



Annual Report 2021

Jordan Industrial Ports Company





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Highlights of 2021

The year 2021 marks a highly challenging year, beginning with the ongoing of the Coronavirus pandemic, to the fluctuation of international commerce pricing and the instability of the business market. However, JIPC was still able to perform efficiently and achieve its goals and objectives. Below is a summary of JIPC's performance during 2021:



Material Handled (MT)

4,764,957.00

Material handled through the system (liquid and dry bulk) has increased by **(4%)** compared to the budget projections



Revenues (JD)

20,781,488.69

Revenues have increased by **(1%)** compared to the budget projections

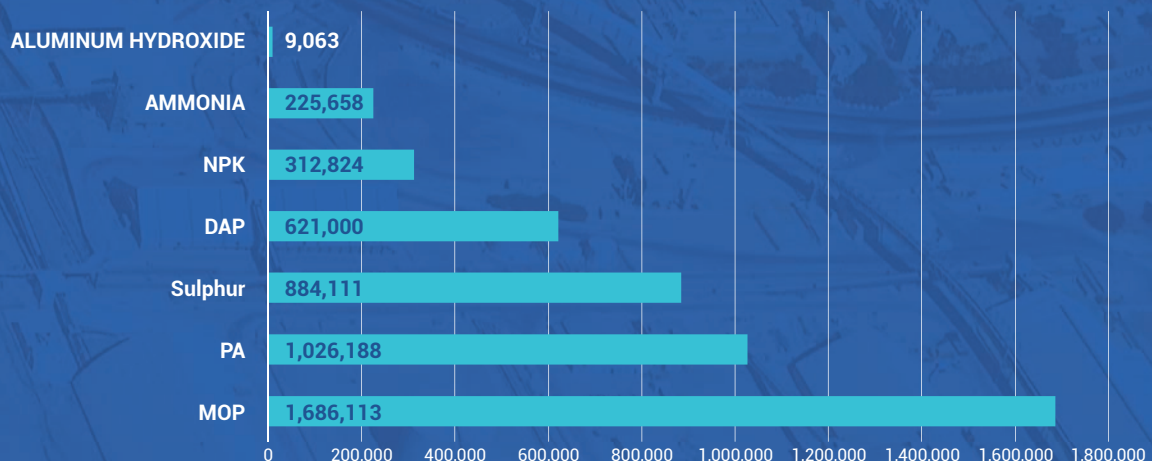


Net Income (JD)

2,550,801.09

Net Income has increased by **(46%)** compared to the budget projections

During this year, JIPC received (187) vessels of both liquid and dry bulk, including (17) shared shipments. The figures below show the material breakdown:





JIPC CHAIRMAN LETTER

My sincere greetings and best wishes to our valued shareholders,

Firstly, it is our utmost pleasure to brief you on the "Jordan Industrial Ports Company (JIPC)", which constitutes a key pillar that aims to expand to broader and more comprehensive horizons, and eventually achieving tangible success through a culmination of dedication, great efforts, confidence, and hope for a better future.

Moreover, with a clear and transparent vision stemming from a solid foundation and a meticulous strategy, we consider the JIPC as not only an operator of the industrial terminal, but also as a major stakeholder in managing and operating a series of logistics and transportation services in Jordan and the entire region. Our efforts are driven by enhancing human capabilities through our renowned expertise.

Accordingly, the JIPC is characterized by a spirit of viewing obstacles and difficulties as challenges to overcome and achievements to make with the efforts of our hardworking team. We are committed to utilizing carefully constructed and specialized strategic planning for proper closure by following steps that have been thoroughly analyzed and proven.

In parallel, and specifically at a national level, JIPC has attained an exemplary stature as a success story of a cooperation between the public and private sectors in accordance with the directives of His Majesty King Abdullah (II). As such, this fruitful cooperation comes as a part of the efforts to strengthen the national economy and increase the Jordanian treasury income in various ways such as royalties, taxes, donations and finding means of reducing unemployment through modern and professional approaches.



Furthermore, the JIPC represents the Jordanian ports and the Jordanian horizons, ethics, and strategies with foreign flags and ships coming from all around the globe, which consequently builds up the Kingdom's reputation and opens the door to various trade channels globally.

Amid the increasing numbers of Covid-19 cases in the Kingdom, along with the drastic changes in our daily lives and collective economic hardship over the past few months, we have been tasked to take the lead as a strong corporate establishment and help strengthen our position to support our employees and customers to overcome such worldwide difficulties.

Finally, it is worth highlighting that the JIPC has been thriving this past year despite the economic downturn and the decline of trade and businesses around the world. Also, with the efforts of its capable and diligent Jordanian staff, the JIPC continues to prove its capability in achieving financial gains even during difficult circumstances.

Dr. Maen Nsour
Chairman of the Board

"We consider the JIPC as not only an operator of the industrial terminal, but also as a major stakeholder in managing and operating a series of logistics and transportation services in Jordan and the entire region."



JIPC GENERAL MANAGER LETTER

Ladies and gentlemen, Sincere greetings to you all.

It is an honor to express our gratification with this economic body in our dear country, constituting a solid foundation for any economy based on trade exchanges among different countries across the globe.

In fact, the Jordan Industrial Ports Company (JIPC) is considered one of the key port operators in Jordan, serving as the sole operator of dry and liquid bulk chemicals and fertilizers that supply major companies in the Jordanian economy such as the Arab Potash Company (APC) and the Jordan Phosphate Mines Company (JPMC).

With investments exceeding (200) million US dollars in developing the industrial terminal through a project to rehabilitate and expand the industrial jetties, the Company was able to increase the capabilities of Jordan's industrial terminal to handle (10) million metric tons annually, and increase the dry bulk handling rate to reach (4000) metric tons/hour. Additionally, sulfur and phosphoric acid discharging capacities are now at a rate of (1200) metric tons/hour and (1200) metric tons respectively, with storage capabilities of up to (66,000) metric tons, while the volume of receiving vessels can reach up to (100,000) metric tons.

On a national level, the JIPC is one of the key foundations of the Jordanian economy, as it has provided the Jordanian treasury with more than 15 million US dollars in 2021 in the form of royalties, in addition to its contributions in the form of taxes and rent. Meanwhile, the global economy is slowing down, evidenced by the decline of international trade due to epidemics and market closures. However, while faced with this reality, the JIPC utilized the local Jordanian capabilities, eventually serving the national economy by reducing unemployment to the minimum possible rate and enhancing local resources through specialized and comprehensive training and upskilling. Moreover, it cannot be overlooked that the JIPC reflects significant savings in terms of shipping and handling costs to terminal users by more than (8) million US dollars annually, which reflects the enhanced capabilities in handling operations.

Based on the above, and as evidence of exceptional and distinguished success, the Jordan Industrial Ports Company has been accredited through several certificates that apply the higher management systems such as health and safety (ISO 14001), environmental systems (ISO 45001), quality (ISO 9001), and ISPS Compliance Certificate, in addition to categorizing JIPC as an ECO port SLC internationally.



Increasing the Company's competencies, expertise, shares, and capital strengthens the vision to expand the operation of other stations within Aqaba and the region. During 2021, the JIPC's performance was well above expectations despite the global business decline, demonstrating the exceptional efforts exerted by the loyal family of the Jordan Industrial Ports Company.

Finally, I would like to thank the Chairman of the Board of Directors His Excellency Dr. Maen Nsour, the Vice Chairman His Excellency Mr. Abed Al-Wahab Al-Rawad, and the members of JIPC's Board of Directors for their continuous support of the executive management at the company. Most importantly, my deepest gratitude is extended to our parent companies, namely Jordan Phosphate Mines Company and Arab Potash Company for continuously supporting and investing in JIPC.

A stylized blue ink signature of Khaled Walid Shihadeh.

Khaled Walid Shihadeh
General Manager

"The Jordan Industrial Ports Company (JIPC) is considered one of the key port operators in Jordan, serving as the sole operator of dry and liquid bulk chemicals and fertilizers that supply major companies in the Jordanian economy such as the Arab Potash Company (APC) and the Jordan Phosphate Mines Company (JPMC)."



