

Annual Report 2007

Future Today



Jordan **Industrial Estates** Corporation

جائزة الملك عبد الله الثاني
تميز الأداء الحكومي والشفافية
الدورة الثالثة (٢٠٠٦-٢٠٠٧)
الجائزة الذهبية





His Majesty King Abdullah II Ibn Al Hussein

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Chairman's Message

Jordan Industrial Estates Corporation (JIEC) is renowned for its annual accumulative performance over the years. It has been enhancing its achievements, improving the current performance and innovations. Indeed, not a year has passed without a new construction or an entrepreneur project. Hence, it became an exemplary model for a modern establishment that keeps pace with novel techniques; seeks excellence; and takes steady steps towards creating a flourishing national economy.

With a strong sense of national responsibility, JIEC developed annual plans that are consistent with the national objectives and government programs stemmed from His Majesty's visions and directives; in harmony with the national agenda and "All Jordan" document, as well as the national strategies, without adversely affecting the financial capacity of JIEC to cover the costs of implementing such ambitious plans and programs that are in line with the investment atmosphere in Jordan, as well as the region.

There is no doubt that the new logo of JIEC, which reflects a new outlook, is essentially an embodiment of an earnest move towards a greater deal of consistent, relentless effort to translate the new vision and mission of JIEC into a tangible reality of ambitions and endeavors.

Having a closer look at the achievements, we would sense that care and responsibility are two prominent features of JIEC which diligently works towards realizing its goals, adding extra qualities, and making quantum leaps.

Indeed, the achievements of JIEC reflect the tremendous efforts and determination stemmed from a noble mission, which is building a modern Jordan that enjoys a vivid economy where people live in prosperity. It is important to speak of the efforts made by the employees within JIEC, whose outcomes were reaped by the people of Jordan.

Finally, I would like to express my appreciation to each and every employee within JIEC for their sincerity which has yielded outstanding results. I would also like to wish JIEC, in particular, and all national establishments in general, all the best in their endeavors to make Jordan reach the status envisioned by His Majesty King Abdullah II.

Engineer. Amer Al-Hadidi
Minister of Industry and Trade-Chairman of the BoD

Director's General Message

One year has passed and a new year has just started. JIEC is making a steady and accelerating progress towards building a model that is characterized by entrepreneurship, novelty and excellence in terms of performance and achievements and turns plans and programs into actual projects for enhancing national economy; bringing about an industrial renaissance; and putting forward a leadership vision that believes in innovation and development.

The year 2007 marked a special and new business start with the launch of a new corporate identity, together with a new vision and mission that go in line with such identity; as well as a well-set business trend; a new logo that symbolizes incessant endeavor; and a comprehensive outlook towards development and increased productivity.

Furthermore, 2007 was full of achievements, as our establishment was awarded the King Abdullah II Award for Excellence in Government Performance and Transparency, in addition to a number of local and international awards and certificates of honor in recognition of JIEC performance on the administrative and executive levels.

In addition, the corner stone was laid for the ambitious Tafeeleh Industrial Estate. It is a live example of JIEC efforts to distribute the development revenues among the various governorates and provinces. Moreover, we are in the process of implementing the project through a specialized contracting company. Muwaqar Industrial Estate, another modern project, is also underway.

The attention given to entrepreneurship and creative ideas through the Innovation Center, inaugurated under the royal auspices of His Majesty the King, was translated into sponsoring and realizing a number of productive projects.

As a reward for JIEC reputation in establishing industrial estates in line with international standards and state-of-the-art designs, we were honored to have the Jordanian experience in establishing and developing industrial estates adopted as a leading model. A number of neighboring countries have sought to benefit from this experience, e.g. Yemen, Oman, Algeria, Egypt, Syria, Saudi Arabia, Iraq and Libya.

The above represent only part of the accumulative achievements of JIEC. For us, sky is the limit for our ambitions; this is only the beginning. Finally, I would like to express my appreciation to all my colleagues for their diligent work to serve JIEC and our beloved country.

Engineer Amer Al-Majali
Director General

Overview

JIEC was established in 1980 in accordance with the Law no. 59 of 1985 and its subsequent amendments. It is a partnership between the public and private sectors, enjoying a financial and administrative autonomy. It sponsors its own projects and is presided over by a board of directors (BoD) headed by the Minister of Industry and Trade.

JIEC is considered a major player in attracting investment projects in qualified industrial estates, the most adequate environment for such projects. It has gained this status for its infrastructure, facilities and services, in addition to other exemptions and incentives granted exclusively for the industrial estates. That is in addition to JIEC's commitment toward the socio-economic domain.

Vision

Renewable environment incubating industrial investments.

Mission

To establish developed industrial estates supportive to the national economy. To distribute the development gains across the districts. Enhancing the partnership with private sector. To comply with environmental standardized specifications.

Core Values

Customer First. Continuous Excellence. Encouraging Creativity and Innovation. Management-Based Observation and Impact Credibility Institutionalization.

The New Logo

In congruence with the new vision and mission, JIEC has launched its new logo which mimics a bee hive in terms of meticulousness, devotion, and constructive interaction to produce honey. JIEC seeks to build an integrated industrial society comprising all the vital constituents, exactly like the bee hive, which is a sublime and inspirational model for productivity and dedication.

National Objectives Contributed by JIEC for 2008-2010

The national goals for the years 2008-2010 derived from the Royal Speech initiatives, the National Agenda, and King Abdullah II initiative "All Jordan" were reviewed in the light of JIEC contributions. The said initiative was launched in July, 2006 with a view to establish a comprehensive, national perspective on the basis of a common point of view among the constituents of the Jordanian society, through the effective, wide-scale participation, not only in the formulation of the overall structure of decisions related to the national activities, but also, in the implementation and follow up of these decisions. Hence, the initiative was placed within the framework of a medium-term strategic plan (national goals), to be accomplished through strategies that were jointly decided between the top management and all staff members. This joint effort stems from the belief in the importance of participation of all concerned parties and the collaboration of all civil society organizations in order to accomplish these goals so that Jordan may ultimately gain the status aspired by His Majesty the King. These goals are detailed below:

	National Goals	Strategies
1.	To contribute to the growth of the national economy	(1) Enhancing an attractive investment environment (2) Enhancing local, regional and foreign investments
2.	To contribute to the distribution of development revenues among all governorates	(1) Building industrial estates in most governorates
3.	To contribute to the creation of added-value job opportunities	(1) Fostering links between civil society organizations and JIEC
4.	To contribute to research and innovation	(1) Taking part in establishing professional training centers (2) Taking part in establishing innovation centers and motivating research

