

حاضر المستقبل
Future Today



Annual Report 2019



His Majesty King Abdulla II Ibn Al Hussein



His Royal Highness Crown Prince

Al Hussein Ibn Abdullah II

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Board of Directors

<p style="text-align: center;">HE Dr. Loay Munir Sehwal Chairman The Government Shareholdings Management Company</p>	
<p style="text-align: center;">HE Mr. Yousef Al Shamali</p> <p>Shareholdings Management Company (Government Representative)</p>	<p style="text-align: center;">HE Dr. Adel Sharkas Vice Chairman</p> <p>Shareholdings Management Company (Government Representative)</p>
<p style="text-align: center;">Mr. Mohammad Al Sughayar</p> <p>Shareholdings Management Company (Government Representative)</p>	<p style="text-align: center;">HE Mr. Fahad Al Fayezi</p> <p>Shareholdings Management Company (Government Representative)</p>
<p style="text-align: center;">Mr. Za'al Odeh Hassan</p> <p>Representative of Al Motarabetah for Investment</p>	<p style="text-align: center;">Mr. Amjad Al Saneh</p> <p>Representative of the Housing Bank for Trade & Finance</p>
<p style="text-align: center;">Mr. Hani Mousa Abu Hassan</p> <p>Shareholdings Management Company (Government Representative)</p>	<p style="text-align: center;">HE Mr. Samir Al Dabbas</p> <p>Representative of Social Security Corporation</p>

HE Mr. Amjad Al Saneh was assigned in the board of directors replacing Mr. Abdullah Al Omoush on February 4th, 2019



HE Dr. Loay Munir Sehwail
Chairman

The Government Shareholdings Management Company



HE Mr. Yousef Al Shamali

Shareholdings Management Company
Government Representative



HE Dr. Adel Sharkas
Vice Chairman

Shareholdings Management Company
Government Representative



Mr. Mohammad Al Sughayar

Shareholdings Management Company
Government Representative



HE Mr. Fahad Al Fayez

Shareholdings Management Company
Government Representative



Mr. Za'al Odeh Hassan
Representative of Al Motarabetah for
Investment



Mr. Amjad Al Saneh
Representative of the Housing Bank for
Trade & Finance



Mr. Hani Mousa Abu Hassan

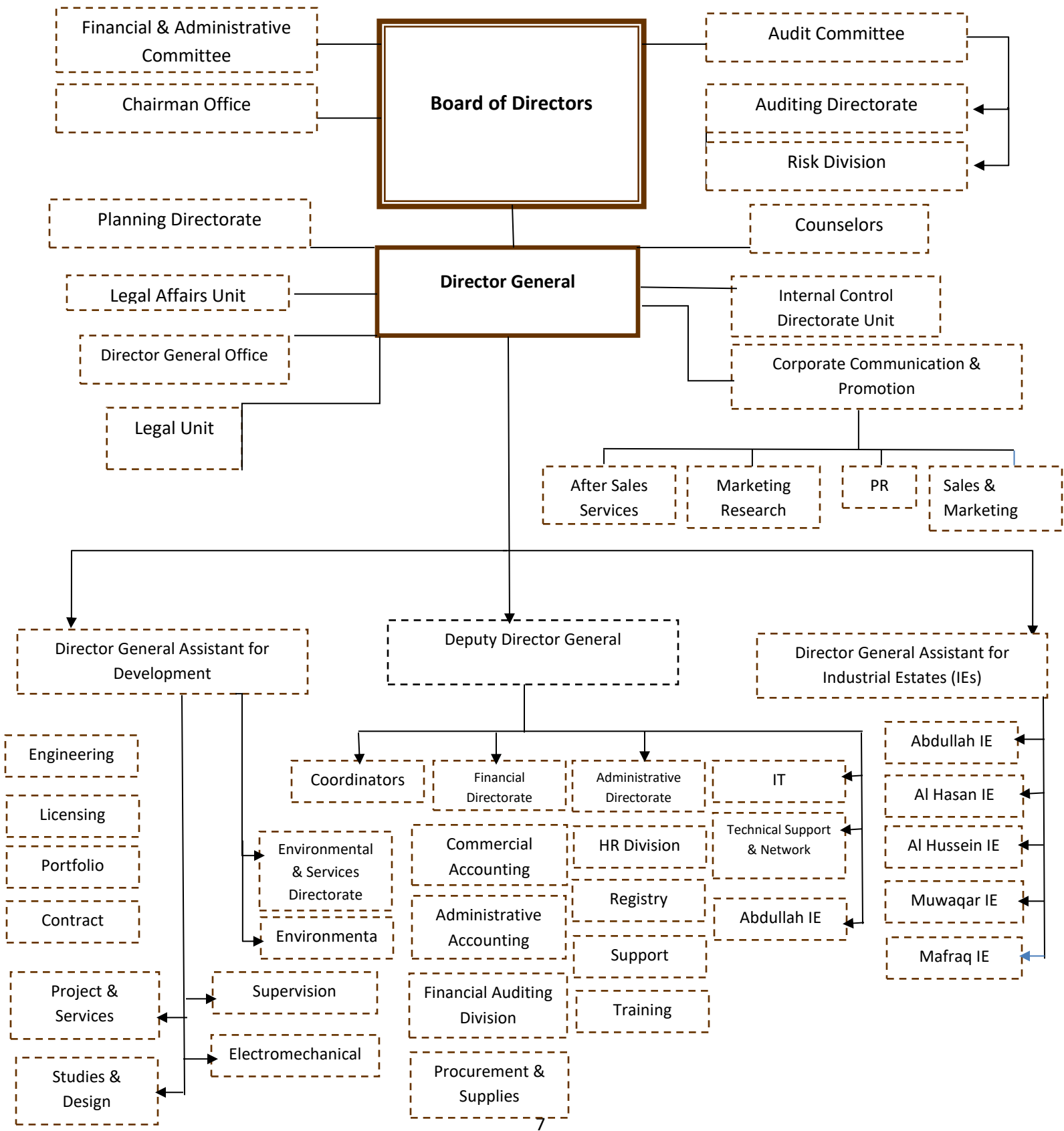
Shareholdings Management Company
Government Representative



Mr. Samir Al Dabbas

Representative of Social Security
Corporation

Organizational Chart



A Letter from Chairman



Dear Readers,

Our ambitions have embodied the greatest concern towards more achievement, giving and exerting, inspired by the visions of the His Majesty - so that our achievements will be a reality and meet the national economic needs, so that we are one of the Commotions that contribute significantly to the advancement and development of our national economy.

Our efforts in 2019 have been focused on further expanding the establishment of new industrial estates in a number of governorates that we have seen and after feasibility studies of the need to expand comprehensive development at the national level, we have seen the completion of new industrial estates in both Madaba, Salt, Tafila and with international specifications, which are truly considered one of the models we are proud of being the product of accumulated experience, performance efficiency and good management.

These industrial estates have been of royal interest, not less than that visits of His Majesty the King and his patrons to Madaba industrial estate and the provision of high directives in order to speed up the completion of the industrial estate and the rest of the industrial estates under construction, followed by visits by a number of government teams as a follow-up to the directives of His Majesty the King, may God bless him and his patrons, the work was in full swing until the completion rates reached advanced rates where many new industrial companies started construction work to start the process of production and industry.

Once the construction of these industrial estates began, we started receiving investment requests as they enjoy many preferential benefits, the most important of which is the decision of the board of directors to encourage the investment movement in them, which is to reduce the prices of rental allowances and sales of industrial lands and buildings in addition to the strategic sites on which these estates were established and provide efficient and experienced man-power.

In order to achieve the required balance among all industrial estates, 2019 witnessed a unique case in attracting the number of industrial investments found in industrial estates, the perfect incubator for the launch of its industrial projects, which worked on many job opportunities for the sons and daughters of the country accompanied by an increase in the volume of exports thanks to incentives and exemptions granted to industrial investments, which positively

affected the quality of the Jordanian product and its access to many worldwide markets and its competition for global products to gain the trust of the foreign consumer.

Despite the economic conditions witnessed by the whole world, our performance in industrial estates, which is an important part of the economic system, was very satisfactory and achieved for more than we aspire to be a unique situation in terms of political stability and the security system that is spreading throughout the country, until it became a destination for many advanced industries with high value added, which will be a milestone in the history of national industry.

The company also prepared a promotional plan and implemented it in the best way that produced good results and achieved the ambition through which we proved that Jordan and its investment climate, especially industrial estates, have gained great confidence among investors of all nationalities that were targeted by this plan.

These achievements coincided with the horizontal expansion of a number of existing industrial estates as a result of the growing and continuous demand for industrial investments in them as a result of the high and distinguished reputation of these estates, we were able to build multiple areas of typical buildings in the industrial estates of Abdullah II/Sahab, Al-Muwaqar Industrial Estate and Mafraq Industrial Estate. / King Hussein Development Zone fulfilling that ambitions.

Finally, we hope that the achievements achieved in 2019 give more confidence to the industrial investor around the world, and is the result of a blessed and shared effort among all the company's employees who deserve deep thanks and appreciation for their dedication to the company and the implementation of its plans to build and give, and I also thank the owners of kindness and happiness members of the board of directors honorable for their support blessed in order to achieve successes on our beloved country under the leadership of His Majesty The Hashemite King Abdullah II God bless and protect him.

Dr. Loay M. Sehwal

A Letter from Director General



Dear Readers,

The year 2019 carried many achievements in the record of the Jordan Industrial Estates Company (JIEC) in parallel with an active investment movement in the various corridors of industrial estates operating in Sahab, Irbid, Karak, Al-Muwaqar and Mafrq and others under construction in Salt, Madaba and Tafila, which began to attract industrial investments due to high royal directives and government interest in the process of completion in industrial estates to expand the scope of development throughout our beloved country and its implications for the level of saving the Jordanian economy, providing job opportunities and stimulating the movement of industrial exports and trade to and from the kingdom.

During 2019, the company was able to sign 126 investment and service contracts with an achievement rate of (26%) over the year 2018 to add to the cumulative achievement record in our industrial estates, where it created nearly 1,800 jobs, (200) jobs expected to be provided by the new industrial estates through the investment contracts signed in, bringing the number of cumulative industrial companies operating in various locations of our industrial estates (824) industrial companies operating.

Completion rates continued in the projects of our new industrial estates located in Salt, Madaba and Tafila at a rate of more than 90% to be ready to start work in conjunction with attracting a number of investments in them, which followed the decision of the company's board of directors to reduce the selling prices of land and rental allowances for industrial buildings by between 30% and 80% for land prices and at rates ranging from 40% to 70% for the prices of industrial buildings, which was a catalyst for many industrial investments in the industrial areas. It gives investment advantages, while we study a number of investment applications in different sectors in it, in conjunction with the continuation of the movement of production and expansion in our industrial estates operating in Sahab, Irbid, Karak, Al-Muwaqar Mafrq and Aqaba, where the company began as a result of the growing investment demand in our various industrial estates to expand the industrial estate of Hassan with an additional 200,000 m², in addition to 305,000 m² in the industrial estate of Al- Muwaqar, in addition to the establishment of various areas of additional industrial buildings ready-made in Sahab, Karak and Mafrq.

