CORPORATE GOVERNANCE

MANAGEMENT BOARD

President
Abdeslam Ahizoune
Chairman of the Management Board

Membres
Larbi Guedira
Managing Director Services

Oussama El Rifai
Chief Financial Officer

Hassan Rachad
Managing Director Networks and Systems

Maroc Telecom also includes eight regional divisions reporting to the Chairmain of The Management Board.

SUPERVISORY BOARD

President
Mohamed Boussaid
Minister of Economy and finance

Vice-President
Eissa Mohamed Al Suwaidi
Chairman of Emirates Telecommunications Corporation (Etisalat)

Membres
Mohamed Hassad
Minister of the Interior

Samir Mohammed Tazi
Director of Public Companies and Privatization at the Ministry of the Economy and Finance

Ahmad Abdulkarim Julfar
Chief Executive Officer of Etisalat

Mohamed Hadi Al Hussaini
Board Member of Etisalat

Daniel Ritz
Chief Strategy Officer of Etisalat

Serkan Okandan
Chief Financial Officer of Etisalat

Mohamed Saif Al Suwaidi
General Manager of the Abu Dhabi Fund for Development
**2001**
Maroc Telecom partially privatized
Acquisition of a 54% share in Mauritel, the incumbent operator in Mauritania

**2004**
Initial public offering of 14.9% of the capital on Casablanca and Paris stock exchanges

**2006**
Acquisition of a 51% share in Onatel, Burkina Faso’s incumbent operator

**2007**
Acquisition of a 51% share in Gabon Télécom, Gabon’s incumbent operator

**2009**
Acquisition de 51% share in Sotelma, Mali’s incumbent operator

**2014**
Acquisition by Etisalat of Vivendi’s 53% share in Maroc Telecom’s Capital

**2015**
Acquisition of six operators from Etisalat in Benin, Central African Republic, Gabon, Ivory Coast, Niger and Togo

**MAROC TELECOM GROUP**

A major force in the economic and social development of 10 African countries

As a global operator and leader in Morocco and other African countries, the Maroc Telecom Group actively participates in the development of Africa's telecom sector. It is major player on the continent with a presence in ten countries: Morocco, Benin, Burkina Faso, Ivory Coast, Gabon, Mali, Mauritania, Niger, Central African Republic and Togo, with nearly 51 million customers.

A major focus of the Group’s sustainable development policy is to reduce the digital divide. Aware of its responsibility as a leading economic and social force, the Group contributes to numerous social initiatives.

In connection with the South-South cooperation policy supported by His Majesty the King, the Group is establishing a sustainable presence in Africa. Its successful development strategy is built on partnerships founded on confidence, knowledge sharing and respect for local cultures and skills. Privatized in 2001, Maroc Telecom has been listed simultaneously on the Casablanca and Paris stock exchange since December 2004. Its major shareholders are the Etisalat Group (53%) and the Kingdom of Morocco (30%).

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**Maroc Telecom**

**Casanet**
Maroc Telecom: 100%

**Mauritel**
Maroc Telecom: 51.527%

**AT Côte d'Ivoire**
Maroc Telecom: 85%

**Prestige Telecom Ivory Coast**
Maroc Telecom: 100%

**AT Togo**
Maroc Telecom: 95.06%

**Etisalat Benin**
Maroc Telecom: 100%

**Onatel**
Maroc Telecom: 51%

**AT Gabon**
Maroc Telecom: 90%

**AT Niger**
Maroc Telecom: 100%

**Sotelma**
Maroc Telecom: 51%

**AT Centrafrique**
Maroc Telecom: 100%

**Gabon Telecom**
Maroc Telecom: 51%

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*51.527% controlled through CMC, a Mauritanian company*
The Maroc Telecom Group is continuing to invest massively in modernizing its entire infrastructure and to roll out Ultra High Speed Mobile and Landline. To support growing and changing digital use, the Group relies on the latest technologies to substantially increase the speed it offers and guarantee optimal service quality.

As of late June 2015, the Group boasted over MAD16 billion in consolidated revenue, 41% of which was contributed by the subsidiaries.

