



البركة تجمعنا  
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Partageons le Progrès  
Sharing Progress



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Groupecosumar

# Making Progress & Sharing





## The chief executive officer's views on 2018

MOHAMMED FIKRAT

“COSUMAR is currently pursuing the goal of becoming a diversified, socially responsible regional leader in agribusiness creating sustainable value for its stakeholders. This ambition is represented by our Leader@25 company project.”

2018 presented a specific set of circumstances for Moroccan companies. The COSUMAR Group has pursued its endeavours and projects with a view to consolidating its commitments to the satisfaction of its stakeholders. Our aim is, first and foremost, to meet the requirements of the national sugar market and to support our national sugar industry and aid its development. We have invested several billion dirhams in improving our industrial and agricultural performance. Among other things, we have invested in improving our production capacity and processes to achieve a better quality product and in converting our industrial facilities using new, clean, environmentally friendly technology. Agricultural R&D development has been stepped up to provide solutions which are in line with the requirements of our agricultural partners.

Our multiple achievements have been made possible through the commitment of the women and men of COSUMAR. They have embraced the values of sharing, proximity and a desire for progress on a daily basis. Every day, they act in our partners' interests by maintaining an ongoing dialogue, enabling us to improve our actions and our service. COSUMAR's human capital is the true driving force behind a successful and sustainable company. We acknowledge the dedication of COSUMAR's teams.

2018 was an eventful year for the COSUMAR Group. The Group's performance was marked by an 8% fall in turnover to 7.7 billion dirhams. This deliberate reduction in turnover is due to the unfavourable export market for white sugar in 2018. Indeed, strong global production resulted in European sugar operators holding significant stock levels. White sugar prices were low, meaning that less opportunities were available to COSUMAR due to the unfavourable market. Exports of white sugar undertaken within the framework of the temporary admission regime outside the national subsidy system nevertheless became an important component of our turnover (from 20 to 25%).

In the field of sugar extraction, COSUMAR, a driving force behind the socio-economic development of the sugar-growing regions, recorded strong performance with increased production volume in excess of 555,000 tonnes. This aim is reflected in daily support for a sustainable and resilient sugar industry based on several key factors. Firstly, COSUMAR offers innovative solutions tailored to the expectations of our agricultural partners, with a view to improving performance indicators. Research & Development and innovation are the principal catalysts for achieving these objectives. We are currently witnessing regular, significant improvements in the agricultural performance indicators with satisfactory extraction rates. Our agricultural partners have seen their average revenue increase by 10% per annum on average in recent years.

In terms of innovation, this year the Moroccan sugar industry has started to move towards digital transformation. The Attaissir platform designed by our staff is a solution devised for our agricultural partners. Attaissir both accelerates performance and simplifies their daily work. Composed of a digital on-line management system, it monitors agricultural operations from sowing to transportation of the plants to sugar refineries in real time by using agricultural machines connected by GPS. Agricultural partners are equipped with cards enabling them to access the information relating to them in real time and therefore facilitating all operations previously carried out manually.

One of the major factors in COSUMAR's role within the sugar industry is the social component. The satisfaction and well-being of the agricultural communities is key to consolidation of our relationships. We are recognised as an aggregator of the sugar industry by the FAO and in addition to providing technical and financial assistance we offer social support to our 80,000 agricultural workers and their families. A pension scheme, health cover, incentives offered in accordance with a programme for excellence in performance and scholarships for excellence awarded to school leavers are some of the initiatives led by the COSUMAR Group for the benefit of its partners. The Group has also signed a number of agreements for the development of self-employment with various Moroccan banks. All these initiatives fall within a sustainable development strategy: "People, Planet, Prosperity". This strategy has been recognised on several occasions: the 2009 model aggregator medal from the FAO, CSR labels from CGEM and this year Vigeo Eiris renewed the Group's ranking as Top CSR Performer. The international social and environmental ranking agency also included the company in its Casablanca ESG 10 rating.

COSUMAR is currently pursuing the goal of becoming a diversified, socially responsible regional leader in agribusiness creating sustainable value for its stakeholders. This ambition is represented by our Leader@25 company project. Accordingly, we have launched our international expansion with the new Durrah refinery in Saudi Arabia and the new packaging plant in Guinea-Conakry. COSUMAR has invested its professional expertise, alongside the commitment of its human capital, to boost progress and value for our stakeholders.

MOHAMMED FIKRAT  
Chief  
Executive Officer

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# PRESENTATION OF THE GROUP

- Identity, mission and vision of the Group
- Locations
- Governance



# IDENTITY

## MISSION AND VISION OF THE GROUP

### KEY OPERATOR IN THE MOROCCAN AGRIBUSINESS INDUSTRY

Going back almost 90 years, the history of COSUMAR follows the history of the Moroccan sugar industry. Founded in 1929, the COSUMAR Group was a pioneer in the production of white sugar on a national scale. Its progress is notable for its ongoing evolution in terms of modernisation of its processes, development of production capacity and improvement of its services to ensure the national market is covered and meet its partners' requirements on a daily basis.

## IDENTITY

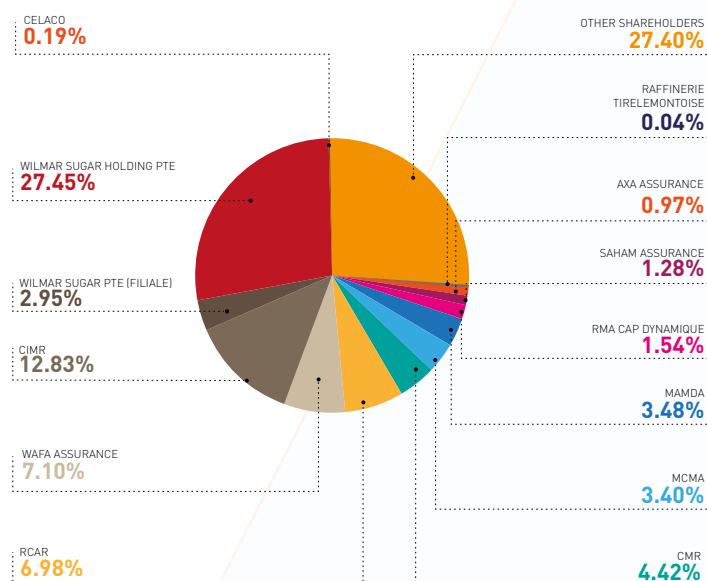
## MISSION

### A SUCCESSFUL OPERATOR AT ALL STAGES OF THE VALUE CHAIN

By virtue of its resilient model, COSUMAR produces sugar extracted from local sugar plants, refines raw imported sugar and packages and distributes white sugar in all its forms: sugar loaves, ingots, sugar lumps and granulated sugar. White sugar is also exported under the temporary admission scheme, outside the subsidy scheme.

### AN AGGREGATOR COMMITTED TO THE DEVELOPMENT OF UPSTREAM SUGAR AGRICULTURE

COSUMAR plays a fundamentally societal role and has the unique status of single aggregator of a community of over 80,000 farmers. COSUMAR is effectively working to make the entire sugar industry sustainable by increasing competitiveness through local technical, financial and social support of its community in the various areas where it has a base: Doukkala, Gharb, Loukkos, Tadla and Moulouya.



SHARE CAPITAL STRUCTURE AS AT 31/05/2019

### AMBITIOUS SHAREHOLDERS

The composition of COSUMAR's pool of shareholders reflects the scope of its ambitions. Its ambition to expand on an international scale whilst consolidating its position at a national level. The Group's shareholders bring together the professional expertise of major shareholders such as the WILMAR Group, and the financial standing of the largest Moroccan institutional groups.



## VISION

### A SUCCESSFUL AND SUSTAINABLE SUGAR INDUSTRY

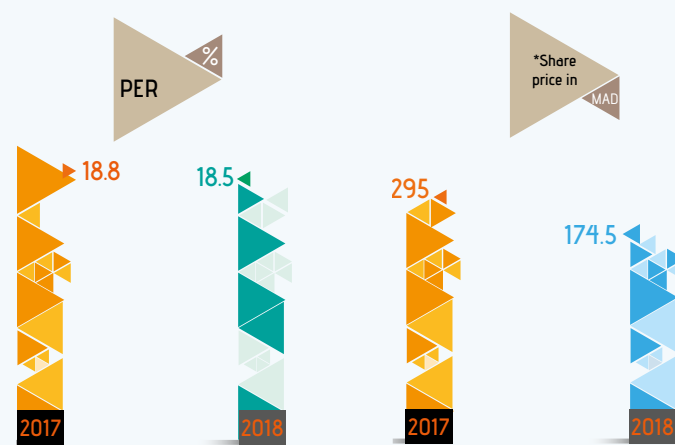
Committed for over 10 years to making the sugar industry a success, the COSUMAR Group has invested over 10 billion dirhams in improving global performance indicators relating to agricultural, industrial, environmental and social matters. COSUMAR will pursue these commitments with a view to ensuring food security in relation to sugar. Acting within its ecosystem to create shared, sustainable values, investment has been made at all links in the value chain to meet the demands of the strategic partners.

### INTERNATIONAL AMBITION

COSUMAR is pursuing its ambition to become a regional agribusiness operator with diversified activities. Accordingly, export operations relating to white sugar (governed by the temporary admission scheme and not receiving any subsidies) currently serve over 44 countries; the Group has also committed to co-investment through the construction of a new sugar refinery in Saudi Arabia, the "Durrah Sugar Company" and announced that it holds a stake in a new white sugar packaging plant in Guinea-Conakry.

### WILMAR GROUP, GLOBAL HEAVY WEIGHT IN AGRIBUSINESS AND MAJOR INDUSTRIAL SHAREHOLDER

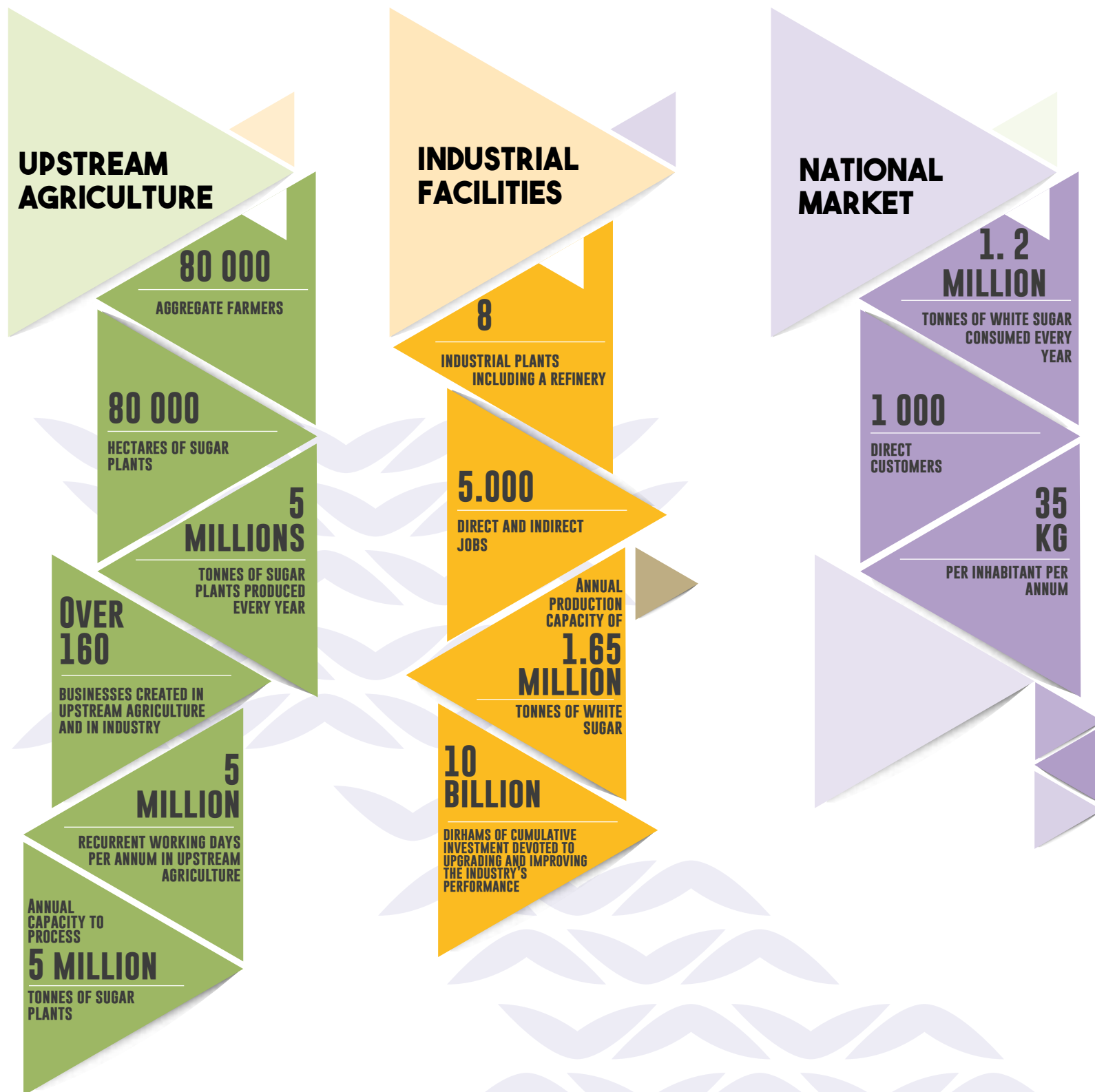
A major shareholder, the Wilmar International Group is an agribusiness company incorporated under the law of Singapore. A global agribusiness operator with turnover of 45 billion dollars, it has an established position in the sugar trade and the sugar industry. In Australia, Wilmar acquired a group producing 2 million tonnes of sugar. It also owns refineries in Asia, notably in Indonesia, in addition to its sugar trading and freight activity. COSUMAR can rely on the global expertise of Wilmar.