On a related note, the company implemented its promotional plans during 2019 by participating in various local and international events to promote investment opportunities in Jordan in general and in industrial estates in particular in cooperation with public and private sector institutions and representatives of the industrial sector in the kingdom, notably the Investment Commission, in addition to receiving many investment delegations that are honored to see their experiences and inform them about the investment opportunities within the industrial estates, , and on the other hand, the electronic promotion was its role in excellence during this year through broadcasting promotional messages through various social media believe in the importance of these means in conveying Jordan's investment message and industrial estates to the world as a whole.

Today, we put in your hands the company's annual business report for 2019 bearing the fruit of the achievement that the company has sought to achieve, especially in light of the continuing difficult circumstances that continue to cast a shadow over the region as a result of political tensions and instability in many countries of the region through which Jordan was able to maintain harmony between its various sectors to maintain the sustainability of the economic movement and provide all the reasons for the success of the investment environment.

Finally, these achievements would not have been achieved if it were not for the concerted efforts made by the company's staff each in its location, and the absolute support from the chairman and the members of the board to the success of the executive management plans and strategies of its work during the year 2019 in addition to all forms of support and facilities to solve the issues of various investors to continue the drive of production in our industrial estates and reflect its positive effects on various parts of our beloved country under the banner of His Majesty King Abdullah II Ibn Al Hussein, may God bless him.

Director General

Omar Jwaid

Jordan's Economy in 2019 and Future Vision

Despite Jordan's growth rates in a number of sectors, primarily the industrial sector during 2019, a number of challenges remain visible under volatile regional and international circumstances linked to common political interests, which are closely linked to the economic situation in any region of the world. We will recall his words in the speech of the opening of the fourth session of the Eighteenth Parliament of Jordan, where His Majesty addressed the three authorities, said: "We are all aware that the crises around us have cast a shadow over Jordan in all aspects of life, especially economic ones, and we have paid a great price because of our historical positions. We have achieved brave reforms, even in the most difficult circumstances, and we have proved to the world time and again that Jordan, whatever the challenges, knows no impossible.

According to the results of the World Bank's Report, Jordan was among the top 3 countries in the world which improve the business environment, advancing to 75th rank instead of 104th to be the highest ranking in 10 years, where Jordan jumped 29 places on the report index thanks to a series of economic reforms implemented last year and preparing for the best international practices in the field of governmental procedures organized for business activities, thus laying the foundations for the growth of the private sector and to be more and more 10 countries apply Reforms that will create a business environment, where the results of the World Bank report are an important measure and indicator of confidence among investors and businessmen, while GDP grew by 2.1% at constant prices for the fourth quarter of 2019, accompanied by a 6.8% increase in national exports compared to the same period in 2018 for the major trading partners of the Arab Free Trade Area, the North American Free Trade Agreement (FTA), European Union and Asian countries.

On the other hand, the Jordanian economy continues to guide a range of economic challenges, the most important of which are low growth rates, high indebtedness of up to \$29 billion, high unemployment to 19.0% and low market indicators. Work, which is linked to many factors, including macroeconomic conditions, slowing economic growth, the impact of the national economy on the political crisis in the region and the cautious anticipation experienced by the region from all directions, in addition to the additional burdens that Jordan bears due to the volatile political consequences in the neighboring countries.

Perhaps one of the most positive indicators during 2019 is the economic stimulus plan launched by the government through four axes aimed at reviewing wages and salaries, stimulating the economy and stimulating investment, improving the quality of services provided to citizens, administrative and financial reform, where the focus of stimulating the economy and investment includes a package of measures aimed at creating a investment climate in the Kingdom through the adoption of more incentives, activating the insolvency law, expanding the powers of the investment window, stimulating productive sectors, exports and employment, and reducing the cost of energy to productive sectors, which suggests that the reform plan,

which indicates that the reform plan The economy is going according to What is planned and will reach various fields to reach the production country in the coming years.

The majority of analysts have agreed on four priorities turned around their view of the Jordanian economy for the coming years and how to push the economic growth forward to address the further consequences of regional and international unrest, as confirmed by the Fund The International Monetary Fund (IMF) on his recent visit to the Kingdom is to maintain economic stability, support growth and create Jobs and social protection, which was picked up by the government compass early on through the adoption of the Government's Action Plan 2019-2021 and what emerged about him from the launch For the axes of the economic stimulus plan that revolves these four axes in its orbit in implementation of the visions of His Majesty King Abdullah II Ibn Al-Hussein, who said: "Let us rise to build a new reality that multiplies growth, and creates thousands of opportunities for every aspiring Jordanian, for those who work and persevere, for those who have hope, for those who do not put a ceiling on their ambitions, for those who achieve much little, and no work is expected. Our renaissance has no place for those who succumb to pessimism and blackness.

First: Company's Strategic Plan

Brief Overview

The JIEC is the legal successor of the Jordan Industrial Estates Corporation, which was established in 1980 as one of the tributaries of the national economy and has achieved during its more than a quarter of a century of effective development and strategic performance by coordinating Close with the private sector in promoting Jordan as a favorable and distinct environment for investment, and the company worked according to The comprehensive concept of industrial estates, modern infrastructure services and the provision of upgraded land and industrial buildings ready to serve investors.

Moreover, the Company is a trusty developer, and had been awarded the ISO Quality Certificate and first-place gold award of King Abdullah II for Excellence in Government Performance and Transparency, in addition to many certificates and awards on both national and international levels.

Jordan Industrial Estates Corporation has converted into a private shareholding company under the Development Zones Law No. 2 for the year 2008. This law has been amended by the current Investment Law No. 30 for the year 2014, in which a whole section tackles the issue of a one-stop-shop investment window for all investment activities inside the Industrial Estates. The purpose is to reorganize all promotion efforts for encouraging the investment climate.

The company is working on the establishment, development and management of industrial estates on a large scale Includes all the governorates of the Kingdom in the comprehensive concept of these estates, which blends the provision of basic services and infrastructure services such as water, electricity and roads Communications and support services represent the main supporter of industrial production processes and their diversification to include banking, customs, health and security financial services. and others, which helped the success of the company and achieve Its objectives in construction, development and horizontal and vertical expansion in its projects, which have spanned and through its journey that exceeded 30 years to cover the three regions of the Kingdom north, central and south.

Moreover. The philosophy of establishing industrial estates is based on contributing to the creation of the investment environment and enhancing the attractiveness of industrial investments through the availability of integrated infrastructure elements and services necessary to attract investments in light of the economic openness witnessed by the Kingdom, and to maximize the opportunities to benefit from regional and international agreements signed by Jordan.

The company's strategic plan is in line with the royal trends towards more economic activity, and the company has begun to implement its horizontal expansion plan to establish industrial estates in Madaba, Salt, Tafila and Jerash, in a way that achieves Comprehensive national development that improves the level of economic performance and accelerates its pace and who emerges Social reflections and reducing unemployment.

The company's strategic plan also deepens with three new future projects under study in al-Madonna, Zarqa and Ajloun, in addition to the expansion of Al Hassan Industrial Estate and Al-Muwaqar Industrial estate due to the increasing demand for investment in industrial estates, so that the company has

contributed to achieving Economic development and its mission as a major incubator for industrial investments and its achievements to promote the national economy and serve the community.

Vision

A pioneer and trusted partner that cradles sustainable investment in Jordan and the Middle East.

Mission

To evolve and manage the developed Zones by using the best international standards in providing services and infrastructure in order to support investments and keep up developments. Creating partnerships that rely on fair commercial principles and stimulating preferential advantages.

Directions:

- To expand the creation of development zones.
- To open areas for a variety of qualitative and quantitative investments.
- To diversify and increase income sources.
- To maximize assets available to meet liabilities.

Strategic Goals:

- To rise the efficiency of the infrastructure and services.
- To increase the growth rate and sustain investment.
- To enhance the institutional capacity.

Key partners:

- Board of Directors of JIEC
- Executive Management
- Company's Team
- Investors
- Investment Commission
- Development Companies

Strategic Plan

First Strategic Goal	Raising the Efficiency of Infrastructure & Services
Strategies	Performance Activities
1.1 Infrastructure Development	1. Conducting infrastructure development case studies
	2. Evaluating the situation of existing infrastructure
	3. Identifying requirements needed for renewing the existing infrastructure
	4. Evaluating the opinion of investors about infrastructure
	5. Evaluating the environmental dimension for the existing infrastructure
	6. Competitors' benchmarking
	7. Conducting feasibility studies to develop infrastructure
	8. Adopting an action plan to implement process evaluation outputs, diagnostic and field surveys
1.2 Renewing the Existing infrastructure Services	1. Evaluating the situation of existing infrastructure services.
	2. Identifying requirements needed for renewing the existing infrastructure services
	3. Evaluating the opinions expressed by investors concerning infrastructure service
	4. Conducting feasibility studies to develop infrastructure services.
	5. Setting criteria to measure the importance degree of the provided services

	6. Conducting field survey to identify the investors' needs, their rights and concerns
	7. Identifying services areas which the Company can carry out with the Competent authorities on behalf of investors.

Second Strategic Goal	Increasing the Average of Investment Growth Ratio & Sustained Investment
Strategies	Procedural Activities
2.1 Maximizing the Benefit from the Preferential Advantages	1. Identifying and following up the activation of the company's obligations towards the development agreement
	2. Identifying the developer's obligations of the agreement
	3. Identifying the requirement of the Investment Law.
2.2 Conducting Competitors Benchmarking Studies	1. Identify benchmarking companies
	2. Conducting an assessment & analysis study.
	3. Review of lease and sales pricing policy
	4. Preparing a marketing plan
	5. Setting a plan for connection and communication
	6. Identifying market priorities and preparing a guidance sheet
	7. Specifying the number of dispersed factories and communicating with the municipalities to identify the problems as well as the available opportunities
	1. Finding strategic partnerships with secondary developers for future sites

2.3 Finding Funding Sources	2. Revising and updating the information related to each site
	3. Preparing terms of reference and invitation to bid
	4. Conducting a legal study for the new contracts and the existing companies' contracts
	5. Examining the possibility to provide investors with additional services
	6. Designing as well as applying the current cost planning program

Third Strategic Goal	Enhancing the institutional capacity
Strategies	Procedural Activities
3.1 Identifying Priorities for the Institutional Development Process	1. Developing a medium-term plan for human resources management
	2. Updating Information Technology Systems
	3. Developing a system to assess and measure the institutional performance
3.2 Applying the Concept and Principles of Corporate Governance	1. Reconsidering systems, policies and governance of the Board of Directors depending on good corporate governance standards
	2. Developing the Delegation of Authority Matrix
3.3 Developing Policies for Assets Management, Investments & Feasibility Studies	1. Developing principles for assets management
	2. Reconsidering the bidding instructions
	3. Reconsidering the procurement system
	1. Developing specialized programs designed to rise the environment

3.4 Consolidating the Concept of Service and Interaction with the Local Community	Awareness
	2. Cooperating with the relevant authorities to rise the capacity of labor force in order to serve investors
	3. Supporting Business Incubators

SECOND: The Industrial Map

JIEC affirmed its determination to continue developing the national economy by elaborating its Decimal Plan and Program of Action the Company has played a major role in emphasizing the outputs of the industrial map due to its firm belief in its importance in distributing all the development gains in all parts of Jordan as well as its positive impact on the environment in Jordan as a whole; in fact, this map will minimize the number of factories and industries scattered disorderly in random areas, especially in agricultural lands and residential areas

Since the launch of the national industrial map, JIEC has sought to fully comply with the requirements and principles of the industrial map, by selecting the appropriate sites for the establishment of industrial estates in locations suitable for industry and industrialists without affecting the environment and does not adversely affect the population, as the implementation of the industrial map clauses guarantees the establishment of industrial estates that are environmentally friendly and conducive to employment without affecting industrial clusters. Three projects started in 2019 in Salt, Madaba and Tafila, which were established with the aim of achieving comprehensive development in various provinces of the country, these projects are established in cooperation with “the Ministry of Public Works and housing” and funded by “the Saudi Fund for development. This will reflect on the extent of the responsibility that the Jordan Industrial Estates Corporation is carrying out in implementing the industrial map through the establishment of integrated industrial estates with a full-service industrial incubator and a distinct investment climate.

