

TANGER MED NEWS

Group News | Ports and Logistics | Industry | Services | CSR

4th
Quarter
2025

English

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MARSA MAROC ACQUIRES A STAKE IN BOLUDA MARITIME TERMINALS (BMT)

Marsa Maroc, in partnership with Boluda Corporacion Maritima, announces the conclusion of an agreement to acquire 45% of the share capital and voting rights of BMT for a total amount of €80 million...

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TANGER MED EXCEEDS THE 11 MILLION CONTAINER MARK

The four container terminals at Tanger Med Port Complex handled 11,106,164 TEUs in 2025, an increase of 8.4% compared to 2024. This growth can be explained in particular by the commissioning...

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2025 INDUSTRIAL REVIEW: USD 1.88 BILLION IN NEW PRIVATE INVESTMENTS

In 2025, Tanger Med's Industrial Platform attracted a total of USD 1.88 billion in private investments. There are 84 new industrial projects confirmed in the areas developed by...

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GROUP NEWS

2025 PORTS AND LOGISTICS PERFORMANCE REVIEW



OVERALL TONNAGE
209 Mt
 +12% COMPARED WITH 2024

CONTAINERS
12 424 777 TEUs*
 +8.4% COMPARED WITH 2024
 Consolidated volume of Tanger Med Port Complex and Marsa Maroc, restated for Tanger Alliance traffic

VEHICLES
680 730
 -3% COMPARED WITH 2024

TRUCKS
562 423
 +4% COMPARED WITH 2024

*Twenty-Foot Equivalent

MARSA MAROC ACQUIRES A STAKE IN BOLUDA MARITIME TERMINALS (BMT)

Marsa Maroc, in partnership with Boluda Corporacion Maritima, announces the conclusion of an agreement to acquire 45% of the share capital and voting rights of BMT for a total amount of €80 million. This transaction was authorized by Marsa Maroc’s Board of Directors on November 19, 2025, and remains subject to approval by the relevant authorities

BMT operates in nine ports located between the Iberian Peninsula and the Canary Islands. In 2024, its terminals handled a volume of more than one million TEUs, confirming their key role in handling traffic between the Peninsula and the Canary Islands. This strategic alliance paves the way for synergies between Marsa Maroc and Boluda Corporacion Maritima, which will pool their complementary expertise and strengths in port terminal management.

The two groups share a strong strategic alignment, driven by the common goal of strengthening their position on the Morocco-Spain corridor, a major maritime axis between the two shores of the strait, while consolidating their



international reach, particularly in Africa. This partnership marks a key milestone for Marsa Maroc, which is now strengthening its presence on both sides of the strait and confirming its regional foothold. With 34 terminals in 20 ports, Marsa Maroc is reaching a new milestone in the expansion of its geographical footprint.

This agreement also confirms Marsa Maroc’s ability to establish strategic alliances with leading global players,



WITH 34 TERMINALS IN 20 PORTS, MARSA MOROCCO REACHES A NEW MILESTONE IN THE EXPANSION OF ITS GEOGRAPHICAL PRESENCE.



strengthening its position as a benchmark port operator and supporting the development of trade.

MARSA MAROC AND ITS PARTNERS SIGN A TRADE UNION AGREEMENT THROUGH 2030

Marsa Maroc has signed a historic labor agreement with all of its trade unions (UMT, ODT, CDT, FDT, UGTM), marking a major step towards a stable and sustainable social climate until 2030.

The result of a dialogue conducted in a spirit of transparency, mutual listening, and shared responsibility, this agreement enshrines a common vision combining the sustainability of the company’s projects and the development of its human capital. It translates into concrete measures to improve working conditions for the benefit of all employees.



MARSA MAROC AND CMA CGM FINALIZE AGREEMENT FOR THE OPERATION OF THE WEST CONTAINER TERMINAL AT NADOR WEST MED PORT



MARSA MAROC WILL HOLD 51% OF THE CAPITAL AND VOTING RIGHTS OF THE CONCESSIONAIRE COMPANY, WHILE CMA TERMINALS WILL HOLD 49%.



Following the signing of the comprehensive agreement between Tanger Med Group and CMA CGM on October 28, 2024, Marsa Maroc and CMA Terminals announce the signing of a partnership agreement for the latter to acquire a stake in the subsidiary holding the concession for the West Container Terminal at Nador West Med Port, a major Moroccan port situated on the Mediterranean.

Upon finalization of this agreement, subject to approval by the relevant authorities, Marsa Maroc will hold

51% of the capital and voting rights of the concessionaire company, while CMA Terminals will hold 49%.

Set to become progressively operational beginning in 2027, the terminal will have 900 linear meters of quay, a depth of 18 meters, and 37.5 hectares of terminal space. It will cover an area measuring 60 hectares and will eventually be equipped with 8 ship-to-shore cranes (STS). At full capacity, it will be able to handle up to 1.8 million TEUs per year.

The result of a strategic partnership between two industry leaders in the port and maritime sector, the terminal will benefit from both CMA CGM's global network, capable of generating significant traffic volumes, and Marsa

Maroc's operational expertise and local presence. This alliance will enable the development of a state-of-the-art terminal at Nador West Med, meeting the highest international standards of performance and connectivity.

It will also contribute to making Nador West Med Port a major transshipment hub in the Mediterranean and to strengthening Morocco's appeal as a logistics hub on the world's major shipping routes. Ideally located near the Strait of Gibraltar, in Betoja Bay, at the mouth of the Kert River, Nador West Med Port is a major geographical asset that complements the terminals operated by CMA CGM Group in the western Mediterranean.

TANGER MED TAKES ACTION TO ADVANCE THE UNIFIED FOREIGN TRADE PORTAL



As part of its leading role in Morocco's national logistics and import-export trade, Tanger Med participated in the meeting of the Steering Committee for the future national foreign trade portal, held on November 10, 2025, in Rabat, chaired by Mr. Omar Hejira, Secretary of State for Foreign Trade.

This meeting brought together the main institutional and economic stakes involved, including the National

Ports Agency (ANP), the Tanger Med Special Agency (TMSA), the Customs and Indirect Taxes Administration (ADII), the PortNet platform, as well as several ministries and regulatory bodies, including ONSSA and EACCE.

The future national portal aims to simplify, harmonize, and unify all foreign trade procedures, in accordance with the 2025-2027 Foreign Trade Charter for Growth and Employment, through

the establishment of a single digital point of contact that will reduce delays and costs while increasing transparency.

Through this contribution, Tanger Med reaffirms its commitment to the fluidity of logistics flows, the competitiveness of import-export trade, and the strengthening of the overall performance of the Moroccan economy.

PARTICIPATION IN THE 7TH EDITION OF TANGIER LOGISTICS DAYS (TLD) 2025 IN CASABLANCA

On October 22, 2025, Tanger Med Port Authority (TMPA) and Marsa Maroc took part in the 7th edition of Tanger Logistics Days (TLD). Organized by Tanger Med, this annual event has established itself as a key venue for professionals in the transport, logistics, and supply chain sectors, bringing together more than 300 experts, decision-makers, and international stakeholders.

Focusing on the theme "Technological innovation for supply chain performance," this edition provided a high-level platform for discussion on the impact of emerging technologies—including artificial intelligence, blockchain, and advanced digital systems—on the resilience, competitiveness, and sustainability of supply chains.



In this context, Tanger Med presented its strategic role as a leading logistics and port hub, highlighting its initiatives in digitization, technological innovation, and energy performance, as well as its commitment to supporting the profound transformations taking place in the global logistics sector.

The day provided an opportunity to reinforce collaboration between public and private stakeholders and share best practices for addressing current and future logistics challenges, thereby confirming Tanger Med's position as a pivotal player in regional and continental logistics development.

PARTICIPATION IN AFIS 2025 IN CASABLANCA

On November 4, 2025, in Casablanca, TMSA Managing Director Mehdi Tazi Riffi spoke at the Africa Financial Summit (AFIS 2025) during a panel discussion entitled "Climate and bond markets: how to build Africa's sustainable finance arsenal."

At the event, he highlighted the crucial role of strong public-private partnerships (PPPs) in ensuring the success of climate and port infrastructure projects in Africa, emphasizing that project quality, robust PPPs, and logistical efficiency are three key levers for effectively mobilizing climate finance. He also emphasized the need to accompany investments in physical infrastructure with efficient processes in order to guarantee the expected logistical competitiveness of port platforms.

Addressing the global port industry's carbon neutrality targets for 2050, Mr. Tazi Riffi reiterated Tanger Med's



commitment to an ambitious strategy aimed at completely decarbonizing its facilities by 2030, financed with its own funds. Specifically, he highlighted the Port Complex's 100% green electricity supply and an investment program of nearly €200 million dedicated to the deployment of innovative solutions.

Organized under the theme "Our capital, our power: unleashing Africa's financial sovereignty," AFIS 2025 brought together more than 1,250 decision-makers and stakeholders from the African financial ecosystem to discuss strategies for structuring a large-scale sustainable finance solution aligned with the continent's development priorities.



PORTS AND LOGISTICS

MARSA MAROC

2025 PERFORMANCE REVIEW

OVERALL TONNAGE
67 Mt

+6% COMPARED WITH 2024



CONTAINERS

3,024,680 TEUs*

+4.3% COMPARED WITH 2024



TRUCKS
27,218

+11% COMPARED WITH 2024



VEHICLES

153,867

+50% COMPARED WITH 2024



LIQUID BULK
11.3 Mt

+5.2% COMPARED WITH 2024



DRY BULK AND
GENERAL CARGO
22.4 Mt

+3.5% COMPARED WITH 2024



TOTAL CALLS

7,404

+0.03% COMPARED WITH 2024

*Twenty-Foot Equivalent

INVESTMENT

ARRIVAL OF NEW STADDLE CARRIERS

As part of the program to strengthen and modernize their equipment fleet, Marsa Maroc's container terminals at Casablanca Port have taken delivery of seven state-of-the-art straddle carriers. These new pieces of equipment, with a capacity of 40 tons and capable of stacking up to four levels high, enhance the terminals' operational performance and optimize container flows.

