



ANNUAL
REPORT 2022

"We are launching one of the largest economic projects in our country's history. This is the new Tangier-Mediterranean port, which we see as the nucleus of a major port, logistics, industrial, commercial and tourism complex..."

"Morocco is thus consolidating its position in the Euro-Mediterranean area and in its Maghreb and Arab environment. It is strengthening its role as a cluster between Europe and Africa, the Mediterranean and the Atlantic, and at the same time reinforcing its central role as an active trading partner..."

"Morocco is thus consolidating its position in the Euro-Mediterranean area and in its Maghreb and Arab environment..."

*Extract from the speech by His Majesty King Mohammed VI
(February 2003)*

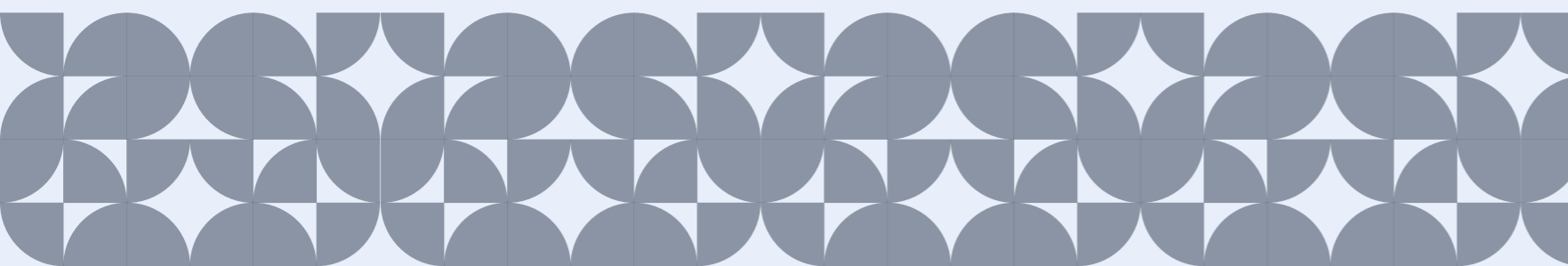




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A MESSAGE FROM THE CHAIRMAN



The Group's services cluster has also reached a new level of development, both at national level with the winning of major accounts by our subsidiary CIRES Technologies, and at African and international level with our engineering subsidiary 'TME' (Tanger Med Engineering). Our water and electricity distribution subsidiary 'TMU' (Tanger Med Utilities) has enhanced its offering, while developing specific expertise in renewable energies, a high-potential growth driver for the Group.

An ever stronger commitment to society

As an institutional player, our involvement in social and territorial issues is of particular importance. Every day we are committed to implementing the instruments for virtuous and profitable growth for all. We ensure an inclusive and stimulating environment for our 3,000 employees, while working to raise the quality of life in our local communities. In 2022, nearly 300 talented students from all over Morocco will be working in our educational campus of excellence. Our Foundation continues to work with local populations, giving priority to improving living conditions, with over 36,000 beneficiaries by 2022.


Our achievements are the result of the collective effort of our employees and partners. In the future, we will continue to mobilize our strengths to contribute, in our own way, to more sustainable supply chains. In particular, it will involve meeting the challenge of decarbonizing our activities while supporting the energy transition of our maritime, industrial and logistics partners.

The past year was marked by the Group's resilience, despite an international situation that had a significant impact on world trade. We are determined to continue on the course we have set: to accelerate our growth and ensure its lasting benefits.

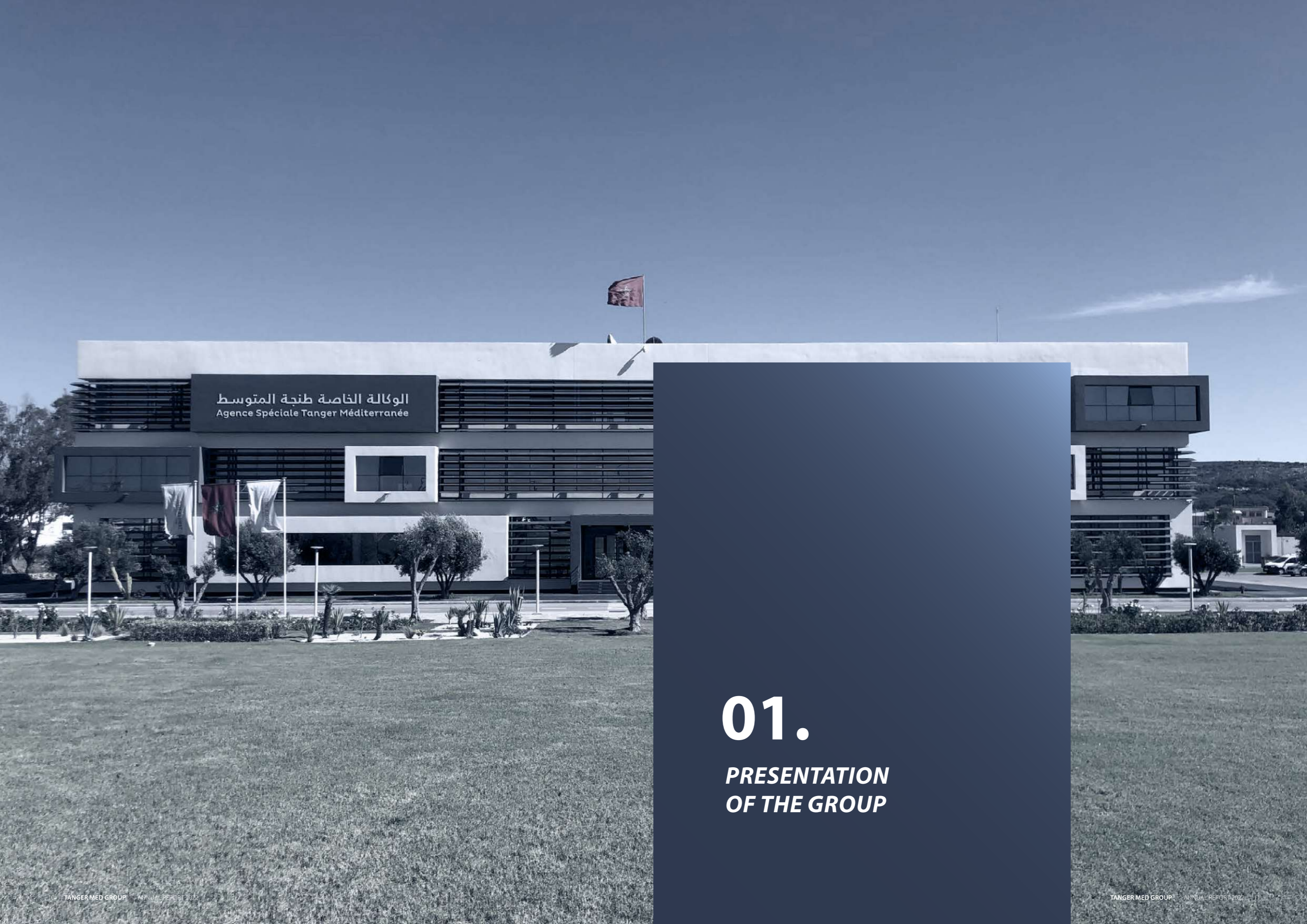
Sustained growth for our operational activities

We posted consolidated sales of MAD 8.874 billion, an increase of 10%. Our growth was driven in particular by the port and logistics cluster, where overall volumes handled rose by 6%, driven by both TMPA and MARSAS MAROC. The Group handled more than 8.5 million TEU containers, representing a total tonnage of 146 million tonnes.

In the "TMZ" (Tanger Med Zones) industrial cluster, the year was marked by a number of new investments, with the roll-out of 35 new industrial projects. Overall, the volume of business generated by all operators based in our industrial and logistics zones reached 133 billion dirhams.



Fouad BRINI
Chairman



الوكالة الخاصة طنجة المتوسط
Agence Spéciale Tanger Méditerranée

01.

PRESENTATION OF THE GROUP



***PRESENTATION
OF THE GROUP***

ABOUT US

OUR HISTORY

OUR MISSION

OUR STRUCTURE

OUR BUSINESS AREAS

OUR ECO-SYSTEM

OUR MULTI-TERRITORIAL FOOTPRINT

About Us

Tanger Med Group operates and develops port , logistics, and industrial platforms.

It manages the Tanger Med port complex, the 1st port in the Mediterranean and Africa. Through "Marsa Maroc", it also manages 24 terminals in 10 ports across Morocco. The total volume handled by the Group is 146 million tons of goods and 8.5 million TEU containers.

Additionally, the Group plans and develops more than 2,500 hectares of business zones, accommodating over 1,200 companies. These zones generate a business volume of 133 billion dhs in sectors such as automotive, aeronautics, textile, agri-food, and logistics.



16 732 MDhs

Consolidated shareholders' equity



56 850 MDhs

Valuation of Group entities



8 874 MDhs

Consolidated gross sales



Our History

2003

It was in 2003, under the impetus of His Majesty King Mohammed VI, that the story of one of the largest economic projects of the Kingdom and our Group began, marked by the start of work on Port Tanger Med 1.



Four years later, in 2007, His Majesty King Mohammed VI inaugurated the Tanger Med 1 Port, bringing into service the first container terminal in the port complex.

2007



2009

In 2009, His Majesty King Mohammed VI launched the Major Industrial Platform of Tanger Med, which was integrated into the port complex to create a competitive ecosystem.



In 2010, His Majesty King Mohammed VI inaugurated the Passenger and Ro-Ro Port, which aims to boost passenger capacity while supporting the development of Moroccan exporters and importers.

2010



In 2014, His Majesty King Mohammed VI inaugurated the Tanger Med Port Center, and launched construction work on the Export Access.

2014



2012

In 2012, His Majesty King Mohammed VI inaugurated the Renault Tanger Med plant, the largest automotive production facility in Africa. In the same year, the "Tangier Automotive City" economic zone began operations, supporting the installation of automotive subcontractors around the Renault Group, as well as the "Tétouan Shore" zone dedicated to offshoring.

2016

In 2016, Tanger Med Group signed the concession contract for terminal TC4 at Port Tanger Med 2, with global operator APM Terminals. This new concession confirms the global operator's decision to make Tanger Med its major logistics hub in the region.



2017

In 2017, the Tanger Med port, the vision of His Majesty King Mohammed VI, celebrated 10 years of operational activity.



2019

In 2019, His Royal Highness Crown Prince Moulay El Hassan represents His Majesty King Mohammed VI at the launch of port operations at Port Tanger Med 2. This makes the port complex the largest of its kind in the Mediterranean.



In 2020, the port complex became the 1st container port in the Mediterranean and confirmed its African leadership for the 4th consecutive year.

2020



By 2022, the industrial platform will have passed the 1,200 mark for companies in operation.

2022

2021

In 2021, the Group enters a new strategic phase by joining forces with Marsa Maroc, the country's leading port terminal operator, present in 9 other ports in the Kingdom in addition to Tanger Med. In the same year, the TC3 container terminal at Port Tanger Med started its commercial activities.

Our Mission

We offer highly specialized services in the port, logistics and industrial sectors, with a focus on innovation, operational efficiency and customer satisfaction. Our extensive portfolio of companies enables us to provide an integrated response to the challenges of trade and logistics.

Tanger Med Group is organized around a Holding function, structured around Group functions and operating business areas:

TMSA HOLDING

TMSA Holding plays an essential role within the Group, defining its strategic policy and guiding the development vision of its subsidiaries. It also manages the Group's shareholdings, notably in Marsa Maroc and SATT, through TMSA Investments.

TMSA Holding's activities cover a number of key areas, including managing financial policy, monitoring the investment portfolio, achieving land prospecting targets and managing litigation. It also manages communications policy, supervises internal audit, management control and risk management, and oversees human resources policy.

In addition, TMSA Holding plays a crucial role in defining and promoting the Group's corporate social responsibility (CSR) policy within its various subsidiaries, as well as in defining and implementing the digitalization strategy across all Group subsidiaries.

INTEGRATED BUSINESS AREAS

Port and Logistics

The Port and Logistics business area brings together operational functions covering the Tangier Med port complex, the nine other national ports where Marsa Maroc operates, and the MedHub logistics zone. The entities that support the Port and Logistics business area are as follows:

- Tanger Med Port Authority, which manages and develops the infrastructure, coordinates and animates the port community, and guarantees the performance of the services offered to its customers.
- Marsa Maroc, which manages port terminals and offers handling, warehousing, port logistics and ship services.
- MEDHUB, which operates the free logistics zone located within the port.

Industry

The Industrial business area brings together the operational functions of 8 business parks. It is supported by a subsidiary:

- Tanger Med Zones works on the planning, development and management of Tanger Free Zone, Tanger Automotive City, Tétouan Shore, Renault Tanger Med, Tétouan Park, the Cabo Negro commercial zone, and the Economic Activity Zone of Fnideq.

Services

The Services business area brings together a pool of skills specialized in three key and critical professions for the development and management of major infrastructure projects. It is supported by 3 subsidiaries:

- Tanger Med Engineering offers design and supervision services for major infrastructure projects (ports, industrial zones, shipyards, etc.), both in Morocco and abroad.
- Tanger Med Utilities, which provides water and electricity distribution services, network availability, lighting network maintenance and marine services. It also develops innovative energy efficiency solutions.
- Cires Technologies specializes in the development of security, cybersecurity and information system solutions for complex and/or strategic structures.

CSR

The CSR department's actions are structured around 5 key areas and interact with our stakeholders, notably our employees, our customers, our partners, our environment, and our local and financial communities.

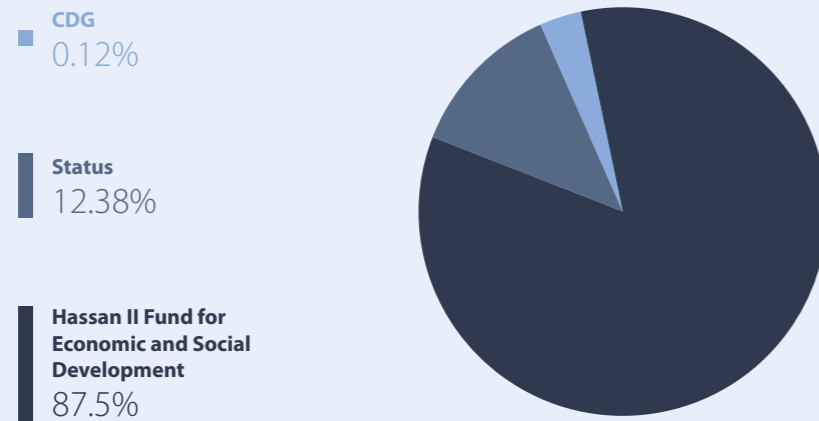
For over 15 years, our social action in the region has been led by Tanger Med Foundation, which cultivates a close dialogue with local populations, and sets up projects focusing on education, social and economic inclusion, environmental protection and the financing of infrastructure to improve the quality of life in rural areas and reduce dependence on urban clusters.

The running of several large-scale projects has also been entrusted to new Group associations:

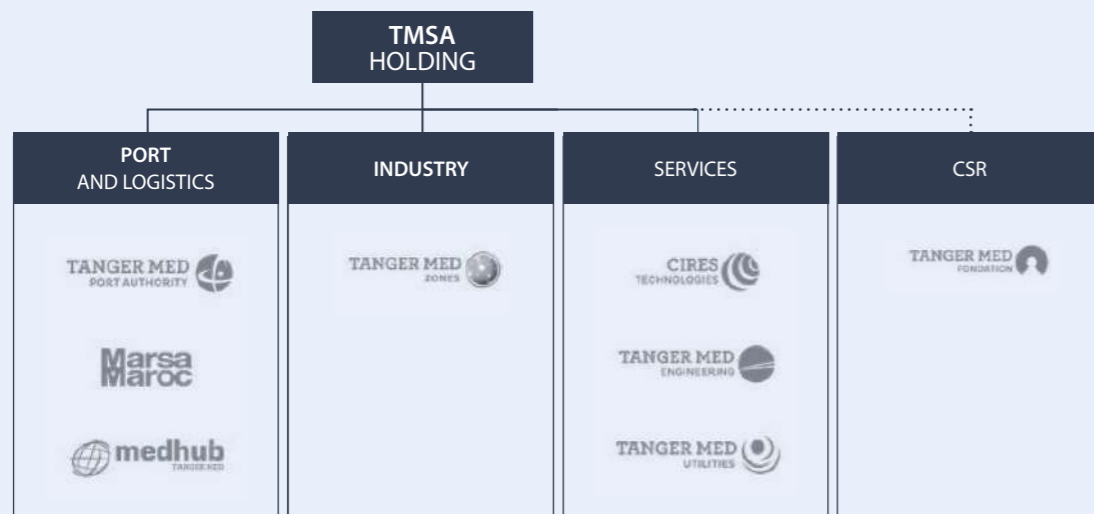
- The Association Méditerranéen pour la Formation et le Développement (AMFD), which deploys centers of excellence in training, education and health, and manages the 1337 MED coding school and the Lycée Méditerranéen (LYMED), preparatory classes for the French and Moroccan Grandes Écoles d'Ingénieurs.
- The Dalia Association for Water Sports (ADSN) promotes the practice of water sports, and manages the Dalia Sailing School, located just a stone's throw from the Tanger Med port complex.

Our Structure

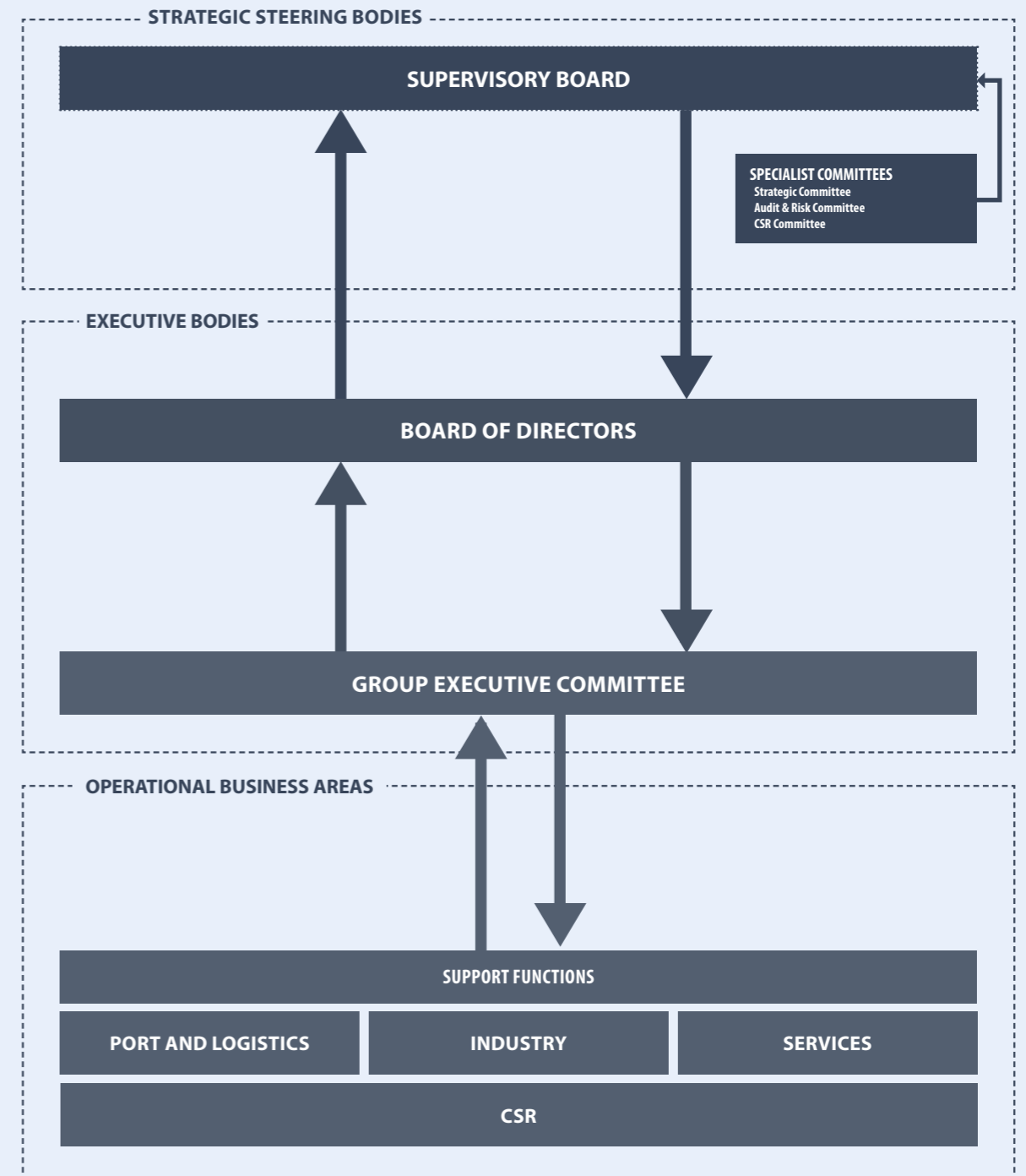
TMSA Holding is a public limited company with a capital of 3 795 079 100 Dhs



Organization of the Group's business areas



Group Governance



SUPERVISORY BOARD

The General Shareholders' Meeting is the company's supreme governing body. Made up of shareholders, it makes decisions on specific issues and rules on management actions that exceed the powers of the management bodies.

The Supervisory Board of the Tanger Med Special Agency is the highest body in the structure. It defines the Group's major strategic orientations and oversees the management of the Group by the Board of Directors.

Since January 2014, Mr Fouad BRINI has held the chairmanship of the Supervisory Board. The General Meeting and Supervisory Board are made up of the following members:



from left to right:

Fouad BRINI
Chairman of the Supervisory Board

Abdelouafi LAFTIT
Minister of the Interior

Nadia FETTAH ALAOUI
Minister of Economy and Finances

Nizar BARAKA
Minister for Infrastructure and Water

Ryad MEZZOUR
Minister of Industry and Commerce

Dounia BEN ABBES TAARJI
Chairman of the Board of Directors, Hassan II Fund for Economic and Social Development

Khalid SAFIR
Chief Executive Officer of the Caisse de Dépôt et de Gestion

Mounir EL BOUYOUSSFI
Chief Executive Officer, Agence pour la Promotion et le Développement du Nord



BOARD OF DIRECTORS

The Board of Directors manages Tanger Med Special Agency. Members are appointed by the Supervisory Board for a six-year term, and may be re-elected in accordance with the Articles of Association.

The Board of Directors comprises the following members:



from left to right:

Mehdi TAZI RIFFI
Chairman of the Board of Directors

Jaafar MRHARDY
Member of the Board of Directors and Chief Executive Officer, Tanger Med Zones

Loubna GHALEB
Member of the Board of Directors and Group Strategy Director

Tarik EL AROUSSI
Member of the Board of Directors and Director of the Services Cluster, CSR and International Development Division

Hassan ABKARI
Member of the Board of Directors and Chief Executive Officer, Tanger Med Port Authority



STRATEGIC COMMITTEE

The role of the Strategy Committee is to advise and make recommendations to the Supervisory Board on the definition and implementation of the Group's strategic directions to enhance its performance, and to analyze investment opportunities.

The members of the Strategic Committee are:

Fouad BRINI

Chairman of the Supervisory Board, Chairman of the TMSA Strategic Committee

Khalid SAFIR

Chief Executive Officer, Caisse de Dépôt et de Gestion (CDG)

Dounia BEN ABBES TAÂRJI

Chairman of the Board of Directors, Hassan II Fund for Economic and Social Development

Abderrahmane SEMMAR

Director, Public Enterprise and Privatization Department (DEPP)

AUDIT AND RISKS COMMITTEE

TMSA's Audit and Risks Committee performs the tasks assigned to it by Law no. 17-95 on public limited companies and Law no. 69-00 on State financial control of public companies.

The Audit and Risks Committee is responsible for overseeing and assessing the implementation of the internal control system and the conduct of audit activities.

The members of TMSA Holding's Audit and Risks Committee are:

Dounia BEN ABBES TAÂRJI

Chairman of the Board of Directors, Hassan II Fund for Economic and Social Development

Hicham EL MDAGHRI

Head of the Infrastructure Division of the Public Enterprises and Privatization Department (DEPP)

Mounir EL BOUYOUSSFI

Chief Executive Officer, Agency for the Promotion and Development of the North

Soundous OUMERIJAL DERDEK

TMSA State Controller

Khalid ZIANE

Chief Executive Officer, FIPAR-Holding

INTERNAL AUDIT ACTIVITIES AWARDED IFACI SEAL OF APPROVAL

In 2022, Tanger Med Group obtained IFACI certification for its internal audit activities, in accordance with the international standards of the Référentiel Professionnel de l'Audit Interne (RPAI) version 2020. This recognition, based on compliance with 25 general and 100 detailed RPAI requirements, reinforces the credibility of the Group's processes in the view of its internal and external stakeholders.

CSR COMMITTEE

The CSR Committee's mission is to drive strategic thinking on CSR and regional development. In particular, the Committee is responsible for implementing the Group's CSR roadmap. It formulates opinions and recommendations on priority CSR issues.

The members of the CSR Committee are:

Fouad BRINI

Chairman of the Supervisory Board, Chairman of the TMSA CSR Committee

Khalid SAFIR

Chief Executive Officer, Caisse de Dépôt et de Gestion (CDG)

Dounia BEN ABBES TAÂRJI

Chairman of the Board of Directors, Hassan II Fund for Economic and Social Development

Mounir EL BOUYOUSSFI

Chief Executive Officer, Agency for the Promotion and Development of the North

Our Business Areas

Multidisciplinary expertise and a diversity of skills.

Today, we are an integrated player with 4 key businesses: Ports and Logistics, Industry, Services and CSR, connecting global shipping routes and international trading partners.



Ports and Logistics

Management of 10 ports and 24 port terminals specializing in containers, passengers, TIR trucks, bulk goods, new vehicles and hydrocarbons.

Solutions for freight transport, handling, storage, and value-added logistics.



Industry

Planning and development of more than 2,500 hectares of industrial parks, home to 1,200 companies focusing on the automotive, aeronautics, textile, food processing, electronics and logistics sectors.



Services

Complementary services focused on technology, engineering and utilities to support the needs of operators based in the Tanger Med business parks.



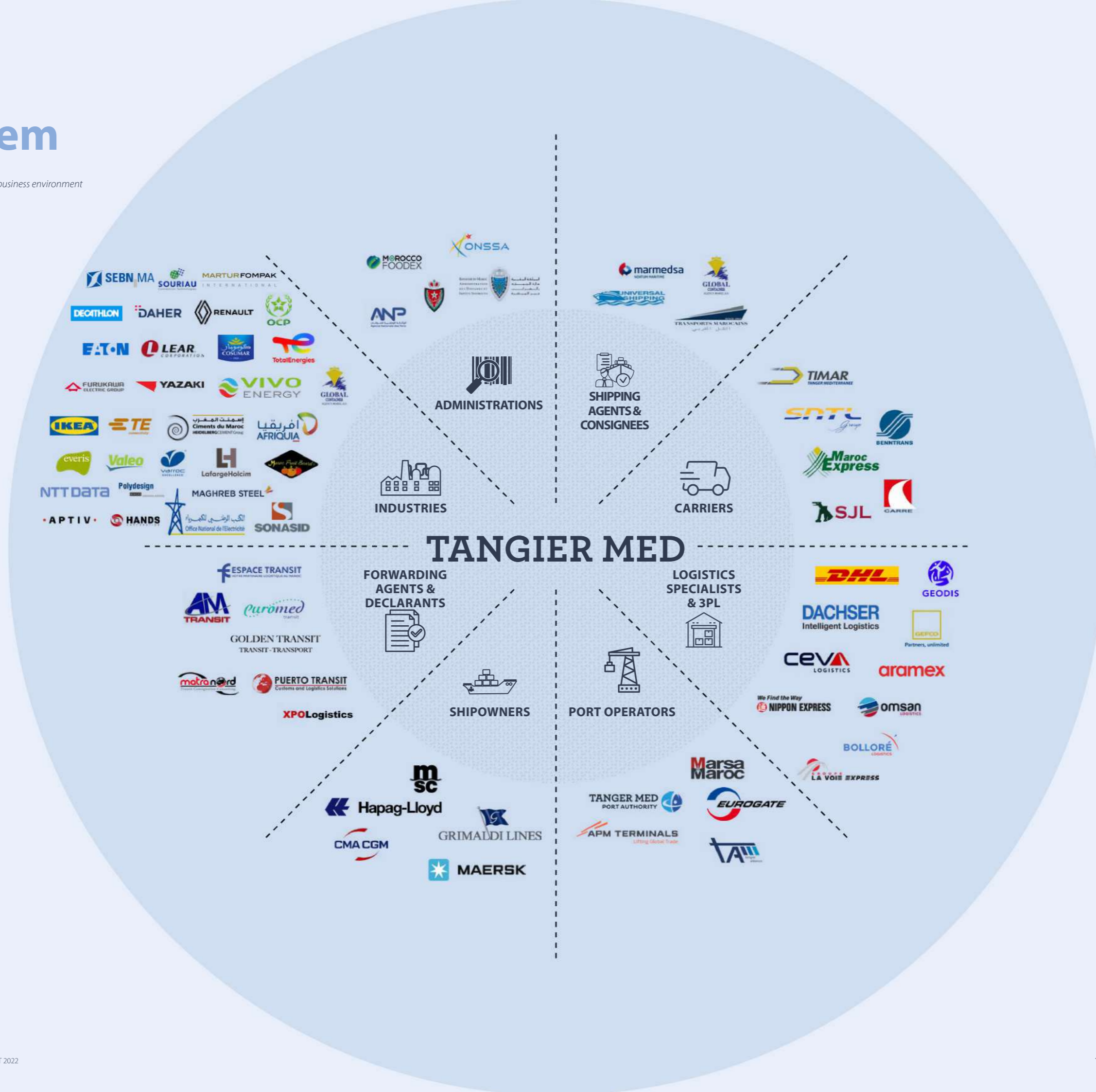
CSR

Designing economic development to go hand in hand with environmental and social progress, as well as transparent, fair and accountable governance.

A CSR strategy aligned with GRI guidelines and the United Nations' Sustainable Development Goals.

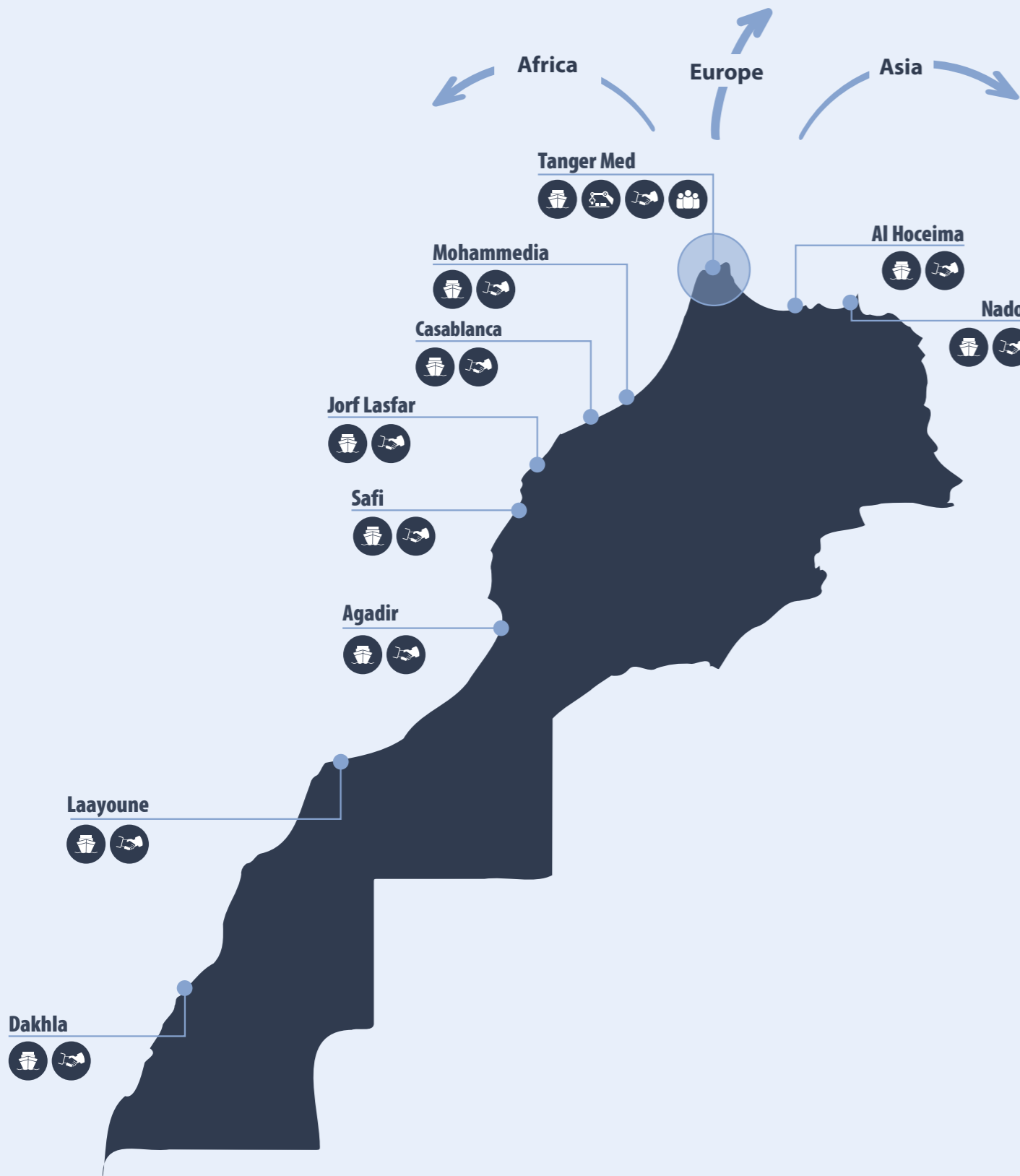
Our Ecosystem

We offer a complete value chain, operational excellence, and a competitive business environment to improve the efficiency of our partners and customers.



Our Footprint Multi-Territorial

As an operator and developer of industrial-port platforms, Tanger Med Group has a significant economic impact through its port, logistics and industrial activities. These key sectors form the basis of our contribution to regional and national development.



PORT OPERATIONS AND LOGISTICS

146 MT

Total tonnage processed: 75% of national tonnage

8.5 M EVP

Containers

10 Ports

Intervention on a national scale

24

Terminals

PLANNING AND DEVELOPMENT OF AREAS OF ECONOMIC ACTIVITIES

133 billion Dhs

Business Volume of the Activity Zones

4 451

New jobs +1.2% compared with 2021

100 000

Total Jobs created to Date

1200

Established Companies

INNOVATIVE SERVICES

148

Infrastructure design and supervision projects carried out by TME +35% compared with 2021

55

Projects carried out by CIRES TECHNOLOGIES for the development of security, cybersecurity and information systems solutions. +4% compared to 2021

13 122 (T)

Total volume of waste treated by TMU in 2022 in the Group's areas of operation. +22% compared with 2021

CSR ACTIONS FOR A SUSTAINABLE FUTURE

100%

paperless import-export operations

85%

employees trained in data protection

11

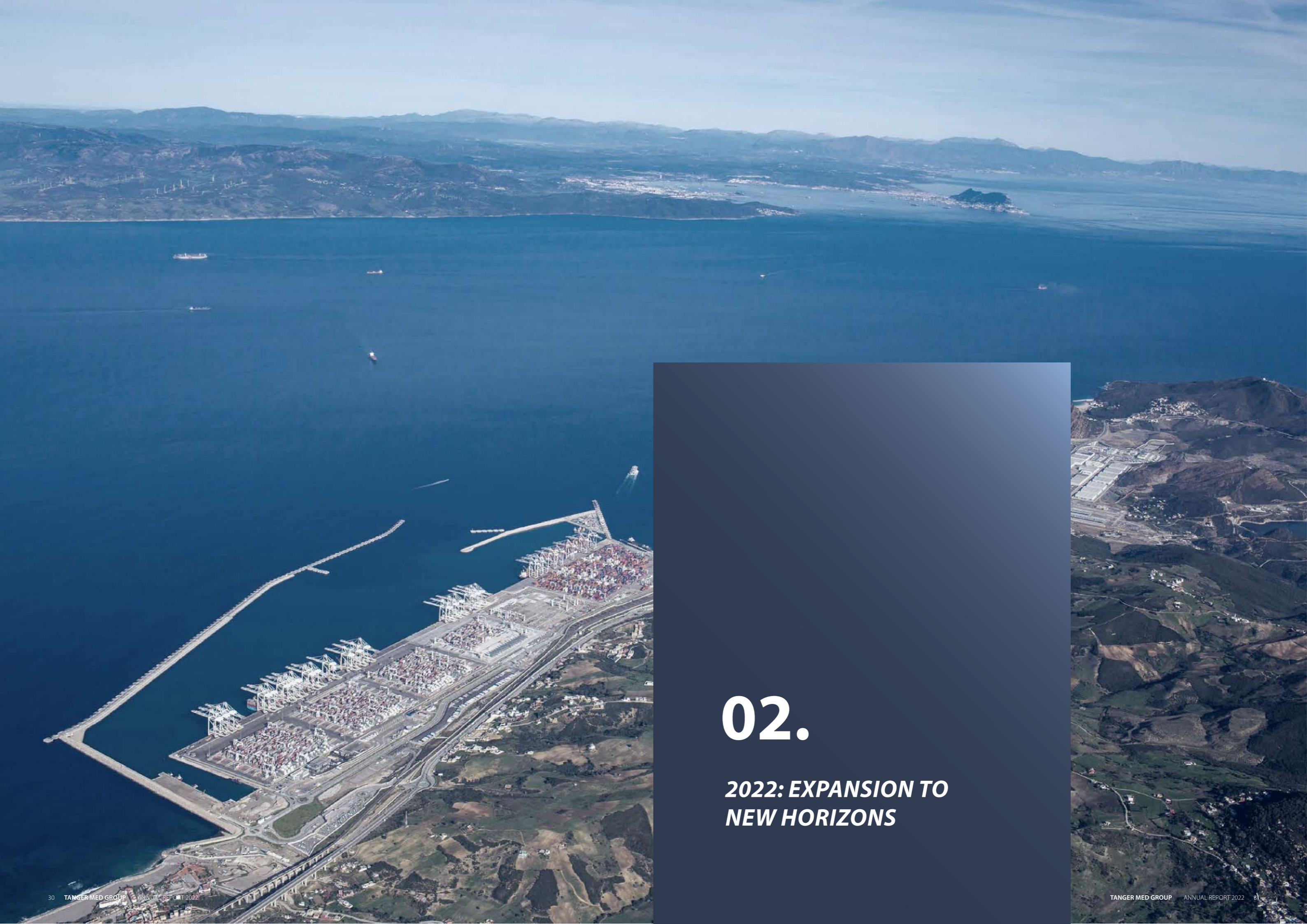
projects launched by the "Digital Factory"

69

projects supported by Tanger Med Foundation

36

ports connected every week in Africa



02.

**2022: EXPANSION TO
NEW HORIZONS**



2022, EXPANSION INTO NEW HORIZONS

MAJOR GLOBAL MARKET TRENDS IN 2022

OUR BUSINESS STRATEGY

OUR ENERGY TRANSITION

OUR DIGITAL ROADMAP

MAJOR GLOBAL MARKET TRENDS IN 2022

International and national economic context

An improving global economy but with persistent risks

In 2022, despite a historic rise in commodity prices, accentuated by Russia's invasion of Ukraine, the global economy grew by +3.3%.

However, according to the IMF's baseline forecast, growth is set to slow from 3.4% in 2022 to 2.8% in 2023, before stabilizing at 3.0% in 2024.

Developed countries are likely to experience a particularly marked slowdown in economic activity, with growth dropping from 2.7% in 2022 to 1.3% in 2023.

However, it should be noted that these forecasts remain surrounded by uncertainty, given the context marked by disruptions in the financial sector, high inflation, the repercussions of Russia's invasion of Ukraine, and the legacy of three years of the COVID-19 pandemic.

Nationally, in 2022, economic activity has slowed sharply, with growth dropping from 8% in 2021 to just 1.3%. This was mainly due to the fall in agricultural activity, which decreased by 12.9% after a spectacular 19.1% rise in 2021.

Continued recovery for the national economy, driven by exports of goods and services

Although the extent of geopolitical tensions, known for their impact on the Moroccan economy, remains uncertain, the outlook for 2024 is relatively optimistic. The national economy appears to be persevering in the recovery phase it began in 2023, with GDP growth forecasted to rise by 0.3 points to 3.6%, compared with 3.3% in 2023. This economic momentum is largely due to the anticipated improvement in the economic outlook of the Kingdom's main trading partners, which should stimulate growth in foreign demand for Morocco and strengthen the exportable supply of the domestic economy.

As a result, exports of goods and services are set to accelerate, thanks to the continued performance of exports in key international sectors, improved exports in agriculture and agri-food, robust exports in the textile sector, and the expected recovery in domestic exports of phosphate and its derivatives.

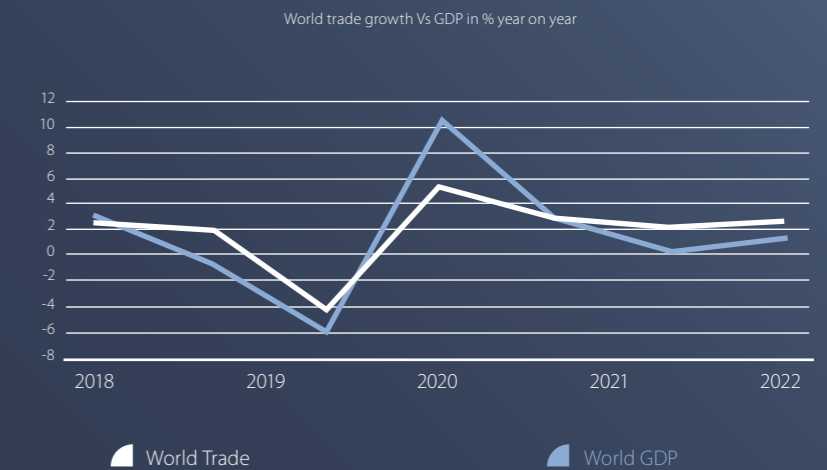
According to data from the Haut-Commissariat au Plan (HCP), exports of goods and services are expected to grow by a nominal 7.9%, while imports should increase by 7.2%.

World freight market situation and outlook

Slower growth in international trade

Geopolitical tensions, inflation (and related policies), fluctuations in energy and other commodity prices, and the lingering effects of COVID-19 were the main factors affecting trade and production in 2022.

By the end of 2022, world trade had contracted due to the rationalization of accumulated stocks and economic and industrial stagnation in the United States and Europe. In addition, geopolitical concerns, protectionism and the re-evaluation of supply chains have led to a period of more moderate growth in world trade. As a result, growth is likely to remain weak until 2024, putting pressure on shipment volumes. However, we still anticipate a more robust second half of 2023, marked by a recovery in consumer spending on goods, accompanied by the normalization of spending patterns, inventory reduction and wage growth.



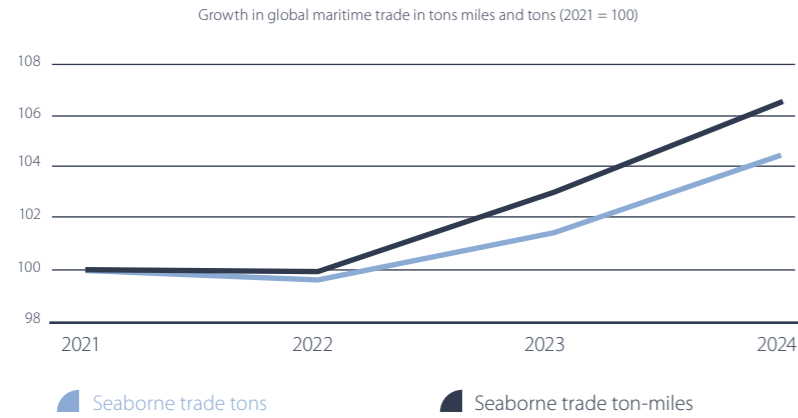
Source: IMF, CPB, ING research

Against a backdrop of slowing economic growth in advanced economies and renewed growth in emerging economies, business activity is showing disparities across the globe. As a result, intra-Asian traffic growth is forecast to exceed the world average in 2023 and 2024, followed by the Middle East and Africa. Thus, regional deployment on a global scale will play a crucial role in carrier performance.

Stimulating demand for sea transport by extending trade routes

Marine business remained robust, exceeding expectations set by world trade figures, particularly in liquid bulk. The massive reorganization of shipping lanes in response to Russian sanctions has led to a marked increase in distances traveled. Although Russian oil, gas, coal, iron ore and metals continue to be transported to market, they are now destined for different buyers.

Sanctions on Russian commodities are being phased in gradually, and this trend is set to continue in 2023, with a forecast increase of over 3% in sea ton-miles from the previous year, exceeding the trade growth initially estimated at 1%. In the absence of any sign of a change in policy, these extra miles are set to continue into 2024.

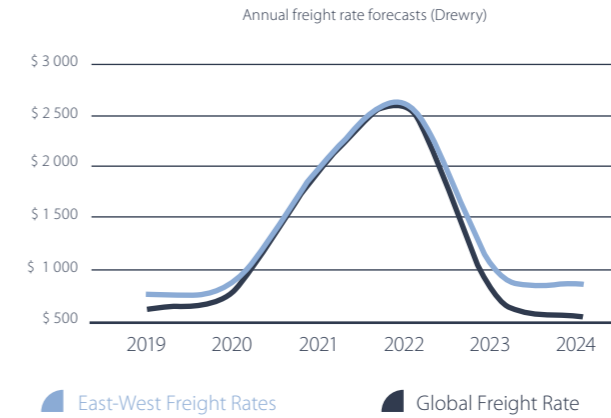


Source: Clarksons, ING Research

A drop in container freight rates, which are back to pre-pandemic levels

During the health crisis, two major factors contributed to a surge in shipping prices: on the one hand, under-capacity due to poor container allocation and operational slowdowns in Asian ports, linked to strict COVID-19 control policies and congestion. On the other hand, an increase in demand, which in many sectors has far outstripped available supply.

Now freight rates have returned to some stability. The current economic situation and the reduction in the flow of goods from China to Europe have led to a slowdown in international trade in goods. East-West trade routes, particularly those between Asia and Europe, were the hardest hit. For example, the price of a 20-foot container from Shanghai to Europe has dropped by more than 80% compared with 2022.



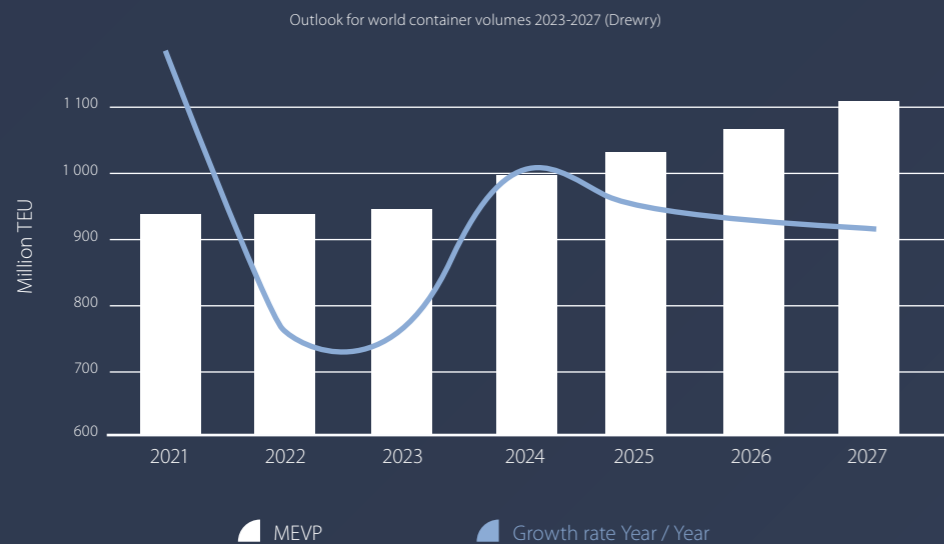
Source: Drewry

Container growth slows, with recovery expected from 2024 onwards

Global container port traffic closed 2022 with very modest nominal growth, amounting to just 0.5%. Drewry's forecasts for 2023 remain cautious, assuming an estimate of 1.0%. However, it is essential to note that these figures mask significant developments at the regional level.

The regions hardest hit by this deterioration are North America and Europe, where ports have recently presented less encouraging monthly statistics. By contrast, Drewry is more optimistic about the outlook for South Asia, the Middle East and Africa.

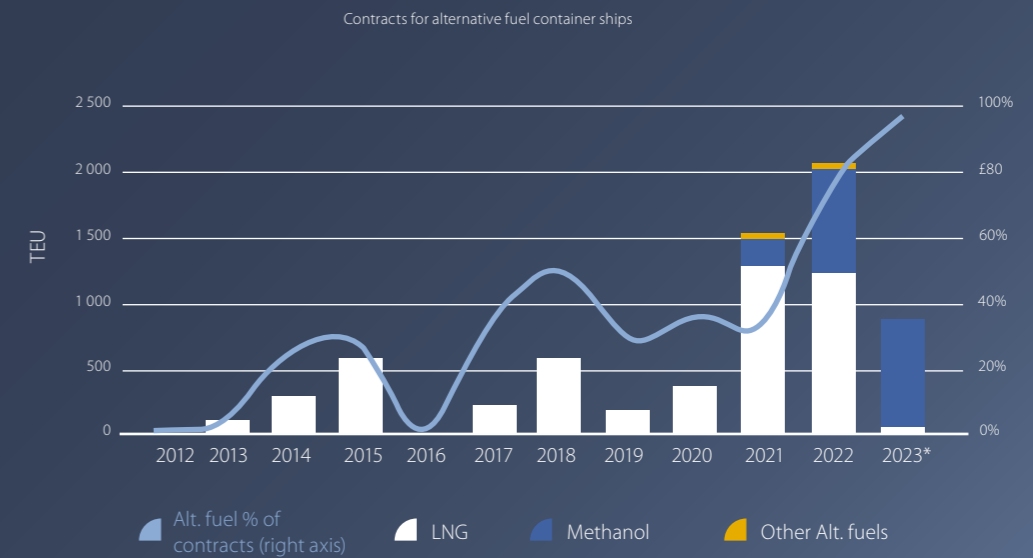
According to Drewry's analysis, an average annual growth of 2.9% in global port throughput is forecast over the medium term, covering the period from 2023 to 2027.



Source: Drewry

Increase in orders for e-methanol vessels

Significant decarbonization of shipping requires the transition to low-carbon fuels. Many players in the container shipping industry have opted for this transition, with a significant increase in the share of alternative fuel contracts in total orders, reaching 95% in the first half of 2023.



Source: Drewry

The order book for methanol-powered vessels continues to grow, from container ships and bulk carriers to oil tankers, cruise ships and passenger vessels. Orders for conversion of existing engines are also on the increase.

The increase in orders for methanol-powered ships shows that the shipping industry sees methanol as a promising alternative fuel.

Since 2021, methanol has received considerable attention as an alternative fuel for ships. The adoption of IMO's provisional guidelines for ships using methyl or ethyl alcohol as fuel (MSC.1/Circ.1621) has encouraged shipowners to order methanol-powered vessels.

Compared with LNG vessels, the capital investment for a new-build or retrofit of a methanol-fueled vessel is lower, as there is no need for pressurization or costly cryogenic tanks and systems.

Moreover, methanol engine technology is well-proven and not particularly complex. Engine manufacturers know how to handle and use methanol as a fuel, so it's simply a matter of developing engines for different types of vessel.

Bunkering infrastructure

There are currently 122 ports worldwide with methanol storage facilities, and several of them, such as Göteborg, have enacted methanol bunkering rules or are in the process of doing so.



OUR BUSINESS STRATEGY: INSIGHTS ON OUR POSITIONING IN THE GLOBAL MARKET AND IN NATIONAL AND INTERNATIONAL VALUE CHAINS

The integration of the Moroccan economy into global value chains has been strongly supported by the development of Tanger Med, which in the space of just a few years has become a major transshipment hub for intercontinental and break-bulk flows, as well as a leading industrial platform in the automotive and aeronautics production chain.

The success of Tanger Med, thanks to its optimal operation between global networks and regional, Mediterranean and African networks, has radically changed Morocco's maritime connectivity. According to UNCTAD's Scheduled Maritime Transport Connectivity Index, Morocco's connectivity has grown exponentially, making it one of the world's top 20 countries.

A veritable maritime bridge over the Strait and a decisive vector in the dynamics of trade with Europe, Ro-Ro activity has almost tripled over the 2011-2022 period, reaching 460,000 units handled per year, with industrial and agri-food corridors as the basic underpinnings.

Tanger Med is also a true maritime reconnection to the rest of the African continent, after decades of virtually no direct lines between the Maghreb and sub-Saharan Africa. Nearly 40% of containerized flows currently handled originate in or are destined for Africa, with weekly maritime connections to almost 40 ports and 20 countries on the continent.

Connected by rail to the Groupe Renault production plants in Tangier and Stellantis in Kenitra, Tanger Med has been one of the driving forces behind the development of the Moroccan automotive industry.

Backed by the port complex, Tanger Med's 2,500-hectare business parks are home to more than 1,200 operating companies, representing an export business volume of 133 billion dirhams by 2022, in the automotive, aeronautics, textile, agri-food, logistics and services sectors.

In 2021, Tanger Med entered a new phase in its development with the acquisition of the national operator "Marsa Maroc". This operation was part of the Group's strategy to turn Tanger Med into an integrated logistics and industrial port capable of further supporting the competitiveness and development of the national economy.

Currently, the Group manages the Tanger Med port complex, the 1st port in the Mediterranean and Africa. Through Marsa Maroc, it also manages 24 container and bulk terminals in 10 Moroccan ports. The Group handles a total volume of 146 million tonnes of goods and 8.5 million TEU containers.

To continue playing its role in the development of the national economy and respond to the new dynamics of global value chains, Tanger Med's development strategy for the coming years aims to:

- **Strengthen Tanger Med's** position as a leading platform by enriching its value proposition to the world's major shipping alliances.
- **Continue to develop industrial activities** within our business platforms.
- **Develop high-performance logistics** corridors for national exports by increasing the handling capacity of port facilities and strengthening Tanger Med's integration with its wider, local hinterland.
- **Develop the Group's international business** by relying on the synergies offered by the integration of Marsa Maroc.
- **Accelerate the energy and digital transition**, which represent central influencing factors for the Group's port, logistics and industrial activities.

OUR ENERGETIC TRANSITION

Energy transition is an absolute must for Tanger Med, and is at the heart of its strategy, with the ambitious goal of achieving carbon neutrality for all its internal activities by 2030.

The challenges associated with this strategy go beyond the scope of Tanger Med Group and represent a challenge for the entire Tanger Med ecosystem. Indeed, international standards (such as those of the EU and IMO) for reducing carbon emissions are pushing all the economic players in this ecosystem, including manufacturers, logisticians and shipowners, especially exporters, towards a transition to a more environmentally-friendly economy.

Tanger Med has therefore made accelerating the energy transition a competitive lever. To this end, a decarbonization plan has been put in place to anticipate growing customer demand for carbon emission reductions in their supply chains, starting in 2025.

The primary objective is to guarantee Tanger Med's customers, as well as the populations and territories concerned, a supply of renewable energies (RE) to meet their short-term needs in terms of reducing their carbon footprint. In addition, there are plans to rapidly develop additional renewable energy capacity to meet all needs from 2025 onwards, promote green mobility, improve energy efficiency and support the circular economy.

▲ A dozen projects are currently underway:

Tanger Med's decarbonization plan is currently being implemented through a dozen simultaneous projects, divided into three areas. Some of these projects are still at the study and administrative authorization stage, while others are already in the construction phase.



Axis 1: Decarbonized energy supply

▲ Development of renewable energy projects at Port Tanger Med:

- 2 photovoltaic systems on building roofs
- 1 floating photovoltaic installations at the dam
- 1 wind farm construction site in the port logistics zone

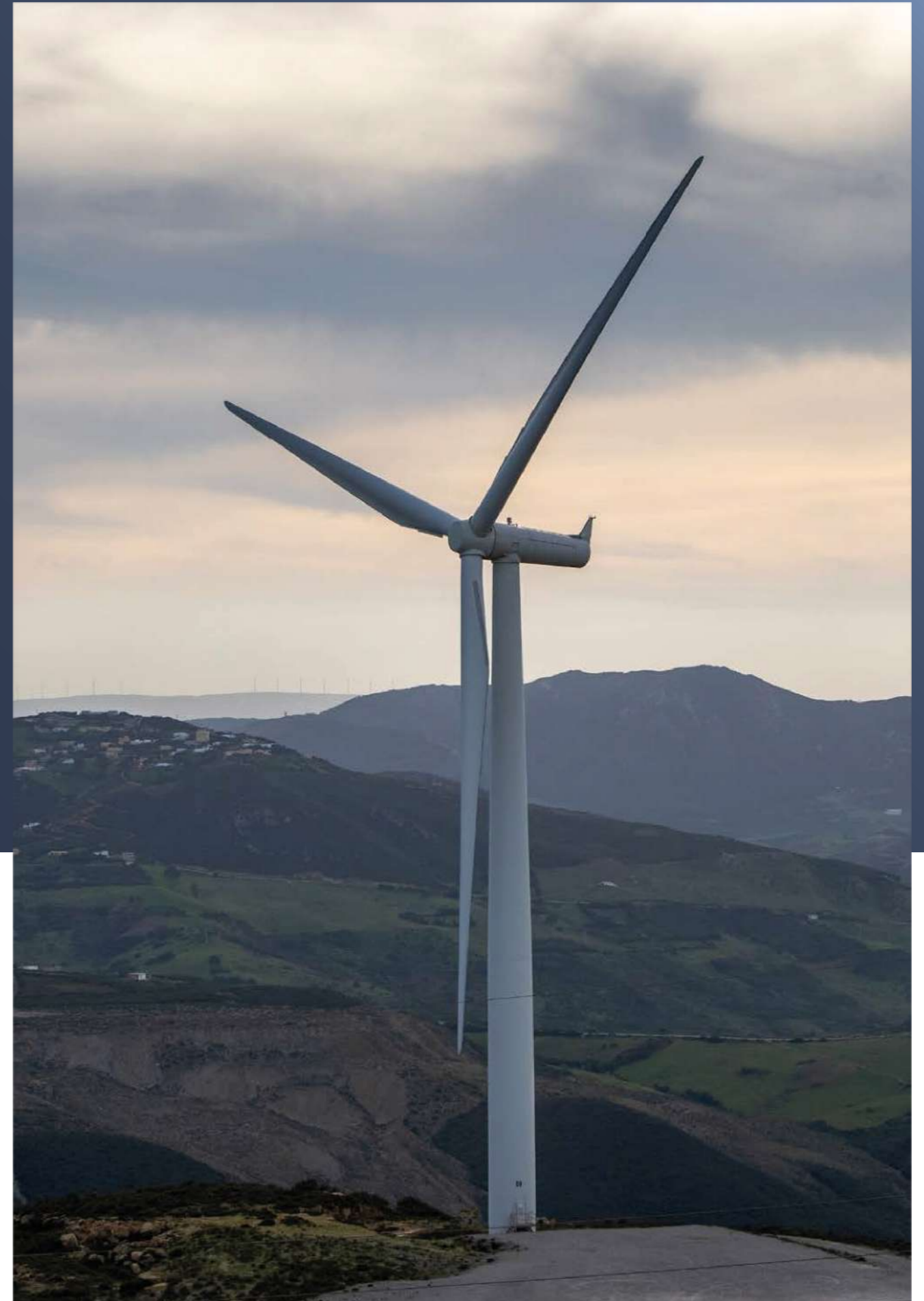
▲ Development of renewable energy projects in business zones:

- 2 photovoltaic installation sites to supply TFZ and TAC with renewable energies

Axis 2: Green mobility

▲ Supplying ships at shore with green electricity (OPS System)

- 2 wastewater treatment and reclamation sites at the port and in business zones for water reuse needs
- 1 construction site for a waste sorting and recovery center



OUR DIGITAL ROADMAP ADVANCEMENT AND PROSPECTS

In 2021, Tanger Med Group began creating its digital roadmap for a five-year period. This Digital Roadmap, made up of 28 initiatives divided into three successive waves, is designed to make the Group's digital vision for 2025 a reality. This vision has several major objectives, namely:

- ▀ **Optimization of Port Operations and Priority Security:** The Group is committed to strengthening its logistics competitiveness while maintaining an absolute priority on the safety of infrastructures and people.
- ▀ **Full Exploitation of Data and Digital Solutions:** Tanger Med is committed to making full use of data, tools and digital solutions to improve the entire customer journey, guaranteeing user and passenger satisfaction.
- ▀ **Diversification of High Added Value Services:** The objective is to offer a diversified range of services with high added value to the logistics and port community, creating new income sources for the Group.
- ▀ **Data Security and Business Continuity:** Tanger Med implements robust data and cybersecurity architectures to guarantee protection of sensitive information and continuity of operations.

LAUNCH OF THE PROJECT "SMART ZONES TANGER MED"

In May 2022, Tanger Med Group's Digitalization department supported Tanger Med Zones to launch the development of a roadmap to bring the "Smart Zones Tanger Med" project to fruition. This initiative gives rise to a total of 24 digital initiatives to be implemented over the next two years.

This innovative project begins with the "Tanger Automotive City" pilot zone, and fits in perfectly with Tanger Med Zones' overall vision of achieving the designation of "Smart Zones". The roadmap is based on three major cross-functional pillars (Sustainability, Innovation, Competitiveness) and covers four key specific areas (Business Lifecycle, Authorization Management, Door Access and Flow Management, Real Estate Management).

Search for Partnerships and New Technologies:

The Digitalization department is constantly on the lookout for partnerships, new technologies and solutions that will benefit the Group's various subsidiaries, in line with the Group's digital strategy.



DIGITAL TRANSFORMATION

Advancement of the First Wave:

The first wave, comprising nine initiatives, is currently under way and is expected to be completed by June 2024. Notably, three initiatives have already been completed in 2022, such as the "Dematerialization of exit and entry slips" project, which was finalized in June 2022, eliminating the use of paper documents in flow management.

Noteworthy example - Data Management Project:

A prime example is the Data Management project, still under development. It will take the form of two practical use cases resulting from a specific study: the first concerning Port Passage, while the second concerns Flows in Tanger Med's Business Zones.

Additional Initiatives in progress:

In addition to the roadmap projects, other initiatives are under development, including the creation of a new project approval platform. This platform aims to streamline the project approval workflow, integrating seamlessly into the change management process.

STRENGTHENING DATA EXCHANGES WITH INTERNATIONAL PORTS A MODEL PARTNERSHIP WITH THE PORT OF ROTTERDAM

Tanger Med Port Authority and the Port of Rotterdam have embarked on a collaboration designed to intensify connectivity between Africa and Europe. This initiative began with the signing of a Memorandum of Understanding (MoU) for a joint digital trade corridor project, followed by the conclusion of a contractual agreement with a third-party service provider. The aim is to facilitate the implementation of joint initiatives in the field of digitalization.

The aim of this collaboration is to develop and implement a number of pilot projects, with a view to achieving the objectives set out in Tanger Med's digital strategy. Particular emphasis is placed on supporting foreign trade and logistics platforms on a global scale. This move will strengthen Tanger Med Group's position as a major player in international trade, reinforcing its expertise in digitalization.

Tanger Med Port Authority and the Port of Rotterdam share the vision of improving the digital trade corridor between their respective facilities. Their aim is to ensure that the world's most efficient and sustainable trade flows are brought to the fore through a high-impact pilot program, developed in collaboration with leading technology companies. This pilot program will deliver measurable and scalable benefits through concrete value propositions aimed at improving efficiency and sustainability through data mining. The first concrete results of this program are expected as early as the fourth quarter of 2023.



03.

TANGER MED GROUP BUSINESS AREAS



TANGER MED GROUP BUSINESS AREAS

PORT AND LOGISTICS

INDUSTRY

SERVICES

CSR

PORT AND LOGISTICS



MANAGEMENT AND OPERATION OF THE TANGER MED PORT COMPLEX



1ST
PORT IN THE MEDITERRANEAN

1ST
PORT IN AFRICA

1ST
NATIONAL LOGISTICS PLATFORM

22ND /500
CONTAINER PORT IN THE WORLD

The Tanger Med port complex is a global logistics hub located on the Strait of Gibraltar, offering handling capacity for 9 million containers, 7 million passengers, 700,000 TIR trucks and 1 million vehicles.

The Tanger Med port complex is a high-performance, truly integrated platform built around complementary transshipment and import-export activities.

The 1st port in Africa since 2017, the Tanger Med port complex has become the 1st container port in the Mediterranean, and is committed to integrating the top 20 platforms worldwide.

The Tanger Med port complex covers 1,000 hectares and includes:

- Tanger Med 1 Port which includes two container terminals, one railway terminal, a hydrocarbon terminal, a general cargo terminal, and a vehicle terminal.
- Tanger Med 2 Port which includes two container terminals.
- The Passenger and Roll-on/Roll-off Port, which includes access and border inspection areas, passenger and TIR embarkation docks, regulatory areas and the terminal.
- The Tanger Med Business Center, with its 29,000 m² of covered floor space, is the main hub for the maritime and port community.

The Tanger Med port complex is also the 1st Moroccan platform for import/export flows.

Through a number of shipping companies, the port of Tanger Med operates regular services to more than 180 ports and 70 countries on 5 continents.

More than just a port, the Tanger Med complex is an integrated logistics platform, connected to a multimodal transport network (rail links, freeways and expressways) for transporting goods and people to all the Kingdom's economic regions.

Terminals, like all port activities, are operated under concession contracts by world-renowned operators. The port of Tangier Med boasts some of the world's biggest shipping lines (Maersk, Hapag- Lloyd CMA-CGM, MSC, Arkas...) as well as port leaders such as APM TERMINALS and EUROGATE.

The vision of the Tanger Med port is part of a sustainable development approach that seeks a balance between economic, environmental and social aspects.

To this end, Tanger Med has been awarded a number of international certifications, including ISO 9001 certification for the "Reception of ships and associated port services" perimeter, ISO-14001 certification for the environmental management system, ISO-45001 certification for occupational health and safety management, ISO-27001 certification for information security, and ISO-55001 certification for asset management within the port complex.

The Tanger Med port complex is also the first non-European to be awarded the "ECOPORTS" and "PERS" labels by The European Sea Ports Organisation.

107.8 M (T)
Global tonnage
 +6% COMPARED TO 2021

7.59 MEVP*
Containers
 +6% COMPARED TO 2021

459 091
TIR Trucks
 +13% COMPARED TO 2021

478 589
New Vehicles
 +11% COMPARED TO 2021

9.3 M (T)
Liquid Bulk
 +6% COMPARED TO 2021

404 007 (T)
Dry bulk cargo
 +18% COMPARED TO 2021

2 071 504**
Passengers

14 404
Total stopovers
 +32% COMPARED TO 2021
 INCLUDING **961 MEGA-SHIPS** (> 290 M)

* EQUIVALENT TO twenty feet
 **Growth after Covid-19 health restrictions in 2020 and 2021

The port complex is among the most efficient ports in the world

The Tanger Med port complex was ranked 4th in the world in the Container Port Performance Index 2022 (CPPI) published last May by the World Bank and S&P Global Market Intelligence.

Developed by the World Bank and S&P Global Market Intelligence, the CPPI index compares the performance of 348 container ports worldwide according to their efficiency, by measuring the time elapsed between a ship's arrival in port and its departure from the berth, once cargo has been exchanged.

The Tanger Med port complex is also ranked first in the Europe and Africa region.

Ranking	2022	
1	Yangshan	11
2	Salalah	12
3	Khalifa	13
4	Tanger Med	14
5	Cartagena	15
6	Tanjung Pelepas	16
7	Ningbo	17
8	Hamad Port	18
9	Guangzhou	19
10	Port Said	20
	Hong Kong	
	Cai Mep	
	Shekou	
	Mawan	
	Yokohama	
	Algeciras	
	King Abdullah Port	
	Singapore	
	Posorja	
	Tianjin	



A strong anchoring In Africa

Thanks to its strategic geographical location, the Tanger Med port complex provides direct access to the main shipping lines without any detour. It is connected to more than 180 ports in 70 countries across five continents. Every week, 87 maritime connections are operated from the port of Tanger Med, serving nearly 40 ports and 20 countries in Africa.

Africa leads the way in maritime trade between continents. By 2022, total container traffic had risen to 1.5 million twenty-foot equivalent units (TEUs). Major shipping alliances, such as Maersk/MSC, Hapag Lloyd/ONE, and CMA CGM/COSCO, promote links between the Tanger Med port complex and the African ports of Nigeria, Ghana, Ivory Coast, Senegal, Cameroon, Sierra Leone, Guinea Conakry, and others.

Logistics corridors have developed to serve various destinations in Africa. Even landlocked countries such as Mali, Burkina Faso and Niger benefit from this competitive logistics offer to access their local markets through intra-African flows.

In terms of tonnage, trade with Africa reached 16.7 million tonnes in 2022, a significant 36% increase on the previous year's 12.3 million tonnes.

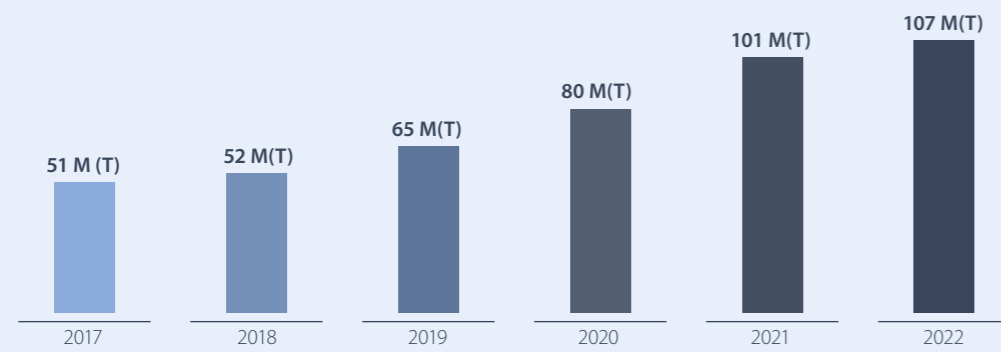
The Tanger Med port complex plays a major role in the logistical competitiveness of the African continent, reducing transit times (by almost 10 days since the Tanger Med port was commissioned) and generating freight savings.



PERFORMANCE ACHIEVED IN 2022

TOTAL TONNAGE

During 2022, the Tanger Med port complex handled a total tonnage of 107,822,662 tons, up 6% compared to 2021. This traffic is expected to represent around 54% of total port tonnage in the Kingdom of Morocco.



CONTAINER ACTIVITY

7.51 MEVP
+6% COMPARED TO 2021

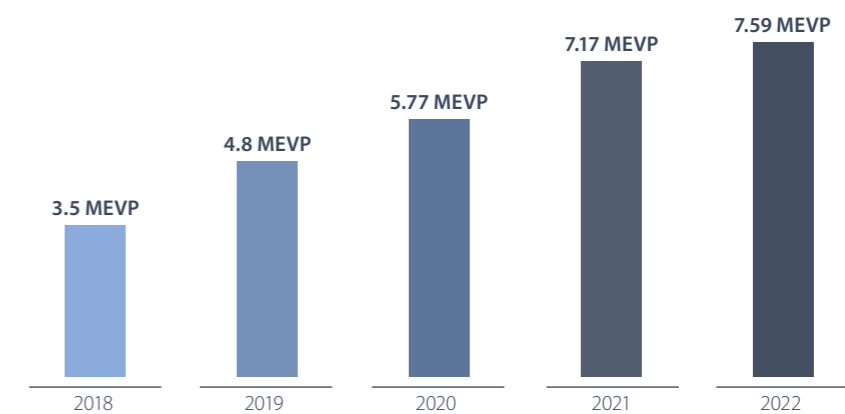
The Tanger Med port complex comprises 4 terminals dedicated to container activity, with a total capacity of 9 million TEUs (Twenty-Foot Equivalent Units). With 3,600 m of quay length, 138.5 hectares of quay land and a depth of 18 m, the port handles the world's largest container carriers (>399 m LOA).

Since the commissioning of the TC1 container terminal in 2007, followed by TC2 in 2008, the Tanger Med port complex has forged its place as one of the most important transshipment hubs in the Mediterranean.

This position has also been confirmed since the start of the Tanger Med 2 port in 2019 with the commissioning of the TC4 container terminal, then that of TC3 in 2021. This position continues to be consolidated thanks to the good performance of the main shipowners operating in the container terminals, namely Maersk Line, CMA-CGM, Hapag Lloyd, ARKAS, in addition to the other shipowners of the Common User terminal operated by "Eurogate Tangier". And thanks to the presence of major shipping alliances such as 2M, OCEAN ALLIANCE and THE ALLIANCE, which use Tanger Med as a major logistics hub.

In addition to its role as a strategic container transshipment hub on the East/West (Asia/Europe) and North/South (Europe/Africa) axes, the port complex plays an essential connectivity role in promoting and developing Morocco's import/export traffic.

The Tanger Med port complex also represents an export and connectivity opportunity to support the development of Morocco's trade with the rest of the world, thanks to its rail and motorway links with the surrounding hinterland.





RAILWAY ACTIVITY

Container rail activity started at the Tanger Med port complex in June 2009. The rail terminal is located just behind container terminals TC1 and TC2, with a surface area of 10 ha and 3 800-meter-long tracks plus a siding. The terminal is equipped with front and rear switches. It is also independent of the rail yard. Thanks to the new rail container terminal, the Tanger Med port complex will be able to offer even more port infrastructure and services. The rail terminal offers a network of connections to the Kingdom's main cities. The rail terminal continues to provide high-performance logistics solutions for shipping lines, carriers and importers/exporters, with a container routing service between the Tanger Med port and the Kingdom's various economic centers.



NEW VEHICLE ACTIVITY

Commissioned in 2012, new vehicle activity at the Tanger Med port complex is handled at the car carrier terminal, which has an annual processing capacity of 1,000,000 new vehicles and is subdivided into two vehicle terminals: the Renault Vehicle Terminal (TVR) and the Multi-User Vehicle Terminal (TVCU).



RENAULT'S VEHICLE ACTIVITY

The Renault Vehicle Terminal covers an area of 13 hectares, with a nominal storage capacity of 6,000 vehicles. It handles the annual output of vehicles produced by the Renault Melloussa plant, the SOMACA plant and the Stellantis plant in Kénitra. The terminal has two quays capable of accommodating the latest generation of container ships (up to 240 m long and 12 m deep). The terminal manages the following activities: Vehicle embarkation and disembarkation, vehicle loading and unloading, maintenance and renewal of port equipment and superstructure, handling and storage of transshipping vehicles within the terminal perimeter.



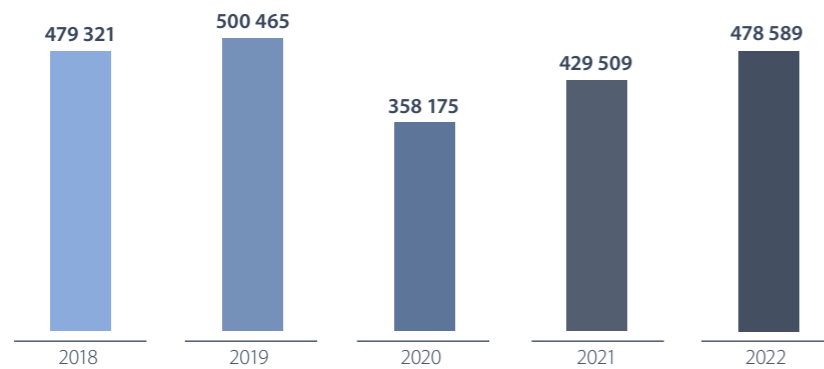
COMMON USER VEHICLE ACTIVITY

Adjacent to the Renault Vehicle Terminal and covering an area of 7 hectares, with a storage capacity of 3,000 vehicles, the multi-user vehicle terminal has the same mole comprising two quays capable of accommodating the latest generation of car carriers (up to 240 m in length), as well as technical and administrative buildings to offer quality services for export, transshipment and import vehicles such as Stellantis, Nissan, Ford, Fiat, Honda, Hyundai etc. In February 2018, the port authority awarded GSTM (CAT Group) a two-year subcontract, extendable to 5 years, for handling activities at the Tanger Med port's multi-user vehicle terminal. The multi-user vehicle terminal has been operational since March 2013.



VEHICLE RAIL ACTIVITY

The rail vehicle terminal has 4 tracks with a usable length of 240 m, enabling it to handle half a frame per track, and an unloading platform. This terminal handles export trains from the Renault Melloussa plant and the Stellantis Kenitra plant, and is connected to the national rail network. Each vehicle train can carry up to 280 vehicles. Today, the vehicle terminal is linked by regular lines to the ports of Le Havre, Montoir, Fos Sur Mer, Sète, Tyne, Valencia, Vigo, Piraeus, Zeebrugge, Barcelona, Livorno, Constanta, Koper, Borusan, Alexandria, Ilyichevsk, Durban, Abu Dhabi, Jebel Ali, Vera Cruz, Brisbane, Kembla and more.



In 2022, electric vehicles were also exported from the Tangier Med port:

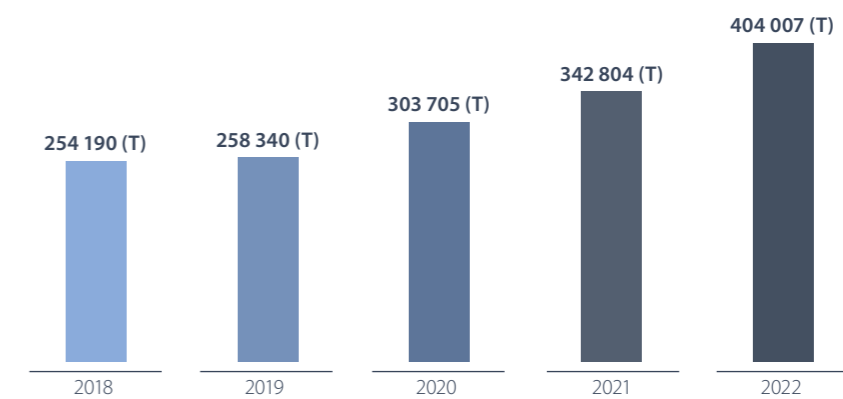
Citroen Ami: 13 464

Opel Rock-E: 2 439



MISCELLANEOUS GOODS ACTIVITY

The general cargo business handles import/export traffic mainly linked to the activities of industrial companies based in the northern region. With a total surface area of 5 hectares, including 2 hectares of quayside and 3 hectares of storage, the general cargo terminal has a quay length of 500 meters and a draught of 13.5 meters, enabling it to accommodate Panamax, Handymax and Handysize vessels. Today, the general cargo terminal is equipped with three quayside unloading cranes with successive capacities of 100, 63 and 45 tonnes, in addition to the various means required for handling goods on land. All of this equipment makes it possible to treat two to three vessels simultaneously. At present, the general cargo terminal handles the following goods: project cargo, cereals, sheet metal coils, scrap metal, wood, goods in bags or big bags, heavy packages, cement, wind turbine blades for export, etc.





HYDROCARBON ACTIVITY

9.3 M (T)
+6% COMPARED TO 2021

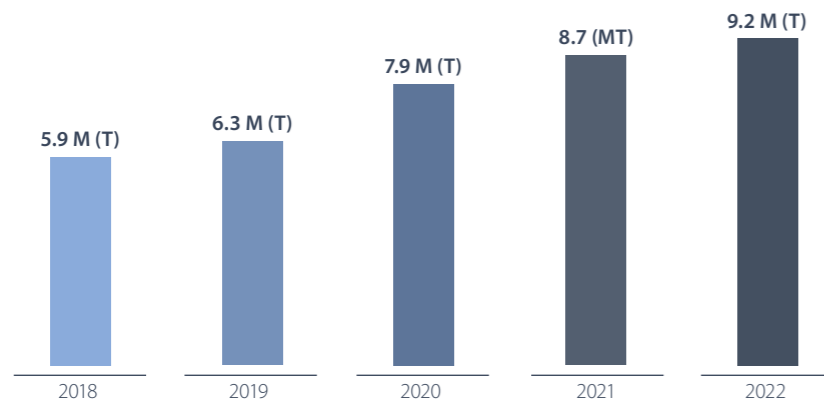
The hydrocarbon terminal has a surface area of 12 hectares and a storage capacity of 532,000 m³ of refined products in 19 tanks. The terminal has the following infrastructures:

- ▲ 1 berth 3 km from the terminal for ships up to 250 m long
- ▲ 1 berth for ships up to 190m long
- ▲ 6 product pipes with diameters of 20" (2pipes) and 16" (4 pipes) 1 pipe 12" for fire water
- ▲ 1 truck loading station
- ▲ 1 railcar loading station

HTTSA "Horizon Tangier Terminal SA" is the concession holder for the hydrocarbon terminal. Its shareholders are Horizon Terminal Ltd, a subsidiary of the ENOC Group (Dubai), Akwa Group (Morocco) and Independent Petroleum Group (Kuwait). The hydrocarbon terminal has been operational since February 2012.

The activities of the terminal are as follows:

- ▲ Trading (transshipment)
- ▲ Importing refined products
- ▲ Bunkering



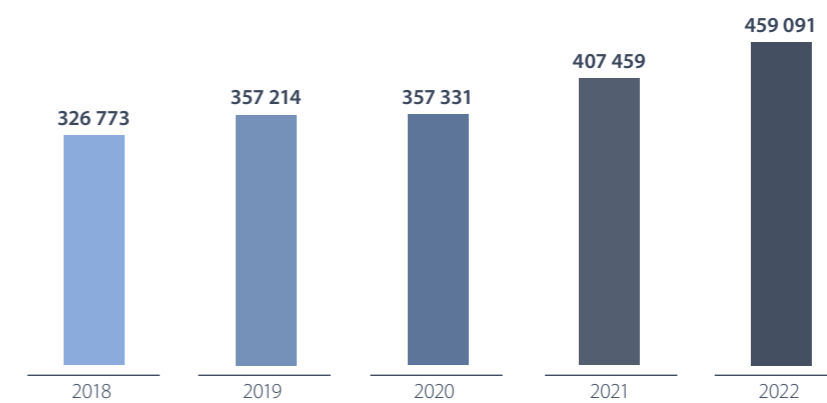
TIR TRUCKS ACTIVITY

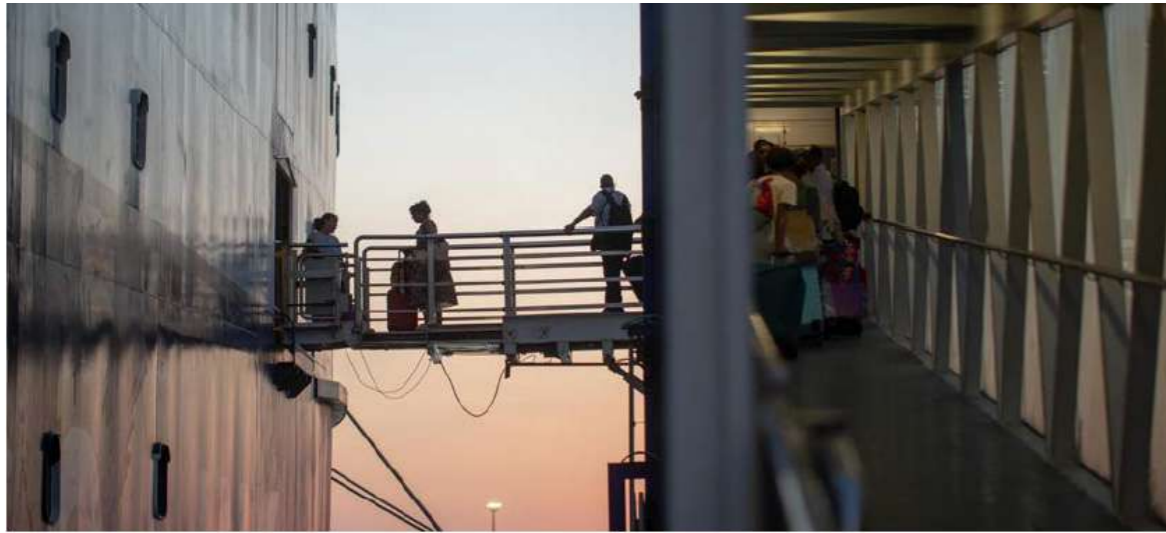
459 091
+13% COMPARED TO 2021

The port complex has a processing capacity of 700,000 TIR trucks per year. It has 8 dedicated berths with 8m drafts and 35 hectares of open land. The Tangier Med port is a platform of choice for Moroccan exporters. It boasts a 19-hectare infrastructure dedicated to processing export flows, with a processing capacity of 2,100 units per day and an average transit time of 2 hours. The "Export Access" platform handles exports of Moroccan products in the textile, leather, automotive, aeronautical, electronics, horticultural and fresh produce sectors. For its part, import traffic is separated geographically from the export space, which allows for linearity of flows and transparency of circuits. The port of Tanger Med is connected to the national network of expressways and freeways leading to the Kingdom's major conurbations. Tanger Med's import and export freight units are just 3 hours from Rabat, 4 hours from Casablanca, 6 hours from Marrakech and 8 hours from Agadir.

A genuine maritime bridge over the Strait and a decisive factor in the dynamics of trade with Europe, the roll-on/roll-off activity connects Tanger Med to Spain, France and Italy.

In order to support customers in import-export operations, the port authority offers various merchandise services. Services such as internal traction for unaccompanied units, weighing, and handling, storage and transfer of palletized and non-palletized goods are offered along the entire route. The port authority also provides the qualified staff, technology and infrastructure needed to process the various requests during the port passage stages.





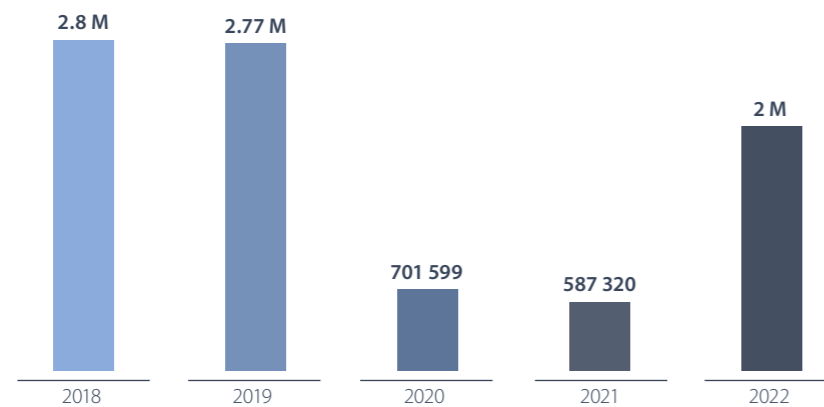
PASSENGER ACTIVITY

2 MILLIONS*

The Passenger and Roll-on/Roll-off port has an annual handling capacity of 7,000,000 passengers. It has 8 berths dedicated to the transit of passengers, vehicles and freight units. It comprises 3 access and border inspection zones (at the entrance to and exit from Morocco), boarding zones, and a maritime and bus terminal dedicated to handling pedestrian and coach travelers.

The Tanger Med port continues to enhance its attractiveness, making the travel experience more accessible, fluid and pleasant. Thanks to an adapted and diversified infrastructure, passengers can reach the port by various means. The vehicle passenger circuit benefits from infrastructures that enable the physical separation of traffic entering and leaving Morocco, from check-in to boarding. In order to further optimize transit times, a new circuit for passengers in vehicles has been set up to further fluidize traffic in the port.

Passengers on foot or by coach access the port via the Tanger Med Port Center, which gives direct access to the Gare Maritime. A dedicated area featuring several modern amenities, to ensure not only the best travel conditions but also access to real-time information. The port's pre-boarding areas have been designed to meet the various requirements and facilities relating to travel. Covering an area of 8 hectares, these areas feature relaxation areas operated by professionals with different vocations. In 2022, long-distance shipping lines were maintained, carrying passengers between Tangier Med, Sète, Marseille and Genoa.



*Growth after the health restrictions linked to Covid-19 in 2020 and 2021



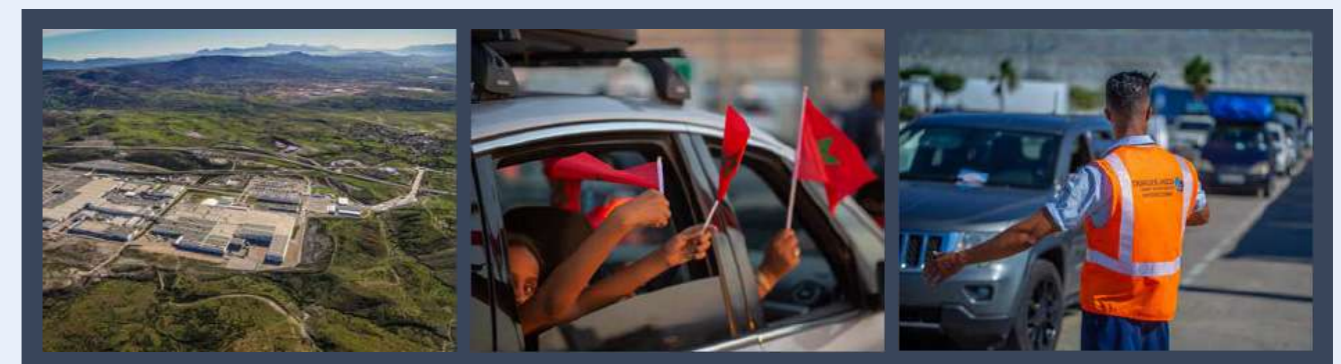
OPERATION MARHABA: ARRANGEMENTS FOR THE RECEPTION OF THE MOROCCANS LIVING ABROAD FOR 2022

After two years marked by the health crisis, the Tanger Med Passengers Port hosted the Marhaba 2022 campaign under the auspices of the Mohammed V Foundation for Solidarity. The Tanger Med Passenger Port is considered to be the first gateway for Moroccans from around the world to Morocco.

The Tanger Med Passenger Port sets up a special system every year during the Marhaba campaign, to welcome Moroccans from around the world in the best conditions. The maritime fleet plan put in place by the Directorate of Merchant Shipping for the Tanger Med - Algier route provides for a transport capacity of 40,000 passengers and 10,000 vehicles per day. Ships were also mobilized to ensure long-distance crossings to Spain (in particular to the port of Barcelona), Italy (to the port of Genoa) and France (to the ports of Marseille and Sète) with a weekly transport capacity of 20,000 passengers and 7,000 cars.

With regard to passenger facilities and services, the port of Tanger Med took advantage of the period of forced stoppage due to the pandemic to make the necessary improvements to its reception facilities. A budget of 150 million dirhams has been earmarked to prepare for the transit operation, to ensure fluidity and health safety, by reinforcing reception, comfort and control capacities. The number of stamping counters has been increased from 10 to 16 at the maritime level for pedestrian passengers, the deployment of 32 counters for passengers in vehicles, the increase in shaded areas, the reinforcement of lighting, the development of areas dedicated to children and green spaces, as well as the installation of drinking water fountains, restaurants, information points and sanitary facilities, in addition to the development of an area dedicated to health control at the borders, and the establishment of other necessary service structures.

The necessary human resources have also been reinforced to ensure the success of the Marhaba 2022 operation, while respecting the sanitary context and the public health of citizens, in close collaboration with all the partners involved in this operation: the DGSN, the gendarmerie, customs, auxiliary forces, the Ministry of Health and local authorities, under the overall coordination of the Mohammed V Foundation for Solidarity.



NEW MARITIME SERVICES LAUNCHED IN 2022



BS MAR (SSLMED BLACK SEA MARMARA MOROCCO SERVICE)

- Shipping company: CMA CGM
- Frequency: Weekly
- Rotation: Spain, Malta, Greece, Greece, Turkey and Romania
- First call: January 20, 2022 at the Eurogate Container Terminal with the CMA vessel CGM AMBARLI.



THE WEST COAST SOUTH AMERICA EXPRESS (MSW)

- Shipping company: Hapag Lloyd/CMA CGM/COSCO
- Frequency: Weekly
- Rotation: The Mediterranean and South America, with connections to and from Ecuador, Peru, Chile and other destinations in the Caribbean and Central America
- First call: June 13, 2022 at the terminal with 3 containers operated by Tanger Alliance with the vessel EMMA A.



THE FAR EAST LOOP 4 (FE4)

- Shipping company: HAPAG-LLOYD
- Frequency: Weekly
- Rotation: China, Singapore, South Korea, Spain, Belgium, the Netherlands and Germany
- First call: June 2022 at the terminal in 3 containers operated by Tanger Alliance



MEDGULF

- Shipping company: CMA CGM
- Frequency: Weekly
- Rotation: Tangiers, Genoa, Valencia, Miami, Veracruz, Altamira, Houston, and Tanger Med
- First call: September 29 in Genoa with the vessel CMA CGM NAVEGANTES



NEW MARITIME CONNECTION BETWEEN THE PORTS OF TANGER MED AND MOTRIL

In 2022, the ports of Tanger Med and Motril will inaugurate a new daily sea link dedicated to the transport of passengers and goods. This connection, operated by Balearia, strengthens existing links between Morocco and the Spanish peninsular coast, in particular with the port of Motril, near Granada.

This new link will play a key role in expanding the supply of goods transport in the Strait, stimulating the development of new import and export opportunities. This is Balearia's second link with Tanger Med, as the shipping line already operates seven daily rotations from Algeciras to the Moroccan port throughout the year.

By promoting closer connectivity between the ports of Motril and Tanger Med port, this initiative will help boost economic activity in the region, creating an environment conducive to the development of commercial partnerships and the growth of bilateral trade.



A NEW STOPOVER AT THE SPANISH PORT OF ALICANTE ADDED TO THE TANGER MED MARSEILLE ROUTE

La Méditerranée shipping line, which has been operating between Tanger Med and Marseille since December 2020, is expanding its network with the introduction of a new sea link operated by two RO-PAX vessels. This extension means an average of two to three rotations a week. Since February 28, 2022, the Tanger Med – Marseille line has been optimized by integrating an additional weekly stop at the port of Alicante, scheduled every Monday in the South-North direction. This modification means that the Spanish port can be reached in just 19 hours, with a stopover in the port of Alicante every Tuesday. It should be noted that the other two departures from Tanger Med port, scheduled on Wednesdays and Saturdays, are direct to the port of Marseille. This expansion enhances the connectivity and flexibility of this maritime route, offering travelers and transporters a variety of options tailored to their needs.



PRODUCTIVITY RECORDS AT THE TANGER MED PORT COMPLEX

In March 2022, Eurogate Tanger-operated Container Terminal 2 achieved a new productivity record, with the highest number of movements since the start of operations on the same vessel (CMA CGM Vasco de Gama- 12876 TEU), totaling 6,966 movements and representing one of the highest records at the Tanger Med port. Combined with the excellent productivity achieved (GVP = 150.04 mph).

Container Terminal 4 operated by APM Terminals Medport Tanger reached a new monthly productivity record in July 2022, making 160,668 movements.

These distinguished performances are the result of the high efficiency of the terminals and the entire port infrastructure, as well as the commitment and dedication of all those involved: the harbor master's office, pilotage, the terminal operator and the shipowner.



EXCERPTS FROM PRESS ARTICLES IN 2022

Akinwumi ADESINA,
President of the African Bank of development

"Tanger Med is a world-class port close to industrial parks. Almost 350,000 Peugeot cars are exported every year to Europe and the rest of Africa. Tanger Med is a key player in logistics in Africa."



Read the article →



UNCTAD

Review of Maritime Transport 2022

"Hinterland connections usually involve intermodal transport. For example, at Tanger Med in Morocco, secure intermodal connections have stimulated import-export traffic while attracting export-oriented industries. Intermodal and hinterland transport tends to be coordinated along inland corridors which, in conjunction with maritime corridors, form the main arteries of world trade. Intermodal corridors involving rail, barge and inland terminals require considerable coordination and cooperation. ."



Read the article →

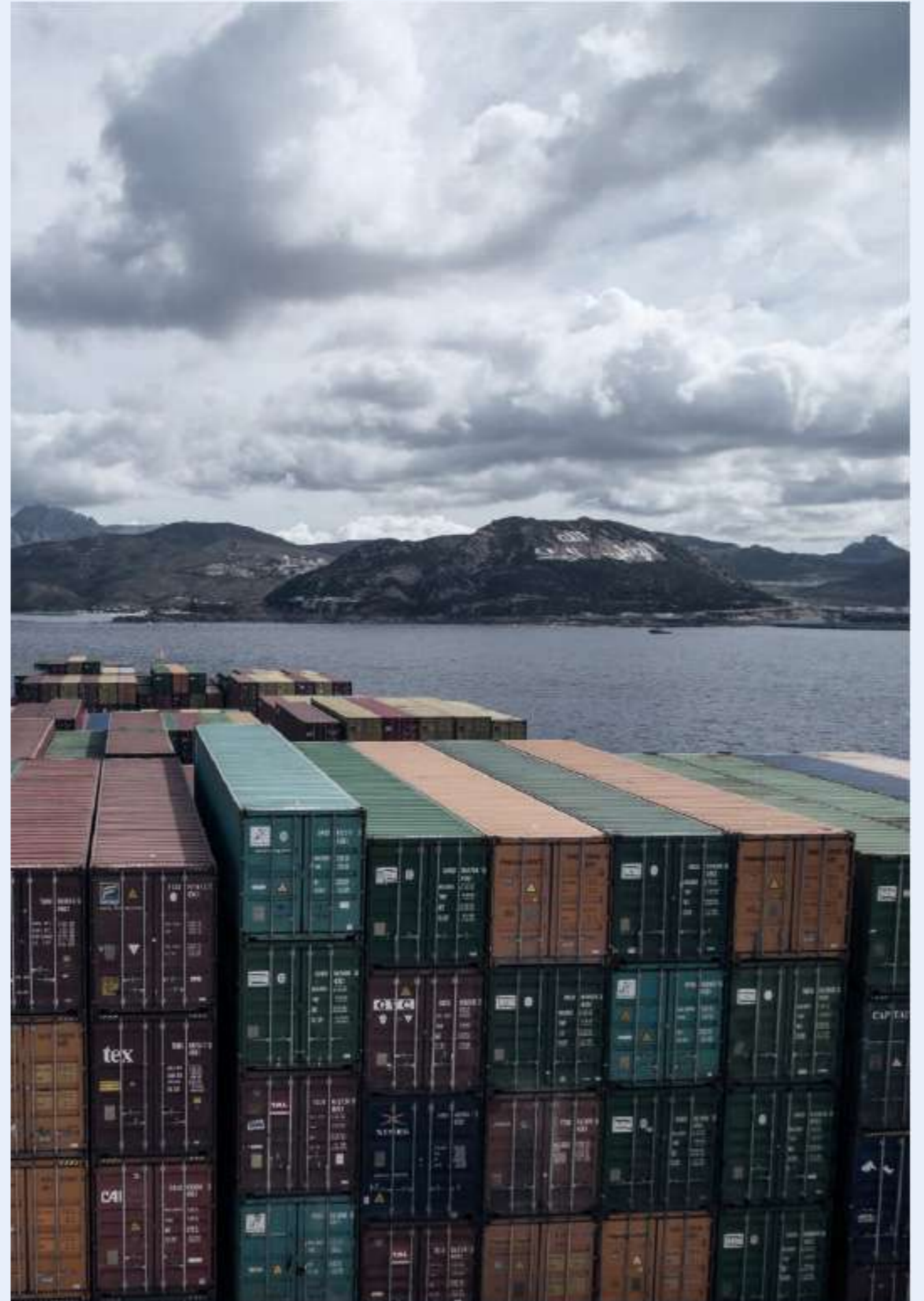


GLOBAL TIMES CHINA

"Morocco already has an economic presence in more than 14 sub-Saharan countries, leading some to call Morocco the "gateway to Africa", with 40 port links from the Tanger Med port - the largest port in the Mediterranean."



Read the article →



MANAGEMENT OF PORT OPERATIONS IN 10 PORTS AND 24 TERMINALS IN MOROCCO

1ST
PORT OPERATOR
IN MOROCCO

17 YEARS
AT THE SERVICE OF THE MOROCCAN
ECONOMY

50 MILLION (T)
OF HANDLED TRAFFIC
IN 2022

2 357
COLLABORATORS

24
TERMINALS OPERATED THROUGH **10** PORTS

Marsa Maroc is a multi-trade port operator, and the national leader in port operations in Morocco, with a significant presence in all the Kingdom's commercial ports.

Marsa Maroc operates port terminals under concession agreements with port authorities.

Through its leading participation in Marsa Maroc, Tanger Med Group operates at the end of 2022 in 24 terminals across the Kingdom's 10 main commercial ports: Nador, Al Hoceima, Tangier Med, Mohammedia, Mohammedia, Casablanca, Casablanca, Jorf Lasfar, Safi, Agadir, Laayoune and Dakhla.

SERVICES OFFERED BY THE MARSAMAROC GROUP

Merchandise services:

- Basic services: shipboard and dockside handling, warehousing, clocking, weighing, packing and unloading containers, etc
- Related services: skidding, stacking, loading and unloading of trucks, etc
- Real-time information services: Marsa Container e-service

Ship services:

- Piloting, towing, mooring and refueling, etc.

Driven by a constant concern for quality of service, thanks to qualified human resources and a fleet of high-performance equipment, Marsa Maroc strives to offer services of the highest international standards in all the national ports where it operates. The Group provides importers, exporters and shipping lines with a full range of logistics services at its port quays and terminals.

Marsa Maroc is a public limited company with a Board of Directors and a Supervisory Board, incorporated under Moroccan law in November 2006 following the introduction of port reform in Morocco. Listed on the Casablanca Stock Exchange since July 2016, Marsa Maroc aims via its new development policy to position itself in the coming years as an efficient and agile regional port operator, proactively participating in the improvement of logistics in Morocco.

In 2021, Tanger Med Group took a 35% stake in the capital of Marsa Maroc.

SUBSIDIARIES OF THE MARSAMAROC GROUP

- Tanger Alliance: Subsidiary owned 50% + 1 share by Marsa Maroc, in charge of the design, financing, construction, operation and maintenance of container terminal 3 at Tanger Med port 2.
- TC3PC: Société Terminal à Containers 3 du Port de Casablanca Subsidiary owned 100% by Marsa Maroc, in charge of fitting out and equipping the terminal, the operation and maintenance of the third container terminal within the walls of Port of Casablanca.
- SMA: Société de Manutention d'Agadir, a subsidiary owned at 51% by Marsa Maroc in responsible for the development, equipment, financing, operation, maintenance and the maintenance of the Quai Nord Terminal at the port of Agadir.



50.4 M (T)

+6.7% COMPARED TO 2021



3.94 M Dhs

Turnover



817 M Dhs

Net income Group share

2.1 MEVP*

+8.3% COMPARED TO 2021



INCLUDING 1.15 MEVP
HANDLED AT
TANGER ALLIANCE

+24% COMPARED TO 2021



15.6 M (T)

Solid bulk



10.3 M (T)

Liquid bulk

2.5 M (T)

CONVENTIONAL

New Vehicles



102 009

+12% COMPARED TO 2021

TIR Trucks



26 094

Maritime Operations



+20% ** COMPARED TO 2021

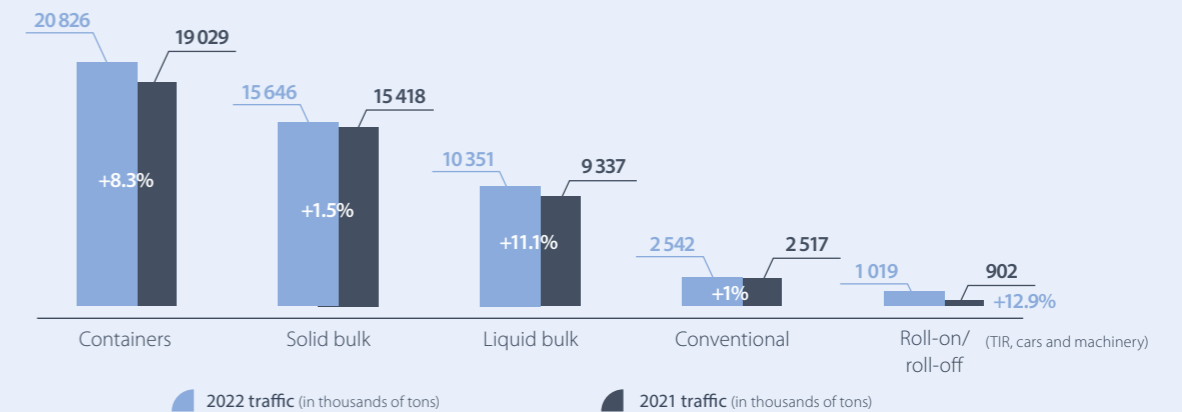


PERFORMANCE ACHIEVED IN 2022

By the end of 2022, the Group will have passed the 50 million tonne mark for all terminal traffic combined, and will have handled more than 2 million TEUs in the container segment.

TRAFFIC BY BUSINESS SEGMENT

By the end of 2022, the Marsa Maroc Group's traffic will be dominated by containerized traffic, which will account for 41% of total traffic, followed by dry bulk (31%), liquid bulk (21%) and conventional traffic (5%).



Container traffic handled by the Marsa Maroc Group reached 2,064,549 TEU at the end of 2022, compared with 1,906,856 TEU the previous year, an increase of 8.3%.

Transshipment traffic, handled exclusively at the Tanger Alliance terminal, has risen by 25% to 1,081,781 TEU compared with 2021, following the launch in 2022 of 3 new services operated by Hapag-Lloyd.

Domestic container traffic (import/export) was down by 5.5% in 2022, following the economic slowdown (high maritime freight costs and disruptions to logistics chains) which impacted traffic, particularly at the port of Casablanca.

In 2022, dry bulk traffic reached a volume of 15.6 million tonnes, compared with 15.4 million the previous year, a slight increase of 1.5%. It was supported by higher exports of clinker, salt and fedelspar, which helped to offset the decline in certain trades such as fertilizers and sulfur.

The liquid bulk traffic handled by the Marsa Maroc Group in 2022 reached a volume of 10.3 million tons against 9.3 million tons in 2021, up 11%. Hydrocarbon traffic, which accounts for 88% of this segment's traffic, rose by 13%, mainly due to increased imports of fuel oil for ONEE's thermal power plants.

Conventional traffic reached a volume of 2.5 million tonnes, stagnating compared with 2021, although there were increases in citrus and early fruit traffic at the port of Agadir, as well as in exports of fertilizers in bags and big bags.

Marsa Maroc's new vehicle traffic totaled 102,000 units, compared with 91,000 units in 2021, an increase of 12%, thanks to dealers restocking and higher exports.

TIR traffic handled by Marsa Maroc solely at the port of Nador will reach a volume of 26,000 units by the end of 2022, compared with 28,000 in 2021, representing a 6% drop.

*Equivalent to twenty feet

**Mainly towing and piloting services at the ports of Mohammedia, Nador and Laayoune.



TRAFFIC BY BUSINESS SEGMENT

The total traffic handled by the Marsa Maroc Group by port is as follows:

TRAFFIC IN THOUSANDS IN TONS	R 2022	R 2021
PORT OF CASABLANCA	13 389	13 753
DEPC	9 195	9 040
TC3PC	4 194	4 713
TANGER ALLIANCE	12 145	9 803
PORT OF AGADIR	5 667	5 012
SMA	3 350	2 889
DEPA	2 317	2 123
PORT OF JORF LASFAR	5 773	5 457
PORT OF MOHAMMEDIA	5 500	4 694
PORT OF NADOR	3 397	3 574
PORT OF SAFI	2 758	3 155
PORT OF LAAYOUNE	731	816
PORT OF DAKHLA	628	598
PORT OF TANGIER MED	395	341
TOTAL	50 383	47 203



PORT OF CASABLANCA

Marsa Maroc operates in the port of Casablanca, the Kingdom's economic hub, handling a wide range of import and export traffic both directly and through its subsidiary TC3PC, which operates container terminal 3.

The diversity of the traffic handled by Marsa Maroc at the Port of Casablanca has necessitated the implementation of an organization by activity pole, based on the specialization of infrastructure, equipment and human resources, and adapted to the main activities: container, conventional, ore and roll-on/roll-off.

As for container terminal 3 managed by the subsidiary TC3PC, it offers a capacity of 600,000 TEUs as well as a fleet of the most modern equipment, allowing it to handle post-Panamax ships.

Total traffic handled in 2022 by the 2 entities of the Marsa Maroc Group at the Port of Casablanca will be 13.4 MT, down 2.6% on 2021. This slight decline is mainly due to the 8% drop in containerized traffic. In terms of containerized traffic, the 2 entities handled more than 720,000 TEUs in 2022.

■ **Flagship achievement in 2022:** Achievement of performance level 2 of the ITQAN initiative, an operational performance improvement program deployed by Marsa Maroc at all its business sites.



PORT OF TANGER MED

The Marsa Maroc Group is present at the Tanger Med port complex through its subsidiary Tanger Alliance, which operates the multi-user container terminal 3 (TC3), as well as through the bulk and general cargo terminal, which it operates directly under a subcontracting agreement.

The TC3 operated by Tanger Alliance offers a capacity of 1.5 million TEUs, which can accommodate the latest generation container vessels (Ultra Large Container Vessel: ULCV). In 2022, Tanger Alliance has reached a volume of 1,156,691 TEU, an increase of almost 24% compared with the end of 2021, following the launch of 3 new services by HAPAG-LLOYD.

At the bulk and general cargo terminal, Marsa Maroc deploys the material and human resources needed to handle the different types of traffic that pass through. This terminal handled traffic of 0.4 MT at the end of 2022 (+16%) thanks to the increase in cereal imports.

■ **Flagship achievement 2022:** Tanger Alliance to reach one million TEU of traffic by February 2022, after only twelve months of operation.



PORT OF AGADIR

Marsa Maroc operates several terminals at the port of Agadir, which is the main port of entry and exit for goods for the southern region. It provides the region's economic operators with extensive multi-purpose and specialized facilities, particularly for cold chain operations in the agri-food sector.

Marsa Maroc is also present at the port of Agadir through La Société de Manutention d'Agadir (SMA), a 50%-owned subsidiary of Marsa Maroc. SMA operates a multi-purpose terminal at the northern pier of the port of Agadir, handling container, bulk and general cargo traffic.

In 2022, total traffic handled by Marsa Maroc's 2 entities at the Port of Agadir amounted to 5.7 MT, up 13% compared with the end of December 2021. This trend is mainly justified by the increase in feldspar trafficking.

■ **Flagship achievement 2022:** Achievement of performance level 2 of the ITQAN initiative, an operational performance improvement program deployed by Marsa Maroc at all its business sites.



PORT OF JORF LASFAR

At the port of Jorf Lasfar, Marsa Maroc manages high-capacity installations that, thanks to existing road, highway and rail connections, can serve a very large hinterland. The docking infrastructures of the port of Jorf Lasfar allow it to position itself as a real port hub for industrialists in the region.

The port of Jorf Lasfar handled 5.8 MT, up 5.8% compared to 2021 following the increase in hydrocarbon traffic.



PORT OF MOHAMMEDIA

Marsa Maroc's facilities at the port of Mohammedia, an oil port par excellence, are one of the Kingdom's main entry points for bulk liquids.

With their deep draught and extensive pipe network, they can accommodate large-capacity ships.

The port of Mohammedia handled traffic of 5.8 MT at the end of 2022, up by 17% following the appreciation of fuel traffic.

■ Flagship achievement in 2022:
Begin the transition to sustainable energy with the installation of photovoltaic panels.



PORT OF NADOR

Marsa Maroc operates 3 terminals at the port of Nador, which is the main port of entry and exit for goods for the Oriental region. It provides the region's economic operators with major multi-purpose and specialized facilities, notably for the processing of ores, TIR and hydrocarbons, as well as passenger transit.

The port of Nador handled 3.4 MT at the end of 2022, down by 5% compared to 2021, mainly due to the non-recurrence of export clinker traffic.



PORT OF SAFI

Through its presence at the port of Safi - a mineral port par excellence - Marsa Maroc puts its know-how and expertise at the service of a region known for its mineral wealth. It provides the region's industrial and mining companies with high-capacity equipment for processing a wide variety of bulk solids.

The port of Safi handled 2.8 MT of traffic at the end of 2022.



PORT OF LAAYOUNE

As an operator at the port of Laâyoune, Marsa Maroc is at the heart of a region where industrial units are increasingly being set up. It then provides them with high-capacity facilities equipped with multi-purpose equipment for handling different types of traffic.

The port of Laâyoune handled 731 thousand tons of traffic by the end of 2022.



PORT OF DAKHLA

Marsa Maroc at the port of Dakhla offers the region's economic operators facilities dedicated to developing the region's natural resources, particularly pelagic products and hydrocarbons.

The port of Dakhla handled 628 thousand tons of traffic by the end of 2022.



Miscellaneous Goods Activity at the Port of Safi

PLANNING AND DEVELOPMENT OF LOGISTICS AREAS

200 Ha
LOGISTIC ZONE

54 Ha
DEVELOPED LAND

+100
CONNECTED COUNTRIES

100
CUSTOMERS INCLUDING 35 LOGISTIC OPERATORS

Eventually covering an area of 200 hectares, the Tanger Med logistics zone offers a full range of warehouses and offices for rent, where value-added logistics operations such as labeling, packaging and inventory management can be carried out.

The transport and logistics sector poses major challenges in Tanger Med. Indeed, as it has grown and positioned itself on the world's supply chains, Tanger Med has become a logistics hub at the heart of global supply chains.

Tanger Med's logistics offering is built around a number of key assets:

- ▲ Controlled real estate offering including ready-to-use warehouses dedicated to logistics and advanced supplier warehouses
- ▲ Multi-modality for conversion and multiplexing of containerized and roll-on/roll-off flows
- ▲ Land and sea consolidation services to Europe, China and the USA
- ▲ Full range of services by renowned logistics players
- ▲ Global connectivity ensuring regular services to more than 180 ports worldwide including 40 in Africa on a weekly basis.

Logistics operators and distributors have set up in the Tanger Med logistics zone, offering comprehensive services such as: value-added logistics for groupage, distribution and supply, order preparation, warehousing, packaging, labeling and quality control.

CLIENTS/DISTRIBUTORS



CLIENTS/DISTRIBUTORS



NEW INSTALLATIONS AND EXTENSIONS TO MEDHUB IN 2022

ARAMEX LOGISTICS MOROCCO

Area of business: **Logistics and international transport**
 Activity: **Logistical services**
 Investment: **1.62 MDH**
 Surface area: **2 500 m²**



NIPPON EXPRESS

Area of business: **Logistical services**
 Activity: A Medhub client since 2019, Nippon Express continues its expansion at Tanger Med by extending its storage site at Medhub to meet growing customer demand.
 Investment: **1.29 MDH**
 Surface area: **3 500 m²**



SEBN

Area of business: **Automotive equipment manufacturer**
 Activity: The Advanced Supplier Warehouse (ASW) provides SEBN with local logistics solutions for better inventory control and to handle flows to its production site in Morocco.
 Investment: **21.6 MDH**
 Surface area: **10 000 m²**



BOLLORÉ LOGISTICS

Area of business: **Logistical services**
 Activity: Present at Medhub since 2016, Bolloré Logistics is extending its storage capacities at Medhub for the 3rd time to offer its customers logistics services such as warehousing and order picking through this Hub.
 Investment: **2.4 MDH**
 Surface area: **4 000 m²**



ADVANCED SUPPLIER STORES IN TANGER MED BUSINESS ZONES: AN ESSENTIAL COG IN AUTOMOTIVE LOGISTICS

In the world of automotive logistics, Advanced Supplier Warehouses (ASWs) play a crucial role, acting as nerve centers where synchronization between suppliers and manufacturers reaches its peak. In the Tanger Med business zones, these MAFs are proving to be strategic entities, driving efficiency and agility in the supply chain, particularly for automotive manufacturers such as Stellantis and Renault.

How Advanced Supplier Stores work:

The MAFs in Tanger Med's business zones are designed to optimize inventory management by reducing supply times. They act as aggregation and distribution points for automotive parts and components. The main objective is to ensure that the necessary components are available at the right time, in the right place, and in sufficient quantity to support uninterrupted production.

Main Objectives:

- ▲ Shorter delivery times: MAFs minimize the time between ordering and receiving components, which helps maintain an uninterrupted production flow.
- ▲ Inventory Optimization: Thanks to accurate inventory management, MAFs avoid unnecessary surpluses while ensuring that the necessary parts are always available.
- ▲ Flexibility in Production: MAFs enable flexible production, facilitating the rapid integration of new parts or changes in the supply chain.

Supplied by automotive manufacturers:

MAFs in the Tanger Med business zones are supplied by a diversity of global players, supporting the varied needs of automakers and automotive suppliers.

Examples of MAFs installed in Tanger Med:

SEBN (SUMITOMO Group) - High precision electronic components

TE CONNECTIVITY - High precision electronic components

GEFCO: Automotive components

APTIV: Automotive components (Auto cables and connectors)

DACHSER: Automotive components

SJL: Auto parts

Nippon Express: Electrical components for automobiles, automotive interior equipment

DHL: Automotive electrical components

OSMAN WAREHOUSING MOROCCO: Steel coils for cars

The presence of international specialty players contributes to making Tanger Med's business zones a logistics center of excellence for the automotive industry.

With over 150,000 m² operational and 30,000 m² under construction dedicated to automotive parts logistics in the Tanger Med business parks, these facilities confirm Tanger Med's position as a leading logistics hub, offering modern infrastructure and strategic proximity to target markets in Morocco and Europe.

Advanced Supplier Stores in Tanger Med's business areas represent an essential link in the automotive supply chain. Thanks to their efficient operation and the fact that they are supplied by leading logistics players, these facilities make a significant contribution to the operational efficiency and competitiveness of the automotive industry in the region.



STRENGTHENING SERVICES TANGER MED PORT COMMUNITY SYSTEM

Tanger Med Port Community System (PCS) is a scalable, integrated digital platform that facilitates port and logistics operations for public and private players. In 2022, a series of solutions and modules were integrated into the platform to support the community's requirements.

FULL DEMATERIALIZATION OF CONTAINER PROCEDURES FOR SHIPPING AGENTS

In collaboration with stakeholders in the container port dues process, notably shipping lines and terminal operators, an automated processing system has been designed and developed through the Tanger Med port community system. This process makes information exchanges more reliable, centralizes queries and optimizes processing times, right up to the printing of the invoices concerned.

DIGITIZING HYDROCARBON FLOW PROCESSING

As part of the paperless approach undertaken by the port complex and in collaboration with the stakeholders concerned, the Tanger Med port has implemented a digitized solution for the treatment of hydrocarbon flows. This solution manages both access authorizations and real-time traceability for these units. At the same time, the Tanger Med port has opted for the use of RFID technology to enable the tracking and control of tankers, both when they enter the port and during their internal journeys. The solution also enables the Tanger Med port authority to monitor the processing of flows in real time, and to control data relating to the monitoring of hydrocarbon activity.

TOTAL DEMATERIALIZATION OF PORT PASSAGE FOR IMPORTS AND EXPORTS

Import and export port clearance formalities for containers and TIR trucks are now entirely paperless at the Tanger Med port complex. Operators can complete port clearance formalities online, and submit all necessary documents electronically to the departments in charge of managing import and export activities. Made compulsory from February 15, 2022, the total dematerialization of port passage for imports and exports will help to streamline operations, guarantee a high level of security for goods flows, and meet customer expectations for greater digitalization, transparency and predictability at the service of logistics competitiveness.

Accessible from Tanger Med's Port Community System www.tangermedpcs.com, this service offers a range of operational solutions such as freight unit traceability, remote invoicing and online payment.

NEW VERSION OF THE OBOUR APPLICATION DEDICATED TO OPERATIONAL MONITORING OF PASSENGER TRANSIT DURING THE MARHABA 2022 CAMPAIGN

A new version of the OBOUR application was launched during the MARHABA 2022 operation. As a reminder, the OBOUR solution enables the operational management of passenger transit through port facilities right up to boarding of ships. This solution anticipates crisis situations and optimizes management of port areas. The new version takes into account the new passenger port facilities and routes. It also includes real-time management and display of inbound and outbound passenger and vehicle traffic, by stopover, enabling closer monitoring of activity and better anticipation of critical situations.

NEW DIGITAL SERVICE AVAILABLE AT THE TANGER MED PORT: THE SECURE COLLECTION OF IMPORTED GOODS

In line with its global paperless project, and as part of its commitment to developing digital services to facilitate import and export operations, Tanger Med port has implemented a secure solution in the Port Community System (PCS) for the collection of goods on import (currently dependent on the original delivery note), by replacing the original paper document with its electronic substitute. A set of rules and controls have been implemented to give the electronic delivery note the same function as the paper original. The entire solution enables Tanger Med port customers to apply for import clearance in advance, attaching the electronic delivery note for exit from the port.

Transit times are thus optimized thanks to the possibility for customers to carry out their outbound procedures with shipping lines in parallel with port operations, while also meeting the real need to process import flows in line with best security practices. This comprehensive approach, from the original electronic delivery note to secure port exit, including the digitization of traction order processes, is being rolled out progressively and inclusively with all stakeholders in these operations.

SOLUTION FOR SUPERVISING THE SALES OF SHIPPING COMPANIES SERVING THE MARHABA OPERATION

To ensure optimum preparation for the reception of Moroccans living abroad, especially during the return phase, the Tanger Med port authority has equipped itself with a tool for supervising and monitoring shipping company sales in real time. As the special feature of this edition of Operation MARHABA 2022 was the exclusive sale of tickets preceding a firm return date and time, visibility on the state of sales was essential to forecast the passenger traffic expected at the Port. Through this tool, managers of the Tanger Med Passenger and Roll-on/Roll-off Port have real-time visibility of shipping lines' daily sales, sales by departure for a given day, and the differential between sales and actual embarkations for previous days.

INVESTMENTS AND PARTICIPATION AT THE NATIONAL LEVEL

ATTENDANCE AT THE ANNUAL MEETING FROM THE EBRD TO MARRAKECH

The 31st session of the Annual Assembly of the European Bank for Reconstruction and Development (EBRD) took place in Marrakech from May 10-12, 2022.

The event was attended by official delegations led by the ministers responsible for the economy and finance, personalities from the world of business and international finance, and representatives of civil society.

The session on investment prospects in Morocco held as part of the Business Forum was attended by Mr. Mehdi Tazi Riffi, CEO of Tanger Med, who spoke in the panel "The Investment Outlook Session on Morocco".

The session was an opportunity to exchange information and views with the international business community on the prospects and business opportunities for growth offered by Morocco.

TANGER MED AND MARSA MAROC PARTICIPATE IN THE 9TH EDITION OF THE "LOGISMED" EXHIBITION

Tanger Med Group, through Marsa Maroc and Tanger Med Port Authority, took part from June 14 to 16 in the International Transport and Logistics Exhibition for Africa and the Mediterranean (Logismed) held in Casablanca. The Group had a stand at the 3-day show, and took part in a conference on the theme of "Digitizing logistics activities: what impact and what return on investment?"

This year's show, which brings together the main operators in Morocco's transport chain and logistics community, focused on the digitalization of the supply chain.

PARTICIPATION IN THE 17TH CONFERENCE AIVP "CITIES & PORTS" WORLD CONFERENCE

The 17th AIVP World Conference was held in Tangiers from May 11 to 13, 2022, and focused on the theme "Inspiring Blue Futures", through which AIVP wished to emphasize the important role that port cities have to play for the future of societies, the economy and the environment.

Tanger Med Port Authority supported the organization of this event alongside several other players, including the Société d'Aménagement pour la Reconversion de la Zone Portuaire de Tanger (SAPT), the Agence Marocaine pour le Développement du Tourisme (SMIT), the Agence Nationale des Ports (ANP), the Agence pour la Promotion et le Développement du Nord (APDN), and the Centre Régional d'Investissement de la Région de Tanger - Tétouan - Al Hoceïma (CRI).

During the third day of the conference, participants were invited to discover the Tanger Med port complex up close.

In addition, Tarik Dourasse, Tanger Med's Central Director and Pilot Major, took part in the panel "Preparing human capital for the blue economy: New jobs and education" after which the audience was able to visit the port facilities.



PARTICIPATION IN THE FAIR "MARFOR"

Under the aegis of the Ministry of Transport and Logistics, the Institut Supérieur d'Etudes Maritimes ISEM organized the 4th edition of its Business Forum on May 25 and 26, 2022: MARFOR 2022 under the theme: "ISEM and the maritime sector: challenges and prospects".

As a partner of the institute and Diamond sponsor of the event, Tanger Med port hosted a stand during the show and contributed its expertise by leading a thematic conference.

THE TANGIER MED PORT AND THE ASSOCIATION MEDPORTS ARE ORGANIZING A WEBINAR

Tanger Med port and the MEDports association have joined forces to organize a webinar on the theme: "Perishable and chilled goods logistics: challenges and opportunities for Mediterranean ports". This webinar was held on May 17 and was attended by several members and partners of the MEDPorts Association such as cold supply chain managers, distributors and shippers, international organizations and business federations and many other partners from the trade, logistics and investment community.



PARTICIPATION OF TANGER MED GROUP IN THE "US-AFRICA BUSINESS SUMMIT 2022" HELD IN MARRAKECH

Under the High Patronage of His Majesty King Mohammed VI, the 14th edition of the U.S.-Africa Business Summit 2022 took place from July 19 to 22 at the Palais des Congrès in Marrakech, under the theme: "Building the future together." The event was organized by the Corporate Council on Africa (CCA) in partnership with the Kingdom of Morocco.

The event saw the participation of senior African and American government representatives from over 50 countries, ministers, African and American government agencies, investment funds and international and regional organizations, all gathered to discuss opportunities for strengthening investment and trade ties between the African continent and the United States. The program included over 35 plenary sessions and roundtables covering vital areas of economic and commercial collaboration between the USA and Africa.

Mehdi Tazi Riffi, CEO of Tanger Med, spoke on the panel "High-Level Dialogue: Building Infrastructure: Highway to Growth." During the opening ceremony, Mr. Akinwumi Adesina, President of the African Development Bank Group, underlined the strategic role played by Tanger Med, saying: "Tanger Med is a world-class port located close to industrial parks. Nearly 350,000 Peugeot cars are exported every year to Europe and the rest of Africa. Tanger Med is a key player in logistics in Africa."



On the sidelines of the Summit, a high-level meeting aimed at strengthening cooperation between Tanger Med and the AfDB brought together Mr Mehdi Tazi Riffi and Mr Akinwumi Adesina. A number of strategic issues were discussed, including Tanger Med's commitment to supporting the development of African ports, and the benefits of the solid experience it has built up over the years.



PARTICIPATION IN THE 14TH EDITION OF THE "AFRICAN INFRASTRUCTURE FORUM" IN RABAT



Considered the flagship event for transport infrastructure in North, West and Central Africa, the African Infrastructure Forum kicked off on Monday December 12, 2022 under the theme: "Transport infrastructure: an imperative for an integrated Africa", was attended by a host of personalities and decision-makers who came to discuss key issues concerning transport infrastructure in Africa. With the Democratic Republic of Congo (DRC) as guest of honor, this year's event brought together over 400 experts from the infrastructure sector. As partners in the event, Tanger Med Port Authority and Marsa Maroc shared their expertise in the sector through their actions to develop structural infrastructures.

In his presentation, Mr. Hassan Abkari, Chief Executive Officer of the Tanger Med port authority, spoke of the important role played by the port complex for its African partners, and the factors behind its success as the leading container port in Africa and the Mediterranean.

ORGANIZATION OF A MEETING WITH EXPORTERS FROM THE SOUSS-MASSA REGION

Following in the footsteps of previous editions, the Tanger Med port complex organized an information and exchange day with exporters from the Souss-Massa region in Agadir in October 2022. The meeting provided an opportunity to review the port complex's services and strengthen partnerships with various stakeholders, including exporters, shipowners, carriers and forwarding agents.

In his speech, Tanger Med port Chief Executive Officer Hassan Abkari emphasized that the aim of the conclave was to strengthen the partnership with the various economic operators in the Souss-Massa region, given that this part of the Kingdom possesses major export assets. The Tanger Med port also plays a key role in facilitating Moroccan agri-food exports, notably through a dedicated export platform, a refrigerated unit for logistics operations, multimodal road and sea transport, and maritime connectivity to over 180 ports and 70 countries. In his speech, Idriss Arabi, Director of Import-Export Operations at Tanger Med port, emphasized the importance of this event, which aims to make available all the services offered by Tanger Med port, and thus consolidate cooperation between the port and its partners.

The Souss-Massa region is the leading exporter of citrus fruit and early vegetables, accounting for over 85% of exports of early vegetables and 65% of citrus fruit, making it one of the main export hubs for fruit and vegetables from the Tanger Med port.

PARTICIPATION IN THE "REGIONAL LOGISTICS MEETINGS" ORGANIZED IN TANGIER

On December 1 and 2, 2022, the city of Tangier hosted the first stage of the Regional Logistics Meetings. An event organized by "Logismed" under the auspices of the Ministry of Transport and Logistics, in partnership with the Agence Marocaine de Développement de la Logistique, the Centre Régional d'Investissement de Tanger-Tétouan-Al Hoceima, the Tanger Med Port Authority, Marsa Maroc and other partners around the theme "Logistics, a major economic development lever for the region".

This year's event was in line with Logismed's commitment to regional expansion and its mission to promote logistics culture and the wealth of its professions throughout the Kingdom. She emphasized the crucial importance of logistics as a gas pedal of regional economic development, capable of attracting productive, job-creating investment.

In his speech at the round table on "The role of logistics in attracting investment and developing world trade: focus on Tanger Med port", the port complex's Director of Import-Export Operations, Mr. Idriss Aarabi, highlighted the assets of Tanger Med, the country's leading logistics hub, and affirmed its position as a logistics hub at the heart of the global supply chain, thanks to an infrastructure that meets the highest international standards.



PARTICIPATION OF THE "FORUM OF ARAB INDUSTRIAL ZONES" IN TANGIER

Under the patronage of HM King Mohammed VI, the 3rd Arab Free Zone Forum was held from November 15 to 17 in Tangier. Under the theme "Industrial Zones and their Role in Investment Attractiveness and Export Development", the event was organized by the Arab Industrial Development Standardisations & Mining Organization (AIDSMO) in collaboration with Tanger Med Zones, the Agence Marocaine de Développement des Investissements et des Importations (AMDIE) and the Ministry of Industry and Trade.

The forum opened the debate on major industrial issues such as the industrial investment climate in Morocco, and the opportunities and facilities available to investors. The aim is to rethink the role of industrial zones in a context of regional and international economic change.

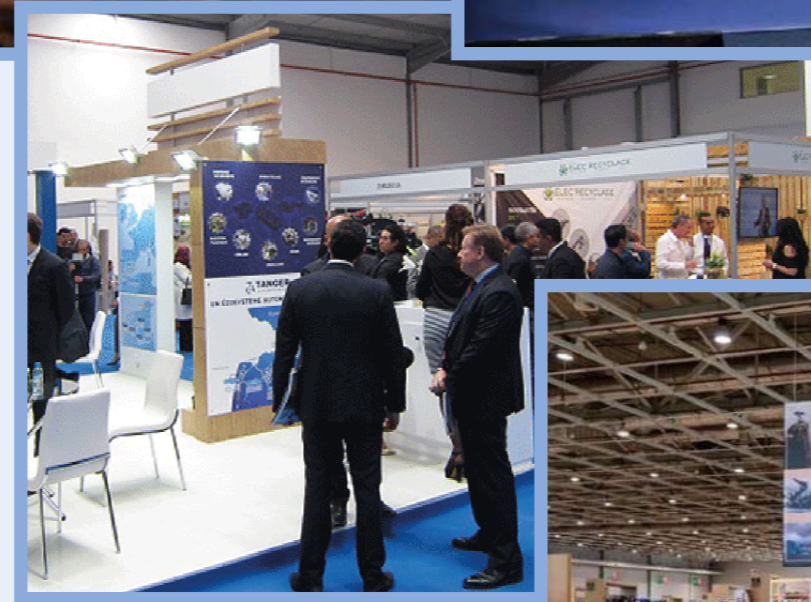
The event also highlighted the importance of industrial zones in creating jobs and increasing the volume and value of exports.



PARTICIPATION IN THE "AUTOMOBILE MEETINGS TANGER MED" EXHIBITION IN TANGIER

Tanger Med Zones took part in the Automobile Meetings Tanger Med, organized by the Association Marocaine pour l'Industrie et la Construction de l'Automobile (AMICA) from October 26 to 28, 2022 in Tangier under the theme "Which strategy for the revival of the automotive industry sector?".

The event is a must for operators in the Euro-Mediterranean automotive industry, and is intended as a showcase for the latest technologies and advances in the automotive sector. The 2022 edition showcased the latest innovations in the automotive industry, as well as investment and trade opportunities between Morocco and Europe.



PARTICIPATION IN THE "MAROC IN MODE" IN TANGIER

Organized from December 14 to 17 in Tangier by the Association Marocaine des Industries du Textile et de l'Habillement (AMITH), "Maroc en Mode" (MIM) brought together over 120 exhibitors, including Tanger Med Zones, which came to strengthen its relations with textile manufacturers and understand their competitiveness challenges in order to better support them.

MIM's mission is to support the growth and transformation of the Moroccan textile and clothing sector through strategic partnerships. The show saw the conclusion of a cooperation protocol between AMITH and its counterpart association in Portugal, ATP. The aim of the cooperation protocol is to promote the sustainable development of textile players in both countries, so that together they can provide solutions that better meet the needs of their existing and potential markets.



INVESTMENTS AND PARTICIPATION INTERNATIONALLY

PARTICIPATION IN THE "MARKET FOCUS" MOROCCO" HELD IN GENEVA

Organized jointly by the Swiss Chamber of Commerce in Morocco (CCSM) and the Geneva Chamber of Commerce, Industry and Services (CCIG), Market Focus Morocco took place on Tuesday April 26, 2022 in Geneva, with the aim of raising awareness among Swiss companies of the investment opportunities offered by Morocco, and of the country's role as a trade and investment hub for Africa. Several experts attended the event and exchanged views on Swiss-Moroccan bilateral relations and investment opportunities. Mr. Mehdi Tazi Riffi, CEO of Tanger Med, gave a presentation on the industrial port complex as a hub for African and global logistics.



PARTICIPATION IN THE "AFRICA CEO FORUM" IN ABIDJAN

Tanger Med Group took part in this year's Africa CEO Forum, held in Abidjan, Ivory Coast from June 13 to 14 under the theme "Sovereignty, green growth and industrial transformation: the new roads to African prosperity."

Over 1,800 participants from 70 countries attended this year's event, which featured two days of high-level conferences, debates and meetings dedicated to highlighting the driving role of the private sector in the continent's development. Tanger Med Group took part in a session on logistics entitled "How the health crisis is revolutionizing African logistics".

Join
Tanger Med
at #ACF2022

PARTICIPATION IN THE 18TH EDITION OF THE "SMAP IMMO" IN PARIS

The Tanger Med port complex took part in the 15th edition of the SMAP IMMO Moroccan Real Estate and Lifestyle Show, held from June 24 to 26, 2022 at the Porte de Versailles exhibition center in Paris. The show was an opportunity to maintain the link of exchange and information with the Moroccan community living in France and other European countries, notably on the subject of the Marhaba 2022 campaign.

During the 3 days of the show, visitors had the opportunity to speak directly with port representatives to obtain all the information and documentation they needed for a smooth crossing in the best conditions of comfort and safety during the summer season.



PARTICIPATION IN THE FORUM "HORIZONS MOROCCO" IN PARIS

The Forum Horizons Maroc (FHM) is Morocco's must-attend employment event. Organized by members of the AMGE-Caravane association (Association des Marocains aux Grandes Ecoles en France), its mission is to support the professional integration of young graduates and executives in France.

Organized on May 29 in Paris, this forum aims to promote the Moroccan labor market and is intended to be the ideal meeting place between Moroccan companies and students and professionals wishing to seize the opportunities offered by the Moroccan labor market. Sponsor and exhibitor, Tanger Med Group seized the opportunity to reinforce the attractiveness of the Group's employer brand to Moroccan talent, graduates and executives based in France.



PARTICIPATION IN "INTERNATIONAL FORUM AND AFRICAN TRANSPORT EXHIBITION" HELD IN ABIDJAN

The 6th edition of the International Forum of the African Transport Exhibition (FISAT) took place between 4 and 6 July 2022 in Abidjan, Côte d'Ivoire. Supported by the Ivorian Ministry of Transport, the event was attended by 150 exhibitors representing 30 countries, 5,000 visitors and nearly 10,000 face-to-face and distance learning participants.

With Morocco, France and China as guests of honor, FISAT provided a forum for institutional and private-sector players to interact and find lasting solutions to the major challenges facing the transport, logistics and infrastructure sectors.

A model of development and performance in Africa and the rest of the world, Tanger Med Group's participation as an exhibitor and speaker demonstrated its leadership in the port sector and its place as one of the world's leading ports.

Tanger Med Group hosted a stand over the 3 days, with the presence of teams from Marsa Maroc and Tanger Med Engineering, as well as taking part in several conferences on the following topics: "Transport and infrastructure, factors of economic development and regional integration" and "Connectivity of African ports: issues, challenges and perspectives".



PARTICIPATION IN THE "TOC EUROPE 2022" ORGANIZED IN ROTTERDAM

Focusing on port trades and supply chains, the TOC international conference is an annual gathering of industry professionals held on 5 continents. Held from June 14 to 16, 2022 in Rotterdam, the Tanger Med port complex took part in the European edition of the event, through the intervention of Mr Hassan Abkari, Chief Executive Officer of the Tanger Med port under the theme "Tanger Med, leading port and logistics hub in the Mediterranean and Africa." The event was attended by over 3,500 participants from more than 80 countries, reflecting the growth of the maritime industry.

In addition to this European event, TOC organizers announced that the next TOC AFRICA will be held for the first time in Tangier Med in September 2023.



7TH EDITION OF THE ANNUAL MEETING FROM THE AFRICAN ASSOCIATION OF ECONOMIC ZONES (AEZO) ORGANIZED IN ABUJA

The African Union Commission (AUC) and the African Association of Economic Zones (AEZO) jointly organized the 7th edition of the annual meeting from November 30 to December 2, 2022, in Abuja, Nigeria.

The event was organized in partnership with the United Nations Conference on Trade and Development (UNCTAD), the United Nations Industrial Development Organization (UNIDO), the African Development Bank (AfDB) and the German Agency for International Cooperation (GIZ). Other local partners have taken part in the organization such as the Nigeria Export Processing Zones Authority (NEPZA), the Nigeria Economic Zones Association (NEZA) and the Oil and Gas Free Zones Authority (OGFZA).

Over 400 participants from 38 countries attended, including policy makers, heads of international organizations, experts and academics. The opening ceremony was presided over by H.E. Muhammadu Buhari, President of the Federal Republic of Nigeria, represented by H.E. Umana Okon Umana, Minister of Niger Delta Affairs, H.E. Albert M. Muchanga, African Union Commissioner for Economic Development, Trade, Tourism, Industry and Minerals (ETTIM) and Mr. Ahmed Bennis, Secretary General of the African Association of Economic Zones (AEZO).

The annual meeting reiterated the role of African Special Economic Zones in driving economic reform, attracting foreign direct investment (FDI) and accelerating industrialization in Africa.

Today, over 200 SEZs are operational in Africa, and 73 projects have been announced in 47 countries.

PARTICIPATION IN THE "FRUIT ATTRACTION" FAIR IN MADRID

Organized in Madrid from October 4 to 6, 2022 by the Feria de Madrid (IFEMA) and FEPEX (Spanish Federation of Fruit and Vegetable Producer-Exporter Associations), the 14th Fruit Attraction brought together fruit and vegetable retailers and professionals from all over the world. Considered one of the most important international events dedicated to the agricultural sector, the show attracted over 1,800 exhibitors and 90,000 visitors from 130 countries.

The Moroccan pavilion hosted 17 exhibitors from the agricultural sector, making it possible to strengthen the Moroccan offer and its positioning on the international market, and particularly on the European market. Through its exhibition space, Tanger Med took advantage of this commercial platform to meet fruit and vegetable professionals and present its logistics offer to agribusiness importers and exporters and thus establish new commercial partnerships.



PARTICIPATION IN THE "GOING GLOBAL LIVE 2022" IN LONDON

Tanger Med Zones took part in "Going Global LIVE 2022", a trade fair held in London from November 16 to 17, designed to bring together companies wishing to launch or expand internationally, and companies supporting expansion and investment projects abroad.

Tanger Med Zones presented the Group's businesses and highlighted investment opportunities within the industrial platform, the competitiveness of the workforce, the quality of service and the advantages of importing and exporting.

PARTICIPATION IN THE WEBINAR UNDER THE THEME "LOGISTICAL NEEDS OF EXPORTING BRAZILIAN AGRICULTURAL PRODUCTS TO THE WORLD"

In partnership with Tanger Med, the Embassy of the Kingdom of Morocco in Brazil and the Arab-Brazilian Chamber of Commerce (CCAB) organized a webinar on the logistical needs of Brazilian agricultural exports to the world on Thursday, November 10.

The Webinar was attended by the Moroccan Ambassador to Brazil, Mr. Nabil Adghoghi, the President of the CCAB, Mr. Osmar Chohfi, Tanger Med Group executives and representatives of agricultural and export associations in Brazil.

The various speakers highlighted the logistical advantages offered by the Tanger Med port hub as an essential link in global supply chains.

In his speech, Mr. Hassan Abkari, Chief Executive Officer of the Tanger Med port, stressed that Brazilian exporters and producers could reach a market of 600 million consumers in Western Europe, and benefit from competitive transit times thanks to the shipping lines linking the Tanger Med port to Europe, calling for an examination of the various aspects of possible cooperation.

In their turn, Mr. Rachid Houari, Chief Executive Officer of the Medhub logistics zone, and Mr. Idriss Aarabi, Director of Export-Import Operations, outlined the Group's performance and records in port and industrial activities for the year 2021. They also presented the network of maritime routes, in particular the connections connecting the Tangier Med port to Brazilian ports.

On the bangs of this meeting, a round table was organized on "Opportunities for Brazilian Exports and the Reduction of Logistics Costs", during which the ports of Itaquí and Itajaí were presented.

PARTICIPATION IN THE "GLOBAL AUTOMOTIVE COMPONENTS AND SUPPLIERS 2022" IN STUTTGART

With the aim of strengthening its presence on the international scene, Tanger Med Zones took part in the "Global Automotive Components and Suppliers 2022" from November 08 to 10, 2022 in the German city of Stuttgart. An annual meeting to discover new technologies for the automotive industry, introduce new components, promote partner suppliers and create commercial synergies between players in the automotive sector.

PARTICIPATION IN THE SHOW "AUTOMECHANIKA" IN DUBAI

To promote "Made in Morocco", Tanger Med Zones took part in the "AUTOMECHANIKA" automobile exhibition held in Dubai from November 22 to 24, 2022. Tanger Med Zones showcased the breadth of Moroccan industrial know-how and highlighted the catalog of products manufactured on the Tanger Med industrial platform. It is also an opportunity for the subsidiary to expand its network of prospects and to generate new investments. This year, the edition broke a new record with the arrival of 42,937 visitors from 145 countries.



PARTICIPATION IN THE AFRICAN UNION SUMMIT ON ECONOMIC DIVERSIFICATION IN AFRICA

The African Union Summit on Industrialization and Economic Diversification was organized in Niamey, Niger, from 20 to 25 November under the theme "Industrialize Africa: Renew Commitments to Inclusive and Sustainable Industrialization and Economic Diversification".

Tanger Med Engineering presented the project for the future Niamey Economic Zone, for which it has been carrying out a strategic study since June 2022. The Government of Niger entrusted TME with the task of carrying out a feasibility study with an analytical approach to delineate the fundamental principles associated with the development of a special economic zone, and to identify the business model best suited to Niger's economic context and industrial development potential.

The Niamey Economic Zone will make it possible to develop agro-industrial processing activities and encourage investment in other manufacturing industries. It is also set to house a logistics and trade zone, as well as other infrastructure for energy production, water treatment and waste management, with the aim of improving resource management and encouraging the circular economy and inclusive industrial development.



PARTICIPATION IN THE "42ND ANNUAL COUNCIL" AND THE 17TH ROUND TABLE MANAGING DIRECTORS FROM THE WEST AND CENTRAL AFRICAN PORT MANAGEMENT ASSOCIATION" IN LUANDA

Organized on 15 and 18 November, the 42nd Annual Council and the 17th Round Table of Directors General of the West and Central African Port Management Association (AGPAOC) brought together port authorities from 19 countries on the continent.

This statutory meeting was an opportunity to discuss current environmental sustainability policies, to recall the challenges of port and maritime ecosystems, and to initiate the process of energy transition and digitization of service procedures in the continent's ports.

On this occasion, Mr. Nasser Tlassellal, Chief Executive Officer of Tanger Med Engineering (TME) spoke at a conference on the theme "Challenges of Accelerating the Energy Transition to Mitigate the Effects of Climate Change and Focus on Port, Maritime and Logistics Sustainability".

Mr. Tlassellal outlined Tanger Med's vision for energy transition and the innovative initiatives that have been put in place to reduce greenhouse gas emissions, including the production and supply of green electricity, the electrification of quays and the promotion of clean energies and fuels for sustainable mobility. He also mentioned the Group's ambition to become a circular economy hub by optimizing the management of energy, water and waste, with waste sorting and recovery actions and water neutrality.

Mr. Tlassellal emphasized that TME supports its African partners by providing them with the necessary operational and functional expertise, as part of the policy of strengthening South-South partnerships that Tanger Med Group has been promoting for 15 years.

INDUSTRY



OPERATOR AND DEVELOPER OF INDUSTRIAL AREAS

8
ACTIVITY ZONES

1 200
ESTABLISHED COMPANIES

100 000
JOBS CREATED TO DATE

2 500 HA
DEVELOPED AREAS

A subsidiary of Tanger Med Group, Tanger Med Zones designs, develops and operates 8 business zones on a developed area of 2000 hectares. An industrial, logistics and service platform, these business areas are boosted by operators and multinationals from nearly 40 countries.

These 8 business parks are home to a wide range of sectors, including automotive, aeronautics and textiles, and are supported by Tanger Med Zones in a number of ways, from pre-installation to operation.

As a public authority, Tanger Med Zones facilitates investment by international and Moroccan operators and offers 360°, integrated services to its customers, a key interface for its installation, construction and operation processes.

Backed by the Tanger Med port complex, the leading port complex in the Mediterranean and Africa, Tanger Med Zones boasts a number of major assets that make it attractive to the 1,200 operational companies operating in various sectors and activities. It ensures a value proposition in line with the expectations of global players, in particular:

- A strategic position at the intersection of major maritime flows and proximity to target markets
- An integrated package composed of a leading infrastructure offer and an important land reserve
- Integrated management of the various business areas by a single operator
- A solid industrial base



2.2MM DHS
Private investments in 2022
+83% COMPARED TO 2021



35 New Projects
Manufacturers in 2022
+25% COMPARED TO 2021



133 MM DHS
Volume of Business Generated by Tanger Med Business Zones
+45% COMPARED TO 2021



04 New Extensions
Industrial in 2022

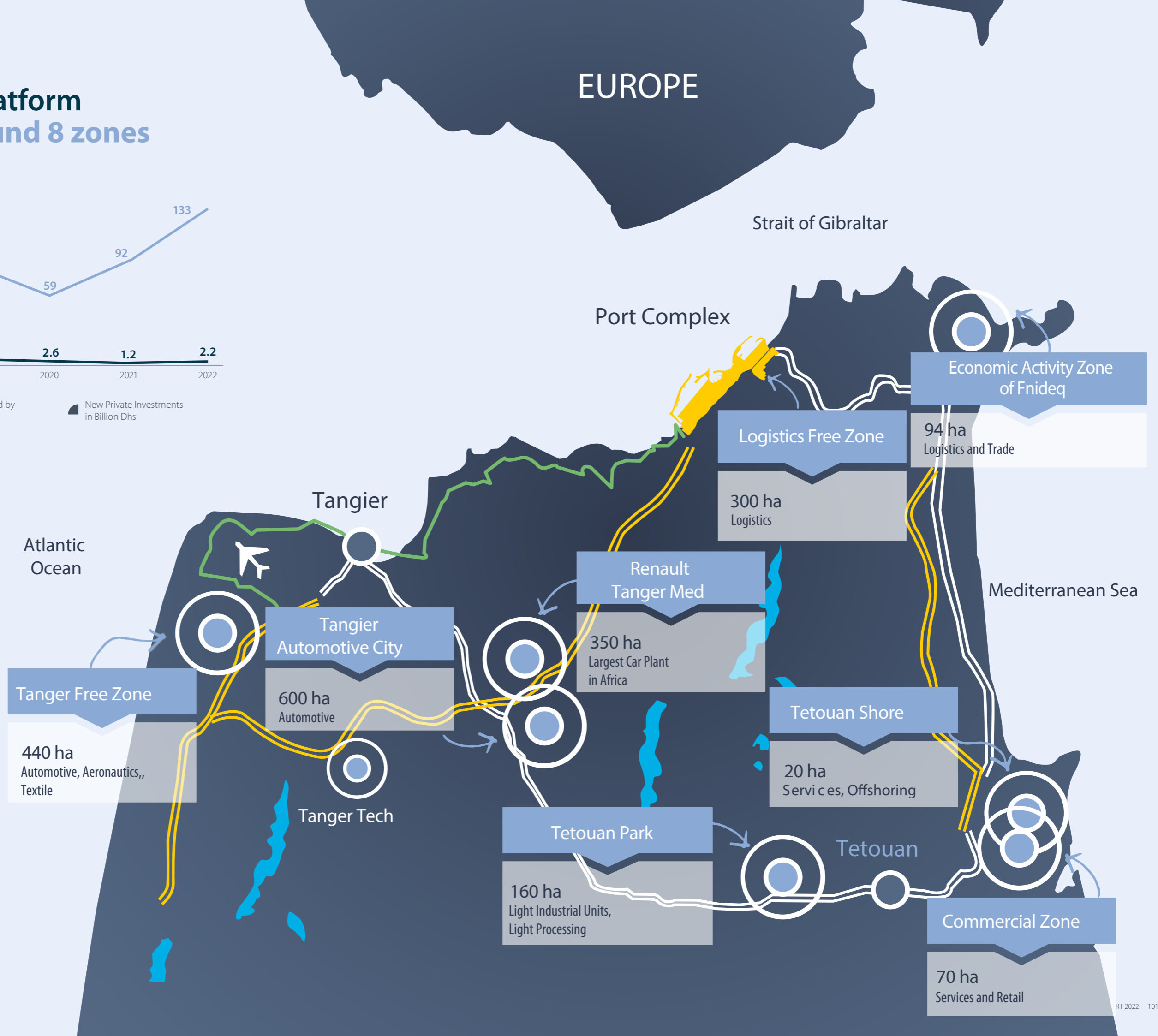
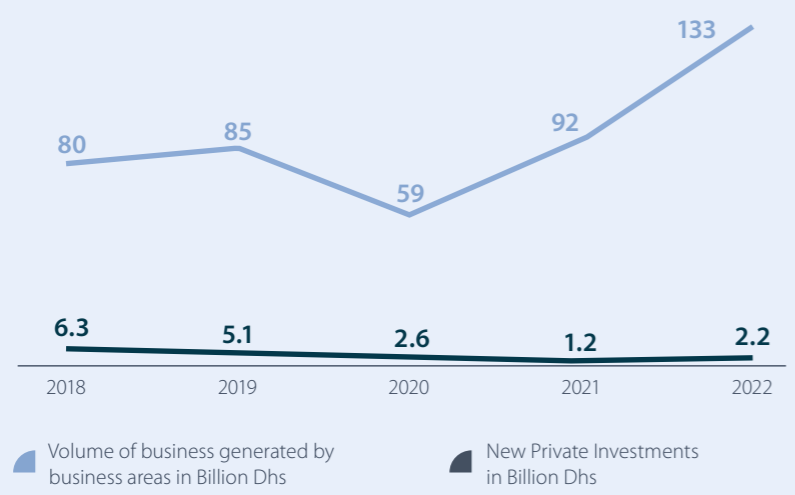


4 451
New Jobs
+1.2% COMPARED TO 2021



481 687
Logistic flows
+16% COMPARED TO 2021

An industrial platform developed around 8 zones



BUSINESS ZONES OF TANGER MED

Tanger Med Zones is being developed around 2,500 hectares of fully operational land, with a land reserve of 5,000 hectares allowing new projects to be launched in 8 zones.

Tanger Med Zones' strategy is in line with what has been achieved over the last twenty years, namely to offer the best conditions for industrialists interested in Morocco to set up in the country. The 1,200 companies that have set up in Tanger Med Zones confirm its position as a preferred platform for attracting high value-added projects. Their presence confirms the relevance of the approach, the Moroccan industrial offer and the services set up to support the deployment of major investment projects.

Tanger Med's business areas are distinguished by their main purpose:

- The activity: Industry, Logistics and Services
- The target market: local and international

TANGER FREE ZONE

Launched in 1999, Tanger Free Zone (TFZ) has grown significantly on a land base of 440 hectares. In addition to the significant incentives offered nationwide, TFZ combines a number of key advantages: geographical location, a suitable marketing model (sale of land and rental of ready-to-use warehouses), a range of services, and more.

The zone is home to world leaders in the automotive, aeronautics, electronics, textile, logistics and tertiary services sectors.



TANGER AUTOMOTIVE CITY

This 600-hectare business ZONE is mainly focused on the automotive sector (equipment manufacturers, logistics operators, subcontractors and related services). What's more, the region's competitive advantages provide a strong base for development: a network of equipment manufacturers firmly established in the region, the proximity of the Renault Tanger Med site, a logistics system providing optimal connectivity and considerable regional potential.

TETOUAN PARK

Tétouan Park is developed on a land base of 156 hectares with a total investment of 880 million dinars to date. "Tétouan Park" is dedicated to SMEs and SMLs and to any company in the sectors of light industry and manufacturing, trade and logistics aimed at the regional market in Northern Morocco. 20 projects are operational to date creating 3,600 jobs. The 4th phase of this zone is currently under construction, and will include several lots for industrial projects, as well as 15,000 m² of covered buildings to accommodate some sixty very small businesses, in particular young entrepreneurs. This project aims at the development of an industrial and logistics park in the Tetouan region and complements the offer of the Tanger Med industrial platform.



RENAULT NISSAN

Developed on an area of 300 hectares and located in Melloussa, this free zone is dedicated to the Renault Nissan alliance for the development of the first production center in northern Morocco. Renault's Tangier Med plant is dedicated to the production of the Lodgy and Dokker, Dokker Van, Sandero and Sandero Stepway models, from stamping to assembly, including sheet metal work and painting. The factory meets local and international demand for entry-level models. Its annual production capacity should quickly reach 400,000 vehicles per year.

The Renault plant has two production lines, from stamping to assembly, including sheet metal work, painting, seats and chassis, working with three production teams. In September 2022, the Renault Tanger Med factory celebrated its 10 years of existence and started the 100% electric vehicle project.

The Renault Tanger Med plant is thus the largest car factory in Africa. Locally recruited employees are trained on the premises of the Institut de Formation des Métiers de l'Industrie Automobile (IFMIA) inaugurated in 2012, where 6,500 employees have already been trained.



Renault Tanger Med closed 2022 on a positive note, manufacturing 255,494 vehicles, up 11% on 2021.

Vehicles shipped: In 2022, 295,393 new vehicles produced by the Renault factories in Melloussa and SOMACA were handled at the vehicle terminal of the Tanger Med port complex.

TETOUAN SHORE

Zone dedicated to offshoring activities, located in Tétouan. It offers office space for businesses such as ITO (Information Technology Outsourcing), BPO (Business Processing Outsourcing) and KPO (Knowledge Process Outsourcing).

Spread over an area of 90 hectares, the first phase of the park provided 22,000 square meters of office and service space.



COMMERCIAL ZONE DEDICATED TO RETAIL AND SERVICES

The commercial zone is located on the road between Tétouan and Mdiq, close to Cabo Negro, and is designed to make the region commercially attractive and meet the particular needs of summer visitors. It will be developed over a first 30 hectare phase and will include commercial activities, catering and an Outlet project. This zone will enable national and international retailers looking to develop their activities to position themselves in a region with strong economic potential, and will create thousands of direct and indirect jobs in the region.

The first installation in the area is that of the world leader in furniture and decoration "IKEA" on a global area of more than 18,000 m² including a commercial space of more than 16,400 m². Pending the official inauguration, which will take place in 2023, IKEA has set up a pop-up store, adjacent to the future store, to offer visitors the opportunity to take advantage of IKEA products for the design of their living spaces.



FNIDEQ ECONOMIC ACTIVITY ZONE

In synergy with the Agence pour la promotion et le développement du Nord (APDN), Tanger Med has developed the new Fnideq economic activity zone, in collaboration with the Tangier Tétouan Al Hoceima Regional Council, the M'Diq Fnideq Prefecture, the Wilaya, the Ministry of Economy and Finance and the Ministry of the Interior. The new zone will boost the region's economic and social development. It will be developed in two phases and will contain more than 70 warehouses for logistics and commercial activities.

Ultimately, the zone will cover a total area of 95 hectares intended exclusively for distribution and commercial activities and with several advantages:

- ▲ Management adapted to the highest standards in the region's industrial acceleration zones
- ▲ A dedicated operating mode and logistics system designed with the involvement of the various regional and national players concerned
- ▲ Convergent, personalized support from all those involved in smoothing the flow of traffic in the area.



BUSINESS SECTORS PRESENT IN TANGER MED ZONES



AUTOMOTIVE

With the presence of an ecosystem of nearly 110 automotive operators from complementary ranks. The Tanger Med industrial platform now includes world leaders from Europe, America and Asia. 11 of the 20 largest companies in the automotive sector in the world are based in the Tanger Med industrial platform and operate in the wiring, metal, stamping, vehicle interior and seat and plastic injection industries).

This automotive industry is at the service of manufacturers based in Morocco (Renault, PSA), but also those based in Europe (PSA Vigo, Ford, Renault, Renault, Volkswagen, etc.).



AERONAUTICS

Because of its proximity to Europe and its very attractive industrial development policy, the Tanger Med industrial platform has naturally attracted players in the aeronautical industry.

The established companies, subsidiaries of international companies, manufacture:

- ▲ Composite parts
- ▲ Air exchangers
- ▲ Pressure parts
- ▲ Surface coatings



TEXTILE

The textile sector, almost exclusively present in the northern region of Morocco, is one of the country's leading industries. The companies based on the Tanger Med industrial platform operate in a wide range of fields, supplying European principals based in England, France, Spain, etc. clothing, leather goods, digital printing etc.

The companies located within the industrial platform operate in many areas such as:

- ▲ Manufacture of clothing items: the Larinor group, Vita Couture, Stil Nua Fashion, etc.
- ▲ Leather goods: C&C Leather, Cauchos Arnedo Morocco etc.
- ▲ Textile printing: S.P.A Imprima, Sublimax, TS Stamping Digital, etc.
- ▲ Textile recycling: Eliatex, Momy Confort, Red Textiles, and WK Trading at TFZ, or Karama Recyclage at Tetouan Park.



OFFSHORING

Offshoring involves relocating certain company operations to other regions, while maintaining high quality standards. This approach enables companies to rationalize their operating expenses, improve their competitiveness and focus on their core activities.

The Tanger Med industrial hub stands out as a preferred choice for companies opting for offshoring, for a variety of reasons. Firstly, its strategic geographical position facilitates trade with Europe, Africa and the rest of the world. In addition, the Tanger Med offshoring zone offers modern infrastructure and state-of-the-art facilities specially designed to meet the needs of the sector. Equipped industrial parks, business centers and collaborative workspaces create a professional environment conducive to business growth.



AGRO-FOOD

The Tanger Med industrial platform welcomes several agri-food manufacturers who are involved in various activities:

- ▲ Packaging of food products
- ▲ Seafood processing
- ▲ Frozen homemade pastries
- ▲ Beverage bottling, etc.



NEW INDUSTRIAL INSTALLATIONS IN 2022



BCS AUTOMOTIVE INTERFACE SOLUTIONS

Country of origin: **Germany**
 Area of business: **Automotive equipment manufacturer**
 Activity: Automotive production (human-machine interface products and sensor technologies)
 Investment: **30 MDH**
 Surface area: **47 000 m²**



LOGIC TRANSPORT

Country of origin: **Morocco**
 Area of business: **Transport and Logistics**
 Activity: National and international transport of goods, transit and handling.
 Investment: **7.2 MDH**
 Surface area: **5 387 m²**



CUMAREX RIZZOLI

Country of origin: **Morocco**
 Area of business: **Agri-food**
 Activity: Agri-food solutions for the **national and international market**
 Investment: **35 MDH**
 Surface area: **10,000 m²**



BOACASINGS

Country of origin: **France**
 Area of business: **Agri-food**
 Activity: Processing, preservation and preparation of meat products
 Investment: **155 MDH**
 Surface area: **30,000 m²**



JOOSSOOR INDUSTRIE MAROC

Country of origin: **Tunisia**
 Area of business: **Mechanics**
 Activity: Wire drawing for prestressing steels (PCW) and wires for furniture springs (FCRA).
 Investment: **125 MDH**
 Surface area: **23 000 m²**



TEXMANIA

Country of origin: **Morocco**
 Area of business: **Textile**
 Activity: Manufacture of ready-to-wear for export.
 Investment: **29 MDH**
 Surface area: **7 117 m²**



CALSINA CARRE MAGHREB LOGISTICS

Country of origin: **Spain**
 Area of business: **Transport and Logistics**
 Activity: National and international freight transport, transit and handling
 Investment: **80 MDH**
 Surface area: **30,000 m²**



MEGA RAYONNAGE

Country of origin: **Morocco**
 Area of business: **Mechanics**
 Activity: Marketing of shelving equipment.
 Investment: **12 MDH**
 Surface area: **3 376 m²**



INDUSTRIAL TECHNOLOGIES (SIVA)

ABC MOGADOR

Country of origin: **India**
 Area of business: **Automobile**
 Activity: Manufacture of identification products for digitization and automation
 Investment: **60 MDH**
 Surface area: **20 000 m²**

Country of origin: **Morocco**
 Area of business: **Agri-food**
 Investment: **11 MDH**
 Activity: Beverage production
 Surface area: **1 002 m²**



STAHLSCHMIDT INTERNATIONAL HOLDING GMBH "SCS"

ALTEN DELIVERY CENTER MOROCCO

Country of origin: **Germany**
 Area of business: **Automobile**
 Activity: Components and assemblies for mechanical unlocking systems
 Investment: **107 MDH**
 Surface area: **12 000 m²**

Country of origin: **France**
 Area of business: **Services**
 Activity: Engineering and IT services
 Investment: **9 MDH**
 Surface area: **1 228 m²**

NEW INDUSTRIAL EXTENSIONS IN 2022



POLYDESIGN

SONOFET

Area of business: **Automotive equipment manufacturer**
 Activity: Design and production of interior parts and automotive seat components
 Investment: **215 MDH**
 Surface area: **24 000 m²**

Country of origin: **Morocco**
 Area of business: **Plastics processing**
 Activity: Plastics processing and production of thermal insulation panels
 Investment: **55 MDH**
 Surface area: **18 000 m²**



TE CONNECTIVITY

MARTUR FOMPAK

Area of business: **Automotive equipment manufacturer**
 Activity: Plastic injection, assembly of components, technical cables and manufacture of terminal blocks
 Investment: **1 billion DH**
 Surface area: **45 000 m²**

Country of origin: **Turkey**
 Area of business: **Automobile**
 Activity: Production of seat components
 Investment: **21 MDH**
 Surface area: **3 421 m²**

VOICES OF 2022: REFLECTIONS AND TESTIMONIALS



LISI AUTOMOTIVE

Country of origin: **France**
 Area of business: **Automotive equipment manufacturer**
 Activity: Design and manufacture of rapid assembly solutions and safety components
 Investment: **55 MDH**
 Surface area: **6 000 m²**



INTERNATIONAL PAPER

Country of origin: **Spain**
 Area of business: **Packing**
 Activity: Manufacture of renewable fiber-based packaging and absorbent paste-based solutions
 Investment: **100 MDH**
 Surface area: **3 270 m²**



EMIRATES AUTOMOTIVE LOGISTICS

Country of origin: **United Arab Emirates**
 Area of business: **Transport and Logistics**
 Activity: Warehousing and distribution logistics services.
 Investment: **100 MDH**
 Surface area: **20 000 m²**



Salah SHARAF

Member of the Board of Directors - Emirates Automotive logistics

"The Tanger Med industrial platform offers very competitive investment facilities and financial services. The Group has been very welcoming and has facilitated the installation for us since the establishment of our first project in 2016."



Jean-François SALLES

Supply chain Alliance Global VP
 Renault-Nissan-Mitsubishi

"The establishment of Renault in Tanger Med is in fact linked to the success of the logistical aspects, it is clear that the Tanger Med port complex and the rail link with the factory are factors of success for the Renault factory, for its activity, for business development as well as for parts imports. It should be noted that the automotive integration rate in Morocco will continue to grow."

"We have significant flows of imports of parts by sea and above all we are seeing a strong export of vehicles, 85% of our vehicles are exported from Morocco, hence the importance of first-class logistics infrastructures, and this is what the port of Tanger Med has made possible."



Vivek CHAAND SEHGAL

Chairman - Motherson

"We met our customer a few times and realized that he wanted to see us closer geographically. We were looking for savings, greater responsiveness and a faster delivery time."

"In search of choices, Tanger Med offered excellent opportunities. The Industrial Port Complex was close to our client and provided a very solid infrastructure, in particular thanks to its subsidiary Tanger Med Engineering. The latter provided a network of experts to meet the challenges of construction, as well as support with administrative and legal requirements when setting up a new plant."



Friedemann FAERBER
CEO - SCS Group

"Today, we have a high-quality infrastructure, qualified personnel and immediate proximity to Europe. The Tanger Med port complex enables us to export our goods to Europe and America in a very short time."



Alain MARTINEAU
Founder and CEO - GMD Group

"We founded GMD Tanger ten years ago, and it was a real challenge. Today we are very happy to have invested again and we will continue to do so. This is our fifth and best plant, and we'll soon be launching a sixth."

Tanger Med supported us, as did the Government and the Ministry of Industry and Commerce through grants, technical support and training in order to facilitate this installation."



SERVICES



TECHNOLOGY PARTNER

INNOVATION

SMART SOLUTIONS

90
EMPLOYEES

5
BUSINESS CLUSTERS

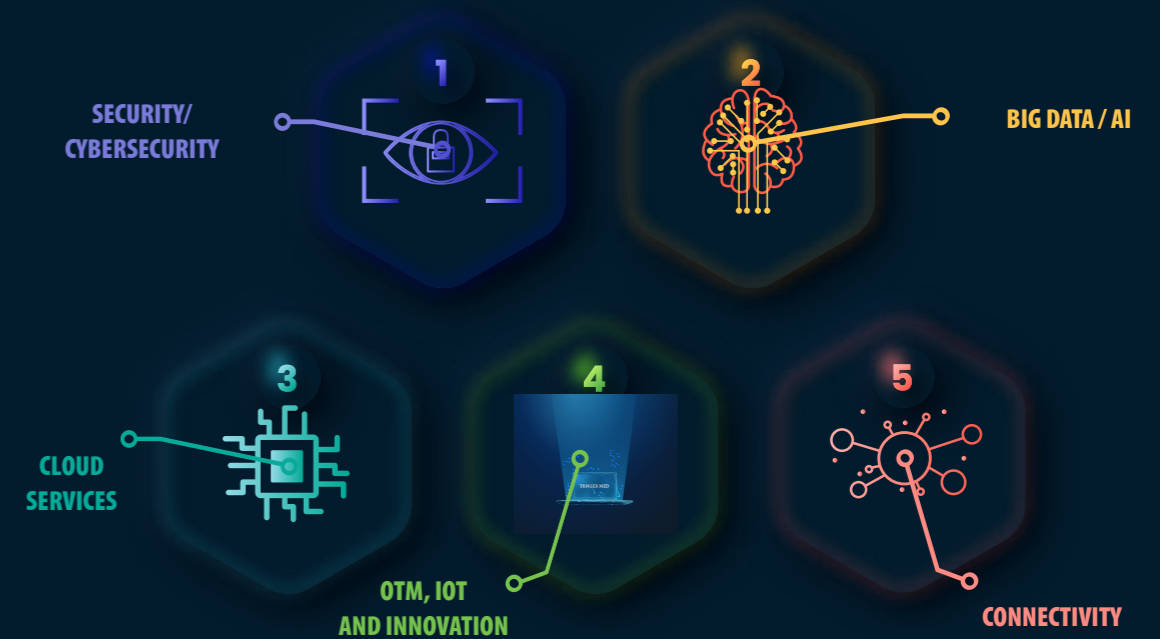
Cires Technologies, a subsidiary of Tanger Med Group, has advanced expertise in innovation in the field of safety and security, through the development of its own products and the integration of third-party products.

Its vision is based on the openness, scalability and scalability of the solutions offered while responding to the concerns of independence and technological sovereignty of its customers.

Cires Technologies' value proposition revolves around the federation of "Smart Solutions" for effective and efficient management of infrastructures, systems and the data they generate.

Cires Technologies works in the sectors of:

- ▲ Port and airport safety and security
- ▲ Urban video surveillance
- ▲ Public administrations
- ▲ Logistical and industrial business zones



PERFORMANCES CARRIED OUT IN 2022



The 2022 financial year was marked by continuity in Cires Technologies' transformation strategy, with the creation of new business clusters such as the Digital Factory and Cyber-Security.

This approach has led to a reorganization aligned with the objectives of sovereignty and technological independence, with an emphasis on innovative solutions and services.

Security

Cires Technologies has positioned itself as a major national player in the video surveillance sector, carrying out projects of great technological complexity on complex and critical sites.

Cloud Services

In parallel with the deployment of these markets, 2022 was marked by the development of new services on the Cires Technologies Cloud, offered in SaaS mode. This initiative allowed the acquisition of important new customers who were looking for this type of solutions.

Digital factory

Innovation was at the heart of fiscal 2022, with the development and sale of products 100% developed by Cires Technologies' Digital Factory and focused on "Traceability" and "Mobility".

These solutions meet the business and security needs of large national structures that have adopted these innovative solutions.

SOLUTIONS DEVELOPED BY THE **DIGITAL FACTORY** IN 2022:

TRACUP

Tracup is a 100% digital solution that offers optimal management of intervention agents. This solution offers numerous advantages for companies, agents and service providers, such as:

- ▲ Real-time monitoring of the progress of interventions and missions, thus improving efficiency and performance
- ▲ Increased overall productivity thanks to relevant indicators and a reduction in operational costs
- ▲ Effective supervision and execution of missions
- ▲ Real-time interactivity with supervisors via a mobile application, ensuring strengthened security and an improvement in the quality of service
- ▲ Optimized management and execution of tasks, with complete traceability of agents in real time

TICPAY

Ticpay is a mobile solution that optimizes the management of payments through smartphones. This solution has significant benefits for businesses and customers, including:

- ▲ An improvement in the quality of service and a increased visibility on consumption
- ▲ A simplified, fast and convenient payment experience, offering greater convenience and security to customers

RIDUP

Ridup is a 100% digital solution that allows optimal management of means and capacities of transport as well as users. This solution brings numerous advantages to companies, transport companies and users, such as:

- ▲ Optimization of transport costs
- ▲ Full traceability and total visibility on the user transport
- ▲ Improved safety and quality of service for users
- ▲ Overall efficiency and flexibility of mission execution
- ▲ Real-time interactivity with drivers via a mobile application, enabling optimum traceability and optimization of occupancy capacity, with a reduction in transport times and costs.
- ▲ Real-time interaction and interactivity with their transport and environment, with visibility on transport time and route.
- ▲ The ability to book or modify journeys in real time, while ensuring optimum safety and service quality.

TRAFFIX

Traffix is a 100% digital solution that enables automated tracking and management of traffic data at specified zones, using computer vision and deep learning algorithms.

The systems use cameras and sensors to collect real-time data on traffic flows on roads, in surveillance zones and parking lots.

This flow management solution provides intelligent answers to today's flow regulation issues, in particular:

- ▲ Detection of all types of machines and vehicles and containers
- ▲ Counting and classifying objects
- ▲ A speed calculation
- ▲ Alarm and notification management
- ▲ An identification of the containers: plate, brand, identifier...
- ▲ Detecting damage to vehicles, containers, or other types

PARTNER IN ENGINEERING



+200
ENGINEERS AND EXPERTS

LEADER
OF MARITIME TRAINING IN AFRICA

1st
AFRICAN OPERATOR IN PORT AND INDUSTRIAL
ENGINEERING

40 PORTS
SUPPORTED IN AFRICA

Tanger Med Engineering, a subsidiary of Tanger Med Group, supports its partners at every stage of their international maritime, logistics and infrastructure engineering projects. Tanger Med Engineering relies on a multidisciplinary team of engineers, all committed to applying their cutting-edge expertise to meet the needs of their partners.

Tanger Med Engineering designs technical solutions that accelerate the economic development of territories, enhance the skills of its partners' human resources and meet environmental challenges. Leveraging its expertise and commitment to excellence, Tanger Med Engineering offers tailor-made solutions to meet the unique requirements of its customers.

Tanger Med Engineering is convinced of the importance of a personalized approach and close collaboration with its partners to ensure outstanding results and long-term added value. Tanger Med Engineering's contribution to world-class projects demonstrates its key role in realizing the vision of its partners.

ADVICE
AND EXPERTISE

ENGINEERING
AND DESIGN

COORDINATION, MANAGEMENT
AND TECHNICAL ASSISTANCE

CONTROL
AND MONITORING

MAINTENANCE & ASSET
MANAGEMENT



PERFORMANCES CARRIED OUT IN 2022

Port and logistics projects



TANGER MED ENGINEERING (TME) EXTENDS ITS SERVICES TO THE PORT OF DJIBOUTI – DORALEH

TME welcomed a delegation from the Djibouti Ports and Free Zones Authority (DPZFA) and the Doraleh Container Terminal Management Company (SGTD) as part of the exchange of best practices and collaboration. The terminal managed by SGTD, with a capacity of 1.6 million TEUs and a 1050-meter-long pier with a depth of -18 to -20 meters, handled more than 800,000 containers in 2020.

TECHNICAL STUDIES OF PHASE 2 OF THE AUTONOMOUS PORT OF KRIBI, CAMEROON

Tanger Med Engineering has been selected to provide technical assistance for the engineering studies for the construction of phase 2 of the Autonomous Port of Kribi. This service demonstrates TME's expertise in carrying out in-depth studies for the development and optimization of port infrastructures. By working closely with the Autonomous Port of Kribi, TME contributes to the planning and implementation of this major port expansion, thus promoting the economic development of the region.

ORGANIZATION OF TRAINING SESSIONS IN CAPTAINCY PROFESSIONS FOR OFFICERS AND MASTERS OF THE AUTONOMOUS PORT OF DOUALA, CAMEROON

Theoretical and practical training sessions were organized for the benefit of 19 officers from the Autonomous Port of Douala. They covered topics such as port call planning and execution, marine operations and response policing (VTS and BIP), safety and dangerous goods management. TME was also asked to provide technical assistance in updating procedures and revising the organization of services at the Autonomous Port of Douala's harbor master's office.



TRAINING OF PILOTS OF THE AUTONOMOUS PORT OF DAKAR IN SENEGAL

Tanger Med Engineering provided training sessions for six pilots from the Dakar Autonomous Port. These sessions include updating the 3D modeling of the Autonomous Port of Dakar, using up-to-date nautical and geographical data, as well as training in ship handling and maneuvering in a FULL MISSION BRIDGE on the Tanger Med maritime simulator. Emphasis was placed on familiarizing pilots with new vessels and new types of propulsion likely to frequent the Autonomous Port of Dakar, as well as on carrying out emergency maneuvers to better control the risks associated with pilotage activities and optimize the use of resources such as tugs.



TECHNICAL ASSISTANCE AND MONITORING OF THE CONSTRUCTION WORKS OF THE PORT OF DAKHLA ATLANTIQUE

Tanger Med Engineering was commissioned by the Ministry of Equipment and Water for technical assistance and monitoring the construction of the new port of Dakhla Atlantique. The project includes the construction of 675 meters of -16 meter deep quays, a service quay, Ro-Ro stations, oil stations, 1.6 kilometers of -12 meter deep fishing quays, and 200 meters of ship repair quays. This project testifies to Tanger Med Engineering's expertise in large-scale port infrastructure projects and its commitment to supporting the development of the maritime sector.



SUPPORT FOR THE AUTONOMOUS PORT OF DOUALA, CAMEROON

Tanger Med Engineering and its Moroccan partner SS Group supported the Autonomous Port of Douala in the development and implementation of an environmental management system in accordance with the ISO 14001:2015 standard. The group was responsible for the following phases:

- Carrying out an environmental diagnosis and assessment of the current situation
- Establishing the context of the organization and the leadership
- Planning and support
- Implementation of operational activities
- Performance evaluation
- Preparing for certification



TECHNICAL STUDIES AND DEVELOPMENT MONITORING OF THE FNIDEQ ECONOMIC ACTIVITIES AREA

Tanger Med Engineering was responsible for technical studies and monitoring the development of the Fnideq economic activity zone. The first phase of this 10-hectare project included 76 warehouses and all the amenities and facilities required for its smooth operation. This area offers modern infrastructures adapted to trade and trading activities. Eventually, the zone will cover a total area of 95 hectares, dedicated exclusively to distribution and retail activities.



ECONOMIC ZONE OF NIAMEY, NIGER

The Government of Niger has entrusted Tanger Med Engineering with the task of carrying out a feasibility study to delineate the fundamental principles associated with the development of a special economic area in the Niamey Economic Zone. The study also aimed to identify the business model best suited to Niger's industrial development context and potential. This special economic zone is intended to foster the development of agro-industry and other manufacturing industries, as well as to house logistics and commercial facilities and infrastructure for energy production, water treatment and waste management, in order to improve resource management and promote the circular economy and inclusive industrial development.

KOSTAL

TECHNICAL ASSISTANCE AND CONSTRUCTION PROJECT MANAGEMENT OF THE KOSTAL INDUSTRIAL UNIT IN TANGER AUTOMOTIVE CITY

Technical assistance and construction project management for the KOSTAL industrial unit in Tanger Automotive City were granted to Tanger Med Engineering. This project, with a total area of 42,000 m², includes a covered area of 13,050 m².

TME supported the project owner throughout the construction phase, from the designation and contracting with the holder of the works contract to the phase of acceptance and commissioning of the industrial unit.



TECHNICAL STUDIES AND FOLLOW-UP FOR THE DEVELOPMENT OF HYPER U SHOPPING UNITS IN ZENATA AND CABO NEGRO

As part of the forthcoming opening of new HYPER U outlets in Zenata (Casablanca) and Cabo Negro (Tétouan), HYPER U's management has entrusted TME with the task of providing technical support for the project. TME was in charge of architectural and technical studies, technical control, fire safety, construction supervision, as well as building acceptance and commissioning. The projects involved a set of buildings with a floor area of 5,000 m² each.



MANAGEMENT OF THE CONSTRUCTION PROJECT OF IKEA CABO, THE 2ND LARGEST IKEA STORE IN MOROCCO

The IKEA Cabo Negro construction project was awarded to Tanger Med Engineering. With a total surface area in excess of 18,000 square meters, TME is committed to ensuring compliance with IKEA's specific quality standards throughout the construction process.



Koffi Jean Paul KOUAKOU

PILOT - Autonomous Port of San Pedro

This experience at the Tanger Med Marine Simulator was very rewarding. Thanks to the use of TMMS, I was able to realistically recreate all the situations I face in my work, which allowed me to gain valuable practical experience.

One of the most beneficial things about this training was the one-on-one sessions with the experienced pilots, which allowed me to understand and learn specific maneuvers performed on the simulator. The in-depth discussions on topics such as pivot point, piloting quality, communication, stress management and wind force calculation were extremely instructive and reinforced my skills in these essential areas.

PARTNER IN UTILITIES



+960
METERS INSTALLED

+477 000 M³
OF TREATED WATER IN 2022

99%
ELECTRICITY NETWORK
EFFICIENCY IN 2022

95%
EFFICIENCY OF THE HYDRAULIC
NETWORK IN 2022

Tanger Med Utilities, a subsidiary of Tanger Med Group, is recognized as the benchmark service provider for optimized resource management in the industrial, logistics and tertiary zones developed and managed by the Group. In addition to the services offered to companies operating in these zones, Tanger Med Utilities' mission is to support them in the management of the water, energy and waste cycle, focusing on the use and valorization of these resources, in line with Tanger Med's commitment to sustainable development and the environment.

With more than 10 years of experience and supported by institutional partners, Tanger Med Utilities offers its expertise in vital and complementary areas to a portfolio of renowned customers from various business sectors.



PERFORMANCES CARRIED OUT IN 2022



RENEWABLE ENERGIES

Construction of a solar photovoltaic park on the roof of the Tanger Med Port Center.

- Overall size: 1.3 MWc
- Estimated annual output of ~2 GWh = 2 M kWh
- Covering more than 60% of the energy needs for buildings

OPERATION AND MAINTENANCE ACTIVITIES

- Continuation of water and electricity distribution, liquid and solid waste treatment, street lighting, hygiene and cleaning services at the Tanger Med Port complex
- Start-up of operations at the Fnideq business park
- Commissioning of tertiary treatment plant (STEP) at the Tanger Med port complex and commissioning of the STEP from Tanger Automotive City.

QSE - HYGIENE AND WASTE COLLECTION

- 0 Lost-time accident
- 100% of electrical and high-rise training cycles completed
- Increased training for TMU staff (+74% compared with 2021)
- ISO 14001 System Environmental Management Certification
- Start of hygiene and waste collection operations in the Fnideq business park

ENERGY EFFICIENCY

- Replacement of 1534 light points with LED
- 55% reduction in consumption of primary energy
- 1.6 GWh reduction in the energy bill
- Emission of 1196.5 TeqCO₂
- +50% improvement in quality of lighting

ADVANCEMENT OF PROJECTS IN 2022



RENEWABLE ENERGIES

Development of a wind farm at the Tanger Med port complex

- Launch of the potential assessment campaign of the wind via the installation of a measuring mat at hill level of the port logistics zone
- Start of data collection and exploitation (Wind speed and direction, temperature, pressure...) for the purposes of site analysis and wind farm development

OPERATION AND MAINTENANCE ACTIVITIES

- Project to extend TAC's scope of activity to TAC 2 and TAC 3 in progress
- Preparation of technical, administrative and financial aspects for the start-up of operations in the Tanger Tech and Tanger Free Zone areas
- Ongoing signature of the management contract for hygiene and waste collection services in Tanger Med Port Complex
- Signature in progress of the amendment to the contract of GE maintenance and Public Lighting at the Complex Tanger Med Port

QSE - HYGIENE AND WASTE COLLECTION

- Conducting environmental impact studies and technical feasibility studies of the project of industrial waste sorting and recovery center ordinary and dangerous
- Obtaining the decision to set up the sorting and valorization center of ordinary industrial and dangerous waste at the Tanger Tech zone
- Acquisition in progress of an area of land of 15,246 m² for the construction of a center of sorting and valorization of ordinary industrial waste and dangerous waste from TMU in the Tanger Tech zone
- Construction contracts are under way and the acquisition of equipment for the center of sorting and valorization of ordinary industrial and dangerous waste at the Tanger Tech zone
- Integrated management system certification T MU according to ISO 9001, ISO 14001 and ISO 45001 standards



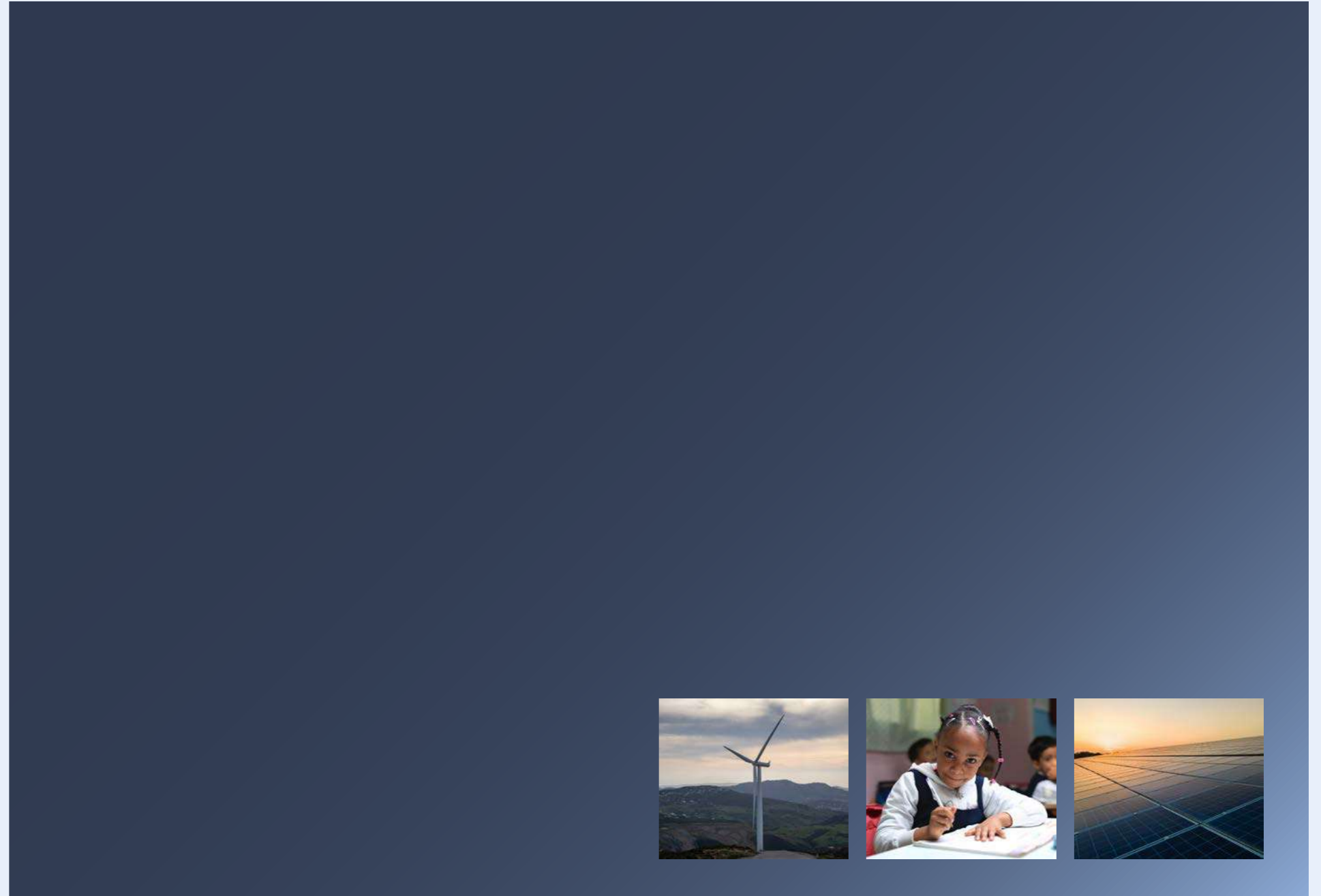
ENERGY EFFICIENCY

Supplying ships with electricity — Cold Ironing

In order to meet the sustainable development goals of Tanger Med Group and to comply with the Brest Convention, Tanger Med Utilities has launched the project to electrify the quays of the port complex in order to meet the following objectives:

- Offer a green energy service for docked ships
- CO₂ emissions avoided during stopovers of 140 KTCO₂/year
- Capacity of 52 MVA stations by 2026
- Improving the competitiveness of the Tanger Med Port Complex stopover destination

CSR





100%

PAPERLESS IMPORT-EXPORT OPERATIONS

85%

EMPLOYEES TRAINED IN DATA PROTECTION

11

PROJECTS LAUNCHED BY THE DIGITAL WAX TECHNOLOGY FACTORY

69

PROJECTS SUPPORTED BY TANGER MED FOUNDATION

36

PORTS CONNECTED PER WEEK IN AFRICA

AXIS 1

MANAGE OPERATIONS AND INFRASTRUCTURES EFFICIENTLY AND SUSTAINABLY

AXIS 2

ADOPT A GOVERNANCE STRUCTURE THAT ENABLES RESPONSIBLE DAY-TO-DAY MANAGEMENT

AXIS 3

DEVELOP HUMAN CAPITAL, INNOVATION AND IMPROVE SOCIAL AND ECONOMIC IMPACT

AXIS 4

CONTRIBUTE TO THE SUSTAINABLE DEVELOPMENT OF THE REGION THROUGH AN INCLUSIVE APPROACH

AXIS 5

HELP INTEGRATE THE REGION INTO THE INTERNATIONAL SUPPLY CHAIN

KEY FACTS 2022

AXIS 1

MANAGE OPERATIONS AND INFRASTRUCTURE
EFFICIENTLY AND SUSTAINABLY

SAFETY AND SECURITY

Dematerialization of the authorization and work permit portal for construction sites, reducing the approval time from 60 min in 2021 to 12 min in 2022.

9 information safety training programs launched in 2022, benefiting over 400 employees.

New Safety Brigade station: more than 3,000 interventions by 2022 and 12 emergency simulation exercises

EMERGENCY MEDICAL SERVICES FOR THE PORT COMMUNITY

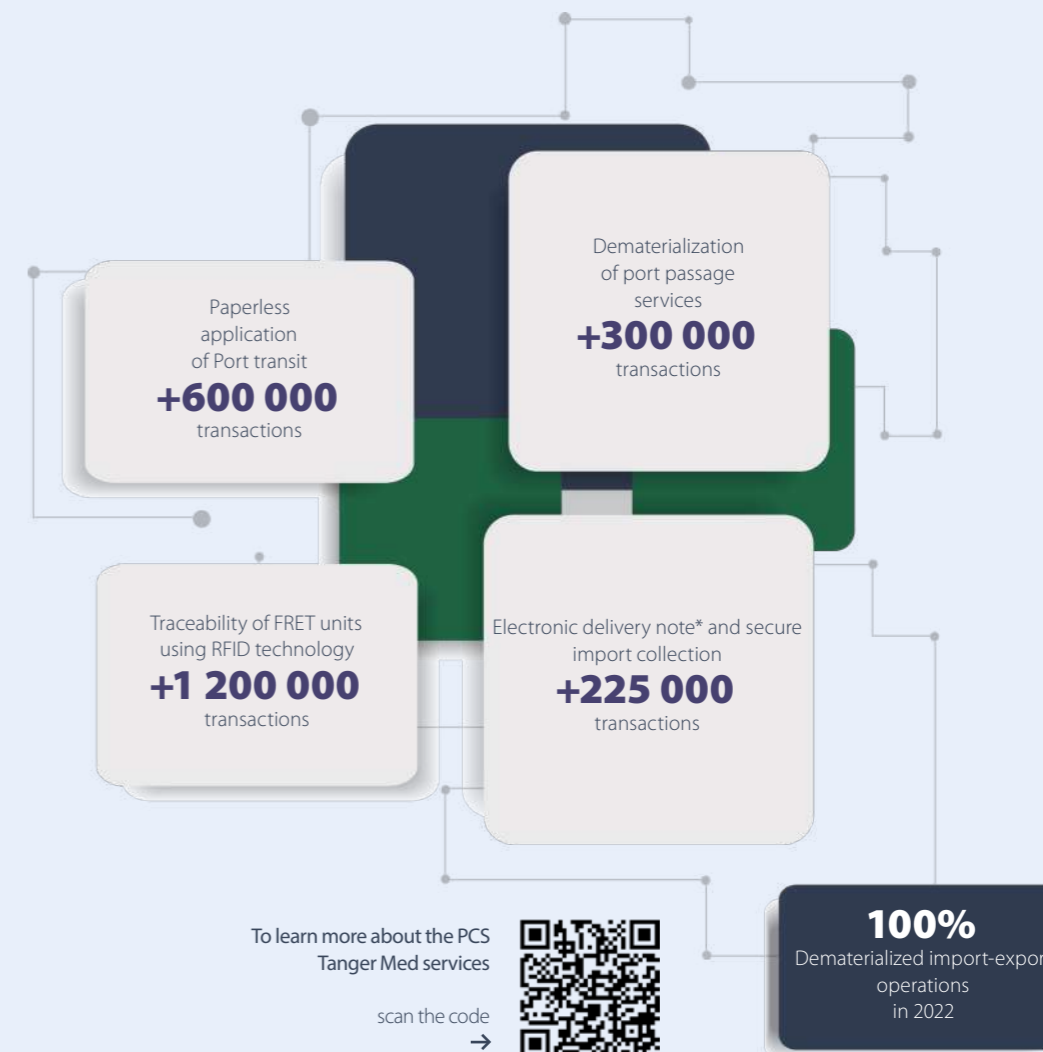
The health center at the Tanger Med Port Complex is fully equipped and staffed by a team of doctors and nurses who are always on call. Emergency protocols have been put in place for rapid and effective intervention in the event of injury or illness.

Trained and equipped first-aid teams are also available 24 hours a day to respond to medical emergencies and provide basic medical care before patients are transported to an advanced care center.



DIGITALIZATION AND SUSTAINABILITY

Main milestones in dematerialization at the port level.



TOTAL DIGITALIZATION OF THE PURCHASING PROCESS

As part of its drive to digitalize its business processes, Tanger Med Group has embarked on the latest phase in the paperless purchasing process.

At the end of this transformation phase, two new features were introduced to the Tanger Med purchasing portal. In January 2022, we switched from a hybrid format (paper or online) to an exclusively digital submission system for consultations and calls for tender. This will be followed in June 2022 by the online submission of invoices and receipt of orders via the portal.

Today, the purchasing process is digitized from end to end, simplifying administrative procedures for suppliers who, with just a few clicks, can:

- ▲ Register in one or more business sectors
- ▲ Tender for consultations and invitations to tender
- ▲ Monitor the execution and receipt of orders
- ▲ Edit attachments and statements
- ▲ Submit invoices
- ▲ Follow payment deadlines

Implementation of the electronic signature for purchase orders and digital initials in January and April 2022

Digital order desk: 13,626 cases processed and +377 users in 2022

CERTIFICATIONS OBTAINED IN 2022

CEDRE AGREEMENT

The agreement between the Tangier Med Port Authority (TMPA) and CEDRE, to be implemented in 2021, aims to combat marine pollution by providing response assistance, technical support and training for response teams.

The terms of this agreement are scrupulously respected, and every year a CEDRE delegation visits the site to carry out a range of activities, including training response teams, planning and carrying out preparedness and response exercises, and the annual technical verification of marine pollution response equipment at the Tanger Med port complex through on-site inspections, visits and tests.

GROUP CERTIFICATIONS MEETING QUALITY, SOCIAL AND ENVIRONMENTAL REQUIREMENTS

Tanger Med Group is a major player in the port, logistics and industrial sectors in Morocco. It is committed to providing quality services while respecting environmental and social standards.

To meet these requirements, the Group has decided to have its entities certified to several standards: ISO 9001 for quality, ISO 14001 for the environment, ISO 55001 for asset management and the CSR label for Corporate Social Responsibility.

RENEWAL OF THE CERTIFICATION FOR ASSET MANAGEMENT "ISO 55001"

Thanks to its strategic position and its development, the Tanger Med port complex needs to make the most of its port assets.

To this end, Tanger Med Port Authority (TMPA) is continuing its deliberate, proactive approach to implementing an asset management policy that is in line with TMPA's vision, strategy and IMS (Integrated Management System) policies, and is based on the following pillars:

- ▲ Optimize the availability of operating tools
- ▲ Continuously adapt the information system in order to have all the information in real time for monitoring and controlling the life cycle cost which aims to facilitate decision-making
- ▲ Continuously adapt infrastructures and equipment to the needs of TMPA and interested parties
- ▲ Streamline asset management resources throughout the life cycle
- ▲ Preserving the safety of port goods and users

This policy is the benchmark for TMPA's asset management, and all its entities, employees and partners are invited to adhere to it in order to guarantee the proper management of Tanger Med's assets and control of the risks associated with asset management.

TANGER MED UTILITIES OBTAINS CERTIFICATION "ISO 14001:2015"

Tanger Med Utilities (TMU) has certified its environmental management system for the scope of "electricity distribution, drinking water, sanitation management, waste collection and multi-technical maintenance" according to the ISO 14001 version 2015 standard after having passed an audit on the examination of the processes and procedures implemented. The expertise acquired over the years has enabled TMU to offer a wide range of scalable services to meet market needs.

MEDHUB OBTAINS "ISO 14001:2015" CERTIFICATION

Port logistics zone operator MedHub has received certification of its Environmental Management System (EMS) for the "Development, commercialization and management of activity zones" perimeter, including the "Port Logistics Zone" and the "Tanger Med Port Center" according to the ISO 14001 version 2015 standard.

This certification was obtained following an in-depth audit of the processes and procedures implemented by MedHub in these two business areas.

EMS certification for these activity zones testifies to the importance MedHub places on the environmental management of its operations. It also demonstrates its determination to continue improving its environmental performance and to help create a more sustainable world for future generations.

RENEWAL OF THE "ISO 27001" CERTIFICATION

Tanger Med was able to renew its ISO 27001 information security certification, attesting to its commitment in this area.

To recall that the Information Security Management System provides governance for information systems security, and aims to protect the company's digital and information assets.

AXIS 2

ADOPT A GOVERNANCE STRUCTURE THAT ENABLES RESPONSIBLE DAY-TO-DAY MANAGEMENT

Today, all our bodies adhere to the principles of transparent, fair and responsible governance, in compliance with legal and regulatory provisions, notably the code of good governance for public companies and establishments.

RESPONSIBLE PURCHASING MANAGEMENT

Responsible Purchasing policy

The Group's Responsible Purchasing policy is reflected in the following commitments:

- Set up a selection process based on open and competitive consultations or calls for tender with equitable treatment
- Ensuring transparency in selection and award processes
- Ensuring the protection of information and confidentiality
- Ensure strict application of contractual requirements
- Respect the environment and help preserve resources and biodiversity
- Contribute to local development by supporting small businesses
- Use total cost of ownership analysis for relevant purchases
- Pay our suppliers according to their contractual terms and conditions
- Ensure that our suppliers are not in a situation of excessive economic dependence on Tanger Med.

15 suppliers audited in CSR in 2022 and more than **2,400** listed on the purchasing portal

RESPONSIBLE PURCHASING CHARTER

The "Responsible Purchasing Charter" is distributed to suppliers and sets out the rules governing the Group's relations with its suppliers.

- I.** The supplier is invited to promote and respect the protection of international human rights law.
- II.** The supplier is called upon to respect freedom of association, to eliminate all forms of forced or compulsory labor, to abolish child labor and eliminate all discrimination in employment, and to comply with regulations on remuneration.
- III.** Guaranteeing freedom of association and trade unions
- IV.** The supplier is invited to adopt the precautionary principle and to take initiatives in the face of environmental impacts, favoring the use of environmentally-friendly solutions.
- V.** The supplier is asked to fight corruption in all its forms, including extortion.
- VI.** The supplier is requested to respect the collection and use of personal data.

RESPONSIBLE HANDLING OF DATA

85% of our employees are trained in data protection



AXIS 3:

DEVELOP HUMAN CAPITAL, INNOVATION AND IMPROVE SOCIAL AND ECONOMIC IMPACT

HUMAN CAPITAL AND PERFORMANCE

92% of the Group's training plan completed.

+87 employees recruited and 171 interns welcomed in 2022.

+900,000 resources available on Tanger Med E-learning.

13 training sessions related to Occupational Safety and Health risks benefiting more than 130 employees in 2022.

WELL-BEING AT WORK

The Group offers its employees, either directly or through the Association des Œuvres Sociales de Tanger Med, a number of benefits designed to promote well-being and social cohesion. The actions revolve around 5 axes:

Summering

Summering at Tanger Med, reimbursement or granting of a summering allowance

Culture

Discounts on artistic workshops, distribution of free tickets for artistic events (shows, festivals, etc.).

Sport

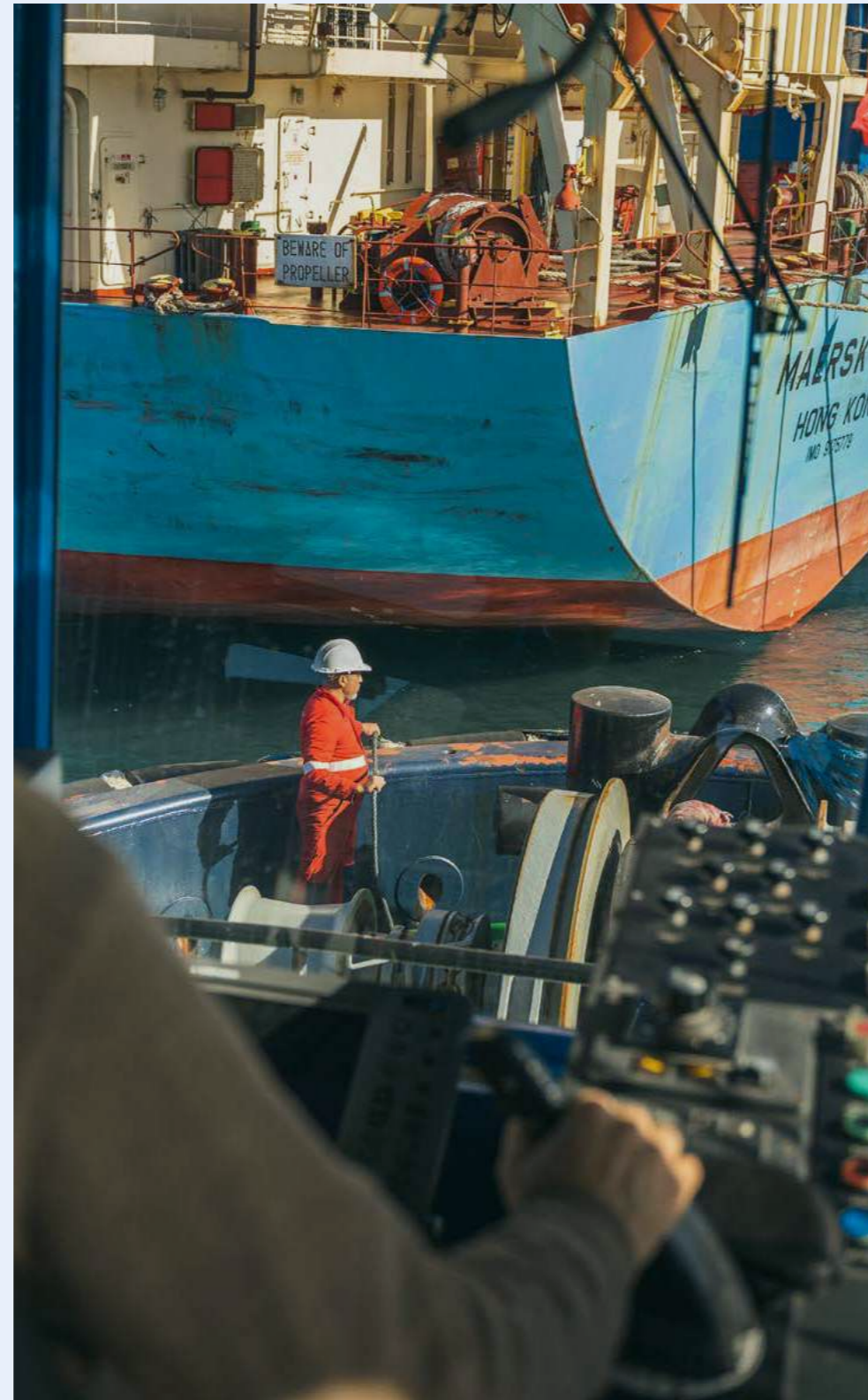
Reimbursement of sports membership fees, organization of tournaments and hikes, free tickets for sports matches, provision of free pitches...

Social and Family

Vacation camps for children, excellence bonuses for children, support for children with special needs, 0% interest loans...

Loans and Agreements

Partial payment of interest on home loans, preferential agreements with more than 44 banks



PARTICIPATION IN THE FORUM HORIZON MAROC, A MEETING PLACE FOR TALENT

Tanger Med's participation in the 26th edition of the Forum Horizons Maroc (FHM) was a unique opportunity for the Group to reinforce its attractiveness to Moroccan graduates and executives from France.

Organized by the Association AMGE-Caravane, the FHM is a must-attend event for employers and talent. It supports the professional integration of young graduates and executives from France, while promoting the Moroccan job market.

The 26th edition of the FHM was held on May 29, 2022 at the Espace Champerret in Paris, in the presence of numerous partners such as OCP, CDG CAPITAL, BANK OF AFRICA, ORANGE, INWI, CAPGEMINI, INTELCLIA, IAM, CENTRALE DANONE, CREDIT AGRICOLE, MASEN, LYDEC.

The Group's HR teams presented the Group's activities, as well as its commitments in terms of employment, sustainable and territorial development, and its projects and ambitions for the future.

INNOVATION AND PROMOTING EMPLOYMENT

INITIAL PHASE OF THE VSE AND MICRO-BUSINESS SUPPLIER SUPPORT PROGRAM

The Group has set up a development program for very small businesses and micro-businesses in the Tangier-Tetouan and Fahs Anjra regions to support their development.

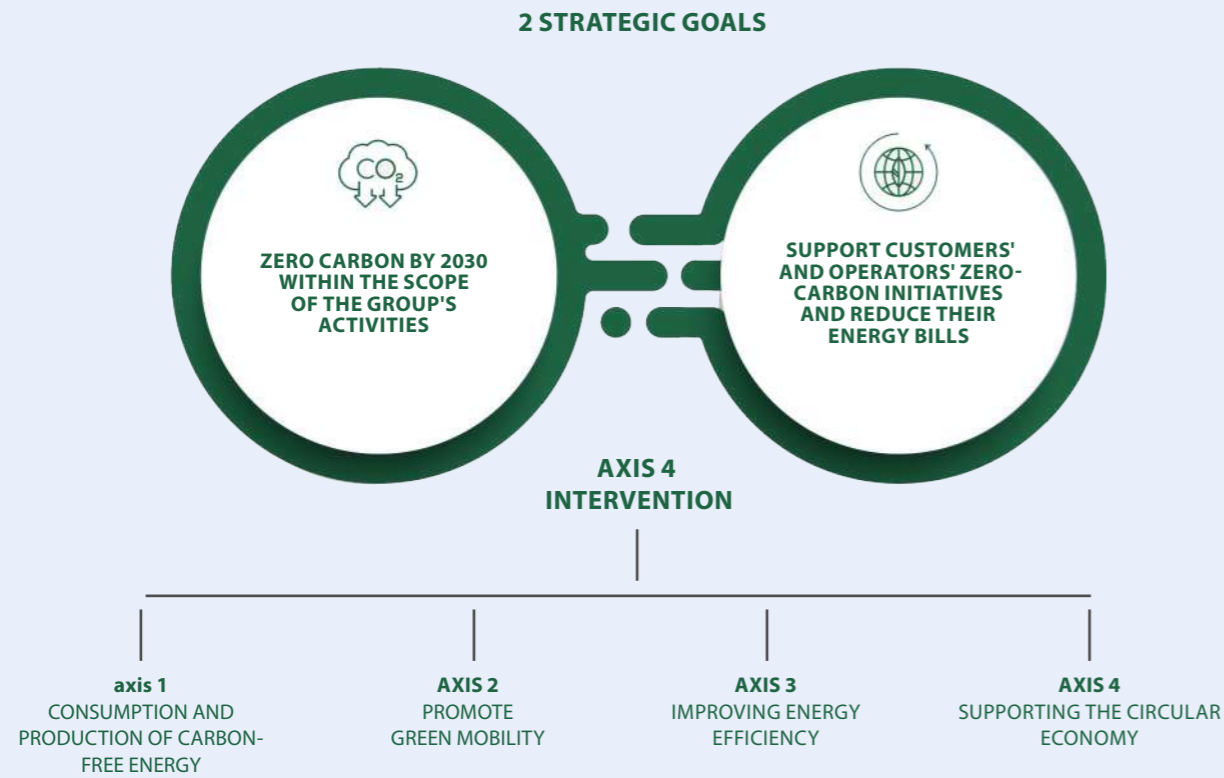
The aim is to support 57 suppliers by offering them assistance in areas related to the activities of Tanger Med Group. To this end, a program of pre-selection and training themes has been drawn up.

AXIS 4

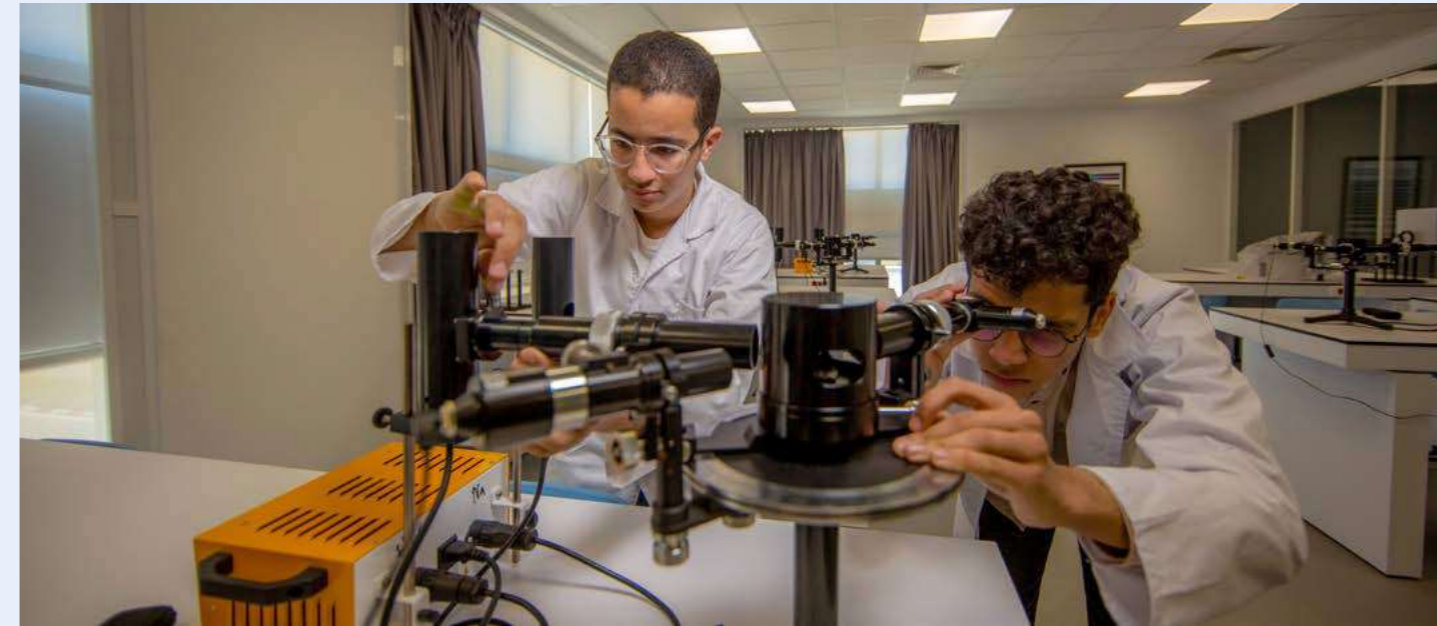
CONTRIBUTE TO THE SUSTAINABLE DEVELOPMENT OF THE REGION THROUGH AN INCLUSIVE APPROACH

GROUP ENERGY TRANSITION

The race to decarbonize is now underway worldwide, affecting all sectors of the economy, especially industry and transport. As a logistics and industrial player at the heart of global supply chains, Tanger Med Group has defined an ambitious roadmap for energy transition, targeting two strategic objectives that can be implemented through 4 areas of activity.



- Development of a photovoltaic park on the roof of the TMPC with a capacity of 1.95 MW
- Launch of a study for the deployment of an "Onshore Power Supply" infrastructure to connect ships to shore power.
- Green Marsa Maroc program: installation of photovoltaic power plants at the ports of Casablanca and Mohammedia, increasing their green energy consumption by up to 10%.
- 100% of the Port of Casablanca's Freight-Forwarding Division's energy needs covered by solar power



THE LYCÉE MÉDITERRANÉEN, A SCHOOL OF EXCELLENCE DEDICATED TO THE MOST DESERVING STUDENTS

The Lycée Méditerranéen aims to prepare high-potential Moroccan students for competitive entrance exams to Moroccan and French Grandes Écoles d'Ingénieurs.

LYMED is based fundamentally on the values of excellence, ambition, belonging and caring. All of its students receive scholarships, so they evolve in an inclusive, socially mixed environment that fosters respect for diversity and the promotion of equal opportunity, where only their efforts and merit count.

With LYMED, the Group has taken a new step forward, helping to establish a foundation of sustainable excellence in the Nord region and nationwide.

LYMED LAUNCHES ITS SELECTION CAMPAIGN FOR THE ACADEMIC YEAR 2022 - 2023

The scientific preparatory classes of excellence supported by Tanger Med Group and its Foundation have launched a selection campaign for the 2022-2023 academic year. Organized in Roadshows, the aim was to introduce the Lycée Méditerranéen (LYMED) and the preparatory classes system to as many deserving baccalaureate holders as possible.

The teams have travelled to different regions of the Kingdom to visit a number of high schools and present the LYMED model of excellence, while helping to inform high school graduates about the career opportunities available to them.



STUDENTS VISIT THE TANGER MED PORT COMPLEX

Tanger Med Group encourages the creation of synergies between the entities in its ecosystem. Based on this vision, the students of the first class of LYMED went to the Tanger Med port complex where they were able to discover the Group's infrastructures and jobs. It's an opportunity to inspire new vocations and give students a glimpse of the wide range of opportunities available to them in Morocco.

The visit to the port complex is the preparatory students' first immersion in a professional environment. An educational outing that helped them choose a subject for their TIPE (Travaux d'Initiative Personnelle Encadré) on the theme of the City, and to get closer to the Group's engineers.



LYMED IS BACK IN SCHOOL AND WELCOMES A NEW CLASS OF STUDENTS

Accompanied by their families, the new students were welcomed at the beginning of September by the school team. They discovered the campus, its infrastructure and facilities, and then settled into the boarding school where they will stay for the duration of their studies.

Students from the first class were keen to anticipate their arrival at the school to help welcome their future classmates: belonging to the institution is becoming a reality. This value, along with Benevolence, Ambition and, of course, Excellence, form the pillars of the educational model implemented by LYMED.

There are now almost a hundred students studying in the four open classes: two first-year MPSI classes, and two second-year MP and MP* classes. In addition to merit and social background, parity is also an important selection criterion at LYMED, where more than a third of the students are girls in a strongly male-dominated field.

After two days of scientific and literary placement tests, a team-building day was organized on Sunday September 4 in Tangier's diplomatic forest, to help the students adapt to their new environment and create a supportive and caring dynamic between the students and the supervisory team. On the program: sporting challenges, exchanges over a delicious meal, and fun activities ending with a swim in the Atlantic Ocean, under the strict supervision of the guides.

96 students
10 regions represented

35% of girls
65% of boys
15% from a disadvantaged background
25% from the North Region

LYMED CONTINUES THE TRADITION OF "HORIZONS" CONFERENCES

Launched shortly after the creation of LYMED, the Horizons conferences are now a tradition appreciated by all. It's an opportunity for students to share their experiences with a wide range of inspiring speakers, all driven by a culture of excellence and transmission. It's around these discussions that students learn to share experiences, speak in public and broaden their vision of the world.

The first presentation of the 2022-2023 school year was given by Mr. Ismail El Halloui, Engineer and Professor in the Mathematics and Industrial Engineering Department at École Polytechnique de Montréal. On this occasion, Mr. El Halloui shared his experience as a student in Canada and presented the opportunities offered by industrial engineering. This was followed by a videoconference held by Mr. Salah Saadou, Professor of Software Engineering and Programming at the Université Bretagne Sud. Over the course of the morning, Mr. SAADOU looked back on his academic and professional career, and spoke about the opportunities offered by cybersecurity, a buoyant sector with a high demand for talent.

The Horizons 2022 lecture series ended with a talk by Mr Isam SHAHROUR, Professor and Director of the Civil Engineering and Geo-Environment Laboratory at the University of Lille. His presentation, focusing on the "Smart City", particularly caught the attention of the second-year students whose TIPE (Travail d'Initiative Personnelle Encadré) project focuses on the theme of the city.



1337 MED SCHOOL: LEARN DIFFERENTLY

Building on the success of its two 1337 campuses in Khouribga and Ben Guérir, Tanger Med Group, through its Foundation, is creating a third campus, called "1337 MED", in partnership with Université Mohammed VI Polytechnique (UM6P) and Ecole 42.

School 1337 offers totally free training in computer development and coding, accessible to all, with no prerequisite diploma or computer knowledge, and open 24/7.

Just an hour from Tangier and close to Cabo Negro, 1337 MED covers an area of 2,000 m² and comprises several collaborative, modular spaces steeped in geek culture, plus 12,000 m² of sports facilities.

The school's pedagogy is based on three essential pillars: Peer Learning, a methodology that emphasizes peer-to-peer learning and collective intelligence; gamification, which is based on a progression similar to that of a video game, with access to higher levels for each skill acquired; and finally, decompartmentalization of time, allowing each student to progress at his or her own pace, in an autonomous and individualized way.



With a view to improving employability, and in particular the professional integration of young workers, 1337 MED is helping to align the digital skills required by the job market with the actual availability of these skills in the country's second-largest economic hub. The students, all of whom receive scholarships, are also awarded a living allowance according to their results, boosting the local economy in the process.



1337 MED WELCOMES ITS FIRST CLASS

After welcoming two swimming pools and over 300 applicants, the third 1337 campus, supported by Tanger Med Group in partnership with Mohammed VI Polytechnic University (UM6P) and Ecole 42, opened its doors on September 28, 2022.

The first class of the 1337 MED campus has a total of 200 students, and is part of the school's strategy to expand its network in order to give as many young people as possible access to training in the field of IT development. The 1337 MED campus also contributes to building a foundation of excellence in the northern region, attracting young talent from all over the country and promoting their employability in an increasingly digitalized economy.

Since its launch, a number of companies have expressed their interest in the training program and in the school's future graduates. They didn't hesitate to visit the campus facilities, but above all to gain a better understanding of the 1337 pedagogy and the skills developed by its students. These visits once again confirmed the relevance of such training to the digital transformation of companies in the Tanger Med ecosystem.



1337 MED LAUNCHES ITS FIRST POOL

In March 2022, the 1337 MED coding school launched its first two "pools", each lasting four weeks, during which candidates were able to code 24/7. The "pools" are the school's main entrance exam, and represent a crucial stage in the selection and admission process. After passing online tests and check-ins, candidates registered for the pools on a first-come, first-served basis were invited to join the 1337 MED campus, among thousands of other aspirants.

More than 300 candidates from all over the Kingdom took part in a series of practical tests spread over a period of one month without interruption. This decisive phase enabled us to identify the most motivated candidates, while confirming their aptitude for IT development. A true human experience, this stage also reveals their appetite for the school's unique and innovative teaching methodology.

200 students joined the 1st promotion

+12 companies visited the campus

300 candidates participated in the "pools"

STUDENT EVENTS THAT STRENGTHEN TIES AND LEARNING

Learning by connecting is part of 1337's DNA, and events such as Web 3 Days help develop this spirit. On October 24, the 1337 MED campus welcomed former 1337 students, now co-founders of Blockchain services company "Hyperspace". Over the course of a day, students were able to discuss the key role of "Blockchain" and "Web3" technologies in data security and protection. Beyond the technical aspects, the speakers shared their personal experiences on leaving 1337. It's an opportunity for students to get a real feel for the different opportunities open to them once they've completed their studies.

Also as part of its commitment to learning through exchange on key technological trends, the Université Mohammed VI Polytechnique (UM6P) organized the "1337 Metaverse Day" at Ben Guérir on December 14. An opportunity for over 80 students from 1337 MED to discover the technologies of tomorrow's world and their application to our daily lives.

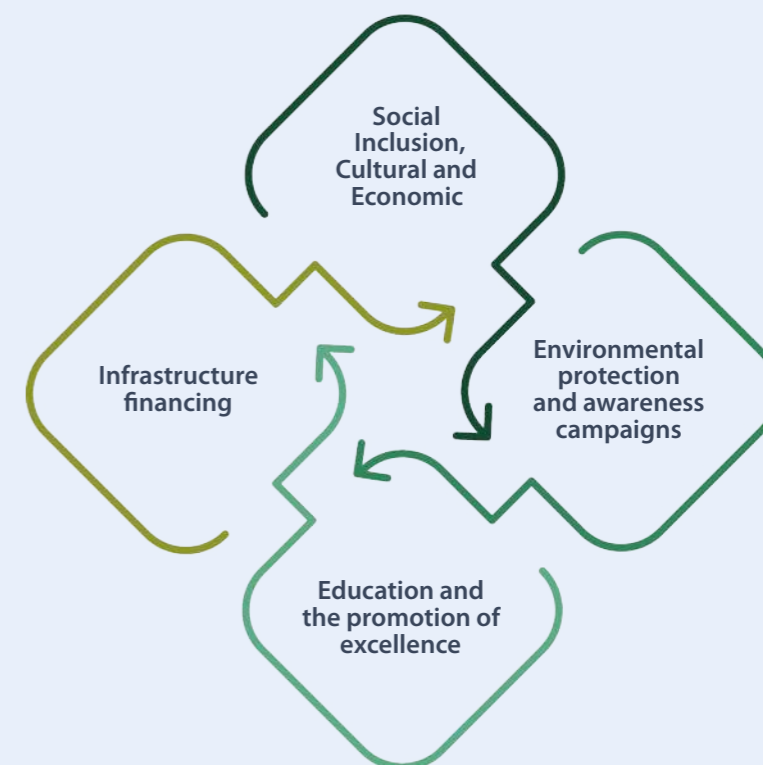
Participants attended presentations and workshops led by over 16 experts, as well as simulations to familiarize themselves with "Metaverse", "Web3" and "AR/VR" technologies. In front of an audience of over 700 participants, the event was also an opportunity to highlight the economic, regulatory and ethical implications raised by these new technologies. Moreover, there is a time for everything and for everything. A time to code, a time to experience student life differently 1337 MED was no exception with its first Halloween party. Under the neon lights, the coding area was transformed, as creatures of all kinds paraded around.

The campus also saw the creation of its first football championship. All these events show that the talent and creativity of 1337 students doesn't stop at their screens. It was in this same spirit that the campus created its first Football League, which brings together students motivated by sport, a school of life for surpassing oneself. The first match was held in November, and further meetings will be organized in 2023.

TANGER MED FOUNDATION, AT THE HEART OF THE REGION

As a player in regional development, Tanger Med Group, through its Foundation, is committed to and participates in the deployment of structuring projects in favor of local communities and their integration into a project of national scope. To fulfill its mission, Tanger Med Foundation is actively working in the field to deploy infrastructures and actions in favor of the emergence of new social development models.

It provides relevant and sustainable solutions in the following areas:



Since 2008, Tanger Med Foundation has carried out nearly **900** development projects benefiting over **570,000** beneficiaries. By 2022, it has signed almost **70** agreements covering its various areas of activity.

INCLUSION, SOCIAL, ECONOMIC AND CULTURAL

PROFESSIONAL INTEGRATION PLATFORM YOUNG PEOPLE FROM FAHS ANJRA

The professional integration of young people from rural areas and the development of local skills are crucial local issues for the Group and its ecosystem.

The platform to support young people in the Fahs Anjra Province in their job search was launched in 2020 thanks to a partnership agreement signed between Tanger Med Foundation, the Fahs Anjra Province and ANAPEC, aimed at promoting employment and developing the local economy.

In response to the growing needs of young people seeking employment, new buildings have been constructed to accommodate them in conditions conducive to learning. The project has mobilized a steering committee comprising INDH, Tanger Med Foundation, APDN, ANAPEC, OFPPT, ODECO, CRI and FRDISI (Fondation de Recherche, Développement et d'Innovation en Sciences et Ingénierie). In 2022, the platform broadened its scope by welcoming new partners, including MASEN and the Chamber of Commerce and Industry of the Tangier-Tetouan-AI Hoceima Region.

Since its creation in 2020, the youth integration platform has welcomed **3,193** people, including 1,034 in 2022, spread across the province's **7** communes.

LAUNCH OF TRAINING PROGRAM FOR SCHOOL SUPPORT STAFF (AVS)

The Foundation launched the 2nd edition of the training program for school life assistants (AVS) in collaboration with the Association Enfants du Paradis and the Tangier Provincial Departments of the Ministries of Education and Health.

The aim of the program is to train young AVSs to accompany mentally handicapped children in the region, acting as mediators and facilitators in favor of the children's inclusion in their school and extracurricular environment. The project also responds to the need for families to have access to qualified resources to help them cope better with disability on a day-to-day basis (exhaustion of guardians, social isolation of the child, etc.).

Over the period from October to May 2022, 10 young women benefited from 120-hour training modules led by experts: psychologist, neurologist, education specialist, sociologist, psychomotricist, jurist, etc. The program is proving a real success, with a 100% employability rate for all graduates of the first class.



10
AVS trained

100%
employability



THE FOUNDATION SUPPORTS WOMEN'S COOPERATIVES

In partnership with the Office de Développement de la Coopération (ODCO), Tanger Med Foundation has decided to support two cooperatives as part of the 3rd edition of the "Lalla Al Moutaawina" National Prize for the Best Idea for the Development of a Women's Cooperative Project, launched by the Ministry of Tourism, Handicrafts, Air Transport and Social Economy on the occasion of World Women's Rights Day.

At an official ceremony held in Rabat on Tuesday, March 08, 2022, the Foundation awarded two cooperatives a grant to cover their investment and/or operating costs. The first is Poisson Bleu, a Fnideq-based cooperative specializing in the manufacture of fishing nets. The second is Åarouss Fahs Anjra, based in Fahs-Anjra and active in traditional weaving.

Poisson Bleu is made up of the wives of fishermen from Fnideq, heavily affected by the closure of the Sebta border crossing and the COVID-19 health crisis. The cooperative regularly supplies the Fnideq fish landing point with eco-friendly fishing nets. The Åarouss Fahs Anjra cooperative brings together rural women who make traditional weavings, a know-how handed down from generation to generation.

2
women's
cooperatives
subsidized in 2022

14
female
beneficiaries

KHMISS ANJRA WEAVING TRAINING PROGRAM



Tanger Med Foundation has implemented a weaving training program for the women of Khmiss Anjra, with the aim of aligning their creations with market needs while capitalizing on ancestral know-how.

The project involves training beneficiaries in contemporary weaving techniques and the creation of high-quality collections that meet market standards. The Foundation has chosen to associate this program with Soumiya Jalal, an artist-designer specializing in weaving. In particular, it provides training, supervision and support for young beneficiaries in its workshops in Marrakech and Khmiss Anjra.

In addition to training, the Foundation will support beneficiaries in canvassing and networking, essential steps in acquiring new customers. This program will ultimately respond to the Foundation's desire to promote fair trade and enhance the value of local know-how and skills.

40
women benefiting from subsidized training in 2022

TRAINING AND SUPPORT OF PEOPLE WITH HEARING DISABILITIES

Tanger Med Foundation has renewed its partnership with the Association des Sourdoués, which promotes the inclusion of people with hearing impairments.

Emphasis was placed on training in sign language, an essential form of communication for independent interaction. Artistic expression workshops and introductory computer courses have also been launched to help them integrate into society.

31
hearing-impaired persons benefiting from the training and support



PROMOTING SPORTS IN RURAL AREAS

Territorial sports activities are promoted by Tanger Med Group Foundation, which works for territorial development in the areas covered by the Fahs Anjra Province, but also within the Northern Region.

The Foundation supports a number of sporting initiatives to promote the values of sport among local populations:

- Support for douar sports teams, such as the Chraka soccer team, 37 of whose 60 members are now taking part in national tournaments.
- The organization of sporting events such as the Melloussa women's race and the local athletics competition;
- Donations of sports equipment, notably in partnership with the Décathlon operator based in the Medhub port logistics zone, to distribute sporting goods to the local population, particularly youngsters, and encourage them to take up sport on a regular basis. This year, the Foundation organized the donation ceremony in collaboration with some twenty local associations who helped to identify the most needy beneficiaries, including the Tangier sports high school and the "Nasr Ghdir Dafa" association.

The year 2022 also saw the launch of the Dalia Sailing School, also supported by Tanger Med Foundation.



SUPPORTING SPORTS ACTIVITIES, A MAJOR DEVELOPMENT LEVER FOR THE COMMUNITY

Tanger Med Group supports sporting activities for the values they convey and the physical and mental well-being they bring to the community. They also help build skills such as leadership and commitment.

On a social level, sport fosters the creation of supportive communities and stimulates socialization, bringing together people from different backgrounds and fostering a sense of unity. Sport is also an educational tool, teaching skills such as leadership and perseverance, and can have a considerable economic impact, contributing to local economies and creating jobs. Finally, sport has a cultural dimension of great importance, as it reinforces national identity and the cultural values of fairness, respect and equality.

Aware of these challenges, Tanger Med Group spares no effort to support the various individual and group sporting activities and to assist athletes in national and international competitions: Soccer, basketball, handball, water sports, extreme sports, golf, etc. are just some of the disciplines covered by established partnerships.

By supporting these disciplines, Tanger Med Group contributes to social cohesion, particularly among young people. Bringing together people from different social backgrounds, sport strengthens the sense of community and belonging by fostering team spirit and cooperation.

TANGER MED FOUNDATION LAUNCHES THE DALIA SAILING SCHOOL

In January 2022, Tanger Med Foundation launched the Dalia Sailing School to introduce children from the Fahs Anjra province to sailing. The school, built on a 900 m² site, includes a classroom, changing rooms, storage sheds and an outdoor area. The school has 10 Optimists, a zodiac boat, sailing suits and life-saving equipment.

Open all year round, the school welcomed its first class of 287 students for three terms in 2022. The summer term is dedicated to talents trained and sponsored by Tanger Med Foundation, as well as to the children of members of Tanger Med Social Works Association.

A partnership agreement has been signed between the Dalia Water Sports Association, which manages the school, and the Provincial Directorate of the Ministry of Education in Fahs Anjra, with a view to benefiting pupils from schools in the area.

SPORTS, A LEVER FOR SOCIAL INTEGRATION

As part of its global sports promotion program, the Foundation also supports the regional and national sports initiatives mentioned in Commitment 2.1, which promote social integration.



Children benefit from theory lessons, environmental awareness workshops and outdoor learning games. They are also trained in the preparation and storage of sailing equipment, and are immersed in real-life situations during sea outings. Through regular introductory sailing courses, the program makes water sports accessible to children from rural areas, while promoting their personal development. Transport is also provided for children living in rural areas.

Since its opening, the teams have witnessed the birth of real vocations in children with exemplary attendance records. In addition to the children's classes, the year was punctuated by several events and competitions.

ORGANIZATION OF THE FIRST REGATTA AT DALIA BEACH

Under the patronage of the Royal Moroccan Sailing Federation (FRMV) and in collaboration with Tanger Med Foundation, the Dalia Water Sports Association organized its 1st statutory regatta from September 09 to 11, 2022 at Dalia beach, located near the Tanger Med port complex.

This sailing event is a first of its kind in the Optimist-mixed and ILCA 6 series. The Optimist-mixed series is a sailing boat category in which children under 16 can compete with adults over 16. The boats used were Optimists for the kids and ILCA 6s for the adults, and the sailors took on a new adventure on a stretch of water they'd never experienced before. The competition was attended by the majority of FRMV-affiliated clubs, representing over 70 participants.

The regatta was governed by the Racing Rules of Sailing (RRS 2021-2024) as well as the provisions of the Optimist and ILCA classes.

The winners of the competition are the Club Marine Royale de Casablanca for the Optimist series and the Yacht Club d'Agadir for the ILCA 6 series. The awards ceremony was attended by representatives of the FRMV federal committee from various cities, including Agadir, Mohammedia, Rabat, Casablanca, Tangiers and M'diq. Local authorities and Tanger Med Foundation were also present at the event.

TANGER MED FOUNDATION SUPPORTS THE CROSSING OF THE STRAIT OF GIBRALTAR BY THREE MOROCCAN SWIMMERS

Tanger Med Foundation supported Moroccan champion Hassan Baraka in his crossing of the Strait of Gibraltar with two Moroccan amateur sportswomen: Samia Benchekroun, Fakhita Drissi. The champion accompanied the two young women in their preparation, a crucial step before taking to the water.

Organized in collaboration with ACNEG (Asociacion del Cruce a Nado del Estrecho de Gibraltar), the crossing departed from Tarifa in Spain and arrived at Dalia beach, near the Tanger Med port. On arrival, the swimmers were greeted by children from the Dalia sailing school and beachgoers. Remember that swimming across the Strait of Gibraltar is one of the 7 most difficult crossings in the world (counting towards the Ocean Sevens challenge, equivalent to the Seven Summits in mountaineering). It's an opportunity for youngsters to learn the value of surpassing themselves through sport.

PARTICIPATION IN NATIONAL COMPETITIONS

The Dalia Sailing School has taken part in numerous regattas organized by various sports associations affiliated to the Royal Moroccan Sailing Federation, in addition to training sessions and courses run by nationally renowned coaches. The efforts made soon bore fruit, as witnessed by the victory of two beneficiary children in two national competitions.

■ Souhaib Tallal by Ksar AlMajaz and educated in Oued Souhaib Tallal from Ksar AlMajaz and a student at Oued Ghlala who took 2nd place in the Moroccan Championship in the Benjamin category - Bouergrag Regatta;

■ Yassine Elouafi from Ksar AlMajaz and a student at Oued Ghlala, who came 2nd in the Moroccan Championship in the Benjamin category - EL Massira de Mdik regatta and qualified for the African Championship to be held in Mdiq in May 2023

Building on its success, the Dalia Sailing School plans to organize the Moroccan Championship in June 2023 for the Ilca 7 and Optimist laser categories.



(*) Boat designed for introductory sailing and regattas.

ART WORKSHOP PROGRAM FOR KHMIS ANJRA STUDENTS AT THE TETOUAN SOCIO-CULTURAL CENTER

Tanger Med Foundation has renewed its partnership with the Fondation Mohammed VI pour la Promotion des Œuvres Sociales de l'Education et la Formation, with the aim of enrolling pupils from the Khmiss Anjra commune in art workshops at the Tétouan Sociocultural Center.

The program has compensated for the lack of a cultural space in the commune and given 30 students access to artistic disciplines such as music, sculpture and digital painting, all based on interactive teaching techniques.



30
female beneficiaries

THE FOUNDATION RENEWS ITS SUPPORT FOR ART WORKSHOPS IN FAHS ANJRA

Art is essential for the development of children. It enables them to stimulate their creativity, develop their artistic sensibility and discover new horizons. For the past 5 years, Tanger Med Foundation has supported the organization of art workshops for children in rural communities where culture and art are often absent from the educational and family landscape.

The teaching teams report that the students have made progress in their oral expression, creativity and foreign language skills. Students are equally aware of the impact of artistic disciplines on their personal development and their openness to the world.

Since their launch in 2018, the art workshops have gradually gained in popularity with children in rural areas and are now a vehicle for self-fulfilment in the region: 8 schools and 170 students were able to benefit from it.

The workshops have been set up since 2018:

■ Reading and writing workshop, Al Yassamine school - Jouamâa municipality

■ Reading and writing workshop, Grouping Nouinouich School - Bahraouiine municipality

■ Andalusian music workshop, Ksar qualifying high school Sghir- Commune Ksar Sghir

■ Choir workshop, Community center - Commune Melloussa

■ Painting studio, Omar Ibn Community School Khattab - Khmiss Anjra municipality

■ Painting workshop, Lycée Collégial Ibn Toumert - Belyounech municipality

■ School theater workshop, Dar Talib in Jouamâa - Jouamâa municipality

■ School theater workshop, Abdelkrim College Khattabi - Ksar Al Majaz Municipality

	2018 - 2019	2019 - 2020	2021 - 2022
Number of beneficiary schools	1	4	8
Number of participants	20	88	170

During the Covid-19 pandemic, workshops were suspended.

THE FOUNDATION MAINTAINS ITS COMMITMENT TO THE "LES ÉTOILES DU DÉTROIT" CULTURAL CENTER

Since 2018, Tanger Med Foundation has been supporting the Ali Zaoua Foundation in running the "Les Étoiles du Détroit" cultural center in Tangier. A dynamic space, oriented towards exchange, tolerance and open-mindedness.

Located in one of Tangier's most densely populated and underprivileged neighborhoods, the Center now attracts over 400 people and offers free tuition and tutoring in a range of subjects (French, English, IT, etc.), training in model-making and fashion design, as well as various workshops (reading, singing, dance, theater, sports, etc.).

Through debate and coaching, the Center actively supports women's empowerment and encourages debate and exchange on social issues.



	2018	2019	2021	2022
Number of beneficiaries	200	200	500	450

During the Covid-19 pandemic, workshops were suspended.

MARSA MAROC SUPPORTS PRESCHOOLS IN RURAL AREAS

Since 2016, the Group has partnered with the Zakoura Foundation to set up extracurricular schools in rural areas, as part of the ANEER initiative - Action Nationale pour l'Éducation de la petite Enfance en zone Rurale - launched by UNICEF and the Ministry of Education and Vocational Training. Convinced that pre-schooling lays the foundations for a successful education, this initiative supports children's early development, facilitates their enrolment in better conditions and prepares them for elementary school.

In 2022, a pre-school was set up in the province of Safi. In addition to creating jobs for the educators, this project will enable the pre-schooling over two years of some sixty children aged between 4 and 6. The premises are also used to run parenting courses for mothers.

RAISING AWARENESS ABOUT ENVIRONMENTAL PROTECTION

ECOLOGICAL SCHOOLS AND YOUTH AWARENESS

Initiatives aimed at preserving the environment have always been at the heart of Tanger Med Foundation's concerns. It pays particular attention to projects that have a positive impact on the environment, and is committed to raising public awareness, especially among young people.

To this end, the Foundation has helped 11 schools in the Fahs Anjra province to obtain the "Green Flag" label, the standards for which are set by the Mohammed VI Foundation for the Protection of the Environment and the Provincial Directorate of the Ministry of Education.

With the aim of instilling good environmental practices in pupils, schools are setting up a range of workshops on a variety of subjects:

- ▲ Preserving natural resources
- ▲ Renewable energies
- ▲ Recycling and waste management
- ▲ Biodiversity
- ▲ Solidarity actions

With the Foundation's support, the Dockchir and Zemmij schools have just been awarded the Green Flag label for 2022. This accolade was made possible thanks to the commitment of the administrative and teaching teams, as well as the involvement of the students.

With 13 schools certified in its area of intervention, the Foundation continues to support the anchoring of an eco-responsible culture among the very young.



13 certified schools
including **2** in 2022

DOUAR PROPRE DOCKCHIR: COLLECTIVE MOBILIZATION FOR A CLEAN VILLAGE

The Rimal Dahabiya association received support from Tanger Med Foundation to implement its "Clean Village" project in the "Dockchir" village, with 4 objectives in mind:

- ▲ Waste collection and cleaning of village streets
- ▲ Painting the facades of houses located on main alleys
- ▲ Refurbishment of street lighting
- ▲ Signage installation

The operation was accompanied by awareness-raising workshops on maintaining cleanliness and the long-term preservation of the village's facilities.



CLEAN BEACH PROGRAM DALIA - 2022 EDITION

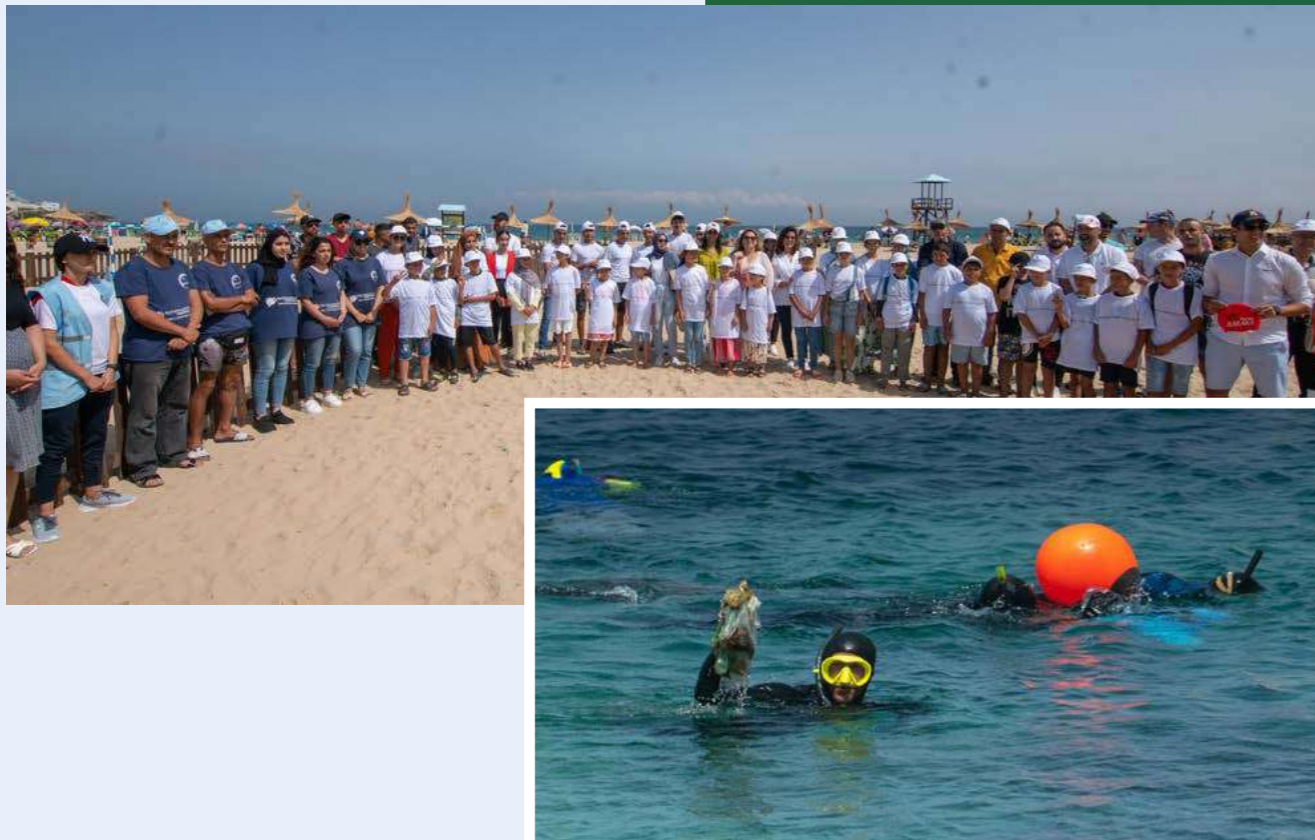
Awarded the Blue Flag since 2016, Dalia beach is one of the Kingdom's most attractive beaches.

Supported by Tanger Med Foundation, in partnership with the Mohammed VI Foundation for the Protection of the Environment, Dalia beach attracts a large number of Moroccan and foreign holidaymakers every summer.

The 2022 program focused on raising environmental awareness, notably through the #b7arblaplastic campaign, which collected over 30 tonnes of plastic waste for recycling. This summer, the program also saw the opening of a series of facilities including a library, a launching device for the disabled and a green zone.

As part of this program, the Foundation organized a waste collection operation on the Dalia coast, in partnership with the Mohammed VI Foundation for the Protection of the Environment and the Champions Fnideq Association for Underwater Fishing. An operation to raise awareness of the consequences of abandoned and wasted fishing nets on marine biodiversity.

3,000 (T)
of plastic waste collected in 2022



CLEAN BEACH PROGRAM AIN DIAB SUPPORTED BY MARSA MAROC — 2022 EDITION

1 500
awareness-raising actions and sports
and cultural activities

15 000
young beneficiaries of the actions
mentioned above

2 300
kg of plastic waste collected

50
associations
involved

EDUCATION AND PROMOTION OF EXCELLENCE

SCHOOL TRANSPORT AND THE FIGHT AGAINST SCHOOL DROPOUT

In rural areas, dropping out of school is exacerbated by a lack of resources, infrastructure and transport solutions. Since 2009, the Foundation has supported the school transport program for middle and high school students in all Fahs Anjra municipalities, in partnership with the Tangier-Tetouan Regional Academy of Education and Training and the Parents' Associations.

This year, the Foundation renewed its school transport program, benefiting more than 4,720 students in the province and significantly reducing the school dropout rate.



THE FOUNDATION REAFFIRMS ITS SUPPORT FOR THE CENTERS DAR AL FATATE AND DAR TALEB

Complementing the school transport program, young people from 4 communes in the province of Fahs Anjra are encouraged to join the Dar Al Fatate and Dar Taleb reception centers, which have boarding facilities and spaces for learning and exchange.

This year, Tanger Med Foundation renewed its support for the operation of 6 reception centers in the communes of Ksar Sghir, Melloussa, Taghramt and Jouamâa, benefiting 628 pupils. At the same time, the Foundation runs tutoring programs at the centers to help students overcome their learning difficulties.

628 young people
supported in 2022

+53%
compared with 2021

3 650 beneficiaries
in 2018

4 150 beneficiaries
in 2019

+8 compared to 2018

4 490 beneficiaries
in 2020

4 720 beneficiaries
in 2021

+5 compared to 2020

4 950 beneficiaries
in 2022



TANGER MED GRAND PRIX REWARDS EXCELLENCE AT THE REGIONAL LEVEL

Tanger Med Foundation has launched the 9th edition of the Grand Prix Tanger Med for Excellence, aimed at the region's best high school graduates. Independently of the sector, 15 baccalaureate graduates were rewarded and encouraged to pursue a course of excellence.

In the Physical Sciences, Life and Earth Sciences and Economics branches, 12 baccalaureate holders were congratulated:

Provincial Directorate	Bachelor
Tanger-Assilah	DIFA BOUTAINA
	ATAE-ALLAH EL MEHDI
	MOUHEND HADDOU SARA
Tetouan	AL FEZGHARI MAHER
	TARGHI AYA
	ZOUGARI ZAID
Tanger-Assilah	ZOHRI SALMA
	LAACHACHI MARWA
	AMARNIS JAMAL
Tetouan	ELFTOUH MOHAMED
	BEN ADOU HIBA
	MINOUBI HASNAE

In view of the heterogeneity of marks between the different branches, and in order not to disadvantage students in the Mathematics stream, the Foundation has decided to award a Special Mathematics Encouragement Prize to the 3 best baccalaureate graduates in the said stream:

Provincial Directorate	Bachelor
Tanger-Assilah	JABOURI YASSER
Tetouan	BEN YAHIA WASSEL
	BENJELLOUN IDRIS

In 2022, Maher EL FEZAGHARI, a student from Tétouan, was crowned best baccalaureate student in the Tanger Med intervention zone with an average of 19.38 in Physical Sciences-French Option.



PAINTING COMPETITION FOR INBA STUDENTS

In collaboration with the National Institute of Fine Arts of Tetouan (INBA), Tanger Med Foundation organized the 3rd edition of the painting competition under the theme "An External Look at the Tanger Med Industrial Platform".

The competition pitted students against each other on a theme related to industry, a field of activity that is still largely unexplored in the art world. Participants were invited to represent the diversity of sectors and professions within the Tanger Med industrial hub, as well as the dynamics that prevail there.

One of the works that particularly caught the jury's attention was by Youssef Es-Sousy, highlighting women in a predominantly male environment. His bold, singular artistic proposal won him first prize in the competition.

40 participants to the 3rd edition
 where **50%** specialized in art
35% in Design
13% in BD
3% core curriculum

	1 st edition	2 nd edition	3 rd edition
Purpose of the competition	Realization of artistic activities	Painting on a port theme	Painting on a industrial theme
Number of participants	30	30	40

INFRASTRUCTURE FINANCING

CONSTRUCTION OF A ZAHARA SCHOOL UNIT

The Foundation financed the construction of a school in the absence of infrastructure suitable for young children of pre-school age. Having missed out on a learning cycle in kindergarten, these children find themselves confronted with numerous academic and educational difficulties once they enter primary school.

To alleviate this problem, the Foundation financed the construction and fitting-out of 3 pre-school classrooms, 1 multi-purpose classroom, 1 management office, as well as the sanitary facilities and the boundary wall.



RENOVATION OF A SCHOOL IN KSAR ALMAJAZ

Tanger Med Foundation was approached by the Association des Parents et Tuteurs d'Elèves du Groupement Scolaire Ksar Al Majaz, to take charge of the fitting-out and renovation work at the Agaouaz school.

Having identified the dilapidated state of the premises during a site survey, the Foundation financed the various works required to bring them up to standard: cracks, interior and exterior painting, sanitation, joinery, electrical and plumbing work and exterior landscaping. The work involved upgrading 3 classrooms, 2 staff quarters and sanitary facilities for boys and girls. Today, students are back at school, in an environment that is conducive to learning.

70
female beneficiaries

OPENING OF THE MOSQUE LOUIYED – KSAR AL MAJAZ

On the basis of an agreement signed with the Ministry of Habouss and Islamic Affairs, Tanger Med Foundation has undertaken reconstruction work on the Louiyed Mosque in the municipality of Ksar Al Majaz.

Tanger Med Foundation has called on the skills of local master craftsmen to decorate and adorn Arab-Muslim spaces. With dexterity and agility, the mâllemes performed carved wood, zellij beldi, plasterwork, copperware and calligraphy.

The opening of the mosque took place on the first day of Ramadan, an event greatly appreciated by the local population, who were able to hold their holy month prayers there.

AXIS 5:

CONTRIBUTE TO THE INTEGRATION OF THE REGION WITHIN THE INTERNATIONAL SUPPLY CHAIN

2 362
visitors welcomed out of a total of
148 visits

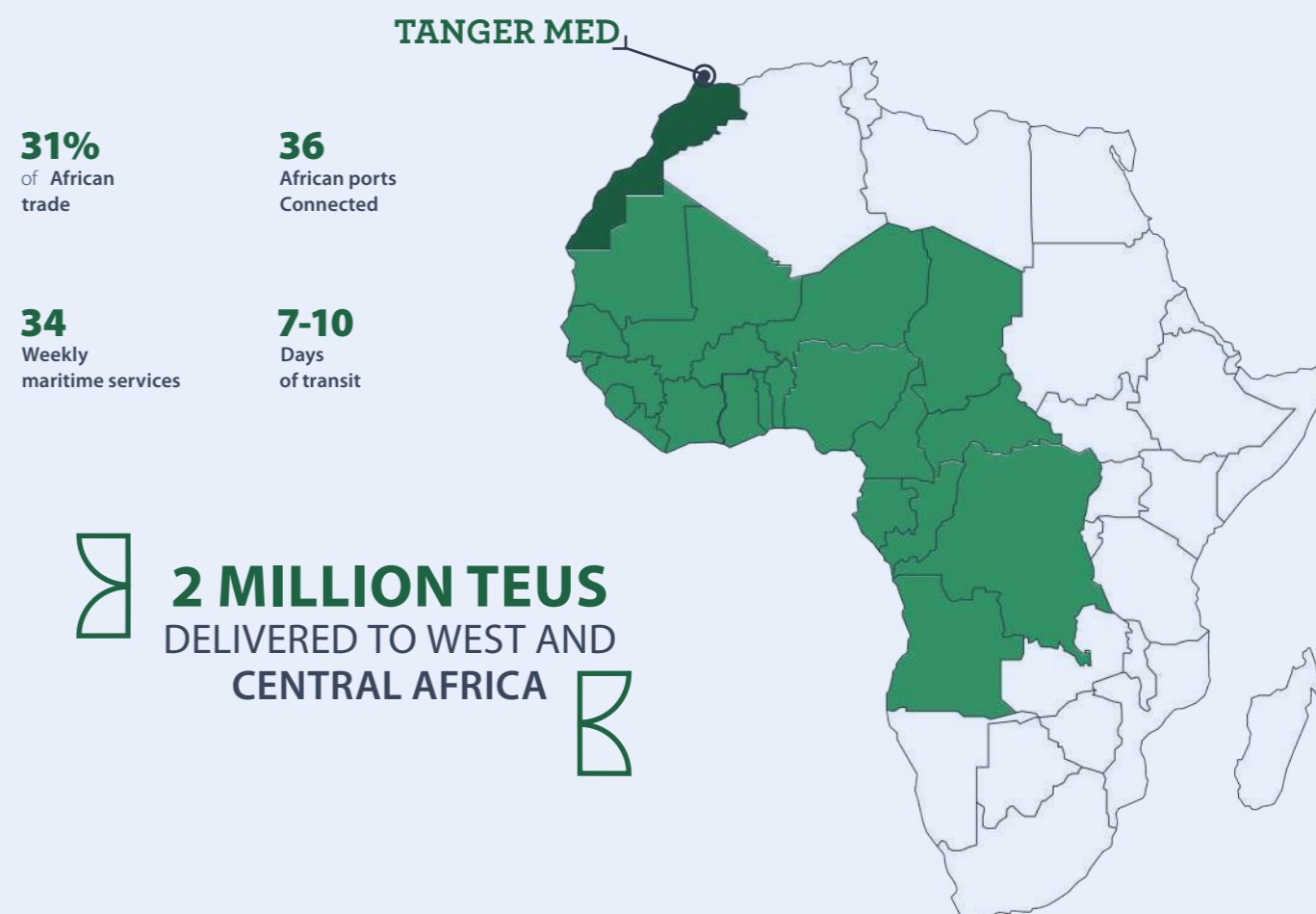
Management of a digital community of
+150,000 followers and more
than **118** publications shared on our
social networks

Participation in **41** events
including **22** internationally

TANGER MED, A MAJOR HUB FIRMLY FOCUSED ON AFRICA

Driven by a Royal vision, Tanger Med is ideally positioned for maritime and logistics flows to Africa. Strategically located on the Strait of Gibraltar, the world's 2nd-largest trade gateway, Tanger Med has positioned itself since its launch as a major transshipment hub for intercontinental and breakbulk flows to Africa.

Today, almost 31% of containerized flows handled by the port complex originate from or are destined for the African continent. This performance is boosted by weekly maritime connections to almost 36 ports and 21 countries on the continent, positioning Tanger Med port as a competitive hub for Europe from Africa.



THE MAIN OPERATORS LINKING TANGER MED AND STOPPING OVER THE MAIN OPERATORS LINKING TANGER MED AND CALLING AT AFRICAN PORTS



ECONOMIC ZONES THROUGH THE AFRICAN ECONOMIC ZONES ORGANIZATION (AEZO)

Tanger Med Group is committed to strengthening ties on the continent through a collaborative and participatory approach supported by two associations: the Africa Economic Zones Organization (AEZO), with 82 members representing 42 countries, and the African Ports Task Force (APTF), with 51 member port authorities representing 31 countries.

SUPPORT ACTIVITIES AND INITIATIVES OF AFRICAN PORTS THROUGH THE "AFRICAN PORTS TASK FORCE" (APTF)



KEY DIRECTIONS

- Sharing expertise and building capacity
- Implementing sustainable development policies
- Access to the international business community and global experts
- Promoting joint initiatives at continental and global levels

HIGHLIGHTS

- Digitization and port efficiency
- African ports and hinterland connectivity
- African port congestion: determinants, impacts on logistics and the supply chain
- Trade facilitation and the main challenges of ZLECAF
- Sustainable smart ports for African countries

51
Ports Authorities

31
African countries

STRATEGIC PARTNERSHIPS

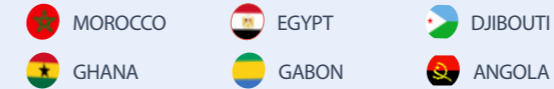


ON A WEEKLY BASIS SUPPORT THE DEVELOPMENT OF SPECIAL



Founded in November 2015

Founding members:



82
ZES members

42
African countries

KEY TOOLS DEVELOPED

AEZO ATLAS

DATABASE OF AFRICAN ECONOMIC ZONES, INCLUDING: SEZ PERSPECTIVES, DATA EVALUATION AND ANALYSIS, INVESTMENT FRAMEWORK....

AEZO KNOWLEDGE CENTER

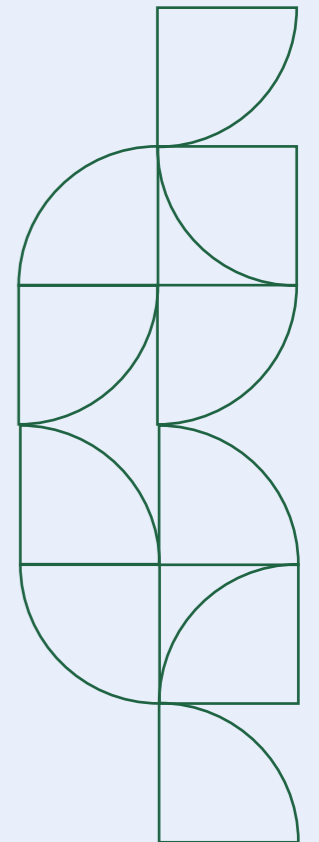
DEDICATED ACCESS TO THE LATEST REPORTS, ARTICLES, EXPERT PRESENTATIONS AND STRATEGIC RESEARCH INITIATIVES

AEZO CONNECT

ONLINE PLATFORM FOR INFORMATION SHARING AND COLLABORATIVE THINKING WITHIN THE AFRICAN ZES COMMUNITY

AEZO SUPPORT

TECHNICAL ASSISTANCE AND CAPACITY-BUILDING LINKING ZES WITH INTERNATIONAL EXPERTS



STRATEGIC PARTNERSHIPS





04.

CONSTITUENT ENTITIES OF TANGER MED GROUP



CONSTITUENT ENTITIES OF TANGER MED GROUP

TANGER MED PORT AUTHORITY S.A

MARSA MAROC S.A

MEDHUB S.A

TANGER MED ZONES S.A

CIRES TECHNOLOGIES S.A

TANGER MED ENGINEERING S.A

TANGER MED UTILITIES S.A

TANGER MED PORT AUTHORITY S.A



TMPA IS A LIMITED COMPANY WITH A BOARD OF DIRECTORS, AND A CAPITAL OF 17,400,000,400 DIRHAMS.

In 2008, with the aim of improving the operational efficiency of the two pillars of Tanger Med Group - the port and the business zones - and enhancing their development capacities, TMSA initiated a process of spin-off. This process led to the creation of a subsidiary specifically dedicated to port operations, Tanger Med Port Authority SA.

In January 2010, by Decree-Law, all public tasks and prerogatives relating to the management and development of the port complex were transferred to the Tanger Med Port Authority. The new entity acts as Port Authority for the Tanger Med port. The Tanger Med Port Authority's missions focus on managing and developing infrastructures, coordinating and leading the port community, and guaranteeing the reliability and performance of services offered to customers of the port platform.

The responsibilities of the Tanger Med Port Authority encompass a number of areas, including the construction and maintenance of port infrastructures (breakwaters, dredging and berthing facilities), the development of activities and capacities of the port complex, the function of concessioning authority or the direct operation of port terminals and public service activities. It also organizes and regulates relations and exchanges within the port community, promotes the Tanger Med port as a whole, and acts as a port police force, managing the complex's safety and security.

With the exception of the Tanger Med port for Passengers and Ro-Ro, the main port activities of the Tanger Med complex are entrusted to private operators of national and international renown. Under concession contracts, these operators invest in the port's superstructure and equipment, while providing services that meet international quality, safety and security standards.

GOVERNANCE

TANGER MED PORT AUTHORITY

BOARD OF DIRECTORS

Chairman of the Board of Directors

Fouad BRINI

Directors:

Fouad BRINI

TMSA Investments, represented by its Chairman and Chief Executive Officer

Abderrahmane SEMMAR

The State, represented by the Director of Public Enterprises and Privatization at the Ministry of the Economy, Finance and Administrative Reform.

Dounia BEN ABBAS TAÂRJJI

Hassan II Fund for Economic and Social Development, represented by its Chairman of the Board of Directors

Khalid ZIANE

FIPAR-HOLDING, represented by its Chief Executive Officer

Mohamed Ali BENSOUDA

Prev Invest, represented by its Chairman and Chief Executive Officer

Mehdi TAZI RIFFI

TMSA, represented by its Chairman of the Board of Directors

Mustapha BAKKOURY

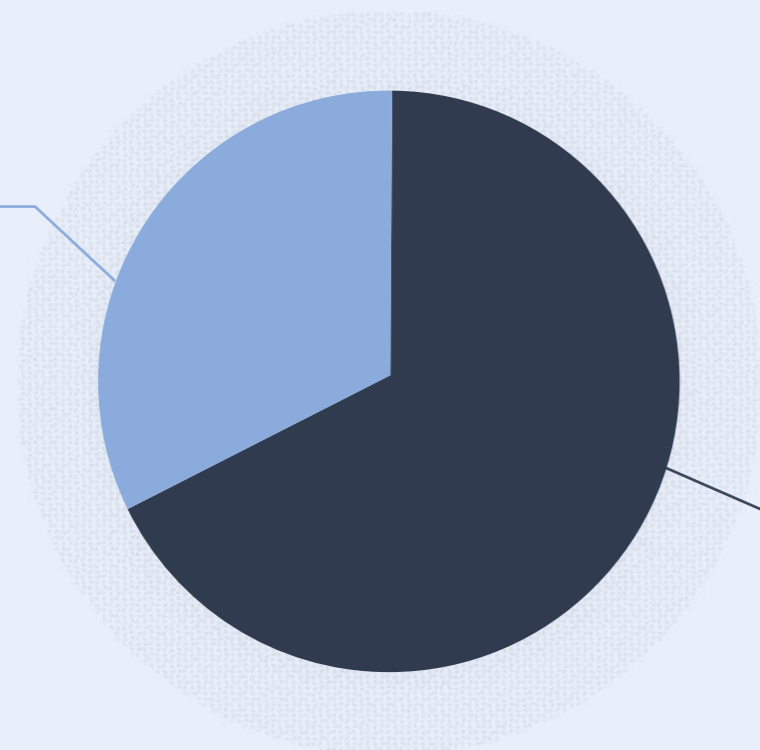
Independent Director

Hassan ABKARI

Chief Executive Officer

CAPITAL STRUCTURE

FIPAR Holding
32%

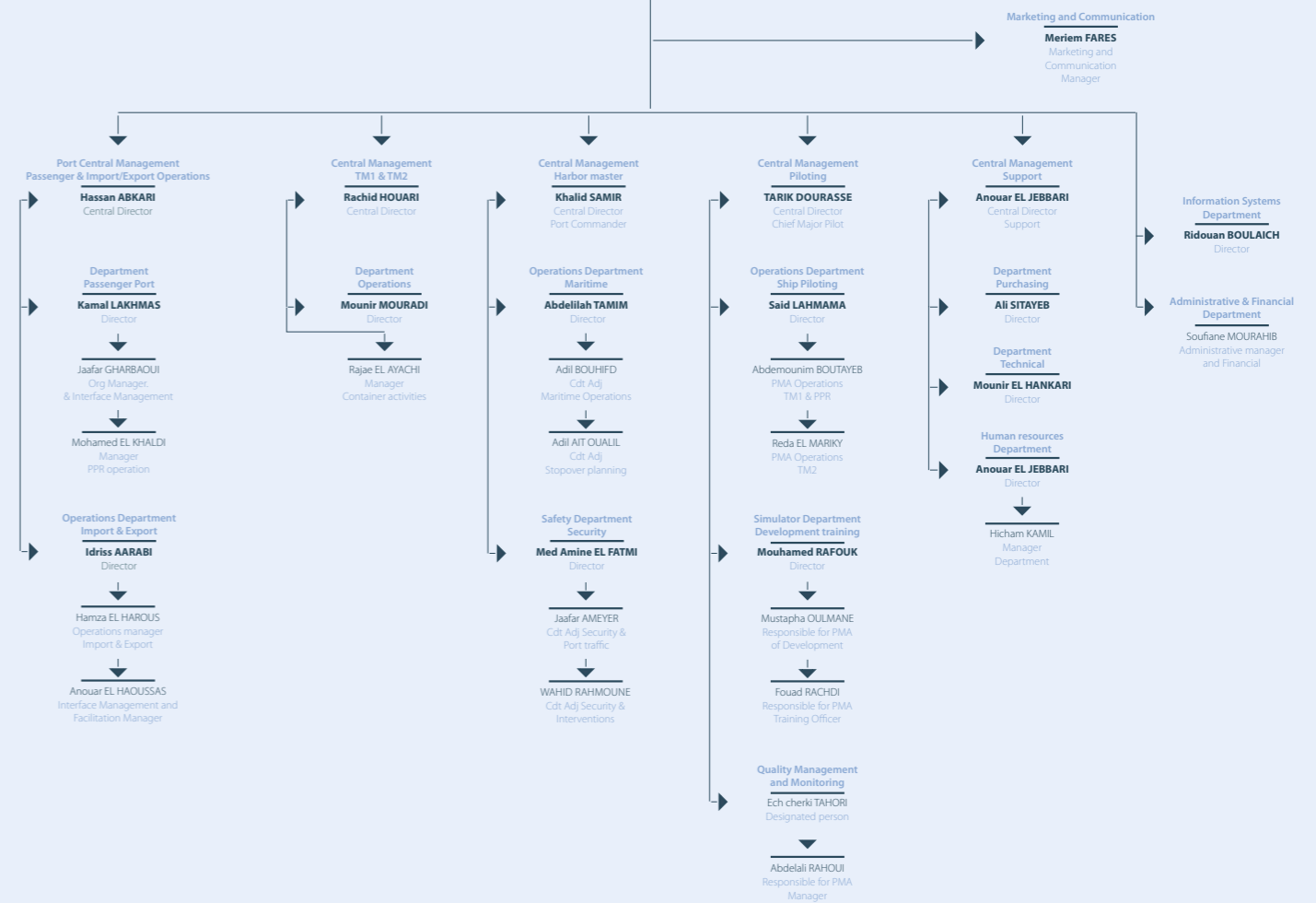


TMSA
68%

ORGANIGRAM



Hassan ABKARI
Chief Executive Officer



MARSA MAROC S.A



MARSA MAROC IS A PUBLIC LIMITED COMPANY WITH A BOARD OF DIRECTORS AND A SUPERVISORY BOARD, AND A CAPITAL OF 733,956,000 DIRHAMS.

Marsa Maroc is the national leader in port terminal management, with a significant presence in all of Morocco's commercial ports. By handling various types of cargo, including containers, roll-on/roll-off (ro-ro) and conventional goods, as well as bulk solids, and bulk liquids, Marsa Maroc confirms its status as a multi-purpose port operator, thanks to its specialized infrastructure, state-of-the-art equipment, qualified human resources and services that meet the highest international standards.

The company also offers services to ships, including piloting and towing. Its recent presence in the Tanger Med port complex, one of the major container transshipment hubs in the Mediterranean and Africa, via its subsidiary Tanger Alliance, and its participation in two other subsidiaries in the ports of Casablanca and Agadir, strengthen its position and testify to the Group's ambition to become, in the near future, a recognized port operator on a regional scale.

In addition to its cargo and ship services, Marsa Maroc strives to diversify its offering by providing its customers with customized related logistics services. In July 2016, Marsa Maroc was listed on the Casablanca stock exchange and, since then, has involved new shareholders in its governance with the aim of supporting its development policy.

GOVERNANCE

MARSA MAROC

BOARD OF DIRECTORS

Chairman of the Supervisory Board

Fouad BRINI

Directors:

Mehdi TAZI RIFFI

Najat SAHER

The Moroccan state

Ramses ARROUB

Wafa Insurance

Ouafae MRIOUAH

The Group Retirement Allowance Plan - RCAR

Mohammed Jaber KHEMLICHI

The Moroccan Pension Fund -CMR

Mehdi TAZI RIFFI

Tanger Med Dev Log

Loubna GHALEB

Tarik EL AROUSSI

DIRECTOR

Chairman of the Board of Directors

Said ASBAAI

Directors:

Rachid HADI

Member of the Board of Directors and Chief Operating Officer, Port of Casablanca

Lahcen OUJJA

Member of the Board of Directors and Director of Operational Performance

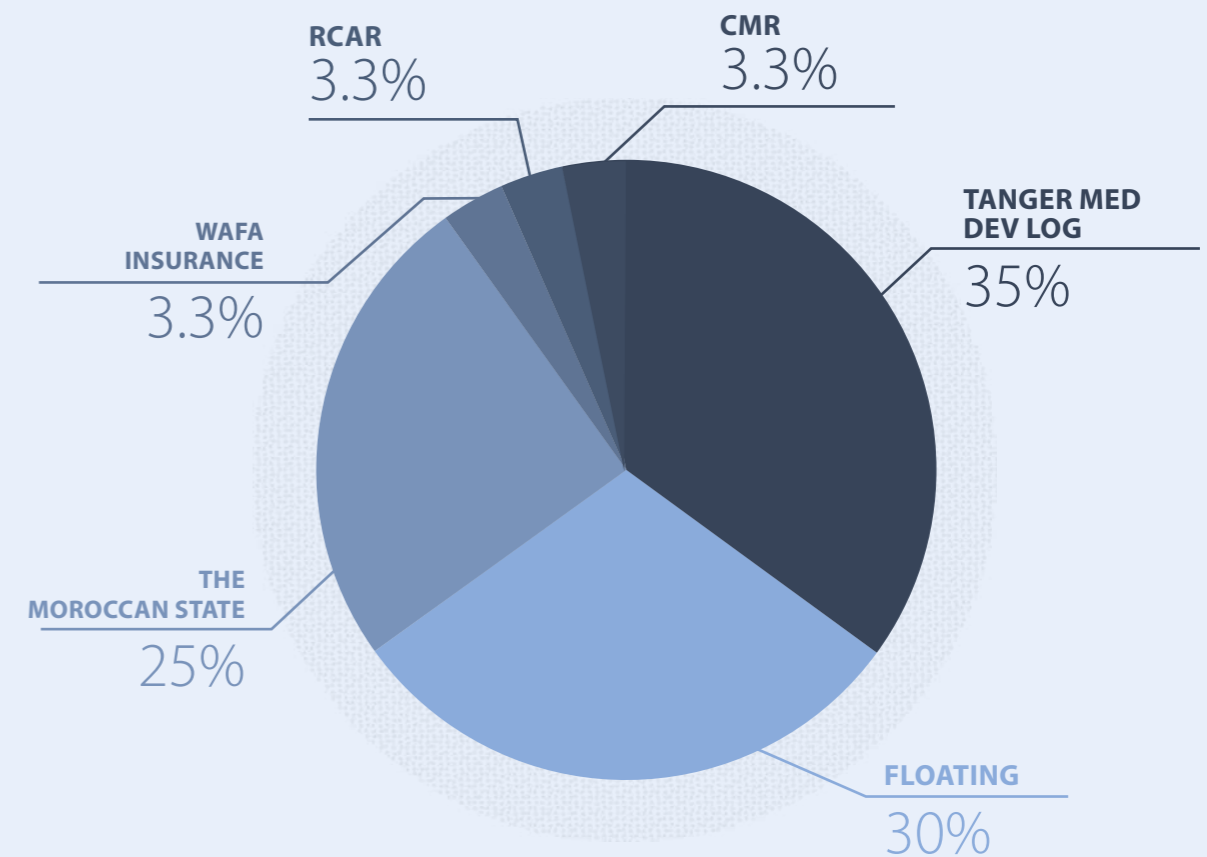
Abdelhak BEN DAHMANE

Member of the Board of Directors and Director of Legal, Corporate and Governance Affairs

Said BENJELLOUN

Member of the Board of Directors and Chief Information Officer

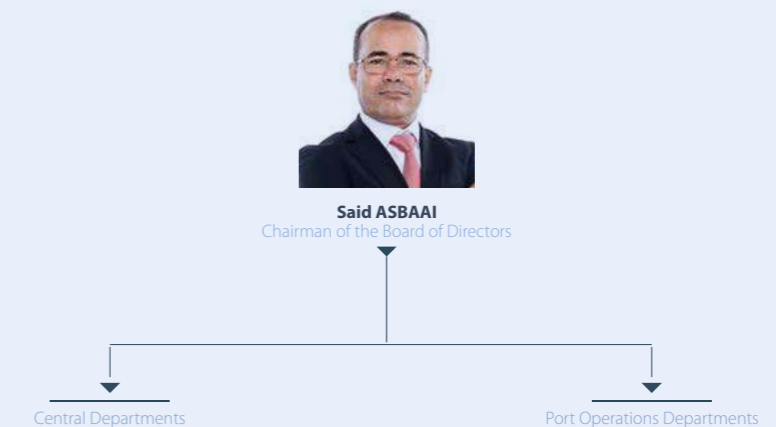
CAPITAL STRUCTURE



Market capitalization as of December 28, 2022:

16.2 billion DHS

ORGANIGRAM



MEDHUB S.A



MEDHUB IS A LIMITED COMPANY WITH A BOARD OF DIRECTORS, AND A CAPITAL OF 10,000,000 DIRHAMS.

Launched in November 2008 and integrated into the Tanger Med port complex, the Logistics Zone, managed by Medhub (a 100% TMSA subsidiary), offers an optimal platform for the establishment of logistics bases covering Europe, the Mediterranean and Africa.

Strategically positioned in the immediate vicinity of the port within a unique customs zone, this area dedicated to value-added logistics activities is at the heart of the region's business centers. This enables fast and efficient distribution to a market of over a billion consumers.

In addition to its distribution activities, this logistics zone, operating on the scale of global flows, functions as a storage point for distribution to other free zones in Morocco, as well as for release for consumption in the territory concerned. It is an essential link in the logistics chain, facilitating the movement of goods across the region and helping to strengthen the strategic position of the Tanger Med port complex.

GOVERNANCE

MEDHUB

BOARD OF DIRECTORS

Chairman & Chief Executive Officer

Mehdi TAZI RIFFI

Directors:

Mehdi TAZI RIFFI

TMSA, represented by its Chairman of the Board of Directors

Mustapha MERRI

Hassan II Fund for Economic and Social Development, represented by its Director of Investments

Tarik EL AROUSSI

Member of the TMSA Board of Directors

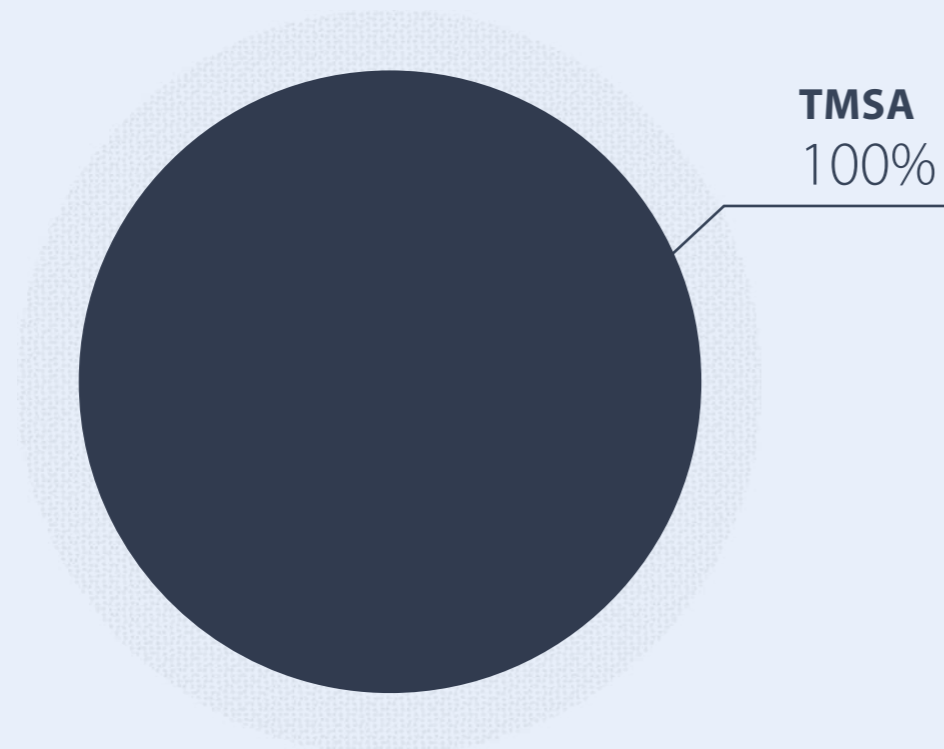
Loubna GHALEB

Member of the TMSA Board of Directors

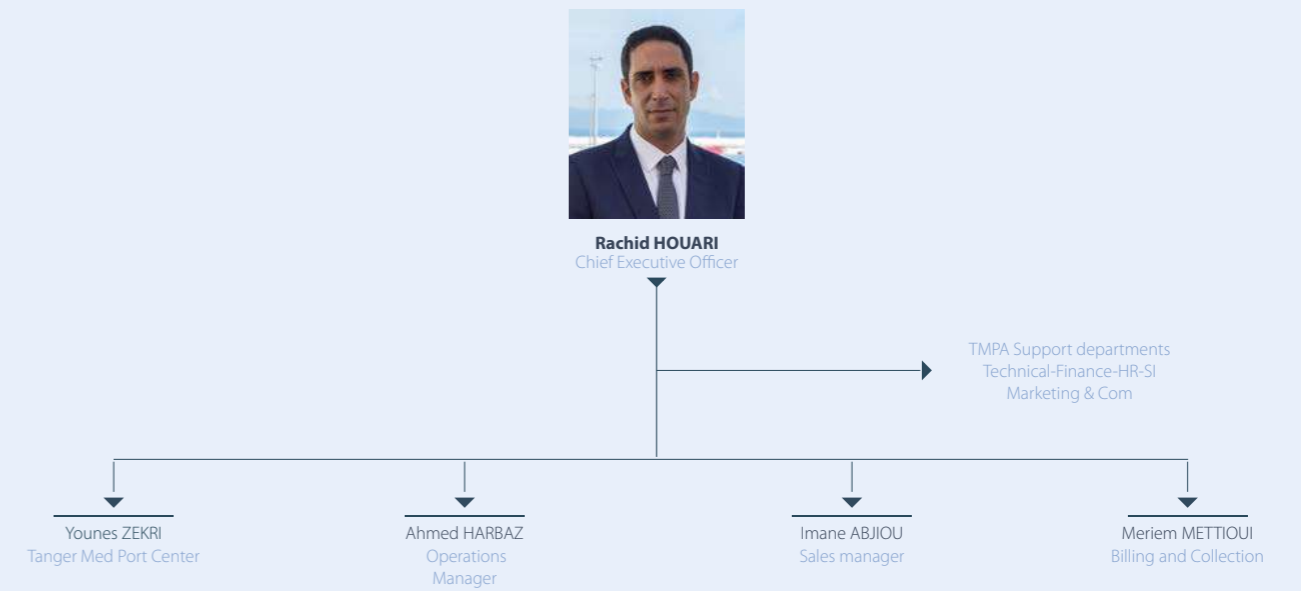
Rachid HOUARI

Chief Executive Officer

CAPITAL STRUCTURE



ORGANIGRAM



TANGER MED ZONES S.A



TANGER MED ZONES IS A LIMITED COMPANY WITH A BOARD OF DIRECTORS, AND A CAPITAL OF 906,650,000 DIRHAMS.

Tanger Med Zones, a subsidiary of Tanger Med Group, specializes in the planning, development and operation of 8 business zones covering a developed area of 2,500 hectares.

As an industrial, logistics and services investment hub, the Tanger Med business parks in northern Morocco are home to operators from nearly 40 countries. These 8 zones are home to over 1,200 multinationals and SMEs operating in various sectors, including automotive, aeronautics and textiles. "Tanger Med Zones" supports these companies at various stages, from pre-installation to operation.

The major assets of Tanger Med Zones make it an attractive destination for national and international operators, offering a value proposition aligned with the expectations of global players. These assets include a strategic position at the crossroads of major maritime flows and close to target markets, an integrated complex offering first-rate infrastructure and significant land reserves, integrated management of the various business parks by a single operator, and a solidly established industrial fabric.

GOVERNANCE

TANGER MED ZONES

BOARD OF DIRECTORS

Chairman of the Board of Directors

Fouad BRINI

Directors:

Mehdi TAZI RIFFI

TMSA Investments

Abderrahmane SEMMAR

The French State, represented by the Director of Public Enterprises and Privatization at the Ministry of the Economy, Finance and Administrative Reform.

M'Fadel ELHALAISSI

Bank of Africa, represented by its Chief Executive Officer

Hicham SAFIR

ASMA INVEST, represented by its Chief Executive Officer

Zouheir BENSALD

RMA, represented by its Chief Executive Officer

Youssef ROUISSI

ATTIJARIWAFABANK, represented by its Deputy Chief Executive Officer

Mohamed ABOUMEJD

CIMR, represented by its Investment Director

Karim FATH

ATTIJARI CAPITAL DEVELOPEMENT, represented by its Chief Executive Officer

Mustapha MERRI

Hassan II Fund for Economic and Social Development

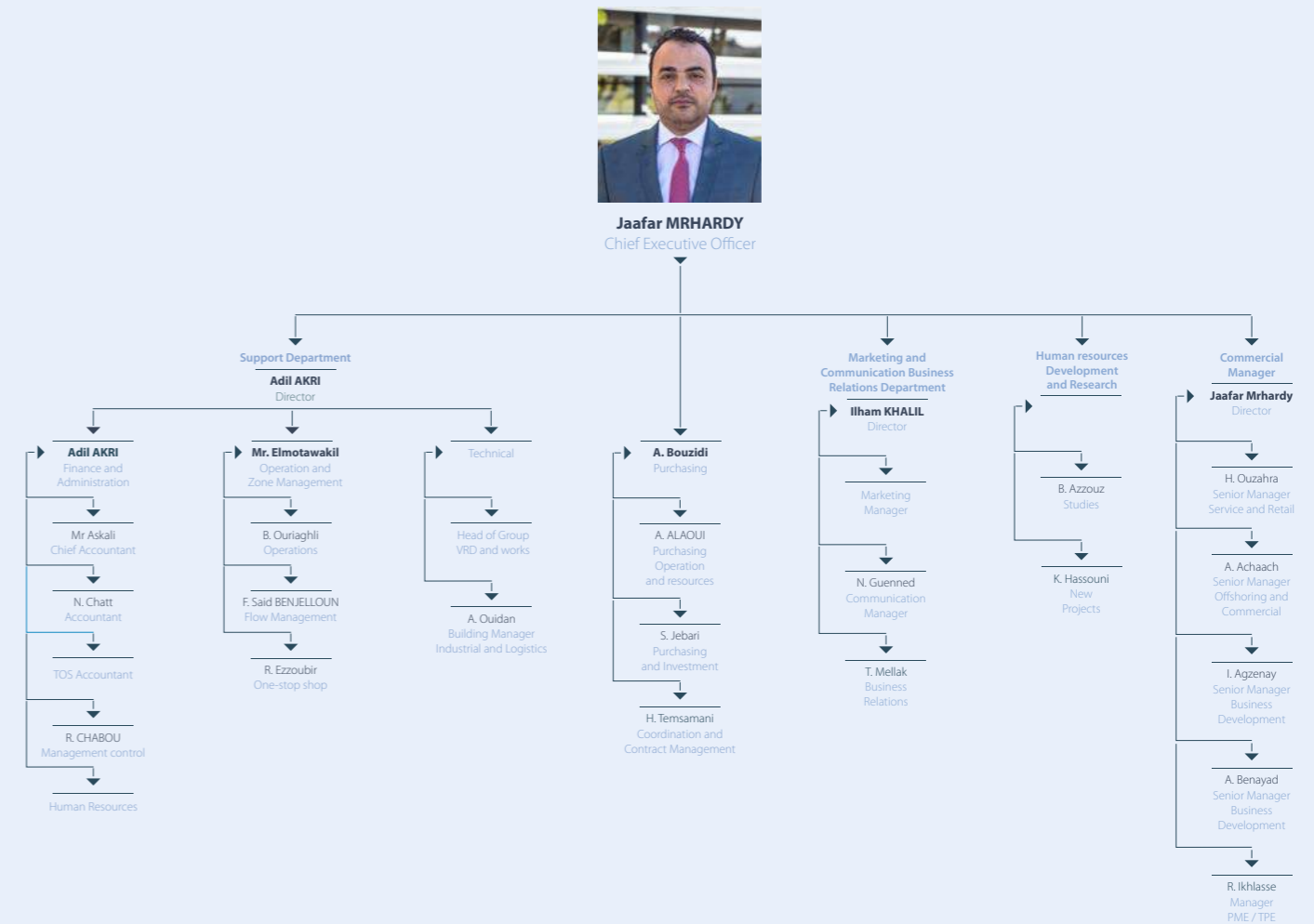
Loubna GHALEB

Member of the TMSA Board of Directors

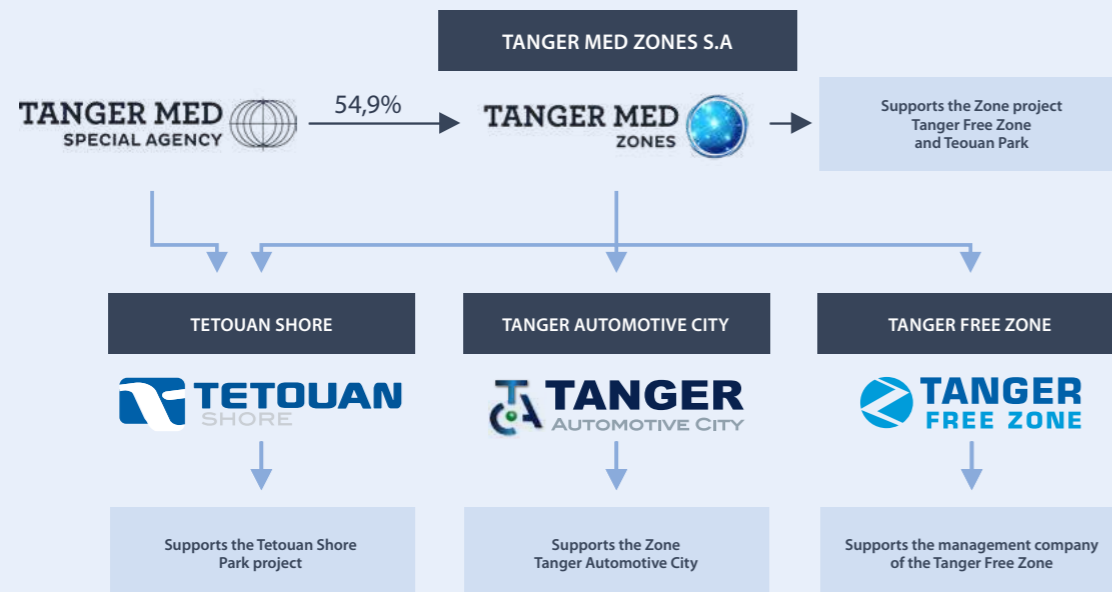
Jaafar MRHARDY

Chief Executive Officer

ORGANIGRAM



CAPITAL STRUCTURE



CIRES TECHNOLOGIES S.A



CIRES TECHNOLOGIES IS A LIMITED COMPANY WITH A BOARD OF DIRECTORS AND A CAPITAL OF 28,000,000 DIRHAMS.

As the technology arm of Tanger Med Group, Cires Technologies has forged its expertise in the fields of electronic security, connectivity, cloud, cyber-security and digitalization.

Cires Technologies stands out for its innovative, high value-added projects, mainly in the safety and security sectors for complex sites such as ports, airports, industrial and logistics infrastructures. The company also excels in urban video surveillance, wired and wireless connectivity, dedicated network management, cloud services, cyber security, and the development, integration and commissioning of solutions from its Digital Factory.

Cires Technologies' primary objective is to provide its customers, whether public or private operators, with the latest technological advances covering all their specific challenges. Founded in 2007, Cires Technologies today capitalizes on over 15 years of experience in technology and innovation, supported by a network of strategic partners who are world leaders in their field. This collaboration enables Cires Technologies to offer a portfolio of services to well-known customers from a variety of sectors, both nationally and internationally.

GOVERNANCE

CIRES TECHNOLOGIES

BOARD OF DIRECTORS

Chairman of the Board of Directors

Tarik EL AROUSSI

Directors:

Mehdi TAZI RIFFI

TMSA Investments

Ridouan BOULAICH

TMPA, Performance Management Director

Mehdi TAZI RIFFI

TMSA, represented by its Chairman of the Board of Directors

Chawki BENOUARREK

Tanger Med Group Digitalization Director

Loubna GHALEB

TMSA, Member of the Board of Directors

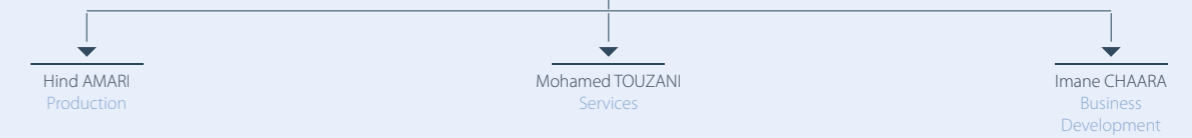
Yahia EL AMRANI

Chief Executive Officer

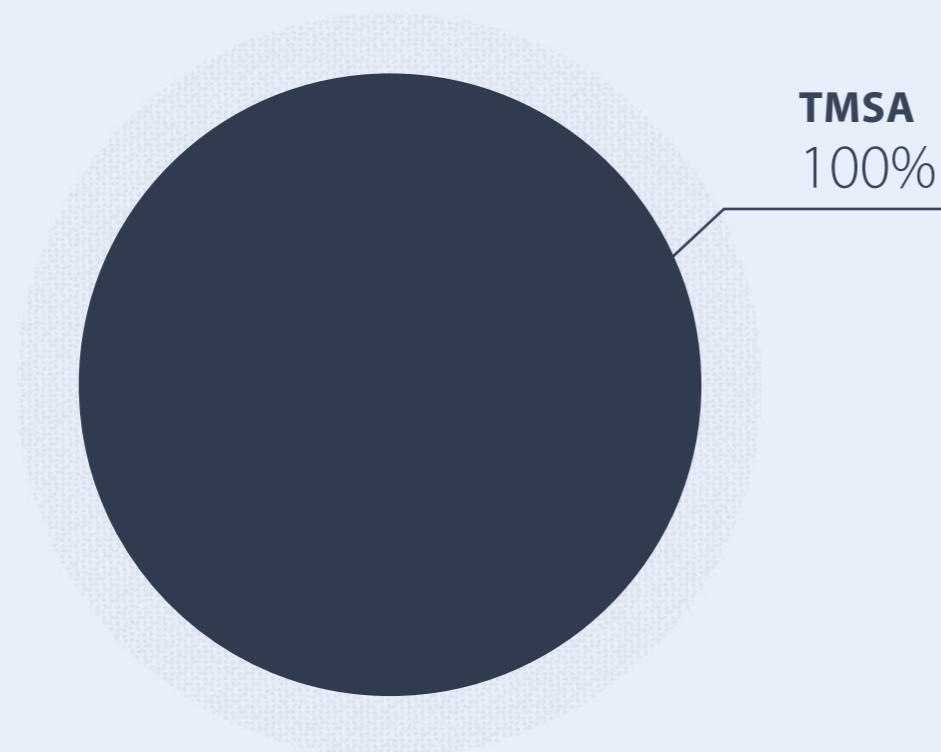
ORGANIGRAM



Yahia EL AMRANI
Chief Executive Officer



CAPITAL STRUCTURE



TANGER MED ENGINEERING S.A



TANGER MED ENGINEERING IS A LIMITED COMPANY WITH A BOARD OF DIRECTORS, AND A CAPITAL OF 3,078,000 DIRHAMS.

Tanger Med Engineering (TME) positions itself as a specialized engineering company, leveraging its expertise in the planning, design, project management, and maintenance of port infrastructures, maritime, logistics, and industrial platforms.

With a multi-disciplinary team of over 200 employees with proven technical expertise, TME excels in providing design and dimensioning services for major infrastructure projects, including ports, industrial zones, dry ports, access areas, as well as industrial and logistics buildings.

TME, as a subsidiary of Tanger Med Group, stands out as an international consultant specializing in the design and supervision of large-scale infrastructures, making a significant contribution to the development and success of major national and international projects.

GOVERNANCE

TANGER MED ENGINEERING

BOARD OF DIRECTORS

Chairman of the Board of Directors
Tarik EL AROUSSI

Directors:
Mehdi TAZI RIFFI
TMSA, represented by its Chairman of the Board of Directors

Taoufiq MARZOUKI ZEROUALI
NOVEC, represented by its Chief Executive Officer

Mohamed ARJOUAN
TMSA Investments

Mounir EL HOUMA
NOVEC, Infrastructure Cluster Director

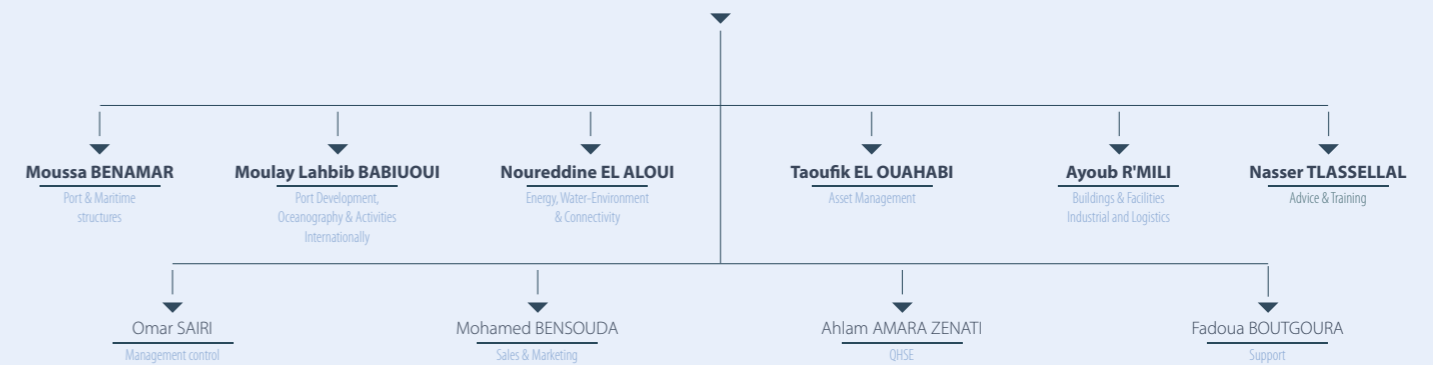
Youssef OUDA
NOVEC, Finance Cluster Director

Nasser TLASSELLAL
Chief Executive Officer

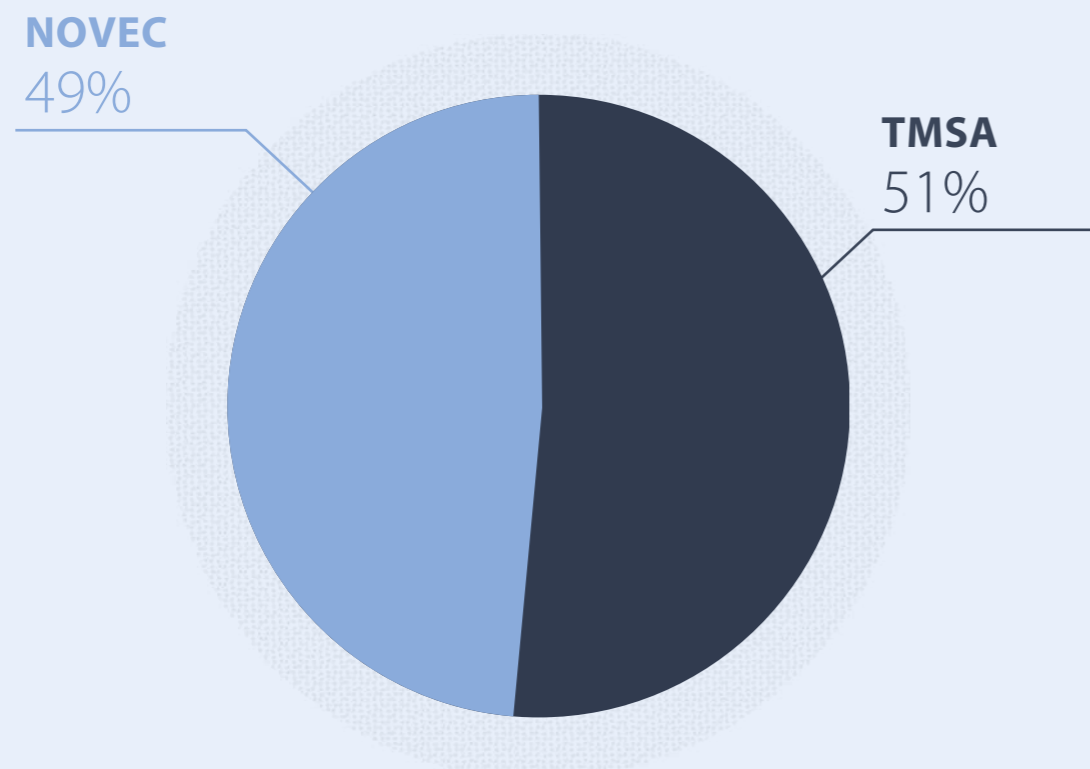
ORGANIGRAM



Nasser TLASSELLAL
Chief Executive Officer



CAPITAL STRUCTURE



TANGER MED UTILITIES S.A



TANGER MED ZONES IS A LIMITED COMPANY WITH A BOARD OF DIRECTORS, AND A CAPITAL OF 153,374,300 DIRHAMS.

Tanger Med Utilities (TMU), a "utility services provider" entity within Tanger Med Group, stands out as a long-standing and essential service provider for optimized resource management within the industrial, logistics and tertiary activity zones developed and managed by Tanger Med.

By extending the range of services it offers to companies operating in these areas, TMU's mission is to support these players in the efficient management of their water, energy and waste cycles. This approach is in line with Tanger Med's commitment to sustainable development and the environment.

With over 10 years of experience and the support of institutional partners, Tanger Med Utilities offers its expertise in these three essential and complementary areas. It offers its services to a portfolio of high-profile customers from a wide range of business sectors, actively contributing to the sustainability and performance of companies in the areas managed by Tanger Med.

GOVERNANCE

TANGIER MED UTILITIES

BOARD OF DIRECTORS

Chairman of the Board of Directors

Tarik EL AROUSSI

Directors:

Mehdi TAZI RIFFI

TMSA Investments

Mehdi TAZI RIFFI

TMSA, represented by its Chairman of the Board of Directors

Loubna GHALEB

TMSA, Member of the Board of Directors

Anouar EL JABBARI

TMPA, Central Support Director

Nawal KHALIFA

ONEE, Central Manager responsible for the Finance Cluster

Younes HAJJI

ONEE, Finance Cluster Director

Abdessamad SADDOUQ

ONEE, Director of Investments and Partnerships

Abdallah JAHID

ONEE, Director of the Industrial Cluster

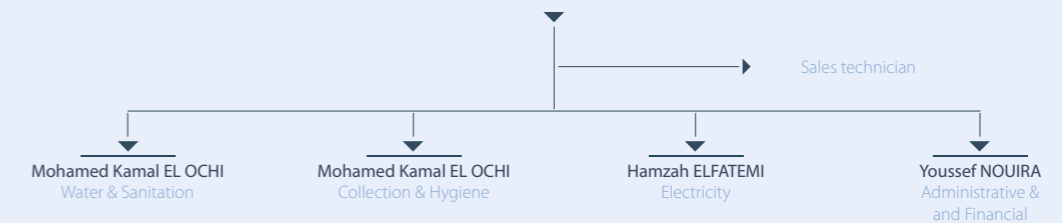
Zakaria EL BOUAMRI

Chief Executive Officer

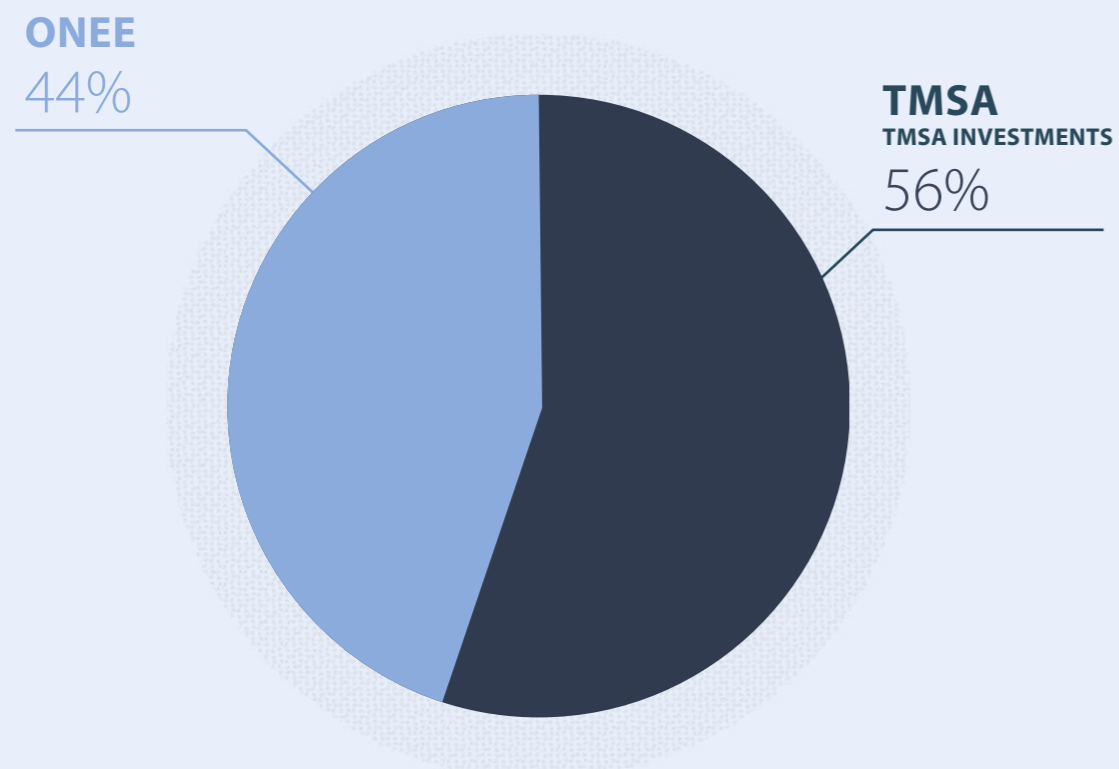
ORGANIGRAM



Zakaria EL BOUAMRI
Chief Executive Officer



CAPITAL STRUCTURE





05.

ACTIVITY REPORT 2022



ACTIVITY REPORT 2022

FINANCIAL RESULTS

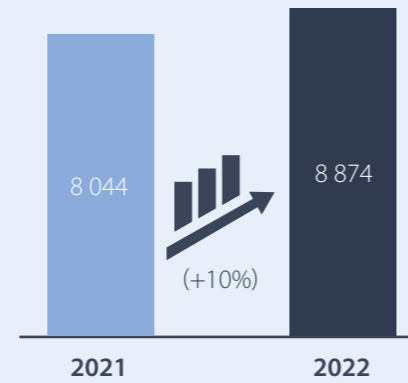
FINANCIAL STATEMENTS

01

TMSA GROUP FINANCIAL RESULTS

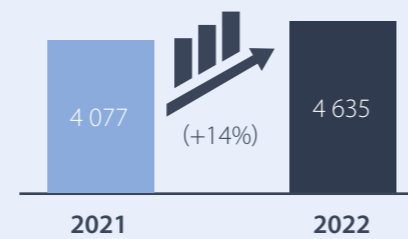
Turnover

The Group's gross turnover grew by 830 million Dhs, or **10%** between 2021 and 2022. The turnover includes the total of all the turnover of Tanger Med holding company and its subsidiaries except Nador West Med.



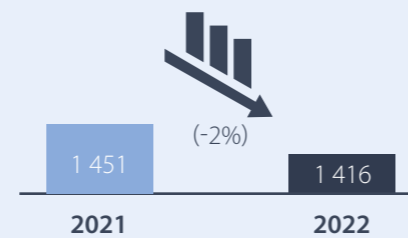
Operating margin

Improvement of consolidated EBITDA by **558 million Dhs**, or **14%** between 2021 and 2022.



Net result

Decrease in the Group's consolidated net income of **35 million Dhs**, i.e. **-2%** between 2021 and 2022.



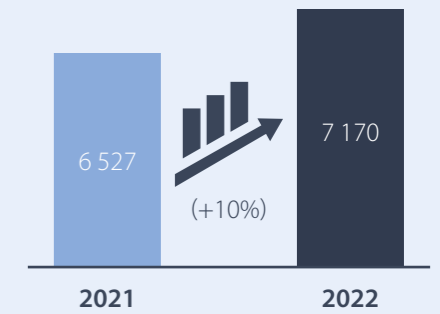
02

RESULTS OF PORT, INDUSTRIAL AND SERVICE ACTIVITIES



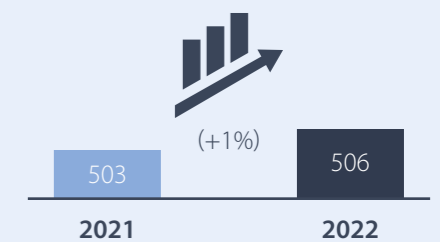
Port and logistics activities, revenue growth of 10%

Port activities recorded an increase of **643 MDhs** in 2021, i.e. a growth of **10%**.



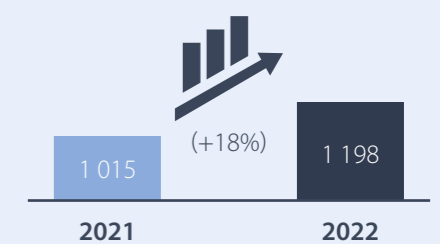
Industrial activities, turnover growth of 1%

Industrial activities will record an increase of **3 MDhs** in 2021, i.e. a growth of **1%**.



Service activities, 18% sales growth

Service activities recorded an increase of **183 MDhs** in 2021, i.e. a growth of **18%**.



FINANCIAL STATEMENTS OF TANGER MED PORT AUTHORITY AS OF DECEMBER 31, 2022



FINANCIAL STATEMENTS OF TANGER MED PORT AUTHORITY AS OF DECEMBER 31, 2021



ASSET	FINANCIAL PERIOD		FINANCIAL PERIOD PREVIOUS	
	2022	2021	2021	2020
NON-VALUED FIXED ASSETS (A)	76 415	32 143	4 273	23 317
• Intangible assets	-	-	-	-
• Tangible assets	76 415	32 143	4 273	23 317
• Intangible assets	-	-	-	-
INTANGIBLE FIXED ASSETS (B)	10 070 060	87 208	9 982 851	9 977 897
• Capital investment in research and development	155 591	87 208	18 382	18 914
• Patents, trademarks, rights and similar values	9 957 749	-	9 957 749	-
• Commercial fund	1 662	-	1 662	-
• Other intangible assets	4 148	-	4 148	-
FINANCIAL ASSETS (C)	24 179 495	5 019 872	19 156 533	18 921 909
• Cash	21 420 948	4 489 152	16 952 881	17 126 254
• Financial investments, equipment and tools	538 638	397 273	369 833	345 672
• Transport equipment	18 525	11 858	6 467	950
• Financial investments and immovables	223 551	141 672	29 629	85 529
• Other financial assets	1 662	1 262	461	1 104
FINANCIAL ASSETS (D)	44 795	-	44 795	44 795
• Loans	44 795	-	44 795	-
• Other financial assets	-	-	-	-
CONVERSION DIFFERENCES - ASSET (E)	77 377	-	77 377	-
• Increase in capitalized receivables	77 377	-	77 377	-
• Increase in financial debts	-	-	-	-
Total (A + B + C + D + E)	34 439 051	5 159 223	29 279 828	28 967 018
STOCKS (F)	9 147	-	9 147	8 367
• Stocks	9 147	-	9 147	8 367
• Intangible assets and supplies	-	-	-	-
• Products in progress	-	-	-	-
• Inventory and stock products	-	-	-	-
• Finished products	-	-	-	-
RECEIVABLES FROM CURRENT ASSETS (G)	1 060 108	165 717	894 370	739 488
• Accounts receivable, advances and other payments	11 875	11 875	11 875	10 171
• Loans and related accounts	504 629	165 717	758 891	628 486
• Financial	-	-	-	-
• Cash	74 124	-	24 124	48 311
• Receivable accounts	-	-	-	-
• Other debts	40 536	-	40 536	38 188
• Accounts receivable - assets	1 048	-	1 048	1 331
MARKETABLE SECURITIES (H)	931 443	-	931 443	275 590
• Financial elements	931 443	-	931 443	275 590
CONVERSION DIFFERENCES - LIABILITY (I)	778	-	778	10 742
• Financial elements	778	-	778	10 742
Total (F + G + H + I)	2 001 476	165 717	1 835 738	1 034 598
CASH AND ASSETS	232 050	-	232 050	799 123
• Checks and securities for cash	232 050	-	232 050	799 123
• Cash	-	-	-	-
• Cash, account payable and letters of credit	-	-	-	-
Total III	232 050	-	232 050	799 123
GRAND TOTAL I + II + III	36 472 527	5 324 940	31 347 617	30 710 649

LIABILITIES	FINANCIAL PERIOD		FINANCIAL PERIOD PREVIOUS	
	2022	2021	2021	2020
CAPITAL AND RESERVES	17 400 000	17 400 000	17 400 000	17 400 000
• Share in primary capital (1)	-	-	-	-
• Shares, subscribed capital not called up including:	-	-	-	-
• Issued capital	-	-	-	-
• Reserve for depreciation	-	-	-	-
• Reserve for merger and acquisition premiums	1 066 947	-	1 066 947	-
• Reserve for revaluation	19 800	-	19 800	-
• Other reserves	-	-	-	-
• Retained earnings (2)	-	-	-	-
• Retained profits or losses (2)	-	-	-	-
• Net income (2)	960 273	-	960 273	-
TOTAL CAPITAL AND RESERVES (A)	19 447 047	-	19 447 047	-
CAPITAL AND RESERVES, LOANS AND SIMILAR LIABILITIES (B)	285 547	-	285 547	-
• Investment subsidies	285 547	-	285 547	-
• Financial provisions	-	-	-	-
Capital and Reserves, Loans and Similar Liabilities (B net)	285 547	-	285 547	-
FINANCING DEBTS (C)	10 217 989	-	10 217 989	-
• Financial debt	1 104	-	1 104	-
• Other financing debts	9 113 885	-	9 113 885	-
FINANCING DEBTS (C net)	10 217 989	-	10 217 989	-
CONVERSION DIFFERENCES - LIABILITIES (D)	12 523	-	12 523	-
• Increase in capitalized receivables	12 523	-	12 523	-
• Decrease in financial debts	-	-	-	-
Total (A + B + C + D + E)	30 531 264	-	30 531 264	-
CURRENT LIABILITY DEBTS (F)	279 250	-	279 250	-
• Suppliers and related accounts	425 480	-	425 480	-
• Credit customers, advances and installments	21 653	-	21 653	-
• Personnel	4 976	-	4 976	-
• Financial organizations	19 513	-	19 513	-
• Tax	35 200	-	35 200	-
• Accrued accounts	-	-	-	-
• Provisions for charges	23 514	-	23 514	-
• Adjustment account - liabilities	228 406	-	228 406	-
ADJUSTABLE PROVISIONS FOR RISKS AND EXPENSES (G)	778	-	778	-
CONVERSION DIFFERENCES - LIABILITIES (D net)	18 325	-	18 325	-
Total (B + C + D net)	816 352	-	816 352	-
FINANCIAL LIABILITIES (H)	9 935	-	9 935	-
• Financial debts	9 935	-	9 935	-
• Cash advance	-	-	-	-
• Bank (Bank Maroc)	-	-	-	-
Total III	0	-	0	-
GRAND TOTAL I + II + III	31 347 617	-	31 347 617	-

TYPE	FINANCIAL PERIOD		FINANCIAL PERIOD PREVIOUS	
	2022	2021	2021	2020
OPERATIONS	3 111 161	2 791 121	3 111 161	2 791 121
• Production for the period (3 + 4 + 5)	3 111 161	2 791 121	3 111 161	2 791 121
• Sales of goods and services produced	-	-	-	-
• Variation in product inventories	-	-	-	-
• Net income produced by the company itself	-	-	-	-
FINANCIAL PERIOD EXPENDITURE (6 + 7)	2 227 639	641 069	2 227 639	641 069
• Purchases of material and supplies	467 368	406 127	467 368	406 127
• Other external costs	200 674	206 743	200 674	206 743
ADDED VALUE (I + II + III)	2 383 222	2 148 052	2 383 222	2 148 052
• Operating subsidies	-	-	-	-
• Loans and advances	8	48	8	48
• Cash resources	174 115	81 238	174 115	81 238
GROSS OPERATING SURPLUS (E.I.E) OR GROSS OPERATING DEFICIT (I.I.F)	2 209 698	2 007 075	2 209 698	2 007 075
• Other operating income	4 194	3 543	4 194	3 543
• Other operating expenses	-	-	-	-
• Operating expenses, expense transfers	22 899	8 253	22 899	8 253
• Operating allowances	933 065	849 559	933 065	849 559
OPERATING PROFIT (+ OR -)	1 383 127	1 212 112	1 383 127	1 212 112
FINANCIAL RESULT	-388 972	-428 239	-388 972	-428 239
• Profit or loss from ordinary activities (+ OR -)	994 155	783 873	994 155	783 873
• Profit or loss from non-current activities (+ OR -)	-31 862	-45 223	-31 862	-45 223
• Income tax	-25 840	-25 840	-25 840	-25 840
NET INCOME (+ OR -)	960 273	712 805	960 273	712 805

TYPE	FINANCIAL PERIOD		FINANCIAL PERIOD PREVIOUS	
	2022	2021	2021	2020
STOCK	30 531 264	29 824 653	30 531 264	29 824 653
• Permanent financing	30 531 264	29 824 653	30 531 264	29 824 653
• Less fixed assets	29 279 828	28 967 018	29 279 828	28 967 018
• Financial Working Capital (1, 2) (A)	1 251 436	857 635	1 251 436	857 635
• Current assets	1 835 738	1 034 598	1 835 738	1 034 598
• Less current liabilities	816 352	885 995	816 352	885 995
• Total financing requirement (A - B)	1 019 386	748 513	1 019 386	748 513
NET CASH (Assets - Liabilities) = A - B	232 050	799 123	232 050	799 123
II. JOBS AND RESOURCES	2 419 748	2 419 748	2 419 748	2 419 748
STOCK	2 419 748	2 419 748	2 419 748	2 419 748
• Employment	2 419 748	2 419 748	2 419 748	2 419 748
• Resources	-	-	-	-
PREVIOUS PERIOD	2 419 748	2 419 748	2 419 748	2 419 748
• Employment	2 419 748	2 419 748	2 419 748	2 419 748
• Resources	-	-	-	-
I. SABLE CASH FLOW	1 542 399	1 542 399	1 542 399	1 542 399
• FOR THE YEAR	1 542 399	1 542 399	1 542 399	1 542 399
• SELF-FINANCING (A)	1 542 399	1 542 399	1 542 399	1 542 399
• Self-financing capacity	1 542 399	1 542 399	1 542 399	1 542 399
• Profit distributions	-	-	-	-
DISPOSALS AND REDUCTIONS	-	-	-	-
• OF FIXED ASSETS (B)	-	-	-	-
• Other intangible assets	-	-	-	-
• Disposal of other fixed assets	-	-	-	-
• Disposal of financial assets	-	-	-	-
• Income on fixed assets	-	-	-	-
INCREASE (C)	-	-	-	-
• EQUITY (E)	-	-	-	-
• Capital increase, contributions	-	-	-	-
• Investment subsidies	-	-	-	-
INCREASE (C net)	-	-	-	-
• BORROWINGS (D)	380 296	380 296	380 296	380 296
• (net of redemption premiums)	-	-	-	-
CAPITAL FUNDS - FIXED ASSETS (A - B + C - D)	1 942 696	1 942 696	1 942 696	1 942 696
II. LONG-TERM CAPITAL EXPENDITURE FOR THE YEAR (CASH FLOW)	816 452	816 452	816 452	816 452
• IN FIXED ASSETS (E)	816 452	816 452	816 452	816 452
• Purchase of intangible assets	12 756	10 057 090	12 756	10 057 090
• Purchase of fixed assets	861 685	10 340 622	861 685	10 340 622
• Purchase of non-current financial assets	-	-	-	-
• Increase in capitalized receivables	-	-	-	-
REPAYMENT OF	-	-	-	-
• EQUITY (F)	-	-	-	-
• REPAYMENTS	638 205	638 205	638 205	638 205
• OF BORROWINGS (G)	36 238	36 238	36 238	36 238
• ASSETS WRITTEN OFF (H)	-	-	-	-
TOTAL II - PERMANENT JOBS (E + F + G + H)	1 548 895	1 548 895	1 548 895	1 548 895
III. CHANGE IN BORROWING REQUIREMENT (B.F.G)	870 874	870 874	870 874	870 874
IV. CHANGE IN CASH FLOW	477 107	477 107	477 107	477 107
OVERALL TOTAL	2 419 748	2 419 748	2 419 748	2 419 748

TYPE	OPERATIONS		TOTALS FOR THE PERIOD		TOTALS FOR THE PERIOD PREVIOUS	
	2022	2021	2021	2020	2021	2020
OPERATING ALLOWANCES	3 111 161	2 791 121	3 111 161	2 791 121	3 111 161	2 791 121
• Production for the period	3 111 161	2 791 121	3 111 161	2 791 121	3 111 161	2 791 121
• Sales of goods and services produced	-	-	-	-	-	-
• Variation in product inventories	-	-	-	-	-	-
• Net income produced by the company itself	-	-	-	-	-	-
• Operating subsidies						

FINANCIAL STATEMENTS OF MARSA MAROC AS OF DECEMBER 31, 2022



FINANCIAL STATEMENTS OF MARSA MAROC AS OF DECEMBER 31, 2022



ASSET BALANCE SHEET AS AT 31.12.2022		IN THOUSANDS OF DH	
ASSET	FINANCIAL PERIOD	FINANCIAL PERIOD PREVIOUS	
	2022	2021	
NON-VALUED FIXED ASSETS	138 000 025.64	79 556 758.46	58 451 267.18
INTANGIBLE ASSETS	149 341 932.72	124 959 601.63	24 382 331.89
FINANCIAL ASSETS	4 395 142 406.61	3 382 955 646.90	1 062 398 796.88
FINANCIAL LIABILITIES	1 329 879 675.52	1 237 152 406.46	684 377 013.21
CONVERSION DIFFERENCES - ASSET	1 291 496 680.00	6 114 900.00	1 285 381 780.00
TOTAL (I+A+B+C+D+E)	6 941 672 040.89	5 317 304 556.45	2 544 372 994.44
STOCKS (F)	153 666 446.49	57 150 165.99	95 630 985.50
ACCOUNTS RECEIVABLE FROM CURRENT ASSETS	758 386 396.41	128 127 971.79	630 269 426.42
FINANCIAL LIABILITIES	1 329 879 675.52	1 237 152 406.46	684 377 013.21
CONVERSION DIFFERENCES - LIABILITY	1 291 496 680.00	6 114 900.00	1 285 381 780.00
TOTAL (I+A+B+C+D+E)	6 941 672 040.89	5 317 304 556.45	2 544 372 994.44

LIABILITIES BALANCE SHEET AS AT 31.12.2022		IN THOUSANDS OF DH	
LIABILITIES	FINANCIAL PERIOD	FINANCIAL PERIOD PREVIOUS	
	2022	2021	
CAPITAL AND RESERVES	1 619 492 365.91	1 541 912 065.16	1 541 912 065.16
DEBT	1 329 879 675.52	1 237 152 406.46	684 377 013.21
CONVERSION DIFFERENCES - LIABILITY	1 291 496 680.00	6 114 900.00	1 285 381 780.00
TOTAL (I+A+B+C+D+E)	4 210 868 721.43	2 845 179 371.62	2 511 670 858.37

INCOME AND EXPENSES ACCOUNT EXCLUDING TAXES AS AT 31.12.2022		IN THOUSANDS OF DH	
TYPE	OPERATIONS	TOTALS OF FINANCIAL PERIOD	TOTALS OF FINANCIAL PERIOD PREVIOUS
	2022	2021	
I OPERATING ALLOWANCES	2 420 851 295.17	-	2 222 264 341.86
II OPERATING PROFIT (OR LOSS)	894 173 453.17	1 526 072 840.00	1 543 038 849.00
III FINANCIAL INCOME	51 419 831.93	1 419 831.93	27 844 777.92
IV PROFIT OR LOSS FROM ORDINARY ACTIVITIES (III+II)	945 593 285.10	2 945 904.93	1 570 883 626.92
V PROFIT OR LOSS FROM NON-CURRENT ACTIVITIES	185 138 137.38	1 422 945 847.80	1 415 787 167.42
VI PROFIT OR LOSS FROM ALL ACTIVITIES (V+IV)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
VII FINANCIAL EXPENSES	1 903 427.82	1 903 427.82	3 275 932.76
VIII PROFIT OR LOSS FROM ALL ACTIVITIES (VI-VII)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
IX NET INCOME (VIII+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
X NET INCOME (VIII+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
XI NET INCOME (VIII+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
XII NET INCOME (VIII+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
XIII NET INCOME (VIII+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
XIV NET INCOME (VIII+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
XV NET INCOME (VIII+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
XVI NET INCOME (VIII+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
XVII NET INCOME (VIII+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
XVIII NET INCOME (VIII+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
XIX NET INCOME (VIII+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
XX NET INCOME (VIII+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
XXI NET INCOME (VIII+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
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XXVI NET INCOME (VIII+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
XXVII NET INCOME (VIII+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
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XXIX NET INCOME (VIII+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
XXX NET INCOME (VIII+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
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STATEMENT OF MANAGEMENT BALANCES (E.S.G) AS AT 31.12.2022		IN THOUSANDS OF DH	
	FINANCIAL PERIOD	FINANCIAL PERIOD	
	2022	2021	
I INCOME STATEMENT (I+II)	2 357 677 912.35	2 204 462 310.72	2 204 462 310.72
II PROFIT OR LOSS FROM ALL ACTIVITIES (I+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
III FINANCIAL EXPENSES	1 903 427.82	1 903 427.82	3 275 932.76
IV PROFIT OR LOSS FROM ALL ACTIVITIES (III+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
V NET INCOME (IV+II)	1 130 731 422.48	4 368 850 792.73	2 986 670 794.34
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(1) Excluding allocations to current assets and liabilities and cash and cash equivalents.
 (2) Excluding write-backs of current assets and liabilities and cash and cash equivalents.
 (3) Including write-backs of investment subsidies.
 NOTE: Cash flow can only be calculated on the basis of EBITDA.