One of the results of the Decimal plan was that the company developed an operational work program for the years 2015-2025, where the corporation's plan included the planning, construction and development of industrial estates outside the regions. The company also worked to develop more incentives and advantages with the aim of attracting industrial investments and putting facilities in front of them, including measures related to the prices of the sale of land and industrial buildings, and put in place more incentives and facilities associated with the payment process for factories located outside industrial estates/development zones, and these measures had the greatest impact on the attraction of industrial investments.

As is the case with the JIEC in general expansion, it is seeking towards new industrial estates that have positive effects and constitute added economic value, along with the new industrial estates that the company is currently implementing, there are ambitious industrial estates in both Al-Madonna, Zarqa and Ajloun in the near future, so that they are organized and serviced in all forms of major services and support (integrated services) and according to international specifications, where all the existing industrial estates and which are under implementation and future incubator for the industries will be the best in all estates. And the provinces of the Kingdom, in addition to the company's endeavor in horizontal expansion within the industrial estate, which is witnessed by many industrial estates to meet the needs of new investors and current investors, so that the industrial estates have covered all regions and provinces of the Kingdom, to maximize the benefit to the regions the lowest income to form an economic and social activity in those areas This will make it easier for the corporation to channel investments in an orderly manner with all options and the same investment advantage.

This directive is an integral part of the industrial map and its objectives to establish industrial estates and Free Zones and future expansions in line with the foundations and objectives of the industrial map in order to increase the area of the agricultural area without prejudice.

At the time of the Jordan Industrial Estates Corporation, it was an initiative in the implementation of the industrial map and the confirmation of its outputs approved by the Council of Ministers, believing in the

importance of the environment, which is one of its main objectives and the distance from the regions Agriculture, environmental conservation, pollution prevention and industrial renaissance in their designated places, in addition to allocating green spaces within industrial estates.

Third: Company's Action Plan for the Years (2015-2025)

The work plan of The Jordan Industrial Estates corporation for the years 2015-2025, which is considered to be an extension of its mission and strategic objectives of establishing, developing, managing and promoting industrial estates /developmental zones in a way that keeps pace with various global developments in this field in cooperation with the company's partners from various ministries and public and private sector institutions to be both integrated and striving to achieve the goal and purpose of the establishment of industrial estates and their tangible impact on the national economy and the Jordanian citizen.

When the general frameworks of Jordan's vision for the years 2025, which were set by the rational government, were drawn up, our work program at the JIEC for the years 2015-2025 emerged from the general framework of the vision, which established an integrated general framework for economic and social policies in the Kingdom to make the advancement of the national economy the top of national priorities, as His Majesty assure in the Letters of Designation of sequential governments is the necessity to continue the programs of economic reform and modernization, to achieve their desired goals, and to work to achieve and develop specific and thoughtful legislation, policies and procedures that enhance the competitiveness of the national economy, attract investments, facilitate their success, and limit the bureaucracy that hinders them, to generate employment and employment opportunities, And to maintain financial and monetary stability, shrinking the budget deficit and the debt-to-GDP ratio, to raise growth rates and achieve sustainable development based on Jordan's Vision 2025 and continue to build on it, in addition to following up on the implementation of recommendations that are agreed upon with the Economic Policy Council.

Our program of work for the years 2015-2025 did not ignore the priorities of the work of the current government for the years 2019-2020 - in the footsteps of the renaissance, which was inspired in its second axis, marked by the axis of the production state spirit of renaissance work in light of the challenges facing our national economy, so it is necessary to work all of them to achieve Economic renaissance through the development of a Jordanian model whose two main drivers of production and operation as a prelude to the main national priorities that represent the minimum elements required for the productive state, JIEC took the initiative and reversed it on the ground by identifying the visions and aspirations necessary to improve the reality of JIEC and its main role in supporting the national economy and distributing development gains to various provinces of the Kingdom through the development of roads and mechanisms to attract investment and marketing Industrial as well as providing an integrated development system in the locations of industrial estates in the provinces to ensure the creation of jobs for Jordanians men and women.

As a result, (JIEC) started the establishment of four modern industrial estates in different governorates; namely, Tafila, Balqa, Jerash and Madaba. Furthermore, JIEC also started preparing a medium-term action plan to implement two industrial estates in Zarqa and Al-Madonna; as well as the execution of Ajloun Touristic city. On the other hand, JIEC started developing the existing industrial estates by upgrading the efficiency of its infrastructure and services and by establishing additional areas of developed land and industrial buildings which are ready to meet the high demand for investments. In addition, the company examined a number of feasibility studies about establishing renewable energy projects. where the early stages of the projects of the four new industrial estates in Jerash, Balqa, Madaba and Tafila are expected to be completed in conjunction with the many requests the company began to receive to invest in these estates in different industrial sectors, in addition to the size of the investment in the field of industrial, in addition to the number of industrial companies that joined to work in the various industrial estates existing and which appears in the figures through the pages of this

report all these activities show that (JIEC) plays a significant role in contributing to the national economy; especially by influencing the exportation movement and the employment rate.

The vision and strategy of the Industrial Estates Company 2015-2025 did not neglect to meet the desires and needs of investors; as the company took many investment measures, taking into account the time and effort factors to facilitate the procedures on investors. For that, we have linked all industrial estates to the general administration through specialized solutions to save time and reduce efforts. This reflects the high and comprehensive cooperation between the company's departments in order to facilitate the procedures for investors. In addition to that, the company aimed at developing its work and improving the quality of its services by increasing cooperation with the private and public sectors. This detailed program will eventually facilitate procedures, develop the performance, and minimize bureaucracy and the flow of procedures and services in a smooth and unlimited way.

We hope and through these pages that you'll read with us the output for the company work program, which began to bear fruit through the proportions of advanced achievement in the industrial estates under implementation, as well as the development of infrastructure for a number of existing and expansion estates and investments figures we have during the 2018 year, which reflected their impact on national exports and employment opportunities, developed and the wheel of economic development introduced by these investments in the various locations of our industrial estates which will remain an example of the practical application of the axis of the state of production, which intersects the central production and operation at the same time.

Medium Term Action Plan for The Years (2019 -2021)

1. Madaba Industrial Estate

Madaba Industrial estate located within Madaba governorate on an area of 500,000 m².

Required Studies and designs had been prepared for the implementation, and the company started, to establish the infrastructure for the first phase with a total area of 310,000m², which reached the completion rate to date 95%, and established ready-made buildings in an area of (17,000) m² in two stages. JIEC took care of the construction will be established and developed according to the latest industrial international standards with all the necessary infrastructure networks. The most important industries for this estate will be the Engineering, Pharmaceutical, Food and Light Medical Industries. This estate is expected to attract 60 investment projects with an investment volume of 120 million JOD and provide 1700 job opportunities. during the last quarter of 2019, the company was able to attract (3) industrial projects operating in the industrial sector (food /furniture / engineering) worth (4) million dinars and expected to provide (185) jobs.

2. Salt Industrial Estate

The total area of the plot is (480,000) m². it will be constructed in two phases; the first phase is 238,000 m² and the infrastructure had been implemented; this estate is attracting (52) investment projects with an investment volume of (85) million JOD and also provide (1500) job opportunities. In 2018 and 2019, industrial buildings were built within the estate on an area of (10500) m² to meet investor demands in conjunction with the final stages of the establishment of the estate, the company was able to attract (3)

specialized projects in the field of industries (pharmaceutical/chemical /plastic) during the last quarter of 2019 with an investment volume of about (3) million dinars and is expected to provide (60) jobs.

3. Jerash Industrial Estate

Located in Jerash governorate with a total area of the estate 208,000 m² and this estate will be developed in one phase. The most important industries polarized for this estate according to preliminary studies will be the technical industries, pharmaceutical industries, light medical industries and paper recycling.

Due to the specificity of the estate, an industrial-tourism- Park will be established and the concept of “the one village - one product” will be applied for the first time in the Kingdom. It is also planned to establish a trade exchange center to carry out the commercial transactions between manufacturers and importers for all factories that located inside and outside of the kingdom. In addition to establish a research and studies center that specializes in the development of product lines, quality and marketing.

4. Tafila Industrial Estate

This industrial estate is located on the road linking Tafila to the Amman-Aqaba road and away from Tafila city (22 km). The area of land allocated for the construction of the estates is about 1000,000 m², whereas 500,000 m² will be developed in the first phase, a first stage and the implementation of the estates infrastructure has begun and the completion rate has reached 95% and the construction of industrial buildings ready on an area of (10042) m², the expected number of investments is 110 projects with a worth of 300 million JOD of investment and will generate (4000) jobs.

As a result of the acceleration of construction work in the early stages of these estate and towards its opening, the JIEC was able during the year 2019 to attract 8 new industrial investments for these estates as a result of incentives and concessions approved by the JIEC’s Board of Directors on the prices of the sale of land and the leasing of industrial buildings in the new industrial estates, where the volume of investments amounted to approximately 8 million dinars will provide more than 230 jobs for Jordanians, while these investments will work in several industries, the most important of which are pharmaceutical, food, plastic, engineering and others.

The company carried out a study and analysis based on several data, the most important of which is to increase the growth of investment movement and the volume of exports and increase employment in order to come up with a table that shows forecasts for existing and future industrial estates in the event of maximum energy, and adopted in the method of statistical analysis of forecasts for the next ten years' equation direction:

Table (1): shows the Inflows of Existing and Future Industrial Estates

Year	Number of Companies	Investments (Million JOD)	Exports (Million JOD)	Workforce
2019	829	2574,4	1796,4	65880
2020	953	2960	2065	75762
2021	1095	3404	2375	79550
2022	1259	3744	2612	83527
2023	1448	4306	2873	87703
2024	1592	4951	3016	92089
2025	1752	5447	3167	101297

***Actual Economic Indicators for 2019 is considered the basic for our projection*

Company's Achievements and Activities for 2019

Current Industrial Estates

1. Abdullah II IBN Al-Hussein Industrial Estate / Sahab

Historical Overview:

- The first Industrial Estate, it was established in 1984, and considered the largest Industrial Estate in Jordan.
- This Estate is located 12 km to the south east of Amman, the capital of Jordan.
- The total land area of this Estate is 2,530,000 m².
- Fully occupied.
- The company has implemented new buildings, each one sized (813) m², to meet the high demand.