Strategic Objectives of JIEC for 2008-2010

Likewise, a number of institutional goals have been set for the years 2008-2010, leading to a set of strategies and, in turn, some action plans for the industrial estates and directorates with a view to accomplish the ultimate goals:

	Institutional Goals	Strategies
1.	To provide an favorable investment environment	(1) Providing and developing infrastructure and superstructure (2) Promoting the standard of supporting services (3) Building more industrial estates (4) Providing a security system (5) Attracting investments that use and produce hi-tech output
2.	To protect the environment	(1) Establishing water treatment plants (2) Raising environmental awareness
3.	To foster public-private partnership	(1) Creating links with the private sector (2) Enhancing the contribution of the private sector in industrial estates
4.	To promote productive efficiency of workers	(1) Promoting skills and capacities (2) Enhancing the knowledge management concept and processes
5.	To exploit and develop resources	(1) Monitoring and Control of all types of expenditures (2) Maximizing and varying revenues
6.	To enhance and improve institutional performance	(1) Upgrading software and hardware (2) Boosting customer satisfaction (3) Boosting staff satisfaction

Quality Assurance

JIEC seeks through implementing the quality control policy according to ISO 9001:2000 to contribute to developing Jordanian industries by:

1. Building specialized industrial estates that are standard in terms of facilities and services in accordance with development, organizational and environmental standards.

2. Motivating local and foreign investments in industrial estates in an integrated fashion. JIEC works to meet the level expected by its investors and goes beyond that, through implementing quality management in accordance with ISO 9001:2000 and in pursuance to the legislative and legal requirements of consistent development.

This policy shall be implemented through regularly setting and reviewing objectives by the management.

Goals and Objectives

1. To study, plan, establish and manage all industrial estates in Jordan.
2. To enhance the implementation of industrial projects in the industrial estates across Jordan.

JIEC Powers

1. To own and sell lands for establishing industrial estates, or to lease such lands, if required.
2. To exercise the powers of regulating district and local committees in pursuance to the provisions of the applicable law relevant to regulating cities, towns and real estates within the industrial estates, irrespective of what has been mentioned in other laws.
3. To establish all businesses required for the industrial estates, and rendering the required services thereto.
4. To exercise all powers and authorities of municipalities within the borders of the industrial estates.
5. To establish the basis for leasing lands and properties of the industries built in the industrial estates, for selling the same to industrial investors, and for signing contracts thereof.
6. To cooperate with the concerned parties to secure housing and other necessary services for workers in the industrial estates.
7. To take measures that ensure the protection of the environment from the pollutants produced by the industries, including water and air pollutants.

Privileges and Exemption

Existing projects enjoy the following:

1. A 2-years exemption from income and social services taxes as of the actual date of production.
2. A full and permanent exemption from land and property taxes.
3. Exemption or reduction on the fees imposed on most municipal and organizational services.
4. A full exemption from taxes and fees on:
 - Fixed assets of the project
 - Fixed assets required for expanding and developing the project
 - Spare parts for the project
5. Projects are granted a 10-year exemption from income and social services taxes pursuant to the law of promoting investment, respective to the development area where these projects exist.

Development Area	% Exemption
Development Area(A)	25%
Development Area(B)	50%
Development Area(C)	75%

Basic and Supporting Services in Industrial Estates

JIEC offers a bundle of basic and supporting services to industry that cater for the investors' needs for time and effort, and expedite their transactions.

Basic Services	Supporting Services
Internal road network	Customs centers
Electricity network	Professional service center
Street lighting	Innovation Center at Al-Hassan Industrial Estate/Irbid
Telecommunication network	Labor office
Water network	Civil defense center and police station
Water treatment plant	Banks and Bonds
Sanitation network	Free Zones
Rainwater disposal	Fuel stations and maintenance center
Landscaping	Clearance and transport of goods
Free Internet Search	Emergency and surgery clinic
A lab for examination of water samples	Liaison office for the Ministry of Industry and Trade
A one-stop shop service office	Liaison office for the Jordanian Armed Forces
A 24/7 Call center	Liaison office for the Royal Scientific Society
An interactive website	Liaison office for the Chamber of Commerce

The One-Stop Shop Service

With the principle of entrepreneurship and excellence in mind, JIEC has adopted the idea of One-stop shop Service through establishing an office for assisting investors in every industrial estate. These offices are required to pave the way for investors and render services on ground. As time is crucial and essential for customers, a reasonable and objective timeframe has been allocated for each transaction. In order to save the customer's time and effort, the investor will be notified about this timeframe. Furthermore, in an attempt to enhance the principle of control over these standards, the program prepared for receiving investor requests is directly linked with the top management. These offices are also obliged to immediately respond to all investors' inquiries. Moreover, they are supplied with all brochures, bulletins, and up-to-date publications needed by the investors. They are also supported with free Internet service, turning them into information banks. They are basically an investment gate that offers all facilities, exemptions, and services provided in all industrial estate.

The Procedure for Receiving New Investors

a. As an outset, an investor who wishes to implement a new industrial project may visit the Investors Services Bureau of the respective industrial estate management in order to take a look at the available options and alternatives including lands; ready buildings; and basic and supporting services. He may also have an overview on the existing industries within the respective industrial estate.

b. Having reviewed the competitive feature, incentives, exemptions and services, and having received answers to all inquiries, the investor makes his choice being a ready building or a piece of land. If his choice is not available which upon request, he should specify the required area by filling in the preliminary inquiry form, so that he may be contacted once his choice is available.

c. If the investor choice was available upon request, he should fill in an investment request form including all the basic information and objectives of the company, attached with the following identification documents issued by the Ministry of Industry and Trade:

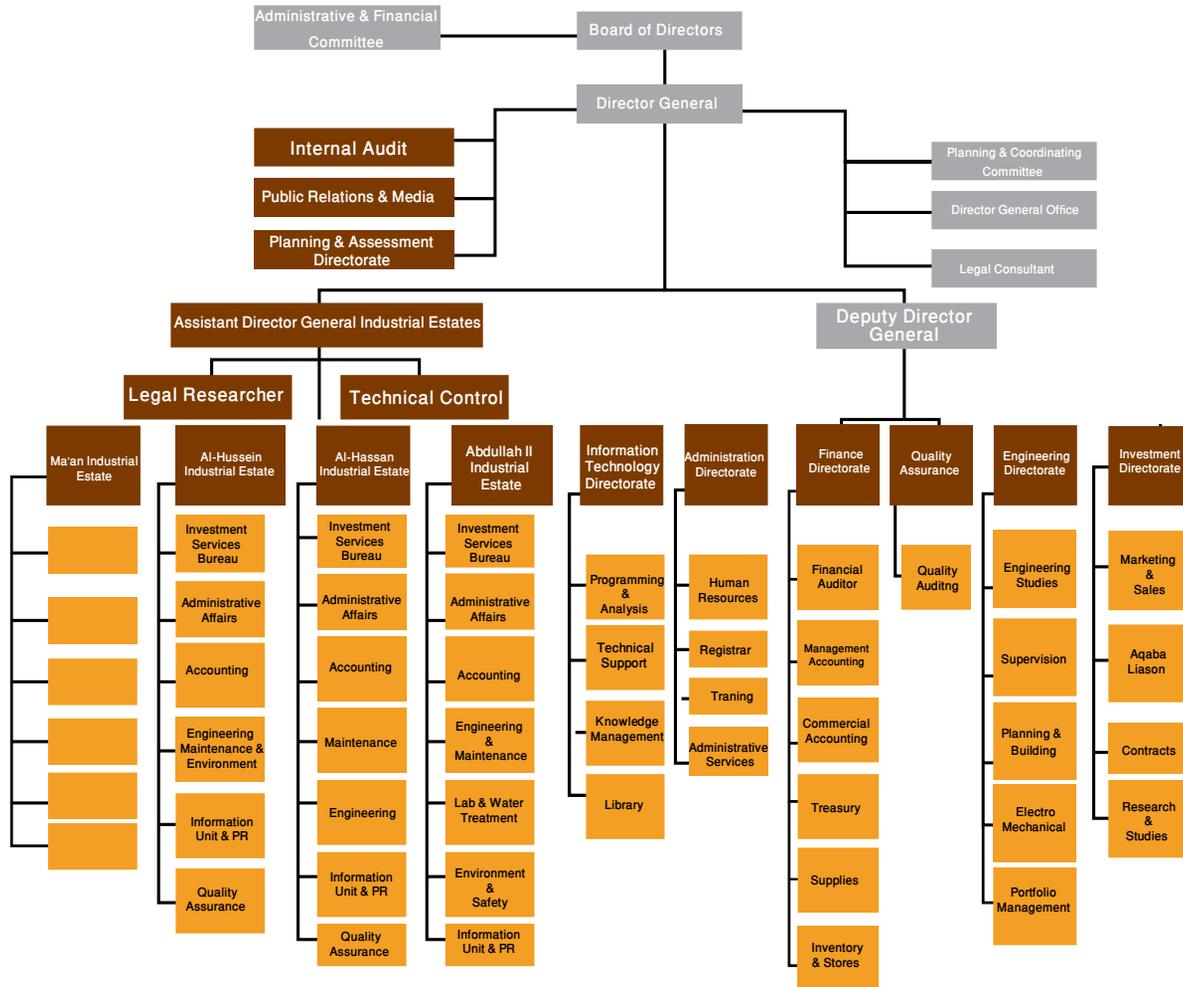
- Certificate of Registration of the Company
- A letter identifying the authorized signatories.

d. The respective Investors Services Bureau shall check that all required documents are attached in accordance with the quality assurance procedure for the respective form. The office shall register the request in the Investors Request Registry for follow up purposes with other concerned departments within the industrial estate; and the contracts department of the Investment Affairs Division. The goal is to meet the request in record time of no more than three days as of the date of receiving all necessary documents.

Other Services

Construction Licensing	Electricity Service
Construction Work Permit	Profession and Industry licensing
Water Services	Telecommunications Services
General Maintenance	Internet Connection via the Investor Service Office

Organizational Structure of JIEC



Chairman and Members of the BoD	
Chairman of the BoD/Minister of Industry and Trade	
His Excellency Engineer Amer Al-Hadidi	
A Private Sector Representative/Deputy Chairman Mr. Jurais Baqla	General Manager Engineer Amer Al-Majali
General Manager of Free Zone Corporation H.E. Mr. Mahmood Qtaishat	A Representative of the Social Security Corporation Mr. Ahmad Amawi
CEO of Jordan Investment Board Dr. Ma'en Al-Nsoor	CEO of JIEC Engineer Ya'rub Al-Qdah
A Representative of the Housing Bank for Trade and Finance Mr. Fozan Shukri	A Representative of the Industrial Development Bank Engineer Zaidan Yunis
A Representative from the Ministry of Industry and Trade H.E. Dr. Montasser Al-Oqlah	A Private Sector Representative Mr. Mohammad Fathi Al-Saghir
A Private Sector Representative Engineer Darwish Al-Khalili	A Private Sector Representative Mr. Muhie Eddien Al-Jamal
A Representative of Amman Chamber of Industry Mr. Adnan Ghaith	

Employees of JIEC according to their qualifications and work locations							
Qualification	General Management	King Abdullah II Industrial Estate	Al-Hassan Industrial Estate	Al-Hussein Industrial Estate	Ma'an Industrial Estate	Aqaba International Industrial Estate	Total
PhD	1	1	0	0	0	0	2
MA	8	1	1	1	1	0	12
Higher Diploma	2	0	0	0	0	0	2
Bachelor	34	10	14	15	3	1	77
Diploma	15	9	6	5	0	0	35
Post Tawjeehi	2	0	0	0	0	0	2
Tawjeehi	5	6	4	3	2	0	20
Secondary School	6	7	5	8	2	0	28
Preparatory School	12	8	12	8	3	0	43
Primary School	2	0	0	0	0	0	2
Professional Training	1	2	1	1	1	0	6
Total	88	44	43	41	12	1	229

Achievements

Qualitative Achievements of 2007

Internally:

1. Computerization of Forms and Processes

- Service Receiver: JIEC has computerized many procedures on its interactive website. Hence, investors are now able to submit their requests electronically, which saves time, effort and cost; thereby, increasing efficiency of services. Investors may also access their personal accounts and check their personal information.
- Personnel: JIEC has provided computers and e-mail services to most employees. It has also computerized the systems and processes in order to encourage them to use these programs and minimize the use of paper work. Moreover, JIEC has incorporated a computerized program for correspondence and information exchange via the Intranet among all employees within JIEC.

2. Social Events (Honoring Employees)

JIEC regularly supports extracurricular activities out of its belief in fostering social ties among employees. To support this concept, JIEC honored a number of outstanding employees in 2007, awarded them gifts and financial incentives, and organized a gathering in their honor which had a powerful impact on the employees. On the other hand, JIEC rewarded its employees who have left the work as well.

