Almería	Cuenca	Manresa	Tarragona
Andújar	Fuerteventura	Menorca	Tàrrega
Arévalo	Gijón	Miranda de Ebro	Terrassa
Astorga	Gipuzkoa	Motril	Teruel
Ávila	Girona	Murcia	Toledo
Avilés	Gran Canaria	Navarra	Torrelavega
Ayamonte	Granada	Orihuela	Tortosa
Badajoz	Guadalajara	Ourense	Tui
Barcelona	Huelva	Oviedo	Valencia
Béjar	Huesca	Palamós	Valladolid
Bilbao	Ibiza and Formentera	Palencia	Valls
Briviesca	Jerez de la Frontera	Pontevedra, Vigo and	Zamora
Burgos	Lanzarote and La Graciosa	Vilagarcía de Arousa	Zaragoza
Cáceres	La Rioja	Reus	
Cádiz	León	Sabadell	
Campo de Gibraltar	Linares	Salamanca	
Cantabria	Lorca	Sant Feliú de Guixols	



83

**Territorial
Chambers
of Commerce**





**Network
of Chambers
of Commerce
Abroad**

44 Chambers Abroad

America

- Argentina** - Buenos Aires
- Bolivia** - La Paz
- Brazil** - São Paulo
- Canada** - Ottawa
- Chile** - Santiago
- Colombia** - Bogotá
- Costa Rica** - San José
- Ecuador** - Guayaquil, Quito
- United States** - Miami, New York
- El Salvador** - San Salvador
- Guatemala** - Guatemala
- Mexico** - Mexico D.F.
- Nicaragua** - Managua
- Panama** - Panama
- Paraguay** - Asunción
- Peru** - Lima
- Puerto Rico** - San Juan de Puerto Rico
- Dominican Republic** - Santo Domingo
- Uruguay** - Montevideo
- Venezuela** - Caracas

Europe

- Germany** - Berlin
- Belgium and Luxembourg** - Brussels
- France** - Paris
- Italy** - Milan
- Malta** - Malta
- Portugal** - Lisbon
- United Kingdom** - London





Asia

Qatar - Doha

South Korea - Seoul

United Arab Emirates - Dubai

Philippines - Manila

Thailand - Bangkok

Hong Kong - Hong Kong

India - Delhi

Japan - Tokyo

Singapore - Singapore

Africa

Morocco - Casablanca, Tangier

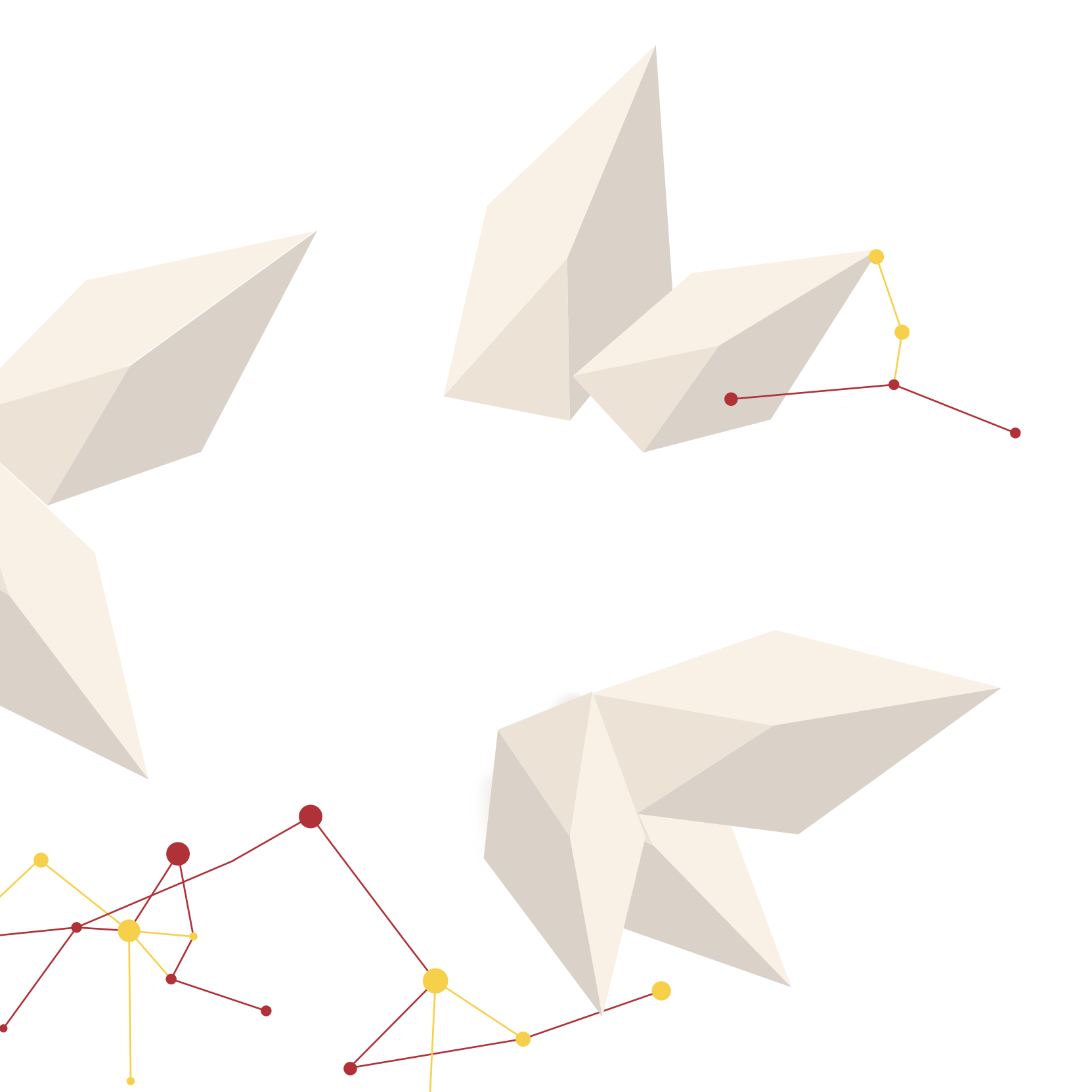
Senegal - Dakar

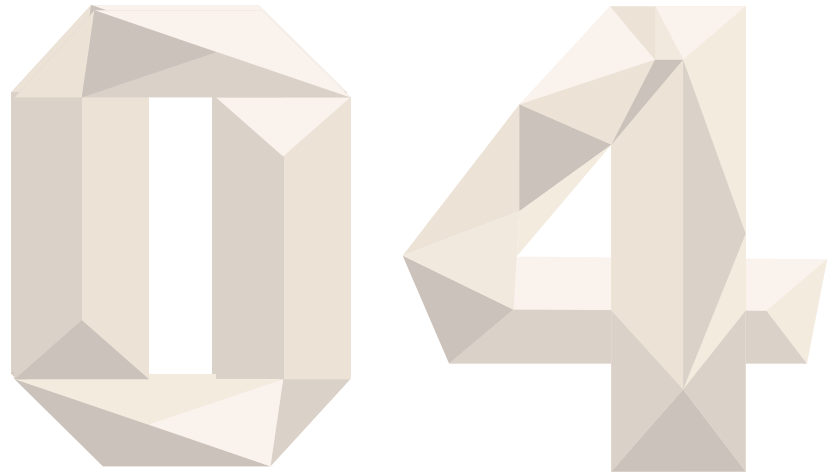
South Africa - Johannesburg

Tunisia - Tunis

Oceania

Australia - Sydney





2025 **in**
figures

Key figures

832,468 companies handled

450,500

Internationalisation
activities

366,393

digitalisation and
innovation activities

35,185

training
activities

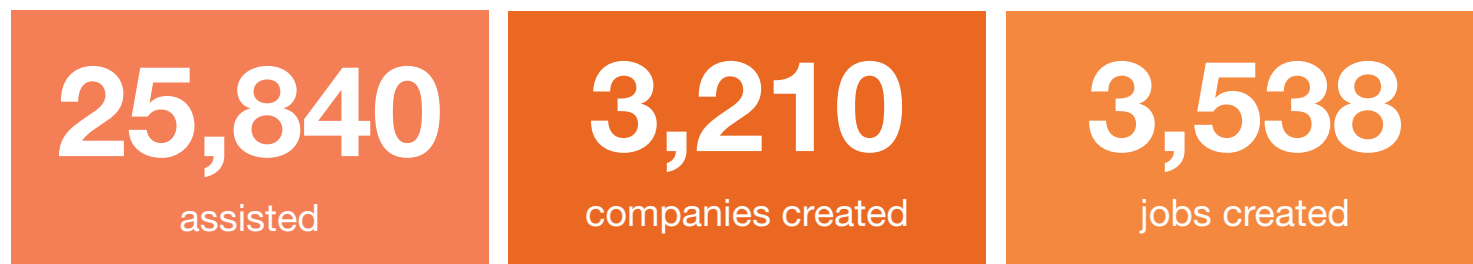
25,840

entrepreneurship
activities

Young people

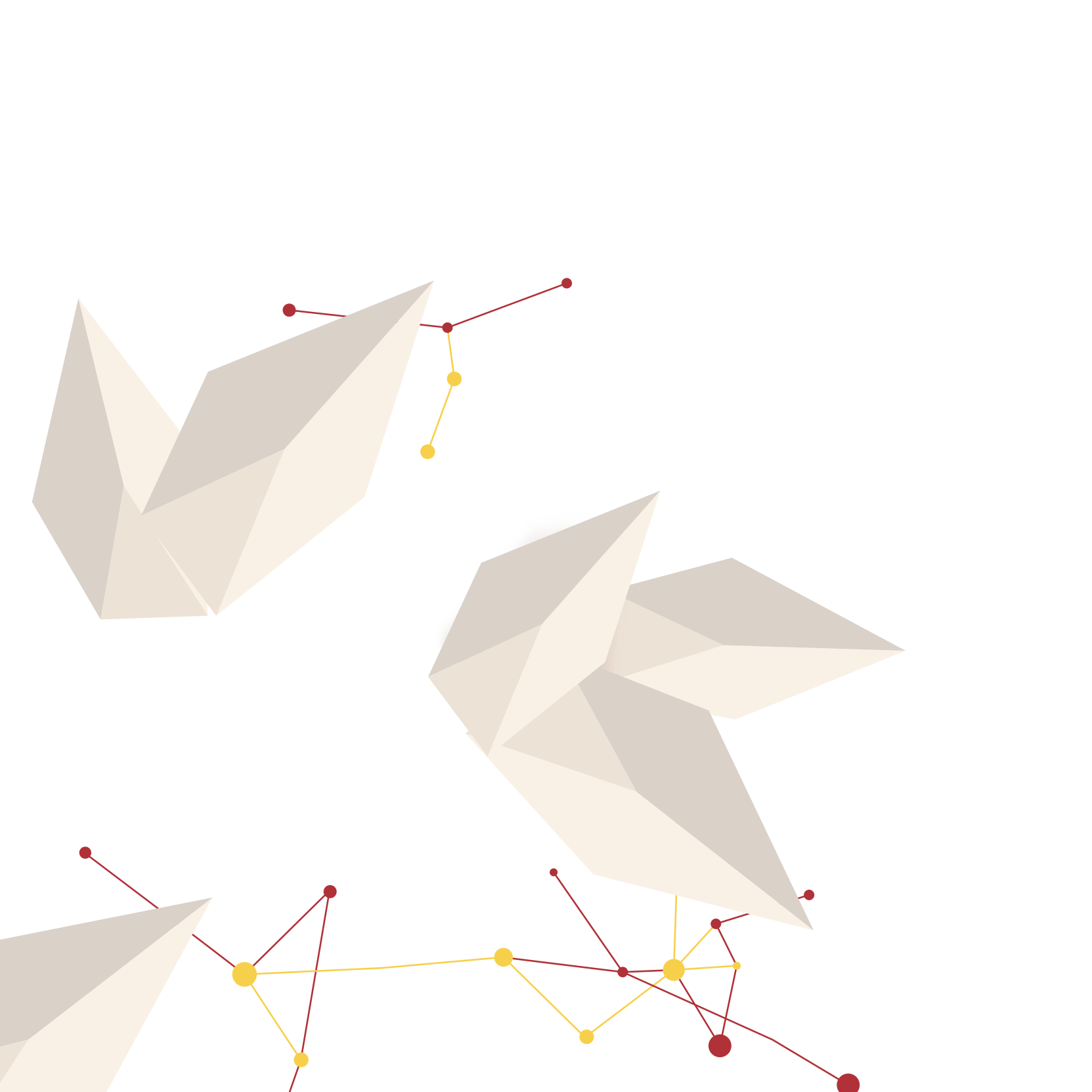


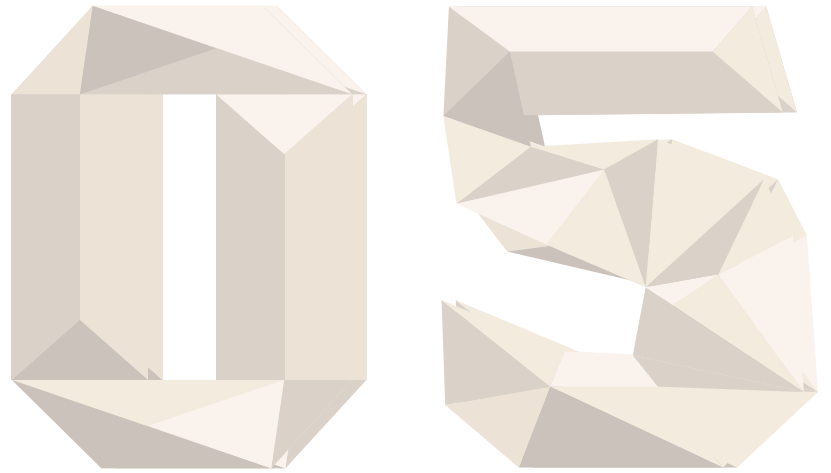
Entrepreneurs



Persons aged over 45







Institutional

International instability and uncertainty, both in the economic and trade sphere — with the protectionist tariff policy of the new US administration — and in the geopolitical sphere — with the wars in Gaza and Ukraine — shaped the activities of the **Chamber of Commerce of Spain in 2025**.

The institution focused its efforts on **analysing and monitoring the situation** in order to provide both businesses and the chamber network with **high-quality information to support their decision-making**. It therefore organised numerous in-person and virtual meetings with leading figures and actively participated on the **Inter-territorial Internationalisation Committee and its working groups**.



The seminar **“Europe at a Crossroads”**, organised by the **UIMP** and sponsored by the **Chamber of Commerce of Spain**, where the challenges facing the international economy and Europe’s role were analysed. José Luis Bonet highlighted the **need for companies to internationalise**, despite tariff tensions, while Josep Borrell addressed the challenges facing the EU and technological competitiveness versus the **United States and China**.



The Chamber of Commerce of Spain participated in **more than thirty business meetings**, organised jointly with the **Secretary of State for Trade**, through **ICEX** and **CEOE**.

The **President of the Chamber of Spain, José Luis Bonet**, actively participated in these events and accompanied **His Majesty the King** on the State visits made to Egypt and China.

Institutional activity and partnerships:

+30 business meetings in 2025



In this international environment of extreme volatility, the **Chamber of Commerce of Spain** continued working in those strategic sectors most relevant to **promoting the sustainability of our business fabric**, such as:

Internationalisation

promotion of foreign markets.

Digitalisation

technological transformation.

Training

talent development.

In the area of digital transformation, the **Chamber of Commerce of Spain** continued in 2025 to play a prominent role as a partner entity of **Red.es** in managing the **Digital Kit** programme, which has **broken records** in the awarding of grants for the digitalisation of SMEs.

RECORD NUMBER
OF GRANTS AWARDED
MANAGEMENT OF THE Digital Kit PROGRAMME

Likewise, the chambers of commerce, through the **INCYDE** Foundation, are playing an important role in **promoting innovation** through the network of High-Technology Incubators, which held their **4th National Meeting in Jaén**.



The role of the **Chambers of Commerce** in support of entrepreneurship was also highlighted during the **Assembly of Chambers**, held in Valencia, where the chamber network expressed its **support for Valencia following the flooding suffered in 2024**.



In the field of training, in addition to the Chamber's **training programmes for young people** and its commitment to promoting **Vocational training**, the **Chamber of Commerce of Spain** is also working to **improve the employability of seniors**:

- **Talento 45+** Programme
- Activities carried out together with **65YMás**



Actions that the President of the **Chamber of Spain** had the opportunity to present to Her Majesty the Queen during the Audience held with a delegation from the publication's expert committees.



The **cohesion** of the chamber network and **the strengthening** of the social leadership of chamber presidents has been another of the priority actions of the **Chamber of Spain**, through both in-person visits and virtual meetings involving the entire management team.



Chamber Awards

Likewise, the Chamber Awards served to **highlight the work** that the chamber network carries out in **support of businesses and society**.



The **Chamber of Commerce of Spain** also supported the activities of the chambers in:

- **Advocating improvements to infrastructure**, as in the case of the **Atlantic Arc Chambers**
- **Accelerating the works of the Southwestern Corridor**

Likewise, the President of the **Chamber of Commerce of Spain** attended institutional meetings together with **the presidents of the territorial chambers** to **strengthen dialogue** with the public administrations.



The Strengths of a Diverse Spain



This is one of the most important institutional projects launched in 2025, through which the **Chamber of Commerce of Spain** seeks to identify the **values and strengths** of Spain and its people. It therefore began with an analysis of the values and strengths of each of the 83 territories represented within the network of territorial Chambers of Commerce across the 17 autonomous regions, as well as Ceuta and Melilla.

During 2025, **44 meetings** were held, which allowed confirming the value of this exercise of positive reflection and debate on the strengths of each territory and how they have contributed and continue contributing to making Spain a **great country**.

44
meetings
in 2025



National Award for **SME of the year 2024**

Recognising **effort, perseverance and business excellence.**

Aerolaser System, a company from Gran Canaria engaged in the development of geospatial technology for infrastructure and power networks, was recognised as the **National SME of the Year 2024** at the eighth edition of the SME Award, organised by **Banco Santander** and the **Chamber of Commerce of Spain**, at an event presided over by **His Majesty the King**. During the ceremony, runner-up prizes were also awarded to **Moggaro** (Internationalisation), **Neos Surgery** (Innovation and Digitalisation), **Instrumentación Analítica** (Training and Employment) and **Grupo Jumadi** (Sustainable SME).



SMEs are the driving force behind our entrepreneurship and innovation. Their resilience is key in the face of crisis.



His Majesty the King



We recognise and value the courage and boldness of the entrepreneurs who drive our country's growth



José Luis Bonet, Chamber of Spain



We are committed promoting a business model based on more competitive companies with greater capacity for growth.



Carlos Cuerpo, Minister of Economy



Digitalisation and AI are essential tools for driving competitiveness today



Luis Isasi, Santander España



Values Build Dreams Campaign

The campaign “**Values Build Dreams**” was presented in Gipuzkoa by the **Chamber of Commerce of Spain**, chaired by **José Luis Bonet**, and by the **Forum of Leading Spanish Brands**, chaired by **Sofía Osborne**. This joint initiative seeks to **promote essential values among young people**, such as effort, perseverance, the drive to excel and teamwork, all of which are fundamental to the development of their personal and professional projects.

The event brought together over **150 students** from three educational centres in the city and featured the participation of leading **figures from the business,**

gastronomic, sporting and scientific fields linked to Gipuzkoa, who shared their experiences and the principles that guide their professional careers and personal lives.

During the presentation, **José Luis Bonet** and **Sofía Osborne** underscored the **importance of promoting these values** as the foundation of education and the development of young talent, highlighting that **perseverance, passion and cooperation** are **essential pillars for achieving success**.



Institutional collaboration

In 2025, **the Chamber of Spain** maintained **close collaboration** with institutions linked to the Crown, such as the **Princess of Asturias Foundation** and the **Elcano Royal Institute**, of which it is a member.



Promotion of **arbitration** and **mediation**

Promoting the use of Spanish in international arbitration proceedings

One of the functions assigned by law to the **Chamber of Commerce of Spain** is the promotion of arbitration and mediation through the Court of Arbitration of Spain, the Spanish Mediation Centre and CIIAM, at the international level. The **Chamber of Commerce of Spain** held a forum within the framework of the “**Manifesto for the Use of Spanish in International Arbitration**”, in which the Director of the **Royal Spanish Academy, Santiago Muñoz Machado**, took part.



José Luis Bonet and the Director of the Royal Spanish Academy, Santiago Muñoz Machado

International projects

As part of its strong network of collaboration with international and multilateral organisations, the **Chamber of Commerce of Spain** has worked closely with the **World Bank** on analysing the main obstacles to business development in the country. Within the project, **Enterprise Survey Spain 2024**, over **1,400 businesses** were interviewed, which identified the main obstacles as lack of staff training (**35%**), labour legislation (**18%**) and taxation (**15.9%**).



Accolades

José Luis Bonet, Honorary Doctorate by the Catholic University of Murcia (UCAM)



José Luis Bonet was awarded an Honorary Doctorate by the Catholic University of San Antonio of Murcia (**UCAM**). In his speech, he highlighted the importance of family businesses in Spain, introducing the concept of **“family capitalism”** as the foundation of our economic system. He explained the **concept** of the family business, its **economic and social impact** — representing **88.6%** of the business fabric, generating **66.7%** of private-sector employment and contributing **57.1%** of the GDP — and he stressed the **need** to promote **digitalisation, sustainability, continuous training** and **internationalisation** in order to ensure competitiveness.

Bonet presented the case of **Freixenet** as **an example of success**, recalling its historic transformation and the legacy of his uncle, **José Ferrer Sala**, who led the company to become a global leader in sparkling wine.



50th Anniversary Fundación Universidad Empresa

The **Fundación Universidad Empresa (FUE)** presented the “Imaginando” awards on the occasion of its **50th anniversary**, honours intended to recognise **companies, organisations and individuals for their contribution** in the fields of **training, talent development, job creation and innovation**. The Chamber of Commerce of Spain was recognised for its work in creating professional opportunities for young people.



Commemorative Medal of the 100-year Anniversary of the Asturias International Trade Fair

During the opening ceremony of the **Asturias International Trade Fair (FIDMA 2025)**, the President of the **Chamber of Commerce of Spain**, **José Luis Bonet**, received the commemorative medal and the corresponding diploma marking the celebration of the first **Asturias Trade Fair in 1924**.

