DEAD SEA DEVELOPMENT COMPANY MARKETING PLAN

Final Report

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This publication was produced for review by the United States Agency for International Development. It was prepared by David Spira, Senior Consultant

DEAD SEA DEVELOPMENT COMPANY MARKETING PLAN

A PLAN TO GUIDE MARKETING AND PROMOTION EFFORTS FOR THE DEAD SEA DEVELOPMENT COMPANY

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM

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CONTENTS

1.0 Introduction

Jordan's recently established Dead Sea Development Area has the potential to receive significant private sector led investment into large-scale tourism-related property development, hospitality-related services and physical infrastructures. To do so in a competitive global tourism industry, the Dead Sea Development Company (DSDC), in partnership with other Jordanian public sector entities not least the Development Zones Commission will play a proactive and dynamic role in preparing product, identifying potential partners, marketing investment opportunities to target investors and undertaking and completing property development transactions that represent good value for DSDC stakeholders and which will make significant contributions to Jordan's growing tourism offering.

1.1 Purpose and Objectives

The primary purpose of this Marketing Plan is to guide the development of a robust marketing and promotion function within the DSDC and identify specific marketing and promotion actions that the DSDC will undertake. Additionally, the Marketing Plan fulfills a requirement of the Master Developer Agreement between the Development Zones Commission and the DSDC, which requires that a Marketing Plan and a number of other foundational documents be prepared and submitted to the Development Zones Commission.

As a newly incorporated entity, the DSDC does not yet have its entire professional staff in place and has to-date engaged only in a limited number of strategic marketing activities. Elaboration of the marketing plan by DSDC professional staff on a periodic basis, suggested not less than twice annually, will allow for new information and new ideas and opportunities to be incorporated into this important planning document.

Specifically, this Marketing Plan will:

- Articulate the Dead Sea Development Area's value proposition for property investors, which should underlie all messaging and communications to prospective investors
- Discuss the primary roles to be undertaken by the DSDC and the engagement of key institutions and government agencies to support DSDC's mandate
- Provide the DSDC with a set of actions and activities to guide proactive marketing and promotion efforts, including:
    - Identification of market segments to be targeted over the next 3-5 years
    - Identification and discussion of approaches to reach targeted market segments, including event participation and media identification:
- Identifies tools and templates that will support the development of an effective marketing function within the DSDC
- Identifies performance indicators to enable the DSDC to monitor and evaluate the effectiveness of its marketing efforts and support adjustments as may be necessary to achieve targets

The marketing plan ties into many of the core objectives of the DSDC as indicted in the Company Bylaws:

- Carry out all the necessary activities to conduct any economic activity including selling, purchasing, renting, leasing, managing and transfer of ownership, with or without consideration, and any other acts related thereto
- Promote and market the development area and services provided therein
- Contract with experts, consultants, contractors, supplies, developers, management and operation companies for the purposes of managing and developing the area, and to contract with employees and staff
- Carry out any economic activity in particular the investment activities, and to collect the service charges
- Own and sell any real-property and determine its purchase, investment and lease price including the sub-leasing and to determine the charges in respect thereto and collect the same
- Any other activity related to the objectives of the company and its business excluding the financial mediation

The DSDC is fully aware of the critical importance of marketing for the development of the Area, and for the attraction of high-quality investors and significant amounts of investment capital. For this purpose the DSDC has established the Investment and Business Development Department within its organizational structure, within which Area marketing and investment promotion activities are undertaken.

While the DSDC can actively promote investment opportunities within the Area in a general sense, the completion of the Master Plan for the Area is a critical step in the development of specific product to offer to the market. The Master Plan, which will be completed during the 2nd half of 2010, will identify not only the specific lands that are to be developed as a priority, but will also identify the target land-use and any restrictions or requirements that are to be placed on property development. This imposes a limitation on the direct property-specific investment promotion that can take place until that time, and is taken under consideration by the DSDC.

1.2 How this Document is Organized

Following this brief introduction, **Target Markets and Segments** clearly articulates Jordan's value proposition to investors and provides an overview of the rationale for the selection of principal target markets for this plan. This section also provides an overview of the Dead Sea Development Area's market potential for tourism which underlies its core marketing activities.

Section 3 discusses specific **Marketing Activities and Related Actions** that are essential to the DSDC to achieve its marketing objectives. This section provides an overview of the types of marketing activities to be undertaken, including broad image building, targeted investment promotion and follow-on and support activities, as well as identifies tools and templates that the DSDC may consider to support the implementation of its marketing plan.

1.3 SWOT Analysis

The DSDC has prepared an analysis of the fundamental strengths, weaknesses, opportunities and threats that underlie property investment in the Dead Sea Development Area. This SWOT analysis will inform DSDC strategic thinking on its marketing and promotional activities and identify key issues for DSDC management to be aware of in its strategic management and development of the Area.

STRENGTHS	WEAKNESSES
1. Unique destination with strong tourism/leisure appeal. 2. Zones regime offers significant advantages to investments within the Area. 3. Jordan investment climate is seen favorably by many regional investors. 4. Proximity to Amman and to international airport provides easy access to Jordanian and international tourists.	1. Majority of property available for development does not have direct access to Dead Sea coast. 2. Area faces clear constraints on available infrastructure (water, electricity, sanitation). 3. Extreme heat during summer months reduces appeal of tourism offerings during primary international tourist season.
OPPORTUNITIES	**THREATS**
1. Comprehensive site management and quality services can dramatically improve tourism appeal. 2. Improved linkages to tourism destinations throughout Jordan and the region (i.e. Egypt) can increase tourism appeal. 3. Regional investors continue to generate significant free cash flow for investment and many are pre-disposed toward investment in real property. 4. Movement toward increased regional stability and peace could result in significant peace dividend of investment, aid and tourism growth. 5. DSDC can be flexible in terms of pricing, payments and participation in investment projects, increasing investment appeal to its partners	1. Quality access to Dead Sea will not be properly set-aside, limiting appeal of property development away from Dead Sea coast. 2. Natural resource constraints, primarily water, and reduced level of Dead Sea coast, will increase risk factors for large scale property development. 3. Large-scale projects, such as Red-Dead Canal, will alter fundamental appeal of Dead Sea as tourism destination. 4. Significant pipeline of hotel projects will dramatically increase room levels while demand for these rooms is not yet established. 5. Uncertain status of many property development projects in the Area creates risk for new projects.

2.0 Target Markets and Segments

This section focuses on the target markets toward which the DSDC's marketing efforts will be directed. Underlying the selection of target markets and the strategy and messaging that will be used to attract investors in them is the value proposition put forward by the DSDC.

2.1 DSDC's Value Proposition to Large-scale property developers

There are no shortage of property development opportunities throughout the world and within the region, each with a distinct value proposition and each vying for its share of the market. The DSDC's ability to articulate its value proposition, market that proposition to investors and deliver against that will ultimately determine the extent of DSDC's success in its core mission.

The DSDC's value proposition to investors comprises several distinct elements:

- Jordan's tourism and hospitality industry is well-established and has a track-record of strong recent growth, strong prospects for **continued market growth**, and numerous industry-specific initiatives that lend confidence to market demand projections. Jordan's tourism product is quite differentiated when compared to other markets and does not compete extensively on price.
- The Dead Sea Development Area is truly a **unique site** with unparalleled historical, cultural and physical dimensions. Property development opportunities are constrained within the Area are constrained not by end-user market demand, but by the available supply of shoreline, and other high-quality and developable pieces of land. When it's gone, that's it.
- Jordan's overall **business and operating environment** is a strong plus in attracting and retaining investment, and when coupled with the advantages of operating under the Development Zones regime, the business advantages are significant. Jordan possesses a highly-skilled workforce that offers good value to employers; a stable political and business climate that supports private sector investment; one stop shop investor services for streamlined licensing, permitting and other services provided by the Development Zones Commission and a commitment to sustainable infrastructure and service delivery that further enhances the enabling environment for business.
- Lastly, the DSDC is tasked with a number of strategic objectives, one of which is **strategic planning and partnering** for the Area's development. The DSDC will add tremendous value to investors through its long-term strategic planning for sustainability, coordination of investments and stakeholders throughout the Area and status as a high-quality and reliable partner for business activities.

Essential to the DSDC's success is its coordinating role with key public, private and community stakeholders that have an interest in the Dead Sea Development Area. The DSDC's successful engagement with other vital Jordanian stakeholders will be a strong asset to the overall development of the Area.

2.2 Target Markets by Geography

Based on a review of the strategic investment opportunities that the Dead Sea Development Area creates for property development and broader investment, the DSDC has identified several geographic target markets through which to focus its marketing efforts.

The opportunities that Jordan faces requires a prioritized outreach campaign to include:

- Marketing efforts in **GCC countries** targeting large-scale regional and increasingly international property development and investment houses.
- Marketing efforts in the **broader Middle East** region targeting large-scale regional property development entities.
- Marketing efforts in the **broader international markets** targeting large-scale property developers, with emphasis on tourism investment.
- Domestic marketing efforts, targeting Jordanian investors and large-scale property developers that already have a presence in the **Jordanian market**, including those with existing properties in the Dead Sea Area.

Although this constitutes four distinct target markets, the geography can neatly be summarized as domestic and regional investors as one very large and at times segmented target market, and investors from developed markets outside the region. This reclassification of markets is helpful for some of the specific marketing initiatives that are likely to be undertaken by the DSDC and discussed later in this document.

2.2.1 GCC Investors

By far the most promising investor group is the large number of broad-based and specialized property development and investment houses (wide-ranging financial investors) that are based in the GCC region. As is already well-established, this investment group is seeking to convert its significant natural resource wealth into suitable projects that promise both capital preservation and opportunities for long-term capital appreciation. While the amount of available funding for new projects is dependent on natural resource markets and broader markets in their home countries, this investor group remains the single most promising group for large-scale property development opportunities in Jordan. Although this investment community is rapidly developing and taking on a diverse character, it can be said that these investors have specific attributes and expectations that the DSDC needs to take into consideration:

- Increasing desire to invest ‘close to home’ where cultural differences are less and openness to such investors is greater
- Frequent ability to invest large sums of money up front, requiring less external financing than others, coupled with a desire to leverage these funds for better terms and conditions
- Tendency to incorporate personal and frequently high-level relations into investment decision-making process
- Desire by some to follow Sharia Banking codes and procedures[1]
- Desire to avoid public tenders, preferring instead private negotiations under largely non-competitive circumstances

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[1] Bahrain has recently transformed itself into an international banking center, and its regional dominance in the financial services sector has led it to become the established global Islamic banking hub. Efforts by the Kingdom to consolidate this position have led to continued investment promotion efforts to attract new Sharia-compliant financial institutions.

2.2.2 Broader Middle East Market

There are increasing amounts of cross-border investment taking place among the broader Middle-East, non GCC, countries. This includes broad-based investment groups and property development groups based in Egypt, Lebanon, Libya, Turkey, among others. Such investors are looking for investment opportunities close to home and in markets welcoming and understanding of their investment needs and decision-making process. Such investors also have a high comfort level in property-related investments.

2.2.3 European, Asian and North American Markets

Europe, Asia and North America also represent market opportunities for investments in the Dead Sea Development Area. Investors from such countries are generally more specified in their investment profiles, conduct robust due diligence and have a more formal investment decision-making process. The legal enabling environment and formal investment safeguards and security are likely to be of critical interest to this investment category. Investors are more likely to be clearly classified as property developers, financial investors, infrastructure investors and tourism-specific investors, all of which may be attracted to the Dead Sea Development Area.

