



# MOROCCO NOW

National Investment and Export  
Brand Launch



# THE RECENT GLOBAL CHALLENGES ARE GENERATING NEW REQUIREMENTS



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



# MOROCCO UP TO NOW

## STABILITY AND VISIONARY DECISIONS



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



Long lasting stability rooted in the monarchical pact

“

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

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

”

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

# MOROCCO UP TO NOW

## 20 YEARS OF DETERMINED TRANSFORMATION



Early Decision To Go For  
Free Trade Agreements



Top Class Trade And Transports  
Infrastructures



Massive Investment In Renewable  
Energies Since 2009



# ... SHAPED A LEADING INDUSTRIAL AND EXPORTING PLATFORM



## WORLD FASTEST GROWING AUTOMOTIVE CLUSTER

**#1**  
producer in Africa

**700 K**  
vehicles production  
capacity

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



## FAST EMERGING AEROSPACE INDUSTRY

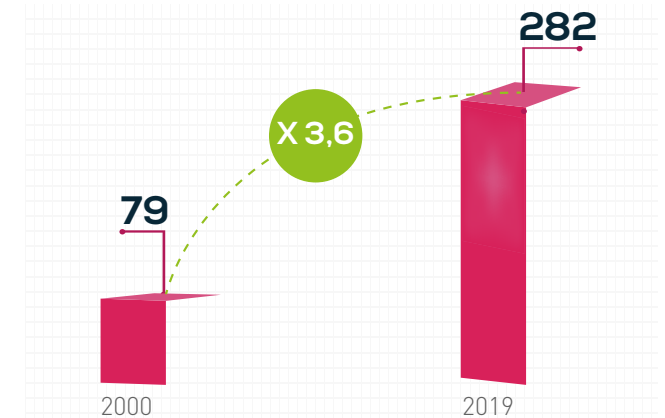
**20%**  
average growth

**#1**  
aerospace equipment  
exporter in Africa



## INCREASING EXPORTATIONS

Morocco in MAD billion





# Now Morocco

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

This ambition will be supported by a new identity.

# MOROCCO



INVEST AND EXPORT



# MOROCCO

# NOW

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

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

 **NOW SUSTAINABLE**

 **NOW WELL-PROVEN**

 **NOW COMPETITIVE**

 **NOW AGILE**



# NOW SUSTAINABLE



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

1st producer of renewable energies in Africa

Renewable energies **objective of 52%** by 2030

4GW of installed capacity in 2021, investment of \$ 6 billion

# NOW COMPETITIVE



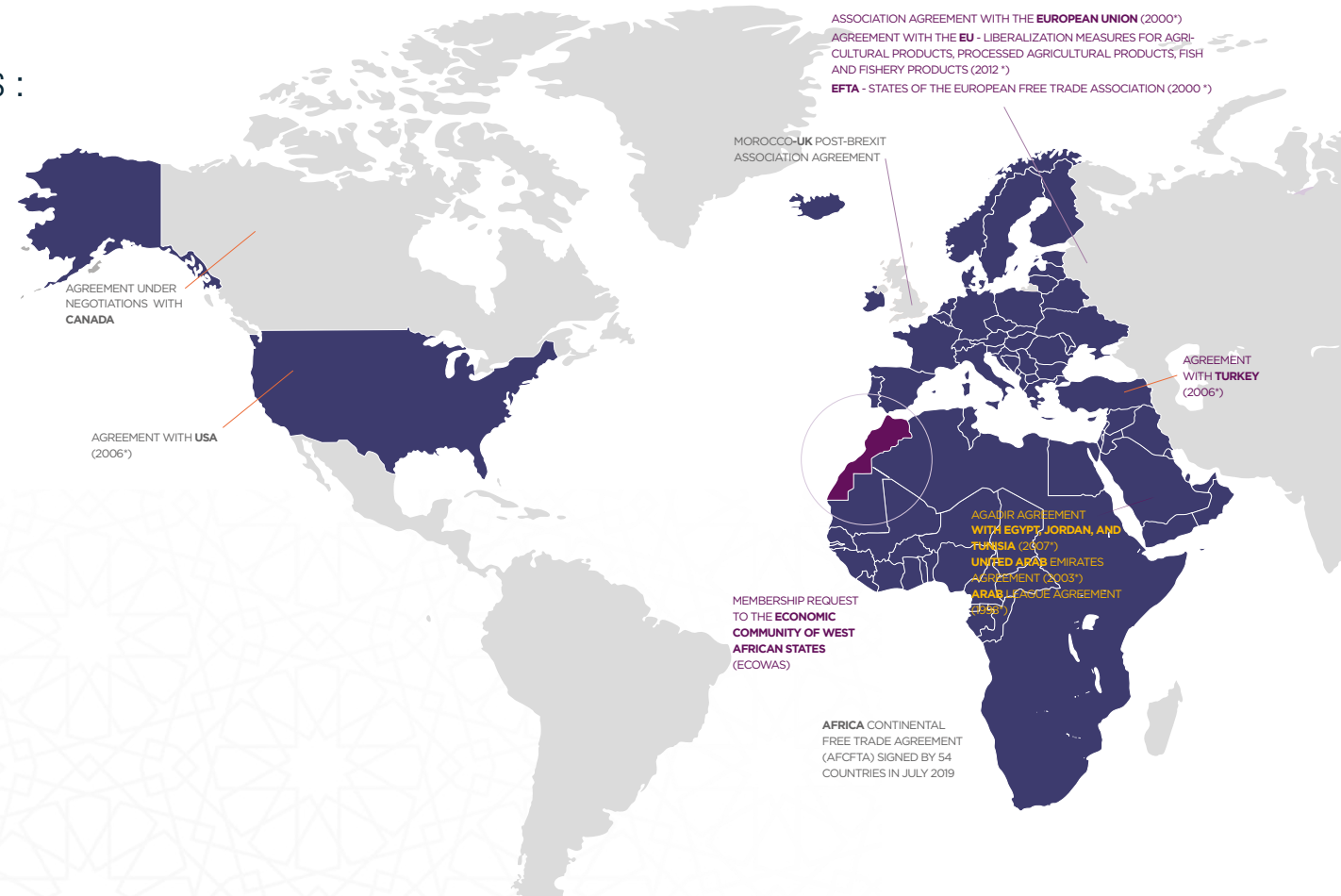
Best cost offer based on competitive production and export costs :

