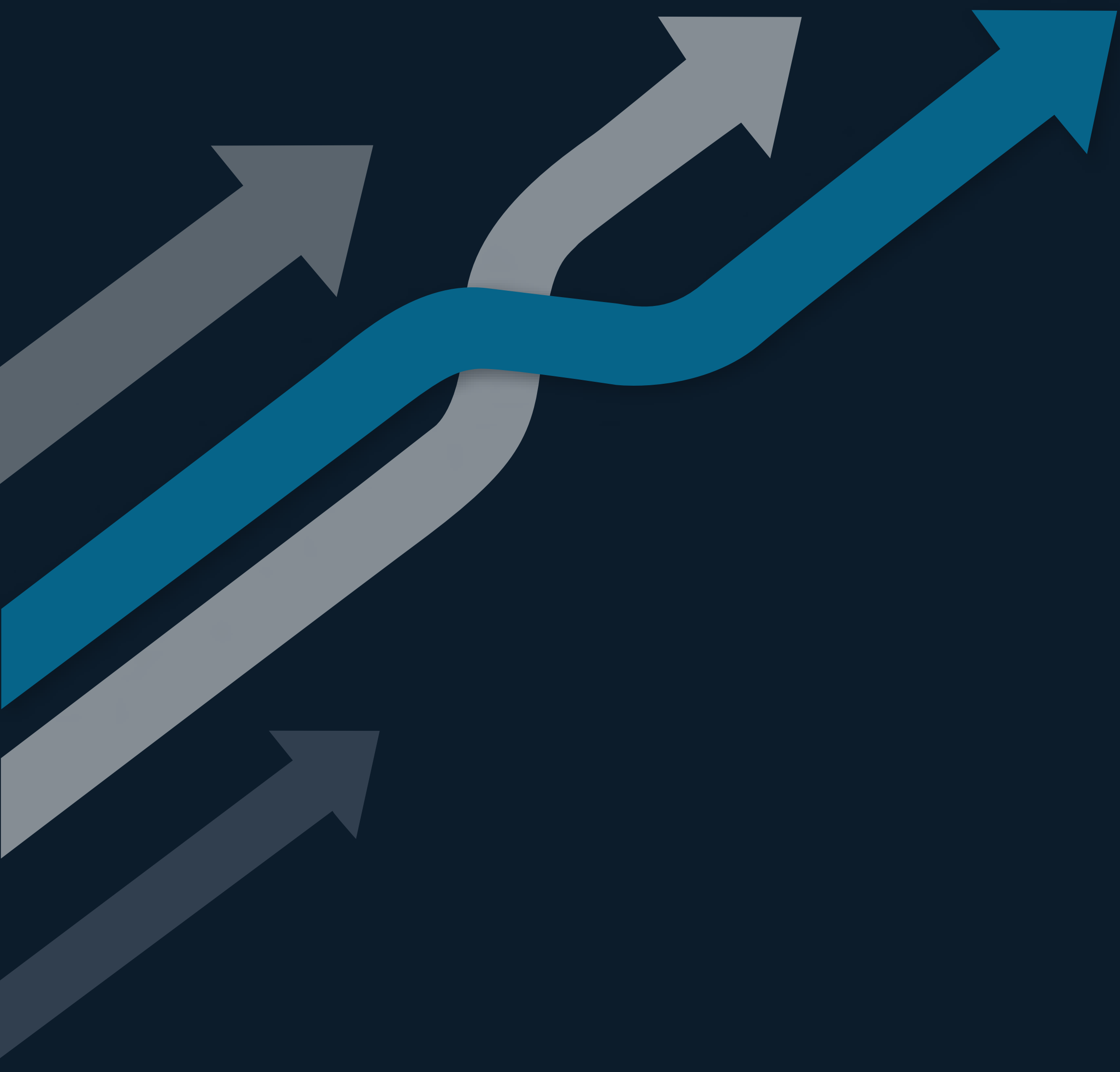
TANGER MED

LOGISTICS AND INDUSTRIAL HUB

INVESTMENT MEMORANDUM 2018



TANGER MED ECOSYSTEM

PORT COMPLEX

1 000 Ha

INDUSTRIAL PLATFORM

5 000 Ha

INVESTMENTS

PORTS

AERONAUTICS

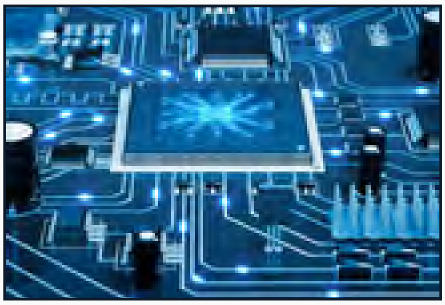
AGRIBUSINESS

TEXTILE

8 b USD

LOGISTICS

AUTOMOTIVE



ELECTRONICS

PARAMEDICS

9 000 000
Containers

7 000 000
Passengers

1 000 000
Vehicles

700 000
Trucks

800
Companies

70 000
Jobs

7,2 b USD
Industrial Exports

REFERENCE PROJECTS

PORT

AUTOMOTIVE

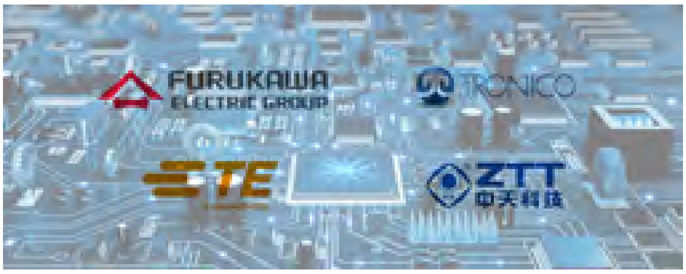
AERONAUTICS

TEXTILE

PACKAGING

LOGISTICS

ELECTRONICS



RENEWABLE ENERGY

AGRI-BUSINESS

PARAMEDICS

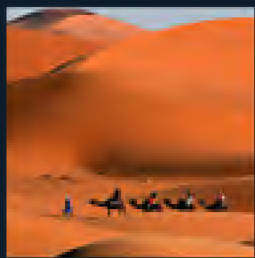
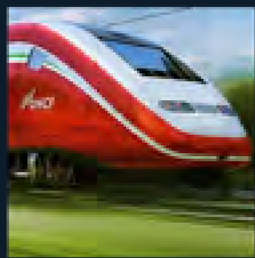
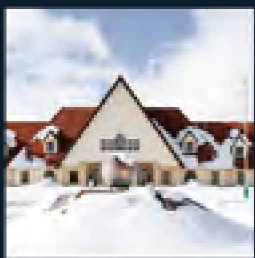
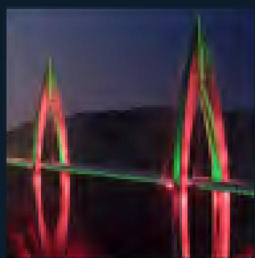
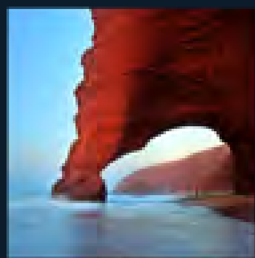
OFFSHORING

SERVICES

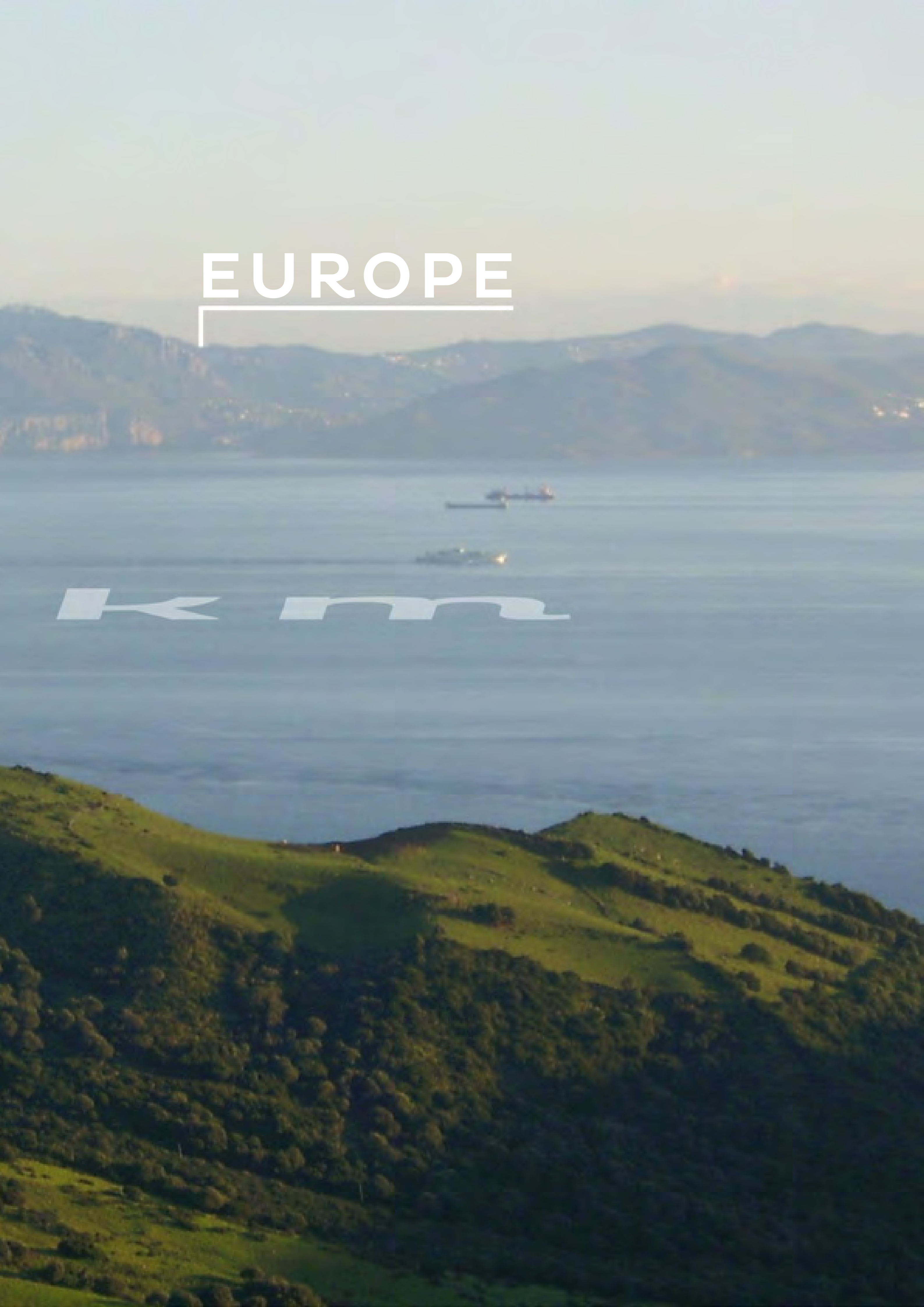
CONTENTS

PART 1

MOROCCO BUSINESS ENVIRONMENT


14
MOROCCO


EUROPE
km

SOLID FOUNDATIONS FOR THE ECONOMY

1. STABILITY

- High stability degree of institutions
- An exception in the MENA region
- Continuous improvements to strengthen democracy and open society
- Strong macro-economic fundamentals
- Stable and sustained economic growth (4,1%)
- Unemployment rate maintained lower than 9.1%

2. ATTRACTIVENESS

- Steady and firm progress in international rankings related to business environment
- International investment : 2,7 b USD FDI in 2017
- An offer combining proximity and access to several markets through FTAs and competitive costs

3.INFRASTRUCTURE

- 22 airports, 16 out of which are international
- 38 ports, 16 out of which are international trading ports. Tanger Med Port: modern world-class infrastructure
- Developed motorways
- First TGV line in Africa, connecting Tangier to Casablanca in 2018
- 2 tramways in Casablanca and Rabat
- Second IT network in Africa

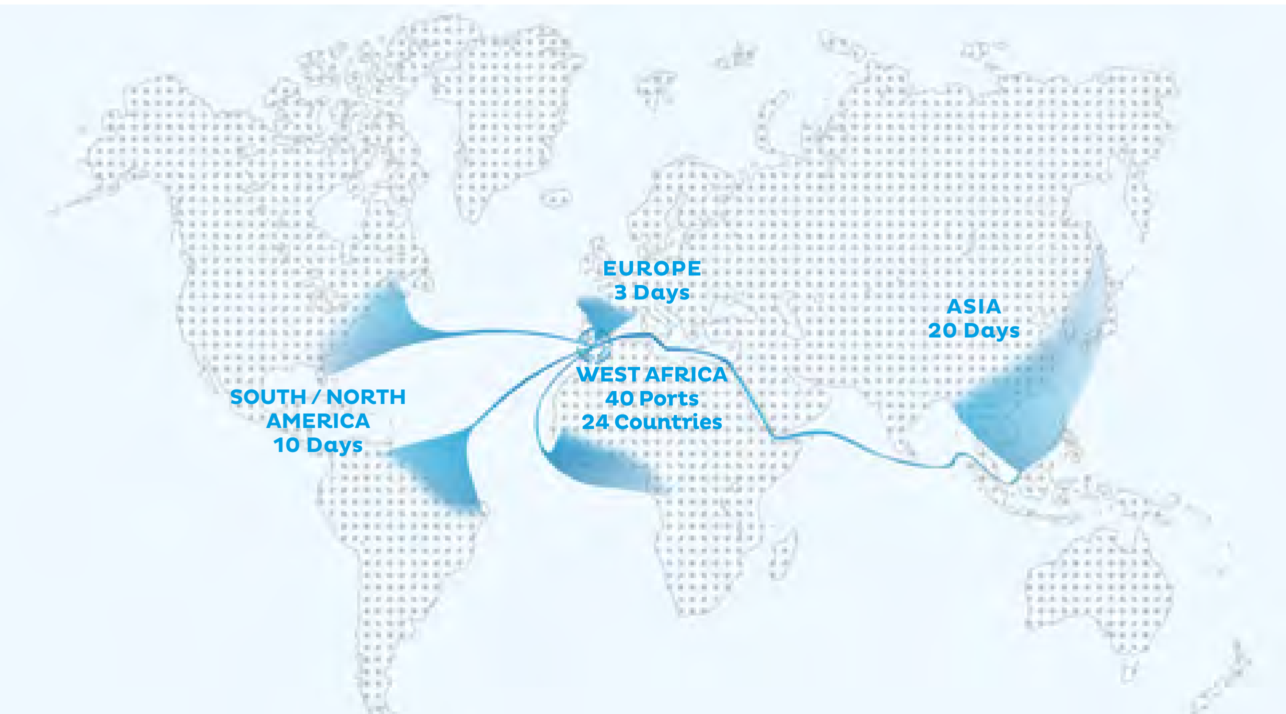
MOROCCO OVERVIEW

“Morocco : an ideal geographical location”

Morocco is located in the western north of Africa, bordered by Algeria to the east, Mauritania to the south, astride both the Mediterranean Sea and the Atlantic Ocean.

The Kingdom has capitalized on its proximity to Europe towards building a bright, open market-oriented economy. Key sectors of the economy include logistics, aerospace, agriculture, tourism, automotive, phosphates, textiles, apparel, and subcomponents. Morocco has expanded investment in its port, transportation, and industrial foundation to position itself as a center for business throughout Africa with industrial growth strategies and infrastructure enhancing Morocco’s competitiveness.

According to a report of the World Bank published in 2015, Tangier ranks amoungst 5 cities in the world in Foreign Direct investment (FDI) thanks to Tanger Med Port. It attracts foreign investors in automobiles and industrial suppliers in different sectors.



Languages

Morocco's inhabitants are well known for being polyglot, with four languages spoken: Arabic, French, English, and Spanish.

The Arabic language remains the official language of the Kingdom of Morocco; however, French is considered to be a national business language inside Morocco, with a strong focus on the English language in the last few years.

Stable Political Fundamentals

Morocco has undergone significant changes in its political environment since His Majesty the King Mohammed VI enthronement in 1999. Morocco is considered presently as a constitutional, hereditary, parliamentary, democratic and social monarchy.

Parliament

Morocco's parliament is constituted by two houses, 325 members of the House of representatives are elected for a five-year term by universal suffrage. On the other hand, the house of counselors, based on the 63rd article of the new constitution, three-fifths of them represent the territorial collectivities and are elected by an indirect universal suffrage, while the rest are elected by region electoral colleges composed of elected members of professional chambers and members elected at the national scale by an electoral college consisting of wage -earners representatives.

Safe environment for life, business, and investment

Stabilized economic growth rate was the result of a longterm strategy based on developing the financial sector of activity, by moving forward from a consumer country to a producer one. The automotive industry is the first sector in Morocco. It is now part of a permanent dynamic suggesting a most promising development that builds the Kingdom into a production platform and export as well performing and diversified as attractive for major global car manufacturers.

Morocco's politics on welcoming foreign investment reflected positively in 2017 by reaching 2.7 b USD, mostly in the industrial sphere.

FACTS ABOUT MOROCCO

Rabat

35,3 M

710 850 km^2

Dirham

Arabic & Berber
(Official)
French, English & Spanish

GMT (GMT +1)

MAIN
CITIES
Casablanca, Fez,
Tangier,Marrakech,
Rabat, Agadir, Dakhla

1 US $
=
9,36 MAD

1 €
=
10,99 MAD

GDP

110 Billion $

A highly attractive platform for investors

Solid macro economic fundamentals:

- High GDP growth (~4,1%/year in 2017) at USD 5,450 PPP/inhab.
- Public debt reduced from 68% to 31% of GDP
- High level of investments (>33% of GDP)
- Inflation down to 1% in 2017
- Massive Go u ernm ent- backed plans to develop Industry, Agriculture, Services and promote the Private Sector
- Major upgrade of infrastructure (airports, ports, trains, roads, energy, telecoms), among best in peer countries
- A very stable and safe environment to do business.

Economic Growth Indicators

Main Indicators	2015	2016	2017
GDP (billions USD)	101.19	103.61	113, 54
GDP (Constant Prices, Annual % Change)	4.6	1.2	4.1
GDP per Capita (USD)	2.965	3.004	3257,80
General Government Balance (in % of GDP)	-4.3	-4.9	-3.5
General Government Gross Debt (in % of GDP)	63.683	64.695	64.4
Inflation Rate (%)	1.5	1.6	1
CurrentAccount (billions USD)	-2.17	-4.54	-4,99
Current Account (in % of GDP)	-2.1	-4.4	-4,4

Source : FMI - World Economic Outlook Database

“World Class” Infrastructure & Services

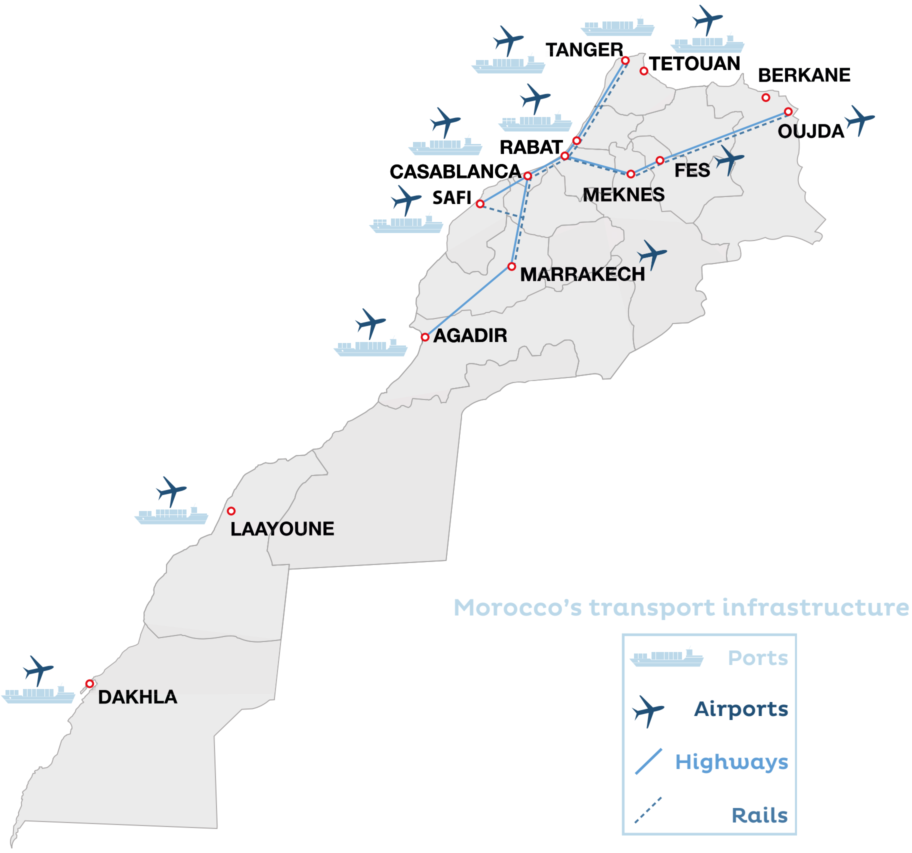
After a decade of major projects, Morocco benefits from infrastructure that meets international standards:

- **1,800 km** of highways
- **9.35 million** passengers.

The Casablanca airport is the largest Europe-Africa hub

- **38 ports,** Tanger Med will reach a 9 million container total capacity, 2,109 km of railways and the first high-speed railway in Africa (1,500 km) for 2019 between Tangier and Casablanca.

And a strong telecommunications penetration (up to 100% mobile users with 3 global fixed-mobile-Internet operators).