Because these investors are located outside the region, coordinated marketing efforts are required to effectively and efficiently reach these investors, as well as detailed research and analysis to ensure that marketing efforts spent in targeting this investment group are well-spent.

2.2.4 The Jordanian Market

The local Jordanian market possesses growing capacity to invest in large-scale property development projects. Positive trends in tourism market, property development and development zones are already well-known in the local marketplace. The local Jordanian market is not as large as others in the region but has the ability to form domestic consortia for investment opportunities and can effectively leverage regional and international funds.

2.3 Target Market Segments and Functions

It is also worthwhile to discuss the specific segments of the target market and the diverse types of investors that the DSDC will be targeting with its marketing and promotion efforts.

In many cases, investors will need to form consortia or joint-ventures in order to pull together the necessary resources and expertise to undertake large-scale property development.

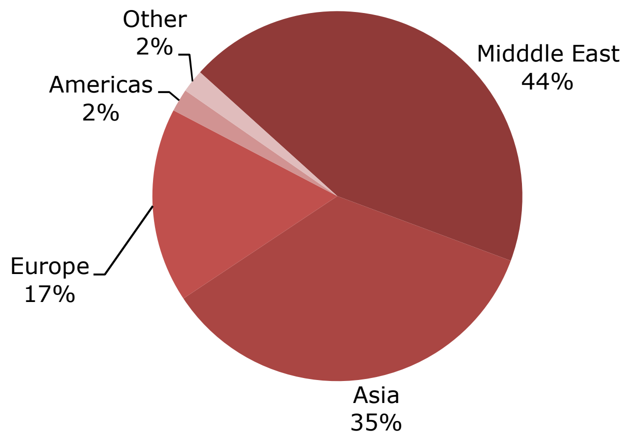
2.3.1 Property Developers

Professional property development entities, whether focused on tourism/leisure/hospitality development, focused on property development within the region or open in their investment opportunities, are a core target market for the DSDC. Property developers have the required expertise and frequently the access to capital to make the necessary commitments and successfully carry them out. The DSDC will need to invest the required resources to understand this market, understand how property developers make decisions and operate, and in many instances, tailor opportunities to their needs. There are very active property developers within the region, including those based locally, as well as those that are active internationally.

2.3.2 Diversified Financial Investors

Diversified financial investors consist of a broad range of investors that will make investments in any number of investment types that meet formal and informal criteria that such investors have established. While such investment groups exist worldwide, there is a concentration of such investors in the GCC countries. Direct, large-scale negotiated investments are a frequent investment approach for such groups. Sovereign wealth funds are but one example of this investor category and they are well-represented in the region; these funds are identified as a priority target market for the DSDC.

Sovereign Wealth Funds By Region



Such investors can finance large transactions but may lack internal capacity to undertake large-scale property development. In some instances, such investors have acquired or otherwise formed strong relationships with qualified property developers in order to undertake these investments. In other instances, such financial investors will seek out property developers on a case-by-case basis to undertake specific projects. Sharia-compliant investments may also come into play for select investors based in the GCC region. A list of the largest and most important sovereign wealth funds is provided in the annex to this document, together with highly-relevant background information on many of those funds.

Despite recent downturns in the price of natural resources and in financial markets, such funds continue to grow in size and importance – over the 2-year period ending September 2009, sovereign wealth funds have reported an asset increase in excess of 17%, and the amount of available cash for investment is significant.

Recent Sovereign Wealth Fund Market Size by Quarter (USD Billion)

Sep-07	Dec-07	Mar-08	Jun-08	Sep-08	Dec-08	Mar-09	Jun-09	Sep-09
3,190	3,130	3,300	3,789	3,927	3,976	3,587	3,628	3,752

The above data has been pulled on specific dates. Market size reflects official disclosure, fund creation, investment activity, capital injections, and other variables.

2.3.3 Targeted Financial Investors and Funds

Banks and other financial institutions, as well as real-estate investment funds, are another target investment category for DSDC. Such investors, if attracted to a project, can engage property developers and other partners to develop large-scale project opportunities; however, they are unlikely to play lead roles on their own. The DSDC may consider developing rosters of such institutions that have expressed interest, and make these rosters available to property developers and others more likely to take leading positions on projects.

2.3.4 Infrastructure Developers and Operators

While most large-scale development opportunities will be driven by core real estate, a significant number of property development opportunities will have a heavy physical infrastructure component which may attract the participation of a dedicated infrastructure investor, developer or operator. That may be as part of a large-scale property development that requires extensive on-site infrastructure (roads, water and sanitation, etc.), or as a stand-alone infrastructure project to be developed on a PPP basis, such as a water-treatment facility, bus station or similar. This investor category includes include infrastructure investment funds, infrastructure planning and construction firms, and those that are active in infrastructure operations and PPP markets. DSDC will target specific infrastructure opportunities to these investors, as well as solicit their general interest in large-scale property development. Such investors are generally based outside the region and may have offices that cover regional investment opportunities, often times with centralized decision-making.

Diverse Types of Infrastructure Investors

Strategic Buyers/ Concessionaires	• Traditionally, operators, developers or contractors in the infrastructure sector • Often benefit from sector operational expertise, which can enhance the value of their bids • Increasingly becoming very aggressive bidders • Long-term investment strategy	• Abertis • ACS • Acciona • Aecom • Bombardier • Bouygues • Global Via	• Brisa • Cintra/Ferrovial • FCC • Hochtief • Kiewitt • Laing • OHL	• Sacyr • Siemens • Skanska • Transurban • Veolia • Vinci • Zachry
Infrastructure Funds	• Private or listed equity funds focused on infrastructure investments • Strong liquidity awaiting for investment opportunities • Lower equity returns than for financial sponsors • Typically look to take part in a consortium • Medium-to long-term investment strategy • Fund sizes are smaller than for financial sponsors	• ABN-Amro • Alinda Capital • AMP Capital • Borealis • Carlyle • Challenger • CII	• CPP Investment Board • Colonial • Commonwealth • EQT • General Electric • GIP • Goldman Sachs • Hastings • Industry Funds Management • KKR	• JP Morgan • Macquarie • Morgan Stanley • Ontario Teachers' • Prudential • RREEF • UBS
Financial Sponsors	• Private equity funds with shorter exit strategy • High equity returns (+20%) may limit ability to bid competitively but have been achievable in certain opportunities • Normally look for short term investments with a clear exit strategy • Typically look to take part in a consortium • Fund sizes range form $6bn to $16bn	• Apollo • Bain Capital • Blackstone • Clayton, Dubilier & Rice	• KKR • MDP • Providence Equity	• Thomas H. Lee • TPG • Warburg Pincus

2.3.5 Hotel Operators and Tourism/Leisure Companies

As a final category, international hotel operators and providers of tourism and hospitality services (spas, recreation, etc.) are a market that the DSDC needs to know well and understand. For large-scale property development opportunities, the responsibility will be on the private partners undertaking the project to identify a qualified and interested hotel operator to invest in and operate specific facilities. DSDC can provide information about interested hotel operators, but otherwise will not be directly involved. However, for the small number of property transactions that are entirely focused on recreation and leisure, the DSDC will need to be able to market effectively to leading international firms in this area. These investors are likely to be located internationally, with international development departments that are appropriate points of contact for the DSDC.

2.3.6 Targets of Opportunity

The goals of this marketing plan are guided by broader marketing targets and efficient use of scarce resources, acknowledging that the possibility of higher targets of opportunity - highly-qualified investors that are outside of targeted markets – is very real.

The DSDC will be prepared and flexible enough to meet these "target of opportunity" investors with world-class investment promotion and marketing of available and appropriate property development opportunities, regardless of their origins or the timing of their inquiry.

2.4 Regional and International Tourism Trends

Trends in both the breadth of tourism investment and tourist arrivals are important determinants for understanding the speed at which hotels and other tourist attractions will develop at the Dead Sea, and the subsequent tourist they will generate.

2.4.1 Trends in Tourism Investment

Investment in hotels generally runs in seven to ten-year cycles, with four to five years of growth, followed by four to five years of contractions. Contractions in investment are driven by supply and demand of tourists and financial liquidity, both of which are affected by the economy as a whole.

The current global hotel construction pipeline cycle peaked in the second quarter of 2008, and then decreased by six percent. In the Middle East, the peak came later, in the third or fourths quarter of 2008. Guest room demand has become negative, which has served to decrease growth of new tourism projects in the pipeline growth. Lending has seriously impacted high-end resorts, with 21 percent of tourism projects in Europe, Middle East, and North Africa cancelled or postponed in fourth quarter 2008. Smaller and medium-sized projects have been less affected, however, because they have been able to secure funding.

Middle East pipeline projects are down 10 percent from their cyclical peak. There are 503 pipeline projects, including 226 under construction, 113 scheduled to begin construction within 12 months, and 124 in the early planning stages. New hotel openings will reach cyclical highs in 2009 and 2010 as projects under construction open. With 53 percent of the Middle East pipeline already under construction, new construction starts will trend down through 2010. At the same time, fewer new projects are expected to be added to the pipeline, and the delay rate for projects due in 2015 may be as high as 40 percent.

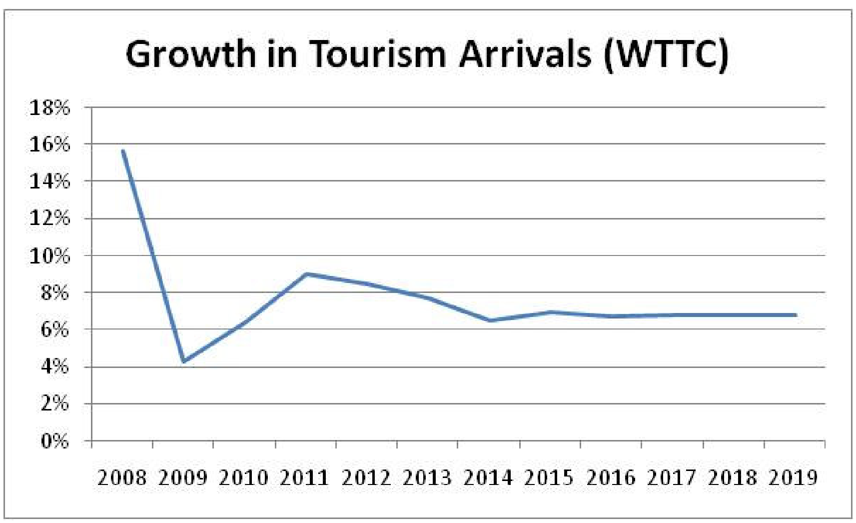
There was a rush between the fourth quarter of 2007 and third quarter 2008 in the Middle East to get projects on the ground before available lending was reduced. Withdrawal of cross-border banks is having a major impact on tourism project starts, especially in the Middle East. As a result, tourism project pipeline counts will continue to decline more rapidly in the near future.

The size of newly announced tourism projects is declining. The mid-sector accommodation bracket (4-star and 3-star hotels) guarantees good returns and a solid long-term investment. This is particularly seen in the urban accommodation segment in the Middle East. As liquidity levels fall in the region, and as Arab tourists become more budget-conscious, this type of investment has become be more attractive. The budget hotel market works well when it can position itself as a particular quality brand in a market that has become crowded with higher end resorts. The Dead Sea, and Middle East, in general, provide fertile ground for these types of 3 and 4-star hotel investments.

