

حاضر المستقبل
Future Today



Annual Report 2021



His Majesty King Abdullah II Ibn Al Hussein



His Royal Highness Crown Prince

Al Hussein bin Abdullah II

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Dr. Loay Munir Sehwal
Chairman

The Government Shareholdings Management Company



Mr. Yousef Al Shamali
Shareholdings Management Company
Government Representative



Dr. Adel Sharkas
Vice Chairman
Shareholdings Management Company
Government Representative)



Mr. Hani Mousa Abu Hassan
Shareholdings Management Company
(Government Representative)



Mr. Fahad Al Fayed
Shareholdings Management Company
Government Representative



Mr. Za'al Odeh Hassan
Representative of Al Mutarabetah 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
5/2021



A Letter from Chairman

The year 2021 carried with its capabilities many positive indications based on level of the national economy despite the difficulties imposed by the Corona pandemic and its consequences on various economic sectors locally and globally and in conjunction with the gradual opening of economic sectors and the easing of control measures, while the industrial sector led the locomotive of production and growth indicators through its direct contributions to the indicators of the national economy that is represented in the quantities of industrial production, the number of investments attracted and job opportunities created, in addition to national exports to various parts of the world.

As for the Jordanian Industrial Estates Company, it has always been present through its industrial Estates spread across the Kingdom's provinces. During 2021, it sought to achieve more successes in terms of attracting investments to reflect their effects on economic and social development, inspired by the visions of the master of the country, may God protect him, aimed at creating real development whose effects affect both the Jordanian citizen and the national economy, in addition to government plans directed to the national economy towards the required growth in its various sectors.

In 2021, the company achieved distinguished investment results represented by attracting new industrial investments that we put in your hands in this report. There is no doubt that the company's decisions contributed greatly to attracting these investments, foremost of which are the reductions approved by the Board of Directors on sale prices and rental allowances in the new industrial Estates , which strengthened the conviction of the local, Arab and foreign investor.

In addition, the company developed the ministerial economic team, which took the initiative to visit the industrial Estates headed by the Deputy Prime Minister and met with the investors of the industrial Estates in the form of many proposals to promote the reality of the industrial sector after accurately diagnosing the reality of the sector and the obstacles facing the industrial companies under our industrial Estates in a step through which the government confirmed its continuous endeavor to cover needs of the industrial sector and identify its concerns to enhance its capacity to produce, giving and provide the Jordanian economy.

In conclusion and on behalf of the members of the Board of Directors, I would like to express my appreciation to the executive management of the company represented by its general manager and all employees of the company for their continuous efforts in attracting and attracting industrial investment to various sites of industrial Estates , and this would not have been possible without putting efforts of all employees of the company, who are the fundamental of the solid success of the company's performance, they have all privilege appreciation for their sincere performance in the duty.

I also extend my warm sincere the distinguished members of the Board of Directors for their generous support in order to achieve the successes of our beloved country under the leadership of His Majesty King Abdullah II bin Al Hussein, may God protect him.

Chairman

Dr. Loay M. Sehwal

Letter from Director General

The Jordanian industrial Estate have actively contributed to pushing the pace of production of the Jordanian industrial sector, putting their efforts on the manufacture of the features of the desired Jordanian economy recovery during 2021 from the consequences of the Corona pandemic through the industrial companies operating in our industrial Estates distributed in various governorates of the Kingdom, which formed a work cell that continues to produce day and night in order to perpetuate recovery and provide the local, Arab and international markets with their products, especially medical and food supplies.



Fortunately, our industrial Estate achieved distinguished investment results during 2021, represented by attracting 156 new industrial and service companies with an investment volume of about 110 million Jordanian dinars. These investments provided nearly 3,800 jobs at the various initial stages of operation of these investments, a growth rate of 28% compared to 2020, which confirms the effectiveness of the investment environment within our industrial Estates and that the turnout of investors convinces to practice their economic activities, taking advantage of the incentives they grant and the services they provide is the measure that puts the Jordanian industrial Estates and their economic and development roles at the forefront, especially in the midst of these conditions that have critically affected the Jordanian economy and its parts in several aspects.

During 2021, the company continued its promotional plans internally and externally, despite the difficult circumstances left by the Corona pandemic in order to reach the largest base of investors and promote investment opportunities available in our industrial Estates, especially the new ones in Salt, Madaba and Tafila. E-promotion was the largest share by communicating with investors in various meetings and events held remotely, in addition to broadcasting promotional messages through social networking sites and various search engines available in the target markets to display opportunities for industrial investment in our industrial Estates.

In front of all these achievements that we put in your hands through the pages of this report, I can only extend my sincere appreciation to all colleagues in the general management of the company and all the departments of the industrial Estates for their distinguished efforts that showed this achievement into existence and to their companions and to the distinguished Chairman and members of the Board of the Directors for the absolute support they have provided for the success of the plans of the executive management and strategies for their duties during 2021, in addition to the facilities to solve the various investor issues so that production continues in our industrial Estates and its positive effects are reflected throughout our beloved country under umbrella banner's of His Majesty King Abdullah II bin Al Hussein.

Director General

Omar Jwaid

Jordan's Economy in 2021 and Future Vision

Due to economic difficulties and an unstable environment and recovery plans for what Corona pandemic occurred, Jordan puts all of its effort to move on 2021 with Minimum losses, heading towards the growth of economic indicators, even if very slowly towards growth. The effects of the pandemic in 2020 deepened the economic difficulties and extended its life through its repercussions on unemployment figures, job opportunities and economic indicators for many economic sectors despite the flow of more grants, aids and following in the desired economic reform programs from side to another, the Jordanian economy has proved for year of 2012 its continuous ability to face any struggles and adapt to crises changes through recovery programs and plans for many economic sectors.

Despite the successive rises in the figures of public debt and lack of unemployment, where the Jordanian public debt during 2021 exceeded the barrier of 47 Billion Dollars and the unemployment figures doubled to 23%, according to the Department of Statistics, there are some positive results for some economic sectors that began to see the effects of recovery, especially the industrial sector, which led the locomotive of production and operation alike in the interest of the national economy, national exports in 2021 increased by 19.7% compared to the same period in 2020, while the index of industrial production quantities increased to 89.85 compared to 79.50 for 2020, recording an increase of 1.13% as a result of the increase in the index of quantities of production of manufacturing industries by 12.32 percentage points, whose relative importance constitutes 186.0%, the index of quantities of production of extractive industries by 0.57 percentage points, whose relative importance constitutes 8.22%, and the index of quantities of electricity production by 0.12 percentage points, whose relative importance constitutes 5.76%.

According to the World Bank report, Jordan's growth rate was 2.1% by the end of the third quarter of 2021, as a result of growth in the services and industry sectors, while noting that some economic sectors still underperformed, in addition to the high trade account deficit. However, the report indicates the public financial situation in a such Significantly improvements compared to 2020, with the central government's financial deficit 2021 reaching nearly 4.6% of GDP including grants during 11 months of the year which means 1.5 percentage points lower than in 2020 as a corollary of the marked improvement in revenue collection levels that offset higher spending, while maintaining relatively stable inflation rates despite increases in transport and fuel prices which means that the general inflation in 2022 is expected to reach 3.3 percent.

Thus, the government announced that Jordan, as it gets rid of the Covid19 pandemic and its impact in conjunction with the full opening of sectors, also by resuming economic and development plans and programs which includes incentive packages for many economic sectors, foremost of which is the industrial sector to enhance its competitiveness and its repercussions on various economic indicators.

Also, it should be noted that the need for the return of government plans and programs that support the work of the private sector and various economic activities in support of the wheel of economic development in the Kingdom is what many economic experts and analysts demanded amid their expectations of an escalating growth of the national economy during 2022

in conjunction with the activation of government plans and programs directed at various sectors, especially the industrial sector.

A Brief Overview

The Jordan Industrial Estates Company considered as the legal successor to the Jordan Industrial Estates Corporation, which was established in 1980 as one of the tributaries of the national economy, which also has achieved effective developmental and strategic performance, during more than forty years.

The company worked in close coordination with the private sector in promoting Jordan as a suitable and distinguished environment for investment, and worked according to the holistic concept of industrial Estates, modern infrastructure services, by the provision of developed lands and industrial buildings ready to serve investors.

The company has won the trust as a developer of industrial Estates in Jordan thanks to experiences dedicated to providing the best and obtained the ISO quality certificate, the gold of the first place for the King Abdullah II Award for Excellence in Government Performance and Transparency, in addition to several local and international awards and certificates of appreciation.

Jordan Industrial Estates Corporation was transformed into a private joint stock company under the Development Zones Law Number 2 of 2008 and its amendments in 2010, which was replaced by the Investment Law Number 30 of 2014, which includes a full chapter of the investment window for all investment activities in the Kingdom, including industrial Estates, in addition to working to unify promotional efforts for that.

The company works to establish, develop and manage industrial Estates on a scale that includes all governorates of the Kingdom in the holistic concept of these Estates, which combines the provision of basic services and infrastructure services such as water, electric Estate, roads, communications and support services that represent the main supporter of industrial production processes and diversify them to include banking, customs, health, security, financial services and others. this is the main reason that helped the company to success and achieve its goals in construction, growth, horizontal and vertical expansion in its projects, which extended over its more than thirty years to cover the Kingdom's three regions north, center and south.

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

The company's strategic plan is in line with the royal guidelines towards more economic activity. Also, it has begun to implement its horizontal expansion plan to establish industrial Estates in Madaba, Salt, Al-Tafila and Jerash, in a way that achieves comprehensive national development

that improves the level of economic performance and accelerates its pace and the resulting social repercussions and reduces unemployment.

