

Chapter : 8183 Jordan Free and Development Zones Group

Creation :	The Free Zones experience started in Jordan in 1973, A small free zone was established in Aqaba Port to develop the international commercial exchanges and transit commerce service. and due to the success of Free Zone in Aqaba, the public free zones establishment was expanded, and Zarqa Free Zone was established in 1983 and expansion in establishing public free zones continued until they reached (6) free zones distributed across the Kingdom's governorates, in 2011 the Free Zones Corporation was transferred into a private shareholding company wholly owned by the government under the name of Free Zones Corporation. In order to develop the investment climate with a wider comprehensive vision of the Free Zones and Developmental Areas, the Cabinet decided in the mid of 2016 to merge Free Zones Corporation and Jordan Free and Development Zones Corporation in one company under the name of " Free Zones and Development Zones Group"
Vision :	Pioneering and excellence in attracting qualitative and quantitative investments supporting the national economy.
Mission :	A core developer concerned with the management and development of free and development zones by providing an attractive and safe investment environment to enhance transit trade, develop international trade exchanges and encourage export industries and tourism activities, in effective partnership with the relevant entities with our commitment to community responsibility and the environment preservation.
Legal Framework :	Private limited shareholding company owned by the Hashemite Kingdom of Jordan, the Minister of Finance represents the General Assembly of the Company and it is registered at Companies Control Department under No. (810) and works under the umbrella of Investment Law for the year 2014.

Priorities and targeted results within the determined ceilings for the years 2025 - 2027 :

First Priority :

- Continuous improvement and internal development leading to a higher level of services provided to stakeholders.

Key procedures to achieve the first priority :

- Study the treatment of stone chains in Zarqa free zone.
- Maintenance of free zone roads and pavements.
- Numbering the streets and installing indicative signs within Zarqa Free Zone.
- Renewal of water system in Zarqa Free Zone.
- Hydrological study of airport free zone.
- Establishing a water tank in Zarqa free zone.
- Ready-to-lease warehouse project in airport free zone.
- Digital transformation of the Company's services.
- Enterprise resource planning project (Oracle Fusion).
- Completion of maintenance work of the Dead Sea Corniche.
- Traffic and guiding signs at the Corniche.
- Implementation of Service Street in Corniche.
- Infrastructure works for investment projects..
- Implementation of the public beach project.
- Implement parking, roads, infrastructure and sanitation facilities for Ajloun Park.
- Implementation of parks, roads and facilities in the piece (292)
- Balanced Sustainability Initiative (empowering gender, supporting community responsibility and preserving the environment).

First Priority Outcomes :

- Increasing the level of satisfaction of stakeholders.

First priority-related program :

- Free Zone Management.
- Development Zones Management.

Second Priority :

- Effectively promoting and enhancing investment attractiveness.

Key procedures to achieve the second priority :

- Modernizing and developing the promotional identity (Branding) and implementing a promotional campaign for the Free Zone Queen Alia International Airport.
- Services and activities in support of the Free Zone Airport promotional campaign.
- (360) Comprehensive promotional campaigns for Zarqa Free Zone.
- (360) Comprehensive Promotional Campaigns for Karak Free Zone.

Second Priority Outcomes :

- Achieving sustained revenue growth by attracting new investors, which will increase occupancy and expand economic activities in free and development zones.

Second priority-related program :

- Free Zone Management.
- Development Zones Management.

Tasks of the Ministry / Department :

- Establishing and managing free zones and developmental areas and obtaining necessary licenses and approvals including signing development contract.
- Establishing all necessary facilities for the free zones and developmental areas and provide necessary services.
- Developing lands inside free zones and developmental zones including infrastructure and superstructure.

Ministry/Department Contribution to the Achievement of the National Objectives :

- Supporting engines of economic growth and stimulate business and investment environment.

Major Issues and Challenges which face the Ministry / Department :

- Although infrastructure services in the Group's locations are of relatively good quality, they need to be continuously upgraded in capabilities and quality.
- Although the occupancy rate of investment units in some areas may be as high as 95%, the occupancy rate is still low in others, reflecting negatively on the public occupancy ratio of 69%.
- A part of services provided by the group for the service recipients not transferred into electronic services.

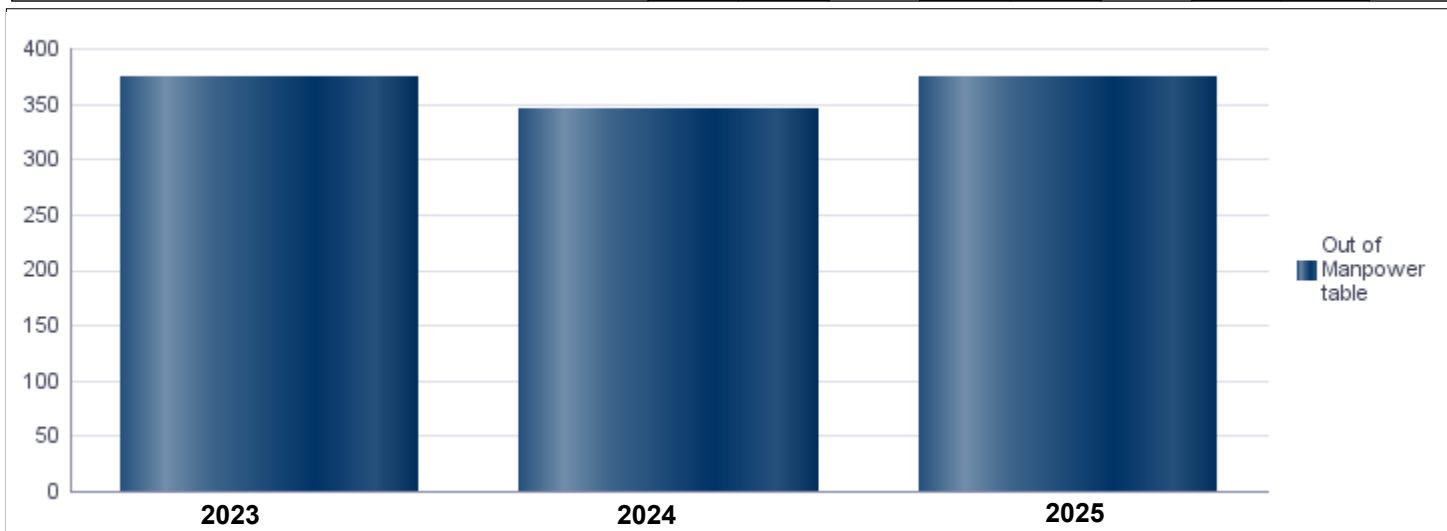
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Strategic goals of the Ministry/ Department/ Unit and Performance Measurement Indicators