Externally:

1. King Abdullah II Award for Excellence in Government Performance and Transparency, 2007 Cycle:

Although it was its first participation, JIEC accomplished its greatest achievement in 2007, as it won the King Abdullah II award for excellence in Government Performance and Transparency, amidst a heated competition among a number of national highly competent organizations.

It is noteworthy that this is the most distinguished award as it is sponsored by the King himself, and hence, it is the most prestigious award on the national level.

This Award is a clear indication of JIEC success and distinguished performance and procedures, according to the standards of the supervising committee. Furthermore, JIEC went through a number of stages and high standard international evaluation, and was ranked first because its businesses were consistent with the required standards.

2. Innovation Center in Al-Hasan Industrial Estate

As part of JIEC relentless efforts to encourage innovators and entrepreneurs, the innovation center was inaugurated at Al-Hasan Industrial Estate. The purpose of JIC lies in accomplishing one of the key JIEC objectives, which is founding a center that operates as a link between innovation resources (universities, technicians, entrepreneurs) and industries. Hence, the center objective is to create an optimal environment for entrepreneurs who have creative ideas, but don't have the basic skills, resources, or self-confidence to start, launch and turn their projects into business initiatives.

Hosted Entrepreneur projects:

The innovative center is currently hosting the following entrepreneur projects:

No.	Project	Theme
1.	Al-Mishal Corporation for Integrated Electronic System Design	An integrated electronic system; the company offers technical services and engineer designs for remote control using cellular phones.
2.	Ayla Corporation for Integrated Electronic and Computer Systems	Various technological and electronic applications, e.g. control systems, machine operation, and other security systems
3.	Abna'ona for Educational Tools	Manufacturing educational and training apparatus to help promote the scientific, practical and technological standard of trainees.
4.	Jift Jordan Company	Manufacturing specialized appliances to separate olive remains (Jift) into wood and feed.
5.	Rollat Jordan for Synthetic Rubber (a limited liability company)	Synthesizing rubber in Jordan using state-of-the-art specialized technologies.
6.	Fuania Corporation for Technology and Integrated Systems	Designing and manufacturing an educational development kit, in addition to designing control systems and watering control systems.
7.	Genesis Barqa for Computer Services	Designing and manufacturing computer software.

1. Marketing and Promotional Campaigns

In 2007, JIEC drew up a marketing plan in collaboration with a highly competent specialized body in order to promote the investment opportunities available in the industrial estates and the distinguished services provided by the JIEC, in addition to a set of exemptions and facilities for investors.

In 2007 JIEC organized a number of visits for official and non-official delegations from Afghanistan, Yemen, Algeria, Kuwait, etc. It also organized some meetings, e.g. the meeting between the Minister of Industry and Trade, Minister of Environment, Head of Amman Chamber of Industry, General Manager and Head of Investors Association of King Abdullah II Industrial Estate, with the investors in industrial estates. JIEC has also organized a number of seminars and workshops for formal events and investment delegation in and out of Jordan. The purpose of these seminars and workshops is to introduce the role of JIEC and the available investment opportunities.

Furthermore, JIEC has also participated in a number of prominent Arab and international economic conferences, e.g. World Economic Forum in the Dead Sea in April 2007.

JIEC is always keen to organize meetings with investors within the industrial estates as part of building relations, getting acquainted with the workers' concerns, and working out solutions with the help of specialized parties.

2. The 2nd Participation in King Abdullah II Award for Excellence in Government Performance and Transparency

In congruence with the royal vision of preparing and implementing integrated programs for the administrative and financial reform in public and private organizations; and as an attempt to enhance the entrepreneur role played by JIEC in offering services to investors in industrial estates and develop neighboring areas as envisioned, JIEC management has officially applied to participate in King Abdullah II Award for Excellence in Government Performance and Transparency for the 2nd time, following its 1st participation in 2007.

3. Developing Neighboring Areas and Community Services

The Training Department has organized a number of training courses for the inhabitants of the neighboring areas. A training center has been established to teach computer skills, and produce professional and qualified computer users. In 2007, the center held 19 training courses from which 185 people graduated.

Future Prospects

1. Establishing and Developing Industrial Estates

Establishing industrial estates primarily depends on economic feasibility and the investment activities that will take place therein, as well as its competitive capacity to attract investments and provide the necessary funding for these estates, including internal and external services, and basic and supporting services.

The Council of Ministers has approved Jordan industrial map which identifies the current industrial estates, free zones and future extensions until 2030 at 3 stages:

Stage (1) 2006-2012; **Stage (2)** 2013-2019; and **Stage (3)** 2020-2030. This timeframe is adopted by stakeholders as a reference and a strategy. It also aims to direct existing randomness. It is also an integral part of the geo-strategic planning for the use of lands in Jordan. The map also identifies the priority areas for 2006-2012. Based on the map outputs and in congruence with the JIEC program to establish industrial estates in all regions and governorates, a thorough study has been prepared. The inputs of the study depend on outlining facts and figures related to all aspects on ground, based on cash flows and a comparison among industrial estates of JIEC, including a number of standards that illustrate the competitive status of the industrial estates, with a view to boost their competitive capacity. Finally, a priority program has been set for establishing future industrial estates. The study showed that there is a correspondence between the map outputs, and the present and future industrial estates in light of applying accurate scientific, technical, and financial standards to determine the priorities of establishing future industrial estates.

These factors include the following standards that apply for all sites:

- External standards: labor force, infrastructure services, easy access to sites, integration with local industries, and competition with other industrial estates.
- Internal standards: nature of the site (topographic features), area, environmental impact, estimated cost and revenues of the project.

Once applying these standards, a priority program for future industrial estates has been devised.

JIEC Future Projects to be Completed by the End of 2008, According to Priorities

Industrial Estate	Mowaqqar Industrial Estate
Total Area	2 500 000 m2
Area of Stage 1	1 187 000 m2
Net Area of Stage 1	696 000 m2
Location	15 km away from east Muwaqqar town; 23 km away from King Abdullah II Industrial Estate; 40 km away from Queen Alia International Airport; 340 km away from Aqaba Port; 300 km away from Amman-Azraq Highway.

Industrial Estate	Zarqa Industrial Estate
Total Area	2 475 000 m2
Area of Stage 1	880 000 m2
Net Area of Stage 1	830 000 m2
Location	30 km away from Zarqa (Governorate Center); 15 km away from Zarqa Free Zone; 18 km away from Dulail Industrial Estate; 82 km away from Queen Alia International Airport; 390 km away from Aqaba Port; 45 km away from Azraq.

