



FAISALABAD INDUSTRIAL ESTATE DEVELOPMENT & MANAGEMENT COMPANY

ESTABLISHED IN 2004

INDUSTRIAL ESTATES: VAC, M-3 IC & AIC

BULLETIN
FEBRUARY 2026



Faisalabad Industrial Estate Development & Management Company (FIEDMC) stands as a proud symbol of Punjab's journey towards sustainable industrialization and economic resilience. Through world-class industrial estates such as M-3 Industrial City and Allama Iqbal Industrial City, FIEDMC is laying a strong foundation for export-led growth, import substitution, and enhanced foreign direct investment.

The Government of Punjab is fully committed to providing an enabling business environment where industries can flourish, innovation can thrive, and employment opportunities can expand for our youth. FIEDMC's transparent governance, modern infrastructure, and investor-friendly approach reflect our vision of making Punjab a competitive hub for regional and global industries.

I commend the leadership and team of FIEDMC for their dedication and professionalism. Together, we will continue to accelerate industrial development, strengthen investor confidence, and contribute meaningfully to Pakistan's economic progress.

Industrial growth is the engine of prosperity, and FIEDMC is driving that engine with purpose and integrity.



CHAUDHRY SHAFAY HUSSAIN

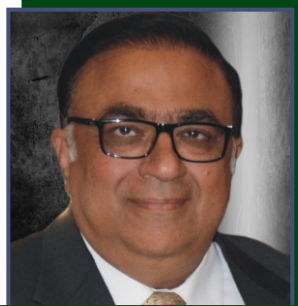
BOARD OF DIRECTORS



RANA AZHAR WAQAR
CHAIRMAN FEDMC



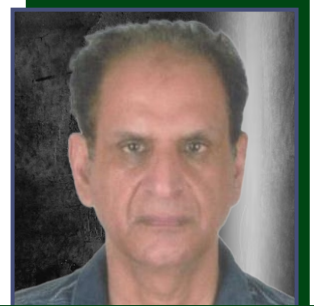
ENGR. QURAT-UL AIN MEMON
CEO FEDMC



DR. KHURRAM TARIQ
INDEPENDENT DIRECTOR



MIAN KASHIF ZIA
INDEPENDENT DIRECTOR



MR. NAVEED GULZAR
INDEPENDENT DIRECTOR



CH. YASIR ARAFAT
INDEPENDENT DIRECTOR



MR. SHAHZAD AZAM KHAN
INDEPENDENT DIRECTOR



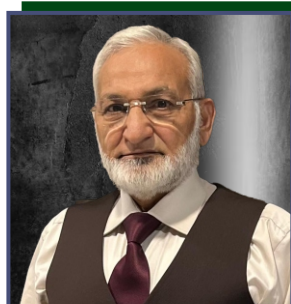
MIAN NOUMAN TALAT
INDEPENDENT DIRECTOR



MR. MUHAMMAD AKRAM
INDEPENDENT DIRECTOR



MR. FAISAL JAVED
INDEPENDENT DIRECTOR



MR. ABDUL RAHIM CHUGHTAI
INDEPENDENT DIRECTOR



MR. ALI IMRAN
INDEPENDENT DIRECTOR

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SECRETARY FINANCE (EX-OFFICIO)



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DC FAISALABAD (EX-OFFICIO)



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PRESIDENT FCCI (EX-OFFICIO)



MR. SOHAIL RAHIM
CHAIRMAN PTEA (EX-OFFICIO)



MR. AHMED AFZAL AWAN
CHAIRMAN PHMA (EX-OFFICIO)

As we welcome the crisp dawn of January 2026, I extend my heartfelt felicitations and renewed resolve to our vibrant community of industrialists, investors, partners, and the dedicated workforce that forms the backbone of our industrial estates. The past year has been one of formidable challenges met with even greater resilience, and as we turn this new page, the spirit of Faisalabad – the Manchester of Pakistan – burns brighter than ever.