“

The medal was awarded in recognition of the ongoing support received by the Gijón Chamber and the many projects that have been made possible thanks to the drive of the Chamber of Spain, which brings together all the chambers across the country.

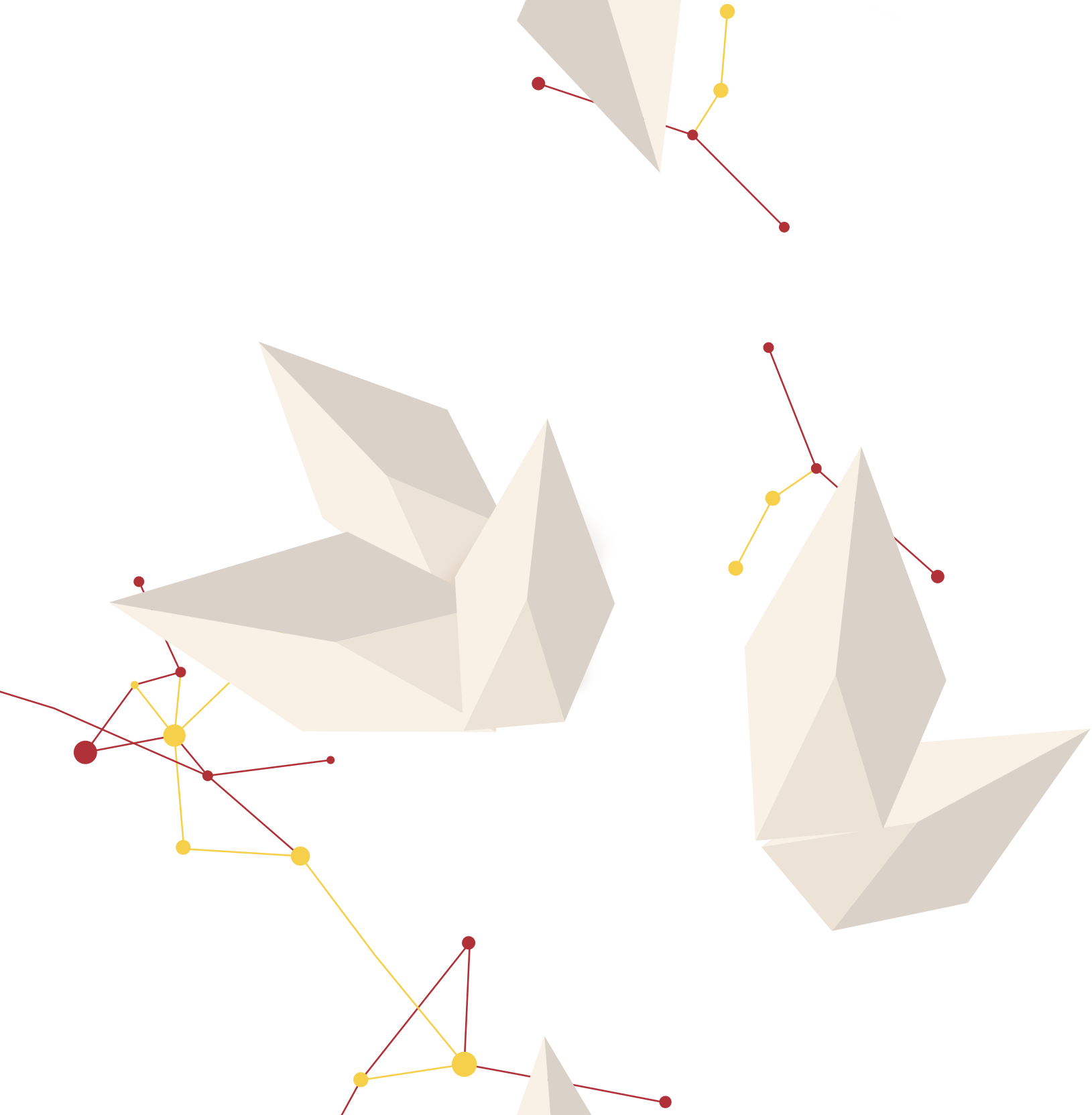
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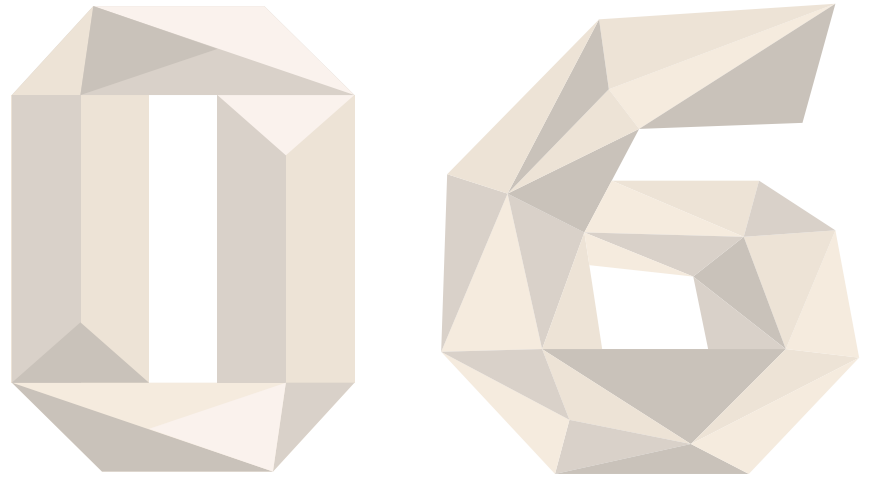
Félix Baragaño, President of the Chamber of Commerce of Gijón





The team of the Chamber of Commerce of Spain concluded the celebration of its **tenth anniversary** with an event at Puy du Fou España, in Toledo, an iconic setting that combines **history, culture and entertainment**.





International

In 2025, International activity has been **intense**, marked by **conflicts and tension** **affecting** markets and global trade.

The war in Ukraine continues to place pressure on supply chains and **drive up transport costs**. Meanwhile, in the Middle East, the situation in Gaza has created **severe humanitarian crises** and has affected **regional stability**, consequently influencing **energy prices and logistics**.

The volatility of oil and gas prices, combined with geopolitical instability, is forcing companies to strengthen their strategies related to resilience and market diversification. For Spanish companies, this means investing in innovation, quality and operational flexibility, while adapting to external risks and seizing opportunities in uncertain environments.

Joint activities of the Tripartite

31 business events

During 2025, **31 business events** were held within the framework of the Tripartite Agreement, a collaboration between the **Chamber of Commerce of Spain**, the Secretary of State for Trade through **ICEX España Exportación e Inversiones** and **CEOE**, notably including the following:

Business meetings, visits and state trips in Spain

16.01.2025

Spain – Benin business meeting

On the occasion of the official visit of an institutional and business delegation from Benin, headed by Franck Arnel Afoukou, Secretary General of the Ministry of Foreign Affairs of Benin.



23.01.2025

Spain – Lithuania business meeting

On the occasion of the visit to Spain of the Deputy Minister of Economy and Innovation of Lithuania, Agila Barzdienė.

29.01.2025

Spain – Argentina business meeting

On the occasion of the official visit of the Argentine Deputy Minister of Justice, Sebastián Amerio.



04.02.2025

Spain – Malta business meeting

On the occasion of the official visit of the Minister of Finance of the Republic of Malta, Clyde Caruana.

19.02.2025

Spain – Egypt business meeting

On the occasion of the official visit of President Al Sisi and within the framework of the Tripartite Agreement, the Chamber led a business meeting attended by the following: Hassan El Khatib, Egypt's Minister of Investment and Foreign Trade; Rania Al-Mashat, Egypt's Minister of Planning, Economic Development and International Cooperation; Alaa Ezz, Secretary General of the Federation of Egyptian Chambers of Commerce; and Yehya Elwathik Bellah.



18.03.2025

Spain – Kazakhstan business meeting

On the occasion of the visit of the Deputy Minister of Trade and Integration of Kazakhstan, Kairat Torebayev.



26.05.2025

Spain – Greece business meeting

On the occasion of the visit of the Deputy Minister of Foreign Affairs for Economic Diplomacy and Extroversion of Greece, Tasos Chatzivasileiou.

03.06.2025

Spain – UAE business meeting

On the occasion of the visit of the Minister of Economy of the United Arab Emirates.



11.06.2025

Spain – China business meeting

On the occasion of the visit to Spain by Chinese Vice-President Han Zheng.

02.07.2025

Spain – Nepal business meeting

On the occasion of the visit of the Prime Minister of Nepal, Khadga Prasad Oli Sharma.

19.07.2025

Spain – Chile business meeting

On the occasion of the visit of the Chilean Minister of Transport and Telecommunications, Juan Carlos Muñoz, and the Chilean Minister of Public Works, Jessica López.

10.09.2025

Spain – Peru business meeting

Held within the framework of the visit of the Minister of Economy and Finance, Raúl Pérez, and the Minister of Foreign Trade and Tourism, Desilú León.

03.10.2025

Spain – El Salvador business meeting

On the occasion of the visit of the Ministers of Economy, María Luisa Hayem; Tourism, Morena Ileana Valdez; Housing, Michelle Sol; and the Deputy Minister of Foreign Affairs, Adriana Mira.

20.10.2025

Spain – Ghana business meeting

On the occasion of the visit of the Deputy Minister of Foreign Affairs of Ghana, James Gyakyey Quayson.

27.10.2025

Spain – Mauritania business meeting

On the occasion of the visit of the Minister of Foreign Affairs of Mauritania, Mohamed Salem Ould Merzoug.



03.11.2025

Spain – Puerto Rico business meeting

On the occasion of the visit to Madrid of the Governor of Puerto Rico, Jenniffer González.



04.11.2025

Spain – Oman business meeting

On the occasion of the official visit of the Minister of Commerce, Industry and Investment Promotion of Oman, Qais bin Mohammed Al-Yousef.



24.11.2025

Spain – Germany business meeting

Presided over by H.M. King Felipe VI and by the President of the Federal Republic of Germany, Frank-Walter Steinmeier, on the occasion of his State visit to Spain.



Business meetings, visits and state trips **abroad**

11.03.2025

Spain – Azerbaijan business meeting

On the occasion of the trip of the Secretary of State for Trade to Azerbaijan.



10.04.2025

Spain – Vietnam business meeting

The Chamber of Commerce of Spain led the business activities by organising a business meeting on the occasion of the trip of the President of the Government, Pedro Sánchez, to Vietnam.



21.05.2025

Spain – Kuwait business meeting

On the occasion of the official trip of the Secretary of State for Trade, Amparo López Senovilla, and the holding of the Joint Commission in Kuwait (Led by the Chamber of Commerce of Spain).

22.05.2025

Spain – Saudi Arabia business meeting

On the occasion of the official trip of the Minister of Economy, Trade and Business, Carlos Cuerpo, to Saudi Arabia, and the holding of the Joint Commission in Riyadh.

16.07.2025

Spain – Singapore business meeting

On the occasion of the trip of the Secretary of State for Trade to Singapore.

22.07.2025

Spain – Uruguay business meeting

On the occasion of the visit by the Spanish President, Pedro Sánchez, to Montevideo.



23.07.2025

Spain – Paraguay business meeting

On the occasion of the visit by the Spanish President, Pedro Sánchez, to Asunción.

18.09.2025

Spain – Egypt business meeting

Presided over by H.M. King Felipe VI.

22.10.2025

Spain – United Kingdom business meeting

Held in London, it was attended by the Spanish Minister of Economy, Trade and Business, Carlos Cuerpo, and the United Kingdom’s Secretary of State for Business and Trade, Peter Kyle.

27.10.2025

Spain – Mauritania business meeting

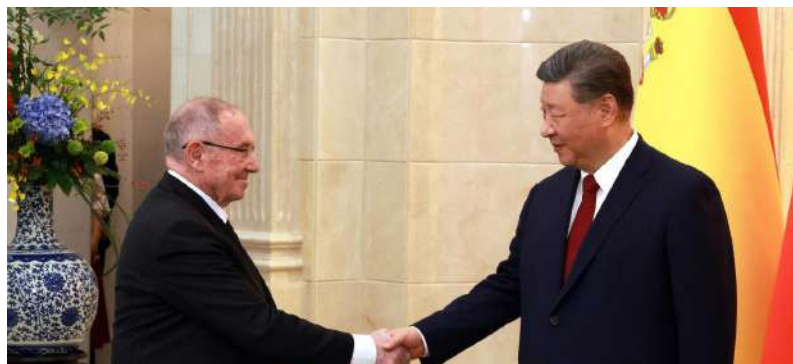
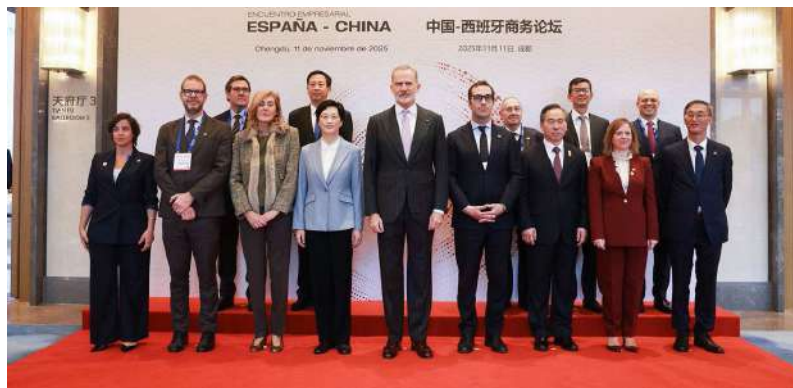
On the occasion of the visit by the Spanish President, Pedro Sánchez, to Mauritania, held in Nouakchott.



11.11.2025

China – Madrid business meeting

On the occasion of the official trip of H.M. King Felipe VI, held in Sichuan.



Other activities

■ Visit of the Deputy Prime Minister of Cuba



■ Conference on the reconstruction of Ukraine



■ Meeting with the Minister of the Sea of Cape Verde.



- Visit of a delegation from the Oman Chamber of Commerce and Industry.



- “Latin America, the United States and Spain in the Global Economy Forum”



- José Luis Bonet presents Freixenet Henkell with the Company of the Year Award of the Spain–United States Chamber of Commerce of Miami.



- Visit of the Minister of Economy and Finance of Uruguay.



- The Chamber of Spain and the Federation of Chambers of Commerce of the United Arab Emirates establish a bilateral Business Council.



Bilateral Committees for Business Cooperation

In 2025, the Chamber of Commerce of Spain established two new bilateral committees.

**Bilateral Committee
Spain - Iraq**

**Bilateral Committee
Spain - UAE**

5 meetings of the bilateral committees.

- Mauritania
- Egypt
- Kazakhstan
- Japan
- Iraq

Ambassadors Programme



The Chamber of Commerce of Spain organises and coordinates the meetings of Spanish Ambassadors Abroad convened with **Territorial Chambers of Commerce**, within the framework of an agreement with the **Spanish Ministry of Foreign Affairs, European Union and Spanish Cooperation**. During 2025, the Director General of the **Chamber of Commerce of Spain**, **Inmaculada Riera**, took part in the meeting with the Spanish Ambassador to India, **Juan Antonio March**, organised by the **Chamber of Barcelona**. Also organised by the same Chamber, a meeting was held with **Juan Duarte Cuadrado**, Spanish Ambassador to Mexico.

Spanish Chambers of Commerce **Abroad**

In 2025, the Chamber of Commerce of Spain strengthened collaboration with the Spanish Chambers Abroad through **barometers** on the climate and prospects for Spanish investment in key markets and participation in institutional activities:

Investment barometers:

■ **United States of America:**

Barometer I. Presented in Houston.



■ **México:**

Barometer II. It reflected Spain's position as the second-largest investor, as well as the strength of the economic relationship with Mexico.



■ Italy:

Barometer II. Presented together with the Embassy and International Financial Analysts.



■ United Kingdom:

Barometer VII. Established as a key tool for monitoring Spanish investment in a complex global context.



Taken together, these actions **strengthen the monitoring, institutional support and international projection** of Spanish companies in strategic markets. In addition, they consolidate the **Spanish Chambers of Commerce** as key instruments **for promoting the presence and business interests of Spanish companies abroad** by strengthening **institutional cooperation** and **the visibility of SMEs** and large companies in international markets.

Delegation of the Chamber of Spain in the European Union

In 2025, the delegation focused its work on **strengthening the participation** of the Chambers of Commerce and Spanish companies **in the European agenda**.

371
actions

3
strategic lines

1. Institutional relations and European positioning

A total of **58 actions** were carried out to bring business priorities closer to European institutions through participation in **bilateral meetings**, **seminars** and **strategic networks**, thereby strengthening ties with the **Spanish Embassy** in Belgium and Luxembourg, and by taking part in debates on competitiveness, industrial policy and international trade.

2. Information service, technical assistance and own activities

This area accounted for **216 actions**, including **regulatory monitoring**, **newsletters and reports**, seminars on **financing**, the green transition and digital skills, **competitive dialogues** with senior European officials, institutional missions and **support for SMEs**. The organisation of the **10th edition of Connecting European Chambers**, also stood out, strengthening the international projection of the Spanish chamber network.



3. Participation in Eurochambres

A total of **91 actions** were carried out within governing bodies, committees and working forums, contributing to **debates on the single market, sustainability, digitalisation and international trade**, thereby strengthening coordination with other **European Chambers**. Taken together, these actions have consolidated the **delegation** as a key instrument for **bringing Europe closer to Spanish companies and the Spanish chamber network**.

European Parliament of Enterprises

The Chamber of Commerce of Spain took part in the **7th edition of the European Parliament of Enterprises**, where **more than 700 companies** held discussions with EU policymakers **on international trade, the single market and clean industrialisation**. The Spanish delegation, led by **Inmaculada Riera**, and composed of 37 companies and chambers of commerce, advocated the **need for a strong Europe, with a genuine single market** free of barriers, in order to strengthen its role in the global economy.



Mission of Chambers

The **Regional Chambers of Commerce** play an essential role by providing the perspective of the regions and of SMEs, thereby complementing and enriching the overall perspective of the **Chamber of Spain** through their positions and observations.

With the aim of continuing to bring the regional Chambers closer to the advisory duty of the **Chamber of Commerce of Spain**, and within the framework of **collaboration with the European Commission Representation in Madrid**, a new edition of the exclusive programme for Chambers of Commerce, supported by the European Commission was held. The programme is aimed at **gaining a more in-depth understanding of the functioning of the European Commission and its political priorities, programmes and legislative initiatives.**



This third edition, held in **Brussels**, addressed highly topical issues and matters of priority for the **European Commission**, such as innovation, **industrial and energy policy**, the **Mercosur** agreement, trade relations with the United States and China and Next Generation EU funds.

Fifteen Chambers of Commerce took part in this edition: Alicante, Avilés, Badajoz, Bilbao, Burgos, Cantabria, Córdoba, Huesca, Lanzarote, León, Lérida, Madrid, Pontevedra, Vigo and Vilagarcía, Sabadell and Toledo.

Multilateral projects and strategic partnerships

In 2025, the International Area implemented **two Multilateral Projects** funded by the European Union and the Inter-American Development Bank, and it prepared **seven proposals for new projects**.

1. Support for the Tourism Business Competitiveness System in Chile (SICET)

Led by the **Chamber of Commerce of Spain**, with the **Official Spanish Chamber of Commerce in Chile** as the local partner and funded by the **Inter-American Development Bank**, the project seeks to measure the competitive gaps of Chilean tourism companies and provide tailored improvement pathways using local institutional tools.



2. Anchoring Sustainable Value Chains in Brazil

Led by the **Sustainability Studies Centre** of the **Fundación Getulio Vargas**, with the participation of the **Chamber of Commerce of Spain**, the project promotes **sustainability and the circular economy among SMEs** linked to two Spanish anchor companies (Neoenergia/Iberdrola and Telefónica), achieving the participation of **41 SMEs**.

AICO

In 2025, the **Chamber of Commerce of Spain** strengthened its commitment to **Ibero-American economic and trade integration** through the **52nd General Assembly of the Ibero-American Association of Chambers of Commerce (AICO)**, held in **Las Palmas de Gran Canaria** under the theme “Ibero-American Chambers of Commerce, protagonists of the economic future”. The Assembly brought together **more than 40 chambers from 14 countries**, business representatives and local, regional and national authorities. During the meeting, **the challenges and opportunities related to trade, investment and business cooperation in Ibero-America** were discussed, as well as the **role of chambers and multilateral institutions in promoting regional development**.



At the same time, the **Commercial Arbitration Conference of the CIAC** highlighted the importance of legal certainty and the effective resolution of disputes in attracting investment and strengthening business cooperation.

In addition, in May, the Secretary General of the **Chamber of Commerce of Spain** and the Secretary General of **AICO** for the Iberian Peninsula, **Adolfo Díaz-Ambrona**,



AFRICO

2025 was the first year of activities of the recently established Ibero-African Association of Chambers of Commerce (**Africo**), which brings together the **Chamber of Commerce of Spain**, the Chamber of Commerce of Portugal and the FEWACCI (**Federation of West African Chambers of Commerce and Industry**).

Africo is consolidating its position as a benchmark instrument for **Spain, Portugal and West Africa**, with the aim of strengthening economic and trade relations between these regions. During the **Africa Spain Summit**, its five strategic pillars were presented: **tourism, renewable energy, commerce and trading, the real estate sector and business cooperation**.

An institutional presentation of AFRICO was organised in Dakar for authorities and companies, where a collaboration agreement was signed with the Official Spanish Chamber of Commerce in Senegal.

took part in the **53rd Board of Directors Meeting and Extraordinary General Assembly of AICO**, held in Santiago de los Caballeros (**Dominican Republic**) under the theme **“A digital world that connects generations and opportunities”**. The meeting **brought together business leaders and representatives of chambers from 23 countries** and addressed topics such as digital transformation, innovation, geopolitical challenges, business competitiveness and the strengthening of the Ibero-American business ecosystem.

These activities consolidate **AICO** as a **strategic platform for the internationalisation of Ibero-American companies by strengthening economic ties between Spain and the region** and positioning the association as a key player ahead of the **2026 Ibero-American Summit of Heads of State and Government**.



Transnational projects

In 2025, the Chamber of Spain implemented **six transnational projects** funded by the European Union, and **eight proposals** were prepared.