Industrial Estate	Tafeeleh Industrial Estate
Total Area	1 000 000 m2
Area of Stage 1	505 000 m2
Location	16 km away from Tafeeleh; 22 km away from the Desert Highway

AIIE (Extension)	Aqaba International Industrial Estate(AIIE) .
Total Area of Stage 2	1 123.5000 m2
Total Area of Stage 2 (a)	600 000 m2
Total Area of Stage 2 (b)	523.5000 m2
Location	700 m away from King Hussein Bin Talal International Airport in Aqaba; 324 km away from Amman

2. Administrative Development

- **Training and Development:** In 2007, JIEC trained 164 employees from all levels received training courses in various fields. The aim was to improve their competence and polish their skills in various domains. A medium-term plan (for 3 years) was also formulated; training needs priority were identified with reference to training needs form, which measures the employee needs for the course. Training budget was estimated to be JD 83 000. The training plan for 2008 includes more allocations for training; JD 38 000 was approved as a budget for this year only, in order to intensify these courses; expand their domain; make them more specialized in administrative and technical fields; opening up the opportunity for all employees to join the courses designated for each one of them. In addition, a training plan has been devised for top management as per the training needs.

- **Improvement and Development Committees:**

A number of committees concerned with the process of administrative improvement and development were formed. JIEC policy has been oriented towards adopting new plans through having a suggestion box where employees' ideas are collected, examined, analyzed, so that they may be implemented, if applicable. Having realized the importance of this box, JIEC has decided a number of moral and material incentives for successful ideas. This is considered part of evaluating and promoting employees, which is in harmony with JIEC intension to develop leaderships that have the potential and the urge to innovate.

3. Service Improvement

- JIEC counted its operations, which turned out to be 120. Flow charts were drawn to illustrate all operations. A committee was formed to look into all forms used by JIEC and its major partners in terms of eliminating, doing away with, combining or computerizing some procedures to simplify and expedite services. JIEC is also keen to improve its services to facilitate investors' work based on the complaints and suggestions in the suggestion box.

- JIEC has also been keen to have a mechanism for monitoring facilitations through having some mechanisms for addressing complaints and suggestions. JIEC also has a committee for ongoing improvements that follow up and develop performance and suggestions; and looking for radical solutions to investors' complaints.
- In response to technological advancements in business, JIEC has computerized its procedures on its website. Clients may post their requests, and investors may access their own accounts and review their information.
- In order to stay in touch with investors and follow up their businesses, JIEC assigned an employee for following up the provision of services to investors (post-service employee).

Economic Indications for Operating Industrial Estates

Facts and Figures about Operating Industrial Estates				
Estate	Total Area/m ²	Net Area for Investment	Occupied Area	Unused Area
King Abdullah II Industrial Estate	2530	1792.567	1792.567	103.890 (Outside the Estate)
Al-Hasan Industrial Estate	1178	1004.916	575.309	153.994
Al-Hussein Bin Abdullah II Industrial Estate	1856	783.390	270.640	1100.183
Maan Industrial Estate	2500	703.427	15.119	1800.713
Aqaba International Industrial Estate	2750	585.741	152.700 (Sold)	2164.209

Economic Indications for Operating Industrial Estate, 2007				
Estate	No. of Factories	No. of Workers	Volume of Exports (in JD million)	Invested Capital (in JD million)
King Abdullah II Industrial Estate	352	12656	296.024	946.74
Al-Hasan Industrial Estate	106	21274	278.32	240.4
Al-Huss in Bin Abdullah II Industrial Estate	10	4080	101.97	42.06
Maan Industrial Estate	4	45	-	5.3
Aqaba International Industrial Estate *	37 *	1842	9	150
Total	509	39897	658.314	1384.5

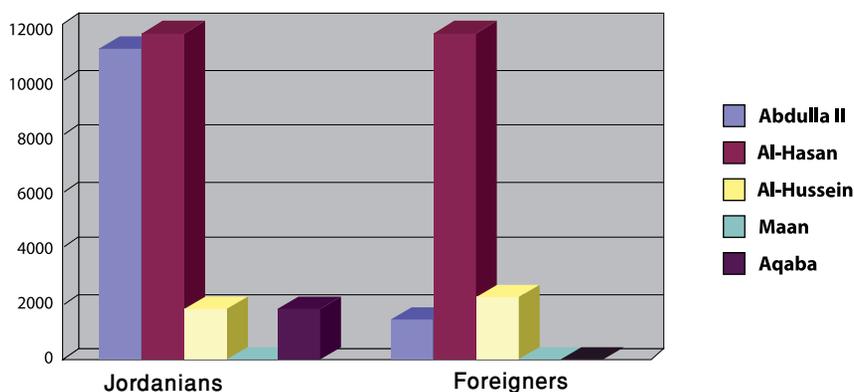
* In 2007, the number of registered projects in Aqaba International Industrial Estate (under construction and in the process of licensing), according to the developer data, was 37.

- There are 509 operating companies in the industrial estates under JIEC. The volume of invested capital is around JD 1384.5 million. These companies provided more than 39897 job opportunities by the end of 2007.
- By the end of 2007, the total invested capital from the three operating estates was around JD 658.314 million which makes up 20.7% of the total national exports estimated to be worth JD 3179.6 million.

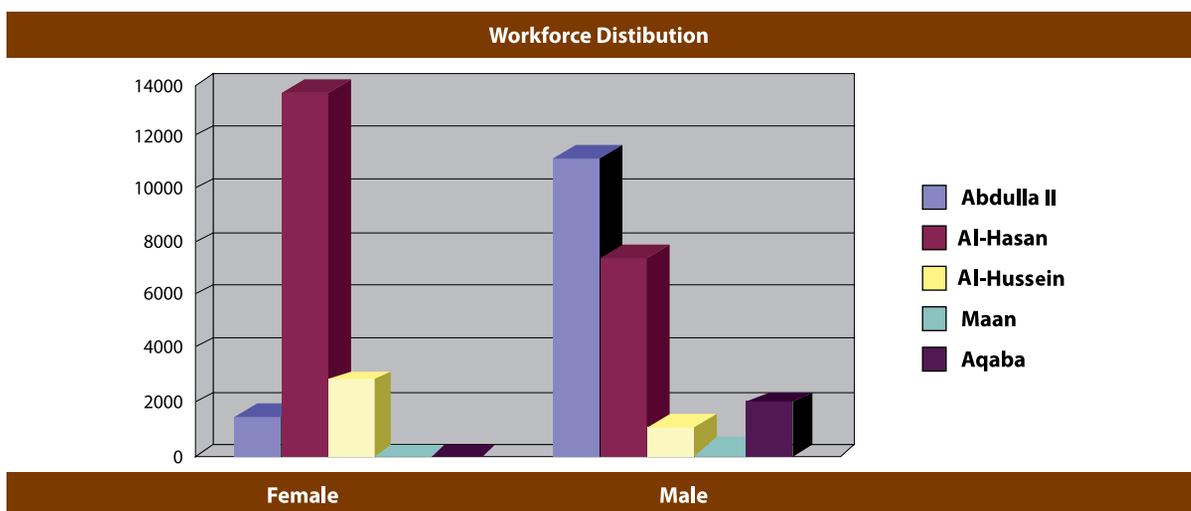
Workforce Index According to Nationality