327 \$/month average labor cost

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

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

Gateway to be part of Africa's fast growth potential

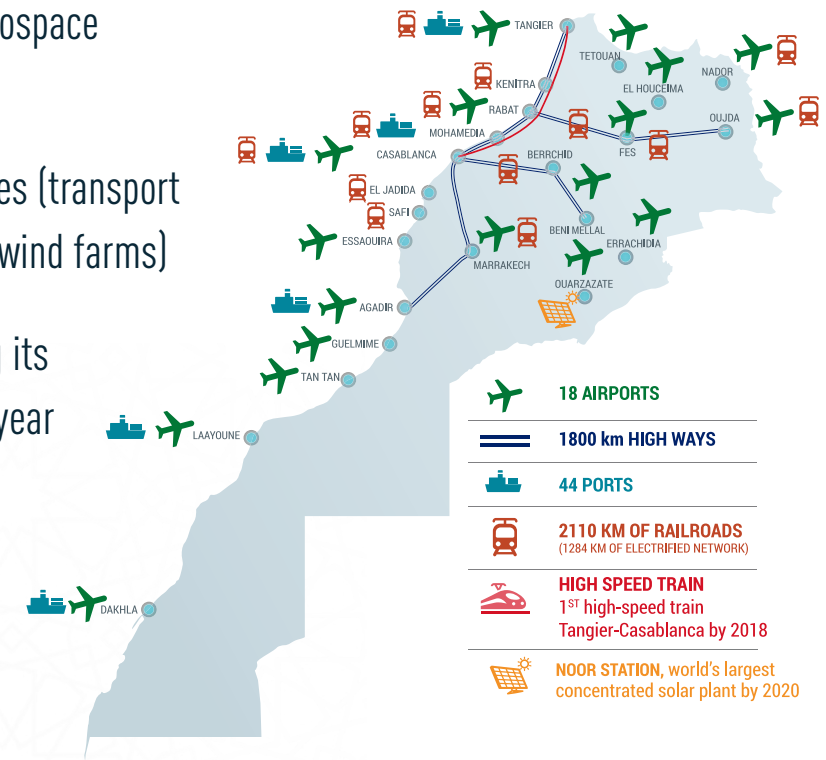




# NOW WELL-PROVEN

Strong track record in:

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



# NOW AGILE

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

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



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For further information





# TEXTILE INDUSTRY

OCTOBER 2021



# WHY MOROCCO ?

## Large & rich textile industry...

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

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

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

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

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

## ...in an overall attractive environment for investors

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



# TEXTILE INDUSTRY AT GLANCE

## THE TEXTILE INDUSTRY IN 6 KEY FIGURES



**> 189K JOBS**  
Among the 1<sup>st</sup> industrial  
employer in Morocco

**27%**  
of industrial jobs



**>1.200**  
companies

**1bn PIECES**  
produced annually



**12%**  
of Moroccan exports

**USD 3.6bn**  
export turnover
















# STRATEGIC POSITIONING WORLDWIDE

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

...SHOWING A ROBUST PERFORMANCE  
OVER H1 2021

MARKET SHARE IN EU IMPORTS (%) S1-2021			
1		CHINA	26,4%
2		BANGLADESH	20,7%
3		TURKEY	13,4%
4		INDIA	5,8%
5		VIET NAM	4,1%
6		PAKISTAN	3,7%
7		<b>MOROCCO</b>	<b>3,6%</b>
8		CAMBODIA	3,2%
9		TUNISIA	2,9%
10		MYANMAR	2,2%
11		OTHERS	14%

