Confidential

KING ABDULLAH II FUND FOR DEVELOPMENT
صندوق الملك عبدالله الثاني للتنمية

GB ADVISORY
GO BEYOND

Development of a 3-Year Institutional Strategy

Executive Summary - Final Version

September, 2026

Executive Summary | The Assessment in Numbers

The strategy rests on a documented current-state assessment. Evidence was gathered from KAFD, its portfolio and its ecosystem, then analysed across ecosystems, roles, benchmarks, stakeholders, the external environment and the internal baseline

350+
Documents Reviewed
At fund, functional and subsidiary level

18
Departmental Meetings
With departments across the head office

10
Investment Meetings
With portfolio companies and subsidiaries

9
Partner Meetings
With external ecosystem partners

8
Surveys Conducted
Public, beneficiaries, partners and staff

1,678
Survey Responses
Across the 8 surveyed segments

3
Ecosystems Mapped
Entrepreneurship, E2E, Intellectual Resilience

36
Sub-Activities
Across six stages in each value chain

8
Ecosystem Roles
Tested, giving four recommended roles

17
Benchmark Entities
Eleven royal-backed peers, six case studies

46
Benchmark Questions
Applied to every benchmarked entity

292
Stakeholder Entities
In 8 MECE groups and 46 sub-groups

20
Trends and Foresights
Ten global trends, ten local foresights

4
National Visions
Economic, Royal, Public Sector, Political

30
Sectors Screened
On six economic and market measures

18
Weighted Criteria to Select Sectors
Separate sets for programs, investments

10
Priority Sectors
5 for programs, 5 for investments

8
Primary Investments
With 4 programs and 2 national initiatives

Executive Summary | Strategy House

KAFD's strategy links its ambition to four national outcomes, delivered through three ecosystems, three complementary roles, eight priority sectors and six institutional objectives across three themes

***ICT: including frontier/deep technologies;
Creative Industries: including design and filmmaking;
Manufacturing: focused on capital-light projects

Vision
To create a lasting human and economic development impact in Jordan

achieved through... **Mission**
Catalyzing the potential of development ecosystems through innovative programs, sustainable investments and strategic partnerships

guided by... **Values**
- Empowerment
- Creativity
- Transparency
- Inclusion
- Productivity

applied through... **Principles**
- Complement, Don't Compete
- Focus on Impact
- People-Centricity
- Nationwide Reach
- Financial Sustainability

for a desired.. **Impact**
- A Jordan that promotes its entrepreneurial talent and investor capital
- Increased employability and employment income for citizens
- Communities capable of defining their civic and community priorities
- A developed economy capable of generating jobs and returns

to achieve.. **Outcomes**
- Entrepreneurial ventures start, scale and operate in Jordan
- Citizens to move from learning to earning through employment
- Youth shape civic and community life in every governorate
- Key and emerging sectors are developed and built sustainably

across... ***Ecosystems**
- Entrepreneurship
- Education-to-Employment
- Intellectual Resilience

by playing... **Roles**
- Market Orchestration and Integration
- Capital Investment and Deployment
- Concept Catalysis and Mobilization

with focus on... ****Sectors**
- ***ICT
- ***Creative Industries
- Trade & E-commerce
- Agriculture & Food Security
- Healthcare
- Tourism
- Financial Services
- ***Manufacturing

enabled by... **Themes**

translated into... **Objectives**

1. REFOCUS	2. RECONFIGURE	3. REINFORCE
1.1 Align roles, sectors, and programs with national priorities	2.1 Integrate and restructure programs and investments to unify journey	3.1 Fortify investment portfolio performance and achieve financial sustainability with focus on frontier/deep technologies
1.2 Shift into beneficiary and impact centric design and focus	2.2 Strengthen governance, excellence, risk management and digitalization	3.2 Drive strategic partnerships and scalable delivery across priority sectors

**Sector names shortened for display; full definitions on p.100

*The ecosystems were selected based on alignment with EMV priorities, employment potential, and based on existing programs

Executive Summary | Strategy House (Translated)

KAFD’s strategy links its ambition to four national outcomes, delivered through three ecosystems, three complementary roles, eight priority sectors and six institutional objectives across three themes

*** تكنولوجيا المعلومات: تشمل التقنيات المتقدمة/العميقة؛ الصناعات الإبداعية: تشمل التصميم وصناعة الأفلام؛ التصنيع: مع التركيز على المشاريع منخفضة رأس المال

الرؤية	إحداث أثر تنموي بشري واقتصادي مستدام في الأردن
تتحقق عبر... الرسالة	تحفيز إمكانات منظومات التنمية من خلال برامج مبتكرة و استثمارات مستدامة وشراكات استراتيجية

تسترشد بـ.... القيم	التمكين	الإبداع	الشفافية	الشمول	الإنتاجية
تطبق من خلال... المبادئ	التكامل لا التنافس	التركيز على الأثر	الإنسان محور الاهتمام	الانتشار على مستوى المملكة	الاستدامة المالية

لتحقيق... الأثر	أردنٌ يعزّز مواهبه الريادية ورأس المال الاستثماري	زيادة قابلية المواطنين للتوظيف ورفع دخلهم من العمل	مجتمعات قادرة على تحديد أولوياتها المدنية والمجتمعية	اقتصاد متطور قادر على توليد فرص العمل وتحقيق العوائد
مما يؤدي إلى... النتائج	مشاريع ريادية تنطلق وتتوسع وتواصل أعمالها في الأردن	انتقال المواطنين من التعلّم إلى الكسب من خلال التوظيف	شباب يساهمون في تشكيل الحياة المدنية والمجتمعية في جميع المحافظات	تطوير القطاعات الرئيسية والناشئة وبناؤها بصورة مستدامة

عبر... المنظومات*	ريادة الأعمال	التعليم حتى التوظيف	التحصين الفكري
من خلال أداء... الأدوار	تنسيق السوق وتكامله	الاستثمار وتوظيف رأس المال	تحفيز الأفكار وحشد الجهود

مع التركيز على... القطاعات	***تكنولوجيا المعلومات	***الصناعات الإبداعية	التجارة والتجارة الإلكترونية	الزراعة والأمن الغذائي	الرعاية الصحية	السياحة	الخدمات المالية	***التصنيع

مدعومة بـ... المحاور	1. إعادة التركيز	2. إعادة التهيئة	3. التعزيز
تترجم إلى... الأهداف	1.1 مواءمة الأدوار والقطاعات والبرامج مع الأولويات الوطنية 1.2 التحول نحو تصميم وتنفيذ متمحورين حول المستفيد والأثر	2.1 دمج البرامج والاستثمارات وإعادة هيكلتها لتوحيد رحلة المستفيد 2.2 تعزيز الحوكمة والتميز وإدارة المخاطر والرقمنة	3.1 تعزيز اداء المحفظة الاستثمارية وتحقيق الاستدامة المالية مع التركيز على التكنولوجيات المتقدمة 3.2 تفعيل الشراكات الاستراتيجية والتنفيذ القابل للتوسع عبر القطاعات ذات الأولوية