The company's strategic plan is also deepening with new future projects under study in Al-Madouneh and Al-Zarqa, in addition to the expansion of Al-Hasan Industrial Estate and Al-Muwaqar Industrial Estate due to the increasing deamidation for investment in industrial Estates, so that the company has contributed to achieving economic development and led its mission as the major comprehensive for industrial investments and its achievements that support the national economy and serve society.

First: Company's Strategic Plan

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 Jordan Industrial Estates Company
- Executive Management
- Company Employees
- Investors
- Ministry of Investment
- Development companies
- Ministries and related institutions
- Chambers of Industry

- Investor Associations
- Local Communities

Strategic Plan

| First Strategic Goal | Raising the Efficiency of Infrastructure And Services |
|--|---|
| Strategies | Procedural Activities |
| 1.1 Infrastructure Development | 1. Conducting infrastructure development case studies. |
| | 1. Assessment of the status quo of infrastructure. |
| | 2. Identifying requirements needed for renewing the existing infrastructure. |
| | 3. Evaluating the opinion of investors about infrastructure. |
| | 4. Evaluating the environmental dimension for the existing infrastructure. |
| | 5. Competitors' benchmarking. |
| | 6. Conducting feasibility studies to develop infrastructure. |
| 1.2 Renewing the Existing Infrastructure Services | 7. Adopting an action plan to implement process evaluation outputs, diagnostic and field surveys. |
| | 1. Evaluating the situation of existing infrastructure services. |
| | 2. Identifying requirements needed for renewing the existing infrastructure. |
| | 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 | 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 |

| | |
|--|---|
| Advantages | 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 Seeking 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 Industrial Estates Company has set its sights on full compliance with the requirements and foundations of the industrial map in the implementation of its industrial Estates spread in various governorates and regions of the Kingdom since the launch of the national industrial map, where the company has chosen the appropriate sites for the establishment of industrial Estates according to extensive studies that took into account the establishment of environmentally friendly industrial Estates . This is what has been applied in the expansion led by the company in the establishment and development of new industrial Estates in Al-Salt, Madaba and AL- Tafila to be integrated, includes its aspects a large full-service industrial institution and a distinguished investment climate.

The implementation of the outputs of the industrial map by the concerned authorities, especially the Jordan Industrial Estates Company, contributed significantly in reducing the randomness of industrial spread, especially between population centers and fertile lands for agricultural purposes.

The Industrial map, which is one of the components of the ten-year plan for the Jordanian economy, aims to organize the industrial and environmental sectors by being the real compass that determines the places of organized and non-random industrial spread and distribute them without causing any effects on or crawling on agricultural land, as well as achieving the necessary environmental requirements for that.

The company's plans during the years 2015-2025 take into account full compliance with the outputs of the industrial map through the establishment of the early stages of new industrial Estates in Salt, Madaba and Al-Tafila, which is nearing completion, in addition to start projects to expand the Estates of AL-Muwaqar and Al-Hassan Industries and the establishment of new industrial buildings in Al-Hussein bin Abdullah II Industrial Estate.

To meet the investment demand for investing in industrial Estates, supported by a number of incentives and discounts on prices to encourage attracting industrial investments to them, especially those with random spread, to enable them to practice their business within the industrial Estates and reduce the random spread outside the industrial Estates.

Jordan Industrial Estates Company has ambitious future plans of horizontal expansion through the establishment of future industrial Estates that enhance the Jordanian investment environment with a positive effects and added economic value, in addition to the new industrial Estates implemented by the company, there are prospered future industrial Estates in Al-Madonah, Al-Zarqa and Ajloun in the near future, so that they are organized and served with all forms of main and support services (taking into account the integration of services) and according to international standards.

Where all existing industrial Estates and others will be in implementation and where the future incubator will be optimal for industrial companies in all Estates and governorates of the Kingdom.

Besides that, the company seeks horizontal expansion within the single industrial Estate witnessed by many industrial Estates to meet the needs of new and existing investors and to

be closely linked to the industrial map, which works to preserve the area of the agricultural area without compromising 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 includes the main elements that aim to achieve the company's mission and its strategic and national objectives, which also are based on the establishment, development, management and promotion of modern industrial or development Estates, and which have all the elements of the success of the investment environment to be the optimal environment for industrial investment in the Kingdom.

This plan seeks to achieve the company's main objectives of distributing development gains to different governorates through horizontal and vertical expansion in the establishment of industrial Estates to spread in various governorates of the Kingdom and achieve the desired benefit through their real repercussions on the development of the surrounding communities. In addition to create real job opportunities for Jordanian youth by attracting and polarizing industrial investments, also to push the wheel of economic development through direct contributions to the gross domestic product, Jordanian export figures, and the movement of local and international trade.

The company's work plan for the years 2015-2025 is characterized by its high flexibility, which takes into account adaptation to the various conditions and fluctuations facing the national economy as a result of external fluctuations and conditions. It takes into account the modern and the best methods in attracting investments and industrial marketing, as well as providing an integrated development system in the places of industrial Estates in the governorates that ensures the provision of job opportunities for Jordanians.

It also oversees the progress map of achievement in the new industrial Estates which the company is nearing the completion of the implementation of its first stages in the governorates of (Tafila, Madaba, and Balqa), in addition to the company's plans to implement the first phase of Al-Zarqa Industrial Estate, as well as the company's future projects.

The company's work program directly overlooks the expansion and development processes and increase the readiness of existing industrial Estates by raising the efficiency of its infrastructure and services, establishing additional areas of developed land and prefabricated industrial buildings, in order to face the high demand for investment in it supported by a number of incentives and privileges, in addition to starting investment studies in the field of renewable energy.

On the one hand, the work program of the Industrial Estates Company 2015-2025 did not lose sight of meeting the wishes and needs of investors by including supervising and completing many procedures, taking into account the exploitation of the two workers of time and effort to facilitate industrial investors, and accelerating work between the various departments of the

company to develop work and improve the quality of services. On the other hand, the program supervises the development of plans and mechanisms to improve the level of cooperation with the company's partners from the public and private sectors in a way that serves industrial investment, improves performance and contributes to the integration of services, distance from bureaucracy and smooth flow of procedures and services without any hurdles.

Finally, the pages of this report include part of the outputs of the company's work program which it results began to appear through advanced completion rates in the projects of new industrial Estates , in addition to the infrastructure development projects of a number of existing Estates and expansion projects and the figures of investments attracted by us during 2021.

These pages reflected its effects on our national exports, job opportunities and the wheel of economic development in the various locations of our industrial Estates, which were and will remain an example of national economic institutions that are considered as a place of pride and joy.

– *Medium Term Action Plan for The Years (2021 -2023)*

The company's work program for the years (2021-2023) includes the plans and programs that the company is working to implement in progress in its existing and ongoing projects, as it includes the company's projects that are in their final stages or those under receipt from the contracting companies implemented in the governorates of Al-Balqa, Madaba, Tafila and Jerash as follows:

1. Madaba Industrial Estate

Located within Madaba Governorate on an area of (500) dunams, the infrastructure of the first phase of it has been implemented on an area of (310) dunams, which has reached a completion rate to this day 99%, and the company has implemented ready-made industrial buildings with an area of (17,000) m² in two stages, and the company, despite not receiving the Estate definitively, has been able to occupy about (87%) of the buildings with investments working in various industrial sectors , where the company took into account the establishment and development of the Estate's site in accordance with the latest industrial specifications and the provision of infrastructure networks.

Work is still ongoing on the implementation of the purification plant in Madaba Industrial Estate, which includes the design, implementation and operation of the plant, where the project includes several stages that include modern and advanced technical devices and equipment commensurate with the best practices in this field to serve industrialists.

2. Salt Industrial Estate

The total area of Estate is (480) dunums, with advanced completion rates that are nearing completion as it is under receipt from the contractor responsible for the project. The Estate

consists of two phases, the first with an area of (238) dunums, where the first phase hosted industrial buildings with an area of (10066) m² that were almost completely occupied.

Unlike the rest of the industrial Estates and in order to enhance the integration of services in Estate, the company began implementing a purification plant in Salt Industrial Estate and work is still underway, where now the work has been transferred to one of the companies.

The area of the plot of land on which the station will be built is 7 dunums due to the multiplicity of industries and uses in the Industrial Estate, and includes many advanced works and devices that simulate the best international specifications to come up with the best results.

3. Jerash Industrial Estate

This Estate is located in Jerash Governorate, with a total area of the estate (208) dunums, it was developed in a single phase. According to preliminary studies, the most important polarized industries of this Estate will be the technical industries, pharmaceutical industries, light medical industries and paper recycling.

A government committee that includes all the competent authorities was formed to study the form of the Estate and come up with important results, due to the specific Estate of the Estate and that its nature and geographical location require its implementation to be in a manner that commensurate with its location, as there is a potential to transform the Estate into an industrial, tourist and commercial park, and to apply the concept of one village - one product for the first time at the Kingdom level and to work on the establishment of a commercial exchange center within the Estate whose task is to conclude trade deals between manufacturers and importers and all factories inside and outside the Kingdom.

4. Al-Tafila Industrial Estate

It is located on the road that connects Tafila to Amman-Aqaba Road and is 22 km from the Estate of Tafila. The area of land allocated for the establishment of the Estate is about (1000) dunams, about (500) dunams have been developed as a first stage, and the Estate is nearing completion and is under receipt from the executing contractor to join the new industrial Estates implemented by the company, and ready-made industrial buildings have been established in them with an area of (10042) m² and part of them have been occupied.

