

حاضر المستقبل
Future Today



Annual Report 2020



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

HE Dr. Loay Munir Sehwal Chairman The Government Shareholdings Management Company	
HE Dr. Adel Sharkas Vice Chairman Shareholdings Management Company (Government Representative)	HE Mr. Yousef Al Shamali Shareholdings Management Company (Government Representative)
HE Mr. Fahad Al Fayezi Shareholdings Management Company (Government Representative)	Mr. Hani Mousa Abu Hassan Shareholdings Management Company (Government Representative)
Mr. Amjad Al Sa'eh Representative of the Housing Bank for Trade & Finance	Mr. Za'al Odeh Hassan Representative of Al Motarabetah for Investment
Mr. Samir Al Dabbas Representative of Social Security Corporation	Mr. Ayman Al Hashem Shareholdings Management Company (Government Representative)

Mr. Ayman Al Hashem was assigned in the Board of Directors replacing to Mr. Mohammad Al Sughayar.



HE Dr. Loay Munir Sehwal
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. Hani Mousa Abu Hassan

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 Sae'eh

Representative of the Housing Bank for
Trade & Finance



Mr. Ayman Al Hashem

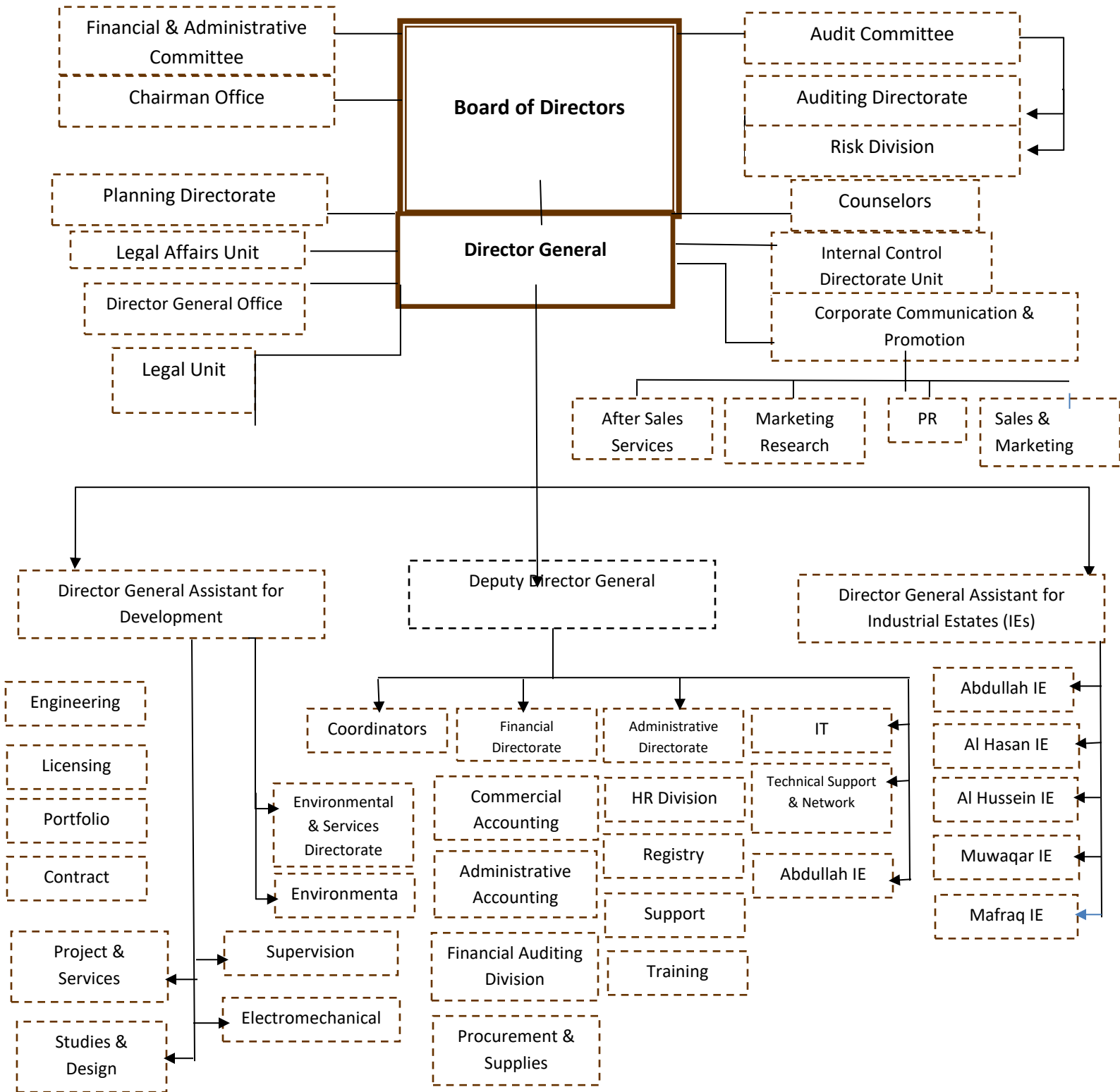
Shareholdings Management Company
(Government Representative)



Mr. Samir Al Dabbas

Representative of Social Security
Corporation

Organizational Chart



A Letter from Chairman



Dear Readers,

The general policy of Jordan Industrial Estates company with its components and units during the year 2020 went upon its yearly plan, and the company has developed more frameworks to ensure success at the level of overall performance and added a number of measures that take into account the health conditions that Jordan has gone through in order to equalize ambitions and results.

We all know that the year 2020 was full of challenges and risks as a result of the COVID-19 pandemic and its negative effects on the global economy, however, the Jordanian economy was able to withstand and mitigate the consequences of deflation well compared to other countries thanks to the financial and economic policies carried out by the government to prevent the worsening impact of the pandemic on all economic sectors, including the industrial sector.

The sustainability of the industrial investor was our top priorities taking into account the flow of the supply chain locally and globally, where the company communicated with investors to know their needs, which facilitated the process of production and supply, so the company reached out to many stakeholders in the investment service and investors, resulting in the success of what we wanted to achieve gains for industrial investors.

At the level of the new industrial estates in Madaba, Salt, Tafila, which the company has completed its implementation, it has achieved a success that we are proud of in terms of the model of construction, services, and infrastructure, and international specifications, which are the product of accumulated experiences over the past decades, there had to be results on the ground. The most important of these is to attract many multidisciplinary investments, which will work to achieve the overall goal of establishing these estates and providing employment opportunities for the youth in the local communities.

We should not forget that 2020 is a difficult year in terms of health, as Jordan and the rest of the world faced the COVID-19 pandemic, which worked to curb export and industrial performance. We had to stand by our industrial partners, as we issued many decisions to prevent financial insolvency or production stoppages. These decisions were in the interest of the engines and catalysts of production and industrial activity in industrial estates, recognizing the difficulties faced by these companies during the crisis.

The company has also continued to play its active role towards the community during 2020 in line with our duty towards the country and its citizens and its capabilities, where the company has provided financial support and donation to national initiatives to face the COVID-19 crisis, the most important of which is (Himmat Watan fund) in addition to continuing to provide support to many centers and social institutions.

Finally, conveying our gratitude to his majesty King Abdullah bin Al Hussein, for the great support he is providing to sustain a safe and secured country and looking forward to the end of COVID-19.

We at Jordan Industrial Estates Company have made great strides and aspire more achievements, sustainability, and industrial activities taking into account that all goals and aspirations achieved by Jordan Industrial Estates Company give more confidence to the industrial investor around the world, and this would not have been possible without the efforts of all employees who are the basis and pillar of the success of company's performance, all thanks and appreciation to them from the various directorates and industrial zones for their dedication in performing their duty, and I also thank ,the excellencies, members of the Board of Directors for their generous support in order to achieve successes on the land of our beloved country led by His Majesty The Hashemite King Abdulla II Ibn Al Hussein, may God bless him and his patrons.

Chairman

Dr. Loay M. Sehwal

A Letter from Director General



Dear Reader

Unlike all past years, the year 2020 brought with it a lot of events and changes as a result of the COVID-19 pandemic, which swept the countries of the whole world, including Jordan; Many countries began to close their land and air borders, and the movement of international trade has fallen to its lowest levels in for the first time of the whole life that turned economic and trade policies upside down and put the health emergencies at the forefront of priorities.

In the middle of all these changes, the industrial sector has been the main nerve for the kingdom to cope with the lockdown and the new effects on international trade. The industrial factories located with our industrial estates represent 25% of the industrial sector in Jordan. The Jordan Industrial Estates Company (JIEC) has been able to provide the featured examples of its ability to sustain and maintain supply chains for the local market and to enhance the presence of the local producer in the Jordanian markets; Therefore products of the Jordanian factories manufactured in our industrial estates spread across the various governorates of the Kingdom have been a source of pride for us, affirming the development and economic role of these estates even in the darkest conditions.

