

# *Unlocking the Potential in Aqaba and Jordan*

## *Accelerated Economic Development through Public Private Partnership*



## **Business Plan**

### Summary 2005-2009

*Please Note: Selected information and illustrative business plan components included here are from ADC previously released public sources.*



March 26<sup>th</sup>, 2005

شركة تطوير العقبة  
AQABA Development Corporation



# Vision

*To have successfully established Aqaba  
as Jordan's model of development and innovation.*

# Mission

*Partners in Development,  
Developing in Partnership.*

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# Objectives

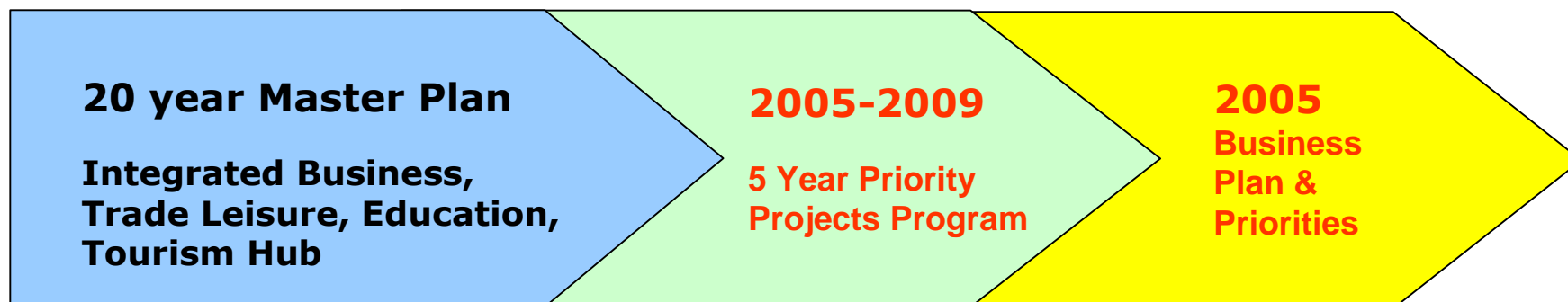
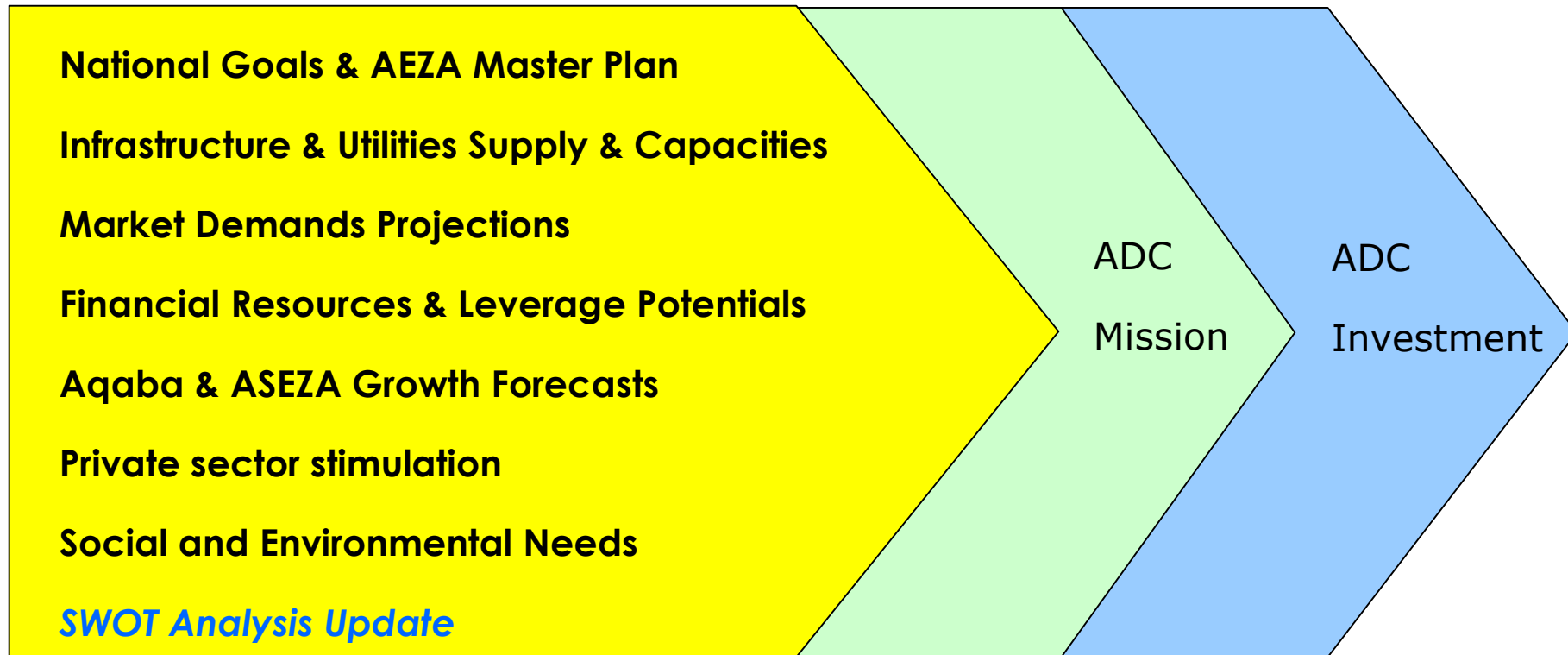
- Providing businesses with world class multi-modal transportation facilities
- Packaging strategic real estate development projects
- Creating world class logistics and industrial infrastructure and superstructure
- Breaking the “chicken and egg” cycle by creating critical economic and social enablers

