

2021

UNIVERSAL REGISTRATION DOCUMENT

including the Annual Financial Report



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2021

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This Universal Registration Document was submitted on April 27, 2022 to the AMF in its capacity as the French financial regulator under Regulation (EU) 2017/1129 without prior approval pursuant to Article 9 of said regulation.

The Universal Registration Document may be used when stocks and shares are sold to the public or listed on a regulated market if it is accompanied by a securities Note and, where applicable, a summary as well as any supplements to the Universal Registration Document. Once approved by the AMF under Regulation (EU) 2017/1129, these documents constitute a prospectus.

This English version of the Universal Registration Document in PDF format is a free translation of the official French version of the Universal Registration Document in XHTML format, which is available on the website of the Autorité des Marchés Financiers, as well as on the Company's website.

MESSAGE FROM THE CHAIRMAN OF THE MANAGEMENT BOARD

ABDESLAM AHIZOUNE



“ While the health crisis has continued with new lockdowns and restrictions, the Group posted solid performance and results in 2021, testifying to its resilience and ability to adapt in all its markets.

Despite the regulatory environment and the competitive pressure, in Morocco, Maroc Telecom remains determined to consolidate its leadership by continuing to invest in its major strategic asset, its customers. With this mind, the Group is constantly reinventing itself in order to offer a strong value proposition. The massive investment allows the company to strengthen its networks to anticipate customer expectations and needs by offering innovative services with the best service quality on the market. These combined efforts allow to maintain and assert a brand synonymous with quality and excellence.

The remarkable momentum in the countries on the African continent where we operate is reflected in the growing contribution of our subsidiaries to the Group's revenues. In order to support the growth of Mobile Data, Mobile Money and Very High-Speed Fixed-Line Broadband, major capital expenditure and optimization plans are continuing. By making the most of inter-subsidiary synergies and by pooling their resources, the Group is

creating the means for continued profitable organic growth.

We intend to pursue our external growth strategy to expand our footprint in Africa, through acquisitions of majority stakes in existing operators or new licenses, in any promising market where value can be created and where the legal and regulatory framework is conducive to the development of healthy competition.

In order to strengthen our positioning, to win new markets and to better meet new customer needs, the policy of constant innovation remains essential to our strategy. The continued rollout of fiber optics, the introduction of innovative services and the preparation for the arrival of 5G technology are examples of this.

The digital transformation projects undertaken by the Group are accelerating to enable agility in an increasingly demanding environment, and to improve the customer experience by actively pursuing the digitization of business processes.

The commitment to economic and social progress is embedded in the Group's DNA, and is reflected in the various humanitarian, cultural, sporting and environmental initiatives carried out both in Morocco and in the countries where its subsidiaries operate. The Group thus intends to continue its active contribution to reducing the digital divide and promoting new technologies.

Lastly, the Group's strategy would not be possible without the efforts and unfailing commitment of its employees. Maroc Telecom relies on the recognized expertise of its teams and invests in the development of talent incubators to support the transformation of its businesses towards digital.

It is on these foundations that the Maroc Telecom Group begins the year 2022, strengthened by its results and the determination of its employees to meet all challenges.

”

CORPORATE GOVERNANCE

MANAGEMENT BOARD



**François
VITTE**

*Managing Director
Administration
& Finance (CFO)*

**Hassan
RACHAD**

*Managing
Director Networks
and Systems*

**Abdeslam
AHIZOUNE**

*Chairman
of the Management
Board*

**Brahim
BOUDAUD**

*Managing Director,
Legal and Regulatory
Affairs*

**Abdelkader
MAAMAR**

*Managing Director
Services*

Maroc Telecom also has **8 regional offices**
which report to the Chairman of the Management Board.

SUPERVISORY BOARD

CHAIRMAN

Nadia FETTAH ALAOUI,
*Minister of the Economy
and Finance*

VICE-CHAIRMAN

**Jassem Mohammed Bu
Ataba AL ZAABI,**
*Chairman of the Board
of Directors
of Etisalat Group*

MEMBERS

Abdelouafi LAFTIT,
Minister of the Interior
Abderrahmane SEMMAR,
*Director of Public Enterprises
and Privatization, Ministry
of the Economy and Finance*

Hatem DOWIDAR,
*Chief Executive Officer
of Etisalat International*

Luis ENRIQUEZ,
Partner, Grafine Capital Partners

Kamal SHEHADI,
*Director of Legal and Regulatory
Affairs at Etisalat International*

Hesham Abdulla AL QASSIM,
*Chief Executive Officer
of Wasl Asset Management Group*

Mohammed Karim BENNIS,
*Chief Financial Officer
of the Etisalat Group*

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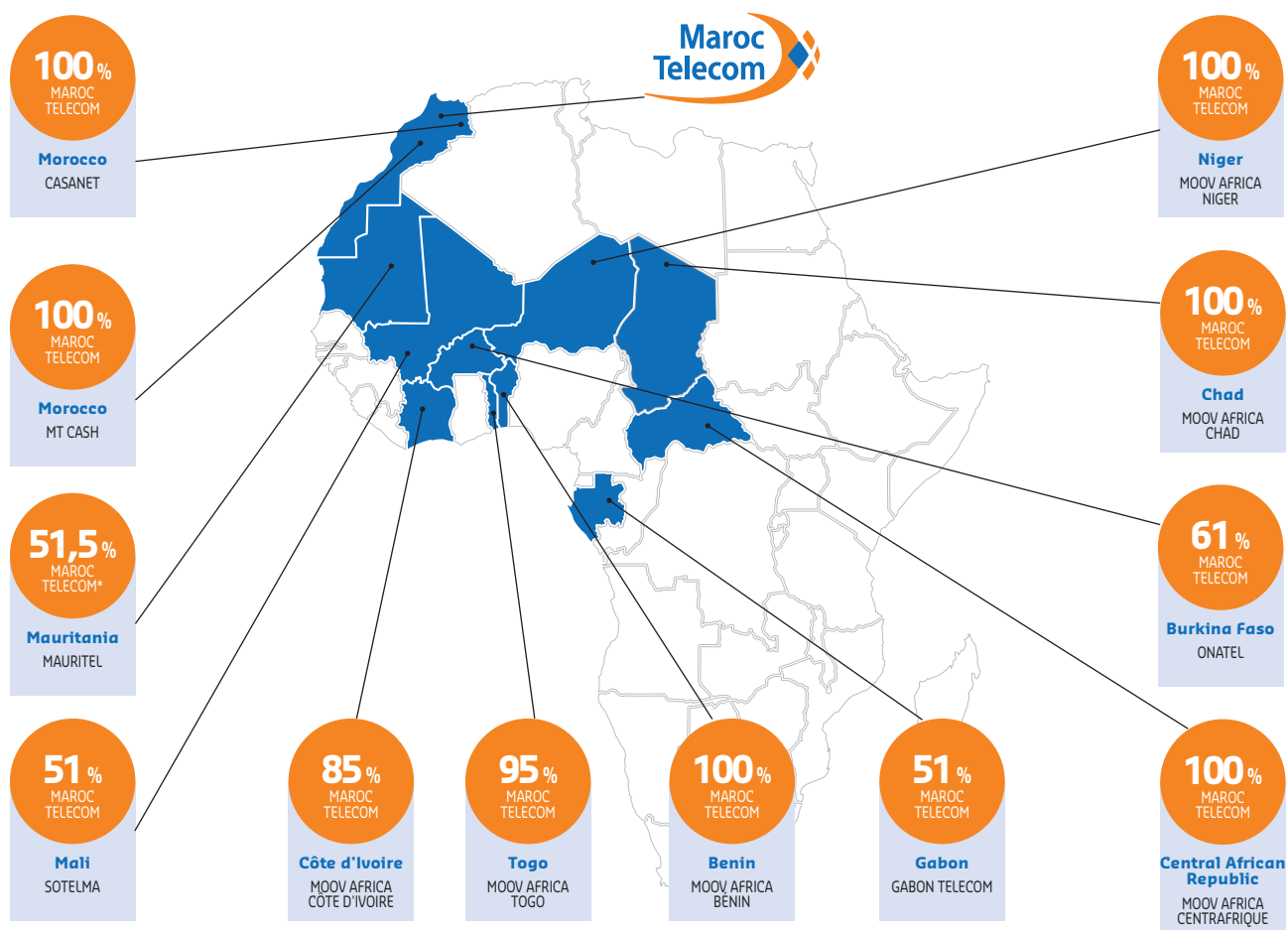
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GROUP OVERVIEW

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1.1 Maroc Telecom in brief


A major player in economic and social development in
11 African countries



* 51,5% controlled via CMC, a Mauritanian company.


CONSOLIDATED REVENUES
35.8
billions of MAD


GROUP EMPLOYEES
9,689


GROUP ADJUSTED EBITDA MARGIN*
51.9%
of revenue


ADJUSTED GROUP SHARE OF NET INCOME**
6 billions of MAD


GROUP INVESTMENTS
5.6 billions of MAD

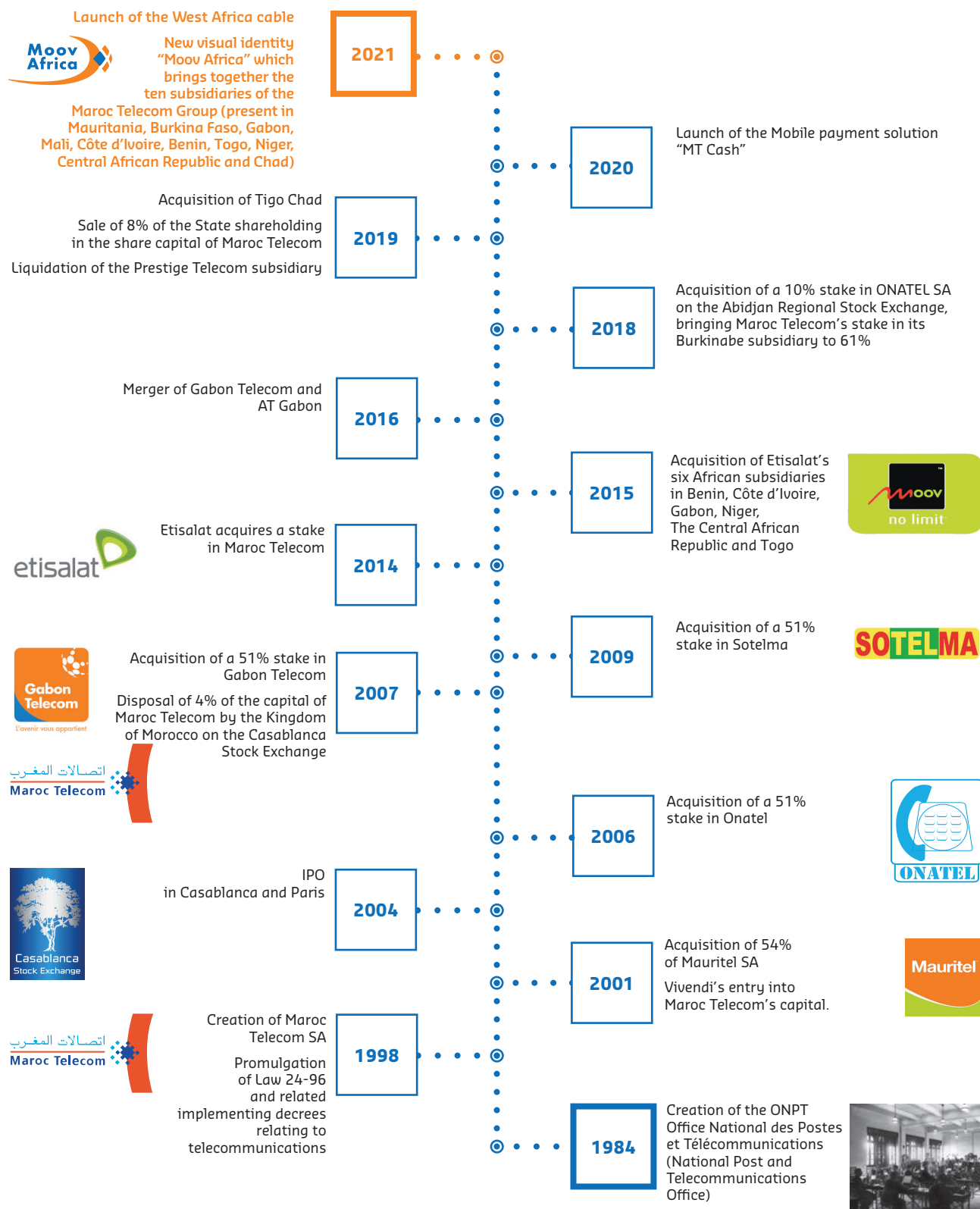

NUMBER OF CUSTOMERS
74 million

* The definition of EBITDA is detailed in section 5.2.

** Net income-Group share adjustments are defined in the schedule on page 146.

History

Maroc Telecom is the incumbent telecommunications operator in the Kingdom of Morocco. It operates in the Fixed-Line telephony, Mobile telephony and Internet segments.



1.2 Highlights of 2021

January 2021

- The new visual identity “Moov Africa” is launched on January 1, 2021. The ten subsidiaries of Maroc Telecom Group (present in Mauritania, Burkina Faso, Gabon, Mali, Côte d'Ivoire, Benin, Togo, Niger, Central African Republic and Chad) are now united around a common identity;
- In Burkina Faso, Côte d'Ivoire and Chad, launch of the FTTH service;
- In Mali, adoption of symmetry between the Sotelma and Orange call termination rates at FCFA 2.5, with a 50% bonus in favor of ATEL, and SMS termination rates/USSD codes at FCFA 1;
- In Côte d'Ivoire, entry into force of Decision no. 2020-0599 of the Regulatory Council relating, in particular, to the end of bonuses above 100%;
- In Côte d'Ivoire, implementation of the new numbering plan consisting of the transition to ten digits;
- In Togo, adoption of the decision defining the principles applicable to electronic communications services;
- In Chad, telecom operators were notified of two decrees, concerning 1/ the sharing of telecommunication infrastructures between operators in Chad, and 2/ the procedures for obtaining approval as an infrastructure and network installer and authorization to sell electronic communications equipment.



February 2021

- In Morocco, exclusive introduction by Maroc Telecom of the eSIM service, designed to increase the connectivity of portable devices;
- In Morocco, launch by Maroc Telecom of a new Data-focused package of 30 GB + 3 hours at MAD 165 to satisfy customers that use the Internet more;
- In Morocco, extension by Maroc Telecom of the validity period of the Jawal MAD 10, MAD 20, MAD 50 and All in one (*5) passes, and enhancement of the MAD 50 and MAD 100 Voice passes (4 hours and 8 hours);
- In Mauritania, launch of the FTTH service;
- In Niger, the Mobile Internet service was suspended by the Nigerien authorities from February 23, 2021 to March 5, 2021;
- In the Central African Republic, signature of a memorandum of understanding between the Central African Republic and Gabon for the implementation of free roaming between the two countries (for a period of 30 days up to a maximum of 300 minutes);
- In the Central African Republic, following a real estate foreclosure procedure on Azur assets, Moov Africa Centrafrique was awarded 18 land titles covering its receivable from said operator;
- In Chad, abolition of the surcharge on international traffic coming from the G5 Sahel sub-region and CEMAC, and exemption of Mobile Money revenues from the excise duty of 18%;
- In Chad, at the request of the authorities, several regions of the country including the capital N'Djaména suffered cuts to Voice, SMS and Data services from February 28, 2021 to March 6, 2021.

March 2021

- Maroc Telecom has entered into an agreement with the operator Masmovil Spain (LycaMobile, Lebara, Yoigo, Llamaya, etc.) for the termination of international Mobile traffic from Masmovil Spain;
- The regulatory authorities of ECOWAS member countries plan to agree on a shared strategy to complete the effective implementation of the Free Roaming regulation in the area;
- In Togo, the regulator decided on the principles applicable to retail offers (display of prices, alignment of the period of validity of top-ups with the life of the SIM card, etc.);
- In Mauritania, notification of the ministerial order setting the terms and conditions for the renewal of Moov Mauritel's 3G license;
- In Benin, Sonatel was awarded the delegated management of the Société Béninoise des Infrastructures Numériques (SBIN) for five years.



April 2021

- In Morocco, Maroc Telecom introduced a new catalog of smart devices focused on the themes of Home Security, Home Comfort and Health & Fitness;
- In Mauritania, granting of the Fixed-Line authorization to Moov Mauritel by the National Regulatory Council, for a period of ten years;
- In Côte d'Ivoire, entry into the market of a new Mobile Money operator called Wave;
- In Togo, adoption of a decree limiting the number of SIM cards per subscriber to Mobile electronic communications services within six months.

May 2021

- In Morocco, launch by Maroc Telecom of a new IAM unlimited Voice option (for national landlines and Mobiles) at MAD 59/month, valid for the residential Maitrisés, Particuliers and Libertés packages;
- In Morocco, Maroc Telecom added another hour to the MAD 100 *2 Pass to offer 5 GB +3 hours;
- In Morocco, launch by Maroc Telecom of a new rewards brochure for converting Fidelio Mobile points into Pass Data (20 points = 2 GB; 50 points = 5 GB);
- In Morocco, opening of ten new LTE destinations for Maroc Telecom travelers;
- In Morocco, adoption of the decision authorizing Wi-Fi 6E from June 2021;
- In Côte d'Ivoire, publication of Decree no. 2021-245 setting the amount of fees for the use of radio frequencies, implying a 14% increase in said fees compared to 2020.

June 2021

- In Morocco, enhancement of Pass *2 and Pass *22 with more generous Voice time and Data volumes;
- In Morocco, the conversion of Fidelio points into terminals / equipment stopped following the decision of the Agence Nationale de Réglementation des Télécommunications (ANRT);
- In Morocco, launch by Maroc Telecom of the assistance service via WhatsApp for Fixed-line and Business Internet customers;
- In Morocco, launch by Maroc Telecom of a FTTH and ADSL sponsorship operation;
- In Morocco, adoption of decision ANRT/DG/no. 08/21 amending the decision of November 26, 2020 setting the termination rates for interconnection traffic in the operators' networks;
- In Mauritania, deactivation at the request of the regulator within the context of customer identification, of any SIM card that has not been used within 24 hours of its activation and restriction of the sale of new SIM-only packages to the operators' own networks;
- In Burkina Faso, launch by competitors of Moov Africa Burkina (GVA and Orange) of the FTTH service in Ouagadougou;
- In Benin, a global license was awarded to Société Béninoise d'Infrastructures Numérique (SBIN), which became the third largest operator in the Benin market.

GROUP OVERVIEW

Highlights of 2021



July 2021

- In Morocco, enrichment of the postpaid Mobile catalog with a new package rich in Data 20GB + 1H at MAD 99;
- In Morocco, launch of the new MT TV service, Maroc Telecom's first convergent service offering a better high-definition streaming experience and rich TV and VOD channel content;
- In Morocco, launch of the OSN service, a VOD streaming service with varied content bringing together productions from the largest studios: Disney, Marvel, MGM, Sony, Paramount+, etc. In addition to premium Arabic content and original OSN productions;
- In Morocco, launch of the PlayVOD service, streaming content offering Moroccan programming as well as Egyptian and Western productions;
- In Morocco, launch of beIN Connect, the first sports platform integrating the best football channels of the beIN sport group;
- Launch of the West Africa submarine cable of the Maroc Telecom Group;
- In Mauritania, renewal of Mauritel's 3G license for a period of ten years;
- In Mauritania, adoption of law 2021-014 on electronic payment services and means in Mauritania;
- In Burkina Faso, introduction of the Tax on Financial Activities (TAF) (17% non-deductible tax as a replacement for VAT) since July 1, 2021 on banking activities and those related to money transfers regardless of the means used (including Mobile Money);
- In Niger, the 2021 Amending Finance Law ruled on the abolition of the TATTIE on calls from G5-SAHEL countries and ECOWAS from July 1, 2021. The Finance Act also introduced the certification of electronic invoices issued from September 1, 2021.

August 2021

- In Morocco, relaunch of the "Purchase of apps via Google Store" service to facilitate the purchase of apps and games on the Google Play Store, in dirham, in particular via the MT Cash channel;
- In Morocco, enhancement of the B2B FTTH offer with a capped Fixed-line and Voice content in order to democratize access to telephony and retain business customers;
- Enhancement of the mixed Roaming Pass *7 (Voice, Data, SMS) with new destinations – Saudi Arabia, Kuwait and Russia – and new operators in several destinations. The Roaming Pass *7 is now valid in 32 destinations with 45 operators, including all operators in France and Spain, with the same benefits.

September 2021

- In Morocco, enrichment of the MT VISIO offer by the ZOOM Business solution, a reliable and innovative unified communications platform that contributes to the acceleration of the digital transformation process of companies;
- In Morocco, launch of the Autoflex Facebook service, which allows customers to automatically switch to the free version when their plan is used up and to consult their news feed except for photos and videos;
- Activation of four new 10Gbps IP links for Maroc Telecom subsidiaries on West Africa for Moov Africa Burkina and Moov Africa Malitel;
- In Morocco, publication of the National Frequency Plan.

October 2021

- In Morocco, launch of several versions of the new promotion of the Jawal *22 Pass, which offers prepaid customers more generous periods of validity, allowing them to communicate for longer and with complete freedom.

November 2021

- In Morocco, launch of the Bonus Data promotion, which consists of offering new customers a bonus ranging from 1 to 5 GB on a selection of postpaid Mobile plans, for three months;
- In Morocco, enhancement of the Multiple Top-up promotion and launch, for the first time, of the Multiple Top-up x22 Voice alternating with the Multiple Top-up x17 Voice and Data in order to boost the prepaid Mobile market and strengthen the appeal of promotions;
- In Morocco, launch of the new Digster Day Pass at MAD 3 / Day;
- In Morocco, opening of five new LTE destinations for Maroc Telecom travelers: Ethiopia, Tanzania, Guatemala, Mongolia and Cyprus;
- In Burkina Faso, adoption of a decree adopting the general framework for the deployment of fiber optic electronic communications infrastructures;
- In Burkina Faso, the authorities ordered the suspension of Mobile Internet throughout the country for a period of eight days from Saturday, November 20, 2021 at 8:00 p.m.
- In Togo, start of the gradual application of restrictions to customers who do not comply with the provisions of the decree on identification, in particular the limitation of the number of SIM cards per person to three;
- Signing of bilateral agreements between the regulators of Cameroon, the CAR, the Congo, Gabon, Equatorial Guinea and Chad, for the implementation of the community regulation on the elimination of roaming charges within the Central African Economic and Monetary Community (CEMAC).

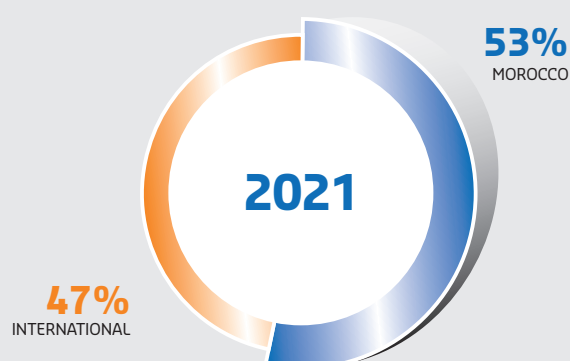


December 2021

- In Morocco, receipt of a convocation of the Commercial Court of Rabat regarding a complaint filed by Wana;
- In Morocco, marketing of the entire Smart Life catalog on the e-shop;
- In Morocco, Data enhancement and lower prices for 5-hour, 40-hour and 50-hour Mobile plans in the business segment;
- In Morocco, launch of the Maktabati Mobile iOS and Android app with new features such as the ability to resume reading at any time, or to download books and access them even offline;
- In Togo, receipt of a letter from ARCEP demanding the total deactivation of customers not yet identified;
- In Côte d'Ivoire, adoption of a decision on setting of the price caps for Fixed-line, Mobile and SMS call termination for 2022 and 2023.

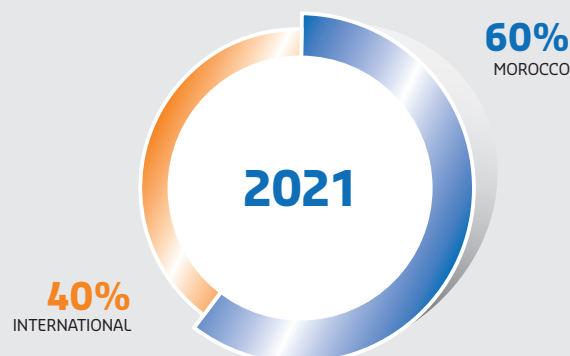
1.3 Key figures for 2021

REVENUES BY GEOGRAPHICAL SEGMENT (in MAD million)



	2021	2020	2019
Morocco	19,906	20,881	21,690
International	16,912	16,883	16,095
NET TOTAL	35,790	36,769	36,517

ADJUSTED EBITDA ⁽¹⁾ BY GEOGRAPHICAL SEGMENT (in MAD million)

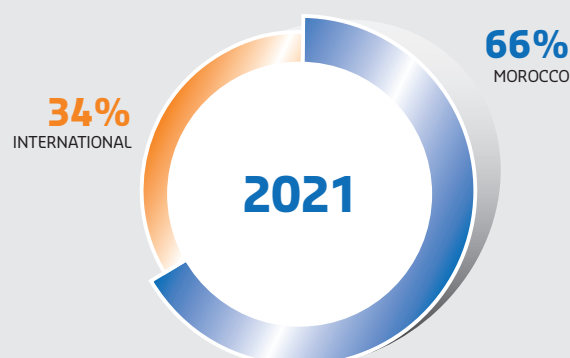


	2021	2020	2019
Morocco	11,234	11,950	12,294
International	7,355	7,150	6,629
TOTAL	18,589	19,100	18,922

(1) The definition of EBITDA is detailed in section 5.2.
The adjustments to EBITDA are described on page 146.



EBITA ⁽¹⁾ ADJUSTED BY GEOGRAPHICAL SEGMENT (in MAD million)

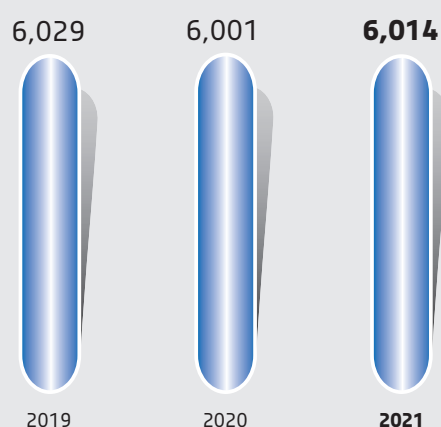


	2021	2020	2019
Morocco	7,599	8,079	8,294
International	3,988	3,520	3,246
TOTAL	11,586	11,598	11,540

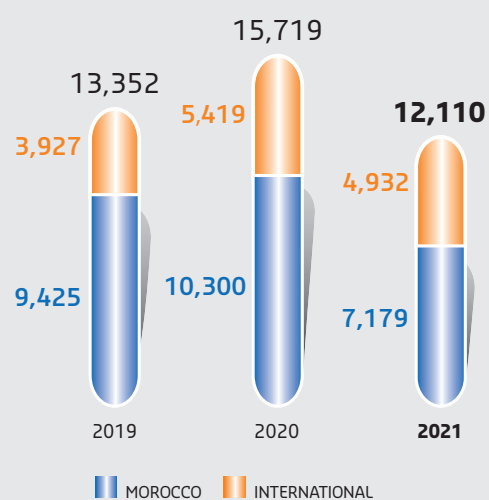
(1) The EBITA definition is detailed in section 5.2.
EBITA adjustments are detailed in the table on page 146.

ADJUSTED NET INCOME – GROUP SHARE

(in MAD million)

**ADJUSTED CFFO ⁽¹⁾ BY GEOGRAPHICAL SEGMENT**

(in MAD million)



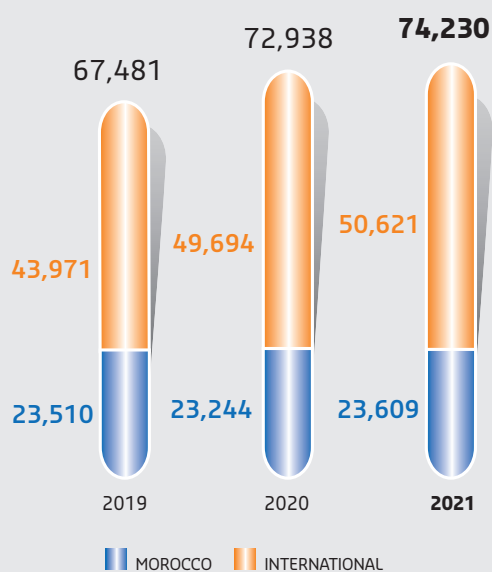
Adjustments to Net Income – Group share are defined in page 146.

(1) The CFFO definition is detailed in 5.2.

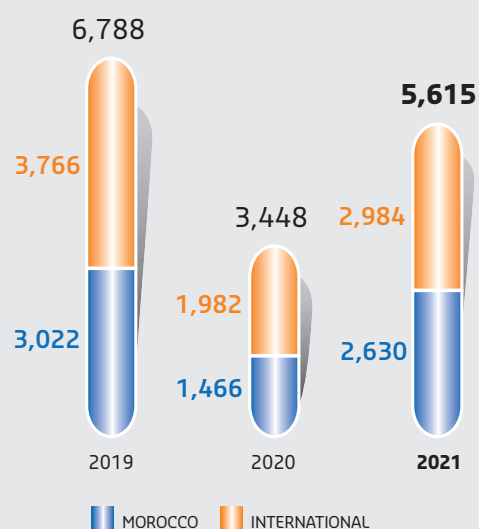
The adjustments to the CFFO are detailed in the table on page 146.

GLOBAL CUSTOMER BASE BY GEOGRAPHICAL SEGMENT

(in thousands of customers)

**INVESTMENTS BY GEOGRAPHICAL SEGMENT**

(in MAD million)



1.4 Group guidelines and strategy

The comments relating to market outlook contain forward-looking statements and information relating to Company expectations. Forward-looking statements involve risks and uncertainties inherent to forecasts and are based solely on assessments undertaken as of the date on which such statements are made. Thanks to the significant number of factors involved, the Company warns investors that actual results could differ materially from expectations.

The prospects for growth are promising in all of the countries in which Maroc Telecom Group operates (Morocco and countries in sub-Saharan Africa). After the economic recovery in 2021, African economies will continue this growth momentum in 2022 despite the complexity of the economic and health context. Morocco's 2022 Finance Act forecasts 3.2% growth in GDP, while the International Monetary Fund expects average GDP growth of 5.7% in 2022 for all ten sub-Saharan countries in which Maroc Telecom operates. In terms of the growth prospects of the telecom markets in particular, Morocco should be distinguished from other Group entities since those markets presents a different set of challenges.

1.4.1 Moroccan telecom market outlook and Maroc Telecom Group's business strategy

The telecommunications market in Morocco offers significant potential for growth because of the following favorable economic and social factors, and the generalized use of information and communication technologies.

Morocco will benefit from several positive factors, namely:

- a favorable economic environment in 2022: Gross Domestic Product is expected to grow by 3.2% (source: Ministry of Finance); the International Monetary Fund also anticipates growth of around 3.0%;
- a population that is growing at an annual rate of 0.9% and which is increasingly urban: 64.3% of the population lives in urban centers in 2022 (source: latest census of the High Commission for Planning, 2014);
- a new momentum following the new development model which provides for the implementation of large-scale reforms aimed at stimulating private investment, innovation and strengthening human capital;
- a public investment program of a record amount of MAD 245 billion provided for by the 2022 Finance Law.

The Moroccan Mobile market is mature, with a Mobile penetration level approaching that of European countries.

In 2021 the Moroccan telecoms regulator maintained the regulatory framework ("the new guidelines") established in 2016 to foster competition. The current regulatory framework established by the ANRT includes:

- floor rates for all Voice and Data services, which have stabilized prices after several years of significant price declines;
- rate asymmetry for domestic Mobile incoming call terminations in favor of the competitors (+20% for INWI and +6% for Orange);
- a special premium of 20% above the minimum rate for Mobile Voice services, below which Maroc Telecom, the only operator declared to be dominant, cannot offer its rates;

- an alignment of the three Mobile operators on Data services with common floor price to all three operators;
- a tightening of the control of Business offers, a ban on the conversion of loyalty points into handsets and the end for Maroc Telecom of subsidies for Fixed-Line and Internet handsets.

In order to maintain its position in the Mobile market, while complying with the guidelines set by the regulator, Maroc Telecom intends to continue its investment program to deploy and increase the density of the largest very high-speed Mobile network in the Kingdom of Morocco and guarantee the best quality of service and an optimal customer experience, allowing it to clearly differentiate itself from its competitors. Nearly six years after its commercial launch, the Maroc Telecom 4G+ network covers 99% of the population, as does its 3G network, allowing the Company to support throughout the Kingdom of Morocco the customer excitement about Mobile Internet. In order to take full advantage of this trend, the priority is to monetize Data through the development of special predominantly Data offers and by maintaining a fair-use policy (maintaining Data consumption ceilings + Data options to be added), while coupling Data services with Voice services in order to support the usages of its customers, who are increasingly using their Voice services through Voice over IP applications. As a market leader, Maroc Telecom is fully committed to the national effort to digitize the economy with end-to-end offerings designed to improve the customer experience, both for individuals and businesses. The marketing of several content platform offers on the Moroccan market and the explosion of connected uses in households, as well as the advent of teleworking should continue to sharpen the Moroccan market's interest in very high-speed broadband. Maroc Telecom continues to stand out with its very competitive Fixed-line, and Internet offers and its recognized quality. In addition, there is a range of innovative value-added services that Maroc Telecom is continually expanding (home automation, Cloud, M2M, Zoom Business, Smart Life, OSN / Disney+, Pay TV, Gaming, etc.) to meet new uses.

1.4.2 International outlook and strategy of Maroc Telecom's sub-Saharan subsidiaries

Despite the instability of the international environment due to the Covid-19 pandemic, 2022 should be synonymous with an economic rebound with economic growth in sub-Saharan Africa approaching 5.7% (source: International Monetary Fund).

Most of the group's countries of presence are seeing significant growth in their Mobile penetration (on average +1.9 pts between 2020 and 2021), thus demonstrating the momentum of those Mobile markets despite the strict customer identification requirement that applies to all operators. The increase in competitive pressure should also result in lower prices in those markets and a democratization of Mobile Data uses.

However, these markets, which are growing significantly, are not all homogeneous. The mature markets – Gabon and Mauritania – are beginning to shift their usage from Voice to Mobile Data. The efforts of the operators are changing in these markets to focus on maintaining their leadership by continuously increasing network coverage and improving their QoS while developing innovative value-added products (Mobile money, FTTH, Enterprise managed services, etc.).

As for the subsidiaries operating in markets with high growth potential, they are seeing a more intense competition and a tighter regulatory framework designed to democratize access to telecom services and reduce the digital divide – in particular due to the rise of Mobile Data.

Since 2021, the installation of an undersea cable at Group level has enabled the subsidiaries to democratize Mobile Data usage, as they will benefit from international bandwidth capacity at a very competitive price. The West Africa Cable will thus strengthen connectivity with the rest of the world and help to open up the most remote regions.

Maroc Telecom strives to support all of the Group's subsidiaries, now united around a new common identity, "Moov Africa", by sharing the benefit of the experience and know-how of Maroc Telecom in Morocco and Africa with local teams. The marketing and sales efforts of all the subsidiaries have borne fruit, with each subsidiary increasing its share of the Mobile market. Significant investments have also contributed to these encouraging results thanks to the extension of networks and the continuous improvement in service quality. Significant cost rationalization efforts have also improved margins for all subsidiaries, even though they are under pressure from taxes and fees in a fiscal and regulatory environment that does not offer any favorable levers for challenger operators. To meet the challenge of developing Mobile Data, substantial network investments are planned for the period 2022-2023. These investments should enable the subsidiaries to extend their coverage, improve their service quality and above all support growing customer demand for Mobile Data and all the innovative products stemming from it (M-payment, Cloud, M2M).

The challenge for all the Group's operators is to continue to gain market share and become benchmark operators in terms of quality of service and innovation, while ensuring the monetization of Mobile Data and the acceleration of Mobile Money to make them growth drivers in these markets.

The gradual improvement in the performance and consolidation of the acquisitions of the historical subsidiaries should increase their contribution to the Group's revenue growth and profits.

1.4.3 Maroc Telecom Group's sustainable development strategy

Maroc Telecom's commitment to sustainable development is a foundation of its culture. As a major telecom operator in Africa, it devotes considerable resources to opening up access to new ICT. It leads many initiatives with a view to encouraging their use by as many people as possible, in order to promote exchanges and the sharing of knowledge and information, thus contributing to the well-being of populations.

The Group's dedication to communities goes beyond telecommunications. As well as being a large employer and a major contributor to the economic growth of the countries it

operates in, the Group consistently sponsors humanitarian work, supports culture and sport, and acts to protect the environment.

The Group follows a three-pronged approach to sustainable development, namely (i) bridge the digital divide, (ii) promote the social and economic development of the countries where it operates, and (iii) apply environmentally responsible practices with all its stakeholders. These challenges reflect the integration of social, societal, environmental and ethical issues into the Group's growth strategy and illustrate its desire to participate in a global development initiative for the benefit of citizens.

**Un monde
nouveau
vous appelle**



2

RISK FACTORS AND MANAGEMENT FRAMEWORK FOR OPERATIONS

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2.1 Risk factors

Investors should consider all of the information in this Universal Registration Document, including the risk factors described in this chapter, before deciding whether to subscribe or purchase shares in the Company.

In order to meet the requirements of the “Prospectus 3” regulations, applicable since July 21, 2019, the presentation of the chapter “Risk Factors” in this document has been reviewed in 2019 to improve readability. In accordance with these regulations, only material risks that are specific to the Company are presented in this chapter.

This chapter describes the major risks faced by the Company, given the specific nature of its business, its structure and its organization.

These risks can be divided into three categories:

- regulatory and legal risks (section 2.1.1);
- business and operational risks (section 2.1.2);
- market risks (section 2.1.3).

In each of the three categories, the residual risks remaining after the implementation of management measures are ranked by criticality (combination of likelihood of occurrence and estimated

impact) assessed during the risk-mapping process. Only the risks assessed as having a “material” level of criticality are detailed in this chapter and ranked in each category by reverse order of impact on the Group (the first being those with the greatest impact). It should be noted that the update of the risk factors took into consideration:

- the new AMF recommendation on the approval of the 2021 financial statements (DOC-2021-06) with the addition of a new risk factor related to climate change;
- the impacts of the health crisis on the various risks (customer and employee health, network and IS business continuity, supply chain interruption: see details in chapter 6, “Impact of the Coronavirus”);
- the impacts of the Ukraine-Russia conflict on the Group are detailed in Chapter 6.

Maroc Telecom is involved in legal proceedings and litigation with competitors or other parties. The outcome of these proceedings is generally uncertain and could materially affect the results and financial position of the Company.

The main disputes in which Maroc Telecom is involved are described in section 4.3. “Legal and arbitration proceedings”.

RANKING OF RISKS

Regulatory and legal risks	<ul style="list-style-type: none"> ● Interpretation of existing regulations and adoption of new legal and regulatory standards ● Regulatory developments in the countries where Maroc Telecom operates ● Potential effects of electromagnetic waves on health
Risks associated with the business and operational risks	<ul style="list-style-type: none"> ● Fall in revenue ● Increased competition and loss of market share ● Limited reliability of information systems ● Disruption to technical networks ● Lack of control over distribution network ● Fraudulent diversion of traffic ● Low profitability of acquisitions ● Technological obsolescence ● Continuous development of Over the Top operators (OTTs) ● Financial impacts of environmental risks
Financial risks	<ul style="list-style-type: none"> ● Market risks

2.1.1 Regulatory and legal risks

THE INTERPRETATION OF EXISTING REGULATIONS AND THE ADOPTION OF FUTURE LEGAL OR REGULATORY STANDARDS COULD SIGNIFICANTLY AFFECT MAROC TELECOM'S ACTIVITIES

Identification and description of risk

The regulatory environment of the telecommunications industry in Morocco and in the countries where the Group operates is constantly changing.

In Morocco, following the adoption of Law 104-12 on price freedom and competition, the Decree of May 31, 2016, amending and extending the Decree of July 13, 2005, relating to the procedure followed before the ANRT in respect of disputes, anti-competitive practices and economic concentration transactions, assigned new powers of control over anti-competitive practices and concentration in the telecommunications sector to the ANRT. As a result, the ANRT was given new powers to sanction anti-competitive practices, which can reach 10% of the revenue of the operator in question, which is doubled in the event of repeated violations. Law 121-12 enacted in January 2019 and published in February 2019, amending and extending Law 24-96, ratified these new ANRT powers.

The regulatory levers had already been strengthened in 2018 through the ANRT's decisions to designate IAM as a dominant operator with a significant influence on the various relevant markets and the continued asymmetry of Mobile call termination rates (see section 4.2.1.5, Regulatory environment).

Maroc Telecom was notified of the General Telecommunications Guidance Note for 2023 in August 2020. This note describes the objectives for the sector during this period. To this end, following the adoption of this note, the regulator should implement the levers and actions that it deems necessary.

Lastly, the ANRT Management Committee's decision no. ANRT/CG/no. 01/2020 of January 17, 2020, on local loop unbundling relates, in particular, to injunctions relating to the technical and pricing aspects of Maroc Telecom's local loop unbundling offerings.

Potential effect on the Group

Major impending regulations, as set out by Law 121-12, published in February 2019, amending and extending Law 24-96, the General Policy Document on the development of the telecommunications sector in the run up to 2023, decision ANRT/CG/no. 01/2020, guidelines for approving retail products, which came into effect in May 2016, and related amendments could have an impact on the profitability of some services, and Maroc Telecom's business more generally, especially with regard to Maroc Telecom's business, in particular:

- tougher sanctions (increase in financial fines of up to 2% of revenues, or 5% in the case of repeat offenses, and assigning greater powers to the regulator, which will have both investigative and punitive powers);
- boosting of national roaming and possibility of its extension to the areas designated by the ANRT, in addition to areas with universal service;
- the strengthening of operator obligations in terms of identifying customers. Operators are, in particular, responsible for identifying the subscriber accounts opened by any subcontractors, distributors, resellers or retailers;
- the intensification of price controls for retail offers and promotions and the prohibition of certain benefits previously granted to Maroc Telecom customers, as well as the control introduced by the regulator in terms of communication and quality of service;
- strengthening the control of Business offers;
- the end of the conversion of loyalty points into handsets, the exclusive ban for Maroc Telecom, as an operator with significant influence, from subsidizing handsets in the Fixed-Line and Fixed Internet market;
- maintaining the economic space (of 20%) in the case of Fixed and Mobile Voice and strengthening the gross margin for ADSL (from 30% currently to 60%), in favor of competitors;
- the rules applicable to the occupation of the public domain contain uncertainties, particularly in terms of royalties and dues;
- rules on access to new residential developments, yet to be approved;
- changes in Net neutrality regulations encourage more intense competition from Over the Top (OTT) operators;
- the strengthening of regulatory levers in terms of access to the wired local loop, in general, and to passive and active IAM infrastructures, including for the Business segment.

Risk mitigation or control measures

Maroc Telecom ensures compliance with regulatory provisions and carries out continuous monitoring in order to anticipate the promulgation of new legislation and prepare to adopt new standards.

The Group also regularly monitors a number of KRIs (*Key Risk Indicators*) in order to better control this risk.

MAROC TELECOM'S BUSINESS COULD BE AFFECTED BY REGULATORY DEVELOPMENTS IN THE MARKETS IN WHICH ITS SUBSIDIARIES OPERATE

Identification and description of risk

Maroc Telecom subsidiaries are subject to continual regulatory oversight.

Broadly speaking, the rise in regulatory fees and special taxes in countries in which Maroc Telecom Group does business also constitutes a significant risk factor.

Potential effect on the Group

Major changes in the nature, interpretation or application of regulation by governmental, legal or regulatory authorities, particularly as concerns antitrust law, could result in additional expense for Maroc Telecom or cause it to modify its service, resulting in material impact on its operations, profit (loss) and growth outlook.

For all subsidiaries, obligations relating to the identification of Mobile subscribers have increased, and for some of them the identification deadlines are expiring. Beyond these deadlines, subscribers who are not correctly identified or do not comply with the limit on the number of SIM cards per natural person should be suspended. The risk of a fine cannot be ruled out.

Any non-compliance with regulatory obligations relating to coverage and quality of service could lead to the imposition of financial and/or administrative penalties on subsidiaries.

If the subsidiaries were not able to acquire, renew in a timely manner at a reasonable cost, or retain (in particular due to non-compliance with the commitments made in consideration of their award) the licenses required to conduct, continue or develop their business, their ability to achieve their strategic objectives could be impaired.

Risk mitigation or control measures

Group subsidiaries must comply with a set of regulations relating to the conduct of their operations.

POTENTIAL HEALTH RISKS FROM NETWORKS, MOBILE TELEPHONY DEVICES OR WIFI TERMINALS

Identification and description of risk

In recent years, concerns have been expressed internationally about the potential risks to health of electromagnetic waves from Mobile phones and Mobile transmission sites. To date, Maroc Telecom is not aware of any tangible evidence that proves the existence of risks to human health associated with the use of Mobile phones, with the emission of radio frequencies, or with electromagnetic fields.

Potential effect on the Group

Nevertheless, the perception of these risks by the public could have significant negative effects on the profit (loss) or the financial position of Maroc Telecom, particularly if legal proceedings were instituted or if regulation imposed additional costs for compliance with new standards.

Maroc Telecom ensures compliance with the Minister of Health's circular no. 21 of May 22, 2003, setting limits on exposure to electromagnetic fields emitted by equipment used in telecommunication networks or by radio installations.

Risk mitigation or control measures

Maroc Telecom conducts campaigns each year to measure the intensity of electromagnetic waves from antennas, the results of which have always proved consistent with national and international standards

2.1.2 Business and operational risks

MAROC TELECOM'S FUTURE REVENUES AND PROFIT (LOSS) DEPEND SIGNIFICANTLY ON THE EVOLUTION OF THE ECONOMY OF THE COUNTRIES WHERE MAROC TELECOM OPERATES

Identification and description of risk

Maroc Telecom's core business is the provision of telecommunications services, including the provision of telecommunications services in the countries where the Group has a presence. Consequently, the Group's revenues and profitability depend significantly on changes in consumer telecom spending and international call traffic. Telecom service usage trends are closely connected to changes in economic conditions in the countries concerned and, more particularly, in the disposable incomes of the population and the economic activity of businesses.

Potential effect on the Group

A contraction of, or slower-than-anticipated growth in, the economy or uncontrolled inflation could have a negative impact on growth in the number of users or in usage rates or prices for Mobile, Fixed-line and Internet telephone services, which could adversely affect the growth and profitability of the Group's business or even result in a drop-in revenues and profits.

Volatile exchange rates can also have a negative impact on the Group's consolidated earnings and are likely to cause uncertainty around investments where payment is made in foreign currency.

An unforeseen increase in interest rates may affect the level of borrowing of Group companies as well as their capacity for investment.

Acts of terrorism, war or political upheaval, whether in Morocco or elsewhere, could significantly affect the economy in general (caused particularly by a decline in tourism). Maroc Telecom cannot anticipate the consequences of possible acts of terrorism or war.

Risk mitigation or control measures

Maroc Telecom has introduced a business intelligence system both nationally and internationally.

MAROC TELECOM FACES INCREASED COMPETITION IN THE MAIN MARKETS IN WHICH IT OPERATES, WHICH COULD LEAD TO A LOSS OF MARKET SHARE AND A REDUCTION IN MAROC TELECOM'S REVENUES

Identification and description of risk

Maroc Telecom Group's businesses are subject to fierce competition, which could further intensify with the liberalization of the main markets in which the Company operates.

As such, regulatory decisions in all of the Group's markets risk curbing business expansion and impacting revenue growth.

In addition, in certain markets, Maroc Telecom's subsidiaries are designated as operators exercising significant influence and are therefore subject to binding regulatory decisions on Mobile and Fixed-line services (Voice and Data).

Potential effect on the Group

This situation puts pressure on Maroc Telecom and its subsidiaries, which could lead to the Group introducing new reductions in tariffs, increasing loyalty costs and implementing promotional offers, which could lead to reduced revenues and results for the Group

Strong regulation both in the Mobile and Fixed markets will have a strong impact on the competitive advantage Maroc Telecom is able to gain from its investments.

In terms of the Mobile market in Morocco, the implementation of national roaming in PACT areas and in the rural areas and roads selected by the ANRT will have a significant impact on Maroc Telecom's competitive advantage in terms of coverage and, consequently, market share.

Risk mitigation or control measures

In order to meet the needs and expectations of the market, and even to anticipate them, the Group is continuing its policy of investing in new, innovative technologies in order to create new development models for the telecom business.

Note that Maroc Telecom regularly monitors a number of KRIs (Key Risk Indicators) in order to better control this risk.

MAROC TELECOM DEPENDS ON THE RELIABILITY OF ITS INFORMATION SYSTEMS. A FAILURE OR TOTAL OR PARTIAL DESTRUCTION OF ITS SYSTEMS COULD RESULT IN THE LOSS OF CUSTOMERS AND A REDUCTION IN REVENUES

Identification and description of risk

Maroc Telecom is paid for its services only insofar as it has reliable information systems (including collection and billing systems) and succeeds in protecting and ensuring the operating continuity of these systems.

Potential effect on the Group

An accident entailing the total or partial destruction of these systems (natural disasters, fire or acts of vandalism) would automatically activate a backup information system.

Risk mitigation or control measures

Maroc Telecom has established a security policy for its information systems that allows it to deal with ordinary disruptions in computer operations (unauthorized access, power cuts, theft, hardware crashes, etc.) and to secure uninterrupted service.

Maroc Telecom currently has a Business Recovery and Continuity Plan for its critical information systems – i.e., those that have a direct impact on its revenues, such as systems for collecting Data on taxes, sales and billing information for its three product lines: Fixed-line, Mobile and Internet. The plan also covers administrative systems for calculating inter-operator settlements, in Morocco and internationally, and for purchasing and financial management.

Since the critical Data systems are synchronized in real time by means of replication between production and emergency platforms, the risk of losing Data and being unable to bill customers and recover outstanding's from them is now marginal.

Since inception, this plan is tested and evaluated annually by simulating a situation where the information systems are totally unavailable.

At the subsidiary level, the risk of a business interruption in the event of a disaster or cyberattack that compromises the critical information systems is limited by Data backup systems, security tools (e.g. antivirus, DDOS mitigation, server isolation) and gradual hardware redundancy (servers in multiple locations).

TECHNICAL NETWORK DISRUPTIONS COULD RESULT IN LOSS OF CUSTOMERS AND REDUCED REVENUES

Identification and description of risk

The Maroc Telecom Group can only provide services to the extent that it is able to protect its telecommunication networks from damages caused by disruptions, power failures, computer viruses, natural disasters, theft and unauthorized access.

Potential effect on the Group

Any disruption of the system, accident or breach of security measures that would cause interruptions in the Group's operations might affect its ability to provide services to its customers and adversely affect revenues and results from operations. Such disruptions may also result in harming the image and reputation of the Company and/or its subsidiaries, which, in particular, could lead to a loss of customers. In addition, the Group may have to incur additional costs to repair the losses or harm caused by these disruptions.

Risk mitigation or control measures

The security of technical facilities and the active monitoring of network infrastructure run through various preventive measures as well as a Business Recovery and Continuity Plan.

MAROC TELECOM'S INDIRECT DISTRIBUTION NETWORK IS A STRENGTH THAT COULD BE WEAKENED IF MAROC TELECOM WERE UNABLE TO MAINTAIN IT

Identification and description of risk

Maroc Telecom has an extensive distribution network consisting of a direct network of branches and an indirect network consisting of resellers and partners, and an independent network (see section 4.2.1.6 "Distribution, advertising").

Potential effect on the Group

If Maroc Telecom were unable to maintain its close relationships, or to renew its distribution agreements, with its indirect network participants, or if its indirect distribution network were jeopardized for other reasons, including the action of competitors, the distribution network could be weakened and the activity and results of the Company could be significantly affected.

Risk mitigation or control measures

Diversification of channels while maintaining the central role of the own branches network in order to reduce distribution-related risks:

- stabilizing the distribution policy through own branches:
 - 50 branches are exclusively dedicated to sales to resellers nationwide;
 - all other branches also manage a portfolio of prepaid resellers;
 - these branches address all the sales outlets supplied by the distributors (no channels or geographical exclusivity).
- diversification of online top-up digital channels: development of customer and reseller autonomy;
- the current distributors are long-standing partners (in operation for around 20 years) which have shown significant ability to adapt to various market developments;
- monitoring of risk management: performance is managed by channel (number of active outlets, rate of achievement of objectives, change and level of contribution).

FRAUDULENT DIVERSION OF TRAFFIC COULD LIMIT THE COMPANY'S REVENUES AND AFFECT ITS PROFIT (LOSS)

Identification and description of risk

The Company is exposed to the phenomenon of fraudulent traffic diversion, as are other telecoms operators. However, Maroc Telecom cannot predict if new means of fraud will develop, nor the sectors that will possibly be targeted by offenders, nor the impact that any such fraud might have.

Potential effect on the Group

If Maroc Telecom fails to curb the use of fraud, it could see its traffic decline, and its revenues and profit (loss) could be affected.

Risk mitigation or control measures

Maroc Telecom has a dedicated structure which has introduced tools that are continuously adapting to the changing context of fraud to control and minimize the impact of diversion of international traffic.

RISKS INHERENT IN POTENTIAL ACQUISITIONS OF TELECOMMUNICATIONS COMPANIES OR LICENSES THAT MAY BE COMPLETED BY MAROC TELECOM COULD HAVE AN IMPACT ON MAROC TELECOM'S ACTIVITIES

Identification and description of risk

To broaden its search for new growth drivers, Maroc Telecom is seeking to achieve external growth by acquiring telecom companies, or licenses, in other countries.

Potential effect on the Group

Such transactions necessarily involve risks. If Maroc Telecom were to fail to achieve the results expected from these acquisitions, its business activities and its results could be affected. Maroc Telecom could, in particular:

- complete acquisitions on financial or operational terms and conditions which prove to be unfavorable;
- have difficulty absorbing the acquired companies, their networks, products or services;
- fail to retain the key talent in the acquired companies or to recruit skilled employees as needed;
- fail to achieve the expected synergies or economies of scale;
- make investments in countries where the political, economic or legal situation poses specific risks, such as civil or military unrest, the lack of real or comprehensive protection of shareholders' rights, or disagreements with other leading shareholders, including the public authorities, over management of the acquired companies;
- incur major changes in the tax and regulatory environment of the countries where it operates, including the introduction of new taxes, contributions or regulatory duties, an increase in existing contributions, or the adoption of new legislation undermining the economic model or resulting in possible financial or administrative penalties for companies;
- fail to adapt to the specific characteristics of the countries in which companies may possibly be acquired.

Risk mitigation or control measures

- Maroc Telecom draws on renowned international advisers to estimate the fair value of the asset, anticipate and take into account any risks in the acquisition process;
- the Group capitalizes on the international experience gained in order to adapt to local contexts.

CONTINUOUS AND RAPID CHANGES IN TECHNOLOGIES COULD INTENSIFY COMPETITION OR REQUIRE MAROC TELECOM TO MAKE SIGNIFICANT ADDITIONAL CAPITAL EXPENDITURES

Identification and description of risk

Many services offered by Maroc Telecom and its subsidiaries are technology-intensive.

Potential effect on the Group

The development of new technologies could render some of the Company's services uncompetitive.

Moreover, it cannot be excluded that the new technologies in which the Company may choose, or be forced, to invest will affect its ability to achieve its strategic objectives. As a result, Maroc Telecom may then lose customers, fail to attract new customers, or be obliged to incur significant costs to maintain its customer base, which might have a negative effect on its business, its operating revenues and its profit (loss).

Risk mitigation or control measures

To respond to changes in the telecoms sector and to the expectations of demanding customers in terms of price and quality, the Group must adapt its networks and its technologies and develop new products and services at a reasonable cost.

ALTERNATIVE MEANS OF COMMUNICATION (OTT) COULD REPLACE THE GROUP'S HISTORICAL FIXED AND MOBILE VOICE SERVICES, WHICH COULD SIGNIFICANTLY REDUCE THE COMPANY'S REVENUES

Identification and description of risk

Mobile and Fixed Voice activities are impacted by the increasing use of Voice over IP (VoIP) applications installed on smartphones, which are defined as technologies that enable Voice and video communications over the Internet that have been deregulated in Morocco since November 2016.

As such, many suppliers of B2B services may compete with Maroc Telecom through the direct marketing of business solutions to our customers (telephony, business networks etc.).

Potential effect on the Group

If this phenomenon continues to grow, these alternative technologies could call into question the usefulness of the Company's infrastructure or business model, which could significantly affect its revenues and profits.

B2B revenues may also be affected. The operator risks turning into a mere Internet service provider giving other players the opportunity to exploit our network to develop their own business.

Risk mitigation or control measures

Effective monetization of Data will help to mitigate this risk through the development of new customer habits and the exploration of new growth drivers, in particular in the areas of content and the Internet of things.

Moreover, Maroc Telecom must position itself as a leading supplier of turnkey B2B solutions for IT and telecom infrastructure.

Note that Maroc Telecom regularly monitors a number of KRIs (Key Risk Indicators) in order to better control this risk.

ALTHOUGH THE MAROC TELECOM GROUP IS NOT DIRECTLY AFFECTED IN THE SHORT TERM BY CLIMATE CHANGE, IT CONTINUES TO IMPLEMENT THE NECESSARY MEASURES TO LIMIT ANY MEDIUM- TO LONG-TERM IMPACT ON FINANCIAL PERFORMANCE

Identification and description of risk

The accumulation of greenhouse gases in the atmosphere is causing global warming with multiple consequences on economies and societies.

Climate change can represent physical risks (financial impacts that may result from the effects of climate change on economic participants and on asset portfolios: change in average temperatures and rainfall patterns, increase in the frequency and severity of climate events extreme, etc.) or transition risks (uncertain financial impacts: changes in regulations, markets and technologies).

Potential effect on the Group

By continuing its efforts to generalize the use of ICT, tools that optimize travel and energy and raw materials consumption, the Group is helping to reduce greenhouse gas emissions into the atmosphere and protecting the environment.

Significant climate change may impact the group's financial performance insofar as it may both increase expenses related to the maintenance of telecom equipment and decrease revenues related to the socio-economic environment (purchasing power) in Morocco and in the countries where the group's subsidiaries operate.

Other medium- and long-term impacts are also possible in relation to transition risks (costs of new technologies; regulatory obligations; increase in the cost of raw materials, etc.).

Risk mitigation or control measures

For several years now, Maroc Telecom has included sustainable development concerns in its growth strategy, by facilitating access to communication services and by carrying out numerous actions for the well-being of populations and the protection of the environment.

Maroc Telecom has a sustainable development policy and an environmental policy that includes several commitments both to reduce the environmental impact of the Company's activities and to mobilize it, alongside non-commercial company, to face major environmental challenges (climate change, biodiversity, etc.).

Although digital technology is one of the solutions to combat global warming, in particular because it reduces mobility, the use of paper or equipment and promotes energy efficiency in several sectors, Maroc Telecom is taking various actions to reduce its own CO₂ emissions.

Maroc Telecom's environmental policy includes measures to help tackle climate change by optimizing its own consumption of fossil fuels and raw materials (particularly paper), processing and recycling waste and raising awareness of environmental and climate issues.

The actions implemented by Maroc Telecom to control the environmental impacts of the Company's activities, in particular optimizing fossil fuel consumption, are presented in the Chapter Maroc Telecom's sustainable development policy (see 4.1.3 of the Universal Registration Document).

2.1.3 Market risks

Identification and description of risk

In accordance with its cash-management policy, Maroc Telecom does not invest in stocks, equity UCITS or derivatives. Where appropriate, Maroc Telecom invests its cash with the main financial institutions, either in sight deposits or term deposits.

The Group is exposed to various market risks associated with its business, but which are managed through the following measures:

- credit risk: Maroc Telecom only contracts with solid banks and institutions and spreads its transactions across these institutions;
- currency risk: Maroc Telecom Group results may be sensitive to fluctuations in exchange rates, particularly in terms of dirham, US dollars or euros. The level of this sensitivity is detailed in note 32 of the consolidated financial statements for the fiscal year ended December 31, 2021;
- liquidity risk: short term cash balances and lines of credit available to IAM are used to control liquidity risk;
- interest rate risk: the Maroc Telecom Group's debt is mainly at a Fixed rate or has low sensitivity to variations in interest rates.

For details of risks and control measures, see note 32 to the consolidated financial statements "Risk Management".

Potential effect on the Group

Interest-rate risk management and an analysis of the sensitivity of the Group's position to interest rate fluctuations are presented in note 32 to the consolidated financial statements, "Risk Management".

The potential effects on the Group are set out in note 32 to the consolidated financial statements, "Risk Management".

Risk mitigation or control measures

Controls and measures implemented to manage risk are set out in note 32 of the consolidated financial statements for the fiscal year ended December 31, 2021 included in the financial report.

2.2 Risk management framework

2.2.1 Audit and control

INTERNAL CONTROL

The internal control procedures established within Maroc Telecom Group have the following objectives:

- to ensure that employees act within the bounds of operational processes that are consistent with strategic guidelines as well as applicable laws and regulations; and

- to ascertain that the accounting, financial and management information provided to the Company's management bodies fairly presents the Company's operations and financial position.

One of the objectives of the internal control system is to prevent and control the risks resulting from the Company's activity on the one hand, and the risks of error or fraud on the other. Like any control system, however, it cannot provide an absolute guarantee that these risks will be completely eliminated.

Maroc Telecom controls its risks according to the following model:

Control lines	Entities	Roles
First control line	Operational Management	Implements the Company's strategy and the resources required to control its activities
Second control line	Risk Management and other support functions (IS, HR, Legal, Finance, Management Control, etc.)	Ensure risk management, internal control and compliance
Third control line	Internal audit	Provides reasonable assurance and independent valuations

INTERNAL AUDIT, RISK MANAGEMENT AND INSPECTION

Internal audit

Maroc Telecom's Internal Audit Department (Operational Audit and Financial Audit) reports to the General Control Department. It is an independent function that has direct access to the Audit Committee. The Internal Audit Department is governed by a charter approved by the Audit Committee.

The role of the General Control Department is to provide the Company with reasonable assurance as to the degree of control over its operations and the quality of internal control at each level of its organization. It helps the Company to achieve its objectives by evaluating the risk management, control and corporate governance processes.

The effectiveness of the internal control process is assessed by the Internal Audit Department, according to an annual audit plan approved by the Audit Committee. Summaries of the comments and recommendations formulated by the General Control Department are provided to the Audit Committee.

The audit plan is defined according to an analysis of the business risks, which include financial risks, IT risks, operational risks and non-compliance risks as well as risks specific to the operational units of the Group.

To meet this twofold objective, the General Control Department is split into two complementary functions:

- financial audit (seven auditors at December 31, 2021), for processes with an accounting and financial impact;
- operational audit (ten auditors at December 31, 2021) covers the Company's other processes and takes place at the level of the operational entities (branches, technical centers, stores, regions, etc.). It analyzes procedures in relation to operational processes (networks, customer services, etc.).

The annual audit plan consists of a program of engagements whose implementation is entrusted to the General Control Department.

These engagements have the following main objectives:

- to verify the existence and adequacy of controls in the areas of finance, Data processing, and operations, to ensure that the main risks have been identified and are suitably covered;
- to audit the operational units and systems to ensure adequacy in respect of policies, procedures, and legal and regulatory requirements;
- to review the means for safeguarding assets and for advising management as to the efficiency and effectiveness of the utilization of resources;
- to ensure that recommendations have been carried out during follow-up engagements.

The General Control Department communicates and coordinates with the Company's external auditors to maximize the effectiveness of the audit scope of coverage.

Internal audits performed in 2021 involved the main items of the statement of financial position and income statement, i.e., revenues, Fixed assets, inventories, and liquidity, as well as other key corporate processes.

Risk Management

In a context marked by tougher competition, growing regulatory pressure, and strong environmental concerns, risk management is an essential management concern.

The Risk Management entity, created in late 2015 under the General Control Department, has set up an ongoing, dynamic process to manage risks in accordance with the COSO 2017 standards. Its goal is to identify, delineate and manage the risks faced by the Company and to keep them at a tolerable level.

For this purpose, it directs the risk management process by relying on a network of risk officers in the operational departments and the risk managers in the Group's subsidiaries.

Inspection

In conjunction with the Internal Audit Department, the Inspection Department (23 inspectors at December 31, 2021) is also responsible for assessing the Company's internal control system and reports to the General Control Department.

At the request of the authorities or on its own initiative, the Inspection Department carries out regular, unannounced and specific controls in order to:

- to protect the assets, property, resources and means employed;
- to verify compliance with management procedures, instructions, policies and rules;
- to ensure the quality, adequacy and reliability of Data and the optimization of resource allocation;
- to demonstrate and determine any possible liabilities in the event that the Company becomes aware of deficiencies, irregularities or fraud.

The Inspection Department may be called on to contribute to the operational audit by completing specific, periodic missions and to set up a team to study, analyze, and make recommendations on the operations of the Company.

IIA CERTIFICATION OF MAROC TELECOM'S INTERNAL AUDIT ACTIVITIES

Maroc Telecom has renewed its IIA (Institute of Internal Auditors) certification for its internal audit activities, awarded by the IFACI (French Institute of Audit and internal control) Certification Committee.

This international recognition follows a certification renewal audit based on the Professional Standards of Internal Audit (version 2020).

The rate of compliance of Maroc Telecom's audit and control activities with the requirements of this standard is close to 100%. According to the Certification Committee, it represents a commitment to a high-level approach that allows for better integration of the requirements for standardized processes as part of a drive towards continuous improvement.

The Committee also noted the "high professionalism" of the Company's internal audit team.

As a reminder, in 2017, Maroc Telecom was the first company listed on the Casablanca Stock Exchange to obtain this certification, evidence that the Company's internal audit activities meet strict criteria of independence and competence.

In 2021, Maroc Telecom obtained IFACI Quality Certification for its Internal Audit activities in accordance with the Professional Standards for Internal Audit (RPAI) 2020 and the International Standards of the IIA, following the follow-up audit #1 carried out by the external body IFACI Certification. The rate of compliance of Maroc Telecom's audit and control activities with the requirements of this standard is close to 100%.

The Certification Committee positively noted the progress trajectory achieved since the initial audit in 2017 and highlighted the high level of compliance with the requirements of the RPAI and the solid foundation on which audit and control activities are based in accordance with international standards.

2.2.2 Code of Ethics, compliance & anti-corruption measures

CODE OF ETHICS AND COMPLIANCE

Keen to maintain a high degree of fairness, transparency, market integrity and customer focus, Maroc Telecom established a Code of Ethics in 2006.

In order to adapt to changes and new requirements, the Code of Ethics was updated in 2021 to take into account changes in legal texts and to incorporate new aspects related to the values and ethics of the Group.

The main changes are:

- promoting and reinforcing the values of IAM;
- Inclusion of IAM's commitments to its stakeholders (customers, employees, shareholders, suppliers, society and the environment);
- extension of ethical principles to include cyber-ethics, money laundering, competition and foreign trade;
- strengthening of aspects related to "conflict of interest," "compliance with the principles of social responsibility and sustainable development," "fight against corruption" and "personal Data protection".

The Code is not intended to replace existing rules, but serves as a reminder of the ethical principles and rules that generally apply, and the need to adhere scrupulously to them. The Code aims to make each employee of the Company accountable, setting out the principal rules governing the use of inside information, so as to raise awareness of best practice among all employees and inform and guide their professional conduct.

In accordance with the provisions of the Moroccan Capital Markets Authority (AMMC), the Management Board appoints an Ethics Officer, who is responsible for ensuring compliance with the rules set forth by law and the Code of Ethics.

Several measures are taken by the Maroc Telecom Ethics Officer to ensure compliance with the Code of Ethics:

- distribution of the Code of Ethics to all employees, followed by a major communication campaign. This campaign focused on the main updates as well as a reminder and awareness-raising on Maroc Telecom's ethics system, its main components as well as compliance with ethics principles and rules, etc.;
- induction seminars by the Ethics Officer for new recruits to raise awareness about the provisions of the Code of Ethics with exposure, for educational purposes, to some situations involving conflicts of interest that employees may face;
- ongoing awareness campaigns for compliance with the Code of Ethics;
- invitation issued to all insiders (internal and external) to sign confidentiality agreements for privileged information acquired in the exercise of their functions/terms of office, in accordance with AMMC provisions.

Employees may also consult the Chief Compliance Officer, who is in charge of ensuring compliance with the law and the rules enshrined in the Code of Ethics.

ANTI-CORRUPTION MEASURES

Measures taken to prevent corruption

Maroc Telecom has made a formal undertaking to prevent corruption. This undertaking is included in the Code of Ethics and reiterated in service memoranda and news flashes circulated to all employees.

The Code of Ethics reiterates the provisions of Article 249 of the Moroccan Criminal Code with regards corruption.

The Code of Ethics specifies that Maroc Telecom's policy is to comply with anti-corruption laws applicable in Morocco and in any of the countries where Maroc Telecom operates and strictly prohibits any corrupt practices. In the absence of specific legal provisions, those in this Code of Ethics should, in any event, be followed by Maroc Telecom employees.

Employees are given awareness-raising sessions on mechanisms for preventing and detecting fraud and combating corruption and fraud.

As part of internal control measures, procedures have been introduced and are regularly reviewed to, among other things, limit and prevent cases of fraud and/or corruption.

Maroc Telecom promotes the principles of market transparency (fair business practices, equal treatment of suppliers, open tendering processes, publication etc.) whilst encouraging its suppliers to uphold values equivalent to those in its Code of Ethics.

The prevention of corruption is part of an overall company-wide process and the associated risk is monitored at several levels of the company: the governance body as well as the three lines of defense in accordance with the laws and regulations to which Itissalat Al-Maghrib is subject.

Internal audit and inspection programs are among these measures and include detecting fraud and corruption through regular audits of any activities that are at risk of corruption.

Measures taken in response to incidents of corruption

In the event of confirmed cases of corruption or fraud, measures are in place to deal with any employees, customers, service providers and suppliers responsible (termination of contract, blacklisting any clients guilty of fraud, removal from panel of suppliers, legal proceedings etc.).

2.2.3 ISO certification

Our company is certified:

- since 2004 for the compliance of its Quality management system with the requirements of the ISO 9001 standard;
- since 2007 for the compliance of its Information Security management system with the requirements of ISO / CEI 27001.

The integrated Quality & Safety management system introduced by Maroc Telecom in 2008 has enabled the Company to:

- record solid business performance based on active market intelligence and an ongoing network-based sales campaign;
- ensure dynamic adaptation of the organization according to the overarching strategic issues;
- safeguard the Company's assets and ensure the protection of personal Data;
- guarantee continuity of business-critical processes;
- ensure comprehensive compliance with internal, regulatory and legal requirements.

The certifications, awarded by internationally recognized bodies, are a guarantee of the quality of the services provided by Maroc Telecom and proof of its commitment to listening to the needs of its stakeholders, to better satisfy and retain them.

The transition from the 2008 version to the 2015 version of ISO 9001 was completed successfully in December 2017.

In 2021, Maroc Telecom passed the audit to renew the Quality and Information Security certifications.

2.2.4 Insurance

Maroc Telecom's risks are covered by a centralized policy of coverage by appropriate insurance policies set up in addition to prevention procedures and business recovery plans in the event of a loss. Maroc Telecom has a policy of continual review of its insurance policies through regular bid tenders to benefit from the best technical and financial terms in the market. These insurance programs are set up with the main national and international insurers in order to obtain optimum coverage of Maroc Telecom's risks.

In 2021, Maroc Telecom took out insurance policies in the form of an international Group insurance program, guaranteeing the best coverage conditions offered by the market. The program consists of property & business interruption insurance, civil liability insurance and Directors & officers liability insurance.

PERSONAL DATA PROTECTION

With the establishment of the National Commission to Control the Protection of Personal Data (CNDP) on November 15, 2010, Maroc Telecom had a period of two (2) years (until November 15, 2012) to comply with the provisions of Law 09-08 on the protection of individuals in the processing of personal Data.

A legal representative of Maroc Telecom was named to ensure, in collaboration with the National Commission to Control the Protection of Personal Data (CNDP), compliance with the law and the maintenance of compliance with said law.

Maroc Telecom notified the CNDP of all personal Data processing it performs and obtained approval from the Commission in December 2013.

Since the effective date in 2013 of Law 09-08 on the protection of individuals in the processing of personal Data, Maroc Telecom has continuously ensured compliance and the maintenance of its level of compliance with that Law.

In addition, Maroc Telecom has made a specific e-learning platform available to all its employees to raise their awareness of the various aspects relating to information security and, in particular, personal Data protection.

The program's principal insurance policy is an "All risks, except" policy and covers the business and assets of Maroc Telecom and its subsidiaries against property damage and indirect operating losses. With regard to civil liability insurance, the Group program affords Maroc Telecom additional coverage extending to major losses and their potentially substantial financial consequences.

In 2021, Maroc Telecom also launched calls for tenders for the following insurance policies:

- general liability insurance;
- workplace accident and occupational illness insurance;
- supplementary health insurance;
- death and disability insurance;
- national and international medical transport insurance;
- merchandise transport insurance.

RISK FACTORS AND MANAGEMENT FRAMEWORK FOR OPERATIONS

Risk management framework

As part of its human resources policy, and in order to improve the health cover of its employees and their families, Maroc Telecom continues to benefit from an insurance policy covering medical expenses abroad. The policy offers employees and their families, in the event of serious and/or grave illness, complete treatment in countries which have excellent health and medical care facilities.

The Maroc Telecom Building in Rabat is covered by both property damage insurance and a ten-year civil liability warranty, providing broad coverage of the potential risks surrounding this large-scale project.

Along with these insurance policies, for more than a decade Maroc Telecom has been committed to a major prevention program to protect its sites against property risks. This program is conducted in close collaboration with Maroc Telecom's insurance partners. In this sense, the relevant recommendations issued recently by the international firm in terms of risk management and prevention have been implemented, or are in the process of being implemented, at the main IAM sites.

Maroc Telecom also transmits its insurance and risk management experience to its subsidiaries.

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3

INFORMATION ABOUT THE COMPANY

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3.1 Person responsible for the Universal Registration Document and for the audit of the financial statements

In this Universal Registration Document, the terms “Maroc Telecom” and the “Company” refer to Itissalat Al-Maghrib SA (Maroc Telecom), and the term “Group” refers to the group comprising the Company and all of its subsidiaries, as described in chapter 4.

3.1.1 Person responsible for the Universal Registration Document

Mr. Abdeslam AHIZOUNE

Chairman of the Management Board

3.1.2 Certification of the Universal Registration Document

I hereby certify that the information contained in this Universal Registration Document is, to the best of my knowledge, consistent with the facts and does not contain any omissions that could alter its scope.

I certify that, to my knowledge, the financial statements were prepared in accordance with applicable accounting standards and that they present fairly the assets, financial position and profit (loss) of operations of the Company and its consolidated

subsidiaries, and that the management report under chapters 4 and 5 of this Universal Registration Document provides a fair review of the changes in revenues, results of operations and financial position of the Company and its consolidated subsidiaries, as well as the risks and uncertainties they face.

Chairman of the Management Board

Abdeslam AHIZOUNE

3.1.3 Persons responsible for the audit of the financial statements

STATUTORY AUDITORS

**Deloitte Audit, represented by
Mrs. Sakina BENSOU DA KORACHI**

Boulevard Sidi Mohammed Ben Abdellah, Tour Ivoire III, Étage 3, Casablanca, Marina, Maroc

First appointed by the General Meeting of April 26, 2016, his mandate was renewed at the General Meeting of April 23, 2019 for a period of three financial years, i.e. until the end of the Ordinary General Meeting called to approve the accounts for the financial year ending December 31, 2021.

The renewal of the mandate of Deloitte Audit will be proposed to the General Meeting of 29 April 2022.

**Coopers Audit Maroc, represented by
Mr. Abdelaziz ALMECHATT**

83, avenue Hassan II – 20 100 Casablanca, Maroc

Abdelaziz Almechatt was first appointed in 1998 in accordance with the company Articles. His current term of office, renewed for three fiscal years in 2020, expires at the close of the Ordinary General Meeting called to approve the financial statements for the fiscal year ending December 31, 2022.

3.1.4 Information policy

PERSON RESPONSIBLE FOR THE INFORMATION

Mr. François VITTE

Managing Director Administration & Finance (CFO)

Maroc Telecom – Avenue Annakhil – Hay Riad

Rabat, Morocco

Telephone: 00 212 (0) 537 28 50 84

Fax: 00 212 (0) 537 71 69 69

E-mail: relations.investisseurs@iam.ma

SCHEDULE OF FINANCIAL REPORTING

All financial information reported by Maroc Telecom (press releases, presentations, annual reports) is available at its website: www.iam.ma.

Maroc Telecom's 2022 financial reporting schedule (subject to change) is as follows:

Date ^(a)	Event
February 17, 2022	Q4 and full-year results for 2021
April 21, 2022	Q1-2022 Results
April 29, 2022	General Meeting
July 26, 2022	Q2 and H1 2022 results
October 25, 2022	Q3 and 9M 2022 results

(a) Before trading.

SHAREHOLDER INFORMATION

Corporate, accounting, and legal documents, whose reporting is governed by Moroccan and French law and by the Company's Articles, may be consulted at the Company's registered office by shareholders and third parties. This Universal Registration Document and registration documents as well as any updated versions filed with the AMF (French Financial Markets Regulator) can be viewed on its website at www.amf.fr. The Company's

reports to investors and financial analysts as well as its press releases can be viewed and downloaded on Maroc Telecom's website: www.iam.ma

In accordance with the provisions of the Transparency Directive, in force since January 20, 2007, all regulated information is available and archived on the Maroc Telecom website at: <http://www.iam.ma/groupe-maroc-telecom/communication-financiere/information-reglementee.aspx>

3.2 Information about the Company and corporate governance

3.2.1 General information about the Company

3.2.1.1 COMPANY NAME

Itissalat Al-Maghrib

The Company also operates under the trade names “IAM” and “Maroc Telecom”.

3.2.1.2 REGISTERED OFFICE

The Company’s registered office is on Avenue Annakhil, Hay Riad, Rabat, Morocco

Telephone: +212 537 71 21 21

3.2.1.3 LEGAL FORM

Maroc Telecom is a *société anonyme* (stock company) with an Management Board and a Supervisory Board.

3.2.1.4 APPLICABLE LEGISLATION

The Company is governed by Moroccan law, in particular by Law 17-95 pertaining to corporations, as amended and extended by Law 20-05, 78-12, 20-19 and 19-20, and by the Company’s Articles. The Company is not subject to French law governing business corporations.

Because the Company is listed on a regulated market in Morocco, the provisions of various Moroccan laws, regulations, orders, decrees and circulars are applicable.

3.2.1.5 COMMITMENTS OF THE COMPANY WITH RESPECT TO FRENCH FINANCIAL MARKETS REGULATORS

Because the Company is also listed on the Euronext Paris exchange, it is subject to certain provisions of French securities regulations. Under current laws and pursuant to the General Regulations of the French Financial Markets Regulator (AMF), provisions concerning foreign issuers are applicable to the Company. In addition, Euronext Paris organization and operating rules are generally applicable to the Company. The French Financial Markets Regulator may also enforce the mandatory submission of a public tender offer and buyout for all buyout offers concerning Company shares.

Since Order 2015-1576 of December 3, 2015, finalizing the transposition of the European Transparency Directive, which amended Article L. 451-2-1 of the French Monetary and Financial Code, the information mentioned in Article L. 233-7 (I) of the French Commercial Code governing, in particular, the rules applicable to shareholding disclosure thresholds, now applies to the Company.

Under French regulations, foreign issuers must apply the necessary measures that allow shareholders to manage their investments and exercise their rights.

By virtue of its listing on the Euronext Paris exchange, in accordance with the AMF’s General Regulation, following the transposition into the French Monetary and Financial Code of the EU Transparency Directive, applicable from January 1, 2015, the Company is required to comply with the provisions of Title II of the AMF’s General Regulations, and in particular:

- inform the French Financial Markets Regulator (AMF) of any changes in its share capital compared with previously disclosed information, particularly any shareholding disclosure that Maroc Telecom may have received;
- publish a half-year financial report including condensed or complete financial statements for the past year, a half-year operations report, a Statutory auditors’ report on the review of the aforementioned financial statements, and a statement from the persons responsible for the half-year financial report, within three months of the end of the first half of the Company’s fiscal year;
- publish an annual financial report including general and consolidated financial statements, a management report, a Statutory auditor’s report, and a statement from the persons responsible for the annual financial report, within four months of the end of the Company’s fiscal year;
- publish monthly the total number of voting rights and shares comprising the Company’s share capital;
- publish promptly any information on new facts that may materially affected the share price, and inform the AMF thereof;
- inform French shareholders about changes in Company business or in the senior management team;
- make the necessary provisions to allow persons who hold their shares through Euroclear France to exercise their rights, particularly by informing them of General Meetings and by allowing them to exercise their voting rights;
- notify persons who hold their shares through Euroclear France about dividend payments, new share issues, allocation, subscription, surrender and conversion;
- update names and details of the persons responsible for information in France;

- provide the AMF with any information it may require in accordance with its mission and with the laws and regulations applicable to the Company;
- comply with the provisions of the AMF General Regulations relating to mandatory public disclosure;
- comply with the various procedures described in the AMF General Regulations for publishing disclosures;
- post all available regulated information on Maroc Telecom's website and keep a record of such information for at least ten years;
- inform the AMF and Euronext Paris of any proposed amendment to the company Articles.

The Company is required to inform the AMF of any resolution by the General Meeting to authorize the Company to trade in its own shares, and must provide the AMF with periodic reports on the purchases or sales of shares by the Company by virtue of said authorization.

The Company must publish identical information simultaneously in France and in other countries, in particular Morocco.

All publications and disclosures referred to in this chapter are published mainly through notices and press releases in national financial daily newspapers distributed in France.

Information intended for the French general public is written in French.

Like French issuers, the Company publishes a Universal Registration Document providing legal and financial information relating to the issuer (shareholder structure, operations, management procedures, financial information).

In practice, the Company's Universal Registration Document may be used as the annual report, on condition that it contains all mandatory information.

In the event of a market transaction, a prospectus, including the Universal Registration Document, must be approved by the AMF and made available to the public by the Company within a reasonable period of time before the beginning or at the latest at the beginning of the offer to the public or the admission to trading on the regulated market.

The Universal Registration Document must be filed with the AMF and made available to the public by the Company at a reasonable time in advance of, and at the latest at the beginning of, the offer to the public or the admission to trading on a regulated market.

The Company should publish the Universal Registration Document to the public in one of the forms provided for in Article 212-27 of the General Regulations of the AMF and in accordance with the conditions set out in those Regulations, that being:

- a publication in one or more newspapers circulated nationally or widely;
- available free of charge in printed form at the issuer's headquarters or at the company making a market in the financial securities admitted to trading and at the financial intermediaries placing or trading the securities in question, including the paying agents and depositories of the financial securities;

- available online on the issuer's website or, if applicable, on those of the financial intermediaries placing or trading the securities in question, including the paying agents and depositories of the financial securities;
- available online on the website of the regulated market on which the admission to trading is sought.

The electronic version of the Universal Registration Document, which is identical to the original version deposited by the AMF, will be sent to the AMF to be published on its website.

The annual report and half-year financial report in French are available to the public in France at the offices of the financial intermediary in charge of the Company's financial services in France (currently CIC).

In addition, the Company intends to maintain an active policy towards all shareholders, including those whose shares are held through Euroclear France, to allow them to participate in all rights issues open to the public and, if applicable, carried out on international markets.

However, because of the constraints arising from operations on international financial markets, in order to benefit from the optimal conditions of those markets, and in the interest of the Company and of its shareholders, the Company cannot guarantee that persons holding their shares through Euroclear France will be able to participate in any such rights issues where applicable.

3.2.1.6 INCORPORATION – REGISTRATION

The Company was founded in Rabat by a charter dated February 3, 1998.

The Company was registered with the Rabat Trade Registry on February 10, 1998, under number 48 947.

LEI code: 254900LHOG1ZIZ78Y462

3.2.1.7 TERM

The term of the Company, subject to early liquidation or extension as provided for by law and the company Articles, is ninety-nine (99) years from the date of registration with the Trade Registry.

3.2.1.8 CORPORATE PURPOSE

In accordance with its contract specifications as an operator and pursuant to Article 2 of the Company's Articles and the statutory and regulatory provisions in force, the Company's corporate purpose is:

- to provide all electronic communication services for domestic and international relations, and in particular to provide universal telecommunications service;
- to establish, develop and operate all electronic communications networks necessary for the provision of these services and to ensure their interconnection with other networks open to the Moroccan and foreign public;

- to provide all other services, facilities, equipment, terminals, electronic communications networks, as well as to establish and operate all networks distributing audiovisual services, and in particular audio broadcasting, television or multimedia services.

As part of the activities thus defined, it may:

- create, acquire, own and operate all movable and immovable property and any business necessary, or just useful, for its activities and particularly those the transfer or use of which is provided for by law;
- market and, as a secondary activity, assemble and manufacture any telecommunication products, equipment and devices;
- create, acquire or take on license and operate or sell any patents, processes or trade names;
- participate, by any legal means, in any financial syndicates, businesses or companies, existing or being incorporated, with a purpose similar or related to that of the Company;
- more generally, execute any commercial, financial, securities-related or real estate transactions and, if necessary, any industrial operations that could, directly or indirectly, in whole or in part, be connected with any of the Company's corporate purposes, or with any similar or related purposes and even with any purposes that might promote its growth and development.

3.2.1.9 CONSULTATION OF LEGAL DOCUMENTS

Corporate, accounting and legal documents the disclosure of which is required by law and by the Company's Articles to the shareholders and third parties may be inspected at the registered office of the Company.

3.2.1.10 FINANCIAL YEAR

The financial year begins on January 1 and ends on December 31.

3.2.1.11 STATUTORY DISTRIBUTION OF PROFITS

At each fiscal year-end, the Management Board establishes an inventory of the Company's various assets and liabilities at that date and prepares the financial statements and the management report to be submitted at the General Meeting in accordance with the rules and regulations in force.

The net profit generated by the Company, less prior net losses, if any, is subject to a five percent (5%) deduction allocated to a legal reserve fund; this deduction ceases to be mandatory when the amount of the legal reserve exceeds one-tenth of the share capital.

The distributable profit consists of net profit for the fiscal year, after allocation to the legal reserve and allocation of net income carried over from previous years.

The General Meeting may deduct from the profit any amounts that it deems appropriate to allocate to any ordinary or extraordinary discretionary reserve funds or to carry forward, within the limit of a maximum total amount equal to half (1/2) the distributable profit, unless an exception has been authorized by the Supervisory Board by a majority of three-quarters (3/4) of those members of the Supervisory Board who are present or represented.

The balance is allocated to the shareholders in the form of dividends, the total amount of which must be equal to at least half (1/2) the distributable profit, unless an exception has been authorized by the Supervisory Board by a majority of three-quarters (3/4) of those members of the Supervisory Board who are present or represented.

To the extent permitted by law, the General Meeting may decide, exceptionally, to distribute sums withdrawn from the discretionary reserves which it controls. (See also section 3.2.2.5. "Dividends and dividend policy").

Payment of dividends

The arrangements for the payment of dividends approved by the Ordinary General Meeting are set by the meeting itself or, failing this, by the Management Board.

This payment will be made within a maximum period of nine (9) months after the fiscal year-end, subject to an extension of this period by order of the President of the Court, ruling in summary proceedings, at the request of the Supervisory Board.

After five years from the dividend payment date, the dividends are prescribed and lapse to the benefit of the Company.

Sums not collected and not prescribed constitute a claim by the beneficiaries that does not bear interest against the Company unless they are converted into loans on terms and conditions determined by mutual agreement.

If the shares are encumbered by a usufruct, the dividends are due to the usufructuary. However, the proceeds from a distribution of reserves, excluding retained earnings, are allocated to the owner.