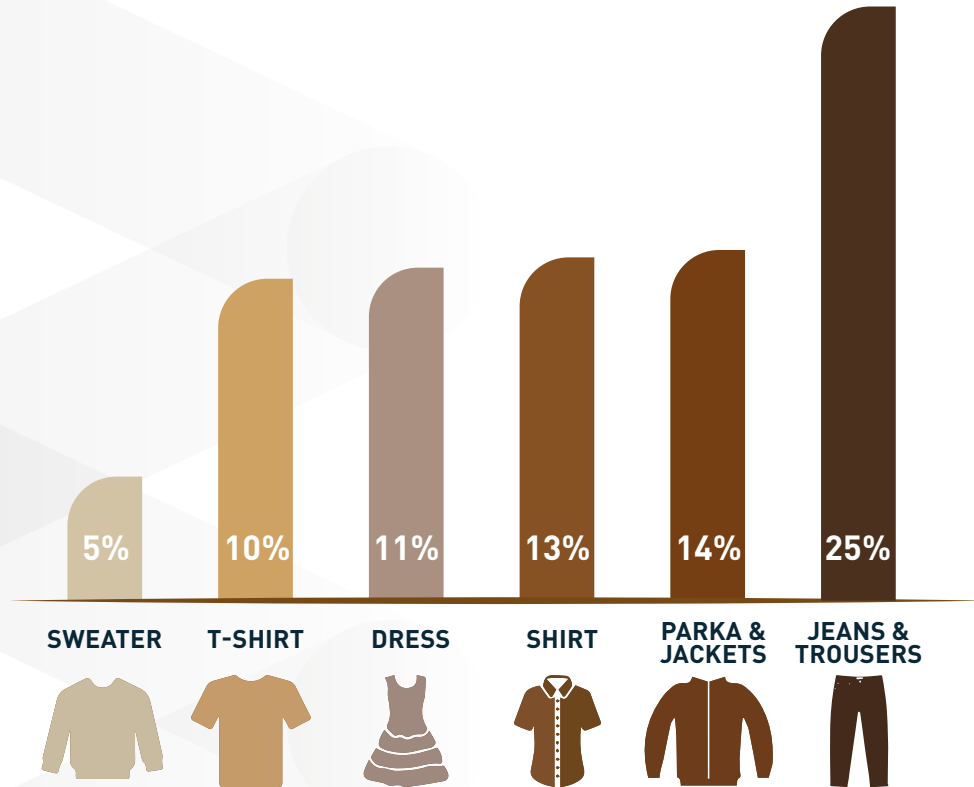


**+23.2%** growth in textile exportation compared  
with the same period of 2020\*

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

# MULTIPLE SEGMENTS WITH EXTENSIVE PRODUCTION CAPABILITIES

## A MULTI-SEGMENT POSITIONING *(by value)*



OTHERS: 22%

Source: Evalliance

## EXTENSIVE CAPABILITIES



**1bn** ITEMS a year

*Morocco's total installed textile production capacity*

# A UNIQUE COMBINATION OF COMPETITIVE ADVANTAGES

## CAPACITY TO QUICKLY ADAPT TO CHALLENGES

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

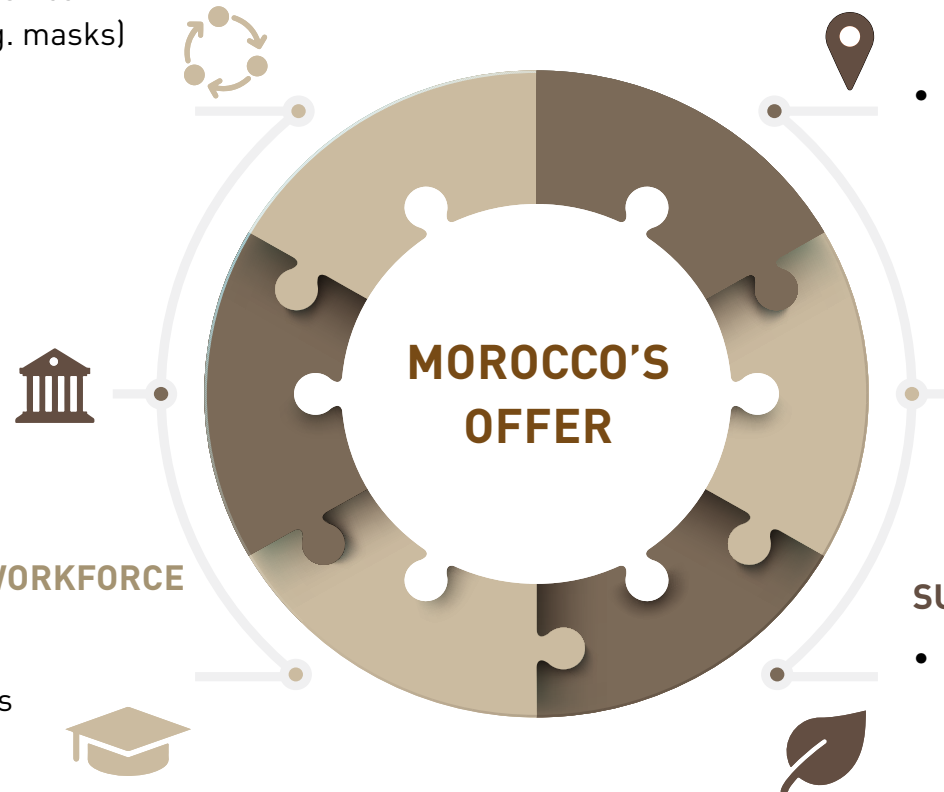
## SET OF GOVERNMENT INCENTIVES

- Government Subsidies
- Tax Free Zones
- Special Economic Zones

## ABUNDANT AND WELL-TRAINED WORKFORCE

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

Source: BCG Analysis



## SHORT LEAD TIME

- 14km from Europe: Closest African country to the US and Europe
- High connectivity: The 1<sup>st</sup> transshipment platform in Africa

## TRADE AGREEMENTS

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

## SUSTAINABLE TEXTILE

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

# HIGHLY QUALIFIED AND WELL-TRAINED WORKFORCE



## A LARGE AND YOUNG WORKFORCE

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



## A DEDICATED TRAINING ECOSYSTEM

Education offer from production engineering and manufacturing to fashion design



## A PREDOMINANTLY FEMININE WORK FORCE

Women represent 60% of the Moroccan textile industry work force



# STRONG TRADE TIES WITH US & EUROPE

## FREE TRADE AGREEMENT MOROCCO – USA



SINCE 2005

Free access to the **US Market:**

**Triple transformation rule**

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

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

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

## FREE TRADE ZONE EU28 - MOROCCO



SINCE 1996

- Complete **dismantlement of tariffs** on textile products

- **Mandatory EUR1 certification**

**Pan-Euro-Mediterranean rules of origin**

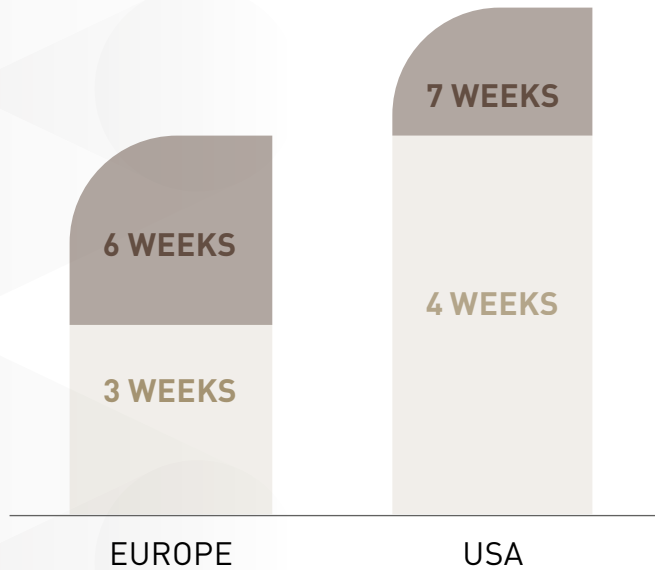
- Applied between Morocco & 42 countries, among which EU, EFTA or Turkey
- Enables the transformation of imported raw material