1. EntreComp4Transition

The **EntreComp4Transition** project, co-funded by **Erasmus+** and led by **Eurochambres**, with the participation of the **Chamber of Commerce of Spain**, seeks to help professionals and SMEs adapt to the green and digital transition through new training approaches.

In 2025, it developed a pathway that combines **entrepreneurship, digitalisation and sustainability**, which was tested with students and teachers from five countries.



2. The Employability for Youth and Women in South Africa (EYWA) Programme

The **EYWA** project, led by the **Chamber of Commerce of Spain** and co-funded by the **European Union’s DG INTPA**, aims to **support private sector development and the socio-occupational integration of disadvantaged young people and women in South Africa through dual vocational training and entrepreneurship**. The consortium was made up of the **Chamber of Spain** and three South African partners: **JCCI, YES and the Lulalab Foundation**.

In 2025, the partners implemented training programmes:

YES trained
175 young people
 (40 of them earned a job)

JCCI trained
115 women
 on entrepreneurship

Lulalab trained
106 young people
 for working on delivery platforms

Moreover, **45 participants** received grants and support to **start their entrepreneurial or professional activity**.



3. Life-EE4HORECA project

The project is co-funded by the **European Union's LIFE programme** and is led by **Eurochambres**, with the participation of the **Chamber of Commerce of Spain**, and it seeks to promote **energy efficiency in SMEs** of the **HORECA** sector through an approach based on the analysis of their value chain.

During the project, **three Living Labs sessions** were organised with companies and public stakeholders to develop energy-saving tools and indicators.

In 2025, the training and support of 420 SMEs from Spain, France, Italy and Latvia began; of these, more than 100 were trained in Spain with the collaboration of six Regional Chambers.



4. Interreg DECO Project



Led by **LAB University of Applied Sciences (Finland)**, with the participation of the **Chamber of Commerce of Spain**, it seeks to **improve the implementation of activities funded by structural funds to support SMEs in the design of sustainable businesses**. It involved a **consortium of 10 partners**.

5. EU Business Hub – Japan and Korea Project

The **Chamber of Commerce of Spain**, together with **Eurochambers**, took part in the international contract won by **Deloitte** for the “**EU Business Hub – Japan and Korea**” project, whose objective is to **promote the internationalisation of European SMEs in the healthcare, medical equipment, IT and green technologies sectors in Japan and Korea**, thereby increasing their presence and the diversification of exports and investments.

The project began in May 2024 and, up to 2025, the Chamber of Commerce of Spain, together with the Regional Chambers, supported more than **100 Spanish SMEs** in international missions and trade fairs. That year, it organised five online events and promoted the programme through networks and electronic media.

6. ASCA project

This project was approved in June and is co-funded by **Interreg SUDOE**. It is led by the **Chamber of Commerce of Spain** and includes a consortium of five Spanish Chambers and partners from Spain, Portugal and France. **Its objective is to strengthen the capabilities of agri-food SMEs in order to facilitate their smart and sustainable transition** by promoting collaboration with university centres and innovative projects.

In the second half of 2025, the partners carried out fieldwork with **61 companies and 35 institutions** in order to prepare the operational strategy and define the training content aimed at **170 SMEs and 280 higher education students**, of whom at least **100 students would be assigned to SMEs to develop innovative projects**.



Certifications and authentications

Certificates of origin

These are documents that **prove the country or territory from which the goods to be shipped originate. They serve to comply with trade requirements.** The origin of a product is determined by the country or territory in which the product has been manufactured or where it underwent the last major transformation.

Key data in 2025

No. of issuing chambers:
the entire
Chamber Network

No. of certificates issued:

339,553

No. of transactions through the
eTrámites platform:

131,882 (38.8% of the total)

ATA Carnets

This is a **temporary goods acceptance document**, which is valid in more than **90 territories** and replaces national temporary import-export documents under certain circumstances.

It allows goods to be transferred between different customs territories **without the need for specific temporary import-export procedures in each territory** (without paying related VAT or customs duties).

Key data in 2025 (indicators)

No. of issuing chambers:

56

No. of carnets issued:

6,018

Value of the goods:

€ 359,253,423

In 2025, Spanish companies stood out for their proper use of ATA Carnets, with only **5.80%** affected by claims and **0.61%** by penalties, reflecting a **99.39%** rate of correct use.

Imports using foreign ATA Carnets generated **514 cases** in Spain, guaranteeing **€10.7 million in import duties**.

That same year, there was progress on implementation of the eATA application, making it possible to issue Carnets in both printed and digital format, thereby initiating a transition period towards full digitalisation.

Authentication of commercial documents

Any Spanish public document **must be legalised in order to be valid** abroad, unless there is an agreement between countries that exempts it from this requirement. This process **verifies the authenticity of the signature and the capacity of the signatory**. **The Chambers of Commerce** are responsible for legalising commercial documents, such as certificates of origin, certificates of free sale, invoices and packing lists.

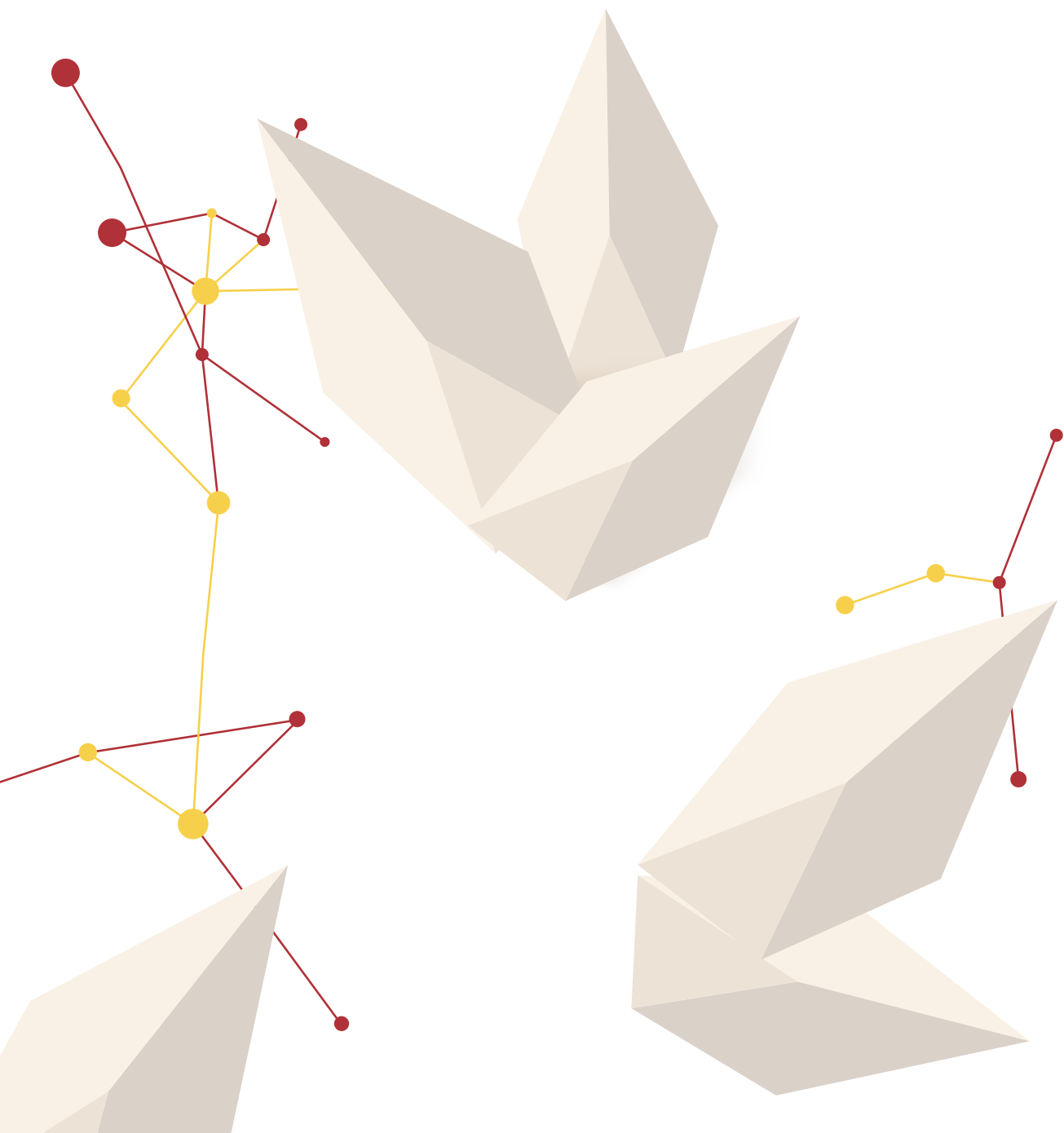
Key data in 2025

No. of chambers providing this service:

**The entire
Chamber Network**

No. of legalised documents:

86,746





Competitiveness

In 2025, the digital transformation of SMEs remained a priority for the Chamber of Commerce of Spain.

A strategic objective of the **Chamber of Commerce of Spain** is to promote the competitiveness of SMEs. Thanks to programmes funded by the **European Regional Development Fund (ERDF)** and **Next Generation Funds**, through the chamber network it supports SMEs in their modernisation and technological adaptation.



Digital Kit

	Year 2025	Accumulated at 31.12.2025
Vouchers granted	307,767	753,082
Total amount of vouchers granted	€ 1,101,957,000	€ 3,025,035,000
Formalised agreements	647,134	1,339,699
Total amount of agreements validated	€ 995,465,851	€ 2,368,623,868
Supporting documents submitted	627,287	1,126,968
Total amount of supporting documents	€ 634,452,760	€ 1,342,067,621

“Oficinas Acelera Pyme” (Accelerate SMEs Offices)

The network of **Acelera Pyme offices** has the objective of supporting SMEs, self-employed persons and entrepreneurs in their digital transformation, therefore driving the **Digital Kit Programme** and its solutions. In addition, they carry out initiatives to promote the use of technologies in the business sphere.

In 2025, the following were carried out:



67 Chambers of Commerce participated in the programme.



67

Offices Acelera Pyme (Accelerate SMEs Offices) of the Chambers of Commerce of Spain



- A Coruña
- Álava
- Albacete
- Alcoy
- Alicante
- Almería
- Avilés
- Badajoz
- Barcelona
- Bilbao
- Burgos
- Cáceres
- Cádiz
- Campo de Gibraltar
- Cantabria
- Castellón
- Ceuta
- Ciudad Real
- Córdoba
- Fuerteventura
- Gijón
- Gipuzkoa

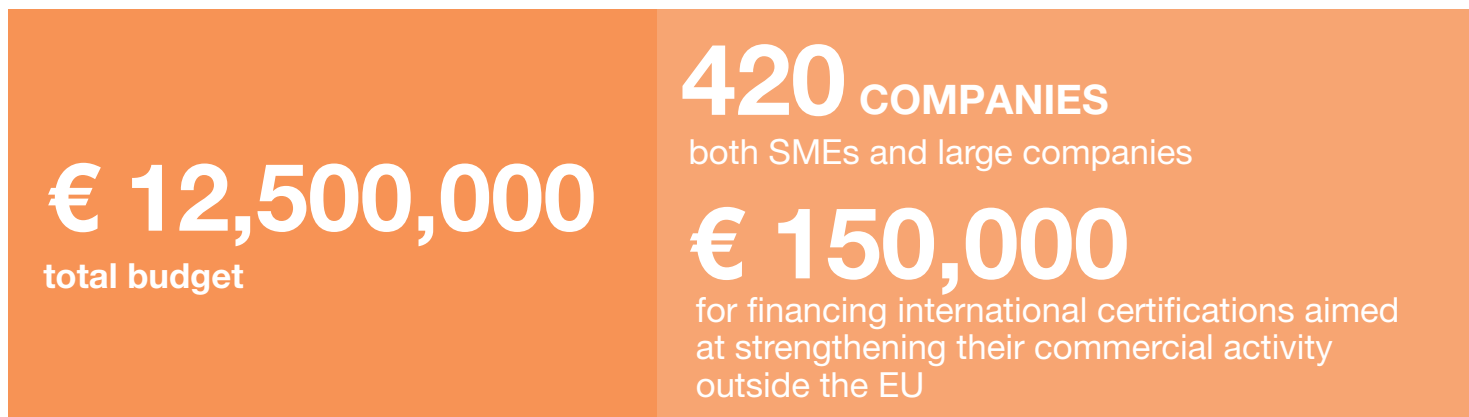
- Girona
- Gran Canaria
- Granada
- Huelva
- Huesca
- Ibiza and Formentera
- Jerez de la Frontera
- La Rioja
- Lanzarote
- León
- Linares
- Lleida
- Madrid
- Málaga
- Majorca

- Menorca
- Motril
- Murcia
- Navarra
- Orihuela
- Oviedo
- Palamós
- Palencia
- Pontevedra, Vigo and Vilagarcía de Arousa
- Sabadell
- Salamanca
- Sant Feliú de Guixols
- Santiago de Compostela
- Segovia
- Seville

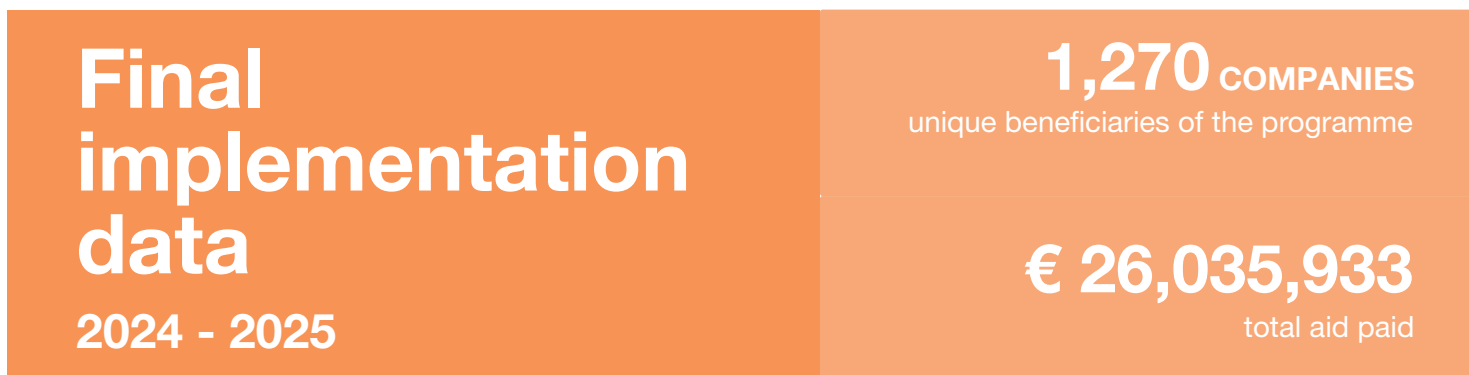
- Soria
- Tarragona
- Tàrrega
- Tenerife
- Terrassa
- Teruel
- Toledo
- Torrelavega
- Tortosa
- Tui
- Valencia
- Valladolid
- Valls
- Zamora
- Zaragoza

Mentoring and Support for Internationalisation Programme

Within the **Mentoring and Internationalisation Support Programme** implemented by the **Chamber of Commerce of Spain** within the framework of the **Plan for Recovery, Transformation and Resilience (PRTR)**, a call for applications for the **International Certification** aid line was published in April 2025.



This programme has proven to be an effective initiative for boosting the international projection of Spanish companies, especially SMEs, thanks to funding from the **RRF Funds (Next Generation EU)**.



With its dual approach — **International Mentoring and International Certification** — the programme has enabled a total of **1,209 companies** to strengthen their global competitiveness. Through the International Mentoring line, SMEs received tailored strategic support from large internationalised companies, which has allowed them to redefine their positioning, identify market opportunities and advance through customised action plans.

International Mentoring Line:

Catalogue
of mentoring companies

35 LARGE
COMPANIES

150 MENTORS

330
SMES

beneficiaries

€ 8,238,285

RRF aid paid

International Certification Line:

940

beneficiary companies

€ 17,797,648

RRF aid paid

Pyme Cibersegura (Cyber-Secure SME)

The objective of the programme is to promote a secure digital environment for Spanish SMEs.

Its main objective is to guarantee the safe and reliable use of cyberspace, therefore protecting the rights and freedoms of citizens, while contributing to socio-economic growth and the strengthening of business competitiveness.

349

participating companies

485

beneficiary companies with awareness-raising and training actions

CO-FINANCED BY THE EUROPEAN REGIONAL DEVELOPMENT FUND (ERDF)

Pyme Digital

Its objective is to strengthen the competitiveness of SMEs, micro-SMEs and self-employed workers through the systematic and effective integration of information and communication technologies (ICT) in their business strategies.

This initiative contributes to sustainable economic growth, aligned with the challenges and opportunities of the digital environment.

821

companies participated directly in the programme

1026

benefited from awareness and training actions

36

Chambers participated

Pyme Innova

This programme encourages the adoption of an innovative culture in SMEs, integrating innovation as a strategic tool in their business management.

Its objective is to drive sustainable growth and improve competitiveness in an increasingly dynamic, demanding and competitive business environment.

513

companies participated directly

698

companies participated in awareness and training actions.

CO-FINANCED BY THE EUROPEAN REGIONAL DEVELOPMENT FUND (ERDF)

Sustainable SME

The objective is to boost the productivity and competitiveness of micro, small and medium-sized enterprises by nurturing a culture of continuous innovation, thereby favouring sustainable economic growth.

300

companies participated directly

670

companies participated in awareness and training actions.

Therefore, actions focused on energy efficiency, carbon footprint reduction, the circular economy and complying with the commitments of the 2030 Agenda were developed.

Support to Retail Trade

In collaboration with the **Secretary of State for Trade**, the **Retail Trade Support Programme** carried out various actions in 2025 aimed at strengthening the competitiveness of the sector and facilitating the adaptation of small retailers to new forms of commerce and changes in consumer habits. These initiatives included:

485

businesses participated directly in the programme

3,008

businesses benefited from awareness and training actions

- The training of SMEs, micro-SMEs and entrepreneurs in key strategic fields for commerce (digital marketing, e-commerce and sales techniques)
- Revitalising sales in shopping areas through innovative campaigns and the development of digital platforms

The agreement signed on 22 May 2025 between the **Chamber of Commerce of Spain** and the **Secretary of State for Trade** made it possible to consolidate the development of these support programmes for the competitiveness of the retail sector, which resulted in:



The adaptation of small enterprises to new commercial formulas and consumer habits.



Capacity-building for SMEs, micro-SMEs and entrepreneurs in key strategic areas for retail.



The revitalisation of sales in shopping areas through innovative campaigns and digital platforms.

All these actions were carried out in collaboration with the sector's foremost representatives or relevant commercial areas, in close coordination with the autonomous regions.

Pyme Global

The Chamber of Commerce of Spain promotes initiatives to foster the **internationalisation of SMEs** and to help companies adapt to emerging environments and markets. This improves **competitiveness** and **modernises** the productive sector.



Xpande

It is a programme that helps Spanish SMEs **start or expand their activity** in international markets and in their export processes.



62
companies assisted

CO-FINANCED BY THE EUROPEAN
REGIONAL DEVELOPMENT FUND (ERDF)

Xpande Digital

It focuses on **digital internationalisation** by offering advice on e-commerce and online marketing for selling abroad. It helps improve the digital presence of companies and increase their international sales.



308
companies assisted

Trade Mission to New York (USA)

In November, the **Chamber of Commerce of Spain** organised a **Direct Trade Mission** to **New York**. The objective was **to gain insight into the US innovation ecosystem**, visit technology companies and explore opportunities for collaboration.

This initiative sought to open doors, build partnerships and support the international growth of the participating companies, which came from different parts of Spain. The mission, organised together with the **Spain–United States Chamber of Commerce**, made it possible to establish strategic contacts and gain insight into cutting-edge trends in one of the world’s leading innovation hubs.

3rd
edition

20

representatives
of Spanish
companies
and start-ups

CO-FINANCED BY THE **EUROPEAN
REGIONAL DEVELOPMENT FUND (ERDF)**



SUBCONTEX

A specialised service of the Chambers of Commerce for supporting the internationalisation of Spanish industrial subcontracting companies. The **Chamber of Commerce of Spain** is the body approved by ICEX España Exportación e Inversiones as a Collaborating Body to implement the internationalisation policies of the sector during **2025-2028**.

The Chambers of Álava, Barcelona, Bilbao, Cantabria, Girona, Guipúzcoa, Madrid, Manresa, Sabadell, Pontevedra, Vigo and Vilagarcía participate jointly with the Chamber of Spain in SUBCONTEX.

Activity highlights:

- **22** commercial promotion activities:
 - Participation at **19** international trade shows
 - Organisation of **three** meetings with international buyers
 - Present in **seven** markets: **Germany, Spain, France, Italy, Finland, Portugal and Sweden**

- **Midest - Global Industrie Trade Fair in Lyon:** generation of **350** business opportunities for member companies of **SUBCONTEX**.



- **Sub-Contracting Trade Show in Bilbao:** group participation of **41** exhibiting companies; organisation of meetings with **80** international buyers, approximately **1,000** business meetings and the generation of **43** business opportunities at the **SUBCONTEX** stand.



376
partner companies

578
companies represented



Sustainability

CO-FINANCED BY THE EUROPEAN
REGIONAL DEVELOPMENT FUND (ERDF)

Sustainability has become a **strategic pillar** for companies, which they are integrating into their business model in order to respond to the expectations of different stakeholders. In a context of increasing regulatory requirements and momentum behind the Sustainable Development Goals promoted by the **United Nations**, organisations must identify and manage the environmental, social and governance (ESG) factors that are the most relevant to their activity.

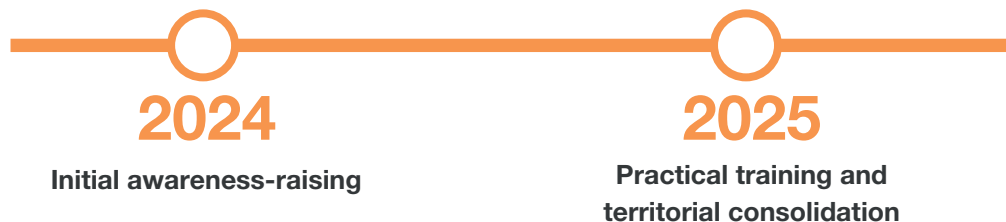
300
participating SMEs

This approach reinforces their commitment to responsible development and improves their long-term competitiveness and resilience.

