



TÜRKİYE ODALAR VE BORSALAR BİRLİĞİ



Dumlupınar Bulvarı No:252 (Eskişehir Yolu 9. Km.) 06530 /ANKARA

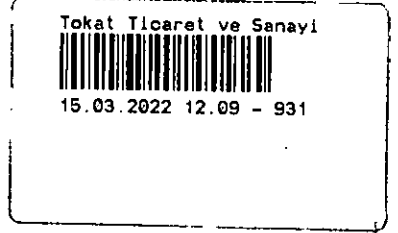
www.tobb.org.tr - tobb@hs01.kep.tr

Sayı : E-34221550-720-2729

Tarih: 14.03.2022

Konu : Fas Yatırım İmkanları

TÜM ODA VE BORSALARA (Genel Sekreterlik)



İlgi : Ticaret Bakanlığı'nın 08.03.2022 tarihli ve 72627921 sayılı yazısı.

İlgide kayıtlı yazıda, Fas Kalkınma, Yatırımlar ve İhracat Ajansı tarafından "Morocco Now" adı altında yatırım ve ihracat markası lansmanı ile Fas'ta otomotiv, havacılık, tekstil ve gıda gibi öne çıkan sektörlerle ilişkin tanıtıcı broşürlerin Rabat Ticaret Müşavirliğimize iletilerek, Türk yatırımcıları ile işbirliği yapmaktan memnuniyet duyulacağına bildirildiği ifade edilmektedir.

Bahse konu broşürler ekte sunulmaktadır.

Bilgilerinizi ve ilgili üyelerinize iletilmesini rica ederim.

Saygılarımla,

e-İmza

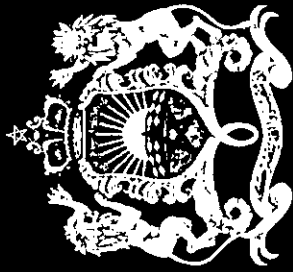
Ali Emre YURDAKUL
Genel Sekreter Yardımcısı

EK:

- 1- Fas İhracat ve Yatırım Lansmanı (13 sayfa)
- 2- Tekstil Alanındaki Yatırım Fırsatları (12 sayfa)
- 3- Tarımsal Sanayi Alanındaki Yatırım Fırsatları (15 sayfa)
- 4- Otomotiv Alanındaki Yatırım Fırsatları (11 sayfa)
- 5- Havacılık Alanındaki Yatırım Fırsatları (15 sayfa)



Evrakı Doğrulamak İçin : <https://belgedogrula.tobb.org.tr/belgedogrulama.aspx?eD=BSN418ABVC>
Tel : +90 (312) 218 20 00 (PBX) - Faks : +90 (312) 219 40 90 -91 -92... - E-Posta : info@tobb.org.tr
Bilgi İçin: Sila KOZANLI - Tel : +90 (312) 2182221 - E-Posta : sila.kozanli@tobb.org.tr



MOROCCO NOW

National Investment and Export
Brand Launch



THE RECENT GLOBAL CHALLENGES ARE GENERATING NEW REQUIREMENTS

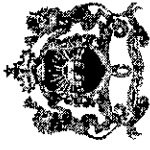


- Growing pressure around climate change - consumers expectations and new regulations → require to move to **decarbonized production**
- Supply chain challenges during COVID crisis triggered **global value chains reorganization** towards less global dependency, more regional integration

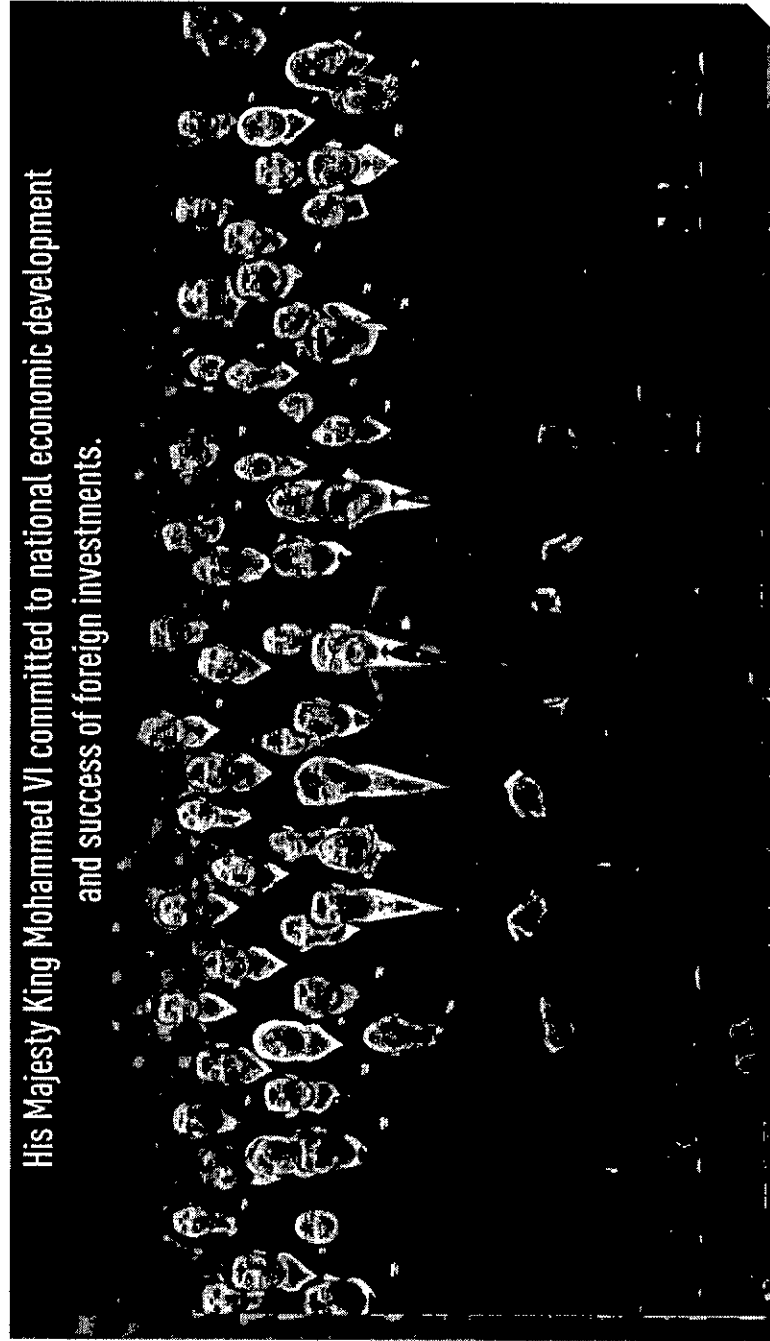


MOROCCO UP TO NOW

STABILITY AND VISIONARY DECISIONS



His Majesty King Mohammed VI committed to national economic development and success of foreign investments.



Long lasting stability rooted in the monarchical pact

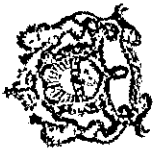
“

Centuries old country, Morocco is a united nation, shaped by a common history.

It draws its strength from national cohesion and from unanimous support around its sacred symbols.

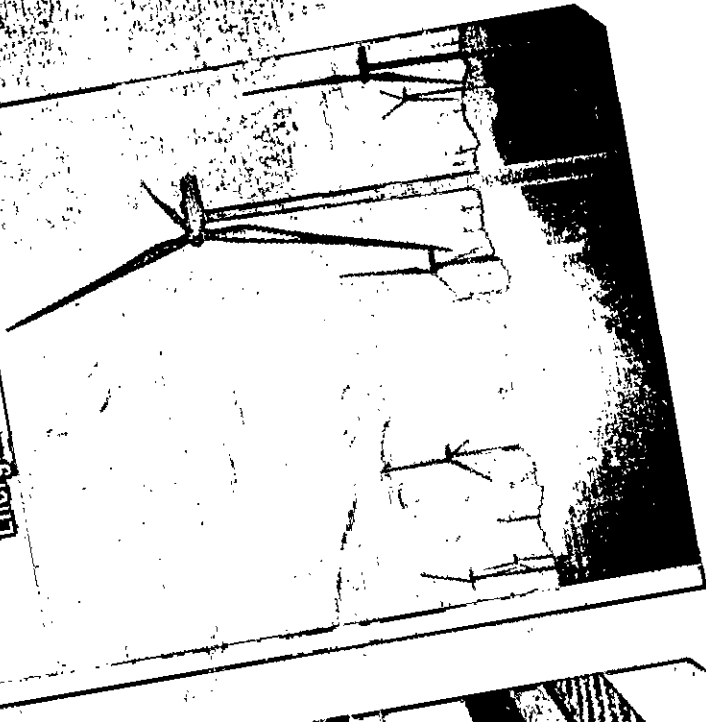
”

His Majesty King Mohammed VI,
Throne Speech, 31st July 2021

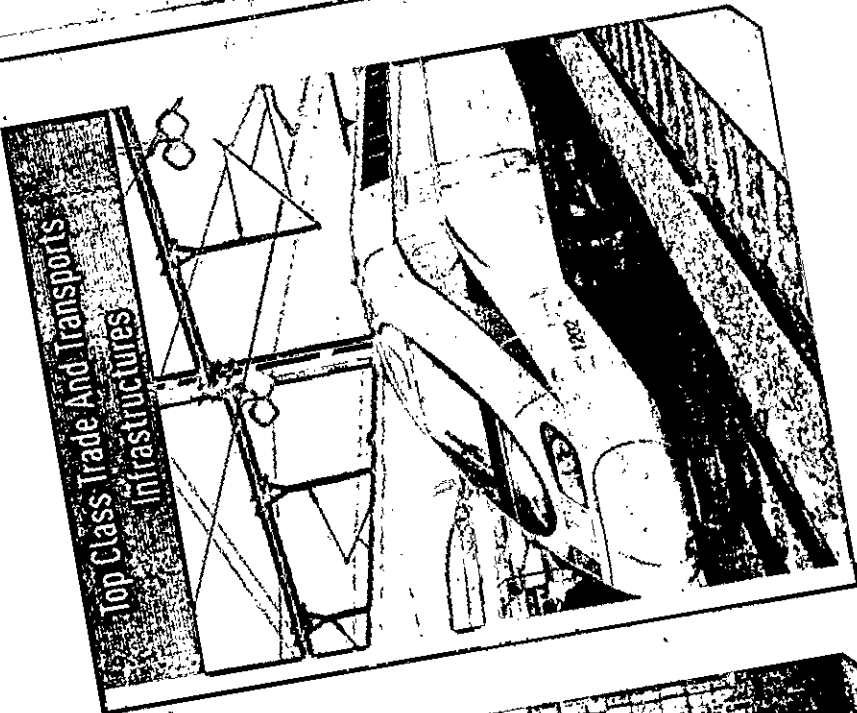


MOROCCO UP TO NOW
20 YEARS OF DETERMINED TRANSFORMATION

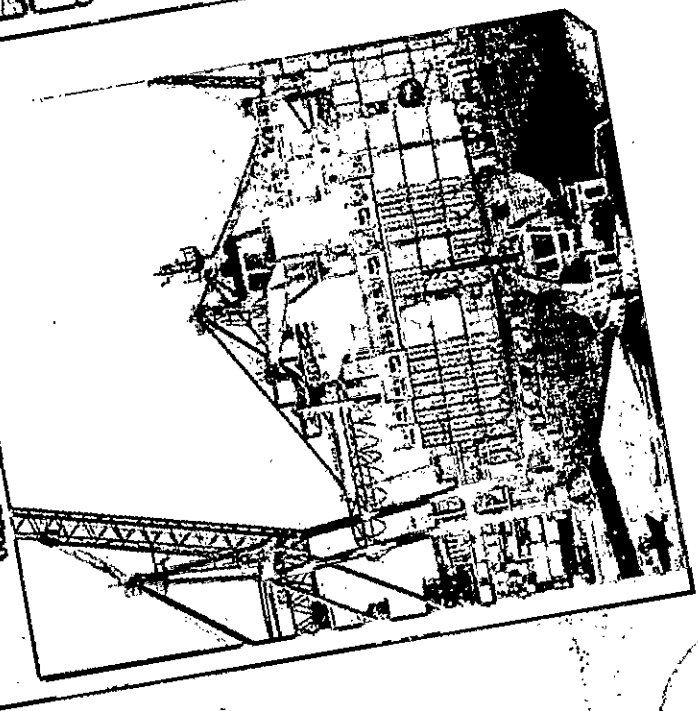
**Massive Investment In Renewable
Energies Since 2009**