شركة تطوير العقبة

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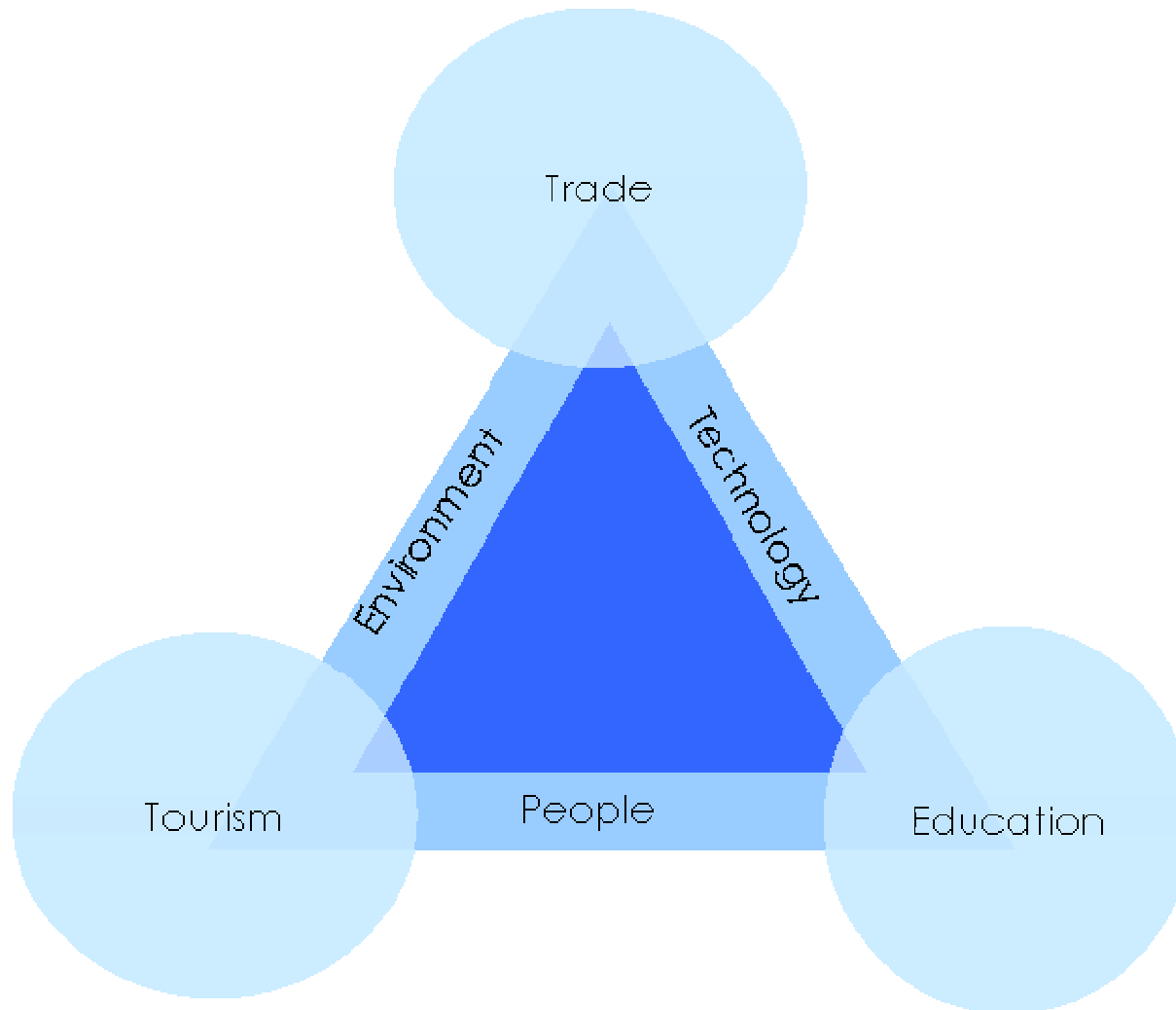