This initiative is part of Marsa Maroc's commitment to improving the reliability and safety of port operations, while supporting productivity and the smooth running of activities.

The commissioning of these new straddle carriers illustrates Marsa Maroc's ongoing commitment to modernizing its facilities and offering high-quality services that comply with international standards.



DISTINCTION

MARSA MAROC RANKED 4TH LARGEST CONTAINER OPERATOR IN AFRICA FOR THE 2ND CONSECUTIVE YEAR

In its latest Global Container Terminal Operators report, Drewry, the global authority on port and shipping data and analysis, ranks Marsa Maroc as the 4th largest container operator in Africa for the second consecutive year.



PROFESSIONAL CERTIFICATION OF INTERNAL AUDIT AND RISK MANAGEMENT

Marsa Maroc's Internal Audit & Risk Management Department has obtained professional certification in accordance with the 2025 Professional Internal Audit Framework (RPAI), issued by IFACI Certification (French Institute of Internal Audit and Internal Control).

This professional certification was granted following an assessment of Marsa Maroc's internal audit activities and their compliance with current professional principles and standards. The certification committee praised the quality of the audit tasks, the active contribution of internal audit to the

transformation of Marsa Maroc, and the constructive relationship with senior management.

This recognition confirms the quality of the work carried out by the Audit & Risk Management Department and highlights its essential role in strengthening the internal control system. It also demonstrates Marsa Maroc's commitment to supporting the Group in achieving its strategic objectives.



TANGER MED PORT AUTHORITY



TANGER MED PORT COMPLEX EXCEEDS THE 11 MILLION CONTAINER MARK

CONTAINER ACTIVITY: MORE THAN 11.1 MILLION TEUs HANDLED

The four container terminals at Tanger Med Port Complex handled 11,106,164 TEUs* in 2025, an increase of 8.4% compared to 2024. This growth can be explained primarily by the commissioning of the latest expansion of the TC4 Terminal operated by APM Terminals.

*TEU: Twenty-Foot Equivalent

TRUCK ACTIVITY: STEADY GROWTH

Truck traffic stood at 535,203 units in 2025, up 3.6% compared to 2024. This momentum is mainly driven by exports of industrial products (+4.8%) and agri-food products (+4.3%), confirming the Port's strategic role in supporting national exports.

PASSENGER ACTIVITY: CONTINUED GROWTH

Passenger traffic reached 3,220,422 passengers and 895,341 cars in 2025, representing an increase of 5.7% and 5% respectively compared to the previous year. The Marhaba Campaign ran smoothly thanks to the operational measures organized, including the widespread use of fixed-price tickets, which will now be applied from 2025 onwards. This measure made it possible to regulate traffic flows according to the actual capacity of the fleet and ensure a smoother crossing.

BULK ACTIVITY: GROWTH IN HYDROCARBON TRAFFIC

Dry bulk traffic stood at 522,493 tons in 2025, down 11% from 2024, mainly due to the shift in grain imports compared to the previous year. Conversely, liquid bulk traffic showed sustained momentum,

totaling 8,641,481 tons, an increase of 13% year-on-year.

VEHICLE ACTIVITY: A CYCLICAL DOWNTURN

The two vehicle terminals at the Port Complex handled 526,862 vehicles in 2025, down 12% from 2024.

- This traffic includes, in particular: 327,569 vehicles exported by Renault's Melloussa and SOMACA (Casablanca) plants,
- 126,874 vehicles exported by the Stellantis plant in Kénitra,
- 39,751 vehicles transshipped.

This change is mainly due to production adjustments in response to demand, as well as the reconfiguration of flows in international automotive markets.

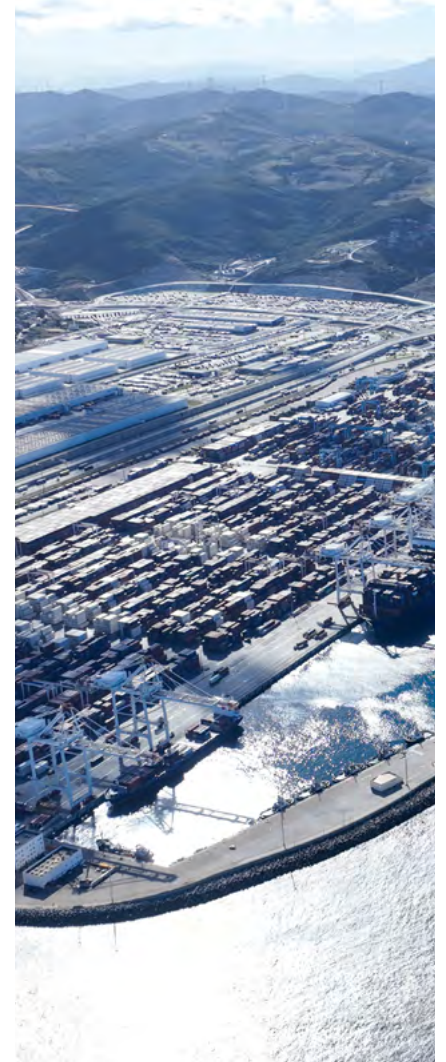
OVERALL TONNAGE ON THE RISE

Across all activities, Tanger Med Port Complex handled 161 million tons of goods in 2025, representing a 13.3% increase compared to 2024.

MARITIME CALLS: INCREASE IN MEGASHIP CALLS

The Port recorded 16,686 maritime calls in 2025, down 4.5% compared to 2024. This decline is mainly due to developments in the RoPax segment, marked by the replacement of certain vessels with the largest capacity units carrying more passengers and freight. At the same time, the Port welcomed 1,319 mega-ships over 290 meters long, an increase of 8.4% compared to the previous year, thanks to port call optimization measures implemented to improve operational flow and the quality of service offered to shipowners.

The 2025 results reflect the commitment of the entire Port ecosystem, the operational performance of the teams, and the efficiency of the infrastructure. They consolidate the leadership of Tanger Med Port Complex in the Mediterranean and African regions, serving national and international supply chains.



COMMISSIONING OF TWO NEW TUGBOATS, "VB AMSA" AND "VB AZLA"

An inauguration ceremony was held on Tuesday, September 23, at Tanger Med Port to mark the commissioning of two new high-capacity tugboats, "VB AMSA" and "VB AZLA", operated by Boluda Towage. These modern vessels strengthen the port complex's towing capabilities to meet the demands of next-generation ships.

With a power of over 6,700 horsepower and a pulling capacity of approximately 80 tons, they ensure safe and efficient operations. Compliant with international standards, they are equipped with advanced firefighting systems and can accommodate up to ten crew members.



This acquisition represents a strategic step to enhance maritime operational safety at Tanger Med. The ceremony was attended by executives from Tanger

Med Port Authority and the Boluda Group, as well as numerous members of the maritime community.

STRENGTHENING INSPECTION CAPACITIES THROUGH THE ACQUISITION OF TWO MOBILE SCANNERS



As part of the ongoing strengthening of inspection and security measures, Tanger Med Port Authority (TMPA) has launched a strategic project to acquire two high-energy mobile X-ray scanners, designed to improve the flexibility, efficiency, and speed of inspection operations, while ensuring the smooth flow of TIR units and passenger vehicles within the Port Complex. The equipment has been manufactured, delivered, and installed, and is now

fully operational, with each scanner dedicated to performing internal empty flow inspections and export passenger vehicle inspections, respectively.

This initiative is part of a comprehensive vision to modernize inspection systems, support operational performance, and accompany strategic developments in Tanger Med's port ecosystem, thereby enhancing the security, reliability, and resilience of port operations.

TC4 CONTAINER TERMINAL CONTINUES ITS EXPANSION WITH THE COMMISSIONING OF NEW EQUIPMENT

Shanghai Zhenhua Heavy Industries Company Limited (ZPMC) has delivered the last two Ship-to-Shore (STS) cranes for APM Terminals' T4 terminal at Tanger Med Port. This Megamax equipment, shipped fully assembled aboard the

heavy-lift vessel Zhen Hua 35, is part of efforts to strengthen the terminal's operational capabilities.

With this delivery, the total number of STS cranes in service now stands at

24 units, up from 22 previously, along a 2,000-meter quay. This ramp-up is aimed at optimizing operational flow, increasing productivity, and supporting continued traffic growth.

MARITIME SERVICES

EXPANSION OF GEMINI ME1/IOS SERVICE AND ENHANCED CONNECTIVITY IN NORTHERN EUROPE

As part of the gradual rollout of their Gemini strategic cooperation, MAERSK and Hapag-Lloyd announce the integration of the port of Wilhelmshaven, in northern Germany, into the rotation of their joint Middle East/Indian Subcontinent/Northern Europe service, known as "ME1/IOS." This new service strengthens the coverage of the Asia-Europe network operated by the two shipping companies.

Based on the "Hub & Spoke" model, the Gemini network prioritizes major hubs in order to optimize the reliability and efficiency of operations. Until now, the ME1/IOS service served three major European ports: Rotterdam,

Hamburg, and London Gateway. The addition of Wilhelmshaven as the fourth port in Northern Europe is part of this optimization strategy, without changing the existing coverage.