*تم اختيار المنظومات بناءً على مواءمتها مع أولويات رؤية التحديث الاقتصادي وإمكاناتها في توليد فرص العمل ومبنية على البرامج الحالية

**أسماء القطاعات مختصرة للعرض؛ التعريفات الكاملة في الصفحة 100

Executive Summary | Sector Prioritization

The six external components fed 18 weighted criteria, applied separately to programs and to investments, narrowing 30 candidate sectors to five for each

30 Candidate sectors
Full sector universe assessed, guided by Economic Modernisation Vision priorities

6 Analytical components
Trends and foresights, PESTEL, national visions, benchmarking, sectoral landscape, ecosystem roles

18 Weighted criteria
Economic, employment, strategic, and market indicators, weighted separately for programs and investments

10 Priority sectors
Five program focus sectors and five investment focus sectors

Program focus sectors

1. Information and Communication Technology including Frontier/Deep Technologies
2. Trade and E-commerce
3. Agriculture, Food Security, and Technology
4. Creative Industries including Design and Film Making
5. Healthcare

Investment focus sectors*

1. Information and Communication Technology including Frontier/Deep Technologies
2. Creative Industries including Design and Film Making
3. Tourism - Entertainment and Business
4. Financial Services and Markets
5. Manufacturing - General focused on capital light projects

Insights
ICT and Creative Industries rank top 2 on both dimensions and are the only sectors where program delivery and capital deployment reinforce each other, while the remaining sectors qualify on one dimension only. KAFD should focus programs on ICT, Creative Industries, Trade and E-commerce, Agriculture Food Security and Technology, and Healthcare, and investments on ICT, Creative Industries, Tourism, Financials, and Manufacturing, giving 8 priority sectors with 2 shared

*In line with the investment policy, KAFD screens sector opportunities for partners and co-investors rather than funding them directly, and avoids capital-intensive or large-scale manufacturing It can also buy stocks or utilize existing investments to deliver

Executive Summary | Four Pathways, One Umbrella Under the Strategy House

Four pathways based on the Theory of Change translate KAFD's impacts and outcomes into development objectives to address core ecosystem problems with a role to be played for each anchored in alignment with national visions

Outcome	Entrepreneurial ventures start, scale and operate in Jordan	Citizens to move from learning to earning through employment	Youth shape civic and community life in every governorate	Key and emerging sectors are developed and built sustainably
Impact	A Jordan that promotes its entrepreneurial talent and investor capital	Increased employability and employment income for citizens	Communities capable of defining their civic and community priorities	A developed economy capable of generating jobs and returns
Problem Statements	Ventures form but do not grow or hire. The break is at follow-on capital, exit pathways, and SME hiring readiness	Education choices are made at seventeen under family and status pressure, limited career awareness and market match	Jordan produces civically aware youth, not intellectually resilience ones, concerns over resilience drift of youth that must be addressed	Developed sectors require mobilization of capital rather than development, new concept requiring catalysis/mobilization
Development Objectives	Grow the base of Jordanian ventures and MSMEs that hire, and keep them operating in Jordan through investment capital	Drive alignment between education and market needs, and shift career choices to be based on scientific basis	Build functional intellectual and resilience political capability in youth and connect it to a route into representation, and address the drift	Mobilise private capital into the job-intensive sectors with easy entry of the EMV growth drivers, and catalyze new concepts
Ecosystems of Play	Entrepreneurship	Education-to-Employment	Intellectual Resilience	Cross-Ecosystem Sector Development
Roles to Be Played	Capital Investment and Deployment - Market Orchestration and Integration	Market Orchestration and Integration	Market Orchestration and Integration - Concept Catalysis and Mobilization	Capital Investment and Deployment - Concept Catalysis and Mobilization
National Anchors	EMV — Smart Jordan, Future Services and High-Value Industries	EMV — Smart Jordan and the one-million-jobs ambition	Political Modernisation Track and the 2022 Election and Political Parties Laws	EMV — Invest Jordan, Future Services, High-Value Industries and Destination Jordan

Executive Summary | Strategic Tactics

KAFD will apply eight strategic tactics to translate its guiding principles into delivery and operate as Jordan's royal-backed development ecosystem orchestrator and market integrator, linking programs and investments through one sustainable engine across priority ecosystems

Strategic Tactics

Leverage Royal Mandate

KAFD will leverage its royal mandate to address ecosystem gaps, strengthen existing efforts, and avoid competing where others are already effective

Create Impact by Design

KAFD will embed Theory of Change, M&E and outcome measurement to deliver measurable, sustainable and scalable impact

Catalyze Priority and Emerging Sectors

KAFD will pioneer and catalyze priority and emerging sectors with strong developmental and economic potential for Jordan

Embed Financial Sustainability

KAFD will balance developmental impact, financial discipline, diversified funding and sustainable returns across programs and investments

Build People-Centric Journeys

KAFD will design and deliver programs and investments around people's diverse needs and aspirations, engaging them from design to delivery

Mobilize Partner Networks and Resources

KAFD will leverage AJYC and partner networks to mobilize people, co-funding, strategic partnerships and private capital across all governorates

Deploy a Hybrid Delivery Model

KAFD will combine physical and digital delivery, supported by integrated data, governance and M&E, to expand equitable reach and impact nationwide

Complement, Don't Compete

KAFD will orchestrate ecosystems and execute selectively to address unmet needs and gaps without competing where others are effective

Executive Summary | Strategic KPIs

A two-level KPI model connects KAFD's four intended outcome objectives with its six institutional objectives ensuring work within the fund supports the achievement of needed ecosystems impact

OUTCOME-LEVEL KPIS

I Entrepreneurial ventures start, scale and operate in Jordan

I.A. % of supported ventures still operating in Jordan after three years

I.B. % of supported ventures rated ready for investment

II Citizens to move from learning to earning through employment

II.A. % of graduates working or participating in upskilling within six months, with a minimum share from governorates outside Amman

II.B. % of employers satisfied with KAFD graduates

III Youth shape civic and community life in every governorate

III.A. % of alumni still active in civic and community work after twelve months

III.B. # of alumni serving in civic and community institutions, by governorate

IV Key and emerging sectors are developed and built sustainably

IV.A. KAFD's Investment placed in priority and emerging sectors

IV.B. # of new jobs for Jordanians in priority and emerging sectors

INSTITUTIONAL-LEVEL KPIS

1 Refocus

1.1. Align roles, sectors, and programs with national priorities

1.1.A. % of programs and investments in national priority sectors

1.1.B. % of priority ecosystems with an approved KAFD role

1.2. Shift into beneficiary-centric design and focus

1.2.A. % of beneficiaries from priority groups

1.2.B. % of priority groups who know KAFD and can reach its offerings

2 Reconfigure

2.1. Integrate and restructure programs and investments to unify journey

2.1.A. % of people who move through two or more linked stages of investments and programs

2.1.B. # of projects and investments integrated within KAFD

2.2 Strengthen governance, excellence, risk management and digitalization

2.2.A.# of processes that are digital and automated

2.2.B. % of high and medium governance and monitoring actions addressed in the investment priorities plan

