

**Achievement of Market-Friendly Initiatives and Results Program  
(AMIR 2.0 Program)**

**Funded By U.S. Agency for International Development**

**Financial Markets Workshop**

**Proposed Program**

Final Report

**Deliverable for Financial Markets Development Initiative Component,  
Work Plan Activity No. 636.01  
Consultancy Agreement No. 278-C-00-02-00210-00**

*August 5, 2003*

*This report was prepared by Stephen B. Strauss , in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.*

## **Data Page**

Name of Component: Financial Markets Development Initiative

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Practice Area: Financial Sector

Service Offering: Housing Finance

List of Key Words Contained in Report:

Debt instruments

Financial intermediaries

Investment Banks

Commercial Banks

Bonds

Financial Markets

Investors

Primary markets

Secondary markets

## **Abstract**

The AMIR project seeks to further the development of the financial markets in Jordan, and especially of new fixed-income tradable debt instruments. During the period July 14-28, 2003, the Consultant met with the key participants in Jordan's financial markets, including those few institutions who are actively engaged in underwriting and managing those few new non-State debt instruments which are being presented to the market. The Consultant also met with institutions and their decision-makers who are either issuers or investors in both long-term instruments (bonds) and short-term instruments (money market instruments or commercial paper). It is clear that there is a growing need for investment instruments for those institutions who manage liquidity as well as for individual savers, and at the same time that there is also a lack of attractive issues of such instruments.

To further the development of the financial markets and new instruments in Jordan, it is proposed that AMIR organize and conduct a two-day Financial Markets Workshop, to be scheduled for a date to be determined, probably in mid-October 2003. The co-sponsorship of the Association of Banks in Jordan should be sought for the Workshop. The invitees to the proposed Workshop would be representatives of all institutions in Jordan who are, or could be, active participants in the Jordanian financial markets, such as financial intermediaries (commercial banks, investment banks), institutional investors (such as insurance companies and fund managers), and entities who have issued, or are considering issuing, bond instruments. The Workshop will be an opportunity for the key players in the financial markets to identify and discuss the broad range of issues pertinent to the further development of Jordan's bank markets and the development of new financial instruments. There is still a lack of issuer, intermediaries, investors and instruments, and each of these areas, as well as the legal and regulatory environment, will be dealt with during the Workshop. The format will be for the AMIR Consultant to present the issues and lead the discussion.

The Workshop will be a forum for bringing together financial market participants and experts, to identify opportunities for the development of new financial market instruments, and discuss how to move forward to develop and introduce such instruments, and in general to broaden and deepen Jordan's financial markets.

This Report presents a proposed schedule and agenda for the Workshop, a preliminary list of invitees, and a summary of the financial instruments and institutions which presently exist on Jordan's financial markets. This information, and the opinions expressed by the Jordanian financial market participants with whom the Consultant met during the period July 14-28, will provide important background in preparing for the Workshop and determining the issues to be raised and discussed with the participants.

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## EXECUTIVE SUMMARY: SCOPE AND OBJECTIVE OF THE PROPOSED FINANCIAL MARKETS WORKSHOP

To further the development of the financial markets in Jordan, and especially of new fixed-income tradable debt instruments, it is proposed that AMIR organize and conduct a Financial Markets Workshop, to be scheduled for a date to be determined, probably in mid-October 2003. This Workshop will be held in the premises of the Central Bank of Jordan. AMIR should invite the Association of Banks in Jordan to be a co-sponsor of the Workshop.

The invitees to the Workshop will be representatives of all institutions in Jordan who are, or could be, active participants in the Jordanian financial markets, such as financial intermediaries (commercial banks, investment banks), institutional investors (such as insurance companies and fund managers), and entities who have issued, or are considering issuing, bond instruments. Those State entities such as the relevant regulatory bodies will be invited to participate. Certain State-related entities such as the Social Securities Investment Unit and the Jordan Mortgage Refinance Corporation are also active participants in the financial markets and will be invited. The Workshop will focus on commercial and financial sector bond instruments, and will not cover Government debt and GOJ financial instruments.