2.4.2 Trends in Tourist Arrivals

Between 2007 and 2008, hotel stays in Jordan increased by nearly 18 percent, from 2.198 million arrivals to 2.593 million arrivals. During the same time period, however, hotel stays at the Dead Sea increased by 31 percent, to 205,116 arrivals. This increase is due to several factors, including the growing popularity of the opening of additional hotels at the Dead Sea and greater overall tourist arrivals in Jordan.

The World Travel and Tourism Council (WTTC) has projected the demand for tourist in Jordan over the next ten years. These projections are displayed below. The projections shown serve as one important basis for Dead Sea tourism growth.



2.4.2.1 Trends by Tourism Segment

Jordan is benefitting from several trends in various segments of the tourism market. These trends are briefly described below.

Meetings, Incentives, Conferences, and Exhibitions (MICE). The meetings market currently comprises 37 percent of occupied room nights at the Dead Sea. With an expected downturn in the leisure tourism market, many destinations in the region (Dubai, Abu Dhabi, Sharm el Sheik) are looking at increasing their MICE offerings to make up for projected lost revenues.

Spa and wellness tourism. This will likely remain one of the largest segment of tourist arrivals at the Dead Sea. The spa business is currently growing at 12 to 15 percent per year, with 11 percent of room nights currently derived from spa visits. That market is expected to grow 10 percent per year over the next 10 years. However, growth in the "wellness" segment should not be overestimated. While travel to the Dead Sea remains popular for many Europeans suffering various dermatological ailments, there is a declining willingness of European insurance companies to cover such treatments.

Religious and cultural tourism. The Dead Sea presents an ideal base location for religious tourists to sites on both the eastern and western shores of the greater Dead Sea region. Tourist arrivals to religious sites are generally increasing, but the flow of visitors is heavily influenced by publicity generated by papal visits and perceived security threats. Since many package tourist visits to Jordanian religious sites are bundled with visits to Jerusalem, conflicts in neighboring countries and territories can dampen the overall additional tourist arrivals generated by religious tourism.

2.5 Tourism Demand Forecast

2.5.1 Vision for the Dead Sea Development Area

The Dead Sea Development Area has the potential to become a fully integrated global destination vacation location, enticing international visits of up to five days, and encouraging daylong and weekend visits by Jordanians through enhanced recreational offerings. Both objectives can only be achieved through an enhancement of leisure and recreational activities outside 5-star resorts, and connecting these developments through physical and virtual infrastructure.

2.5.1.1 Enhanced Activities

The challenge for Jordan's Dead Sea Development Area will thus be to create the types of activities in demand by a growing number of tourists. This is particularly salient since many developers are now jumping on the budget accommodation bandwagon. Such 3 and 4-star developments can only be successful if there are attractions outside hotels within reasonable distance.

The Dead Sea is well poised to attract more MICE tourism, particularly in the "meetings" and "conferences" segments of the spectrum, where participants are generally kept busy throughout the day and evening by planned events. It is in the "incentives" and "exhibitions" segments of MICE, however, where the Dead Sea will need to excel in more generous tourist activities.

Additional activities in immediate demand include the following:

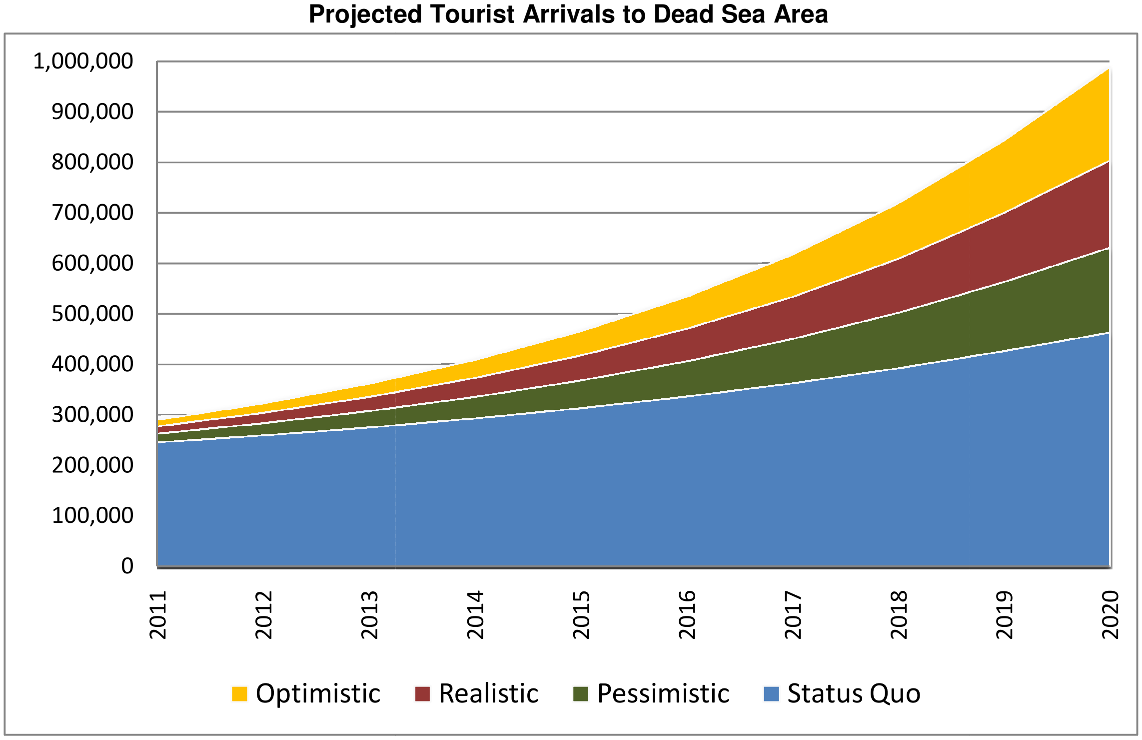
- Budget accommodation - 3 and 4-star branded hotels catering to budget-minded package tourists and "frequent independent travelers".
- Broader mix of restaurants, including outside of hotel and resort properties.

- Nighttime entertainment - Creation of theater activities, including music performances, light shows, movies, playgrounds, and other leisure activities that can be enjoyed by couples, families, and single travelers.
- Central tourist information - Creation of a central tourism office within walking or cycling distance of the major hotel developments in the Area, including information and tourist guide services for surrounding attractions in the greater Dead Sea region.
- Parks, picnicking, and day use areas - These areas should comfortably cater to both local day-use visitors and tourists (particularly “frequent independent travelers”) venturing beyond their hotels on foot, bicycle, car, or bus.
- Transportation network - Resorts, hotels, and other attractions within the main hotel clusters may be linked by pedestrian and cycling pathways that are well-maintained for safety, and shuttle or bus service—with handicapped accessibility—may be created to link resorts, hotels, restaurants, and other attractions to one another.

2.5.1.2 Synergies

The Dead Sea Development Area will create synergies between hotels and leisure activities in the immediate vicinity and beyond. It is these synergies that will help transform the Dead Sea into a destination location, rather than one of many stops on a package tour. The demand forecast has quantified the effects of these synergies through a “destination premium”, defined as the additional tourist arrivals generated by a cohesive and integrated ‘Dead Sea tourism product. The figure below depicts the tourist arrivals that the demand forecast model projects in each of three development scenarios, compared to the ‘status quo’ which represents the forecast in the absence of any coordinated development or promotional activities.

Projected Tourist Arrivals to Dead Sea Area



The synergies that create the destination premium will be generated through the following:

- Transportation corridors—Pedestrian pathways, cycling lanes, and bus and shuttle service between developments
- Signage—Uniformity in signage design, language, and direction
- Guidance—Uniformity in presentation of cultural, religious, and natural attractions
- Zoning and architecture—Common themes generated throughout Dead Sea Development Zone
- Security—Safety of travel during day and night between tourism attractions
- Environmental protection—Preservation of the natural landscape that makes the Dead Sea unique as a destination attraction

The DSDC will undertake the required strategic planning and property development activities that will enable these synergies to be realized, unlocking their value to investors and for tourists.

2.5.2 Determinants of Tourism Investment Growth

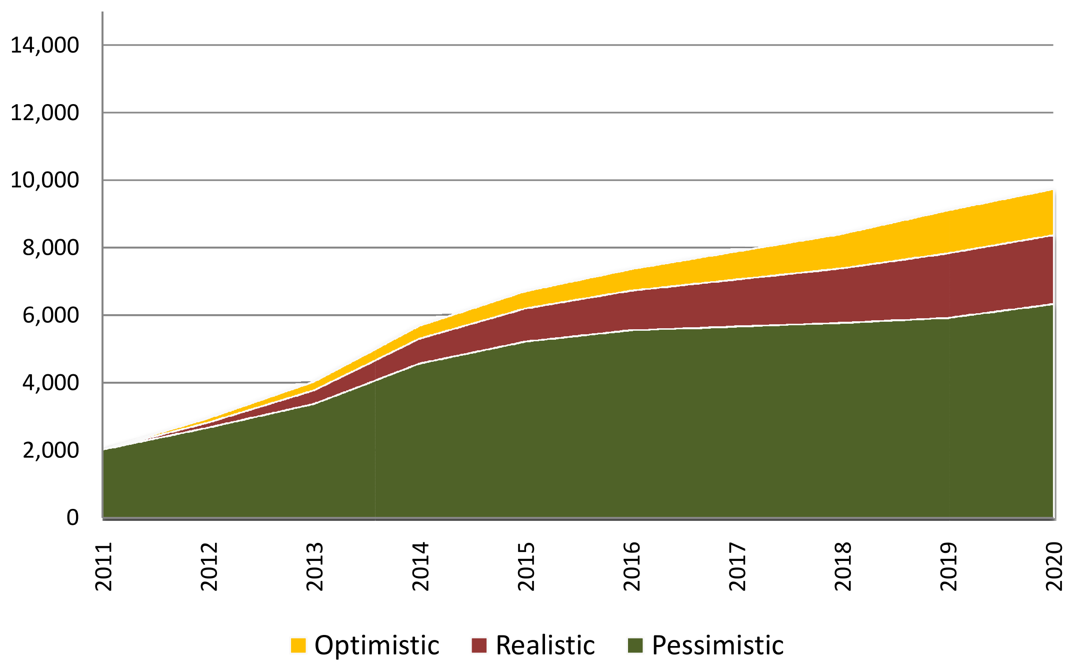
The factors that affect the development of hotels and other tourism projects include the following:

- Financing—Availability of liquidity in local, regional, and international capital markets
- Natural Environment—Extent to which hotels and other tourist developments can sustainably access water, process waste, and not denigrate the natural environment that served as the original attraction of the location
- General tourism trends—Regional growth in tourist arrivals, generally beyond the capacity of a single country to influence
- Jordanian Partner organizations-Extent to which Jordanian organizations, primarily the Dead Sea Development Company, are able to strategically manage long-term sustainable property development in the Dead Sea Development Area, and successfully attract qualified investors to invest in the Area.

2.5.3 Demand Forecast Results

As the Dead Sea Development Area generates increasing flows of tourists and longer stays, it is expected that the number of hotel rooms demanded will increase substantially, to more than 6000 rooms under the conservative scenario (labeled as pessimistic below) by 2019, and upwards of 8000 rooms by 2029.

Projected Demand for Hotel Rooms in Dead Sea Area



Projections for hotel rooms needed to satisfy the expected growth in visitors of all kinds to the Dead Sea Area form the basis of the large-scale property development activities that will be undertaken by the Dead Sea Development Company. Large-scale land release projections can be reasonably projected based on demand for hotel rooms, as can capital investment into the Area and employment creation.