The loop is operated by a homogeneous fleet of twelve Hapag-Lloyd vessels, with a capacity ranging from 13,470 to 15,440 TEUs, and maintains a twelve-week rotation with the following port calls: Jebel Ali, Mundra, Nhava Sheva, Salalah, Tanger Med, Rotterdam, Wilhelmshaven, Hamburg, London Gateway, Tanger Med, Salalah, Jebel Ali.

The first vessel to operate under this

new system is the LOS ANGELES EXPRESS (15,440 TEUs) which is scheduled to depart westbound from Jebel Ali on December 12, with an estimated arrival in Wilhelmshaven on January 24, 2026. It should be noted that this rotation takes place via the Cape of Good Hope.

This development confirms the growth momentum of the Gemini network and consolidates the strategic role of major hubs such as Tanger Med in the major logistics chains linking Asia, the Middle East, and Europe.

TEMPORARY ADJUSTMENT TO THE ROTATION OF THE SAFRAN SERVICE



In light of ongoing port congestion at London Gateway, the Port of Southampton will continue to serve as the temporary UK port of call for the SAFRAN service, in order to maintain the reliability of the link between Northern Europe and the East Coast of South America.

This measure is extended throughout the first quarter of 2026 (Q1 2026) and concerns the Northern Europe/South America route.

The revised service rotation is now as follows: Southampton – Rotterdam – Hamburg – Antwerp – Tanger Med – Santos – Paranaguá – Buenos Aires – Montevideo – Rio Grande – Paranaguá – Santos – Tanger Med.

For more information, see the article:




NEW SEASONAL MARITIME SERVICE BETWEEN SFAX, TANGER MED, AND VALENCIA

To mark the launch of the 2025-2026 date export campaign, CMA CGM, through its Short Sea Lines division, has announced the launch of a strategic seasonal maritime shuttle service connecting Sfax, Tanger Med, and Valencia.

This new service, operated by two vessels—Scarletta and Medkon Sun—runs weekly and offers logistics solutions tailored to dry and refrigerated goods, while facilitating access to CMA CGM's global network via Mediterranean hubs.

This initiative responds to a major commercial challenge, as Morocco is one of the main destination markets for Tunisian dates, accounting for 18% of total exports.

In addition, service to the Moroccan market is enhanced by connectivity to Casablanca and Agadir, provided via the Morocco Shuttle (MOSHT1)



SHUTTLE TUNISIA MOROCCO

Direct standalone service connecting Sfax and Tanger

WEEKLY SERVICE

- Rotation : 14 days
- 2 vessels x 800 TEU nom.

SCHEDULE PROFORMA | PORT ROTATION

PORT	TERMINAL	ARRIVAL	DEPARTURE	Transit Day
SFAX	CSP	SAT 08.00	WED 08.00	0
TANGER	PTM	SUN 18.00	MON 06.00	8
VALENCIA	CSP	TUE 19.00	WED 07.00	11
SFAX	CSP	SAT 08.00		14

TRANSIT TIMES (*)

From \ To	Sfax	Tanger	Valencia
Sfax	-	4	6
Tanger	5	-	2
Valencia	3	-	-

*Non contractual

CMA CGM Strengths

- Direct standalone service
- Connection with Morocco Shuttle to serve Casablanca via Tanger
- Extended coverage via Valencia & Tanger to Africa, North Europe, Mediterranean, Asia, USA & Latin America
- Excellent transit time from Sfax to Tanger (4 days), Sfax to Casablanca (12 days)
- Operating group owned terminal in Valencia to guarantee smooth operations
- Multimodal solutions available in all origin and destination countries

service departing from Tanger Med, thus ensuring optimal coverage of the Moroccan market.

For more information, see the article:



ARKAS LINE LAUNCHES MED AFRICA SERVICE (MAS) AND STRENGTHENS ITS PRESENCE IN WEST AFRICA



As part of its expansion strategy into West Africa, Arkas Line has announced the launch of its new Med Africa Service (MAS) in October 2025.

This weekly service, operated by a fleet of ten ships, is the result of the merger of the former Blue Med Service lines and aims to offer a direct connection without transshipment between the eastern Mediterranean, Italy, and the main markets of West Africa.

The system includes several strategic ports of call, notably Tanger Med and Casablanca in Morocco, as well as major

ports in Nigeria, Ghana, and Côte d'Ivoire. This configuration enables a significant reduction in transit times and improved logistics reliability for exporters.

With this launch, Arkas Line is consolidating its position as a key player in maritime trade between the Mediterranean and the West African coast.

For more information, see the article:



ROLLING OUT THE SEASONAL "GRAPE CONNECT" OFFER FOR GRAPE EXPORTS TO NORTHERN EUROPE

Hapag-Lloyd announces the launch, in December 2025, of its seasonal offer dedicated to exports of grapes from South Africa to Northern Europe, under the name "Grape Connect." This service will provide a weekly connection between the export ports of Cape Town (or Port Elizabeth) and Rotterdam Port.

As in the previous season, the "Grape Connect" offer is based on a combination of two existing services provided by the shipping company:

- SAT service (South Africa – West Africa – ESCA)
- WWA service (Western Europe – West Africa WWA)

In practical terms, grape shipments will initially be transported via SAT between Cape Town (or Port Elizabeth in the event of operational constraints) and Luanda. The fruit will then be transshipped in Luanda onto the WWA service, which will include a new stopover in Rotterdam for this occasion.

SAT serves the ports of Paranagua, Itajai, Durban, Cape Town, Luanda, and Paranagua with a fleet of five vessels with a capacity ranging from 2,700 to 3,700 TEUs. WWA service covers Antwerp, Le Havre, Lisbon, Tanger Med, Tema, Pointe-Noire, Luanda, Lagos, Rotterdam (new), and Antwerp, and is operated by seven vessels ranging from 3,600 to 4,800 TEUs.



The Grape Connect offer complements the Europe-South Africa (SAX) service already operated by Hapag-Lloyd in cooperation with Maersk and ONE, providing additional reefer capacity and increased departure frequencies specifically tailored to the requirements of the grape season.

For more information, see the article:



ADJUSTMENT OF HAPAG-LLOYD'S WWA SERVICE BETWEEN EUROPE AND WEST AFRICA

Hapag-Lloyd has adjusted its WWA (Western Europe – West Africa) service in order to optimize its regional coverage and adapt its network to changes in traffic. As part of this, the stopover in Tema on the northbound route has been removed and replaced by a stopover in Lagos-Tincan, improving the operational efficiency of the line. The modified rotation thus served the

ports of Antwerp, Le Havre, Lisbon, Tanger Med Port, Tema, Pointe-Noire, Luanda, and Lagos, before returning to Antwerp.

The service will continue to be operated by a fleet of seven vessels with a capacity ranging from 3,600 to 4,800 TEUs.



The MEDITERRANEAN EXPRESS (4,896 TEU) will be the first to inaugurate this new rotation, with a scheduled departure from Tanger Med on November 19, 2025.

X-PRESS FEEDERS LAUNCHES NEW LOOP BETWEEN SPAIN, MOROCCO, AND PORTUGAL

X-Press Feeders has announced the launch of a new intra-European shuttle service in mid-October 2025, marketed under the name "Spain Portugal X-Press 2" (SPX2). This new service was launched on October 22 from Valencia by the PERSEUS vessel (660 TEUs). It will offer departures twice a month and will serve the following rotation: Valencia – Lisbon – Casablanca – Valencia.

Ocean Network Express (ONE) shipping company will market capacity on this loop under the service name "Spain Morocco Portugal" (SPM).

This new offer complements the two other shuttles already operated by X-press Feeders on this route:

- SPX1, weekly service connecting Barcelona, Valencia, Algeciras, Tanger Med, Casablanca, Leixões, Vigo, and Lisbon.
- SPX3, operated by a 1,720 TEU vessel, connecting Algeciras, Tanger Med, and Lisbon.

PARTICIPATION IN EVENTS

PARTICIPATION IN LOGITERRE 2025 IN CASABLANCA

From October 16 to 18, 2025, Tanger Med Port Authority (TMPA) participated in the 2nd edition of the International Forum and Trade Show on Mobility, Transport, and Logistics – LOGITERRE, organized at the Casablanca International Fairgrounds, under the High Patronage of His Majesty King Mohammed VI. This major event brought together decision-makers, infrastructure managers, businesses, and researchers from more than 40 African countries and 22 nationalities from Africa, Europe, and Asia. The central theme of this edition was: "Connectivity: towards a new model of South-South cooperation."

A true platform for strategic exchanges, the forum provided an opportunity to analyze the challenges of mobility and logistics on the continent, share feedback, and formulate concrete solutions through a program structured around three themes: mobility, transportation, and logistics.

During this edition, discussions were punctuated by two strategic panels highlighting the key challenges of sustainable logistics performance



and regional integration. The first panel, devoted to "sustainable logistics efficiency: a major challenge for modes of transport, corridors, and road networks," featured a presentation by Mr. Ahmed Harbaz, Director of Operations for Medhub Port Logistics Zone, who shared the platform's operational feedback and concrete levers for optimizing flows and reducing its environmental footprint. The second panel, dedicated to "regional connectivity and South-South cooperation: strategies and potential," brought together Mr. Jaafar Ameyer, Director of Tanger Med Passenger

and Ro-Ro Port at Tanger Med, who highlighted the structuring role of maritime links and port infrastructure in strengthening economic exchanges between African and Mediterranean territories.

Through its participation, Tanger Med reaffirms its position as a unifying hub and key player in African integration, committed to more efficient, innovative, and sustainable logistics.