\*Increase in capital by the distribution of one free share for two held in June 2017.



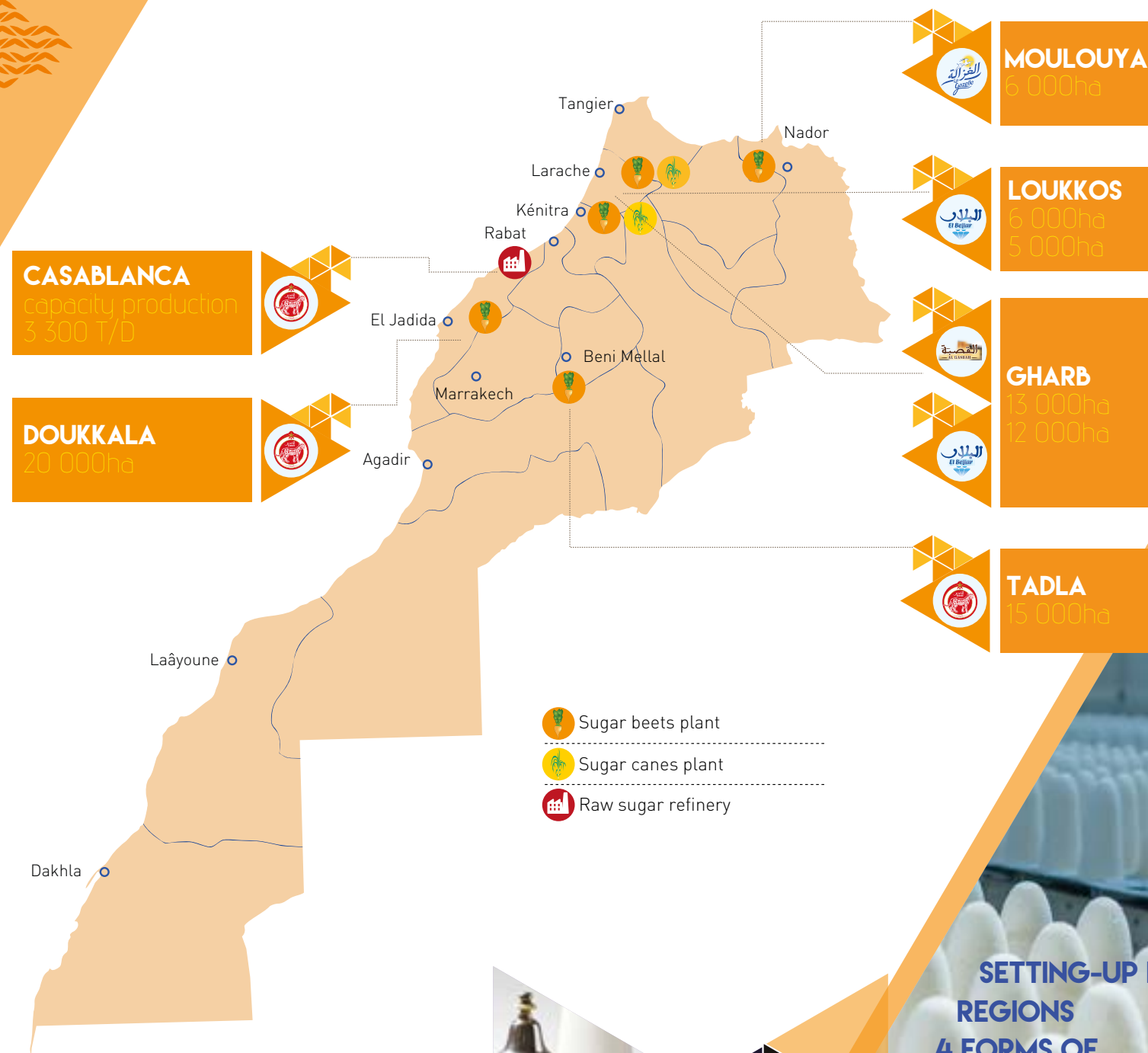
# KEY FIGURES



# 2018 PERFORMANCE



# LOCATIONS



**FOR AN OPTIMAL COVER OF THE  
MARKET  
3 FORMS OF BY-PRODUCTS: MOLASSES,  
PELLETS AND PULPS.**

# CORPORATE GOVERNANCE

## BOARD OF DIRECTORS

### MANAGERS

Mr. Jean-Luc Robert BOHBOT  
Mr. Virgilio LOPES FAGUNDES  
Mr. Régis Karim SALAMON  
MAMDA is represented by Mr. Hicham BELMRAH  
Wafa Assurance is represented by Mr. Mohamed Ramses ARROUB  
RCAR is represented by Ms. Ouafae MRIOUAH  
Mr. Abdellaziz ABARRO  
Mr. Khalid CHEDDADI

### CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Mr. Mohammed FIKRAT

### STRATEGY COMMITTEE

Mr. Jean-Luc Robert BOHBOT  
Mr. Régis Karim SALAMON  
Mr. Mohamed Ramses ARROUB  
Mr. Mohammed FIKRAT

### AUDIT AND RISK MANAGEMENT COMMITTEE

Mr. Khalid CHEDDADI  
Mr. Virgilio LOPES FAGUNDES  
Ms. Ouafae MRIOUAH

### HUMAN RESOURCES COMMITTEE

Mr. Jean-Luc Robert BOHBOT  
Mr. Hicham BELMRAH  
Mr. Mohammed FIKRAT

### EXPERTS COMMITTEES

## MANAGEMENT COMMITTEE

**Mohammed FIKRAT**  
Chief Executive Officer



**Mohamed Jaouad KHATTABI**  
Chief operating officer of Cosumar sa in charge of the refinery



**Hassan MOUNIR**  
Chief operating officer in charge of the Group's sugar refineries



**Moulay Ali ALAOU**  
Sales and Supply Chain Director



**Tarik BOUATTIOU**  
Director in charge of the Group's Finance and Management Control



**Abdelhamid CHAFAI EL ALAOU**  
Deputy Managing Director, adviser to the CEO



**Imad GHAMMAD**  
Export and Purchasing Director



**Ahmed ECHATOU**  
Information Systems, Institutional Relationship and Human Resources Director



**Samira ABARAGH**  
Director of Communication, CSR, Patronage and Sponsorship



**Jaafar EL AMRANI**  
Internal Control and Risk Management Director



**Nizar EL ALAMI**  
Development and Marketing Director



**Abdelmotilib EL ABBADI**  
Design and Engineering Director



**Abdeslam HALOUANI**  
Director of SUCRUNION



# 2 SHARED PROGRESS IN SUPPORT OF LOCAL AND INTERNATIONAL DEVELOPMENT

- Digital transformation of upstream agriculture: Attaissir
- Research & Development at the heart of performance
- The new Durrah Refinery in Saudi Arabia: Morocco's expertise in an international context
- A new partnership in Guinea-Conakry

# DIGITAL

## TRANSFORMATION OF UPSTREAM AGRICULTURE: ATTAISSIR



Improvement of the global performance indicators for the sugar industry is achieved by optimising the upstream processes.

Accordingly, COSUMAR has launched the digitisation of its business areas via the "Attaissir" tool aimed at upstream agriculture.

The tool facilitates:

- Improvement of agricultural performance by monitoring the plots of sugar plants using geolocation through agricultural machines connected by GPS. All agricultural operations are therefore monitored in order to ensure that optimal conditions are met.
- Increased proximity and enhanced support for farmers through the acceleration and facilitation of operations relating to preparation for the sowing and harvest seasons and ease of use.

This reinforces the technical management of farmers by COSUMAR's advisers.

Rolled out in the regions of Gharb, Loukkos, Tadla, Doukkala and Moulouya, Attaissir is composed of a global digital platform where the partners are connected through a system of cards allowing them to access the platform and receive information in real time.

Existing in the form of 3 models based on a colour code reserved for each user: green for sugar beet farmers, gold for sugar cane farmers, blue for distributors and service providers, the magnetic card provides upstream agriculture operators with multiple benefits:

### • For the farmer:

- Access to information in real time and during the season.
- It simplifies and facilitates the procedures relating to preparation for growing seasons, such as purchases of inputs.
- Improvement of technical management and improved daily assistance.
- A guarantee of complete transparency for all financial transactions and effective reduction of the payment period.

### For COSUMAR:

- Improvement of the key agricultural performance indicators: content, yield and production of white sugar.
- Increased reliability of technical and financial operations of sugar refineries' activities, consolidating the partners' trust and satisfaction.

### FOCUS: THE AGRICULTURAL ADVISER, THE KEY FACTOR

A link between COSUMAR and partner farmers, agricultural advisers play an essential role in the Attaissir tool. Having a presence all over Morocco, they provide expert agricultural monitoring and management and ensure that the criteria as to quality and yield required for the Group's business are met. Equipped with connected devices, these advisers are alerted whenever the conditions for sowing or harvesting are not met.



AMINE LAHBICHI, INFORMATION  
SYSTEMS DIRECTOR

### INTELLIGENT AGRICULTURAL MACHINES



MOHAMED NABIL MELLOUK:  
DEPUTY MANAGER OF UPSTREAM  
AGRICULTURE, RESPONSIBLE FOR  
RESEARCH AND DEVELOPMENT  
AND MONITORING AGRICULTURAL  
PERFORMANCE.

### THE ATTAISSIR CARD: HOW TO USE IT

“

The digital transformation of upstream agriculture also involves the GPS satellite connection of 1,200 agricultural machines to COSUMAR's servers.

This enables operations to be followed in real time from sowing to harvesting. The beacons can be detected in the control room of the sugar plant and alert the agricultural adviser whenever the conditions are not adhered to. The machines are also fitted with chip card readers, ensuring traceability from sowing until delivery of the plant. Result: the agricultural machine is able to identify who the plot on which it is working is allocated to. ”

“

With Attaissir, all the farmer's operations are therefore made easier and more reliable. By presenting its card to the Agricultural Distribution Centre (ADC), the farmer saves time during its input purchasing operations, which are recorded in the system. Once the plant production is delivered to the sugar plant, it is recorded on the magnetic card. Inputs purchased in the course of preparation for the season are automatically deducted from its account, which reduces the time taken for financial transactions. The result: less paperwork and administrative procedures, allowing the farmer to dedicate itself fully to monitoring its harvest. ”



## UPSTREAM AGRICULTURE: IMPROVING PERFORMANCE FOR OPTIMUM COMPETITIVENESS

COSUMAR plays its role as a driving force in the development and modernisation of upstream agriculture and does everything possible in terms of investment and effort to achieve the performance levels set by the objectives of the programme contract within the framework of Plan Maroc Vert. In 2020, our ambition is to fix the coverage rate at 56% of the sugar requirements coming from national production. Competitiveness throughout the value chain is the principal lever for becoming an even more competitive industry comparable to international benchmark industries in the beet and cane business.

### FOCUS : COSUMAR, AN AGGREGATION MODEL RECOGNISED BY THE FAO\*

The aggregation model implemented by COSUMAR is at the heart of the strategy for development of upstream agriculture. Accordingly, sugar beet and sugar cane producers sign a 5-year aggregation contract in which they become part of the national sugar ecosystem headed up by COSUMAR. Almost 80,000 farmers are involved, and they all benefit from the Group's financial, social, logistics and technical assistance.

