

TANGER MED



CSR
REPORT
2022

This CSR annual report has been prepared in accordance with GRI sustainable development reporting standards.



This report is available in digital version. Scan the QR code to access it. It is also accessible through the following link : www.tangermed.ma



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CHAIRMAN'S REMARKS



In 2022, disruptions to the major global supply chains continued to grow economic imbalances, with education now revealing for example, more than 1 structure. Faced with the challenges posed by year in their i crises that we are going through, we place sustainability children as a central axis of influence in our activities. and 280 port, logistics and industrial facilities.

Carbon neutrality: our priority

The energy transition is undeniably our greatest challenge over the next few years. The aim is not only to achieve carbon neutrality for the Group's own needs by 2030, but also to support our shipping, industrial, and logistics customers by building a low-carbon ecosystem, configured around an innovative green logistics offering.

Our roadmap is built around four major ambitions: self-sufficiency in low-carbon energy, the development of green mobility, energy conservation, and the promotion of renewable energies In 2022, we installed our first photovoltaic park, and we have also launched a study into the operationalization of electrical connections for ships at berth, to significantly limit their CO emissions when they call at Tanger Med Port Complex. Dans le cadre As part of the Green program, Marsa Maroc has also continued to install photovoltaic solar power plants at the ports of Casablanca and Mohammedia, increasing their green energy consumption by up to 10%.

Human capital, our driving force

Our conviction has not changed: invest massively in human capital to maximize our social and environmental impact. This year, we have continued to strengthen and develop skills, with more than 90% of the Group's training plan completed. We are also working to build up a diversity of talents that will enable us to break with established paradigms and propose new ways of thinking and acting. We have launched our Digital Factory, which has overseen the launch of two technology platforms, the Security Operation System (SOC) and the Network Operation System (NOC), to equip our operational centers with security tools that meet the highest international standards. We are also working to support entrepreneurship, particularly among small and medium-sized businesses, for which dedicated economic zones have been set up and will eventually create almost 7,000 direct jobs.

Territorial action: our responsibility

Our territorial commitment has never been stronger. For more than 15 years, our Foundation has been forging close ties with local communities, an integral part of our ecosystem. The Foundation's territorial initiatives reached more than 36,000 beneficiaries in 2022, and addressed several major areas, including social and economic inclusion, education, and excellence This year, for example, more than 1,000 young people were assisted in finding employment, nearly 5,000 children received school transport in rural areas, and 280 children in the province of Fahs Anjra were introduced to sailing within the Fahs Anjra Sailing Club With the Lycée Méditerranéen (LYMED) and the 1337 MED coding school, we are also laying the foundations for a training program of excellence, focused on innovation and employability Today, our educational campuses are home to some 300 talented scholars from all over Morocco.

It is our collective responsibility to ensure that all new initiatives to create value generate positive externalities in response to environmental and societal challenges We are more than ever committed to diligently pursuing our contribution.

 **Fouad BRINI**
Président



01.
**FOUNDATIONS OF OUR
CSR COMMITMENT**



FOUNDATIONS OF OUR CSR COMMITMENT

THE GROUP'S CSR STRATEGY

**STAKEHOLDER MAPPING AND ENGAGEMENT
FRAMEWORK**

MATERIALITY ANALYSIS

OUR ECOSYSTEM, A CREATOR OF VALUE

FOUNDATIONS OF OUR CSR

THE GROUP'S CSR STRATEGY

Tanger Med has established a Corporate Social Responsibility (CSR) plan that is in line with both the Sustainable Development Goals (SDGs) of the United Nations and the Global Reporting Initiative (GRI) frameworks.

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Today, our strategy is aligned with the priorities of our stakeholders, and is revised periodically to take account of changing circumstances and progress made.

At Tanger Med, we are aware of our impact on the environment and are implementing a consistent, multidimensional, and integrated approach to Corporate Social Responsibility (CSR) across our operational businesses and support functions.

We are committed to protecting the environment at all times, and to working with all stakeholders to achieve this goal.

The Group carries out inclusive projects with a local impact, broken down into five major areas and 10 commitments, aligned with the United Nations' Sustainable Development Goals (SDG). Thanks to our actions, Tanger Med is recognized as an international logistics hub and industrial competitiveness platform, contributing to the region's influence and positioning.

Our strategic plan focuses on six key issues that have a direct impact on our stakeholders, including:

▲ **Our employees:** By strengthening the team's skills and resources, while ensuring safety and quality of life at work

▲ **Our customers and suppliers:** By providing them with an environment conducive to carrying out their operations.

▲ **Our partners:** By complying with current environmental regulations.

By reducing the environmental impact of the entities' activities on the surrounding area and by guaranteeing compliance with current environmental regulations.

▲ **Our financial community:** By facilitating access to information.

▲ **Our local communities:** By proposing innovative projects in terms of sustainable development and energy efficiency, and through job creation and the implementation of solutions for the efficient sorting and/or reuse of waste.





2022 CSR RETROSPECTIVE

01

Manage operations and infrastructure efficiently and sustainably

WELCOMING MOROCCANS FROM AROUND THE WORLD, OPERATION MARHABA 2022

1.5 million passengers received during Operation Marhaba 2022 | **150 M MAD** committed to preparing transit operation | Implementation of a solution for tracking fixed **ticket sales to passengers**

DIGITALIZATION AT THE HEART OF BUSINESS SUSTAINABILITY

100% paperless import-export operations | **459,000** Port Movement Authorizations (PMA) issued since PCS* | 30% increase in processing capacity for PMA ancillary services | **Total digitization** of the bidding and tendering process | **Introduction of online** filing of invoices and receipt of orders on the purchasing portal | **Introduction of electronic signatures for digital signatures** in April 2022 | Start work on introducing **electronic signatures for purchase orders** in January 2022

02

Adopt a governance system that enables responsible day-to-day management

PROMOTION OF REGULAR, TRANSPARENT COMMUNICATION

Participation in **41** events, **22** of them international | **2,362** visitors received out of a total of **148** visits | Launch of the new version of **TMSA, TMPA, and Marsa Maroc website** | Manage a digital community of **+150,000** followers | More than **118** publications shared on our social networks in 2022

PROMOTION OF REGULAR, TRANSPARENT COMMUNICATION

Dalia sailing school launched for children in the Fahs Anjra Province | **287** students joined the first graduating class in 2022 | Return of **MAGHREB ATHLETIC DE TĒTOUAN (MAT)** in **1st division** following its partnership with Tanger Med | **1st place** on the podium for **ITTihad TANGER (IRT)** at the **Throne Cup**, supported by Tanger Med | Supporting Moroccan champion Hassan Baraka and two amateur sportswomen as they cross the Strait of Gibraltar, one of the 7 most difficult crossed in the world.

03

Develop human capital, innovation, and improve the social and economic impact

AN HR APPROACH FOCUSED ON HUMAN CAPITAL AND PERFORMANCE

87 employees recruited and **171 trainees** received in 2022 | **92%** of the Group training plan completed | **+900,000** resources available on Tanger Med E-learning

OUR OPERATIONS A RESOURCE INTERFACE TO PROMOTE JOB CREATION, ENTREPRENEURSHIP, RESEARCH, AND INNOVATION

Launch of the CIREs Digital Factory with 11 projects and products to its credit in 2022, including 2 platforms, the Security Operation Center and the Network Operation Center | Participation in the "Territory Development Challenge" innovation competition, organized by CRI TTA and APDN in partnership with Tanger Med | Setting up a support program for very small and micro-business suppliers

04

Participate in the sustainable development of the territory through an inclusive approach

ENERGY TRANSITION: ZERO-CARBON TARGET BY 2030 FOR THE DIRECT SCOPE OF THE GROUP'S OPERATIONS

Development of a photovoltaic park on the roof of the TMPC with a capacity of **1.3 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 increase their green energy consumption by up to 10%.

1337 MED AND LYMED: LEARNING DIFFERENTLY AND ESTABLISHING LONG-TERM EXCELLENCE

300 candidates took part in the first **1337 MED pools** | **200 students** joined the first **1337 MED** graduating class | **+12 companies** visited the campus **1337 MED** in 2022 | **2,600 high school** students contacted during the **LYMED** selection campaign for the 22-23 academic year | **48 students** join the second **LYMED** graduating class | **+10 companies** visited the **LYMED** campus in 2022

TANGER MED FOUNDATION: NEARLY 70 AGREEMENTS SIGNED BY 2022

2 600 (T) of waste collected and 11 collection agents trained by TMU in Ksar Sghir and Ksar AlMajaz | **3 000 (T)** of plastic waste collected on Dalia beach | **Green Flag** certification for Dockchir and Zemmij schools with the support of Tanger Med Foundation | **4 720 students** receive school transport in Fahs Anjra | **1 034 young** people from Fahs Anjra supported in their job search | Financing of 3 infrastructure projects for rural populations (school, mosque, etc.)

05

Contribute to the integration of the region within the international logistics chain

TANGER MED, A KEY PLAYER IN INTERNATIONAL LOGISTICS COOPERATION

Home to 7 global port hubs, members of the international chainPORT network | Steering committee set up for joint initiatives between Tanger Med and the port of Algeciras | Exchange best practices with logistics leaders at **"TOC Europe 2022"**

TANGER MED, A MAJOR HUB RESOLUTELY FOCUSED ON AFRICA

31% of containerized flows originate or terminate in Africa | **9** supervisions of projects and works in Africa | **45** training sessions in Africa

(*) Tanger Med Port Community System (PCS) : Plateforme digitale permettant de faciliter les opérations portuaires et logistiques pour les acteurs publics et privés



FULFILLING OUR COMMITMENTS

L'engagement du Groupe s'opère à l'intersection de la législation des objectifs et de la prise en compte des attentes des parties prenantes. Le Groupe a pour ambition de contribuer à la réalisation de ces objectifs et de répondre aux attentes des parties prenantes.

Dans cette optique, le Groupe a défini cinq engagements stratégiques et cinq objectifs de développement durable dans son plan stratégique. Le Groupe s'efforce de les mettre en œuvre de manière cohérente et de les intégrer dans ses activités opérationnelles. Nos parties prenantes sont impliquées dans la définition de ces objectifs et nous sollicitons leur expertise et nos parties prenantes pour contribuer à la réalisation de ces objectifs.

COMMITMENT 1 : Manage operations and infrastructure efficiently and sustainably

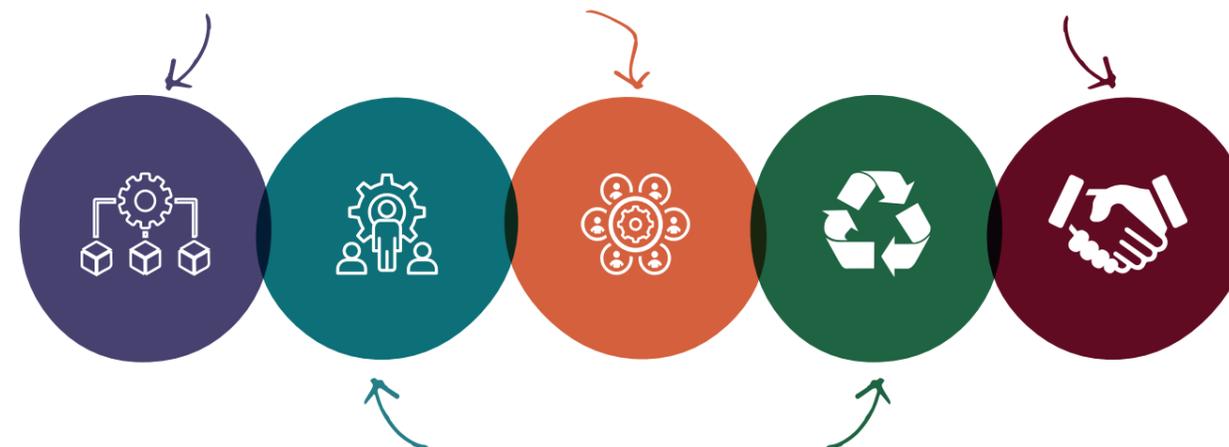
- 1.1 Carry out our operations at the highest level of service quality and in compliance with social and environmental requirements.
- 1.2 Promote sustainable solutions to connect the Group's activity zones with the local area.

COMMITMENT 3 : Develop human capital, innovation, and improve the social and economic impact

- 3.1 Develop human capital in the port, logistics, and industrial areas where the Group operates.
- 3.2 Make our operations a resource interface to promote job creation, entrepreneurship, research, and innovation.

COMMITMENT 5 : Improve the territory's logistics connectivity and strengthen links within the ecosystem.

- 5.1 Improve the territory's logistics connectivity and strengthen links within the ecosystem
- 5.2 Develop cooperation with international stakeholders and strengthen the presence in international institutions.



COMMITMENT 2 : adopt a governance system that enables responsible day-to-day management

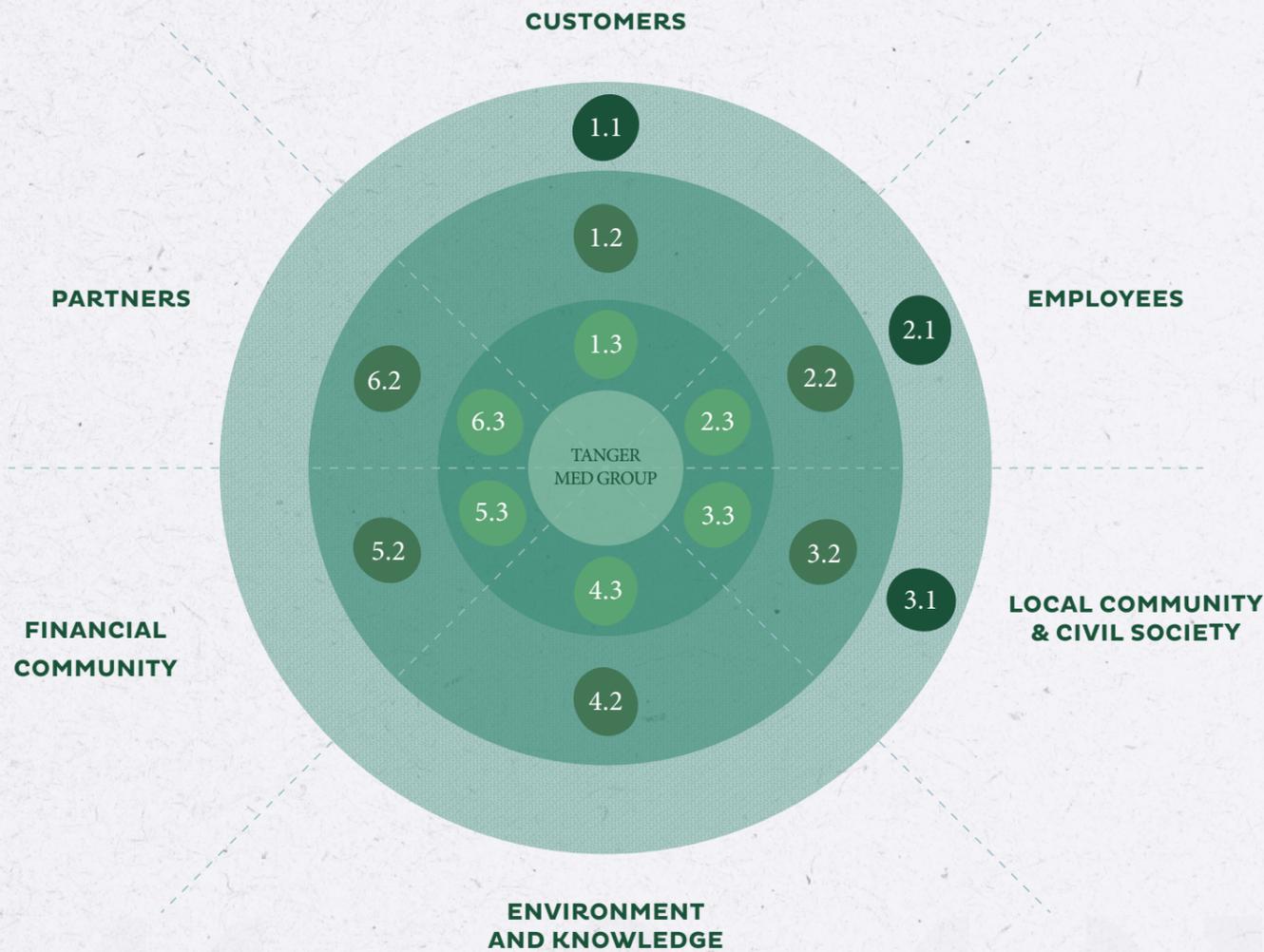
- 2.1 Implement ethical and transparent governance to manage the day-to-day challenges of sustainable development and dialogue with stakeholders.
- 2.2 Build an intangible asset around the Group's identity and culture to strengthen sustainable relationships with stakeholders and the territory.

ENGAGEMENT 4 : Participate in the sustainable development of the territory through an inclusive approach.

- 4.1 Contribute to actions aimed at energy transition, circular economy, and the preservation of biodiversity.
- 4.2 Facilitate access to education and healthcare and contribute to the improvement of living conditions in our ecosystem.

STAKEHOLDER MAPPING

To better understand the expectations of our stakeholders, we have developed a map illustrating the level of relationship we have with them. This approach has enabled us to draw up a chart outlining the various dialogue mechanisms organized with our stakeholders to promote proactive, effective communication. A series of interviews with our Group's various functions were carried out in order to gather as exhaustive a picture as possible of the Group's various interactions with its ecosystem.



1. CUSTOMERS

- 1.1 Handlers - Passengers
- 1.2 Importers / Exporters
Shipowners / Shipping
Agents Carriers / Forwarders
- 1.3 Concessionaires



2. EMPLOYEES

- 2.1 Association for social work
- 2.2 Employee representative bodies
Tanger Med Foundation Local
Associations
- 2.3 Employees



3. LOCAL COMMUNITY & CIVIL SOCIETY

- 3.1 Media
- 3.2 Supervisory & Regulatory Authorities
Public authorities
Internal & external governance
bodies
- 3.3 Local representatives
Shoreline / Resident population



4. ENVIRONMENT AND KNOWLEDGE

- 4.2 Professional training centers
NGO universities & schools
- 4.3 Environment



5. FINANCIAL COMMUNITY

- 5.2 Financial organizations Donors
- 5.3 Investors

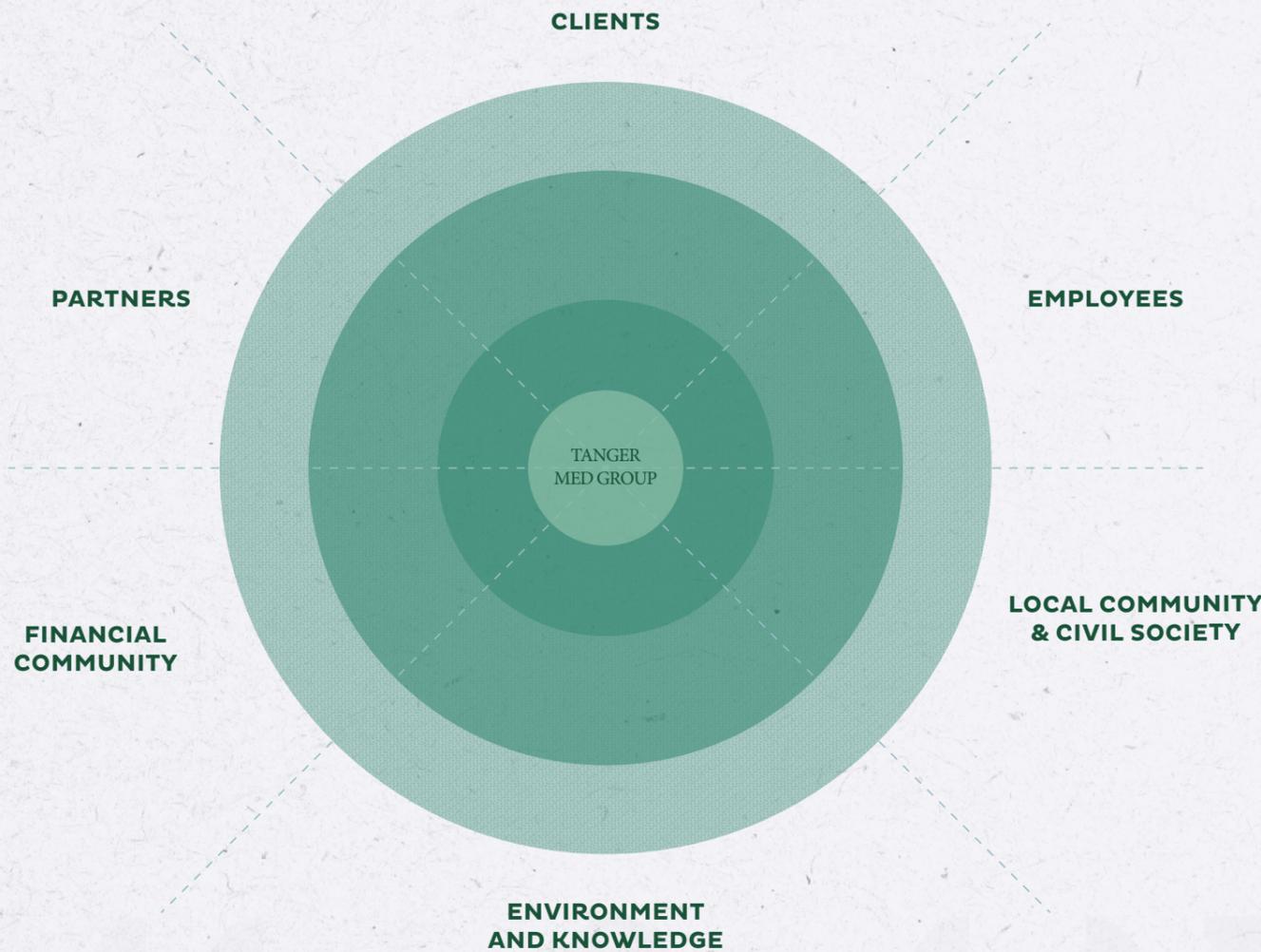


6. PARTNERS

- 6.2 International Organizations & Regional
Professional associations
- 6.3 Suppliers

DIALOGUE WITH STAKEHOLDERS

To better understand the expectations of our stakeholders, we have developed a map illustrating the level of relationship we have with them. This approach has enabled us to draw up a chart outlining the various dialogue mechanisms organized with our stakeholders to promote proactive, effective communication. A series of interviews with our Group's various functions were carried out in order to gather as exhaustive a picture as possible of the Group's various interactions with its ecosystem.



1. CUSTOMERS

- ▲ Customer satisfaction survey
- ▲ Annual and CSR reports
- ▲ Social networking
- ▲ Webinars, Conferences
- ▲ Performance reporting



2. EMPLOYEES

- ▲ Social dialogue through AOSTM
- ▲ Continuing education
- ▲ Social networking
- ▲ Occupational health
- ▲ Seminars and annual reviews



3. LOCAL COMMUNITY & CIVIL SOCIETY

- ▲ Open House
- ▲ Meeting with authorities
- ▲ Tanger Med Foundation projects



4. ENVIRONMENT AND KNOWLEDGE

- ▲ Visits and meetings
- ▲ Seminars, conferences, and debates
- ▲ Internships and recruitment



5. FINANCIAL COMMUNITY

- ▲ Financial reporting



6. PARTNERS

- ▲ Contracts
- ▲ Partnerships
- ▲ Videoconferencing
- ▲ Meetings and conferences

MATERIALITY ANALYSIS

Materiality analysis is a key transparency tool for sustainable development. It enables us to understand the priority issues of our stakeholders and to align our actions to best meet them.

The issues identified and assessed are ranked according to their importance for the Group and its stakeholders. This prioritization has enabled us to identify the issues in our ecosystem by level of relevance, and to integrate them into our CSR approach.



14 KEY ISSUES

Very high materiality levels for Tanger Med or its stakeholders

- 3 Ethics & Transparency
- 9 Cybersecurity
- 13 Diversity and Equal opportunities
- 15 Health and safety at work
- 18 Sustainable mobility
- 19 Socio-economic contribution
- 21 Innovation
- 22 Port and maritime training
- 23 Logistics connectivity
- 24 Sustainable logistics zones
- 25 Responsible and sustainable investments
- 31 Circular economy
- 32 Education
- 33 Employment

13 MAJOR ISSUES

Very high materiality levels for Tanger Med or its stakeholders

- 1 Identity and purpose
- 2 Group governance
- 4 Risk management
- 5 Human rights
- 8 Responsible Purchasing
- 10 Cooperation & Partnerships
- 11 Financial communication
- 14 Human capital development Group
- 17 Quality, Safety and Security of Operations
- 27 Environmental protection and preservation
- 30 Energy
- 34 Development of the region
- 36 Health and living conditions

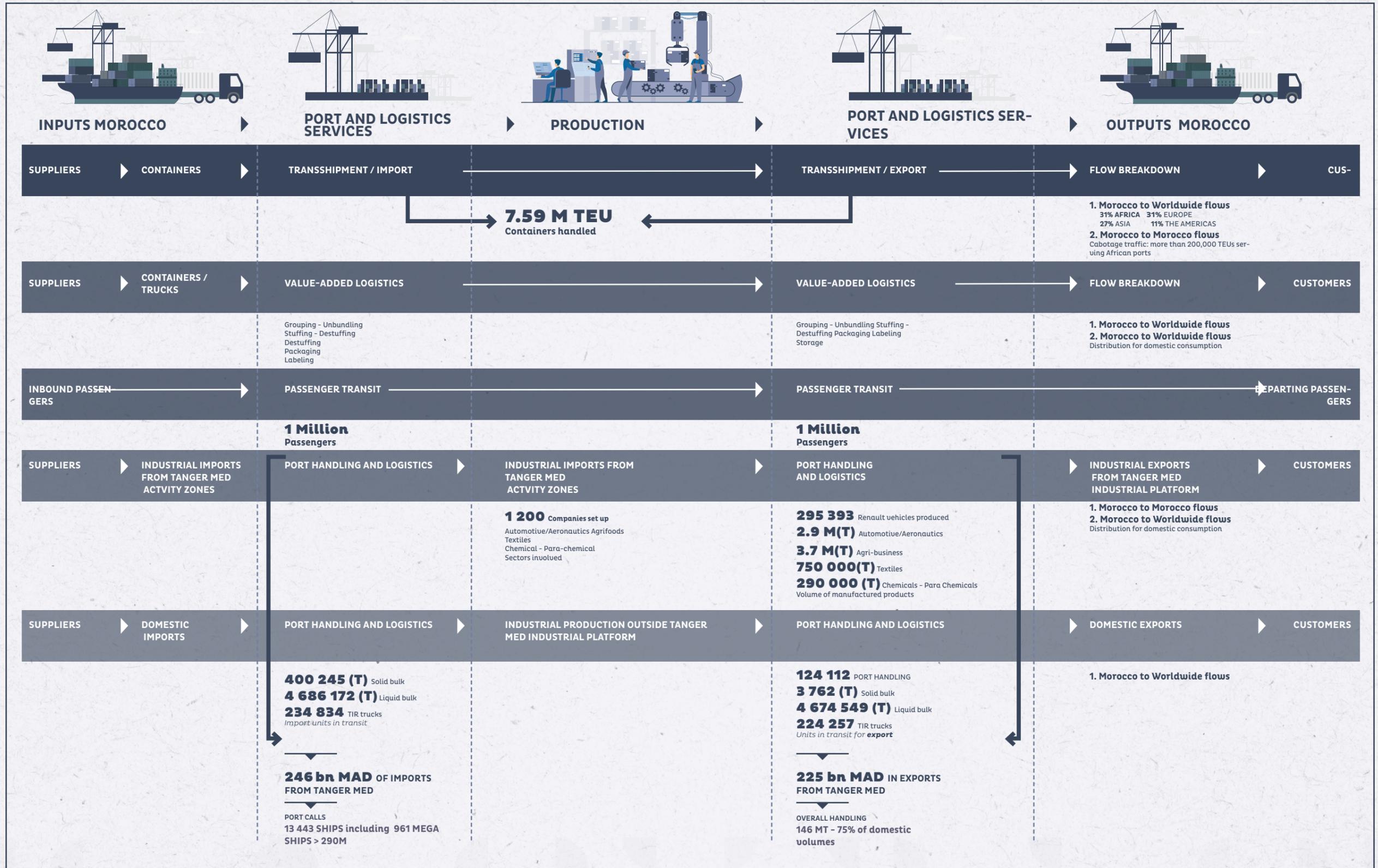
9 KEY ISSUES

Medium to high materiality levels for Tanger Med and its stakeholders

- 6 Compliance
- 7 Protection of privacy
- 12 Employment, labor relations and working conditions
- 16 Social dialogue
- 20 Research and studies
- 26 Climate
- 28 Aquatic life
- 29 Biodiversity
- 35 Entrepreneurship



OUR ECOSYSTEM, A VALUE CREATOR



TERRITORIAL DEVELOPMENT
+ 900 PROJECTS
INCLUDING 69 IN 2022
+ 570 000 BENEFICIARIES
INCLUDING 36K IN 2022

HUMAN CAPITAL
+100 000 JOBS CREATED
INCLUDING 4,451 IN 2022

INVESTMENTS
103 BILLION MAD PUBLIC/PRIVATE
OF WHICH 2.2 BILLION IN 2022

SALES FIGURES
8.8 BILLION MAD
2022 GROUP SALES FIGURES
4.6 BILLION MAD
EBE GROUP 2022



02.

**GROUP
PRESENTATION**



GROUP PRESENTATION

OUR HISTORY

OUR STRUCTURE

OUR MISSION

OUR VISION

GROUP PRESENTATION

OUR HISTORY

2003

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



2007

Four years later, in 2007, His Majesty King Mohammed VI officially launching the first container terminal of the port complex.



2009

In 2009, His Majesty King Mohammed VI launches the Large Industrial Platform, which was integrated into Tanger Med Port Complex to create a competitive ecosystem.



2010

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



2012

In 2012, His Majesty King Mohammed VI officially unveils the Renault Tanger Med Plant, the largest automotive production unit in Africa. In the same year, the "Tanger Automotive City" commercial business park was opened to support the installation of automotive subcontractors around the Renault Group, as well as the "Tétouan Shore" business park dedicated to offshoring.



2014

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

2016

In 2016, Tanger Med Group signs the concession contract for TC4 terminal at Tanger Med Port 2, with the 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, Tanger Med Port, the vision of His Majesty King Mohammed VI, celebrates 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 Tanger Med Port 2. The Port Complex therefore becomes the leading seaport facility in the Mediterranean.



2020

In 2020, the Port Complex becomes the leading container port in the Mediterranean and confirms its African leadership for the 4th consecutive year.

2021

In 2021, the Group enters a new strategic phase by joining forces with Marsa Maroc, a national leader in the operation of port terminals, with a presence in 9 other ports in the Kingdom in addition to Tanger Med Port Complex. In the same year, the TC3 container terminal at Tanger Med Port complex begins commercial operations.



2022

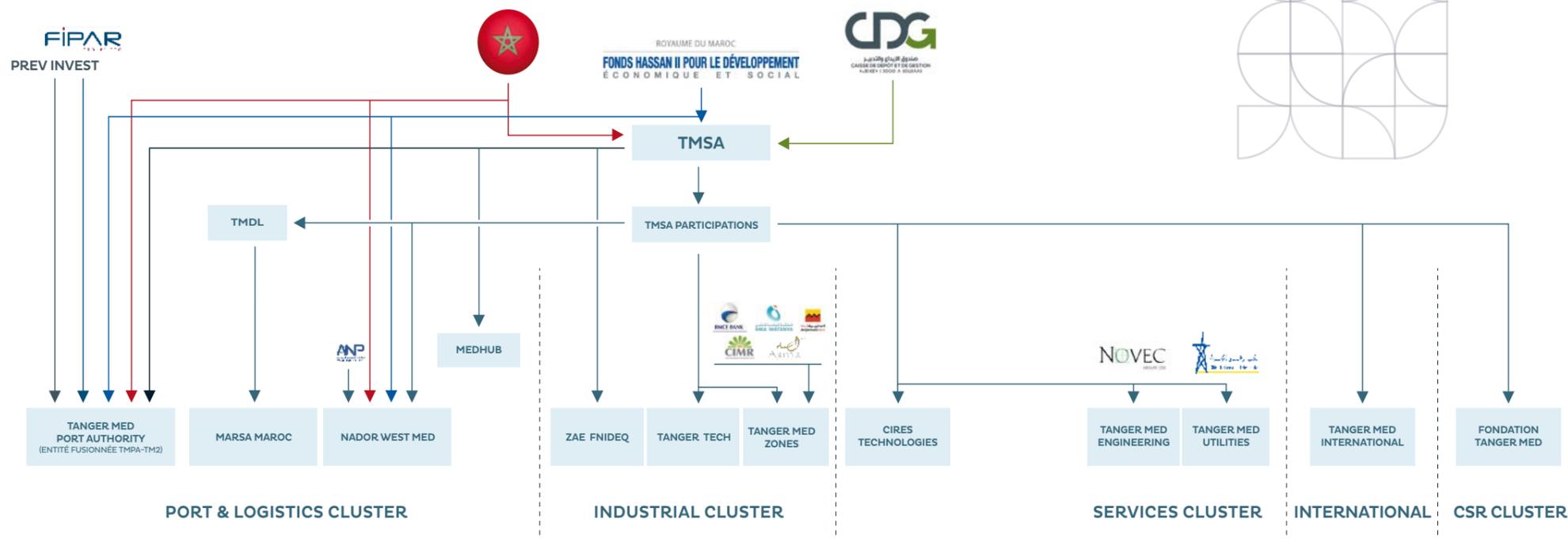
In 2022, the industrial platform exceeded the milestone of 1,200 active companies.

OUR STRUCTURE

TMSA (Tanger Med Spécial Agency) is a public limited company with a share capital of 3,795,079,100 MAD.

It is made up of four business operational clusters, each with its own expertise, working closely together to offer a complete logistics solution.

- ▲ Port and Logistics Cluster
- ▲ Industrial Cluster
- ▲ Services Cluster
- ▲ CSR Cluster



OUR MISSION

Tanger Med Group is organized around the TMSA holding company, which is structured around 4 operational clusters :

the port and logistics cluster, the industrial cluster, the services cluster, and the social cluster.

TMSA HOLDING

TMSA Holding defines and steers the Group's strategic policy and the development vision of its subsidiaries. It also manages the Group's holdings through TMSA Investments, in particular Marsa Maroc and SATT. TMSA Holding pursues its mission through the following principal activity sectors:

- ▲ Managing the financing policy
- ▲ Managing the investment portfolio
- ▲ Meeting the objectives of land prospecting and litigation management
- ▲ Managing the communications policy
- ▲ Defining and monitoring the CSR roadmap
- ▲ Managing internal audit, management control, and risk management
- ▲ Managing the human resources policy
- ▲ Defining and overseeing the deployment of CSR policy at the level of the various Group subsidiaries
- ▲ Define and ensure the deployment of the digitalization strategy across the various subsidiaries of the Group.

OUR VISION

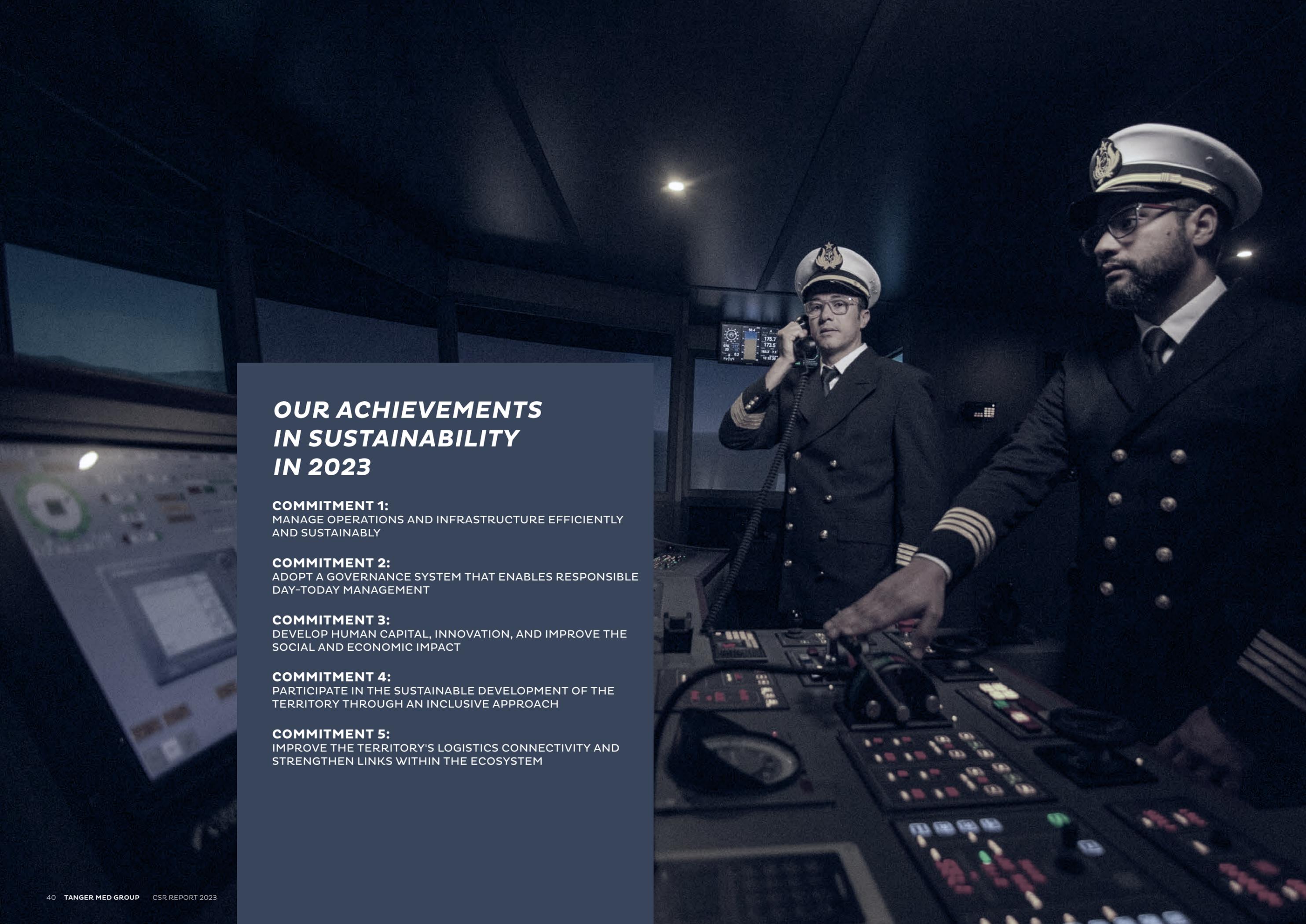
With its sights set firmly on the future, Tanger Med Group aims to become a key player in global supply chains.