PARTICIPATION IN THE "2025 CHAINPORT ANNUAL MEETING" IN HAMBURG

On October 29 and 30, 2025, Tanger Med Port Authority (TMPA) participated in the 10th edition of the chainPORT Initiative Annual Meeting, organized by the Hamburg Port Authority in Hamburg. Organized under the theme "Resilience, hybrid threats, and civil-military collaboration," this meeting brought together representatives from the network's ten member ports, including Tanger Med, Antwerp-Bruges, Rotterdam,

Shanghai, Singapore, and Los Angeles. This event provided a strategic forum for discussion on the challenges of security, resilience, and port cooperation in an ever-changing geopolitical context. Discussions focused on the work of chainPORT groups, training initiatives such as the chainPORT Academy, and best practices in coordination and continuity of port operations.

On this occasion, Tanger Med highlighted its port and logistics initiatives, confirming its role as a strategic, innovative, and connected hub. Its participation has strengthened cooperation with member ports and consolidated its position as a key player in the security, resilience, and performance of international supply chains.

PARTICIPATION IN THE 11TH HISPANO-MOROCCAN MEETING ON THE MARITIME, TRANSPORT, AND LOGISTICS SECTOR 2025 IN TANGIER

On October 29 and 30, 2025, Tanger Med Port Authority (TMPA) participated in the 11th Hispano-Moroccan Meeting on Maritime, Transport, and Logistics, held at Tanger Med Port Center in Tangier. Organized under the theme "Maritime, Transport & Logistics 2030: towards smart, carbon-free connectivity," this meeting brought together decision-makers, institutional players, and economic operators from Morocco and Spain to discuss the challenges of bilateral logistics development and Euro-Mediterranean cooperation.

This event provided a strategic platform for exchanges and opportunities, promoting discussions on connectivity, technological innovation, flow automation, and decarbonization of supply chains. It also helped identify new avenues for cooperation between the two sides of the Strait of Gibraltar,



strengthening the momentum of trade between Morocco and Spain. On this occasion, Tanger Med highlighted its role as a leading port and logistics hub, serving import and export flows as well as passenger mobility. Discussions focused on infrastructure development, operational efficiency, digitization of

services, and continuous improvement of the passenger experience. This participation helped strengthen bilateral relations and confirmed Tanger Med's commitment to integrated, sustainable, and efficient logistics solutions for Euro-African trade.

PARTICIPATION IN THE 2025 AGADIR ANNUAL MEETING OF IMPORTERS/EXPORTERS

On November 8, 2025, Tanger Med Port Authority (TMPA) organized the annual meeting of importers and exporters in Agadir, under the theme "Competitiveness of Moroccan agricultural exports: logistics and traceability." This day of communication and exchange brought together producers, transport operators, logisticians, freight forwarders, and institutional representatives with the aim of strengthening the performance of logistics chains and the competitiveness of Moroccan agricultural exports, particularly from the Souss-Massa region, the national leader in this field.

The meeting provided a platform for in-depth discussions between

economic operators and industry experts, addressing current challenges in foreign trade, issues related to logistics, product traceability, and the smooth flow of import-export operations, as well as opportunities for integration into international value chains.

On this occasion, Idriss Aarabi, Managing Director of Tanger Med Port Authority, reaffirmed Tanger Med's role as a strategic partner for agricultural export sectors, emphasizing the importance of targeted investments to improve the speed, resilience, and logistical competitiveness of supply chains. He pointed out that the port

platform plays a key role in supporting Moroccan fruit and vegetable exports to international markets.

This annual meeting helped to consolidate dialogue between national import-export players, identify concrete solutions for optimizing trade flows, and strengthen synergies between Tanger Med Port and Moroccan exporters, confirming the Port's commitment to supporting the competitiveness of Moroccan exporters.

TANGER MED STRENGTHENS ITS COMMITMENT TO SMART AND SUSTAINABLE PORTS ALONGSIDE UNCTAD

From November 25 to 27, 2025, Tanger Med Port Authority (TMPA) took part in the "Sustainable Smart Port (SSP) Workshop," organized in partnership with the United Nations Conference on Trade and Development (UNCTAD), as part of an international program aimed at supporting ports in their transition to smart, sustainable, and resilient models. This meeting brought together international experts, institutional representatives, and port sector stakeholders to discuss issues related to energy transition, the digitization of port operations, and improving the environmental performance of infrastructure.

At this event, Tanger Med presented its vision and concrete actions for a sustainable and smart port, in line with its goal of achieving zero carbon emissions by 2030. This commitment is reflected in structural investments in renewable energies, the electrification of port equipment, and the deployment of Onshore Power Supply (OPS) solutions, enabling a significant reduction in

emissions linked to port calls. At the same time, advanced digitization of operations, through a fully digitized Port Community System and tools for optimizing ship arrivals, is helping to improve the port's energy and operational efficiency. Since 2025, 100% of the electricity consumed by Tanger Med has been from renewable sources, confirming its position among the most advanced ports in the Global South in terms of sustainability and innovation.

Through this participation, Tanger Med reaffirms its commitment to sustainable port development in line with international standards and consolidates its position as a leading port hub, actively contributing to cooperation dynamics and multilateral initiatives aimed at shaping the future of smart and resilient ports.





MEDHUB

2025 PERFORMANCE REVIEW

LOGISTICS FLOWS
1 610 832



BUSINESS VOLUME
GENERATED BY THE LOGISTICS ZONE
USD 5.5 billion
+9% COMPARED WITH 2024

COUNTRIES CONNECTED
BY TANGER MED PORT
100



LOGISTICE PROVIDERS /
DISTRIBUTORS ESTABLISHED
100



DEVELOPED AND
OPERATIONAL LAND
200 HA

DEVELOPMENT

COMPLETION OF NEW WAREHOUSES IN THE PORT LOGISTICS ZONE



The fourth quarter of 2025 saw the completion of construction work on three warehouses (43, 53, and 63), totaling an additional 30,000 m² of floor space, within the Medhub Logistics Free Zone.

These Class A warehouses, designed according to international standards,

offer high functionality, optimal connectivity, and advanced security equipment, meeting the requirements of the most demanding logistics operators.

The Medhub Logistics Free Zone is a benchmark platform with infrastructure that complies with international

standards. Integrated into Tanger Med Port Complex, Africa and the Mediterranean's leading port, it enjoys exceptional international connectivity. This situation allows operators to optimize their import-export flows and develop high value-added logistics activities.

INDUSTRY

TANGER MED ZONES AND MOHAMMED VI TANGER TECH CITY

2025 PERFORMANCE REVIEW

NEW PROJECTS
106



NEW EXPANSIONS
14



PRIVATE INVESTMENTS
USD 1.88 billion



BUSINESS VOLUME
GENERATED BY
ACTIVITY ZONES
USD 20.61 billion



DEVELOPED AREA
3 000 HA



TOTAL NUMBER OF
BUSINESSES ESTABLISHED
1 500



NEW JOBS CREATED
IN 2025
15 658



TOTAL JOBS CREATED
TO DATE
145 000



2025 INDUSTRIAL REVIEW: USD 1.88 BILLION IN NEW PRIVATE INVESTMENTS

NEW PRIVATE INVESTMENTS

In 2025, Tanger Med's Industrial Platform attracted a total of USD 1.88 billion in private investments.

Tanger Med Zones

84 new industrial projects have been confirmed in the areas developed by "Tanger Med Zones," representing a private investment of USD 537 million and creating 11,776 new jobs.

Major facilities include the Chinese group Broad Ocean, which specializes in the production and distribution of high-quality industrial conveyors, the German company Mubea, a global player in chassis, body and powertrain systems, and SFC Solutions, an expert in the manufacture of rubber and thermoplastic sealing solutions for the automotive industry.

Tanger Med Zones also welcomed WBTL, which specializes in braking and chassis systems, as well as the Turkish group Kucukuglo Holding, which manufactures mechanical components and automotive structures.

Mohammed VI Tanger Tech City

At the same time, Mohammed VI Tanger Tech City confirmed that 11 new Chinese industrial projects of international scope will be established in 2025 in the battery, advanced materials, metallurgy, and automotive electronics sectors, representing a total private investment of MAD 12.22 billion and the creation of 3,882 new jobs.

These include BTR Mediterranean Anode New Material Technology, a subsidiary of the world leader BTR New Material Group, dedicated to the production of anodes for lithium-ion batteries, Hailing Group through Hailing Morocco Enterprise for copper alloys and components, Heilongjiang Tianyouwei Electronics (TYW) for embedded electronics, as well as Shandong Daye and Zhejiang Asia Pacific Mechanical & Electronic, specializing in steel cables and braking systems, respectively.

BUSINESS VOLUME OF SECTORS OPERATING AT TANGER MED

In 2025, the business volume generated by Tanger Med's Business Park reached 188 billion MAD, representing a significant increase of 8% over the previous year. This growth was reflected in various sectors:

- USD 13.7 billion for the automotive sector, an increase of 6.8% compared with 2024
- USD 1.39 billion for other industrial sectors, notably textiles and aeronautics, representing a 19% increase compared to 2024.
- USD 5.52 billion for the logistics sector, an increase of 9.6% compared with 2024.

Tanger Med Business Park includes the zones managed by Tanger Med Zones, a subsidiary of Tanger Med Group, and the new Mohammed VI Tanger Tech City, managed by SATT, a partnership between Bank of Africa

(BMCE), Tanger-Tétouan-Al Hoceïma Regional Council, Tanger Med Group, and the Chinese company CCCC-CRBC.

