



For a **united,**
equitable and **responsible**
future!



2010 Sustainable Development Report for the Maroc Telecom group

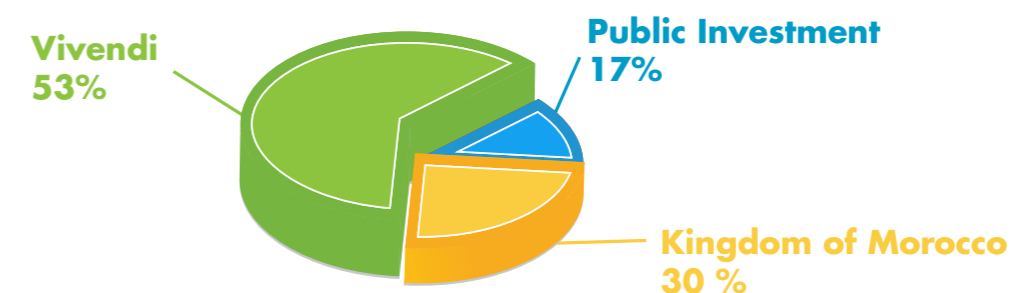
PROFILE OF THE MAROC TELECOM GROUP

The Maroc Telecom group is actively involved in the telecommunications sector in Africa and is present in five countries with more than 26 million customers. Through its majority stakes in the privatized incumbents of Mauritania, Burkina Faso, Gabon, and Mali, it has become the continent's leading operator. The group makes every effort in its activities to meet

the growing needs of populations in matters of communications and access to knowledge, all while seeking a balance between economic competitiveness, social progress, and environmental protection. Its goal is innovation for all, ensuring that its products and services contribute to improving the lives of communities.



CAPITAL DISTRIBUTION AS OF DECEMBER 31, 2010



KEY FIGURES

AS OF DECEMBER 31, 2010

	Mobile	Landline	Internet
Maroc Telecom	<p>POSITION</p> <ul style="list-style-type: none"> Leader with a 52,81% market share. Coverage of almost the entire population. <p>CUSTOMERS/SUBSCRIBERS</p> <ul style="list-style-type: none"> 16,889 million customers. 95% prepaid customers. 	<p>POSITION</p> <ul style="list-style-type: none"> Leader of landline access with a 98% market share - excluding limited mobility devices. (Source : Maroc Telecom) <p>CUSTOMERS/SUBSCRIBERS</p> <ul style="list-style-type: none"> 1,231 million landlines. 	<p>POSITION</p> <ul style="list-style-type: none"> 99,42% of the high-speed Internet market share. 42% of the 3G Internet market share. <p>CUSTOMERS/SUBSCRIBERS</p> <ul style="list-style-type: none"> 494 754 high-speed Internet connections. 549 048 3G internet connections.
Mauritel	<p>CUSTOMERS/SUBSCRIBERS</p> <ul style="list-style-type: none"> 1,576 million customers. <p>POSITION</p> <ul style="list-style-type: none"> Leader with a 54% market share. (Source : Dataxis à fin Sept 2010) 	<p>CUSTOMERS/SUBSCRIBERS</p> <ul style="list-style-type: none"> 41 000 landlines. 	<p>CUSTOMERS/SUBSCRIBERS</p> <ul style="list-style-type: none"> 6 600 subscribers.
ONATEL	<p>CUSTOMERS/SUBSCRIBERS</p> <ul style="list-style-type: none"> 2,397 million customers. <p>POSITION</p> <ul style="list-style-type: none"> Leader with a 45% market share. (Source: Dataxis, as of late Sep 2010) 	<p>CUSTOMERS/SUBSCRIBERS</p> <ul style="list-style-type: none"> 144 000 landlines. <p>POSITION</p> <ul style="list-style-type: none"> Leader with a 100% market share. 	<p>CUSTOMERS/SUBSCRIBERS</p> <ul style="list-style-type: none"> 28 000 subscribers.
SOTELMA	<p>CUSTOMERS/SUBSCRIBERS</p> <ul style="list-style-type: none"> 699 000 customers. <p>POSITION</p> <ul style="list-style-type: none"> Leader with a 37% market share. (Source: Dataxis, as of late Sep 2010) 	<p>CUSTOMERS/SUBSCRIBERS</p> <ul style="list-style-type: none"> 27 000 landlines. <p>POSITION</p> <ul style="list-style-type: none"> Leader with a 100% market share. 	<p>CUSTOMERS/SUBSCRIBERS</p> <ul style="list-style-type: none"> 22 000 subscribers.
SOTELMA	<p>CUSTOMERS/SUBSCRIBERS</p> <ul style="list-style-type: none"> 2,162 million customers. <p>POSITION</p> <ul style="list-style-type: none"> Leader with a 31% market share. (Source: Dataxis, as of late Sep 2010) 	<p>CUSTOMERS/SUBSCRIBERS</p> <ul style="list-style-type: none"> 79 000 landlines. <p>POSITION</p> <ul style="list-style-type: none"> Leader with a 95% market share. 	<p>CUSTOMERS/SUBSCRIBERS</p> <ul style="list-style-type: none"> 20 000 subscribers.

A global operator active in five African countries representing **65,5 million** people.

Close to **26 million** customers.

Approximately **1,5 million** customers in fixed-line telephony, of which **1,2** in Morocco.

Nearly **24 million** mobile subscribers including **16,8** in Morocco and almost **6,9** million in Mauritania, Burkina Faso, Gabon and Mali.

574 000 Broadband Internet lines including almost **497 000** in Morocco and close to **77 000** in Mauritania, Burkina Faso, Gabon and Mali.

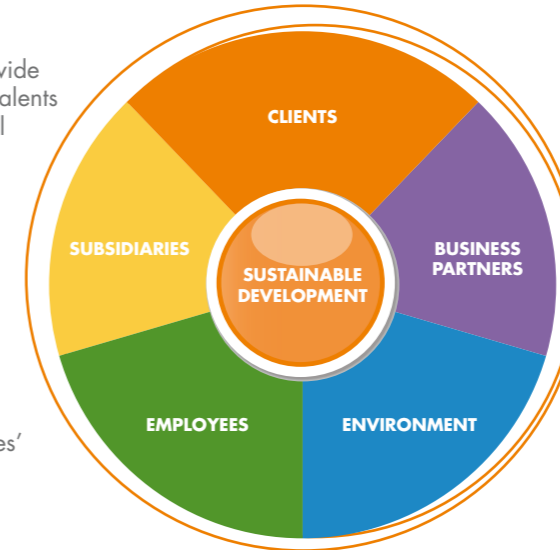
Approximately **549 000** 3G mobile Internet customers in Morocco and close to **8 000** in Mauritania.

More than **32 000** customers for Maroc Telecom's Triple Play & MT Box.

OUR ACCOUNTABILITY APPROACH

- Ensuring transparency in pricing offers
- Protecting customer information
- Promoting strong ethical values

- Bridging the digital divide
- Fostering culture and talents
- Engaging with the civil society



- Leading a dense sales network
- Supporting local businesses and employment
- Empowering suppliers

- Building our employees' capacities
- Ensuring their welfare

- Optimizing energy consumption and fighting against climate change
- Opting for the life cycle approach for products and services
- Empowering employees

ACHIEVEMENTS OF THE GROUP



 **SUMMARY****10****The sustainable development approach of the Maroc Telecom group****14****Bridging the digital divide**

Maximum coverage

Enhancing the affordability of products and services as well as their adaptation to needs

Expanding NTIC access in school, administrative, and rural communities

30**Supporting development**

Supporting local development and contributing to employment

Considering the expectations of youth and promoting training and talent

Encouraging cultural and linguistic diversity

Commitment to the welfare of communities

50**Acting as a responsible company**

A relationship of trust with customers

Responsible practices with business partners

Promoting the human capital of the company

Environmental protection

Interview with Abdeslam Ahizoune, Chairman of the Management Board

What does Maroc Telecom's commitment to sustainable development mean?

The Maroc Telecom group's activities are at the heart of major development issues such as strengthening social ties and increasing access to knowledge. In fact, they play a determining role in the socio-economic development of communities.

All experts now acknowledge that telecommunications and internet equipment have a direct and quantifiable effect on economic growth and well-being. The group's goal is to put ICT to the service of all people. To do this, it uses all available technologies to cover the most remote regions and take special care to ensure that its offers are accessible to low-income people.

Can you elaborate on the major issues identified by the Maroc Telecom group?

Analysis of sustainable development issues specific to the group led us to define three strategic priorities.

The first is to contribute, in every country where we operate, to reducing the digital divide by fighting against geographic, economic and educational exclusion factors, which means doing everything possible to increase access to ICT benefits. The second is to participate developing local communities by helping to improve their living conditions and encouraging the creation of businesses and employment.

The third is to act as a responsible company by applying transparent and ethical practices vis-à-vis our customers, suppliers, employees, and partners in general.

It also consists in contributing to the protection of the environment and ensuring that the equipment we use is in compliance with the current safety standards.

What were your key activities in 2010?

Massive investments in the Landline, Mobile, and Internet telecommunications infrastructure remains a major strategy for Maroc Telecom and its subsidiaries. In 2010, a total of over 6,5 billion dirhams were devoted to extending coverage and improving network quality. This represented a significant percentage of no less than one fifth of the group's total sales.

Maroc Telecom has strongly contributed to the increased internet presence by equipping more than one million people with ADSL and 3G internet in 2010 and connecting more than 1 300 schools between 2007 and 2010. Subsidiaries have invested heavily in internet and mobile coverage and, like Maroc Telecom, have increased the throughput of ADSL without a corollary increase in price.

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“The Maroc Telecom group's activities are at the heart of major development issues such as strengthening social ties and increasing access to knowledge.”

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As a responsible company, what does Maroc Telecom focus its efforts on?

With respect to its various partners, the Maroc Telecom group is part of a mutually beneficial relationship based on trust, respect and transparency. This is why over 26 million customers trust in us, because they know that we invest and innovate for them and that our priority is to offer the best quality/price ratio, whatever the service in question.

The group is committed to building a lasting relationship with suppliers while respecting the interests of all. Current procedures guarantee their fair treatment and takes their financial capabilities and constraints into account.

This is why, in 2010, Maroc Telecom decided to introduce payment at sight for SMEs whose annual sales are less than 10 million dirhams. The same is true for the universities, associations, and the foundations we support.

For employees, efforts have been focused on new benefits and training because it facilitates their progress and ensures their smooth adjustment to changes, as well as improving wages and working conditions.

The group also attaches great importance to transparency with respect to its shareholders, government authorities and the public, for whom we regularly publish detailed information on our activities and their results. As for city life, we supports numerous humanitarian, environmental and cultural. initiatives.

2010 also saw the formalization of the group's policy on sustainable development, and the publication of the first report specifically on these subjects to respond to the information needs of our various stakeholders.

The MAROC TELECOM GROUP'S SUSTAINABLE DEVELOPMENT APPROACH

The Maroc Telecom group's sustainable development policy puts its responsibility and its commitment to economic development, social cohesion and environmental sustainability into perspective. Three major issues were identified in connection with the group's activities, taking both the objectives set by the local governments and the specific issues of the Vivendi group into account: bridging the digital divide, supporting economic development, and acting as a responsible company.

Concerns associated with sustainable development are present in the group's activities and its interactions with shareholders. Quality of governance, transparency and the reliability of the information provided, compliance, social equity, vigilance against health risks and minimizing impacts on natural environments are all part of its approach.

The three major issues of the group's sustainable development

In 2009, three issues were identified by professionals of the company in a collaborative decision and validated by the Management.

Bridging the digital divide

Because telecommunications technologies are key forces that drive the progress of societies, Maroc Telecom group, as a global provider of Landline, Mobile and Internet, places the promotion and spread of New Information and Communication Technologies at the center of its priorities. The group's goal is to ensure maximum telecommunications network coverage in the countries where they operate, as well as greater use of new technologies by different generations and social groups.

Supporting economic and human development

The group has a direct positive impact on economic development by providing reliable and competitive telecommunications services to businesses of any size.

In addition, it is at the source of the economic activity spread across all territories through its partnership with a network of distributors and retailers and the use of local companies for outsourcing operations.

On the human level, the group participates in individual development thanks to its promotion of culture and sport, as well as the fight against job insecurity in its own initiatives or by its support for civil society activities through philanthropy and sponsoring.