Board of Directors Report

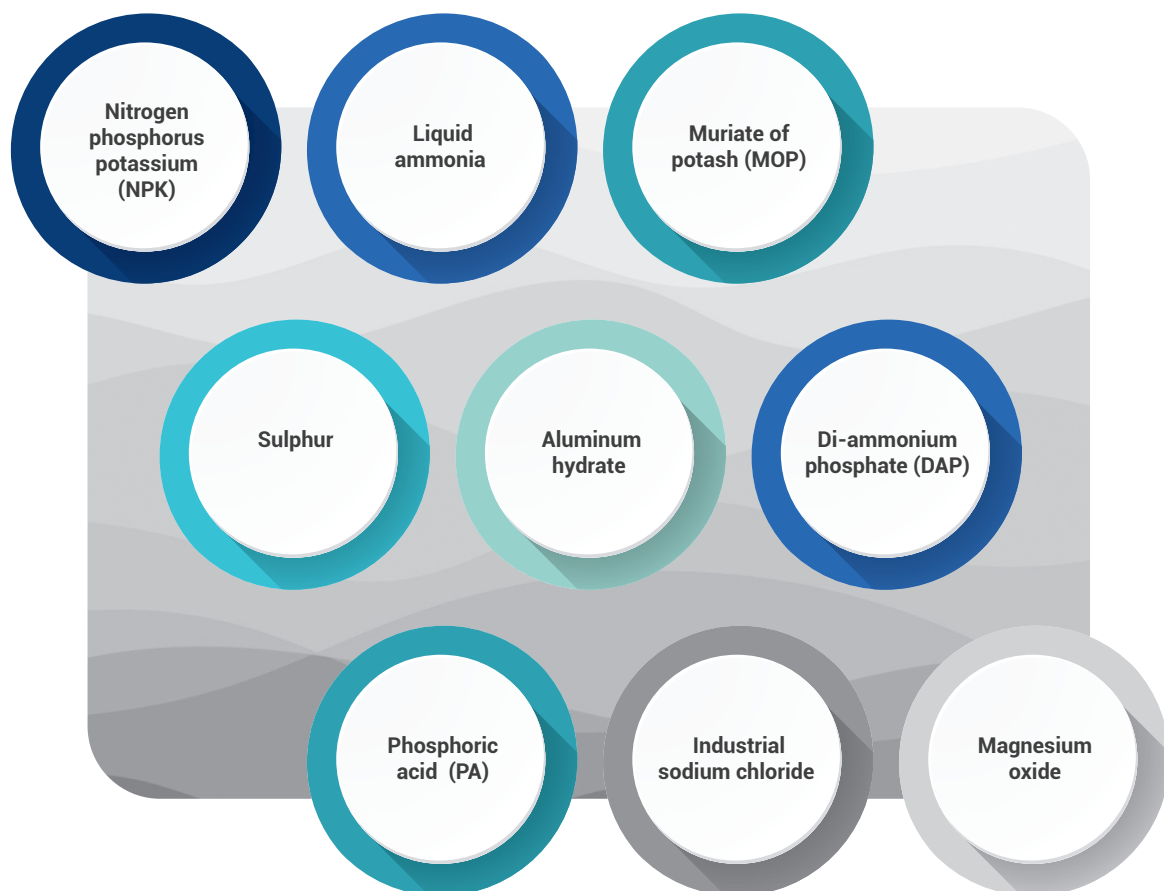
Board of Directors Report

Company Activities

Jordan Industrial Ports Company (JIPC) was established in 2009 with an authorized and paid capital of JD (140) million, shared equally between Arab Potash Company (APC) and the Jordan Phosphate Mines Company (JPMC), following a Memorandum of Understanding signed by APC, JPMC, Aqaba Development Corporation (ADC) and Aqaba Economic Zone Authority (ASEZA) to refurbish, develop, manage, and operate the industrial terminals.

Material Handling

Through a signed Development & Operating agreement, JIPC provides the service of handling fertilizer and raw material for the fertilizer and food industry, and the material being handled is as follows:



Sulphur Storage


JIPC owns (2) storage facilities with a total capacity of (62,500) MT, where JIPC's operations extend from unloading the vessels to emptying the storage facilities.

Vessel Services

At JIPC, we provide various vessel related services as per our Services Agreement and such services include water supply and waste management.

a. Number of employees by geographic location

JIPC is strategically located in Aqaba, (22) km south of downtown Aqaba and the Port encompasses (68,770) m square land and (2) cargo Jetties.

Company	Aqaba	
Jordan Industrial Ports Company		
		135

b. Capital Investment

The value of investments and equipment has amounted to JOD (140) Million in 2021.

c. Subsidiary and Affiliate companies

There are neither subsidiaries nor affiliated companies of JIPC.



Board of Directors

Name	Representative	Position	Summary of Biography
Dr. Maen Nsour	APC	Chairman	<p>Dr. Nsour is currently the President & CEO of the Arab Potash company. Previously, Dr. Nsour served as; General-Director and Deputy-Chairman of the Jordanian Social Security Corporation (SSC), Acting President of the Social Security Investment Fund (SSIF), Chief-of-Staff and Special Advisor to the Prime Minister of Jordan, Chief Executive Officer (CEO) of the Jordan Investment Board (JIB), and Senior Regional Programs Adviser at the United Nations Development Program (UNDP) in New York.</p> <p>Dr. Nsour holds a Ph.D. in Political Economy from George Mason University in Virginia, USA.</p>
Eng. Abdul Wahab Al Rowad	JPMC	Vice-Chairman	<p>Eng. Al Rowad is currently the CEO of the JPMC, and has experience in the field of chemical industry management, as he served as the General Manager of Indo Jordan Chemicals (IJC) and other management-level positions. He currently serves as the Chief Executive Officer of the Jordan Phosphate Mines Company and holds a B.A. in Chemical Engineering from the Jordan University.</p>
Eng. Mofareh Al-Tarawneh	APC	BoD Members	<p>Eng. Tarawneh is a member of APC's Board of Directors. Eng. Al-Tarawneh holds a BSc in Mechanical Engineering from the UK, and an Executive MBA from Pakistan.</p>
Eng. Khaled Abu Samen	APC	BoD Members	<p>Eng. Abu Samen currently serves as a Director of APC-Aqaba. He holds a Master's degree in Electrical Engineering/Communication, from Odessa National Polytechnic University /Ukraine.</p>
Eng. Abdul-Aziz Arakzeh	JPMC	BoD Members	<p>Eng. Arakzeh currently serves as a Director of JPMC- Industrial Complex/Aqaba. He holds a B.A. in Chemical engineering, from the University of Split/ Croatia.</p>
Mr. MC Gupta	JPMC	BoD Members	<p>Mr. M C Gupta holds the position of Director of Members KITFZE, Dubai since 2010. He is responsible for planning, procurement, and logistics of imported fertilizers for IFFCO, India. Mr. Gupta holds bachelor's degree in mechanical engineering.</p>
Ms. Lara Mubyadeen	JMPC	Secretary of the Board	<p>Mrs. Mubyadeen holds a BA degree in Law from of the the University of Jordan and an (LLM) from Oxford Brookes University, UK.</p> <p>Mrs. Mubyadeen joined the JIPC as Board Secretary since 2013 and she is responsible for drafting the Board's Minutes of Meeting and preparing all documents related to the Companies Control Department, as well as, providing some assistance to their Legal aspects.</p>

Members of the Executive Management

Name	Position	Summary of Biography
Eng. Khaled Shihadeh	General Manager	Eng. Khaled Shihadeh holds a bachelor's degree in Mechanical Engineering from the University of Jordan and is a certified Port Executive from Virginia, USA. He has experience in Engineering / Technical fields such as industry, plants, ports, construction, maintenance, procurement, bidding, estimation, contracts, and consulting in major local and international companies, other than the certification of several project management in the ports management field. In 2016, he joined the JIPC as a Technical Director. Currently, he is the Company's General Manager.
Mrs. Heike Bethge	Terminal Manager	Mrs. Heike Bethge holds a diploma degree in Mechanical Engineering / Naval Architecture from the University of Rostock / Germany. She worked for more than 30 years as an engineer in industrial plant design & construction. In 2015, she was a M&E Lead Engineer with Royal Haskoning DHV and responsible for the rehabilitation and extension project of the JIPC. In 2020, she joined JIPC as Terminal Manager.
Mr. Ahmad Halman	HSSE Manager	Mr. Ahmad Halman holds a diploma degree in Chemical Engineering from Albalqa Applied University / Al-Huson University College. He has experience in Health, Safety, and Environment Management with over 30 years' experience specializing in Oil and Gas terminals, LNG terminal with an international company named "LNGSTS" as HSSE Manager and Port Facility Security advisor for the implementation of company safety and security policies and permit to work system. He is a certified Ports Executive, a member of the International Association of Safety Professionals, a member of the International Maritime Organization (IMO) – Self-assessment at Security Audit, a member of Maritime Security Committee since 2015 till 2019, a member of the Chemical Safety Committee since 2019, and a member of the Emergency Response Committee since 2018. In 2017, he joined the JIPC as HSSE Manager.
Mr. Thaer Obaidat	Procurement Manager	Mr. Thaer Obaidat holds a bachelor's degree in Business Administration Management from Al-Albayet University. He worked for more than 20 years in the Procurement Field in Jordan, Iraq, and the Gulf region. He is certified in Supply Chain Management from IPSCMI – Delaware, USA 2014. In 2017, he joined the JIPC as a Procurement Manager.

