

2025 CSR REPORT

Shaping resilient and sustainable ports



Table of contents



Executive summary

- 04 Message from the CEO
- 05 About this report
- 06 Marsa Maroc at a glance
- 10 Key CSR milestones in 2025
- 13 Our CSR performance in figures

Preamble

- 16 "Marsa 2030" strategy
- 17 A value-creating business model
- 18 Stakeholder dialogue
- 19 Materiality study
- 20 Extra-financial risks
- 21 Our CSR approach
- 22 Our contribution to the SDGs
- 24 Structured and committed CSR governance

Developing a common culture of port services

- 26 Our employees
- 27 Fostering a performance culture for our clients
- 29 Developing employee skills and career paths
- 32 Protecting workers across our sites
- 36 Promoting professional gender equality
- 38 Growing and engaging our suppliers

Optimising the impact of our terminals

- 41 Advancing decarbonisation, climate mitigation and coastal preservation
- 50 Making digital transition a driver of process and client experience
- 52 Contributing to the wellbeing of local communities

Conducting our activities with transparency and integrity

- 59 Modernising our governance practices
- 64 Embedding a culture of integrity and transparency
- 66 Ensuring the security of our activities and terminals
- 70 Building a partnership approach with our clients

Appendices

- 73 Regulatory and GRI indicator tables
- 81 GRI index
- 84 AMMC correspondence tables
- 87 Certification summary table
- 89 Acronyms and abbreviations

Executive summary

Message from the CEO	04
About this report	05
Marsa Maroc at a glance	06
Key CSR milestones in 2025	10
Our CSR performance in figures	13

Message from the CEO

The year 2025 continued our commitment to responsible development, balancing expansion, operational performance, sustainable value creation and an active contribution to territorial development.

In a context of energy transition and evolving port business models, we have accelerated our initiatives in support of decarbonisation and the reduction of our environmental footprint. The supply of green electricity to certain terminals, the broad adoption of energy management practices in line with international standards, and the acquisition of high-performance port equipment, notably for our terminals at the Nador West Med port, reflect a firm and determined commitment to sustainably reducing the environmental impact of our operations. These advances demonstrate our resolve to align our activities with a responsible trajectory, consistent with national and global climate challenges.

In parallel, we reached a structuring milestone in our social engagement with the creation of Ports4Impact, an entity dedicated to implementing our community CSR policy. Through this initiative, we aim to turn ports into vectors of social impact and to actively contribute to community development, particularly in the regions where we operate.

This momentum was accompanied by concrete actions in support of human capital and safety culture, including the deployment of initiatives to strengthen prevention and promote safe, inclusive working environments across all our sites.

Through these achievements, we reaffirm our commitment to creating sustainable value for all our stakeholders, while consolidating our role as a leading regional port operator. We will pursue this trajectory with determination in 2026, continuing to place sustainability, innovation and impact at the heart of our strategy.



Tarik El Aroussi
Chief Executive Officer

“

The broad adoption of energy management practices in line with international standards, and the acquisition of high-performance port equipment, notably for our terminals at the Nador West Med port, reflect a firm and determined commitment to sustainably reducing the environmental impact of our operations.

”

About this report

Report name

Corporate Social Responsibility (CSR) Report, 2025

Report description

Marsa Maroc documents in this report its environmental, social and governance (ESG) performance for the 2025 financial year. This report meets the requirements of the circulars of the Moroccan Capital Markets Authority (AMMC): No. 03/19 relating to financial operations and information, and No. 02/20 amending and supplementing it.

Framework used

This report was prepared in response to AMMC circulars No. 03/19 and No. 02/20, with reference to the updated Global Reporting Initiative (GRI) international reporting standards published in 2021, applicable to reports published from January 1st, 2023.

The specific GRI information was selected according to material issues (see correspondence table in appendices). Marsa Maroc's contribution to the UN Sustainable Development Goals (SDGs)) has been identified through an upstream analysis, target by target. The correspondence between our CSR commitments and the SDGs is presented in the Preamble section of this report.

Publication date

April 2026

Reporting period

01/01/2025 to 31/12/2025

Reporting methodology

Qualitative information was collected through interviews with central Directions and CSR project leaders, using personalised interview guides based on documentary review, regulatory requirements and GRI standards. This phase gathered information on the management approach for each material issue, as well as relevant qualitative regulatory and GRI data. A quantitative collection phase, involving CSR liaisons across the relevant functions, supplemented this first stage. All information was collected within the limits of its availability.

Reporting scope and data consolidation

The reporting scope covers all Marsa Maroc activities and sites: Head Office in Casablanca, Ports of Nador and Al Hoceima (DEPN), Tanger Med (TMD), Casablanca (DEPC-TCR and DEPC-TP), Mohammedia (DEPM), Jorf Lasfar (DEPJL), Safi (DEPS), Agadir (DEPA), Laayoune (DEPL) and Dakhla (DEPD), as well as its three subsidiaries TC3PC, SMA and Tanger Alliance, unless otherwise stated. Qualitative data mainly concerns the year 2025, and most quantitative data cover the period 2023-2025. All information presented has been reviewed and validated by the relevant directions.

Abbreviations

For ease of reading, abbreviations and acronyms used in this report are explained in the appendices.

Previous CSR reports published by Marsa Maroc are available at:

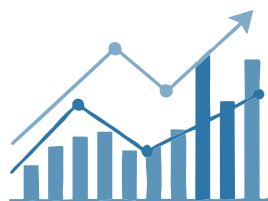
<https://www.marsamaroc.co.ma/fr/rapports-esg>

Contact : investisseurs@marsamaroc.co.ma
medias@marsamaroc.co.ma

follow us



Marsa Maroc at a glance



5.8 billion
dirhams in revenue



11
entities



Registered office
Casablanca, Morocco



**Listed on the Casablanca
Stock Exchange**
since July 2016, ticker: MSA

Presence
Morocco, Spain, Benin and Liberia



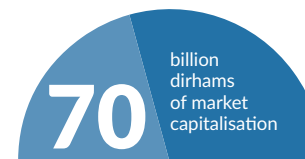
port operator
in Morocco



container operator
in Africa



largest market capitalisation
on the Casablanca Stock
Exchange (*)

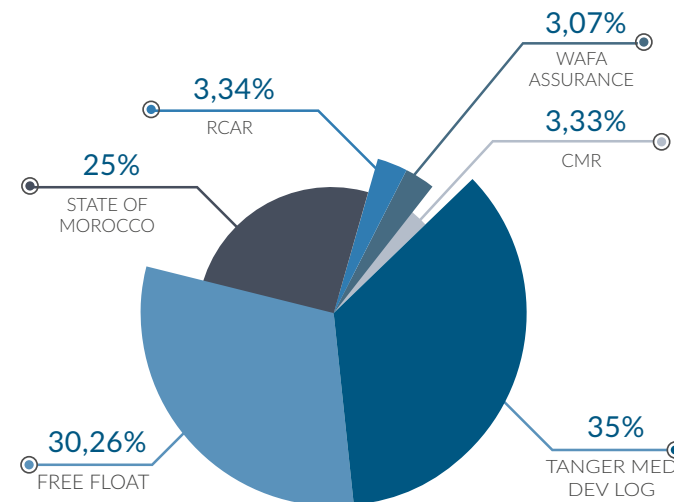


billion
dirhams
of market
capitalisation



2,024
employees

**A stable, long-term institutional
shareholder base**



Entities driving Marsa Maroc's expansion strategy

**MARSA
MAROC**



50%
+ 1 share



100%



100%



100%



50%
+ 1 share



49%



51%

Marsa
Benin

Marsa
Djibouti

Marsa
Liberia



45%



Certifications



A Moroccan port operator, an African foothold, limitless horizons

Marsa Maroc is a multi-activity port operator and the leading port operator in Morocco, with a significant presence across all of Morocco's commercial ports, as well as in Africa and Europe.

Marsa Maroc has adopted a new strategic vision to 2030, positioning the company as a reference port, logistics and maritime partner in Morocco, Africa and internationally, offering its clients integrated, digitalised and sustainable solutions, backed by recognised expertise and a leading quality of service.



Our purpose

Excellence in port services supporting trade competitiveness in Morocco and the region, as well as the supply chain sovereignty.

Our vision

To be the reference port, logistics and maritime partner in Morocco and Africa, offering our clients integrated, digitalised and sustainable solutions, while being recognised for our expertise and quality of service.

Our promise

« We lift your growth » : elevating the growth of our clients and all our stakeholders.

Our CSR ambition

Shaping resilient and sustainable ports.

Our values



**We are
agile
in our actions**



**We are
innovative
in our ideas**



**We are
competitive
in the value we create**



**We are
responsible
in our impact**



**We are
excellent
in everything we undertake**

A significant presence with 35 terminals in 21 ports



35
terminals operated

21
ports

67
million tons
handled

3
million TEUs
handled

Key CSR milestones in 2025

DECARBONISATION



Green electricity supply at Marsa Maroc's terminals in Tanger Med

Marsa Maroc's terminals at the port of Tanger Med are now powered by green electricity. This initiative marks a major milestone in reducing greenhouse gas (GHG) emissions, directly contributing to Marsa Maroc's environmental reduction objectives.



ISO 50001 certification of Marsa Maroc's operational sites

All Port Operations Directions have obtained ISO 50001 certification, the international standard for energy management. This recognition attests to the implementation of robust systems to optimise energy consumption and reduce the carbon footprint. It serves as a strategic lever towards achieving Marsa Maroc's decarbonisation targets while promoting responsible resource use.

Note: Tanger Alliance conducted an energy audit as an alternative to ISO 50001 certification.



Acquisition of environmentally friendly port equipment

In line with its CSR commitments, Marsa Maroc is orienting its procurement policy towards high energy-performance handling equipment. The company prioritises electric solutions in anticipation of powering its equipment with green electricity, and increasingly opts for thermal machinery with minimised GHG emissions. This approach strengthens carbon footprint reduction while supporting a responsible energy transition across its operational sites.

HUMAN CAPITAL



Recruitment of a female tugboat captain

Marsa Maroc confirms its commitment to gender parity and equal opportunities by recruiting a female tugboat captain, a significant step forward in a traditionally male-dominated profession, illustrating the company's commitment to promoting diversity and inclusion across all areas of activity.

Organisation of Safety Days across all ports

For the first time, Marsa Maroc organised a coordinated health, safety and environment (HSE) week across all its operational sites, under the name Safety Days. Held during the week of April 28th, to mark World Day for Safety and Health at Work, the initiative aims to standardise and strengthen the culture of prevention across all operational sites.



Key CSR milestones in 2025

COMMUNITIES



Creation of Ports4Impact, Marsa Maroc's community CSR entity

In May 2025, Marsa Maroc announced the creation of Ports4Impact, an entity dedicated to implementing its community CSR policy, with the ambition of actively contributing to the sustainable development of the territories, particularly the regions where Marsa Maroc operates, by supporting local dynamics and responding to community needs.

Stake acquisition in Raja S.A.

Through Ports4Impact, Marsa Maroc acquired a 60% stake in Raja Club Athletic S.A. This operation aims to support the club's restructuring and contribute to the preservation of a major pillar of Morocco's sporting heritage.



Distribution of bicycles to school-children at Sed Nfis

After participating in the reconstruction of Sed Nfis primary school following the El Haouz earthquake in 2023, Marsa Maroc further strengthened its action in 2025 by donating bicycles to pupils who travel nearly 6 km each day to reach their school.



10 scholarships awarded to deserving high school graduates

Through a partnership with the Jadara Foundation focused on academic excellence and equal opportunities, Ports4Impact awarded scholarships to 10 high-achieving high school graduates facing financial hardship. The initiative provides them with financial, material and educational support, enabling access to higher quality education at recognised institutions.



Operation  Smile

Funding of 15 surgical operations in partnership with Operation Smile Morocco

As part of its social commitment, Marsa Maroc, through Ports4Impact and in partnership with the association Operation Smile Morocco, financed the medical care of 15 children and young adults with facial malformations.

Key CSR milestones in 2025

TERMINAL AND ACTIVITY SAFETY

Renewal of gas leak and fire detection systems at the port of Mohammedia

The operations direction at the port of Mohammedia completed the full renewal of its gas leak and fire detection systems. Terminals are now equipped with smart gas leak detectors offering improved detection, faster response times and enhanced reliability.



Installation of a walkway at the hydrocarbon berth at Jorf Lasfar

A walkway was installed at the Jorf Lasfar hydrocarbon berth to enhance user safety, reduce accident risk and improve working conditions for operators.



Strengthening fire-fighting operational measures

- Strengthening and modernisation of fire-fighting systems on older handling equipment at the ports of Casablanca (bulk traffic) and Safi, and at the general cargo terminal at Tanger Med I.
- Creation of a dedicated fire-fighting unit at the port of Casablanca (container and Ro-Ro traffic), equipped with modern safety equipment, conducting regular drills and rigorous site inspections.
- Deployment of a mobile fire-fighting system at the Tanger Med I bulk terminal and at the port of Safi, enabling rapid and flexible intervention in high-risk operating areas.

INNOVATION AND SMART TERMINALS



Deployment of the Smart Berth Planning System at the port of Casablanca

This system enables the programming and planning of vessel berthing and the management of berth windows for all terminals at the port of Casablanca. Interfaced with the AIS (Automatic Identification System), it leverages real-time satellite data (position, speed, ETA) to optimise planning and improve the fluidity of port operations.



Deployment of a real-time equipment monitoring and supervision solution

The maintenance business unit deployed an automated equipment supervision system at the ports of Casablanca and Jorf Lasfar, enabling real-time tracking of energy and oil consumption as well as downtime. This innovative solution supports fault anticipation, reduces machinery-related accident risk and contributes to extending equipment lifespan and overall energy efficiency.



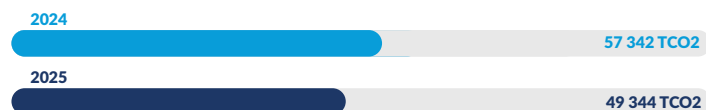
Deployment of the SAP maintenance solution

This project aims to modernise and structure all maintenance management processes, improving planning, tracking and execution of interventions while ensuring better traceability and optimised equipment utilisation.

Our CSR performance in figures

14% reduction in GHG emissions compared to 2024 (scope 1 and 2)

A significant reduction in greenhouse gas (GHG) emissions, driven in particular by the use of green energy at the port of Tanger Med, the expansion of the Green program for solar energy deployment across ports, and the rollout of initiatives under the Energy Management System.



19% reduction in GHG emissions per ton handled compared to 2024 (scope 1 and 2)

The GHG emissions intensity per ton handled has decreased, reflecting the rollout of initiatives set out in the decarbonization roadmap, particularly the increased use of renewable energy and the optimization of energy consumption.



7% increase in the energy intensity ratio compared to 2024

The energy intensity ratio increased by 7%, driven by higher diesel consumption (+19%).



29 community actions conducted

Marsa Maroc carried out 29 community initiatives in 2025 for the benefit of neighboring populations, covering the areas of education, healthcare, sports, environment, and culture. These initiatives reached nearly 30,000 people, including 717 children, illustrating the company's ongoing commitment to social development and support for local communities.



100% of employees received a performance review

All employees were assessed on their performance to recognize their efforts. This process resulted in individual year-end bonuses, thereby strengthening employee motivation and engagement.



34 average training hours per employee

In 2025, our employees received an average of 34 hours of training, compared with 29 hours in 2024, with a stronger focus on topics tailored to the specific needs of Marsa Maroc.



Our CSR performance in figures

0 fatal accidents

Marsa Maroc maintained its exemplary record of zero fatal accidents, in compliance with ISO 45001 requirements, demonstrating its capacity to sustainably protect its employees while upholding the operational excellence of its port activities.

2024

0

2025

0

39.1% women representation rate in central top management

The share of women in central top management increased by 0.6% compared with 2024, reflecting an evolving corporate culture and a strengthened commitment to gender equality in the workplace. This progress illustrates the organization's growing maturity in promoting diversity and ensuring equitable access to leadership positions.

2024

38,5%

2025

39,1%

29 days average supplier payment time

The average supplier payment period decreased significantly by 8 days compared with 2023 and by 1 day compared with 2024. This improvement reflects Marsa Maroc's ongoing efforts to safeguard the interests of its suppliers, regarded as strategic stakeholders, and to strengthen a long-term relationship built on trust and reliability.

2024

30

2025

29



10% women representation rate in the Board of Directors

Marsa Maroc continues its efforts to strengthen female representation on its Board of Directors. The company is engaged in a progressive evolution of its governance, with the ambition of further promoting diversity within its decision-making bodies, in line with legal requirements and best practices.

2024

10%

2025

10%

0 strike days

For over twenty years, Marsa Maroc has recorded zero strike days, reflecting a healthy and stable social climate. This performance is the result of constructive and ongoing social dialogue, supported by a favorable HR policy, particularly in terms of social benefits, fostering employee buy-in and engagement.

2024

0

2025

0

0 corruption incidents or insider trading cases reported

Marsa Maroc recorded no incidents of corruption or insider trading, reflecting a high level of maturity in terms of transparency and governance. This performance underscores the company's ongoing commitment to maintaining stakeholder trust through a strong and rigorously enforced culture of integrity.

2024

0

2025

0

92% customer satisfaction rate

Marsa Maroc achieved a 92% customer satisfaction rate during the year, representing a slight decrease of one point compared with the previous financial year. This decline is mainly attributable to temporary port closures due to adverse weather conditions, which temporarily affected the smooth flow of operations.

2024

93%

2025

92%

Preamble

"Marsa 2030" strategy	16
A value-creating business model	17
Stakeholder dialogue	18
Materiality study	19
Extra-financial risks	20
Our CSR approach	21
Our contribution to the SDGs	22
Structured and committed CSR governance	24

RELATED LINKS

🔗 [Our CSR charter](#)

'Marsa 2030' strategy

Marsa Maroc has defined a new strategic plan and a new vision to adapt to changes in its environment.

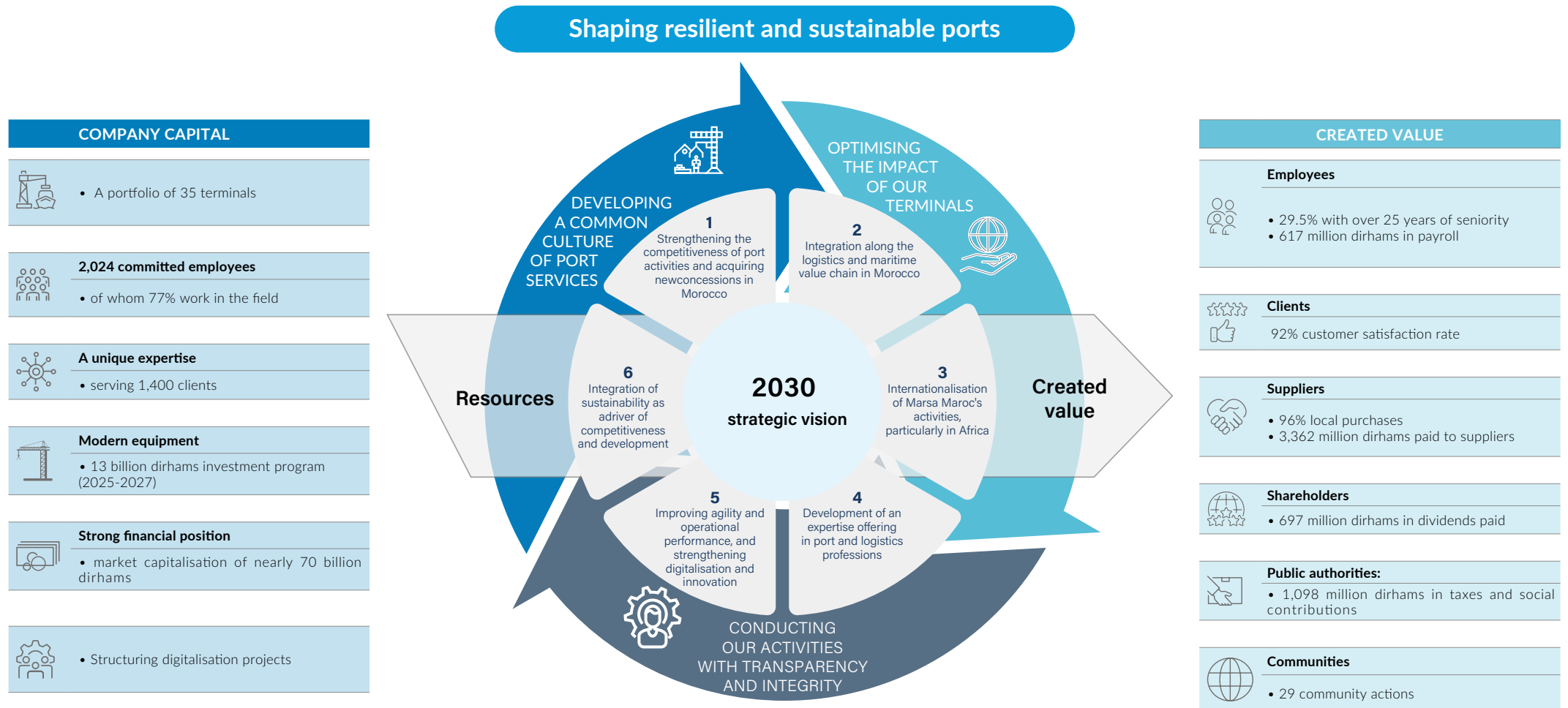
The environment in which Marsa Maroc operates has evolved profoundly in recent years, driven by the combined effects of increasing vessel sizes, the consolidation of shipping companies and the reconfiguration of logistics chains. Meanwhile, digitalisation, automation and decarbonisation requirements have durably reshaped the sector's operational and energy models.

In this context, Marsa Maroc defined a new strategy in 2023 with a 2030 horizon, with the ambition of establishing itself as a reference port, logistics and maritime partner in Morocco and internationally, offering integrated, digitalised and sustainable solutions backed by recognised expertise and a leading quality of service.

This roadmap is structured around six strategic axes, broken down into precise objectives and a structured project portfolio over a five-year horizon. Since 2023, the group has undertaken a transformation aimed at evolving from a mainly domestic port operator into an integrated player combining port, maritime and logistics activities, with a growing international footprint.



A value-creating business model



Our contribution to the SDGs



Stakeholder dialogue

While developing our materiality study, we identified the various stakeholders with whom we maintain close relationships. A detailed analysis carried out by our CSR liaisons enabled the qualification of each stakeholder, leading to the identification of the most appropriate dialogue approach for each.

Dialogue methods

Listening to and engaging with our stakeholders underpins the way we conduct our business, drawing on a structured approach of consultation and concertation. We engage in transparent negotiations and rigorously apply the principle of accountability, enabling the co-construction of sustainable relationships and solutions. Various communication channels complement one another to ensure that the different expectations of our stakeholders are taken into account.

STAKEHOLDERS	MAIN INTERESTS	ENGAGEMENT METHODS
 Employees and social partners	- career management - training and skills development - health, safety and wellbeing at work - social benefits	- works council - central social action committee - health and safety committee - social dialogue, internal communication tools - events and meetings, internal memos - financial and ESG reporting
 Governance bodies and shareholders	- governance transparency - profitability and value creation - financial and non-financial performance - sustainable and lasting growth	- governance body meeting - general assemblies - financial communication - financial and ESG reporting
 Clients	- quality of service - competitiveness of the offer - integrated, sustainable and digital solutions - availability and responsiveness of customer service	- meetings and commercial proposals - satisfaction surveys - client portal - trade fairs and industry events - external communication tools - financial and ESG reporting
 Suppliers and subcontractors	- transparency of the procurement process - clarity of contractual commitments - respect for payment deadlines and financial conditions - increasing local purchasing - CSR compliance	- contract monitoring meetings and consultations - procurement portal - satisfaction survey - financial and ESG reporting
 Financial partners	- financial soundness and profitability - transparency and regulatory compliance - risk management and investment stability - sustainability commitment and ESG criteria - financing and partnership opportunities	- meetings - conferences and economic forums - financial and ESG reporting
 Financial and extra-financial analysts	- transparency and accessibility of financial and non-financial data - growth prospects - integration of ESG criteria in decision-making processes	- meetings - equity conferences and events - financial and ESG reporting
 Professional bodies	- development of Morocco's port and logistics competitiveness - contribution to the decarbonisation of the logistics chain - innovation and digitalisation	- meetings - trade fairs and industry events - external communication tool - financial and ESG reporting
 Port authorities	- regulatory compliance and respect for contractual commitments - fair competition - fluidity and security of operations - participation in port promotion	- meetings - trade fairs and industry events - financial and ESG reporting
 Regulatory authorities	- regulatory compliance - transparency - compliance with reporting obligations	- meetings - financial and ESG reporting
 Port community	- development of Morocco's port and logistics competitiveness - participation in community projects	- meetings - trade fairs and industry events - external communication tools - financial and ESG reporting
 Local communities	- regional development - job creation - social projects - low environmental impact on the regions	- external communication tools - financial and ESG reporting
 Associations and NGOs	- CSR commitment - project support	- meetings - project visits - financial and ESG reporting
 Media	- Media - accessibility and responsiveness of contacts	- meetings - external communication tools - financial and ESG reporting

The materiality study

In the second half of 2022, we conducted a materiality study in collaboration with an external expert. This approach, integrating both internal and external consultations, enabled a better understanding of our environmental and social impacts, while highlighting the issues requiring heightened attention. Our CSR strategy and its associated roadmap are derived from this study.