Acting as a responsible company

The aim is to establish business rules that ensure respect for human values and the environment in all activities conducted by the group. Maroc Telecom has chosen to engage in a process of Corporate Social Responsibility, accept it in all of its subsidiaries, and assist in its implementation.



A frame of reference

The Maroc Telecom group records its sustainable development approach in the goals of the countries where it operates, and considers the specific challenges of the Vivendi group.

An approach consistent with national objectives

In Morocco, sustainable development underpins many public policies and primarily, the National Initiative for Human Development, which aims to reduce poverty, instability, and social exclusion, and to integrate all citizens into the economy.

Government programs for sustainable development have also been implemented in Burkina Faso and Mauritania.

In Gabon, the "emerging Gabon" project is intended to enhance and protect national heritage and develop ICT use.

In Mali, the Ministry of the Environment's mission is to preserve forest and wildlife resources and improve the living environment of populations.



Considering the specific challenges and commitments of the Vivendi group

The Vivendi group has identified three specific sustainable development issues related to its production activities and content distribution: youth protection and guidance, promoting cultural diversity, and knowledge sharing.

As a subsidiary of the Vivendi group, the Maroc Telecom group considers these issues when providing maximum network coverage, introducing NTIC into early learning, and developing content that promotes cultural and linguistic diversity.

Like the other Vivendi subsidiaries, Maroc Telecom integrates its contribution to the commitments formalized by the Program for Vigilance, the Program for Compliance with Environmental, Health, and Safety Regulations, the Protocol for reporting environmental and social data, including Vivendi's new obligations resulting in the Grenelle 2 law, into its approach.

A structure of governance dictated by a concern for transparency

Since 2001, Maroc Telecom has adopted a dual structure of governance. In the interest of transparency, it disassociates the management of the company, entrusted to the Management, and the control of this management, provided by the Supervisory Board.

The latter is composed of nine members representing the company shareholders that are the Kingdom of Morocco and Vivendi.

An Audit Committee was established in 2003 by the Supervisory Board in order to advise on accounting procedures governing the group's operation.

The Supervisory Board presents at the General Assembly of shareholders to comment on the Management report as well as the financial statements.



Dialogue with shareholders

The Maroc Telecom group maintains a permanent and constructive dialogue with its different shareholders in Morocco and in the countries of its subsidiaries.

Dialogue with regulation authorities

The telecommunications sector in Morocco and the countries of the group's subsidiaries are regulated by regulation authorities, whose main goals are to control and monitor compliance with respect to the regulations and the fair competition between operators to ensure the harmonious development of the sector. Maroc Telecom and its subsidiaries maintain a dialogue with the regulators on a continual basis, making all of the necessary information available to them.

Communication with shareholders and investors

Listed on stock exchanges in Casablanca and Paris, Maroc Telecom publishes an annual reference document containing detailed information on the group's activities, financial condition, and prospects, and is available for consultation and download on its website. Presentations to investors and financial analysts made by the company, as well as various press releases, are also available online.

Onatel is listed on the Abidjan stock exchange and regularly disseminates accurate and complete information on its activities and results. The Maroc Telecom group published its first report on sustainable development in 2009, which brought together all information relating to the actions taken by the group in the social, societal, environmental and ethical domains in one document.

This report, available on the Maroc Telecom website, is intended for all shareholders and reflects its desire to share its approach to progress in complete transparency.



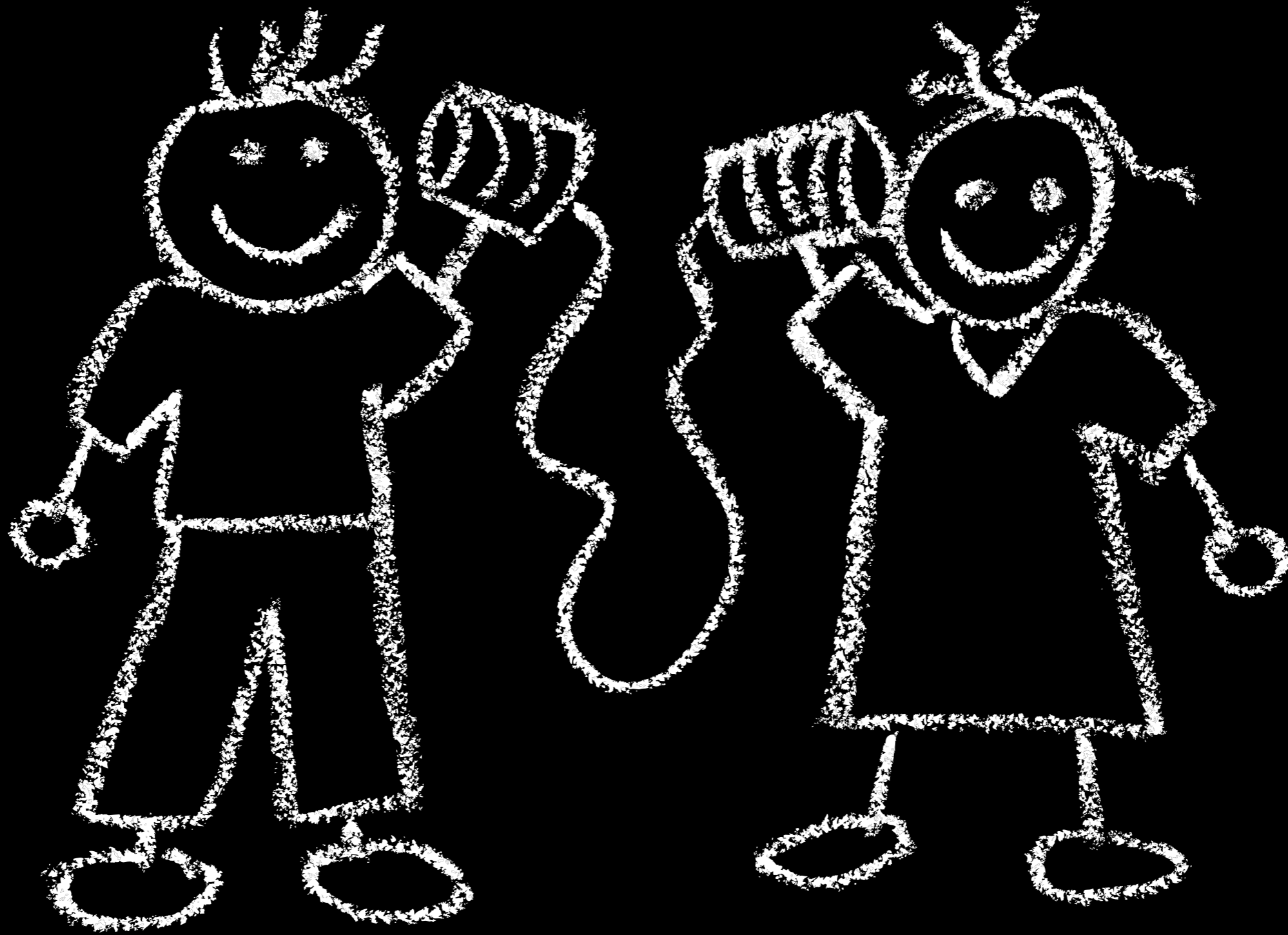
Dialogue with civil society

The group contributes to civil society initiatives, conscience of its responsibility as an important economic and social player.

Maroc Telecom and its subsidiaries are actively engaged, through sustainable partnerships, with various foundations and associations. In Morocco, it is involved in the programs of the Mohammed V Foundation for Solidarity, health preservation (The Lalla Salma Association Against Cancer), protection of natural environments (Mohammed V Foundation for the Protection of the Environment), and even the fight against the digital divide (Mohammed VI Foundation for the Promotion of Social Work and Education Training).

Maroc Telecom is also associated with the evacuation of PCB (polychlorinated biphenyls or pyralene) equipment that presents a potential contamination risk to the environment as part of a program run by the Department of the Environment with financial support from Global Environment Funds (GEF), in collaboration with UNDP and the UN. It also involves its teams in a seminar on Corporate Social Responsibilities by the Moroccan Center for Conjoncture, an independent observatory of the Moroccan economy, specializing in the analysis and monitoring of the economy, forecasting, and impact assessment.

BRIDGING
THE DIGITAL DIVIDE



BRIDGING THE DIGITAL DIVIDE

New Information and Communication Technologies (NTIC) are growing rapidly in Africa, but inequalities remain in the access and the use of these technologies between the countries of this continent and between different communities.

Fighting against these inequalities is a priority for these countries' governments and Maroc Telecom.



“Regarded as a driving force behind the transformation of societies, knowledge plays a dominant role in all human activities. It has become strategic to the point that all concepts of development and progress must be redefined in terms of the ability to create, manage, use and transmit knowledge. And if a society becomes an information society, the economy should become a knowledge-based economy...”

Our main objective should be to build societies based on shared knowledge, and integrate all aspects of socio-cultural and ethical issues of sustainable development...

The priority given to reducing the digital divide, in all its dimensions, is therefore fully justified..”

Excerpt of a speech by Mr. Koïchiro Matsuura (Director-General of the United Nations Education, Scientific, and Cultural Organization from 1999 to 2009), at the Symposium “Building Knowledge Societies: from Vision to Action.” Geneva 2003



The group's investment efforts

In 2010, the Maroc Telecom group once again devoted significant resources to reducing disparities in access to New Information and Communication Technologies. It has notably expanded its network infrastructures and diversified its services to bring these technologies to everyone.

The strategy against the digital divide, in its three geographic, economic and educative dimensions, are focused around three main areas:

- Maximum coverage.
- Increased accessibility to products and services, and their adaptation to needs.
- Expanding access to NTIC for school, administrative, and rural communities.

Maroc Telecom has invested more than 16% of its sales to coverage extension and increased capacity for mobile phones, as well as upgrading its landline network and deploying fiber optics.

6,5

billion DH

Investment Group 2010

In 2010, the investment effort of the subsidiaries represented nearly 41% of their sales and was mainly used to increase coverage and capacity of mobile networks, improve transmission performance and deploy the internet (CDMA, 3G, and ADSL)*

For example, the number of mobile antennas (BTS*) of subsidiaries increased by 38% to cover more than 40 new locations within Mauritania and Burkina Faso.

In 2010, **Gabon Telecom** served 26 remote areas.

Sotelma employed half of the antennas deployed this year up until now to cover rural areas.

Maximum geographical coverage

Maroc Telecom now has a very broad mobile phone network (2G and 3G). Its antennas are spread throughout the country and cover all major towns, roads, urban centers, and municipalities. Almost all rural communities benefit from them. 98.4% of the Moroccan population, spread across the Kingdom, can now access mobile phones thanks to the Maroc Telecom network.

Maroc Telecom provides internet via ADSL and third generation mobile technology (3G). Almost all landlines are eligible for ADSL, and nearly 42% are actually equipped. The 3G network has been extended into the towns. In late 2010, a total of nearly 3 000 NodeB* antennas were put into service, covering 46.4% of the population (32% in 2009). The number of households (comprising four persons on average), connected to the ADSL was nearly \$500 000 at the end of 2010 (ANRT).



The Moroccan network by figures

Mobile

6 532 GSM 2G (BTS) antenna stations
+9,7%
2 993 NodeB 3G antennas
+36,5%

International Internet Bandwidth

60 GB (gigabyte per second)
+ 20%

Fixed fiber optic

24 400 km/ + 11%

Investment

4,3 billion DH made in 2010
16,2% of sales

To this, add the 3G connections that grew by 216% compared to 2009, to reach 549 000. Maroc Telecom has strongly attributed to the increase in the rate of internet penetration in homes, which reached 25% in 2010 (ANRT).

In the most isolated territories, the operator served non-covered rural populations with voice services through 2G and internet, thanks to total technology.



Major contribution to universal service in Morocco

Maroc Telecom is heavily involved in the realization of national projects funded by the Universal Service fund, which finances up to two thirds.

These projects aim to ensure telecommunications services in areas not served by operators, and to promote the use of new information technologies, particularly among young people in schools.

In 2010, Maroc Telecom continued to participate in the Universal Service PACTE (Program of Access to Telecoms), and succeeded at year end with the coverage of 4 414 rural towns. It also responded to a consultation with the National Agency of Regulation of

Coverage of
4414 rural towns

at the end of 2010 in Morocco

Telecommunications (ANRT), to cover 564 additional towns, originally assigned to a third party operator.

Thus, when completed, its contribution to the overall program will exceed 85% of the total.