The company conducted a study and analysis based on several data, the most important of which is the increase in the growth of investment movement, the volume of exports and the increase in employment opportunities in order to come up with a table showing the forecasts for existing and future industrial Estates in the event of their occupation at maximum capacity, and has adopted in the method of statistical analysis of forecasts for the next ten years the equation of direction; its results were in its multiple ways for the years (2021-2025) and as follows:

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

| year | Number of Companies | Investments (Million JOD) | Workforce |
|-------------|----------------------------|----------------------------------|------------------|
| 2021 | 870 | 2907.619 | 57046 |
| 2022 | 890 | 3010 | 60000 |
| 2023 | 915 | 3100 | 62500 |
| 2024 | 925 | 3175 | 65500 |
| 2025 | 940 | 3300 | 68000 |

* Actual number of economic indicators for industrial estates operating until the end of 2021

- *Company's Achievements and Activities for 2021*

Current Industrial Estates:

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

Historical Overview:

- The first industrial Estate was established in 1984 and is considered the largest industrial complex in the Kingdom.
- The Estate is located 12 km southeast of the capital Amman.
- The total area of the Estate is about 2,530,000 m².
- The occupancy rate in the Estate is 100%.
- The company has implemented new buildings with an area of (813) m² for each building to meet the high demand for the Estate.

Competitive Advantage:

- Proximity to the capital Amman
- The largest organized industrial cluster in the Kingdom
- Proximity to the main connecting lines with neighboring countries (land and air)

**Table (2) Number of Companies, Investment Volume, Exports and Number of Workers
2015-2021**

| Abdullah II IBN Al-Hussein Industrial Estate (AHIE) in Figures | | | |
|---|----------------------------|--|------------------|
| year | Number of Companies | Invested capital (Million dinars) | Workforce |
| 2015 | 413 | 1224 | 14526 |
| 2016 | 443 | 1328 | 14765 |
| 2017 | 467 | 1395 | 15675 |
| 2018 | 432 | 1171,7 | 14361 |
| 2019 | 409 | 1039,7 | 13671 |
| 2020 | 423 | 1347 | 14713 |
| 2021 | 424 | 1261.66 | 13995 |

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 built new expansion next to 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 and Number of Workers
(2015-2021)**

| year | Number of Companies | Invested capital (Million JOD) | Workforce |
|------|---------------------|--------------------------------|-----------|
| 2015 | 140 | 461 | 22978 |
| 2016 | 143 | 479 | *28685 |
| 2017 | 150 | 485 | 31796 |
| 2018 | 151 | 274,2 | 27317 |
| 2019 | 137 | 435,7 | 38047 |
| 2020 | 134 | 448 | 36622 |
| 2021 | 135 | 429.000 | 29328 |

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 and Number of Workers (2015-2021)

| Al Hussein Bin Abdullah II Industrial Estate (HIE) in Figures | | | |
|--|----------------------------|---------------------------------------|------------------|
| year | Number of Companies | Invested capital (Million JOD) | Workforce |
| 2015 | 24 | 40 | 4010 |
| 2016 | 32 | 45 | 3964 |
| 2017 | 39 | 47 | 4114 |
| 2018 | 36 | 45,4 | 4185 |
| 2019 | 35 | 39,2 | 4185 |
| 2020 | 37 | 43 | 2673 |
| 2021 | 36 | 42.888 | 1061 |

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 and Number of Workers for the years (2015-2021)

| Aqaba International Industrial Estate (HIE) in Figures | | | |
|---|----------------------------|---------------------------------------|------------------|
| Year | Number of Companies | Invested capital (Million JOD) | Workforce |
| 2015 | 90 | 213 | 1070 |
| 2016 | 105 | 277 | 1450 |
| 2017 | 117 | 426 | 2100 |
| 2018 | 125 | 420 | 3200 |
| 2019 | 135 | 500 | 5000 |
| 2020 | 135 | 500 | 5000 |
| 2021 | 135 | 500 | 5000 |

5. Al Muwaqar Industrial Estate / Al Muwaqqar

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. Adoption of the Estate's sectorial distribution system
- Incentives and tax exemptions under the law

Table (6): Number of Companies, Investment Volume and Number of Workers for (2015-2021)

| Al Muwaqar Industrial Estate (HIE) in Figures | | | |
|--|----------------------------|---------------------------------------|------------------|
| Year | Number of Companies | Invested capital (Million JOD) | Workforce |
| 2015 | 56 | 351 | 1634 |
| 2016 | 69 | 444 | 2711 |
| 2017 | 93 | 471 | 3263 |
| 2018 | 93 | 466,8 | 3318 |
| 2019 | 98 | 554 | 4806 |
| 2020 | 88 | 606 | 5334 |
| 2021 | 88 | 611.497 | 5533 |

6. Al-Mafraq Industrial Estate / Mafraq

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 and Number of Workers for (2017-2021)

| Mafraq Industrial Estate in figures | | | |
|--|----------------------------|---------------------------------------|------------------|
| Year | Number of Companies | Invested capital (Million JOD) | Workforce |
| 2017 | 3 | 0,400 | 16 |
| 2018 | 6 | 3,5 | 23 |
| 2019 | 6 | 4,3 | 21 |
| 2020 | 7 | 4,3 | 21 |
| 2021 | 8 | 23.51 | 293 |

7. Madaba Industrial Estate/ Madaba

Historical Overview:

- Development work began in the Estate in 2016
- Located within 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 45 km from the capital Amman.
- The Estate includes developed land, prefabricated industrial buildings and advanced infrastructure for industrial purposes.

Competitive Advantage:

- Proximity to the capital Amman
- Proximity to the international road linking the north and south of Jordan
- Proximity to Royal Alia International Airport
- Abundance of qualified manpower

Table (8) Number of Companies, Investment Volume, Exports and Number of Workers for (2020-2021)

| Madaba Industrial Estate in figures | | | |
|--|----------------------------|---------------------------------------|------------------|
| Year | Number of Companies | Invested capital (Million JOD) | Workforce |
| 2020 | 9 | 15,7 | 395 |
| 2021 | 21 | 19,660 | 1234 |

8. Salt Industrial Estate/ Salt - Balqa

- It is located in Al-Balqa Governorate and close to the center of the governorate and was Established in 2016.
- The total area of the Estate is about 480,000 m2.
- The area of the first phase is 238,000 m2.
- The Estate includes developed land, prefabricated industrial buildings and advanced infrastructure for industrial purposes.

Historical Overview:

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

Table (9): Number of Companies, Investment Volume, Exports and Number of Workers for (2020-2021)

| Salt Industrial Estate in figures | | | |
|--|----------------------------|---------------------------------------|------------------|
| year | Number of Companies | Invested capital (Million JOD) | Workforce |
| 2020 | 13 | 7 | 203 |
| 2021 | 19 | 19,18 | 570 |

9. Tafila Industrial Estate/ Tafila

Historical Overview:

- Development work 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 is 510,000 m².
- The Estate includes developed land, prefabricated industrial buildings and advanced infrastructure for industrial purposes.
- The Estate is 170 km southeast of the capital Amman.

Competitive Advantage:

- Proximity to the international road linking northern and southern Jordan and the main links with neighboring countries (by land and air)
- Relatively close to the port of Aqaba, Jordan's only maritime port.
- Close to sites rich in natural resources
- Its importance lies in the possibility of being the center for the collection and distribution of goods for the southern governorates in Jordan.

Table No. (10) showing the number of companies and the volume of investment and labor exports for the years 2020-2021

| Tafila Industrial Estate in figures | | | |
|-------------------------------------|---------------------|--------------------------------|-----------|
| year | Number of Companies | Invested capital (Million JOD) | Workforce |
| 2020 | 4 | 0,405 | 39 |
| 2021 | 4 | 0,225 | 32 |

Table (11): Number of Economic indicators in all Industrial Estates in 2021

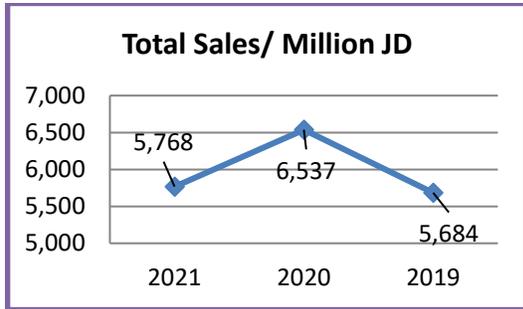
| Estate | Number of Companies | Invested capital (Million JOD) | Workforce |
|--|---------------------|--------------------------------|-----------|
| Abdullah II Industrial Estate | 424 | 1261.659000 | 13995 |
| Al Hasan Industrial Estate | 135 | 429.000 | 29328 |
| Al Hussein Bin Abdullah II Industrial Estate | 36 | 42.888 | 1061 |
| Aqaba Industrial Estate | 135 | 500.000 | 5000 |

| | | | |
|-------------------------------------|------------|------------------|--------------|
| Mafraq Industrial Estate | 8 | 23.510000 | 293 |
| Al Muwaqar Industrial Estate | 88 | 611.497 | 5533 |
| Madaba Industrial Estate | 21 | 19.660 | 1234 |
| Salt Industrial Estate | 19 | 19.180 | 570 |
| Tafila Industrial Estate | 4 | 0.225 | 32 |
| Total | 870 | 2907.619 | 57046 |

General Indicators

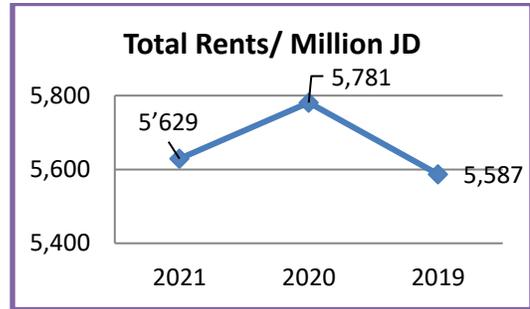
Total Sales (Lands/Buildings)
(Million JOD)

| 2019 | 2020 | 2021 |
|-----------|-----------|-----------|
| 5,684,305 | 6,537,430 | 5,767,621 |