Competitive Advantages:

- Nearest to Amman, the Capital of Jordan.
- The largest industrial complex in Jordan.
- Nearest to the main routes that connect Jordan with the neighboring countries (by land and by air)

**Table (2): Number of Companies, Investment Volume, Exports and Number of Workers
2013-2019**

Abdullah II IBN Al-Hussein Industrial Estate (AHIE) in Figures				
Year	Number of companies	Invested capital (million JOD)	Exports (million JOD)	Workforce
2013	412	1600	520	16000
2014	454	1641	509	17473
2015	413	1224	483	14526
2016	443	1328	395	14765
2017	467	1395	419	15675
2018	432	1171,7	418,5	14361
2019	409	1039,7	406	13671

2. Al-Hasan Industrial Estate /Irbid

Historical Overview:

- Established in 1991.
- The first and the largest Industrial Zone in northern region / Irbid governorate.
- The total land area is 1,178,000m².
- Located 75 km to the north of the capital Amman.
- Because of the full occupancy rate, the company purchased adjacent lands to expand the estate, the expansion area is 214000 m².

Competitive Advantages:

- Industrial zone / Development zone.
- Located on the International road and nearest to the northern crossing border.
- The largest industrial complex in the Northern region.

Table (3): Number of Companies, Investment Volume, Exports and Number of Workers (2013-2019)

Al-Hasan Industrial Estate (HIE) in Figures				
Year	Number of Companies	Invested capital (million JOD)	Exports (million JOD)	Workforce
2013	124	382	344	17493
2014	137	406	399	21292
2015	140	461	390	22978
2016	143	479	432	*28685
2017	150	485	493	31796
2018	151	274,2	517	27317
2019	137	435,7	946	38047

3. Al-Hussein Bin Abdullah II Industrial Estate /AL- Karak

Historical Overview:

- Inaugurated in 2000.
- This Estate is the second Industrial Zone implemented in the Southern area.
- The total land area is 1,856,000m².
- The occupancy rate in the estate exceeded 55%.

- The developed land area of this Estate reached to 786000 m2, in addition, 1085000 m2 will be also developed in the first and second phases of the corporation's action plan for the years (2014-2025).

Competitive Advantage:

- Industrial zone / Development zone.
- Preferential Prices for sales and lease.
- Exemptions, incentives and other special facilities.
- Proximity to the Port of Aqaba.

Table (4): Number of Companies, Investment Volume, Exports and Number of Workers (2013-2019)

Al-Hussein Bin Abdullah II Industrial Estate (HIE) in Figures				
Year	Number of companies	Invested capital (million JOD)	Exports (million JOD)	Workforce
2013	22	39	96	2947
2014	23	40	105	3843
2015	24	40	121	4010
2016	32	45	103	3964
2017	39	47	109	4114
2018	36	45,4	146	4185
2019	35	39,2	81,4	4185

4. Aqaba International Industrial Estate:

Historical Overview:

- The total land area of this Estate is 1,700,000m2.
- Given the great importance of this Estate as well as being located in the Aqaba Special Economic Zone Authority (ASEZA), this Estate is considered a pioneering experiment, the first of its kind, in the Middle East region. Consequently, and in compliance with encouraging the role of the private sector, a company with high reputation in the field of managing and marketing the industrial estates has been selected to develop and promote this estate.

Competitive Advantages:

- Located in the heart of ASEZA.

- Nearest to the Port as well as to the International Airport of Aqaba.
- An outstanding boundary location that mediates many countries.
- Authorized as a Qualified Industrial Zone.

Table (5): Number of Companies, Investment Volume, Exports and Number of Workers for the years (2013-2019)

Aqaba International Industrial Estate (HIE) in figures				
Year	Number of companies	Invested capital (million JOD)	Exports (million JOD)	Workforce
2013	38	190	100	950
2014	80	180	156	1000
2015	90	213	184	1070
2016	105	277	270	1450
2017	117	426	320	2100
2018	125	420	320	3200
2019	135	500	259	5000

5. Al- Muwaqar Industrial Estate

Historical Overview:

- The total land area of this Estate is 2,500,000m².
- The first phase reached 1,444,000m².
- The second Industrial Estate in the capital of Jordan (Amman) and considered an extension to Abdullah II Bin Al-Hussein Industrial Estate(Sahab), due to its fully occupancy.
- Fall within range Development Zones declared previously under Development Zones and under the investment law, recently the JIEC is considering all options for purchasing adjacent lands to expand the estate; in addition, the second phase of the estate is under construction due to the high demand and the increase in occupancy rates.

Competitive Advantage:

- Development Zone.
- Nearest to the borders of the neighboring countries.
- Located on the international road and near the ring road that links this estate to the international road that leads to Aqaba.

- Sectorial distribution system in the estate (Zoning & Clustering).
- Incentives and tax exemptions under the Investment Law.

Table (6): Number of Companies, Investment Volume, Exports and Number of Workers for 2013-2019

Al- Muwaqar Industrial Estate (HIE) in Figures				
Year	Number of Companies	Invested capital (million JOD)	Exports (million JOD)	Workforce
2013	21	225	59,38	2068
2014	49	287	67,66	4880
2015	56	351	15.00	1634
2016	69	444	22	2711
2017	93	471	65	3263
2018	93	466,8	95,3	3318
2019	98	554	104	4806

6. Al-Mafraq Industrial Estate / Development Zone

Historical Overview:

- 60 km to the northeast of the capital Amman, located in Al-Mafraq Governorate.
- The area of the estate is 1,847,000 m²; Situated on the network of modern highways that connects Jordan to Syria, Iraq and Saudi Arabia.
- The estate provides developed industrial land and will provide ready-made industrial buildings within the estate.

Competitive advantages:

- The estate is located on a network of main roads that connects Jordan with Syria, Iraq and Saudi Arabia
- The presence of the estate within KHBTDZ as well as its proximity to the airbase will make it a hub area. A study has been made to transform part of the military airbase into a commercial multi-purpose airport; also, this zone holds an attractive logistic location that will contribute to facilitating the movement of goods from all areas which will strengthen the investment.
- Located close to the governorate of Al-Mafraq, which is geographically close to Irbid and

Zarqa that constitutes with a major source of Human Resources.

Table (7): Number of Companies, Investment Volume, Exports and Number of Workers for 2017-2019

Mafrqa Industrial Estate in figures				
Year	Number of Companies	Invested capital (million JOD)	Exports (million JOD)	Workforce
2017	3	0,400	-	16
2018	6	3,5	-	23
2019	6	4,3	-	21

Table (8): Number of Economic indicators in all Industrial Estates in 2019

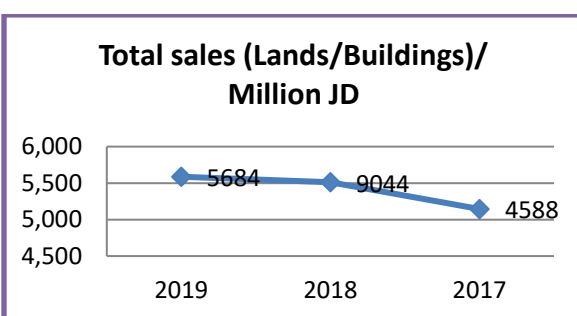
Estate	Number of companies	Invested capital (million JOD)	Exports (million JOD)	Workforce
Abdullah II Industrial Estate	409	1039,8	406	13671
Al-Hasan Industrial Estate	137	435,70	946	38047
Al-Hussein Bin Abdullah II Industrial Estate	35	39,15	81,4	4185
Al-Muwaqar Industrial Estate	98	554	104	4806
Aqaba International Industrial Estate	135	500	259	5000
Al-Mafrqa industrial estate	6	4,3	-	21
Al-Salt industrial estate	5	3.390	-	80
Al-Tafila industrial estate	1	0.050	-	5
Madaba industrial estate	3	3.750	-	147
Total	829	2580.140	1796,4	65962

General Indicators

Total sales (lands/ buildings)

(Million JOD)

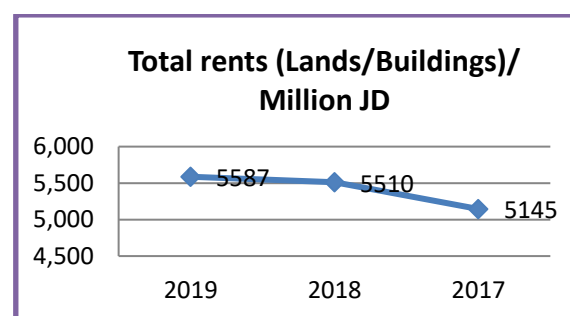
2019	2018	2017
5,684,305	9,044,750	4,588,562



Total rents (lands/buildings)

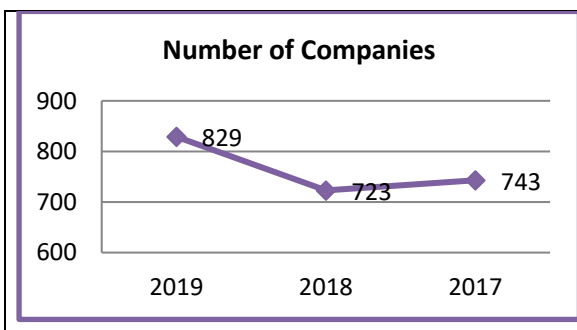
(Million JOD)