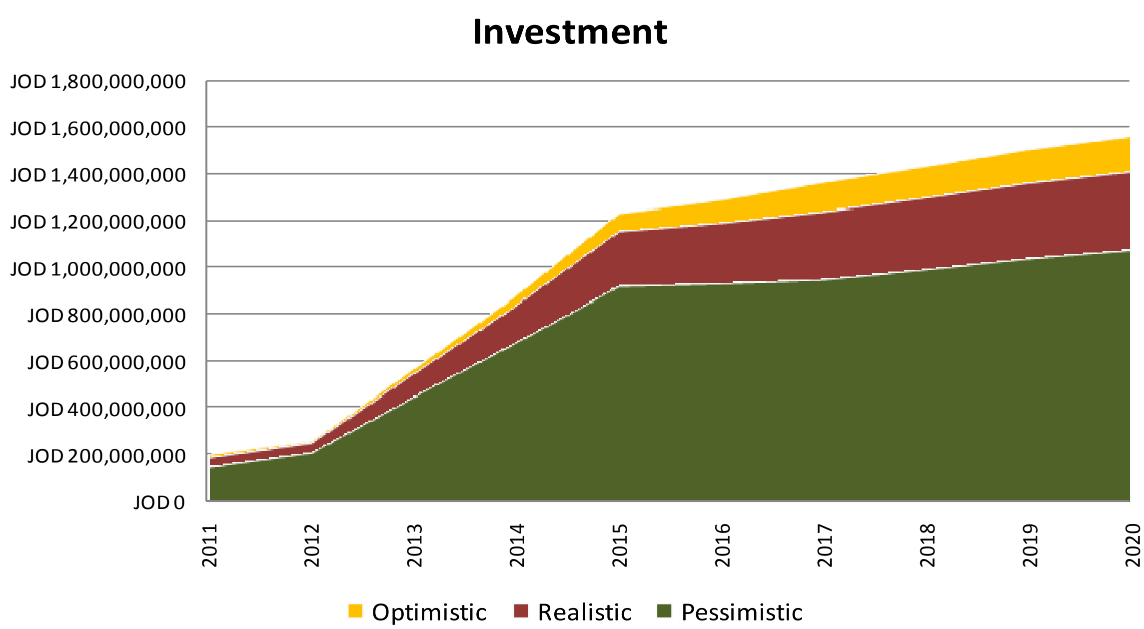
At present, tourism growth in the Dead Sea Area is constrained by the supply of available rooms. The Dead Sea Development Company has the tremendous opportunity to ensure that sufficiently high levels of property development and investment take place such that there is more than adequate supply of rooms, as well as an overall high-quality tourism experience, ensuring that natural growth of tourism in the Area is unconstrained by supply of available facilities. This represents a tremendous opportunity for the DSDC.

3.0 Marketing activities

3.1 Investment Promotion Goals

Stated most simply, **the goal of this Marketing Plan is to support the generation of investment into the Dead Sea Development Area, namely through large-scale property development activities.** Based on market demand estimates, the DSDC may be able to attract upwards of 1 billion JD in capital investment commitments within the next 3-5 years. DSDC is targeting the release of as much as 4 square kilometers of land and the development of between 20-50 stand-alone projects in the next 10-years to support projected tourism market growth potential and development opportunities, much of that to be front-loaded during the next 3-5 years.

Investment Projections through 2020[2]



The DSDC's marketing efforts in the next year will be focused on creating awareness in the marketplace and successfully closing the existing pipeline of property development negotiations, generating early successes that demonstrate the Dead Sea Development Area's viability as an investment location. Once this track record is evident, the offering of new product, coupled with increased market awareness and targeted marketing efforts will help generate an attractive pipeline of deals to realize the DSDC's investment goals.

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[2] Derived from 'Market Assessment and Demand Forecast for the Jordan Dead Sea Development Zone' May 2009, produced by the USAID-funded SABEQ Project.

To achieve these targets, the DSDC marketing team will generate a roster of prospective investors to which it will market individual property development opportunities. This will be undertaken through targeted marketing outreach efforts, including extensive communications and proactive relationship-building. Because only a small fraction of these prospective investors will 'convert' to actual investors in the Dead Sea Development Area, two objectives for DSDC marketing efforts are identified:

- To continuously **attract prospective investors** into 'positions of interest' for property development in the Dead Sea.
- To effectively **engage prospective investors** and actively support their investment decision-making process.

The DSDC needs to ensure that as many candidate investors as possible are taking active steps to prepare for property development opportunities in the Area. The formal land release process will vary; land may be released through formal competitions in the case of the most demanded properties, or through direct negotiations between the DSDC and investors on specific properties. In either case, the DSDC needs a large supply of qualified and interested investors in order to maximize its property development activities.

The DSDC recognizes that the majority of candidate investors that will be identified through targeted marketing outreach will not undertake any significant due diligence on property development opportunities, such as site visits, and will not invest. And for those that undertake due diligence, itself a significant cost for investors, most will not submit proposals and still fewer will conclude development agreements with the DSDC. This point is illustrated in the graphic below, which indicates typical 'conversion ratios' for investment generation activities, based on international experience.

That is, for every 1000 candidate investors the marketing team contacts, only 10 percent will undertake any cost-incurring due diligence, including site visits and face-to-face meetings with the DSDC. Of these, only 10 percent will be sufficiently interested in investment opportunities in the Dead Sea to investigate further and commit additional costs. From there, only a fifth of prospective investors will submit proposals to the DSDC for property development, and only half of those finally "seal the deal" by signing development agreements and breaking ground.

The clear implication of this is two-fold:

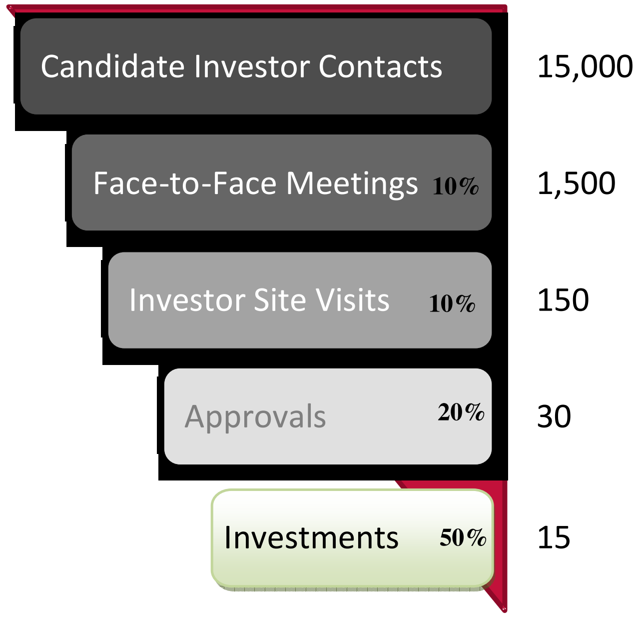
- The DSDC cannot rely on existing contacts with the investment community to secure the necessary property development deals and to realize more than 1 billion JD of capital investment
- The DSDC must undertake outreach to hundreds if not thousands of candidate investors in order to generate sufficient investor interest to establish an investor pipeline capable of generating adequate levels of large-scale property deals.

What is a “Candidate” Investor?

Candidate investors are already the result of considerable research and analysis. Based on market analysis and intelligence gathering, the marketing team will develop a roster of candidate investors who meet the key criteria for investment in this project:

- track record of property development transactions that generally align with the DSDC’s offerings, and
- possess sufficient resources to consider investing in Jordan in this type of project.

Typical Conversion Ratios for Investment Generation



3.2 Marketing Activities

Recognizing the overarching objective of generating investment, the activities outlined in this marketing plan are designed with five principal objectives in mind:

- Generate significant interest in the Dead Sea Development Area as a property development and investment opportunity for large-scale property developers.
- Identify and understand prospective investors’ business needs, and deliver the message that the DSDC and its partner organizations, most notably the Development Zones Commission, is a strong partner that can effectively support your property development projects.
- Positively influence investors’ decision-making process by providing them with timely, targeted, and useful information and follow-up service.
- Open and maintain a relationship and dialogue with prospective investors at multiple “connection points” to the extent possible.
- Constantly generate new leads to maintain and expand the “pipeline” of prospective investors.

The figure below illustrates the array of activities DSDC’s business development team will engage in, in cooperation with other counterparts, to achieve the goals outlined in this plan.

Investment Promotion Activities Matrix

3.2.1 Marketing: Image Building

Image building describes those activities aimed at building broad market awareness of the Dead Sea Development Area as a property development opportunity for the leisure and hospitality (tourism) sectors). These are generally passive marketing techniques, using mass-communication channels and other, relatively untargeted mechanisms to communicate the Dead Sea Development Area' value proposition and generally "introduce" the opportunity to prospective investors who may have not considered it as a possible investment destination before.

Activities planned under the heading of image building include **Trade Press Advertising**, general **Marketing Collateral**, and **Industry Events**.

3.2.1.1 Trade Press Advertising

Advertising in targeted industry publications or websites is a passive marketing activity. While advertising plays an important role in "getting the word out," the cost efficiency of mass media advertising is quite low and it cannot be relied upon to "accomplish the job". Nevertheless, it is an important tool that the DSDC will use in order to build awareness for the Area – awareness on which it can capitalize with more targeted investment promotion.

Advertising will be used sparingly, in support of more targeted, proactive investment promotion activities. This marketing plan proposes the identification of specific periodicals and websites to address target markets and sectors, avoiding high profile, expensive publications in favor of industry-specific trade press and online resources.

- For **International Property Development**, MIPIM World and MIPIM Horizons are excellent resources for advertising and promotion:

  MIPIM Horizons - your gateway to the high-potential property markets of EMEA (Europe, Middle East and Africa), Central Asia and Latin America - brings together developers, investors, and other key real estate industry players.

- In the **GCC Markets**, three regional business publications, including one web-based publication, will serve as the media for image building advertising:
    - Middle East Economic Digest (MEED) is a premium business and investment magazine aimed at leaders and decision makers in—and interested in—the Gulf region. The majority of its readers are based in the Middle East region, and nearly 80 percent are senior managers in large organizations. Among the sectors most represented by the readership of this publication, which includes both quarterly print magazines and online access, are Banking and Finance and Telecoms and Communications.
    - AME Info (online) is AME Info is a leading business website for news and information from the Middle East. In addition to the extensive website, the company compiles and sends sector-specific newsletters to opt-in subscribers. For a premium, advertising can be highly targeted to subscribers that fit specific target audiences by geography, industry, subscriber data and other criteria.
    - Gulf Business is a premium monthly business magazine specifically targeted at decision makers and business leaders in the GCC region, covering subscribers in UAE, Kuwait and Oman, Saudi Arabia, Qatar and Bahrain.