Our methodology ⁽¹⁾

A documentary analysis, interviews with top management and a review of sector best practices identified 20 potentially significant issues, organised into four categories. These issues were assessed and prioritised in a materiality matrix.

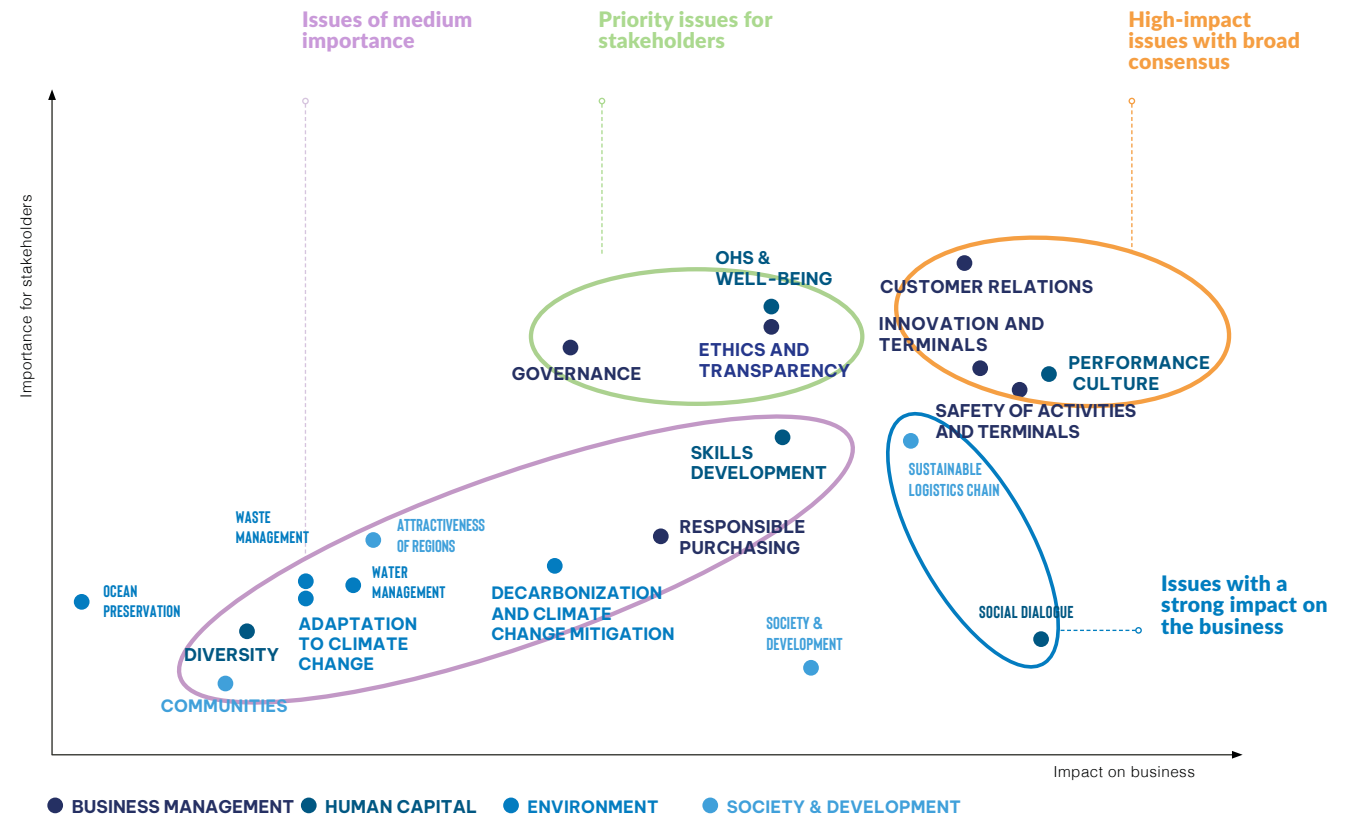
The materiality matrix

Following presentation to the governance bodies, 13 material issues were retained, of which four represent consensus issues, three are priorities for stakeholders, and two are of medium or low importance.

Three issues of medium or low importance were nevertheless selected due to Marsa Maroc's necessary contribution to national efforts: support for local communities, contribution to climate change mitigation, and adaptation to climate change. These last two were grouped during the construction of the CSR strategy, to which decarbonisation of activities was added as it emerged as a major axis in the company's 2023 strategic plan.

Furthermore, given the evolution of the internal environment, gender parity, which forms part of the 'Diversity' issue, now figures among the issues to which Marsa Maroc must pay particular attention. Social dialogue continues to be a priority issue for the company, which has put in place the main mechanisms to ensure it functions efficiently.

The 20 potential issues are positioned on the materiality matrix as follows:



(1): The 2022 CSR report presents the adopted methodology in detail.

Extra-financial risks

OBJECTIVE

Risk management supports Marsa Maroc in managing uncertainty. It constitutes a strategic steering tool for anticipating events that could affect performance, the continuity of operations and the achievement of objectives.

APPROACH

- **Integration of risk** management at all levels, both strategic and operational
- **Methodological framework** in compliance with standards and best practices
- **Continuous improvement** of the system to keep pace with sector developments
- **A risk culture** based on integrated and proactive management
- **Digitalisation through** the ongoing deployment of a digital steering solution

The mapping below presents our most significant non-financial risks. It highlights the direct correlations between these ESG risks and the priority material issues for Marsa Maroc and its stakeholders, in order to support our risk management and governance strategy.

RISK MAPPING: MATERIAL ISSUES AND ASSOCIATED ESG RISKS

Social

Health, safety and wellbeing

- human accidents
- exposure to conditions affecting health

Skills development and social dialogue

- inability to attract certain profiles or loss of key skills
- social conflict

Environment

Sustainable supply chain

- risks to neighbouring communities (explosion, toxic gas leak, etc.)
- environmental risks (soil, air and sea pollution, waste management, etc.)

Decarbonisation and climate change mitigation

- failure to address decarbonisation
- challenges, inadequate crisis management (natural disasters, severe weather, etc.)

Governance

Ethics and transparency

- data breaches, unethical behaviour
- fraud, insider trading

Governance

- unreliable or incomplete information communicated
- non-compliance with legal and regulatory provisions

Performance culture

- misalignment of corporate culture and management tools

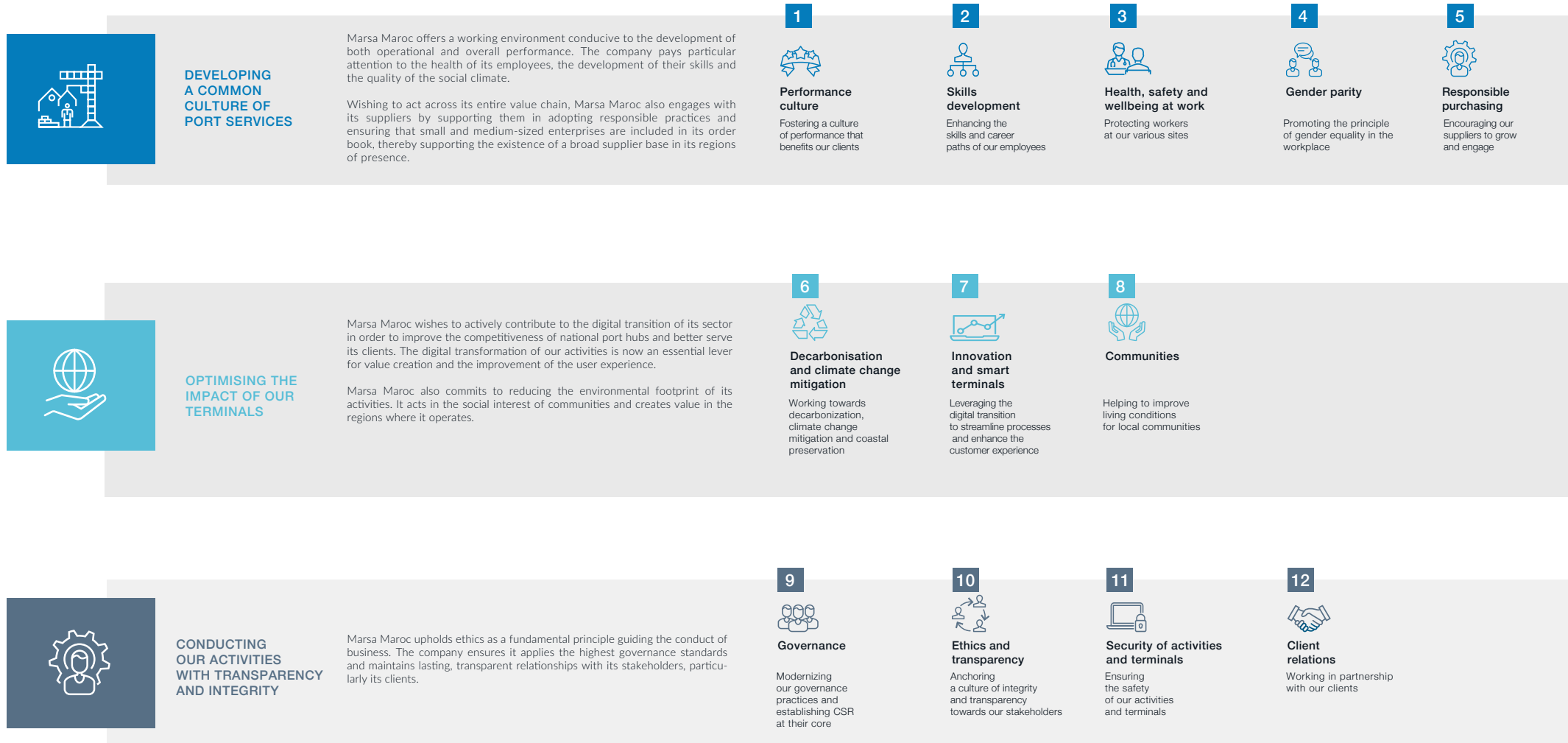
Security

Security of activities and terminals

- fire, explosion, material accident
- intrusion, terrorist act, vandalism
- illicit trafficking, attempted

Our CSR approach

Aware that ports have a major socio-economic and environmental impact on our economy, our ambition is to shape resilient and sustainable ports. This ambition echoes our purpose: excellence in port services in support of the competitiveness of trade in Morocco and the region, as well as the sovereignty of supply chains. Our CSR strategy, through its three pillars, specifies the twelve major commitments that will guide the actions embodying our purpose over the next three to five years.



Correspondence between CSR pillars and SDGs

Pillar	Commitment	High-contribution SDG	SDG with a partial contribution
 Developing a common culture of port services	Fostering a culture of performance to serve our customers		  
	Enhancing the skills and career paths of our employees		
	Protecting workers at our various sites		 
	Promoting gender equality in the workplace		 
	Encouraging our suppliers to grow and engage		
 Optimising the impact of our terminals	Mobilizing towards decarbonization, climate change mitigation and coastal preservation	    	
	Leveraging the digital transition to streamline processes and enhance the customer experience		
	Helping to improve living conditions for local communities		 
 Conducting our activities with transparency and integrity	Modernizing our governance practices and establishing CSR at their core		
	Anchoring a culture of integrity and transparency towards our stakeholders		
	Ensuring the safety of our activities and terminals		
	Working in partnership with our clients		

A detailed examination of the link between our strategic commitments and the UN Sustainable Development Goals has highlighted our strong contribution to three SDG targets in particular:

SDG 16: Peace, justice and strong institutions

Target 16.5: Substantially reduce corruption and bribery in all their forms.

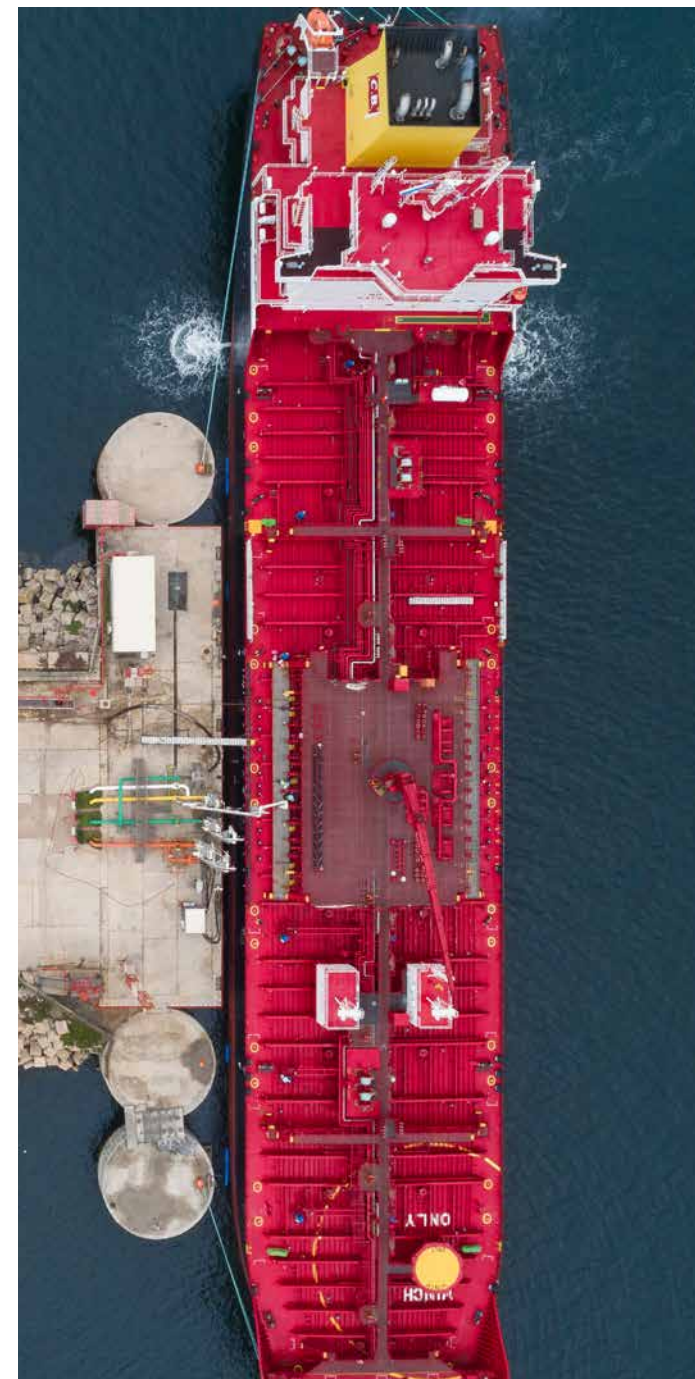
Target 16.6: Develop effective, accountable and transparent institutions at all levels.

Marsa Maroc anchors integrity as a central pillar of its management and ensures compliance with applicable laws and market regulations. The company strives to combat illicit practices of fraud, conflicts of interest, insider trading and corruption, through the implementation of clear and rigorous processes across its activities, as well as by warning external service providers against such practices.

SDG 12: Responsible consumption and production

Target 12.7: Promote sustainable public procurement practices in line with national policies and priorities.

By prioritising the digitalisation of procurement procedures for greater transparency and efficiency, Marsa Maroc ensures fair supplier selection while integrating social and environmental requirements. Specific clauses are included in contracts to ensure compliance with these requirements, with particular attention to works contracts. Each supplier is evaluated upon completion of their service, ensuring quality of work and compliance with contractual terms.

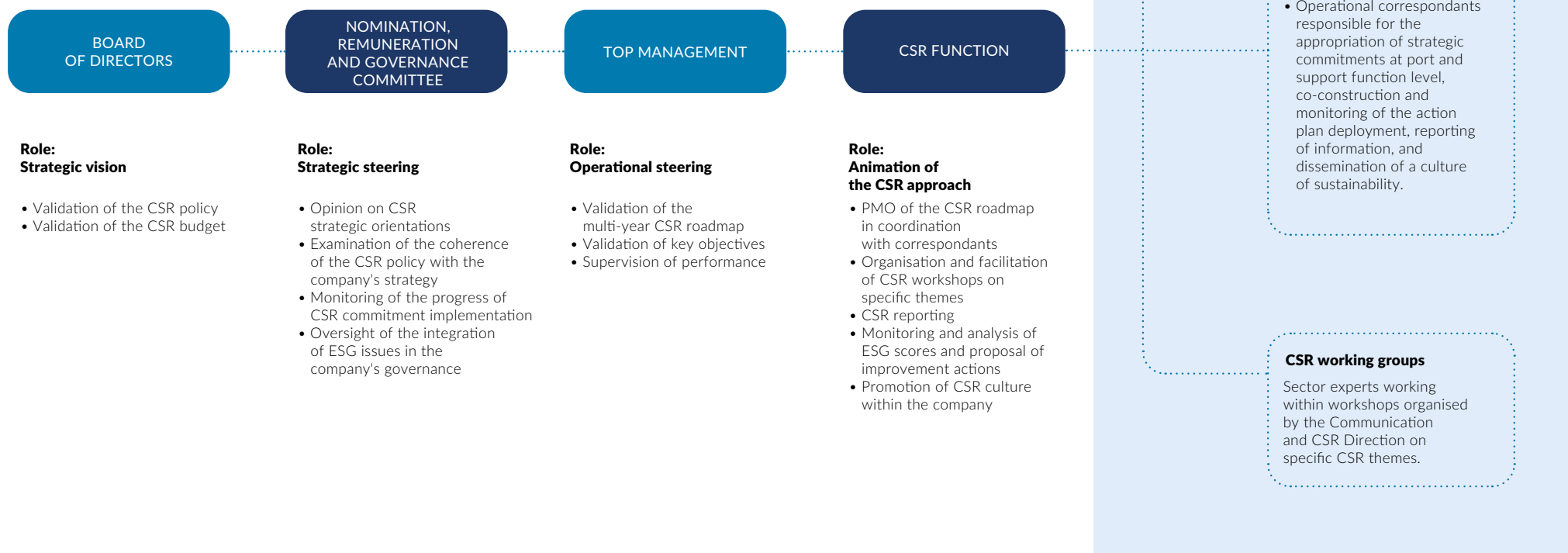


Structured and committed CSR governance

Marsa Maroc's CSR governance is based on a structured system involving both strategic and operational bodies. The Board of Directors approves the CSR policy, and the Nomination, Remuneration and Governance Committee issues an opinion on the definition of strategic CSR orientations, monitors the progress of their implementation and reports to the Board of Directors. Top management translates these orientations into CSR priorities in line with the company's overall strategy, validates the CSR roadmap and allocates the resources needed for its implementation.

The CSR function, supported by CSR correspondents and working groups, leads the rollout of the roadmap, coordinates between the various stakeholders, consolidates indicators and promotes the culture of sustainability within the company.

This integrated model ensures a coherent, structured and effective CSR approach across the organisation.



Developing a common culture of port services

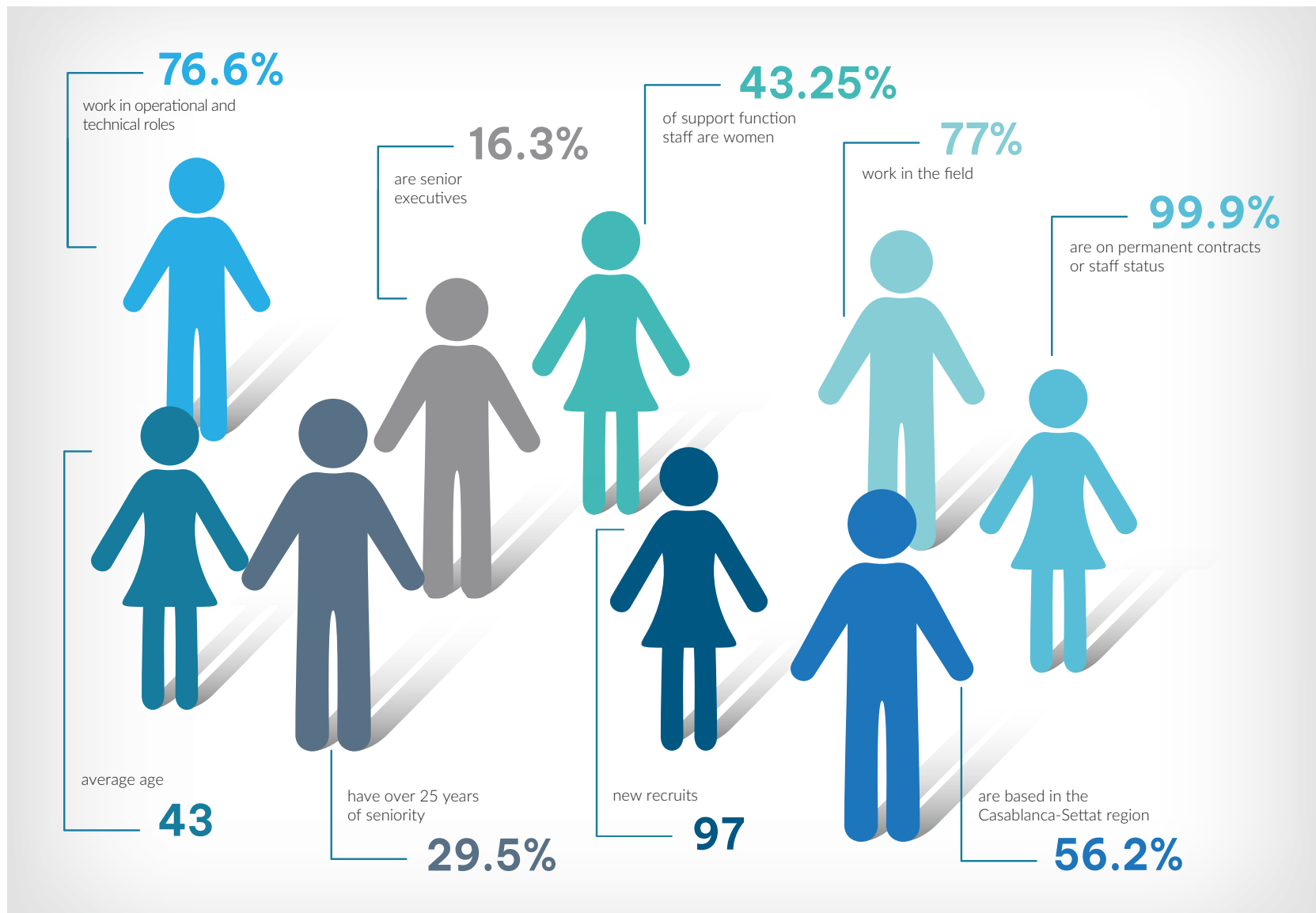
Our employees	26
Fostering a performance culture for our clients	27
Developing employee skills and career paths	29
Protecting workers across our sites	32
Promoting professional gender equality	36
Growing and engaging our suppliers	38

Our employees

Marsa Maroc draws on a workforce of 2,024 employees, women and men, united around shared values such as commitment, performance, responsibility and transparency.