- **Financial management:** farmers benefit from COSUMAR's commitment to purchase their harvest at the guaranteed contractual price. A solidarity fund has also been set up by Fédération Interprofessionnelle Marocaine du Sucre (Fimasucre) to warn farmers about unpredictable weather and exceptional events. COSUMAR pre-finances sugar beet and sugar cane inputs.
- **Technical management:** Technical management: COSUMAR's engineers and electricians assist our farmers on the ground offering them the benefit of each other's feedback on experience and providing them with the latest innovations resulting from R&D undertaken by the Group.
- **Logistics management:** COSUMAR deals with transportation of the plants to the sugar refineries where they undergo a transparent inspection procedure using the most modern technical equipment.
- **Social assistance:** our farmers' families benefit from a number of socio-economic initiatives and actions promoting education and culture undertaken by the Group in all regions where we have a presence, notably sickness insurance and the pension scheme designed for farmers in the sugar industry.

\* FAO: Food and Agriculture Organisation of the United Nations.



FAO Model  
Aggregator Medal  
2009

# INVEST MENT

## AT THE HEART OF PERFORMANCE

### RESEARCH & DEVELOPMENT, DRIVING FORCE FOR AGRICULTURAL EXCELLENCE

The results for the latest sugar seasons were supported by the continued efforts deployed by the COSUMAR Group and its agricultural partners, notably in pursuit of the R&D programme intended to optimise sugar beet and sugar cane crops. This programme includes several components with the establishment of regional technical centres dedicated to sugar plants in Gharb, Moulouya and Tadla for the development, among other things, of varietal selection and mechanisation of the technical processes for sugar crops, as well as irrigation management and treatment of disease. Additionally, the socio-economic impact has been positive for the Group's agricultural partners. These partners recorded an increase in their revenue of around 10% per annum on average. Lastly, all these positive aspects of performance are in line with the objectives in the 2020 road map which aims for a coverage rate of 56%.

### A NEW LOGISTICS AND COMMERCIAL PLATFORM IN TANGER

Within the framework of the strategy aiming to strengthen export activity via the port of Tanger-Med and with a view to consolidating the company's status in the Northern region, COSUMAR has completed the construction of a commercial platform in the industrial zone of Gzenaya-Tanger.

This platform is intended to expand sales to manufacturers, notably to meet the requirements of large soft drinks factories based locally. Additionally, this infrastructure guarantees that emergency stocks will be available to cover the requirements of the Northern region and maximise the cost-effectiveness of the logistics for bulk delivery. Generally, the platform improves distribution management and offers the option of on-site packaging of 250 tonnes per day.

#### TECHNICAL DATA IN RELATION TO THE NEW COMMERCIAL PLATFORM:

- Total area of 12,168 m<sup>2</sup>, of which 5042 m<sup>2</sup> is enclosed.
- A storage area, shipping bays, technical premises and an administrative building.
- Non-enclosed area dedicated to roads, parking spaces and green areas.
- Storage capacity of 12,000 tonnes for 50 kg granulated sugar and 500 tonnes for 2 kg granulated sugar.

# THE NEW

## DURRAH REFINERY IN SAUDI ARABIA: MOROCCO'S EXPERTISE IN AN INTERNATIONAL CONTEXT



In 2016 COSUMAR committed to co-investing in a new sugar refinery in Saudi Arabia in partnership with the Saudi Consolidated Brothers Company and Industrial projects Development Company.

COSUMAR is the major industrial partner with 43.275% of the share capital of "Durrah Advanced Development Company" leading the project. This project reflects the wish of COSUMAR to pursue its ambition to expand and diversify its international activity.

The refinery will have annual capacity of 840,000 tonnes and looks to meet the requirements of the local market as well as exporting to countries in the MENA region, the annual requirements of which exceed 4 million tonnes of sugar. The "Durrah Sugar Refinery" will be set up on a plot of 15 hectares at a port on the Red Sea, in the north west of Saudi Arabia.

The refinery is due to become operational at the end of 2019.

# A NEW PARTNERSHIP IN GUINEA-CONAKRY

Following several successful export operations in Africa, the COSUMAR Group has confirmed its ambition to strengthen its commercial presence in West Africa and is therefore launching operations for the packaging and marketing of white sugar in Guinea-Conakry. The Group has acquired a 55% stake in the share capital of the company COMAGUIS (Compagnie Maroc-Guinéenne de Sucre), the remaining 45% being held by the Guinean company SOGECILE. COMAGUIS will have a production plant located 1km from the port of Conakry. The nominal capacity is expected to be 50,000 tonnes and the first commercial operations are planned for the third quarter of 2019.

The COMAGUIS product range will bring a diversified, competitive offer of packaged sugar to consumers in Guinea and neighbouring countries. COMAGUIS will offer sugar of superior quality and modern packaging suited to local requirements. The new offer put forward will comprise granulated sugar and moulded sugar lumps packaged in different formats.

This investment underlines the strategic vision of the COSUMAR Group in relation to the development and promotion of export activity which will enable the Group to become a competitive regional agribusiness operator.



# 3 PEOPLE, PLANET, PROSPERITY: A SUSTAINABLE COMMITMENT MEETING THE DEMANDS OF PARTNERS

- Creation of "COSUMAR Academy"
- An agreement for pensions for farmers
- A socio-economic inclusion project for carriers in the industry
- Patronage and sponsorship: the multi-faceted commitment of COSUMAR
- Reducing our carbon footprint



## THE CSR STRATEGY

The Group's CSR strategy is the material representation of its commitment to creating sustainable values shared with all stakeholders in the sugar ecosystem. It is founded on a unique model representing the 3 aspects of its approach: "People, Planet, Prosperity". Conscious of its role as single operator, COSUMAR in fact became involved very early on in the social, economic and environmental development of Morocco. And it has received many awards as a result. Since 2009, the Group's efforts have been recognised with the award of the model aggregator medal, by the Food and Agriculture Organisation of the United Nations (FAO). In the same year, COSUMAR was also given the CGEM CSR label.

In 2018, Vigeo Eiris renewed the Group's ranking as Top CSR Performer. The international social and environmental ranking agency also included it in its Casablanca ESG 10 rating which incorporates the 10 Moroccan securities rated most highly in terms of CSR commitment and performance. This thematic index (Environment, Social and Governance), which calculates the performance of the prices of socially responsible companies listed on the Casablanca Stock Exchange, is based on the scores obtained by those companies on the basis of criteria relating to the environment, social matters and effective governance.

“ We have created a training academy with a view to promoting and professionalising the sugar business and extending our know-how across the African continent. This is a project encouraging management across the generations, combining the passion and ambition of the young with the wisdom and expertise of senior citizens ”

# 3 CREATION OF COSUMAR ACA DEMY

Historically, the COSUMAR Group has always been recognised as a pioneer when it comes to supporting its staff in improving their skills and developing their careers. Today, another requirement has been identified as essential in sustaining the Group's activity and technical processes: the transfer of knowledge.



## THE INTERVIEW KAOUTAR LAANAYA

Group Training and Recruitment Manager



## AIMS OF THE ACADEMY

### PROFESSIONALISATION AND SKILLS DEVELOPMENT

- To put in place an agile structure for the design and deployment of learning pathways to meet current and future skills requirements
- To encourage self-learning and learning and generate new knowledge through work
- To validate and recognise the acquisition of skills and jobs (certification, passport, etc.)
- To keep track of changes to business areas and skills

### SUPPORTING NEW PROJECTS

- To prepare the necessary tools and the training trajectories required for new industrial projects to be taken on
- To arrange general and specific training courses and workplace training
- To provide assistance with change
- To provide assistance with formally recording standards, modus operandi and ongoing improvement.

### KNOWLEDGE MANAGEMENT

- To understand and structure knowledge of the Group's business areas
- To formally record knowledge, notably the experiential knowledge of experts, in teaching materials
- To offer an area for discussion/enrichment of expert communities
- To support the creation of networks of expertise
- To maintain the network of experts after their retirement

### LEADING INNOVATION

- To maximise staff's potential for creativity and innovation
- To support staff in developing their exploratory skills
- To train staff on creativity techniques and agile project management
- To make innovation a key ingredient of the activity of each staff member and entity



## SUPPORTING TALENT WITHIN THE FRAMEWORK OF EXPATRIATION

Within the framework of the Group's international expansion projects, COSUMAR works to support staff who apply for expatriation, by providing comprehensive assistance throughout the integration process (administrative assistance, accommodation, training and support), up to the time when they are permanently settled in their new place of work.



# TRAINING

## A VECTOR FOR COSUMAR'S DEVELOPMENT

Training is a vector for COSUMAR's development but also a necessary tool for the enhancement of the skills of its staff.

Therefore, every year a number of training and improvement sessions are set up at the Group's various structures and sectors to support its resources on the operational and managerial plans.

### OPERATIONAL MANAGEMENT AND LEADERSHIP COURSE:

Every year, COSUMAR puts in place a course on operational management and leadership for the benefit of new recruits. This 4-module course aims to develop the managerial skills of executives, with the following objectives:

**Module 01** : Rewarding the staff member for the results he/she obtains. Acting on individual and collective motivation

**Module 02** : Asserting yourself through individual and collective communication

**Module 03** : Proactive management and anticipating events

**Module 04** : Developing creativity and the ability to solve complex, novel problems in order to confront change.

### A COURSE PROVIDING SUPPORT FOR MIDDLE MANAGEMENT

A training course offering support for team leaders has been launched, benefiting around 50 packaging staff (area leaders, supervisors and foremen). This multi-disciplinary course (finances, know-how, personal development, project management) takes place over 18 days, alternating theoretical training with coaching in the workplace.

### TRAINING FOR SUCCESSFUL UPSTREAM AGRICULTURE

To improve support for the agricultural sector, COSUMAR offers its executives and agricultural advisers a course relating to "Management techniques", lasting 19 days, spread across 6 modules at the ENA in Meknès, in addition to a 2-day training course on "Mechanisation".

# A 360° IMAGE ASSESS MENT

## A LEVER ENABLING US TO LISTEN TO OUR PARTNERS AND IMPROVE RELATIONS WITH THEM

The COSUMAR Group has launched a mechanism to monitor its partners' satisfaction and their perception of its corporate brand image. Through surveys carried out with over 130 representatives, COSUMAR aims to evaluate its services and communication initiatives and to find out what levers for improvement would be suggested by its partners to meet their demands.

# AN AGREEMENT

## FOR PENSIONS FOR FARMERS

Sugar plant producers are now able to draw a pension. This decision was confirmed following signature of an agreement between COSUMAR, FIMASUCRE and CIMR (the Moroccan inter-professional pension fund) at the 13th Salon International de l'Agriculture at Meknès in April 2018.