3.2.1.2 Marketing Collateral

Marketing collateral includes the materials that make up the packages that are handed out, mailed or otherwise distributed as part of a broad marketing effort. At minimum, this will include professionally designed and printed materials, including:

- **Dead Sea Development Area Profile:** A broad profile of the Dead Sea Development Area and the Development Zones investment framework. It should not require frequent updating and will include sufficient information to prompt investor interest in diverse large-scale investment opportunities in the Area.
- **Marketing Prospectus**: This more substantive document will contain detailed information about the specific large-scale property development opportunities within the Dead Sea Development Area and include details about the land release process. The marketing prospectus can be updated quarterly to reflect new developments and available lands, and in some cases may be designed for a given set of properties that are to be released through a competitive process, including dates, proposal submission requirements and other details. The Marketing Prospectus, while not containing confidential information, is to be released only to those investors which have demonstrated specific interest to consider investment opportunities in the Development Area.
- **Dead Sea Development Area Website**: A Website can be an effective marketing, promotion and investment generation resource. A well-organized, well-presented and well-linked Website can disseminate significant amounts of information to the investment community and make a highly positive impression on investors. It can be a source of information on qualified investors, supporting the investment generation process, including outward and inward site visits, and the transmission of specific information about time-sensitive land-release opportunities, new site information and other critical information.

3.2.1.3 Industry Events: Trade Shows and Exhibitions

The DSDC will develop a schedule of industry events to attend in 2010. Emphasis will be on those events that are likely to attract the highest number of qualified regional investors and large scale property developers and investors.

- A key event for the DSDC will be the MIPIM Property Development Conference, March 16-19, 2010. MIPIM attracts investors from leading international insurance companies, pension funds, asset management companies, investment banks, REITs, real estate companies and funds. MIPIM also provides the following services:
    - Connection to online match-making platform MIPIMWorld, a complete database of participating companies, individuals and projects
    - Speed Matching sessions
    - Liaison with an international representative network to organize appointments with key decision-makers

  MIPIM Horizons, which takes place within the larger MIPIM conference, is focused on the potential property markets of EMEA, Central Asia and Latin America – more than 250 investors and hotel groups were in attendance in 2008.

The DSDC will identify worthwhile international events for its annual participation, and then a number of additional events determined to be important for its business The DSDC will become a consistent presence at the same annual events to build incremental market awareness. At the same time, the DSDC will confirm the appropriateness of the events that it has selected based on attendance and bottom-line impact for the DSDC, thus the importance of impact tracking and evaluation activities. The DSDC will always remain open to the possibility of new events that promise a greater return on investment.

Getting the Most Return on Investment for Industry Events

The DSDC recognizes that industry events are expensive to attend, and will require its marketing team implement a plan to achieve results that are worth the cost. Specifically, the marketing team will:

- **Agree on a concrete strategy for the event.** The DSDC marketing team will devise a clear set of strategic goals to be served by participation in the Event**.** If it is expected to generate leads, then the DSDC will have specific goals for the number of candidate investors they will meet. They should return with a database of solid leads for follow up communications and potential meetings. To the extent possible and appropriate, the marketing team should have an agenda of meetings and likely connections before they depart for the industry event.
- **Coordinate with other Jordanian Government or commercial representatives to generate increased interest:** Because of the level of investment required to successfully take advantage of trade shows and exhibitions, the DSDC will seek to augment its presence through joint-promotional efforts with high-ranking government officials or representatives of Jordanian trade and investment delegations that may be in attendance or in country. The DSDC will be open to coordination with diplomatic or trade missions to take maximum advantage of industry events.

3.2.1.4 Refine Message

Throughout investment promotion and marketing activities, the DSDC marketing team will make a concerted effort to improve its knowledge of target markets and companies. Whenever there is an opportunity to update or improve materials, from improving the copy of advertisements to updating the data and messaging included in marketing brochures or the marketing prospectus, there will be a systematic effort to reflect this new information and market intelligence. The DSDC will review its marketing documentation not less than twice per year, and more frequently where required.

3.2.2 Marketing: Targeted Promotion

Targeted promotion efforts are the heart of the investment promotion and marketing campaign, and all other activities are truly seen as supportive of these efforts. All targeted promotion activities, whether directed at individual investors or groups of investors, will be preceded by intensive research and market intelligence gathering both to ensure the most effective use of mission resources, and also to empower the DSDC marketing team to focus and target messaging to individual investors.

3.2.2.1 Scoping Missions

Scoping missions are designed to acquaint the marketing team with a target market likely to form the bulk of potential investors in that country or region. These will be seen as orientation trips by the DSDC, aimed at making connections with business associations, chambers of commerce and other “centers of influence” and sources of information. These missions can also be used as an opportunity to connect with Jordan’s own diplomatic and economic representatives in a foreign country.

3.2.2.2 Promotion Missions and Direct Meetings with Investors

Promotion missions are the most effective and important activities undertaken by the DSDC marketing team. Generally, these will be intensive, well supported trips by the DSDC marketing team, and including the participation of DSDC senior leadership and possibly key persons from the Development Zones Commission. The DSDC will engage in two types of direct promotion activities:

- **Targeted Promotion Events.** The DSDC will organize small-to-medium-size promotion events in target markets as an excellent way to meet a large number of company representatives in a minimal amount of time. These may include an introductory presentation to groups of prospective investors. These can be informal events, or the team can engage facilities and invite prospective investors to a small reception. The feasibility and details of these sorts of events will be settled during an initial scoping mission if undertaken.

- **Face to Face Meetings with Investors.** The objective of every other investment promotion activity is to prepare, to facilitate, or to follow up on face-to-face meetings between DSDC representatives and prospective investors. The DSDC’s goal at such meetings is to generate enough interest by an investor to initiate a site visit to the DSDC and to allocate resources necessary for meaningful investment due diligence. These meetings are also critical to building long-term relationships and communications channels with investors, and to educating investors about the specific investment processes that are in place to facilitate the allocation of specific plots of land for development, the submission of proposals and the completion of property development agreements.

The Importance of the Face-to-Face Meeting

The most important moments will be the face-to-face meetings between the DSDC and the prospective investors. This is the best opportunity DSDC leadership will have to present the Dead Sea Development Area's value proposition directly to decision makers.

Making sure these meetings take place, that they leave a positive impression, and that they result in an ongoing relationship with a prospective investor will be the overarching goal of every activity the marketing team undertakes. No amount of advertising, desk research or trade-show appearances can substitute for a well-executed presentation and a personal connection, and even when such meetings do not result in an immediate "sale" they serve to build the market presence and network that are critical to long-term success.

Before these critical meetings take place the DSDC will emphasize meeting preparation. Market research and intelligence gathering will be aimed at understanding the needs and shaping the perceptions of prospective investors before such meetings take place. After these critical meetings have taken place, the DSDC will undertake sustained follow-on efforts to ensure that specific investment opportunity(ies) in the Development Area remain at the top of the investors' minds when they are ready to take their next steps, even if it may be months or more after that first meeting.

3.2.3 Marketing Support: Research and Market Intelligence

Research and market intelligence are a critical function in the DSDC's marketing and investment promotion campaign. DSDC activities include:

- Regular desk research to identify and anticipate trends and events that may present a challenge or an opportunity for DSDC for large-scale property development
- Company research, including phone calls and interviews, to ensure that DSDC information about a company, its decision makers and current and future investment decisions is as current and accurate as possible
- Production of timely and actionable internal market intelligence reports for the broader DSDC leadership team.

Marketing budgets will include the cost of telecommunications to target markets. Costs for the acquisition of market data will also be budgeted, including the periodic purchase of market reports as well as subscriptions to market research.

3.2.3.1 Quality Market Research and Intelligence

Although research and market intelligence are presented late in this list of marketing activities, this is among the most important, ongoing functions for the DSDC marketing team. These activities underlie every other activity and are critical to generating high returns on marketing investments for the DSDC. While market research can be purchased, there is no substitute for experienced staff engaging in persistent, consistent, targeted research in support of direct marketing activities - this will be a key responsibility for the DSDC marketing team .

3.2.4 Marketing: Inward Site Visits

Successful marketing and promotional efforts by the DSDC will result in one or more site visits by interested investors, one of the key intermediate objectives of the marketing team. Visiting executives and their teams will seek to undertake detailed site visits, meet with

DSDC leadership and potentially other key government officials, including at the Development Zones Commission, and interview existing investors.

The budget implications of site visits are minimal, as the main resources to be engaged are existing human resources. Modest expenses may be incurred to entertain visiting investors, ensure their local transportation needs are met, and to generally support the provision of service and support. The DSDC recognizes that site visits by investors are a significant cost and commitment on their side; the DSDC will be very cognizant of these costs when scheduling meetings with investors and will take all reasonable efforts to keep them to a necessary minimum.

The Marketing Team may make itself available to ensure investors are professionally greeted (airport, hotel, etc.) and that the prospective investor's needs are met, his or her questions answered, and any unresolved issue or informational commitments made by DSDC leadership properly met.

3.3 Marketing and Relationship Management Tools

3.3.1 CRM Software

With the explicit goal of making contact and cultivating relationships with hundreds (if not thousands) of qualified investors over the course of the next 3-5 years, the DSDC marketing team will proactively manage all aspects of this process. The Marketing Team will review and assess professional grade Client Relationship Management (CRM) software for the purpose of managing relationships with prospective investors at all stages of contact and subsequent relationships.

An effective CRM tool will:

- Enable the DSDC to keep and organize important relationship details for quick, organized access
- Be easy to use, allowing for quick searches and intuitive access
- Proactively assist the marketing team in managing daily responsibilities and scheduling and tracking activities so important calls, meetings, follow-up and other action items are not overlooked
- Provide for automated communication options to maintain relationships and ensure Jordan and the Dead Sea Development Area remain "top of mind" for prospective investors
- Provide for easy reporting on the status of relationships to the DSDC marketing team and its senior leadership

The DSDC marketing team will ensure that constant entry and updating of CRM data is undertaken. Not only is CRM software an important productivity tool for managing large numbers of contacts, communications and other inputs into a relationship pipeline, but it is also a critical continuity tool to ensure that staff turnover does not result in lost opportunities or miscommunications for the DSDC.

The DSDC will also use CRM software to track the efficacy of various marketing and promotional activities. Analysis of CRM data can provide the following type of data that the DSDC will utilize to improve targeting of its marketing activities and identify weaknesses in its identification of candidate investors and its management of the investor solicitation process:

- Source of original awareness of Dead Sea Development Zone opportunity
- Investor category and country/region of origin
- Most frequently asked questions by investors; most frequently requested meetings
- Time lag between initial contact and site visit

3.4 Target Companies

One of the immediate tasks for the DSDC is to complete ”starter” lists of target companies, covering the various investor categories that are identified earlier in this plan – a list of sovereign wealth funds is included as an Annex . These lists, drawn variously from desk research, commercial company databases and other sources, form the beginnings of an investor candidate database for the DSDC marketing team.

Once such starter lists are in place, the DSDC marketing team will focus on further qualifying and expanding these lists, building the beginnings of a pipeline of candidate investors.

3.5 Funding and Implementing the Marketing Plan

The DSDC will create a detailed marketing budget to cover the next 12-months of activity (calendar year 2010) and incorporating the activities described in this document. The budget will be approved by DSDC senior management and resources will be identified as necessary to ensure the budget's funding.

Separate from the preparation and approval of a marketing budget, the DSDC will recruit and identify essential staff to serve on the marketing team. Two-three dedicated marketing professionals are the recommended number to support the DSDC at this early stage in its development – relative to other functions within the DSDC, marketing is especially critical during start-up as it will be responsible to develop the investor pipeline that will ultimately support the completion of significant numbers of property-development investment transactions within the Area.

The DSDC will not be alone in promoting the Dead Sea Development Area as a priority investment opportunity. It is in the interest of Jordan as a whole, and not just the DSDC, to promote this investment opportunity, and the table below presents a list of key interested parties and institutions that the DSDC will engage in the implementation of its marketing plan.