# COMPETITIVE LEAD TIME AT A GLOBAL SCALE



## AN EASY ACCESS TO EU AND US MARKETS

### AVERAGE LEAD TIME TO PRODUCTION & SHIPPING



Source: BCG Analysis

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



Elif Cam  
Director of Global Sourcing DeFacto Group

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



Cai Jie  
Country Manager Omega Groupe

# GOVERNMENT INCENTIVES

## AN ATTRACTIVE INCENTIVE PACKAGE

### GOVERNMENT SUBSIDIES

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

### SPECIAL ECONOMIC ZONES

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

### GOVERNMENT SUPPORT

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



# A BRIGHT AND GREEN FUTURE

## Green investment, today a strategic priority

### GOVERNMENT SUPPORT

**Access** to competitive renewable energies

**Availability** of new eco-friendly industrial zones generation

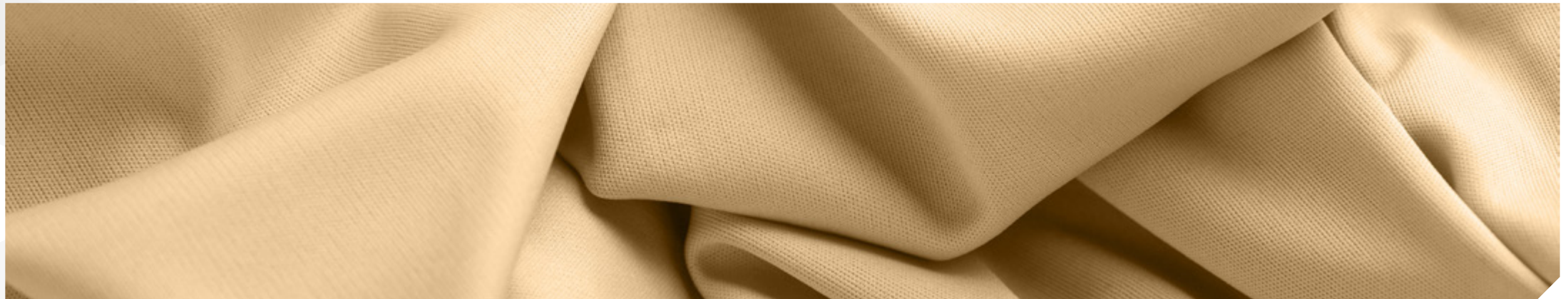
### UPSTREAM INDUSTRIES DEVELOPMENT

**Development of** alternative raw materials

New law of the valorization of **hemp**

### MARKET DIVERSIFICATION

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





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# AGRI-FOOD INDUSTRY

OCTOBER 2021



# MOROCCO: A PLATFORM TO SOURCE, TRANSFORM & EXPORT



## DYNAMIC AND DIVERSIFIED AGRICULTURAL UPSTREAM...

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

## ...A TRANSFORMATION PLATFORM WITH UNIQUE **COMPETITIVE ADVANTAGES**

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









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

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



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

## Annual prod. (2019-2020, tons)

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

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



High **diversity** of soil and climates over the Moroccan territory



Over **650 varieties** of fruits & vegetables with remarkable organoleptic properties

Over **4.200 species** of aromatic & medicinal plants



**Additional raw materials** at reach with short lead times

# INNOVATIVE, GREEN AND STRUCTURED UPSTREAM

## #INNOVATIVE

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



## #GREEN

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



## #STRUCTURED

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



# THE AGRI-FOOD INDUSTRY: A GOOD OVERALL PERFORMANCE

## THE AGRI-FOOD INDUSTRY IN 6 KEY FIGURES



**> 161K**  
JOBS



**697 Mn\$**  
Investments  
2014-2020



**> 2100**  
COMPANIES



**3,5Bn\$**  
EXPORT  
TURNOVER



**4Bn\$**  
YEARLY ADDED  
VALUE



**17 Bn\$**  
ANNUAL  
REVENUES

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

“

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

”



**FRANCK RIBOUD**  
Ex-CEO Of the Danone Group



# THE AGRI-FOOD INDUSTRY: REAL INVESTMENT & EXPORT OPPORTUNITIES



## PRIORITY SECTORS

## INVESTMENT & EXPORT OPPORTUNITIES



**Valorization of citrus and other fruits & vegetables**

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



**Fruit and vegetables processing**

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



**Dairy industry**

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



**Pasta & couscous industry**

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



**Biscuits, confectionery and chocolate industry**

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



**Olive Oil Industry**

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



**Processed meat industry**

- **Local increasing market**
- **Strong potential export to halal market**

# COMPETITIVE PLATFORM : BEST COST OFFER

## WELL-TRAINED HUMAN RESOURCES

**+3,600** Specialist engineers & Technicians

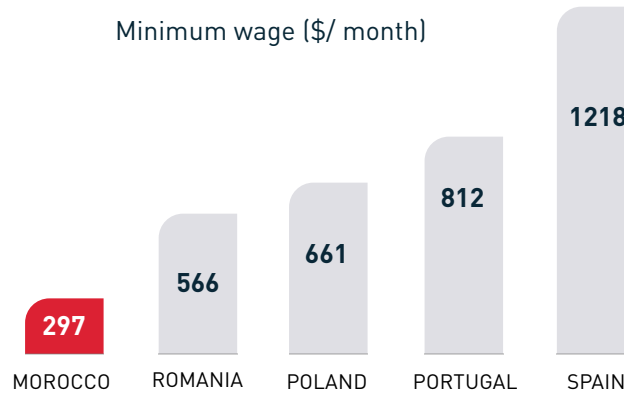


**+15,000** Generalist engineers



## COMPETITIVE LABOR COST

Minimum wage (\$/ month)

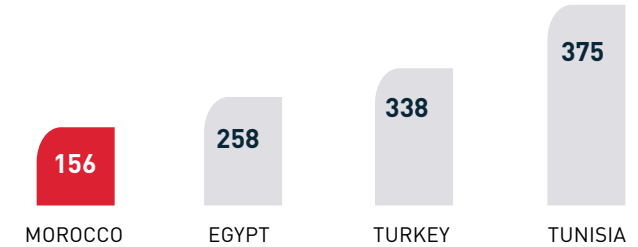


Source : Global Wage Report 2021/2020 / World Bank



## COMPETITIVE COST TO EXPORT

Cost to export (\$ per shipment)