3.2.1.12 GENERAL MEETINGS

3.2.1.12.1 General Meetings

The collective decisions of the shareholders are made at General Meetings, which can be ordinary or extraordinary depending on the nature of the decisions for which they are called.

Duly convened General Meetings represent all the shareholders, and their resolutions are binding on everyone, including the absent, incapacitated and objectors or shareholders deprived of the right to vote.

3.2.1.12.2 Notice of meetings

General Meetings are convened by the Management Board.

Otherwise, in an emergency, Ordinary General Meetings may also be called:

- by one or more Statutory auditors, who may only do so after unsuccessfully requesting that the meeting be called by the Supervisory Board and Management Board;

- by a proxy appointed by the President of the Court following a summary application from any interested party in the event of an emergency or from one or more shareholders representing at least one-tenth of the share capital;
- by the liquidator(s) in the event of dissolution of the Company and during its liquidation;
- by the shareholders holding a majority of the capital or voting rights following a public tender or exchange offer or after the disposal of a block of shares changing the control of the Company; and
- by the Supervisory Board.

General Meetings are called and deliberate as provided by Moroccan Law no. 17-95 relating to corporations.

The Company is required, at least thirty (30) days before a General Meeting, to publish, in a newspaper appearing in the list established by the Minister of the Economy and Finance, a notice of meeting containing the information required by law and the text of the draft resolutions to be presented to the General Meeting by the Management Board, supplemented by a precise description of the procedures to be followed by shareholders to participate in and vote at the General Meeting, in particular how to vote by proxy or by mail. The notice of meeting may not include the information listed in the first paragraph if it is published on the Company's website, at the latest, on the same day as the notice of meeting. In this case, the notice of meeting will cite the aforementioned website.

The request to include draft resolutions on the agenda must be either filed or sent to the headquarters with acknowledgment of receipt within ten (10) days of publication of the notice of meeting. This deadline is included in the notice.

The company is required, at least fifteen (15) days before a General Meeting on first call, and at least eight (8) days before the meeting on second call, to publish, in a newspaper appearing in the list established by the minister of the economy and finance, a notice of meeting including, if applicable, information on how to vote by mail. If the company does not receive any requests from shareholders to add draft resolutions to the agenda, the notice of meeting shall serve as the convening notice as it was published. the notice of meeting must mention the company's corporate name followed, where applicable, by its acronym, the legal form of the company, the amount of share capital, the address of the headquarters, the registration number in the commercial registry, the day, time and place of the meeting as well as the nature of ordinary, extraordinary or special Shareholders' Meeting, the agenda and the text of the draft resolutions. For draft resolutions from shareholders, the convening meeting must indicate whether they are approved or not by the Supervisory Board. The company must publish in an official journal of record, at the same time as the call to the annual ordinary general meeting, the summary financial statements for the previous fiscal year prepared in accordance with the legislation in force (which must include the statement of financial position, the income statement, the schedule of income statement balances and the cash flow statement) and the report of the Statutory auditor(s) on those statements.

Any changes to these documents must be published in an official journal of record by the Company within twenty days of the date the Annual Ordinary General Meeting was held.

During a continuous period beginning no later than the twenty-first (21) day preceding the General Meeting, the Company will publish the following information and documents on its website:

- the convening notice;
- the total number of existing voting rights and the number of shares making up the Company's share capital, as well as the date of the convening notice, specifying, where applicable, the number of shares and voting rights existing on that date for each class of shares;
- the documents to be presented at the General Meeting;
- the text of draft resolutions which will be presented at the General Meeting. The draft resolutions submitted or filed by shareholders are added to the website immediately after receipt by the Company;
- postal voting and proxy voting forms, except in cases where the Company sends these forms to all shareholders.

Once the meeting is convened, a postal voting form and its appendices shall be given or sent to any shareholder who so requests within a maximum period of six (6) days prior to the date of the General Meeting.

Meetings are held either at the registered office or at another location specified in the call to meeting.

Any General Meeting convened illegally may be canceled. However, the action for nullity shall be inadmissible if all the shareholders were present or represented.

3.2.1.12.3 Agenda

The agenda for meetings is set by the person calling the meeting.

However, one or more shareholders representing at least two percent (2%) of the share capital may request that one or more draft resolutions be included in the agenda.

Regardless of the number of shares held, every shareholder has the right, on proof of identity, to attend General Meetings, on condition:

- for holders of registered shares: that these are registered in the name of the holder in the records of the Company;
- for holders of bearer shares: that the bearer shares, or a certificate of deposit issued by the depository of these shares, are lodged at the place mentioned in the notice convening the meeting; and
- if applicable, to provide the Company, in accordance with the provisions in force, with any document that can be used to identify such shareholder.

These formalities must be completed no later than five (5) days before the date of the Meeting, unless a shorter period is specified in the notice of meeting or in current mandatory legal provisions reducing this period.

3.2.1.12.4 Composition

The General Meeting is composed of all the shareholders, regardless of the number of shares held. Corporate shareholders are represented by their proxy, who need not be a shareholder.

A shareholder may be represented by another shareholder, the shareholders' guardian, spouse or by an ascendant or descendant of the shareholder, without it being necessary that the latter, personally, be shareholders, or by any company whose corporate purpose is the management of portfolios of securities.

Any shareholder may receive proxies issued by other shareholders in order to represent them at a General Meeting, with no limit on the number of proxies or votes held by the same person, either in his own name or as a proxy.

Joint owners of undivided shares are represented at General Meetings by one of them or by a single proxy. In the case of disagreement, the proxy shall be appointed by the President of the Court, ruling in summary proceedings, at the request of the more diligent joint owner.

Shareholders who have pledged their shares retain only the right to attend General Meetings.

3.2.1.12.5 Committee – Attendance register

COMMITTEE

The Committee of the General Meeting is composed of a Chairman and two tellers, assisted by a secretary.

General Meetings are chaired by the Chairman or the Vice-Chairman of the Supervisory Board. Otherwise, the meeting elects its own Chairman. If convened by the Statutory auditor(s), by a court-appointed agent or by the liquidators, the General Meeting shall be chaired by that person or one of those who convened it.

The Chairman of the General Meeting is assisted by two (2) shareholders representing the largest number of shares, either in their own right or as proxies, who, subject to their acceptance, are appointed as tellers. The Committee thus formed appoints a Secretary who needs not be a shareholder attending the meeting.

ATTENDANCE REGISTER

An attendance register is maintained at each General Meeting showing the first name(s), the family name and the address of the shareholders and, if applicable, their representatives, and the number of shares and votes they hold.

This attendance register is initialed by all shareholders present and by the proxies of those absent. It is then certified by the members of the Meeting Committee.

3.2.1.12.6 Voting

Members of the General Meeting have as many votes as the shares they hold or represent, including by means of voting proxies or other powers.

Voting rights attached to shares belong to the usufructuary at Ordinary General Meetings and to the bare owner at Extraordinary General Meetings.

If shares are pledged, the owner exercises the right to vote.

The Company may not vote using shares that it has acquired or accepted as security.

Any shareholder may vote by mail in accordance with current regulations. Shareholders exercising a postal vote are treated as shareholders present or represented when their postal voting form is received by the Company at least two days before the General Meeting.

3.2.1.12.7 Minutes

The deliberations of the General Meetings shall be recorded in minutes signed by the members of the committee and drawn up in a register or on sheets of paper.

The minutes shall mention the date and place of the General Meeting, the method of convening the Meeting, the agenda, the composition of the committee, the number of shares participating in the vote and the quorum reached, the documents and reports submitted to the Meeting, a summary of the discussions and the text of the resolutions put to the vote and the results of the votes. The minutes shall specify, at least for each resolution, the number of shares for which votes have been validly cast, the proportion of the share capital represented by these votes, the total number of votes validly cast, as well as the number of votes cast for and against each resolution and, where applicable, the number of abstentions.

The Company shall publish, on its website, within a period not exceeding fifteen (15) days after the General Meeting, the results of the votes.

Minutes of General Meetings are recorded in a special register kept at the registered office, numbered and initialed by the Registrar of the Court of the place where the Company's registered office is located.

Copies or extracts of the minutes are certified only by the Chairman of the Supervisory Board or by the Vice-Chairman of the Supervisory Board, signing jointly with the Secretary. Should the Company go into liquidation, they shall be validly certified by one liquidator only.

3.2.1.12.8 Ordinary General Meetings

POWERS AND RESPONSIBILITIES

Ordinary General Meetings decide on all administrative matters that exceed the powers of the Supervisory Board and the Management Board and which are not within the powers of Extraordinary General Meetings.

An Ordinary General Meeting is held at least once a year, within six months of the fiscal year-end.

This meeting hears in particular the report of the Management Board and that of the Statutory auditor(s); it discusses, adjusts and approves or rejects the accounts; it decides on the distribution and allocation of profits.

It appoints and removes the members of the Supervisory Board, removes the members of the Management Board and appoints the Statutory auditors.

QUORUM AND MAJORITY

Ordinary General Meetings are regularly constituted and may validly deliberate on first call if the shareholders present or represented hold at least one quarter of the shares with voting rights, excluding shares acquired or accepted as security by the Company. If there is no quorum, a second meeting is called for which no quorum is required.

At Ordinary General Meetings, resolutions are passed by a majority vote of the shareholders present or represented.

For the purpose of calculating the quorum and the majority, shareholders who participate in the meeting by videoconference or by equivalent means allowing them to be identified are deemed to be present.

3.2.1.12.9 Extraordinary General Meetings

POWERS AND RESPONSIBILITIES

Only Extraordinary General Meetings are authorized to amend any or all the provisions of the company Articles and to authorize the sale(s) of more than fifty percent (50%) of the Company's assets.

However, they may not change the nationality of the Company nor increase the obligations of shareholders without the consent of each of them.

They may decide to transform the Company into a company with any other form, subject to compliance with the legal provisions applicable on this subject.

QUORUM AND MAJORITY

Extraordinary General Meetings are only duly constituted and may only validly deliberate if the shareholders present or represented at the first meeting called hold at least half or, at the second meeting called, one quarter of the shares providing the right to vote, excluding shares purchased or accepted as security by the Company.

In the absence of a quorum representing one quarter, the second meeting may be postponed to a date no more than two months after the meeting at which it had been called and may duly be held with the presence or representation of shareholders representing at least one quarter (1/4) of the share capital. At Extraordinary General Meetings, resolutions are passed by a two-thirds majority vote of the shareholders present or represented.

For the purpose of calculating the quorum and the majority, shareholders who participate in the meeting by videoconference or by equivalent means allowing them to be identified are deemed to be present.

3.2.1.13 STATUTORY AUDITORS

Audits of the Company are conducted by at least two Statutory auditors who are appointed and perform their engagement according to law.

3.2.1.13.1 Appointment – Disqualification – Ineligibility

During the life of the Company, the Statutory auditors are appointed for three fiscal years by the Ordinary General Meeting.

The duties of the Statutory auditors expire after the Ordinary General Meeting called to approve the financial statements for the third fiscal year. The Statutory auditors may be re-elected but may not certify the Company's financial statements for a period of more than twelve (12) years.

A Statutory auditor appointed by an Ordinary General Meeting to replace another will only remain in office for the remainder of the term of office of the Statutory auditor's predecessor. If it is proposed at a General Meeting not to renew a Statutory auditor's term of office when it expires, the Statutory auditor may, if the Statutory auditor so requests, address the General Meeting.

One or more shareholders representing at least 5% of the share capital and/or the Moroccan Financial Market Authority (AMMC) may make a duly justified application to the President of the Commercial Court, ruling in summary proceedings, for the disqualification of the Statutory auditor(s) appointed by the General Meeting and for the appointment of one or more auditors to hold office in their place. For the matter to be referred to the court, a duly reasoned application must be submitted within a period of (30) thirty days from the disputed appointment. If the application is granted, the Statutory auditor(s) appointed by the President of the Commercial Court will remain in office until the appointment of new auditor(s) by the General Meeting.

If it becomes necessary to appoint one or more auditors and if the meeting fails to do so, any shareholder may apply to the President of the Commercial Court, ruling in summary proceedings, for the appointment of the required Statutory auditor(s).

The Statutory auditor(s) appointed by the President of the Court will remain in office until the appointment of the new Statutory auditor(s) by the General Meeting. The appointment of Statutory auditors must take into account the rules governing conflicts of interest.

In the event of resignation, the Statutory auditors must prepare a report explaining the reasons for their decision. This document is submitted to the Supervisory Board and to the next General Meeting. It must be sent immediately to the AMMC. If a Statutory auditor is not appointed by the General Meeting within sixty (60) days of the resignation, the Auditor shall be appointed by order of the presiding judge of the court ruling in summary proceedings, at the request of any shareholder, provided that the members of the Supervisory Board are duly convened.

3.2.1.13.2 Duties of the Statutory auditors

Statutory auditors have the permanent duty, to the exclusion of any interference in the management, to audit the book values, ledgers and accounting records of the Company and to verify that its accounts comply with the rules in force. They also verify the accuracy and consistency with the summary financial statements of the information set out in the Management Board's report and in the documents sent to shareholders concerning the Company's assets, its financial position and its profit (loss).

The Statutory auditors ensure that equality between the shareholders has been observed.

The Statutory auditors are invited to meetings of the Management Board and the Supervisory Board which approve the financial statements and to General Meetings.

The Statutory auditor(s) may, at any point throughout the year, conduct any inspections and audits that they deem appropriate, and may obtain disclosure, at the Company's offices, of any documents they consider necessary for the performance of their duties and, in particular, any contracts, ledgers, accounting documents and registers of minutes.

The summary financial statements and the Management Board's management report are made available to the Statutory auditors at least sixty days prior to the notice convening the Annual General Meeting.

3.2.1.14 AUDIT COMMITTEE

Article 106b of Law 20-19 amending and expanding Law 17-95 on stock companies (*société anonyme*) requires listed companies to set up an Audit Committee reporting to the Supervisory Board.

Only members of the Supervisory Board with no management position may sit on the Audit Committee, the composition of which is determined by the Supervisory Board. It must include at least three members and its Chairman must have sufficient financial or accounting experience and be independent within the meaning of the Law. Moreover, in the case of companies whose shares are traded on the main stock market, at least one other member must be independent.

The Audit Committee's main remit includes:

- overseeing the collation of information aimed at shareholders, the public and the AMMC;
- overseeing the effectiveness of the systems of internal control, internal audit and statutory audit of accounts;
- overseeing the independence of Statutory auditors, particularly for the provision of additional services;
- making recommendations to the General Meeting on the Statutory auditor(s) whose appointment is proposed;
- reporting to the Supervisory Board on a regular basis on the performance of its duties and promptly informing it of any difficulties encountered.

3.2.1.15 DISPOSAL OF SHARES

Disposals of shares take place as provided by law.

3.2.1.16 THRESHOLD CROSSING

3.2.1.16.1 In Morocco

The obligations are set out in Circular 03/19 of the Moroccan Financial Market Authority (AMMC), dated February 20, 2019, concerning financial transactions and information, approved by Ministry of Economy and Finance Order 1704-19 of May 30, 2019.

The following description summarizes these obligations. Holders of Company shares or other securities are advised to consult their legal advisors in order for them to prepare a declaration if the disclosure obligation is applicable to them.

In accordance with the Law no. 19-14 relating to the stock market, any individual or legal entity, acting alone or in concert, who comes to hold, directly or indirectly, a number of shares representing more than a twentieth (5%), a tenth (10%), a fifth (20%), a third (33.33%), half (50%) or two-thirds (66.66%) of the Company's capital or voting rights must, within five days of the date of crossing above or below the shareholding threshold, inform the Company, the Moroccan Financial Market Authority (AMMC) and the Casablanca Stock Exchange of the total number of shares held and the attached voting rights. The date of crossing the shareholding threshold is the date of execution on the stock market of the order passed by the declarant crossing the said threshold.

Moreover, the person concerned by the shareholding disclosure threshold shall inform the AMMC and the Casablanca Stock Exchange, within the same deadline of five (5) days, of its intentions to continue to exceed the thresholds, for six (6) months following the date on which one of the aforementioned thresholds has been crossed. Any change in intention during the six (6) month period must be immediately notified to the AMMC and the Casablanca Stock Exchange. The AMMC will publicly disclose this information.

The above legal obligation is also applicable to any person or legal entity, acting alone or in concert, who owns more than one-twentieth (5%), one-tenth (10%), one-fifth (20%), one-third (33.33%), one-half (50%) or two-thirds (66.66%) of the Company's share capital or voting rights and who disposes of all or part of its shares or voting rights and therefore falls below one of these ownership thresholds.

In each declaration referred to above, the declarant must certify that the declaration made comprises all the shares or voting rights owned or held. It must also indicate the dates of acquisition or transfer of shares.

During the twelve (12) months following the declaration that the threshold has been exceeded, the person or legal entity concerned, acting alone or in concert, must inform the Moroccan Financial Markets Authority (AMMC) and the Casablanca Stock Exchange immediately of the objectives it intends to pursue during the twelve (12) months after the said crossing, specifying whether it is acting alone or in concert, plans to purchase more shares or not, as well as its intention to sit on the Company's Management

Board or Supervisory Board, whether or not it intends to take control of the Company or to request the Company's delisting. The AMMC shall make this information available to the public through a press release within two (2) days of its receipt.

In accordance with the provisions of Article 279 of Law no. 17-95 concerning public limited companies and Decree no. 2-18-306 of June 20, 2018, the Company may not own, directly or through an individual acting in its own name on behalf of the Company, more than ten percent (10%) of the Company's share capital and voting rights. In the case of a share buyback program by the Company, it informs the Casablanca Stock Exchange of the share buyback program and its terms and conditions within five (5) days of its launch, in accordance with the General Regulations of the Stock Exchange.

Without prejudice to the provisions of public order and within the mandatory provisions of the law, in the event of non-compliance with the above reporting obligation, the AMMC may impose a pecuniary penalty of MAD 5,000 to MAD 200,000 (approximately EUR 500 to EUR 20,000) on the natural or legal person concerned.

Holders of shares may also be subject to reporting obligations provided for by Moroccan Royal Decree (Dahir) no. 1-04-21 promulgating Law no. 26-03 relating to tender offers on the stock market, as amended and supplemented by Law no. 46-06.

3.2.1.16.2 In France

The provisions of the General Regulations of the French Financial Markets Regulator (AMF) and the French Commercial Code (in particular Articles L. 233-7 and L. 233-9), concerning the method for calculating for declarations of threshold crossings, the content, the distribution and finally the declaration of intent, applicable to the Company, are defined as follows:

For the calculation of the shareholding thresholds, the person required to provide the information takes into account the shares and voting rights it holds, as well as the shares and voting rights considered equivalent to them, which are compared to the total number of shares making up the Company's share capital and the total number of voting rights attached to these shares. The total number of voting rights is calculated based on all the shares with voting rights attached, including shares without voting rights.

Shares held in a portfolio managed by an investment services provider controlled by that person within the meaning of Article L. 233-3 of the French Commercial Code in the context of portfolio management services on behalf of third parties shall not be treated in the same way as shares or voting rights held by the person required to provide the information, provided, however, that the service provider may exercise the voting rights attached to these shares only if it has received instructions from its principal or if it guarantees that the portfolio management on behalf of third parties is carried out independently of any other activity.

Content of and methods for delivering the declaration of crossing the shareholding disclosure threshold(s):

- persons to notify the AMF must do so no later than the fourth trading day after crossing the shareholding threshold. The AMF publishes on its website the calendar of trading days on the different regulated markets established or operating in France;
- declarations of crossing the shareholding disclosure threshold must be prepared based on the template provided in the AMF guidelines concerning declarations of crossing the shareholding threshold available on the website www.amf-france.org.

They may be transmitted electronically or in paper format to the AMF. The statements are then made available to the public by the AMF within a maximum of three trading days from receipt of the complete statement. It is drafted in French or another language commonly used in financial matters.

The different applicable thresholds are: 5%, 10%, 15%, 20%, 25%, 30%, 33%, 50%, 66%, 90% and 95%.

Declaration of intent:

- the declaration of crossing the threshold(s) of 10%, 15%, 20% or 25% of the share capital or voting rights results in the obligation to make a declaration of intent for the next six months. This declaration shall specify whether the purchaser is acting alone or in concert, the methods of financing the acquisition and the terms thereof (in particular if the acquisition has been carried out using equity or debt), whether the purchaser intends to purchase more shares or not, to take control of the Company, the strategy that it envisages vis-à-vis the Company, the transactions to implement this strategy (in particular any proposed merger, reorganization, liquidation or transfer of a substantial part of the assets of the Company or of any person that it controls within the meaning of Article L. 233-3 of the French Commercial Code, any proposed change in the Company's business, any proposed amendment to the company Articles, any proposed delisting of a class of the Company's financial securities from trading, any proposed issue of financial securities of the Company), its intention regarding the finalization of agreements and financial instruments and, if it is a party to such agreements or instruments, any temporary transfer agreement relating to the issuer's shares or voting rights, if it intends to request its appointment or that of one or more persons as a member of the Management Board or Supervisory Board. It is addressed to the Company and to the French Financial Markets Authority no later than the close of trading on the fourth stock exchange day following the day of the threshold crossing. This information shall be made available to the public within three (3) trading days of receipt of the complete declaration;
- in the event intentions change within six (6) months of the filing of this declaration, a new reasoned declaration must be sent to the Company and the AMF without delay and made available to the public under the same conditions. This new declaration shall start a new six (6) month period.

The penalty for irregularities in these declarations (loss of voting rights attached to shares exceeding the fraction that should have been declared for any General Meeting to be held within two years from the date of proper notice). In the absence of a declaration, the Commercial Court within the jurisdiction of the Company's headquarters may, after hearing the Public Prosecutor, at the request of the Chairman of the Company, order the total or partial suspension of the voting rights attached to the shares, for a period not exceeding five (5) years.

3.2.1.17 PUBLIC OFFERS

Public offers under Moroccan law are governed by Law no. 46-06 amending and supplementing Law no. 26-03 of April 21, 2004. A public offer is defined as a procedure that enables an individual or legal entity (called the offeror), acting alone or in concert, to make it known publicly that it proposes to acquire, exchange or sell all or part of the securities giving access to the share capital or voting rights of a company the securities of which are listed.

As under French law, public offers can be voluntary or mandatory when certain conditions are met.

3.2.1.17.1 Voluntary public offers

Any individual or legal entity, acting alone or in concert, wishing to make it known publicly that it intends to sell or purchase securities listed on the stock exchange may file a draft Public Offer for the purchase or sale of said securities.

Under French law, the provisions of the General Regulations of the AMF governing voluntary public offers are applicable to public offers for financial instruments issued by companies whose registered office is located outside a Member State of the European Union or a party to the agreement on the European Economic Area and which are admitted to trading on a French regulated market.

Unlike French law, which requires the involvement of the investment service providers authorized to carry on the business of underwriting and acting on behalf of originators, under Moroccan law, a draft public offer is filed by the offeror with the Moroccan Financial Market Authority (AMMC) and must include:

- the objectives and intentions of the offeror;
- the number and type of shares that the Company holds or expects to hold;
- the date and terms on which their purchase has been or may be carried out;
- the price or exchange ratio at which the offeror is offering to acquire or dispose of the securities, the basis it has selected for setting them and the planned terms of settlement, delivery or exchange;
- the number of securities involved in the draft public offer; and
- if applicable, the percentage, expressed in voting rights, below which the offeror reserves the right to withdraw its offer.

The proposed public tender offer must be accompanied by an information document, referred to in French law as a draft prospectus.

Under French law, this prospectus mentions in particular the identity of the offeror, the content of the bid (proposed price or exchange ratio, number and nature of the securities that it undertakes to acquire, number and nature of the securities of the target company that it already holds, any conditions precedent to the offer, e.g., provisional timetable of the offer, financing conditions of the transaction and impact on the assets, business and results of the target company), its intentions for a period of at least the next twelve (12) months relating to the industrial and financial policy of the target company, its employment guidelines, the law applicable to contracts concluded between the offeror and the holders of securities of the target company as a result of the offer and the competent courts, the agreements relating to the offer to which it is a party or of which it is aware and the identity of any persons with whom it is acting in concert or of any persons acting in concert with the target company of which it is aware, if applicable, the reasoned opinion of the Board of Directors or the Supervisory Board, if applicable, the commitment to file an irrevocable and fair draft offer for all the equity securities giving access to the capital or voting rights of the Company, including no more than 30% of the share capital or voting rights are held and which constitutes an essential asset of the target company, if applicable the report of the independent expert, the procedures for making the information required by Article 231-28 of the AMF General Regulation available, and the detailed procedures for acquiring the financial instruments of the target company and, where applicable, the identity of the investment services provider.

The draft prospectus shall include the signature of the offeror or its legal representative certifying the accuracy of the information provided therein. It shall also include the certification of the legal representatives of the sponsoring institutions regarding the accuracy of the information relating to the description of the offer and the factors used to assess the proposed price or exchange ratio.

Also under French law, the content of the target company's draft prospectus in response is set out in an AMF guideline available at www.amf.org.

In Moroccan law, the content and implementation of the proposals in the draft offer are guaranteed by the offeror and, if applicable, by any person acting as surety. The draft Public Offer filed with the AMMC must be accompanied, if applicable, by the prior authorization(s) of the competent authorities. Without this authorization, a draft public offer is inadmissible.

In particular, if the proposed public tender offer provides for the delivery of securities to be issued, the irrevocability of the commitments carries the obligation to propose to the General Meeting of the issuing company a resolution to decide or authorize the issue of securities intended to remunerate those shareholders tendering their securities under the terms and conditions and clauses provided for in the proposed offer, unless

the management body has an express delegation for this purpose. Depending on the legal, regulatory or statutory provisions applicable to the offeror, the AMMC may require the offeror to make the opening of its offer contingent on prior authorization of the transaction by its General Meeting, provided that such Meeting has already been convened when the tender offer is filed.

Upon filing of the draft Public Offer, the AMMC will publish a notice of filing of the draft Public Offer in an official journal of record reporting the main provisions of the proposal. The publication of such notice marks the start of the offer period.

The AMMC discloses the main features of the draft public offer to the authorities, which then have two (2) business days to decide whether the draft is admissible in view of the national strategic interests.

If the administration fails to publish its decision within two (2) days, it is deemed not to have any comments to make.

Upon filing of the draft Public Offer, the AMMC will request that the stock exchange management company suspend trading in the securities of the target of the draft Public Offer. The notice of suspension is published under the terms and conditions of the General Regulations of the stock exchange.

The AMMC has ten (10) business days from the publication to consider the admissibility of the draft offer and may require the offeror to produce any evidence or information required for its assessment. Under French regulations, the AMF has five (5) trading days from the filing of the draft prospectus in response by the target company to issue its approval of the offer's compliance, and more generally has ten (10) trading days following the start of the offer period to assess the compliance of the draft offer document with the applicable legal and regulatory provisions.

As under French law, the offeror must amend the draft to comply with the recommendations of the AMMC if the latter considers that the draft violates the principle of equality among shareholders, transparency, market integrity and fairness in transactions and competition. In all cases, the AMMC has the authority to ask the offeror for any additional warranties or to require the deposit of margins in cash or securities. Reasons must be given for any decision of inadmissibility.

Where an offer is declared admissible, the AMMC informs the offeror of its decision and publishes a notice of admissibility in an official journal of record. Concurrently, the AMMC asks the stock exchange management company to resume trading.

Any proposed Public Offer must be accompanied by a prospectus which may be prepared jointly by the Offeror and the target company if it accepts the Offeror's objectives and intentions. If not, the target company may separately prepare and file with the AMMC its own prospectus within a maximum period of five (5) trading days from receipt of the Offeror's prospectus. The latter is required to deliver a copy of its prospectus and its draft Public Offer to the target company on the day it files its draft Public Offer with the AMMC.

The contents of the prospectus(es) is set by the AMMC, which has a maximum of twenty-five (25) business days to approve the prospectus(es) from the date of filing. If it considers that additional justification or explanations are required, this period may be extended by ten (10) business days. When this period has elapsed, the AMMC will grant or refuse approval, and reasons must be given for any refusal of approval.

The offeror and, as the case may be, the target company must each, for the information concerning them, publish all the information documents required by law in a newspaper publishing legal notices within a maximum period of five (5) business days after obtaining approval.

The management company centralizes the sale or exchange orders and communicates the results to the AMMC, which publishes a notice on the outcome of the offer in an official journal of record. Under French law, the AMF's task is to check that the Offeror's proposal complies with current regulations (audit of compliance). To that end, the AMF has ten (10) trading days from the start of the offer period to examine, among other things, the objectives and intentions of the offeror and the information contained in the draft prospectus. During this period, the AMF may request any explanation or justification required for it to learn about both the draft offer and the draft prospectus.

The deadline is suspended until receipt of the required documents. If the draft offer meets the required conditions, the AMF publishes a compliance statement that carries its approval of the prospectus.

Under French law, the prospectus approved by the AMF must be widely publicized (i) in a daily economic and financial newspaper with national circulation or (ii) by being made available to the public, free of charge, by the Offeror and the target company and published in summary form, or be the subject of a press release the distribution of which is ensured by the Offeror, in accordance with established procedures. This publication must take place before the opening of the offer and no later than the second trading day following the issuance of approval.

3.2.1.17.2 Mandatory public offers

TAKEOVER BIDS

Under the provisions of Article 18 of Moroccan Law no. 26-03 on public offers, as amended and supplemented by Law no. 46-06, it is mandatory to file a takeover bid where a person or entity, acting alone or in concert, comes to hold, directly or indirectly, a certain percentage of the voting rights of a company the shares of which are listed on the stock exchange.

The Minister of Finance and Privatization's Decree no. 1874-04 of 11 Ramadan 1425 (October 25, 2004) set at 40% the percentage of voting rights that requires the holder to make a takeover bid.

Any individual or legal entity must, on its own initiative and within three business days after crossing the threshold of 40% of the voting rights, file a draft public offer with the AMMC. Failing which, such person and those acting in concert with it automatically lose all the voting rights and the monetary and other rights that they may have in their capacity as shareholders. These rights are recovered only after the filing of a draft public offer.

The AMMC may grant an exception to the filing of a draft Mandatory Public Offer where:

- crossing the percentage of 40% does not affect the control of the company concerned, particularly in the event of a capital decrease or a transfer of ownership of shares between companies in the same group;
- voting rights result from direct transfer, from distribution of assets by a legal entity proportionate to the shareholders' rights, following a merger or partial contribution of assets, or from subscription to the increase in capital of a company in financial difficulty.

Applications for exemptions are filed with the AMMC within three business days of crossing the threshold of 40% of the voting rights. The applications must include undertakings by this person to the AMMC not to take any action aimed at acquiring control of said company for a specified period or to implement a recovery plan to revive the company concerned if it is in financial difficulty. If the AMMC grants the requested exemption, the decision is published in an official journal of record, specifying the reason for the exemption granted and, where appropriate, the commitments entered into by the applicant.

PUBLIC BUYOUT OFFER

Under the provisions of Article 20 of Moroccan Law no. 26-03 on public offers, as amended and supplemented by Law no. 46-06, it is mandatory to file a public buyout offer where a person or entity, acting alone or in concert, comes to hold, directly or indirectly, a certain percentage of the voting rights of a company the shares of which are listed on the stock exchange.

The Minister of Finance and Privatization's Decree no. 1875-04 of 11 Ramadan 1425 (October 25, 2004) set at 95% the percentage of voting rights that requires the holder to make a public buyout offer.

The persons who file such an offer must, on their initiative and within three business days after crossing the threshold of 95% of the voting rights, file a draft public buyout offer with the AMMC.

Failing which, they automatically lose all voting, monetary and other rights that they may have in their capacity as shareholders. These rights are recovered only after the filing of a draft public buyout offer.

The filing of a public buyout offer may also be imposed by the AMMC or the individual(s) or legal entity(ies) holding, alone or in concert, a majority of the capital of a company the shares of which are listed on the stock exchange, at the request of a group of shareholders that do not belong to the majority group, provided that several conditions are met including the requirement for the person(s) holding a majority simultaneously to hold 66% of the voting rights (Minister of Finance and Privatization Decree no. 1873-04 of 11 Ramadan 1425).

It is also mandatory for the individuals or legal entities holding, alone or in concert, a majority stake in the company, to file a public buyout offer if the shares of a company are delisted for whatever reason.

3.2.1.17.3 Competing public offers and overbidding

Public offers may be subject to one or more competing public offers or overbidding.

A competing public offer is a procedure by which any individual or legal entity, acting alone or in concert, may, from the opening of a public offer and no later than five trading days before its reporting date, file with the AMMC a competing public offer for the securities of the company targeted in the initial offer.

Overbidding is the process by which the offeror of the initial public offer improves the terms of its initial offer, either on its own initiative or as a result of a competing public offer, by changing the price or the type or amount of the securities or the terms and conditions of payment. An offeror who wishes to make a higher offer must file the amendments proposed to its initial public offer with the AMMC no more than five trading days before the reporting date of its initial offer. The AMMC assesses the admissibility of the overbidding offer within five trading days from the filing of the draft offer. The offeror of a public offer prepares and submits a supplementary prospectus to the AMMC for approval.

Where more than ten (10) weeks have passed since the publication of the opening of a public offer, the AMMC may, in order to expedite the competition between the public offers, set a deadline for the submission of overbids or of successive competing public offers.

If there is a competing public offer, the offeror of the initial or previous public offer must, no later than ten days before the closure of said public offer, inform the AMMC of its intentions. It may maintain its offer, abandon it or change it with a higher bid.

Under French law, a competing tender offer or an overbid drafted with a price which is at least 2% higher than the price stipulated in the initial offer may be declared in compliance. In other cases, it may also be declared admissible if it is accompanied by a significant improvement in the terms and conditions proposed to the shareholders. Finally, it may also be declared admissible if, without modifying the terms stipulated in the previous offer, it removes or lowers the threshold below which the offeror would not have responded to the offer.

3.2.1.17.4 Rules relating to target companies and to the offerors of a public offer

During the period of a public offer, the offeror, and the persons with whom the offeror acts in concert, may not, in the case of a joint offer, trade in securities of the target company nor in securities issued by the company whose securities are offered in exchange. In the event of a voluntary public offer, the offeror

may withdraw its offer within the five trading days following the publication of the notice of admissibility of a competing offer or of an overbid. The offeror informs the AMMC of its decision to abandon, which is published by the latter in an official journal of record. This option exists under the French regulations as well, subject to prior authorization of the AMF.

During the period of the public offer, the target company and, if applicable, the persons acting in concert with such, may not trade, directly or indirectly, in the securities of the target company. Where the public offer is paid entirely in cash, the target company may, nonetheless, proceed with a share buyback program if a resolution of the General Meeting which authorized the program has expressly provided for this.

During the period of the public offer, the target company, the offeror, the individuals or legal entities directly or indirectly holding at least 5% of the capital or voting rights of the target company, and any other individuals or legal entities acting in concert with them, must, after each trading session, declare to the AMMC the buy and sell transactions that they have executed in the securities concerned by the offer, as well as any transaction that transfers the ownership of the shares or voting rights of the target company, immediately or in the future.

Any authorization of a capital increase adopted by the Extraordinary General Meeting of the target company is

suspended for the period of the public offer or the exchange offer for the shares of said company unless the company has given its express authorization prior to filing of the proposed offer. In addition, the target company may not increase its treasury stock holdings.

During the period of the public offer, the competent bodies of the target company must first notify the AMMC of any planned decision, within their powers, that would prevent the completion of the public offer or of a competing offer. Under French law, the offeror of a public offer and the persons acting in concert with it may, subject to exceptions, purchase the securities of the target company in the market, on certain conditions as to price. These rules also apply to own-account trades by an institution advising the offeror or the target company. The General Regulations of the AMF also impose obligations to declare buy and sell transactions in securities concerned by the offer.

3.2.1.17.5 AMMC Supervision and Monetary Penalties

The offerors of a public offer, the target companies and the persons acting in concert with them are subject to control by the AMMC, which ensures the orderly conduct of such offers in the best interests of investors and the market. The AMMC may impose civil and criminal penalties.

3.2.2 Additional information about the Company

3.2.2.1 SHARE CAPITAL

3.2.2.1.1 Amount of subscribed capital

The share capital of Itissalat Al-Maghrib is MAD 5,274,572,040, divided into 879,095,340 shares with a par value of MAD 6 each, all of the same class and fully paid in.

The nominal value of the shares may be increased or reduced as provided for by current laws and regulations. The share capital may be increased, reduced or redeemed by decision of the relevant General Meeting and as provided by current laws and regulations.

3.2.2.1.2 Form of shares

The shares are in registered or bearer form, at the shareholder's choice.

The Company maintains a register of transfers at its registered office in which subscriptions and transfers of registered shares are recorded in chronological order. The register is numbered and initialed by the President of the Court. Any holder of a registered share issued by the Company is entitled to obtain a true copy certified by the Chairman of the Management Board. If the register is lost, copies are authentic.

The Company reserves the right not to create its securities in physical form. In accordance with current legal provisions concerning the registration of securities, the Company's shares must be evidenced by an account entry with the central depository.

INDIVISIBILITY OF SHARES

The shares are indivisible with respect to the Company, which only recognizes one owner for each share.

Joint owners are required to appoint a joint representative in respect of the Company to exercise their rights as shareholders. In the absence of an agreement, a proxy is appointed by the President of the Court, ruling in summary proceedings, on application by the most vigilant co-owner.

However, the right to receive documents required by law belongs to each of the joint owners of undivided shares, and to each of the bare owners and usufructuaries.

3.2.2.1.3 Rights and obligations attached to shares

Each share confers the right to one part, in proportion to the percentage of the capital it represents, of the profits or in the corporate assets, on distribution, both during the life of the Company and in liquidation.

Every shareholder has the right to be informed about the progress of the Company and to obtain disclosure of certain corporate documents at the times and in the manner provided for by law and by the company Articles.

Shareholders are only liable for corporate debt up to the nominal amount of the shares they own; any call for funds beyond this sum is not permitted.

The rights and obligations attached to a share follow ownership whenever it changes.

Share ownership will automatically imply acceptance of the Company's Articles and the resolutions of General Meetings and of the Supervisory and Management Board, acting upon delegations of authority from General Meetings.

The heirs, creditors, assigns or other representatives of a shareholder may not, under any pretext whatsoever, require official seals to be placed on the property and assets of the Company, nor request that these be divided or offered for sale at auction nor interfere in any way in its management. When exercising their rights, they must rely on the corporate inventories and the decisions of the General Meeting.

Whenever it is necessary to own several shares in order to exercise any right, the owners of single shares or of less than the required number of shares will be personally responsible for consolidating and if necessary buying or selling the required number of securities or rights.

3.2.2.1.4 Acquisition of treasury stock by the Company

MOROCCAN LAWS

According to Moroccan laws and the Company's Articles, the Company may acquire its own fully paid shares, up to a limit of 10% of the total of its shares and/or of a specific category of its shares.

Pursuant to section 3 of chapter 2 of AMMC Circular no. 03/19 of February 20, 2019, on financial transactions and information, any corporation whose shares are listed on the Casablanca Stock Exchange wanting to buy back its own shares to promote the liquidity of such shares or surrender them free of charge or in exchange for payment to company employees or Directors must prepare a factsheet which must be submitted to the AMMC for approval prior to holding the General Meeting convened to vote on the transaction.

The following table shows the summary of these contracts

	12/31/2021	12/31/2020	12/31/2019
Casablanca – excluding liquidity pool	15,000 shares MAD 32,467,547.46	10,000 shares MAD 32,774,725.83	5,000 shares MAD 32,663,487.06
Casablanca – liquidity pool	7,525 shares MAD 36,623,790.91	3,500 shares MAD 36,848,523.63	15,000 shares MAD 34,297,144.63
Paris – liquidity account	62,100 shares EUR 4,311,447.00	42,687 shares EUR 4,596,618.00	75,326 shares EUR 4,116,065.00

Trading by the Company in its own shares in order to regulate their price must not interfere with the normal functioning of the market. A company which trades in its own shares must, no later than the seventh day following the end of the month in question, notify the AMMC about the transactions executed in the share. If a company does not trade its own shares during any given month, it must inform the AMMC thereof within the same deadline.

During the implementation of the buyback program, any changes to the number of shares to be acquired, to the maximum purchase price and minimum sale price, and to the deadline within which the acquisition is to be made, must promptly be brought to the attention of the public by way of a press release published in an official journal of record. Such changes must remain within the limits of the authorization given by the General Meeting.

FRENCH REGULATION

Following the admission of its shares to trading on a regulated market in France, the Company is subject to the regulations summarized below.

In accordance with the General Regulations of the AMF, the purchase by a company of its own shares is conducted in terms of a prospectus entitled "Program Description," which is not subject to AMF approval.

Under said regulation and under Regulation (EU) no. 596/2014 of April 16, 2014, a company may not trade in its own shares for the purpose of manipulating the market.

After purchasing its own shares, a company is required to render the details of all of its transactions public before the end of the seventh trading day following the date of execution and to file, with the AMF, monthly reports containing specific information about the transactions involved and a semi-annual account of the means in securities and in cash involved.

SHARE BUYBACK PROGRAM

Under a contract effective from October 17, 2020, Maroc Telecom commissioned Rothschild Martin Maurel for a three-year term to implement the following:

- of a price regulation contract in Casablanca, in accordance with the AMMC circular which entered into force in February 2019. Rothschild Martin Maurel trades in the Company's shares on the Moroccan stock exchange via MSIN, an investment house;
- in Paris, a liquidity contract in accordance with the Code of Ethics drawn up by the AMAFI (French association of financial markets) and approved by the AMF on March 21, 2011.

The current buyback program to regulate the market was approved by the General Meeting of April 30, 2021, after the Company had obtained approval from AMMC on April 13, 2021, under reference no. VI/EM/005/2021 for the Simplified Prospectus relating to said program.

The General Meeting held on April 30, 2021, resolved:

- to revoke the buyback program on the stock exchange in order to boost market liquidity as authorized by the Ordinary General Meeting of April 29, 2020, which was due to expire on November 12, 2021;
- to authorize the Management Board, as from this meeting, in accordance with the provisions of Article 281 of the Companies Act, for a period of eighteen months from May 17, 2021, to November 16, 2022, to purchase, in one or more stages on the stock exchange, in Morocco or abroad, shares

of the Company in order to regularize prices and establish a liquidity contract backing this buyback program on the Casablanca Stock Exchange. The number of shares targeted by said liquidity contract may not under any circumstances exceed 300,000 shares, representing 20% of total number of shares covered by the buyback program.

The characteristics of this buyback program are as follows:

- program schedule: May 17, 2021, to November 16, 2022;
- range between buying and selling price: MAD 95 - 195;
- maximum share of capital to be held, including shares covered by the liquidity agreement: 0.17%, i.e., 1.5 million shares;
- maximum amount allocated to the program: MAD 292,500,000;
- liquidity contract backing this buyback program, representing 20% of the program, or a maximum of 300,000 shares.

The result of the share buyback program for the period extending from January 1 to December 31, 2021, is as follows:

	Casablanca – excluding liquidity pool	Casablanca – liquidity pool	Paris	Total
Number of shares bought	353,299	512,557	345,317	1,211,173
Average buy price	MAD 140.17	MAD 140.57	EUR 13.18	-
Number of shares sold	348,299	508,532	325,904	1,182,735
Average sell price	MAD 140.35	MAD 140.55	EUR 13.17	-
SHARES HELD AT DECEMBER 31, 2021	15,000	7,525	62,100	84,625

3.2.2.1.5 Changes in the Company's share capital since incorporation

The table below shows the main transactions in the share capital executed in the last three years:

Term	Transactions	Total number of shares	Nominal (in MAD)	Share capital (in MAD)
12/31/2019	None	879,095,340	6	5,274,572,040
12/31/2020	None	879,095,340	6	5,274,572,040
12/31/2021	None	879,095,340	6	5,274,572,040

3.2.2.2 CURRENT SHAREHOLDER STRUCTURE AND VOTING RIGHTS

3.2.2.2.1 Shareholder structure

At December 31, 2021, the share capital and voting rights of the Company were held as follows:

Shareholders	Number of shares	% of share capital	Number of voting rights ^(c)	% of voting rights
Société de participation dans les télécommunications (SPT) ^(a)	465,940,477	53.00%	465,940,477	53.00%
Kingdom of Morocco	193,400,975	22.00%	193,400,975	22.00%
Senior managers	366,902	0.04%	366,902	0.04%
Public	219,302,361	24.95%	219,302,361	24.95%
Treasury shares ^(b)	84,625	0.01%	-	-
TOTAL	879,095,340	100.00%	879,010,715	-

(a) SPT is a Moroccan company wholly-owned by Etisalat.

(b) Maroc Telecom shares held directly or indirectly by the Company, on both the Casablanca and the Paris stock markets. These shares do not carry voting rights at General Meetings.

(c) At December 31, 2021, the share capital consisted of ordinary shares with single voting rights.

3.2.2.2.2 Potential capital

At the date of this Registration Document, the Company had not issued any securities, other than ordinary shares, carrying direct or indirect rights to Company capital, immediately or in the future. Likewise, there is currently no stock-option plan reserved for employees.

3.2.2.2.3 Changes or modifications to the Company's share capital

Maroc Telecom shares have been listed on both the Casablanca and Paris Stock Exchanges since December 13, 2004, after the Kingdom of Morocco's sale by public offering of a 14.9% stake in Maroc Telecom.

On November 18, 2004, the Kingdom of Morocco and Vivendi concluded an agreement regarding the acquisition by Vivendi of a 16% stake in Maroc Telecom.

On January 4, 2005, this agreement allowed Vivendi to increase its stake from 35% to 51% through the acquisition of 140,655,260 Maroc Telecom shares, thereby extending its control.

In 2006, the Moroccan government sold 0.10% of Maroc Telecom's share capital, thereby reducing the Kingdom of Morocco's stake to 34%.

On July 2, 2007, the Moroccan Government placed 4% of Maroc Telecom's shares on the Casablanca Stock Exchange at MAD 130 per share. The sale took the form of a private placement for Moroccan and international institutional investors, with book building during the period June 26-28, 2007. On completion of the transaction, the Moroccan government held 30% of the share capital and voting rights of Maroc Telecom, and the free float had increased from 15% to 19%.

Under the terms of the agreement signed in 2007 between Vivendi and the CDG Group, Vivendi acquired 2% of Maroc Telecom's share capital, thereby increasing its stake from 51% to 53% and reducing the free float to 17%. In addition, the CDG Group acquired a 0.6% stake in Vivendi.

On May 14, 2014, under a service agreement between Emirates Telecommunications Corporation ("Etisalat") and Vivendi, Etisalat took control of Société de Participation dans les Télécommunications ("SPT"), a holding company with 53% of the share capital and voting rights of the Company.

During 2019, the Moroccan State has sold 8% of Maroc Telecom's share capital on the stock market, reducing its stake to 22%.

During the last three years, the share capital and voting rights of the Company were held as follows:

Shareholders	12/31/2021			
	Number of shares	% of share capital	Number of voting rights (c)	% of voting rights
Société de participation dans les télécommunications (SPT) ^(a)	465,940,477	53.00%	465,940,477	53.00%
Kingdom of Morocco	193,400,975	22.00%	193,400,975	22.00%
Senior managers	366,902	0.04%	366,902	0.04%
Public	219,302,361	24.95%	219,302,361	24.95%
Treasury shares ^(b)	84,625	0.01%	-	-
TOTAL	879,095,340	100.00%	879,010,715	-

(a) SPT is a Moroccan corporation controlled 100% by Etisalat.

(b) Maroc Telecom shares held directly or indirectly by the Company, on both the Casablanca and the Paris stock markets. These shares do not carry voting rights at General Meetings.

(c) At December 31, 2021, the share capital consisted of ordinary shares with single voting rights.

Shareholders	12/31/2020			
	Number of shares	% of share capital	Number of voting rights (c)	% of voting rights
Société de participation dans les télécommunications (SPT) ^(a)	465,940,477	53.00%	465,940,477	53.00%
Kingdom of Morocco	193,400,975	22.00%	193,400,975	22.00%
Senior managers	366,902	0.04%	366,902	0.04%
Public	219,330,799	24.95%	219,330,799	24.95%
Treasury shares ^(b)	56,187	0.01%	-	-
TOTAL	879,095,340	100.00%	879,039,153	-

(a) SPT is a Moroccan corporation controlled 91.3% by Etisalat and 8.7% by Abu Dhabi Development Fund.

(b) Maroc Telecom shares held directly or indirectly by the Company, on both the Casablanca and the Paris stock markets. These shares do not carry voting rights at General Meetings.

(c) At December 31, 2020, the share capital consisted of ordinary shares with single voting rights.

	12/31/2019			
Shareholders	Number of shares	% of share capital	Number of voting rights ^(c)	% of voting rights
Société de participation dans les télécommunications (SPT) ^(a)	465,940,477	53.00%	465,940,477	53.00%
Kingdom of Morocco	193,400,975	22.00%	193,400,975	22.00%
Senior managers	142,451	0.02%	142,451	0.02%
Public	219,516,111	24.97%	219,516,111	24.97%
Treasury shares ^(b)	95,326	0.01%	-	-
TOTAL	879,095,340	100.00%	879,000,014	-

(a) SPT is a Moroccan corporation controlled 91.3% by Etisalat and 8.7% by Abu Dhabi Development Fund.

(b) Maroc Telecom shares held directly or indirectly by the Company, on both the Casablanca and the Paris stock markets. These shares do not carry voting rights at General Meetings.

(c) At December 31, 2019, the share capital consisted of ordinary shares with single voting rights.

3.2.2.2.4 Shareholders' agreements

SHAREHOLDERS' AGREEMENT BETWEEN THE KINGDOM OF MOROCCO AND EMIRATES TELECOMMUNICATIONS CORPORATION RELATING TO THE SHARES OF MAROC TELECOM

On May 15, 2014, Emirates Telecommunications Corporation ("Etisalat"), Société de Participation dans les Télécommunications ("SPT"), which is a subsidiary of Etisalat, and the Kingdom of Morocco concluded a Shareholders' Agreement pertaining to Maroc Telecom ("the Company"). The key provisions governing the relationships between the Kingdom of Morocco and Etisalat Group are as follows:

ORGANIZATION OF POWERS WITHIN MAROC TELECOM'S MANAGEMENT BODIES

Supervisory Board

The Shareholders' Agreement stipulates that the Supervisory Board will be composed of no more than nine members appointed for a renewable period of six years.

The allocation of seats on the Supervisory Board will depend on the percentage of the Kingdom of Morocco's interest in the share capital and voting rights of the Company, as follows:

- if the interest of the Kingdom of Morocco is at least equal to 15% of the share capital and voting rights of the Company, three members of the Supervisory Board will be appointed upon proposal by the Kingdom of Morocco and six by Etisalat;
- if the interest of the Kingdom of Morocco is less than 15% but at least equal to 5% of the share capital and voting rights of the Company, one member of the Supervisory Board will be appointed upon proposal by the Kingdom of Morocco and eight by Etisalat.

The Chairman of the Supervisory Board will be appointed by the Supervisory Board as proposed by the Kingdom of Morocco for as long as the Kingdom of Morocco holds at least 15% of the shares and voting rights of the Company. If the Kingdom of Morocco's interest in the share capital and voting rights of the Company is less than 15% but at least equal to 5%, Etisalat will be entitled to propose the Chairman of the Supervisory Board and the Kingdom of Morocco will be entitled to propose the Vice-Chairman of the Supervisory Board.

The Vice-Chairman of the Supervisory Board will be appointed by the Supervisory Board on the proposal of Etisalat for as long as the Kingdom of Morocco is entitled to propose the appointment

of the Chairman and Etisalat is entitled to propose the majority of the members of the Supervisory Board.

In addition, the majority principles applicable to the Supervisory Board were incorporated into the Company's Articles at the General Meeting of September 23, 2014.

Management Board

The allocation of seats on the Management Board will depend on the percentage of the Kingdom of Morocco's interest in the share capital and voting rights of the Company, as follows:

- if the interest of the Kingdom of Morocco is at least equal to 15% of the share capital and voting rights of the Company, two members of the Management Board will be appointed on the proposal of the Kingdom of Morocco and three, including the Chairman and CFO, by Etisalat;
- if the interest of the Kingdom of Morocco is at least equal to 9% of the share capital and voting rights of the Company, one member of the Management Board will be appointed upon proposal by the Kingdom of Morocco and four members, including the Chairman and CFO, by Etisalat.

Audit Committee and Appointments and Compensation Committee

As long as the Kingdom of Morocco holds at least 15% of the share capital and voting rights of the Company, it may propose the appointment of at least two members of the Company's Audit Committee; and as long as the Kingdom of Morocco holds at least 5% of the share capital and voting rights of the Company, it may propose the appointment of at least one member of said committee.

The rules of procedure for the Audit Committee will provide for:

- the option for any member of the Audit Committee to propose that the Audit Committee carry out an audit of the Company, and the obligation for the Audit Committee to decide on any formal request made by at least two members of the Audit Committee to carry out such an audit; and
- the option for any member of the Audit Committee to make any proposal relating to the work of the Audit Committee.

The Shareholders' Agreement also provides for an Appointments and Compensation Committee composed of the Chairman and Vice-Chairman of the Company's Supervisory Board.

The stipulations with regard to the appointment of the Chairman and Vice-Chairman of the Supervisory Board and to the majority rules applicable to the Supervisory Board, as well as those

applicable to the appointment of members of the Management Board, the Audit Committee, and the Appointments and Compensation Committee, will remain in force as long as the Kingdom of Morocco holds at least 5% of the share capital and voting rights of the Company and as long as Etisalat Group holds at least 20% of the share capital and voting rights of the Company.

TERMS AND CONDITIONS FOR THE DISPOSAL OR ACQUISITION OF SHARES OF THE PARTIES

Non-transfers of shares by the Kingdom of Morocco

The Kingdom of Morocco has undertaken not to surrender any of the shares it holds in the Company for a period of five (5) years following the signing of the Shareholders' Agreement (i.e., May 15, 2014), if such transfer would result in the Kingdom of Morocco holding less than 22% of the share capital and voting rights of the Company.

Preemption right to the benefit of the Kingdom of Morocco

In the event of a proposed disposal of the shares held by Etisalat Group or its affiliates to a third party, the Kingdom of Morocco will be entitled to exercise a preemption right for a period of eight (8) years after signing the Shareholders' Agreement. This preemption right will only apply (i) to a transfer that would reduce the total interest of the Etisalat Group and SPT in the share capital of the Company to less than 50%, and (ii) to any transfer by Etisalat Group or SPT until the Kingdom of Morocco's stake reaches 50% of the Company shares plus one share.

Call option held by the Kingdom of Morocco

The Kingdom of Morocco has a call option entitling it to purchase, should it so notify its intention, all of the shares held by the investment vehicle of Etisalat (currently SPT) in the Company, if a change of control of Etisalat (i) affects the national interests of the Kingdom of Morocco or (ii) has a substantial and negative impact on the competitive environment in Morocco, or following a loss of control of SPT by Etisalat or the vehicle that becomes a shareholder in Maroc Telecom in place of SPT.

This clause will remain in force as long as the Kingdom of Morocco holds at least 20% of the Company's share capital.

Specific rights of the Kingdom of Morocco

The Kingdom of Morocco has the right to veto in the following cases:

- proposal of a merger, spin-off or partial transfer of assets that may substantially modify the Company's scope of activities or substantially modify the Company's corporate purpose, if the proposal is likely to affect the national interests of the Kingdom of Morocco for any reason of national security;
- transfer of shares by SPT to any entity, including any entity that controls SPT or is controlled by SPT and which is likely to affect the national interests of the Kingdom of Morocco.

These provisions will remain in force for the entire term of the Company.

Term of the Agreement

Subject to specific provisions with regard to the duration of certain rights, the Shareholders' Agreement has been entered into for a term of ten (10) years and will be renewable automatically for successive periods of five (5) years

MAURITEL SA SHAREHOLDERS' AGREEMENT

According to the shareholders agreement entered into with the Islamic Republic of Mauritania, Maroc Telecom, which owns 51.527% of Mauritel via CMC Group, received and/or granted certain rights (right of first refusal, etc.) enabling it to protect its shareholders rights.

GABON TELECOM SHAREHOLDERS' AGREEMENT

According to the Shareholders' Agreement entered into with the Republic of Gabon, Maroc Telecom, which owns 51% of Gabon Telecom, received and/or granted certain rights (right of first refusal, etc.) enabling it to protect its shareholder rights.

SOTELMA SHAREHOLDERS' AGREEMENT

According to the Shareholders' Agreement entered into with the Republic of Mali, Maroc Telecom, which owns 51% of Sotelma, received and/or granted certain rights (right of first refusal, etc.) enabling it to protect its shareholder rights.

AGREEMENT REGARDING ATLANTIQUE TELECOM CÔTE D'IVOIRE

Under an agreement entered into with joint shareholder, Maroc Telecom, which owns 85% of Atlantique Telecom Côte d'Ivoire, received and/or granted certain rights to the minority shareholder enabling it to protect its shareholder rights.

3.2.2.3 PLEDGED ASSETS

The Company has not pledged any assets.

In addition, the shares held by Maroc Telecom in its subsidiaries are not pledged for the benefit of third parties.

3.2.2.4 MARKET FOR THE COMPANY'S SHARES

3.2.2.4.1 Stock exchanges

Maroc Telecom's shares have been listed on both the Casablanca and Paris Stock Exchanges since December 13, 2004.

3.2.2.4.2 Maroc Telecom share price

CASABLANCA STOCK EXCHANGE MAIN MARKET, CODE 8001

	Average price ^(a) (in MAD)	Highest ^(b) (in MAD)	Lowest ^(b) (in MAD)	Transactions ^(c)	
				In number of shares (in thousands)	In capital (in MAD million)
January 2021	145.7	148.9	143.5	1,583.9	230.7
February 2021	140.9	148.0	135.0	2,906.4	409.5
March 2021	139.3	141.8	137.3	1,870.1	260.6
April 2021	138.3	139.7	136.8	1,054.8	145.8
May 2021	139.8	141.4	138.0	2,936.2	410.4
June 2021	139.1	141.5	136.7	3,716.3	516.8
July 2021	135.3	137.8	134.2	1,380.2	186.7
August 2021	138.9	141.4	136.5	1,084.7	150.6
September 2021	142.0	143.4	138.0	3,212.6	456.0
October 2021	142.9	144.1	141.0	3,078.2	439.8
November 2021	142.0	144.8	140.0	2 318.8	329.3
December 2021	139.6	143.0	137.0	2,237.7	312.3

(a) The average price is calculated by dividing trading value of the transactions by the number of shares.

(b) In session.

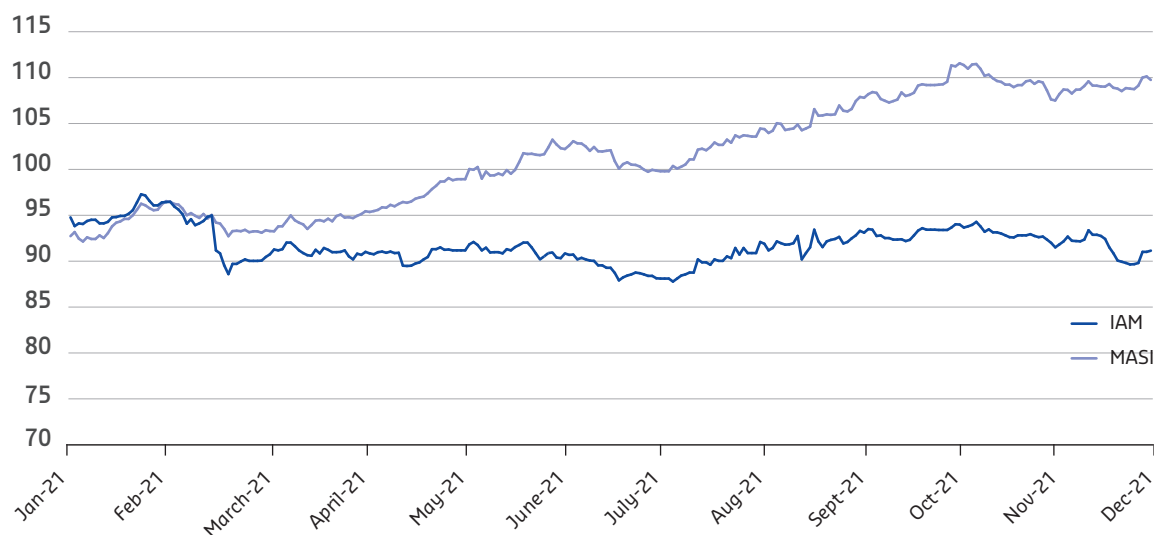
(c) Excluding off-market transactions.

Source: Casablanca Stock Exchange.

MAROC TELECOM SHARE PRICE PERFORMANCE ON THE CASABLANCA STOCK EXCHANGE SINCE DECEMBER 2004 (BASE 100)



SINCE JANUARY 2021 (BASE 100)



At the end of 2021, 97% of the float was outstanding on the Casablanca Stock Exchange.

EURONEXT PARIS

EUROLIST – FOREIGN SECURITIES, CODE MA0000011488, ELIGIBLE FOR EURONEXT'S SRD (DEFERRED SETTLEMENT SERVICE)

	Average price ^(a) (in EUR)	Highest ^(b) (in EUR)	Lowest ^(b) (in EUR)	Transactions ^(c)	
				In number of shares (in thousands)	In capital (in EUR million)
January 2021	13.3	13.8	12.6	83.7	1.1
February 2021	13.5	14.4	12.6	90.8	1.2
March 2021	12.9	13.3	12.4	78.7	1.0
April 2021	13.0	13.3	12.7	50.3	0.7
May 2021	13.0	13.3	12.7	65.8	0.9
June 2021	13.0	13.2	12.8	28.5	0.4
July 2021	12.9	13.1	12.8	16.3	0.2
August 2021	13.2	13.5	12.8	36.2	0.5
September 2021	13.2	13.7	12.8	75.0	1.0
October 2021	13.4	13.7	13.0	84.2	1.1
November 2021	13.4	13.9	13.2	43.2	0.6
December 2021	13.2	13.6	13.0	59.1	0.8

(a) The average price is calculated by dividing trading value of the transactions by the number of shares.

(b) In session.

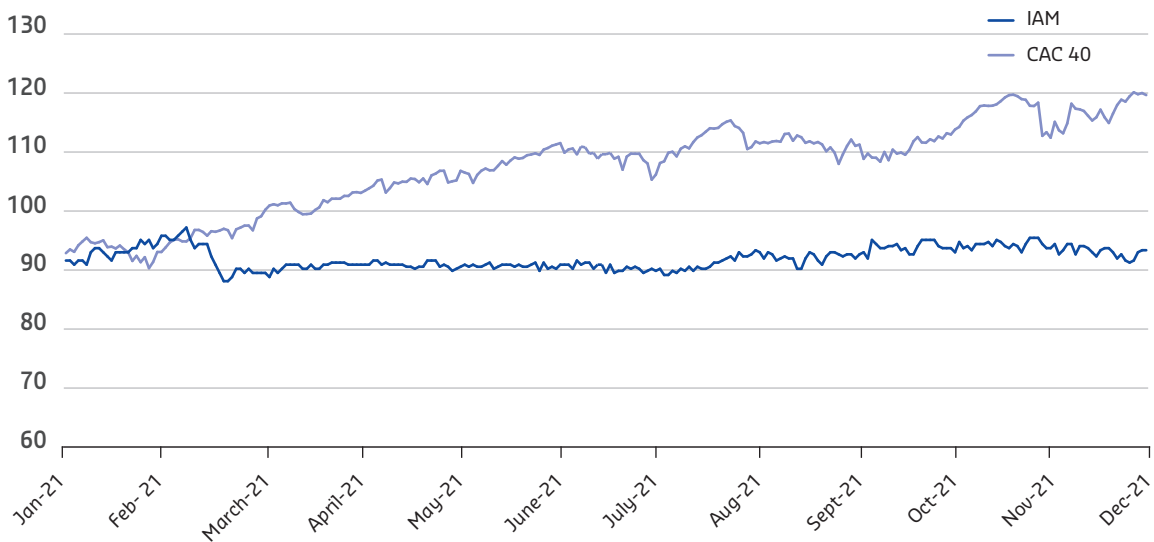
(c) Excluding off-market transactions.

Source: Euronext Paris

**MAROC TELECOM SHARE PRICE PERFORMANCE ON THE PARIS STOCK EXCHANGE
SINCE DECEMBER 2004 (BASE 100)**



SINCE JANUARY 2021 (BASE 100)



At the end of 2021, 3% of the float was outstanding on the Paris Stock Exchange.

3.2.2.5 DIVIDENDS AND DISTRIBUTION POLICY

3.2.2.5.1 Dividends paid in recent fiscal years

The following table shows the amounts of dividends (in MAD million) paid out by the Company for fiscal years 2004 to 2021:

Fiscal year	Payment date	Dividends
2004	05/04/2005	4,395
2005	05/02/2006	6,119
Extraordinary dividend	06/12/2006	3,516
2006	05/15/2007	6,927
2007	05/28/2008	8,088
2008	06/03/2009	9,517
2009	06/02/2010	9,063
2010	05/31/2011	9,301
2011	05/31/2012	8,137
2012	06/03/2013	6,501
2013	06/02/2014	5,275
2014	06/02/2015	6,065
2015	06/02/2016	5,591
2016	06/02/2017	5,590
2017	06/05/2018	5,697
2018	06/04/2019	6,004
2019	06/02/2020	4,870
2020	09/15/2021	3,525
2021	from 06/01/2022	4,202 ^(a)

(a) Amount proposed to the Mixed General Meeting of April 29, 2022. This amount is adjusted to reflect the number of treasury shares held on the dividend payment date.

At December 31, 2021, the Company's reserves totaled MAD 5,804 million (excluding the earnings at end-December 2021), of which MAD 1.8 billion were available for distribution.

3.2.2.5.2 Future dividend policy

The Company is keen to reward its shareholders to their satisfaction, while also ensuring the means for its growth. This is why Maroc Telecom has decided to pursue a policy of regular dividend distribution in significant amounts, based on current conditions, the Company's profits and its financing needs.

However, the amount of dividends to be paid will be determined by taking into account the Company's capital requirements, return on capital and current and future profitability. The Company cannot guarantee shareholders that they will receive the same dividend payment every year. This does not constitute a commitment by the Company.

Note that Article 16 of the company Articles provides for the payment to the shareholders, in the form of dividends, of a total amount that is at least half the distributable profit, unless otherwise approved by a majority of three-quarters of the Supervisory Board.

In addition, the provisions of Article 331 in fine of Law 17-95 as amended and supplemented by Laws 20-05 and 78-12 state that it is prohibited to stipulate a Fixed dividend for the benefit of shareholders; Any clause to the contrary is deemed unwritten unless the Government grants shareholders a minimum dividend guarantee.

Moroccan company law requires Maroc Telecom, like any corporation, to allocate 5% of net income to the legal reserve until it reaches 10% of the share capital. Maroc Telecom reached the limit of its legal reserve in 2004 and may therefore, starting with fiscal year 2005, distribute all its distributable profit, if its shareholders consider this is advisable.

3.2.2.5.3 Tax treatment of dividends

MOROCCAN TAX TREATMENT

Shareholders should note that the Moroccan tax treatment is described below only for guidance and is not an exhaustive description of the tax situation applicable to each shareholder. Shareholders should therefore take advice from their tax advisers regarding the tax applicable to their specific situation and in particular concerning the acquisition, ownership or transfer of the Company's shares.

In Morocco the tax treatment of the distribution of dividends is governed by the General Tax Code: corporation tax (IS) for legal entity beneficiaries and income tax (IR) for individual beneficiaries.

The income from shares (dividends) paid, made available to or entered into accounts belonging to individuals or legal entities, whether resident in Morocco or not, is subject to a withholding tax of 15%. The companies involved in the payment of this income are responsible for withholding the tax at source and paying it to the Treasury.

However, companies that have their registered office in Morocco are exempt from this withholding, provided that they deliver

to the paying agents a certificate of ownership of the shares showing their IS tax identification number in Morocco.

Note that dividends and other income from investments resulting from the distribution of profits by companies within the scope of corporate income tax, even if those companies are specifically exempt from this, are included in the operating income of the beneficiary of the dividends and other income from investments with a 100% allowance.

Similarly, dividends and other income from investments resulting from the distribution of foreign profits are included in the operating income of the beneficiary company with a 100% allowance. This measure applies to dividends and other income from investments received after January 1, 2008.

Note that dividends paid to residents of countries with which the Kingdom of Morocco has signed double taxation treaties may be subject to taxation at a rate below 15%, if the treaties provide for such a rate.

International law effectively prevails, in accordance with the Moroccan Constitution. If the double taxation agreement provides for a rate below 15%, the rate stipulated in the agreement is applied.

For example, under the tax treaty between Morocco and France, a rate of 15% applies, similar to the common law rate. Under the tax treaty between Morocco and the UAE:

- a rate of 5% applies if the equity held in the Company paying dividends is 10% or more;
- a rate of 10% applies if the equity held is less than 10%.

These persons are usually entitled to a tax credit with the tax authorities in their country for the tax paid in Morocco, in accordance with the procedures to avoid double taxation, where this is allowed under the tax regulations in their country.

Moroccan exchange regulations allow foreign shareholders to transfer dividends abroad, on the condition that they present a certain number of documents to an approved intermediary, primarily:

- transfer orders;
- the statements of financial position and income statements, as these are understood by the Tax Authorities, as well as the supporting documents relating to the fiscal year in respect of which the transfer is requested, and the statement of non-accounting corrections applied to obtain the taxable income;
- the minutes of the Ordinary General Meetings at which the Company's results were discussed, showing the distribution of profits and the amount of dividends paid out;
- the list of shareholders and foreign or Moroccan Directors residing abroad, indicating their identity, nationality, address and the number of shares held by each of them;
- documentary evidence of the withholding tax paid.

FRENCH TAX TREATMENT

Shareholders should note that the French tax treatment is described below only for guidance and is not an exhaustive description of the tax situation applicable to each shareholder. Shareholders should therefore take advice from their tax advisers regarding the tax applicable to their specific situation and in particular concerning the acquisition, ownership or transfer of the Company's shares.

Individuals holding shares as part of their private assets and not habitually executing trades on the stock exchange

In accordance with the provisions of Article 25-2 of the Tax Treaty signed on May 29, 1970, by and between the Republic of France and the Kingdom of Morocco (the "Tax Treaty"), a shareholder resident in France is entitled to take a tax credit chargeable against the amount of tax on the income in France payable on this same income. The amount is set out in Article 25-3 of the Tax Treaty at a flat rate of 25% of the gross amount of the dividends distributed (before application of Moroccan withholding tax).

As of January 1, 2018, dividends received by persons resident in France are fully taxed at the flat tax rate of 30%, broken down as follows:

- 12.8% in income tax;
- 17.2% in social security contributions.

The tax is based on gross dividends and is without allowances. Taxpayers may, however, expressly request to have their dividends taxed at the progressive tax scale under the conditions described below. Once chosen, the option to have investment income taxed at the progressive tax scale cannot be reversed and must be applied to the tax return submitted the year after the dividends are paid.

Under the progressive tax scale option, pursuant to a valid decision of the competent bodies of the Company, dividends are taken into account in the calculation of income tax, after applying a 40% deduction on their gross amount (i.e., 60% of the gross dividend is taxable). Investors should note that dividends denominated in Moroccan dirhams will, for the purposes of taxation in France, be converted into euros at the exchange rate in Paris on the dividend payment date. If there is no exchange rate on that day, the average exchange rate from a sufficiently close date is applied.

Applied to dividends, the flat tax consists of a social security contribution of 17.2% (from which can be deducted the CSG up to 6.8%) and a withholding income tax of 12.8%. However, persons whose taxable income for the previous year but one is less than EUR 50,000 (single, divorced or widowed taxpayers) or EUR 75,000 (joint taxpayers) may apply, no later than November 30 of the year preceding that of payment, for an exemption from this withholding.

Note that when the company paying the dividend is based in France, it is responsible for withholding these payments. Otherwise, shareholders must remit them voluntarily by the fifteenth of the month following payment of the dividends to the tax authority in their country of residence. They are subsequently

declared by the shareholder with other income for the calendar year (in May/June of the following year) under the progressive tax, if so opted. The withholding tax of 12.8% and the minimum tax charge of 25% will apply.

Subject to the application of international agreements providing for reduced tax, dividends distributed to individuals who are not residents of France are subject to the maximum rate of withholding tax of 12.8%. Dividends paid in a Non-Cooperative Country or Territory (NCCT – Anguilla, the Bahamas, the British Virgin Islands, the Seychelles, Vanuatu, Fiji, Guam, the US Virgin Islands, Oman, American Samoa, Samoa, Trinidad and Tobago and Panama (French ministerial decree of February 26, 2021) are subject to a mandatory withholding tax of 75%.

Legal entities subject to corporate income tax

A distinction should be made depending on whether or not the shareholder is the parent company of Maroc Telecom.

Legal entities qualifying for the parent-subsidiary tax treatment

Legal entities meeting the requirements of Articles 145 and 216 of the French General Tax Code may, at their option, claim an

exemption for dividends received, in accordance with the parent-subsidiary tax treatment. Article 216 I of the French General Tax Code stipulates, however, that a portion of the costs and expenses, set at a flat rate of 5% of the amount of dividends received, tax credit included, are to be added back into the taxable income of the legal entity beneficiary of such dividends. The tax credit cannot be offset against corporate income tax, but can be offset against any withholding tax that may be due in the event of further dividends being paid in the subsequent five years.

Legal entities not qualifying for the parent-subsidiary tax treatment

Companies are taxed on dividends received at the normal⁽¹⁾ rate of corporate income tax, plus the 3.3% social security contribution on corporate income tax if the amount of corporate income tax exceeds EUR 763,000 per 12-month period;

The flat-rate tax credit set out in Article 25-3 of the Tax Treaty at 25% of the amount of dividends distributed can be offset against corporate income tax. However, the tax credit cannot exceed the amount of corporate income tax for French companies in respect of such dividends. The surplus tax credit cannot be refunded or carried forward.

3.2.3 Corporate governance

Maroc Telecom, a company incorporated under Moroccan law, is not required to comply with governance Codes in France but has set up a system that complies with the principles of good governance.

3.2.3.1 MANAGEMENT AND SUPERVISORY BODIES

3.2.3.1.1 Management Board

COMPOSITION OF THE MANAGEMENT BOARD

Composition

The Management Board is composed of five (5) members. It manages and directs the Company under the control of the Supervisory Board.

The members of the Management Board members must be individuals. All the members of the Management Board must be employees of the Company and/or resident in Morocco for more than 183 days a year, unless an exception has been authorized at a Supervisory Board meeting by a qualified majority of three-quarters of the members present or represented.

If the current term of office of a member of the Management Board is terminated, the Supervisory Board must appoint a replacement in the manner provided for by law and by the Company's Articles.

Members of the Management Board

Name	Current title and primary occupation	Date of appointment	Term of office ends
Abdeslam AHIZOUNE	Chairman	Date of first appointment: February 20, 2001 Appointment renewed: February 18, 2021	March 1, 2023
Hassan RACHAD	Managing Director Networks and Systems (CTO)	Date of first appointment: December 5, 2014 Appointment renewed: February 18, 2021	March 1, 2023
Brahim BOUDAOU	Managing Director, Legal and Regulatory Affairs	Date of first appointment: July 22, 2016 Appointment renewed: February 18, 2021	March 1, 2023
François VITTE	Managing Director Administration & Finance (CFO)	Date of first appointment: October 2, 2017 Appointment renewed: February 18, 2021	March 1, 2023
Abdelkader MAAMAR	Managing Director Services	Date of first appointment: February 15, 2019 Appointment renewed: February 18, 2021	March 1, 2023

(1) For fiscal years beginning on or after January 1, 2022, the rate is 25%.



AGE: 66

SEX: M

NATIONALITY: Moroccan

REAPPOINTED:
02/18/2021

TERM OF OFFICE EXPIRES:
03/01/2023

ADDRESS:

Maroc Telecom
Avenue Annakhil Hay Riad
Rabat, Morocco

BIOGRAPHICAL INFORMATION AND OTHER OFFICES AND POSITIONS HELD BY THE MEMBERS OF THE MANAGEMENT BOARD

ABDESLAM AHIZOUNE

Chairman of the Management Board

BIOGRAPHY

Born on April 20, 1955, Mr. Abdeslam AHIZOUNE is a graduate of the École Paris Tech (1977). He has been Chairman of Maroc Telecom's Management Board since February 2001 and was a member of Vivendi's Management Board from April 2005 to June 2012. Mr. AHIZOUNE has been Chairman of the Association of Moroccan Telecom Professionals (Association Marocaine des Professionnels des Télécoms, or MATI) since 2008. Chairman and Chief Executive Officer of Maroc Telecom from 1998 to 2001. Mr. Abdeslam AHIZOUNE was previously Minister of Telecommunications in four governments, from 1992 to 1995 and from 1997 to 1998, while holding the position of Director General of the National Office of Postal Services and Telecommunications (Office National des Postes et Télécommunications, "ONPT") from 1992 to 1997. From 1983 to 1992, he was Director of Telecommunications at the Ministry of Post and Telecommunications. Abdeslam AHIZOUNE has been President of the Royal Moroccan Athletics Federation since 2006 and President of the Maroc Cultures Association since 2015.

CURRENT OFFICES AS OF 12/31/2021	
Companies	Positions and offices held
Mohammed V Foundation for Solidarity (Fondation Mohammed V pour la Solidarité, Morocco)	Member of the Board of Directors
Lalla Salma Foundation for the Prevention and Treatment of Cancer (Fondation Lalla Salma de Prévention et Traitement des Cancers, Morocco)	Member of the Board of Directors
Mohammed VI Foundation for the Environment (Fondation Mohammed VI pour la Protection de l'Environnement, Morocco)	Member of the Board of Directors
Moroccan Culture Association (Association Maroc Cultures, Morocco)	Chairman
Al Akhawayn University (Morocco)	Member of the Board of Directors
Royal Moroccan Athletics Federation (Fédération Royale Marocaine d'Athlétisme, Morocco)	Chairman
Confederation of African Athletics	Vice-Chairman
Association of Moroccan Telecom Professionals (Association Marocaine des Professionnels des Télécoms, or MATI)	Chairman
MOSSANADA Association	Chairman

OFFICES EXPIRED	
Companies	Positions and offices held
General Business Confederation of Morocco (Confédération Générale des Entreprises du Maroc, or CGEM)	Vice-Chairman
Royal Institute of Amazighe Culture (Institut Royal de la Culture Amazighe)	Member of the Board of Directors
International Chamber of Commerce	Member of the Executive Committee
Axa Assurances (Morocco)	Director
Holcim SA (Morocco)	Director

HONORS

In Morocco 1985: WISSAM Order of Merit, Exceptional Class, 1991: WISSAM of the Throne of the Order of Knight, 1995: WISSAM of the Throne of the Order of Officer.
In France 2003: Knight of the National Order of the Legion of Honor.



AGE: 59

SEX: M

NATIONALITY: Moroccan

REAPPOINTED:
02/18/2021

TERM OF OFFICE EXPIRES:
03/01/2023

ADDRESS:

Maroc Telecom
Avenue Annakhil Hay Riad
Rabat, Morocco

HASSAN RACHAD

Member of the Management Board

BIOGRAPHY

Born on August 6, 1962, Mr. Hassan RACHAD has a graduate degree in engineering from École Nationale Supérieure des Télécommunications in Paris. After joining Maroc Telecom in 1988 as Telecom engineer, he has held several management positions within the same group, including Director of Human Resources and Regional Director for Greater Casablanca, Marrakesh and Oujda.

CURRENT OFFICES AS OF 12/31/2021	
Companies	Positions and offices held
MAROC TELECOM GROUP	
Mauritel SA (Mauritania)	Director
Casnet SA (Morocco)	Director
MT FLY SA (Morocco)	Director
MT Cash SA (Morocco)	Director
Moov Africa Chad SA (Chad)	Chairman of the Board of Directors
OTHER	
MOSSANADA Association	President Delegate

OFFICES EXPIRED	
Companies	Positions and offices held
Gabon Telecom SA (Gabon)	Director
Onatel SA (Burkina Faso), listed company	Director
Sotelma SA (Mali)	Director
Moov Africa Togo SA (Togo)	Chairman of the Board of Directors

DISTINCTIONS

National Merit Wissam Outstanding Class

INFORMATION ABOUT THE COMPANY

Information about the Company and corporate governance



AGE: 54

SEX: M

NATIONALITY: Moroccan

REAPPOINTED:

02/18/2021

TERM OF OFFICE EXPIRES:

03/01/2023

ADDRESS:

Maroc Telecom

Avenue Annakhil Hay Riad

Rabat, Morocco

BRAHIM BOUDAUD

Member of the Management Board

BIOGRAPHY

Born on April 7, 1968, Mr. Brahim BOUDAUD graduated in 1995 with an MBA in Network Company Management from École Nationale des Postes et Télécommunications in Paris and holds a degree in postal and telecommunications administration.

He also holds a degree in Telecommunications Economics and Strategy from CNAM Paris.

He has worked as a Professor in fundamental and strategic marketing and in business management. Since 2000, Mr. BOUDAUD has held several senior management positions within the same group, including Director of Sales and Director of Consumer Sales.

CURRENT OFFICES AS OF 12/31/2021	
Companies	Positions and offices held
MAROC TELECOM GROUP	
Gabon Telecom SA (Gabon)	Director
MT Fly SA (Morocco)	Chairman of the Board of Directors
MT Cash SA (Morocco)	Chairman of the Board of Directors
OTHER	
MOSSANADA association	Administrator

OFFICES EXPIRED	
Companies	Positions and offices held
Onatel SA (Burkina Faso), listed company	Director
Atlantique Telecom Côte d'Ivoire (Côte d'Ivoire)	Director
Atlantique Telecom Togo (Togo)	Director
Etisalat Benin (Benin)	Director
Sotelma SA (Mali)	Director



AGE: 54

SEX: M

NATIONALITY: French

REAPPOINTED:

02/18/2021

TERM OF OFFICE EXPIRES:

03/01/2023

ADDRESS:

Maroc Telecom

Avenue Annakhil Hay Riad

Rabat, Morocco

FRANÇOIS VITTE

Member of the Management Board

BIOGRAPHY

Born on March 4, 1968, Mr. François VITTE is a graduate of the École Supérieure de Commerce in Toulouse, France.

Mr. VITTE has had a varied international financial career, mostly within the Orange Group, which he joined in 1996. During part of his time there, he was Chief Operating Officer in Egypt and Ethiopia. Previously, he held several financial positions in France and the UK before going to the Dominican Republic to serve as Vice President of Finance.

Mr. VITTE began his career in the Club Med Group, where he held various financial positions, mainly in Paris.

CURRENT OFFICES AS OF 12/31/2021	
Companies	Positions and offices held
MAROC TELECOM GROUP	
CMC SA (Mauritania)	Chairman of the Board of Directors
MT Cash SA (Morocco)	Permanent representative of Maroc Telecom, director

OFFICES EXPIRED	
Companies	Positions and offices held
None	



AGE: 52

SEX: M

NATIONALITY: Moroccan

REAPPOINTED:
02/18/2021

TERM OF OFFICE EXPIRES:
03/01/2023

ADDRESS:

Maroc Telecom
Avenue Annakhil Hay Riad
Rabat, Morocco

ABDELKADER MAAMAR

Member of the Management Board

BIOGRAPHY

Born on November 4, 1970, Mr. Abdelkader MAAMAR is a graduate of the Institut National des Postes et Télécommunications in Rabat and the Institut Européen d'Administration des Affaires in Paris where he studied Management.

Since 2004, Mr. MAAMAR has held a number of positions at Maroc Telecom, including Sales Director and Marketing Director.

CURRENT OFFICES AS OF 12/31/2021

Companies	Positions and offices held
MAROC TELECOM GROUP	
Sotelma SA (Mali)	Permanent representative of Maroc Telecom, director
MT Cash (Morocco)	Director

OFFICES EXPIRED

Companies	Positions and offices held
None	

APPOINTMENT, OPERATION AND RESPONSIBILITIES OF THE MANAGEMENT BOARD

Appointment and dismissal of members of the Management Board

Members of the Management Board are appointed by a simple majority of the members of the Supervisory Board present or represented. The Supervisory Board appoints one of them as Chairman.

They may be removed from office by the Ordinary General Meeting. If the removal is without just cause, it may result in the payment of damages.

The removal from office of a member of the Management Board does not have the effect of terminating the employment contract that the person concerned may have signed with the Company.

Term of office

Members of the Management Board are appointed for a renewable term of two (2) years.

If the appointment of a member of the Management Board is terminated during such member's term in office, the Board member's replacement is appointed for the time remaining until the reappointment of the Management Board.

Members of the Management Board may always be reappointed.

Operation

The Management Board manages collectively the affairs of the Company.

The members of the Management Board may, with the approval of the Supervisory Board, allocate management tasks among themselves.

However, this allocation may not in any way have the effect of removing from the Management Board its characteristic collective responsibility for the management of the Company. Its

decisions are made by a majority vote of the members present or represented, each of them having one vote. Mr. Hassan RACHAD and Mr. Abdelkader MAAMAR represent the Kingdom of Morocco, while Mr. Abdeslam AHIZOUNE, Mr. François VITTE and Mr. Brahim BOUDAUD represent Etisalat.

Meetings of the Management Board may be held outside the registered office or by videoconferencing or equivalent methods enabling members to be identified, as provided for by current regulations.

Minutes of Management Board deliberations, if kept, are entered in a special register and signed by the Chairman of the Management Board and one other member. Copies or extracts of these minutes are certified by the Chairman of the Management Board or by Chief Executive Officer.

Powers

The Management Board is vested with the broadest powers to act in all circumstances in the name of the Company, within the limits of its corporate purpose, and subject to the powers expressly granted to the Supervisory Board by law and by Articles 10.5.3 to 10.5.5 of the company Articles.

In its dealings with third parties, the Company is bound even by action taken by the Management Board which falls outside the corporate purpose and company Articles, unless it proves that the third party knew that the action was ultra vires and/or that the action exceeded statutory provisions or that the third party must have been aware of this, given the circumstances.

The provisions of the company Articles restricting the powers of the Management Board are not binding on third parties.

The Chairman of the Management Board represents the Company in its relations with third parties. The Supervisory Board may, however, assign the same power of representation to one or more members of the Management Board who then hold the title of executive officer.

The provisions of the company Articles restricting the Company's power of representation to the Chairman or, if applicable, the executive officer are not binding on third parties.

The Chairman of the Management Board or the executive officer(s) may grant powers of attorney to a third party. However, the authority granted by such power of attorney must be limited and relate to one or more specific purposes.

With regard to third parties, all acts binding the Company are valid if carried out by the Chairman of the Management Board or any member appointed by the Supervisory Board as an executive officer.

Reporting obligations

The Supervisory Board may at any time ask the Management Board to submit a report on its management and ongoing operations. At the request of the Supervisory Board, this report may be supplemented by a provisional financial statement of the Company.

As and where necessary, the Management Board delivers to the Supervisory Board a report explaining the possible application or implementation of the items to be adopted by the Supervisory Board in accordance with Articles 10.5.3 to 10.5.5 of the company Articles.

At least once in every quarter, the Management Board presents a report on the Company's operations to the Supervisory Board.

Within three (3) months of the end of each fiscal year, the Management Board must approve the Company's annual financial statements (statement of financial position, income statement and accompanying notes) and submit them to the Supervisory Board so that it can exercise control.

The Management Board must also deliver to the Supervisory Board the report to be presented to the Ordinary General Meeting called to approve the financial statements for the previous fiscal year, so that it may, if necessary, prepare comments that will be presented to the meeting.

Compensation

As part of its appointment decision, the Supervisory Board sets the method and the amount of the compensation for each Management Board member.

Liability

Without prejudice to the specific liability resulting from receivership or liquidation of the Company's assets, the members of the Management Board are jointly and severally liable, as applicable, to the Company or third parties, for violations of legal and regulatory provisions applicable to corporations, for breaches of the company Articles, or for misconduct in their management.

In 2021, the Management Board met over 37 times.