**Top Class Trade And Transports
Infrastructures**



**Early Decision To Go For
Free Trade Agreements**





SHAPED A LEADING INDUSTRIAL AND EXPORTING PLATFORM

WORLD FASTEST GROWING AUTOMOTIVE CLUSTER

#1 producer in Africa

700 K vehicles production capacity

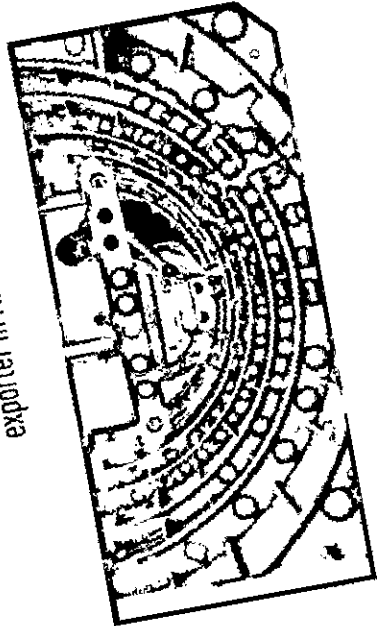
27% of total Moroccan exports in 2019, X 10 in 20 years



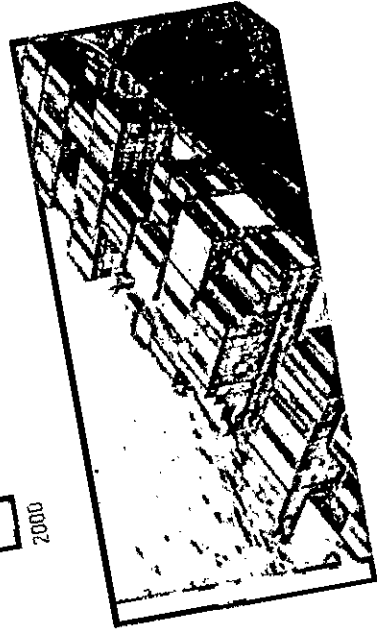
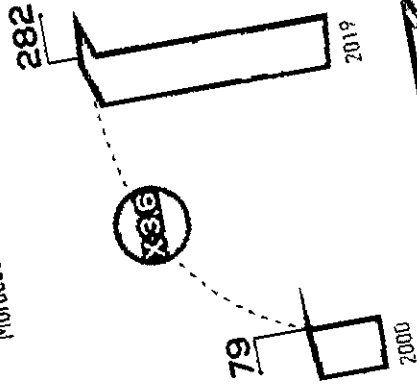
FAST EMERGING AEROSPACE INDUSTRY

20% average growth

#1 aerospace equipment exporter in Africa



INCREASING EXPORTATIONS
Morocco in MAD billion



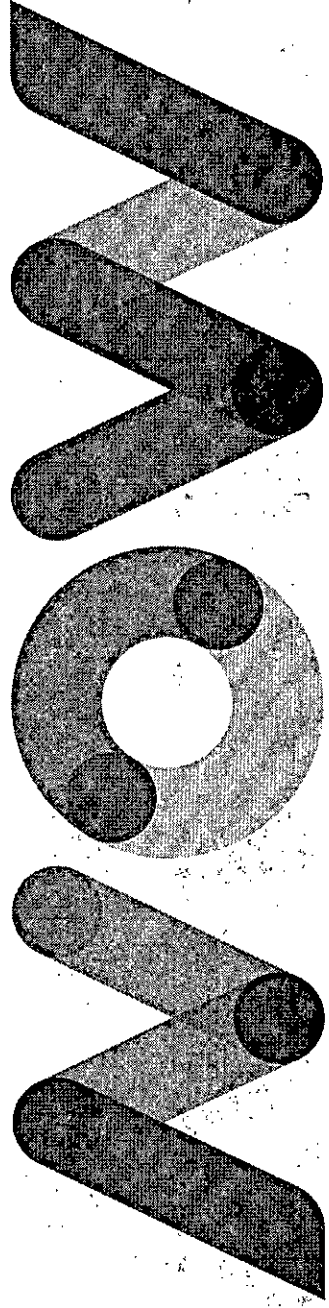


Now Morocco

has the ambition to go a **step further** while
being the **most attractive destination**
to invest in the region.

This ambition will be supported by a new identity.

MOROCCO



INVEST AND EXPORT

MOROCCO NOW

the future proof industrial platform to capture opportunities in a changing world

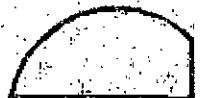
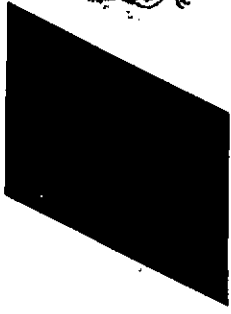
relying on a successful track record of business transformation execution that make the destination a reliable place to invest

NOW SUSTAINABLE

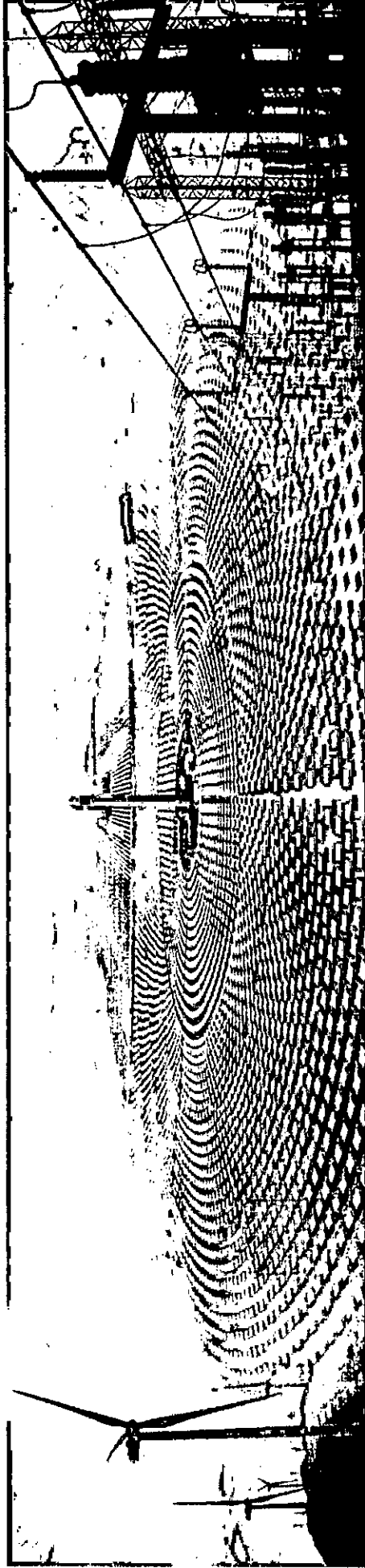
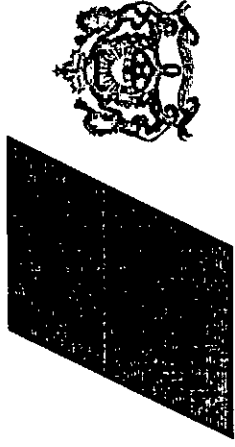
NOW WELL-PROVEN

NOW COMPETITIVE

NOW AGILE



NOVA **SUSTAINABLE**



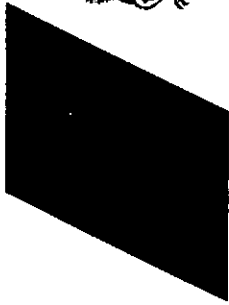
▣ Renewable energies represent 37% of the energy mix in 2020

▣ Renewable energies objective of 52% by 2030

▣ 1st producer of renewable energies in Africa

▣ 46W of installed capacity in 2021, investment of \$ 6 billion

NOW COMPETITIVE



Best cost offer based on competitive production and export costs :

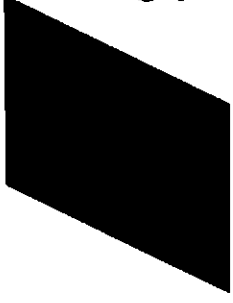
327 \$/month average labor cost

156 \$/container cost to export, the most competitive in the region

Privileged access to an international market of more than 1 billion consumers thanks to 54 FTAs

Gateway to be part of Africa's fast growth potential



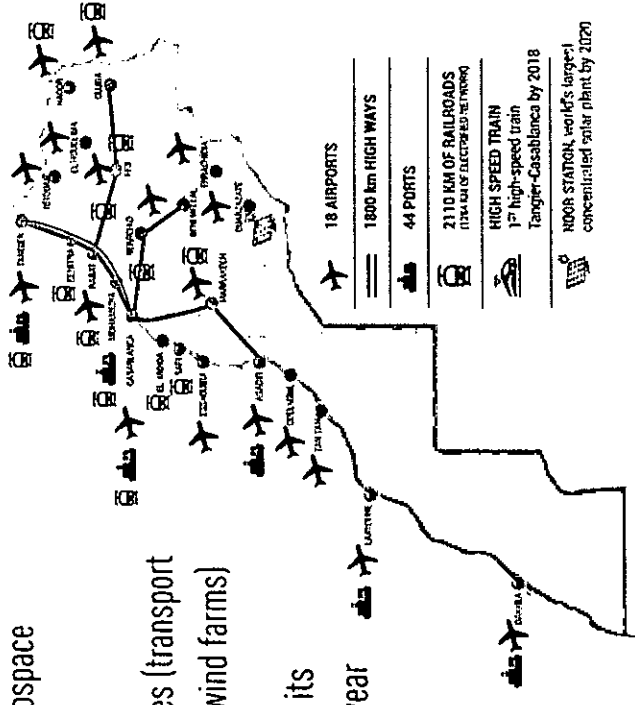


NOW WELL-PROVEN



Strong track record in:

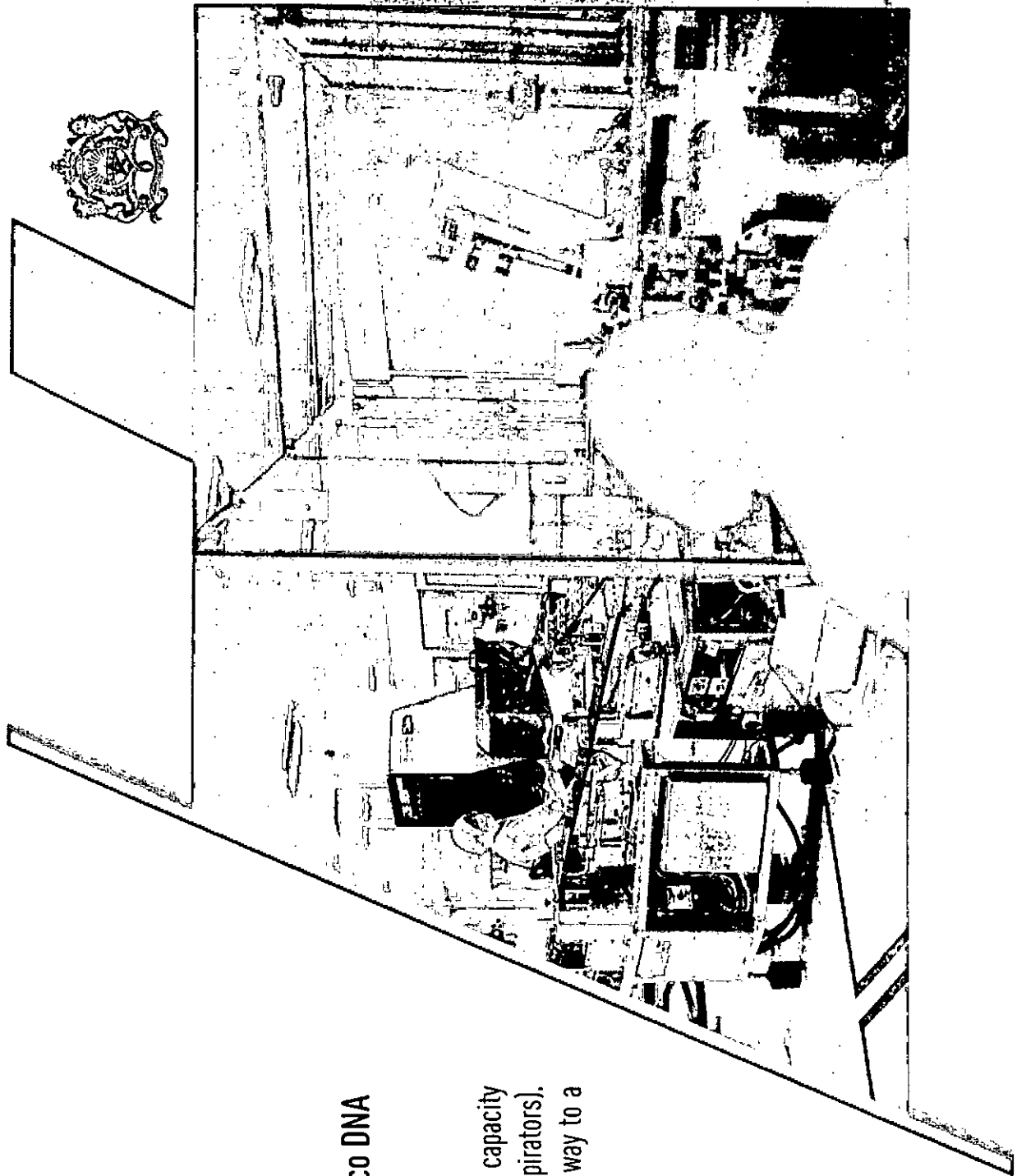
- Foreign investment: automotive and aerospace ecosystems, textile and agro-industry...
- Delivering mega projects : infrastructures (transport & logistics), renewable energy (solar & wind farms)
- Made possible by investing in educating its young population - 152 000 graduates/year



NOW AGILE

Capacity to quickly adapt is part of Morocco DNA
as illustrated recently during COVID

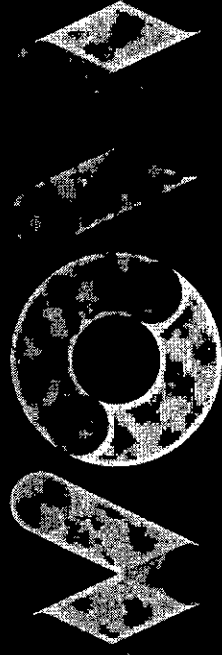
- Swift reallocation of industrial production capacity towards health equipment (e.g. masks, respirators), best in class vaccination roll out paving the way to a quick path to recovery



For further information



MOROCCO



INVEST AND EXPORT

MOROCCO
MOW

INVEST AND EXPORT

TEXTILE INDUSTRY

OCTOBER 2021



WHY MOROCCO ?