As soon as the defense orders were announced at the beginning of 2020, the Jordanian Industrial Estates company, through the crisis cell, focused on facilitating the industrialists and their movement to ensure the continuation of production operations in accordance with the rules of public safety in close coordination between JIEC and the other authorities. This is reflected in the investment's volume, the number of companies, the exports movement, and the employment opportunities created for young Jordanians, which is stated in this report, which is exceptional for the year 2020 for its positive results despite all difficult conditions that have passed.

The company was able to achieve 60% increase in the investment volume within its industrial estates last year compared to 2019, where the volume of investment reached 91.3 million dinars compared to 57.1 million dinars in 2019 to record an increase of 34.2 million dinars, this is after the company was able to sign 107 new investment contracts distributed on new investments and expansions of existing projects in the industrial and service sectors that will provide 1422 job opportunities where these positive investment

results that reflect the distinctive attractiveness of the investment environment in Jordan's industrial estates and the positive investment climate despite the difficult conditions imposed by the COVID-19 pandemic, where the increase in the volume of investments providing more job opportunities for Jordanians.

During 2020, the company continued its e-marketing campaign nationally and internationally to reach the investors worldwide and to promote investment opportunities available in JIEC new industrial estates, especially Al Salt, Madaba and Al Tafila, while JIEC granted further incentives and discounts, it also included reducing the sale prices of land in Al Hassan Industrial Estate in Irbid and Al Hussein bin Abdullah II Industrial Estate in Karak by 5% to 20% for immediate sale until the end of 2020, in addition to increasing the installment period for investment contracts in Mafrag Industrial Estate to 6 years instead of five years reducing the value of the down payment to 5%.

For all these achievements that JIEC put between your hands through this report, I can only express my thanks and appreciation to all colleagues in the headquarter of the company and all the departments of industrial estates for their distinctive efforts to make all these achievements into existence and to the owners of excellency chairman and members of the board of directors for the support for the executive management plans and strategies success during the year 2020 in addition to all forms of support and facilities to resolve various investor issues to accelerate productions in our industrial estates continue and their positive effects are reflected on the various parts of our beloved country under the banner of His Majesty King Abdullah II, son Al-Husein, may God save him and take care of him.

Director General

Omar Jwaid

Jordan's Economy in 2020 and Future Vision

The COVID-19 pandemic mixed all papers all over the world at the beginning of 2020 and cast a shadow on all sectors, striking its multiple effects on all sectors, which affected the world's economies and paralyzed its movement, regional conflicts, international relations and other factors are no longer the main concern of the global and local economy as much as the human health and safety issues topped the overall seen and became a top priority and balancing between human health and the economy later until the scene was clarified in the second half of 2020.

Jordan, like other countries, has followed a series of procedures to mitigate the effects of the COVID-19 pandemic, led by the royal directives, which focused on balancing the health, the safety of the Jordanian, and continuing to revive the national economy from the effects of the world's harshest pandemic in years, starting with the central bank procedures, which analysts considered as the preliminary economic vaccine to contain the emergency health situation, along with procedures to raise the social security in conjunction with the loss of thousands of employees for their jobs, and increased unemployment rate in the kingdom reached 23.9% and a decline in GDP and national exports.

The year 2020 has left a difficult economic situation, considering the general Jordanian economic figures and indicators, notes the extent of the pandemic and its difficult repercussions, where the data from the Department of Statistics showed that the GDP at fixed market prices for the fourth quarter of 2020 decreased by 1.6% compared to the fourth quarter of 2019, which was 2.1%. and the GDP .at constant prices decreased by 1.6% in 2020 compared to 2.0% in 2019.

According to the Department of Statistics data, most economic sectors had regressed during the fourth quarter of 2020 compared to the fourth quarter of 2019. the results indicated that the hotel and restaurant sector had the highest decline during this period, reaching 8.8%, followed by the transport, logistics and Telecommunications sector at a rate of decline of 5.7%, followed by the social and personal services sector at a rate of 4.1%, the construction sector at a rate of 3.0%, as well as manufacturing sector at a rate of decline of 2.4%.

Data issued by the central bank show a decline in the performance indicators of economic activity in the first three quarters of the last year 2020, particularly GDP, which continued to shrink over the second and third quarters, and also revealed that the domestic economy had a retraction in GDP at constant market prices by 1.5%, in the first nine months of last year, compared to the same period in 2019.

The 2020 Jordanian annual report issued by Economic and Social Council of Jordan revealed a slowdown in the level of exports in the kingdom to record a growth rate of 3% during the first nine months of 2020, compared to 9.9% for the same period of 2019, while calling for reduce the energy and internal good's shipping, handling and storing wages, with the need to protect national production to give enterprises the ability to continue and expand and to follow the recommendations of the manufacturing committees formed under the royal directives, through which a number of measures have been identified to raise the export of Jordanian products, as well as developing an exporting national strategy that will be able to identify the priorities of markets and products for Jordanian exports, and to contribute to raise the degree of commodity and geographical diversity of national exports, with the need to re-spin the production wheel of small and medium-sized enterprises by preparing an immediate plan to restrict imports that do not have a burden from the local industry to limit national products.

On the other hand, there is a glimmer of hope towards economic recovery , as shown in the recent World Bank Economic report that indicates the Jordanian economy recovery from the COVID-19 pandemic in the medium term depends largely on the COVID-19 pandemic updates and the completion of the desired national reforms, as the pandemic has destabilized the global economy, anticipating the contraction of the Jordanian economy and that the significant change in the growth rates of major trading partners will constitute a significant impediment to manufacturing and investment activities.

Although some have tried to paint a bleak picture of the national economy, government plans have continued to push the pace of development, support the private sector to perform its tasks and increase programs of solidarity and mitigation on the economic sectors to overcome this phase to reach the recovery everyone wants in various sectors, many of which are still suffering from negative consequences and gradual decline.

As Jordan heads towards 2021 hoping that it will be the year of detente and the reopening of more economic sectors trying to pass with the least economic losses under a global breakthrough in conjunction with the acquisition of vaccines by most citizens of countries, as amid this foggy scene, there are those who expect an economic recovery for Jordanians and a revival from the midst of the rubble , such as the International Monetary Fund and the European Bank for Reconstruction, at a time when the Jordanian government announced a package of easing measures worth (\$630 million), to strengthen social protection programs Expanding them, maintaining existing jobs in the private sector, stimulating employment, and mitigating the repercussions on the public transport sector and investment activities.

The Role of Jordan Industrial Estates During COVID-19

At the beginning of 2020 when the COVID-19 pandemic has started globally, the Jordanian Industrial Estates Company -as other institutions- has followed a set of preventive measures to maintain the sustainability of production in its industrial estates, and facilitate the work of industrialists through issuing the movement permits in conjunction with maintaining public safety measures in facilities in cooperation with various security and health institutions; The most important actions:

- The Board of Directors of the Jordanian Industrial Estates Company decided to make a material donation of (100) thousand dinars to the Himmat Watan Fund, in line with the national solidarity campaign to face the economic consequences of the COVID-19 pandemic.
- The company worked in coordination with the concerned authorities, led by the security authorities, to facilitate the issuance of permits to investors and employment to ensure their movement, in order to preserve the durability of production and provide market requirements of goods and food.
- In line with the precautionary measures taken by the Kingdom to prevent the spread of Coronavirus (Covid-19) where the lockdown was completely imposed, the company had formed an emergency committee that included all departments of the industrial estates, and linked directly with the emergency team in JIEC headquarter to follow up the work of field teams that directly contact all industrial companies to ensure the sustainability of services within the industrial estates' and their access to services such as water, electricity, hygiene, security services, and others.
- Field teams supervised by the administration of industrial estates carried out periodic free spraying campaigns, sterilizing the entrances and facilities of industrial estates and Main streets, in coordination with municipalities in each governorate, ensuring the readiness of industrial companies and ensuring the follow-up of prevention and safety methods at various stages of production, providing them with emergency numbers, and monitoring and supervising shopping operations in "supermarkets" within industrial estates.
- Specialized teams sanitized the accommodation of expatriate workers in industrial estates, and coordinated with the management of companies to meet the needs of those workers to ensure that they do not leave the estates and socialize with employees under these conditions.
- Industrial companies specializing in the manufacture of sterilizers and masks have provided hospitals and municipalities with sterilization and public safety materials, at

nominal prices and sometimes free, to facilitate their work in sterilizing roads and public places to overcome these conditions.

- About 250 day-to-day workers in various facilities and administrations of the Jordanian industrial estates were able to receive their financial allocations according to a plan developed by the Jordanian industrial estates Company from day one in light of the exceptional circumstances experienced by the kingdom and in line with the mechanism set by the government for this purpose.
- A number of industrial investors expressed their satisfaction with the field procedures and follow-up carried out by the Jordan Industrial Estates Company to ensure the security and safety of production in many industrial companies allowed to work in these circumstances during a tour of the chairman of the board of Directors of the company and its general director and a number of officials in many industrial companies.
- The COVID-19 pandemic, which is ravaging the countries of the world, including Jordan, has enabled about 187 industrial companies specializing in the manufacture of sterilizers, chemicals and sanitary papers in Jordanian industrial estates to continue their work and production, including (139) multiple companies in the field of Health and medical industries and(48) companies in the field of masks and protective coats to provide the local market for their products required by the current phase, which contributed to the strengthening of the Kingdom's stock in accordance with the best international standards at a time when many countries of the world are complaining of scarcity and loss of markets.