Aware of the decisive role of its human resources as a driver of competitiveness and performance, Marsa Maroc deploys a dynamic HR policy, founded on a thorough understanding of the skills and expectations of its employees, and oriented towards talent development and the promotion of constructive social dialogue.

In terms of diversity, Marsa Maroc places diversity and equal opportunities at the heart of its core values. As such, any discrimination based in particular on gender, age, disability, religion, physical appearance, family or social background, regional origin, political beliefs or trade union membership is strictly prohibited. The company guarantees equal treatment at every stage of employees' professional career, from recruitment and training to mobility, evaluation, remuneration and access to social benefits, in strict compliance with the principle of non-discrimination. Its remuneration policy is fully aligned with this principle of equity.



#1

Fostering a performance culture for the benefit of our clients

OBJECTIVE

Marsa Maroc places the promotion of a performance culture at the centre of its HR policy, with the aim of sustainably raising the level of service offered to its clients. The company thus endeavours to establish a working environment that encourages initiative, responsibility and operational excellence. Its equitable remuneration policy constitutes an essential lever, aligning salaries, bonuses and benefits with individual and collective performance, according to objective, measurable and transparent criteria. This approach durably strengthens employee engagement and supports the overall performance of the company.

KEY INDICATORS



100%

of employees received a performance review



30%

of executives benefited from a career development opportunity



12%

of non-executives benefited from a career development opportunity



The culture of performance is at the heart of our commitment to our clients and is an essential driver of value creation. We work to embed this requirement in our day-to-day operations, mobilising our teams around high standards of quality, efficiency and client satisfaction.

Said ASBAAI, Human Resources Director

APPROACH

Marsa Maroc places human capital at the heart of its strategy, as a key driver of performance, development, and the transformation of working methods. With this in mind, Marsa Maroc implements an HR policy aimed at promoting a performance-driven culture in service of its clients, structured around the following areas:

Recruitment

Marsa Maroc's recruitment policy is based on a precise identification of entity needs, which are fully involved throughout the entire process to ensure an optimal match between profiles and operational requirements. Marsa Maroc strengthens its attractiveness by developing its employer brand, notably through participation in dedicated fairs and forums.

As part of the transformation of its human resources management model, Marsa Maroc has undertaken a structuring evolution by adopting a contractual regime in replacement of the staff status regime. This transition has strengthened its organisational agility, increased its competitiveness and enabled it to align its practices with market standards. The contractual regime thus constitutes a strategic lever for attracting and retaining highly sought-after skills. This approach is part of a coherent HR strategy, aligned with Marsa Maroc's growth ambitions and the evolution of its professions. It also contributes to positioning Marsa Maroc as a sustainable, responsible company attentive to the development of its human capital.

Remuneration

As part of its remuneration policy, Marsa Maroc is modernising and simplifying its salary structure to strengthen equity, transparency and employee motivation. The dual annual development mechanism, based on seniority and merit, stimulates individual and collective performance.

The annual revaluation is based on position performance, while annual bonuses are based on the achievement rate of objectives set at the beginning of the year. This mechanism enables employees to give their best while motivating them to innovate and develop their expertise.

Evaluation system

The current evaluation system at Marsa Maroc is based on objective and measurable criteria, thus recognising performance while ensuring transparency and equity. This system will be further refined in 2026 to meet Marsa Maroc's growing needs in terms of specialised port expertise.

ACHIEVEMENTS

Social dialogue

Marsa Maroc's approach to the continuous improvement of social dialogue rests on a lasting relationship of trust between head quarter and social partners. Founded on respect for trade union freedom and constructive collective bargaining, it has enabled an exemplary social climate to be established, characterised by the absence of strike movements and numerous testimonials from social partners praising the social policies implemented.

Marsa Maroc systematically involves employee representatives in all discussions relating to social policy and decisions having a strategic impact on employees.

This open and permanent dialogue covers a broad range of subjects including social benefits, training, the evolution of professions and the improvement of working conditions.

Recruitment

In 2025, Marsa Maroc strengthened its teams by recruiting 97 new employees to support the growth of its projects. At the same time, Marsa Maroc intensified its sourcing actions to identify and attract skills aligned with its development ambitions. The strengthening of the employer brand, combined with the continuous improvement of the candidate experience through a structured and professionalised integration pathway, testifies to Marsa Maroc's commitment to responsible and sustainable governance.

Remuneration

A new remuneration system was deployed with the support of all executives, who were previously informed of the advantages of a more transparent system, better aligned with market standards and designed to meet Marsa Maroc's needs for specialised skills. This transition resulted in a significant increase in income and grade progression, reinforcing both the motivation and engagement of employees.

Evaluation system

In 2025, Marsa Maroc consolidated its performance culture by maintaining the completion of all annual appraisals. The evaluation system, deliberately stabilised this year, will be reviewed and digitalised in 2026 to incorporate new evaluation criteria. Recognition of the efforts deployed was reflected in the attribution of a variable portion linked to performance as well as a salary increase for all employees, thus reinforcing the dynamic of engagement and continuous improvement.



#2

Developing employee skills and career paths

OBJECTIVE

Marsa Maroc continues its strategic transformation centred on human development. The emphasis is on strengthening skills and career management, in order to support employees in the acquisition of new technical and managerial knowledge, aligned with the company's strategic orientations and developments. These orientations contribute to consolidating an engaged human capital in line with Marsa Maroc's strategic ambitions. They support skills development, foster employee retention and contribute to the anchoring of a corporate culture oriented towards innovation and sustainability.

KEY INDICATORS



The development of skills and the support of professional trajectories constitute major priorities for our organisation. We are committed to offering every employee the means to progress, reveal their potential and build a career path in line with their aspirations and Marsa Maroc's ambitions.

Said ASBAAI, Human Resources Director



APPROACH

Marsa Maroc is implementing an HR policy focused on skills enhancement and the structured support of professional career paths. This approach incorporates training, mobility, and development programs designed to foster the career growth of each employee. It therefore aims to strengthen a committed and highly skilled workforce aligned with the company's strategic ambitions.

Training

Skills development constitutes a major axis of Marsa Maroc's HR policy, supported by training programs designed for all employees. These programs are developed from structured training frameworks, taking into account both the operational needs identified and the expectations expressed during annual appraisal interviews. To ensure a perfect match between training and professional reality, these frameworks are built in close collaboration with the operational entities, thus reinforcing the development of skills, efficiency and professional development of teams.

Development of expertise by profession

Marsa Maroc develops the expertise of its employees by structuring the organisation around business units by profession and activity segment, thus fostering the emergence of specialised skills adapted to client requirements. This approach capitalises on accumulated experience and enables the prerequisites necessary for opening new markets to be met effectively. This model also offers enriching and evolving professional paths, reinforcing the expertise and employability of employees. It thus constitutes a strategic lever for the performance and competitiveness of Marsa Maroc.

Career management through support for high-potential employees and mobility

The career management policy at Marsa Maroc is structured around three key axes. It first aims to involve each employee in the construction of their professional path, in close collaboration with their management. It then strengthens the professionalisation of internal mobility through a forward-looking management of jobs and skills, fostering the development of expertise, the enrichment of skills and the development of individual potential. Finally, it ensures the succession of key positions through a dedicated scheme for high-potential employees, enabling them to be better identified, supported and prepared to take on future responsibilities.

ACHIEVEMENTS

Training

- Content

In 2025, 1,213 employees attended at least one training session, for a total of 2,356 participations and 8,562 days. The programs were diverse: operations, technical, maritime, soft skills and support functions, and for managers, targeted training in AI and CSR, strengthening their capacity to integrate innovation and sustainability into their roles.

In 2025, Marsa Maroc offered its employees a wide range of specialised and cross-functional training programs, developed in partnership with ports, national bodies and international partners. These programs were designed to meet Marsa Maroc's operational needs and strategic developments, while strengthening the adaptability and skills of teams.

In parallel, the company continued to support the career ambitions of its employees by fully or partially funding diploma-level training. These programs, such as MBAs and Masters degrees, offer each individual the opportunity to develop their skills and progress in their professional career.

- Assessment

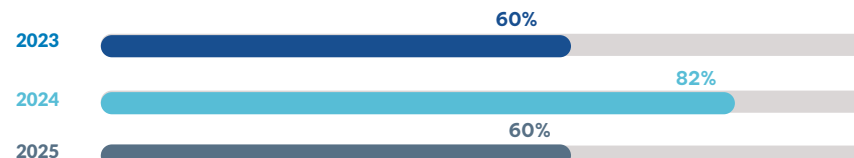
In 2025, training programs were tailored to strengthen expertise, foster innovation, and enhance employees' agility in addressing operational and strategic challenges :



Evolution of average training hours



Percentage of employees who benefited from training



BROAD-BASED CSR TRAINING PROGRAM

As part of the deployment of the 2025 training plan, Marsa Maroc launched a structuring training program aimed at spreading a real shared CSR culture, in line with the strategic importance of sustainability, one of the six major axes of its strategy. This approach is part of a vision combining economic performance, environmental responsibility and positive social impact, embodied by the values of ethics, transparency, innovation and operational excellence.

The first stage focused on building the competence of CSR liaisons, trained in the fundamentals of CSR, sustainable development challenges, international frameworks and Marsa Maroc's CSR approach. In total, 18 CSR liaisons from 15 directions were trained. This training will enable them to effectively fulfil their essential role in CSR governance, which consists of animating the approach, coordinating actions and collecting data.

The second stage, dedicated to all executives, reinforces this dynamic through structured training around four modules: understanding key CSR/ESG concepts, appropriating Marsa Maroc's CSR commitments, articulating professions with sustainability challenges, and clarifying the individual posture expected of a committed employee. To date, more than 200 executives have been trained, attesting to a significant strengthening of knowledge and adherence to CSR issues.



18

CSR focal points from
15 directions were
trained in CSR



200

managers were
trained in CSR

Mobility

Faithful to its internal mobility policy, and aware of its role as a lever for skills development and performance, Marsa Maroc continued in 2025 to deploy mechanisms promoting the mobility of its employees, in support of development projects and structural changes. In 2025, 96 employees benefited from a horizontal transfer and 47 employees from an internal promotion.

Career management

For non-executive positions, selection is carried out through internal competitions open to eligible employees, promoting internal mobility and equal opportunities. For senior executives, career management is based on the assessment of skills, experience and performance. The Jobs and Skills Reference Framework (REC) serves as a support tool for analysing profiles and guiding mobility and promotion decisions, ensuring development based on merit and organisational needs. For senior managers, appointments are made through calls for applications overseen by a committee chaired by the CEO, guaranteeing transparency and rigour.

OUTLOOK

Marsa Maroc will continue its strategic transformation by placing human development at the heart of its priorities, through the strengthening of skills and career management. This dynamic aims to support the acquisition of new technical and managerial knowledge in support of the company's development projects. A complete training framework will enable structured pathways adapted to identified needs to be developed and to support the professional development of each employee. As part of the transition to the contractual regime, the modernisation of the remuneration system, talent management, succession planning, the overhaul of the evaluation system and the improvement of the integration pathway are all part of this same dynamic.

#3

Protecting workers across our sites

OBJECTIVE

The protection of workers across the various sites is a priority for Marsa Maroc, which endeavours to preserve the health and safety of its employees as well as the users of its terminals (subcontractors, clients, transporters, etc.). Beyond the prevention of occupational risks, particular importance is also accorded to occupational medicine and workstation ergonomics. Furthermore, the company implements an advantageous social policy for the benefit of its employees and their families.

KEY INDICATORS



“

The health and safety of our employees constitute an absolute priority for Marsa Maroc. Through our integrated QHSSE management system and the involvement of management at all levels, we work to guarantee safe, healthy and sustainable working conditions across all our sites.

Rachid HADI, Director of Operational Performance

”

POLICY

Marsa Maroc's Quality, Safety, Health, Environment and Energy (QHSSE) policy includes the objective of ensuring safe and healthy working conditions enabling the elimination of hazards, the reduction of OHS risks and the safety of personnel under Marsa Maroc's responsibility or control, as well as ensuring the consultation and participation of staff and their representatives in the management of the Occupational Health and Safety Management System. This responsibility is borne at the highest level of the company, by top management and the Audit and Risk Committee.

Marsa Maroc's integrated QHSSE management system follows the requirements of the ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 and ISO 50001 standards for all operational sites, with the exception of Tanger Alliance which conducted an energy audit as an alternative.

APPROACH

Marsa Maroc has a procedure for the identification of hazards and analysis of associated risks in terms of occupational health and safety (OHS). This procedure, which aims to define the procedures for identifying the hazards to which Marsa Maroc personnel and persons operating within its scope of activity may be exposed, also evaluates the associated risks and the means of control in order to put in place the necessary control measures. The procedure is defined in 11 stages:



The resulting risk analysis is updated annually, enabling a preventive approach to Occupational Health and Safety (OHS) management and the identification of the most significant risks.

A legal and regulatory watch on Occupational Health and Safety is maintained to ensure compliance both with the regulations applicable to Marsa Maroc's activities and with the requirements of port authorities. Teams from the Head Quarter and from each local port periodically conduct internal and external audits, under the supervision of the Central Operations Direction, to ensure the effective implementation of the system's provisions.

A claims management procedure related to workplace accidents complements this framework. It outlines the formalities and procedures to be followed by the relevant entities in the event of workplace and/or commuting accidents involving employees. It also aims to ensure the handling and reporting of such accidents to both local authorities and insurance providers.

Lastly, specific requirements relating to hygiene and Occupational Health and Safety are imposed on service providers carrying out work within port areas.



ACHIEVEMENTS

Promotion of a safety and hygiene culture

In 2025, Marsa Maroc further strengthened its ambition to establish a solid and shared OHS culture around three structuring levers: the Safety and Hygiene Committee (SHC), continuous safety training and the coordinated organisation of Safety Days across all ports on the occasion of World OHS Week.

• The Safety and Hygiene Committee: a pillar of OHS governance

The SHC constitutes a privileged space for dialogue between management and employees on all issues relating to health, safety and hygiene at work. Its main mission is to consolidate the OHS culture, identify areas for improvement and ensure the implementation of preventive actions. It is composed of a representative of the Human Resources Direction (Chair), the head of the QHSSE Division, the occupational health physician, two staff delegates and trade union representatives. The committee meets quarterly, as well as at any time in the event of a serious accident and actively contributes to the continuous improvement of working conditions through its recommendations, accident investigations and awareness-raising actions.

• OHS training: an essential lever for strengthening prevention

The OHS training plans are updated each year by the HR Direction in collaboration with the port QHSSE teams. They are part of a global action plan aimed at controlling the risks specific to each port and at head quarter level. The 2024-2025 program incorporates a set of initiatives covering the main hazards to which employees and service providers are exposed, notably:

- awareness-raising sessions on risk prevention
- qualitative improvement of personal protective equipment (PPE)
- reinforcement of fire-fighting means
- systematic maintenance of electrical installations and safety devices
- improvement of lighting in operational areas
- annual regulatory inspection of lifting equipment and electrical installations

These actions directly contribute to the adoption of best practices by all employees.

• Safety Days 2025: simultaneous mobilisation across all ports

In 2025, Marsa Maroc took a new step in the consolidation of its prevention culture by organising, for the first time, a coordinated Occupational Health and Safety week across its operational sites. Launched under the name Safety Days, this common initiative was held on the occasion of World OHS Week, during which each port scheduled its activities on dates adjusted to its operational constraints. This simultaneous mobilisation of ports illustrates Marsa Maroc's aim to standardise, strengthen and share OHS standards across all its entities. The programs deployed as part of Safety Days incorporated a range of varied actions: practical awareness-raising workshops, simulation exercises of risk situations, demonstrations and exhibitions of PPE, technical and immersive training notably using virtual reality tools, and experience-sharing sessions between ports.

This edition saw the active participation not only of employees, but also of staff from subcontracting companies and temporary staffing agencies.

This openness enabled the impact of awareness-raising actions to be strengthened and the culture of prevention to be extended to all partners involved in Marsa Maroc's value chain.

Occupational medicine and social protection

• Marsa Maroc relies on a central medical service

Supported by around ten local units covering all the cities where Marsa Maroc is present. This system provides a comprehensive set of services, adapted to the needs of each site:

- blood tests and biological examinations

- radiology and specialist examinations

- vaccination campaigns, medical visits carried out by specialist physicians,
- personalised social support provided by social workers where necessary

Three-year health plans are implemented for all employees, incorporating all essential medical specialities to enable a comprehensive and regular assessment of the health of teams. The dual objective is to monitor the health of employees and to reduce risk factors in order to limit the potential impacts of work on their physical and psychological wellbeing.

• Extended social protection

In addition to professional actions, Marsa Maroc offers all its employees extended social coverage that goes well beyond legal requirements, covering several essential aspects:

Retirement regimes

- RCAR (Collective Retirement Allocation Scheme)
- CNSS (National Social Security Fund)

Supplementary retirement regime

- CNRA (National Retirement and Insurance Fund)
- CIMR (Moroccan Interprofessional Retirement Fund)

Medical coverage

Provided by MODEP, comprising a basic scheme (public sector) and a supplementary scheme (mutual sector)



Social wellbeing actions

Marsa Maroc ensures optimal lighting and acoustic conditions in all workspaces, carrying out regular illumination and luminance measurements as well as instantaneous sound level measurements, complemented by CO2 level monitoring to maintain healthy air quality in its premises.

Employees also benefit from a range of social advantages contributing to their wellbeing:

- Omra and pilgrimage : a group of employees is selected each year to travel to the holy sites, with the majority of Omra costs covered by the company;
- sports facilities: Marsa Maroc contributes to employees' subscriptions to various sports clubs and facilities;
- children of staff benefit from preferential rates for judo, swimming and basketball; the company also has the Oceanic Club of Casablanca, accessible to employees and their families;
- academic prizes for children: children of employees who achieve excellent academic results receive gift vouchers at the end of each school year;
- loans and banking partnerships: Marsa Maroc supports access to housing by covering part of the interest on mortgage loans;
- cultural and sporting outings: throughout the year, the company offers employees and their families free tickets for cultural and sporting event;
- summer camps: during the summer school holidays, children of employees participate in holiday camps organised in different regions of the Kingdom;
- summer stays: Marsa Maroc contributes to the wellbeing of its employees through stays at its holiday centres and various hotels located in several cities of the Kingdom.



PERFORMANCE

All ports operated by Marsa Maroc as well as head quarter are certified according to the international standard ISO 45001:2018 'Occupational Health and Safety Management System'. Marsa Maroc's employees and those of its subcontractors are covered by an OHS management system subject to internal and external audit.



OUTLOOK

Marsa Maroc will continue its efforts to raise awareness among its employees of OHS risks and to strengthen the culture of prevention across all ports. In 2026, it is also planned to maintain the coordinated organisation of Safety Days, with a single theme for all ports, while giving each site the possibility of defining secondary themes adapted to the specificities of its activity.

#4

Promoting professional gender equality

OBJECTIVE

Marsa Maroc makes women representation a central commitment of its CSR strategy, ensuring the promotion of effective professional equality between women and men across all its professions. Marsa Maroc works to strengthen female representation as an essential lever of sustainable performance. Through this commitment, Marsa Maroc intends to create a more diverse, high-performing working environment aligned with its values of responsibility and equal opportunities.

KEY INDICATORS



39,1%

parity rate in central top management



43,3%

of support function staff are women



61

women in the top 200 salaries



The promotion of professional equality between women and men constitutes an essential lever of sustainable performance and equity within our organisation. Through our actions, we ensure the creation of an inclusive environment, conducive to the fulfilment and progression of each individual, without any distinction.

Said ASBAAI, Human Resources Director



APPROACH

In a port sector historically dominated by male-oriented professions, Marsa Maroc makes professional equality a major axis of its HR policy. The company deploys a proactive policy aimed at guaranteeing equitable access to career opportunities and promoting female representation at all levels of the organisation.

This approach translates into targeted actions enabling, on the one hand, the encouragement and facilitation of women's presence in operational port functions, and on the other, the assurance of their right of access to positions of strategic responsibility.

The non-discrimination policy, in compliance with national and international standards on equal treatment, covers the entire employee career path: recruitment process, integration, training, career management, mobility, performance evaluation, remuneration and access to social benefits.

The company also works on raising awareness among managers and teams in order to embed an inclusive and open culture, favourable to the emergence of new female talent in an environment traditionally perceived as male-dominated.

ACHIEVEMENTS

In 2025, Marsa Maroc continued with determination its commitment to gender parity by strengthening the presence and role of women within the company. Although the employment structure remains influenced by the historically male dimension of certain port professions, female employees occupy an important place in support functions and are progressively accessing positions of strategic responsibility.

Aware of the need to accelerate the feminisation of operational professions, the company has integrated this priority issue into its CSR roadmap through a three-year action plan structured around three axes: the formalisation of a structuring commitment via a gender parity charter, the strengthening of female representation within top management through targeted development actions, and the maintenance of the systematic integration of the gender approach in the arrangement of working conditions to guarantee an inclusive and equitable environment.

In this context, the Human Resources Direction, in collaboration with the Communication and CSR Direction, organised a workshop bringing together the ports' HR liaisons to co-construct a professional equity charter, with the support of two specialised experts. This participatory approach illustrates Marsa Maroc's desire to durably anchor professional equality in its organisational culture. The year 2025 was also marked by concrete progress, notably the promotion of three female employees to the positions of Central Directors and three others to Head of Direction positions, reflecting the continuous progression of female leadership within the company.

In the field, Marsa Maroc adapts the working conditions of women working in operational activities

through the provision of dedicated changing rooms, specifically designed personal protective equipment and secure transport solutions within the ports.

PERFORMANCE

Although women represent 10.4% of all employees at Marsa Maroc, their presence is markedly stronger within decision-making levels, where they account for nearly 20% of senior managers and central directors.

Distribution of female workforce by grade



#5

Growing and engaging our suppliers

OBJECTIVE

Marsa Maroc's responsible purchasing approach aims to integrate social and environmental challenges into its procurement, to support its suppliers in adopting sustainable practices, and to support the development of local micro, small and medium-sized enterprises, while reducing impacts on its value chain.

KEY INDICATORS



Our responsible purchasing represents a strategic lever for sustainably integrating environmental and social challenges into our value chain. We work continuously to build an ecosystem of committed and high-performing suppliers.

Redouane LACHGAR, Purchasing Director



APPROACH

Our approach aims to promote sustainable practices, based on simplified and harmonised processes. The progressive digitalisation of procedures, via a single portal, facilitates the submission of offers, exchanges and the management of supplier feedback. Relations with our partners are founded on equity, transparency and compliance with ethical standards, while optimising payment deadlines. Regular exchanges enable performance to be monitored and areas for continuous improvement to be identified. In parallel, rigorous social and environmental criteria are integrated into our contracts to guarantee responsible procurement and support our suppliers towards more sustainable practices.

ACHIEVEMENTS

Update of the purchasing policy

Marsa Maroc's purchasing policy was revised to fully integrate the principles of environmental protection and the promotion of social inclusion. This update strengthens the alignment of the purchasing function with the company's CSR strategy and actively contributes to its decarbonisation and sustainable development objectives.

Implementation of the supplier charter

A supplier charter, aligned with ISO 20400, was deployed to formalise Marsa Maroc's requirements in terms of ethical, social and environmental practices. This initiative demonstrates the purchasing function's commitment to CSR and its desire to align with stakeholder expectations, particularly in the context of major port projects.

Monitoring of supplier CSR commitments

Follow-up visits were conducted with certain suppliers to assess their compliance with legal, regulatory, social and environmental requirements, as well as with the standards of good practice specific to their activities.

Supplier satisfaction survey

A satisfaction survey was also conducted among a representative sample of suppliers, with the objective of assessing the quality of partnership relations and identifying areas for improvement. This survey covered administrative, technical and financial dimensions, combining quantitative and qualitative approaches.

CSR training for buyers

CSR training was provided to the entire purchasing team to strengthen internal skills and raise awareness of sustainability and responsible purchasing issues.

Support for local suppliers

Keen to support the local economy, Marsa Maroc favours purchases from new suppliers, notably micro and small enterprises, thus contributing to regional economic development.

Local purchasing by category



PERFORMANCE

Committed to sustainably supporting the cash flow of our suppliers, we work to optimise our payment terms, maintained on average below 38 days over the last three years. In 2025, targeted actions enabled this payment terms to be reduced to 29 days, reflecting our commitment to responsible and balanced relations with our partners.