Strategic Objective	Performance Indicator	Base year	Value	Actual Value	Target Value	Preliminary Self Evaluation	Target Value		
				2023	2024	2024	2025	2026	2027
1 - Increasing investments to promote export industries, trade development, transit trade and tourism product.	1 Volume of commercial activity of goods and heavy duty machines entering and exiting the Free Zones (million JDs).	2019	4827	4928	5426	4329	4909	4951	4993
	2 Volume of the Group's annual revenues (million JDs).	2019	22.7	27	28.2	22	25	27	28
	3 Number of new investment contracts.	2019	59	63	83	36	74	83	93
2 - Developing and enhancing performance and institutional capacity, commitment to community responsibility and environmental conservation.	1 Percentage of stakeholders satisfaction.	2021	%69.6	%78.8	%84.7	%80	%75	%78	%81
	2 Percentage of employees satisfaction.	2021	%74	%82	%83.8	%80	%79	%82	%85
	3 Number of community service initiatives.	2021	3	5	4	1	4	5	6
	4 Number of complaints received by service centers.	2022	11	3	8	5	6	4	3

Number of Staff in the Ministry/ Department/ Unit

Group	Job	2023			2024			Preliminary 2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Out of Manpower table	Jobs of the Company	291	83	374	262	83	345	281	92	373
Total Cost of Salaries		4428502	1437652	5866154	5094204	1670796	6765000	4445766	1461234	5907000



Most notable information about the Ministry/Department/Unit

No.	Description	base year	Value	Primary 2024	Estimatec 2025												
					Irbid	Mafraq	Jarsh	Ajloun	Amman	Balqa'	Zaraq'	Madaba	Karak	Ma'an	Tafila	Aqaba	Total
1	Number of public free zones.	2019	6	6	0	1	0	0	3	0	1	0	1	0	0	0	6
2	Number of developmental zones.	2019	2	2	0	0	0	1	0	1	0	0	0	0	0	0	2

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(In JDs)

Current Activities Appropriations According to Program							
Prog.	Activites		Actual	Estimated	Re-estimated	Estimated	Indicative
			2023	2024	2024	2025	2026
9533	601	Free areas management	9857998	12545000	11419000	11418000	11811000
		Total of Program	9857998	12545000	11419000	11418000	11811000
9534	601	Developmental areas management	1463633	3387000	3059000	2974000	3071000
		Total of Program	1463633	3387000	3059000	2974000	3071000
		Total	11321631	15932000	14478000	14392000	14882000

Capital Projects Appropriations According to Program							
Prog.	Projects		Actual	Estimated	Re-estimated	Estimated	Indicative
			2023	2024	2024	2025	2026
9533	001	Sustaining and developing services of free and development zones	930208	2400000	2000000	2500000	2500000
	002	Development of the Infrastructure of Free Zone / Zarqa.	1542487	2400000	2400000	2750000	3250000
	003	Development of the Infrastructure of Free Zone / Al-mwager	0	100000	100000	100000	100000
	004	Development of the Infrastructure of the Free Zone / Airport	354674	1500000	1000000	1700000	1700000
	005	Developing the Infrastructure of Free Zone / Karak	0	100000	50000	0	0
	006	Community Development of Free Zones.	0	100000	50000	100000	100000
	007	Marketing and promotion of free zones.	0	125000	50000	100000	100000
		Total of Program	2827369	6725000	5650000	7250000	7750000
9534	001	Local community development	86993	100000	100000	100000	100000
	002	Development of Eastern Coast of the Dead Sea.	13513	1100000	750000	1250000	1500000
	003	Development of Ajloun Development Zone	190896	400000	300000	400000	400000
	004	Marketing and promoting the developmental areas	35377	75000	50000	100000	100000
	005	Public services in the Dead Sea Development Zone	454281	400000	400000	400000	400000
	006	Cable Car / Ajloun governorate	1522021	1150000	750000	260000	260000
		Total of Program	2303081	3225000	2350000	2510000	2760000
		Total	5130450	9950000	8000000	9760000	10510000

Overall Summary of Expenditures for Chapter 8183- Jordan Free and Development Zones Group
for the Years 2023 - 2027

(In JDs)

Description	Actual	Estimated	Re-estimated	Estimated	Difference between estimated 2025 and re-estimated 2024	Indicative	
	2023	2024	2024	2025		2026	2027
Current Expenditure	11,321,631	15,932,000	14,478,000	14,392,000	-86,000	14,882,000	15,086,000
Capital Expenditure	5,130,450	9,950,000	8,000,000	9,760,000	1,760,000	10,510,000	10,760,000
Total current and capital expenditure	16,452,081	25,882,000	22,478,000	24,152,000	1,674,000	25,392,000	25,846,000

Most notable differences between estimated appropriations for 2025 and re-estimated for 2024

Current expenditure :

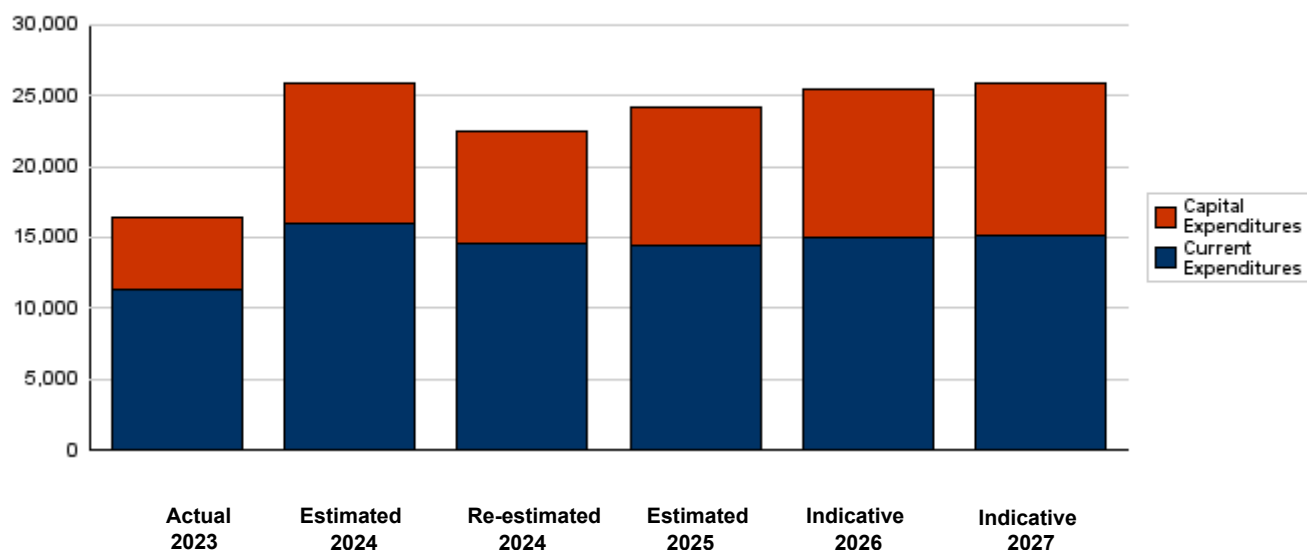
- Increased allowance for compensations of employees in the amount of (218) thousand JDs. This increase resulted from the natural increase in salaries, the cost of appointments and the cost of new jobs for 2025.
- Increased allocations for operational expenditures in the amount of (211) thousand JDs. This increase was apportioned in the majority of operational expenditure, most notably income tax item.
- Other expenditure appropriations decreased by (515) thousand JDs due to the decrease in End-of-service compensation item.