As a result of the increased demand for them, his Majesty King Abdulla II called for an increase in the kingdom's production of sterilization materials and health and medical industries.

The company confirmed on more than one occasion that this time is the time of Jordanian industry more than ever due to the quality of Jordanian industry and has a great opportunity to replace the local product instead of the imported foreign product, which has already happened during this crisis, and goes beyond the order to start thinking about adopting a new phase based on the development of strategies and operational plans to open the way for Jordanian products to enter the regional and global markets based on many factors, the most important of which are trade agreements signed between Jordan and many countries of the world, where Jordan has distinguished itself with its tremendous skill in managing the crisis efficiently and this

will certainly create an investment environment appropriate legislatively and healthily for many foreign companies to come to Jordan and set up their projects and then start to export to the world markets.

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, , 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
2.3 Finding Funding Sources	1. Finding strategic partnerships with secondary developers for future sites
	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
3.4 Consolidating the Concept of Service and Interaction with the Local Community	1. Developing specialized programs designed to rise the environment Awareness.
	2. Cooperating with the relevant authorities to rise the capacity of labor force in order to serve investors
	3. Supporting Business Incubators

Second: Industrial Map

The concept of the industrial map, which is essentially one of the components of the Decadal plan for the Jordanian economy, came with the aim of regulating the industrial and Environmental Affairs and meeting their needs. The industrial map is considered to be the compass and geared towards determining the most appropriate places to establish industries without the impact of encroachment on agricultural land or the negative environmental impact of industry in general. The implementation of the industrial map outputs and its positive effects on the investment environment in Jordan in general and development areas in particular has contributed significantly to reducing the randomness of industrial spread, especially among population groups and fertile lands for agricultural purposes, especially since the primary objective in implementing the industrial map is the national benefit and the promotion of development gains without harm to the environment and the citizen.

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 industrial estates strengthened the concept of the industrial map and the implementation of its provisions in Salt, Madaba and Tafila, which have already started production, 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. The incentives and additional benefits approved by the board of Directors of the company have also contributed to the transfer of many industrial investments outside the industrial estates into them, which have had positive results.

JIEC has ambitious future plans for horizontal 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 already implemented, 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 company to channel investments in an orderly manner with all options and the same investment advantage.

Since the launch of the industrial map, it has become a standard followed by the Industrial Estates Company because horizontal and vertical expansion and the establishment of industrial estates are closely linked to the industrial map, and this will work to preserve the area of the agricultural area without prejudice it.

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

The work plan of The Jordan Industrial Estates Company for the years 2015-2025, which is considered to be the real compass of meaningful stages of work and achievement aimed to achieve the company's mission and strategic and national objectives which are based on the establishment, development, management and promotion industrial estates /developmental zones where all the ingredients for the success of the investment environment are available.

To be the perfect environment for industrial investment in the Kingdom, where Jordanian industrial estates are one of the pillars of the national economy and the pillars of development in the Kingdom through its spread in various provinces and the real employment opportunities it provides to Jordanians and its various contributions to the development and economic renaissance that affects all sectors supporting the industrial sector.

The Jordan Industrial estates company work program for the years 2015-2025 derives its main frameworks from the high mandate books of successive governments and the work programs of governments and their continuous plans through the development of public policies to promote the national economy in various fields, especially the

industrial sector, with the aim of distributing development gains to various governorates and To achieve and develop specific and considered legislation, policies and procedures that enhance the competitiveness of the national economy, attract investments, facilitate its success, reduce the bureaucracy that hinders it, to generate jobs and employment, to maintain financial and monetary stability, reduce the budget deficit and the debt-to-GDP ratio to raise growth rates and achieve sustainable development.

Our program of work for the years 2015-2025 did not ignore the priorities of the work of the current government - 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.

Therefore, (JIEC) started to work on expanding of modern industrial estates where it is nearing the completion of the implementation of the first stages in 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 and 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 2020 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 (2020 -2023)*

1. Madaba Industrial Estate

Madaba Industrial estate is located within Madaba governorate on an area of 500,000 m². The company started establishing the infrastructure for the first phase with a total area of 310,000 m², which reached the completion rate to date 99% and established ready-made buildings in an area of (17000 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.

2. Salt Industrial Estate

The total area of the estate (480,000 m²) and the completion rate of the implementation of the first phase of the estate reached approximately 95% on an area (238,000 m²), and during the year 2018 and 2019 industrial buildings were established within the estate on an area (10,500) m² to meet the demands of investors.

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 located inside and outside the kingdom. In addition to establishing 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 1,000,000 m², whereas 500,000 m² had been developed as a first phase, the completion rate has reached 99% and the construction of industrial buildings ready on an area of (10042) m².

The company carried out a study and analysis based on several data, the most important of which to increase in the growth of the investment movement and exports volume and increase employment opportunities in order to come up with a table explaining the predictions of existing and future industrial estates if occupied with maximum power, the statistical analysis method of forecasts of for the next five years has adopted the trend equation; its results in multiple ways for the years (2020-2025) are as follows:

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

Year	Number of Companies (30-25+)	Investments (Million JOD) (35-30+)	Exports (Million JOD)	Workforce (2000-1000+)
2020	850	2972	-	65000
2021	935	2980	-	66000
2022	960	2990	-	68000
2023	985	3000	-	69500
2024	1000	3030	-	70000
2025	1020	3050	-	72000

* Actual number of economic indicators for industrial estates operating until the end of 2020

- *Company's Achievements and Activities for 2020*

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 (100%).

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 2013-2020

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
2020	423	1347	-	14713

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 1,178,000 m².
- Located 75 km to the north of the capital Amman.
- Because of the full occupancy rate, the company began to implement the expansion of the estate on an area of (214,000 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 (2013-2020)

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
2020	134	448	-	36622

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 1,856,000 m2.
- The occupancy rate in the estate exceeded 55%.
- The developed land area of this Estate reached to 786,000 m2, in addition, 1,085,000 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 (2013-2020)

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
2020	37	43	-	2673

4. Aqaba International Industrial Estate:

Historical Overview:

- The total land area of this Estate is 1,700,000 m2.
- 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 (2013-2020)

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
2020	135	500	-	5000

5. Al- Muwaqar Industrial Estate

Historical Overview:

- The total land area of this Estate is 2,500,000 m2.
- The first phase reached 1,444,000 m2.
- 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
- JIEC has begun to implement the expansion of the city on approximately 305,000 m2

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.
- Incentives and tax exemptions under the Investment Law.

Table (6): Number of Companies, Investment Volume, Exports and Number of Workers for 2013-2020

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
2020	88	606	-	5334

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 2017-2020

Mafraq 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
2020	7	4,3	-	21

7. Madaba Industrial Estate/ Madaba

Historical Overview:

- Development works started in the estate in 2016.
- located in Madaba Governorate.
- The total area of the estate is about 500,000 m² and the area of the first phase (310,000 m²).
- The estate is located 45 km from the capital Amman.
- The estate provides developed industrial land and standard factory buildings.

Competitive advantages:

- Proximity to the capital Amman.
- Proximity to the international road connecting northern and southern Jordan.
- Proximity to Queen Alia International Airport.
- Abundance of qualified manpower.

Table (8): Number of Companies, Investment Volume, Exports and Number of Workers for 2020

Madaba Industrial Estate in figures				
Year	Number of Companies	Invested capital (Million JOD)	Exports (Million JOD)	Workforce
2020	9	15,7	-	395

8. Salt Industrial Estate/ Salt - Balqa

Historical Overview:

- Established in 2016.
- Located in Balqa governorate and close to the center of the governorate.
- The total area of the estate is about 480,000 m².
- The area of the first phase (238,000 m²).
- The estate provides developed industrial land and standard factory buildings.

Competitive advantages:

- Proximity to the capital Amman.
- Abundance of qualified manpower.
- Proximity to the transportation network, primarily Al-Salt Ring Road.
- The city's location and nature made it qualified primarily for the food and pharmaceutical industries.

Table (9): Number of Companies, Investment Volume, Exports and Number of Workers for 2020

Salt Industrial Estate in figures				
Year	Number of Companies	Invested capital (Million JOD)	Exports (Million JOD)	Workforce
2020	13	7	-	203

9. Tafila Industrial Estate/ Tafila

Historical Overview:

- Development works started in the estate in 2016.
- The total area of the estate is about 1,000,000 m² and the area of the first phase (510,000 m²).
- The estate provides developed industrial land and standard factory buildings.
- The estate is located 170 km southeast of the capital, Amman.

Competitive advantages:

- Proximity to the international road connecting northern and southern Jordan and the main connecting lines with neighboring countries (land and air)
- Relatively close to the port of Aqaba is the only sea port in Jordan.
- Close to sites rich in natural resources
- Its importance lies in the possibility of being the point of collection and distribution of goods for the governorates of the south in Jordan.