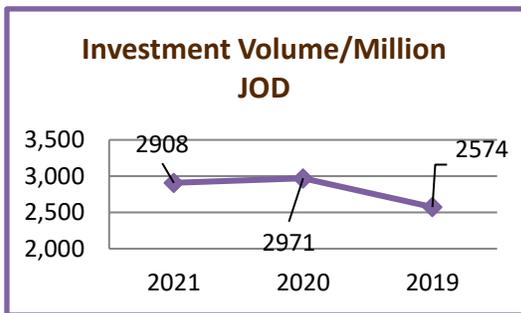
Total Rents (Land/Buildings)
(Million JOD)

| 2019 | 2020 | 2021 |
|-----------|-----------|-----------|
| 5,587,109 | 5,780,633 | 5,628,520 |



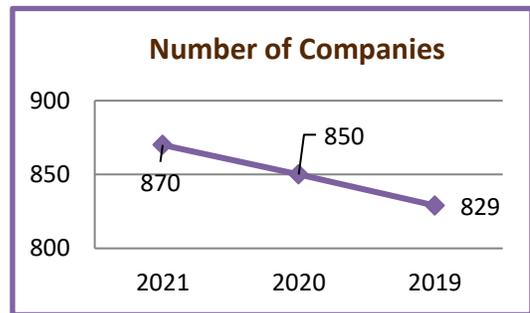
Investment Volume / Million JOD

| 2019 | 2020 | 2021 |
|------|------|------|
| 2574 | 2971 | 2908 |



Number of Companies

| 2019 | 2020 | 2021 |
|------|------|------|
| 829 | 850 | 870 |



Workforce Number

| 2019 | 2020 | 2021 |
|-------|-------|-------|
| 65880 | 65000 | 57046 |

Export Volume / Million JOD

| 2019 | 2021 |
|------|------|
| 1769 | 1390 |

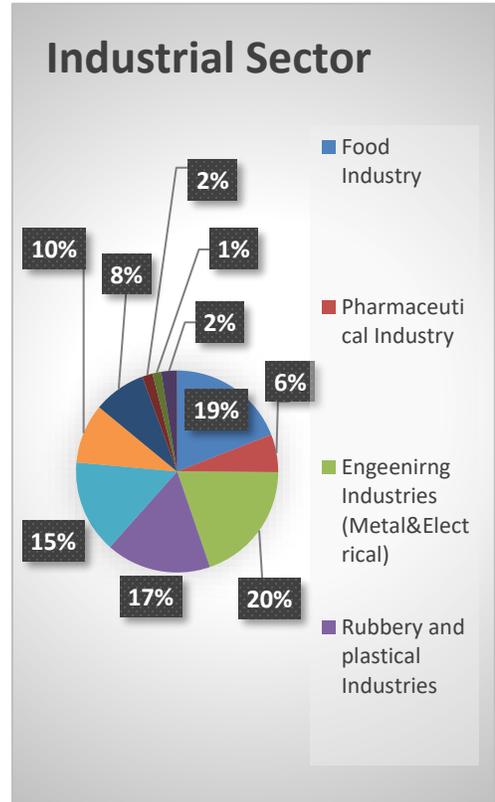
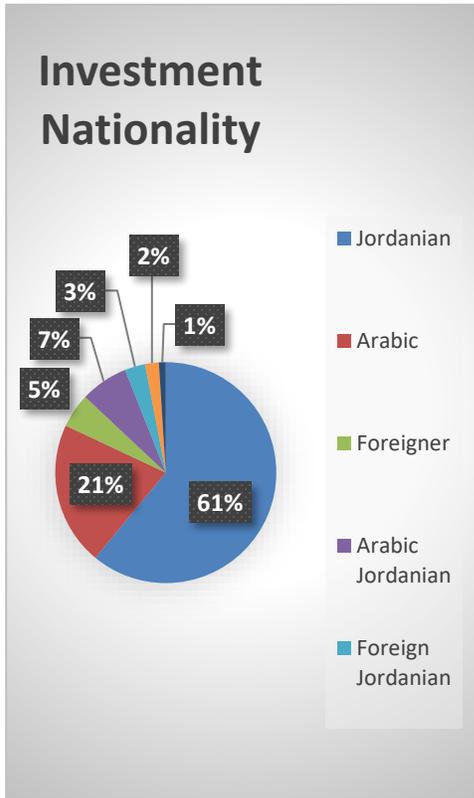
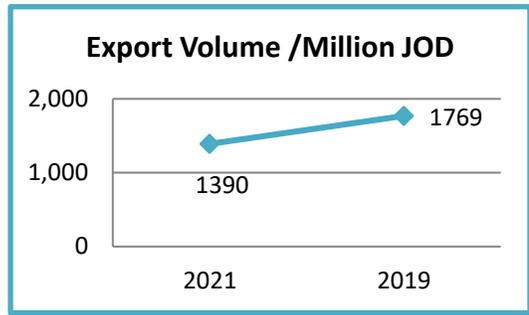
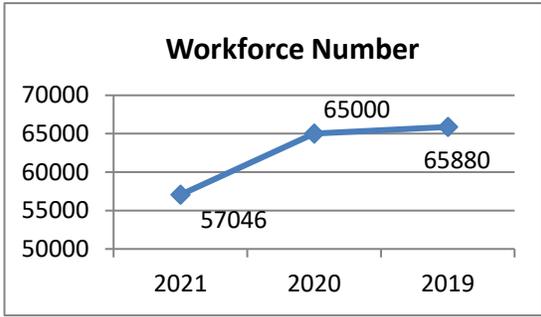


Table (12): distribution of Workforce by Nationality

| Workforce by Nationality | | | | |
|---|------------------|----------------|--------------|--|
| Industrial Estate | Jordanian | Foreign | Total | Percentage of Local in Each Industrial Estate |
| Abdullah II Industrial Estate | 10938 | 3057 | 13995 | 25% |
| Al Hasan Industrial Estate | 5444 | 23884 | 29328 | 51% |
| Al Hussein Ibn Abdullah II Industrial Estate | 979 | 82 | 1061 | 2% |
| Al Muwaqar Industrial Estate | 2763 | 2770 | 5533 | 10% |
| Aqaba International Industrial Estate | 5000 | 0 | 5000 | 9% |
| Mafraq Industrial Estate | 254 | 39 | 293 | 1% |
| Madaba Industrial Estate | 1234 | 0 | 1234 | 2% |
| Al Sat Industrial Estate | 570 | 0 | 570 | 1% |
| Tafila Industrial Estate | 32 | 0 | 32 | 0.50% |
| Total | 27214 | 29832 | 57046 | |
| Total % | 48% | 52% | | 100% |

Distribution of the Workforce by Nationality

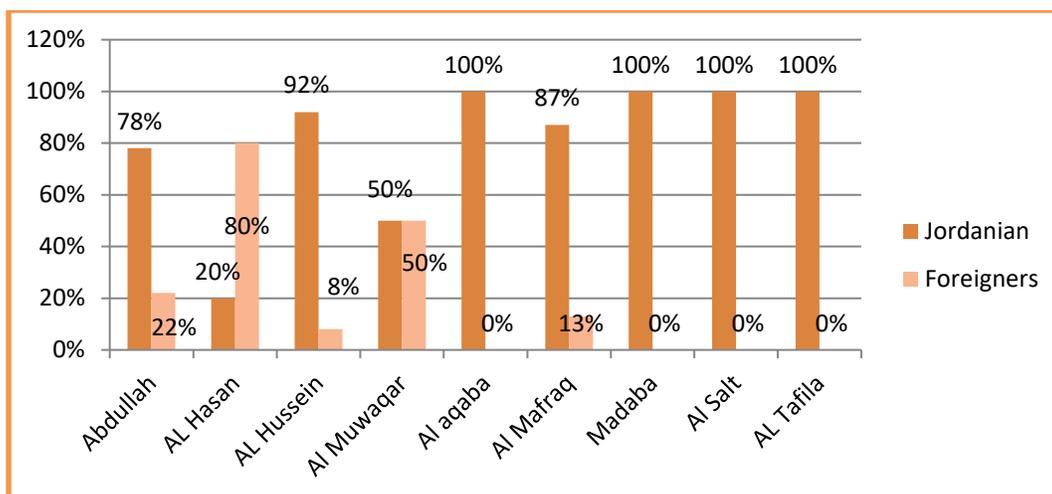
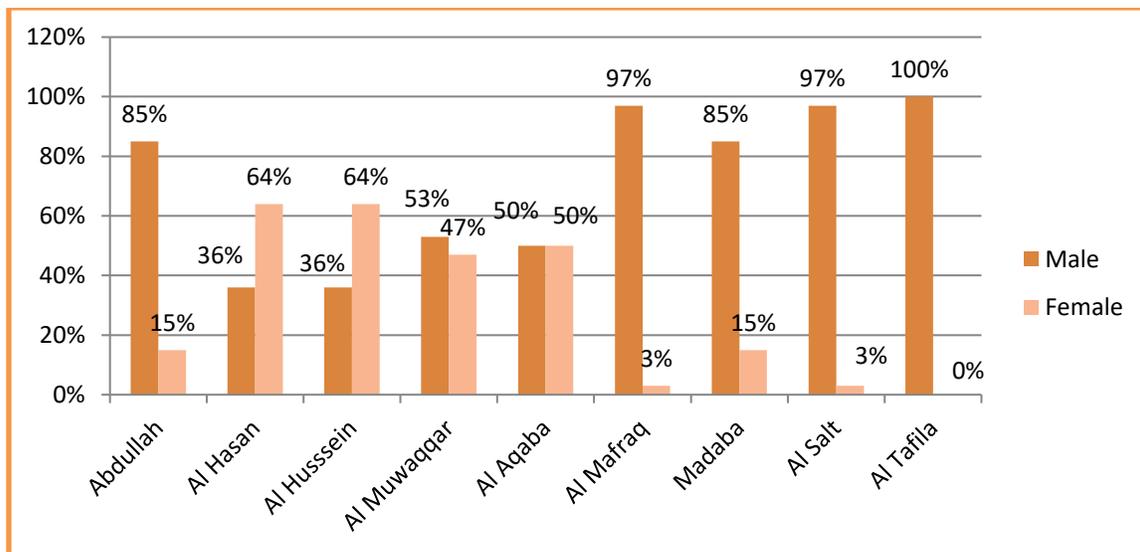