Development of access in subsidiaries

Mauritel extended mobile phone coverage in remote areas and continued 3G deployment, covering six new locations in 2010. In addition, it completed the installation of 50km of fiber optic cable between the towns of Nouakchott and Nouadhibou.

This equipment, whose speed may exceed 40 Gb/s, is one of the major sections of fiber optic cable put out by Maroc Telecom to connect its subsidiaries to each other (see box pg. 21).

On the Mauritanian side, it already covers more than one million inhabitants. Mauritel has also signed the agreement to participate in the Mauritanian task force to join the consortium that will govern the future submarine ACE cable (Africa Coast to Europe).

It has doubled the capacity of its International Internet bandwidth, which improved the output available to users: up to 7,2 Mb/s for 3G internet and up to 10 Mb/s for ADSL.

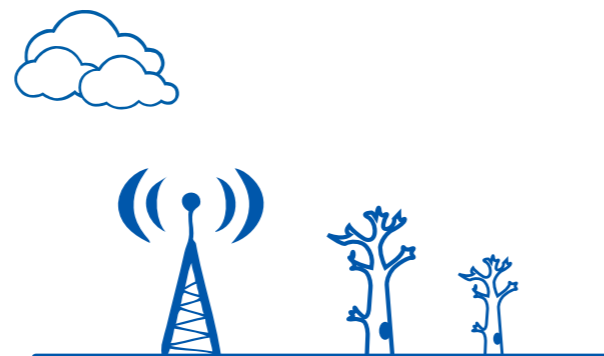
In 2010, **Gabon Telecom** invested heavily to expand and strengthen telephone and internet coverage. It served the new towns of Lambaréné, Mouila, and Tchibanga with ADSL internet and built hertzien links between Libreville and Tchibanga as well as between Libreville and Franceville for transmitting numeric data at high speed.

In Ntoun, Kango, Cocobech and Mayumba, the internet has been implemented thanks to CDMA technology.

In Mali, **Sotelma** continued its major investment program, both to improve the quality of voice and data services in the cities as well as in cities that were previously lacking these services [effacer l'espace devant la virgule] especially those in the north of the country. Thus 246 GSM antenna stations were commissioned in 2010, including 117 in rural areas.



Added to this was the extension of the CDMA network. At the end of 2010, 46 antennas were put into operation, half in rural areas. In the short term, the operator plans to replace the telephone wire in remote areas with this technology that allows access to both the telephone and internet.



The networks of subsidiaries by figures

Nearly 1 800 antenna stations/+38%
 Nearly 200 CDMA antennas/+29%

Internet bandwidth

Onatel: 964 Mb/47.5%
 Mauritel: 620 Mb/+100%
 Sotelma: 310 Mb/+64%
 Gabon: 465 Mb

Investment

2,3 billion DH/+100% more than
 40% of 2010 sales by subsidiaries

In Burkina Faso, **Onatel** continued its telephone service program in rural communities. 333 towns that did not have access to telephones were serviced with fixed telephones as part of this program, including 17 in 2010. The deployment of the internet via ADSL and CDMA technologies continued. 15 new CDMA antennas were put into service in 2010. The number of internet connections grew by 24% to 28 000, half via the ADSL network.



The number of internet connections grew by **24%** Onatel

To support the extension of network coverage and provide the capacity necessary to use NTIC, the internet bandwidth of subsidiaries has considerably increased. It has doubled for Mauritel and increased over 45% for Sotelma and Onatel.

Enhancing the connectivity of subsidiaries

The group launched an ambitious project to connect its subsidiaries in West Africa by a terrestrial fiber optic cable that will link Morocco, Mauritania, Mali and Burkina Faso by 2012. At a length of 5 380 km from Agadir to Ouagadougou, with an output of 800 Gb/s. The construction of the fiber optic cable, some sections of which are already completed, including that of Nouakchott-Nouadhibou, will eventually provide these countries with sufficient capacity to develop their telephone and internet networks. The broadband connection will connect the North with Europe through the various cables that connect the continent to Morocco, the Maroc Telecom Atlas Offshore cable. This will strengthen the connectivity of the subsidiaries with the rest of the world.

- Total length: 5 380 km.
- Length completed at the end of 2010: 3 127 km, 58%.
- The main achievements of this project:
 - Linking Agadir-Dakhla, 1 150 km.
 - Linking Dakhla-Mauritania border (total length: 345 km, length completed: 265 km).
 - Nouakchott-Nouadhibou 500 km.

Enhancing the affordability of products and services and their adaptation to needs

Voice and internet products becoming more and more accessible

To allow everyone access to NTIC and to encourage their use, the Maroc Telecom group offers low cost entry-level products and services. It ensures continuous improvement of this selection with special offers and new features. The year 2010 was marked by a significant reduction in the price of modems and was punctuated by attractive promotions for both Voice and the internet.

In Morocco, lower fees and increased throughput

Telephone...

In 2010, **Maroc Telecom** offered recurring promotions on the price of smart cards enabling mobile telephone access (SIM cards), as well as refills for prepaid communications.

Call durations of post-paid packages were increased for free twice during the year.



The rates for international calls from landlines were reduced by **20%**
Maroc Telecom

For fixed telephones, Phony offers allow unlimited calls at fixed and affordable prices that have contributed greatly to their use.

In 2010, a permanent bonus was added to capped formulas. This bonus offered a free credit for every recharge by card or via the 114.

The rates for international calls from landlines were reduced by 20% and very substantial network reductions were granted to foreign operators on termination rates for calls to the Maroc Telecom network.

Through this effort, French operators have included free calls to Morocco in their packages, which allows Moroccans to more easily communicate with their relatives and friends living abroad.



The internet...

Maroc Telecom leads a movement to facilitate access to the largest segments of the population, be it via ADSL internet or 3G internet. The entry-level throughput of ADSL has increased from 256 kbps to 512 kbps, then to 1 Mbps, and speeds from 1 Mbps to 4 Mbps were doubled with no impact on rates.



ADSL throughputs have doubled without impacting Maroc Telecom's rates

In turn, the subscription prices of 8 Mbps and 20 Mbps broadband have been reduced by 25%. The cost of ADSL modems has decreased. They are free for subscribers, with the entry-level service package starting from May 1st 2010 for 0 DH.

In the subsidiaries, rate offers are adjusted for low-income populations.

In Mali, **Sotelma** has made price cuts and launched promotions on landlines and internet. Promotional sales have reduced some 50% of the cost of connection to wired and ADSL networks to allow a large segment of the population to access landline voice and internet services.

The minimum price of prepaid mobile recharges has been reduced by 80%. The mobile phone promotions have had the effect of reducing the price of a prepaid SIM card over 70% and allowed customers to receive 200% free on prepaid charges.

In 2010, **Sotelma** also launched the CDMA internet offer in prepaid and postpaid, together with 20% promotions at the end of the year.



Mobile technology, stimulating local life

Maroc Telecom group commits all of its innovative capacities to enriching and adapting the contents of its services to the social and

economic needs of all areas of the population to reduce inequalities in NTIC use.



50% reduction in Mauritel modem prices

30% reduction in the cost of installation and internet subscription Onatel

In Mauritania, **Mauritel** reduced the price of 3G modems by 50% and launched a 3G internet offer that allows low-income people to benefit from internet access without contractual obligation.

In Gabon, **Gabon Telecom** made significant tariff reductions for mobile calls while launching the INSTANT offer, which allows charging to the second. As for landlines, the operator introduced INTENSE, the first unlimited flat rate for nights and weekends.

In Burkina Faso, **Onatel** sells phones at a very affordable price, starting from 9 900 FCFA TTC. The price of mobile communications have decreased by more than 50% compared to 2009, and the cost of installation and internet subscription have fallen by almost 30%.

Mobicash

In January 2010, Maroc Telecom was the first operator to launch this innovative service in partnership with two banks, the Banque Centrale Populaire and Attijariwafa Bank. It provides money transfers and payments by mobile phone. These operations are possible even without a bank account.

Mobicash is particularly suited to people without bank accounts or of modest income. It allows them to receive money from relatives*, and to pay their phone bill and electricity without leaving their homes all at a subscription cost of only 20 DH.

* Including international, from Belgium

International recharge transfer

This service allows any person living in France to recharge the prepaid Jawal mobile communications credit on behalf of their relatives and friends in Morocco by purchasing a recharge ticket available in Orange retail outlets in France or on the internet.

SMS info

Maroc Telecom provides this service of practical, useful information, searchable by SMS, to all of its customers: train schedules, prayer times, pharmacy care, weather, etc. New sections are continuously being improved.



Menara.ma, the first bilingual internet portal in Morocco with over 2.1 million yearly visitors, publishes useful and practical information that facilitates access to information, knowledge, education and employment for all kinds of internet users.

This portal has been expanded during the year by the launch of the Yellow Pages and a website dedicated to real estate, Menara Immobilier.ma. The latter offers sellers a way to manage their listings and buyers a way to find descriptive and detailed listings as well as map search tools.

Nomadis, Intra-group roaming

Maroc Telecom group strongly encourages solidarity initiatives among its subsidiaries. The Nomadis offer, launched in 2010, allows all customers in one group to call at the same domestic price and to receive calls for free when roaming in Morocco, Mauritania, Burkina Faso, Gabon, and Mali.

Expanding NTIC access for all communities

By engaging with public authorities in widespread ICT programs, Maroc Telecom has contributed to the promotion of new technologies, particularly among those who have limited access, such as school and university communities, administrations, and rural populations.

1 092

establishments
connected
in ADSL by
Maroc Telecom
Genie 2007-2009



School and university communities

In addition to price reductions granted to school communities for ADSL access, **Maroc Telecom** continued its contribution to national programs in 2010 Genie, Nafid@ and Injaz:

Maroc Telecom connected 1 092 in the first phase of engineering from 2007 to 2009 schools with ADSL internet access and a filtering solution to protect students from sensitive content on the internet.

As a main contributor to this program, in 2010 it awarded 204 additional schools with ADSL internet and filtering solution equipment. It was also responsible for providing them, as well as the 192 schools that had already been connected to the internet during the first phase of the program, with multimedia equipment. Almost half of these 204 schools were in rural areas.

E-learning



Maroc Telecom Telecom has also been involved from afar in a training project concerning interactive tools and school health services, in conjunction with the Ministry of Education and the Rhamna Foundation for Sustainable Development. A total of 347 schools were affected.

Mauritel is the partner in charge of ICT for



GENIE (Generalisation of ICT in Education)

This program, initiated by the Ministry of Education with the participation of ANRT, aims to promote, facilitate, and develop an educational culture that promotes the integration of ICT in teaching and learning.

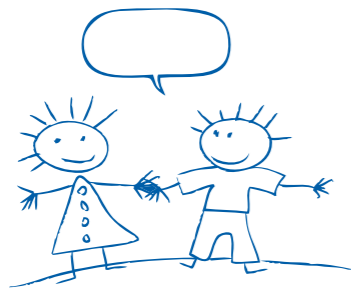
The infrastructure component of the program is to connect schools to the internet. They are also equipped with multimedia rooms. Nearly half of the connected schools are in rural areas.

The program, consisting of three phases, the second of which was funded by the Universal Service Fund, has been completed.

the organization of two events that are made up of young people using new technologies. The World Telecommunication and Information Society Day and the ITC Caravan. In 2010, the latter moved around to several schools in the capital.

Equipped with laptops and a 3G connection, the caravan was led by trained volunteers introduce more students to internet use and computer applications such as word processing and email.

Sotelma created several cyber centers in



different villages in Mali, where it organized several internet training and initiation days, especially for younger children.

In 2010, in partnership with a cultural television program involving students from 146 elementary and high schools, Sotelma organized activities in these institutions to popularize these new technologies and teach students how to use them.

Nafid@ in 2010

Nafid@ is a program launched in 2008 by the Mohammed VI Foundation for the Promotion of Social Work and Education Training, which allowed teachers to equip themselves with laptops and have internet connections at affordable prices thanks to subsidies from the Universal Service Funds, the Foundation and telecom operators.

The number of **Nafid@** connections provided by Maroc Telecom at the end of the year was 112 119.

INJAZ in 2010

INJAZ is a program for second university cycle students in the fields of engineering, science, and ICT. It provides beneficiaries with access to high speed mobile internet access and a laptop. It is funded by the Universal Service Fund and the operators. By the end of 2010, the number of students equipped by Maroc Telecom in the INJAZ program was 11 646.