MOROCCO
MOW
INVEST AND EXPORT

Large & rich textile industry...

- Large existing local market 157k jobs
- 1bn items annual production
- 7th largest supplier to Europe
- An anchored historic know-how

...to serve the world's largest markets...

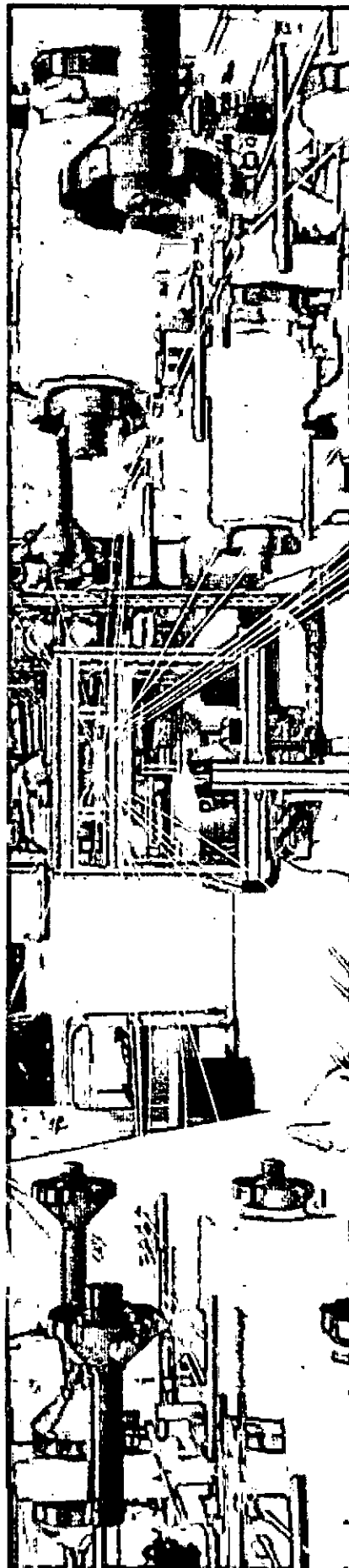
- Competitive lead time
- Trade Agreements with more than 50 countries
- International recognition from leading textile players

...leveraging a unique combination of competitive advantages...

- Strategic position 14km to Europe
- 1st sea connectivity in Africa
- Highly qualified and well-trained workforce
- Attractive export costs

...in an overall attractive environment for investors

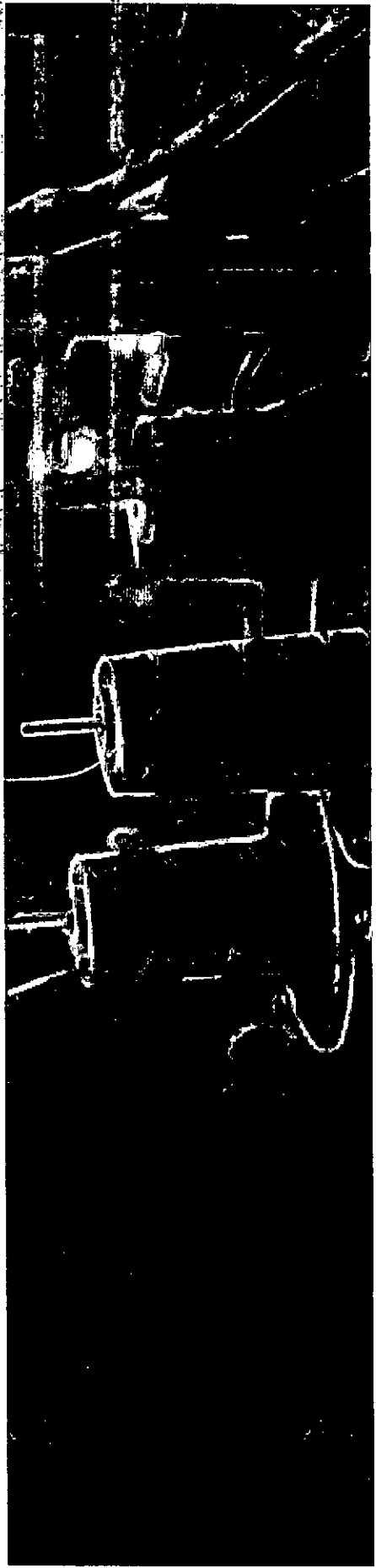
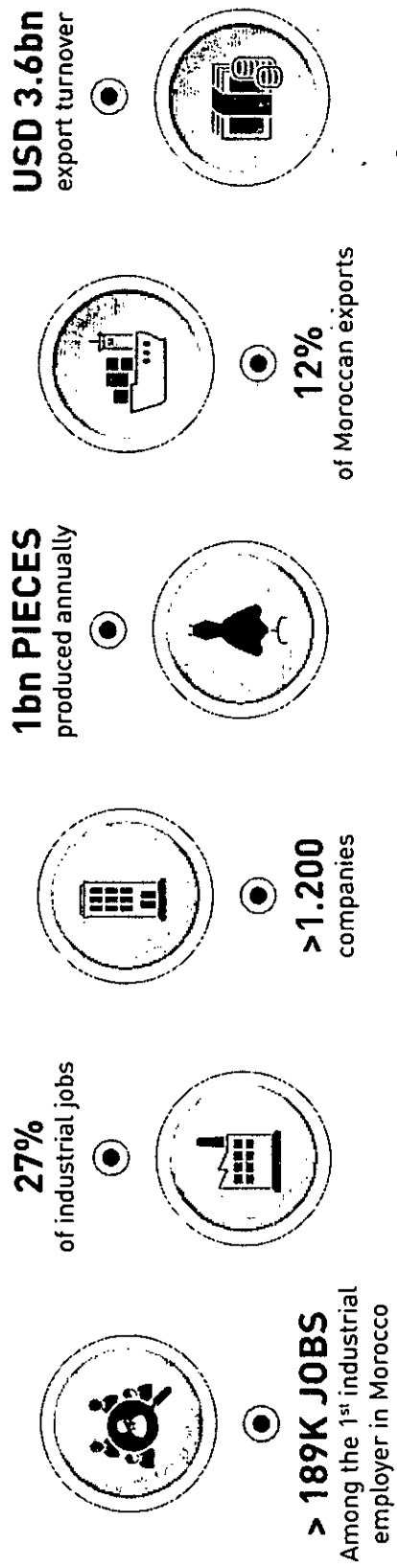
- Green production with access to renewable energies and new eco-friendly industrial zones
- Development of the Upstream industries through the use of new local raw materials as hemp
- Markets diversification



TEXTILE INDUSTRY AT GLANCE



THE TEXTILE INDUSTRY IN 6 KEY FIGURES












STRATEGIC POSITIONING WORLDWIDE



MOROCCO IS THE 7TH EXPORTER OF APPAREL ITEMS TO THE EU...

...SHOWING A ROBUST PERFORMANCE OVER H1 2021

MARKET SHARE IN EU IMPORTS (%) S1-2021		
1	 CHINA	26.4%
2	BANGLADESH	20.7%
3	 TURKEY	13.4%
4	 INDIA	5.8%
5	 VIET NAM	4.1%
6	 PAKISTAN	3.7%
7	MOROCCO	3.6%
8	 CAMBODIA	3.2%
9	 TUNISIA	2.9%
10	 MYANMAR	2.2%
11	 OTHERS	14%

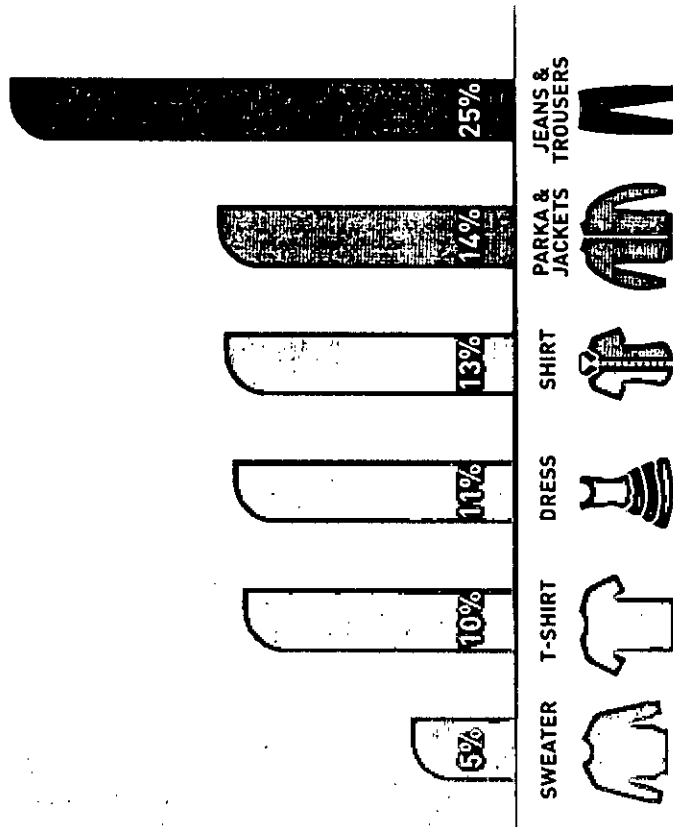


+23.2% growth in textile exportation compared with the same period of 2020*

Source: HS codes 61 & 62 / Source: Trademap
*1st semester 2021

MULTIPLE SEGMENTS WITH EXTENSIVE PRODUCTION CAPABILITIES

A MULTI-SEGMENT POSITIONING (by value)



OTHERS: 22%

Source: Evaliance

EXTENSIVE CAPABILITIES



1bn ITEMS/year

Morocco's total installed textile production capacity

A UNIQUE COMBINATION OF COMPETITIVE ADVANTAGES

CAPACITY TO QUICKLY ADAPT TO CHALLENGES

- Swift reallocation of capacity towards health equipment during the pandemic (e.g. masks)



SET OF GOVERNMENT INCENTIVES

- Government Subsidies
- Tax Free Zones
- Special Economic Zones



ABUNDANT AND WELL-TRAINED WORKFORCE

- Large and young workforce
- Dedicated training centers & schools
- Predominantly feminine work force



Source: BCG Analysis

SHORT LEAD TIME

- 14km from Europe: Closest African country to the US and Europe
- High connectivity: The 1st transhipment platform in Africa



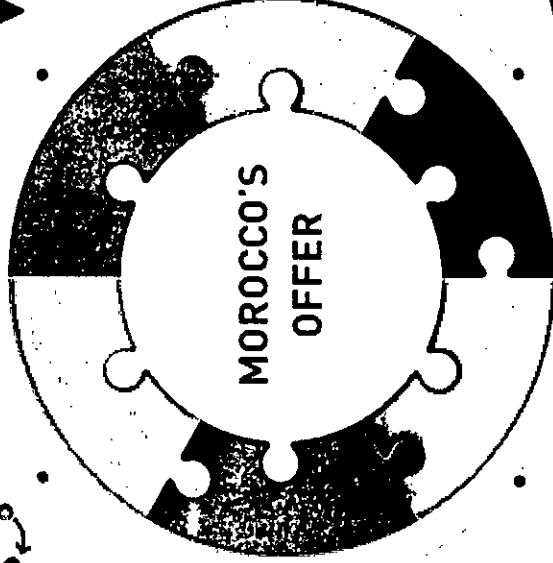
TRADE AGREEMENTS

- More than 50 free Trade Agreements worldwide among which the US & EU
- Only African country having an FTA with the US

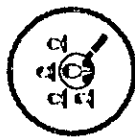


SUSTAINABLE TEXTILE

- Morocco's proximity to the main retail markets is an opportunity to a lower carbon footprint textile



