



FAISALABAD INDUSTRIAL ESTATE DEVELOPMENT & MANAGEMENT COMPANY

ESTABLISHED IN 2004

INDUSTRIAL ESTATES: VAC, M-3 IC & AIG

BULLETIN JANUARY 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

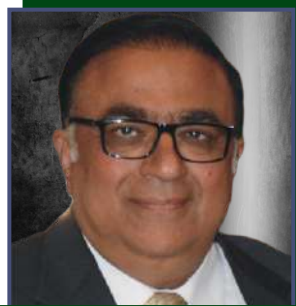
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CHAIRMAN FEDMC



ENGR. QURAT-UL AIN MEMON
CEO FEDMC



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INDEPENDENT DIRECTOR



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MR. NAVEED GULZAR
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MR. SHAHZAD AZAM KHAN
INDEPENDENT DIRECTOR



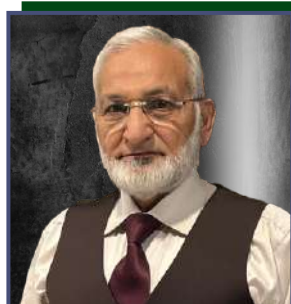
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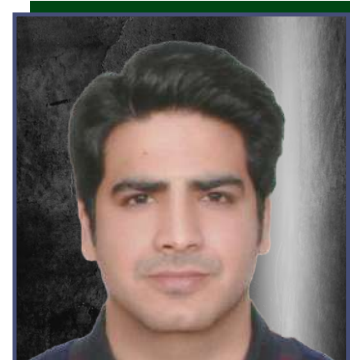
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PRESIDENT FCCI (EX-OFFICIO)



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.

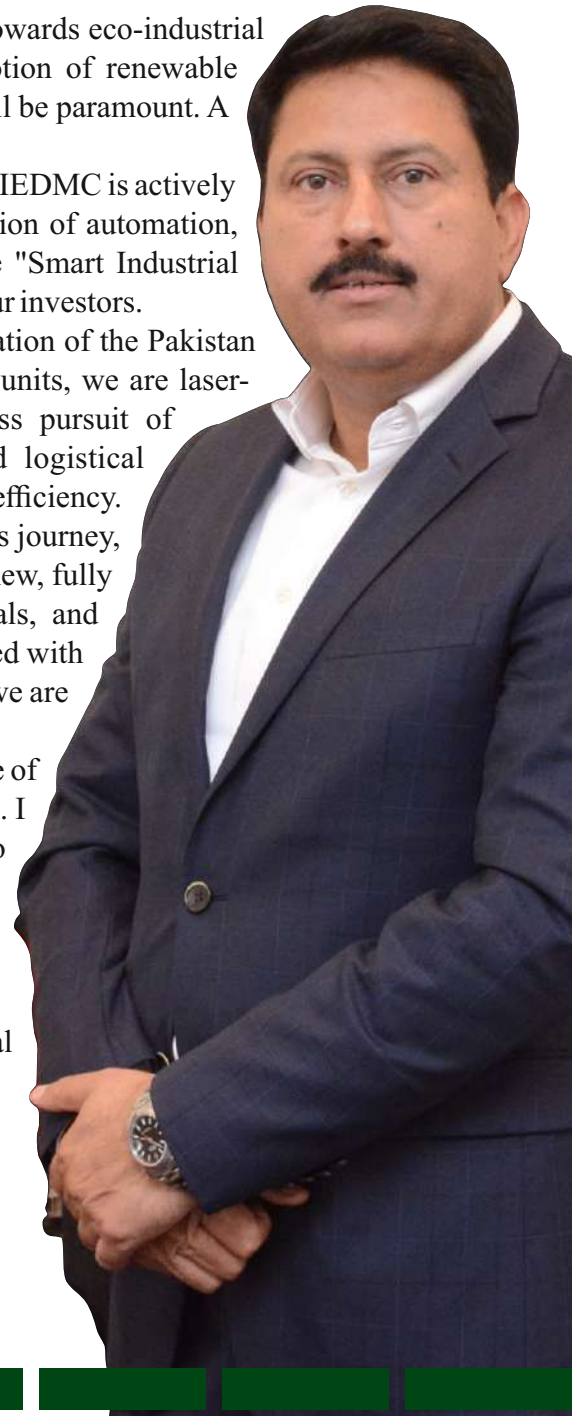
Second, Technological Integration and The Fourth Industrial Revolution (4IR). FIEDMC is actively collaborating with tech giants and academic institutions to facilitate the adoption of automation, artificial intelligence, and smart logistics within our zones. We aim to create "Smart Industrial Ecosystems"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



148TH BOARD OF DIRECTORS MEETING

The 148th meeting of the Board of Directors of the FIEDMC was convened on 31 December 2025 under the Chairmanship of Mr. Rana Azhar Waqar. The meeting was graced by the presence of Mr. Shafay Hussain, Provincial Minister of Punjab for Industries, Commerce, and Investment. The meeting was duly attended by newly appointed CEO FIEDMC, Ms. Qurat-ul ain Memon and rest of the Board members. Key decisions were made to drive FIEDMC's future prosperity by expansion and promotion of industrial development. The Board unanimously vowed to take measures that will improve investors' trust and FIEDMC's infrastructure.