Administration

Maroc Telecom has partnered with national E-government programs, such as electronic identity cards, biometric passports, or online tax payments with the goal of modernizing the administration and local communities through ICT and to better serve citizens and businesses. Several departments have been accompanied and advised by Maroc Telecom in the selection of a suitable network infrastructure and in its implementation.

83%

of communities served by the PACTE program benefit from discounted Maroc Telecom packages

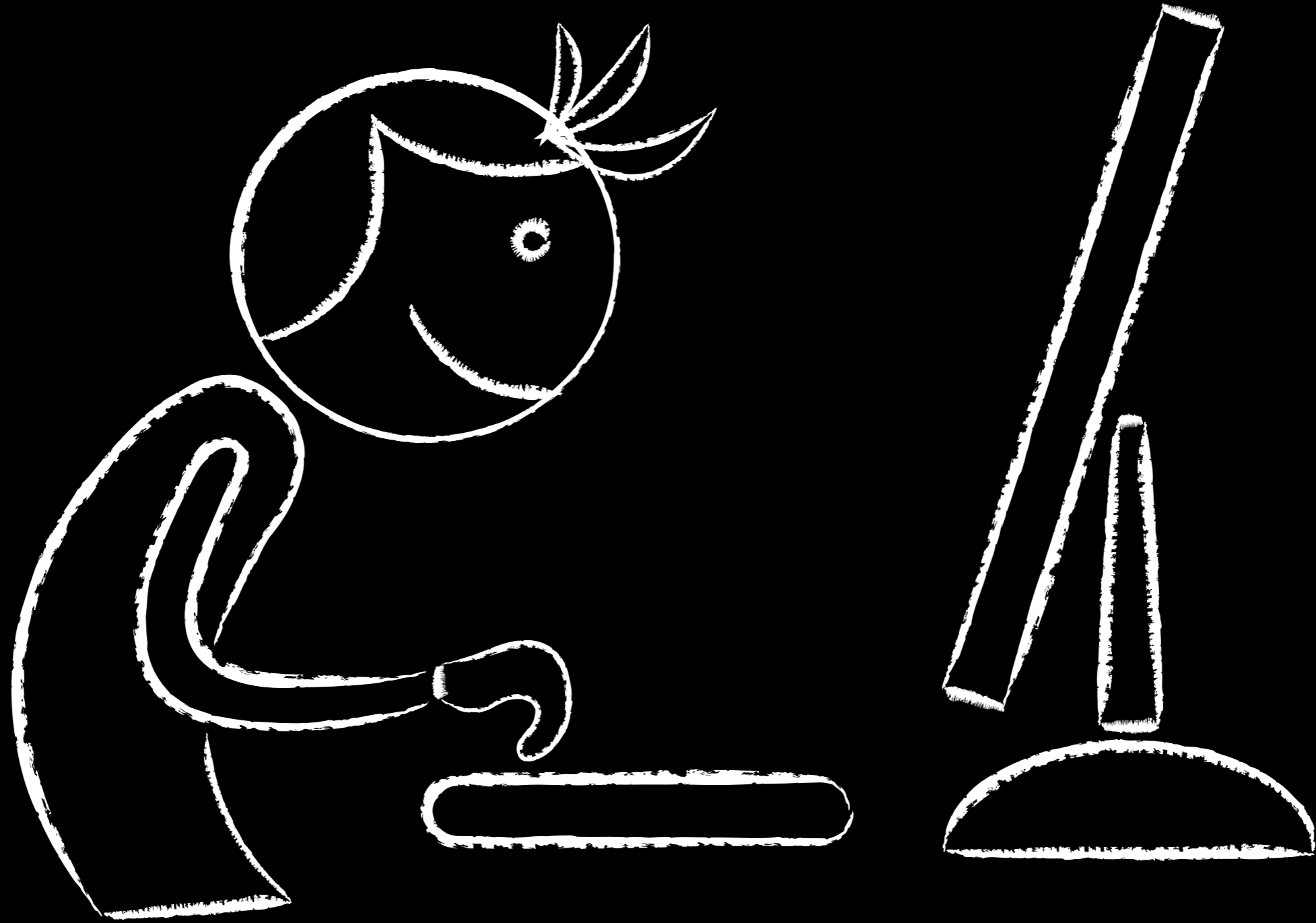
Rural communities

Maroc Telecom supports the implementation of the PACTE program's so-called "displaced" sales that enable people in rural and remote areas to benefit from entry-level packages at low rates without having to leave their homes.

Maroc Telecom participated in the 6th edition of the International Agriculture Exposition in Meknes, where it is one of the main partners. On this occasion, it offered mobile packages designed especially for farmers.



SUPPORTING
DEVELOPMENT



SUPPORTING DEVELOPMENT

Ensuring the availability of ICT everywhere and for all; this is the priority placed at the heart of Maroc Telecom's activities and those of its subsidiaries, whose contributions to strengthening economic and social fabric are multipurpose. The group's activity has direct positive impacts on the economic development of territories. It has a practical application in companies, business partners, and even young people. Its social commitment, through its own initiatives or through patronage or sponsorship, helps to improve the well-being of populations.

- The involvement of the group means:
- Supporting local economic development and contributing to employment
 - Taking the expectations of young people into account and promoting training and talents
 - Encouraging cultural and linguistic diversity
 - Commitment to the welfare of the local communities

Supporting local development and contributing to employment

The role of the Maroc Telecom group in local economic development and its contribution to employment are crucial. The impact of telecommunications on the structure of economic fabric and business performance is reinforced by the care taken to develop quality services that truly meets its customers' needs. The choice of a seamless distribution network and the use of local businesses for the purchase of goods and services are other vectors of local economic and employment development.



New information technology accelerates economic and social progress. According to ITU experts, a 10% increase in teledensity and broadband penetration results in an additional GDP growth of around 0,7% and 1,3%, respectively.



A substantial contribution to the performance of companies

The use of ICT in a company optimizes its internal functioning as well as its relationships with its external partners. It guarantees sustainable development by continuously improving efficiency and giving it the means to open up to the global market.

72% decrease in mobile communications with the "Optimis" offer

Improving business competitiveness

Maroc Telecom has taken on the challenge of increasing companies' competitiveness and performances by offering reliable telecommunications and ICT access at competitive prices. It offers a complete Mobile, Landline, and Data plan with solutions tailored to their specific needs. It is the same with the value-added IP VPN network, a very high quality data communications infrastructure, constantly updated with new services.

In 2010, the prices reviewed fell substantially. The decrease of mobile communications, for example, reached -72% with the "Optimis"

offer, and even -52% for international calls with the International Privilege Option.

Optimis

A full mobile offer, well-liked by companies because of its benefits, such as per second billing from the first minute, possibility of capping the mobile line of an employee, unlimited use of the inter-fleet, free 3G 512k internet access, lower international rates, etc.

Foster employee collaboration and mobility

For the performance of a company and that of its employees, it is equally important for them to be able to communicate easily with each other and be connected with their outside environment, including on an international level. Thanks to the quick development of its 3G internet network, Maroc Telecom meets businesses' specific needs by providing them with unlimited offers in mobile telephones and mobile data access with favorable pricing conditions.

For its part, **Mauritel** supports businesses by providing plenty of grants such as capped plans, unlimited inter-fleet calls 24/7 to all destinations, accompanied by 50% free credit with its CUG service (Closed User Group).



Sotelma, has adapted to business use with the new "Business Rechargeable" services, which grants preferential rates and the possibility of a ceiling for subscriptions of five lines or more, and the "Prestige", which offers special, very competitive inter-fleet rates for ten or more lines.

Supporting small and mid-sized businesses

In order to participate in modernization and improve their productivity, **Maroc Telecom** has made special efforts to facilitate access to high speed SOHO/SME telephone and internet.

In 2010, all while renewing the attractive rates of the Business Go offer for SMEs in their first six months of existence, it began offering special company promotions for professionals, such as unlimited inter-fleet calling.

For these small businesses, it also launched the Triple Play MTBox Pro, an offer involving telephone and ADSL internet with value-added service included (Emails, web-hosting, etc.) and a TV package made up of 25 channels.



Participation in local economic development

By outsourcing, **Maroc Telecom** group is also involved in economic development by giving local companies everything they need outside of their core business.

The operations subcontracted by Maroc Telecom are particularly concerned with building maintenance and security, civil engineering {insérer virgule} and cabling. Professional use cars are leased and maintained by specialist companies.

Intellectual services in computer engineering and consulting are also entrusted to external partners. The number one advertiser in the country, **Maroc Telecom** uses only communications agencies, production houses, and local printers.

It also encourages the local economy by purchasing supplies and equipment on site, which it does for almost all of the company's office equipment.

Mauritel also outsources activities such as the call center, telephone line installation, and tower maintenance.

More than four local companies have contractual relationships with the operator.

In 2010, **Sotelma** outsourced new services such as network maintenance, civil engineering, wiring and maintenance of air conditioners that were added to the cleaning and security activities that were already assigned to local businesses. The number of beneficiaries grew from 10 in 2009 to 31 in 2010.

Onatel did the same for cleaning, security, wiring, maintenance and computer servicing, now fully outsourced. In 2010, Onatel solicited the services of 48 local companies.

Gabon Telecom uses 11 Gabonais companies to ensure the provision of cable access networks, maintenance of environmental equipment of technical facilities and maintenance and security of the premises (cleaning and security).

40 local companies have contractual relationships with Mauritel

An ever-expanding distribution network

The group relies on a very large network of distributors and retailers, and this interest is twofold: it satisfies the requirements of customer proximity even in the most remote areas, and supports them through local economic activity.

In Morocco, the network of retailers increased significantly during 2010 from 60 000 to 72 000 outlets.

It separates the country into smaller communities where it provides jobs.

The phone shops also offer a substantial contribution to regional economic development. The 42 526 present throughout the area offer fixed telephone lines, and for over 27% of them, sales of packages and Jawal recharges.



In Morocco, the network of retailers increased considerably during the year

2010



Cyber cafes or cyber centers not only promote the development of commercial activity, but are frequently visited and very user-friendly places that provide access to the internet and communication.

In Morocco, 76% of Moroccan internet users connect in cyber cafes. Maroc Telecom has provided internet access to over 1 700 cyber cafes. In Mali, they are also places of internet initiation and training.

The new distribution network of Revendeurs Plus

Revendeurs Plus benefits from the support of Maroc Telecom for 50% the cost of furniture, training, and the façade of their commercial premises.

For their part, they are committed to marketing only Maroc Telecom products.

They receive a fixed monthly premium in addition to the normal margin paid on the sales of products and services.

In April 2011, 32 “Revendeurs Plus” were operational.

In Mauritania, the number of direct retailers under contract with **Mauritel** increased from 200 in 2009 to 270 in 2010. More than 1 000 street vendors and traders also sell Mauritel products.

In Burkina Faso, **Onatel** operates a distribution network that increased over 50% in 2010. Add to this the telephone centers (telephone shops), and cyber cafes that contribute significantly to reducing unemployment in the country.

In Gabon, **Gabon Telecom**'s trading partners have multiplied. At the end of 2010, there were about 300 wholesalers, 6 000 retailers, 87 street vendors and 3 000 phone shops selling the operator's products and services.

In Mali, **Sotelma** reorganized its distribution network and recruited over 10 000 retailers under contract in 2010.

It has also reached an agreement with a distributor in partnership with a local bank and the Agency for Youth Empowerment in Mali (APEJ). This partnership has enabled the funding of a distribution network that now has 23 sale points. The guarantee on the credit is insured at 80% by the APEJ.



Supporting business creation

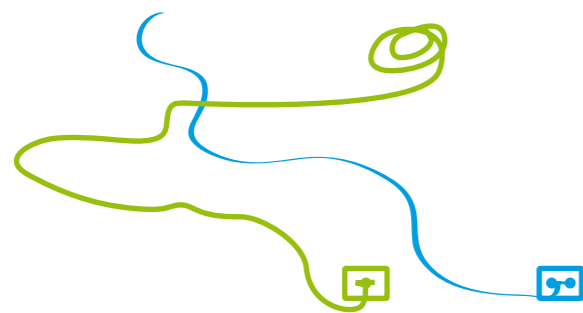
Supporting young entrepreneurs wishing to start their own business but who lack the necessary resources is what inspired **Maroc Telecom's** mission in business creation (MT2E).

The MT2E was born in 2005 as part of the National Initiative for Human Development launched by King Mohammed VI. It was created jointly by the Vivendi group and Maroc Telecom. They have each contributed one million euros in funding to help the young unemployed who are eager to start their own businesses.