2019	2018	2017
5,587,109	5,510,840	5,145,314



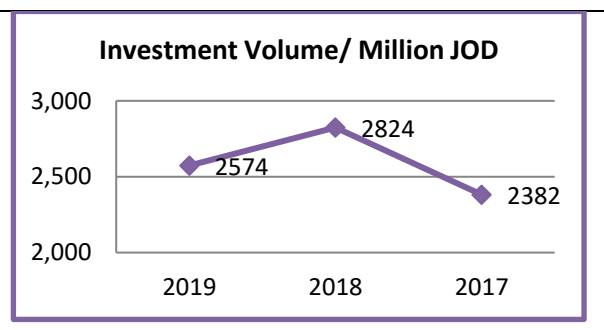
Number of Companies

2017	2018	2019
2553	2289	2574



Investment Volume/ Million JOD

2017	2018	2019
743	723	829



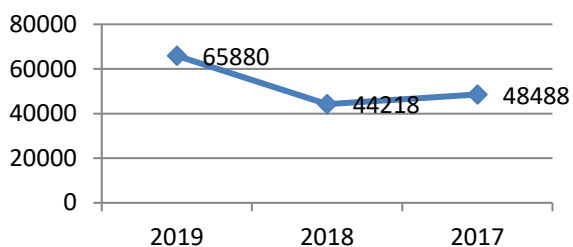
Workforce Number

2019	2018	2017
65880	44218	48488

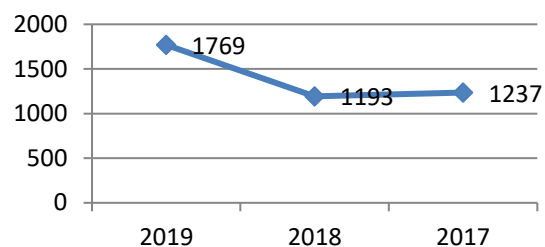
Export Volume/ Million JD

2019	2018	2017
1769	1193	1237

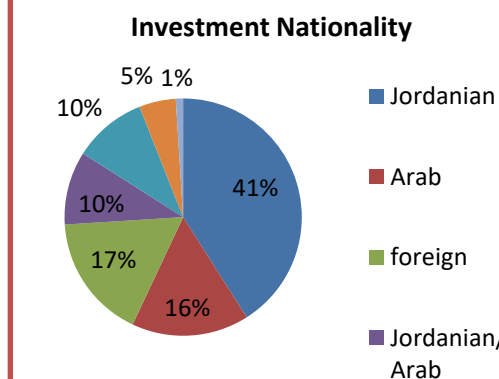
Workforce Number



Export Volume/ Million JD



Distribution of investments by Nationality



Distribution of investments by Sector

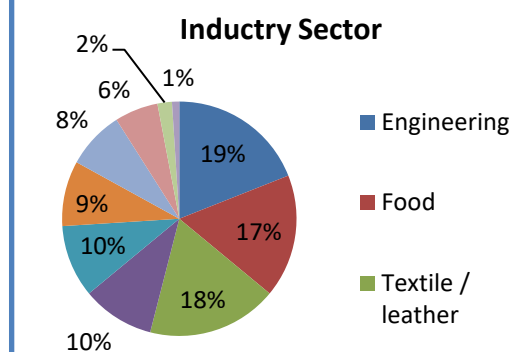


Table (9): distribution of Workforce by Nationality

Workforce by Nationality				
Industrial Estate	Jordanian	Foreign	Total	Percentage of Jordanian in Each Industrial Estate
Abdullah II Industrial Estate	10668	3003	13671	78%
Al-Hasan Industrial Estate	12422	25625	38047	32%
Al-Hussein Bin Abdullah II Industrial Estate	1390	2795	4185	33%
Al-Muwaqar Industrial Estate	2563	2243	4806	53%
Aqaba International Industrial Estate	21	0	21	100%
Al-Mafraq industrial estate	5000	0	5000	100%
Madaba industrial estate	100	0	100	100%
Al-Salt industrial estate	50	0	50	100%
Al-Tafila industrial estate	0	0	0	0%
Total	32214	33666	65880	
Total %	49%	51%	100%	

Distribution of Workforce by Nationality

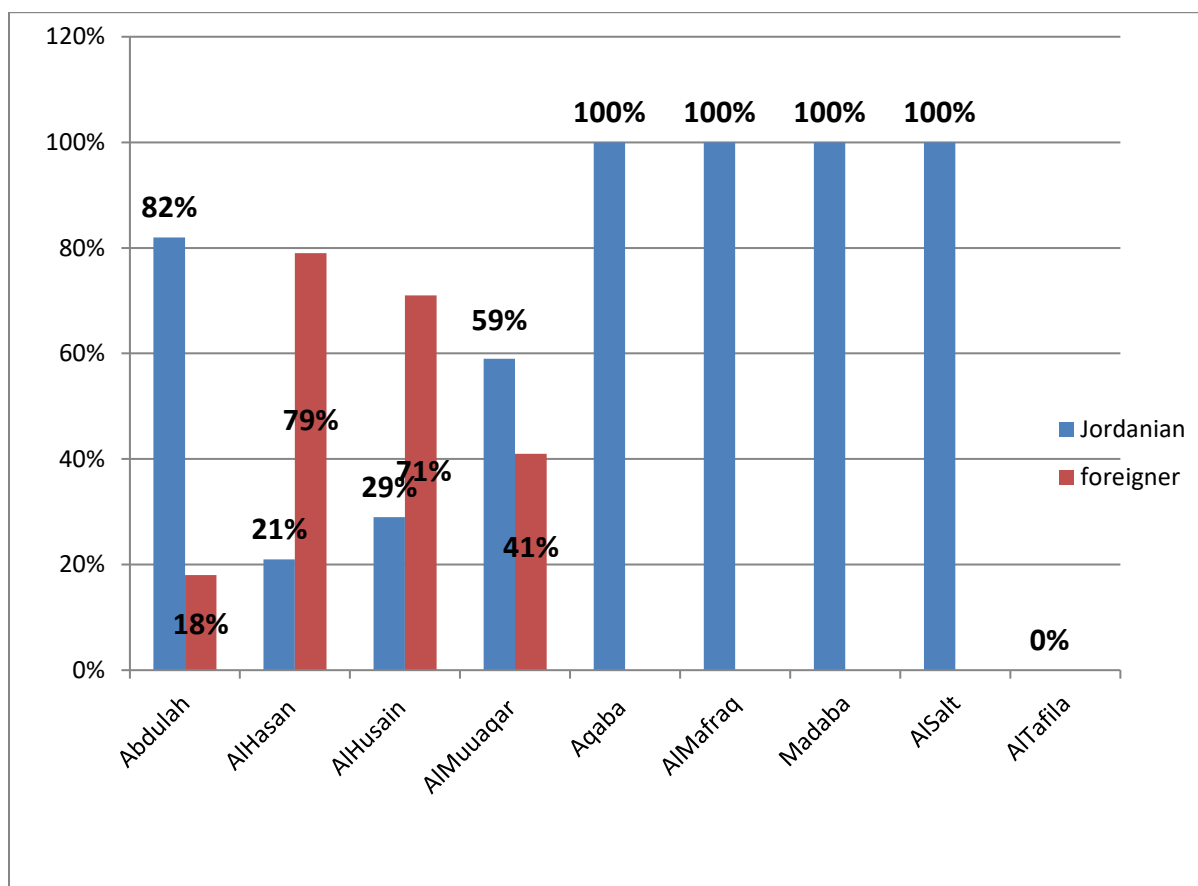
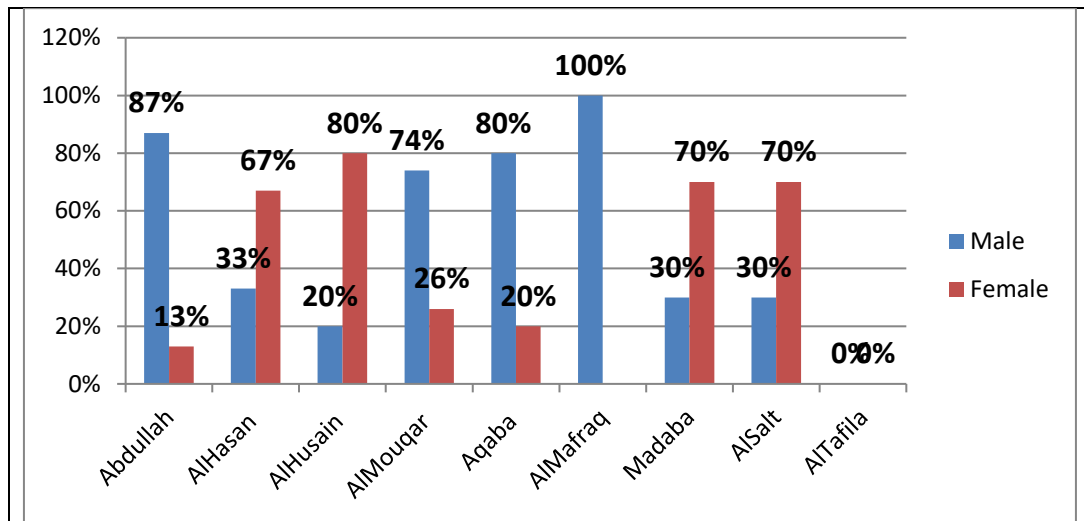


Table (10): Distribution of Workforce by Gender

Industrial Estate	Male	Female	Total	Percentage of male in Each Industrial Estate
Abdullah II Industrial Estate	11519	2152	13671	84%
Al-Hasan Industrial Estate	11710	26337	38047	30%
Al-Hussein Bin Abdullah II Industrial Estate	916	3269	4185	21%
Al-Muwaqar Industrial Estate	2928	1878	4806	60%
Aqaba International Industrial Estate	2500	2500	5000	50%
Al-Mafrag industrial estate	21	0	21	100%
Madaba industrial estate	70	30	100	70%

Al-Salt industrial estate	35	15	50	70%
Al-Tafila industrial estate	0	0	0	0%
Total	29699	36181	65880	
Total %	45%	55%	100%	

Distribution of Workforce by Gender



Future Aspirations

(JIEC) has accumulated experiences of more than four decades in the fields of establishing, administrating, and developing the industrial estates as well as designing the industrial estates according to the highest international standards. On the one hand, (JIEC) has adopted several Pioneering projects to support the investment climate; on the other hand, it has evolved the classical concept of only providing the usual services of lands and industrial buildings to include full infrastructure comprehensive services; in addition to the investments in renewable energy and environmental protection, as well as providing vocational training centers.

A. Infrastructure Development

As part of the company's quest to establish its modern industrial estates and develop the existing ones, (JIEC) is working at the highest levels to upgrade the infrastructure in its industrial estates, where it requires raising the readiness of infrastructure in its industrial estates and working on the development of existing estates and modernization to include expansion and development of new stages and the construction of industrial buildings in those existing industrial estates, as the occupancy rates of these buildings reached high proportions, and subsequently the work of modernization and development of existing industrial estates.

▪ Al Hasan Industrial Estate Expansion.

Due to the full occupancy rate (100%) and the high demand, also due to the distinguished designation and its strategic location, as well as the various industrial investments within the estate. The company started its expansion plans on land plots neighboring to the estate with a total area of 214,000m² and with an estimated cost of JOD (3) Million to provide developed ready-made buildings for the industrial investments. The expansion plans are expected to start hosting investments during 2021.

▪ Al-Muwaqar Industrial Estate Expansion.

Al Muwaqar Industrial estate is the fifth industrial estate of the company, which is strategically located on the international road connecting Jordan with Iraq and Saudi Arabia. It is only 24 km away from Abdullah II Industrial estate from Sahab, 12 km from Al-Muwaqar and 340 km from the port of Aqaba. And it is an extension of Abdullah II Industrial estate of in Sahab (as it's considered fully operation) and it's the nearest to the capital. As a result, the occupancy in this estate is always on the rise due to the growing demand since this estate is promising, this demand is from new or existing investors willing to invest in the estate.

In order to be able to ensure its readiness, the company is currently negotiating with the armed forces to purchase land owned by it in addition to the construction work for the development of the second phase of the industrial estate of Al-Muwaqar, which covers the area of 305,000m², including the settlement of land plots and the implementation of road works, Sidewalks and all infrastructure networks, at a cost of approximately 2.5 million.

B. Strategic partnerships

The Company has a number of investment opportunities available, which can form investment cooperation with partners or investors, whether they are Arabs or foreigners, these opportunities include the following:

- **Ajloun Tourist City:**

JIEC owns a piece of land in Ajloun Development Area for the purpose of establishing a specialized estate, the site is unique with its location as it is surrounded by forests, national parks and reserves which has to be a tourist area that benefits from the advantages of the natural and tourist area in order to create Tourist product. A number of consulting companies that are specialized in the field of tourism investments have provided a preliminary vision for a tourism project that meets the ambitions of the company and is in line with the geographical reality, several meetings were held with a company interested in a (BOT) framework, and is now in the period of study and review.