# ADC Strategy



# Three Pillars Investment Strategy

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# Financial and Investment Strategy

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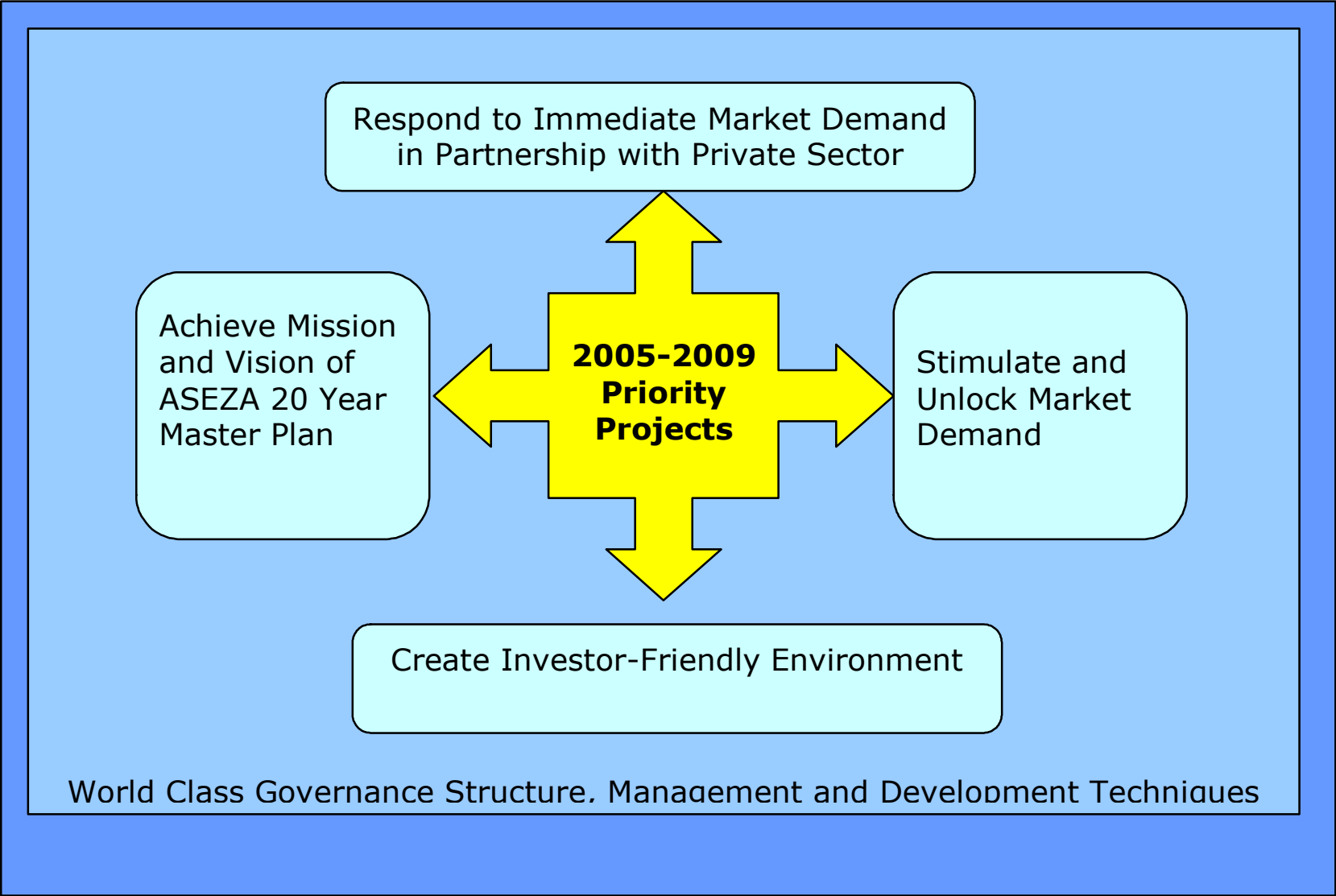
**Sustainability** - Adoption of projects and a portfolio of project investments that ensures ADC's sustainability in the long term, especially in helping achieve the long-term development objectives of the ASEZA 20 year master plan.