MOROCCO FREE TRADE AGREEMENTS

An accelerated involvement in the world economy

EFTA (European Free Trade Association) Iceland, Liechtenstein, Norway and Switzerland

Free trade agreement between Morocco and the United-States

Arab Maghreb Union (Algeria ,Libya, Mauritania and Tunisia)

Limited preferential arrangements Republic of Guinea,Chad, Algeria, Libya, Mauritania, Saudi Arabia and Senegal

55 FREE TRADE AGREEMENTS,
GIVING ACCESS TO A MARKET COMPRISING ALMOST ONE BILLION CONSUMERS

55 COUNTRIES
FREE TRADE AGREEMENTS (FTAS)

23 COUNTRIES
PREFERENTIAL ARRANGEMENTS

Association agreements between the EU and Morocco

Free trade agreement between Morocco & Turkey

Agadir Agreement (Egypt, Jordan, Morocco and Tunisia) Bilateral agreements with Jordan, Tunisia and Egypt

Greater Arab Free Trade Agreement (GAFTA) Bahrain, Jordan,Libya,Palestine,Sudan, the United Arab Emirates, Egypt, Kuwait, Morocco, Qatar, Syria, Yemen, Iraq, Lebanon, Oman,Saudi Arabia and Tunisia

Free trade agreement between Morocco and the United Arab Emirates

Morocco uniquely combines four decisive strategic and long- term attractiveness factors for investors

- Ideal location to serve Europe and Africa
- Unique set of Free Trade Agreements with access to 1 Billion customers (Europe, Africa, North America) :
  - United States 2006
  - European Union since 2000
  - Arab League Agreement 1998
  - Agadir Agreement 2004
  - Turkey 2009
  - West African EMU and Canada, in process
- Competitive Labor costs
- Stable and business-friendly environment, in particular for Foreign Investors

The Sectorial Plans

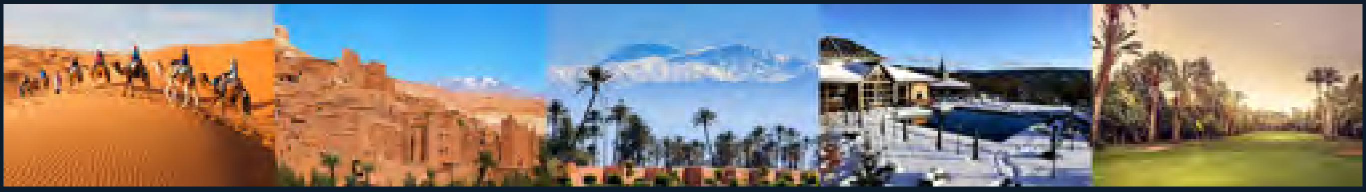
Dedicated to a targeted and focused strategy

7 main development areas notably through 1.6 b USD of public investment and 6.6 b USD of private investment in 2017; in addition to fiscal incentives in each sector:

- Industry
- Infrastructure
- Energy
- Tourism
- Agriculture & Fishing
- Logistics
- New Technologies

Tourism

- Increase touristic entries (target: 20 million tourists by 2020)
- Creation of new hotel capacities (160 000 beds)
- Increase foreign currency receipts (70,25 b USD)
- Employment increase: 600 000 new jobs will be created



Infrastructure

- **Highways:** over 1,800 km existing highways
- **Roads:** 57 334 km
- **Ports/"Tanger Med":** a port in Northern Morocco with international standards and a capacity of 3 million containers today and 9 million by 2019
- **Airports:** international airports (Airport Med V in Casablanca...)
- **Railways:** high-speed railway between Tangier and Casablanca
- **Tramways:** Rabat and Casablanca
- **Utilities:** major investment in water supply/sanitisation, new delegated management styles
- 13 new urban centres and a social housing program (200,000 housing units/year)

Energy & Mining

- Two plans launched in 2009 (solar) and 2010 (wind)
- Budget: 15 b USD
- Objectives:
  - Over 40% national production through renewable energies
  - New capacities: 2,000 MW solar + 2,000 MW wind
  - Secure the supply
  - Diversify the sources and resources
  - Full-scale access to energy
  - Modern energy equipments to all classes of the society
  - Targeted subsidies

Agriculture & Fishing

Morocco's Green Plan 19 b USD till 2020 launched in 2008

- Develop a modern and competitive agriculture
- Modernise small-scale agriculture and increase revenue of small-scale farmers
- Objectives: 10 b USD additional agriculture GdP
- "Halieutis" Plan Sustainable exploitation of resources and promotion of responsible fishing
- Reinforcement of investment policy through private sector
- Optimising the energy mix
- Sound competition

Sustainable development

- Promoting renewable energies and energetic efficiency
- Change in consumption habits: better use of the resources

Regional Integration

- Opening to euro-Mediterranean energy market
- Harmonisation of energy related rules and legislation.

Logistics

Great plan launched in 2010 to improve logistics' effectiveness

Objectives:

- Reduce the cost of logistics from 20% to 15% of GDP
- Increase GDP's growth through the improvement of the added value and logistics costs
- Contribute to sustainable development effort through pollution reduction (35% reduction in CO2 gas emission)
- Integrated national network of 70 Multi Flow Logistics Zones
- Incentives to build-up integrated logistics players

Investment Incentives

Comprehensive offer for investors

- The Moroccan industrial strategy aims to strengthen the attractiveness of the Kingdom through the definition of a value proposition dedicated to equipment suppliers and manufacturers.
- Morocco's offer for the Automotive sector is oriented around three components:

1- The attractive incentive framework through:

- The free zone status offering a full exemption of corporate tax for the first 5 years followed by a cap at 8.75% during 20 consecutive years.
- The installation aid of up to 10% of the total investment

2 - The mechanism of development of skilled human resources, with :

- A support system for operators in their training efforts
- A training plan tailored to the needs of the automotive sector

3 - The diverse selection of properties and conformity to the best international standards in the Industrial Integrated Platforms.

Hassan II Fund

- Moroccan Global Industries focused on direct investments :
- Investment of over 0.5 b USD (excluding import duties and taxes)
- Investment in equipment over 0.2 b USD (excluding import duties & taxes).

Sectors concerned:

- Manufacturing equipment for the automotive sector
- Manufacture of components and assemblies of electronic subassemblies
- Manufacturing equipment for the aviation industry
- Manufacturing operations related to nanotechnology, micro-technology and biotechnology

State participation

- Up to 30% of the cost of the building based on a unit cost of 2000Dh / m² excl Tax
- Up to 10% of the cost of acquiring new capital goods (excluding import duties and taxes)
- Total state participation up to 15% of total investment
- Up to 30% of the cost of land acquisition.

INTERCONNECTION INFRASTRUCTURES IN TANGER MED

The New Industry Plan for 2014- 2020

The new strategy aims to create nearly 500 000 jobs. It follows to the National Pact for Industrial Emergence (PNEI) launched in 2008, and represents an investment of 2 b USD

The share of industry in the GDP will grow from the current 14% to 23% by 2020

The new plan will facilitate the transition from informal to formal sector by creating more integrated businesses to respond to the key issue of skills adequacy with business needs. In addition, a public industrial investment fund will be put in place with a 2.1 b USD budget by 2020

Launching of 22 Industrial platforms & Free-Trade Zones:
Priority sectors: Automotive; Aeronautics; Electronics; IT; Agri-business & Fishing; Textile; Clean tech
Development of Global Activities in Morocco and Construction of Integrated Industrial Parks to accommodate investors:

- **Activities oriented towards Foreign Direct Investments**
  - Offshoring
  - Automotive
  - Aeronautics & Space
  - Electronics
- **Traditional Activities**
  - Agriculture & Food
  - Textile & Leather
- **Reinforcement of business competitiveness:**
  - Improvement of SME competitiveness
  - Adequacy between training programs and specific needs of the industry
  - Improvement of the global business climate
- **Establishment of an executive institution aiming to promote and develop investments.**

Qualified labor force

In Morocco, human resources have all the ingredients to become the pivots of a competitive investment and value creator:

A young and active population:
- Total population of 35,3 million inhabitants
- 64% of population aged under 34
- Active population of 12 million

Qualified Human Ressources:
- 16 Universities and 170 private institutions
- 370 000 students
- 40 000 graduates per year, including 10.000 Engineers.

Advanced linguistic capacities
- Over 20 million French speakers
- Over 5 million Spanish speakers
- Large penetration of English among young people and management staff

Vocational training adapted to market needs:
- 300 vocational training institutions
- Training of 220,000 students per year
- Up to 65 000 MAD public subsidies over the first three years

Training institutes for each sectorial strategy.

Morocco’s Banks

In Morocco, credit institutions are constituted in 6 categories with a total unit of 84:

- **34 Financial companies**
- **19 Banks**
- **13 micro credit associations**
- **10 payment institutions**
- **7 offshoring banks**
- **2 other type of institutions**

Based on an enthusiastic plan to prepare an encouraging and attractive platform for foreign and national investors, Morocco’s government updated its financial regime aiming to simplify access to its market.

As a reform, Moroccan banks started to provide local financing for foreign investors on the same basis as to Moroccan companies. Most banks are now connected to the SWIFT global system, allowing them to execute the foreign currency transfer globally on a quick basis.

As for other updates, Morocco’s banks now provide new services such as opening a bank account with a foreign currency and convertible Dirham.

Also, and based on demand, banks can repatriate foreign companies’ earnings from Morocco, provided the original investment was registered with the foreign exchange office.

SECTORS OF ACTIVITY

LOGISTICS SECTOR INSIGHT THE EMERGENT SECTOR IN MOROCCO

The development of genuine logistics competitiveness in the local economy constitutes a major stake, given the impact of this sector on the consecration of Morocco as a choice destination for investments, and as a global logistics hub of distribution to Africa. This strategy relies on generating jobs and creating added value, as well as on the improvement of the competitiveness of trade in Morocco.

In addition to the continuation of the policy, which consists in the construction of major transport infrastructure and in the multiplication of investments pertaining to this policy, and to the continuation of the reform process affecting the transportation sector, which aims to improve the sector and the services it provides, it has also been necessary to complete the upgrade of the transportation systems. Such upgrade is achieved through a boost given to logistics services and dynamism breathed into the logistics chain by developing a strategy centered on a strong and efficient partnership between the public and the private sector.

Today, the overall performance of the sector is in the intermediate stage –a characteristic feature of emerging countries—but it still offers a strong growth potential, when compared to countries, which have been successful in their logistics transition. The sector is in fact still marked by an offer of services that is uneven (in terms of costs, quality, and time-limits); a demand that is, on average, not highly developed and a lack of specialized infrastructure for certain types of flows.

On the other hand, a whole new set of sector-based strategies have been developed by Morocco, particularly in the agricultural, energy, and industrial sectors. To maximize the chances of success for these strategies, it is now essential to follow them through by developing a high-performance logistics sector, which meets new demands in logistics services.

The Program Contract (or, Compact) defines the main frame of development in the logistics sector in Morocco, sets the main lines and objectives of the integrated strategy for the development of logistics competitiveness, and spells out the common commitments of the public and private Sector.

The strategy, which offers a strong potential of development and openness onto the world, will enable Morocco to position itself as a regional logistics hub in Africa. More specifically, the strategy purports to:

- Reduce the weight of logistics costs in Morocco in relation to the GDP, bringing them down from 20% currently to 15% over the medium term;
- Speed up GDP growth by gaining five percentage points over a 10 year period, by means of the increase of the added-value induced by a drop in logistic costs and the emergence of a competitive logistics sector;
- Contribute to the country's sustainable development through the reduction of CO_2 emissions linked to road transportation of goods, by as much as 35% over the medium term and a marked reduction of traffic on roads and in cities.

Accordingly, the Moroccan logistics strategy, which is premised on five major poles, aims at:

- Endowing the country with high-performance logistics infrastructure, through the establishment of a national network of logistics parks (Focal Point 1) which should cover a surface area of roughly 3,300 hectares by 2030. The network is chalked to be set up gradually in the framework of regional plans which mobilize essentially public lands and design parks, in consultation with local actors, on the basis of the current and forecasted needs of specific regions;

- Accelerating a coherent modernization of the sector, through: sector-based action plans designed to optimize logistics flows (Focal Point 2); actions fostering the emergence of integrated and high-performance logisticians (Focal Point 3); a global national plan for the development of logistics competencies (Focal Point 4); the reinforcement of the governance of the sector (Focal Point 5), via the creation of especially dedicated entities (AMDL and the Moroccan Observatory of Logistics Competitiveness, or OMCL).

The implementation of measures and actions pertaining to these focus will be progressive and in several stages, with ambitious objectives to be achieved over the short and medium terms. And the full deployment is expected to be completed by 2030.

In the framework of the execution of the national logistics strategy, the Program Contract (or, Compact) between the government and the public sector provides for the conclusion of:

- Application contracts for the development of logistics platforms at the regional level;

- Horizontal and sector-based application contracts relating to training as well as the improvement of logistics chains pertaining to the flows of energy product, agricultural products, national distribution, construction material, as well as import/export flows.

LOGISTICS WAREHOUSES OF TANGER MED

1ST EXPORT SECTOR

1ST CAR PLANT IN AFRICA

+170 AUTOMOTIVE MANUFACTURERS

7 b USD TURNOVER

86 500 JOBS

AUTOMOTIVE SECTOR INSIGHT

THE FIRST EXPORT SECTOR IN MOROCCO

The automotive industry is one of the most highly concentrated industries in the world, and due to an active business strategy followed and maintained by the Moroccan authorities, a substantial rise in the Moroccan GDP was marked since the last 20 years, along with a significant increase in the employment rate, reaching 86.500 employees.

Today more than 170 automotive manufacturers are located in Morocco, making it the largest automotive platform in Africa and MENA region. Renault Tanger Med and PSA are considered a core business and one of the most influential projects in Morocco, holding a power position in the area due to their recent investment in the assembly of new... vehicles and engines, predominantly for sale to the EU and Africa. To note, Renault owns 80% of Casablanca's plant, in addition to the largest manufacturing site in Africa's pinpoint in Tangier, and the PSA project which will be introduced in 2019 in Kenitra.

As for supplier tier 1 and tier 2, 90 out of 170 companies based in Morocco are located within Tangier. Yazaki, Delphi, Valeo, Grupo Antolin, Polydesign, Lear Corporation, TATA, Schlemmer, and many others put their trust in Morocco as their African hub.

These international groups opted for Morocco based on its location of excellence, its attractive, safe and dynamic work environment, and its large pool of human resources.

2020

10 b USD TURNOVER

163 000 JOBS

MOROCCO'S AUTOMOTIVE CLUSTER

The structure of the automotive industry is in the form of clusters, based on eight different zones. However, the majority of the foreign direct investments are located in Tangier, Casablanca, and Kenitra. Concluded based on three main factors: Morocco's global infrastructure (Modern roads network and state of the art ports), a location of excellence, and strong available labor force.

The volume of investment in the automotive sector increased significantly from 1.5 b USD (+60%) in 2011 to 3.5 b USD (+145%) in 2012, with a decrease of 33% equivalent of 2.3 b USD in 2013. Figures from 2014 to 2016 are still not available, but the growing trend is maintained firmly and stably with new investments coming soon.

The automotive industry today is one of the largest manufactured goods export sectors in the Kingdom of Morocco, with a total turnover of 7 b USD, 86 500 jobs created, and 27% average annual export growth. Thus, Morocco became a world-class hub for international companies such Renault and PSA.

MOROCCO'S AUTOMOTIVE CLUSTER HISTORY

Morocco's automotive cluster history goes back to 1960, when the government introduced the first automotive construction company in the Kingdom SOMACA, with technical assistance from Fiat S.p.A. and its French subsidiary, Simca. By 2003, Fiat ended its production when Renault took over 26% of SOMACA's shares to produce Renault Logan model, 54% later, and 80% afterward.

Meanwhile, automotive suppliers began setting up their plant in Morocco, especially in Tanger Free Zone, starting with Yazaki and Delphi, moving to Lear corporate and Valeo, and now with Alfa Gomma and Furukawa.

In 2011, Renault decided to plant its largest automotive plant in Morocco by Tangier, 5 Km away from Tanger Automotive City, and 35 Km from Tanger Med Port. This project helped to to boost the automotive sector of activity in the Kingdom by alluring more suppliers from tier 1, 2 and 3.

Furthermore, Renault built its education institution IFMIA, aiming to boost more Moroccan labor knowledge and experience.

Morocco's eagerness to compete globally did not stop at this level, becoming the first automotive constructor in Africa in a short period was considered as the first step toward a bigger goal. The Kingdom was able to attract another automotive giant from France, Peugeot also known as PSA which will set up in Kenitra its first African industrial platform by 2019, and which will create more attractiveness and more competition for suppliers from tier 1, 2 and even 3.

MOROCCO'S AUTOMOTIVE SECTOR STRENGTH

The automotive industry is vital and imperative to Morocco's economy and thousands of middle-class jobs. The automotive industry is in a growth mode around the country adding production, value, and employment.

There is a clear call from Morocco's government for simplification and reduction of the regulatory burden for FDI, by offering a safe economical system, skilled human resources, incentives taxes, and well connected logistics flow between continents.

SAFE ECONOMICAL SYSTEM

Morocco already proves to be an asset for big players like Renault which plans to increase its local content to 65% instead of 30%, with a turnover of 2 b USD a year.

PSA also aims to establish a project that will strengthen the sector especially by bringing to the table engines manufacturing.

TALENTED HUMAN RESOURCES

A tremendous country's economy is built on its human capital's wealth - Morocco's demography changed over time, business innovation and the evolving relationship between employers and employees, made Morocco find itself confronting both the challenges and the opportunities created by those changes.

Morocco was able to create 86 500 job openings only in the automotive sector, where 1% of it is hired as managers, 6% engineers, 18% technicians, and 75% factory employees. Moreover, 90 000 Automotive students are under training program support in management, engineering, technicians, etc...

In addition, four training institutes for Automotive are being created within the Industrial Integrated Platforms practical needs of industry. Furthermore, the government of Morocco offers 6000 USD $ per person as a direct training aid.

GOVERNMENTAL AID

Morocco offers a very attractive platform based on a mutual win-win, and since the automotive sector of industry is without a doubt considered as a major role player in the industrial acceleration plan 2014-2020, Hassan II foundation offers 20% of the total investment. production capacity due to the limited number of units produced.

The estimated impact of the government strategy stands first to double the number of exports to 10 b USD in 2020, and second, to create 163 000 jobs across the automotive sector by 2020.

INCENTIVES TAXES

Morocco is known as one of the most effective places to do business, since over the past 20 years, Morocco developed a ready to use investment platform for foreign direct investors, attracting hundreds of foreign investors to relocate or open new subsidies. Doing business in Morocco does compete on a global basis. Tax incentive includes 0% (sales TAX), 0% customs duty,patent and urban taxes are exonerated, dividend and profit share are also exempted, 0% corporate tax first five years with a rate of only 8.75% thereafter.

LOGISTICS

Logistics is an area of research that has been getting increasing attention from the government of Morocco, and national/multinational companies demand over the last two decades. Introducing the logistics world Tanger Med made Morocco step forward toward a more competitive and efficient logistics flow. Efforts that led to a reduction in freight and handling cost.

Enormous effort has been put by the government of Morocco connecting the east with the west and the north with the south of the kingdom by highways, high speed train, national and international airports, and maritime connection between Casablanca and Tangier.

FORECAST

Over the next few years, and following Morocco's 2020 Automotive plan, the automotive sector will likely know some dramatic changes, changes that will play positively on the Moroccan economy. Morocco will be able to assure and secure its place as first manufacturing automotive producer following the installation of Renault in 2012, and PSA in 2018.

Attracting more Tier 1 and Tier 2 Automotive supplier will play a big role in aim to offer a competitive platform, along with bringing new specialized assemblers (Trucks, Buses, Coaches... etc), that could benefit from key success factors in this sub-sector such as the cost competitiveness of the workforce in a highly labor consuming sub-sector, along with low requirements in terms of

VALUE CHAIN OF PRODUCTION

- Morocco contributes in the Value chain by offering four major points:
- The upstream activities incorporate the production of inputs and R&D.
- Core business with two different yet complementary sectors: Equipment manufacturers and constructors.
- The downstream activities are related to services and reparation.
- Emerging activities, following three essential steps, starting with Collecting, passing to dismantling, and finishing with grinding and recycling.

COSTS

Morocco always proved that companies who are established within the moroccan territory are more competitive in terms of general cost, effectiveness, and logistic flow. For example, a leading automotive company with a total turnover of 77 millions USD, manages over 1055 employee divided between 9% of directors, 20% of technicians, specialists, and 70% of workers, total salaries cost in Morocco is 13 millions USD.

The Automotive company cost value reduction for personel expenses is 3.2 millions USD with 4.1% of sales. In addition, corporate taxes are exempted for the first 5 years, and 1.6 b USD value of cost increase in transportation which is the worst case scenario, with 2% of sales, which result in a 2.1 b USD value, and 11.3% of sales value for the total net productivity.

AUTOMOTIVE AT TANGER MED

+ 120
COMPANIES

1 b USD
TURNOVER

11 000
EMPLOYEES

AERONAUTICS SECTOR INSIGHT

The aeronautics sector constitutes today a paramount role in the Moroccan economy, forecasting to grow much faster in the next few years; this growth will lead to a first opportunity in the future for investors and suppliers.

With more than 120 companies, Morocco's aeronautics manufacturing has generated direct annual revenues of more than 1 b USD in 2015. The sector directly employs more than 11 000 people contributing with 8.5% of Morocco total employment and is forecasted to achieve approximately 33.000 by 2020.

The Morocco aeronautics sector of activity starts to take huge steps forward in terms of export intensity and trade diversity, valuing and expanding trade flow with Europe, Asia, and North & South America.

By Morocco's various bilateral free trade agreements, one of the world class various transportation systems, and a well-integrated education system, the sector is well consolidated into the global market.

Aeronautics manufacturers based in Morocco typically benefit from several advantages from experienced human resources, governmental support, to one of the most low-cost structure globally. Today, Aeronautics is considered as one of the fastest growing industries in the Kingdom; this rapid growth has attracted world companies' attention beginning by Daher Socata in 2001, passing to Bombardier, and now with Boeing suppliers' project in Tangier.

MOROCCO'S AERONAUTICS HISTORY

Historically, the Kingdom witnessed three major development phases during an average period of 55 years.

The first phase: Took place between 1957 and 1999, this period came with a significant change in terms of Morocco's policy and vision for the aeronautic sector, especially when the government took over Royal Air Maroc after its first aircraft maintenance in the Casablanca Airport.

Second phase: Occurred between 1999 and 2001, when Morocco witnessed the entrance of the first international companies. EADS, Safran established as an emerging aeronautics industrial base for the aircraft carrier.