3.2.3.1.2 Supervisory Board

COMPOSITION OF THE SUPERVISORY BOARD

Composition

The Supervisory Board is composed of at least eight (8) and no more than twelve (12) members; the number of members may be increased to fifteen (15) since the Company's shares are listed for trading on the Casablanca Stock Exchange.

Each member of the Supervisory Board must own at least one share of stock in the Company during the member's entire term of office.

The members of the Supervisory Board are elected by the Ordinary General Meeting.

If, on the day of appointment, a member of the Supervisory Board does not own at least one share in the Company or if, during the member's term, he or she ceases to own said share, the Board member will be deemed to have automatically resigned from office if the situation is not rectified within three (3) months.

Name	Current title and primary occupation	Date of appointment	Term of office expires	Occupation or main job
Nadia FETTAH ALAOUI	Chairman	Supervisory Board meeting of October 25, 2021	Ordinary General Meeting called to vote on the 2024 financial statements	Minister of the Economy and Finance. Morocco
Jassem Mohammed Bu Ataba AL ZAABI	Vice-Chairman	Supervisory Board meeting of April 22, 2021	Ordinary General Meeting called to vote on the 2024 financial statements	Chairman of the Ministry of Finance of Abu Dhabi, United Arab Emirates
Abdelouafi LAFTIT	Member	Supervisory Board meeting of July 21, 2017	Ordinary General Meeting called to vote on the 2024 financial statements	Minister of the Interior, Morocco
Abderrahmane SEMMAR	Member	Supervisory Board meeting of July 22, 2016	Ordinary General Meeting called to vote on the 2024 financial statements	Director of Public Enterprises and Privatization, Ministry of the Economy and of Finance
Hatem DOWIDAR	Member	Supervisory Board meeting of July 22, 2016	Ordinary General Meeting called to vote on the 2024 financial statements	Managing Director of Etisalat Group, United Arab Emirates
Luis ENRIQUEZ	Member	Supervisory Board meeting of July 22, 2020	Ordinary General Meeting called to vote on the 2025 financial statements	Partner, Grafine Capital Partners United Arab Emirates
Kamal S. SHEHADI	Member	Supervisory Board of April 22, 2021	Ordinary General Meeting called to vote on the 2021 financial statements	Director of Legal and Regulatory Affairs at Etisalat International United Arab Emirates
Hesham Abdulla QASSIM AL QASSIM	Member	Supervisory Board of October 25, 2021	Ordinary General Meeting called to vote on the 2024 financial statements	Member of the Board of Directors of Etisalat Group United Arab Emirates
Mohammed Karim BENNIS	Member	Supervisory Board of October 25, 2021	Ordinary General Meeting called to vote on the 2024 financial statements	Chief Financial Officer of Etisalat Group, United Arab Emirates.

Term of office

The term of office of members of the Supervisory Board is six years.

The term of office of a member of the Supervisory Board expires at the close of the Ordinary General Meeting that approved the financial statements for the previous fiscal year and that is held in the year in which the term of office of the Supervisory Board member expires. They may always be reappointed.

They may be removed by the Ordinary General Meeting at any time.

No member of the Supervisory Board and no employee or officer of a legal entity that is a member of the Supervisory Board may be a member of the Management Board. If a member of the Supervisory Board is appointed to the Management Board, the term of office of such member on the Supervisory Board ends upon the member's entry into office on the Management Board.

A legal entity may be appointed to the Supervisory Board. On its appointment, the legal entity is required to appoint a permanent representative who is subject to the same conditions and obligations and who incurs the same civil and criminal liability as if the representative were a member of the Supervisory Board in his or her own name, without prejudice to the joint liability of the legal entity he or she represents.

When a legal entity revokes the appointment of its representative, it is required, at the same time, to appoint another representative in its place.

It must immediately inform the Company of its decision. The same procedure is followed in the event of the death or resignation of the permanent representative.

Vacancies – cooptation

If one or more seats on the Supervisory Board become vacant because of the death, resignation or other impediment of a member, the Board may make provisional appointments between two (2) General Meetings.

If the number of members of the Supervisory Board falls below eight (8), the Supervisory Board must make provisional appointments to fill the Board within three (3) months from the date on which the vacancy occurs.

Provisional appointments made by the Supervisory Board are subject to ratification at the next Ordinary General Meeting; the member appointed to replace another will remain in office only for the rest of his or her predecessor's term.

If provisional appointments are not ratified, the resolutions adopted and the actions taken previously by the Supervisory Board nonetheless remain valid.

If the number of members of the Supervisory Board falls below three (3), the Management Board must call an Ordinary General Meeting to fill the Board within thirty (30) days from the date on which the vacancy occurs.

BIOGRAPHICAL INFORMATION AND OTHER OFFICES AND POSITIONS HELD BY THE MEMBERS OF THE SUPERVISORY BOARD

NADIA FETTAH ALAOUI

Chairman

BIOGRAPHY

Mrs. Nadia FETTAH ALAOUI, was appointed on October 7, 2021 by His Majesty King Mohammed VI may God assist him, Minister of the Economy and Finance.

A graduate of the École des Hautes Etudes Commerciales "HEC" in Paris in 1994, Mrs. Nadia FETTAH ALAOUI began her career as a consultant at Arthur Andersen before creating a private equity fund in Morocco, which she managed for five years.

After holding the position of Chief Executive Officer of a large insurance company in Morocco, she will support a leading investment holding company in its M&A transactions in Africa and the Middle East.

In 2017, Mrs. Nadia FETTAH ALAOUI held the position of Chief Executive Officer of the Sanlam Pan Africa Group before being appointed Minister of Tourism, Handicrafts, Air Transport and Social Economy.

Known in the field of insurance in Africa, Mrs. Nadia FETTAH ALAOUI was elected "CEO of the year" in 2018 by the Africa CEO Forum in Abidjan.

Active in the non-profit sector, Mrs. Nadia FETTAH ALAOUI is a founding member of the Club des Femmes Administrateurs in Morocco and a member of the international network "Women Corporate Directors".

AGE: 50

GENDER: F

NATIONALITY: Moroccan

APPOINTMENT:
10/25/2021

TERM OF OFFICE EXPIRES:
12/31/2024

ADDRESS:

Ministry of the Economy and Finance, Rabat

CURRENT OFFICES AS OF 12/31/2021

Companies	Positions and offices held
None	

OFFICES EXPIRED

Companies	Positions and offices held
None	

JASSEM MOHAMMED BU ATABA AL ZAABI**Vice-Chairman****AGE:** 47**SEX:** M**NATIONALITY:** Emirati**APPOINTMENT:**

04/22/2021

TERM OF OFFICE EXPIRES:

12/31/2024

ADDRESS:

Etisalat

Intersection of Sheikh
Zayed the First Street and
Sheikh Rashid Bin Saeed Al
Maktoum Road, Po 3838,
Abu Dhabi

BIOGRAPHY

Mr. Jassem Mohammed Bu Ataba AL ZAABI is Chairman of the Ministry of Finance of Abu Dhabi, General Secretary of the Supreme Council of Financial and Economic Affairs of Abu Dhabi, member of the Executive Council of Abu Dhabi and Vice-Chairman of the United Arab Emirates Central Bank.

In addition, Mr. AL ZAABI is Chairman of the Board of Directors of the Abu Dhabi Pension Fund and Vice-Chairman of the Board of Directors of Abu Dhabi Holding Company, as well as a member of the Advisory Board of Mohammed Bin Zayed University for artificial intelligence. He is also a member of the Board of Directors of First Abu Dhabi Bank and the Tawazun Economic Council.

Mr. AL ZAABI holds an MBA from London Business School and a BS in Business Administration from Ajman University of Science and Technology.

CURRENT OFFICES AS OF 12/31/2021

Companies	Positions and offices held
Ministry of Finance of Abu Dhabi	Chairman
Supreme Council of Financial and Economic Affairs	General Secretary
Executive Council	Member
United Arab Emirates Central Bank	Vice-Chairman
Abu Dhabi Pension Fund	Chairman of the Board of Directors
Abu Dhabi Holding Company	Vice-Chairman of the Board of Directors
Mohammed Bin Zayed University for Artificial Intelligence	Member of the Advisory Board
First Abu Dhabi Bank	Member of the Board of Directors
Tawazun Economic Council	Member of the Board of Directors
Etisalat Group	Chairman of the Board of Directors

OFFICES EXPIRED

Companies	Positions and offices held
None	

ABDELOUAFI LAFTIT

Minister of the Interior

AGE: 54

SEX: M

NATIONALITY: Moroccan

APPOINTMENT:
07/21/2017

TERM OF OFFICE EXPIRES:
12/31/2024

ADDRESS:

Minister of the Interior,
Rabat

BIOGRAPHY

Mr. Abdelouafi LAFTIT was born on September 29, 1967, in Tafirst. On April 5, 2017, he was appointed by HM King Mohammed VI as Minister of the Interior.

A graduate of the École Polytechnique of Paris in 1989 and the École Nationale des Ponts et Chaussées in 1991, Mr. LAFTIT started his professional career in the financial field in France before joining the port operating office where between 1992 and 2002 he held the post of Director of Ports in Agadir, Safi and Tangiers, before being appointed, in May 2002, Director of the Tangier – Tetouan Regional Investment Center.

On September 13, 2003, Mr. LAFTIT was appointed by HM the King to be Governor of Fahs-Anjra Province, and in October 2006, he was then appointed Governor of the Province of Nador, a position he held until his appointment in March 2010 as Chairman and Managing Director of the Société d'Aménagement pour le Reconversion de la Zone Portuaire de Tanger.

On January 24, 2014, he was appointed by HM the King to be Wali of the Rabat-Sale-Zemmour-Zaer Region, Governor of the Rabat Prefecture.

CURRENT OFFICES AS OF 12/31/2021

Companies	Positions and offices held
None	

OFFICES EXPIRED

Companies	Positions and offices held
None	

ABDERRAHMAN SEMMAR

Director of Public Enterprises and Privatization, Ministry of the Economy and of Finance

AGE: 61

SEX: M

NATIONALITY: Moroccan

APPOINTMENT:
07/22/2016

TERM OF OFFICE EXPIRES:
12/31/2024

ADDRESS:

Ministry of Economy
and Finance, Rabat

BIOGRAPHY

Mr. SEMMAR is Manager of the Department in charge of State-Owned Enterprises and Privatization at the Ministry of Economy and Finance.

For nearly 34 years, including 32 years in the Manager of SOEs and Privatization Department (DEPP) in the Ministry of Economy and Finance, he served as Head of the Division of Programming and Restructuring and Deputy Director for Information Design and Systems.

He also serves as Chairman of the Interministry Commission on Public-Private Partnership and Chairman of the Permanent Committee of the National Accounting Board.

Mr. SEMMAR has a degree in Business Administration from the University of Casablanca, a post-graduate degree in Economics from the University of Rabat and a doctoral degree from École Nationale d'Administration Publique of Rabat.

CURRENT OFFICES AS OF 12/31/2021

Companies	Positions and offices held
None	

OFFICES EXPIRED

Companies	Positions and offices held
None	

HATEM DOWIDAR**Managing Director of Etisalat Group****AGE:** 52**SEX:** M**NATIONALITY:** Egyptian**APPOINTMENT:**

07/22/2016

TERM OF OFFICE EXPIRES:

12/31/2024

ADDRESS:

Etisalat

Intersection of Sheikh
Zayed the First Street and
Sheikh Rashid Bin Saeed Al
Maktoum Road, Po 3838,
Abu Dhabi

BIOGRAPHY

Mr. DOWIDAR is Managing Director of Etisalat Group since end of 2020. He was previously Managing Director of Etisalat International and Executive Director of Group Operations.

He was Managing Director of Vodafone Egypt and Deputy Executive Director of Vodafone Group. Mr. DOWIDAR has more than 30 years of experience in multinational companies.

Mr. DOWIDAR, born in 1969, holds a Bachelor's degree in Communication and Electrical Engineering from the University of Cairo and an MBA from the American University of Cairo.

CURRENT OFFICES AS OF 12/31/2021

Companies	Positions and offices held
Etisalat Misr	Director
PTCL (Pakistan)	Director
Hutch Lanka	Director

OFFICES EXPIRED

Companies	Positions and offices held
None	

LUIS ENRIQUEZ**Partner, Grafine Capital Partners****AGE:** 57**SEX:** M**NATIONALITY:**

Chilean and Belgian

APPOINTMENT:

07/22/2020

TERM OF OFFICE EXPIRES:

12/31/2025

ADDRESS:

London

BIOGRAPHY

Mr. Luis ENRIQUEZ is a partner at Grafine Capital Partners, a New York-based private equity firm dedicated to the development of innovative investment structures enabling major financial partners to access business opportunities.

He is also Senior Advisor to the Board of Directors of Etisalat Group and Senior Advisor to McKinsey & Company on regulatory management and strategy.

Mr. ENRIQUEZ was a senior partner at McKinsey & Company and has worked extensively in telecommunications, energy and the public sector, in developed and emerging markets.

He worked at the Federal Communications Commission in the United States, as an advisor to the US Department of State on the liberalization of telecommunications in Central and Eastern Europe, for USAid, and as an economist consultant to major corporations and governments.

Born in 1964, Mr. ENRIQUEZ studied Economy at Harvard and at the University of California at Berkeley.

CURRENT OFFICES AS OF 12/31/2021

Companies	Positions and offices held
Etisalat Group	Advisor to the Board of Directors

OFFICES EXPIRED

Companies	Positions and offices held
None	

KAMAL SHEHADI

Director of Legal and Regulatory Affairs at Etisalat International United Arab Emirates

AGE: 57

SEX: M

NATIONALITY:
Lebanese and American

APPOINTMENT:
04/22/2021

TERM OF OFFICE EXPIRES:
12/31/2021

ADDRESS:

Etisalat
Intersection of Sheikh
Zayed the First Street and
Sheikh Rashid Bin Saeed Al
Maktoum Road, Po 3838,
Abu Dhabi

BIOGRAPHY

Mr. Kamal SHEHADI is the Director of Legal and Regulatory Affairs of Etisalat International and the Chairman of Atlantique Telecom Group. Mr. SHEHADI heads up Etisalat's international legal, policy and regulatory work. Mr. SHEHADI chaired the Policy and Regulatory Directors Group of the GSMA from 2014 to 2016.

Before joining the Etisalat Group, from 2007 to 2010, Mr. SHEHADI was Chairman and Chief Executive Officer of the Lebanese Telecommunications Regulatory Authority. He chaired the Global Industry Leaders' Forum and the Global Symposium of Regulators in 2009.

Mr. SHEHADI was Chief Executive Officer of Connexus Consulting (2000-2007), which he established as the leading consultancy in the Middle East and North Africa for telecommunications policy and regulation. He has published widely on private participation in infrastructure, telecommunications liberalization and regulation, public finance, Euro-Mediterranean economic relations and other public policy issues.

Mr. SHEHADI holds a BA in economics with honors from Harvard University and a PhD in international political economy from Columbia University. He received numerous distinctions for his university academic record.

CURRENT OFFICES AS OF 12/31/2021

Companies	Positions and offices held
Atlantique Telecom	Chairman of the Board of Directors

OFFICES EXPIRED

Companies	Positions and offices held
None	

HESHAM ABDULLA QASSIM AL QASSIM

Member of the Board of Directors of Etisalat Group United Arab Emirates

AGE: 48

SEX: M

NATIONALITY: Emirati

APPOINTMENT:
10/25/2021

TERM OF OFFICE EXPIRES:
12/31/2024

ADDRESS:

Etisalat
Intersection of Sheikh
Zayed the First Street and
Sheikh Rashid Bin Saeed Al
Maktoum Road, Po 3838,
Abu Dhabi

BIOGRAPHY

Mr. Hesham Abdulla QASSIM AL QASSIM is the Vice-Chairman and Chief Executive Officer of Emirates NBD Bank PJSC, the Chairman of Emirates Islamic Bank PJSC, one of the main Islamic banks in the region, of Emirates NBD Egypt and of DenizBank A.Ş Turkey (subsidiaries of Emirates NBD PJSC).

He is also Managing Director of Wasl Asset Management Group and is responsible for leading the transformation of the organization into a world-class asset management company. Mr. AL QASSIM has more than 18 years of experience in the banking sector.

Mr. QASSIM AL QASSIM is also Chairman of the Emirates Institute for Banking and Financial Studies (EIBFS) and of the Dubai Sports Corporation, and Vice-Chairman of the Dubai Autism Center.

He is also a member of the Board of Directors of companies and organizations.

His professional qualifications include a bachelor's degree in banking and finance and a master's degree in international business management and executive leadership development.

CURRENT OFFICES AS OF 12/31/2021

Companies	Positions and offices held
Wasl Asset Management Group	Managing Director
Emirates Islamic Bank PJSC	Chairman of the Board of Directors
Emirates NBD SAE Egypt	Chairman of the Board of Directors
DenizBank AS Turkey	Chairman of the Board of Directors
Emirates Institute for Banking and Financial Studies	Chairman of the Board of Directors
Dubai Sports Corporation	Chairman of the Board of Directors
Emirates National Bank of Dubai PJSC	Vice-Chairman of the Board of Directors and Managing Director
Dubai Real Estate Corporation	Vice-Chairman of the Board of Directors
Dubai Autism Center	Chairman of the Board of Directors
Dubai International Financial Center Authority	Director
DIFC Investments LLC	Director
Etisalat Group	Director
International Humanitarian City	Director
The National Human Resources Development Committee in the Banking and Financial Sector	Director

OFFICES EXPIRED

Companies	Positions and offices held
None	

MOHAMMED KARIM BENNIS**Chief Financial Officer of Etisalat, United Arab Emirates.****AGE:** 50**SEX:** M**NATIONALITY:**
Moroccan and French**APPOINTMENT:**
10/25/2021**TERM OF OFFICE EXPIRES:**
12/31/2024**ADDRESS:**
Etisalat
Intersection of Sheikh
Zayed the First Street and
Sheikh Rashid Bin Saeed Al
Maktoum Road, Po 3838,
Abu Dhabi**BIOGRAPHY**

Mr. Karim BENNIS is Chief Financial Officer of the Etisalat Group in Abu Dhabi. His area of responsibility covers 16 countries, including the United Arab Emirates, Morocco, Egypt, Saudi Arabia and Pakistan. In addition to his expertise in the field of telecommunications, Mr. BENNIS has international experience in Europe in various business sectors, including industry, distribution and heavy equipment. He is fluent in English, French and Arabic.

Mr. BENNIS holds a Master's degree in Business Economics and Finance from Sciences-Po Paris, an MBA from the École Nationale des Ponts et Chaussées and a Doctorate in Economics and Technology from the Conservatoire National des Arts et Métiers de Paris. In addition, he successfully completed the Executive Program "Chief Financial Officer" at Columbia Business School in New York.

In his previous position, Mr. BENNIS held the position of Chief Operating Officer in charge of Finance at Tractafic Motors Corp (Optorg Group). He was also Director of Financial Control, Strategic Planning and Subsidiary Management at Maroc Telecom and Director of Financial Control for the European Division of the Crown Cork & Seal Company in Paris.

CURRENT OFFICES AS OF 12/31/2021

Companies	Positions and offices held
PTCL	Director
Etisalat Misr	Director
Atlantique Telecom	Director

OFFICES EXPIRED

Companies	Positions and offices held
None	

OPERATION AND RESPONSIBILITIES OF THE SUPERVISORY BOARD**Chairman – Vice-Chairman**

The Board elects from among its members a Chairman and a Vice-Chairman who each have the power to convene the Board and to chair its deliberations and who hold office for their term on the Supervisory Board.

The Chairman and the Vice-Chairman must be individuals.

The Board may appoint a secretary at each meeting who may be chosen from outside the members of the Board.

Calling of meetings – deliberations

The Supervisory Board meets when called by its Chairman or Vice-Chairman, whenever the interests of the Company require, at the registered office or any other location specified in the notice of meeting. The notice of meeting may be sent by registered mail with return receipt or by email with acknowledgment of receipt or by international express courier, fifteen days before the date of the meeting; this period may be reduced if all the members of the Supervisory Board agree.

The Supervisory Board may validly deliberate only if at least half of the members of the Supervisory Board are in fact present.

If this quorum is not reached, the Chairman or the Vice-Chairman of the Supervisory Board will convene a second meeting, in the same manner as the first called meeting, seven business days before the date of the meeting, where the postmark, the certificate of delivery or the electronic acknowledgment of receipt is authentic. The notification of the second meeting must, in any event, be delivered at the latest during the week following the holding of the first meeting. If a quorum is still not reached, a third meeting is called and held in accordance with the terms and conditions for a minimum quorum established by Moroccan law.

It is agreed that in the event that a quorum is not reached at the time specified in the notice for the meeting of the Supervisory Board, the beginning of the meeting will be postponed by one hour.

Members of the Supervisory Board attending a meeting of the Supervisory Board by videoconference or equivalent means that allow identification as stipulated by the regulations in force are deemed present for calculating the quorum and majority.

This provision does not apply when the agenda refers to the appointment and removal of the Chairman of the Board, approval of the Company's financial statements and the convening of General Meetings.

In addition to the transactions subject by law to prior approval of the Supervisory Board and in accordance with Article 10.5.3 of the company Articles, the following decisions require the prior approval of the Supervisory Board, voting by simple majority of the members present or represented:

- the examination, approval and revision of the business plan;
- the examination, approval and revision of the budget (without prejudice to the provisions of Article 10.5.4 (iii) of the company Articles);
- the prior approval of any services agreement or any other contract between the Company or its Affiliates and one of its minority shareholders or one of its Affiliates, excluding contracts relating to current arm's length transactions;
- the annual or multi-annual labor policy, including policies for compensation, training, human resources management and the creation of incentive plans for employees or senior managers of the Company;
- subject to Article 10.5.4 (v) in the company Articles, any proposal to the General Meeting to appoint one of the two auditors of the Company;

- the appointment of members of the Management Board in accordance with applicable laws and the provisions of Article 9 of the company Articles;
- the creation of committees, the drafting, approval or amendment of their internal rules or their mission;
- approval of the proposed resolutions to be submitted to the General Meeting concerning appropriation of the earnings of the Company and its subsidiaries (dividends, reserves, etc.) under the terms stipulated in Articles 16 and 10.5.4 of the company Articles;
- any change in the Company's accounting policies not required by law or by the applicable regulations, unless such change has a significant impact on the distributable profit of the Company, in which case the decision should be taken by qualified majority in accordance with Article 10.5.4 (i) of the company Articles;
- any transfer of a shareholding in an entity holding one or more operating licenses for fixed-line and Mobile telecommunications networks open to the public, if the annual financial statements of said entity, certified by the Statutory auditors, show negative EBITDA for the last two consecutive years, calculated in accordance with accounting standards currently in force within the Company (such an entity is hereinafter referred to as "Loss-Making Entity");
- determining the transfer price and terms of the sale agreement on disposal of an interest in an entity that has one or more network operating licenses of Fixed-Line and Mobile telecommunications open to the public, if it is not a Loss-Making Entity, as referred to in Article 10.5.4 (x) of the company Articles.

However, as an exception to the provisions of Article 10.5.3 described above and the provisions of Article 10.5.4 of the company Articles, the following decisions must be approved by a qualified majority of three-fourths of the members of the Supervisory Board present or represented:

- any significant change in the Company's accounting policies having a material impact on the Company's distributable profit, unless such change is required by law or the applicable regulations;
- the revocation, surrender or transfer of licenses or the granting of major operating facilities;
- any decision aiming to oblige the Company or its Affiliates, in respect of any action or any legal, administrative or arbitration proceedings, involving the Company or its Affiliates, and sums due or receivable by the Company or its Affiliates, in an amount greater than three hundred million dirhams;
- any decision concerning the entering into, amendment and/or termination of any contract for the provision of services, or any other agreement between, on one hand, the Company or its Affiliates and on the other, the controlling shareholder or its Affiliates, excluding agreements relating to current arm's length transactions;
- any proposal to the General Meeting to appoint the second Statutory auditor of the Company;
- any decision for a merger, in any form whatsoever, between the Company's businesses and any business(es) controlled by the majority shareholder which compete(s) with the Company in Fixed-line, Mobile or Internet telecommunications sectors and in exchanges of Data;

- any decision to dispense with the requirement that a member of the Management Board must be an employee of the Company and/or must be present in Morocco for more than one hundred eighty-three days a year;
- any overrun of more than 30% of the limits set in the Budget for investments or divestments or for borrowing or lending;
- any creation of a Company Affiliate or Company Affiliates with share capital or initial stockholders' equity in excess of three hundred million dirhams, and any acquisition(s) or sale(s) of ownership interest in any group or entity in an amount of more than three hundred million dirhams;
- any acquisition of ownership interest in an entity holding one or more operating licenses for Fixed-Line and Mobile telecommunications networks open to the public; and any decision in principle to sell the ownership interest in such an entity if it is not a Loss-Making Entity;
- any decision(s), including in the event of internal restructuring, concerning (a) a merger, spin-off, partial transfer or lease management of all or part of the goodwill of the Company or its Affiliates, and (b) any decision to wind up, liquidate or terminate a substantial business belonging to the Company or its Affiliates, provided that the decisions referred to in and (b) above may only be made by qualified majority if they concern an Affiliate whose estimated value or business exceeds five hundred (500) million dirhams;
- any exemption from an obligation under the dividend distribution policy set out in Article 16 of the company Articles to distribute dividends in an amount at least half the distributable profit.

In addition, and pursuant to the provisions of Article 10.5.5 of the company Articles described below, the Supervisory Board may not submit the following resolutions to the General Meeting unless they have been adopted by at least three-fourths of the members of the Supervisory Board present or represented:

- a proposal to change the Company's Articles concerning, among other things, an increase or decrease in the Company's share capital;
- a proposal for the Company to issue new types of shares or securities;
- a proposal to modify substantially the corporate purpose and/or principal business of the Company, or any of its Affiliates holding one or more operating licenses for Fixed-line and Mobile telecommunications networks open to the public;
- a proposal to amend the rights and obligations attached to the Company's shares;
- a proposal to change the closing or opening dates of the financial year;
- a proposal to revoke the appointment of members of the Management Board or of the Supervisory Board appointed at the request of one of the minority shareholders pursuant to the provisions contained in Articles 9 and 10 of the company Articles;
- any proposal to rebrand the Company's trading name or to change the brand or trade name of the Company in Morocco or among the Company's affiliates.

Duties and powers of the Supervisory Board

The Supervisory Board exercises permanent oversight over the Management Board's management of the Company. At any time of the year, it performs the checks and controls that it considers appropriate, and may request any documents that it considers necessary for the performance of its duties.

The members of the Supervisory Board may review any information or Data relating to the life of the Company.

The Supervisory Board may, within the limits it sets and subject to the provisions of Article 10.5 of the company Articles cited above, authorize the Management Board to sell real estate, sell all or some holdings, set up security interests as well as sureties, pledges, endorsements or guarantees in the name of the Company.

It presents its comments on the Management Board report and the financial statements for the fiscal year to the Annual General Meeting.

The Supervisory Board may set up, within the Board and with the assistance, if deemed necessary, of third parties, whether shareholders or not, technical committees to study questions it refers to them for an opinion. The activities of these committees and advice given or recommendations made are reported at Board meetings.

These committees have advisory powers and act under the authority of the Supervisory Board that has created them and to which they report.

Committee members are appointed by the Supervisory Board. Unless otherwise decided by the Supervisory Board, the term of office of committee members is the same as their term as members of the Supervisory Board.

Each committee establishes its own rules of procedure which must be approved by the Supervisory Board.

Compensation

The General Meeting may allocate to members of the Supervisory Board, as compensation for their work, an annual fixed sum as Directors' fees. The Supervisory Board may also allocate exceptional compensation for the duties or offices held by its members.

Liability

The members of the Supervisory Board are liable, individually or jointly as applicable, to the Company or to third parties, either for

violations of the laws or regulations applicable to corporations, or for breaches of the company Articles, or for misconduct in their management.

If several members of the Supervisory Board have contributed together to the same acts, the court will determine the contribution of each in the reparation for damages.

The members of the Supervisory Board are liable for personal misconduct committed in the performance of their duties. They incur no liability in respect of management actions and their outcome. They may be found civilly liable for offenses committed by members of the Management Board if, having knowledge of such offenses, they have not disclosed them to the General Meeting.

In 2021, the Supervisory Board met five (5) times, to approve both the performance of the business and its growth prospects in the medium to long term, with an average attendance rate in excess of 85%.

To the Supervisory Board, Mrs. Nadia FETTAH ALAOUÏ and Messrs. Abdelouafi LAFTIT and Abderrahman SEMMAR (three members) were appointed on the proposal of the Kingdom of Morocco and Messrs. Jassem Mohammed Bu Ataba AL ZAABI, Hatem DOWIDAR, Luis ENRIQUEZ, Kamal SHEHADI, Hesham Abdulla AL QASSIM and Mohammed Karim BENNIS (six members) were appointed on the proposal of Etisalat.

3.2.3.2 AUDIT COMMITTEE

Maroc Telecom has an Audit Committee, whose main purpose is to assist the Supervisory Board in exercising its oversight responsibilities relating to financial reporting, internal control systems, risk management, audits, and compliance with the laws and regulations in force and with the Code of Ethics.

To perform its task of assessing and validating the Company's internal control systems, the Audit Committee is supported by the General Control Department, defining its action plan and analyzing its findings.

The attendance rate among Audit Committee members at meetings held in 2021 was 88%.

Composition

Since July 17, 2014, the Audit Committee has been composed of five members, namely two representatives of the Kingdom of Morocco and three representatives of the Etisalat Group, including the Chairman.

The composition of the Audit Committee is as follows:

Name	Current position	Date of appointment	Primary occupation or employment
Mohamed Hadi AL HUSSAINI*	Chairman	2014	Primary occupation or employment: Member of the Executive Board of Etisalat
Samir Mohamed TAZI	Member	2017	Wali (regional governor), official in the Ministry of the Interior
Abderrahmane SEMMAR	Member	2016	Director of Public Enterprises and Privatization at the French Ministry of the Economy and Finance
Mohammed DUKANDAR	Member	2016	Head of internal control and Audit of the Etisalat Group (UAE and International Operations)
Mohammed Saif AL SUWAIDI	Member	2020	Primary occupation or employment: Managing Director of Abu Dhabi Fund for Development

* Mr Karim Bennis was appointed Chairman of the Audit Committee in February 2022, replacing Mr Mohamed Hadi Al Hussaini.

Biographical details and other positions held by members of the Audit Committee

Mohamed Hadi AL HUSSAINI

Mr. Mohamed AL HUSSAINI, an Emirati national, holds a Master's degree in International Business from Switzerland and has professional experience in banking/finance, real estate and investments. He currently sits on the Board of Directors of five listed companies: Etisalat, Emirates NBD, Emirates Islamic Bank, Dubai refreshments company and National General Insurance company. He comes from a large family of businessmen whose main activity is trading.

Samir Mohamed TAZI

Mr. Samir Mohammed TAZI is a Wali and an official in the Ministry of the Interior. He holds an engineering degree from the École Polytechnique and an engineering degree from the École Nationale des Ponts et Chaussées obtained, respectively, in 1983 and 1988.

In May 2001, Mr. TAZI was appointed Deputy Budget Director in charge of the Coordination of Industry and Synthesis Structures, a position he held until his appointment in June 2010 to Director of the Public Sector Entities and Privatization Department. In February 2016, he was appointed by HM King Mohammed VI to be Managing Director of Local Authorities.

In 2011, Mr. TAZI was decorated Wissam Officer of the Order of the Throne. He is a member of the Competition Authority and a board member of several public sector entities including the National Ports Agency, the National Railways Office, the National Airports Authority and Crédit Agricole du Maroc.

In June 2017, Mr. TAZI was appointed by HM King Mohammed VI as Wali and Managing Director of the FEC, a municipal infrastructure investment fund.

Abderrahmane SEMMAR

Mr. Abderrahmane SEMMAR is Director of Public Companies and Privatization in the Ministry of the Economy and Finance. For nearly 34 years, including 32 years in the Ministry of Economy and Finance, he served as director of the Division of Programming and Restructuring and Deputy Director for Information Design and Systems. He also serves as Chairman of the Interministry Commission on Public-Private Partnership and Chairman of the Permanent Committee of the National Accounting Board. Mr. SEMMAR has a degree in Business Administration from the University of Casablanca, a post-graduate degree in Economics from the University of Rabat and a doctoral degree from École Nationale d'Administration Publique of Rabat.

Mohammed DUKANDAR

Mr. Mohamed DUKANDAR, Chief internal control and Audit Officer, directs the consolidated internal control and audit functions (UAE & International Operations). Mr. DUKANDAR is a Certified Accountant, Certified Internal Auditor (CIA) and Certified Self-Control Assessment (CCSA) with more than 20 years'

experience in governance, including Enterprise Risk Management (ERM), Insurance, Internal/External Audits, and Legal Analysis (Forensics). He has served as Director of Internal Audit in the Telkom Group (South Africa) since 2009. In this position, he was responsible for providing to the Board and Management assurance about the control environment and the areas with high exposures to material risks.

Mr. DUKANDAR began his career as an Auditor with KPMG Inc. in 1996 and then worked for the National Treasury and the City of Joburg (South Africa).

Mohammed Saif AL SUWAIDI

Mr. Mohammed Saif AL SUWAIDI holds a Bachelor's degree in Business Administration in 1992 from California Baptist University, USA. Mr. AL SUWAIDI is currently the Managing Director of Abu Dhabi Fund for Development. He was also the Director of the Operations Department of this fund for 11 years where he was in charge of all projects financed by the fund.

Mr. AL SUWAIDI is Chairman of Al Ain Farms for Livestock Production and Vice Chairman of Arab Bank for Investment and Foreign Trade.

Karim BENNIS

Mr. Karim BENNIS is Chief Financial Officer of the Etisalat Group in Abu Dhabi. His area of responsibility covers 16 countries, including the United Arab Emirates, Morocco, Egypt, Saudi Arabia and Pakistan. In addition to his expertise in the field of telecommunications, Mr. BENNIS has international experience in Europe in various business sectors, including industry, distribution and heavy equipment.

He is a member of the Board of Directors, the Investment / Finance Committee and the Audit Committee of Etisalat Egypt, Pakistan Telecommunication Company Ltd (PTCL Group) and Atlantique Telecom Holding.

Mr. BENNIS holds a Master's degree in Business Economics and Finance from Sciences-Po Paris, an MBA from the École Nationale des Ponts et Chaussées and a Doctorate in Economics and Technology from the Conservatoire National des Arts et Métiers de Paris. In addition, he successfully completed the Executive Program "Chief Financial Officer" at Columbia Business School in New York.

In his previous position, Mr. BENNIS held the position of Deputy Chief Executive Officer in charge of Finance at Tractafic Motors Corp (Optorg Group). He was also Director of Financial Control, Strategic Planning and Subsidiary Management at Maroc Telecom and Director of Financial Control for the European Division of the Crown Cork & Seal Company in Paris.

Operation

The Audit Committee was set up by the Supervisory Board in 2003 to respond to calls from shareholders to adopt international standards for corporate governance and internal control at Maroc Telecom.

The Audit Committee was convened for the first time in May 2004, and held five meetings in 2021. Its role is to make recommendations and proposals to the Supervisory Board on matters such as:

- review of statutory and consolidated financial statements before their submission to the Supervisory Board;
- consistency and effectiveness of the Company's internal audit process;
- supervision of work plans of internal and external auditors and review of their audit findings;
- accounting policies and methods, and consolidation scope;
- the Company's off-balance-sheet risks and commitments;
- monitoring of the Company's insurance policies;
- procedures for the selection of the Statutory auditors, formulation of an opinion on the fees requested for the performance of their audit duties, and the monitoring of compliance with the rules guaranteeing auditor independence;
- any issues that the committee believes might pose risks or serious procedural problems for the Company.

The following table shows the compensation for the last three fiscal years:

(in MAD million)	2021	2020	2019
Short-term benefits	110	83	93
Termination benefits	108	104	117
TOTAL	218	187	210

Based on compensation for 2021, the minimum amount to be paid by the Company in the event of termination of employment contracts of members of the Management Board, except in cases of gross negligence or willful misconduct, would amount to MAD 108 million. Furthermore, the Company bears the cost of entertainment and travel expenses incurred by members of the Management Board in the course of their duties.

The impact of benefits in kind and special complementary pension plans set up for corporate officers is included in the figures in the above table.

For members of the Supervisory Board, the General Meeting of April 26, 2016, voted to allocate the aggregate annual amount of two million five hundred forty thousand dirhams in Directors' fees to the members of the Supervisory Board and the Audit Committee.

This decision remains valid until a new decision is made by the General Meeting. The conditions and criteria for distributing the fees must be set by the Supervisory Board.

3.2.3.3.2 Shareholdings of members of the management bodies

At December 31, 2021, the members of the Management Board directly or indirectly held 366,902 shares in Maroc Telecom.

3.2.3.3 MANAGEMENT'S INTERESTS

3.2.3.3.1 Compensation of management and supervisory bodies

As part of its appointment decision, the Supervisory Board sets the method and the amount of the compensation for each Management Board member. A Compensation Committee consisting of the Chairman and Vice-Chairman of the Supervisory Board meets once a year to review the aggregate compensation of the members of the Management Board, including a variable portion, and submits its recommendation to the Supervisory Board.

The total gross compensation paid by the Company, its subsidiaries, and all controlling companies to members of the Management Board for their work on behalf of Maroc Telecom Group for the 2021 fiscal year stood at MAD 110 million. The variable portion, for 2021, was calculated for the members of the Management Board based on the following criteria: (a) Maroc Telecom's financial objectives and (b) priority actions of their activity.

3.2.3.3.3 Conflicts of interest and miscellaneous

Over the past five years, no member of Maroc Telecom's Management Board or Supervisory Board has been convicted of fraud; no member of the Management Board or Supervisory Board has been associated with a bankruptcy, receivership or liquidation; and no official public indictment and/or sanction has been issued against them by legal or regulatory authorities or professional organizations. Similarly, no corporate officer of Maroc Telecom has been prevented by a Court from acting as a member of an executive, management or supervisory body of an issuer, or from participating in the management or the business of an issuer.

Finally, the appointment of members of the Management Board and Supervisory Board is governed by a Shareholders' Agreement under the terms and conditions described in section 3.2.2.2.4 "Shareholders' Agreements".

3.2.3.3.4 Management's interest in key customers or suppliers

None.

3.2.3.3.5 Service agreements

With the exception of employment contracts between members of the Management Board and the Company, there are currently no contracts between members of the Management Board or Supervisory Board and the Company and/or its subsidiaries that bestow any particular benefits.

3.2.3.3.6 Loans and guarantees granted to executives

None.

3.2.3.4 RELATED-PARTY AGREEMENTS

3.2.3.4.1 Legal framework

Under the terms of Article 95 et seq. of Moroccan Law no. 17-95 concerning stock companies, as amended and supplemented by Law no. 20-05, Law no. 78-12 and Law no. 20-19, any agreement between the Company and a member of the Management Board or of the Supervisory Board, or one of its shareholders directly or indirectly holding more than 5% of the Company's capital or voting rights, is subject to prior authorization by the Supervisory Board.

The same applies to agreements in which any person referred to in the previous paragraph has an indirect interest or whereby any such person deals with the company through an intermediary.

Also subject to the same authorization are agreements between the Company and an entity, if a member of the Company's Management Board or of the Supervisory Board is the owner, an indefinitely responsible associate, the manager, the director, the Chief Executive Officer, or a member of the Management Board or of the Supervisory Board, of the said entity.

The regulated agreements entered into or authorized during fiscal year 2021, as well as the agreements entered into in prior years which continued to be executed during fiscal year 2021, are presented below. These agreements are not, however, the only parent-subsidiary flows existing between Maroc Telecom and its subsidiaries.

3.2.3.4.2 Related-party agreements entered into or authorized during the 2021 fiscal year

TRADE MARK LICENSE AGREEMENT WITH ONATEL

On February 18, 2021, Maroc Telecom's Supervisory Board authorized the conclusion of license agreements for the "Moov Africa" trade mark between Maroc Telecom and the Group's subsidiaries.

In this respect, Maroc Telecom and its subsidiary Onatel signed a trade mark license agreement in 2021.

TRADE MARK LICENSE AGREEMENT WITH GABON TELECOM

On February 18, 2021, Maroc Telecom's Supervisory Board authorized the conclusion of license agreements for the "Moov Africa" trade mark between Maroc Telecom and the Group's subsidiaries.

As such, Maroc Telecom and its subsidiary Gabon Telecom signed a trade mark license agreement in 2021. The member of the joint management bodies between the two companies is Mr. Brahim BOUDAQUD.

TRADE MARK LICENSE AGREEMENT WITH LA SOTELMA

On February 18, 2021, Maroc Telecom's Supervisory Board authorized the conclusion of license agreements for the "Moov Africa" trade mark between Maroc Telecom and the Group's subsidiaries.

In this respect, Maroc Telecom and its subsidiary Sotelma signed a trade mark license agreement in 2021. The member of the joint management bodies between the two companies is Mr. Abdelkader MAAMAR.

TRADE MARK LICENSE AGREEMENT WITH MOOV AFRICA CHAD

On February 18, 2021, Maroc Telecom's Supervisory Board authorized the conclusion of license agreements for the "Moov Africa" trade mark between Maroc Telecom and the Group's subsidiaries.

As such, Maroc Telecom and its subsidiary Moov Africa Chad signed a trade mark license agreement in 2021. The member of the joint management bodies between the two companies is Mr Hassan RACHAD.

FINANCING AGREEMENT WITH FIRST ABU DHABI BANK

The Supervisory Board of Maroc Telecom of July 26, 2021 authorized a financing agreement between Maroc Telecom and First Abu Dhabi Bank.

The joint management member is Mr. Jassem Mohamed ALZAABI.

SPONSORSHIP AGREEMENT WITH THE ROYAL MOROCCAN ATHLETICS FEDERATION (FRMA)

The agreement between Maroc Telecom and FRMA, of which Mr. Abdeslam AHIZOUNE is also Chairman, expired in October 2021.

At its meeting of October 25, 2021, the Supervisory Board renewed the agreement for a maximum period of three (3) years and a maximum amount of MAD 3,000,000 a year.

PARTNERSHIP AGREEMENT WITH MAROC CULTURES ASSOCIATION

On December 6, 2021, the Supervisory Board authorized the partnership agreement for a period of three (3) years between Maroc Telecom and the Maroc Cultures Association, which Mr. Abdeslam AHIZOUNE also chairs.

3.2.3.4.3 Agreements from previous fiscal years still in effect in 2021

TRADE MARK LICENSING AGREEMENTS

Since January 26, 2015, Maroc Telecom has become the majority shareholder of Atlantique Telecom Côte d'Ivoire (currently "Moov Africa Côte d'Ivoire"), Etisalat Benin (currently "Moov Africa Benin"), Atlantique Telecom Togo (currently "Moov Africa Togo"), Atlantique Telecom Niger (currently "Moov Africa Niger"), Atlantique Telecom Gabon (absorbed by Gabon Telecom on June 29, 2016 with effect from January 1, 2016) and Atlantique Telecom Centrafrique (currently "Moov Africa Centrafrique"). As a result, Maroc Telecom acquired the rights connected with the "Moov" and "No Limit" trademarks belonging to the Etisalat Group as well as the Trademark Licensing Agreements associated with them for the subsidiaries cited above.

Maroc Telecom is a majority shareholder of those entities and for Gabon Telecom, Mr. Brahim BOUDAUD is also a member of the joint management bodies.

TECHNICAL SUPPORT AGREEMENT

Since January 26, 2015, Maroc Telecom has become the majority shareholder of Atlantique Telecom Côte d'Ivoire (currently "Moov Africa Côte d'Ivoire"), Etisalat Benin (currently "Moov Africa Benin"), Atlantique Telecom Togo (currently "Moov Africa Togo"), Atlantique Telecom Niger (currently "Moov Africa Niger"), Atlantique Telecom Gabon (absorbed by Gabon Telecom on June 29, 2016 with effect from January 1, 2016) and Atlantique Telecom Centrafrique (currently "Moov Africa Centrafrique"). As a result, Maroc Telecom acquired the rights stemming from the Technical Assistance agreements by and between these companies and the Etisalat Group.

Maroc Telecom is a majority shareholder of those entities and for Gabon Telecom, Mr. Brahim BOUDAUD is also a member of the joint management bodies.

AGREEMENTS FOR ADVANCES ON CURRENT ACCOUNT

Since January 26, 2015, Maroc Telecom has become the majority shareholder of Atlantique Telecom Côte d'Ivoire (currently "Moov Africa Côte d'Ivoire"), Etisalat Benin (currently "Moov Africa Benin"), Atlantique Telecom Togo (currently "Moov Africa Togo"), Atlantique Telecom Niger (currently "Moov Africa Niger"), Atlantique Telecom Gabon (absorbed by Gabon Telecom on June 29, 2016 with effect from January 1, 2016) and Atlantique Telecom Centrafrique (currently "Moov Africa Centrafrique"). Maroc Telecom also acquired the Etisalat Group's current accounts in these subsidiaries.

Maroc Telecom is a majority shareholder of those entities and for Gabon Telecom, Mr. Brahim BOUDAUD is also a member of the joint management bodies.

TECHNICAL SERVICES AGREEMENT WITH ETISALAT

In May 2014, Maroc Telecom signed a Technical Services Agreement with Emirates Telecommunications Corporation (Etisalat) whereby the latter will provide to Maroc Telecom on request, directly or indirectly, technical support services, particularly in the following fields: digital media, insurance, financial rating.

These services may be performed by expatriate personnel.

As of May 14, 2014, Etisalat became the reference shareholder of Maroc Telecom via SPT and the members of the joint management bodies are Messrs. Jassem Mohamed ALZAABI, Hatem DOWIDAR, Luis ENRIQUEZ, Kamal SHEHADI, Hesham Abdulla AL QASSIM and Mohamed Karim BENNIS.

SERVICES AGREEMENT WITH GABON TELECOM

In November 2016, Gabon Telecom signed an agreement with Maroc Telecom for the latter to provide it with services in the following fields: strategy and development, organization, networks, marketing, finance, purchasing, human resources, information systems, and compliance.

These services are performed mainly by expatriate personnel.

Maroc Telecom is the majority shareholder of Gabon Telecom and the member of the joint management bodies is Mr. Brahim BOUDAUD.

SERVICES AGREEMENT WITH SOTELMA

In 2009, Sotelma signed an agreement with Maroc Telecom for the latter to provide it with technical support services.

Maroc Telecom is the majority shareholder of Sotelma and the member of the joint management bodies is Mr. Abdelkader MAAMAR.

SERVICES AGREEMENT WITH ONATEL

In September 2007, Onatel signed an agreement with Maroc Telecom for the latter to provide it with services in the following fields: strategy and development, organization, networks, marketing, finance, purchasing, human resources, information systems, and regulatory compliance.

These services are performed mainly by expatriate personnel.

Maroc Telecom is the majority shareholder of Onatel.

SERVICES AGREEMENT WITH MAURITEL

In 2001, Mauritel SA signed an agreement with Maroc Telecom for the latter to provide it with work projects linked to services, to technical support and to the sale of equipment.

Maroc Telecom is the majority shareholder of Mauritel SA and the member of the joint management bodies is Mr. Hassan RACHAD.

AGREEMENT WITH CASANET

Since fiscal year 2003, Maroc Telecom has entered into several agreements with its subsidiary Casanet, the purpose of which is, among other things, to maintain Maroc Telecom's Menara Internet portal in operational conditions, and to provide development and hosting services for Maroc Telecom's Mobile portal and Internet sites.

Maroc Telecom is the majority shareholder of Casanet and the member of the joint management bodies is Mr. Hassan RACHAD.

ADVANCE ON CURRENT ACCOUNT – CASANET

Maroc Telecom decided to transfer its business directory activity to its subsidiary Casanet.

Accordingly, on December 4, 2007, the Supervisory Board authorized the Company to take on the necessary investment costs which would be financed by advances on a non-interest bearing current account.

Maroc Telecom is the majority shareholder of Casanet and the member of the joint management bodies is Mr. Hassan RACHAD.

SERVICE AGREEMENT WITH MT CASH S.A.

On July 22, 2020, Maroc Telecom's Supervisory Board authorized the conclusion of a service agreement with the subsidiary MT CASH S.A.

Maroc Telecom is the majority shareholder of MT CASH and the joint management members are Messrs. Brahim BOUDAUD, Hassan RACHAD, François VITTE and Abdelkader MAAMAR.

A woman with short brown hair and bangs is smiling and taking a selfie with an orange smartphone. She is wearing a blue and green floral dress with a white button placket and a matching necklace with blue and green beads. The background is a teal wall with a white floral pattern.

**Un monde
nouveau
vous appelle**

4

DESCRIPTION OF THE GROUP, ITS ACTIVITIES, LEGAL AND ARBITRATION PROCEEDINGS

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4.1 Description of the Group

4.1.1 Overview

Maroc Telecom is the incumbent telecommunications operator in the Kingdom of Morocco. It operates in the Fixed-line telephony, Mobile telephony and Internet segments. Since 2001, Maroc Telecom Group has focused on international development. The Group acquired a controlling interest in the incumbent operators of Mauritania (Mauritel, via CMC holding), Burkina Faso (Onatel) in December 2006 and Mali (Sotelma) in July 2009. The Group acquired a controlling interest in Gabon Telecom in February 2007.

In January 2015, Maroc Telecom finalized the acquisition, started on May 4, 2014, of the six subsidiaries of Etisalat in Benin, Côte d'Ivoire, Gabon, Niger, the Central African Republic and Togo.

In June 2019, Maroc Telecom completed the acquisition process, begun on March 14, 2019, relating to all of the capital of its subsidiary Tigo Chad, Chad's leading Mobile operator.

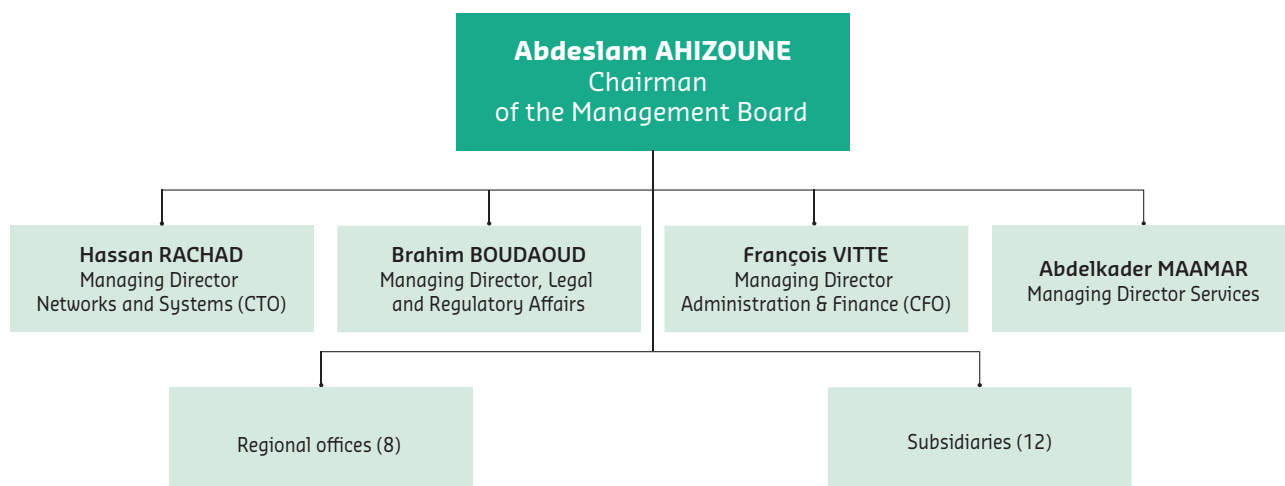
In addition, Maroc Telecom owns 100% of Casanet, a leading Internet service provider in Morocco and host of the menara.ma web portal.

Maroc Telecom announced the creation of its MT Cash subsidiary in 2020. In June 2020, the latter launched its Mobile Money solution, available for download regardless of the customer's telecom operator.

Maroc Telecom is organized by "Business Units" around its business activities and services. The Fixed-Line and Mobile operating segments are combined within the Services Division (DGS) and the Networks and Systems Division (DGRS), while support functions are covered by the Regulatory and Legal Affairs Division (DGRAJ) and the Administration and Finance Division (DGAF). Within the strategic framework defined by the Group's management bodies, these divisions ensure oversight of subsidiaries and compliance with the rules of Maroc Telecom Group.

Maroc Telecom is decentralized, with eight Regional Offices each with their own operating structure and support functions.

Maroc Telecom Group's organizational chart at December 31, 2021, was as follows:



4.1.2 Human resources

Human capital is the backbone of MT Group performance. It is essentially characterized by expertise, know-how and commitment.

Maroc Telecom's human resources policy is based on the recognition of performance, skills development, fairness and equal opportunities.

4.1.2.1 MAROC TELECOM GROUP EMPLOYEES

Group workforce

The tables below illustrate the changes in workforce at Maroc Telecom during the three fiscal years ended December 31, 2019, 2020, and 2021:

	2021	2020	2019
Maroc Telecom	6,864	7,204	7,425
Subsidiaries	2,825	2,919	2,997
GROUP	9,689	10,123	10,422

N.B.: For the average number of employees of Maroc Telecom Group see chapter 5 of note 19 to the consolidated financial statements.

Age and years of service

The average age in the Group is 48 years and the average length of service is 22 years.

Staff turnover

	2021	2020	2019
Maroc Telecom	1.2%	0.98%	1.17%
Subsidiaries	1.5%	0.50%	1.23%
GROUP	1.3%	0.84%	1.19%

The low staff turnover at Maroc Telecom and its subsidiaries is a testament to employee loyalty.

Breakdown of workforce by area at Maroc Telecom

	Year	2021
WORKFORCE		6,864
MANAGEMENT		1,133
Customer offer		2,219
PRODUCTION		2,354
Support		1,158

N.B: Same trend over the last three years.

100% of the total workforce are on permanent contracts.

Male/female breakdown

73% of employees are men and 27% are women.

33% of executives at Maroc Telecom are women.

Maroc Telecom is committed to equal opportunities and treats its employees equally, without any form of discrimination. Promotion, assessment, compensation and access to training are unaffected by gender, skin color, religion, political opinions, physical features or any other subjective criterion.

MAROC TELECOM ARRIVALS / DEPARTURES BY REASON AND BY CATEGORY

	2021		2020	
	Executives	Non-executives	Executives	Non-executives
Redundancies	0	1	1	4
Resignations	49	35	29	39
Recruitment	21	28	3	85

Change in staff compensation

Payroll costs have changed as follows over the past three fiscal years:

(in MAD million)	2021	2020	2019
Maroc Telecom	1,859	2,006	2,089
Maroc Telecom Group	1,859	3,005	3,098

4.1.2.2 PROFESSIONAL DEVELOPMENT

Recruitment

Aware of the strategic challenges in the changing telecommunications sector, Maroc Telecom is continually adapting its recruitment policy to consolidate its leadership position. The Group's recruitment approach is transparent, equitable, rigorous and highly selective. This attracts the best talent from national and international colleges and universities.

Mobility

INTERNAL MOBILITY

Maroc Telecom encourages internal mobility in the interests of nurturing its employees' professional development and ensuring the Company's flexibility in a constantly changing environment. Several programs are in place to help employees get accustomed to their new duties.

INTERNATIONAL MOBILITY

International career opportunities are available to employees wishing to give their careers with the Maroc Telecom Group a new impetus. Talented employees can take up expatriate opportunities in various subsidiaries as part of the Group's modernization strategy. In this way the Group encourages the sharing of skills and best practices with its sub-Saharan subsidiaries.

Skills development

Skills development is a strategic focus of Maroc Telecom's HR policy. It is based on several tools focused on the Company's performance, the professional development of employees and their career progression.

The Annual Performance Appraisal (EAP), which is the central tool on which the other HR processes are based, provides an opportunity for discussion on expected objectives and performance and provides an opportunity to review the employee's expectations and career prospects.

Training

Training is the primary lever for developing skills at Maroc Telecom.

Training is always intended to be varied, targeted and adapted to the various changes in the Company and its environment, thus meeting the needs of the various business lines.

As part of the dynamic of digital transformation launched by the Company, several training projects have been launched aimed at boosting, strengthening and modernizing provision and content.

Thus, more than 1,100 training sessions were carried out at the end of 2021, of which 71% were delivered remotely as virtual classes and e-learning, benefiting nearly 5,500 employees (i.e. 80% of the workforce). In 2021, the overall cost of training was nearly 2% of payroll.

To facilitate access to training for all its employees, the Company has fitted out local spaces in all regions of Morocco, equipped with the materials and accessories necessary for remote learning.

In order to encourage employees wishing to continue their studies, Maroc Telecom offers a degree program by funding 80% of the tuition fees. This program has enabled five promotions since its launch in 2016.

In addition to locally-provided training, Maroc Telecom organizes regular seminars, workshops and immersion periods for its African subsidiaries, so that business know-how is aligned right across the Group.

4.1.2.3 FRINGE BENEFITS

Maroc Telecom offers a number of fringe benefits to its employees and their families:

In 2021, Maroc Telecom maintained the measures put in place since the start of the pandemic to reduce Covid-19-related risks and preserve the health of its employees, while ensuring the continuity of services under the best possible conditions.

- numerous awareness-raising campaigns on preventive measures;
- distribution of personal protective masks;
- provision of hydro-alcoholic solutions;
- implementation of organizational measures such as the use of teleworking for suitable activities, promoting the use of IT tools for meetings, remote training, the suspension of unnecessary group activities (company catering, festive events for employees, etc.).

Benefits

Employees benefit from financial support provided by the Company in different forms:

- grants to purchase a means of transport (car or motorbike);

- grants for the Hajj;
- housing loan agreements with several banks to facilitate home ownership. The loan rates are negotiated with the banks and supplemented by Maroc Telecom;
- vacation centers in several Moroccan towns and subsidized vacation packages.

In terms of medical cover, in addition to mandatory health cover, employees are entitled to a number of benefits:

- additional health insurance to improve the coverage of medical costs incurred by employees;
- medical insurance for serious conditions with comprehensive cover in countries which have excellent health and medical care facilities;
- assistance with medical evacuation;
- life insurance for all current and retired employees;
- an annual flu shot campaign;
- a program to help smokers quit.

4.1.2.4 SOCIAL DIALOGUE

	2021	2020	2019
Number of employee representatives	76	81	81
Number of strike days	-	-	-
Corporate disputes involving current employees	-	-	-
Number of workplace accidents	48	52	61

Dialogue between management and labor is a tradition at Maroc Telecom. It serves as a platform to discuss the concerns and aspirations of the Company's employees with the social partners.

Employee representatives, the members of the Safety & Health Committees and the Works Council were organized in 2021.

4.1.3 Maroc Telecom's sustainable development policy

The challenges of sustainable development and social, societal and environmental challenges are central to many countries' policies. The aim is to value human capital and natural resources in economic development policies and reduce inequality and poverty.

As a major telecommunications operator in Africa, the Group has integrated the concerns of sustainable development in its growth strategy for several years. This strategy has also been based on the three principles of economic efficiency, social equity and environmental responsibility.

The Group has been working for a number of years to facilitate access to communications services for the greatest number of people and conducts a number of programs for the well-being of the population. It maintains responsiveness-based relationships of trust with all its stakeholders, whether employees, customers, shareholders or suppliers.

4.1.3.1 THE MAJOR CHALLENGES OF THE SUSTAINABLE DEVELOPMENT POLICY AND THE ENVIRONMENTAL POLICY

The analysis of the sustainable development challenges specific to Maroc Telecom has resulted in four strategic priorities:

- **bridging the digital divide, whether in geographic or social terms, to make information and communication technologies accessible to everyone in every region, no matter how remote.** Maroc Telecom is making substantial capital expenditures to both extend its networks and connect remote areas, and increase connectivity and speeds. Attentive to people's needs, it creates offers that are in line with their resources and needs;
- **contributing to the economic and social development of the country.** Maroc Telecom is helping to improve the appeal of the regions through the deployment of broadband and very high-speed broadband, which represent a major economic issue for the country. It is committed to offering efficient and competitive services for economic players and supports small businesses by providing tailored services at competitive rates. Maroc Telecom contributes significantly to job creation and is increasing initiatives to foster talent and promote access to education and knowledge;
- **contributing to the well-being of the population.** Maroc Telecom supports several humanitarian initiatives to help those in need, as well as culture and sports;
- **acting as a responsible company.** Maroc Telecom's commitments in this regard are to strengthen the skills and well-being of its employees, maintain transparency and uphold ethical principles in its dealings with customers, suppliers, employees and stakeholders in every sense and to contribute to the protection of the environment.

The environmental challenges are set out in the environmental policy. Maroc Telecom has developed an environmental policy which aims to control the impact of its operations on the environment. This policy is in line with the national sustainable development strategy and complies with laws and regulations in force.

It is structured around the following main objectives:

- **reducing direct and indirect greenhouse gas emissions** by optimizing the consumption of fossil fuels and paper: promoting digitalization and paperless operations, using renewable energies and using the latest and most efficient technologies in networks;
- **effectively managing waste from its operations**, in accordance with current regulations and industry best practices;
- **reducing visual pollution of technical facilities;**
- **promoting the protection of the environment internally among employees** (training, awareness campaigns, etc.) **and externally** (by supporting and taking part in several civil society initiatives to raise awareness on the protection of the environment and meet great environmental challenges).

4.1.3.2 NON-FINANCIAL REPORTING

Maroc Telecom introduced non-financial reporting in 2009: more than 120 environmental, social and societal indicators are reported each year, part of which are published annually in the Universal Registration Document.

The employee-related indicators mainly show:

- the regional economic and social impact of business activities: number of remote communities covered by the networks, percentage of purchases made with local suppliers, number of jobs created locally, initiatives to facilitate access to ICT, particularly among the school community and small businesses to support their activities, support for humanitarian initiatives, promoting culture and sports, etc.;
- business ethics: the protection of personal Data, information tools for health and Mobile telephony-related issues; assessment of suppliers' sustainable development commitments; prevention of corruption, etc.

Environmental indicators show the environmental impact of the Company's operations (energy, paper and fuel consumption, waste production, CO₂ emissions by source: electricity, vehicle fleet, business trips, etc.) and explain the measures taken to minimize these impacts (use of renewable energies, measures to improve energy efficiency, etc.)

Social indicators relate to the workforce, diversity in employment (age distribution; percentage of men and women, etc.); health and safety, training, etc.

Maroc Telecom's non-financial report refers to the Global Reporting Initiative: to information provided by the GRI guidelines. Carbon emissions are calculated using factors from the Morocco carbon base.

The social indicators and some of the employee-related indicators concern the Maroc Telecom Group.

The environmental indicators concern Maroc Telecom.

A reporting procedure describing the actions and steps to follow to calculate the indicators is distributed to all Maroc Telecom and subsidiary employees. The Data is audited each year by the internal auditors. These audits guarantee that reporting meets the criteria for completeness and reliability, as detailed in the procedure.

4.1.3.3 ASSESSMENT OF CORPORATE SOCIAL RESPONSIBILITY PERFORMANCE BY AN INDEPENDENT THIRD PARTY

Maroc Telecom has its corporate social responsibility and sustainable development approach regularly assessed by an independent third party to measure, promote and build on its performance, by adopting internationally recognized standards.

In 2014 Maroc Telecom obtained the CSR Label from the Confédération Générale des Entreprises du Maroc (CGEM). The label shows that Maroc Telecom's commitments comply with

universal principles of social responsibility and sustainable development in line with objectives from the CGEM charter of corporate social responsibility. The charter meets Moroccan legal requirements, complies with the standards, agreements and recommendations of international organizations such as the UN, ILO and OECD, and is in line with the guidelines of ISO 26000.

Continuing its sustainable development approach, Maroc Telecom has been using an independent third-party expert since 2017 to assess its corporate social responsibility approach with respect to the internationally recognized standard: the ISO 26000 standard.

The assessment is repeated every 18 months and consists of an audit that measures the compliance of the commitments with the ISO 26000 standard as well as the progress made. Maroc Telecom's commitments and performance are judged by the third-party expert as demonstrating an advanced degree of maturity concerning the inclusion of the seven central issues of the ISO 26000 standard. The results confirmed the continued implementation of CSR practices and the inclusion of CSR in the Company's policies and growth strategy.

4.1.3.4 A GROUP THAT LISTENS TO ITS STAKEHOLDERS

The Maroc Telecom Group takes into account the expectations of each of its stakeholders in the countries where it operates. It engages in constructive dialogue in those countries.

Dialogue with regulatory authorities

The telecommunications sector is regulated in Morocco and in the countries where the Group's subsidiaries operate by regulatory authorities. The main objectives of this are to ensure regulatory compliance and fair competition between operators to ensure the smooth development of the industry. Maroc Telecom and its subsidiaries are in regular and permanent dialogue with regulators, providing them with all the necessary information.

Communication with shareholders and investors

Every year Maroc Telecom, listed on the Casablanca and Paris Stock Exchanges, publishes a Universal Registration Document that can be viewed and downloaded on its website, which contains detailed information on the Group's operations, financial position and outlook.

The Company's reports to investors and financial analysts as well as its press releases are also available online.

Onatel is listed on the Abidjan Regional Stock Exchange and regularly distributes detailed and complete information on its operations and earnings.

Since 2009, the Maroc Telecom Group has published a sustainable development report, which provides all information relating to social, employee, environmental and ethics-related actions taken.

The Group has published a report since 2011, which combines the progress report and sustainable development report and therefore provides all information relating to its economic initiatives and actions to support development. It shows how important social, employee and environmental-related challenges are to the Group's performance and value creation. This integrated report, which can be viewed on the Maroc Telecom website, is intended for all stakeholders and reflects the Group's desire to transparently share its commitment to ongoing progress.

Participation in civil society initiatives

Aware of its responsibility as a leading economic and social player, the Group plays its part in civil society initiatives.

Maroc Telecom and its subsidiaries are actively engaged, through lasting partnerships, with various foundations and associations. Maroc Telecom is particularly involved in humanitarian programs with the Mohammed V Foundation for Solidarity and the protection of natural environments with the Mohamed VI Foundation for Environmental Protection.

The Maroc Telecom Group's subsidiaries support associations that work for the human development and well-being of local communities and also provide support for humanitarian causes, health, education and protection of the environment.

Attentive to employees

The Maroc Telecom Group brings out the best of its human capital, through training programs and measures to promote employee well-being. Maroc Telecom has a collective bargaining agreement which addresses aspects relating to human resources management and labor relations.

Maroc Telecom ensures that regular and high-quality social dialogue with employee representatives in the eight regional offices and central services at headquarters are set up and maintained (refer to section 4.1.2 Human Resources).

Respecting consumers' interests

In order to maintain their trust, the Maroc Telecom Group is committed to ensuring its customers even greater transparency, in particular with regard to pricing terms and conditions, on issues relating to the protection of health in Mobile telephony and personal Data protection.

The Customer Commitment Charter formalizes and recalls the regulations on how to treat customers (welcoming and listening to them, protection of personal Data, etc.) but also on information concerning the general and specific conditions of offers.

Maroc Telecom has set up a complete personal Data protection system which has been ISO 27001 certified.

Maroc Telecom keeps close watch over health issues related to Mobile telephony and engages in constructive dialogue with local residents and customers who want to be better informed. In addition to the control operations carried out by the regulator,

each year Maroc Telecom conducts campaigns to measure the intensity of electromagnetic waves at relay antennas. More than 700 measurements were carried out in 2021. The results showed that all sites met international standards.

Maroc Telecom gives its customers the opportunity to express their opinion, through surveys, with respect to the quality of its telecommunications products and services as well as that of its pre-sales and after-sales services (customer welcome, advice, processing requests and complaints, billing, etc.). To evaluate and assess the Mobile service quality offered by its networks, Maroc Telecom also performs technical measurements in the field. A field monitoring system has also been put in place to improve continuous responsiveness to customers and to understand and report their expectations. All of the results are used to make improvements.

Maroc Telecom has a set of customer relationship indicators (KPIs) and continuously monitors and analyzes them, enabling it to continuously deploy appropriate improvement actions to achieve objectives and optimize customer experience.

Maroc Telecom has implemented several activities to protect the public from risks linked to the use of new technologies, with a special focus on young people. Maroc Telecom's content is therefore carefully selected; Maroc Telecom's Facebook page is moderated and a parental controls service is offered to parents, enabling them to protect and support their children in their various digital uses: management of screentime, content filtering, monitoring of web browsing, social media, etc.

Maroc Telecom also offers many services to support consumers in protecting their Data and uses, such as:

- in the Retail market: the SMS Antispam service, which makes it possible to block unwanted SMS; the Internet Security Pass, which protects devices against malicious programs, viruses, information theft and in the event of loss or theft, remotely locates, locks and deletes Data on the device;
- in the Business market, the "Data Center Hosting" Service which offers companies secure IT premises (24/7) to host their IT equipment, the "Cloud IaaS" which offers highly secure virtual servers and the "DDOS Security" service, to protect against computer attacks and threats from the Internet.

Responsible practices with economic partners

Economic partners represent real drivers for the Maroc Telecom Group, both from the point of view of economic growth and local employment and the values to which the Group is committed. The Group is therefore committed to establishing fair and constructive relationships with its suppliers, distribution networks and subcontractors. The recruitment of suppliers is completely transparent according to a clear procedure. Distribution networks benefit from the fair sharing of costs and earnings with Maroc Telecom as well as regular training initiatives.

Since 2010, "sustainable development" clauses have been included in all supplier agreements. These clauses cover respect for fundamental human rights and labor rights as well as commitments relating to environmental protection and anti-corruption measures.

Since 2012, Maroc Telecom's Internal Audit Department has performed annual supplier audits to verify compliance with these clauses.

Since 2014, a charter of these same principles has been deployed with Maroc Telecom distributors and "Full Image" retailers.

Since 2015, it has included the distributors and "Full Image" retailers within the scope of the audits.

At end 2021, 96 audits had been conducted with 89 partners.

Regular information to rating agencies

Maroc Telecom has been included in the non-financial rating of listed companies by Vigeo-Eiris since the initiative was launched in Morocco in 2011. A rating that is reviewed annually and at the end of which, Maroc Telecom is still awarded:

- at the national level: Maroc Telecom was awarded the title of "Top CSR Performer" for the eighth time in a row, alongside a dozen companies that stand out for their social responsibility initiatives, selected from among the 44 largest market capitalizations in Morocco, and Maroc Telecom has therefore been included in the "Casablanca ESG 10" index since it was launched in September 2018 by the Casablanca Stock Exchange, which groups together the ten listed stocks that have obtained the best ESG (environmental, social and governance) ratings from Vigeo Eiris;
- internationally: Maroc Telecom has been included in Vigeo Eiris' "Best Emerging Market Performers" list since its launch in 2015, which includes the 100 best companies in terms of social responsibility selected from over 800 listed issuers in 31 emerging countries.

4.1.3.5 CONTRIBUTION TO BRIDGING THE DIGITAL DIVIDE

Opening up remote areas

Maroc Telecom has always been committed to reducing the digital divide and deploying its infrastructure even in the most remote areas. As part of the Pacte universal service program launched in 2008 to provide telephone and Internet access services to all white areas in Morocco, Maroc Telecom covered 7,300 white areas, representing a contribution of nearly 80% to this program. Outside the Pacte, Maroc Telecom also covered 20,000 other localities.

At the end of 2021, Maroc Telecom will provide Voice and Data coverage for 99% of the population.

Maroc Telecom's subsidiaries also participate in efforts to open up remote areas and cover isolated localities each year. In 2021, more than 460 localities with previously no access to Voice and/or Data services were served in Benin, Burkina Faso, Chad, Côte d'Ivoire, Gabon, Mali, Mauritania, Niger and Togo.

Massive investments and large-scale infrastructure projects to strengthen territorial connectivity

Maroc Telecom has carried out major fiber optic cable construction projects on its own behalf.

- the Atlas Offshore submarine cable, between Morocco and France, and the Loukoss submarine cable, between Morocco and Spain;
- the Transafricain, a terrestrial cable from Morocco to Burkina Faso and Niger, passing through Mauritania and Mali, which strengthens the connectivity of the countries it crosses and the international fiber optic submarine cable "West Africa". By increasing the connectivity of the countries they serve, these cables are helping to sustainably reduce the digital divide in Africa.

Diversified services to democratize access to telephony and the Internet and facilitate digital uses

Maroc Telecom is multiplying initiatives to meet the needs of all and to generalize and promote the use of digital technology.

Some examples: top-ups starting at MAD 5, postpaid without commitment from MAD 59 / month, offers adapted to the needs of young people such as the "Facebook AutoFlex" service which offers the option of staying connected when the Internet balance is used up;

To support rapidly growing and constantly evolving digital uses and to anticipate the services of tomorrow, Maroc Telecom continued to develop its offers in order to provide its subscribers with ever more advantageous volumes of Voice and Data; a few examples: the enhancement of Mobile Postpaid with richer plans

in Data, the enhancement of prepaid Passes with more generous Voice durations and Internet volumes, the launch of the unlimited calling option on Mobile plans, to all Maroc Telecom Mobile and Fixed numbers at only MAD 59 per month, the generalization of unlimited Maroc Telecom Fixed-Line to all national Fixed-lines, the increase in Fixed Internet upload speeds; etc.

On the other hand, to promote smartphone equipment, Maroc Telecom has significantly reduced prices.

Maroc Telecom continues its innovation to provide populations with the most up-to-date and cutting-edge digital uses on a global scale: Maroc Telecom's offering of connected devices enables users to improve the comfort and security of their homes save energy or maintain good health and improve well-being; in 2021, Maroc Telecom introduced in Morocco the ESIM (card directly embedded on compatible smartphones) allowing users to benefit from Maroc Telecom's Mobile network services (calls, SMS, Internet, etc.) without inserting a physical SIM card.

To support the digital transformation of companies, Maroc Telecom has enriched its unified communications offer "MT VISIO" (enabling virtual meetings and content sharing anywhere and from any device) with the Zoom videoconferencing solution. Maroc Telecom has also extended the assistance service via WhatsApp to companies, enabling them to manage their Fixed-Line & Mobile fleet instantly.

Lastly, a pioneer in the introduction of on-demand content, Maroc Telecom continues to enrich the content of its services to meet the needs of all, and to promote access to culture and entertainment (music streaming and on-demand video services, plus other multimedia content: games, apps, etc.). As the first to introduce TV over ADSL on the Moroccan market in 2006, in 2021 Maroc Telecom launched "MT TV," the first converged television service, accessible through both Fixed-Line and Mobile connections, including access to a multitude of national and international channels in HD quality, VOD content (films, documentaries and series) and including various functionalities for an optimal television experience such as live control, program recording, "restart" of a program or parental controls.

4.1.3.6 CONTRIBUTION TO ECONOMIC AND SOCIAL DEVELOPMENT AND THE WELL-BEING OF POPULATIONS

Support for business creation and employment

Maroc Telecom supports the integration of new technologies within start-up companies by offering them preferential prices on telecoms products.

Maroc Telecom's investments and activity have a favorable impact on job creation: Maroc Telecom is the source of nearly 127,000 indirect jobs in Morocco and more than 1 million jobs in all countries where the Group is located: retailers, subcontractors, telephone shops, etc.

Support for education and training

Maroc Telecom is committed to supporting young people who are a major part of Morocco's human capital and a driver of its development. It is increasing actions to facilitate their access to learning so that they can expand their knowledge.

The "MOSSANADA" Association (formerly the Maroc Telecom Association for Business Creation and Employment Promotion "MT2E") has to date supported more than 720 bright young people from modest families in pursuing higher education in Morocco or abroad, by awarding them scholarships for five academic years.

Maroc Telecom is the leading contributor to national measures seeking to integrate ICT into education and vocational training.

Under the Injaz Program, Maroc Telecom offers innovative products that so far have provided Mobile broadband Internet access as well as laptops and tablets at competitive prices to over 88,600 students.

Maroc Telecom also continued its participation in the Nafid @ program: approximately 400,500 teachers and teaching staff were able to benefit from Internet connections at attractive prices.

Maroc Telecom is therefore contributing 69% and 71% to the Injaz and Nafid@ programs, respectively.

Large-scale investments to improve infrastructure

Maroc Telecom is continuing to roll out high-speed broadband. This is an important economic issue for Morocco and a key factor in attracting investment throughout the country, enabling firms to be more competitive and harnessing technology to develop new services.

Maroc Telecom is continuing the roll-out of its 4G+ Mobile network and its FTTH (Fiber To The Home) network, which is now available in all big cities across Morocco. Investments in 2021 also related to Mobile coverage extensions and infrastructure upgrades to support the growth in usage.

Maroc Telecom is the first operator to launch a "Broadband Internet via VSAT satellite" offer in 2017, with full coverage of Moroccan territory.

Embracing humanitarian causes

Because it is important to promote solidarity for inclusive, fair and sustainable development, Maroc Telecom is engaged with a number of national foundations and associations that perform humanitarian actions to benefit those who are sick or economically disadvantaged, including the Mohammed V Foundation for Solidarity, the AIDS association (ALCS) etc.

The Company also supports children's charities and organizations, such as the Moroccan Down Syndrome Association, the National Institute for Children's Rights, and the Lalla Asmaa Foundation for Deaf Children.

Each year, Maroc Telecom also contributes to the United Nations global campaign against violence against women by relaying awareness-raising messages to the general public on its information channels.

Supporting culture and sports

For several years, Maroc Telecom has supported art and culture, essential elements for the individual and collective development of populations, in many areas: music, cinema, theater, books, painting, etc.

Maroc Telecom contributes to the preservation of the Kingdom's cultural heritage. It supports the Foundation for the Safeguarding of Cultural Heritage in Rabat, which monitors heritage, promotes synergy between stakeholders involved in safeguarding and works to raise awareness, promote and assess the state of conservation of the heritage of Rabat, notably through the "Rabat City of Light, Moroccan Capital of Culture" program.

Maroc Telecom has also taken part in numerous initiatives to promote heritage, such as the digital preservation of the heritage of the National Library of the Kingdom of Morocco and the publication of books that relay the story and culture of Morocco.

Maroc Telecom helps promote culture in Morocco; it supports the Ministry of Youth, Culture and Communication and supports various activities that contribute to the democratization of art and culture to a wide audience, such as the "Jidar-Rabat Street Art Festival", an event during which national and international street artists paint murals on the facades of the city of Rabat, with meetings to promote the exchange and transmission of art.

Given the health context linked to the Covid-19 pandemic, Maroc Telecom had to cancel its beach festival in the same way as the concerts, festivals or other live performances that had to be postponed.

The Maroc Telecom auditorium, with a capacity of 600, was designed to be modular and flexible so that it could host a wide variety of events, including conferences, concerts, shows and film screenings. By opening it to the public, Maroc Telecom underscores its commitment to fostering cultural diversity and universal shared access to culture. Since its inauguration in June 2013, the auditorium has already hosted numerous events.

The Maroc Telecom museum, Morocco's first technological museum, traces the history of the telecom sector; it helps to preserve the nation's cultural heritage and gives current and future generations the opportunity to discover new developments in telecoms technologies in Morocco. Open to the public and with free admission, it arranges regular fun and educational guided tours for children. The museum has tools for audiences with specific needs, in order to offer a cultural space accessible to all. The museum is implementing rigorous health measures to continue to welcome the public in the best conditions to ensure the safety of visitors. In 2021, the museum celebrated its 20th anniversary by organizing a live virtual tour on Facebook.

For years Maroc Telecom has supported Moroccan sport, which is emblematic of national values and a means of boosting the country's economy. It has forged a long-term partnership with the Royal Moroccan Athletics Federation, of which it has been an official sponsor since 1999, and supports other disciplines: equestrian sports, golf, tennis, motor sports, etc. and at many sporting events. The health context linked to the Covid-19 pandemic has led to the cancellation of almost all sporting events in the Kingdom since March 2020.

Maroc Telecom is a partner of the famous car race: Rallye du Maroc, which took place in 2021 in southern Morocco, in Zagora.

Developing talent

Maroc Telecom helps to support and develop talent, thereby helping to increase their participation in social and cultural life and in economic and social development.

Maroc Telecom has created the "Startup Challenge" program dedicated to start-ups with technological innovations.

The aim of this program is to develop talent that is capable of meeting the challenges of digitization in various strategic areas, including health, education, agriculture and the smart city.

This initiative consists of supporting startups with very high potential in bringing their projects to fruition, by providing financial assistance to the best innovations.

In addition, Maroc Telecom has been a partner of the Mohammed VI Soccer Academy since 2007. The Academy provides high-level training and contributes to the preparation of professional players.

4.1.3.7 CONTRIBUTION TO ENVIRONMENTAL PROTECTION

Control of the environmental impacts of the Company's operations

Maroc Telecom's environmental policy is based on several commitments both to reduce the environmental impact of the Company's activities and to mobilize, alongside civil society, to meet great environmental challenges.

Maroc Telecom has set up a system to assess its environmental compliance: a reference framework of applicable national regulations and best practices in the sector and audit grids to regularly measure compliance and environmental performance and identify improvements.

Maroc Telecom has also carried out a carbon assessment of its activities.

These initiatives make it possible to identify all the impacts of the Company's operations on the environment and to strengthen measures to control them. The main impacts relate to the use of energy, waste production and visual pollution.

Maroc Telecom carries out numerous actions to reduce the impact of its business on the environment.

- it uses renewable energy sources, in particular to supply remote technical sites;
- it optimizes its consumption of fossil fuels (electricity, fuel);
- a large awareness-raising campaign involving all employees (Eco Gestes);
- Maroc Telecom requires equipment with high energy performance from its suppliers, deploys recent technologies to optimize electricity consumption (such as Single RAN or free-cooling) and implements energy-saving features at its sites, Maroc Telecom also conducts energy audits to identify the most relevant courses of action to optimize electricity consumption;
- the Maroc Telecom Tower was designed for reduced energy consumption and optimized water management: reduced energy consumption through centralized management (blinds, air conditioning, lighting, etc.), a double-skin facade, the installation of occupancy detectors and specific glazing to reduce the need for artificial lighting; optimal water management through rainwater harvesting to irrigate outdoor spaces, timed-flow taps with infrared detection, filtering of kitchen wastewater;
- Maroc Telecom is reducing its fuel consumption. By using operational leases, Maroc Telecom regularly renews its fleet and benefits from ever newer vehicles that consume less fuel and pollute less, thanks to technological advances made in engine technology;
- with a view to preserving the beauty of the natural landscape, Maroc Telecom uses Mobile phone masts that are appropriate to the surrounding environment (for example, masts that resemble a palm or pine tree). It also uses equipment, materials and other techniques (painting, disguising antenna to look like palm fronds, concealed base transceiver stations) to make its Mobile sites as unobtrusive as possible;
- Maroc Telecom implements the necessary actions to treat and recover each type of waste in accordance with applicable regulations and best industry practices. A procedure sets out the rules and conditions for the storage, disposal and treatment of waste by type with qualified and authorized bodies as well as the procedures for tracking waste;
- Maroc Telecom is continuously optimizing the use of raw materials, particularly paper in the marketing of its promotion services and diversification of paperless means to purchase Mobile communications credits, online invoicing, digitization of contracts, optimizing the size of the SIM packs and holder, introduction of ESIM (activation of Mobile services directly on a chip embedded in phones), etc. Maroc Telecom continues its policy of paperless communication media (e.g. the systematic use of e-mailings) and continues to strengthen its digital communication through interactive online content.

Raising awareness of environmental protection

Maroc Telecom raises its employees' awareness of environmental and sustainable development issues:

- training on sustainable development issues has been provided since 2009;
- an "Eco-gestures" guide has been rolled out to employees and is available on the intranet; it provides information on environmental issues and impacts related to the consumption of electrical energy, paper and fuel and encourages employees to adopt environmentally responsible behavior at work through simple acts;
- an eco-driving charter has also been rolled out to employees, with recommendations to use when in their vehicle in order to save energy and pollute as little as possible.

Maroc Telecom supports and participates in several civil society initiatives to raise citizens' awareness of environmental protection and help address major environmental issues.

Maroc Telecom participates in the Voluntary Carbon Offsetting Program of the Mohammed VI Foundation for the Protection of the Environment. Each year, it offsets part of its irreducible greenhouse gas (GHG) emissions by participating in the financing of GHG sequestration projects such as equipping rural schools with solar energy and organizing awareness-raising activities, including the development of teaching guides for environmental education.

Every year, Maroc Telecom participates in the Foundation's Clean Beaches program; it carries out cleaning and development work on the Kingdom's beaches, along with awareness-raising actions for summer visitors, at the beach level or through social networks.

Maroc Telecom contributed to the creation of the Anaboundif platform, set up by the Mohammed VI Foundation for the protection of the environment; the platform is open to all and helps people understand and act on environmental issues around the world and in Morocco.

Maroc Telecom also contributed to the construction of the Environmental Protection Awareness Center and provides operational support.

Maroc Telecom participates in the international action "Earth Hour", an hour to raise awareness of climate change. For one hour, the facade of the Tower is switched off, as well as the building's signs and all non-essential lights and appliances. On this occasion, Maroc Telecom is mobilizing its employees by inviting them all to participate in this global momentum.

Maroc Telecom supports the program for the protection and conservation of wild animal species, implemented by the national zoological garden (JZN) in Rabat.

4.1.3.8 OBJECTIVES FOR 2022

In 2022, the Corporate Social Responsibility policy will be strengthened. The scope of the reporting will be extended to new social indicators in the subsidiaries. In particular, projects will continue to include waste management, the integration of Mobile towers into the landscape, the reduction of energy consumption and the promotion and assessment of corporate social responsibility (CSR) with suppliers.



Maroc Telecom environmental indicators

Electricity used (thousands of KWh): 571,931

- Waste Electrical and Electronic Equipment (WEEE) (Kg): 86,660
- Fuel used (generators) (L): 10,103,664

Total Maroc Telecom CO₂ emissions (kg CO₂) ⁽¹⁾: 461,660,614

- CO₂ emissions from Mobile usage (t CO₂ eq)
 - Gasoline: 46
 - Diesel: 9,114
- CO₂ emissions from Fixed-line usage (t CO₂ eq)
 - Electricity: 412,077
 - Other sources: 40,303
- CO₂ emissions from business travel (t CO₂ eq)
 - Train: 27
 - Airplane: 94



The Group's employee performance indicators

- Workforce: 9,689
- Female employees: 2,616
- Male employees: 7,073
- Percentage of female managers: 33%



The Group's societal indicators

Regional, economic and social impact:

- indirect jobs created by the Group: over 1,020,000 jobs. Almost 127,000 in Morocco and over 894,000 in the countries of the subsidiaries;
- 50% of Maroc Telecom's purchases were made with local suppliers;
- remote rural municipalities covered during the year: 24 in Benin, 21 in Burkina Faso, 12 in Côte d'Ivoire, 4 in Gabon, 6 in Mali, 15 in Mauritania, 3 in Niger, 140 in Chad and 237 in Togo.



Consumer health and safety

- Number of electromagnetic field measurements (Maroc Telecom): more than 700.

(1) Emission Factors of the Carbon Base Morocco.

4.1.4 Real estate holdings

At December 31, 2021, Maroc Telecom runs its networks and its retail, support and administrative operations from more than 8,624 sites (buildings, land, etc.) throughout Morocco, of which approximately 87% are leased and 13% are owned by the Group. These facilities are primarily sites historically owned by the Kingdom of Morocco which were legally transferred to Maroc Telecom at the time of its incorporation in 1998 in accordance with Law 24-96 through a payment of capital in kind. Maroc Telecom is in the process of obtaining formal legal title to these sites.

The registration rates for the sites on which Maroc Telecom holds property rights are 98.24% composed of the following:

- 88.16% of the sites have an ownership deed in the name of Maroc Telecom;
- 10.08% of the sites are being requisitioned from land conservancies.

Requisition is a claim to a property right. It is issued by the land registrar once the application for land registration has been made. It becomes a property title after completion of the regulatory administrative formalities.

The remaining sites to be registered (1.76%) are broken down as follows: 10 sites are in the process of registration and 9 sites are in dispute.

There are 42 other sites over which Maroc Telecom does not have ownership rights:

- 34 sites subject to the expropriation procedure which was contested by the responsible Ministry;
- 8 sites are disputed.