Name	Position	Summary of Biography
Eng. Hamza El Qawasmeh	Operation Manager	Eng. Hamza El Qawasmeh holds a bachelor's degree in Civil Engineering from the Jordan University of Science & Technology. He has several years of experience in the operations field at Local and International Companies such as, Operations Superintendent/Duty Manager in HUTCHISON PORTS - OMAN, Operations Superintendent in APM Terminals /Aqaba Container Terminal - JORDAN, and HSE Engineer in APM Terminals / Aqaba Container Terminal – JORDAN. In 2018, he joined JIPC as a shift supervisor. Currently, he is the Operations Manager.
Eng. Al Mothana Al Mohaisen	Maintenance Manager	Eng. Al Mohaisen holds a Master's and bachelor's degrees in Electrical Engineering (Telecommunication) from the University of Jordan. He has knowledge and expertise in different automation platforms and communication protocols from different manufacturers through his 8 years of experience, which enables him to seamlessly correlate between the components and place them into a completely interconnected system such as PLC, PAC, RTU, HMI, SCADA, DCS, SIS, MIS, MES and ERP systems. He held several positions in the ports industry, such as being the cranes supervisor and a continuous improvement supervisor. In 2018, he joined the JIPC as an Automation and IT supervisor. Currently, he is a Maintenance Manager.
Eng. Maymonh Zweiri	Planning & QA Manager	Eng. Zweiri is a certified; six sigma-GB, port executive, and holds a bachelor's degree in Mechatronics Engineering from Al-Balqa Applied University- FET. In 2017, she joined the JIPC as a planning engineer and is currently the Planning & QA Manager.
Mr. Saed Hatamleh	Administration Manager	Mr. Saed Hatamleh holds a bachelor's degree in Computer Information Systems from Jordan University of Science & Technology. He has several years of experience in the Recruitment field at several Companies, including Sanaya Human Capital as the Recruitment Officer, and Drake & Scull International as the Senior HR Officer. In 2018 he joined the JIPC as a Senior HR supervisor. Currently, he is an Administration Manager.
Mr. Ahmad Hattab	Finance Manager	Mr. Ahmad Hattab holds a bachelor's degree in Accounting from Albalqa Applied University. He held several positions in the finance field, including being an accountant in Champs Elysée' Garment Trading Co., and as a Senior Accountant, Supervisor Accountant, and Chief Accountant in Abu Tawileh Group. He has several Certificates, such as, a FFAC Foundational Financial Accounting Certificate from IMA, and a CMA Candidate Certificate in management accounting from Morgan International. In 2019, he joined the JIPC as Chief accountant. Currently, he is a Finance Manager.




Major Shareholders as of 2021

Shareholder	No. of shares JD	Percentage
Arab Potash Company	70,000,000	50%
Jordan Phosphate Mines Company	70,000,000	50%

JIPC's dependence on local or foreign Suppliers or Customers

Customers of JIPC's who constitute the Company's total sales:

No.	Supplier Name	Percentage
1.	Arab Potash Company	35%
2.	Jordan Phosphate Mines Company	24%
3.	Indo-Jordan chemicals company	10%
4.	Jordan India Fertilizer Company	25%
5.	Nippon Jordan Fertilizer Company	7%



"Jordan Industrial Ports Company (JIPC), Jordan's premier gateway for international fertilizer commerce."

Government Protection or Concessions granted to the Company or its products

Jordan Industrial Ports Company is a private shareholding company, registered under the number (633), with its offices in Aqaba-Jordan.

- a. The rights and concessions granted to JIPC and its services are pursuant to the D&O agreement with the Government of the Hashemite Kingdom of Jordan represented by ASEZA and ADC.
- b. There are no patents registered in the name of JIPC at any official authority in the Hashemite Kingdom of Jordan or additional governmental concessions acquired by the Company.

Decisions by the government or international organizations that had a material effect on the Company's operations or its competitiveness

- a. The Coronavirus pandemic and the defense orders issued by the Jordanian Government during that period.
- b. The announcement of the increase in inflation rates had a yearly impact on the pricing and the services provided by JIPC.

Compliance with National and International Quality Standards

During its operating years, JIPC obtained the following certificates and membership:



- a. **ISO Certificates:** JIPC obtained the ISO certificate as part of its belief in enhancing the services and the importance of quality management on the Company's profitability.



- b. **EcoPorts Certificate:** As JIPC believes it is pivotal to protect the surrounding environment, it obtained the EcoPorts Certificate.

"Our Vision: To become the preferred ports management company in Jordan and the region."



- c. **ISPS Membership** is a set of measures to enhance the security of ships and port facilities.

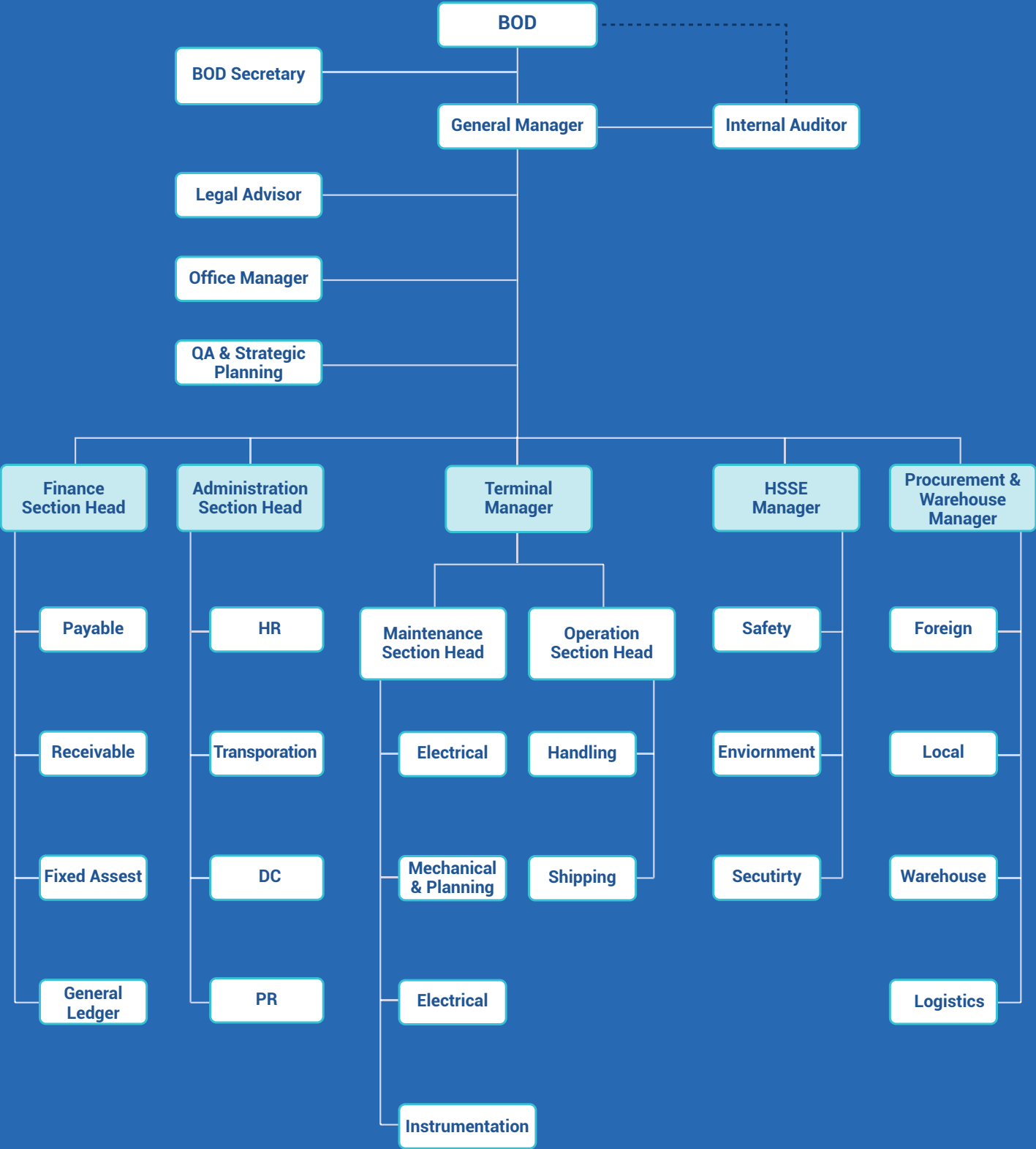
The logo for Dry Bulk Terminals Group. It features the words "DRYBULK" in a large, bold, blue, sans-serif font, followed by "TERMINALS" in a smaller, blue, sans-serif font. Below "DRYBULK", the word "GROUP" is written in a very small, blue, sans-serif font.