Third phase: started since 2002, when Morocco came up with a new investment policy by setting up a new industrial plan, aiming to attract international players, by offering a tremendous pack of incentives. As a result, many new actors settle on establishing their business in Morocco.

NATIONAL INDUSTRIAL STRATEGY

Aeronautics has been set as a priority sector based on a rigorous analysis of Moroccan competitiveness. Clear competitive advantages and a national industrial strategy that focuses on developing the aeronautics sectors, with a growing contribution to the value chain of production, showing a tremendous development potential. The Moroccan aeronautics sector's potential is still growing since new projects like Boeing's ecosystem are being established.

GOVERNMENTAL AID

Morocco offers a very attractive platform based on a mutual win-win, and since the automotive sector of industry is without a doubt considered as a major role player in the industrial acceleration plan 2014-2020, Hassan II fund offers a 20% of total investment.

EXPERIENCE EFFECT

Strong expertise in the aeronautic sector along with an implemented R&D, Morocco is an industry leader in the development of aircraft technology and applications in Africa.

A DENSE NETWORK OF SUBCONTRACTORS

120 factories combine a broad range of sector of aeronautic activities such as metalworking, electronics, and avionics, composite manufacturing, boiler making, maintenance, repair, technical support, assembly of substructures and construction of auxiliary parts.

LOCATION

An ideal location and an economical bridge, Morocco is strategically linked between 4 continents: South and North America, Africa, Europe, and Asia, with three main aeronautics clusters: Tanger Med Zones, Midparc, and Aeropole. All Industrial Zones are directly connected to national highways and railways.

Based on a long-term strategy of competitive advantages provided by some emerging industries, an accelerator plan to cover the aeronautics sector came out, actively growing in the past few years by 88 times of the export value since 2000.

With only 14 Km to Europe, a world class port located between the Atlantic Ocean and the Mediterranean Sea offers low transport cost to North America, and to 18 international airports across the country.

Morocco offers free trade zones with "plug and play" facilities such as Tanger Med – Kenitra and the chemical hub jorf lasfar, with four new futuristic zones called Chem Park located in Tangier – Casablanca – Jorf Safi – Meknes and Fes.

As a result, many international companies established their new subsidiaries in Morocco, benefiting from Morocco's immunity location. Best example: Bombardier Company.

Since 2010, Bombardier was able to increase their global production unit and turnover, by benefiting from Morocco's work environment, labor skills, taxes, and location.

HUMAN CAPITAL

The number of employees specialized in the aeronautics sector in Morocco has increased by 8.5% since 2014 to reach 11.000 employees in 2015.

A growth that was due to Morocco's national aeronautics training program and labors low cost compared to Europe and America.

Morocco has set a training plan of 20.000 profiles by 2020; this project is conducted to be adapted to the industry needs.

IMA and ISMALA, specialized training institutions with a broad range of designed training courses in more than eight fields with a high value added: Composite materials – Metalworking – Assembly – Engineering and design – Electrical systems and wiring – Repair engines – Parts and appliances.

Moreover, the Moroccan government offers 6.000 $/ person for aerospace companies as a direct training aid. The training plan will help Morocco provide 34 000 workers by 2020, a steady evolution of employment by more than three times.

Labor cost in Morocco Compared to France or Spain who that offer a minimum wage of 7 to 11 $/person, Morocco guarantees a minimum wage in the industrial sector with only 1$/ hour.

The annual salaries in Morocco for workers in 2015 was 5.9 $/ hour, 13$/h for specialists and experienced workers, and 30.6 $/ hour for technicians and engineers.

R&D

To make the aeronautics sector more competitive and attractive, Morocco started investing in R&D incentivize entrepreneurship, by supporting the development of research institutes, and providing transparency funds on the outcomes.

2020 FORECAST

Based on a clear vision and a national industrial strategy that focuses on developing the aeronautic sector, a plan was set that involves ten key measures divided into three blocks.

Reducing sectoral fragmentation and building a more integrated industry

Developing support tools, Making Morocco a nation that projects in the world, even more boldly, while preserving its industrial players

Morocco's plan includes four ecosystems:

Assembly, EWIS (Electrical systems, wiring, embedded electronics, connectors, etc.), MRO (Maintenance, Repair, and Operations), Engineering

The exportation turnover of Morocco's aerospace industry is planned to reach 2 b USD by 2020, with an increase of 1 b USD starting 2015. As for the Moroccan GDP, it predicted to grow by 2.5 times from 2015 to 2020 to reach 2.5 b USD. Therefore the industry is expected to grow faster in this decade, and the potential is there for international companies.

BUSINESS OPPORTUNITIES

Tanger Med Zones offers four principal sets of investment opportunities.

- Be part of a success story with strong Government support for the industrial acceleration plan focuses government resources on the aeronautical industry
- Have a stable platform for exports with duty-free access to 1 b USD consumers and the best delivery platform for Europe
- Join global leaders in a Global Center of Excellence like Boeing, Bombardier, EADS, Safran
- Have access to a large and cost-effective labor force with a minimum wage of 1 $/hour and dedicated training plan for employees.

AERONAUTICS AT TANGER MED

RENEWABLE ENERGY
THE BLOSSOM OF A NEW FUTURE

Over the past 20 years, renewable energy use in Morocco grew at a rapid pace, with a clear and ambitious vision from the government of Morocco to enhance energy efficiency and support technical innovation and industrial development, with a goal to mitigate climate change.

Energy saving, optimized manufacturing, and investments in green energy technology became a priority for futuristic political strategies focused on wind power and solar energy sources.

2030

15%

ENERGY SAVING

There has been unprecedented investment lately from international companies such as Siemens corporate, with the largest plant in Africa based in Tanger Automotive city, mainly dedicated to turbine blades manufacturing. Delta Holding, Nareva Holding, Delattre levivier Maroc and other companies also chose Morocco.

Noor-1 solar power plant project in Ouarzazate City is considered the World's largest concentrated solar plant switches. This plant that was constructed with a total budget of $765 Million will generate 160 MW, enough power to supply 1 million homes by 2018, and will lower carbon emission by 760000 tons per year. Note that, Noor station will be able to produce energy even at night, thanks to the power of salt.

On the other hand, the Tarfaya Energy Company (TAREC), a collaboration between GDF SUEZ and Navera Holding, with a total investment of $450 Million, has built Wind energy in Morocco.

This project was set up over an area of 8900Ha spread, with a total 131 wind turbines of 2.3 MW capacities each, the wind farm will help to electrify 1.5 million households.

MOROCCO RENEWABLE SECTOR STRENGTH

Morocco's geographic location within North-South of the core of electricity flow between Morocco, Spain, and Algeria, in addition to its ideal climate conditions to produce green energy, did put the Kingdom as a crucial regional supplier of electricity.

These interconnections will economically contribute to the creation of energy exchanges opportunities, Optimization of production resources (sharing the spinning reserve, etc.), Investment Optimization (offset investment and introduction of more powerful units), and Valuation of ER through export

This position of strength has been driven by concerted and collaborative actions by federal, provincial and territorial governments, through a variety of initiative. As the world continues to make progress in diversifying energy supply, Morocco's reliance on electricity produced from renewable energies like wind and solar will increase.

Morocco aims to supply 42% of its electricity consumption with renewable energy by 2020. This is an intermediate step toward the goal of saving 12% of energy consumption in 2020 and 15% in 2030. To this date, power exchange with neighboring countries has played a significant role in integrating Moroccan wind energy, as Morocco can export or import electricity depending on current wind production levels.

And according to the solar Moroccan agency MASEN, total energy produced is 2600 kWh/m^2/year, with a plan ready to create five solar parks divided between AIN Beni Mathan, Ouarzazate, Foum Aloed, Boujdour, and Sebkhat Tah. Ouarzazate station is already functioning since 2015 with a capacity to generate 160 MW.

Solar and wind energy sources are not the only field Morocco invests in, hydraulic is also considered as a potential source of electricity thanks to ONEE's (The National Electricity and water office) effort and vision, by using dams and power stations for the present time, planning to enhance it with energy transfer station by pumping in the future, which energy will be produced and stored.

Garbage is considered today as a real opportunity for energy saving in Morocco, 80% of the industrial waste is originally based on Organic compounds, which can be used as a new power source instead of using it just for producing fertilizer.

Human resources potential in renewables is very significant and considered today as a powerful tool in terms of the investment. Morocco mobilized seven institutions dedicated to renewable energy only, to train futuristic employees, such as:

- The institutes for training trades for renewable energy and energy efficiency (IFMEREE), Implementation of a training module dedicated to the ENIM in 2010
- Implementation of training devoted to the "Ecole Pratique des mines" in Touissit
- The Moroccan Institute of Mining Marrakech
- Ongoing development of a planned training in renewable energy
- International partnerships are being constituted for the clean campus tech Oujda.
- Research Institute for Solar Energy & Power.

Morocco has many strengths to develop the sector of renewable energy ; Great potential of " renewable energy ";Well developed Energy Infrastructure transit; Ability to perform large projects; Attractive legislative and institutional framework; Important potential growth of the demand.

Thus, Morocco, taking advantage of its favorable climate and its willingness to invest in the sector, is in the process of implementing several major projects to develop sustainable energies.

RENEWABLE ENERGY IN MOROCCO

Renewable energies have been set as a priority area based on a rigorous analysis of Moroccan competitiveness. Therefore, Morocco has developed a national strategy for the industrial sectors with the "industrial Acceleration Plan" 2014-2020, which aims to raise the industrial GDP from 14% to 23%, it has set up specified strategies for its prior industrial ecosystems like the renewable energies sector with "The National Energetic Strategy."

Case Study: Siemens Corporate

Siemens Corporate's new plant in Tangier is located in Tanger Automotive City – One of Tanger Med Zones subsidies over a land of 37 500 m², with a total investment plan of $ 100 Million. This new plant provide 700 direct employments.

Siemens Corporate will supply 850 MW of capacity of production, with over 350 wind turbines, divided as follows:

300 MW in Tiskrad in Laayoune City, 200 MW in Jebel Lahdid region, 150 MW in Midelt City, 100MW in Tangier City, and 100 MW in Boujdour City.

Siemens Corporate was clear in its strategy, which Indivisible on supplying the African, European, and Middle East countries, for what it consideres as a growing market for onshore wind.


WIND BLADES MANUFACTURING AT TANGER MED

156 648
EMPLOYEES

3,7 b USD
EXPORT

TEXTILE SECTOR INSIGHT

Morocco is considered as a global textile producing country.

Being one of the oldest and largest sectors of activity in Morocco, Textile is a real core sector according to the economic and social development.

The development of the textile industry has played a major role in creating job openings, increasing individual income; expanding FDI, raising export transition and improving the relationship between the kingdom and European countries especially Spain and France, and promoting the development of regional economy.

Today, the textile industry contributes around 2.2% of total GDP, with a total investment of $163 million, and a growth of $2,6 million, 27% employment with 156 648 job were created, and 12.9% of total companies in Morocco.

Following the emergence plan of the kingdom, textile is considered as a basic element for the success of this plan, Its development is based on a better capacity for investment and operating capital, the upgrade of the range and technical components and the exploration of new markets through more competitive pricing and higher value-added finished products.

Therefore, many international companies chose Morocco's suppliers as their main target such as: TOMMY HILFIGER, El Corter ingles, ZARA, DECATHLON, Dolce & Gabbana, 3 SUISSES, Hugo Boss, and so many others.

I.e: In the last few years, Decathlon corporate launched a new project in Morocco, by establishing 26 sales point, and a logistics hangar in Medhub over an area of 3000 m² with an investment of $16 million. This project will create 10 900 new job opportunities.

With a turnover of $50 Million, Decathlon's objective is to reach a market of $2 Billion, where Morocco will be considered as a gateway toward Africa.

Investors in the sector benefit from numerous incentives, investment aid, Geographic location, experienced human resources, and exports promotions.

MOROCCO TEXTILE KEY OF STRENGTH

Morocco has one of the most advanced industrial platforms for textile in the MENA region, connected with 186 countries, with a major concentration on the European zone, where the total export current value in thousands of US dollars is 3,5 b USD. To note, total global textile export from rest of the world is 3,7 b USD .

This advantage is due to various reasons, listed as Morocco's special geographic location, Free trade agreements, incentives, Governmental aid, and its vast and experienced human resources.

HUMAN RESOURCES

One of Morocco's greatest assets is it human resources. The workforce in the kingdom is young, educated, experienced and productive, considered to be one of the best in the region. The Government's emphasis on human resource development ensures the continuous supply of manpower to meet the needs of the expanding manufacturing and services sectors.

156 648 employee are currently working in the textile industry with 75% as factory workers, 18% as technicians, 6% as engineers, and 1% as managers.

To increase the number of employees within, the kingdom established two institutions specialized in training academics located in Casablanca, first one is ESITH and the second one is CMA.

GOVERNMENTAL AID

An agreement was concluded between Morocco's textile industry association and Bank Populaire in June 2015 to develop innovative financing solutions for the benefit of textile operators.

As for investment promotion funds, and under the Investment Charter, Moroccan government does aid on some expenses related to the acquisition of property, (up to 20% of the cost of land), external infrastructure (up to 5% of the total amount of the investment program, or 10% in the case of an investment in the sector of spinning, weaving or finishing) and vocational training (up to 20% of the cost of the training).

LOCATION

Textile companies that are already installed or intending to setup in Morocco, benefit from the geographical location of excellence, located strategically on the strait of Gibraltar, at the conjunction of major maritime routes.

This privilege reflects directly on transport cost from Morocco to the rest of the world, for example from Morocco to Paris, transport costs only 0.11 $/kg , 59% less than China and 52% than Egypt. From Morocco to Madrid, transport costs only 0.12 $/kg, 61% less than China, and 45% less than Egypt.

FORECAST

Morocco is now a fast emerging country, the future for the Moroccan textile industry looks promising, buoyed by both strong national use as well as export demand; the retail sector has experienced a rapid growth in the past two decades with the entry of several international players into the Moroccan market.

TEXTILE AT TANGER MED

2019

15.25%	5%	12%
EMPLOYEES	GDP	EXPORT

CACG
5,3 %
- LAST 10 YEARS -

AGRIBUSINESS
SECTOR INSIGHT

The Moroccan Agribusiness sector has known a robust and rapid growth in the past few years. A growth that was due to a wide range of companies types from primary agricultural production to food processing established companies. Agribusiness continues to be an active growth lever for the Moroccan economy. Essential for food security and poverty reduction, the business of agriculture affects urban and rural livelihoods.

In fact, Morocco cared about the agribusiness and related businesses. This reflected on the socioeconomy of the country. Even in the new Millennium, Morocco kept investing and developing this sector of activity by implanting technology in farmers' lives to deploy antiquated agrarian practices.

There are four primary key dimensions where opportunities exist:

- A national strategy providing a clear vision for investors: Agribusiness has been set as a priority area based on a rigorous analysis of Moroccan competitiveness.
- An ideal location: Strategic link between North America, Africa, Europe and the Middle East with trade agreements and free trade zones
- A competitive environment: Morocco disposes of a reliable and extensive human capital, great logistics offers, and attractive incentives.

MOROCCO AGRIBUSINESS SECTOR STRENGTH

It is critical to provide sustainable conditions for agribusiness companies and farmers to provide productivity and reduce costs. Talented human resources, incentives taxes, accessible logistics offer, and a stable economic environment, are Morocco's main attractive key strengths.

Skilled human resources: In Morocco, more than 200.000 people work in the agribusiness, with a plan to hire more than 24.000 new employees after finishing their training program (where 500 will fill manager positions, 500 engineering positions, 8500 technician positions, and 14.500 operating positions).

Morocco offers a very diversified agricultural education system with three high schools where 300 veterinarian engineers and doctors graduate every year. Also, 43 professional training institutions, which contain 1700 technicians and specialized technicians, plus 500 skilled workers. Moreover, Morocco also disposes also of 9 specialized high schools in technical agricultural training.

Morocco provides professional training in Agriculture which is dispensed by 43 training center, including:

- 8 Institutes of Technology Specialized in Agriculture (ITSA) that trains specialists, general technicians, and qualified workers
- 13 Institutes of Agricultural Technology (ITA) that train technicians and specialized workers
- 22 Agricultural Qualification Centers (COA) that 1,500 companies and farms that offer practical training to

INCENTIVES TAXES

Morocco exempts farmers and enterprises from paying sales TAX on their machines and equipment, business license, all other commercial activities, urban taxes and corporate taxes or general taxes for export companies in the first 5 years of buildings and additions to existing buildings, payrolls taxes for 24 months for a salary of 750 US $ per month. Furthermore, Morocco reduces 2.5% on import duties on the primary inputs dies of biscuits and chocolate, I.e. refined sugar, skimmed milk powder and whole, and soft wheat.

ECONOMIC ENVIRONMENT

Maintaining a stabilized macroeconomy is a paramount issue for the Moroccan government, leading to establishing a new action plan and structure reforms with with the goal of a strong economic growth.

Over the past few years, Morocco was able to attract foreign capital by posting a vigorous and significant GDP growth figure, with 5.3% CACG growth over the previous 10 years, now the Moroccan GDP is considered as the fastest economic growth rate in the MENA region, and continues to progress through the global downturn with 4.3% in 2015. Despite the increase in oil and raw material changing prices, the Moroccan Inflation remained at only 1.1%. The Moroccan Dirham stayed put with a limitation of +/- 0.3% change from the central rate.

FORECAST

Following a sustainable development plan, Morocco ensured its paths toward a promising future . The Moroccan government conducted an agribusiness strategy with great potential named under "Green Morocco Plan" which will contribute with 20.3 b USD of turnover in 2020, 17.4 b USD of GDP, 1.15 million new job positions, and triple nearly 3 million rural inhabitant salaries.

To reach this potential numbers, Morocco built five different plants to cover the green plan, two zones dedicated to the agribusiness are already operational "Agropolis in Meknes City, and the Agropole of Berkane City." The third plant is still under construction and will be located in Beni Mellal City. Two other plants that are still not deployed yet will be located in Haouz and Gharb region The plan involves ten key measures divided into three blocks: first is to reduce the sectoral fragmentation and to build a more integrated industry, Second, Developing support tools, and third becoming a global hub to the world while preserving its industrial players.

Tanger Med, is one of the most major economic projects in Morocco's history, and is considered as the core of a large port, logistics, industry, trade, and tourism complex, and other Moroccan ports play today a crucial role in the Agribusiness sector, where Exports sectors with high added value will grow between 15 and 25% for the employment, an increase of 5% of GDP, and an expand of 12% for exports by the end of 2019.

As for the Commodities Sectors with a high potential for national growth/with a significant potential for consolidation/restructuring, an increase of 20% of employment will take place, a growth of the GDP of 10% and an expand of 1% for export by the end of 2019. Lastly, Intermediate sectors "consumer goods," an increase of 50% of employment will take place, growth of the GDP of 4% and an expand of 1.5% for export by the end of 2019.

BUSINESS OPPORTUNITIES

Four principal set of investment opportunities

- Be part of a success story with strong Government support. The industrial acceleration plan focuses government resources on the Agribusiness industry
- Have a stable platform for exports. Duty-free access to 1 BN consumers and the best delivery platform for Europe
- Join global leaders in a Global Center of Excellence: DANONE, Nestle, Altadis, and Unilever...
- Access a broad and cost-effective labor force. A workforce of 200 000, a training plan of 24 000 people.

AGRIBUSINESS AT TANGER MED

$ 780
MILLION
TURNOVER

68 000
JOBS

OFFSHORING
SECTOR INSIGHT

The offshoring sector of activity in Morocco has played a key role in putting Morocco on the global map. Following Morocco's acceleration plan 2014- 2020, offshoring is considered as one of the most important of the six pillars of growth contributors in the moroccan economy, by transforming Morocco's image from a slow moving bureaucratic economy to a land of innovative entrepreneurs providing world class technology solutions and business services, and from an agriculture-based economy to a knowledge-based economy country.

The main offshoring activities in Morocco are divided between Business processing outsourcing, Information technology outsourcing, and customer relation: call centers.

Offshoring made a tremendous impact on the lives of Thousands of people in Morocco; the Kingdom witnessed a huge step forward by increasing job openings from 700 employees in 1999 to 68000 employees today, reaching $780 Million revenue last year.

2020

IT PROFESSIONALS
100 000

The Internet has made revolutionary changes with possibilities of e-government measures like e-education, e-agriculture, etc. Today, whether it's applying for paying bills online or railway e-ticketing, it just needs a few clicks of the mouse. Morocco's IT potential is on a steady march towards global competitiveness.

Therefore, and due to its importance in creating jobs and values especially for the young population, in the last decades, Morocco started to contribute heavily in this sector by setting up business zones kingdom-wide in order to grab its share of the offshore services market, renewing taxation regime, and building special education institutions mainly dedicated for offshoring job.

Morocco became home for most of the global IT and call centers companies such as Everis, HP, AMAZON, Dell, ATOS, WEBHELP, ACCENTURE, AXA... and many others, established within TetouanShore Park, Casanearshore Park, Technopolis Park.

GOVERNMENT INITIATIVES

To alleviate and to promote Morocco's IT industry, the Government has set up a National strategy on IT and Software Development to examine the feasibility of strengthening the industry.

Major fiscal incentives have been provided by the Government of Morocco, like, uncapping income tax at 20%, Support International (Visa) and A considerably exceptional labor tax relief (IGR "real effective rate" ceiling up to 20%, expatriates' unique program, governmental aid for new employment up to 6000€ ...).

HUMAN RESOURCES

Technological progress continues at a persistent speed. In not only Morocco, but world citizens, either from developed or emerging economies have also been empowered with the growing availability of technology. Low entry barriers in the digital world have caused an enormous rise in a class of young entrepreneurs globally. It is clear that offshoring offers higher benefit-to-cost ratios in all sectors of production, while at the same time offering new ways to create value by improving the use of human resources.

Reliable, available and knowledgeable workforces are mandatory for the growth of the IT industry in Morocco, in addition to the importance of quality ready to use infrastructure. Therefore, Morocco enforced its pool of human resources in the last two decades by establishing specialized institution mainly dedicated to offshoring jobs such as OFPPT.