The year 2025 was a testament to our collective fortitude. In the face of global economic headwinds, FIEDMC stood firm, not merely as a developer of land, but as a strategic partner in progress. We witnessed remarkable stories of adaptation, innovation, and expansion within the Allama Iqbal Special Economic Zone, M-3 Industrial City, and Value Addition City. The commissioning of new factories, the influx of both domestic and foreign direct investment, and the thousands of new employment opportunities created are not just statistics; they are the living, breathing proof of our shared commitment to national prosperity.

Looking ahead, 2026 is not merely another year; it is a canvas upon which we shall paint the future of industrial Pakistan. Our vision is clear and unwavering: to transform Central Punjab into a global hub of sustainable and technologically advanced manufacturing. This year, our focus sharpens on several key pillars:

First, Sustainability and Green Initiatives. We are championing the transition towards eco-industrial paradigms. Ambitious projects for integrated waste management, the promotion of renewable energy solutions within our estates, and stringent environmental compliance will be paramount. A green industry is a competitive and responsible industry.

Second, Technological Integration and The Fourth Industrial Revolution (4IR). FIEDMC is actively collaborating with tech giants and academic institutions to facilitate the adoption of automation, artificial intelligence, and smart logistics within our zones. We aim to create "Smart Industrial Ecosystems" that enhance productivity, quality, and global competitiveness for our investors.

Third, Export-Led Growth and Enhanced Connectivity. With the operationalization of the Pakistan Technical and Vocational Initiative and dedicated support for export-oriented units, we are laser-focused on boosting Pakistan's export portfolio. Furthermore, our relentless pursuit of enhanced connectivity—through road networks, digital infrastructure, and logistical corridors—will ensure our products reach international markets with unmatched efficiency.

Finally, and most crucially, Ease of Doing Business. We hear you. The investor's journey, from conception to production, must be seamless. In 2026, we are launching a new, fully digital 'Single-Window Facilitation Portal' to integrate all services, approvals, and queries into one platform. Our door-to-door facilitation model is being reinforced with greater authority and accountability. Your time is your most valuable asset, and we are committed to preserving it.

This journey is not ours alone. It is built on the trust of our investors, the diligence of our team, and the supportive policies of the Government of Punjab and Pakistan. I urge each stakeholder to engage with us proactively, to share your vision, and to hold us accountable to these promises.

Let us move forward in 2026 not just with optimism, but with a determined strategy. Let us build, innovate, and export together, strengthening the economic foundations of our beloved nation.

Here is to a year of monumental achievement, shared growth, and industrial excellence.



RANA AZHAR WAQAR

As we step into the dynamic landscape of 2026, I extend a warm and determined greeting to our esteemed industrial community, investors, and the entire FIEDMC team. This new year presents not just a chronological shift, but a clear operational mandate: to translate our ambitious vision into tangible, on-ground results with precision, efficiency, and unwavering commitment.

The strategic direction set by our Chairman, Rana Azhar Waqar, provides the blueprint for an industrial renaissance. My focus, and the focus of the entire FIEDMC executive team, is on execution. In 2025, we strengthened our foundations—streamlining internal processes, enhancing our technical capabilities, and deepening our engagement with each enterprise within our estates. We saw production lines accelerate, infrastructure expand, and partnerships solidify. This operational momentum is the springboard for 2026.

For the year ahead, our agenda is action-oriented and built on the core principle of being the most responsive and effective industrial facilitation platform in the country. We will measure our success by your success, and to that end, we are launching several key operational initiatives:

1. The "Zero-Delay Facilitation" Drive: Our promise of ease of doing business is moving from a pledge to a measurable standard. The new Digital Single-Window Portal will go live in Q1, integrating approvals from allied departments, utility connections, and security protocols into one transparent, trackable system. We are establishing dedicated Investor Resolution Cells within each estate, empowered to solve problems in real-time, not just escalate them.

2. Infrastructure as a Catalyst: We are shifting from providing basic utilities to delivering predictable, high-quality industrial infrastructure. This year will see the commissioning of upgraded power distribution systems, the expansion of dedicated fiber-optic networks for high-speed data, and the finalization of auxiliary road networks to eliminate logistical bottlenecks within our zones. Our estate management will adopt global best practices in maintenance and service delivery.

3. From Tenants to Partners: The Cluster Development Program: We will actively foster industrial symbiosis. Through our new Cluster Development Program, we will connect upstream suppliers with downstream manufacturers, organize shared warehousing and logistics solutions, and facilitate B2B matchmaking to strengthen local supply chains and reduce operational costs for all.