**Profitability** - As a development company, ADC has adopted a commercial perspective while also balancing the need for community enabler projects and the promotion of private sector competition and participation.

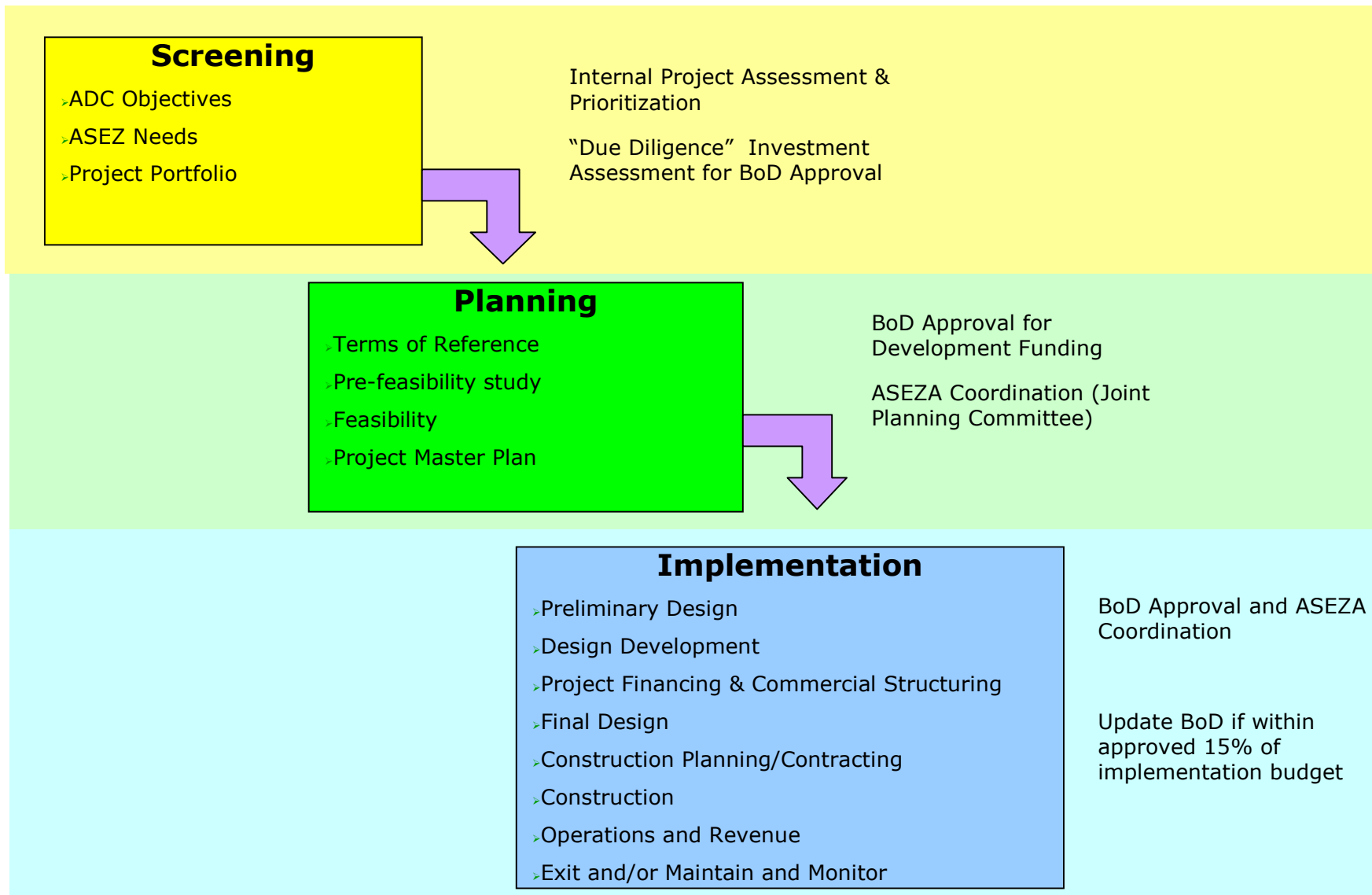
**Reinvestment** - ADC will structure investment projects with exit strategies such that further reinvestment, either into similar or higher priority projects will be possible.