In line with the 2020 Vision, the government of Morocco is committed to investing more in human capital. This translates into nurturing a strong skills base and enriching an environment that promotes knowledge and skills transfer between academia and industry, therefore, Morocco's stock of IT professionals is estimated to reach 100.000 by 2020. These profiles will be divided between engineers, technicians, management graduates, and administrators. Besides, Morocco took the initiative to provide for current companies who are in need by creating two different programs: For shore 3000 to train 3000 employee in a duration of 9 months, and Call Center Academy program to respond and meet the urgent needs of call centers located in Morocco.

OFFSHORING CLUSTER

As a leading offshoring destination for most international companies in Africa, Morocco increased its exclusive offshoring platform parks (P2I) to reach five different zones, mostly located in the North and center of Morocco.

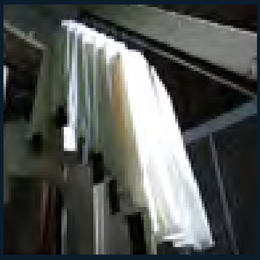
Tanger Med Zones - TetouanShore Park: Developed over a total area of 22.000 m², Tetouanshore offers a new type of added-value in Tangier - Tetouan region. Their geographical location, infrastructure quality, taxes incentives, grant investors and a strong and attractive pole of development. Tetouanshore is considered as a complement for the industrial and logistics platforms in Tangier. Many international companies choose TetouanShore for its excellence such as Everis, FD Solutions, State Group.


OFFSHORING
OFFSHORING AT TANGER MED

PART 2
TANGER MED









LOGISTICS
FREE ZONE
TANGER MED 1
9 000 000
CONTAINERS
700 000
TRUCKS

WORLD CLASS PORT COMPLEX

Tanger Med is a global logistics hub, located on the Strait of Gibraltar, second crossing point of world trade on a global scale, at the crossroads of major maritime routes East / West and North / South with more than 100 000 ships transiting annually.

Tanger Med is a gateway bridging Europe and Africa, at a distant of 14 km, thanks to the dedicated trucks and passengers port for import-export activities.

More than a port, Tanger Med complex is an integrated platform, connected to a multimodal transport network, including truck, train and container flows as well as highway for the transport of goods and passengers.

As such, Tanger Med constitues a logistics hub for international players aiming to optimize their logistics network for exports and regional distribution addressing Europe, Africa and the US.

Tanger Med is a port complex developed over 1 000 Ha and aggregating Tanger Med 1 Port, Trucks and Passengers Port and Tanger Med 2 Port.

25 b USD
of port business activities

7 000 000
PASSENGERS

1 000 000
VEHICLES

GLOBAL

186 PORTS
77 COUNTRIES
5 CONTINENTS

CONNECTIVITY

TANGER MED 1 PORT

Containers terminal 1

- Operator: APM Terminals
- Investment: 150 MEUR
- Traffic: 1.5 million TEU
- Operational start: July 2007
- Quay length: 800 m
- Productivity 35 movements / hour

Containers terminal 2

- Operator: Eurogate / CMA-CGM
- Investment: 150 MEUR
- Traffic: 1.5 million TEU
- Operational start: August 2008
- Quay length: 800 m
- Productivity 35 movements / ho

Vehicles terminal

Nominal capacity of 1 M vehicles per year.

- Main customer: Renault from Melloussa (railway connection between the factory and the port)
- 20 hectares in total, including 7 "common user"
- Dedicated to the import / export and transhipment of cars.

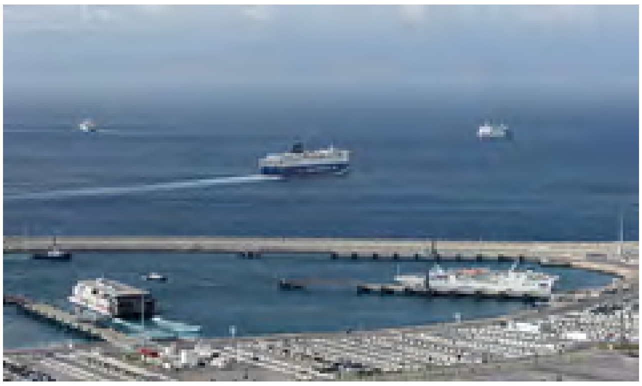
Railway terminal

- 10 ha terminal with 3 lanes of 800 m long
- Annual capacity: 400 000 TEU
- Connected to the main cities of the kingdom.

Oil terminal

- Annual capacity: 15 million tonnes
- 12 hectares dedicated to storage, bunkering, transhipment and export of refined products.
- Concession granted to a consortium comprising HTL, IPG & Afriquia.

PASSENGERS & TRUCKS PORT



- Maritime Bridge on the Strait of Gibraltar
- 30 Ha dedicated and 8 berths
- Export platform
- Processing nearly 97% of ro-ro flows and 50% of terrestrial flows of Moroccans around the world
- Rated capacity of 7 Million passengers and 700,000 trucks
- Processing capacity of 2100 TIR units per day
- 2H average transit time for export
- Intermodal ferry terminal
- Connected to Spain, France, Italy and Belgium

TANGER MED 2 PORT

Containers terminal 3

· Operator: Marsa Morocco

· Investment: 240 MEUR

· Traffic: 1 million TEU

· Operational start: November 2019

· Quay length: 800 m

Containers terminal 4

· Operator: APM Terminals

· Investment: 820 MEUR

· Traffic: 5 million TEU

· Operational start: January 2019

· Quay length: 2000 m

LOGISTICS FREE ZONE MEDHUB

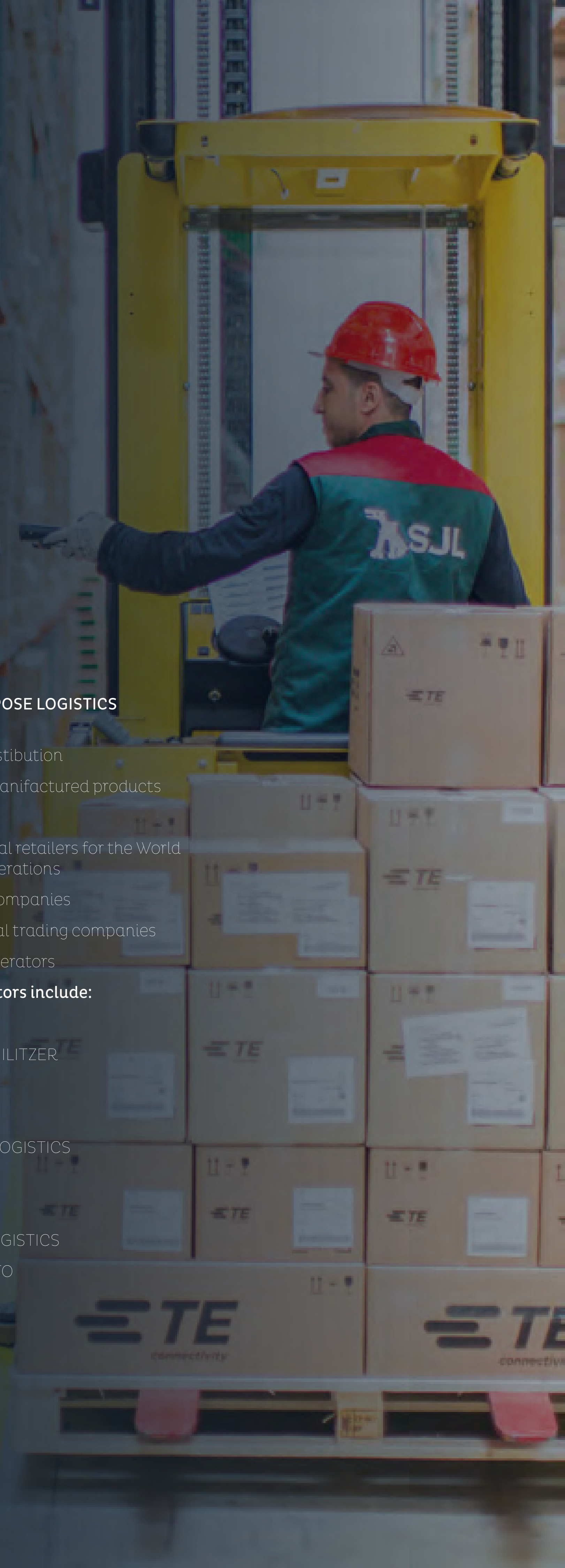
- Extendable land capital of 200 Ha.
- Close to the Tanger Med port and single customs zone.
- Attractive tax and customs benefits.
- Enhances the competitiveness of the port.
- Offers added-value to transhipment.
- Dedicated to logistics and post-processing activities.

TANGER MED

LOGISTICS FLOWS

TRADE FROM / TO **40 COUNTRIES**

3 b USD OF BUSINESS ACTIVITY



TANGER MED **LOGISTICS**

The Transport and Logistics bring stakes in Tanger Med. Indeed, over its development and its positioning on world flows, Tanger Med is today a logistics hub at the heart of global supply chains.

LOGISTICS PLATFORM VALUE PROPOSITION

- Controlled real estate offering including warehouses dedicated to logistics anready-to-use and advanced stores
- Multi-modality (Containers, Trucks, Rail, Bulk)
- Land and sea consolidation offer to Europe, China, US
- Global connectivity providing regular services to 174 global ports including 37 in Africa on a weekly basis
- One stop shop
- Located at the heart of the Tanger Med Port
- A single customs area
- At the door of European and African market with over 1 billion consumers
- Value added logistics such as consolidation, distribution and supply
- Distribution to other free zones in Morocco
- The release for consumption into the Moroccan market
- Picking, warehousing, co-packaging, labeling, assembly and quality control

MULTI-PURPOSE LOGISTICS PLATFORM

- Regional distibution
- Export of manifactured products

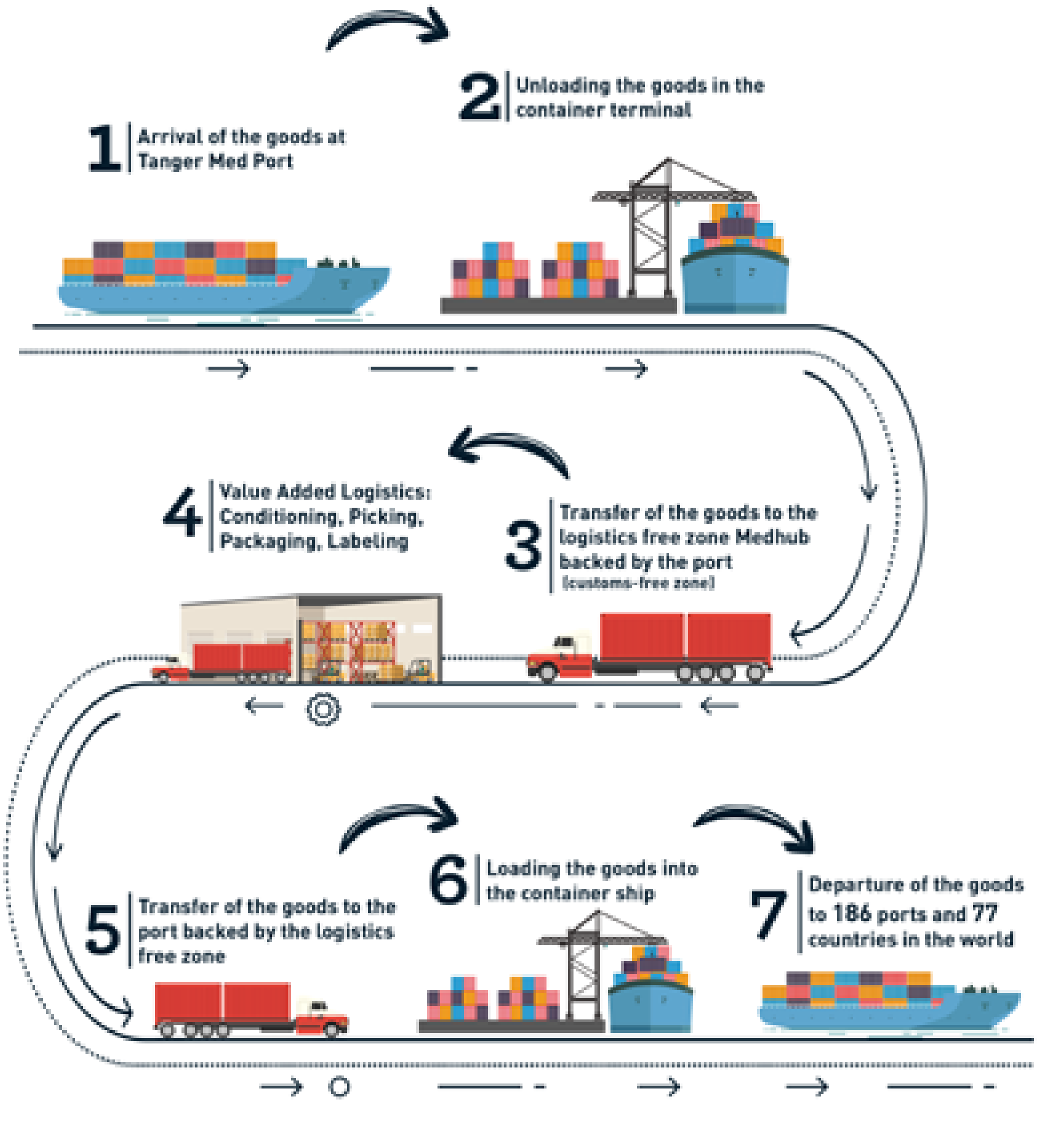
Our clients:

- Multinational retailers for the World to World operations
- Industrial companies
- International trading companies
- Logistics operators

These operators include:

- Bolloré
- MUNCH & MILITZER
- DACHSER
- TRANSMEL
- EMIRATES LOGISTICS
- TIMAR
- SNTL
- RHENUS LOGISTICS
- FRIO PUERTO
- SJL

PROCESS OF LOGISTICS ACTIVITIES AT TANGER MED



TANGER MED ZONES

KEY FIGURES

- 16 Million m² of developped platform
- 50 Million m² of land reserve
- 3,5 b USD of private industrial investments
- 7,2 b USD of industrial exports
- 800 Companies
- 70 000 Jobs

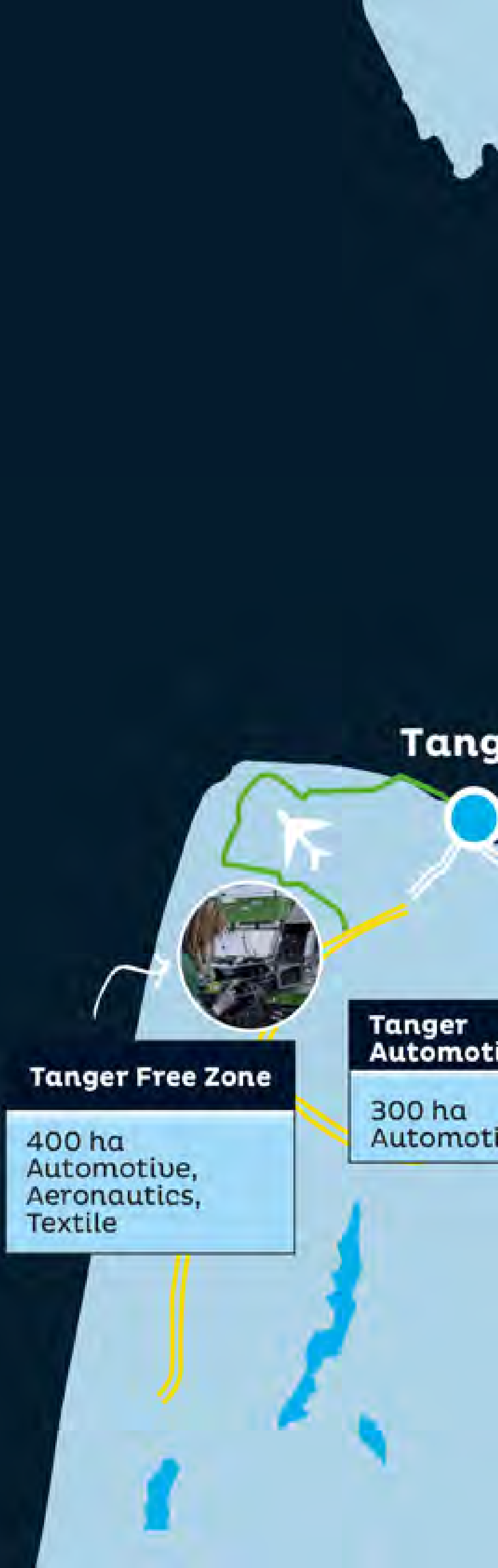
REGIONAL PLATFORM FOR INDUSTRIAL COMPETITIVENESS

Thanks to the unique position of the platform, both strategically located on the Strait of Gibraltar and at the conjunction of major maritime routes, a wide access is now available to reach target markets through what represents a real gateway to Europe and Africa, the Tanger Med Port Complex.

Tanger Med also constitutes a logistics and industrial hub for more than 800 companies representing a yearly export turn over in excess of 7,2 b USD in various sectors such as automotive, aeronautics, logistics, textile and general trade.

The industrial platform, developed over 16 million m² and backed by the port complex, is endowed with important assets and ensures a valuable offer in line with the expectations of global investors:

- Strategic location at crossroads between Europe and Africa
- State of the art infrastructure offer
- Industry, logistics and services oriented zones under the supervision of a single operator
- A Free Zone status in conjunction with sound investment incentives
- Renowned international players
- Large land reserve offer and a long term development perspective.




Europe
Strait of Gibraltar
Port complex
gier
Logistics Free Zone
150 ha
Logistics
Renault Tanger Med
300 ha
Largest Car Plant
in Africa
ive City
ue
Tetouan Shore
20 ha
Services, Offshoring
Tetouan Park
150 ha
Light Industrial Units,
Light Processing

Tanger Free Zone

Tanger Free Zone, which became operational in 1999, is today a dynamic player of industrial development. This industrial park has grown significantly over a land base of 400 ha.

Owing to its incentives, geographical location, adapted marketing model (land sale and lease of ready-to-use warehouses) and its offer of services, Tanger Free Zone represents an ideal dynamic business area and a unique opportunity to set up business in Northern Morocco.

In terms of business sectors, automotive industry contributed in developing the region with over 80 active equipment manufacturers directly connected to Renault Tanger Med.

Yazaki, Delphi, Lear Corporation, Daher Socata, Militzer & Münch, Alfa Gomma, Snop, and many other international companies put their trust in Tanger Free Zone since 1999.

Tanger Automotive City

Launched under the National Pact of Industrial Emergence, the Industrial Platform of Tanger Automotive City (TAC) is part of the deployment of a Moroccan offer for the activities associated to the "world Métiers of Morocco," specifically for the automotive industry.

TAC will host industrial activities of the first, second and third categories, as well as logistics and service activities. The Allotment will be completed in several phases; the first consists of a total area of 80 ha. The Integrated Industrial Platform of Tanger Automotive City consists of two areas with different statuses:

- Free zone
- Non Free zone

TAC is developed over a total area of 300 Ha; mainly dedicated to the automotive sector of activity through comprehensive and fully integrated cluster setup (Equipment manufacturers, Logistics operators, subcontractors, and services associated with the industry).

Tanger Automotive City offers dedicated infrastructure set up to address the need of the major automotive companies. It's the ideal location to serve the need of Renault Tanger Med (Located in less than 2,5 Km) and other major OEM's within the Mediterranean region.

TAC SA mission is the development, promotion and maintenance of the integrated industrial platform by ensuring the installation of traffic lanes, street lights, water system, electricity, sanitation, and telecommunication network. Moreover, TAC SA is also responsible for managing water supply, security and safety, and animating the commercial hub of the one stop shop.

Renault Tanger Med

Renault Tanger Med is the largest car plant in Africa. Launched in 2012, the total area of the dedicated free zone is 300 ha. On June 2017, the platform celebrated the export from Tanger Med Port of the one million vehicle manufactured in its Moroccan factories in Tangiers and Casablanca.

Tetouan Park

Developed over a total area of 156 Ha, Tetouan Park provides the development of the industrial and logistic sectors in north region of Morocco, by supplementing Tanger Med industrial platform offers on many aspects: business area, new employment basin, new pole for manufacturers who aim the national market as well as the international one.

Its strategic location of excellence, 10 min away from Tetouan City, 40 min away from Tangier and Tanger Med Port, in addition to its one stop shop dedicated to simplify and provide companies with all necessary help, and to other services of quality, Tetouan Park is able to attract many international and national companies such as: Polivouga, Vistony Compania, Delta Hylgiene..

Tetouan Shore

Developed over a total area of 22.000 m², Tetouanshore offers a new type of added-value in Tangier - Tetouan region by complementing the industrial and logistics zones. Its geographical location, infrastructure quality, and taxes incentives, grant investors make it a vigorous and attractive pole of development. Tetouan Shore offers a dynamic environment that supports success and innovation either for start-ups, medium-sized or large tenant companies, corporate or institutional investors.

Tetouanshore is considered as a complement to the industrial and logistics in Tangier.

Everis, Satec, Techno design, FD solution and many others are located within TetouanShore.

INSTALLATION PROCESS

STEP 01

AUTHORIZATION OF SETTLEMENT

- Application form
- Project presentation to the FZ commission

STEP 02

COMPANY CREATION

- Set up of the legal entity
- Signature of sales/lease contract

STEP 03

PROJECT IMPLEMENTATION

- Construction permit
- Operating license

STEP 04

START OF ACTIVITY

- Lauching of the activity
- Start Of Production (SOP)

1ST FREE ZONE IN AFRICA
(FINANCIAL TIMES)

The FDI Intelligence (Financial Times group) recently released the world's top Global Free Zones Ranking for the year 2017 in six major geographical areas.