3 Reinforce

3.1. Fortify investment portfolio performance and achieve financial sustainability

3.1.A. % of annual costs covered by returns and other funding

3.1.B. % of investments meeting financial and impact targets

3.2. Drive strategic partnerships and scalable delivery across priority sectors

3.2.A. Total funding value secured from strategic partners

3.2.B. Total # of partners involved in implementing KAFD's programs/projects

Note: Outcomes KPIs are non-additive; the same job or people outcome may contribute to more than one outcome lens

NEW 6 No existing delivery base | REVAMPED 12 Redesigned in scope or model | REACTIVATED **7 Dormant, redesign before scale-up** | CURRENT 3 Carried forward as-is | INV 7 Delivered via a KAFD investment

Executive Summary | Proposed Pillars/Projects Portfolio

The strategy proposes 28 projects across five pillars: 3 carried forward as they are, 12 revamped, 7 reactivated and 6 newly proposed, of which 7 are delivered through an existing KAFD investment (INV)

01 Entrepreneurship Support

4 projects

NEW 1 | REV 2 | REA 1

- REV / INV — Entrepreneurship, Venture Acceleration, Growth Capital and Validation
- REV — Entrepreneurship Market Intelligence and Data Platform
- REA / INV — Innovation Award and Grant
- NEW — Talent Attraction, Founder Mobility and Diaspora Engagement

02 Employability Development

4 projects

REV 3 | REA 1

- REV — Advanced Technology and Digital Skills Certification
- REV — Employer-Led Pre-Hire, Work-Based Learning and Placement
- REV — Employer-Led Curriculum, Mentorship and Workforce Planning (Priority Industry)
- REA — School Career Awareness and Counseling, Family Engagement and Industry Exposure

03 Community Engagement and Empowerment

7 projects

NEW 1 | REV 2 | REA 3 | CUR 1

- CUR — Political Innovation and Party Development Support
- REV — Parliamentary Internship Program and Certification
- REV — Public-Sector Service Excellence and Public Finance Certification
- REA / INV — Digital Citizenship, Media Literacy, and Resilient Community Engagement
- REA — School Dialogue, Civic Education and Volunteering
- REA — Local Council, Municipal Leadership and Internship
- NEW — Political Parties Capacity Building and Leadership

04 Innovation of Emerging and Creative Solutions

10 projects

NEW 2 | REV 5 | REA 2 | CUR 1

- CUR — The App Challenge
- REV — Emerging Technologies and Gaming Lab
- REV / INV — University IP Commercialization and Venture Creation
- REV / INV — Film, Animation and Virtual Production
- REV / INV — Agriculture Startups Driven by High-Tech and Water-Efficiency
- REV / INV — Emerging and Gaming Concept Incubation Window
- REA — Agricultural Skills Certifications
- REA — Mobile Innovation Lab
- NEW — Technology-Enabled Livestock Development and Modern Animal Husbandry
- NEW — Green Skills Academy

05 Mobilization of Efforts

3 projects

NEW 2 | CUR 1

- CUR — All Jordan Youth Commission (Community Convening)
- NEW — Retired Experts Advisory and Mentorship Platform
- NEW — Partner and Co-Funding Mobilization Platform

Note: NEW = Newly proposed project
REV = Revamped (redesigned in scope for the current projects)
REA = Reactivated (redesigned before scale-up for the previous projects)
CUR = Current (carried forward largely as-is)
INV = Investment-enabled: delivered, hosted, financed or taken to market through an existing KAFD investment
INV is a second, independent tag and does not replace lifecycle status

Note: The Appendices includes additional potential projects that may be explored, if required.

Executive Summary | Proposed Investments Portfolio

Ten existing portfolio investments carry confirmed directions across four categories, with only three positioned to strengthen. 12 new investments are proposed to deploy capital into the EMV sectors and rebalance away from legacy exposure

CURRENT PORTFOLIO Confirmed directions, 10 components

STRENGTHEN	National Microfinance Bank	Hold and Grow
STRENGTHEN	Royal Academy of Culinary Arts	Scale and Commercialize
STRENGTHEN	Affiliates	Govern and Transition
ACTIVATE	Ma'an Development Co.	Activate for Development
ACTIVATE	Lands	Activate through Partnerships
REBUILD	Oasis 500	Refocus and Rebuild
REBUILD	Spica Media Production	Reposition and Validate
REBUILD	Jo Shop	Transform and Differentiate
RESTRUCTURE	Dead Sea Co. for Tourism and Real Estate	Sell or Exit
RESTRUCTURE	Jordanian Heritage Revival Co.	Restructure or Turn Around

PROPOSED NEW INVESTMENTS 12 Investments

01. Venture Investment Fund Invests equity in frontier technology, emerging technology and AI ventures through Oasis 500	Financial Market
02. Religious and Medical Tourism Office Packages religious and medical tourism offerings in collaboration with JHRC and specialised partners	Tourism
03. Handicrafts Orchestration Platform and Marketplace Orchestrates artisans, training, logistics and buyers on one platform, with Jo Shop as a channel partner	Creative Industries
04. Integrated Feed, Animal and Livestock Farming Integrates fodder, animals, and livestock production on KAFD lands through institutional partnerships	Cross-Sector
05. Creative Technology Development Lab Commercialises gaming, animation and film capability under the Emerging Technologies and Gaming Lab	Creative Industries
06. AI and Technology Platform Commercialises AI and emerging-tech ventures under the Emerging Technologies and Gaming Lab	ICT
07. Shared Services and Business Support Company Centralises finance, legal, HR, IT, procurement and BPO services for KAFD subsidiaries	Cross-Sector
08. Export Logistics Hub Provides storage, handling and export services through the dry port in Ma'an Development Company	Manufacturing
09. Renewable Power and Energy Storage Develops renewable generation and storage assets through Ma'an Development Company	Manufacturing
10. Biological Fertilisers Manufacturing Produces microbial biofertilisers and biostimulants that improve soil health and crop yield	Manufacturing
11. Electronic-Grade Potassium Silicate Manufacturing Produces high-purity potassium silicate for semiconductor wafer-processing materials, through Ma'an Development Company	Manufacturing
12. Advanced Metakaolin and Low-Carbon Construction Materials Manufacturing Produces metakaolin and low-carbon binders for high-performance cement and concrete, through Ma'an Development Company	Manufacturing

STRENGTHEN 3 Performing: protect, scale, govern ACTIVATE 2 Underutilized assets: monetize REBUILD 3 Reset model, then re-decide RESTRUCTURE 2 Capital or viability action

Executive Summary | Implementation Timeline — Quick Win (1/5)