DRYBULKTERMINALS
GROUP

- d. **Dry Bulk terminal Membership:** A not-for-profit society open to all owners/ operators of dry bulk terminals world-wide to share experiences related to optimizing the work standards

Organizational Structure

a. JIPC Organizational structure:



b. Number and Qualifications of the Company's Employees



Qualification	JIPC Employee
PhD	0
MA / MSc	2
High Diploma	0
BA / BSc	81
Diploma	16
High School	36
Total	135

c. Training Courses for APC Employees



no.	Training Courses	No. of Participants
1	Argon welding	2
2	Hydraulic System	12
3	Power tools	10
4	33 KV Underground Cable Jointing	5
5	Programmable Logic Controller PLC- Level 1	6
6	Laying and Joining for Fiber optics Cable	5
7	Medium Voltage underground cable sizing, selecting and testing	5
8	Transformer Maintenance & Testing for Technicians	5
9	Transformer Maintenance & Testing according to IEC	5
10	ISO 9001 quality management system auditor	1
11	ISO 9001 environmental management system auditor	1
12	NEBOSH Training	5

Risk Management

The nature of JIPC's operations depends on a limited number of suppliers and a limited number of providers, which raises the risk factors of the operation.



JIPC Achievement of the year 2021

JIPC set its goals and objectives towards customer satisfaction, employees and local community benefits, and to achieve the financial returns for the shareholders. The below shows JIPC's achievements in the current year.

Insurance Policies Renewal

During the annual renewal of the General & Medical Insurances, JIPC tendered the top five insurance firms in Jordan, and finally renewed its contract with GIG for a signed amount of (297,712.80) JD, which thereby saved JIPC (18%) of the budgeted amount (362,796.07) JD.

Projects of the Year 2021

In order to improve our services and create new opportunities for new business and customers, JIPC initiated (8) new projects for the year of 2022 and while some are still in the review phase, others have already been implemented and commissioned.

Project Number	Project Name	Project phase
P001	Lubricant Store	Basic Design reviewed
P002	Training Center	Basic Design reviewed
P003	Rehab of Salt Terminal	Completed
P004	Refit of MgO Silos	In progress
P005	Salt Terminal additional landscaping	Completed
P006	Vacuum Cleaning Systems	Budgeting
P007	Assessment of Water Consumption	Design / Budgeting
P008	GRP PA Expansion Joint Elimination offshore	Detail design in progress

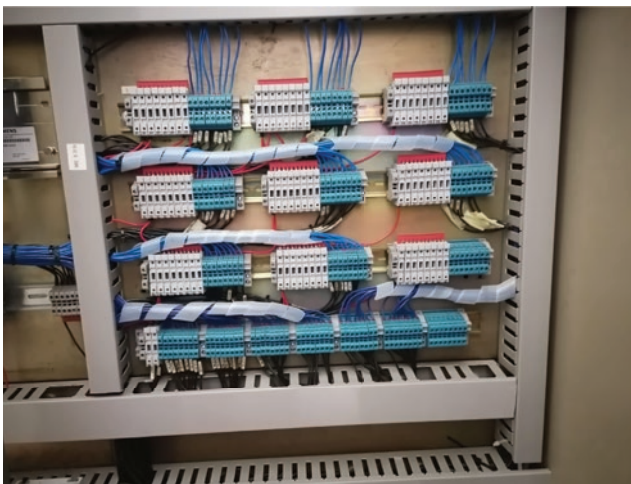
1. **Project P003 Rehabilitation of Salt Terminal:** The purpose of this project is to accommodate to a new service requested by the Arab Fertilizers & Chemicals Industries (KEMAPCO), in order to initiate a new line of export Potassium nitrate, which can also be used for various other chemicals for other customers. This project has been completed and fully rehabilitated by JPIC's maintenance team.

Whereas the rehabilitation activities included export conveyor belt labeled as BC-205-line, salt terminal substation, main feeder panel, PLC control panel, MCC panels, BC205 tunnel infrastructure, salt terminal transfer tower and diverter gate DV-201. Furthermore, the Hot commission of the project has been performed and the system is ready for the next phase which is (P004) Refit of MgO Silos.

2. **Project P005 Salt Terminal additional landscaping:**

As part of the Salt Terminal Rehabilitation, the below bedding has been reinforced.

The remainder of the Project is ongoing and shall be continued through the year of 2022, in order to achieve the optimum working environment.



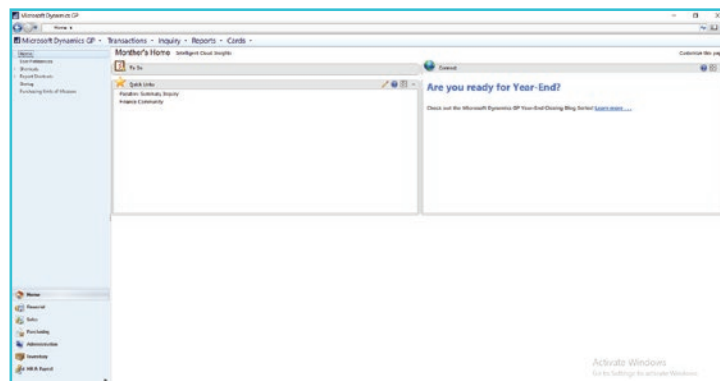
Information Technology & JIPC

As part of the business development, JIPC has diligently taken action to improve its technology infrastructure and as such, involved IT in many business aspects for smoother workflow and to ease regulating, following up and recording of the workflow.

1. Computerized Maintenance Management System (CMMS):

JIPC implements the full and complete version of the in-house developed maintenance management system CMMS, where the following modules had been added:

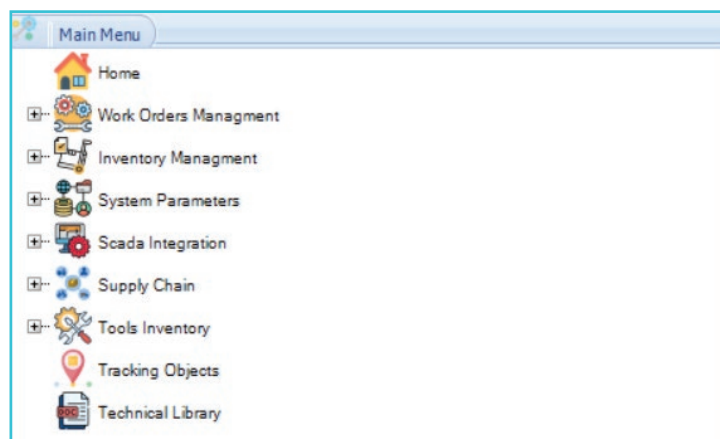
- ✓ WO Management;
- ✓ System parameters,
- ✓ SCADA Integration;
- ✓ Inventory management, integrated with Dynamic GP ERP
- ✓ Supply chain; integrated with Dynamic GP ERP
- ✓ Tools inventory integrated with Dynamic GP ERP.



2. Microsoft Dynamics GP ERP.

JIPC implements the Dynamic GP for the Finance and Procurement Departments and the Human Recourses modules are as follows:

- ✓ Financial module,
- ✓ Purchasing module, integrated with CMMS
- ✓ Inventory module, integrated with CMMS
- ✓ HR and Pay roll module, integrated with CMMS.



Integration module had been created in-house in order to combine all the needed information in one click, for ease of use and to complete the workflow cycle.

An aerial photograph of a large industrial port facility, likely a phosphate or fertilizer port, situated in a desert environment. The facility includes numerous large storage tanks, industrial buildings, and extensive paved areas for logistics. A large ship is docked at a pier in the foreground, with a conveyor system extending from the land to the vessel. The background shows rugged, arid hills. A large blue semi-transparent overlay covers the left side of the image, containing the section header in white text.