**Public-Private Partnerships** - While mitigating risk to ADC, public-private partnerships reinforce ADC's market-driven strategy by offering shared investment opportunities to private sector partners.

# Priority Project Objectives

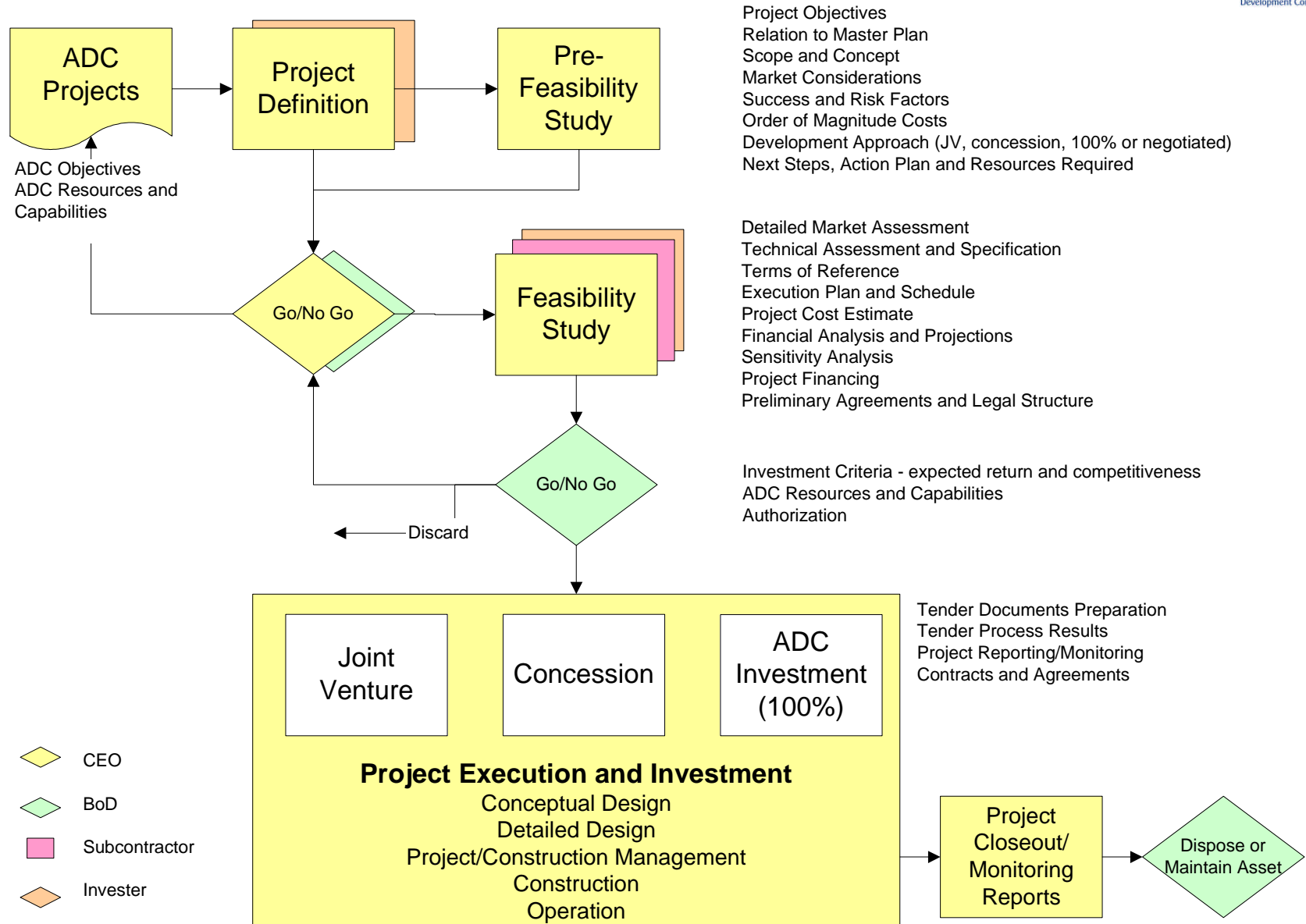


# Project Development/Approval Process