Anticipating the opportunities and needs of our customers is at the heart of our strategy to better prepare for the challenges of tomorrow. Our vision is to be active in the various links of the logistics value chain. We aspire to create sectoral connections, strengthening our commercial value proposition. Several levers exist to achieve this ambition, one of which is central and a driving force for its realization: investing massively in our talents and in the territory where our businesses are developing.



03.

**OUR ACHIEVEMENTS IN
SUSTAINABILITY IN 2023**



OUR ACHIEVEMENTS IN SUSTAINABILITY IN 2023

COMMITMENT 1:
MANAGE OPERATIONS AND INFRASTRUCTURE EFFICIENTLY
AND SUSTAINABLY

COMMITMENT 2:
ADOPT A GOVERNANCE SYSTEM THAT ENABLES RESPONSIBLE
DAY-TODAY MANAGEMENT

COMMITMENT 3:
DEVELOP HUMAN CAPITAL, INNOVATION, AND IMPROVE THE
SOCIAL AND ECONOMIC IMPACT

COMMITMENT 4:
PARTICIPATE IN THE SUSTAINABLE DEVELOPMENT OF THE
TERRITORY THROUGH AN INCLUSIVE APPROACH

COMMITMENT 5:
IMPROVE THE TERRITORY'S LOGISTICS CONNECTIVITY AND
STRENGTHEN LINKS WITHIN THE ECOSYSTEM

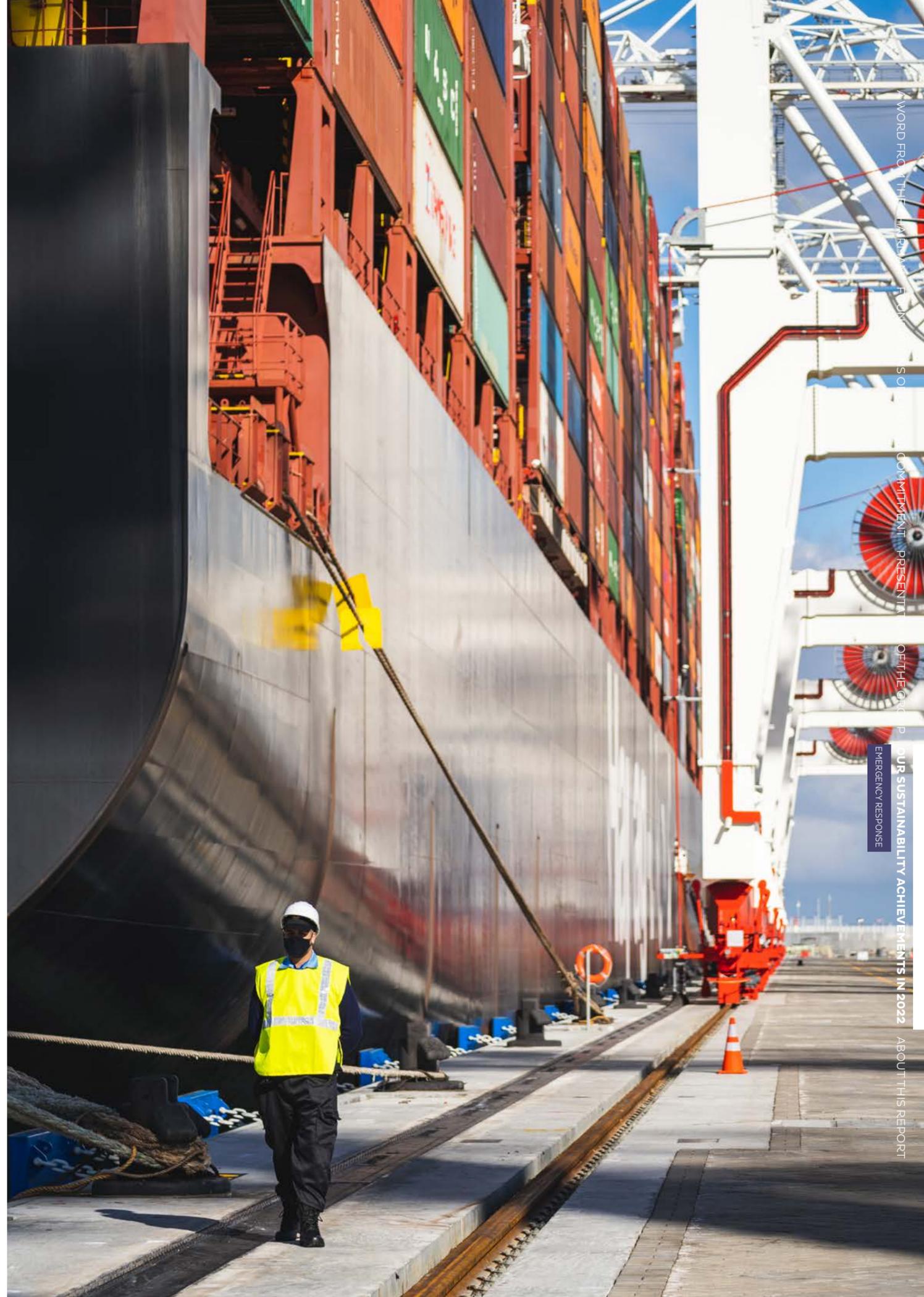


MANAGE OPERATIONS AND INFRASTRUCTURE EFFICIENTLY AND SUSTAINABLY

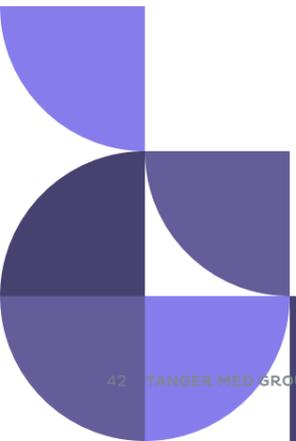
1.1 CARRY OUT OUR OPERATIONS AT THE HIGHEST LEVEL OF SERVICE QUALITY AND IN COMPLIANCE WITH SOCIAL AND ENVIRONMENTAL REQUIREMENTS.

1.2 PROMOTE SUSTAINABLE MOBILITY SOLUTIONS TO CONNECT THE PORT, ACTIVITY ZONES, AND THE TERRITORY.

COMMITMENT 1



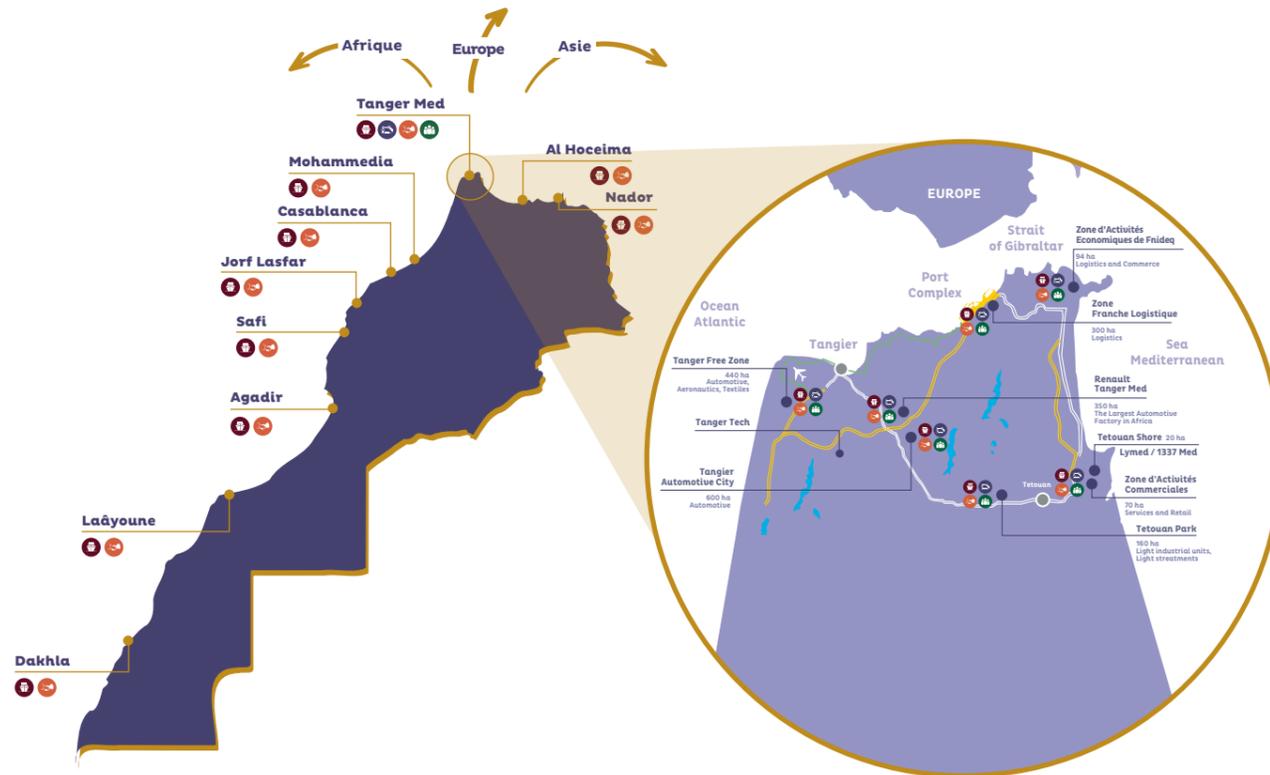
WORD FROM THE CHAIRMAN
SOCIAL RESPONSIBILITY
COMMITMENT PRESENT
OF THE GROUP
OUR SUSTAINABILITY ACHIEVEMENTS IN 2022
EMERGENCY RESPONSE
ABOUT THIS REPORT





1.1 CARRY OUT OUR OPERATIONS AT THE HIGHEST LEVEL OF SERVICE QUALITY AND IN COMPLIANCE WITH SOCIAL AND ENVIRONMENTAL REQUIREMENTS

TANGER MED, AN INTEGRATED OPERATOR WITH A NATIONAL, MEDITERRANEAN, AND AFRICAN FOOTPRINT



PORT AND LOGISTICS OPERATIONS

- 146 MT** Overall tonnage processed 75% of domestic tonnage
- 8.5 MTEU** Containers
- 10 ports** intervention at a national level
- 1st port** Container port in Africa and the Mediterranean

PLANNING AND DEVELOPMENT OF ACTIVITY ZONES

- 1200** Established Business
- 4 451** New Jobs +1.2% compared to 2021
- 100 000** Total jobs created to date
- ONE-STOP SERVICE** Facilitating investment and installation

INNOVATIVE SERVICES

- 148** Infrastructure design and in security, cyber-security, and carried out by TME +35% compared to 2021
- 55** Development projects for security, cybersecurity, and information systems led by CIRES increased by 4% compared to 2021.
- 13 122 (T)** The total volume of waste processed per thousand metric tons by TMU in 2022 within the Group's operational zones increased by 22% compared to 2021.

A FOUNDATION IN THE HEART OF THE TERRITORY

- + 900** Projects to date
- + 570 000** Beneficiaries

PORT AND LOGISTICS OPERATIONS

The Port and Logistics Cluster combines the operational functions of Tanger Med Port Complex, the 9 other national ports, where Marsa Maroc operates, and the MedHub Logistics Zone.

- ▲ Tanger Med Port Authority manages and develops Tanger Med Port Complex. Specializing in containers, trucks, new vehicles, hydrocarbons, passengers and general cargo, the port complex covers an area of 1,000 hectares and comprises Tanger Med Port 1, Passenger and Ro-Ro port, and Tanger Med Port 2.
- ▲ Marsa Maroc is a port terminal operator providing handling, storage, port logistics, and vessel services.
- ▲ MedHub is a Logistics Zone located in the port complex enlever area, developing logistics platforms for multinational companies and 3PL logistics providers ensuring fast, efficient distribution within the regulated territory and internationally.
- ▲ Nador West Med, the new port under construction, will provide additional port capacity for the Group in the Mediterranean.

PLANNING AND DEVELOPMENT OF COMMERCIAL ACTIVITY ZONES

The Industrial Cluster brings together the operational functions of 8 activity zones. It is supported by a subsidiary: Tanger Med Zones.

Tanger Med industrial platform covers 2 000 Ha and is a regional competitiveness platform for the industrial, logistics, services and trade sectors.

Tanger Med Industrial Platform comprises several activity zones, including Tanger Free Zone, Tanger Automotive City, Renault Tanger Med, Tétouan Park, Tétouan Shore, and the new Martil Commercial Zone. The Group is also developing new industrial and logistics zones within the framework of partnerships, in particular Fnideq Economic Business Park and the new Tanger Tech zone.

SERVICE OFFER

The Services Cluster brings together a pool of specialized skills in three key areas for the development and management of major infrastructure projects: engineering, energy and technologies, each supported by a subsidiary.

- ▲ Tanger Med Engineering offers services in the field of design and supervision of large infrastructure projects (port, industrial zones, shipyards, etc.) in Morocco and abroad.
- ▲ Tanger Med Utilities provides water and electricity distribution, network availability, lighting maintenance, and vessel services. It also develops innovative solutions related to energy efficiency.
- ▲ Cires Technologies is specialized in the development of security, cybersecurity, and information systems solutions for complex and/or strategic structures.

A FOUNDATION IN THE HEART OF THE TERRITORY

Tanger Med Foundation consolidates the Group's strategy by investing massively in the region where our operations are developing.

Created in May 2007, Tanger Med Foundation supports, carries out, and accompanies structuring projects in partnership with local communities, government institutions, and local associations.

The Foundation's actions are primarily focused on the fields of education, health, professional training, and socio-cultural activities.

TANGER MED PORT COMPLEX CONFIRMS ITS POSITION AMONG THE MOST EFFICIENT PORTS IN THE WORLD

Tanger Med Port Complex was ranked as the 4th most efficient port in the world in 2022, according to the Container Port Performance Index published by the World Bank and S&P. It held the 4th position globally in 2021. The index is based on the total number of hours a ship spends in port, from anchoring to departure from the berth. Among 370 ports, Tanger Med Port has risen to the ranks of major maritime nations, surpassing both African and European ports.

Record-breaking container operation productivity further solidifies the position of the Tanger Med Port Complex as a key player in global supply chains. The first record was set on March 11, 2022, at Container Terminal 2 operated by Eurogate Tanger, achieving a new productivity record with 6,966 moves per day, the highest ever recorded since the start of its operations on the same vessel (CMA CGM Vasco de Gama - 12,876 TEU). The second record was in July 2022 at Container Terminal 4 operated by APM Terminals Medport Tangier, reaching a monthly productivity record of 160,668 moves.

These productivity records in the loading and unloading cycle of ships contribute to easing maritime traffic congestion and reducing the risk of disruptions, thus enhancing the port's attractiveness.



PORT NAME	22 RANG	INDEX POINTS	21 RANG	CHANGE
YANGSHAN	1	93.891159	3	2
SALALAH	2	91.866199	2	0
KHALIFA PORT	3	88.783069	5	2
TANGER MED	4	84.345303	6	2
TANJUNG PELEPAS	5	81.404458	16	11
CARTAGENA (COLOMBIE)	6	80.7642	15	9
HAMAD PORT	7	80.579775	4	-3
NINGBO	8	80.349495	7	-1
GUANGZHOU	9	79.285176	9	0
PORT SAID	10	78.23557	13	3
HONG KONG	11	77.648186	38	27
CAI MEP	12	73.411131	11	-1
ALGESIRAS	13	73.089835	10	-3
MAWAN	14	72.78143	110	96
SHEKOU	15	72.422481	17	2

"ITQAN": OPERATIONAL EXCELLENCE AT THE HEART OF SUCCESS

Marsa Maroc has launched an ambitious project called ITQAN at the end of 2020, with the aim of improving the Group's operational performance and making operational excellence a lasting part of the company's culture in order to meet customer requirements ever more effectively.

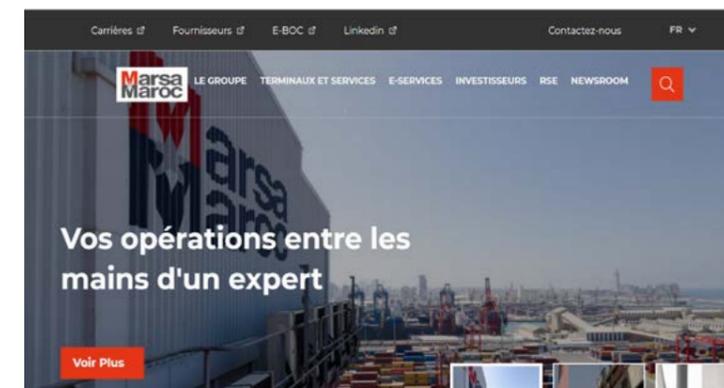
The project is structured and progressive, and divided into five performance levels. The first level corresponds to current operations, and the following levels include improvements initiated within a pilot perimeter, controlled operations within an extended perimeter, optimized operations within an extended perimeter, and finally "Best in class" operations with generalization to the entire port.

Mohammedia Port is the 2nd port after Jorf Lasfar to reach Performance Level 2 of this system.



MARSA MAROC'S NEW WEBSITE SETS A COURSE FOR THE FUTURE E-SERVICES

Marsa Maroc launches the new version of its website. The site provides fast, comprehensive access to information and a comprehensive presentation of the Group and its service offer in each of the terminals it operates. It is based on a completely redesigned infrastructure and offers a better readability of the content and improved navigation comfort. Equipped with Responsive Design technology, the new site adapts to all screens and terminals (computers, smartphones, and tablets).



In terms of content, the main new feature is access to a more complete range of E-services. In fact, the site allows the tracking of calls and containers and offers the ability to pay invoices online. In addition, once users have subscribed to our digital services, they have access to a range of new functionalities, depending on their type: calculation of a quotation, online tracking and payment of invoices, tracking of sureties and claims, access to the Electronic Delivery Note (E-BLC) and Electronic Delivery Note (E-BLC), access to tracking of ship operations, and tracking of their containers at the fleet level in a terminal. These E-services will continue to be expanded by Marsa Maroc in order to offer the best customer experience to its users.

Discover the Marsa Maroc website

Scan the code →



WELCOME PROGRAM FOR MOROCCANS ABROAD, OPERATION MARHABA 2022

1.5 MILLION PASSENGERS TRANSITED THROUGH TANGER MED PORT COMPLEX



Tanger Med Passenger and Ro-Ro Port is one of the main gateways for travelers to and from Morocco, offering ferry services to Spain, Italy, and France. In 2022, the Port welcomed more than 2 million passengers, testifying to its growing importance in tourism and trade between Europe and Africa.

After a period marked by the health crisis, Tanger Med Port welcomed passengers without health restrictions from April 2022. Operation MARHABA 2022 ran smoothly under the supervision of the Mohammed V Foundation for Solidarity and welcomed 1.5 million passengers. This figure represents more than 50% of all traffic sent through the Strait of Gibraltar.

To ensure the best possible welcome for Moroccans from all over the world, Tanger Med Passenger port puts in place a special arrangement every year during the Marhaba campaign. The maritime fleet plan put in place by the Merchant Marine Department, to ensure Tanger Med – Algeciras links, provides for a transport capacity of 2022 passengers and 40,000 vehicles per day. Ships have also been mobilized for long-distance crossings to Spain (notably 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.

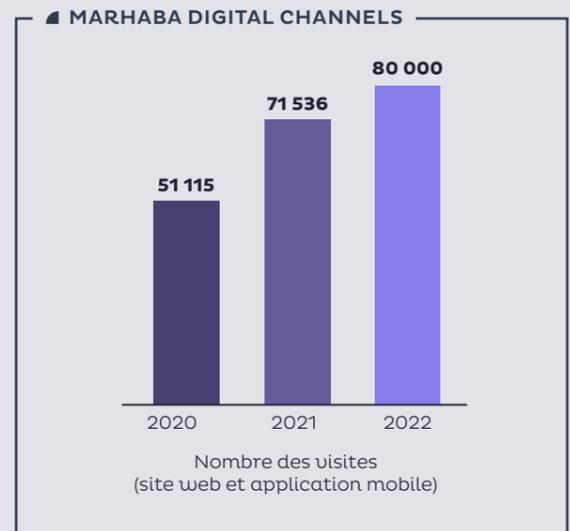
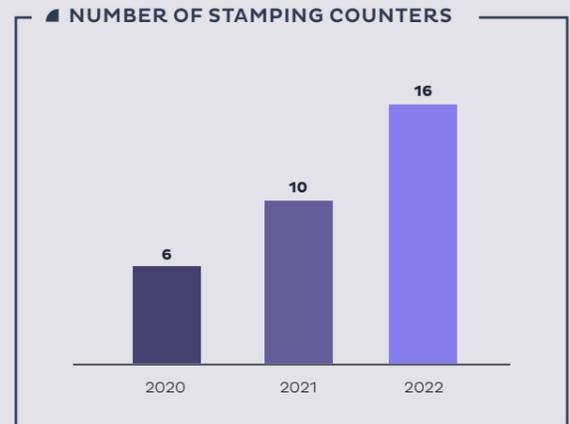


DEDICATED RECEPTION SERVICES

With regard to facilities and services offered to passengers, Tanger Med Port Complex took advantage of the period of forced stoppage due to the pandemic to make the necessary improvements to the reception facilities. A budget of 150 million MAD was mobilized to prepare the transit operation, ensuring fluidity and health safety, through the strengthening of the reception, accommodation, and inspection capacities.

The number of stamping counters has been increased from 10 to 16 at the ferry terminal for pedestrian passengers, 32 counters have been deployed for passengers in vehicles, the shaded areas have been increased, and lighting has been reinforced, an area dedicated to sanitary border control has been set up, and areas dedicated to children have been created. Travelers were also provided with water fountains, restaurants, information desks, and other service facilities.

The necessary human resources have also been reinforced to ensure the success of the Operation Marhaba 2022, in compliance with the health context and in close collaboration with all stakeholders, notably the DGSN and the national police (Gendarmerie), Customs, Auxiliary Forces, Ministry of Health, local authorities, under the overall coordination of the Mohammed V Foundation for Solidarity.





Maria Nadi

Inspection and Customer Service Manager - Passenger and Ro-Ro Port Department - TMPA

"Every year, Moroccans from all over the world travel thousands of kilometers to reach Morocco. An exceptional moment that bears witness to an attachment to origins handed down through the generations. This operation encourages us to mobilize our hearts first. At Tanger Med Port, we are well aware of the need to offer the best possible reception conditions, and we deploy all our human and material resources to provide the best possible welcome to our passengers."

"We've turned our information and communication system into a real decision-making guide for travelers, particularly when it comes to visibility when choosing travel dates. A crucial step in planning a trip, and one on which their comfort and peace of mind depend."

"This system is also backed up by Radio Tanger Med, which broadcasts information messages on the FM band and via streaming, enabling regular communication, and in real time, on the progress of Marhaba, traffic forecasts and conditions, the schedule of vessel departures and arrivals, and to broadcast programs dedicated to Moroccans around the world."

IMPLEMENTATION OF A TICKET RESERVATION SYSTEM FOR THE BENEFIT OF PASSENGERS

To ensure optimum preparation for the reception of Moroccans living abroad, especially during the return phase, Tanger Port Complex has been equipped with a tool for supervising and monitoring shipping company sales in real time.

In collaboration with the shipping companies and the relevant authorities, passengers were asked to specify a "firm" date and time for their return ticket, in order to cope with the intensity of traffic during August and September.

Through this tool, Tanger Med Passenger and Ro-Ro Port managers 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, helping to improve transit times for passengers.

MEDHUB, A LEADING INTEGRATED LOGISTICS PLATFORM



Launched in November 2008 and backed to Tanger Med Port Complex, MedHub is an activity zone dedicated to national and international logistics activities, enabling distribution to a market of more than 1 billion customers.

Tanger Med Logistics Zone, which will eventually cover 200 hectares, offers a full range of warehouses and offices for rental, where consolidation, distribution, and supply operations can be carried out. An ideal platform for logistics bases covering Europe, the Mediterranean, and Africa.

Today, MedHub is a key component of Tanger Med ecosystem, contributing to integrated logistics development. The zone has nearly 100 customers, including 35 operators offering complementary services such as order picking, warehousing, packaging, labeling, and quality control.

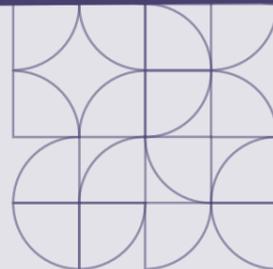
In 2022, MedHub welcomed global logistics leaders such as DB Schenker and automotive suppliers like APTIV and the Sumitomo Group subsidiary SEBN. The platform is also attracting new customers. This is notably the case for Bolloré Logistics, which has extended for the 3rd time its storage capacity in the activity zone.

The trend in logistics activities at MedHub is split between occupancy and flows.

Logistics activities are mainly linked to exports through Industrial Free Zones and economic systems, which account for 39% of total logistics activity (from the world to Morocco and from Morocco to the world).

Next, logistics related to consumer operations from the Logistics Free Zone (World-Morocco) represent 34% of activity, followed by re-export logistics, which account for 27% of total logistics activity (worldwide).

<p>54 Ha of developed land</p>	<p>35 Logistics businesses set up</p>
<p>180 000 M² of occupied warehouses</p>	<p>including 9 3PL in the global TOP 25</p>
<p>52 000 Freight units per year</p>	<p>1 500 Jobs created since the launch</p>
	<p>27 billion MAD Annual value of goods passing through MedHub</p>



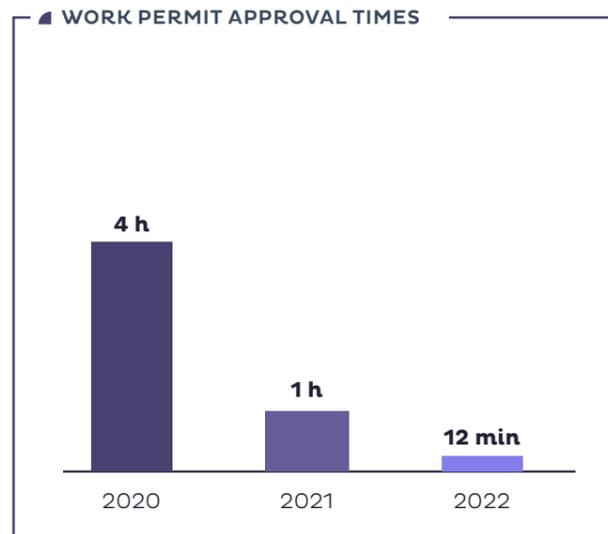
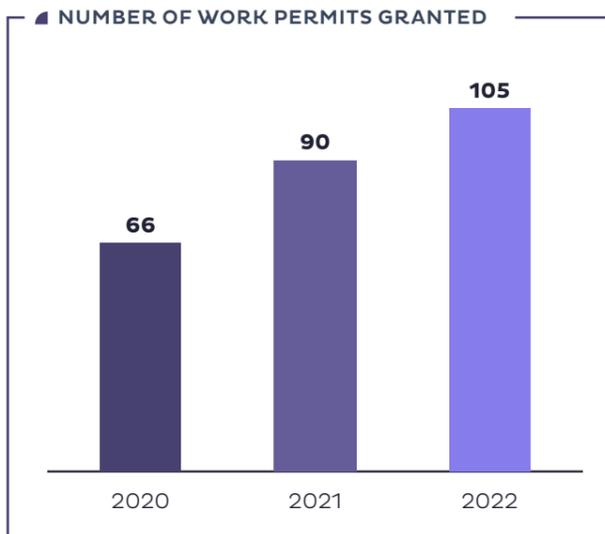
SAFETY AND SECURITY

PORTAL FOR CONSTRUCTION WORK AUTHORIZATIONS AND PERMITS

The Group has also activated the dematerialization of authorization and work permit processes for worksites and structures within Tanger Med Port Complex. All applications for work permits within the Port Complex are now made through Tanger Med Port Community System.

The platform's objectives are to:

- ▲ Optimize approval times for authorization requests and work permits;
- ▲ Map current worksites and their completion times;
- ▲ Integrate risk assessment on every site to guarantee worker safety.



MIGRATION OF THE ACCESS REQUEST MANAGEMENT PORTAL TO THE PORT COMMUNITY SYSTEM

The use of the access management portal is essential to guaranteeing security and fluidity of port operations. The ongoing digitalization of this system enables efficient, real-time access management for employees, visitors, and carriers. In addition, tracking changes in the number of badges issued is a key measurement indicator, enabling security and management policies to be adapted accordingly.

Portal migration is part of the Group's digital strategy to centralize paperless port operations on the Port Community System.

In 2022, 16 873 badges were issued. Compared with the year 2021, the migration of the portal to the Port Community System has led to a +99% increase in the use of the solution for temporary access requests, and a +64% increase for permanent access requests.

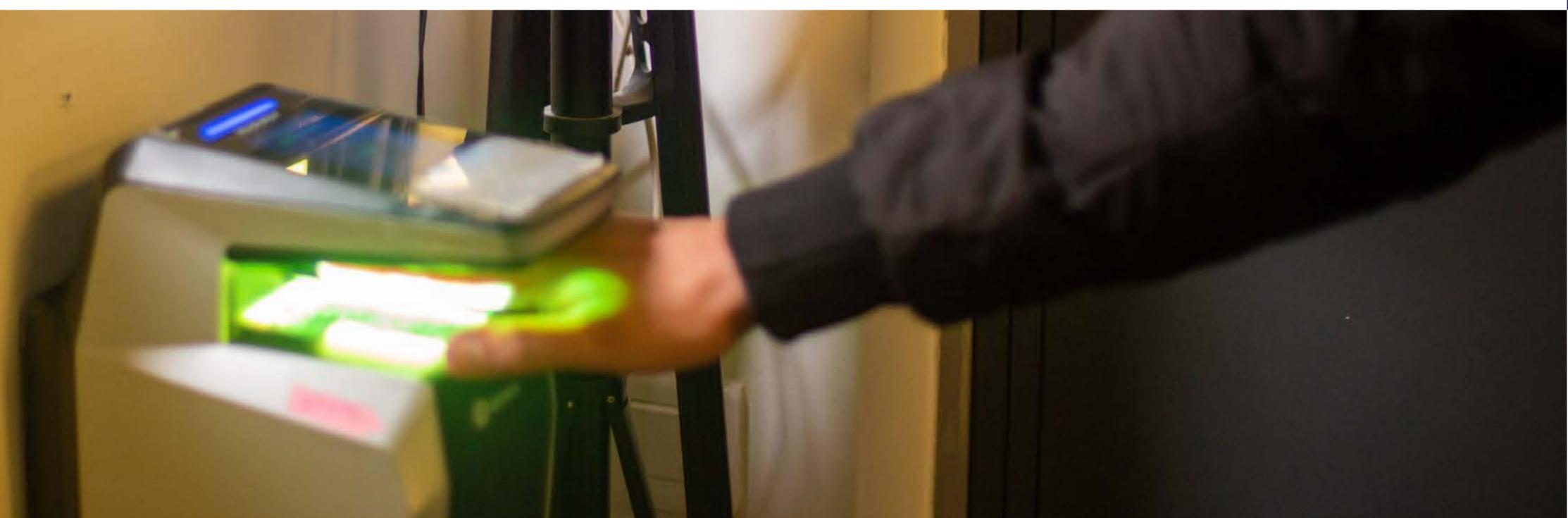
16 467
badges issued
in 2021

16 873
badges issued
in 2022

72%
Utilization rate portal
for provisional access
requests in 2021

+99%
Utilization rate portal
for provisional access
requests in 2022

+64%
Utilization rate portal
for permanent access
requests in 2022

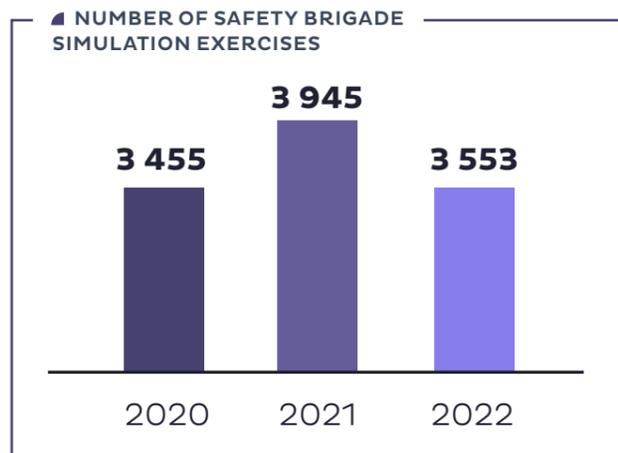
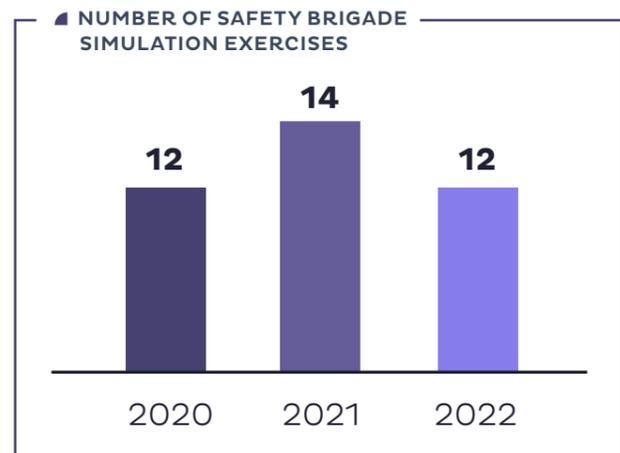


NEW SAFETY BRIGADE BARRACKS

In 2022, the Port Safety Brigade team acquired a second fire station at Tanger Med Port 2. The new unit will support the development of Tanger Port Complex, and considerably reduce response times.

The 2nd station has all the equipment and materials required for the various types of intervention that the Safety brigade could carry out:

- ▲ Van. Pump ton. FPT
- ▲ Anti-pollution kit
- ▲ Portable pumps
- ▲ Harbor firefighters



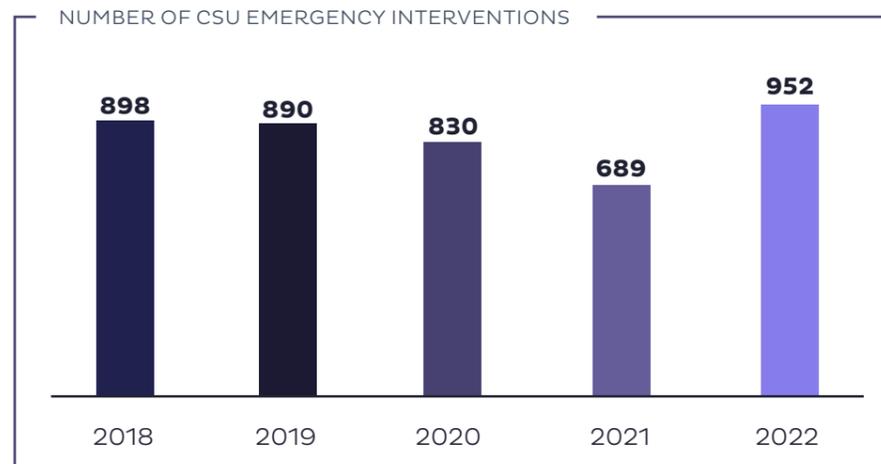
EMERGENCY MEDICAL SERVICES ESTABLISHED AT THE PORT COMPLEX TO ADDRESS CRITICAL SITUATIONS

MEDICAL ASSISTANCE FOR THE PORT COMMUNITY

Tanger Med Port Complex ensures the health and safety of its workers and passengers in the event of a medical emergency.

A care center equipped with modern medical equipment and a team of doctors and nurses is always available. 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.





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 according 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.

CEDRE AGREEMENT

The agreement between Tanger Med Port Authority (TMPA) and CEDRE, organized in 2021, will enable us to effectively 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 variety 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 Tanger Med port complex through on-site inspections, visits, and tests.

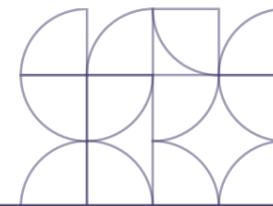
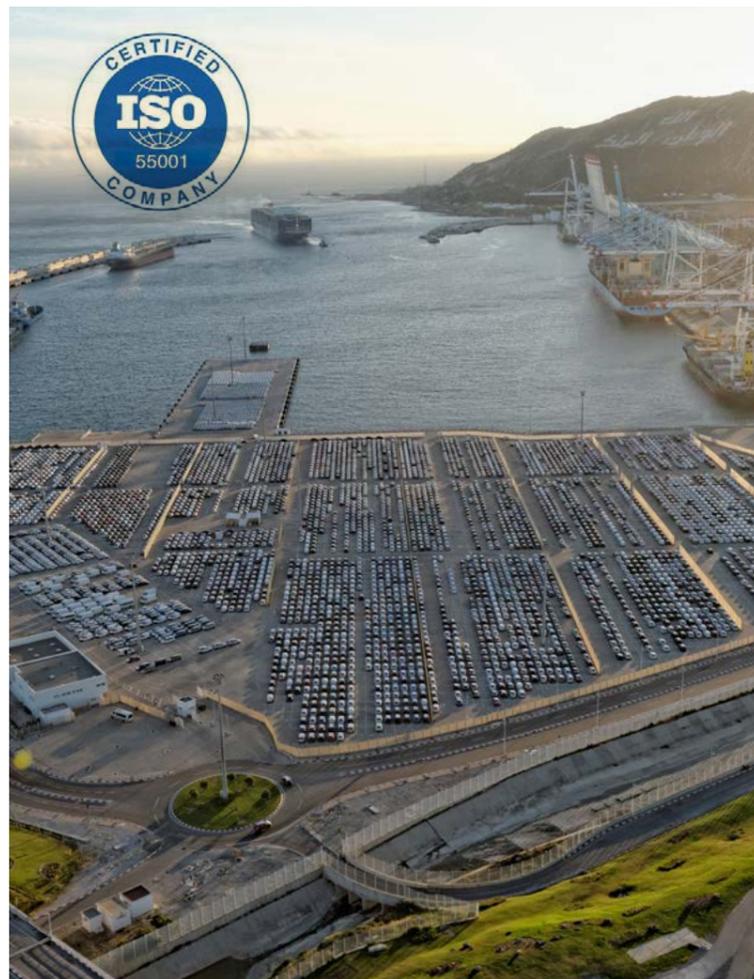
RENEWAL OF ASSET AMENAGEMENT "ISO 55001" CERTIFICATION

With its strategic position and development, Tanger Med Port Complex is committed to making the most of its port assets.