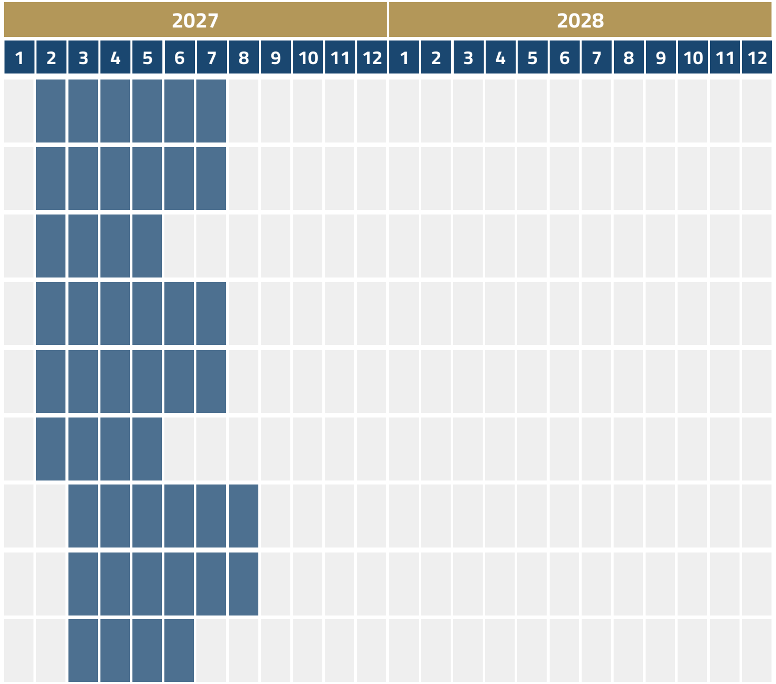
Quick win initiatives commence within the first six months of 2027 and are delivered across 2027 and 2028

No.	Initiative	Duration (Weeks)	Prerequisite	2027												2028											
				1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
1	Approve and communicate the institutional strategy	24	-																								
2	Build and deploy the strategy management framework	12	1																								
3	Build the target operating model aligned with the institutional strategy	16	1																								
4	Revamp the organizational structure, functional statements, and job descriptions	20	3, 2																								
5	Conclude and deploy the policies, procedures, Service-Level Agreements (SLAs), and authority matrix	20	4, 3																								
6	Revamp and develop Entrepreneurship, Venture Acceleration, Growth Capital and Validation	24	1																								
7	Revamp and develop Advanced Technology and Digital Skills Certification	24	1																								
8	Revamp the Emerging Technologies and Gaming Lab activation and operating model	24	1																								
9	Study and design Entrepreneurship Market Intelligence and Data Platform	16	1																								

Executive Summary | Implementation Timeline — Quick Win (2/5)

Quick win initiatives commence within the first six months of 2027 and are delivered across 2027 and 2028

No.	Initiative	Duration (Weeks)	Prerequisite
10	Revamp and develop the Oasis 500 business and go-to-market model	24	1
11	Conduct the feasibility and investment-structuring study for Venture Investment Fund Project	24	-
12	Develop and deploy the investment strategy and policy	16	3, 1
13	Define and deploy the Board, committee, subsidiary, affiliate and investment governance frameworks	20	12, 8
14	Define the beneficiary segments and personas and map the end-to-end journeys across governorates	20	3
15	Review and classify the current program and project portfolio	12	3, 1
16	Revamp and develop Employer-Led Pre-Hire, Work-Based Learning and Placement	24	14, 1
17	Revamp and develop Parliamentary Internship Program and Certification	24	14, 1
18	Study and design Employer-Led Curriculum, Mentorship and Workforce Planning (Priority Industry)	16	1, 14, 15



Executive Summary | Implementation Timeline — Quick Win (3/5)

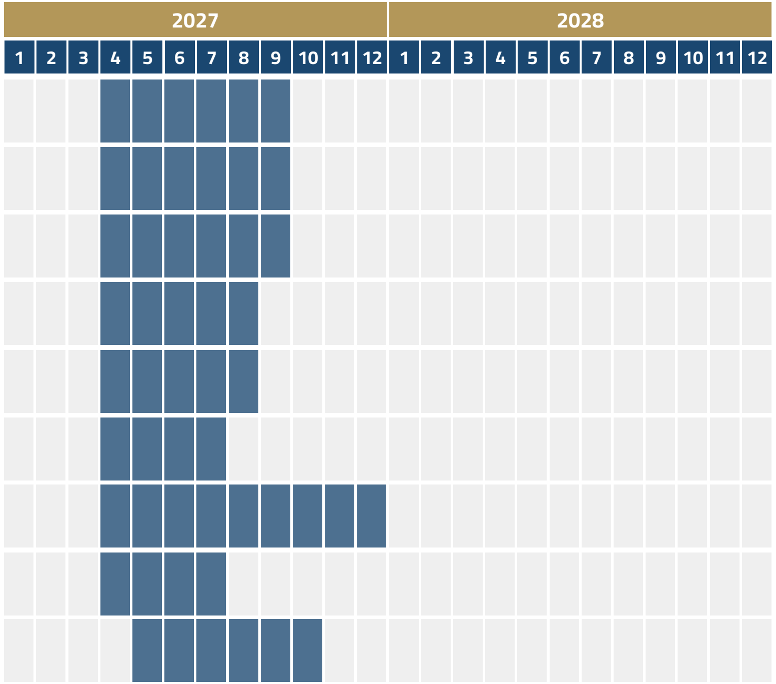
Quick win initiatives commence within the first six months of 2027 and are delivered across 2027 and 2028

No.	Initiative	Duration (Weeks)	Prerequisite	2027												2028											
				1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
19	Develop the Lands activation and asset-utilization plan	24	12, 13																								
20	Develop the Affiliates strengthening and value-creation plan	24	12, 13, 19																								
21	Conduct the feasibility and investment-structuring study for Religious and Medical Tourism Office Project	24	12, 13																								
22	Develop and activate the monitoring, evaluation, and learning framework (Monitoring, Evaluation and Learning (M&E))	24	1, 3																								
23	Develop the partnerships framework aligned with the stakeholder engagement	12	1																								
24	Cascade the strategy, objectives, Key Performance Indicators (KPIs), and initiatives to departments, All Jordan Youth Commission (AJYC), and Emerging Technologies and Gaming Lab	12	1, 3																								
25	Develop the communication and brand-awareness strategy and plan	24	1, 14																								
26	Revamp the All Jordan Youth Commission (AJYC) activation and operating model	24	14, 22, 23, 1																								
27	Revamp and develop Public-Sector Service Excellence and Public Finance Certification	24	14, 22, 23, 1																								

Executive Summary | Implementation Timeline — Quick Win (4/5)

Quick win initiatives commence within the first six months of 2027 and are delivered across 2027 and 2028