In addition to the Sustainable SME Programme, the Chamber of Commerce of Spain has promoted **various initiatives** to support the transition of the business fabric towards more sustainable models through **awareness-raising, training and specialised advising** actions.

Sessions in collaboration with the ICO Foundation: prepare your SME for the challenges of sustainability and ESG workshops for SMEs

In 2025, the programme **“Prepare your SME for the challenges of sustainability”**, promoted by the Chamber of Commerce of Spain and the ICO Foundation, was consolidated with the aim of raising awareness and training small and medium-sized enterprises on the integration of ESG criteria (environmental, social and governance) into their management, thereby anticipating regulatory requirements and strengthening their competitiveness.



Eight awareness-raising sessions were held in collaboration with the **Regional Chambers of Commerce**, which addressed the European regulatory framework, sustainable financing opportunities and the main sustainability-related challenges and trends for SMEs.

As the main new development of the year, in the last quarter of 2025, two pilot training workshops were launched, organised by the **Chamber of Commerce of Spain** and the **ICO Foundation**, in collaboration with the Madrid Chamber of Commerce: **one workshop was in person and the other online.**

<p>Strategy: ESG integration criteria</p> 	<p>Reports: Non-financial information</p> 	<p>Tools: Available certifications</p> 	<p>Financing: Access to sustainable instruments</p> 
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The workshops featured the participation of experts from leading organisations such as **Veolia, UNIE University, Mondragon Unibertsitatea, KPMG and Planeta Formación**, who provided a practical, specialised perspective aligned with the real needs of SMEs.



This project reaffirms the commitment of the **Chamber of Commerce of Spain and the ICO Foundation** to business sustainability, and it contributes to consolidating a line of work aimed at continuing to support SMEs in their transition towards more competitive, responsible and sustainable business models.

COP30

The 30th Conference of the Parties to the United Nations Framework Convention on Climate Change was held in November in Belém (Brazil)

The **Chamber of Commerce of Spain**, which holds the status of non-governmental observer organisation within the framework of the **United Nations Framework Convention on Climate Change (UNFCCC)**, took part in **COP30**, represented by Federico Ramos, President of the Circular Economy Committee.

During **COP30**, the Chamber delegation attended various events and activities, which enabled it to closely monitor the negotiations and the progress made regarding international climate commitments.

The Chamber of Commerce of Spain organised, together with the Ministry for the Ecological Transition and the Demographic Challenge, through the Spanish Office for Climate Change and the Biodiversity Foundation, the event “Global Water Resilience”.



Held in **Spain’s Blue Pavilion**, the event sought to promote international dialogue and cooperation between regions in order to strengthen global water resilience in the face of climate change, therefore focusing on innovation, the circular economy and public-private collaboration. In addition, it featured the participation of experts from **Spain, Australia, Chile and international organisations**.


Likewise, a meeting was held with institutional representatives, parliamentarians, policymakers and academic experts, which allowed the exchange of perspectives on the outcomes of **COP30** and jointly analysing **the host country’s climate and environmental policies and its economic context**, thereby strengthening collaboration on sustainability.

4th International Conference on Financing for Development (FfD4)

The Chamber of Commerce of Spain took part in the **4th International Conference on Financing for Development (FfD4)**, held in Seville, which brought together public and private stakeholders to put forward innovative and sustainable solutions for development financing.

This forum forms part of **international efforts to strengthen cooperation and resource mobilisation** in response to global challenges such as climate change, inequality and **fulfilment of the 2030 Agenda**.

Through its participation, the Chamber reaffirmed its commitment to **sustainable development** and the promotion of financial instruments that foster business internationalisation and more inclusive growth.

 Advancing on innovative and sustainable financing solutions



Balance in 2025 – Competitiveness

ERDF - Innovation	Autonomous Regions	No. of chambers	EXPENSE Budget	ERDF SUPPORT Budget	Direct beneficiaries	Indirect beneficiaries
Pyme Innova	Andalusia, Castile-La Mancha, Asturias, Balearic Islands, Castile and León, Community of Valencia, Galicia, Murcia and Catalonia	27	€4,614,801	€3,538,342	513	698
Commerce	Andalusia, Castile-La Mancha, Ceuta, Extremadura, Asturias, Balearic Islands, Canary Islands, Cantabria, Castile and León, Valencia, Galicia, Murcia, Aragón, Catalonia, Madrid, Navarre and Basque Country.	70	€3,814,773	€1,903,880	485	3,008
TOTAL Innovation		70	€8,429,574	€5,442,222	998	3,706

ERDF - Sustainability	Autonomous Regions	No. of chambers	EXPENSE Budget	ERDF SUPPORT Budget	Direct beneficiaries	Indirect beneficiaries
Sustainable SME	Andalusia, Castile-La Mancha, Asturias, Balearic Islands, Cantabria, Castile and León, Community of Valencia, Galicia, Catalonia and Basque Country	30	€2,662,724	€1,802,766	299	670
TOTAL Innovation		30	€2,662,724	€1,802,766	299	670

ERDF - Internationalisation	Autonomous Regions	No. of chambers	EXPENSE Budget	ERDF SUPPORT Budget	Direct beneficiaries	Indirect beneficiaries
Xpande	Andalusia, Castile and León, Community of Valencia, Murcia and Aragón	8	€917,856	€634,013	71	0
Xpande Digital	Andalusia, Castile-La Mancha, Extremadura, Balearic Islands, Canary Islands, Community of Valencia, Galicia, Murcia and Catalonia	20	€3,101,613	€2,299,442	365	0
Pyme Global	Andalusia, Castile-La Mancha, Extremadura, Asturias, Balearic Islands, Canary Islands, Castile and León, Community of Valencia, Galicia, Aragón and Catalonia	35	€6,310,069	€4,704,969	3,231	1,940
TOTAL Internationalisation		35	€10,329,538	€7,638,424	3,667	1,940

ERDF - Digital transformation	Autonomous Regions	No. of chambers	EXPENSE Budget	ERDF SUPPORT Budget	Direct beneficiaries	Indirect beneficiaries
Pyme Digital	Andalusia, Castile-La Mancha, Extremadura, Asturias, Balearic Islands, Castile and León, Community of Valencia, Galicia, Catalonia and Basque Country	36	€7,511,588	€5,558,060	821	1,026
Pyme Cibersegura (Cyber-Secure SME)	Andalusia, Castile-La Mancha, Extremadura, Castile and León, Community of Valencia, Galicia, Catalonia and Basque Country	25	€2,053,868	€1,561,720	349	485
TOTAL Digital transformation		36	€9,565,456	€7,119,780	1,170	1,511
TOTAL ERDF		70	€30,987,293	€22,003,192	6,134	7,827

MRR	Autonomous Regions	No. of chambers	Budget	Direct beneficiaries	Indirect beneficiaries
Offices Acelera Pyme MRR	Extremadura, Andalusia, Canary Islands, Castile-La Mancha, Murcia, Aragón, Asturias, Balearic Islands, Cantabria, Castile and León, Catalonia, Ceuta, Community of Valencia, Galicia, La Rioja, Madrid, Navarra, Basque Country	67	€9,279,487	17,164	34,021
Digital Kit	All	70	€1,102,128,000	307,823	-
International Mentoring			€12,500,000	420	-
TOTAL MRR			€1,123,907,487	325,407	34,021

Others	Autonomous Regions (1)	Chambers	Budget (2)	Direct beneficiaries (3)	Countries (4)
Industrial Sub-Contracting (*)	Andalusia, Aragón, Asturias, Cantabria, Castile-La Mancha, Castile and León, Catalonia, Madrid, Community of Valencia, Galicia, Navarra, Murcia and Basque Country	Álava, Barcelona, Bilbao, Cantabria, Girona, Guipúzcoa, Madrid, Manresa, Sabadell, Pontevedra, Vigo and Vilagarcía and the Chamber of Commerce of Spain	€549,300	376	Germany, Spain, France, Italy, Finland, Portugal and Sweden

(*) The Chamber of Commerce of Spain is the body approved by ICEX España Exportación e Inversiones to implement the internationalisation policies in the industrial sub-contracting sector. It oversees an annual External Promotion Plan with the support of territorial chambers of commerce.

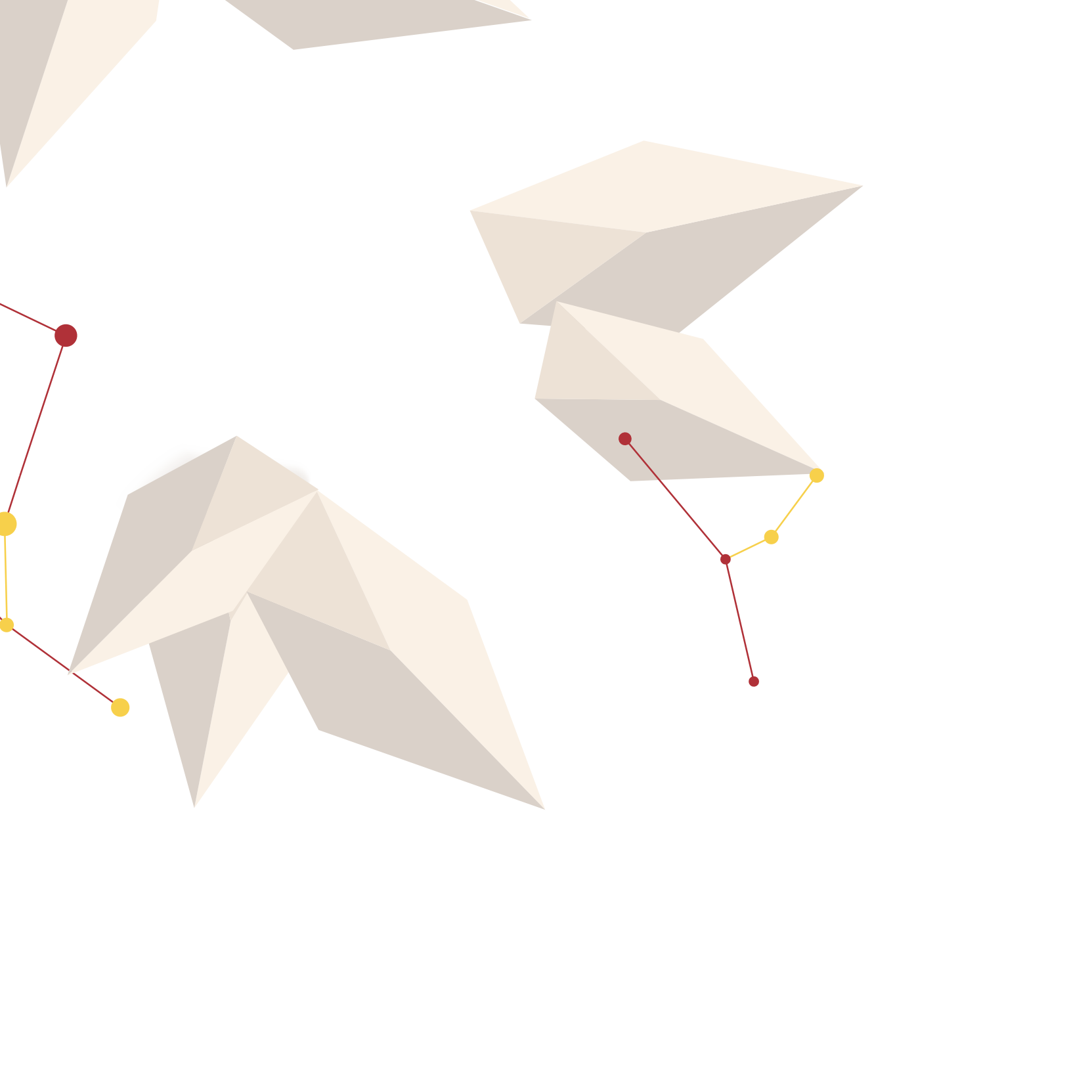
(1) Autonomous Regions where the service is provided through SUBCONTEX of the Chamber of Commerce of Spain itself.

(2) The budget corresponds to the expenditure on the 21 international trade promotion activities carried out in 2025 plus the expenditure on the management and maintenance of the SUBCONTEX portal and the online directory of industrial subcontracting companies, as well as organic positioning in the search engines.

(3) No. of companies participating in SUBCONTEX services.

(4) Countries where Spanish industrial subcontracting has been promoted and the presence of Spanish companies has been supported.

TOTAL ERDF		70	€1,155,444,080	331,917	41,848
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**Employment,
Training and
Entrepreneurship**

Employment, Training and Entrepreneurship

The **Chamber of Commerce of Spain** has strengthened its role as a **key agent in the transformation** of talent in Spain, especially in the field of **Vocational Training**, where **highly significant progress** has been made.

The commitment to VET, both in its dual dimension and in its connection with SMEs, has acquired **structural relevance** through the consolidation of **strategic partnerships** that **guarantee an integrated and modern model aligned with the needs** of the productive fabric.

The signing of new agreements with the **Ministry of Education**, the **SEPE** and the **Fundación CaixaBank Dualiza** has made it possible to strengthen the role of the company tutor, introduce for the first time the role of the external tutor and **improve the connection between educational institutions and SMEs**, thereby positioning the chamber network as an essential player in the success of the dual model.

This strengthening of VET has been combined with **equally significant progress** in employment and entrepreneurship policies, where the **scope of the programmes** has been expanded, territorial participation has increased and **implementation has continued to advance**, giving rise to a more robust, accessible and **results oriented** support ecosystem. The coordination of all these efforts has made it possible to move towards a model that integrates **training, qualifications, business development and support** for talent at all stages, thereby contributing to a country better prepared to face the challenges of the future.

National Ambassador award of the Somos FP (We are Vocational Training) Network



Talento Joven. Programme for young people

Throughout 2025, the Chambers of Commerce maintained their commitment to youth employability through the Talento Joven Programme.

The **Youth Talent Fairs**, held by 38 chambers across different regions, have become established as leading spaces for connecting young people, companies and career guidance advisers. More than 6,000 young people participated directly in the activities of these fairs, and nearly 24,000 people attended as visitors, reflecting the growing social interest in youth training and qualifications.

75

Chambers of Commerce: actively involved in the programme

+6,000

Young people participated in the activities

+22,000

young people improved their employment opportunities through tailored training

24,000

attendees at the Trade Fairs

Talento Joven Movilidad programme

A talent internationalisation tool.

110

young people from different backgrounds participate in mobility programmes throughout Europe

280

young people have received specific training linked to the mobility experience

Talento 45+

The group of people **over 45 years of age** continues to be a priority for the chamber network due to their vulnerability in the labour market and **the potential** they represent in terms of **experience, maturity and professional commitment.**



FSE+, Fondo Social Europeo Plus

Talento 45+
Tu momento es ahora

#EuropaSeSiente

Co-financiado por la Unión Europea

Fondos Europeos

SEPE

Cámara de Comercio e Industria

During 2025, the **Talent 45+** programme expanded its territorial coverage through the participation of:

69

participating chambers:

Expansion of the territorial network that supports the programme

+7,800

people assisted: total reach of the programme for this priority group

7,850

people who updated their skills and competencies

+3,000

jobs created:

jobs directly linked to the pathways of the Chambers

Talent 45+ Events

They have gained particular relevance **thanks to the agreement** signed between the **Chamber of Commerce of Spain** and the **State Public Employment Service (SEPE)** in April 2025. This agreement **has strengthened institutional collaboration** to improve career guidance and the labour market integration of this group, making it possible to organise **44 meetings** that brought together more than **4,400 people**. At these events, emerging employment opportunities were addressed, participants received guidance on new digital skills and direct relationships were strengthened with companies seeking to recruit senior profiles.

44
meetings

4,400
people

SME VET

2025 was a **decisive** year for the promotion of dual **Vocational Education and Training** and for the active participation of **SMEs** in the **new training model**.

The organisation of more than **80 information sessions** made it possible to expand the training culture and raise awareness among the business fabric of the benefits of incorporating **young talent through practical learning**.

A particularly significant milestone was the signing of the agreement between the **Chamber of Commerce of Spain** and the Ministry of Education, Vocational Training and Sports, which provides a stable framework **until 2027** to strengthen the training role of companies. An agreement that:

- It will strengthen the role of the company tutor
- It will create a register of VET tutors linked to SMEs
- It will strengthen advisory and technical support services for companies joining the **dual system**



44

Chambers of Commerce

+2,150

companies advised

650

SMEs with the potential to train students under the dual model

+80

informative sessions

Collaboration with CaixaBank Dualiza

In 2025, the collaboration between the **Chamber of Commerce of Spain** and the **Fundación CaixaBank Dualiza** was renewed and expanded. The new phase further develops the **work in four strategic areas**:

- VET awareness-raising sessions
- Training on transversal skills for students
- Strengthening of the Somos FP programme
- Roll-out of the **External Tutor** role

This specialised profile **directly supports** micro and small enterprises wishing to take on students for work placements by **easing the administrative** burden and **improving** the coordination with educational institutions. The **External Tutor** role has become an **essential element** in promoting the participation of **SMEs** who, despite being interested in dual VET, had until now lacked the necessary resources to take on internal tutoring responsibilities.

Somos FP

The community of Somos FP ambassadors experienced **a significant year in 2025**.

16

Collaborating
chambers

+300

young ambassadors
mobilised

+400

activities

18,000

attendees

The moment of greatest visibility came in September, with the **National Final of the 2024 Ambassador of the Year Award**, held at the headquarters of the **Chamber of Commerce of Spain in Madrid**. At an event that brought together institutional, educational and business representatives, **Sergio Fábago** was proclaimed the winner, joined at the podium by **Diego Pacios** and **Victoria García**. The event reinforced the image of the programme as a **transformative initiative** that is capable of inspiring thousands of young people and showcasing VET as a pathway of **excellence towards employment**.



SME VET Fairs and Soft Skills Events

The fairs organised within the framework of **SME VET** have boosted the relationship between educational institutions, companies and students. In 2025, 27 fairs were organised, with more than 10,000 attendees and 830 companies receiving **direct advisory support**.

At the same time, the chamber network and CaixaBank Dualiza promoted sessions on transversal skills, combining training and **practical experiences**. Eight sessions brought together more than 340 attendees, while around 600 students received specific training in essential skills for entering the labour market.



FINEXIT

FINEXIT has continued its tour of **Vocational Education and Training** centres with a dynamic and experience based format built around a mobile unit. During 2025, work continued on the financial education of students, bringing key concepts such as saving, planning, borrowing and investment closer to them in a **practical and engaging** way.



Entrepreneurship

Support for entrepreneurial initiative has remained **one of the strategic lines** of the **Chamber of Commerce of Spain**.

España Emprende Programme

+10,800

people handled

+2,100

companies created

+7,500

training actions

Emprendedoras Programme

It **has strengthened** the **support** pathways **for women entrepreneurs**. Throughout the year, **viable projects** have been promoted, thereby supporting the **creation** of women-led businesses and **strengthening** their access to financing through microcredits and business plan assessment.

+6,200

women advised

+600

participants in specific training

Impulsa Startup

This programme continued to consolidate its position in **2025** as one of the **leading spaces** for technology-based **entrepreneurs** within the chamber ecosystem.

30

Participating Territorial Chambers

390

entrepreneurs supported

315

projects in different stages of development

Impulsa Startup has placed particular emphasis on the **development of minimum viable products**, the **validation of business models** and **strategic preparation** for attracting investment. The methodological approach, **based on specialised mentoring** and **practical sessions with experts**, has allowed participating entrepreneurs to **approach the processes** of presenting and validating their projects **before potential investors and ecosystem stakeholders with greater confidence and robustness**.



The presence of the **Chamber of Commerce of Spain** at **4YFN**, the international event for start-ups held at the same time as the **Mobile World Congress**, represented a **qualitative leap** in the international projection of the chamber network. The institutional stand became a **central hub for interaction** between entrepreneurs, investors, public institutions, major technology companies and regional chambers, which over four days **fostered a constant flow of contacts**, technical meetings, project demonstrations and **corporate presentations**.