Table (10): Number of Companies, Investment Volume, Exports and Number of Workers for 2020

Tafila Industrial Estate in figures				
Year	Number of Companies	Invested capital (Million JOD)	Exports (Million JOD)	Workforce
2020	4	0,405	-	39

Table (11): Number of Economic indicators in all Industrial Estates in 2020

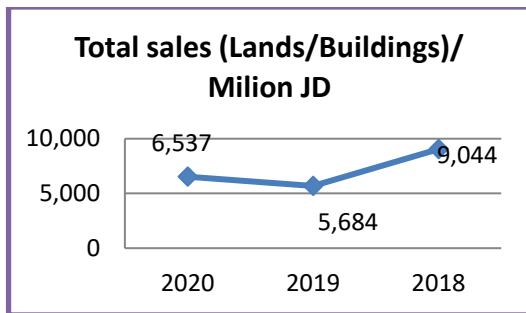
Estate	Number of companies	Invested capital (Million JOD)	Workforce
Abdullah II Industrial Estate	423	1347	14713
Al-Hasan Industrial Estate	134	448	36622
Al-Hussein Bin Abdullah II Industrial Estate	37	43	2673
Al-Muwaqar Industrial Estate	88	606	5334
Aqaba International Industrial Estate	135	500	5000
Al-Mafraq industrial estate	7	4,3	21
Al-Salt industrial estate	13	7	203
Al-Tafila industrial estate	4	0,4	39
Madaba industrial estate	9	16	395
Total	850	2971,7	65000

General Indicators

Total sales (Lands/ Buildings)

(Million JOD)

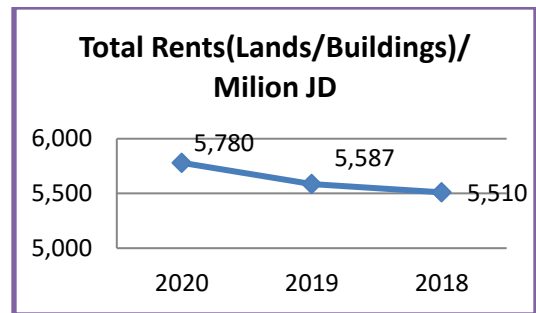
2018	2019	2020
9,044,750	5,684,305	6,537,430



Total rents (Lands/Buildings)

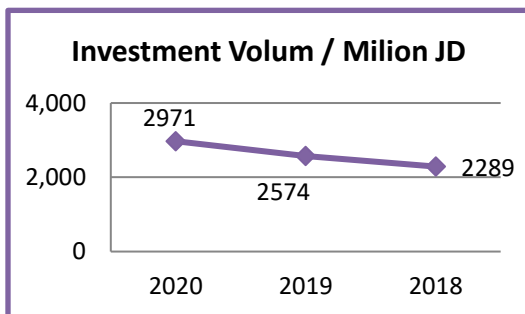
(Million JOD)

2018	2019	2020
5,510,840	5,587,109	5,780,633



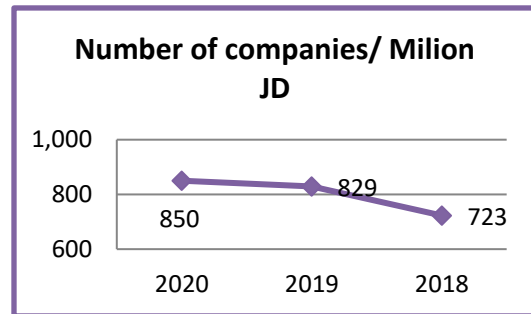
Investment Volume/ Million JOD

2018	2019	2020
2289	2574	2971



Number of Companies

2018	2019	2020
723	829	850

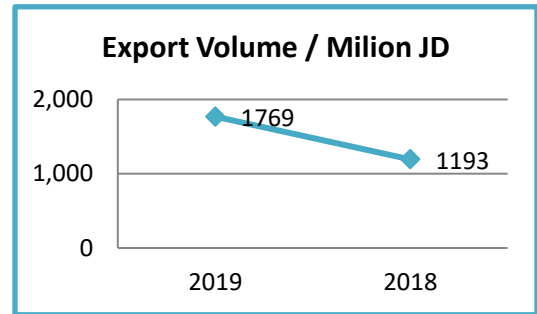
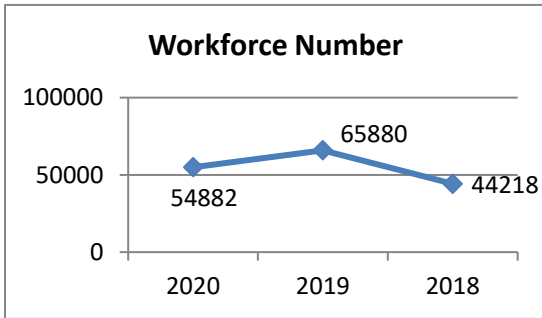


Workforce Number

2018	2019	2020
44218	65880	65000

Export Volume/ Million JD

2018	2019	2020
1193	1769	No indicator



Distribution of investments by Nationality

Distribution of investments by Sector

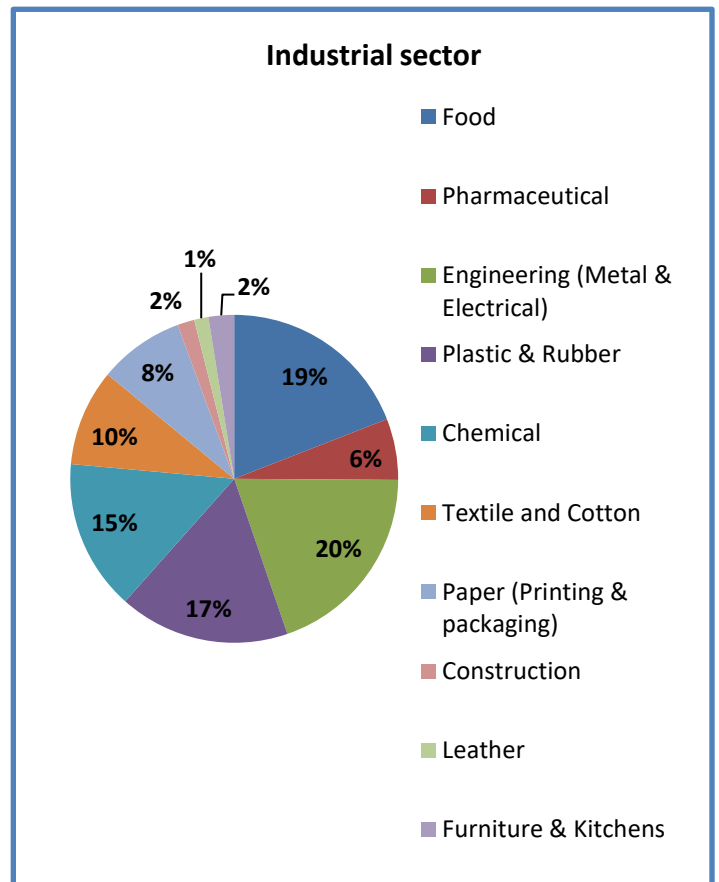
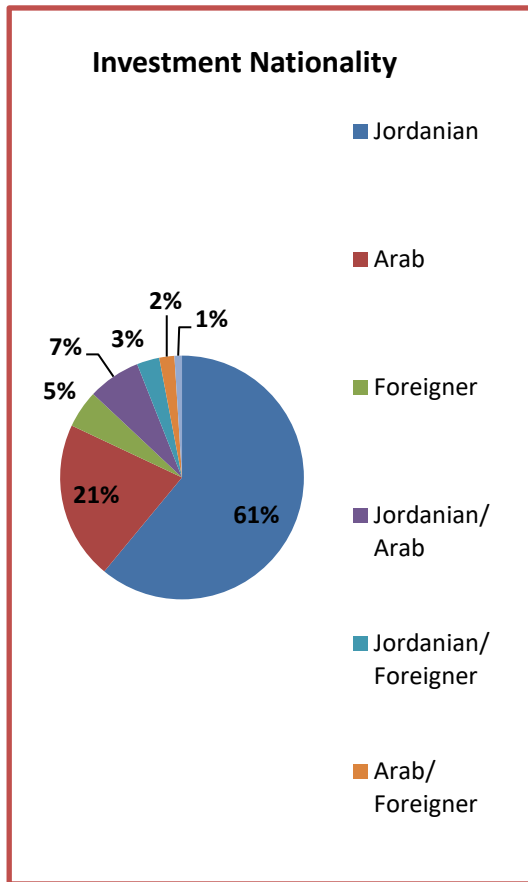


Table (12): distribution of Workforce by Nationality

Workforce by Nationality				
Industrial Estate	Jordanian	Foreign	Total	Percentage of Local in Each Industrial Estate
Abdullah II Industrial Estate	11476	3237	14713	%23
Al-Hasan Industrial Estate	13184	23438	36622	%56
Al-Hussein Bin Abdullah II Industrial Estate	1417	1256	2673	%4
Al-Muwaqar Industrial Estate	2560	2774	5334	%8
Aqaba International Industrial Estate	5000	-	5000	%8
Al-Mafraq industrial estate	21	0	21	%0.03
Madaba industrial estate	395	0	395	%0.6
Al-Salt industrial estate	203	-	203	%0.3
Al-Tafila industrial estate	39	0	39	0.07%
Total	34295	30908	65000	
Total %	54%	46%	100%	