The disputed sites and those subject to expropriation mainly concern land belonging to the private domain of the State and to municipalities, the regularization of which is subject to an administrative procedure, as well as private land lacking proof of ownership.

The estimated costs of these transactions (e.g., payment of land-registration fees) and/or the potential financial risks likely to arise from any dispute over the legal title of ownership are deemed to be insignificant in relation to the total value of the real estate assets registered in the name of IAM.

A similar process is taking place at Maroc Telecom's sub-Saharan subsidiaries.

4.1.5 Intellectual property, research and development

At December 31, 2021, Maroc Telecom owned some 876 trademarks and brand names, five patents, four industrial models and two industrial designs registered with the Moroccan Office for Industrial and Commercial Property (OMPIC).

Itissalat Al-Maghrib, Maroc Telecom, Jawal, El Manzil, Kalimat, Menara, Fidelio, the Maroc Telecom pages jaunes (yellow pages), Mouzdaoui, Solutions Entreprises, Phony, MT Cash, MT TV and Moov Africa are among the main trademarks and brand names owned by the Group in Morocco.

The trademarks and brand names currently owned by Maroc Telecom are protected throughout Morocco. For the 285 trademarks registered prior to December 18, 2004, when Law no. 17-97 concerning the protection of industrial property rights took effect, the patent protection period is 20 years, renewable indefinitely; for the 591 trademarks registered after this date, the patent protection period is 10 years, also renewable indefinitely.

Since 2006, in order to protect its industrial and intellectual property rights abroad, Maroc Telecom has extended the protection of 25 of its trademarks, including Mobicash and Nomadis, to France, Benelux, Germany, Spain, Portugal, Italy, Algeria, the European Union and the African Intellectual Property Organization.

Moreover, when it acquired new subsidiaries in January 2015, Maroc Telecom also acquired the title to trademarks registered with the African Intellectual Property Organization (OAPI) and in select African countries, notably Angola, Rwanda, Burundi and Gambia.

These consist of the Moov trademark and a few Moov-derived trademarks.

In 2020, under plans to create a shared visual identity for its African subsidiaries, Maroc Telecom registered a number of brands with OAPI adopting its logo under the new name Moov Africa.

In addition, Maroc Telecom is committed to taking all necessary and appropriate measures to protect the trademarks, patents and industrial models it has developed.

The rights to use the trademarks and brand names granted to Maroc Telecom are described in the service agreements signed with its contractors. Certain contracts for the sale of services or products grant retailers the right to use Maroc Telecom's trademarks for the term of the agreement, in accordance with the procedure agreed on by the parties.

4.2 Description of activities

4.2.1 Morocco

GLOBAL OPERATING ENVIRONMENT

Key macroeconomic indicators

	2021	2020	2019
Population (in thousands)	36,313	35,952	35,587
GDP per capita (in USD)	3,470.80	3,121.38	3,345
GDP growth (in %)	5.7	-7.0	2.7
Inflation (in %)	1.4	0.2	0.7

Source: IMF (October 2021).

Operating environment

The Moroccan telecommunications market is made up of three operators which offer their customers a wide range of services covering Fixed-Line and Mobile communications, Data transfer, and other value-added services.

The Mobile market has entered a phase of maturity, with the speedy roll-out of Mobile telephony leading to an almost universal adoption of this service in both urban (99.8%) and rural (99.7%) households.

The decreasing trend in Fixed lines observed worldwide also affects the Moroccan market, the number of Fixed residential lines having fallen 8.2% over the last six years.

Internet services are becoming more popular and they are gradually reaching rural areas.

Source: ANRT.

COMPETITIVE ENVIRONMENT AND EXISTING OPERATORS

At December 31, 2021, a total of 26 telecommunications licenses had been awarded in Morocco.

The telecommunications market by operator and type of service is summarized below:

Technology	Number of licenses	Operator names
Fixed	3	Maroc Telecom
		Médi Telecom
		Inwi
Mobile (2G)	3	Maroc Telecom
		Médi Telecom
		Inwi
Mobile (3G)	3	Maroc Telecom
		Médi Telecom
		Inwi
Mobile (4G)	3	Maroc Telecom
		Médi Telecom
		Inwi
GMPSC	5	SOREMAR
		ORBCOMM Maghreb
		European Datacomm Maghreb
		Al Hourria Telecom
		Thuraya Maghreb SA
		Spacecom
		Cimecom (Nortis)
		Gulfsat Maghreb
		Maroc Telecom
		Wana Corporate
VSAT	6	(with restricted mobility)
		Société d'Aménagement et de Développement Vert (SADV)
		Cires Telecom
3RP	3	Moratel
		Société d'Aménagement et de Développement Vert (SADV)

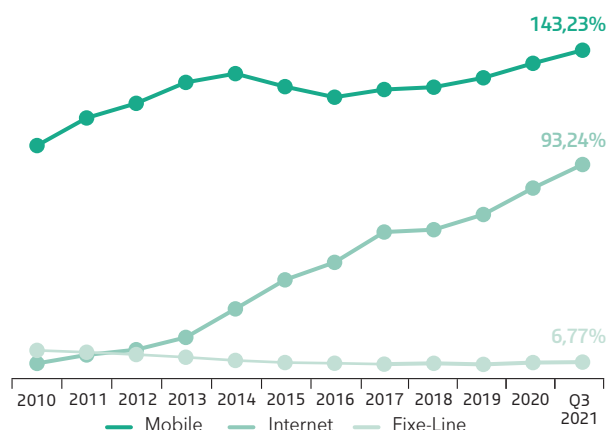
Source: ANRT.

Maroc Telecom's principal competitors are as follows:

- Médi Telecom (Méditel), holder of a Mobile license since August 1999, renamed Orange Morocco on December 8, 2016. Orange Morocco is 49% owned by the Orange group, 25.5% by O Capital, and 25.5% by CDG;
- Wana, in which Al Mada group holds a 69% stake, with the remaining 31% held by the consortium composed of Al Ajial Investment Fund Holding and Zain Telecommunications Group.

KEY INDICATORS FOR THE MOROCCAN TELECOMMUNICATIONS SECTOR

Change in the Mobile, Fixed-line (including restricted mobility) and Internet penetration rate in Morocco for the period 2010-Q3 2021



Source: ANRT.

The Mobile penetration rate reached 143.2% at the end of Q3 2021.

The Fixed-Line penetration rate is currently 6.8%.

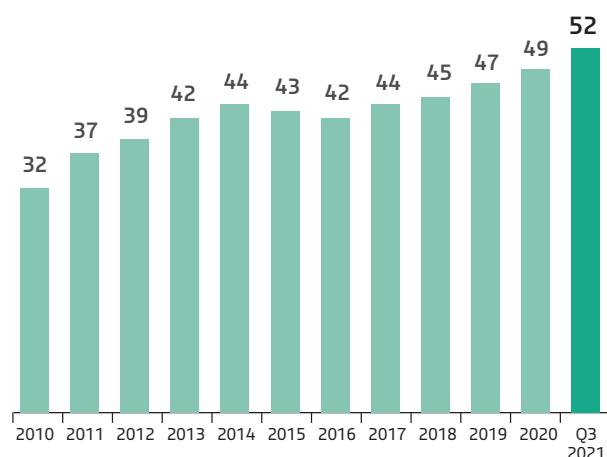
The Internet market continued its strong growth, driven by Mobile Internet and FTTH offers, with the penetration rate increased from 6% in 2010 to 93.2% at the end of Q3 2021.

CHANGE IN CUSTOMER BASE

Mobile telephony segment

CHANGE IN THE MOBILE CUSTOMER BASE IN MOROCCO FOR THE PERIOD 2010-Q3 2021

(in millions of customers)



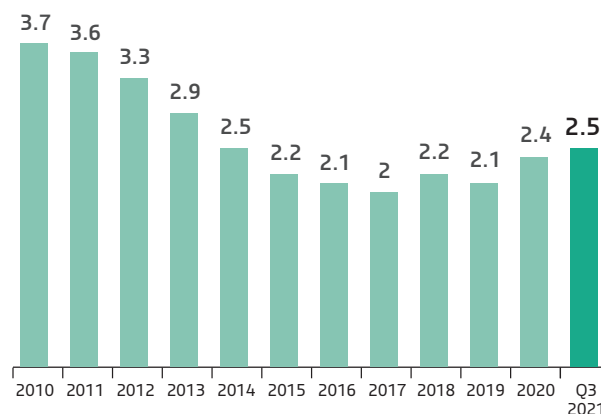
Source: ANRT.

The Mobile telephony market is dominated by prepaid customers, who represent 88.8% of the total customer base. At end-September 2021, there were a total of 52 million Mobile customers.

Fixed-line telephony segment (including restricted mobility)

CHANGE IN THE FIXED-LINE CUSTOMER BASE IN MOROCCO FOR THE PERIOD 2010-Q3 2021

(in millions of customers)



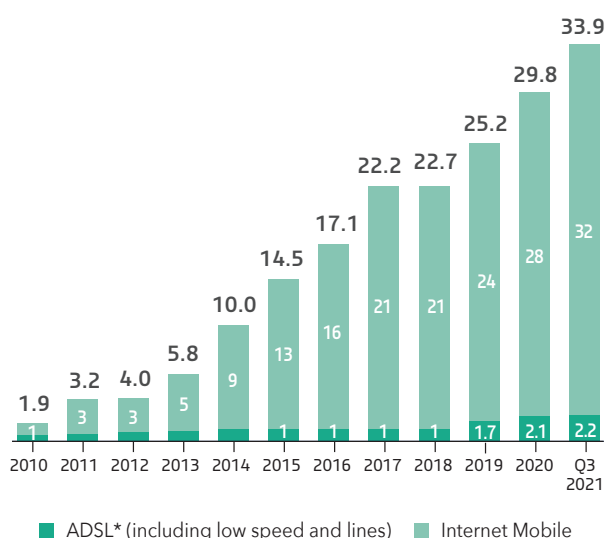
Source: ANRT.

Until 2010, the Fixed-line market enjoyed steady growth from the introduction of restricted-mobility offers. Since 2010, the Fixed-line market has been in steady decline owing to deep price cuts in the Mobile segment. Fixed lines recorded an increase in 2021 thanks to the momentum of FTTH offers.

Internet segment

EVOLUTION OF THE INTERNET CUSTOMER BASE IN MOROCCO FOR THE PERIOD 2010-Q3 2021

(in millions of customers)



■ ADSL* (including low speed and lines) ■ Internet Mobile

Source: ANRT.

Growth in the Internet market has gathered pace since 2008, mainly because of the introduction of Mobile Internet offers that expand Internet access at increasingly lower prices, as well as the launch in 2012 of ADSL Double Play plans to revive the Fixed-Line and Internet market. At the end of Q3 2021, there were 33.9 million Internet customers, including 31.7 million Mobile Internet customers (93.6% of the customer base).

4.2.1.1 MOBILE TELEPHONY

Market and competitive environment

In a mature market characterized by intense competition and a tougher regulatory environment, Mobile telephony in Morocco features generous call plans, repeated and aggressive promotional offers and more targeted marketing efforts to build customer loyalty, increase usage and win new customers.

To boost growth in this segment, call plans are combined with Data, whose usage is growing rapidly thanks to the accessibility of smartphones and the introduction of Mobile broadband.

Years in which Mobile technologies were launched on the market by three operators

	Maroc Telecom	Orange Morocco	Inwi
GSM 2G	1994	2000	2010
GPRS	2002	2004	2010
MMS and GPRS roaming	2004	2006	2010
3G	2008	2008	2008
4G	2015	2015	2015
VSAT	2017	-	2017

Mobile market share over the past three years

Market share	2021	2020	2019
Maroc Telecom	38.46%	39.40%	42.92%
Orange Morocco	33.55%	34.54%	34.06%
Inwi	27.99%	26.06%	23.02%

Source: ANRT Q3 2021.

Despite the challenging competitive environment, Maroc Telecom has remained the market leader in the Mobile segment. At the end of September 2021, Maroc Telecom had a market share of 38.46%, compared with 33.55% for Orange Morocco and 27.99% for Inwi.

PREPAID MOBILE SEGMENT

Maroc Telecom is continuing to promote call and Data bundles with its Jawal Passes.

A new balance conversion service "Switch" has been set up to offer Jawal customers the freedom and flexibility to convert their Voice credits into Data and vice versa according to their needs.

A 100% digital Customer Service via WhatsApp was also launched. Through this service, the customer has an overall view of his line in real time, with a simple click. Several features are offered (Voice and Data consumption monitoring, online top-up, Service Switch, PUK recovery, etc.)

The year 2021 was marked by the enhancement of Multiple Top-Up and Jawal Passes in order to boost the Prepaid market and meet the increasingly increased needs of customers for Voice and Data.

Market share in the Mobile prepaid telephony market over the past three years

Market share	2021	2020	2019
Maroc Telecom	38.32%	39.10%	42.31%
Orange Morocco	34.19%	35.28%	34.74%
Inwi	27.49%	25.62%	22.95%

Source: ANRT Q3 2021.

POSTPAID MOBILE SEGMENT

Maroc Telecom is continuing to focus on customer loyalty by offering a full range of low-cost plans combining Data and Voice services, as well as an unlimited plan offering customers everything they need at a competitive rate.

Market share in the Mobile postpaid telephony market over the past three years

Market share	2021	2020	2019
Maroc Telecom	39.55%	41.83%	48.37%
Orange Morocco	28.47%	28.62%	28.02%
Inwi	31.98%	29.55%	23.61%

Source: ANRT Q3 2021.

Maroc Telecom continued to promote the "Controlled" and "Liberté" plans, thus meeting the needs of its customers, through enhanced Voice or Data plans and balanced plans in terms of Voice and Data volume.

For the Business and Professional segment, Maroc Telecom offers a wide range of Mobile plans adapted to Businesses and professions at affordable prices and rich in benefits.

Maroc Telecom has made the WhatsApp assistance service available to its Mobile customers. This new channel allows customers to have an overall view of their lines in real time (Voice and Data consumption monitoring, PUK recovery, consultation and download of invoices, etc.).

On Mobile Internet, the 4G WiFi BOX is promoted through an offer consisting of unlimited Internet access and a Voice volume, from MAD 199 incl. Tax / month. Once the ceiling has been reached, the customer continues to access the Internet at a reduced speed but guaranteeing a good QoE (Quality of experience).

Performance

PRINCIPAL MOBILE PERFORMANCE INDICATORS

	2021	2020	2019
Sales – Mobile (in MAD million)	12,270	13,351	14,276
Mobile customers (in thousands)	19,900	19,498	20,054
o/w postpaid	2,362	2,317	2,302
Blended ARPU (in MAD/customer/month)	48.7	54.3	58.3

Mobile sales at end-December 2021 in Morocco fell 8.1% compared to December 2020 to MAD 12,270 million.

Maroc Telecom's total active customer base at the end of December 2021 increased by 2.1% to almost 19.9 million customers. The postpaid customer base recorded growth of 1.9%. The mixed ARPU at end-December 2021 was MAD 49, down 10.2%.

PREPAID MOBILE SEGMENT

The prepaid offer has become more popular thanks to the SIM-only Data accessibility, more generous Passes in terms of volume and duration as well as the varied and recurrent promotions launched by Maroc Telecom on top-ups and communications to stimulate consumption and build customer loyalty.

Maroc Telecom's active prepaid Mobile customer base increased at end-December 2021 (up 2.1% vs. December 2020), to 17.5 million customers.

POSTPAID MOBILE SEGMENT

The postpaid Mobile customer base rose 1.9% at end-December 2021 to 2,362 thousand customers. This change is due to the introduction of more accessible Data-rich plans, democratizing access to postpaid and encouraging the migration from prepaid.

MOBILE INTERNET

At end-December 2021, the Mobile Internet customer base stands at 10.6 million customers, down by 3.9% compared to December 2020.

Average per customer Data usage fell by 8% at the end of December 2021.

Mobile offers and services

PREPAID PLANS

Maroc Telecom markets its prepaid plans under the Jawal brand. Prepaid plans are aimed primarily at the consumer market, which demands affordable SIM-only offers with frequent promotions on top-ups and calls. Maroc Telecom's prepaid plans are sold in the form of packages (handset and SIM card) and SIM card packs (SIM only) with a single price for calls to all national operators (MAD 0.07 incl. tax per second and MAD 0.96 incl. tax per SMS). International call and text rates vary depending on the country and international pricing zone.

Prepaid offers are characterized by:

- top-up offers, continually driven by bonuses (depending on the value of the top-up and the promotional period): ongoing top-up offer x10 for all top-ups from MAD 5 and Multiple Top-Up Promotions (alternately depending on the competitive situation: Top-up x17 or Top-up x22).

A wide selection of Passes offered to customers according to use:

- Pass *1 for SMS use only, *2 for a Voice and Data offer, *3 for Data use, *4 for international calls, *5 for an all-inclusive Voice / Data and SMS offer in addition to other passes for the use of value-added services, in particular *6 for access to social networks and *8 for Data roaming or *7 for the Voice, Data and SMS roaming bundle.

POSTPAID RATE PLANS

Postpaid rate plans are available to Retail, Professional and Business customers:

- the Retail segment has a range of Fixed-rate plans from MAD 59 and unlimited offers from MAD 439:
 - liberté range basic packages: comprehensive and affordable plans with domestic and international calls plus Data bundles starting at MAD 59;
 - mid-range and premium plans: range of plans starting at 14 hours of airtime at MAD 165 (incl. tax) for domestic and international calls with a capping option, plus generous Data bundles. These plans are eligible for the Fidelio program, giving access to a rich and diversified range of conversion services;
 - unlimited plans: offers allowing unlimited national and international calls, unlimited SMS in addition to unlimited Mobile Internet depending on the plan;
 - additional paid options are available: unlimited paid numbers, unlimited IAM number, Mobile Internet pass, double and triple top-up outside the package, SMS Pass, national Voice Pass and international Voice Pass to all international countries, Roaming Pass, etc.;
- for the Business segment, the range offers plans allowing a free intra-fleet: Intra-Enterprise plan from 5 hours at MAD 72 per month and Optimis plans from MAD 149 per month as well as two unlimited plans from MAD 399 per month offering Unlimited Voice calls and SMS to all domestic operators, international calls and Mobile Internet;
- as for the Professional segment, a diversified range of plans similar to the Business offers is offered to meet the needs of increasingly demanding business lines:
 - additional options are offered, offering the possibility to top-up when the extra-fleet cap is reached, the possibility of subscribing to Voice & SMS passes and international passes to all countries.

MOBILE INTERNET

To guarantee easy browsing for all users of Mobile Internet, Maroc Telecom has rolled out 4G+ browsing speed for all prepaid and postpaid Internet plans. In areas not covered by the 3G+/4G+ network, Maroc Telecom's GPRS network provides seamless Mobile Internet access.

In order to enable its customers to browse beyond the volumes offered under postpaid plans, Internet top-ups are offered online or by top-up code and can be carried forward to the following month.

The prepaid Mobile Internet plan provides an Internet connection via modem or telephone on a pay-as-you-go basis with no monthly bill. Maroc Telecom offers a wide range of 500 MB at MAD 5 up to 20 GB at MAD 200.

VALUE-ADDED SERVICES**Social Media Pass *6**

Since 2020, Maroc Telecom has enhanced its Social Media Pass *6 with the YouTube video service, the Snapchat photo and video sharing service and the TikTok video sharing service.

MT TV Digital Television Service

Maroc Telecom became a pioneer in OTT Digital Television with the launch of the new MT TV service in July 2021.

The MT TV service offers a very high-quality HD TV experience, enhanced TV packages with unlimited VOD content, Maroc Telecom themed channels and pay-per-view options, multi-screen access on Box, TV, Mobile phone, tablet, etc. and PC; as well as exclusive features such as Parental Controls to safely watch family programs.

To subscribe to the service, Fixed-Line and Mobile customers have the choice between three packages (Access, Prestige and Evasion). Mobile customers can also subscribe to three types of Day / Weekly / Monthly Pass from MAD 3/day.

VOD services

Since July 2021, Maroc Telecom has also enhanced its range of VOD services with PlayVOD, OSN and beIN Connect services.

The PlayVOD Video on Demand service lets users download and watch hundreds of films and series on PCs, smartphones and tablets. A multitude of genres are available: Comedy, Drama, Action, Family, Thriller, Fantasy, Adventure, Romance & Extras, from MAD 5 incl. VAT/day.

The OSN service offers the best series, films, documentaries, content in Arabic and for children – on all devices, in the language of the customer's choice. The OSN Streaming app hosts Hollywood hits, OSN Originals, Disney+ Originals, HBO, Paramount+. Weekly and Monthly Passes are available from MAD 20 incl. tax /week.

MT Smart Life

The range of terminals has been enhanced by a new range of "Connected Objects" enabling customers to improve the comfort and safety of their homes, save energy and improve their well-being and health.

Smart Kids

This is the first range of smart devices targeting child safety in Morocco. By linking a smart tag to a single Mobile Voice and Data plan, Smart Kids lets parents locate their children at all times.

With a Mobile Android or iOS app downloaded on the smartphone, parents can locate their child and view his or her location history, or receive notifications if the child enters or leaves predefined areas. An unlimited number of areas can be predefined.

The child can also make emergency calls to a single preset number by simply pressing the SOS button on the tag.

Smart Car

Maroc Telecom became the first company in Morocco to launch an integrated smart vehicle management system called "Smart Car". Now customers can manage and locate their vehicle(s) remotely and thus better manage their vehicle fleet.

The system consists of a terminal (Dongle) inserted into the vehicle's OBD-II connector and a cloud management platform accessed via a Web portal or a smartphone application. It is simple and easy to install via Plug and Play. Users can locate their vehicles in real time and set up email alerts and push notifications.

Smart Car also offers driving behavior indicators that can optimize car use over a weekly or monthly period. The solution also has dashboards and trip management reports.

Security and Parental Control services

With the publisher Kaspersky lab, Maroc Telecom has introduced the parental control service enabling parents to protect and support their children in their various digital uses: time management on screens, content filtering, monitoring of browsing, social networks, etc.

And to support consumers in protecting their Data and uses, Maroc Telecom also offers the Kaspersky Internet Security service, which protects devices against malware, viruses, information theft and in the event of loss or theft, remotely locating, locking and deleting Data on the device.

Maktabati online reading service

For the first time in Morocco, Maroc Telecom is offering an online reading service aimed at young people aged three to fifteen.

The Maktabati online reading service is the first service of its kind launched by an operator in Morocco. It offers more than 10,000 books in reading or audio mode: books, magazines, comics and academic materials, in Arabic, French and English. Maktabati is aimed at young people aged three to fifteen through a large catalog offered by the largest specialized publishing houses. The service is accessible on five Mobile devices simultaneously.

To subscribe to the service, Mobile customers can choose between three passes: MAD 3 for one day, MAD 10 for one week and MAD 20 for one month.

A new Maktabati application is planned for December 2021 for more ergonomic Mobile use and reading of books offline.

Gameloft

The first gaming service launched by Maroc Telecom, Gameloft offers a rich catalog on Android, including several premium game licenses, such as Disney, Gameloft, Square ENIX, SNK, Bandai, HeroCraft and SEGA.

In July 2020, the Gameloft game catalog became unlimited for all Mobile customers instead of a fee-for-service subscription. Unlimited Passes were offered under three formulas: MAD 12 incl. Tax per week, MAD 6 incl. Tax per week, MAD 2 incl. Tax per day. Subscriptions to Gameloft passes are by SMS to 7789 or online.

Starzplay VOD service

Launched in October 2016, Starzplay is an unlimited VOD service offering a wide range of content – especially big US productions – for adults and children alike. Content can be streamed to two devices simultaneously (smartphone, smart TV, tablet, computer or games console).

Maroc Telecom offers a free trial period on Starzplay of three days. At the end of this period, the service is offered without obligation at the price of MAD 35 per month and MAD 17.5 per week.

Music services: Anghami & Digster

Maroc Telecom teamed up with Universal Music and Anghami to offer its customers world-class music content:

Digster

A music service offering weekly playlists compiled by leading playlisters. It acts as a personal DJ catering to every mood and musical style from rock, pop and hip-hop to rai, Nouvelle Chanson, Oriental and Golden Oldies.

Since November 2021, a new Digster Day pass for MAD 3 has been launched to enhance the range of Digster Weekly and Monthly Passes.

Anghami

The leading official music streaming app in the Middle East and North Africa. Customers have unlimited access to a wide and diverse music catalog with over 20 million songs and special features. Anghami is available on any connected device (smartphone, tablet, smart TV, smartwatch or computer).

Sport services: MT Foot

In June 2019, Maroc Telecom launched a sports content service focusing on the most popular sport: Soccer.

MT Foot is a service for soccer fans, marketed under the Maroc Telecom brand. It offers them a range of content: matches in real time, 3D goals, forecasts, news, and quizzes. Maroc Telecom customers can access the main International and national championships: UEFA Champions League, UEFA Europa League, CAF Confederation Cup, CAF Champions League, La Liga, Ligue 1, Premier League, Bundesliga, Serie A and the Botola.

MT Foot can be accessed via the app or a Web Interface, for MAD 3 for a Day Pass and MAD 10 for a Weekly Pass.

The beIN Connect service

Allows customers to keep track of the best matches of the biggest European football leagues: La Botola, African Cup of Nations, La Liga, Ligue 1, Serie A, Premier League, Bundesliga, Champions League and many others. The customer can also keep track of the biggest sports competitions with the NBA, the European Rugby Cups, the Wimbledon Tournament, but also boxing, swimming. A range of channels is available to customers: beIN Sports 1,2,3,4,5,6,7 + beIN Sports Premium 1,2,3 + beIN Sports English 1,2,3 + beIN Sports French 1,2,3 + beIN Sports XTRA 1,2 + beIN Gourmet + JeemTV + Baraem + be Junior.

Facebook Autoflex

Opening of the Facebook service Autoflex since 2021, which allows prepaid customers to automatically switch to the free version of Facebook when their plan is used up and to consult their news feed except for photos and videos.

Purchasing apps on Google Play

Reopening of the purchase of applications on the Google Play Store, with as a new download method for prepaid customers, the Pass Store available only on MT Cash.

Handset plans**Jawal prepaid packs**

A wide variety of Jawal prepaid packs are available at different prices and models. Maroc Telecom continually strives to offer customers the latest technologies at the best prices in order to provide them with access to technology and thus help increase the customer base with smartphones.

During 2021, Maroc Telecom continued its efforts to offer latest-generation smartphone packs at competitive prices.

Also, with Data usage at home being more and more important, Maroc Telecom has made available to customers a wide range of 4G Wi-Fi equipment to meet customer needs.

Postpaid packs

The postpaid-customer acquisition policy is based on the attractiveness of the call plan, the variety of associated products and services and the range of handsets on offer. Cobranded offers create momentum for handset launches and upgrades, often simultaneous with their international campaigns, by offering customers new products with state-of-the-art design and cutting-edge technologies. In 2021 Maroc Telecom continued to increase the uptake of smartphones (including 4G) by selling competitively priced next-generation handsets.

In a context marked by the growth in demand for Internet equipment, Maroc Telecom offers its customers a range of 4G Wi-Fi equipment that offers customers Wi-Fi Internet access with the option to connect simultaneously on several terminals.

CUSTOMER LOYALTY

Customer loyalty is one of Maroc Telecom's strategic strengths which has helped it prepare for the impact of the advent of competition.

Fidelio was the first points-based loyalty program introduced in Morocco. It allows Maroc Telecom's postpaid customers to accumulate points based on their consumption (MAD 10 excluding tax invoiced entitles them to 1 Fidelio point) and to benefit from benefits in the form of services such as – free Data Passes.

Since June 1, 2021, following a regulatory requirement, the conversion of Fidelio points into terminals / equipment is no longer authorized.

Maroc Telecom's Gold Club offers customers exclusive deals and customized benefits throughout the year such as special private offers, previews, season's greetings and regular invitations to cultural, sporting and other events.

Club members are longstanding Mobile postpaid customers who consume a certain amount of airtime and Data.

DIGITALIZATION OF THE CUSTOMER RELATIONSHIP

Maroc Telecom continues with its digital transformation by launching innovative projects for its customers:

- interactive multi-service terminals with tactile screens have been installed in branches in order to improve the customer experience. In just a few minutes, customers can pay their Mobile, Fixed or Internet bills, identify a prepaid card and also top up their Mobile line quickly and independently;
- the digitalization of customer identification with an innovative self-identification system in the branches enables the customer to reliably and securely identify themselves. Sales staff also have a smartphone identification application for the digital and paperless processing of the identification procedure.

Special attention is given to customer relationship management (CRM) systems. It is with this in mind that new digital channels for end-to-end customer relations have been set up, enabling customers to subscribe to Mobile offers online via the "e-shop" with home delivery of the necessary Internet equipment, remote customer relationship management through self-service at "my TM space" and through WhatsApp and online assistance via the FAQs and digital capsules made available to customers on the MT site and social media.

Maroc Telecom also offers its customers a wide range of innovative payment methods: payment via banking websites and applications, by direct debit, payment via the Maroc Telecom website, ATMs or through the MTCash service. IAM encourages customers to pay their bills online using the Mobile apps of Maroc Telecom and its partner banks, offering free, remote, rapid and secure 24/7 service.

In addition, 2021 launched the sale of "Pack Only" smartphones with no commitment to the Maroc Telecom e-shop. Several pack offers have been set up to lead this digital channel and offer customers exclusive and competitive offers.

BUSINESS SOLUTIONS

Mobility management solution

Mobile device management solutions offer the option of securing company Data on employees' smartphones and tablets. Maroc Telecom offers its customers various MDM (Mobile Device Management) solutions hosted on the cloud and also available

on a local server. Thus, the company can choose the solution that best meets its needs depending on its budget and priorities.

These solutions offer functionalities for: remote configuration and installation of business applications, updates, controlling access to company Data, remote deletion of company Data in the event of loss or theft of a device, usage reporting, etc.

MT VISIO ZOOM solution:

Maroc Telecom has enhanced its MT VISIO offering with the ZOOM solution, a reliable and innovative unified communications platform that helps accelerate the digital transformation process of companies.

INTERNATIONAL ACTIVITIES

International roaming

In 2021, Maroc Telecom had 679 ⁽¹⁾ roaming agreements with partner operators in 234 destinations and/or countries, including 597 ⁽¹⁾ new GSM networks in 223 destinations/countries and 82 partners with whom roaming agreements are in the process of being signed.

4G Data roaming is available with the main partners, i.e. 339 new Mobile networks in 175 destinations (including 175 destinations/countries for roaming out). 3G Roaming is available with 527 new operator networks in 215 destinations (including 215 destinations/countries for 3G roaming out).

For GPRS Roaming, Maroc Telecom has entered into agreements with 552 new operator networks in 215 destinations and/or countries (including 215 destinations/countries for GPRS Out).

In terms of services, roaming is also offered to prepaid customers in 211 destinations and/or countries thanks to 470 new operator networks (including 211 destinations/countries for roaming out).

Maroc Telecom continues to enhance the Mixed Roaming Pass *7 (Voice, Data, SMS) by extending its coverage by adding new destinations (Saudi Arabia, Kuwait and Russia) and new operators in several destinations. The Roaming Pass *7 is now available in 32 destinations with 45 operators, including all operators in France and Spain, with the same benefits.

The 2G or 3G roaming out coverage may be impacted by the closures and reallocations of 2G / 3G frequencies of certain roaming partners.

4.2.1.2 FIXED TELEPHONY

Market and competitive environment

Maroc Telecom is Morocco's leading provider of Fixed-line telephony, Internet and Data Transmission services. It is also the only provider of the MT TV service in Morocco, the first convergent service offering a better high-definition streaming experience and a rich content of TV channels and VOD in a market fully opened to competition since 2005.

(1) Basic sanitation of closed networks.

The main Fixed-line telecommunications services provided by Maroc Telecom are:

- Voice services;
- interconnection services with domestic and international operators;
- Data transmission services provided to businesses, Internet service providers and other telecommunications operators;
- high-speed and very-high-speed broadband with the associated value-added services;
- the MT TV service, Maroc Telecom's first converging service offering a better high-definition streaming experience and rich content of TV and VOD channels.

Competitors launched their own Fixed telephony and/or Internet plans after the ANRT published its decision in 2015 setting the technical and pricing terms of the unbundling offer.

In April 2016, the ANRT issued new guidelines for the pricing of plans offered by telecoms operators.

Law 121-12 was adopted in July 2018, providing the ANRT with the task of imposing the technical and pricing arrangements for interconnection and access to the networks of telecom operators.

The Covid-19 health crisis experienced by Morocco, like other countries, has generated enthusiasm for ADSL and fiber-optic home Internet offers due to the adoption of remote working and distance learning.

The year 2021 was marked by a slowdown in demand for Internet offers and by the maintenance of regulatory constraints on retail offers, notably the economic space and the exclusive prohibition on IAM launching promotions or subsidies for terminals in the Fixed-line Data market (ADSL and optical fiber).

FIXED-LINE RESIDENTIAL TELEPHONY MARKET

Maroc Telecom offers a wide range of innovative plans tailored to the different needs of its customers:

- the Double Play ADSL offer is targeted at customers wanting very affordable 12 MB/s ADSL Internet access from MAD 199 (incl. tax) per month;
- the MT Box offer, the first Triple Play offer on the Moroccan market, combining Voice, Internet and multimedia content with a variety of television channels;
- the Phony offer, which allows customers to make unlimited calls to Maroc Telecom Fixed-line numbers, as well as up to eight hours per month of free calls to domestic Mobile numbers.

Change in Fixed-Line residential market share (including restricted mobility) over the last three years

Market share	2021	2020	2019
Maroc Telecom	83.23%	88.75%	93.80%
Médi Telecom	13.61%	11.25%	6.20%
Inwi	3.16%	-	-

Source: ANRT Q3 2021

BUSINESS AND PROFESSIONAL FIXED-LINE TELEPHONY MARKET

For its Business customers, Maroc Telecom offers a wide range of plans tailored to the needs of this market:

- InfiniFix includes free unlimited calls to all of the Company's domestic Fixed-line numbers and Maroc Telecom Mobiles intragroup. In addition, customers get up to ten hours of free calls to domestic Mobiles and major international destinations;
- ForfaiFix Business includes a wide range of packages including phone line subscription and call time to national and major international destinations.

Additional options are available to tailor plans to the specific needs of each business and offer customers preferential rates:

- Intragroup Fixed-line or Mobile: free unlimited calls to all company landlines;
- Privilège Mobile: preferential rates to all domestic Mobiles;
- Privilège International: preferential rates to all international destinations.

Maroc Telecom also offers Professional customers a wide range of offers:

- the Double Play ADSL offer meets the needs of Professional customers wanting very affordable DUO offer of 12 MB/s ADSL Internet access from MAD 199 (incl. tax) per month;
- ForfaiFix Pro offers subscription to the telephone line and hours of calls to national and major international destinations;
- Phony Pro offers unlimited calls to all national Fixed lines, and up to ten hours of free airtime to Mobiles domestically as well as in the main international destinations;
- MT Box Pro is a Triple Play offer that includes unlimited access to national Fixed lines and up to 20 hours of free domestic calls to Mobile phones and the main international destinations. Several TV packages and value-added services adapted to this category of customer are also available.

Fixed-line business telephony market share over the past three years

Market share	2021	2020	2019
Maroc Telecom	70.83%	72.30%	84.28%
Orange Morocco	26.05%	24.52%	12.32%
Inwi	3.12%	3.16%	3.40%

Source: ANRT Q3 2021

SPECIFIC SOLUTIONS

Maroc Telecom offers its Business customers tailored plans based on the latest technology that address the specific needs of each customer.

Indeed, in 2021, Maroc Telecom has supported several Key Accounts customers to install tailored solutions to meet the needs in terms of turnkey solution meeting higher requirements.

INTERNET

The popularity of Fiber Optic broadband has accelerated since the health crisis, following the significant change in the behavior of customers in terms of digital use requiring unlimited Internet access and very high speed.

Maroc Telecom has worked hard to meet the expectations of its customers. Network capacities and infrastructure have fully responded to the increase in demand and the rise of new uses, without any impact on the quality of service or installation times.

Commercially, Maroc Telecom has supported this enthusiasm by:

- lowering the prices of the more efficient and now more accessible 2.4 / 5Ghz dual mode Fiber Optic ONTs;
- introducing an installment payment method to facilitate access to Fiber Optic technology;
- expanding the range of Wi-Fi accessories with new references (access points, repeaters, mesh router, etc.) to improve Wi-Fi range.

In addition, to ensure nationwide coverage in Morocco, Maroc Telecom also offers Internet services via satellite, ensuring speed and reliability of connection, with generous plans and more affordable VSAT equipment.

The extensive range of services makes it possible to cover 100% of Moroccan territory and provide access to new information technologies to as many people as possible.

In Q3 2021, the ADSL customer base amounted to 1.59 million (Source: ANRT).

Performance**KEY PERFORMANCE INDICATORS FOR FIXED-LINE & INTERNET**

	2021	2020	2019
Revenues (in MAD million)	9,474	9,517	9,261
Fixed-line customers ^(a) (in thousands)	1,974	2,008	1,882
Broadband access ^(b) (in thousands)	1,735	1,738	1,573

(a) The customer base includes all Fixed-Line subscriptions, irrespective of the technology used (PSTN or ISDN). It does not include Maroc Telecom's proprietary base.

(b) Includes ADSL, FTTH and leased lines.

In 2021, the Fixed-line customer base decreased by 1.7% year-on-year. The Broadband customer base stagnated at 1.7 million subscribers. Revenues from Fixed-line and Internet activities fell slightly by 0.5%.

CHANGES IN USES

The erosion of traffic continues, and Fixed Voice remains in strong competition with Mobile phones and OTTs. Maroc Telecom is able to cope with this thanks to its abundance offers, in particular unlimited access to Fixed-line services and free call time to Mobiles and the main international destinations included in these offers.

“Residential” and “Business” plans**FIXED-LINE OFFERS AND SERVICES**

As the leading Fixed-line operator, Maroc Telecom has always been renowned for the wide range of plans and services it offers its Retail customers. The Fixed-line offers include:

- bundled abundant packages:
 - Double Play ADSL and fiber optic: combining Voice and Data, with advantages over Voice and/or speed depending on customer needs,
 - Triple Play combining Voice, Internet and multimedia content, with a variety of television channels;
- Fixed-line abundance offers:
 - through the highly successful “Phony” brand, which offers free and unlimited calls to all national Fixed numbers and free plans to national and international Mobiles, and
 - the ForaiFix Pro range, which offers communication plans from 30 to 165 hours, including a telephone line subscription, and valid for Fixed-Line, Mobile and the main international destinations;
- additional offers and options for Professional customers:
 - to communicate free of charge and unlimited with their Mobile fleet, Professional customers benefit from the Intra Mobile Fleet option. They can also choose a toll-free number (08000xxxx), Eco (08010xxxx) or Direct (08020xxxx), and use an excellent tool to optimize communication with its customers.

INTERNET OFFERS

In order to democratize access to the Internet, Maroc Telecom provides solutions tailored to customer needs and budget.

This policy is mainly reflected in the market launch of the Double Play ADSL entry-level package aimed at customers on limited budgets and the Fiber-Optic packages up to 200 MB, to meet customers' requirements for speed and service quality. Furthermore, frequent promotions shake up the market throughout the year.

Maroc Telecom also sells Internet services via satellite and CDMA to cover areas with no ADSL coverage.

ADDITIONAL SERVICES

Maroc Telecom offers its Residential and Business customers various services:

- convenience services: Voicemail, itemized billing in Arabic or French, caller ID display, call-waiting notification, call transfer, three-way calling and an option for subscribers with capped rate to monitor their accounts and to top up their accounts remotely;
- value-added services: in addition to Internet access, Maroc Telecom offers additional services such as home automation solutions, connected devices, parental controls, IP addresses, national and international domain names, personalized e-mail addresses, SMS Connect, Google Suite, etc.

LOYALTY PROGRAM FOR RESIDENTIAL AND BUSINESS CUSTOMERS

Maroc Telecom has developed a points-based loyalty program for its customers. Fixed-Line and Internet customers are automatically enrolled in the Fidelio Fixed program. They can earn points based on the amount of their monthly bill that they convert into gifts.

Business offers

TELEPHONY OFFERS

To meet the Fixed-line telephony needs of Business customers, Maroc Telecom proposes a wide range of offers and rate plans using the Public Switched Telephone Network (PSTN) or the Marnis digital network.

The main plans are:

- **ForfaiFix:** A range of multi-destination plans, including subscription to the telephone line and airtime of 30 to 165 hours valid for calls to Fixed-Line, Mobile and the main international destinations;
- **InfiniFix:** A 24/7 supplement to all domestic Fixed lines and Maroc Telecom business Mobiles, with free call time to domestic Mobiles and the main international destinations;
- **rate options:** Intra-fleet Fixed & Mobile, Privilège Mobile & International (discounts on rates per minute for all destinations);
- **Marnis:** Maroc Telecom has an integrated services digital network (ISDN) that enables businesses to optimize their telephone systems by connecting several telephones to a single access point. Companies then have a direct number for each employee and a large number of value-added services, such as videoconferencing, remote monitoring, payment services, etc.;
- **customer service numbers:** Maroc Telecom has a range of customer-service numbers, toll-free numbers (08000xxxx), reduced-rate numbers (08010xxxx) and direct numbers (08020xxxx), accessible throughout Morocco at a flat rate, making it easier for customers to reach a business and for businesses to offer personalized customer service;
- **Kiosk numbers:** range of numbers providing access to Voice telephone information offered by value-added service providers;
- **Meeting Call:** Service that allows telephone and web conferences to be held via a direct number and an interactive Voice server.

FIXED-LINE INTERCONNECTION AND TRANSIT

International incoming traffic to IAM networks continued to record significant decreases in 2021. This decrease is mainly due to the use of free OTT calling solutions by individual and business customers in a context where calling rates to Morocco are at high levels in addition to the Covid-19 crisis-related context.

In 2021, international transit traffic via Maroc Telecom also declined in an unfavorable environment for the wholesale Voice market, marked by the worldwide downward trend in international call volumes, mainly due to:

- the increasing use of free calling solutions offered by OTT applications (WhatsApp, Viber, Skype, Facetime, etc.);
- the implementation of special direct agreements between origin and destination operators, further boosted by the increasing use of VOIP connections;
- the decrease in outgoing traffic from Morocco and from subsidiaries of IAM;
- the Covid-19-related situation.

However, as part of its focus on the international Voice traffic transit business, Maroc Telecom continues to strengthen its relationships in Africa, particularly with the subsidiaries of the Maroc Telecom Group, to position itself as a secure quality Hub for these subsidiaries and for the region's operators.

BUSINESS INTERNET SERVICES

Maroc Telecom's range of Internet services for Business customers was launched to enable companies to optimize their communication with co-workers, customers, partners and suppliers by means of flexible and upgradeable access. For businesses, Maroc Telecom provides broadband via ADSL, fiber optic, leased lines or satellite. ADSL and fiber broadband for Business customers are currently enjoying high demand, given their affordability and the add-on services they offer (e.g., secure email access, domain name, optional Fixed IP address, etc.). The enhancement of the B2B Fiber Optic Offer by a Fixed line with unlimited access to national Fixed-lines and up to 10 hours to Mobiles and international zone 1 has increased the attractiveness of the offer of Maroc Telecom.

Leased lines remain popular among large organizations owing to their performance, reliability (guaranteed symmetrical high-speeds) and end-to-end security.

Satellite Internet access connects businesses to their remote sites all over the country with download speeds of up to 20 MB/s and 100% coverage of Moroccan territory.

DATA SERVICES

Maroc Telecom offers its customers a comprehensive catalog of Data offers: IP VPN, Ethernet, Leased lines and international offers enabling the interconnection of customer sites with speeds of up to 1 GB/s, in point-to-multipoint or Any-to-Any architecture as needed.

To encourage customers to upgrade to faster Data and Internet access, Maroc Telecom waives the upgrade fees for all customers who have been with Maroc Telecom for more than 12 months.

Moreover, Maroc Telecom supports its access solutions with back-up and load sharing offers to ensure the continuity of customer activity in the event of a breakdown.

DATA TRANSMISSION CHARGES

The pricing structure for Data transmission consists of a one-off connection fee plus monthly subscription charges, depending on the Data plan. Discounts based on volume and contract length apply to monthly subscription charges.

In addition, Maroc Telecom adapts its offers and rate plans to the specific needs of each client.

Value-added services

Maroc Telecom offers its Business customers a complete range of value-added services, such as:

MT CLOUD

Through MT Cloud, the first infrastructure as a service (IaaS) hosted in Morocco, Maroc Telecom has positioned itself as a pioneer in cloud services for Moroccan businesses. With this service, Maroc Telecom offers Moroccan companies an efficient, secure and affordable solution. Customers can boost their competitiveness by launching IT solutions and sharing them online with no initial investment. With a monthly contract that can be canceled at any time, Maroc Telecom offers companies enormous flexibility when it comes to their IT resources, which they can scale up or down as required.

GOOGLE WORKSPACE

Google Workspace is a range of cloud-based messaging, storage and collaborative tools developed by Google for businesses (software as a service or SaaS), which Maroc Telecom provides to its Business customers along with technical support and locally-based assistance. In return for a single monthly user subscription, companies have access to all the software tools they need to communicate (customized Gmail, shared calendar, instant messaging and professional social network), store their files and Data and share them easily and quickly (with Google Drive), and collaborate (desktop publishing tools for documents, spreadsheets and presentations and document editing and sharing tools).

MT VISIO SERVICE (INNOVATIVE MAROC TELECOM VIDEO-CONFERENCING SOLUTION)

For the Business segment, the MT VISIO service is a new Cloud-based solution and a collaborative working tool that facilitates exchanges, speeds up digital transformation and provides a high level of flexibility.

This solution enables customers to hold virtual meetings and share content using a reliable, secure and stable solution that provides a fluid video-conference experience suited to different needs via a wide range of equipment.

DATA CENTER HOSTING

This service offers a turnkey solution to host IT equipment such as servers, routers and disk arrays in a Data center designed

in line with the latest international standards and boasting 24/7 security with video surveillance, access control, security guards, fire detection and extinguishing mechanisms and monitoring systems. Customers can choose between full and half racks with dedicated access where they can host their own servers, routers, disk arrays and other infrastructure over which they have complete control and which they can administer on-site or remotely.

DDOS SECURITY

This SaaS is a turnkey solution to protect businesses from loss and damage caused by distributed denial-of-service (DDoS) attacks. It is based on a local cloud architecture and comes in bronze, silver and gold editions.

MICROSOFT 365

Microsoft 365 is a business SaaS cloud-based suite of messaging, storage and collaborative tools offered by Microsoft which Maroc Telecom provides to its Business customers with local support and additional options. With it, companies have access to all the software they need to communicate (customized Outlook, shared calendar, instant messaging and professional social network), store and easily share files and Data (One Drive), and collaborate (desktop publishing and document editing and sharing).

CORPORATE SECURITY

Through a UTM (unified threat management) box installed at the customer's premises and marketed via a local partner, the business security pack solution protects the Company's Internet connection against external threats through the following services: Anti-spam, Antivirus, web content filtering, priority flow management, backup and load sharing between Internet connections using different technologies (Internet access, FO, ADSL and 4G+/3G+), single and easy-to-use graphical interface.

4.2.1.3 CUSTOMER SERVICES

In addition to diversifying the services offered to its customers, Maroc Telecom uses resources, tools and processes enabling it to anticipate and respond to queries, information or support requests and complaints from customers.

Call centers

For consumers, call centers specialized by product segment (Fixed-Line, Mobile and Internet) provide information and assistance services to customers. Business customers have their own call center with a dedicated telephone number.

The call centers provide information on Maroc Telecom's products and services and on activating or switching service plans, advice on using products and services, after-sales support and customer complaint processing. Customer complaints are referred to specialized call centers through various channels (call centers, Retail branches, etc.).

Billing

Maroc Telecom has taken a number of actions to reduce and optimize its consumption of paper and raw materials.

The electronic billing service is highly appreciated, particularly by Business customers. It allows customers to consult their bills online and download them and monitor consumption using tables and graphs. It has also been upgraded to include the Maroc Telecom customer selfcare service in the spirit of the global digital transformation.

The e-billing service will gradually replace paper bills. This is in line with Maroc Telecom's environmental objectives.

Digitalization

Maroc Telecom continues with its digital transformation by launching innovative projects for its customers:

- interactive multi-service terminals with tactile screens have been installed in branches in order to improve the customer experience. In just a few minutes, customers can pay their Mobile, Fixed or Internet bills, identify a prepaid card and also top up their Mobile line quickly and independently;
- the digitalization of customer identification with an innovative self-identification system in the branches enables the customer to reliably and securely identify themselves. Sales staff also have a smartphone identification application for the digital and paperless processing of the identification procedure.

Special attention is given to customer relationship management (CRM) systems. It is with this in mind that new digital channels for end-to-end customer relations have been set up, enabling customers to subscribe to Mobile and Internet offers online via the "e-shop" with home delivery of the necessary Internet equipment, remote customer relationship management through self-service at "my MT space" and through WhatsApp and online assistance via the FAQs and digital capsules made available to customers on the MT site and social media.

- Maroc Telecom also offers its customers a wide range of innovative payment methods: payment via banking websites and applications, by direct debit, payment via the Maroc Telecom website, ATMs or through the MTCash service. IAM encourages customers to pay their bills online using the Mobile apps of Maroc Telecom and its partner banks, offering free, remote, rapid and secure 24/7 service.

Information

The 24-hour telephone information line has been enhanced by new value-added services, such as the ability to receive information by SMS and automatic connection.

4.2.1.4 SEASONALITY

In Morocco, the fortnight preceding the Eid al-Adha festival and the summer months (periods when Moroccans living abroad return home) traditionally see a spike in Mobile usage and pay-as-you-go activation. The month of Ramadan represents a seasonal low for the Fixed-Line and Mobile segments. Fewer Fixed-Line and Mobile contracts are activated during this period.

4.2.1.5 REGULATORY ENVIRONMENT AND POSSIBLE DEPENDENCIES

Law no. 24-96 on postal and telecommunications services, as amended and supplemented, established with the head of Government, a public agency and separate legal entity that is financially independent and subject to the government's financial supervision and control: the National Telecommunications Regulatory Agency (ANRT).

Roles and responsibilities of the ANRT

As a regulatory authority for the telecommunications sector, the role of the ANRT is to define the legal and regulatory framework (draft laws, decrees and ministerial decisions concerning telecommunications, contract specifications for operators, etc.) for the telecommunications sector, to monitor and ensure compliance with the antitrust laws applying to telecommunications operators and to resolve disputes.

The ANRT prepares the procedures for the award of licenses by competitive bids, processes applications for licenses and treats preliminary declarations for activities subject to reporting. The ANRT grants authorizations and prepares related licenses and contract specifications. It ensures that operators comply with the terms of their licenses.

The ANRT is also involved in legal action taken against telecommunications operators that fail to comply with current regulations.

It is also the ANRT's duty to resolve disputes over interconnection and infrastructure sharing.

Following the passage of Law 104-12 on open markets and competition, the Decree of May 31, 2016, amending and completing the Decree of July 13, 2005, on bringing disputes and allegations of anticompetitive and monopolistic practices to the ANRT granted it new powers to curb anticompetitive and monopolistic practices in the telecommunications sector as well as new powers to penalize such practices. The enactment on January 25, 2019, of Law no. 121-12, which amends and completes Law no. 24-96 on postal and telecommunications services, ratified ANRT's new powers.

Legal and regulatory framework of the telecommunications industry in Morocco

This section contains a summary of the legal and regulatory framework for the telecommunications industry in Morocco. It is not intended to be exhaustive.

OVERVIEW

Since the adoption of Law no. 24-96 of August 7, 1997 (known as "Law 24-96"), Morocco has dissolved the National Post and Telecommunications Office ("ONPT") replacing it with a modern regulatory framework establishing the conditions for liberalization of the telecommunications sector.

The dissolution of the ONPT led to the creation of three distinct legal entities: Itissalat Al-Maghrib (Maroc Telecom), a stock company under private law, Barid Al Maghrib (La Poste, hereafter "BAM"), a public corporation which became a stock company in November 2011, with its capital wholly owned by the French State and the National Telecommunications Regulatory Agency ("ANRT").

Liberalization continued with the adoption of a series of implementing decrees concerning the operation of the ANRT, interconnection, the general terms of operation for public telecommunications networks, the provision of value-added services and the provision of leased lines.

In November 2004, Law 24-96, as amended by Law 55-01, finalized the liberalization process begun in 1997 and clarified the existing statutory framework. In 2005 the decrees on interconnection and the general terms of operation of the public telecommunications networks were amended and added to.

Lastly, Act no. 121-12, amending and supplementing Act no. 24-96, was promulgated and published in the Official Bulletin of February 18, 2019. The main provisions added by this law are as follows:

- assignment to the ANRT of the power (previously granted by decree in 2016) to apply the law on competition, including sanctions (up to 10% of revenue, or twice that amount in case of a repeat offense), and the establishment of an "Offenses Committee" to be chaired by the Director General of the ANRT;
- establishment of the universal obligation to share infrastructure;
- increase in penalties: 2% of revenue, 5% in the event of a repeat offense, for non-compliance with regulations;
- increase in penalties for non-disclosure of information: (MAD 100,000 to MAD 500,000);
- appointment by the planner/developer of an operator for managing infrastructure and instituting verification offices, approved by the ANRT, to check the compliance of connections (connection procedures have not yet been defined).

GENERAL GUIDANCE NOTES

Since 2004, the telecommunications sector has been governed by general guidelines regularly adopted by the Government. These notes constitute roadmaps for the sector.

The first general guidelines note covered the period 2004-2008. Since then, three other notes have been adopted.

The latest note was adopted by the ANRT Board of Directors on December 26, 2019. It assesses the sector and sets new general guidelines out to 2023.

Rules governing the establishment and operation of telecommunication networks and services in Morocco

Law 24-96, as amended and supplemented, introduces separate rules depending on the type of telecommunications networks and services provided.

Operators seeking to establish public telecommunications networks using public rights-of-way or radio-frequency spectra are required to obtain a license (granted by decree). A license may only be granted following an invitation to tender conducted by the ANRT. Licenses are issued by decree. They are unique to the license holder and may only be transferred to third parties by decree.

The establishment and operation of any independent network, with the exception of internal networks, are subject to authorization by the ANRT; independent networks being telecommunications networks with no commercial purpose, reserved exclusively for private use (use by the individual or legal entity establishing it) or for shared use (use by legal entities governed by public law, or by a company or its subsidiaries and branches, or by a closed group of users, with a view to exchanging internal communications intended for the needs of the individuals or entity establishing it).

The provision of value-added services is unrestricted, subject to prior declaration to the ANRT and compliance with applicable laws and regulations. The list of value-added services was set by Decree no. 2-97-1024 of February 25, 1998, supplemented by Order no. 618-08 of March 13, 2008, and included the administration of the ".ma" domain name.

All equipment to be connected to a public telecommunications network and all radio systems is subject to the ANRT's prior approval.

Business networks and radio systems consisting solely of low capacity or short-range devices may be established without restriction. The ANRT decides on the technical specifications of these networks and systems. In this respect, the regulator adopted Decision no. ANRT/DG/no. 07/2020 dated June 25, 2020 setting the technical conditions for the use of radioelectric facilities consisting of low-power and short-range equipment, as amended by Decision no. ANRT/DG/no. 07/21 dated May 7, 2021.

LICENSES AWARDED TO MAROC TELECOM

Under Law 24-96, the telecommunications networks and services previously operated by the ONPT (i.e., mainly Fixed-line and Mobile telecommunications networks and services, and the right to use the radio frequencies allocated or assigned to the ONPT) were transferred to Maroc Telecom.

As the incumbent operator, Maroc Telecom is subject to contract specifications ratified by Decree no. 2-97-1028 of February 25, 1998, as amended by Decree no. 2-00-1333 of October 9, 2000, and Decree no. 2-05-1455 of April 21, 2006, which define the conditions for the operation of all networks and services initially operated by the ONPT.

These contract specifications state the conditions under which Maroc Telecom is to establish and operate, for an unlimited duration:

- local and nationwide Fixed landline telecommunications services (including Data transmission services, leased lines and the integrated services digital network (ISDN);
- GSM-standard Mobile telephony services;
- international telecommunications services.

With regard to other telecommunications networks or services, Maroc Telecom, like other operators, is subject to the provisions of Law 24-96 and holds a license to deploy and operate public telecommunications networks using third-generation (3G) technology. Maroc Telecom was granted this license by Decree no. 2-06-498 of December 29, 2006.

On April 10, 2015, Maroc Telecom was awarded by Decree no. 2-15-277 a 4G license that was assigned for a period of 20 years, renewable for periods of 10 years and then 5 years.

On November 5, 2015, Maroc Telecom was awarded a 10-year VSAT license.

Finally, Maroc Telecom is bound by specifications relating to the carrying out of its universal service responsibility approved by Decree no. 2-07-932 of July 7, 2007, as amended by Decree no. 2-18-337 of June 4, 2018.

The following table summarizes all the licenses held by Maroc Telecom:

License	Effective date	Term
Fixed-Line +2G	October 9, 2000	Undefined
3G license	January 18, 2007	25 years
4G License	April 11, 2015	20 years
VSAT license	November 5, 2015	10 years
Universal service	December 31, 2007	30 years

MAIN OTHER LICENSES GRANTED

- GSM type Mobile telephony (2G): license awarded to Médi Telecom in August 1999, for a renewable period of 15 years, extended to 25 years in 2005, and a license awarded to Wana in February 2009 (commercial opening in February 2010);
- Fixed-line next-generation telephony: in 2005, two licenses were awarded for next-generation Fixed-line telephony:
 - in July 2005, a Fixed-line license including local loop (without restricted mobility) and national and international transmission was awarded to Médi Telecom,
 - in September 2005, a Fixed-line license including local loop (with and without restricted mobility) and national and international transmission was awarded to Wana;
- 3G and 4G Mobile telephony: in addition to the licenses granted to Maroc Telecom, 3G and 4G Mobile licenses were awarded to the existing operators Médi Telecom and Wana in 2006 (3G) and in 2015 (4G);
- VSAT licenses: in addition to the licenses granted to Maroc Telecom in November 2015, two other licenses were issued in 2015 (Wana and SADV) in addition to the three existing licenses.

Retail-pricing regulations

Retail rates may be freely set by operators, subject to compliance with antitrust rules and uniformity of domestic rates. Operators must notify the ANRT of their rates 30 days before publishing or applying them.

In addition, the duration and frequency of promotions are governed by the Order of June 3, 2008, which sets out the terms for the promotion of telecommunications services.

In April 2016, the ANRT adopted new guidelines for the review of operators' rate plans. As an operator named by the ANRT as exerting a significant influence on relevant markets, Maroc Telecom is required to justify its rates with regard to its costs and whether third-party operators are effectively able to replicate its offers. Unlike Maroc Telecom, non-dominant operators are able to practice on-net and off-net rate differentiation for prepaid customers.

Promotions (apart from pre-2016 offers) are also subject to the replicability test on a full-cost basis.

The minimum margin required of Maroc Telecom for the replicability test is 20% for Mobile Voice and Fixed-line and 60% for ADSL (ANRT Management Committee Decision no. ANRT/CG/ no. 01/2020 of 17 January 2020).

In December 2020, the ANRT adopted additional rules for the validation of retail offers in the form of "Conclusions resulting from the consultation on the review of retail offers". These conclusions were supplemented by two notes in March and April 2021. These rules provide for, among other things, the strengthening of the control of Business offers, the end of the conversion of loyalty points into handsets, and the exclusive ban for Maroc Telecom, as an operator exercising significant influence, from subsidizing handsets in the Fixed-Line and Fixed-Line Internet markets.

Interconnection and access

BACKGROUND

Interconnection is governed by Law 24-96 and Decree no. 2-97-1025, as amended and supplemented by Decree no. 2-05-770 of July 13, 2005, which defines the technical and pricing terms for interconnection to public telecommunications networks.

Every operator of a public telecoms network is required to accept requests for interconnection from a holder of a license to operate a public telecom network.

As an operator exercising significant influence on the Mobile, Fixed-Line and SMS markets, Maroc Telecom publishes wholesale interconnection offers after validation from the ANRT.

Law 121-12, which amends and supplements Law 24-96, brings in a general system for access and interconnection. The related procedures must be determined through regulation.

INTERCONNECTION RATES

The ANRT adopted Decision ANRT/DG/no. 14/20 of November 26, 2020, which provides for a multi-year framework for call termination rates that maintains the principle of price asymmetry reintroduced in February 2017. This decision was modified by a new ANRT decision adopted on June 30, 2021 (see table below).

The table below shows the changes in call termination rates on national Mobile networks (MAD excl. tax per minute) since 2011:

	Mobile Maroc Telecom		Mobile Médi Telecom		Mobile Inwi	
	Peak hours (a)	Off-peak hours	Peak hours	Off-peak hours	Peak hours	Off-peak hours
From January 1, 2011, to June 30, 2011	0.8317	0.4158	0.998	0.499	1.2309	0.6154
From July 1, 2011, to December 31, 2011	0.6238	0.3119	0.7186	0.3593	0.8801	0.44
From January 1, 2012, to June 30, 2012	0.3924	0.1962	0.452	0.226	0.5536	0.2768
From July 1, 2012, to December 31, 2012	0.2755	0.1377	0.3052	0.1526	0.3378	0.1689
From January 1, 2013, to December 31, 2016		0.1399		0.1399		0.1399
From March 1, 2017, to February 28, 2018		0.1169		0.1399		0.1399
From June 12, 2018, to November 30, 2020		0.1169		0.1238		0.1399
From December 1, 2020		0.07599		0.09285		0.10895

(a) Peak hours: 8 am to 8 pm; Off-peak: 8 pm to 8 am and Saturdays, Sundays and public holidays. This differentiation is no longer applied since January 1, 2013.

The table below shows the changes in rates for call termination on national Fixed-line networks (MAD excl. tax per minute) since 2011:

	Fixed Maroc Telecom						Fixed Médi Telecom		Fixed Wana		Restricted Mobility Wana	
	Peak hours			Off-peak hours			Peak hours	Off-peak hours	Peak hours	Off-peak hours	Peak hours	Off-peak hours
	Intra CAA	Simple Transit	Double Transit	Intra CAA	Simple Transit	Double Transit						
From January 1, 2011, to June 30, 2011	0.1155	0.2817	0.3860	0.0578	0.1409	0.1930	0.2693	0.1347	0.2693	0.1347	0.6238	0.3119
From July 1, 2011, to December 31, 2011	0.1079	0.2479	0.3531	0.0540	0.1240	0.1766	0.2410	0.1205	0.2410	0.1205	0.4678	0.2339
From January 1, 2012, to June 30, 2012	0.0740	0.1645	0.2411	0.0370	0.0823	0.1206	0.1617	0.0809	0.1617	0.0809	0.2277	0.1139
From July 1, 2012, to December 31, 2012	0.0591	0.1258	0.1894	0.0296	0.0629	0.0947	0.1252	0.0626	0.1252	0.0626	0.1798	0.0899
From January 1, 2013, to February 28, 2017	0.0360	0.0740	0.1130	0.0360	0.0740	0.1130		0.0740		0.0740		0.1160
From March 1, 2017, to June 11, 2018	0.0360	0.0740	0.1130	0.0360	0.0740	0.1130		0.0740		0.0740		0.1160
From June 12, 2018, to November 30, 2020	0.0306	0.0629	0.0960	0.0306	0.0629	0.0960		0.0740		0.0740		0.1160
From December 1, 2020, to December 31, 2021	0.01987	0.04086	0.06240	0.01987	0.04086	0.06240		0.04810		0.04810		
From January 1, 2022, to March 31, 2022	0.01531	0.03148	0.04807	0.01531	0.03148	0.04807		0.03706		0.03706		
From April 1, 2022	0.01121	0.02305	0.03520	0.01121	0.02305	0.03520		0.02713		0.02713		

Since 2012, the rates for SMS termination on the Mobile networks of the three operators have been as follows:

	From January 1, 2012, to December 31, 2012	From January 1, 2013, to December 31, 2016	From June 12, 2018, to November 30, 2020	From December 31, 2020
SMS termination rate (MAD excl. tax per SMS)	0.08	0.03	0.03	0.01

OPERATORS WITH A SIGNIFICANT INFLUENCE

Each year the ANRT imposes specific obligations in terms of interconnection on the operators it designates as exercising a significant influence over a particular market. An operator is considered to exercise significant influence if, individually or jointly with others, it has a dominant position enabling it to conduct its business independently of its competitors, its customers and consumers.

The guidelines regulating the ANRT's reviews of the rates offered by operators of public communication networks also impose a requirement on dominant operators for their retail offers to be able to be replicated by third-party operators (taking into account current specific market rates, which results in price squeeze tests being implemented as part of the preliminary audit by the regulator of retail offers).

In June 2018, the ANRT published the decision setting the list of specific markets for a period of three years. It provides for the following:

- broadening of the wholesale market for leased lines for dark fiber optic and segmentation of this market into two sub-markets: (i) urban and intercity in the Fixed-line connectivity market (LLO and equivalent and intercity FO) and (ii) the Fixed-line connectivity handset market (LLA and equivalent);
- introduction of the retail market for Fixed-line broadband and very-high-speed broadband, irrespective of the device or technology used. The obligations applying to this market have not been specified;
- maintenance of wholesale markets: Mobile Call Termination Rate, Fixed-Line Call Termination Rate, SMS Call Termination Rate, Access to Civil Engineering infrastructure;
- broadening of the local fiber loop market.

By ANRT/DG/no. 02/18 of June 7, 2018, Maroc Telecom was declared by the ANRT the only operator exercising a significant influence in all markets except the case of SMS (in which all operators have been declared dominant, for the year 2018).

As a result of these decisions, Maroc Telecom is subject to obligations relating to specific markets, in particular the publication of wholesale offers relating to said markets (physical unbundling, virtual unbundling, Bitstream, access to civil engineering projects, capacity and access to dark fiber, etc.).

In terms of infrastructure, the ANRT's decision of December 9, 2014, determines the technical and pricing terms of access to Maroc Telecom's urban and suburban underground infrastructure and requires it to provide technical and pricing terms for access to its overhead infrastructure. Pursuant to Decision ANRT/DG/no. 12/18 of July 27, 2018, the offer's technical and pricing conditions were revised.

Local loop unbundling

Since January 1, 2008, Maroc Telecom has established technical and pricing terms for total and shared access to its local loop approved by the ANRT in like manner as its interconnection technical and pricing terms.

IAM's unbundling technical and pricing offers have been the subject of successive enhancements and changes in both technical and pricing terms.

Thus, following ANRT/DG/no. 15/18 decision of August 7, 2018, Maroc Telecom published an update of the technical and pricing offers for the physical, virtual and bitstream unbundling of the loop and local copper wire loop.

The ANRT Management Committee's Decision ANRT/CG/no. 01/2020 of January 17, 2020, on unbundling provides for a reduction in unbundling tariffs. The corresponding new technical and pricing offers will be published following their approval.

National roaming

The specifications for the performance of the universal service by Itissalat Al-Maghrib as amended, provides for an obligation to give right to the requests of the operators of public telecommunication networks for the national roaming in the zones, object of the agreements of coverage within the framework of the universal service.

In response to this obligation, Maroc Telecom published a national roaming technical and pricing offer in the areas covered under the universal service programs.

Law no. 121-12, amending and supplementing Law no. 24-96, provides for the option to extend the scope of the obligation to areas of the national territory determined by the ANRT.

Numbering and portability of numbers

The ANRT allocates numbers, blocks of numbers and prefixes to operators of public telecom networks in an objective, transparent and non-discriminatory manner. These numbers and blocks of numbers may not be transferred without ANRT's prior express consent.

The portability of Fixed-line and Mobile numbers has been operational since May 31, 2007. The terms and conditions for implementing this lever have changed since that date.

The ANRT's decision no. 4/15 of October 8, 2015, on the terms and conditions of portability is intended to modify the portability process by reducing porting times and by requiring operators to set up a centralized Database of ported numbers, which was put into production in December 2019.

In November 2020, the ANRT adopted Decision ANRT/DG/no. 18/20 amending and supplementing decision ANRT/DG/no. 04/15 of October 8, 2015, on procedures and conditions for implementing portability.

Provision of infrastructure

Law no. 121-12, amending and supplementing Law 24/96, introduced a provision under which public-sector entities, utilities licensees and operators of public telecom networks are required, to the extent this does not interfere with public use, to make available to the operators of public telecoms networks which request them the easements, rights of way, civil engineering

works, roads, cables, high points, etc., which they have, in order to install and operate transmission materials. These must be made available under acceptable, objective, proportionate and non-discriminatory technical and financial conditions, which ensure fair competition.

The persons to which this obligation applies must provide to the relevant government authority and to the ANRT, on request, all information relating to the above-mentioned infrastructure in their possession or which they use. A Database containing Data relating to the above-mentioned infrastructures will be created; the rules for managing it must be determined by the ANRT.

The procedures for applying the above-mentioned provisions are determined through regulation.

Separate accounting

According to the terms of Decree no. 2-97-1026, as amended and supplemented by Decree no. 2-05-771 of July 13, 2005, and Decree no. 2-97-1025, as amended and supplemented by Decree no. 2-05-770 of July 13, 2005, operators are required to maintain an analytical accounting system which determines the costs, revenues and profits of each network they operate or service they offer. The financial statements must be submitted, for audit, to a body designated by the ANRT.

Decision no. 08/12 of December 6, 2012, established a consistent framework for regulatory statements of cost refunds and income which operators are required to submit annually to the ANRT. Subsequently, the ANRT/DG/no. 16/2020 of November 27, 2020 set the reporting costs and regulatory revenues of public telecommunications network operators.

Universal service

The universal service provided by operators of public telecommunications networks includes a minimum service which consists of telecommunications service of a specified quality, at an affordable price. It includes the provision of telecommunications infrastructure and services that enable access to broadband and to very-high-speed broadband access, as well as routing of emergency calls, telephone boxes on public roads, an information service, and a directory in printed or electronic form (the latter two services are mandatory), particularly in the outskirts of urban areas, industrial areas and in rural areas.

Pursuant to the “pay or play” principle brought in by Law 24-96, as amended and completed, operators of public telecommunications networks may either fulfill the universal service missions themselves, or pay a contribution into a special allocation account (called “US Fund”) amounting to 2% of revenue excluding tax (net of interconnection costs, sales of handsets, and repayments to suppliers of value-added services).

The manner in which each operator provides universal service tasks are set out in one particular set of specifications, approved by decree.

In March 2020 the ANRT adopted decision ANRT/DG/no. 02/2020 setting out the principles for the reporting by public network operators of revenue from traffic generated in areas covered under the universal service framework.

In November 2020, the ANRT also adopted Decision ANRT/DG/no. 17/2020 setting out the elements of the basis for calculating contributions to the State’s general commitments and variable financial compensation for the licenses of public telecommunications network operators.

In 2008-2011, the ANRT launched a number of consultations with all the national operators for the realization of vast universal service programs, called “PACTE” the objective of which was to provide coverage for telephone services and Internet access to all the blank areas in Morocco, namely 9,263 villages. The Telecommunications universal service Management Board selected Maroc Telecom for 7,338 of them.

The entire program has now been completed, with the exception of villages considered as unrealizable.

Moreover, Maroc Telecom contributes to implementation of the Nafid@ and INJAZ programs, which have been selected as universal service programs by the Universal Service for Telecommunications Management Committee and partly funded by the Fund for Universal Service for Telecommunications (Fond de Service Universel des Télécommunications or FSUT). In particular, these programs concern the general application of information and communication technologies in education.

Contributions to research, training and standardization of telecoms

Law 24-96, amended and supplemented, sets the contribution of public telecoms network operators to training and standardization at 0.75% of revenue, before tax and net of interconnection fees, generated by the telecom operations covered by their licenses. The contribution for research is set at 0.25% of the revenue referred to above. This amount is paid into a special fund for research. Operators providing equivalent funding for research programs under agreements with officially designated research agencies are exempt from the payment.

Since 2007, Maroc Telecom no longer enters into agreements with such agencies and pays the entirety of the above-mentioned contribution into an account earmarked for research.

In November 2020, the ANRT adopted Decision ANRT/DG/no. 17/2020 setting out the elements of the basis for calculating contributions to the State’s general commitments and variable financial compensation for the licenses of public telecommunications network operators.

Identification of customers

The ANRT has informed the operators of public telecoms networks about Decision no. 04/11 of July 13, 2011, relating to the identification of 2G and 3G Mobile customers.

The ANRT issued a new decision on November 8, 2013, amended by a decision on January 31, 2014, pursuant to which the sale of pre-activated prepaid SIM cards was prohibited as from April 1, 2014.

Law 121-12 which amends and completes Law 24-96 placed stricter obligations on operators regarding the identification of customers. Operators are responsible for identifying the subscriber accounts opened by any subcontractors, distributors, resellers or retailers. They also are under an obligation to set up and keep an up-to-date Database, including in electronic format, containing information relating to customer identification. This Database shall be made available to the ANRT, on request.

Dispute resolution

The ANRT procedure for disputes, unfair business practices and economic concentrations, taking into consideration the new powers of the ANRT in terms of competitive environment, is outlined in Decree no. 2-05-772 of July 13, 2005, as amended and completed by the Decree of May 31, 2016.

Article 8 bis of Law 121-12 amending and completing Law 24-96 vests the ANRT with the power to apply the provisions of the legislation on pricing freedom and competition in terms of unfair business practices and economic concentration transactions in the telecommunications sector. For this reason, the Agency implements the procedures provided for in said legislation subject to the following provisions:

- the general rapporteur is appointed by decision of the ANRT's Board of Directors from among the employees of the Agency who can demonstrate financial and legal experience, and knowledge of competition and consumer issues;
- the penalties and fines provided for in the event of unfair business practices and economic concentration transactions are determined by the Offenses Committee set up pursuant to Article 31 bis of the above-mentioned law;
- the inquiries necessary to enforce the procedures of the above-mentioned Article 8bis are conducted by sworn agents of the ANRT as stipulated in Article 85 of said law.

4.2.1.6 DISTRIBUTION AND COMMUNICATION

Distribution

ORGANIZATION

Maroc Telecom has the largest distribution network nationally. It includes more than 75,000 distribution outlets for direct and indirect sales. In 2021, Maroc Telecom's various distribution channels were:

- the direct network composed of 401 branches at the end of 2021, including 50 dedicated indirect sales branches;
- more than 433 Full-Image resellers, managed directly by Maroc Telecom's own network, which market consumer products and services;

- the indirect network comprises independent local shops, some of which have exclusivity agreements and are managed by the nearest Retail branch. Nationwide distributors whose main activity is not telecoms;
- four national distributors, two of which operate exclusively in telecom for Business customers. The business of the other two concerns different customer segments and all Maroc Telecom's product ranges and services;
- five partners for the sale and installation of Business products.

DISTRIBUTION STRATEGY

The extent and organization of Maroc Telecom's distribution network is a major strategic asset for the Company.

The operator's distribution strategy is mainly focused on the following areas:

- expand its direct branch network by opening new Retail branches and refurbishing old ones every year, to maximize customer satisfaction while keeping up with the technological trends;
- increase digital distribution via indirect channels to forge closer ties with customers;
- strengthen the role of all those involved directly or indirectly, to promote its offerings and meet everyone's needs;
- diversify the distribution media (electronic top-ups, ATMs, express top-ups, online top-ups, pay points etc.);
- ensure synergy between direct and indirect channels in order to offer customers a very high-quality service.

DIRECT DISTRIBUTION NETWORK

In order to maintain the central and dynamic role of the direct network in its marketing and sales strategy, Maroc Telecom has continued with its program to modernize its proprietary sales network in accordance with the new-generation Retail branch concept.

344 of Maroc Telecom's sales outlets now feature the new design scheme.

At the end of 2021, Maroc Telecom had a network of 429 sales branches, with eight regional offices, ensuring optimal coverage and density. The network has 401 Retail branches and 27 Business branches.

And four dedicated branches with nationwide coverage for key accounts.

INDIRECT DISTRIBUTION NETWORK

The indirect distribution network has a significant number of licensed resellers, top-up outlets and regional and national distributors.

The indirect distribution network has a dual benefit: bringing services closer to customers and making a significant contribution to job creation in the regions.

At the end of 2021, over 75,000 resellers offered Mobile prepaid services throughout the Kingdom. This sales channel is supported by a network of IAM Retail branches specialized in managing local resellers.

The resellers network is composed mainly of convenience stores and other distributors of telecoms products which have signed agreements to sell Maroc Telecom products and services. A new category of resellers (*Revendeurs Plus*) has been added in the form of Full-Image sales points, which sell all Maroc Telecom prepaid and postpaid products. This network, which has a similar design scheme to Maroc Telecom Retail branches, currently has more than 433 stores. These make a valuable contribution to business performance and customer service, as well as providing visibility and sales coverage at the local level.

The network of “Full-Image” resellers bearing the Maroc Telecom branding continues to grow, standing at almost 433 sales outlets at the end of 2021. Agreements are signed with each partner, resulting in a denser network that ensures local distribution. Partners are paid through commissions on the products and services sold.

Maroc Telecom has also signed agreements with partners for the international distribution of electronic top-ups.

DISTRIBUTION AGREEMENTS

At the end of 2021, Maroc Telecom held distribution agreements with the following companies:

	Type of business	Date of partnership agreement	Maroc Telecom products distributed
GSM Al-Maghrib	Distribution of telecom products	11/2003	Prepaid Mobile and Fixed-Line cards, Mobile Subscriptions Fixed-Line and Internet Electronic top-up
Canal Market	Electronic payment service provider and distributor of electronic top-up	11/2002 11/2006	Mobile and Fixed-Line electronic top-up Mobile, Fixed-Line and Business Internet subscription – Region of Marrakech
Sicotel	Distribution of telecom products	11/2006	Prepaid Mobile and Fixed-Line cards, Mobile Subscriptions Fixed-Line and Internet
Lineatec	Distribution of telecom products	11/2006 11/2008	Prepaid Mobile and Fixed-Line cards Mobile, Fixed-Line and Business Internet subscription – Regions of Rabat and Tangier Mobile, Fixed-Line and Business Internet subscription – Regions of Casablanca and Fez
M2T	Local customer services (bill payment, etc.)	04/2010	Mobile products (electronic and online top-ups)
CMI	E-commerce	06/2010 12/2015 04/2016 05/2016 06/2016 07/2014 09/2016 09/2016 06/2014 01/2013	Mobile, Fixed-Line and Internet top-ups Top-up and billing via online banking with CAM Top-ups and billing via online banking with BMCE Top-ups and billing via online banking with ABB Top-ups and billing via online banking with AWB Top-ups and billing via online banking with CIH Top-ups and billing via online banking with BMCI Top-ups and billing via online banking with CFG Top-ups and billing via online banking with BP Top-ups and billing via online banking with SG
Transfer to	International distribution of telecom products	02/2011	Top-up transfer from abroad
Al Barid Bank	Bank	07/2005	Jawal top-up at ATM
Crédit Du Maroc	Bank	11/2004	Jawal top-up at ATM
Banque Populaire	Bank	12/2005	Jawal top-up at ATM
E-mania	Electronic banking, Mobile top-up distributor	03/2015	Online top-up
BIM	Turkish hard discounter	01/2017	Online top-up
Kenz'Up	A technology startup operating in loyalty and payment solutions	11/2021	Online top-up

Communication

In a context of the global health crisis and increased competition, Maroc Telecom maintained its position among the leading advertisers in the Kingdom in 2021 by devoting a large portion of its budget to its brand communication and advertising its products and services targeting the Retail and Business segments.

CORPORATE COMMUNICATION

The overall objective of the corporate communication for the year 2021, was to consolidate the reputation and the proximity of Maroc Telecom and to increase the sympathy capital of the brand in a context of strong market resilience due to the health and economic crisis.

The year 2021 was first marked by the launch of a major corporate communication campaign "Maghrib jadid younadina" (a new world is calling us) in association with the Moroccan actor Mohammed El Jem and aimed at promoting Maroc Telecom's image as a national and pan-African operator that is innovative, a citizen, close to its customers and forward-looking.

Throughout 2021, the "Maroc Telecom" brand and its values were regularly highlighted through the creation of responsible and entertaining brand content aimed at improving the operator's sympathy capital; This is illustrated by the "Itissalat Kanbghiha" (I love Maroc Telecom) campaign launched on International Women's Day to celebrate the diversity of Moroccan women. This campaign was accompanied by a digital dedication campaign allowing Internet users to personalize the song "Ghita Kanbghiha" by Moroccan pop star Amine Ayoubi with the first name of their choice and give it to the person they wish to celebrate. In the same vein and to celebrate the end of the year with its customers, Maroc Telecom launched the operation "la7dhat sana" in association with several Moroccan influencers with a strong reach, and which consists in inviting Internet users to share on their social networks, the best moments they experienced this year thanks to or through their smartphone using #la7dhat_sana and tagging @maroctelecom, with a view to entering a raffle to win iPhone13Pro smartphones.

Internationally, 2021 was the year in which Maroc Telecom Group's visual identification was unified in Africa through the launch of the new "Moov Africa" trademark. Thus, all the African subsidiaries are now united around a common identity and graphic charter reaffirming their belonging to the group and reinforcing its pan-African dimension.

In addition, Maroc Telecom continued to publicize the Company's guidelines and values, by prioritizing communication on its social networks throughout the year, to strengthen the societal impact and image of its companies. sponsorship actions through the dissemination of informative posts on the achievements with partners, the implementation of fun and informative activations around the themes dealt with on the sidelines of events and actions supported in the cultural, sporting and environmental fields (Clean Beaches program, promotion and coverage of the Rallye du Maroc, etc.).

RETAIL AND BUSINESS COMMUNICATION

Maroc Telecom maintained sustained communication throughout 2021 to accompany the regular launches of its offers and promotions, both for the general public and for the B2B segment, emphasizing its digital customer relations channels (WhatsApp selfcare, online top-up, online payment, E-boutique, my MT space, etc.) to increase brand loyalty and support its customers in their changing uses.

In the prepaid segment, Maroc Telecom continues to regularly highlight its multiple top-ups Jawal, Pass *3 and *2 and *22, both in traditional media and in its web and RS communications through a young and dynamic tone of communication to best appeal to consumers and more specifically to young people. To showcase its flagship "Multiple Top-Up promotion" and "Pass *6" offers, Maroc Telecom called on "Zahrae Saher" and "Afrae", young popular influencers on Instagram and TikTok.

In the postpaid Mobile segment, Maroc Telecom mainly communicated on the Liberté plan range to further boost the rate of activations and encourage the migration of Jawal customers to Mobile subscriptions, particular via the attractive offer 1H+20Go at MAD 99 per month.

Regarding the very broadband segment, Maroc Telecom has continued its sustained communication to promote the various promotional operations launched to boost the level of FTTH acquisitions (raffles, sponsorship offers, etc.) and to highlight the benefits of the power and speed of the fiber optic offer up to 200 megabytes. In this regard, a major campaign around Maroc Telecom's Fiber Optic offering was launched during the month of Ramadan. This campaign, entitled "Moch hatnazil Zannak abadane" (I will never abandon you) and based on the eponymous song by the Moroccan diva Samira Said, presents, through a playful and original creative concept, a musical spot in which Maroc Telecom reaffirms its commitment to always be at its customers' side and its desire to offer them the best Internet connection at home.

In a completely different, aspirational and high-tech vein, Maroc Telecom has launched the "Smart Life" campaign, which aims to strengthen our technological leadership and our image as an operator at the cutting edge of technology by regularly highlighting the latest additions to the range of connected objects offered for sale by Maroc Telecom.

In addition, 2021 saw the launch of MTTV, Maroc Telecom's new HD television service, which benefited from a sustained communication campaign aimed at consumers looking for quality TV and SVOD content accessible to the whole family.

The campaign "MT TV, live the best TV experience" was materialized around an advertising spot featuring Rachid Allali, the star host of the Moroccan small screen, who presents the new MT TV service and its different functionalities in a playful way; and "insight" capsules revealing the key functions of the MTTV service through several situations drawn from the experience of the TV consumers.

In order to reinforce the image of an innovative brand that is close to its customers, Maroc Telecom has launched the campaign "Maroc Telecom can always be counted on" which highlights the richness of the range of offers and services made available by Maroc Telecom to its customers to facilitate their daily lives.

Lastly, communication for the business segment focused mainly on value-added services that enable companies to improve productivity and performance: Data center, Cloud, Visio conferencing, MDM, Fiber optic solutions, etc. while highlighting our exclusive advantages in terms of reliability and expertise.

ONLINE COMMUNICATION

Maroc Telecom continues to strengthen its image on social networks while maintaining its position as the leading Moroccan company and brand on Facebook (nearly 3.7 million fans) and Twitter in terms of communities. It also has a noteworthy presence on YouTube, Instagram and LinkedIn.

After a year marked by an unprecedented health crisis, during which digital channels proved to be powerful catalysts of information, Maroc Telecom maintained a strong web presence in 2021 and continued to use social networks to communicate and interact with Internet users.

The actions undertaken this year on social networks mainly focused on:

- help and advice for customers requesting information or wishing to make a complaint;
- fun events (games, quizzes, etc.) on the Facebook page, which have become a key event for the Facebook community;
- publicizing the various events supported by Maroc Telecom.

SPONSORSHIP AND CORPORATE PHILANTHROPY

Social, societal and humanitarian

Maroc Telecom confirms its commitment in the social area by renewing its support for several foundations and public utility associations, in particular:

- the Mohamed V Foundation for Solidarity;
- the National Institute for Children's Rights;
- the Moroccan Down Syndrome Association;
- Lalla Asmaa Association for Deaf Children and Youth;
- the Mohamed VI Foundation for Environmental Protection.

As part of the partnership with the Mohamed VI Foundation for the Environmental Protection, Maroc Telecom renewed its participation in the *Volontaire Carbone* Program and contributed to the Clean Beaches Program by sponsoring six northern beaches. This sponsorship consists in the setting up of equipment and the system for cleaning these beaches as well as the implementation of an awareness plan of actions near the holiday makers, as well on the environmental aspect and anti-Covid health protection, on the ground and via the social networks.

Sports and cultural actions

In accordance with government directives related to the spread of the Covid-19 pandemic, many of the sporting and cultural events usually sponsored and / or organized by Maroc Telecom were canceled for the 2nd consecutive year.

Notwithstanding the exceptional context dictated by the health crisis, Maroc Telecom remained firmly committed to the promotion of sport and culture in 2021. This resulted in several initiatives during the year, including:

- support for the Royal Mohammed VI Football Academy;
- support for the Royal Moroccan Athletics Federation;
- sponsorship of the Rallye du Maroc;
- participation in the National Fund for Cultural Action (FNAC) of the Ministry of Culture, Youth and Sport;
- sponsorship of the "Jidar-Rabat Street Art" festival;
- renewed support for the Rabat Cultural Heritage Foundation.

4.2.1.7 NETWORK INFRASTRUCTURE AND SYSTEMS

Key performance indicators

	2021	2020	2019
Radio sites	10,291	10,149	10,024
Internet bandwidth (Gbps)	4,230	3,830	2,830
Mobile failure rate	0.28%	0.36%	0.44%
Mobile dropped-call rate	0.32%	0.39%	0.42%
2G population coverage rate	99.5%	99.5%	99%
3G population coverage rate	99%	99%	99%
4G population coverage rate	99%	99%	98.8%

Mobile infrastructure

Maroc Telecom's Mobile network is a 2G/3G/4G (GSM/3G-HSPA+/ LTE) network available across almost all of the country. The network has a well-developed infrastructure, high international connectivity and a service quality comparable to that of international operators.

The 4th-generation network (LTE) was launched on July 13, 2015. It supports high-speed Voice and Data communication services.

MOBILE CORE NETWORK AND SERVICE PLATFORMS

Maroc Telecom's Mobile switching network is equipped with Next-Generation Network (NGN) technology that supports IP and 2G/3G/4G simultaneously for optimal resource allocation.

Maroc Telecom has technical platforms that enable it to offer quality Voice or Data services to its customers (Internet access, Voicemail, SMS, MMS, prepaid management systems, multi-screen TV access in high definition, with live control) and video-on-demand service, etc.) and is constantly adapting the capacity of its platforms to cope with the continuous growth in usage.