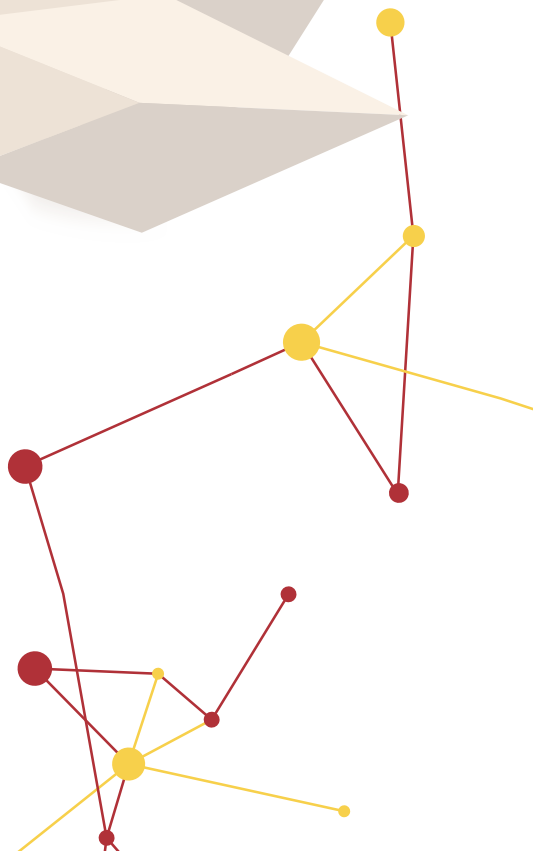
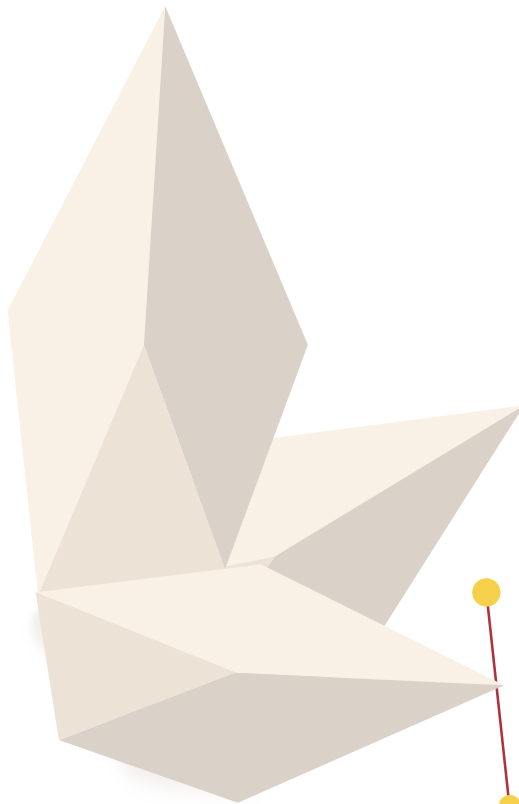
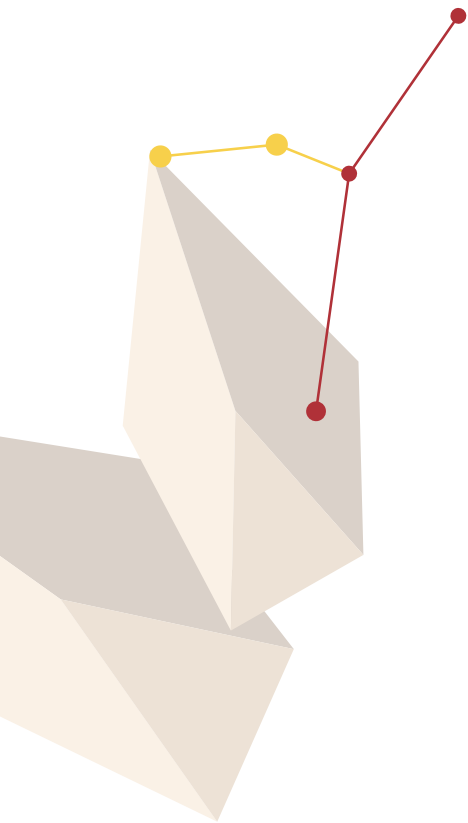


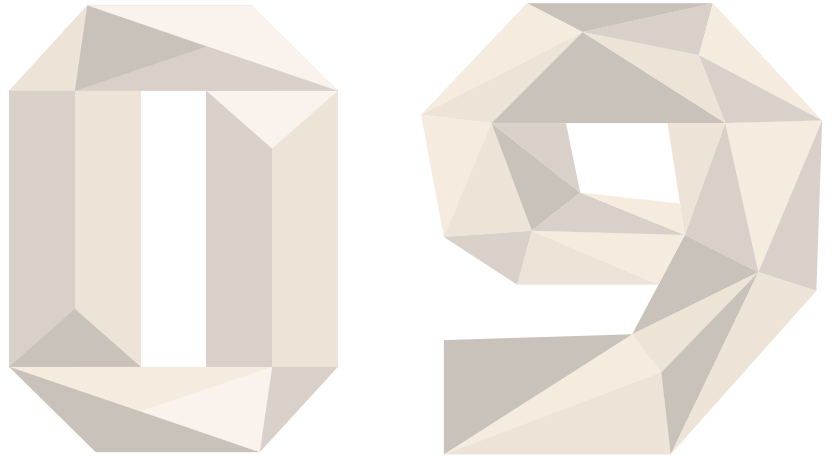
The activities carried out at the stand — **which featured presentations on financing, business scalability, artificial intelligence and success stories promoted through the chamber network** — contributed decisively to positioning the **Chamber of Commerce of Spain** on the international map of technological entrepreneurship.

Moreover, the presence of the **Chamber of Commerce of Spain** at **South Summit Madrid 2025** further strengthened its positioning within the **entrepreneurial ecosystem**. Through its own stand, the institution presented the programme, provided specialised advisory services and **promoted networking spaces** with entrepreneurs, investors and innovative companies. It was an event attended by **His Majesty the King**, who showed **particular interest in the projects linked to Impulsa Startup** and in the programme’s impact on the country’s economic vitality.



His Majesty the King at the Impulsa Startup stand





Advisory
Function

Advisory duty

17

committees:

- Training
- Tourism
- University-Company
- Commerce
- Energy
- Industry
- Digitalisation
- SMEs
- Circular Economy
- Logistics and Ports
- Internationalisation
- Food & Agriculture
- Financing
- Research and Innovation
- Mobility
- European Affairs
- Sustainability

61

committee meetings.

8

sustainability sessions “Prepare your SME for the challenges of sustainability” in collaboration with the ICO Foundation and the Regional Chambers of Commerce.

2

sustainability workshops “ESG Workshop for SMEs” in collaboration with the ICO Foundation and the Madrid Chamber of Commerce.

1

regional seminar in cooperation with the European Parliament.

32

reports and observations concerning public consultations on national and European regulations.

62

reports, documents and publications.

61

proposals for reducing administrative burdens and 6 identified good practices.

13

consultative meetings with companies.

Committee activity

Training Committee

Presidency:

Grupo  Planeta

The **Training Committee** promoted **Vocational Education and Training** and dialogue with national and European stakeholders.

Esther Monterrubio, Secretary General for Vocational Education and Training at the Ministry of Education, Vocational Training and Sports, and Francisco García Pascual, Secretary General for Universities at the Ministry of Science, Innovation and Universities, took part. In addition, in collaboration with the University-Business Committee, a session was held with Sonia Vila Núñez, expert from the office of the Executive Vice-President of the European Commission, and with Roxana Míngatu, who presented priorities in skills and qualifications as well as the European recommendations for Spain for 2025–2026.



Montse Civera, President of the Training Committee

Committee activity

Digitalisation Committee

Presidency:



In 2025, this committee began its **activities** with a session in Brussels, during which representatives of the European Commission, the European Parliament, Spain's Permanent Representation to the European Union and the private sector exchanged views on implementation of the digital regulatory framework approved in recent years. Throughout the year, **meetings** were organised with the Bank of Spain, the National Office for Foresight and Strategy of the Presidency of the Government and the Secretary of State for Digitalisation and Artificial Intelligence of the Ministry for Digital Transformation and the Civil Service, focusing on **high-technology services** and the challenges and opportunities that artificial intelligence presents for the Spanish economy. At the same time, the committee advanced two strategic lines of its White Paper: artificial intelligence and technological infrastructures.



Carlos López Blanco, President of the Digitalisation Committee

Logistics and Ports Committee

Presidency:



The committee analysed the situation of the sector, its evolution and its main challenges, thereby consolidating its position as a **strategic forum of reflection** for logistics and transport companies. Throughout the year, it further explored the sustainability and decarbonisation of transport, as well as the strengthening of Spain and its ports as strategic nodes in global logistics chains, including initiatives such as the maritime-rail motorway connecting Madrid and Italy through the Port of Valencia.

The reforms to the European Union's customs policy were also addressed, assessing their impact on Spain and on **the competitiveness of foreign trade**.



José Vicente Morata, President of the Logistics and Ports Committee

Committee activity

SME Committee

Presidency:



The **SME Committee** promoted initiatives to simplify regulation and improve the environment for small and medium-sized enterprises. A session was held on **the first Omnibus package** for regulatory simplification, with the participation of Mirzha de Manuel from the office of Valdis Dombrovskis, and the sessions on regulatory and business best practices continued, including a meeting at the Valladolid Chamber of Commerce.

In addition, in collaboration with the Commerce Committee, the Regime 20 initiative to create a common regulatory framework was addressed, with the participation of Javier Muñoz, Director General for Economic Policy.



Isabel Puig Ferrer, President of the SME Committee

Circular Economy Committee

Presidency:



The **Circular Economy Committee**, together with the Sustainability Committee, analysed European initiatives on environmental claims, packaging and waste, climate priorities and the Waste Framework Directive. It addressed the transition towards **more efficient production models**, with a focus on the Circular Economy PERTE and European priorities related to ecodesign, resource efficiency and water resilience.

The Chair took part in a European round table on water and industrial competitiveness, chaired by Jessika Roswall. In addition, it made progress in sustainable water management through a **comprehensive study of the water situation** in Spain, including proposals for more efficient and equitable use of the resource.



Federico Ramos, President of the Circular Economy Committee

Committee activity

Energy Committee

Presidency:



This committee consolidated its role as a **strategic forum on energy policy** and **the fight against climate change**. Together with the Industry Committee, it organised a series of sessions on the European Commission's Clean Industrial Deal, which allowed member companies to contribute to the design of the initiative. It also further explored the **energy transition** through sessions on electricity grids, with the participation of Ángel García Castillejo, Vice-President of the CNMC.

The committee maintained continuous dialogue with the General State Administration, participating in public consultations such as the draft Royal Decree on investment plans for electricity transmission and distribution networks, thereby reinforcing its role as a bridge between the sector, industry and public institutions.



Patxi Calleja, President of the Energy Committee

University-Company Committee

Presidency:



The University-Business Committee held joint sessions with the Training Committee, with the participation of Francisco García Pascual, Secretary General for Universities at the Ministry of Science, Innovation and Universities, and Sonia Vila Núñez, expert from the office of the Executive Vice-President of the European Commission, and Roxana Mînzatu, who presented **priorities in skills and qualifications** within the Union for Skills initiative and the European recommendations for Spain for 2025–2026.

In addition, together with the Research and Innovation Committee, it welcomed Juan Cruz Cigudosa, Secretary of State for Science, Innovation and Universities, who provided an update on the lines of action of his Secretariat, particularly in the areas of research, innovation and technology transfer between universities and businesses.



Antonio Abril, President of the University-Business Committee

Committee activity

Commerce Committee

Presidency:



In 2025, this committee continued its work of **monitoring and analysing** the regulatory and strategic initiatives affecting domestic trade at both the national level and the European level. It held a session with the Secretary of State for Trade, Amparo López Senovilla, on the outlook for Spanish trade, and another dedicated to the Customer Service Bill, with the participation of Andrés Barragán, Secretary General for Consumer Affairs, drawing up a document of amendments to convey the suggestions of companies. In addition, it further explored the **competitiveness and coherence of the internal market** through the Regime 20 initiative, with Javier Muñoz, Director General for Economic Policy, and it collaborated with the Sustainability, Circular Economy and Agri-food Committees to analyse the revision of the European Waste Framework Directive on textile and food waste. The year concluded with a session on the European Union Single Market Strategy, presented by the Coordinator for Single Market and Industrial Policy at the European Commission (DG GROW).



Carlos Cabanas, President of the Commerce Committee

Industry Committee

Presidency:



The Industry Committee strengthened its **commitment to the reindustrialisation** of Spain, with the objective of achieving a 20% share of industrial GDP at both the national and the European levels. It collaborated closely with the General State Administration and the European Commission, incorporating the needs of companies into the design of public policies. Particularly noteworthy was the series of joint sessions with the Energy Committee on the Clean Industrial Deal, during which member companies contributed analyses and proposals with the participation of representatives from **four European Commission** directorates-general. It also addressed the transition towards the electric vehicle, industrial productivity in Spain — with the participation of Juan F. Jimeno, President of the Productivity Council — and the Industrial Decarbonisation Acceleration Act, with Joaquim Nunes de Almeida (DG GROW). The committee also advanced on reference studies, such as the Observatory on the Evolution of Industrial Productivity, consolidating its role in a competitive and sustainable reindustrialisation aligned with current challenges.



Ricardo Rojas, President of the Industry Committee

Committee activity

Food & Agriculture Committee

Presidency:



In 2025, it focused its activities on **monitoring** the National Food Strategy and the Law on the Prevention of Food Losses and Food Waste. It held a session with the Directorate-General for Food of the Ministry of Agriculture, Fisheries and Food to analyse the new framework and its implications for the agri-food value chain.

It also collaborated with the Sustainability and Circular Economy Committees in analysing the environmental and circular regulatory framework, including packaging and waste legislation and the revision of the Waste Framework Directive, assessing European progress and the new **targets** for reducing food waste throughout the production chain.



Tomás Fuertes, President of the Food and Agriculture Committee

Tourism Committee

Presidency:

MELIÀ

In 2025, the committee focused its activities on strengthening the **positioning of tourism** as a strategic sector for the Spanish economy by promoting dialogue with public administrations and the preparation of benchmark studies. It held meetings with Rosario Sánchez Grau, Secretary of State for Tourism, to address the Spain Tourism 2030 Strategy; and with Ana Muñoz Llabrés, Director General for Tourism Policies, and with Miguel Sanz, Director General of TURESPAÑA, to analyse the sector's priorities and outlook.

It also prepared the report "Impact of the Tourism Sector on the Spanish Economy", which analyses the contribution of tourism to growth, added value and employment, consolidating it as a benchmark tool for guiding public policies and strategies.



Juan Ignacio Pardo, President of the Tourism Committee

Committee activity

Financing Committee

Presidency:



In 2025, the Financing Committee promoted **business development** through the analysis of priorities and lines of action related to financing, at both the macroeconomic and the microeconomic levels. At the institutional level, it held sessions with the Secretary General of the Treasury and International Financing on the Treasury's strategic priorities, with Fernando Torija, Director of the European Investment Bank Office in Spain, on EIB programmes, and with the President of the Instituto de Crédito Oficial (ICO) on new strategic lines and the ICO Growth programme.

At the microeconomic level, it promoted initiatives to facilitate access by companies, particularly SMEs, to financial instruments, therefore highlighting the Guide to SME Financing and a series of seminars together with the network of regional Chambers of Commerce, beginning at the Chamber of Commerce of Ciudad Real, to make **financial information more accessible** to self-employed professionals and SMEs.



Juan Carlos Gallego, President of the Financing Committee

Research and Innovation Committee

Presidency:



The Research and Innovation Committee continued working on the **taxation of innovation** in Spain, highlighting the presentation of the study “The System of Tax Incentives for R&D&I in Spain: Diagnosis and Proposals for its Promotion before the Science, Innovation and Universities Committee of the Congress of Deputies”. The year was marked by the change in the presidency, from Pere Berga to Marc Soriano, Executive Director of R&D Projects and External Relations at Almirall.

During the financial year, analysis sessions were held on the **state of research and innovation** at the national and European levels, with the participation of Cecilia Cabello, from the Directorate-General for Research and Innovation of the European Commission, and Juan Cruz Cigudosa, Secretary of State for Science, Innovation and Universities, in collaboration with the University–Business Committee. Based on these sessions and the contributions of the members, the next lines of action were defined, focused on **tax incentives and innovation financing**, innovation culture, monitoring regulatory initiatives such as the European Innovation Regulation or Regime 28, and talent and knowledge transfer.



Marc Soriano, President of the Research and Innovation Committee

Committee activity

Mobility Committee

Presidency:



This committee promoted the transition towards **more sustainable**, digitalised, efficient and competitive mobility for Spanish companies. It strengthened its role as a forum for **knowledge generation**, a counterpart for dialogue with public administrations and a promoter of synergies between mobility, industry, energy and other sectors, with a strong focus on sustainability and public-private collaboration. Two sessions stood out: one with Sara Hernández del Olmo, Secretary General for Sustainable Mobility, on the strategic priorities of her secretariat, and another joint session with the Industry Committee on the transition towards the electric vehicle, with Rafael Myro and Vicente Salas Fumás, followed by a debate with the Director General for Industrial Strategy and SMEs.

In addition, the Committee **actively monitored national and European policies** on sustainable mobility, electrification, low-emission zones and infrastructure financing, thereby consolidating its position as a benchmark in the strategic debate on the future of mobility in Spain.



Ramón Calderón, President of the Mobility Committee

European Affairs Committee

Presidency:

BBVA

The European Affairs Committee held a meeting with Teresa Ribera, Executive Vice-President for a Clean, Fair and Competitive Transition, to analyse the challenges facing the European Union in decarbonisation, industrial competitiveness, the geopolitical context and progress towards a **more integrated internal market**.

Throughout the year, the Committee examined the proposal for the new Multiannual Financial Framework 2028–2034 and the evolution of the EU’s role in the new global order. It also held sessions with representatives of the European Commission and the European Parliament to gain insight into the **European legislative procedure**, participation channels and practical examples of dialogue and engagement.



John Rutherford, President of the European Affairs Committee

Committee activity

Internationalisation Committee

Presidency:



The Internationalisation Committee held analysis sessions focused on **United States tariff policy**, with the participation of experts such as Julián Conthe, Director General for Trade Policy and Economic Security of the Ministry of Economy, Trade and Business; Juan Francisco Martínez, Chief Counsellor of the Economic and Commercial Office of Spain in Washington; and Matthias Jorgensen, Head of the United States and Canada Unit of the European Commission, assessing risks and opportunities for Spanish and European companies.

In addition, it addressed other relevant issues, such as the Association Agreement between the European Union and Mercosur, **the new global development financing framework** at the 4th International Conference on Financing for Development (FfD4), and the outlook for Spanish international trade, with the participation of Amparo López Senovilla, Secretary of State for Trade, and Pablo de Ramón-Laca, Executive Chairman of the CESCE.



Eva Piera, President of the Internationalisation Committee

Sustainability Committee

Presidency:

INDITEX

In 2025, the Sustainability Committee, chaired by Inditex, focused its activities on monitoring the main EU initiatives on **sustainable product regulation**, with particular attention on the Ecodesign Regulation and the European framework prohibiting products manufactured using forced labour. It analysed the implications for industry, supply chain traceability and business competitiveness, therefore coordinating with the Circular Economy Committee on cross-cutting issues such as environmental claims, consumer protection and packaging.

In addition, it held sessions with the Ministry for the Ecological Transition and the Demographic Challenge, the Spanish Office for Climate Change and the Permanent Representation of Spain to the EU, reviewing national priorities, COP30 and the Waste Framework Directive. These actions made it possible to **anticipate impacts**, identify areas requiring adaptation and strengthen support for companies within an increasingly demanding European regulatory framework.



Santiago Martínez-Lage, President of the Sustainability Committee

Analysis, Studies and Projects in 2025

The **Chamber of Commerce of Spain** participates in the public consultation procedure and public hearing and information **in regulatory processes**, therefore submitting comments and reports on matters of interest to companies and/or Chambers of Commerce.



Other reports, analyses and studies

- **Business Climate Survey.**
- **Business Competitiveness Observatory – Sustainability I.**
- **Economic, Social, Business and Institutional Evolution of Spain.** Study resulting from the collaboration between the General Council of Economists of Spain and the Chamber of Commerce of Spain.
- **Business Competitiveness Observatory – Sustainability II.**
- **General analysis report on competitiveness gaps among tourism companies in Chile.** Prepared by the Spanish Chamber of Commerce within the framework of the Inter-American Development Bank (IDB) Project “Support for Chile’s Tourism Business Competitiveness System – Design Phase”.
- **Impact of tourism activity on the Spanish economy as a whole: 2019-2023.**
- **Business Competitiveness Observatory – Business Transformation.**
- **Study on the Economic Climate.**
- **Report on Business Perspectives for 2026.**
- **Business Competitiveness Observatory – Workplace absenteeism at companies.**
- **Update of the forecasts by the Spanish Chamber of Commerce on the macroeconomic outlook for the Spanish economy.**
- **Analytical notes:** In 2025, the Research Department prepared eight analytical notes on aspects of particular economic and business relevance.

In 2025, there was participation in **32 public consultations**, therefore providing reports and comments.

National projects

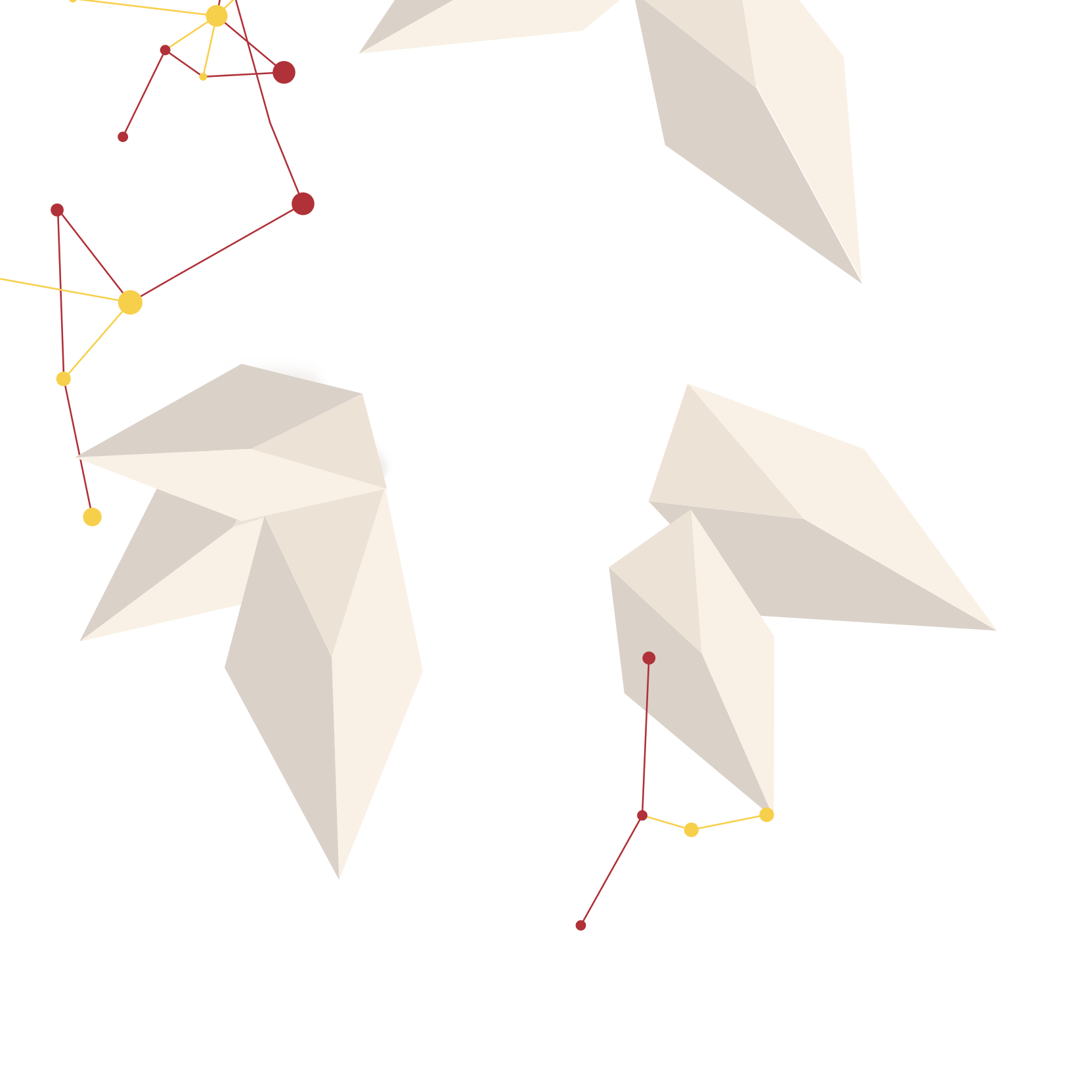
The Research Service worked on the following national-level projects:

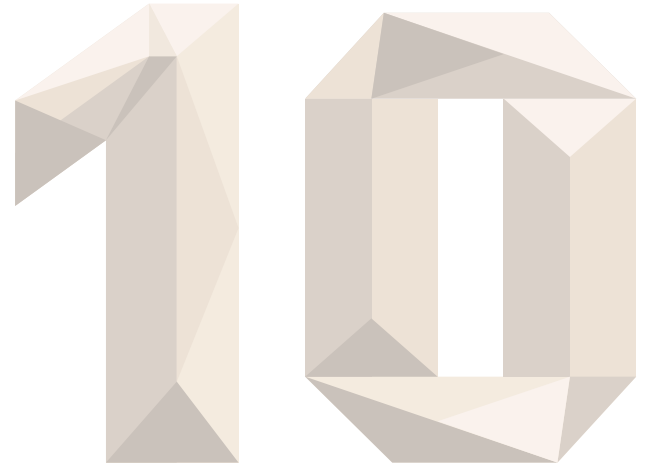
- **Corrugated steel price index in Spain.** Monthly survey addressed to agents in the sector in order to draw up a price index on the raw material.
- Organisation/Secretariat of the summer course “Europe at the Crossroads”. **Menéndez Pelayo International University – UIMP** (7–11 July 2025).
- **FUNCAS. Panel of forecasts for the Spanish economy.**

International projects

- **Enterprise Survey Spain 2024 (World Bank):** The Chamber of Commerce of Spain conducted this study to analyse the experiences and perceptions of companies regarding the business environment, with the aim of supporting evidence-based policies and promoting economic reforms. A total of 1,440 interviews were conducted.
- **Business Ready Subnational (World Bank):** The Chamber of Commerce of Spain coordinates this project in Spain, which quantitatively assesses the business environment at the international level. Fieldwork was carried out in 17 Spanish cities with the support of the Chamber network.