Capital expenditure :

- Capital expenditures increased by (1.760) million JDs as a result of increased allocations to some projects and decrease in others, most notably:
- The appropriations of eastern coast of the Deadsea development increased by (500) thousand JDs.
- The appropriations of maintaining and developing developmental and free zones services increased by (500) thousand JDs.
- The appropriations of the project for developing the Ajloun developmental zone by (100) thousand JDs.
- The appropriations of Zarqa Free Zone infrastructure development project increased by (350) thousand JDs.
- The appropriations of Free Zone/ Airport infrastructure development project increased by (700) thousand JDs.
- Decrease in the appropriations for the cable car project/Ajloun governorate in the amount of (490) thousand JDs.

(Thousands of JDs)

Graph of the current and capital expenditures for the years 2023 - 2027



Budget Summary

Chapter : 8183 Jordan Free and Development Zones Group

(In JDs)

Description		Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026	Indicative 2027
Revenues							
141	Property Income Revenues	7569822	7000000	7000000	7350000	7718000	8103000
142	Revenues of Selling Goods and Services	20038778	25944000	23944000	23728000	29242000	26080000
Total Revenues		27608600	32944000	30944000	31078000	36960000	34183000
Expenditures							
A - Current Expenditures							
211	Salaries, Wages and Allowances	5200558	5980000	5054000	5247000	5309000	5373000
212	Social Security Contributions	665596	785000	635000	660000	670000	680000
221	Use of Goods and Services	4478532	7292000	6914000	7125000	7543000	7673000
282	Other Miscellaneous Expenditures	976945	1875000	1875000	1360000	1360000	1360000
Total Current Expenditures		11321631	15932000	14478000	14392000	14882000	15086000
B - Capital Expenditures							
202001	Capital - Domestic Funding	5130450	9950000	8000000	9760000	10510000	10760000
Total Capital Expenditures		5130450	9950000	8000000	9760000	10510000	10760000
Total Expenditures		16452081	25882000	22478000	24152000	25392000	25846000
Deficit \ Surplus before Financing		11156519	7062000	8466000	6926000	11568000	8337000
FINANCING BUDGET							
A - Uses							
5114001	Transferring the surplus of governmental units to the Treasury	4000000	5000000	5000000	6000000	7000000	8000000
5119007	Reserves for Liabilities Repayment	14152000	9640000	17618000	18544000	23112000	23449000
5119008	Repayment of Liabilities	236519	0	0	0	0	0
Total Uses		18388519	14640000	22618000	24544000	30112000	31449000
B - Sources							
4113001	Budget Surplus before financing	11156519	7062000	8466000	6926000	11568000	8337000
4119004	Usage of reserves for liabilities repayment	7232000	7578000	14152000	17618000	18544000	23112000
Total Sources		18388519	14640000	22618000	24544000	30112000	31449000
Deficit \ Surplus after Financing		0	0	0	0	0	0

Revenues

Chapter : 8183 Jordan Free and Development Zones Group

(In JDs)

Group No.	Item	Description	Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026	Indicative 2027
1415		Royalty						
	901	Rents received by government units						
	001	Rents	7569822	0	0	0	0	0
	002	Rents Allowance of Free Zones	0	7000000	7000000	7350000	7718000	8103000
		Total of Item	7569822	7000000	7000000	7350000	7718000	8103000
		Total	7569822	7000000	7000000	7350000	7718000	8103000
1421		Sales of Market Governmental Units						
	065	Current Revenues for Jordan Free and Development Zones Group						
	001	Revenues of services allowance for Special Free Zones	1462803	0	0	0	0	0
	002	Waiver Fees Revenues	3568739	0	0	0	0	0
	003	Storing charges revenues	2968192	0	0	0	0	0
	004	Insurance premiums revenues	1564522	0	0	0	0	0
	005	General services charges revenues	4514067	0	0	0	0	0
	006	Waters costs revenues	109142	0	0	0	0	0
	007	Sale and lease of land	475887	0	0	0	0	0
	008	Fines revenues (licensing, delay of rental contracts, administration)	681234	0	0	0	0	0
	009	Revenues of fees (licensing and registration)	769733	0	0	0	0	0
	010	Revenues of trade value variances	547079	0	0	0	0	0
	011	Revenues of vehicles access	1134969	0	0	0	0	0
	012	Internet services revenues	388959	0	0	0	0	0
	999	Miscellaneous Revenues	789413	0	0	0	0	0
		Total of Item	18974739	0	0	0	0	0
	066	Current Revenues of Free Zones						
	001	Revenues of services allowance for Special Free Zones	0	3000000	3100000	3300000	3465000	3638000
	002	Waiver Fees Revenues	0	3200000	3571000	3600000	3780000	3969000
	003	Storing charges revenues	0	2500000	2739000	2700000	2835000	2977000
	004	Insurance premiums revenues	0	1500000	1417000	1500000	1575000	1653000
	005	General services charges revenues	0	4300000	4359000	4400000	4620000	4851000
	006	Waters costs revenues	0	150000	271000	270000	283000	297000
	007	Fines revenues (licensing, delay of rental contracts, administration)	0	300000	438000	400000	420000	441000
	008	Revenues of fees (licensing and registration)	0	700000	610000	610000	640000	672000
	009	Revenues of trade value variances	0	600000	425000	425000	447000	468000
	010	Revenues of vehicles access	0	1200000	1176000	1200000	1260000	1323000
	011	Internet services revenues	0	300000	371000	380000	399000	419000
	999	Miscellaneous Revenues	0	1000000	885000	903000	947000	995000
		Total of Item	0	18750000	19362000	19688000	20671000	21703000
	067	Current revenues of the developmental areas						
	001	Selling and renting lands for developmental areas	0	4170000	1561000	2129000	6093000	1715000
	002	Revenues of Teleferik and Assoan Developmental Area	1064039	3024000	3021000	1911000	2478000	2662000
		Total of Item	1064039	7194000	4582000	4040000	8571000	4377000
		Total	20038778	25944000	23944000	23728000	29242000	26080000
		Total Revenues	27608600	32944000	30944000	31078000	36960000	34183000