Distribution of Workforce by Nationality

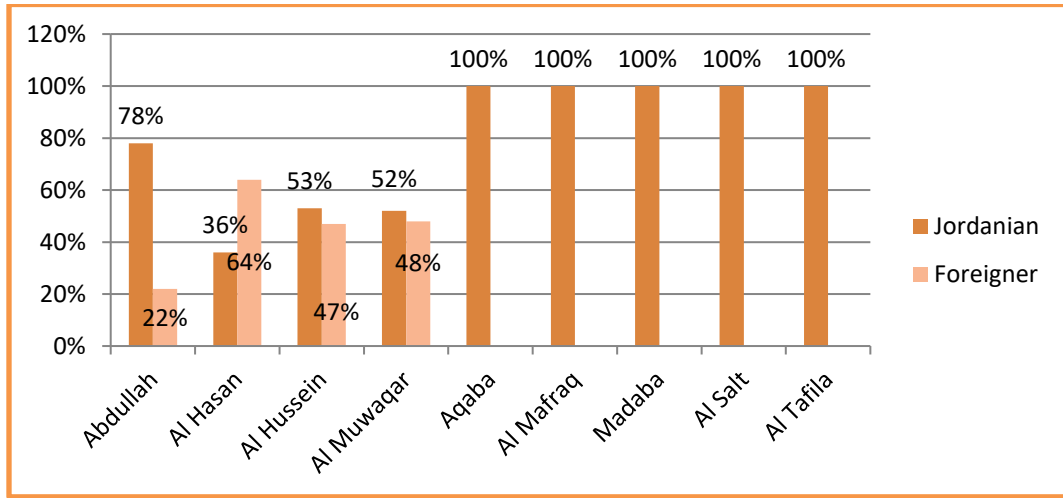
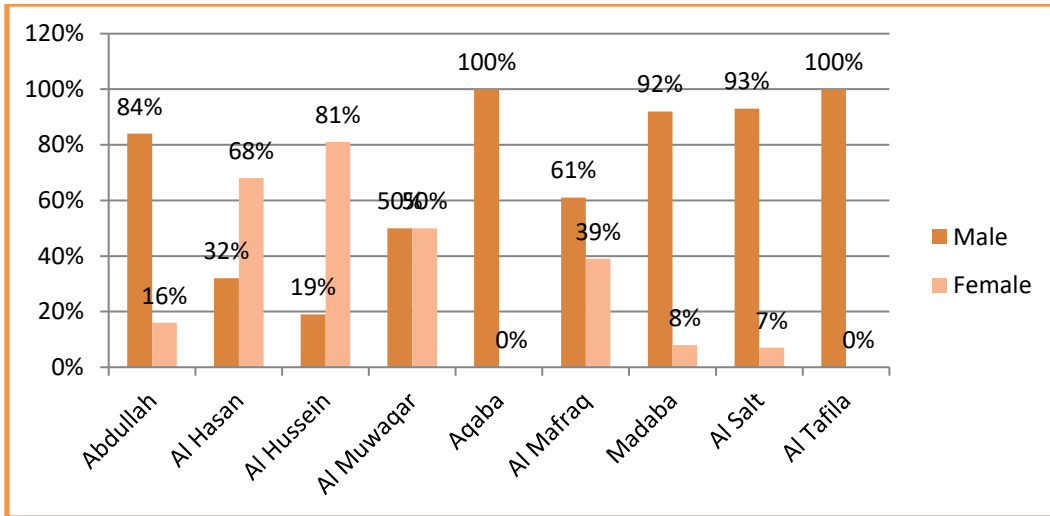


Table (13): Distribution of Workforce by Gender

Workforce by Gender				
Industrial Estate	Male	Female	Total	Percentage of male in Each Industrial Estate
Abdullah II Industrial Estate	12359	2354	14713	%84
Al-Hasan Industrial Estate	11719	24903	36622	%32
Al-Hussein Bin Abdullah II Industrial Estate	502	2171	2673	%19
Al-Muwaqar Industrial Estate	3254	2080	5334	%61
Aqaba International Industrial Estate	2500	2500	5000	%50
Al-Mafraq industrial estate	21	-	21	%100
Madaba industrial estate	363	32	395	%92
Al-Salt industrial estate	189	14	203	%93
Al-Tafila industrial estate	39	-	39	%100
Total	30946	34054	65000	
Total %	%48	%52	%100	

Distribution of Workforce by Gender



Company's Future Aspirations

Despite the impact of the COVID-19 pandemic and its negative repercussions on various economic sectors and the economic slowdown experienced by most of the world's economies, JIEC is committed to implementing its future aspirations, which are based on its achievements achieved on the ground in various industrial estates locations, which culminated in outstanding cumulative experience over nearly four decades in the field of the establishment, management and development of industrial estates in accordance with the highest international standards in this field. Development plans will contribute to infrastructure projects, whether implemented by JIEC or intend to be implemented in the short and medium term, to contribute to strengthening the business environment in industrial estates in line with the requirements of the stage, as well as investing in promising areas such as renewable energy and environmental conservation in addition to providing jobs and refining the skills of the Jordanian worker through vocational training programs, and the following is a summary of the most important:

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 214,000 m² 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 by the end of 2021.

▪ Al-Muwaqar Industrial Estate Expansion.

The Al-Muwaqar Industrial Estates was officially opened in 2011 and is an extension of Abdullah II Ibn al-Hussein Industrial estate in Sahab as it is fully occupied. In a short period of time, the estate was able to attract many investments in various industrial sectors because of its strategic location on the international road linking Jordan to Iraq and Saudi Arabia and its proximity to the capital Amman.

JIEC is currently developing the second phase of Al- Muwaqar Industrial estates, which covers an area of 305,000 m² and the development processes include the settlement of land plots and the implementation of internal roads and infrastructure networks at an estimated cost of (2.5) million dinars due to the high occupancy rates in Al- Muwaqar Industrial estates as a result of the growing demand for investment in the city and the actual need of investors to invest in this promising estate, whether new investors or operators wishing to expand their business 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

With the multiplicity of investment opportunities, which require the provision of the necessary resources, the use of diverse expertise and access to modern technology, JIEC believes in the importance of strategic partnerships to implement various projects with companies with the aim of achieving mutual gains, which contributes to the development and diversity of services, accelerate the pace of work, accelerate completion and achieve expansion goals that benefit the business environment, investors, industrial estates and neighboring communities, and distributed investment opportunities available in multiple areas and available to local partners. Arabs and foreigners, the most important of which are:

▪ 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. As a specialist in the field of construction, development and management of industrial estates, JIEC has developed preliminary visions for many tourism projects submitted by several consulting companies specialized in the field of tourism investments to meet the company's ambitions and keep pace with the nature of the geographical location, therefore the company is looking to attract a strategic partner company interested in a (BOT) framework in order to benefit from the expertise of specialized companies and provide the necessary funding for the establishment of this type of projects.

▪ **Zarqa Industrial Estate:**

Is one of the future plans that the JIEC 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 estate many advantages. most notably the strategic location that mediates the free zone of Zarqa and the area of Al-Dleil 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 (2,475,000 m²), and the first phase of it will be (1,000,000 m²) and JIEC 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 JIEC and to be implemented in the future. JIEC is exerting its efforts in coordination with the concerned authorities to establish an industrial estate in Al-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

▪ **Renewable Energy**

The industrial sector is one of the most important economic sectors supporting the Jordanian economy, where it faces many challenges, the most important of which is energy prices and its impact on the cost of production, which in turn will reflect on existing and new investments in general in Jordan and in industrial estates in particular. Believing in the importance of this sector, Jordan Industrial estates JIEC has committed to find alternative solutions to support the sector and increase its competitiveness in a different field as follows :

First: Natural Gas

JIEC met with one of the specialized companies for the transportation and supply of natural gas and informed them about the nature of its work, JIEC existing and future projects and also arranged a meeting between the company with investors in some industrial estates to study the extent to which factories within industrial estates benefit from the delivery of gas to investors within the industrial estate.

Second: Solar Energy:

JIEC has initiated several studies on the use of alternative energy/solar sources in its industrial estates and provide investors with energy at reduced prices in order to increase the competitiveness of the industrial sector and reduce the operational cost of this sector and JIEC

has studied how to take advantage of the land owned by the company in the area of Al Hasa, which is about (4,000,000 m²) so that investors in industrial estates are provided with electricity at reduced prices, which contributes to reducing expenses and reducing the burden on industries so that kilowatts of electricity are sold to manufacturers at reduced prices, thereby saving money on the electricity bill of the factories.

On the other hand, due to the high electricity bill of JIEC, the company has studied a tender for the installation of solar energy systems on the brightest buildings within the industrial estates, which contributes to reduce the cost of electricity on the company.