To this end, Tanger Med Port Authority (TMPA) is continuing its deliberate, proactive approach to organizing 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 principles:

- ▲ Optimize the availability of operating tools;
- ▲ Continuously adapt the information system to provide real-time information for monitoring and controlling life-cycle costs, with the aim of facilitating decision-making;
- ▲ Continuously adapt infrastructures and equipment to the needs of TMPA and its stakeholders;
- ▲ Rationalize asset management resources throughout the lifecycle;
- ▲ Protect the safety of Port property 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.



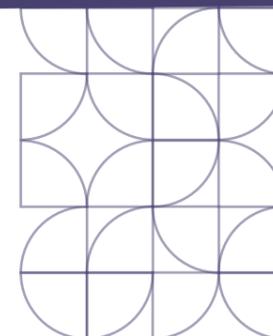
Samir Hafiani
Maintenance Manager - TMPA

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Group certifications meeting quality, social, and environmental requirements

The certification body highlighted the digitization approach adopted by TMPA with projects for the new Digital Asset platform integrating BIM and GIS, developed in collaboration with the engineering subsidiary Tanger Med Engineering (TME), and the Digital Twin platform aimed at modeling and monitoring the condition of port assets in real time.

We are proud of this achievement and of TMPA's ongoing commitment to operational excellence and customer satisfaction."



TANGER MED UTILITIES OBTAINS ISO 14001 VERSION 2015 CERTIFICATION



Tanger Med Utilities (TMU) has certified its environmental management system for the "distribution of Electricity, Drinking Water, sanitation management, waste collection and multi-technical maintenance" per ISO 14001 version 2015 after passing an audit examining the processes and procedures implemented. The expertise acquired over the years allows TMU to offer a wide range of scalable services that meet the needs of the market.

MEDHUB OBTAINS ISO 14001 VERSION 2015 CERTIFICATION



MedHub, manager of the port logistics zone, has received certification of its Environmental Management System (EMS) for the "Development, marketing and management of activity zones" perimeter, including the "Port logistics zone" and "Tanger Med Port Center", in accordance with the ISO 14001 version 2015 standard.

This certification was obtained following an in-depth audit of the processes and procedures implemented by MedHub in its activity zones.

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.

1.2 PROMOTE SUSTAINABLE SOLUTIONS TO CONNECT THE GROUP'S ACTIVITY ZONES WITH THE LOCAL AREA

The logistics sector is facing major transformations and innovations. The Group has a major initiative and coordination role to play in the digital transformation and sustainability of supply chains.

Tanger Med has therefore made the acceleration of its digital transformation a lever for competitiveness and sustainability at the level of its various operational clusters.

- ▲ Deliver operational excellence and go paperless
- ▲ Build new business models around data sharing and enhancement
- ▲ Support the digital transformation of our customers and partners

TANGER MED ZONES BOOSTS CUSTOMER SERVICE WITH PAPERLESS SERVICE

In 2022, Tanger Med Zones (TMZ) dematerialized its one-stop service with the creation of e-ONE, a platform that simplifies the process of investors setting up in Tanger Med Industrial Hub. A major step forward in the Group's digital transformation to serve its customers and its ecological transition.

Accessible from the Port Community System, the platform enables investors to apply for and withdraw their installation authorization, building permit, and operating license. Throughout the administrative process, customers can follow the progress of their application, from submission to review and approval.

DIGITAL ORDER DESK CONTINUES TO OPTIMIZE EMAIL PROCESSING FOR EMPLOYEES AND PARTNERS

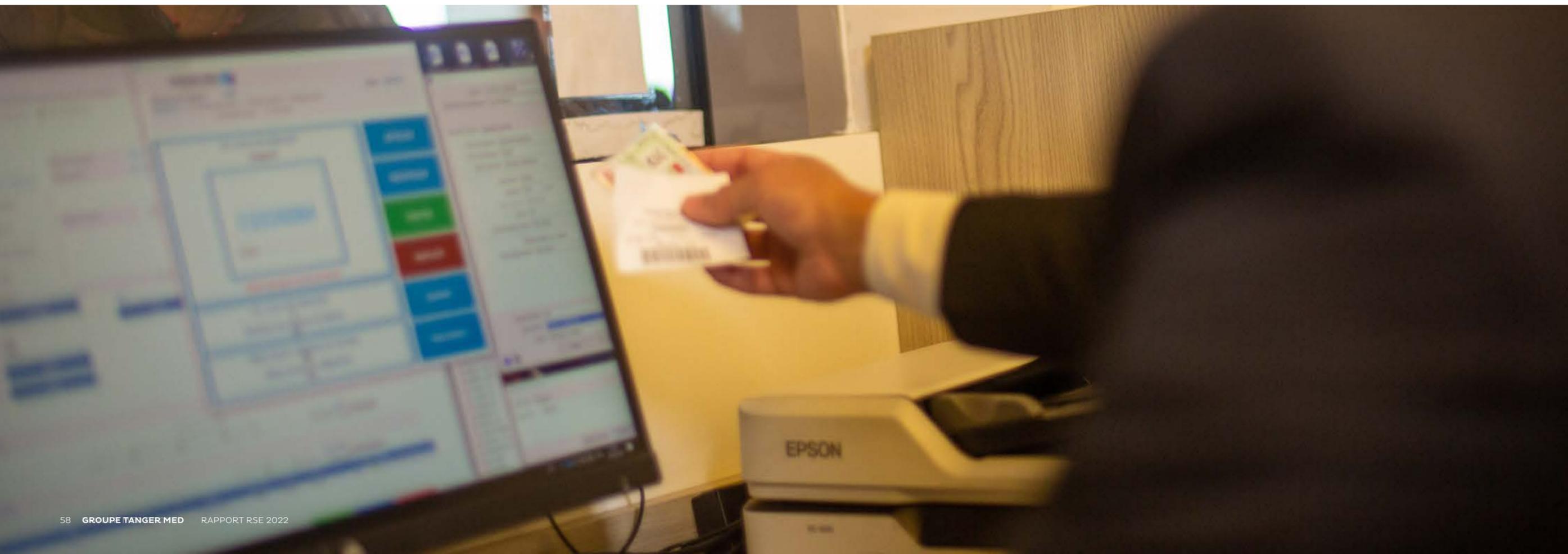
As part of the digitization and optimization of administrative e-mail management, the Digital Order Desk enables employees and partners (customers, suppliers, etc.) to submit and track the processing of their correspondence online. The solution began operating internally in May 2021, afterwards used by the general public by the general public from September 2021.

In 2022, **13 626** instances were processed, and external use increased from **58** users in 2021 to **435** users in 2022.

ELECTRONIC DOCUMENT MANAGEMENT (EDM) INTERFACED WITH THE DIGITAL ORDER DESK

Using the EDM (Electronic Document Management) platform, Tanger Med Group manages the electronic archiving and indexing of documents (procedures, notes, media, e-mails, etc.) relating to each of the Group's entities and departments. A system that centralizes and secures data, ensures file availability and traceability, and reduces the need to store paper versions.

In 2022, 2,100,540 pages were processed and digitized, up 8% compared with 2021.



DIGITAL TRANSFORMATION UNDERWAY WITH THE INTRODUCTION OF ELECTRONIC SIGNATURES

Tanger Med Group has entered a new phase in its digital transformation with the acquisition of 300 Barid eSign signature keys, a certification authority approved by the Moroccan government.

This partnership lays the foundations for two electronic authentication projects. The first is the introduction of the electronic signature for digital signatures, in force since April 2022. The second concerns the introduction of electronic signatures for purchase orders issued by TMSA Holding and Tanger Med Port Complex. Launched in 2022, the electronic authentication project for purchase orders is currently being implemented at MedHub, with plans to extend it to all Group subsidiaries.

LAUNCH OF THE FINAL PHASES OF THE PAPERLESS PURCHASING PROCESS

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

At the end of this transformation phase, two new features were introduced to Tanger Med purchasing portal. In January 2022, we switched from a hybrid format (paper or online) to an exclusively digital bidding system. 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 end-to-end digitized, simplifying administrative procedures for suppliers who, in just a few clicks, can:

- ▲ Be referenced in one or more sectors of activity
- ▲ Submit bids for consultations and invitations to tender
- ▲ Monitor order execution and acceptance
- ▲ Issue attachments and statements of account
- ▲ Submit invoices
- ▲ Monitor payment times

SETTING UP A SUPPLIER HELPDESK TO SUPPORT CHANGE MANAGEMENT

Tanger Group has organized a hotline to handle incoming telephone calls and to deal with requests from potential or existing suppliers. The purpose of this service is to provide technical assistance and respond to various requests for information on the new digital procedures.

The team uses a variety of communication tools in its work, such as telephone, mail, e-mail, chat, and videoconferencing.

IMPROVED PROCEDURES FOR A BETTER SUPPLIER EXPERIENCE

Since the launch of the I-supplier platform dedicated to supplier listing, a continuous improvement of the procedure for listing and evaluating Tanger Med Group suppliers has been implemented.

Compared with 2021, the paperless purchasing process has reduced the Group's paper consumption by 28%. Discover our Purchasing Portal Scan the code Capitalizing on feedback, the procedure was amended to adapt the conditions for listing suppliers by category, opting for a lighter procedure for certain categories of supplier, such as self-employed entrepreneurs, associations and approved organizations. The conditions for assessing these suppliers have also been revised to adapt them to the context of Tanger Med Group's subsidiaries, and to further clarify the methods for assessing CSR-related aspects.

Compared with 2021, the paperless purchasing process has reduced the Group's paper consumption by **28%**.

Discover our Purchasing Portal

Scan the code →



INFORMATION SECURITY AWARENESS PROGRAM CONTINUES WITH SENSIPRO

The Group conducts annual campaigns to raise awareness of the need to protect information assets, with the aim of protecting employees and the company from any cyber-security risks.

Once again this year, the Group has set up an information security awareness program. The training is delivered to employees on the SENSIPRO platform, and is organized around modules offering educational content on information systems security, as well as assessment quizzes. In view of evolving threats and global requirements, content is updated on a regular basis.

The training program is designed to meet a number of objectives. Better unify employees around the subject of information security. Then popularize concepts and best practices relating to information security. Finally, we keep our employees informed of the evolution of threats and potential attacks.

In 2022, **9** training programs were launched, benefiting **424** employees.

DIGITALIZATION AT THE HEART OF PORT OPERATION SUSTAINABILITY

DIGITALIZATION OF PORT PASSAGE FOR BOTH IMPORTS AND EXPORTS



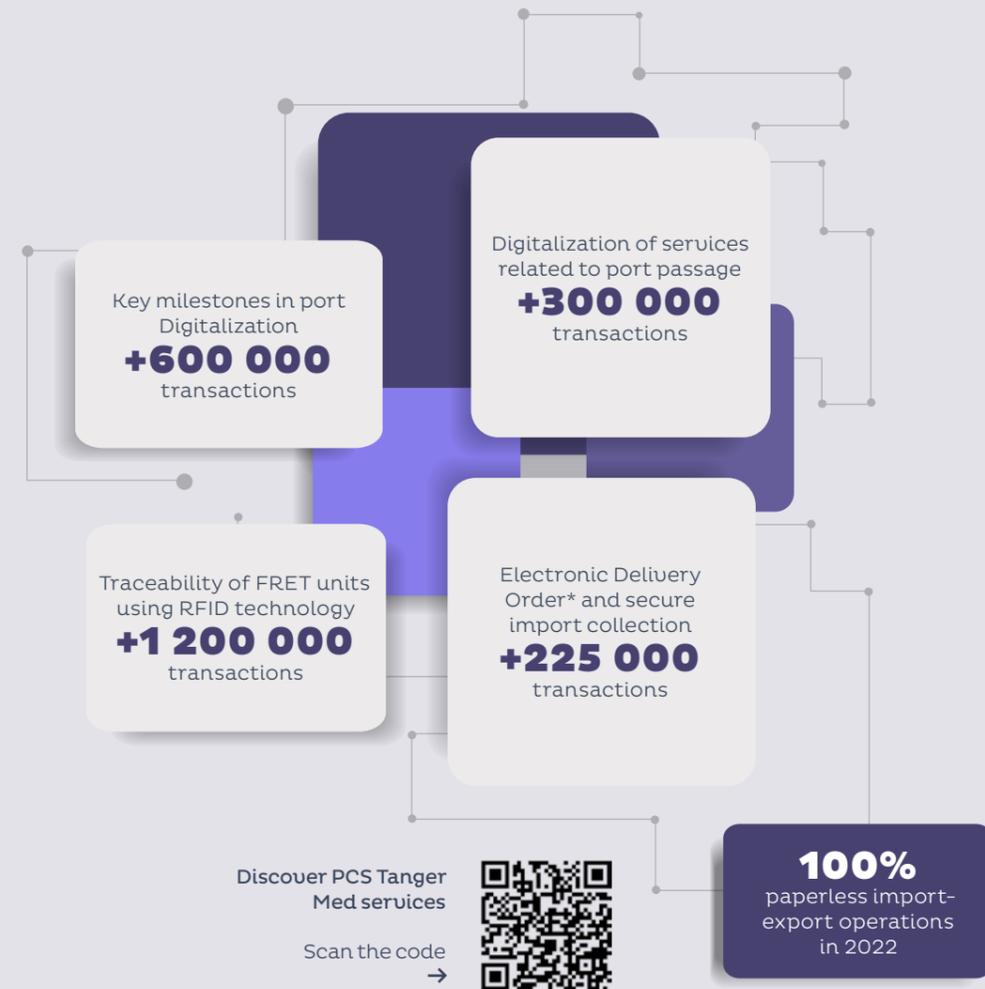
Import and export procedures for containers and TIR trucks are now entirely paperless. In fact, for this purpose, operators can complete port clearance formalities online, and lodge all the necessary documents electronically with the departments responsible for managing import-export activities.

Made compulsory as of February 15, 2022, the total dematerialization of import and export port clearance will make operations more fluid, ensure traceability of goods, guarantee a high level of security for flows, and meet customers' expectations in terms of digitization and simplification of administrative procedures. Dematerialization is designed to enhance logistics competitiveness and support the Group's zero-paper policy.

Accessible from the Port Community System (PCS), dematerialized services cover port movement requests, traceability of freight units, ordering of ancillary services (traction, weighing), remote invoicing and online payment. Today, import and export port clearance procedures are 100% paperless. This was achieved in several phases, starting with the dematerialization of the Port Movement Authorization (PMA) document, followed by RFID traceability of FRET units, online ordering of operations associated with the PMA, and finally the introduction of the electronic Delivery Order.

(*) Tanger Med Port Community System (TMPCS) is a digital platform that facilitates port and logistics operations for public and private stakeholders.

KEY MILESTONES IN PORT DIGITALIZATION



ONLINE REQUEST FOR PORT MOVEMENT AUTHORIZATION

The digitalization of the Port Movement Authorization application is the cornerstone of the digitization of port passage for imports and exports. Customers are now able to fill in the Port Community System (PCS) Port Movement Authorization application form and submit the required electronic documents.

In 2022, **459,000** Port Movement Authorizations were issued from the PCS within an average time of **15 minutes**.

(*) Tanger Med Port Community System (TMPCS) is a digital platform that facilitates port and logistics operations for public and private stakeholders.

RFID TRACEABILITY FOR FREIGHT UNIT PORT TRANSIT

With a view to dematerializing the Port Movement Authorization (PMA) document for FRET units, Tanger Med has adopted a technical system based on RFID (Radio Frequency Identification) technology interfaced with the existing FRET unit management system. Through RFID reading of electronic chips generating a secure code on the Port Community System, teams can track the itinerary of FRET units in real time and trace their movements. The solution thus contributes to the efficient management of the various inspection points, and the introduction of an automated alert system in the event of any circuit violation.

In 2022, the system exceeded **1.2 million** digital readings between import and export.

DIGITIZATION OF THE PROCESSING OF HYDROCARBON FLOWS

As part of the paperless approach undertaken by Tanger Port Complex and in collaboration with relevant stakeholders, Tanger Med Port has implemented a digitalized solution for processing hydrocarbon flows. This solution manages both access authorizations and real-time tracking of the traceability of these units.

At the same time, Tanger Med Port has opted to use RFID technology to track and inspect tankers, both when they enter the port and during their internal transit.

The solution also enables Tanger Med Port Authority to monitor the processing of flows in real time and to control data related to the monitoring of hydrocarbon activity.

DIGITALIZATION OF ANCILLARY SERVICES TO PORT MOVEMENT AUTHORIZATION

In order to accompany customers in import-export operations, the Port Authority offers various cargo services. Services such as internal traction of unaccompanied units, weighing as well as handling, storage and transfer of palletized and non-palletized goods are offered along the entire route.

As part of the evolution of the port authority's offer, Oracle's OTM (Transportation Management) solution was implemented to manage horizontal traction operations for unaccompanied units transiting the port, as well as weighing orders. The aim is to facilitate the request, payment and execution of traction and weighing requests from the Port Community System (PCS), and to optimize processing time.

The total digitalization of these services in 2022 has enabled **orders to be placed without the physical presence of clerks**, which has improved the distribution of orders throughout the day and avoided bottlenecks.



SECURE REMOVAL OF IMPORTED GOODS

As part of its program to develop digital services for imports and exports, Tanger Med has set up a secure solution in the Port Community System (PCS) for the collection of import goods, which until now depended on the original Delivery Order*.

The original paper document was replaced in 2022 by a fully electronic version. A set of rules and controls have been implemented to give the electronic Delivery Order the same function as the paper original.

The entire solution allows Tanger Med Port customers to apply for an import clearance in advance by attaching the electronic Delivery Order to exit the Port.



"Ensuring an efficient port passage, combining speed, safety, and transparency for our customers, is a priority. As part of the digital services integrated into the Port Community System, and thanks to the successful support of the port community, including public authorities, we were able to digitize the entire port passage in a very short space of time. A project that also required progressive automation of operations, to enhance our competitiveness and data protection."

"On the strength of these experiences and the significant improvements observed, dialogue with our partners and customers continues to fuel and enrich our roadmap for facilitating port passage for imports and exports."

Hamza EL HAROUS
Import & Export Operations Manager - TMPA



(* Document certifying the transfer of responsibility for the goods (collection formalities) from the consignee to the end customer.

LAUNCH OF MARSA MAROC'S DIGITAL ROAD-MAP

Marsa Maroc's vision is to actively contribute to the digital transition of its business sector in order to improve the competitiveness of national ports and better serve its customers. Today, digital business transformation is not only a strategic lever for improving performance, but also an essential lever for creating value and enhancing the user experience.

Since April 2020, as part of its drive to improve the customer experience, the company has been offering digitalized services giving customers access to e-payment (electronic payment), e-billing (electronic invoicing) and Delivery Order (Bon à Délivrer - BAD) services.

In 2021, the Purchasing portal dedicated to the dematerialization of calls for tender and consultations will be operational. The E-parapheur (electronic signature pad) has also been launched at all sites.

In 2022, Marsa Maroc launched its digital transformation project, spread over over a 4-year period, with the aim of improving its performance and meeting the demands of its ecosystem.



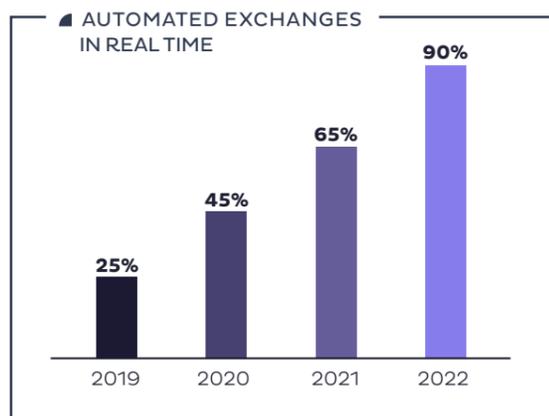
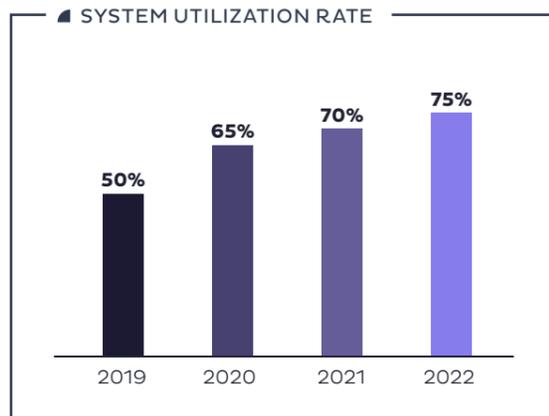
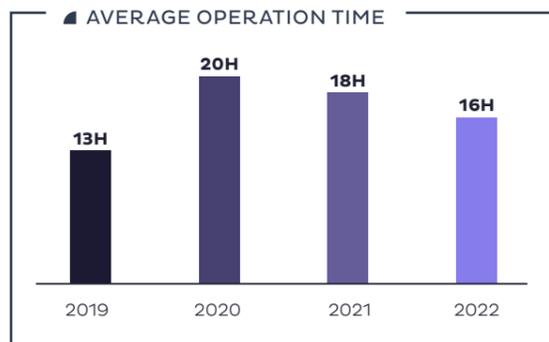
OPTIMIZE PORT CALL MANAGEMENT AND REDUCE CARBON EMISSIONS IN THE PORT AREA

Tanger Med port complex is strongly committed to optimizing maritime calls, which means improving ship turnaround times in ports worldwide. An optimization that can potentially reduce greenhouse gas emissions in and around coastal areas, reduce fuel consumption, and improve the efficiency of the supply chain through better planning and management of resources and business operations.

Port call optimization is now actively promoted by organizations such as the International Taskforce Port Call Optimisation (ITPCO) and the Digital Container Shipping Association (DCSA) as a standardized approach to the interaction of port calls and the execution of nautical, maritime and commercial services.

This year, our efforts have enabled us to reduce the number of ships waiting for berths by **20%**, while at the same time limiting queuing, berth occupancy and the availability of nautical resources (**-9%**), despite the increase in port traffic.

Optimizations of this kind can also reduce greenhouse gas emissions in the port area by an average of **10,000 tons** a year, while at the same time cutting fuel consumption by ships - a saving of **3,000 tons** a year for shipowners.

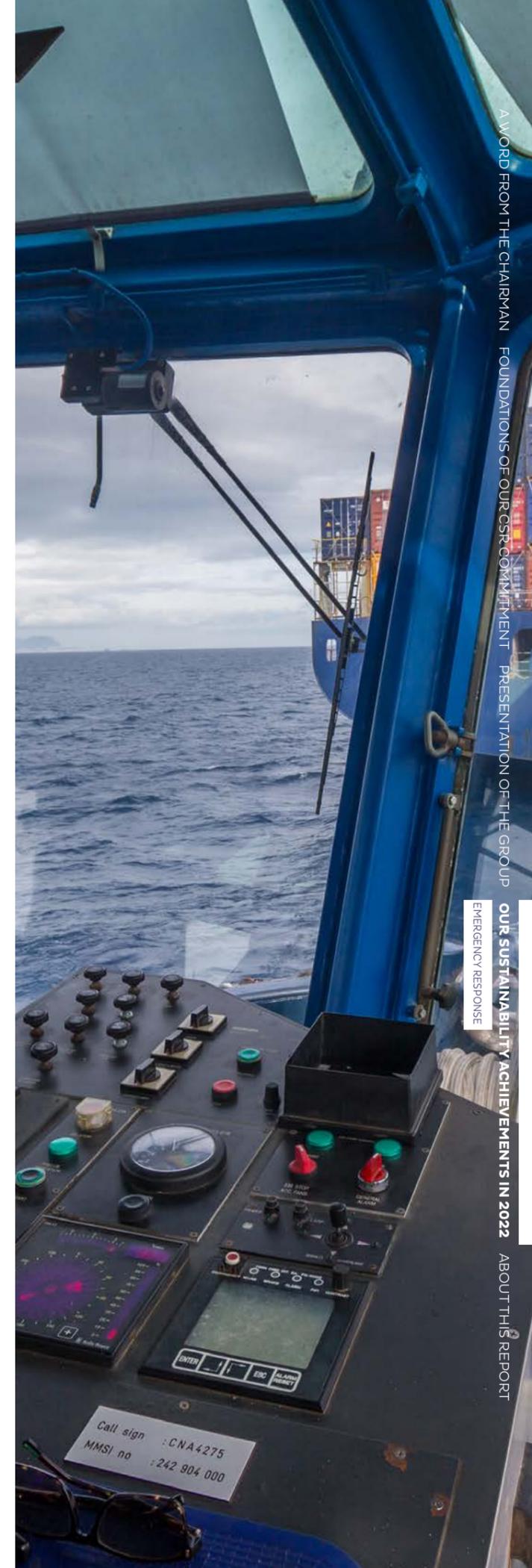


Hicham KHAROUFI
Port Call Manager - TMPA

"Tanger Med Port Complex is recognized for the quality of its management of port calls. We have been approached by several international organizations and partners (ITPCO, IMO GIA, DCSA) to share our best practices, particularly in terms of automatic data exchange with terminals, management of movement priorities, and monitoring of ship delays and wait times.

Through direct communication between our Port Community System and the fleet management center or maritime agent, we are constantly developing new ways of exchanging real-time information with ships, with the aim of guaranteeing "Just-In-Time" arrivals.

This work is now bearing fruit in the form of shorter anchorage times for vessels, and lower greenhouse gas emissions and fuel consumption. All these results confirm our initial vision for the competitiveness and sustainability of port operations."



AWARD FROM THE CHAIRMAN FOUNDATIONS OF OUR CSR COMMITMENT PRESENTATION OF THE GROUP OUR SUSTAINABILITY ACHIEVEMENTS IN 2022 ABOUT THIS REPORT EMERGENCY RESPONSE



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

2.1 IMPLEMENT ETHICAL AND TRANSPARENT GOVERNANCE TO MANAGE SUSTAINABLE DEVELOPMENT ISSUES AND DIALOGUE WITH STAKEHOLDERS ON A DAILY BASIS.

2.2 BUILD AN INTANGIBLE ASSET AROUND THE GROUP'S IDENTITY AND CULTURE TO STRENGTHEN SUSTAINABLE RELATIONSHIPS WITH STAKEHOLDERS AND THE TERRITORY

COMMITMENT 2

2.1 IMPLEMENT ETHICAL AND TRANSPARENT GOVERNANCE TO MANAGE THE DAY-TO-DAY CHALLENGES OF SUSTAINABLE DEVELOPMENT AND DIALOGUE WITH STAKEHOLDERS.

GOVERNANCE, A PERFORMANCE DRIVER FOR THE GROUP

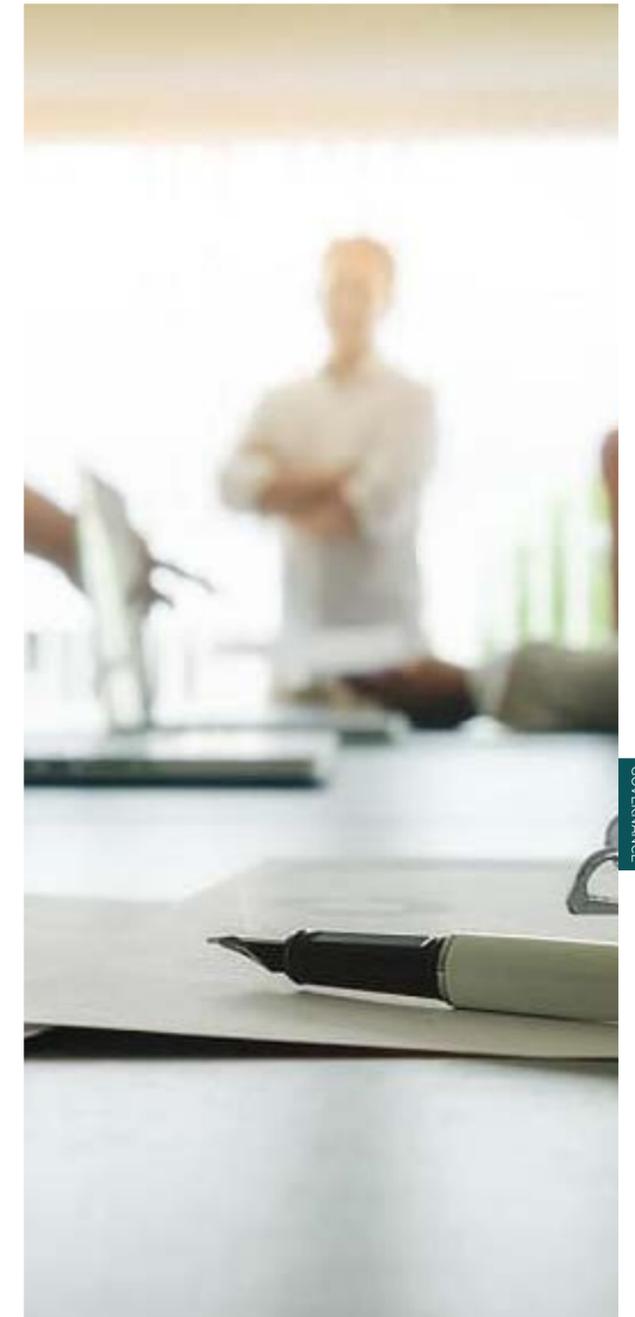
As powerful levers for our development and performance, good governance practices play a central role in our CSR strategy.

Today, all our governing bodies adhere to the principles of transparent, fair and responsible corporate governance, in compliance with legal and regulatory provisions, in particular the Code of Best Practice for Corporate Governance, governance of public companies and institutions, and in compliance with the best practice principles of the Organization for Economic Cooperation and Development (OECD).

Our governance is first and foremost reflected in transparent communication within the Group and with our stakeholders. Internally, it is embodied in a code of ethics that governs our operations and the integrity of our employees. Externally, it is formalized in policies and charters that protect the Group's economic viability and encourage the adoption of socially and environmentally responsible practices.

It is also by acting within the legal and procedural framework that the relationship of trust develops and solidifies both internally and with our stakeholders. Compliance is ensured by daily, in-depth verification of legal acts, and the introduction of three lines of control within the Group, ranging from operational control to permanent internal inspection and periodic monitoring by the internal audit department.

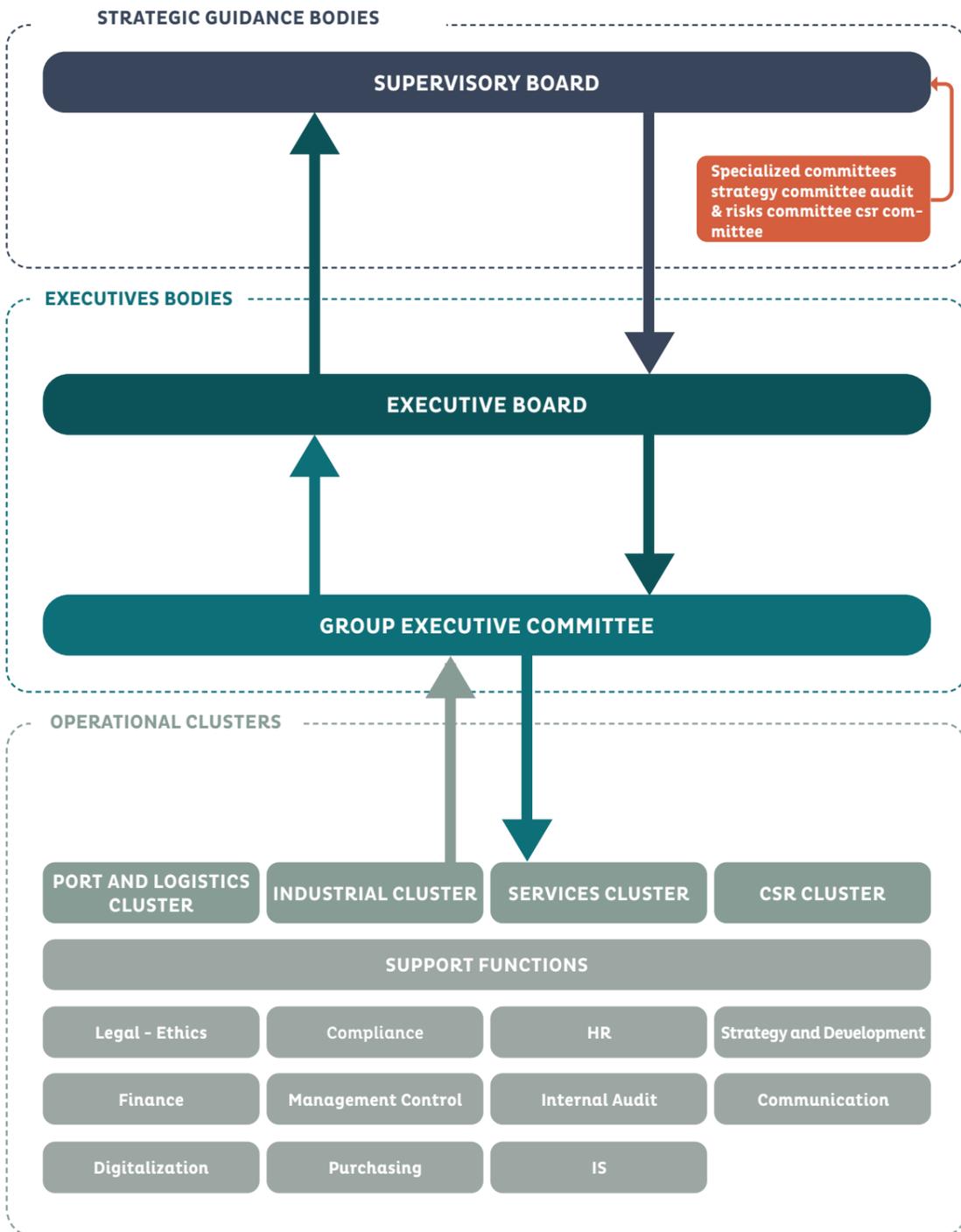
Collaborative work in which each resource acts in accordance with the required validation processes, within a framework of trust made possible by the different levels of supervision. First, through an internal inspection system that ensures the protection of assets, the reliability of data and the formalization, distribution, application, and updating of procedures. Second, through the Internal Audit department, which acts independently and objectively to improve the Group's operations and enhance their efficiency. This effort is recognized by certifications that are part of a normative methodology in line with international standards.



GOVERNANCE

TMSA'S GOVERNANCE BODIES

Tanger Mediterranean Special Agency (TMSA), a public limited company with a Board of Directors and Supervisory Board, is a strategic public business operating under the law governing public limited companies. Its strategic and operational steering is ensured by several governance bodies.



GENERAL ASSEMBLY AND SUPERVISORY BOARD

The General Assembly 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 Tanger Mediterranean Special Agency is the highest body of the structure. It defines the major strategic orientations and ensures the control of the management of the group conducted by the Board of Directors. Since October 2014, Mr. Fouad BRINI has served as Chairman of the 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 Finance

Nizar BARAKA
Minister of Equipment and Water



Ryad MEZZOUR
Minister of Industry and Commerce

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



Khalid SAFIR
General Manager, Caisse de Dépôt et de Gestion (Deposit and Management Fund)

Mounir EL BOUYOUSSFI
General Manager, Agency for Economic and Social Promotion and Development of the Northern Prefectures and Provinces

EXECUTIVE BOARD

The Executive Board 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 current Board of Directors is composed of the following members:



from Left to Right:

Mehdi TAZI RIFFI
Chairman of the Board of Directors

Jaafar MRHARDY
Member of the Executive Board and Managing Director of Tanger Med Zones

Loubna GHALEB
Member of the Executive Board and Group Strategy Director

Tarik EL AROUSSI
Member of the Executive Board and Director of Services, CSR, and International Development Clusters

Hassan ABKARI
Member of the Executive Board and Managing Director of Tanger Med Port Authority

STRATEGIC COMMITTEE

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

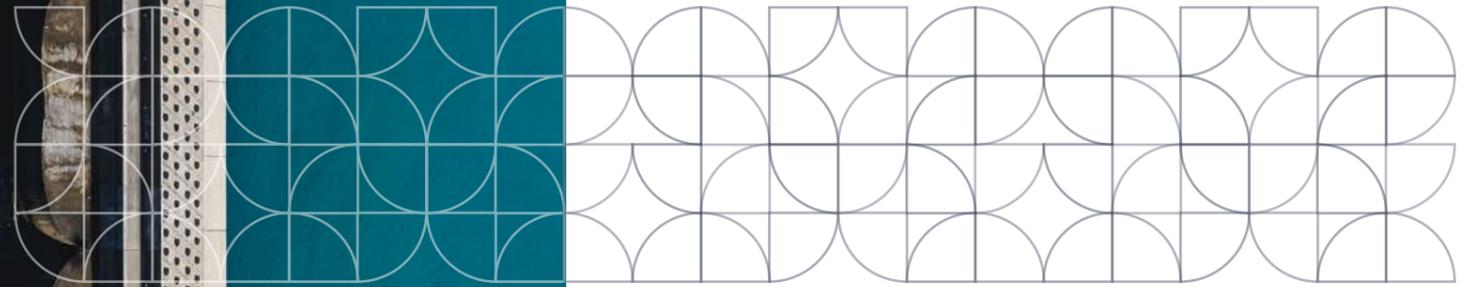
Fouad BRINI
Chairman of the Supervisory Board, Chairman of the TMSA Strategic Committee

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

Khalid SAFIR
General Manager, Caisse de Dépôt et de Gestion (Deposit and Management Fund)

Abderrahmane SEMMAR
Director of the Public Enterprise and Privatization Department (DEPP)

The Strategy Committee's task is to formulate opinions and recommendations to the Supervisory Board on the definition and implementation of the Group's strategic orientations.