Key Players and Roles in Promoting Investment Opportunities in the Dead Sea Development Area	
Entity	**Roles**
Dead Sea Development Company (DSDC)	Lead investment promotion efforts aimed at attracting large-scale property developers to make investments in the Area Develop all Area-specific marketing documentation to support promotional activities Coordinate investor site visits and engagement with other key Jordanian entities as may be necessary
Development Zones Commission	Participate in international marketing efforts for all development zones, providing qualified investor leads to the DSDC for action

	Develop marketing materials specific to the development zones program Engage investors during site visits to facilitate investment decision-making within the development area
Jordan Investment Board	Provide high level country image marketing (promotion, materials) Promote Dead Sea Development Area within investment promotion activities Develop lists of qualified investors which have expressed interest in the Dead Sea; provide such information to DSDC for action
Jordan Tourism Board	Promote Jordan as tourism destination Maintain quality statistics on tourism sector; opportunities for growth and deficiencies to be addressed Support improvement of Jordan's tourism product (training, service quality, tourism-related investments

3.6 SPECIFIC ACTION PLAN FOR 2010

Over the next 12-months the DSDC will implement a number of specific marketing actions that will enable it to support the strategic objectives of the Dead Sea Development Company. These specific actions are listed and briefly described below.

Budget Preparation and Approval. The preparation of a detailed marketing budget covering all direct marketing expenditures is a high priority. The budget will be subject to DSDC management approval and available funding needs to be confirmed.

Staff Recruitment and Training. DSDC will complete the recruitment of the Investment and Business Development Department staff to develop and implement the marketing function within the organization. DSDC will initiate staff development based on its perceived needs - areas for training could include CRM software, property development and other topics.

Marketing Materials Development. The DSDC will complete the required marketing materials necessary to promote investment opportunities within the Area. This includes high-level marketing overview, marketing prospectus, and DSDC Website, and potentially others.

Candidate Investor Identification. The DSDC will initiate research and outreach efforts to develop an initial roster of candidate investors. Priority will be given to target investor groups as identified in this plan. Coordination with the Jordan Investment Board will enable many of the qualified leads maintained by the JIB to be incorporated as appropriate into the DSDC roster.

Competitive Market Analysis. The DSDC will undertake a more thorough analysis of the competitive market for the Dead Sea Development Area, looking at tourism property investment opportunities throughout the region. This will facilitate a more informed marketing approach and more targeted investment promotion activities.

Event Identification and Participation. The DSDC will develop a longer list of international promotional events in which it may be interested to attend, and will examine the events to determine suitability and priority. Depending on the perceived event quality, the available budget and other resources, the DSDC will attend a number of targeted events to promote its investment product.

CRM Selection, Installation and Incorporation. The DSDC will identify an appropriate Customer Relationship Management (CRM) software product for its use in tracking and managing investor outreach activities. The DSDC will first select the system among a small number of suitable products, after which the system can be installed and core training for users can take place.

Investor Relations. The Marketing Team will immediately play its role in the investment facilitation process, participating in domestic and regional events and working closely with those candidate investors which have already expressed significant interest to invest in the Area. The DSDC will not wait until all personnel, systems and planning are fully in place to conduct its primary function of investment facilitation; to the extent possible, this core process will remain ongoing throughout the DSDC's transition to a mature organization from its current start-up phase.

ANNEX A: SOVEREIGN WEALTH FUNDS

Country	Fund Name	Assets $Billion	Inception	Origin	SWF to Foreign Exchange Reserve Ratio*	Linaburg-Maduell Transparency Index **
UAE - Abu Dhabi	Abu Dhabi Investment Authority	$627	1976	Oil	13.9	3
Norway	Government Pension Fund – Global	$445	1990	Oil	8.8	10
Saudi Arabia	SAMA Foreign Holdings	$431	n/a	Oil	1.1	2
China	SAFE Investment Company	$347.1**		Non-Commodity	0.2	2
China	China Investment Corporation	$288.80	2007	Non-Commodity	0.1	6
Singapore	Government of Singapore Investment Corporation	$247.50	1981	Non-Commodity	1.4	6
Kuwait	Kuwait Investment Authority	$202.80	1953	Oil	10.6	6
Russia	National Welfare Fund	$178.5*	2008	Oil	0.4	5
China	National Social Security Fund	$146.50	2000	Non-commodity	nil	5
China - Hong Kong	Hong Kong Monetary Authority Investment Portfolio	$139.70	1993	Non-Commodity	1	8
Singapore	Temasek Holdings	$122	1974	Non-Commodity	0.7	10
Libya	Libyan Investment Authority	$65	2006	Oil	0.8	2
Qatar	Qatar Investment Authority	$65	2003	Oil	8.6	5
Australia	Australian Future Fund	$49.30	2004	Non-Commodity	1.8	9
Algeria	Revenue Regulation Fund	$47	2000	Oil	0.3	1
Kazakhstan	Kazakhstan National Fund	$38	2000	Oil	1.1	6
Ireland	National Pensions Reserve Fund	$30.60	2001	Non-Commodity	36.6	10
Brunei	Brunei Investment Agency	$30	1983	Oil		1
France	Strategic Investment Fund	$28	2008	Non-Commodity	0.2	new
South Korea	Korea Investment Corporation	$27	2005	Non-Commodity	0.1	9
US - Alaska	Alaska Permanent Fund	$26.70	1976	Oil	0.5	10
Malaysia	Khazanah Nasional	$25	1993	Non-Commodity	0.3	4
Chile	Social and Economic Stabilization Fund	$21.80	1985	Copper	0.9	10
UAE - Dubai	Investment Corporation of Dubai	$19.60	2006	Oil	1.8	4
UAE - Abu Dhabi	Mubadala Development Company	$14.70	2002	Oil	0.3	10
Bahrain	Mumtalakat Holding Company	$14	2006	Oil	2.9	8

Country	Fund Name	Assets $Billion	Inception	Origin	SWF to Foreign Exchange Reserve Ratio*	Linaburg-Maduell Transparency Index **
UAE - Abu Dhabi	International Petroleum Investment Company	$14	1984	Oil	n/a	n/a
Iran	Oil Stabilisation Fund	$13	1999	Oil	0.2	1
Azerbaijan	State Oil Fund	$11.90	1999	Oil	0.6	10
US - New Mexico	New Mexico State Investment Office Trust	$11.70	1958	Non-Commodity	0.2	9
Canada	Alberta's Heritage Fund	$11.10	1976	Oil	0.4	9
Nigeria	Excess Crude Account	$9.40	2004	Oil	0.2	1
New Zealand	New Zealand Superannuation Fund	$8.60	2003	Non-Commodity	0.8	10
Brazil	Sovereign Fund of Brazil	$8.60	2009	Non-commodity	nil	new
Oman	State General Reserve Fund	$8.20	1980	Oil & Gas	0.3	1
Botswana	Pula Fund	$6.90	1996	Diamonds & Minerals	0.7	1
Saudi Arabia	Public Investment Fund	$5.30	2008	Oil	nil	3
China	China-Africa Development Fund	$5.00	2007	Non-Commodity	nil	4
East Timor	Timor-Leste Petroleum Fund	$4.20	2005	Oil & Gas	n/a	6
US - Wyoming	Permanent Wyoming Mineral Trust Fund	$3.60	1974	Minerals	nil	9
Malaysia	1Malaysia Development Berhad	$3.10	2008	Oil	nil	5
Trinidad & Tobago	Heritage and Stabilization Fund	$2.90	2000	Oil	n/a	5
UAE - Ras Al Khaimah	RAK Investment Authority	$1.20	2005	Oil	X	3
Venezuela	FIEM	$0.80	1998	Oil	nil	1
Vietnam	State Capital Investment Corporation	$0.50	2006	Non-Commodity	0.1	4
Kiribati	Revenue Equalization Reserve Fund	$0.40	1956	Phosphates	n/a	1
Indonesia	Government Investment Unit	$0.30	2006	Non-commodity	X	X
Mauritania	National Fund for Hydrocarbon Reserves	$0.30	2006	Oil & Gas	X	1
UAE - Federal	Emirates Investment Authority	X	2007	Oil	X	2
Oman	Oman Investment Fund	X	2006	Oil	X	n/a
UAE - Dubai	Dubai World	X	2006	Oil	X	n/a
TOTAL						
	Total Oil & Gas Related	$2,245.80				
	Total Other	$1,565.90				
	TOTAL	**$3,811.70**				

* SWF to Foreign Exchange Reserve Ratio shows the proportion a government has invested in investments relative to currency reserves

** The Linaburg-Maduell transparency index is a method of rating transparency in respect to sovereign wealth funds. Pertaining to government-owned investment vehicles, where there have been concerns of unethical agendas, calls have been made to the larger “opaque” or non-transparent funds to show their intentions.

Source: The Sovereign Wealth Fund Institute

1. Abu Dhabi Investment Authority

Country: United Arab Emirates - Abu Dhabi

Established: 1976
US$ Billion: 627
Origin: Oil
Firm Investment Style: Mixed
Entity Structure: Fund
Transparency Rating: 3
Summary:
Established in 1976, the Abu Dhabi Investment Authority's (ADIA) main funding source is from a financial surplus from oil exports. It is rumored to be the largest of the Sovereign Wealth Funds. It is wholly owned and subject to supervision by the government of Abu Dhabi. The fund is an independent legal identity with full capacity to act in fulfilling its statutory mandate and objectives. As much as 75% of its assets are administered by external managers which includes around 60% that is passively managed through tracking indexed funds.
ADIA's funding sources derives from oil, specifically from the Abu Dhabi National Oil Company (ADNOC) and its subsidiaries which pay a dividend to help fund ADIA and its sister fund Abu Dhabi Investment Council (ADIC). About receiving 70% of any budget surplus is sent to ADIA, while the other 30% of surplus goes to the Abu Dhabi Investment Council (ADIC). Established in 2006, The Abu Dhabi Investment Council has a slant towards a local and regional focus and holds stakes in two large state owned banks, Abu Dhabi Commercial Bank and the National Bank of Abu Dhabi.
Strategy & Objectives:
ADIA invests in a variety of asset classes. Benchmarks can range from the MSCI Index to the S&P 500 Index. Some of their asset allocation consists of:

- Equities - Developed Markets
- Equities - Emerging Markets
- Sovereign Debt
- Corporate Debt
- Real Estate (Funds or Direct Investments)
- Private Equity
- Infrastructure

Governance:
ADIA's Board of Directors is the supreme body having absolute control over ADIA's offices and the control of its business. It is comprised of a Chairman, Managing Director and other board members, all of whom are senior government officials appointed by Ruler's Decree. Key decisions are made by various committees.