# COMPETITIVE PLATFORM : BEST CONNECTIVITY

## TANGIER MED PORT, THE 1ST TRANSHIPMENT PLATFORM IN AFRICA

**186**

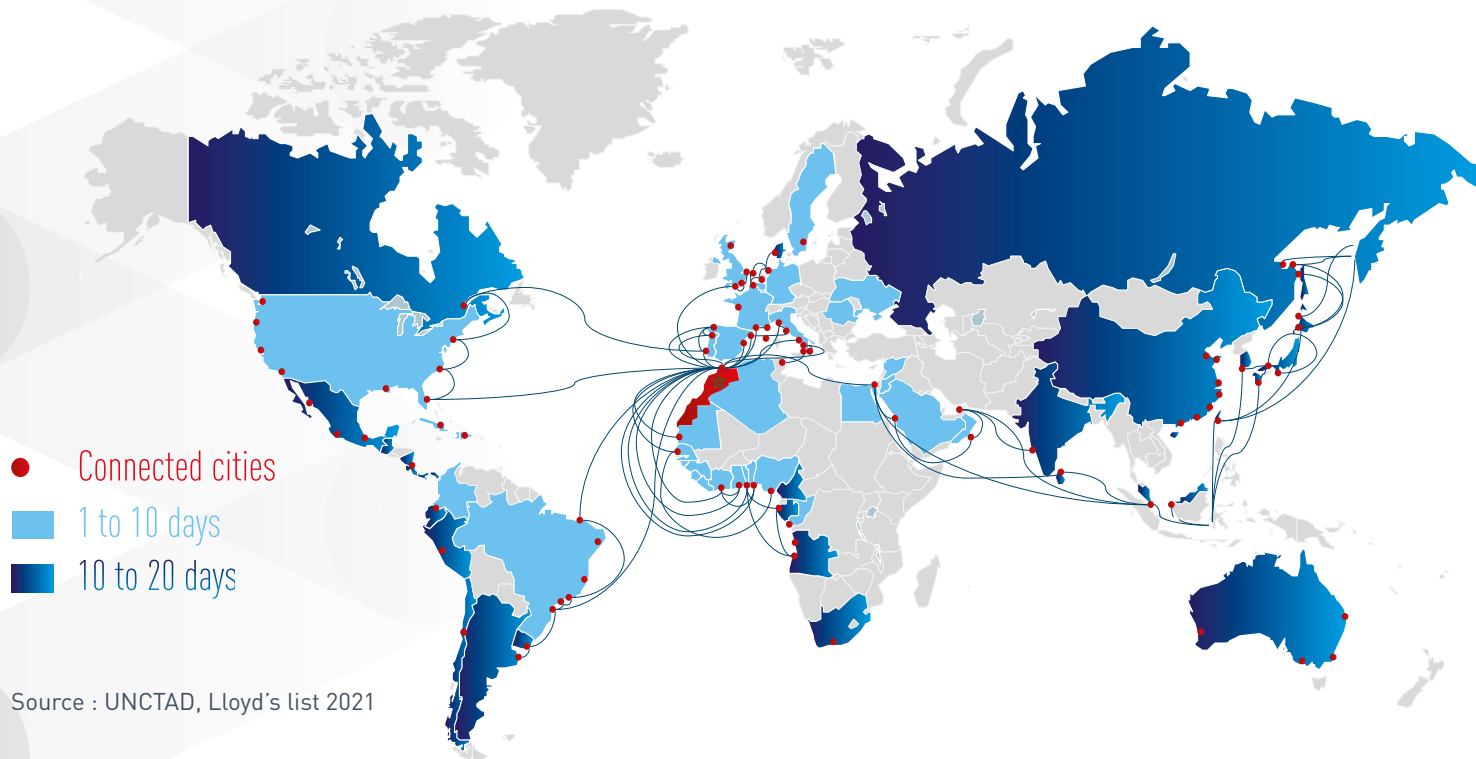
186 connections  
with 77 countries

**14 km**

14 km from Europe

**9M**

Treatment capacity for  
9 million of containers per year



Source : UNCTAD, Lloyd's list 2021



# COMPETITIVE PLATFORM : WORLD-CLASS INFRASTRUCTURE

## 1ST IN AFRICA IN TERMS OF INFRASTRUCTURE & DIGITAL CONNECTIVITY

**1<sup>st</sup>** high speed train  
in Africa  
Tangier-Casablanca



**18**  
airports

1<sup>st</sup> in Africa in terms of  
accredited airports

**1.808 km**  
of highways



# AN ATTRACTIVE SET OF GOVERNMENT INCENTIVES

## GOVERNMENT SUPPORT

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

## TAX FREE ZONES

- **Tax exemption**
- Unlimited **exemption on custom duties**

## GOVERNMENT SUPPORT

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



# SHORT LEAD TIMES & FTA'S FACILITATE ACCESS TO MAJOR FOOD MARKETS



- **1<sup>st</sup>** worldwide food market: **338 bn \$** imports in 2020
- **2 days** transportation by land
- **2012** - Free Trade Agreement Morocco-UE



- **3<sup>rd</sup>** worldwide food market: **100 bn \$** imports in 2020
- **10 days** transportation by sea
- **2005** - Free Trade Agreement Morocco-USA



- **4<sup>th</sup>** worldwide food market: USD 48 bn \$ imports in 2020
- **6 to 10 days** transportation by sea
- **2018** - Africa Continental Free Trade Agreement (AfCFTA) signed by 44 countries



- **5<sup>th</sup>** worldwide food market: 42 bn\$ imports in 2020
- **2,5 days** transportation by sea
- **2019** Morocco-UK Post-Brexit Association Agreement



- **8<sup>th</sup>** worldwide food market: 26 bn \$ imports in 2020
- **6 to 7 days** transportation by sea
- **2003** - UAE Agreement
- **1998** - Arab League Agreement

