



FAISALABAD INDUSTRIAL ESTATE DEVELOPMENT & MANAGEMENT COMPANY

ESTABLISHED IN 2004

INDUSTRIAL ESTATES: VAC, M-3 IC & AIG

BULLETIN MARCH 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

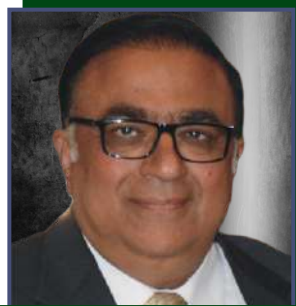
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CHAIRMAN FEDMC



ENGR. QURAT-UL AIN MEMON
CEO FEDMC



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INDEPENDENT DIRECTOR



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MR. NAVEED GULZAR
INDEPENDENT DIRECTOR



CH. YASIR ARAFAT
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MR. SHAHZAD AZAM KHAN
INDEPENDENT DIRECTOR



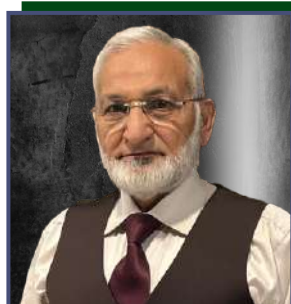
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MR. ABDUL RAHIM CHUGHTAI
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SECRETARY EPD (EX-OFFICIO)



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SECRETARY LABOR (EX-OFFICIO)



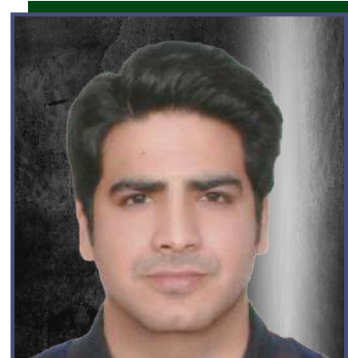
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MR. SOHAIL RAHIM
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MR. AHMED AFZAL AWAN
CHAIRMAN PHMA (EX-OFFICIO)

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.

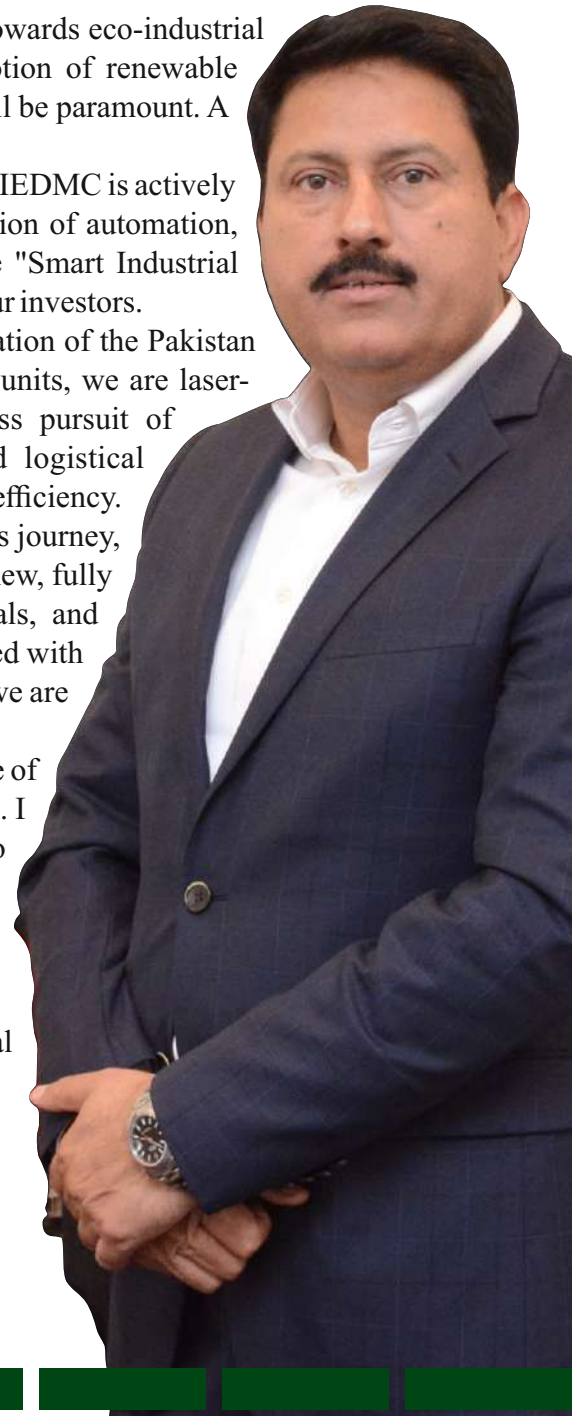
Second, Technological Integration and The Fourth Industrial Revolution (4IR). FIEDMC is actively collaborating with tech giants and academic institutions to facilitate the adoption of automation, artificial intelligence, and smart logistics within our zones. We aim to create "Smart Industrial Ecosystems"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



149TH BOARD OF DIRECTORS MEETING

The 149th meeting of the Board of Directors (BOD) of the Faisalabad Industrial Estate Development and Management Company (FIEDMC) was held on March 05, 2026 at the Board Room of the FIEDMC Corporate Office in Faisalabad.

Chaired by the Chairman FIEDMC, Rana Azhar Waqar, the meeting reviewed the progress of ongoing projects and approved several key decisions aimed at accelerating the development of FIEDMC's industrial estates. The board focused on strategic measures to enhance infrastructure, facilitate investors, and improve operational efficiencies across the zones.

