

**SANAYİ ve TEKNOLOJİ BAKANLIĞI**  
**Avrupa Birliği ve Dış İlişkiler Genel Müdürlüğü**

**Sürdürülebilir Ekonomik Kalkınma için BAE/Ürdün/Mısır/Bahreyn/Fas/Türkiye/Katar**  
**Sanayi Ortaklığı**  
**(the UAE/Jordan/Egypt/Bahrain/Morocco/Türkiye/Qatar Industrial Partnership for**  
**Sustainable Economic Development)**  
**Bilgi Notu**

**Genel Bakış**

Birleşik Arap Emirlikleri (BAE), Mısır Arap Cumhuriyeti ve Ürdün Haşimi Krallığı, Mayıs 2022’de Abu Dabi’de gerçekleştirilen ortaklık lansmanı ile yeni endüstriyel fırsatların kilidini açmak ve katılımcı ülkelerde, öncelikli beş sektörde (gıda ve tarım, gübre, ilaç, tekstil, mineraller ve petrokimya) sürdürülebilir ekonomik büyümeyi sağlamak için Sürdürülebilir Ekonomik Büyüme İçin Endüstriyel Ortaklığı’nı duyurmuşlardır. Temmuz 2022’de Kahire’de gerçekleştirilen 2. Üst Komite Toplantısı’nda Bahreyn Krallığı, Ocak 2024’te Bahreyn’de gerçekleştirilen 3. Üst Komite Toplantısı’nda Fas Krallığı Ortaklığa katılmıştır. Şubat 2025’te ise 4. Üst Komite Toplantısı’nda ülkemiz ve Katar Ortaklığa üye olmuştur.

Ortaklık kapsamında üye ülkeler, kaynakları ve endüstrileri entegre ederek ve rekabet avantajlarından yararlanarak kendi sanayi sektörlerini büyütmek için iş birliği yapacaklardır. Ayrıca, ortaklık ile üretim maliyetlerinin azaltılması, tedarik zincirlerinin güvence altına alınması, daha fazla iş fırsatının yaratılması, ekonomik kalkınmaya katkıda bulunulması, kendi kendine yeterliliğin teşvik edilmesi, endüstriyel büyümenin ve rekabet gücünün artırılması hedeflenmektedir. Ortaklığın, üye ülkelerdeki sanayi sektörünü ilerleteceği ve sanayinin ulusal Gayrisafi Yurt İçi Hasıla’ya (GSYH) katkısını artırmaya yardımcı olacağı, dört ülkenin ekonomisini güçlendireceği ve çeşitlendireceği belirtilmektedir. Ortaklıkta özel sektörün katılımı da teşvik edilmektedir.

Ortaklık hedeflerinin hızlandırılması için 10 milyar dolar tutarında bir yatırım fonunun tesis edildiği, bu fonun Abu Dabi Kalkınma Holdingi (ADQ) tarafından yönetilmektedir. Ancak, Mubadala da Ortaklıkta yer alacaktır.

Ortaklığın tanıtılması ve ülkemizdeki ilgili sektörlerde faaliyet gösteren firmaların bilgilendirilmesi amacıyla, 11 Haziran 2024 ve 20 Mart 2025 tarihlerinde firmaların katılımıyla

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çalıştaylar düzenlenmiştir. Çalıştaylara katılım sağlayan firmalardan gönderilen proje teklifleri Ortaklık Sekretaryası ile paylaşılmış, bu projelerden bazıları kısa listeye alınarak, üye ülkelerdeki potansiyel ortak firmalarla paylaşılmıştır. Ancak, katılımcı ülkelerden ve Ortaklık Sekretaryasından alınan geri bildirimlerde; ülkemiz tarafından sunulan projelerin maliyet tutarlarının görece düşük kaldığı, gelen proje tekliflerinin daha çok Türkiye’de gerçekleştirilecek yatırımlar için finansman arayışına yönelik olduğu, projelerde yatırım yapılması istenen ürünlerin çoğunlukla henüz Ar-Ge aşamasında bulunduğu ve nihai ürün niteliğinde olmadığı ifade edilmiştir.

Ortaklık Sekretaryası; proje başvurusunda bulunacak firmaların en az 50 milyon ABD Doları değerinde yatırım gerektiren proje teklifinde bulunmalarını, projelerde yer alacak ürünlerin Ar-Ge aşamasında değil nihai ürün aşamasında olmasını ve bu nihai ürünlerin üye ülkeler arasında tedarik ve ticarete konu olabilecek nitelikte olması gerektiğini vurgulamıştır.