In 2025, the evaluation of our supplier panel according to environmental and social criteria revealed no significant negative impact. This analysis confirms the overall alignment of our partners with our sustainability and ethics requirements.

Furthermore, 96% of evaluated suppliers obtained a score above 70/100, attesting to a satisfactory level of performance against our CSR standards. Suppliers presenting areas for improvement will benefit from structured support through improvement plans, in a logic of continuous improvement and shared value creation.

Evolution of payment terms



OUTLOOK

Marsa Maroc is committed to a continuous approach to raising awareness among its service providers regarding social and environmental responsibility principles.

In 2026, Marsa Maroc will strengthen its responsible procurement initiatives through:

- Raising service providers' awareness of social and environmental responsibility principles;
- Implementing a supplier qualification system aimed at structuring and securing the partner selection process. This initiative will help establish a pool of reliable suppliers that comply with the company's requirements and are subject to regular monitoring;
- Establishing a supplier mapping system based on suppliers' environmental and social commitments, with the objective of analyzing and visualizing suppliers' CSR maturity by taking into account their environmental, social, and ethical impact.

Optimising the impact of our terminals

Advancing decarbonisation, climate change mitigation and coastal preservation	41
Making digital transition a driver of process and client experience	50
Contributing to the wellbeing of local communities	52

#6

Advancing decarbonisation, climate change mitigation and coastal preservation

“

The decarbonisation of our activities constitutes a structuring lever of our sustainability strategy. Through the progressive electrification of our equipment and the development of renewable energies, we are concretely reducing our environmental footprint. We will continue this dynamic in 2026 by accelerating the energy transition of our terminals and strengthening our contribution to the preservation of natural resources.

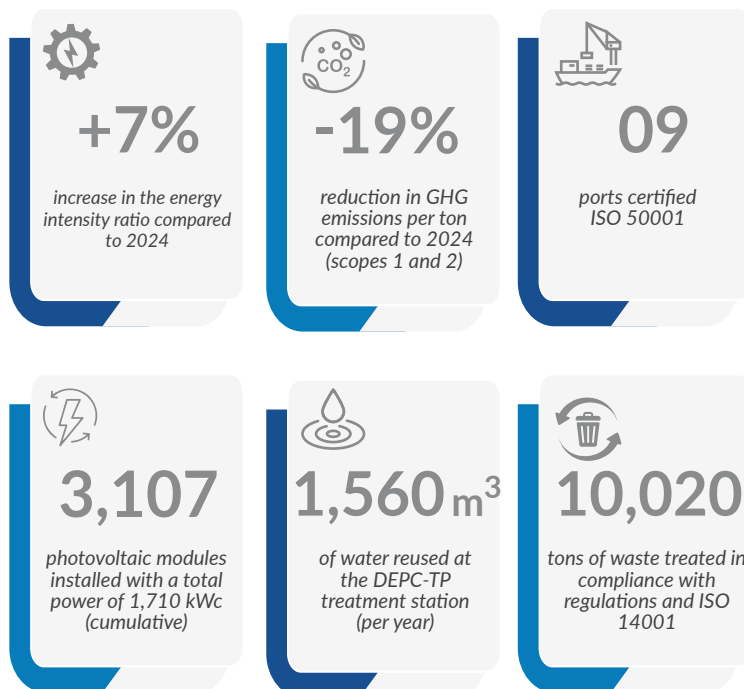
Rachid HADI, Director of Operations

”

OBJECTIVE

To contribute to the decarbonisation of Marsa Maroc's activities by reducing energy consumption and increasing the share of renewable energies, in order to support the fight against climate change.

KEY INDICATORS



APPROACH

Marsa Maroc continues to implement an ambitious decarbonisation strategy, structured around a dedicated roadmap aimed at reducing the carbon footprint of its activities in line with the objectives set. This dynamic translates into the adoption of more efficient and less emissive equipment, as well as the generalisation of LED lighting across all terminals and buildings, contributing to a lasting reduction in energy consumption. In parallel, Marsa Maroc implements the action plans resulting from ISO 50001 certification, now deployed across all its terminals, thus reinforcing the continuous improvement of its energy performance.

In the same logic, Marsa Maroc continues the integration of renewable energies through its Green program, dedicated to the development of solar production. This program relies on the progressive installation of photovoltaic panels across several operational sites, enabling part of the low-voltage needs to be covered and contributing to the reduction of greenhouse gas emissions.

In addition, Marsa Maroc pays particular attention to coastal preservation. A regular beach cleaning program at Ain Diab Extension beach is carried out each year. Furthermore, a rigorous waste management system is in place, in collaboration with approved operators ensuring the traceability of treatment channels and guaranteeing full compliance with current regulations. All these initiatives are part of an environmental management system compliant with ISO 14001, demonstrating Marsa Maroc's commitment to sustainable, responsible and environmentally respectful operations.



POLICY

Marsa Maroc's QHSSE policy includes three objectives directly linked to environmental management: taking into account risks and opportunities in quality, safety, health, environment and energy in the planning and implementation of processes; protecting the environment, preventing pollution and rationally using natural resources; and continuously improving the performance and effectiveness of the QHSSE management system.

It also includes five energy-related objectives: taking into account risks and opportunities in the planning and implementation of processes; protecting the environment, optimising energy, preventing pollution and rationally using natural resources; aligning with Marsa Maroc's decarbonisation strategy in terms of energy efficiency and green energy integration; promoting the acquisition of energy-efficient products and services influencing the energy performance of activities; and ensuring that energy improvement is taken into account in any new design of installations and equipment.

This approach is implemented by local teams at each port and overseen by the Operations Direction at central level to ensure alignment with the company's strategic orientations. No environmental dispute involving Marsa Maroc was recorded in 2025. Environmental management is governed by an Environmental Management System (EMS) certified ISO 14001 version 2015.



Natural resources (energy)

- electricity consumption
- diesel consumption



Water and oceans

- water consumption, maritime pollution through the discharge of dangerous products (e.g. petroleum products)
- discharge of polluted water following equipment washing



Air

- greenhouse gas emissions resulting from energy consumption
- dust emissions during bulk cargo handling (e.g. sulphur at the port of Safi)
- air pollution through contamination by gaseous products or in the event of fire



Waste

- generation of ordinary waste (cardboard, paper, plastic, wood, non-hazardous product debris, household waste)
- generation of hazardous waste (used oils, hazardous product debris, used cartridges and toners)



Soil

- pollution and/or contamination of soil through the spilling of liquid products (e.g. fuels or chemicals)

ACHIEVEMENTS

Alignment with Morocco's climate policy

Marsa Maroc confirms its alignment with national climate ambitions by integrating decarbonisation at the heart of its CSR commitments. The company continues to implement its roadmap aimed

at the progressive reduction of its GHG emissions, with objectives of -30% by 2027 and -50% by 2030 on the basis of scopes 1 and 2. These targets are fully in line with Morocco's energy transition and climate change strategy. The actions undertaken strengthen the energy efficiency of port operations and contribute to positioning the port sector as a key player in decarbonisation.



Certification of the majority of Marsa Maroc terminals in accordance with the ISO 50001 standards

As part of the implementation of its decarbonisation roadmap, Marsa Maroc actively continued the ISO 50001 certification program of all its terminals, with the exception of the container terminal operated by Tanger Alliance at the port of Tanger Med which, in accordance with national regulations, conducted a detailed energy audit as an alternative to certification. This program constitutes an essential pillar of Marsa Maroc's energy strategy, aimed at structuring, harmonising and optimising energy management across all port operations.

The progressive adoption of the Energy Management System (EnMS) compliant with ISO 50001 has enabled Marsa Maroc to deploy several levers for improving energy efficiency:

- systematic identification of significant energy uses
- implementation of structured action plans focused on reducing electrical and thermal consumption, optimising equipment operation and modernising installations
- reinforcement of consumption monitoring and control; integration of energy efficiency criteria in equipment acquisition and renewal processes
- awareness-raising and training of teams.

Green electricity supply at Marsa Maroc terminals in Tanger Med

As part of the decarbonisation strategy of the Tanger Med port complex, the supply of green electricity was initiated for all terminals, including Marsa Maroc's Bulk and General Cargo Terminal as well as the container terminal operated by Tanger Alliance. This energy transition now enables handling equipment, in particular gantry cranes, as well as terminal and building lighting to be powered by a clean energy source. Thanks to this action, greenhouse gas emissions generated by our terminals recorded a significant reduction of nearly 52% compared to 2024 (scope 1 and scope 2) at Tanger Alliance, contributing notably to the reduction of our overall carbon footprint, equivalent to a decrease of 11,814 tCO₂.

Carbon footprint for the year 2025 covering all 3 scopes

In a structuring approach and in line with international best practices, Marsa Maroc carried out for the first time a carbon footprint entrusted to a specialised independent firm and covering all three scopes. The methodology adopted is compliant with the provisions of ISO/TR 14069 and the application guidelines of ISO 14064-1 and ISO 14064-2. Training was provided to employees called upon to contribute to the development of this footprint, to raise their awareness of the importance of this approach in strengthening the confidence of stakeholders, particularly investors and lenders.



SCOPE 1

Direct emissions generated by fixed and mobile sources under the company's control and required for its operations

SCOPE 2

Indirect emissions associated with the consumption of electricity, heat, or steam required for the company's operations

SCOPE 3

Indirect greenhouse gas emissions generated upstream and downstream of a company's activities, but not originating from sources owned or controlled by the company

Continuation of the Green program for photovoltaic modules installation

In the continuity of its energy transition dynamic, Marsa Maroc continues the deployment of the Green program for the installation of photovoltaic panels at the ports of Casablanca (TC3PC), Safi and Agadir, representing a total installed capacity of 480 kWc thanks to 826 panels. The commissioning of these installations in 2025 brings the total installed photovoltaic capacity to 1,710 kWc, corresponding to 3,107 panels.

Decarbonisation roadmap progress

Acquisition of electrically powered equipment



- Acquisition of electric equipment, in anticipation of their future operation on renewable energy.
- Acquisition of hybrid cranes combining diesel motorisation and electric power supply, in order to reduce fuel consumption and associated emissions.
- Acquisition of machinery equipped with high energy efficiency auxiliary systems, contributing to the optimisation of energy consumption.

Acquisition of energy-efficient thermal equipment



- Adoption of a procurement policy for equipment fitted with Stage IV diesel engines for high-power machinery and Stage III engines for low-power equipment.

Energy consumption optimisation



- **ISO 50001 certification** of all ports except Tanger Alliance, which opted for the energy audit as an alternative.
- **Generalisation of LED technology for terminal lighting across all ports.**
- **Installation of inverter air conditioning units.**
- **Upgrading of roof insulation of certain buildings:** carried out in 2025 at DEPM and DEPN level; upgrading of other roofs planned for 2026.

Deployment of solar energy sources



Continuation of the Green program relating to the use of solar energy to cover low-voltage needs with the installation of:

- 276 kWc for the TC3PC subsidiary.
- 64.35 kWc for the port of Safi.
- 140 kWc for the port of Agadir.

Waste management in compliance with regulations and ISO 14001

Marsa Maroc attaches major importance to the sustainable management of its waste, ensuring that all operations are conducted in compliance with national environmental regulations and in alignment with the requirements of ISO 14001. This approach is part of its environmental management system aimed at reducing the impact of its port activities and ensuring the traceability of waste flows.

Household waste treatment

Marsa Maroc ensures the management of household waste generated by administrative buildings as well as waste resulting from port operations, such as dunnage wood.

Hazardous waste treatment

Hazardous waste, notably used oils from handling equipment, filters, batteries and printer toners, is managed according to a protocol compliant with ISO 14001. It is stored and handled by operators approved by the Ministry of Energy Transition and Sustainable Development and by the National Ports Agency. A large part of this waste is valorised as fuel in industrial furnaces, contributing to a significant reduction in environmental impact.

The entire process is traced and justified by elimination or valorisation certificates, guaranteeing the transparency and compliance of treatment.

Port pollution prevention

Marsa Maroc implements a proactive environmental policy aimed at preventing any form of water and soil pollution, in compliance with national regulations and the requirements of its environmental management system.

Regarding water pollution

the company identifies the risks linked to the spillage of dangerous products during port operations and deploys prevention measures, notably strict procedures during hydrocarbon unloading and equipment washing.

First intervention teams are continuously trained and subjected to simulation exercises carried out in collaboration with the port authority and civil protection.

Impact: these measures strengthen immediate response capabilities and significantly reduce the risk of marine pollution.

Regarding soil pollution

Specific equipment such as sand boxes, anti-pollution kits and absorbent products are in place across all ports, with regular monitoring.

Impact : The preventive management limits the risks of soil contamination and guarantees rapid intervention in the event of a leak.

Water consumption optimisation

Marsa Maroc undertakes an active approach to preserving water resources through an integrated optimisation and monitoring system.

The company's direct consumption, limited to sanitary uses and equipment washing, is subject to enhanced monitoring through the installation of meters enabling rapid identification of any leak and immediate intervention by technical teams to reduce losses. Regular awareness-raising actions among employees contribute to more responsible water use across all sites.

The treatment and reuse station for wastewater for the automatic washing of rolling equipment and service vehicles set up by the Casablanca Bulk Traffic Operations Direction generates an annual water saving of 1,560 m³, corresponding to a reduction of 55% of the entity's total water consumption.





76,581 m³
Water consumed



13,274 tep
Energy consumed

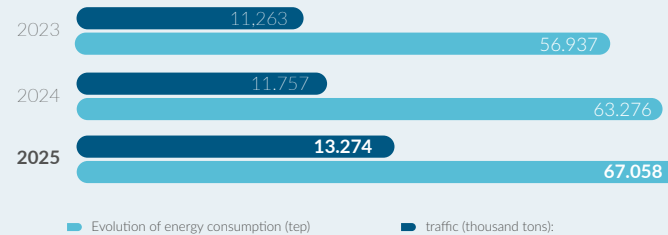


49,344 tCO₂e
GHG emissions

Number of electric vehicles



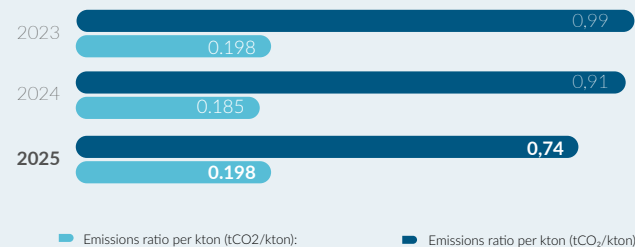
Evolution of energy consumption (tep) and traffic (thousand tons)



The energy intensity ratio increased by +7% compared to 2024.

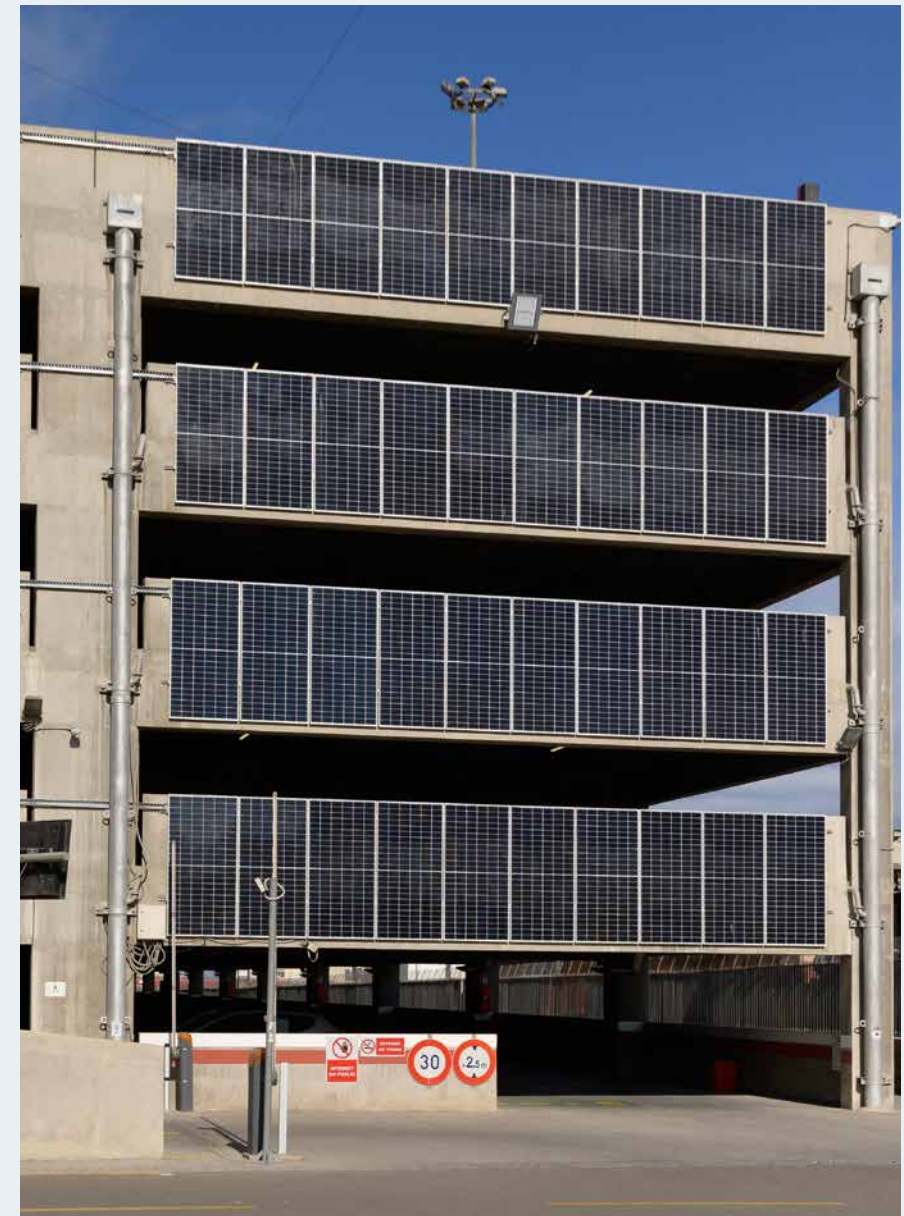
The emissions ratio decreased by 19% compared to 2024.

Energy intensity ratio (tep/kton)



Note:

The calculation of energy consumption includes solar energy consumption.



OUTLOOK

Marsa Maroc will continue, during the 2026–2027 period, the implementation of its decarbonization roadmap, in line with its commitments to preserving natural resources and reducing its environmental footprint. This momentum will notably rely on the acquisition of low-emission equipment, the integration of renewable energy sources, and the optimization of energy consumption.

Acquisition of electric equipment

As part of its strategy to acquire electric equipment powered by green energy, Marsa Maroc plans to purchase several electrically powered units of equipment.

Handling equipment intended for the Nador West Med port

Order of 116 electric tractors intended for the container terminals concessioned to Marsa Maroc at the Nador West Med port.

Handling equipment for operational terminals

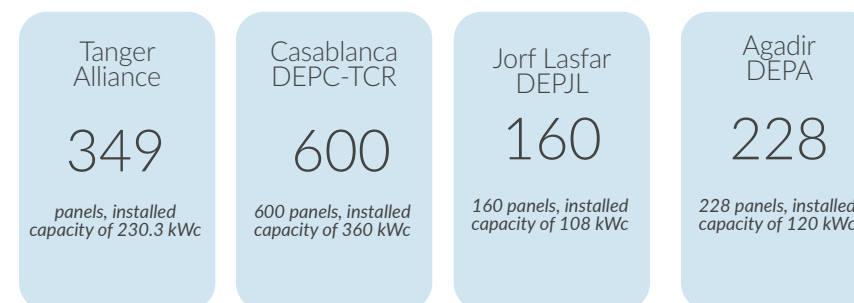
- Acquisition of 3 electric rail-mounted cranes intended for the ports of Jorf Lasfar and Safi;
- Acquisition of 4 rubber-tyred mobile cranes equipped with Stage V thermal engines and an electric power supply option, intended for the ports of Nador West Med and Tanger Med;
- Order of 17 medium-capacity electric forklifts intended for the ports of Nador, Casablanca, Safi, and Agadir.

Acquisition of high energy-performance thermal equipment

In addition to electric equipment, Marsa Maroc will continue acquiring machinery fitted with high energy-efficiency thermal engines. This notably includes 12 front forklifts and 8 reach stackers equipped with Stage V thermal engines, intended for the terminals of the Nador West Med port.

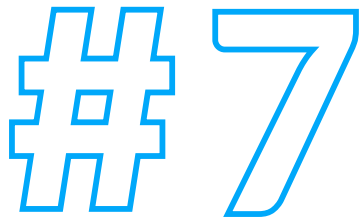
Photovoltaic installations planned for 2026

Total capacity planned: approximately 818 kWc, split as follows:



Optimisation of port infrastructure lighting

Marsa Maroc plans the installation of outdoor lighting remote management systems, enabling better control of electricity consumption and a reduction in associated emissions. This initiative will notably concern the ports of Mohammedia and Nador.



Making the digital transition a driver of process optimisation and client experience

OBJECTIVE

To support the digital transformation of Marsa Maroc's terminals towards smart terminals in order to improve operational performance while contributing to the company's CSR objectives. This approach aims to strengthen transparency towards stakeholders, optimise the use of resources and improve service quality, while offering a smooth and efficient client experience. It also enables the reduction of physical travel through remotely accessible services and the alignment of Marsa Maroc's practices with the technological standards adopted by shipowners, industrialists and other partners.

POLICY

The port ecosystem has for several years been engaged in a process of digitalising foreign trade procedures in order to facilitate and simplify operations. It is in this context that Marsa Maroc initiated, from 2020, its first digital transformation projects. The company thus launched e-invoicing and e-payment services, via the Portnet multichannel payment community platform, for the benefit of its clients.

A true lever of competitiveness and resilience, the digital transition is at the heart of Marsa Maroc's strategic plan and is accompanied by change management among teams in order to embed a genuine digital culture.

The digital vision of Marsa Maroc is structured around four major objectives to be achieved by 2027:



Enable our clients
to carry out all
their procedures
quickly, efficiently
and remotely



Offer transporters
a fast and
paperless journey,
from terminal
arrival to exit



Enable our
employees to focus
on high value-
added tasks by
automating time
lost on repetitive
tasks



Capitalise on
captured data to
better
understand our
clients and
optimise our
operations



The digital transformation of Marsa Maroc constitutes an essential lever for building more efficient, more transparent and more sustainable terminals. Through the digitalisation of our processes and services, we improve the experience of our clients while optimising the use of our resources. This approach is fully in line with our ambition to develop smart ports, aligned with international standards of the port and logistics sector.



Sana BENNENI, Director of Digitalisation and IT

Three strategic axes

1

Improvement of user
experience through the
implementation of
informational and
transactional interfaces
dedicated to clients and
partners

2

Optimisation of port
operations throughout
key stages

3

Improvement of internal
processes related to
support functions,
notably to improve
operational efficiency

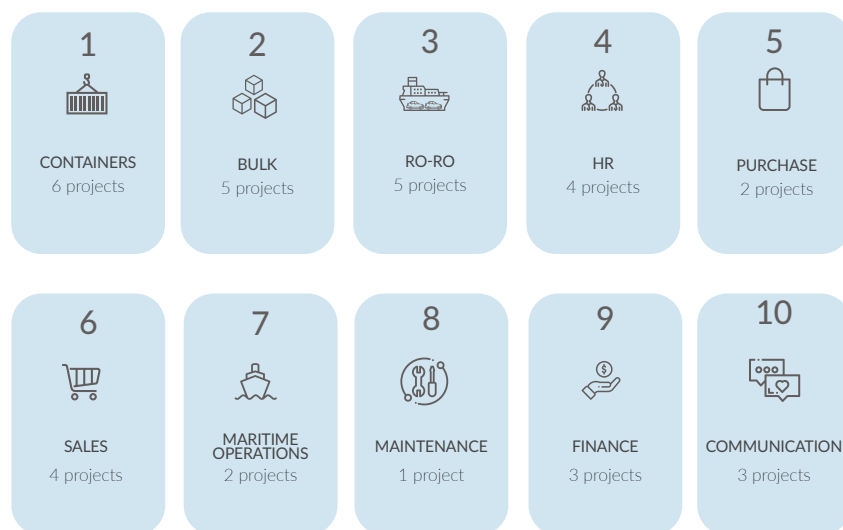


Digital Roadmap

The digital roadmap was co-developed through 20 ideation workshops bringing together thematic teams, each composed of several business leaders and a representative from the Digitalization and IT Direction (DDIT). These same teams are mobilized for the implementation of the action plan.