To date, these zones have been developed over a footprint of 3 000 HA, hosting more than 1,500 companies and creating almost 145,000 jobs in over 10 sectors: automotive, aeronautics, textiles, healthcare, agri-food, electronics, renewable energies, packaging, services, and logistics.



INAUGURATION AT TANGER MED INDUSTRIAL PLATFORM

TANGER AUTOMOTIVE CITY

CALSINA CARRÉ OPENS A NEW STATE-OF-THE-ART LOGISTICS CENTER

On November 12, 2025, Calsina Carré strengthened its strategic presence in Morocco with the official unveiling of its new logistics center within Tanger Med's Industrial Platform, in the area dedicated to the automotive industry and in close proximity to Tanger Med Port Complex.

This new advanced logistics warehouse has become a hub for the group's operations in North Africa, benefiting from optimal land, sea, and rail connectivity, and consolidating its position as a major player in the regional supply chain.

The inauguration ceremony was attended by representatives of Tanger Med Group, public authorities, the Spanish Embassy in Morocco and its Economic and Commercial Office, as well as senior officials from Calsina Carré. This highlighted the strategic importance of this project for the economic and logistical development of the region.

On this occasion, Mr. Ahmed Bennis, Managing Director of Tanger Med Zones, emphasized that Calsina Carré's facility in Tanger Automotive City has consolidated the logistics value chain and strengthened the competitiveness of the industries located within Tanger Med's Industrial Platform.

Already partially operational, the new center covers an area of 18,000 m², with a storage capacity of up to 30,000 Euro pallets. Designed to meet the requirements of high value-added sectors such as automotive, textiles, and other key industries, the facilities include 22 loading docks, a warehouse management system (WMS) that can be



customized for each customer, and the option to set up temperature-controlled areas. The whole operation relies on a highly qualified team capable of ensuring flexible, efficient management in line with international market standards.

By the end of 2025, the Catalan multinational company will be one of the three leading logistics operators in Morocco, with an integrated network comprising its own fleet, warehouses, and more than 210 local employees, including 130 drivers, supported by dedicated teams at the port of Tangier and its support center in Algeciras. The group operates nearly 400 semi-trucks and 650 trailers, ensuring regular flows between Europe and Morocco.

According to Alba Carré, Managing Director of Calsina Carré, this opening was the result of a model based on sustainable investment, structured growth, and the development of local human capital, reflecting the group's strong commitment to Morocco and its desire to strengthen integrated, flexible, and customer-oriented logistics solutions.



THIS OPENING WAS THE RESULT OF A MODEL BASED ON SUSTAINABLE INVESTMENT, STRUCTURED GROWTH, AND THE DEVELOPMENT OF LOCAL HUMAN CAPITAL.



This new platform marked a key milestone in Calsina Carré's diversification and international expansion strategy, while strengthening logistical synergies between Morocco and Europe, particularly through integration with its European fleet and services at the port of Algeciras, facilitating crossings of the Strait and smooth customs procedures. With average annual growth of 30%, the group has confirmed Morocco's position as a strategic logistics hub between continents, offering a high value-added offer.



PARTICIPATION IN EVENTS

ORGANIZATION OF THE 2025 JAPAN ROADSHOW



From October 27 to 31, 2025, Tanger Med Zones conducted an economic prospecting trip to Japan, covering the cities of Osaka (October 27–28), Nagoya (October 28–29), and Tokyo (October 30–31).

This trip gave them a chance to meet and chat with major Japanese groups working in the auto, aerospace, rail, and related industries. The goal was to promote Tanger Med Zones as a strategic, competitive, and sustainable

industrial and logistics hub that offers great access to European, African, and international markets.

PARTICIPATION IN NATIONAL INDUSTRY DAY

Under the High Patronage of His Majesty King Mohammed VI, may God assist him, the Ministry of Industry and Trade and the General Confederation of Moroccan Enterprises organized the third edition of National Industry

Day on November 3 and 4, 2025, at the Sofitel Rabat Jardin des Roses hotel, under the theme: "Made in Morocco: a guarantee of quality and competitiveness and a driver of integrated regional development."

This edition highlighted the Kingdom's major advances in the industrial sector, thanks to the enlightened vision of His Majesty King Mohammed VI, may God glorify him, as well as Morocco's considerable potential and its positioning as a competitive industrial base, capable of attracting renowned investors and generating jobs and wealth.



Bringing together public and private institutional players, as well as national and international operators, the event was marked by the official launch of the "Made in Morocco" label and the organization of a showcase exhibition highlighting, across all industrial sectors, "Made in Morocco" as a symbol of national excellence and a guarantee of quality, authenticity, and competitiveness.

PARTICIPATION IN THE 6TH EDITION OF THE CHOISEUL AFRICA BUSINESS FORUM

On November 5, 2025, in Rabat, the 6th edition of the Choiseul Africa Business Forum saw the active participation of Tanger Med Zones, represented by its Managing Director, Mr. Ahmed Bennis, alongside economic decision-makers, institutional players, entrepreneurs, and investors from Africa, Europe, and the Gulf.

Two days of discussions explored co-constructed, competitive, and sustainable economic models. The theme "Made With Africa" organized discussions around co-industrialization, productive sovereignty, and shared innovation, with a particular emphasis on concrete solutions and building long-term alliances.



PARTICIPATION IN THE AL MASSIRA AL KHADRA "ROAD TO LAÂYOUNE" RALLY

To mark the 50th anniversary of one of the most iconic events in Morocco's contemporary history: the Green March (1975-2025), The Morocco Classic organized the Al Massira Al Khadra "Road to Laâyoune" Rally, which took place from November 2 to 7, 2025.

This event paid tribute to this historic milestone while celebrating the timeless passion for classic cars. Both commemorative and symbolic, the rally connected Tangier to Laâyoune via a 1,432 km route divided into six stages, offering participants from around the world a unique experience combining national heritage and automotive elegance. The crews crossed diverse landscapes, from the Mediterranean to the Atlantic, passing through the Atlas Mountains, before reaching Laâyoune, the jewel of the Moroccan Sahara.



The official start of this special edition took place on November 2, 2025, from Tanger Med Industrial Platform, in the Tanger Free Zone (TFZ), with nearly fifty crews participating. In vintage vehicles, participants relived a powerful moment of national unity by symbolically retracing the journey of the 350,000 volunteers

of 1975, from Tangier to Laâyoune, via Rabat, Casablanca, Marrakesh, Agadir, and Guelmim.

The finish line was crossed on November 6, 2025, in tribute to this historic event that sealed the unity and sovereignty of the Kingdom.

PARTICIPATION IN THE ROUND TABLE DISCUSSION AT THE 7TH EU-AFRICA BUSINESS SUMMIT

On November 25, 2025, in Luanda, as part of the AU-EU Summit, the Africa-Europe Foundation (AEF), in partnership with AUDA-NEPAD and UNIDO, organized round tables dedicated to "capital flow catalysis" and "transition minerals and supply chains," key themes for accelerating the green economy and translating Africa-Europe commitments into concrete actions.

Based on the AEF's State of Africa-Europe 2025 report, these discussions brought together African and European decision-makers, development finance institutions, sovereign wealth funds, asset managers, special economic zone operators, and private sector organizations.

The discussions highlighted several key lessons, including the importance of project quality, the need for financing



mechanisms tailored to SMEs and infrastructure, the development of local currency financing, and the simplification of guarantee schemes and combined financing tools.

Tanger Med Zones took part in this work, represented by its Managing Director, Mr. Ahmed Bennis, alongside senior officials and institutions such

as the State Secretariat for Energy, FSDEA, AU-NEPAD, UNIDO, Expertise France, AfCEN, the European Investment Bank, chambers of commerce, the Tony Blair Institute, and the Konrad-Adenauer-Stiftung.

PARTICIPATION IN THE "MOROCCO-SPAIN" INDUSTRY MORNING SESSIONS

As part of efforts to strengthen bilateral economic and trade relations between Spain and Morocco, Barcelona hosted a strategic event on December 4, 2025, bringing together economic decision-makers, institutional leaders, and international partners to discuss issues related to competitiveness, innovation, and the internationalization of businesses.

Tanger Med Port, the leading port in the Mediterranean and operator of the largest industrial platform in the region, actively participated in the discussions, highlighting its success



story and emphasizing the central role of the Mediterranean as a driver of the maritime economy and regional and

international value chains.

PARTICIPATION IN THE REGIONAL ROUND TABLE ON COMPETITIVENESS AND INVESTMENT PROMOTION

On Tuesday, December 9, 2025, a regional roundtable discussion on competitiveness and investment promotion was held, organized by the Regional Investment Center (RIC) in partnership with the IFC - World Bank Group.

This meeting was marked by the active participation of Tanger Med Zones, as a key player in regional economic development. It brought together institutional and economic representatives for constructive discussions on the challenges, levers, and prospects for strengthening the region's attractiveness.

Particular focus has been placed on the professions of the future, in line with the ambition to develop and consolidate the region's competitiveness in a sustainable manner.

AEZO

ORGANIZATION OF THE ANNUAL MEETING OF SPECIAL ECONOMIC ZONES IN LUANDA, ANGOLA



From November 26 to 28, 2025, in Luanda, Angola, the Africa Economic Zones Organization (AEZO) and the African Union Commission (AUC) organized the 2025 Annual Meeting of African Special Economic Zones (SEZs), under the theme "African SEZs: Catalyzing Sustainable Industrial Investment and Integration into Global Value Chains."