Packet switching and service platforms use highly redundant infrastructures in order to guarantee the highest network availability possible.

COVERAGE

Since the introduction of Single RAN (radio access node) technology, which combines 2G, 3G and 4G technologies in one equipment, Maroc Telecom has continued to broaden its radio coverage while upgrading and boosting the capacity of its radio-access equipment.

At end-December 2021, the 10,291 Maroc Telecom radio sites covered 99.5% of its 2G customers and 99% of its 3G and 4G customers.

The base station network is continually being optimized by:

- a regular program of equipment extensions;
- the latest software upgrades;
- Voice-compression technology to cope with spikes in traffic during public holidays and promotional periods.

MOBILE SERVICE QUALITY

Maintaining and enhancing Mobile service quality is a permanent priority for Maroc Telecom's engineers. The call completion rate was 99.7% at end-December 2021, while the dropped call rate was 0.32%; the incoming SMS success rate was 95.8%.

Maroc Telecom is conscious of public health issues and follows the guidelines for human exposure to electromagnetic radiation fields issued by the International Commission on Non-Ionizing Radiation Protection (ICNIRP), a body recognized by the WHO, and conducts regular measurement campaigns to ensure compliance with international standards.

Fixed-Line network infrastructure

Maroc Telecom has a state-of-the-art Fixed-Line network enabling it to deliver a wide range of Voice and Data services to its Residential and Business customers.

This network comprises network access with copper and fiber optic technologies, a transmission backbone, switching centers and service platforms.

INTERNET AND DATA ACCESS NETWORK

In addition to the copper wireline access network providing broadband Internet access (up to 20 Mbps in ADSL 2+ in Morocco's main cities) and TV via ADSL, Maroc Telecom has continued to roll out optical local loops in order to offer its customers very high-speed Fixed-line access using FTTH technology for a theoretical downstream speed of up to 200 Mbps, and to offer its business customers very high-speed services, in particular through technologies such as VPN IP.

Maroc Telecom's Data offering is supplemented by a solution for satellite Internet access via VSAT technology with speeds of up to 20 Mb/s.

DOMESTIC TRANSMISSION NETWORK

Maroc Telecom's transmission network is entirely composed of fiber optic cable linking all of Morocco's cities.

Based on the latest hybrid NG-SDH and NG-WDM transmission technologies, and thanks to 100GE services, the backbone can transmit up to 8Tbps on a single pair of fibers. These broadband connections are ultra-secure thanks to mesh networking and ASON (Automatically Switched Optical Network) technology.

SWITCHING PLATFORMS AND FIXED-LINE SERVICES

Fixed-Line switching is provided by next-generation equipment to provide value-added services (Voice over IP, three-way calling, call waiting, call transfers) while optimizing service quality.

INTERNATIONAL NETWORK

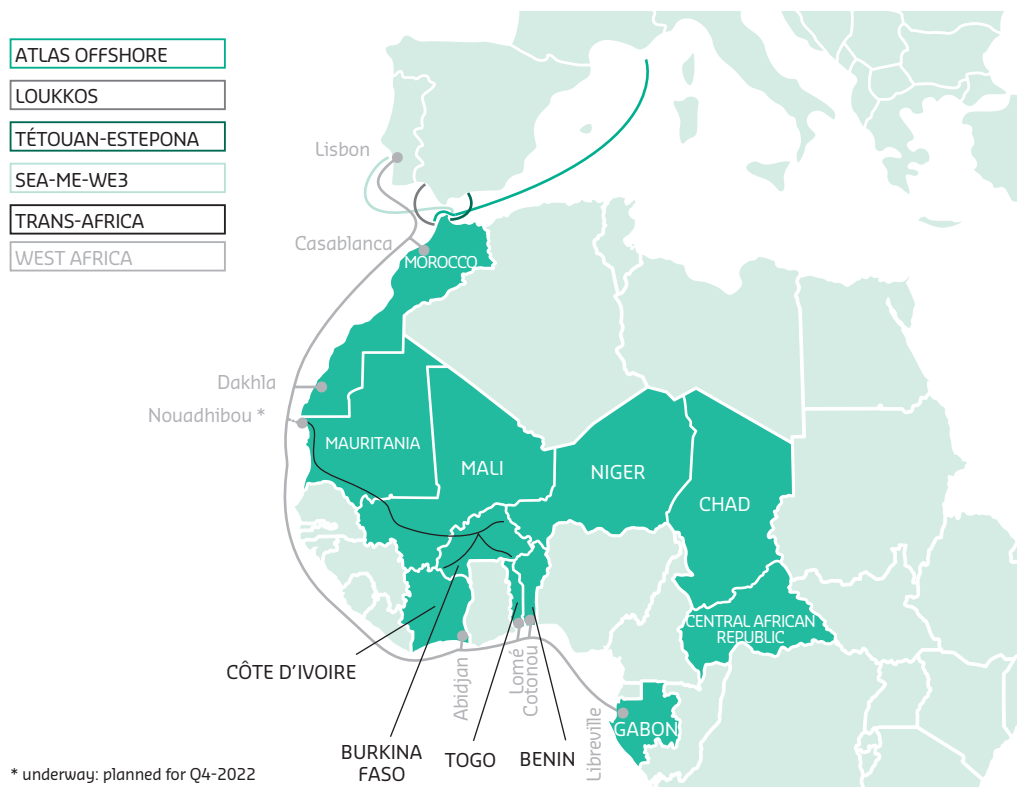
Maroc Telecom connects Morocco to the world through its infrastructure and agreements with large international operators:

- two international transit centers in Casablanca and Rabat;
- four fiber optic submarine cables linking Morocco to Europe. These cables have a combined capacity of 4,230 GB/s and meet the connectivity needs of Maroc Telecom customers;
- a terrestrial fiber-optic cable of over 8,000 km connecting Maroc Telecom to its sub-Saharan subsidiaries (Mauritania, Mali, Burkina Faso, Côte d'Ivoire and Togo);
- an 8,300 km submarine optical fibre cable linking Maroc Telecom to its sub-Saharan subsidiaries (Mali, Burkina Faso, Cote d'Ivoire, Togo, Benin, Niger and Gabon); and
- satellite links connecting the most remote parts of the country to the Maroc Telecom backbone.

Cable name	Departs from	Arrives in	Length	Brought into service
Atlas Offshore	Asilah (Morocco)	Marseille (France)	1,634 km	2007
Loukkos	Asilah (Morocco)	Rota (Spain)	187 km	2012
Tétouan-Estepona	Tétouan (Morocco)	Estepona (Spain)	13 km	1994
SEA-ME-WE3 ^(a)	Tétouan (Morocco)	Sesimbra (Portugal)	500 km	2009
Trans-Africa	Morocco	Ouagadougou (Burkina Faso)	5,300 km	2013
West Africa	Casablanca (Maroc)	Libreville (Gabon)	8,300 Km	2021

(a) IAM stake in a consortium of over 50 operators.

MAP OF MAROC TELECOM INTERNATIONAL SUBMARINE AND TERRESTRIAL FIBER OPTIC CABLES



INFORMATION SYSTEMS

The Information Systems Department is responsible for providing the IT infrastructure and software applications required by Maroc Telecom's various business lines.

Several major projects were carried out in 2021, such as:

- development of the Information Systems transformation plan;
- support measures for the 2021 marketing plan;
- ongoing efforts for paperless processes and Digitalization of the customer experience;
- adaptation and upgrade of Information Systems to support network technology developments;
- technical and functional changes to business line information systems (securing and modernizing payments, taking charge of regulatory provisions relating to the national register, decision-making / Big Data, Human Resources, Quality of Service / Network performance monitoring tools);
- enhanced security for Data and Information Systems.

4.2.2 Subsidiaries

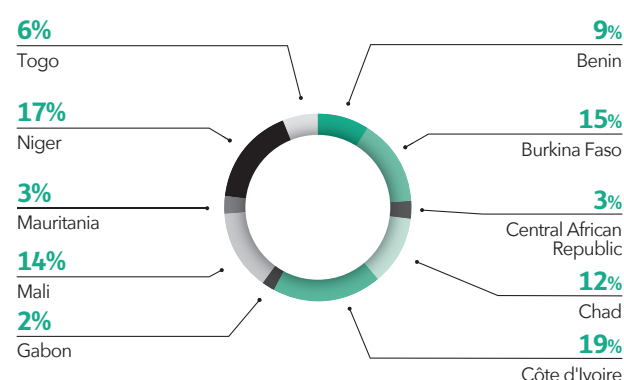
4.2.2.1 CONSOLIDATED DATA

Population ^(a) (000)	Clients ^(b) (000)	Revenues ^(b) (MMAD)
143,747	50,621	16,912

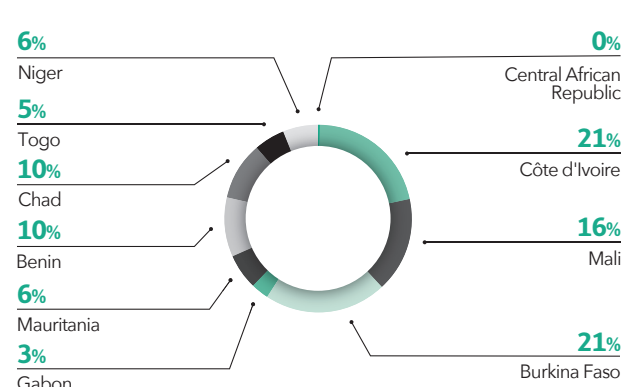
(a) Forecasts at end-December 2021 (source: IMF, October 2021).

(b) Data at end-December 2021 (source: Maroc Telecom).

BREAKDOWN BY POPULATION ⁽¹⁾



BREAKDOWN BY MOBILE PHONE CUSTOMERS ⁽²⁾



4.2.2.2 MAURITEL

Macroeconomic indicators

	2021	2020	2019
Population (000)	4,240	4,147	4,058
GDP per capita (in USD)	5,758	5,484	4,881
GDP growth	+2.7%	-3.2%	+5.9%
Inflation	+2.7%	+3.8%	+2.3%

Source: IMF (October 2021).

Mauritel SA is the incumbent Mauritanian operator, born out of the splitting of the Post and Telecommunications Office in a reorganization scheme in 1999. In 2000, Mauritel SA created Mauritel Mobiles, which is wholly-owned and which was awarded the second license to operate a GSM-type Mobile telephone network.

On April 12, 2001, following an international call for tenders issued by the Mauritanian government, Maroc Telecom acquired a 54% stake in Mauritel SA.

In January 2002, Maroc Telecom created Compagnie Mauritanienne de Communication (CMC), to which it transferred the shares it held in Mauritel SA. Then, on June 6, 2002, Maroc Telecom sold 20% of CMC to Mauritanian investors. During the 2003 fiscal year, CMC sold 3% of Mauritel SA to its employees for MAD 17 million in accordance with the commitments made at the time of privatization in 2001.

Once the Mauritanian government gave up its veto over Mauritel SA on July 1, 2004, Maroc Telecom gained exclusive control of its subsidiary, which became a fully-consolidated Group entity. In 2006, the CMC Group acquired 0.527% of Mauritel SA from SOCIPAM, a non-commercial company created by employees of the Mauritanian subsidiaries. On completion of this transaction, CMC held 51.527% of Mauritel SA.

Following the repeal in December 2007 (Law no. 2007-049 of December 3, 2007) of Article 73 of Law no. 99-019 on telecommunications, which required Mauritel SA by name to spin off all its operations subject to competition, in this case its Mobile activities. On November 27, 2007, the Extraordinary General Meetings of Mauritel SA and Mauritel Mobiles subsequently ratified plans to merge the two companies. Mauritel SA has since become a global operator able to take advantage of synergies between all its Fixed-Line, Mobile, and Internet businesses.

On January 1, 2021, Mauritel launched a new commercial brand for all its activities called Moov Mauritel.

Maroc Telecom's representatives sit on the Board of Directors of Mauritel SA. None of Maroc Telecom executives holds any operational functions within these companies.

The consolidation methods for the CMC/Mauritel sub-group are summarized in notes 1, 2 and 28 to the consolidated financial statements. In addition, chapter 3.2.3.4 "Related-party transactions" illustrates the type of financial flows between Maroc Telecom and the Mauritel sub-group.

(1) Forecasts at end-December 2021 (source: IMF, October 2021).

(2) Data at end-December 2021 (source: Maroc Telecom).

Fixed-line telephony, Data and Internet

Mauritel provides Fixed-line telephony services (Voice and Data) as well as broadband Internet access to private customers, companies and the public sector.

In addition to Mauritel, Mattel and Chinguitel have had Fixed-Line licenses since 2009 that allow them to operate in this market. Nevertheless, to date, the former has developed neither networks nor Fixed-line offers, while Chinguitel provides Fixed-line services through its CDMA network. As a result, Mauritel remains the sole wireline operator in Mauritania.

At end-December 2021, Mauritel had a Fixed-line customer base of 57 thousand lines, the same as in 2020. In addition, the operator is deploying an ADSL and FTTH network, enabling it to sell broadband Internet offers to its customers. At end-December 2021, Mauritel had 19 thousand Internet subscribers, mostly on the ADSL network (94% of the customer base).

To meet its international bandwidth needs, Mauritel participates in a consortium that has capacity on the Africa Coast to Europe (ACE) submarine cable and includes all Mauritanian telecom operators and the Mauritanian post office. In addition, on June 26, 2020, Mauritel received the government's agreement to end the Maroc Telecom Group's West Africa cable in Nouadhibou.

Mobile telephony

Mauritel's Mobile activities consist of prepaid and postpaid services. Mobile services are offered for Voice, value-added services (SMS, MMS, SVA, etc.), 3G Mobile Internet (launched in 2009), 4G (launched on December 31, 2020), and roaming.

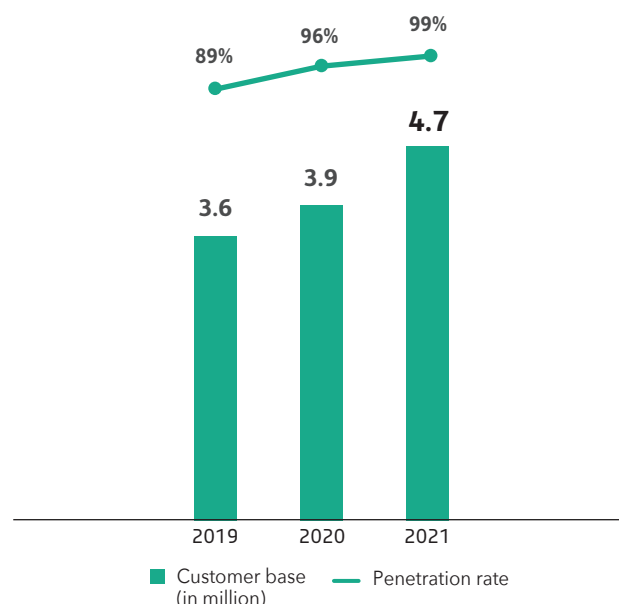
In July 2015, Mauritel renewed its 2G license for a period of ten years in return for a Fixed share (MRO 1 billion) and an annual variable share corresponding to 2.5% of 2G revenues for the term of the license.

In November 2020, Mauritel acquired its 4G license for a period of ten years in return for a Fixed fee (MRO 500 million) and an annual variable fee corresponding to 2.5% of 4G revenues for the term of the license.

In July 2021, Mauritel renewed its 3G license for a period of ten years in return for a Fixed fee (MRO 500 million) and an annual variable fee corresponding to 2.5% of 3G revenues for the term of the license.

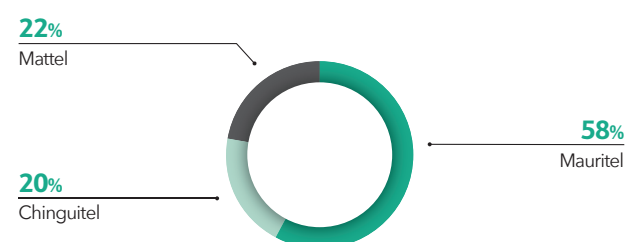
COMPETITION AND MARKET SHARE

MOBILE MARKET TRENDS IN MAURITANIA



Source: Dataxis (Q3 2021)

MOBILE MARKET SHARE IN MAURITANIA AT SEPTEMBER 30, 2021



Source: Dataxis (Q3 2021)

At September 30, 2021, the Mauritanian market had 4.7 million Mobile customers, representing a penetration rate of 99.1%.

Mauritel operates alongside two other operators, Société Mauritano-Tunisienne de Télécommunications Mattel and Chinguitel. It should be noted that the latter launched a GSM offer in 2011. In 2006, the ARE awarded 3G licenses to Mauritel and Chinguitel; Mattel did not obtain its 3G license until March 2009.

At December 31, 2021, Mauritel's Mobile customer base was 3.0 million (almost all prepaid), a 13.0% increase year-on-year, despite heightened competition and regulatory customer identification requirements. Mauritel maintained its leadership position with a market share of 58% at end-September 2021.

PERFORMANCE

The following table shows Mauritel's key operating Data:

	Unit	2021	2020	2019
Mobile customers	(000)	2,985	2,641	2,470
Fixed-lines	(000)	57	57	56
Broadband access	(000)	19	18	10

Seasonal changes

In Mauritania, the peak period is generally from June to September. Other spikes in usage occur during religious holidays, providing significant sales opportunities. Fixed-Line and Mobile usage tends to be lower during Ramadan.

Regulations

OVERVIEW

The regulatory framework for telecommunications in Mauritania was modified by Law no. 2013-025 of July 15, 2013, on electronic communications (hereinafter the "Law").

This Law supplements in particular the prerogatives of the ARE and gives it powers to curb unfair business practices in the sector. These prerogatives are in addition to the ARE's regulatory, audit, and oversight powers with regard to industry operators, as set forth in Law no. 2001-18 of January 25, 2001, establishing the ARE.

The ARE is an independent public-sector entity with multi-sector authority and full financial and managerial autonomy. The ARE reports directly to the Prime Minister.

MAURITEL'S MAIN REGULATORY OBLIGATIONS

Over and above the regulatory 2G/3G coverage obligations for localities and main roads set out in its specifications, Mauritel is subject to a range of dues and industry contributions. These include an annual universal-service contribution of no more than 3% of revenues, net of interconnection charges, regulatory dues of no more than 2% of revenues, net of interconnection expenses, and an annual research and training contribution of no more than 1% of revenues, net of interconnection expenses. Lastly, Mauritel pays annual fees for the use of radio frequencies and numbering resources as well as a tax on incoming international traffic (EUR 0.08 / min) with the exception of traffic from G5 SAHEL countries.

MAURITEL LICENSES

License and authorizations	Award date	Expiration Date	Term
Fixed-Line authorization	04/11/2021	04/10/2031	10 years
2G license	07/18/2015	07/17/2025	10 years
3G license	07/27/2021	07/26/2031	10 years
4G License	11/09/2020	11/08/2030	10 years

HIGHLIGHTS OF 2021

Regulatory highlights for 2021:

- the drop in the Mobile termination rate to MRO 0.18 as of July 1, 2021;
- the renewal of the Fixed-line authorization for 10 years;
- the renewal of the 3G license for 10 years;
- the adoption of Law 2021-014 of July 5, 2021 on electronic payment services and means in Mauritania;
- the notification, in June 2021, of a sanction of MRO 55.95 million pronounced by the ARE against Mauritel regarding the quality of service. Other operators within the country were also sanctioned by the regulator;
- the publication by Mauritel of wholesale offers for Bitstream and access to civil engineering projects for the local loop;
- the adoption of Decision no. 42/2021/AR/CNR approving terminal equipment, radio installations and the exercise of the activities of installers;
- the publication of the list of operators authorized to provide Internet access in Mauritania, namely: Sahel Telecom, Connecty, CSS and SMART MS;
- the notification, in December 2021, of a sanction of MRO 55.95 million pronounced by the ARE against Mauritel regarding the quality of service. Other operators within the country were also sanctioned by the regulator.

4.2.2.3 ONATEL

Macroeconomic indicators

	2021	2020	2019
Population (000)	21,521	20,917	20,326
GDP per capita (in USD)	2,236	2,084	2,077
GDP growth	+6.7%	-2.0%	+6.0%
Inflation	+3.0%	+2.0%	+1.1%

Source: IMF (October 2021).

Onatel (Office National des Télécommunications) is the incumbent operator of Burkina Faso. It was formed following the break-up of Office des Postes et Télécommunications in 1987, and became a state-owned company in 1994. In October 2002, the government created Telmob, Onatel's wholly owned Mobile subsidiary, which has been licensed to operate a GSM Mobile network since April 2004.

On December 29, 2006, following an international competitive privatization process, Maroc Telecom acquired 51% of Onatel.

On April 29, 2009, Onatel was listed for trading on the regional stock exchange in Abidjan, Côte d'Ivoire. This enabled the Burkina Faso government to sell 23% of the telecommunications operator on the market.

Onatel's Extraordinary General Meeting of December 29, 2010, approved plans to merge with Onatel's Mobile subsidiary. Since then, Onatel has become a global operator, benefiting from synergy between its Fixed-Line, Mobile and Internet businesses.

On April 17, 2018, Maroc Telecom finalized the acquisition of an additional 10% in the capital of Onatel on the regional stock exchange of Abidjan in Côte d'Ivoire, bringing its ownership of its Burkina Faso subsidiary to 61%.

On January 1, 2021, Onatel launched a new commercial brand for all of its activities called Moov Africa Burkina.

Maroc Telecom representatives sit on the Board of Directors of Onatel and no Maroc Telecom manager holds operational positions in this company.

The consolidation methods for Onatel and its subsidiaries are summarized in notes 1, 2 and 28 to the consolidated financial statements. In addition, chapter 3.2.3.4 "Related-party transactions" describes the type of financial flows between Maroc Telecom and Onatel.

Fixed-line telephony, Data and Internet

Onatel provides Fixed-line telephony services (Voice and Data) as well as broadband Internet access to private customers, companies and the public sector.

Onatel lost its monopoly on basic services (domestic Fixed-line telephony, telex and telegraph) on December 31, 2005. However, it currently remains the only Fixed-line telephony operator in Burkina Faso. By contrast, Onatel competes with other service providers in the Internet market.

At end-December 2021, Onatel had 76 thousand Fixed lines, a slight increase of 0.8% compared with 2020. The Fixed-Line penetration rate is still low, at only 0.4% of the population at end-December 2021.

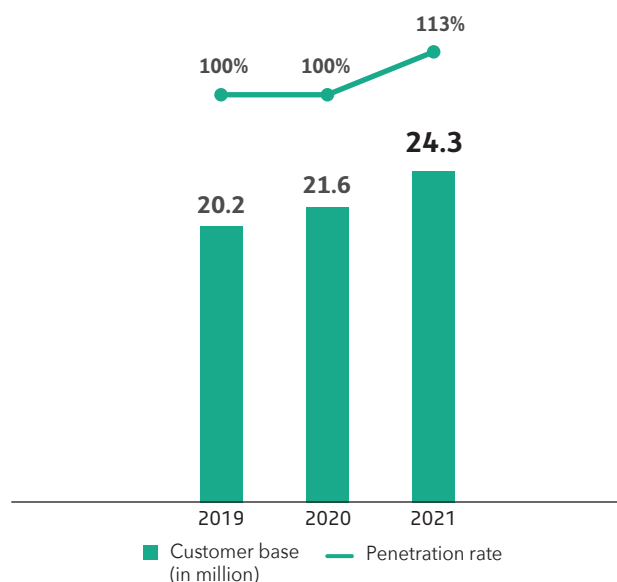
The operator also sells very high-speed Internet offers to its customers through its ADSL and FTTH network. At the end of December 2021, Onatel had 15 thousand Internet subscribers, up 7.8% compared to 2020. 82% of these customers have broadband access via the ADSL network.

Mobile telephony

Onatel's Mobile activities, under the Moov Africa Burkina brand, provides prepaid and postpaid services. Mobile services are offered for Voice, value-added services (SMS, MMS, etc.), 3G/4G Mobile Internet and roaming. Onatel offers its m-payment service under the Moov Money brand.

COMPETITION AND MARKET SHARE

EVOLUTION OF THE MOBILE MARKET IN BURKINA FASO



Source: Dataxis (Q3 2021)

MOBILE MARKET SHARE IN BURKINA FASO AT SEPTEMBER 30, 2021



Source: Dataxis (Q3 2021)

At September 30, 2021, the Burkina Faso market had 24.3 million Mobile customers, representing a penetration rate of 113%, up 13 points year-on-year.

At December 31, 2021, Onatel had 10.5 million Mobile customers (mainly prepaid), a year-on-year increase of 11.4%.

PERFORMANCE

The following table summarizes Onatel's key operating Data:

	Unit	2021	2020	2019
Mobile customers	(000)	10,457	9,388	8,546
Fixed-lines	(000)	76	75	75
Broadband access	(000)	15	14	15

Seasonal changes

In Burkina Faso, the annual rainy season (August and September) has a negative impact on sales and on network quality of service. This has repercussions for both Fixed-Line and Mobile revenues.

Regulations

OVERVIEW

Burkina Faso's current regulatory framework for telecommunications was established by Law no. 061-2008/AN of November 27, 2008, Laws no. 027/2010 of May 25, 2010 and no. 09/2019 of April 23, 2019, relating to General Regulations for networks and electronic communication services in Burkina Faso and its implementing decrees.

The Electronic Communications and Postal Services Regulatory Authority (Autorité de Régulation des Communications Électroniques et de la Poste, hereinafter "ARCEP") is an independent public-sector administration having legal personality and operating under the technical supervision of the Prime Minister's office.

It is responsible for ensuring that operators comply with their contract specifications, managing and controlling radio frequencies, establishing and managing the national numbering plan, and managing conciliation and arbitration proceedings among telecommunications operators and between operators and consumers.

The main implementing texts for the telecommunications law are Decree no. 2010-451 of August 12, 2010, which sets out the general conditions for the interconnection of networks and access to these networks; Decree no. 2010-245 of May 20, 2010, setting out the procedures and conditions attached to the individual licensing system, general authorization system, and declarations system; Decree no. 2010-246 of May 20, 2010, which sets the amounts and procedures for recovery of fees, contributions, and costs established for the benefit of the Electronic Communications Regulatory Authority, as amended by Decree 2012-1037 of December 31, 2012, Decree 2011-94 of February 28, 2011 on the terms and conditions for setting and monitoring electronic communications tariffs, Decree no. 2018-1211 of December 31, 2018, which defines the conditions for allocating technologically-neutral individual licenses for the establishment and operation of electronic communications networks and services to telephony operators established in Burkina Faso; and Decree no. 2018-1270 of December 31, 2018, on the procedures for identifying subscribers to electronic communications services and customers of Internet cafés.

ONATEL'S MAIN REGULATORY OBLIGATIONS

Onatel is required to pay industry fees and contributions. These include a regulatory fee equivalent to 1% of net revenues excluding interconnection charges for retail and wholesale services provided under the individual license, an annual contribution to training and research equivalent to 0.5% of net

revenues excluding interconnection charges and a contribution to the Universal Service Fund of 2% of revenues excluding interconnection charges.

Furthermore, Onatel pays annual fees for the use of radio frequencies and numbering resources.

In addition, Onatel pays a specific tax to telecommunications operators in an amount equivalent to 7% of their respective revenue excluding Fixed-Line activities, international interconnection expenses and income from handset sales, as well as a tax on financial activities set by the Finance Act.

In addition, Onatel is subject to obligations set out in its specifications and in regulatory texts, notably in terms of coverage, quality of service, network security, consumer protection, customer identification and the implementation of cost accounting.

Onatel is also subject to price restrictions as the dominant operator in certain markets.

ONATEL LICENSES

Licenses and authorizations	Award date	Expiration date	Term
Technology neutral license ^(a)	03/26/2019	06/20/2037	17 years

(a) June 21, 2020 is the start date of the license term.

HIGHLIGHTS OF 2021

Regulatory highlights for 2021:

- the reduction in interconnection prices from July 1, 2021: Fixed-line termination rate: FCFA 6; Mobile termination rate: FCFA 6 and SMS rate: FCFA 1. These prices are valid until the end of 2023;
- the introduction, under the Finance Act 2021, of a new tax on financial activities at the rate of 17%. It is reduced to 15% for companies covered by the normal real income tax regime (RNI) and interbank refinancing;
- the adoption of the following decrees:
 - a decree adopting the general reference framework for the deployment of fiber optic electronic communications infrastructures (RGD-FO),
 - a decree defining the general terms and conditions for sharing electronic communications infrastructures,
 - a decree defining the procedures for taking into account the needs of fiber optic electronic communications networks in the construction of other public utility infrastructures,
 - a decree on the creation, powers, organization and functioning of the Strategic Guidelines, Monitoring and Consistency Committee for Single Identifier initiatives in Burkina Faso;
- the adoption of a decision on the billing of calls to customer service.

4.2.2.4 GABON TELECOM

Macroeconomic indicators

	2021	2020	2019
Population (000)	2,135	2,108	2,080
GDP per capita (in USD)	15,153	14,999	19,057
GDP growth	+1.5%	-2.7%	+2.9%
Inflation	+2.0%	+3.0%	+3.0%

Source: IMF (October 2021).

Gabon Telecom SA is the incumbent operator in Gabon. It was formed from the break-up in 2001 of Office des Postes et Télécommunications pursuant to Law no. 004/2001 of June 27, 2001, on the reorganization of the postal and telecommunications sector.

In March 1999, Gabon Telecom created Libertis, its wholly-owned Mobile subsidiary, which obtained a second license to operate a GSM Mobile telephony network in 2007. Until 2006, Gabon Telecom was wholly owned by the Gabonese government. In February 2007, following an international invitation to tender, the Gabonese government sold a 51% stake in the company to Maroc Telecom. The transaction was finalized on December 23, 2010, following completion of the agreements signed in 2008.

Gabon Telecom's Extraordinary General Meeting of December 20, 2011, approved plans to merge with Gabon Telecom's Mobile subsidiary. Since then, Gabon Telecom has become a global operator, capitalizing on the synergy between its Fixed-Line, Mobile, and Internet businesses.

In addition, after the acquisition of Moov Gabon in January 2015, and to comply with the country's regulatory requirements, a merger between Gabon Telecom and Moov Gabon was necessary.

The merger-absorption process for Gabon Telecom and Moov Gabon was finalized in June 2016.

On June 20, 2017, the Regulatory Council awarded Gabon Telecom a new universal license for a ten-year period for MAD 148 million.

On January 1, 2021, Gabon Telecom launched a new commercial brand for all its activities called Moov Africa Gabon Telecom.

Maroc Telecom's representatives sit on the Board of Gabon Telecom. None of Maroc Telecom executives holds any operational functions within these companies.

The consolidation methods for Gabon Telecom and its subsidiaries are summarized in notes 1, 2 and 28 to the consolidated financial statements. In addition, chapter 3.2.3.4 "Related-party transactions" illustrates the type of financial flows between Maroc Telecom and the Gabon Telecom sub-group.

Fixed-line telephony, Data and Internet

Gabon Telecom provides Fixed-line telephony services (Voice and Data) as well as ADSL and FTTH Internet access to private customers, companies and the public sector.

Gabon Telecom lost its monopoly on basic services (domestic Fixed-line telephony, telex, and telegraph) on December 31, 2005. However, it currently remains the sole national Fixed-line operator in Gabon. By contrast, Gabon Telecom competes with other service providers in the Internet and VSAT markets.

At end-December 2021, the operator had a Fixed-line customer base of 32 thousand lines, an increase of 24.7%. The Fixed-Line penetration rate still remains low, at only 1.5% at end December 2021.

Gabon Telecom also offers Internet access via its Fixed-line network (high-speed ADSL and fiber optic). At end-December 2021, Gabon Telecom had 28 thousand Internet subscribers, up 29.5% year on-year.

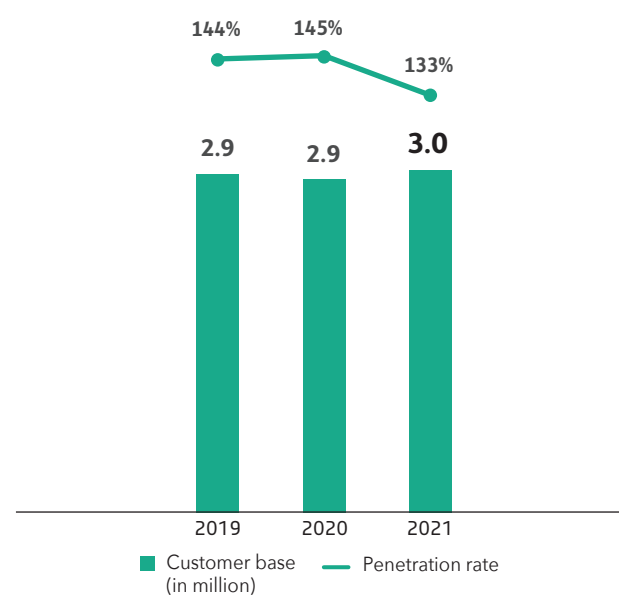
Gabon Telecom has access to the SAT-3 submarine cable with a capacity of 30 GB/s coupled with a backup via ACE (10 GB/s), enabling it to provide its own international bandwidth and to market international services (Internet, Voice) to other telecoms operators and Gabonese companies. In addition, in 2021, Gabon Telecom also activated its capacity in the West Africa cable of the Maroc Telecom Group.

Mobile telephony

Gabon Telecom's Mobile activities consist of prepaid and postpaid services and offers Voice and Data services. It also provides roaming services for its Mobile subscribers abroad and for customers of foreign partner operators visiting Gabon. In 2014 Gabon Telecom launched its m-payment service under the Mobicash brand, now Moov Money, as well as 3G and 4G services.

COMPETITION AND MARKET SHARE

MOBILE MARKET TRENDS IN GABON



Source: Dataxis (Q3 2021)

MOBILE MARKET SHARE IN GABON AT SEPTEMBER 30, 2021



Source: Dataxis (Q3 2021)

At September 30, 2021, there were 3.0 million Mobile customers, representing a penetration rate of 133.10%, down by 12 point in one year.

The Gabonese market consists of two operators, Gabon Telecom and Airtel. Despite a highly competitive environment, Gabon Telecom had a market share of 53% at the end of September 2021.

Gabon Telecom's Mobile customer base stood at 1.7 million customers at December 31, 2021, almost all prepaid, an increase of 1.5% compared to 2020.

PERFORMANCE

The following table shows Gabon Telecom's key operating Data:

	Unit	2021	2020	2019
Mobile customers	(000)	1,656	1,632	1,621
Fixed-lines	(000)	32	25	22
Broadband access	(000)	28	22	18

Seasonal changes

In Gabon, December and the summer months (July to September) generally see a surge in activity due to year-end festivities (Christmas and New Year), holidays in the country's rural regions, family gatherings, the celebration of national independence, and the back-to-school period.

November, January and February, in contrast, are generally quiet months, the aftereffects of the summer and year-end peaks.

Regulations

OVERVIEW

The regulatory framework of the Telecommunications sector in the Gabonese Republic was amended by Order no. 006//2014 of August 20, 2014 amending certain provisions of Law no. 005/2001 of June 27, 2001 regulating the telecommunications sector.

The Electronic Communications and Postal Services Regulatory Authority (Agence de Régulation des Communications Électroniques et de Postes, hereinafter, "ARCEP") is responsible for the regulation, control and monitoring of the telecommunications sector. ARCEP is an independent administrative authority under the supervision of the Ministry of the Digital Economy, Communication and Post Office and the Ministry of Economy and Finance.

The main laws governing the telecommunications sector are: Order no. 08/PR/2012 of February 13, 2012, on the creation and organization of ARCEP, as amended by Order no. 005 of August 20, 2014; Decree no. 054 of June 15, 2005, on interconnection procedures and infrastructure sharing; and Decree no. 0844 of October 26, 2006, on duties, dues and contributions payable by telecommunications operators and et ARCEP deliberation no. 0098/ARCEP/CR/2020 on subscriber identification.

GABON TELECOM'S MAIN REGULATORY OBLIGATIONS

Gabon Telecom is required to pay industry dues and contributions. These include a contribution to the Universal Service Fund of an amount equivalent to 2% of revenue excluding interconnection charges, as well as a contribution to telecom research, training, and standardization, in an amount equivalent to 2% of revenue excluding interconnection charges.

In addition, Gabon Telecom is required to pay annual dues for the use of radio frequencies and numbers.

Finally, all operators pay a tax of 5% on telephone calls and a tax on incoming international communications of FCFA 47/min.

GABON TELECOM LICENSES

Licenses and authorizations	Award date	Expiration Date	Term
Fixed-Line authorization	02/09/2007	02/09/2022	15 years
2G/3G/4G license	05/28/2017	05/28/2027	10 years

HIGHLIGHTS OF 2021

Regulatory highlights for 2021:

- the drop in the Mobile call termination rate as of January 1, 2021, to FCFA 7; Fixed-line call termination decreased to FCFA 8;
- the adoption of a deliberation amending the 2021 to 2023 fiscal years, certain provisions of deliberation no. 0015/ARCEP/2016 adopting the scale of fees for the use and management of radio frequency resources;
- the adoption of deliberation no. 00112/ARCEP/CR/2021 authorizing Gabon Telecom to proceed with the construction of an international and national submarine cable between Libreville and Pointe Denis.

4.2.2.5 SOTELMA

Macroeconomic indicators

	2021	2020	2019
Population (000)	20,249	19,667	19,095
GDP per capita (in USD)	2,308	2,290	2,470
GDP growth	+4.0%	-2.0%	+5.0%
Inflation	+3.0%	+0.5%	+0.2%

Source: IMF (October 2021).

Sotelma SA is the incumbent operator in Mali: it emerged in 1990 from the break-up of the former Office des Postes et Télécommunications. The company was created by Order no. 89-32 of October 9, 1989, and ratified by Law no. 90-018 ANRM of February 27, 1990.

On July 31, 2009, following an international competitive privatization process, Maroc Telecom acquired 51% of Sotelma.

On January 1, 2021, Sotelma launched a new commercial brand for all of its activities called Moov Africa Malitel.

Maroc Telecom's representatives sit on the Board of Directors of Sotelma. None of Maroc Telecom executives holds any operational functions within these companies.

The consolidation methods for the Sotelma sub-group are summarized in notes 1, 2 and 28 to the consolidated financial statements. In addition, chapter 3.2.3.4 "Related-party transactions" illustrates the type of financial flows between Maroc Telecom and the Sotelma sub-group.

Fixed-line telephony, Data and Internet

Sotelma provides Fixed-line telephony services (Voice and Data) as well as ADSL and FTTH Internet access to private customers, companies and the public sector.

At end-December 2021, the operator had a Fixed-line customer base of 186 thousand lines, an increase of 3.5%. The Fixed-Line penetration rate is still low, however, at only 0.9% of the population at end-December 2021.

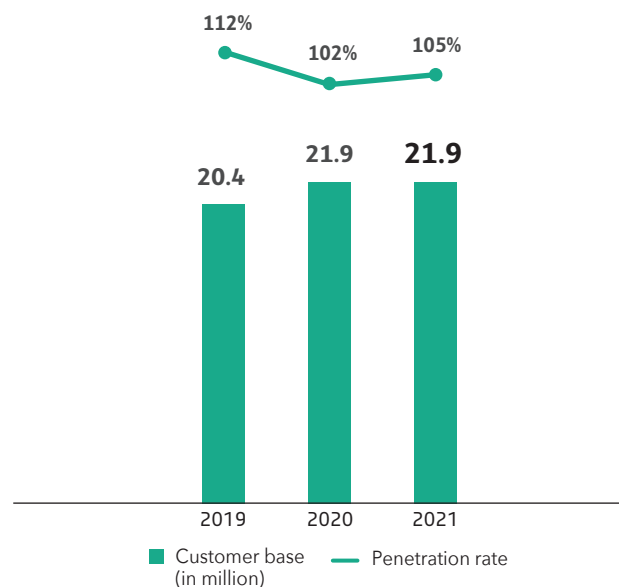
The operator is deploying an ADSL and FTTH network on its Fixed lines, enabling it to sell broadband Internet to its customers. It also offers Internet access via its CDMA network. At end-December 2021, Sotelma had 79 thousand Internet subscribers, a 2.7% increase, despite the impact of competition from the Mobile segment.

Mobile telephony

Sotelma's Mobile activities consist of prepaid and postpaid services through Voice and 3G/4G Data plans. It also provides roaming services for Sotelma Mobile subscribers abroad and for customers of foreign partner operators visiting Mali. Sotelma launched its m-payment service under the Mobicash brand, now Moov Money, in 2014.

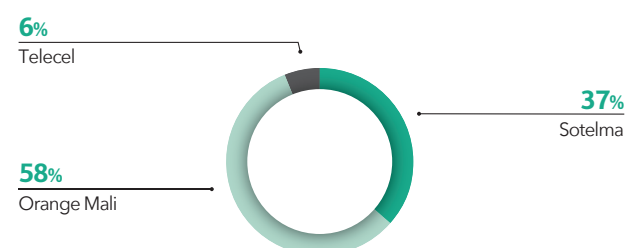
COMPETITION AND MARKET SHARE

MOBILE MARKET TRENDS IN MALI



Source: Dataxis (Q3 2021)

MOBILE MARKET SHARE IN MALI AT SEPTEMBER 30, 2021



Source: Dataxis (Q3 2021)

At September 30, 2021, the Mali market had 22 million Mobile customers, representing a penetration rate of 105%

Three Mobile operators are currently active in Mali: Sotelma, Orange, and Telecel. The latter launched its Mobile services in the first quarter of 2018.

Sotelma's Mobile customer base totaled 8.2 million customers at December 31, 2021, down 15.7% compared to 2020.

PERFORMANCE

The following table summarizes Sotelma's key operating Data:

	Unit	2021	2020	2019
Mobile customers	(000)	8,163	9,684	7,446
Fixed-lines	(000)	186	180	171
Broadband access	(000)	79	77	73

Seasonal changes

Telecommunications activity in Mali rises during the rainy season, from June to September, when large numbers of Malian students abroad return home for their summer vacation. Other brief events give rise to major commercial opportunities, including religious holidays such as Tabaski (generally the day of the holiday and the following days) and year-end holidays (December). However, Mobile and Fixed-Line traffic falls substantially in the month of Ramadan, except for the last few days.

Regulations

OVERVIEW

The regulatory framework for telecommunications in Mali is now governed by Order no. 2011-023/P-RM of September 28, 2011, on telecom and information and communication technologies in Mali, and Order no. 2016-014 of March 31, 2016, on the regulation of the telecommunications sector, information and communication technologies and the postal service. Established by Order no. 2016-014, the Malian Authority for the Regulation of Telecommunications and Postal Services (AMRTP) is an independent administrative authority responsible for regulating the telecommunications and information and communication technology sector and the postal sector.

The main provisions adopted to date under the Order on Telecommunications are Decree no. 2016-976 of December 27, 2016, setting out the rules for implementation of national roaming, and Decree no. 2011-872 of December 30, 2011, on the sharing of infrastructure.

SOTELMA'S MAIN REGULATORY OBLIGATIONS

Sotelma pays a total contribution of 3% of its revenues, net of interconnection charges, plus annual dues for the use of radio frequencies and numbering resources.

Further, Sotelma pays the tax on access to public telecommunications networks (TARTOP) set at 5% of global revenues.

Also, Law no. 2017-012 setting the regime of literary and artistic property sets the annual fees applicable to telephony companies at FCFA 250 per subscriber user of protected works.

Finally, a Radio and TV fee was introduced by interministerial order in May 2018. This fee is set at FCFA 1 per minute of communication.

SOTELMA LICENSES

Licenses and authorizations	Award date	Expiration date	Term
Fixed-Line license, 2G, 3G, 4G ^(a)	07/31/2009	07/31/2024	15 years

(a) Extension of the current license to 4G in November 2018.

HIGHLIGHTS OF 2021

Regulatory highlights for 2021:

- adoption between the Sotelma and Orange Mali of symmetric call termination rates at FCFA 2.5, with a 50% bonus in favor of ATEL, and SMS termination rates/USSD codes at FCFA 1.

4.2.2.6 MOOV AFRICA CÔTE D'IVOIRE

Macroeconomic indicators

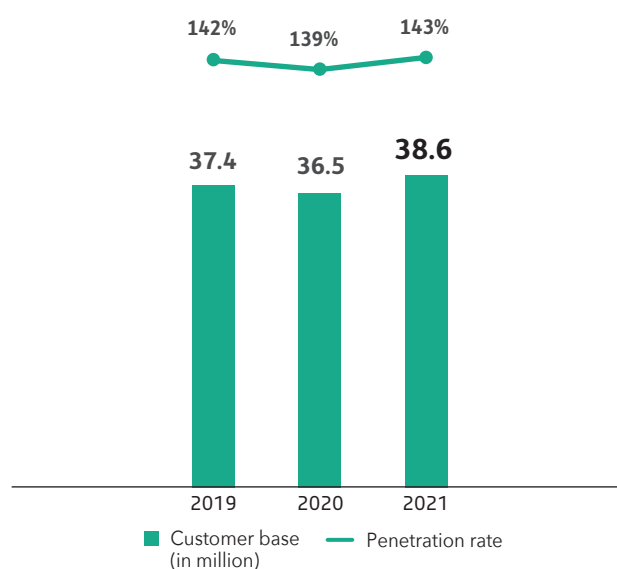
	2021	2020	2019
Population (000)	27,659	26,958	26,275
GDP per capita (in USD)	5,238	5,071	4,457
GDP growth	+6.0%	+1.8%	+7.5%
Inflation	+3.0%	+1.2%	+1.0%

Source: IMF (October 2021).

Mobile telephony

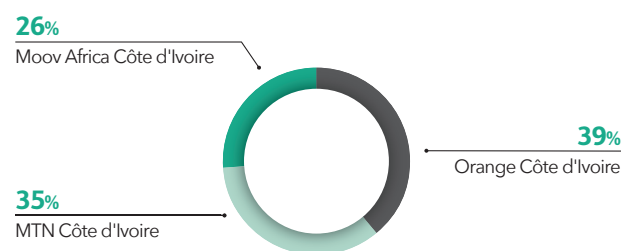
COMPETITION AND MARKET SHARE

MARKET TRENDS IN CÔTE D'IVOIRE



Source: Dataxis (Q3 2021)

CÔTE D'IVOIRE MARKET SHARE AT SEPTEMBER 30, 2021



Source: Dataxis (Q3 2021)

Moov Africa Côte d'Ivoire's Mobile activities consist of prepaid and postpaid services through Voice and 3G/4G Data plans. It also provides roaming services for its Mobile subscribers abroad and for customers of foreign partner operators visiting Côte d'Ivoire. In 2021, Moov Africa Côte d'Ivoire also launched its FTTH service. The subsidiary also offers an m-payment service under the Moov Money brand.

At September 30, 2021, the Ivorian market had 38.6 million Mobile customers, representing a penetration rate of 143.2%.

In this market, two major operators are active alongside Moov Africa Côte d'Ivoire: Orange Côte d'Ivoire and MTN Côte d'Ivoire, following the market consolidation in April 2016.

PERFORMANCE

Moov Africa Côte d'Ivoire's Mobile customer base changed as follows:

	Unit	2021	2020	2019
Mobile customers	(000)	10,489	10,050	8,975

At December 31, 2021, Moov Africa Côte d'Ivoire had 10.5 million Mobile customers (mainly prepaid), a year-on-year increase of 4.4% despite heightened competition and customer identification requirements. The market share of Moov Côte d'Ivoire was 26% at end-September 2021.

Regulations

OVERVIEW

The regulatory framework for telecommunications in Côte d'Ivoire is governed by Order no. 2012-293 of March 21, 2012, on telecommunications and on information and communications technology.

The National Authority for the Regulation of Telecommunications/ ICT of Côte d'Ivoire (ARTCI) is an independent administrative authority responsible for carrying out the regulatory function on behalf of the State and with quasi-judicial powers.

The main texts adopted to date under the Order on telecommunications are Decree no. 2012-934 of September 19, 2012, on the organization and operation of the ARTCI Authority,

Decree no. 2013-300 of May 2, 2013, on the interconnection of telecommunications networks and services and local loop unbundling, Decree no. 2015-812 of December 18, 2015, on the approval of specifications appended to each individual category C1A license to establish networks and supply telecommunications/ ICT services, Decree no. 2015-80 of February 4, 2015, defining the categories of telecommunications/ ICT activities and establishing the procedures for accessing scarce resources and Decree no. 2017-193 of March 22, 2017, on the identification of subscribers to telecommunications/ ICT services open to the public and users of cybercafes. The Moov Africa Côte d'Ivoire subsidiary, Moov Money Côte d'Ivoire has a license to operate a Mobile payment business under the decision of the Central Bank of West African States (BCEAO) no. 210-01-2019, of July 23, 2019, on the Moov Money Côte d'Ivoire licensing agreement.

MOOV AFRICA CÔTE D'IVOIRE'S MAIN REGULATORY OBLIGATIONS

Moov Africa Côte d'Ivoire is subject to various sector fees and contributions. These include the annual regulatory fee equal to 0.5% of its revenue; the Research, Training and Normalization Contribution equal to 0.5% of its revenue; the universal service contribution equal to 2% of its revenue, as well as the dues for the use of radio frequencies and numbering resources.

In addition to these dues and contributions, there is a tax on communications equal to 3% of their price excluding tax, and a tax on telecommunications companies set at 5% of revenues excluding tax (including interconnection and Mobile payment receipts and income). Moov Africa Côte d'Ivoire is also subject to a tax for the promotion of culture of 0.2% of revenues.

MOOV AFRICA CÔTE D'IVOIRE LICENSES

Licenses and authorizations	Award date	Expiration date	Term
Global license	March 18, 2016 ^(a)	March 21, 2033	16 years

(a) March 22, 2017 is the license start date.

HIGHLIGHTS OF 2021

Regulatory highlights for 2021:

- the decrease in the Mobile call termination rate to FCFA 5 from January 1, 2021;
- the adoption of Decree no. 2021-245 setting the amount of fees for the use of radio frequencies, implying an increase in said fees;
- the entry into force of Decision no. 2020-0599 of the Regulatory Council relating, in particular, to the end of bonuses above 100%;
- the implementation of the new national numbering plan (8 to 10 digits);
- decision no. 2021-0693 sanctioning Moov Africa Côte d'Ivoire for breaches of its service quality obligations for the year 2020 for an amount of FCFA 971 million;

● adoption of the following regulatory decisions:

- decision no. 2021-0655 of the Regulatory Council of the Telecommunications / ICT Regulatory Authority of Côte d'Ivoire of April 22, 2021, notifying major operators and service providers for the year 2021;
- decision no. 2021-0654 of the Regulatory Council of the Telecommunications / ICT Regulatory Authority of Côte d'Ivoire of April 22, 2021 on the identification of relevant markets in the telecommunications / ICT sector;
- decision no. 2021-0657 of the Regulatory Council of the Telecommunications / ICT Regulatory Authority of Côte d'Ivoire of April 22, 2021 on the rules and formats of regulatory reports on cost accounting;
- decision no. 2021-0656 of the Regulatory Council of the Telecommunications / ICT Regulatory Authority of Côte d'Ivoire of April 22, 2021 on the nomenclature and accounting of the costs of telecommunications / ICT network operators;
- decision no. 2021-0676 of the Protection Authority of the Republic of Côte d'Ivoire of August 4, 2021 on the control procedure for personal Data protection;
- decision no. 2021-0683 of the Regulatory Council of the Telecommunications / ICT Regulatory Authority of Côte d'Ivoire of October 20, 2021 authorizing the confiscation of pre-identified or pre-activated SIM cards or illegally sold in the Mobile telephony market;
- decision no. 2021-0682 of the Regulatory Council of the Telecommunications / ICT Regulatory Authority of Côte d'Ivoire of October 20, 2021 authorizing the experimental use of radio frequencies allocated to 5G technology;
- decision no. 2021-0710 renewing Decision no. 2021-0655 notifying major operators and service providers for the year 2022;
- decision no. 2021-0711 setting price caps for Fixed-Line, Mobile and SMS call termination for 2022 and 2023;
- decision no. 2021-0712 setting price caps for the national wholesale roaming offers for 2022 and 2023.

4.2.2.7 MOOV AFRICA BENIN

Macroeconomic indicators

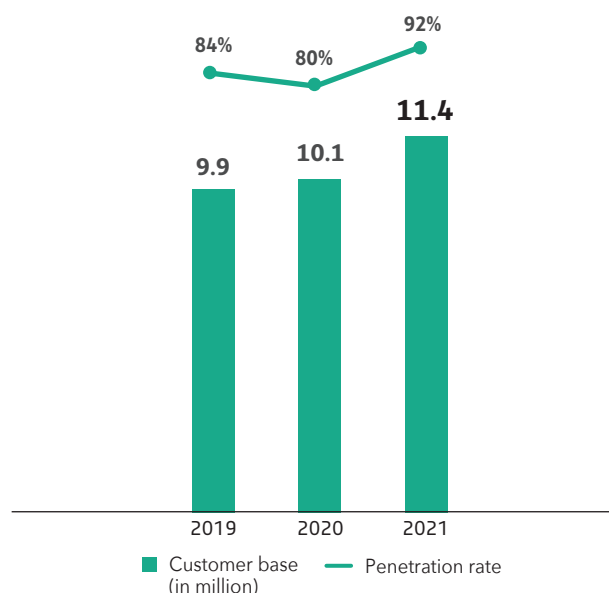
	2021	2020	2019
Population (000)	12,487	12,147	11,814
GDP per capita (in USD)	3,404	3,258	3,446
GDP growth	+5.5%	+2.0%	+7.0%
Inflation	+3.0%	+2.5%	-0.3%

Source: IMF (October 2021).

Mobile telephony

COMPETITION AND MARKET SHARE

MARKET TRENDS IN BENIN



Source: Dataxis (Q3 2021)

BENIN MARKET SHARE AT SEPTEMBER 30, 2021



Source: Dataxis (Q3 2021)

Moov Africa Benin's Mobile activities consist of prepaid and postpaid services through Voice and Data plans. It also provides roaming services for its Mobile subscribers abroad and for customers of foreign partner operators visiting Benin. In addition to 3G and 4G services (the latter launched in April 2017), Moov Africa Benin offers an m-payment service under the Moov Money brand.

At September 30, 2021, the Benin market had 11.4 million Mobile customers, representing a penetration rate of 91.8%.

PERFORMANCE

Moov Africa Benin's Mobile customer base changed as follows:

	Unit	2021	2020	2019
Mobile customers	(000)	5,132	4,682	4,377

At December 31, 2021, Moov Africa Benin had 5.1 million Mobile customers (mainly prepaid), a year-on-year increase of 9.6%. Moov Africa Benin had a market share of 44% at the end of September 2021.

Regulations

OVERVIEW

The regulatory framework for telecommunications in Benin is principally governed by Law no. 2017-20 of April 20, 2018, on the digital code in the Republic of Benin, its implementing decrees and other regulatory texts.

The Regulatory Authority for Electronic Communications and Post Office (hereinafter ARCEP BENIN) is an independent administrative structure having legal personality and financial and management independence. It works independently, impartially, fairly, and transparently. It is responsible, among other powers defined by the above-mentioned law, for regulating, managing, and monitoring the activities of the electronic communications and postal sectors.

The Benin Agency for Universal Electronic and Postal Communications Service (ABSU CEP) is placed under the auspices of the Ministry for Electronic Communications and Post Office. It implements government policy in the field of universal service.

MOOV AFRICA BENIN'S MAIN REGULATORY OBLIGATIONS

Moov Africa Benin is required to pay various sector dues and contributions. These include:

- contributions to the general engagements of the State and to the development of the industry, paid yearly, and broken down as follows:
 - contribution to universal access engagements and expenses in the amount of 1% of its revenues in the previous year, excluding tax and interconnection expenses,
 - contribution to the functioning of the Regulatory Authority in the amount of 1% of revenues in the previous year, excluding tax and interconnection expenses,
 - the contribution to research, development, training and standardization in the field of telecommunications amounting to 0.5% of its revenue for the previous year excluding taxes and interconnection charges,
 - the contribution to regional planning and environmental protection expenses of 0.5% of its revenue for the previous year, excluding taxes and interconnection charges;
- other dues:
 - contribution to development in the amount of 2% of its revenues, excluding tax and interconnection charges,
 - communications dues at 10% of its monthly revenues,
 - a contribution of 5% of the sale price of electronic communications services on public networks,
 - a tax for the development of sport to be paid by large companies which amounts to one per thousand of revenue excluding all taxes for the previous year.

Lastly, Moov Africa Benin pays dues for the use of radio frequencies and numbering resources. It must also pay handling fees when it files an application.

MOOV AFRICA BENIN LICENSES

Licenses and authorizations	Award date	Expiration date	Term
License for the establishment and operation of Mobile telecommunications networks	June 5, 2013	June 4, 2033	20 years

HIGHLIGHTS OF 2021

Regulatory highlights for 2021:

- the setting of the new interconnection tariffs at FCFA 0 from January 1, 2021;
- the award of a global license to the Société Béninoise d'Infrastructures Numérique (SBIN), which becomes the third operator on the Benin market, whose deputy management has been entrusted to Sonatel for five years;
- the adoption of the following ARCEP decisions:
 - decision 2021-074 / ARCEP / PT / SE / DAR / DJPC / GU of March 22, 2021, approving the standard specifications setting the conditions for the establishment and operation of the Internet of Things networks in the Republic of Benin,
 - decision 2021-075 / ARCEP / PT / SE / DAR / DJPC / GU of March 22, 2021 approving the standard specifications setting the conditions for the establishment and operation of Mobile virtual networks (MVNO and MVNE) in the Republic of Benin,
 - decision 2021-076 / ARCEP / PT / SE / DJPC / DEM / GU of March 22, 2021, approving the reference range of Moov Africa Benin for the 2021 fiscal year,
 - decision 2021-082 authorizing the establishment and operation of an Internet access provision network for the Beninese company of digital infrastructures (SBIN) SA,
 - decision 2021-197 / ARCEP / PT / SE / DAR / DJPC / GU of July 5, 2021, on the management of the ".bj" high-level Internet domain name in the Republic of Benin,
 - decision 2021-237 / ARCEP / PT / SE / DJPC / GU of July 29, 2021, approving the standard specifications setting the conditions for the establishment and operation of an Internet access provision network in the Republic of Benin;
- the launch, in September 2021, by ARCEP Benin, of a price simulator for consumers;
- the launch, in November 2021, by ARCEP Benin, of the "Network coverage and quality of service atlas".

4.2.2.8 MOOV AFRICA TOGO

Macroeconomic indicators

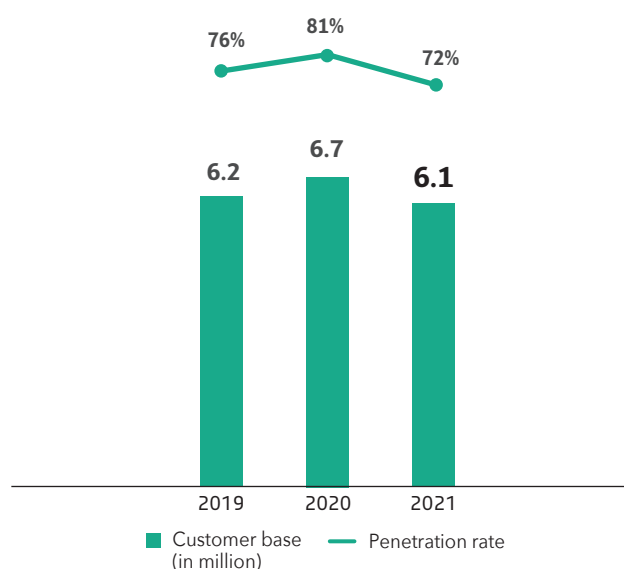
	2021	2020	2019
Population (000)	8,490	8,285	8,195
GDP per capita (in USD)	2,154	1,551	1,826
GDP growth	+4.8%	+0.0%	+5.1%
Inflation	+2.7%	+1.4%	+1.4%

Source: IMF (October 2021).

Mobile telephony

COMPETITION AND MARKET SHARE

MARKET TRENDS IN TOGO



Source: Dataxis (Q3 2021)

TOGOLESE MARKET SHARE AT SEPTEMBER 30, 2021



Source: Dataxis (Q3 2021)

Moov Africa Togo's Mobile activities consist of prepaid and postpaid services through Voice and Data plans. It also provides roaming services for its Mobile subscribers abroad and for customers of foreign partner operators visiting Togo. Moov Africa Togo launched 4G on July 1, 2018, just one year after the commercial launch of 3G services. An m-payment service under the Moov Money brand is also offered.

At September 30, 2021, the Togo market had 6.1 million Mobile customers, representing a penetration rate of 71.90%.

Two Mobile operators are currently active in Togo: Moov Africa Togo and Togocel.

PERFORMANCE

Moov Africa Togo's Mobile customer base changed as follows:

	Unit	2021	2020	2019
Mobile customers	(000)	2,687	3,380	3,030

At December 31, 2021, Moov Africa Togo had 2.7 million Mobile customers (almost all prepaid), with a market share of 47% at end-September 2021.

Regulations

OVERVIEW

The regulatory framework for telecommunications in Togo is governed by Law no. 2012-018 of December 17, 2012, on electronic communications, as amended by Law no. 2013-003 of February 19, 2013.

The Electronic Communications and Postal Regulatory Authority (ARCEP) has legal personality and financial and management autonomy. ARCEP has a Management Committee. It is placed under the technical supervision of the Ministry of the Digital Economy and Digital Transformation. Its responsibilities include implementing and monitoring the application of the legislation in force.

The main texts adopted to date pursuant to the law on electronic communications are:

- decree no. 2014-088/PR of March 31, 2014, on the legal regimes applicable to electronic communications activities as amended by Decree no. 2018-145/PR of October 3, 2018;
- decree no. 2014-112/PR of April 30, 2014, on interconnection and access to electronic communications networks as amended by Decree no. 2018-144/PR of October 3, 2018;
- decree no. 2018-174/PR setting the rates, methods of recovery and allocation of fees and charges payable by operators of electronic communications networks and services, suppliers of equipment and devices and installers of electrical radio equipment;
- decree no. 2019-022/PR on the powers, organization and functioning of the National Cybersecurity Agency (ANCy);
- decree no. 2019-094/PR on the operation and funding arrangements for the digital sovereignty fund;
- decree no. 2019-095/PR on operators of essential services, essential infrastructure and related obligations.

In addition to the law on electronic communications, other laws govern the activity of telecommunications operators:

- law no. 2017-007 on electronic transactions;
- law no. 2018-026 on cybersecurity and the fight against cybercrime;
- law no. 2019-014 on the protection of personal Data.

MOOV AFRICA TOGO'S MAIN REGULATORY OBLIGATIONS

Moov Africa Togo must pay regulatory dues of 0.5% of revenue, excluding tax and interconnection charges; an annual contribution to the Universal Service Fund in an amount equivalent to 2% of revenue, excluding taxes and interconnection charges; an annual contribution to telecom research, training, and standardization, in an amount equivalent to 0.25% of revenue, excluding taxes and interconnection charges; and an annual contribution to the digital sovereignty fund of 0.25% of revenue, excluding taxes and interconnection charges.

MOOV AFRICA TOGO LICENSES

Licenses and authorizations	Award date	Expiration date	Term
2G/3G/4G license	June 2018	December 2036	18 years

HIGHLIGHTS OF 2021

Regulatory highlights for 2021:

- the drop in the Mobile call termination rate as of January 1, 2021 to FCFA 7;
- the decision sanctioning Moov Africa Togo, dated May 18, 2021, in the amount of FCFA 593,805,828, for breach of the obligation of continuous and permanent availability in the provision of electronic communications services;
- the adoption of Order no. 005/MENTD/CAB defining the quality of 2G, 3G and 4G Mobile services and their thresholds on April 29, 2021;
- the adoption of Order no. 007/MENTD/CAB limiting the number of SIM cards per Mobile electronic communications subscriber on April 29, 2021 and the gradual application, from November 2, 2021, of restrictions to customers not complying with the provisions of the order;
- adoption of the following regulatory decisions:
 - decision no. 068/ARCEP/DG/21 setting the protocol for notifying ARCEP of incidents in the provision of electronic communications services by electronic communications operators of March 11, 2021,
 - decision no. 186/ARCEP/DG/21 of August 30, 2021 requiring operators of Mobile electronic communications services to send an alert to consumers when packages are used up,

- decision no. 095/ARCEP/DG/21 of April 7, 2021 specifying the minimum signal strength required for 2G, 3G and 4G Mobile communications services,
- decision no. 011/ARCEP/DG/21 defining the pricing principles applicable to electronic communications services on January 22, 2021,
- decision no. 275/ARCEP/DG/2021 establishing the nomenclature of the costs of operators of electronic communications networks and services, within the framework of the guidelines for the implementation of regulatory cost accounting,
- decision no. 276/ARCEP/DG/2021 setting the rate of return on capital applicable to operators of communication networks and services for the years 2021 and 2022,
- decision no. 277/ARCEP/DG/2021 defining the methods, principles and rules to be followed by electronic communications network operators for the preparation of reports on Mobile and Fixed-line activities.

4.2.2.9 MOOV AFRICA NIGER

Macroeconomic indicators

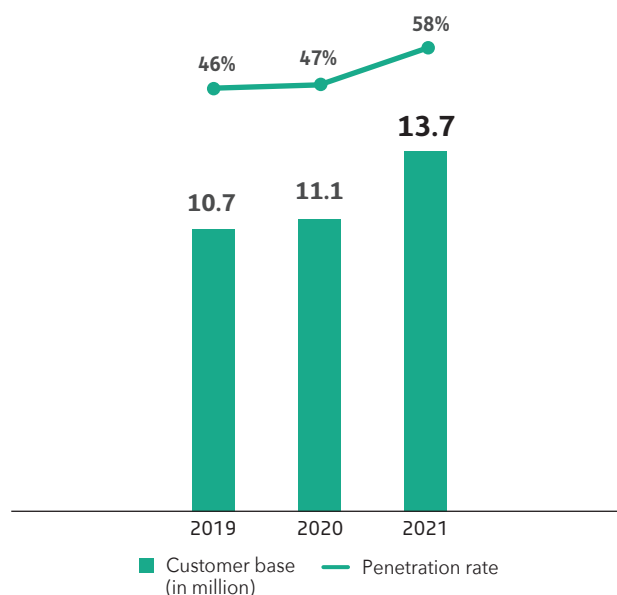
	2021	2020	2019
Population (000)	25,131	24,207	23,311
GDP per capita (in USD)	1,240	1,185	1,106
GDP growth	+5.4%	+0.5%	+6.3%
Inflation	+2.9%	+4.4%	-1.3%

Source: IMF (October 2021).

Mobile telephony

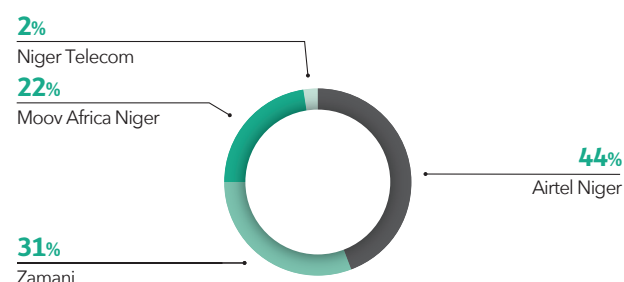
COMPETITION AND MARKET SHARE

MARKET TRENDS IN NIGER



Source: Dataxis (Q3 2021)

NIGER MARKET SHARE AT SEPTEMBER 30, 2021



Source: Dataxis (Q3 2021)

Moov Africa Niger's Mobile activities consist of prepaid and postpaid services through Voice and Data plans. It also provides roaming services for its Mobile subscribers abroad and for customers of foreign partner operators visiting Niger. In addition to its 3G service (launched in July 2017), Moov Africa Niger offers an m-payment service under the Moov Money brand.

At September 30, 2021, the Niger market had 13.7 million Mobile customers, representing a penetration rate of 57.90%.

In this market, three operators are active alongside Moov Africa Niger: Airtel Niger, Zamani and Niger Telecom (created on December 28, 2016, by the merger of the two Nigerien state-owned telecommunications companies: Sonitel and Sahelcom).

PERFORMANCE

Moov Africa Niger's Mobile customer base changed as follows:

	Unit	2021	2020	2019
Mobile customers	(000)	3,212	3,005	2,922

At December 31, 2021, Moov Africa Niger had 3.2 million Mobile customers (mainly prepaid), a year-on-year increase of 6.9%. Moov Africa Niger had a market share of 22.4% at the end of September 2021.

Regulations

OVERVIEW

The regulatory framework for telecommunications in Niger is governed by Law no. 2018-45 of July 12, 2018, regulating electronic communications in Niger.

The Agency for the regulation of electronic and postal communications (hereinafter ARCEP) is responsible for regulating business activities in the electronic communications and postal sectors nationwide, pursuant to Law no. 2018-47 of July 12, 2018.

The main implementing texts for the law on the regulation of electronic communications are Decree no. 2018-736/PRN/MPT/EN of October 19, 2018, on direction, priorities and funding for access to and universal service of electronic communication services, Decree no. 2018-737/PRN/MPT/EN of October 19, 2018, on the terms for controlling the rates of electronic communications services, Decree no. 2018-738/PRN/MPT/EN of October 19, 2018, on the general conditions for interconnection and access, Decree no. 2020-331/PRN/MISP/D/ACR/MPT/EN/MJ on the identification of buyers and/or users of Mobile telephony and Internet services open to the public.

MOOV AFRICA NIGER'S MAIN REGULATORY OBLIGATIONS

Moov Africa Niger is required to pay various sector dues and contributions. These include the annual contribution to financing universal access to services, amounting to no more than 2% of revenues, net of taxes and excluding interconnection fees. It is also required to pay regulatory dues of up to 2% of revenues, net of taxes and excluding interconnection charges; an annual training and research contribution of no more than 1% of revenues, net of taxes and interconnection charges; and radio and numbering dues proportional to the resources allocated.

Moov Africa Niger is also subject to the payment of a tax on the use of telecommunications networks (TURTEL) equal to 3% of revenue excluding taxes, interconnection charges and the tax on incoming international traffic of FCFA 88/ min on calls from countries other than those in the ECOWAS and G5 Sahel regions.

MOOV AFRICA NIGER LICENSES

Licenses and authorizations	Award date	Expiration date	Term
2G license	December 12, 2015	December 11, 2030	15 years
3G license	December 12, 2015	June 29, 2032	15 years

HIGHLIGHTS OF 2021

Regulatory highlights for 2021:

- the adoption of a Mobile call termination of FCFA 4.9 for all operators, from January 1, 2021;
- the removal of the tax on the termination of incoming international traffic on calls from the ECOWAS region and the G5 Sahel;
- the adoption of a decision setting the quality of service indicators, coverage, the terms of publication of the coverage map and describing the protocol for monitoring electronic communications networks open to the public;
- the adoption of a decision setting the Voice call termination rate at FCFA 3.5 as of January 1, 2022 (compared to FCFA 4.9 in 2021).

4.2.2.10 MOOV AFRICA CENTRAFRIQUE

Macroeconomic indicators

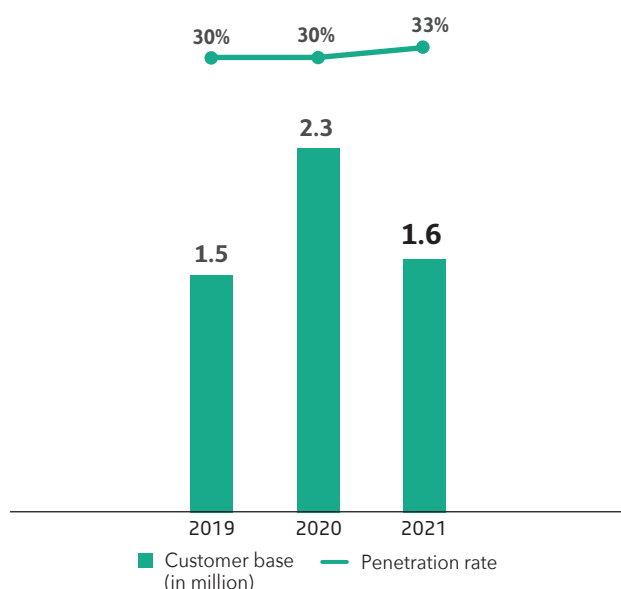
	2021	2020	2019
Population (000)	4,920	4,830	5,181
GDP per capita (in USD)	911	920	823
GDP growth	-1.0%	-1.0%	+4.5%
Inflation	+3.7%	+2.9%	+3.0%

Source: IMF (October 2021).

Mobile telephony

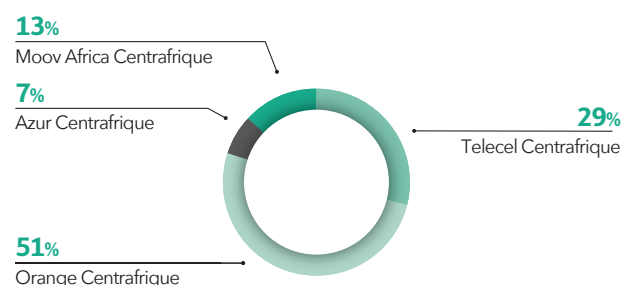
COMPETITION AND MARKET SHARE

MARKET TRENDS IN THE CENTRAL AFRICAN REPUBLIC



Source: Dataxis (Q3 2021)

CENTRAL AFRICAN MARKET SHARE AT SEPTEMBER 30, 2021



Source: Dataxis (Q3 2021)

Moov Centrafrique's Mobile activities consist of prepaid and postpaid services through Voice and Data plans. It also provides roaming services for its Mobile subscribers abroad and for customers of foreign partner operators visiting the Central African Republic.

At September 30, 2021, the Central African Republic had 1.6 million Mobile customers, representing a penetration rate of 33%.

In this market, three operators are active alongside Moov Centrafrique: Telecel Centrafrique, Orange Centrafrique and Azur RCA.

PERFORMANCE

Moov Africa Centrafrique's Mobile customer base changed as follows:

	Unit	2021	2020	2019
Mobile customers	(000)	210	189	168

At December 31, 2021, Moov Africa Centrafrique had 210 thousand Mobile customers (almost all prepaid), an 11.5% increase compared with December 2020. Moov Africa Centrafrique had a market share of 13% at end-September 2020.

Regulations

OVERVIEW

The legal framework applicable to the electronic communications sector in the Central African Republic is primarily based on Law no. 18.002 of January 17, 2018, governing electronic communications in the Central African Republic, as brought into compliance by Law no. 19.001 of January 4, 2019.

The Telecommunications Regulatory Agency (Agence de Régulation des Télécommunications – ARCEP), is an independent public agency under the supervision of the Telecommunications Minister. This entity is governed by Decree no. 18.259 approving the Articles of Association of ARCEP and Decree no. 19.012 appointing the members of the Board of Directors of ARCEP.

The main implementing texts of Law no. 18.002 governing electronic communications in the Central African Republic as brought into compliance by Law no. 19.001 of January 4, 2019, are Decree no. 19.0541 of February 20, 2019, setting the terms of interconnection and access to electronic communications networks open to the public, Decree no. 19.042 of February 20, 2019, defining the obligations governing the sharing of electronic communications infrastructure, Decree no. 19.043 of February 20, 2019, setting terms and conditions for the provision and of financing of the universal electronic communications service fund and Decree no. 19.045 of February 20, 2019, establishing the legal regime governing electronic communications activities, interministerial Decree no. 004 of June 22, 2020, setting the costs of licenses, payment terms and conditions of pricing, modification and renewal in the field of electronic communications in the Central African Republic and interministerial Decree no. 005 of June 22, 2020 setting the fees and charges for setting up and/or operating of electronic communications networks and services applicable in the Central African Republic.

On December 14, 2015, AT (Moov Africa) Centrafrique signed the specifications for its technology-neutral license.

MOOV AFRICA CENTRAFRIQUE'S MAIN REGULATORY OBLIGATIONS

Moov Africa Centrafrique must pay a range of industry dues and contributions of 3.5% of its annual revenue, in addition to a contribution for universal service of 2% of revenue. It also pays a tax on incoming international traffic of FCFA 40/ min, a tax amounting to 1% of the revenues generated by the sale of handsets, and a tax of 2% of revenues, excluding Internet revenues, as excise duty.

The adoption of Interministerial Order no. 004 of June 22, 2020 setting the costs of licenses, payment terms, modification and renewal in the field of electronic communications in the Central African Republic and interministerial Order no. 005 of June 22, 2020 setting the fees and charges for the establishment and/or operation of electronic communications networks and services applicable in the Central African Republic.

MOOV AFRICA CENTRAFRIQUE LICENSES

Licenses and authorizations	Award date	Expiration date	Term
Global Mobile	June 2008	June 2038	30 years

HIGHLIGHTS OF 2021

Regulatory highlights for 2021:

- establishment of a new unit to control incoming international traffic and its invoicing to operators;
- litigation before the legal bodies in the Central African Republic and before the CCJA in Abidjan on the application of the two Decrees no. 004 of June 22, 2020 setting the costs of licenses, the terms of payment, modification and renewal in the field of electronic communications in the Republic Central African Republic and Interministerial Order no. 005 of June 22, 2020 setting the fees and charges for the establishment and / or operation of electronic communications networks and services applicable in the Central African Republic.

4.2.2.11 MOOV AFRICA CHAD

Macroeconomic indicators

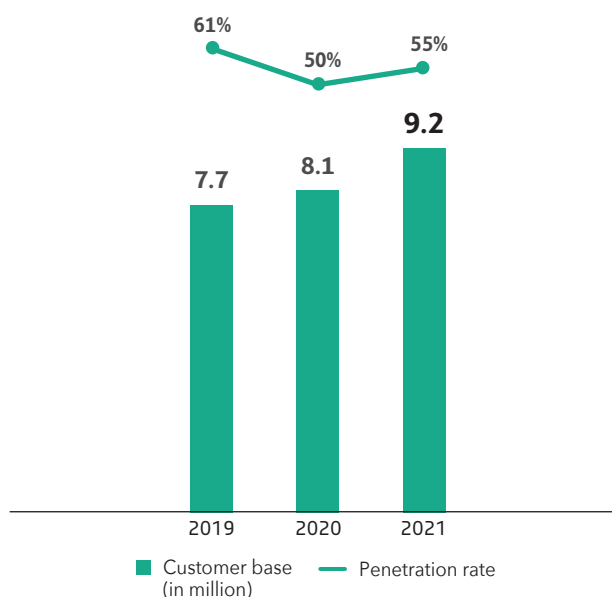
	2021	2020	2019
Population (000)	16,915	16,426	15,947
GDP per capita (in USD)	1,498	1,531	1,826
GDP growth	+0.9%	-0.7%	+3.0%
Inflation	+2.6%	+2.8%	-1.0%

Source: IMF (October 2021).

Mobile telephony

COMPETITION AND MARKET SHARE

MARKET TRENDS IN MOOV AFRICA CHAD



Source: Dataxis (Q3 2021)

CHAD MARKET SHARE AT SEPTEMBER 30, 2021



Source: Dataxis (Q3 2021)

Moov Africa Chad's Mobile operations consist of prepaid and postpaid services through calling and 3G/4G Data plans. It also provides roaming services for its Mobile subscribers abroad and for customers of foreign partner operators visiting Chad. In 2021, Moov Africa Chad also launched its FTTH service. The subsidiary also offers an m-payment service under the Moov Money brand.

At September 30, 2021, the Chadian market had 9.2 million Mobile customers, representing a penetration rate of 55%.

In this market, a single operator is active alongside Moov Africa Chad: Airtel Chad.

PERFORMANCE

Moov Africa Chad's Mobile customer base changed as follows:

	Unit	2021	2020	2019
Mobile customers	(000)	5,138	4,577	3,975

At December 31, 2021, Moov Africa Chad had 5.1 million Mobile customers (almost all prepaid). The market share of Moov Africa Chad was 53% at end-September 2021.

Regulations**OVERVIEW**

The regulatory framework for telecommunications in Chad is mainly governed by Law no. 013/PR/2014 of March 14, 2014, regulating electronic and postal communications and Law no. 014/PR/2014 of March 21, 2014, on electronic communications and postal activities.

The Electronic Communications, Postal and Print Media Distribution Regulatory Authority (hereinafter ARCEP) is responsible for regulating business activities in the electronic communications and postal sectors nationwide, pursuant to Law no. 013/PR/2014 of March 14, 2014. It is placed under the supervision of the Ministry responsible for the Post Office and the Digital Economy.

The main implementing regulations for the aforementioned laws are Decree no. 2372/PR/MPNTIC/2015 of December 8, 2015, on the calculation and setting of fees and charges for electronic communications, and Decree no. /PM/MPNTIC/2014 of December 16, 2014, on the organization and functioning of the French Electronic Communications and Postal Regulatory Authority (ARCEP), Decree no. 0098/PR/PM/MPNTIC/2016 of January 21, 2016, determining the use of the Universal Electronic Communications Service Fund ("the FSUCE"), Decree no. 593 PR/PM/MPNTIC/2017 of June 2, 2017, setting out the obligations of operators in terms of service quality and penalties for non-compliance and Decree no. 527/PR/PM/MPNTI/2012 setting out the procedures for managing the National Numbering Plan, the conditions for using numbering resources and the related fees.

MOOV AFRICA CHAD'S MAIN REGULATORY OBLIGATIONS

Moov Africa Chad is subject to QoS and coverage obligations set out in its specifications and other regulatory texts.

Moov Africa Chad is subject to a category of so-called sectoral fees and contributions. The 2020 Finance Law stipulates a fee of 9% deducted from the revenues to be distributed among ARCEP (3%), the Budget Department (1%), the Agency for the Development of Information and Communications Technology ("ADETIC") (3%), the National Agency for IT Security and Electronic Certification ("ANSICE") (1%), and the specialist higher education institution for ICT (École Nationale Supérieure des TIC, ENASTIC) (1%).

There is also a tax on incoming international traffic of FCFA 20/call, a fee on international incoming traffic of FCFA 66/min, as well as frequency and numbering charges.

Moov Africa Chad must also pay an excise duty of 18% of monthly declared revenues.

MOOV AFRICA CHAD LICENSES

Licenses and authorizations	Award date	Expiration date	Term
2G/3G/4G	June 23, 2014	November 24, 2024	10 years
ISP license	November 30, 2018	November 30, 2024	6 years

HIGHLIGHTS OF 2021

Regulatory highlights for 2021:

- the enactment of the Finance Law 2021 establishing the following provisions:
 - repeal of the 18% excise tax on Mobile Money revenue,
 - removal of the tax on incoming international traffic from the G5 Sahel countries and the CEMAC;
- maintaining the level of Mobile call termination at FCFA 15.

4.2.2.12 CASANET

A wholly owned Maroc Telecom subsidiary, Casanet is a major player in New Information and Communication Technologies (NICT) in Morocco. Its services are organized into networks and systems, IT solutions, Cloud Computing and online content and services:

- networks and systems:
 - networks,
 - security,
 - systems,
 - seamless communications;
 - IT solutions:
 - specific development,
 - professional solutions (CRM tool);
 - cloud services:
 - hosting,
 - integration of SMS campaign solutions,
 - geolocation,
 - collaboration,
 - My Cloud;
 - online content and services:
 - production of digital content and online services for Menara.ma (editorial team of the online newspaper Menara.ma, various services for Retail customers, such as Menara Jobs, Menara Real Estate and classified ads),
 - online directory service www.pj.ma,
 - Mobile sites.

4.3 Legal and arbitration proceedings

To the Company's knowledge, there are no pending or potential government, legal, or arbitration proceedings that may have, or have had in the past 12 months (i.e. from January 1 to December 31, 2021), a significant effect on the financial position or profitability of the Company and/or Group, with the exception of the following disputes:

Wana dispute

Maroc Telecom was notified of ANRT Management Committee's decision no. ANRT/CG/no. 01/2020 of January 17, 2020, on practices in the telecommunications sector and more specifically in the implementation of unbundling offers by Itissalat Al-Maghrib on January 27, 2020.

The decision follows a referral from Wana Corporation to the ANRT regarding the implementation of unbundling.

This decision carries a financial penalty of MAD 3.3 billion as well as injunctions relating to the technical and pricing aspects of the unbundling offers. Itissalat Al-Maghrib paid the financial penalty and took the necessary actions to comply with the injunctions.

Wana's legal request

On December 16, 2021, Wana Corporation filed an application with the Commercial Court of Rabat to obtain compensation for the damage it claims to have suffered as a result of alleged anti-competitive practices at IAM.

Wana Corporation is claiming compensation of MAD 6.845 billion.

Remacotem dispute

In Mali, under the REMACOTEM dispute (association of Mobile network consumers in Mali), the Civil Court had dismissed the plaintiff in 2013, for the alleged damages suffered. On November 3, 2021, the Bamako Court of Appeal set the total

amount of damages claimed by REMACOTEM from 2011 to 2020 at 2,823 million dirhams, including 933 million dirhams for Sotelma. The latter lodged an appeal before the Supreme Court.

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5

FINANCIAL REPORT

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5.1 Consolidated results of the past three years

Maroc Telecom Group's consolidated financial Data is summarized in the following table. Selected financial Data from the three fiscal years ended December 31, 2019, 2020, and 2021, were drawn from Group consolidated financial statements prepared

in compliance with International financial reporting Standards (IFRS) as adopted by the European Union (EU) and audited by the Statutory auditors.

5.1.1 Consolidated results in moroccan dirhams

STATEMENT OF COMPREHENSIVE INCOME

<i>(in MAD million)</i>	12/31/2021	12/31/2020	12/31/2019
Revenues	35,790	36,769	36,517
Operating expenses	24,217	24,750	28,286
Earnings from operations	11,573	12,018	8,231
Earnings from continuing operations	11,485	10,505	8,220
Net earnings	6,928	6,289	3,598
Attributable to equity holders of the parent	6,008	5,423	2,726
Earnings per share (in MAD)	6.83	6.17	3.10
Diluted earnings per share (in MAD)	6.83	6.17	3.10

STATEMENT OF FINANCIAL POSITION

Assets

<i>Assets (in MAD million)</i>	12/31/2021	12/31/2020	12/31/2019
Non-current assets	46,560	48,579	51,485
Current assets	15,222	14,960	13,365
TOTAL ASSETS	61,782	63,540	64,851

Shareholders' Equity And Liabilities

<i>Shareholders' equity and liabilities (in MAD million)</i>	12/31/2021	12/31/2020	12/31/2019
Share capital	5,275	5,275	5,275
Shareholders' equity, attributable to equity holders of the parent	14,914	12,721	12,069
Non-controlling interests	3,887	3,968	3,934
Shareholders' equity	18,800	16,688	16,003
Non-current liabilities	4,321	5,314	4,939
Current liabilities	38,661	41,538	43,908
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES	61,782	63,540	64,851

5.1.2 Consolidated results in euros

The Group reports its financial Data in Moroccan dirhams. This section is intended to provide investors with comparable Data in Euros.

For 1 euro	12/31/2021	12/31/2020	12/31/2019
The closing rate at the balance sheet	10.5238	10.9081	10.7495
Average rate used for the income statement	10.6761	10.8258	10.7928

The above table shows the average dirham/euro conversion rates used in preparing the financial statements for fiscal years 2019, 2020 and 2021.

The exchange rates are shown for indicative purposes only, to help the reader. The Group does not guarantee that the amounts expressed in dirhams were, could have been or could be converted to euros at those exchange rates or at any other rate.

The following table shows selected financial Data for Maroc Telecom Group, presented in euros at the exchange rate used in preparing the Group's consolidated statement of financial position and income statement for fiscal years 2019, 2020 and 2021.