Workforce According to Nationality				
Industrial Estate	Jordanian	Foreigners	Total	Percentage per Estate
King Abdullah II Industrial Estate	11250	1406	12656	31.72 %
Al-Hasan Industrial Estate	11790	9484	21274	53.32 %
Al-Hussein Bin Abdullah II Industrial Estate	1863	2217	4080	10.22 %
Maan Industrial Estate	45	-	45	0.11 %
Aqaba International Industrial Estate	1842	-	1842	4.61 %
Total	26790	13107	39897	100%
Total Percentage	67.1%	32.9%	100%	

Workforce Distibution



Workforce Index According to Gender				
Industrial Estate	Male	Female	Total	Percentage per Estate
King Abdullah II Industrial Estate	11168	1488	12656	31.72 %
Al-Hasan Industrial Estate	7480	13794	21274	53.32 %
Al-Hussein Bin Abdullah II Industrial Estate	1118	2962	4080	10.22 %
Maan Industrial Estate	45	-	45	0.11 %
Aqaba International Industrial Estate	1842	-	1842	4.61 %
Total	21653	18244	39897	100%
Total Percentage	54.3%	45.7 %	100%	



Indexes for Qualified Industrial Zones (QIZ)				
Estate	No. of Projects	Invested Capital (JD million)	Volume of Exports (JD million)	
			QIZ	FTA
Al-Hasan Industrial Estate	9	82.5	160.67	49.98
Al-Hussein Bin Abdullah II Industrial Estate	5	41.63	101.97	0
Total	14	124.13	262.64	49.98

- The number of QIZ in Al-Hasan and Al-Hussein Industrial Zones was 14. In 2007, the invested capital was estimated to be JD 124.13 million. According to QIZ agreement, the volume of exports was JD 262.64 million; according to Free Trade Area (FTA) agreement, the volume of exports was estimated to be JD 49.98 million; a total of JD 312.62 million.
- Percentage of QIZ exports was estimated to be 45.6% of the total exports of the operating industrial estates which was estimated to be JD 685.5 million.
- In 2007, incremental exports of Al-Hasan Industrial Estate were estimated to be JD 278.32 million, i.e. 78.3% of Irbid exports which were estimated to be JD 355.43 million.
- In 2007, textiles exports were estimated to be JD 312.62 million, i.e. 37% of Jordan textiles exports which are estimated to be JD 842.5 million, given that Jordan textiles exports make up 26.5% of the total national exports which are JD 3179.6 million.

Economic Activity of Operating Industrial Estates

1. King Abdullah II Industrial Estate:

A Historical Overview

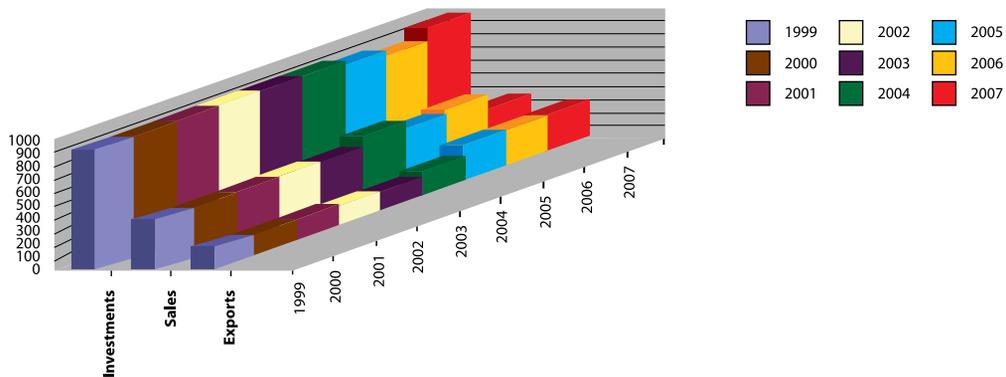
- First industrial estate ever; established in 1984; considered as the largest industrial complex in Jordan.
- Total area 2530 000 m²

Competitive Feature

- Proximity to the capital city, Amman
- The largest organized industrial complex in Jordan
- Proximity to the major connection lines with the neighboring countries (land and air)

Years	Exports (JD million)	Sales (JD million)	Invested Capital (JD million)	No. of Workers	No. of Companies
1999	163.600	382	918	13472	365
2000	145.700	363.9	895.600	14354	368
2001	151.600	363	919.200	14506	385
2002	159.500	380	916.400	13658	390
2003	155.290	383.740	932.100	15293	400
2004	208.600	482.620	927.570	15106	390
2005	289.820	425.320	893	16161	398
2006	316.962	455	840	13694	347
2007	296.024	335.23	946.74	12656	352

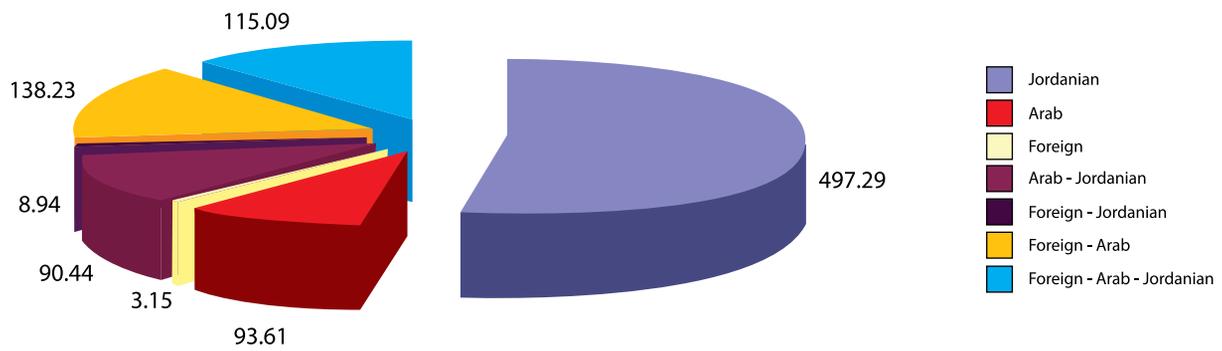
Volume of Exports Sales and Investments in King Abdullah II Industrial Estate