2. Government Pension Fund – Global

Country: Norway

Coverage: Vegar Heir
Established: 1990
US$ Billion: 445
Origin: Oil
Firm Investment Style: Index
Entity Structure: Fund
Transparency Rating: 10
Summary:
The Government Pension Fund is a sovereign wealth fund where the surplus wealth produced by Norwegian petroleum income is held. The fund changed name in January 2006 from its previous name The Petroleum Fund of Norway. The fund is commonly referred to as The Petroleum Fund (Norwegian: Oljefondet). As of the valuation in October 2008, it is the largest pension fund in Europe and the second largest in the world with a value of NOK 2.09 billion, although it is not actually a pension fund as it derives its financial backing from oil profits and not pensioners. It is among the most transparent of the SWFs in its holdings & investments.
Corporate Governance
The Norwegian Ministry of Finance is responsible for the management of the Fund, and has delegated responsibility for the operational management of the Fund's international assets to NBIM.
Investments have to be in line with the ethical guidelines based on sector and company behavior. The companies that the Fund invests in are closely monitored by a Council of Ethics. If companies are operating in conflict with the guidelines the Fund will consider withdrawal.
Purpose
The petroleum fund is investing parts of the large surplus generated by the Norwegian petroleum sector, generated mainly from taxes of companies, but also payment for license to explore as well as the State's Direct Financial Interest and dividends from the partial ownership of StatoilHydro.
The Petroleum Fund was established in 1990 after a decision by the legislature assembly Stortinget to counter the effects of the forthcoming decline in income and to smooth out the disrupting effects of highly fluctuating oil prices.
Strategies and Objectives
The purpose of the Government Pension Fund-Global is to facilitate government savings necessary to meet the rapid rise in public pension expenditures in the coming years, and to support a long-term management of petroleum revenues. The fund invests a large portion of assets in fixed income and equities. They currently do not invest in private equity.

3. SAMA Foreign Holdings

Country: Saudi Arabia

Established: N/A
Entity Structure: Fund in Central Bank
US$ Billion: 431.0*
Origin: Oil
Transparency Rating: 2
Summary:
Some of the funds are managed by the Saudi Arabian Monetary Agency (SAMA), the central bank of the Kingdom of Saudi Arabia which was established in 1952.
*US$ 433.0 billion as of November 2008

4. SAFE Investment Company

Country: China

Established: 1997
US$ Billion: $347.1
Origin: Non-commodity
Entity Structure: Corporate
Transparency Rating: 2
Summary:
The State Administration of Foreign Exchange (SAFE) is responsible for managing China's foreign exchange reserves. SAFE has a subsidiary in Hong Kong called the **SAFE Investment Company** which has made purchases in foreign equity investments. The SAFE Investment Company is organized as a privately held firm; however, SAFE officials serve on its board.
At year end of 2007, the SAFE held around $18.9 billion in foreign securities and $220.6 billion in foreign debt securities. This totals $239.5 billion dollars in SAFE's foreign investment portfolio ending year 2007. In addition, another $107.6 billion is invested directly abroad which would bring the total to $347.1 billion in foreign non-reserve assets.
Strategy & Objectives:
They have made significant investments in the UK Equity Market. Some top holdings include: Royal Dutch Shell, Rio Tinto, BG Group, Tesco, BHP Billiton, and Barclays. This totals around US$ 6 billion in equity investments in the FTSE 100.

5. China Investment Corporation

Country: China

Established: 2007
US$ Billion: 288.8
Origin: Non-commodity
Firm Investment Style: Portfolio
Entity Structure: Corporate
Transparency Rating: 7
Summary:
The China Investment Corporation (CIC) is responsible for managing part of China's foreign exchange reserves with around US$ 200 billion of assets under management. It is modeled similar to Singapore's Temasek Holdings.
Background:
The People's Republic of China currently has around US$1.9 trillion in currency reserves. The need to seek greater returns, increase diversification, and hold less in US currency helped prompt the creation of the CIC. Established in September 29, 2007, the fund has made substantial investments in financial firms. The previous vehicle, state-owned Central Huijin Investment Limited was merged into the new company as a wholly-owned subsidiary company.
Some of the funds are also applied locally to some State Owned Enterprises(SOE) and State-Owned Banks.
The capital of the China Investment Corporation is funded through issuing special treasury bonds. With the approval of the Standing Committee of the 10th National People's Congress, the Ministry of Finance issued Y1.55 trillion special treasury bonds and used raised funds to purchase foreign reserves (US$200 billion) to be injected into CIC as its registered equity capital. China Investment Corporation has to pay dividends to the State Council as its owner, to cover the cost of these special treasury bonds.
Strategy & Objectives:
The purpose of the China Investment Corporation is to maximize return at acceptable risk tolerance and improve the corporate governance of key state-owned financial institutions. CIC tends to use external money managers and participate in indirect equity holdings through various investment funds. Some of the fund money is being used for helping out certain State Owned Enterprises. They are active in pursuing global resources such as in places like Africa and Australia.

6. Government of Singapore Investment Corporation

Country: Singapore

Established: 1981
US$ Billion: 247.5
Origin: Non-commodity
Entity Structure: Corporate
Transparency Rating: 6
Summary:
In the 1970s, Singapore had a high national savings rate, thus reserves grew rapidly. The Government of Singapore decided that its reserves would be better invested in longer term and high-yielding assets. These assets would be managed by a new institution, the GIC. Established in May 22 1981 as a private company, it is now a large sovereign wealth fund.
The Government of Singapore Investment Corporation does not own the funds it manages but manages them on behalf of their clients: the Government of Singapore, and the Monetary Authority of Singapore.

Corporate Governance:
The Ministry of Finance of Singapore represents the dominant authority of the GIC. The Government of Singapore and Monetary Authority of Singapore set the risk tolerance parameters and expected returns for the long term of the GIC. Three board committees are responsible for ensuring that the GIC operates in an ethically and fiscally positive manner. These committees include: Investment Committee, Risk Committee, and Remuneration Committee.
Strategies and Objectives
The fund was established after a decision by Deputy Prime Minister and Monetary Authority of Singapore Chairman Dr. Goh Keng Swee to invest Singapore's growing reserves worldwide for better returns. Furthermore, the Government Investment Corporation of Singapore is to facilitate government savings necessary to meet power strikes, budget deficits, tax hikes, rising oil prices, currency volatility, global disinflation and to support the nation's wealth over the long term.

7. Kuwait Investment Authority

Country: Kuwait

Established: 1953
US$ Billion: 202.8
Origin: Oil
Entity Structure: Fund
Transparency Rating: 6
Summary:
The Kuwait Investment Authority is the parent organization of the Kuwait Investment Office, which was initially established as the Kuwait Investment Board. The KIA invests in the Local, Arab and International Markets with its main office located in Kuwait City and a branch office in London, UK.
The Kuwait Investment Board was established in 1953 when Sheikh Abdullah Al-Salem Al-Sabah decided that oil revenue could be used to create a fund for the future and reduce its reliance on a single non-renewable resource. In 1961 the Minister of Finance, Sheikh Jaber Al-Ahmad Al-Jaber Al-Sabah, created the main investment policies for the fund that are still in use today.
The Kuwait Investment Office replaced the Kuwait Investment Board in 1963 and is based in the City of London. As a global and long-term investor, the KIO manages the **Reserve for Future Generations** and the **General Reserve Fund**, which was created in 1976. Investments of all asset classes are made in all geographical areas. Objectives of the KIO include maintaining the real value of the funds entrusted to the Office for the Future Generation Fund, achieving a fair return over the long-term, and to increase the favorable reputation as an expert and progressive institution in the international financial markets. As of fiscal year 2004/2005, the annual contribution to the Kuwait Future Generations Fund was valued at 896.24 million Kuwaiti dinars ($3,069.21 million USD, 1 KWD = 3.42454 USD).
The Kuwait Investment Authority ensures that the State of Kuwait transfers 10% of oil revenue into the Reserve for Future Generations on an annual basis. KIA's board of directors is headed by the Minister of Finance, with other seats allocated to the Energy Minister, Governor of the Central Bank of Kuwait, Undersecretary of the Ministry of Finance, and 5 other nationals who are experts in the field, 3 of which should not hold any other public office.
Transparency:
Under the Law No. 47 of 1982 of the State of Kuwait regarding the establishment of the Kuwait Investment Authority, there are three clauses that are related to transparency and the disclosure of information. **Clauses 5, 8, and 9 require that the KIA presents detailed reports pertaining to Assets Under Management to the Council of Ministers and that disclosure to the public of any information related to KIA's work is subject to penalties.**

8. National Social Security Fund

Country: China

Established: 2000
US$ Billion: 146.5
Origin: Non-commodity
Entity Structure: Fund
Transparency Rating: 5
Summary:
Established in August 2000, the Central Committee of the Communist Party and State Council decided to create the National Social Security Fund (NSSF) which is to be administered by the National Council for Social Security Fund (SSF). This reserve fund is mainly funded by capital and equity assets derived from reduction of state-owned shares, fiscal allocation of the central government, and other investment proceeds. The SSF which manages the fund is a government agency on the ministerial level directly under the State Council of the People's Republic of China
Strategy & Objectives:
The NSSF invests domestically however, they are beginning to invest in emerging market economies and Europe. They also plan to allocate up to 20% of the fund into foreign investments usually through external money managers rather than taking direct stakes. In addition, the fund is now allowing investments into private equity, similar to that of the China Investment Corporation.

9. Temasek Holdings Pte Ltd

Country: Singapore

Established: 1974
US$ Billion: 122
Origin: Non-commodity
Firm Investment Style: Portfolio
Entity Structure: Corporate
Transparency Rating: 10
Summary:
Temasek Holdings is an Asian investment company owned by the Government of Singapore. It is governed by the Singapore Companies Act. They are also designated a Fifth Schedule Company under the Singapore Constitution in 1991.
Background:
In the 1960s the Government of Singapore already had direct stakes in local industries. These companies became government linked companies (GLC). The Government's stakes in these companies were originally held directly by the Ministry of Finance. The Ministry of Finance established Temasek Holdings in 1974 to manage these assets. Currently, Temasek Holdings' sole shareholder is the Ministry of Finance. As the years progressed, Temasek began to diversify its holdings from the local Singapore market, to other surrounding countries. Temasek is a member of the International Working Group of Sovereign Wealth Funds.
Temasek means sea town, which was the original name of Singapore.
Strategies and Objectives:
Active shareholder and investor in diverse industry sectors such as banking & financial services, real estate, transportation & logistics, infrastructure, telecommunications & media, bioscience & healthcare, education, consumer & lifestyle, engineering & technology, as well as energy & resources.
According to their website, Temasek's general investment strategy centers around four themes:

- Transforming Economies
- Growing Middle Class
- Deepening Comparative Advantages
- Emerging Champions

10. Libyan Investment Authority (LIA)

Country: Libya

Established: 2006
US$ Billion: 65
Origin: Oil
Transparency Rating: 2
Summary:
It was established on August 2006 and the assets of the Libyan Arab Foreign Investment Company, the Libyan African Investment Portfolio, and Oilinvest Company were transferred into it. In addition, excess oil revenues are transferred to the Libyan Investment Authority. The fund invests through a number of external managers. LIA may make investments locally.

11. Qatar Investment Authority

Country: Qatar

Established: 2003
US$ Billion: 65
Origin: Oil
Transparency Rating: 5
Summary:
Qatar is one of the largest exporters of Liquefied Natural Gas (LNG) thus giving them a commodity surplus of wealth. The Qatar Investment Authority is a sovereign wealth fund that invests domestically and internationally to curtail reliance on energy price volatility.
According to its constitutive instrument, QIA's objectives are to develop, invest, and manage the state reserve funds and other property assigned to it by the Government via the Supreme Council of Economic Affairs and Investments.
Strategies and Objectives
Their prime objective is to achieve revenue diversification for the state of Qatar over the next 10 to 15 years from its establishment date. As a result of its stated strategy to minimize risk from Qatar's reliance on energy prices, the fund predominantly invests in international markets (US, Europe and Asia) and within Qatar outside the energy sector. The fund focuses on three asset classes; real estate, private equity and investment funds.