Departments Achievements & KPI's



Achievements of the Year 2021

Operations Department

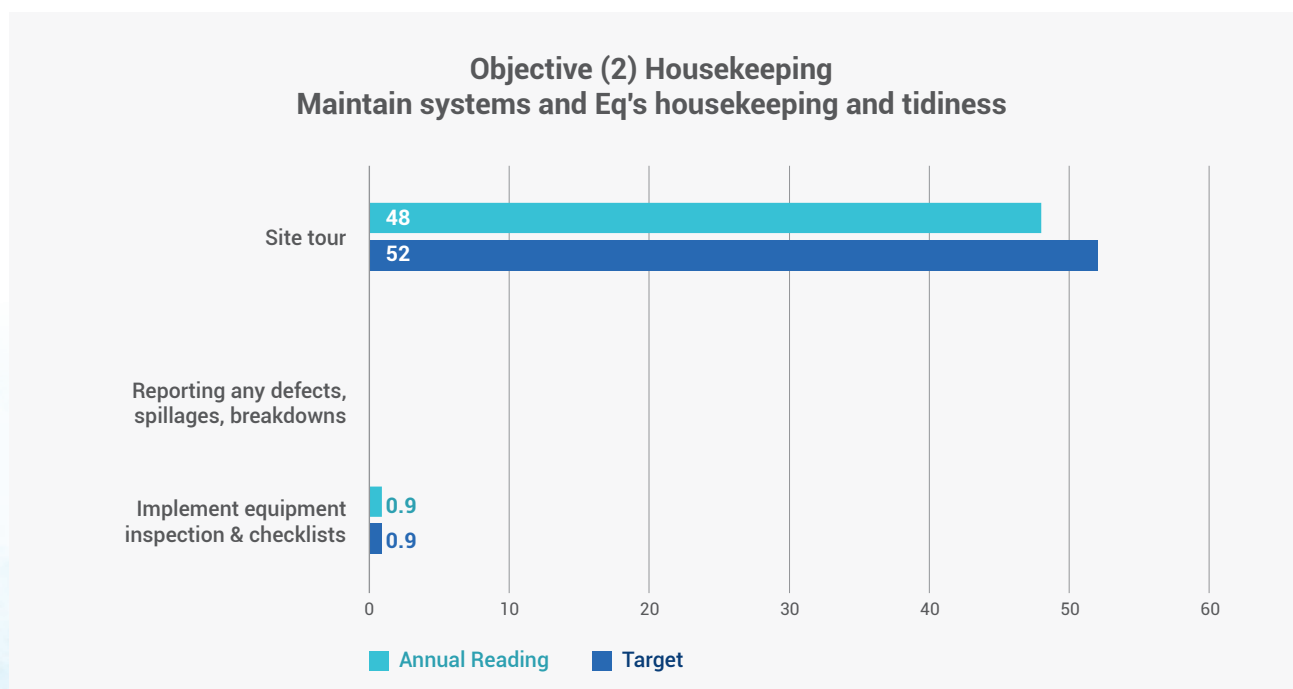
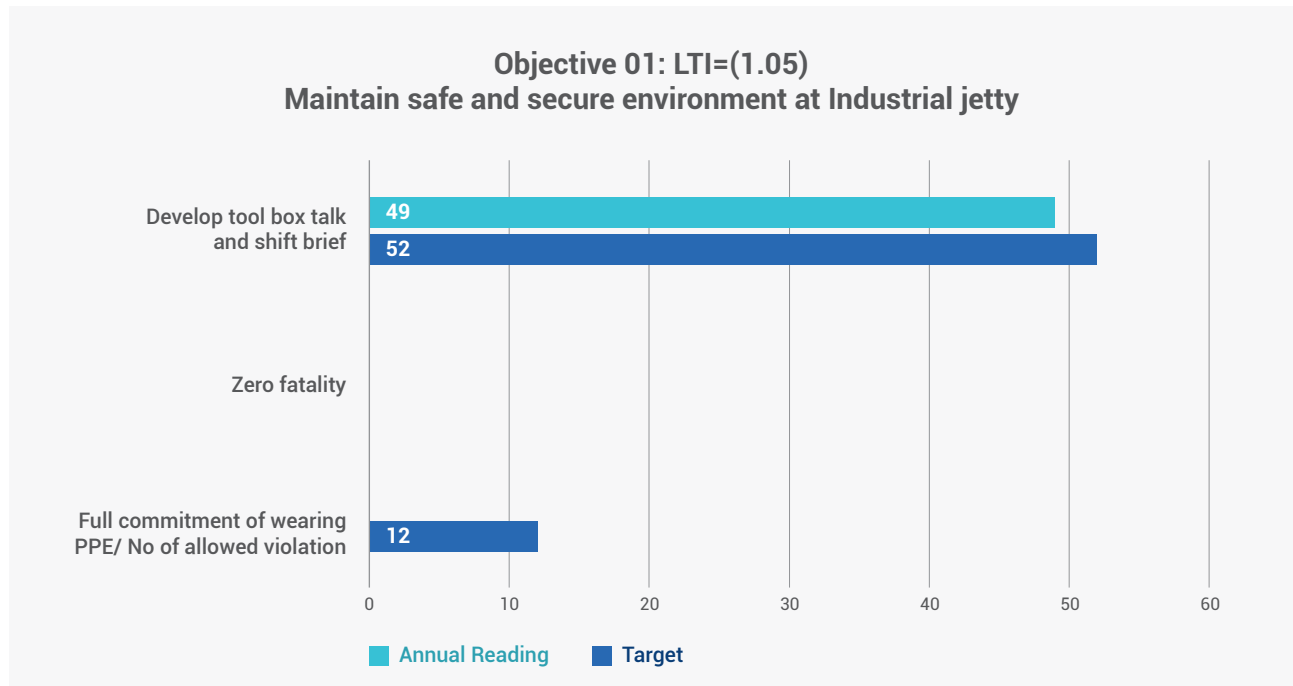
During 2021, operations were challenging as the pandemic still had lingering effects on the world economy. Nonetheless, JIPC managed to maintain its records and perform as per the international standards to serve its goals and objectives. The following represents the numbers and measures of the Operations Department:

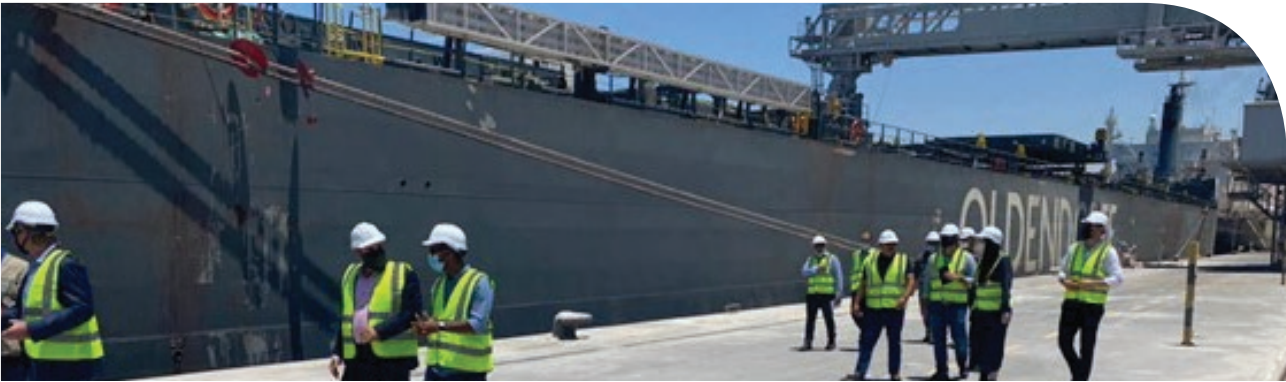
1. Overall handled quantities during this year amounted to (4,764,957)* MT,
2. Receiving the biggest vessel regarding DWT in JIPC operations history with a quantity of (95,707.00) MT on the north Jetty,
3. Loading the largest vessel "M.V DOUBLE PRIDE" with a significant quantity of (90,000) MT of MOP, in a remarkable operation time of (32) operational hours.
4. The largest Sulphur vessel received on 1/23/2021 "AL WATHBA" with a quantity of (63,000) MT.
5. Sulphur operations had been improving during the year in terms of flow rate, readiness of the vessels and the overall operation, which allowed JIPC to handle a total of (16) Vessels* with an avg. flow rate of (500) mt/hr.

KPI's of the Year 2021

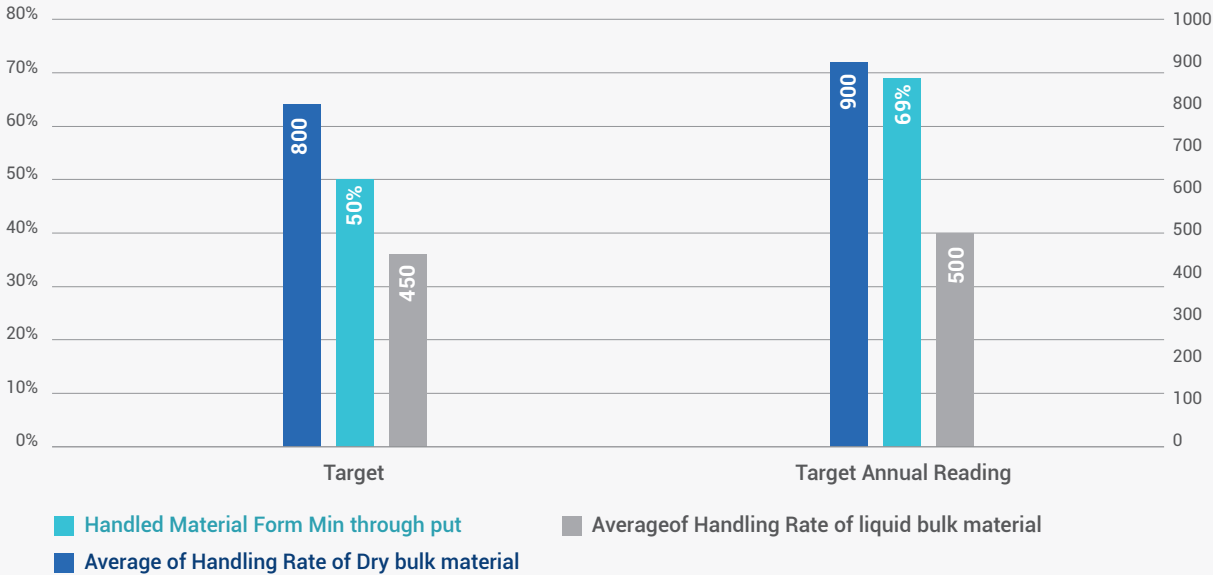
Operations Department

The below represents the achieved key performance indicators for the Operations Department:





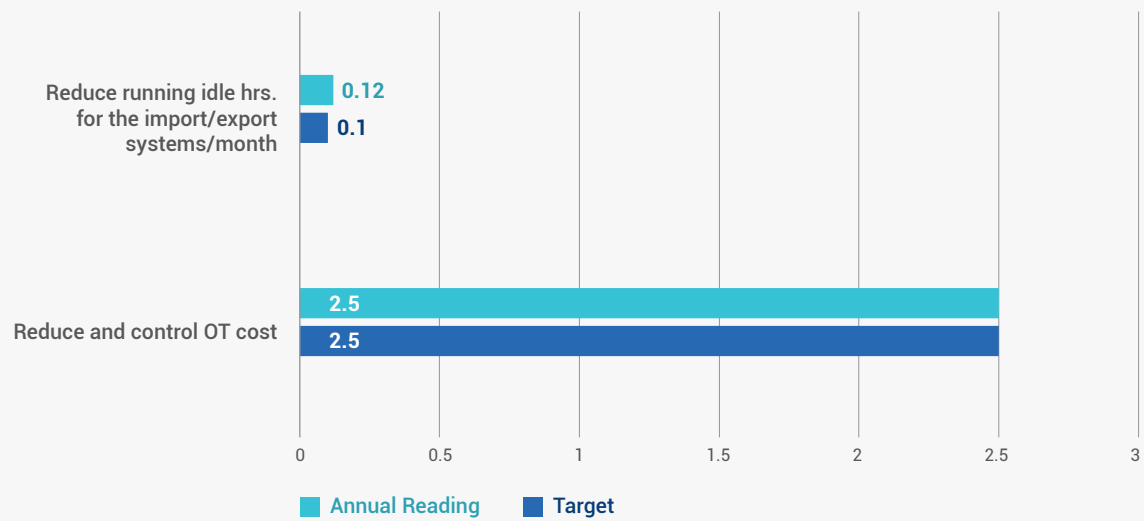
Objective (3) Customer Satisfaction
Minimize vessel time waiting for berthing/Minimize vessel berth occupancy time



Objective 04 HR Development:
Enhance the staff capabilities and skills



Objective 05 Cost Optimization: Reduce OT & Operational cost



*All the operation readings are up to 30/11/2021.





Achievements of the Year 2021

Maintenance & IT Department

During 2021, maintenance activities required intense work to compensate for the ongoing operations and help deliver the services properly. The following represent the numbers and measures of the Maintenance department:

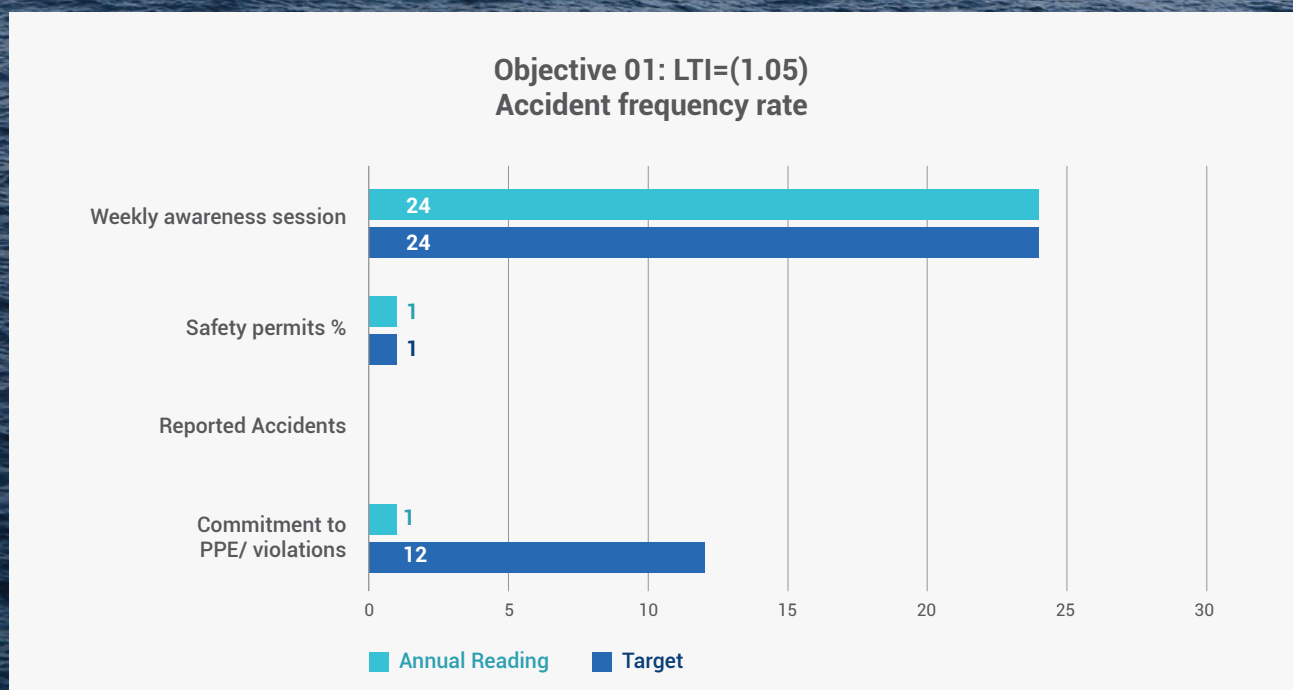
- During the year 2021, (2,705) work orders were issued through CMMS including breakdown, corrective, and inspection maintenance.
- Maintenance team working hours in 2021* reached (15901:21) hours.
- Total amount of maintenance costs amounted to (214,354.63) JD including SP, SC and Salt terminal project,
- Developed a help desk portal for the IT section in order to automate all the requested works and control the workflow.
- SCADA Integration with CMMS to link all the related data.

WO_ID	Object ID	Object Description	Work Type	Priority	Status	Created By	Created Date	Last Modified	Estimated Cost	Actual Cost	Hours
1	300381	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
2	300382	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
3	300383	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
4	300384	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
5	300385	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
6	300386	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
7	300387	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
8	300388	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
9	300389	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
10	300390	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
11	300391	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
12	300392	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
13	300393	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
14	300394	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
15	300395	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
16	300396	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
17	300397	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
18	300398	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
19	300399	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
20	300400	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
21	300401	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
22	300402	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
23	300403	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
24	300404	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
25	300405	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
26	300406	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
27	300407	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
28	300408	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
29	300409	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
30	300410	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
31	300411	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
32	300412	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
33	300413	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
34	300414	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
35	300415	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
36	300416	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
37	300417	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
38	300418	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
39	300419	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
40	300420	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
41	300421	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
42	300422	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
43	300423	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
44	300424	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
45	300425	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
46	300426	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
47	300427	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
48	300428	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
49	300429	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0
50	300430	Substation Import Line Switcher (S404)	Corrective	High	Open	Admin	2021-01-01	2021-01-01	1000000	0	0