**Bölgesel İşbirliğini Artırıcı Etkisi:**

Bu yapı, bölgede ekonomik entegrasyonu teşvik eden nadir girişimlerden biridir ve aşağıdaki açılardan **bölgesel işbirliğini derinleştirici** bir rol oynamaktadır:

1. Çok Taraflı İşbirliği Mekanizması: Üye ülkeler arasında ortak yatırım fonları, sanayi kümelenmeleri ve teknoloji transferi alanlarında sistematik işbirliklerini teşvik eder.
2. Tedarik Zincirlerinde Karşılıklı Tamamlayıcılık: Katılımcı ülkelerin üretim, hammadde, lojistik ve iş gücü gibi alanlardaki karşılıklı avantajlarını değerlendirerek sinerji yaratır.
3. Siyasi ve Ekonomik Diyalog Ticaret ve sanayi politikaları alanında koordinasyon mekanizmaları geliştirerek özel sektör düzeyinde diyalogu teşvik eder.
4. Bölgesel İstikrar ve Sürdürülebilirlik: Ekonomik kalkınma hedeflerini çevresel sürdürülebilirlik ve enerji verimliliği ilkeleriyle uyumlu hale getirerek, uzun vadeli bölgesel istikrarı destekler.

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**Sanayi Ortaklığı'nın Stratejik Hedefleri**

1. Tedarik zinciri güvenliği ve dirençlilik (resilience)
2. Yerelleştirme (lokalizasyon) ve değer zinciri sinerjileri
3. Entegre katma değerli imalat
4. Ekonomik büyüme, çeşitlendirme ve istihdam yaratma
5. Sürdürülebilirlik temelli büyüme
6. Tarım, ilaç, petrokimya, tekstil ve metaller gibi kilit sektörlerde rekabetçiliği artırmak.

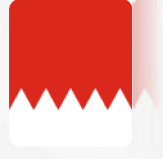
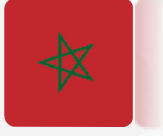
**Stratejik Sektörler**

Bahse konu hedefler kapsamında belirlenen 5 sektör şu şekildedir;

1. Tarım, gıda ve gübre sanayi
2. İlaç sanayi
3. Tekstil sanayi
4. Kimyasallar, plastikler ve yan ürünleri sanayi
5. Metaller, madenler ve yan ürünleri sanayi

Gelecek dönemde sektör sayısının arttırılması, sanayi şirketleri arasında çeşitli anlaşmalar imzalanması ve işbirliğinin geliştirilmesi planlanmaktadır.

# The Integrated Industrial Partnership for Sustainable Economic Development



# The Industrial Partnership for Sustainable Economic Development



## Countries



## Strategic Sectors



Agriculture, food and fertilizers



Pharmaceuticals



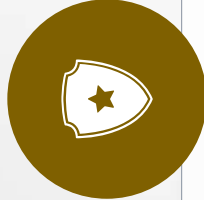
Textiles



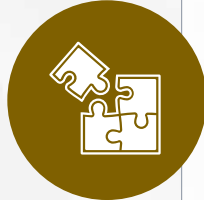
Chemicals, plastics and downstream products



Metals, minerals and downstream products



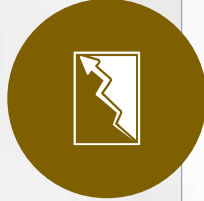
Supply chain security and resilience



Localization & value-chain synergies



Integrated value-add manufacturing



Economic growth, diversification & job creation



Sustainability-led growth

# Three Years of Progress Through the Industrial Partnership for Sustainable Development

Integrated Industrial



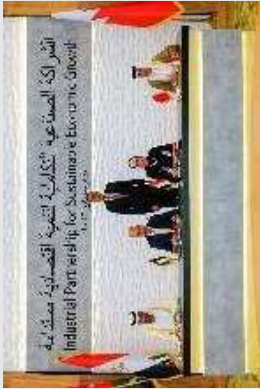
May 2022



- Held in Abu Dhabi, UAE
- Launch of the partnership between the UAE, Egypt, and Jordan
- Governance system activation
- Activation of the Executive Committee and sectoral & enablers teams

1<sup>st</sup> Higher Committee Meeting

July 2022



- Held in Cairo, Egypt.
- The Kingdom of Bahrain joined the partnership.
- Workshops for more than 50 companies were conducted.
- 88 proposals for industrial projects were received.