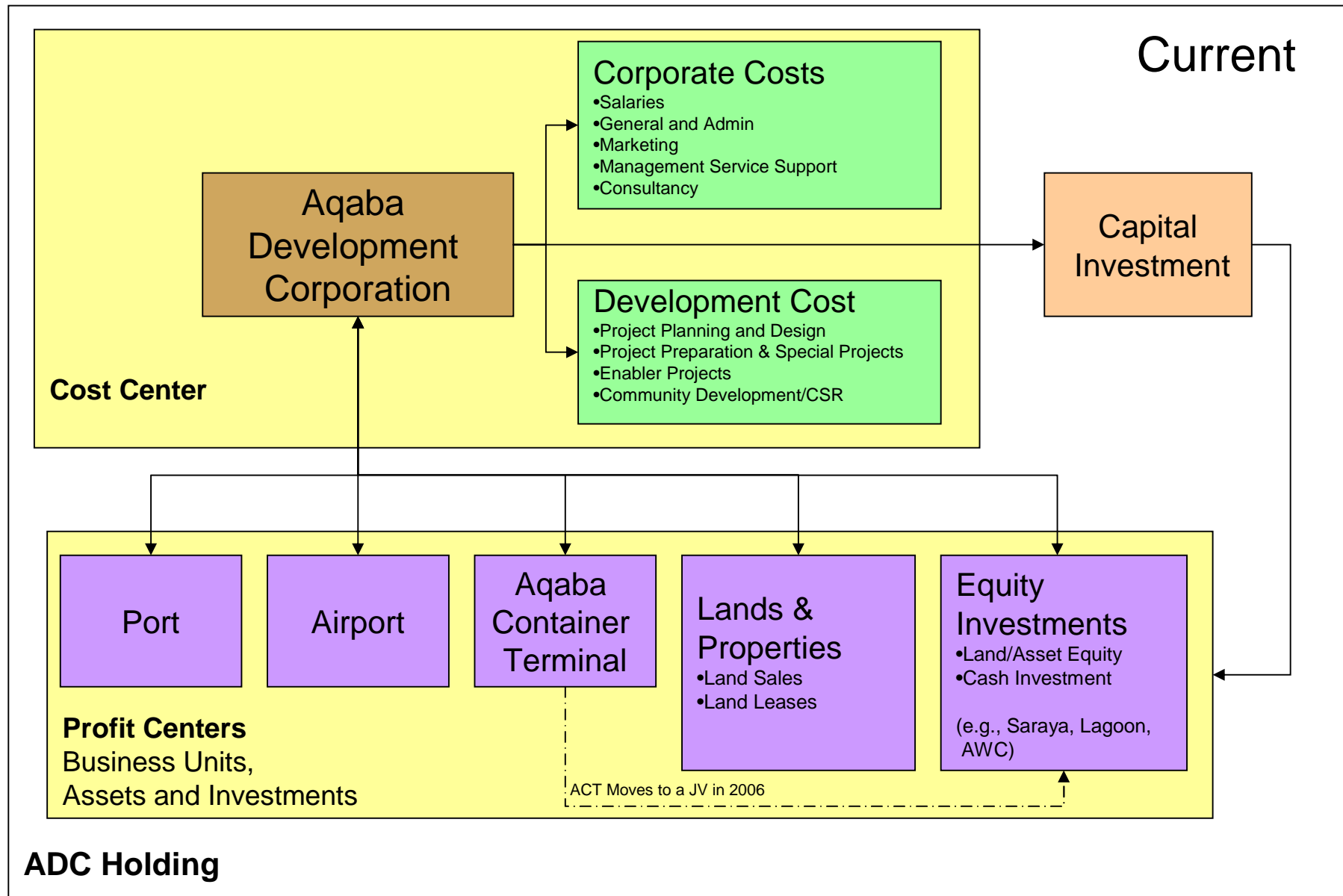




# Project Development/Approval Process



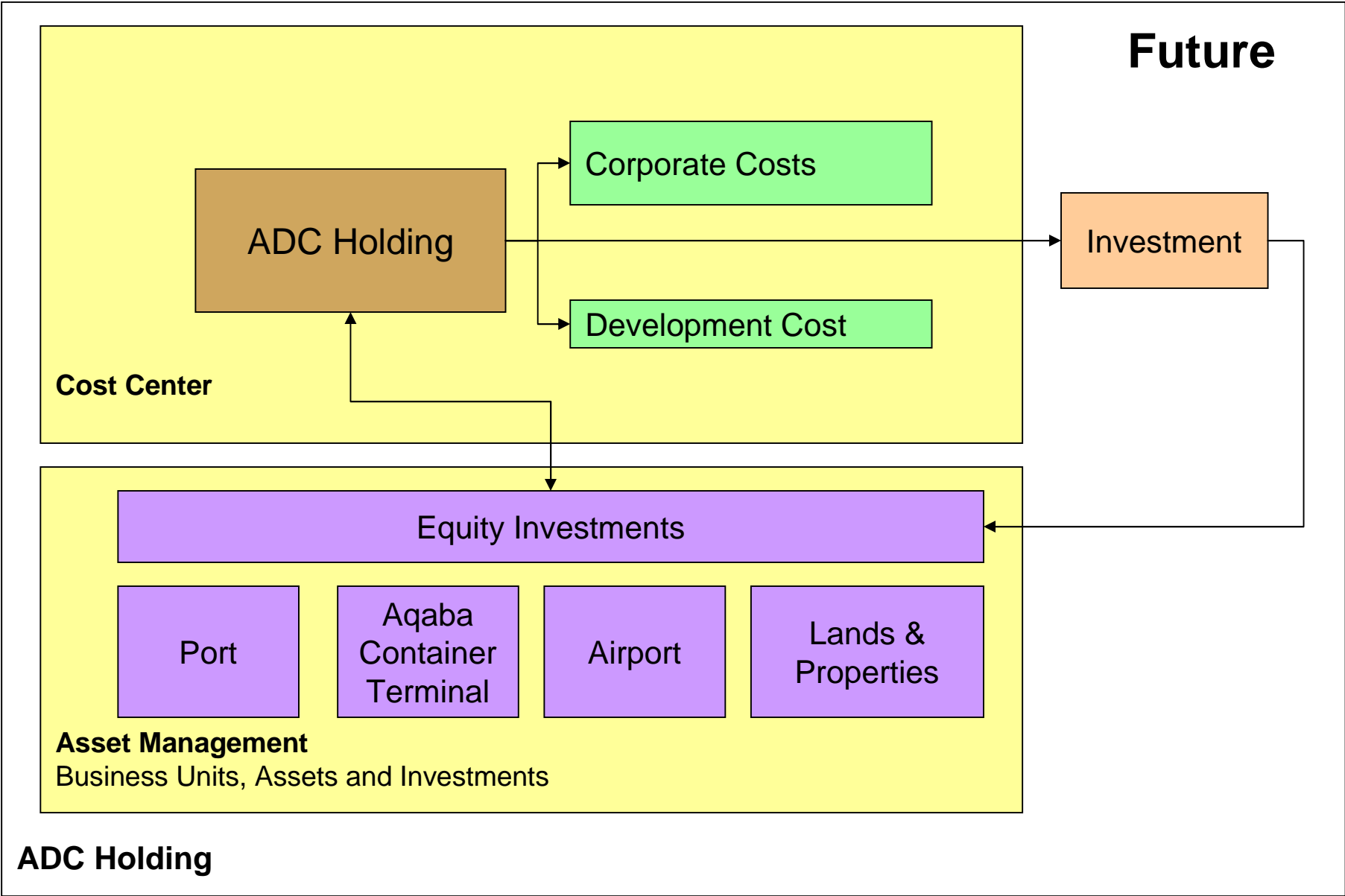
# ADC Financial Model Concept (Current)