- **Zarqa Industrial Estate:**

Is one of the future plans that the company is working on in the Zarqa governorate, and studies and designs have been prepared for the implementation of the city, where this estate will form a base for random industries scattered in Zarqa governorate and enjoys the city many advantages. most notably the strategic location that mediates the free zone of Zarqa and the area of Al-Dalil and Queen Alia Airport and is located specifically northeast the city of Zarqa about (27) km away from the city center and from the free zone about (16) km. The total area of this estate (2,475,000m²), and the first phase of it will be (1000,000) m² and the company seeks to increase its area to reach (4,500,000) m² by negotiations with one of the owners of the plots of land adjacent to the estate.

- **Madona Industrial Estate:**

Al-Madona Industrial Estate is considered one of the main ideas adopted by the company and to be implemented in the future. The company is exerting its efforts in coordination with the concerned authorities to establish an industrial estate in Madona on an approximate area of (3,000,000 - 4,000,000) m² at an estimated cost of JOD 25 million. This estate is compatible with the comprehensive plan for the East Amman region to raise its economic and social status through the implementation of investment projects; it will also contribute to transfer the scattered industries into a regional hub.

C. Other Fields

- **Solar Energy**

Renewable energy is a new and modern way for alternative energy sources/solar energy, which the company is intending to use alternative energy sources / solar energy and provide investors with competitive prices that increase the competitiveness and reduce the operating costs. (JIEC) cooperated and met with a number of specialized companies to study supplying the existing and new industrial estates with solar energy to increase industrial competitiveness; it also has discussed the technical and financial aspects of the projects. In addition, the company is currently studying the generation of electric power from solar energy with one of the specialized companies in this field to supply the administration buildings and purification plants and street lighting in the working industrial estates. It was also suggested to take advantage of the land owned by the company in Al-Hasa area, which estimated at 4,000,000m² to produce electricity from solar energy in partnership with an energy company.

- **Environment**

The Company has taken a strong consideration to the environmental aspects in its industrial estates, and is constantly seeking partnerships with various entities; these partnerships are to develop efficient solutions for the Waste Water Treatment Plants (WWTP). Further, the company has completed the implementation and the development of the (WWTP) in Abdullah II Industrial Estate which reflects a bright aspect of its commitment to the local communities towards the provision of industrial estates

friendly to the environment. Started in 2018, and completed during 2019 and is now the pre-operation phase, the project for the Odors removal in Abdullah II Industrial estate; this included covering the equalizer ponds and the installation of the deodorization unit as well as the acidity equation device, this project has cost half a million USD, in addition to other actions that have been taken to develop the (WWTP) to mitigate the adverse environmental effects and reduce the emission of odors to the lowest point. Also, the company has installed the (DFA) device with a total cost (300,000) USD which contributes to treat and remove smells in order to preserve the surrounding environment.

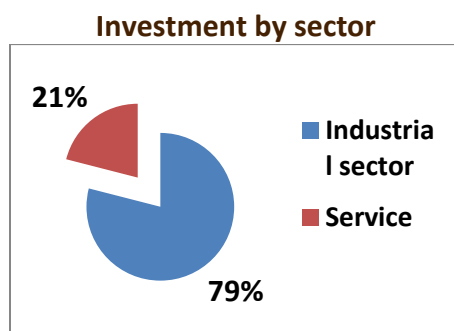
- **Workforce**

Generating job opportunities is one of the company's priorities, and this is evident through the cooperation with the concerned authorities Headed by the Ministry of Labor and the Vocational Training Corporation. In fact, the company seeks, in collaboration with its industrial partners in Al- industrial estates, to encourage hiring local labor instead of foreign labor which has acquired in both Al-Hasan & Al-Hussein Industrial Estates. Moreover, the company has adopted activities and events, such as Open Career Day which contributed to the introduction of job seekers to industrial estates in addition to highlighting the success stories of Jordanian workers to encourage others to start this path.

The Evaluation of the Company's Investment Position for the year of 2019

Since the beginning of 2019, (JIEC) cooperated has been able to sign (126) contracts covering the **industrial and service** sectors, and the volume of investment for companies in the industrial sector (57.1) million dinars will provide these investments (1800) jobs where investments were distributed to various industrial and service sectors in All the industrial estates operating and belonging to the company in both (Sahab /Al-Muwaqar /Irbid /Karak /Mafrag) in addition to the new industrial estates in both Salt /Madaba /Tafila to add to this achievements another achievement on the company's career and its outstanding role in attracting industrial investments in various sectors and the following are the details of these contracts:

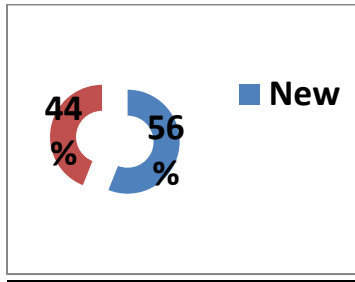
Industrial Sector	Service
98	28
Total	126



The Table Below Shows Contracts for Industrial and Service Companies (New /Expansion)

Number of investment Contracts - New	Number of Contracts - Expansion
70	56
Total	126

Industrial and Service Contracts According to Investment Classification (New/Expansion)

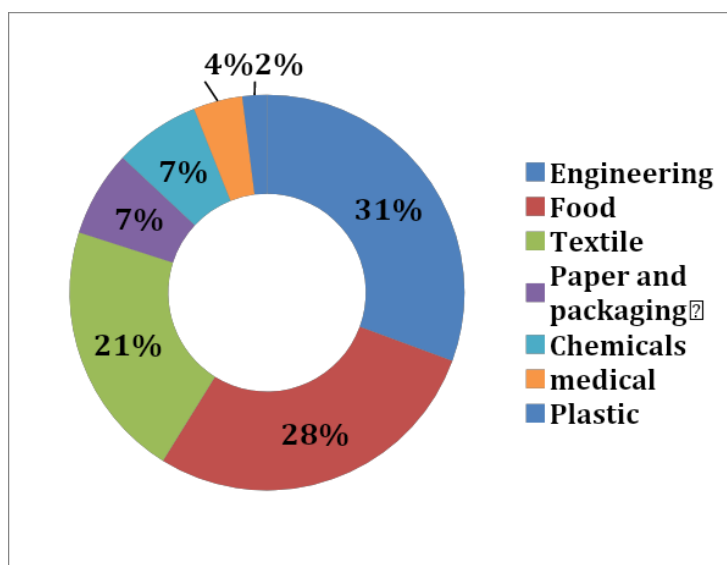


The number of new companies that have established their investments in the various industrial estates of the company (49) companies with an investment volume of (40) million dinars and will provide (1208) jobs, while (41) companies signed (49) additional expansion contracts for their existing projects in industrial estates with an investment volume of (17.1) million and will provide (600) jobs where the total investment swelled and expanded to various sectors (food/ engineering / plastic / packing and packaging / pharmaceutical fabric / medical/ and chemical).

The Table Below Shows the Size Of The Investment/Number of Employment for Industrial Companies (New/Expansion):

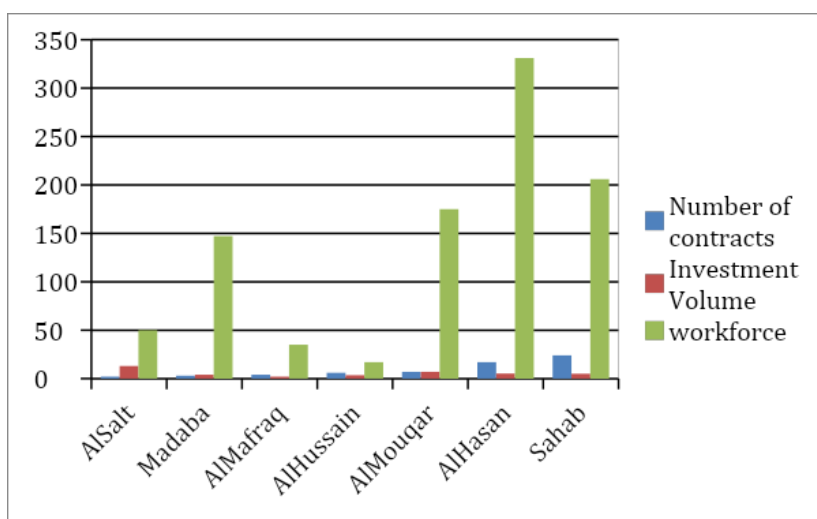
Contract Type: (Lease, Sell, sublease agreement)	No. of Contracts	Investment Volume / Million	Number of Employees
Industrial Companies /new	49	40	1208
Industrial Companies / Expanded	49	17.1	600
Total	98	57.1	1808

Investment by Industrial Sector



Distribution of Investments by Industry Sector

Industrial Estate	Industrial Companies /New	Industrial Companies / Expanded	Investment Volume / Million	Number of Employees
Abdullah II Industrial Estate	20	17	11.7	508
Al-Hasan Industrial Estate	4	18	6.7	410
Al-Muwagar Industrial Estate	13	5	12	311
Al-Hussein Industrial Estate-Karak	2	7	4.2	107
Al-Mafraq industrial estate	3	1	4	95
Al-Salt industrial estate	4	0	13.5	230
Madaba industrial estate	3	0	5	147
Total	49	49	57.1	1808



Classification of Industrial Investments According to Each Estate

Abdullah II Industrial Estate/ Sahab

Contract type: (Lease, Sell, sublease Contract)	No. of contracts	Investment Volume / Million	Number of Employees
Industrial companies /New	20	7.2	375
Industrial companies / Expansion	18	4.5	133
Total	38	11.7	508

Al-Hasan Industrial Estate/ Irbid

Contract type: (Lease, Sell, sublease Contract)	No. of contracts	Investment Volume / Million	Number of Employees
Industrial companies /New	4	2	108
Industrial companies / Expansion	18	4.7	302
	22	6.7	410

Total			
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Al-Muwaqar Industrial Estate/Al-Muwaqar

Contract type: (Lease, Sell, sublease Contract)	No. of contracts	Investment Volume / Million	Number of Employees
Industrial companies /New	13	7.8	203
Industrial companies / Expansion	5	4.2	108
Total	18	12	311

Al-Hussein Bin Abdullah II Industrial Estate - Karak

Contract type: (Lease, Sell, sublease agreement)	No. of contracts	Investment Volume / Million	Number of Employees
Industrial companies /New	2	0.8	35
Industrial companies / Expansion	7	3.4	72
Total	9	4.2	107

Al-Mafraq Industrial Estate

Contract type: (Lease, Sell, Sublease Contract)	No. of contracts	Investment Volume / Million	Number of Employees
Industrial companies /New	3	3.4	75
Industrial companies / Expansion	1	0.6	10
Total	4	4	85

Al-Salt Industrial Estate

Contract type: (Lease, Sell, Sublease Contract)	No. of contracts	Investment Volume / Million	Number of Employees
Industrial companies /New	4	13.5	230
Industrial companies / Expansion	0	0	0
Total	4	13.5	230