VISITS OF HIGH-LEVEL POLICE DELEGATION TO FIEDMC

A high-level police delegation led by Mr. Sohail Akhtar Sukhaira, Regional Police Officer (RPO) Faisalabad, visited Faisalabad Industrial Estate Development & Management Company (FIEDMC) on December 30, 2025. During the visit, the delegation reviewed security arrangements at the Security Control Room and M-3 Industrial City (M3-IC) Industrial Estate. FIEDMC Chief Executive Officer, Engr. Qurat-ul ain Memon, briefed the visiting officials on the comprehensive security measures implemented by FIEDMC to ensure a safe and secure environment for industrial operations. The delegation appreciated FIEDMC's proactive approach and emphasized continued coordination to further strengthen security across the industrial estates.



CEO FIEDMC MEETS CHINESE INDUSTRY PARTNERS

FIEDMC CEO ENGR. Qurat-ul ain Memon chaired a meeting with Focal Persons of Chinese industries based in FIEDMC zones on January 5, 2026.

The discussions focused on operational support and strengthening collaboration to foster industrial growth and a secure investment climate especially for foreigners/Chinese. The CEO conveyed the recent concerns of the Law Enforcement Agencies including the Special Branch to expedite screening of their labour in an expeditiously manner.



CEO FIEDMC VISITS BUSINESS FACILITATION CENTRE

CEO of the Faisalabad Industrial Estate Development & Management Company (FIEDMC), ENGR. Qurat-ul ain Memon, visited the FIEDMC Business Facilitation Centre at the Commissioner Office.

She inspected the service desks and monitored the facilitations provided to customers, reaffirming FIEDMC's commitment to efficient and transparent services for the business community. The visit highlighted the centre's role in promoting ease of doing business in the region.



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CEO FIEDMC MEETING WITH COMMISSIONER FAISALABAD

ENGR. Qurat-ul ain Memon, CEO of the Faisalabad Industrial Estate Development & Management Company (FIEDMC), met with Commissioner Faisalabad Division Raja Jahangir Anwar on Wednesday January 07, 2026.

The meeting focused on advancing key FIEDMC projects, including Allama Iqbal Industrial City and M-3 Industrial City. Discussions aimed at resolving administrative matters and accelerating development to boost investment and employment in the region.

Both officials pledged continued collaboration to ensure the timely completion of these critical economic initiatives, reinforcing Faisalabad's role as a premier industrial hub.



CEO FIEDMC HANDING OVER ELECTRICITY NOC TO CHINESE COMPANY

ENGR. Qurat-ul ain Memon, Chief Executive Officer of the Faisalabad Industrial Estate Development & Management Company (FIEDMC), conducted a comprehensive visit to the Business Facilitation Centre (BFC) located within the Commissioner Office, Faisalabad.

During the visit, CEO FIEDMC inspected various operational workstations, with particular emphasis on the FIEDMC's dedicated station. She received a detailed briefing and reviewed the status of applications currently in process, as well as those successfully resolved. The visit underscored FIEDMC's commitment to streamlining services and enhancing the ease of doing business for investors.

A processed & approved NOC was handed over by Ms. Memon to the representative of a Chinese Company which is expanding its production within FIEDMC.

Ms. Memon appreciated the quality of facilitation being extended by the BFC to the businesses and industries operating in Faisalabad. She commended the dedication and efficiency of the entire BFC staff and offered special appreciation to the FIEDMC focal person stationed at the centre.

As the Government of Punjab is all geared up for switching BFC model to eBizz (online facilitation), she was hopeful that eBizz will make the process even more seamless and quick for the Businesses/Enterprises.



CEO FIEDMC VISITED ONGOING PROJECTS IN M-3 IC & AIIC

ENGR. Qurat-ul ain Memon ,the Chief Executive Officer of the Faisalabad Industrial Estate Development & Management Company (FIEDMC), visited key ongoing projects within the FIEDMC industrial estates.

The inspection tour focused on reviewing construction progress, infrastructure development, and compliance with timelines at various sites. The CEO FIEDMC engaged with project teams and on-ground staff to address challenges and ensure alignment with FIEDMC's high standards.