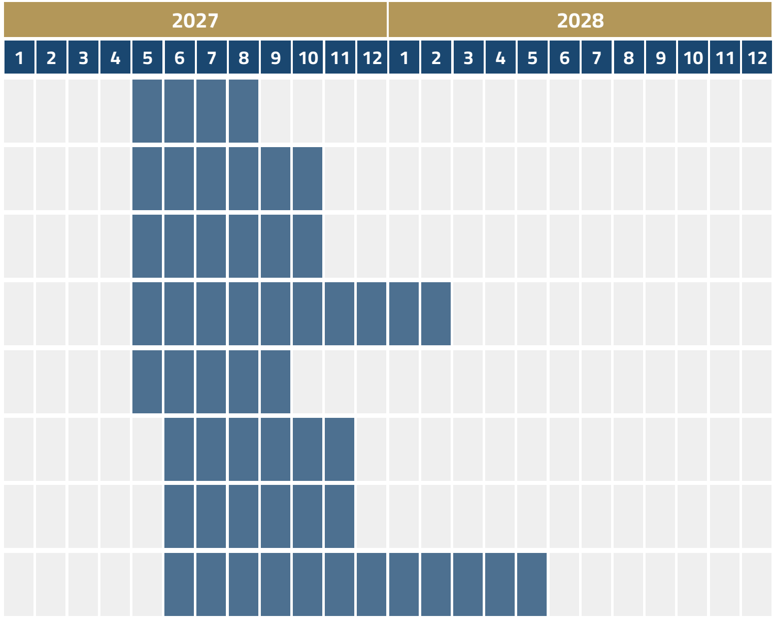
No.	Initiative	Duration (Weeks)	Prerequisite
28	Develop the Dead Sea Co. for Tourism and Real Estate exit and capital-release plan	24	12, 13
29	Develop the Jordanian Heritage Revival Co. restructuring and turnaround plan	24	12, 13
30	Conduct the feasibility and investment-structuring study for the Handicrafts Orchestration Platform and Marketplace	24	12, 13
31	Build the programs–investments–entities integration and referral model	20	14, 15, 23
32	Develop the financial model for sustainable funding, including fundraising, treasury, liquidity, and contingency reserves	20	12, 3
33	Build the investment performance reporting and asset-utilization monitoring framework	14	12, 32
34	Develop and approve the master investment plan	36	12, 32, 33, 1
35	Formalize and activate the strategic partnership with Crown Prince Foundation (CPF)	12	23, 1
36	Revamp and develop University Intellectual Property (IP) Commercialization and Venture Creation	24	14, 22, 23, 1



Executive Summary | Implementation Timeline — Quick Win (5/5)

Quick win initiatives commence within the first six months of 2027 and are delivered across 2027 and 2028

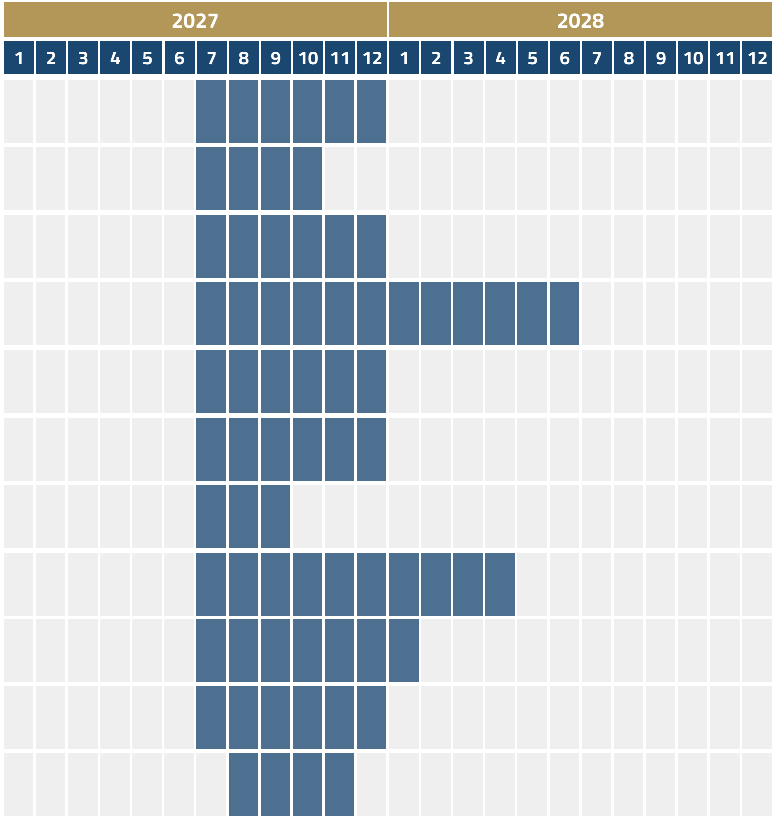
No.	Initiative	Duration (Weeks)	Prerequisite
37	Study and design Emerging Technologies and Gaming Lab	16	1, 14, 15, 22, 23
38	Develop the Ma'an Development Co. activation and asset-utilization plan	24	12, 32, 33, 34, 13
39	Conduct the feasibility and investment-structuring study for Integrated Feed, Animal and Livestock Farming Project	24	12, 32, 33, 34, 13
40	Study and deploy the Enterprise Resource Planning (ERP) and automate priority internal workflows	40	5
41	Establish and implement the digital transformation, data and Artificial Intelligence (AI) roadmap, including operational AI and workforce training	16	1, 3
42	Develop Entrepreneurship Market Intelligence and Data Platform	24	9, 14, 22, 23, 1
43	Develop the Royal Academy of Culinary Arts commercialization and financial-sustainability model	24	12, 32, 33, 34, 13
44	Establish and operationalize Venture Investment Fund Project	52	11, 12, 32, 34, 13



Executive Summary | Implementation Timeline — Short Term (1/5)

Short term initiatives commence between months 7 and 12 and are delivered across 2027 and 2028

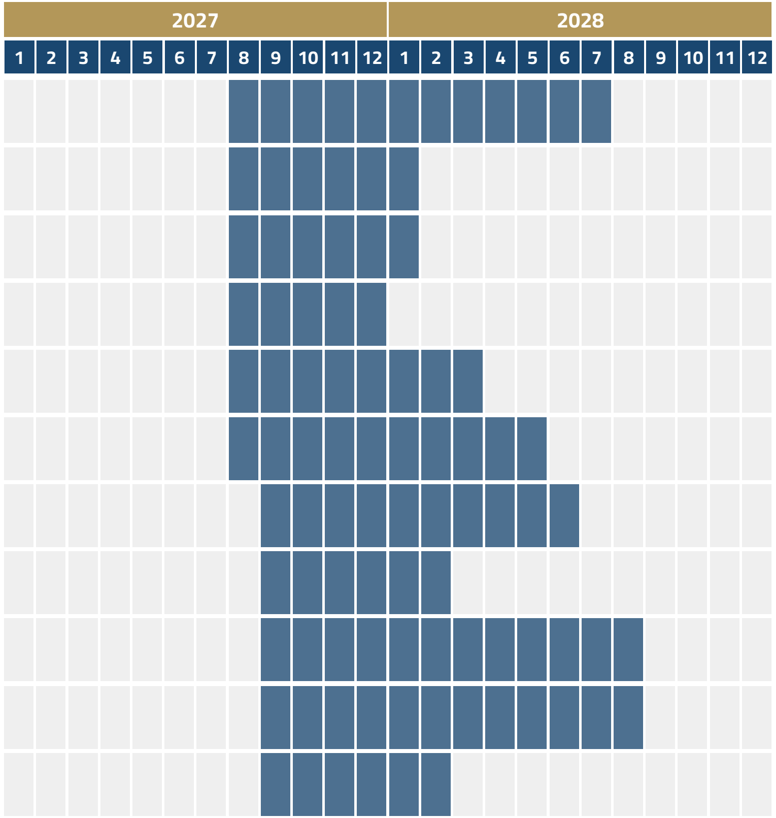
No.	Initiative	Duration (Weeks)	Prerequisite
45	Develop Employer-Led Curriculum, Mentorship and Workforce Planning (Priority Industry)	24	18, 14, 22, 23, 1
46	Study and design Film, Animation and Virtual Production	16	1, 14, 15, 22, 23
47	Revamp and develop the Jo Shop business and go-to-market model	24	12, 32, 33, 34, 13
48	Establish and operationalize Religious and Medical Tourism Office Project	52	21, 12, 32, 34, 13
49	Conduct the feasibility and investment-structuring study for Creative Technology Development Lab Project	24	12, 32, 33, 34, 13
50	Cascade departmental and entity Key Performance Indicators (KPIs) to individual performance scorecards	24	24
51	Develop the enterprise Information Technology (IT) and data architecture	12	41
52	Deploy the program, investment, and Monitoring, Evaluation and Learning (M&E) portfolio-management platform	40	51, 22, 12, 15
53	Develop and deploy the data governance and master-data framework	24	51, 41
54	Cleanse and reconcile the priority master data	20	53
55	Study and design Film, Animation and Virtual Production	16	1, 14, 15, 22, 23