Source: TRADEMAP

# THEY HAVE ALREADY SUCCEEDED IN MOROCCO...

## SUCCESS STORY 1#: MONDELEZ



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



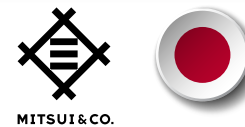
## SUCCESS STORY 2#: BEL



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


















































## SUCCESS STORY 3#: MITSUI & CO



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

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

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

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

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



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# AUTOMOTIVE INDUSTRY

OCTOBER 2021



# WHY INVEST IN MOROCCO'S AUTOMOTIVE INDUSTRY ?

## A THRIVING AUTOMOTIVE CLUSTER...

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



## ...THANKS TO DIFFERENTIATING COMPETITIVE ADVANTAGES

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



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

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



# AUTOMOTIVE INDUSTRY AT A GLANCE

60%

Integration rate

75

75 global destinations of exports

8,3B\$

8,3 billion \$ automotive exportations

700K

Installed capacity

250

More than 250 companies already installed

220K

More than 220k jobs in the sector



# SUCCESS STORIES : RENAULT GROUP



## Renault Group

2 sites

500K installed capacity

5 models manufactured

Zero emission factory

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



LODGY



SANDERO STEPWAY



SANDERO



DOKKER



LOGAN

# SUCCESS STORIES : STELLANTIS

STELLANTIS

1 site

200K  
installed capacity

3 models  
manufactured

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

## Africa Technical Center

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

Opel Rocks-E



Peugeot 208



Citroën Ami

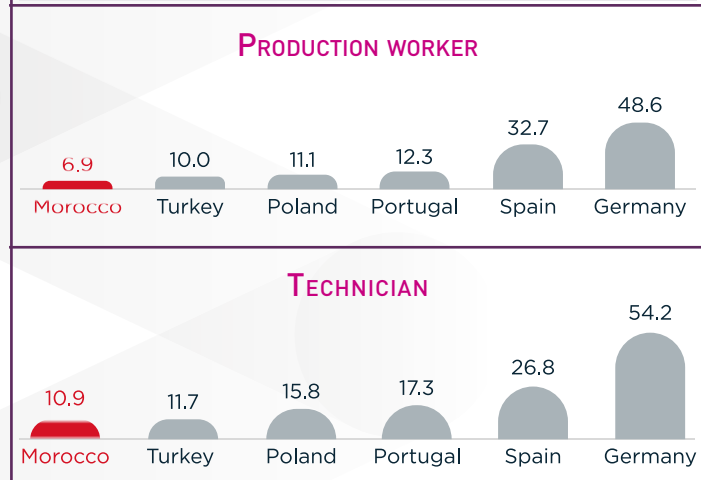


# MULTIPLE ADVANTAGES OF THE MOROCCAN PLATFORM

## HIGHLY TRAINED LABOR

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

### MEDIAN TOTAL ANNUAL COMPENSATION (PER EMPLOYEE IN USD K)



Source: Mercer - Labor costs benchmark - 2018

## ACCESS TO MARKETS

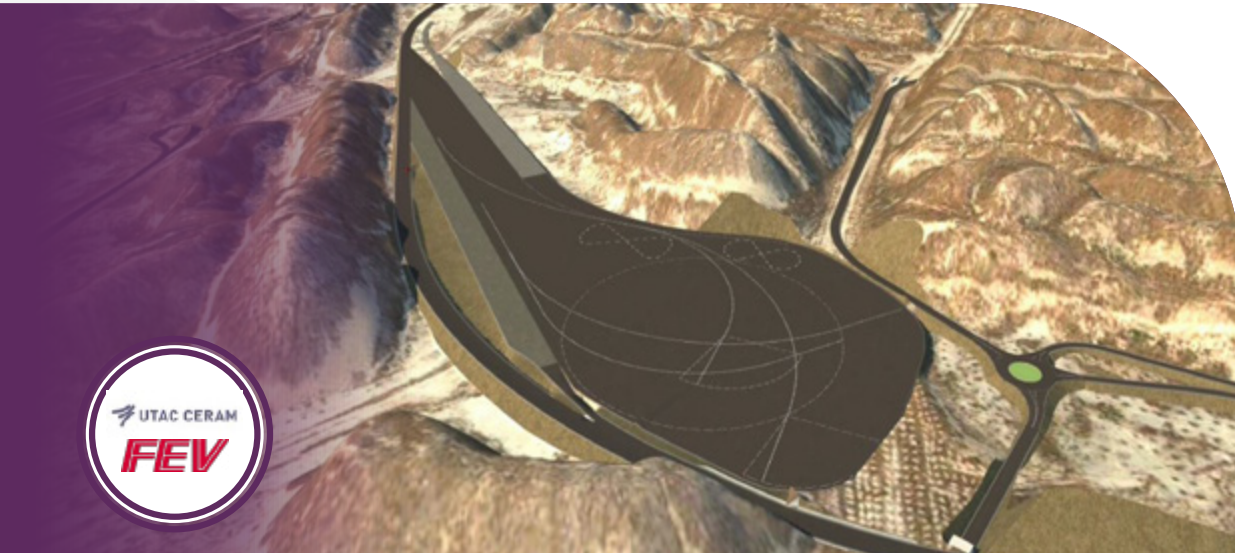
Total market surpassing **40 million cars**

- **European Union** 
  - 18 400 new cars market
  - Free trade agreement
  - 1 day transportation
- **NAFTA** 
  - 20.300 new cars market
  - Free trade agreement with the US
  - 5 days transportation
- **Middle East - North Africa** 
  - FTAs with Turkey, UAE and Egypt
  - 1-3 days transportation
- **Western Africa** 
  - market with high growth potential
  - 1-3 days transportation

## INFRASTRUCTURE



# ENGINEERING AND R&D CAPACITIES, FROM DESIGN TO MANUFACTURING



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

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

## Cetiev 2.0

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



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



# MAKE MOROCCO THE MOST COMPETITIVE AUTOMOTIVE PRODUCTION HUB BY 2023

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



**Low carbon** production using local renewable energies



More **local integration** to reach out **80%**

Competitive production costs and **highly skilled** labor force



**Attractive logistic costs** at the crossroad of continents





# MORE LOCAL INTEGRATION AS A COMPETITIVE LEVER FOR AUTOMOTIVE ECOSYSTEMS

## > Raw material suppliers



PLASTIC  
Polypropylene



PLASTIC  
Polyethylene



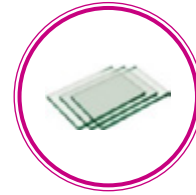
ALUMINIUM  
(1<sup>st</sup> fusion)



SCRAPS  
METAL



ALUMINIUM  
(2<sup>nd</sup> fusion)