▪ **Environment**

During the year 2020, the company completed the project of developing the purification plant Abdullah II industrial estate and to launch a number of tenders specialized in the environmental field, especially the maintenance of the purification plant of the industrial estate of Al-Muwaqar and the implementation of the purification plant of the industrial estate of Salt in addition coordination with various competent authorities, especially the Ministry of Environment to complete matters related to the tender of the environmental impact assessment of Zarqa Industrial estates, which is the company's most important future projects.

▪ **Workforce**

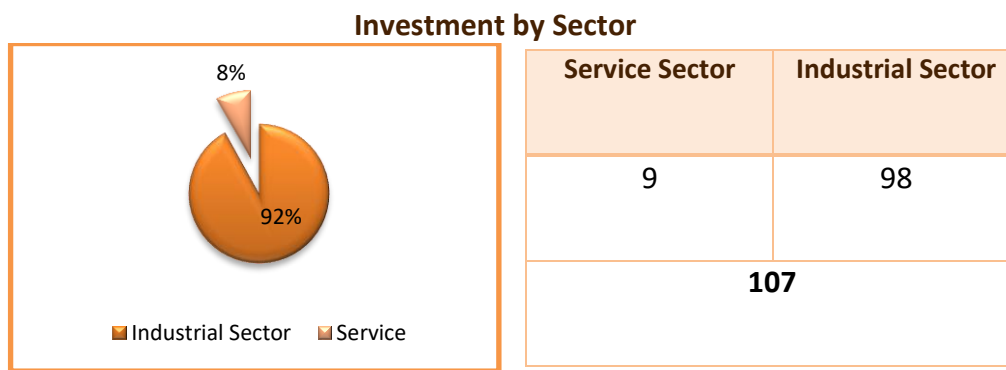
Jordanian workforce is the main nerve for industrial investments operating in various estates, which are spread throughout the kingdom's governorates, and play a significant role in contributing to the development of the economic renaissance. The company's industrial estates are considered the largest incubator for industrial investment in Jordan and have been a destination for thousands of young people seeking jobs, providing jobs in various sectors and professions needed by Jordanian industry, where the number of workers in industrial estates reached nearly 65,000 workers.

JIEC signed several agreements and memorandums of understanding with public and private sector institutions and universities aimed at training Jordanian youth in factories accordance with their needs and exploitation of Jordanian academic's laboratories to develop the industry, pointing to the success stories achieved by Jordanian workers in various fields of work.

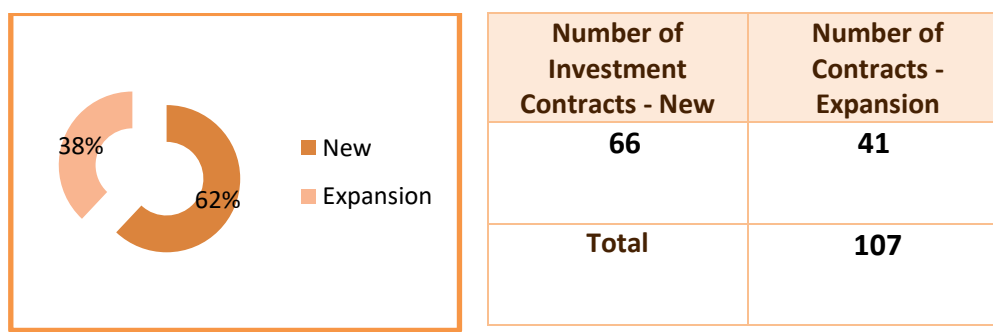
Evaluation of the Company's Investment Position for the year of 2020

First: Investment Sector

Since the beginning of this year 2020, JIEC has been able to sign (107) contracts covering the industrial and service sectors, where the volume of investment for companies in the industrial sector reached (91.5) Million dinars, these investments will provide (1422) jobs, where the investments were distributed to various industrial and service sectors in all industrial estates operating and belonging to the company in both (Sahab /Al-Muwaqar /Irbid /Karak /Mafrag) in addition to the new industrial estates in 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:



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



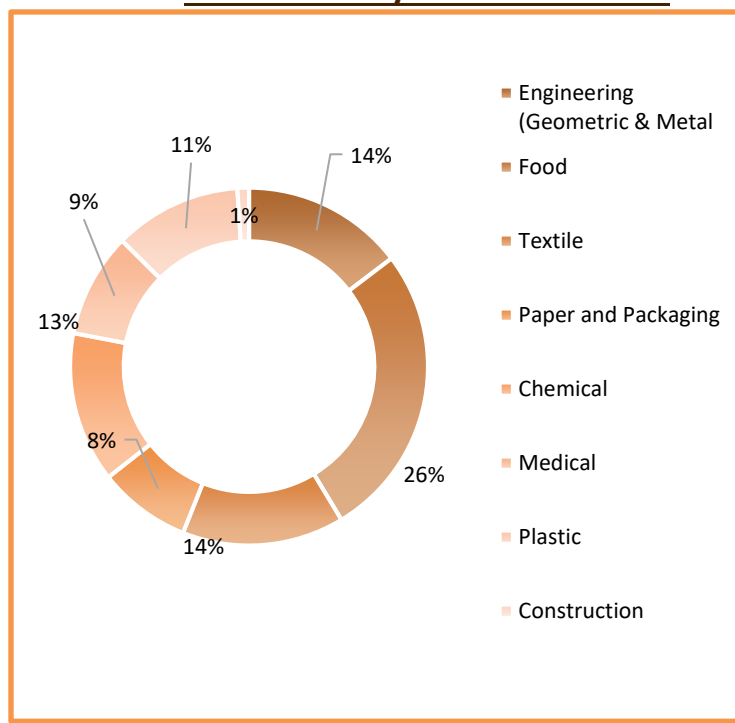
The number of new companies that have established their investments in the various industrial estates of the company (57) companies with an investment volume of (47.8) million dinars and

will provide (870) jobs, while (26) companies signed (41) additional expansion contracts for their existing projects in industrial estates with an investment volume of (43.7) million and will provide (552) 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	57	47.8	870
Industrial Companies / Expanded	41	43.7	552
Total	98	91.5	1422

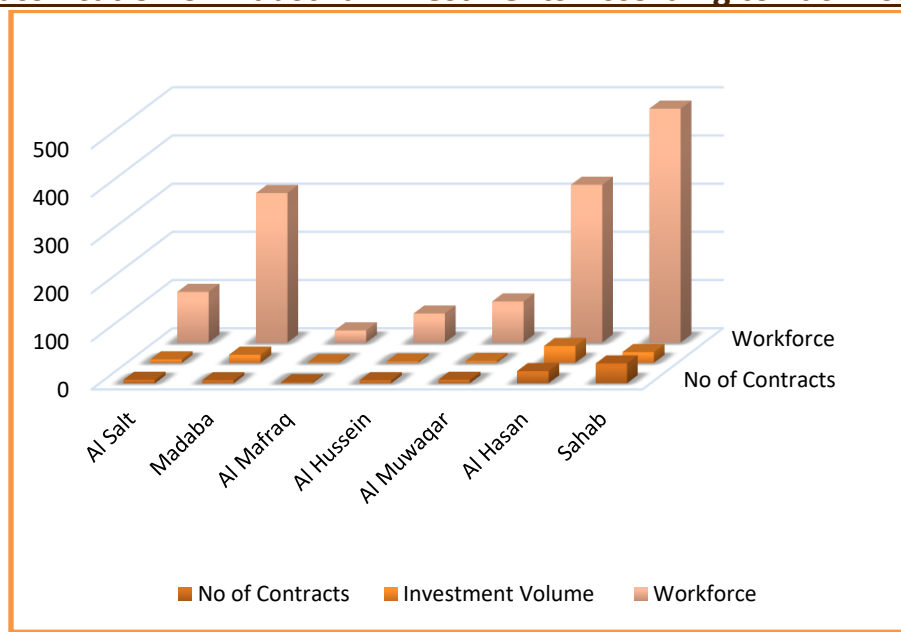
Investment by Industrial Sector



Distribution of Investments by Industrial Sector

Industrial Estate	Industrial Companies /New	Industrial Companies / Expanded	Investment Volume / Million	Number of Employees
Abdullah II Industrial Estate	29	12	34.9	485
Al-Hasan Industrial Estate	4	21	22.3	327
Al-Muwaqar Industrial Estate	3	4	3.7	85
Al-Hussein Industrial Estate-Karak	5	1	2.7	60
Al-Mafraq industrial estate	0	2	1.5	25
Al-Salt industrial estate	6	1	7.2	105
Madaba industrial estate	6	0	16.8	310
Tafilah industrial estate	4	0	0.9	35
Total	57	41	91.5	1422

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	29	18.9	310
Industrial companies / Expansion	12	16	175
Total	41	34.9	485

Al-Hasan Industrial Estate/ Irbid

Contract type: (Lease, Sell, sublease Contract)	No. of contracts	Investment Volume / Million	Number of Employees
Industrial companies /New	4	2.3	45
Industrial companies / Expansion	21	20	282
Total	25	22.3	327

Al-Muwaqar Industrial Estate/Al-Muwaqar

Contract type: (Lease, Sell, sublease Contract)	No. of contracts	Investment Volume / Million	Number of Employees
Industrial companies /New	3	0.7	25
Industrial companies / Expansion	4	3	60
Total	7	3.7	85