Local, Arab and Foreign Investments in King Abdullah II Industrial Estate

Classification	No. of Companies	Invested capital (JD million)	No. of Workers
Jordanian	250	497,29	8758
Arab	51	93,61	1021
Foreign	5	3,15	160
Arab-Jordanian	33	90,44	1468
Foreign-Jordanian	4	8,94	215
Foreign-Arab	7	138,23	418
Foreign-Arab-Jordanian	2	115,09	616
Total	352	946,74	12656

Volume of Investments Local Arab and Foreign Investments



2. Al-Hasan Industrial Estate

A Historical Overview

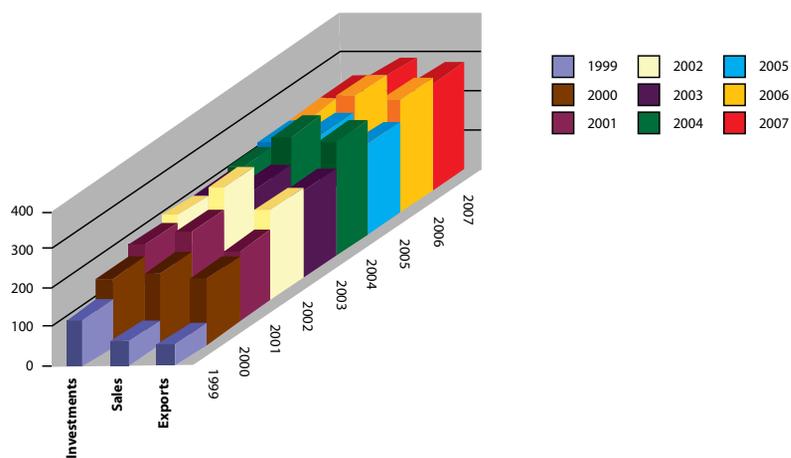
- Established in 1991
- The first QIZ in Jordan
- 75 km North of Amman

Competitive Feature

- A QIZ
- Proximity to the Northern Border check point
- The largest organized industrial complex in the North

Years	Exports (JD million)	Sales (JD million)	Invested Capital (JD million)	No. of Workers	No. of Companies
1999	58.240	65	121	6319	60
2000	171.840	180	168.01	13550	70
2001	181.200	231	200.654	15744	74
2002	229.710	290.520	211.770	16920	79
2003	227.390	240.620	218.370	17739	80
2004	294.200	306	228.370	19645	84
2005	236.200	260.100	237.780	22035	92
2006	290	300.280	238.780	22434	99
2007	278.32	289.95	240.4	21274	106

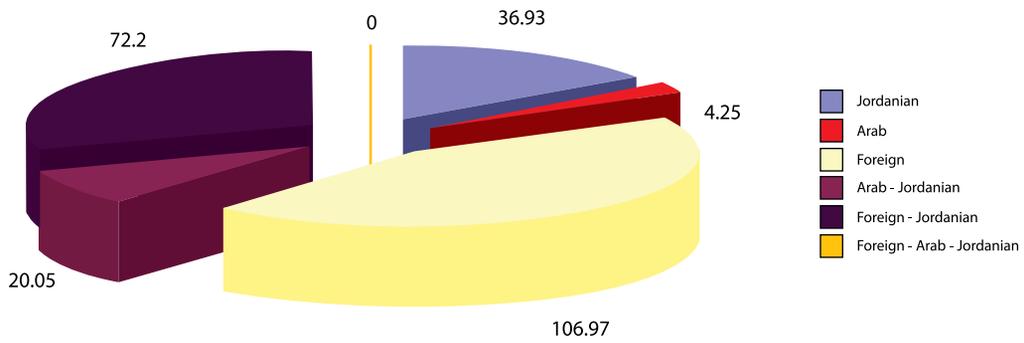
Volume of Exports Sales and Investments in Al-Hasan Industrial Estate



Local, Arab and Foreign Investments in Al-Hasan Industrial Estate

Classification	No. of Companies		Invested Capital (JD million)		No. of Workers	
	No.	%	Volume	%	No.	%
Jordanian						
Arab	54	50.9	36.93	15.4	1525	7.2
Foreign	4	3.8	4.25	1.8	245	1.2
Arab-Jordanian	29	27.4	106.97	44.5	9789	46.0
Foreign-Jordanian	8	7.5	20.05	8.3	224	1.1
Foreign-Arab	10	9.4	72.2	30.0	9471	44.5
Foreign-Arab-Jordanian	1	0.9	0	0	0	0
Total	106		240.4		21274	

Volume of Investments Local Arab and Foreign Investments



3. Al-Hussein Bin Abdullah II Industrial Estate

A Historical Overview

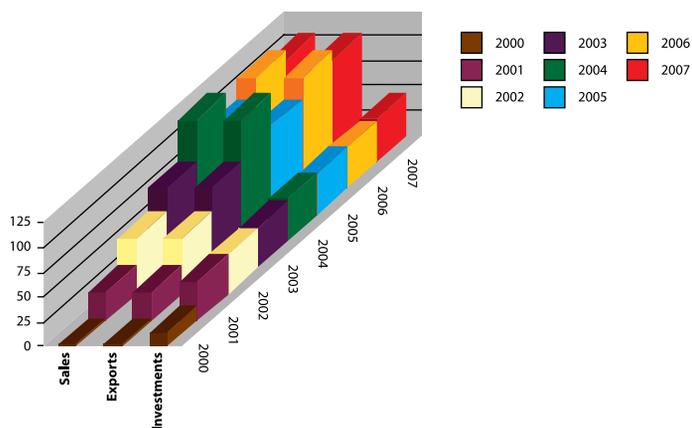
- Inaugurated in September 2000
- The 2nd QIZ in the world
- Total area: 1856 m²
- Developed area: 786 m²
- % used land: 41%

Competitive Feature

- A QIZ
- Preferential selling and lease rates
- Special exemptions and facilitations
- Proximity to Aqaba Port

Years	Exports (JD million)	Sales (JD million)	Invested Capital (JD million)	No. of Workers	No. of Companies
2000	3	3	15	1000	2
2001	29	29	40	1965	3
2002	56	56	40	3143	3
2003	80	80	40	4154	3
2004	121	121	43	5012	6
2005	89	89	41	4195	6
2006	111.046	111.046	41.630	4331	7
2007	101.97	101.97	42.06	4080	10

Volume of Exports Sales and Investments in Al-Hussein Bin Abdullah II Industrial Estate



4. Aqaba International Industrial Estate

A Historical Overview

- Total area of the city is 2 750 000 m2. Area of stage 1: 570 000 m2.
- Net investable area: 490 000 m2
- Due to its importance and location in ASEZA, one of the most prominent entrepreneur experience in the Middle East, and for the purpose of motivating private sector role, a company renowned for its status and reputation in managing and promoting industrial estates.