FLOAT

## > Raw material processors



Flat Steel



Long Steel



Bar Turning



Pipes



Fondry



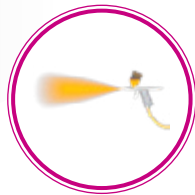
Stamping



Injection



Blow Molding



Technical  
Painting



Chrome Plating



Fixings



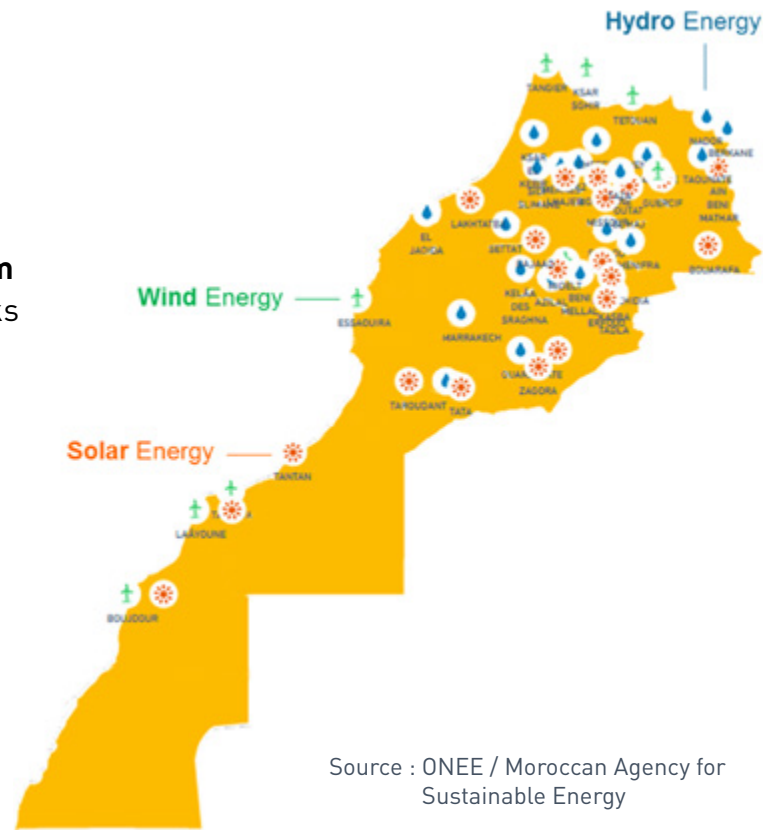
New commodities to be developed to improve the local integration rate from

**60% to 80%**



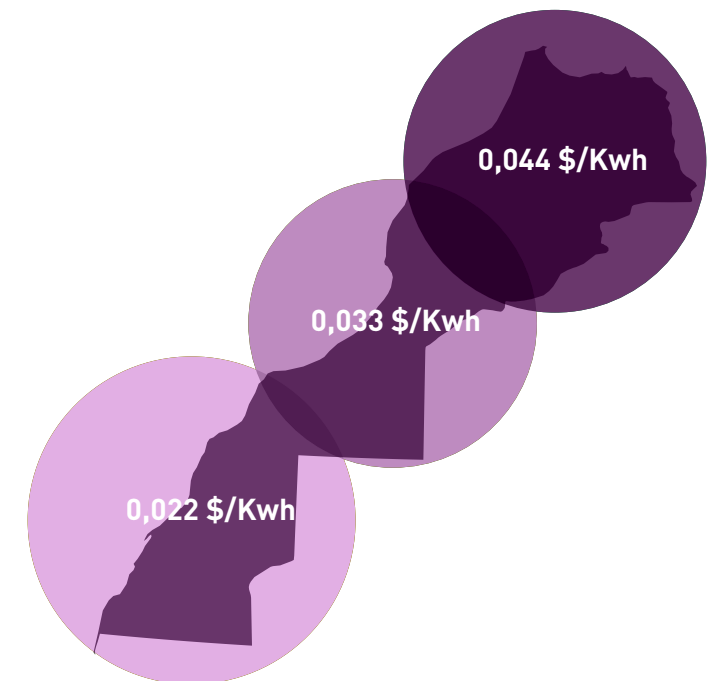
# CARBON FREE ZONES AND HIGHLY COMPETITIVE RENEWABLE ENERGY

Morocco's Renewable Energy Projects Map



Source : ONEE / Moroccan Agency for Sustainable Energy

Morocco wind-PV mix production cost



**52%** energy mix by 2030

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

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# AEROSPACE INDUSTRY

OCTOBER 2021



# WHY MOROCCO ?

## World class aeronautics platform...

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

## ...appealing to major international players...

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



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

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

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







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


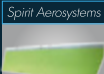


# HIGH VALUE-ADDED PARTS PRODUCED USING THE LOCAL SUPPLY CHAIN

## PARTS MADE IN MOROCCO






HIGHLY INTEGRATED CAPABILITIES

 Fuselage Airbus A321	 upper fuselage panel Dassault Falcon	 Side Panel Airbus Family	 Em door Bombardier CRJ	 Pavillon Airbus A350	 Porthole fuselage panel Falcon 900-2000
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 Winglets Bombardier CRJ	 Flaps Bombardier CRJ
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 Tail Cone Airbus A330	 Underbody Boxes ATR
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 Slats Bombardier	 Depth ruler Falcon 900-2000	 Frame Airbus Family	 thrust reverser Bombardier & Gulfstream	 Inlet Bombardier CRJ	 Tubes & Pipes Airbus Family
 frames belly support doors Airbus A380	 Boxes Airbus A350	 Hatch A320	 Thrust reverser fan Bombardier & Gulfstream	 thrust reverser Airbus A320	 Blades Engines

 Side Stick unit Airbus Family	 Business Class Seats Airbus & Boeing Families	 Honey comb Various planes	 Overhead Compartment ATR	 helmet box A320	 equiped panels A320
 Air conditioning parts Airbus Family	 Door panel A320	 Cockpit Furnishings Airbus A320	 Protect panels A320	 Cockpit panel A320	 Crew seats A320

 3D natives parts Various planes	 Taper Cone CFM 56	 Other machined parts Airbus Bombardier Dassault
 Brake Piston A320	 Primary parts Airbus Family	 Command ring Engines
 fasteners Various planes	 Box and tablet pilot A320	 Other machined parts Airbus family

 Wirings & Harnesses Boeing family	 Wirings & Harnesses Airbus Family	 Wires Airbus Family	 Connectors Airbus Family & Bombardier	 Actuators - Calculators Airbus Family Bombardier Dassault
 Cockpits Control Panel Airbus A320	 Circuit Breaker MRJ90	 Electromechanical Airbus Family Boeing 737Max	 electronic board Airbus Family	 power electronics Various planes

### LEGEND

-  Subassembly aerostructure & engines parts
-  interior equipments & composite parts
-  Machined & sheet metal parts
-  Electrical harnesses, components & parts

## THESE AIRCRAFT FLY WITH PARTS MADE IN MOROCCO



# THEY TRUST MOROCCO



# DIVERSIFIED SUPPLY CHAIN WITH ENHANCED CAPABILITIES (1/2)

## AERONAUTIC EQUIPMENT

Equipment, final assembly & test ( Actuators, Cockpit & Cabin Equipment)



## AEROSTRUCTURE AND ENGINE PARTS

Assembly work packages (fuselage, nacelles...) Composite structural & non-structural



## MACHINING

CNC machining /aluminum/ steel/titanium metal analysis/ mechanical testing



## SPECIAL PROCESSES

Anodizing (OAC,OAD,OAS,OAT...) Plating, coating, phosphating, passivation



## SHEET METAL WORKS

Cutting metals stamping, bending, shot peening, or welding processes



38% OF LOCAL INTEGRATION RATE





# DIVERSIFIED SUPPLY CHAIN WITH ENHANCED CAPABILITIES (2/2)

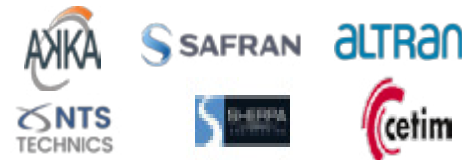
## ELECTRICAL WIRING

Wiring /technical harnesses  
electronics systems testing



## ENGINEERING

Mechanic, Electric, Electronic,  
Hydraulic Study, design, FEA,  
Simulations, 3D Printing



## MRO

Heavy/line engine support services  
interiors

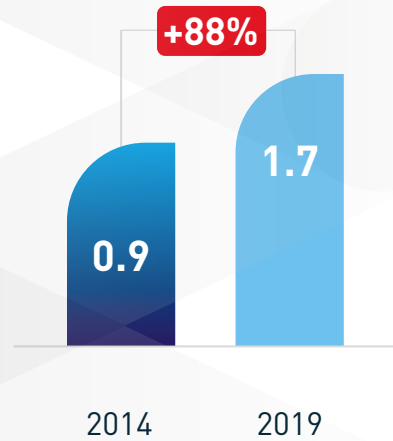


38% OF LOCAL INTEGRATION RATE

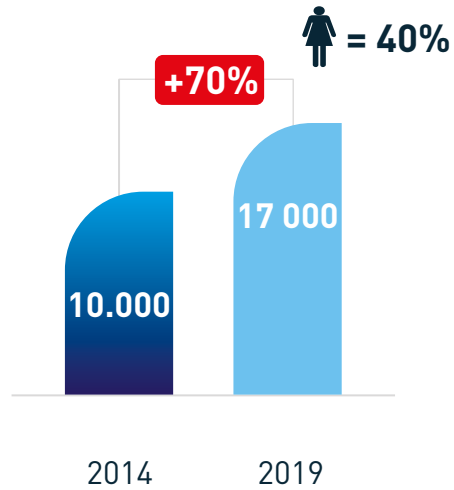
# THE FUTURE OF AVIATION WILL BE MADE "WITH" MOROCCO

## Key figures

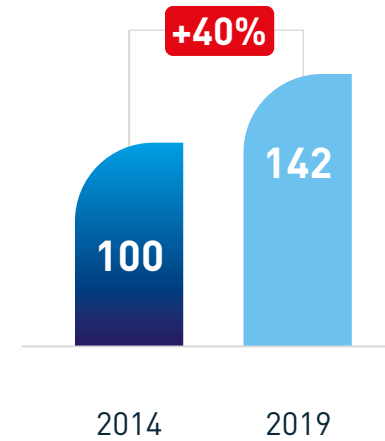
**Revenue**  
(USD bn)  
20% growth rate average



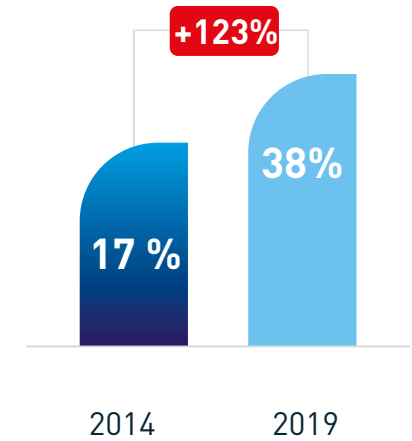
**JOBS**  
(# employees)



**COMPANIES**  
(# companies)



**LOCAL INTEGRATION**  
(% local integration)



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



*Olivier Andriès, CEO, Safran*

# BOEING SUCCESSFUL SOURCING ECOSYSTEM IN MOROCCO



- Memorandum of Understanding signed 2016/27/9 by BCA former CEO Ray Conner and The Kingdom of Morocco (KoM).
- The Kingdom of Morocco, as part of the MoU, will provide a variety of critical parts to the Boeing production system with good quality and on-time delivery performance.

120  
SUPPLIERS

\$1bn  
ECONOMIC IMPACT<sup>1</sup>

8,700  
JOBS<sup>2</sup>

1. Yearly expected exports, in-country direct and indirect revenues 2. Expected number of direct jobs created  
Sources: Institutional sites, AMDIE



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

# PILATUS PC12- ASSEMBLY TO BE COMPLETED IN MOROCCO



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



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

*Thibauld Jongen, CEO, SABCA*

# TALENTED PEOPLE YOU CAN RELY ON

## HIGHLY TRAINED WORKFORCE

### SPECIALIST TECHNICIANS AND OPERATORS

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



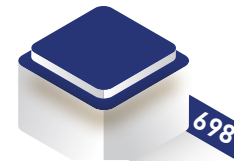
### AERONAUTICS ENGINEERS TRAINED IN MOROCCO AND ABROAD

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



## COMPETITIVE PRODUCTION COSTS

Cost, Morocco, \$/ months



ASSEMBLY/FABRICATION



MECHANICS



QUALITY CONTROL



**TURNOVER RATE IS LESS THAN 5%**

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



# PROXIMITY AND FREE OF DUTIES ACCESS TO MAJOR AEROSPACE MANUFACTURING HUBS

## Easy access to a USD +60 bn market



SOURCE: TRADEMAP



FRANCE

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



UNITED STATES

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



GERMANY

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



UNITED KINGDOM

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



CANADA

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

# YOUR WORLD-CLASS FACILITY READY IN LESS THAN 12 MONTHS

## MIDPARC CASABLANCA FREE ZONE



## NOUACEUR AEROPOLE



## TFZ (Tanger Free Zone), MELLOUSSA



## INDUSTRIAL PARKS: HAD SOUALEM, SAPINO, CFCIM



INDUSTRIAL PARK

AEROSPACE DEDICATED PARK

# A COMPREHENSIVE INCENTIVE PACKAGE AVAILABLE

## Direct Capital Expenditure Subsidies for investment in aeronautics

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

## Tax incentives & Industrial Acceleration Zones advantages

One stop shop services for customs and administration requirements.

## Free on-demand training

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





# THE FUTURE OF AVIATION WILL BE MADE “WITH” MOROCCO

## 2025 AMBITION

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

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

- Export revenue x2,5

- Decarbonization of operations



MOROCCO



INVEST AND EXPORT