Overall Summary of Current Expenditures for the Years 2023 - 2027

Chapter : 8183 Jordan Free and Development Zones Group

(In JDs)

Group	Item	Description	Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026	Indicative 2027
21		Compensations of Employees						
2111		Salaries, Wages and Allowances						
	102	Unclassified Employees	2831126	3215000	2739000	2805000	2835000	2865000
	103	Comprehensive Contract Employees	35600	90000	20000	0	0	0
	106	Family Cost of Living Allowance	133723	135000	125000	125000	135000	150000
	111	Additional Allowance	1241832	1510000	1140000	1237000	1259000	1278000
	113	Transportation Allowance	95327	100000	100000	100000	100000	100000
	114	Transport Allowance	13014	30000	30000	30000	30000	30000
	116	Employees' Bonuses	849936	900000	900000	950000	950000	950000
Total			5200558	5980000	5054000	5247000	5309000	5373000
2121		Social Security Contributions						
	301	Social Security	665596	785000	635000	660000	670000	680000
Total			665596	785000	635000	660000	670000	680000
22		Use of Goods and Services						
2211		Use of Goods and Services						
	201	Rents	692481	750000	750000	775000	775000	775000
	202	Telecommunications Services	45604	60000	60000	60000	60000	60000
	203	Water	113046	200000	150000	150000	150000	150000
	204	Electricity	865861	1150000	950000	1100000	1120000	1150000
	205	Fuels	165000	170000	170000	200000	200000	200000
	206	Maintenance of Machines, furniture and acces	11874	350000	350000	355000	355000	355000
	207	Maintenance of vehicles, equipment and acces	53103	60000	60000	58000	58000	58000
	208	Repair and maintenance of buildings and acce	3934	155000	155000	157000	157000	157000
	209	Stationery, Publications and Office Supplies	66770	85000	85000	95000	95000	95000
	210	Substances and raw materials (medicines, clo	103658	115000	115000	115000	115000	115000
	211	Cleaning services and supplies including clea	519963	800000	800000	800000	800000	800000
	212	Insurance	142208	225000	200000	305000	305000	305000
	213	Official Travel Missions	10500	10000	10000	15000	15000	15000
	214	Goods and services expenses	1684530	3162000	3059000	2940000	3338000	3438000
Total			4478532	7292000	6914000	7125000	7543000	7673000
28		Other Expenditures						
2821		Other Current Expenditures						
	302	Contributions	840648	1530000	1530000	974000	974000	974000
	303	Scientific scholarships and training courses	33381	20000	20000	50000	50000	50000
	305	Non-Employees' Bonuses	102916	325000	325000	336000	336000	336000
Total			976945	1875000	1875000	1360000	1360000	1360000
Total of Chapter			11321631	15932000	14478000	14392000	14882000	15086000

Overall Summary of Capital Expenditures for the Years 2023 - 2027

Chapter : 8183 Jordan Free and Development Zones Group

(In JDs)

Group	Item	Description	Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026	Indicative 2027
		Expenditures						
22		Use of Goods and Services						
2211		Use of Goods and Services						
	510	Buildings and facilities repair and maintenance	144053	0	0	0	0	0
	512	Operating and Sustaining Expenditures	994611	1465000	1185000	1515000	1515000	1515000
		Total	1138664	1465000	1185000	1515000	1515000	1515000
28		Other Expenditures						
2822		Other Capital Expenditures						
	504	Studies, Research and Consultations	333943	600000	500000	350000	500000	650000
		Total	333943	600000	500000	350000	500000	650000
		Fixed Assets						
31		Non-financial Assets						
3111		Buildings and Constructions						
	508	Works and Constructions	3232659	7150000	5650000	7110000	7710000	7810000
		Total	3232659	7150000	5650000	7110000	7710000	7810000
3112		Devices, Machinery and Equipment						
	505	Equipment, Machines and Devices	292584	710000	665000	785000	785000	785000
	506	Vehicles and Equipment	103600	25000	0	0	0	0
		Total	396184	735000	665000	785000	785000	785000
3113		Other Fixed Assets						
	511	Equipping and furnishing	29000	0	0	0	0	0
		Total	29000	0	0	0	0	0
		Total of Chapter	5130450	9950000	8000000	9760000	10510000	10760000

**Appropriations directed for females and child according to chapter : 8183 Jordan Free and
Development Zones Group**

(In JDs)

Description	2023	2024	2025	2026	2027
Females	1,437,652	1,670,796	1,461,234	1,475,200	1,489,417
Child	0	0	0	0	0
Appropriations distributed according to population index					
Females	4,975,386	8,984,990	8,575,150	9,124,110	9,302,710
Child	3,810,934	6,882,120	6,568,200	6,988,680	7,125,480
Total appropriations directed for females	6,413,038	10,655,786	10,036,384	10,599,310	10,792,127
Total appropriations directed for Child	3,810,934	6,882,120	6,568,200	6,988,680	7,125,480

9533 Program Free Zones Administration**Objective of the program :**

- Promoting the level of services and procedures in the free zones to contribute to improving the competitive position and competitive capacities.

The strategic objective related to the program :

- Increasing investments to promote export industries, trade development, transit trade and tourism product.
- Developing and strengthening performance, institutional capacities and commitment to community responsibility and environmental conservation.

Directorates associated with the program :

- Infrastructure Services Directorate.
- Airport Free Zone Administration.
- Zarqa Free Zone Administration.
- Mwaqar Free Zone Administration.
- Karak Free Zone Administration.
- Investment, Communication and Media Promotion Directorate.

Services provided by the program :

- Equipping free zones with infrastructure and superior services for the purpose of offering investment opportunities in various activities (commercial, industrial and service).
- Equipping free zones with the necessary squares and warehouses that cover investors' needs.

Program's main outputs and results during the years (2025 -2027):

- Improving the quality of infrastructure and basic services in all free zones to meet investors' needs.
- Raising operational efficiency and upgrading squares and warehouses in line with global standards and increasing the absorptive capacity of investors.
- Increasing the volume of foreign and domestic investments by improving the business environment and providing competitive investment opportunities.
- Enhancing investor and customer satisfaction by simplifying procedures and accelerating services provided.

The Program's challenges :

- Old infrastructure in some free zones, which requires significant updates to keep up with investors' requirements.
- Lack of adequate financial resources to support modern expansion projects and equipment in free zones;
- Environmental challenges and societal responsibility in providing environmentally friendly solutions commensurate with environmental conservation policies.
- Limited coordination between different entities, which affects the efficiency of project implementation and the improvement of services.