The Workshop will be an opportunity for the key players in the financial markets to identify and discuss the broad range of issues pertinent to the further development of Jordan's bond markets and the development of new financial instruments. There is still a lack of issuers, intermediaries, investors and instruments, and each of these areas, as well as the legal and regulatory environment, will be dealt with during the Workshop. The format will be for AMIR to present the issues and lead the discussion, with supporting material, including The Workshop will not be presented as a "training course" or "seminar", but rather as a forum for bringing together financial market participants and experts, to identify to opportunities for the development of new financial market instruments, and to discuss how best to develop and introduce such instruments and generally to broaden and deepen Jordan's financial markets.

However, while not billed as a "training" program per se, the Workshop can and should be a learning experience for all concerned. The following elements of the proposed Workshop format will provide substance and structure to the Workshop:

1. The AMIR consultant will lead the discussion and ensure the overall direction of the Workshop, raising issues and presenting information relevant to the Jordanian financial markets context. Information about how such markets and instruments work elsewhere will be covered, but the basic context will be current and foreseeable circumstances in Jordan.

2. It is proposed to ask, for each of the Workshop's segments, for one Jordanian expert in the topic at hand to join the AMIR consultant in presenting concepts and directing the discussion. Each such expert shall be selected by AMIR and the Consultant, who will work with this expert in advance to ensure an effective presentation.
3. To put the Jordanian situation into context, and to present and illustrate some practical and achievable avenues for financial market and new instrument development, a proposed segment during Day Two will present the recent experience in financial markets development in Eastern Europe, using Bulgaria as a particularly illustrative case study. Bulgaria's recent financial markets evolution (achieved with the help of the USAID Capital Markets project there) has seen the emergence of new debt instruments, newly active financial intermediaries, and new categories of investors in primary and secondary markets. These recent Eastern European experiences closely parallel circumstances in Jordan's financial markets today, and can therefore be used to illustrate and stimulate discussion of what might be achievable in Jordan in the near future.

With the proposed format, and Workshop schedule and agenda as presented below, the Workshop should prove to be a highly substantive event which delves into the key issues relating to the development of new debt instruments in Jordan, and through discussion reaches some concrete conclusions and recommendations at the end of the two-day session. The outcome of the Workshop can then point the way to further action, including by AMIR, in assisting the development of Jordan's financial markets and participating institutions.

It is proposed that the Workshop take place on two consecutive working days, starting at mid-day and extending through the afternoon. It is expected that the Workshop will be attended by senior and mid-level managers who are decision-makers on financial market activities at their respective institutions. To involve those top managers of these institutions, who would not necessarily attend the two-day workshop, it is also proposed to schedule a reception following the second and final day of the Workshop. This reception would be an opportunity to involve not only top financial institution managers, but also relevant senior officials of Government Ministries and Agencies, as well as representatives of the business and financial press, thereby giving appropriate publicity to The Workshop and its overall conclusions. The Workshop sessions themselves should be "off-the-record", to encourage open discussion and debate.

This Report (Appendix 1) includes a preliminary list of invitees to the Workshop. There will be some further additional to this list over the coming weeks. The final list will be agreed by AMIR and the Consultant at the time the Workshop is approved and scheduled by AMIR. Efforts will be made to ensure that the most qualified financial markets professionals are in attendance. The total number of attendees should not exceed 50 people.

In preparing the groundwork for this proposed Workshop, the Consultant met during the period July 14-28 with key institutions and experts who are active participants in the financial markets currently, either as issuers, intermediaries or investors (some institutions are all three). Information about the current status of financial market activity (i.e. non-State fixed income debt market activity) was obtained from each of the institutions met. As a result, AMIR now has a reasonably complete assessment of the current status of this activity: which institutions have been or are engaged in underwriting/managing new issues; who is investing in these issues and what their criteria are; and what new issues have been brought to market, by whom and for what purpose. This information is summarized in Appendix 2 (Financial market instruments currently issued and outstanding) and Appendix 3 (Institutions active in the financial markets). Appendix 4 identifies all parties with whom the Consultant met in Amman during the period July 14-28.