The entrepreneurs are assisted during the creation of their business plans and during the first several months of their company's life. Interest-free loans are granted to them in amounts of up to 100 000 dirhams.

The most diverse activity sectors are included, such as agriculture, solar energy, new information technologies, the food industry, etc.

The **Maroc Telecom association is on a mission to support young entrepreneurs in starting their own businesses.**



Employment as a priority

Job creation is a major national issue, as much in Morocco as in the other countries where the group is situated.

The group, which has 13 942 employees itself, has encouraged the growth of many strong job-creating sectors.

In Morocco, it is the source of over 120 000 indirect jobs among retailers, in phone shops, cyber cafes and subcontracting companies. By proving to be a very reliable, competitive, telecommunications infrastructure, **Maroc Telecom** has promoted the rapid growth of call centers and offshoring activities, a sector that generated around 45 000 jobs at the end of 2010.

Maroc Telecom participates annually in numerous forums in Morocco and France to recruit graduates into the company's various jobs.



In Burkina Faso, **Onatel**, who has more than 1 200 employees, created, thanks to call center activities, cyber centers and indirect sale, more than 31 000 jobs.

At the end of 2010 in Gabon, nearly 10 000 people worked in **Gabon Telecom** production and service distribution.

In Mali, **Sotelma** strengthened its teams by recruiting low-level employees in fixed-term contracts (CCD).

Should they prove successful during the probationary period, their contract will be transformed into a permanent contract.

120 000

indirect employees
in Morocco

Menara JOB

The Menara Job portal developed by the Casanet subsidiary of Maroc Telecom has been designed to facilitate the job search. At the end of 2010, nearly 15 000 companies were registered to upload their offers and nearly 35 000 candidates will have published their CV. By accessing their Menara Job profiles, they will be regularly informed about new offers that match their profiles.

Taking the expectations of youth into account and promoting training and talents

Maroc Telecom's activity is both direct, through its content offerings, and indirect, through its active involvement

Youth-focused content

Universal Music Mobile

Launched in November 2010, this package designed for young people is the result of a partnership between Maroc Telecom and Universal Music, the world leader in music, and MTV, the most popular music channel in France.

Oriented towards music and popular youth interests, this package allows them to view the latest music videos on their mobiles, have unlimited access to four MTV channels, and the ability to call and text their relatives and friends, all for less than 100 DH.

Community Services

Maroc Telecom is developing offers that promote dialogue among young audiences. One example of this is the Windows Live Messenger mobile platform and entertainment services like MobileZone. In addition to a catalog of multimedia content and information, the latter offers Mobile TV service through Universal Music.

In 2010, over 1 300 new additions were added to the MobileZone catalog.

Moderation Plan

To protect these young users, the content of the services designed for them are rigorously selected and continuously monitored.

Thus, SMS-MMS zone chat service moderating was set up to block messages of a violent or pornographic nature, as well as those threatening human dignity.

in general interest projects through partnerships with civil society.



Menara Junior

Developed by Casanet, this educational and entertaining section is accessible for children and preteens in the Menara portal, all while being fully protected from any harmful content. It offers them a range of activities and games. In 2010, Casanet joined the Moroccan UNICEF office to further enhance its content. The portal promotes this organization's cooperation program with Morocco. For its part, UNICEF is working on two levels: it provides Menara Junior with its documentary funds and strengthens its teams' skills in the fields of child rights and journalism ethics.

Training support

The Maroc Telecom group is investing heavily to promote youth training and emerging young talents.

The Maroc Telecom Association for Business Creation manages a fund which is supported by annual fees that members of the Maroc Telecom Supervisory Board unanimously waived in order to financially support deserving Moroccan students from disadvantaged backgrounds.



Maroc Telecom supports students and rewards young graduates

For 2010-2011 and for the fifth consecutive year, fifty grants were awarded to students whose families cannot support their studies. These grants fund up to five years of higher education. The award decision is based on academic performance, selected training courses (science, finance, marketing, or legal), and family income.

- Candidate selection is done in collaboration with the Ministry of Education, Higher Education, Professional Training and Scientific Research. This selection also takes balanced geographical distribution into account. To date, the association has awarded 226 scholarships. Six of the recipients continue their studies abroad.

This association also awards an annual prize to 80 upward bound graduates of all undergraduate courses. In 2010, the ceremony was attended by MM. Ahmed Akhchichine, of the Ministry of Education, Higher Education, Professional Training and Scientific Research, who used the occasion to praise the initiative and involvement of Maroc Telecom, "who are examples of what can be done in the private sector to support and relate the efforts of the State in matters of education and training."

- Also invited were the first recipients of the association, who received their award in 2006/2007 and have just finished their graduate studies. Since 2006, 406 awards have been distributed.

Promoting young talents

Maroc Telecom regularly uses young actors for its commercials and helps them establish their reputations. That's how, in 2010, it called on two young Moroccan twins, Safa and Hasnaa Raïs, for a spot on 3G internet, and to Hicham and Rachid, two comedians, who helped launch the "Mobile Payment", Mobicash, and acted in all of that year's Jawal promotional spots.

Sponsorship is another way for Maroc Telecom to support young talents. In 2010, it was a partner of the Morocco Cultures Association for the "Generation Mawazine" contest, and by extension, the El Mouja party. The contest brings together new artists and annually awards a new musical talent.

In 2010, three musical genres were awarded: Rap/Hip Hop, Fusion and Electronic Music. For its first edition, the El Mouja party brought together the Generation Mawazine winners and over 18 groups from the new Moroccan scene.

The show, held on the Sale beach, lasted 12 hours and allowed little-known young artists to perform on stage in front of a large audience.



It is also to promote the discovery of young, promising talent that **Maroc Telecom** is engaged with the Mohammed VI Football Academy, whose main purpose is to train talented young Moroccans and reconstitute the national sport heritage. The Academy welcomed its first class in September 2009. In late 2010, nearly 50 young players were selected in several cities of the Kingdom for high-level training and to become part of the group of Football stars.

International Film Meetings under the tent

In 2010, Maroc Telecom supported the "International Film Meetings under the tent" in Ouarzazate as part of its social responsibility program, Create Joy. The Vivendi group was an official partner of the event.

This event brought together 250 students enrolled in film courses from Morocco, Burkina Faso, Tunisia, Canada, Spain, the United States and France and helped enhance the students' knowledge of the Specialized Institute of Cinematographic of Ouarzazate and publicized this town's movie studios to other schools.



50

young players were selected by the Mohammed VI Football Academy in 2010 for high-level training

In 2010 in Burkina Faso, **Onatel** sponsored the Festival of Arts and Culture, a contest that aims to boost cultural initiative in schools and rewards the best performance of young Burkinabe students in various artistic and cultural fields.

Sotelma was a partner of the television show "Case Saga", which aired on a Pan African channel and was a breeding ground for young talents from different countries who competed in a musical competition.

Gabon Telecom supported the Festival of Music in Port-Gentil (FEMUPOG), designed to promote young talent (writers, composers, singers) in Gabon.



Encouraging cultural and linguistic diversity

“Culture creates a rich and varied world which expands the range of choices and nurtures human capacities and values, and therefore is a mainspring

for sustainable development for communities, peoples and nations,” according to UNESCO.

Increasingly diverse content offerings

Maroc Telecom’s ADSL TV contents are very diverse, ranging from information to entertainment, to sports and children’s channels. Seven different languages are used to broadcast programs: Arabic, French, Amazigh, English, German, Portuguese and Spanish. A free package is part of this offer which includes nine national channels and twenty foreign channels.

Maroc Telecom wanted the mobile phone to be adapted to all communities. In 2007, it was the first in Morocco to develop and market mobile phones using an interface in the Amazigh language. This was added to the already widespread Arabic/French bilingual interface.

**Maroc Telecom,
the first in Morocco
to offer a mobile
phone with
an Amazigh
interface**

The content of 19 local and international channels is also available via mobile, thanks to Maroc Telecom’s TV Mobile offer. All customers, even those who have a prepaid plan, can benefit from it at the cost of 60 DH per month.

In 2010, Maroc Telecom integrated seven new channels into its packages free of charge: 4 CANAL+ (CANAL+, CANAL+ Cinéma, CANAL+ Family & CANAL+ Décalé) , 13ème Rue, SyFy and Boomerang.



shows repeats of programs shown on CANAL+.



specializes in investigative and crime dramas. Also offers fantasy, paranormal and suspense programs.



an NBC Universal channel devoted to fantasy and science fiction.



dedicated to showing Hanna-Barbara cartoons (Popeye, The Pink Panther, etc.).



Supporting various forms of culture

From music and poetry to film and preserving cultural heritage, there are hardly any areas where Maroc Telecom is not involved.

In the summer of 2010, **Maroc Telecom** once again organized free Jawla concerts where local, national and international artists performed for the pleasure of hundreds of thousands of spectators.

The most varied musical genres were performed side by side, such as “chaabi” (popular local music), rai, Andalusian music, fusion, hip-hop and oriental.



Maroc Telecom, partner of the Morocco Blog Awards

This event annually recognizes the most talent Moroccans who develop and enhance web content. In 2010, eight categories were awarded, including Best Bloggers, Bloggers and Twitterers of the Year, and the best articles, photos, search engines and online news sites. A trophy was also won by the creators of a Facebook group.



Jawla 2010: Some figures

Concerts every night on the beaches of Saïdia, Al Hocima, Nador, Martil, Madiqa, Tangier, Casablanca, Rabat and Agadir and a tour in the towns of Laâyoune, Ouarzazate, Errachidia, Meknès, Béni Mellal and Khémisset.

- A total of 467 concerts took place between June 15th and August 21st.
- More than 3 000 artists were invited to perform.
- Approximately 4 500 000 spectators (up to 400 000 people in a single evening).

Maroc Telecom has also continued to support some of the biggest festivals in the Kingdom that promote the various artistic expressions of Morocco and elsewhere: the Mawazine Festival in Rabat, the Sacred Music Festival of Fes, the Festival of Popular Arts in Marrakech, the Amazigh Festival of Tangier, and the Women's Voice Festival in Tétouan.

It also encourages cinematographic art in all its diversity through its partnership with the International Film Festival of Marrakech, and the International Auteur Film Festival in Rabat, two events which show the Moroccan public national and international films that have virtually no other opportunity to be screened in the country.

Maroc Telecom also supports cultural infrastructure. That is why it is also sponsoring the Mohammed V theatre in Rabat and in 2010, funded the completion of the Haut Atlas museum virtual tour.



Mauritel was the main partner of the International Poetry Festival held in Nouakchott in 2010 which brought together Mauritanian and Arab poets.

In 2010, **Sotelma** supported the city of Sikasso in organizing the arts and culture biennial in Mali. As part of this event, eight regions competed in different artistic fields, such as singing, theater, and dance. Sotelma was also the partner of the concert for the fiftieth anniversary of Mali's independence, with the participation of Moroccan artists Hamid El Kasri and the group Hoba Hoba Spirit alongside twenty Malien artists, such as Salif Keita, Oumou Sangaré, and Amadou and Mariam.

Gabon Telecom sponsored the "Fiftieth Anniversary Caravan" in partnership with the Ministry of Communication, designed to promote the cultural heritage of all the provinces of Gabon.

Committed to the welfare of communities

For the **Maroc Telecom** group, being involved in social and human development in the countries where it operates is a requirement and a reality. Its policy is to encourage national initiatives guided by concern for

general interest and well-being. With this in mind, the group sponsors sports clubs and is open to civil society initiatives, particularly in the areas of health, education and environment.

A strong commitment to sport

Maroc Telecom contributes to the development of national sport, with whom it shares its core values: team spirit, solidarity, discipline, perseverance, and self-confidence, and it also advocates these values within its subsidiaries.

Maroc Telecom encourages two very popular sports, football and track, through its long partnership with the Royal Moroccan Football Federation and the Royal Moroccan Track Federation.

In both cases, Maroc Telecom has focused on long-term support, knowing that results can only come from long-term commitment.

Moreover, each of these organizations puts the detection and training of young talents at the top of their priorities.



The Maroc Telecom Football school

The Maroc Telecom Football school was founded in 2001 for the training of children aged between 6 and 12 years. Since then, the age limit for students has increased to 16-17 years and their number has now reached 200. The school's mission is to teach children basic football training in the fashion of the big training clubs, as well as the rules of discipline, teamwork and respect for others. The training and matches are held twice a week, supervised by a staff of experienced coaches. A true breeding ground for clubs in the capital and other clubs, many young talents trained by the school have joined first and second division teams. Some are being tested at the Mohammed VI Football Academy and two passed the tryouts for French teams (Paris Saint Germain and le MANS).