Executive Summary | Implementation Timeline — Short Term (2/5)

Short term initiatives commence between months 7 and 12 and are delivered across 2027 and 2028

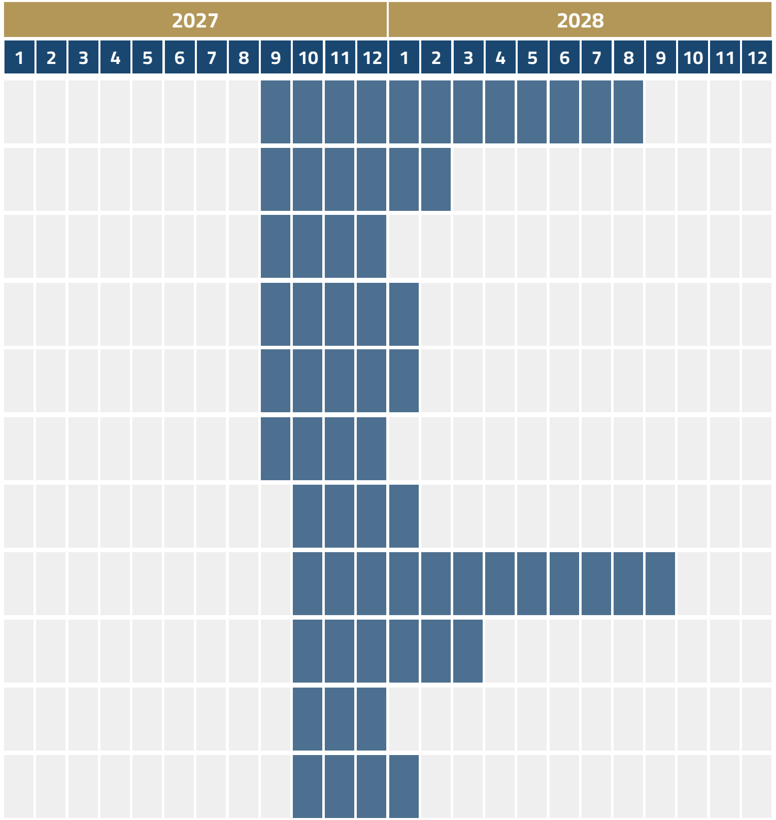
No.	Initiative	Duration (Weeks)	Prerequisite
56	Establish and operationalize the Handicrafts Orchestration Platform and Marketplace	52	30, 12, 32, 34, 13
57	Conduct the feasibility and investment-structuring study for Artificial Intelligence (AI) and Technology Platform Project	24	12, 32, 33, 34, 13
58	Deploy the integrated reporting suite and management dashboards	24	52, 54, 22, 51
59	Develop and deploy the Environmental, Social and Governance (ESG), inclusion, and sustainability framework	16	1
60	Implement the culture transformation program	32	4, 2, 3
61	Deploy the customer relationship management (CRM) platform and integrate beneficiary engagement workflows	36	51, 14, 53
62	Implement the approved All Jordan Youth Commission (AJYC) activation and operating model	40	26, 14, 22, 23, 1
63	Develop Emerging Technologies and Gaming Lab	24	37, 14, 22, 23, 1
64	Implement the approved Dead Sea Co. for Tourism and Real Estate exit and capital-release plan	52	28, 12, 32, 34, 13
65	Implement the approved Jordanian Heritage Revival Co. turnaround plan	52	29, 12, 32, 34, 13
66	Revamp and develop the Spica Media Production business and go-to-market model	24	12, 32, 33, 34, 13



Executive Summary | Implementation Timeline — Short Term (3/5)

Short term initiatives commence between months 7 and 12 and are delivered across 2027 and 2028

No.	Initiative	Duration (Weeks)	Prerequisite
67	Establish and operationalize Integrated Feed, Animal and Livestock Farming Project	52	39, 12, 32, 34, 13
68	Launch the brand, awareness, and opportunity campaigns	24	25, 14, 23
69	Develop Memoranda of Understanding (MoUs) and agreements with other priority partners	16	23
70	Update the website and digital channels	16	25, 41, 14
71	Revamp and deploy the performance-management framework	16	4, 2
72	Develop the workforce plan	12	4, 3, 7
73	Study and design Emerging and Gaming Concept Incubation Window	16	1, 14, 15, 22, 23
74	Implement the approved Ma'an Development Co. strategic plan	52	38, 12, 32, 34, 13
75	Conduct the feasibility and investment-structuring study for Shared Services and Business Support Company Project	24	12, 32, 33, 34, 13
76	Update and approve the job-grading, salary-scale and reward framework	10	52
77	Develop and deploy the cybersecurity framework	12	-



Executive Summary | Implementation Timeline — Short Term (4/5)

Short term initiatives commence between months 7 and 12 and are delivered across 2027 and 2028

No.	Initiative	Duration (Weeks)	Prerequisite	2027												2028											
				1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
78	Develop and deploy the compliance and obligations framework	12	13, 5										■	■	■	■											
79	Deploy the cybersecurity, backup, and disaster-recovery controls	32	77, 51										■	■	■	■	■	■	■	■	■						
80	Develop Film, Animation and Virtual Production	24	46, 14, 22, 23, 1											■	■	■	■	■	■								
81	Study and design Innovation Award and Grant	16	1, 14, 15, 22, 23											■	■	■	■										
82	Implement the approved Jo Shop strategic plan	52	47, 12, 32, 34, 13											■	■	■	■	■	■	■	■	■	■	■	■		
83	Develop the Food Trucks activation and asset-utilization plan	24	12, 32, 33, 34, 13											■	■	■	■	■	■								
84	Establish and operationalize Creative Technology Development Lab Project	52	49, 12, 32, 34, 13											■	■	■	■	■	■	■	■	■	■	■	■		
85	Develop the career and succession-planning framework	12	72, 71											■	■	■											
86	Revamp the training strategy and annual training plans	12	72, 85											■	■	■	■										
87	Develop Agriculture Startups Driven by High-Tech and Water-Efficiency	24	55, 14, 22, 23, 1												■	■	■	■	■	■							
88	Study and design School Career Awareness and Counseling, Family Engagement and Industry Exposure	16	1, 14, 15, 22, 23												■	■	■	■									