STATEMENT OF COMPREHENSIVE INCOME

(in EUR million)	12/31/2021	12/31/2020	12/31/2019
Revenues	3,352	3,396	3,383
Cost of purchases	2,268	2,286	2,621
Earnings from operations	1,084	1,110	763
Earnings from continuing operations	1,076	970	762
Net earnings	649	581	333
Attributable to equity holders of parent	563	501	253
Earnings per share (in EUR)	0.64	0.57	0.29
Diluted earnings per share (in EUR)	0.64	0.57	0.29

STATEMENT OF FINANCIAL POSITION

Assets

Assets (in EUR million)	12/31/2021	12/31/2020	12/31/2019
Non-current assets	4,424	4,454	4,790
Current assets	1,446	1,371	1,243
TOTAL ASSETS	5,871	5,825	6,033

Shareholders' Equity And Liabilities

Shareholders' equity and liabilities (in EUR million)	12/31/2021	12/31/2020	12/31/2019
Share capital	501	484	491
Shareholders' equity, attributable to equity holders of the parent	1,417	1,166	1,123
Non-controlling interests	369	364	366
Shareholders' equity	1,786	1,530	1,489
Non-current liabilities	411	487	460
Current liabilities	3,674	3,808	4,085
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES	5,871	5,825	6,033

5.2 Overview

The discussion and analysis that follow should be read in conjunction with the entire document, particularly with the audited consolidated financial statements that comprise the statement of financial position, the statement of comprehensive income, the statement of cash flows, the statement of changes in equity, and the notes to the financial statements for the years ended December 31, 2018, 2019, and 2020.

In this document, in addition to the financial indicators published in accordance with IFRS (International financial reporting Standards), Maroc Telecom published financial indicators not defined by IFRS. These Data are presented as additional information and must not be replaced by or confused with the financial indicators as defined by the IFRS standards.

The other performance indicators used are described below:

EBITA: the difference between EBITA and EBIT is made up of the amortization of intangible assets linked to corporate groupings, amortization of acquisition goodwill and other intangible assets linked to corporate groupings, the proportionate share in the net profit of equity-accounted companies, and certain current and non-current liability provisions.

EBITDA: this item of financial Data is used by Maroc Telecom as a financial indicator in internal presentations (business plans, reporting, etc.) and external presentations (presentations to analysts and investors, etc.). It is a measurement unit useful for assessing the Group's operational performance over and above its EBIT.

CFFO: Maroc Telecom considers cash flows from operations (CFFO), which is not strictly an accounting measurement, as a relevant indicator to measure the Group's operational and financial performance. CFFO includes net cash flow from operating activities before tax, as set out in the cash flow statement, as well as the dividends received from companies booked at equity and non-consolidated equity investments. CFFO also includes net capital expenditure, which corresponds to net uses of cash for acquisitions and disposals of tangible and intangible assets. The difference between CFFO and net cash flow from operating activities is made up of the dividends received from companies booked at equity and non-consolidated equity investments, net industrial investments, which are included in cash flow allocated to investment activities, and net taxes paid.

EBIT -

+/- Impairments (reversals) on non-current assets
+/- Capital losses (gains) on disposals of non-current assets
+ Depreciation and impairment

EBITA -

+ other income and expenses from ordinary activities
+/- share in the net earnings of equity affiliates

EBITDA - Operating income before depreciation, capital gains (losses) and reversals (losses) of depreciations on non-current assets

5.2.1 Scope of consolidation

As at December 31, 2021, Maroc Telecom consolidated the following companies in its financial statements:

MAURITEL

Maroc Telecom acquired on April 12, 2001, 51.5% of the voting rights of Mauritel, the incumbent operator in Mauritania and operator of a Fixed-line and Mobile telecommunications network, subsequent to the merger of Mauritel SA (Fixed-line) and Mauritel Mobile. Mauritel SA is owned by the holding company Compagnie Mauritanienne de Communications (CMC), in which Maroc Telecom holds an 80% equity stake and consequently a 41.2% interest in Mauritel. Mauritel has been fully consolidated by Maroc Telecom since July 1, 2004.

ONATEL

On December 29, 2006, Maroc Telecom acquired a 51% stake in the Burkina Faso operator Onatel. The Group increases its stake in Onatel, its stake is 61% as of April 17, 2018. The subsidiary has been fully consolidated in Maroc Telecom's financial statements since January 1, 2007.

GABON TELECOM

On February 9, 2007, Maroc Telecom acquired 51% of the capital of Gabon Telecom. Gabon Telecom has been fully consolidated by Maroc Telecom since March 1, 2007.

Gabon Telecom bought out Maroc Telecom to acquire 100% of the subsidiary Atlantique Telecom Gabon, which was absorbed by Gabon Telecom on June 29, 2016.

SOTELMA

On July 31, 2009, Maroc Telecom acquired a 51% stake in Mali's incumbent operator, Sotelma. Sotelma has been fully consolidated by Maroc Telecom since August 1, 2009.

CASANET

Casanet is a Moroccan provider of Internet access created in 1995. In 2008, the company became a 100% subsidiary of Maroc Telecom and expands its activities by specializing in information engineering. Casanet has been fully consolidated by Maroc Telecom since January 1, 2011.

MOOV AFRICA CÔTE D'IVOIRE

On January 26, 2015, Maroc Telecom acquired an 85% stake in the capital of the Côte d'Ivoire Mobile operator. Moov Africa Côte d'Ivoire has been fully consolidated in the financial statements of Maroc Telecom since January 31, 2015.

MOOV AFRICA BENIN

On January 26, 2015, Maroc Telecom acquired 100% of the capital of the Benin Mobile operator. Moov Africa Benin has been fully consolidated in the financial statements of Maroc Telecom since January 31, 2015.

MOOV AFRICA TOGO

On January 26, 2015, Maroc Telecom acquired a 95% stake in the capital of the Togo Mobile operator. Moov Africa Togo has been fully consolidated in the financial statements of Maroc Telecom since January 31, 2015.

MOOV AFRICA NIGER

On January 26, 2015, Maroc Telecom acquired 100% of the capital of the Niger Mobile operator. Moov Africa Niger has been fully consolidated in the financial statements of Maroc Telecom since January 31, 2015.

MOOV AFRICA CENTRAFRIQUE

On January 26, 2015, Maroc Telecom acquired 100% of the capital of the Central African Republic Mobile operator. Moov Africa Centrafrique has been fully consolidated in the financial statements of Maroc Telecom since January 31, 2015.

MOOV AFRICA CHAD

On June 26, 2019, Maroc Telecom acquired 100% of the capital of the Chadian operator Millicom Chad. Moov Africa Chad has been fully consolidated by Maroc Telecom since July 1, 2019.

MOOV AFRICA BRAND

The new visual identity "Moov Africa" is launched on January 1, 2021. The ten subsidiaries of Maroc Telecom Group (present in Mauritania, Burkina Faso, Gabon, Mali, Ivory Coast, Benin, Togo, Niger, Central African Republic and Chad) are now united around a common identity.

OTHER NON-CONSOLIDATED INVESTMENTS

Investments which are not material to the consolidated financial statements or over which Maroc Telecom does not directly or indirectly exercise exclusive control, joint control or significant influence are not consolidated and are recorded under "Non-current financial assets".

This is the case for MT Cash, MT Fly, Moov Money and the minority interests held in RASCOM, Autoroutes du Maroc, Arabsat and other investments.

5.2.2 Comparison of results by geographical area

GROUP CONSOLIDATED ADJUSTED RESULTS*

(IFRS in MAD million)	Q4 2021	Q4 2020	Change	Change at constant exchange rates ⁽¹⁾	2021	2020	Change	Change at constant exchange rates ⁽¹⁾
Revenues	9,004	9,271	-2.9%	-1.8%	35,790	36,769	-2.7%	-2.0%
Adjusted EBITDA	4,760	4,740	0.4%	1.3%	18,589	19,100	-2.7%	-2.2%
Margin (in %)	52.9%	51.1%	1.7 pt	1.6 pt	51.9%	51.9%	-0.0 pt	-0.1 pt
Adjusted EBITA	3,082	2,886	6.8%	7.5%	11,586	11,598	-0.1%	0.4%
Margin (in %)	34.2%	31.1%	3.1 pt	3.0 pt	32.4%	31.5%	0.8 pt	0.8 pt
Adjusted Group share of Net Income	1,714	1,475	16.2%	16.7%	6,014	6,001	0.2%	0.5%
Margin (in %)	19.0%	15.9%	3.1 pt	3.0 pt	16.8%	16.3%	0.5 pt	0.4 pt
CAPEX ⁽²⁾	1,928	1,417	36.1%	37.4%	5,615	3,448	62.8%	64.0%
Of which frequencies and licences	1	124			123	135		
CAPEX/revenues (excluding frequencies and licences)	21.4%	13.9%	7.5 pt	7.5 pt	15.3%	9.0%	6.3 pt	6.3 pt
Adjusted CFFO	3,736	4,498	-16.9%	-16.3%	12,110	15,719	-23.0%	-22.5%
Net debt	14,397	17,619	-18.3%	-17.6%	14,397	17,619	-18.3%	-17.6%
Net debt/EBITDA ⁽³⁾	0.7x	0.9x			0.7x	0.8x		

* Details of the financial indicator adjustments are provided in Appendix 1.

5.2.2.1 COMPARISON OF FINANCIAL DATA FOR FISCAL YEARS 2021 AND 2020

5.2.2.1.1 Group Consolidated results

CUSTOMER BASE

The Group's customer base reached more than 74 million customers in 2021 and recorded an increase of 1.8%, driven in particular by the growth of the subsidiaries' customer base.

REVENUES

The Maroc Telecom Group generated revenues ⁽⁴⁾ of nearly MAD 36 billion in 2021, down 2.7% (-2.0% at constant exchange rates ⁽¹⁾). The good performance of the revenues of the Moov Africa subsidiaries and Fixed Broadband in Morocco partially offset the slowdown in Mobile activities in Morocco, still impacted by the competitive and regulatory environment.

EARNINGS FROM OPERATIONS BEFORE DEPRECIATION AND AMORTIZATION

At the end of December 2021, the adjusted earnings from operations before depreciation and amortization (EBITDA) of the Maroc Telecom Group stood at MAD 18,589 million, down 2.7% (-2.2% at constant exchange rates ⁽¹⁾). Adjusted EBITDA margin remains high at 51.9%, stable over the year.

In the fourth quarter, the Group's adjusted EBITDA increased by 1.3% at constant exchange rates ⁽¹⁾ to MAD 4,760 million thanks to rigorous cost management.

EARNINGS FROM OPERATIONS

At the end of 2021, the adjusted earnings from operations (EBITA) ⁽⁵⁾ of the Maroc Telecom Group stood at MAD 11,586 million, up 0.4% at constant exchange rates ⁽¹⁾, thanks to lower depreciation. The adjusted EBITA margin rose by 0.8 pt to 32.4%.

NET INCOME – GROUP SHARE

Group share of Net Income sharply rose (+11.1% at constant exchange rates ⁽¹⁾).

Adjusted Group share of Net Income rose by 0.5% at constant exchange rates ⁽¹⁾ thanks to the sharp increase in net income from the activities of the Moov Africa subsidiaries.

INVESTMENTS

Investments ⁽²⁾ excluding frequencies and licences are sharply increasing to support a desire to strengthen Fixed and Mobile network infrastructures and represent 15.3% of revenues, in line with the objective announced for the year.

CASH-FLOW

Adjusted cash flows from operations (CFFO) ⁽⁶⁾ fell by 22.5% at constant exchange rates ⁽¹⁾, reaching MAD 12,110 million due in particular to the increase in investments.

At December 31, 2021, the consolidated net debt ⁽⁷⁾ of the Maroc Telecom Group represented 0.7 times ⁽³⁾ the Group's annual EBITDA.

HIGHLIGHTS:

- on December 16, 2021, Itissalat Al-Maghrib SA received a notice from the Rabat Commercial Court regarding a complaint filed by Wana on unbundling and is seeking compensation amounting to MAD 6,845 million. The company will use all legal means to defend its interests;
- the 2022 Finance Act in Morocco provides for a new social solidarity contribution on profits for companies with a net profit of MAD 1 million or more. The rates of this contribution will increase from 3.5% in 2021 to 5% in 2022 for Maroc Telecom;

- in Mali, under the REMACOTEM dispute (association of Mobile network consumers in Mali), the Civil Court had dismissed the plaintiff in 2013, for the alleged damages suffered. On November 3, 2021, the Bamako Court of Appeal set the total amount of damages claimed by REMACOTEM from 2011 to 2020 at 2,823 million dirhams, including 933 million dirhams for Sotelma. The latter has replied through its lawyers and a hearing has been requested to annul the said judgment as well as its execution.

EVENTS AFTER THE END OF THE REPORTING PERIOD:

- on January 10, 2022, Itissalat Al-Maghrib SA received a report from the ANRT, pointing the partial compliance with certain injunctions in the January 17, 2020 decision. After an in-depth and detailed analysis of the aforementioned report, a response contesting the ANRT's findings was filed within the legal deadline of one month.

DIVIDEND

At the General Meeting of Shareholders of April 29, 2022, the Supervisory Board of Maroc Telecom will propose the distribution of a dividend of MAD 4.78 per share, representing a total amount of MAD 4.2 billion.

MOROCCO TELECOM GROUP'S OUTLOOK FOR 2022

Based on recent market developments and insofar as no new major exceptional event disrupts the Group's activity, Morocco Telecom forecasts for 2022, at constant scope and exchange rates:

- decrease in revenues;
- decrease in EBITDA;
- CAPEX of approximately 20% of revenues, excluding frequencies and licences.

5.2.2.1.2 Activities in Morocco

(IFRS in MAD million)	Q4 2021	Q4 2020	Change	2021	2020	Change
Revenues	5,028	5,152	-2.4%	19,906	20,881	-4.7%
Mobile	3,072	3,219	-4.6%	12,270	13,351	-8.1%
Services	2,834	3,084	-8.1%	11,684	13,009	-10.2%
Equipment	238	135	75.9%	586	342	71.1%
Fixed	2,416	2,424	-0.3%	9,474	9,517	-0.5%
Of which Fixed Data*	965	903	6.9%	3,754	3,490	7.6%
Elimination and other income	-460	-491		-1,837	-1,987	
Adjusted EBITDA	2,972	2,979	-0.3%	11,234	11,950	-6.0%
Margin (in %)	59.1%	57.8%	1.3 pt	56.4%	57.2%	-0.8 pt
Adjusted EBITA	2,110	2,024	4.2%	7,599	8,079	-5.9%
Margin (in %)	42.0%	39.3%	2.7 pt	38.2%	38.7%	-0.5 pt
CAPEX ⁽²⁾	754	584	29.1%	2,630	1,466	79.4%
Of which frequencies and licences	0	0		0	0	
CAPEX/revenues (excluding frequencies and licences)	15.0%	11.3%	3.7 pt	13.2%	7.0%	6.2 pt
Adjusted CFFO	2,578	3,246	-20.6%	7,179	10,300	-30.3%
Net debt	9,350	11,515	-18.8%	9,350	11,515	-18.8%
Net debt/EBITDA ⁽³⁾	0.7x	0.9x		0.8x	0.9x	

* Fixed Data includes the Internet, TV on ADSL and Data services to companies. A calculation method has been changed for an element of the Fixed Data affecting the background.

Revenues from the Group's activities in Morocco were down 4.7% compared with 2020, mainly affected by the decline in the Mobile business. The momentum in Fixed Data (+7.6%) partially offset the fall in Mobile revenues, which continue to be impacted by competitive and regulatory constraints.

At the end of 2021, adjusted earnings from operations before depreciation and amortization (EBITDA) amounted to MAD

11,234 million, down 6.0% compared with 2020. The adjusted EBITDA margin rate remained high at 56.4%.

Adjusted earnings from operations (EBITA) ⁽⁵⁾ reached MAD 7,599 million, down 5.9%. It represents an adjusted margin rate of 38.2%.

Adjusted cash flows from operations (CFFO) ⁽⁶⁾ fell by 30.3% to MAD 7,179 million due to the increase in investments.

MOBILE

	Unit	2021	2020	Change
Customer base ⁽⁸⁾	(000)	19,900	19,498	2.1%
Prepaid	(000)	17,538	17,181	2.1%
Postpaid	(000)	2,362	2,317	1.9%
Of which Internet 3G/4G+ ⁽⁹⁾	(000)	10,633	11,060	-3.9%
ARPU ⁽¹⁰⁾	(MAD/month)	48.7	54.3	-10.2%

At the end of 2021, the Mobile customer base ⁽⁸⁾ had 19.9 million customers, up 2.1% over one year.

Mobile revenues fell by 8.1% compared to the same period in 2020, to MAD 12,270 million due to the fall in outgoing revenues impacted by the unfavourable regulatory and competitive

contexts and the decline in incoming revenues following the decrease in national call termination rates in December 2020.

The 2021 combined ARPU ⁽¹⁰⁾ stood at MAD 48.7, down 10.2% over one year.

FIXED-LINE AND INTERNET

	Unit	2021	2020	Change
Fixed-lines	(000)	1,974	2,008	-1.7%
Broadband Access ⁽¹¹⁾	(000)	1,735	1,738	-0.2%

The Fixed customer base lost 1.7% and stood at nearly 2 million lines at the end of 2021. Broadband had 1.7 million subscribers and the expansion of the FTTH network (+47%) largely offset the losses of ADSL customers.

The Fixed and Internet activities generated revenues of MAD 9,474 million, relatively stable compared to 2020. The growth in Fixed Data offset the decline in Voice.

5.2.2.1.3 International activities

FINANCIAL INDICATORS

(IFRS in MAD million)	Q4 2021	Q4 2020	Change	Change at constant exchange rates ⁽¹⁾	2021	2020	Change	Change at constant exchange rates ⁽¹⁾
Revenues	4,236	4,367	-3.0%	-0.7%	16,912	16,883	0.2%	1.5%
Of which Mobile services	3,928	4,031	-2.6%	-0.3%	15,626	15,507	0.8%	2.2%
Adjusted EBITDA	1,788	1,761	1.6%	3.8%	7,355	7,150	2.9%	4.2%
Margin (in %)	42.2%	40.3%	1.9 pt	1.9 pt	43.5%	42.4%	1.1 pt	1.1 pt
Adjusted EBITA	972	861	12.9%	15.1%	3,988	3,520	13.3%	14.8%
Margin (in %)	23.0%	19.7%	3.2 pt	3.2 pt	23.6%	20.8%	2.7 pt	2.7 pt
CAPEX ⁽²⁾	1,174	832	41.0%	43.3%	2,984	1,982	50.6%	52.6%
Of which frequencies and licences	1	124			123	135		
CAPEX/revenues (excluding frequencies and licences)	27.7%	16.2%	11.5 pt	11.3 pt	16.9%	10.9%	6.0 pt	6.0 pt
Adjusted CFFO	1,158	1,252	-7.5%	-5.3%	4,932	5,419	-9.0%	-7.8%
Net debt	5,983	7,517	-20.4%	-18.7%	5,983	7,517	-20.4%	-18.7%
Net debt/EBITDA ⁽³⁾	0.8x	1.0x			0.7x	1.0x		

The Group's international activities posted revenues of MAD 16,912 million, up 1.5% at constant exchange rates ⁽¹⁾, explained by the continuous growth in Data Mobile (+18.8% at constant exchange rates ⁽¹⁾) and Mobile Money services (+13.1% at constant exchange rates ⁽¹⁾). Excluding the decrease in termination rates, subsidiaries' revenues rose by 3.4% at constant exchange rates ⁽¹⁾.

In 2021, the adjusted earnings before depreciation and amortization (EBITDA) stood at MAD 7,355 million, up 2.9%

(+4.2% at constant exchange rates ⁽¹⁾). The adjusted EBITDA margin was 43.5%, up 1.1 pt thanks to the improvement in the gross margin rate.

During the same period, adjusted operating income (EBITA) ⁽⁵⁾ improved by 13.3% (+14.8% at constant exchange rates ⁽¹⁾) to MAD 3,988 million, due to the increase in EBITDA.

Adjusted cash flows from operations (CFFO) ⁽⁶⁾ declined by 7.8% at constant exchange rates ⁽¹⁾ reaching MAD 4,932 million due to the increase in investments.

OPERATING INDICATORS

	Unit	2021	2020	Change
Mobile				
Customer base ⁽⁸⁾	(000)	50,130	49,226	
Mauritania		2,985	2,641	13.0%
Burkina Faso		10,457	9,388	11.4%
Gabon		1,656	1,632	1.5%
Mali		8,163	9,684	-15.7%
Côte d'Ivoire		10,489	10,050	4.4%
Bénin		5,132	4,682	9.6%
Togo		2,687	3,380	-20.5%
Niger		3,212	3,005	6.9%
Central African Republic		210	189	11.5%
Chad		5,138	4,577	12.3%
Fixed-line				
Customer base	(000)	350	337	
Mauritania		57	57	0.0%
Burkina Faso		76	75	0.8%
Gabon		32	25	24.7%
Mali		186	180	3.5%
Fixed Broadband				
Customer base ⁽¹¹⁾	(000)	141	131	
Mauritania		19	18	2.9%
Burkina Faso		15	14	7.8%
Gabon		28	22	29.5%
Mali		79	77	2.7%

Notes:

- (1) Maintaining a constant exchange rate among the Moroccan dirham (MAD), the Mauritanian ouguiya (MRU) and the CFA franc.
- (2) Capital expenditure corresponds to acquisitions of property, plant and equipment and intangible assets recognised during the period.
- (3) The net debt/EBITDA ratio excludes the impact of IFRS 16.
- (4) Maroc Telecom consolidates in its financial statements Casanet and the Moov Africa subsidiaries in Mauritania, Burkina Faso, Gabon, Mali, Côte d'Ivoire, Benin, Togo, Niger, Central African Republic and Chad.
- (5) EBITA corresponds to operating profit before amortisation of intangible assets related to business combinations, impairment of goodwill and other intangible assets related to business combinations and other income and expenses related to financial investment transactions and transactions with shareholders (except when they are recognised directly in equity).
- (6) CFFO comprises the net cash flows from operating activities before taxes as presented in the cash flow statement, as well as dividends received from associates and non-consolidated equity interests. It also includes net capital expenditure, which corresponds to net cash outflows on acquisitions and disposals of property, plant and equipment and intangible assets.
- (7) Borrowings and other current and non-current liabilities less cash (and cash equivalents) including cash blocked for bank loans.
- (8) The active customer base consists of prepaid customers who have made or received a Voice call (excluding calls from the public telecommunication network operator concerned or its Customer Relations Centres) or sent an SMS/MMS or who have used the Data services (excluding exchanges of technical Data with the public telecommunication network operator concerned) in the past three months, and non-terminated postpaid customers.
- (9) The active customer base of the 3G and 4G+ Mobile Internet includes holders of a postpaid subscription contract (whether or not coupled with a Voice offer) and holders of a prepaid subscription to the Internet service who have carried out at least one recharge during the past three months or whose credit is valid and who have used the service during this period.
- (10) ARPU (average revenues per user) is defined as revenues generated by incoming and outgoing calls and Data services net of promotions, excluding roaming and equipment sales, divided by the average number of users in the period. This is the mixed ARPU of the prepaid and postpaid segments.
- (11) The broadband customer base includes ADSL, FTTH and leased connections and also includes CDMA in Mali.

APPENDIX 1: RELATIONSHIP BETWEEN ADJUSTED FINANCIAL INDICATORS AND PUBLISHED FINANCIAL INDICATORS

Adjusted EBITDA, adjusted EBITA, Group share of adjusted Net Income, and adjusted CFFO are not strictly accounting measures, and should be considered as additional information. They are a better indicator of the Group's performance as they exclude non-recurring items.

(in MAD million)	2021			2020		
	Morocco	International	Group	Morocco	International	Group
Adjusted EBITDA	11,234	7,355	18,589	11,950	7,150	19,100
Dispute resolution				420		420
Published EBITDA	11,234	7,355	18,589	12,370	7,150	19,520
Adjusted EBITA	7,599	3,988	11,586	8,079	3,520	11,598
Restructuring costs		-14	-14			
Dispute resolution				420		420
Published EBITA	7,599	3,974	11,573	8,499	3,520	12,018
Group share of adjusted Net Income			6,014			6,001
Restructuring costs			-6			
Dispute resolution						469
Contribution to the COVID-19 fund						-1,047
Group share of published Net Income			6,008			5,423
Adjusted CFFO	7,179	4,932	12,110	10,300	5,419	15,719
Payment of licence		-172	-172		-143	-143
ANRT (National Telecommunications Regulatory Agency) fine				-3,300		-3,300
Published CFFO	7,179	4,759	11,938	7,000	5,277	12,276

APPENDIX 2: IMPACT OF THE ADOPTION OF IFRS 16

At the end of December 2021, the impacts of the application of IFRS 16 on the main indicators of the Maroc Telecom Group were as follows:

(in MAD millions)	2021			2020		
	Morocco	International	Group	Morocco	International	Group
Adjusted EBITDA	253	294	547	266	292	557
Adjusted EBITA	11	39	50	33	29	62
Group share of adjusted Net Income			-21			-17
Adjusted CFFO	253	294	547	266	292	557
Net Debt	766	694	1,460	838	801	1,639

5.2.2.2 COMPARISON OF FINANCIAL DATA FOR FISCAL YEARS 2020 AND 2019

5.2.2.2.1 Group Consolidated results

REVENUES

Maroc Telecom Group generated revenues of MAD 36,769 million, up 0.7% (-0.8% on a like-for-like basis). The increase in the revenues of the Moov Africa subsidiaries and Fixed Broadband in Morocco offsets the slowdown in Mobile activities in Morocco, heavily impacted by the competitive context.

In the fourth quarter alone and despite the decrease in Mobile call termination rates in Morocco in December 2020, the Group's revenues increased by 0.7% (+0.4% on a like-for-like basis), thanks to the sustained increase in the activities of the Moov Africa subsidiaries and Fixed Broadband in Morocco.

EARNING FROM OPERATIONS BEFORE DEPRECIATION AND AMORTIZATION

At the end of December 2020, Maroc Telecom Group's adjusted earnings from operations before depreciation and amortization (EBITDA) reached MAD 19,100 million, up 0.9% (+0.5% on a like-for-like basis). The adjusted EBITDA margin was 51.9%, up 0.1 pt (+0.7 pt on a like-for-like basis), thanks to rigorous cost management.

5.2.2.2.2 Activities in Morocco

(IFRS in MAD million)	2020	2019
Revenues	20,881	21,690
Mobile	13,351	14,276
Services	13,009	14,046
Equipment	342	230
Fixed-Line	9,517	9,261
O/w Data Fixed-line*	3,608	3,186
Eliminations and other income	-1,987	-1,846
EBITDA	11,950	12,294
Margin (in %)	57.2%	56.7%
Adjusted EBITA	8,079	8,294
Margin (in %)	38.7%	38.2%
CAPEX (2)	1,466	3,022
Of which frequencies and licenses	0	102
CAPEX/Rev (excluding frequencies and licenses)	7.0%	13.5%
Adjusted CFFO	10,300	9,425
Net Debt	11,515	11,101
Net debt / EBITDA (3)	0.9x	0.8x

* Fixed-line Data includes Internet, ADSL TV and Data services to businesses.

The Group's activities in Morocco generated revenues down 3.7% compared with 2019, affected in particular by the effects of the Covid-19 pandemic on Mobile activities and partially offset by the solid momentum of Fixed and Internet. This change was more marked in the fourth quarter of the year due in particular to the fall in national call termination prices, which has applied from December, 1st 2020.

At the end of 2020, the adjusted earnings from operations before depreciation and amortisation (EBITDA) amounted to MAD

EARNINGS FROM OPERATIONS

At the end of 2020, Maroc Telecom Group's adjusted earnings from operations (EBITA) amounted to MAD 11,598 million, up 0.8% on a like-for-like basis, thanks to the increase in EBITDA. The adjusted EBITA margin stood at 31.5%, up 0.5 pt on a like-for-like basis.

GROUP SHARE OF NET INCOME

The adjusted Group share of Net Income decreased slightly by 0.4% on a like-for-like basis.

INVESTMENTS

The capital expenditures excluding frequencies and licenses, down 38.3% over one year, were adapted to the context of the health crisis and focused on meeting strong demand for Fixed Internet access, extensions of Data infrastructures, and quality of service. They represent 9.0% of revenues, a level in line with the objective announced for the year.

CASH-FLOW

Adjusted Cash Flow From Operations (CFFO) improved by +17.8% on a like-for-like basis, reaching MAD 15,719 million mainly due to the decrease in investments.

At December 31, 2020, Maroc Telecom Group's consolidated net debt represented 0.8 times the Group's annual EBITDA.

MOBILE

	Unit	2020	2019
Customer base	(000)	19,498	20,054
Prepaid	(000)	17,181	17,752
Postpaid	(000)	2,317	2,302
<i>Of which 3G/4G+ Internet</i>	<i>(000)</i>	<i>11,060</i>	<i>11,789</i>
ARPU	(MAD/month)	54.3	58.3

At the end of 2020, the Mobile customer base totaled 19.5 million customers, down 2.8% over one year.

Mobile revenues fell by 6.5% compared to the same period in 2019, to MAD 13,351 million impacted by the Covid-19 pandemic effects and the competitive context.

The 2020 combined ARPU stood at MAD 54.3, down 6.9% over one year.

FIXED-LINE AND INTERNET

	Unit	2020	2019
Fixed-lines	(000)	2,008	1,882
Broadband access (11)	(000)	1,738	1,573

The Fixed customer base maintained its good momentum and increased by 6.6% to 2 million lines. The Broadband customer base now has 1.7 million subscribers, up 10.4%.

The Fixed and Internet activities in Morocco continue to improve their performance and generate revenues of MAD 9,517 million,

up 2.8% compared to 2019. This growth accelerated in the last three months of the year, thanks to the enthusiasm for the FTTH offers and the ADSL service.

5.2.2.2.3 International activities

FINANCIAL INDICATORS

<i>(IFRS in MAD million)</i>	2020	2019
Revenues	16,883	16,095
<i>Of which Mobile services</i>	<i>15,507</i>	<i>14,693</i>
EBITDA	7,150	6,629
<i>Margin (in %)</i>	<i>42.4%</i>	<i>41.2%</i>
Adjusted EBITA	3,520	3,246
<i>Margin (in %)</i>	<i>20.8%</i>	<i>20.2%</i>
CAPEX (2)	1,982	3,766
<i>Of which frequencies and licenses</i>	<i>135</i>	<i>1,316</i>
<i>CAPEX/Rev (excluding frequencies and licenses)</i>	<i>10.9%</i>	<i>15.2%</i>
Adjusted CFFO	5,419	3,927
Net Debt	7,517	8,748
<i>Net debt / EBITDA (3)</i>	<i>1.0x</i>	<i>1.3x</i>

The Group's international activities recorded revenues of MAD 16,883 million, up 1.4% on a like-for-like basis, explained by the recovery in post-lockdown activities and the growth in Data Mobile and Mobile Money services.

In 2020, the adjusted earnings from operations before depreciation and amortisation (EBITDA) amounted to MAD 7,150 million, up 7.9% (+6.5% on a like-for-like basis). The adjusted EBITDA margin was 42.4%, up 1.2 pt (+2.0 pt on a like-for-like basis). This performance comes from the improvement in the gross margin rate and rigorous cost management.

During the same period, the adjusted earnings from operations (EBITA) improved by 8.4% (+9.6% on a like-for-like basis) to MAD 3,520 million, thanks to the increase in EBITDA.

Adjusted Cash Flow From Operations (CFFO) from international activities improved by +38.4% on a like-for-like basis to MAD 5,419 million.

OPERATING INDICATORS

	Unit	2020	2019
Mobile			
Customer base	(000)	49,226	43,531
Mauritania		2,641	2,470
Burkina Faso		9,388	8,546
Gabon		1,632	1,621
Mali		9,684	7,447
Côte d'Ivoire		10,050	8,975
Benin		4,682	4,377
Togo		3,380	3,030
Niger		3,005	2,922
Central African Republic		189	168
Chad		4,577	3,975
Fixed-Line			
Customer Base	(000)	337	324
Mauritania		57	56
Burkina Faso		75	75
Gabon		25	22
Mali		180	171
Fixed-Line Broadband			
Customer base	(000)	131	116
Mauritania		18	10
Burkina Faso		14	15
Gabon		22	18
Mali		77	73

5.2.3 Transition from separate financial statements to consolidated financial statements

The consolidated financial statements are derived from the separate financial statements of Maroc Telecom and its subsidiaries, as prepared under the generally accepted accounting principles of each country. Various adjustments have been made to these separate financial statements, in compliance with IFRS consolidation and presentation requirements.

The main adjustments to the presentation of the statement of comprehensive income are the:

- recognition of revenues related to the point loyalty program (fidelio) at the time of exchange or expiration of points;
- recognition of sales commissions as consolidated operating expenses. These costs were initially netted against revenues in the separate financial statements;
- activation of payroll costs relating to the deployment of Fixed assets;
- recognition of SIM cards in intangible assets;
- inventory values of handsets sold but not activated are adjusted to account for the recognition of revenues upon activation;
- elimination of capitalized costs from the balance sheet and recognition in the income statement of the change in the period;
- the recognition in the income statement of the exchange adjustments;
- recognition of the impact of unwinding the retirement benefits provision discounting in financial income;
- capitalization of deferred taxes on temporary differences arising from the separate financial statements, IFRS adjustments and tax loss carryforwards;
- reclassification under net operating income of noncurrent operating items, and under net financial income of noncurrent financial items;
- the identification of leases for the right of use and the capitalization of rental expenses that meet the duration and value criteria required by IFRS 16 in Fixed assets. This restatement gives rise to the creation of a new financial liability and the corresponding interest charges and the recognition of depreciation of rental expenses converted into Fixed assets;
- reclassification under current assets of assets held for sale;
- reclassification of the corporate income tax liability component of tax debts;
- reclassification under current items, of loan, financial debt and provision components maturing in less than a year;
- the other consolidation adjustments basically concern all consolidation transactions (elimination of consolidated securities, intra-group transactions and internal capital gains or losses, etc.).

5.3 Consolidated financial statements at December 31 2019, 2020 and 2021

Pursuant to Regulation (EC) no. 1606/2002 of the European Parliament of July 19, 2002, Maroc Telecom Group's consolidated financial statements have been prepared in accordance with International financial reporting Standards (IAS/IFRS), as endorsed by the European Union.

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STATUTORY AUDITORS' REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS YEAR ENDED DECEMBER 31, 2021

Opinion

We have audited the accompanying consolidated financial statements of Itissalat Al-Maghrib (IAM) SA and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at December 31st, 2021, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information. These consolidated financial statements show an amount of consolidated equity of MMAD 18,800 including a consolidated net profit of MMAD 6,928.

These statements were approved by the Management Board on February 11th, 2022 in the evolving context of the health crisis of the Covid-19 epidemic, on the basis of the information available at that date.

In our opinion, the consolidated financial statements referred to in the first paragraph above, are regular, sincere and provide in all material aspects a true and fair view of the financial position of the Group comprising the persons and entities of Itissalat Al-Maghrib (IAM) SA at December 31st, 2021, and the financial performance and cash flows for the fiscal year then ended, in accordance with the International financial reporting Standards (IFRS), as adopted by the European Union.

Basis for Opinion

We conducted our audit in accordance with Moroccan auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the Consolidated Financial Statements in Morocco, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters, that in our professional judgment, were of most significance in our audit of the Consolidated Financial Statements of the current period. These matters were addressed in the context of the Consolidated Financial Statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matters

Recognition of revenues from telecommunication activities

Revenues in the consolidated financial statements at December 31, 2021 amounted to MAD 35,790 million.

There is an inherent risk in the recognition of revenues, given the multitude of products, the complexity of information systems and the impact of changes in pricing models (pricing structures, incentive systems, rebates, etc.).

The application of revenue recognition accounting standards involves a number of key judgments and estimates. As a result, we consider revenue from telecommunications activities as a key issue in our audit. Revenue recognition methods are detailed in Note 3.15 of the consolidated financial statements.

Our response

With the assistance of our IT (Information Technology) specialists, we reviewed the key processes and controls implemented by IAM SA, including the IT systems used for revenue recognition purposes.

In particular, we have:

- gained an understanding of the general control environment, including IT, implemented by the Company;
- identified and assessed the key controls implemented by the Company and relevant to our audit;
- tested the operating effectiveness of the relevant controls, in particular on the application systems involved in the process of generating, evaluating and accounting revenues;
- performed analytical procedures and tested a sample of manual entries as of December 31, 2021.

Valuation of goodwill

As part of its development, the Group has been led to carry out external growth operations and to recognize several goodwills.

This goodwill, which corresponds to the difference between the price paid and the fair value (market value) of the assets and liabilities acquired, are described in Note 3 to the consolidated financial statements.

Each year, management ensures that the carrying amount of the goodwill attached to each cash-generating unit (CGU), shown in the balance sheet at December 31, 2021, in the amount of MAD 8,976 million, does not exceed its recoverable amount and does not present a risk of impairment.

The terms of the impairment test and details of the assumptions used are described in Note 3.

The recoverable amount is determined by reference to the value in use calculated on the basis of the present value of the cash flows expected from the Group of assets comprising it.

The determination of the recoverable amount of goodwill is based on management's judgment, particularly assumptions of future income of concerned CGU and the discount rate applied to cash flow projections.

We therefore considered the valuation of goodwill as a key point of the audit.

We examined the compliance of the methodology used by the Group with the applicable accounting standards.

We also performed a review of the procedures related to impairment tests of goodwill and verified in particular that:

- the completeness of the elements making up the carrying amount of each CGUs tested and the consistency of the methods used to determine this amount with the cash flow projections used to determine value in use;
- the reasonableness of the cash flow projections and the reliability of the estimates by examining the main reasons for differences between forecasts and actual results;
- the consistency of these cash flow projections with management's latest estimates;
- the consistency of the growth rate used for the projected cash flows with market analyses;
- the calculation of the discount rate applied to the cash flows expected from each CGU; and
- management's sensitivity analysis of value in use to changes in the main assumptions used.
- Finally, we have verified that Note 3 provides appropriate disclosures.

Responsibilities of Management and Those Charged With Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the Consolidated Financial Statements in accordance with IFRS as adopted by EU, and for such internal control as management determines is necessary to enable the preparation of Consolidated Financial Statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the Consolidated Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to

issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Moroccan auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Moroccan auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control;

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
 - conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Consolidated Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern;
 - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the Consolidated Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation;
 - obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Casablanca, February 16th, 2022

The Statutory auditors

Deloitte Audit

French original signed by
Sakina BENSOUA-KORACHI

Partner

Coopers Audit Maroc SA

French original signed by
Abdelaziz ALMECHATT

Partner

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

ASSETS

Assets (in MAD million)	Note	2021	2020	2019
Goodwill	3	8,976	9,315	9,201
Other intangible assets	4	7,521	8,120	8,808
Property, plant, and equipment	5	27,400	28,319	31,037
Right to use the asset	34	1,371	1,592	1,630
Equity affiliates	6	0	0	0
Noncurrent financial assets	7	784	654	470
Deferred tax assets	8	508	580	339
Noncurrent assets		46,560	48,579	51,485
Inventories	9	318	271	321
Trade accounts receivable and other	10	12,699	11,816	11,380
Short term financial assets	11	126	130	128
Cash and cash equivalents	12	2,024	2,690	1,483
Assets available for sale		54	54	54
Current assets		15,222	14,960	13,365
TOTAL ASSETS		61,782	63,540	64,851

SHAREHOLDERS' EQUITY AND LIABILITIES

Shareholders' equity and liabilities (in MAD million)	Note	2021	2020	2019
Share capital		5,275	5,275	5,275
Retained earnings		3,631	2,023	4,069
Net earnings		6,008	5,423	2,726
Shareholders' equity attributable to equity holders of the parent	13	14,914	12,721	12,069
Noncontrolling interests		3,887	3,968	3,934
Shareholders' equity		18,800	16,688	16,003
Noncurrent provisions	14	503	521	504
Borrowings and other long-term financial liabilities	15	3,767	4,748	4,178
Deferred tax liabilities	8	50	45	258
Other noncurrent liabilities		0	0	0
Noncurrent liabilities		4,321	5,314	4,939
Trade accounts payable	16	23,865	24,007	23,794
Current tax liabilities		787	671	733
Current provisions	14	1,332	1,247	4,634
Borrowings and other short term financial liabilities	15	12,677	15,612	14,748
Current liabilities		38,661	41,538	43,908
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES		61,782	63,540	64,851

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

<i>(in MAD million)</i>	Note	2021	2020	2019
Revenues	17	35,790	36,769	36,517
Cost of purchases	18	-5,123	-5,416	-5,670
Payroll costs	19	-2,868	-3,005	-3,098
Taxes and duties	20	-3,447	-3,344	-3,183
Other operating income (expenses)	21	-5,303	-8,746	-5,610
Net depreciation, amortization, and provisions	22	-7,477	-4,240	-10,724
Earnings from operations		11,573	12,018	8,231
Other income and charges from ordinary activities*		-88	-1,513	-11
Income from equity affiliates	23	0	0	0
Earnings from continuing operations		11,485	10,505	8,220
Income from cash and cash equivalents		27	17	2
Gross borrowing costs		-826	-888	-756
Net borrowing costs		-800	-871	-754
Other financial income and expenses		-77	26	-38
Net financial income (expense)	24	-876	-844	-792
Income tax	25	-3,680	-3,372	-3,830
Net income		6,928	6,289	3,598
Exchange gain or loss from foreign activities		-378	134	-226
Other income and expenses		34	-14	43
Total comprehensive income for the period		6,584	6,409	3,415
Net income		6,928	6,289	3,598
Attributable to equity holders of the parent		6,008	5,423	2,726
Noncontrolling interests	26	920	866	873
Total comprehensive income for the period		6,584	6,409	3,415
Attributable to equity holders of the parent		5,787	5,511	2,604
Noncontrolling interests	26	797	899	811
EARNINGS PER SHARE	Note	2021	2020	2019
Net earnings attributable to equity holders of the parent <i>(in MAD million)</i>		6,008	5,423	2,726
Number of shares at December 31		879,095,340	879,095,340	879,095,340
NET EARNINGS PER SHARE (IN MAD)	27	6.83	6.17	3.10
DILUTED NET EARNINGS PER SHARE (IN MAD)	27	6.83	6.17	3.10

* The amount shown in Other income and expenses from ordinary activities in 2020 corresponds to the Group's Covid19 donations.

CONSOLIDATED STATEMENT OF CASH FLOW

(in MAD million)	Note	2021	2020	2019
Earnings from operations		11,573	12,018	8,231
Depreciation, amortization and other non-cash movements		7,487	2,719	10,721
Gross cash from operating activities		19,060	14,738	18,952
Other changes in net working capital		-1,847	139	419
Net cash from operating activities before tax		17,213	14,877	19,372
Income tax paid		-3,659	-3,789	-4,091
Net cash from operating activities (A)	12	13,554	11,088	15,281
Purchase of PP&E and intangible assets		-5,289	-4,141	-7,949
Purchases of consolidated investments after acquired cash		5	0	-1,096
Investments in equity affiliates		0	0	0
Increase in financial assets		-41	-249	-73
Disposals of PP&E and intangible assets		14	14	6
Decrease in financial assets		3	144	287
Dividends received from nonconsolidated investments		6	14	6
Net cash used in investing activities (B)		-5,303	-4,219	-8,819
Capital increase		0	0	0
Dividends paid by Maroc Telecom	13	-3,525	-4,870	-6,003
Dividends paid by subsidiaries to their noncontrolling interests		-687	-855	-838
Changes in equity		-4,212	-5,725	-6,841
Proceeds from borrowings and increase in other long-term financial liabilities		694	2,307	2,270
Payments on borrowings and decrease in other noncurrent financial liabilities		0	0	0
Proceeds from borrowings and increase in other short-term financial liabilities		1,536	1,167	2,860
Payments on borrowings and decrease in other current financial liabilities		-6,145	-2,687	-4,548
Change in net current accounts		0	0	0
Net interest paid (cash only)		-695	-626	-473
Other cash expenses (income) used in financing activities		-47	-35	-13
Change in borrowings and other financial liabilities		-4,657	125	96
Net cash used in financing activities (D)	12	-8,869	-5,600	-6,744
Translation adjustment and other noncash items (G)		-47	-62	65
TOTAL CASH FLOWS (A)+(B)+(D)+(G)	12	-666	1,207	-217
Cash and cash equivalents at beginning of period		2,690	1,483	1,700
Cash and cash equivalents at end of period	12	2,024	2,690	1,483

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

(in MAD million)	Note	Share capital	Earnings and retained earnings	Other comprehensive income	Total Group share	Non controlling interest	Total capitaux propres
Restated position at January 1, 2019		5,275	10,699	-306	15,668	3,822	19,490
Total comprehensive income for the period			2,726	-122	2,604	811	3,415
Change in gains and losses recognized directly in equity and recyclable in profit or loss			0	-147	-147	-79	-226
Gains and losses on translation				-147	-147	-79	-226
Revaluation differences					0		0
Revaluation differences on hedging instruments					0		0
Revaluation differences on equity instruments					0		0
Change in gains and losses recognized directly in equity and recyclable in profit or loss				25	25	18	43
Actuarial difference				25	25	18	43
Actuarial gains and losses					0		0
Capital increase					0		0
Capital decrease					0		0
Share-based compensation					0		0
Change in percentage without assumption/loss of control					0		0
Change in percentage with assumption/loss of control			14		14		14
Dividends			-6,003		-6,003	-857	-6,860
Treasury stock			-1		-1		-1
Other adjustments			-213		-213	157	-56
Restated position at December 31, 2019		5,275	7,222	-428	12,069	3,934	16,003
Total comprehensive income for the period			5,423	88	5,511	899	6,409
Change in gains and losses recognized directly in equity and recyclable in profit or loss			0	100	100	34	134
Gains and losses on translation				100	100	34	134
Revaluation differences					0		0
Revaluation differences on hedging instruments					0		0
Revaluation differences on equity instruments					0		0
Change in gains and losses recognized directly in equity and recyclable in profit or loss				-12	-12	-2	-14
Actuarial difference				-1	-1	-2	-3
Actuarial gains and losses				-11	-11	0	-11
Capital increase					0		0
Capital decrease					0		0
Share-based compensation					0		0
Change in percentage without assumption/loss of control					0		0
Change in percentage with assumption/loss of control					0		0
Dividends			-4,870		-4,870	-865	-5,735
Treasury stock					0		0
Other adjustments			11		11		11
Position at December 31, 2020		5,275	7,786	-340	12,721	3,968	16,688
Total comprehensive income for the period			6,008	-221	5,787	797	6,584
Change in gains and losses recognized directly in equity and recyclable in profit or loss			0	-263	-263	-115	-378
Gains and losses on translation				-263	-263	-115	-378
Revaluation differences					0		0
Revaluation differences on hedging instruments					0		0
Revaluation differences on equity instruments					0		0
Change in gains and losses recognized directly in equity and recyclable in profit or loss				42	42	-8	34
Actuarial difference				-11	-11	-8	-19
Revaluation differences on equity instruments				53	53	0	53
Capital increase					0		0
Capital decrease					0		0
Share-based compensation					0		0
Change in percentage without assumption/loss of control					0		0
Change in percentage with assumption/loss of control			0		0		0
Dividends			-3,525		-3,525	-878	-4,403
Treasury stock			-4		-4		-4
Other adjustments			-65		-65		-65
Position at December 31, 2021		5,275	10,199	-561	14,914	3,887	18,800

At December 31, 2021, Maroc Telecom's share capital comprised 879,095,340 ordinary shares. Ownership of the shares was divided as follows:

- Etisalat: 53%;
- Kingdom of Morocco: 22%;
- other: 25%.

Reserves consist mainly of accumulated undistributed earnings from previous years, including MAD 3,073 million in undistributable reserves at December 31, 2021.

Note 1

Accounting principles and valuation methods

Group companies are consolidated on the basis of their fiscal year ending December 31, 2021 except for CMC, whose fiscal year ends March 31, 2021.

The financial statements and notes were approved by the Executive Board on February 11, 2022.

1.1 CONTEXT FOR THE PREPARATION OF THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR 2021 AND THE FINANCIAL STATEMENTS FOR THE YEARS 2021 AND 2020

Pursuant to Regulation (EC) no.1606/2002 of July 19, 2002, concerning the adoption of international accounting standards, the consolidated financial statements of Maroc Telecom Group for the year ended December 31, 2021, were prepared in accordance with the International financial reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB), applicable as endorsed by the European Union (EU). For purposes of comparison, the 2021 financial statements also include financial information on 2020 and 2019.

1.2 COMPLIANCE WITH ACCOUNTING STANDARDS

The consolidated financial statements of Maroc Telecom SA have been prepared in accordance with International financial reporting Standards (IFRS) and International financial reporting Interpretations Committee (IFRIC) interpretations endorsed by the European Union and mandatory at December 31, 2021. The accounting standards applied to the consolidated financial statements do not differ from those issued by the International Accounting Standards Board (IASB).

1.2.1 Standards and interpretations applied by Maroc Telecom for fiscal year 2021

All the new standards, interpretations and amendments published by the IASB and mandatory in the European Union from January 1, 2021 have been applied.

IMPACT OF APPLICATION OF THE STANDARDS AND INTERPRETATIONS ADOPTED IN 2021

The analyses carried out by the Group on the application of the amendment to IFRS 16 – Leases on rent relief related to the Covid-19 did not reveal any significant difference between the economic terms and the terms of the contracts.

1.2.2 Standards and interpretations applied by Maroc Telecom for fiscal year 2022

On July 02, 2021, the IASB published in the Official Journal the amendment to IFRS 3 – Business Combinations. This draft details the treatment of goodwill and its impairment and aims to include business combinations under common control in the scope of the standard.

The Group considers that the 2022 improvements have no material impact on its consolidated financial statements.

1.3 PRESENTATION AND PRINCIPLES GOVERNING THE PREPARATION OF THE CONSOLIDATED FINANCIAL STATEMENT

Pursuant to IFRS principles, the consolidated financial statements have been prepared on an historical-cost basis, with the exception of certain asset and liability categories.

The categories concerned are mentioned in the notes below. The consolidated financial statements are presented in Dirham and all values are rounded to the nearest million unless otherwise noted. They include the accounts of Maroc Telecom and its subsidiaries after elimination of intra-group transactions.

1.3.1 Statement of comprehensive income

Maroc Telecom has chosen to present its statement of comprehensive income in a format that breaks down income and expenses by type.

1.3.1.1 EARNINGS FROM OPERATIONS AND EARNINGS FROM CONTINUING OPERATIONS

Earnings from operations, which in documents previously issued by Maroc Telecom was called operating income, includes revenues, cost of purchases, payroll costs, taxes and duties, other operating income and expenses, as well as net depreciation, amortization and provisions.

Earnings from continuing operations includes earnings from operations, other income from continuing operations, other expenses on continuing operations (including impairment of goodwill and other intangible assets), as well as the share of net earnings of equity associates.

1.3.1.2 FINANCING COSTS AND OTHER FINANCIAL INCOME AND EXPENSES

Net financing costs comprise:

- gross financing costs which includes interest payable on loans calculated using the effective-interest rate method;
- financial income received from cash investments.

Other financial income and expenses mainly include gains and losses on currency translation (other than those relating to operating activities recognized under earnings from operations), dividends received from non-consolidated companies, earnings from consolidated activities or companies not recognized under earnings from discontinued activities or in the process of being discontinued.

1.3.2 Statement of financial position

Assets and liabilities with maturities shorter than the operating cycle, i.e. generally less than 12 months, are recognized under current assets or liabilities. If their maturities are longer than this, they are recognized under noncurrent assets or liabilities, except for operating expenses.

1.3.3 Consolidated statement of cash flows

Maroc Telecom Group has chosen to present its consolidated cash flow statement using the indirect method. Working capital requirements from operations correspond to changes in the balance sheet items of trade receivables, inventories and trade payables.

1.3.4 Use of estimates and assumptions

The preparation of consolidated financial statements in accordance with IFRS requires Maroc Telecom to make certain estimates and assumptions that it deems reasonable and realistic. Despite regular reviews of these estimates and assumptions based on past or anticipated achievements, facts and circumstances may lead to changes in these estimates and assumptions that could have an impact on the carrying value of Group assets, liabilities, equity, or earnings.

The main estimates and assumptions concern changes in the following items:

- provisions: risk estimates, performed on an individual basis; the occurrence of events during risk-measurement procedures may lead at any time to a reassessment of the risk in question (see Note 14);
- impairment of trade receivables and inventories: estimates of nonrecovery risk for trade receivables and obsolescence risk for inventories;
- employee benefits: assumptions, updated annually, include the probability of employees remaining with the Group until retirement, expected changes in future compensation, the discount rate, and the inflation rate (see Note 14);

- revenues recognition: estimates of benefits granted as part of customer-loyalty programs, to be deducted from certain revenues items, and of deferred revenues relating to distributors (see Note 17);
- goodwill: valuation methods adopted for the identification of intangible assets acquired through business combinations (see Note 3);
- goodwill, indefinite useful lives of intangible assets, and assets in progress: assumptions are updated annually for impairment tests performed on each of the Group's cash-generating units (CGUs), determined by future cash flows and discount rates;
- deferred taxes: estimates concerning the recognition of deferred tax assets are updated annually; estimates include the Group's future tax results and expected changes in temporary differences between assets and liabilities (see Note 8);
- IFRS 16: the discount rate is estimated by taking into account risk, economic conditions and country specificities.

1.3.5 Consolidation methods

The generic name Maroc Telecom refers to the group of companies composed of the parent company Itissalat Al-Maghrib SA and its subsidiaries.

A list of the Group's principal subsidiaries is presented in Note 2 "Scope of consolidation at December 31, 2019, 2020, and 2021".

Maroc Telecom's scope of consolidation comprises wholly owned companies exclusively; therefore the only consolidation method employed by the Group is that of full consolidation.

The accounting method described below was applied consistently to all the periods presented in the consolidated financial statements.

FULL CONSOLIDATION

All companies in which Maroc Telecom has a controlling interest, namely those in which it has the power to govern financial and operational policies to obtain benefits from their operations, are fully consolidated.

The new standard for consolidation, introduced by IFRS 10 as replacement of IAS 27 (amended) – Consolidated and Separate Financial Statements and by SIC 12 Special Purpose Vehicles, is based on the following three criteria that must be met simultaneously for Maroc Telecom to assume control:

- Maroc Telecom has power over the subsidiary when it has existing rights that give it the ability to direct the relevant activities (i.e., the activities that significantly affect the investee's returns); Power arises from existing and/or potential voting rights and/or contractual arrangements. The voting rights must be substantial (i.e., they may be employed at any time and without limitation, particularly during votes on important activities). Assessment of whether a parent has power over a subsidiary depends on the relevant activities of the subsidiary, its decision-making procedures, and the breakdown of votes among the other shareholders;
- Maroc Telecom has exposure or rights to variable returns from its involvement with the subsidiary. These returns may vary

in accordance with the subsidiary's performance. The notion of return is defined broadly and includes dividends and other forms of distributed economic benefits, the investment's valuation, cost savings, synergies, etc.;

- Maroc Telecom has the ability to exercise its power to affect the returns. Any power that cannot affect returns is considered non-controlling.

The Group's consolidated financial statements are presented as those of a single economic entity with two types of owners: 1. the owners of Maroc Telecom Group (shareholders of Maroc Telecom SA), and 2. holders of non-controlling interests (minority shareholders of the subsidiaries). A non-controlling interest is defined as a stake in a subsidiary that cannot be directly or indirectly attributed to a parent company (hereinafter "non-controlling interests"). Consequently any changes in percentage of ownership of a parent company in a subsidiary that do not result in the loss of control affects only equity, because control is not changed within the economic entity.

TRANSACTION ELIMINATED IN THE CONSOLIDATED FINANCIAL STATEMENTS

Revenues, expenses, and balance-sheet positions resulting from intra-group transactions are eliminated during the preparation of the consolidated financial statements.

1.3.6 Business combinations

BUSINESS COMBINATIONS FROM JANUARY 1, 2009

The acquisition method is used to account for business combinations. Under this method, upon the initial consolidation of an entity over which the Group has acquired exclusive control:

- the identifiable assets acquired and the liabilities assumed are measured at their fair value on the acquisition date;
- the noncontrolling interests are measured either at fair value or at their proportionate share of the acquiree's identifiable net assets. This option is available on a transaction-by-transaction basis.

On the acquisition date, goodwill is measured as the difference between:

- the fair value of the consideration transferred plus the amount of noncontrolling interest in the acquiree, and, in a business combination achieved in stages, the acquisition-date fair value of the equity interest held previously by the acquirer in the acquiree; and
- the net amount on the acquisition date for identifiable assets acquired and liabilities assumed.

The fair-value measurement of noncontrolling interests increases goodwill up to the share attributable to the noncontrolling interests, thereby resulting in the recognition of full goodwill. The purchase price and its allocation must be completed within 12 months of the acquisition date. If goodwill is negative, it is recognized as profit directly in profit or loss. After the acquisition date, goodwill is measured at its initial amount, less any recorded impairment losses;

The following principles also apply to business combinations:

- beginning on and after the acquisition date, to the extent possible, goodwill is allocated to each cash-generating unit likely to benefit from the business combination;
- any adjustment to the purchase price is recorded at fair value on the acquisition date, and any subsequent adjustment after the purchase-price allocation period is recognized in profit or loss;
- acquisition-related costs are recognized as expenses when incurred;
- in the event of acquisition of an additional interest in a consolidated subsidiary, Maroc Telecom recognizes the difference between the acquisition cost and the carrying value of noncontrolling interests as a change in equity attributable to shareholders of Maroc Telecom;

Goodwill is not amortized.

BUSINESS COMBINATIONS PRIOR TO JANUARY 1, 2009

Pursuant to IFRS 1, Maroc Telecom elected not to restate business combinations that occurred before January 1, 2004. IFRS 3, as published by the IASB in March 2004, had already retained the acquisition method. Its provisions, however, differed from those of the revised standard on the following main points:

- noncontrolling interests were measured on the basis of their proportionate share in the acquired net identifiable assets; the option of fair-value measurement did not exist;
- contingent consideration was recognized in the cost of acquisition only if payment was likely to occur and the amounts could be measured reliably;
- costs attributable directly to the acquisition were recognized under the cost of the business combination;
- in the event of acquisition of an additional interest in a consolidated subsidiary, Maroc Telecom recognizes as goodwill the difference between the acquisition cost and the carrying value of acquired noncontrolling interests.

1.3.7 Foreign-currency translation

Foreign-currency transactions are initially recorded in the functional currency at the exchange rate prevailing on the date of the transaction. At the end of the period, monetary assets and liabilities denominated in a foreign currency are translated into the functional currency at the exchange rate prevailing on that date. All translation differences are recognized in profit or loss for the period.

1.3.8 Translation of financial statements for foreign activities

Assets and liabilities relating to foreign activities, including goodwill and fair-value adjustments arising from consolidation, are translated into Moroccan dirhams at the exchange rate prevailing at the end of the period.

Income and expenses are translated into dirhams at the average exchange rate over the period.

Foreign exchange differences arising from translation are recorded as foreign currency translation differences, as a separate component of shareholders' equity.

1.3.9 Assets

1.3.9.1 OTHER INTANGIBLE ASSETS

Intangible assets acquired separately are recorded at cost, and intangible assets acquired in connection with a business combination are recorded at their fair value at the acquisition date. Subsequent to initial recognition, the historical cost model is applied to intangible assets that are amortized when they are ready for use. Depreciation is recorded for assets with limited useful life. The useful lives are reviewed at each closing.

The estimated useful lives are between 2 and 5 years.

IAS 38 does not recognize brands, subscriber bases and market segments generated internally as intangible assets.

Licenses for the operation of telecommunications networks are recorded at historical cost and are amortized on a straight-line basis as of the effective date of the service for the period of validity of the license.

The Maroc Telecom Group chose not to use the option offered by IFRS 1 to choose to measure certain intangible assets at fair value on January 1, 2004 at this date.

Expenditures posted to intangible enterprises are capitalized only if they enhance the future economic benefits associated with the asset. Other expenses are recognized as expenses when incurred.

1.3.9.2 RESEARCH AND DEVELOPMENT COSTS

Research costs are expensed when incurred. Development expenses are capitalized when the project can reasonably be considered feasible.

Pursuant to IAS 38 – Intangible Assets, development costs are capitalized only after the technical and financial feasibility of the asset for sale or use have been established, where it is likely that the future economic benefits attributable to the asset will flow to the Company, and where the cost of the asset can be measured reliably.

1.3.9.3 PROPERTY, PLANT, AND EQUIPMENT

Property, plant, and equipment are carried at historical cost less any accumulated depreciation and impairment losses. Historical cost includes acquisition or production costs as well as costs directly attributable to transporting the asset to its physical location and to preparing it for use in operations. For the purposes of IAS 23, borrowing costs directly attributable to the acquisition, construction, or production of a qualifying asset are included in the cost of the asset. Other borrowing costs are recognized as an expense for the period in which they are incurred. When property, plant, and equipment include significant components with various useful lives, the components are recorded and depreciated separately.

Property assets comprising the items “land” and “buildings” are derived in part from the contribution in kind granted in 1998 by the Moroccan government (in connection with the breakup of ONPT) to Maroc Telecom when it was established.

When these assets were transferred, the property titles could not be registered with the property registry.

Fully 98.20% of such assets had been assigned property titles at the end of December 2021. Although uncertainty over the property titles remains, the risk is limited, because the Moroccan government has guaranteed Maroc Telecom use of the transferred property as at this time, and because to date there have been no significant incidents related to this situation.

The assets transferred by the Moroccan government on February 26, 1998, to establish Maroc Telecom as a public operator were recorded as a net amount in the opening statement of financial position, as approved by:

- the Postal Services and Information Technology Act no. 24-96;
- the joint order no. 341-98 of the Ministry of Telecommunications and the Ministry of Finance, Commerce, and Industry, approving the inventory of assets transferred to Maroc Telecom Group.

Depreciation is calculated using the straight-line method over the estimated useful lives of the assets. Useful lives are reviewed at the end of each reporting period and are as follows:

- construction and buildings 20 years;
- civil engineering projects 15 years;
- network equipment:
 - transmission (Mobile) 10 years,
 - switching 8 years,
 - transmission (Fixed-line) 10 years;

- fixtures and fittings:
 - 10 years for various facilities,
 - 20 years for the fitting out of buildings;
- computer equipment 5 years;
- office equipment 10 years;
- transportation equipment 5 years.

Assets not put into service are maintained in assets under construction.

Depreciation charges for assets acquired under these contracts are included in depreciation charges.

Maroc Telecom Group has elected not to use the option offered by IFRS 1 to measure certain items of property, plant and equipment at their fair value at January 1, 2004.

The Group recognizes, in the carrying amount of an item of property, plant and equipment, the replacement cost of a component of that item of property, plant and equipment at the time this cost is incurred if it is probable that the future economic benefits associated with the asset will flow to the Group and its cost can be reliably measured.

All routine maintenance and servicing costs are expensed as incurred.

1.3.9.4 IMPAIRMENT OF FIXED ASSETS

Goodwill and other intangible assets with indefinite useful lives are subject to an impairment test at the close of each annual period, and are also tested whenever there is an indication that they may be impaired. The carrying value of other Fixed assets is also subject to an impairment test whenever events or circumstances indicate that the carrying value of such assets may not be recoverable. The impairment test compares the asset's carrying amount with its recoverable amount (i.e., the higher of fair value less disposal costs and value in use).

The recoverable amount is determined for an individual asset as long as the asset generates cash inflows that are largely independent of those from other assets or groups of assets. If such is the case, as it is for goodwill, the recoverable amount is determined for the cash-generating unit. Maroc Telecom has selected as its cash generating units its Fixed and Mobile business units (BU).

1.3.9.5 ACCOUNTING TREATMENT OF LEASE ASSETS

The MT Group adopted IFRS 16 with effect from January 1, 2020. The application of this standard removes the IAS 17 distinction between operating leases and finance leases, and requires the recognition of almost all leases on the balance sheet with an asset representing the right-of-use of the leased asset for the duration of the lease term, in exchange for a liability in respect of the obligation to pay rent.

1.3.9.5.1 Definition of right-of-use

Maroc Telecom's right-of-use is derived from its leases. Under IFRS 16, *"a contract is, or contains, a lease if it conveys to the tenant the right to control the use of an identified asset for a period of time in exchange for consideration"*. This definition provided by the standard focuses on two main points: the identification of the asset and the control of its use by the lessee.

Following the analysis of the leases of its various subsidiaries and regions, the Group has defined four main categories of right-of-use:

- land;
- buildings;
- technical facilities;
- transportation equipment.

Acquisition costs are not capitalized in accordance with the transitional provisions provided for in paragraph C10d.

1.3.9.5.2 Exemptions

Based on the criteria provided, the MT Group has included in the scope of application of the standard all eligible contracts with the exception of:

- contracts relating to intangible assets (licenses and software);
- leases for which the Group is the lessor;
- contracts meeting the low-value exemption (asset replacement value below the equivalent of \$5,000) or the short-term exemption (remaining term at the transition date is less than 12 months). These exemptions are provided for by the standard and applied by the Group.

1.3.9.5.3 Separation of contract components

IFRS 16 includes a clause on the separation of contract components: *"Where a contract is or contains a lease, the entity shall recognize each lease component of the contract as a separate lease, independent of the non-lease components of the contract, unless it applies the simplification measure set out in paragraph 15."*

The MT Group has opted for the simplification option by recognizing the lease components and related non-lease components as one single lease component. As mentioned in paragraph 15, the choice is made by category of underlying assets and does not apply to embedded derivatives that meet the conditions defined in paragraph 4.3.3 of IFRS 9 – Financial Instruments.

1.3.9.5.4 Definition of lease term

In order to quantify the IFRS 16 impacts of a contract, the MT Group must define the period for which it is enforceable. The enforceable period, as defined by paragraph 18 of IFRS 16, includes the period during which the contract is non-cancellable, to which is added:

- the portion of the contractual term in which the entity has a termination option that it is reasonably certain not to exercise;
- the period for which the entity has an extension option that it is reasonably certain to exercise.

Reasonable certainty is at the discretion of the Group. The latter exercises its options in accordance with the facts and circumstances and in such a way as to preserve its economic and competitive interests.

As underlined by the IFRS IC in its decision on the economic definition of the enforceable period, as well as the CNCC (French National Institute of Statutory auditors) and the ANC (French Accounting Standards Authority) through their analysis work, the enforceable period is not limited to the contractual terms. In reality, it is linked to the economic advantage derived by the lessee from the asset and the significant penalties that may apply in the event of termination of the contract prior to the end of the economic term. Ultimately, the enforceable period may be modified independently of the contractual terms when the reality of the economic context is more meaningful.

Documentation work has been carried out to identify and measure the impact of the decisions made on the consolidated financial statements. The results of the analyses carried out reveal no significant differences between the Group's current model for measuring the enforceable periods of contracts and the new provisions introduced by the IFRS IC.

1.3.9.5.5 Determining the discount rate

The discount rate is also a fundamental parameter used to accurately measure the impacts of IFRS 16. Indeed, this element is a condition imposed by the standard which stipulates: "At the start date [of a lease], the lessee must measure the lease liability at the present value of the lease payments that have not yet been paid. The present value of lease payments should be calculated using the interest rate implicit in the lease, if that rate can be readily determined. Otherwise, the lessee must use its incremental borrowing rate."

The Group has opted for the incremental borrowing rate: the rate of interest that a lessee would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of similar value to the right-of-use assets in a similar economic environment. It is determined by reference to currency risk, country risk, entity risk and maturity. As a result, each entity and each maturity has a different discount rate.

To ensure its reliability, the Group recommends an approach of regular direct consultation with its banking partners in order to update the Group's debt ratios by maturity and by subsidiary annually.

1.3.9.5.6 Measurements

When adopting IFRS 16, the Group is required to perform two measurements. A first measurement, at the effective date of the contract, called the initial measurement, and a second after the effective date of the contract called the subsequent measurement.

a) Initial measurement

The initial measurement of the liability is based on the present value of unpaid lease payments, using the discount rate.

At the effective date, the Group also measures the cost of the asset on the basis of:

- the initial measurement of the lease liability;
- the amount of rent paid on or before the effective date (after deduction of any lease incentives received).

b) Subsequent measurement

After the effective date of the contract, the standard provides for three models of subsequent measurement: the cost model, the fair value model and the revaluation model.

The MT Group has chosen to apply the cost model in order to maintain consistency with the preferred models for other standards. Under the terms of this model, the right-of-use asset is measured at cost, less any accumulated depreciation and any accumulative impairment losses, and adjusted for any remeasurement of the lease liability.

The Group must depreciate the right-of-use asset in accordance with the depreciation provisions of IAS 16 – Property, plant and equipment. The depreciation period corresponds to the period between the effective date of the contract and the earlier of the end of the useful life of the underlying asset and the end of the lease term. However, if the depreciation period is longer than that of the contract, the depreciation period shall match the lease term.

Under the cost model, impairment of the right-of-use asset is determined in accordance with IAS 36 – Impairment of Assets.

1.3.9.5.7 Lease modifications

In the event of a lease modification, on the effective date of the modification, the MT Group:

- a) allocates the consideration provided for in the amended lease in accordance with the terms of the standard (paragraphs 13 to 16);
- b) determines the lease term as amended in accordance with the terms of the standard (paragraphs 18 and 19);
- c) remeasures the lease liability by discounting the revised lease payments using the incremental borrowing rate on the effective date of the modification.

Paragraph 44 of the standard states that a change in the scope of a lease and the consideration for the lease does not constitute a contract amendment. These two conditions together require the creation of a separate lease.

1.3.9.5.8 Presentation

The elements of IFRS 16 must be presented in the Group's primary financial statements. The standard suggests two ways of doing so: the first consists of highlighting the impacted items by asset category and the second requires the creation of a separate section dedicated to the IFRS 16 elements. The MT Group has opted for the second presentation. On the asset side of the balance sheet, the right-of-use asset and its depreciation constitute a separate category of Fixed assets. On the liability side, the lease obligation is included in the Group's financial liabilities, but a separate line is included in the notes.

1.3.9.5.9 Out-of-scope contracts

Contracts outside the scope of IFRS 16 are recognized as rental expenses and appear in the Group income statement.

1.3.9.5.10 Application to portfolios

IFRS 16 allows for the grouping of leases with similar characteristics in a portfolio, and the application of the measures by portfolio, provided that it is reasonably expected that the effects on the financial statements of applying a portfolio approach will not differ materially from applying IFRS 16 to the individual leases within that portfolio.

The MT Group has chosen to continue to recognize individual leases and not opted for a portfolio approach.

1.3.9.5.11 Combining contract

According to Appendix B paragraph B2 of the standard, two or more contracts are accounted for as a single contract when:

- a) contracts are negotiated as a package and have an overall business objective that would not be understood if the contracts were not considered collectively;
- b) the amount of consideration to be paid under one of the contracts depends on the price or performance of the other contract; or
- c) the right-of-use of underlying assets conferred by the contracts (or some of the right-of-use of underlying assets conferred by each of the contracts) constitute a single lease component as described in paragraph B32".

If one of the aforementioned conditions is met, the Group must combine the contracts entered into at the same time or nearly the same time with the same party (or parties related to said party) and recognize them as one single contract.

1.3.9.5.12 Deferred taxes

As the standard is not clear as to whether or not deferred tax should be recognized on the initial recognition of a right of use and a lease liability when IFRS 16 is implemented, Maroc Telecom Group does not recognize deferred tax on contracts subject to IFRS 16 at the time of recognition.

1.3.9.6 FINANCIAL ASSETS

The Group has applied the provisions of IFRS 9 to financial instruments that were not derecognized on the initial application date of January 1, 2017. All financial assets recognized within the scope of IFRS 9 have been measured at amortized cost or fair value based on the two criteria mentioned above, hereinafter the categories of financial assets identified by Maroc Telecom:

- financial assets classified as held-to-maturity and loans and receivables are measured at amortised cost in accordance with IFRS 9 because they are held in a business model to collect contractual cash flows. These cash flows consist solely of the payment of principal and interest on the outstanding principal;

- equity securities classified as available-for-sale have been irrevocably classified as fair value through other comprehensive income;
- investments in treasury shares held for trading continue to be measured at fair value through net income;
- held-for-trading financial assets continue to be measured at fair value through net income under IFRS 9 because these investments are managed as a trading portfolio and settlement is based on changes in the fair value of the underlying securities and interest.

Thus, no change in the classification of the Group's active financial instruments has been identified in accordance with the new IFRS 9 standard, which has not generated any material impact on the financial statements.

1.3.9.7 INVENTORIES

Inventories are composed of:

- goods corresponding to inventory intended for sale to customers when their line is opened and consisting of Fixed-line, Mobile Internet or Multimedia terminals and their accessories, with the exception of SIM cards. These inventories are valued using the CUMP method;
- handsets delivered to distributors and not activated at the balance sheet date are recognized in inventories, while handsets not activated within nine months of delivery are recognized simultaneously in revenues and costs;
- materials and supplies corresponding to items not dedicated to the network. These inventories are valued at their average acquisition cost.

Inventories are valued at the lower of cost or net realizable value. Impairment is recognized on the basis of the prospects for the sale and condition of the inventory (whether for Mobile, Fixed-line, Internet or technical assets).

1.3.9.8 TRADE ACCOUNTS RECEIVABLE AND OTHER RECEIVABLES

These include trade and other receivables and are measured at fair value upon initial recognition and subsequently at amortised cost less impairment losses.

Trade receivables correspond to private and public receivables:

- private receivables: these are receivables from domestic and international individuals, distributors, companies and operators;
- public receivables: these are receivables from local authorities and the State.

Regarding the impairment of trade receivables, IFRS 9 refers to the procedures detailed in IAS 39. The latter stipulates that: "At the end of each reporting period, the entity must assess whether there is objective evidence of impairment of a financial asset or group of financial assets measured at amortised cost. If such evidence exists, the entity must apply paragraph 63 to determine the amount of any impairment."

The standard lists various events considered as objective indications of impairment. The Group uses some of these indications, such as default or other, to assess the need for and pace of provisioning. Maroc Telecom adopts a statistical method approach to determine impairment losses in a group of financial assets in accordance with paragraph AG92 of IAS 39.

1.3.9.9 CASH AND CASH EQUIVALENTS

"Cash and cash equivalents" include cash on hand, sight deposits, current accounts, and short-term, highly liquid investments with maturities of three months or less.

1.3.10 Assets held for sale and discontinued operations

A noncurrent asset or a group of assets and liabilities qualifies as held for sale when its carrying value may be recovered principally through its disposal and not by its continued utilization. To qualify as held for sale, the asset must be available for immediate sale and the disposal must be highly probable. Such assets and liabilities are reclassified as assets held for sale and as liabilities associated with assets held for sale, without possibility of offset. The reclassified assets are recorded at the lower of fair value (net of disposal fees) and cost less accumulated depreciation and impairment losses, and are no longer depreciated.

An operation is qualified as discontinued when the criteria for classification as an asset held for sale have been met or when Maroc Telecom has sold the operation. Discontinued operations are reported on a single line of the statement of comprehensive income for the periods reported, comprising the earnings after tax of the discontinued operations until the divestiture date and the gain or loss after tax on the sale or fair-value measurement, less costs to sell the assets and liabilities of the discontinued operations. In addition, operating, investing, and financing cash flows generated by discontinued operations are reported on the statement of cash flows.

1.3.10.1 FINANCIAL LIABILITIES

Financial liabilities comprise borrowings, accounts payable, and bank overdrafts.

1.3.10.2 BORROWINGS

All borrowings are initially accounted for at fair value of the amount received, net of borrowing costs.

The allocation of borrowings to current and noncurrent liabilities is performed on the basis of contractual maturity.

1.3.11 Provisions

Provisions are recognized when, at the end of the reporting period, the Group has a legal, regulatory, or contractual obligation as a result of past events, when it is probable that an outflow of resources (without any expected related inflow) will be required to settle the obligation, and when the obligation can be estimated reliably. Where the effect of the time value of money

is material, provisions are discounted to their present value using a pretax discount rate that reflects current market assessments of the time value of money. If no reliable estimate can be made of the amount of the obligation, no provision is recorded and a disclosure is made in the notes to the consolidated financial statements.

Restructuring provisions are recorded when the Group has approved a formal and detailed restructuring program and has either begun to implement the program or has announced the program publicly. Future operating expenses are not provisioned.

Pension commitments are estimated for the subsidiaries, taking into account actuarial assumptions. The Group applies the projected unit credit method to recognize the value of its defined benefit obligation as a liability on the balance sheet.

1.3.12 Deferred taxes

Deferred taxes are accounted for using the liability method, for differences existing at closing between the tax-base value of assets and liabilities and their carrying value on the balance sheet.

Deferred tax liabilities are recognized for all taxable temporary differences:

- except for temporary differences generated by the initial recognition of goodwill; and
- for taxable temporary differences arising from investments in subsidiaries, affiliates, and joint ventures, unless the date on which the temporary difference will reverse can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets are recognized for all deductible temporary differences, tax-loss carry forwards, and unused tax credits, insofar as it is probable that a taxable profit will be available, or when a current tax liability exists to make use of those deductible temporary differences, tax-loss carryforwards, and unused tax credits:

- except where the deferred tax asset associated with the deductible temporary difference is generated by initial recognition of an asset or liability in a transaction that is not a business combination and that at the transaction date does not impact accounting earnings, taxable income, or taxable losses;
- for deductible temporary differences arising from investments in subsidiaries, affiliates, and joint ventures, deferred tax assets are recorded to the extent that it is probable that the temporary difference will reverse in the foreseeable future and that taxable profit will be available against which the temporary difference can be utilized.

The carrying value of deferred tax assets is reviewed at each closing date and reduced to the extent that it is no longer probable that a taxable profit will be available to allow the deferred tax asset to be utilized.

Deferred tax assets and liabilities are measured at the expected tax rates for the year during which the asset will be realized or the liability settled, on the basis of tax rates (and tax regulations) enacted or substantially enacted by the closing date.

Taxes for items credited or charged directly to equity are recognized in equity, not in profit or loss.

1.3.13 Trade accounts payable

Trade accounts payable include trade payables and other accounts payable. These are measured initially at historical cost and subsequently at amortized cost.

1.3.14 Share-based compensation

Pursuant to IFRS 2, share-based compensation is recorded as a payroll cost at the value of the equity instruments granted, which are assessed using a binomial model. However, depending on whether the equity instruments granted are settled through the issuance of Maroc Telecom shares or in cash, the valuation of the expense differs:

- for equity-settled instruments, the value of the instruments granted is initially estimated and Fixed at grant date, then allocated over the vesting period on the basis of features of equity-settled instruments. The obligation is recorded in equity;
- for cash-settled instruments, the value of the instruments granted is initially estimated and Fixed at grant date and is then re-estimated at each reporting date; the expense is adjusted pro rata for subsequent changes in the value of the vested rights. The obligation is allocated over the vesting period on the basis of features of cash-settled instruments. The corresponding obligation is recorded as a noncurrent provision.

Pursuant to the transitional provisions of IFRS 1 for IFRS 2, Maroc Telecom elected to apply IFRS 2 retroactively, to January 1, 2004.

In 2019, 2020 and 2021 no compensation paid in shares is recognized.

1.3.15 Revenues

Maroc Telecom revenues arise primarily from the sale of Mobile, Fixed-line and Internet telecommunication services and from the sale of equipment:

- the sale of services of the Mobile, Fixed-line and Internet activities consists of:
 - revenues from subscriptions to classic offers as well as the amounts of postpaid plans,

- revenues from outgoing national and international calls (excluding rate plans), as and when they are used,
- income from incoming national and international calls,
- revenues generated by ADSL, Fiber Optic and Mobile Internet offers,
- revenues generated by Mobile customers not resident in Morocco using Maroc Telecom's networks (Roamers),
- revenues generated by Data transmission provided to the business market and to Internet service providers and other telecom operators,
- revenues from the sale of advertising inserts in printed and electronic directories, which are taken into account when they are published,
- revenues generated by Value-Added Services (VAS);
- equipment sales include all sales of equipment (Mobile terminals, broadband equipment, connected objects and accessories).

Income from contracts with customers is recognized under revenues when the provider's obligations are met immediately or gradually. Revenues from incoming and outgoing call traffic are recognized when the service is provided. For prepaid services, revenues are recognized as calls are made. Revenues from equipment is recognized when the line is activated.

Revenues from contracts with customers is recognized if the following conditions are met:

- the parties to the contract have approved it (in writing, orally, or according to other normal business practices) and have undertaken to fulfill their respective obligations;
- the Company can identify each party's rights to the goods or services to be provided;
- the Company can identify the payment terms agreed for the goods or services to be provided;
- the contract has commercial substance (causes an identifiable and measurable change in the economic circumstances of the entity or associated risk);
- it is probable that the entity will receive the consideration to which it is entitled in exchange for the goods or services that it will provide to the customer.

Revenues from telephone subscriptions are recognized on a straight-line basis over the subscription contract period.

Revenues from Value-Added Services (VAS) are recognized as follows:

- sales of services developed by Maroc Telecom are recorded gross;
- sales of services to customers managed by Maroc Telecom on behalf of content providers (mainly premium-rate numbers) are recorded net of related expenses;

- when sales are made via a third-party distributor supplied by the Group and involve a discount on the retail price, revenues are recorded as gross revenues and commissions granted are recognized as operating expenses.

The criteria for determining whether Maroc Telecom is acting as a “principal” or “agent” are analyzed in line with the indicators in paragraph B37 of IFRS 15 – Entity acting as principal or agent.

Benefits granted by Maroc Telecom and its subsidiaries to customers under loyalty programs in the form of free services or reductions are recognized in accordance with IFRS 15 and deferred until such time as the acquired points are used or expire.

Where the sale is a combination of equipment and services (package), the allocation of the total price is made by attributing the fair value to the equipment and the remainder to the service in accordance with IFRS 15.

1.3.16 Cost of purchases

Purchases consumed mainly include purchases of Mobile and Fixed-line equipment and interconnection costs.

1.3.17 Other operating income and expenses

This item comprises mainly commissions to distributors, network-maintenance expenses, advertising and marketing costs, and restructuring charges.

1.3.18 Net financing costs

Net financing costs include interest payable on loans (calculated using the effective-interest method) and interest on investments.

Investment income is recognized in the statement of earnings when acquired.

1.3.19 Tax expenses

Tax expense includes income tax payable and deferred tax expense (or income). Tax is expensed unless it applies to items recorded directly to equity.

1.4 CONTRACTUAL COMMITMENTS AND CONTINGENT ASSETS AND LIABILITIES

On an annual basis, Maroc Telecom and its subsidiaries draw up a detailed list of all contractual obligations, financial and commercial commitments and contingent obligations to which they are party or exposed. This list is regularly updated by the relevant departments and reviewed by the Group’s management.

Off-balance sheet commitments to suppliers of Fixed assets are measured on the basis of actual orders placed. The commitment corresponds to the difference between the orders issued and the completion of these orders.

In addition, commitments relating to real estate lease contracts are estimated on the basis of the notice period provided for in the termination clause of the contract. The Group only includes commitments that do not fall within the scope of the new IFRS 16 standard.

A contingent asset or liability is a potential asset or obligation that arises from past events and whose existence will be confirmed only by the occurrence (or non-occurrence) of one or more uncertain future events not wholly within the control of the entity.

A contingent liability may also arise from a present obligation that arises from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation, or the amount of the obligation cannot be measured with sufficient reliability.

In accordance with IAS 37, contingent assets and liabilities are not recognised but must be disclosed to briefly describe their nature.

1.5 SEGMENT DATA

A segment is a distinguishable component of the Group that is engaged either in providing products or services within a particular economic environment (geographical segment) or in providing related products or services (business segment) and is subject to risks and returns that are different from those of other segments.

In order to comply with the internal reporting indicators set out in IFRS 8, Maroc Telecom has chosen to present its main financial and operating indicators by geographical area, through the creation, in parallel with Morocco, of a new international segment grouping its current subsidiaries in Mauritania, Burkina Faso, Gabon, Mali, Cote d’Ivoire, Benin, Togo, Niger, Central African and Chad.

1.6 NET CASH POSITION

It corresponds to cash, cash equivalents and cash blocked for borrowing less borrowings.

1.7 EARNING PER SHARE

Earnings per share, as presented in the statement of comprehensive income, are calculated by dividing net earnings (Group share) for the period by the average number of shares outstanding over the period.

Diluted earnings per share are calculated by dividing:

- net profit of the fiscal year (Group share); and
- by the average number of shares outstanding over the period plus the average number of ordinary shares that would have been issued upon conversion of all potentially dilutive instruments that are convertible into ordinary shares.

At December 31, 2021, there were no potentially dilutive instruments.

Note 2

Scope of consolidation

Company	Legal form	Group interest %	Capital held %	Consolidation method
Maroc Telecom	SA	100%	100%	IG
Avenue Annakhil Hay Riad Rabat-Maroc				
Compagnie Mauritanienne de Communication (CMC)	SA			
Dec 31, 21		80%	80%	IG
Dec 31, 20		80%	80%	IG
Dec 31, 19		80%	80%	IG
563, Avenue Roi Fayçal Nouakchott-Mauritanie				
Mauritel SA	SA			
Dec 31, 21		41%	52%	IG
Dec 31, 20		41%	52%	IG
Dec 31, 19		41%	52%	IG
Avenue Roi Fayçal Nouakchott-Mauritanie				
Onatel	SA			
Dec 31, 21		61%	61%	IG
Dec 31, 20		61%	61%	IG
Dec 31, 19		61%	61%	IG
705, AV. de la nation 01 BP10000 Ouagadougou – Burkina Faso				
Gabon Telecom	SA			
Dec 31, 21		51%	51%	IG
Dec 31, 20		51%	51%	IG
Dec 31, 19		51%	51%	IG
Immeuble 9 étages, BP 40 000 Libreville-Gabon				
Sotelma	SA			
Dec 31, 21		51%	51%	IG
Dec 31, 20		51%	51%	IG
Dec 31, 19		51%	51%	IG
ACI 2000 près du palais de sport BP-740 – Bamako, Mali				
Casanet	SA			
Dec 31, 21		100%	100%	IG
Dec 31, 20		100%	100%	IG
Dec 31, 19		100%	100%	IG
Imm Riad 1, RDC, Avenue Annakhil Hay Riad Rabat-Maroc				
Moov Africa Côte d'Ivoire	SA			
Dec 31, 21		85%	85%	IG
Dec 31, 20		85%	85%	IG
Dec 31, 19		85%	85%	IG
Plateau, Immeuble KARRAT, Avenue Botreau Roussel, Abidjan-Côte d'Ivoire				
Moov Africa Benin	SA			
Dec 31, 21		100%	100%	IG
Dec 31, 20		100%	100%	IG
Dec 31, 19		100%	100%	IG
Ilot 553, quartier Zongo Ehuzu, zone résidentielle, avenue Jean Paul 2, immeuble Etisalat, Cotonou- Benin				
Moov Africa Togo	SA			
Dec 31, 21		95%	95%	IG
Dec 31, 20		95%	95%	IG
Dec 31, 19		95%	95%	IG
Boulevard de la Paix, Route de l'Aviation, Immeuble Moov-Etisalat – Lomé-Togo				
Moov Africa Niger	SA			
Dec 31, 21		100%	100%	IG
Dec 31, 20		100%	100%	IG
Dec 31, 19		100%	100%	IG
720 Boulevard du 15 avril Zone Industrielle, BP 13 379, Niamey-Niger				

Company	Legal form	% Group interest	% Capital held	Consolidation method
Moov Africa Centrafrique	SA			
Dec 31, 21		100%	100%	IG
Dec 31, 20		100%	100%	IG
Dec 31, 19		100%	100%	IG
BP 2439, PK 0, Place de la République, Immeuble SOCIM, rez-de-chaussée, Bangui – Centrafrique				
Moov Africa Chad	SA			
Dec 31, 21		100%	100%	IG
Dec 31, 20		100%	100%	IG
Dec 31, 19		100%	100%	IG
BP 6505, Avenue Charles DE GAULLE, N'Djamena-Chad				

Note 3 Goodwill

(in MAD million)	2021	2020	2019
Mauritel	136	136	136
Onatel	1,838	1,838	1,838
Gabon Telecom	636	654	647
Sotelma	4,487	4,651	4,584
Moov Alysse ^(a) subsidiaries	1,100	1,229	1,211
Casanet	5	5	5
Moov Africa Chad	773	801	780
TOTAL NET	8,976	9,315	9,201

(a) The Moov Alysse subsidiaries are composed of the following CGUs: Moov Africa Côte d'Ivoire, Moov Africa Benin, Moov Africa Togo, Moov Africa Niger, Moov Africa Centrafrique.