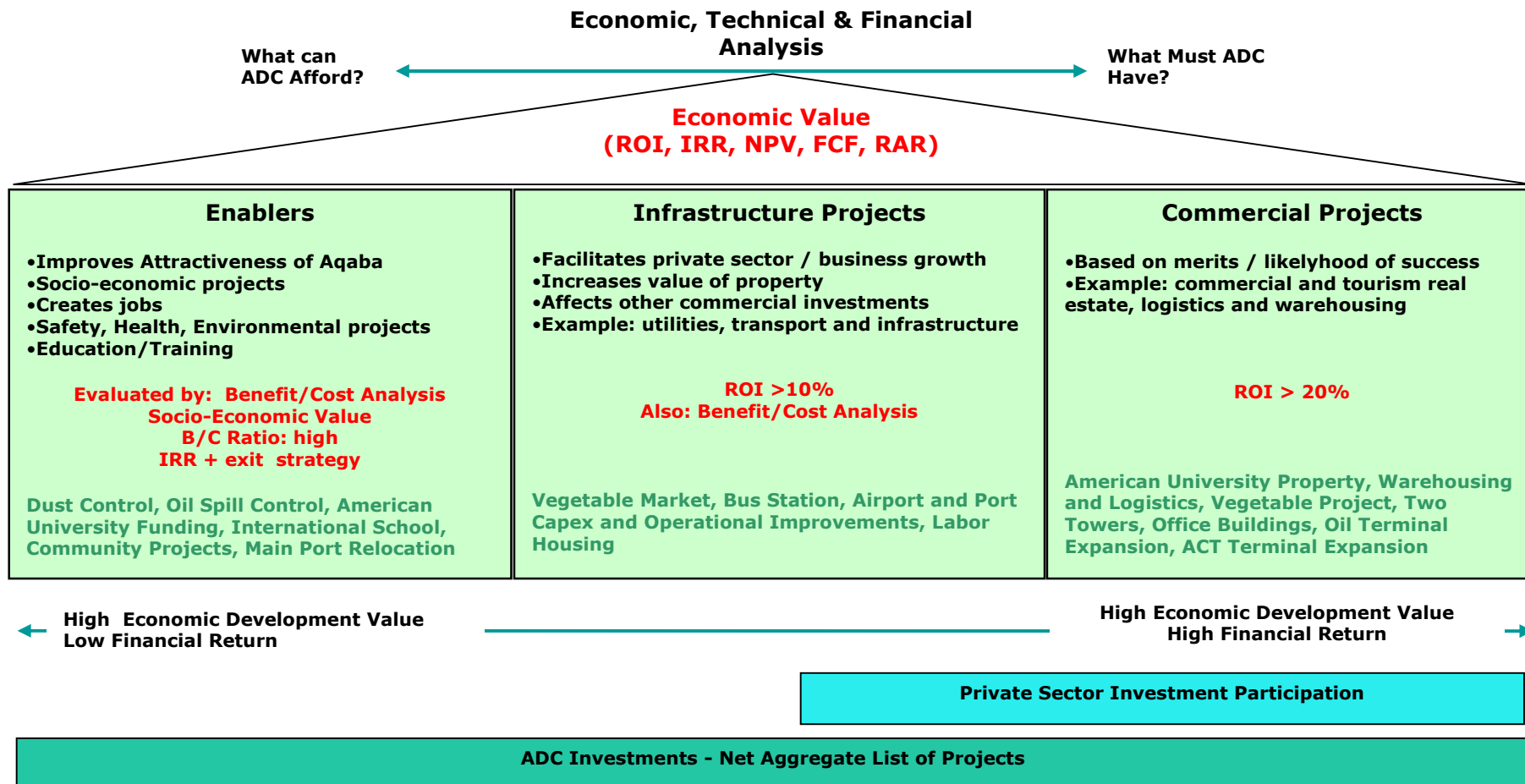
# ADC Financial Model Concept (Future)



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Development Corporation



# Proposed Investment Targets



# Priority Development Pipeline



Commercial	Transport and Infrastructure	Enablers
<ul style="list-style-type: none"><li>➤ Pre-Built Warehousing Projects</li><li>➤ Labor Housing Project</li><li>➤ Serviced Lands</li><li>➤ Produce Market</li><li>➤ Bus Terminal</li><li>➤ (Smart) Business Park</li><li>➤ Gateway Expansion</li><li>➤ Exhibition Properties</li><li>➤ Lagoon and Saray</li><li>➤ Yemania/South Beach Club</li><li>➤ Aqaba Towers</li></ul>	<ul style="list-style-type: none"><li>➤ Oil Terminal</li><li>➤ Industrial Jetty</li><li>➤ New Ferry Terminal</li><li>➤ Container Village Logistics<ul style="list-style-type: none"><li>• Container Freight Station</li><li>• Container Service Center</li><li>• Container Logistics Park</li></ul></li><li>➤ Truck Marshalling Yard(s)</li><li>➤ King Hussein International Airport</li><li>➤ Phosphate Terminal</li></ul>	<ul style="list-style-type: none"><li>➤ Aqaba International School</li><li>➤ American University of Jordan</li><li>➤ Hospitality College</li><li>➤ Community Economic Development</li><li>➤ Smart City</li><li>➤ Air-Route Development</li></ul>

# Source and Application of Funds

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- Local and International Investors
- Commercial Lending Institutions
- Bilateral Aid and Multi-lateral agencies
- Private Placement Funds
- Establishing Limited Partnerships
- Regional Arab Development Funds
- Joint Venture Capital Funding
- Turning certain business units into public company entities
- Existing operational funds

# Implementation Next Steps

- Project Execution
  - Staff, Consultants & Outsourcing Resources
  - South Port Area Plan & Tender
  - Release Other Key Tenders
- Continued Recruitment
- Finalize/Agree with ASEZA on Master Plans
- Finalize Master Development Agreement
- Screen/Evaluate/Select Specific Proposals
- Refine Corporate Governance & Culture