Actions to address challenges and improve services provided:

- Launching projects to modernize infrastructure with a dedicated budget and prioritize areas requiring immediate updates.
- Activating investment and financing partnerships with local and international entities to support development and expansion projects in free zones.
- Adopting environmental sustainability standards by installing renewable energy systems and improving waste management within free zones.
- Enhanced coordination among directorates through the organization of periodic meetings and the development of clear policies to improve communication and efficient implementation of projects.

Gender:

- Gender empowerment through the development of policies to ensure equal opportunities in employment and promotion between the sexes, the development of training programmes for women and the creation of a work environment suited to work-life balance and the holding of workshops on the importance of women's empowerment and quality equality.

Staff working in the program :

The program is implemented through a functional staff in 2024 estimated with (281) staff, including (206) males and (75) females .

Appropriations directed for females and child**(In JDs)**

Description	2023	2024	2025	2026	2027
Females	1,324,858	1,552,046	1,359,609	1,368,950	1,378,292
Child	0	0	0	0	0
Appropriations directed according to population index					
Females	3,629,136	6,323,850	6,379,780	6,783,040	6,928,740
Child	2,779,764	4,843,800	4,886,640	5,195,520	5,307,120
Total appropriations directed for females	4,953,994	7,875,896	7,739,389	8,151,990	8,307,032
Total appropriations directed for Child	2,779,764	4,843,800	4,886,640	5,195,520	5,307,120

9533 Program Free Zones Administration**Key Performance Indicators for Program**

Performance Measurement Indicator		Base Year	Value	Actual value 2023	Target value 2024	Preliminary Self Evaluation 2024	Target Value		
				2023	2024	2024	2025	2026	2027
1	Percentage of occupies areas out of developed areas in the free zones.	2022	%69	%71	%75	%72	%74	%76	%78
2	Percentage of digital transformation of services.	2022	%10	%10	%10	%10	%50	%75	%100

Appropriations 9533 Program Free Zones Administration Per Activities and Projects

(In JDs)

Activities and Projects		Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026 2027	
Current Expenditures		9,857,998	12,545,000	11,419,000	11,418,000	11,811,000	11,906,000
601	Free areas management	9,857,998	12,545,000	11,419,000	11,418,000	11,811,000	11,906,000
Capital Expenditures		2,827,369	6,725,000	5,650,000	7,250,000	7,750,000	8,000,000
001	Sustaining and developing services of free and development zones	930,208	2,400,000	2,000,000	2,500,000	2,500,000	2,500,000
002	Development of the Infrastructure of Free Zone / Zarqa.	1,542,487	2,400,000	2,400,000	2,750,000	3,250,000	3,500,000
003	Development of the Infrastructure of Free Zone / Al-mwager	0	100,000	100,000	100,000	100,000	100,000
004	Development of the Infrastructure of the Free Zone / Airport	354,674	1,500,000	1,000,000	1,700,000	1,700,000	1,700,000
005	Developing the Infrastructure of Free Zone / Karak	0	100,000	50,000	0	0	0
006	Community Development of Free Zones.	0	100,000	50,000	100,000	100,000	100,000
007	Marketing and promotion of free zones.	0	125,000	50,000	100,000	100,000	100,000
Program		2,827,369	6,725,000	5,650,000	7,250,000	7,750,000	8,000,000
Total Program		12,685,367	19,270,000	17,069,000	18,668,000	19,561,000	19,906,000

Current Expenditures According to Program and Activities for the Years 2023 - 2027

Chapter : 8183 - Jordan Free and Development Zones Group

(In JDs)

Program : 9533 - Free Zones Administration								
Activity : 601 - Free areas management								
Group	Item	Description	Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026	Indicative 2027
21		Compensations of Employees						
2111		Salaries, Wages and Allowances						
	102	Unclassified Employees	2406457	2800000	2424000	2405000	2420000	2435000
	106	Family Cost of Living Allowance	113665	120000	110000	110000	115000	125000
	111	Additional Allowance	1063832	1320000	1030000	1100000	1110000	1115000
	113	Transportation Allowance	81028	90000	90000	90000	90000	90000
	114	Transport Allowance	11062	25000	25000	19000	19000	19000
	116	Employees' Bonuses	722000	800000	800000	800000	800000	800000
Total			4398044	5155000	4479000	4524000	4554000	4584000
2121		Social Security Contributions						
	301	Social Security	565757	660000	560000	570000	575000	580000
Total			565757	660000	560000	570000	575000	580000
22		Use of Goods and Services						
2211		Use of Goods and Services						
	201	Rents	664481	700000	700000	725000	725000	725000
	202	Telecommunications Services	38763	45000	45000	45000	45000	45000
	203	Water	97046	100000	75000	70000	70000	70000
	204	Electricity	735982	780000	580000	750000	760000	770000
	205	Fuels	165000	170000	170000	200000	200000	200000
		001 Heating	30000	20000	20000	35000	35000	35000
		002 Saloon vehicles	42000	50000	50000	55000	55000	55000
		003 Transport vehicles and heavy equipment	93000	100000	100000	110000	110000	110000
	206	Maintenance of Machines, furniture and accessories	10874	15000	15000	20000	20000	20000
	207	Maintenance of vehicles, equipment and accessories	45138	50000	50000	50000	50000	50000
	208	Repair and maintenance of buildings and accessories	3000	150000	150000	150000	150000	150000
	209	Stationery, Publications and Office Supplies	56770	45000	45000	60000	60000	60000
	210	Substances and raw materials (medicines, clothes, food, films, etc..)	88658	90000	90000	90000	90000	90000
	211	Cleaning services and supplies including cleaning contracts	519963	550000	550000	575000	575000	575000
	212	Insurance	142208	190000	165000	255000	255000	255000
	213	Official Travel Missions	8500	8000	8000	12000	12000	12000
	214	Goods and services expenses	1453907	2254000	2154000	2277000	2625000	2675000
		008 Advertisements and subscriptions	43822	45000	45000	45000	45000	45000
		013 Services, security and guarding contracts	1237610	1350000	1250000	1300000	1300000	1300000
		028 Professional services expenditures	5351	8000	8000	20000	20000	20000
		056 Legal consultations	10200	23000	23000	23000	23000	23000
		084 Fees and licenses	3000	3000	3000	7000	7000	7000
		099 Income tax	55259	650000	650000	702000	1050000	1100000
		108 Cases and fees	74611	150000	150000	150000	150000	150000
		121 Administrative expenses	24054	25000	25000	30000	30000	30000
Total			4030290	5147000	4797000	5279000	5637000	5697000
28		Other Expenditures						
2821		Other Current Expenditures						
	302	Contributions	729610	1428000	1428000	858000	858000	858000
		014 Saving Fund contribution	232337	283000	283000	283000	283000	283000
		016 Health insurance contributions	170212	195000	195000	250000	250000	250000
		028 End of Service Compensation	327061	950000	950000	325000	325000	325000
	303	Scientific scholarships and training courses	31381	16000	16000	35000	35000	35000
	305	Non-Employees' Bonuses	102916	139000	139000	152000	152000	152000
		000 Non-employees' bonuses	102916	0	0	0	0	0
		006 Bonuses for the members of board of directors	0	107000	107000	107000	107000	107000
		018 Purchase of day workers' services	0	32000	32000	45000	45000	45000
Total			863907	1583000	1583000	1045000	1045000	1045000
Total of Activity			9857998	12545000	11419000	11418000	11811000	11906000
Total of Program			9857998	12545000	11419000	11418000	11811000	11906000