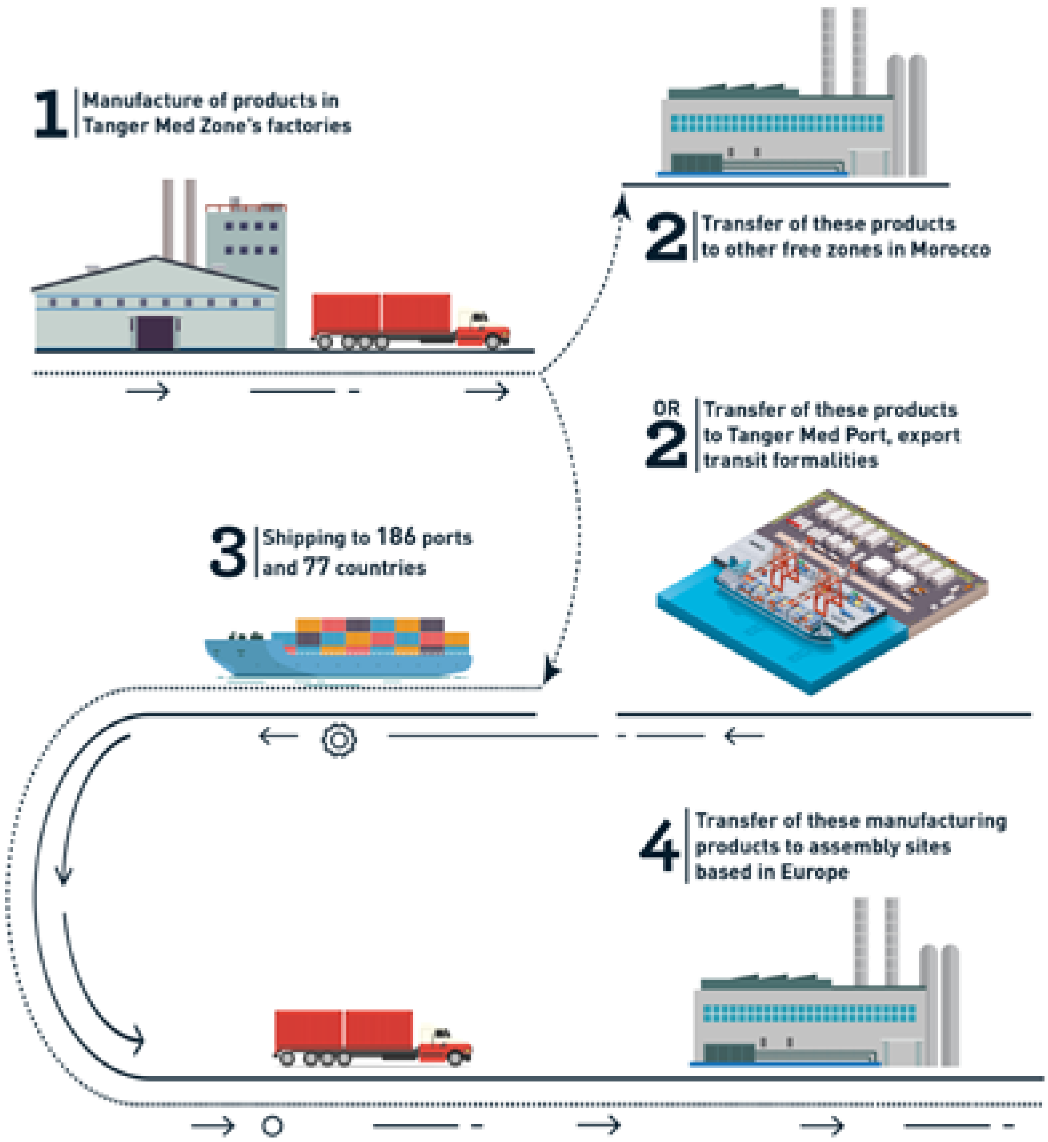
This annual ranking compares around 70 free zones in the world according to international benchmarks and measures the adequacy of their competitiveness against the expectations of global investors.

Tanger Med Zones (TMZ) is the first free zone on the African continent («Overall Winner for Africa Region»). At the African level, TMZ is ahead of Ladol Free Zone in Nigeria.

The report's authors point out that «investors are attracted to TMZ for its access to sea routes across the Strait, just 14 kilometres from Europe.

The report adds that «last year, the zone extended its technological services to investors, with tools such as the Tanger Med Zones virtual tour and a mobile application «Gate access» that streamlines the flow of goods in and out of the zone. The zone is also active in terms of promotion, through its presence at international fairs and exhibitions, presenting its advantages to potential investors.

PROCESS OF MANUFACTURED PRODUCTS AT TANGER MED



Tanger Med, serving automotive logistics corridors: (Ford, SEAT,PSA...)

LOGISTICS FOR AUTOMOTIVE SOURCING

These committed sourcing projects are essentially based on the organisation of corridors leading to the assembly sites by ensuring controlled supply, these include: Tanger Med - Vigo, Tanger Med - Valencia, Tanger Med - Barcelona, etc.

Multinationals such as Lear, Aptiv (Delphi), Standard Profil, Joyson Safety Systems (Takata) and Valeo, manufacture parts in their factories in Tangier, which are then consolidated at Tanger Med port and exported by trucks or containers, to the main builders' sites based in Europe.

Tanger Med port's proximity to the European market, and the short sea shipping maritime connectivity (Tanger Med to Algeciras, Vigo, Motril, Barcelona, Marseille, Genoa and Savona) allows Tanger Med to be connected in less than 24 hours to the North of Europe.

The start of the Tanger Med - Vigo line has enabled the efficient improvement of this logistics chain for exporters thanks to the reduction of logistics costs.

The new "Export Access" infrastructure launched in Tanger Med's port has supported these developments and it allows an average transit time in export of 2 hours.

European assembly sites

The destinations of these products manufactured in Tanger Med's platform and intended for the sourcing of assembly sites in Europe : Vigo (Spain) for PSA, Barcelona (Spain) for VW, Valencia (Spain) for Ford and Valladolid (Spain) for Renault.

For example, Valeo produces lighting systems at TAC plant, and the parts are exported to PSA Vigo during several exports every week. The equipment manufacturer will start as of the end of this year the distribution of wipers to Vigo.

Standard Profil, for example, producer of sealing parts, distributes its products to Renault Valladolid, VW to Martorell (Barcelona), and parts for the Seat Ibiza and Leon, as well as the Audi A1.

The American Joyson Safety Systems (Takata), produces steering wheels for Ford in Valencia at the rate of two trucks flows per week, and 3 flows to Barcelona for Seat.

The consolidation of the flows between Standard Profil and Joyson Sayfety is carried out on a regular basis for Barcelona destination.

In the case of Lear, the US multinational manufactures and exports automotive textile components to the assembly sites of Ford, Renault-Nissan and PSA in France and Spain.

Tanger Med is at the service of industrial logistics corridors. This, in addition to a competitive platform offers all the necessary logistics to improve the competitiveness of these equipment manufacturers.

Moreover, in order to further improve the performance of these equipment manufacturers, and meet their growing and future needs in terms of logistics services, Tanger Med will launch a platform dedicated to Tanger Automotive City, which will allow the consolidation of automotive parts, which will then be distributed to the target markets. It should deal with input flows, main parts and structural elements, as well as outflows to European factories of manufacturers such as Renault, PSA and others.

EXPORT FREE ZONES IN MOROCCO

Free Zone incentives

Free Zone areas are industrial districts subject to a particular regulatory regime that provides fiscal system incentives to firms operating within, to favor the establishment and development of industrial, commercial, and service activities in these zones.

Morocco's free zone tax regime is very remarkable for any private or commercial investor.

Corporate tax

Income generated by companies located within the export free zones and resulting from their activities is subject to full corporate tax exemption during first five years starting from operations then taxed at 8.75% rate for twenty following consecutive years subject to a particular.

Value added tax

Goods entering the free zone as well as rendered service from Morocco territory are VAT exempted.

Taxes on dividends and profit shares

Dividends and other similar proceeds from shareholders distributing by companies located within the free zone and generated by activities carried out in these zones are exempt from tax on dividends from stocks, shares, and similar income when paid to non-resident.

Registration fees and stamp duty on capital operation: Acts of incorporation and capital increase and acquisition of land for implementation of the investments is exempted from registration fees and stamp

Tax on patent and urban tax

Companies based in the free zones enjoy the benefit of full exemption: From the tax on licenses for the authorized activities they carry out during the first 15 consecutive years as of the start of operation; and from the urban tax for building, machines, and equipment attribute to the carrying out of authorized activities for a period of 15 years running as of the completion or the installation thereof.

Non Free Zones taxation regime

The Moroccan taxation system consists of direct and indirect taxes. Companies who are based within the local territory are subjected to the following tax regime.

Corporate income tax

In Morocco, the standard rate for corporate tax income is calculated by 30% with a 37% rate applying to leasing companies and credit institutions. Regarding engineering, construction, or assembly projects carried by foreign contractors and related to industrial or technical installation may be opted to be taxed at a rate of 8% based on the total contract price net of VAT and similar taxes.

VAT

The Value Added Tax (VAT) is a non-cumulative tax levied at each stage of the production and distribution cycle. Therefore, suppliers of goods and services must add it to their net price.

Standard VAT rate is 20% and applies to all providers of goods and services, except those taxed at other rates or those who are exempt. A reduced rate

INCENTIVES TAXES
0% TVA
0% CUSTOMS DUTY

PATENT AND URBAN TAXES
‘EXONERATED’

of 10% applies to particular items such as banking and credit services, leasing, gas, water, and electricity.

The 20% VAT rate applies to equipment and fishing nets, dried raisins and dried figs, candles and paraffin.

The 10% rate applies to food for cattle feed (previously subject to the 7% rate).

Finally, the rate of 20% applies to commercial vehicles, alimentary fats, and margarine (14% in the past).

Business tax

In Morocco, business tax is based on the annual rental value of business premises, either Owning or renting, and capped at 5.2 million USD net of VAT.

Business tax in Morocco ranges from 10% to 30% with an exemption of the first five years.

Property Tax

The general property tax rate is 10% of the assessed rental value, as defined by the local tax authorities.

As for property used as primary or second residence are taxed progressively rated as:

Up to 5,000 Nil, from 5,000 to 20,000 10%, from 20,000 to 40,000 20%, and from over 40,000 30%.

DIVIDEND AND PROFIT SHARE
‘EXEMPTED’

CORPORATE TAX
0%
---- FIRST 5 YEARS ----

Customs Duty

Customs import duties can be reduced if the imported products are covered by free trade agreements or other specific regulatory dispositions. Imports face the following duties:

Customs import duty which depends on the product:

Equipment, materials, goods, spare parts, tools, and accessories, which are considered essential to support and develop investment, are subject to import duty, at between 2.5% and 10% ad valorem if no other condition of a trade treaty with the country of issue.

Customs import taxes can be reduced if the shipped goods are covered by free trade agreements or other specific regulatory dispositions.

PART 3

ANNEXES

MARITIME CONNECTIONS 2018

186 Ports, 77 Countries et 5 Continents

Containers activities

(+) Countries
Djibouti
Guatemala
Ireland

(-) Countries
Angola
Uruguay

(+) Ports
Alger, Balboa
Canakkale, Colon
Damietta, Djibouti
Dublin, Itagual Sepetiba
Izmir, Karachi, Kribi
Liverpool, Long beach
Panama Canal, Pecem
Portsmouth, Puerto Quetzal
Rades, Sahunto

(-) Ports
Altamira, Houston
Istanbul Marport
Lobito, Los Angeles
Luanda, Nambe
New Orleans, Odessa
Paranagua, Port Everglades
Setubal, Suape
Veracruz, Xiamen

Car carrier activities

(+) Countries
Bahrein, Brazil
Egypt, Jordan
Lebanon, Madagascar

(-) Countries
India

(+) Ports
Aaqaba, Adelaide
Alexandria, Altamera
Antwerp , Bahrein
Beirut, Chernomorsk
Jeddah, Santos
Tamatave

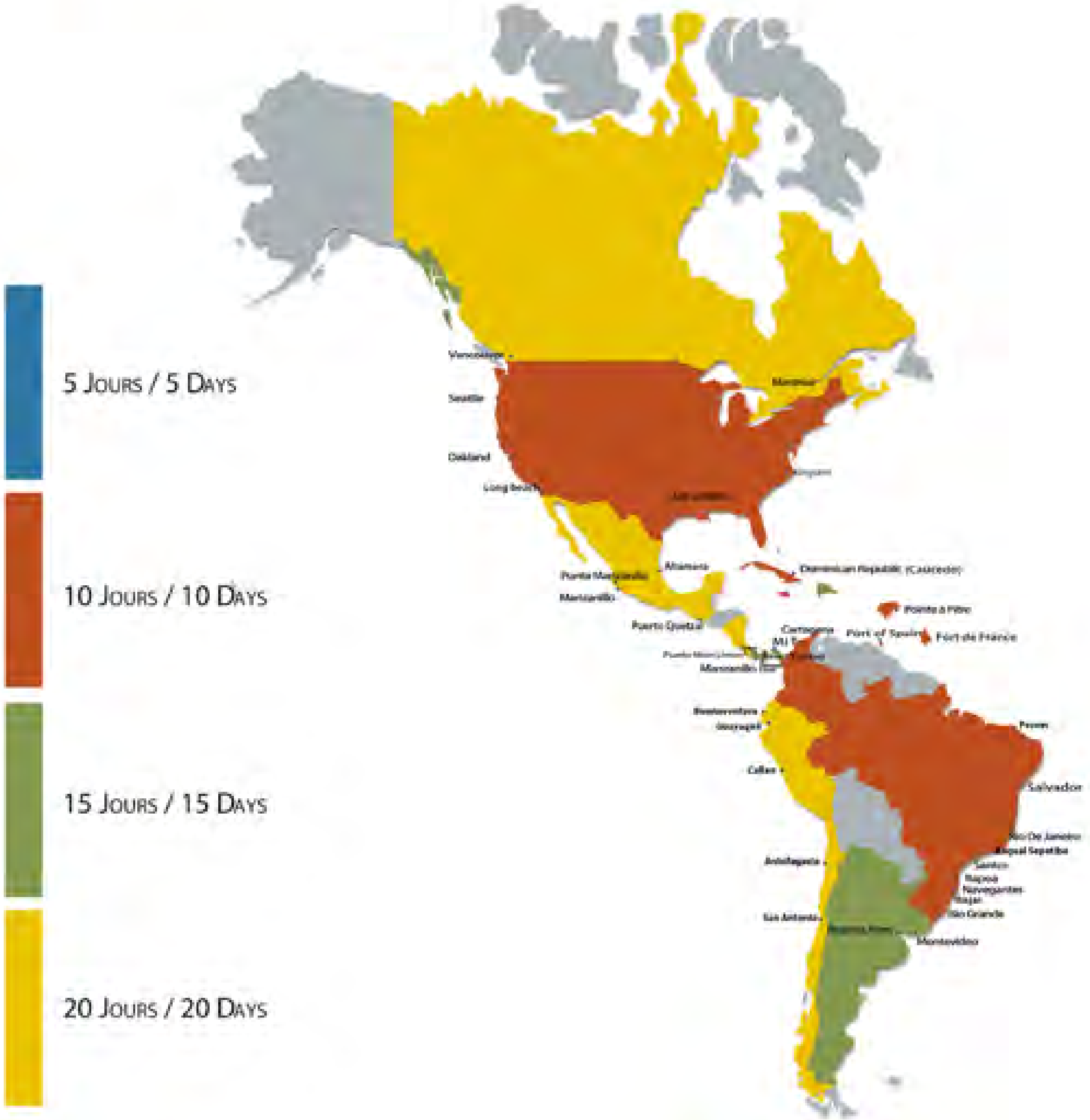
(-) Ports
Ilyichevsk
Mumbai

Ferry Roro activities

(+) Ports
Vigo
Malaga

Ports Connected to Tanger Med

186 Ports
77 Countries
5 Continents




Newcastle
Leixoes
Mindelo
Lisbon
Casablanca
Agadir
Nouadhibou
Dakar
Banjul
Conakry
Freetown
Monrovia
San Pedro
Abidjan
Takoradi
Malabo
Bata
Douala
Port gentil
Khor Al Fakkan
Port Bin Qasim
Jawaharlal Nehru
Colombo
Xingang
Qingdao
Shanghai
Ningbo
Shekou
Nansha New port
Tamatave
Durban
Fremantle
Brisbane
Adelaide
Melbourne
Kembla

AFRIQUE / AFRICA

Country	Port	Trafic (I/E)	Service	Shipping line	Service description	Freq.	Transit time (Days)
Algeria	Alger	Export	MAS(*)	Maroc Feedering/ EMES	MOROCCO ALGER SERVICE	Weekly	4
Algeria	Alger	Import	MAS(*)	Maroc Feedering/ EMES	MOROCCO ALGER SERVICE	Weekly	3
Algeria	Ghazaouet	Import	NAF 2 Alger Shuttle	CMA CGM	Tanger Med - Algeria	Weekly	12
Algeria	Ghazaouet	Export	NAF 2 Alger Shuttle	CMA CGM	Tanger Med - Algeria	Weekly	1
Algeria	Ghazaouet	Export	Naf Agapov(*)	CMA CGM	Tanger Med - Mediterranean	Weekly	2
Algeria	Oran	Export	L65	MAERSK	Tanger Med - Spain - Algeria	Weekly	5
Algeria	Oran	Import	NAF 2 Alger Shuttle	CMA CGM	Tanger Med - Algeria	Weekly	11
Algeria	Oran	Export	NAF 2 Alger Shuttle	CMA CGM	Tanger Med - Algeria	Weekly	2
Benin	Cotonou	Import	EURAF 2 // MWX//WAS	CMA CGM// Hapag-Lloyd// Arkas	Tanger Med - West Africa	Weekly	17
Benin	Cotonou	Export	EURAF 2 // MWX//WAS	CMA CGM// Hapag-Lloyd// Arkas	Tanger Med - West Africa	Weekly	9
Benin	Cotonou	Import	WAF 1	MAERSK	Tanger Med - West Africa	Weekly	17
Benin	Cotonou	Export	WAF 1	MAERSK	Tanger Med - West Africa	Weekly	24
Benin	Cotonou	Export	WAZZAN 2(*)	CMA CGM	Tanger Med - West Africa	Weekly	14
Benin	Cotonou	Import	WAZZAN 2(*)	CMA CGM	Tanger Med - West Africa	Weekly	13
Cameroun	Douala	Export	EURAF 4	CMA CGM	Mediterranean - West Africa	Weekly	36
Cameroun	Douala	Import	WAF 2(*)	MAERSK	Tanger Med - West Africa	Weekly	23
Cameroun	Douala	Export	WAF 2(*)	MAERSK	Tanger Med - West Africa	Weekly	19
Cameroun	Kribi(*)	Export	EURAF 4	CMA CGM	Mediterranean - West Africa	Weekly	30
Cape verde	Mindelo	Export	Guiver Service	Portline Containers International	Portugal - Canary Island - Bissau	Every 15 days	5
Cape verde	Praia	Export	Guiver Service	Portline Containers International	Portugal - Canary Island - Bissau	Every 15 days	6
Congo	Pointe Noire	Import	WAF 1	MAERSK	Tanger Med - West Africa	Weekly	27
Congo	Pointe Noire	Export	WAF 1	MAERSK	Tanger Med - West Africa	Weekly	13
Djibouti	Djibouti(*)	Export	EPIC 1// IO2	CMA CGM// Hapag-Lloyd	North Europe - Pakistan - India	Weekly	27
Egypt	Alexandria	Export	NC Levant Express// NESM	CMACGM / Seago Line	North Europe - Mediterranean	Weekly	5
Egypt	Alexandria	Export	SEM(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	12
Egypt	Alexandria	Import	SEM(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	14
Egypt	Damietta(*)	Export	MEDEX	CMACGM	Mediterranean - Middle East	Weekly	10
Egypt	Damietta(*)	Export	Mediterranean Service 1 (*)	Happag Lloyd	Asia - Mediterranean	Weekly	5
Egypt	Port Said	Import	ME 2	MAERSK	Middle East - Europe	Weekly	6
Egypt	Port Said	Export	ME 2	MAERSK	Middle East - Europe	Weekly	12
Egypt	Port Said	Export	NC Levant Express// NESM	CMACGM / Seago Line	North Europe - Mediterranean	Weekly	11
Egypt	Port Said	Import	WAF 7	MAERSK	Tanger Med - West Africa	Weekly	28
Egypt	Port Said	Export	WAF 7	MAERSK	Tanger Med - West Africa	Weekly	14
Egypt	Port Said	Import	FEW7(*)	MAERSK	Middle East - Europe	Weekly	7
Equatorial Guinea	Bata	Export	EURAF 4	CMA CGM	Mediterranean - West Africa	Weekly	16