HIGHLY QUALIFIED AND WELL-TRAINED WORKFORCE



A LARGE AND YOUNG WORKFORCE

1/3 of total Moroccan population between 20 and 45 years old



A DEDICATED TRAINING ECOSYSTEM

Education offer from production engineering and manufacturing to fashion design



A PREDOMINANTLY FEMINE WORK FORCE

Women represent 60% of the Moroccan textile industry work force



STRONG TRADE TIES WITH US & EUROPE



FREE TRADE AGREEMENT MOROCCO – USA



SINCE 2005

Free access to the **US Market:**

Triple transformation rule

- Products triply transformed on Moroccan soil can be exported in the US with 0% tariffs
- Steps: Thread, fabric & garment manufacturing

- Exception of the triple transformation for textile products manufactured with cotton produced in **sub-Saharan LDCs**

- **Morocco, the only African country having an FTA with the USA**



FREE TRADE ZONE EU28 - MOROCCO



SINCE 1996

- Complete dismantlement of tariffs on textile products

- **Mandatory EUR1 certification**

Pan-Euro-Mediterranean rules of origin

- Applied between Morocco & 42 countries, among which EU, EFTA or Turkey
- Enables the transformation of imported raw material

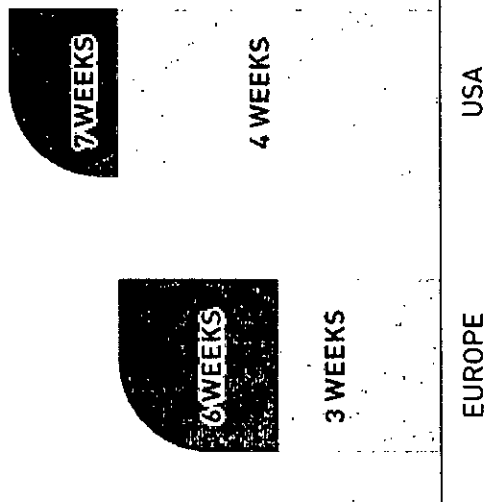


COMPETITIVE LEAD TIME AT A GLOBAL SCALE



AN EASY ACCESS TO EU AND US MARKETS

AVERAGE LEAD TIME TO PRODUCTION & SHIPPING



Source: BCG Analysis

We have produced almost one million pieces since the beginning of this year. All these items are made in Morocco and we present them in our Moroccan stores as "Made in Morocco" items, and this is now a source of pride for us

DeFacto

Director of Global Sourcing DeFacto Group

Elif Cam

At the time when the health crisis reached its highest level, we signed a memorandum with the Ministry of Industry in July 2020. We chose to settle in Morocco for its political stability, its privileged location and its available and skilled workforce



Country Manager Omega Groupe
Caijie

TEXTILE INDUSTRY

OCTOBER 2021

GOVERNMENT INCENTIVES



AN ATTRACTIVE INCENTIVE PACKAGE

GOVERNMENT SUBSIDIES

- Investment: tailor-made offer for investors.
- Recruitment & Training: financial incentives to cover costs

SPECIAL ECONOMIC ZONES

- Land, office space, and industrial plants in main economic zones
- Financial support for building and equipment

GOVERNMENT SUPPORT

- Support from Moroccan Investment & Export Development Agency (AMDIE): end-to-end assistance



A BRIGHT AND GREEN FUTURE

Green investment, today a strategic priority

GOVERNMENT SUPPORT

Access to competitive renewable energies
Availability of new eco-friendly industrial zones generation

UPSTREAM INDUSTRIES DEVELOPMENT

Development of alternative raw materials
New law of the valorization of hemp

MARKET DIVERSIFICATION

Access to new markets as scandinavian countries, Japan and United Kingdom



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Morocco

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AGRI-FOOD INDUSTRY

OCTOBER 2021



MOROCCO: A PLATFORM TO SOURCE, TRANSFORM & EXPORT

DYNAMIC AND DIVERSIFIED AGRICULTURAL UPSTREAM...

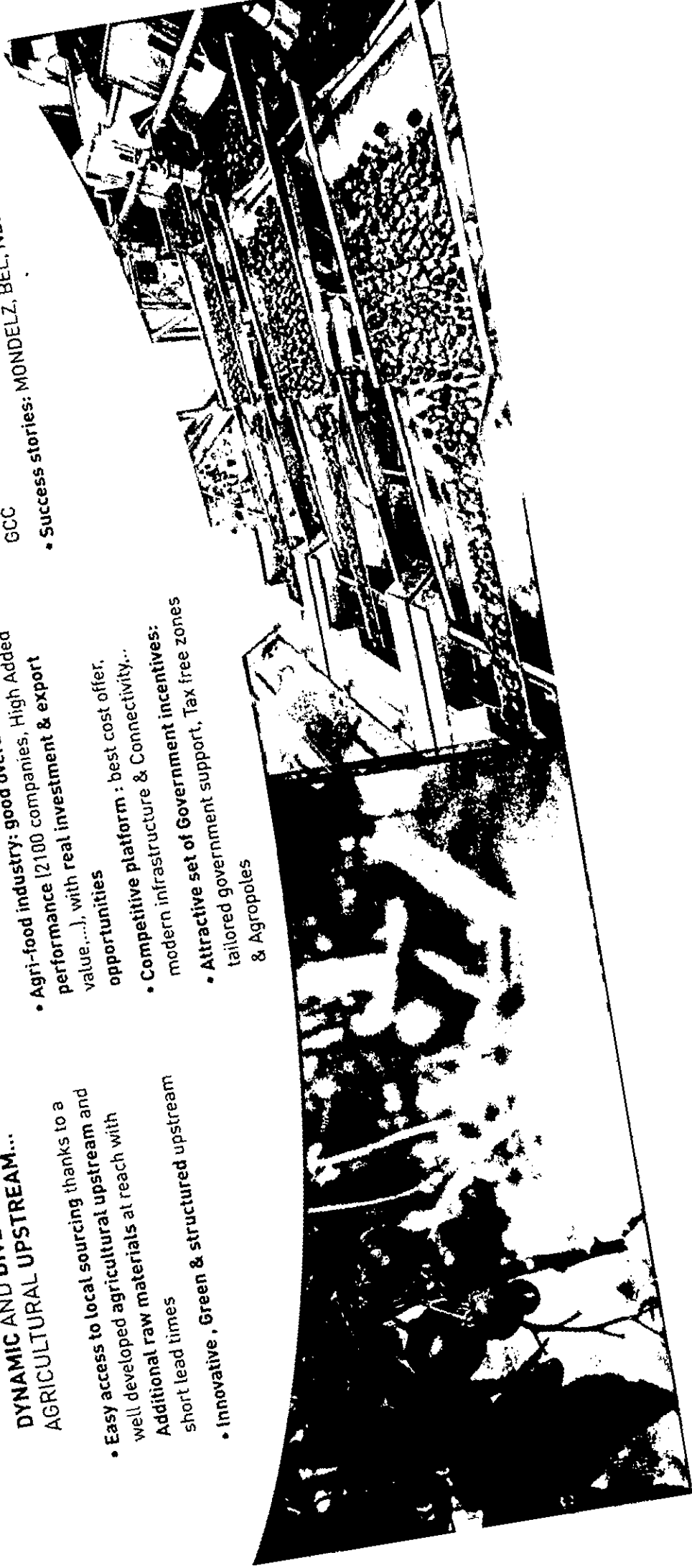
- Easy access to local sourcing thanks to a well developed agricultural upstream and Additional raw materials at reach with short lead times
- Innovative , Green & structured upstream

...A TRANSFORMATION PLATFORM WITH UNIQUE COMPETITIVE ADVANTAGES

- Agri-food industry: good overall performance (2100 companies, High Added value,...), with real investment & export opportunities
- Competitive platform : best cost offer, modern infrastructure & Connectivity...
- Attractive set of Government incentives: tailored government support, Tax free zones & Agropoles









...ALLOWING TO ADDRESS DYNAMIC LOCAL AND EXPORT MARKETS...

- Short Lead Times & FTA'S facilitate access to major food markets : EU, UK , US , AU & GCC
- Success stories: MONDELZ, BEL, NESTLE



EASY ACCESS TO LOCAL SOURCING THANKS TO A WELL-DEVELOPED AGRICULTURE UPSTREAM

Annual prod. (2019-2020, tons)

Cereals		Soft wheat	1 770k
		Bartley	645k
		Durum wheat	790k
Sugar		Sugar beet	3 630k
		Sugar cane	790
Forage crops			14 460k
Citrus		Orange, clementine...	1 780k
Olives			1 400k
Fruits & Vegetables			7 190k
Meat		Poultry	710k
		Red meat	600k
Milk			2,6bn litre

Source: Ministry of Agriculture, Fisheries, Rural Development, water and Forest

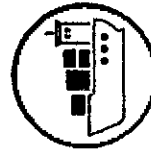


High diversity of soil and climates over the Moroccan territory



Over 650 varieties of fruits & vegetables with remarkable organoleptic properties

Over 4.200 species of aromatic & medicinal plants



Additional raw materials at reach with short lead times

INNOVATIVE, GREEN AND STRUCTURED UPSTREAM

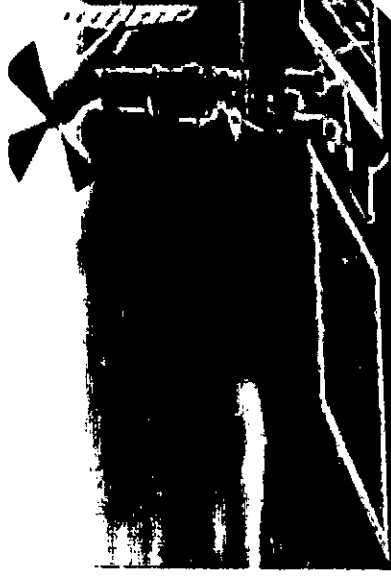
#INNOVATIVE

- Irrigation capacity extension + 288% in 10 years
- Digitalized agriculture (Development of Agriculture 4.0, use of Internet of Things - IoT, sensors, etc.)



#GREEN

- National agriculture plan « Green Generation » 2020 - 2030 promotes sustainable agriculture practices :
 - Use of renewable energy
 - Use of soil conservation techniques
 - State incentives for organic agriculture



#STRUCTURED

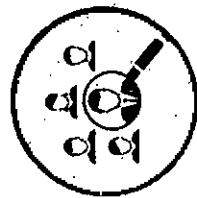
- Successful and well-organized aggregators supported by government incentives
- Aggregators' success stories in dairy and sugar industries



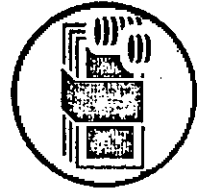
THE AGRI-FOOD INDUSTRY: A GOOD OVERALL PERFORMANCE

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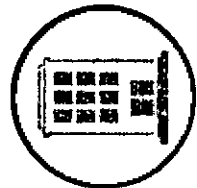
THE AGRI-FOOD INDUSTRY IN 6 KEY FIGURES



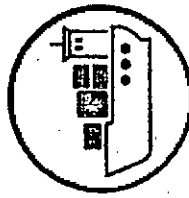
> 161K
JOBS



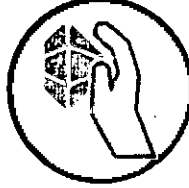
697 Mn\$
Investments
2014-2020



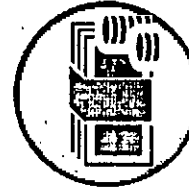
> 2100
COMPANIES



3,58n\$
EXPORT
TURNOVER



4Bn\$
YEARLY ADDED
VALUE

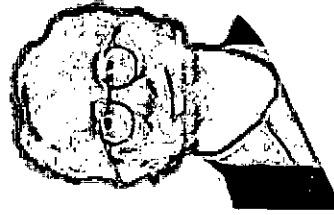


17 Bn\$
ANNUAL
REVENUES

“

Morocco is of particular interest for Danone as it is stable, booming and features an economic environment conducive to investment.