Capital Expenditures According to Program and Projects for the Years 2023 - 2027

Chapter : 8183 Jordan Free and Development Zones Group

(In JDs)

Program : 9533 Free Zones Administration

Project : 001 Sustaining and developing services of free and development zones

Fund Source : 202001 Capital - Domestic Funding

Group	Item	Description	Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026	Indicative 2027
22		Use of Goods and Services						
2211		Use of Goods and Services						
	510	Buildings and facilities repair and maintenance						
	008	Buildings and facilities maintenance	130840	0	0	0	0	0
		Total of Item	130840	0	0	0	0	0
	512	Operating and Sustaining Expenditures						
	013	Services contracts	162563	200000	200000	200000	200000	200000
	109	Computer network expansions	324153	450000	320000	500000	500000	500000
	118	Repayment of due claims	0	15000	15000	15000	15000	15000
		Total of Item	486716	665000	535000	715000	715000	715000
31		Non-financial Assets						
3111		Buildings and Constructions						
	508	Works and Constructions						
	040	Constructions	48268	1000000	800000	1000000	1000000	1000000
		Total of Item	48268	1000000	800000	1000000	1000000	1000000
3112		Devices, Machinery and Equipment						
	505	Equipment, Machines and Devices						
	001	Computers and accessories	16131	70000	50000	70000	70000	70000
	003	Office supplies and equipment	11825	15000	15000	15000	15000	15000
	060	Surveillance equipment	189428	625000	600000	700000	700000	700000
		Total of Item	217384	710000	665000	785000	785000	785000
	506	Vehicles and Equipment						
	001	Saloon cars	0	25000	0	0	0	0
	014	Heavy equipment	47000	0	0	0	0	0
		Total of Item	47000	25000	0	0	0	0
		Total of Project	930208	2400000	2000000	2500000	2500000	2500000

Project : 002 Development of the Infrastructure of Free Zone / Zarqa.

Fund Source : 202001 Capital - Domestic Funding

Group	Item	Description	Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026	Indicative 2027
28		Other Expenditures						
2822		Other Capital Expenditures						
	504	Studies, Research and Consultations						
	015	Studies, consultations and engineering diagrams	108156	200000	200000	250000	400000	550000
		Total of Item	108156	200000	200000	250000	400000	550000
31		Non-financial Assets						
3111		Buildings and Constructions						
	508	Works and Constructions						
	040	Constructions	1434331	2200000	2200000	2500000	2850000	2950000
		Total of Item	1434331	2200000	2200000	2500000	2850000	2950000
		Total of Project	1542487	2400000	2400000	2750000	3250000	3500000

Capital Expenditures According to Program and Projects for the Years 2023 - 2027

Chapter : 8183 Jordan Free and Development Zones Group

(In JDs)

Program : 9533 Free Zones Administration								
Project : 003 Development of the Infrastructure of Free Zone / Al-mwaqer								
Fund Source : 202001 Capital - Domestic Funding								
Group	Item	Description	Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026	Indicative 2027
31		Non-financial Assets						
3111		Buildings and Constructions						
	508	Works and Constructions						
	040	Constructions	0	100000	100000	100000	100000	100000
		Total of Item	0	100000	100000	100000	100000	100000
		Total of Project	0	100000	100000	100000	100000	100000
Project : 004 Development of the Infrastructure of the Free Zone / Airport								
Fund Source : 202001 Capital - Domestic Funding								
Group	Item	Description	Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026	Indicative 2027
22		Use of Goods and Services						
2211		Use of Goods and Services						
	512	Operating and Sustaining Expenditures						
	082	Marketing and promotion	11644	0	0	0	0	0
		Total of Item	11644	0	0	0	0	0
31		Non-financial Assets						
3111		Buildings and Constructions						
	508	Works and Constructions						
	040	Constructions	343030	1500000	1000000	1700000	1700000	1700000
		Total of Item	343030	1500000	1000000	1700000	1700000	1700000
		Total of Project	354674	1500000	1000000	1700000	1700000	1700000
Project : 005 Developing the Infrastructure of Free Zone / Karak								
Fund Source : 202001 Capital - Domestic Funding								
Group	Item	Description	Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026	Indicative 2027
31		Non-financial Assets						
3111		Buildings and Constructions						
	508	Works and Constructions						
	040	Constructions	0	100000	50000	0	0	0
		Total of Item	0	100000	50000	0	0	0
		Total of Project	0	100000	50000	0	0	0
Project : 006 Community Development of Free Zones.								
Fund Source : 202001 Capital - Domestic Funding								
Group	Item	Description	Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026	Indicative 2027
22		Use of Goods and Services						
2211		Use of Goods and Services						
	512	Operating and Sustaining Expenditures						
	072	In kind and cash aids	0	100000	50000	100000	100000	100000
		Total of Item	0	100000	50000	100000	100000	100000
		Total of Project	0	100000	50000	100000	100000	100000

Capital Expenditures According to Program and Projects for the Years 2023 - 2027

Chapter : 8183 Jordan Free and Development Zones Group

(In JDs)

Program : 9533 Free Zones Administration								
Project : 007 Marketing and promotion of free zones.								
Fund Source : 202001 Capital - Domestic Funding								
Group	Item	Description	Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026	Indicative 2027
22		Use of Goods and Services						
2211		Use of Goods and Services						
	512	Operating and Sustaining Expenditures						
	082	Marketing and promotion	0	125000	50000	100000	100000	100000
		Total of Item	0	125000	50000	100000	100000	100000
		Total of Project	0	125000	50000	100000	100000	100000
		Total of Program	2827369	6725000	5650000	7250000	7750000	8000000

9534 Program Developmental Areas Administration**Objective of the program :**

- Developing and completing the infrastructure and superstructure related to the developmental zones as a pillar to perform effective investment activities.

The strategic objective related to the program :

- Increasing investments to promote export industries, trade development, transit trade and tourism product.
- Developing and strengthening performance, institutional capacities and commitment to community responsibility and environmental conservation.