Al-Hussein Bin Abdullah II Industrial Estate - Karak

Contract type: (Lease, Sell, sublease Contract)	No. of contracts	Investment Volume / Million	Number of Employees
Industrial companies /New	5	2.5	50
Industrial companies / Expansion	1	0.2	10
Total	6	2.7	60

Al-Mafraq Industrial Estate/ AlMafraq

Contract type: (Lease, Sell, sublease Contract)	No. of contracts	Investment Volume / Million	Number of Employees
Industrial companies /New	0	0	0
Industrial companies / Expansion	2	1.5	25
Total	2	1.5	25

Al-Salt Industrial Estate/ Al Salt

Contract type: (Lease, Sell, sublease Contract)	No. of contracts	Investment Volume / Million	Number of Employees
Industrial companies /New	6	6.2	95
Industrial companies / Expansion	1	1	10
Total	7	7.2	105

Madaba Industrial Estate/ Madaba

Contract type: (Lease, Sell, sublease Contract)	No. of contracts	Investment Volume / Million	Number of Employees
Industrial companies /New	6	16.8	310
Industrial companies / Expansion	0	0	0
Total	6	16.8	310

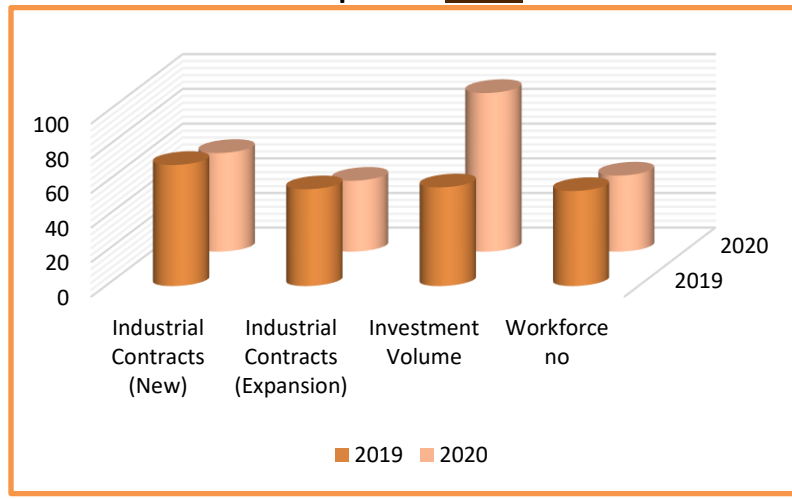
**The Table Below is the Number of Signed Contracts for Service Companies
(New / Expansion)**

Contract type: (Lease, Sell, Sublease Contract)	No. of Contracts
Service companies /New	9
Service companies / Expansion	0
Total	9

Comparison of 2019/2020

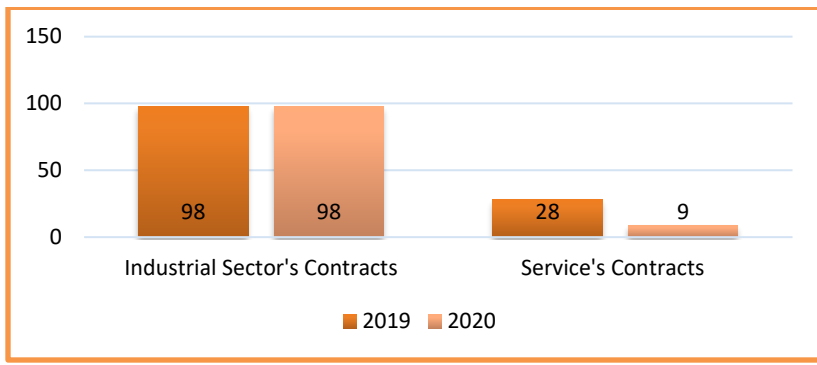
Year	New Industrial Contract	Expanded Industrial Contract	Investment Volume / Million	Number of Employees
2019	70	56	57.1	1800
2020	57	41	91.3	1422

Graph 2019/2020



Total Contracts Signed by Sector (Industrial and Service)

Year	2018	2019	2020
Industrial Sector Contracts	79	98	98
Service Sector Contracts	21	28	9
Total Contracts	100	126	107



The growth rate for contracts signed for the fourth quarter of 2020 compared to the same period last year 2019 was (26%) .

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

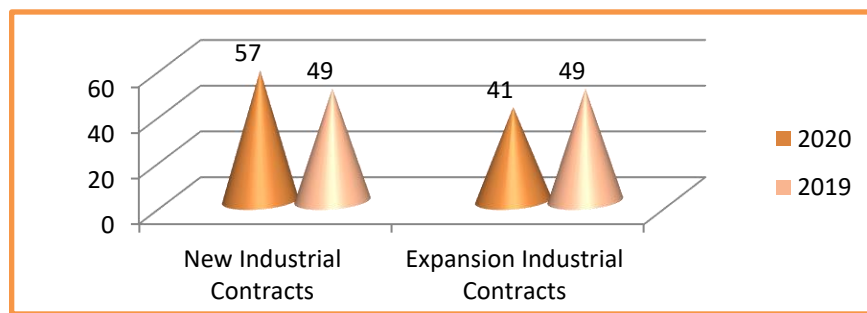
Year	2018	2019	2020
New Contracts	52	70	66
Expanded contracts	48	56	41
Total contracts	100	126	107



*The growth rate of contracts signed in the industrial and service sectors (new/expanding) for the fourth quarter of 2020 compared to the same period last year 2019 (26%),

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

Year	2018	2019	2020
New Industrial Contracts	36	49	57
Expanded Industrial contracts	44	49	41
Total Contracts	80	98	98



*The growth rate for contracts signed for the industrial sector for the fourth quarter of 2020 compared to the same period last year 2019 was (5.22%) .

Second: Internal and External Environment

A. Internal environment

1. The investment environment of the new industrial estates was presented to the Council of Ministers and was supported by his Excellency the Minister of Industry and Trade and the chairman of the Board of Directors , after several meetings , a package of incentives was announced for new industrial estates in (Madaba, Salt, Tafila) which contributed in attracting a number of investments to these estates during a short period during which these incentives were announced, which will contribute to providing jobs for the people of these areas and stimulating the economy and reducing poverty and unemployment in these areas.
2. Delegating powers in line with the company's regulations and activating the work of the internal committees in the company, which contributed to simplifying the procedures and activating the work of the departments in the company, especially those that deal directly with the investor, which led to an increase in the completion of transactions and not delaying them.
3. Start an electronic marketing campaign for the first time in the company's history directed towards China and Turkey by contracting with a specialized company in this field during the last period, the results of which are expected to appear in the next period.

B. External environment

1. Opening up to the external environment and increasing interaction and interdependence with the external environment, especially ministries, chambers of industry, chambers of trade, institutions, companies and others, participating in external committees and coordination meetings, conducting promotional tours of the company and participating in the company's board between the public and private sector and other measures that restored the company to normal and restored the mental image of the company in the external environment as before.
2. Continuous communication with investors in industrial estates and seeking to solve their problems to ensure the continuity of the work of industrial companies within industrial estates.
3. Preparing a draft of power delegation with the Investment Authority through which the powers will be delegated from the Investment Authority to the company in many cases, which will contribute to simplifying the procedures and speeding up the completion of investor transactions within industrial estates.

The Evaluation of the Financial Statement for the year of 2020

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 media 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 2020 amounted to JOD (1,903,019). This sum has been determined after subtracting all direct & indirect costs and expenses of the Industrial Estates that reached JOD (9,768,779). Effectively, the Rate of Return on Cost and Expenses reached to the value of (1.195). This indicates the Company has recovered all costs and expenses for the year 2020 and achieved net savings equal to (0.195) of the Company's costs and expenses.

B. Return on Revenues

The total operational revenue the Company has achieved in 2020 of all existing Industrial Estates reached JOD (11,671,798) 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 negative effects of COVID-19 pandemic in addition to difficult economic and political conditions in the region.

C. The return on revenues that the Company has earned in 2020 amounted to (16%)

2.The total fixed assets growth

The total fixed assets that are invested in the industrial Estates for the year 2020 reached JOD (166,950,330), registering a growth ratio of (0.08%) compared to their level in 2019.

3.The average trading rate in 2020 is (1.4 times).

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

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

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 2020, 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 2019.
- Approval of the general budget of the company for the year 2021.
- Approval of the company's marketing plan for 2021.
- 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.
- Allocate part of the administration building in Al-Muwaqar industrial estate to the investment security unit.
- Continuing to develop infrastructure in new industrial estates.
- Conducting a study on the impact of the COVID-19 pandemic on the company.
- Approving a series of incentives to attract new investments to industrial estates
- Allocate one of the buildings in Tafila industrial estate to Tafila Technical University to exploit academics in developing industrial capabilities.

- Promotional Activities

For 2020, the company has prepared an integrated marketing plan for the Jordanian industrial estates targeting the regional and international markets and aims to promote the investment environment in Jordan in general and the investment opportunities in the industrial estates, especially the new industrial estates.