Maroc Telecom is involved in other sports partnerships as well. In particular, it is the official partner of the Hassan II Golf Trophy, and since 2010, the Lalla Meriem Women's Golf Cup. It is also a partner of the Royal Moroccan Federation of Equestrian sports, which promotes traditional riding arts through the Hassan II Trophy, as well as the Royal Federation of Jetskiing and Water Skiing.

Gabon Telecom organized public screenings of 2010 World Cup matches in Libreville and Port-Gentil to allow more people to follow this international event.

Sotelma sponsors twelve sports federations through a partnership with the Olympic Committee of Mali.

In 2010, **Mauritel** was the official partner of the national tennis tournament and the President of the Republic Target Shooting Cup, which allows teams who are affiliated with the Mauritanian Traditional Target Shooting Association to compete with one another.

Onatel has its own sports club, AS ONATEL, for Taekwondo, Judo, and cycling. The members of this association benefit from a modern infrastructure for practicing these sports, as well as incentive pay. AS ONATEL has given talented athletes the opportunity to be discovered and join national teams.

Continued support for humanitarian causes, health, and environmental protection

Recognizing that sustainable development is linked to progress made in these areas, for many years Maroc Telecom has invested in education, solidarity, health, and the environment.

In 2010, Maroc Telecom continued its commitment to several national foundations and associations.



- The Mohammed V Foundation for Solidarity supports people in precarious situations and acts for the sustainable development of populations. Founded in 1999 under the chairmanship of King Mohammed VI, the foundation has established more than 620 social centers for the benefit of children, the disabled, women, girls and youth, over 60 hospitals and clinics, and has directed more than 130 sustainable development programs (improvement of basic infrastructure, literacy, vocational training, etc.).
- The Lalla Salma Association against Cancer aims to ensure equal access to health care for all people fighting this disease. It gives them the necessary support and contributes to the development of cancer centers. This association also supports medical and scientific research in the field.



Maroc Telecom also supports organizations and associations working for the Defense of Human Rights, such as the Advisory Council for Human Rights, the Benzekri Foundation through MATI, and the Association of Moroccan Telecommunications Cperators.

Each year, **Maroc Telecom** helps with the Clean Beaches program led by the Mohammed VI Foundation for Environmental Protection. In 2010, Maroc Telecom was involved in cleaning 12 beaches in the Tangier-Tetouan area and conducted environmental protection awareness campaigns. Thus, the Blue Flag seal of approval, which guarantees good environmental quality, could be renewed on the beaches of Achakar (Tangier) and Riffyine (Fnideq), and the Sol beach was able to benefit for the first time.

In 2010, **Maroc Telecom** also supported the Heure Joyeuse Association, which is involved in human development through its activities in the fight against infant mortality and school dropout and to reintegrate street children into their families and schools.

Aside from the "Sidaction" program in 2010, which provides financial support for national programs to fight against AIDS, Maroc Telecom has set up a hotline and an SMS number to collect donations.

Gabon Telecom sponsored the World Day Against Aids, in collaboration with the Ministry of Health and Social Affairs.

Sotelma participated in vaccination campaigns against malaria and the World Population Day, designed to fight against poverty.

Mauritel gave donations for mosquito bed netting to fight against malaria and set up a Ramadan 2010 operation that supplied lunch packages for around 2 000 needy fasters.

Onatel gave donations for the opening and restoration of the Community Health Centers in Burkina Faso and helped build a primary school in the KénéDougou province.

■ ACTING AS A RESPONSIBLE
BUSINESS



ACTING AS A RESPONSIBLE BUSINESS

For several years, Maroc Telecom has adopted a responsible business approach that has expanded its affiliates. It is based on both a social and economic commitment to customers, employees and suppliers, and on vigilance in respect to environmental protection. The group's priorities are:

- Preserving and strengthening the relationship of trust with customers.
- Generalizing responsible practices with business partners.
- Promoting and developing the company's human capital by ensuring employees' skill development and well-being.
- Reducing the environmental footprint.

A relationship of trust with customers

A high level of transparency and quality in services

In 2006, **Maroc Telecom** issued a code of ethics for all employees that reminds them of the common professional attitude to adopt within the business.

A charter was sent to the sales team defining the rules of conduct in respect to behavior, listening, customer service and protection of personal information.



Mauritel has created an archive to preserve pre-paid customers' records

At the same time, quality, information and security management systems meeting ISO standards have been developed and certified for all activities: marketing, sales, support, installation, after-sales service, billing and collection.

Maroc Telecom maintains and preserves the relationship of trust that it has always had with its customers because it puts information quality and security at the heart of its concerns.

ISO Certifications



The first ISO9001 certification, awarded to Maroc Telecom in 2004 by the internationally renowned body Det Norske Veritas (DNV), was renewed for the second time in 2010 (ISO 9001/2008 version) after an audit renewal.

In 2010, Maroc Telecom had its ISO27001/2005 certification renewed again, ensuring that all of the company's sensitive data is protected, including customers' personal information. Surveillance audits are conducted annually to verify the the compliance of the company's activities to the standards of these certifications.



In 2010, the overall quality approach was extended to the group's Sub-Saharan branches. They began the project in February and were accompanied by Maroc Telecom who used its experience to help them. In the last quarter of the year, **Gabon Telecom**, **Mauritel**, **Sotelma** and **Onatel** were awarded ISO 9001 certification. The subsidiaries have also integrated the need to secure their IT information systems and archiving to better protect their customers' information and have set up corresponding activity plans.



Sotelma completed the overhaul of its business that included an IT traceability function allowing them to track all transactions for all conducted consultations or modifications.

Mauritel has created an archive to preserve pre-paid, post-paid, mobile and fixed customers' records. Access to this center is strictly controlled.



A customer relationship that emphasizes clarity

Maroc Telecom attaches great importance to the readability and understanding of its advertising by the wider public. Thus, the advertisements related to pre-paid Mobile use colloquial Arabic and in some cases, Amazigh.

Maroc Telecom's pricing plans are regularly upgraded in order to facilitate understanding of communication costs. For the sake of simplification, the same rate is applied to calls to the various international operators, both in peak and non-peak hours.

An invoice combining Landline and internet was gradually introduced in 2010 to help customers more easily manage their subscriptions and reduce the volume of paper dedicated to billing. Without going to outlets, they can pay their bills using the online payment service offered by Maroc Telecom.

For their part, call centers specialize by product (Landline, Mobile, Internet), and their role is to inform and assist the customer market. With regard to companies, a dedicated call center provides service with a single access number. Since 2010, customers can manage their own activation of certain services via IVR or the internet portal, known as "Selfcare."

Awareness of health issues related to mobile use

Maroc Telecom strictly adheres to the standards for electromagnetic wave emission as defined by the ANRT, which was confirmed by the inspections carried out by the controller.

In addition, a procedure to measure the electromagnetic field was set up in Maroc Telecom in 2010.

Training has been deployed in all regional divisions and equipment was provided to perform these tests. The field was measured at close to 250 antennas and results were below the 80% threshold as defined by the World Health Organization (WHO).

Maroc Telecom maintains a constructive dialogue with the local residents who wish to inquire into the matter, especially when setting up new antennas.

An information package with the regulations, certificates of compliance on material suppliers and test results of measurements are available to them in the regional departments and trade delegations.



Responsible practices with business partners

Maroc Telecom provides the same commercial terms to retailers regardless of their amount of sales, excluding wholesalers and Revendeurs Plus (see page 37). These provisions ensure that the sustainability of this activity contributes significantly to local economic development. The panel of subcontractors is continually renewed through a transparent procurement process that ensures that each supplier can secure deals with Maroc Telecom. By choosing to pay vendors whose sales do not exceed 10 million DH immediately and without delay, Maroc Telecom promotes the development of medium sized enterprises.

In 2010, provisions related to sustainable development issues have been incorporated into all contracts for service providers, forcing companies to respect human and domestic labor rights and minimize the impact of their activities on the environment to establish contracts.

Clauses relating to respecting Maroc Telecom's code of ethics have also been added. Compliance with these provisions may result in an audit by Maroc Telecom.

Sotelma establishes partnerships with local businesses that meet the national labor code.

Gabon Telecom requires its contractors to provide insurance for all employees, covering the consequences of accidents and risks associated with their jobs.

Mauritel verifies the employer's contribution to the social security fund of companies that respond to their offers before drawing up contracts.



Promoting the company's human capital

In 2010, the Maroc Telecom group consisted of nearly 13 942 employees. Knowing that the telecommunications business is changing very rapidly and aware of the role that human capital plays in a company's performance, the group places great importance on the professional development and fulfillment of its employees.

It values its human resources and ensures their well-being by:

- An on-going assessment of skills and training suitable for all trades.
- A proactive approach to continuously improving working conditions.
- A regular dialogue on social benefits that addresses employees' priorities.

No discrimination on the basis of gender

Maroc Telecom promotes equal opportunity and professional equality within the company, both in recruitment and professional development. Women represent 47,6% of the new employees with a tenure of less than five years.

They hold executive jobs in support activities, production, sales, administrative management, project administration and supervision, where they represent 29,3% of the total workforce. 14,4% of managers are women in positions as commercial agency directors, department managers, division managers, and directors.

Skills assessment and regular training for employees

The annual progress interview was set up by **Maroc Telecom** to allow each employee to discuss, with their superior, their past year's successes, the main challenges they met, and to define the current year's expected goals. It also assesses the level of control over the employee and discusses their expectations. The annual progress interview (EAP) was also introduced by Sotelma as a new tool to assess skills and manage its employees' careers.

Training is essential to enable new employees to grow and adapt to their environment and to the new demands of their jobs and missions.

Maroc Telecom has two training centers, in Rabat and Imouzzar Kandar, with twenty dedicated trainers.

On average, the employees received 3,3 days of training in 2010. In addition to the commercial and technical disciplines, the training program has been improved with new modules such as coaching on sales points and developing managerial skills. Social and environmental issues are also discussed. In 2010, 331 employees were trained in environmental issues such as optimizing electrical energy and the use of renewable energy.

All subsidiaries have developed and implemented training plans in the commercial, technical and transversal fields.

In 2010, **Gabon Telecom** held 35 training sessions and **Mauritel** provided training for 115 employees of all different occupations.

For new recruits

Since 2007, Maroc Telecom has organized annual seminars for new employee integration. They aim to present the company's organization, operation, activities, environment, code of ethics, and to familiarize participants with their new working environment.

In 2010, this training took place in four sessions over two days for 97 new recruits. It was hosted by Maroc Telecom's fifteen managers who presented the group, its network infrastructures, its products and services, its human resource management policy and an example of regional organization and operation. Visits to technical centers were planned as part of the seminar.

Internal mobility encouraged

Internal mobility allows employees to advance their careers in the group's subsidiaries, whether in Morocco or abroad.

Therefore, vacancies are regularly published on the company's intranet. In 2010, mobility contributed to the development of the commercial network and the updating of the sales force. More than 2 000 people benefitted.

The annual staff review, launched in 2009 by the Human Resources Department, also offers career development opportunities to employees. This is to help them evolve in their jobs or towards employment in the same or higher class, based

on the results of the skills assessment and the degree of objectives achieved.

Continuous improvement of working conditions

Health and wellness at work

First organized with the help of outside consultants, training was developed internally to teach employees how to balance comfort and efficiency at work in order to prevent stress. Two pilot sessions were already provided by Maroc Telecom trainers in 2010.

Employee shareholding

Since 2008, Maroc Telecom has participated in an OPUS employee savings plan launched by Vivendi to benefit its employees and subsidiaries. These plans allowed 2 862 employees to establish an equity savings plan with a leverage effect, a guarantee of invested capital and a minimum return of 2,5% for the last three plans.

This is in addition to the employee shareholding plans implemented by Maroc Telecom and Mauritel to the benefit of their employees. At the end of 2010, 0,10% of the social capital and voting rights were held by employees of Maroc Telecom and 2.473% of Mauritel's capital were sold to employees via SOCIPAM.



Gold Label of a Tobacco-Free company

Maroc Telecom was the first company to join the national Tobacco-Free Middle and High Schools and Businesses program launched in 2007 by the Lalla Salma Association Against Cancer (ALSC).