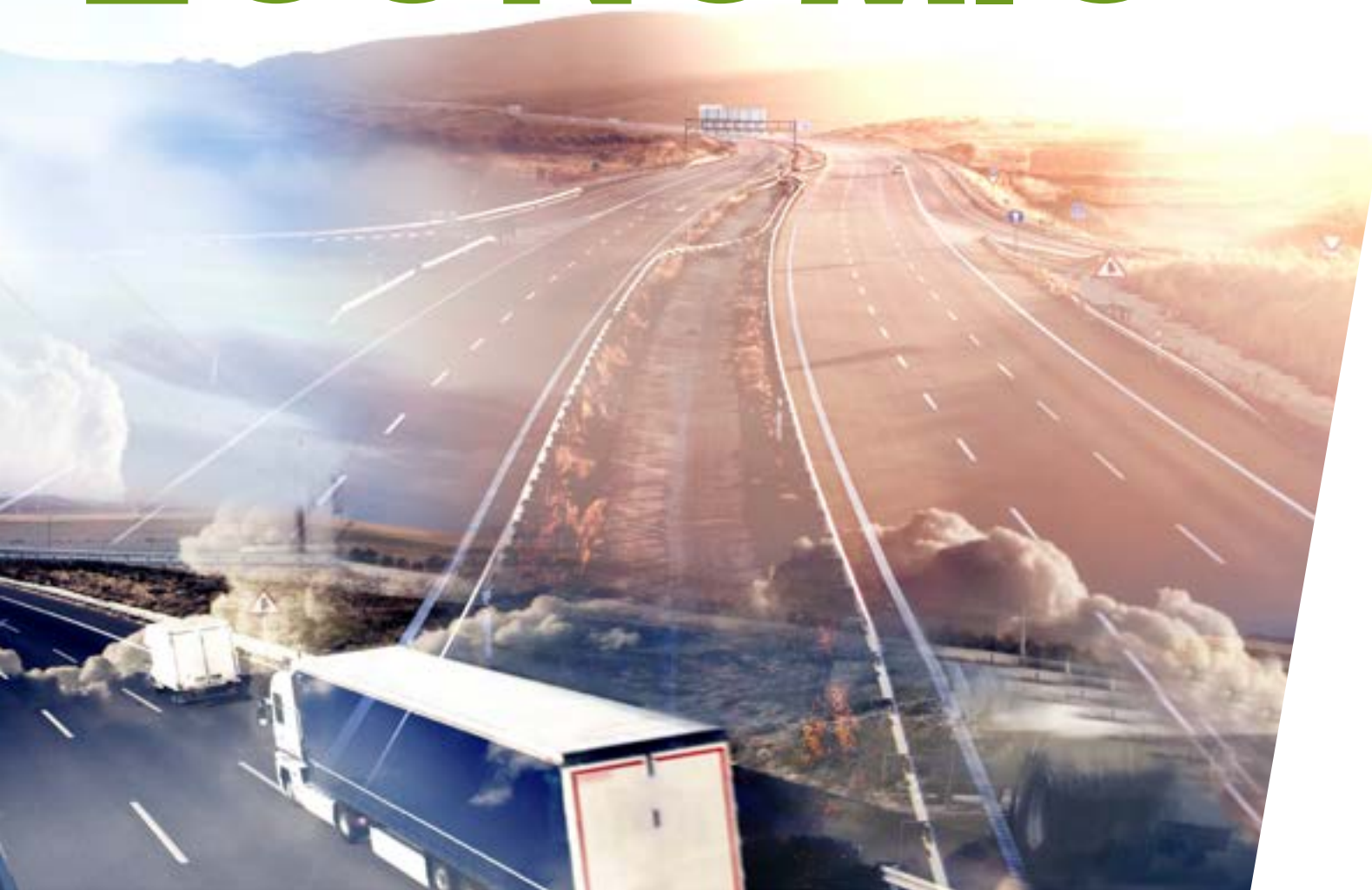
This represents a step forward in social terms, providing a benefit that sugar plant producers can enjoy after several years of work. In order to benefit from the scheme, the farmer can set the amount of his/her fixed annual contribution (2,500 dirhams per annum or more) and will be covered by the points system determined by CIMR.

Depending on the option chosen, the farmer may receive a retirement pension from the age of 50. This pension offer known as "AL MOUSTAKBAL LIL FELLAH" has been piloted in the area of Tadla. To ensure the success of this pension scheme, FIMASURE and CIMR have arranged information sessions. Aimed at farmers and agricultural advisers in the regions of Tadla and Doukkala, a local service to help people join has been provided in addition to these initiatives.



# A SOCIO-ECONOMIC

## INCLUSION PROJECT FOR CARRIERS IN THE INDUSTRY



In addition to its 80,000 or so agricultural partners, COSUMAR supports certain satellite industries associated with upstream agriculture. Accordingly, the Group's socio-economic inclusion project benefits carriers brought under the umbrella of a self-employment programme enabling them to benefit from recognised status. This means that the function of transportation of supplies is now more structured. It has made gains in respect of efficiency, regularity and modern equipment. The sugar industry has also enabled 160 small and medium-sized businesses to be created in rural areas, which will provide services and distribution of inputs to aggregate farmers.

# PATRONAGE

## AND SPONSORSHIP: THE MULTI-FACETED COMMITMENT OF COSUMAR

In addition to providing encouragement and assistance to its key partners with a view to creating shared values, COSUMAR is also making commitments to other communities. Farmers, children of farmers, residents, schools, universities – COSUMAR supports projects and causes which share the same values of excellence.

A number of COSUMAR's partner associations have created programmes to foster the development of excellence in education and to combat school drop-out: Fondation Zakoura, Al Ijir, Sanady, Fondation Marocaine de l'étudiant, Academia, etc.

Alongside this, the most deserving school leavers, children of staff and farmers, can benefit from settling-in grants to facilitate the continuation of study in higher education.

In addition to education, the promotion and development of self-employment is one of COSUMAR's areas of commitment.



# REDUCING OUR CARBON FOOTPRINT

COSUMAR views the preservation of natural resources as a priority. Holding ISO 14001 certification, a benchmark standard in relation to environmental management systems, the Group manages its carbon footprint and controls the ecological impact of its activity. In 2018, sugar activity therefore further reduced its CO2 emissions which have been decreased by almost half since 2012.

To optimise the use of natural resources, COSUMAR has undertaken a substantial number of initiatives intended to modernise its industrial sites and convert its current facilities so that new fuels can be used. A study was launched in this regard with a view to assessing the impact of investment dedicated to the adoption of specific technology.

The results indicated that in 12 years the sugar industry has reduced its carbon footprint by 46%. They also revealed that emissions from the sugar industry represents only 0.7% of national emissions, which demonstrates its limited impact on the environment.

## AN 80% REDUCTION IN CONSUMPTION OF INDUSTRIAL WATER

To save on its use of industrial water, COSUMAR has made substantial investment at all its production plants. Following engineering studies, the Group has opted for appropriate, efficient technology, such as the decalcification of waste liquids to zero, the use of filters to remove sludge resulting from the treatment stages and the use of nanofiltration. Investment has also been made in water treatment devices and water-saving technology. All the Group's initiatives have already enabled a significant reduction of around 80% to be made in industrial water consumption, that is a recurrent saving of 5 million cubic metres of water every year.

## WORKING TOWARDS A 20% REDUCTION OF THE CARBON FOOTPRINT OF THE SUGAR INDUSTRY BY 2025

A study on the ecological impact of the sugar industry is conducted every year by an independent firm. To protect sugar crops against the harmful effects of climate change, COSUMAR has included an ambitious aim in its CSR strategy: to reduce the ecological impact of the sugar industry by a further 20% by 2025.



# 4 OUR FUTURE OUTLOOK

- Group transformation project

# GROUP

## TRANSFORMATION PROJECT

### TO BECOME :

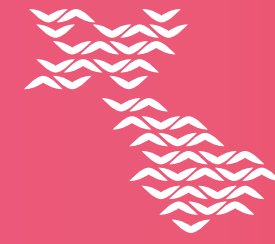
“ **AN AGRIBUSINESS LEADER BY EXCELLENCE  
WHO IS DIVERSIFIED, COMMITTED AND  
RESPONSIBLE** ”

In a changing, competitive world, COSUMAR is preparing to face the challenges ahead of it, with a view to becoming a regional agribusiness leader who is sustainable, diversified and socially responsible. A committed operator capable of anticipating future developments and optimising its assets and know-how, while meeting the highest standards in terms of quality, safety and the environment. Therefore, to make this ambitious vision, fundamental to its economic, social and human development and to the sustainability of its ecosystem, a reality by 2025, COSUMAR has launched the LEADER@25 company project.

Representing our vision, LEADER@25 encapsulates the main aspects of the road map and shapes initiatives based on the Group's objectives with a view to ongoing growth.

To attain these ambitions, COSUMAR promotes a “culture of innovation and entrepreneurship”, represented by exemplary attitudes and behaviour adopted by each staff member:

- Being flexible and achieving objectives.
- Leading teams in the pursuit of excellence.
- Investing in innovative initiatives with high added value.
- Making the right decisions, whatever their level of responsibility.
- Protecting and respecting the planet.
- Continuing to be a benchmark company and pledging our commitment alongside the women and men in our ecosystem: agricultural partners, clients, carriers, suppliers, institutional partners, staff, shareholders, residents, NGOs, etc.



## KEY ASPECTS OF LEADER@25



### CONSOLIDATION



### INTANGIBLE CAPITAL



### GROWTH

# 5 OUR PERFORMANCE

- National context
- Agricultural performance
- Industrial performance
- Financial performance



# NATIONAL 5 CONTEXT

The 2017-2018 sugar season took place in optimum conditions with improved agricultural performance indicators.

The season effectively saw high levels of demand from farmers in relation to sugar beet following the positive performance recorded during the previous season. Accordingly, the area produced was 50,000 hectares, that is **95 %** of the forecast programme. As regards sugar cane, the area planted in 2018 extended to 3,215 hectares, that is **80 %** of the forecast programme.

At the start of the 2017-2018 sugar season, the average rate of filling of the reservoirs serving as boundaries for the sugar crops was 44% compared with 68% in the previous season. Despite these low reserves, recorded rainfall reached 446mm compared with 390mm for the previous season, which guaranteed that the water requirements for the sugar beet and sugar cane for this season would be met.

With a view to optimising agricultural performance of the sugar crops, several initiatives were implemented which enabled over 96% of the area sowed with sugar beet to be grown from monogerm seed.

It should be noted that the remaining 4% was used for multigerm seed in the non-irrigated zone in the Loukkos area.

Development of the mechanisation of the technical processes for sugar crops is a key element in the improvement of sugar crop performance. With this in mind, an action plan has been implemented by COSUMAR and its partners with the aim of promoting companies providing agricultural services and technical and financial support to farmers, and the introduction and local development of effective agricultural equipment suited to sugar crops. Through this action plan, there have been developments in mechanisation in comparison with previous seasons:

- Mechanical sowing for sugar beet reached **100%**.
- The rate of mechanical processing reached **58%**.
- Mechanisation of hoeing stood at **59%**.
- The rate of mechanical harvesting stood at **49%** for sugar beet and **52%** for sugar cane. For the Doukkala area the rates were **77%** in 2017-2018 compared with **44%** in 2015-2016. In the Moulouya area, all cultivation operations have been mechanised at a rate of **100%** since the 2013-2014 season.

The area harvested for the 2017-2018 sugar season was 49,340 hectares for sugar beet and 8,750 hectares for sugar cane compared with 54,947 hectares and 8,460 hectares respectively for the previous season.

Sugar beet yield saw an increase of **12%** compared with the previous growing season, increasing from 66.2 tonnes/hectare to **74.2 tonnes/hectare**. The sugar cane yield recorded was 70 tonnes/hectare compared with 65.5 tonnes/hectare for the previous season, that is an improvement of 7%. This is the result of Research and Development initiatives, the use of new production techniques and the development of mechanisation.

Sugar yield largely improved during this sugar season, increasing from 10.36 tonnes/hectare to **11.91 tonnes/hectare** for sugar beet, which is an improvement of **15%**. As regards sugar cane, the sugar yield recorded was 8.42 tonnes/hectare, which is equivalent to the yield for the previous season.

## 9% IMPROVEMENT IN THE PRODUCTION OF WHITE SUGAR FROM LOCAL CROPS

Gross production achieved from sugar beet increased slightly compared with the previous season, totalling 3.66 million tonnes compared with 3.64 million tonnes in 2016-2017. Sugar cane, however, continues to progress with gross production of 612,900 tonnes compared with 553,100 tonnes in 2016-2017, a rate of improvement of 11%.

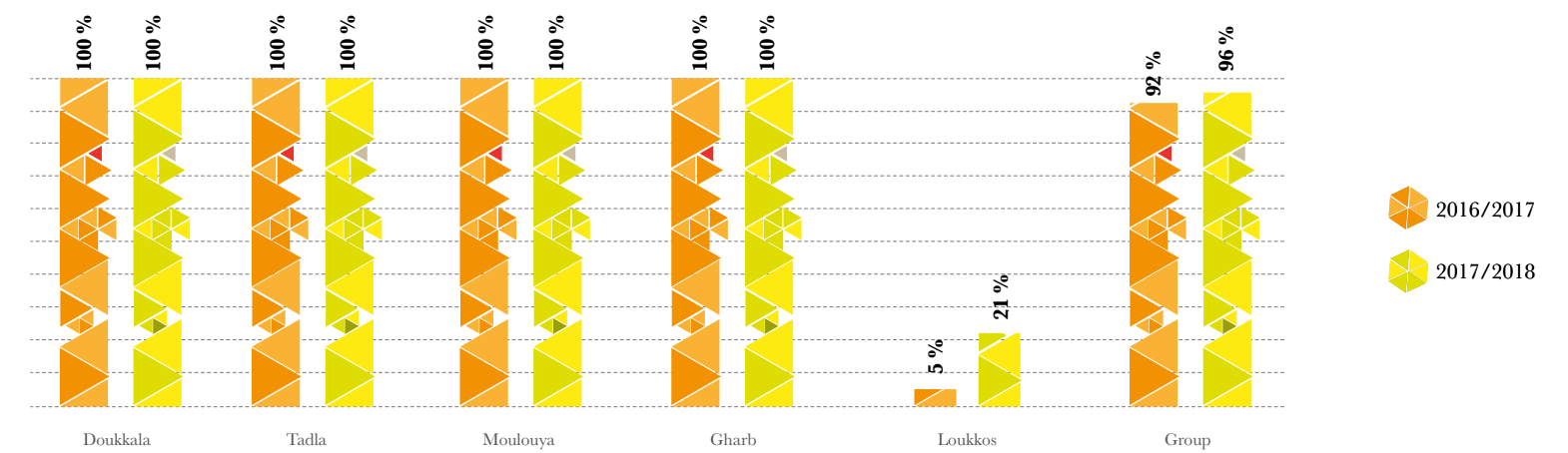
Production of white sugar from sugar plants grown locally totalled 556,000 tonnes in 2017-2018, compared with 510,000 tonnes for the previous season, representing an increase of 9% compared with the previous growing season.



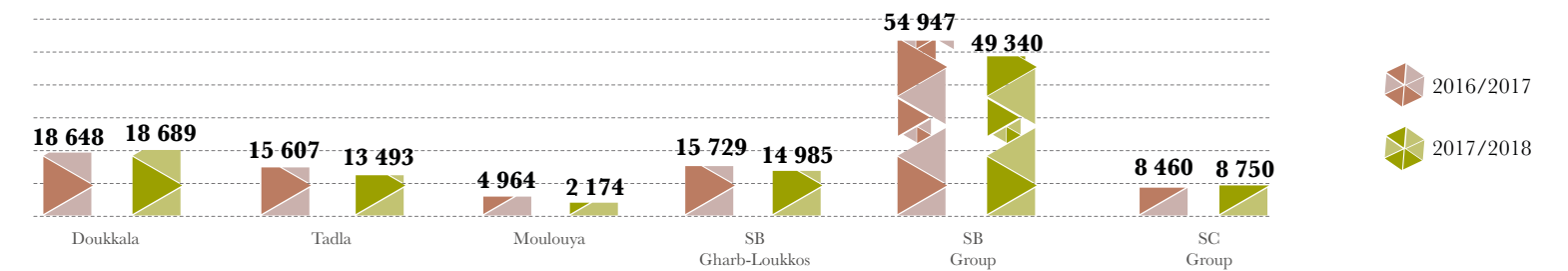
# AGRICULTURAL PERFORMANCE



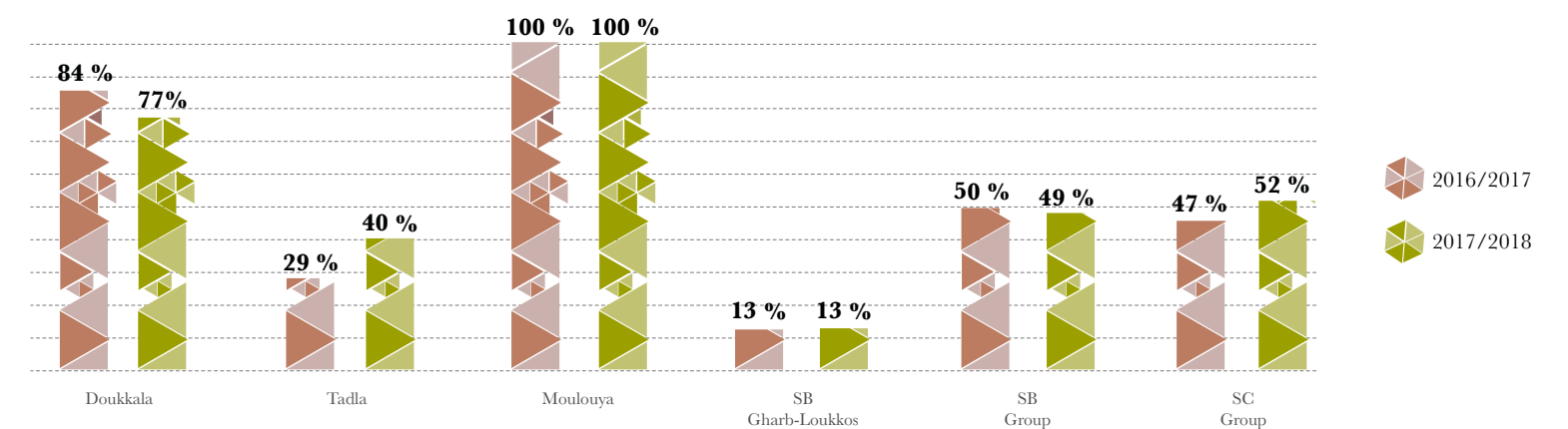
## DEVELOPMENT OF USE OF MONOGERM SEED (AS A %)



## EVOLUTION OF HARVESTED AREAS (IN HA)



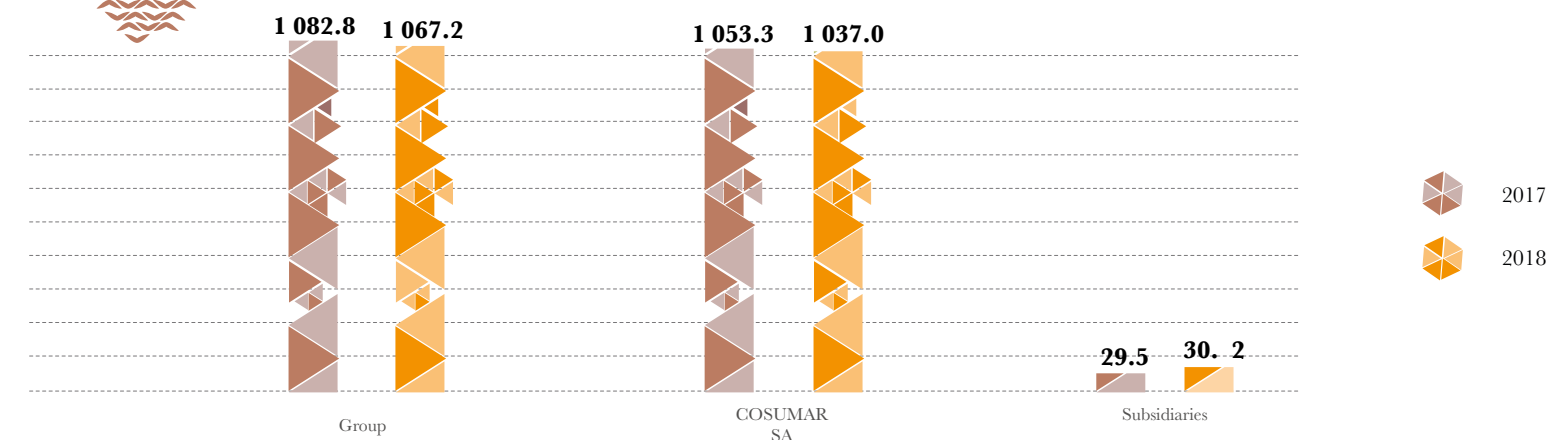
## EVOLUTION OF MECHANICALLY HARVESTED AREAS (IN %)



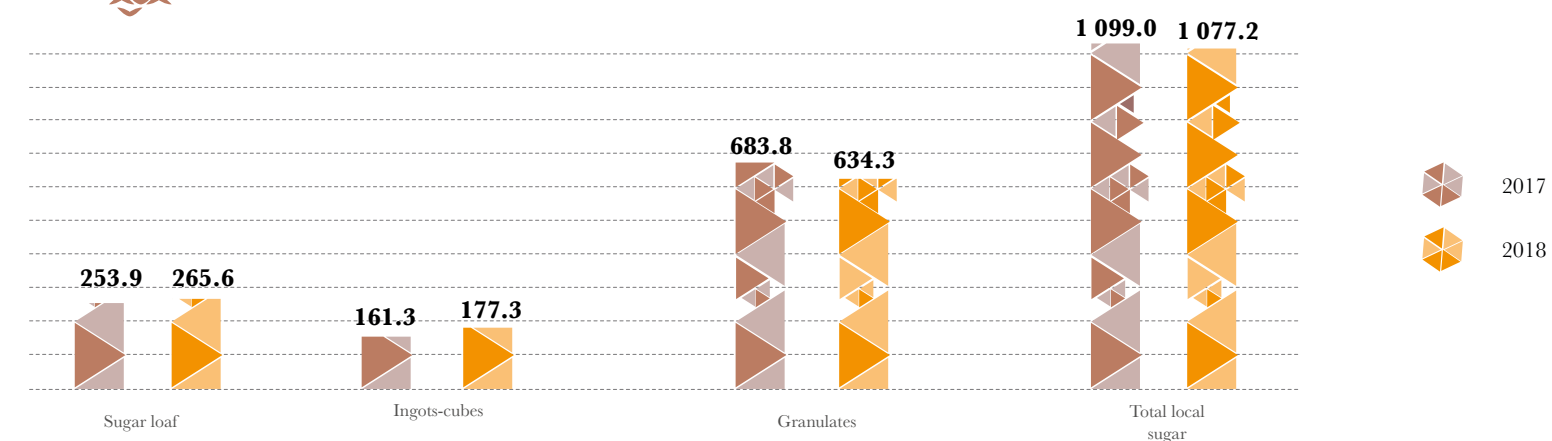
# INDUSTRIAL PERFORMANCE



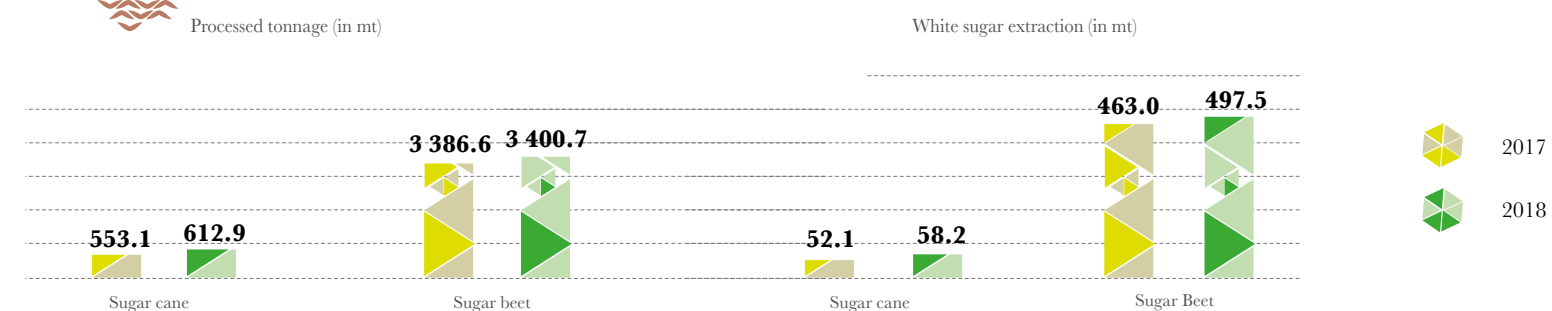
## REFINING (IN THOUSANDS OF TONS)



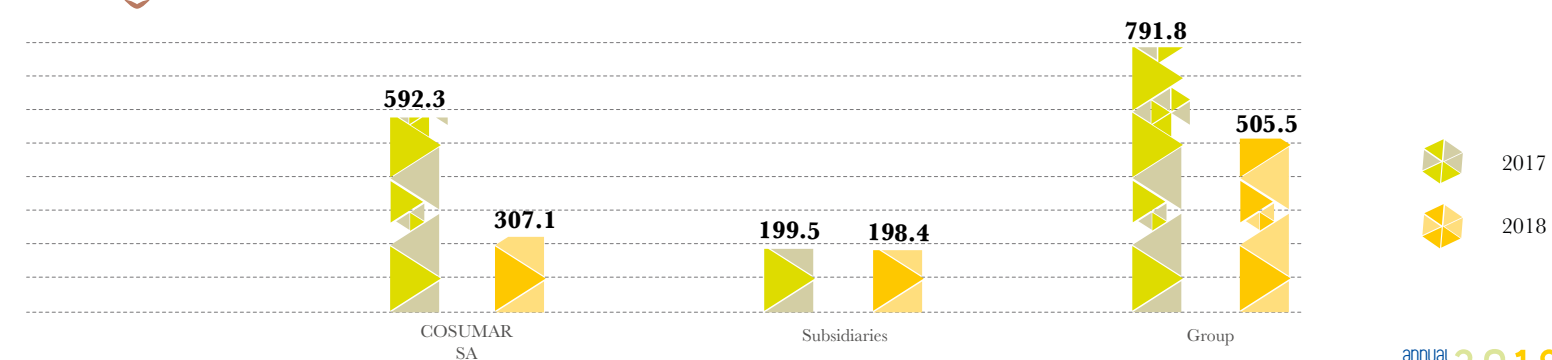
## THE PACKAGED PRODUCTION OF THE REFINERY (IN THOUSANDS OF TONS)