These various workshops enabled the identification of a number of digital and IT projects, which were analyzed using an Impact/Feasibility matrix.

Mapping of Marsa Maroc's digital roadmap projects



Thanks to the internal communication tools put in place, daily listening practices, and regular exchanges with the Digitalization and IT Direction (DDIT), feedback from the field will continue to enrich this roadmap, which will evolve in line with the needs of ports and support functions.

The deployment of the digital roadmap began immediately following its approval, with the launch of new electronic services related to procurement, invoicing, payment, document management, and HR requests.

ACHIEVEMENTS

- Realisation and deployment of a new version of the Client Portal, now offering a comprehensive set of high value-added e-services. This version integrates remote settlement and editing of invoices, container tracking, editing of the Container Delivery Note (BLC), as well as consultation of the deposit and history of invoiced and paid amounts.
- Supervision and real-time remote monitoring of equipment at the ports of Casablanca and Jorf Lasfar, thanks to a smart monitoring system enabling remote tracking of the technical status of equipment: oil and grease levels, rotation, battery, temperature, or crane boom inclination angle.
- Installation of a truck access dematerialisation system for container collection at the entry of the container terminal at the port of Casablanca, via an E-Gate solution, with the objective of automating and strengthening the security of the entire access process. This automated system combines administrative control (A-CHECK) and physical control (P-CHECK), drawing on cutting-edge technologies, notably OCR cameras dedicated to the automatic recognition of registration plates and container numbers. It also enables full recognition of container characteristics (number, type, dimensions, ISO code, apparent condition, seals, etc.) as well as their operational status, thus ensuring exhaustive, reliable and secure traceability of operations.
- Realisation and deployment of a Smart Berth Planning System enabling the programming and planning of vessel berthing as well as the management of Berth Windows across all terminals at the port of Casablanca. The system is interfaced with the AIS (Automatic Identification System), exploiting real-time satellite data such as the position, speed and ETA of vessels, in order to optimise planning and the fluidity of port operations.
- Deployment of the SAP Maintenance solution to modernise and structure all maintenance management processes. This solution improves the planning, monitoring and execution of interventions, while ensuring better traceability and optimised equipment utilisation.

OUTLOOK

Marsa Maroc will deploy, during the 2026–2027 period, a series of structuring projects aimed at modernizing and harmonizing the company's digital tools. These projects include:

- Implementation of the Navis Terminal Operating System (TOS) in the container terminals at the port of Casablanca
- Deployment of the Terminal Operating System (TOS) at the container terminal of Nador West Med
- Deployment of the Navis Terminal Operating System (TOS) in the polyvalent terminals at the ports of Casablanca and Jorf Lasfar
- Implementation of the new SAP invoicing system, to strengthen the integration and reliability of invoicing processes
- Installation of the Crane OCR system at the container terminals at the ports of Casablanca and Nador West Med, enabling the automatic identification of containers via cameras installed on spreaders, with direct integration into the TOS for enhanced traceability

#8

Contributing to the improvement of living conditions of local communities



With the creation of Ports4Impact, Marsa Maroc has taken a new step in its community CSR policy. This entity embodies our desire to structure and amplify our actions in service of social development and inclusion in the port territories where we operate.



Driss AGOUJJIM, President of Ports4Impact

OBJECTIVE

Marsa Maroc's community policy aims to sustainably strengthen its social impact in its areas of operation, by contributing to local development and proactively responding to the expectations and needs of communities.

KEY INDICATORS



10

programs supported
covering the areas
of education, health
and sport



717

children benefiting
from actions implemented



29

actions impacting local
communities



7

partnerships with
committed NGOs



APPROACH

In order to operationalise its community policy and increase its ambition, Marsa Maroc created Ports4Impact, an entity called upon to become a structuring mechanism of the company's community and territorial CSR.

Mission of Ports4Impact

Ports4Impact embodies the ambition of going beyond economic performance to make ports catalysts of social, environmental and cultural impact and spaces that actively contribute to the wellbeing of local communities.

In this context, the association is tasked with:

- identifying, supporting and accompanying high-impact social projects
- forging and strengthening lasting partnerships with civil society
- complementing Marsa Maroc's corporate action with a capacity for proximity intervention in the territories
- consolidating territorial anchoring and strengthening socio-economic contribution in port areas

Vision of Ports4Impact

Ports4Impact aims to contribute to the sustainable development of local territories, particularly in the regions where Marsa Maroc operates. Its objective is to support local dynamics and provide concrete responses to the needs and expectations of neighboring communities, thereby strengthening the company's local roots within its regions.

Areas of intervention

Ports4Impact's actions are structured around priority areas of intervention that form part of an integrated approach aligned with the five major pillars of Marsa Maroc's societal commitment, notably covering:

Social inclusion

promoting social inclusion by supporting initiatives that strengthen cohesion, access to opportunities and the integration of vulnerable populations

Education

contributing to improving access to quality education, supporting initiatives combating school dropout and promoting equal opportunities

Sport

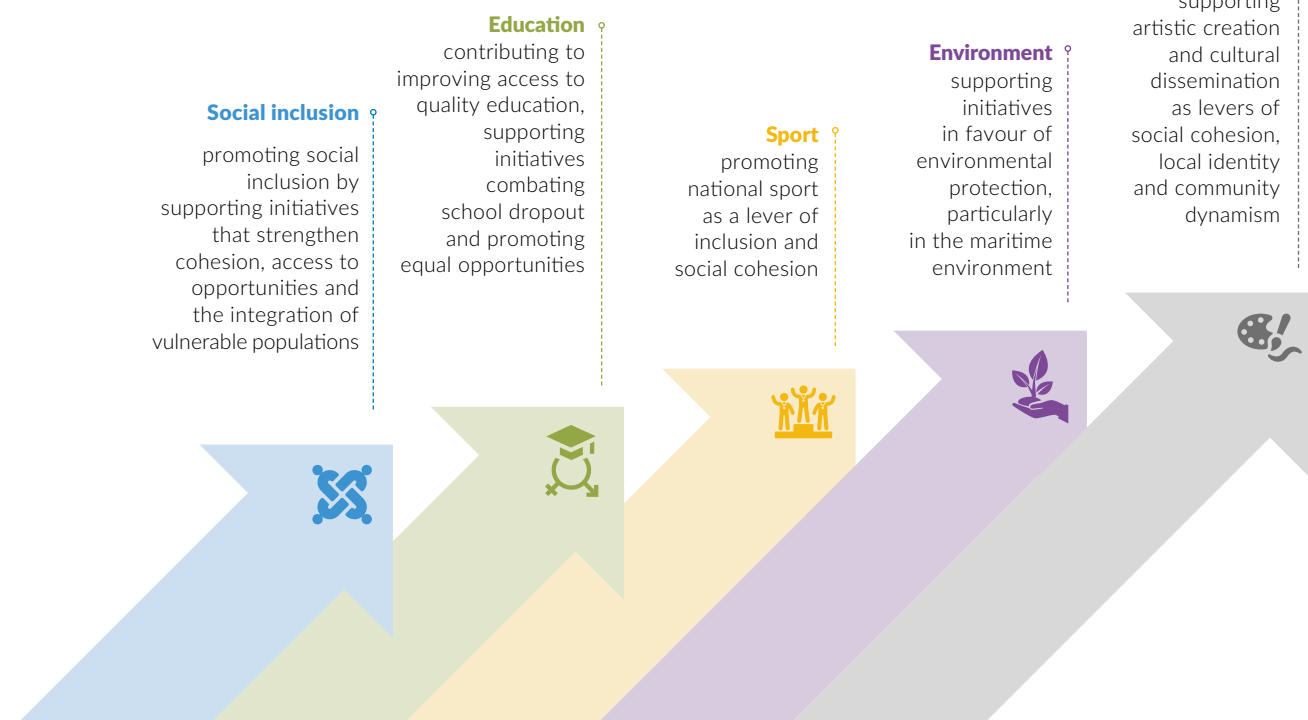
promoting national sport as a lever of inclusion and social cohesion

Environment

supporting initiatives in favour of environmental protection, particularly in the maritime environment

Art & culture

supporting artistic creation and cultural dissemination as levers of social cohesion, local identity and community dynamism



Ports4Impact operates in line with the values of Marsa Maroc and national societal priorities by carrying out initiatives, either directly or through nonprofit partners, that reflect a clear vision: creating a tangible and lasting impact at the heart of port communities.



ACHIEVEMENTS

The community initiatives carried out in 2025 are part of Marsa Maroc's community policy, thereby generating a tangible impact on communities living near the ports.

EDUCATION



• Support for LYMED and 1337 MED projects	Ports4Impact committed to supporting the training and integration of young people by covering 30% of the intake of LYMED and 1337 MED.	More than 160 students supported
• School remediation program	Marsa Maroc, in partnership with the Zakoura association, finances and monitors a school remediation program benefiting children between 6 and 12 years old from disadvantaged backgrounds living in Marsa Maroc's cities of operation.	More than 650 beneficiary children More than 240 parents participated in awareness-raising activities.
• Scholarships for deserving graduates	in partnership with the Jadara Foundation, Ports4Impact awarded scholarships covering higher education studies to graduates selected on the basis of their academic merit and the precariousness of their family situation. All beneficiaries are from Marsa Maroc's regions of operation.	10 graduates received merit scholarships
• School transport	Marsa Maroc distributed mountain bikes to pupils at the Sed Nfis establishment, in Al Haouz, who travelled an average of 6 km to reach school. This establishment was rebuilt by Marsa Maroc following the earthquake that affected the Al Haouz region.	43 bicycles distributed 20 volunteer employees

SPORT



• Stake acquisition in Raja SA	Ports4Impact entered, with a 60% stake, into the capital of Raja SA. This operation aims to support the restructuring of the Raja club and preserve a major part of the national sporting heritage.	
• Support for the Raja women's football team	Marsa Maroc is proud to have been supporting, for two years, the women's team of Raja Club Athletic. This partnership reaffirms its commitment to the development of women's sport and the promotion of gender parity.	40 sportswomen supported
• Support for young sporting talents	Marsa Maroc provided support to several young sporting talents in various disciplines including tennis and golf.	2 tennis players and 1 golfer supported

SOCIAL INCLUSION



- Support for the Mohammed V Foundation for Solidarity

The Mohammed V Foundation works primarily in favour of assisting people in precarious situations as well as sustainable development. Recognised as a public utility body and chaired by HM King Mohammed VI, this Foundation is committed to combating poverty and marginalisation.

Financial support provided to projects combating social precarity

- Funding of 15 surgical operations in partnership with Operation Smile Morocco

As part of its social commitment, Marsa Maroc, via the Ports4Impact initiative and in partnership with the Association Operation Smile Morocco.

Financing of medical care of 15 children and young adults with facial malformations

- Support for people with specific needs

Marsa Maroc supported the fair organised by the ANAIS association to collect funds that will finance the integration of people with mental disabilities, including children with Down syndrome.

Contribution to the care of 280 people with mental disabilities

- Organisation of a solidarity Iftar

On the occasion of the holy month of Ramadan, Marsa Maroc's employees once again demonstrated their commitment and solidarity by mobilising alongside the Benevoles Al Amal association to organise a solidarity Iftar for the benefit of people in need.

**2,300 people served
30 volunteer employees**

ENVIRONMENT



- Clean beaches operation

For fifteen years, Marsa Maroc has been committed alongside the Mohammed VI Foundation for Environmental Protection as part of the Clean Beaches operation. Faithful to its role as a responsible company, Marsa Maroc sponsors the Madame Chouale beach (Ain Diab Extension) and contributes to its development to offer a clean, secure and accessible seaside space for all.

**27,000 young people mobilised
5,500 awareness-raising and animation actions
2,450 tons of waste collected
200 associations involved**

ART & CULTURE



- Support for the Young Spectator School cultural project

Marsa Maroc supported the pedagogical and cultural project Young Spectator School, which enables children from disadvantaged backgrounds to discover theatre through performances in Arabic and French.

20,000 beneficiary children, mainly from public schools and orphanages

- Promotion of Moroccan and Beninese craftsmanship

In order to promote craftsmanship in the regions where Marsa Maroc is present in Morocco and Africa, a collaboration project was initiated between Moroccan pottery craftsmen and a Beninese artist, resulting in the creation of a piece of pottery crafted by expert Moroccan craftsmen and embellished by Lionel Attere, a Beninese painter particularly inspired by the maritime world.

Territorial commitment across Morocco

Across Morocco, concrete initiatives are implemented close to local communities in order to address their specific needs. Rooted in a responsible and inclusive approach, these initiatives contribute to the socio-economic development of the regions while strengthening relationships with stakeholders.

Number and distribution of sponsorship and patronage initiatives

	Profession	Art	Environment	Social	Sport
2025	8	2	2	9	8
2024	4	4	1	4	10
2023	6	3	2	4	7



Laâyoune

- school remediation class with 107 pupils
- scholarships awarded



Dakhla

- scholarships awarded



Mohammedia

- school remediation class with 106 pupils
- scholarships awarded



El Jadida

- school remediation class with 111 pupils
- scholarships awarded



Tanger

- support for LYMED and 1337 projects
- scholarships awarded



Nador

- school remediation class with 107 pupils
- scholarships awarded



Casablanca

- scholarships awarded
- support for the Raja women's team
- support for 2 young sporting talents
- support for people with specific needs
- clean beaches operation
- solidarity Iftar



Marrakech

- distribution of 43 mountain bikes to pupils at Sed Nfis school in Al Haouz



Safi

- school remediation class with 110 pupils
- scholarships awarded



Agadir

- school remediation class with 125 pupils
- scholarships awarded

OUTLOOK

- In 2026, Ports4Impact will continue its deployment as a central pillar of Marsa Maroc's community CSR policy, with the ambition of strengthening a sustainable, structured, and tangible territorial impact serving local communities and the development of the regions where Marsa Maroc operates. Through a proximity-based approach focused on shared value creation and local anchoring, Ports4Impact will continue supporting the implementation of initiatives with strong social value, in line with Marsa Maroc's vision of making ports genuine drivers of human, social, environmental, and cultural progress.

This momentum will continue around the major areas of intervention already defined, namely social inclusion, education, sports, environment, as well as arts and culture:

- In the field of education, Ports4Impact will continue supporting initiatives that promote equal opportunities, excellence, learning pathways support, and the strengthening of youth employability ;

- In the field of sports, its actions will aim to strengthen the role of sports as a vector for cohesion, inclusion, and outreach ;

- In the area of environment, Ports4Impact will continue supporting awareness-raising initiatives, coastal protection actions, and the promotion of more responsible practices, in line with the sustainability ambition upheld by Marsa Maroc ;

- Lastly, regarding arts and culture, the association will continue encouraging initiatives that contribute to social cohesion, the promotion of local identity, and the dynamism of local territories.

Through all these perspectives, Ports4Impact reaffirms its commitment to structuring Marsa Maroc's community initiatives over the long term by prioritizing coherent, meaningful, and impactful actions carried out close to local communities. This direction reflects Marsa Maroc's determination to embed its societal commitment within a sustainable approach capable of addressing community expectations while strengthening the role of ports as spaces for openness, development, and shared responsibility.

Conducting our activities with transparency and integrity

Modernising our governance practices and embedding CSR at their heart	59
Embedding a culture of integrity and transparency towards our stakeholders	64
Ensuring the security of our activities and terminals	66
Building a partnership approach with our clients	70

#9

Modernising our governance practices and embedding CSR at their heart

OBJECTIVE

In an environment characterised by constant evolution, Marsa Maroc attaches particular importance to the establishment of an agile, efficient governance system aligned with best practices. This system based on structured governance bodies and clear, adapted decision-making processes, enabling appropriate support for strategy, performance and sustainable value creation.



“

The quality of governance constitutes an essential pillar for supporting the strategy and sustaining the performance of Marsa Maroc. The evaluation conducted in 2025 has enabled us to consolidate our practices and identify levers for improvement in order to strengthen the effectiveness, transparency and alignment of our governance bodies with best practices.

Mounia ZIANI, Corporate and Governance Director

”

An internal evaluation mission of Marsa Maroc's governance bodies was carried out during 2025, under the aegis of the Nomination, Remuneration and Governance Committee. This evaluation aimed to assess the functioning, effectiveness and complementarity of Marsa Maroc's governance bodies, including the Board of Directors and the specialised committees, as well as their adequacy with regard to the group's strategic challenges, applicable regulatory requirements and good governance practices.

The mission enabled a structured assessment of the existing governance practices within the company, and its conclusions will contribute to consolidating achievements, identifying areas for improvement and formulating recommendations aimed at strengthening the transparency and effectiveness of the governance system, in coherence with Marsa Maroc's strategic orientations and ESG commitments.

Furthermore, as part of maintaining the dynamic of continuous improvement of governance practices, Marsa Maroc continues the deployment of the digitalisation of its governance bodies, aimed at strengthening the accessibility, traceability and security of information, while contributing to improved operational efficiency.

THE BOARD OF DIRECTORS

10

members

7

meetings held
in 2025

98,6%

participation rate

10%

women among
members

5,6

years average
seniority in the
deliberating body

Missions and functioning

- The Board of Directors determines the orientations of the company's activity, notably strategic, economic and financial, and ensures their implementation. It addresses all matters relating to the proper functioning of the company and resolves, through its deliberations, the affairs that concern it.
- At the close of each financial year, the Board of Directors closes the annual accounts.
- consolidated accounts and management report to be presented to the General Assembly for approval in accordance with current legislation.
- The Board of Directors is also responsible for the information intended for shareholders and the public, in compliance with applicable legal and regulatory provisions.
- The Board of Directors addresses critical subjects referred to it, drawing on the specialised committees. As such, no critical concern was referred to it in 2025.
- Members of the Board of Directors are appointed taking into account their expertise in management, strategy and finance as well as their knowledge of the port and logistics sectors, particularly within public companies.

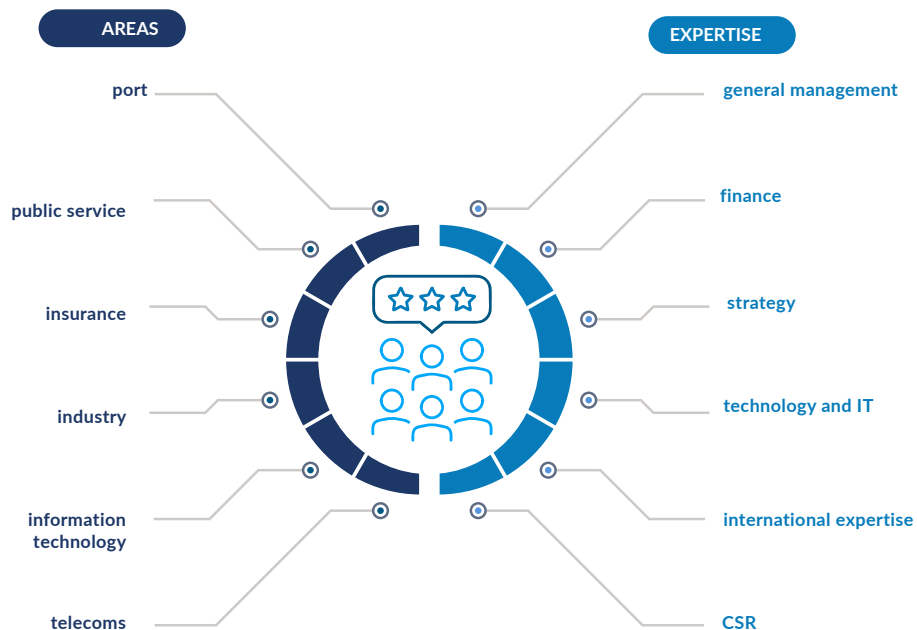
Appointment of members

- The Board of Directors is chaired by Mr Fouad Brini.
- Members of the Board of Directors, all non-executive, are appointed by the Ordinary General Assembly.
- In terms of gender representation within the Board of Directors, the proportion of women represents 10%.

Independence

- Mr Mustapha El Ouafi is appointed by the General Assembly as an independent director within the Board of Directors.
- With the exception of the independent director, the other directors did not receive remuneration for the 2025 financial year.

The Board of Directors combines diverse and complementary expertise across the following areas



COMPOSITION OF THE BOARD OF DIRECTORS

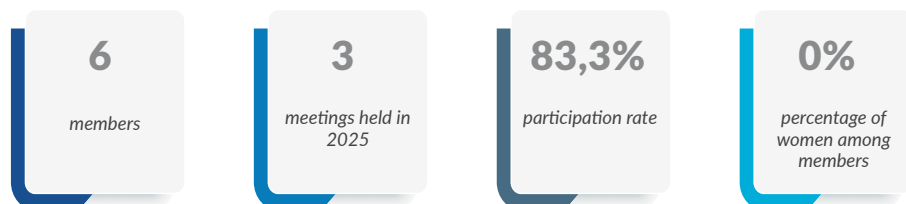
Name and role within the Board	Start date of term	End year of term (Approval of the accounts by the general assembly)	Other ongoing mandates	Rate of actual attendance at meetings of the deliberative body	Members of the Strategy and Investments Committee	Members of the Nomination, Remuneration, and Governance Committee	Members of the Audit and Risks Committee
Fouad BRINI Chairman	25/06/2024	term until AGO 2030	- Chairman of the Supervisory Board of TMSA - Chairman of the Boards of Directors of TMPA - NWM - TMZ - TMI - FTM and NADOR WEST MED Bétoya Industrial & Logistic Zone - Administrator on the Boards of Directors of TAC - TOS - TFZ - SAPT - SGPTV and ZAEF - Chairman and Chief Executive Officer of the Board of Directors of TMSA Participations - Permanent representative of TMSA Participations on the Boards of Directors of SATT and TMDL	100%			
Mehdi TAZI RIFFI Director	25/06/2024	term until AGO 2030	- Chairman of the Management Board of TMSA - Permanent representative of TMSA on the Board of Directors of TMPA - TMSA Participations - TMI - FTM - ZAEF - Permanent representative of TMSA Participations on the Boards of Directors of NWM - TMZ - TAC - TOS - TFZ - Tanger Med Utilities and CIRES TECHNOLOGIES - Member of the Board of Directors of Tanger Med Engineering - CTHZF and NADOR WEST MED Bétoya Industrial & Logistic Zone - Chairman and CEO of the Board of Directors of MEDHUB - Tanger Med Dev Log - Green Med Energy and Integrated Logistics Hub	100%	Chairman	✓	
Anouar EL JABBARI Director	25/06/2024	AGO 2030 which will decide on the 2029 accounts	- General Director of the Tanger Med Foundation - Administrator on the Board of Directors	100%		✓	✓
Loubna GHALEB Director	25/06/2024	AGO 2030 which will decide on the 2029 accounts	- Member of the Executive Board of TMSA - Permanent representative of TMSA Participations on the Board of Directors of TMPA - ZAEF - Permanent representative of TMZ on the Boards of Directors of TAC - TOS and TFZ - Member of the Board of Directors of Tanger Med Dev Log - TMZ - TMSA Participations - TMI - MEDHUB - Tanger Med Utilities - CIRES TECHNOLOGIES - CTHZF- Green Med Energy and Integrated Logistics Hub	100%	✓		
Mustapha EL OUAFI Independent Director	25/06/2024	AGO 2030 which will decide on the 2029 accounts	- CDG: Independent member of the CAR - CTM: Independent Administrator - Aya Gold & Silver Morocco - Zgounder Millenium Silver Mining and Boumaadine Global Mining: Chairman of the Board of Directors	100%			Chairman
Tanger Med Dev Log represented by Mehdi TAZI RIFFI Director	25/06/2024	AGO 2030 which will decide on the 2029 accounts		100%			
L'ANGSPE represented by Khalid EL HATTAB Director	25/06/2024	AGO 2030 which will decide on the 2029 accounts	- Member of the Board of Directors of: the Lagune Marchica Med Development Company, the Communal Equipment Fund, the Company for the Redevelopment of the Tangier City Port Zone, TMPA, National Communal Development Company, Tangier City Port Management Company, AL BARID BANK, Nador West Med Company, National Company for Guarantee and Business Financing - Member of the supervisory board of CDG - Member of the Board of Directors of MAROCLEAR	100%	✓	✓	✓
RCAR représenté par Mehdi BOURISS Director	25/06/2024	AGO 2030 which will decide on the 2029 accounts	- Chief Executive Officer of CDG Capital - Chairman of the Boards of Directors of CDG Capital Gestion - CDG Capital Bourse and AJAR INVEST- FINEA - Permanent representative of CDG within MAGHREB TITRISATION - Administrator on the Boards of Directors of the CASABLANCA STOCK EXCHANGE and Maroclear - Member of the Board of Directors representing CDG Capital in the CDG Foundation	85,71%	✓	Chairman	✓
Wafa Assurances represented by Boukber JAI Director	25/06/2024	AGO 2030 which will decide on the 2029 accounts	- Administrator mandate: CIMR, Attijari Bank Tunisia, CBAO, SIB, SCB, Attijari Bank Europe, and A6 Real Estate. - Permanent representative of Wafa Assurance as an Administrator: Attijari Assurance Tunisia, Wafa Assurance Côte d'Ivoire SA, Wafa Assurance Vie Côte d'Ivoire SA, Wafa Assurance Senegal SA, Wafa Assurance Vie Senegal SA, Wafa Assurance Vie Cameroon, Pro Assur, Wafa Life Insurance Egypt, A6 Real Estate, Lesieur, SUTA, Sucrunion, Akwa Africa, Cosumar, Wafa Takaful, Mohammedia Salt Company, OPCI Educapital SPI, Atlas Hospitality Morocco, Al Mada Ventures. - Permanent representative of Wafa Assurance on the Supervisory Board: Inter Mutuelle Assistance - Chief Executive Officer: Wafa Assurance, Panorama, Wafa Real Estate Investment, Wafa Real Estate Management, Wafa Assurance Immo Invest, Wafa Assurance Movie Theater Company, CDV Promotion. - Chairman of the Board of Directors: Wafa Ima Assistance, OPCI CDV Patrimoine,	100%	✓	✓	✓
CMR represented by M. Mohammed Jaber KHEMLICHI Director	25/06/2024	AGO 2030 which will decide on the 2029 accounts	- Member of the Board of Directors of the following OPCIs: "CMR O Stone" - "CMR A Stone" - "CMR L Stone" - "CMR MF Stone" - "CMR T Binayate" - "CMR R Patrimoine" - Member of the Supervisory Board within the companies "LAKHYAYTA PARK INDUSTRIES" and "SOUALEM PARK INDUSTRIES"	100%	✓	✓	✓

SPECIALISED COMMITTEES

The Board of Directors has established three specialized committees within its structure:

- The Audit and Risk Committee ;
- The Strategy and Investment Committee ;
- The Nomination, Remuneration and Governance Committee.