Madaba Industrial Estate

Contract type: (Lease, Sell, Sublease Contract)	No. of contracts	Investment Volume / Million	Number of Employees
Industrial companies /New	3	5	147
Industrial companies / Expansion	0	0	0
Total	3	4	147

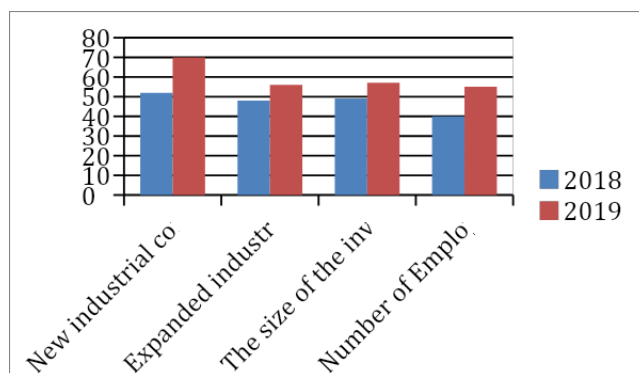
The Table Below is the Number of Signed Contracts for Service Companies (New / Expansion)

Contract type: (Lease, Sell, Sublease Contract)	No. of Contracts
Service companies /New	21
Service companies / Expansion	6
Total	27 Contract

Comparison of 2018/2019

Year	New Industrial Contract	Expanded Industrial Contract	Investment Volume / Million	Number of Employees
2018	52	48	49.7	1280
2019	70	56	57.1	1808

Graph 2018/2019

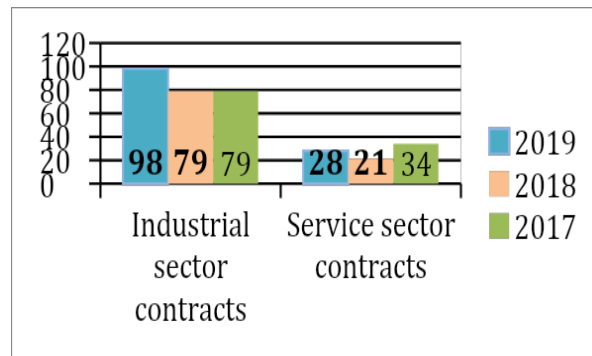


Comparison of 2017/2018 Contracts for the Year 2019

Total Contracts Signed by Sector (Industrial and Service)

Year	2017	2018	2019
Industrial Sector Contracts	79	79	98
Service Sector Contracts	34	21	28
Total Contracts	113	100	126

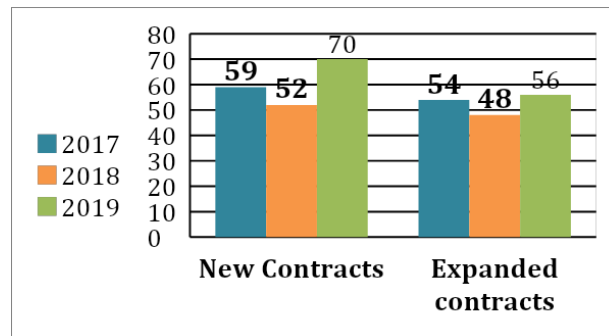
**Contracts for 2019 are to 26/11/2019.*



The growth rate for contracts signed for the fourth quarter of 2019 compared to the same period last year 2018 was (26%) compared to the same period in 2017 (12%)

Total Contracts within the Industrial and Service Sectors by Classification
(New and Expansion)

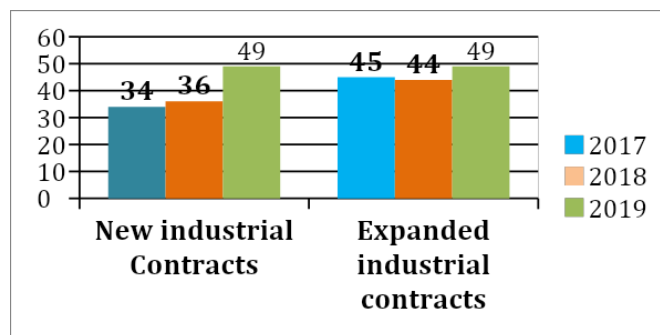
Year	2017	2018	2019
New Contracts	59	52	70
Expanded contracts	54	48	56
Total contracts	113	100	126



*The growth rate of contracts signed in the industrial and service sectors (new/expanding) for the fourth quarter of 2019 compared to the same period last year 2018 (26%), compared to the same period in 2017 (12%)

Total Contracts within the Industrial Sector by Classification
(New and Expansion)

Year	2017	2018	2019
New Industrial Contracts	34	36	49
Expanded Industrial contracts	45	44	49
Total Contracts	79	80	98



*The growth rate for contracts signed for the industrial sector for the fourth quarter of 2019 compared to the same period last year 2018 was (5.22%) compared to the same period in 2017 (24%)

The Evaluation of the Financial Statement for the year of 2019

JIEC makes every effort to improve the quality and reliability of its financial statements. For this, the Company draws upon the experience of one of the Big Five audit firms for its annual audit accounts report.

The Company also publishes its financial statements by all available means of financial information such as the annual report and via its website or any other available media to reach who are interested. In this sense, the Company prepares its annual budget in a high degree of transparency according to the modern conceptual frameworks. Hence, the Company's annual budget is oriented by trusted results as well as prepared following the principles of responsibility accounting to achieve the desired outcomes.

1. Performance Evaluation to the Investment Location in the Industrial Estates.

A. Return on Cost and Expenses

The net savings that JIEC has earned in 2019 amounted to JOD (4514967). This sum has been determined after subtracting all direct & indirect costs and expenses of the Industrial Estates that reached JOD (8,325,068). Effectively, the Rate of Return on Cost and Expenses reached to the value of (1.542). This indicates the Company has recovered all costs and expenses for the year 2019 and achieved net savings equal to (0.542) of the Company's costs and expenses. This is an indicator that shows the company's efficiency in managing and allocating the available financial resources as the total amount spent by the Company in 2019 made greater returns that even exceeded what has been planned for.

B. Return on Revenues

The total operational revenue the Company has achieved in 2019 of all existing Industrial Estates reached JOD (12,840,035) Million. This indicator shows the best use of the Company's reputation in the field of investment as well as emphasizes the confidence of investors in the Company despite the difficult economic and political conditions in the region.

C. The return on revenues that the Company has earned in 2019 amounted to (35%)

D. Expenses in 2019 (8,325,068) dinars compared to (9,026,872) dinars in 2018 decreased about (7.8%).

2. The total fixed assets growth

The total fixed assets that are invested in the industrial Estates for the year 2019 reached JOD (166,811,219), registering a growth ratio of (4%) compared to their level in 2018

3. The average trading rate in 2019 is (1.4 times).

FOURTH: The General Policy of Jordan Industrial Estates Company (JIEC)

Board of Directors

JIEC was established in partnership between the public and private sectors. Its members represent both sectors in order to create a kind of partnership in the formulation of the company's policies, strategic plans, and work programs come as the following ratios:

Name	Contribution Ratio
Shareholdings Management Company- The Government of Jordan	65,75%
Social Security Corporation	15,81%
Al-Mutarabetah Investment Company	8,78%
Housing Bank for Trade and Finance	8.78%
Investment Fund of Al Yarmouk University	0.88%
Total	100%

(JIEC) Investments in Other Companies

Company's Name	Share / JOD
Ma'an Development Company	8,339,539
Al Urdonia Lil Eddaa	26,250

The company seeks to comply with its policies with its strategic plans and work programs to achieve its objectives. There were several decisions adopted by the Board of Directors during 2019, the most important of which are the following:

- Approval of the Company's financial statements and the report of the independent auditor for the end year of 2018.
- Approval of the general budget of the company for the year 2020.
- Approval of the company's marketing plan for 2020.
- Studying several new investment applications that wish to establish their industrial projects within the industrial estates and approving them in addition to study the needs of existing investors.
- Implementation of the fourth expansion and typical factories in al-Hassan Industrial Estate.
- Implementation of the second typical factories in Madaba Industrial Estate.
- Approval of incentives to reduce sales prices and leasing fees in new industrial estates (Madaba-Salt- Tafila) in compliance with the decision of the Board of Directors.

Promotional Activities

During 2019, the company worked on the implementation of the promotional plan, which outlined the general features of the company's marketing trends in the internal and external markets to promote the investment environment in the Kingdom of Jordan generally and in various operating industrial estates, and estates in implementation process to investors and businessmen, by focusing on the investment benefits and incentives granted under the Jordanian Investment Law within the industrial estates development, where the activities completed the efforts of the company accumulated in previous years and opened more channels of promotion in partnership with representatives of the industrial sector and entities Official and private in accordance with the government's directions in attracting industrial investments emanating from the visions and high royal efforts in this field.

The promotion activities focused on the domestic level by participating in exhibitions, conferences, and workshops are considered one of the most important promotional means as an integral part of the marketing plan of the company. Where it proved the strength of its presence in the economic events held in Jordan and exploiting its importance at all levels, which focused primarily on the investment and industrial issues, which gives the company an added value for a safe and stable environment provides incentives to support the success of industrial projects. This participation resonated with various researchers looking for investment opportunities in the industrial sector by answering their various investments and introducing the importance of investment within the corridors of industrial estates, which resulted in the submission of many requests for interest in investing in industrial estates in addition to expanding the definition of the investment environment that the industrial city gives to any researcher investor About the promising start of his industrial project.

On the other hand, promotional activities at the regional and international level were on a date with a busy program of activities and events in which the company participated individually or in partnership with ministries, public and private sector institutions and representatives of the industrial sector concerned with investment affairs, which included participation and presence in the strongest exhibitions and local and Arab and international conferences, which resulted in the presentation of more investment opportunities in industrial estates in front of the participants as well as active participation in the technical and ministerial committees held in the Kingdom and many countries coordinated between the Government of the Hashemite Kingdom of Jordan and the governments of those countries to strengthen bilateral cooperation relations , trade, economic exchange and offer investment opportunities in various sectors in front of participants in order to benefit from experiences and exchange in various fields, where contributed to strengthening the company's efforts to present Jordanian expertise in the field of industrial estates, in addition to signing a number of memorandums of understanding to benefit from Jordanian experience in the field of development, management and marketing Industrial estates were the most prominent note signed by the company with the District Authority and the industrial estates in Palestine, and the memorandum of understanding signed by the company with the Arab Business Men's Forum in China on the sidelines of the Arab-Chinese forum.

The foreign participations included countries and markets characterized by trade association with Jordan based on trade agreements concluded with them, most notably (UAE, Turkey, Qatar, Kuwait, Saudi Arabia, Palestine, China, Egypt and Iraq). which further strengthened bilateral relations with Jordan, which would enhance inter-investment cooperation and raise the ratios of national exports to the markets ,these countries consider the Jordanian investment climate to be attractive investment climate with its components, elements and incentives to support the establishment of industrial projects, which has been comprehensively defined due to its attractiveness, including attractive components for investment, are considered the basis for the success of the industrial movement and the existence of Many export markets.