## WHITE SUGAR PRODUCTION FROM THE LOCAL SUGAR CROPS (IN THOUSANDS OF TONS)



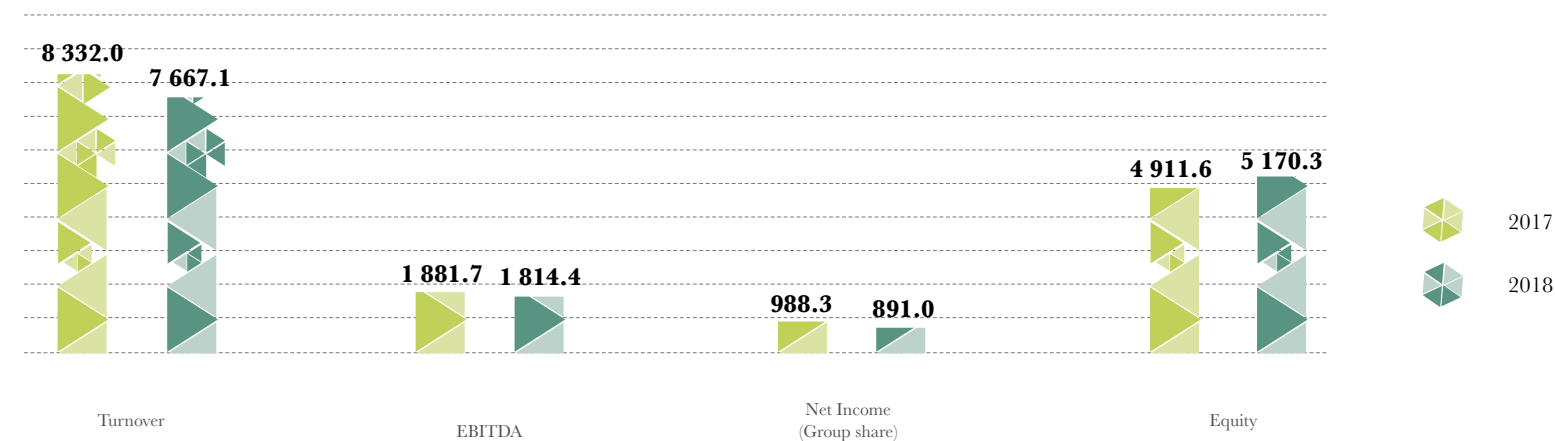
## INVESTMENTS (IN MAD MILLIONS)



# FINANCIAL PERFORMANCE



## CONSOLIDATED ACCOUNTS (IN MAD MILLIONS)



## COMPANY ACCOUNTS (COSUMAR SA) (IN MAD MILLIONS)





# FINANCIAL STATEMENTS

- Consolidated accounts
- Company accounts
- Special auditors report
- 2018 Resolutions

# CONSO LIDATED ACCOUNT



## CONSOLIDATED BALANCE SHEET / (IN MAD MILLIONS)

	(in MAD million)	
ASSETS	déc-18	déc-17
Goodwill	196.1	196.1
Intangible assets	22.4	26.4
Tangible assets	4 329.6	4 238.5
investment properties	63.7	63.7
Other financial assets	620.1	592.5
- Loans and debts	108.9	107.8
- Available-for-sale assets	511.2	484.7
<b>NON-CURRENT ASSETS</b>	<b>5 231.8</b>	<b>5 117.3</b>
Other financial assets	17.4	22.2
- Coverage hedging derivatives	17.4	22.2
Stocks and outstanding bills	2 191.8	2 160.6
Customer receivables	486.7	275.4
Other current debtors	2 131.5	1 248.7
Liquid assets and equivalent liquid assets	598.9	1 856.6
<b>CURRENT ASSETS</b>	<b>5 426.2</b>	<b>5 563.5</b>
<b>TOTAL ASSETS</b>	<b>10 658.0</b>	<b>10 680.7</b>
LIABILITIES	déc-18	déc-17
Equity	944.9	629.9
Premiums on issue and merger	176.0	176.0
Reserves	3 152.0	3 111.7
Group share net profit	891.0	988.3
<b>EQUITY ATTRIBUTABLE TO THE REGULAR SHAREHOLDERS OF THE PARENT COMPANY</b>	<b>5 163.9</b>	<b>4 905.9</b>
Minority interests	6.4	5.7
<b>CONSOLIDATED SHAREHOLDERS' EQUITY</b>	<b>5 170.3</b>	<b>4 911.6</b>
Reserves	116.9	201.0
Staff benefits	126.6	176.3
Not current financial debts	101.8	151.8
- Amount owed to credit institutions	101.8	151.8
Deferred tax liabilities	681.3	613.1
Other non-current account-payables	30.2	26.2
<b>NON-CURRENT LIABILITIES</b>	<b>1 056.9</b>	<b>1 168.5</b>
Current financial debts	1 608.2	254.5
- Amounts owed to credit institutions	1 608.2	164.5
- Coverage hedging derivatives		90.0
Suppliers current debts	2 470.2	3 924.7
Other current account-payables	352.4	421.4
<b>CURRENT LIABILITIES</b>	<b>4 430.8</b>	<b>4 600.7</b>
<b>TOTAL LIABILITIES</b>	<b>5 487.7</b>	<b>5 769.1</b>
<b>TOTAL EQUITY AND LIABILITYESS</b>	<b>10 658.0</b>	<b>10 680.7</b>



## CONSOLIDATED INCOME STATEMENT / (IN MAD MILLIONS)

(in MAD million)	déc-18	déc-17
revenue	7 667.1	8 332.0
Other products	3 400.2	3 049.3
<b>REGULAR PRODUCTS</b>	<b>11 067.3</b>	<b>11 381.3</b>
Purchases	(8 274.5)	(8 486.3)
Other external expenses	(534.3)	(556.5)
Staff expenses	(401.4)	(413.0)
Taxes and duties	(42.7)	(43.8)
Depreciations and operating provisions	(375.9)	(363.2)
Other products and net operating charges	11.5	11.3
<b>CURRENT OPERATING EXPENSES</b>	<b>(9 617.4)</b>	<b>(9 851.5)</b>
<b>CURRENT OPERATING RESULT</b>	<b>1 450.0</b>	<b>1 529.8</b>
Other products and operating expenses	(138.3)	(71.8)
<b>OPERATING INCOME</b>	<b>1 311.7</b>	<b>1 458.1</b>
<b>STATEMENT OF ACCOUNT</b>	<b>7.1</b>	<b>23.6</b>
<b>INCOME BEFORE TAX OF THE BRANCHING-OUT COMPANIES</b>	<b>1 318.8</b>	<b>1 481.6</b>
Due taxes	(358.4)	(506.5)
Deferred taxes	(68.2)	14.0
<b>NET INCOME OF THE BRANCHING-OUT COMPANIES</b>	<b>892.2</b>	<b>989.1</b>
Equity companies' shareholding		
<b>NET INCOME OF THE ONGOING ACTIVITIES</b>	<b>892.2</b>	<b>989.1</b>
Profit of the left-aside activities		
<b>GLOBAL CONSOLIDATED INCOME</b>	<b>892.2</b>	<b>989.1</b>
Minority interests	(1.2)	(0.8)
<b>NET INCOME - GROUP SHARE</b>	<b>891.0</b>	<b>988.3</b>



## STATEMENT OF COMPREHENSIVE INCOME / (IN MAD MILLIONS)

(in MAD million)	déc-18	déc-17
<b>FINANCIAL-YEAR INCOME</b>	<b>892.2</b>	<b>989.1</b>
Actuarial margin on the bonds of the defined-benefit plans	(3.1)	(0.2)
<b>GLOBAL INCOME</b>	<b>889.1</b>	<b>989.0</b>
Minority interests	(1.2)	(0.8)
<b>GLOBAL NET PROFIT - GROUP SHARE</b>	<b>887.9</b>	<b>988.2</b>



## STATEMENT OF CHANGES IN CONSOLIDATED EQUITY / (IN MAD MILLIONS)

	EQUITY	ISSUE AND MERGER PREMIUMS	UNDISTRIBUTED RESERVES	PROFIT AND LOSS ACTUARIAL CHANGES	GROUP GLOBAL SHARE	MINORITY INTEREST	TOTAL
<b>ON JANUARY 1ST, 2017</b>	419.9	176	3 860.0	7.8	4 463.7	5.4	4 469.1
Effect of the accounting methods changes and corrections			0.0	0.0	0.0	0.0	0.0
N-1 error corrections:							
<b>RESTATED AMOUNTS AT OPENING</b>	<b>419.9</b>	<b>176</b>	<b>3 860.0</b>	<b>7.8</b>	<b>4 463.7</b>	<b>5.4</b>	<b>4 469.1</b>
CP fluctuation in 2017							
Net income for the period			988.3		988.3	0.8	989.1
Actuarial profit and loss				-0.2	-0.2	0.01	-0.1
<b>TOTAL ALL-IN INCOME FOR THE YEAR</b>	<b>0.0</b>	<b>0.0</b>	<b>988.3</b>	<b>-0.2</b>	<b>988.2</b>	<b>0.8</b>	<b>989.0</b>
Dividends paid			-545.9		-545.9	-0.6	-546.5
Other transactions with shareholders	210.0	0.0	-210.0		0.0		0.0
Total transactions with shareholders	210.0	0.0	-755.9	0	-545.9	-0.6	-546.5
<b>ON DECEMBER 31ST 2017</b>	<b>629.9</b>	<b>176.0</b>	<b>4 092.4</b>	<b>7.7</b>	<b>4 905.9</b>	<b>5.7</b>	<b>4 911.6</b>
<b>UP TO JANUARY 1ST 2018</b>	629.9	176.0	4 092.4	7.7	4 905.9	5.7	4 911.6
Effect of the accounting methods changes and corrections			0.0	0.0	0.0	0.0	0.0
N-1 error corrections:			0.0	0.0	0.0	0.0	0.0
<b>RESTATED AMOUNTS AT OPENING</b>	<b>629.9</b>	<b>176</b>	<b>4 092.4</b>	<b>7.7</b>	<b>4 905.9</b>	<b>5.7</b>	<b>4 911.6</b>
<b>CP FLUCTUATION IN 2018</b>							
Net income for the period			891.0		891.0	1.2	892.2
Actuarial profit and loss				-3.1	-3.1		-3.1
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>0.0</b>	<b>0.0</b>	<b>891.0</b>	<b>-3.1</b>	<b>887.9</b>	<b>1.2</b>	<b>889.1</b>
Dividends paid			-629.9		-629.9	-0.5	-630.4
Other transactions with shareholders	315.0	0.0	-315.0		0.0	0.0	0.0
Total transactions with shareholders	315.0	0	-944.9	0	-629.9	-0.5	-630.4
<b>ON DECEMBER 31ST 2018</b>	<b>944.9</b>	<b>176.0</b>	<b>4 038.5</b>	<b>4.5</b>	<b>5 163.9</b>	<b>6.4</b>	<b>5 170.4</b>



## STATEMENT OF CONSOLIDATED CASH FLOWS / (IN MAD MILLIONS)

(in MAD million)	déc-18	déc-17
Global net consolidated profit	892.2	989.1
<b>ADJUSTMENTS FOR</b>		
Depreciation and amortization, impairment loss	249.4	403.9
Other adjustments	18.5	(4.9)
<b>CASH FLOW AFTER COST OF NET FINANCIAL DEBT AND TAX</b>	<b>1 160.1</b>	<b>1 388.1</b>
Elimination of the tax charges	426.6	492.5
Elimination of the net financial debt cost	4.5	(21.6)
<b>CASH FLOW BEFORE COST OF NET FINANCIAL DEBT AND TAX</b>	<b>1 591.2</b>	<b>1 859.0</b>
Impact of WCR variation	(2 700.5)	1 536.0
Paid tax and duties	(358.4)	(506.5)
<b>NET CASH FLOW FROM OPERATING ACTIVITIES</b>	<b>(1 467.7)</b>	<b>2 888.5</b>
Acquisition of tangible and intangible assets	(504.0)	(384.3)
Acquisition of financial assets	(1.5)	(407.5)
Tangible and intangible assets sale	11.6	2.4
Other flows	9.4	1.4
<b>NET CASH FLOW FROM INVESTMENT ACTIVITIES</b>	<b>(484.5)</b>	<b>(788.0)</b>
Repayment of loans	(50.0)	(50.0)
Dividends paid to the shareholders of the parent company	(629.9)	(545.9)
Dividends paid to minority shareholders of subsidiaries	(0.5)	(0.6)
Cost of net financial debt	(4.5)	21.6
Variation in partners' accounts	(64.3)	(33.3)
<b>NET CASH FLOW FROM FINANCING ACTIVITIES</b>	<b>(749.2)</b>	<b>(608.2)</b>
<b>VARIATION OF CASH AND CASH EQUIVALENTS</b>	<b>(2 701.4)</b>	<b>1 492.4</b>
Net cash and cash equivalents at the opening	1 692.1	199.7
Net cash and cash equivalents at the closing	(1 009.3)	1 692.1
<b>VARIATION OF CASH AND CASH EQUIVALENTS</b>	<b>(2 701.4)</b>	<b>1 492.4</b>

NOTE 1.