The information so gathered also revealed some of the problems and obstacles which exist in the current situation in Jordan's debt-instrument markets, both primary and secondary, which will be very helpful background in preparing and conducting the Workshop.

## SCHEDULE OF THE PROPOSED AMIR FINANCIAL MARKETS WORKSHOP

### DAY ONE:

- 12:30 Registration (coffee/refreshments)
- 13:00: OPENING: Opening speaker(s) to be determined (potentially including the head of the Association of Banks in Jordan).
- 13:15: INTRODUCTION: AMIR Consultant
- Overview the desirability of developing fixed income debt instruments
  - Presentation of format and objectives of the Workshop it will deal with issues concerning the “four I’s”: (issuers, investors, intermediaries, and instruments, plus regulatory questions and a comparison (case study from Eastern Europe)
- 13:30: ISSUERS: THE “SUPPLY” OF BONDS
- Discussion leader AMIR Consultant  
Local expert (investment banker ?) to be determined
- Who should issue bonds and for what purposes ?
  - Which categories of issues are eligible ?
  - What constraints exist which restrict new issuers from using bonds for long-term financing ?
  - Comparison of bond issues with other forms of borrowing: when is it advantageous to issue bonds ?
- 14:15: INVESTORS: THE DEMAND FOR BONDS
- Discussion leader: AMIR Consultant  
Local expert (portfolio manager from institutional investor) to be determined
- What are the advantages of investing in bonds for a fund manager ? for an individual saver ?
  - Which categories of investors currently invest in bonds, and why ?

- What are the available pools of investment capital, and who manages them ?
- Which categories of investors should invest in bonds in the future, and what \ would induce them to do so ?

15:00: INTERMEDIARIES (INVESTMENT BANKS)

Discussion leader: AMIR Consultant  
Local expert (from an investment bank: to be determined)

- Intermediaries are critical in any financial market to stimulate both supply and demand.
- Role of intermediaries in both primary and secondary market activity.
- What are the categories of intermediaries currently, and what role do they play in Jordan's financial markets ?
- How can intermediaries be more active in bringing new issues forward to the market ?
- What is the nature of their management of primary issues, and what constraints exist ?
- What is the nature of their participation in the secondary market, and what constraints exist ?
- What can be done to stimulate increased activity by intermediaries in both the primary issue and secondary markets ? How can greater liquidity be provided to the secondary market ?

15:30 BREAK (COFFEE, JUICE, LIGHT SNACKS)

16:00: INSTRUMENTS: THE "PRODUCT"

Discussion leader: AMIR Consultant  
Local expert—to be determined

- What types of instruments currently exist in the bond market in Jordan ?
- What types of new instruments might be developed, and what are the constraints to their development ?

- What types of collateral is available to support bond issues, to improve the risks to the investor ?
- What issues need to be resolved to stimulate new instruments (pricing/benchmarking, regulatory issues, market-related issues)
- The session can end with a discussion of technical questions such as bond pricing, yields, and quotation mechanisms in both primary and secondary markets; listing, trading and settlement mechanisms, and other topics pertinent to bond underwriting, trading and investing.

17:30: CLOSING OF DAY ONE SESSION

DAY TWO:

12:30: Participants arrive (Coffee, light snacks)

13:00: BRIEF RECAP OF ISSUES RAISED DURING DAY ONE: AMIR Consultant

13:15: LEGAL AND REGULATORY ISSUES

Discussion leader: AMIR Consultant  
Other expert to be determined

- What are the regulatory and market structures within which bond issuing and trading take place at present ? (Role of Securities Commission and other bodies; depository and settlement procedures; private placements and OTC trading)
- What legal and regulatory issues constrain the development of the bond market, of issues, development of new instruments, investor participation).
- What accounting issues pertain to bond issuance and investment ?
- Where is legislative or regulatory action or change required ? What steps can and should be taken to propose and seek approval for such changes ?

14:00: EXAMPLES OF RECENT FINANCIAL MARKET AND NEW INSTRUMENT DEVELOPMENT IN EASTERN EUROPE:

Discussion leader: AMIR Expert from Eastern Europe

CASE OF BULGARIA: A country of similar size, GDP and current development of financial market instruments as Jordan.

- History of development of financial markets over past 10 years
- Emergence of financial institutions (intermediaries, investors)
- Development of legal, regulatory and institutional framework
- Development of new bond instruments; broadening and deepening of issuers and investor pools.
- How the financial intermediaries and associations promoted new instruments and new legislation
- Other examples from Eastern Europe
- Comparisons with, and relevance to, Jordan's situation and possible future evolution.

15:30 BREAK (Coffee, juice, light snacks)

16:00 DETAILED DISCUSSION OF DESIRABLE ACTIONS TO BROADEN AND DEEPEN THE FINANCIAL (DEBT) MARKETS IN JORDAN:

Discussion leaders: AMIR Consultant  
AMIR Expert from Eastern Europe)  
Panel of local experts (to be determined)

- What actions are relevant to the development of supply of bonds (issuers), demand for bonds investors), intermediaries to stimulate the primary and secondary markets.
- What new instruments should be developed, by whom and how ?
- Legal/regulatory changes to be proposed to permit or stimulate the development of new instruments.
- Training and education which may be required.

17:00: SUMMARY AND DISCUSSION OF CONCLUSIONS OF WORKSHOP AND PROPOSED ACTIONS.

Discussion leader: AMIR Consultant  
Possibly the Head of the Association of Banks in Jordan  
(to be determined)

17:30 END OF WORKSHOP

RECEPTION with all participants plus other invited guests (top managers of participating institutions, selected officials, press and other invitees)

## **Appendices**

**Appendix 1: Potential Invitees to the Financial Markets Workshop**

**Appendix 2: Financial Market (non-State Debt) Instruments Issued and Outstanding**

**Appendix 3: Financial Institutions Active in the Bond and Housing Finance Markets**

**Appendix 4: Meetings held with Financial Markets Institutions by AMIR Consultant S. Strauss, July 14-27, 2003**

**APPENDIX 1: AMIR FINANCIAL MARKETS WORKSHOP  
PRELIMINARY LIST OF POTENTIAL INVITEES**

(Final list to be determined once the Workshop schedule and agenda are decided and ready to be communicated)

| <b>Institution</b>                 | <b>Name</b>                                                                                                                                             | <b>Title</b>                                                                                                                                                                                                                                                                                                                       |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| JMRC                               | Dr. Zuhair Khalifeh<br>Bassam Abusahab<br>Saad Bishtawi                                                                                                 | Managing Director<br>Senior Financial Analyst<br>Director of Bonds Issuance Dept                                                                                                                                                                                                                                                   |
| JMRC Board Members                 | Faris Sharaf<br>Marwan Al-Humood<br>Mohamad Mousa<br>Tawfiq Mokahal<br>Ms. Simona Bshouti<br>Mohammad Abu Aridah<br>Ibrahim Al-Dhaher<br>Zahie Fakhoury | CBJ/ Executive Director, Bank Supervision<br>SSC/ assistant Manager<br>Arab Bank/ Head of Retail Lending<br>Jordan Kuwait Bank/ Assistant General Manager<br>Cairo Amman Bank/ Assistant General Manager<br>Jordan Gulf Bank/ General Manager<br>Housing Bank/Executive Manager<br>Jordan National Bank/ Assistant General Manager |
| Arab Banking Corporation           | Ahmad Al Khub<br>Ammar Safadi<br>Nidal Al Basha                                                                                                         | Assistant General Manager<br>Treasurer<br>Retail Department                                                                                                                                                                                                                                                                        |
| Jordan National Bank               | Samer Sunnukrot<br>Talal Toukan                                                                                                                         | Assistant General Manager for Investment & Research<br>Financial Analyst                                                                                                                                                                                                                                                           |
| Housing Bank                       | Ihab Saadi                                                                                                                                              | Executive Manager for Corporate Banking                                                                                                                                                                                                                                                                                            |
| Union Bank                         | Hanna Khouri<br>Basel Kawar                                                                                                                             | Treasurer<br>Assistant Manager/Retail Investments                                                                                                                                                                                                                                                                                  |
| Export And Finance Bank            | Mohammad Fayyad                                                                                                                                         | Treasurer                                                                                                                                                                                                                                                                                                                          |
| Arab Bank                          | Wahbeh Abdullah                                                                                                                                         | Head of Credit Dept.                                                                                                                                                                                                                                                                                                               |
| Jordan Kuwait Bank                 | Khaled Zakariyah                                                                                                                                        | Head of Corporate finance                                                                                                                                                                                                                                                                                                          |
| Jordinvest                         | Henry Azzam<br>Hilal Abu-Zaid                                                                                                                           | CEO<br>Executive Vice President                                                                                                                                                                                                                                                                                                    |
| Atlas Group                        | Husam Kutaifan<br>Iyad Mashal                                                                                                                           | Head of Corporate Finance<br>Head of Asset Management                                                                                                                                                                                                                                                                              |
| Jordan Insurance Company           | Bilal Al-Abidi                                                                                                                                          | Assistant General Manager                                                                                                                                                                                                                                                                                                          |
| The Association of Banks in Jordan | Mufleh Akel<br>Zuhair Khouri<br>Musa Shihadah<br><br>Khalil Nasr<br>Ms. Suhair Al-Ali<br>Ali Al-Husry<br>Marwan Awad<br>Dr. May Khamis<br>(observer)    | Executive Regional Manager/Arab Bank<br>Chairman/Housing Bank<br>Vice Chairman/Jordan Islamic Bank for Finance and Investment<br>Deputy Chief Executive/Jordan National Bank<br>General Manager/Citibank<br>Chairman/Export and Finance Bank<br>General Manager/Industrial Development Bank<br>Advisor/CBJ                         |
| Central Bank of Jordan             | Dr. Umayyah Toukan<br>Mr. Faris Sharaf                                                                                                                  | Governor<br>Executive Director, Bank Supervision                                                                                                                                                                                                                                                                                   |
| Jordan Securities Commission       |                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                    |
| Social Security Commission         | Dr. Jawad Hadid                                                                                                                                         | Chairman                                                                                                                                                                                                                                                                                                                           |
| Social Security Investment Unit    | Hatem Shahed                                                                                                                                            | CEO                                                                                                                                                                                                                                                                                                                                |

Bond Issuers

(past and potential)

To be determined

Other invitees

To be determined

## Appendix 2: Financial Market (non-State Debt) Instruments Issued and Outstanding

| Instruments       | Issuer                                               | Intermediary (if any)     | Investor(s)                                                                              | Amount (m)                                                                | Tenor (Maturity)/date of issuance                                    | Interest Rate                                                   | Publicly Listed |
|-------------------|------------------------------------------------------|---------------------------|------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------------------------------------------|-----------------------------------------------------------------|-----------------|
| Corporate Bonds   | JMRC                                                 | Self-issued               | SSFund<br>ABC Bank<br>Housing Bank<br>Egyptian Arab<br>Land Bank<br>Jordan National Bank | 24.48 (total amount of issuances from 1998 to 2001 with 3 years maturity) | 3 Years (3 issuances in 2001)                                        | Started with 8.25% in 1998 and reduced to 5.20% in 2001         | Yes             |
| Corporate Bonds   | JMRC                                                 | Self-issued               | SSFund<br>ABC Bank<br>Housing Bank<br>Egyptian Arab<br>Land Bank<br>Jordan National Bank | 12.45 (total amount of issuances from 1998 to 2001 with 5 years maturity) | 5 years ( 1 issuance in 2001 & 2 other issuances in 2002)            | Started with 8.25% in 1998 then dropped to 5.20% in 2001        | Yes             |
| Corporate Bonds   | JMRC                                                 | Self-issued               |                                                                                          | 15.0 (total amount of issuances from 2002 to 2003)                        | All issuances are 3 years maturity (3 issuances in 2002 & 1 in 2003) | Started with 5.20% and reduced to 3.75% in 2003 (last issuance) | Yes             |
| Commercial Papers | JMRC                                                 | Self-issued               |                                                                                          | JD 2.0                                                                    | 6 months                                                             | 2.95%                                                           |                 |
| Commercial Papers | JMRC                                                 | Self-issued               |                                                                                          | JD 5.0                                                                    | 1 year                                                               | 3.05%                                                           |                 |
| Corporate Bonds   | Cairo Amman Bank                                     | Jordinvest (best efforts) | Financial Institutions<br>Insurance Companies<br>Government<br>Universities              | JD 3.0<br>\$ 6.0                                                          | 7 year (April 2003)                                                  | 7.5 % (fixed)                                                   | Yes             |
| Corporate Bonds   | Citibank                                             | Jordinvest (best efforts) |                                                                                          | JD 5.0                                                                    | 3 year (Sep 2000)                                                    | 7 %                                                             | Yes             |
| Corporate Bonds   | Zara Investment Company (Holding)                    | Export & finance Bank     |                                                                                          | JD 10.0                                                                   | 5 year (Nov 1999)                                                    | 10 % (fixed rate per annum)                                     | Yes             |
| Corporate Bonds   | Jordan Phosphate Mines Company                       | Jordinvest                | Jordan National Bank<br>Others                                                           | JD 25.80<br>\$ 20.0                                                       | 3 years (Aug 2002)                                                   | 8%                                                              | Yes             |
| Corporate Bonds   | Jordan worsted Mills Factories                       |                           |                                                                                          | JD 7.00                                                                   | 5 years (May 2000)                                                   | 9.25%                                                           | Yes             |
| Corporate Bonds   | Al-Dawaliah for industrial , trade & tour investment | Jordan National Bank      |                                                                                          | JD 7.00                                                                   | 6 years (Nov 1999)                                                   | 10.50%                                                          | Yes             |
| Corporate Bonds   | Jordan Industrial Resources                          |                           |                                                                                          | *                                                                         | 5 years (May 2002)                                                   | 8.25%                                                           | Yes             |
| Corporate Bonds   | Jordan Hotels & Tourism Co                           | Amman National Bank       |                                                                                          | JD 10.00                                                                  | 7 years (June 2000)                                                  | 8%                                                              | Yes             |
| Corporate Bonds   | Arab International Hotels Co                         | Jordinvest                |                                                                                          | JD 10.00                                                                  | 5 years (June 2002)                                                  | 8%                                                              | Yes             |

|                 |                                                                      |                                                 |  |          |                     |                                                                                                         |     |
|-----------------|----------------------------------------------------------------------|-------------------------------------------------|--|----------|---------------------|---------------------------------------------------------------------------------------------------------|-----|
|                 |                                                                      |                                                 |  |          |                     |                                                                                                         |     |
| Corporate Bonds | Middle East Investment Bank                                          |                                                 |  | \$ 7.05  | 7 years (Aug 2000)  | **<br>(Libor 6 months +4%)                                                                              | Yes |
| Corporate Bonds | Jordan Telecommunication Corp.                                       | Arab Bank<br>Housing Bank<br>Jordan Kuwait Bank |  | JD 25.00 | 8 years (July 2002) | Fixed interest rate of 7.25% for the first 5 years then floating rate at the average prime lending rate | Yes |
| Corporate Bonds | Business Tourism Co.                                                 | Amman National Bank                             |  | JD 10.00 | 6 years (Feb 2003)  | 7..5%                                                                                                   | Yes |
| Corporate Bonds | Middle East complex for Engineering , Electronics & Heavy Industries | Export & Finance Bank                           |  | JD 5.00  | 5 years (Aug 2000)  | 9.75%                                                                                                   | Yes |
| Corporate Bonds | Arab Engineering Industries                                          | Housing Bank                                    |  | \$ 10.60 | 7 years (July 2003) | Libor + 1.39%                                                                                           | Yes |
|                 |                                                                      |                                                 |  |          |                     |                                                                                                         |     |

**Notes :**

- \* An amount of 4.25 m was offered , bids amounted for JD 315000 only
- \*\* Coupon rate is 18% if the bonds are not converted into equities by the end of 7<sup>th</sup> year

### Appendix 3: Financial Institutions Active in the Bond and Housing Finance Markets

| Financial Institutions              | Housing Credit Provider      | JMRC Refinancing User              | Bond Issuer | Underwriting/Managing Bond Issues | Mutual Fund/Asset Management | Investments in Corporate Bonds | Investments in Government Bonds |
|-------------------------------------|------------------------------|------------------------------------|-------------|-----------------------------------|------------------------------|--------------------------------|---------------------------------|
| <b>Commercial Banks</b>             |                              |                                    |             |                                   |                              |                                |                                 |
| Arab Bank                           | Yes                          | No                                 | No          | No                                | Yes                          | No                             | Yes                             |
| Jordan National Bank                | Yes                          | Yes                                | No          | Yes                               | No                           | Yes                            | Yes                             |
| Bank of Jordan                      | Yes                          | No                                 | No          | No                                | No                           | Yes                            | Yes                             |
| Cairo Amman Bank                    | Yes                          | Yes                                | Yes         | No                                | No                           | Yes                            | Yes                             |
| Housing Bank for Trade and Finance  | Yes                          | Yes                                | No          | Yes                               | Yes                          | Yes                            | Yes                             |
| Jordan Kuwait Bank                  | Yes                          | Yes                                | No          | Yes                               | No                           | T.B.D.                         | Yes                             |
| Arab Banking Corporation            | Yes                          | Yes                                | No          | No                                | No                           | No                             | Yes                             |
| Export and Finance bank             | Yes                          | Yes                                | Yes         | Yes                               | No                           | Yes                            | Yes                             |
| <b>Investment Banks</b>             |                              |                                    |             |                                   |                              |                                |                                 |
| Arab Jordan Inv. Bank               |                              | No                                 |             |                                   |                              |                                |                                 |
| Jordan Invest. and Finance bank     | Yes                          | No                                 | No          | No                                | No                           | Yes                            | Yes                             |
| Union Bank for Savings & Investment | Yes                          | No                                 | No          | No                                | No                           | No                             | Yes                             |
| Middle East Invest. Bank            |                              | No                                 |             |                                   |                              |                                |                                 |
| <b>Foreign Banks</b>                |                              |                                    |             |                                   |                              |                                |                                 |
| HSBC                                | Yes                          | No                                 | No          | No                                |                              | No                             | Yes                             |
| Citibank                            | No                           | No                                 | Yes         | No                                |                              | No                             | Yes                             |
| <b>Non-banks</b>                    |                              |                                    |             |                                   |                              |                                |                                 |
| Jordan Mortgage Re-finance Co.      | Yes                          |                                    | Yes         | Yes (own bonds)                   | No                           | No                             | No                              |
| Jordinvest                          | No                           | No                                 | No          | Yes                               | Yes                          | Yes                            | Yes                             |
| Jordan Loan Guarantee Corporation   | Yes (via Mortgage Insurance) | JMRC refinances JLGC-insured loans |             | No                                | No                           |                                |                                 |
| Atlas Group                         | No                           | No                                 | No          | No                                | Yes                          | Yes                            | Yes                             |

## Appendix 4: Meetings held with Financial Markets Institutions by AMIR Consultant S. Strauss, July 14-27, 2003

| <u>Organization</u>                          | <u>Name</u>           | <u>Title</u>                                                    | <u>Date(s)</u>          |
|----------------------------------------------|-----------------------|-----------------------------------------------------------------|-------------------------|
| Jordan Mortgage Refinance Company Ltd (JMRC) | Dr. Zuhair Khalifeh   | Managing Director                                               | July 14, 15, 23, 24, 27 |
|                                              | Mr. Saad Al-Bishtawi, | Director of Bond Issuance Department                            | July 14 and 15          |
|                                              | Mr. Bassam Abu Sahab  | Head of Refinancing Division                                    | July 14 15, 23 24, 27   |
|                                              | Mr. Tareef S. Nabeel  | Attorney at Law (Legal Advisor to JMRC)                         | July 15                 |
| AMIR Program                                 | Mr. Steve Wade        | Program Director                                                | July 15                 |
|                                              | Mr. Khush Choksy      | Financial Markets Development Team Leader                       | continuous              |
|                                              | Ms. Suha Shouqar      | Financial Markets Development Consultant                        | continuous              |
|                                              | Ms. Asma F. Abu-Taleb | Financial Markets Business Operation Advisor                    | At SSIU meeting July 17 |
| USAID                                        | Mr. Jamal Al-Jabiri   | Cognizant Technical Officer                                     | July 27                 |
| Arab Banking Corporation Jordan)             | Mr. Ammar B. Safadi   | Assistant General Manager Treasury                              | July 16                 |
|                                              | Mr. Ahmed Y. Al-Khub  | Assistant General Manager Branches Division                     | July 16                 |
| The Housing Bank for Trade and Finance       | Mr. Ihab Saadi        | Advisor—Executive Manager Corporate Finance                     | July 16                 |
| Cairo Amman Bank                             | Dr. Waleed Al-Nassan  | Executive Manager Research and Investment Management Department | July 17                 |
| Arab Potash Company                          | Mr. Anwar Masri       | Deputy General Manager for Finance                              | July 17                 |
| Jordan National Bank                         | Mr. Samer Sunnuqrot   | Assistant General Manager Investment Banking Services           | July 17                 |

|                                                      |                       |                                                                          |                                                       |
|------------------------------------------------------|-----------------------|--------------------------------------------------------------------------|-------------------------------------------------------|
| Central Bank of Jordan                               | Mr. Faris Sharaf      | Executive Director--<br>Banks Supervision Department                     | July 17                                               |
| Social Security Corporation--<br>The Investment Unit | Mr. Hatim El-Shahed   | Chief Executive Officer                                                  | July 17                                               |
| Jordan Investment Trust<br>(Jordinvest)              | Mr. Henry Azzam, PhD  | Chief Executive Officer                                                  | July 20                                               |
|                                                      | Mr. Hilal Abuzeid     | Executive Vice President                                                 | July 20                                               |
| Union Bank for Savings and<br>Investment             | Mr. Rafiq Shuhaiber   | Executive Manager                                                        | July 20                                               |
|                                                      | Mr. Hanna H. Khoury   | Treasurer                                                                | July 20                                               |
|                                                      | Mr. Basel Kawar       | Assistant Manager--<br>Retail Banking                                    | July 20                                               |
| Jordan Insurance Company                             | Mr. Bilal M. Alaabidi | Assistant General Manager--<br>Investment                                | July 20                                               |
| Export and Finance Bank                              | Mr. Mohammad Fayad    | Treasurer                                                                | July 21                                               |
| Jordan Investment and<br>Finance Bank                | Mr. Jamal Fareez      | Deputy General Manager                                                   | July 21                                               |
| Atlas Group                                          | Mr. Husam Kutaifan    | Head of Corporate Finance                                                | July 22                                               |
| Arab Bank<br>Bankers' Association                    | Mr. Mufleh Akel       | Executive Regional Manager<br>(General Manager, Bankers;<br>Association) | July 24                                               |
| Jordan Kuwait Bank                                   | Mr. Khaled Zakaryah   | Senior Manager—<br>Treasury Investments<br>and Foreign Relations         | meeting July 21<br>cancelled by<br>bank due to travel |