(*) New Port

AFRIQUE / AFRICA

Country	Port	Trafic (I/E)	Service	Shipping line	Service description	Freq.	Transit time (Days)
Equatorial Guinea	Malabo	Export	EURAF 4	CMA CGM	Mediterranean - West Africa	Weekly	19
Gabon	Libreville	Export	EURAF 4	CMA CGM	Mediterranean - West Africa	Weekly	34
Gabon	Libreville	Import	WAF 1	MAERSK	Tanger Med - West Africa	Weekly	24
Gabon	Libreville	Export	WAF 1	MAERSK	Tanger Med - West Africa	Weekly	18
Gabon	Port gentil	Export	EURAF 4	CMA CGM	Mediterranean - West Africa	Weekly	32
Gambia	Banjul	Import	EURAF 3	CMA CGM	Tanger Med - West Africa	Weekly	10
Gambia	Banjul	Export	EURAF 3	CMA CGM	Tanger Med - West Africa	Weekly	16
Gambia	Banjul	Export	WAF 10(*)	MAERSK	Tanger Med - West Africa	Weekly	12
Gambia	Banjul	Import	WAF 10(*)	MAERSK	Tanger Med - West Africa	Weekly	16
Ghana	Takoradi	Import	WAF 1	MAERSK	Tanger Med - West Africa	Weekly	14
Ghana	Takoradi	Export	WAF 1	MAERSK	Tanger Med - West Africa	Weekly	28
Ghana	Takoradi	Export	WAZZAN 2(*)	CMA CGM	Tanger Med - West Africa	Weekly	16
Ghana	Takoradi	Import	WAZZAN 2(*)	CMA CGM	Tanger Med - West Africa	Weekly	11
Ghana	Tema	Import	EURAF 2 // MWX//WAS	CMA CGM// Hapag-Lloyd// Arkas	Tanger Med - West Africa	Weekly	10
Ghana	Tema	Export	EURAF 2 // MWX//WAS	CMA CGM// Hapag-Lloyd// Arkas	Tanger Med - West Africa	Weekly	16
Ghana	Tema	Import	WAF 13	MAERSK	Tanger Med - West Africa	Weekly	17
Ghana	Tema	Export	WAF 13	MAERSK	Tanger Med - West Africa	Weekly	14
Ghana	Tema	Import	WAF 2(*)	MAERSK	Tanger Med - West Africa	Weekly	12
Ghana	Tema	Export	WAF 2(*)	MAERSK	Tanger Med - West Africa	Weekly	14
Ghana	Tema	Import	WAX	Happag Llyod / Arkas Line	North Europe - West Africa	Weekly	11
Ghana	Tema	Export	WAX	Happag Llyod / Arkas Line	North Europe - West Africa	Weekly	11
Ghana	Tema	Export	WAZZAN 2(*)	CMA CGM	Tanger Med - West Africa	Weekly	12
Ghana	Tema	Import	WAZZAN 2(*)	CMA CGM	Tanger Med - West Africa	Weekly	14
Guinea	Conakry	Export	EURAF 3	CMA CGM	Tanger Med - West Africa	Weekly	7
Guinea	Conakry	Import	EURAF 3	CMA CGM	Tanger Med - West Africa	Weekly	19
Guinea	Conakry	Import	WAF 7	MAERSK	Tanger Med - West Africa	Weekly	14
Guinea-Bissau	Bissau	Export	Guiver Service	Portline Containers International	Portugal - Canary Island - Bissau	Every 15 days	8
Ivory Coast	Abidjan	Export	WAF 3	MAERSK	Tanger Med - West Africa	Weekly	15
Ivory Coast	Abidjan	Export	WAX	Happag Llyod / Arkas Line	North Europe - West Africa	Weekly	15
Ivory Coast	Abidjan	Export	WAZZAN 2(*)	CMA CGM	Tanger Med - West Africa	Weekly	11
Ivory Coast	Abidjan	Export	EURAF 1	CMA CGM	North Europe - West Africa	Weekly	14
Ivory Coast	Abidjan	Import	WAF 3	MAERSK	Tanger Med - West Africa	Weekly	10
Ivory Coast	Abidjan	Import	WAX	Happag Llyod / Arkas Line	North Europe - West Africa	Weekly	8
Ivory Coast	Abidjan	Import	WAZZAN 2(*)	CMA CGM	Tanger Med - West Africa	Weekly	16
Ivory Coast	San Pedro	Export	EURAF 1	CMA CGM	North Europe - West Africa	Weekly	11

(*) New Port

AFRIQUE / AFRICA

Country	Port	Trafic (I/E)	Service	Shipping line	Service description	Freq.	Transit time (Days)
Ivory Coast	San Pedro	Export	WAF 6	MAERSK	Tanger Med - West Africa	Weekly	32
Liberia	Monrovia	Export	EURAF 3	CMA CGM	Tanger Med - West Africa	Weekly	11
Liberia	Monrovia	Export	WAF 3	MAERSK	Tanger Med - West Africa	Weekly	13
Liberia	Monrovia	Export	WAZZAN 2(*)	CMA CGM	Tanger Med - West Africa	Weekly	8
Liberia	Monrovia	Import	EURAF 3	CMA CGM	Tanger Med - West Africa	Weekly	15
Liberia	Monrovia	Import	WAF 3	MAERSK	Tanger Med - West Africa	Weekly	15
Liberia	Monrovia	Import	WAZZAN 2(*)	CMA CGM	Tanger Med - West Africa	Weekly	18
Mauritania	Nouadhibou	Export	WAF 10(*)	MAERSK	Tanger Med - West Africa	Weekly	21
Mauritania	Nouadhibou	Export	WAZZAN	CMA CGM	Tanger Med - West Africa	Weekly	12
Mauritania	Nouadhibou	Export	FEW7(*)	MAERSK	Middle East - Europe	Weekly	10
Mauritania	Nouadhibou	Export	WAF 1	MAERSK	Tanger Med - West Africa	Weekly	32
Mauritania	Nouakchott	Export	WAZZAN	CMA CGM	Tanger Med - West Africa	Weekly	6
Mauritania	Nouakchott	Import	WAF 10(*)	MAERSK	Tanger Med - West Africa	Weekly	7
Mauritania	Nouakchott	Import	WAZZAN	CMA CGM	Tanger Med - West Africa	Weekly	8
Mauritania	Nouakchott	Import	WAF 1	MAERSK	Tanger Med - West Africa	Weekly	10
Mauritania	Nouakchott	Import	WAZZAN	CMA CGM	Tanger Med - West Africa	Weekly	14
Morocco	Agadir	Export	MCS(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	3
Morocco	Agadir	Export	NAF 1 Morocco Shuttle	CMA CGM	Tanger Med - Casablanca - Agadir	Weekly	4
Morocco	Agadir	Import	MCS(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	3
Morocco	Agadir	Import	Irish Sea Link(*)	MAERSK	North Europe - Morocco	Weekly	3
Morocco	Agadir	Import	NAF 1 Morocco Shuttle	CMA CGM	Tanger Med - Casablanca - Agadir	Weekly	3
Morocco	Casablanca	Export	SPX(*)	CMACGM / XPRESS LINE	Tanger Med - Spain - Portugal	Weekly	2
Morocco	Casablanca	Export	MAS(*)	Maroc Feedering/ EMES	MOROCCO ALGER SERVICE	Weekly	1
Morocco	Casablanca	Export	MCS(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	2
Morocco	Casablanca	Export	NAF 1 Morocco Shuttle	CMA CGM	Tanger Med - Casablanca - Agadir	Weekly	2
Morocco	Casablanca	Export	WAX	Happag Llyod / Arkas Line	North Europe - West Africa	Weekly	1
Morocco	Casablanca	Export	WAZZAN	CMA CGM	Tanger Med - West Africa	Weekly	19
Morocco	Casablanca	Export	WAZZAN 2(*)	CMA CGM	Tanger Med - West Africa	Weekly	2
Morocco	Casablanca	Export	West Med Black Sea (*)	CMA CGM / EMES	Tanger Med - Mediterranean	Weekly	1
Morocco	Casablanca	Export	Y63	MAERSK	Tanger Med - Casablanca	Weekly	1
Morocco	Casablanca	Import	SPX(*)	CMACGM / XPRESS LINE	Tanger Med - Spain - Portugal	Weekly	1
Morocco	Casablanca	Import	EURAF 4	CMA CGM	Mediterranean - West Africa	Weekly	3
Morocco	Casablanca	Import	MAS(*)	Maroc Feedering/ EMES	MOROCCO ALGER SERVICE	Weekly	1
Morocco	Casablanca	Import	MCS(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	1
Morocco	Casablanca	Import	NAF 1 Morocco Shuttle	CMA CGM	Tanger Med - Casablanca - Agadir	Weekly	5

(*) New Port

AFRIQUE / AFRICA

Country	Port	Trafic (I/E)	Service	Shipping line	Service description	Freq.	Transit time (Days)
Morocco	Casablanca	Import	Naf Agapov(*)	CMA CGM	Tanger Med - Mediterranean	Weekly	2
Morocco	Casablanca	Import	WAF 6	MAERSK	Tanger Med - West Africa	Weekly	1
Morocco	Casablanca	Import	WAZZAN	CMA CGM	Tanger Med - West Africa	Weekly	2
Morocco	Casablanca	Import	WBS	Arkas Line / EMES	Tanger Med - Mediterranean	Weekly	1
Morocco	Casablanca	Import	Y63	MAERSK	Tanger Med - Casablanca	Weekly	1
Nigeria	Apapa	Export	EURAF 2 // MWX//WAS	CMA CGM// Hapag-Lloyd// Arkas	Tanger Med - West Africa	Weekly	11
Nigeria	Apapa	Export	EURAF 4	CMA CGM	Mediterranean - West Africa	Weekly	22
Nigeria	Apapa	Export	WAF 6	MAERSK	Tanger Med - West Africa	Weekly	13
Nigeria	Apapa	Import	EURAF 2 // MWX//WAS	CMA CGM// Hapag-Lloyd// Arkas	Tanger Med - West Africa	Weekly	15
Nigeria	Lagos	Export	EURAF 2 // MWX//WAS	CMA CGM// Hapag-Lloyd// Arkas	Tanger Med - West Africa	Weekly	13
Nigeria	Onne	Export	EURAF 4	CMA CGM	Mediterranean - West Africa	Weekly	26
Nigeria	Onne	Export	WAF 6	MAERSK	Tanger Med - West Africa	Weekly	22
Nigeria	Tin Can	Import	EURAF 2 // MWX//WAS	CMA CGM// Hapag-Lloyd// Arkas	Tanger Med - West Africa	Weekly	13
Nigeria	Tin Can	Export	EURAF 2 // MWX//WAS	CMA CGM// Hapag-Lloyd// Arkas	Tanger Med - West Africa	Weekly	13
Nigeria	Tin Can	Export	WAF 6	MAERSK	Tanger Med - West Africa	Weekly	17
Nigeria	Tin Can / Lagos	Export	EURAF 4	CMA CGM	Mediterranean - West Africa	Weekly	25
Senegal	Dakar	Export	EURAF 4	CMA CGM	Mediterranean - West Africa	Weekly	8
Senegal	Dakar	Export	EURAF 1	CMA CGM	North Europe - West Africa	Weekly	6
Senegal	Dakar	Export	FEW7(*)	MAERSK	Middle East - Europe	Weekly	5
Senegal	Dakar	Export	WAF 13	MAERSK	Tanger Med - West Africa	Weekly	11
Senegal	Dakar	Export	WAX	Happag Llyod / Arkas Line	North Europe - West Africa	Weekly	6
Senegal	Dakar	Export	WAZZAN	CMA CGM	Tanger Med - West Africa	Weekly	10
Senegal	Dakar	Import	WAF 13	MAERSK	Tanger Med - West Africa	Weekly	9
Senegal	Dakar	Import	WAX	Happag Llyod / Arkas Line	North Europe - West Africa	Weekly	16
Senegal	Dakar	Import	WAZZAN	CMA CGM	Tanger Med - West Africa	Weekly	10
Sierra Leone	Freetown	Export	EURAF 3	CMA CGM	Tanger Med - West Africa	Weekly	9
Sierra Leone	Freetown	Import	EURAF 3	CMA CGM	Tanger Med - West Africa	Weekly	17
Sierra Leone	Freetown	Import	WAF 7	MAERSK	Tanger Med - West Africa	Weekly	10
Togo	Lome	Export	EURAF 4	CMA CGM	Mediterranean - West Africa	Weekly	14
Togo	Lome	Export	WAF 2(*)	MAERSK	Tanger Med - West Africa	Weekly	12
Togo	Lome	Import	WAF 2(*)	MAERSK	Tanger Med - West Africa	Weekly	17
Tunisia	Rades(*)	Export	MTS(*)	EMES/EXPRESS	MOROCCO TUNIS SERVICE	Weekly	4
Tunisia	Rades(*)	Import	MTS(*)	EMES/EXPRESS	MOROCCO TUNIS SERVICE	Weekly	5
Tunisia	Rades(*)	Import	Tanger Tunis Express	CMA CGM / Xpress Line / Seago Line	Tangier - Spain - Tunisia	Weekly	7
Tunisia	Tunis	Import	SLT Balearic Sea	MAERSK	Tangier - Spain - Tunisia	Weekly	9
Tunisia	Tunis	Export	Tanger Tunis Express	CMA CGM / Xpress Line / Seago Line	Tangier - Spain - Tunisia	Weekly	6

(*) New Port

AMERIQUE / AMERICA

Country	Port	Trafic (I/E)	Service	Shipping line	Service description	Freq.	Transit time (Days)
Argentina	Buenos Aires	Export	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	18
Argentina	Buenos Aires	Export	New Sirius	CMACGM	South America - Mediterranean	Weekly	18
Argentina	Buenos Aires	Import	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	24
Argentina	Buenos Aires	Import	ECX // Saec 2 (*)	Happag Lloyd /MSC	Europe - East Coast South America	Weekly	25
Argentina	Buenos Aires	Import	New Sirius	CMACGM	South America - Mediterranean	Weekly	12
Brazil	Itaguai Sepetiba(*)	Export	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	12
Brazil	Itaguai Sepetiba(*)	Export	New Sirius	CMACGM	South America - Mediterranean	Weekly	12
Brazil	Itaguai Sepetiba(*)	Import	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	12
Brazil	Itaguai Sepetiba(*)	Import	New Sirius	CMACGM	South America - Mediterranean	Weekly	24
Brazil	Itaguai Sepetiba(*)	Import	New Sirius	CMACGM	South America - Mediterranean	Weekly	12
Brazil	Itajai	Export	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	25
Brazil	Itajai	Export	New Sirius	CMACGM	South America - Mediterranean	Weekly	25
Brazil	Itajai	Import	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	17
Brazil	Itajai	Import	New Sirius	CMACGM	South America - Mediterranean	Weekly	17
Brazil	Itapoa	Export	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	15
Brazil	Itapoa	Export	New Sirius	CMACGM	South America - Mediterranean	Weekly	15
Brazil	Itapoa	Import	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	16
Brazil	Itapoa	Import	New Sirius	CMACGM	South America - Mediterranean	Weekly	16
Brazil	Montevideo	Import	ECX // Saec 2 (*)	Happag Lloyd /MSC	Europe - East Coast South America	Weekly	23
Brazil	Navegantes	Import	ECX // Saec 2 (*)	Happag Lloyd /MSC	Europe - East Coast South America	Weekly	18
Brazil	Pecem(*)	Import	ECX // Saec 2 (*)	Happag Lloyd /MSC	Europe - East Coast South America	Weekly	8
Brazil	Rio de Janeiro	Import	ECX // Saec 2 (*)	Happag Lloyd /MSC	Europe - East Coast South America	Weekly	12
Brazil	Rio Grande	Import	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	20
Brazil	Rio Grande	Export	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	22
Brazil	Rio Grande	Import	ECX // Saec 2 (*)	Happag Lloyd /MSC	Europe - East Coast South America	Weekly	21
Brazil	Rio Grande	Export	New Sirius	CMACGM	South America - Mediterranean	Weekly	22
Brazil	Salvador	Export	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	9
Brazil	Salvador	Export	New Sirius	CMACGM	South America - Mediterranean	Weekly	10
Brazil	Salvador	Import	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	33
Brazil	Salvador	Import	ECX // Saec 2 (*)	Happag Lloyd /MSC	Europe - East Coast South America	Weekly	10
Brazil	Salvador	Import	ECX // Saec 2 (*)	Happag Lloyd /MSC	Europe - East Coast South America	Weekly	17
Brazil	Santos	Export	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	13
Brazil	Santos	Export	New Sirius	CMACGM	South America - Mediterranean	Weekly	13
Brazil	Santos	Import	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	14
Brazil	Santos	Import	ECX // Saec 2 (*)	Happag Lloyd /MSC	Europe - East Coast South America	Weekly	15

(*) New Port

AMERIQUE / AMERICA

Country	Port	Trafic (I/E)	Service	Shipping line	Service description	Freq.	Transit time (Days)
Brazil	Santos	Import	New Sirius	CMACGM	South America - Mediterranean	Weekly	14
Canada	Montreal	Export	MCA	Happag Llyod	Canada - Tanger Med - Mediterranean	Weekly	9
Canada	Montreal	Import	MCA	Happag Llyod	Canada - Tanger Med - Mediterranean	Weekly	25
Canada	Vancouver	Import	MPS	SEAGO Line / Happag Llyod	North America West Coast - Mediterranean	Weekly	33
Chile	Antofagasta	Export	Med Americas // Med Andes	CMA CGM / Happag Llyod	Mediterranean - South America West Cost	Weekly	30
Chile	San antonio	Export	Med Americas // Med Andes	CMA CGM / Happag Llyod	Mediterranean - South America West Cost	Weekly	27
Colombia	Buenaventura	Import	ECUMED	MAERSK	Tanger Med - Turkey - Russia - Ukrania	Weekly	14
Colombia	Buenaventura	Export	Med Americas // Med Andes	CMA CGM / Happag Llyod	Mediterranean - South America West Cost	Weekly	38
Colombia	Cartagena	Export	Med Americas // Med Andes	CMA CGM / Happag Llyod	Mediterranean - South America West Cost	Weekly	15
Colombia	Cartagena	Export	MED CARAIBE	CMA CGM	South America - Mediterranean	Weekly	13
Colombia	Cartagena	Import	MPS	SEAGO Line / Happag Llyod	North America West Coast - Mediterranean	Weekly	13
Colombia	Turbo	Export	MED CARAIBE	CMA CGM	South America - Mediterranean	Weekly	20
Costa Rica	Puerto Moin Limon	Export	MED CARAIBE	CMA CGM	South America - Mediterranean	Weekly	16
R. Dominican	Caucedo	Export	Med Americas // Med Andes	CMA CGM / Happag Llyod	Mediterranean - South America West Cost	Weekly	10
R. Dominican	Caucedo	Import	MPS	SEAGO Line / Happag Llyod	North America West Coast - Mediterranean	Weekly	10
Ecuador	Guayaquil	Import	ECUMED	MAERSK	Tanger Med - Turkey - Russia - Ukrania	Weekly	16
Ecuador	Guayaquil	Export	Med Americas // Med Andes	CMA CGM / Happag Llyod	Mediterranean - South America West Cost	Weekly	20
Guadeloupe	Pointe à pitre	Export	MED CARAIBE	CMA CGM	South America - Mediterranean	Weekly	9
Guatemala	Puerto Quetzal(*)	Import	MPS	SEAGO Line / Happag Llyod	North America West Coast - Mediterranean	Weekly	14
Jamaica	Kingston	Export	Med Americas // Med Andes	CMA CGM / Happag Llyod	Mediterranean - South America West Cost	Weekly	12
Martinique	Fort de France	Export	MED CARAIBE	CMA CGM	South America - Mediterranean	Weekly	10
Mexico	Manzanillo	Export	MED CARAIBE	CMA CGM	South America - Mediterranean	Weekly	15
Mexico	Manzanillo	Import	MPS	SEAGO Line / Happag Llyod	North America West Coast - Mediterranean	Weekly	22
Panama	Balboa(*)	Import	ECUMED	MAERSK	Tanger Med - Turkey - Russia - Ukrania	Weekly	15
Panama	Colon(*)	Import	ECUMED	MAERSK	Tanger Med - Turkey - Russia - Ukrania	Weekly	13
Panama	Manzanillo	Import	ECUMED	MAERSK	Tanger Med - Turkey - Russia - Ukrania	Weekly	13
Panama	Manzanillo (M.I.T)	Export	Med Americas // Med Andes	CMA CGM / Happag Llyod	Mediterranean - South America West Cost	Weekly	40
Panama	Manzanillo (M.I.T)	Import	MPS	SEAGO Line / Happag Llyod	North America West Coast - Mediterranean	Weekly	15
Panama	Panama canal(*)	Import	ECUMED	MAERSK	Tanger Med - Turkey - Russia - Ukrania	Weekly	11
Perou	Callao	Export	Med Americas // Med Andes	CMA CGM / Happag Llyod	Mediterranean - South America West Cost	Weekly	24
USA	Long beach(*)	Import	MPS	SEAGO Line / Happag Llyod	North America West Coast - Mediterranean	Weekly	26
USA	Oakland	Import	MPS	SEAGO Line / Happag Llyod	North America West Coast - Mediterranean	Weekly	28
USA	Seattle	Import	MPS	SEAGO Line / Happag Llyod	North America West Coast - Mediterranean	Weekly	35

(*) New Port

ASIE / ASIA

Country	Port	Trafic (I/E)	Service	Shipping line	Service description	Freq.	Transit time (Days)
South Korea	Busan	Export	Mediterranean Service 1 (*)	Happag Lloyd	Asia - Mediterranean	Weekly	28
China	Nansha New port	Import	FEW7(*)	MAERSK	Middle East - Europe	Weekly	28
China	Ningbo	Export	AE 1	MAERSK	Asia - Europe	Weekly	27
China	Ningbo	Export	AE 7	MAERSK	Asia - Europe	Weekly	28
China	Ningbo	Export	Mediterranean Service 1 (*)	Happag Lloyd	Asia - Mediterranean	Weekly	31
China	Ningbo	Import	AE 5	MAERSK	Asia - Europe	Weekly	24
China	Ningbo	Import	FEW7(*)	MAERSK	Middle East - Europe	Weekly	31
China	Qingdao	Import	AE 5	MAERSK	Asia - Europe	Weekly	29
China	Qingdao	Export	Mediterranean Service 1 (*)	Happag Lloyd	Asia - Mediterranean	Weekly	26
China	Shanghai	Export	AE 1	MAERSK	Asia - Europe	Weekly	29
China	Shanghai	Export	AE 7	MAERSK	Asia - Europe	Weekly	32
China	Shanghai	Export	Mediterranean Service 1 (*)	Happag Lloyd	Asia - Mediterranean	Weekly	30
China	Shanghai	Import	AE 5	MAERSK	Asia - Europe	Weekly	22
China	Shekou(*)	Export	Mediterranean Service 1 (*)	Happag Lloyd	Asia - Mediterranean	Weekly	27
China	Xingang	Import	AE 5	MAERSK	Asia - Europe	Weekly	31
China	Yantian	Export	AE 1	MAERSK	Asia - Europe	Weekly	34
China	Yantian	Import	AE 5	MAERSK	Asia - Europe	Weekly	20
Hong Kong	Hong Kong	Export	AE 1	MAERSK	Asia - Europe	Weekly	33
Hong Kong	Hong kong	Export	Mediterranean Service 1 (*)	Happag Lloyd	Asia - Mediterranean	Weekly	23
India	Hazira	Import	EPIC 1// IO2	CMA CGM// Hapag-Lloyd	North Europe - Pakistan - India	Weekly	18
India	Jawaharlal Nehru	Import	ME 1	MAERSK	Middle East - Europe	Weekly	18
India	Mundra	Import	EPIC 1// IO2	CMA CGM// Hapag-Lloyd	North Europe - Pakistan - India	Weekly	16
India	Mundra	Import	EPIC 2 // IOS	CMA CGM / Happag Lloyd	North Europe - Pakistan - India	Weekly	16
India	Mundra	Import	ME 1	MAERSK	Middle East - Europe	Weekly	15
India	Mundra	Import	MEDEX	CMACGM	Mediterranean - Middle East	Weekly	24
India	Nhava Sheva	Import	EPIC 1// IO2	CMA CGM// Hapag-Lloyd	North Europe - Pakistan - India	Weekly	20
India	Nhava Sheva	Import	EPIC 2 // IOS	CMA CGM / Happag Lloyd	North Europe - Pakistan - India	Weekly	19
India	Nhava sheva	Import	MEDEX	CMACGM	Mediterranean - Middle East	Weekly	22
Jordan	Aqaba	Import	ME 2	MAERSK	Middle East - Europe	Weekly	9
Lebanon	Beirut	Export	NC Levant Express// NESM	CMACGM / Seago Line	North Europe - Mediterranean	Weekly	8
Lebanon	Beirut	Export	SEM(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	16
Lebanon	Beirut	Import	SEM(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	10
Malaysia	Tanjung Pelepas	Import	AE 5	MAERSK	Asia - Europe	Weekly	15
Malaysia	Tanjung Pelepas	Export	AE 7	MAERSK	Asia - Europe	Weekly	38
Malaysia	Tanjung Pelepas	Import	FEW7(*)	MAERSK	Middle East - Europe	Weekly	22