Organized in partnership with the Luanda-Bengo SEZ, with the support of the Angolan government and on the sidelines of Angola's 50th anniversary of independence, the event brought together more than 400 participants, including 57 SEZs from 37 countries, as well as ministers, public decision-makers, private sector leaders, international institutions, and financial partners. This edition also hosted the Africa Sustainable Investment Summit (ASIS), a high-level platform dedicated to promoting sustainable and inclusive investment in Africa.

THE EVENT BROUGHT TOGETHER MORE THAN 400 PARTICIPANTS, INCLUDING 57 SPECIAL ECONOMIC ZONES FROM 37 COUNTRIES.

The discussions highlighted the strategic role of Special Economic Zones as drivers of sustainable industrialization, job creation, and the continent's integration into global value chains, in a rapidly changing international economic context.

The choice of Luanda as the host city highlighted Angola's industrial ambitions. One of Africa's fastest-changing capitals, the city has key infrastructure, including the Port of Luanda, major logistics corridors, and the rapidly expanding Luanda-Bengo Special Economic Zone, which is driving manufacturing growth and attracting international investment. The

meeting also highlighted the country's progress in industrial diversification, improving governance, and strengthening a favorable business climate, in line with the priorities of the post-oil economy.

Founded in 2015 by Tanger Med Group, AEZO celebrated its tenth anniversary during this event. With a network of 97 members from 47 countries, the organization has established itself as the main institutional platform for cooperation between African SEZs, having held its annual meetings in several major regional divisions such as Accra, Abuja, Nairobi, Tangier, and Addis Ababa.



SERVICES

TANGER MED ENGINEERING

PROJECT TO IMPLEMENT ONSHORE POWER SUPPLY AT LA GOULETTE PORT IN TUNISIA



Tanger Med Engineering led a task to implement an onshore power supply (OPS) solution for ships at berth in La Goulette Port, in coordination with the Office of Merchant Marine and Ports (OMMP).

This initiative aims to reduce the carbon footprint and environmental impact of maritime transport by enabling ships to connect to the power grid and limit the use of their auxiliary engines when in port. The project management task covers the diagnosis and updating of the feasibility study, detailed preliminary design studies (PDS) and the preparation of tender documents for the selected solution.

Through this project, Tanger Med Engineering confirms its expertise in deploying sustainable and innovative port solutions that comply with the highest international standards.

PARTICIPATION IN EVENTS

PARTICIPATION IN THE PORT DEVELOPMENT MIDDLE EAST & AFRICA FORUM IN THE UNITED ARAB EMIRATES

On October 20 and 21, 2025, Tanger Med Engineering took part in the 2nd edition of the Port Development Middle East & Africa Forum, a leading regional platform dedicated to the development of smart and sustainable ports, bringing together port operators, solution providers, and key players in the maritime sector.

Organized under the theme "Innovating the Maritime Future by Developing Smart and Sustainable Port Infrastructure to Strengthen the Middle East and Africa's Maritime Portfolio," this meeting provided an opportunity to discuss issues of operational efficiency, sustainability, infrastructure investment, and partnerships aimed at supporting the modernization and competitiveness of port systems in the Middle East and Africa.



At this event, Mr. Amine Malti, Director of Port and Maritime Projects at Tanger Med Engineering, gave a presentation on a case study focusing on the container terminals at the port of Casablanca. He highlighted the impact of strategic

planning, advanced infrastructure, and sustainable practices on port performance, operational optimization, and strengthening regional trade connectivity.

PARTICIPATION IN THE 2025 MEDITERRANEAN COASTAL AND PORT ENGINEERING DAYS IN TANGIER

On October 29 and 30, 2025, Tanger Med Engineering took part in the sixth edition of the Mediterranean Coastal and Port Engineering Days (PIANC MedDays 2025), held at the Palais des Arts et de la Culture in Tangier.

Bringing together more than 60 Moroccan and international experts and over 500 participants of different nationalities, PIANC MedDays 2025 has established itself as a leading scientific and technical event, promoting knowledge sharing and strengthening synergies between public, private, and academic stakeholders. Technical

visits to Tanger Med Port and Cape Spartel Lighthouse also highlighted Morocco's expertise in port and coastal engineering.

Tanger Med Engineering participated in several scientific workshops, through:

- Mr. Moussa Benamar, on the durability of concrete at Tanger Med Port (Workshop 1 – Port Infrastructure Development);
- Mr. Taoufik ElOuahabi, on automated surveillance of strategic port

structures, using Tanger Med Port as an example (Workshop 3 – Security and Innovation);

- Mr. Mohammed Rida Alaoui, on the challenges of soil modeling in port projects, applied to the Moroccan and African context (Workshop 4 – Geotechnical Stability and Dynamics).

This sixth edition confirmed Morocco's position as a major player in Mediterranean and international cooperation for sustainable, innovative, and resilient port and maritime development.

PARTICIPATION IN THE PMAESA BOARD & COUNCIL MEETING IN DURBAN



On November 24, 2025, in Durban, South Africa, Tanger Med Engineering took part in the Board & Council meeting of the Port Management Association of Eastern & Southern Africa (PMAESA), represented by Mr. Nasser Tlassellal, Managing Director, and Mr. Amine Malti, Director of Port and Maritime Projects.

Organized alongside the Ports & Rail Week event (November 25–26, 2025), this joint platform brought together key players from the maritime and rail sectors to discuss issues relating to innovation, infrastructure investment, and public-private partnerships, with a view to modernizing port and rail systems in Africa.

Through this participation, Tanger Med Engineering has reaffirmed its commitment to contributing to regional discussions and cooperation initiatives aimed at structuring integrated and efficient logistics corridors across the continent.

CIRES TECHNOLOGIES

PARTICIPATION IN EVENTS

PARTICIPATION IN THE MILESTONE TECHNOLOGY DAY IN CASABLANCA



As a technology partner of Milestone Systems, Cires Technologies took part in Milestone Technology Day, held on October 15, 2025, in Casablanca.

This annual event, held in collaboration with Milestone Systems' ecosystem of partners, focused on advances in intelligent video technology and its

ability to generate actionable insights for multiple industries and use cases, both in safety and security applications and in areas beyond these traditional boundaries.

During the event, Cires Technologies presented its solutions and expertise in systems integration alongside

other technology partners through demonstrations, real-world implementation examples, and direct discussions with participants. These meetings provided an opportunity to share feedback, explore innovative usage scenarios, and give participants operational insights for their future projects.

DIGITIZATION

INNOVATION

ROLLING OUT NEW DIGITAL USE CASES TO SUPPORT TANGER MED'S ECOSYSTEM

As part of the rollout of new digital use cases within Tanger Med's ecosystem, the digitization teams are continuing to develop innovative services to boost industrial performance.

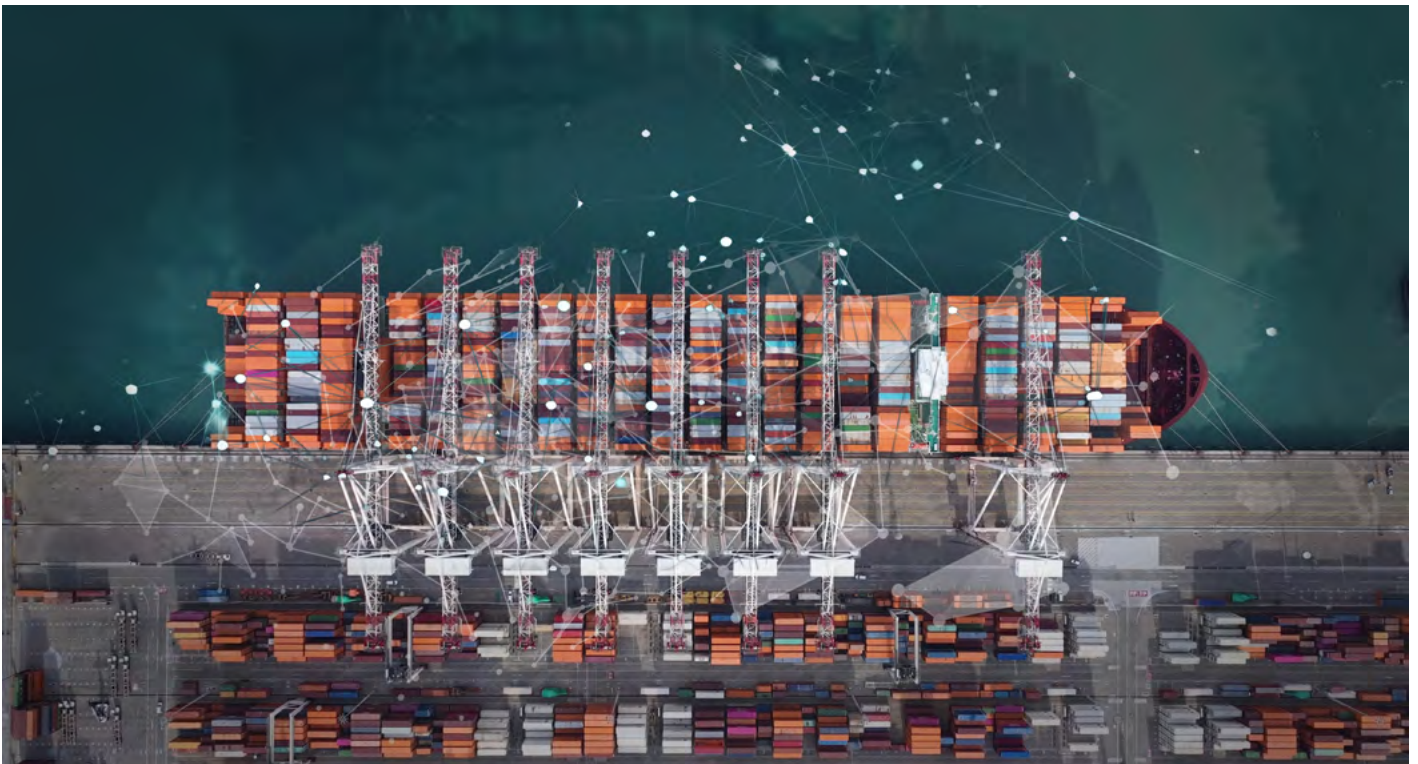
This approach aims to support players in the automotive ecosystem

in optimizing their processes, reducing processing times, securing operations, and improving overall reliability.