As from July 1, 2009, business combinations are accounted for using the full goodwill method. Goodwill is allocated to identifiable cash-generating units (CGUs) in accordance with IAS 36.

The CGUs correspond to the legal entities acquired by the Group: Mauritel, Onatel, Gabon Telecom, Sotelma, Moov Africa Côte d'Ivoire, Moov Africa Benin, Moov Africa Togo, Moov Africa Niger, Moov Africa Centrafrique and Moov Africa Chad.

Goodwill has been calculated in accordance with IFRS 3 (revised) and is subject to impairment tests at least once a year and whenever there is an indication of impairment.

The impairment test consists of comparing the carrying amount of each CGU with its recoverable amount, for which Maroc Telecom uses the value in use. The latter is estimated on the basis of discounted cash flows, derived from individual business plans over five years.

The Group's only listed subsidiary is Onatel. In accordance with IAS 36, the recoverable amount of Onatel corresponds to its value in use which is higher than its fair value.

The Casanet test is based on the equity multiple method (enterprise value (EV) / EBITDA).

The key assumptions used in determining recoverable amounts are determined on the basis of the following:

- net cash flow projections are established on the basis of past performance and forecast developments. These projections are consistent with the budget and recent forecasts of the CGUs, which take into account changes in the economic, regulatory and fiscal environment (based on studies published by the IMF, Dataxis and regulatory authorities...);
- the perpetual growth rate reflects the long-term growth rate of the economy, while taking into account differences in maturity between markets and operators;
- the discount rate includes an additional premium for country risk, not exceeding the long-term average growth rate for the markets in which the Group operates.

As of December 31, 2021, business plans and key operational assumptions have been affected by the following:

- the consequences of the Covid-19 epidemic;
- regulatory pressure in the markets of presence;
- high competitive intensity.

Below are the parameters used for the main CGUs (of which goodwill is the most significant):

CGU	Valuation method	Discount rate in local currency	Perpetual growth rate in local currency
Moov Africa Onatel	DCF	12.00%	1.50%
Moov Africa Sotelma	DCF	11.50%	3.00%
Moov Africa CIV	DCF	7.00%	3.00%
Moov Africa Chad	DCF	12.00%	3.00%

The Moov Africa brand is subject to a specific impairment test using the same parameters as the CGUs.

The annual CGU impairment test led to the impairment of the goodwill of the Moov Africa RCA subsidiary at December 31, 2021.

Sensitivity analyses to a change in key financial assumptions (a change of +/-1 basis point in the perpetual growth rate and the discount rate) and operational assumptions (a change of +/-10% in terminal year cash flows) are performed on the recoverable amounts of the main CGUs (of which goodwill is significant), taken individually:

	Discount rate		Growth rate to infinity		Cash flow in the final year	
	Increase of 0.5 pt	Decrease of 0.5 pt	Increase of 0.5 pt	Decrease of 0.5 pt	Increase of 10%	Decrease of 10%
Onatel	-5%	6%	3%	-7%	7%	-7%
Sotelma	-7%	8%	6%	-5%	9%	-9%
Cote d'Ivoire	-12%	15%	13%	-10%	9%	-1%
Chad	-6%	7%	5%	-4%	8%	-8%

GOODWILL VARIATION TABLE

(in MAD million)	Beginning of period	Impairment	Translation adjustment	Reclassification	Change in scope of consolidation	End of period
2019	8,548	0	-129	0	782	9,201
Mauritel	136		0			136
Onatel	1,838					1,838
Gabon Telecom	656		-9			647
Sotelma	4,669		-86			4,584
Casnet	5					5
Moov Alysse subsidiaries	1,243		-23		-9	1,211
Millicom Chad			-11		791	780
2020	9,201	0	104	10	0	9,315
Mauritel	136		0			136
Onatel	1,838					1,838
Gabon Telecom	647		7			654
Sotelma	4,584		68			4,651
Casnet	5					5
Moov Alysse subsidiaries	1,211		18			1,229
Moov Africa Chad	780		12	10		801
2021	9,315	-86	-253	0	0	8,976
Mauritel	136		0			136
Onatel	1,838					1,838
Gabon Telecom	654		-18			636
Sotelma	4,651		-164			4,487
Casnet	5					5
Moov Alysse subsidiaries	1,229	-86	-43			1,100
Moov Africa Chad	801		-28			773

Note 4

Other intangible assets

(in MAD million)	2021	2020	2019
Software	907	1,093	1,442
Telecom license	4,822	5,344	5,682
Other intangible assets	1,791	1,683	1,685
NET TOTAL	7,521	8,120	8,808

The "Telecom licences" item includes the following licences:

- the 2G and 3G licences of Itissalat Al-Maghrib SA, Mauritel, Moov Africa Togo, Moov Africa Niger and Moov Africa Chad;
- the global Mobile licences of Gabon Telecom, Moov Africa Benin and Moov Africa Central Africa;
- the global Mobile licences of Onatel, Sotelma and Moov Africa Côte d'Ivoire;

- 4G licenses from Itissalat Al-Maghrib SA, Mauritel, Sotelma, Moov Africa Togo and Moov Africa Chad.

Other intangible assets mainly include patents, trademarks and elements related to business combinations, i.e. customer Databases identified when determining the goodwill of the subsidiaries acquired.

2021

(in MAD million)	2021	Acquisitions and additions	Disposals and withdrawals	Translation adjustment	Change in scope of consolidation	Reclassification	2020
Gross	25,930	1,001	-36	-455	0	-111	25,532
Software	9,051	492	-36	-132		-112	8,838
Telecom license	9,955	123		-285			10,116
Other intangible assets	6,925	385	-0	-39		2	6,578
Amortization and impairment	-18,410	-1,305	32	281	0	-6	-17,412
Software	-8,144	-523	32	103		-11	-7,745
Telecom license	-5,132	-507		146		0	-4,772
Other intangible assets	-5,134	-276	0	32		4	-4,895
NET TOTAL	7,521	-304	-5	-174	0	-117	8,120

Intangible assets recorded a gross increase of 1,001 million dirhams relating to new acquisitions detailed as follows:

- software investments amounting to 492 million dirhams;
- investments in patents and trademarks amounting to 290 million dirhams in Morocco;
- investments in telecom licences amounting to 123 million dirhams.

2020

(in MAD million)	2020	Acquisitions and additions	Disposals and withdrawals	Translation adjustment	Change in scope of consolidation	Reclassification	2019
Gross	25,532	687	-673	166	0	-35	25,387
Software	8,838	287	-667	42		-46	9,222
Telecom license	10,116	124		110		0	9,882
Other intangible assets	6,578	276	-6	14		10	6,283
Amortization and impairment	-17,412	-1,415	672	-92	0	2	-16,578
Software	-7,745	-620	666	-28		18	-7,780
Telecom license	-4,772	-500		-52		-19	-4,200
Other intangible assets	-4,895	-295	6	-11		3	-4,598
NET TOTAL	8,120	-728	-1	74	0	-33	8,808

2019

(in MAD million)	2019	Acquisitions and additions	Disposals and withdrawals	Translation adjustment	Change in scope of consolidation	Reclassification	2018
Gross	25,387	2,324	-4	-236	644	-94	22,752
Software	9,222	668	-4	-74	89	-119	8,662
Telecom license	9,882	1,316		-144	543	2	8,165
Other intangible assets	6,283	340		-18	12	23	5,925
Amortization and impairment	-16,578	-1,382	3	134	-270	7	-15,071
Software	-7,780	-624	3	54	-66	7	-7,154
Telecom license	-4,200	-447		66	-199	-10	-3,610
Other intangible assets	-4,598	-311		14	-5	10	-4,307
NET TOTAL	8,808	942	-0	-102	374	-86	7,681

The reclassification column concerns transfers between line items of intangible assets.

Note 5

Property, plant, and equipment

(in MAD million)	2021	2020	2019
Land	1,653	1,659	1,637
Buildings	2,962	3,020	3,041
Technical installations, machinery and equipment	21,780	22,659	25,321
Transportation, equipment	223	242	279
Office equipment, furniture, and fittings	566	627	634
Other property, plant, and equipment	216	111	125
NET TOTAL	27,400	28,319	31,037

The “Other property, plant, and equipment” item mainly includes advances and deposits for property, plant and equipment orders.

2021

(in MAD million)	2021	Acquisitions & dotations	Disposals and withdrawals	Translation adjustment	Change in scope of consolidation	Reclassification	2020
Gross	118,832	4,614	-229	-1,419	0	108	115,758
Land	1,683	23	-2	-25			1,686
Buildings	9,856	234	-1	-48		0	9,671
Technical plant, machinery and equipment	99,987	4,083	-180	-1,263		94	97,252
Transportation, equipment	750	25	-20	-15		0	760
Office equipment furniture and fittings	6,205	128	-27	-57		20	6,141
Other property, plant, and equipment	352	121		-10		-7	248
Depreciation and impairment	-91,432	-5,284	239	1,044	0	8	-87,439
Land	-30	-2		-1			-27
Buildings	-6,894	-282	1	39		0	-6,651
Technical plant, machinery, and equipment	-78,207	-4,751	192	938		8	-74,593
Transportation equipment	-527	-42	19	13		0	-517
Office equipment, furniture, and fittings	-5,639	-202	27	50		0	-5,514
Other property, plant, and equipment	-136	-5		5		0	-137
NET TOTAL	27,400	-670	10	-374	0	115	28,319

Acquisitions of property, plant and equipment amounted to 4,614 million dirhams, mainly due to investments made in network infrastructure during 2021. The acquisitions of technical installations, equipment and tools are broken down as follows:

- 2,003 million dirhams in Morocco;
- 2,080 million dirhams internationally.

2020

(in MAD million)	2020	Acquisitions & dotations	Disposals and withdrawals	Translation adjustment	Change in scope of consolidation	Reclassification	2019
Gross	115,758	2,761	-1,147	483	0	23	113,637
Land	1,686	14		9		1	1,663
Buildings	9,671	253	-5	15		17	9,393
Technical plant, machinery and equipment	97,252	2,186	-1,078	429		114	95,601
Transportation, equipment	760	8	-35	6		0	781
Office equipment furniture and fittings	6,141	164	-27	22		34	5,948
Other property, plant, and equipment	248	137	-2	4		-143	252
Depreciation and impairment	-87,439	-5,613	1,142	-349	0	-19	-82,600
Land	-27	-2		1			-26
Buildings	-6,651	-293	5	-12		1	-6,352
Technical plant, machinery, and equipment	-74,593	-5,066	1,072	-311		-9	-70,280
Transportation equipment	-517	-45	35	-5		0	-502
Office equipment, furniture, and fittings	-5,514	-199	26	-19		-9	-5,313
Other property, plant, and equipment	-137	-9	3	-2		-2	-127
NET TOTAL	28,319	-2,852	-4	134	0	4	31,037

2019

(in MAD million)	2019	Acquisitions & dotations	Disposals and withdrawals	Translation adjustment	Change in scope of consolidation	Reclassification	2018
Gross	113,637	4,464	-84	-816	3,024	-96	107,145
Land	1,663	21	-17	-14	55	0	1,619
Buildings	9,393	264		-31	105	46	9,008
Technical plant, machinery and equipment	95,601	3,917	-53	-727	2,652	207	89,605
Transportation, equipment	781	22	-14	-10	57	-66	792
Office equipment furniture and fittings	5,948	194	0	-28	149	-87	5,720
Other property, plant, and equipment	252	46		-7	7	-196	401
Depreciation and impairment	-82,600	-5,637	83	557	-1,921	161	-75,843
Land	-26	-2		1			-26
Buildings	-6,352	-306	17	24	-32	-28	-6,027
Technical plant, machinery, and equipmen	-70,280	-5,046	53	496	-1,729	9	-64,062
Transportation equipment	-502	-59	14	8	-48	56	-473
Office equipment, furniture, and fittings	-5,313	-219	0	25	-112	95	-5,103
Other property, plant, and equipment	-127	-6		3		29	-152
NET TOTAL	31,037	-1,173	0	-260	1,104	65	31,301

Note 6

Investments in equity affiliates

No equity interest was accounted for by the equity method in 2019, 2020 and 2021.

Note 7

Noncurrent financial assets

(in MAD million)	Note	2021	2020	2019
Unconsolidated investments	7.1	100	87	87
Other financial assets		685	567	383
NET TOTAL		784	654	470

At December 31, 2021, other financial assets consisted mainly of:

- security deposits in respect of the Mobile Money activity at the subsidiaries Gabon Telecom, Sotelma, Moov Africa Togo, Moov Africa Benin, and Moov Africa Chad for 629 million dirhams;
- cash blocked for borrowings for 22 million dirhams;
- loans granted in the amount of 32 million dirhams.

At December 31, 2021, the maturities of other financial assets were as follows:

(in MAD million)	Note	2021	2020	2019
Due in less than 12 months		126	437	244
Due in 1 to 5 years		557	95	105
Due in more than 5 years		2	35	33
NET TOTAL		685	567	383

Mobile Money deposits have been reclassified by subsidiaries from short-term to long-term due to their nature, which explains the change in the maturity trend observed.

7.1 UNCONSOLIDATED INTERESTS

2021

(in MAD million)	Percentage held	Gross value	Impairment	Carrying amount
Arabsat	NS	12		12
Autoroute du Maroc	NS	20	4	16
Thuraya	NS	10	8	2
RASCOM	9%	44	34	10
Sonatel	NS	7		7
CMTL	25%	5	5	0
INMARSAT	NS	12	12	0
IMT/GIE	20%	1		1
MT Fly	100%	20	20	0
Hôtels de la Gare	NS	1	1	0
MT CASH	100%	50		50
Incubateur numérique Gabon	5%	0.1		0
Moov Money	100%	2		2
TOTAL		183	84	100

In 2021, the share of non-consolidated companies in gross value is down by 45%, mainly due to the disposal of Média1 TV shares.

2020

<i>(in MAD million)</i>	Percentage held	Gross value	Impairment	Carrying amount
Arabsat	NS	12		12
Autoroute du Maroc	NS	20	4	16
Thuraya	NS	10	8	2
Médi1 TV	8%	169	161	9
RASCOM	9%	45	35	11
Sonatel	NS	7		7
CMTL	25%	6	6	0
INMARSAT	NS	12	12	0
IMT/GIE	20%	0		0
MT Fly	100%	20	20	0
Hôtels de la Gare	NS	1	1	0
MT CASH	100%	20		20
Incubateur numérique Gabon	5%	0		0
Moov Money	100%	10		10
TOTAL		333	246	87

2019

<i>(in MAD million)</i>	Percentage held	Gross value	Impairment	Carrying amount
Arabsat	NS	12		12
Autoroute du Maroc	NS	20	4	16
Thuraya	NS	10	8	2
Médi1 TV	8%	169	147	23
RASCOM	9%	45	34	10
Sonatel	NS	8		8
CMTL	25%	6	6	0
INMARSAT	NS	12	12	0
IMT/GIE	20%	1		1
MT Fly	100%	20	20	0
Hôtels de la Gare	NS	1	1	0
MT CASH	100%	10		10
Incubateur numérique Gabon	5%	0		0
Moov Money	100%	5		5
TOTAL		319	231	87

Note 8

Change in deferred taxes

8.1 NET POSITION

(in MAD million)	2021	2020	2019
Assets	508	580	339
Liabilities	50	45	258
NET POSITION	458	534	81

8.2 CHANGE IN DEFERRED TAXES

2021

(in MAD million)	2021	Charge to profit or loss	Impact on shareholders' equity	Change in scope of consolidation	Reclassifications	Translation adjustment	2020
Assets	508	-55	0		0	-16	580
Liabilities	50	13	-8			-1	45
NET POSITION	458	-68	7	0	0	-15	534

Deferred tax assets decreased by 72 million dirhams while deferred tax liabilities increased by 5 million dirhams compared to 2020 mainly through translation differences.

The change in the amount of deferred tax assets recognised in the income statement was -55 million, mainly due to the impact of the COVID-19 grant.

2020

(in MAD million)	2020	Charge to profit or loss	Impact on shareholders' equity	Change in scope of consolidation	Reclassifications	Translation adjustment	2019
Assets	580	372	2		-138	6	339
Liabilities	45	11	0		-224	0	258
NET POSITION	534	361	1	0	86	5	81

2019

(in MAD million)	2019	Charge to profit or loss	Impact on shareholders' equity	Change in scope of consolidation	Reclassifications	Translation adjustment	2018
Assets	339	64	-14	18	51	-5	224
Liabilities	258	4	2	7	-1	-1	246
NET POSITION	81	60	-15	10	52	-4	-23

COMPONENTS OF DEFERRED TAXES

(in MAD million)	2021	2020	2019
Impairment deductible in later period	55	55	55
Restatement (IFRS) of revenues	-9	-26	-19
Deferred losses	62	62	62
Other	349	443	-17
NET POSITION	458	534	81

Note 9 Inventories

(in MAD million)	2021	2020	2019
Inventories	468	419	498
Impairment (-)	-150	-148	-177
NET TOTAL	318	271	321

Net inventories at December 31, 2021 consist mainly of inventories in Morocco, of which:

- 154 million dirhams of goods;
- 44 million dirhams of consumable materials and supplies.

The breakdown of inventories at the subsidiary level follows the same trend as that of Maroc Telecom.

Changes in inventories are recognised in purchases consumed.

Impairment of inventories is recognised under "Net depreciation, amortisation, impairment and provisions".

Note 10 Trade accounts receivable and other

(in MAD million)	2021	2020	2019
Trade receivables and related accounts	8,766	8,263	8,112
Other receivables and accruals	3,933	3,553	3,268
NET TOTAL	12,699	11,816	11,380

10.1 TRADE RECEIVABLES AND RELATED ACCOUNTS

(in MAD million)	2021	2020	2019
Trade receivables	15,649	15,020	14,422
Gouvernement receivables	1,473	1,338	1,480
Depreciation of trade receivables (-)	-8,356	-8,095	-7,790
NET TOTAL	8,766	8,263	8,112

(in MAD million)	2021	2020	2019
Account receivable ^(a) (Gross)	17,122	16,357	15,902
≤ 1 year	4,813	4,819	4,352
> 1 year	10,400	9,587	9,253
Provisions for impairment of trade receivables	-8,356	-8,095	-7,790
≤ 1 year	-1,156	-1,032	-579
> 1 year	-7,200	-7,063	-7,211
Trade receivable (Net)	8,766	8,263	8,112
≤ 1 year	3,657	3,787	3,773
> 1 year	3,201	2,524	2,042

(a) Unmatured receivables are not included in the breakdown of trade receivables.

Net trade receivables are up compared to 2020.

Impairment losses on trade receivables due in less than one year increased in 2020 compared with 2019 due to the global pandemic environment. In 2021, the provisioning level for trade receivables due within one year stabilised.

10.2 OTHER RECEIVABLES AND ACCRUALS

<i>(in MAD million)</i>	2021	2020	2019
Trade receivables, advances, and deposits	415	211	186
Employee receivables	69	82	79
Tax receivables	1,622	1,558	1,371
Other receivables	1,364	1,383	1,282
Accruals	463	319	351
NET TOTAL	3,933	3,553	3,268

The “tax receivables” item mainly represents VAT and corporate income tax receivables.

In 2021, the balance of tax receivables amounted to MAD 1,622 million, an increase of 4% vs. 14% in 2020 explained mainly by the increase in advance payments on income tax in Morocco.

The increase in advances and deposits was recorded in particular by the international subsidiaries.

Note 11

Short-term financial assets

<i>(in MAD million)</i>	2021	2020	2019
Term deposit > 90 days			
Escrow account	126	130	126
Marketable securities			
Other short-term financial assets			3
NET TOTAL	126	130	128

Maroc Telecom has entrusted Rothschild Martin Maurel with the implementation of a liquidity contract on the Paris stock exchange and a price regulation contract on the Casablanca stock exchange to ensure the liquidity of Maroc Telecom shares.

Note 12

Cash and cash equivalents

<i>(in MAD million)</i>	2021	2020	2019
Cash	1,882	2,644	1,479
Cash equivalents	142	47	4
CASH AND CASH EQUIVALENTS	2,024	2,690	1,483

Cash and cash equivalents fell by 666 million dirhams. This change is consistent with the slowdown in the rate of subscription to loans and bank overdrafts compared with 2020 combined with the active repayment of outstanding loans.

CHANGE IN CASH AND CASH EQUIVALENTS

<i>(in MAD million)</i>	2020	2019	2018
Net cash from operating activities	13,554	11,088	15,281
Net cash used in investing activities	-5,303	-4,219	-8,819
Net cash used in financing activities	-8,869	-5,600	-6,744
Foreign-currency translation adjustments	-47	-62	65
CHANGE IN CASH AND CASH EQUIVALENTS	-666	1,207	-217
Cash and cash equivalents at beginning of period	2,690	1,483	1,700
Cash and cash equivalents at end of period	2,024	2,690	1,483
CHANGE IN CASH AND CASH EQUIVALENTS	-666	1,207	-217

The decrease in cash and cash equivalents is explained by the general increase in investment-related disbursements following the acceleration of CAPEX projects encouraged by the easing of containment measures and the repayment of borrowings.

Net cash flow from operating activities

In 2021, net cash flow from operating activities was 13,554 million dirhams, up 2,465 million dirhams compared with 2020. This change is consistent with the post-COVID-19 economic recovery.

Net cash flow from investment activities

Net cash flow from investment activities was -5,303 million dirhams, up 1,084 million dirhams compared with 2020. This change is explained by the acceleration in CAPEX projects following the improvement in the post-pandemic economic context.

Net cash flow from financing activities

This flow is mainly due to dividend payments to shareholders for MAD 4,212 million and disbursements related to debt servicing for MAD 6,145 million. The main cash inflows during the period were financing debts contracted with banks for MAD 666 million, as well as overdraft facilities for MAD 877 million and cash loans for MAD 659 million dedicated to the financing of current operations.

Note 13**Dividends****13.1 DIVIDENDS**

<i>(in MAD million)</i>	2021	2020	2019
Dividends paid by subsidiaries to their noncontrolling interests			
Total (A)	878	855	857
Dividends paid by Maroc Telecom to its shareholders			
Kingdom of Morocco	776	1,071	1,801
Société de Participation dans les Télécommunications (SPT)	1,868	2,581	3,182
Other	881	1,217	1,020
Total (B)	3,525	4,870	6,003
Total dividends paid (A)+(B)	4,403	5,725	6,860

13.2 DIVIDENDS ALLOCATED IN FISCAL YEAR 2021

Dividends distributed by Maroc Telecom and its subsidiaries to their shareholders fell by 23% compared with 2020, driven by the Morocco segment.

Note 14

Provisions

Provisions for contingencies and losses are analyzed as follows:

(in MAD million)	2021	2020	2019
Noncurrent provisions	503	521	504
Provisions for life annuities	15	15	15
Provisions for termination benefits	403	373	345
Provisions for disputes with third parties	78	113	123
Other provisions	8	20	20
Current provisions	1,332	1,247	4,634
Provisions for voluntary redundancy plan	-	-	-
Provisions for employee-related expenses	-	-	-
Provisions for disputes with third parties	1,295	1,209	4,596
Other provisions	36	38	37
TOTAL	1,835	1,768	5,137

"Non-current provisions" mainly include provisions for retirement indemnities, provisions for disputes with third parties, provisions for life annuities and non-current tax provisions.

"Current provisions" mainly include provisions for litigation with third parties and current tax provisions.

2021

(in MAD million)	2021	Charges	Used	Change in scope of consolidation	Translation adjustment	Reversals	Reclassification	2020
Noncurrent provisions	503	49	-41	-	-14	-44	33	521
Provisions for life annuities	15							15
Provisions for termination benefits	403	45	-31		-10		26	373
Provisions for disputes with third parties	78	4			-4	-42	8	113
Other provisions	8	1	-10		-1	-2	-1	20
Current provisions	1,332	510	-7	-	-29	-336	-53	1,247
Provisions for voluntary redundancy plan	-							-
Provisions for employee-related expenses	-							-
Provisions for disputes with third parties	1,295	510	-7		-27	-336	-53	1,209
Other provisions	36				-1			38
TOTAL	1,835	559	-49	-	-43	-380	-21	1,768

Overall, provisions between 2020 and 2021 will remain stable and will mainly cover disputes with third parties for the operations part and retirement benefits for the subsidiaries.

2020

<i>(in MAD million)</i>	2020	Charges	Used	Change in scope of consolidation	Translation adjustment	Reversals	Reclassification	2019
Noncurrent provisions	521	28	-94	0	5	0	78	504
Provisions for life annuities	15							15
Provisions for termination benefits	373	17	-19		3		28	345
Provisions for disputes with third parties	113	3	-65		2		50	123
Other provisions	20	9	-10		0		0	20
Current provisions	1,247	468	-3,924	0	8	0	62	4,634
Provisions for voluntary redundancy plan	0							0
Provisions for employee-related expenses	0							0
Provisions for disputes with third parties	1,209	468	-3,924		7		62	4,596
Other provisions	38				1			37
TOTAL	1,768	496	-4,018	0	13	0	140	5,137

2019

<i>(in MAD million)</i>	2019	Charges	Used	Change in scope of consolidation	Translation adjustment	Reversals	Reclassification	2018
Noncurrent provisions	504	108	-28	39	-10	0	-70	464
Provisions for life annuities	15						-1	16
Provisions for termination benefits	345	13	0	6	-8		-55	389
Provisions for disputes with third parties	123	87	-20	34	-1		-15	38
Other provisions	20	8	-9		0			21
Current provisions	4,634	3,574	-498	241	-12	0	4	1,325
Provisions for voluntary redundancy plan	0							0
Provisions for employee-related expenses	0							0
Provisions for disputes with third parties	4,596	3,574	-416	241	-11		-59	1268
Other provisions	37		-82		-1		63	57
TOTAL	5,137	3,683	-527	280	-22	0	-66	1,789

Note 15

Borrowings and other financial liabilities

15.1 NET CASH POSITION

<i>(in MAD million)</i>	2021	2020	2019
Bank loans due in more than one year	2,696	3,553	2,935
Lease obligation at more than 1 year	1,071	1,195	1,244
Bank loans due in less than one year	2,403	2,352	2,559
Lease obligation at less than 1 year	389	444	408
Bank overdrafts	9,885	12,816	11,780
Borrowing and other financial liabilities	16,444	20,360	18,926
Cash and cash equivalents	2,024	2,690	1,483
Cash held in escrow for repayment of bank loans	22	50	94
NET CASH POSITION	-14,397	-17,619	-17,349

(in MAD million)	2021	2020	2019
Outstanding debt and accrued interest (A)	16,444	20,360	18,926
Cash assets (B)	2,047	2,741	1,577
NET CASH POSITION (B)-(A)	-14,397	-17,619	-17,349

The Group's financial debt fell by 19% compared to 2020. This change can be explained by:

- the decrease in subscriptions to loans of MAD 617 million;
- a MAD 179 million decrease in the IFRS 16 – Rental obligation;
- the decrease in bank overdrafts for MAD 2,931 million;
- the repayment of financial debts for MAD 6,145 million.

15.2 NET CASH BY MATURITY

The breakdown by maturity is based on the repayment terms and conditions of the borrowings:

2021

(in MAD million)	< 1 year	1-5 years	> 5 years	Total
Bank loans	2,403	2,470	226	5,099
Lease obligation	389	762	309	1,460
Bank overdrafts	9,885			9,885
Borrowing and other financial liabilities	12,677	3,232	535	16,444
Cash and cash equivalents	2,024			2,024
Cash held in escrow for repayment of bank loans	22			22
NET CASH POSITION	-10,630	-3,232	-535	-14,397

2020

(in MAD million)	< 1 year	1-5 years	> 5 years	Total
Bank loans	2,352	3,129	424	5,905
Lease obligation	444	952	243	1,639
Bank overdrafts	12,816			12,816
Borrowing and other financial liabilities	15,612	4,081	667	20,360
Cash and cash equivalents	2,690			2,690
Cash held in escrow for repayment of bank loans	50			50
NET CASH POSITION	-12,871	-4,081	-667	-17,619

2019

(in MAD million)	< 1 year	1-5 years	> 5 years	Total
Bank loans	2,560	2,469	465	5,494
Lease obligation	408	1,151	93	1,652
Bank overdrafts	11,780			11,780
Borrowing and other financial liabilities	14,748	3,620	558	18,926
Cash and cash equivalents	1,483			1,483
Cash held in escrow for repayment of bank loans	94			94
NET CASH POSITION	-13,171	-3,620	-558	-17,349

15.3 STATEMENT OF ANALYSIS

Company	Loan (in MAD million)	Currency	Maturity	2021	2020	2019
Maroc Telecom	Banks, overdrafts IAM	MAD	12/2022	8,762	11,243	10,404
Maroc Telecom	IFRS 16	MAD		781	835	901
Mauritel	Loan 4G	MRO	10/2022	50.6	98	0
Mauritel	ORABANK 3G	MRO	07/2023	45		
Mauritel	Overdraft Mauritel	MRO	-	52	18	31
Mauritel	IFRS 16	MRO		34	33	38
Onatel	CREDIT SPOT BICIA B Onatel	FCFA	04/2021		100	125
Onatel	CREDIT SPOT CBAO Onatel	FCFA	09/2021		68	0
Onatel	CREDIT SPOT ORABANK Onatel	FCFA	04/2021		20	25
Onatel	CREDIT SPOT WBI Onatel	FCFA	05/2021		19	45
Onatel	CREDIT SPOT UAB Onatel	FCFA	05/2021		70	45
Onatel	CREDIT SPOT BICIA B Onatel	FCFA	04/2022	78		
Onatel	CREDIT SPOT CBAO Onatel	FCFA	05/2022	73		
Onatel	CREDIT SPOT SGBF Onatel	FCFA	05/2022	64		
Onatel	CREDIT SPOT ECOBANK Onatel	FCFA	04/2022	19		
Onatel	EMPRUNT BICIA B 2021	FCFA	06/2026	65		
Onatel	Loan BICIA 2016	FCFA	08/2022	16	34	50
Onatel	Loan CBAO 2015	FCFA	05/2021		8	25
Onatel	Loan SGBB 2015	FCFA	05/2021		8	25
Onatel	Loan ORABANK 2019 LTN	FCFA	12/2021		79	83
Onatel	Loan SGBF 2019 LTN	FCFA	03/2026	122	155	166
Onatel	Loan BABF N°E565978/1 2019 LTN	FCFA	03/2026	244	310	333
Onatel	Loan BABF N°E593684/1 2019 LTN	FCFA	03/2026	92	116	125
Onatel	Loan BABF N°A162934/1 2019 LTN	FCFA	03/2026	92	116	125
Onatel	Loan BABF N°E599998/1 2019 LTN	FCFA	03/2026	61	78	83
Onatel	Loan CBAO BURKINA 2019 LTN	FCFA	03/2026	110	139	150
Onatel	Loan CBAO BENIN 2019 LTN	FCFA	03/2026	24	31	33
Onatel	Loan CBAO NIGER 2019 LTN	FCFA	03/2026	24	31	33
Onatel	Loan CBAO SENEGAL 2019 LTN	FCFA	03/2026	85	108	117
Onatel	Banks, overdrafts Onatel	FCFA		14	0	40
Onatel	IFRS 16	FCFA		40	58	42
Gabon Telecom	Loan AFD	FCFA	12/2020	2	2	2
Gabon Telecom	Loan UGB (CMT 1)	FCFA	12/2020		0	182
Gabon Telecom	Loan UGB (CMT 2)	FCFA	07/2021		48	125
Gabon Telecom	Loan UGB (CMT 3)	FCFA	05/2022	54	184	
Gabon Telecom	UGB CMT 4	FCFA	02/2025	166		
Gabon Telecom	UGB CCT	FCFA	01/2023	61		
Gabon Telecom	Banks, overdrafts GT	FCFA	12/2022	106	259	305
Gabon Telecom	IFRS 16	FCFA		43	57	49
Sotelma	Loan BIM 10 Millions	FCFA	06/2022	42	128	
Sotelma	Loan DGDP/RASCOM	USD		9	9	9
Sotelma	Loan BAM 7.5 Millions	FCFA	02/2023	41	75	103
Sotelma	Loan BAM 5.5 Millions	FCFA	02/2023	32	58	81
Sotelma	Loan BIM 6 Millions	FCFA	11/2021	0	52	100
Sotelma	Loan BDM 10 Millions	FCFA	08/2021		65	145
Sotelma	Loan ECO 14 Millions	FCFA	09/2021		88	202
Sotelma	Loan ECO 10 Millions	FCFA	08/2022	64	148	
Sotelma	Emprunt ECO 7.5 Millions	FCFA	07/2022	92		
Sotelma	Emprunt BDM 7.5 Millions	FCFA	07/2022	92		
Sotelma	Emprunt BIM 15 Millions	FCFA	07/2022	185		
Sotelma	IFRS 16	FCFA		39	40	38
Sotelma	Banks, overdrafts Sotelma	FCFA	-	139	260	289
Casanet	IFRS 16	MAD		2	3	2

Company	Loan (in MAD million)	Currency	Maturity	2021	2020	2019
Moov CDI	loan SIB	EUR	01/2027	306	354	268
Moov CDI	BANQUE ATLANTIQUE COTE D'IVOIRE	FCFA	04/2023	657	935	524
Moov CDI	SIB ICNE	EUR	01/2024	64	49	26
Moov CDI	BOA	FCFA	06/2020			115
Moov CDI	ECOBANK	FCFA	07/2022	112	83	131
Moov CDI	Banks, overdrafts Moov CDI	FCFA	04/2022	104	258	121
Moov CDI	IFRS 16	FCFA		378	404	343
Moov Africa Benin	CORIS BANK	FCFA	01/2025	330	333	
Moov Africa Benin	Loan CAA pour construction câble ACE	FCFA	10/2025	12	16	18
Moov Africa Benin	Overdrafts bancaires Moov Benin	FCFA	01/2022	222	297	151
Moov Africa Benin	IFRS 16	FCFA		55	73	53
Moov Africa Togo	Loan ECOBANK	FCFA	12/2024		0	98
Moov Africa Togo	BANQUE ATLANTIQUE TOGO	FCFA	06/2024	207	150	236
Moov Africa Togo	ORABANK TOGO	FCFA	06/2027	91	108	
Moov Africa Togo	BIA TOGO	FCFA	06/2023	98	164	219
Moov Africa Togo	BTCI TOGO	FCFA	09/2022	74		
Moov Africa Togo	Banks, overdrafts Togo	FCFA	03/2022	338	286	278
Moov Africa Togo	IFRS 16	FCFA		15	15	18
Moov Africa Niger	CMT BOA	FCFA	03/2022			63
Moov Africa Niger	Overdraft Eco DEP	FCFA	09/2022	26	43	18
Moov Africa Niger	Overdraft CBAO	FCFA	09/2022	48	38	37
Moov Africa Niger	Overdraft BAN	FCFA	09/2022	56	47	65
Moov Africa Niger	Loan CBAO 1	FCFA	04/2020			4
Moov Africa Niger	Loan CBAO 2	FCFA	05/2020			5
Moov Africa Niger	Loan CBAO 3	FCFA	09/2020		1	15
Moov Africa Niger	CMT BAN 6.5	FCFA	10/2028	91	108	127
Moov Africa Niger	CMT BOA 15 Mds	FCFA				23
Moov Africa Niger	CMT 13 Mds	FCFA	11/2029	181	212	19
Moov Africa Niger	CMT BAN 5MDS	FCFA	12/2022	31	47	40
Moov Africa Niger	CMT BOA 15 MDF	FCFA	12/2027	202	249	223
Moov Africa Niger	CMT BOA 7MDF	FCFA	03/2022	8	52	
Moov Africa Niger	CMT BOA 1.9MDF	FCFA	06/2025	24	30	
Moov Africa Niger	CMT BIA 2.176 MDF	FCFA	10/2022	28	35	
Moov Africa Niger	CMT BIA 1698 MDF	FCFA	10/2022	0	28	
Moov Africa Niger	CMT BIA 566 MDF	FCFA	10/2022	0	9	
Moov Africa Niger	CMT BIA 736 MDF	FCFA	10/2022	0	12	
Moov Africa Niger	loan CBAO 13 MDFCA	FCFA	11/2029			194
Moov Africa Niger	CMT BAN 3,6MDF	FCFA		11		
Moov Africa Niger	CMT BIA 3MDF	FCFA		32		
Moov Africa Niger	CMT BIN 1MDF	FCFA		5		
Moov Africa Niger	CMT BOA 8,8MDF	FCFA		141		
Moov Africa Niger	Overdraft BOA	FCFA	12/2021		1	17
Moov Africa Niger	Overdraft ORABANK	FCFA	12/2022	13	29	17
Moov Africa Niger	Overdraft coris bank	FCFA	12/2021		21	
Moov Africa Niger	Overdraft HBANK	FCFA	12/2021		12	
Moov Africa Niger	Crédit trésorerie	FCFA		19	5	
Moov Africa Niger	IFRS 16	FCFA		22	57	97
Moov Africa Centrafrique	BANQUE POPULAIRE MAROCO	FCFA	12/2023	22	34	32
Moov Africa Centrafrique	POOL BPMC-CBCA	FCFA	04/2026	56	52	48
Moov Africa Centrafrique	loan DPA ERICSSON	USD	01/2020			2
Moov Africa Centrafrique	Banks, overdrafts RCA	FCFA	-	3	4	8
Moov Africa Chad	IFC	FCFA	03/2024	191	391	526
Moov Africa Chad	IFRS 16	FCFA		51	64	73
TOTAL LOANS AND OTHER FINANCIAL LIABILITIES				16,444	20,360	18,926

Note 16 Trade accounts payable

<i>(in MAD million)</i>	2021	2020	2019
Trade payables and related accounts	12,859	12,757	13,807
Accruals	2,994	3,274	2,860
Other payables	8,011	7,976	7,127
TOTAL	23,864	24,007	23,794

Trade payables also include payables on the acquisition of Fixed assets and trade payables – advances and down payments received on orders in progress.

In 2021, operating payables fell slightly. The item “Other operating payables” mainly represents tax liabilities (excluding corporation tax) for 4,215 million dirhams.

Note 17 Revenues

<i>(in MAD million)</i>	2021	2020	2019
Morocco	19,906	20,881	21,690
<i>Including Mobile services</i>	<i>11,684</i>	<i>13,009</i>	<i>14,046</i>
International	16,912	16,883	16,095
<i>Including Mobile services</i>	<i>15,626</i>	<i>15,507</i>	<i>14,693</i>
Elimination of transactions between the parent company and subsidiaries	-1,028	-995	-1,268
TOTAL CONSOLIDATED REVENUES	35,790	36,769	36,517

At the end of December 2021, Maroc Telecom Group had consolidated revenues of MAD 35,790 million, down 2.7% compared with 2020, mainly in Morocco.

Note 18 Cost of sales

<i>(in MAD million)</i>	2021	2020	2019
Cost of handsets	627	628	622
Domestic and international interconnection charges	2,908	3,202	3,550
Other cost of sales	1,587	1,586	1,499
TOTAL	5,123	5,416	5,670

The purchase costs of the terminals concern mainly the part of Morocco.

Domestic and international interconnection charges decreased as a result of lower call terminations in the International segment, mainly.

The item “Other purchases consumed” refers to energy purchases (fuel and electricity) and charging cards.

Note 19 Payroll costs

<i>(in MAD million)</i>	2021	2020	2019
Wages	2,390	2,511	2,617
Payroll taxes	478	495	481
Wages and taxes	2,868	3,005	3,098
Payroll costs	2,868	3,005	3,098
Average headcount <i>(in number of employees)</i>	9,811	10,242	10,606

This item includes payroll costs (salaries, social security charges and training costs) for the year.

In 2021, the 5% decrease in payroll costs is closely linked to the decrease in Maroc Telecom's average workforce.

Note 20 Taxes, duties, and fees

<i>(in MAD million)</i>	2021	2020	2019
Taxes and duties	1,017	1,023	951
Fees	2,429	2,321	2,231
TOTAL	3,447	3,344	3,183

Fees include amounts due to the regulatory authorities of the telecommunications markets in Morocco and internationally.

The overall level of taxes, duties and fees increased by 3% between 2020 and 2021.

Note 21 Other operating income and expenses

<i>(in MAD million)</i>	2021	2020	2019
Communication	708	637	800
Commissions	1,947	2,019	2,035
Other including:	2,648	6,089	2,774
Rental expenses	398	353	429
Maintenance, repair, and property-service charges	1,164	1,197	1,032
Fees	903	879	887
Postage and banking service	138	149	136
Voluntary redundancy plan	14	0	9
Other	31	3,511	281
TOTAL	5,303	8,746	5,610

Communication costs increased by 11% in connection with the introduction of the new "Moov Africa" visual identity launched on January 1, 2021.

In 2021, other operating income and expenses returned to their normal level after recording a particular increase due to the expense of the regulatory penalty of 3.3 billion dirhams in Morocco in 2020.

Maintenance costs are consistent with the maintenance needs of the network.

The "Miscellaneous" item mainly includes operating foreign exchange gains and losses, transfers of operating expenses and capital gains or losses on disposals of Fixed assets.

Note 22 Depreciation, impairment and provisions

The following table sets out changes in this item for the fiscal years ended December 31, 2019, 2020, and 2021:

<i>(in MAD million)</i>	2021	2020	2019
Depreciation and impairment of Fixed assets	7,056	7,511	7,419
Net provisions and impairment	420	-3,272	3,305
TOTAL	7,477	4,240	10,724

Net depreciation, amortisation, impairment and provisions amounted to 7,477 million dirhams at the end of December 2021, compared with 4,240 million dirhams at the end of December 2020. This change is due to the cancellation of the impact of the reversal of the regulator's penalty provision for Morocco amounting to 3.3 billion dirhams in 2020.

The slowdown in the acquisition of new Fixed assets in 2020 due to the health context led to a decrease in depreciation on Fixed assets of MAD 455 million between 2020 and 2021.

DEPRECIATION AND IMPAIRMENT OF FIXED ASSETS

The table below shows the depreciation, amortisation and impairment charges on Fixed assets of the Maroc Telecom Group for the years ended December 31, 2019, 2020 and 2021:

<i>(in MAD million)</i>	2021	2020	2019
Other intangible assets	1,305	1,414	1,368
Building and civil engineering	282	295	306
Technical plant and pylons	4,721	5,064	5,048
Other property, plant, and equipment	250	252	285
Right to use assets	497	487	412
TOTAL	7,056	7,511	7,419

NET CHARGES TO PROVISIONS AND IMPAIRMENT

The following table sets out the net charges to provisions and impairment of Maroc Telecom Group for the fiscal years ended December 31, 2019, 2020, and 2021:

<i>(in MAD million)</i>	2021	2020	2019
Impairment of trade receivables	299	267	66
Impairment of inventories	3	-25	-12
Impairment of other receivables	2	8	39
Provisions	117	-3,522	3,213
NET CHARGES AND REVERSALS	420	-3,272	3,305

Note 23 Income from equity affiliates

No equity interest was accounted for by the equity method in 2019, 2020, or 2021.

Note 24 Net financial income or expense

24.1 BORROWING COSTS

<i>(in MAD million)</i>	2021	2020	2019
Income from cash and cash equivalents	27	17	2
Interest expense on loans	-745	-798	-681
Interest expense on rental obligation	-81	-90	-76
NET BORROWING COSTS	-800	-871	-754

The cost of net debt includes interest expense on borrowings less income from cash and cash equivalents (investment income). Since January 1, 2019, following the adoption of the new IFRS 16 standard, this indicator has also included interest charges on rental obligations. However, interest expenses on borrowings accounted for the largest share of net debt costs (93%).

Interest expenses on borrowings fell by 7%. This change is consistent with the decrease in the Group's financial debt.

24.2 OTHER FINANCIAL INCOME AND EXPENSE

<i>(in MAD million)</i>	2021	2020	2019
Foreign-exchange gains and losses	-52	-2	13
Other financial income (+)	3	80	55
Other financial expenses (-)	-28	-52	-106
Other financial income and expenses	-77	26	-38

Other financial income primarily consists of interest income on loans and income from non-consolidated equity investments.

Other financial expenses fell by 46% or 24 million dirhams. The International segment generates 95% of the Group's financial expenses.

Note 25 Tax expense

Like all public limited companies under Moroccan law, Maroc Telecom is subject to income tax in accordance with the provisions of the General Tax Code.

Income tax includes current tax and deferred tax.

The following table shows Maroc Telecom Group's payable and deferred taxes for the years ended December 31, 2019, 2020, and 2021:

<i>(in MAD million)</i>	2021	2020	2019
Income tax expense	3,612	3,733	3,972
Deferred tax	68	-361	-60
Provisions for tax			-82
Current tax	3,680	3,372	3,830
Consolidated effective tax rate	34%	35%	36%

<i>(in MAD million)</i>	2021	2020	2019
Net earnings	6,928	6,289	3,598
Income tax expense	3,680	3,372	3,912
Provision for tax	0	0	-82
Pretax earnings	10,609	9,661	7,428
Moroccan statutory tax rate	31%	31%	31%
Theoretical income tax expense	3,289	2,995	2,303
Impact of changes in tax rate	-77	-72	-75
Other differences	468	449	1,602
Effective income tax expense	3,680	3,372	3,830

Other net differences mainly include the solidarity contribution of MAD 268 million and the withholding tax of MAD 219 million.

The deferred tax rates of the Group are as follows:

Entity	The deferred tax rate
Maroc Telecom	31.0%
Casanet	31.0%
Mauritel	25.0%
Onatel	27.5%
Gabon Telecom	30.0%
Sotelma	30.0%
Atlantique Telecom Côte d'Ivoire	30.0%
Moov Africa Benin	30.0%
Moov Africa Togo	27.0%
Moov Africa Niger	30.0%
Moov Africa Centrafrique	30.0%
Moov Africa Chad	35.0%

Note 26 Noncontrolling interests

(in MAD million)	2021	2020	2019
Total noncontrolling interests	920	866	873

Minority interests reflect the rights of shareholders other than Maroc Telecom to the earnings of Mauritel, Onatel, Gabon Telecom, Sotelma, Moov Africa CDI and Moov Africa Togo.

Note 27 Earnings per share

27.1 EARNINGS PER SHARE

(in MAD million)	2021		2020		2019	
	Basic	Diluted	Basic	Diluted	Basic	Diluted
Net earnings, Group share	6,008	6,008	5,423	5,423	2,726	2,726
Adjusted net earnings, Group share	6,008	6,008	5,423	5,423	2,726	2,726
Number of shares (millions)	879	879	879	879	879	879
Earnings per share (in MAD)	6.83	6.83	6.17	6.17	3.10	3.10

27.2 CHANGE IN THE NUMBER OF SHARES

(in share number)	2021	2020	2019
Weighted average number of shares outstanding for the period	879,095,340	879,095,340	879,095,340
Adjusted weighted average number of shares outstanding for the period	879,095,340	879,095,340	879,095,340
Potential dilutive effect of financial instruments outstanding			
Number of shares including potential dilutive effect	879,095,340	879,095,340	879,095,340

Note 28 Segment Data

28.1 STATEMENT OF FINANCIAL POSITION: ITEMS BY GEOGRAPHICAL AREA

2021

(in MAD million)	Morocco	International	Eliminations	Total Group Maroc Telecom
Noncurrent assets	33,081	26,136	-12,656	46,560
Current assets	8,739	8,425	-1,942	15,222
TOTAL ASSETS	41,819	34,561	-14,598	61,782
Shareholders' equity	18,754	11,771	-11,725	18,800
Noncurrent liabilities	569	4,683	-931	4,321
Current liabilities	22,496	18,107	-1,942	38,661
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES	41,819	34,561	-14,598	61,782
Acquisitions of PP&E and intangible assets	2,630	2,984		5,615

2020

<i>(in MAD million)</i>	Morocco	International	Eliminations	Total Group Maroc Telecom
Noncurrent assets	34,191	27,183	-12,795	48,579
Current assets	8,250	8,665	-1,955	14,960
TOTAL ASSETS	42,442	35,848	-14,750	63,540
Shareholders' equity	16,086	11,990	-11,387	16,688
Noncurrent liabilities	638	6,085	-1,409	5,314
Current liabilities	25,719	17,774	-1,955	41,538
TOTAL SHAREHOLDERS'EQUITY AND LIABILITIES	42,442	35,848	-14,750	63,540
Acquisitions of PP&E and intangible assets	1,467	1,982		3,448

2019

<i>(in MAD million)</i>	Morocco	International	Eliminations	Total Group Maroc Telecom
Noncurrent assets	37,402	27,969	-13,886	51,485
Current assets	7,750	7,672	-2,057	13,365
TOTAL ASSETS	45,152	35,641	-15,943	64,851
Shareholders' equity	15,430	11,960	-11,387	16,003
Noncurrent liabilities	910	6,529	-2,499	4,939
Current liabilities	28,813	17,153	-2,057	43,908
TOTAL SHAREHOLDERS'EQUITY AND LIABILITIES	45,152	35,642	-15,943	64,851
Acquisitions of PP&E and intangible assets	3,022	3,766		6,788

28.2 SEGMENT EARNINGS BY GEOGRAPHICAL AREA

2021

<i>(in MAD million)</i>	Morocco	International	Eliminations	Total Group Maroc Telecom
Revenues	19,906	16,912	-1,028	35,790
Earnings from operations	7,599	3,974		11,573
Net depreciation and impairment	3,891	3,585		7,477

2020

<i>(in MAD million)</i>	Morocco	International	Eliminations	Total Group Maroc Telecom
Revenues	20,881	16,883	-995	36,769
Earnings from operations	8,499	3,520		12,018
Net depreciation and impairment	434	3,806		4,240

2019

<i>(in MAD million)</i>	Morocco	International	Eliminations	Total Group Maroc Telecom
Revenues	21,690	16,095	-1,268	36,517
Earnings from operations	4,994	3,237	0	8,231
Net depreciation and impairment	7,302	3,422		10,724
Voluntary redundancy plan		9		9

Note 29 Restructuring provisions

In 2019, 2020 and 2021, no provision for restructuring was recorded at group level.

Note 30 Related-party transactions

30.1 COMPENSATION OF CORPORATE OFFICERS, SENIOR MANAGERS, AND DIRECTORS IN 2019, 2020, AND 2021

<i>(in MAD million)</i>	2021	2020	2019
Short-term benefits ^(a)	110	83	93
Termination benefits ^(b)	108	104	117
TOTAL	218	187	210

(a) Salaries, remuneration, profit-sharing and bonuses paid and social security contributions, holiday pay and non-monetary benefits recorded.

(b) Redundancy payments

30.2 EQUITY AFFILIATES

In 2019, 2020 and 2021 no company is consolidated by the equity method.

30.3 OTHER RELATED PARTIES

In 2020, Maroc Telecom completed transactions mainly with Emirates Telecommunications Corporation, EDCH, Etihad Etisalat Company (Mobily), and other sister companies as part of its strategic cooperation with the Etisalat Group. These various transactions can be summarized as follows:

2021

<i>(in MAD million)</i>	Etisalat	EDCH	Mobily	Others
Revenues	197	19	14	4
Expenses	54	8	1	0
Receivables	114	86	10	2
Payables	72	66	0	2

2020

<i>(in MAD million)</i>	Etisalat	EDCH	Mobily	Others
Revenues	126	13	1	0
Expenses	25	9	1	0
Receivables	39	82	0	2
Payables	34	65	0	1

2019

<i>(in MAD million)</i>	Etisalat	EDCH	Mobily	Others
Revenues	175	16	0	1
Expenses	39	12	1	1
Receivables	47	85	0	1
Payables	30	62	3	3

Note 31

Contractual commitments and contingent assets and liabilities

31.1 CONTRACTUAL OBLIGATIONS AND COMMERCIAL COMMITMENTS RECORDED IN THE BALANCE SHEET

(in MAD million)	Total	Less than 12 months	1-5 years	>5 years
Long-term debt	3,767		3,232	535
Capital lease obligations	42	42		
TOTAL	3,809	42	3,232	535

31.2 OTHER COMMITMENTS GIVEN AND RECEIVED AS PART OF THE CURRENT ACTIVITY

Commitments given

The commitments given include:

(in MAD million)	2021	2020	2019
Commitment given	4,342	6,272	8,453
Investment commitment	3,402	5,590	7,293
Outgoing commitments and signature with banks	803	451	607
operating and financial lease commitments	42	55	37
Satellite rental commitments	67	104	46
Other commitments	29	72	471
Network maintenance contracts with Ericsson	27	46	61
Commitments on operating expenses	2	26	410
Other commitments	0	0	0
Recovery of guarantees given by Etisalat on the financing of the Atlantic Subsidiaries	0	0	0
Forward sale commitment	0	0	0

The variation of the commitments given is closely linked to the investments made during the year 2021.

Commitments received

The commitments received include:

(in MAD million)	2021	2020	2019
Commitments received	1,170	1,286	1,352
Guarantees and endorsements	1,170	1,286	1,352
Other commitments received	0	0	0
Forward purchase commitment	0	0	0
Commitment of the Moroccan State to contribute the assets of social works	0	0	0
Investment agreement: exemption from customs duties on imports related to investments	0	0	0

31.3 CONTINGENT ASSETS AND LIABILITIES

On December 16, 2021, Itissalat A-Maghrib SA received a summons from the Commercial Court of Rabat regarding a complaint filed by Wana on unbundling and claiming MAD 6,845 million. The case is ongoing and two hearings took place before the Commercial Court of Rabat on December 27, 2021 and February 7, 2022.

In the REMACOTEM dispute (association of Mobile network consumers in Mali), the Civil Court had dismissed the plaintiff in 2013, for the alleged damages suffered. On November 3, 2021, the Bamako Court of Appeal set the total amount of damages claimed by REMACOTEM from 2011 to 2020 at 2,823 million dirhams, of which 933 million dirhams were awarded to Sotelma, a subsidiary 51% owned by Maroc Telecom. Sotelma has replied through its lawyers and a hearing has been requested to annul the said judgment and its execution.

Note 32

Risk management

The Group is exposed to various market risks related to its business.

Credit risk

Maroc Telecom minimises its credit risk by engaging only in credit transactions with commercial banks or financial institutions that have high credit ratings and by distributing transactions among selected institutions.

Moreover, Maroc Telecom's receivables do not have a significant concentration of credit risk, given their high dilution rate.

Maroc Telecom's commercial credit risk management policy is adapted to the type of partner. The Prepaid segment accounts for the bulk of the Group's sales and does not present any credit risk. The Post-paid segment consists of interconnection receivables, public receivables and private receivables. The interconnection receivables are reconciled and collection is based on the net position that allows the operators to settle the difference between the receivable and the debt vis-à-vis the other operators. With regard to public debt, the nature of the partners guarantees minimal credit risk. As for private receivables, the Group's practice consists of requesting payments in advance in order to support collection. These measures are coupled with restrictions and reminders that assist in the rapid recovery of this type of debt. Concerning the impairment of trade receivables, the Group applies the simplified method provided for by IFRS 9. The level of impairment is measured at inception and adjusted at each reporting date to reflect economic and economic developments. Given the measures taken upstream, the Group assumes a low credit risk and recognises potential losses over the life of the receivable based statistically on historical losses.

(in MAD million)

	2021	2020	2019
Euro		403	268
Moroccan dirham	9,545	12,081	11,307
Other (mainly CFA franc)	6,899	7,876	7,352
CURRENT DEBT	16,444	20,360	18,926

Maroc Telecom cannot offset its disbursements and receipts in foreign currencies, as current Moroccan regulations allow it to retain only 80% of its operating revenues in foreign currencies in a foreign currency account; the remaining 20% are sold in dirhams. The result of the Maroc Telecom Group may therefore be sensitive to changes in exchange rates, particularly between the dirham and the US dollar or euro.

In 2021, the Euro depreciated by 3.09% against the Dirham (from MAD 11.2928 on December 31, 2020 to MAD 10.9438 for 1 Euro on December 31, 2021). Over the same period, the US Dollar appreciated by 5.374%, from MAD 9.1811 on December 31, 2020 to MAD 9.6745 for 1 dollar on December 31, 2021.

The subsidiaries whose currency of account is the CFA franc as well as the Mauritanian subsidiary whose currency is the

Currency risk

The Maroc Telecom Group is exposed to exchange rate fluctuations insofar as the composition of its receipts and disbursements in foreign currencies differ.

Maroc Telecom receives foreign currency receipts corresponding to revenues from international operators, and makes foreign currency disbursements corresponding to the payment of international suppliers (in particular the payment of investments and the acquisition of terminals) and the settlement of the interconnection with foreign operators. These disbursements are mainly denominated in euros.

In Morocco, the share of foreign currency disbursements denominated in Euro represents 89% of all foreign currency disbursements as of December 31, 2021, which total MAD 3,894 million and are higher than the amount of foreign currency receipts which are around MAD 2,690 million in 2021.

At the international level, the share of foreign currency disbursements denominated in US dollars represented 1.2% of total foreign currency disbursements as of December 31, 2021, which totalled MAD 179 million and exceeded the amount of foreign currency receipts, which amounted to MAD 12.3 million in 2021.

In addition, Maroc Telecom Group has a debt of MAD 16,444 million at December 31, 2021, compared to MAD 20,360 million at December 31, 2020, mainly denominated in Dirham and FCFA.

ouguiya make the Group's exposure to foreign exchange risk more significant, particularly with regard to fluctuations in the exchange rates of the euro and the ouguiya against the dirham.

However, a 1% depreciation of the dirham against the euro would have the following limited impacts on the basis of the 2021 Group financial statements:

- revenues = +166 million dirhams;
- operating income = +45 million dirhams;
- net income attributable to owners of the parent = +17 million dirhams.

At the level of Maroc Telecom and its subsidiaries, foreign currency assets consist mainly of receivables from its subsidiaries and foreign operators. Liabilities in foreign currencies consist mainly of foreign trade payables and international operators.

<i>(in MAD million)</i>	Euro /FCFA	USD	MRO	Total foreign currencies	MAD	Balance sheet total
Total assets	32,017	319	1,957	1	27,488	61,782
Total shareholders' equity and liabilities	-18,771	-379	-1,458	-8	-41,167	-61,782
NET POSITION	13,246	-60	499	-7	-13,679	0

The following table shows the Company's net foreign-currency positions in euros and US dollars, and the aggregate of other currencies, at December 31, 2021:

<i>(in million)</i>	Euro ^(a)	USD ^(a)	Other currencies (euro equivalent) ^{(b) (c)}
Assets	1,314	65	14
Liabilities	-48	-26	-12
Net position	1,266	39	1
Commitments ^(d)			
AGGREGATE NET POSITION	1,266	39	1

(a) The foreign exchange position in euros and dollars is calculated by applying to the SDR (Special Drawing Rights) receivables and payables of foreign operators as at December 31, 2021 the proportion per currency of the receipts made in 2021.

(b) Based on 1 euro = 10.5165 dirhams the Bank-Al Maghrib average rate at December 31, 2021

(c) Other currencies mainly include the Japanese Yen (JPY), the Swiss Franc (CHF) and the Saudi Riyal (SAR).

(d) For the balance of commitments due on current contracts, the breakdown by currency corresponds to the actual balance on committed contracts.

Liquidity risk

Maroc Telecom believes that the cash flows generated by its operations, its cash position and the funds available through its credit lines will be sufficient to cover the expenses and investments required for its operations, the servicing of its debt, the distribution of dividends and the external growth operations in progress at December 31, 2022.

Interest-risk

Maroc Telecom's debt is mainly at Fixed rates. As the proportion of floating-rate debt is relatively low, Maroc Telecom Group is not significantly exposed to favourable or unfavourable changes in interest rates.

Note 33

Events after the end of the reporting period

33.1 HIGHLIGHTS

On January 10, 2022, Itissalat Al-Maghrib SA received a report prepared by the ANRT on the implementation of the injunctions issued in Decision ANRT/CG/N°01/2020 dated January 17,

2020, which indicated partial non-compliance with five out of the 13 injunctions contained in the aforementioned decision. Following an in-depth and detailed analysis of the above-mentioned report, a response disputing the ANRT's findings was submitted within the legal time limit of one month.

Note 34

IFRS 16 at December 31, 2021

34.1 RIGHT OF USE

2021

<i>(in millions MAD)</i>	Carrying value	Entry of assets	Depreciation/ Amortization
Land	985	26	-181
Buildings	714	95	-128
Technical facilities	876	168	-136
Transportation equipment	242	10	-52
Office equipment			
Other assets			
TOTAL	2,817	300	-497

2020

<i>(in millions MAD)</i>	Carrying value	Entry of assets	Depreciation/ Amortization
Land	965	105	-176
Buildings	629	134	-121
Technical facilities	731	-30	-91
Transportation equipment	232	230	-99
Office equipment			
Other assets			
TOTAL	2,557	439	-487

2019

<i>(in millions MAD)</i>	Carrying value	Entry of assets	Depreciation/ Amortization
Land	977	104	-142
Buildings	372	185	-119
Technical facilities	756	422	-151
Transportation equipment	2	2	-1
Office equipment			
Other assets			
TOTAL	2,107	712	-412

34.2 RENTAL OBLIGATION

	2021	2020	2019
Lease-related payments	-535	-552	-473

34.3 EXPENSES FROM CONTRACTS OUTSIDE THE SCOPE OF IFRS 16

	2021	2020	2019
Leases with term ≤12 months	382	352	396
Leases with low underlying asset value	1	1	34
Leases with variable payments			
Leases with no presumed control of occupancy right			

5.4 Statutory financial statements

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STATUTORY AUDITORS' GENERAL REPORT YEAR ENDED DECEMBER 31, 2021

AUDIT OF STATUTORY FINANCIAL STATEMENTS

Opinion

In accordance with the terms of our appointment by your General meetings, we have audited the accompanying financial statements of Itissalat Al-Maghrib (IAM) SA, including the statement of financial position concerning the year ended December 31, 2021, the statement of revenues and losses, the statement of operating Data, the statement of cash flows, and the additional disclosures (ETIC). These financial statements show shareholders' equity and reserves of MAD 16,722,339 thousand and net profit of MAD 5,644,052 thousand.

These statements were approved by the Management Board on February 11th, 2022 in the evolving context of the health crisis of the Covid-19 epidemic, on the basis of the information available at that date.

In our opinion, the financial statements referred to in the first paragraph above are regular, sincere and give a true and fair view of Itissalat Al-Maghrib (IAM) SA's assets, liabilities, and financial position at December 31st, 2021, and of its operations for the year then ended, in accordance with the accounting principles generally accepted in Morocco.

Basis for Opinion

We conducted our audit in accordance with Moroccan auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Morocco, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters, that in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matters

Recognition of revenues from telecommunication activities

Revenues in the financial statements at December 31, 2021 amounted to MAD 19,133,137 thousand.

There is an inherent risk in the recognition of revenues, given the multitude of products and services, the complexity of information systems and the impact of changes in pricing models (pricing structures, incentive systems, discounts, etc.).

The application of recognition accounting standards to telecommunications revenues is complex and involves a number of key judgments and estimates.

As a result, we consider revenues from telecommunications activities as a key issue in our audit.

The methods used to recognize revenue are detailed in Statement A1 of ETIC- Supplementary Information Statements (SIFS).

Our response

With the assistance of our IT (Information Technology) specialists, we reviewed the key processes and controls implemented by IAM SA, including the IT systems used for revenue recognition purposes.

In particular, we have:

- gained an understanding of the general control environment, including IT, implemented by the Company;
- identified and assessed the key controls implemented by the Company and relevant to our audit;
- tested the operating effectiveness of the relevant controls, in particular on the application systems involved in the process of generating, evaluating and accounting revenues;
- performed analytical procedures and tested a sample of manual entries as of December 31, 2021.

Valuation of investments

Investments in subsidiaries and affiliates, shown in the balance sheet at December 31, 2021 for a net amount of MAD 11,567,287 thousand. They are recognized at their acquisition date at cost and depreciated on the basis of their present value.

As indicated in Note A1-4 of the ETIC, present value is estimated by management by reference to the share of equity that the shares represent, adjusted when necessary to take into account, in particular, their perspectives of development and earnings.

The estimate of the present value of these securities requires management to exercise its judgment in selecting the items to be considered depending on the equity interests concerned, which may correspond to historical Data (i.e shareholders' equity) and/or forecasts (i.e profitability perspectives), as the case may be.

In this context, we considered that the valuation of the equity investments was a key point of the audit.

Our work consisted mainly in reviewing the valuation process of investments and figures used. We particularly:

obtained cash flow and operating forecasts for the activities of the entities concerned and assess their consistency with the forecasts resulting from the most recent strategic plans prepared by senior management;

- verified the consistency of the assumptions used with the economic environment at the closing and preparation dates of the financial statements;
- compared forecasts for previous periods with corresponding actual results in order to assess the achievement of past objectives;
- verified that the shareholders' equity used is consistent with the financial statements of the entities, and that any adjustments made to this equity are based on documentary evidence.

Responsibilities of Management and Those Charged With Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Moroccan accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Moroccan auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Moroccan auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern;

- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Specific controls and information

We have also performed the specific verifications required by law. In particular, we ensured that the information contained in the Management Board's report to the Shareholders was consistent with the Company's financial statements.

Casablanca, February 16th, 2022

The Statutory auditors

Deloitte Audit

French original signed by
Sakina BENSOUA-KORACHI
Partner

Coopers Audit Maroc SA

French original signed by
Abdelaziz ALMECHATT
Partner

ASSETS

	Gross	Amortization and provisions	2021	2020	NET 2019
<i>(in MAD thousand)</i>					
Capitalized costs (A)	1,500,000	600,000	900,000	1,200,000	0
Start-up costs	0	0	0	0	0
Deferred costs	1,500,000	600,000	900,000	1,200,000	0
Bond redemption premiums	0	0	0	0	0
Intangible assets (B)	12,362,796	10,386,134	1,976,662	2,080,595	2,305,319
Research and development costs	0	0	0	0	0
Patents, trademarks, and similar rights	12,004,593	10,315,686	1,688,907	1,885,946	1,886,639
Goodwill	70,447	70,447	0	119	864
Other intangible assets	287,755	0	287,755	194,531	417,816
Property, plant, and equipment (C)	74,026,964	58,984,523	15,042,441	15,738,026	17,688,321
Land	961,935	0	961,935	955,383	955,383
Buildings	8,233,912	5,573,690	2,660,222	2,771,028	2,806,147
Technical plant, machinery, and equipment	58,155,243	48,458,854	9,696,389	10,367,432	11,639,908
Vehicles	278,936	100,524	178,411	195,441	208,030
Office equipment, furniture, and fittings	5,002,554	4,674,147	328,408	404,395	432,710
Other property, plant, and equipment	11,048	0	11,048	11,048	11,048
Work in progress	1,383,336	177,308	1,206,028	1,033,300	1,635,097
Financial assets (D)	12,771,564	387,418	12,384,146	12,215,950	13,421,598
Long-term loans	812,669	0	812,669	649,437	1,779,880
Other financial receivables	4,190	0	4,190	4,084	4,084
Equity investments	11,954,705	387,418	11,567,287	11,562,429	11,637,634
Other investments and securities	0	0	0	0	0
Unrealised foreign exchange losses (E)	31,913	0	31,913	1,378	21,017
Decrease in long-term receivables	31,913	0	31,913	1,378	21,017
Increase in long-term debt	0	0	0	0	0
TOTAL I (A+B+C+D+E)	100,693,237	70,358,075	30,335,162	31,235,949	33,436,256
Inventories (F)	212,335	117,183	95,153	100,865	173,090
Merchandise	157,401	103,605	53,796	46,893	100,956
Raw materials and supplies	54,934	13,578	41,356	53,971	72,135
Work in progress	0	0	0	0	0
Intermediary and residual goods	0	0	0	0	0
Finished goods	0	0	0	0	0
Current receivables (G)	16,913,545	8,976,661	7,936,884	7,783,775	7,500,720
Trade payables, advances and deposits	13,247	0	13,247	11,046	11,112
Accounts receivable and related accounts	15,528,541	8,652,428	6,876,113	6,271,041	6,203,987
Employees	3,708	0	3,708	3,771	14,402
Tax receivable	794,372	0	794,372	560,205	449,251
Shareholders' current accounts	0	0	0	0	0
Other receivables	551,513	324,234	227,279	912,969	801,242
Accruals	22,165	0	22,165	24,743	20,725
Marketable securities (H)	131,859	0	131,859	131,611	129,922
Unrealized foreign exchange losses (I)					
(current items)	55,133	0	55,133	35,510	51,786
TOTAL II (F+G+H+I)	17,312,872	9,093,844	8,219,028	8,051,761	7,855,517
Cash and cash equivalents	173,515	0	173,515	554,212	213,687
Checks	0	0	0	0	0
Bank deposits	171,349	0	171,349	551,555	211,289
Petty cash	2,166	0	2,166	2,657	2,398
TOTAL III	173,515	0	173,515	554,212	213,687
GRAND TOTAL I+II+III	118,179,624	79,451,918	38,727,705	39,841,922	41,505,461

SHAREHOLDERS' EQUITY AND LIABILITIES

	NET		
(in MAD thousand)	2021	2020	2019
Shareholders' equity (A)	16,722,339	14,603,256	13,224,863
Share capital ⁽¹⁾	5,274,572	5,274,572	5,274,572
Less: capital subscribed and not paid-in	0	0	0
Paid-in capital	0	0	0
Additional paid-in capital	0	0	0
Revaluation difference	0	0	0
Statutory reserve	527,457	527,457	879,095
Other reserves	5,276,257	2,552,808	3,811,903
Retained earnings ⁽²⁾	0	0	0
Unallocated income ⁽²⁾	0	0	0
Net income of the year ⁽²⁾	5,644,052	6,248,419	3,259,293
Quasi-equity (B)	0	0	0
Investment subsidies	0	0	0
Regulated provisions	0	0	0
Debenture bonds (C)	1,494	6,874	6,874
Debenture bonds	0	0	0
Other long-term debt	1,494	6,874	6,874
Provisions (D)	44,248	14,710	35,414
Provisions for contingencies	31,913	1,378	21,017
Provisions for losses	12,336	13,332	14,396
Unrealized foreign exchange gains (E)	0	3,784	0
Increase in long-term receivables	0	3,784	0
Decrease in long-term debt	0	0	0
TOTAL I (A+B+C+D+E)	16,768,081	14,628,624	13,267,151
Current liabilities (F)	12,446,563	13,026,067	13,213,682
Accounts payable and related accounts	6,174,176	6,700,916	7,111,716
Trade receivables, advances and down payments	78,995	82,047	82,480
Payroll costs	946,902	1,050,832	1,059,639
Social security contributions	91,786	85,582	88,424
Tax payable	2,959,742	2,912,001	2,790,460
Shareholders' current accounts	1	1	1
Other payables	408,425	430,523	470,581
Accruals	1,786,536	1,764,165	1,610,381
Other provisions for contingencies and losses (G)	871,251	1,055,726	4,747,496
Unrealized foreign exchange gains (Current items) (H)	63,953	80,725	38,685
TOTAL II (F+G+H)	13,381,768	14,162,517	17,999,863
Bank overdrafts	8,577,856	11,050,780	10,238,446
Discounted bills	0	0	0
Treasury loans	0	0	0
Bank loans and overdrafts	8,577,856	11,050,780	10,238,446
TOTAL III	8,577,856	11,050,780	10,238,446
GRAND TOTAL (I+II+III)	38,727,705	39,841,922	41,505,461

(1) Personal capital debtor (-).

(2) Beneficiary (+), deficit (-).

STATEMENT OF COMPREHENSIVE INCOME (EXCLUSIVE OF VAT)

(in MAD thousand)	2021	2020	2019
I- Operating income	19,659,201	21,096,060	21,422,198
Sales of goods	384,447	424,294	350,898
Sales of manufactured goods and services rendered	18,748,690	19,864,933	20,628,008
Operating revenues	19,133,137	20,289,226	20,978,906
Change in inventories	0	0	0
Company-constructed assets	0	0	0
Operating subsidies	0	0	0
Other operating income	30,039	25,433	27,715
Operating write-backs: expense transfers	496,025	781,401	415,577
Total I	19,659,201	21,096,060	21,422,198
II- Operating expenses	12,394,366	12,846,696	13,291,437
Cost of goods sold	572,636	554,477	568,844
Raw materials and supplies	3,078,241	3,115,886	3,379,494
Other external expenses	2,596,921	2,537,575	2,751,695
Taxes (except corporate income tax)	311,185	286,362	228,309
Payroll, costs	1,954,514	2,108,018	2,182,623
Other operating expenses	2,233	2,540	2,540
Operating allowances for amortization	3,308,841	3,502,875	3,564,746
Operating allowances for provisions	569,794	738,963	613,187
TOTAL II	12,394,366	12,846,696	13,291,437
III- Operating income (I-II)	7,264,835	8,249,364	8,130,761
IV- Financial income	2,000,173	1,417,233	1,580,551
Income from equity investments and other financial investments	1,301,627	942,932	958,413
Foreign exchange gains	429,524	294,632	320,649
Interest and other financial income	71,358	106,866	213,522
Financial write – backs: expense transfers	197,664	72,803	87,967
Total IV	2,000,173	1,417,233	1,580,551
VI- Financial expenses (IV-V)	1,049,198	667,653	637,364
Interest and loans	321,231	348,950	295,455
Foreign exchange losses	274,705	267,044	268,811
Other financial expenses	11,097	775	295
Financial allowances	442,165	50,884	72,803
Total V	1,049,198	667,653	637,364
VI- Financial income (IV-V)	950,975	749,580	943,187
VII- Ordinary income (III+VI)	8,215,810	8,998,945	9,073,947
VIII- Extraordinary income	327,403	5,129,926	546,077
Proceeds from disposal of Fixed assets	13,880	4,901	7,493
Subsidies received	0	0	0
Write-backs of investment subsidies	0	0	0
Other extraordinary income	112,277	71,604	234,831
Extraordinary write-backs: expense transfers	201,245	5,053,421	303,753
Total VIII	327,403	5,129,926	546,077
IX- Extraordinary expenses	944,934	5,584,073	3,972,217
Net book value of disposed assets	171,941	3,578	30,020
Subsidies granted	0	0	0
Other extraordinary expenses	280,255	5,005,080	225,309
Regulated provisions	0	0	0
Extraordinary allowances for depreciation and provisions	492,738	575,415	3,716,888
Total IX	944,934	5,584,073	3,972,217
X- Extraordinary income (VIII-IX)	-617,531	-454,147	-3,426,140
XI- Income before tax (VII+X)	7,598,279	8,544,797	5,647,807
XII- Corporate income tax	1,954,226	2,296,379	2,388,514
XIII- Net income (XI-XII)	5,644,052	6,248,419	3,259,293
XIV- Total income (I+IV+VIII)	21,986,776	27,643,219	23,548,826
XV- Total expenses (II+V+IX+XII)	16,342,724	21,394,801	20,289,533
XVI- NET INCOME (TOTAL INCOME - TOTAL EXPENSES)	5,644,052	6,248,419	3,259,293

STATEMENT OF OPERATING DATA

Operating Statement (in MAD thousand)		2021	2020	2019
1	Sales of goods	384,447	424,294	350,898
2	- Cost of goods sold	572,636	554,477	568,844
I	= Gross Margin on Sales	-188,190	-130,183	-217,946
II	+ Production for the year: (3+4+5)	18,748,690	19,864,933	20,628,008
3	Sales of manufactured goods and services rendered	18,748,690	19,864,933	20,628,008
4	Change in inventories	0	0	0
5	Self-constructed assets	0	0	0
III	- Cost of current year production	5,675,162	5,653,461	6,131,190
6	Raw materials and supplies	3,078,241	3,115,886	3,379,494
7	Other external expenses	2,596,921	2,537,575	2,751,695
IV	= Added value (I+II-III)	12,885,338	14,081,288	14,278,872
8	+ Operating subsidies	0	0	0
9	- Taxes	311,185	286,362	228,309
10	- Payroll costs	1,954,514	2,108,018	2,182,623
V	= Gross operating surplus	10,619,640	11,686,908	11,867,941
	= Net loss from operations	0	0	0
11	+ Other operating income	30,039	25,433	27,715
12	- Other operating expenses	2,233	2,540	2,540
13	+ Operating write-backs, expense transfers	496,025	781,401	415,577
14	- Operating allowances	3,878,635	4,241,837	4,177,932
VI	= Operating income (+ ou -)	7,264,835	8,249,364	8,130,761
VII	+ / - Financial income	950,975	749,580	943,187
VIII	= Ordinary income (+ ou -)	8,215,810	8,998,945	9,073,947
IX	+ / - Extraordinary income	-617,531	-454,147	-3,426,140
15	- Corporate income tax	1,954,226	2,296,379	2,388,514
X	= Net income (+ ou -)	5,644,052	6,248,419	3,259,293

Operating Cash Flow (in MAD thousand)		2021	2020	2019
1	Net income	5,644,052	6,248,419	3,259,293
	+ Profit	5,644,052	6,248,419	3,259,293
	- Loss	0	0	0
2	+ Operating allowances ⁽¹⁾	3,308,841	3,502,875	3,564,746
3	+ Financial allowances ⁽¹⁾	387,032	15,374	21,017
4	+ Extraordinary allowances ⁽¹⁾	492,738	575,415	416,888
5	- Operating write-backs ⁽²⁾	996	1,065	1,068
6	- Financial write-backs ⁽²⁾	162,154	21,017	23,205
7	- Extraordinary write-backs ^{(2) (3)}	201,245	253,421	303,753
8	- Proceeds on disposal of Fixed-lined assets	13,880	4,901	7,493
9	+ Net book value of disposed assets	171,941	3,578	30,020
I	Cash earnings	9,626,330	10,065,256	6,956,445
10	- Dividend payments	3,524,970	4,870,025	6,003,058
II	Net Cash Earnings	6,101,360	5,195,231	953,387

(1) Excluding allowances related to current assets and liabilities and cash

(2) Excluding write-backs relating to current assets and liabilities and cash

(3) Including write-backs of investments subsidies

STATEMENT OF CASH FLOWS

SELECTED BALANCE-SHEET DATA

	2021 (A)	2020 (B)	Changes (A-B)	
<i>Masses (in MAD thousand)</i>			Uses (C)	Sources (D)
1- Equity and long-term liabilities	16,768,081	14,628,624		2,139,457
2- Less long-term assets	30,335,162	31,235,949		900,787
3- Working capital (1-2) (A)	-13,567,081	-16,607,325		3,040,244
4- Current assets	8,219,028	8,051,761	167,268	
5- Less current liabilities	13,381,768	14,162,517	780,749	
6- Working capital requirement (4-5) (B)	-5,162,740	-6,110,757	948,017	
7- NET CASH (A-B)	-8,404,341	-10,496,568	2,092,227	

USES AND SOURCES

	2021		2020		2019	
<i>(in MAD thousand)</i>	Uses	Sources	Uses	Sources	Uses	Sources
I - Long-term financing sources						
Net cash earnings (A)		6,101,360		5,195,231		953,387
Cash earnings		9,626,330		10,065,256		6,956,445
Dividends		3,524,970		4,870,025		6,003,058
Disposals and reductions of Fixed-lined assets (B)		511,501		1,232,491		607,498
Reduction of intangible assets		4,449		0		0
Reduction of property, plant, and equipment		16,257		71,209		0
Disposal of property, plant, and equipment		13,880		4,901		4,010
Disposal of financial assets		0		0		3,483
Write-backs of long-term receivables		476,915		1,156,380		600,005
Increase in shareholders' equity and quasi equity (C)		0		0		0
Increase in equity, capital contribution		0		0		0
Investment subsidies		0		0		0
Increase in long-term debt (D)		0		0		0
(Net of redemption premiums)						
Total (I) long-term resources (A+B+C+D)		6,612,861		6,427,722		1,560,885
II - Long-term uses for the year						
Additions & increase in Fixed-lined assets (E)	3,567,237		1,365,942		4,456,462	
Acquisitions of intangible assets	430,086		266,333		508,082	
Acquisitions of property, plant, and equipment	2,093,837		1,087,095		2,395,327	
Acquisitions of financial assets	368,741		10,000		1,527,821	
Increase in long-term receivables	674,572		2,514		25,232	
Increase in property, plant, and equipment	0		0		0	
Reimbursement of equity (F)	0		0		0	
Reimbursement of long-term debt (G)	5,380		0		2,694,199	
Capitalized costs (H)	0		1,500,000		0	
Total (II) stable uses (E+F+G+H)	3,572,617		2,865,942		7,150,661	
III - Change in working capital requirement	948,017	0	4,033,589	0	0	3,156,973
IV - Change in cash and cash equivalents	2,092,227	0	0	471,810	0	2,432,803
GRAND TOTAL	6,612,861	6,612,861	6,899,531	6,899,531	7,150,661	7,150,661

A1 Main valuation methods used by the Company

ACCOUNTING POLICIES

The Company's financial statements have been prepared in accordance with generally accepted accounting practices and, in particular, with the principles related to historical costs, separation of accounting periods, prudence, and consistent accounting methods from one year to the next, and no netting.

CAPITALIZED COSTS

Capitalized costs are valued at their entry costs (sum of charges).

INTANGIBLE ASSETS AND PROPERTY, PLANT, AND EQUIPMENT

The assets transferred by the Moroccan government on February 26, 1998, to establish Itissalat Al-Maghrib (Maroc Telecom), were recorded as a net amount in the opening, which was approved by:

- postal Services and Information Technology Act no. 24-96;
- joint order no. 341-98 of the Ministry of Telecommunications and the Ministry of Finance, Commerce, and Industry, approving the inventory of assets transferred to Itissalat Al-Maghrib.

Assets acquired thereafter are recorded at their acquisition or production cost, which for networks essentially comprises design and planning costs, construction costs, site-development costs, network-rollout costs, customs duties, and internal costs related to network development.

Financial expenses corresponding to interest on capital borrowed to finance property, plant, and equipment are not expensed as production costs during the production period.

Network maintenance charges are expensed.

Assets are depreciated and amortized consistently, depending on their asset class (PP&E or intangible) and on their use (transmission, network equipment, etc.).

Depreciation and amortization are calculated using the straight-line method over the estimated useful life lives of the assets, as follows:

- *intangible assets* 4 to 5 years, except 3G licenses (25 years);
- *property, plant, and equipment*:
 - construction and buildings 20 years,
 - civil engineering 15 years,
 - network equipment:
 - transmission (Mobile) 10 years,
 - switching 8 years,
 - transmission (Fixed-lined line) 10 years;

- other property, plant, and equipment:

- furniture and fittings 10 years,
- computer equipment 5 years,
- office equipment 10 years,
- transportation equipment 5 years.

An additional provision is recorded for technical obsolescence, reduction in estimated useful life, or asset impairment.

Assets not yet in service are recorded as work-in-progress.

FINANCIAL ASSETS

Investment securities are recorded at their purchase price. An impairment charge is recorded for the difference if this value is higher than the carrying value. The carrying value is determined on the basis of the Group's proportionate share of equity as represented by the securities.

This figure may be adjusted to reflect the companies' growth and earnings outlooks.

Other financial assets, which include receivables, loans, and deposits, are recognized on the basis of their nominal value.

Provisions may be recorded to reflect collection risk.

INVENTORIES COMPRISE

Mobile handsets and accessories intended for sale to customers upon line activation;

Technical support required for network rollout and maintenance other than cable and spare parts.

Inventories of Mobile handsets and accessories are accounted for using the weighted average cost method; a provision is recorded to account for obsolescence risk and for unsold inventory.

Technical-equipment inventories are measured at cost (including customs duties and other costs) and are depreciated on the basis of their value in use or obsolescence.

ACCOUNTS RECEIVABLE

Accounts receivable are recorded at nominal value.

Trade receivables: impairment provisions are recorded to cover collection risk, which is estimated on the basis of the age of the receivable.

Government receivables: Provisions are recorded to cover the risk of the Moroccan government not recognizing these receivables.

These provisions are evaluated statistically.

Other receivables: where appropriate, other provisions are recorded on the basis of estimated collection risk.

ACCRUALS (ASSETS)

This line item includes mainly prepaid expenses.

CASH AND INVESTMENT SECURITIES

Cash and investment securities comprise highly liquid assets and short-term investments measured at historical cost.

PROVISIONS FOR CONTINGENCIES AND LOSSES

These include long-term and other provisions for contingencies and losses.

Long-term provisions for contingencies and losses correspond to provisions for translation differences and life annuities.

Other provisions for contingencies and losses comprise provisions for restructuring, loyalty programs, and disputes and legal risks known at period end. These provisions are measured on the basis of the advancement of procedures underway and estimated risks at period end.

No provision for postretirement benefits has been recorded in the financial statements, because pension expenses are covered by statutory pension plans established for employees in Morocco.

ACCRUALS (LIABILITIES)

This item contains deferred revenue concerning mainly prepaid subscriptions and unused minutes sold.

RECEIVABLES AND PAYABLES IN FOREIGN CURRENCIES

Receivables in foreign currencies are translated into the presentation currency using the exchange rate on the transaction date. At period end, receivables and payables in foreign currencies are translated into the presentation currency using the exchange rate on the closing date; unrealized gains or losses are recorded on the statement under "Accruals (assets)" or "Accruals (liabilities)." Unrealized losses are accrued in full.

In applying the principles of clarity and prudence, it is not operated for compensation, except as provided in the CGNC between unrealized gains and unrealized losses. To this end, differences in conversion of the loan of \$ 200 million granted by Golden Falcon to IAM to finance investments in new subsidiaries were compensated with those of loans granted by IAM to the said subsidiaries.

REVENUES

Revenues are recorded on the basis of consumption by subscribers and customers at the end of the period, net of subsidies and commissions.

- Sales of goods and services correspond to income from outgoing and incoming communications and are recognized at the time they occur (telephone communications and line-activation costs). Subscriptions are billed in advance each month and recognized under deferred revenue as a liability on the statement, before being transferred to revenues for the period. For prepaid services, revenues are recognized at the time of consumption. They also include income from sales of advertising in paper and electronic telephone directories; this revenue is recognized when the advertisements are published.
- Sales of merchandise concern revenues from handset sales, which are recognized either at the time of delivery or upon line activation.
- Customer acquisition and loyalty costs include discounts on Mobile handsets and promotional offers of free airtime granted to new customers. Discounts on Mobile handsets are deducted from revenues on the date of delivery to the customer or distributor. Discounts granted to distributors as remuneration for services are recognized mainly under revenues, at the time of delivery.

OTHER INCOME

Other income from operations includes:

Expense reclassifications (mainly telecommunication costs specific to IAM, recognized under "Other external expenses");

Reversal of operating provisions (inventories and provisions for contingencies and losses).

OTHER EXTERNAL EXPENSES

In addition to rental expenses, maintenance costs, advertising expenses, and general expenses, other external expenses include:

- ANRT regulatory fees for radio-frequency assignment, in accordance with Act 24-96 and Order 310-98 of February 25, 1998;
- expenses related to the universal service obligation, in accordance with Act 24-96 and Order 2.00.1333 of October 9, 2000 (IAM contract specifications);
- costs related to research, training, and telecommunications standardization, in accordance with Act 24-96 and Order 2.00.1333 of October 9, 2000 (IAM contract specifications).

FINANCIAL INSTRUMENTS

Maroc Telecom does not utilize financial instruments or currency hedges.