4. Building the Future Workforce: In direct collaboration with industry leaders, we aim to launch FIEDMC's Skills Academy tailored for providing certification programs in mechatronics, industrial automation, and quality control. Our goal is to become the primary pipeline for supplying industry-ready, technically skilled manpower to your doors.

My message to our investor community is this: Your growth is our Key Performance Indicator. We are here to remove hurdles, not create them. We are here to provide solutions, not problems. I encourage every stakeholder to communicate with us openly—through the new portal, via your dedicated relationship managers, or directly to my office. Your feedback is the critical data that drives our improvement.

The journey of industrial progress is paved with concrete actions, not just intentions.

Under the visionary guidance of our Chairman, the FIEDMC management team stands ready, equipped, and passionately committed to being your most reliable operational partner.

Let us build, produce, and excel together in 2026.



ENGR. QURAT-UL AIN MEMON

The Faisalabad Industrial Estate Development & Management Company (FIEDMC) stands as a cornerstone of Pakistan's industrial growth and economic vision. Established in 2004 as a not-for-profit entity under Section 42 of the Companies Ordinance 1984, FIEDMC has been instrumental in transforming the industrial landscape of the region.

With a clear and impactful mission, the organization is dedicated to creating well-planned and structured industrial clusters that serve as engines for sustainable development. Its core objectives are strategically aligned with national economic priorities: generating substantial employment opportunities, promoting import substitution to strengthen local industries, fostering healthy market competition, and enhancing exports to contribute positively to the country's trade balance.

Governed by a visionary Board of Directors and executed under the dynamic leadership of its Chief Executive Officer, FIEDMC combines strategic oversight with operational excellence. Through its flagship projects, including the renowned M-3 Industrial City and the Allama Iqbal Industrial City, FIEDMC provides world-class infrastructure, state-of-the-art facilities, and a conducive ecosystem for businesses to thrive, innovate, and compete on a global scale.

As FIEDMC continues to drive industrial progress, it remains committed to empowering entrepreneurs, attracting investment, and building a prosperous, self-reliant industrial future for Pakistan.



ANNUAL GENERAL MEETING

The Faisalabad Industrial Estate Development & Management Company (FIEDMC) successfully convened its Annual General Meeting on 02-02-2026 at the FIEDMC Board Room.

The meeting was presided over by Chairman Rana Azhar Waqar, with the company's Board of Members in attendance. A key agenda item was the presentation and review of the annual financial audits for the fiscal years 2021-22, 2022-23, and 2023-24. Following thorough deliberation and discussion, the Board formally approved all three sets of audited financial statements.

The approval of these financial audits marks a significant step in ensuring transparency and upholding robust corporate governance standards within the organization.



SECURITY REVIEW MEETING WITH OFFICIALS OF ASKARI GUARDS

A comprehensive security review meeting was held on 2 Feb 2026 at the FIEDMC Board Room, chaired by Chairman Rana Azhar Waqar. The meeting was attended by senior officials from Askari Guards and CEO FIEDMC, Engr. Qurat-ul ain Memon.

The meeting focused on enhancing and fortifying the security infrastructure across all FIEDMC-administered industrial zones. Chairman Rana Azhar Waqar emphasized the critical need for stringent security protocols and the activation of robust, round-the-clock monitoring systems to ensure a safe and secure environment for industries and investors. The discussion resulted in a unanimous resolve to implement immediate and effective measures to elevate security standards, leveraging technology and proactive vigilance. This initiative underscores FIEDMC's unwavering commitment to providing a protected and conducive ecosystem for business growth and economic development.



CHINESE NEW YEAR CELEBRATIONS AT TIME CERAMICS IN FIEDMC

In a gesture of strong bilateral cooperation and industrial harmony, Chairman Faisalabad Industrial Estate Development and Management Company (FIEDMC), Rana Azhar Waqar, along with CEO FIEDMC, Engr. Quratul-Ain Memon, participated in the Chinese New Year celebrations held at the facility of Time Ceramics Pvt Ltd on February 16, 2026.