2<sup>nd</sup> Higher Committee Meeting

January 2023



- Held in Amman, Jordan.
- Announced 12 partnership agreements for industrial projects.
- Workshops for over 100 companies were conducted.
- 35 new proposals for industrial projects were received.

3<sup>rd</sup> Higher Committee Meeting

January 2024



- Held in Bahrain.
- The Kingdom of Morocco joined.
- Announcement of 5 new projects and agreements in the sectors of metals and electric vehicles.

4<sup>th</sup> Higher Committee Meeting

February 2025



- Held in Qatar.
- The Republic of Turkey and State of Türkiye Join the partnership
- Announcement of 12 new projects and agreements in the sectors of food, metals and electrical equipment worth USD 2 Billion

5<sup>th</sup> Higher Committee Meeting

# The economic factors of the partnering countries combined.

|                                                               |                                                                          |                                                                     |
|---------------------------------------------------------------|--------------------------------------------------------------------------|---------------------------------------------------------------------|
| <div>2.5</div> <div>USD Trillion</div> <div>GDP</div>         | <div>260</div> <div>Million</div> <div>Population</div>                  | <div>7</div> <div>Partnership Countries</div>                       |
| <div>1</div> <div>USD Trillion</div> <div>Total Imports</div> | <div>435</div> <div>USD Billion</div> <div>Manufacturing Value Add</div> | <div>400</div> <div>USD Billion</div> <div>Industrial Exports</div> |



# Joint investment opportunities

Integrated Industrial



|                                  |                                                                                                                                                                                                                                      |                                        |                                                                                                                                                                                                                        |                                  |                                                                                                                                                                                                                                          |                       |                                                                                                                                                                                          |
|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Pharmaceuticals</b><br>4      | <ul style="list-style-type: none"><li>• Generics</li><li>• Biosimilars</li><li>• Active Pharmaceutical Ingredients (APIs)</li><li>• Medical Supplies</li><li>• Ophthalmic Drugs</li><li>• Vitamins and Dietary Supplements</li></ul> | <b>Metals</b><br>3                     | <ul style="list-style-type: none"><li>• Silica production for glass</li><li>• Aluminum, copper, and iron products</li><li>• Glass</li><li>• Raw material supply for securing supply chains</li></ul>                   | <b>Food and agriculture</b><br>2 | <ul style="list-style-type: none"><li>• Cereals, meat, dairy products, and canned food</li><li>• Fertilizers</li><li>• Nutritional supplements</li><li>• Agricultural technology and sustainable farming methods</li></ul>               | <b>Chemicals</b><br>1 | <ul style="list-style-type: none"><li>• Soda ash</li><li>• Basic chemicals (PP, PE, PU, etc.)</li><li>• Packaging and plastic products</li><li>• Construction sector chemicals</li></ul> |
| <b>Electrical Equipment</b><br>4 | <ul style="list-style-type: none"><li>• Construction and building equipment</li><li>• Agricultural equipment and machinery</li><li>• Energy equipment and generators</li></ul>                                                       | <b>Renewable and clean energy</b><br>7 | <ul style="list-style-type: none"><li>• Solar power units</li><li>• Solar cells</li><li>• Energy storage batteries</li><li>• Inverter assembly and production of solar power system equipment and components</li></ul> | <b>Automotive</b><br>6           | <ul style="list-style-type: none"><li>• Vehicle components (seats, exhaust systems, air conditioning, electrical connections, tires, glass, batteries)</li><li>• Structural aluminum parts</li><li>• Electric vehicle assembly</li></ul> | <b>Textiles</b><br>5  | <ul style="list-style-type: none"><li>• Textile production</li><li>• Polyester</li></ul>                                                                                                 |

# The main partnership projects that have been announced.

## Announced and ongoing projects.

| # | Project/ Agreement                                                                                                          | Investment Size (\$) | Countries                                                                                                                                                           | Updates                                                                                                          |
|---|-----------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| 1 | Supply of iron ore pellets from "Bahrain Steel" to "Emirates Steel".                                                        | 2000                 |   | The imported materials amounted to AED 1.1 billion from the date of signing the agreement until the end of 2024. |
| 2 | Establishment of a factory in Egypt to produce sodium carbonate by "Soda Chemicals Industries" (Egyptian company).          | 500                  |   | Production Start 2028                                                                                            |
| 3 | Pharmaceutical research and development and drug production in the UAE by "Global Pharma" (UAE) and "Safi Pharma" (Jordan). | 60                   |   | Technology has been transferred, and products are being registered in Middle Eastern export countries            |