Directorates associated with the program :

- Investors services directorate in the developmental zones.
- Financial and administrative affairs directorate in the developmental zones.
- Projects and infrastructure directorate in the developmental zones.
- Dead Sea developmental directorate.
- Alsswan developmental directorate.
- Investment, communication and media promotion directorate.

Services provided by the program :

- Launching tourism investment opportunities in Alsswan developmental zone and Dead Sea developmental zone.
- Receiving tourists and visitors for Ajloun Cable Car project and Prince Hussein Bin Abdullah II park in the Dead Sea.

Program's main outputs and results during the years (2025 -2027):

- Completion of infrastructure equipment in the development zones (Dead Sea, Alssawan) to support investment and tourism activities.
- Increasing the number of tourism investment opportunities by launching new projects in targeted development areas.
- Raising the percentage of tourism and visitors to major tourist sites such as Ajloun Cable Car.
- Annual growth in investment revenues derived from activities in the developmental zones.

The Program's challenges :

- Seasonal changes affecting tourist turnout in some areas, reducing returns at certain times.
- Difficulty in attracting new investments due to regional competition and opportunities in other countries.
- Environmental challenges that require special equipment to protect tourist areas and ensure their sustainability.
- Political instability and continued military events in neighbouring countries.

Actions to address challenges and improve services provided:

- Seeking partnerships with the private sector to develop new investment projects.
- Diversification of tourism activities throughout the year to reduce the impact of the seasons and enhance the continuity of tourism attractions.
- Launching international promotional campaigns in coordination with the Directorate for Investment Promotion, Communication and Information to highlight investment opportunities.
- Adopting environmental sustainability practices to ensure the protection of developmental zones such as waste management and the preservation of the natural environment.

Staff working in the program :

The program is implemented through a functional staff in 2024 estimated with (64) staff, including (56) males and (8) females .

Appropriations directed for females and child**(In JDs)**

Description	2023	2024	2025	2026	2027
Females	112,794	118,750	101,625	106,250	111,125
Child	0	0	0	0	0
Appropriations directed according to population index					
Females	1,346,250	2,661,140	2,195,370	2,341,070	2,373,970
Child	1,031,170	2,038,320	1,681,560	1,793,160	1,818,360
Total appropriations directed for females	1,459,044	2,779,890	2,296,995	2,447,320	2,485,095
Total appropriations directed for Child	1,031,170	2,038,320	1,681,560	1,793,160	1,818,360

Key Performance indicators for Program

Performance Measurement Indicator		Base Year	Value	Actual value	Target value	Preliminary Self Evaluation	Target Value		
				2023	2024		2025	2026	2027
1	Number of concluded investment agreements.	2022	8	5	6	16	10	11	12

Chapter 8183 - Jordan Free and Development Zones Group

9534 Program Developmental Areas Administration

Appropriations 9534 Program Developmental Areas Administration Per Activities and Projects

(In JDs)

Activities and Projects		Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026 2027	
Current Expenditures		1,463,633	3,387,000	3,059,000	2,974,000	3,071,000	3,180,000
601	Developmental areas management	1,463,633	3,387,000	3,059,000	2,974,000	3,071,000	3,180,000
Capital Expenditures		2,303,081	3,225,000	2,350,000	2,510,000	2,760,000	2,760,000
001	Local community development	86,993	100,000	100,000	100,000	100,000	100,000
002	Development of Eastern Coast of the Dead Sea.	13,513	1,100,000	750,000	1,250,000	1,500,000	1,500,000
003	Development of Ajloun Development Zone	190,896	400,000	300,000	400,000	400,000	400,000
004	Marketing and promoting the developmental areas	35,377	75,000	50,000	100,000	100,000	100,000
005	Public services in the Dead Sea Development Zone	454,281	400,000	400,000	400,000	400,000	400,000
006	Cable Car / Ajloun governorate	1,522,021	1,150,000	750,000	260,000	260,000	260,000
Program		2,303,081	3,225,000	2,350,000	2,510,000	2,760,000	2,760,000
Total Program		3,766,714	6,612,000	5,409,000	5,484,000	5,831,000	5,940,000

Current Expenditures According to Program and Activities for the Years 2023 - 2027

Chapter : 8183 - Jordan Free and Development Zones Group

(In JDs)

Program : 9534 - Developmental Areas Administration								
Activity : 601 - Developmental areas management								
Group	Item	Description	Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026	Indicative 2027
21		Compensations of Employees						
2111		Salaries, Wages and Allowances						
	102	Unclassified Employees	424669	415000	315000	400000	415000	430000
	103	Comprehensive Contract Employees	35600	90000	20000	0	0	0
	106	Family Cost of Living Allowance	20058	15000	15000	15000	20000	25000
	111	Additional Allowance	178000	190000	110000	137000	149000	163000
	113	Transportation Allowance	14299	10000	10000	10000	10000	10000
	114	Transport Allowance	1952	5000	5000	11000	11000	11000
	116	Employees' Bonuses	127936	100000	100000	150000	150000	150000
Total			802514	825000	575000	723000	755000	789000
2121		Social Security Contributions						
	301	Social Security	99839	125000	75000	90000	95000	100000
Total			99839	125000	75000	90000	95000	100000
22		Use of Goods and Services						
2211		Use of Goods and Services						
	201	Rents	28000	50000	50000	50000	50000	50000
	202	Telecommunications Services	6841	15000	15000	15000	15000	15000
	203	Water	16000	100000	75000	80000	80000	80000
	204	Electricity	129879	370000	370000	350000	360000	380000
	206	Maintenance of Machines, furniture and accessories	1000	335000	335000	335000	335000	335000
	207	Maintenance of vehicles, equipment and accessories	7965	10000	10000	8000	8000	8000
	208	Repair and maintenance of buildings and accessories	934	5000	5000	7000	7000	7000
	209	Stationery, Publications and Office Supplies	10000	40000	40000	35000	35000	35000
	210	Substances and raw materials (medicines, clothes, food, films, etc..)	15000	25000	25000	25000	25000	25000
	211	Cleaning services and supplies including cleaning contracts	0	250000	250000	225000	225000	225000
	212	Insurance	0	35000	35000	50000	50000	50000
	213	Official Travel Missions	2000	2000	2000	3000	3000	3000
	214	Goods and services expenses	230623	908000	905000	663000	713000	763000
	008	Advertisements and subscriptions	7733	15000	15000	15000	15000	15000
	013	Services, security and guarding contracts	0	250000	250000	200000	200000	200000
	028	Professional services expenditures	944	4000	4000	10000	10000	10000
	056	Legal consultations	1800	22000	22000	22000	22000	22000
	084	Fees and licenses	2734	7000	4000	6000	6000	6000
	099	Income tax	200000	400000	400000	200000	250000	300000
	108	Cases and fees	13167	200000	200000	200000	200000	200000
	121	Administrative expenses	4245	10000	10000	10000	10000	10000
Total			448242	2145000	2117000	1846000	1906000	1976000
28		Other Expenditures						
2821		Other Current Expenditures						
	302	Contributions	111038	102000	102000	116000	116000	116000
	014	Saving Fund contribution	41001	42000	42000	41000	41000	41000
	016	Health insurance contributions	30037	35000	35000	50000	50000	50000
	028	End of Service Compensation	40000	25000	25000	25000	25000	25000
	303	Scientific scholarships and training courses	2000	4000	4000	15000	15000	15000
	305	Non-Employees' Bonuses	0	186000	186000	184000	184000	184000
	010	Bonuses of committees	0	15000	15000	4000	4000	4000
	018	Purchase of day workers' services	0	171000	171000	180000	180000	180000
Total			113038	292000	292000	315000	315000	315000
Total of Activity			1463633	3387000	3059000	2974000	3071000	3180000
Total of Program			1463633	3387000	3059000	2974000	3071000	3180000
Total of Chapter			11321631	15932000	14478000	14392000	14882000	15086000