The Audit and Risk Committee (ARC)



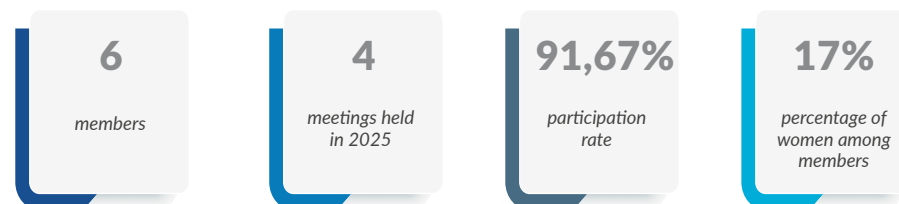
Appointment of members

Members of the ARC are appointed by the Board of Directors on the advice of the Nomination, Remuneration and Governance Committee.

Missions and functioning

The ARC is tasked with assessing the internal control system within the company and commissioning, where necessary, the external audits and evaluations needed to assess this control. The ARC also examines the internal and external audit charter and plan as well as audit reports. It issues an opinion on the choice of external auditors, examines accounting principles and assesses risk management and control. The ARC examines questions relating to accounts and financial documents of methodological interest or likely to generate risks.

The Strategy and Investment Committee (SIC)



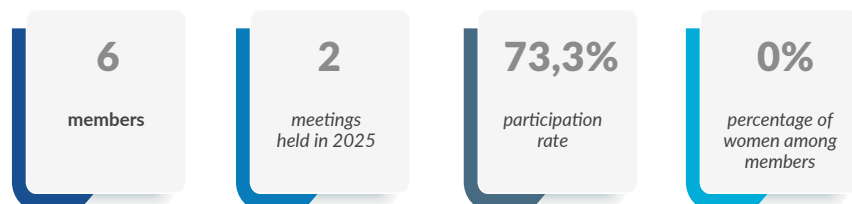
Appointment of members

Members of the SIC are appointed by the Board of Directors on the advice of the Nomination, Remuneration and Governance Committee.

Missions and functioning

The SIC issues an opinion on the definition and implementation of strategic orientations and monitors the progress of the implementation of said orientations. The Committee also examines development projects in terms of internal and external growth, as well as proposals relating to significant financing operations. The Committee examines international establishment projects and, in terms of investment, issues an opinion on multi-year investment programs and their financing and examines annual budgets and their updates.

The Nomination, Remuneration and Governance Committee (NRGC)



Appointment of members

Members of the NRGC are designated by the Board of Directors on the advice of said Committee.

Missions and functioning

The NRGC issues an opinion on proposals for appointment to director mandates or membership of the specialised committees. The NRGC is also tasked with evaluating the competence criteria for directors and members of the specialised committees as well as the independence criteria of independent directors. The NRGC is furthermore responsible for drafting and updating the procedure for the appointment of independent directors in accordance with Law 17-95 on public limited companies as amended and supplemented and in compliance with Law 40-22 fixing the number of independent directors within bodies.

general management

The general management of the company is assumed, under its responsibility, by the CEO. The CEO is vested with the broadest powers to act in all circumstances on behalf of the company. He represents the company in its relations with third parties and reports to the Board of Directors on the results, prospects and key events of the company.

Remuneration of main executives

The total amount of annual remuneration paid to Marsa Maroc's main executives for the 2025 financial year amounts to 13.1 million dirhams.

#10

Embedding a culture of integrity and transparency towards our stakeholders

OBJECTIVE

Marsa Maroc upholds integrity as a fundamental principle of business management, ensuring the prevention of active and passive corruption, conflicts of interest and insider trading. Marsa Maroc ensures the protection of the personal data of its stakeholders, with whom it maintains relations imbued with transparency in compliance with deontological rules.

KEY INDICATOR



“

Integrity and transparency represent essential principles for preserving the trust of our stakeholders and guaranteeing the compliance of our practices. Through the defined deontological framework and awareness-raising mechanisms, Marsa Maroc works to prevent the risks of corruption, conflicts of interest and abuse of privileged information. This approach contributes to durably embedding a culture of ethics and responsibility within Marsa Maroc.

”

Meriem Diouri, Strategy Director and Ethics Officer

POLICY

Marsa Maroc ensures the preservation of a culture of ethics and transparency and ensures compliance with applicable laws and regulations. Furthermore, the company strives to combat illicit practices of fraud and corruption through the implementation of clear and rigorous processes at the level of each activity. It also warns external service providers against resorting to such practices in the context of their collaboration with the company. Marsa Maroc has a corpus of documents recalling the rules of ethics and deontology governing relations with its stakeholders:

- The Stock Exchange Ethics Code communicated to informed persons ;
- The Procurement Regulations and the General Administrative Clauses applicable to Works (CCAGT), published on the company's website ;
- The Internal Regulations of the Board of Directors as well as the Director's Charter and the Charters of the Specialised Committees annexed to it, made available to directors. These Regulations and Charters are regularly updated, the last effective update dating from 25th June, 2024.

The Stock Exchange Ethics Code and the CCAGT are widely disseminated and training sessions are regularly organised to explain these rules to employees and answer their questions. An email address, widely disseminated, is also available to employees who wish to raise a subject in this regard.

ACHIEVEMENTS

Promotion of an ethics culture

Ethical commitments apply at all levels and to all Marsa Maroc employees, who are imbued with a genuine culture of respect for procedures. In the event of doubt by a company employee on an ethical subject, they can refer to their management, in accordance with the Stock Exchange Ethics Code.



Training on the stock exchange ethics of a publicly listed company and the prevention of insider trading was organised in 2023 for senior executives and informed persons within the company. It enabled those concerned to master the rules for disseminating and using privileged information as well as applicable sanctions, to know the criteria for qualifying important information as well as the tools and mechanisms for preventing insider trading, and finally to acquire the right reflexes to adopt in order to prevent insider trading.

Prevention of insider trading

Marsa Maroc attaches great importance to the prevention of insider trading, due to its listing on the Casablanca Stock Exchange. To this end, the company refers to national provisions governing good governance practices, notably the Moroccan Code of Good Governance Practices for Public Establishments and Companies and the circulars of the Moroccan Capital Markets Authority (AMMC).

The company's Stock Exchange Ethics Code, updated in 2021, aims to define the rules for employee intervention on company securities and to describe the rules that apply to them, insofar as said employees are likely, by virtue of their functions, to have access on a regular, occasional or fortuitous basis to privileged information relating to the company. This Code is regularly disseminated to persons identified as permanent or occasional insiders, due to their positions or functions at Marsa Maroc, who have, directly or indirectly, privileged information that may have a significant influence on the company's stock market price.

The function of Stock Exchange Ethics Officer is fulfilled by the Strategy Director, who guarantees the permanent compliance with deontological rules by insiders. Her hierarchical position enables her independence from the other operational functions of the company to be guaranteed.

PERFORMANCE

No corruption incident has been identified over the last three years. No significant case of non-compliance with laws and regulations and no associated fine has been paid by the company over the last three years. Finally, no data leak, theft or loss of client data has been identified by the company and no complaint has been received by it on this subject.

#11

Ensuring the security of our activities and terminals

OBJECTIVE

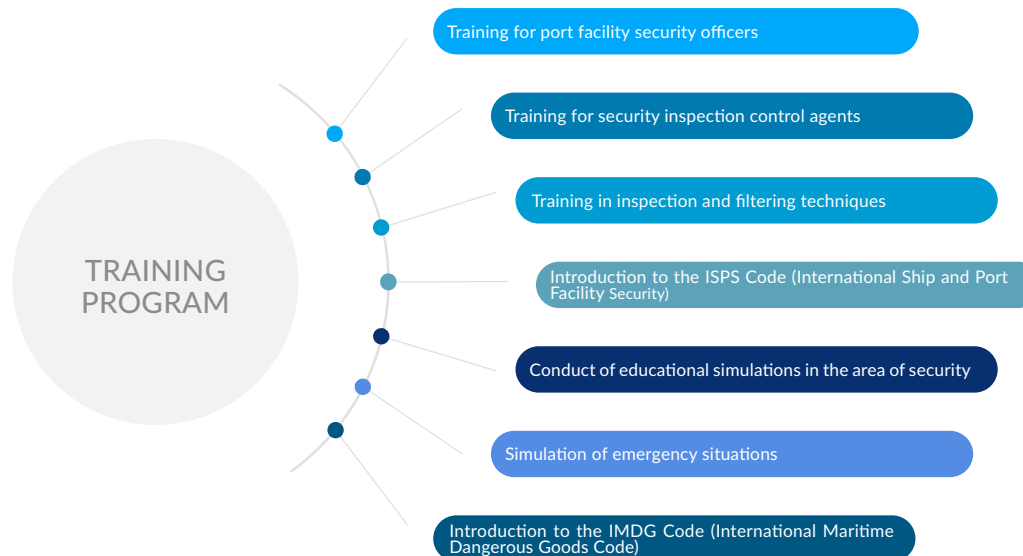
The security of Marsa Maroc's activities and terminals constitutes a strategic lever due to its direct impact on the company's overall performance. Marsa Maroc's systemic approach, integrating the consideration of this issue in all its processes and operations, implies the implementation of an active policy for the prevention of risks and vulnerabilities linked to traffic, cybersecurity and terrorism. Priority is also given to the application of preventive measures for risks related to the handling of dangerous and/or polluting goods.

APPROACH

Marsa Maroc has an internal operations plan and a security plan for each infrastructure operated, in order to exercise its responsibility over the following areas:



The deployment of the risk prevention and management policy at Marsa Maroc rests on complementary actions aimed at strengthening the security of port installations, buildings, vessels and goods. These actions include the recruitment of additional security agents and the establishment of an operational unit operating 24 hours a day, as well as the strengthening of control and access restrictions to terminals and sensitive areas. They also integrate the modernisation of the video surveillance system with specialised operators and the compliance of mobile fire-fighting means. A digital round management solution was deployed at the port of Mohammedia, with a view to its generalisation. Finally, QSE standards training and awareness-raising programs are provided, complemented by a comprehensive system including simulations covering various security themes.



“The security of our terminals and our operations constitutes an essential pillar of our performance. Through an integrated approach to prevention and risk management, we permanently strengthen the protection of our infrastructure, our employees and the flows we operate.”

Rachid ABINOUEH, Director of Operations at the Port of Mohammedia



ACHIEVEMENTS

Strengthening fire prevention and fire-fighting systems across ports

In the continuity of the fire prevention and fire-fighting reinforcement and modernisation program, Marsa Maroc continued in 2025 the implementation of structuring actions covering several ports in order to raise the level of operational security and reduce the risks linked to port activities.

Modernisation of fire detection and fire-fighting systems on older handling equipment

This action, initiated across several ports, continued in 2025 and notably concerned the ports of Casablanca (bulk terminal), Safi and Tanger Med I (general cargo terminal).

Creation of a fire-fighting operational unit at the port of Casablanca

The Operations Direction at the port of Casablanca (container and Ro-Ro traffic) consolidated this system by creating a specialised operational unit for

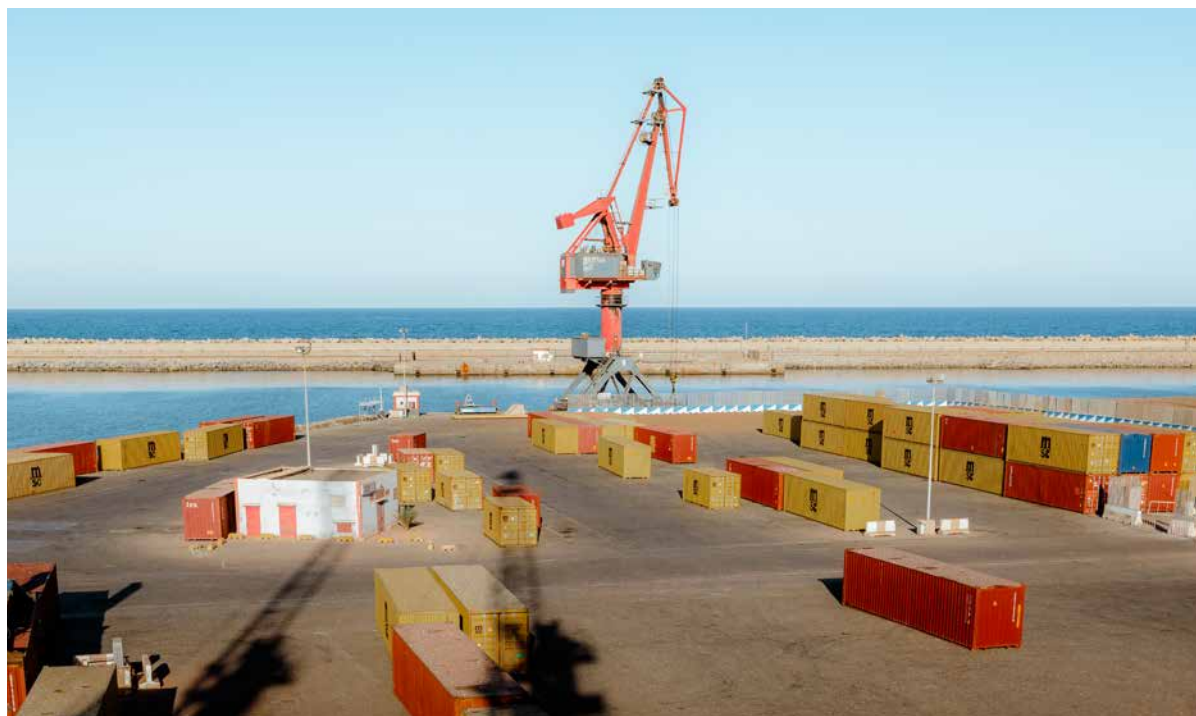
fire prevention and fire-fighting. This unit is equipped with modern dedicated safety equipment, regularly conducts exercises and simulations, and ensures rigorous inspection of construction sites and works within container and Ro-Ro terminals, thus strengthening the security of port installations.

Deployment of a mobile fire-fighting system at the Tanger Med I bulk terminal and at the port of Safi

A mobile fire-fighting system was installed at the bulk terminal of Tanger Med I port and at the port of Safi, accompanied by new rescue equipment at quay level. This solution enables rapid and flexible intervention, adapted to high-risk operating areas.

Installation of a walkway at the hydrocarbon berth at the port of Jorf Lasfar

A walkway was installed at petroleum berth No. 8 at the port of Jorf Lasfar to strengthen user safety, reduce the risk of accidents and falls, and improve the working and intervention conditions of operators.



Security audit and new security action plan at the port of Mohammedia

The port of Mohammedia constitutes an important entry point for petroleum products; the security of its hydrocarbon terminals is therefore of major importance. To strengthen this system in the face of the high risks associated with its activities, the Operations Direction at the port of Mohammedia mandated a renowned international organisation to conduct a comprehensive audit covering the organisation, regulations, operations and integrity of the installations. The recommendations from this audit feed into a structured action plan, the first study phases of which are underway.

Renewal of gas leak and fire detection systems at the port of Mohammedia

The Operations Direction at the port of Mohammedia renewed all its gas leak and fire detection systems, thus strengthening the resilience of terminals against

major risks. The new smart sensors offer more precise and earlier detection, enabling faster intervention in the event of an anomaly. This modernised system significantly improves the reliability of security systems and reduces the risk of incidents likely to impact people, infrastructure and the environment.

Partnership with the General Directorate of Civil Protection

Since the year 2000, the DEPM has maintained a lasting partnership with the General Directorate of Civil Protection, formalised by an agreement covering risk prevention, supervision of works, security rounds, training, exercises and interventions.



OUTLOOK

All operational sites

In 2026, Marsa Maroc will launch the Non-Destructive Testing (NDT) program to strengthen the security of operating equipment within its terminals. This approach aims to evaluate the structural integrity of equipment without interrupting their operation, by early identification of potential failures or fragilities that could generate incidents.

Port of Mohammedia

As part of the implementation of the action plan resulting from the security audit, the Operations Direction at the port of Mohammedia will finalise in 2026 the preliminary studies necessary for the deployment of the operational actions resulting from the audit. These studies will notably cover: the completion of the dimensioning study of fire-fighting equipment; the revision of the hazard study and the Internal Organisation Plan (IOP); the study defining safety distances between vessels carrying dangerous goods at the port of Mohammedia. Other actions will also be implemented in 2026, notably: the deployment of the Process Safety Management approach; the deployment of a security induction management solution; and the acquisition of fire-fighting and pollution control equipment.

Port of Casablanca, general cargo traffic

The dematerialisation of the truck access process at polyvalent terminals (E-GATE) will significantly contribute to strengthening security within Marsa Maroc's terminals. This digital solution will reduce the presence of operators and drivers in operating areas,

thereby reducing exposure to operational risks. It will also promote better organisation of traffic flows at terminal entrances and exits, improving fluidity and limiting accident-prone situations. The plan of circulation of the terminal will be reviewed in order to optimise and secure internal flows. The launch of the TOS planned for 2026 will further strengthen security in the terminals.

Port of Casablanca, container and Ro-Ro traffic

Several actions to strengthen the security of container terminals at the port of Casablanca are planned for 2026, including the deployment of an automated control solution for fire-fighting devices, in particular fire extinguishers. Furthermore, the security unit program, currently operational at the container terminal, will be extended to CT3 terminal to strengthen and better control the risk of fire. Finally, a fire security audit will be carried out for all container terminals, accompanied by an update of the Internal Organisation Plans (IOP).

Port of Nador and general cargo terminal at Tanger Med

In 2026, Marsa Maroc will strengthen and modernise the fire detection and fire-fighting system on older rolling and lifting equipment at the ports of Nador and Tanger Med.

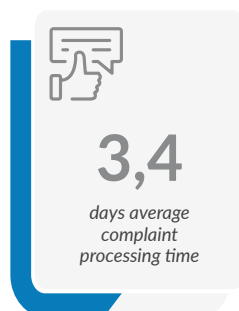
#12

Building a partnership approach with our clients

OBJECTIVE

Marsa Maroc aims to establish, with its clients, a lasting commercial relationship founded on regular performance, making operational excellence a key driver of competitiveness. This ambition translates into a results-oriented commercial approach, supported by continuous improvement and the co-construction of logistics solutions adapted to the evolving needs of its partners.

KEY INDICATORS



“

Our approach rests on proximity relations and a thorough understanding of each partner's challenges. This dynamic enables us to co-construct adapted logistics solutions, progressively integrating the new imperatives of environmental performance.

Khalid MANSOUR, Director of the Bulk Business Unit

Operational performance is at the heart of our relationship with our clients. By guaranteeing a reliable and competitive level of service, we contribute directly to the fluidity of their logistics chains and the strengthening of their competitiveness.

Taoufik CHAHIR, Director of the Container Business Unit

”

APPROACH

Marsa Maroc's commercial approach is structured around the following areas: Offering a regular service level responding to client needs.

Marsa Maroc's commercial strategy aims to offer a service level entirely aligned with the requirements specific to each activity segment, in order to respond to the specific needs of each client category. By strengthening its logistics offering, through the provision of large-capacity infrastructure and the reduction of vessel processing times, Marsa Maroc directly supports the logistics competitiveness of its clients. Marsa Maroc thus positions itself as a strategic partner enabling each client to develop a lasting competitive advantage in its market.

Proximity relations with clients

In a B2B commercial context where the control of logistics costs constitutes a strategic competitiveness issue, Marsa Maroc strengthens its relational proximity through a systematic evaluation after each port call, rigorous monitoring of key accounts and effective complaint handling. This approach enables constant adaptation of its services to the specific needs of each partner.

Development of logistics solutions supporting client decarbonisation needs

Marsa Maroc offers integrated logistics service offerings, designed to respond to the diverse needs of its clients, notably in terms of decarbonisation and related logistics services. To support these developments, Marsa Maroc has developed domestic cabotage solutions, multimodal services as well as turnkey logistics offerings, adapted to the operational and environmental requirements of its partners.

ACHIEVEMENTS

Creation of the container and Ro-Ro business unit and the bulk business unit

The creation of the Bulk Business Unit and the Container and Ro-Ro Business Unit is part of a strategic approach aimed at responding to the needs of an increasingly demanding clientele, seeking expertise and operational performance. This new organisation enables the specialisation of human resources and the development of specialised expertise by activity segment. It also draws on the integration of specialised equipment and advanced technologies to guarantee services aligned with international standards. Thanks to these Business Units, clients benefit from a strengthened, more reliable level of service, better adapted to the specificities of their operations.

Increase in capacity of terminals at the port of Casablanca

The projects to deepen the polyvalent terminals at the ports of Casablanca and Jorf Lasfar and to extend the container terminals at the port of Casablanca, launched by Marsa Maroc, constitute a major lever for client competitiveness. By enabling the reception of larger vessels, they significantly reduce the logistics costs borne by clients thanks to more advantageous freight conditions. These investments also strengthen environmental performance by reducing scope 3 GHG emissions, thanks to the reduction in the number of vessels mobilised and improved energy efficiency of logistics chains. The increase in port capacity also supports the development of the hinterland of the port of Casablanca, by supporting the growth of economic operators through more fluid and competitive import-export flows.