Support
for the Network
of Chambers

The representation and coordination of the **Network of Regional Chambers of Commerce** is one of the essential functions of the **Chamber of Commerce of Spain**. With the aim of strengthening the cohesion of the Chamber network, the following actions were carried out by the **Chamber of Spain**:

Visits and in-person events

The President and the management team made **106 visits** to the regional Chambers of Commerce.

- **The Chamber of Spain** participated in 44 meetings convened by the Chambers of Commerce within the framework of the initiative “The Strengths of Diverse Spain”, promoted by the **Chamber of Spain**.
- The management team of the **CCE** attended **25 institutional events** organised by the regional Chambers of Commerce.
- Executives of the **Chamber of Spain** have begun a **round of in-person visits** to the Chamber network, with the aim of supporting the Chambers in structuring efficient participation in the programmes promoted by the **Chamber of Spain** under the current programming framework.

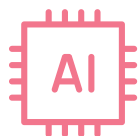


In-person meetings of Directors General

The Chamber of Spain convenes **two in-person meetings** of Directors General each year with the aim of promoting debate and interaction among Chamber directors.

First meeting

The first in-person meeting focused primarily on the **international and European environment** and on the implementation of artificial intelligence at companies.



Key topics:

**artificial intelligence
at companies**



Second meeting

The President of **the Chamber of Spain**, José Luis Bonet, thanked the Directors General of the network of regional Chambers of Commerce **for their leadership and the work they carry out in strengthening and consolidating** the key role of the Chambers of Commerce in the service of businesses and society.



Virtual meetings

During 2025, **online informational meetings** were held with the directors general of the regional Chambers of Commerce on the following matters:

- International geopolitical context
- MERCOSUR
- Royal Decree-Law on urgent measures in response to the tariff threat and on commercial revitalisation
- Legislative developments:
 - Draft Industry Law
 - Law on measures to improve the efficiency of the public justice service
- Planned CCE activities in the International Area
- Planned CCE activities from the CCE Delegation in Brussels
- CCE activities with other organisations: Secretary of State for Trade, ICO, Hispasat, IDAE
- Programmes promoted by the CCE: ERDF, ESF and RRF Funds

Working Groups of Chambers

The Chamber of Spain has continued to boost the three chamber working groups for supporting all the Chambers in key areas of activity:

Growth and Consolidation

Led by the
**Gijón Chamber
of Commerce**

With the participation of the Chambers of
Cáceres, Lanzarote and Linares

Centred on **defining lines of action for the growth and consolidation** of the smaller Chambers

Private Services

Led by the
**Valencia Chamber
of Commerce**

With the participation of the Chambers of
Madrid, Gipuzkoa and Valladolid

Focused on proposing **new lines** of private services

International

Led by the
**Gipuzkoa Chamber
of Commerce**

With the participation of the Chambers of
**Seville, Castellón, Gran Canaria
and Tarragona**

Aimed at identifying **new areas of interest in the field of internationalisation.**

Each group held four meetings in 2025, resulting in a **conclusions document for subsequent discussion** by the entire chamber network.

Training sessions for Chamber presidents

In 2025, sessions on **strengthening leadership in communication** were organised for the presidents of territorial Chambers as a continuation of a previous initiative for directors general.

Collaboration of the **Instituto de Comunicación Empresarial (ICE)**

5
In-person sessions for small groups

28
presidents



General Assembly of Chambers



In 2025, a meeting of the **General Assembly** was held in Valencia, continuing the initiative launched in 2023 to organise some of these meetings in different cities across Spain. The choice of Valencia as the venue for the assembly was **a gesture of support and recognition for the municipalities affected by the DANA flooding event in October 2024.**

This is the body that brings together the entire network of territorial Chambers, fosters their engagement in the **development of their functions** and facilitates the **exchange of experiences** in their respective fields.

Fourth edition of the **Chamber Awards**

The Chamber Awards **recognise the work** carried out by the Chambers of Commerce in promoting Spain's economic and social development.

“These awards highlight the ongoing work of the Chambers of Commerce, present throughout the national territory, which promote entrepreneurship, innovation and internationalisation”

Amparo López Senovilla, Secretary of State for Trade

“We work for and on behalf of businesses, helping them grow and defend their key role in creating wealth and well-being for society as a whole.”

José Luis Bonet, President of the Chamber of Commerce of Spain



Out of a total of **56 candidates** submitted in the seven categories (Social Leadership, Internationalisation, Training, Entrepreneurship, Sustainability, Digitalisation and Mediation and Arbitration), **the following were selected as the finalists and winners:**



CATEGORY
Internationalisation

WINNER
GRAN CANARIA

The **Chamber of Gran Canaria** was recognised for its **AFRICO** initiative, a project that **promotes cooperation between Chambers of Commerce**, institutions and companies from Spain, Portugal and West Africa.

AFRICO seeks to position the Canary Islands as a strategic bridge between continents, promoting economic dialogue and the opening-up of new markets.

CATEGORY
Digitalisation

WINNER
LINARES

The award in this category went to the **Chamber of Linares** for its **ENTERBIDATA** tool.

ENTERBIDATA, a chamber management system that **applies data intelligence to improve decision-making, personalise services and strengthen** the role of the Chambers as key partners for public administrations.





CATEGORY Training

WINNER
ZARAGOZA

The Chamber of Zaragoza has been awarded for its **Escuela Impulsa** initiative.

Escuela Impulsa is a training model that **combines digital tools, personalised monitoring and strategic support** to enhance the capabilities of management teams.

CATEGORY Entrepreneurship

WINNER
**PONTEVEDRA, VIGO
AND VILAGARCÍA**

The Chamber of Pontevedra, Vigo and Vilagarcía received this recognition for **TURISLAB**, a cross-border accelerator that supports entrepreneurs and companies in the development of innovative and sustainable tourism projects with an international reach.

TURISLAB is a project co-financed by the European Union through the **Spain-Portugal Interreg Programme (POCTEP)** 2021-2027.





CATEGORY
Arbitration
and Mediation

WINNER
SEVILLE

The Chamber of Seville was recognised for its **strategic Partnership** for the **promotion of arbitration and mediation**, in collaboration with the **Bar Association**.

The project has carried out extensive awareness-raising work and has consolidated a network of **institutional partnerships** that promotes the use of these mechanisms throughout the territory.

CATEGORY
Leadership

WINNER
VALENCIA

The Chamber of Valencia was awarded for **SolidANA** and **BusDANA**, two projects that arose after the **DANA** to **provide support for affected companies**.

The combination of a mobile office and a digital platform enabled a **rapid and coordinated response for the economic recovery of the territory**.





CATEGORY
Sustainability

WINNER
BILBAO

The award went to the **Chamber of Bilbao** for the **ESG Hub**, an initiative developed together with the **BBK Foundation**. The ESG Hub **helps companies incorporate sustainability criteria, share best practices and adapt to European regulations**.

More than 1,000 people took part in these activities.

Medal of the Chamber of Commerce of Spain

The President of the **Chamber of Spain**, José Luis Bonet, awarded the Gold Medal of the Order of the Spanish Chamber to **Jerónimo Pérez Casero**, former President of the Chamber of Commerce of Málaga, **in recognition of his valuable contribution to the chamber system as a whole and to the development of Málaga's business fabric**.



Service Unit for Chambers

A specific service of the **Chamber of Spain**, in place since 2017, for **rigorously and expediently responding** to enquiries from the chamber network on aspects relative to the management and control of programmes jointly funded with European funds **during the 2014-2020 programming period**. The Unit was renewed for the 2021-2027 programming period.



Estimated response time

3-6

business days



2,867

consultations addressed

Online Office of the Chamber of Spain

This office facilitates the participation of companies in the various calls for aid **through online means**.



362

calls processed



9,839

electronic notifications



7,664

electronic applications

Map of services provided by the territorial chambers

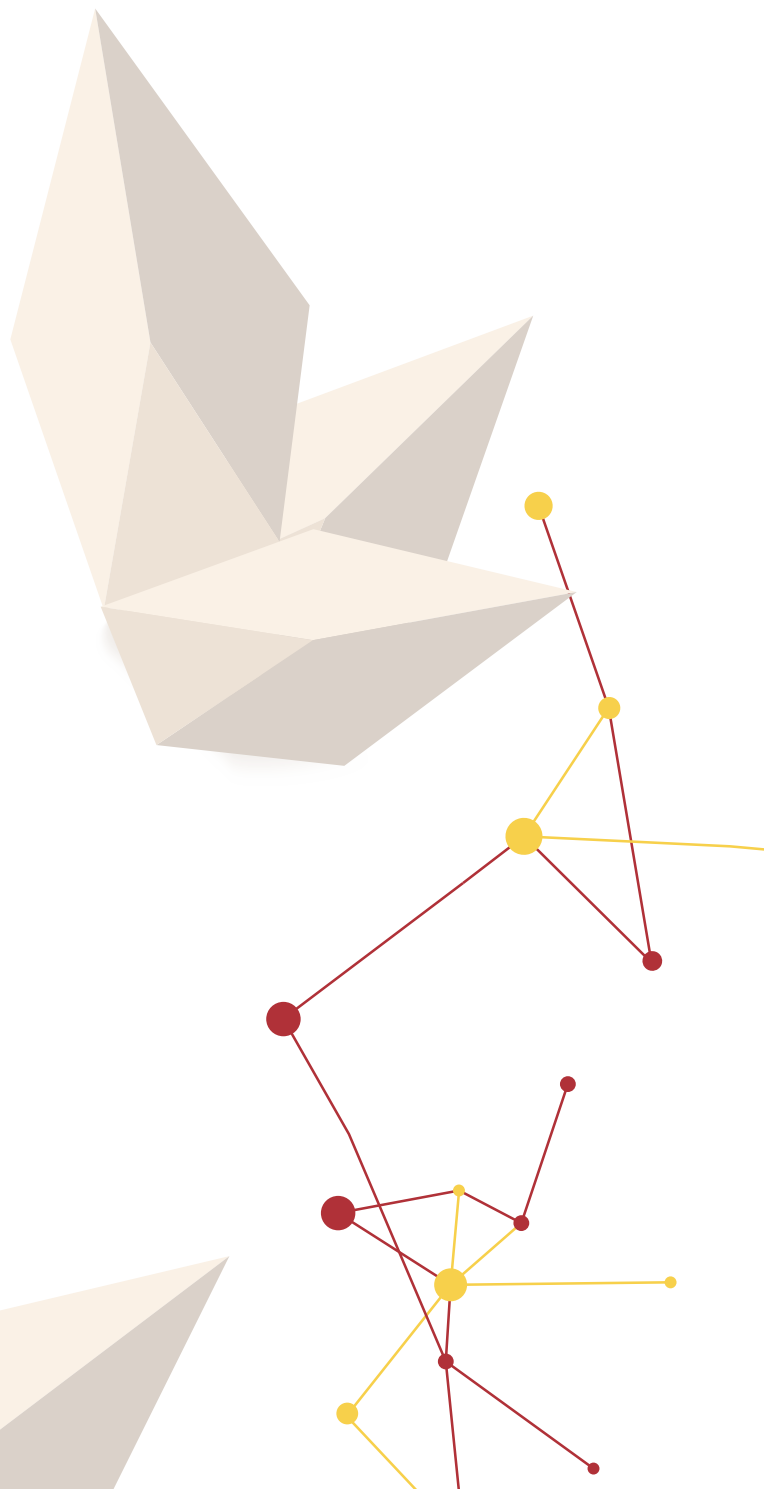
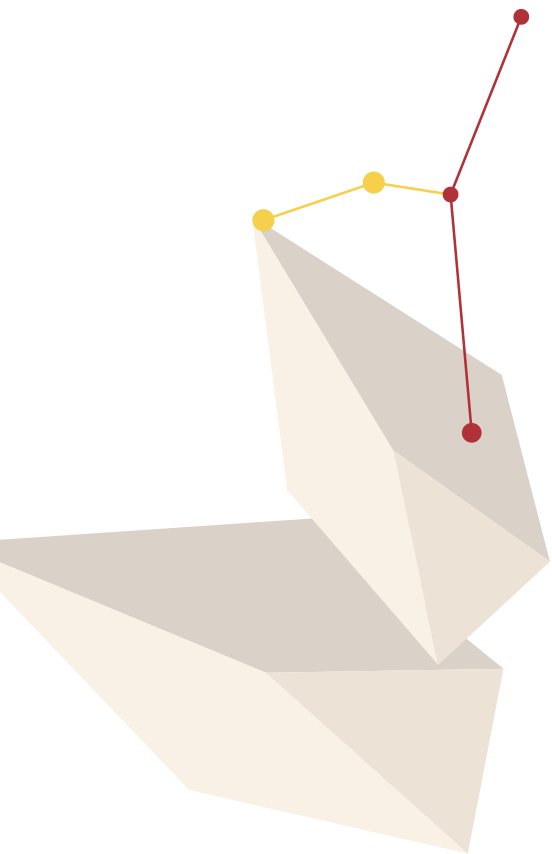
This is the directory that features and continuously updates the catalogue of services offered by the Chamber network in each territory. It also includes a directory of **best practices of the chamber network**.

- Permanent catalogue of services
- Coverage of the network of each territory
- Directory of best chamber practices

56

best practices

In 2025, a total of 56 new best practices were incorporated to serve as a reference for the entire network.





Arbitration and Mediation

Arbitration

Arbitration is presented as a modern and effective **alternative to ordinary court proceedings, directly enhancing competitiveness and the protection of business interests.**

It offers substantial advantages in:

Speed

Specialisation

Confidentiality

Cost control

It is not merely a dispute resolution mechanism, but rather a **strategic tool for risk management and enhance business competitiveness.**

The Court of Arbitration of Spain (**CEA**):

- An independent arbitration institution
- It forms part of the **Chamber of Commerce of Spain**
- Serving businesses since **1981**

Throughout its more than **40 years of history**, it has established itself **as one of the leading dispute resolution institutions**, for which it offers — to both public and private economic operators — highly specialised **commercial dispute resolution services** that meet the highest standards of independence, impartiality and transparency.

During the 2025 financial year, the Plenary Session appointed **three highly renowned legal professionals** as new members:

Marina Serrano

Alfonso Codes

Lucas Osorio

With these appointments, the Plenary Session is strengthened by profiles that combine extensive experience in both the public and private sectors, thereby contributing to consolidating arbitration as an effective instrument for enhancing business competitiveness and addressing future challenges appropriately and effectively.

In addition, in 2025, the **terms of office** of Jesús Almoguera, José Félix de Luis and Javier Taberna came to an end.

Appointed unanimously by the **Executive Committee of the Chamber of Spain**, the highest governing and supervisory body of the **CEA** has been renewed to ensure the proper continuation of its functions.

Plenary Assembly of the CEA

President

Elena Otero-Novas

Secretary General

Adolfo Díaz-Ambrona

Members

Silvia Iranzo

Marta Gil de Biedma

Miguel Klingenberg

Raquel Ballesteros

Faustino Córdón

Marina Serrano

Alfonso Codes

Lucas Osorio

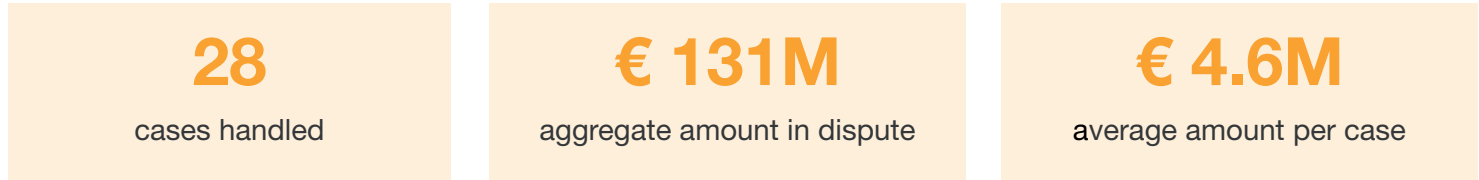
Arbitrators Appointment Committee

In the absence of an agreement between the parties, the determination of the number of arbitrators and their appointment shall fall to the **Arbitrators Appointment Committee**, in accordance with **objective, transparent and inclusive criteria**. It is also the body responsible for confirming appointments made by the parties or by the co-arbitrators themselves.

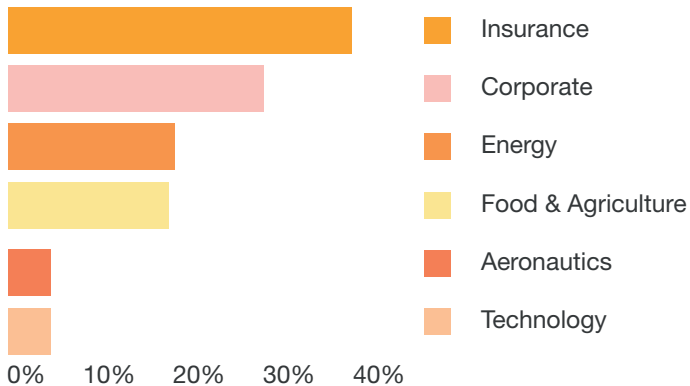
In 2025, three **Arbitrators Appointment Committee meetings** were held, during which lists comprising more than 60 arbitrator candidates were drawn up.

Activity report

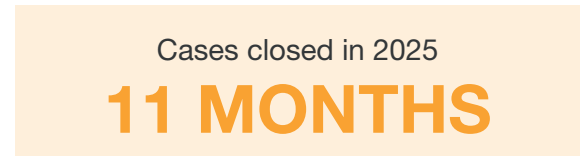
2025 CEA results: Efficiency and Specialisation



Cases by sector



Average duration of cases



Arbitrator appointment the method

In compliance with our objective of **minimising intervention** in the appointment of arbitrators, no direct appointments were made during the 2025 financial year.



Gender equality

One of the priority objectives has been to increase the presence of women in the arbitration ecosystem, a goal reflected in the **composition** of its **governing bodies**, with female representation standing at 50%.



Evolution of cases filed in 2025



New Rules and amendment of the Bylaws

In 2025, the Spanish Court of Arbitration approved new **Rules** as part of an institutional harmonisation strategy among users, which promotes:

- Excellence
- Innovation
- Confidence

Entering **into force on 1 January 2026**, the Rules provide a robust and coherent response to the challenges of a global legal environment.

- They respond to the need to facilitate and harmonise the transfer of international proceedings between the CEA and the Madrid International and Ibero-American Arbitration Center (CIAM-CIAR), and vice versa in relation to domestic proceedings.
- They simplify the experience for users and arbitrators, who benefit from the similarity between the two sets of rules.
- They reduce operational complexities and ensure a more coherent and accessible regulatory framework, thereby providing arbitration users with greater legal certainty.

For its part, the CEA amended its Bylaws to simplify the operating framework of its **Governing Bodies** and harmonise the criteria related to the professionals that it considers, in principle, suitable to act as arbitrators, **thereby improving the user experience**.



Conferences and congresses

Throughout 2025, the Spanish Court of Arbitration was institutionally represented at the following conferences and congresses:

■ Promotion of the use of Spanish in international arbitration proceedings.

Conference organised by the Chamber of Commerce of Spain within the framework of the “Manifiesto for the Use of Spanish in International Arbitration”, promoted by the Madrid International and Ibero-American Arbitration Center (CIAM-CIAR), the Spanish and Ibero-American Arbitration Club (CEIA) and the Ministry of Foreign Affairs, European Union and Cooperation.



Adolfo Díaz-Ambrona, Secretary General, and Fernando Cabello de los Cobos, Legal Director of the Chamber of Spain and of the CEA, at the forum “Promoting the Use of Spanish in International Arbitration”

■ 11th Session of the Rafael del Pino Arbitrators’ Club.



■ 11th Congress of Arbitration Institutions.

Conference organised by the Málaga Bar Association and the Málaga Arbitration Court.



■ **CIAM-CIAR Open Day.**



Fernando Cabello de los Cobos, Legal Director of the Chamber of Spain and of the CEA, at the open day

■ **International arbitration: Current perspectives.**

Conference organised by the International Association of Lawyers (UIA), in collaboration with the Bizkaia Bar Association.