”



FRANCK RIBOUD
Ex-CEO Of the Danone Group



Source : Ministry of Industry, Trade, Digital and Green Economy(2019), CNSS(2019), Exchange Office(2020)

THE AGRI-FOOD INDUSTRY: REAL INVESTMENT & EXPORT OPPORTUNITIES

PRIORITY SECTORS

INVESTMENT & EXPORT OPPORTUNITIES



Valorization of citrus and other fruits & vegetables

- Significant growth of Moroccan exports of high quality and organic juices

Fruit and vegetables processing

- Morocco 4th worldwide exporter of canned vegetables and a mixture of vegetables
- Morocco 5th worldwide exporter of frozen strawberry
- Morocco 7th worldwide exporter of canned apricots

Dairy industry

- Morocco 1st supplier of cheese to Mauritania , 2nd to Benin & Ivory coast, 3rd to Burkina Faso
- Morocco Growth local consumption at 5-7% annually

Pasta & couscous industry

- Strong export potential: Positive growth in exports to all continents

Biscuits, confectionery and chocolate industry

- World consumption growth of 8%
- Untapped export potential in Middle-East and Africa

Olive Oil Industry

- Input availability: 140k tons of olive oil produced each year
- Morocco is a major worldwide exporter of olive oil

Processed meat industry

- Local increasing market
- Strong potential export to halal market

COMPETITIVE PLATFORM : BEST COST OFFER

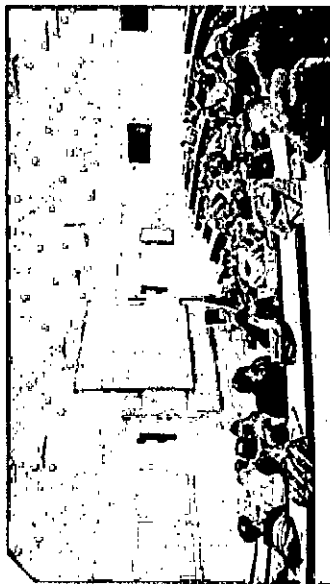


WELL-TRAINED HUMAN RESOURCES

+3,600 Specialist engineers & Technicians

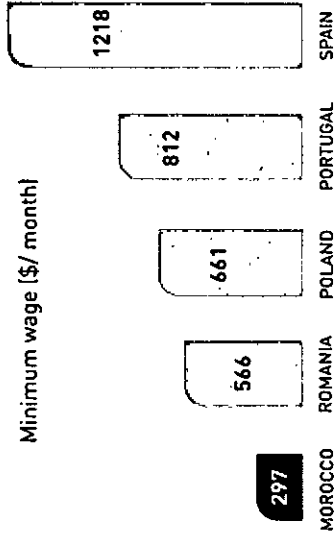


+15,000 Generalist engineers



COMPETITIVE LABOR COST

Minimum wage (\$/ month)

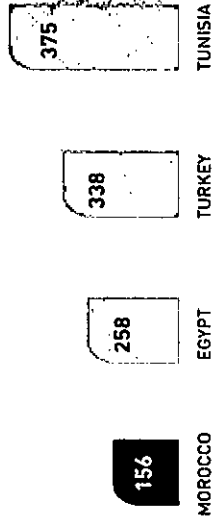


Source : Global Wage Report 2021/2020 / World Bank



COMPETITIVE COST TO EXPORT

Cost to export (\$ per shipment)



COMPETITIVE PLATFORM : BEST CONNECTIVITY

TANGIER MED PORT, THE 1ST TRANSHIPMENT PLATFORM IN AFRICA

9M

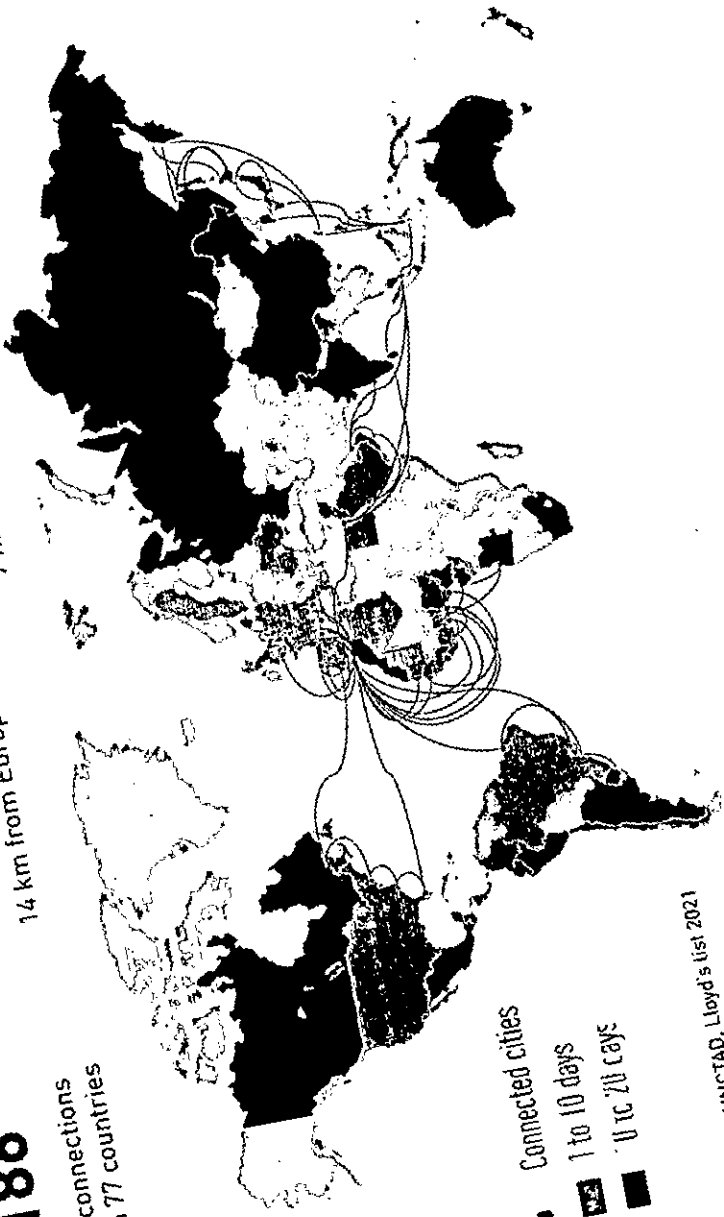
Treatment capacity for
9 million of containers per year

14 km

14 km from Europe

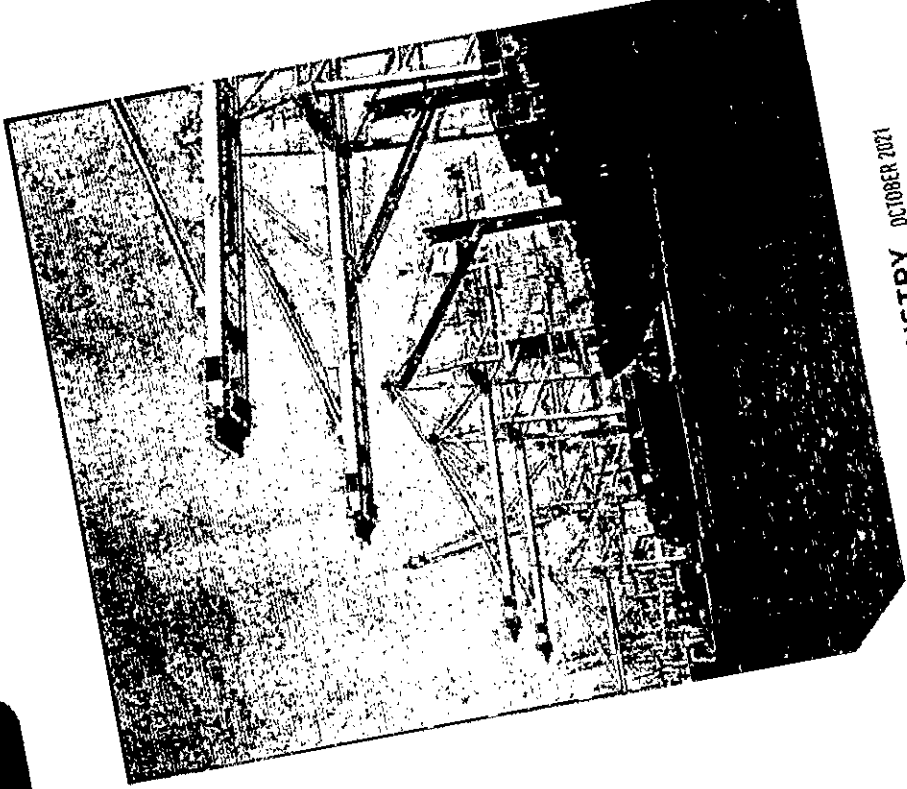
186

186 connections
with 77 countries



- Connected cities
- 1 to 10 days
- 10 to 20 days

Source : UNCTAD, Lloyd's list 2021



AGRI-FOOD INDUSTRY OCTOBER 2021

COMPETITIVE PLATFORM : WORLD-CLASS INFRASTRUCTURE

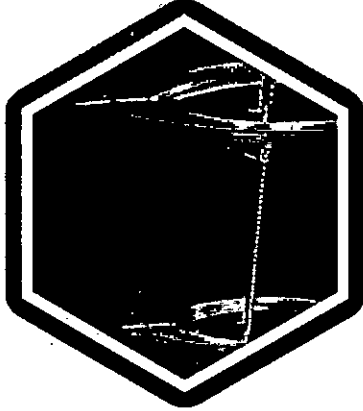
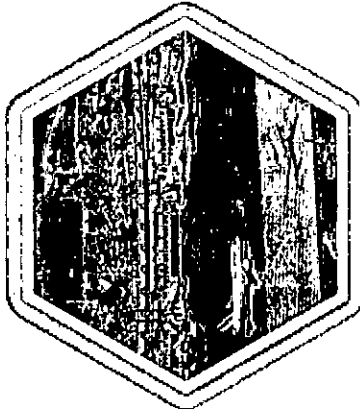
MOROCCO
MOW
INVEST AND EXPORT

1ST IN AFRICA IN TERMS OF INFRASTRUCTURE & DIGITAL CONNECTIVITY

1st high speed train
in Africa
Tangier-Casablanca



1.808 km
of highways



18
airports

1st in Africa in terms of
accredited airports

AN ATTRACTIVE SET OF GOVERNMENT INCENTIVES

GOVERNMENT SUPPORT

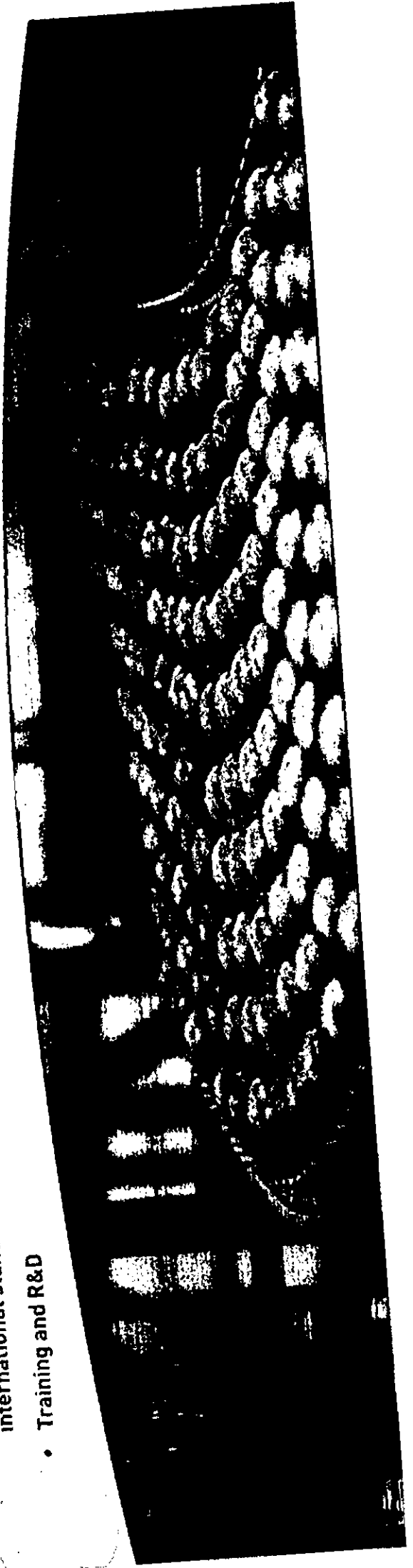
- Development of new valorization capacities, new technologies and new products
- exports development
- Technical assistance to reach international standards
- Training and R&D

TAX FREE ZONES

- Tax exemption
- Unlimited exemption on custom duties

GOVERNMENT SUPPORT

- Integrated offer of key services : sanitary control, research labs, R&D, training, export control...
- Strong connectivity (air, road, rail)
- Proximity of raw material



SHORT LEAD TIMES & FTAs FACILITATE ACCESS TO MAJOR FOOD MARKETS

MOROCCO
NOW
INVEST AND EXPORT



- 1st worldwide food market: 338 bn \$ imports in 2020

- 2 days transportation by land

- 2012 - Free Trade Agreement Morocco-UE



- 3rd worldwide food market: 100 bn \$ imports in 2020

- 10 days transportation by sea

- 2005 - Free Trade Agreement Morocco-USA



- 4th worldwide food market: USD 48 bn \$ imports in 2020

- 6 to 10 days transportation by sea

- 2018 - Africa Continental Free Trade Agreement (AFCFTA) signed by 44 countries



- 5th worldwide food market: 42 bn \$ imports in 2020

- 2,5 days transportation by sea

- 2019 Morocco-UK Post-Brexit Association Agreement



- 8th worldwide food market: 26 bn \$ imports in 2020

- 6 to 7 days transportation by sea

- 2003 - UAE Agreement
- 1998 - Arab League Agreement

SOURCE: TRADEMAP

THEY HAVE ALREADY SUCCEEDED IN MOROCCO....