Competitive Feature

- Located within ASEZA
- Proximity to Aqaba Port and Airport
- Located at the border of some neighboring countries
- A QIZ

Years	Exports (JD million)	Sales (JD million)	Invested Capital (JD million)	No. of Workers	No. of Companies
2006	-	-	10.21	10	3
2007	9	-	150	1842	37

5. Ma'an Industrial Estate

A Historical Overview

- Area: 2 500 000 m²; total constructed areas A and B of stage 1: 699 000 m²
- Net investable area: 488 m²
- The project was financed through soft loans from the Chinese Government
- The city will contribute to the boom. It is prospected to become a center of attraction for regional and international economic cooperation

Competitive Feature

- Preferential selling and lease rates
- Special exemptions and facilitations

Years	Exports (JD million)	Sales (JD million)	Invested Capital (JD million)	No. of Workers	No. of Companies
2005	-	-	0.5	20	2
2006	-	-	10.210	10	3
2007	-	-	5.3	45	4

INDEPENDENT AUDITOR'S REPORT

105180768

JORDAN INDUSTRIAL ESTATES CORPORATION WITH FINANCIAL AND ADMINISTRATIVE AUTONOMY AMMAN - THE HASHEMITE KINGDOM OF JORDAN

We have audited the accompanying financial statements of **Jordan Industrial Estates Corporation (With Financial And Administrative Autonomy)** which comprise the balance sheet as at December 31, 2007, and the income statement, statement of changes in equity and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes.

The financial statements of the Corporation for the year ended December 31, 2006 have been audited by another certified public accountant who issued an unqualified opinion over them on March 1, 2007.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies, and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of **Jordan Industrial Estates Corporation (With Financial And Administrative Autonomy)** as of December 31, 2007, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

Talal Abu-Ghazaleh & Co. International

Steve S. Karadsheh
(License # 756)

Amman, March 9, 2008

**JORDAN INDUSTRIAL ESTATES CORPORATION WITH FINANCIAL AND
ADMINISTRATIVE AUTONOMY
AMMAN – THE HASHIMITE KINGDOM OF JORDAN
BALANCE SHEET AS AT DECEMBER 31.2007**

ASSETS	Notes	2007	2006 (Restated)
		JD	JD
Current Assets			
Cash and Cash Equivalents	3	4,151,356	5,278,788
Investment in Financial Assets held for Trading	4	671,988	632,425
Accounts Receivable	5	4,220,740	1,675,598
Other Debit Balances	6	1,975,053	1,698,686
Employees Loans - Current Portion		50,028	44,983
Total Current Assets		11,069,165	9,330,480
Non - Current Assets			
Employees Loans - Long Term Portion		607,416	588,026
Leased Buildings	7	9,907,810	9,915,154
Developed Lands	8	21,675,612	20,062,287
Undeveloped Lands	9	6,676,812	6,466,056
Property, Plant and Equipment	10	13,771,930	9,611,211
Projects under Construction	11	8,260,156	10,370,950
Total Non - Current Assets		60,899,736	57,013,684
TOTAL ASSETS		71,968,901	66,344,164

THE ACCOMPANYING NOTES CONSTITUTE AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS

**JORDAN INDUSTRIAL ESTATES CORPORATION WITH FINANCIAL AND
ADMINISTRATIVE AUTONOMY
AMMAN – THE HASHIMITE KINGDOM OF JORDAN
BALANCE SHEET AS AT DECEMBER 31.2007**

LIABILITIES AND EQUITY	Notes	2007	2006 (Restated)
		JD	JD
Current Liabilities			
Accounts Payable and Other Credit Balances	12	1,005,272	1,028,619
Loans-Short Term Portion	13	36,362	181,154
Deferred Revenues	14	1,459,620	2,568,057
Installments Received in Advanced from Sale of Lands	15	254,701	163,329
Total Current Liabilities		2,791,955	3,941,159
 Non-Current Liabilities			
Loans- Long Term Portion		9,654,370	6,397,672
Provision for End of Service Indemnity		921,831	728,708
Total Non-Current Liabilities		10,576,201	7,126,380
Total Liabilities		13,368,156	11,067,539
 Equity			
Capital	16	18,000,000	18,000,000
Statutory Reserve	17	5,127,849	4,792,418
Special Reserve	18	9,000,000	9,000,000
Retained Earnings		26,472,896	23,484,207
Total Equity		58,600,745	55,276,625
TOTAL LIABILITIES AND EQUITY		71,968,901	66,344,164

THE ACCOMPANYING NOTES CONSTITUTE AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS

**JORDAN INDUSTRIAL ESTATES CORPORATION WITH FINANCIAL AND
ADMINISTRATIVE AUTONOMY
AMMAN – THE HASHIMITE KINGDOM OF JORDAN
INCOME STATEMENT FOR THE YEAR ENDED DECEMBER 31.2007**

	Notes	2007 JD	2006 (Restated) JD
Revenues			
Rents	19	3,197,933	5,3067,156
Net Profits from Selling of Lands Building	20	2,390,927	3,228,77
Developed Lands and Building Grants		1,198,596	2,022,352
Gains (losses) on Investments in Financial Assets held for Trading	21	194,856	(380,547)
Other Revenues	22	937,124	1,028,590
Total Revenues		7.919.436	8.965.628
Expenses			
Administrative Expenses	23	(3,180,294)	(3,085,380)
Depreciation		(997,210)	(884,863)
Currency Differences Loss		(359,753)	(200,632)
Loans Interest Commissions		(27,870)	(30,580)
Amortization of Projects under Construction		-	(179,466)
Total Expenses		(4,565,127)	(4,380,921)
Profit Before Fees		3,354,309	4,584,707
Technical and Vocational Education and Training			
Support Fees		(30,189)	(41,262)
Profit		3,324,120	4,543,445

THE ACCOMPANYING NOTES CONSTITUTE AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS