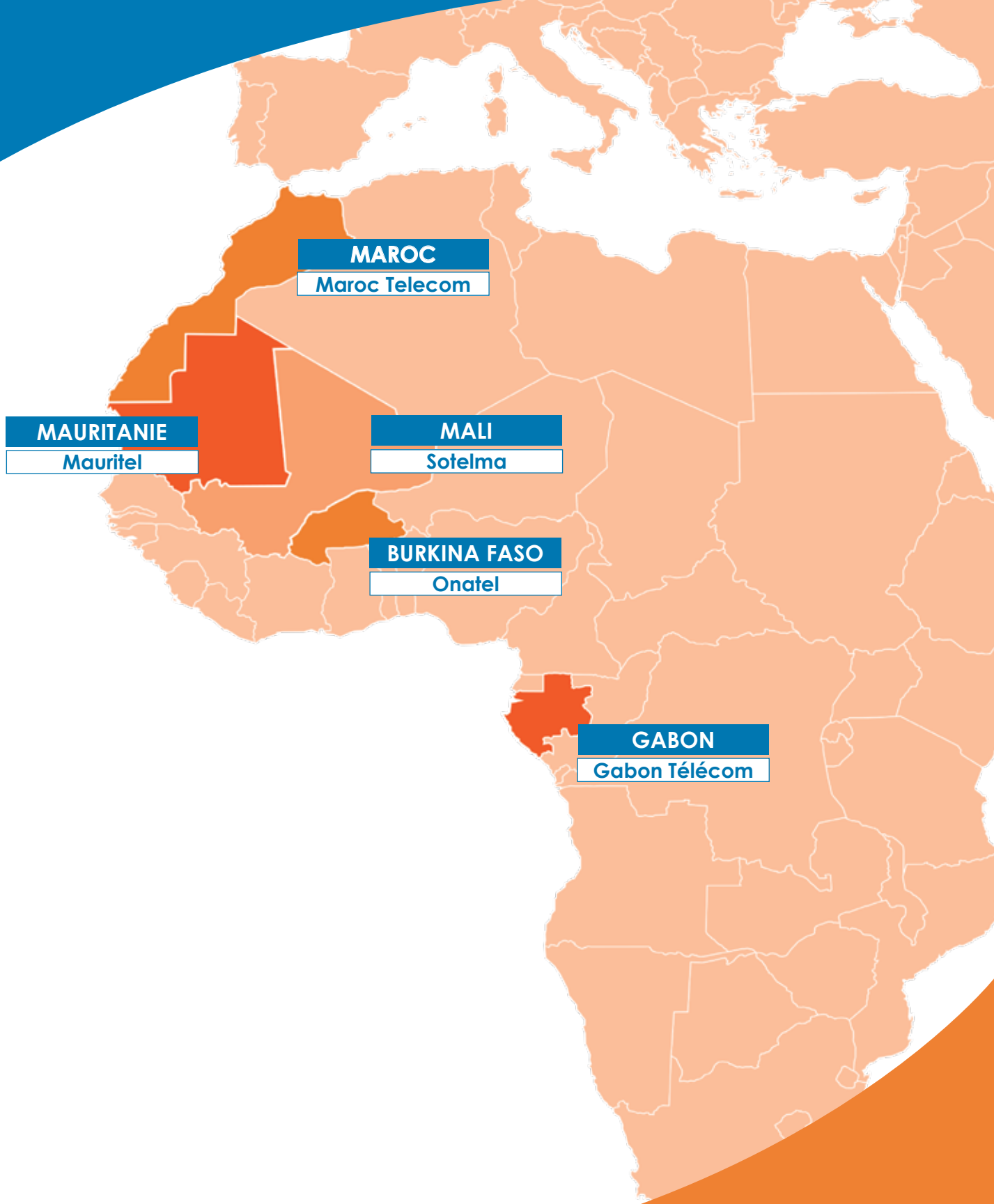




ACTIVITY AND SUSTAINABLE  
DEVELOPMENT REPORT  
**2013**





## key dates

2001

Strategic partner Vivendi acquires a 35% stake in Maroc Telecom. Acquisition of 54% of Mauritel, Mauritania's incumbent telecommunications operator.

2004

IPO, with 14.9% of the Company's share capital floated on the Casablanca and Paris stock exchanges.

2005

Vivendi increases its stake in Maroc Telecom, from 35% to 51%.

# A major player in the socioeconomic development of five african countries



**More than 37 millions customers,**

+ 13,3% year on year



**34,7 millions customers**  
mobile-telephony



**1,64 millions customers**  
fixed-line



**3,3 millions customers**  
active internet

**MAD 28,56 billion**  
in revenues

- 4,3 % \* from 2012

**MAD 16,2 billion**  
in EBITDA

- 3 % \* from 2012

**MAD 5,54 billion**  
in net income (Group share)

- 17,4 % \* from 2012

\*Like for like

**2006**

Acquisition in December of 51% of Onatel, Burkina Faso's incumbent telecommunications operator.

**2007**

Acquisition in February of 51% of Gabon Télécom SA, Gabon's incumbent telecommunications operator. Vivendi increases its stake in Maroc Telecom, from 51% to 53%.

**2009**

Acquisition in July of 51% of Sotelma, Mali's incumbent telecommunications operator.

**2013**

Vivendi and Etisalat enter into exclusive negotiations for the sale of Vivendi's 53% stake in Maroc Telecom.

# Business activity in Morocco

**MAD 21,3 billion**

in revenues

- 8,1 % from 2012

**MAD 12,3 billion**

in EBITA

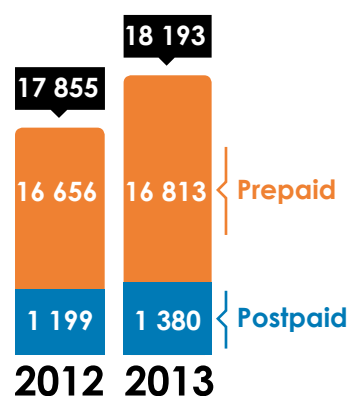
- 8,2 % from 2012

## Mobile customer base



**42,85 %**  
market share

(thousands)



**MAD 15,72 billion**

in revenues

-10,1 % from 2012

## Fixe-line customer base



**88,01 % \***  
market share

\*Excl. restricted mobility

(thousands)

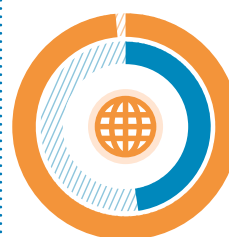


**MAD 7,4 billion**

in revenues

+10,8 % from 2012

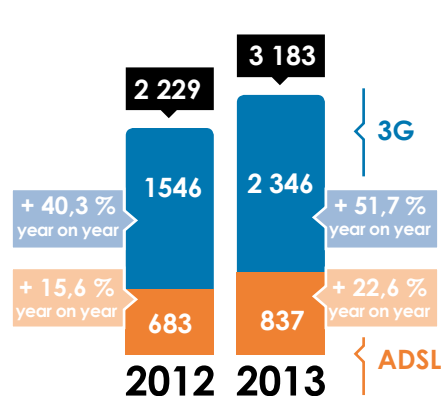
## Internet customer base



**ADSL**  
**99,95 %**  
market share

**Internet 3G**  
**47,50 %**  
market share

(thousands)



\*Source : ANRT Q4-13

# Business activity of subsidiaries

Mobile customer base

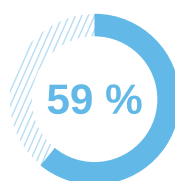
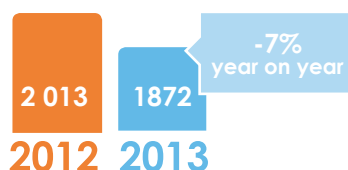
Marché share

Gabon Télécom  
GABON



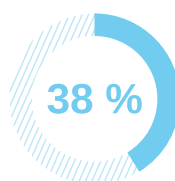
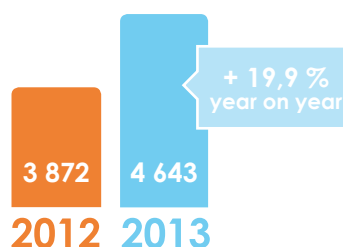
**MAD 1,478 billion**  
revenues  
+14,5 % from 2012  
(+13,9 % at constant exchange rates)

Mauritel  
MAURITANIE



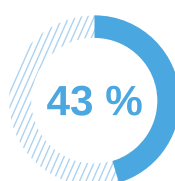
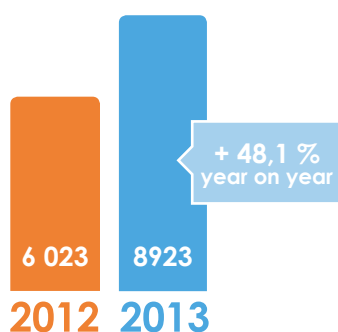
**MAD 1,476 billion**  
revenues  
+7,4% from 2012  
(+9,4% at constant exchange rates)

Onatel  
BURKINA FASO



**MAD 2,211 billion**  
revenues  
+ 7 % from 2012  
(+6,4% at constant exchange rates)

Sotelma  
MALI

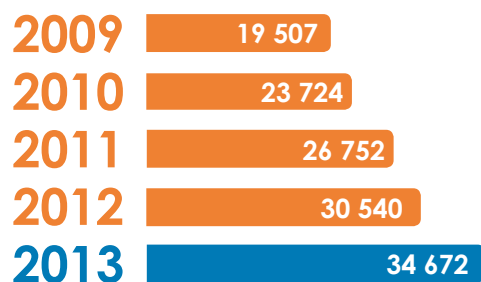


**MAD 2,658 billion**  
revenues  
+ 9,7 % from 2012  
(+9,1% at constant exchange rates)

\*Dataxis – septembre 2013

# Group **key** figures

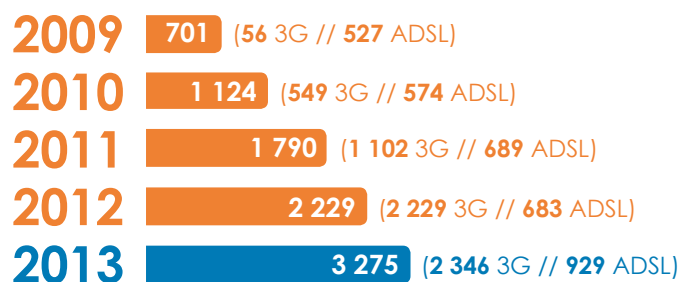
## Mobile customer base (thousands)



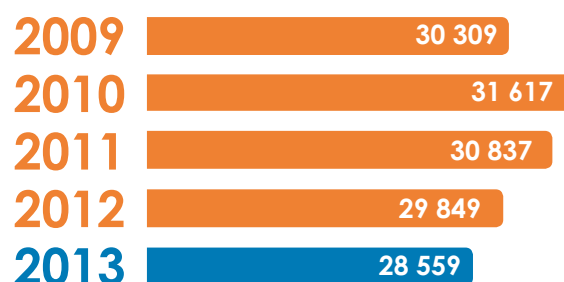
## Number of fixed lines (thousands)



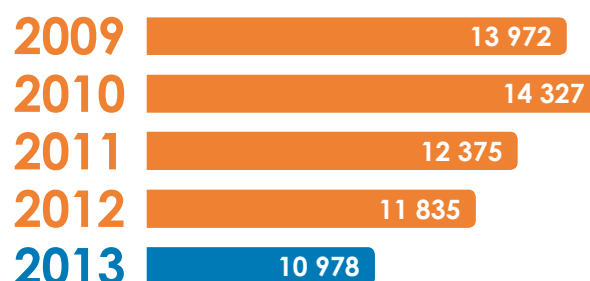
## Number of internet subscribers, including 3G (thousands)



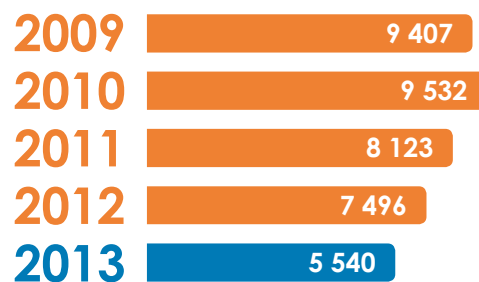
## Consolidated revenues in accordance with IFRS (thousands)



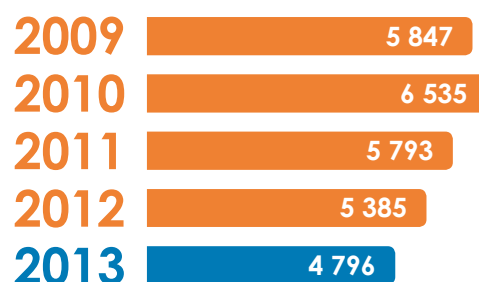
## Consolidated EBITA in accordance with IFRS (MAD millions)



## Consolidated net income, Group share, in accordance with IFRS (MAD millions)



## Consolidated capital expenditures in accordance with IFRS (MAD millions)



# Social responsibility

## Maroc Telecom

**MAD 28,559 billion**  
Revenues  
**More than 37 millions**  
Number of customers

### Group gross capital expenditure

**MAD 4,8 billion**

MAD 3,6 billion  
Morocco

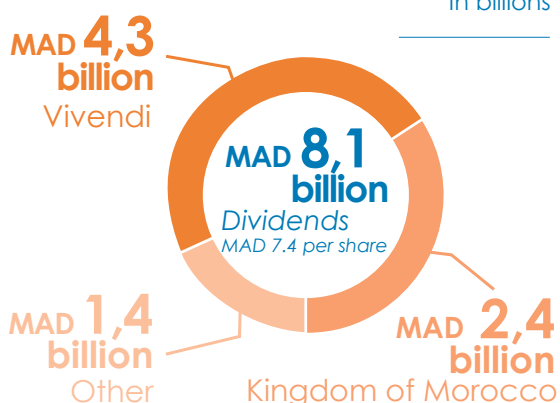
MAD 1,2 billion  
Subsidiaries

### Local community (Morocco)

**More than MAD 114 millions**

Spending on social programs (sponsorship and foundations)

### Maroc Telecom shareholders\* In billions



### Group human resources



**11 807**  
Headcount



**285 823**  
Training hours

**MAD 2,7 billion**  
Payroll

### Economic partners (Morocco)

**More than 72 000**  
Resellers

**24 254**  
Telestores

**approx MAD 7 billion**  
Purchases (Maroc Telecom)

### National and local authorities (Morocco)

**MAD 6,419 billion**  
Taxes and duties



## Sustainable-development policy

Group sustainable-development policy was formalized in 2013 along three main axes: reducing the digital divide, contributing to the socioeconomic development of Morocco, and adhering to practices of corporate social responsibility. Maroc Telecom aims to meet the growing needs of local populations in terms of communications and access to knowledge, all while striking an equitable balance between **economic competitiveness, social progress, and respect for the environment**.

Reduction of the digital divide, support for education and training, promotion of job growth, and optimal use of planetary resources are essential for a **socially responsible telecommunications corporation**; they are what guarantee long-term **value creation**.



## ENVIRONMENTAL POLICY

In 2013 Maroc Telecom developed an environmental policy, aiming to limit the impact of its business activities on the environment. The policy adheres to Morocco's sustainable-development strategy and **abides by the laws and regulations in force**.

Maroc Telecom aims, moreover, to promote environmental protection inside as well as outside the Company.



## Top-CSR Performers trophy (2013), awarded by rating agency Vigeo

For its second nonfinancial rating of 42 Moroccan companies listed on the Casablanca stock exchange, Vigeo has awarded Maroc Telecom the 2013 "Top-CSR Performers" trophy for the Management Board's strategic approach to CSR and the Company's anti-corruption policy. Vigeo also awarded Maroc Telecom for its integration of CSR into internal audit and control procedures and for its CSR reporting, which Vigeo judged to be "among the best structured on the stock market."

*Maroc Telecom had received Vigeo's Top Performer trophy for 2011 in recognition for its efforts to bridge the digital divide and its policies on ethics and the prevention of corruption.*



## Communication on Progress (COP) – United Nations Global Compact

In November 2013, a year after declaring its participation in the United Nations Global Compact, Maroc Telecom published its first "Communication on Progress."

The document reviews actions being undertaken by the Company to abide by and promote the Global Compact's ten principles, in the areas of human rights, labor rights, environmental protection, and anti-corruption.

*This first report has been posted online at the Global Compact website and at iam.ma.*



United Nations Global Compact



# About this report

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Maroc Telecom Group reports herein on its 2013 business activities in Morocco and in its subsidiaries' various countries of operation (Burkina Faso, Gabon, Mali, and Mauritania).

The report offers a global view and a simplified account of Group results, addressing the concerns of the Group's various stakeholders (i.e., shareholders, investors, customers, employees, suppliers, regulatory authorities, and credit-rating agencies).

The report also explains Maroc Telecom Group's ability to reconcile social responsibility with business development and financial performance.

## METHODOLOGY

The report covers the period from January 1, 2013, to December 31, 2013. It consolidates the business activities of the Group and of its subsidiaries, in Burkina Faso (Onatel), Gabon (Gabon Télécom), Mali (Sotelma), and Mauritania (Mauritel) .

The report covers all Group operators, and data on subsidiaries are presented by subsidiary name in alphabetical order .

Social and societal indicators concern all subsidiaries of Maroc Telecom Group, whereas environmental data and performance indicators concern Maroc Telecom exclusively .

The information published in this report complies with the principles of key standards :

- Information on the financial performance of Maroc Telecom is based on IFRS (International Financial Reporting Standards).
- Environmental, social, and societal data comply with the regulations of the French Grenelle 2 law for companies listed on the Paris Stock Exchange and whose revenues and headcount exceed legal thresholds.

The glossary at the end of this document defines all technical terms.

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**From the Chairman  
of the Management  
Board**



Without question, the highlight of 2013 was the inauguration of Maroc Telecom's new corporate headquarters by His Majesty the King. This modern, transparent building, built for employee comfort and environmental protection, has already become part of the architectural heritage of the city of Rabat and of Morocco itself.

The year 2013 also confirmed the aptness of Maroc Telecom's strategy—explicitly designed for South-South cooperation—with the sub-Saharan subsidiaries increasing their contribution to Group results.

In 2013, despite fierce competition and an economy still recovering from the global economic crisis, the Group met its stated objectives. This success is attributable to the 37 million mobile, fixed-line, and internet customers of the Group's five African subsidiaries. All chose Maroc Telecom's offers and services, rewarding the Group's capacity to innovate and to adapt to different national contexts, as well as its determined policy of continual rate reductions.

The great challenge of the coming years for the communications-technology sector is high-speed and very high-speed internet. Thus 2013 saw massive investment throughout the Group, and especially in Morocco, for a complete overhaul of existing infrastructures. In keeping with these initiatives, the laying of the Trans-African terrestrial fiber-optic cable, stretching 5,700 km and linking Morocco with Burkina Faso and Niger via Mauritania and Mali, was nearly completed. By dramatically improving domestic and international connectivity in the countries it serves, this cable will make a significant contribution towards the closing of the digital divide in Africa.

Maroc Telecom Group is mindful that young persons constitute a country's chief riches and are the greatest contributor to its growth. In 2013, the Group increased its actions to support and develop youthful talent, though without neglecting contributions to numerous humanitarian, sports, artistic, cultural, and environmental initiatives.

Maroc Telecom has placed its hope for the future in young, energetic countries, and the Group intends to pursue its successful diversification strategy for Africa. The Group's long-term presence on the continent is based on South-South partnerships founded on trust, respectful of local cultures and skills, and fearless in the pursuit of investment and innovation.

**Abdeslam Ahizoune**





# Group governance

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## Management Board

*A governance body guided by the principle of transparency.*

Since 2001, Maroc Telecom has functioned under a dual-governance structure.

By separating company management, now under the Management Board, from company oversight, now under the Supervisory Board, the Group has opted for transparency and a collegial spirit.

### Chairman

**Abdeslam Ahizoune**

*Chairman of the Management Board*

### Members

**Larbi Guedira**

*Managing Director, Services*

**Janie Letrot**

*Managing Director, Regulatory and Legal Affairs*

**Laurent Mairot**

*Chief Financial Officer*

**Rachid Mechahouri**

*Managing Director, Networks and Systems*

**Maroc Telecom also has eight regional divisions reporting to the Chairman of the Management Board.**

**The Management Board** administers and manages the Company, under the authority of the Supervisory Board.

The Management Board comprises five members, including the Chairman. Each member represents one of the company's businesslines, and collectively the members oversee company management. With the Supervisory Board's oversight, the five members divide management tasks among themselves. Decisions are made by majority vote of members present or represented.

In 2013, the Management Board convened 40 times, with an average attendance rate of 97%.



## Supervisory Board

### Chairman

**Mohamed Boussaïd**  
*Minister of Economy and Finance*

### VICE CHAIRMAN

**Jean-René Fourtou**  
*Chairman, Vivendi Supervisory Board*

### Members

**Mohamed Hassad**  
*Minister of the Interior*

**Samir Mohammed Tazi**  
*Director of Public Enterprises and Privatization, Ministry of Economy and Finance*

**Jean François Dubos**  
*Président du Directoire de Vivendi*

**Philippe Capron**  
*Chief Financial Officer and member of the Vivendi Management Board*

**Régis Turrini**  
*Director of Strategy and Development, Vivendi*

**Gérard Brémond**  
*Chairman, Pierre et Vacances Group SA*

The **Supervisory Board** comprises eight members—three representing the Kingdom of Morocco and five representing Vivendi—who are appointed for six years. The Supervisory Board oversees Company management on a continual basis. It submits to the annual shareholders' meeting its observations on the report from the Management Board and on the financial statements for the fiscal year. In 2013, the Supervisory Board convened four times, with an average attendance rate of 59%.



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## Audit committee

### Chairman

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#### **Philippe Capron**

*Chief Financial Officer and member of the Vivendi Management Board*

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### Members

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#### **Noureddine Boutayeb**

*Wali, General Secretary of the Ministry of the Interior*

#### **Samir Mohammed Tazi**

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

#### **Sandrine Dufour**

*Chief Financial and Strategic Officer, SFR*

#### **Jean -Michel Bonamy**

*Deputy Chief Financial Officer, Vivendi*

The **Audit Committee** was established in 2003 by the Supervisory Board in abidance with international standards of corporate governance and internal control.

The Audit Committee is in charge of reviewing the Group's parent-company and consolidated financial statements, separate financial statements, financial data, risk-management policy, and systems of corporate internal control.

The Audit Committee comprises a Chairman and five permanent members, of whom three\* represent the Kingdom of Morocco and three (including the Chairman) represent Vivendi. The Audit Committee convened three times in 2013.

*\*One member retired in 2012 and has not yet been replaced.*



# Strategic directions

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Maroc Telecom Group satisfies the specific needs of all customer segments (consumers, professionals, and businesses) by offering the latest in technological innovation. Aware of its responsibility as a major economic and social force, Maroc Telecom Group works tirelessly to support numerous initiatives in local communities.

## Maroc Telecom Group's policy for sustainable development is based on the following strategic priorities :



**Reduce the digital divide and ensure widespread accessibility of information and communications technologies,** by extending geographic coverage, especially in remote areas, by keeping offers adapted to customers, and by ensuring accessibility to all through a continued policy of price reduction.

**Foster the country's socioeconomic development** by stimulating company creation and job growth, by investing in the modernization of telecommunications infrastructures, **paving the way for tomorrow's leaders** through access to education and training, and by supporting young talents in sports and the arts.



**Foster the country's socioeconomic development paving the way for tomorrow's leaders**





« *Act as a responsible enterprise and contribute to the protection of the environment.* »

**Contribute to the well-being of local populations** by supporting humanitarian initiatives designed to aid the indigent and the infirm, while continuing to support culture and sports.

**Promote corporate responsibility** in human-resources management, practices with customers and partners, and **environmental protection** notably by optimizing corporate consumption and encouraging "eco-friendly gestures" to reduce the Company's carbon footprint.





# Highlights of 2013

In 2013, Maroc Telecom Group continued via all its subsidiaries to apply its policy of innovation, product-rang expansion, and rate reduction.

# Maroc Telecom



- ◉ Inauguration of the Tour Maroc Telecom by His Majesty King Mohammed VI



- ◉ Signature of an investment agreement for MAD 10 billion
- ◉ Ongoing reduction of fixed-line and mobile rates



- ◉ Standardization of per-second billing for Jawal
- ◉ Enhancement and expansion of the Jawal Pass product range
- ◉ Enrichment of business mobile plans and introduction of a free unlimited number
- ◉ Extension of validity of prepaid 3G-internet top-ups
- ◉ Free doubling of 3G-internet speed, included in 3.6 Mb/s mobile-telephony rate plans
- ◉ Launch of the online shop e-boutique.iam.ma
- ◉ Introduction of Amazigh-language voicemail
- ◉ Launch of online payment and Moneytrans international with MobiCash



- ◉ Introduction of the Fidelio, MT Info, MT Roaming, and MT Pro mobile apps



- ◉ Preparation of the mobile and fixed-line networks for very high-speed internet, deployment of FTTH (fiber to the home) pilot, and preparation of infrastructures for more than 30,000 optical access points
- ◉ Increase over one year of international internet bandwidth, from 250 Gb/s to 380 Gb/s
- ◉ Continuation of the program for universal telecom access (PACTE), with coverage of 7,200 remote locations by the end of 2013
- ◉ Fourth consecutive gold label ("Smoke-Free Company") from the Lalla Salma Foundation for the Prevention and Treatment of Cancer
- ◉ Renewal of ISO 9001:2008 and ISO 27001:2005
- ◉ Top Performer CSR 2013 trophy awarded by Vigeo

# Gabon Télécom



- Introduction of **new offers**: Heure Libertis, unlimited nighttime calls, unlimited 24/7 fixed to fixed, double-play fixed line + ADSL, mobile-internet rate plans, international rate plan
- Reduction** of ADSL rates and doubling of speeds at no extra charge
- Reduction of mobile** rates for off-net calls and alignment with on-net rates
- Launch of missed-call alert
- Introduction of **e-billing**
- No. 1 ranking of Gabon Télécom by the ARCEP (French telecommunications regulator) **for radio coverage in Gabon**
- Launch of the Gabon **Télécom Facebook page**

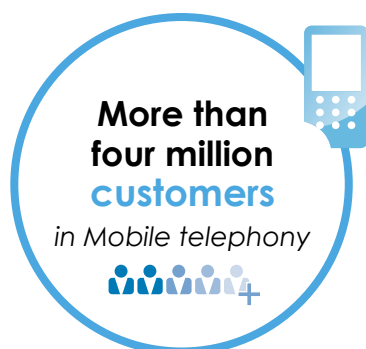
# Mauritel



- Launch of **Mobicash** offer
- Launch of **3-hour prepaid Jawal**
- Launch of **My Favorite Country service**
- Launch of **SMS and Data Pass**
- Launch of **Optimis offer**, for businesses and professionals
- Passage in July 2013 of **new law** on electronic communications
- Inauguration of fiber-optic** cable between Nouakchott and Kobenni (Malian border)
- Implementation of **code of ethics**

•

# Onatel



- Launch of **3G internet**
- Launch of **MobiCash**
- **Reduction** of fixed-line rates
- Launch of **new postpaid mobile plans**
- Launch of **MUZIKI (ringback tone) offer**
- Launch of **SONGTAABA (Pay for Me) offer**, for collect calls on zero call-time credit
- Launch of contacts **backup service**
- **Call for tenders** from authorities for a fourth national operator
- **Uncapping of license** fees due to the regulator
- **Application of license** fees for the use of public roadways

# Sotelma



- **Reduction and revision** of postpaid, ADSL, and international rates
- **Expansion of range** of prepaid mobile plans
- **Launch of FTTH (Fiber To The Home)**, offering customers secure connections at speeds of up to 100 Mb/s
- **Introduction of IP (internet protocol)** technology into the transmission network
- Laying of the **Bla-Sévaré** fiber-optic line (along the thoroughfare between the northern regions, including Mopti)
- Participation in Solidarity Month **celebrations and charitable donations** to northern Mali

# The Tour Maroc Telecom

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"It is, above all, a work of architecture that employs glass to convey the idea of transparency. The new corporate headquarters of Maroc Telecom is a landmark in the heart of Rabat's Hay Riad district. The new building is part of a series of improvements undertaken throughout the city under the reign of His Majesty King Mohammed VI.

"Perfectly integrated into the urban landscape, the tower symbolizes the vigorous spirit of a company simultaneously rooted in the history of its country, looking toward the future, and open to the world, with successful operations in five African countries.

"The project's principal objective is to contribute to the urban and architectural treasures of the capital and to provide a cultural space open to all the city's inhabitants."




**Abdeslam Ahizoune**, *Chairman of the Management Board*





**Group strategy**  
**in action**



Over the years, Maroc Telecom Group's sustainable-development policy has developed and improved, in line with the specificities of the telecommunications sector, the commitments of Vivendi Group, and the national objectives set for each country of operations.

The attendant social, societal, and environmental matters lie at the heart of the Group's quest for innovation and economic performance. Motivated by the principles of sustainable development, the Group reports on its activities to all stakeholders: employees, customers, suppliers, shareholders, the local community, and regulators.

Actions taken under the aegis of Group sustainable-development policy have a direct impact on the economic growth and well-being of local populations. Group actions strengthen social fabrics, facilitate access to knowledge, and foster local socioeconomic development. They prepare rising generations to become tomorrow's engines of development. They contribute culture and entertainment. Last but not least, they help protect the environment.

The Group's objective, shared by all its subsidiaries, is to meet the communication needs of present and future generations while spurring their human, social, and economic development.

# Bridging the digital divide and making information and communications technologies accessible to all

It is certain that new information and communication technologies (NICT) contribute to socioeconomic development, as they account for more than 3% of GDP.\* They directly improve living conditions for local populations. By facilitating communication between individuals, NICT provide better access to information, education, and employment while relieving the isolation of populations in the most remote areas. By supporting business growth, they also introduce new services.

The range of products that Maroc Telecom Group is constantly developing reaches all of society and stimulates the economy. The great diversity of the products, services, and content meets the specific needs of populations and the economies, whether in Morocco or in the countries where Group subsidiaries operate.

*\*Source: Ministry of Economy and Finance / Haut-Commissariat au Plan, 2012.*

## A Complete Range of Offers

### Consumers

In 2013, Maroc Telecom continued to enrich its offerings to meet the varied needs of its customers.

#### Mobile and internet offers



**Prepaid**, which requires no commitment and makes it easy to control costs, is the plan most favored by Moroccans. In response, Maroc Telecom offered another year of price reductions, a broader selection of offers, and new options.

Per-second billing is now standard for all communications through Jawal, Maroc Telecom's prepaid mobile plan. A new "Jawal international rate plan" top-up (MAD 20 = 20 min.) was introduced, providing low rates for calls at any hour to fixed lines or mobiles in Europe and North America.

Jawal Pass promotions, with discounted prepaid minutes, were carried over into 2013 and enhanced with free minutes.

In 2013, Maroc Telecom created two new entry-level mobile rate plans. Simple and complete, they include voice, internet, and TV for MAD 99 per month. They are "Liberté 3H" (3 hours of call time + 300 SMS or MMS + 300 MB of downloads + 30 hours of call time to a Maroc Telecom unlimited



number) and "Liberté 4H" (4 hours of call time + 300 SMS or MMS + 500 MB of downloads + mobile TV [2M, Medi1TV, and Al Oula]). The other rate plans have been extended without price increases.

The increasing demand for mobile and the development of handsets have both spurred the development of 3G internet. For every customer profile (frequent or occasional user, large or small budget, etc.), Maroc Telecom has a tailor-made 3G prepaid or postpaid offer.

To offer postpaid 3G-internet users additional connection speed beyond the monthly download limit, Maroc Telecom introduced Pass top-ups. Regular promotions include a 2 GB Pass for MAD 20 instead of MAD 50 (incl. tax).

Prepaid 3G internet offers, meanwhile, saw an extension of their validity for top-ups of MAD 20 or more.

## Fixed-line offers



Maroc Telecom's **unlimited fixed-line telephony**, highly valued by consumers, was also improved. In 2013, a new fixed-line double play (voice + internet) offer, called Phony Duo, was introduced. For MAD 249 per month, it provides unlimited calls at any hour to Maroc Telecom fixed lines as well as high-speed internet access.

In 2013, Maroc Telecom launched the **El Manzil Pass** for fixed-line customers with capped rate plans: one hour of call time to domestic mobiles and major international destinations (including Canada, France, and the United States) for MAD 20.



**Maroc Telecom provides each type of client (...) with a tailor-made 3G offer, prepaid and/or postpaid.**



**Gabon Télécom** introduced two new unlimited-telephony offers: unlimited mobile nighttime and unlimited 24/7 fixed line to fixed line. The company also held regular promotions, notably double and quadruple top-ups for prepaid mobile and two months' free access to ADSL internet.



**Mauritel** launched SMS Pass for youth people, who exchange a high volume of messages: up to 100 SMS per day or 500 SMS per month, as well as a "my favorite country" mobile offer that cuts prices by 50% for calls to customer-selected international destinations.

**Onatel** enhanced its range of services and products. First-time subscribers for prepaid mobile enjoy a free 3G connection as well as bonus call time of up to 300% of the first top-up value; they also enjoy free intra-network calls and SMS. Onatel also launched the SONGTAABA (Pay for me) mobile offer, which allows users to place collect calls after their credited call time has been consumed.



**Sotelma** launched the "N'wélé" mobile offer, which allows users to send SMS after their credit has been used up, especially to ask a correspondent to call them, and the "Ki Ladiya" service, which allows customers to top-up a friend's account.

## Businesses and professionals

Today, NICTs are indispensable to the development and performance of businesses. Maroc Telecom's voice and data offers allow businesses to avail themselves of these tools and make them a vector for growth.

The validity of the **Intra Entreprises** and **Optimis** mobile plans (for calls between employees) has been extended free of charge by one to three hours, depending on the plan. Also, a free unlimited number has been added free of charge and the download cap for 3G internet multiplied by three.



The **Optimis** offer has been expanded with the "intra-group unlimited SMS" option. For MAD 15 (excl. tax) per month, it allows businesses to send unlimited SMS among company mobiles.



**Downstream limits for 3G internet** connections at 7.2 Mb/s and at 14.4 Mb/s have been raised from 5 GB to 10 GB. For users who wish to continue browsing at high speed above the cap, Maroc Telecom offers a 3G reactivation: 2 GB for MAD 20.

In 2013, Maroc Telecom lowered access and subscription fees for its **Leased-Line+ (LL+)** data offer at 8 Mb/s and 34 Mb/s and introduced two new speeds: 4 Mb/s and 6 Mb/s. Internet leased line (LL+), based on fiber optics, offers large organizations permanent, guaranteed, and secure very high-speed internet—up to 155 Mb/s.

The Optimis offer  
« **intra Fleet with  
unlimited SMS** » for

**15DH**  
per month

**Gabon Télécom** has implemented new mobile offers with unlimited calls among company mobiles, discounts of up to 60% on monthly bills, and discounts of up to 25% on installation fees for fiber-optic internet access.

**Mauritel** has designed a business solution that integrates businesses' fixed lines into their closed-user-group mobile plans (intra-group mobile subscriptions).

**Sotelma** has expanded its high-speed internet offerings with GPON (gigabit-class passive optical network). This new solution, called Fibroptik, allows connection speeds of up to 100 Mb/s. Fibroptik is intended for large businesses and organizations and for consumers who need high speeds.

With Optimo+, Sotelma offers professionals and businesses a CUG (closed-user-group) solution, with free calls within the business network and special rates for calls to the outside.

## Content and services: innovation is key

### MT Ciné: Maroc Telecom's video-on-demand (VOD) service

—

Since 2013, for only MAD 50 (incl. tax) per month, TV customers can have unlimited access to an extensive catalogue of films and series from the largest Hollywood studios (Sony, Miramax, Disney, HBO). This new service rounds out Maroc Telecom's ADSL offer for television and radio, which has grown to more than 120 domestic and international channels covering all topics and tastes.

### MobiCash: the M-payment solution

—

With MobiCash, Maroc Telecom's mobile-payment service launched in January 2010, customers can make wire transfers from abroad\* to Morocco, pay bills by mobile telephone (Fatourati service), top-up a Jawal Pass, and make purchases online. These services are particularly useful for customers who do not have bank accounts or are seeking increased mobility.

*\*New countries since 2013: France, Italy, Spain, the Netherlands, and the UK. Service already available for Belgium.*



### MT Info app

MT Info offers free access by mobile phone to weather forecasts for the Kingdom's main cities, program schedules for the main television channels, prayer times, train schedules, late-night pharmacy locations, stock quotes from the Casablanca exchange, and exchange rates for the world's main currencies.



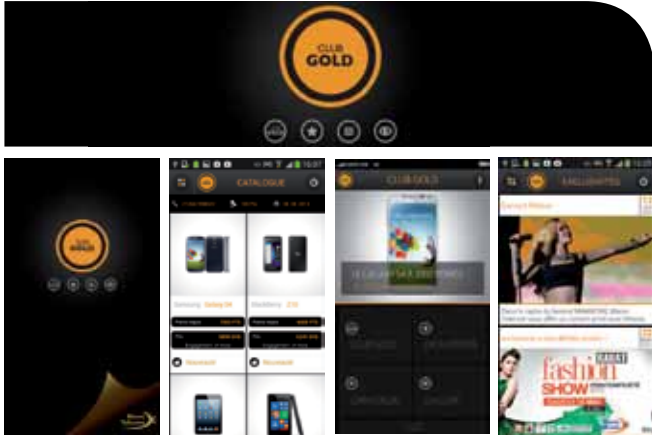
### Fidelio app\_

Fidelio allows Maroc Telecom customers to select and order mobile handsets from the Fidelio catalogue. It also allows them to pay bills online, track usage, purchase top-ups by bank card, find Maroc Telecom agencies, and contact Maroc Telecom customer-relations centers.



## Club Gold app

Thanks to Club Gold, Maroc Telecom Gold customers can keep abreast of events exclusively reserved for them, view photographs from those events, and access the Fidelio catalogue.



## MT Pro app

For the healthcare, legal, agricultural, and construction and public-works professions, MT Pro provides information such as the latest industry news, the scheduling of the main national and international industry events, calls for tender, and professional publications.

## MT Roaming app



MT Roaming provides Maroc Telecom customers with all information pertaining to roaming (rates, coverage, further information) and allows them to run simulations by rate plan.

## Bon Voyage service

Launched in December 2013, Bon Voyage informs data-service customers by text message of the current rates in the zone where they are traveling. Customers can thereby avoid the "bill shock" of unchecked usage.



## New ringtones: things are buzzing at Mobilezone!

To quench young people's endless thirst for novelty, Maroc Telecom regularly updates the content of its Mobilezone platform for music, games, and logos, accessible via mobile and two web (or wap) channels. The A-Ghany service, which allows customers to customize their ringtones, has been expanded through agreements with EMI, Warner Music, and Rotana. The catalogue now features nearly 7,500 ringtones, up from 6,500 in 2012.

Since 2013, the new A-GHANY FLASH function has been sending callers an SMS offer to download the A-GHANY ringtone of the people they call.



## Protection of young people in their use of digital services



Digital services open a world of possibilities for children and adolescents, but it is not without risk: excessive or inappropriate use, access to sensitive or shocking content, exposure to harassment, disclosure of personal data, etc. Maroc Telecom stands alongside parents to help protect children against these risks and to ensure that the internet remains the extraordinary tool for learning, research, expression, and entertainment that it truly is. The new, free parental-control service for ADSL and 3G internet provides parents with e-mail prompts whenever their children ignore a warning or attempt to visit a blocked site.

## Products and services in multiple languages

### Maroc Telecom

- ◉ **ADSL TV and radio** : **99 television channels** and **26 radio stations**, both domestic and international. **Eight languages** : Arabic, Amazigh, French, English, German, Portuguese, Spanish, and Chinese.
- ◉ **TV via mobile** : five new channels: LCI, Ushuaïa, France 2, Quran Karim TV, and Arabica TV, a **total of 24 domestic and international channels**.
- ◉ **MobileZone** : **more than 4,000** entertainment options (music, games, videos, etc.).
- ◉ **Handsets in three languages** : Arabic and French standard, Amazigh option on certain models.
- ◉ **Voicemail in Amazigh** : previously offered only in Arabic and French, service now available in Amazigh.



*Voicemail now available in Amazigh*

**Gabon Télécom** : two languages (French, English)

**Mauritel** : five languages (Arabic, Fula, Soninke, Wolof, French)

**Onatel** : four languages (French, English, Mossi, Dyula)

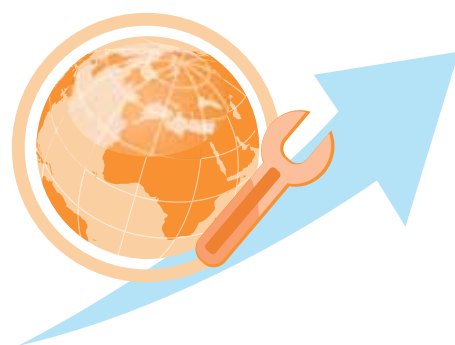
**Sotelma**: eight languages (French, Bambara, Fula, Soninke, Songhay, Tamasheq, Bodo, Minyanka)



## Services accessible everywhere

### Service provision to remote areas

Maroc Telecom is deploying telecommunications infrastructures even in the most remote areas of Morocco. From 2008 to the end of 2013, service was extended to nearly 7,200 isolated areas, amounting to 97% of the objectives set by the PACTE (program for universal telecom access). Beyond PACTE, Maroc Telecom had extended coverage to 20,000 other isolated areas by the end of 2013, thereby helping to bridge the digital divide.



In 2013, Maroc Telecom subsidiaries extended telecommunications coverage to 199 new isolated areas.

**Gabon Télécom :** 8 new areas in 2013 (total of 170 at the end of 2013)

**Mauritel :** 20 new areas in 2013 (total of 74 at the end of 2013)

**Onatel :** 38 new areas in 2013 (total of 470 at the end of 2013)

**Sotelma :** 133 new areas in 2013 (total of 693 at the end of 2013)



## Ever-increasing coverage of local populations

Maroc Telecom works regularly to extend and improve its telecommunications networks to the entirety of local populations, whether in urban, suburban, or rural areas. By the end of 2013, the **Maroc Telecom** mobile network (2G and 3G) covered all cities and thoroughfares and almost all rural areas. Thanks to the installation of several thousand relay antennas throughout the territory, 99.14% of the Moroccan population now has access to GSM mobile telephony.

**3G is rapidly gaining ground** : at the end of 2013, 72.8% of Moroccans had access to mobile internet and multimedia services (videoconferencing, streaming, downloads, online games), up from 64.3% at a year earlier.

2G network coverage of local populations by Maroc Telecom subsidiaries is also increasing :

**Gabon Télécom**: 97%

**Onatel**: 93%

**Mauritel**: 94,3%

**Sotelma**: 78%

## Staying connected on the five continents, thanks to roaming

The expansion of international roaming, through new agreements and the negotiation of preferential rates with operators, has provided Maroc Telecom customers traveling abroad with better service quality at ever-decreasing rates.



### Key figures for roaming

#### Maroc Telecom

- 573 agreements signed for mobile roaming with partners in 217 countries (+7% from 2012)
- 171 partners in 96 countries offering 3G roaming (+20% from 2012), including 76 countries for outbound 3G (+21% from 2012)
- Signing of special roaming agreements with more than 40 international groups and operators
- 136 operators in 75 countries allowing prepaid roaming (+12% from 2012), including 64 countries for outbound roaming (+2% from 2012)
- 282 partners in 133 countries offering GPRS and MMS roaming (+13% from 2012)
- 465 operators in 204 countries allowing roaming SMS transmission (+4% from 2012)
- 109 partners in 65 countries offering 333 voicemail and 777 customer service for roaming
- 826 operators relaying MMS service via MMVD

#### Gabon Télécom

15 new international roaming agreements signed with partners in several countries, including Jordan, Turkey, Bahrain, and South Africa.

#### Mauritel

60 new international roaming agreements signed in 2013 with partners in several countries, for a total of 180.

#### Onatel

9 new international roaming agreements signed with partners in several countries, including New Zealand, Romania, Portugal, Greece, Spain, the Netherlands, Ireland, Vietnam, and Finland.

#### Sotelma

25 new international roaming agreements signed with partners in several countries, including 19 for 3G and 6 for postpaid.

Pilgrims enjoyed free roaming call reception on all Saudi networks in 2013. This promotion lasted from July 1 to October 31, covering the "Oumra" and "Hajj" pilgrimages.

## Services accessible to all

### New rate reductions in 2013

Maroc Telecom substantially reduced prices once more in 2013, with:

- Rate reductions on subscriptions
- Reductions on per-minute call rates
- Free additional minutes
- Increases in bonus values and durations
- Frequent, attractive promotional offers for subscription fees and equipment purchases. These offers apply for new as well as established customers.



### Key figures for Maroc Telecom price cuts

#### Mobile



Thanks to standardized per-second rates, more frequent promotional offers, free additional minutes for rate plans, and an overhaul of entry-point rate plans, mobile prices fell 27% in 2013.

Consequently Maroc Telecom customers were able to communicate more: usage rates were up 15.6% in 2013.

#### Fixe



**The per-minute rate declined an average of 11% in 2013**, mainly because of:

- The price reduction from MAD 1 per two-minute tranche to MAD 0.50 per minute for domestic calls and calls to the main international destinations;
- Price reductions for businesses: the per-minute rate for calls to domestic mobiles declined from MAD 1.90 to MAD 1.50 (excl. tax), and new destinations were introduced in zone 1\* for calls to international mobiles.

#### Internet



**In 2013, postpaid 3G internet speed was doubled**, to 3.6 Mb/s, at no extra charge.

\*Zone 1: Western Europe (Andorra, Gibraltar, Greece, Portugal, San Marino, Spain, France, Italy, Vatican City, Austria, Denmark, Finland, Iceland, Ireland, Luxemburg, Germany, Belgium, Norway, the Netherlands, the UK, Sweden, Switzerland).



✓ **Gabon Télécom** made substantial price reductions for mobile and ADSL subscriptions and doubled internet and fixed-line speeds at no extra charge.

**Mauritel** made promotional offers to reduce access fees for its DUO voice and internet offer and doubled 3G speeds for prepaid customers.

**Onatel** significantly reduced fixed-line prices (by up to 49%).

**Sotelma** doubled ADSL speeds at no extra charge.

## Price reductions for international calls

Maroc Telecom regularly lowers its rates for outgoing international calls, whether fixed line or mobile, especially for destinations in heavy demand.

« **Maroc Telecom facilitates communication between Moroccans Living Abroad and their families in Morocco.** »



By also reducing the cost of incoming calls to its fixed-line network, Maroc Telecom makes it easier for Moroccans living abroad to communicate with loved ones who have remained in Morocco. Several foreign operators and MVNOs (mobile virtual network operators), in addition to proposing offers that integrate unlimited calling to Morocco, notably from France and Belgium, also regularly launch promotional offers on the price of calls to Morocco.

## Fostering socioeconomic development and preparing tomorrow's leaders

New information and communication technologies (NICT) have a positive effect on economic development. A country's ability to compete globally is contingent on the development of its telecommunications infrastructures.

NICT are fundamental to the knowledge economy, and their rapid development favors the creation of new employment opportunities and spurs the growth of local businesses.

Maroc Telecom Group plays a leading role in the national economy's development and helps pave the way for tomorrow's growth leaders by providing the necessary material, equipment, and infrastructure.

## Ambitious investment programs for fixed-line, mobile, and internet services

### Network renovation

Maroc Telecom has launched a vast, two-year extension and modernization program for its fixed-line and mobile networks. Substantial capital expenditures have been allotted to introduce cutting-edge technologies and anticipate substantial growth in mobile-telephony traffic and very rapid development in high-speed and very high-speed internet.

This concerns all mobile-network infrastructures and entails radical renovation of existing technologies. Most of Maroc Telecom's current mobile access facilities are to be replaced with Single RAN (Radio Access Network) equipment, the most advanced technology currently available. At the end of 2013, almost 2,100 Single RAN antennas had been installed.

Fixed-line access equipment is of the MSAN (Multi-Service Access Node) type. It is deployed in close physical proximity to customers, so as to provide the highest possible internet speeds and service quality. More than 1,700 units had entered into service at the end of 2013.

Infrastructures necessary for fiber-optic to the customer have been set up in several Moroccan cities: Casablanca, Rabat, Tangier, Marrakesh, Fez, Agadir, Tétouan, Ben Guerir, and Salé. The goal is to lay fiber-optic cable all the way to customer residences, so as to provide speeds of approximately 100 Mb.



Fin 2013  
près de  
**2100**  
antennes Single RAN  
installées



### Single RAN

Single RAN (Radio Access Network) mobile-access equipment allows for a convergence of 2G, EDGE, and 3G radio access networks, thereby improving service quality and reducing energy consumption.

## Les MSAN

Multi-Services Access Node (MSAN) is a new technology for the provision of multiple services (voice, data, and audiovisual content) to fixed-line customers, at higher speeds and service quality. MSAN deployment has allowed Maroc Telecom to :

- Renovate equipment of the preceding technology (DSLAM ATM)
- Prepare for the deployment of new, VDSL-type technologies
- Broaden access to fixed-line services (ADSL/voice/IPTV)
- Reduce the distance between subscribers and the access network, for very high-speed services



## Fiber optics for very high-speed access and connecting to the rest of the world

### Extension of the domestic network

Maroc Telecom is providing the speed increase necessary for new digital usages, and is making massive investments in its fiber-optic networks. At the end of 2013, the network had reached a total length of 35,000 km, up from 30,000 km in 2012.



### International connectivity

Maroc Telecom Group connects the Kingdom and its subsidiaries' countries of operation with the rest of the world through its international cable network, which comprises a terrestrial cable, the

Trans-African cable, and a system of submarine cables, among them the Atlas Offshore and Loukkos cables (which Maroc Telecom owns) and the SEA-ME-WE3 and Tétouan-Estepona cables.

Maroc Telecom has put a premium on developing international business activity within the Group. It is currently the main supplier of internet bandwidth to its subsidiaries and a major hub for voice traffic. Connection to the ACE (Africa Coast to Europe) cable at Mauritania has allowed the Company to develop new links with its subsidiaries.

The Trans-African, a nearly 5,700 km fiber-optic cable linking Maroc Telecom with its subsidiaries, was 99.5% complete at the end of 2013. It will foster exchange within the Group, bring high-speed internet service to certain isolated areas for the first time, and optimize international-telephony costs.

In total, outgoing international bandwidth has increased more than 50% in a year, from 250 Gb/s to 380 Gb/s. Fixed-line and mobile internet customers have enjoyed significant improvements in speed.



At the end of 2013, **Gabon Télécom** had an international internet bandwidth of 3.1 Gb/s.

**Mauritel's** bandwidth increased from 80 E1 at the end of 2012 to almost 114 E1 a year later. Current link capacity amounts to 1.86 GB.

At the end of 2013, **Onatel** had a substantial fiber-optic network of more than 2,300 km, connecting to contiguous countries. Four new links were set up during the same year with Ghana and Ivory Coast.

In 2013, **Sotelma** extended its fiber-optic network to meet demand for data traffic and the fixed line-mobile convergence. The Bla-Sévaré axis, the main thoroughfare toward the northern regions, including Mopti, was laid down in fiber optics. Thus 327.75 km were deployed in 2013, for a country total of 2,672 km in fiber-optic cable.

## Maroc Telecom's international network

- **231** international destinations
- **More than 50 direct links** by terrestrial or submarine cable (SMW3, Tétouan-Estepona, Atlas Offshore, and Loukkos)
- **10 VOIP links**
- **2 points of presence (PoP)**, in Paris and New York, to facilitate interconnection with new foreign partners
- **More than 5 international** data partners to meet high-speed internet needs for businesses
- **3,450 circuits** between Maroc Telecom and its subsidiaries, including 14% by VoIP

## Network quality

Maroc Telecom's modernization of its fixed-line and mobile communications platforms will provide customers with a high-quality, stable network, founded on convergence to serve a multitude usages.

Massive deployment of MSAN technology on the fixed-line and ADSL access network will raise speeds and provide value-added services, such as videoconferencing and three-way conferencing. Deployment of the fiber-optic GPON network will provide the general public and businesses with better service quality and speeds of up to 2 Gb/s up- or downstream, 100 times faster than current service.



### Key figures for Maroc Telecom Group networks

		2012	2013
<b>Maroc Telecom</b>	GSM 2G (BTS) relay antennas	6 954	5 403
	3G (node B) relay antennas	3 813	2 621
	Single RAN relay antennas	-	2 083
<b>Gabon Télécom</b>	GSM 2G (BTS) relay antennas	334	361
<b>Mauritel</b>	GSM 2G (BTS) relay antennas	645	714
	3G (node B) relay antennas	132	154
<b>Onatel</b>	GSM 2G (BTS) relay antennas	683	778
	3G (node B) relay antennas	10	90
<b>Sotelma</b>	GSM 2G (BTS) relay antennas	930	1 045
	3G (node B) relay antennas	90	211*

\*The 211 3G sites include 146 Single RAN antennas (of which 52 are counted as 2G and 94 are used exclusively for 3G).

## A new investment agreement

In January 2013, faced with a steep rise in mobile and high-speed internet traffic, Maroc Telecom and the Moroccan government signed a fourth investment agreement to reinforce infrastructures and expand network capacities. Maroc Telecom pledged to invest nearly MAD 10.1 billion in Morocco from 2013 to 2015, and a further MAD 4 billion in Group subsidiaries.

This investment program will allow the Group to introduce the most powerful technologies, replace almost all existing equipment, and create five hundred direct jobs.



2013–2015 investment agreement  
**almost MAD 10,1 billion**



2013–2015 investments in  
Group subsidiaries :  
**MAD 4 billion**

Total investments since 2003:  
**More than MAD 39,5 billion**

### Contribution to state revenues

Maroc Telecom contributes substantially to the revenues of the Moroccan state. For the year 2013, the Group paid MAD 1.95 billion in dividends to the state.

For fiscal year 2013, Maroc Telecom paid almost MAD 4.47 billion in taxes and duties, including corporate taxes.

**1,95 billion DH**  
**dividend**  
paid to the State

**nearly 4,47 billion DH**  
of taxes paid by Maroc Telecom

## Supporting local businesses and employment

Maroc Telecom supports business creation, promotes local production, and thereby contributes to job growth.

Aid programs to help SMEs, VSEs, and professionals develop their business were maintained in 2013. New subscribers to ADSL internet or MT BOX PRO are attributed a ".ma" domain name; secure, customizable email; online storage; and price reductions on fixed-line, mobile, and internet bills for the first three months of service (Business GO).

Thanks to Maroc Telecom's support for the **Infitah** and **Bidayati** programs, 430 very small Moroccan enterprises received orientation for and initiation into the use of information technologies, subscription discounts, handset subsidies, and free installation.



reassure local and foreign consumers, and facilitate the sale of the products.

The distribution of Maroc Telecom products continues to spur business activity and create jobs, especially in the indirect-sales network, while the Company's general operations provide business for subcontractors.

More than 127,000 indirect jobs have been created by Maroc Telecom in the Kingdom of Morocco, including 4,000 with subcontractors. Almost 117,000 jobs have been created in the countries of operations of Group subsidiaries.

Finally, Maroc Telecom stimulates local economies by placing 56% of its orders with local suppliers.



In 2013, Maroc Telecom partnered with Maroc Taswiq to set up a "Toile Solidaire Virtuelle" ("Virtual Solidarity Web") linking cooperatives of the solidarity economy with a control center at Maroc Taswiq headquarters, Casablanca. Maroc Telecom provides equipment and high-speed internet access for the pilot project's fifty agricultural cooperatives. The project's objective is to improve governance within the cooperatives, optimize their production, increase their competitiveness,

« **More than 127 000 indirect jobs were created by Maroc Telecom in the United ...**



As per the partnership agreement with the Maison de l'Entreprise, **Onatel** discounts rates on all products and services for start-ups in Burkina Faso.



Maroc Telecom supports the "Infinitah" program of the National Agency for the Promotion of Small and Medium-Size Enterprises. This program offers discounts to very small enterprises for computer purchases and 3G and ADSL internet access. Since the program's launch, in 2011, 354 very small enterprises have enjoyed discounts of 25% on the price of 3G internet at 7.2Mb/s and ADSL internet at 4Mb/s.

## إنفتاح سهل لي خدمتي



## PACK BIDAYATI DU CRI POUR BIEN DÉMARRER MON ENTREPRISE

Maroc Telecom also supports the "Bidayati Pack" of the Regional Investment Center of Casablanca (which helps start-ups in their very early stages) by providing discounts on telecom products and services. Since the Bidyati Pack's launch, 80 businesses have received the following aid:

- A 50% discount on the first four bills (fixed line, mobile, and internet).
- Access fees waived for ADSL internet or internet leased lines.
- Free domestic DNS services and Websilver storage space and optional services for fixed-line (three-way conferencing, call transfer, call waiting) and mobile (videoconferencing, voicemail, missed-call notification) telephony.
- A switchboard-purchase subsidy of up to MAD 1,000 per new fixed line serving the switchboard.
- A free 3G subscription for every Optimis subscription or business mobile rate plan.
- A listing in the professional telephone directory, with distinguishing characters and colors.

### Partenaire du forum Cités & Gouvernements Locaux Unis (CGLU)



#### Congress – Rabat 2013

Maroc Telecom provided the information- and communications-technology infrastructures for the fourth World Summit of the United Cities and Local Governments Congress, held in Rabat on October 1-4, 2013. The Company also presented its latest advances in connectivity, products, and services and laid out its policy and objectives for corporate social responsibility.

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## Support for young people

Maroc Telecom Group operates in countries where a large, active population of young people interacts daily with new information and communication technologies, powerful tools with which they can build their future. It is up to Maroc Telecom to help them make their way, find fulfillment, and live their dreams—a responsibility that the Company has carried with pride for years. Whether dealing in the economy, with support for business creation, or in education, sports, the arts, culture, or humanitarian initiatives, Maroc Telecom Group provides unflagging support for the young people of the countries where it operates.

« **To accompany the Moroccan youth in its development, growth and dreams is a responsibility that Maroc Telecom is proud to take on.** »

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## Prioritizing education and training

Since 2006, the Maroc Telecom Association for Business and Job Creation (MT2E) has awarded merit-based scholarships of up to five years (valid in Morocco or abroad) to students whose families cannot afford to finance their higher education. More than 560 scholarships, including 150 for the 2012–2013 academic year, have so far been awarded.



Every year, MT2E also awards Imtiyaz prizes for excellence. These prizes have been awarded since 2006 for top national or regional scores on the high-school baccalaureate examination and since 2011 to the children of employees who score a très bien (A or A+) on the same exam. So far, 825 Imtiyaz prizes have been awarded, including 180 to children of employees.

Every year in its various departments, Maroc Telecom welcomes interns from renowned Moroccan and international colleges. In 2013, the Company received 56 such interns, who were

placed under a tutor and evaluated in accord with the terms of their internship agreement.

In 2013, Maroc Telecom supported the annual congress of the Engineering Association of the Ecole Mohammédia des Ingénieurs (EMI), the EMI's own development project, and the National Moroccan Scouting Federation (FNSM). Maroc Telecom took part in the eighth edition of the "Rencontres de Formation Cinéma et Education," organized by the Moroccan Association for French-Language Teaching and French-Language Literature (AMALEF). This year's theme was "Cinéma et Théâtre."



## Access to knowledge for all

When it comes to knowledge acquisition, NICT are an unparalleled resource. By democratizing internet access and use, Maroc Telecom aims to provide concrete help for schoolchildren and university students as they enter into society and the economy. The Company has therefore committed to three national programs—Injaz, Nafid@, and Génie—in the government's 2013 Digital Morocco Strategy. Maroc Telecom is the chief contributor to these programs, providing 50,000 students and more than 178,000 teachers with internet connections and laptop computers at discount prices.

Maroc Telecom equipped nearly 1,300 schools with filtered internet connections and set up more than 390 multimedia rooms in those schools.



**Mauritel** made special offers on 3G modems for young people and increased the number of promotional days for internet top-ups.

**Onatel** supported National Internet Week 2013. It set up a stand at the Internet Fair to initiate the schoolchildren and university students of Ouagadougou into web navigation and 3G+ internet.

Onatel is also a supporter of the Biblio'brousse association of Bobo Dioulasso, Burkina Faso's second-largest conurbation. In 2013, through this association, the Company awarded 150 scholarships to high school and junior high school students of the western region for the association's computer and multimedia courses. Biblio'brousse also enjoys a 50% discount on connection fees for high-speed internet.

**Sotelma** supported several initiatives in 2013:

- the Maxi Tour School (for which Sotelma is an official sponsor), a national inter-school competition with words and letters, songs and poems, dance, a show with the election of a Miss Maxi, and artist performances;
- the Case des Métiers, a reality TV show that promotes various professions among students;
- the fair organized by the Agency for the Promotion of Employment for Young People (APEJ), which promotes entrepreneurialism among young people in rural areas and helps orient university students and unemployed university graduates.



## Promotion of promising talents

### Talented young people

Every summer, **Young Talent Evenings**, part of the Maroc Telecom Jawla festival, provide an opportunity for young artists to perform onstage and make a name for themselves among the Moroccan public. To date, more than 180 evenings have set the scene for new stars to perform in nine Jawla villages: Saïdia, Nador, Al Hoceima, Martil, M'diq, Tangier, Rabat, Casablanca, and Agadir.

Maroc Telecom continued its support of the new Moroccan music scene through the **Génération Mawazine** contest, which highlights promising talents in three musical categories: rap and hip-hop, fusion, and electronic music.



In addition, a partnership with the **cultural season of the Instituts Français in Morocco** provides support for young talents in various domains: painting, dance, circus arts, etc.

In 2013, **Onatel** was a partner for **(Faso Academy 2013)**, a competition for young talents in modern music.

**Sotelma** supported **(the Canubaya)** caravan, which crisscrossed the country with international artist Neba Solo and his magic balafon, surrounded by a troupe of promising young artists.



## Young talents in sports

In 2001, Maroc Telecom founded its own sports school, the **Rabat Athletics Club (ACR)**. Providing training in football and track and field, the ACR has to date hosted more than 700 students, aged 6 to 17, one-third of whom have been children of employees.

Over the past three years, the ACR's football section has sent some 15 young talents to renowned training centers and to national and international teams. The track-and-field section, affiliated with the Royal Moroccan Track and Field Federation, was ranked thirteenth nationally among track-and-field clubs for the 2012–2013 season.

Since 2007, Maroc Telecom has supported the **Mohammed VI Football Academy**, which every year provides advanced training to a hundred young players who dream of turning professional.

Since 2009, Maroc Telecom has also been a partner to the **Royal Moroccan Track and Field Federation's Caravan for Scouting Young Talent**.

Every year, the caravan travels to a different part of Morocco in search of young athletes with outstanding potential. Promising candidates are sent to their nearest athletic clubs.

Maroc Telecom also supported four young Moroccan bodyboarders for the **Bodyboard Road Trip**, from Tangier to La Güera, in December 2013. The road trip's goal was to discover all the Kingdom's best surf spots, with their many natural treasures, and especially to popularize bodyboarding in Morocco. The body-boarders shared their sports, human, and cultural experiences with the children of 15 schools affiliated with the Royal Moroccan Surfing and Bodyboarding Federation.

**Mauritel** helped organize the **fourth annual International Marathon of Nouadhibou**, a particular favorite with young people.

## Creative young talents in the area of NICT

In 2013, Maroc Telecom contributed its support to three annual events in the world of new information and communications technologies.

The 2013 **Be My App** competition, the main event for creative young people, thinkers, developers, graphic designers, and marketers, challenges participants to develop a mobile app within 48 hours. First prize went to ServeMe, an interactive smart-menu for restaurants allowing customers to visualize dishes, place orders, and rate service quality. The app even makes it possible for customers to compose their own off-menu dish with the ingredients available in the kitchen.

**Ftour 2.0** attracts web specialists and generate synergies through thematic discussions. For **2013**,

the event was held at the Post, Telegraph, and Telephone Tennis Club in Rabat and gathered a hundred of the most important professionals of Web 2.0 and the Moroccan blogosphere.



For the past seven years, Maroc Telecom has supported the **Maroc Web Awards**, a major event on the Moroccan technology scene. In 2013, 13 young talents carried home awards in such categories as blogger of the year, personality of the year, web portal of the year, and Twitterer of the year. It was a real success, with attendance of more than 1,500. The prize for best web personality of the year was awarded by Maroc Telecom.



## Virgin gaming league by Maroc Telecom

**December 7-14, 2013**

Maroc Telecom teamed up with Virgin Megastore Morocco in 2014 to organize the first annual FIFA PlayStation 3 tournament. Parties were organized in Morocco's four Virgin stores: in Fez, Rabat, Casablanca, and Marrakesh. In all, more than 128 PlayStation gamers took part.



## Promoting the welfare of local populations

For many years Maroc Telecom has been striving to improve living conditions (especially among the most vulnerable populations), take part in local life, entertain, promote culture, and help people find fulfillment. Through foundations and humanitarian associations, the Group supports numerous initiatives to aid the indigent and the infirm. It also promotes cultural diversity and sports on its own or through partnerships.

### Humanitarian and social engagements

In 2013, **Maroc Telecom** renewed its commitment to numerous national foundations and associations that combat poverty and social exclusion, provide assistance for the indigent and the infirm, and protect children's rights. Among these organizations are the Mohammed V Foundation for Solidarity, the Lalla Salma Foundation for the Prevention and Treatment of Cancer, Heure Joyeuse, the National Observatory for Children's Rights, and the Moroccan Aid and Support Association for Trisomic Children.



Every year during the sacred month of Ramadan, Mauritel distributes foodstuffs and meals (ftours) to the poorest communities.

In 2013, to help improve public health and hygiene, **Mauritel** provided support for training in stomatology, periodontology, dental prostheses, and implants for local dentists, to the great benefit of Mauritians.

**Onatel** supports the KIMI Association, which aids indigent women who have suffered complications during pregnancy, and which also works for the prevention of breast and uterine cancer. As part of its partnership with the Ministry of Health, Onatel has organized an anti-tuberculosis radio and television campaign. It

also aids the vulnerable populations of Oudalan province through its support for Christian Aid and a joint program to transfer money to 4,697 beneficiaries.

Throughout October 2013, the traditional month of solidarity in Mali, **Sotelma** donated rice, millet, sugar, and milk to several charitable associations and children's aid organizations. To aid war refugees in northern Mali, Sotelma has set up a hotline (35 37 3) in partnership with the Cri de Cœur association and donated staple foods (oil, milk, flour, and sugar) to the Malian Red Cross.



## Promoting cultural diversity

**Maroc Telecom** is strongly committed to spotlighting Morocco's cultural heritage and to providing support for music, cinema, theater, publishing, and other endeavors.

The Company's support for music is clearly seen in the funding it has provided at the very earliest stages to several festivals, support that reflects the Kingdom's full musical diversity: the Mawazine festival, the Fez festival of sacred music, the Fez Amazigh festival, the Tangier Touiza festival, the Ifrane Tourtite festival, the Taounate Aïta festival, the Zagora Nomads festival, the El Jadida Malhouniate festival, and the Settât Louthar festival. In 2013, Maroc Telecom also supported the winter tour of Hoba Hoba Spirit, a very popular fusion group.

Maroc Telecom has always been a loyal partner to the Marrakesh International Film Festival as well as the Rabat Auteur Film Festival. It helps the Mohammed V National **Theater** mount its annual production and supports the **publication** of works by Moroccan authors in various domains.



### Maroc Telecom Jawla festival



Every year since 2002, Maroc Telecom has organized the Jawla festival, offering more than 300 free concerts on a two-month tour through several Moroccan cities. Local, national, and foreign artists perform live before audiences that in 2013 exceeded three million music fans.

## The Maroc Telecom Auditorium

Inaugurated in 2013, the Maroc Telecom Auditorium, located at the foot of the new corporate headquarters, is a unique work of architecture. Top-flight acoustics, advanced technology for sound, light, and video, 600 seats, and remarkable modularity make it an ideal space for conferences, concerts, shows, film projections, and receptions. With spectacular views through its transparent walls, the Maroc Telecom Auditorium provides a world-class venue for the city of Rabat's cultural life and events. It has already hosted a number of events.



## The Maroc Telecom Museum



The Maroc Telecom Museum was transferred in 2013 to a specially designed space on the ground floor of the Tour Maroc Telecom. Its two floors contain the full collection of objects related to telephony and telecommunications. The museum's many visitors, and especially children, who marvel at the rapid development of these technologies, can follow a pedagogical tour that presents and expounds upon the state of telecommunications from the late nineteenth century to the present day, particularly in Morocco.

**Mauritel** is a partner with the Tidjikja date festival, which brings together musical groups from all regions of the country. The Company also supports other festivals organized by various Mauritanian cities, as well as numerous cultural and artistic events, and sponsors television programs that feature traditional Mauritanian music.

**Onatel** provides aid to the Ebony association, organizer of the Arts and Cultures Festival in the high schools and junior high schools of Burkina Faso, and to Couleurs Vacances, a competition featuring urban music and dance. Onatel also provided support for the Yako Agro-Pastoral Fair.

**Sotelma** stands with the Association for the Promotion of Tourism in supporting the Festival

of Malian Music, a symbol of Malian cultural diversity. It also supported the Ministry of the Environment for the organization of Mali's Environmental Fortnight.

In 2013, Sotelma once again organized the Malitel Show, which allowed a great many local artists to perform throughout the country. In addition, in support of populations suffering from conflicts in the north, Sotelma teamed up with the Mali Federation of Artists (FEDAMA) to organize an aid concert, with the participation of numerous Malian artists.



## Promoting sports

Maroc Telecom supports several sports. It has been an essential partner to the Royal Moroccan Football Federation since 2000 and to the Royal Moroccan Track and Field Federation since 1999. It also supports the Royal Moroccan Equestrian Federation and the Royal Moroccan Tennis Federation.

In 2013, Maroc Telecom was a sponsor of the twenty-sixth annual Tour du Maroc cycling race, the Africa Cup of Nations for football players under the age of seventeen, and the FIFA World Cup. It provided support for several other sporting events as well.



**Mauritel** is the official sponsor of all of Mauritania's national football teams and supports other sports, such as cycling and track and field.

In 2013, **Onatel** supported the Ministry of Sports and Leisure for the national team's participation in the 2013 Africa Cup of Nations. It also helped organize the Center-West Football Cup, promoting and stimulating the development of

football in that region. Onatel also supported the Tour du Faso cycling race.

**Sotelma** is a partner to Mali's National Olympic and Sports Committee and its twelve affiliated federations, to the Mali Tennis Federation, and to the Malian Horse Racing Federation.

## Promoting corporate responsibility and environmental protection

Whether dealing with Group employees or third parties, customers or suppliers, Maroc Telecom makes it a priority to cultivate listening, trust, transparency, and respect. Providing support for civil society and helping to protect the environment are part and parcel of corporate responsibility.

## Recognizing employee skills and promoting employee well-being

For Maroc Telecom Group, the professional development and fulfillment of employees are vital goals. This means modern human-resources management, constant, open dialogue, continual improvement of working conditions, and a carefully adapted benefits policy.



### Headcount at the end of 2013



Maroc Telecom Group  
**11 807**

Morocco (Maroc Telecom) : **9 374**  
Casanet : **70**

Gabon (Gabon Télécom) : **388**  
Mauritanie (Mauritel) : **353**

Burkina Faso (Onatel) : **988**  
Mali (Sotelma) : **634**

### Group employee training in 2013



**6 753**  
employees trained  
**16 580**  
participants in training  
courses



## Training and mobility



Maroc Telecom operates a training center in Rabat and employs in-house trainers qualified to teach in several fields. For specific training, the Company hires external service providers, be they telecommunications companies or specialized firms.

In 2013, training expenses accounted for more than 3% of total payroll and covered 5,180 employees. The training plan, which included 52 new topics relating to Company business activities, provided an average of three training days per employee.

Maroc Telecom entered into a partnership with the Agency for Professional Training and Labor Promotion (OFPPT) to provide employees with long-term, certificate-awarding training programs. Thirty-eight employees are currently being trained as technical specialists in four areas: business management, networks and IT, IT development, and sales.

Over the past four years, 271 employees have received training in sustainable development and 402 in environmental studies.

To encourage internal mobility, a list of open positions in Morocco and in the subsidiaries is posted on the Company intranet. This year, more than 760 employees were transferred or promoted.



In 2013, **Gabon Télécom** implemented annual performance evaluations (EAP). Training was dispensed in various subjects (reception, legal matters, taxation, finance, etc.). For the ADSL Challenge, the managers of the best-performing retail branches received bonuses. In addition, the Company organized a holiday celebration with a Christmas tree for children of employees and numerous prizes awarded by raffle.



## Benefits

During the summer of 2013, 871 Maroc Telecom employees and their families enjoyed subsidized **trips** in Morocco and abroad. New destinations are added every year.

Employees and their families enjoy access to two **sports clubs** : the Rabat Athletic Club and the Rabat Tennis Club. An employee cafeteria has been open at the Tour Maroc Telecom since November 4, 2013.

Maroc Telecom provides employees with subsidies for the purchase of a means of transport (656 beneficiaries in 2013) and for pilgrimages to the holy sites of Islam (43 beneficiaries receiving

MAD 36,000 each). The Company also provides housing loans. Of the 124 requests to fund housing projects in 2013, all were approved. Furthermore, agreements with property developers allow Maroc Telecom personnel to receive discounts on the purchase of housing or land.

« *Housing loans are also available for those interested. All the applications were fulfilled in 2013.* »

871  
*Employees and their families have benefited from subsidized holiday trips during the summer*

2013

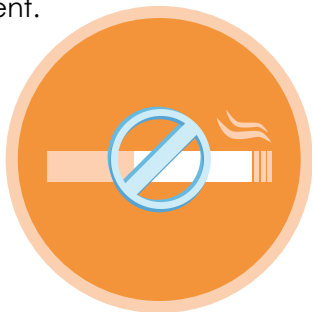
## Dialogue with social partners

Social dialogue is a tradition at Maroc Telecom Group and facilitated by the presence of structured, representative unions. Maroc Telecom

has employee representatives from eight regional offices and from key departments at headquarters.

## Health and well-being at the workplace

Since Maroc Telecom's adoption in June 2007 of the **Tobacco-Free High Schools, Junior High Schools, and Companies** program of the Lalla Salma Foundation for Cancer Prevention and Treatment, the number of smokers in the Company has steadily diminished. Thanks to measures such as awareness campaigns about the dangers of tobacco, free medical assistance and support for smokers trying to quit, protections for nonsmokers, and the installation of smoke detectors, more than 780 employees had quit smoking and 350 others reduced their consumption of cigarettes by the end of 2013. As a result of these measures, Maroc Telecom was awarded, for the fourth consecutive year, the Tobacco-Free Company gold label from the Lalla Salma Foundation for Cancer Prevention and Treatment.



Nine health and safety committees convene regularly at **Maroc Telecom**, as per regulatory requirements. Eight internal audits of Company compliance with standards for hygiene, health, and workplace safety were carried out in 2013. All verified Company compliance with regulatory standards and requirements.

In 2013, 205 employees attended a stress-management training course, 57 attended a course in health and workplace safety, and 16 attended a fire-safety course. These training sessions last one or two days.

Very advanced fire-safety equipment has been installed at the Tour Maroc Telecom and is regularly inspected. All employees working at the Tour have attended an awareness course on safety in tall buildings.

plus de 780  
**Employees**  
quit smoking

350 autres  
**Reduced their cigarette**  
**consumption**

« **Eight internal audits for the respect of workspace hygiene, sanitary and security norms took place in 2013** »

## Participation in the 61st Women Business Leaders World Congress

**61** FCEM WORLD  
CONGRESS  
MARRAKECH 2013



Maroc Telecom took part in the 61st Women Business Leaders World Congress, in Marrakesh. The objective of the congress is to promote gender equality and better integration of women in business development as a growth vector for value creation.

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## Experience sharing within the Group

### Group-level experience sharing

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In 2013, Maroc Telecom's teams carried out some thirty missions at Group subsidiaries, for a total of 445 man-days. More than 120 subsidiary employees came to Maroc Telecom to attend seminars or training sessions and carry out exchange missions. Seminars for subsidiaries covered all business areas: networks, information systems, marketing, sales, PR, oversight, finance, purchasing, and international operators.



### Implementing international management standards at the subsidiary

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Maroc Telecom Group has launched several projects to bring subsidiary management processes up to international standards. In 2013, Sotelma implemented cost accounting and programs for cost optimization and more-reliable asset valuation.

The project to set up an inter-subsidary fiber-optic cable was continued. Work was completed in Mali and the cable extended to southern Mauritania. For the sales channel, a new project to optimize distribution was launched for all four Group subsidiaries, with support from Maroc Telecom.

### Synergies and pooling between Maroc Telecom and its subsidiaries

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The pooled-purchasing initiative was consolidated and continued in 2013. The project is a true vector for synergies and skill transfer at Maroc Telecom Group. It has taken shape through the implementation of a truly Group-wide approach to negotiation and the harmonization of prices and solutions. More than ten pooling initiatives were set up during the year, allowing subsidiaries to procure new technologies (e.g., flash SIM cards, 64K and 128K USIM cards, MSAN, Single RAN) while optimizing their capital expenditures.



## Earning the trust of our customers

Maroc Telecom builds customer trust on the basis of transparency and simplicity of information and price.



### Protection of personal data

**Maroc Telecom** is especially careful to protect the confidentiality of customers' personal data and privacy, and has set up strict security measures to achieve these ends.

#### Information security\_

The Charter for Data Security, which lays out the relevant internal rules, is signed by all employees. In 2013, Maroc Telecom's certifications in **ISO 27001: 2005** (information security management systems) and **ISO 9001: 2008** (quality management systems) were renewed for the third and fourth times respectively.



Maroc Telecom also implemented a **risk-analysis and risk-treatment methodology** for the identification, evaluation, and control of all information-security risks relating to Company processes and activities. In 2013, to ensure the methodology's effectiveness and conformity with

ISO 9001 and ISO 27001, Maroc Telecom carried out 24 internal audits of 275 sites in the region and of nine central processes.

**Recovery and continuity plans** were developed for all critical processes and activities and are regularly tested.

Moreover, Maroc Telecom's **information-systems security** was reinforced with the deployment of several solutions, notably for protection against data loss, access control, and messaging-platform security.

#### Abidance by the law on the protection of personal data \_

Since Law 09-08 on the protection of natural persons with respect to the treatment of personal data went into effect in 2013, Maroc Telecom has taken the necessary steps towards compliance. A Maroc Telecom representative has been designated to ensure, in coordination with the National Commission for the Protection of Personal Data (CNDP), that the Company abides by the provisions of the law and maintains its level of conformity. In December 2013, Maroc Telecom obtained CNDP approval for all declared treatments.

## Customer satisfaction

### Extension and modernization of the retail-branch network \_

In 2013, 20 new retail branches were created. The network comprises 387 branches, including 27 reserved for businesses and four for key accounts. Fifty-one retail branches were renovated in line with the "new generation" concept, which improves customer service. At these branches, customers can explore new services and test handsets. There are no lines to wait in, and sales assistants are on hand to help. At the end of 2013, 223 retail branches had been converted to the "new generation" concept.

### Always a telestore nearby \_

Wherever they find themselves, even in the most remote areas, Maroc Telecom customers can always find nearby one of the 72,000 sales points registered at the end of 2013. This expansive network bringing Company services to customers also makes a significant contribution to regional employment.

The network is supplied by nine national and regional distributors, four of which serve businesses customers (two exclusively and two handling other Maroc Telecom customers as well).

Launched in 2010, the network of telestore distributors under Maroc Telecom's "Plus Full Image" brand had also expanded, to nearly 200 locations at the end of 2013.



20  
New agencies  
were created in  
2013

### Increasing information-system productivity

Information systems in several business segments were updated or overhauled in 2013. New applications were designed for internet customers, and new collaboration and communications solutions were deployed.

IT infrastructures and information systems are kept under strict security. Every year, Maroc Telecom conducts a full-scale test of its recovery and business-continuity plan. This test simulates the transition of the information systems to a backup site, in case of major damage. A successful simulation was carried out in February 2013.

In addition, Maroc Telecom deployed a secured solution for document sharing and exchange with subsidiaries.

« Wherever they are, even in remote areas, Maroc Telecom clients will always find one of the 72 000 registered points of sale near them. »



## Steadily improving service quality

Maroc Telecom has continued to improve customer relations by implementing software that allows retail branches, call centers, information centers, and after-sales centers to address customer concerns more quickly, whether for information, orders, or complaints.

- A new internet customer-relations management system was deployed and integrated into the existing system for fixed-line and mobile services.
- Retail-branch vendors can now reactivate mobile subscriptions and activate triple play (fixed line, internet, and ADSL TV) in real time.
- A new management system for customer lines at retail branches.
- A new solution that automatically calculates after-sales-service indicators for business customers, for better management of business segments.
- A website (<https://eboutique.iam.ma/>) that provides product information and online product purchases, and a subscription site

(SelfCare) that provides customers with online information about their subscriptions, bills, and consumption.

Ever vigilant to maintain service quality and combat fraud, Maroc Telecom has deployed specific technical and human resources to prevent the diverting of incoming international mobile traffic, which would impair the quality of customer calls.



**Gabon Télécom** posted online all of its offers and its catalogue of products and rates.

**Mauritel** improved service quality for prepaid customers by shortening the time required to field complaints. For certain requests, delays have diminished from 24 hours to real-time treatment. Postpaid customers, meanwhile, can view their bill online and be warned in advance of service suspension.

In 2013, **Onatel** posted online its full catalogue of rates.

**Sotelma** reinforced its indirect-sales network by recruiting several thousand neighborhood telestores to provide electronic top-ups. It also implemented a virtual-payment system and a management system for customer lines at retail branches. Through customer-satisfaction surveys, the Company was able to target needs and better meet expectations.

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## Business ethics

### Responsible practices with suppliers

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Relations with commercial partners (suppliers, distributors, and subcontractors) fall within the purview of Maroc Telecom's corporate social responsibility, which demands that commercial relations be equitable, constructive, and founded on shared values.

Suppliers are selected in full transparency through a purchasing procedure that abides by the business ethics and CSR commitments of Maroc Telecom.

Maroc Telecom shares its concerns over sustainable development with its partners. Since 2010, sustainable-development clauses have been included in all Maroc Telecom contracts and specifications. These clauses, which were updated in 2013 with Maroc Telecom's signing of the United Nations Global Compact, entail fundamental principles of human and employment rights, commitments to environmental protection, and commitments to combat corruption. In 2013 as in 2012, Maroc Telecom conducted CSR audits on the premises of some ten suppliers to verify their compliance with sustainable-development clauses.

« (...) **“Sustainable development” clauses were added to all Maroc Telecom contracts and bills of specification.** »



### Combating corruption

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In 2013, Maroc Telecom implemented training sessions and an internal awareness campaign to combat fraud and corruption. To date, 2,360 employees have been trained in anti-fraud and anti-corruption measures.

More than 150 employees at subsidiaries Onatel, Gabon Télécom, and Sotelma have participated in awareness-raising exercises on the same topic.

In 2013, Maroc Telecom's efforts in this area were rewarded once again, with the Vigeo Top Performer trophy, which the Company also received in 2011.

Near  
**2 360**  
**employees trained on  
the mechanisms of  
prevention of fraud and  
corruption.**

## Health and radiofrequencies

Maroc Telecom remains extremely vigilant over the public-health risks posed by telephony. Every year, in addition to inspections carried out by the national regulator, Maroc Telecom organizes campaigns to measure the intensity of electromagnetic waves to ensure that the radiation meets international standards. In 2013, inspections of more than 600 sites showed that the electromagnetic radiation was far below the thresholds set out by current standards. Moreover, Maroc Telecom maintains an open dialogue with people who live near relay antennas and provides information on electromagnetic waves to all customers who request it.



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## Environmental protection

Maroc Telecom is well aware of the need to preserve the planet and constantly strives to limit the impact of its business activities on the environment. It therefore accords great importance to the environment in its sustainable-

development policy and has for many years taken steps to protect the environment and encourage eco-gestures, both inside and outside the Company.

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## Optimization of paper and fuel consumption

### Optimization of paper consumption

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With the 2012 launch of the e-billing service, which allows customers to consult online and download their bills for mobile, fixed-line, and internet service, Maroc Telecom has cut its billing-related paper consumption by one-third. Along similar lines, the Company has introduced electronic handling of contractual documents for suppliers (written commitments, licenses, etc.) and dematerialized prepaid telephone top-up cards: customers can now obtain top-ups via other means: internet, telestores, ATMs, and Mobicash.



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### Reduced fuel consumption and CO2 emissions

Maroc Telecom has begun reducing its direct and indirect emissions of greenhouse gases to combat climate change. It has restructured the management of its automobile fleet and opted for long-term leasing, which allows the Company

to operate late-model vehicles that generate the least pollution and the lowest CO2 emissions. In 2013, lease renewals concerned 437 new and more ecologically friendly utility vehicles.

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### *The Tour Maroc Telecom, an ecologically responsible project*

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Inaugurated on June 17, 2013, by His Majesty King Mohammed VI, the Tour Maroc Telecom reflects the Group's attention both to the environment and to employee comfort. The 22-floor tower was designed with the High Quality Environmental standard in view.

Energy consumption is reduced thanks to the thermal insulation provided by the façade's double skin, central air conditioning, shutters, the use of natural light to reduce the need for artificial sources, and motion detectors.

Water consumption is optimized through the collection of rainwater, used to irrigate exterior

spaces, and through infrared faucets with timers and the filtering of kitchen wastewater.

For employee comfort, the tower was built with top-flight acoustics and thermal insulation, a first for a tall building in Morocco.

This tower, Maroc Telecom's headquarters, is equipped with the latest in communications and information technologies. It is truly an ecologically and socially responsible project, and was awarded a special mention from the jury for the Grand Prize, Tall Buildings category, at the Ecobuilding forum in Paris.

## Reduced electricity consumption and use of clean energies

For many years Maroc Telecom has strived to reduce its energy consumption and impact on the environment.

An audit of the optimization of electricity consumption and renewable-energy use was completed in January 2013. The audit's objective was to measure the progress of initiatives for renewable-energy use, evaluate the deployment of energy-saving equipment, and evaluate the implementation of and abidance by best practices with respect to reducing energy waste.

Maroc Telecom is ramping up its use of renewable energies, especially for powering isolated technical sites. At the end of 2013, nearly 640 Maroc Telecom sites were powered by solar energy, compared with 525 in 2012. Two hybrid-energy pilot workshops (operating on solar and wind power) were also set up in 2013.

To reduce electricity consumption by equipment, smart ventilations systems (free-cooling), which trigger air conditioners only when the exterior temperature exceeds a predefined (high) threshold, were installed at 40 pilot sites, resulting in energy savings of up to 70% per site. In the medium term almost 2,000 sites will be similarly equipped. Similarly, the deployment of Single RAN,

which is much more energy efficient than previous technologies, reduces electricity consumption by as much as 50%.

Moreover, Maroc Telecom systematically requires energy-efficient materials and network equipment of its suppliers.



In 2013, all Group subsidiaries increased their use of renewable energies to power their technical sites.

### Gabon Télécom :

**5 sites equipped in 2013** | **For a total of 178 at the end of 2013**

### Mauritel :

**9 sites equipped in 2013** | **For a total of 113 at the end of 2013**

### Onatel :

**81 sites equipped in 2013** | **For a total of 271 at the end of 2013**

### Sotelma :

**138 sites equipped in 2013** | **For a total of 714 at the end of 2013**

## Preservation of the environment thanks to NICT

### Partnership with SIAM

Every year, Maroc Telecom participates as an official partner in the Moroccan International Agricultural Fair (SIAM), where the Company presents technological innovations with agricultural and environmental applications, and discounted telecommunications offers for farmers.

In 2013, Maroc Telecom presented E-Sol, a solution that measures environmental parameters (soil humidity, ambient humidity, ambient temperature and light, etc.) and alerts farmers by SMS and e-mail when established thresholds are reached. The system also allows farmers to automatically measure and visualize the level of water available in the soil for crops and to adjust irrigation accordingly.



## Renovation of public gardens

Maroc Telecom has renovated two public green spaces in the Aïn Chock prefecture: the Taddart trail garden and the garden of the road to Mecca.

## Clean beaches

Maroc Telecom has been taking part in the Clean Beaches program Mohammed VI Foundation for Environmental Protection since 2001. Renovations and development work have been undertaken at sixteen beaches: Sidi Kacem, Forêt Diplomatique, Tahadart, Cité Bleue, Aquass Brieche, Rmilat, Sidi Mghait, Jbilat, the municipal beach of Tangier, Malabata, Lamrissa, Merkala, Martil, Achakar, Sol de Tanger, and Rifiyne de Fnideq. The last three beaches have been awarded the Pavillon Bleu, a European label attesting to their cleanliness, water quality, and amenities.





## Voluntary carbon trading

Maroc Telecom has renewed its commitment to the Voluntary Carbon Trading Program of the Mohammed VI Foundation for Environmental Protection. The program's objective is to encourage businesses and organizations to reduce their CO2 emissions or to offset irreducible emissions. For this second option, the program proposes the funding of projects to reduce and sequester greenhouse gases, such as equipping rural schools with solar energy, planting palm trees at oases and other trees in forests, and creating pedagogical and didactic kits to educate young people in matters of environmental protection.

In 2013, within the scope of the same program, Maroc Telecom also participated in a workshop to develop an accounting method for greenhouse gases and Base Carbone® emissions factors that would be suitable for Morocco.

## Partnership with the Temara zoo



As partner of the Temara zoo, Maroc Telecom has helped preserve endangered wild-animal species by supporting zoo acclimatization programs, as per current international standards.

**Sotelma** has become an official partner of the National Park and National Zoo of Mali.



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## Integration of antennas into the landscape

In particularly delicate urban landscapes, Maroc Telecom sets up aesthetically pleasing antennas that conceal technical equipment by giving it the shape of palm or pine trees, or by encasing it. In 2013, 80 such installations were integrated into the landscape.

Also under way is an initiative to develop aesthetically pleasing poles that would camouflage existing telephone antennas by adding palm-shaped extensions.





# Group performance in 2013

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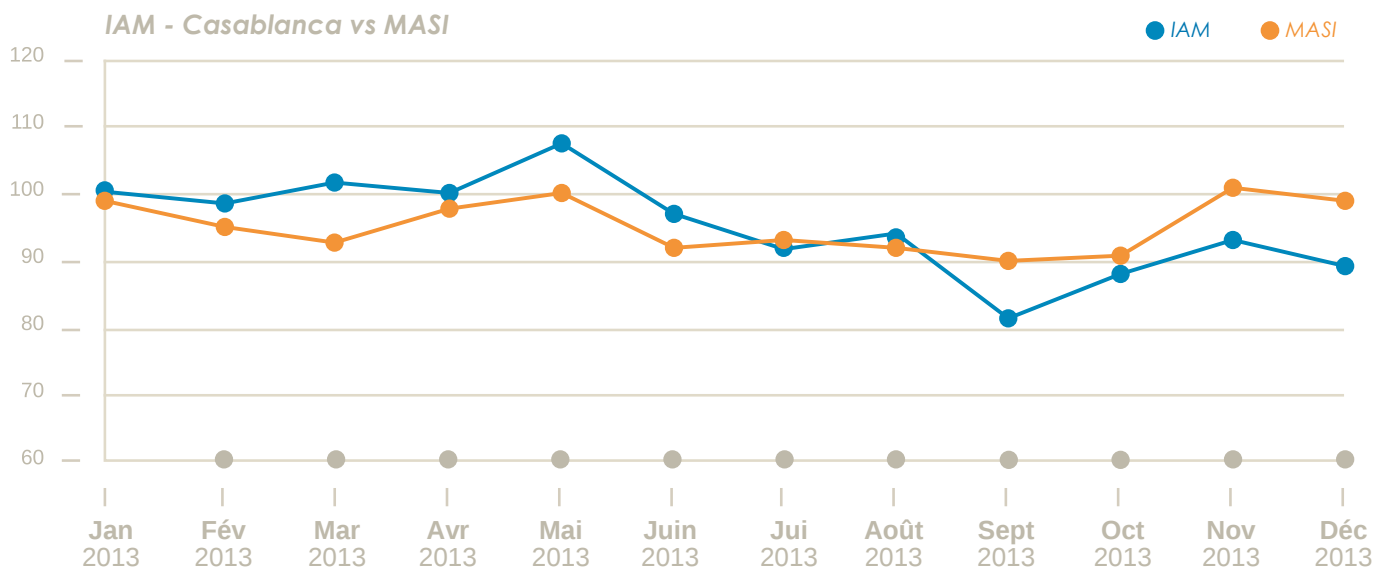
## IAM shares

### IAM stock performance on the Casablanca Stock Exchange

Maroc Telecom shares trade on the primary market of the Casablanca Stock Exchange under the ticker IAM

Code 8001

Maroc Telecom (Casablanca) vs. Masi



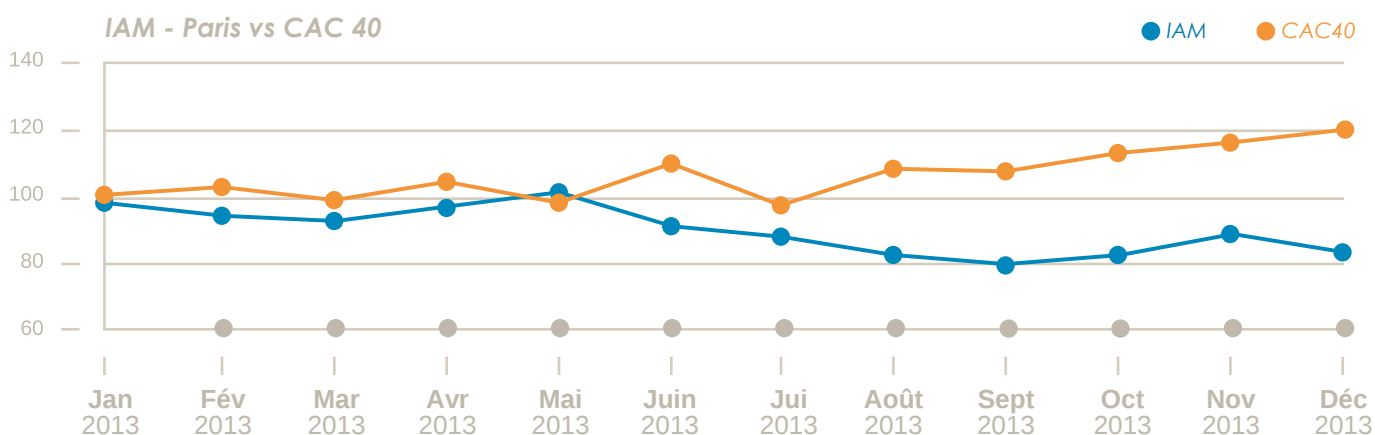
### IAM stock performance on the Paris Stock Exchange

Maroc Telecom shares also trade on NYSE Euronext Paris (international securities) under the ticker IAM.

Code ISIN MA 00000 11488

Eligible for deferred settlement (SRD)

IAM-Paris (euros) VS CAC40



## Key financial dates in 2014

Date	Événement
<b>Thurs., Feb. 13, 2014</b>	FY 2013 revenues and results: press release, press conference, and analyst and investor presentation
<b>Tues., April 22, 2014</b>	Annual shareholders' meeting

## Dividends

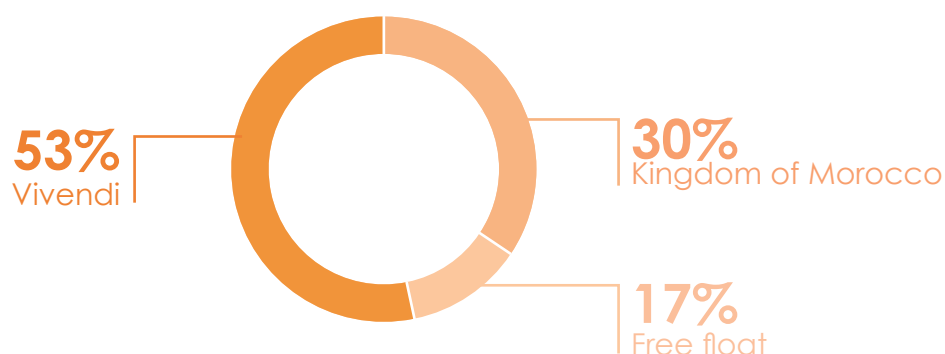
Since its IPO, Maroc Telecom has always paid shareholders satisfactory dividends while maintaining sufficient capital for growth. Maroc Telecom intends to pursue its policy of regular and substantial dividend payment, in line with the economy, earnings, and capital expenditures.

Year	2007	2008	2009	2010	2011	2012	2013	2014
<b>Ordinary dividend</b> (MAD millions)	6 927	8 088	9 521	9 063	9 301	8 140	6 500	5 275*
<b>Ordinary dividend per share</b> (MAD)	7,88	9,2	10,83	10,31	10,58	9,6	7,4	6

\*Amount submitted to the annual shareholders' meeting of April 22, 2014. This amount will be adjusted to account for the number of treasury shares held as of the dividend payment date.

## Share capital at December 31, 2013

Share capital of Vivendi, the Kingdom of Morocco, and free float



## Nonfinancial reporting

Every year since 2009, Maroc Telecom has carried out nonfinancial reporting, thereby publicly releasing environmental, social, and societal data. For 2013, Maroc Telecom measured 223 nonfinancial indicators, of which 58 are societal, 26 environmental, and 139 social. Maroc Telecom Group subsidiaries also document social and societal indicators.

Verification of nonfinancial reporting is carried out every year by internal-auditing teams, which ensure that reporting has been conducted in compliance with current procedures and meets criteria of exhaustiveness and reliability.

### Environmental performance indicators / Maroc Telecom



**325 840** thousands of KWh  
Electricity consumption

**42 850 Kg**  
Waste electrical and electronic equipment (WEEE)

**5 861 158 litres**  
Fuel consumption (generators) (L):

CO2 emissions attributable to mobile sources (tons of CO2 equivalent):

**Gasoline 158**   
**Diesel 7 461**

CO2 emissions attributable to fixed-line sources (tons of CO2 equivalent): :

**Electricité 230 695**   
**Autres sources 22 589**

CO2 emissions attributable to business travel (tons of CO2 equivalent):

**Rail 93**   
**Air 216** 

### Social performance indicators / Maroc Telecom Group

Total headcount 11 807



**Women**  
**2 879**

**Men**  
**8 928**

Incoming employees : 178

Outgoing employees : 501

Average age :

**45 years**  
Maroc Telecom

**44,5 years**  
Subsidiaries

Average seniority:

**19,6 ans**  
Maroc Telecom

**17,4 years**  
Subsidiaries

**195**  
Employees under 25 years of age



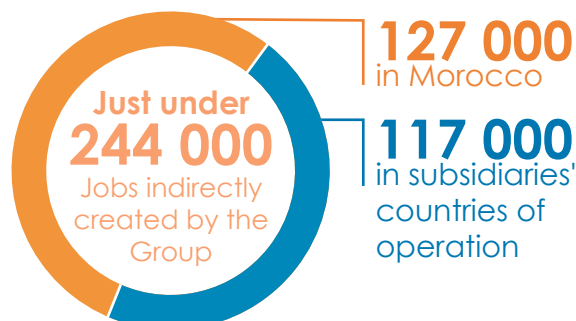
Frequency of workplace accidents (with leave):  
**2,6**



**285 823**  
Number of training hours  
**24,2**  
Average training time (hours) per training participant

## Societal performance indicators / Maroc Telecom Group

### Regional, economic, and social Impact



**56%**

of Maroc Telecom purchases are made from local suppliers

#### Fiber optics

**35 000km**

of fiber-optic cable in Morocco

**5 698 Km**

of overland fiber-optic cable linking Maroc Telecom with its subsidiaries

#### Isolated rural areas covered in 2013

**346**

in Morocco

**8**

in Gabon

**20**

in Mauritanie

**38**

in Burkina Faso

**133**

in Mali

#### Coverage of local populations

**99,14%**

in Maroc

**97%**

in Gabon

**94,3%**

in Mauritanie

**78%**

in Mali

**93%**

in Burkina Faso

### Promoting linguistic diversity

Number of languages in which main products and services are available:

#### Maroc Telecom : 8

- All mobile handsets sold by Maroc Telecom operate in Arabic and French. Some handsets also operate in Amazigh.
- The Bouquet Info service—financial, political, sports, and cultural news delivered by SMS (sources: MAP and Al Jazeera)—operates in Arabic, French, and English.
- Maroc Telecom's ADSL TV and radio programs are broadcast in eight languages: Arabic, Amazigh, French, English, German, Portuguese, Spanish, and Chinese.

#### Gabon Télécom : 2

(French, English)

#### Mauritel : 5

(Arabic, Fula, Soninke, Wolof, French)

#### Onatel : 4

(French, English, Mossi, Dyula)

#### Sotelma : 8

(French, Bambara, Fula, Soninke, Songhay, Tamasheq, Bodo, Minyanka)

### Consumer health and safety

**615**

Number of sites (relay antennas) at which electromagnetic-field measurements were made



# Glossary

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### **ACE (Africa Coast to Europe) cable :**

Fiber-optic, undersea cable linking Europe and the west coast of Africa and managed by a consortium of 17 operators, including Orange Group.

### **ADSL (Asymmetric Digital Subscriber Line) :**

Technology for high-speed transmission of data over telephone lines independently of voice transmission.

Advergame (advertising video game): video game that promotes a brand image.

### **BTS (Base Transceiver Station) :**

Relay antenna for wireless networks that establishes communications between subscriber mobile equipment and the operator network. In the mobile GSM telephony network, the function of BTS is to manage radio resources (activation/deactivation of radio channels with mobiles, signal modulation, mobility management, etc.) for a given geographic area of the operator's territory.

### **CDMA (Code Division Multiple Access) :**

Coding system for radio transmissions that allows multiple signals to use the same carrier frequency (radio channel) simultaneously, as opposed to GSM technology, which divides channel access between signals, allocating distinct time intervals to each. CDMA speeds are thus higher, allowing signals to transmit both voice and high-speed data.

### **CUG (Closed User Group) :**

Group of natural or legal persons using a networked electronic communications service unconnected to any another network.

### **EDGE (Enhanced Data Rates for GSM Evolution) :**

A mobile-telephony standard developed out of GPRS.

### **Ethernet :**

Protocol allowing the terminals of a local area network to communicate (exchange data frames) without recourse to the internet.

### **FTTH (Fiber to the Home) :**

Fiber-optic cable extending from an operator's transmission equipment to customer home or business premises.

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### **GPRS (General Packet Radio Service) :**

Standard derived from GSM but more suitable for data transmission. During data exchange, more resources are allocated to data than to voice. GPRS is often referred to as 2.5G, to denote its intermediary position between 2G and 3G.

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### **GSM (Global System for Mobile Communications) :**

Wireless-telephony standard designed for voice transmission. One of the second-generation wireless-telephony (2G) standards.

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### **HLR (Home Location Register) :**

In a GSM mobile-telephony network, the central database for subscriber data (SIM-card number, telephone number, services subscribed, etc.).

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IN :

Intelligent network.

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### **Information system :**

The tools (hardware, applications, etc.) and organization (hierarchies, personnel, procedures, etc.) that provide processing, storage, and distribution of data within a company.

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### **IP Multimedia Subsystem :**

Standardized Next Generation Network (NGN) architecture for telephony operators that allows them to provide multimedia services via various mobile and fixed-line access technologies.

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### **ISO 9001 and ISO 27001:**

Standards for a company or organization's quality-control and data-security, respectively, published by the International Organization for Standardization (ISO). The standards define the criteria that the company or organization must meet to obtain certification.

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### **Leased Line+ (LL+) :**

A fixed-line connection (one of the most secure connections available) reserved for a single user and serving as a permanent internet connection or a connection between sites.

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### **MGW (Media Gateway) :**

Translation device converting multimedia flows between networks that use different encodings.

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### **MMS via MMVD (Multi-Messaging Virtual Delivery) :**

Web-based MMS roaming; customers receive an SMS containing a web address and a password with which to download the SMS.

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### **Multiservice Access Node :**

Unique access point to an operator's network where subscriber lines are linked with the core network.

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### **MVNO (Mobile Virtual Network Operators) :**

Mobile-telephony operators that, because they possess neither frequency concessions nor their own network infrastructure, sign usage agreements with mobile-network operators and resell usage under their own brand to mobile customers.

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### **New Information and Communications Technologies :**

Data-processing and data-transmission technologies, mainly for computing, internet, and telecommunications.

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### **NGSDH and NGWDM :**

Next-generation transmission technology for optical communications.

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### **Node B :**

BTS antenna equivalent in a 3G mobile-telephony network.

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### **OPGW :**

Optical ground wire.

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### **PACTE (Program for Telecom Access) :**

Universal Service program, launched in November, to extend mobile telephony and internet coverage, via 2G and 3G networks, to 9,264 isolated, rural areas in Morocco. The target areas are chiefly "white zones," served by no operator.

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### **Roaming :**

In mobile telephony, the ability to place or receive calls from any geographic location.

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### **Roaming out :**

The ability of an operator's customers, when abroad, to place or receive calls on the networks of partner operators.

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### **SelfCare :**

Automated software allowing customers to perform after-sales service.

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### **Single RAN (Single Radio Access Network) :**

A technology that combines all the radio-communications capacities of a cellular network into a single piece of equipment.

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### **Smartphone :**

Technologically advanced mobile phone with functions similar to those of a personal digital assistant.

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### **SMSC platform :**

SMS-management platform.

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### **SMS/MMS (Short Message Service / Multimedia Messaging Service) :**

Mobile-telephony services for the transmission of short text messages and multimedia messages, respectively.

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### **STM (Synchronous Transport Module level) :**

Speed equivalent to the 155.52 Mb/s of SDH (Synchronous Digital Hierarchy), set of protocols for high-speed digital-data transmission.

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### **Streaming :**

Internet-transmission method for audio and video data. Video is played (streamed) in real time, rather than after the file has been fully downloaded.

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### **Triple Play :**

Package offer in which an operator provides subscribers with three services (fixed-line telephony, internet, and television) under a single contract.

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### **Unstructured Supplementary Service Data (USSD) :**

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Functionality on GSM or 3G telephones, generally associated with real-time or instant-messaging telephony services.

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### **VMS platform :**

Voicemail-management platform.

### **VOIP (Voice Over Internet Protocol) :**

Protocol for the transmission of voice over IP networks (private networks or internet).

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### **VPN IP :**

Virtual Private Network (VPN) based on internet protocol (IP). For a company, a VPN provides a connection between remote sites (an extension of its local network) and maintains data security. The company uses an external infrastructure, provided by an operator, and shares it with other companies.

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### **2G (second generation) :**

A generation of mobile-telephony standards (e.g., GSM, GPRS, EDGE) allowing voice and message (text, photos, audio, etc.) transmission.

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### **3G (third generation) :**

A generation of mobile-telephony standards (e.g., UMTS, HSPA, HSDPA, HSUPA, HSPA+) allowing higher transmission speeds than 2G and adding new mobile applications, such as internet access, television, and videotelephony.





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