MOROCCO
MOW
INVEST AND EXPORT

SUCCESS STORY 1#: MONDELEZ



Mondelez
International

- Established in the Moroccan market since 2001, the American group has invested 11 million dollars in Morocco in the largest Oreo biscuit factory in Africa
- Employ about 1000 people and produces 900 million biscuits per year.

SUCCESS STORY 2#: BEL



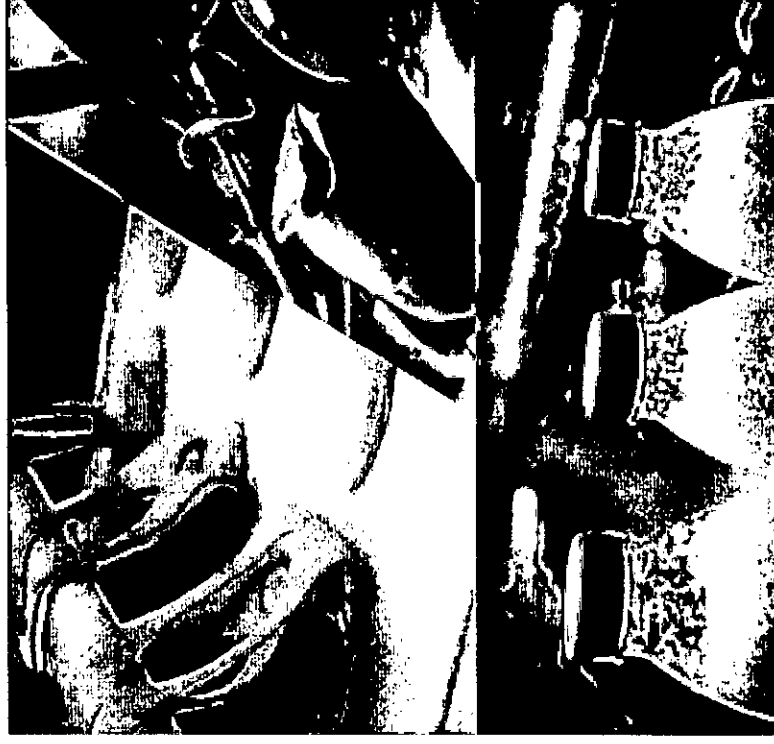
- Established in the Kingdom in 1972, Bel has become the leader in spreadable cheeses in Morocco
- More than 1,200 employees and three major sites, Fromagerie Bel Maroc produces more than 500 products.

SUCCESS STORY 3#: MITSUI & CO























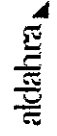



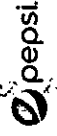



MITSUI & CO

- Japanese conglomerate "MITSUI & CO" became, in 2018, a shareholder of the Moroccan company "ZALAGH Holding SA"
- Leader in the Moroccan poultry sector
- Investment of 25 million dollars.



LARGE INTERNATIONAL GROUPS OPTED FOR MOROCCO AS AN AGRO-INDUSTRIAL PLATFORM

MOROCCO
NOW
INVEST AND EXPORT

DAIRY INDUSTRY	BISCUITS, CONFECTIONERY AND CHOCOLATE INDUSTRY	PASTA AND COUSCOUS AND INDUSTRY	FRUITS AND VEGETABLES PROCESSING	OLIVE OIL INDUSTRY	PROCESSED MEAT INDUSTRY	BEVERAGES & INGREDIENTS
						
   	   	 	  	 	 	   

A STRONG SECTOR TO BE ONE OF THE LEVERS OF FUTURE DEVELOPMENT OF MOROCCO

- **Food autonomy** : new production capacities, R&D
- **Competitiveness** : technological integration, digitalization, Biodegradable food packaging, optimization of distribution channels
- **Decarbonization** of production



MOROCCO

WOW

INVEST AND EXPORT



MOROCCO
MOW

INVEST AND EXPORT

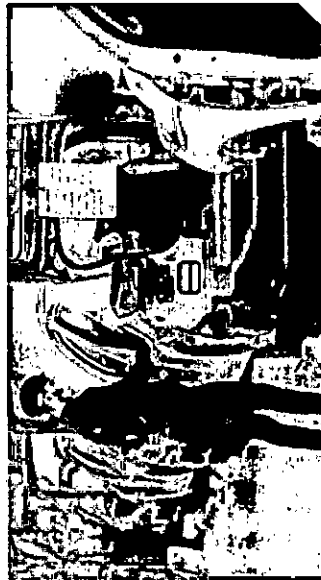
AUTOMOTIVE INDUSTRY

OCTOBER 2021

WHY INVEST IN MOROCCO'S AUTOMOTIVE INDUSTRY ?

A THRIVING AUTOMOTIVE CLUSTER...

- 1st passenger car producer in Africa
- 2nd exporter to the EU of new vehicles
- +250 international suppliers and 60% integration rate
- 700,000 cars Installed capacity in 2021



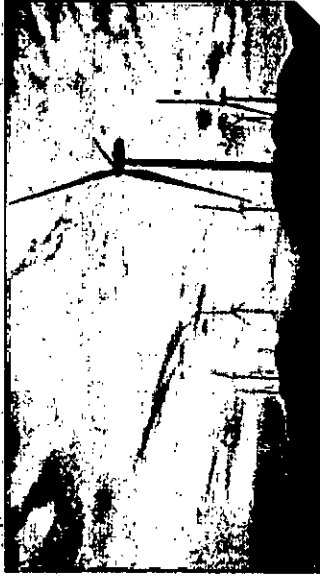
... THANKS TO DIFFERENTIATING COMPETITIVE ADVANTAGES

- Morocco's geostrategic location, provides an easy access to main markets
- Free Trade Agreements with more than 50 countries
- 14km from Europe ; 1st sea connectivity in Africa
- Well-trained and competitive workforce
- World-class industrial zones



... WITH A VISION TO TACKLE THE INDUSTRY'S FUTURE CHALLENGES...

- Targeting 80% of integration rate by 2023
- 1,5 million cars production
- Full decarbonization of production
- This will result in a positioning as most competitive platform worldwide...
- ...and attract new categories of players in the already comprehensive ecosystem



AUTOMOTIVE INDUSTRY AT A GLANCE

60%

Integration rate

75

75 global destinations of exports

8,3B\$

8,3 billion \$ automotive exportations

700K

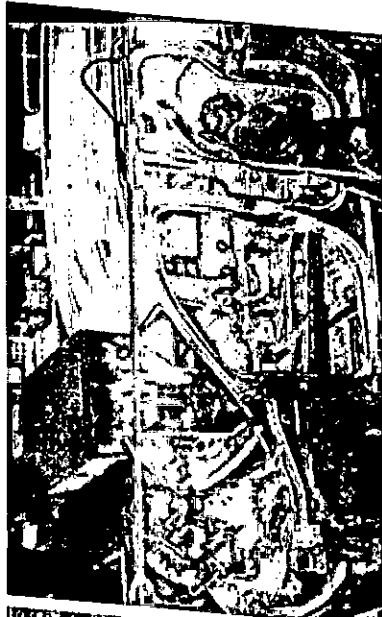
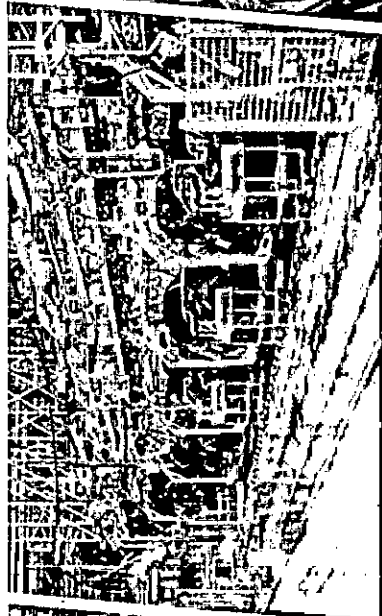
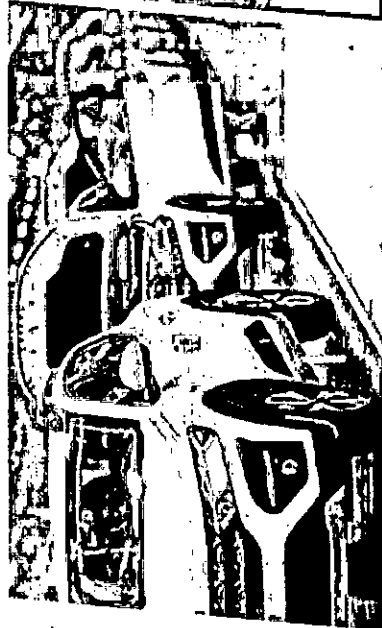
Installed capacity

250

More than 250 companies already installed

220K

More than 220k jobs in the sector



SUCCESS STORIES : RENAULT GROUP

Renault Group

2 sites

500K installed capacity

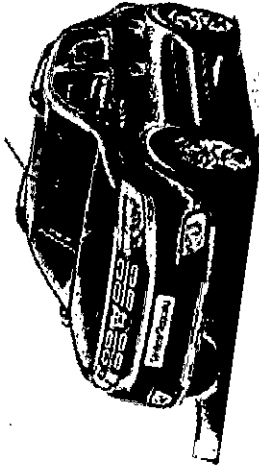
5 models manufactured

Zero emission factory

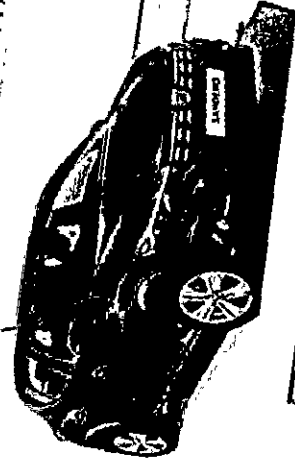
MOROCCO
MOW
INVEST AND EXPORT



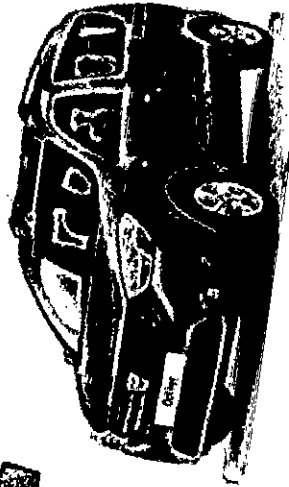
LODGY



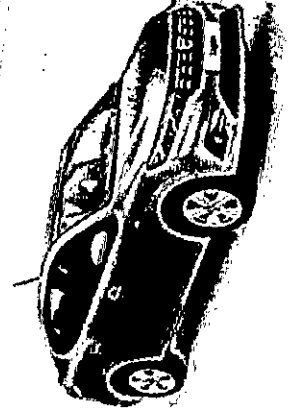
SANDERO STEPWAY



SANDERO



DOKKER



LOGAN

Already **1,02€ Bn** per year in sourcing from Morocco and a new agreement to raise it to **2,5€ Bn** per year

SUCCESS STORIES : STELLANTIS

MOROCCO
NOW
INVEST AND EXPORT

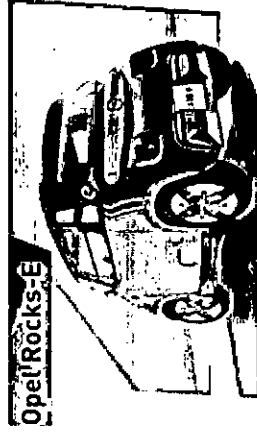
STELLANTIS

1 site

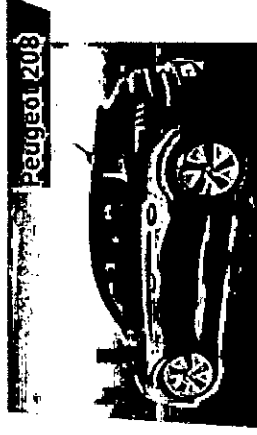
200K
installed capacity

3 models
manufactured

Already **1,2€ Bn**
per year in sourcing
from Morocco and a new
agreement to raise it to
3€ Bn per year



Citroën Ami



Africa Technical Center

- More than 4000 engineers within the ecosystem
- Specialized team in electronic architecture
- Dedicated teams for powertrain and chassis with skills in perceived quality and style

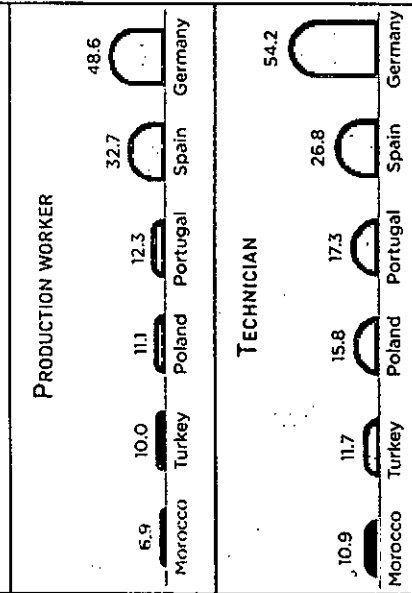


MULTIPLE ADVANTAGES OF THE MOROCCAN PLATFORM

HIGHLY TRAINED LABOR

- 15.000 engineers graduating each year in Moroccan specialized engineering schools
- Tailor-made training modules co-developed with industrialists to address industry-specific needs