ACCOUNTING RULES AND METHODS

**1.1. Accounting standards**

In compliance with the Bill # 5 of the National Accounting Council (CNC) dated May 26th, 2005 and as per the terms and conditions of Item 6, paragraph 6.3 of the Memorandum # 07/09 issued by the Transferrable Securities Ethics Council (CDVM) on July 15th, 2009, the consolidated financial statements of COSUMAR Group are prepared in accordance with the global accounting standards applied in the European Union as from December 31st of 2015. The Global Accounting Standards include the IFRS (International Financial Reporting Standards), IAS (International Accounting Standards) and their SIC and IFRIC interpretations (Standards Interpretations Committee and International Financial Reporting Interpretations Committee).

The Group proceeds on a regular basis to the monitoring of the latest publications of the IASB and IFRIC.

As from 2013, the Group applied the normative changes provided by IFRS repository regarding the IAS 19 revised standard, the revision being the elimination of the corridor rule for the recognition of the actuarial profit and loss, which are now fully recognized within the year following their identification in return for the other elements of the overall income by using an inter-generation life table.

Thus, in 2010, the Group applied the revised IFRS 3 “Companies Pooling” to these very financial statements, which main terms are that the Goodwill can be determined only at the date of the takeover, and that as from 2010 it was no longer possible to adjust it beyond the evaluation period. From then on, the additional acquisitions made after a majority takeover do not change the amount of the Goodwill.

In line with the IAS 1 standard, the COSUMAR Group decided to issue in 2009 its Overall Operating Result in two Statements:

- 1st statement detailing the components of the income (statement of income);
- 2nd statement starting with the income and then detailing the other components of the overall income (statement of overall income).

**1.2. Principles of consolidation**

The consolidated accounts are set up according to the former-cost agreement, apart from certain specific categories of assets and liabilities, in line with IFRS principles. All of the companies belonging to COSUMAR Group are consolidated through annual accounts stated for December 31st of 2017.

In compliance with the IFRS, there is no exemption to the Group’s scope of consolidation. The non-significant shareholdings are handled as AFS securities.

**1.3. Tangible capital assets**

Rule specific to the first implementation:

As per the first application of IFRS standards and in compliance with the terms of IFRS 1 Standard, the company proceeded in January 1st of 2006 to the fair-value evaluation for all of its intangible and tangible fixed assets, and hold back that value as deemed cost. The fair value measurements were carried out by independent experts.

Applicable principles as from January 1st, 2006:

In compliance with IAS 16 Standard, the tangible fixed assets are accounted at the regular cost or the original manufacturing cost, minus the accumulated depreciation and, inasmuch as applicable, any accumulated impairment loss.

The write-down of the inventory is made according to the expected useful life. The amortization method applied by the Group is the linear one.

**1.4. Stocks**

The stocks are estimated at their lower factory cost or net realizable value.

The outlay corresponds to the cost of procurement or the cost of production incurred to bring the stocks to the state and the place where they are. These include, based on a normal pace of activity, direct and indirect costs of production, which are tabulated by applying mainly the weighted average cost method.

The stocks net realizable value is the estimated selling price in normal conditions of business, less the estimated costs to process the products and the estimated costs to market the product and achieve the sale.

**1.5. Employees Benefits**

As for the plans of healthcare coverage with defined benefits and for the end-of-service payments, the Group’s commitments are determined in compliance with IAS 19 Standard, based on the Accrued Benefit Method and taking into account the specific economic conditions in Morocco. These commitments are covered by provisions recorded in the balance sheet as and when the acquisition of rights by employees.

The retirement indemnities are also submitted to a provision, which is set up by taking into account the chances the employee is still working for the Group at the date of his retirement. This provision is updated at each closing of accounts.

NOTE 2. Scope of consolidation at december 31st, 2018

COMPANIES	TAKE-OVER %	EQUITY %	CONSOLIDATION METHOD
COSUMAR (mère)	100,00%	100,00%	Global Integration
SUNABEL	99,15%	99,15%	Global Integration
SURAC	100,00%	100,00%	Global Integration
SUTA	99,84%	99,84%	Global Integration

Furthermore, the complete set of the Group’s consolidated financial statements as at 31 December 2018 prepared in accordance with international standards will be made available on the company’s website.

This complete set includes, besides the consolidated statement of financial position, the income statement and the consolidated comprehensive income statement, the consolidated cash flow statement and the statement of changes in consolidated equity and detailed annexed notes.



# COMPANY ACCOUNTS



## BALANCE SHEET (ASSETS) / (In MAD millions)

Fiscal year from 1st /01/2018 to 31/12/2018

	ASSETS		FISCAL YEAR	PREVIOUS YEAR	
	Gross	Amortizations and provisions	Net	Net	
CAPITAL ASSETS	<b>IMMOBILIZATION IN NON-VALUE (A)</b>	<b>8 520 960.03</b>	<b>4 337 844.99</b>	<b>4 183 115.04</b>	<b>5 861 407.45</b>
	Preliminary costs	2 099 914.30	839 965.72	1 259 948.58	1 679 931.44
	Costs to be charged over a number of fiscal years	6 421 045.73	3 497 879.27	2 923 166.46	4 181 476.01
	Redemption premiums	-	-	-	-
	<b>INTANGIBLE ASSETS (B)</b>	<b>63 879 772.77</b>	<b>13 105 706.39</b>	<b>50 774 066.38</b>	<b>54 249 610.21</b>
	Research and Development funds	-	-	-	-
	Patents, trademarks, rights and others	33 159 918.59	10 329 273.39	22 830 645.20	26 306 189.03
	Goodwill	30 622 333.78	2 776 433.00	27 845 900.78	27 845 900.78
	Other Intangible assets	97 520.40	-	97 520.40	97 520.40
	<b>TANGIBLE ASSETS ( C )</b>	<b>5 722 643 062.33</b>	<b>3 645 384 111.46</b>	<b>2 077 258 950.87</b>	<b>2 053 495 609.24</b>
	Land and property	555 527 484.24	224 138.60	555 303 345.64	400 891 269.28
	Buildings	724 542 736.85	396 766 234.43	327 776 502.42	343 944 854.05
	Technical facilities, machinery and equipment	4 048 785 399.04	3 002 923 054.81	1 045 862 344.23	1 199 690 041.81
	Transport equipment	43 424 643.86	29 538 627.50	13 886 016.36	18 794 339.86
	Office equipment, furniture and others	256 439 396.23	215 932 056.12	40 507 340.11	35 046 625.39
	Other tangible assets	-	-	-	-
	Current tangible assets	93 923 402.11	-	93 923 402.11	55 128 478.85
	<b>FINANCIAL ASSETS (D)</b>	<b>1 985 897 094.23</b>	<b>1 290 290.99</b>	<b>1 984 606 803.24</b>	<b>1 959 847 126.48</b>
	Fixed loans	6 042 183.99	1 250 090.99	4 792 093.00	6 517 416.24
	Other financial claims	2 076 666.02	-	2 076 666.02	2 076 666.02
	Equity securities	1 977 778 244.22	40 200.00	1 977 738 044.22	1 951 253 044.22
	Other equity securities	-	-	-	-
	<b>CONVERSION LOSSES (E)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	Lessening of non-performing loans	-	-	-	-
	Increase of financial claims	-	-	-	-
	<b>TOTAL I (A+B+C+D+E)</b>	<b>7 780 940 889.36</b>	<b>3 664 117 953.83</b>	<b>4 116 822 935.53</b>	<b>4 073 453 753.38</b>

Fiscal year from 1st /01/2018 to 31/12/2018

CURRENT ASSETS	<b>STOCKS (F)</b>	<b>1 543 782 684.02</b>	<b>28 265 676.77</b>	<b>1 515 517 007.25</b>	<b>1 600 659 199.18</b>
	Goods	44 626 839.22	-	44 626 839.22	26 258 098.86
	Materials and consumables	708 033 529.79	28 265 676.77	679 767 853.02	888 075 552.38
	Goods under processing	243 381 457.24	-	243 381 457.24	207 256 586.92
	Semi-processed products and leftovers	28 354 708.15	-	28 354 708.15	39 848 684.74
	Processed products	519 386 149.62	-	519 386 149.62	439 220 276.28
	<b>OPERATING RECEIVABLES (G)</b>	<b>1 841 057 862.62</b>	<b>20 983 656.42</b>	<b>1 820 074 206.20</b>	<b>1 180 480 616.21</b>
	Receivables from suppliers, advances & deposits	131 499 387.88	-	131 499 387.88	24 658 635.20
	Customers & related accounts	467 956 299.85	11 034 273.04	456 922 026.81	253 384 030.39
	Staff	18 851 769.92	-	18 851 769.92	19 146 906.40
CASH	Status	982 291 625.84	-	982 291 625.84	514 722 480.27
	Partners' accounts	67 500 000.00	-	67 500 000.00	152 000 000.00
	Other receivables	164 183 073.49	9 949 383.38	154 233 690.11	208 616 384.00
	Assets settlement accounts	8 775 705.64	-	8 775 705.64	7 952 179.95
	<b>INVESTMENT SECURITIES (H)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1 412 364 493.18</b>
	<b>EXCHANGE RATE DIFFERENCES ON ASSETS (I) (CURRENT ITEMS)</b>	<b>693 928.12</b>	<b>-</b>	<b>693 928.12</b>	<b>4 316 425.37</b>
	<b>TOTAL II (F+G+H+I)</b>	<b>3 385 534 474.76</b>	<b>49 249 333.19</b>	<b>3 336 285 141.57</b>	<b>4 197 820 733.94</b>
	<b>CASH ASSETS</b>	<b>407 218 217.37</b>	<b>-</b>	<b>407 218 217.37</b>	<b>105 461 577.31</b>
	Checks & bills to be collected	27 796 014.39	-	27 796 014.39	34 723 125.52
	Bank, Finance Office and Post Office	376 467 476.74	-	376 467 476.74	67 253 212.49
CASH	Petty Cash, imprest accounts & credit letters	2 954 726.24	-	2 954 726.24	3 485 239.30
	<b>TOTAL III</b>	<b>407 218 217.37</b>	<b>-</b>	<b>407 218 217.37</b>	<b>105 461 577.31</b>
	<b>GRAND TOTAL I + II + III</b>	<b>11 573 693 581.49</b>	<b>3 713 367 287.02</b>	<b>7 860 326 294.47</b>	<b>8 376 736 064.63</b>