CEO FIEDMC HANDING OVER ELECTRICITY NOC TO CHINESE COMPANY

ENGR. Qurat-ul ain Memon, Chief Executive Officer of the Faisalabad Industrial Estate Development & Management Company (FIEDMC), held a productive meeting with a visiting Chinese business delegation.

During the meeting, the CEO provided a comprehensive briefing on FIEDMC's industrial estates, highlighting the infrastructure, investment opportunities, and facilitative environment available to international investors.

The engagement concluded with the presentation of a commemorative souvenir to the delegation, symbolizing the strengthening partnership and mutual commitment to fostering industrial cooperation and investment.



FIEDMC SECURITY REVIEW BY CEO FIEDMC

The Chief Executive Officer of the Faisalabad Industrial Estate Development & Management Company (FIEDMC), ENGR. Qurat-ul ain Memon, presided over a high-level security briefing late on the evening of January 13, 2026.

The meeting, attended by the heads of the Security, Administration, and Technical wings of FIEDMC, focused on a comprehensive review of the current security posture across the estates. The Chief Security Officer apprised the CEO of the existing security arrangements and presented actionable plans for the implementation of enhanced security protocols.

CEO FIEDMC emphasized the paramount importance of a robust and proactive security framework for ensuring a safe and stable environment for businesses and investors within FIEDMC. The discussion solidified plans for immediate and future measures to strengthen security infrastructure and vigilance.



STRATEGIC DEVELOPMENT MEETING BY CEO FIEDMC

Chief Executive Officer of the Faisalabad Industrial Estate Development & Management Company (FIEDMC), ENGR. Qurat-ul ain Memon, chaired a late-night review meeting on January 13, 2026, with the heads of all major operational wings.

The meeting included the heads of the Special Economic Zones (SEZ), Estate, Land, Technical, and Finance departments. Each wing head presented a comprehensive briefing on their current operational status and submitted actionable proposals for immediate and future implementation.

CEO FIEDMC directed all wings to adopt a fast-paced and efficient working style to ensure the timely achievement of FIEDMC's developmental goals. The meeting underscored the management's commitment to proactive governance and accelerating progress across all projects.



OFFICIAL VISIT OF VAC BY CEO FIEDMC

The Chief Executive Officer of the Faisalabad Industrial Estate Development and Management Company (FIEDMC), ENGR. Qurat-ul ain Memon, conducted a comprehensive visit to the Value Addition City project on January 14, 2026.

Accompanied by the senior heads of Technical, Estate & Land, Security, and Administration & HR departments, the CEO undertook a detailed review of the ongoing development and operational readiness of the site. The visit focused on assessing progress, infrastructure, and strategic planning to ensure the project meets its objectives of enhancing industrial value addition and investor facilitation.



CEO FIEDMC MEETING WITH VISITING INVESTORS

ENGR. Qurat-ul ain Memon, Chief Executive Officer of the Faisalabad Industrial Estate Development & Management Company (FIEDMC), chaired a high-level meeting with a delegation of visiting international and domestic investors and businessmen.

The meeting focused on identifying actionable strategies to enhance infrastructure, streamline processes, and upgrade facilities for the business community within FIEDMC's zones. CEO Memon emphasized FIEDMC's commitment to providing a world-class, facilitative environment to boost industrial growth and attract further investment.



MEETING WITH VISITING CUSTOMERS BY CHAIRMAN & CEO FIEDMC

The Chairman and CEO of the Faisalabad Industrial Estate Development & Management Company (FIEDMC), conducted a direct visit to engage with valued customers.

During the visit, the Chairman and CEO FIEDMC personally listened to the concerns and operational challenges faced by the businesses. Emphasizing a customer-centric approach, Chairman FIEDMC Rana Azhar Waqar and CEO FIEDMC issued immediate on-site directives to the FIEDMC management, instructing them to address and resolve the identified issues on a top-priority basis.

This proactive engagement underscores FIEDMC's commitment to fostering a supportive industrial environment and ensuring seamless operations for all stakeholders within its estates.



KGFU AND FIEDMC COLLABORATE ON INDUSTRY-LED ENGINEERING EDUCATION

A faculty delegation from Khwaja Ghulam Fareed University (KGFU) visited the Faisalabad Industrial Estate Development & Management Company (FIEDMC) to strengthen industry-academia ties.

The team presented a briefing on aligning KGFU's engineering curricula with the specific skill requirements of FIEDMC's industries. The discussion focused on developing tailored academic programs, facilitating student internships, and enhancing practical training to produce job-ready graduates.

FIEDMC officials welcomed the initiative, pledging collaboration to bridge the skills gap. This partnership aims to create a direct pipeline of skilled engineering talent for the industrial sector, boosting productivity and economic growth.