MEDIAN TOTAL ANNUAL COMPENSATION (PER EMPLOYEE IN USD K)



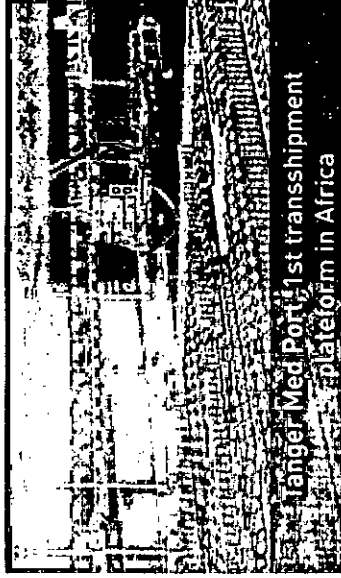
Source: Mercer - Labor costs benchmark - 2018

ACCESS TO MARKETS

Total market surpassing 40 million cars

- **European Union**
 - 18.400 new cars market
 - Free trade agreement
 - 1 day transportation
- **NAFTA**
 - 20.300 new cars market
 - Free trade agreement with the US
 - 5 days transportation
- **Middle East - North Africa**
 - FTAs with Turkey, UAE and Egypt
 - 1-3 days transportation
- **Western Africa**
 - market with high growth potential
 - 1-3 days transportation

INFRASTRUCTURE



AUTOMOTIVE INDUSTRY

OCTOBER 2021

ENGINEERING AND R&D CAPACITIES, FROM DESIGN TO MANUFACTURING

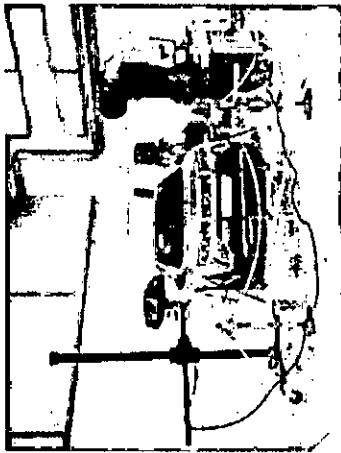


The Automobile Test Center will allow Morocco to be autonomous in terms of-validation and homologation of parts and vehicles.

- 1st test center in Africa
- A competitive cost of services
- 4km test track unique in Europe and in Africa

Cetiev 2.0

The Technical Center for Vehicle Equipment Industries is equipped with high technologies technical installations, to be able to carry out physical tests related to automotive development activities (electrical/electronic, mechatronic, acoustic and vibration tests, etc.)



Collaboration with universities to co-develop modules with industrialists to address industry-specific needs



MAKE MOROCCO THE MOST COMPETITIVE AUTOMOTIVE PRODUCTION HUB BY 2023



Known as one of the most competitive hubs in the world, Morocco is aiming to become the most attractive automotive platform worldwide by 2023



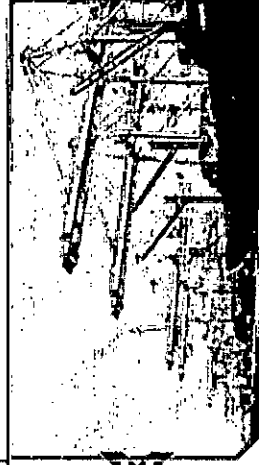
Low carbon production
using local renewable
energies



Competitive production
costs and highly skilled
labor force



Attractive logistic costs
at the crossroad of
continents



More local integration
to reach out 80%

AUTOMOTIVE INDUSTRY

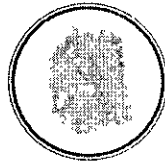
OCTOBER 2021

MORE LOCAL INTEGRATION AS A COMPETITIVE LEVER FOR AUTOMOTIVE ECOSYSTEMS

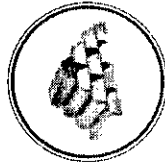
> Raw material suppliers



PLASTIC
Polypropylene



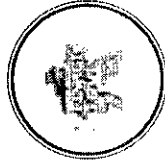
PLASTIC
Polyethylene



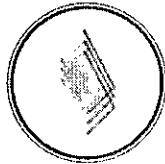
ALUMINIUM
(1st fusion)



SCRAPS
METAL



ALUMINIUM
(2nd fusion)



FLOAT

> Raw material processors



Flat Steel



Long Steel



Bar Turning



Pipes



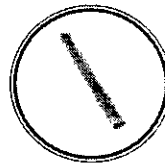
Fondry



Stamping



Injection



Blow Molding



Technical
Painting



Chrome Plating



Fixings



New commodities to be developed to improve the local integration rate from

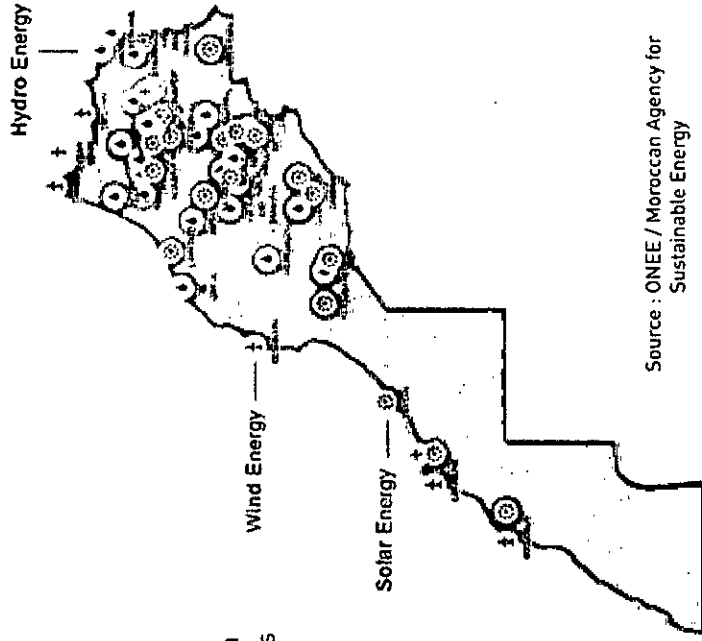
60% to 80%



CARBON-FREE ZONES AND HIGHLY COMPETITIVE RENEWABLE ENERGY

MOROCCO
MOW
INVEST AND EXPORT

Morocco's Renewable Energy Projects Map

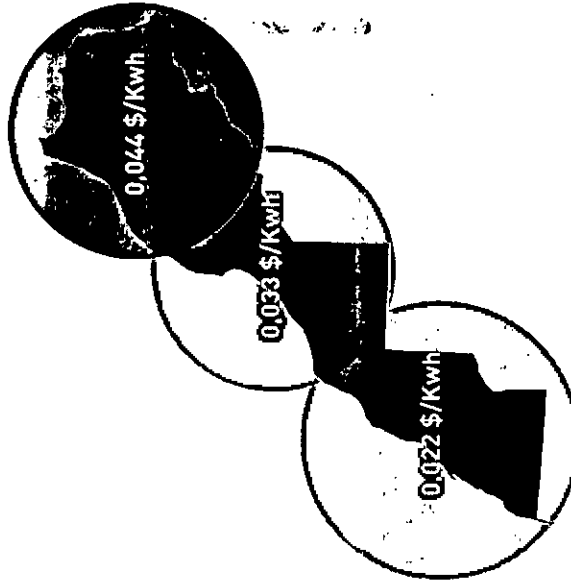


Source : ONEE / Moroccan Agency for Sustainable Energy

52% energy mix by 2030

Morocco will get 52% of its electricity from renewable energy sources by 2030, thanks to an ambitious plan with a strong Royal vision to increase the share of renewable energies in the energy mix

Morocco wind-PV mix production cost



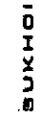
WHY MOROCCO ?

World class aeronautics platform...

- Morocco emerged as a prime aeronautics platform with annual growth rates of 20% over the last years
- The country is ranked among the world's most dynamic aerospace ecosystems
- Diversified and highly integrated supply chain

...appealing to major international players...

- Top OEMs are using parts produced in Morocco and many key industry players have built successful long-term partnerships in the country



...attracted by a geostrategic location and a unique set of competitive advantages...

- A unique combination of competitive advantages
- Well-trained Human Resources and dedicated training institutes ensure access to a top qualified and competitive labor cost
- Closest African country to the US, Canada and Europe ensuring on time delivery, and easy access to the main aerospace industry markets

...long term vision to enhance the competitiveness of the Moroccan aerospace

- Target to grow more complex capabilities
- New opportunities: Space industry, Composites, Interiors...
- Vision to support the decarbonization of the industry



DIVERSIFIED SUPPLY CHAIN



METAL WORKS
 Grinding, metal stamping, turning, shot peening, air welding processes

PAINT PROCESSES
 Painting, anodizing, coating, phosphating, passivation

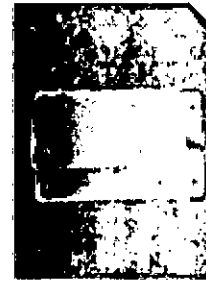
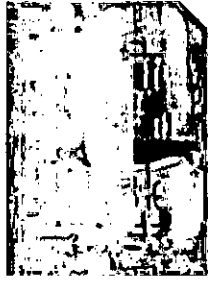
SAXM SIMRA EFOA
 MAAD UNIA

SAZARINE SIMRA WEARE
 SAXM UNIA

WEARE Cetim UNIA
 MECHANICAL GROUP

HUTCHINSON STELIAV HODER
 SAFRAN SAFRAN SAFRAN
 SATYS DAHER

SAFRAN E.ON STELIAV
 Bolloré Airspace



38% OF LOCAL INTEGRATION RATE

DIVERSIFIED SUPPLY CHAIN

WITH ENHANCED CAPABILITIES

MOROCCO
INVEST AND EXPORT

ELECTRICAL WIRING

Wiring harnesses
electronic components testing

TRONIC / BITEAU
matis
MOTORIS
SAFRAN LATECCERE
Nexans
SOURIAU

AXIA
SAFRAN
AUTIPAN
SNTS
TECHNICS
celim

SAFRAN
ATLANTIC AIR SERVICES

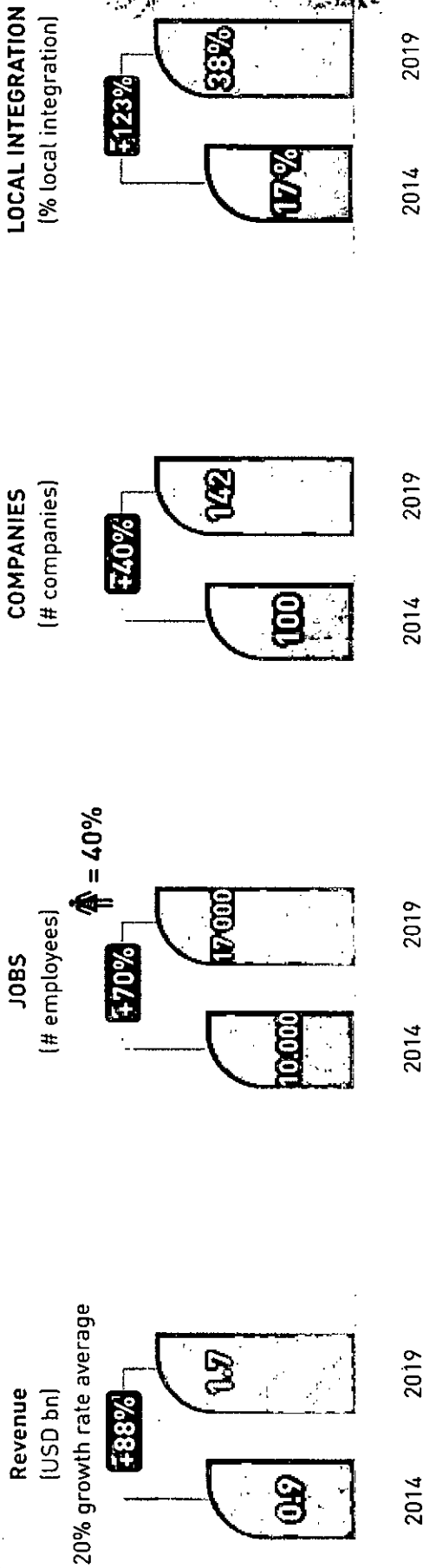
SAE



98% OF SUPPLY CHAIN

THE FUTURE OF AVIATION WILL

Key figures



66 In 2020, like the rest of the aeronautics industry, we have been going through a period of economic turbulence for the past year, but at no time did we question this strategic choice.