## Announced and under-development projects.

| # | Project/ Agreement                                                                                                                                  | Investment Size (\$) | Countries                                                                                                                                                               |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Signing of an agreement to develop an industrial land in East Port Said with an area of 20 square kilometers.                                       | -                    |     |
| 4 | Establishment of a complex for producing feed additives and chemicals in Egypt by "CFC" (Egyptian company).                                         | 400                  |   |
| 5 | Production of biological and chemical eye medications (UAE) by "Gulf Inject" (UAE) in collaboration with "Oman Pharmaceutical Industries" (Jordan). | 30                   |   |

# The value of the projects that will be announced in Qatar on February 9, 2025

## USD 2 Billion

| #  | Project/ Agreement                                                                                                                                                               | Value | Countries                                                                                                                                                               |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | A supply agreement for fiberglass pipes between "Future Pipes" (UAE) and "Med Gulf" (Qatar).                                                                                     | 95    |       |
| 2  | A cooperation memorandum between "Global Pharma" (UAE) and "Zenith Pharma" (Morocco) in the fields of injectable medicines, biosimilars, and cholesterol and diabetes drugs.     | 50    |       |
| 3  | The inclusion of the "Pharmaceuticals" factory in Egypt and "Fay" in Morocco into the portfolio of "Mubadala Investment Company" (UAE).                                          | 250   |       |
| 4  | A memorandum of understanding between "ISC Capital" (UAE) and "Al-Jazeera Farms" (Bahrain) to establish a factory for producing microalgae-based dietary supplements in Bahrain. | 10    |       |
| 5  | The announcement of a new factory for cable connectors and accessories in the UAE in collaboration with "Giza Cables" (Egypt).                                                   | 7     |       |
| 6  | A supply agreement for plastic containers from "Oxid Electronics" (Jordan) to "National Dairy (Hayatna)" (UAE).                                                                  | 10    |       |
| 7  | A supply agreement for plastic bottle caps from "Delta Nile" (Egypt) to "National Dairy (Hayatna)" (UAE).                                                                        | 10    |     |
| 8  | A supply agreement for animal feed from "National Feed" (UAE) to "Al-Rayyan Equestrian Supplies" (Qatar).                                                                        | 15    |   |
| 9  | A memorandum of understanding to supply glass for mirror and silvered glass production from "Emirates Glass" (UAE) to "Al Madina Glass" (Bahrain).                               | 20    |   |
| 10 | A strategic memorandum of understanding between "Dolidol" (Morocco) and "Intercoil" (UAE) to invest in new sponge production lines in the UAE.                                   | 60    |   |
| 11 | A raw materials supply agreement between Bahrain Steel and Qatar Steel for a quantity of 5 million metric tons over a period of five years                                       | 1266  |   |
| 12 | Establishment of a factory in Egypt with "JA Solar" (Chinese company) for manufacturing solar cells and solar modules                                                            | 220   |   |

## **Steps to submit a project within the industrial partnership**

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1. Complete the industrial project proposal form and submit to the ministry's working team in the concerned country.
2. Initial assessment of the project, based on alignment with the strategic objectives, feasibility, readiness level, and anticipated impact.
3. Approval for the project from the Executive Committee.
4. Announce the project during the higher Committee meeting.
5. Ongoing monitoring and support of the project

|                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |         |       |         |  |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-------|---------|--|
| Sector                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Company |       | Country |  |
| Contact name                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |         | Title |         |  |
| Contact details                 | Email, Phone                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |         |       |         |  |
| Project                         | Summarized project name                                                                                                                                                                                                                                                                                                                                                                                                                                                               |         |       |         |  |
| Project description and details | <ul style="list-style-type: none"><li>• Description (details about the project, green field or expansion) e.g. setting up a facility to manufacture xxx in yyy</li><li>• Capacity</li><li>• Estimated investment amount</li><li>• Country roles what is the specific role of any of the countries in the partnership</li><li>• Products to be manufactured</li><li>• Preliminary market and demand data if available</li><li>• Extra slides can be used to fit more details</li></ul> |         |       |         |  |

Incentives and enablers

Detail the required enablers and incentives and in which country

Examples:

- 1- require investment of [] USD M
- 2- require loan of [] USD M
- 3- Require offtakes/ commercial partnerships
- 4- technology partnerships
- 5- other requests for enablers for the project to succeed

Partner companies

| Company | Country | Role                                                                    |
|---------|---------|-------------------------------------------------------------------------|
|         |         | Investor, partner, raw material supply, offtaker, tech transfer , etc.. |
|         |         |                                                                         |
|         |         |                                                                         |
|         |         |                                                                         |

Project status

What is the current status of the project (idea stage, some preliminary feasibility, detailed feasibility, etc.)