ENGAGING INVESTORS DIRECTLY

Rana Azhar Waqar, Chairman of the Faisalabad Industrial Estate Development & Management Company (FIEDMC), held an open-door interactive session with walk-in customers and potential investors at the FIEDMC offices.

The Chairman personally listened to the proposals, addressed queries, and discussed opportunities available within the FIEDMC's various zones, including M-3 Industrial City and Value Addition City. The initiative underscores FIEDMC's commitment to facilitating a business-friendly environment, removing barriers to investment, and fostering direct engagement with the business community.

Chairman Rana Azhar Waqar emphasized that "FIEDMC's doors are always open for entrepreneurs. We are here to streamline processes and partner with investors to drive industrial growth and job creation in the region."

The session was part of ongoing efforts to promote ease of doing business and attract investment into Punjab's premier industrial estates.



VISIT OF HONORABLE FEDERAL MINISTER FOR INVESTMENT & HIS TEAM TO FIEDMC

A high-level review meeting for the Special Economic Zones (SEZs) under the Faisalabad Industrial Estate Development & Management Company (FIEDMC) was held on January 26, 2026.

The meeting was jointly chaired by Chairman FIEDMC Rana Azhar Waqar and the Minister of Investment, Mr. Qaisar Ahmed Sheikh.

CEO FIEDMC, ENGR. Qurat-ul ain Memon, presented a comprehensive progress report on all FIEDMC zones to the forum. The briefing was attended by Dr. Erfa Iqbal, Additional Secretary/Executive Director General Board of Investment, along with her team, and the core leadership of FIEDMC.

The session focused on evaluating development milestones and strategizing for the accelerated growth of Faisalabad's industrial zones.



VISIT OF HYUNDAI PLANT

A high-level delegation, led by Federal Minister for Investment Mr. Qaisar Ahmed Sheikh and Chairman FIEDMC Rana Azhar Waqar, conducted a visit to the state-of-the-art Nishat Hyundai Plant.

The delegation was received by the host, Mian Muhammad Mansha, Chairman of Nishat Group. The visit aimed to review the progress and bolster collaboration for further industrial development and investment in the region.

The officials were accompanied by Dr. Erfa Iqbal, Additional Secretary/Executive Director General, and CEO FIEDMC ENGR. Qurat-ul ain Memon, along with their core teams. The engagement highlighted the government's commitment to facilitating industrial growth and enhancing the ease of doing business.



VISIT OF TIME CERAMICS PLANT

Chairman of the Faisalabad Industrial Estate Development & Management Company (FIEDMC), Rana Azhar Waqar, and the Minister of Investment, Mr. Qaisar Ahmed Sheikh, conducted a visit to the Time Ceramics Plant on January 26, 2026.

The delegation, which included Dr. Erfa Iqbal, Additional Secretary/Executive Director General, and CEO FIEDMC ENGR. Qurat-ul ain Memon alongside their respective teams, was briefed by Mr. Elton Luo, Director Commercial of Time Ceramics.

The visit aimed to review the plant's operations and discuss avenues for industrial growth and investment within the FIEDMC zones.



VISIT OF FCCI DELEGATION TO FIEDMC

A high-level meeting was convened on January 26, 2026 at the FIEDMC board room to address key issues faced by the business community. The session was presided over by Chairman FIEDMC Rana Azhar Waqar, Federal Minister for Investment Mr. Qaisar Ahmed Sheikh, and President FCCI Mr. Farooq Yousaf Sheikh.

The meeting was attended by Dr. Erfa Iqbal, Additional Secretary/Executive Director General BOI, CEO FIEDMC Ms. Qurat-ul Ain Memon, along with their core teams and a delegation from the Faisalabad Chamber of Commerce & Industry (FCCI).

FCCI President Farooq Yousaf Sheikh presented the pressing challenges confronting the business sector and urged the Federal Minister to advocate for their resolution at the highest level. In response, Federal Minister Qaisar Ahmed Sheikh assured the delegation that the government would prioritize and expedite the resolution of these issues.

The dialogue underscored a shared commitment to fostering a conducive business environment and promoting sustainable economic growth.



SPECIAL ECONOMIC ZONE COMMITTEE MEETING

The SEZ Committee of the Faisalabad Industrial Estate Development & Management Company (FIEDMC) convened a meeting on Friday, January 30, 2026.

The meeting was chaired by CEO FIEDMC, Engr. Qurat-ul ain Memon, in her capacity as Chairperson of the SEZ Committee.

A key agenda item addressed during the proceedings was the regularization of void plots within the Special Economic Zones. After due deliberation, the committee approved the regularization of these plots, a significant step towards optimizing land utilization and facilitating investors.

This decision underscores FIEDMC's commitment to providing a streamlined and supportive environment for industrial growth and investment within its SEZs.



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**