Olivier Andriès, CEO, Safran

BOEING SUCCESSFUL SOURCING ECOSYSTEM IN MOROCCO

MOROCCO
 ESTABLISHED PART



- Memorandum of Understanding signed 2016/27/19 by BCA former CEO Ray Conner and The Kingdom of Morocco (KoM).
- The Kingdom of Morocco, as part of the MoU, will provide a variety of critical parts to the Boeing production system with good quality and on-time delivery performance.

120

SUPPLIERS

8,700

JOBS²

\$1bn

ECONOMIC IMPACT¹

1. Year-over expected exports, uncertainty direct and indirect revenues 2. Estimated number of direct jobs created



66

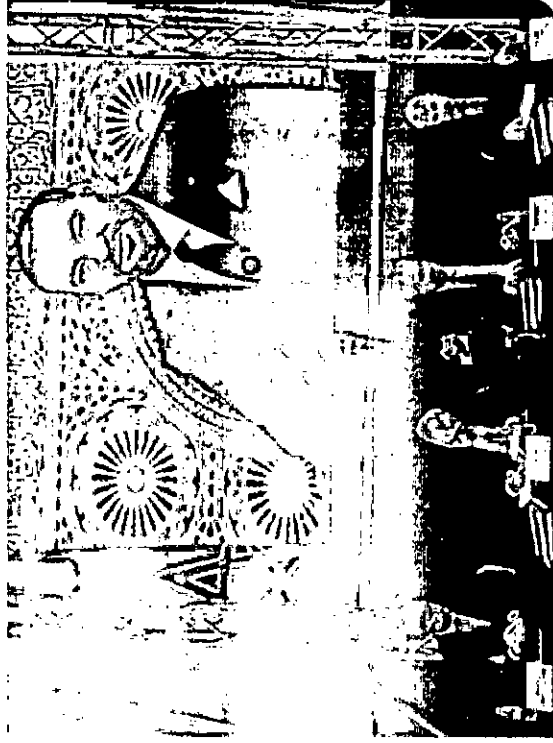
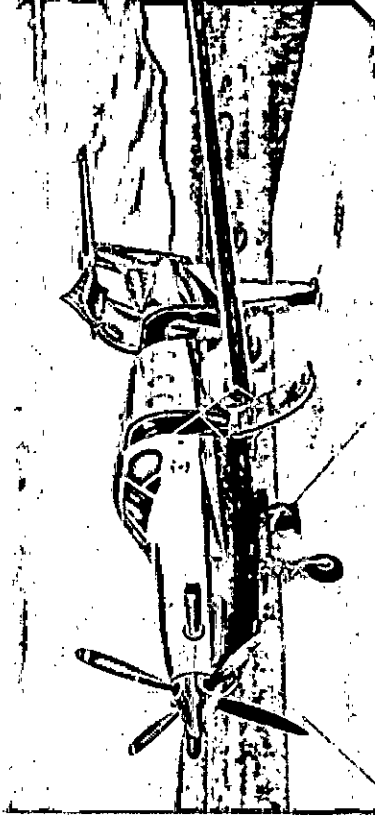
This MoU has been a great success as we have been able to integrate 11 suppliers including 2 that supply Boeing directly. These early successes have demonstrated that the Kingdom of Morocco offers excellent value for money and sets it apart from many other countries. We believe that together we can meet the challenges of global aviation and support the long-term growth objectives of both Morocco and Boeing. Stan Deal, President & CEO Boeing Commercial Airplanes

22

PILATUS PC12- ASSEMBLY TO BE COMPLETED IN MOROCCO



- Pilatus Aircraft and Sabca Maroc have signed a contract for the assembly of PC12- aerostructures in Casablanca.
- The first fuselage and wing structure assembled at the new Sabca facility will be ready for delivery by the end of 2022.
- The training required will be completed in collaboration with IMA.



Pilatus trusted us after an international competition, in which we were able to demonstrate that Sabca Maroc was the most competitive, the most qualified in terms of quality, work capacity but also confidence, motivation of the teams and their ability to achieve this goal.

Thibault Jongen, CEO, SABCA



TALENTED PEOPLE YOU CAN RELY ON

MOROCCO

INVEST AND EXPORT

HIGHLY TRAINED WORKFORCE

SPECIALIST TECHNICIANS AND OPERATORS

- Ad hoc training programs jointly developed with investors to address industry specific needs (e.g. soft skills with middle management training)
- Subsidized by the government



AERONAUTICS ENGINEERS TRAINED IN MOROCCO AND ABROAD

- 2,500 engineers to be trained per year in Moroccan specialized engineering schools
- A growing number of partnerships with leading international universities



COMPETITIVE PRODUCTION COSTS

Cost, Morocco, \$/ months



ASSEMBLY/FABRICATION

MECHANICS

QUALITY CONTROL

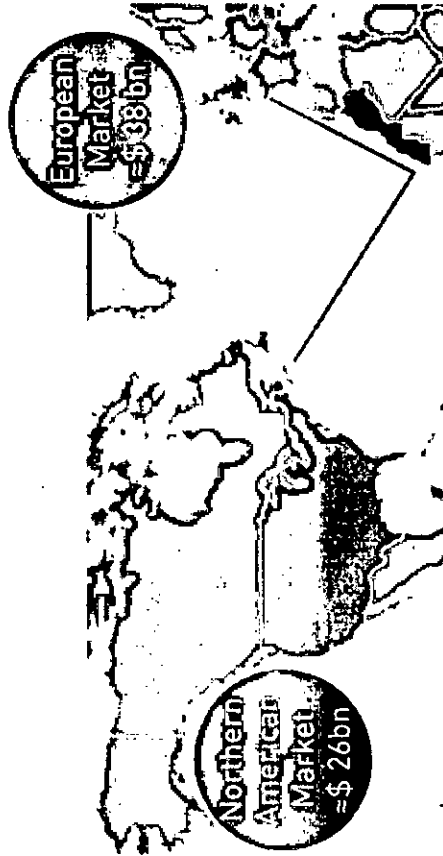
TURNOVER RATE 3.55 YEARLY

Our Spirit Casablanca site is strategically important to us. It provides a very competitive cost base, a highly skilled workforce, it gives us access to a very strong ecosystem and it is ideally located logistically for our customers in the UK and Europe and for other destinations around the world. Scott Mclarty, SVP Spirit Aerosystems



PROXIMITY AND FREE OF DUTIES ACCESS TO MAJOR AEROSPACE MANUFACTURING HUBS

Easy access to a USD +60 bn market



SOURCE: TRADEMAP

- 1st worldwide market: USD 15.1 bn imports in 2019
- 2 days transportation by land
- Free Trade Agreement (EU)



FRANCE

- 2nd worldwide market: USD 20.3 b imports in 2019
- 10 days transportation by sea
- Free Trade Agreement



UNITED STATES

- 3rd worldwide market: USD 8.2 b imports in 2019
- 3 days transportation by land
- Free Trade Agreement (EU)



GERMANY

- 5th worldwide market: USD 5.6 b imports in 2019
- 3 days transportation by sea
- Association Agreement, with free of duties access



UNITED KINGDOM

- 6th worldwide market: USD 5.3 b imports in 2019
- 10 days transportation by sea



CANADA

YOUR WORLD-CLASS FACILITY

READY TO PLEASE

MOROCCO

INVEST AND EXPORT

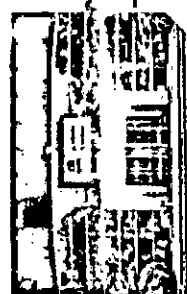
**MIDPARC CASABLANCA
FREE ZONE**



HEXEL
BLADE
THALES
STELLIAN
EATON

NOUACEUR AEROPOLE

SAFRAN
Collins Aerospace
SIMPA
Cetim



**TFZ (Tanger Free Zone),
MELLOUSSA**

DAHER
LEONARD
Mecapole SOKRIAU MECAPOLE



INDUSTRIAL PARKS:
HAD SOUALEM, SAPINO, CFCIM

Mikroma
GACHET-CHAME
Alfa
agbm

INDUSTRIAL PARK

AEROSPACE DEDICATED PARK

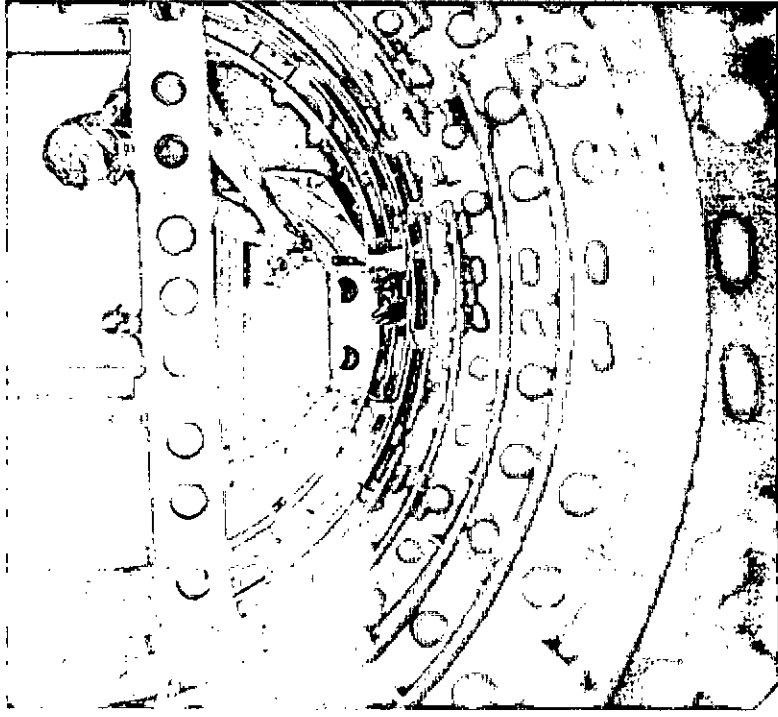
A COMPREHENSIVE INCENTIVE

MOROCCO
MOW
INVEST AND EXPORT

Direct Capital Expenditure Subsidies for aerospace activity, based on investment's level, added value and job creation.

One stop shop services for customs and administration requirements.

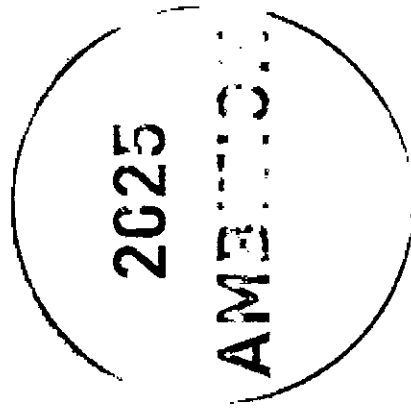
On-demand and tailor-made training: Workers are trained in advance, to meet the start-of-production schedule.



AEROSPACE INDUSTRY

OCTOBER 2021

THE FUTURE OF AVIATION WILL BE MADE "WITH" MOROCCO

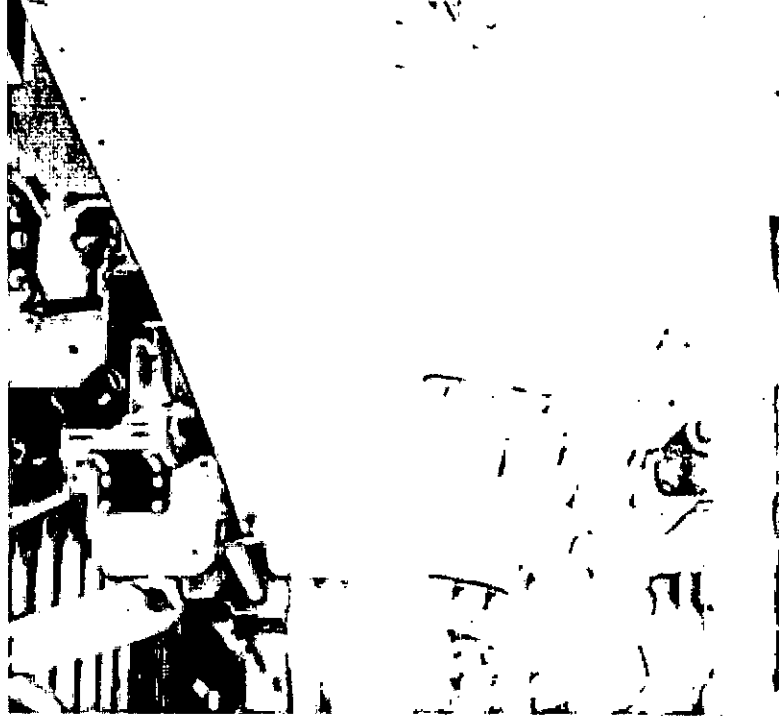


• Reinforce existing capabilities with a focus on : Engineering, MRO

• Develop new ecosystems: Space, Interiors, Engine, Composites

• Export revenue x2,5

• Decarbonization of operations





INVEST AND EXPORT