Executive Summary | Implementation Timeline — Short Term (5/5)

Short term initiatives commence between months 7 and 12 and are delivered across 2027 and 2028

No.	Initiative	Duration (Weeks)	Prerequisite	2027												2028											
				1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
89	Implement the approved Royal Academy of Culinary Arts strategic plan	52	43, 12, 32, 34, 13												■	■	■	■	■	■	■	■	■	■	■	■	
90	Establish and operationalize Artificial Intelligence (AI) and Technology Platform Project	52	57, 12, 32, 34, 13												■	■	■	■	■	■	■	■	■	■	■	■	
91	Conduct the feasibility and investment-structuring study for Export Logistics Hub Project	24	12, 32, 33, 34, 13												■	■	■	■	■	■							

Executive Summary | Implementation Timeline — Medium Term (1/4)

Medium term initiatives commence between months 13 and 24 and are delivered across 2028 and 2029

No.	Initiative	Duration (Weeks)	Prerequisite	2028												2029											
				1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
92	Revamp the internal audit policy and findings follow-up	16	13, 5	■	■	■	■																				
93	Study and design Digital Citizenship, Media Literacy, and Resilient Community Engagement	16	1, 14, 15, 22, 23	■	■	■	■																				
94	Implement the approved Spica Media Production strategic plan	52	66, 12, 32, 34, 13	■	■	■	■	■	■	■	■	■	■	■	■												
95	Develop the National Microfinance Bank digital-growth and portfolio-quality plan	24	12, 32, 33, 34, 13	■	■	■	■	■	■																		
96	Conduct the feasibility and investment-structuring study for Renewable Power and Energy Storage Project	24	12, 32, 33, 34, 13	■	■	■	■	■	■																		
97	Refresh the social media channels and update the content plan	12	25	■	■	■	■																				
98	Develop and deploy the operational excellence framework	12	3, 5, 2	■	■	■	■																				
99	Develop Emerging and Gaming Concept Incubation Window	24	73, 14, 22, 23, 1		■	■	■	■	■	■																	
100	Study and design School Dialogue, Civic Education and Volunteering	16	1, 14, 15, 22, 23		■	■	■	■																			

Executive Summary | Implementation Timeline — Medium Term (2/4)

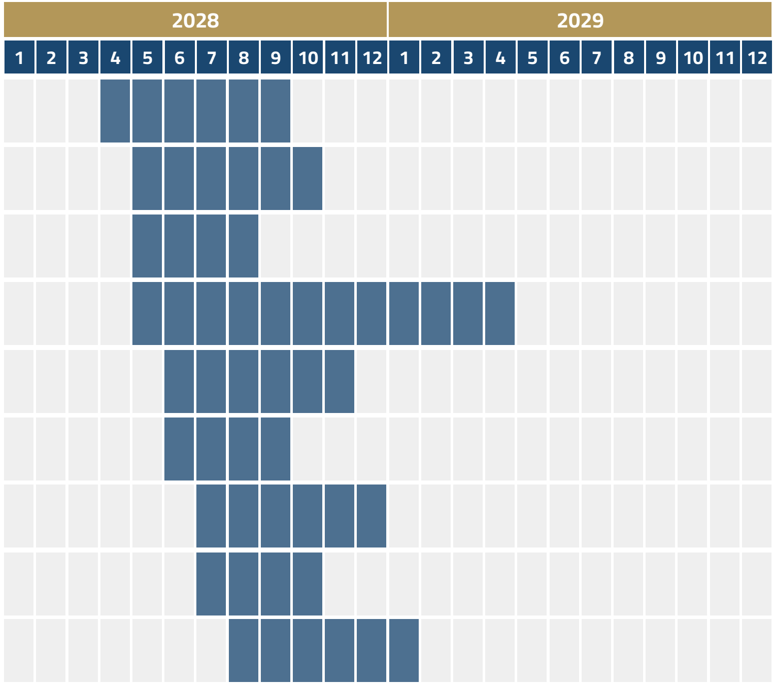
Medium term initiatives commence between months 13 and 24 and are delivered across 2028 and 2029

No.	Initiative	Duration (Weeks)	Prerequisite
101	Establish and operationalize Shared Services and Business Support Company Project	52	75, 12, 32, 34, 13
102	Develop the governorate hubs through All Jordan Youth Commission (AJYC) and partners	40	14, 23
103	Study and launch the cost-optimization and shared-services program	32	32
104	Redesign and develop Innovation Award and Grant	24	81, 14, 22, 23, 1
105	Study and design Local Council, Municipal Leadership and Internship	16	1, 14, 15, 22, 23
106	Implement the approved Food Trucks strategic plan	52	83, 12, 32, 34, 13
107	Redesign and develop School Career Awareness and Counseling, Family Engagement and Industry Exposure	24	88, 14, 22, 23, 1
108	Study and design Agricultural Skills Certifications	16	1, 14, 15, 22, 23
109	Establish and operationalize Export Logistics Hub Project	52	91, 12, 32, 34, 13

Executive Summary | Implementation Timeline — Medium Term (3/4)

Medium term initiatives commence between months 13 and 24 and are delivered across 2028 and 2029