AUDIT AND RISK COMMITTEE

TMSA's Audit and Risks Committee carries out the tasks assigned to it by Law no. 17-95 on public limited companies and Law no. 69-00 on state financial inspection of public businesses.

The Audit and Risk 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 of the Hassan II Fund for Economic and Social Development

Mounir EL BOUYOUSSFI
General Manager, Agency for Economic and Social Promotion and Development of the Northern Prefectures and Provinces

Khalid ZIANE
Managing Director, FIPAR-Holding

Hicham EL MDAGHRI
Head of the Infrastructure Cluster of the Public Enterprises and Privatization Directorate (DEPP)

Soundous OUMERIJAL DERDEK
TMSA State Controller

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 topics.

The members of the CSR Committee are:

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

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

Khalid ZIANE
Managing Director, FIPAR-Holding

Mounir EL BOUYOUSSFI
General Manager, Agency for Economic and Social Promotion and Development of the Northern Prefectures and Provinces

ACT WITH CONFIDENCE THANKS TO THE GROUP COMPLIANCE

Compliance is the foundation of trust between the Group and its stakeholders. It calls on employees to act in a uniform manner, respecting the legal framework and procedures in force. To keep risks under control, the Legal and Real Estate Department (DJF) requires all legal acts to be checked. A whistle-blowing policy to make employees aware of the need for transparency towards regulators and supervisors, and the adoption of best practices to protect the interests of the Group, its customers, and partners.

In 2022, 689 legal acts were processed by the Legal and Property Department (DJF) within an average of 4 hours. Of the acts submitted to the DJF for validation, 30% are contracts, 28% are calls for tender, 13% are amendments, 9% are legal acts specific to the industrial cluster, 3% are regulated agreements and 16% are miscellaneous legal acts.



Oualim AARSA
Group Compliance and Contract Management Manager - TMSA

"Aware of its evolution in a complex legal and institutional environment, and concerned about the compliance of its actions with the legal and regulatory provisions in force, Tanger Med Group has initiated a reflection on the introduction of a system to guarantee the compliance of its activities.

This process led to the creation of a Compliance team, whose main task is to assess and anticipate the impact of any legal and regulatory changes on the Group's operations.

On a day-to-day basis, we carry out this task by identifying, assessing and inspecting all risks relating to breaches of legal, regulatory or ethical obligations, which could result in legal, administrative or financial sanctions and/or damage to the Group's image".



TANGER MED AWARDED THE IFACI CERTIFICATION FOR ITS INTERNAL AUDIT ACTIVITIES

In 2022, Tanger Med Group obtained certification from IFACI (Institut Français de l'Audit et du Contrôle Interne) for its internal audit activities, in accordance with the International Reference Framework of Professional Practices of the Global Institute of Internal Auditors modeled in the Référentiel Professionnel de l'Audit Interne "RPAI" version 2020.

IFACI certification of internal audit activities guarantees compliance with 25 general requirements, broken down into 100 detailed requirements of the RPAI. These are structured around 6 pillars: positioning of audit activities, planning and steering, the GRC (Governance, Risk, Compliance) program, professionalism, performance, and the audit process.

This international recognition rewards the efforts of Tanger Med Group and reinforces the credibility of its processes in the eyes of its various stakeholders, both internal and external.



Omar KADDAR
Internal Audit Manager - TMSA

"Obtaining IFACI certification for the Group's internal audit department is a recognition of our collective efforts, and highlights our drive to constantly improve internal processes in the interests of sustainable performance.

As a genuine guarantee of compliance with international professional standards, the IFACI label confirms our ability, as a world-class industrial-port and logistics group, to deploy existing best practices. The IFACI standards also attest to the quality of our standards with regard to external stakeholders, while reinforcing the smooth functioning of our internal decision-making process.

Throughout the process of obtaining certification, we were able to count on the support of IFACI's experts, whose advice will continue to inspire our methodological approaches."



Amin BAKOURI
Financial control Manager - TMSA

"As Controllers, we continually monitor the compliance of operations with the plans adopted by Management and the principles established by the Finance Department. We highlight weaknesses and/or anomalies in the inspection system in order to prevent, alert, and recommend corrective measures to enhance the Group's performance.

We also capitalize on our mastery of the business and the business model to provide the support and expertise essential to activate future strategic development levers."

CONTINUOUS MONITORING BY INTERNAL CONTROL

Management Control steers the planning and budgeting process in line with the strategic objectives of the Group and its subsidiaries. To reinforce performance levels and facilitate the decision-making process, several reporting tools have been made available to managers as part of their operational and financial management.



RESPONSIBLE PURCHASING

RESPONSIBLE PURCHASING POLICY

Tanger Med's relationships with its suppliers go beyond the simple purchase and supply of goods and services. The Group ensures the quality of its relationships with its suppliers. Tanger Med Group has drawn up and published a policy formalizing all the Group's commitments to responsible purchasing.

In this context, Tanger Med ensures that its expectations are implemented by all its suppliers while paying attention to the corresponding ethical, social, and environmental risks.

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

- Establish a selection process based on open and competitive bidding with fair treatment
- Ensure transparency in the selection and award processes
- Ensure the protection of confidential information
- Ensure the strict application of contractual requirements
- Respect the environment and contribute to the preservation of resources and biodiversity
- Contribute to local development by supporting VSEs/SMEs
- Use a total cost of ownership analysis for relevant purchases
- Pay suppliers on time and according to contractual terms
- Ensure that our suppliers are not overly dependent on Tanger Med.

The Group's Responsible Purchasing policy is also reflected in the "Responsible Purchasing Charter". By adhering to the principles of this policy, and applying our requirements listed in our Responsible Purchasing Charter, our suppliers commit to supporting Tanger Med Group in the deployment of its CSR roadmap, and agree to be assessed on their own CSR practices.

RESPONSIBLE PURCHASING CHARTER

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

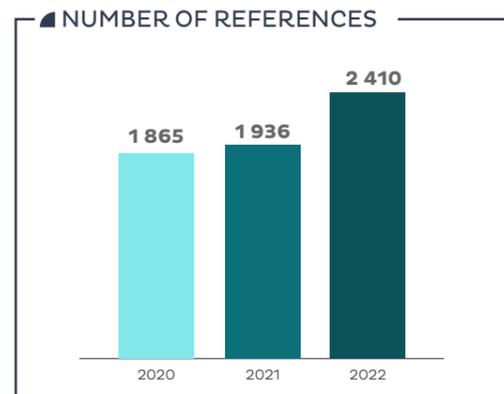
- 1.** The supplier is invited to promote and respect the protection of international human rights law.
- 2.** The supplier is called upon to respect freedom of association, to eliminate all forms of forced or compulsory labor, to abolish child labor and eliminate all discrimination in employment, and to comply with regulations on remuneration.
- 3.** Guarantee freedom of association and trade unions
 - Respect for the legal working age
 - Prohibition of forced and compulsory labor
 - Deployment of an anti-discriminatory employment policy
 - Compliance with current compensation rules for all employees
 - Compliance with working hours established by current legislation
 - Occupational health and safety at work
- 4.** 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.
- 5.** The supplier is asked to fight corruption in all its forms, including extortion.
- 6.** The supplier is asked to respect the collection and use of personal data.

SUPPLIER AUDIT

The suppliers and service providers selected for Tanger Med's CSR audit were carefully chosen, taking into account their belonging to Tanger Med Group's sphere of influence as well as their representativeness for other suppliers in the same category. The audited sample was as follows: and the results obtained are relevant to improving CSR compliance.

During the CSR audit, various criteria were assessed, such as social dialogue, employment of minors and disabled people. The results revealed a number of areas for improvement in order to strengthen the CSR compliance of the audited suppliers. More specifically, an improvement in the formalization of the ban on minors working in the company's internal regulations, to guarantee the protection of their rights.

15
service providers and suppliers
CSR audits in 2022

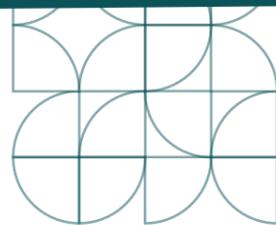


Hajar Karafi
Purchasing Manager - TMPA

"As part of our efforts to maintain and develop mutually beneficial relationships with our suppliers and subcontractors, Tanger Med Group is implementing a supplier CSR audit program in February 2022.

These audits, carried out by expert auditors, cover various aspects such as the environment, human rights, labor, and stakeholder relations.

The aim is to ensure that our suppliers comply with CSR standards and contribute to the achievement of our objectives as a key stakeholder. The auditors visited suppliers' sites to gather the various elements needed to support their conclusions, and then drew up an action plan to improve their CSR performance."



2.2. BUILD AN INTANGIBLE ASSET AROUND THE GROUP'S IDENTITY AND CULTURE TO STRENGTHEN LASTING RELATIONSHIPS WITH STAKEHOLDERS AND THE TERRITORY

SPEECH BY THE CHAIRMAN OF TANGER MED GROUP AT THE 47TH SESSION OF THE ACADEMY OF THE KINGDOM OF MOROCCO ON THE THEME OF THE MEDITERRANEAN AS A REFERENCE POINT



Mr. Fouad Brini, Chairman of Tanger Med Group, was invited to participate in the 47th session of the Academy of the Kingdom of Morocco held between May 24th and 27th under the theme "The Mediterranean as a Reference Point". A theme that brought together several academics, thinkers, and researchers from fifteen countries, in order to address the issues raised by the economic, ecological, geopolitical, and cultural transformations that drive the Mediterranean area. He opened the 4th session of the event on May 26th in a panel made up of economists, anthropologists, and academics dealing with the economic and social dimension in the Mediterranean and the development projects within it.

Mr. Fouad Brini spoke about the position of the Mediterranean within the global maritime routes. Considering this area as a true civilizational crossroads, and he recalled that the Mediterranean was a unique line of contact between Europe and Africa, but also between the East and the West. He pointed out that pursuant to its development, a thousand years ago, the first maritime routes were developed, the result of a commercial reality, which still today, sets the pace for our economies and lifestyles. He then referred to the role of globalization which has increased the weight of maritime trade in global trade, now amounting to 90% of the total volume of world trade.

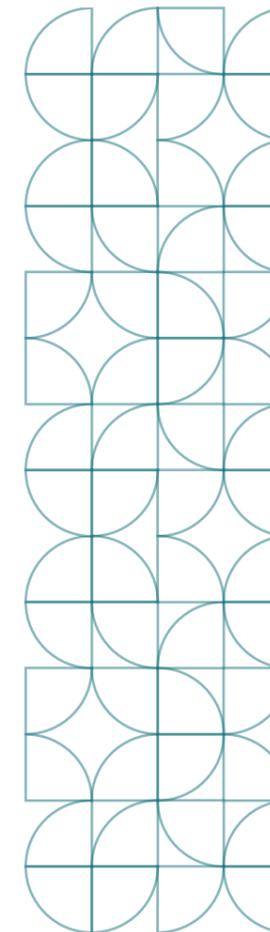
He went on to mention three key levers which, from the 1960s onwards, have contributed to intensify global trade, particularly by sea. First of all, oil has changed transportation systems. Second, the container, an ordinary metal box, has revolutionized global trade and boosted the share of maritime transport in world trade, thanks to its indisputable advantages in terms of productivity, volume consolidation, and intermodality. He also discussed the emergence of the manufacturing power of Asian countries which has accelerated the phenomenon of globalization and supported the dominance of maritime trade.

He mentioned the role of the Mediterranean Straits and the Suez Canal, strategic locations that punctuate the maritime routes and allow shipowners to save considerable time. He recalled that the Mediterranean concentrates three of the world's eight strategic passages and 20% of world maritime trade. In addition to these major meeting points, Mr. Fouad Brini said that the Mediterranean has emerged as a place of transit for global shipping routes that have fostered the development of industrial port hubs that ensure the connection with the land, and which are supported by shipping companies to transship their goods and carry out their import-export operations.

Tanger Med project, born of the vision of King Mohammed VI, has become, in the space of a few years, a leading industrial and logistical hub in the Mediterranean, helping to place Morocco among the world's great maritime nations. The Chairman also mentioned the crises that have been experienced since 2019, the uncertainties that have arisen, and the questions that have been raised about the future positioning of the Mediterranean within maritime exchanges.

The Chairman also mentioned the crises that have been experienced since 2019, the uncertainties that have arisen, and the questions that have been raised about the future positioning of the Mediterranean within maritime exchanges. He reiterated the challenges that need to be addressed in order to ensure resilient supply chains and their sustainability.

He also mentioned the geopolitical but also industrial and logistical stakes, new elements of sovereignty of the economies. A new paradigm is emerging: the relocation of production near consumption centers, which could position the Mediterranean as a competitive advantage for Europe from Africa.



He also pointed out the environmental issue by noting that maritime trade accounts for a significant share of global greenhouse gas emissions. He spoke of the race to decarbonize the industry and shipping, with carbon neutrality targets for 2050. In the same context, he also underscored the opportunities that such a transition could generate and in particular the emergence of new hubs of clean energy supply in the Mediterranean, capable of reconfiguring North-South relations.

Finally, he mentioned the central role of digitalization and Data in maintaining supply chains. This role is confirmed by e-commerce leaders such as Amazon or Alibaba, whose mastery of data has enabled them to build a real lead in terms of logistics and door-to-door offers. He concluded by saying that the control of trade was once in the hands of the maritime leadership, but that today, and certainly in the future, this control will be in the hands of those who control and utilize the Data.



SOCIAL WELFARE AND SOLIDARITY ACTIONS FOR THE BENEFIT OF EMPLOYEES

A SOCIAL AND SOLIDARITY-BASED VOCATION, AN INTEGRAL PART OF THE GROUP'S CULTURE

Tanger Med Association for Social Work (AOSTM) is a non-profit organization founded in 2015 with the aim of fostering the development of social projects and solidarity actions for its members, who are Tanger Med employees and their families.

The association's key objectives include carrying out social projects and providing social services, organizing socio-cultural, sporting, and environmental initiatives, promoting cooperation with other associations and similar organizations in Morocco and abroad, and concluding agreements with state authorities, local communities, and public and private establishments.

The association's initiatives focus on four main areas: social, cultural, sporting, and summer activities. It strives to improve the quality of life of its members by offering them a diverse range of projects and activities to meet their needs.

SOCIAL INITIATIVES:

The association undertakes a number of social initiatives.

- Create moments of conviviality by strengthening social ties at work through the organization of festive celebrations for national, international, or personal occasions such as births, deaths, or International Women's Day;
- Support members who are experiencing financial difficulties linked to their family, social, or medical situation. We grant them loans for family needs (PBF) as well as loans for training leading to a qualification or diploma. In 2022, we helped 33 members take advantage of these loans;
- Provide ongoing medical assistance to our members. We provide a range of medical equipment, including wheelchairs, crutches and medical beds, if required;
- Supporting families with children with special needs.

CULTURAL INITIATIVES

Tanger Med Association for Social Works promotes cultural and artistic events by proposing actions through partnerships:

- Payment of 30% of registration fees for artistic workshops at the Institut Français de Tanger;
- Offers tickets for concerts, shows, festivals, and other cultural events.

The Association has also organized several cultural and charity events. Our employees were invited to take part in shows and evenings such as those organized by comedians Bassou and Eko, or the Tanger crèche evening.



SPORTS INITIATIVES

Tanger Med Association for Social Works (Association des Œuvres Sociales de Tanger Med) is keen to promote well-being and a spirit of cohesion within the business, and encourages employees to take part in sporting activities through a number of support schemes.

- Reimbursement of a portion of gym membership fees
- Sports tournaments (Bowling, Basketball, Ping Pong, and Billiards)
- Organization of hikes and outings, notably to Toubkal and Bouiblane.
- Free access to sports activities for adults and children (golf, sailing, etc.)
- Provision of a soccer and basketball pitch for members, free of charge for one hour a week
- Ticket distribution for national sporting events



SUMMERTIME INITIATIVES

Tanger Med Association for Social Works (Association des Œuvres Sociales de Tanger Med) is helping to diversify vacation offers for employees and their families, through a number of initiatives.

- Limited reimbursement of summer vacation expenses
- Lump-sum summer vacation allowance
- Organization of summer camps and activities for children during vacation periods
- The signing of partnership agreements with establishments such as Marsa Maroc.



INITIATIVES REPORT

33
loans granted
+13% compared to 2021

93%
RATE OF COMPLETION OF AOSTM INITIATIVES
+50% compared to 2021

199
members benefit from summer activities
+39% compared to 2021

41
initiatives completed
+36% compared to 2021

44
partnership agreements with partnerships

8 166
beneficiaries
-7% compared to 2021



In 2020, AOSTM also launched Club Tanger Med, located near the Port Complex.

Club Tanger Med has 8 apartments, each with a comfortable bedroom, shower and toilet, spacious living room, and kitchen equipped with modern appliances. The apartments are also equipped with air conditioning and a reliable WIFI connection for optimum comfort.

Members can enjoy the well-kept green spaces, well-equipped gym, and swimming pool.

In 2021, Club Tanger Med recorded 143 new members. By 2022, membership had risen again to 199. This represents an increase of +39% from the previous year.

INITIATIVES DEDICATED TO CHILDREN OF EMPLOYEES

Tanger Med Association for Social Works (Association des Œuvres Sociales de Tanger Med - AOSTM) and the Enfants du Paradis Association have signed an agreement to organize a program to help children with special needs. This initiative is designed to meet the special needs of children by providing them with tailored, personalized care.

The program includes a variety of activities dedicated to children, including behavioral therapy, speech therapy, psychomotricity, and the provision of Support Teachers of Special Needs Students (STSNS). Children also benefit from extracurricular workshops, child psychology sessions, aquatic therapy, and horseback riding.

Parents are not left behind, as the association also provides support and guidance to parents through parental coaching sessions.

8 children and **8** parents were supported

+280 sessions were offered for children and parents working together

MEMBER EMPLOYEES CLIMB NORTH AFRICA'S HIGHEST PEAK

Driven by a sense of challenge and team spirit, a dozen Tanger Med Group employees set out to conquer Mount Toubkal at an altitude of 4,167 m, the highest peak in the High Atlas, Morocco, and North Africa.

On Saturday, October 22nd, in a friendly atmosphere and during a journey punctuated by thrills, doubts, and perseverance, the participants proudly hoisted Tanger Med Group flag to the highest summit in North Africa.

Organized by Tanger Med Association for Social Work, this challenge has become a Group tradition over the years, attracting both regular hikers and mountain tourism enthusiasts. The ascent was preceded by a series of hikes in the northern Moroccan region, an indispensable preparatory phase for the smooth running of this great adventure.



PROMOTE REGULAR AND TRANSPARENT COMMUNICATION WITHIN TANGER MED GROUP

Tanger Med Group believes that building strong relationships with its community is crucial to business success. Thus, to establish and maintain a climate of trust conducive to fruitful exchanges with all stakeholders, including employees, customers, investors, and partner institutions, it is essential to communicate transparently, regularly, and ethically.

Tanger Med Group is committed to fulfilling this responsibility by diversifying its communication channels and regularly providing accurate information, with the aim of building a brand image faithful to its values and ethics.

150 911 Subscribers

PUBLICATIONS

Tanger Med Group publishes a wide range of content throughout the year, including activity sheets, brochures, balance sheets and reports, all of which help to keep its audience well-informed and engaged.

A newsletter, published quarterly, relays the various news and performances of the Group and its operating clusters, in the following areas: port and logistics, industry, services and CSR.

93 013 LinkedIn subscribers +16% compared to 2021

44 129 Facebook subscribers +5% compared to 2021

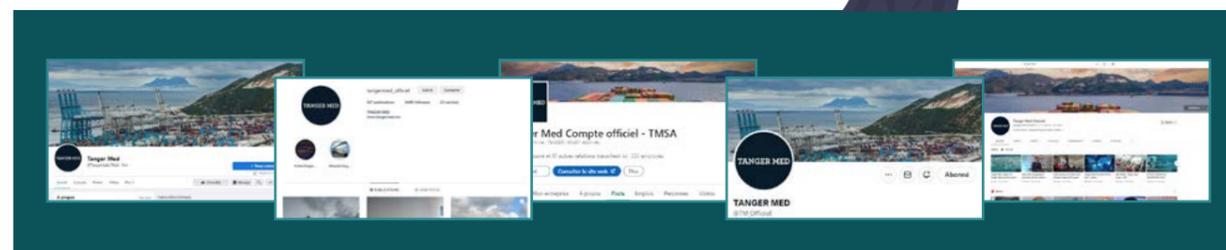
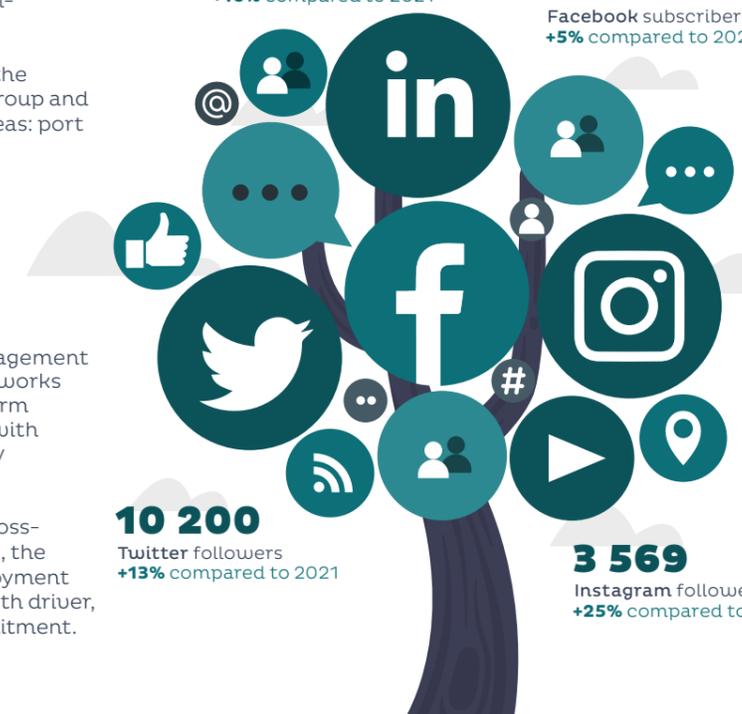
PRESENCE ON SOCIAL NETWORKS

A powerful tool for information and engagement on a national and global scale, social networks offer a progressive and attractive platform for exchange, and facilitate interaction with community members via open, two-way communication.

Social networks cover a wide range of cross-functional themes such as business news, the Group's flagship performances, the deployment of digitalization and innovation as a growth driver, sustainable development and CSR commitment.

10 200 Twitter followers +13% compared to 2021

3 569 Instagram followers +25% compared to 2021



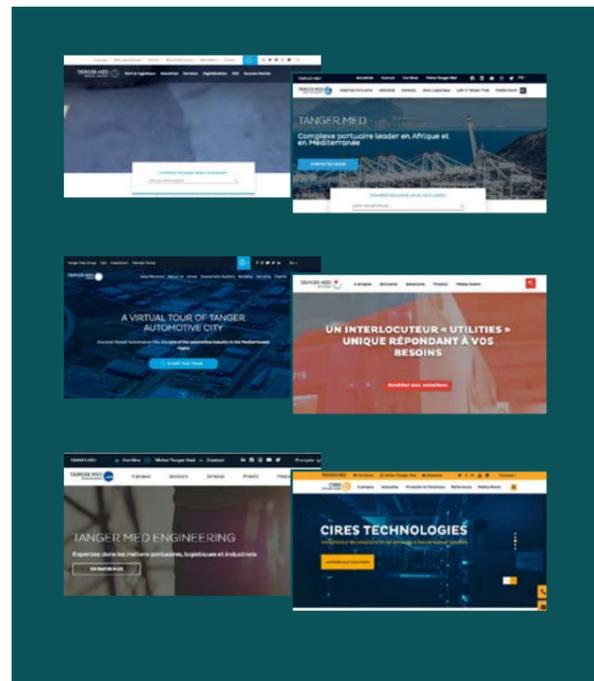
WEBSITES

Tanger Med has launched a project to overhaul the websites of the Group and its subsidiaries. With its intuitive design and easy navigation, Tanger Med aims to provide a seamless experience for visitors to its site, which is now the main hub for information and resources.

In 2022, Tanger Med Group launched its new Group website, highlighting its structure, task, history, operational clusters, and business lines.

In turn, Tanger Med Port Authority's website went online in 2022, designed in the same year to showcase the various services offered at the port complex, more specifically ship, port, logistics, digital, and people services.

All our websites have a responsive design, ensuring a better user experience on all connected devices.



Discover our news on our website

Scan the code →



MEDIA AND PUBLIC RELATIONS

Driven by its commitment to transparency and credibility, Tanger Med Group communicates regularly with national and international media to keep its audience informed and address various requests.

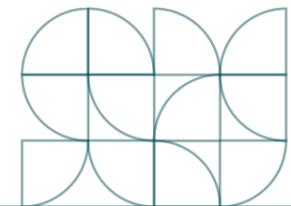
- ▲ Daily national and international press monitoring
- ▲ Publication of press releases on topics such as business reviews, port and industry news, CSR initiatives, etc.
- ▲ Regular publication of financial results

5 press releases in 2022

7 financial publications

E-MAILING

Tanger Med uses e-mailing to strengthen its close relationship with its community and measure its level of commitment. In 2022, Tanger Med sent 19 e-mailings to keep the community up to date with the latest news from the Industrial-Port Complex, information notes, guides, press releases, newsletters, and invitations to events.



PARTICIPATION IN NATIONAL AND INTERNATIONAL EVENTS

By taking part in Moroccan and international events that are in line with its vision and orientations, Tanger Med Group aims to: meet its customers and partners, develop business opportunities, increase brand awareness, conduct market research, and learn about best practices in its various fields of activity.



Meriem FARES

Head of Marketing & Communication - TMSA

"The communication function is essential to a company's success. By investing in communication, the business can strengthen transparency and trust, improve collaboration and coordination, consolidate brand awareness and image, make informed decisions, and support employee commitment."

"At Tanger Med, we consider communication to be fundamental because it allows us to convey valuable information to our stakeholders: internal and external stakeholders: customers, suppliers, institutions, financial organizations, the media, associations, academics and employees."

"Through this communication, we share business news, figures, and data, as well as objectives and future developments. Using a variety of communication channels, such as publications, social media, public relations, and events, we address a wide range of our ecosystem, depending on their needs and interests."

41 Events in 2022

22 international Events

19 national Events

ORGANIZED TOURS AT TANGER MED

Over the years, Tanger Med Port Complex has earned a reputation as a key player on the national and international scene.

Today, visitors from a wide range of backgrounds come to Tanger Med to learn about the project's history and achievements, and to exchange expertise and best practices, as well as investment and partnership opportunities.

In 2022, Tanger Med received 148 visits, bringing the total number of visitors to 2,362, including official, ministerial, business, student, and media delegations.

148 visits in 2022

2 362 visitors in 2022

61 institutional representative visits

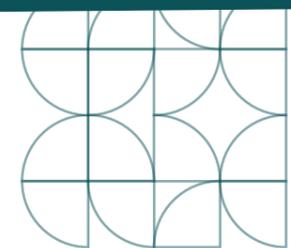
72 sales representatives

15 representative university visits

809 visitors

1 000 visitors

553 visitors





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, sports foster the creation of supportive communities and stimulates socialization, bringing together people from different backgrounds and fostering a sense of unity. Sports are 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, sports have an important cultural dimension, reinforcing 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, sports strengthen the sense of community and belonging by fostering team spirit and cooperation.

PROMOTING SPORTS IN RURAL AREAS

Territorial sports activities are promoted by Tanger Med Group's 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 Décathlon, an operator based in the MEDHUB Logistics Zone, to distribute sporting goods to the local population, especially the younger ones, 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 Dafla" association.

In 2022, the Dalia Sailing School, also supported by Tanger Med Foundation, was launched.

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 gear, and rescue equipment.

Open all year round, the school welcomed its first class of 287 students for three teams 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 Work Association.

A partnership agreement was signed between the Dalia Association for Water Sports, in charge of running the school, and the Provincial Directorate of the Ministry of National Education in Fahs Anjra, with the purpose of serving pupils from schools in the area.

Children take part in theory classes, 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 backgrounds, while promoting their personal development. Transport is also provided for children living in rural areas.

Since its opening, the teams have witnessed the emergence 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.



Marouane HASNI
Pilot - Piloting Department - TMPA

"The 2022 sports season was a year rich in sporting achievements. Despite its recent opening, our school has become one of the Kingdom's leading yacht clubs. Achievements such as these inspire us to continue our commitment to supporting children by raising the bar even higher. Our ambition, for example, is to develop a high-level training division in partnership with the relevant Moroccan sporting bodies."

(*) Boat designed for introductory sailing and regattas.



ORGANIZATION OF THE FIRST STATUARY REGATTA AT DALIA BEACH

Under the aegis of the Royal Moroccan Sailing Federation (FRMV) and in collaboration with Tanger Med Foundation, the Dalia Association of Nautical Sports organized its 1st official regatta from September 09 to 11, 2022 at Dalia beach, located near Tanger Med Port Complex.

This sailing event is a first of its kind in the Optimist-mixed series and ILCA The Optimist-mixed series is a sailing boat category in which children under 16 can compete with adults over 16. The boats used are Optimists for children and ILCA 6s for adults. The sailors set off on a new adventure on a stretch of water experienced for the very first time. The competition was attended by the majority of FRMV-affiliated clubs, representing more than 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 were the Royal Marine Club of Casablanca for the Optimist series and the Yacht Club of 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, Tangier, and M'diq. Local authorities and Tanger Med Foundation were also present at the event.

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.

- Souhaib TALLAL from Ksar AlMajaz and a student at Oued Ghlala who won 2nd place in the Moroccan Championship in the Youth category - Bouergrag Regatta;
- Yassine ELOUAFI from Ksar AlMajaz and a student at Oued Ghlala, who came 2nd in the Moroccan Championship in the Youth category - Régate EL Massira de Mdik 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.



PROMOTING SPORTS AT THE REGIONAL AND NATIONAL LEVELS

Tanger Med Group also supports regional sports teams, notably in soccer, handball, basketball, golf, equestrian, and nautical activities, working to make them accessible to as many people as possible.

SOCCER - ITTIHAD TANGER (IRT) AND MOGHREB ATHLETIC DE TETOUAN (MAT) TEAMS

Representing the spearhead of the region, the two soccer teams Ittihad Tanger (IRT) and Moghreb Athlétic de Tétouan (MAT) today have a considerable regional impact, and it continues to attract a dedicated audience that consistently shows up in large numbers for every match played in Tangier or Tetouan.

2021-2022 IRT SEASON

Ranked 12 out of 16 in Morocco's 1st division national championship (Botola)

2021 - 2022 MAT SEASON

The partnership with Tanger Med supported the return to the 1st division for the sporting season



HANDBALL: TETOUAN STUDENT HANDBALL CLUB TEAM (CETH)



Men	Women	Young people
<ul style="list-style-type: none"> Throne Cup semi-finalists Ranked 3rd in the national championship 	<ul style="list-style-type: none"> Semi-finalist at the national championship Throne Cup semi-finalists 	<ul style="list-style-type: none"> 2 young U17 players have been selected by the national team to play in Rwanda

BASKETBALL: THE ITTIHAD TANGER (IRT) TEAM

2021 – 2022 SEASON

the club won the Throne Cup and came in 3rd in the National Championship.



GOLF: ROYAL GOLF OF TANGIER

More than a hundred years old and the first golf course in Morocco, it represents a real cultural asset for the city of Tangier and attracts participants of all ages.

2021 – 2022 SEASON

- RCCT team ranked third at the Morocco Women's Golf Open
- INTISSAR RICH:** Young African Champion from Tangier Golf Academy



HORSEBACK RIDING: SUPPORT FOR THE NATIONAL CHAMPIONSHIP

Thanks to the support of various national partners, including Tanger Med Group, Morocco's performance is evolving on an international scale. Morocco takes part in major international competitions: Grand prix Hermès, Olympic Games, World Cup, etc.



WATER ACTIVITIES

Thanks to its port and maritime vocation, Tanger Med attaches particular importance to water sports. The Group is committed to democratizing the practice of water activities, which are not easily accessible to all, while ensuring that young people in particular are aware of the importance of preserving our natural environments for future generations. In 2022, Tanger Med supported water sports champions such as:

WATERSKIING – KAMIL BELMRAH

This young athlete represents a new generation of Moroccan waterskiers who have the potential to win medals in the future.

2021 SEASON

Double gold medal in the water skiing category at the European and African championships in Madrid and silver medal at the World Masters in the USA

2022 SEASON

Participation in the **World Games** in the USA



EXTREME SWIMMING SPORTS – HASSAN BARAKA

World champion in extreme swimming sports (crossing various straits, swimming in icy waters) Hassan Baraka conveys a strong message for the protection of the environment, in line with Tanger Med's CSR values and strategy.

2022 SEASON

- Successful completion of the 2nd Ice Mile: 1,609-meter swim without wetsuit in 3-4-degree water
- Victory in the international swimming expedition to the North Pole in -1° water and -20° ambient temperature.
- 34th** swimmer in the world to swim from Formentera to Ibiza in the Balearic Islands, **Spain (20km)**.



TANGER MED FOUNDATION ACCOMPANIES THE CROSSING OF THREE MOROCCAN SWIMMERS AT THE STRAIT OF GIBRALTAR

Tanger Med Foundation supported Moroccan champion Hassan Baraka in successfully crossing 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 was made from Tarifa in Spain, arriving at Dalia beach, near Tanger Med Port. Upon arrival, the swimmers were greeted by the children of the Dalia Sailing School and by the beachgoers. It is worth mentioning that the crossing of the Strait of Gibraltar by swimming is one of the 7 most difficult crossings in the world (it counts for the Ocean Sevens challenge, equivalent to the Seven Summits in mountaineering). It's an opportunity for the youth to learn the value of excelling through sport.



"By practicing open water swimming in the open sea, and having successfully completed the 5 continents swim in the past, I have two fundamental messages, the first and that of Peace and Brotherhood between peoples and the second pillar which is very close to my heart is that of environmental protection and awareness of the importance of taking care of our planet.

The "CSR" approach undertaken within Tanger Med Group is also one of the most important commonalities in the values that unite us. The environmental aspect, global warming, and ecology are all essential issues in my life path.

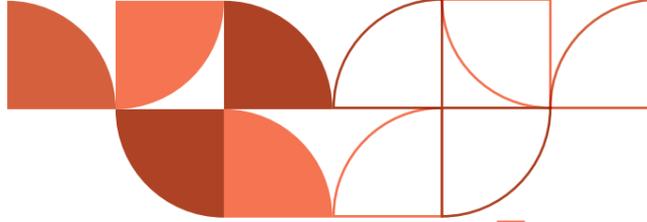
The fact that I swim in cold water without a wetsuit, through ice swimming, is also a way of raising awareness about global warming.

For me, sports are a fundamental tool for personal development, enabling us to feel good about our bodies but also about our minds. Sports can help young people showcase their talents and successes to society, highlighting their skills and abilities and boosting their self-esteem and self-confidence.

Playing sports is an extraordinary tool for integration, bringing people from different backgrounds together around a common goal.

The partnership with Tanger Med makes me feel supported in achieving my goals. I feel part of a family that cares about my well-being so that I can perform in the best possible conditions, and that's priceless. I feel fulfilled and can dedicate myself to my craft to achieve my best".

Hassan BARAKA
Athlete-Adventurer and Lecturer



3.1 DEVELOP HUMAN CAPITAL WITHIN THE PORT, ACTIVITY ZONES, AND THE REGION

HEALTH AND SAFETY AT WORK



DEVELOP HUMAN CAPITAL, INNOVATION, AND IMPROVE THE SOCIAL AND ECONOMIC IMPACT

3.1 DEVELOP HUMAN CAPITAL WITHIN THE PORT, ACTIVITY ZONES, AND THE REGION.

3.2 MAKE OUR OPERATIONS A RESOURCE INTERFACE TO PROMOTE JOB CREATION, ENTREPRENEURSHIP, RESEARCH, AND INNOVATION.

COMMITMENT 3

GROUP HEALTH AND SAFETY QUALITY APPROACH

Tanger Med Group attaches the utmost importance to controlling occupational risks, and is committed to improving the health and safety of its employees. To achieve this objective, the Group relies on a Health and Safety Committee (HSC) which regularly brings together all relevant stakeholders, including occupational medicine, HR, employee representatives, and QHSE managers.

The role of the Health and Safety Committee is to detect occupational risks, ensure that legislative and regulatory texts are applied, oversee the maintenance and use of protective devices, protect the environment, encourage initiatives for working methods and processes, give its opinion on the operation of the company's medical service, 13 training sessions linked to occupational health and safety risks, benefiting more than 130 employees in 2022 work, and develop awareness of occupational risk prevention and safety within the business.

Tanger Med Group is committed to protecting the lives and integrity of its employees, by maintaining their health in the face of the risk of accident and illness.



13 training sessions linked to occupational health and safety risks, benefiting more than **130** employees in 2022

OCCUPATIONAL MEDICINE

The Group's approach is specifically aimed at preventing health-related risks. To meet this objective, the occupational health department at Tanger Med carries out regular medical check-ups, such as the pre-hiring check-up, the annual check-up, and the health check-up, to monitor workers' state of health and detect any work-related problems.

These medical examinations are essential to improving the health and safety of our employees in the workplace. Using a variety of work methods, occupational medicine in Tanger Med carries out occupational risk assessments to identify and evaluate workplace hazards. It then draws up action plans to reduce or eliminate these risks. This proactive approach minimizes occupational hazards and ensures a safe working environment for employees.





TRIPLE QSE ISO 45001, 9001, AND 14001 CERTIFICATION FOR ALL TERMINALS OPERATED BY MARSA MAROC

Marsa Maroc has obtained certification for all its operating sites to the international standard ISO 45001 version 2018 "Occupational Health and Safety Management System". Prior to this certification, Marsa Maroc carried out an analysis of the risks to which its employees are exposed.

This analysis, updated annually, has enabled us to adopt a preventive approach to OHS and identify the most significant risks. The Group monitors occupational health and safety legislation and regulations, in order to comply with the texts applicable to its activities, but also with the requirements of port authorities.

In addition, since 2015, all operating sites have been ISO 9001 certified. This rewards the efforts made to meet our customers' expectations and satisfy their requirements.