Latest updates

Was this project discussed with the other companies involved?

### 1. Expansion of Dairy, Juice, and Plastic Production – *Sama Jordan Group*

- **Location:** Hallabat, Jordan
  - **Sector:** Food & Packaging
  - **Products & Capacity:**
    - Dairy: 140 million liters/year
    - Juices: 70 million liters/year
    - Plastic pellets: 18,000 tons/year
  - **Market:** Local (22% market share), expansion to 40%, then regional export
  - **Requirements:** Strategic partner to invest up to 40% of project cost
  - **Features:** Fully integrated (agricultural & industrial), modern distribution centers
- 

### 2. Production of Radioactive Isotopes – *Experia Medical Systems*

- **Location:** King Hussein Business Park, Jordan
  - **Sector:** Nuclear Medicine
  - **Products:**
    - Iodine-131: Thyroid treatment
    - Lutetium-177: Neuroendocrine tumor treatment
    - Technetium-99m: Diagnostic agent (used in 75% of nuclear medicine procedures)
  - **Global Market Growth:** From billions in 2023 to higher projections by 2030
  - **Status:** MOU signed with Jordan Atomic Energy Commission
  - **Requirements:** Strategic investor, estimated completion: 2–3 years
  - **Capital:** \$0.706 million
- 

### 3. Sugar Refinery and Animal Feed Plant – *Food Security Project*

- **Location:** Azraq, Jordan
- **Sector:** Food Security & Agriculture
- **Capacity:**
  - Sugar beet processing: 250 tons/hour
  - Feed: 10 lines, 20 tons/hour each
- **Byproducts:** 120,000 tons refined sugar, molasses, 342,000 tons dried beet pulp
- **ROI:** 29%
- **Status:** Land allocated (180,000 dunums), feasibility study available

- **Requirements:** Investor and training collaboration
- 

#### 4. Blue Ammonia, Urea & Fertilizers Complex – *ORE Mining & Exploration*

- **Location:** Risha Free Zone, Jordan
  - **Sector:** Chemicals / Green Energy
  - **Land:** 2,000 dunums
  - **Key Elements:**
    - Ammonia, Urea, NPK fertilizers
    - Gas supply contract for 25 years signed with National Petroleum Co.
  - **ROI:** IRR 18.22%, payback in 5 years
  - **Agreements:** 3 offtake MOUs signed with international buyers
  - **Requirement:** Investor/Strategic partner
- 

#### 5. Textile Expansion – *Classic Fashion*

- **Location:** Mafraq, Jordan
  - **Sector:** Textiles & Apparel
  - **Products:**
    - Ready-made garments: 500,000 pieces
    - Fabrics: 25 tons
  - **ROI:** Return within 7 years
  - **Status:** Feasibility study available
  - **Requirement:** Investment options available
- 

#### 6. Electric Vehicle Manufacturing – *Jordan Design & Development Bureau (JODDB)*

- **Location:** Jordan
- **Sector:** Automotive
- **Phases:**
  - Start with DKD (direct knock-down), progress to CKD (complete knock-down)
- **Target:** SUV and hatchback models
- **Capacity:** 1,000 to 40,000 vehicles/year
- **ROI:** \$320 million over 10 years
- **Requirement:** Strategic partner, currently revising feasibility study

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## 7. Magnesium Oxide & Derivatives Production – *ManMag (Mansour Group)*

- **Location:** Ghor Al-Safi, Dead Sea
- **Sector:** Chemicals & Minerals
- **Products:**
  - Magnesium Oxide: 60,000 MT/year
  - Magnesium Hydroxide: 80,106 MT/year
  - Calcium Chloride: 135,000 MT/year
- **Investment Options:**
  - 49% equity for \$75 million
  - 51% equity for \$100 million (with control premium)
- **Requirements:** Gas supply priority, strategic partner

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## 8. Yellow Phosphorus Production – *Jordan Phosphate Mines Co.*

- **Location:** Jordan (site TBD)
- **Sector:** Chemicals & Raw Materials
- **Product:** Yellow phosphorus – 50,000 tons/year
- **Global Relevance:** Would be the fifth such plant globally
- **Use Cases:** Batteries, phosphoric acid, food, pharmaceuticals
- **Requirement:** Strategic partner for technology & off-take agreements, approval for clean energy usage