In May 2010, following an audit, it was the first and only company to receive a Tobacco-Free Gold Label, awarded by this association. This label attests to Maroc Telecom's commitment to reduce smoking rates among its staff and the compliance to the system implemented along the principles of the "Anti-Tobacco" charter of ALSC.

At the end of June 2010, 600 employees (47% of the smokers) had quit smoking and 300 people (23% of smokers) had reduced their tobacco consumption.

Maroc Telecom is particularly involved in the fight against tobacco

All employees were made aware of its harmful effects and support is given to employees who wish to quit smoking, with monitoring by doctors and medical experts in tobacco control.

The aim is to prevent smoking, encourage and support employees who smoke in their attempts to quit, and ensure the protection of non-smokers against exposure to second hand smoke.



In 2010, the frequency rate of work accidents dropped by **9%**
Maroc Telecom

Special attention paid to safety precautions and hygiene

In accordance with regulatory requirements, Maroc Telecom has established nine committees on health and safety to ensure hygienic premises and employees' safety. In 2010, the work of these committees equipped technicians with work clothes and tools of the most demanding quality that meet safety standards and implemented a tetanus vaccine for those the most at risk of infection as part of their work activities. A procedure was established to track and analyze accidents and to strengthen prevention measures. In 2010, the frequency rate of accidents dropped 9% compared to 2009.



Maroc Telecom signed an agreement on wage increases and improved benefits

At **Gabon Telecom**, "emergency relief" and "fire prevention" training was provided for at-risk businesses

Onatel set up accident monitoring and formed Health and Safety committees to ensure satisfactory work conditions for all of its staff.



A continuous social dialogue

Dialogue with employee representatives is an ideal way for employees to express their living conditions in the company.

At **Maroc Telecom**, the year 2010 was marked by the signing of an agreement with trade unions to increase wages and improve benefits, including the upward revision in the contribution rate to the supplementary pension fund.

In 2010, **Sotelma** launched its first monthly newsletter that tracks major events experienced by the company to ensure good communication and cohesion among employees.



A social dialogue committee was set up in February and culminated in the signing of an Establishment Agreement that sets new rules for career evolution and mobility in the company to meet staff expectations.

Onatel began negotiations with staff representatives to develop a collective agreement.

Improved benefits

One of the group's priorities is to ensure that employees and their families have benefits such as medical coverage and adequate pension. All of the group's companies regularly seek to improve existing systems. **Maroc Telecom's** contributing share to the supplementary pension fund increased by 60% in 2010.

Mauritel improved medical coverage to employees from 12.5% to support 90% of the cost of care and hospitalization in private facilities and 90% of drug costs. In public hospitals, this coverage is 100%. The group insurance that **Gabon Telecom** has implemented for its employees totally reimburses them for medical procedures performed in certain foreign countries when they cannot receive appropriate health care in Gabon. In 2010, Morocco and Tunisia were added to the list of foreign countries covered by this insurance.

Sotelma created occupational medicine for the benefit of its employees and pays for hospital expenses.



In addition, employees receive benefits in kind that may vary from one company to another but are substantial (home loans at preferential rates, availability of six summering centers, summering formulas subsidized at 50%, and support for pilgrimages to Mecca by Maroc Telecom, employee transport from **Gabon Telecom**, tuition benefits across the group, etc.).

In 2010, discounts for telephone and internet subscriptions were granted to Gabon Telecom employees. The number of Mauritel employees who received total coverage of pilgrimage costs grew to 10 people.

In 2010, **Mauritel** also added financial assistance for its employees and their families to its range of benefits.

100%

of hospital costs are covered by Mauritel employees' medical insurance.

Environmental protection

Maroc Telecom group's approach to sustainable development takes the environmental impact of its activities into account.

Rules of environmental conduct integrated into telecommunications professions were established and will be gradually employed in the subsidiaries.

This use of new information technologies will help reduce greenhouse gas emissions by improving the energy efficiency of equipment as well as buildings, and will reduce paper use.

Maroc Telecom exercises its environmental responsibility by respecting environmental, health, and safety standards in all of its technical and commercial sites. To limit the environmental impact of its products and services and the high turnover of mobile phones, it has also initiated discussions on eco-design and recycling.

The group's approach to sustainable development takes the environmental impact of its activities into account

A transparent approach

Reporting environmental indicators in terms of eco-design and recycling

As part of the commitments made by **Maroc Telecom's** shareholder Vivendi in terms of sustainable development and respect for regulations ensuring that French companies report their environmental and social impacts (including Law No. 2001-420 relating to the New Economic Regulations of May 15th, 2001, Decree No. 2002-221 of February 20th, 2002 and Law No. 2003-706 of financial security of August 1st, 2003), Maroc Telecom has implemented a system of collecting and consolidating environmental indicators. In 2010, information and education sessions on the future regulatory framework resulting from the Grenelle 2 law were provided by the Vivendi Sustainable Development Department for the benefit of Maroc Telecom's officials in the central and regional departments.

The purpose of environmental reporting is in part to meet Vivendi's obligations in terms of the group's environmental information consolidation, as well as to assess the evolution of Maroc Telecom's indicators and to study their impacts and the ways to reduce energy consumption and waste production.



Maroc Telecom's environmental reporting

This system relates to an area consisting of eight regional directorates (Rabat, Casablanca, Marrakech, Agadir, Settat, Fes, Oujda, Tangier) and central services.

It is based on 12 indicators:

- Water consumption
- Electricity consumption
- CO2 emissions (electricity)
- Diesel consumption
- CO2 emissions (fuel)
- Purchase of paper
- Purchase of cardboard
- Non-hazardous waste (ferrous and non-ferrous metals, paper boxes, plastic, rubber, composite material, wood, glass, textiles)
- DEEE Electronic and electrical equipment waste including: telecommunications, computer, audiovisual, and lighting equipment
- Office supplies
- Oils and lubricants
- Industrial batteries

Almost all of Maroc Telecom's data is backed up using the SIRIE reporting tool, a computer tool that contributes to the accuracy of the rise in consolidated data. Appointed correspondants in each regional office are responsible for recovery and validation of the data supplied by the reporting sites.

Other indicators specific to the telecommunications sector, such as the number of electromagnetic fields measurements produced near antennas or compliance with regulatory measures, help to ensure respect for the limits of public exposure.

Data collected by the reporting is published in Vivendi's financial statements and sustainable development report. The latter is the subject of an external insurance notice moderated by one of the auditors of the company's accounts on the procedures for recovery, validation and consolidation of indicators as prescribed by the law on New Economic Regulations (NRE) and recommended by the Global Reporting Initiative (GRI).



Internal audits

In accordance with its program of compliance with the environmental, health, and safety standards at work that was adopted in 2000, the Vivendi group's Departments of Sustainable Development and Environment, Hygiene and Safety, in connection with the Maroc Telecom teams, have completed environmental audits every year since 2007 at two technical and two commercial sites.

At the end of 2010, sixteen sites belonging to different Maroc Telecom regional departments were the subjects of visits according to the following procedure: pre-assessment questionnaire, building inspection and review of regulatory documents, evaluation report and list of recommendations.

The main recommendations of these audits focused on the storage conditions of risk materials, fire protection and the removal of asbestos found in certain rooms. Regarding the latter, Maroc Telecom has already carried out work that helped evacuate asbestos materials from 104 sites.

External data verification

The audit conducted by Vivendi auditors ensures shareholders (investors, non-financial ratings agencies, etc.) that environmental and social data reporting is made in accordance with the Vivendi group's reporting procedures and meets the criteria of completeness and reliability.

For the 2010 fiscal year, Maroc Telecom was the subject of social and environmental reporting audits.

The social reporting data audit took place at Maroc Telecom's headquarters and was made as part of a sample audit of four social indicators (staff with disabilities, individuals receiving training, hours of training and performance maintenance).

The environmental reporting sample audits concerning central services, the regional Rabat management and the regional Casablanca management were made in the context of a real audit on four indicators: electricity, water, fuel, and paper and a sample audit on oil and refrigerant. Previously, the two regional offices in Casablanca and Rabat had training dedicated to this subject in preparation for the audit work.

Audit findings and areas of improvement

The report on the 2010 audit work emphasizes that the audits and the teams' involvement in facilitating audit work went smoothly. It offers areas of improvement for Maroc Telecom, particularly in the reporting methodology (completeness of data, standardization of file consolidation, etc.) and the audit (review of Grenelle II indicators, review of reporting protocol definitions with regional departments in forecasting the 2011 audit).



An activity plan will be prepared by the working groups responsible for monitoring the audit work at Vivendi in collaboration with Maroc Telecom teams.



Optimizing electrical energy consumption

Since 2008, **Maroc Telecom** has taken steps to optimize its electrical energy consumption in office buildings, retail outlets and technical centers.

Following an audit of 28 sites in the regions of Rabat and Fes, in 2009 an internal "Management and Optimization of Electricity Subscriptions" procedure was spread to all central services and regional departments. The goal was to design energy needs according to each site's consumption.

The installation of new equipment has improved the insulation of technical sites, as much of their electrical energy was being consumed by the air conditioning that was indispensable to the equipment. In 2010, a similar activity was launched in five additional technical sites identified as high energy consumers: three in Rabat (Sokarno, Al Irfane and Rabat City), one in Sale (Sale Médina), and one in Casablanca (United Nations).

Thanks to the sustainable development clauses integrated into supplier contracts for the systematic acquisition of energy efficient equipment during purchase or renewal, the energy efficiency of Maroc Telecom's network equipment has significantly improved. From 2007 to 2010 for example, RNC power equipment (part of the 3G network), reported that their capacity fell by over 80%.

As often as possible, printers are networked and shared among users to reduce their number and are equipped with the most economical options and front/back printing.



Sotelma and **Mauritel** began discussions with external providers to analyze and optimize their power consumption.

Onatel has implemented awareness campaigns to guide employees' internal behavior towards reasonable and responsible energy use.

Gabon Telecom, reduced its subscribed powers in certain technical centers to adapt themselves to the equipment and reduce energy consumption. It removed power transformers in order to directly feed the appropriate current, a more ecological and economical solution.



Taking actions to reduce transportation gas emissions

After having long overseen the maintenance of its vehicles, Maroc Telecom has undertaken a renewal of its service fleet through the use of a leasing period. The fleet is renewed every four years and regular maintenance is carried out by the lessors. Dilapidated vehicles, property of Maroc Telecom, are sold to companies that deconstruct and recycle their parts.

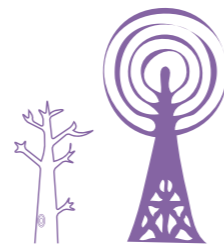
To reduce staff travel, especially in subsidiary countries, **Maroc Telecom** provides conference call facilities and video conference rooms.

Some administrative board meetings may also be held by videoconference when the situation allows.



Conference call systems have also been provided to **Sotelma** managers for holding conference calls with employees located in different, remote buildings.

Onatel has implemented fuel consumption monitoring that schedules and optimizes employee travel. It charges a card monthly that allocates the amount of required fuel to them.



Onatel
has implemented
fuel monitoring
consumption that
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optimizes employee
travel.

Increasing renewable energy use

Maroc Telecom has begun to use increasingly more solar energy to power its network in areas without electricity. Several fiber optic cable equipments linking Agadir to Dakhla, installed in 2010, are powered by solar workshops. The use of this energy represents 15% of the antennas' power supply, operating in the framework of the PACTE program, particularly in the southern regions of Morocco. In total, 18 000 solar panels were set up to provide power to 446 technical sites: 122 hertzien stations, 136 GSM sites, 180 AMRT sites and 8 CDMA sites.

The use of this energy is becoming more and more common in the subsidiaries, particularly to achieve coverage in rural areas. The **Sotelma** network has 10 359 solar modules that supply nearly 50% of their technical sites.

Onatel supplies solar energy to 321 equipment and telecommunications systems deployed for its landline and mobile networks. 20 **Mauritel** GSM sites were powered by solar energy in 2010 and 34 **Gabon Telecom** technical sites use a hybrid solution combining electric and solar energy.



Eco-design and recycling initiatives

The Maroc Telecom group encourages initiatives that minimize the waste production associated with its products and services.

Dematerialization efforts

Maroc Telecom has put pre-paid recharge phone cards made with biodegradable paper on the market. This service is also paperless, as communications credit can be purchased over the internet or electronically from a Maroc Telecom retailer who activates it directly on the phone (express). Other alternative recharge methods are available through ATMs, TPEs or even Mobicash payment services. These recharge methods made up 16% of the total number of mobile phone recharges in 2010.