The company participated with high technical committees that specialized in the economic profile in which Jordan participated in the meetings with many brotherly and friendly countries such as (Tunisia, Algeria, Turkey, Oman, Palestine, Georgia, the United Arab Emirates, Sudan, Egypt, and India). The Company participates as a pioneering and distinct experience in the field of establishing, developing, managing, and promoting industrial estates thanks to its cumulative experience of more than 38 years, which is considered a reference for many Arab countries until it reached to export of services with international standards. It provides all basic services and supports with international specifications, taking into account the shortening of effort and time on the investor in a manner that keeps pace with modernity and progress in the service of industrial investment and facilitates the procedures.

Human Resources

First: Distribution of employees working in the company by place of work.

The number of employees of (JIEC) for 2019 is (257) employees, (200) males and (57) females, they are distributed in headquarter and the industrial estates. Among them (3) Employees are on unpaid leave and the (245) employees on their duty stations, as follows:

Job Location	Number of Employees
Headquarter	100
Abdullah II Industrial Estate	37
Al Hasan Industrial Estate- Irbid	36
Al Hussein Industrial Estate –Al Karak	37
Al-Muwaqar Industrial Estate	31
Al Mafraq Industrial Estate	10

Al Tafila Industrial Estate	2
Al Salt industrial state	1
Total	254

Second: Distribution of Employees Working in the Company by Educational Qualifications

The number of employees with a doctorate, master's degree and bachelor's degree in the Headquarter and the Industrial Estates is (126) employees, representing (49%) of the total number of employees. The diploma holders are (13%), and (98) employees hold a secondary education or below which is accounted for (38%) of total employees.

Degree	Number of Employees	Percentage
Doctorate	1	0,04%
Master's Degree	23	9%
Bachelor Degree + (1) Higher Diploma	104	40%
Diploma	31	12%
General Secondary or Below	98	38%
Total	257	% 100

Third: Distribution of Employees Working in the Company by Functional Groups

The table below shows the distribution of employees in the company according to the functional groups. The sixth group (Operator, Information Clerk, Drivers, Service/ Maintenance Workers) is the largest group of employees, with (90) employees representing 37% of the total number of employees.

Group	Number of Employees	Percentage
First Group: (CEO & Executive Directors)	5	1,4%
Second Group:	21	8,2 %

(Directors, Coordinators & Industrial Estates Directors)		
Third Group: (Head of Department, Office Manager & Team Leader)	45	17,5%
Forth Group: (Engineer, Accountant, Administrative Officer)	58	22,5%
Fifth Group: Treasurer, Administrative assistant, Technician, Controller & Land surveyor	34	13 %
Sixth Group: (Operator, Information clerk, drivers, Service/Maintenance and Workers)	95	37%
Total	257	100%

Training and Development

Training is one of the most important things that the company is concerned with implementing because of its importance in honing the skills of employees and increasing knowledge and gaining experience and because the human element is the basis of transactions and the nucleus of achievements in various administrative, technical, and financial sites, the company considers the human element of great importance. (JIEC) is committed to increase the knowledge and add more skills to carry out the tasks required at the highest levels in order to create the features of sophistication, integration and speed of achievement which leads to the ease of investment procedures.

Each year, the company develops a training plan based on the needs of the employees training and support their career competencies by sending them to training courses both inside the Kingdom and abroad, where the training needs of each employee are taken and the foundations of the training program are laid in each area of the company's work.

Many thanks for both Ministry of Planning & International Cooperation and Ministry of Finance who provided many training grants that the company benefited from during the year 2019 and many employees were involved in those specialized courses inside and outside the Kingdom, where the chosen employee was chosen upon foundations and standards set by a specialized committee in line with the company's training plan and the training needs For the employee, effecting positively on employee' performance efficiently and effectively reflected in the overall institutional performance

The company is proud today to support its employees and proud that its staff at a high level performed the distinctive job performance and give the company a feature of global development and competitiveness, which contributed to the advancement of the company's work in its estates, especially future projects in addition to exporting services to many Arab countries to benefit from the distinguished Jordanian experience, which is managed by qualified Jordanian minds. Basic and Ancillary Services at the Industrial Estates

Basic and Ancillary Services at the Industrial Estates

The company provides an integrated package of basic and ancillary services to industries in fulfillment of the investors need for saving time and effort and to facilitate for them the completion of all their transactions.

Basic Services	Ancillary Services
Internal Road Network	Customs Centre
Electricity Network	Vocational Training Centers
Street Lighting	Interactive website
Telecommunications Network	Labor Office
Water Network	Civil defense and Police Station
Water treatment station	Banks and Bonded Zones
Sewerage Network	Free Zones
Water Drainage Network	Fuel Station and Maintenance
Landscaping Office	Clearance and Cargo Transport
Free Internet Browsing	Emergency and Surgery Clinic
Water Samples Testing Laboratory	Liaison Office for the Ministry of
Industry and Trade	
A One-stop Shop Service Office	Liaison office for the Royal Scientific Society
A 24/7 Call Centre	Liaison Office for the Chambers of Industry
Internal Road Network	Customs Centre
Electricity Network	Vocational Training Centers

One-stop Shop Services (Investors Service Office)

With the principle of entrepreneurship and excellence in providing services to investors, JIEC was a pioneer in adopting the idea of one-stop-shop services through establishing an office for assisting investors in every Industrial Estate. These offices have been assigned tasks and duties to remove all sorts of obstacles that might face the investors and vendor services on the ground. Such offices are meant to be a connecting link between the investor and the various Company divisions. As time is crucial and essential when dealing with investor's transactions, a reasonable and objective time frame has been allocated for each transaction, and in order to save the investor's time and effort, they will be notified about this time frame in advance. In an attempt to monitor these controls, the program prepared for receiving investor requests has been connected directly to the senior management. These offices are also entrusted to make immediate responses to all investor's inquiries.

These offices have been supplied with all brochures, bulletins, and up-to-date publications needed by investors. These offices are also supported with free internet services, turning them into a bank of information. They are basically an investment gate allowing investors to access all facilities, exemptions, and services provided in all Industrial Estates.

Mechanism for New Investors

A. The investor who wishes to establish a new industrial project may visit the Investors' Services Office of the respective Industrial Estate to review the available options and alternatives including plots of lands, available buildings, basic and ancillary services. He may also have an idea about the industries existing within the respective Estate.

B. Having reviewed the competitive advantage, incentives, granted exemptions, and services provided by the Estate administration, the investor makes his decision to choose an available building or a plot of land indicating the required land zone by completing a preliminary inquiry form. If his choice is not available upon request, he will be contacted once his request becomes available in the future.

C. If the investor's choice is available upon request, the investor should fill an investment request form and provide all basic information about his company and its goals attached with the following identification documents as issued by the Ministry of Industry and Trade:

- Company Registration Certificate;

D- Once the Investors Services Office makes sure that all required documents are complete in accordance with the quality assurance procedure for the respective form, then the investor registers the request in the Investors' Request Registry so that the request could be followed up with concerned departments in the Industrial Estate's management and Contracts Department of the Promotion and Sales Directorate. The goal is to complete the request in record time not exceeding three days from the date of receiving all the required documents.- A letter identifying the authorized signatories on behalf of the company

Other Services Provided by the Industrial Estates Through the Services Office, as Follows:

Obtaining Construction License	Electricity Supply
Obtaining Occupancy Permit	Valid Professions and Industry Practicing
Water Supply services	Telecommunications Services Licensee
Maintenance Services	Free Internet Connection through
Registration in the (Jordan Investment Commission at the present	

Fifth: The Social Responsibilities for Jordan Industrial Estates Company (JIEC)

The social responsibility assumed by the JIEC is one of its most important programs because of its great role in contributing to the process of sustainable social development. Society, with its different categories and plurality, must unite within the framework of equality in achieving social justice.

For over forty years, the Industrial Estates Company has been keen for the communities surrounding its estates to be one of the most important beneficiaries of the existence of the industrial estates, as the industrial estates provided thousands of job opportunities for the sons and daughters of the neighboring regions, thus creating an economic renaissance and worked to reduce the phenomena of poverty and unemployment to be the first beneficiary of those neighboring industrial estates. In addition to social development, there was an economic development, and this is a real investment that has a positive impact on the neighboring communities of the industrial estates. The presence of industrial estates in different regions of the Kingdom contributed greatly to the birth of a social renaissance in its various aspects that became the focus of our pride in the role we play, whether at the level of supporting activities The local community and contributing to its development or creating job opportunities for the sons of neighboring communities in a manner consistent with the royal directives of successive governments to distribute development gains to all governorates of the Kingdom.

In order to ensure the implementation of the royal initiatives, the company participated during the year 2019 with the success of the events of the Royal Initiative (Jordan Al-Nakhwa), which carried a lofty message aimed at partnership and achievement between all institutions and youth organizations and voluntary initiatives in various provinces, which was launched on the occasion of dear to every Jordanian and Jordanian, which is the 20th anniversary of the assumption of his constitutional powers by His Majesty King Abdullah II, which emerged About several popular and official initiatives, and this is a distinctive model in the partnership between the public and private sectors and civil society institutions, the company was proud to support this initiative and make efforts to make it a success to be the hiking sites and tourist places distinct and pay sufficient environmental attention to these areas Visited by tourists from inside and outside the Kingdom, perhaps the excellence in this initiative, which carried the slogan "Your country is your home" carrying out clean-up campaigns continuously in cooperation with all authorities and spreading environmental awareness of how to preserve nature in all its components.

In 2019, JIEC continued to support the various local community activities in different regions of the Kingdom, especially in the industrial estates of Irbid, Karak, Aqaba, Zarqa, Mafraq as well as Sahab and Al-Muwaqar districts, whether by providing work opportunities for the residents of these areas or in providing physical and material assistance to accredited charities. This provides assistance to hundreds of families in need or to cultural, artistic and environmental events,

which embody their development of the cultural movement in the Kingdom and increase the awareness of the community to the environment and public health. The company has also supported the sponsors of the Orphans and destitute families

The human capital in The JIEC is also the basis of production and work, so the company has signed an agreement with the Jordanian Press Foundation in order to hone the skills of its employees through specialized training programs that make their performance highly efficient and quality and this will fully reflect on the outputs of work and industrial investment service in various disciplines.

The vocational training institutes that join us in our various industrial estates have continued to provide services to the local communities within the region of the industrial estates, offering training opportunities in many professions required by the industrial sector. Coordination is also underway with the vocational training centers in the governorates where the new industrial estates will be established for establishing new centers or approving existing ones for the purpose of qualifying workers in accordance with the needs of the industrial estates. In addition to the efforts of the company's management to coordinate with the industrial estates' administration and the investors among other official bodies to employ local workers instead of foreign workers. All these efforts will contribute to raising social life and reduce the unemployment rate. In continuation of the company's approach and its relentless pursuit to sign many memoranda of understanding and agreements, the JIEC and the Jordanian Company for Training and Development signed an agreement during the year 2019, a memorandum of understanding framing the joint cooperation between them in a way that serves the community and contributes to developing the capabilities of all concerned parties and opening the way for the enrolled and trainees of the company Jordanian training and employment to engage in the work of the industrial companies in the industrial estates, according to disciplines needed by those companies.