AN HR POLICY BUILT AROUND 7 KEY FOCUS AREAS



IMPLEMENT THE GROUP'S HR POLICY

HR policy is broken down into different plans and management systems.

- Recruitment and integration policy reflected in a three-year and annual plan
- Recruitment Plan Compensation and benefits policy reflected in a Salary Grid
- Skills development policy reflected in a Skills Development and Training Plan
- Mobility policy translated into a Succession Plan
- Evaluation policy through an Annual Evaluation Plan
- Internal communication policy reflected in an Internal plan
- Communication Plan Professional relations and partnership policy reflected in a Social Charter

AN HR APPROACH FOCUSED ON HUMAN CAPITAL AND PERFORMANCE

SETTING UP A WELCOME KIT

The Human Resources department has set up a welcome kit for new employees to make their integration easier. It contains information on the general framework and working conditions within the Group, including details of the social offer in terms of social security coverage, insurance, pension plans, medical coverage, and employee benefits.





TANGER MED E-LEARNING

Tanger Med E-learning digital training platform meets the challenges of mobility and accessibility to training. It provides access to a range of distance learning modules, MOOCs, and Webinars. It is supported by cross-functional training courses covering both technical skills and soft skills.

Tanger Med E-learning digital training platform meets the challenges of mobility and accessibility to training. It provides access to a range of distance learning modules, MOOCs, and Webinars. It is supported by cross-functional training courses covering both technical skills and soft skills.

The training courses on offer have been developed by renowned institutes, recognized for the quality of their teaching and lecturers. Fully modular and accessible to employees at all times, the platform acts as a real complement to physical training courses. It also gives HR teams a clearer picture of the type of training employees are interested in, and enables them to adapt training plans accordingly.



E-learning platform subscription rate

48% in 2020

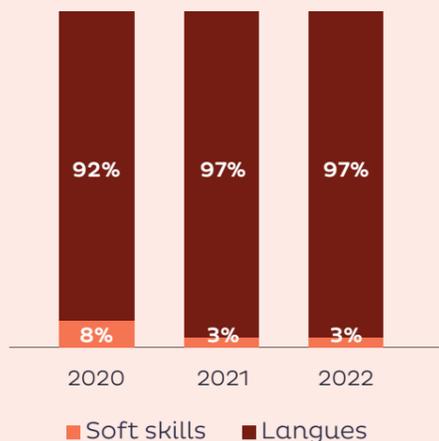
48% in 2021

47% in 2022

(Resumption of in-person training)



E-learning courses



MARSA MAROC FOCUSES ON SPECIALIZED TRAINING PARTNERSHIPS

Marsa Maroc has adopted a training policy designed to meet the demands for performance and innovation imposed by its environment. Its main objective is to ensure that the Group has the skills it needs to fulfill its role as national leader in port terminal management. Employees benefit from business training courses, in partnership with international ports and organizations, as well as cross-functional training provided by national and international partners.

The Group also supports schools specializing in maritime studies, including the Maritime Studies Institute (Institut Supérieur d'Études Maritimes - ISEM), through specific actions.

PROSPECTIVE MANAGEMENT OF JOBS, EMPLOYEES AND SKILLS

The Group has launched a study to draw up a model for the forward-looking management of workforce, jobs and skills (GPEEC), enabling it to manage its human resources and steer the development of its internal skills portfolio.

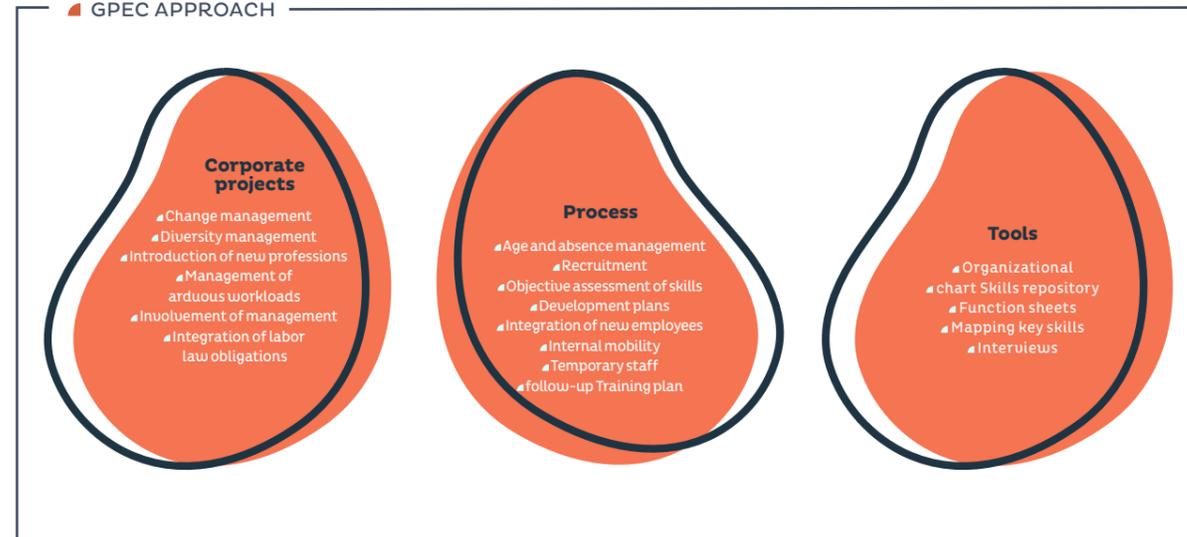
The aim of this study is to help Group subsidiaries ask themselves the right questions at the right time, by adapting their human resources to economic, technological, social, and regulatory changes.

The GPEEC plan is proposed for a 5-year period, and its objectives reflect this multiplicity of issues and stakeholders:

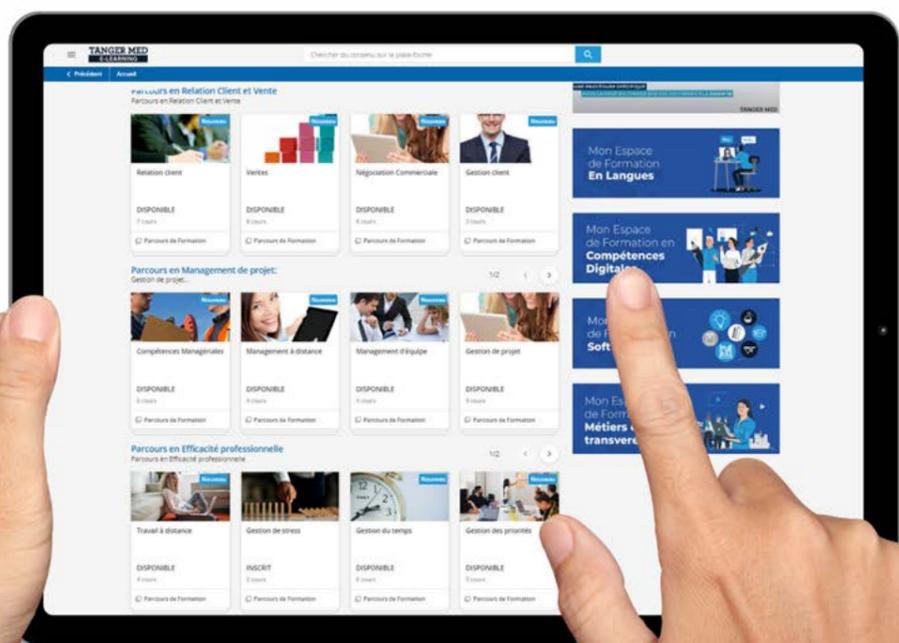
- Provide the Group with a global vision of jobs and skills over the medium and long term
- Pool jobs and skills between subsidiaries
- Anticipate skills needs to better adapt training paths
- Work with the various subsidiaries to draw up an action plan in line with current and future changes in the Group's operations.

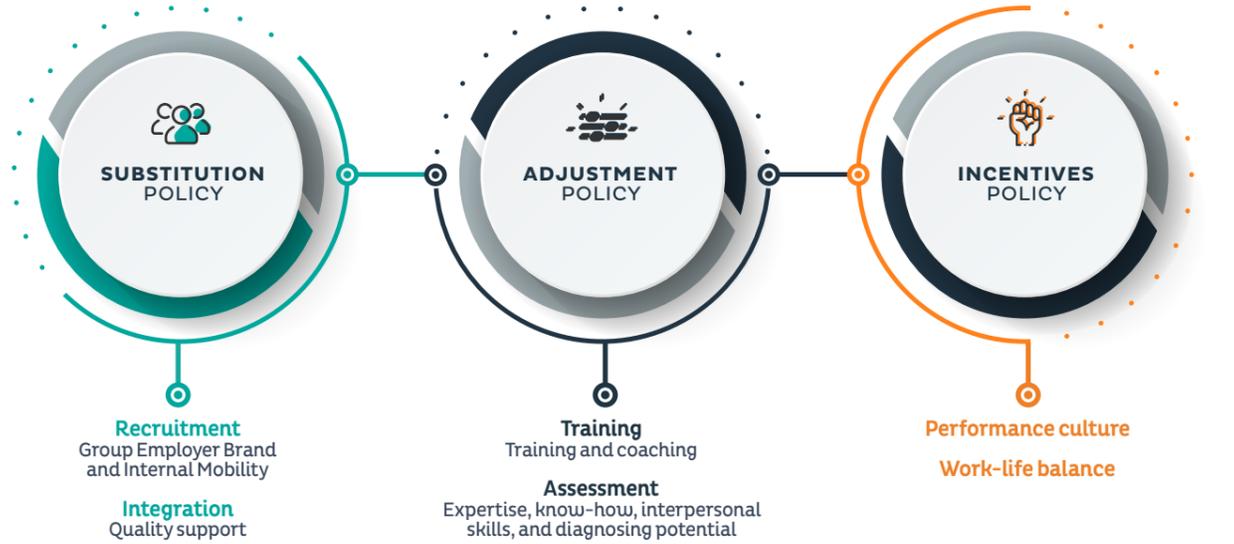
GPEEC will thus be used for forward-looking management of budgetary employment, and is based on three components: business projects, and the tools and processes needed to activate them.

GPEEC APPROACH



The study's conclusions have enabled us to define the 3 main areas necessary for effective skills management within the Group.





Indicator	2020	2021	2022
Group training plan completion rate	85%	91%	92%
Staffing rates	72%	75%	77%
Number of trainees accepted	73	216	171

TANGER MED MEETS TALENT AT HORIZON MAROC JOB FAIR

Tanger Med's participation in the 26th Forum Horizons Maroc (FHM) was a unique opportunity for the Group to boost 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 FHM was held on May 29, 2022 at the Espace Champéret in Paris, in the presence of numerous partners such as OCP, CDG CAPITAL, BANK OF AFRICA, ORANGE, INWI, CAPGEMINI, INTELICIA, IAM, CENTRALE DANONE, CREDIT AGRICOLE, MASEN, LYDEC.

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

PROMOTING TALENT AND INTERNAL MOBILITY

Talent management and internal mobility are important levers for promoting human capital and performance. Talent management includes identification, succession planning, training, and career development.

Promoting internal mobility helps to develop employees' skills and knowledge, while offering them career opportunities within the Group. It also nurtures their motivation and commitment, while fostering better collaboration between different departments.

These programs enable the attraction, development, and retention of high-potential employees to address the company's medium and long-term challenges.



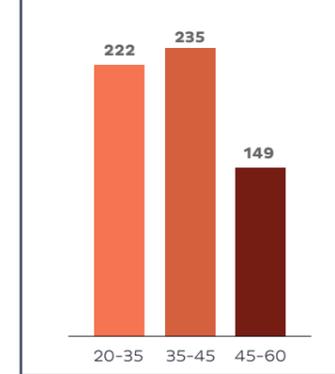
DIVERSITY AND INCLUSION AT WORK

Tanger Med Group values diversity and inclusion, notably by addressing gender parity and age diversity.

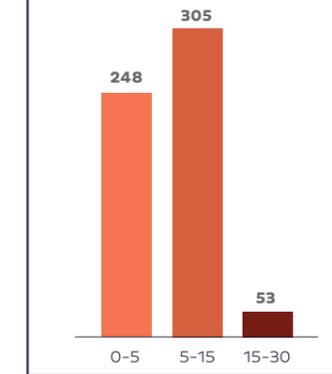
BREAKDOWN OF WORKFORCE BY CATEGORY AND GENDER

OPERATIONAL CLUSTER	2022							
	SCOPE/SETTING		DEPARTMENT		EMPLOYEE		TOTAL	
	F	M	F	M	F	M	F	M
HOLDING	17	28	1	8	0	7	18	43
PORT	33	175	0	16	3	8	36	199
INDUSTRIAL	16	17	1	1	3	4	20	22
SERVICES	33	118	0	4	7	106	40	228
GRAND TOTAL	99	338	2	29	13	125	114	492

WORKFORCE BY AGE GROUP



WORKFORCE BY SENIORITY



WORKFORCE BY GENDER



OTHER INDICATORS

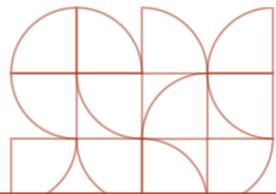
INDICATORS	2019	2020	2021	2022	
NUMBER OF EMPLOYEE REPRESENTATIVES	19	19	18	18	
NUMBER OF STRIKE DAYS	0	0	0	0	
NUMBER OF LAYOFFS	Department	0	0	0	0
	Scope/Setting	1	0	0	2
	Employee	2	2	0	1
	Total	3	2	0	3
NUMBER OF RESIGNATIONS	Department	0	0	1	1
	Scope/Setting	6	14	17	5
	Employee	5	7	1	6
	Total	11	21	18	11
NUMBER OF RECRUITMENTS	Department	1	1	1	0
	Scope/Setting	32	21	63	68
	Employee	5	5	11	19
	Total	38	27	75	87
NUMBER AND TYPE OF LABOR DISPUTES	0	0	0	0	



WELL-BEING AT WORK

As part of its drive to improve ergonomic conditions in the workplace, Tanger Med Group has launched a physiotherapy program for all its employees. The aim is to make employees aware of the correct gestures and postures to avoid musculoskeletal strain (MSD).

The physiotherapists involved carried out individual diagnoses and organized training sessions on musculoskeletal disorders, risk factors, and prevention methods, as well as group therapy sessions in the workplace.



Hicham KAMIL
HR Manager - TMPA

"It's important to reinforce the ability of all our employees to implement the business's strategic orientations, such as those applied to the various activities. To achieve this, we have set up a Human Resources Management System designed to give all the Group's employees a clearer view of their career prospects.

Our HR policy is two-dimensional. Both internally, with several levers and policies: recruitment, the compensation system, skills development, career management, performance management, talent retention, and much more.

Externally, our HR policy is aligned with the Group's vision, values, mission, and strategy. Our leadership and ambition drive us to strive for managerial excellence and a culture of performance."

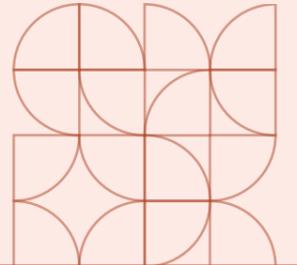


3.2 MAKE OUR OPERATIONS A RESOURCE INTERFACE TO PROMOTE JOB CREATION, ENTREPRENEURSHIP, RESEARCH, AND INNOVATION.

CIRES TECHNOLOGIES LAUNCHES ITS DIGITAL FACTORY

In 2022, Cires set up a Digital Factory whose aim is to offer, through innovation, the most advanced solutions tailored to the business needs of its customers and partners.

The expertise of our teams in the development of business solutions such as traceability, mobility, flow management, and integrated security enables us to improve the overall efficiency of our customers, and to respond efficiently to functional, operational and security challenges.



SECURITY OPERATION CENTER (SOC)

SOC is a platform for supervising and administering information system security, using tools for collecting and correlating events, and for remote intervention.

The aim of an SOC is to detect, analyze, and remediate cybersecurity incidents using technological solutions and a set of procedures. They monitor and analyze activity on networks, servers, terminals, databases, applications, websites, and other systems, looking for weak signals or abnormal behavior that could indicate a security incident or anomaly.

SOC teams work closely with response teams to ensure that any security problems detected are properly addressed.

NETWORK OPERATION CENTER (NOC)

The IS Supervision Center's mission is to detect risks of incidents or optimizations in order to better understand technical problems.

The aim of the NOC is to monitor network availability and accessibility, and to report, monitor, and handle any incidents detected.

70% Rate of real cyber threats detected and neutralized by 2022

85% Sensipro awareness rate

74% Network operation center availability rate in 2022



Sara BENSARGHIN
Web Developer Engineer - CIRES

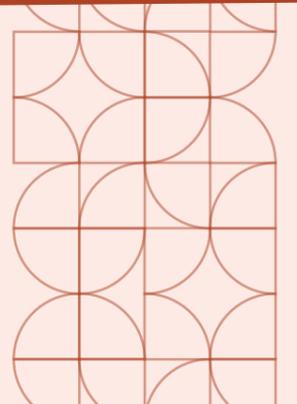
Lamyae AMRANI
Digital Factory Manager - CIRES

Oussama ANIBA
Mobile Development Engineer

"In order to serve the business needs of our customers and partners, and with the aim of building Moroccan leadership in the technology sector, this year Cires created a Digital Factory.

It is structured around multidisciplinary teams. Each squad consists of a Product Owner, Scrum Master, UX / UI, DevOps Lead, and Front / Back / AI developers.

At the Digital Factory, each of us has a well-defined role, and we work together to ensure the success of our projects. It's on the complementarity of our skills that our ability to meet challenges and deconstruct limiting beliefs is based."





SUPPORT FOR ENTREPRENEURSHIP AND SMALL AND MEDIUM-SIZED ENTERPRISES (VSE / SME)

THE 4TH PHASE OF TETOUAN PARK IN PARTNERSHIP WITH FONZID, A MODEL OF A 'SUSTAINABLE INDUSTRIAL ZONE'

With the aim of contributing to the region's economic development and meeting the growing demand from investors, Tanger Med Zones has launched, in partnership with FONZID, MCA, and Millennium Challenge Corporation - MCC Morocco, the development of a 4TH section of the Tétouan Park business park.

The 39 Ha gross extension will house industrial lots with a minimum surface area of 500 m², as well as rental workshops measuring 30m² to 600m² dedicated to young and female entrepreneurs, as well as to project leaders with reduced mobility. The project will also offer facilities and services to help businesses run smoothly, and will be home to mechanisms to promote the ecological transition.

The partnership with FONZID will raise the zone's profile, attract a large number of private investments, and create 6,000 additional jobs.

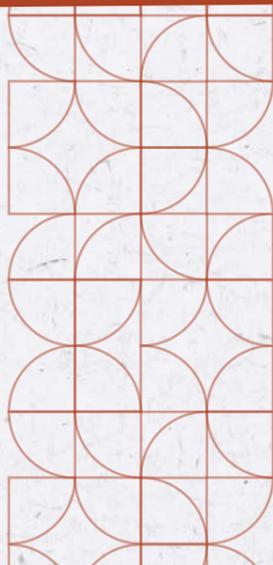


Rime Ikhlassse
Manager SME TPE - Tanger Med Zones

"Covering an area of 156 Ha, Tétouan Park comprises 5 sections, 3 of which are already serviced. Today, we have 126 confirmed projects that will contribute to the creation of 4,000 direct jobs.

Given the increased demand from investors, the development of a 4th phase proved. Following a competitive call for projects launched by MCA and the Ministry of Industry, the Tétouan Park extension project was selected for an area covering 39 Ha, in partnership with FONZID, MCA, and Millennium Challenge Corporation - MCC Morocco.

Above and beyond the planning, which is our core expertise, FONZID will provide us with expertise and support in the social and environmental best practices that will make this expansion a model of a Sustainable Industrial Zone."



LAUNCH OF THE NEW FNIDEQ ECONOMIC BUSINESS PARK

In February 2022, the new Fnideq Business Park (ZAEF), designed exclusively for retail and commercial activities, welcomed the 53 retailers selected to start up their businesses. Having required the mobilization of a budget of more than 200 M MAD, and included in the economic and social development program of the province of Tétouan and the prefecture of M'diq-Fnideq, the creation of the ZAEF is the result of a partnership between the Ministry of Interior, the Ministry of Economy and Finance, the Ministry of Industry and Trade, the Regional Council, the Agency for the Promotion and Development of the North, Tanger Med Special Agency, the Wilaya of the Tangier -

Tétouan - Al-Hoceima Region, the Prefecture of M'diq-Fnideq, the Administration of Customs and Indirect Taxes Administration, and the Regional Investment Center of the Tangier - Tétouan - Al-Hoceima Region. Its main objective is to boost the economy of the M'diq-Fnideq province.

The first of its kind in the country and located approximately 20 kilometers from Tanger Med port complex, the ZAEF is equipped with infrastructure and facilities that meet international standards.



Advantages:

- Facilities and equipment meeting the international standards required by trade and commerce activities
- Attractive rental rates and a rent subsidy of 50% during the first 24 months
- Smoother entry, exit, and operation of goods
- Customs clearance and delivery of goods within 24 hours of receipt at Tanger Med Port Complex
- 30-day payment period for customs clearance once goods have been sold



INITIAL PHASE OF THE TPE AND MICRO-ENTERPRISES SUPPLIER SUPPORT PROGRAM

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

The aim is to support 57 suppliers by offering them assistance in areas related to Tanger Med Group's operations. For this purpose, a pre-selection program has been developed, along with the training topics to be organized.

MARSA MAROC EXPANDS ITS SUPPLIER BASE

The social and environmental impact of our product purchases is a growing concern for our purchasers. We are aware of the need to support our suppliers in integrating responsible practices into their operations, in order to minimize social and environmental risks throughout our value chain.

Marsa Maroc is also committed to the fabric of small and medium-sized local businesses in the areas where it operates, and awards them several contracts.



THE "TERRITORY DEVELOPMENT CHALLENGE", THE FIRST REGIONAL INNOVATION COMPETITION

Together with the Agency for the Promotion and Development of the North (APDN), Tanger Med Group sponsored the Territory Development Challenge organized by the Regional Center for Investment of the Tangier-Tétouan-Al Hoceima Region (CRI TTA), to promote innovation in the Kingdom's second-largest economic cluster and capitalize on its many potential sources of growth. The Challenge aims to attract innovative ideas and projects around three high-impact themes in terms of territorial development: strengthening regional attractiveness, creating sustainable economies, and accelerating digital transformation for intelligent territorial management. Each of the three themes is made up of associated challenges, 9 in all, targeting the sectors of tourism, healthcare, rural education, green energies, the circular economy, the blue economy, not forgetting logistics and industry, major levers of economic development for the region.

The **Territory Development Challenge** took place mainly online, with no boundaries: it was open to all project owners, start-ups, developers, architects, and investors, whatever their nationality. This is a unique opportunity for stakeholders to identify the talents who can contribute to the emergence of a regional innovation ecosystem with international reach.

Once registered on the platform, candidates were able to choose the challenge they wished to take part in, and begin receiving support over several weeks from a network of African experts and mentors to help them develop their solutions, notably through one-on-one meetings as well as sector-specific ideation and co-creation webinars.

Following presentations of the winning solutions in July, the Jury was able to select the three best projects as well as its favorite.



First and last name	Entity	Project	Price in MAD
Mohamed BADDADICH	Guerrychef	Professional furnace using waste as energy source	150 000
Aziz MAKHLOUF	Biocannat (cooperative)	Processing, valorization, and marketing of organic cannabis for cosmetic purposes	100 000
Tarik BOUBKER	Montagne Média	Deployment of a Cinematographic Center Contributing to the Radiance of the City of Chefchaouen	70 000
Khawla MSSYAH	Nalida Power	Manufacture of solar-powered urban fixtures	50 000

1 200
Registered

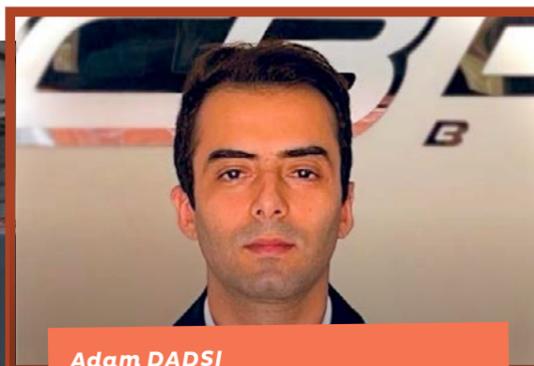
232
Projects submitted

20
Mentors



MANUFACTURED AT TANGER MED'S INDUSTRIAL PLATFORM, THE FIRST "MADE IN MOROCCO" ELECTRIC BICYCLE IS SET TO HIT THE NATIONAL MARKET

Four years after dedicating its production exclusively to export to Europe and the USA, Cloud Bike, a Moroccan start-up whose factory has been based in the Tanger Free Zone (TFZ) since 2008, is etching out a foothold in the national market with Telus Bike, its first brand of electric bike for the domestic market.



Adam DADSI
Founder of Cloud Bike

"More than 14 years ago, I made the choice to open a Cloud Bike industrial unit in Tanger Free Zone, encouraged by the wide range of rental options and personalized support I was offered.

Thanks to their one-stop shop, administrative procedures were handled smoothly and efficiently. Within the space of a month, we obtained our authorization to set up in Tanger Free Zone.

Today, Cloud Bike has taken a new turn by creating Telus Bike, a Moroccan electric bike brand available on the increasingly demanding national market.

To date, we have more than 60 stable jobs, increasing to 150 employees during peak periods."

MARSA MAROC PROMOTES AN ENTREPRENEURIAL CULTURE AMONG YOUNG PEOPLE

Marsa Maroc contributes to the INJAZ association's programs to promote an entrepreneurial culture among young people and encourage their social and professional inclusion. These training programs, spanning primary school through to university, are designed to provide young people with the tools they need for academic guidance, job preparation, and the development of behavioral and entrepreneurial skills. Through its support for INJAZ, Marsa Maroc is helping to empower young people from State schools, develop their spirit of initiative, and prepare them for the job market.



MORE THAN 4,400 JOBS CREATED IN TANGER MED INDUSTRIAL AND LOGISTICS ZONES, INCLUDING 18 NEW FACILITIES

ARAMEX LOGISTICS MOROCCO

Trade: Logistics and international transport
Location: MedHub
Operations: Logistics services
Investment: 1.62 Million MAD
Surface area: 2 500 m²
Jobs created: 8 direct jobs
New facility

SEBN-MA

Trade: Automotive equipment manufacturer
Location: MedHub
Operations: The Advanced Supplier Warehouse (ASW) offers SEBN local logistics solutions for better inventory inspection and to handle flows to its production site in Morocco.
Investment: 21.6 Million MAD
Surface area: 10 000 m²
Jobs created: 30 direct jobs
New facility

NIPPON EXPRESS MOROCCO FREE ZONE

Trade: Logistics services
Location: MedHub
A Medhub customer since 2019, Nippon Express continues its expansion in Tanger Med by extending its storage site at Medhub to meet growing customer demand.
Investment: 1.29 Million MAD
Surface area: 3 500 m²
Jobs created: 15 direct jobs
Expansion

BOLLORÉ LOGISTICS TANGER MED

Trade: Logistics services
Location: MedHub
Operations: 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 Million MAD
Surface area: 4 000 m²
Jobs created: 13 direct jobs
Expansion

BCS AUTOMOTIVE INTERFACE SOLUTIONS

Trade: Automotive equipment manufacturer
Location: TAC 2
Operations: Automotive production (human-machine interface products and sensor technologies)
Investment: 30 Million MAD
Surface area: 47 000 m²
Jobs created: 500 direct jobs
New facility

BOACASINGS

Trade: Agrifoods
Location: TAC
Operations: Processing, preservation, and preparation of meat products
Investment: 155 Million MAD
Surface area: 30 000 m²
Jobs created: 800 direct jobs
New facility

LOGIC TRANSPORT

Trade: Transport and Logistics
Location: TAC
Operations: National and international freight transport, transit, and handling.
Investment: 7.2 Million MAD
Surface area: 5 387 m²
Jobs created: 26 direct jobs
New facility

CALSINA CARRE MAGHREB LOGISTICS

Trade: Transport and Logistics
Location: TAC
Operations: National and international freight transport, transit, and handling
Investment: 80 Million MAD
Surface area: 30 000 m²
Jobs created: 40 direct jobs
New facility

Trade: Mechanics
Location: TAC
Operations: Wire drawing for prestressing steels (PCW) and wires for furniture springs (FCRA).
Investment: 125 Million MAD
Surface area: 23 000 m²
Jobs created: 250 direct jobs
New facility

Trade: Mechanics
Location: TAC
Operations: Marketing of shelving equipment.
Investment: 12 Million MAD
Surface area: 3 376 m²
Jobs created: 30 direct jobs
New facility

TEXMANIA

Trade: Textile
Location: TAC
Operations: Ready-to-wear manufacturing for export.
Investment: 29 Million MAD
Surface area: 7 117 m²
Jobs created: 380 direct jobs
New facility

INDUS TECHNOLOGIES (SIVA)

Trade: Automotive
Location: TAC
Operations: Manufacture of identification products for digitization and automation.
Investment: 60 Million MAD
Surface area: 20 000 m²
Jobs created: 150 direct jobs
New facility

POLYDESIGN

Trade: Automotive equipment manufacturer
Location: TAC
Operations: Design and production of interior parts and components for car seats.
Investment: 215 Million MAD
Surface area: 24 000 m²
Jobs created: 600 direct jobs
Expansion
Tanger Med presence in all zones:
2 sites, 114 jobs

LISI AUTOMOTIVE

Trade: Automotive equipment manufacturer
Location: TFZ
Operations: Design and manufacture of rapid assembly solutions and safety components.
Investment: Million MAD
Surface area: 6 000 m²
Jobs created: 25 direct jobs
Expansion
Tanger Med presence in all zones:
2 sites, 132 jobs

SONOFET

Trade: Plastics
Location: TAC
Operations: Plastics processing and production of thermal insulation panels.
Investment: 55 Million MAD
Surface area: 18 000 m²
Jobs created: 70 70 direct jobs
Expansion
Tanger Med presence in all zones:
2 sites, 114 jobs

MARTUR FOMPAK

Trade: Automotive
Location: TAC
Operations: Production of automotive seat components.
Investment: Million MAD
Surface area: 3 421 m²
Jobs created: 50 direct jobs
Expansion
Tanger Med presence in all zones:
2 sites, 745 jobs

TE CONNECTIVITY

Trade: Automotive equipment manufacturer
Location: TAC
Operations: Plastic injection molding, assembly of technical components and cables, manufacturing of terminal blocks.
Investment: 1 Billion MAD
Surface area: 45 000 m²
Jobs created: 500 direct jobs
Expansion
Tanger Med presence in all zones:
3 sites, 720 jobs

EMIRATES AUTOMOTIVE LOGISTICS

Trade: Transport and Logistics
Location: TAC
Operations: Warehousing and distribution logistics services.
Investment: 100 Million MAD
Surface area: 20 000 m²
Jobs created: 100 direct jobs
Expansion
Tanger Med presence in all zones:
2 sites, 180 jobs



PARTICIPATE IN THE SUSTAINABLE DEVELOPMENT OF THE TERRITORY THROUGH AN INCLUSIVE APPROACH

4.1 CONTRIBUTE TO ACTIONS AIMED AT ENERGY TRANSITION, THE CIRCULAR ECONOMY, AND THE PRESERVATION OF BIODIVERSITY

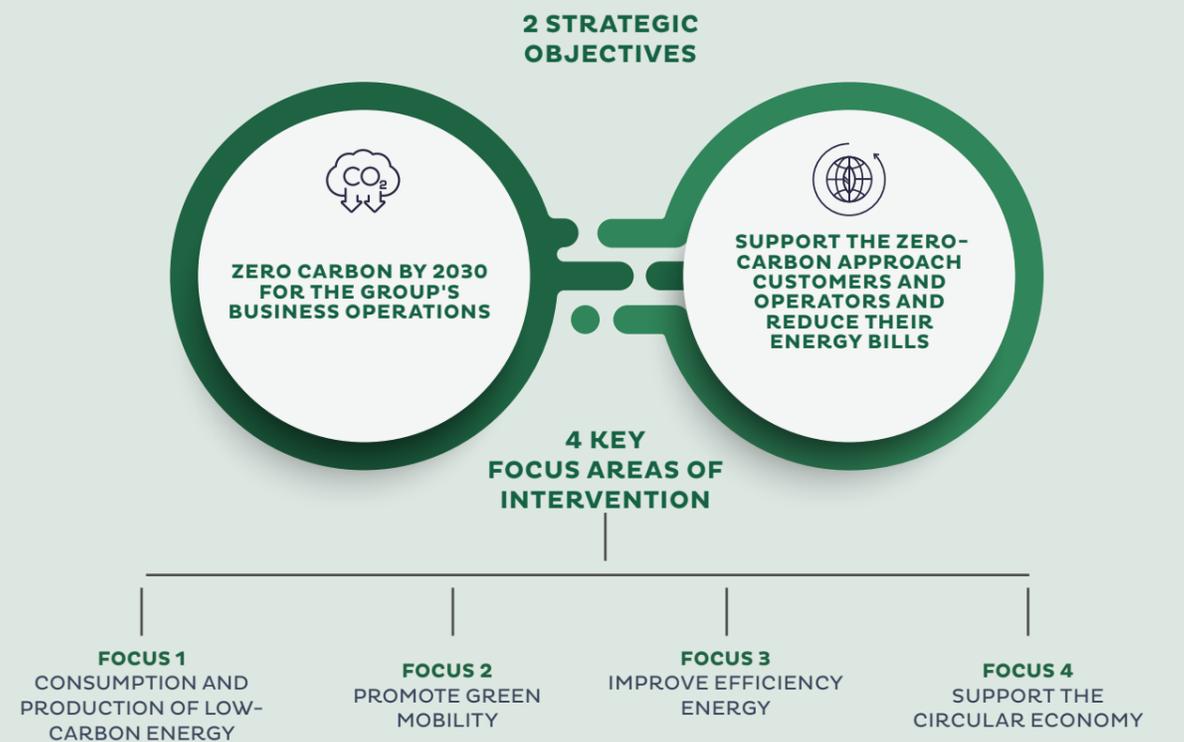
4.2 FACILITATE ACCESS TO EDUCATION AND HEALTHCARE, AND CONTRIBUTE TO THE IMPROVEMENT OF LIVING CONDITIONS IN OUR ECOSYSTEM THROUGH THE FOUNDATION

COMMITMENT 4

4.1 CONTRIBUTE TO ACTIONS AIMED AT ENERGY TRANSITION, CIRCULAR ECONOMY, AND THE PRESERVATION OF BIODIVERSITY.

GROUP ENERGY TRANSITION

The race to decarbonize is now underway worldwide, affecting all sectors of the economy, in particular 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 key focus areas of intervention.



"Our decarbonization strategy to 2030 lays the foundations for a true "decarbonization hub" for the Group.

We take our full share of responsibility for the decarbonization of the Group's operations and are trying to bring on board all the other stakeholders in the port and logistics chain (shipowners, terminal operators, logisticians, service providers, etc.) to promote a zero-carbon approach and reduce their energy bills.

Reda ALAMI HLIMI
Research and Development Director
Strategy Department - TMSA

FOCUS 1 – CONSUMPTION AND PRODUCTION OF LOW-CARBON ENERGY

Objectives

- 90% of electricity supplied and consumed in Tanger Med area to come from renewable sources by 2030
- Offer a green energy service for vessels at berth and improving Tanger Med's competitiveness with regard to its operator and shipowner customers

Roadmap

- Supply 160 MW of renewable energy capacity by 2030 - including 50 MW from own production
- Develop quayside connection infrastructures for ships with a capacity of 52 MVA by 2026

Achievements

- Development of a local photovoltaic power plant on the roof of Tanger Med Port Center with a capacity of 1.3 MW
- Study to launch the first phase of the project at Terminal TC4, with a capacity of 12 MVA



INSTALLATION OF PHOTOVOLTAIC PANELS ON THE ROOF OF TANGER MED PORT CENTER (TMPC)

To achieve carbon neutrality, Tanger Med is committed, through its subsidiary Tanger Med Utilities, to producing electricity from renewable resources, in particular by developing local photovoltaic production plants such as those on the TMPC roof.

The site will generate an annual output of 1.95 GWh and reduce the carbon footprint by 1,400 T CO₂.

The solar panels used in the photovoltaic park are half-cell monocrystalline panels with 144 cells and a unit power of 540 Wp.



Mounir ARJOUAN
Head of Renewable Energy and New Technologies - TMU

"The photovoltaic panels will power Tanger Med Port Center building, which houses the company's offices as well as the ferry terminal. The photovoltaic park has a capacity of 1.3 MWp and occupies a roof surface area of 6,391m². It has been designed in two sub-fields, the first producing 660 kWp and the second generating 626 kWp."

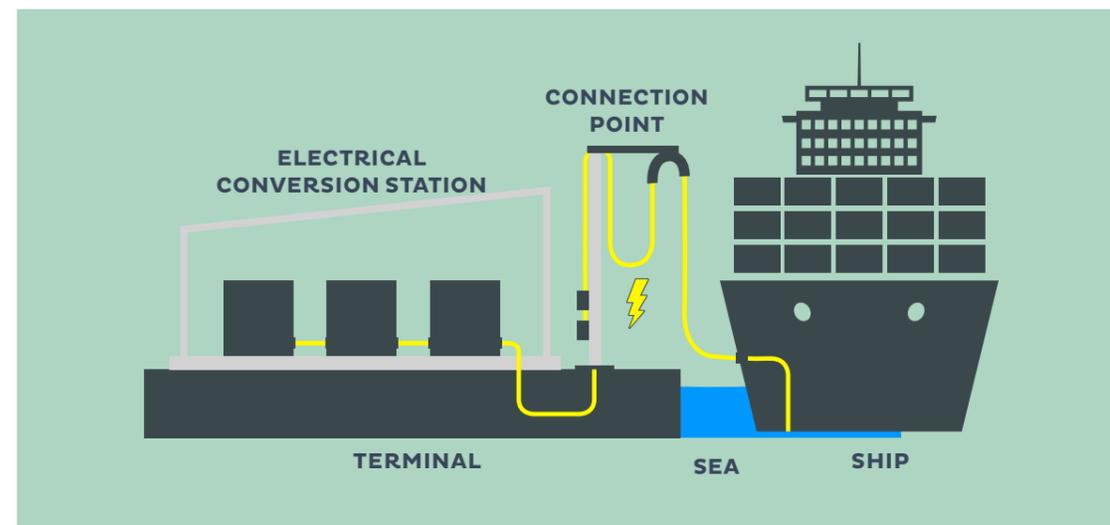
SET UP AN INFRASTRUCTURE TO CONNECT VESSELS TO SHORE POWER

In 2022, Tanger Med Utilities has launched a study for the deployment of an Onshore Power Supply infrastructure for ships. The main objective is to promote significant energy savings, limit noise pollution, and reduce CO₂ emissions from ships at berth by 74,000 T CO₂ by 2040.