Table (13): Distribution of Workforce by Gender

| Labor Force by Gender | | | | |
|---|--------------|---------------|--------------|---|
| Industrial Estate | Male | Female | Total | Percentage of male in Each Industrial Estate |
| Abdullah II Industrial Estate | 11830 | 2165 | 13995 | 85% |
| Al Hasan Industrial Estate | 10454 | 18874 | 29328 | 36% |
| Al Hussein Ibn Abdullah II Industrial Estate | 387 | 674 | 1061 | 36% |
| Al Muwaqar Industrial Estate | 2947 | 2586 | 5533 | 53% |
| Aqaba International Industrial Estate | 2500 | 2500 | 5000 | 50% |
| Mafraq Industrial Estate | 285 | 8 | 293 | 97% |
| Madaba Industrial Estate | 1054 | 180 | 1234 | 85% |
| Al Salt Industrial Estate | 555 | 15 | 570 | 97% |
| Tafila Industrial Estate | 32 | 0 | 32 | 100% |
| Total | 30044 | 27002 | 57046 | |
| Total % | 53% | 47% | 100% | |

Distribution of the labor force by Gender



Company's Future Aspirations

The company's projects represented by the working and new industrial Estates , which are nearing completion, the company, based on its strategic and interim plans, builds its future aspirations with confidence and ability, based also on its cumulative experience in the field of management, development and marketing of industrial Estates , where it follows up actively on infrastructure projects, whether implemented or intends to implement in the short and medium term , contributing to this In enhance the business environment in the 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 job opportunities and refining the skills of the Jordanian worker through the vocational training brand, the following is a summary of the most important of them:

A. Infrastructure Development

The Infrastructure within the industrial Estates is one of the priorities of the company as an important factor in enhance the investment environment, which contributes to attract various investments to the industrial Estates , with the aim of creating job opportunities and achieving the requirements of development, by assessing the reality of the situation of industrial Estates and existing infrastructure in order to develop and include and ensure their continuity or expansion, in addition to the development of new stages and the establishment of industrial buildings in existing and new industrial Estates as the occupancy rate is variable and the demand for investment in The industrial Estates are continuous, and the following is a brief overview of the most important funds of modernization and development in the existing industrial Estates :

- Al Hasan Industrial Estate Expansion.

Al-Hassan Industrial Estate enjoys with a different privacy in terms of strategic location, available advantages and the nature of the industrial projects existing in it, where the percentage of occupancy in the stages developed in the Estate reached (100%) and the Estate still enjoys high demand, and from here the company began the work of the fourth expansion of the Estate to meet the growing demand for investment in it, where the area allocated for expansion purposes reached (214) dunams with an estimated pile of (3) One million dinars and the completion of the development work is expected to be able to receive new investments in various industrial sectors.

- Al-Muwaqar Industrial Estate Expansion.

Al Muwaqar Industrial Estate was officially opened in 2011 and is an extension of Abdullah II Ibn Al Hussein Industrial Estate in Sahab being operational. In a short period of time, the Estate has

been able to attract many investments in several industrial sectors due to its strategic location on the international road linking Jordan to Iraq and Saudi Arabia and its nearby the capital Amman.

The company is currently developing the second phase of the 305,000 m² industrial Estate of Al-Muwaqqar 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 JD due to the high occupancy rates in the Estate of Al-Muwaqqar as a result of the growing demand for investment in the Estate and the actual needs of investors to invest in this promising Estate, whether from new investors or existing ones wishing to expand their business in the Estate.

In order to cover its future plans and ensure the continuity of the service of investors, the company is also negotiating with the armed forces to purchase lands owned by it nearby to Al-Muwaqqar Industrial Estate to serve as a future expansion capable of attracting Several industrial investments.

B. Strategic Partnerships

Jordan Industrial Estates Company has many projects in several governorates and include the implementations of a new industrial Estates, the expansion of several existing Estates, the establishment of industrial buildings, in addition to the development of infrastructures, and with the aim of enhancing the company's level and developing the package of options proposed for industrial investment and diversification, we believe that this requires cooperation with varies parties, which contributes to bearing costs, risks and achieving mutual gains, therefor the importance of strategic partnerships to implement various projects and work on the development and diversity of services Accelerating the pace of work, accelerating achievement and achieving expansion goals that benefit the business environment and investors in the industrial Estates , investment opportunities came within several areas, the most important of which are:

- Ajloun Tourist Estate:

Jordan Industrial Estates Company owns a plot of land in Ajloun Development Area for the purpose of establishing a specialized Estate and this site has a different privacy from the rest of the Estates and projects owned by the company due to its location and the nature of the Estate, which necessitated it to be a tourist area that benefits from the advantages of the natural and tourist area in order to create a tourist product. Being specialized in the field of establishment, development and management of industrial Estates, the Industrial Estates Company has developed initial visions for many tourism projects provided by several consulting companies specialized in the field of tourism investments to match with the ambitions of the company and keep pace with the nature of the geographical location, so the company looks forward to attracting a strategic partnership that interested in investing in the site with the system (BOT)

in order to obtain benefit from the expertise of specialized companies and provide the necessary financing to establish this type of projects.

- Zarqa Industrial Estate:

It is one of the future plans that the company is working on establishing in Al-Zarqa Governorate, and the necessary studies and designs have been prepared to implement the Estate, where this Estate will form a base for random industries spread in Zarqa Governorate and the Estate has many advantages, most notably the strategic location that is in the middle of the free zone in Zarqa, the area of Al-Dhaleel and Queen Alia Airport, located specifically northeast of the Estate of Zarqa and is away from the Estate center by about (27) km and from the free zone about (16) km, where the area of the Estate is (2475) dunams, and the stage will be The first of which is (1126) dunams and the company seeks to increase its area to reach (4500) dunams by negotiating with the armed forces for the plots of land adjacent to the Estate.

- Madona Industrial Estate:

The establishment of an industrial Estate in the Madonna area is one of the main ideas adopted by the company and seeks to implement them, the company exerts its efforts in coordination with the concerned authorities in order to establish an industrial zone in Madonna on an approximate area (3000-4000) dunams and at an estimated cost of (25) million Jordanian Dinars. This Estate is compatible with one of the most important objectives of the comprehensive plan for the East Amman region in order to raise its economic and social level through the implementation of investment projects and contributes directly to the transfer of random industries outside the population areas.

C. Other Fields

- Renewable Energy

The industrial sector is one of the most important economic sectors supporting the Jordanian economy, where the contribution of the industrial sector to the GDP is approximately (24%) Despite the importance of the industrial sector, it faces many challenges, the most important of which are energy prices and their impact on the cost of production, which affects the attractiveness of the investment environment in Jordan in general and the industrial Estates in particular.

As follows:

First: Natural Gas

The extension of gas and linking it to the existing and future industrial Estates is one of the most important demands of industrial companies because of its positive impact on the production

process that contributes to reducing the cost of operation, and from here the company is constantly working to open communication channels with companies specialized in the transport and supply of natural gas and inform them of the work of nature. The company and its existing and future projects as one of the most important strategic projects that can be invested in and achieve gains and benefits for all parties to the equation.

Second: Solar Energy:

The company has adopted many studies to use alternative energy sources (solar energy) in its industrial Estates and provide investors with energy at reduced prices with the aim of increasing the competitiveness of the industrial sector and reducing the operational costs of this sector also the Industrial Estates Company has studied how to benefit from the land that owned by the company in area, which has an area of about (4,000,000 m²) so that investors in the industrial Estates are provided with electric power and at reduced prices, which contributes to reducing expenses and reducing the burden on industries so that the Kilowatt of electricity is sold for industrialists at reduced prices, which achieves financial savings on the electricity bill of factories, and there is coordination and continuous follow-up with the regulators of this sector in order to reach a common destination for the implementation of the project and achieve the desired goals, on the other hand, the company has put forward a tender for the installation of solar systems on the roofs of buildings within the industrial Estates on the system (BOT) due to the high electricity bill of the company with the aim of reducing the cost of electricity on the company.

- Environment

During the year 2021, the company continued its efforts to maintain the corridors of the industrial Estates and put forward tenders for cleanliness and agriculture to increase the agricultural area in them, furthermore to tendering related to purification plants, where the company completed during the year 2021 the project of developing the purification plant of Abdullah II Industrial Estate, moreover to the issuance of a number of tenders specialized in the environmental field, foremost of which is the maintenance of the purification plant of the Holy Industrial Estate and the tender of the implementation of two purification plants of Al-Salt and Madaba Industrial Estates, additionally to the tender for environmental impact assessment of Al-Zarqa Industrial Estate, which is the most prominent future projects of the company, also put forward a tender for the project of improving and developing the chlorination system of the ground reservoir in Al-Muwaqqar Industrial Estate, and one of the companies operating in Al-Hassan Industrial Estate opened its own purification plant with a daily capacity of 2000 m³, which contributed to reducing environmental problems in the Estate, in addition to representing one of the aspects of cooperation between the company and existed factories.