The meeting concluded with a vote of thanks to the board members for their continued commitment to the region's industrial growth.



150TH BOARD OF DIRECTORS MEETING

The 150th meeting of the Board of Directors (BOD) of the Faisalabad Industrial Estate Development and Management Company (FIEDMC) was held on March 12, 2026 at the Board Room of the FIEDMC Corporate Office in Faisalabad.

Chaired by the Chairman FIEDMC, Rana Azhar Waqar, the meeting reviewed the progress of ongoing projects and approved several key decisions aimed at accelerating the development of FIEDMC's industrial estates. The board focused on strategic measures to enhance infrastructure, facilitate investors, and improve operational efficiencies across the zones.

The meeting concluded with a vote of thanks to the board members for their continued commitment to the region's industrial growth.



MEETINGS WITH DIFFERENT STAKEHOLDERS

In line with its commitment to transparency and investor facilitation, the Faisalabad Industrial Estate Development and Management Company (FIEDMC) continues to uphold its Open Door Policy.

Chairman FIEDMC, Rana Azhar Waqar, alongside CEO FIEDMC, Engr. Qurat-ul Ain Memon, recently held a dedicated meeting with different stakeholders. The leadership team actively listened to their concerns, engaging in detailed discussions to understand operational and developmental challenges.

Reaffirming the organization's investor-first approach, both Chairman and CEO assured the stakeholders of timely resolution of all issues raised during the session.

This initiative underscores FIEDMC's dedication to fostering a business-friendly environment and maintaining direct communication channels for sustainable industrial growth.



SECURITY REVIEW MEETING WITH DIVISIONAL ADMINISTRATION & POLICE

A high-level security review meeting regarding the Faisalabad Industrial Estate Development and Management Company (FIEDMC) was convened March 03, 2026 at the Commissioner's Office Faisalabad. .

The meeting was jointly chaired by the Commissioner of Faisalabad and the Regional Police Officer (RPO) Faisalabad. Representing FIEDMC were its Chairman, Rana Azhar Waqar, and CEO, Engr. Qurat-ul-ain Memon. During the session, a comprehensive security briefing was presented, followed by discussions on the current law and order situation within the industrial zones. The participants agreed upon and initiated several concrete measures aimed at further strengthening the security framework for FIEDMC



IFTAAR AND DINNER WITH CHINESE, BOARD OF DIRECTORS AND FIEDMC MANAGEMENT

Rana Azhar Waqar, Chairman of FIEDMC, hosted an Iftaar dinner on March 5, 2026, at Palm Villa, Canal Express Way, Faisalabad, in honor of Chinese nationals working on FIEDMC projects, along with the company's Board of Directors and management.

The event celebrated the spirit of Pakistan-China friendship and recognized the contributions of Chinese professionals to the region's industrial development. Chairman Rana Azhar Waqar extended warm hospitality, emphasizing strong bilateral cooperation and shared economic goals.

The gathering was attended by Chinese engineers, project staff, FIEDMC BOD members, and senior management, concluding with prayers for continued prosperity and collaboration.



LEGAL REDRESSAL COMMITTEE MEETING

The Legal Redressal Committee convened a key meeting on March 18, 2026 at the FIEDMC Board Room, chaired by Committee Convener Mr. Shahzad Azam Khan.

CEO FIEDMC, Engr. Qurat-ul-Ain Memon, along with other committee members, actively participated in the proceedings. During the session, several pending cases were reviewed and successfully resolved.

The meeting underscored the committee's commitment to providing swift legal remedies and facilitating industrial development within the zone.



HUMAN RESOURCE COMMITTEE MEETING

The Human Resource Committee of the Faisalabad Industrial Estate Development and Management Company (FIEDMC) convened a pivotal meeting at the FIEDMC Board Room, chaired by the Convener of the Committee, Mr. Kashif Zia.

The session saw active participation from the CEO of FIEDMC, Engr. Qurat-ul-Ain Memon, alongside other distinguished committee members. During the proceedings, several strategic decisions were taken aimed at the development and streamlining of human resource operations within the organization.



ERP INSTALLATION MEETING

A high-level meeting to review the installation of the Enterprise Resource Planning (ERP) system was held on March 30, 2026 at the FIEDMC Board Room. The session was presided over by the CEO of FIEDMC, Engr. Qurat-ul ain Memon.

During the meeting, the CEO assessed the current status of the ERP rollout, discussed implementation milestones, and addressed technical challenges to ensure system efficiency and transparency. Key directives were issued to the relevant teams for the timely completion of the project.

The ERP system is part of FIEDMC's ongoing digital transformation initiative aimed at streamlining operations and enhancing service delivery for industrial zone stakeholders.



PUBLIC HEARING REGARDING EXPANSION OF M-3 IC SEZ

A public hearing regarding the proposed expansion of the M-3 Industrial City Special Economic Zone (M-3 IC SEZ) was held on March 31, 2026 at the FIEDMC Board Room. The session was chaired by Dr. Suhail Saleem, Director General of SEZ.

The hearing provided a forum for stakeholders, including local community members, investors, and civic representatives, to voice their views on the expansion project. Discussions focused on the projected economic impact, infrastructure development, and environmental considerations associated with the zone's growth.

Dr. Suhail Saleem confirmed that all feedback received during the proceeding will be formally documented and reviewed as part of the statutory approval process. Further updates on the expansion plan are expected following the completion of the public consultation summary



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**