The event, organized by the management of Time Ceramics within the FIEDMC zone, was a vibrant display of cultural exchange, marking the beginning of the Year of the Horse. The FIEDMC delegation extended warm greetings to the Chinese management and workforce, acknowledging their vital contribution to the region's industrial landscape.

During the visit, Chairman Rana Azhar Waqar lauded the role of Chinese enterprises in driving economic growth under the umbrella of the China-Pakistan Economic Corridor (CPEC). He reiterated FIEDMC's commitment to providing a secure and business-friendly environment for all international investors.

CEO Engr. Quratul-Ain Memon highlighted the strong people-to-people bonds fostered through such collaborative ventures. "Events like these solidify the partnership between Pakistan and China, reinforcing our shared commitment to industrial progress," she stated.

The leadership of Time Ceramics expressed gratitude to the FIEDMC officials for their continuous support and for joining in their cultural festivities, further strengthening the camaraderie between the Pakistani and Chinese business communities.



RISK MANAGEMENT COMMITTEE MEETING

The Risk Management Committee of the Faisalabad Industrial Estate Development and Management Company (FIEDMC) convened a crucial meeting at the room. The session was chaired by Committee Convener, Dr. Khurram Tariq.

The meeting witnessed a significant focus on strategic progress, with CEO FIEDMC, Ms. Qurat-ul-ain Memon, and other committee members in attendance. During the deliberations, the committee approved several innovative decisions aimed at bolstering the organization's growth trajectory and ensuring sustainable industrial development. The decisions taken are expected to further strengthen FIEDMC's operational framework and risk mitigation strategies.



FIEDMC ORDERS INDUSTRIES TO FILTER WASTE BEFORE DISPOSAL

In a decisive move to address environmental concerns and infrastructure integrity, Ms. Qurat-ul ain Memon, CEO of the Faisalabad Industrial Estate Development and Management Company (FIEDMC), chaired a high-level meeting with focal persons from various industrial units within the estate. The urgent session, centered on resolving the ongoing drainage issues, underscored the importance of collective industrial responsibility. During the meeting, the CEO issued clear and strict instructions mandating that all industries must install and operate proper filtration systems to treat their effluent. "It is imperative that all industrial waste is properly filtered before being discharged into the main drainage system," She directed. The measure aims to prevent blockages, reduce environmental hazards, and ensure the longevity of the estate's drainage infrastructure.



FIEDMC CEO HOLDS OPEN DOOR MEETING, ASSURES PUBLIC OF PRIORITY RESOLUTION

Reaffirming her commitment to transparency and public service, Ms. Qurat-ul ain Memon, CEO of the Faisalabad Industrial Estate Development and Management Company (FIEDMC), welcomed visiting customers for a direct dialogue under the organization's Open Door Policy. During the meeting held at her office, the CEO patiently listened to the concerns and problems raised by the attendees. Demonstrating a hands-on approach to governance, she assured the customers that their issues would be addressed on a priority basis. She issued immediate directives to the relevant departments to ensure swift and effective resolutions, reinforcing FIEDMC's dedication to customer satisfaction and operational excellence.



FIEDMC CEO CHAIRS MEETING ON LOGISTICS PARK DEVELOPMENT

Ms. Qurat-ul ain Memon, CEO of the Faisalabad Industrial Estate Development and Management Company (FIEDMC), convened a high-level meeting to discuss the strategic development of the logistics sector within the industrial estate.

The session focused on enhancing supply chain efficiency and infrastructure to support the growing needs of industrial units. Ms. Memon directed the relevant authorities to expedite planning and ensure the integration of modern logistics solutions to boost trade and industrial activity in the region.



M-3 INDUSTRIAL CITY

Particulars	Plots	Units
Production	271	151
Under Construction	152	116
New Sale in 2025	38	24
Total	461	291

ALLAMA IQBAL INDUSTRIAL CITY

Particulars	Plots	Units
Production	27	17
Under Construction	107	27
New Sale in 2025	52	44
Total	186	88

MAJOR BRANDS WORKING IN FIEDMC





**FIEDMC CORPORATE OFFICE, M-3 INDUSTRIAL CITY, SAHIANWALA
INTERCHANGE, FAISALABAD**