Workforce

The Jordanian workforce is the main nerve of industrial investments operating in its various Estates spread throughout the Kingdom's governorates, and plays a major role in contributing to the development and economic renaissance. The industrial Estates of the largest incubator for industrial investments in Jordan have formed a destination for plenty of youth people seeking job opportunities, providing job opportunities in various sectors and professions needed by the Jordanian industry, where the number of workers in the industrial Estates reached nearly (57,000) workers.

The company has signed several agreements and memorandums of understanding with public and private sector institutions and universities aimed to train Jordanian youth in factories according to their needs and harnessing the Jordanian Academy and its laboratories to develop the industry, the latest of which was during 2021 the signing of a memorandum of understanding with the German Jordanian University and the launch of the huge station in cooperation with one of the private sector institutions in order to provide a training opportunity for the members of the local community nearby to King Abdullah II Industrial Estate.

Investment Security

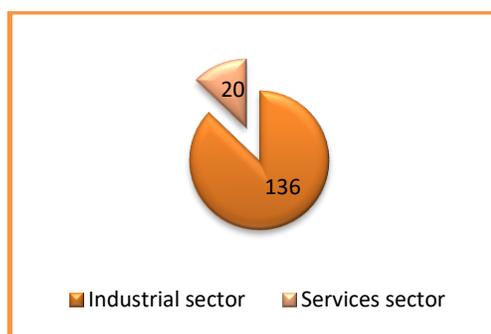
In continuation of the continuous efforts between the company and the Public Security Directorate to maintain the security and safety of industrial investment within the industrial Estates of the company and the preservation of property, the Industrial Estates Company signed an agreement with the Public Security Directorate with the aim of creating Faisal affiliated to the Investment Protection Unit in Madaba Industrial Estate with the aim of providing a security umbrella for investments and investors and covering the need of the continuous from this aspect.

Evaluation of the Company's Investment Position for the Year 2021

First: The Investment Sector

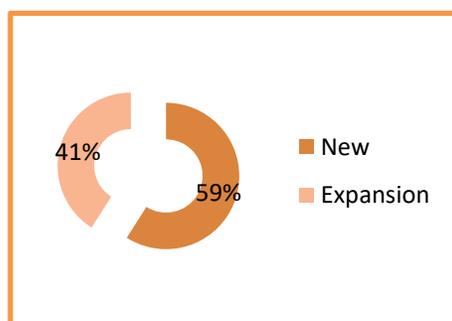
Since the beginning of the current year 2021, the company has been able to sign (156) contracts covering the industrial and service sectors, where the volume of investment for companies in the industrial sector reached (110.224) million dinars, these investments will provide (3802) job opportunities, where investments were distributed to various industrial and service sectors in all industrial Estates operating and belonging to the company in both (Sahab/Muwaqar/Irbid/Karak/Mafraq) in addition to the new industrial Estates in (Salt/Madaba/Tafila) to add to this The achievement is another achievement on the company's march and its distinguished role in attracting industrial investments in various sectors and the following are the details of these contracts:

Investment by Sector



| Industrial Sector | Service Sector |
|-------------------|----------------|
| 136 | 20 |
| 156 | |

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



| Number of contracts for new investments | Number of Contracts Expansion |
|---|-------------------------------|
| 92 | 64 |
| Total Contracts | 156 |

Where the number of new companies that have established their investments in the various industrial Estates of the company (82) companies with an investment size of (55.014) million dinars and fled (2764) job opportunities, while (46) companies (54) signed an additional expansion contract for their existing projects in the industrial Estates with an investment volume of (45.429) million and will provide (1038)) A job opportunity where the total new and expanding investments were distributed to various sectors (food / engineering / plastic / packaging / textile / pharmaceutical / chemical).

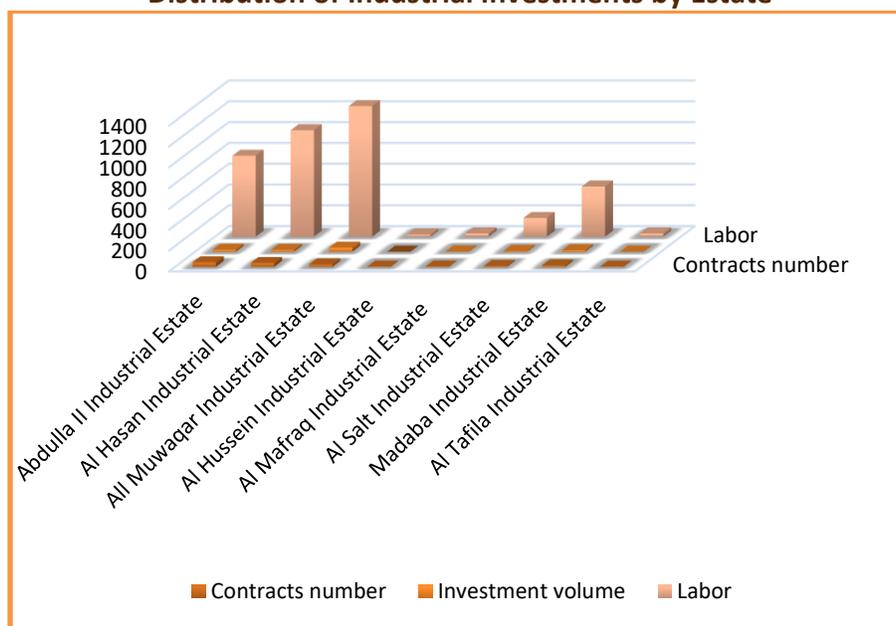
The Table Below Shows the Volume of the Investment/Number of Labor for Industrial Companies (New/Expanded):

| Type of Contracts (Sale/Rent/Internal) | No. of Contracts | Investment Volume/Million | Number of Employees |
|--|------------------|---------------------------|---------------------|
| Industrial / New Companies | 82 | 55.014 | 2764 |
| Industrial Companies / Expansion | 54 | 45.429 | 1038 |
| Total | 136 | 100.443 | 3802 |

Distribution of Investments in Industrial Estates (Industrial Sector)

| Industrial Estate | Industrial / New Contracts | Industrial Contracts/Expansion | Volume of Investment (Million) | Number of Employment |
|-------------------------------|----------------------------|--------------------------------|--------------------------------|----------------------|
| Abdullah II Industrial Estate | 27 | 17 | 18.97 | 778 |
| Al Hasan Industrial Estate | 12 | 25 | 17.943 | 1023 |
| Al Muwaqar Industrial Estate | 13 | 10 | 39.05 | 1255 |
| Al Hussein Industrial Estate | 3 | - | 0.6 | 20 |
| Mafraq Industrial Estate | 2 | 2 | 2.5 | 32 |
| Salt Industrial Estate | 8 | - | 7.5 | 180 |
| Madaba Industrial Estate | 14 | - | 12.78 | 482 |
| Tafila Industrial Estate | 3 | - | 1.1 | 32 |
| Total | 82 | 54 | 100.443 | 3802 |

Distribution of Industrial Investments by Estate



Abdullah II Industrial Estate / Sahab

| Type of Contracts (Sale/Rent/Subcontract) | Number of Contracts | Investment Volume/Million | Number of Employees |
|---|---------------------|---------------------------|---------------------|
| Industrial / New Companies | 27 | 11.572 | 475 |
| Industrial Companies / Expansion | 17 | 7.398 | 303 |
| Total | 44 | 18.97 | 778 |

Al Hasan Industrial Estate / Irbid

| Type of Contracts (Sale/Rent/ Subcontract) | Number of Contracts | Investment Volume/Million | Number of Employees |
|--|---------------------|---------------------------|---------------------|
| Industrial / New Companies | 12 | 5.742 | 327 |
| Industrial Companies / Expansion | 25 | 12.201 | 696 |
| Total | 37 | 17.943 | 1023 |

Al Muwaqar Industrial Estate / Al Muwaqar

| Type of Contracts (Sale/Rent/ Subcontract) | Number of contracts | Investment Volume/Million | Number of Employees |
|--|---------------------|---------------------------|---------------------|
| Industrial / New Companies | 13 | 22.26 | 715 |
| Industrial Companies / Expansion | 10 | 16.79 | 540 |
| Total | 23 | 39.05 | 1255 |

Al Hussein Bin Abdullah II Industrial Estate / Karak

| Type of Contracts (Sale/Rent/ Subcontract) | Number of contracts | Investment Volume/Million | Number of Employees |
|--|---------------------|---------------------------|---------------------|
| Industrial / New Companies | 3 | 0.6 | 20 |
| Industrial Companies / Expansion | - | - | - |
| Total | 3 | 0.6 | 20 |

Mafraq Industrial Estate / Mafraq

| Type of Contracts (Sale/Rent/ Subcontract) | Number of Contracts | Investment Volume/Million | Number of Employees |
|--|---------------------|---------------------------|---------------------|
| Industrial / New Companies | 2 | 1.5 | 19 |
| Industrial Companies / Expansion | 2 | 1 | 13 |
| Total | 4 | 2.5 | 32 |

Salt Industrial Estate / Salt

| Type of Contracts (Sale/Rent/ Subcontract) | Number of Contracts | Investment Volume/Million | Number of Employees |
|--|---------------------|---------------------------|---------------------|
| Industrial / New Companies | 8 | 7.5 | 180 |

| | | | |
|----------------------------------|---|-----|-----|
| Industrial Companies / Expansion | - | - | - |
| Total | 8 | 7.5 | 180 |