KPI's of the Year 2021

Maintenance Department

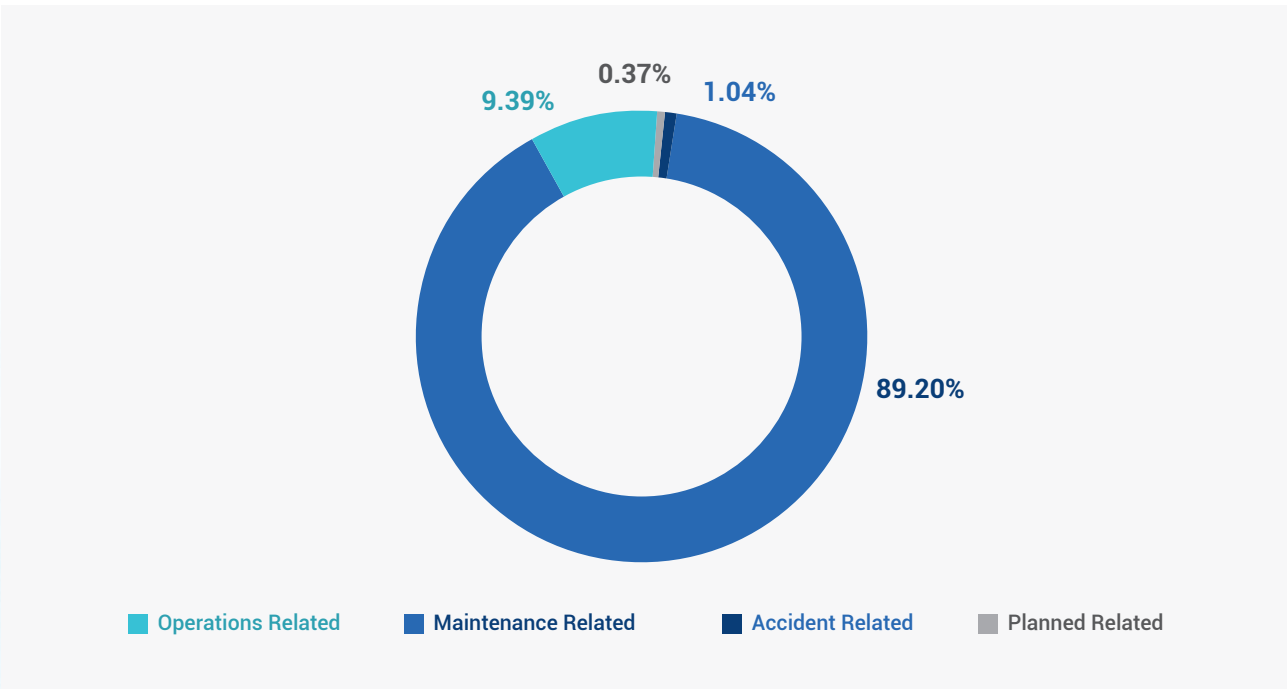
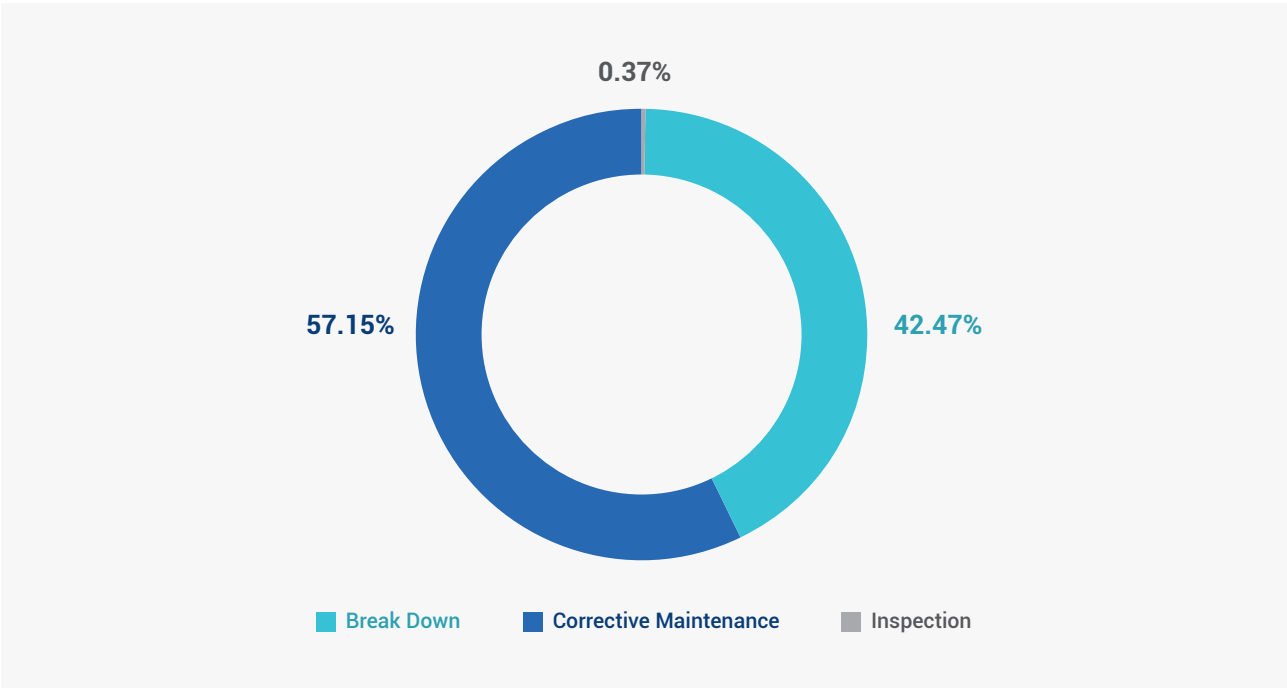
The below represents the achieved key performance indicators for the Maintenance Department:



Objective 02 Housekeeping: Satisfaction with Environment Score

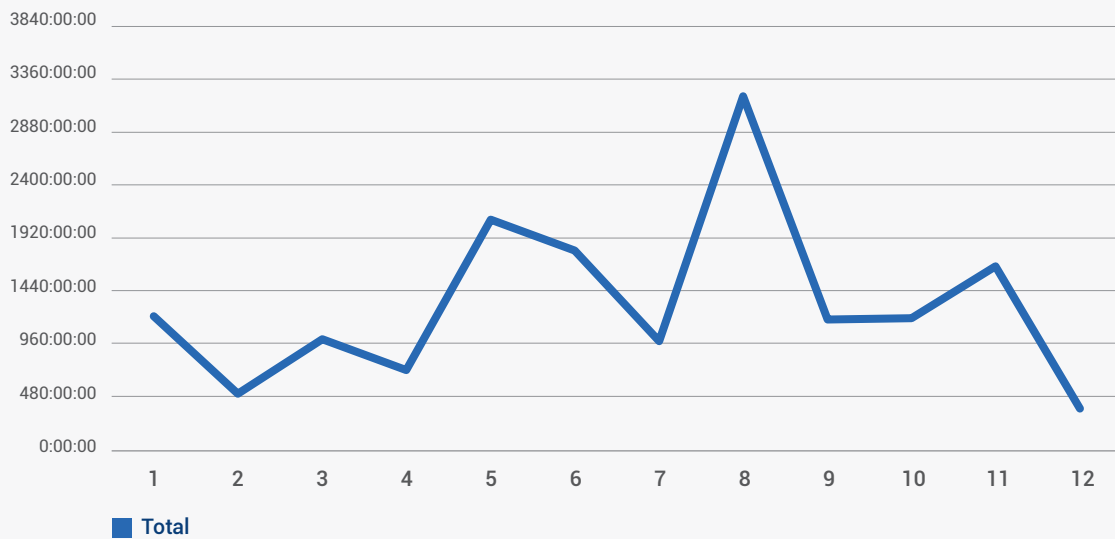
Action Plan/ methodology	Target	Annual Reading
Visual inspections for equipment / systems Cleanliness %	> 60%	80%