Elena Otero-Novas, President of the CEA, at the international arbitration event

■ **“Arbitration and ADR (Alternative Dispute Resolution) Mechanisms following the Entry into Force of Organic Law 1/2025 of 2 January, on Measures Concerning the Efficiency of the Public Justice Service”.**

Conference organised by the Summer Courses of the University of Alcalá.



Elena Otero-Novas, President of the CEA, at the University of Alcalá conference

■ **12th Session of the Rafael del Pino Arbitrators' Club.**



■ **Conference on Bridging the Four Regions: Africa, Asia, Europe and Latin America.**

Organised by the Inter-Pacific Bar Association (IPBA).



Adolfo Díaz-Ambrona, General Secretary of the Chamber of Spain and of the CEA

■ **52nd General Assembly of the Ibero-American Association of Chambers of Commerce (AICO).**



■ **International Congress on Arbitration and the State.** Organised by the Office of the Attorney General of the State of Peru.



Elena Otero-Novas, President of the CEA, in Peru

■ **CIAM-CIAR Open Day.**



13th Session of the Rafael del Pino Arbitrators' Club.



Academic sphere

The Spanish Court of Arbitration reinforces its commitment to excellence in training and to promoting arbitration as a tool for **business competitiveness and social well-being**. The objective pursued is to **strengthen the arbitration ecosystem from the ground up** and ensure its growth and recognition at both the national and international levels.

During the 2025 financial year, the CEA collaborated with the following courses and master's programmes:

- **Second Edition of the CIAM-CIAR Advanced Practice Course for Arbitrators**
- **Master's Degree in Business Law, Arbitration and ADR**
- **Master's Degree in Commercial and Investment Arbitration at Universidad CEU San Pablo**
- **Advanced Arbitration Course of the CIAMEN – Royal Institute for European Studies**
- **Double Master's Degree in Access to the Legal Profession with Business Law, Tax Consultancy and Digital Law, Universidad de Navarra: arbitration practice**



CIAM-CIAR

The **Court of Arbitration of Spain** is represented in the governing bodies of the CIAM-CIAR through:

■ **Elena Otero-Novas**

Vice-President of the CIAM-CIAR

■ **Adolfo Díaz-Ambrona**

Secretary General, member of the Plenary Session of the CIAM-CIAR and Deputy Secretary of the institution and President of the Madrid International Arbitration Association.

On **2 April 2025**, the Arbitration and Mediation Centre (CAM Santiago) of the **Santiago Chamber of Commerce** and the **Madrid International and Ibero-American Arbitration Center** (CIAM-CIAR) signed an **agreement** to jointly develop **international arbitration**, thereby reaffirming the Centre's Ibero-American vocation.

All of this is without prejudice to the strategic importance represented by the Europe, Africa, Asia–Africa, Asia–Latin America and Europe–Latin America axes.

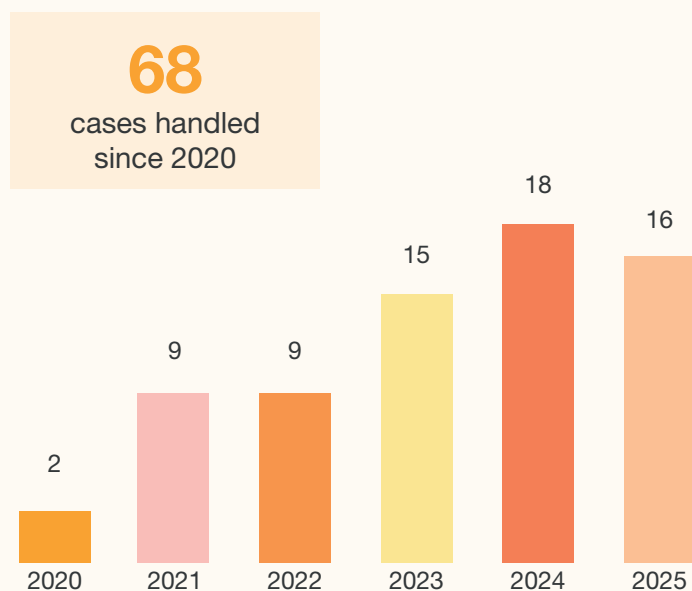


Signing of the alliance between the CIAM-CIAR and CAM Santiago to jointly develop international arbitration

Activity report

Since 2020, the Madrid International and Ibero-American Arbitration Center (CIAM) has handled **68 cases**, with a **total amount in dispute of € 424.9 million**.

Number of Cases 2020–2025



In 2025, **16 new cases**:

- **10** through direct referral
- **Six** with CIAM-CIAR clauses

Amount in Dispute (€) 2020–2025

€ 424.9M

aggregate amount in dispute since 2020

€ 149.6M

aggregate amount in 2025

In 2025, this represents an increase of **€ 21.7 million** compared to 2024 (**17% higher**). The corporate, insurance and engineering sectors accounted for the highest number of cases.

3rd Meeting of the CIAM-CIAR Working Groups

This event brought together more than **250 specialists** in the field of international arbitration. These conferences addressed the **key aspects of arbitration** from the users' perspective, featuring presentations by some of its sectoral Working Groups:

- Energy
- Expert appraisers
- Maritime
- Corporate
- Sport and entertainment
- Digital economy and intellectual property
- Insurance and Reinsurance
- Construction and Engineering
- Investment and arbitration with States



3rd Meeting of the CIAM-CIAR Working Groups



Adolfo Díaz-Ambrona, Secretary General of the Chamber of Spain and of the CEA, and President of the Madrid International Arbitration Association, at the 3rd Meeting of the CIAM-CIAR Working Groups

Mediation

The Spanish Mediation Centre (CEM) offers economic operators an excellent mediation service that contributes to improving the competitiveness of the Spanish business fabric and the general well-being of society as a whole.

The position of the CEM as a neutral third party has been strengthened by the approval of Organic Law 1/2025 of 2 January, on measures concerning the efficiency of the Public Justice Service.

Mediation, as an effective tool for dispute resolution, stands out for its ability to provide practical, effective and cost-efficient solutions, not only in terms of resolution, but also in terms of prevention.

Mediation is a tool whereby the parties' wishes control the process of reaching an agreement without legal impositions. This mechanism is built around the **intervention of a neutral professional** who assists the parties in resolving the dispute, thereby allowing relationships to be maintained while preserving control over the process.

For the proper fulfilment of its commitments, the CEM has **internal regulations** that allow it to guarantee the full independence of its bodies when making decisions related to the appointment of mediators, as well as the necessary transparency, impartiality and professionalism in the provision of its services.

New members

Cristina Jiménez-Savurido
Helena Soletó

With these appointments, the Plenary Session is strengthened to further enhance the excellence of the service offered by the CEM and to advance its commitment to promoting a culture of mediation in Spain.

Plenary Assembly of the CEM

President

Rafael Catalá

Vice-President

Adolfo Díaz-Ambrona

Members

María Emilia Adán
María Jesús Fernández Cortés
Cristina Jiménez-Savurido
Helena Soletó

Mediators Appointment Committee

The Mediators Appointment Committee, in accordance with objective, transparent and inclusive criteria that ensure that mediators possess the integrity, experience and professional qualifications appropriate to each specific case.

Activity report

During the 2025 financial year, the CEM handled nine cases with a total aggregate amount in dispute of more than €6.5 million. In sectoral terms, the energy sector accounted for the highest demand, followed by professional services and property co-ownership arrangements.

CEM Statistics 2025

aggregate amount in dispute

€ 6.5M



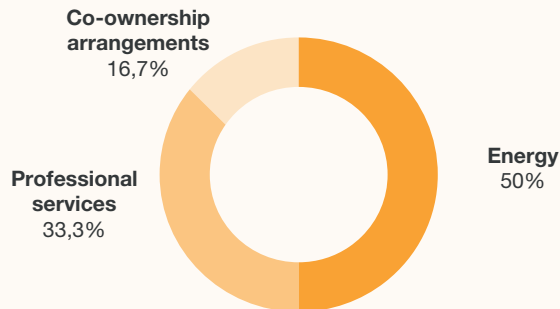
0%



100%

Mediators chosen
by the parties

Sectors



Average duration of cases

3 MONTHS

Meetings with Territorial Chambers of Commerce

The project, launched in 2022 to promote mediation between companies through events held with the regional Chambers of Commerce, has established itself as a key space for pooling experiences and raising awareness on peaceful conflict resolution in business. These initiatives have attracted significant participation and have been an outstanding success.

■ **“Mediation: another way of resolving conflicts and boosting the competitiveness of companies”.**

Organised by the CEM together with the Chamber of Commerce of Santiago de Compostela.



■ **The advantages of the new Justice Efficiency Act for mediation.**

Organised by the CEM for the Network of Chambers of Commerce.

■ **Mediation, a tool at the service of Aragonese businesses.**

Organised by the CEM together with the Aragonese Council of Chambers of Commerce, in collaboration with the Aragonese Court of Arbitration and Mediation.



■ **Mediation as a tool for resolving commercial disputes.**

Organised by the CEM together with the Alicante Chamber of Commerce, the Valencian Regional Government and the Valencian Federation of Municipalities and Provinces.



3rd World Summit on Business Mediation

The Spanish Mediation Centre is part of the **Founding Council of the World Mediation Summit**, which, in 2025, held its third edition in Colombia together with the **Bogotá Chamber of Commerce** and the **Valladolid Chamber of Commerce**.



This forum, which brought together more than **400 professionals** from **15 countries**, sought to strengthen the exchange of knowledge on the **prevention and effective resolution of conflicts**, the building of dialogue between companies and their stakeholders, and the **promotion of a culture of peace** for the sustainable and competitive development of the business community.



Other Conferences and Congresses

■ Building the future of labour relations.

Conference organised by the General Council of Social Graduates of Spain at the Palace of Justice in Burgos.



■ Mediation and ADR mechanisms in the Organic Law on Efficiency.

Conference organised by the Ministry of the Presidency, Justice and Relations with Parliament.



■ **The Culture of Agreement in the Business World.**

Conference organised by the Madrid Business Mediation Centre.



■ **Arbitration and ADR mechanisms following the entry into force of Organic Law 1/2025 of 2 January, on measures concerning the efficiency of the Public Justice Service.**

Conference organised by the Summer Courses of the University of Alcalá.

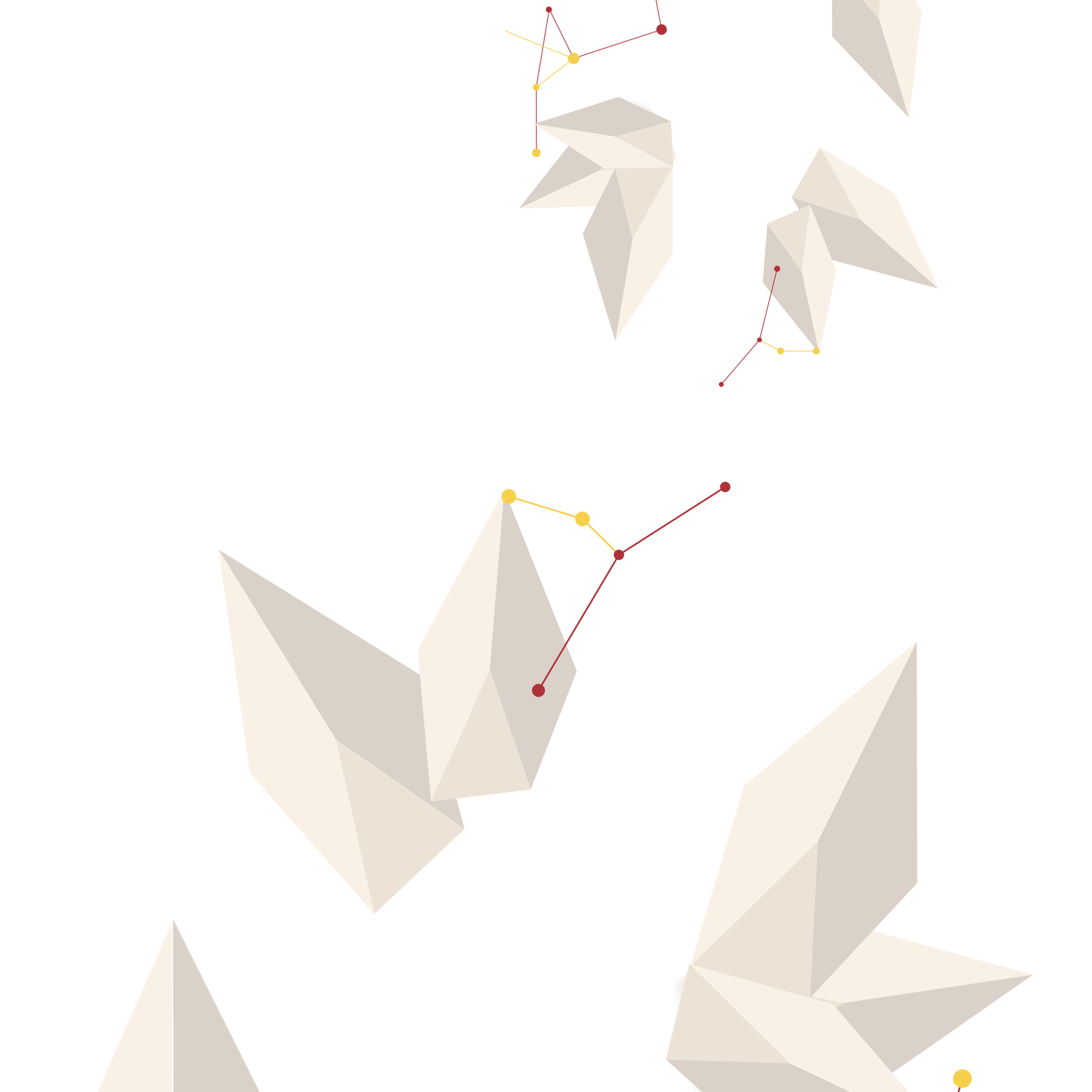


- **The President of the CEM, Rafael Catalá, received the Award for the Promotion of a Culture of Agreement at the 6th edition of the Grupo Merca2 awards.**



- **ADR mechanisms in the field of family businesses.**
Conference organised by the General Council of the Judiciary (CGPJ).







Governance

Criminal Risk Prevention System

Since the 2010 reform of the **Criminal Code**, legal persons can be subject to criminal liability in certain circumstances. To anticipate these risks, the Chamber of Commerce of Spain has a compliance system based on **three main pillars**:

1

Conduct and Anti-Fraud Committee

It acts as guarantor of the criminal risk prevention system, **overseeing** its operation and **promoting** continuous improvement. Since 2022, it has also managed the Anti-Fraud Measures Plan, ensuring compliance with all the guidelines thereof.

2

Code of Conduct and Good Practices

It serves as the internal benchmark for **the ethical and responsible conduct** of all staff. It is available on the website and intranet, and each new employee receives information about the code and signs a commitment to comply with it. Human Resources is responsible for monitoring compliance and safeguarding the associated documentation.

3

Conduct Channel – Internal Reporting System

It offers a **safe and confidential** channel for reporting queries, concerns or potential regulatory breaches. Its management, under the supervision of the **Conduct and Anti-Fraud Committee**, ensures confidentiality and traceability in all communications.

Main actions in 2025

During 2025, the **Conduct and Anti-Fraud Committee** of the Chamber of Commerce of Spain carried out the following main actions:

■ Training.

An in-person and online session was held on compliance, internal regulations and data protection.

■ External Communication Procedure.

Its suitability for social media use was reviewed; only a formal update is required (logo, format, links).

■ Information Security Systems.

A Security Policy and Regulations for employees and external personnel were drafted and approved, thereby establishing obligations and responsibilities.

■ Workplace Harassment Protocol.

Updated in accordance with Law 4/2023 and Royal Decree 1026/2024.

■ Use of images.

A consent form was created for employees and participants at corporate events.

■ Anti-fraud Measures Plan.

The Declaration of Absence of Conflicts of Interest (DACI) was monitored without incident.

■ Conduct Channel.

Continuous monitoring of the channel was carried out, with periodic reports presented at the meetings of the Conduct and Anti-Fraud Committee.

Transparency

The **Chamber of Commerce of Spain** is subject to the oversight of the **Ministry of Industry, Trade and Tourism**, and its accounts are externally audited by **Ernst & Young**. In addition, they are subject to oversight in relation to public funds by the **Court of Auditors** or the **corresponding regional body**.

The annual accounts, together with the audit report, are filed with the **Companies Register** and are published on the institutional website. The **Transparency Portal** provides access to all relevant information, in compliance with Law 19/2013 on Transparency, Access to Public Information and Good Governance (<http://www.camara.es/transparencia>).



Prevention of Occupational Risks

Law 31/1995 on the Prevention of Occupational Risks regulates **working conditions** in order to protect employees against risks arising from their activity.

The Chamber of Spain has an **external prevention service** that covers:

Labour

Ergonomics

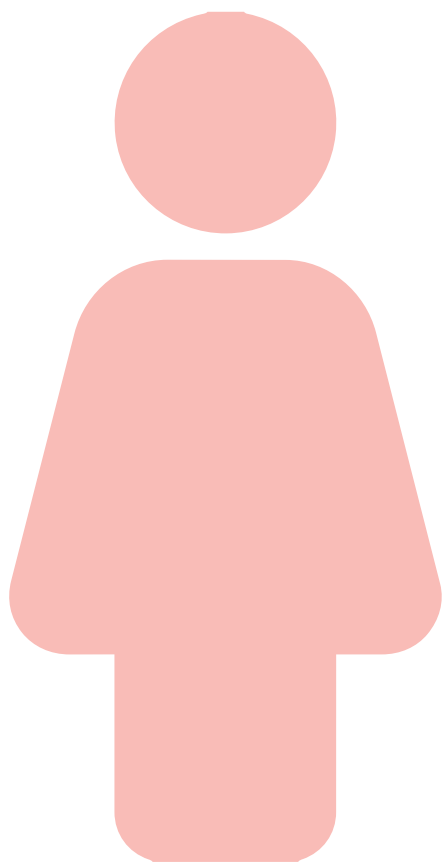
Industrial Hygiene

Occupational Medicine

Health and safety is managed through the **Health and Safety Committee**, which meets periodically to oversee the institution's actions in this area.

Equality

The Chamber of Commerce of Spain has an **equal pay protocol**, as well as programmes that promote the creation and consolidation of women-led businesses (**Business Support Programme for Women**).



To ensure a respectful and equitable working environment, the institution has the following in place:

An Equality Plan

A protocol for the prevention of moral, sexual and gender-based harassment

In arbitration and mediation, the Spanish Court of Arbitration and the Spanish Mediation Centre implement **gender equality and disability measures**, with the Court being a signatory to the Equal Representation in Arbitration Pledge and a participant in the CEIA-CINDA commitment.

Working Group on Regulatory Compliance

In 2025, it held a session focused on the Public Prosecutor’s Office with the aim of **analysing the challenges and proposals for reducing the criminal risk** of legal entities without affecting the effectiveness of the sanctions system. The need to develop a general and consistent doctrine on the criminal liability of legal entities was highlighted.



In addition, a session was held together with **Constitutional Court Judge Enrique Arnaldo** to analyse the criminal investigation of legal entities and propose measures to reduce their criminal risk without affecting the sanctions system. During the session, the negative impact of automatic prosecution mechanisms and the excessive duration of criminal investigations was highlighted, which can create reputational and economic effects for companies and jeopardise rights such as the presumption of innocence and the right to proceedings without undue delay.

Attendees
<p>Consuelo Madrigal Eduardo Torres-Dulce</p>
<p>Former Attorneys General of the State</p> <p>They highlighted the importance of smooth communication between the Public Prosecutor’s Office and companies in order to improve cooperation, prevent offences and streamline criminal proceedings.</p>
<p>Compliance and legal services managers</p> <p>Various companies</p>
<p>Criminal lawyers</p>



Agreements approved by the **Executive Committee** of the Chamber of Commerce of Spain

In total, **81 agreements** were approved, including the following:

- 1** Extension addendum to the agreement between the General State Administration (Ministry of Finance and Civil Service) and the Official Chamber of Commerce, Industry, Services and Navigation of Spain for the identification of administrative burdens and the reduction thereof in the 2023-2024 biennium.
- 2** Addendum to the agreement between the Ministry of Industry, Trade and Tourism and the Chamber of Commerce of Spain, of 23 November 2022, whereby the earmarked grant provided for in the 2022 General State Budget is channelled for the development of the Mentoring and Internationalisation Support Programme, within the framework of the Plan for Recovery, Transformation and Resilience.
- 3** Agreement between the Chamber of Commerce of Spain and CriteriaCaixa to promote investment in Spanish companies.



- 4** Agreement between Lidl Supermercados, Fundación Bertelsmann and the Chamber of Commerce of Spain for the implementation and co-funding of the “Somos FP” programme in 2025.
- 5** Agreement between the State Public Employment Service and the Spanish Chamber of Commerce of Spain for development of the Talent 45+ Programme.
- 6** Agreement between the General Council of Social Graduates of Spain and the Chamber of Commerce of Spain on civil and commercial mediation.



- 7** Agreement between the Universidad Internacional de la Empresa and the Chamber of Commerce of Spain on mediation and arbitration.



- 8** External internship agreement between the **Universidad Internacional de la Empresa** and the **Chamber of Commerce of Spain** on mediation and arbitration.
- 9** **Memorandum of Understanding between the Chamber of Commerce of Spain and the Chamber of Commerce of Spain** in Peru.
- 10** Agreement between **ICEX España Exportación e Inversiones** and the **Chamber of Commerce** of Spain for the implementation of the **ICEX Vives** project.
- 11** Agreement between the **Ministry of Economy, Trade and Business** and the **Chamber of Commerce of Spain** for developing programmes to support the competitiveness of retail trade in 2025.
- 12** Third addendum amending and extending the purpose of the agreement between the **Ministry of Industry, Trade and Tourism** and the **Chamber of Commerce of Spain**, of 23 November 2022, whereby the earmarked grant provided for in the 2022 General State Budget is channelled for the development of the **Mentoring and Internationalisation Support Programme**, within the framework of the **Plan for Recovery, Transformation and Resilience**.
- 13** Extension addendum to the agreement between the **Spanish Chamber of Commerce** and **Fundación Mapfre** for the joint development of a project aimed at promoting entrepreneurship and financial education among vocational training and university students.

- 14** Agreement between the General Secretariat for Vocational Training of the Ministry of Education, Vocational Training and Sports and the Chamber of Commerce of Spain for the development of the SME Vocational Training Programme 2025–2027.