Madaba Industrial Estate / Madaba

| Type of Contracts (Sale/Rent/ Subcontract) | Number of Contracts | Investment Volume/Million | Number of Employees |
|--|---------------------|---------------------------|---------------------|
| Industrial / New Companies | 14 | 12.78 | 482 |
| Industrial Companies / Expansion | - | - | - |
| Total | 14 | 12.78 | 482 |

Tafila Industrial Estate / Tafila

| Type of Contracts (Sale/Rent/ Subcontract) | Number of Contracts | Investment Volume/Million | Number of Employees |
|--|---------------------|---------------------------|---------------------|
| Industrial / New Companies | 3 | 1.1 | 32 |
| Industrial Companies / Expansion | - | - | - |
| Total | 3 | 1.1 | 32 |

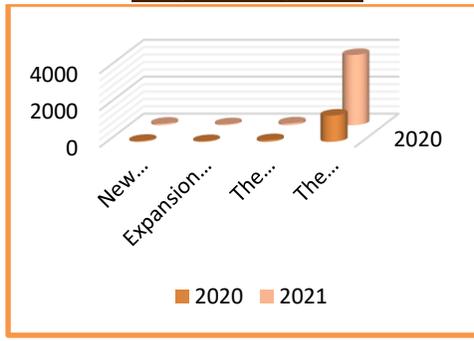
The table below is the number of contracts signed for service companies (new/expanded):

| Type of Contracts (Sale/Rent/Subcontract) | Number of Contracts |
|---|---------------------|
| Service / New Companies | 10 |
| Service Companies / Expansion | 10 |
| Total | 20 |

Comparison 2019/2021

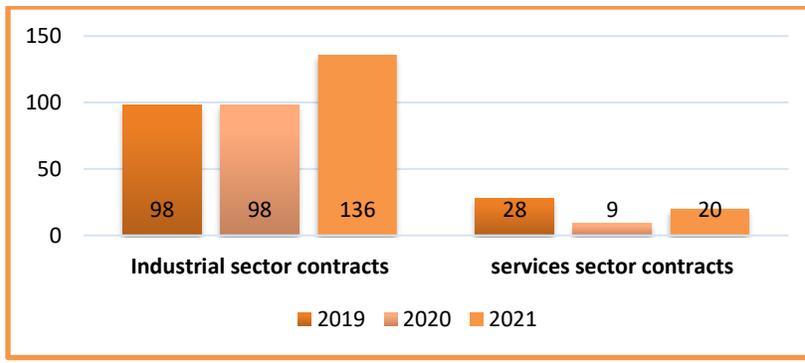
| General | New Industrial Contracts | Industrial Expansion Contracts | Volume of investment (Million) | Number of Employment |
|---------|--------------------------|--------------------------------|--------------------------------|----------------------|
| 2020 | 57 | 41 | 91.3 | 1422 |
| 2021 | 82 | 54 | 100.443 | 3802 |

Graph 2020/2021



Total contracts signed by sector (industrial and service)

| Year | 2019 | 2020 | 2021 |
|-----------------------------|------|------|------|
| Industrial Sector Contracts | 98 | 98 | 136 |
| Service Sector Contracts | 28 | 9 | 20 |
| Total Contract | 126 | 107 | 156 |



The growth rate of contracts signed for the fourth quarter of 2021 compared to the same period last year 2020 (46%).

Total contracts within the industrial and service sectors by classification (New and Expansion)

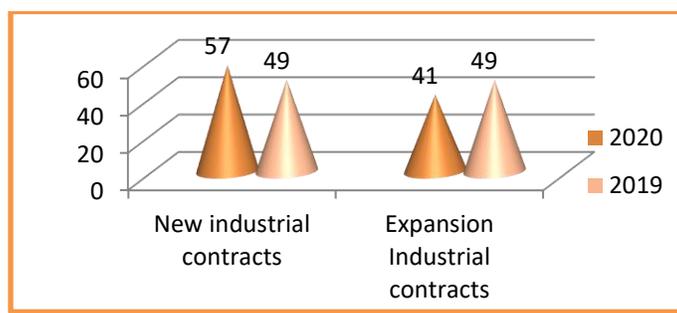
| Year | 2019 | 2020 | 2021 |
|---------------------|------|------|------|
| New Contracts | 70 | 66 | 92 |
| Expansion contracts | 56 | 41 | 64 |
| Total Contract | 126 | 107 | 156 |



The growth rate of contracts signed in the industrial and service sectors (new/expansion) for the fourth quarter of 2021 compared to the same period last year 2020 (46) %.

Total contracts within the industrial sector by classification (New and Expansion)

| Year | 2019 | 2020 | 2021 |
|--------------------------------|------|------|------|
| New Industrial Contracts | 49 | 57 | 82 |
| Industrial Expansion Contracts | 49 | 41 | 54 |
| Total Contract | 98 | 98 | 136 |



The growth rate of contracts signed for the industrial sector for the fourth quarter of 2021 compared to the same period last year 2020 (39) percent.

Evaluation of the financial Statement for the year of the year of 2021

JIEC is constantly working to develop the quality and reliability of the financial statements, as the company audits its annual accounts by selecting one of the top five auditing companies globally.

The company presents financial data through the available financial media such as the annual report, through the website, and the various available media to reach those interested with a high degree of transparency according to modern conceptual frameworks, where It prepares its annual budget based on results and on the basis of questioning responsibility by measuring the results achieved and comparing them with the plan to determine the desired results.

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

A. Return on Cost and Expenses

In 2021, the company achieved a net savings of (2,721,272) JOD after covering all the costs and expenses of the direct and indirect industrial Estates, which amounted to (9,660,366) JOD, where the rate of return on cost and expenses (1.282) times and this is an indication of the company's recovery of all its costs and expenses in 2021 and the achievement of net savings of (0.282) times from the company's costs and expenses and this indicator indicates the efficiency of the company in directing and allocating available financial resources as what the company spent in 2021 achieved returns and exceeded planned.

B. Return on Revenues

The company achieved total operating revenues from all operating industrial Estates in 2021 in the amount of (12,381,638) JOD, which is an indicator of the exploitation of the company's investment reputation and the confidence of investors despite the very difficult economic and political conditions that the region is going through.

C. The return on revenues that the Company has earned in 2021 amounted to (22%)

2.The total fixed assets growth

The total fixed assets that are invested in the industrial Estates for the year 2021 is (168,346,893) and a growth rate of (1%) over the year 2020.

3.The average trading rate in 2021 is (1.6 times).

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

JIEC was established in partnership between the public and private sectors. The members of its Board of Directors represent both sectors in order to create a kind of partnership in drawing up the company's policies, strategic plans and work programs. The contributions are as follows:

| 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 while formulating its policies, seeks to comply with its strategic plans and work program in order to achieve its objectives. There were a number of decisions adopted by the Board of Directors during 2021, 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 2020.
- Approval of the general budget of the company for the year 2021.
- Approval of the company's marketing plan for 2021.
- Extension of investment incentives for Al Hussein Industrial Estate / Karak
- Approval to exclude the export requirements from the incentives granted to industrialists in the new industrial Estates
- Approve payment rescheduling requests for investors.
- Allocation of an office for the Ministry of Labor in Al-Hassan Industrial Estate.
- Buying the expansion of the Estates of Al-Zarqa and Al-Muqqar from the armed forces.
- Approval of the implementation of the second Phase factories in Al-Salt Industrial Estate.
- Allocation of part of a service building in Salt Industrial Estate for the purpose of equipping a security point in the Estate

- Promotional Activities

During the year 2021, the company worked on the implementation of the promotional plan, which drew the general features of the marketing directions of the company in the local and international markets to promote the investment environment in the Kingdom in general and in various industrial Estates operating and under implementation in front of investors and businessmen by focusing on the advantages of investment and incentives granted under the Jordanian Investment Law within the development industrial Estates, where the activities complemented the company's accumulated promotional efforts in previous years and aimed at opening more channels Promotion in partnership with representatives of the industrial sector and official and private bodies in accordance with government directions in attracting industrial investments emanating from the royal visions and efforts in this field.

Promotional activities were concentrated at the internal level by participating in various local events such as conferences and specialized economic exhibitions aimed at presenting investment opportunities in the Kingdom in various sectors, including the industrial sector, as these activities are an integral part of the components of the company's promotional activities to display various investment opportunities in the Jordanian industrial Estates, and this participation resonated with various seekers of investment opportunities in the industrial sector by answering their various investments and introducing the importance of investment within the corridors of industrial Estates resulting in the provision of Many requests for interest in investing in industrial Estates in addition to expanding the area of definition of the investment environment granted by the industrial Estate to any investor looking for a promising start to his industrial project.

On the other hand, the promotional activities at the external and international levels were on the date of a rich program of activities and events in which the company participated individually or in partnership with ministries, public and private sector institutions and representatives of the industrial sector concerned with investment affairs, where it included participation and presence in the strongest local, Arab and international exhibitions and conferences, which resulted in the presentation of more investment opportunities in industrial Estates to the participants as well as active participation in the technical and ministerial committees held in the Kingdom and many others. The countries in coordination between the government of the Hashemite Kingdom of Jordan and the governments of those countries to enhance bilateral cooperation relations and trade and economic exchange and to present investment opportunities in various sectors to the participants in order to benefit from experiences and exchange them in various fields, where they contributed to enhancing the company's efforts by presenting Jordanian expertise in the field of industrial Estates, in addition to signing a number of memorandums of understanding to benefit from Jordanian experience in the field of development, management and marketing of industrial Estates, the most prominent of which was the memorandum signed by the company with the Authority of Zones and Industrial Estates in Palestine, and the memorandum of understanding signed by the company with the Arab Businessmen Forum in China on the sidelines of participation in the work of the Arab-Chinese Forum.