To achieve these ambitious goals, TMU will supply equipment such as a converter station, ground connection cables, and a cable management system.

The converter station can supply up to 7.5 MVA for a large vessel or 4 MVA for two small vessels simultaneously.

Phase 1, which concerns Container Terminal 4 (TC4), will start in 2023 and last a full year. Phase 2 of the project will be spread over a three-year period and will cover the Port Complex's 3 other container terminals.





LAUNCH OF THE "GREEN" PROGRAM AT THE PORT OF CASABLANCA

In 2021, the Port of Casablanca initiated a significant project to install photovoltaic panels with a targeted capacity of 670 KWC, with a budget of four million dirhams. By the end of 2022, 825 panels providing 440 KWC had been installed at the multipurpose traffic terminal and the Freight-Forwarding division, both of which are now 100% powered by solar energy. This project currently generates an annual production of 1,000,000 KWH, which represents over 10% of the port's annual energy consumption.

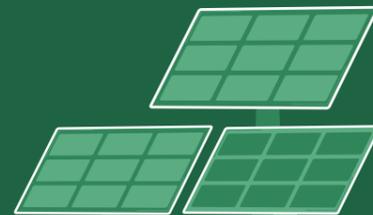
Mohammedia Port, for its part, began its transition to green energy in 2019, as part of the same program, and proceeded to install photovoltaic panels at the administration building and workshops in 2021. In 2022, a 10 kWC solar power plant was installed on the technical services building at Mohammedia Port. The actions undertaken by the port have resulted in the production of 7% of the port's annual energy consumption.

This program will continue to be rolled out progressively at Marsa Maroc's other sites.



10% of the port's energy consumption from eco-friendly sources **Port of Casablanca**

7% of the port's energy consumption from eco-friendly sources **Port de Mohammedia**



FOCUS 2 – PROMOTE GREEN MOBILITY

objectives

- Maximizing decarbonization efforts within the mobility sectors within the Tanger Med area
- Meet all operators' needs for green fuels (green electricity/hydrogen or others)

Roadmap

- Build the infrastructure needed to deploy electric and green hydrogen transport solutions
- Convert the fleet of service and operating vehicles to electric and green hydrogen vehicles
- Encouraging terminals to transition their fleets to hybrid or hydrogen-powered vehicles
- Develop electrolytic production and distribution of green hydrogen, with a capacity of 3,000 tons H2/year.

Achievements

- Installation of 8 charging stations for electric vehicles and training of employees in their use
- Deployment of 22 electric service vehicles
- Financial incentives for employees to purchase hybrid or electric vehicles

DEPLOYMENT OF A FLEET OF GREEN CARS

Since 2020, service vehicles circulating within the port have been gradually replaced by electric vehicles in order to reduce greenhouse gas emissions and promote sustainable mobility. A total of 8 recharging points for electric vehicles have been installed and employees have received training in the use of these vehicles.



FOCUS 3 – IMPROVE ENERGY EFFICIENCY

Achievements

- Guarantee better control of energy demand by optimizing consumption

Roadmap

- In the short term, replace conventional lighting solutions within the Group
- In the medium term, support our customers in implementing an energy management system in line with ISO 50001:2018 standard.
- Ultimately, implementing Smart Grid solutions for the digitization of our operations and the optimization of multi-fluid network management across the Group's perimeter

ACHIEVEMENTS

- Over 55% reduction in Group lighting consumption by replacing nearly 5,000 conventional light sources with LEDs

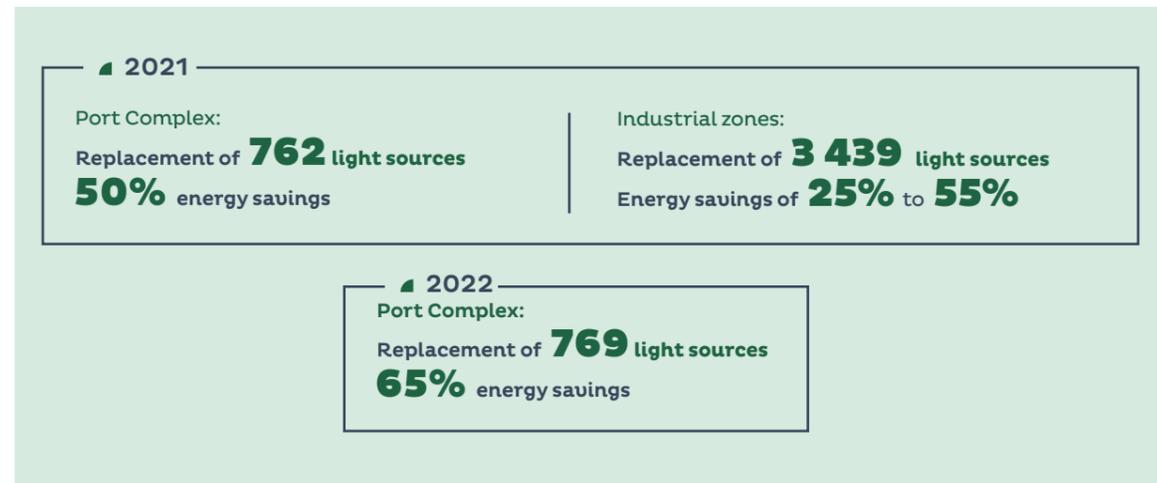


THE "FULL LED" GROUP PROGRAM IN ITS FINAL PHASES

The Group's Master Plan for Lighting (SDAL) is based on photometric studies and audits of the various networks, and aims to guarantee energy efficiency. The program, which began in 2021, has made it possible to replace all the light sources in industrial zones, with energy savings ranging from 25% to 55%. At the port complex, replacement continued in 2022. All High-Pressure Sodium (HPS) light fittings in the port complex have been replaced by alternative LED sources, saving 65% energy.

The new LED sources have a rated life 2 to 3 times longer than conventional solutions, and consume less power for the same amount of light. Since 2021, this has enabled us to cut energy consumption by 62%, while significantly reducing maintenance costs and the total cost of ownership.

At the Port Complex, a Lighting Management System (LMS) has been installed to control the operation of the lighting system by creating modular settings. Rather than leaving lighting fixtures permanently illuminated at full power, users can decide to reduce the lighting output or put them on standby. The remote management system also optimizes maintenance and performance indicators for public lighting networks.



FOCUS 4 - SUPPORT THE CIRCULAR ECONOMY

objectives

- Organize collective management of waste from industrial and port areas
- Recover ordinary and hazardous waste and give it a second life
- Meet the water needs of Tanger Med's perimeter while preserving natural resources and ensuring self-sufficiency in potable water.

Roadmap - Water

- In the short term, the treatment of used water and oil
- In the medium term, the addition of new tertiary treatment processes
- In the long term, identify relevant technological solutions for desalination and identify relevant technological solutions for desalination

Roadmap - Waste

- In the short term, organize a sorting, management, storage, conditioning, treatment and recovery center for Tanger Med waste (processing 30-50 tons/day).
- In the medium term, a new waste management model will be organized, integrating waste recovery through biofuel production.

Achievements

- Installation of a treatment system for hydrocarbon-laden wastewater
- Commissioning of 4 wastewater treatment plants (WWTP) in the port and industrial zones, with a treatment capacity to date of over 5,000m³ per day, including 2 WWTP to be launched in 2022.
- Installation of a tertiary infrastructure for watering green spaces at the Port Complex and Tanger Automotive City





PROCESSING USED OILS AND OIL-CONTAMINATED WATER FROM SHIPS

The SERTEGO port reception station, financed to the tune of 220 million MAD by Tanger Med Port Authority, is a major instrument for preventing marine pollution linked to ship operations, in compliance with the international standards set out in the MARPOL 73/78 Convention. This ultramodern infrastructure is specially designed for the treatment of waste oils and water polluted by hydrocarbons.

The technical features of the SERTEGO plant are equal to the environmental challenges facing the region. It covers an area of 7,500 m² and can treat up to 150 m³ of hydrocarbon waste per day from ships. The plant also has a treatment capacity of 8 m³ per hour for polluted water, to guarantee effective and rapid elimination of contaminants.

▲ Treated material storage capacity of 2 400 m³

- 1 500 m³ Waste**
- 300 m³ Finished products**
- 100 m³ Hydrocarbon sludge**
- 300 m³ Inflammable products**
- 200 m³ Polluted water**

.....Having enabled the collection and treatment of 32,000 m³ of hazardous materials in 2022, including 100% of oil-contaminated water

Zinab ABDELOUAHAB REDDAM
SERTEGO Station Manager

«Thanks to its modern facilities equipped with the most qualified technical resources, the SERTEGO Tanger Med plant offers optimized management of the waste collected through a treatment process that meets international standards.

We are proud to have collected and processed around 32,000 m³ by 2022, compared to 8,721 m³ in 2019, and contribute to the reduction of air pollution thanks to low-sulfur recycled fuel!.



COMMISSIONING OF THE NEW WWTP AT TANGER AUTOMOTIVE CITY (TAC)

Signed in 2018, the tripartite agreement brought together the two developers, Tanger Med Zones (TMZ) and Al Omrane, to carry out off-site liquid waste infrastructure work for the new town of Chrafate and TAC business park, with technical assistance from ONEE.

The work was completed in 2022, and the wastewater treatment plant (WWTP) came into operation the same year. The works organized the transfer of raw water by pumping to a new wastewater treatment plant with a capacity equivalent to the consumption of 53,400 inhabitants, built using the low-load activated sludge process. The project cost almost 210 million MAD.

All wastewater is now treated and transferred to the WWTP, with treatment performance in line with regulations. Treated water is never discharged into nearby TAC water sources.

The effluent treatment process comprises a pre-treatment stage, followed by low-load activated sludge biological treatment, sand filtration, and UV disinfection, in addition to mechanical dewatering and solar sludge drying.

Treated water will be reused for watering green spaces in the TAC zone and the town of Chrafate, and will also have other secondary uses. Excess treated water will be discharged into the Jnan wadi 1,500 M Waste 300 M Finished products thanks to its modern Mokhtar facilities.

Downstream of the tertiary treatment, a pumping station has been designed to discharge to an elevated reservoir with a capacity of capacity of 500 m³. This reservoir acts both as a storage tank for watering and as a headworks with gravity discharge into the Jnan Mokhtar wadi.

3 400 m³ per day
Capacity for future treatment

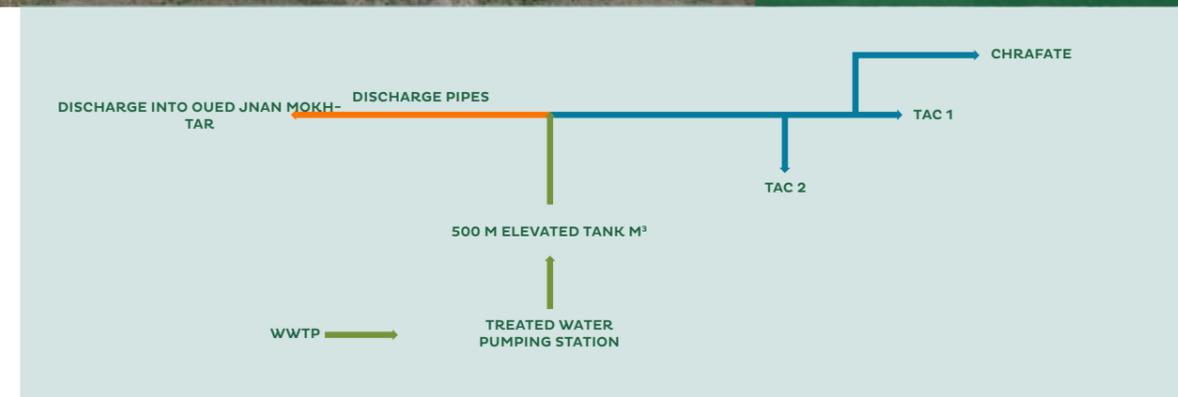
136 HA
Waterable surface area equivalent

1 600 m³ per day
Current average treatment volume

64 HA per day
Waterable surface equivalent

53 376 residents
Consumption equivalent

28 000 m²
Areas watered to date





LAUNCH OF THE NEW WWTP AT TANGER MED PORT COMPLEX

The project to install a wastewater treatment plant at Tanger Med Port Complex to reuse water for watering green spaces will also be launched in 2022. Treatment capacity will be up to 300m3 per day.

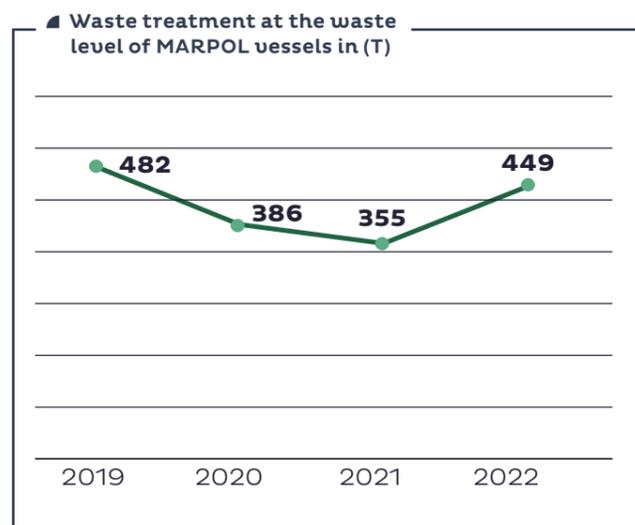
WASTE COLLECTION BY TANGER MED UTILITIES (TMU)

Tanger Med Utilities (TMU) plays a key role in the responsible management of industrial and household waste in Tanger Med region. TMU is committed to complying with national and international standards and regulations on global waste management, promoting principles such as eco-design, prevention, recycling, repair, and recovery of products and services.

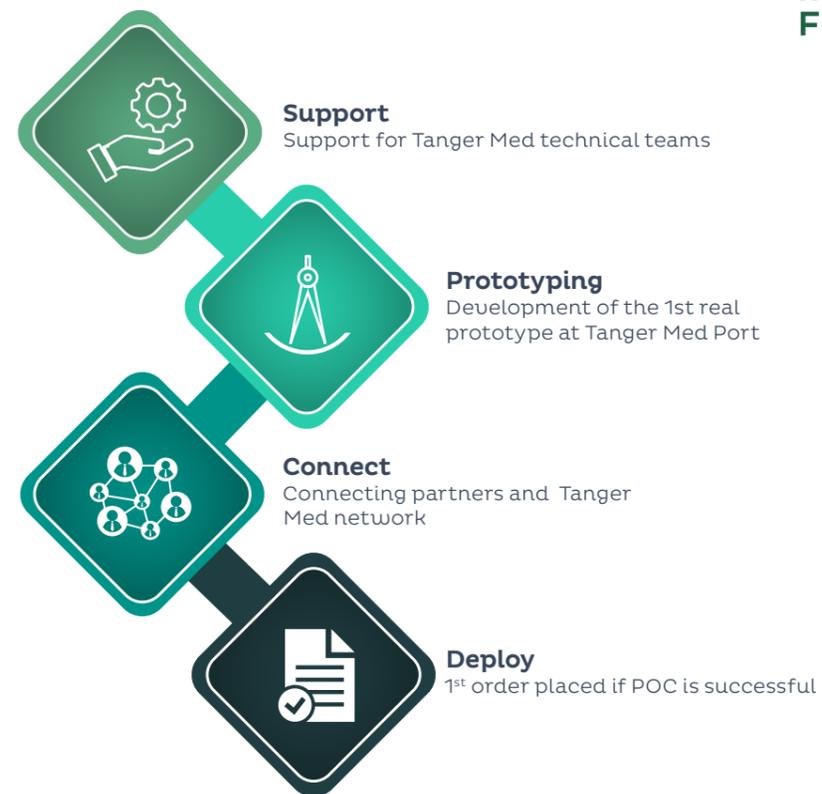
TMU collects and transports industrial and household waste for customers in all business sectors located in Tanger Med's areas of operation, including industrial parks such as TFZ, TAC, ZAEF, TP, and Tanger Med Port Complex. The Ro-Ro fleet is equipped with modern facilities for collecting ordinary and hazardous industrial waste, and transporting it to the appropriate treatment facilities in compliance with current regulations.

In addition to professional waste collection and cleaning, TMU also cleans the waterways of Tanger Med Ports 1 and 2 using clean-up barges equipped with unique and innovative technology for the collection of floating solid and liquid waste.

TMU encourage tous les acteurs des zones de Tanger Med à passer d'un modèle de société linéaire à un modèle circulaire, où les déchets et les rejets deviennent des ressources.



The Group's support is structured around four key focus areas of intervention:



INNOVATION AS A LEVER FOR ACCELERATING THE ENERGY TRANSITION

Tanger Med Group supports project developers proposing solutions in its business verticals, whether port, industrial, or logistics.

Startup ATAREC has developed the patented "Wave Beat" solution, which harnesses wave energy to produce green energy. The aim of this solution is to revolutionize the role of harbor seawalls by switching from wave hunting to wave exploitation, and to help reduce CO2 emissions by up to 1,600 T/year. The startup has won 17 national and international awards and raised 5.8 million MAD.

The project's promoters are provided with a workshop and a platform for testing their prototype in real-life conditions at Tanger Med Port 2.



4.2 FACILITATE ACCESS TO EDUCATION AND HEALTHCARE, AND CONTRIBUTE TO THE IMPROVEMENT OF LIVING CONDITIONS IN OUR ECOSYSTEM

While several levers are essential to achieving our mission, education stands out as the most powerful vector of social transformation and economic growth for our country. By investing in the talents of today, the Group contributes to enriching the pool of skills needed to develop its activities and the region.

Two educational projects have been launched to build up this pool of resources and nurture future generations of talent. On the one hand, the Mediterranean High School (Lycée Méditerranéen - LYMED) addresses excellence in the traditional way. On the other, the 1337 MED school offers an innovative approach to training, while boosting the digital job market.

1337 MED SCHOOL: LEARNING DIFFERENTLY



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

École 1337 offers training in computer development and coding that is totally free, accessible to all, with no prerequisites in terms of diploma or computer knowledge, and is available 24 hours a day, 7 days a week. Just an hour from Tanger Med and close to Cabo Negro, 1337 MED covers an area of 2,000 m² and comprises a number of 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 lastly, the decompartmentalization of time, allowing each student to progress at their own pace in an autonomous and individualized manner.

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



MARCH 2022: 1337 MED LAUNCHES ITS FIRST POOLS

In March 2022, the 1337 MED coding school launched its first two "pools" (competitions), each lasting four weeks, during which candidates were able to code 24/7. The "pools" are the main entrance exam to the school and are a crucial step in the selection and admission process.



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 allowed us to identify the most motivated candidates while confirming their aptitudes for computer development. A true human experience, this phase also reveals their interest in the school's unique and innovative teaching methodology.

300
candidates took part in the "pools"

200
students joined the 1st graduating class

+12
companies visited

SEPTEMBER 2022: 1337 MED SCHOOL WELCOMES ITS FIRST GRADUATING CLASS

After welcoming two pools and more than 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 200 students and is part of the school's strategy to expand its network in order to provide access to more young people for training in the field of IT development. The 1337 MED campus is also helping to build a foundation of excellence in the northern region, attracting young talent from all over the country and fostering their employability in the era of a more and more digitalized economy.

Since its launch, a number of businesses have expressed their interest in the training program and in the school's future graduates. They visited the campus to see the facilities, but above all to gain a better understanding of the 1337 pedagogy and the skills developed by its students.



OCTOBER 2023: 1337 MED WELCOMES ALUMNI FROM 1337 AT THE "WEB 3 DAYS"

Learning by connecting is part of 1337's DNA, and events such as "Web 3 Days" help develop this spirit. On October 24th, the 1337 MED campus welcomed the 1337 alumni who are now co-founders of the Block-chain services company "Hyperspace." Over the course of a day, students were able to discuss the key role of "Blockchain" technologies and "Web3" in terms of security and data protection. Beyond the technical aspect, the speakers shared their personal experience after leaving 1337. This is an opportunity for students to gain first-hand knowledge of the various opportunities available to them once they have completed their studies.

DECEMBER 2023: STUDENTS PARTICIPATE IN "1337 METAVERSE DAY"

In the framework of learning through the exchange on technological trends, the University Mohammed VI Polytechnic (UM6P) organized the "1337 Metaverse Day" in Ben Guérir on December 14th. The opportunity for more than 80 students from 1337 MED to discover the technologies of tomorrow and their application in our daily lives. Participants attended presentations and workshops led by more than 16 experts, as well as simulations to learn about "Metaverse", "Web3," and "AR/VR" technologies. In front of an audience of over 700 participants, the event was also an opportunity to consider the economic, regulatory, and ethical implications of these new technologies.

+80
students from 1337 MED took part in the "1337 Metaverse Day"

View the highlights of 2022 at the 1337 MED campus

Scan the code →



Nour EL MOUSSAOUI
Student at 1337 MED

"Life is about choices, and of all the things I could have chosen to do, I decided to study at 1337 MED."

The traditional education system has been one of the biggest challenges I've encountered in my academic career. I've always felt that this didn't give me the opportunity to combine my studies with personal development. I then opened my mind to other, less conventional horizons.

In addition to methodology and coding techniques, we learn at 1337 to develop our interpersonal skills, which are also useful in professional life. School teaches us to put aside the differences with our peers and focus on what we have in common.

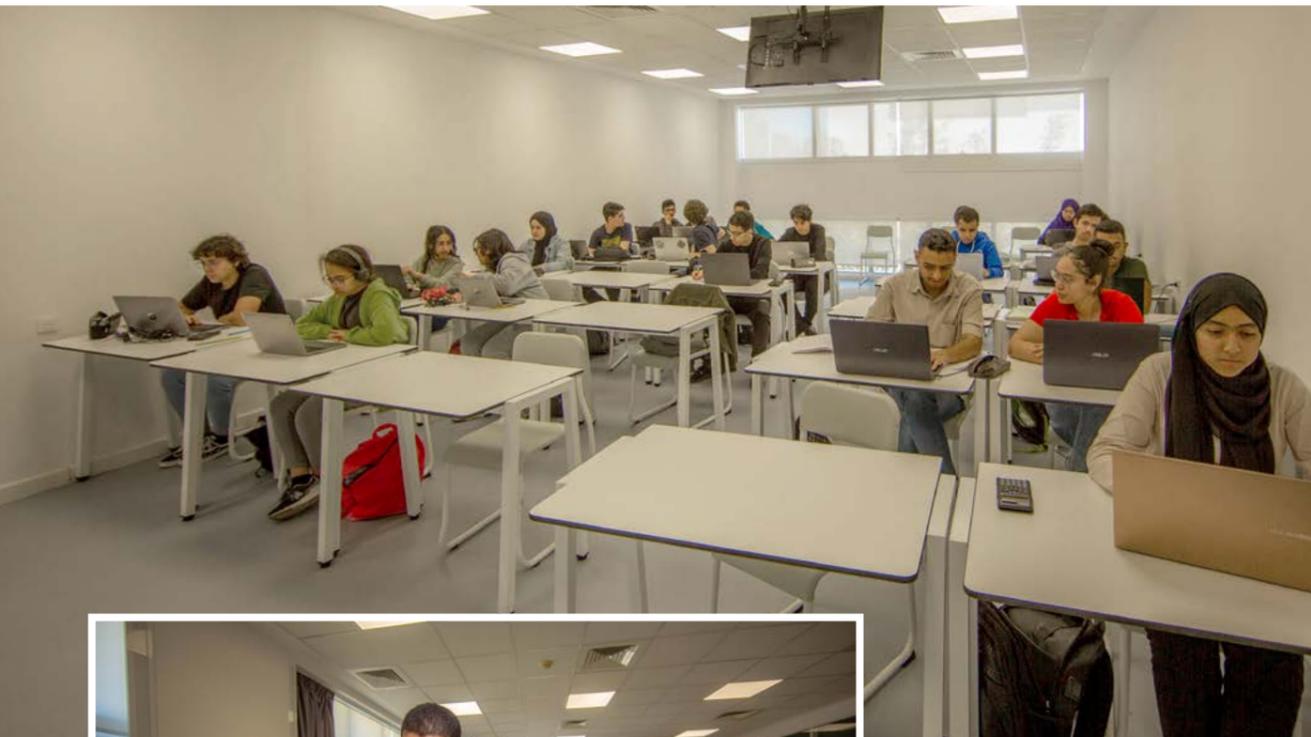
Failure teaches us to rise again with gratitude. That's why it's important to take risks that have the potential to change our lives for the better."

LYMED, A COMMITMENT TO EXCELLENCE THAT CUTS ACROSS ALL ASPECTS OF STUDENT LIFE

Supported by Tanger Med Foundation, Mediterranean High School (Lycée Méditerranéen - LYMED) is the fruit of an agreement with the Ministry of National Education, Preschool, and Sports. The school's mission is to prepare high-potential Moroccan students for the competitive entrance exams to the Moroccan and French top engineering schools (Grandes Écoles d'Ingénieurs).

LYMED is fundamentally based 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 respects diversity and promotes 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 North region and nationwide.



Since its opening, LYMED has attracted several businesses, including **11** visiting the campus in 2022.

LYMED TOURS MOROCCO TO PREPARE SELECTION CAMPAIGN FOR THE 2022-2023 SCHOOL YEAR

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 high school graduates as possible.

Teams from the program travelled to different regions of the Kingdom to visit a number of high schools, presenting the LYMED model of excellence and helping to provide high-school graduates with information on the career opportunities available to them.

The Roadshows took place over a period of more than three months and allowed the teams to meet with nearly 2,600 high school graduates and first-year MPSI students from 78 high schools located throughout Morocco. The team presentations were warmly received by the students and supervisory staff of the high schools visited, who were able to ask many questions and clarify any questions they may have had about their future direction following their graduation.



78 High schools visited | **Nearly 2 600** high schools visited | **+300** visitors for the Open House event

The Roadshows campaign ended on March 26th with an Open House in which first-year LYMED students took an active part. LYMED welcomed over 300 visitors. Graduates, parents, and guidance counselors were given an overview of the school's pedagogical approach and campus facilities, providing them with an opportunity to immerse themselves in the daily life of LYMED students. The program includes presentations on studying at the CPGE d'excellence, scientific experiments, and guided tours led by preparatory students.

APRIL 2022: A VISIT TO THE TANGER MED PORT FOR LYMED'S STUDENTS

Tanger Med Group encourages the creation of synergies between the entities in its ecosystem. With this vision in mind, the students in the first LYMED class visited Tanger Med Port Complex, where they were able to discover the Group's infrastructure and business activities. 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 En-cadré) on the theme of the City, and to get closer to the Group's engineers.



APRIL 2022: LYMED ORGANIZES ITS SPORTING EVENTS



The month of April was all about unity and surpassing oneself. Students from LYMED's 1st graduating class went head-to-head with GPGE preparatory students from Tétouan in soccer and basketball matches, with both boys and girls taking part. The event reinforced the team spirit and sense of belonging of the LYMED students who, together, proudly defended their school's colors.

During the same month, LYMED organized an inter-company soccer tournament, in which 10 teams took part, including Tanger Med Zones (TMZ), Cires, LYMED, 1337 MED, and companies based in the Tétouan Shore zone. The event was a great success with employees, who were very keen to see a 2nd event. The team made up of Cires and LYMED employees won the competition, making both entities proud.

SEPTEMBER 2022: LYMED RETURNS FOR A SECOND YEAR AND WELCOMES A NEW CLASS OF STUDENTS

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

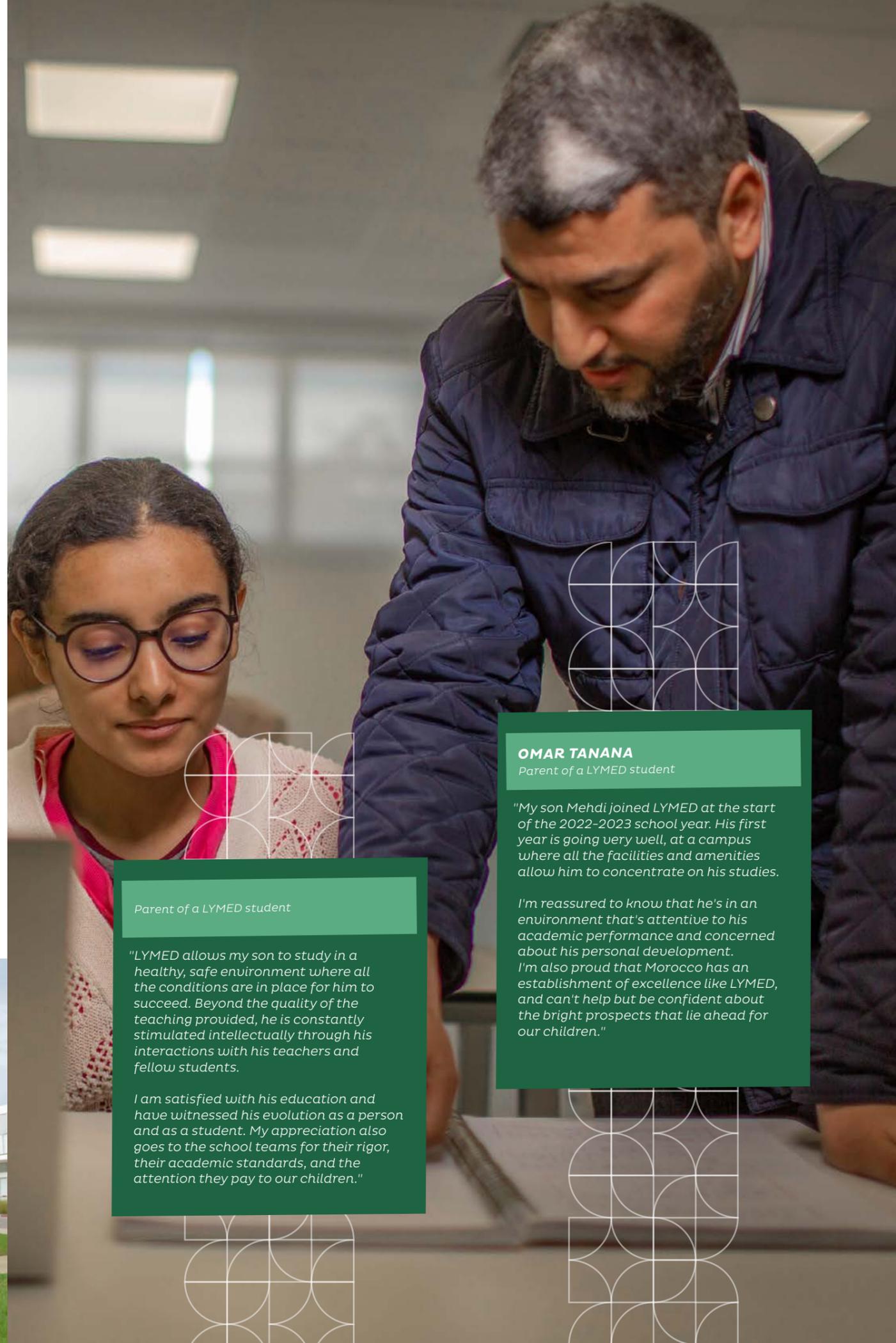
Students from the first class made a point of arriving at the school early to help welcome their future classmates: Belonging to the institution becomes a reality. This value, along with Benevolence, Ambition, and of course Excellence, form the pillars of the educational model that LYMED implements.

There are now nearly one hundred students who will study in the four classes currently open: two first-year MPSI classes, and two second-year MP and MP* classes. In addition to merit and socioeconomic background, parity is also an important selection criterion at LYMED, where more than one-third of the students are girls in a highly male-dominated program.

After two days of scientific and literary placement tests, a team-building day was organized on Sunday, September 4th in Tangier's diplomatic forest, to help students adapt to their new environment and create a supportive and caring dynamic between the students and the support 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
15% from a disadvantaged background
25% from the North region

35% girls
65% boys



OMAR TANANA
Parent of a LYMED student

"My son Mehdi joined LYMED at the start of the 2022-2023 school year. His first year is going very well, at a campus where all the facilities and amenities allow him to concentrate on his studies.

I'm reassured to know that he's in an environment that's attentive to his academic performance and concerned about his personal development. I'm also proud that Morocco has an establishment of excellence like LYMED, and can't help but be confident about the bright prospects that lie ahead for our children."

Parent of a LYMED student

"LYMED allows my son to study in a healthy, safe environment where all the conditions are in place for him to succeed. Beyond the quality of the teaching provided, he is constantly stimulated intellectually through his interactions with his teachers and fellow students.

I am satisfied with his education and have witnessed his evolution as a person and as a student. My appreciation also goes to the school teams for their rigor, their academic standards, and the attention they pay to our children."

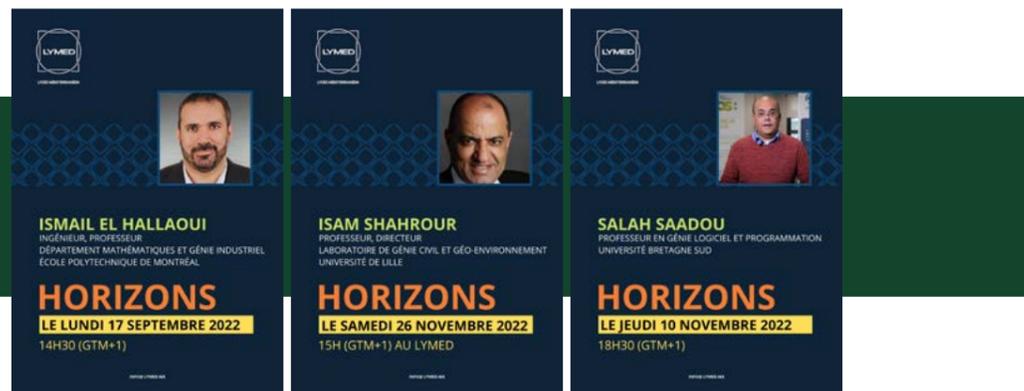
SEPTEMBER – NOVEMBER 2022: LY-MED CONTINUES THE TRADITION OF "HORIZONS" CONFERENCES

The "Horizons" conferences, launched shortly after the creation of LYMED, are now a tradition appreciated by all. A time for sharing where students interact with people from different and inspiring backgrounds, all driven by the culture of excellence and passing on knowledge. It is around these discussions that students are led to learn about shared experiences, public speaking, and expanding their worldview.

The first quarter of the 2022-2023 school year was marked by several videoconferences led, for the most part, by engineers operating in sectors of activity related to the various aspirations of the LYMED students.

The first presentation was given by Mr. Ismail EL HALLAOUI, Engineer and Professor at the Department of Mathematics and Industrial Engineering of the Ecole Polytechnique de Montréal. On this occasion, Mr. EL HALLAOUI shared his experience as a student in Canada and presented opportunities in industrial engineering. This was followed by a videoconference held by Mr. Salah SAADOU, Professor of Software Engineering and Programming at the University of Southern Brittany. The time of a morning, Mr. SAADOU went back over his academic and professional career and talked about the opportunities in cybersecurity, a promising sector that is looking for talent.

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



NOVEMBER 2022: LYMED STUDENTS PARTICIPATE IN THE NATIONAL PUBLIC SPEAKING COMPETITION

LYMED participated in the 10th annual "Public Speaking" national competition organized by the National Center for Pedagogical Innovations and Experimentation for the benefit of students of the Moroccan Classes Préparatoires aux Grandes Ecoles (CPGE).

Three students were initially qualified at the local level to represent LYMED in the regional oratory contest organized on November 25th at the Mohamed V High School in Kenitra. The three selected LYMED students faced off against students from seven other CPGE centers with the art of handling the English language as their most valuable weapon. At the end of the elimination phases, one LYMED student qualified for the national final held on December 19th in Rabat.

Under the watchful eye of the jury, the finalists competed on the theme of "Transforming Education to Conquer 21st Century Challenges". Thanks to his hard work, the effort he put in and the support of his teacher, finalist Ahmed EL MAZROUA was able to take 2nd place in the national competition. A source of pride for LYMED, which attaches particular importance to the mastery of languages in scientific training.



Ahmed EL MAZROUA
MPST student, won 2nd place overall

NOVEMBER 2022: LYMED REAFFIRMS ITS COMMITMENT TO BLOOD DONATION

83%
participation

For the second consecutive year, LYMED organized Blood Donation Day, always with the unfailing collaboration of the Regional Blood Transfusion Center of Tétouan.

It was in this context that more than 80 individuals, students, and employees, reaffirmed their civic commitment to the blood banks of the northern region.

More than a one-time event, this day reflects the essence of the values shared by the LYMED community, and will become a regular occurrence in the future.



LYMED, as if you were there

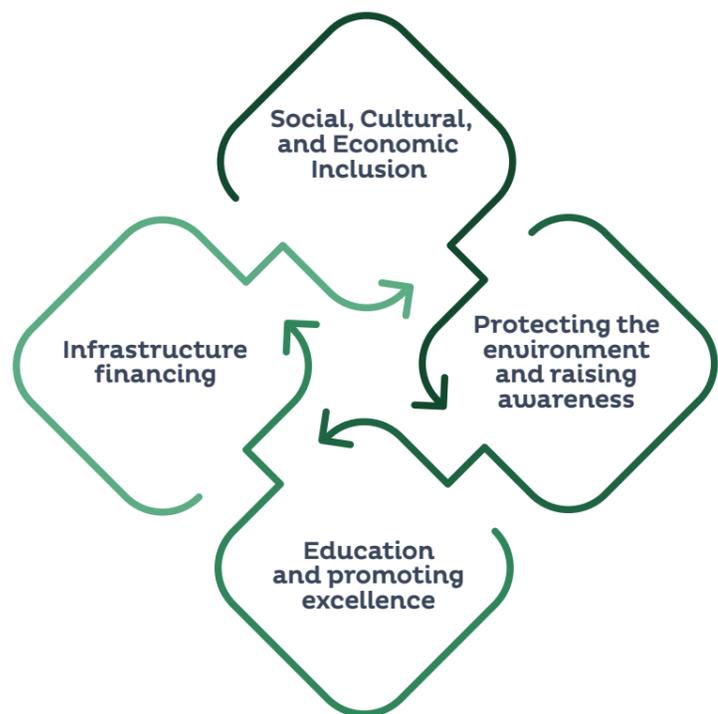
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TANGER MED FOUNDATION, AT THE HEART OF THE REGION

As a stakeholder 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 on a national scale. To fulfill its mission, Tanger Med Foundation is actively working on the ground to deploy infrastructures and actions in favor of the emergence of new social development models.