Objective 03 Customer Satisfaction:
Maintenance Service Delivery on time*





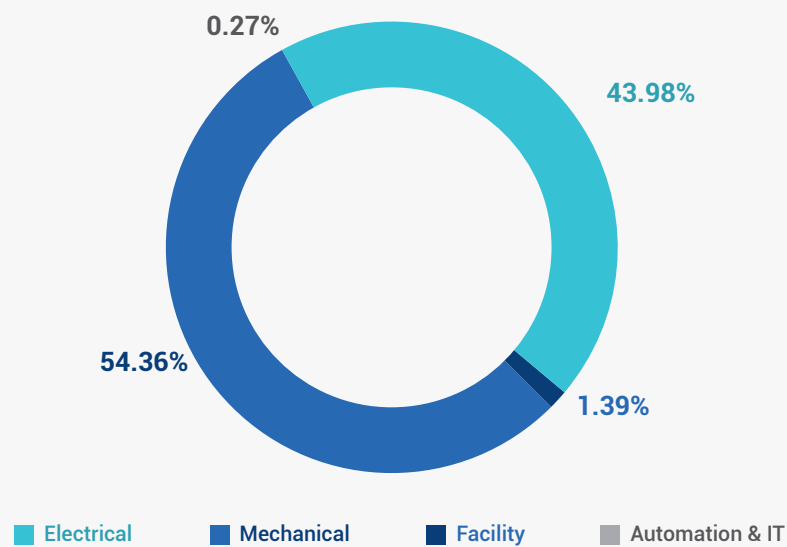
Total WO orders hours per month



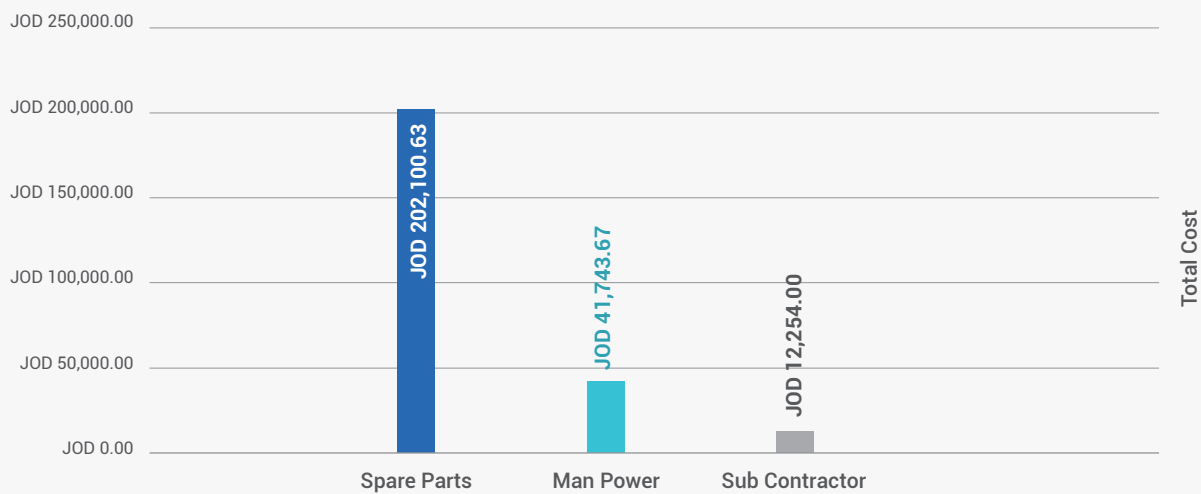
Objective 04 HR Development: Manpower Utilization and skills

Conducted Training Programs

Program Name	Program Type	No. Of Candidates
5G Welding Training	Mechanical	2
6G Welding Training	Mechanical	2
Intermediate Hydraulic Training	Mechanical	12
MV Underground Cables Sizes, Selection and Testing	Electrical	4
PLC Level 1 (Basic Course)	Electrical	6
Transformer Maintenance and Testing according to IEC	Electrical	4
MV Underground Cables Jointing	Electrical	5
Transformer Maintenance and Testing for Technicians	Electrical	7
Laying and Joining Fiber Optics Cables	Electrical	6



Objective 05 Cost Optimization:
Optimizing Maintenance Cost



* All Maintenance readings are up to December 9, 2021
* All Maintenance charts are system generated



Achievements of the Year 2021

HSSE Department

- LTI record for the current year is 0,
- A total of (1,001,190) employee working hours recorded as of November 30, 2021,
- Accreditation from different institutes including Eco Port Certificate, Safety Committee, and becoming a Member of the British Safety Council
- Working on the following accreditation for the next year; the Excellence Award for Occupational Safety and Health and British Safety Council Award.



KPI's of the Year 2021

HSSE Department

The below represents the achieved key performance indicators for the HSSE Department:

Item	Target	Achieved	Achieved to Target
Trainings conducted by HSSE Team	12	18	150%
Safety Sub Committee Meeting	6	6	100%
Safety inductions for new employees and site visitors	100%	100%	100%
Safety permit released for each maintenance activity	100%	100%	100%
Toolbox talk	80	76	95%
Safety Walk	20	18	90%
Site inspections /managerial level	4	4	100%
General housekeeping daily checklist	70%	90%	121%
Garbage Disposal by truck	80%	90%	113%
Audit	2	1	50%
Trainings for HSSE Employees	2	3	150%
Security Breaches	0	0	100%





KPI's of the Year 2021

Administration Department

Objective (2): Housekeeping (5s) Improve workplace environment

S/N	Action Plan/ methodology	Target	Achieved
1	Office checking every 2 days for cleaning	2	2
2	Insect Controller	4	9
3	Orientation for using offices (1 per year)	1	1

The below represents the achieved Key performance indicators for the Administration Department:

Objective (1): LTI=(1.05) Encourage positive health & wellness

S/N	Action Plan/ methodology	Target	Achieved
1	Employee of the month (50 JD)	12	0
2	Safety Training Schedule (10 Trainings)	10	25
3	Orientation for safety (4 per Quarter)	4	30



Objective (3): Customer Satisfaction

S/N	Action Plan/ methodology	Target	Achieved
1	Time Attendance	100%	90%

Objective (4): HR Development and Knowledge Development

S/N	Action Plan/ methodology	Target	Achieved
1	You Deserve more because you are JIPC - Programs	40	30
2	Yearly Events	2	0
3	Encourage Employees to Speak UP	20%	0%
4	Create a unique office environment	1	0
5	Hold regular brainstorming sessions	4	0
6	Hire from the inside first	75%	100%
7	JIPC Sport Team - Uniform	1	0
8	Celebrate your Staff: Birthdays, Accomplishments, Labor Day	100%	100%
9	Training Plan	8	10
10	Performance Appraisal	100%	100%
13	Setting general and specific management policies for the organization	15	15
14	Rotation	12	12
15	Clarify goals & responsibilities	100%	100%

Objective (5): Cost Optimization

S/N	Action Plan/ methodology	Target	Achieved
1	Monitor, control, and reduce the hours spent overtime by allocating the human resource in best way (deduct 2.5%)	2.50%	2.20%
2	Monitor & control the medical insurance policy and place a plan to reduce the overall cost for medical insurance (Deduct 10%)	10%	10%
3	Manpower Planning(increase utilization 60%)	60%	30%

KPI's of the Year 2021

Procurement Department

The below represents the achieved key performance indicators for the Procurement Department:

Objective (2) Housekeeping (5s): Warehouse Cleaning

Action Plan	Target	Achieved
Cleaning check and monthly report	12	11

Objective 03: Costumers Satisfaction: Material Availability

S/N	Action Plan/ methodology	Target	Achieved
1	Order Compliance	>95%	90%
2	Leadtime for Purchase Order issuance	<30 %	20%

Objective 04: HR Development: Planned Training courses

S/N	Action Plan/ methodology	Target	Achieved
1	Planned Training courses	4	0

Objective 05: Cost Optimization Procurement ROI

S/N	Action Plan/ methodology	Target	Achieved
1	Procurement ROI	3%	3%



Financial impact of non- recurring activities that occurred during the financial year and are not part of the Company's core activities

Revenue occurred from an activity not included in the company's main activity	Amount in JOD
Services provided to arriving vessels + Claims	121,125.00
Bank Deposit	645,297.00

Trends of major financial indicators in JOD for the period of 2016- 2021

Profit	2016	2017	2018	2019	2020	2021
Before tax	1,211,263	3,314,472	3,050,659	2,900,244	3,333,432	2,302,625
After tax	1,211,263	3,162,397	2,904,377	2,744,122	3,104,432	

Auditing, legal and consultation fees for the company in JOD

External audit fees and professional consultation for the company	19,115.00
Company audit and tax consultation fees	2,000.00
Legal fees	16,000.00

Summary of JIPC's donations in JOD during 2021

Education - Tablets donation for students in Aqaba schools	2,500.00
Admission expenses for a non-insured employee	187.60

Contracts, Projects, and Commitments that the Company has with Parent companies and terminal users

JIPC signed a user agreement with the Parent companies and the terminal users to specify the relationship between the terminal and the users, the services provided, along with the prices of any activity.

JIPC's contribution to the protection of the environment

JIPC contributes through the implementation of international certificates and standards and through its adherence to ASEZA's legislation and regulations, as well as the mentoring of the surrounding areas through the environment management system as follows;

- Dust suppression systems,
- Sewage treatment unit,
- Rainwater treatment unit,
- Environmental monitoring system,
- Providing service for the disposal of sewage sludge,
- Providing service for the disposal of garbage and chemical waste.



Declarations of the Board of Directors

JIPC's Board of Directors hereby declares that according to the best of its knowledge, there are no substantial matters or ongoing concerns that may affect the Company during the year 2021.



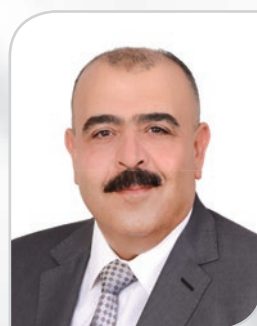
Chairman of the Board
Dr. Maen Nsour



Vice Chairman of the Board
Eng. Abdul Wahab Al Rowad



BoD member
Eng. Mofareh Al-Tarawneh



BoD member
Eng. Khaled Abu Samen



BoD member
Eng. Abdulaziz Arakzeh



BoD member
Mr. MC Gupta



Secretary of the Board
Ms. Lara Mubyadeen



For More Success

JIPC will endeavor to continue its hard work in order to be the number one destination for ports operations and management, through developing effective plans, increasing the awareness of our staff and increase customer satisfaction.

For the coming year of 2022, JIPC is planning to enhance the optimization of its operations, as well as regulate all its activities in a productive and efficient manner to ensure JIPC's continuous success.



**Jordan Industrial Ports
Company**



Jordan Industrial Ports Company

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