OUTLOOK

As part of strengthening its policy on corporate social responsibility, Marsa Maroc intends to leverage its commercial activities to progressively integrate sustainability principles into its relationships with clients and partners. In this regard, the main actions planned for 2026 are as follows:

Responsible contracting with clients

The integration of CSR requirements into commercial relations rests on the progressive introduction of specific clauses within contracts concluded between Marsa Maroc, its subsidiaries and their clients. The objective is to systematically integrate, in future commercial contracts, provisions relating to the principles of social responsibility, with a view to encouraging the adoption of responsible practices by all actors in the port logistics chain. Commercial contracts may include notably the following commitments:

- respect for environmental regulations ;
- respect for ethics and compliance principles ;
- respect for transparency requirements in commercial relations ;
- commitment to combating corruption and fraudulent practices ;
- respect for working conditions and the fundamental rights of workers.

Digitalisation in service of the CSR approach

The implementation of the new SAP invoicing system constitutes a strategic opportunity to strengthen the digitalisation of administrative and commercial processes. This tool will enable the acceleration of the reduction of paper use, the improvement of transparency in exchanges with clients and the modernisation of management practices within the Group.

The main planned actions include:

- generalisation of electronic invoicing ;
- implementation of digital services facilitating client procedures ;
- strengthening of transaction traceability ;
- reduction of paper support consumption.

Partnerships and responsible commercial development

The development of structuring partnerships with clients also constitutes a major axis for promoting the integration of CSR in Marsa Maroc's commercial activities. Several forms of cooperation may be implemented, notably:

- generalisation of maritime cabotage operations for certain flows, as illustrated by the operation conducted with LafargeHolcim Maroc between the ports of Agadir and Laayoune ;
- collaboration with certain clients for the digitalisation of documentary flows and electronic documents ;
- organisation of periodic meetings with strategic clients to exchange on best practices in terms of sustainable logistics and identify common areas for improvement.

Appendices

Regulatory and GRI indicator tables	73
GRI index	81
AMMC correspondence tables	84
Certification summary table	87
Acronyms and abbreviations	89

Correspondence between our material issues and specific GRI elements

Material issues	GRI-specific disclosures
Client relations quality	
Ethics and transparency	GRI 205 / Anti-corruption, GRI 418-1 / Confidentiality of client data.
Good governance practices	
Responsible purchasing	GRI 204-1 / Purchasing practices, GRI 308 / Environmental evaluation of suppliers, GRI 414 / Social evaluation of suppliers.
Security of activities and terminals	
Innovation and smart terminals	
Health, safety and wellbeing at work	GRI 401 / Employment, GRI 403 / Occupational health and safety
Skills development and career management	GRI 404 / Training and education
Performance culture	no specific GRI element.
Gender parity	GRI 405 / Diversity and equal opportunities
Climate change	GRI 201 / Economic performance, GRI 302 / Energy, GRI 305 / Emissions.
Support for local communities	GRI 203 / Indirect economic impacts, GRI 413 / Local communities.

Social indicator tables

Marsa Maroc workforce

Nature of the indicator	Indicator	2023			2024			2025		Comments
		Statutory Staff	Permanent contract	Fixed-term contract	Statutory Staff	Permanent contract	Fixed-term contract	Permanent contract	Fixed-term contract	
	total workforce									
GRI 2-7 AMMC	Total workforce by gender	1715	530	66	1528	534	30	2021	3	
	Women	201	33	1	187	37	1	210	0	
	Men	1514	497	65	1341	497	29	1811	3	
GRI 2-7	Workforce by region	1715	530	66	1528	534	30	2021	3	
	CASABLANCA - TCR							310		
	CASABLANCA - TP	755	28	13	590	19	10	228		
	NADOR	109	2	0	98	3		95		
	ALHOCEIMA	4	0	0	3			4		
	TANGER	38	0	0	34			28		
	MOHAMMEDIA	110	0	0	105	2		107		
	JORF LASFAR	153	0	0	140			138		
	SAFI	88	0	0	82			82		
	AGADIR	145	1	0	120	1		111		
	LAAYOUNE	60	0	0	55			55		
	DAKHLA	16	0	0	15			15		
	SMA	4	170	0	1	162	0	157		
	TA	3	308	14	3	327	0	337	3	
	TC3PC	90	20	39	160	18	20	186		
	Head quarter	140	1	0	122	2	0	168		

Workforce of Marsa Maroc

Nature of the indicator	Indicator	2023			2024			2025		
		Senior executives	Agents	Contractual staff	Senior executives	Agents	Contractual staff	Executive directors and senior managers	Non-directing executives	Non-executives
AMMC/GRI 405-1	Total workforce by gender	306	1409	596	271	1257	564	46	283	1695
	women	74	127	34	68	119	38	9	68	133
	Men	232	1282	562	203	1138	526	37	215	1562
AMMC/ GRI 2-7	Recruitments by category	4	24	41	0	11	49	2	35	60
	Departures by category	3	3	27	3	2	33	1	16	22
	Layoffs by category	0	0	1	0	0	1	0	1	0
	Negotiated Departure and Conciliation	9	17	18	18	40	5	0	7	19
	Turnover rate	7.5%			7.2%				6,1%	

Nature of the indicator	Indicator	2023			2024			2025		
AMMC	Workforce by seniority									
	< 5ans	700			597			601		
	5 - 12 years	484			601			384		
	12 - 20 years	423			321			312		
	20 - 25 years	249			205			130		
	≥ 25 years	455			368			597		
	Average seniority	6,7 years			10,5 years			15		

Nature of the indicator	Indicator	2023			2024			2025		
AMMC	Workforce by activity branch									
	Operational and technical professions	1477			1415			1399		
	Support professions	680			501			474		
	Maritime professions	154			176			151		
	Percentage of women in support professions	33.3%			32.3%			43,25%		
	Percentage of workforce working in the field	64.0%			76.0%			76,58%		

Remuneration

Nature of the indicator	Indicator	2023			2024			2025		
GRI 2-21	Ratio of total annual remuneration of the highest-paid person to the median total annual remuneration of all employees	4			4			4		

Social dialogue

Nature of the indicator	Indicator	2023	2024	2025	Comments
AMMC	Number of employee representatives	55	55	55	
	Number of strike days	0	0	0	
	Number and nature of social disputes	6	2	0	
	collective	0	0	0	
	individual	6	2	0	
	including: Dispute over the calculation methods of the voluntary departure compensation	1	1	0	
	complaint regarding dismissal	1	1	0	
	Work Accidents or Occupational Diseases	4	0	0	
GRI 2-30	Request for regularization of the administrative and/or financial situation with or without compensation	0	0	0	
	Percentage of employees covered by collective bargaining agreements	94.2%	76.6%	75.6%	concerns only Marsa Maroc and TC3PC staff

Career management

Nature of the indicator	Indicator	2023			2024			2025		
		Senior executives	Agents	Contractual staff	Senior executives	Agents	Contractual staff	Executive directors and senior managers	Non-directing executives	Non-executives
GRI 404-3	Percentage of employees having benefited from a performance review	100%	100%	0%	100%	100%	0%	100%	100%	100%
	Percentage of employees having benefited from a career development opportunity	16.39%	20.44%	6.54%	20%	21.80%	3,19%	22%	12,37%	0,12%
	women	2.94%	2.27%	0%	5%	2.15%	0%	13%	4,95%	0,06%
	Men	16.34%	17.89%	6.54%	15%	19.65%	3,19%	9%	7,42%	0,06%
AMMC	Number of promotions		46			90		10,0	35,0	2,0
	Number of mobilities		74			94		31,0	128,0	8,0
	Share of bonuses in the wage bill	16%	28%		16%	28%		16%	16%	28%
	Percentage of women in the senior managers workforce	24%	0	0	17%				20%	

Training

Nature of the indicator	Indicator	2023	2024	2025
	Number of beneficiaries	2311	2092	2356
AMMC	Number of employees having received training	1393	1712	1213
AMMC	Training budget as proportion of payroll	1.06%	0.85%	0.89%
	Overall training satisfaction rate	93.10%	94.00%	95.00%
	Average number of training hours per employee	21.86	28.96	33.84
GRI 404-1	women	30.69	34.42	43.2
	Men	20.88	28.32	32.76
	The average number of training hours that the organization's employees completed during the reporting period, by professional category	21.86	28.96	33.84
	Senior executives	46.19	52.97	56.8
	Agents	17.4	25.37	30.33
	Senior managers	21.3	12.53	21.96
	Number of safety and terminal security training sessions	6	41	30

Health, safety and wellbeing

Nature of the indicator	Indicator	2023	2024	2025	Comments
AMMC	Number of workplace accidents	34	23	31	
	Number of employees entitled to parental leave	74	74	50	
	women	8	60	39	
	Men	66	14	11	
	Return-to-work rate following parental leave	74	74	50	
	women	8	60	39	
	Men	66	14	11	
	Return-to-work rate following parental leave	74	74	50	
	Women	8	60	39	
	Men	66	14	11	
	Retention rate following parental leave	100%	100%	100%	
	Women	100%	100%	100%	100% retention
	Men	100%	100%	100%	100% return to work
GRI 403-9	Number of fatal workplace accidents	0	0	0.00	Rates calculated on the basis of 1,000,000 hours worked
	Number of serious workplace accidents (excluding fatalities)	2(0.41)	0	2.00	
	Number of recordable workplace accidents	34(6.97)	23(4.81)	31.00	
	Total hours worked	4 880 832	4 786 496	4 630 912	
GRI 403-10	Number of deaths following occupational disease	0	0	0	
	Number of recordable occupational disease cases	0	0	0	

Environment Indicator Tables

Nature of the indicator	Indicator	Unit	2023	2024	2025
AMMC (+GRI 302-1 pour les consommations d'énergie)	OUR RESOURCE CONSUMPTION				
	Electricity consumption (MWh)	MWh	37 162	39 470	38.906
	renewable part (MWh)	MWh	768	808	18.586
	Total electricity consumption (excluding renewable)	MWh	36.394	38.662	20 320
	Total electricity consumption in TEP (including renewables)	TEP	3.196	3.395	3.346
	Diesel fuel consumption	TEP	8.067	8.362	9 928
	Water consumption	m3	93.465	97.043	76.581
GRI 302-3	Energy intensity ratio	TEP/Kton	0,20	0,18	0,20
	MARSA WASTE MANAGEMENT				
	Waste similar to household waste	Ton			6 362
	Hazardous waste	Ton			3 658
	Wastewater discharges	Ton			61 468
	DECARBONIZED ENERGY				
GRI 305	Breakdown of GHG emissions by scope				
	Scope 1 - Direct Emissions scope	TCO2e	30.175	29.467	34.256
	Scope 2 - Indirect Emissions	TCO2e	26.386	27.875	15 088
	Scope 3 - Other Emissions	TCO2e			
	Breakdown of GHG emissions by port				
	Port of Tanger Med 1	Percentage	1%	1%	1%
	Port of Tanger Med 2 Tanger alliance	Percentage	39%	40%	22%
	Port of Al Hoceima	Percentage	0%	0%	0%
	Port of Nador	Percentage	4%	4%	5%
	Port of Casablanca Total	Percentage	30%	31%	42%
	TP	Percentage	8%	7%	9%
	TCR	Percentage	11%	10%	17%
	TC3PC	Percentage	12%	13%	16%
	Port of Mohammédia	Percentage	3%	3%	3%
	Port of Jorf Lasfar	Percentage	4%	4%	6%
	Port of Safi	Percentage	3%	3%	4%
	Port of Agadir Total	Percentage	11%	11%	14%
	Agadir/Marsa Maroc	Percentage	8%	7%	9%
	SMA	Percentage	4%	3%	4%
	Port of Dakhla	Percentage	0%	0%	0%
	Port of Laâyoune	Percentage	1%	1%	2%
	Headquarter	Percentage	2%	2%	1%

Nature of the indicator	Indicator	Unit	2023	2024	2025
GRI 305	Scope 1 - Distribution of GHG emissions by port				
	Port of Tanger Med 1	Percentage	1%	1%	1%
	Port of Tanger Med 2 Tanger alliance	Percentage	33%	33%	32%
	Port of Al Hoceima	Percentage	0%	0%	0%
	Port of Nador	Percentage	5%	4%	4%
	Port of Casablanca Total:	Percentage	32%	31%	37%
	1/TP	Percentage	5%	5%	6%
	2/TCR	Percentage	13%	10%	15%
	3/TC3PC	Percentage	14%	17%	16%
	Port of Mohammédia	Percentage	4%	5%	3%
	Port of Jorf Lasfar	Percentage	3%	3%	4%
	Port of Safi	Percentage	3%	3%	3%
	Port of Agadir Total:	Percentage	15%	14%	12%
	1/Agadir-Marsa Maroc	Percentage	8%	9%	9%
	2/SMA	Percentage	7%	5%	4%
	Port of Dakhla	Percentage	0%	1%	1%
	Port of Laâyoune	Percentage	1%	2%	2%
	Headquarter	Percentage	2%	3%	1%
	Scope 2 - Breakdown of GHG emissions by port				
	Port of Tanger Med 1	Percentage	2%	1%	0%
	Port of Tanger Med 2 Tanger alliance	Percentage	47%	47%	2%
	Port of Al Hoceima	Percentage	0%	0%	0%
	Port of Nador	Percentage	3%	4%	8%
	Port of Casablanca Total:	Percentage	28%	29%	55%
	1/TP	Percentage	10%	9%	18%
	2/TCR	Percentage	9%	11%	21%
	3/TC3PC	Percentage	9%	9%	16%
	Port of Mohammédia	Percentage	2%	2%	3%
	Port of Jorf Lasfar	Percentage	6%	6%	10%
	Port of Safi	Percentage	3%	3%	6%
	Port of Agadir Total:	Percentage	7%	6%	14%
	1/Agadir-Marsa Maroc	Percentage	7%	6%	12%
	2/SMA	Percentage	0%	1%	2%
	Port of Dakhla	Percentage	0%	0%	0%
	Port of Laâyoune	Percentage	0%	0%	1%
	Headquarter	Percentage	2%	1%	1%
	Total avoided emissions	TCO2e	514,53	538,25	12 963 ,45
	Emissions ratio per tonne (or other unit of ratio)	TCO2e / Kton	0,99	0,91	0,74

Purchasing indicators tables

Nature of the indicator	Indicator	2023	2024	2025
Local purchases				
GRI 204-1	Share of local suppliers by activity in value	98%	89%	96
	Purchases of the Equipment domain (supply and maintenance)	82%	77%	87
	Purchases of the " Expenses" category	100%	100%	100
	Purchases of the 'Infrastructures' domain	100%	100%	100
	Purchases in the 'Information Systems' field	100%	99%	89
	Purchases in the 'Intellectual Services' field	100%	100%	92
Supplier evaluation according to criteria Environment				
GRI 308-1	Percentage of new suppliers analyzed using Environmental criteria	97%	92%	90
GRI 308-2	The number of suppliers assessed in terms of environmental impacts	229	168	227
	The number of suppliers identified as having negative and significant environmental impacts, real and potential.	0	4	0
	The percentage of suppliers identified as having negative and significant environmental impacts, actual and potential, with whom improvements have been agreed following an assessment	0%	2%	0
	The percentage of suppliers identified as having negative and significant environmental impacts, actual and potential, with whom relationships were terminated following an assessment, as well as the reasons for this measure	0%	1%	0
Evaluation of suppliers according to social and environmental criteria				
GRI 414-1	Percentage of new suppliers analyzed using social criteria	96%	93%	91
GRI 414-2	The number of suppliers assessed in terms of social impacts	233	168	227
	The number of suppliers identified as having real and potential, negative and significant social impacts	1	2	0
	The percentage of suppliers identified as having real and potential negative and significant social impacts, with whom improvements have been agreed following an assessment	0.4%	1.2%	0
	The percentage of suppliers identified as having significant and negative social impacts, real and potential, with whom relationships have been terminated following an assessment, as well as the reasons for this measure	0%	1%	0
	Percentage of suppliers analyzed using environmental and social criteria	97%	96%	95
	Payment terms (days)	37	30	29

Customer Relationship Indicator Tables

Indicator	2023	2024	2025
Number of claims			
Nador	1	0	1
Tanger Alliance	5	10	14
Tanger Med	1	0	4
Mohammedia	1	2	11
Casablanca TP			43
Casablanca TCR	400	589	426
TC3 PC	387	290	376
Jorf Lasfar	17	10	16
Safi	26	25	54
Agadir	42	8	5
SMA	8	19	7
Laayoune	4	3	48
Dakhla	1	2	0
Customer complaint processing times in days			
Nador	2	0	3
Tanger Alliance	15	3.3	14
Tanger Med	1	0	2
Mohammedia	1	3	3
Casablanca TP			2,72
Casablanca TCR	4	4	3,72
TC3 PC	4	5	3,48
Jorf Lasfar	3.2	2.9	2,94
Safi	4	2	3
Agadir	4.1	7.6	1,8
SMA	4.4	1.4	3
Laayoune	1	2	2
Dakhla	1	2	0
Customer satisfaction rate by port			
Nador	85%	85%	86%
Tanger Alliance	92%	91%	92%
Tanger Med	91%	100%	ND
Mohammedia	90%	98%	98%
Casablanca TP			94%
Casablanca TCR	87%	92%	95%
TC3PC	87%	90%	91%
Jorf Lasfar	96%	97%	97%
Safi	92%	98%	93%
Agadir	85%	96%	95%
SMA	87%	ND	91%
Laayoune	80%	85%	85%
Dakhla	95%	94%	90%

Community indicator tables

		2023			2024			2025		
Indicator	Axis	Number of events / sponsorship and patronage actions	Number of NGOs	Number of programs	Number of events / sponsorship and patronage actions	Number of NGOs	Number of programs	Number of events / sponsorship and patronage actions	Number of NGOs	Number of programs
GRI 203-1	Sport	7			10			8		1
	Social	4	4	2	4	4	2	9	7	7
	Environment	2	2	1	1	1	1	2		2
	Performing arts	3	1		4			2		
	Profession and others	6			4			8		
Total								29	7	10



GRI Code	EN - Name of the standard	Chapter	Subchapter/Commitment	Pages	Comment
GRI 2 : General information 2021	The organization and its reporting practices				
	2-1 Details about the organization	Executive Summary	Marsa Maroc at a glance	6-9	
	2-2 Entities included in the organization's sustainability reporting	Executive Summary	About this report	5	
	2-3 Period, frequency and reporting contact point	Preamble	About this report	5	
	2-4 Reformulations of information	Not applicable			
	2-5 External insurance	None			
	Activities and workers				
	2-6 Activities, value chain and other business relations	Executive Summary Preamble	Marsa Maroc at a glance A value-creating business model	6-9 17	
	2-7 Employees	Appendices	Social indicator tables	73	
	2-8 Workers who are not employees	Information not available			
	Governance				
	2-9 Structure and composition of the highest governance	Conducting our activities with transparency and integrity	Modernising our governance practices	60-61	
	2-10 Nomination and selection of members of the highest governing body	Conducting our activities with transparency and integrity	Modernising our governance practices	60-61	
	2-11 Chairmanship of the highest governing body	Conducting our activities with transparency and integrity	Modernising our governance practices	60-61	
	2-12 Role of the highest governance body in overseeing the management of impacts	Preamble	Materiality study	19	
		Developing a common culture of port services	Structured and committed CSR governance	24	
		Conducting our activities with transparency and integrity	Protecting workers across our sites	32	
			Modernising our governance practices	60	
	2-13 Delegation of responsibility for impact management	Preamble	Structured and committed CSR governance	24	
		Developing a common culture of port services	Protecting workers across our sites	32	
		Conduct our activities with transparency and integrity	Modernising our governance practices	63	
	2-14 Role of the highest governance body in sustainability reporting	Preamble	Structured and committed CSR governance	24	
	2-15 Conflicts of Interest	Conducting our activities with transparency and integrity	Embedding a culture of integrity and transparency	64	
	2-16 Communication of major concerns	Conducting our activities with transparency and integrity	Modernising our governance practices	63	
	2-17 Shared knowledge of the highest governing body	Conducting our activities with transparency and integrity	Modernising our governance practices	59	
	2-18 Evaluation of the performance of the highest governance body	Conducting our activities with transparency and integrity	Modernize our governance practices and integrate CSR at their core	59	
	2-19 Compensation POLICIES	Conducting our activities with transparency and integrity	Modernising our governance practices	60-63	
	2-20 Compensation determination process	Developing a common culture of port services Conducting our activities with transparency and integrity	Fostering a performance culture for our clients Modernising our governance practices	27-28 60-63	
	2-21 Annual total compensation ratio	Appendices	Social indicator tables	74	
	Strategy, POLICyS and practices				
	2-22 Declaration on the Sustainable Development Strategy	Executive Summary	Message from the CEO	4	

GRI Index (Continued)

GRI Code	EN – Name of the standard	Chapter	Subchapter/Commitment	Pages	Comment
	2-23 Engagements POLICIES	Conducting our activities with transparency and integrity	Embedding a culture of integrity and transparency	64-65	
		Developing a common culture of port services	Growing and engaging our suppliers	38-39	
	2-24 Integration of POLICY commitments	Conducting our activities with transparency and integrity	Embedding a culture of integrity and transparency	64-65	
			Engage in a partnership approach with our clients	70-71	
	2-25 Process for remediation of negative impacts	Conducting our activities with transparency and integrity	Embedding a culture of integrity and transparency	64-65	
			Engage in a partnership approach with our clients	63-64	
	2-26 Mechanisms for seeking advice and raising concern	Conducting our activities with transparency and integrity	Embedding a culture of integrity and transparency	64	
	2-27 Compliance with laws and regulations	Conducting our activities with transparency and integrity	Embedding a culture of integrity and transparency	64-65	
	2-28 Memberships in associations	Information not available			
	Stakeholder engagement				
	2-29 Approach to stakeholder engagement	Preamble	Dialogue with stakeholders	18	
	2-30 Collective bargaining	Appendices	Social indicator tables	75	
GRI 3 : Relevant themes 2021	3-1 Process for determining relevant themes	Preamble	Materiality study	19	
	3-2 List of relevant topics	Preamble	Materiality study	16	
	3-3 Management of relevant themes	Developing a common culture of port services Optimiser l'impact de nos terminaux Conducting our activities with transparency and integrity		25-71	
GRI 201 : Economic Performance	201-2 Financial implications and other risks and opportunities due to climate change			information not available	
GRI 203 : Indirect economic impacts 2016	203-1 Investments in infrastructure and sponsorship	Optimising the impact of our terminals Appendices	Contributing to the wellbeing of local communities Community indicators tables	52-57 80	
GRI 204 : 2016 Purchasing Practices	204-1 Share of spending with local suppliers	Developing a common culture of port services Appendices	Growing and engaging our suppliers Purchasing indicator tables	38-39 78	
GRI 205 : Fighting against corruption 2016	205-1 Activities assessed in terms of risk related to corruption			information not available	
	205-2 Communication and training relating to anti-corruption policies and procedures			information not available	
	205-3 Confirmed cases of corruption and measures taken	Conducting our activities with transparency and integrity	Embedding a culture of integrity and transparency	64-65	
GRI 302 : Energy 2016	302-1 Energy consumption within the organization	Optimising the impact of our terminals Appendices	Mobilizing in the path of decarbonization, climate change mitigation, and coastal preservation Indicator tables Environment	37 70	
	302-3 Energy Intensity	Optimising the impact of our terminals Appendices	Mobilizing in the path of decarbonization, climate change mitigation, and coastal preservation Indicator	37 70	
	302-4 Reduction of energy consumption	Appendices	Mobilizing in the path of decarbonization, climate change mitigation, and coastal preservation Indicator tables Environment	37 70	
GRI 305 : Emissions 2016	305-1 Direct GHG emissions (scope 1)	Appendices	Environment indicator tables	77	
	305-2 Indirect GHG emissions (scope 2)	Appendices	Environment indicator tables	77	
	305-4 Intensity of GHG emissions Environment	Appendices	Environment indicator tables	77	
GRI 308 : Environmental Assessment of Suppliers 2016	308-1 New suppliers analyzed using environmental criteria	Developing a common culture of port services Appendices	Growing and engaging our suppliers Purchasing indicators tables	38 78	
	308-2 Negative environmental impacts on the supply chain and measures taken	Appendices	Purchasing indicators tables	78	

Index GRI (Continued)

GRI Code	EN – Name of the standard	Chapter	Subchapter/Commitment	Pages	Comment
GRI 401 : Employment 2016	401-3 Parental leave	Appendices	Social indicator tables	76	
	403-1 Occupational Health and Safety Managemen	Developing a common culture of port services	Protecting workers across our sites	32-35	
	403-2 Hazard identification, risk assessment and investigation of undesirable events	Developing a common culture of port services	Protecting workers across our sites	32-35	
	403-3 Occupational health services	Developing a common culture of port services	Protecting workers across our sites	32-35	
	403-4 Worker participation and consultation and communication on occupational health and safety	Developing a common culture of port services	Protecting workers across our sites	32-35	
GRI 403 : Health and safety at work 2018	403-5 Training of workers in occupational health and safety	Developing a common culture of port services	Protecting workers across our sites	32-35	
	403-6 Promotion of workers' health	Developing a common culture of port services	Protecting workers across our sites	32-35	
	403-7 Prevention and reduction of occupational health and safety impacts directly related to business relationships	Developing a common culture of port services	Protecting workers across our sites	32-35	
	403-8 Workers covered by an occupational health and safety management system	Developing a common culture of port services Appendices	Protecting workers across our sites Social indicator tables	35	
	403-9 Workplace accidents	Developing a common culture of port services Appendices	Protecting workers across our sites Social indicator tables	35 76	Information related to subcontractors not available
	403-10 Occupational diseases	Appendices	Social indicator tables	69	Information related to subcontractors not available
GRI 404 : Training and education 2016	404-1 Average number of training hours per year per employee	Developing a common culture of port services Appendices	Developing employee skills and career paths Social indicator tables	30 76	
	404-2 Employee skills upgrade programs and transition assistance programs	Developing a common culture of port services	Developing employee skills and career paths	29-31	
	404-3 Percentage of employees receiving performance reviews and career development	Developing a common culture of port services Appendices	Fostering a performance culture for our clients Social indicator tables	27 75	
GRI 405 : Diversity and equal opportunities 2016	405-1 Diversity of governance bodies and employees	Conducting our activities with transparency and integrity	Modernising our governance practices	60-61	Partial information related to the commitment
		Developing a common culture of port services Appendices	Promote the principle of professional equality between men and women Social indicator tables	36-37 74	
GRI 413 : Local communities 2016	413-1 Activities involving the local community, impact assessment, and development programs	Optimising the impact of our terminals	Contributing to the wellbeing of local communities	52-57	
GRI 414 : Social assessment of suppliers 2016	414-1 New suppliers analyzed using social criteria	Developing a common culture of port services Appendices	Growing and engaging our suppliers Purchase indicators tables	33-34 71	
	414-2 Negative social impacts on the supply chain and measures taken	Appendices	Purchase indicators tables	34 71	
GRI 418 : Customer Data Privacy 2016	418-1 Well-founded complaints relating to breaches of customer data confidentiality and customer data losses	Conducting our activities with transparency and integrity	Embedding a culture of integrity and transparency	59-60	

AMMC correspondence tables

Information extracted from AMMC circular No. 3/19 of 20 February 2020 relating to financial operations and information.