- 15** Memorandum of understanding for the merger of the Spanish Mediation Centre and the Madrid Business Mediation Centre.

- 16** Educational cooperation agreement for external internships between Rey Juan Carlos University and the Chamber of Commerce of Spain.

- 17** Youth Talent Fairs during the 2025 financial year, within the framework of the ESF+ Youth Employment Programme.

- 18** Agreement between the Chamber of Commerce of Spain and ALSA Group, with the aim of promoting employability and labour market integration for young people.

19 Addendum amending the agreement between Red.es and the Chamber of Commerce of Spain to regulate the collaboration conditions of both entities in the Digital Kit Programme.

20 Agreement between the Chamber of Commerce of Spain and the Fundación Universidad-Empresa for development of the “Somos Futuro II” action.

21 Agreement between Fundación por la Formación Dual Caixabank and the Chamber of Commerce of Spain for collaboration in the area of Vocational Training, within the framework of the ESF+ Education and Training, Employment and Social Economy Programme 2021-2027.

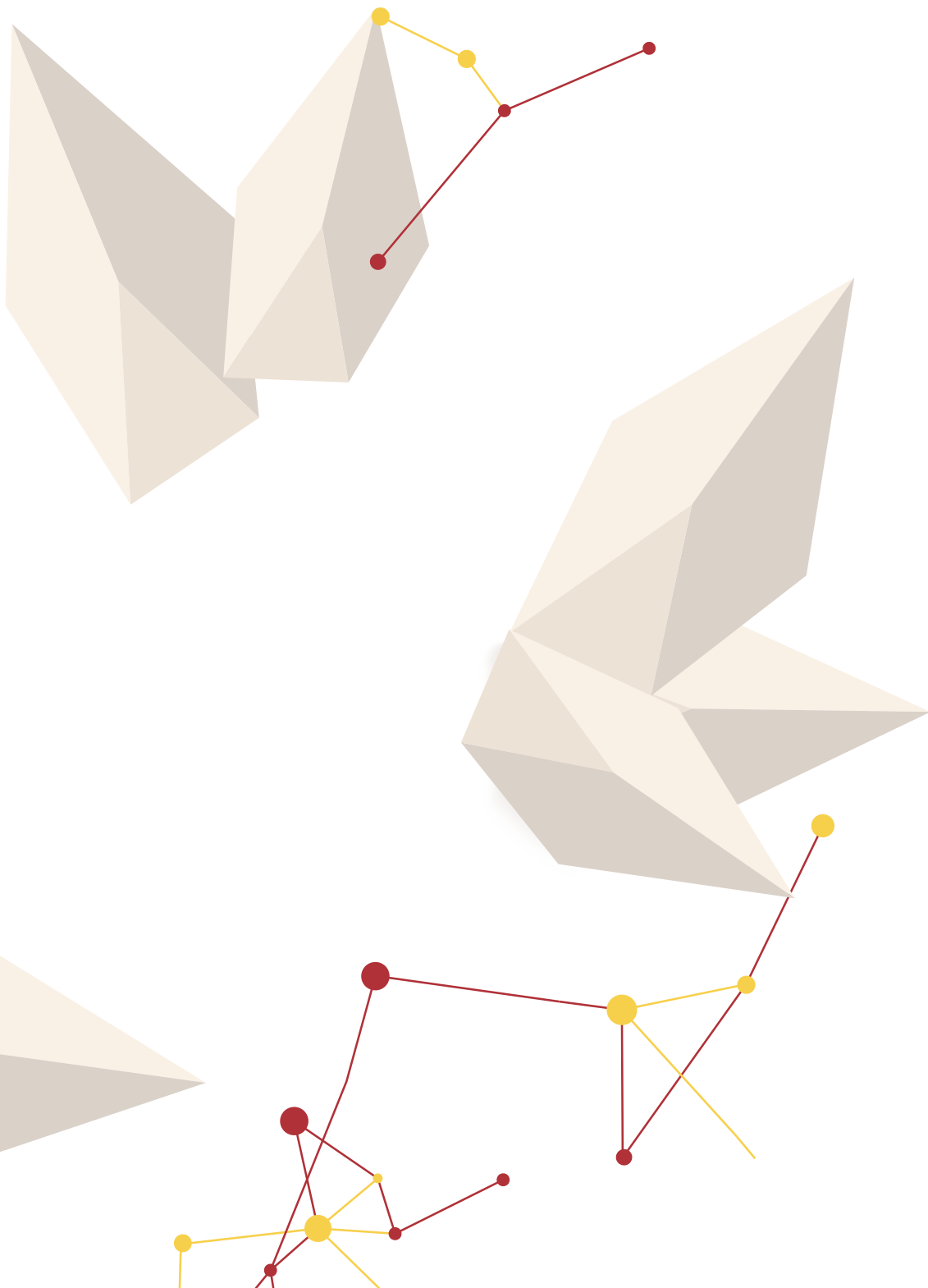


22 Agreement between Fundación Bertelsmann and the Chamber of Commerce of Spain for the implementation and co-financing of the programme “Support for vocational training tutors in micro and small enterprises” during the 2025-2026 financial year, within the framework of the ESF+ Education and Training, Employment and Social Economy Programme.

Involvement of the Chamber of Spain in various bodies

- Spanish Data Protection Agency
- Spanish Road Association
- Ibero-African Association of Chambers of Commerce
- Ibero-American Association of Chambers of Commerce
- Association for International Arbitration of Madrid
- AC Camerfirma
- Camerdata
- Joint Committee on Containers and Container Waste (Ministry of Agriculture, Fisheries and Food)
- Standing Committee on Digitalisation of the Economy, Public Administration and Citizens
- Standing Committee on Telecommunications, Digital Infrastructure, Digital Connectivity and the Audiovisual Sector
- Sectoral Committee for Regulatory Improvement and the Business Climate
- Spanish Committee of the International Chamber of Commerce
- Conference of the Parties of the United Nations Framework Convention on Climate Change
- Circular Economy Advisory Council
- Consultation Council of the Ministry of Transport, Mobility and the Urban Agenda
- Consultation Council for the Digital Transformation
- Sustainable Finance Council
- Sustainable Development Council
- Spanish Tourism Council
- National SME Council (Ministry of Industry, Trade and Tourism)
- General Council of the Consumer Arbitration System (Ministry of Health, Consumer Affairs and Social Welfare)
- Inter-territorial Council of Internationalisation (Ministry of Industry, Trade and Tourism)
- National Land Transport Council (Ministry of Public Works)

- National Water Council (Ministry of Agriculture, Fisheries and Food)
- National Climate Council (Ministry of Agriculture, Fisheries and Food)
- National Statistical Council
- Eurochambers
- Eurochambres: Consultative Forum on Ecodesign and Energy Labelling
- High-level Forum of Spanish Industry (Plenary, Forum and Working Group)
- National Cybersecurity Forum
- CECO Foundation
- Fundación Conexión España
- Fundación Consejo España – Australia
- Fundación Consejo España – Brazil
- Fundación Consejo España – China
- Fundación Consejo España – Colombia
- Fundación Consejo España – USA
- Fundación Consejo España – India
- Fundación Consejo España – Japan
- Fundación Consejo España – Peru
- INCYDE Foundation
- Princess of Asturias Foundation
- Fundación Pro-Real Academia Española
- Elcano Royal Institute Foundation
- Commission Expert Group on Climate Change Policy
- Technical working group of the CNMV on recommendations of the OECD
- ICEX España
- ICO
- National Institute of Statistics of Spain
- Consultation Board of Insurance and Pension Funds
- Commercial Distribution Observatory (Ministry of Industry, Trade and Tourism)
- Permanent Observatory of the Port Services Market
- Spanish Patent and Trademark Office (OEPM)
- Peer Review (National Statistics Institute)
- OECD National Contact Point
- Spanish Seniors for Technical Cooperation (SECOT)
- World ATA Carnet Council



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Communication

In 2025,
the Chamber of Commerce of Spain intensified its communication activities to raise the visibility of the programmes it develops, with particular attention to those promoted through Next Generation EU funds, such as the Digital Kit and Consulting Kit.

These initiatives have supported the **digitalisation and internationalisation of SMEs** by strengthening their capacity to innovate, grow and **compete in global markets**, thereby consolidating their strategic role in the Spanish economy.

Communication campaigns

Digital Kit

In 2025, the communication campaign for the Digital Kit and its **success stories** became established as one of the key factors behind the programme’s effective implementation, helping SMEs become aware of the importance of digitalisation in **strengthening their competitiveness** and adapting to an **increasingly competitive economic environment**. Framed within the **Spanish Government’s Plan for Recovery, Transformation and Resilience** and financed through **Next Generation EU funds**, it involved the participation of the Chamber of Commerce of Spain as a collaborating entity of **Red.es**.



Actions Carried Out:

Digital media



Radio

Six **90-second micro-programmes** were broadcast at the country’s leading radio stations (**Cadena SER, Onda Cero and COPE**). Thanks to these broadcasts, the campaign reached:

- 7.3% of medium-sized enterprises.
- 5.5% of self-employed workers and small business owners.
- 3.8% of the Spanish population.

Podium/Prisa

8,077,284
prints

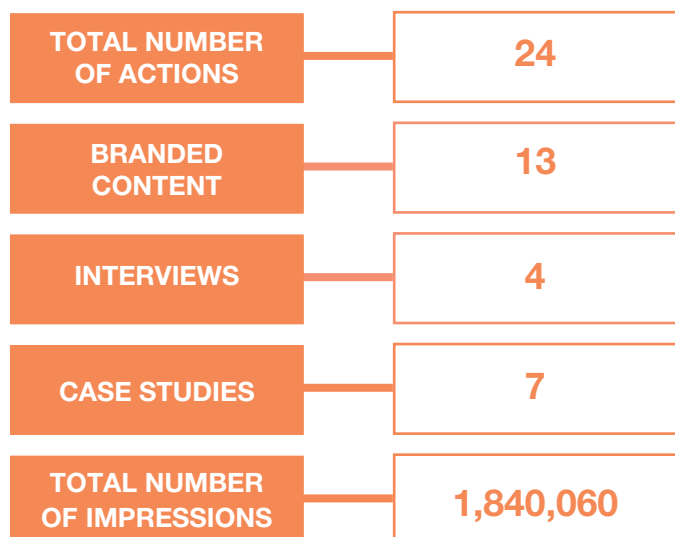
“Un tema al día” podcast (eldiario.es)

5,321,860
monthly impressions



6 videos of success stories

These actions were further reinforced through the dissemination of 13 **branded content** pieces focused on programme updates, as well as **four interviews** and **seven new success stories**:



Consulting Kit

During 2025, the communication campaign for Kit Consulting focused on raising awareness of the programme and sharing real beneficiary experiences through **success stories and first-hand testimonials**. This made it possible to demonstrate the practical value of the programme and the importance of **SME**

digitalisation in improving competitiveness. The initiative forms part of the **Spanish Government’s Plan for Recovery, Transformation and Resilience**, financed through **Next Generation EU funds**, and it involved the Chamber of Commerce of Spain as a collaborating entity of Red.es.

Actions Carried Out:

Digital media



Radio

On radio, eight placements providing general information about the programme were carried out, together with 57 placements dedicated to **promoting success stories**.

In addition, special initiatives were carried out in leading media outlets, with the broadcast of dedicated **special programmes** on **Onda Cero** and **SER**.



International Mentoring

LinkedIn campaign on the new line of aid for International Certification



Campaign on **Meta (Facebook and Instagram)** on the new line of aid for International Certification



Campaign on **Twitter (X)** about the new line of aid for International Certification



“Values Build Dreams” Campaign

Gipuzkoa joins the “Values that Build Dreams” campaign, an initiative promoted by the Chamber of Commerce of Spain and the **Forum of Leading Spanish Brands** aimed at encouraging **values** such as effort, perseverance, self-improvement and teamwork among young people as key factors in achieving their personal and professional goals.

The launch event featured the participation of the President of the Chamber of Commerce of Spain, José Luis Bonet, and the President of the Forum of Leading Spanish Brands, Sofía Osborne, bringing together **more than 150 students** from various educational centres in Gipuzkoa. The campaign includes a video featuring Honorary Ambassadors of the Spain Brand such as Pau Gasol, María Blasco,

Joan Roca, Edurne Pasabán and Sara Baras, who convey to young people the importance of discipline, perseverance and **excellence** as the foundation of personal and professional development.

During the event, leading figures from the business, scientific, gastronomic and sporting fields linked to **Gipuzkoa** also took part, sharing their experiences and reflections on the value of effort, cooperation and passion in the development of talent. Through this initiative, the promoting entities reinforce their **commitment** to educating new generations and promoting a culture based on values, excellence and the development of young talent.



SME of the Year Award

His Majesty the King presided over the national finals of the **SME of the Year 2024 Award**, an accolade given by the Chamber of Commerce of Spain and Banco Santander. In this eighth edition, the National SME of the Year Award was presented to Aerolaser System, a company from Gran Canaria specialising in geospatial technology for the analysis of infrastructure and electrical networks.

During his speech, **His Majesty the King** highlighted the ability of SMEs to face a context marked by economic crises, a global pandemic and international conflicts, stressing that they are “**the muscle and the heart of our business ecosystem**”, while underscoring their key role in Spain’s growth, innovation, employment and international projection. In addition to the National SME of the Year Award, national runners-up prizes were awarded:

- **Internationalisation**, to Moggaro from Segovia.
- **Innovation and Digitalisation**, to Neos Surgery from Guipúzcoa.
- **Training and Employment**, to Instrumentación Analítica from Barcelona.
- **Sustainable SME**, to Grupo Jumadi from Granada.





Presentation of the Business Climate Survey together with Sigmados



Presentation of the Enterprise Survey Spain 2024 of the World Bank

Other actions

Collaboration with the main media on dissemination of the activity of the Chamber of Spain in 2025 took the form of various actions, with the content mainly focused on the **digitalisation of SMEs**, **senior talent** and **professional training**.

Communication indicators in 2025



Main communication activities

■ New Economy Informative Breakfast



■ La Economía on TVE 24h



■ Hora 25 on Cadena SER



■ 2nd Dual Vocational Training Forum, Prensa Ibérica



■ Round table at The Objective on SME Internationalisation



■ La Economía on TVE 24h



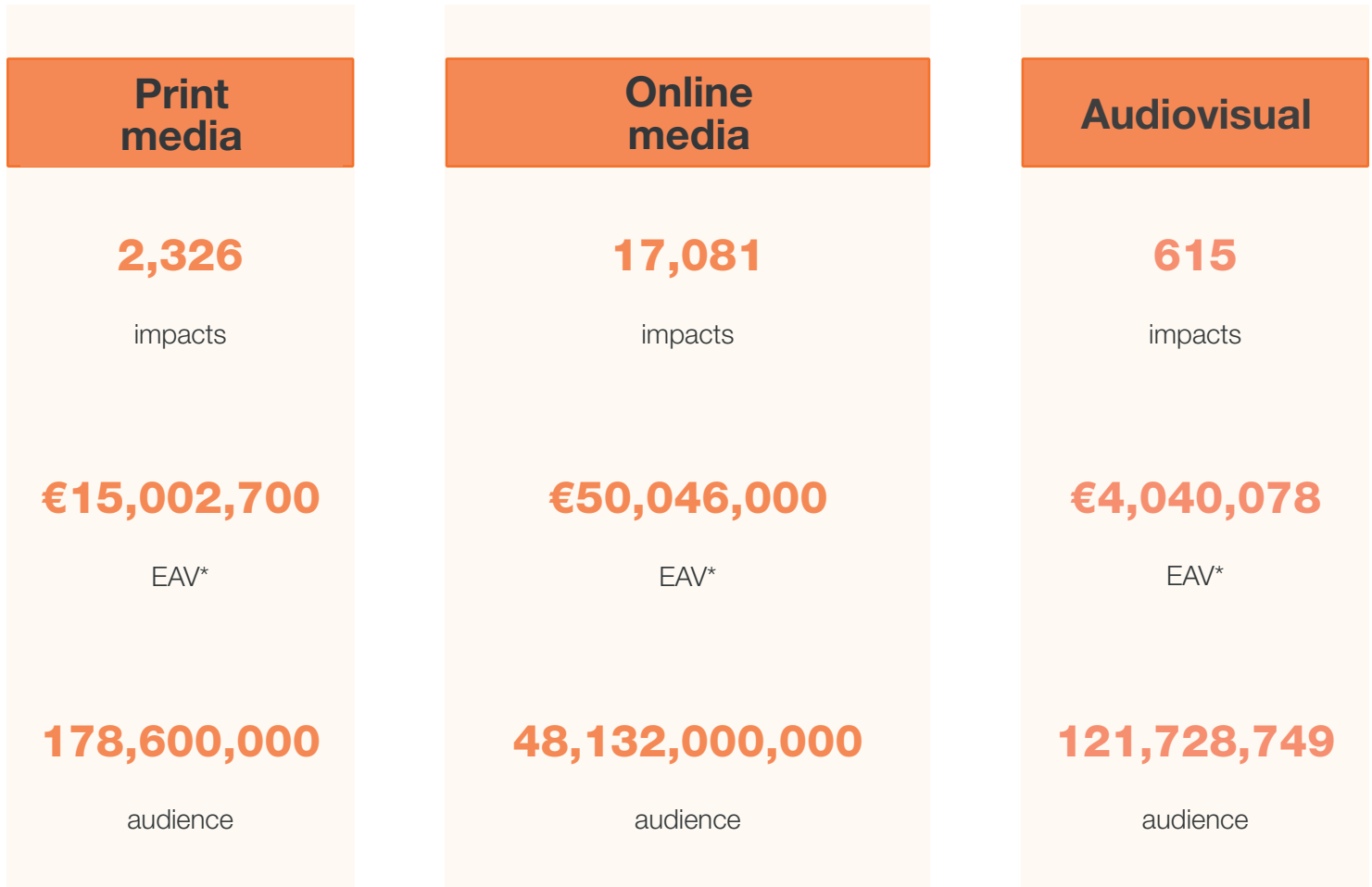
■ “Transforming Talent” Forum, El Confidencial



■ Servimedia round table on the Internationalisation of SMEs



Impacts in media



* Equivalent Advertising Value

Social Networks



28,400

followers

-0,81%

(from 28,633 to 28,400)



5,042

followers

+308,6%

(from 1,234 to 5,042)



72,249

followers

+6,53%

(from 67,818 to 72,249)



1,670

followers

+11,71%

(from 1,495 to 1,670)

Web

992,620

pages viewed

453,184

individual users



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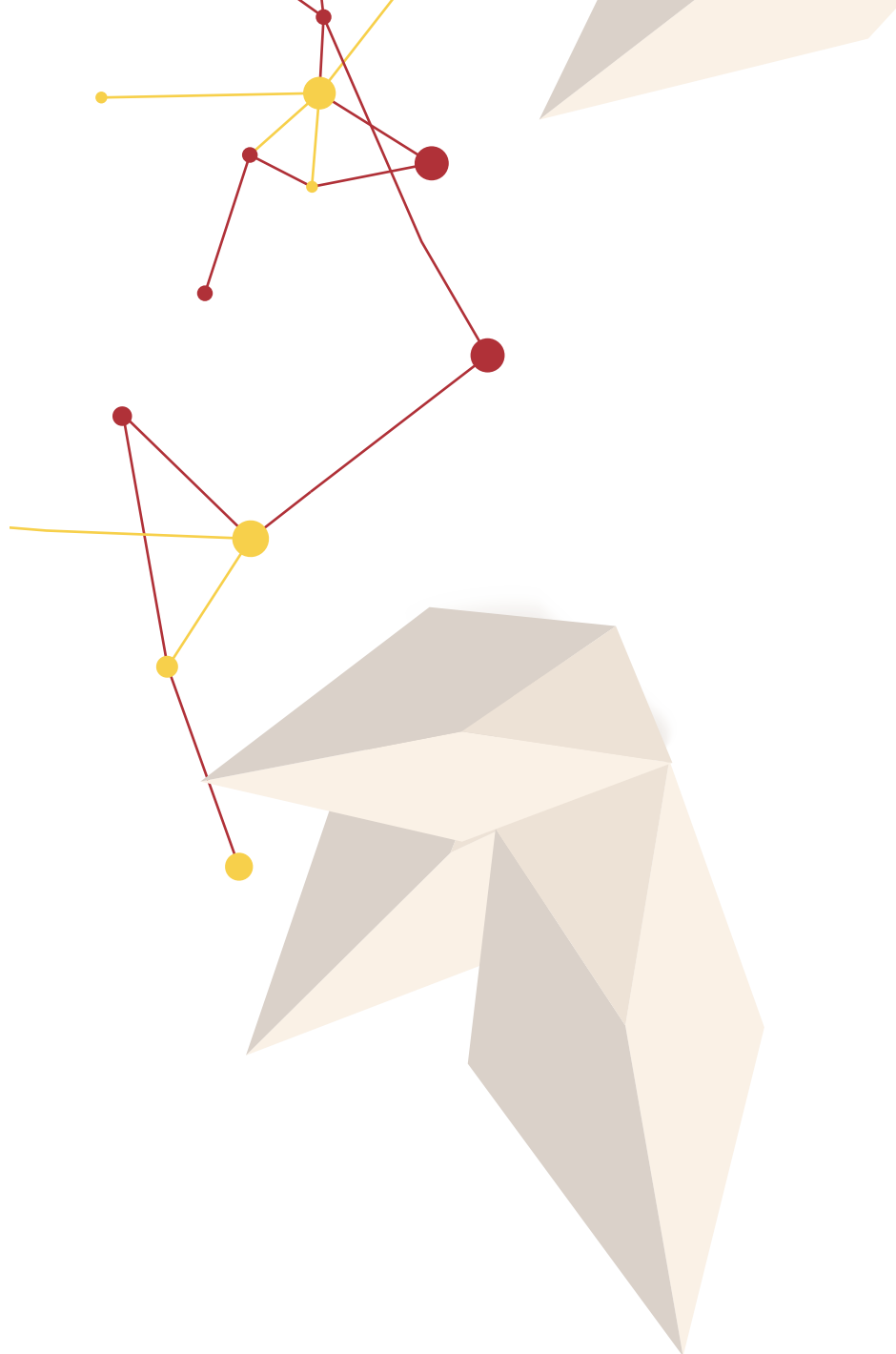
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Diseño y maquetación

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