Since 2008, Tanger Med Foundation has carried out nearly **900** development projects benefiting over **570 000** beneficiaries. In 2022, it concluded nearly **70** conventions covering its different areas of intervention.

SOCIAL AND ECONOMIC INCLUSION

FAHS ANJRA'S PROFESSIONAL DEVELOPMENT AND INTEGRATION PLATFORM FOR YOUNG PEOPLE

The integration of young people from rural areas into the workforce and the development of local skills are key priorities. crucial territorial issues for the Group and its eco-system.

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.

Responding to the growing needs of young people seeking employment, new buildings have been built to accommodate them in conditions conducive to learning. The project mobilized a steering committee made up of INDH, Tanger Med Foundation, APDN, ANAPEC, OFPPT, ODECO, CRI, and FRDISI (Foundation for Research, Development, and Innovation in Science and Engineering). In 2022, the platform broadened its scope of action by welcoming more new partners including MASEN and the Chamber of Commerce and Industry of the Tangier-Tétouan-Al Ho-ceima 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** municipalities.

▲ The insertion platform addresses 3 aspects :





LAUNCH OF THE SCHOOL LIFE ASSISTANTS (AVS) TRAINING PROGRAM

The Foundation has launched the 2nd edition of the School Life Assistants (AVS) Training Program in collaboration with the Association Enfants du Paradis and the Provincial Departments of the Ministries of Education and Health in Tangier.

The aim of the program is to train young STSNS 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 the handicap 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 received 120-hour training modules led by experts: psychologists, neurologists, specialists in educational sciences, sociologists, psychomotricians, lawyers, etc. The program is proving a real success, with a 100% employability rate for all graduates of the first class.



10 VSTSNS trained | **100%** employability



Rachid ZEKKRI
Chairman of Al Hayat Neima Cooperative - Production of baked goods

"Thanks to the Fahs Anjra Youth Integration Program, we have set up a baked goods workshop in our municipality, Ksar Al Majaz. In particular, the Platform helped us to obtain the financial and technical support we needed to set up our project.

It was also important for us to continue promoting local products. So, we opened a sales outlet near the weekly market in Melloussa where we sell artisan cheese, whey, butter, and bread. Some fifteen men and women are busy making bread, cakes, and traditional cheeses at the Cooperative.

Thanks to funding from INDH and Tanger Med Foundation, our project has benefited from an investment of nearly 100,000 MAD. Today, we're proud to be able to offer local products to our community and contribute to the economic development of our region."



Yassine BOULAICH
Manager of Papeterie Med

"The Youth Integration Platform has provided considerable support for our "Papeterie Med" business. The financial assistance provided by the Program has enabled us to refurbish our premises and create new areas dedicated to office supplies. We were also able to install new printing machines for documents and badges.

Since these improvements, our business has grown and we are now able to meet the needs of the local population, who no longer need to travel to Tangier or Tétouan for their office supplies or printing needs.



THE FOUNDATION SUPPORTS WOMEN'S COOPERATIVES

In partnership with the Development Cooperation Office (ODCO), Tanger Med Foundation 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 International Women's Rights Day.

At an official ceremony held in Rabat on Tuesday, March 8, 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 Aarouss Fahs Anjra, based in Fahs-Anjra and active in traditional weaving.

The "Poisson Bleu" cooperative is made up of women fishermen from Fnideq, heavily affected by the fall-out from the closure of the Ceuta border post and the COVID-19 health crisis. The cooperative regularly supplies the Fnideq fish landing point with eco-friendly fishing nets. The Aarouss Fahs Anjra cooperative brings together rural women who produce traditional weavings, a skill handed down from generation to generation.

2 women's cooperatives | **14** female beneficiaries



WEAVING TRAINING PROGRAM IN KHMIS ANJRA



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 expertise.

The project consists of training participants in contemporary weaving techniques and the creation of collections with high quality standards. The Foundation has chosen to associate this program with Soumiya JALAL, an artist-designer who specializes 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 recipients in canvassing and networking, essential steps in the development of their business. acquisition of new customers. This program will eventually fulfill the Foundation's desire to promote fair trade, enhance local expertise, and help local talent to enter the national market.

40
female beneficiaries to receive subsidized training in 2022

TRAINING AND SUPPORT FOR HEARING-IMPAIRED INDIVIDUALS

This year, Tanger Med Foundation renewed its partnership with the Association Les Sourdoués, which works for the inclusion of people with hearing disabilities.

Emphasis was placed on training in sign language, an essential form of communication for independent interaction. Workshops in artistic expression and introduction to computers have also been launched, with the aim of promoting their integration into society.

31
hearing-impaired people benefit from training and support



Bouchra EL AKEL
Khmiss Anjra weaving project beneficiaries

"From an early age, we learned to weave from our grandmothers, mothers, and community women. Expertise The women of Khmiss Anjra are proud of their handcrafted pieces, where patterns and colors merge. As weaving is an integral part of our identity, we were keen to keep it alive through the generations.

Despite our determination to preserve this heritage, it was difficult for us to promote our creations and build up a customer base, both in the municipality and throughout Morocco. This is a well-known difficulty in the rural world, which has worked against us and prevented us from making a living from our expertise.

Today, thanks to Tanger Med Foundation, we have benefited from a training cycle that has enabled us to learn new, contemporary weaving techniques that meet market standards and quality requirements. In addition to business support, the Foundation has helped us to set up our cooperative and placed an initial order with us".



Nadia EL ALAMI
President of the Association for the Deaf

"The Association for the Deaf meets the needs of hearing-impaired young people aged 6 to 18 in northern Morocco. Our aim is to enable them to act independently on a daily basis and to support them in their social and professional integration.

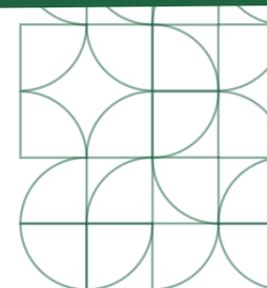
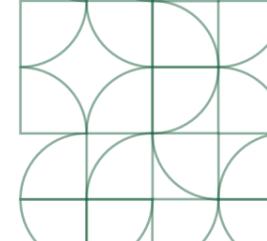
To achieve this, we provide regular medical check-ups and organize training sessions to stimulate their intellectual capacities and encourage them to learn a trade.

With the support of Tanger Med Foundation, over 30 young people have been trained, of which more than 21 of whom are now working.

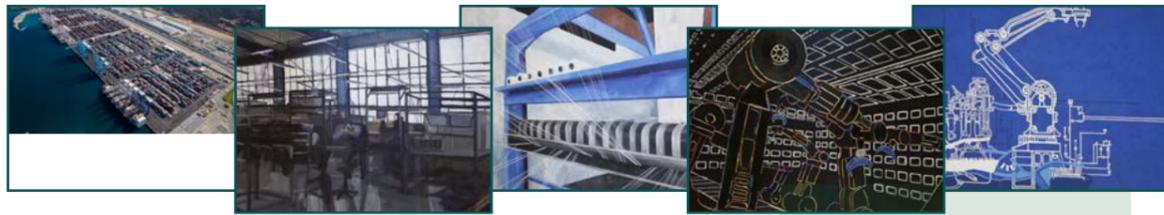


SPORTS, A TOOL FOR SOCIAL INTEGRATION

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.



PAINTING COMPETITION FOR THE INBA STUDENTS



In collaboration with the Institut National des Beaux-Arts de Tétouan (INBA), Tanger Med Foundation organized the 3rd edition of the painting competition under the theme "An External Look at Tanger Med Industrial Platform".

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

One work in particular caught the eye of the jury, by Youssef Es-Sousy, depicting a woman in a predominantly male environment. Their bold, singular artistic proposal won them first prize in the competition.

40 participants in 3rd edition
 Including **50%** specialized in art
35% in Design
13% in BD
3% Common Core

	1 st edition	2 nd edition	3 rd edition
Purpose of the competition	Artistic activities	Painting on the theme of the port	Painting on the theme of industry
Number of participants	30	30	40

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 "Les Étoiles du Détroit" (Stars of the Strait) 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.

SOCIO-CULTURAL ACTIVITIES

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

Tanger Med Foundation has renewed its partnership with the Mohammed VI Foundation for the Promotion of Social Work, Education, and Training, with the aim of enrolling pupils from the municipality of Khmiss Anjra 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 student beneficiaries

THE FOUNDATION RENEWS ITS SUPPORT FOR ART WORKSHOPS IN FAHS ANJRA

Art is essential to a child's development. It enables them to foster their creativity, develop their artistic talents, 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 educational 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 personal development in the region: 8 schools and 170 pupils benefited.

Workshops held since 2018:

- Reading and writing workshop, Al Yasmine school - Jouamâa Municipality
- Reading and writing workshop, Nouinouich School Consortium - Bahraouiine Municipality
- Andalusian music workshop, Ksar Sghir Vocational High School - Ksar Sghir Municipality
- Choir workshop, Community Center - Melloussa Municipality
- Painting workshop, Omar Ibn Khattab Community School - Khmiss Anjra Municipality
- Painting workshop, Ibn Toumert High School - Belyounech Municipality
- School theater workshop, Dar Talib de Jouamâa - Jouamâa Municipality
- School theater workshop, Abdelkrim Khattabi Junior High - Ksar Al Majaz Municipality



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

During the Covid-19 pandemic, workshops were suspended.



PROTECTION DE L'ENVIRONNEMENT

ECO-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.

In order to do this, the Foundation supported 11 schools in the Fahs Anjra province in obtaining the 'Green Flag' certification, the standards of which are established by the Mohammed VI Foundation for the Protection of the Environment and the Provincial Directorate of the Ministry of National Education.

With the objective of instilling good environmental practices in students, schools are implementing a variety of workshops:

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

13 schools accredited, including **2** in 2022

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.

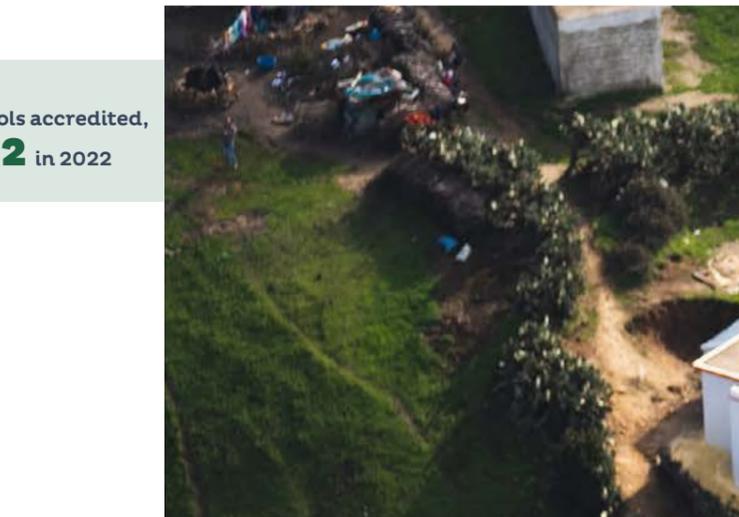
With 13 schools certified in its area of intervention, the Foundation continues to support the anchoring of an eco-responsible culture among the youngest.

CLEAN DOCKCHIR DOUAR: 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:

- ▲ Garbage collection and cleaning of village streets
- ▲ Painting the façades of houses on the main roads
- ▲ Upgrading of public lighting
- ▲ Installation of signage

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



SUPPORTING RURAL POPULATIONS IN THE MANAGEMENT OF THEIR SOLID WASTE

Since 2016, the Foundation has been contributing to the financing of the solid waste management program in Ksar Sghir and Ksar AlMajaz. This initiative has led to the establishment of an efficient infrastructure for waste collection, transportation, and management, thus contributing to the improvement of the quality of life for the local population.

This year, Tanger Med Foundation renewed its commitment by signing a partnership agreement with Tanger Med Utilities (TMU) and Groupement Taâzor* for waste collection, transport, and unloading to public landfill sites.

To maximize the program's performance, TMU has set up a training program for Taâzor's collection agents in 2022. The course covers various technical aspects such as collection methods, rules of good professional conduct, safety principles, and best practices in driving dump trucks.

(*) The Territorial Communal Grouping for Environmental Protection, known as TAÂZOR, was set up in 2010 with the aim of preserving the environment by collecting solid waste from the municipalities of Ksar Al-Sghir and Ksar Al-Majaz.



COLLECTING WASTE OVER MORE THAN 5 KILOMETERS CONNECTING 19 VILLAGES

Beneficiary Villages of Ksar Ghir :

- ▲ Sidi Kankouch 1
- ▲ Sidi Kankouch 2
- ▲ Zrarae
- ▲ Fardioua
- ▲ Fardioua
- ▲ Ghougine
- ▲ Diki
- ▲ Zahara
- ▲ Ksar Sghir
- ▲ Fersioua

Beneficiary Villages of Ksar Al Majaz :

- ▲ Ksar Al Majaz Centre
- ▲ Ain Chouka
- ▲ Oued Ghlala
- ▲ Tafza
- ▲ Sakiyat Lhouta
- ▲ Louyed
- ▲ Lhaouma
- ▲ Dalia Douar
- ▲ Plage Dalia

2 600 (T) processed
in 8 months during 2022

7 000 beneficiaries

8 collection agents
trained by Tanger Med
Utilities

3 dump truck drivers
trained by Tanger Med
Utilities



Abdellah BAKKALI
President of Groupement Taâzor

"In 2016, a partnership agreement was signed between Tanger Med Foundation and the Taâzor Consortium, with an initial contribution from Tanger Med Foundation amounting to 400,000 MAD per year, almost 60% of the annual budget initially planned. This significant financial support has enabled us to extend our scope of intervention from Sidi Kankouch Beach to Dalia Beach, plus a number of densely populated douars such as Fersioua and Ain Chouka. In all, the collection area extends over 5 km along the national road linking 19 douars.

By 2022, Tanger Med Foundation will have increased its contribution to 500,000 MAD per year. As President of the Taâzor Association, I can confirm that solid waste collection is crucial and requires ongoing support to ensure its smooth operation. At the same time, I would like to salute Tanger Med Foundation's unwavering commitment to our region."



DALIA CLEAN BEACH PROGRAM – 2022 EDITION

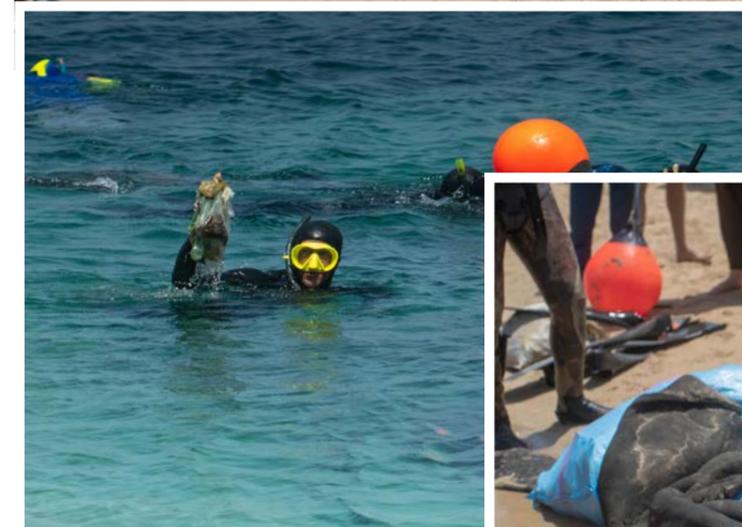
With its Blue Flag designation since 2016, Dalia Beach is one of the Kingdom's most attractive beaches.

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 visitors every summer.

The 2022 program focused on raising environmental awareness, notably through the #b7arblaplastic cam-paign, which collected over 30 tons of plastic waste for recycling. This summer, the program also saw the opening of a series of facilities including a library, a launching mechanism 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 Foundation. VI for the Protection of the Environment and the Fnideq Champions Association for Underwater Fishing. An operation to raise awareness of the consequences of abandoned and wasted fishing nets on marine bio-diversity.

3 000 (T)
of waste plastics
collected in 2022



EDUCATION AND PROMOTING EXCELLENCE

SCHOOL TRANSPORT AND DROPOUT PREVENTION

In rural areas, dropping out of school is exacerbated by a lack of resources, infrastructure, and transport solutions. Since 2009, the Foundation has been supporting the school transport program for middle and high school students in all Fahs Anjra municipalities, in partnership with the Tangier-Tétouan 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 DAR AL FATATE AND DAR TALEB CENTERS

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

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



MARSA MAROC SUPPORTS PRESCHOOLS IN RURAL AREAS

Since 2016, the Group has partnered with the Zakoura Foundation to organize extracurricular schools in rural areas, as part of the ANEER initiative - National Action for Early Childhood Education in Rural Areas - 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.

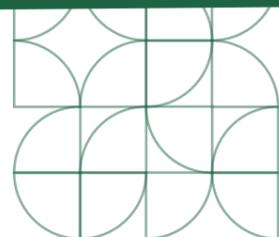
In 2022, a preschool was set up in the Safi province. In addition to creating jobs for the educators, this project will enable the pre-schooling over two years of some sixty children aged between 4 and 6. The venues are also used to run parenting courses for mothers.



Amal Al-Dweeb
3rd year junior high school student, Jouamaa

"For the past 3 years, I've had access to the school transport program run by Tanger Med Foundation. This system enables me and my fellow students to get to our respective schools, some of which are more than 20 km from home.

Today, I travel safely from the Al-Mkhaled douar to my school in the area. An essential program for me and for all the girls in my village who were forced to drop out of school for transport and safety reasons.





TANGER MED GRAND PRIX REWARDS REGIONAL EXCELLENCE

Tanger Med Foundation has launched the 9th edition of Tanger Med Award for Excellence, aimed at the re-gion's top high school graduates. Irrespective of the division, 15 high school graduates were rewarded and encouraged to pursue a course of excellence.

In the Physical Sciences, Life and Earth Sciences, and Economics divisions, 12 graduates were recognized:

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

Taking into account the heterogeneity of grades between the different disciplines, and in order not to disadvantage students in the Mathematics field, the Foundation has decided to award a Special Encouragement Prize for Mathematics to the top 3 high school graduates in the aforementioned field:

Provincial Department	High school graduate
Tanger-Assilah	JABOURI YASSER
Tétouan	BEN YAHIA WASSEL
	BENJELLOUN IDRIS

In 2022, Maher EL FEZAGHARI, a student from Tétouan, was crowned best high school graduate in Tanger Med intervention zone, with an average of 19.38 in Physics - French Option.

INFRASTRUCTURE FINANCING

CONSTRUCTION OF A ZAHARA SCHOOL UNIT

The Foundation financed the construction of a school in the absence of infrastructure suitable for preschool children.

Having missed out on a full 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 furnishing of 3 preschool classrooms, 1 multi-purpose classroom, 1 management office, as well as the sanitary facilities and the enclosure wall.

RENOVATION OF A SCHOOL IN KSAR ALMAJAZ

Tanger Med Foundation has been asked by the Parents and Tutors Association of the Ksar Al Majaz School Group to take charge of the renovation and refurbishment of Agaouaz School.

After identifying the dilapidated state of the premises during an on-site diagnosis, the Foundation financed various upgrades: cracks, interior and exterior painting, sanitation, carpentry, 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
student beneficiaries

OPENING OF THE LOUIYED MOSQUE - KSAR AL MAJAZ

Under an agreement signed with the Ministry of Habouss and Islamic Affairs, Tanger Med Foundation has begun reconstruction work on the Louiyed Mosque in the commune of Ksar Al Majaz.

For this project, Tanger Med Foundation called upon the expertise of local master craftsmen in the field of decorative and ornamental work. With dexterity and agility, the maaallems 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 prayers during the holy month.

10 250
Beneficiaries





MOSQUÉE LOUIYED - KSAR AL MAJAZ



PLAY A ROLE IN THE INTERNATIONAL SUPPLY CHAIN

5.1 IMPROVE THE TERRITORY'S LOGISTICS CONNECTIVITY AND STRENGTHEN LINKS WITHIN THE ECOSYSTEM

5.2 DEVELOP COOPERATION WITH INTERNATIONAL STAKEHOLDERS AND STRENGTHEN THE PRESENCE IN INTERNATIONAL INSTITUTIONS

COMMITMENT 5

5.1 IMPROVE THE TERRITORY'S LOGISTICS CONNECTIVITY AND STRENGTHEN LINKS WITHIN THE ECOSYSTEM.

NEW MARITIME CONNECTIONS

"BS MAR" MARITIME SERVICE OPERATED BY CMA CGM

Tanger Med Port Complex offers a new maritime service called "BS MAR" (SSLMED BLACK SEA MARMARA MOROCCO SERVICE), operated by CMA CGM. This weekly service serves several countries, including Spain, Malta, Greece, Turkey, and Romania.

The CMA CGM AMBARLI vessel operating on this shipping route made its first call at the TC2 container terminal on January 20, 2022. This new sea link reinforces Tanger Med Port's position as a major logistics player in the Mediterranean region.

MARITIME SERVICE: MEDGULF

Operated by 6 ships, the weekly MEDGULF service includes several ports in its rotation: Tanger Med, Gênes, Valence, Miami, Veracruz, Altamira, and Houston.

The first departure was made in Genoa on September 29th by the vessel CMA CGM NAVEGANTES. The characteristics of MEDGULF service are the following:

- ▲ A competitive transit time out of Turkey, the Adriatic, the Black Sea, & North Africa via Valencia
- ▲ Improved transit time out of the Indian subcontinent via Tanger Med: 29 days to Miami
- ▲ Direct service from the US Gulf & Mexico to Italy & Spain
- ▲ Fast connections to Africa & the Eastern Mediterranean via Tanger Med

MARITIME SERVICES OPERATED BY HAPAG-LLOYD: THE WEST COAST SOUTH AMERICA EXPRESS "MSW" AND THE FAR EAST LOOP 4 "FE4"

The weekly "MSW" service offers a direct link between the Mediterranean and South America, with connections to and from Ecuador, Peru, Chile, and other destinations in the Caribbean and Central America.

Providing six dedicated vessels, this service offers competitive transit times for refrigerated goods from northern Peru, Ecuador, and Costa Rica to the main markets of the Western Mediterranean. The first call took place on June 13, 2022 at Container Terminal 3 operated by Tanger Alliance with the EMMA A vessel.

Providing a weekly service, the Far East Loop 4 "FE4" service now includes several countries in its rotation, including China, Singapore, South Korea, Spain, Belgium, the Netherlands, and Germany.

MOCANA MARITIME SERVICE

Dedicated to seasonal fruit and vegetable exports from Morocco to North America, and thanks to a competitive 6-day transit time between Tanger Med and Halifax, this new service includes several ports in its rotation, including Tanger Med, Halifax, New York, Norfolk, Savannah and Charleston.

The new service linking Africa and the Mediterranean offers major advantages such as: advanced technological solutions like the Climactive controlled atmosphere, designed to maintain an optimal atmosphere in reefer containers, and the connected container solution for monitoring cargo conditions during transport.

The first call of the MOCANA service was made on November 18, 2022 by the CMA CGM Chile vessel with a capacity of more than 2022 TEU.

MARINE SERVICE: SAMBA

Samba service operated by Maersk has had an additional call at Tanger Med Port in both Southbound & Northbound directions.

NEW MARITIME CONNECTION LINKING THE PORTS TANGER MED - MOTRIL

The ports of Tanger Med and Motril have launched a new daily maritime connection, dedicated to the transport of passengers and goods.

The new connection between the ports of Motril (near Granada) and Tanger Med, which was officially launched on November 30th, will strengthen the existing lines between Morocco and the Spanish peninsular coast.

This new link will expand the supply of goods transport in the Strait and will provide an economic impetus for the development of new import and export opportunities..

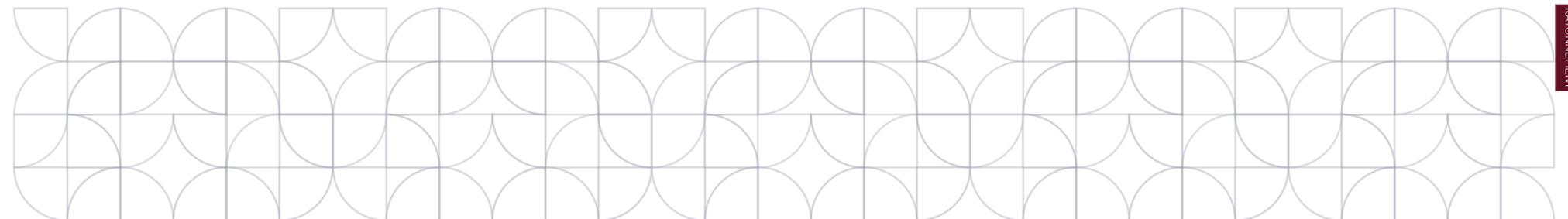
The new line is Baleària's second joint venture with Tanger Med. The shipping company offers seven daily rotations from Algeciras to the Moroccan port during the year.



CALL AT THE PORT OF ALICANTE ON THE MARITIME ROUTE CONNECTING TANGER MED - MARSEILLE

La Méridionale, the shipping company that has been connecting Tanger Med to Marseille since December 2020, has added a new sea link to its rotation schedule. This novelty mobilizes two Roll-on/Roll-off and Passenger vessels (RO-PAX), providing an average of two to three rotations per week.

Since February 28, 2022, Tanger Med - Marseille connection now includes a weekly stopover for the Trucks at the port of Alicante, providing a 19-hour connection between Tanger Med and the Spanish port.

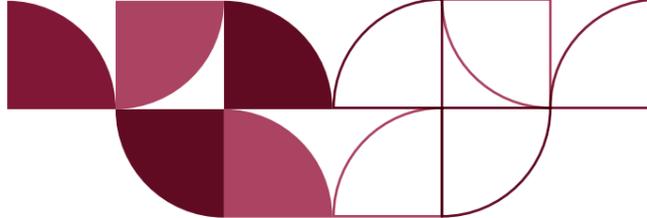


STEERING COMMITTEE MEETING BETWEEN TANGER MED AND ALGECIRAS BAY PORT AUTHORITIES

A delegation from the Port of Algeciras led by its Chairman, Mr. Gerardo Landaluce, went to Tangier to meet with the Chairman of Tanger Med Group, Mr. Fouad Brini, and the management team for the coordination of joint actions including Operation Marhaba 2022, and the platform for facilitating the flow of goods across the Strait.

The working groups analyzed, among other things, the progress made under the Memorandum of Understanding signed between the ports in 2019 to optimize the maritime link, both from the point of view of passengers and the growing freight traffic between the two shores.





PARTICIPATION AND PRESENCE AT NATIONAL LEVEL

PARTICIPATION IN THE ANNUAL MEETING OF THE EBRD IN MARRAKECH

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

This event was attended by official delegations led by the ministers responsible for the economy and finance, prominent figures in the world of business and international finance, and representatives of civil society.

The Investment Outlook Session on Morocco held within the framework of the Business Forum saw the participation of Mr. Mehdi Tazi Riffi, CEO of Tanger Med, who participated on 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 growth opportunities offered by Morocco.

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

The Group had a booth during the 3 days of the show and participated in a conference under the theme "The digitalization of logistics activities, what impact and what return on investment?"

This year's event, which brings together the main operators in the transport chain and the logistics community, was organized under the theme of the digitalization of the supply chain.



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

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 wanted to underscore the important role that port cities have to play for the future of companies, the economy, and the environment.

Tanger Med Port Complex supported the organization of this event alongside several other players, including the Development Company for the Conversion of the Port Zone of Tangier (SAPT), the Moroccan Agency for the Development of Tourism (SMIT), the National Ports Agency (ANP), the Agency for the Promotion and Development of the North (APDN), and the Tangier - Tétouan - Al Hoceima Regional Investment Center (CRI).

During the third day of the conference, participants were invited to get a close look at Tanger Med Port Complex, located at the junction between Europe and Africa and the leading port in the Mediterranean region.

In addition, Mr. Tarik Dourasse, Central Director and Chief Major Pilot of Tanger Med participated in the panel "Preparing Human Capital for the Blue Economy".



PARTICIPATION IN THE EXPO "MAR-FOR"

Under the auspices of the Ministry of Transport and Logistics, the Higher Institute of Maritime Studies ISEM organized on May 25 and 26, 2022 the 4th edition of its Business Forum.

As a partner of the institute and diamond sponsor of the event, Tanger Med Port hosted a booth during the event and contributed its expertise by leading a thematic conference.

TANGER MED PORT AND THE MEDPORTS ASSOCIATION ORGANIZE 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 took place on May 17th 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 IN THE 14TH EDITION OF THE "AFRICAN INFRASTRUCTURE FORUM » " IN RABAT



Considered as 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" and was attended by a host of prominent personalities and decision-makers who came to discuss key issues related to the transportation infrastructure in Africa. With the Democratic Republic of Congo (DRC) as the guest of honor, this year's event brought together more than 400 experts from the infrastructure sector. As an official partner of the event, Tanger Med shared its expertise in the sector through its committed actions for the development of structural infrastructures. In his presentation, Mr. Hassan Abkari, Managing Director of Tanger Med Port Authority, recalled the important role played by the port complex for its African partners, as well as the factors behind its success as the leading container port in Africa and the Mediterranean.

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 was held from July 19-22 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 was attended by senior African and US government representatives from more than 50 countries, ministers, African and US government agencies, investment fund managers and international and regional organizations, all gathered to discuss opportunities for strengthening investment and trade relationships between the African continent and the United States. The program includes more than 35 plenary sessions and roundtables focusing on vital areas of economic and commercial collaboration between the United States and Africa. Mr. 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, emphasized the strategic role of Tanger Med, saying "Tanger Med is a world-class port close to industrial parks. Nearly 350,000 Peugeot cars are exported each 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 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.

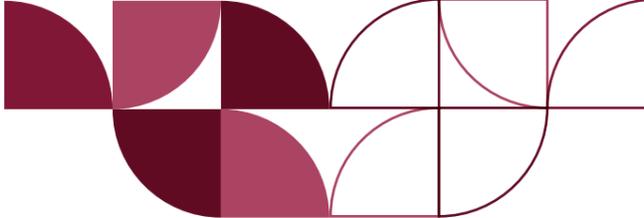


MEETING WITH EXPORTERS FROM THE SOUSS-MASSA REGION

In keeping with previous events, in October 2022, Tanger Med Port organized an information and exchange day in Agadir with exporters in the Souss-Massa region. This meeting was an opportunity to review the services of the Port Complex and strengthen the partnership with various stakeholders including exporters, shipowners, carriers, and forwarders.

In his speech, the managing director of Tanger Med Port, Mr. Hassan Abkari, stressed that this gathering aims to strengthen the partnership with various economic operators in the Souss-Massa region, given that this part of the Kingdom has important assets in terms of export. In addition, Tanger Med plays a key role in facilitating Moroccan agri-food industry exports, notably through a dedicated export platform, a refrigerated unit for logistics operations, multi-modal road and sea transport, and maritime connectivity to more than 180 ports and 70 countries. In his speech, the Director of Import-Export Operations for Tanger Med Port, Mr. Idriss Arabi, emphasized the significance of this meeting whose aim is to make all services of Tanger Med Port available, and thus consolidate cooperation between the Port and its partners.

It is noteworthy that the Souss-Massa region is the leading exporter of citrus fruits and early vegetables with more than 85% of exports of early vegetables and 65% of citrus fruits, making this region one of the main export divisions for fruits and vegetables from Tanger Med Port.



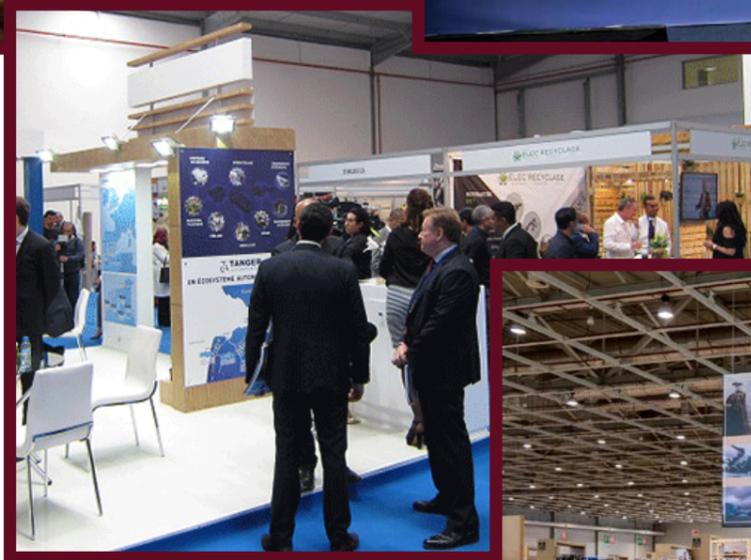
PARTICIPATION IN THE "REGIONAL LOGISTICS MEETINGS" ORGANIZED IN TANGIER

On December 1st and 2nd, Tangier hosted the first round of regional logistics meetings.

An event organized by "Logismed" under the aegis of the Ministry of Transport and Logistics, in partnership with the Moroccan Agency for the Development of Logistics, the Regional Investment Center of Tanger-Tétouan-Al Hoceima and Tanger Med Port Authority and other partners around the theme "Logistics, a major economic development lever for the territory."

This year's event is in line with the regional variation of the "Logismed" trade show and the continuation of its task to promote the culture of logistics and the wealth of its trades throughout the Kingdom. It highlighted the crucial importance of logistics as a catalyst for the economic development of territories, capable of attracting productivity and job-creating investments.

In his speech at the roundtable discussion entitled "The role of logistics in attracting investment and developing world trade: focus on Tanger Med Port", Director of Import-Export Operations for the Port Complex, Mr. Idriss Aarabi, highlighted the strengths of Tanger Med, the 1st national logistics platform, and affirmed its position as a logistics hub at the heart of the global supply chain thanks to an infrastructure that meets the best international standards.



PARTICIPATION IN THE "TANGER MED AUTOMOTIVE MEETINGS" TRADE SHOW IN TANGIER

Tanger Med Zones took part in the Automobile Meetings Tanger Med, organized by the Moroccan Association for the Automotive Industry and Construction (AMICA) from October 26 to 28, 2022 in Tangier under the theme "What 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 "ARAB INDUSTRIAL ZONES FORUM" 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 Moroccan Investment and Import Development Agency (AMDIE), and the Ministry of Industry and Trade.

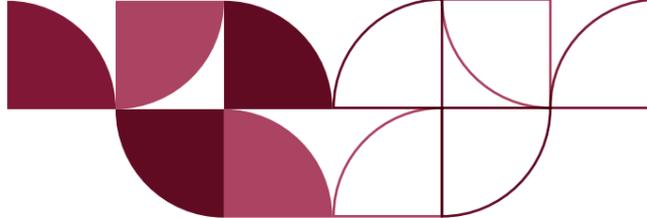
The forum opened the debate on major industrial issues such as the industrial investment climate in Morocco, and the opportunities and facilities available to investors.

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

PARTICIPATION IN THE "TANGER MED AUTOMOTIVE MEETINGS" TRADE SHOW IN TANGIER

Organized from December 14th to 17th in Tangier by the Moroccan Association of Textile and Clothing Industries (AMITH), the "Maroc en Mode" (MIM) trade show brought together more than 120 exhibitors, including Tanger Med Zones, which came to strengthen its relations with textile manufacturers and understand their competitive 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 agreement between AMITH and its Portuguese counterpart, ATP. The aim of the cooperation agreement is to promote the sustainable development of textile stakeholders in both countries, so that together they can provide solutions that better meet the needs of their existing and potential markets.



PARTICIPATION AND PRESENCE AT THE INTERNATIONAL LEVEL

PARTICIPATION IN "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), the Market Focus Morocco took place on Tuesday, April 26, 2022 in Geneva and aimed to raise awareness of the investment opportunities offered by Morocco as well as to sensitize Swiss companies to the role that Morocco plays as a hub of trade and investment to 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 in Abidjan, Côte d'Ivoire, from June 13 to 14 under the theme "Sovereignty, green growth and industrial transformation: the new roads to African prosperity."

More than 1,800 participants representing 70 countries were present at this event, which included two days of conferences, debates, and high-level meetings, dedicated to highlighting the driving role of the private sector in the development of the continent. 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 "SMAP IMMO" IN PARIS

Tanger Med Port participated in the 15th edition of the Moroccan Real Estate and Lifestyle Expo SMAP IMMO, held from June 24 to 26, 2022 at the Porte de Versailles Exhibition Center in Paris. The expo was an opportunity to maintain the information links established with the Moroccan community living in France and other European countries, particularly with regard to the Marhaba 2022 campaign.

During the 3 days of the expo, visitors had the opportunity to talk directly with the Port's representatives in order to obtain all the information and documentation necessary for a seamless crossing in the best conditions in terms of comfort and safety during the summer season.



PARTICIPATION IN THE FORUM " HORIZONS MAROC " IN PARIS

The Forum Horizons Maroc (FHM) is the most important event for employment in Morocco. Organized by the members of the association AMGE-Caravane (Association of Moroccans at the Grandes Ecoles in France), its mission is to support the professional integration of young graduates and executives in France.

Organized this year in Paris on May 29th, this forum aims to promote the Moroccan labor market and is intended as the meeting place par excellence between Moroccan companies and students and professionals wishing to seize the opportunities offered by the Moroccan labor market. As a sponsor and exhibitor, Tanger Med Group took the opportunity to promote the Group's employer brand to Moroccan talent, graduates, and based in France.