A2 Exceptions

FROM 01/01/2021 TO 12/31/2021

Exemptions	Justification of exemptions	Effect of exemptions on assets, financial position, and results
I- Exemptions from basic accounting principles	None	None
II- Exemptions from valuation methods	None	None
III- exemptions from rules for preparing and presenting summary financial statements	None	None

A3 Changes in method

FROM 01/01/2021 TO 12/31/2021

Type of commitment	Justification of the changes	Effect of the changes on assets, financial position, and results
Changes affecting valuation methods	None	None
Changes affecting presentation guidelines	None	None

B1 Capitalized costs

FROM 01/01/2021 TO 12/31/2021 (IN MAD THOUSAND)

Main account	Description	Amount
2110	Incorporation fees	None
2116	Development costs	None
2118	Other preliminary expenses	None
2120	Costs allocated over several fiscal years	None
2128	Other costs allocated over several fiscal years	900,000
TOTAL		900,000

B2 Non financial assets

FROM 01/01/2021 TO 12/31/2021 (IN MAD THOUSAND)

	Gross Balance carried forward	Increase					Decrease	Gross Balance at year-end
Description		Acquisition	Self constructe assets	Transfers	Disposals	Retirement	Transfers	
Capitalized costs	1,500,000	0	0	0	0	0	0	1,500,000
Start-up costs	0	0	0	0	0	0	0	0
Deferred costs	1,500,000	0	0	0	0	0	0	1,500,000
Bond redemption premiums	0	0	0	0	0	0	0	0
Intangible assets	12,086,410	430,086	0	214,939	31,777	4,449	332,413	12,362,796
Research and development costs	0	0	0	0	0	0	0	0
Patents, trademarks, and similar rights	11,821,162	0	0	214,939	31,507	0	0	12,004,593
Goodwill	70,717	0	0	0	270	0	0	70,447
Other intangible assets	194,531	430,086	0	0	0	4,449	332,413	287,755
Property, plant, and equipment	71,977,666	2,093,837	0	2,046,264	145,757	16,257	1,928,789	74,026,964
Land	955,383	0	0	8,544	1,992	0	0	961,935
Buildings	8,102,687	0	0	131,932	708	0	0	8,233,912
Technical plant, machinery, and equipment	56,427,966	0	0	1,850,925	123,647	0	0	58,155,243
Vehicles	279,237	0	0	2	303	0	0	278,936
Office equipment	4,966,801	0	0	54,860	19,106	0	0	5,002,554
Other property, plant, and equipment	11,048	0	0	0	0	0	0	11,048
Work in progress	1,234,545	2,093,837	0	0	0	16,257	1,928,789	1,383,336

B2 Bis Depreciation schedule

FROM 01/01/2021 TO 12/31/2021 (IN MAD THOUSAND)

Description	Accumulated depreciation opening of period	Allowances for period	Amortization of disposed assets	Amount at year-end
Capitalized costs	300,000	300,000	0	600,000
Start-up costs	0	0	0	0
Deferred costs	300,000	300,000	0	600,000
Bond redemption premiums	0	0	0	0
Intangible assets	10,005,815	412,096	31,777	10,386,134
Research and development costs	0	0	0	0
Patents, trademarks, and similar rights	9,935,216	411,977	31,507	10,315,686
Goodwill	70,598	119	270	70,447
Other intangible assets	0	0	0	0
Property, plant and equipment	56,038,396	2,912,175	143,356	58,807,215
Land	0	0	0	0
Buildings	5,331,660	242,739	708	5,573,690
Technical plant, machinery, and equipment	46,060,534	2,521,559	123,238	48,458,854
vehicles	83,796	17,032	303	100,524
office equipment	4,562,406	130,847	19,106	4,674,147
Other property, plant, and equipment	0	0	0	0
Work in progress	0	0	0	0

B3 Gains and losses from disposals and retirement of Fixed-lined assets

FROM 01/01/2021 TO 12/31/2021 (IN MAD THOUSAND)

Disposal or retirement date	Principal amount	Gross amount	Accumulated depreciation	Net book value	Proceeds from disposal of assets	Gains	Losses
06/30/2021	222	31,507	31,507	0	0		
05/17/2021	223	270	270	0	350	350	0
06/22/2021	231	1,647	0	1,647	11,176	9,529	0
07/12/2021	231	345	0	345	345		0
06/22/2021	232	708	708	0	0		0
06/30/2021	233	123,647	123,238	409	1,872	1,463	
06/30/2021	234	303	303	0	109	109	
06/30/2021	235	19,106	19,106	0	28	28	
06/30/2021	251	169,540	0	169,540	0		169,540
TOTAL		347,074	175,133	171,941	13,880	11,479	169,540

B4 Equity investments

FROM 01/01/2021 TO 12/31/2021 (IN MAD THOUSAND)

Operating sector	Share capital	% of interest	Overall acquisition price	Net book value	Derived from latest selected financial Data of issuer		Net equity	Net income	Income recorded in statement of comprehensive income
					Closing date				
1	2	3	4	5	6		7	8	9
ARABSAT	Operation and marketing of telecommunication systems	1,511,760	0.61	6,454	6,454	12/31/2021	0	0	315
ADM	Building and operation of Moroccan road network	15,715,629	0.13	20,000	16,000	12/31/2020	26,439,986	-535,965	0
THURAYA	Regional satellite operator	6,069,158	0.16	9,872	1,874	12/31/2020	1,183,708	-57,048	0
Casanet	Internet service provider	14,414	100	18,174	18,174	12/31/2021	58,149	8,604	4,187
CMC	Financial holding compagny	290,519	80	399,469	399,469	03/31/2021	320,519	170,508	134,370
MT CASH	Payment institution	50,000	100	50,000	50,000	12/31/2021	0	0	0
Onatel	Telecommunications	545,475	61	2,928,777	2,928,777	12/31/2021	1,173,962	526,909	271,082
Gabon Telecom	Telecommunications	863,694	51	696,641	696,641	12/31/2021	1,371,317	339,733	161,501
Sotelma	Telecommunications	141,053	51	3,143,911	3,143,911	12/31/2021	725,876	561,002	237,391
MT FLY SA	Operating aircraft for passenger and/or freight transport	2,096	100	20,300	0	12/31/2021	0	0	0
Etisalat Benin SA	Telecommunications	166,984	100	1,203,458	1,203,458	12/31/2021	82,855	-646	0
Moov Africa Côte d'Ivoire	Telecommunications	320,868	85	890,932	890,932	12/31/2021	707,810	322,559	173,318
Moov Africa Togo	Telecommunications	128,347	95	596,672	596,672	12/31/2021	300,091	148,190	123,443
Moov Africa Niger	Telecommunications	17,803	100	507,165	507,165	12/31/2021	-444,674	-114,688	0
Moov Africa Centrafrique	Telecommunications	32,167	100	358,755	3,636	12/31/2021	-165,708	-44,046	0
Moov Africa Chad	Telecommunications	119,605	100	1,104,125	1,104,125	12/31/2021	400,381	156,841	196,021
TOTAL			11,954,705	11,567,287			32,154,271	1,481,954	1,301,627

Under the REMACOTEM dispute (association of consumers of Mobile networks in Mali), the Civil Court had dismissed the plaintiff in 2013, for the alleged damages suffered, based on the technical and legal report of the regulator requested on the question.

On November 3, 2021, the Bamako Court of Appeal set the total amount of damages claimed by REMACOTEM from 2011

to 2020 at MAD 2,823 million for all operators, including MAD 933 million for Sotelma, a subsidiary 51% owned by Maroc Telecom.

Sotelma replied through its lawyers and a hearing was requested to annul the said judgment as well as its execution.

B5 Provisions

FROM 01/01/2021 TO 12/31/2021 (IN MAD THOUSAND)

Description	Opening balance	Allowances			Write-backs			Closing balance
		Operating	Financial	Extraordinary	Operating	Financial	Extraordinary	
1- Provisions for depreciation of Fixed-lined assets	394,319	0	355,120	177,308	0	160,776	201,245	564,726
2-Regulated provisions	0	0	0	0	0	0	0	0
3-Provisions for contingences and losses	14,710	0	31,913	0	996	1,378	0	44,248
Sub total (A)	409,029	0	387,032	177,308	996	162,154	201,245	608,974
4-Provisions for depreciation of current assets (excluding cash and cash equivalent)	8,758,154	448,062	0	0	112,372	0	0	9,093,844
5-Other provisions for contingencies	1,055,726	121,732	55,133	0	325,830	35,510	0	871,251
6-Provisions for depreciation of cash and cash equivalents	0	0	0	0	0	0	0	0
Sub total (B)	9,813,879	569,794	55,133	0	438,201	35,510	0	9,965,095
TOTAL (A+B)	10,222,908	569,794	442,165	177,308	439,198	197,664	201,245	10,574,069

B6 Receivables

FROM 01/01/2021 TO 12/31/2021 (IN MAD THOUSAND)

Receivables	Total	BREAKDOWN BY MATURITY					OTHER BREAKDOWN	
		More than one year	Less than one year	Expired but not recovered	Amount in foreign currency	Amounts due from government and public bodies	Amounts due from related parties	Amounts in notes
Fixed-lined assets	816,860	42,458	47,797	726,605	792,076	0	797,616	-
Long-term loans	812,669	38,267	47,797	726,605	791,516	0	797,616	-
Other financial receivables	4,190	4,190	0	0	560	0	0	-
Current assets	16,913,545	0	2,743,653	14,169,892	1,931,665	1,701,156	1,560,460	-
Trade payables, advances, and deposits	13,247	0	13,247	0	320	0	0	-
Accounts receivable and related accounts	15,528,541	0	1,908,235	13,620,306	1,758,772	677,039	1,367,687	-
Employees	3,708	0	3,708	0	0	0	0	-
Tax receivables	794,372	0	794,372	0	0	794,372	0	-
Shareholders' current accounts	0	0	0	0	0	0	0	-
Other receivables	551,513	0	1,926	549,587	169,060	227,145	189,267	-
Accruals	22,165	0	22,165	0	3,512	2,600	3,506	-

B7 Liabilities

FROM 01/01/2021 TO 12/31/2021 (IN MAD THOUSAND)

Liabilities	Total	BREAKDOWN BY MATURITY					OTHER BREAKDOWN	
		More than one year	Less than one year	Expired but not recovered	Amount in foreign currency	Amounts due from government and public bodies	Amounts due from related parties	Amounts in notes
Long-term debt	1,494	1,494	0	0	558	0	0	0
Debtenture bonds	0	0	0	0	0	0	0	0
Other long-term debt	1,494	1,494	0	0	558	0	0	0
Current liabilities	12,446,563	53,569	10,843,553	1,549,441	2,460,019	3,460,760	299,540	0
Accounts payable and related accounts	6,174,176	53,569	4,591,485	1,529,122	2,381,028	18,915	299,540	0
Trade receivables, advances, and deposits	78,995	0	58,677	20,318	78,991	0	0	0
Employees	946,902	0	946,902	0	0	0	0	0
Social-security authorities	91,786	0	91,786	0	0	91,786	0	0
Tax payable	2,959,742	0	2,959,742	0	0	2,959,742	0	0
Shareholders' current accounts	1	0	0	1	0	0	0	0
Other payables	408,425	0	408,425	0	0	390,314	0	0
Accruals	1,786,536	0	1,786,536	0	0	0	0	0

B8 Guarantees given or received

FROM 01/01/2021 TO 12/31/2021 (IN MAD THOUSAND)

Third parties	Amount covered by guarantee	Description ^(a)	Date and place of registration	Purpose ^{(b) (c)}	Net book value of the guarantee given at balance-sheet date
Guarantees given					
Guarantees received					
Long-term loans	15,054	^(b)		Guarantees received are from employees	15,054

(a) Collateral: 1 - Mortgage: 2 - Pledge: 3 - Warrant: 4 - Others: 5 - To be specified

(b) Specify whether the security is given for the benefit of companies or third parties (Data security) (Affiliated companies, partners, staff).

(c) Specify whether the collateral received by the company from persons other than the debtor (collateral received).

B9 Financial commitments given or received, excluding leasing transactions

FROM 01/01/2021 TO 12/31/2021 (IN MAD THOUSAND)

	Amounts Year end	Amounts Previous year
Commitments given		
Investment not yet realized		
• Investment Agreement	2,726,444	5,250,367
<i>Including Investment commitment</i>	1,896,394	665,719
	2,726,444	5,250,367
Guarantees from banks		
• Documentary credit	-	-
• Endorsements	41,311	40,378
	41,311	40,378
Operating lease obligations ^(a)	54,290	65,450
	54,290	65,450
Guarantees by Millicom for financing Moov Africa Chad (Tigo Chad):		
Maroc Telecom replaces the Millicom international companies' for the guarantees given by them, as part of current operations of Tigo Chad. (M€ 17.25 at December 31, 2021 vs. M€ 35 at December 31, 2020).	180,961	387,513
	180,961	387,513
Bank guarantee Moov Africa Niger (AT Niger)		
Commitment of payment on request of the balance in case of insufficiency of provision of the IAM account:		
• Bank guarantee of 08/31/2018 in the amount of 19,818,372.24 EUR (M€ 17.69 at December 31, 2021)	181,158	219,425
• Corporate guarantee of 09/20/2018 in the amount of 9,909,186.12 EUR (M€ 8.63 at December 31, 2021)	90,510	109,712
• Corporate guarantee of 05/14/2020 in the amount of 3,000,000 EUR (M€ 2.32 at December 31, 2021)	24,351	33,215
• Bank guarantee of 05/20/2020 in the amount of 6,860,205 EUR (M€ 6.9 at December 31, 2021)	71,967	75,955
• Corporate guarantee of 08/24/2020 in the amount of 3,048,980 EUR (M€ 2.51 at December 31, 2021)	26,353	33,758
• Bank guarantee of 11/03/2020 in the amount of 7,878,060.81 EUR (M€ 5.73 at December 31, 2021)	60,079	87,224
• Bank guarantee of 08/31/2021 in the amount of 9,146,941.03 EUR (M€ 9.15 at December 31, 2021)	95,956	0
• Bank guarantee Moov Africa Togo (AT Togo)		
Payment commitment on simple request of the unpaid amount:		
• Bank guarantee of 03/03/2021 in the amount of 30,489,803.45 EUR (M€ 25.46 at December 31, 2021)	267,081	0
	817,456	559,289
Other Bank guarantees		
• Make sure that the subsidiary makes the usual diligence to respect its commitments.		
• Concerned subsidiaries: (Moov Africa CA; Moov Africa CDI; Moov Africa Niger; Etisalat Benin; Moov Africa Togo; Gabon Telecom; Onatel; Sotelma; Moov Africa Chad)		
• Commitment of prior authorization of the bank in case of total or partial transfer.		
• Concerned subsidiaries: Moov Africa CA		
• Commitment of prior information of the bank in case of total or partial transfer.		
• Concerned subsidiaries: (Moov Africa CA; Moov Africa CDI; Moov Africa Niger; Etisalat Benin; Moov Africa Togo; Gabon Telecom; Onatel; Sotelma; Moov Africa Chad)		
• Make sure that the subsidiary maintains a satisfying economic and financial situation enabling it to meet its commitments toward its lenders		
• Concerned subsidiaries: (Moov Africa CA; Moov Africa CDI; Moov Africa Niger; Etisalat Benin; Moov Africa Togo; Gabon Telecom; Onatel; Sotelma; Moov Africa Chad)		
• Other commitments given		
Investment commitment 2019-2021		
• Commitment to create 150 direct jobs and stable employment in a period of 36 months		
• Jobs created at décembre 31, 2021: 147		
• Remainder of the Undertaking: 3		
TOTAL	3,820,462	6,302,996

(a) 2 to 15 year rent contract with tacit renewal. The amount indicated is related to the notice period in case of termination. The leases of transport equipment are for 4 to 5 years, the commitment corresponds to the compensation to be paid to the lessors in the event of early termination of the contract.

	Amounts Year end	Amounts Previous year
Commitments received		
Endorsements and guarantees	835,989	818,775
Other commitments received		
• Commitment by the Moroccan government to social outreach initiatives		
Investment commitment		
• Exemption of the customs duties on the imports relating to the investments		
Exemption of the VAT relating to the investments		
TOTAL	835,989	818,775

B10 Finance-lease assets

FROM 01/01/2021 TO 12/31/2021 (IN MAD THOUSAND)

Section	Date of the first term	Contract length in months	Estimated value at the date of the contract 'value	Theoretical amortization period	Accumulated fees of previous years	Accumulated royalties amount	Remaining royalties to pay		Residual purchase price	Observations
							Less than one year	More than one year		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
		None					None			

B11 Analysis of statement of comprehensive income (items)

FROM 01/01/2021 TO 12/31/2021 (IN MAD THOUSAND)

Item		Current year 2021	Previous year
Operating income			
711	Sales of goods	384,447	424,294
	Sales of goods in Morocco	384,447	424,294
	Sales of goods abroad	0	0
	Other sales of goods		
	TOTAL	384,447	424,294
712	Sales of manufactured goods and services rendered	18,748,690	19,864,933
	Sales of manufactured goods in Morocco		
	Sales of manufactured goods abroad		
	Sales of service rendered in Morocco	16,616,706	17,792,175
	Sales of service rendered abroad	2,131,984	2,072,757
	Royalties for patents, trademarks, rights, etc		
	Other sales of manufactured goods and services rendered	0	0
	TOTAL	18,748,690	19,864,933
713	Change in inventories	0	0
	Change in manufactured goods inventory	0	0
	Change in services inventory	0	0
	Change in product inventory WIP	0	0
	TOTAL	0	0
714/718	Other operating income	30,039	25,433
	Directories' fees received	0	0
	Other operating income	30,039	25,433
	TOTAL	30,039	25,433
719	Operating write-backs: expense transfers	496,025	781,401
	Charge transfer	0	
	Write-backs	439,198	719,360
	Expense transfers	56,828	62,041
	TOTAL	496,025	781,401
Financial income		0	0
738	Interest and other financial income	71,358	106,866
	Interest and similar income	70,055	104,339
	Income from receivables of controlled entities	0	0
	Net proceeds from disposal of marketable securities	967	2,402
	Other interest and financial income	336	125
	TOTAL	71,358	106,866

ITEM	Current year 2021	Previous year
Operating expenses		
611 Cost of goods sold	572,636	554,477
Cost of goods	587,871	507,166
Change in inventory (+/-)	-15,235	47,311
TOTAL	572,636	554,477
612 Raw material and supplies	3,078,241	3,115,886
Raw materials	0	0
Change in raw material inventory	0	0
Supplies and packaging	60,911	101,095
Change in supplies and packaging inventory	16,136	49,031
Cost of consumable materials and supplies	746,326	694,761
Cost of research, surveys, studies, and services	2,254,868	2,270,999
TOTAL	3,078,241	3,115,886
613/614 Other external expenses	2,596,921	2,537,575
Rent and rental expenses	321,422	314,274
Finance lease installments	0	0
Maintenance and repairs	543,068	523,038
Insurance premiums	12,341	9,613
Payments of external staff	271,176	269,004
Payments for intermediaries and fees	284,606	284,709
Fees for patents, trademarks, rights, etc.	595,972	588,463
Transportation	28,570	30,873
Travel and entertainment expenses	47,835	49,133
Other external expenses	491,932	468,469
TOTAL	2,596,921	2,537,575
617 Payroll costs	1,954,514	2,108,018
Payroll	1,641,655	1,771,528
Social security	312,859	336,490
Other payroll costs	0	0
TOTAL	1,954,514	2,108,018
618 Other operating expenses	2,233	2,540
Directors' fees	2,233	2,540
Losses on uncollectible receivables	0	0
Other financial expenses	0	0
TOTAL	2,233	2,540
Financial expenses		
638 Other financial expenses	11,097	775
Net losses on disposal of marketable securities	719	775
Other financial expenses	10,378	0
TOTAL	11,097	775
Extraordinary expenses		
658 Other extraordinary expenses	280,255	5,005,080
Contract cancellation payments and forfeiture of deposits	0	283
Back tax payments (other than income tax)	0	0
Tax penalties and fines	2,700	3,300,641
Uncollectible receivables	0	0
Other extraordinary expenses	277,555	1,704,156
TOTAL	280,255	5,005,080

B12 Reconciliation of net income to taxable income

FROM 01/01/2021 TO 12/31/2021 (IN MAD THOUSAND)

I Determination of income	Amount	Amount
I- Net income	5,644,052	
Net profit	5,644,052	
Net loss		
II- Tax add-backs	2,435,731	
1. Ordinary	2,023,032	
Income tax 2021	1,954,226	
Amortization in excess of MAD 300.000	785	
POP Paris expenses (IAM branch)	76	
Unrealized foreign exchange gains 2021	63,953	
Gifts exceeding MAD 100 per unit	584	
Donations in cash or kind	3,407	
Provisions	0	
2. Extraordinary	412,699	
Amortization	15,430	
Provisions	119,267	
Tax penalties and fines	2,700	
Contribution for the support of social solidarity	267,837	
Expenses from prior years	7,464	
III- Tax deductions		1,531,918
1. Ordinary		1,386,136
Unrealized foreign exchange gains 2020		84,509
POP Paris income (IAM branch)		0
Revenues from equity investments		1,301,627
2. Extraordinary		145,782
Allowance on net capital gains from disposal		0
Provisions & amortization		145,782
Reversal of provisions for impairment of investments		0
TOTAL	2,435,731	1,531,918
IV- Gross taxable income		6,547,866
Gross profit		6,547,866
Gross taxable loss		
V- Loss carried forward		0
VI- Taxable income		6,547,866
Net taxable profit		6,547,866
Net taxable loss		

B13 Determination of ordinary income after tax

FROM 01/01/2020 TO 12/31/2020 (IN MAD THOUSAND)

I - Determination of income	Amount
Ordinary income from statement of comprehensive income (+)	8,215,810
Add-backs on ordinary operations	68,806
Deduction of ordinary operations	1,386,136
Ordinary income theoretically taxable (=)	6,898,480
Theoretical tax on ordinary income (-)	2,138,529
Exemption of export revenues	-79,526
Ordinary income after tax (=)	6,156,807
II - Indication of the tax status and advantages granted	
IAM benefits from a reduced rate of corporate income tax (20% instead of 31%) for its international revenues	
Granted by investment codes or by specific legal provisions	

B14 Analysis of VAT

FROM 01/01/2021 TO 12/31/2021 (IN MAD THOUSAND)

Description	Opening balance 1	Operations 2	VAT returns 3	Closing balance (1+2-3)
A / InVoiced VAT	2,572,538	3,478,429	3,394,434	2,656,533
B / Recoverable VAT	425,749	1,054,941	1,059,415	421,274
• * On expenses	328,272	887,641	857,868	358,045
• * On assets	97,477	167,299	201,548	63,229
C / VAT payable (VAT credit) VAT = (A-B)	2,146,789	2,423,488	2,335,019	2,235,259

B15 Contingent liabilities

FROM 01/01/2021 TO 12/31/2021

In accordance with the regulations in force, non-prescribed financial years may be subject to control by the tax authorities and remain subject to checks and possible adjustments.

Under the non-prescribed period, the taxes issued by rolls may also be subject to revision.

Social declarations could be subject to control and possible reminders of contributions.

On December 16, 2021, Itissalat Al Maghrib S.A received a summons from the Commercial Court of Rabat regarding a complaint filed by Wana on unbundling and claiming 6,845 million dirhams. The case is ongoing and two hearings have taken place, on December 27, 2021 and February 7, 2022.

C1 Shareholder structure

FROM 01/01/2021 TO 12/31/2021 (IN MAD THOUSAND)

Surname, first name, business name of main shareholders ^(a)	Adresse	Stocks held (in thousands)		Nominal value of each stock or share	Capital amount		
		Previous year	Current year		Capital amount subscribed	Called	Full paid
1	2	3	4	5	6	7	8
1°/ Kingdom of Morocco		193,401	193,401	0.006	1,160,406	1,160,406	1,160,406
2°/ Societe de Participation dans les Telecommunications		465,940	465,940	0.006	2,795,643	2,795,643	2,795,643
3°/ M. MOHAMED BENCHAABOUN		0.010	0.010	0.006	0.060	0.060	0.060
4°/ M. ABDELOUAFI LAFTIF		0.010	0.010	0.006	0.060	0.060	0.060
5°/ M. ALAMI MOHAMED		2.900	2.900	0.006	17.400	17.400	17.400
6°/ M. OBAID HUMAID AL TAYER		0.001	0.001	0.006	0.006	0.006	0.006
7°/ M. MOHAMED HADI AL HUSSAINI		0.001	0.001	0.006	0.006	0.006	0.006
8°/ M. AHMED ABDULKARIM JULFAR		0.001	0.001	0.006	0.006	0.006	0.006
9°/ M. M. DANIEL RITZ		0.001	0.001	0.006	0.006	0.006	0.006
10°/ M. MOHAMMED SAIF AL SUWAIDI		0.001	0.001	0.006	0.006	0.006	0.006
11°/ M. M. SERKAN OKANDAN		0.001	0.001	0.006	0.006	0.006	0.006
12°/ M. JEAN FRANCOIS DUBOS		0.010	0.010	0.006	0.060	0.060	0.060
13°/ M. REGIS TURRINI		0.010	0.010	0.006	0.060	0.060	0.060
14°/ M. JACQUES ESPINASSE		0.010	0.010	0.006	0.060	0.060	0.060
15°/ M. FRANCK ESSER		0.010	0.010	0.006	0.060	0.060	0.060
16°/ M. JEAN-RENE FOURTOU		0.010	0.010	0.006	0.060	0.060	0.060
17°/ M. JACQUES CHAREYRE		0.100	0.100	0.006	0.600	0.600	0.600
18°/ M. TALBI ABDELAZIZ		0.010	0.010	0.006	0.060	0.060	0.060
19°/ M. SALEH ABDOOLI		0.001	0.001	0.006	0.006	0.006	0.006
20°/ M. ABDERRAHMANE SEMMAR		0.001	0.001	0.006	0.006	0.006	0.006
21°/ M. HATEM DOWIDAR		0.001	0.001	0.006	0.006	0.006	0.006
22°/ Various shareholders		219,751	219,751	0.006	1,318,505	1,318,505	1,318,505

(a) If the number of shareholders is less than or equal to 10, the Company should list all the shareholders. Otherwise, the Company may list only the 10 principal shareholders.

C2 Appropriation of year-end income

FROM 01/01/2021 TO 12/31/2021 (IN MAD THOUSAND)

Amount		Amount	
A. Source of income (Decision of April 30, 2021)		B. Income appropriation	
Retained earnings at December 31, 2020	0	Legal reserves	0
Net income to be allocated	0	Other reserves	2,723,448
Net income for the period	6,248,419	Directors' share in profits	0
Withholding from reserves	0	Dividends	3,524,970
Other reserves	0	Other allocations	0
		Retained earnings	0
TOTAL A	6,248,419	TOTAL B	6,248,419

C3 Income and other significant items over the past three years

Description	2021	2020	2019
Net equity of the Company			
Shareholders' equity and quasi-equity less capitalized costs	15,822,339	13,403,256	13,224,863
Operations and income from period			
Revenues excluding tax	19,133,137	20,289,226	20,978,906
Income before tax	7,598,279	8,544,797	5,647,807
Corporate income tax	1,954,226	2,296,379	2,388,514
Dividends	3,524,970	4,870,025	6,003,058
Unappropriated income (placed in reserves or to be allocated)	2,723,448	163	297,662
Earnings per share			
Earnings per share for period (in MAD)	6.42	7.11	3.71
Dividends per share (in MAD)	4.01	5.54	6.83

C4 Transactions in foreign currencies during the year

FROM 01/01/2021 TO 12/31/2021 (IN MAD THOUSAND)

Description	Entry Exchange value (in MAD)	Outgoing Exchange value (in MAD)
Permanent financing	-	
Gross assets		1,500,000
Receipts from sale of Fixed-lined assets	1,515,455	
Repayment of long-term debt		-
Other short-term debt	-	2,173,485
Income	1,271,565	
Expenses		485,081
Total inflows	2,787,020	
Total outflows		4,158,566
Foreign currency balance	1,371,546	
TOTAL	4,158,566	4,158,566

C5 Date of financial statements and subsequent events

I. DATES

Date of statement of financial position ⁽¹⁾: 12/31/2021

Date of preparation of the financial statements ⁽²⁾: 01/11/2022

Date of rectifying declaration:

II. EVENTS SUBSEQUENT TO THE DATE OF THE FINANCIAL STATEMENTS AND KNOWN PRIOR TO INITIAL DISCLOSURE OF THE FINANCIAL STATEMENTS

Dates	Indication of events
	Itissalat Al Maghrib SA received on January 10, 2022 a report drawn up by the ANRT, relating to the implementation of the injunctions resulting from decision ANRT/CG/N°01/2020 of January 17, 2020, raising the non -partial compliance with 5 out of 13 injunctions of the aforementioned decision.
01/10/2022	After an in-depth and detailed analysis of the aforementioned report, a response contesting the ANRT's findings was filed within the legal deadline of one month.

(1) Justification in the event of a change in the balance-sheet date

(2) Justification in the event of noncompliance with the regulatory requirement to prepare financial statements within three months of the balance-sheet date

5.5 Special report of the statutory auditors

Financial Year from January 1st, 2021 to December 31st, 2021

This is a free translation into English of our special audit report signed and issued in French and is provided solely for the convenience of English speaking users. This report should be read in conjunction and construed solely in accordance with Moroccan law and Moroccan professional auditing standards

Dear Shareholders,

As statutory auditors of the company, we hereby submit our report on related-party agreements, in accordance with Articles 95 to 97 of 17-95 Act, as amended and completed.

Our responsibility is to present the main characteristics and modalities of the agreements which we have been informed of by the Chairman of the Supervisory Board or that we discovered during our engagement, without giving an opinion on their usefulness and appropriateness, or looking for the existence of other agreements. It is your responsibility, under the law above, to decide on their approval.

We have performed the procedures that we considered necessary under the standards of the profession in Morocco. These procedures are designed to verify the consistency of the information provided to us with the documentation from which they originate.

1. Agreements concluded during the year 2021

1.1. TRADEMARK LICENSE AGREEMENT WITH ONATEL

- **Parties concerned:** Itissalat AL-MAGHRIB (IAM) is the major shareholder of Onatel, with a 61% stake.
- **Form of contract:** Written agreement.
- **Nature and purpose of the Convention:** Trademark License Agreement.
- **Main modalities:** The Supervisory Board of Maroc Telecom of February 18th, 2021 authorized the conclusion of the "Moov Africa" brand license agreements between Maroc Telecom and the Group's subsidiaries. As such, Maroc Telecom and its subsidiary ONATEL have concluded a trademark license agreement in 2021.
- **Services or products delivered or supplied:** The revenue recorded by IAM for the 2021 financial year amounts to 23.4 million dirhams.
- **Amounts received:** IAM received an amount of 17 million dirhams in 2021 under this agreement.
The balance of the debt held by IAM as at December 31st, 2021, amounts to 6.4 million dirhams.

- **Main modalities:** The Supervisory Board of Maroc Telecom of February 18th, 2021 authorized the conclusion of the "Moov Africa" brand license agreements between Maroc Telecom and the Group's subsidiaries. As such, Maroc Telecom and its subsidiary Gabon Telecom have concluded a trademark license agreement in 2021.
- **Services or products delivered or supplied:** The revenue recorded by IAM for the 2021 financial year amounts to 16.6 million dirhams.
- **Amounts received:** IAM received an amount of 13.5 million dirhams in 2021 under this agreement.
The balance of the debt held by IAM as at December 31st, 2021, amounts to 3.1 million dirhams.

1.3. TRADEMARK LICENSE AGREEMENT WITH SOTELMA

1.2. TRADEMARK LICENSE AGREEMENT WITH GABON TELECOM

- **Parties concerned:** Itissalat Al-Maghrib (IAM) is the major shareholder of Gabon Telecom (GT), with a 51% stake. The member of the joint management bodies is Mr Brahim BOUDAUD (member of the Management Board of IAM and member of the Board of Directors of Gabon Telecom).
- **Form of contract:** Written agreement.
- **Nature and purpose of the Convention:** Trademark License Agreement.

- **Parties concerned:** Itissalat Al-Maghrib (IAM) is the major shareholder of Sotelma, with a 51% stake. The member of the joint management bodies is Mr. Abdelkader MAAMAR (member of the Management Board of IAM and member of the Board of Directors of Sotelma).
- **Form of contract:** Written agreement.
- **Nature and purpose of the Convention:** Trademark License Agreement.
- **Main modalities:** The Supervisory Board of Maroc Telecom of February 18th, 2021 authorized the conclusion of the "Moov Africa" brand license agreements between Maroc Telecom and the Group's subsidiaries. As such, Maroc Telecom and its subsidiary Sotelma have concluded a trademark license agreement in 2021.
- **Services or products delivered or supplied:** The revenue recorded by IAM for the 2021 financial year amounted to 22.4 million dirhams.

- **Amounts received:** No amount was collected by Itissalat Al-Maghrib for the financial year 2021.

The balance of the debt held by IAM as at December 31st, 2021, amounts to 22.4 million dirhams.

1.4. TRADEMARK LICENSE AGREEMENT WITH MOOV AFRICA CHAD

- **Parties concerned:** Itissalat Al-Maghrib (IAM) is the major shareholder of Moov Africa Chad, with a 100% stake. The member of the joint management bodies is Mr. Hassan RACHAD (member of the Management Board of IAM and Chairman of the Board of Directors of Moov Africa Chad).

- **Form of contract:** Written agreement.

- **Nature and purpose of the Convention:** Trademark License Agreement.

- **Main modalities:** The Supervisory Board of Maroc Telecom of February 18th, 2021 authorized the conclusion of the "Moov Africa" brand license agreements between Maroc Telecom and the Group's subsidiaries. As such, Maroc Telecom and its subsidiary Moov Africa Chad have concluded a trademark license agreement in 2021.

- **Services or products delivered or supplied:** The revenue recognized by IAM for the 2021 financial year amounted to 11.5 million dirhams.

- **Amounts received:** No amount was collected by Itissalat Al-Maghrib for the financial year 2021.

The balance of the debt held by IAM as at December 31st, 2021, amounts to 11.5 million dirhams.

1.5. FINANCING AGREEMENT WITH FIRST ABU DHABI BANK

- **Parties concerned:** The members of the joint management bodies are Mr. Jassem Mohamed ALZAABI (Vice-Chairman of the Supervisory Board of IAM from 22/04/2021 and non-executive member of the Board of Directors of First Abu Dhabi Bank) and Mr. Mohammed Saif AL SUWAIDI (Member of the Supervisory Board of IAM until 25/10/2021 and non-executive member of the Board of Directors of First Abu Dhabi Bank).

- **Form of contract:** Agreement in the process of being formalized.

- **Nature and purpose of the Convention:** Financing Agreement.

- **Main modalities:** The Supervisory Board of Maroc Telecom of July 26th, 2021 authorized the conclusion of a financing contract between Maroc Telecom and First Abu Dhabi Bank. As of December 31st, 2021, the agreement is still in the finalization phase.

- **Services or products delivered or supplied:** No charges were recorded for the year 2021.

- **Amounts received or paid:** No amount was collected or disbursed in 2021 under this agreement.

1.6. PARTNERSHIP AGREEMENT WITH "ASSOCIATION MAROC CULTURES" (AMC)

- **Parties concerned:** The member of the joint management bodies is Mr. Abdeslam AHIZOUNE – Chairman of the Management Board of Itissalat AL-MAGHRIB (IAM) and President of the association Maroc Cultures.

- **Form of contract:** Agreement in the process of being formalized.

- **Nature and purpose of the Convention:** Partnership Agreement.

- **Main modalities:** The Supervisory Board of December 6th, 2021 authorized the Management Board to conclude a partnership agreement with the association Maroc cultures for a period of 3 years and for a contribution of 4.5 million dirhams per year. The purpose of that agreement is to specify the terms and conditions under which IAM provides financial support to AMC for the financing of its various activities.

As of December 31st, 2021, the partnership agreement is still in the finalization phase.

- **Services or products delivered or supplied:** No charges were recorded for the year 2021.

- **Amounts paid:** No amount was paid in 2021 under this agreement.

2. Agreements concluded in previous financial years and continued to be enforced in 2021

2.1. AGREEMENT RELATED TO THE ACQUISITION OF ETISALAT'S SUBSIDIARIES (LOANS GRANTED TO SUBSIDIARIES)

- **Parties concerned:**

- Itissalat Al Maghrib (IAM) is the major shareholder of Atlantique Telecom Niger (currently Moov Africa Niger), with a 100% stake.
- Itissalat Al-Maghrib (IAM) is the major shareholder of Atlantique Telecom Centrafrique (currently Moov Africa Centrafrique), with a 100% stake.

- **Form of contract:** Written agreement.

- **Nature and purpose of the Convention:** Loans granted to subsidiaries as part of the acquisition of equity securities.

- **Main modalities:** In accordance with the contract for the acquisition of the equity securities of the subsidiaries concluded in 2014, IAM received, during 2015, a zero-interest loan of USD 200 million from Etisalat (fully repaid in 2019) which it reallocated in Euro, between 2015, 2016, 2017, 2018 and 2019 at the level of the new subsidiaries acquired Moov Africa Côte d'Ivoire, Moov Africa Niger and Moov Africa Centrafrique to an amount of 194.6 million dollars or 178.8 million euros.

The situation of loans granted by Itissalat Al-Maghrib (IAM) to subsidiaries as at December 31st, 2021 is as follows:

- **Moov Africa Niger:**

- **Loan Balance:** 19.5 million euros at December 31st, 2021 (equivalent to 209.8 million dirhams).

During the 2021 financial year, a rescheduling contract was signed between Maroc Telecom and Moov Africa Niger S.A stipulating the capitalization of a stock of interest due for an amount of 4.7 million euros (equivalent to 50.8 million dirhams) and the extension of the loan until December 31st, 2023.

- **Revenue from the exercise:** IAM recorded for the 2021 financial year interest income and late payment penalties for 0.7 and 0.5 million euros respectively (equivalent to 12 million dirhams).
- **Amounts received:** No amount was collected by IAM for the 2021 financial year.

- **Moov Africa Centrafrique:**

- **Loan Balance:** As at December 31st, 2021, the total current account advances granted to this subsidiary amounted to 10.7 million euros (equivalent to 119.3 million dirhams).
- **Revenue from the exercise:** IAM recorded for the 2021 financial year interest income and late payment penalties for 0.7 and 0.9 million euros respectively (equivalent to 16.4 million dirhams).
- **Amounts paid:** IAM paid its subsidiary Moov Africa Centrafrique S.A., during 2021, two current account advances for respectively 0.8 and 1.2 million euros (totaling a balance of 23.7 million dirhams).
- **Amounts received:** No amount was collected by IAM for the 2021 financial year.

2.2. AGREEMENTS RESULTING FROM THE ACQUISITION OF THE SUBSIDIARIES "OPERATION ALYSSE"

Following the acquisition of the new subsidiaries "Operation Alysse" and as of January 26, 2015, Itissalat Al-Maghrib (IAM) substituted to Atlantique Telecom SA (ATH) and Golden Falcon Investments LLC (GFI LLC), in all rights and obligations, under the contracts concluded between ATH and the subsidiaries acquired by IAM. These agreements are as follows, by subsidiary:

2.2.1. Agreements concluded with Atlantique Telecom Côte d'Ivoire (currently Moov Africa Côte d'Ivoire)

- **Parties concerned:** Itissalat Al-Maghrib (IAM) is the major shareholder of Moov Africa Côte d'Ivoire with a 85% stake.
- **Form of contract:** Written agreements.

- **Nature and purpose of the Convention:** As of January 26th, 2015, IAM substituted to Atlantique Telecom SA (ATH) in all their rights and obligations resulting from the following agreements:

- Technical assistance agreement concluded between Moov Africa Côte d'Ivoire and ATH dated July 4th, 2006.
- Trademark license agreement concluded between Moov Africa Côte d'Ivoire and ATH dated June 12th, 2006.
- Shareholder loan agreement concluded between Moov Africa Côte d'Ivoire and ATH dated February 17th, 2012, for an initial amount of 125 million euros.

- **Main modalities:** Itissalat Al Maghrib (IAM) substituted to ATH in all its rights and obligations resulting from the agreements listed above signed between ATH and AT CI. All amounts due by AT CI under these agreements shall be paid to IAM. In accordance with these agreements, AT CI is still engaged to IAM at the same level as previously by ATH.

- **Services provided:**

- **Trademark license and technical assistance services:** The income recorded by IAM for the 2021 financial year amounts to 184 million dirhams net of withholding tax.

- **Amounts received:** IAM received an amount of 185.3 million dirhams in 2021 under this agreement.

The balance of the claim on technical assistance services and trademark licensing held by IAM as of December 31st, 2021, amounts to 543.4 million dirhams.

2.2.2. Agreements concluded with Etisalat Benin (currently Moov Africa Benin)

- **Parties concerned:** Itissalat Al Maghrib (IAM) is the major shareholder of Moov Africa Benin, up to 100%.

- **Form of contract:** Written agreements.

- **Nature and purpose of the Convention:** as of January 26th, 2015, Itissalat Al Maghrib (IAM) substituted to Atlantique Telecom SA (ATH) and Golden Falcon Investments LLC (GFI LLC), in all rights and obligations, under the following contracts:

- Technical assistance agreement concluded between Moov Africa Benin and ATH dated November 3rd, 2011.
- Trademark license agreement concluded between Moov Africa Benin and ATH dated January 1st, 2014.
- Loan Agreement concluded between Moov Africa Benin and GFI LLC dated May 1st, 2013.

- **Main modalities:** Itissalat Al Maghrib (IAM) substituted to Atlantique Telecom SA (ATH) and Golden Falcon Investments LLC (GFI LLC) in all the rights and obligations relating to the above-mentioned contracts concluded between ATH and Moov Africa Benin on the one hand and GFI LLC and Moov Africa Benin on the other hand. In addition, all amounts due by Moov Africa Benin under these contracts will be paid to IAM. Moov Africa Benin is bound, under these contracts, with IAM in the same terms that bound it to ATH and GFI LLC.

● **Services provided:**

- **Technical assistance services:** From October 2019, the effects of this agreement were suspended for the subsidiary Moov Africa Benin. As a result, no revenue was recognized for the 2021 financial year.
- **Trademark License:** The revenue recorded by Itissalat Al-Maghrib (IAM) for the 2021 financial year amounted to 12.6 million dirhams.
- **Shareholder loan:** The balance of the loan repurchased following the acquisition of Moov subsidiaries amounted to 45.5 million euros at December 31st 2021 (equivalent to 494.3 million dirhams). Itissalat Al-Maghrib (IAM) recorded for the financial year 2021 interest income and late payment penalties of 3.2 million euros and 0.7 million euros respectively (equivalent to 41.4 million dirhams).

During the 2021 financial year, an amendment was signed with Moov Africa Benin with retroactive effect stipulating the rescheduling of the remaining amount due on May 1st, 2019, i.e. a capitalization of the interest claim due for an amount of 600 million dirhams. The interest rate on this loan has been revised downwards to 6% instead of 10%.

On April 14th, 2021, the subsidiary Moov Africa Benin carried out a capital increase by incorporation of debt for an amount of 338.7 million dirhams, including 322.7 million dirhams from the principal and 16 million dirhams from the outstanding interest claim.

● **Amounts received:**

- **Shareholder loan:** IAM received in 2021 a total amount of 18.1 million euros, including 14.1 million euros in principal (equivalent to 154 million dirhams) and 4 million euros as a repayment of due interest (equivalent to 43.7 million dirhams).

The balance of the interest claim held by IAM as at December 31st, 2021, amounts to 18.9 million dirhams.

- **Trademark license and technical assistance services:** No amount was collected by IAM for the financial year 2021.

The balance of the debt held by IAM as at December 31st, 2021, amounts to 151.5 million dirhams.

2.2.3. Agreements concluded with Atlantique Telecom Togo (currently Moov Africa Togo)

- **Parties concerned:** Itissalat Al-Maghrib (IAM) is the major shareholder of Moov Africa Togo, with a 95% stake.
- **Form of contract:** Written agreements.
- **Nature and purpose of the Convention:** As of January 26th, 2015, Itissalat Al-Maghrib (IAM) substituted to Atlantique Telecom SA (ATH), in all rights and obligations, under the following contracts:
 - Technical assistance agreement concluded between Moov Africa Togo and ATH dated July 17th, 2008.

- Trademark license agreement concluded between Moov Africa Togo and ATH dated December 1st, 2006.
- Shareholder loan agreement concluded between Moov Africa Togo and ATH dated August 1st, 2013, for an initial amount of 5.8 million euros.
- Shareholder loan agreement concluded between Moov Africa Togo and ATH dated August 1st, 2013, for an initial amount of 24 million euros.

- **Main modalities:** IAM substituted ATH in all rights and obligations relating to the contracts mentioned above concluded between ATH and Moov Africa Togo. In addition, all amounts due by Moov Africa Togo under these contracts will be paid to IAM. Moov Africa Togo is bound, under these contracts, with IAM in the same terms that bound it to ATH.

● **Services provided:**

- **Technical assistance services:** From January 2020, the effects of this agreement have been suspended for the subsidiary Moov Africa Togo. As a result, no revenue was recognized for the 2021 financial year.
- **Trademark License:** Revenue recognized by IAM for the 2021 financial year amounted to 9.7 million dirhams.

- **Amounts received:** IAM received an amount of 32.2 million dirhams in 2021 under this agreement.

The balance of the debt held by IAM as at December 31st, 2021, amounts to 123.8 million dirhams.

2.2.4. Agreements concluded with Atlantique Telecom Niger (currently Moov Africa Niger)

- **Parties concerned:** Itissalat Al-Maghrib (IAM) is the major shareholder of Moov Africa Niger, with a 100% stake.
- **Form of contract:** Written agreements.
- **Nature and purpose of the Convention:** as of January 26th, 2015, Itissalat Al-Maghrib (IAM) substituted to Atlantique Telecom SA (ATH), in all rights and obligations, under the following contracts:

- Technical assistance agreement concluded between Moov Africa Niger and ATH dated December 29th, 2004.
- Trademark license agreement concluded between Moov Africa Niger and ATH dated January 1st, 2008.
- Shareholder loan agreement concluded between Moov Africa Niger and ATH dated August 1st, 2013, for an initial amount of 1.7 million euros.
- Financing agreement concluded between Moov Africa Niger and ATH dated November 25th, 2008.
- Loan agreement concluded between Moov Africa Niger and ATH in January 2015.
- Treasury agreement concluded between Moov Africa Niger and ATH dated December 3rd, 2003.

- **Main modalities:** Itissalat Al-Maghrib (IAM) substituted to Atlantique Telecom SA (ATH) in all the rights and obligations relating to the contracts mentioned above, concluded between ATH and Moov Africa Niger. In addition, all amounts due by Moov Africa Niger under these contracts will be paid to IAM. Moov Africa Niger is bound, under these contracts, with IAM in the same terms that bound it to ATH.

- **Services provided:**

- **Technical assistance services:** From October 2019, the effects of this agreement were suspended for the subsidiary Moov Africa Niger. As a result, no revenue was recognized for the 2021 financial year.
- **Trademark License:** The revenue recorded by Itissalat Al-Maghrib (IAM) for the 2021 financial year amounts to 5.9 million dirhams.

- **Amounts received:** No amount was collected by Itissalat Al-Maghrib for the financial year 2021.

The balance of the debt held by IAM as at December 31st, 2021, amounts to 152.7 million dirhams.

2.2.5. Agreements concluded with Atlantique Telecom Centrafrique (currently Moov Africa Centrafrique)

- **Parties concerned:** Itissalat Al-Maghrib (IAM) is the major shareholder of Moov Africa Centrafrique, up to 100%.
- **Form of contract:** Written agreements.
- **Nature and purpose of the Convention:** as of January 26th, 2015, Itissalat Al-Maghrib (IAM) substituted to Atlantique Telecom SA (ATH), in all rights and obligations, under the following contracts:
 - Technical assistance agreement concluded between Moov Africa Centrafrique and ATH dated July 4th, 2006.
 - Trademark license agreement concluded between Moov Africa Centrafrique and ATH dated July 1st, 2011.
 - Shareholder loan agreement concluded between Moov Africa Centrafrique and ATH dated August 1st, 2013, for an initial amount of 2.6 million euros.
 - Loan agreement concluded between Moov Africa Centrafrique and ATH in January 2015.
- **Main modalities:** Itissalat Al-Maghrib (IAM) substituted to Atlantique Telecom SA (ATH) in all the rights and obligations relating to the above-mentioned contracts concluded between ATH and Moov Africa Centrafrique. In addition, all amounts due by Moov Africa Centrafrique under these contracts will be paid to IAM. Moov Africa Centrafrique is bound, under these contracts, with IAM in the same terms that bound it to ATH.

- **Services provided:**

- **Technical assistance services:** From October 2019, the effects of this agreement were suspended for the subsidiary Moov Africa Centrafrique. As a result, no revenue was recognized for the 2021 financial year.
- **Trademark License:** The revenue recorded by Itissalat Al-Maghrib (IAM) for the 2021 financial year amounts to 0.5 million dirhams.

- **Amounts received:** No amount was collected by Itissalat Al-Maghrib for the financial year 2021.

The balance of the debt held by IAM as at December 31st, 2021, amounts to 7.5 million dirhams.

2.3. TECHNICAL SERVICES ENGAGEMENT AGREEMENT WITH ETISALAT

- **Parties concerned:**

- Etisalat is the major shareholder of Itissalat Al-Maghrib (IAM).
- The members of the joint management bodies are Mr. Obaid Bin Humaid AL TAYER (Vice-Chairman of the Supervisory Board of IAM until 22/04/2021), Mr. Jassem Mohamed ALZAABI (Vice-Chairman of the Supervisory Board of IAM from 22/04/2021 and Chairman of the Board of Directors of the Etisalat Group), Mohammad Hadi AL HUSSAINI (Member of the Supervisory Board of IAM until 25/10/2021), Kamal SHEHADI (member of the Supervisory Board of IAM from 22/04/2021 and Director of Strategy of Etisalat International), Hatem DOWIDAR (member of the Supervisory Board of IAM and Chief Executive Officer of the Etisalat Group), Saleh ABDOOLI (member of the Supervisory Board of IAM until 22/04/2021), Hesham Abdulla AL QASSIM (member of the Supervisory Board of IAM from 25/10/2021 and member of the Board of Directors of the Etisalat Group), Luis ENRIQUEZ (member of the Supervisory Board of IAM and advisor to the Board of Directors of the Etisalat Group), Mohammed Saif AL SUWAIDI (member of the Supervisory Board of IAM until 25/10/2021) and Mohamed Karim BENNIS (member of the Supervisory Board of IAM from 25/10/2021 and Chief Financial Officer of the Etisalat Group).

- **Form of contract:** Written agreement.

- **Nature and purpose of the Convention:** Provision of technical assistance work.

- **Main modalities:** In May 2014, Itissalat Al-Maghrib (IAM) entered into a service engagement agreement with Emirates Telecommunications Corporation (Etisalat), under which emirates telecommunications corporation (Etisalat) provides technical assistance work directly or through its subsidiaries. These different services are carried out mainly through the provision of expatriate staff.

- **Services provided:** No charges were recorded for the year 2021.
- **Amounts paid:** No amount was paid in 2021 under this agreement.

2.4. FEDERATION ROYALE MAROCAINE D'ATHLÉTISME "FRMA"

- **Parties concerned:** The member of the management bodies common to both entities is Mr. Abdeslam AHIZOUNE – Chairman of the Management Board of Itissalat AL-MAGHRIB (IAM).
- **Form of contract:** Written agreement.
- **Nature and purpose of the Convention:** Sponsorship Agreement.
- **Main modalities:** The sponsorship agreement between IAM and FRMA was initially concluded in July 2012 for an amount of 6 million dirhams and for an initial period of 3 years, renewed in July 2014 for 3 years and for an annual amount of 4 million dirhams, then renewed in December 2018 for a period of three years and for an annual amount of 3 million dirhams. To this amount is added the assumption of expenses relating to the travel and missions of the President of the FRMA.

The Supervisory Board of October 25th, 2021 authorized the renewal of the said agreement for a maximum period of three years, for an annual amount of 3 million dirhams.

- **Services or products delivered or supplied:** The amount of the charge, generated under the aforementioned agreement, and recorded for the 2021 financial year, amounts to 1.5 million dirhams.
- **Amounts paid:** IAM paid a total amount of 0.75 million dirhams to FRMA in 2021.

The balance of the debt in this respect amounts, as at December 31st, 2021, to 0.75 million dirhams.

2.5. CONTRACT WITH SOTELMA

- **Parties concerned:** Itissalat Al-Maghrib (IAM) is the major shareholder of Sotelma, with a 51% stake. The member of the joint management bodies is Mr. Abdelkader MAAMAR (member of the Management Board of IAM and member of the Board of Directors of SOTELMA).
- **Form of contract:** Written agreement.
- **Nature and purpose of the Convention:** Agreement for the provision of works, services and technical assistance.
- **Main modalities:** During the 2009 financial year, Sotelma concluded an agreement with Itissalat AL-MAGHRIB (IAM) under which the latter provides it with service and technical assistance work. These different services are performed mainly through expatriate staff.
- **Services or products delivered or supplied:** During the 2021 financial year, Itissalat Al-Maghrib (IAM) provided technical assistance services to Sotelma in various fields.

As at December 31st, 2021, the amount of revenue recorded by IAM amounted to 15.8 million dirhams excluding taxes.

- **Amounts received:** IAM received an amount of 15.6 million dirhams in 2021 under this agreement.

The balance of the debt held by IAM as at December 31st, 2021, amounts to 5.8 million dirhams.

2.6. CONTRACT WITH ONATEL

- **Parties concerned:** Itissalat AL-MAGHRIB (IAM) is the major shareholder of Onatel, with a 61% stake.
- **Form of contract:** Written agreement.
- **Nature and purpose of the Convention:** Agreement for the provision of services and technical assistance.
- **Main modalities:** In September 2007, Onatel concluded an agreement with IAM under which IAM provides services and technical assistance. These different services are carried out mainly through the provision of expatriate staff.
- **Services or products delivered or supplied:** During the 2021 financial year, IAM provided technical assistance services to Onatel in various areas.

As at December 31st, 2021, the amount of revenue recognized for the year amounted to 10.6 millions of dirhams excluding taxes.

- **Amounts received:** IAM received an amount of 10.3 million dirhams in 2021 under this agreement.

The balance of the debt held by IAM as at December 31st, 2021, amounts to 2 million dirhams.

2.7. CONTRACT WITH GABON TELECOM (GT)

- **Parties concerned:** Itissalat Al-Maghrib (IAM) is the major shareholder of Gabon Telecom (GT), with a 51% stake. The member of the joint management bodies is Mr. Mr. Brahim BOUDAUD (member of the Management Board of IAM and member of the Board of Directors of Gabon Telecom).
- **Form of contract:** Written agreement.
- **Nature and purpose of the Convention:** Service Engagement Agreement.
- **Main modalities:** On November 22nd, 2016, Gabon Telecom (which absorbed the subsidiary Atlantique Telecom Gabon on June 29th, 2016 with effect since January 1st, 2016) and Itissalat Al-Maghrib (IAM) concluded an agreement under which IAM provides technical assistance and services, with retroactive effect starting from January 1st, 2013.

These services are carried out mostly by expatriate employees or by resort to a third party, after Gabon Telecom agreement.

- **Services or products delivered or supplied:** During 2021 financial year, Itissalat Al-Maghrib (IAM) provided technical assistance services to Gabon Telecom (GT), in various fields.

- **Services provided under the Service Commitment Agreement (SCA):**

As at December 31st, 2021, the amount of revenue recognized for the year amounted to 14.8 millions of dirhams excluding taxes.

- **Services provided under the technical assistance agreement:**

The income recorded by IAM for the 2021 financial year amounts to 101.9 million dirhams net of withholding tax.

- **Amounts received:** Itissalat Al-Maghrib (IAM) received in 2021 a total amount of 136.5 million dirhams for the services provided to Gabon Telecom.

The balance of the SCA debt held by IAM as at December 31st, 2021 amounts to 1.5 million dirhams.

The balance of the claim relating to technical assistance services held by IAM as at December 31st, 2021 amounts to 30 million dirhams.

2.8. CONTRACT WITH MAURITEL

- **Parties concerned:** Itissalat Al-Maghrib (IAM) is the major shareholder of Mauritel with a 52% stake. (Mauritel SA is a direct subsidiary of Compagnie Mauritanienne de Communications "CMC" owned by Maroc Telecom with a 80% stake). The member of the joint management bodies is Mr Hassan RACHAD (member of the Management Board of IAM and member of the Board of Directors of Mauritel).

- **Form of contract:** Written agreement.

- **Nature and purpose of the Convention:** Agreement for the provision technical assistance and equipments.

- **Main modalities:** In 2001, Mauritel concluded an agreement with IAM under which IAM provides technical assistance and equipments.

- **Services or products delivered or supplied:** IAM provides Mauritel with telecommunications equipment and technical assistance services.

Under this agreement, the amount of revenue recognized by IAM for the 2021 financial year amounted to 12.2 millions of dirhams excluding taxes.

- **Amounts received:** IAM received an amount of 11.9 million dirhams in 2021 under this agreement.

The balance of the debt held by IAM as at December 31st, 2021 amounts to 2.2 millions of Dirhams.

2.9. CURRENT ACCOUNT ADVANCE AGREEMENT WITH CASANET

- **Parties concerned:** Itissalat AL-MAGHRIB (IAM) is the major shareholder of Casanet to the tune of 100%, and the member of the joint management bodies is Mr. Hassan RACHAD (member of the Management Board of IAM and member of the Board of Directors of Casanet).

- **Form of contract:** Written agreement.

- **Nature and purpose of the Convention:** Unpaid current account advances from IAM to Casanet.

Main modalities: On December 4th, 2007, the Supervisory Board authorized IAM to underwrite all necessary capital expenditures through the provision of non-interest-bearing current-account advances for 6.1 million dirhams.

Several advances were granted to Casanet between 2008 and 2012, bringing the amount of the current account to 6.1 million dirhams at the end of December 2012.

- **Services or products delivered or supplied:** Unremunerated current account advances.

- **Amounts received or paid:** None.

At the end of December 2021, the balance of this current account advance amounted to 6.1 million dirhams.

2.10. SERVICE CONTRACTS WITH CASANET

- **Parties concerned:** Itissalat Al-Maghrib (IAM) is the major shareholder of Casanet with a 100% stake, and the member of the joint management bodies is Mr Hassan RACHAD (member of the Management Board of IAM and member of the Board of Directors of Casanet).

- **Form of contract:** Written agreements.

- **Nature and purpose of the Convention:** Agreements for the provision of maintenance services, website hosting, technical assistance and equipment.

- **Main modalities:** Since the 2003 financial year, the company IAM has concluded several service agreements with its subsidiary Casanet.

- **Services or products delivered or supplied:** Several contracts and orders were executed by Casanet on behalf of IAM during the 2021 financial year.

As of December 31st, 2021, the amount of expenses invoiced and recorded by IAM under these agreements amounts to 45.5 million dirhams excluding taxes.

- **Amounts paid:** IAM has paid an amount of 62.1 million dirhams in 2021 under this agreement.

The balance of debts invoiced in this respect amounts to 15.2 million dirhams as at December 31st, 2021.

2.11. SERVICE AGREEMENT WITH MT CASH S.A.

- **Parties concerned:** Itissalat AL-MAGHRIB (IAM) is the major shareholder of MT CASH to the tune of 100%, and the members of the joint management bodies are Mr. Brahim BOUDAOU, Mr. Hassan RACHAD, Mr. François VITTE and Mr. Abdelkader MAAMAR.
- **Form of contract:** Written agreement.
- **Nature and purpose of the Convention:** Service Agreement.
- **Main modalities:** IAM provides MT CASH with services in the following areas:
 - Finance and accounting;
 - Marketing and sales;
 - Human Resources;
 - IT services;
 - Overheads;
 - Customer relations;
 - Audit and Quality.
- **Services or products delivered or supplied:** No revenue was recognized by IAM under this agreement in fiscal 2021.
- **Amounts received or paid:** No amount was collected by IAM under this agreement during the 2021 financial year.

Casablanca, February 18th, 2022

The Statutory Auditors

DELOITTE AUDIT
Sakina BENSOUA-KORACHI
Partner

COOPERS AUDIT MOROCCO S.A.
Abdelaziz AL MECHAT
Partner



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RECENT DEVELOPMENTS

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Combined General Meeting of April 29, 2022

Itissalat Al-Maghrib, a Moroccan public limited company with Management and Supervisory Boards and share capital of MAD 5,274,572,040, whose headquarters are in Rabat, Avenue Annakhil, Hay Riad, and which is registered under number 48 947 in the Rabat Trade and Companies Register, hereby invites shareholders in videoconference on April 29, 2022, at 11.00 am for a combined General Meeting convened to deliberate on the following agenda:

ON AN ORDINARY BASIS:

1. Approval of the summary review of the annual financial statements for the fiscal year ended December 31, 2021;
2. Approval of the consolidated financial statements for the fiscal year ended December 31, 2021;
3. Approval of the related-party agreements reviewed in the Statutory auditors' special report;
4. Appropriation of 2021 earnings – Dividend;
5. Ratification of the co-option of Mrs. Nadia FETTAH ALAOUI as a member of the Supervisory Board;
6. Ratification of the co-option of Mr. Jassem AL ZAABI as a member of the Supervisory Board;
7. Ratification of the co-option of Mr. Kamal SHEHADI as a member of the Supervisory Board and renewal of his term of office;

8. Ratification of the co-option of Mr. Hesham Abdulla AL QASSIM as a member of the Supervisory Board;
9. Ratification of the co-option of Mr. Karim BENNIS as a member of the Supervisory Board;
10. Renewal of the Statutory auditor's term of office (Deloitte Audit Morocco);
11. Repeal of the current share buyback program and authority to be granted to the Management Board to again trade in the Company's shares and the establishment of a liquidity contract on the Casablanca Stock Market.

ON AN EXTRAORDINARY BASIS:

12. Revision of the Company Articles;
13. Powers to perform formalities.

ANRT procedure – compliance with the injunctions

On January 10, 2022, Itissalat Al-Maghrib SA received a report by the ANRT raising the partial non-compliance with certain injunctions of the decision of January 17, 2020. After an in-depth and detailed analysis of the aforementioned report, a response contesting the findings of the ANRT was filed within the legal deadline of one month.

Coronavirus

The experience of the health crisis has led Maroc Telecom to continue implementing its digital transformation strategy by launching innovative projects and multiplying initiatives to digitalize customer relations and its other operational processes (technical, support, HR...).

At the same time, the Maroc Telecom group is maintaining its comprehensive health crisis management system to protect the health of its employees and customers and ensure business continuity.


Despite a particularly difficult context marked by the effects of the pandemic, the Group's international activities proved resilient, and the performance achieved demonstrates good control over the management and monitoring of Maroc Telecom's assets.

The occurrence of the third wave of Omicron contamination at the end of 2021 demonstrates the uncertainty regarding the duration and long-term impact of the coronavirus pandemic. Nevertheless, its overall impact on the Moroccan economy in 2022 has been mitigated by the actions taken by the Government.

Ukraine - Russia conflict

Since February 2022, the Russian invasion of Ukraine has triggered a rise in world prices, particularly for oil, gas and foodstuffs.

It is certainly too early to measure the extent of the impact of this conflict on Maroc Telecom, but this situation will certainly have a direct impact on the Group's supply prices and will affect the purchasing power of consumers.



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Cross-reference table

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NA: not applicable.

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NA: not applicable.

Pursuant to Article 19 of EU Regulation n°2017/1129 of June 14, 2017, the following information is incorporated by reference in this Universal Registration Document:

- the consolidated financial statements for the year ended December 31, 2020, the related Statutory auditors' report and the Group's financial report are presented on pages 149 and 195 and pages 136 to 218 of the Universal Registration Document filed with the AMF on April 28, 2021 under number D21-0382; The document is available to view at: <https://www.iam.ma/groupe-maroc-telecom/communication-financiere/information-reglementee/communiqués-de-presse.aspx?fiche=8>

- the consolidated financial statements for the year ended December 31, 2019, the related Statutory auditors' report and the Group's financial report are presented on page 149 and pages 135 to 192 of the Universal Registration Document filed with the AMF on April 27, 2020 under number D20-03666; The document is available to view at: <https://www.iam.ma/groupe-maroc-telecom/communication-financiere/information-reglementee/communiqués-de-presse.aspx?fiche=8>

Cross-reference table for the annual financial report

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Annual information 2021

The following information was published or released by Maroc Telecom over the past 12 months (from March 1, 2021, to March 1, 2022):

Term	Title
April 23, 2021	Press release on Q1 2021 profit (loss)
April 28, 2021	Press release on the availability of the 2020 Universal Registration Document
July 2, 2021	Interim results – Liquidity contract (Paris) – Price regulation contract (Casablanca)
July 27, 2021	Press release on first half 2021 profit (loss)
October 26, 2021	Press release on 9 months 2021 profit (loss)
January 7, 2022	Interim results – Liquidity contract (Paris) – Price regulation contract (Casablanca)
February 17, 2022	Press release on 2021 profit (loss)

All these press releases are available at:

- regulatory information on the Maroc Telecom website: www.iam.ma/Information-reglementee.aspx.

Fees paid to the Statutory auditors

2021

Below are details on the fees paid by Maroc Telecom to each Statutory auditor in 2021.

	Deloitte Audit					
	Amount/year			Percentage/year ^(a)		
	2021	2020		2021	2020	
Statutory audit, issuance of an audit opinion, review of statutory and consolidated financial statements	13,337,391.81,	11,717,481.4	13,743,146.19	100%	100%	100%
Issuer	3,800,000	3,500,000	3,500,000.00	28%	30%	25%
Subsidiaries ^(b)	9,537,391.81	8,217,481.43	10,243,146.19	72%	70%	75%
Other procedures and services directly related to statutory auditing	-	-	-	0%	0%	0%
Issuer	-	-	-	0%	0%	0%
Subsidiaries ^(b)	-	-	-	0%	0%	0%
Subtotal	13,337,391.81	11,717,481.4	13,743,146.19	100%	100%	100%
Other services provided	-	-	-	0%	0%	0%
Others	-	-	-	0%	0%	0%
Subtotal	-	-	-	0%	0%	0%
OVERALL TOTAL	13,337,391.81	11,717,481.4	13,743,146.19			

(a) Proportion of each item in the overall total for that year.

(b) These amounts include fees relating to the entities of the networks to which the Statutory auditors belong and which are involved in the subsidiaries.

	Coopers Audit Maroc					
	Amount/year			Percentage/year ^(a)		
	2021	2020		2021	2020	
Statutory audit, issuance of an audit opinion, review of statutory and consolidated financial statements	5,257,261.76	4,752,100.67	4,873,324.76	100%	100%	92%
Issuer	2,295,000	2,095,000	2,460,000.00	44%	44%	47%
Subsidiaries ^(b)	2,962,261.76	2,657,100.67	2,413,324.76	56%	56%	46%
Other procedures and services directly related to statutory auditing	-	-	414,628.84	0%	0%	8%
Issuer	-	-	-	0%	0%	0%
Subsidiaries ^(b)	-	-	414,628.84	0%	0%	100%
Subtotal	5,257,261.76	4,752,100.67	5,287,953.60	100%	100%	100%
Other services provided	-	-	-	0%	0%	0%
Others	-	-	-	0%	0%	0%
Subtotal	-	-	-	0%	0%	0%
OVERALL TOTAL	5,257,261.76	4,752,100.67	5,287,953.60			

(a) Proportion of each item in the overall total for that year.

(b) These amounts include fees relating to the entities of the networks to which the Statutory auditors belong and which are involved in the subsidiaries.

APPENDICES

Fees paid to the Statutory auditors

	Amount/year			Other		
				Percentage/year ^(a)		
	2021	2020		2021	2020	
Statutory audit, issuance of an audit opinion, review of statutory and consolidated financial statements	5,238,924.82	5,412,334.02	6,493,172.88	94%	83%	86%
Issuer	-	-	-	0%	0%	0%
Subsidiaries ^(b)	5,238,924.82	5,412,334.02	6,493,172.88	94%	83%	86%
Other procedures and services directly related to statutory auditing	323,816.63	868,793.50	47,715.22	6%	13%	1%
Issuer	-	-	-	0%	0%	0%
Subsidiaries ^(b)	323,816.63	868,793.50	47,715.22			1%
Subtotal	5,562,741.45	6,281,127.52	6,540,888.10	100%	96%	86%
Other services provided		-	-			
Others	481,974.78	236,431.32	1,032,238.24	8%	4%	14%
Subtotal	481,974.78	236,431.32	1,032,238.24	8%	4%	14%
OVERALL TOTAL	6,044,716.23	6,517,558.84	7,573,126.34			

(a) Proportion of each item in the overall total for that year.

(b) These amounts include fees relating to the entities of the networks to which the Statutory auditors belong and which are involved in the subsidiaries.

Combined General Meeting of April 29, 2022

FIRST RESOLUTION

APPROVAL OF THE REPORTS AND SUMMARY ANNUAL FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED DECEMBER 31, 2021

The General Meeting, acting under the conditions of quorum and majority required for the Ordinary General Meetings, after hearing:

- the management report of the Management Board and the observations of the Supervisory Board on the said report, and
- the general report of the statutory auditors on the financial statements for the financial year ended December 31st, 2021,

Hereby approves the summary financial statements for the said fiscal year and the operations accounted for therein or summarized in the said reports.

The General Meeting therefore decides to discharge the members of the Supervisory Board and the Management Board for the performance of their terms of office for the financial year ended December 31, 2021.

SECOND RESOLUTION

APPROVAL OF THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED DECEMBER 31, 2021

The General Meeting, acting under the conditions of quorum and majority required for the Ordinary General Meetings, hereby approves as necessary the consolidated financial statements for the financial year ended December 31, 2021 as presented to it.

THIRD RESOLUTION

APPROVAL OF THE RELATED-PARTY AGREEMENTS REVIEWED IN THE STATUTORY AUDITORS' SPECIAL REPORT

The General Meeting, acting under the conditions of quorum and majority required for the Ordinary General Meetings and having heard a reading of the special report of the statutory auditors on the related-party agreements covered by Article 95 of 17-95 Law relating to public limited companies as amended and completed, approves all the operations and agreements referred to in this report

FOURTH RESOLUTION

APPROPRIATION OF EARNINGS FOR 2021 - DIVIDEND

The General Meeting, acting under the conditions of quorum and majority required for the Ordinary General Meetings hereby resolves to appropriate as follows the earnings for the financial year ended December 31, 2021, which amount to MAD 5 644 052 498,70:

Proposed appropriation of earnings for 2021	(in MAD)
Net income of the year:	5,644,052,498.70
Withdrawal from reserves:	-
Distributable result:	5,644,052,498.70,
Legal reserve:	-
Optional reserve*:	1,441,976,773.50
Ordinary dividend*:	4,202,075,725.20

* These amounts will have to be adjusted to take into account the number of treasury shares held on the dividend payment date.

The General Meeting therefore sets the dividend at MAD 4,78 for each of the shares forming the share capital and entitled to it by virtue of their dividend date. This dividend will be paid as from Wednesday, June 1, 2022.

Ordinary dividends having been paid in the past three years as follows:

Fiscal years	2020	2019	2018
Dividend per share (in MAD)	4.01	5.54	6.83
Total dividends paid (in MAD million)	3,525	4,870	6,004

FIFTH RESOLUTION

RATIFICATION OF THE CO-OPTION OF MRS. NADIA FETTAH ALAOUI AS A MEMBER OF THE SUPERVISORY BOARD

The General Meeting, acting under the conditions of quorum and majority required for the Ordinary General Meetings, ratifies the co-optation of Mrs. Nadia FETTAH ALAOUI as a member of the Supervisory Board for the remaining term of office of the outgoing member, ie until the end of the Ordinary General Meeting convened to approve the financial statements for the financial year ended December 31, 2024.

SIXTH RESOLUTION

RATIFICATION OF THE CO-OPTION OF MR. JASSEM AL ZAABI AS A MEMBER OF THE SUPERVISORY BOARD

The General Meeting, acting under the conditions of quorum and majority required for the Ordinary General Meetings, ratifies the co-optation of Mr. Jassem AL ZAABI as a member of the Supervisory Board for the remaining term of office of the outgoing member, ie until the end of the Ordinary General Meeting convened to approve the financial statements for the financial year ended December 31, 2024.

SEVENTH RESOLUTION

RATIFICATION OF THE CO-OPTION AND RENEWAL OF THE TERM OF OFFICE OF MR. KAMAL SHEHADI AS A MEMBER OF THE SUPERVISORY BOARD

The General Meeting, acting under the conditions of quorum and majority required for the Ordinary General Meetings, ratifies the co-optation of Mr. Kamal SHEHADI as a member of the Supervisory Board and renew his term of office for six (6) financial years, ie until the end of the Ordinary General Meeting convened to approve the financial statements for the financial year ended December 31, 2027.

EIGHTH RESOLUTION

RATIFICATION OF THE CO-OPTION OF MR. HESHAM ABDULLA AL QASSIM AS A MEMBER OF THE SUPERVISORY BOARD

The General Meeting, acting under the conditions of quorum and majority required for the Ordinary General Meetings, ratifies the co-optation of Mr. Hesham Abdulla Al Qassim as a member of the Supervisory Board for the remaining term of office of the outgoing member, ie until the end of the Ordinary General Meeting convened to approve the financial statements for the financial year ended December 31, 2024.

NINTH RESOLUTION

RATIFICATION OF THE CO-OPTION OF MR. KARIM BENNIS AS A MEMBER OF THE SUPERVISORY BOARD

The General Meeting, acting under the conditions of quorum and majority required for the Ordinary General Meetings, ratifies the co-optation of Mr. Karim BENNIS as a member of the Supervisory Board for the remaining term of office of the outgoing member, ie until the end of the Ordinary General Meeting convened to approve the financial statements for the financial year ended December 31, 2024.

TENTH RESOLUTION

RENEWAL OF TERM OF OFFICE OF THE STATUTORY AUDITOR

The General Meeting, acting under the conditions of quorum and majority required for the Ordinary General Meetings, decides to renew the term of office of the statutory auditor, the Firm Deloitte Maroc, represented by Mrs Sakina BENSOU DA KORACHI, for three (3) financial years, ie until the end of the Ordinary General Meeting convened to approve the financial statements for the financial year ended December 31, 2024.

ELEVENTH RESOLUTION

ABROGATION OF THE CURRENT SHARE-BUYBACK PROGRAM AND AUTHORIZATION FOR THE MANAGEMENT BOARD TO CARRY OUT ADDITIONAL TRANSACTIONS ON COMPANY SHARES AND TO IMPLEMENT A LIQUIDITY AGREEMENT IN CASABLANCA STOCK EXCHANGE

The General Meeting, having satisfied the quorum and majority requirements for Ordinary General Meetings, decides, after reading the Management Board report, to cancel, from May 16th, 2022, the share buyback program as authorized by the Ordinary General Meeting of April 30th, 2021, which will expire on November 16th, 2022.

The Ordinary General Meeting, abiding by the terms and conditions of:

- articles 279 and 281 of Law 17-95 of August 30, 1996 on public limited companies as amended and completed;
- decree N 2-10-44 of 17 Rajab 1431 (June 30, 2010), amending and completing Decree N 2-02-556 of 22 Dou-al Hijja 1423 (February 24, 2003), and which sets the terms and conditions governing share buybacks by joint-stock companies (sociétés anonymes) of treasury shares, with a view to stabilizing the share price;
- decree N 2-18-306 of 6 Chaoual 1439 (June 20, 2018) fixing the percentage of the capital that the company may own directly or through a person acting in his own name on behalf of the company; and
- the AMMC circular.

And, after having heard the reading of the Management Board report relating to the program of repurchase on the Stock Exchange by Itissalat Al-Maghrib of its own shares, examined all the elements contained in the information notice approved by the AMMC.

The Ordinary General Meeting expressly authorizes the establishment of a new program for the purchase by Itissalat Al-Maghrib of its own shares on the Stock Exchange, in Morocco or abroad, as proposed by the Management Board.

In addition, and subject to compliance with the legal and regulatory provisions in force, the General Meeting expressly authorizes the establishment on the Casablanca Stock Exchange of a liquidity contract backed by this repurchase program.

The number of shares referred to in the said liquidity agreement may in no case exceed the lower of the following two limits:

- 300 000 shares, or 20% of the total shares covered by the buyback program.
- the maximum limit allowed by the texts quoted above.

The new buyback program shall have the following characteristics:

Shares concerned	Shares of Itissalat Al Maghrib
Maximum number of shares to be held within the scope of the share-buyback program, including shares covered by the liquidity agreement	0.17% of the capital, i.e. 1,500,000 shares
Maximum expenditure allowable for implementation of buyback program	MAD 277,500,000
Authorized period	18 months
Program timetable	From May 16 th , 2022 till November 15 th , 2023
Intervention price (Price excluding buying and selling expenses) :	
• Minimum sale price	MAD 97 per share (or equivalent in €)
• Maximum purchase price	MAD 185 per share (or equivalent in €)
Funding means	by the available cash

The General Meeting hereby grants complete authority, unreservedly, to the Chairman of the Management Board or any other Management Board member, to proceed with the abrogation of the share-buyback program authorized during the ordinary general meeting of shareholders of April 30th, 2021, and the to carry out , within the limits set out hereinabove, in Morocco and abroad, of the new share-buyback programme and the associated liquidity contract, at the dates and under the terms and conditions that the Management Board deems appropriate.

AS AN EXTRAORDINARY RESOLUTIONS

TWELFTH RESOLUTION

RECAST OF THE COMPANY'S ARTICLES OF ASSOCIATION

The General Meeting, acting under the conditions of quorum and majority required for the Extraordinary General Meetings, decides to recast of the Articles of Association and the adoption of their new wording.

THIRTEENTH RESOLUTION

POWERS TO CARRY OUT FORMALITIES

The General Meeting, acting under the conditions of quorum and majority required for the Extraordinary General Meetings, grants complete authority to the Chairman of the Management Board, with the option to sub-delegate such authority to any person of his choice, to carry out the formalities required by Law.

Glossary

3RP (Shared Radio Network). A radio network in which the transmission methods are shared between the users of several companies or bodies for internal communications. This sharing is marked by the fact that these methods are allocated to users solely for the duration of each communication.

4G is the 4th generation of standards for Mobile telephony. Succeeding the 2G and 3G, it allows for “very-high-speed Mobile broadband”, in other words Data transmissions with theoretical speeds of more than 100 Mb/s, i.e. higher than 1 Gbps.

ADSL (Asymmetrical Data Subscriber Line). Technology enabling users to receive high-bandwidth services and make phone calls simultaneously through their existing phone lines. The transmission capacity going from the network to the consumer is greater than that from the consumer to the network, and therefore asymmetric.

AMRTP. The Malian regulatory authority for telecommunications and postal services.

ANRT. The Moroccan national telecommunications regulatory agency.

ARCEP. Regulatory authority for electronic communications and postal services.

ARE. The Mauritanian telecommunications regulator.

Average ARPU. Revenues generated (prepaid and postpaid) for a given period, excluding roaming-in revenues (incoming and outgoing calls, revenues from value-added services), divided by the average number of customers (prepaid and postpaid) over the same period, on a monthly basis. The average customer base is the average of all average monthly customer bases (prepaid and postpaid) for the period. The monthly average customer base corresponds to a given month's mean number of customers (prepaid and postpaid) taken at the beginning and at the end of that month.

ATM (Asynchronous Transfer Mode). Network technology that accommodates the simultaneous transmission of Data, Voice and video. It is based on asynchronous transmission of short packets of Fixed length.

Bitstream. Used in particular for the transmission of audio signals between a source (a DVD player for example) and a broadcaster (a home cinema for example).

Optical local loop. Fiber optic-cable-based access network used to connect broadband customers.

BTS (Base Transceiver Station). Element of the Mobile radio network, consisting of an antenna system and radio transmitters/receivers (TRX). It provides GSM network coverage in a specific geographical segment.

SRS (Self-Routing Switch). A switch is a set of controls that allow a temporary link or connect to be established between an incoming path and an outgoing path corresponding to subscriber lines or circuits.

CAF. Cash flow from operations.

Network Intelligent Call Center (Centre d'Appels Intelligent Réseau — CAIR). Call Center Offer launched by Maroc Telecom, intended for companies whose customer relations management constitutes a true strategic variable. CAIR's objective is to enable effective management of the customer relationship without significant investment from the customer. This is because the technical functionalities of the call center are managed within the Maroc Telecom network.

SIM (Subscriber Identity Module) card. The SIM card is essential for the operation of a Mobile phone. In particular, the SIM card stores the user's personal profile and a PIN code protecting access to the card.

MSC (Mobile Switching Center). A central switching point for Mobile service that controls the routing of calls.

CGSUT. Telecommunications Universal Service Management Board

CPC. Statement of comprehensive income.

CTI (Centre de Transit International – International Transit Center). A switch that carries international calls to foreign operators' networks.

Unbundling. An incumbent operator, owner of the local loop, has an obligation to provide pairs of copper wires to third-party operators, in exchange for compensation. Such third-party operators install their own transmission equipment in order to connect their networks to their customers' premises. Partial unbundling allows a third-party operator to take over the Internet connection while the incumbent operator still provides telephony subscription and services. Full unbundling allows a third-party operator to connect the entire customer line to its own network, and thus to offer both telephony and broadband services.

DSLAM (Digital Subscriber Line Access). ADSL equipment located at a telephone exchange. It is an electronic assembly holding several cards that are equivalent to the client filter and modem. The filter separates incoming phone and Data signals, and the modem translates back the ATM cells (small packets transported over ATM connections)

EDGE (Enhanced Data Rates for GSM Evolution) is a Mobile telephony standard that builds on GPRS, which is a GSM extension with backward compatibility.

ISP (Internet Service Provider). Company or organization offering Internet access to private users, professionals and businesses.

Radio-relay system. Technique used to transmit a signal (Voice, Data or video) by radio wave. These links consist of relays that are installed on pylons or at high points which are used to ensure that the signal is routed from the source to the destination.

Fidelio. Fidelio was the first points-based loyalty program introduced in Morocco. It is reserved to postpaid customers and was launched on June 1, 2002. This program allows points to be collected on the basis of expenditure and provides advantages in the form of free or discounted handsets and free calls and SMS messages.

Inter-segment revenues. Inter-segment revenues are mainly generated from interconnection services relating to traffic between the Fixed-line and Mobile networks and the provision to the Mobile segment of leased lines by the Fixed-line segment. Since July 1, 2004, inter-segment revenues also include revenues from the provision of interconnection services with Mauritel.

Frame Relay. Technology used to send high-bandwidth Data over long distances, enabling the transmission of large amounts of Data, the handling of fluctuations in Data flows, and Voice transmission.

FSUT. Telecommunications Universal Service Fund.

GMPCS (Global Mobile Personal Communications by Satellite). Personal communications system providing cross-border, regional or worldwide coverage via a network of satellites accessible by small, easily transportable handsets.

GPRS (General Packet Radio Service). Packet switching system that increases Data rates over GSM networks.

Maroc Telecom Group. The Maroc Telecom entity comprising all fully consolidated companies.

GSM (Global Systems for Mobile Communications). European digital radio transmission standard for Mobile telephony, known as 2G (second generation), developed by ETSI (European Telecommunications Standards Institute) and adopted in 1987. It is the most widely used standard in the world. Used since 1992, this technology uses two frequency bands, 900 and 1,800 MHz, and can transmit Voice just as well as Data.

Interconnection. Reciprocal service offered by the operators of two different telecommunications networks, enabling all subscribers within the two groups to communicate freely with one another.

IP (Internet Protocol). Telecommunications protocol used on networks to carry Internet traffic and based on the transmission of Data packets.

Kbits/s (Kilobits per second). Unit of measurement for the speed at which Data can be transmitted along a line.

Leased line. Any part of a network (or an access line to that network) that is supplied as a dedicated channel with all of its capacity available exclusively to the user and on which there are no controls or signaling.

LO BOX (GSM gateway). Equipment, compatible with the GSM standard, that has been designed to act as an interface between the GSM network and equipment that is normally meant to be connected to the Fixed-line public telecommunications network, e.g., private switching systems (PABX) or ordinary telephones.

MENA (The Middle East and North Africa). Region comprising the following countries: Algeria, Bahrain, Egypt, Gaza and the West Bank, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Qatar, Saudi Arabia, Syria, Tunisia, Turkey, UAE and Yemen.

PCM (Pulse Code Modulation). Transmission of the spoken word through the sampling and digital coding of the signal. The PCM circuit is the heart of the 2 Mb/s telephone network.

MMS (Multimedia Messaging Service). Multimedia version of SMS enabling real multimedia files (video, audio, high-resolution images) to be attached to text messages.

MSAN (Multi-Service Access Node). New telecommunications technology that shortens last miles, thereby increasing speeds, integrating ADSL and Voice and allowing for services such as videotelephony and three-way calling.

Multiplexer. Telecom network equipment that enables the insertion or extraction of Data packages.

NMT (Nordic Mobile Telephone) standard. Mobile network launched by Maroc Telecom and based on analog technology operating in the 450 MHz frequency band.

NICT (New Information and Communications Technology) refers to all tools available to us in terms of telecommunication, IT, audiovisual, Internet and multimedia technologies.

PABX (Private Automatic Branch eXchange). Equipment able to establish temporary connections between inbound and outbound lines in order to route communications.

IN platforms (Intelligent Network). Platform allowing value-added services to be made available (prepaid card, prepaid line, kiosk, capped rate plan, etc.).

Divisions. Indicates Maroc Telecom's Mobile or Fixed-line and Internet divisions.

Postpaid (services). Formula whereby services are paid for after being used (free services may also be included in this formula).

Power CP. New, more powerful processor, based on Siemens technology, for MSC Mobile switches.

PPT. Smart Network service allowing the marketing of capped rate plans, not with a line number (CLI) but with any virtual phone number.

Prepaid (services). Formula whereby services are paid for before being used (free services may also be included in this formula).

Radio paging. Transmission of numeric or alphanumeric messages to a Mobile handset or group of Mobile handsets.

NSS System (Network Sub-System). All elements/equipment, in particular switchgear, required to make up a GSM network.

SS7 Network (Signaling System 7). American name for the CCITT 7 network signaling protocol.

ISDN (Integrated Services Digital Network). Entirely digital telecom network enabling the simultaneous transmission of Voice and Data (fax, Internet, etc.).

Roaming. Function enabling customers abroad to make and receive calls via an operator other than the one to which they subscribe.

PSTN (Public Switched Telephone Network). This is the classic 2-line network. This system is switched in the sense that the connection is temporarily established with the person called, as opposed to cable, where the connection is permanent.

SaaS. Software as a Service is a cloud-based software delivery model. The applications are hosted by the service provider.

SDH (Synchronous Digital Hierarchy). Digital method of optimizing transmissions over fiber optic and radio systems.

SMSC (Short Message Service Center) Servers. Service allowing the sending and receiving of written messages containing a maximum of 160 characters. Messages can be sent via an operator, via the Internet or directly using the keyboard on a Mobile phone. If the recipient's phone is turned off, the messages are still saved at the operator's message center. The duration of storage varies according to the operator. Nonetheless, in order for messages to be received, the maximum storage capacity of the handset must not have been reached.

Single RAN. Solution for network operators that lowers energy consumption, transmission costs, maintenance, and the amount of ground infrastructure needed with respect to traditional BTS solutions.

SMS (Short Message Service). Written message, limited to 160 characters, exchanged between Mobile telephones.

SMW3 (SEA-ME-WE3/Southeast Asia - Middle East - Western Europe). Fiber-optic submarine cable linking four continents.

SSNC (Signaling System Network Control). A new component developed by Siemens that controls signaling traffic for MSCs (Mobile switching centers) in such a way as to increase handling capacity

Signaling Transfer Point (STP) system. Signaling transfer point for S7 signaling systems. The STP allows signaling messages to be routed and transferred by means of the SS7 protocol.

Churn rate. Indicator calculated by dividing the number of contracts terminated over a given period by the average customer base over the same period, expressed yearly. The monthly average customer base corresponds to a given month's mean number of customers taken at the beginning and at the end of that month.

Average churn rate. Indicator calculated by dividing the number of contracts terminated (customers with prepaid and postpaid plans) over a given period by the total average customer base (prepaid and postpaid) for the same period, expressed yearly. The average customer base is the average of all average monthly customer bases (prepaid and postpaid) for the period. The monthly average customer base corresponds to a given month's mean number of customers (prepaid and postpaid) taken at the beginning and at the end of that month.

Dropped-call rate. Quality indicator measuring, for the existing Mobile customer base, the number of dropped communications in comparison to the set of communications established on the network.

Call completion rate. Quality indicator measuring, at peak time on the network, the number of calls successfully completed by the existing Mobile customer base (for the BSS radio portion), compared to all calls transmitted over the network.

Signal failure rate. General term, applicable to various services, expressing the number of lines or services declared to have failed during the period, compared to the set of lines or services for the same period.

Success rate. Quality indicator measuring the number of SMS successfully sent by the existing base of Mobile phones reported.

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MAROC TELECOM

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