12. Revenue Regulation Fund

Country: Algeria

Established: 2000
US$ Billion: 47
Origin: Oil
Entity Structure: Fund
Transparency Rating: 1
Summary:
By far Algeria's most significant exports, financially, are petroleum and natural gas. Hydrocarbons provide Algeria with almost two-thirds of government income and over a third of GDP. The stabilization fund was set up in 2000 to insulate the Algerian economy from price volatility in gas & oil commodity prices. The official name is the Fund for the Regulation of Receipts (FRR). It is also known as Fond de Regulation des Recettes. Fund contributions stem from annual oil taxation surpluses.

13. Kazakhstan National Fund

Country: Kazakhstan

Established: 2000
US$ Billion: 38
Origin: Oil, gas, metals
Transparency Rating: 6
Summary:
The National Fund of the Republic of Kazakhstan was created in 2000 as a stabilization fund that ensures the economy of the Republic of Kazakhstan will be stable against the price swings of oil, gas, and metals. The assets of the National Fund assets are monitored by the National Bank of the Republic of Kazakhstan.

14. Brunei Investment Agency

Country: Brunei

Established: 1983
US$ Billion: 30
Origin: Oil
Transparency Rating: 1
Summary:
The economy in Brunei Darussalam is heavily influenced by the exports of crude oil and natural gas. Earnings produced from the oil industry are utilized to build up foreign reserves. Brunei Investment Agency (BIA) is the main agency that holds and manages the Government of Brunei's General Reserve Fund, and their external assets.
Although Brunei Darussalam is served by nine commercial banks, it operates a Currency Board system and has no Central Bank. Under the Banking Acts and Finance Companies Act, the government of Brunei Darussalam regulates the banking industry. Through the Financial Institutions Division, the Ministry of Finance regulates all banking activities.
Strategies and Objectives:
It has holdings in corporations, real estate, & currencies.

15. Korea Investment Corporation

Country: South Korea

Established: 2005
US$ Billion: 27
Origin: Non-commodity
Entity Structure: Corporation
Transparency Rating: 9
Summary:
Korea Investment Corporation (KIC) is a government-owned investment management company, specializing in overseas investments.
Background:
Enacted by the Korea Investment Corporation Act and created in July 2005. The KIC is structured as a corporation and was initially created by receiving US $17 billion of foreign exchange reserves from the Bank of Korea with an additional US $3 billion from the foreign exchange stabilization fund from the Ministry of Finance and Economy.
Strategies and Objectives:
The asset classes may include securities (including stocks and bonds defined under the KIC Act), foreign currencies, and derivatives, etc. The fund will also utilize external managers.

16. Khazanah Nasional Berhad

Country: Malaysia

Established: 1993
US$ Billion: 25
Origin: Non-commodity
Firm Investment Style: Portfolio
Entity Structure: Corporation
Transparency Rating: 4
Summary:
Khazanah Nasional Berhad is the investment holding arm of the Government of Malaysia entrusted to hold and manage the commercial assets of the government and to undertake strategic investments. Khazanah was incorporated under the Companies Act 1965 on 3 September 1993 as a public limited company. The share capital of Khazanah is owned by the Minister of Finance, a body corporate incorporated pursuant to the Minister of Finance (Incorporation) Act, 1957. Khazanah has an eight member board comprising representatives from the public and private sectors. Abdullah Ahmad Badawi, the Right Honorable Prime Minister of Malaysia is the Chairman of the Board of Directors.
Khazanah has stakes in more than 50 companies with assets valued in excess of US$20 billion. Khazanah is also the state agency responsible for strategic cross-border investments. These companies are involved in various sectors such as power, telecommunications, banking, automotive manufacture, airport management, infrastructure, property development, broadcasting, semiconductor, steel production, electronics, investment holding, research technology and venture capital.
Some of the key listed companies in Khazanah's investment portfolio include Telekom Malaysia Berhad, Tenaga Nasional Berhad, CIMB Group, Proton Holdings Berhad, PLUS Expressway Berhad, Malaysia Airlines System Berhad, Malaysia Airport Berhad, UEM World Berhad, UEM Builders Berhad, PT Bank Lippo and Time dotCom Berhad.

17. Investment Corporation of Dubai

Country: United Arab Emirates - Dubai

Established: 2006
US$ Billion: 19.6
Origin: Oil
Transparency Rating: 4
Summary:
In the emirate of Dubai of the United Arab Emirates, the SWF, is broken into several operating investment companies. It was formed in May 2006, with the transfer of the government's portfolio of investments from The Department of Finance's Investment Division. Similar to Abu Dhabi's strategy, Dubai developed plans to diversify their reliance on oil exports through creating sovereign wealth vehicles. One of its goals is to help better manage Dubai's state-owned enterprises.

18. Investment Corporation of Dubai

Country: United Arab Emirates - Dubai

Established: 2006
US$ Billion: 19.6
Origin: Oil
Transparency Rating: 4
Summary:
In the emirate of Dubai of the United Arab Emirates, the SWF, is broken into several operating investment companies. It was formed in May 2006, with the transfer of the government's portfolio of investments from The Department of Finance's Investment Division. Similar to Abu Dhabi's strategy, Dubai developed plans to diversify their reliance on oil exports through creating sovereign wealth vehicles. One of its goals is to help better manage Dubai's state-owned enterprises.

19. Mubadala Development Company

Country: United Arab Emirates - Abu Dhabi

Established: 2002
US$ Billion: 14.7
Origin: Oil
Firm Investment Style: Portfolio
Entity Structure: Corporate
Transparency Rating: 10
Summary:
Established in October 2002 as a Public Joint Stock Company is a wholly owned investment vehicle of the Government of the Emirate of Abu Dhabi, in the United Arab Emirates. Mubadala's sole shareholder is the Government of the Emirate of Abu Dhabi. This wealth fund has the structure of a corporation. They have a tendency to invest in high technology and aerospace firms. The firm has also invested in oil fields, real estate partnerships, and hospitals.

20. International Petroleum Investment Company

Country: United Arab Emirates - Abu Dhabi

Established: 1984
US$ Billion: 14
Origin: Oil
Firm Investment Style: Portfolio
Entity Structure: Corporate
Transparency Rating: n/a
Summary:
(IPIC) is the Abu Dhabi state enterprise which is responsible for all foreign investments in the oil and chemicals sector. It is based in Abu Dhabi, United Arab Emirates. Established in 1984 it is wholly owned by the Government of the Emirate of Abu Dhabi. The IPIC portfolio includes investments in Austria, Egypt, Pakistan, Spain, South Korea, UAE, Germany, Oman, Japan, and Portugal. Investments include downstream hydrocarbon operations, petrochemical plants, pipelines, power utilities, and shipping.

21. Oil Stabilisation Fund

Country: Iran

Established: 1998
US$ Billion: 13
Origin: Oil

Transparency Rating: 1

Summary:
This fund was made to invest Iran's Oil Revenues. The investment arm is the IFIC, The Iran Foreign Investment Company. It was incorporated in March 1998 as a Private Joint Stock company with a mission to manage and expand Iranian holdings abroad.
A holding company, IFIC provides financing and financial services and makes investments around the world. IFIC has interests in energy, telecom and IT, banking, insurance, stock markets, industry, mining, oil, gas and petrochemicals, as well as new and future technologies.
Currently IFIC has ventures in different countries including Germany, Brazil, Egypt, Jordan, Sudan, Yemen, Namibia, Oman, United Arab Emirates and Armenia.

22. State Oil Fund of the Republic of Azerbaijan

Country: Azerbaijan

Established: 1999
US$ Billion: 11.9
Origin: Oil
Transparency Rating: 10
Summary:
The State Oil Fund of the Republic of Azerbaijan, located in the port city of Baku, was established in December 29, 1999 in accordance with the Decree of Heydar Aliyev, the former President of the Republic of Azerbaijan. The main responsibility of the Fund is to manage foreign currency and assets generated from oil and gas exploration and development. Statutory regulations were approved for the fund by President Heydar Aliyev exactly one year after establishment.
Corporate Governance:
Members of the Supervisory Board are appointed by the President of the Republic of Azerbaijan. Board members represent as state bodies and civil society. There are seven members on the supervisory board, including two members of the Milli Majilis (parliament), who are nominated by the Speaker of Parliament. The Executive Director, Shahmar Movsumov, was appointed by the President of Azerbaijan on May 15, 2006. The management of the State Oil Fund of the Republic of Azerbaijan is vested with the Executive Director. Movsumov is an active legal representative of the Fund, and has the responsibilities of appointing employees, management of Fund assets in compliance with the regulations approved by the President of Azerbaijan, and preparation of the annual budget for the Fund.
Strategies and Objectives:
This Fund may be categorized as a savings fund for future generations, which diversify portfolio assets from a nonrenewable resource and manage the effects of Dutch disease. The Fund primarily invests foreign currency and assets generated from oil and gas exploration and development in investment-grade securities such as government agency bonds, corporate bonds, and mortgage-backed securities. According to its Investment Policy, up to 60% of the Fund's investment portfolio can be managed by external managers. The assets given to an external manager cannot exceed 15% of total amount of the investment portfolio.

23. State General Reserve Fund

Country: Oman

Established: 1980
US$ Billion: 8.2
Origin: Oil, gas
Entity Structure: Fund
Transparency Rating: 1
Summary:
Established in 1980, the State General Reserve Fund of the Sultanate of Oman was established to manage the investments of the reserves of the Sultanate of Oman. The fund is owned by the Sultanate of Oman and administered by the Ministry of Finance.

24. Public Investment Fund

Country: Saudi Arabia

Established: 2008
US$ Billion: 5.3
Origin: Oil
Transparency Rating: 3
Summary:
The Public Investment Fund (PIF) was originally established in 1971 to facilitate the development of the Saudi Arabian national economy. In 1974, PIF was mandated to hold equity positions in joint-stock ventures within its domestic economy. In 2008, PIF will manage and fully own **a new sovereign wealth fund**. The new SWF managed by the PIF will take on a long term investment horizon similar to that of most sovereign wealth funds.

25. Government Investment Unit - Indonesia

Country: Indonesia

Established: 2006
US$ Billion: 0.34
Origin: Non-Commodity
Transparency Rating: TBD
Summary:
Also known as Pusat Investasi Pemerintah (PIP), the Government Investment Unit of Indonesia is a sovereign wealth fund managed by its Ministry of Finance. PIP can invest in a variety of asset classes such as equity, debt, infrastructure, and direct investments. Some of the PIP's goals are to increase macroeconomic stability, economic growth, and government investment.
The fund has also committed some money to work with the Qatar Investment Authority on infrastructure development.

26. Emirates Investment Authority

Country: United Arab Emirates

Established: 2007
US$ Billion:
Origin: Oil
Transparency Rating: 2
Summary:
It is a fund that is mandated to manage the sovereign wealth of the United Arab Emirates federal government. Established in November 2007 by Emiri decree, the Emirates Investment Authority (EIA) is the first federal sovereign wealth fund for all seven states comprising the United Arab Emirates (Abu Dhabi, Ajman, Dubai, Fujairah, Ras al-Khaimah, Sharjah and Umm al-Quwain).

The EIA is the sole entity responsible for the future stewardship of federal government stakes in over 30 corporations across the GCC, including Etisalat, Du, Gulf International Bank, United Arab Shipping Company and Gulf Investment Corporation.

The objective of the EIA is to achieve attractive financial returns and diversify the government's asset exposure by cultivating sovereign funding arrangements in tandem with first-class investment opportunities in the public and private markets of the GCC and overseas.

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