<table>
<thead>
<tr>
<th>Year</th>
<th>Consolidated revenues (MAD MILLION)</th>
<th>Consolidated operating revenue (MAD MILLION)</th>
<th>Consolidated net income (Group share) (MAD MILLION)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>30 837</td>
<td>16 996</td>
<td>8 123</td>
</tr>
<tr>
<td>2012</td>
<td>29 849</td>
<td>16 703</td>
<td>6 705</td>
</tr>
<tr>
<td>2013</td>
<td>28 559</td>
<td>16 213</td>
<td>5 540</td>
</tr>
<tr>
<td>2014</td>
<td>29 144</td>
<td>15 691</td>
<td>5 850</td>
</tr>
<tr>
<td>2015 Q1</td>
<td>16 583</td>
<td>8 413</td>
<td>2 827</td>
</tr>
</tbody>
</table>

By constantly enriching its offerings, Maroc Telecom is meeting all of its customers’ needs, helping them to communicate more, and making it easier to access information as well as cultural and entertainment content 24/7. Maroc Telecom is a leader in all of its Landline, Mobile and Internet segments with over 20 million customers as of late June 2015. The Group posted a sharp 32% increase in its customer base, having broadened the Group’s scope of consolidation since January 26, 2015. The subsidiaries’ share in the Group’s overall customer base is approximately 59%, up 12 points in one year.

*Data are exclusive of restricted mobility, adjusted by Maroc Telecom
Maroc Telecom market share // source : ANRT T2 2015
AT Gabon and Gabon Télécom market share // source : ARCEP T4 2014
Sotelma market share // source : Sonatel T4 2014
Other subsidiaries market shares// source : Datalixis T1 2015
To grow, the Group essentially relies on an efficient network infrastructure and its recognized ability to innovate in order to offer services that are tailored to the needs of local customers, not to mention the expertise, know-how and commitment of its employees.

As an operator committed to people’s wellbeing and advancement, the Group promotes solidarity, culture, sports and environmental protection, in addition to supporting numerous social initiatives.

**AT CENTRAFRIQUE**
- Launched the Moov Kit for new Mobile customers: 50% bonus with each top-up.

**AT CÔTE D’IVOIRE**
- Launched Mobile money transfer in the subregion: international Flooz transfer
- Launched on-demand video services: Moov VideoBox and e-shop
- Launched plans for Corporate fleets: Optimis and Optimis plus
- Lowered SMS rates

**AT GABON**
- Enhancing Flooz m-payment solution with new partnerships
- Enhancing Moov Radio service with access to Radio Kedu Mali
- Moov, ranked top Network for voice quality in Libreville and Port Gentil by ARCEP

**AT NIGER**
- Launched Mobile money transfer in the subregion: international Flooz transfer
- Launched Fidélité Moov surprise service to reward month’s top customers

**AT TOGO**
- Regular MoovForfaits promotions: greater volumes for the same price
- Regular FloozBonus promotions: bonus for each top-up via Flooz (m-payment offer)
- Supported the “T des Médias du Togo," the biggest media event in Togo

**ETISALAT BENIN**
- Launched Mobile money transfer in the subregion: international Flooz transfer
- Opened 3.75G at 10 sites
- Launched a Mobile contact security solution
- Held the MoovForum, “telecommunication technology promoting financial inclusion”

**MAROC TELECOM**
- Acquired its assets from Etisalat in Benin, Ivory Coast, Gabon, Niger, Central African Republic and Togo
- Launched “My Cloud,” the first secure storage service fully hosted in Morocco
- Launched iCPFlix on-demand video service
- Launched two new unlimited Mobile offers
- Enhanced the Postpaid Mobile offers: added time and increased Data volume
- New Mobile offers for Business and Corporate Customers
- Launched permanent Mobile x4 prepaid top-up and enhanced MAD50 and MAD100 Permanent Pass
- Enhanced all Mobile Data offers: increased volumes, new Passes and options
- Added free hours as part of the Phony DUO, MT Box and Forfaitix offers for Business and Corporate Customers
- 4G infrastructures in progress with test launch beginning June 30, 2015
- Continued renovation of its base of Mobile states with Single Ran technology
- Maroc Telecom is in the Euronext-Vigéo EM70 index of the top 70 companies in terms of corporate social responsibility in emerging countries

**GABON TELECOM**
- Launched a parental control web solution
- Lowered landline-to-mobile and international rates
- Launched an international package: special international rates

**MAURITEL**
- Launched “preferred country” service: 50% off international calls

**ONATEL**
- Passed 6 million Mobile customers
- Launched 1-hour and 10-hour no-commitment mobile plans for individuals and professionals including voice, SMS and 3G+ Internet
- Launched new value-added services: Presse Mobile, Poèmes, Infos Foot
- Increased internet speeds from 1.8 to 5.5 Gbps to offer high-speed internet

**SOTELMA**
- Expanded the Mobicash ‘m-payment” offer to pay Sotelma bills
- Launched prepaid international plan
- Increased prepaid 3G speed to 7.2 Mb/s and launched new plans (6Go, 10Go, and 20Go)
- Enhanced prepaid Unlimited Nights offer with the addition of unlimited SMS plus calls