To reduce paper consumption associated with customer billing, Maroc Telecom provides large account businesses with CD-Roms containing detailed telecom bills. Combining the internet and landline bills has resulted in a savings of 400 000 sheets of paper per month. In 2010, a project was initiated to provide interested clients (Business and Individual) with an electronic invoice.

Sotelma, Onatel and Mauritel launched offerings that can electronically charge pre-paid mobile credit either by payment to agencies or at retailers by a credit transfer between mobile clients.

Sotelma has also stopped using PVC for recharge cards in favor of paper.

Waste management

Maroc Telecom favors recycling materials, both those coming from administrative activity and the network.

Since 2007, contracts have been drawn up with companies for paper collection and recycling.

Discharged computer and office equipment, telephone sets and other obsolete network equipment are transferred to specialized companies that re-value and re-package them for sale on the used market.

In addition, Maroc Telecom has totally abandoned the use of plastic tote bags in sales offices in favor of recyclable paper bags.

Gabon Telecom reduced its paper consumption by favoring the use of billboards to promote its products and services instead of brochures and leaflets.



Ensemble, pour la journée de la terre



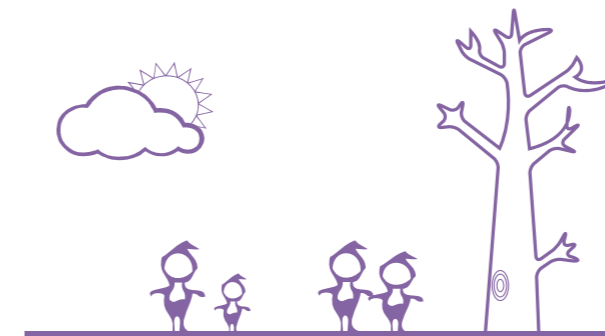
Maroc Telecom celebrates Earth Day

Morocco celebrated the 40th anniversary of Earth Day from April 17th to 24th, 2010. Along with five other world cities, (Washington DC, New York, Buenos Aires, Tokyo and Calcutta) Rabat was designated to host this global event. There, as well as in all Kingdom's provinces, people rallied for support. Many neighborhood associations or associative networks, businesses, schools, governments and citizens increased their green activities –almost 13 000 activities in total –to demonstrate their commitment to preserving the environment.

Nearly

13 000

activities undertaken to demonstrate associations' commitment.



Maroc Telecom participated in this celebration by supporting cultural events and organizing many field activities such as decorating all bus shelters with the Earth Day colors, decorating Maroc Telecom with the "Together for Earth Day" poster, adapting the message on biodegradable bags, and undertaking an internal poster campaign to raise employee awareness against all forms of waste. "Wasting paper destroys our forests..think before each use", and "Water is essential to life, use it with responsibility."



[About this report](#)

[Shared values](#)

[Glossary](#)

[Economic indicators](#)

[Environmental indicators](#)

[Social indicators](#)

[Useful information and addresses](#)

ABOUT THIS REPORT

Each year since 2009, the Maroc Telecom group has published an annual report on sustainable development and corporate social responsibility. It covers the period from January 1st to December 31st of the year.

This report provides a summary of the group's commitments to sustainable development and gives a fair and balanced approach to the group's Corporate Responsibility on the major issues in its activities: reducing the digital divide, contributing to economic and social development, and behaving as a responsible company.

Perimeter

The achievements presented cover all of the group's operators in the host countries: in Morocco (Maroc Telecom), in Mauritania (Mauritel), in Burkina Faso (Onatel), in Gabon (Gabon Telecom) and Mali (Sotelma). For the environmental indicators data, they correspond only with Maroc Telecom because the reporting process is not yet established in the subsidiaries. The social indicators reporting covers all subsidiaries.

Shareholders

It allows an annual report to be produced on the the impacts and progress made by group's commitments TO all sustainable development issues: economic, social, and environmental.

ADSL (Asymmetric Digital Subscriber) is A technique that transmits high-speed data on a telephone line, independent of Voice.

SHARED VALUES

Maroc Telecom's commitment is based on strong values shared by all employees. These are formalized in the charter of values, code of ethics, the information security guide, the mobility guide, the moderation plan (discussion group), and it guides individual behavior and activity principles with respect to customers, shareholders, employees, suppliers and the competition. The group's subsidiaries also define their own values based on their environment and the country they are based in.



GLOSSARY

GSM (Global System for Mobile Communications) is a telecommunications standard for wireless phones designed to transmit Voice. It is one of the mobile telephones standards that are called the second generation (2G).

CDMA (Code Division Multiple Access) is a coding system used in Radio transmissions that allows multiple signals to use the same carrier frequency (radio channel) simultaneously, as opposed to GSM technology that shares access to the channel between the signals by allocating a separate time interval to each. The throughput offered by CDMA is therefore important to allow signals to carry Voice as well as high-speed data.

3G (Third generation) is a generation of mobile telephone standards that allow faster throughput than with the second generation. It brings new applications to the mobile, such as internet access, telephone, and video calling.

ADSL (Asymmetric Digital Subscriber) is technique that transmits high-speed data on a telephone line, independent of Voice.

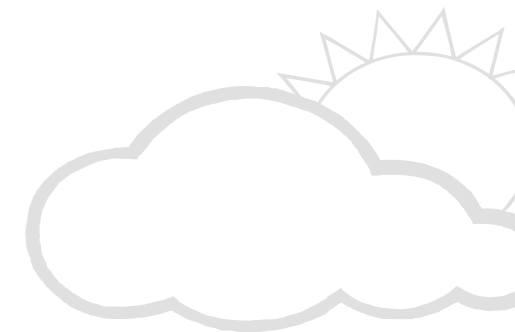
BTS (Base Transceiver Station) is a base station which establishes, in wireless networks, communication between the mobile equipment of the subscriber and the network of the operator. In the GSM mobile phone network, its function is to manage the radio resources of a particular geographical area covered by the operator, such as the activation/deactivation of Radio channels with mobiles, signal modulation, mobility management, etc.

NodeB is the equivalent of a BTS antenna in a mobile telephone network using a 3G standard.

ANRT : National Agency for the Regulation of Telecommunications

PACTE : Telecommunications Access Program

GENIE : Generalization of ICT in education



ECONOMIC INDICATORS

The year's sales and operating profit

In millions of dirhams In IFRS standards	2009			2010			% Comparable base variation		
	Total (net ²)	Mobile (gross ⁴)	Landline Internet (gross ⁴)	Total (gross ²)	Mobile (gross ⁴)	Landline Internet (gross ⁴)	Total (net ²)	Mobile (gross)	Landline Internet (gross ⁴)
Consolidated sales	30 339	22 190	11 106	31 655	23 810	10 416	2,4%	5,3%	-7,2%
Maroc Telecom	25 764	18 866	9 312	26 191	19 670	8 507	1,7%	4,3%	-8,6%
Mauritel	1 105	935	263	1 184	1 014	210	8,4%	9,7%	0,6%
Onatel	1 693	1 162	770	1 802	1 276	799	7,3%	10,7%	4,3%
Gabon Telecom	1 220	688	615	1 044	575	572	-13,7%	-15,7%	-6,3%
Sotelma*	554	414	145	1 575	1 247	328	26,3%	33,4%	-0,6%
Mobisud	125	125	-	28	28	-	-42,1%	-42,1%	-
Consolidated operating profit	14 008	10 712	3 297	14 335	11 778	2 557	2,7%	8,4%	-17,3%
Maroc Telecom	13 080	9 708	3 371	13 209	10 361	2 848	1,0%	6,7%	-15,5%
Mauritel	355	328	27	367	354	13	4,6%	7,0%	-34,5%
Onatel	322	428	-106	353	477	-124	10,5%	12,3%	-17,9%
Gabon Telecom	214	111	103	169	31	138	-20,2%	-71,1%	35,3%
Sotelma*	63	162	-98	239	557	-318	ns	87,9%	-6,8%
Mobisud	-25	-25	-	-2	-2	-	60,3%	60,3%	-

*Consolidated as of August 1st, 2009

Operational data

In millions at the end of the period	2009				2010			
	T1	T2	T3	T4	T1	T2	T3	T4
Parc Mobile	17 624	17 553	19 306	19 602	20 333	21 515	23 031	23 724
Maroc Telecom	14 630	14 289	15 239	15 272	15 578	15 904	16 740	16 890
Prepaid	13 988	13 618	14 570	14 590	14 872	15 173	15 989	16 073
Postpaid	642	671	669	682	706	731	751	817
Mauritel	1 218	1 315	1 351	1 335	1 473	1 547	1 578	1 576
Onatel	1 162	1 316	1 402	1 569	1 812	1 994	2 122	2 397
Gabon Telecom	471	533	545	513	528	577	631	699
Sotelma	-	-	685	818	911	1 464	1 959	2 162
Mobisud	143	100	84	95	31	29	-	-
Parc Fixe	1 524	1 533	1 576	1 528	1 533	1 541	1 534	1 521
Maroc Telecom	1 286	1 290	1 269	1 234	1 232	1 237	1 227	1 231
Mauritel*	54	56	57	41	43	42	41	41
Onatel	149	151	152	152	153	154	155	144
Gabon Telecom	35	36	36	36	36	36	36	27
Sotelma	-	-	62	65	69	72	74	79
Parc Internet	536	537	529	527	537	546	551	574
Maroc Telecom	488	486	473	471	476	479	481	497
Mauritel*	10	11	11	6	7	7	7	7
Onatel	19	21	22	23	24	25	25	28
Gabon Telecom	19	19	20	20	20	21	22	22
Sotelma	-	-	3	7	10	14	16	20

*Operation reliability of the fleet in 2009

Shared dividends

Year of distribution	2009	2010	2011
Ordinary dividend (millions of dirhams)	9 521	9 063	9 300
Ordinary dividend per share (dirhams)	10,83	10,31	10,58

ENVIRONMENTAL INDICATORS

Electricity	in KWh	222 651 464,10
Drinking water consumed	in M ³	344 217,67
Purchase of non-recyclable paper	in tons	1 829,09
Cardboard	in tons	6,73
Total non-hazardous waste (DND) non-recyclables	in tons	604,60
Electrical and electronical equipment waste (DEEE) Professional collecting and disposal services	in tons	26,10
Office supplies	in tons	21,95
Oils and lubricants	in tons	6,49
Batteries (industrial)	in tons	6,81
Energy consumption		
Gasolin	in M ³	67,07
Diesel	in M ³	499,95
CO2 emissions	CO2 tons	184,810

SOCIAL INDICATORS

Maroc Telecom Group 2010

Total workforce	13 942
Total female workforce	3 383
Total male workforce	10 559
CDI	13 901
CDD	41
Employee hires	
Number of CDI hires	158
Number of CDD hires	39
Employee dismissals	
Resignations	102
Individual layoffs	51
Departures at the termination of limited contracts	125
Retirements	90
Departures for other reasons	31
Voluntary departure plan	0
Weekly working hours-full time	238
Number of collective agreements	5
Health and safety	
Number of work accidents with lost time	66
Number of travel accidents with lost time	29
Number of fatal work accidents	0
Number of fatal travel accidents	0
Number of working days lost to work accidents	3 770
Training	
Number of Training hours	302 685

Useful information and addresses



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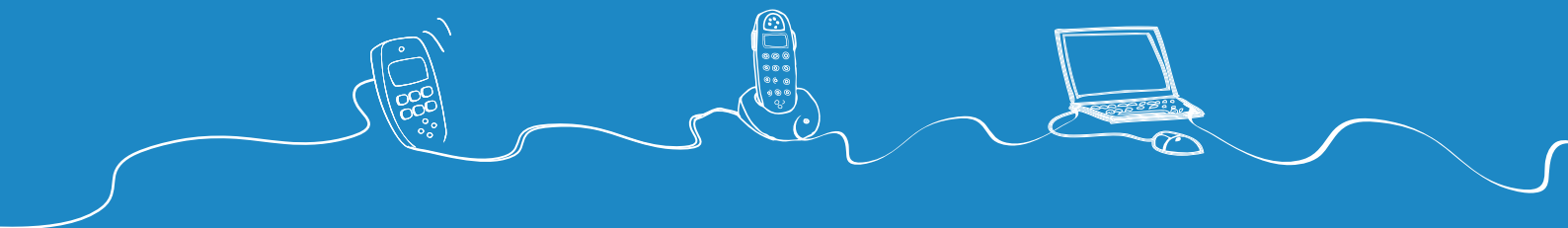
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