(*) New Port

ASIE / ASIA

Country	Port	Trafic (I/E)	Service	Shipping line	Service description	Freq.	Transit time (Days)
Oman	Salalah	Export	AE 1	MAERSK	Asia - Europe	Weekly	10
Oman	Salalah	Export	AE 7	MAERSK	Asia - Europe	Weekly	10
Oman	Salalah	Export	ME 2	MAERSK	Middle East - Europe	Weekly	19
Oman	Salalah	Import	FEW7(*)	MAERSK	Middle East - Europe	Weekly	13
Oman	Salalah	Import	ME 1	MAERSK	Middle East - Europe	Weekly	11
Oman	Salalah	Import	ME 2	MAERSK	Middle East - Europe	Weekly	15
Pakistan	Karachi(*)	Import	EPIC 2 // IOS	CMA CGM / Happag Lloyd	North Europe - Pakistan - India	Weekly	21
Pakistan	Karachi(*)	Import	MEDEX	CMACGM	Mediterranean - Middle East	Weekly	25
Pakistan	Port Qasim	Export	EPIC 1// IO2	CMA CGM// Hapag-Lloyd	North Europe - Pakistan - India	Weekly	31
Pakistan	Port Qasim	Import	EPIC 1// IO2	CMA CGM// Hapag-Lloyd	North Europe - Pakistan - India	Weekly	21
Saudi Arabia	Dammam	Export	ME 2	MAERSK	Middle East - Europe	Weekly	25
Saudi Arabia	Dammam	Import	ME 2	MAERSK	Middle East - Europe	Weekly	23
Saudi Arabia	Jeddah	Export	EPIC 2 // IOS	CMA CGM / Happag Lloyd	North Europe - Pakistan - India	Weekly	8
Saudi Arabia	Jeddah	Export	ME 2	MAERSK	Middle East - Europe	Weekly	15
Saudi Arabia	Jeddah	Export	MEDEX	CMACGM	Mediterranean - Middle East	Weekly	13
Saudi Arabia	Jeddah	Import	EPIC 2 // IOS	CMA CGM / Happag Lloyd	North Europe - Pakistan - India	Weekly	8
Saudi Arabia	Jeddah	Import	ME 1	MAERSK	Middle East - Europe	Weekly	7
Saudi Arabia	Jeddah	Import	ME 2	MAERSK	Middle East - Europe	Weekly	12
Saudi Arabia	Jeddah	Import	MEDEX	CMACGM	Mediterranean - Middle East	Weekly	15
Saudi Arabia	Jubel	Export	ME 2	MAERSK	Middle East - Europe	Weekly	27
Saudi Arabia	Jubel	Import	ME 2	MAERSK	Middle East - Europe	Weekly	22
Saudi Arabia	King Abdullah City	Export	EPIC 1// IO2	CMA CGM// Hapag-Lloyd	North Europe - Pakistan - India	Weekly	24
Saudi Arabia	King Abdullah City	Import	EPIC 1// IO2	CMA CGM// Hapag-Lloyd	North Europe - Pakistan - India	Weekly	9
Singapore	Singapore	Export	AE 1	MAERSK	Asia - Europe	Weekly	20
Singapore	Singapore	Export	Mediterranean Service 1 (*)	Happag Lloyd	Asia - Mediterranean	Weekly	18
Singapore	Singapore	Import	FEW7(*)	MAERSK	Middle East - Europe	Weekly	23
South Korea	Busan	Import	AE 5	MAERSK	Asia - Europe	Weekly	27
Sri Lanka	Colombo	Export	AE 1	MAERSK	Asia - Europe	Weekly	15
Syria	Lattakia	Export	SEM(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	18
Syria	Lattakia	Import	SEM(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	8
UAE	Abu Dhabi	Export	ME 2	MAERSK	Middle East - Europe	Weekly	29
UAE	Abu Dhabi	Import	ME 2	MAERSK	Middle East - Europe	Weekly	19
UAE	Jebel Ali	Export	AE 7	MAERSK	Asia - Europe	Weekly	13
UAE	Jebel Ali	Export	EPIC 2 // IOS	CMA CGM / Happag Lloyd	North Europe - Pakistan - India	Weekly	15
UAE	Jebel Ali	Export	ME 2	MAERSK	Middle East - Europe	Weekly	23

(*) New Port

ASIE / ASIA

Country	Port	Trafic (I/E)	Service	Shipping line	Service description	Freq.	Transit time (Days)
UAE	Jebel Ali	Import	EPIC 2 // IOS	CMA CGM / Happag Lloyd	North Europe - Pakistan - India	Weekly	23
UAE	Jebel Ali	Import	ME 1	MAERSK	Middle East - Europe	Weekly	21
UAE	Jebel Ali	Import	ME 2	MAERSK	Middle East - Europe	Weekly	20
UAE	Jebel Ali	Import	MEDEX	CMACGM	Mediterranean - Middle East	Weekly	28
UAE	Khor Fakkan	Export	MEDEX	CMACGM	Mediterranean - Middle East	Weekly	19
UAE	Khor Fakkan	Import	MEDEX	CMACGM	Mediterranean - Middle East	Weekly	29

(*) New Port

TANGER MED
PORT AUTHORITY

EUROPE

Country	Port	Trafic (I/E)	Service	Shipping line	Service description	Freq.	Transit time (Days)
Belgium	Antwerp	Import	AE 7	MAERSK	Asia - Europe	Weekly	7
Belgium	Antwerp	Export	ECX // Saec 2 (*)	Happag Lloyd /MSC	Europe - East Coast South America	Weekly	12
Belgium	Antwerp	Export	EPIC 1// IO2	CMA CGM// Hapag-Lloyd	North Europe - Pakistan - India	Weekly	9
Belgium	Antwerp	Export	EPIC 2 // IO5	CMA CGM / Happag Lloyd	North Europe - Pakistan - India	Weekly	7
Belgium	Antwerp	Export	FEMEX // NETU	CMACGM / SEAGO Line	North Europe - Mediterranean - Turkey	Weekly	10
Belgium	Antwerp	Export	ME 1	MAERSK	Middle East - Europe	Weekly	6
Belgium	Antwerp	Export	WAX	Happag Llyod / Arkas Line	North Europe - West Africa	Weekly	6
Belgium	Antwerp	Import	EPIC 2 // IO5	CMA CGM / Happag Lloyd	North Europe - Pakistan - India	Weekly	6
Belgium	Antwerp	Import	EURAF 1	CMA CGM	North Europe - West Africa	Weekly	10
Belgium	Antwerp	Import	NC Levant Express// NESM	CMACGM / Seago Line	North Europe - Mediterranean	Weekly	8
Belgium	Antwerp	Import	WAF 6	MAERSK	Tanger Med - West Africa	Weekly	6
Belgium	Antwerp	Import	WAX	Happag Llyod / Arkas Line	North Europe - West Africa	Weekly	7
France	Dunkerque	Export	EURAF 1	CMA CGM	North Europe - West Africa	Weekly	29
Bulgaria	Burgas	Import	West Med Black Sea (*)	CMA CGM / EMES	Tanger Med - Mediterranean	Weekly	15
Bulgaria	Varna	Import	West Med Black Sea (*)	CMA CGM / EMES	Tanger Med - Mediterranean	Weekly	14
Denmark	Aarhus	Export	AE 5	MAERSK	Asia - Europe	Weekly	13
France	Dunkerque	Export	EPIC 1// IO2	CMA CGM// Hapag-Lloyd	North Europe - Pakistan - India	Weekly	11
France	Dunkerque	Import	EURAF 1	CMA CGM	North Europe - West Africa	Weekly	7
France	Fos sur Mer	Import	MCA	Happag Llyod	Canada - Tanger Med - Mediterranean	Weekly	4
France	Fos sur Mer	Export	MCA	Happag Llyod	Canada - Tanger Med - Mediterranean	Weekly	7
France	Fos sur Mer	Import	MED CARAIBE	CMA CGM	South America - Mediterranean	Weekly	4
France	Fos sur Mer	Export	MEDEX	CMACGM	Mediterranean - Middle East	Weekly	3
France	Fos sur Mer	Export	MPS	SEAGO Line / Happag Llyod	North America West Coast - Mediterranean	Weekly	8
France	Le Havre	Import	AE 7	MAERSK	Asia - Europe	Weekly	4
France	Le Havre	Export	ECX // Saec 2 (*)	Happag Lloyd /MSC	Europe - East Coast South America	Weekly	13
France	Le Havre	Export	EPIC 1// IO2	CMA CGM// Hapag-Lloyd	North Europe - Pakistan - India	Weekly	13
France	Le Havre	Import	EPIC 2 // IO5	CMA CGM / Happag Lloyd	North Europe - Pakistan - India	Weekly	3
France	Le Havre	Export	EPIC 2 // IO5	CMA CGM / Happag Lloyd	North Europe - Pakistan - India	Weekly	10
France	Le Havre	Import	EURAF 1	CMA CGM	North Europe - West Africa	Weekly	6
France	Marseille	Import	EURAF 4	CMA CGM	Mediterranean - West Africa	Weekly	7
France	Marseille	Export	EURAF 4	CMA CGM	Mediterranean - West Africa	Weekly	55
France	Marseille	Export	Naf Agapov(*)	CMA CGM	Tanger Med - Mediterranean	Weekly	2
France	Marseille	Import	Naf Agapov(*)	CMA CGM	Tanger Med - Mediterranean	Weekly	8
France	Montoir de bretagne	Import	EURAF 1	CMA CGM	North Europe - West Africa	Weekly	3
Germany	Bremerhaven	Import	AE 1	MAERSK	Asia - Europe	Weekly	8

(*) New Port

EUROPE

Country	Port	Trafic (I/E)	Service	Shipping line	Service description	Freq.	Transit time (Days)
Germany	Bremerhaven	Export	AE 5	MAERSK	Asia - Europe	Weekly	5
Germany	Bremerhaven	Import	AE 7	MAERSK	Asia - Europe	Weekly	11
Germany	Bremerhaven	Export	ECX // Saec 2 (*)	Happag Lloyd /MSC	Europe - East Coast South America	Weekly	8
Germany	Bremerhaven	Export	FEMEX // NETU	CMACGM / SEAGO Line	North Europe - Mediterranean - Turkey	Weekly	7
Germany	Bremerhaven	Export	ME 1	MAERSK	Middle East - Europe	Weekly	11
Germany	Bremerhaven	Import	WAF 6	MAERSK	Tanger Med - West Africa	Weekly	10
Germany	Hamburg	Export	AE 5	MAERSK	Asia - Europe	Weekly	8
Germany	Hamburg	Import	AE 7	MAERSK	Asia - Europe	Weekly	13
Germany	Hamburg	Export	ECX // Saec 2 (*)	Happag Lloyd /MSC	Europe - East Coast South America	Weekly	9
Germany	Hamburg	Import	EPIC 2 // IOS	CMA CGM / Happag Lloyd	North Europe - Pakistan - India	Weekly	11
Germany	Hamburg	Export	EPIC 2 // IOS	CMA CGM / Happag Lloyd	North Europe - Pakistan - India	Weekly	6
Germany	Hamburg	Export	ME 1	MAERSK	Middle East - Europe	Weekly	9
Germany	Hamburg	Import	NC Levant Express// NESM	CMACGM / Seago Line	North Europe - Mediterranean	Weekly	6
Germany	Hamburg	Import	WAX	Happag Llyod / Arkas Line	North Europe - West Africa	Weekly	4
Germany	Hamburg	Export	WAX	Happag Llyod / Arkas Line	North Europe - West Africa	Weekly	5
Germany	Wilhelmshaven	Export	AE 5	MAERSK	Asia - Europe	Weekly	17
Germany	Wilhelmshaven	Import	AE 7	MAERSK	Asia - Europe	Weekly	11
Germany	Wilhelmshaven	Export	ME 1	MAERSK	Middle East - Europe	Weekly	12
Greece	Piraeus	Import	FEMEX // NETU	CMACGM / SEAGO Line	North Europe - Mediterranean - Turkey	Weekly	14
Greece	Piraeus	Export	FEMEX // NETU	CMACGM / SEAGO Line	North Europe - Mediterranean - Turkey	Weekly	19
Ireland	Dublin(*)	Import	Irish Sea Link(*)	MAERSK	North Europe - Morocco	Weekly	6
Italy	Cagliari	Export	MCA	Happag Llyod	Canada - Tanger Med - Mediterranean	Weekly	3
Italy	Cagliari	Export	MPS	SEAGO Line / Happag Llyod	North America West Coast - Mediterranean	Weekly	4
Italy	Cagliari	Export	WBS	Arkas Line / EMES	Tanger Med - Mediterranean	Weekly	3
Italy	Cagliari	Export	West Med Black Sea (*)	CMA CGM / EMES	Tanger Med - Mediterranean	Weekly	3
Italy	Cagliari	Import	MCA	Happag Llyod	Canada - Tanger Med - Mediterranean	Weekly	8
Italy	Cagliari	Import	West Med Black Sea (*)	CMA CGM / EMES	Tanger Med - Mediterranean	Weekly	5
Italy	Genoa	Export	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	9
Italy	Genoa	Export	MCA	Happag Llyod	Canada - Tanger Med - Mediterranean	Weekly	6
Italy	Genoa	Export	ME 2	MAERSK	Middle East - Europe	Weekly	7
Italy	Genoa	Export	MEDEX	CMACGM	Mediterranean - Middle East	Weekly	4
Italy	Genoa	Export	MPS	SEAGO Line / Happag Llyod	North America West Coast - Mediterranean	Weekly	7
Italy	Genoa	Export	New Sirius	CMACGM	South America - Mediterranean	Weekly	22
Italy	Genoa	Import	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	5
Italy	Genoa	Import	MCA	Happag Llyod	Canada - Tanger Med - Mediterranean	Weekly	5

(*) New Port

TANGER MED PORT AUTHORITY

EUROPE

Country	Port	Trafic (I/E)	Service	Shipping line	Service description	Freq.	Transit time (Days)
Italy	Genoa	Import	Med Americas // Med Andes	CMA CGM / Happag Llyod	Mediterranean - South America West Cost	Weekly	5
Italy	Genoa	Import	MED CARAIBE	CMA CGM	South America - Mediterranean	Weekly	6
Italy	Genoa	Import	MEDEX	CMACGM	Mediterranean - Middle East	Weekly	7
Italy	Genoa	Import	New Sirius	CMACGM	South America - Mediterranean	Weekly	6
Italy	Gioia Tauro	Import	EPIC 1 // IO2	CMA CGM// Hapag-Lloyd	North Europe - Pakistan - India	Weekly	3
Italy	La spezia	Import	MEDEX	CMACGM	Mediterranean - Middle East	Weekly	8
Italy	Livorno	Export	MCA	Happag Llyod	Canada - Tanger Med - Mediterranean	Weekly	5
Italy	Livorno	Export	MPS	SEAGO Line / Happag Llyod	North America West Coast - Mediterranean	Weekly	5
Italy	Livorno	Import	MCA	Happag Llyod	Canada - Tanger Med - Mediterranean	Weekly	7
Italy	Livorno	Import	Med Americas // Med Andes	CMA CGM / Happag Llyod	Mediterranean - South America West Cost	Weekly	6
Italy	Livorno	Import	MED CARAIBE	CMA CGM	South America - Mediterranean	Weekly	7
Italy	Salerno	Export	MCA	Happag Llyod	Canada - Tanger Med - Mediterranean	Weekly	4
Italy	Salerno	Export	NC Levant Express// NESM	CMACGM / Seago Line	North Europe - Mediterranean	Weekly	17
Italy	Salerno	Import	MCA	Happag Llyod	Canada - Tanger Med - Mediterranean	Weekly	8
Italy	Salerno	Import	Med Americas // Med Andes	CMA CGM / Happag Llyod	Mediterranean - South America West Cost	Weekly	7
Malta	Malta. freeport	Export	MEDEX	CMACGM	Mediterranean - Middle East	Weekly	7
Malta	Malta. freeport	Export	NC Levant Express// NESM	CMACGM / Seago Line	North Europe - Mediterranean	Weekly	3
Malta	Malta. freeport	Import	Med Americas // Med Andes	CMA CGM / Happag Llyod	Mediterranean - South America West Cost	Weekly	9
Malta	Malta. freeport	Import	MEDEX	CMACGM	Mediterranean - Middle East	Weekly	9
Malta	Malta. Marsaxlokk	Export	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	6
Malta	Malta. Marsaxlokk	Export	ECUMED	MAERSK	Tanger Med - Turkey - Russia - Ukrania	Weekly	4
Malta	Malta. Marsaxlokk	Export	FEMEX // NETU	CMACGM / SEAGO Line	North Europe - Mediterranean - Turkey	Weekly	16
Malta	Malta. Marsaxlokk	Export	New Sirius	CMACGM	South America - Mediterranean	Weekly	21
Malta	Malta. Marsaxlokk	Import	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	8
Malta	Malta. Marsaxlokk	Import	FEMEX // NETU	CMACGM / SEAGO Line	North Europe - Mediterranean - Turkey	Weekly	4
Malta	Malta. Marsaxlokk	Import	FEW7(*)	MAERSK	Middle East - Europe	Weekly	4
Malta	Malta. Marsaxlokk	Import	ME 2	MAERSK	Middle East - Europe	Weekly	3
Malta	Malta. Marsaxlokk	Import	New Sirius	CMACGM	South America - Mediterranean	Weekly	7
Netherlands	Rotterdam	Export	ECX // Saec 2 (*)	Happag Lloyd /MSC	Europe - East Coast South America	Weekly	4
Netherlands	Rotterdam	Export	EPIC 1// IO2	CMA CGM// Hapag-Lloyd	North Europe - Pakistan - India	Weekly	7
Netherlands	Rotterdam	Export	EPIC 2 // IO5	CMA CGM / Happag Lloyd	North Europe - Pakistan - India	Weekly	6
Netherlands	Rotterdam	Export	FEMEX // NETU	CMACGM / SEAGO Line	North Europe - Mediterranean - Turkey	Weekly	5
Netherlands	Rotterdam	Export	ME 1	MAERSK	Middle East - Europe	Weekly	13
Netherlands	Rotterdam	Import	AE 1	MAERSK	Asia - Europe	Weekly	6
Netherlands	Rotterdam	Import	AE 7	MAERSK	Asia - Europe	Weekly	15

(*) New Port

EUROPE

Country	Port	Trafic (I/E)	Service	Shipping line	Service description	Freq.	Transit time (Days)
Netherlands	Rotterdam	Import	Irish Sea Link(*)	MAERSK	North Europe - Morocco	Weekly	10
Netherlands	Rotterdam	Import	Irish Sea Link(*)	MAERSK	North Europe - Morocco	Weekly	9
Netherlands	Rotterdam	Import	WAF 6	MAERSK	Tanger Med - West Africa	Weekly	8
Netherlands	Vlissingen	Import	EURAF 1	CMA CGM	North Europe - West Africa	Weekly	9
Portugal	Leixoes	Export	POME	OPDR	Tanger Med - Portugal	Weekly	4
Portugal	Leixoes	Export	SPX(*)	CMACGM / XPRESS LINE	Tanger Med - Spain - Portugal	Weekly	5
Portugal	Leixoes	Import	Guiver Service	Portline Containers International	Portugal - Canary Island - Bissau	Every 15 days	3
Portugal	Leixoes	Import	POME	OPDR	Tanger Med - Portugal	Weekly	2
Portugal	Lisbon	Import	Guiver Service	Portline Containers International	Portugal - Canary Island - Bissau	Every 15 days	2
Portugal	Lisbon	Export	POME	OPDR	Tanger Med - Portugal	Weekly	2
Portugal	Lisbon	Import	MPS	SEAGO Line / Happag Llyod	North America West Coast - Mediterranean	Weekly	2
Portugal	Lisbon	Import	POME	OPDR	Tanger Med - Portugal	Weekly	4
Portugal	Sines(*)	Export	ECX // Saec 2 (*)	Happag Lloyd /MSC	Europe - East Coast South America	Weekly	17
Romania	Constanta	Export	WBS	Arkas Line / EMES	Tanger Med - Mediterranean	Weekly	16
Romania	Constanta	Import	WBS	Arkas Line / EMES	Tanger Med - Mediterranean	Weekly	10
Romania	Constanta	Import	West Med Black Sea (*)	CMA CGM / EMES	Tanger Med - Mediterranean	Weekly	13
Russia	Novorossiysk	Export	ECUMED	MAERSK	Tanger Med - Turkey - Russia - Ukrania	Weekly	21
Spain	Algeciras	Export	MTS(*)	EMES/EXPRESS	MOROCCO TUNIS SERVICE	Weekly	1
Spain	Algeciras	Export	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	2
Spain	Algeciras	Export	EURAF 1	CMA CGM	North Europe - West Africa	Weekly	1
Spain	Algeciras	Export	EURAF 2 // MWX//WAS	CMA CGM// Hapag-Lloyd// Arkas	Tanger Med - West Africa	Weekly	1
Spain	Algeciras	Export	EURAF 3	CMA CGM	Tanger Med - West Africa	Weekly	1
Spain	Algeciras	Export	EURAF 4	CMA CGM	Mediterranean - West Africa	Weekly	52
Spain	Algeciras	Export	L65	MAERSK	Tanger Med - Spain - Algeria	Weekly	2
Spain	Algeciras	Export	MCA	Happag Llyod	Canada - Tanger Med - Mediterranean	Weekly	10
Spain	Algeciras	Export	ME 2	MAERSK	Middle East - Europe	Weekly	2
Spain	Algeciras	Export	NAF 1 Morocco Shuttle	CMA CGM	Tanger Med - Casablanca - Agadir	Weekly	1
Spain	Algeciras	Export	NAF 2 Alger Shuttle	CMA CGM	Tanger Med - Algeria	Weekly	13
Spain	Algeciras	Export	NC Levant Express// NESM	CMACGM / Seago Line	North Europe - Mediterranean	Weekly	20
Spain	Algeciras	Export	New Sirius	CMACGM	South America - Mediterranean	Weekly	19
Spain	Algeciras	Export	POME	OPDR	Tanger Med - Portugal	Weekly	1
Spain	Algeciras	Export	SEM(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	2
Spain	Algeciras	Export	SPX(*)	CMACGM / XPRESS LINE	Tanger Med - Spain - Portugal	Weekly	3
Spain	Algeciras	Export	Tanger Tunis Express	CMA CGM /Xpress Line /Seago Line	Tangier - Spain - Tunisia	Weekly	2
Spain	Algeciras	Export	WAF 1	MAERSK	Tanger Med - West Africa	Weekly	1