Going beyond the solution developed, this initiative illustrates Tanger Med's ability to design high value-added digital services that contribute to the

competitiveness, operational excellence, and attractiveness of its industrial ecosystem.

DIGITAL TWIN: USE CASES AND PORT PERFORMANCE



In line with its digitization strategy, Tanger Med has rolled out two new use cases based on Digital Twin technology to optimize logistics flows and strengthen proactive monitoring of its infrastructure.

The first concerns the SAS Export zone, where real-time modeling of truck flows makes it possible to simulate different scenarios, anticipate congestion, and better coordinate multi-stakeholder

operations, thereby contributing to smoother traffic flow and reduced waiting times.

The second concerns the structural monitoring of platforms TC1, TC2, and TC3 (sections C1 and C2, i.e., 800 linear meters). A 3D digital twin integrates as-built models, operational and environmental data, and inspections by drones and underwater robots to

detect anomalies early on. Ultimately, artificial intelligence will make it possible to anticipate the aging of structures and predict maintenance needs and associated costs.

These initiatives illustrate Tanger Med's commitment to more predictive, efficient, and sustainable management of its port operations.

FULLY DIGITAL CONTRACT MANAGEMENT



Tanger Med is continuing to modernize its processes with the widespread rollout of a contract digitization solution across all of the Group's subsidiaries.

This initiative improves traceability, fully digitalized contract management

data reliability, and operational efficiency, while significantly reducing processing times.

The integration of suppliers via digital signatures is fully in line with this dynamic, contributing to more fluid

and secure processes that are aligned with the Group's digital transformation strategy.

This advance marks a key step towards modern, efficient, and fully paperless contract management.

CYBERSECURITY: PARTICIPATION IN NATIONAL WORKSHOP ON SECURE DEVELOPMENT

As part of its ongoing efforts to strengthen cybersecurity, Tanger Med participated in a national workshop dedicated to secure development on December 16, 2025, organized by the Directorate General for Information Systems Security (DGSSI) in collaboration with GitLab.

Tanger Med employees took part in this training, which focused on integrating security from the earliest stages of application development, best practices in code governance, the DevSecOps approach, and the automation of security inspections within CI/CD chains.

This participation illustrates Tanger Med's commitment to continuously raising its level of maturity in terms of information system security and aligning itself with current national and international standards.

PARTICIPATION IN THE SMART PORT SOLUTIONS WORKSHOP: TANGER MED & HUAWEI



As part of the innovation and digital transformation initiative in the port sector, Tanger Med Port Authority (TMPA), in partnership with Huawei, successfully organized the Smart Port Solutions Workshop, dedicated to the concept of Smart Ports.

This event provided an opportunity to share Tanger Med Port's Smart Port vision, showcase innovative technologies already deployed in leading international ports, and discuss key issues related to artificial intelligence, 5G, the Cloud, IoT, smart security, port operations automation, and digital twins.

The discussions highlighted the central role of digital technologies in improving operational performance, safety, and port traffic management, while opening up concrete prospects for the development of a smart port ecosystem.

NEW SERVICES IN THE PORT COMMUNITY SYSTEM

SECURE CONTAINER REMOVAL

TANGER MED

**CEU -
Certificat
d'Enlèvement
Unitaire**



As part of its strategy to digitize and secure operations, Tanger Med Port Authority (TMPA) has launched a new secure container removal service based on the digitization of the Delivery Order (BAD) and the Unit Removal Certificate (CEU). A pilot phase will be rolled out with Tanger Alliance (TC3) and Eurogate (TC2) terminals, operating in parallel with the paper-based system, from

January 1 to March 31, 2026. As of April 1, 2026, only digitized CEU certificates will be accepted; paper certificates will no longer be accepted.

This project represents a significant step forward toward a more efficient, transparent, and secure port environment. The digitization of BAD and CEU by container, based on tokenization via

Blockchain technology, will enable smooth, reliable, and traceable management of the entire removal chain, while offering concrete benefits for all stakeholders, particularly in terms of reducing costs and delays, within a highly secure framework.

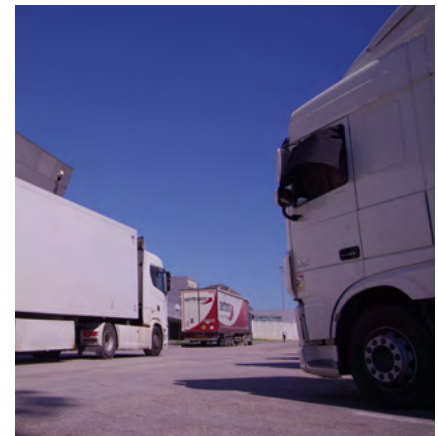
TRACEABILITY OF LOGISTICS FLOWS THROUGH THE USE OF ELECTRONIC SEALS

As part of its strategy to modernize and secure logistics flow management, Tanger Med Port Authority (TMPA), in collaboration with Cires Technologies and the Customs and Indirect Taxes Administration, has begun implementing a flow traceability solution based on electronic seals.

The project was conducted using a gradual and structured approach, including requirements engineering, solution design, and equipment procurement. An initial pilot test was

successfully completed, validating the technical and operational choices, while full-scale tests are currently underway.

This initiative aims to increase the maturity of logistics flow management, enhance its visibility and security, and prepare the port ecosystem for future needs related to the development of dry ports, through investment in innovative and sustainable technological solutions.



CSR

SOCIAL

OUR EMPLOYEES

SKILLS DEVELOPMENT

MARSA MAROC EXECUTIVES BOOST THEIR SKILLS IN AI AND CSR



The executives of Marsa Maroc participated in a training on Artificial Intelligence aimed at promoting the integration of innovative and high-performance solutions into their professional practices, regardless of their roles or functions.

This initiative is fully aligned

with the Group's continuous improvement efforts, supporting operational efficiency and excellence.

Additionally, the executives also took part in a training dedicated to Corporate Social Responsibility (CSR) as part of the implementation of the Group's CSR roadmap.

This initiative aims to enable each executive to understand the key issues of CSR and actively contribute to the implementation of Marsa Maroc's commitments to sustainable development.

OUR LOCAL COMMUNITIES

EDUCATION

Lycée Méditerranéen (LYMED)

A BRIDGE BETWEEN CLASSES: ALUMNI MEET WITH LYMÉDIENS



On September 20, 2025, the graduates of the third LYMED class hosted their first videoconference with students currently in training, marking a wonderful bridge between generations. The purpose of this meeting was to introduce the new alumni office while promoting constructive discussion about life in preparatory classes.

Former students shared their experiences, their successes in competitive entrance exams to prestigious engineering schools, and the challenges they overcame, offering a realistic and inspiring view of the two demanding years of preparatory classes.

They also shared key tips for success, emphasizing the importance of a rigorous work ethic, consistent effort, team spirit, and self-confidence.

This moment of exchange illustrated the spirit of solidarity and knowledge sharing that characterizes the LYMED community. This dynamic has been further strengthened by the introduction of a mentoring system, which allows each first-year student to benefit from personalized support from a former student, thereby facilitating their integration, academic progress, and preparation for competitive exams.

INSPIRING CONFERENCE WITH HAMZA BOURBOUH: FROM MOROCCAN PREPARATORY SCHOOL TO GOOGLE DEEPMIND

On October 27, 2025, LYMED launched its "Horizons" lecture series with a presentation by Hamza Bourbouh, an engineer at Google DeepMind and former research engineer at NASA. This videoconference offered students the inspiring testimony of a former Moroccan preparatory school student who achieved excellence at world-renowned institutions.

Hamza Bourbouh shared the keys to his career, highlighting rigor, curiosity, collaboration, and team spirit as the pillars of success. The students had the opportunity to talk with him about engineering schools, internships, the professional world, and issues related to motivation and interpersonal skills.

This meeting reaffirmed the belief that excellence is within reach of anyone who believes in their potential and shows perseverance.



ARTS ET MÉTIERS PRESENTATION: DISCOVERING RESPONSIBLE TRAINING PROGRAMS



On November 17, 2025, LYMED welcomed the École Arts et Métiers (EAMR) – Rabat Campus, a renowned institution recognized for its academic excellence and commitment to industrial innovation. This meeting gave students the opportunity to discover the diversity of courses on offer, as well as the overall vision of Arts et Métiers engineers, focused on cutting-edge technologies and the development of responsible industries.

The school representative gave a detailed presentation on admission

requirements, application procedures, and scholarship and financial aid programs, providing students with a comprehensive overview of the opportunities available to them.

This exchange was fully in line with LYMED's task of supporting its students in building their future plans and opening up access to the most prestigious engineering programs.

BLOOD DONATION DAY: LYMED MOBILIZED FOR SOLIDARITY

On November 25, 2025, LYMED, in partnership with the Tétouan Regional Blood Transfusion Center, organized the 5th annual Blood Donation Day, bringing together students and teachers around an essential humanitarian cause: meeting the region's blood needs.