Required information	Chapter of the ESG report	Part of the ESG report	Pages
I. General elements			
Description of the company's profile and group, its strategy in terms of social and environmental responsibility, and the frameworks adopted for the preparation of the report:	Executive Summary	About this report	5
	Preamble	Marsa Maroc at a glance	6-9
		Sustainability, one of the pillars of our new strategy	16
		business model	17
		Materiality study	19
		CSR approach	21
Description of the ESG reporting scope and group entities for which information is provided	Executive Summary	About this report	5
Materiality analysis of the various ESG aspects	Preamble	Materiality study	19
Methodological note	Executive Summary	About this report	5
Attestation of external verifier	no external verification		
Insert, where applicable, explanations related to parts of the reference framework that are not adopted by the issuer (Complain or explain)			
II. Specific elements			
1.Environmental information			
Activities having an environmental impact	Optimising the impact of our terminals	Decarbonisation section	41-49
Environmental policy	Optimising the impact of our terminals	Decarbonisation section	42
Litigation or environmental proceedings	Optimising the impact of our terminals	To mobilize in the path of decarbonization, climate change mitigation, and the preservation of coastlines	43-49
Actions to evaluate and minimise environmental impacts	Optimising the impact of our terminals	To mobilize in the path of decarbonization, climate change mitigation, and the preservation of coastlines	37
Waste management and elimination measures	Optimising the impact of our terminals	To mobilize in the path of decarbonization, climate change mitigation, and the preservation of coastlines	46
Water, energy and raw material consumption and optimisation measures	Optimising the impact of our terminals Appendices	To mobilize in the path of decarbonization, climate change mitigation, and the preservation of coastlines Tables d'indicators Environment aux	48 77
2 Social information			
HR policy			

AMMC correspondence tables

recruitment	Developing a common culture of port services	Fostering a performance culture for our clients	27-28
remuneration	Developing a common culture of port services	Fostering a performance culture for our clients	27-28
career management	Developing a common culture of port services	Developing employee skills and career paths	29-31
training	Developing a common culture of port services Appendices	Enhance the skills and career paths of Our employees Social indicator tables	29-31
measures for disabled persons	Developing a common culture of port services	Our employees	26
gender equality	Developing a common culture of port services	Promote the principle of professional equality between men and women	32
Workforce over the last three financial years			
The distribution by sector of activity	Appendices	Social indicator tables	74
The breakdown by type of employment contract (permanent, fixed-term, temporary...)	Appendices	Social indicator tables	73
The breakdown by category (management, executives, employees), broken down by gender	Appendices	Social indicator tables	74
The overall distribution by gender	Appendices	Social indicator tables	73
The distribution by seniority	Appendices	Social indicator tables	74
Indication of any profit-sharing and employee participation scheme specifying the date, nature, main terms of these agreements, as well as the amounts allocated for this purpose for each of the last three years	Not applicable		
Provide the following indicators for the last three years:			
Number of staff representatives	Appendices	Social indicator tables	75
Number of strike days per fiscal year	Appendices	Social indicator tables	75
Number of workplace accidents per fiscal year	Appendices	Social indicator tables	76
Number of layoffs per fiscal year (by category)	Appendices	Social indicator tables	74
Number of resignations per fiscal year (by category)	Appendices	Social indicator tables	74
Number of recruitments per fiscal year (by category)	Appendices	Social indicator tables	74
Number and nature of social disputes (collective or individual) per fiscal year	Appendices	Social indicator tables	75
3. Governance			
Composition of the governance body			
executive and non-executive members	Conducting our activities with transparency and integrity	Modernising our governance practices	60
independent members	Conducting our activities with transparency and integrity	Modernising our governance practices	60-61
qualification criteria	Conducting our activities with transparency and integrity	Modernising our governance practices	63
appointment dates	Conducting our activities with transparency and integrity	Modernising our governance practices	61
functions	Conducting our activities with transparency and integrity	Modernising our governance practices	61
gender parity	Conducting our activities with transparency and integrity	Modernising our governance practices	60-61

AMMC correspondence tables

number of mandates:	Conducting our activities with transparency and integrity	Modernising our governance practices	61
Specialised committees and their compositions	Conducting our activities with transparency and integrity	Modernising our governance practices	62–63
Attendance at board meetings	Conducting our activities with transparency and integrity	Modernising our governance practices	61
Remuneration of directors	Conducting our activities with transparency and integrity	Modernising our governance practices	60
executives	Conducting our activities with transparency and integrity	Modernising our governance practices	63
Relations with shareholders	Preamble Conducting our activities with transparency and integrity	Dialogue with stakeholders Modernising our governance practices	18 59–63
Governance performance evaluation	Conducting our activities with transparency and integrity	Modernising our governance practices	59
Ethics, deontology and corruption prevention			
deontology	Conducting our activities with transparency and integrity	Embedding a culture of integrity and transparency	64–65
corruption prevention	Conducting our activities with transparency and integrity	Embedding a culture of integrity and transparency	64–65
4.Stakeholder information			
Economic and social impact on local populations	Optimising the impact of our terminals	Contributing to the wellbeing of local communities	52–57
Impact of investments in infrastructure and public services	Optimising the impact of our terminals	Contributing to the wellbeing of local communities	52–57
Corrective actions for significant negative impacts on local communities			Information not available
Conditions for stakeholder dialogue	Preamble	Dialogue with stakeholders	18
Policies and selection criteria for stakeholders	Developing a common culture of port services	Growing and engaging our suppliers	33–34
5. Other			
Objectives and commitments in terms of CSR approach	Preamble	CSR approach	18
Achievements over the last three financial years	throughout the report		

Summary table of certifications obtained by Marsa Maroc

Entity	Scope	Certification	OBJECTIVE	in place since	Durée	last audit	Last audit decision	next audit	Commentaires
DEPT	Quality	ISO 9001: 2015	Improve customer satisfaction by ensuring that the products and services provided comply with customer requirements and expectations.	jun-11	3 years	oct.-25	compliant	oct.-26	Surveillance audit monitoring 2
	Environment	ISO 14001: 2015	Improve environmental performance by complying with legal requirements, minimizing negative environmental impacts, and optimizing the use of resources.	jul-05	3 years	oct.-25	Compliant	oct.-26	Surveillance audit monitoring 2
	Health and safety	ISO 45001: 2018	Improve safety and protect the health of employees and other stakeholders.	jul-05	3 years	oct.-25	Compliant	oct.-26	Surveillance audit monitoring 2
	Energy	ISO 50001: 2018	Improve energy performance, use energy more efficiently, and reduce energy costs while minimizing environmental impact.	oct-25	3 years	oct.-25	Compliant	oct.-26	Surveillance audit monitoring 1
Tanger Alliance	Quality	ISO 9001: 2015	Improve customer satisfaction by ensuring that the products and services provided comply with customer requirements and expectations.	aug-22	3 years	jun-25	Compliant	jun-26	"Prochain audit : Surveillance audit monitoring 1. 2026"
	Environment	ISO 14001: 2015	Improve environmental performance by complying with legal requirements, minimizing negative environmental impacts, and optimizing the use of resources.	aug-22	3 years	jun-25	Compliant	jun-26	"Prochain audit : Surveillance audit monitoring 1. 2026"
	Health and safety	ISO 45001: 2018	Improve safety and protect the health of employees and other stakeholders.	aug-22	3 years	jun-25	Compliant	jun-26	"Prochain audit : Surveillance audit monitoring 1. 2026"
	Energy	ISO 50001: 2018	Improve energy performance, use energy more efficiently, and reduce energy costs while minimizing environmental impact.	Ongoing	3 years	Ongoing	Compliant	Ongoing	Certification in progress
DEPN	Quality	ISO 9001: 2015	Improve customer satisfaction by ensuring that the products and services provided comply with customer requirements and expectations.	may-15	3 years	may-25	Compliant	may-26	Surveillance audit monitoring 1
	Environment	ISO 14001: 2015	Improve environmental performance by complying with legal requirements, minimizing negative environmental impacts, and optimizing the use of resources.	jan-16	3 years	may-25	Compliant	may-26	Surveillance audit monitoring 1
	Health and safety	ISO 45001: 2018	Improve safety and protect the health of employees and other stakeholders.	dec-16	3 years	may-25	Compliant	may-26	Surveillance audit monitoring 1
	Energy	ISO 50001: 2018	Improve energy performance, use energy more efficiently, and reduce energy costs while minimizing environmental impact.	jun-25	3 years	may-25	Compliant	may-26	Surveillance audit monitoring 1
DEPM	Quality	ISO 9001: 2015	Improve customer satisfaction by ensuring that the products and services provided comply with customer requirements and expectations.	feb-14	3 years	mar-25	Compliant	mar-26	Certification in progress
	Environment	ISO 14001: 2015	Improve environmental performance by complying with legal requirements, minimizing negative environmental impacts, and optimizing the use of resources.	nov.-14	3 years	mar-25	Compliant	mar-26	Certification in progress
	Health and safety	ISO 45001: 2018	Improve safety and protect the health of employees and other stakeholders.	sep-17	3 years	mar-25	Compliant	mar-26	Certification in progress
	Energy	ISO 50001: 2018	Improve energy performance, use energy more efficiently, and reduce energy costs while minimizing environmental impact.	Ongoing	3 years	mar-25	Compliant	mar-26	Certification in progress
"DEPC-TP"	Quality	ISO 9001: 2015	Improve customer satisfaction by ensuring that the products and services provided comply with customer requirements and expectations.	aug-13	3 years	apr-25	Compliant	may-26	Surveillance audit monitoring 1
	Environment	ISO 14001: 2015	Improve environmental performance by complying with legal requirements, minimizing negative environmental impacts, and optimizing the use of resources.	nov-14	3 years	apr-25	Compliant	may-26	Surveillance audit monitoring 1
	Health and safety	ISO 45001: 2018	Improve safety and protect the health of employees and other stakeholders.	jul-05	3 years	apr-25	Compliant	may-26	Surveillance audit monitoring 1
	Energy	ISO 50001: 2018	Improve energy performance, use energy more efficiently, and reduce energy costs while minimizing environmental impact.	Ongoing	3 years	apr-25	Compliant	may-26	Surveillance audit monitoring 1
"DEPC-TCR"	Quality	ISO 9001: 2015	Improve customer satisfaction by ensuring that the products and services provided comply with customer requirements and expectations.	aug-13	3 years	dec-25	Compliant	dec-26	Certification in progress
	Environment	ISO 14001: 2015	Improve environmental performance by complying with legal requirements, minimizing negative environmental impacts, and optimizing the use of resources.	nov-14	3 years	dec-25	Compliant	dec-26	Certification in progress
	Health and safety	ISO 45001: 2018	Improve safety and protect the health of employees and other stakeholders.	jul-05	3 years	dec-25	Compliant	dec-26	Certification in progress
	Energy	ISO 50001: 2018	Improve energy performance, use energy more efficiently, and reduce energy costs while minimizing environmental impact.	dec-24	3 years	dec-25	Compliant	dec-26	Surveillance audit monitoring 2

TC3PC	Quality	ISO 9001: 2015	Improve customer satisfaction by ensuring that the products and services provided comply with customer requirements and expectations.	apr-19	3 years	feb-25	Compliant	feb-26	Surveillance audit monitoring 1.
	Environment	ISO 14001: 2015	Improve environmental performance by complying with legal requirements, minimizing negative environmental impacts, and optimizing the use of resources.	apr-19	3 years	feb-25	Compliant	feb-26	Surveillance audit monitoring 1.
	Health and safety	ISO 45001: 2018	Improve safety and protect the health of employees and other stakeholders.	apr-19	3 years	feb-25	Compliant	feb-26	Surveillance audit monitoring 1.
	Energy	ISO 50001: 2018	Improve energy performance, use energy more efficiently, and reduce energy costs while minimizing environmental impact.	feb-25	3 years	feb-25	Compliant	feb-26	Surveillance audit monitoring 1.
DEPJL	Quality	ISO 9001: 2015	Improve customer satisfaction by ensuring that the products and services provided comply with customer requirements and expectations.	dec-13	3 years	dec-25	Compliant	feb-26	Certification in progress
	Environment	ISO 14001: 2015	Improve environmental performance by complying with legal requirements, minimizing negative environmental impacts, and optimizing the use of resources.	jul.-05	3 years	dec-25	Compliant	dec-26	Certification in progress
	Health and safety	ISO 45001: 2018	Improve safety and protect the health of employees and other stakeholders.	jul.-05	3 years	dec-25	Compliant	dec-26	Certification in progress
	Energy	ISO 50001: 2018	Improve energy performance, use energy more efficiently, and reduce energy costs while minimizing environmental impact.	dec-24	3 years	dec-25	Compliant	dec-26	Surveillance audit monitoring 2.
DEPS	Quality	ISO 9001: 2015	Improve customer satisfaction by ensuring that the products and services provided comply with customer requirements and expectations.	dec-13	3 years	feb-26	Compliant	feb-27	Surveillance audit monitoring 1.
	Environment	ISO 14001: 2015	Improve environmental performance by complying with legal requirements, minimizing negative environmental impacts, and optimizing the use of resources.	jun-15	3 years	feb-26	Compliant	feb-27	Surveillance audit monitoring 1.
	Health and safety	ISO 45001: 2018	Improve safety and protect the health of employees and other stakeholders.	jul.-14	3 years	feb-26	Compliant	feb-27	Surveillance audit monitoring 1.
	Energy	ISO 50001: 2018	Improve energy performance, use energy more efficiently, and reduce energy costs while minimizing environmental impact.	mar-25	3 years	feb-26	Compliant	feb-27	Surveillance audit monitoring 2.
DEPA	Quality	ISO 9001: 2015	Improve customer satisfaction by ensuring that the products and services provided comply with customer requirements and expectations.	nov.-14	3 years	dec-25	Compliant	dec-26	Surveillance audit monitoring 1.
	Environment	ISO 14001: 2015	Improve environmental performance by complying with legal requirements, minimizing negative environmental impacts, and optimizing the use of resources.	nov.-15	3 years	dec-25	Compliant	dec-26	Surveillance audit monitoring 1.
	Health and safety	ISO 45001: 2018	Improve safety and protect the health of employees and other stakeholders.	nov.-15	3 years	dec-25	Compliant	dec-26	Surveillance audit monitoring 1.
	Energy	ISO 50001: 2018	Improve energy performance, use energy more efficiently, and reduce energy costs while minimizing environmental impact.	jun-25	3 years	jun-25	Compliant	jun-26	Surveillance audit monitoring 1.
SMA	Quality	ISO 9001: 2015	Improve customer satisfaction by ensuring that the products and services provided comply with customer requirements and expectations.	apr-18	3 years	dec-25	Compliant	dec-26	Surveillance audit monitoring 1.
	Environment	ISO 14001: 2015	Improve environmental performance by complying with legal requirements, minimizing negative environmental impacts, and optimizing the use of resources.	apr-18	3 years	dec-25	Compliant	dec-26	Surveillance audit monitoring 1.
	Health and safety	ISO 45001: 2018	Improve safety and protect the health of employees and other stakeholders.	apr-18	3 years	dec-25	Compliant	dec-26	Surveillance audit monitoring 1.
	Energy	ISO 50001: 2018	Improve energy performance, use energy more efficiently, and reduce energy costs while minimizing environmental impact.	jun-25	3 years	jun-25	Compliant	Jun 2026	Surveillance audit monitoring 1.
DEPL	Quality	ISO 9001: 2015	Improve customer satisfaction by ensuring that the products and services provided comply with customer requirements and expectations.	nov.-14	3 years	sept.-25	Compliant	sept.-26	Surveillance audit monitoring 1.
	Environment	ISO 14001: 2015	Improve environmental performance by complying with legal requirements, minimizing negative environmental impacts, and optimizing the use of resources.	nov.-15	3 years	sept.-25	Compliant	sept.-26	Surveillance audit monitoring 1.
	Health and safety	ISO 45001: 2018	Improve safety and protect the health of employees and other stakeholders.	dec-15	3 years	sept.-25	Compliant	sept.-26	Surveillance audit monitoring 1.
	Energy	ISO 50001: 2018	Improve energy performance, use energy more efficiently, and reduce energy costs while minimizing environmental impact.	sept.-25	3 years	sept.-25	Compliant	sept.-26	Surveillance audit monitoring 1.
DEPD	Quality	ISO 9001: 2015	Improve customer satisfaction by ensuring that the products and services provided comply with customer requirements and expectations.	nov.-14	3 years	sept.-25	Compliant	sept.-26	Surveillance audit monitoring 1.
	Environment	ISO 14001: 2015	Improve environmental performance by complying with legal requirements, minimizing negative environmental impacts, and optimizing the use of resources.	nov.-15	3 years	sept.-25	Compliant	sept.-26	Surveillance audit monitoring 1.
	Health and safety	ISO 45001: 2018	Improve safety and protect the health of employees and other stakeholders.	dec-15	3 years	sept.-25	Compliant	sept.-26	Surveillance audit monitoring 1.
	Energy	ISO 50001: 2018	Improve energy performance, use energy more efficiently, and reduce energy costs while minimizing environmental impact.	sept.-25	3 years	sept.-25	Compliant	sept.-26	Surveillance audit monitoring 1.

Acronyms and abbreviations

Abbreviation	Complete signification
AIS	Automatic Identification System
AMMC	Moroccan Capital Markets Authority (Autorité Marocaine du Marché des Capitaux)
ANP	National Ports Agency (Agence Nationale des Ports)
BLC	Container Delivery Note (Bon de Livraison Conteneur)
BU	Business Unit
CA	Board of Directors (Conseil d'administration)
CAR	Audit and Risk Committee (Comité Audit et Risques)
CCAGT	General Administrative Clauses applicable to Works (Cahier des Clauses Administratives)
CHS	Health and Safety Committee (Comité Hygiène et Sécurité)
CIMR	Moroccan Interprofessional Retirement Fund (Caisse Interprofessionnelle Marocaine de Retraite)
CMR	Moroccan Retirement Fund (Caisse Marocaine des Retraites)
CND	Non-Destructive Testing (Contrôle Non-Destructif)
CNRA	Nomination, Remuneration and Governance Committee (Comité Nomination, Rémunération et Gouvernance)
CNRG	Comité Nomination, Rémunération et Gouvernance
CNSS	National Social Security Fund (Caisse Nationale de Sécurité Sociale)
CSH	Comité Sécurité et Hygiène
CSI	Strategy and Investment Committee (Comité Stratégie et Investissements)
DDIT	Digitalisation and IT Direction (Direction Digitalisation et IT)
DEPA	Agadir Port Operations Direction
DEPC-TCR	Casablanca Port Operations Direction, Container and Ro-Ro Traffic
DEPC-TP	Casablanca Port Operations Direction, Polyvalent Traffic
DEPD	Dakhla Port Operations Direction
DEPJL	Jorf Lasfar Port Operations Direction
DEPL	Laayoune Port Operations Direction
DEPM	Mohammedia Port Operations Direction
DEPN	Nador Port Operations Direction
DEPS	Safi Port Operations Direction
EPI/PPE	Personal Protective Equipment
ESG	Environmental, Social and Governance
ETA	Estimated Time of Arrival
EVP/TEU	Twenty-foot Equivalent Unit
GES/GHG	Greenhouse Gas

GRI	Global Reporting Initiative
HSE	Health, Safety and Environment
IFACI	French Institute of Internal Audit and Control
IMDG	International Maritime Dangerous Goods Code
ISPS	International Ship and Port Facility Security Code
IT	Information Technology
kWc	kilowatt-peak (photovoltaic power)
MBA	Master of Business Administration
MODEP	Port Company Employee Mutual (medical coverage)
NWM	Nador West Med
OCR	Optical Character Recognition
ODD/SDG	Sustainable Development Goals
ONG/NGO	Non-Governmental Organisation
PFSO	Port Facility Security Officer
PME/SME	Small and Medium-sized Enterprises
PMO	Project Management Office
POI/IOP	Internal Organisation Plan
QSSEÉ/QHSSE	Quality, Safety, Health, Environment and Energy
RCAR	Collective Retirement Allocation Scheme
REC	Jobs and Skills Reference Framework
RH/HR	Human Resources
Ro-Ro	Roll-on/Roll-off
RSE/CSR	Corporate Social Responsibility
SME	Environmental Management System
SMI	Integrated Management System
SST/OHS	Occupational Health and Safety
STCW	Standards of Training, Certification and Watchkeeping for Seafarers
TC3PC	Container Terminal 3 at the port of Casablanca (subsidiary)
TEP	Tons of Oil Equivalent
TMSA	Tanger Med Special Agency
TOS	Terminal Operating System
TPE	Micro Enterprises / Tons of Oil Equivalent (depending on context)
VTT	Mountain Bike



Société de l'Exploitation des Ports -
Public Limited Company (S.A.) with a share capital of MAD 733,956,000.00
Angle Bd Route d'El Jadida et Rue des Papillons, Casablanca - Morocco.

Phone (00212) 522 23 23 24 (L.G) - RC : CASA.156717
CNSS : 7374804 - Patente : 35790737 - IF : 1104763