The foreign participations included countries and markets characterized by trade association with Jordan based on the trade agreements concluded with it, most notably (Dubai, Turkey, Qatar, Kuwait, Saudi Arabia, Palestine, China, Egypt, Iraq), which further strengthened bilateral relations with Jordan, and this would enhance inter-investment cooperation and raise the rates of national exports to the markets of these countries as the Jordanian investment climate is an attractive investment climate with its components, elements and incentives supporting the establishment of projects. Industrial, which has been introduced comprehensively due to its attractiveness, including attractive components for investment, is considered the basis for the success of the industrial movement and the existence of many export markets.

The company participated in the technical committees in which Jordan participated in the meetings of the Supreme Technical Committees with many brotherly and friendly countries such as (Tunisia, Algeria, Turkey, Oman, Palestine, UAE, Sudan, Egypt and India) where the economic affairs topped the agenda of these committees and discussions that fall within the attention of these committees, and the participation of the company comes By including it as a pioneering and distinguished experience in the field of establishment, development, management and promotion of industrial Estates according to its cumulative experience, which exceeds (38) years, and through which it was able to be a reference to be taken and measured for many brotherly Arab countries with the aim of applying them to them, where the company became 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 the time is on the investor in a way that keeps pace with modernity and progress in the service of industrial investment and works to facilitate the procedures on it.

- Human Resources

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

The number of employees of the Industrial Estates Company for the year 2021 (265) male and female employees (206) males and (59) females, including (1) employees leave without salary, while the employee Non the job, which number (264) employees, are distributed in their duty stations in the administration and industrial Estates of the company as Next:

| Job Location | Number of Employees |
|--------------------------------------|---------------------|
| Headquarter | 98 |
| Abdullah II Industrial Estate | 40 |
| Al Hasan Industrial Estate / Irbid | 37 |
| Al Hussein Industrial Estate / Karak | 40 |
| Al Muwaqar Industrial Estate | 28 |

| | |
|---------------------------------|------------|
| Mafraq Industrial Estate | 7 |
| Tafila Industrial Estate | 5 |
| Madaba Industrial Estate | 4 |
| Total | 265 |

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

The number of employees with doctorate, master's and bachelor's degrees in public administration and industrial Estates is (133) employees and constitutes (50%) of the total number of employees, while holders of diploma certificate constitute (14%), while the number of holders of a high school certificate and below (94) employees and constitute (36%) of the total employees.

| Degree | Number of Employees | Percentage |
|--------------------------------------|----------------------------|-------------------|
| Ph.D. | 2 | 0,008% |
| Master's Degree | 23 | 9% |
| Bachelor's Degree+(1) Higher Diploma | 108 | 40,7% |
| Diploma | 38 | 14% |
| High School Certificate and Below | 94 | 36% |
| Total | 265 | % 100 |

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

The table below shows the distribution of employees working in the company by functional groups where we note that the sixth group (divided warden, inquiry, driver, worker) is the largest functional group with (91) employees and constitutes (34.3%) of the total number of employees.

| Group | Number of Employees | Percentage |
|---|----------------------------|-------------------|
| First Group: (Director General, Deputy Director General, Assistants, Consultant) | 6 | %2,3 |
| Second Group: (Directors, Coordinators, Estate Directors) | 20 | %7,5 |
| Third Group: (Head of Department, Office Manager, Team Head) | 43 | %16,3 |
| Forth Group: (Engineer, Accountant, Administrator) | 64 | %24,2 |
| Fifth Group: | 41 | %15,4 |

| | | |
|--|-----|-------|
| (Treasurer, Administrative Assistant, Technician, Controller, Lang Surveyor) | | |
| Sixth Group: (Operator, Inquiries, Driver, Worker) | 91 | %34,3 |
| Total | 265 | %100 |

- Training and Development

Training is one of the most important things that the company is interested in implementing because of its importance in refining the skills of employees, increasing knowledge and gaining experience in order to achieve meaningful achievements and implement the required tasks at the highest levels. As the human element is the basis of work and the main engine for achievement in various administrative, technical and financial locations so that the investment service and investors carry the characteristics of sophistication, complementarity and speed in completion and this gives the most important and largest impression on the ease of procedures the investment in force in the Industrial Estates Company and the distance from bureaucracy or delay in the completion of transactions.

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

The Ministries of Planning and Finance have provided many training grants that the company benefited from during the year 2021 and sent many employees to specialized courses inside and outside the Kingdom, where the employee was sent to the courses within the foundations and standards set by a specialized committee consistent with the company's training plan and adapted to the training needs of the employee in order for the employee to perform his job tasks efficiently and competently in a way that reflects on the institutional performance as a whole.

Over the past years and the company's development and implementation of its training plans, the company is proud of the development of the job performance of all its jobs, which was reflected in the company's work to progress every year in the level of services it provides to the industrial investor to embody its existing slogan of modernization, development and orientalism of the future and the modernity and development it contains, hence the company is proud and proud of all its employees in different job positions with their high job performance because they and their efforts 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 support services to the industry in order to meet the needs of investors in saving time and effort and facilitating them in completing all their transactions.

| Basic Services | Ancillary Services |
|----------------------------------|---|
| Internal Road Network | Customs Centers |
| Electricity Network | Vocational Training Center |
| 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 of the Royal Scientific Society |
| A 24/7 Call Centre | Liaison Office for Chambers of Industry |
| Internal Road Network | Customs Centers |
| Electricity Network | Vocational Training Centers |

- One-Stop Shop Services (Investors Service Office)

Proceeding from the principle of leadership and excellence in providing services to customers, Jordan Industrial Estates Company was one of the first to adopt the idea of serving one place by establishing an office to serve investors in each industrial Estate and determine the tasks and duties of those offices to overcome all obstacles facing investors and provide service on site and to be this office the link between the investor and the different departments of the company, since the element of time is crucial in dealing with investors in the completion of their applications, that time was shortened. Determine the time period for each process logically and objectively and inform the investor in advance of this in order to preserve the investor's time and effort, also to strengthen the principle of control over these controls, the program prepared to receive investor applications has been linked with senior management directly, and it is also the responsibility of these offices to respond to all investors' inquiries immediately.

These offices have been strengthened with all the brochures, bulletins and modern publications needed by the investor in addition to providing a free Internet browsing service to be an information bank, and an investment window through which the investor can view all the facilities, exemptions and services provided in the industrial Estates in general.

Mechanism for New Investors

- A- The investor who wishes to establish a new industrial project visits the Investor Services Office of the Estate Administration as a first step to see the available options of plots of land, prefabricated buildings, basic and support services, also to see the existing industries within the boundaries of this Estate.
- B- After reviewing the competitive advantage, incentives, exemptions granted and services provided by the Estate administration and obtaining a response to all inquiries, the investor determines his choice, whether it is a ready-made building or a plot of land with a statement of the required area by filling out the initial inquiry form, and in case his application is not available at the time of submitting the application, he will be contacted when the application is available in the future.
- C- If the investor's application is available, the investor fills out an investment application form indicating the basic information about the company and the objectives, attaching the necessary identification documents- indicated below- issued by the Ministry of Industry and Trade:
 - Company Registration Certificate.
 - An official letter specifying the authorized signatories on behalf of the company.

The Investor Services Office makes sure that all the necessary attachments are completed according to the quality assurance procedure for this form, then registers the application within the register of investor applications for the follow-up process with the concerned departments in the Estate administration and the contracts department of the Directorate of Promotion and Sales to complete the request in a record time not exceeding three days from the date of completion of all the required papers.

Other Services Provided by the Industrial Estates Through the Service 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)

The industrial Estates of the company cover the various governorates of the Kingdom, thus achieving the economic and developmental dimensions of their existence through their direct repercussions on the neighboring areas, thus contributing to the creation of more job opportunities for the people of neighboring regions through polarized industrial investments in addition to the operation of most of the supporting sectors, which contributes to the rotation of the economic and development wheel in various governorates of the Kingdom.

During the year 2021, the Industrial Estates Company continued its social responsibility and plans to promote the activities of the local community in parallel with its investment plans, where it provided all forms of support and support to many charities, cultural bodies and community initiatives aimed at reaching the deserving members of the local community and in an effort to promote the culture of community responsibility and its rooting in the private and public institutions of the homeland to enable these initiatives to carry out their duties to the fullest and spread all aspects of goodness, support and assistance in the Jordanian society.

The company has engaged in cooperation with a number of institutions and entities to qualify Jordanian youth in the areas adjacent to the industrial Estates by training them in several professions and specialties to provide industrial companies with these experiences, where a company signed an agreement with the German Jordanian University to complement the agreements signed by the company with a number of official universities in the Kingdom, with the aim of linking the educational environment with the industrial environment and harnessing the potential of both parties to serve this aim, while The vocational training institutes affiliated with us in our various industrial Estates continued to provide their services to the sons and daughters of the local community nearby our industrial Estates where they offer training opportunities in many professions required by the industrial sector.

During the year 2021, the company, in cooperation with one of the private sector institutions, launched the Egad Business Station in King Abdullah II Ibn Al Hussein Industrial Estate with the aim of networking between industrialists and service providers, in addition to including a training program for the members of the local community aimed at training them in several skills and professions required by the industrial sector in a gesture that seeks to make a qualitative leap in the service of the people of the region and provide them with job opportunities to reduce the phenomena of poverty and unemployment.

Since its inception more than forty years ago, Jordan Industrial Company's Estates has sought to consolidate the concept of social responsibility as a real investment as well as industrial investment, where its experience in this field contributed to the birth of a social renaissance in all its aspects that became the focus of our pride and pride in the role we play, whether at the level of supporting the activities of the local community and contributing to its development or creating job opportunities for the people of neighboring communities in a way in line with the royal directives of successive governments to distribute development gains to all governorates of the Kingdom.