(*) New Port

EUROPE

Country	Port	Trafic (I/E)	Service	Shipping line	Service description	Freq.	Transit time (Days)
Spain	Algeciras	Export	WAF 10(*)	MAERSK	Tanger Med - West Africa	Weekly	1
Spain	Algeciras	Export	WAF 13	MAERSK	Tanger Med - West Africa	Weekly	3
Spain	Algeciras	Export	WAF 2(*)	MAERSK	Tanger Med - West Africa	Weekly	1
Spain	Algeciras	Export	WAF 3	MAERSK	Tanger Med - West Africa	Weekly	1
Spain	Algeciras	Export	WAF 6	MAERSK	Tanger Med - West Africa	Weekly	3
Spain	Algeciras	Import	MTS(*)	EMES/EXPRESS	MOROCCO TUNIS SERVICE	Weekly	7
Spain	Algeciras	Import	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	1
Spain	Algeciras	Import	EURAF 3	CMA CGM	Tanger Med - West Africa	Weekly	26
Spain	Algeciras	Import	EURAF 4	CMA CGM	Mediterranean - West Africa	Weekly	1
Spain	Algeciras	Import	MCA	Happag Llyod	Canada - Tanger Med - Mediterranean	Weekly	1
Spain	Algeciras	Import	MED CARAIBE	CMA CGM	South America - Mediterranean	Weekly	9
Spain	Algeciras	Import	NAF 2 Alger Shuttle	CMA CGM	Tanger Med - Algeria	Weekly	1
Spain	Algeciras	Import	Naf Agapov(*)	CMA CGM	Tanger Med - Mediterranean	Weekly	4
Spain	Algeciras	Import	New Sirius	CMACGM	South America - Mediterranean	Weekly	2
Spain	Algeciras	Import	POME	OPDR	Tanger Med - Portugal	Weekly	6
Spain	Algeciras	Import	SLT Balearic Sea	MAERSK	Tangier - Spain - Tunisia	Weekly	19
Spain	Algeciras	Import	SPX(*)	CMACGM / XPRESS LINE	Tanger Med - Spain - Portugal	Weekly	2
Spain	Algeciras	Import	WAF 7	MAERSK	Tanger Med - West Africa	Weekly	23
Spain	Algeciras	Import	WAZZAN	CMA CGM	Tanger Med - West Africa	Weekly	1
Spain	Algeciras	Import	WAZZAN 2(*)	CMA CGM	Tanger Med - West Africa	Weekly	1
Spain	Almeria	Export	SPX(*)	CMACGM / XPRESS LINE	Tanger Med - Spain - Portugal	Weekly	4
Spain	Almeria	Import	SPX(*)	CMACGM / XPRESS LINE	Tanger Med - Spain - Portugal	Weekly	2
Spain	Barcelona	Export	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	10
Spain	Barcelona	Export	ME 2	MAERSK	Middle East - Europe	Weekly	6
Spain	Barcelona	Export	MPS	SEAGO Line / Happag Llyod	North America West Coast - Mediterranean	Weekly	9
Spain	Barcelona	Export	New Sirius	CMACGM	South America - Mediterranean	Weekly	2
Spain	Barcelona	Export	SEM(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	8
Spain	Barcelona	Import	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	4
Spain	Barcelona	Import	EURAF 4	CMA CGM	Mediterranean - West Africa	Weekly	6
Spain	Barcelona	Import	Med Americas // Med Andes	CMA CGM / Happag Llyod	Mediterranean - South America West Cost	Weekly	3
Spain	Barcelona	Import	MED CARAIBE	CMA CGM	South America - Mediterranean	Weekly	3
Spain	Barcelona	Import	MEDEX	CMACGM	Mediterranean - Middle East	Weekly	4
Spain	Barcelona	Import	Mediterranean Service 1 (*)	Happag Lloyd	Asia - Mediterranean	weekly	3
Spain	Barcelona	Import	Naf Agapov(*)	CMA CGM	Tanger Med - Mediterranean	Weekly	7
Spain	Barcelona	Import	New Sirius	CMACGM	South America - Mediterranean	Weekly	4

(*) New Port

EUROPE

Country	Port	Trafic (I/E)	Service	Shipping line	Service description	Freq.	Transit time (Days)
Spain	Barcelona	Import	SPX(*)	CMACGM / XPRESS LINE	Tanger Med - Spain - Portugal	Weekly	3
Spain	Cartagena	Export	WAF 6	MAERSK	Tanger Med - West Africa	Weekly	45
Spain	Las Palmas	Export	Guiver Service	Portline Containers International	Portugal - Canary Island - Bissau	Every 15 days	3
Spain	Las Palmas	Export	WAZZAN	CMA CGM	Tanger Med - West Africa	Weekly	4
Spain	Las Palmas	Import	WAZZAN	CMA CGM	Tanger Med - West Africa	Weekly	16
Spain	Sagunto(*)	Export	MCA	Happag Llyod	Canada - Tanger Med - Mediterranean	Weekly	1
Spain	Sagunto(*)	Import	MCA	Happag Llyod	Canada - Tanger Med - Mediterranean	Weekly	10
Spain	Tarragona	Import	SPX(*)	CMACGM / XPRESS LINE	Tanger Med - Spain - Portugal	Weekly	3
Spain	Tenerife(*)	Import	WAF 2(*)	MAERSK	Tanger Med - West Africa	Weekly	3
Spain	Tenerife(*)	Import	WAF 7	MAERSK	Tanger Med - West Africa	Weekly	3
Spain	Valencia	Export	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	11
Spain	Valencia	Export	MAS(*)	Maroc Feedering/ EMES	MOROCCO ALGER SERVICE	Weekly	2
Spain	Valencia	Export	ME 2	MAERSK	Middle East - Europe	Weekly	5
Spain	Valencia	Export	MPS	SEAGO Line / Happag Llyod	North America West Coast - Mediterranean	Weekly	2
Spain	Valencia	Export	MTS(*)	EMES/EXPRESS	MOROCCO TUNIS SERVICE	Weekly	7
Spain	Valencia	Export	SEM(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	6
Spain	Valencia	Export	SPX(*)	CMACGM / XPRESS LINE	Tanger Med - Spain - Portugal	Weekly	4
Spain	Valencia	Export	Tanger Tunis Express	CMA CGM / Xpress Line / Seago Line	Tangier - Spain - Tunisia	Weekly	3
Spain	Valencia	Import	BOSSANOVA	MAERSK	South America - Mediterranean	Weekly	3
Spain	Valencia	Import	EURAF 4	CMA CGM	Mediterranean - West Africa	Weekly	5
Spain	Valencia	Import	FEMEX // NETU	CMACGM / SEAGO Line	North Europe - Mediterranean - Turkey	Weekly	2
Spain	Valencia	Import	MAS(*)	Maroc Feedering/ EMES	MOROCCO ALGER SERVICE	Weekly	2
Spain	Valencia	Import	Med Americas // Med Andes	CMA CGM / Happag Llyod	Mediterranean - South America West Cost	Weekly	2
Spain	Valencia	Import	MED CARAIBE	CMA CGM	South America - Mediterranean	Weekly	2
Spain	Valencia	Import	MEDEX	CMACGM	Mediterranean - Middle East	Weekly	3
Spain	Valencia	Import	Mediterranean Service 1 (*)	Happag Lloyd	Asia - Mediterranean	Weekly	2
Spain	Valencia	Import	MTS(*)	EMES/EXPRESS	MOROCCO TUNIS SERVICE	Weekly	2
Spain	Valencia	Import	Naf Agapov(*)	CMA CGM	Tanger Med - Mediterranean	Weekly	6
Spain	Valencia	Import	New Sirius	CMACGM	South America - Mediterranean	Weekly	3
Spain	Valencia	Import	SLT Balearic Sea	MAERSK	Tangier - Spain - Tunisia	Weekly	17
Spain	Valencia	Import	SPX(*)	CMACGM / XPRESS LINE	Tanger Med - Spain - Portugal	Weekly	4
Spain	Valencia	Import	Tanger Tunis Express	CMA CGM / Xpress Line / Seago Line	Tangier - Spain - Tunisia	Weekly	1
Spain	Vigo	Export	MCA	Happag Llyod	Canada - Tanger Med - Mediterranean	Weekly	1
Spain	Vigo	Export	POME	OPDR	Tanger Med - Portugal	Weekly	5
Spain	Vigo	Export	SPX(*)	CMACGM / XPRESS LINE	Tanger Med - Spain - Portugal	Weekly	8

(*) New Port


EUROPE

Country	Port	Trafic (I/E)	Service	Shipping line	Service description	Freq.	Transit time (Days)
Spain	Vigo	Import	MCA	Happag Llyod	Canada - Tanger Med - Mediterranean	Weekly	33
Spain	Vigo	Import	POME	OPDR	Tanger Med - Portugal	Weekly	1
Sweden	Gothenburg	Export	AE 5	MAERSK	Asia - Europe	Weekly	11
Turkey	Aliaga	Import	FEMEX // NETU	CMACGM / SEAGO Line	North Europe - Mediterranean - Turkey	Weekly	7
Turkey	Canakkale(*)	Export	ECUMED	MAERSK	Tanger Med - Turkey - Russia - Ukrania	Weekly	7
Turkey	Gebze	Import	FEMEX // NETU	CMACGM / SEAGO Line	North Europe - Mediterranean - Turkey	Weekly	12
Turkey	Gemlik	Import	FEMEX // NETU	CMACGM / SEAGO Line	North Europe - Mediterranean - Turkey	Weekly	9
Turkey	Gemlik	Export	WBS	Arkas Line / EMES	Tanger Med - Mediterranean	Weekly	10
Turkey	Gemlik	Export	West Med Black Sea (*)	CMA CGM / EMES	Tanger Med - Mediterranean	Weekly	9
Turkey	Iskenderum	Export	SEM(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	19
Turkey	Iskenderum	Import	SEM(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	8
Turkey	Istanbul.Ambarli Port	Export	ECUMED	MAERSK	Tanger Med - Turkey - Russia - Ukrania	Weekly	17
Turkey	Istanbul.Ambarli Port	Export	West Med Black Sea (*)	CMA CGM / EMES	Tanger Med - Mediterranean	Weekly	11
Turkey	Istanbul.Ambarli Port	Import	West Med Black Sea (*)	CMA CGM / EMES	Tanger Med - Mediterranean	Weekly	10
Turkey	Istanbul.Marport	Export	WBS	Arkas Line / EMES	Tanger Med - Mediterranean	Weekly	9
Turkey	Istanbul.Marport	Import	WBS	Arkas Line / EMES	Tanger Med - Mediterranean	Weekly	8
Turkey	Izmir(*)	Export	SEM(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	22
Turkey	Izmir(*)	Export	WAF 7	MAERSK	Tanger Med - West Africa	Weekly	11
Turkey	Izmir(*)	Export	ECUMED	MAERSK	Tanger Med - Turkey - Russia - Ukrania	Weekly	15
Turkey	Izmir(*)	Import	SEM(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	4
Turkey	Izmir(*)	Import	WAF 7	MAERSK	Tanger Med - West Africa	Weekly	31
Turkey	Izmit Korfezi	Export	ECUMED	MAERSK	Tanger Med - Turkey - Russia - Ukrania	Weekly	8
Turkey	Kumport	Import	FEMEX // NETU	CMACGM / SEAGO Line	North Europe - Mediterranean - Turkey	Weekly	11
Turkey	Mersin	Export	SEM(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	14
Turkey	Mersin	Export	SEM(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	20
Turkey	Mersin	Export	NC Levant Express// NESM	CMACGM / Seago Line	North Europe - Mediterranean	Weekly	11
Turkey	Mersin	Export	WAF 7	MAERSK	Tanger Med - West Africa	Weekly	9
Turkey	Mersin	Import	SEM(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	7
Turkey	Mersin	Import	SEM(*)	Arkas Line	Tanger Med - Mediterranean	Weekly	7
Turkey	Mersin	Import	WAF 7	MAERSK	Tanger Med - West Africa	Weekly	33
Ukrania	Odessa	Export	WBS	Arkas Line / EMES	Tanger Med - Mediterranean	Weekly	12
Ukrania	Odessa	Import	WBS	Arkas Line / EMES	Tanger Med - Mediterranean	Weekly	12
Ukrania	Yuzhny	Export	ECUMED	MAERSK	Tanger Med - Turkey - Russia - Ukrania	Weekly	23
United Kingdom	Felixstowe	Export	EPIC 1// IO2	CMA CGM// Hapag-Lloyd	North Europe - Pakistan - India	Weekly	11
United Kingdom	Felixstowe	Export	FEMEX // NETU	CMACGM / SEAGO Line	North Europe - Mediterranean - Turkey	Weekly	4
United Kingdom	Felixstowe	Export	ME 1	MAERSK	Middle East - Europe	Weekly	4

(*) New Port

MARITIME CONNECTIONS - WEEKLY DEPARTURE

EUROPE

Country	Port	Trafic (I/E)	Service	Shipping line	Service description	Freq.	Transit time (Days)
United Kingdom	Felixstowe	Export	WAF 6	MAERSK	Tanger Med - West Africa	Weekly	50
United Kingdom	Felixstowe	Import	AE 1	MAERSK	Asia - Europe	Weekly	15
United Kingdom	Felixstowe	Import	AE 7	MAERSK	Asia - Europe	Weekly	8
United Kingdom	Felixstowe	Import	NC Levant Express// NESM	CMACGM / Seago Line	North Europe - Mediterranean	Weekly	9
United Kingdom	Felixstowe	Import	WAF 6	MAERSK	Tanger Med - West Africa	Weekly	12
United Kingdom	Liverpool(*)	Import	Irish Sea Link(*)	MAERSK	North Europe - Morocco	Weekly	7
United Kingdom	London Gateway Port	Export	ECX // Saec 2 (*)	Happag Lloyd /MSC	Europe - East Coast South America	Weekly	6
United Kingdom	London Gateway Port	Export	EPIC 2 // IOS	CMA CGM / Happag Lloyd	North Europe - Pakistan - India	Weekly	5
United Kingdom	London Gateway Port	Import	EPIC 2 // IOS	CMA CGM / Happag Lloyd	North Europe - Pakistan - India	Weekly	8
United Kingdom	Portsmouth(*)	Import	Irish Sea Link(*)	MAERSK	North Europe - Morocco	Weekly	7
United Kingdom	Southampton	Import	AE 1	MAERSK	Asia - Europe	Weekly	11
United Kingdom	Southampton	Export	EPIC 1// IO2	CMA CGM// Hapag-Lloyd	North Europe - Pakistan - India	Weekly	5
United Kingdom	Tilbury	Import	EURAF 1	CMA CGM	North Europe - West Africa	Weekly	11

(*) New Port

CAR CARRIER

	Country	Port	Trafic (I/E)	Shipping line	Freq.	Transit time (Days)
Afrique	Egypt	Alexandria (*)	Export	NEPTUNE	Monthly	7 Days
	Madagascar	Tamatave (*)	Export	HOEGH AUTOLINERS	Every two weeks	20 Days
	South Africa	Durban	Export	HOEGH AUTOLINERS	Every two weeks	15 Days
	Tunisia	Tunis	Export	NEPTUNE	Every two weeks	3 Days
	Tunisia	Tunis	Export	LD SEAPLANE	Every two weeks	3 Days
America	Brazil	Santos	Import	GRIMALDI	Monthly	20 Days
	Guadeloupe	Pointe à pitre	Export	HOEGH AUTOLINERS	Every two weeks	15 Days
	Martinique	Fort de France	Export	HOEGH AUTOLINERS	Every two weeks	15 Days
	Mexico	Altamera (*)	Import	HOEGH AUTOLINERS	Every two weeks	30 Days
	Mexico	Vera Cruz	Export	HOEGH AUTOLINERS	Every two weeks	18 Days
	Trinity & Tobago	Port of Spain	Export	HOEGH AUTOLINERS	Every two weeks	15 Days
Asia	Bahrein	Bathrein (*)	Export	HOEGH AUTOLINERS	Every two weeks	21 days
	Japan	Oppama	Export	HOEGH AUTOLINERS	Every month	30 days
	Jordanie	Aaqaba (*)	Export	HOEGH AUTOLINERS	Every two weeks	21 days
	Lebanon	Beirut (*)	Export	HOEGH AUTOLINERS	Every two weeks	20 Days
	Saoudi Arabia	Dammam	Export	HOEGH AUTOLINERS	Every two weeks	22 days
	Saoudi Arabia	Jeddah (*)	Export	HOEGH AUTOLINERS	Every two weeks	20 Days
	UAE	Jebel Ali	Export	HOEGH AUTOLINERS	Every two weeks	20 days
	UAE	Abu Dhabi	Export	HOEGH AUTOLINERS	Every two weeks	21 days
Europe	Belgium	Antwerp(*)	Import	HOEGH AUTOLINERS	Monthly	9 days
	Belgium	Zeebrugge	Export	EML	Weekly	5 Days
	Belgium	Zeebrugge	Import	EML	Weekly	9 Days
	France	FOS sur Mer	Export	NEPTUNE	Weekly	2 Days
	France	Le Havre	Export	EML	Weekly	4 Days
	France	Montoir	Export	FRET CETAM	Weekly	2 Days
	France	Montoir	Export	SUARDIAZ	Weekly	2 Days
	Greece	Piraeus	Export	NEPTUNE	Every ten days	4 Days
	Italy	Livorno	Export	EML	Weekly	4 Days
	Netherlands	Amsterdam	Export	EML	Weekly	8 Days
	Romania	Constanta	Export	NEPTUNE	Every two weeks	6 Days
	Slovenia	Kooper	Export	NEPTUNE	Every two weeks	5 Days
	Spain	Barcelona	Export	NEPTUNE	Every two weeks	2 Days
	Spain	Barcelona	Import	EML	Weekly	2 Days
	Spain	Barcelona	Import	NEPTUNE	Monthly	2 Days
	Spain	Malaga	Export	NEPTUNE	Every two weeks	1 Day

(*) New Port

CAR CARRIER

	Country	Port	Trafic (I/E)	Shipping line	Freq.	Transit time (Days)
Europe	Spain	Santander	Import	EML	Weekly	4 Days
	Spain	Vigo (*)	Export	SUARDIAZ	Weekly	2 Days
	Turkey	Borusan	Export	NEPTUNE	Every two weeks	5 Days
	Turkey	Derince	Import	EML	Weekly	7 Days
	Turkey	Derince	Export	EML	Weekly	7 Days
	Turkey	Yenikoy	Import	EML	Weekly	10 Days
	UK	Bristol	Import	EML	Weekly	3 Days
	UK	Newcastle	Import	EML	Weekly	4 Days
	UK	South Hampton	Import	HOEGH AUTOLINERS	Every two weeks	5 Days
	Ukrania	Ilyichevsk	Export	NEPTUNE	Every two weeks	7 Days
Oceania	Australia	Brisbane	Export	HOEGH AUTOLINERS	Every two weeks	37 Days
	Australia	Fremantle	Export	HOEGH AUTOLINERS	Every two weeks	29 Days
	Australia	Kembla	Export	HOEGH AUTOLINERS	Every two weeks	35 Days
	Australia	Melbourne	Export	HOEGH AUTOLINERS	Every two weeks	33 Days

(*) New Port

FERRY RORO

	Country	Port	Trafic (I/E)	Shipping line	Freq.	Transit time (Days)
Europe	France	Sete	Import - Export	GRANDI NAVI VELOCI	One rotation every 5 days	34 hours
	Italy	Genoa	Import - Export	GRANDI NAVI VELOCI	One rotation every 5 days	48 hours
		Savone	Import - Export	GRIMALDI LINES	One rotation per week	50 hours
	Spain	Algesiras	Import - Export	INTERSHIPPING	3 rotations per day	1 hour
		Algesiras	Import - Export	AML	6 rotations per day	1 hour
		Algesiras	Import - Export	TRASMEDITERRANEA	6 rotations per day	1 hour
		Algesiras	Import - Export	BALEARIA	8 rotations per day	1 hour
		Algesiras	Import - Export	FRS	7 rotations per day	1 hour
		Malaga	Import - Export	BALEARIA	One rotation per week	5 hours
		Motril	Import - Export	FRS	One rotation per day	7 hours
		Barcelona	Import - Export	GRANDI NAVI VELOCI	Two rotations per week	24 hours
		Barcelona	Import - Export	GRIMALDI LINES	One rotation per week	24 hours

(*) New Port

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