Capital Expenditures According to Program and Projects for the Years 2023 - 2027

Chapter : 8183 Jordan Free and Development Zones Group

(In JDs)

Program : 9534 Developmental Areas Administration

Project : 001 Local community development

Fund Source : 202001 Capital - Domestic Funding

Group	Item	Description	Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026	Indicative 2027
22		Use of Goods and Services						
2211		Use of Goods and Services						
	512	Operating and Sustaining Expenditures						
	072	In kind and cash aids	86993	100000	100000	100000	100000	100000
		Total of Item	86993	100000	100000	100000	100000	100000
		Total of Project	86993	100000	100000	100000	100000	100000

Project : 002 Development of Eastern Coast of the Dead Sea.

Fund Source : 202001 Capital - Domestic Funding

Group	Item	Description	Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026	Indicative 2027
22		Use of Goods and Services						
2211		Use of Goods and Services						
	510	Buildings and facilities repair and maintenance						
	008	Buildings and facilities maintenance	13213	0	0	0	0	0
		Total of Item	13213	0	0	0	0	0
28		Other Expenditures						
2822		Other Capital Expenditures						
	504	Studies, Research and Consultations						
	015	Studies, consultations and engineering diagrams	0	150000	100000	0	0	0
		Total of Item	0	150000	100000	0	0	0
31		Non-financial Assets						
3111		Buildings and Constructions						
	508	Works and Constructions						
	040	Constructions	300	950000	650000	1250000	1500000	1500000
		Total of Item	300	950000	650000	1250000	1500000	1500000
		Total of Project	13513	1100000	750000	1250000	1500000	1500000

Capital Expenditures According to Program and Projects for the Years 2023 - 2027

Chapter : 8183 Jordan Free and Development Zones Group

(In JDs)

Program : 9534 Developmental Areas Administration								
Project : 003 Development of Ajloun Development Zone								
Fund Source : 202001 Capital - Domestic Funding								
Group	Item	Description	Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026	Indicative 2027
28		Other Expenditures						
2822		Other Capital Expenditures						
	504	Studies, Research and Consultations						
	015	Studies, consultations and engineering diagrams	0	100000	50000	100000	100000	100000
		Total of Item	0	100000	50000	100000	100000	100000
31		Non-financial Assets						
3111		Buildings and Constructions						
	508	Works and Constructions						
	040	Constructions	110496	300000	250000	300000	300000	300000
		Total of Item	110496	300000	250000	300000	300000	300000
3112		Devices, Machinery and Equipment						
	505	Equipment, Machines and Devices						
	001	Computers and accessories	37600	0	0	0	0	0
		Total of Item	37600	0	0	0	0	0
	506	Vehicles and Equipment						
	003	Pick-up vehicles	28300	0	0	0	0	0
		Total of Item	28300	0	0	0	0	0
3113		Other Fixed Assets						
	511	Equipping and furnishing						
	009	Office furniture and equipment	14500	0	0	0	0	0
		Total of Item	14500	0	0	0	0	0
		Total of Project	190896	400000	300000	400000	400000	400000
Project : 004 Marketing and promoting the developmental areas								
Fund Source : 202001 Capital - Domestic Funding								
Group	Item	Description	Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026	Indicative 2027
22		Use of Goods and Services						
2211		Use of Goods and Services						
	512	Operating and Sustaining Expenditures						
	082	Marketing and promotion	35377	75000	50000	100000	100000	100000
		Total of Item	35377	75000	50000	100000	100000	100000
		Total of Project	35377	75000	50000	100000	100000	100000

Capital Expenditures According to Program and Projects for the Years 2023 - 2027

Chapter : 8183 Jordan Free and Development Zones Group

(In JDs)

Program : 9534 Developmental Areas Administration

Project : 005 Public services in the Dead Sea Development Zone

Fund Source : 202001 Capital - Domestic Funding

Group	Item	Description	Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026	Indicative 2027
22		Use of Goods and Services						
2211		Use of Goods and Services						
	512	Operating and Sustaining Expenditures						
	013	Services contracts	373881	400000	400000	400000	400000	400000
		Total of Item	373881	400000	400000	400000	400000	400000
31		Non-financial Assets						
3112		Devices, Machinery and Equipment						
	505	Equipment, Machines and Devices						
	001	Computers and accessories	37600	0	0	0	0	0
		Total of Item	37600	0	0	0	0	0
	506	Vehicles and Equipment						
	003	Pick-up vehicles	28300	0	0	0	0	0
		Total of Item	28300	0	0	0	0	0
3113		Other Fixed Assets						
	511	Equipping and furnishing						
	009	Office furniture and equipment	14500	0	0	0	0	0
		Total of Item	14500	0	0	0	0	0
		Total of Project	454281	400000	400000	400000	400000	400000

Project : 006 Cable Car / Ajloun governorate

Fund Source : 202001 Capital - Domestic Funding

Group	Item	Description	Actual 2023	Estimated 2024	Re-estimated 2024	Estimated 2025	Indicative 2026	Indicative 2027
28		Other Expenditures						
2822		Other Capital Expenditures						
	504	Studies, Research and Consultations						
	015	Studies, consultations and engineering diagrams	225787	150000	150000	0	0	0
		Total of Item	225787	150000	150000	0	0	0
31		Non-financial Assets						
3111		Buildings and Constructions						
	508	Works and Constructions						
	040	Constructions	1296234	1000000	600000	260000	260000	260000
		Total of Item	1296234	1000000	600000	260000	260000	260000
		Total of Project	1522021	1150000	750000	260000	260000	260000
		Total of Program	2303081	3225000	2350000	2510000	2760000	2760000