Thanks to the commitment of 72 donors, this campaign has collected a significant number of blood bags, making a valuable contribution to local public health. Beyond the collection itself, awareness campaigns were conducted

to highlight the importance of this civic gesture and its direct impact on patients' lives.

This day once again illustrated LYMED's commitment to the values of solidarity, mutual aid, and collective responsibility, which form the basis of its educational community and are an integral part of its mission to educate students to become well-rounded individuals and responsible citizens.



LYMED CAREER GUIDANCE FORUM: A DEEP DIVE INTO THE WORLD OF TOP UNIVERSITIES



On December 29, 2025, LYMED organized the second annual Career Guidance Forum, a major event dedicated to helping students plan their academic and professional careers. This year's event brought together representatives from leading French and Moroccan universities, providing students with comprehensive information on courses, admission requirements, and career prospects.

The morning was devoted to presentations organized by field of study, while the afternoon was given over to individual discussions between students and alumni. This forum illustrated LYMED's commitment to opening up a wide range of possibilities for its students, drawing on the strength of its alumni network to provide them with demanding yet supportive guidance in their career choices.

1337 MED Campus

A NEW CLASS OF 2025 READY TO SHINE: LAUNCH OF ORIENTATION WEEK

On October 13, 2025, the class of 2025 arrived on campus, kicking off Orientation Week in a dynamic and unifying atmosphere. A program packed with fun activities, collaborative challenges, and discovery time allowed new students to fully immerse themselves in the world of 1337.

The goal of this week was to build strong bonds between students and immerse them in an atmosphere conducive to creativity, sharing, and a spirit of challenge, setting the tone for a year organized around commitment and excellence.



INTERNATIONAL MEETING: WHEN VOLUNTEERING AND STUDENT INITIATIVES COME TOGETHER

On November 10, 2025, 1337 MED hosted an enriching meeting with the Moroccan Association of Volunteers, offering students the opportunity to discuss international projects, volunteer initiatives, and prospects for intercultural collaboration.

These exchanges broadened participants' horizons and gave them a better understanding of the impact of community initiatives on a global scale. This meeting opened up new perspectives and laid the foundations for future cooperation, in line with the values of openness, commitment, and citizenship promoted by 1337 MED.



"MAKINA MASTERS UNLEASHED": TECH PROJECTS THAT HAVE MADE A LASTING IMPACT

On November 8, 2025, innovation took center stage at the event entitled "The Reveal: Makina Masters Unleashed," during which students showcased the extent of their creativity and skills through prototypes, technical innovations, and ambitious technological solutions.

Each project was a concrete demonstration of the "build" spirit unique to 1337, based on creation, experimentation, and pushing boundaries.

The event took place in a dynamic atmosphere, highlighting particularly remarkable achievements and the technological potential of the students.



BLOOD DRIVE: A DAY OF SOLIDARITY

On November 25, 2025, the spirit of solidarity was in full swing at the 1337 MED community during a day dedicated to blood donation. More than 70 donors rallied behind this vital cause, directly contributing to saving lives and supporting the needs of healthcare facilities.

Beyond the act of giving, this initiative was a real opportunity for sharing, raising awareness, and promoting civic responsibility. The students' commitment illustrated the concrete impact of collective actions and reinforced the culture of solidarity and commitment promoted by 1337 MED.

CYBER ODYSSEY 2025: A WELL-DESERVED FIRST PLACE

On December 3, 2025, the 1337 MED team distinguished itself by winning first place in the Cyber Odyssey 2025 competition in Khouribga, winning a prize of MAD 32,000.

This victory was the result of rigorous work, strong team cohesion, and a high level of expertise in cybersecurity. In a competition marked by a high level of skill and fierce competition, the students' perseverance and team spirit made the difference, enabling them to come out on top and represent 1337 MED with pride.



TALK TECH & ENTREPRENEURSHIP WITH AYMANE HITMI: FROM CODING TO ENTREPRENEURSHIP, A JOURNEY OF INSPIRATION



On December 20, 2025, Aymane Hitmi, founder of LeechiChat, spoke to students at 1337 MED to share his entrepreneurial journey and his experience in the world of technology.

Through his own experience, he addressed the challenges of entrepreneurship, the importance of learning from failure, and the culture of innovation, encouraging students to dare to be entrepreneurs and to boldly commit to their projects. This meeting was much more than just a chance to share experiences: it was a source of motivation and a real call to action, encouraging students to believe in their ideas and pursue their ambitions.

Supporting the territory

PORTS4IMPACT - JADARA FOUNDATION: A PARTNERSHIP WITH A PROMISING FUTURE

The Ports4Impact association participated alongside the Jadara Foundation in the Integration and Gratitude Day for 2025-2026 scholarship recipients, a powerful moment of sharing and inspiration.

Through this partnership, Ports4Impact

supports deserving high school graduates from disadvantaged backgrounds who come from regions where Marsa Maroc operates. The initiative gives them access to higher education, while affirming the association's commitment to equality and diversity, values that are at the heart of its work.



FURNISHING AND EQUIPPING THE LIBRARY AT KHMIS ANJRA HIGH SCHOOL



On November 15, 2025, Tanger Med Foundation inaugurated the library at Khmiss Anjra High School, a project that is part of efforts to improve learning conditions in public education.

Designed as a functional and accessible space, this library was set up and equipped by the Foundation to give students and teaching

staff greater access to documentary resources, encourage reading, and support schoolwork.

Through this initiative, the Foundation is continuing its commitment to strengthening educational infrastructure and equal access to knowledge by supporting public institutions in developing their teaching resources.

FREE ACCESS TO THE ALTISSIA INTERNATIONAL PLATFORM

In a similar vein, and to encourage foreign language learning, Tanger Med Foundation offers ninth-grade students, as well as tenth- and eleventh-grade students, free access to the Altissia digital platform. A solution that allows learners to assess their level, follow an interactive and personalized course, and develop their French and English skills, both written and spoken. Used by more than 4,000 institutions and universities worldwide, Altissia is recognized for

its innovative teaching approach and individualized support, which promotes the progress of each student.

This program, designed as a one-year pilot initiative, will be monitored regularly and evaluated for its impact on the commitment and academic performance of its participants. If the results are positive, it may be extended to other establishments within the Foundation's area of operation.

Through these initiatives, Tanger Med Foundation reaffirms its commitment to education and equal opportunities, consolidating the programs it has been running since its creation in 2007 in the areas of academic support, guidance, training for excellence, and human capital development.

PROVISION OF SCHOOL SUPPORT MATERIALS

True to its commitment to educational excellence and equal opportunities in rural areas, Tanger Med Foundation is rolling out an enhanced program for middle and high school students in the Fahs Anjra province for the 2025–2026 school year, in partnership with the Provincial Delegation of National Education. This program covers all 12 schools in the province and targets more than 3,000 students.

Faced with challenges that directly affect educational attainment in rural areas: limited access to educational resources, difficulties in core subjects, and insufficient command of foreign languages, which are essential for further education and professional integration. Tanger Med Foundation



is rolling out two complementary initiatives to reduce the gap between rural and urban areas:

The Foundation has provided students in the province with textbooks and teaching materials covering science, literature, and subjects that are part of regional and national exams. This

initiative aims to strengthen basic skills, standardize levels within classes, and provide every student with equal access to appropriate learning tools. In rural areas, where access to up-to-date resources is sometimes limited, this initiative is a direct lever for reducing inequalities and improving academic performance.

INCLUSION

OCC CLUB: 2025 THRONE CUP CHAMPION



The Oceanic Club of Casablanca shone by winning the 2025 Throne Cup. Under the sponsorship of Ports4Impact, the talented players of OC Casablanca demonstrated their skill and determination, confirming the club's commitment and excellence.

DALIA ASSOCIATION EXCELS AT THE GREEN MARCH CUP AND WINS NINE NATIONAL MEDALS



On the occasion of the 50th anniversary of the Green March, the Kingdom's coastal cities hosted the Green March Sailing Cup competitions, organized in several cities from M'Diq to Dakhla.

Dalia Nautical Sports Association took part in these competitions with two teams competing in M'Diq and Mohammedia respectively: In M'Diq, the 35th edition of the Cup brought together nearly sixty competitors representing national clubs affiliated with the Royal Moroccan Sailing Federation. The national series then continued in Mohammedia, under the umbrella of the Yacht Club of Morocco.

The young athletes of Dalia Association achieved outstanding performances, winning nine national medals in different categories, thus confirming the association's position on the national

scene, particularly in the Optimist class.

Competition results:

In M'Diq:

- Hatim Chairi: 1st place in the overall standings,
- Ouïam Douaoui: 2nd place overall and 1st place in the women's category,
- Islam Achkham: 3rd place in the overall standings,
- Mohamed Nouniou: 1st place in the under-12 category.

In Mohammedia:

- Yassine El Ouafi: 1st place in the overall standings,
- Samy Hasni: 2nd place overall and 1st place in the under-12 category,
- Zoubair Niemy: 3rd place in the overall standings,



CALENDAR OF EVENTS



MARCH

31 - 02

SITL

PARIS, FRANCE

01 - 03

SIPORTS

EL JADIDA, MOROCCO

07 - 09

GITEX AFRICA

MARRAKECH, MOROCCO

APRIL

15 - 16

**FORUM MINES-RABAT
ENTREPRISES**

RABAT, MOROCCO

20 - 26

SIAM TRADE SHOW

MEKNÈS, MOROCCO

23 - 24

**EHTP ENTREPRISES
FORUM**

CASABLANCA, MOROCCO

28 - 30

**MEDITERRANEAN PORTS
AND LOGISTICS**

PORTO, PORTUGAL

TANGER MED NEWS

4th Quarter 2025

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