The promotional plan has included many promotional activities at the local, regional and international levels. Holding meetings and participating in specialized exhibitions, forums and conferences is one of the most important promotional means as an integral part of the company's marketing plan, which targeted countries and markets characterized by commercial ties with Jordan based on trade agreements concluded with it. The most prominent of them are (the Gulf countries, Lebanon, Turkey, China and the United States, in addition to the European Union countries).

With the beginning of the spread of the COVID-19 pandemic at the end of 2019 and the beginning of 2020, which affected all countries of the world economically and socially, which had economic repercussions that affected the investment decision, and do not forget that the economic situation was going through a major slowdown even before the pandemic, where the epidemic contributed to the aggravation of the situation and its effects on various economic sectors, including the industrial sector. The company therefore has to reconsider its plans, including the marketing plan and adopt measures to respond to the impact of the pandemic, reflecting the high flexibility enjoyed by the company in order to adapt to the new conditions and mitigate the effects of the pandemic.

The company began to implement promotional activities to suit the new situation and new conditions and move away from traditional promotional methods, most notably electronic promotion by strengthening the company's presence on social media platforms, opening electronic channels of communication with investors, promoting investment opportunities in Jordan and industrial estates, holding meetings through visual communication technologies and developing promotional tools to simulate electronic communication, in addition to developing a plan targeting investors based in industrial estates to help them cope with the repercussions of the COVID-19 virus.

The company also participated in the meetings of technical committees in which Jordan participated with many brotherly and friendly countries, most of which were through visual communication where the economic issue tops the agenda of these committees and discussions that fall within the interest of these committees, and comes the participation of the company by including it as a pioneering and distinguished experience in the field of establishing, developing, managing and promoting industrial estates thanks to its cumulative experience, which exceeds (40) years, The company has become an exporter of its services, where the Jordanian experience has become applied in many sister countries to establish modern industrial estates with standards that rise to the level of investment attractiveness and provide all basic services and support with high specifications that take 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 works to facilitate procedures on it.

In light of these measures, the company has been able to achieve positive results by attracting new investments in various industrial sectors, a large part of which has begun production and the other part is under processing and construction and putting the three new industrial estates (Madaba, Salt, Tafila) on the investment map, which contributed to increasing the volume of investments and providing more jobs for Jordanians.

- Human Resources

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

The number of employees of (JIEC) for 2020 is (260) employees, (202) males and (58) females, they are distributed in headquarter and the industrial estates. Among them (3) Employees are on unpaid leave and the (257) employees on their duty stations, as follows:

Job Location	Number of Employees
Headquarter	93
Abdullah II Industrial Estate	42
Al Hasan Industrial Estate- Irbid	37
Al Hussein Industrial Estate – Al Karak	43
Al-Muwaqar Industrial Estate	28
Al Mafraq Industrial Estate	8
Al Tafila Industrial Estate	2
Al Salt industrial Estate	2
Madaba industrial Estate	2
Total	257

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 (136) employees, representing (51%) of the total number of employees. The diploma holders are (31) employees, representing (12%) the total number of employees, and (97) employees hold a secondary education or below which is accounted for (37%) of total employees.

Degree	Number of Employees	Percentage
Doctorate	1	%0,04
Master's Degree	23	%9
Bachelor Degree + (1) Higher Diploma	108	%42
Diploma	31	%12
General Secondary or Below	97	%37
Total	260	% 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 (59) employees representing 35% of the total number of employees.

Group	Number of Employees	Percentage
First Group: (Director General & Executive Directors)	5	%2
Second Group: (Directors, Coordinators & Industrial Estates Directors)	21	%8
Third Group: (Head of Department, Office Manager & Team Leader)	44	%17
Forth Group: (Engineer, Accountant, Administrative Officer)	63	%24
Fifth Group: Treasurer, Administrative assistant, Technician, Controller & Land surveyor	33	% 13
Sixth Group: (Operator, Information clerk, drivers, Service/Maintenance and Workers)	94	%36
Total	260	%100

- Training and Development

The manpower is the mainstay of the production process, which JIEC believes in since the beginnings of its inception, where training is one of the most important things that JIEC is concerned with implementing because of its importance in refining the skills of employees and increasing knowledge and gaining experience and increasing efficiency in order to achieve the desired achievements and implement the tasks required at the highest levels considering the

employee as the main engine of achievement in various administrative, technical and financial sites so that the service of investment and investors carries the features of sophistication, integration and speed in achievement and this gives The most important and great impression on the ease of investment procedures in force in the Industrial estates Company and the distance from bureaucracy or delays in the completion of transactions .

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

In 2020, despite the impact of the COVID-19 pandemic and the accompanying defense orders, which are reflected in the divergence and adoption of preventive safety bases and the accompanying institutional procedures, the need to oblige the employee to comply with public safety laws in addition to refining the skills of its employees, JIEC 's plan this year was to enroll a number of employees in training courses through visual communication, which has achieved similar success in face-to-face courses.

Jordan Industrial Estates Company(JIEC) will continue to follow the same approach in developing training plans commensurate with the needs of employees and hone their skills in order to develop performance and reflected performance that rises to the level of excellence at the personal and institutional levels, where the company is proud to has competencies with advanced functional performance reflected in the level of the company's work to progress year after year in the level of services provided to the industrial investor to embody its logo existing in modernization and development and orientation of the future and its modernity and development, The company therefore prides itself on all its employees for their different positions with their high job performance because they and their efforts have sought to reach these advanced levels of performance.

- 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 investor’s 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 Trade & Supply
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.

- An official letter specifying the authorized signatories on behalf of the company.

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.

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

Obtaining Construction License	Electricity Supply
Obtaining Occupancy , crafts and industries Permits	Obtaining Occupancy license
Telecommunications Services Licensee	Water Supply services
Free internet connection via service desks	Maintenance Services
Registration in the (Jordan Investment Commission at the present	

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

Jordan 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, but is proud of its role in the field of social responsibility, which is in parallel with its economic and development roles, in addition to main role of the company to provide jobs for Jordanians in industrial companies operating in industrial estates that belong to the company in accordance with the actual need of these companies and in close coordination with them and the operation of sectors supporting the industrial sector, it studied the needs of the community during 2020. Local and provide all forms of support and support to many charities, cultural bodies and community initiatives aimed at reaching the beneficiaries of the community and in order to promote the culture of community responsibility and its rooting with the national private and public institutions to enable these initiatives to carry out their duties to the fullest and spread all good and support and help in Jordanian society .

This is evidenced by the company's response to the call of national duty during 2020 for the Wham Watan Fund, which was established by government efforts to help poor and needy families and groups affected by the Corona pandemic to make the company along with other national institutions supporting government efforts in this field, as well as the continued and continuous support of our investors in various locations for various categories of Jordanian society and its official and private institutions during the COVID-19 pandemic and the period of closures witnessed in the country, who we give a word of thanks and appreciation through these lines, How proud and proud we were of Jordanian products manufactured within our industrial estates, especially medical masks and sterilizers, which were presented in many initiatives, reflecting the bright face of our industrial companies.

The vocational training institutes continued to provide their services in various industrial estates to the sons and daughters of the local community adjacent to our industrial estates where they provide training opportunities in many professions required by the industrial sector, the National Company for Employment and Training in cooperation with the Jordanian Industrial Estates Company organized a forum for the first industrial companies in the Institute of Training esteemed with the aim of promoting employment for graduates of the National Company and Employment Jordan, with the participation of a group of industrial companies working in the industrial sectors, and is now coordinating with the centers of the distinguished training institute. Vocational training in the provinces where the new industrial estates were established new centers or accreditation in them for the purposes of qualifying employment in accordance with the needs of industrial estates, in addition to the efforts made by the management of the

company in coordination with the directors of industrial estates and offices of investors services in them and in coordination with the official authorities and community events and factories existing in industrial estates to employ local workers and replace them in some factories, which contributed to raising the level of social life and reducing the unemployment rate.

In support of promising Jordanian youth, especially students of Jordanian universities who are on the study benches and graduates, the company has signed a number of memorandums of understanding and agreements with many public and private sector institutions and universities aimed at employing Jordanians and providing jobs, it was fortunate that during 2020 the company concluded a memorandum of understanding with Balqa Applied University to frame the joint cooperation between the university and industrial estates to coordinate efforts and link the scientific environment with the industrial environment to serve the university students through training. In industrial companies operating in industrial estates and providing them with jobs in addition to harnessing the research capabilities and university laboratories in the service of the national industry with the aim of refining Jordanian expertise and enhancing its efficiency from linking theory to application.

Finally, we are in JIEC and since its inception more than forty years ago sought to establish the concept of social responsibility as a real investment that has a positive impact on the communities adjacent to the Industrial estates, the presence of industrial estates in different regions of the Kingdom contributed significantly to create a social renaissance in all its aspects has become the focus of our pride by the role we play both in the level of supporting the activities of the local community and contributing to its development or creating jobs for the youth of neighboring communities in a way that is consistent with the royal directives of successive governments to distribute development gains to all provinces of the Kingdom, we will spare no effort in continuing this important national role.