PARTICIPATION IN THE "INTERNATIONAL FORUM AND AFRICAN TRANSPORT TRADE SHOW" HELD IN ABIDJAN

The 6th edition of the International Forum of African Transport Trade Show (FISAT) took place between July 4 and 6, 2022 in Abidjan, Côte d'Ivoire. Supported by the Ivorian Ministry of Transport, the meeting was attended by 150 exhibitors representing 30 countries, 5,000 visitors and nearly 10,000 in-person 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 at this year's event demonstrated its leadership in the port sector and its place as one of the world's leading ports.

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



7TH ANNUAL MEETING OF THE AFRICA ECONOMIC ZONES ASSOCIATION (AEZO) ORGANIZED IN ABUJA

The African Union Commission (AUC) and the Africa Economic Zones Association (AEZO) jointly organized the 7th annual meeting from November 30th to December 2nd, 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 involved in the organization included the Nigeria Export Processing Zones Authority (NEPZA), the Nigeria Economic Zones Association (NEZA), and the Oil and Gas Free Zone Authority (OGFZA).

Over 400 participants from 38 countries attended, including political decision-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 (ETTİM), and Mr. Ahmed Bennis, Secretary General of the African 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 "TOC EUROPE 2022" ORGANIZED IN ROTTERDAM

Focusing on port trades and supply chains, the TOC international conference is an annual meeting held on 5 continents and brings together professionals from the sector. Held from June 14 to 16, 2022 in Rotterdam, Tanger Med Port Complex took part in the European edition of the event, by Hassan Abkari, Managing Director of the port of Tanger Med, on the theme "Tanger Med, the main port and logistics hub in the Mediterranean and Africa". The event saw the participation of more than 3,500 participants from over 80 countries, reflecting the growth of the maritime industry.

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

PARTICIPATION IN THE "FRUIT ATTRACTION" FAIR IN MADRID

Organized in Madrid from October 4 to 6 by the Fair Institution of Madrid (IFEMA) and FEPEX (Spanish Federation of Producers and Exporters of Fruit and Vegetables), this 14th edition of "Fruit Attraction" brought together merchants and professionals of the fruit and vegetable sector from around the world.

Considered one of the most important international events dedicated to the agricultural sector, this trade show attracted more than 1,800 exhibitors and 90,000 visitors from 130 countries.

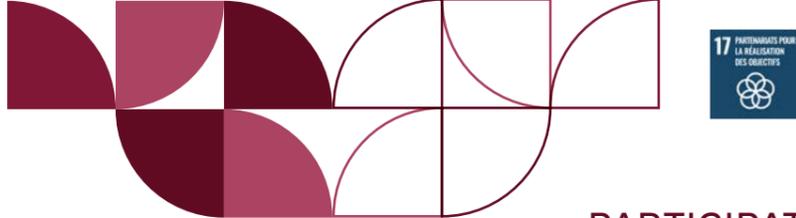
The Moroccan pavilion hosted 17 agricultural sector exhibitors to strengthen Moroccan offerings and its positioning on the international market, and in particular on the European market. Through its exhibition space, Tanger Med took advantage of this trade platform to meet with fruit and vegetable professionals and present its logistics offer to importers and exporters of agribusiness and thus establish new business partnerships.



PARTICIPATION IN "GOING GLOBAL LIVE 2022" IN LONDON

Tanger Med Zones took part in "Going Global LIVE 2022", a trade show held in London from November 16th to 17th, designed to bring together businesses looking 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, quality of service, and import-export advantages.



PARTICIPATION IN THE WEBINAR "LOGISTICAL REQUIREMENTS OF BRAZILIAN AGRICULTURAL EXPORTS 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 10th.

The Webinar was attended by Morocco's Ambassador to Brazil, Mr. Nabil Adghoghi, and the Chairman of 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 Tanger Med Port as an essential link in global supply chains.

In his speech, Mr. Hassan Abkari, Managing Director of 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 Tanger Med Port to Europe, calling for an examination of the various aspects of possible cooperation.

In turn, Mr. Rachid Houari, Managing Director of the Medhub logistics zone, and Mr. Idriss Aarabi, Director of Export-Import operations, highlighted the Group's performance and records in port and industrial activities during the year 2021. They also presented the network of maritime routes, particularly the connections between Tanger Med Port and Brazilian ports. In conjunction with this meeting, a roundtable discussion was organized on "Opportunities for Brazilian Exports and Logistics Cost Reduction," which allowed for the presentation of the ports of Itaqi and Itajai.



PARTICIPATION IN THE AFRICAN UNION SUMMIT ON ECONOMIC DIVERSIFICATION IN AFRICA

The African Union Summit on Industrialization and Economic Diversification was held in Niamey, Niger, from November 20th to 25th under the theme "Industrializing Africa: Renewing 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. In fact, the Government of Niger entrusted TME with the task of carrying out a feasibility study, with an analytical approach designed to delineate the fundamental principles involved in developing 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 help 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 "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 "AUTOMECHANIKA" TRADE FAIR IN DUBAI

To promote "Made in Morocco", Tanger Med Zones took part in the "AUTOMECHANIKA" car show, which took place in the city of Tangier. was held in Dubai from November 22 to 24, 2022. TMZ showcased the breadth of Moroccan industrial know-how and highlighted the catalog of products manufactured at Tanger Med industrial platform. It was also an opportunity for the subsidiary to expand its network of prospects and generate new investments. This year's edition set a new record, with 42,937 visitors from 145 countries.



PARTICIPATION IN THE "42ND ANNUAL COUNCIL AND 17TH EXECUTIVE DIRECTORS' ROUND TABLE OF THE "WEST AND CENTRAL AFRICA PORT MANAGEMENT ASSOCIATION" IN LUANDA

Held from November 15th to 18th, the 42nd Annual Council and 17th Round Table of General Managers of the West and Central African Ports Management Association (AGPAOC) brought together port authorities from 19 countries across the continent.

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

On this occasion, Mr. Nasser Tlassellal, Managing Director of Tanger Med Engineering (TME) participated 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 of 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 spoke of the Group's ambition to become a hub for circular economy by optimizing energy, water, and waste management, with actions for waste sorting and recovery, 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.



REVIEW OF TANGER MED VISITS

Several national and international delegations visited Tanger Med Port Complex during 2022.

Among the main visits organized were those of the political delegations represented by Mr. George Weah, President of the Republic of Liberia, Mr. José Maria Neves, President of the Republic of Cape Verde, Mr. André Flahaut, Belgian Minister of State and former President of the Federal Parliament, and Mr. Riccardo Puliti, Vice-President for Infrastructure at the World Bank.

In parallel, trade delegations, such as the Global Plant Directors of Renault, Dacia, and Mitsubishi, Ethiopian Investment Holding, as well as the Saudi Export Agency, also came to discover the significant project that Tanger Med represents today.

Furthermore, the port complex and the activity zones received visits from several national and international media outlets, which came to produce reports or provide media coverage, including CNN, CBS News, TV5 Monde, and others.

5.2 DEVELOP COOPERATION WITH INTERNATIONAL STAKEHOLDERS AND STRENGTHEN THE PRESENCE IN INTERNATIONAL INSTITUTIONS

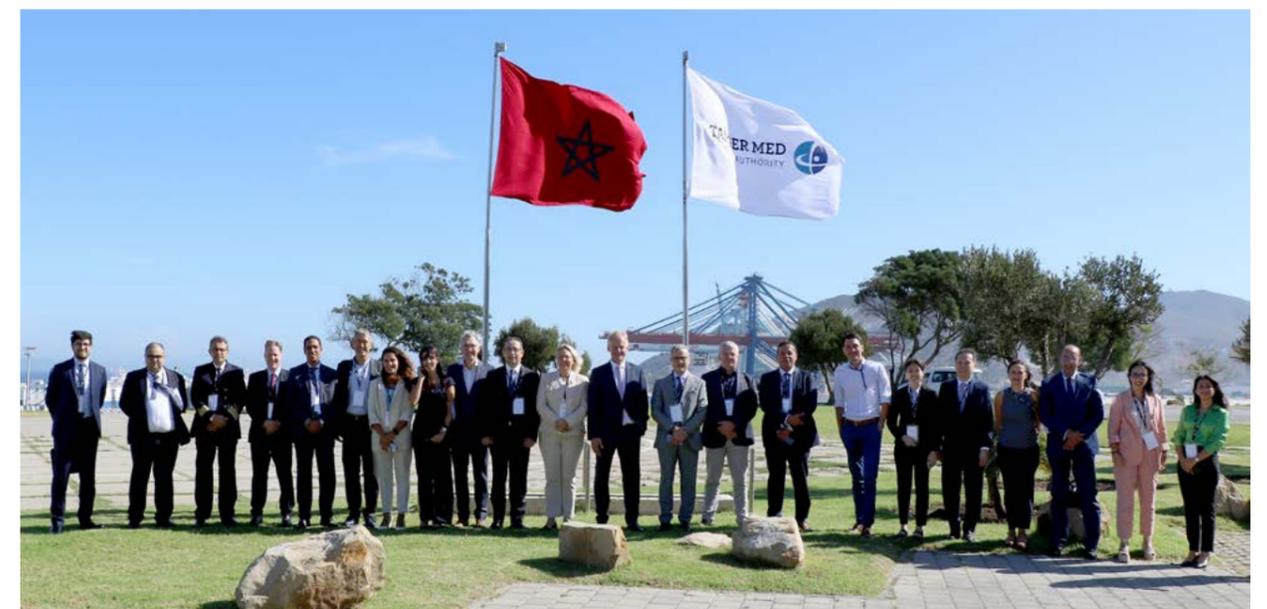
TANGER MED, MEMBER OF CHAINPORT, WELCOMES THE WORLD'S MOST IMPORTANT PORT HUBS

Tanger Med, a new member of the chainPORT network, welcomed the leaders of the world's largest port hubs to a working meeting held on September 7-8, 2022, in Tangier. The ports of Hamburg, Rotterdam, Antwerp, Gothenburg, Singapore, Montreal, and Barcelona met at Tanger Med to reinforce their close collaboration and discuss municipality projects related to logistics competitiveness.

The port authorities visited the port and logistics complex, as well as the industrial platform, including the Renault site, Africa's largest automotive plant. During the meetings, participants addressed topics at the heart of global logistics challenges, such as digitalization, energy efficiency, and corporate social responsibility, all of which are essential to building efficient, sustainable supply chains.

Mr. Mehdi Tazi Riffi, CEO of Tanger Med, stated that Tanger Med Group was delighted to welcome the chainPORT partner ports to collectively address municipal challenges and reaffirm the vital and growing role played by ports in improving the efficiency of global supply chains. He described the meeting as "an excellent starting point for designing municipality projects in the fields of digitalization and decarbonization".

The program ended with a guided tour of Tanger Med Group's innovation hub, where an education and skills base has been built up. This cluster now includes the 3rd Moroccan campus of the 1337 coding school, developed in partnership with UM6P and Ecole 42. At the end of the meeting, member ports underlined their willingness to pursue this global maritime dialogue and create joint projects.



"We are delighted that Tanger Med has opened its doors to chainPort members by sharing its port, logistics, and social projects. It's proof that smart ports are ready to seamlessly drive supply chain optimization to increase security, connectivity, and global logistics efficiency."

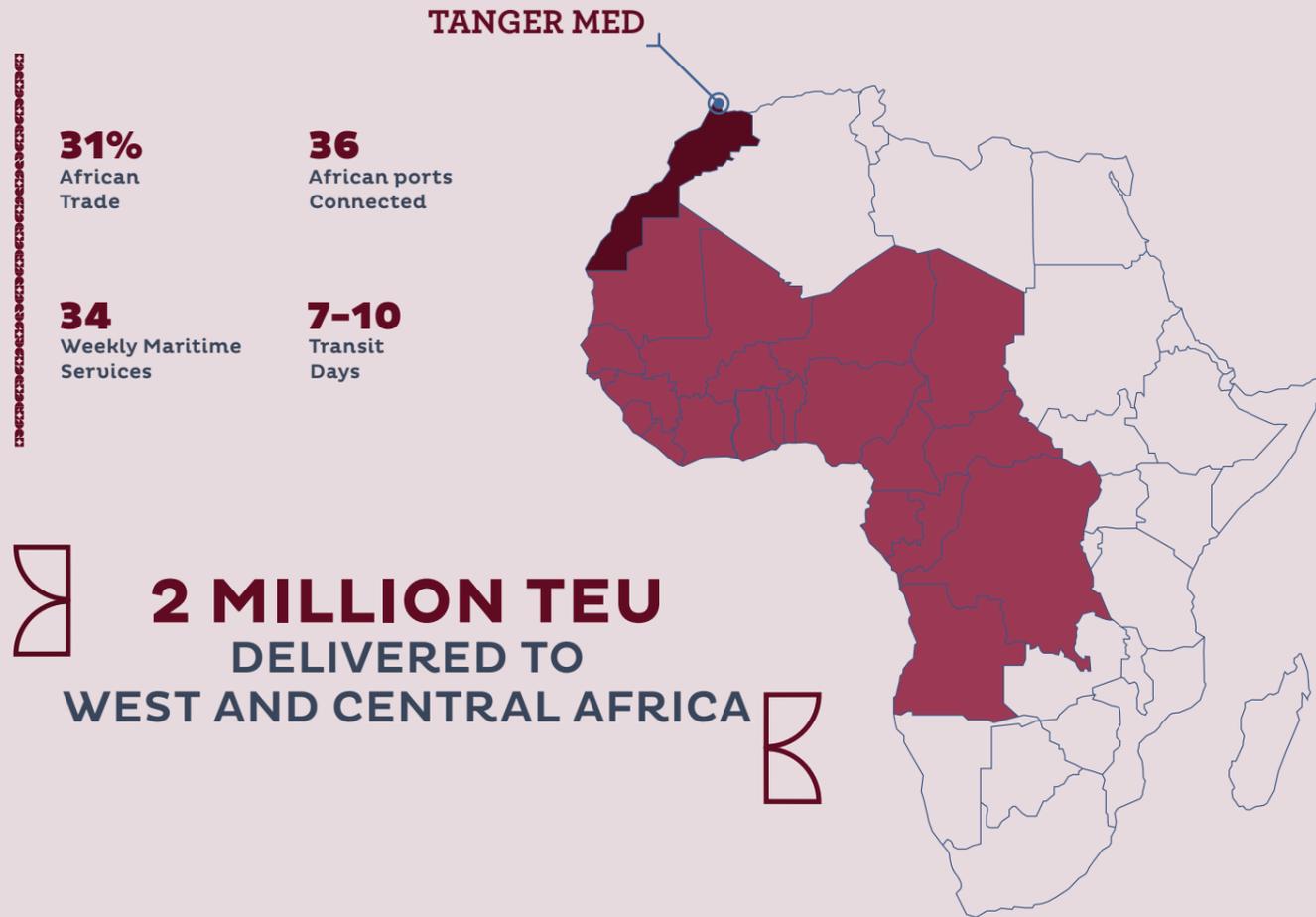
Jens Meier
CEO, Port of Hamburg

TANGER MED, A MAJOR HUB RESOLUTELY FOCUSED ON AFRICA

Driven by a Royal vision, Tanger Med enjoys a prime position for maritime and logistics flows to Africa. Strategically located on the Strait of Gibraltar, the world's 2nd-largest trade gateway, Tanger Med has established itself as a major transshipment hub for intercontinental flows and for 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 nearly 36 ports and 21 countries on the continent, positioning Tanger Med Port as a competitive hub for Europe from Africa.

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



MAJOR OPERATORS CONNECT TANGER MED AND AFRICAN PORTS ON A WEEKLY BASIS



INFRASTRUCTURE DEVELOPMENT

The Group aims to contribute to the development of infrastructure in Africa in the fields of logistics and connectivity. This commitment is reflected in the strengthening of industrial-port activities and the organization of partnerships to build skills in key areas of expertise.

REINFORCING SKILLS

The Group pays particular attention to training, the exchange of expertise in the management of a port and industrial platform, and the joint development of structuring projects in Africa.

GEOGRAPHICAL INFLUENCE

Tanger Med aims to create a privileged framework for cooperation in Africa through partnerships and memorandums of understanding covering a broad spectrum of countries on the continent.

PROMOTING INNOVATION

Tanger Med aims to build an inclusive innovation hub by collaborating with international partners to develop projects that encourage social and economic transformation on the continent.

FLAGSHIP PROJECTS IN AFRICA

- 2.5 B USD** INVESTMENT FORECASTS
- 7** TERMINALS
- 5** LOGISTICS-RELATED ACTIVITIES
- 8** SPECIAL ECONOMIC ZONE PROJECTS

- 9** PROJECTS AND WORKS SUPERVISED IN 2022
- 2 000** LINEAR METERS OF DOCKING TERMINALS
- 5 000** HA OF LAND
- 350 000** M² OF WAREHOUSES

45 45 TRAINING SESSIONS IN AFRICA

- 480** PARTICIPANTS (150 CERTIFICATIONS)
- 21** COUNTRIES

SUPPORTING PORT PROJECTS IN AFRICA

SUPPORT FOR THE AUTONOMOUS PORT OF DOUALA IN DEVELOPING AND IMPLEMENTING AN ENVIRONMENTAL MANAGEMENT SYSTEM

In collaboration with its Moroccan partner SS Group, Tanger Med Engineering (TME) is supporting the Port Autonome de Douala over a 2-year period in the development and implementation of an environmental management system in compliance with the ISO 14001 – V 2015 standard. The group is responsible for environmental diagnosis and assessment of the existing situation, as well as for planning and carrying out operational activities related to the task.

STUDY OF THE GMT PORT PLATFORM IN LAGOS, NIGERIA

In 2022, Tanger Med Engineering (TME) conducted a study of the GMT port platform in Lagos, Nigeria. The task began with a port capacity study, taking into account the multitude of traffic scenarios and the different phases of project implementation. At the end of the capacity study, TME carried out the master plan for the port platform, as well as the preliminary and detailed designs for the technical studies of the dimensions of the port structures and equipment, including combiwall quays, a pile platform, secant pile retaining walls, dredging and embankments, fenders and bollards, paving, roads, and miscellaneous networks.

STRENGTHENING THE PARTNERSHIP WITH THE PORT OF DJIBOUTI

In 2022, Tanger Med Engineering (TME) received a delegation from the Djibouti Ports and Free Zones Authority (DPZFA) and the Doraleh Container Terminal Management Company (SGTD) as part of the close collaboration between the three entities.

The delegation visited the infrastructure of the port complex and Tanger Med Group's activity zones. Several partnership projects have been identified, including a technical assistance project for SGTD's quay restoration work, support for SGTD's teams in port and maritime operations, and assistance for DPZFA in improving commercial and operational performance in the management of Djibouti's free trade zones.



SUPPORTING THE DEVELOPMENT OF AFRICAN PORTS AND ECONOMIC ZONES

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.

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



KEY ORIENTATIONS

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

KEY TOPICS

- Digitization and port efficiency
- African ports and inland region connectivity
- Congestion in African ports: determinants, impacts on logistics and supply chains
- Trade facilitation and the main challenges of AfCFTA
- Sustainable smart ports for African countries

51
Port Authorities

31
African countries

STRATEGIC PARTNERSHIPS



SUPPORTING THE DEVELOPMENT OF SPECIAL ECONOMIC ZONES THROUGH THE "AFRICA ECONOMIC ZONES ORGANIZATION" (AEZO)



Founded in November **2015**

Founding members :



82
SEZ Members

42
African countries

MAIN TOOLS DEVELOPED

AEZO ATLAS

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

AEZO KNOWLEDGE CENTER

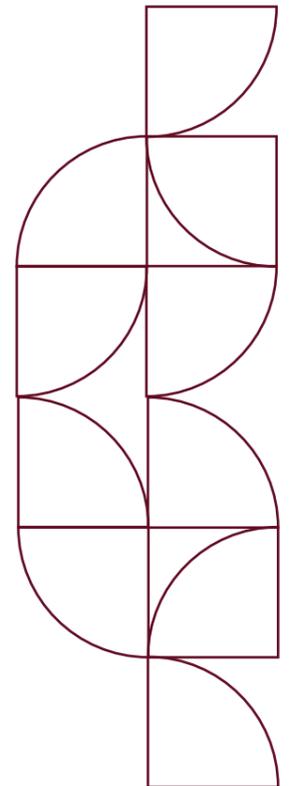
DEDICATED ACCESS TO THE LATEST REPORTS, ARTICLES, EXPERT PRESENTATIONS, AND STRATEGIC RESEARCH INITIATIVES

AEZO CONNECT

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

AEZO SUPPORT

TECHNICAL ASSISTANCE AND CAPACITY BUILDING SEZ WITH INTERNATIONAL EXPERTS



STRATEGIC PARTNERSHIPS



PROMOTING LOCAL ENTREPRENEURSHIP IN SPECIAL ECONOMIC ZONES (SEZ)

Developed by UNCTAD in partnership with AEZO, the Guide to Promoting Local Entrepreneurship in Africa's Special Economic Zones examines trends in African SEZs, identifies best practices, and promotes technical cooperation for the development of sound policy guidelines for SEZ and local entrepreneurship development in Africa.

The guide, drawn up following a stakeholder survey and interviews with SEZ executives and experts, will place particular emphasis on developing incentives to help SEZs adapt to Africa's new business and investment environment, by stimulating local entrepreneurship.



Guide to promoting local entrepreneurship in Africa's Special Economic Zones".

Discover the preliminary results of the study



Scan the code →



INVEST-IN-ACP PLATFORM

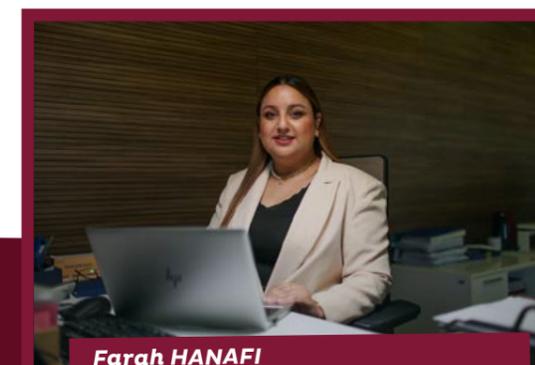
Platform developed by the United Nations Industrial Development Organization (UNIDO) with the support of the European Union and the Organization of African, Caribbean, and Pacific States.

AEZO was a key partner in this initiative, particularly during the platform's development phase, when it carried out a survey of special economic zones (SEZs) and industrial parks in Africa to analyze the functioning of African SEZs, enabling us to offer a more targeted support service and act as a "one-stop shop" for promoting SEZs to international and potential investors.

Discover the platform INVEST-IN-ACP



Scan the code →



Farah HANAFI
Business Development Manager, TMSA Holding
Executive Director, AEZO

"Tanger Med Group announced the creation of the Africa Association of Economic Zones (AEZO) in November 2015, with the participation of representatives from six African countries, including Mauritania, Côte d'Ivoire, Senegal, Gabon, Chad, and Morocco.

Since its creation, we have been working to develop and promote the association, which aims to establish structuring alliances and partnerships, strengthen the attractiveness of industrial investment in Africa and create high value-added dynamics within the continent.

With the participation of African and international experts and organizations, we organized several workshops this year for AEZO members, addressing key themes around economic zone development.

We have also collaborated with international institutions such as UNCTAD and UNIDO to develop a guide dedicated to promoting local entrepreneurship, as well as a platform called Invest-in-ACP, which positions itself as a one-stop shop for promoting special economic zones to international investors.

Today, we are proud to unite our members around a common vision and to contribute to economic and industrial growth in Africa."

TANGER MED TRAINING AND PORT STUDIES DEPLOYMENT

The training program offered by Tanger Med covers three key focus areas.

- ▲ **Pilotage and Harbor Master**
- ▲ **Port training and studies deployed at tanger med**
- ▲ **Engineering and management of port and industrial projects**

TANGER MED MARITIME SIMULATOR" TRAINING PROGRAM FOR AFRICAN PILOTS"

In 2022, Tanger Med Marine Simulator (TMMS) welcomed five delegations of pilots from African ports for pilot training adapted to the needs of the participants and the latest maritime navigation practices. The simulator immerses pilots in a virtual environment close to the reality of the field. An experiment in which they can test different maneuvering strategies to optimize the port's entry and exit times, thereby maximizing its capacity.

In order to simulate navigation conditions in each port, the simulator integrates digital modeling of environmental conditions (swells, currents, tides, and winds) into the 3D reproduction of the training ports. Tanger Med Port pilots also carried out real-life exercises, doubling up on board the ships.

▲ TRAINING

- 6** Pilots from Port Authority of Dakar
- 13** Pilotes from Abidjan Port Authority
- 6** Port Authority of Douala



MANEUVERABILITY STUDIES FOR PORT AUTHORITIES

Tanger Med Marine Simulator Center has also been asked to carry out several port studies during 2022. These studies have been carried out on behalf of various port authorities as part of port extension projects and optimization of port facilities and capacities.

▲ PORT STUDIES

- Study of the maneuverability of the SOCOPAO oil terminal at the Abidjan Port Authority
- Study for the expansion of the bulk carrier quay at Jorf Lasfar Port
- Tanger Med Passenger and Ro-Ro Port extension study
- Optimization study of the main breakwater of the Nador West Med Port
- Maneuverability study of the UHL FORTUNE at Laâyoune Port
- Maneuverability study of the new LNG Terminal at Mohammedia Port



FOUAD RACHDI
Chief Major Pilot in charge of Simulator / Training
Central Piloting Department - TMPA

"True to its policy of South-South cooperation, Tanger Med Group, through "Tanger Med Martine Simulator", is contributing to the development of maritime navigation skills in Africa.

We are committed to building theoretical and practical training cycles specific to each port on the continent. It's a methodology that we believe will be effective in helping trainee pilots put the lessons they've learned into practice as soon as they return to work.

Course participants are encouraged to push their limits and experiment with new maneuvers and navigation techniques. While the navigation environment differs from port to port, the challenge remains the same: to maximize a port's capacity through the secure optimization of port transit.



TRAINING OF THE MANAGEMENT TEAM OF THE AUTONOMOUS PORT OF DOUALA IN CAMEROON

Tanger Med Port Authority (TMPA), in partnership with Tanger Med Engineering (TME), has organized a training course in the harbourmaster's trade for officers and masters from the Port Authority of Douala.

Theoretical and practical sessions focused on maritime operations, including ship reception, planning and execution of calls, VTS (Vessel Traffic Services), ship berthing and mooring, conservation policing, port intervention, as well as port safety, hazardous materials management, port security and the Quality, Health, Safety, and Environment system.

TME was also in charge of providing technical assistance for updating procedures and reviewing the organization of services at the Port Authority's Harbor Master's Office.

▲ 2021

9 weeks at Tanger Med Port Complex

10 practical training sessions

▲ 2022

8 weeks at Douala Port Authority

11 practical training sessions

19 Douala Port Authority officers trained





04.

ABOUT THIS REPORT



ABOUT THIS REPORT

METHODOLOGICAL NOTE

SCOPE

CORRESPONDENCE GRID

METHODOLOGICAL NOTE

Tanger Med has decided to organize a specific reporting system to monitor and communicate its social and environmental responsibility (SER) and sustainable development commitments to its stakeholders. This system has been developed based on the recommendations of benchmarks such as the GRI and the SDGs, as well as those of the World Business Council for Sustainable Development (WBCSD).

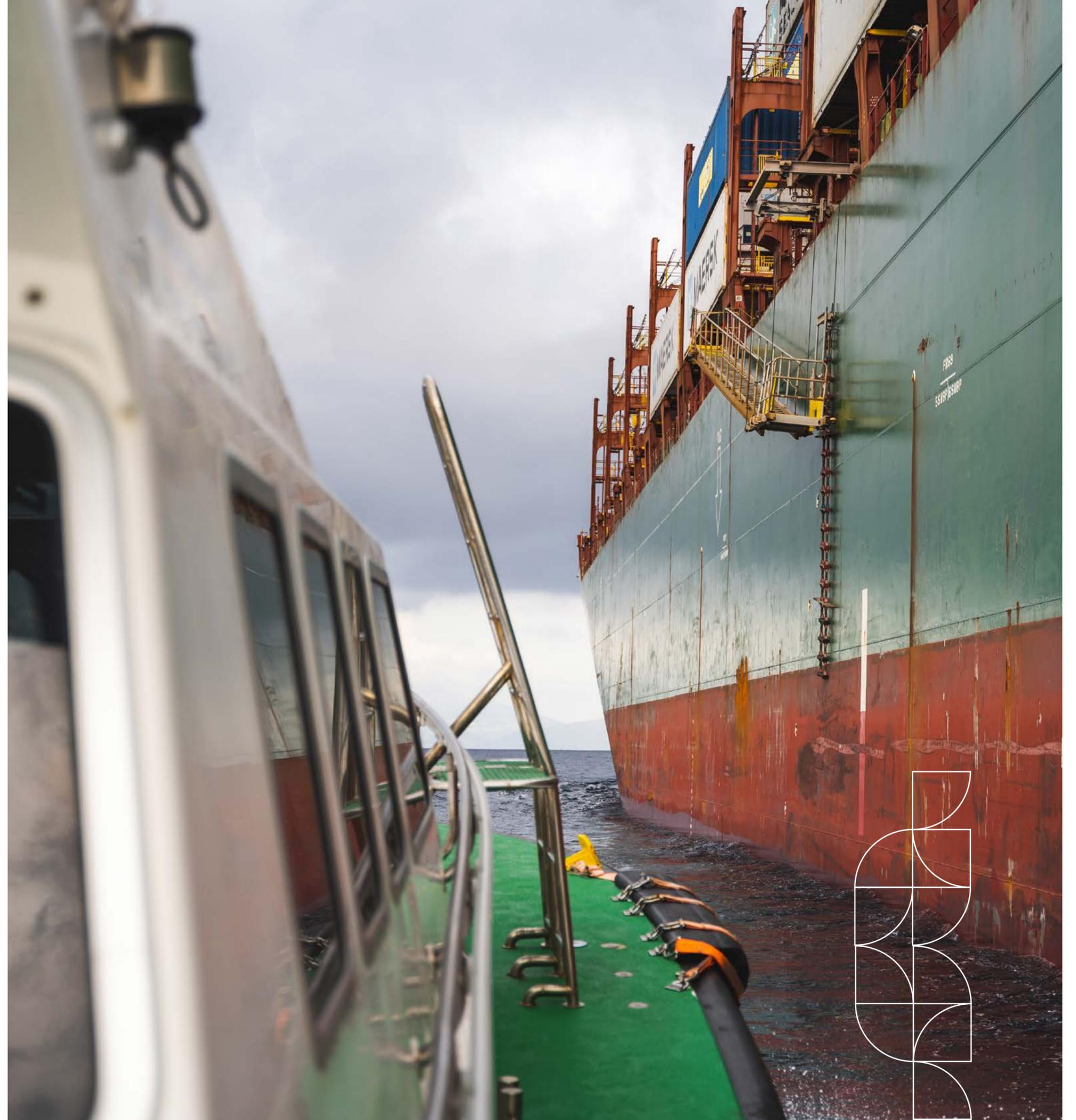
As a Group with diversified activities in the port, industrial and logistics sectors, Tanger Med and its subsidiaries are faced with a variety of situations and operating modes on several sites in the country. This wide variety of situations, in addition to the constant changes in the Group's scope of operations, makes it particularly complex to define and stabilize the relevant indicators and to calculate and collect consolidated data. That's why we check and audit our data, to make our non-financial reporting ever more effective, and to facilitate dialogue on the continuous improvement of our overall performance, in line with our CSR roadmap.

SCOPE

The data in this report only concern companies over which Tanger Med has operational control, regardless of the percentage of equity held. The scope of consolidation is determined on December 31st of the year in question.

CORRESPONDENCE GRID

Statement of use	Tanger Med Group has prepared its report in accordance with GRI standards for the period from January 1 to December 31, 2022.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N/A



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2-12 Role of the highest governance body in overseeing the management of impacts 2-12 Rôle de la plus haute instance de gouvernance dans la supervision de la gestion des impacts	3. Nos réalisations en matière de durabilité en 2022 Engagement 2 : Adopter une gouvernance permettant une gestion responsable au quotidien 2.1. Mettre en œuvre une gouvernance éthique et transparente pour gérer au quotidien les enjeux du développement durable et le dialogue avec les parties prenantes. -La gouvernance, vecteur de performance pour le Groupe	70-71
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GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity 304-2 Impacts significatifs des activités produits et services sur la biodiversité	Engagement 5 : Jouer un rôle dans la chaîne logistique internationale 5.2 Développer la coopération avec des acteurs internationaux et renforcer la présence dans les institutions internationales -Tanger Med, membre de chainPORT, reçoit les plus importants hubs portuaires mondiaux	173
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GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions 305-1 Emissions directes des GES	Engagement 4 : Participer au développement durable du territoire à travers une approche inclusive 4.1 Contribuer aux actions visant la transition énergétique, l'économie circulaire et la préservation de la biodiversité - Transition énergétique : objectif 0 carbone à horizon 2030	117
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GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee 404-1 Nombre moyen d'heures de formation par an et par employé	<p>3. Nos réalisations en matière de durabilité en 2022</p> <p>Engagement 3 : Développer le capital humain, l'innovation et améliorer l'impact social et économique</p> <p>3.1 Développer le capital humain au sein du port, des zones d'activités et du territoire - Tanger Med e-learning - Gestion prévisionnelle des emplois, des effectifs et des compétences - Diversité et inclusion au travail</p>	102 103 105
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GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees 405-1 Diversité des organes de gouvernance et des employés	<p>3. Nos réalisations en matière de durabilité en 2022</p> <p>Engagement 3 : Développer le capital humain, l'innovation et améliorer l'impact social et économique</p> <p>3.1 Développer le capital humain au sein du port, des zones d'activités et du territoire - Diversité et inclusion au travail</p>	105
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GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken 406-1 Incidents de discrimination et mesures correctives prises	<p>3. Nos réalisations en matière de durabilité en 2022</p> <p>Engagement 3 : Développer le capital humain, l'innovation et améliorer l'impact social et économique</p> <p>3.1 Développer le capital humain au sein du port, des zones d'activités et du territoire - Diversité et inclusion au travail</p>	105
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GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling 417-1 Exigences en matière d'information et d'étiquetage des produits et des services	3. Nos réalisations en matière de durabilité en 2022 Engagement 1 : Gérer efficacement et durablement les opérations et les infrastructures 1.1. Réaliser les opérations au meilleur niveau de qualité de service et dans le respect des exigences sociales et environnementales - Mise en place d'un système de réservation de billet au profit des passagers	50
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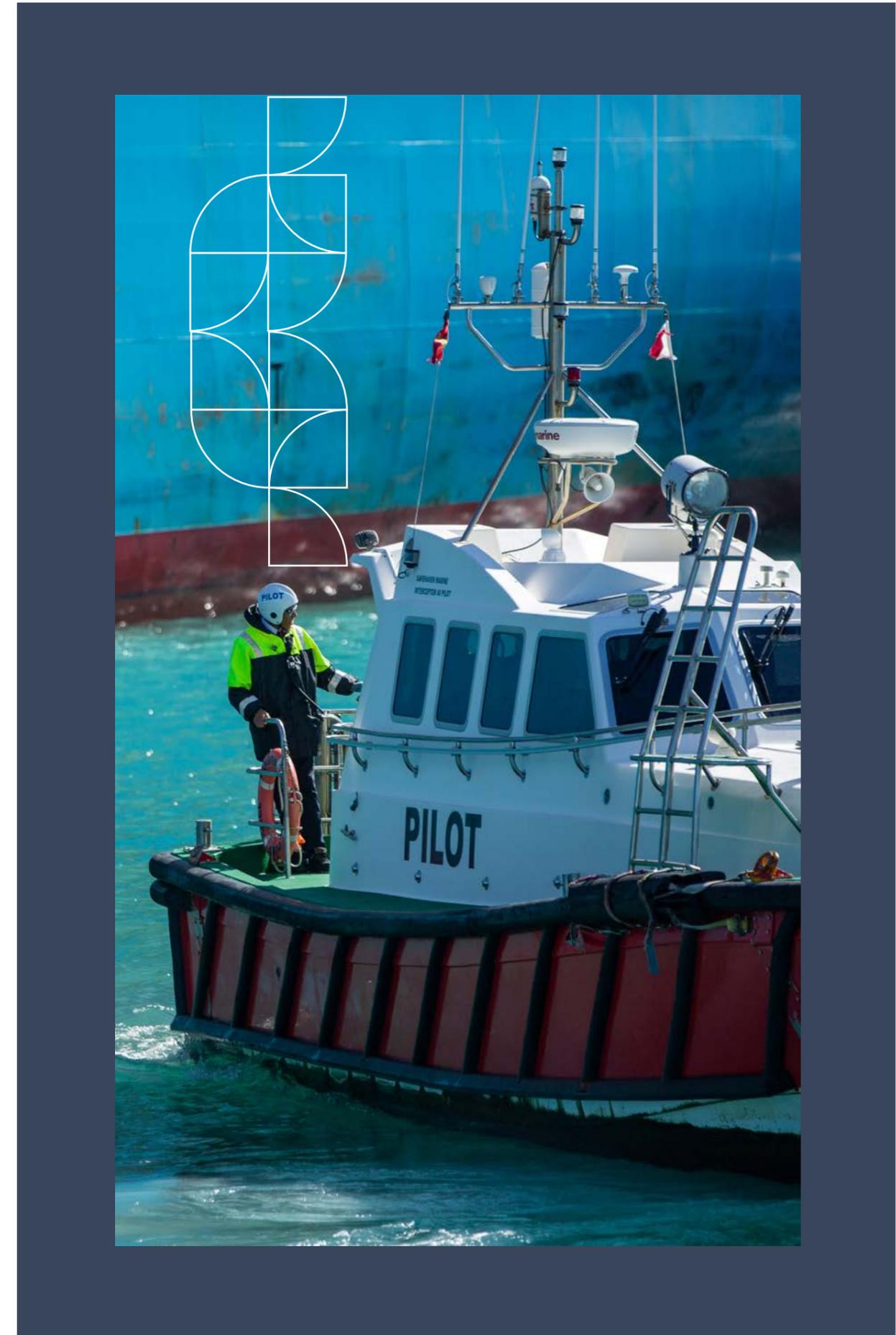
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