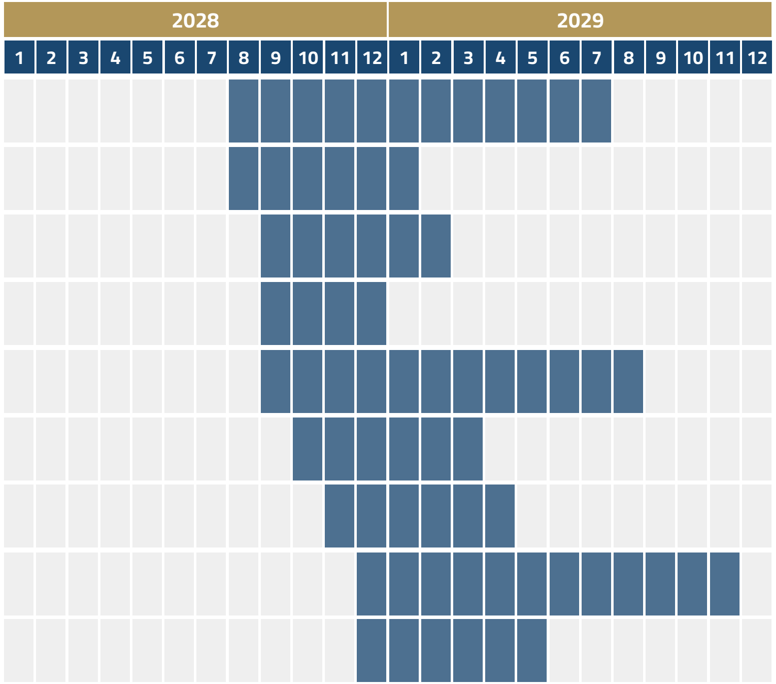
No.	Initiative	Duration (Weeks)	Prerequisite
110	Conduct the feasibility and investment-structuring study for Biological Fertilisers Manufacturing Project	24	12, 32, 33, 34, 13
111	Redesign and develop Digital Citizenship, Media Literacy, and Resilient Community Engagement	24	93, 14, 22, 23, 1
112	Study and design Mobile Innovation Lab	16	1, 14, 15, 22, 23
113	Establish and operationalize Renewable Power and Energy Storage Project	52	96, 12, 32, 34, 13
114	Redesign and develop School Dialogue, Civic Education and Volunteering	24	100, 14, 22, 23, 1
115	Study and design Talent Attraction, Founder Mobility and Diaspora Engagement	16	1, 14, 15, 22, 23
116	Redesign and develop Local Council, Municipal Leadership and Internship	24	105, 14, 22, 23, 1
117	Study and design Political Parties Capacity Building and Leadership	16	1, 14, 15, 22, 23
118	Redesign and develop Agricultural Skills Certifications	24	108, 14, 22, 23, 1



Executive Summary | Implementation Timeline — Medium Term (4/4)

Medium term initiatives commence between months 13 and 24 and are delivered across 2028 and 2029

No.	Initiative	Duration (Weeks)	Prerequisite
119	Establish and operationalize Biological Fertilisers Manufacturing Project	52	110, 12, 32, 34, 13
120	Conduct the feasibility and investment-structuring study for Electronic-Grade Potassium Silicate Manufacturing Project	24	12, 32, 33, 34, 13
121	Redesign and develop Mobile Innovation Lab	24	112, 14, 22, 23, 1
122	Study and design Technology-Enabled Livestock Development and Modern Animal Husbandry	16	1, 14, 15, 22, 23
123	Implement the approved National Microfinance Bank strategic plan	52	95, 12, 32, 34, 13
124	Develop Talent Attraction, Founder Mobility and Diaspora Engagement	24	115, 14, 22, 23, 1
125	Develop Political Parties Capacity Building and Leadership	24	117, 14, 22, 23, 1
126	Establish and operationalize Electronic-Grade Potassium Silicate Manufacturing Project	52	120, 12, 32, 34, 13
127	Conduct the feasibility and investment-structuring study for the Advanced Metakaolin and Low-Carbon Construction Materials Manufacturing	24	12, 32, 33, 34, 13



Executive Summary | Implementation Timeline — Long Term (1/2)

Long term initiatives commence between months 25 and 36 and are delivered across 2029 and 2030

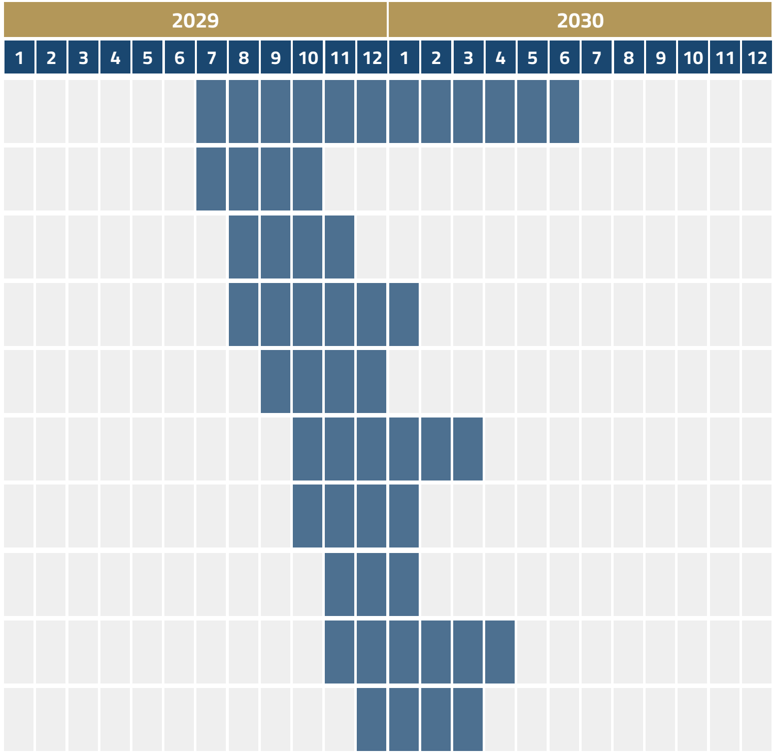
No.	Initiative	Duration (Weeks)	Prerequisite
128	Develop Technology-Enabled Livestock Development and Modern Animal Husbandry	24	122, 14, 22, 23, 1
129	Study and design Green Skills Academy	16	1, 14, 15, 22, 23
130	Develop the beneficiary selection and eligibility framework	10	14, 15
131	Develop the competency framework	12	4, 3
132	Develop and deploy the enterprise risk management framework	16	13, 1
133	Deploy the remaining priority internal platforms identified in the digital roadmap	28	51, 41, 5
134	Study and design Retired Experts Advisory and Mentorship Platform	16	1, 14, 15, 22, 23
135	Deploy Artificial Intelligence (AI)-enabled tools for beneficiary response and management operations	24	51, 54, 61, 58
136	Develop Green Skills Academy	24	129, 14, 22, 23, 1
137	Develop the beneficiary experience and service-standards framework	10	14, 130, 5
138	Develop and deploy the partner accreditation, quality assurance and program transition Framework	16	23, 137, 5

2029: 1 2 3 4 5 6 7 8 9 10 11 12 | 2030: 1 2 3 4 5 6 7 8 9 10 11 12

Executive Summary | Implementation Timeline — Long Term (2/2)

Long term initiatives commence between months 25 and 36 and are delivered across 2029 and 2030

No.	Initiative	Duration (Weeks)	Prerequisite
139	Establish and operationalize the Advanced Metakaolin and Low-Carbon Construction Materials Manufacturing	52	127, 12, 32, 34, 13
140	Study and design Partner and Co-Funding Mobilization Platform	16	1, 14, 15, 22, 23
141	Build the beneficiary feedback, grievance, and alumni-continuity mechanisms	16	14, 137, 61
142	Develop Retired Experts Advisory and Mentorship Platform	24	134, 14, 22, 23, 1
143	Develop, test, and activate the business continuity and crisis-management plan	16	132, 3
144	Develop and deploy the knowledge-management framework and platform	24	41, 3
145	Develop and deploy the Innovation, Piloting and Intellectual Property (IP) Commercialization Framework	16	144
146	Develop and deploy the health, safety, and environment framework	12	132, 5
147	Develop Partner and Co-Funding Mobilization Platform	24	140, 14, 22, 23, 1
148	Establish the beneficiary community and club	16	14, 25, 61



End of Executive Summary