## BALANCE SHEET (LIABILITIES) / (In MAD millions)

	LIABILITIES	FISCAL YEAR	PREVIOUS YEAR
	EQUITY	3 789 589 692.29	3 618 741 594.94
PERMANENT FINANCING	Capital stock or equity shares (1)	944 871 430.00	629 914 290.00
	less shareholders, uncalled subscribed capital	-	-
	Called-up capital	944 871 430.00	629 914 290.00
	serving to settle:	944 871 430.00	629 914 290.00
	Premiums for merger transactions and capital contributions	175 981 922.22	175 981 922.22
	Revaluation variance	-	-
	Legal reserve	62 991 429.00	41 994 286.00
	Other reserves	1 804 465 355.82	1 870 532 495.82
	Retained earnings	517 167.90	2 578 223.85
	Net results due for assignment (2)	-	-
	Net result for the financial year (2)	800 762 387.35	897 740 377.05
	<b>TOTAL EQUITY (A)</b>	<b>3 789 589 692.29</b>	<b>3 618 741 594.94</b>
	<b>QUASI EQUITY (B)</b>	<b>481 115 175.88</b>	<b>467 201 933.38</b>
	Bond debts	5 714 974.54	6 651 637.54
	Other financing debts	475 400 201.34	460 550 295.84
	<b>FINANCING LIABILITIES (C)</b>		
	Bond debts		
	Other financing debts		
	<b>TERM PROVISIONS FOR RISKS AND CHARGES (D)</b>	<b>3 869 802.37</b>	<b>104 086 395.83</b>
	Provisions for risks and charges	3 869 802.37	104 086 395.83
CURRENT LIABILITIES	<b>TRANSLATION ADJUSTMENTS - LIABILITIES (E)</b>		-
	Increase in long-term receivables	-	-
	Decrease in financing liabilities	-	-
	<b>TOTAL I (A+B+C+D+E)</b>	<b>4 274 574 670.54</b>	<b>4 190 029 924.15</b>
	<b>CURRENT LIABILITIES DEBTS (F)</b>	<b>2 362 836 177.82</b>	<b>4 007 246 321.95</b>
	Suppliers and corresponding accounts	2 074 987 991.78	3 745 302 445.99
	Creditor customers, advance payments and deposits	9 249 171.10	13 000 915.16
	Staff	27 912 169.26	44 713 839.25
	Social organizations	15 206 757.37	10 108 517.56
	State	94 530 898.55	51 387 169.05
CASH	Partners Accounts	24 627 145.50	26 236 838.00
	Other creditors	16 589 596.02	12 985 842.99
	Accruals and deferred income	99 732 448.24	103 510 753.95
	<b>OTHER PROVISIONS FOR CONTINGENCIES AND LOSSES (G)</b>	<b>79 672 935.80</b>	<b>112 244 433.05</b>
	<b>CONVERSION ADJUSTMENTS - LIABILITIES (H) (Current items)</b>	<b>2 819 157.47</b>	<b>1 191 626.59</b>
	<b>TOTAL II (F+G+H)</b>	<b>2 445 328 271.09</b>	<b>4 120 682 381.59</b>
	<b>CASH FLOW-LIABILITIES</b>	<b>1 140 423 352.84</b>	<b>66 023 758.89</b>
	Discount credits	-	-
	Cash flow loans	1 040 000 000.00	-
	Factoring banks	100 423 352.84	66 023 758.89
	<b>TOTAL III</b>	<b>1 140 423 352.84</b>	<b>66 023 758.89</b>
	<b>GRAND TOTAL I + II + III</b>	<b>7 860 326 294.47</b>	<b>8 376 736 064.63</b>

(1) Owing Directoral Capital borrowing

(2) Profit (+), deficit (-)



## ACCOUNTS OF REVENUES AND EXPENSES (EXCLUDING TAXES) /

(In MAD millions without taxes)

Fiscal year from 1st /01/2018 to 31/12/2018

NATURE		OPERATING		TOTAL OF YEAR	TOTAL OF THE PREVIOUS YEAR
		REPORTORIAL TO THE FINANCIAL YEAR	REPORTORIAL TO THE PREVIOUS YEARS	3 = 1 + 2	PREVIOUS YEAR 4
		1	2		
OPERATING	I OPERATING REVENUE	8 851 588 255.92		8 851 588 255.92	9 176 887 020.15
	Sale of goods (in their current state)	26 850 554.29	-	26 850 554.29	14 751 067.60
	Sale of the produced goods & services	6 234 367 064.36	-	6 234 367 064.36	6 768 393 583.40
	TURNOVER	6 261 217 618.65	-	6 261 217 618.65	6 783 144 651.00
	Variance of the products stocks (1)	104 796 767.06		104 796 767.06	-72 700 828.89
	Capital assets generated by the company for its own use	-	-	-	-
	Operating grant-aids	2 451 603 565.36	-	2 451 603 565.36	2 424 418 219.18
	Other operating income	2 521 352.57	-	2 521 352.57	457 591.39
	Operating takeovers: charges transfers	31 448 952.28		31 448 952.28	41 567 387.47
	TOTAL I	8 851 588 255.92		8 851 588 255.92	9 176 887 020.15
	II OPERATING EXPENSES	7 835 977 133.42	-36 753 934.96	7 799 223 198.46	8 077 204 583.63
	Resold procurements (2) of goods	24 547 127.05	-	24 547 127.05	14 662 860.73
	Cost of supplies (2) and consumable materials	6 777 867 464.13	-36 753 934.96	6 741 113 529.17	7 009 349 971.74
	Other external charges	368 050 955.28		368 050 955.28	402 747 020.83
	Taxes & duties	20 542 796.11		20 542 796.11	22 218 568.17
	Staff expenses	331 162 222.16		331 162 222.16	329 935 495.63
	Other operating charges	960 000.00	-	960 000.00	942 000.00
	Operating endowments	312 846 568.69	-	312 846 568.69	297 348 666.53
	TOTAL II	7 835 977 133.42	-36 753 934.96	7 799 223 198.46	8 077 204 583.63
	III OPERATING RESULT (I - II)	-	-	1 052 365 057.46	1 099 682 436.52
FINANCIAL	IV FINANCIAL REVENUE	181 525 385.74	-	181 525 385.74	168 274 426.38
	Equity investment and other securities' income	118 553 618.00	-	118 553 618.00	130 289 655.00
	Exchange gains	12 392 051.97	-	12 392 051.97	2 124 934.90
	Interests and other financial products	21 263 290.40	-	21 263 290.40	32 714 645.07
	Financial takeovers: charges transfers	29 316 425.37	-	29 316 425.37	3 145 191.41
	TOTAL IV	181 525 385.74	-	181 525 385.74	168 274 426.38



# ACCOUNTS OF REVENUES AND EXPENSES (EXCLUDING TAXES) /

(In MAD millions without taxes)

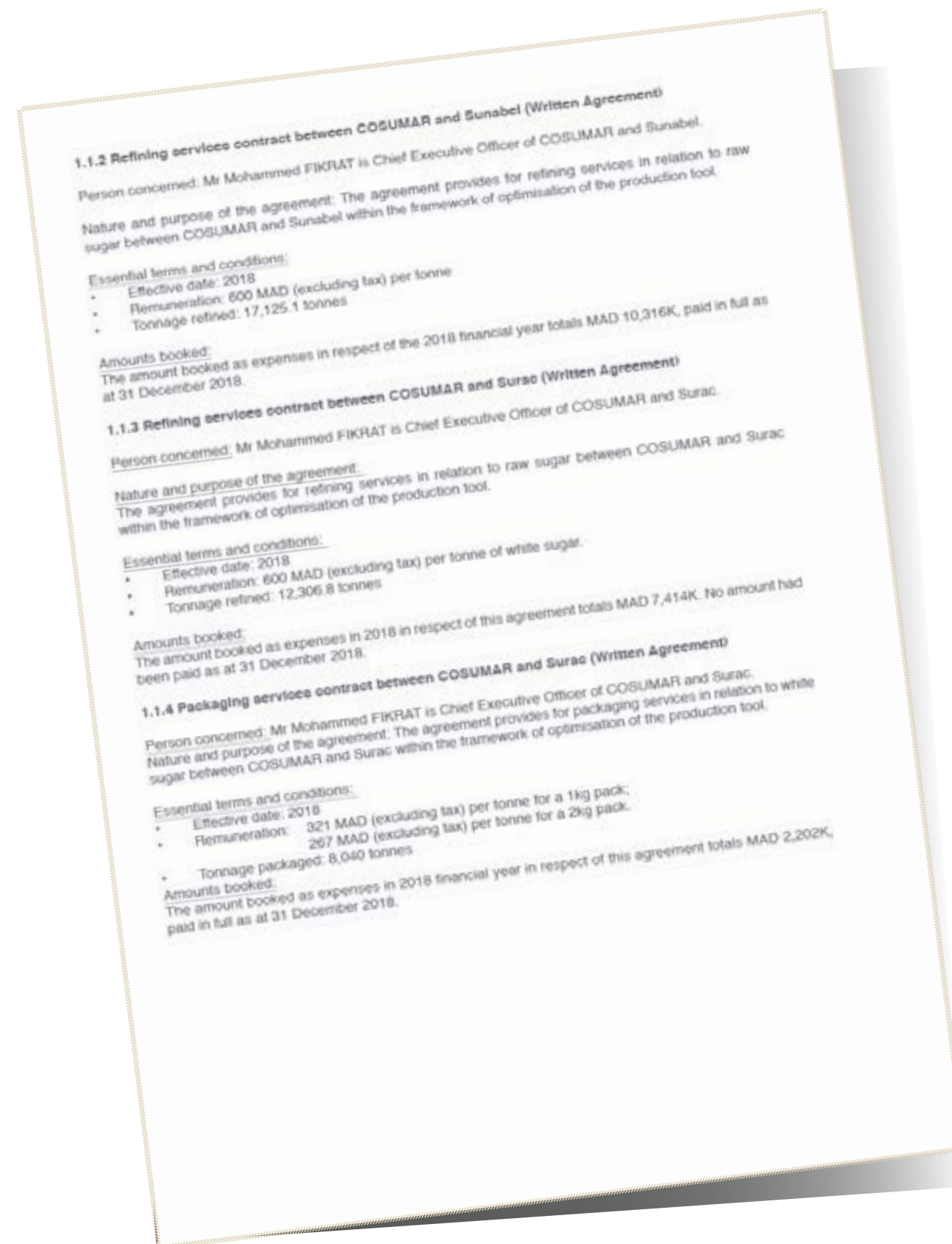
NATURE			OPERATING		TOTAL OF YEAR	TOTAL OF THE PREVIOUS YEAR
			REPORTORIAL TO THE FINANCIAL YEAR	REPORTORIAL TO THE PREVIOUS YEARS	3 = 1 + 2	PREVIOUS YEAR 4
			1	2		
FINANCIAL	V	FINANCIAL EXPENSES	29 307 951.15	-	29 307 951.15	6 827 353.67
		Interest expenses	16 735 016.94	-	16 735 016.94	112 261.43
		Exchange losses	11 879 006.09	-	11 879 006.09	2 398 666.87
		Other financial charges	-	-	-	-
		Financial endowments	693 928.12	-	693 928.12	4 316 425.37
		TOTAL V	29 307 951.15		29 307 951.15	6 827 353.67
NON CURRENT	VI	FINANCIAL RESULT (IV - V)			152 217 434.59	161 447 072.71
	VII	CURRENT RESULT (III - VI)			1 204 582 492.05	1 261 129 509.23
	VIII	NON CURRENT REVENUES	236 854 480.08	-	236 854 480.08	160 145 319.84
		Revenue of capital disposals	1 210 832.00	-	1 210 832.00	1 495 727.82
		Balancing subsidy	-	-	-	-
		Takeovers through investment grants	936 663.00	-	936 663.00	936 663.00
		Other non-current income	11 502 786.54	-	11 502 786.54	43 015 220.69
		Non-current takeovers: charges transfer	223 204 198.54	-	223 204 198.54	114 697 708.33
		TOTAL VIII	236 854 480.08	-	236 854 480.08	160 145 319.84
	IX	NON CURRENT EXPENSES	346 463 653.78	-	346 463 653.78	177 960 232.02
		Sold assets net value	755 590.32	-	755 590.32	1 485 727.82
		Grant-aids awarded	-	-		
		Other non-current expenses	243 602 770.13	-	243 602 770.13	52 926 088.70
		Non-current expenses to depreciation, amortization and provisions	102 105 293.33	-	102 105 293.33	123 548 415.50
		TOTAL IX	346 463 653.78	-	346 463 653.78	177 960 232.02
	X	NON CURRENT RESULT (VIII - IX)			-109 609 173.70	-17 814 912.18
	XI	BEFORE-TAX RESULT (VII + X)			1 094 973 318.35	1 243 314 597.05
	XII	TAX ON RESULT	294 210 931.00		294 210 931.00	345 574 220.00
	XIII	NET RESULT (XI - XII)			800 762 387.35	897 740 377.05

(1) Stock variance: ending inventory - initial inventory; increase (+); decrease (-)  
(2) Resold or consumed purchases: purchases - stock variance.

XIV	TOTAL REVENUES (I + IV + VIII)	-	-	9 269 968 121.74	9 505 306 766.37
XV	TOTAL EXPENSES (II + V + IX + XII)	-	-	8 469 205 734.39	8 607 566 389.32
XVI	NET RESULT (XIV - XV)	-	-	800 762 387.35	897 740 377.05



# SPECIAL AUDITORS REPORT



### 1.1.5 Refining services contract between COSUMAR and Suta (Written Agreement)

Person concerned: Mr Mohammed FIKRAT is Chief Executive Officer of COSUMAR and Suta.

Nature and purpose of the agreement: The agreement provides for refining services in relation to raw sugar between COSUMAR and Suta within the framework of optimisation of the production tool.

#### Essential terms and conditions:

- Effective date: 2018.
- Remuneration: 600 MAD (excluding tax) per tonne
- Tonnage refined: 781.65 tonnes

#### Amounts booked:

The amount booked as expenses in respect of the 2018 financial year totals MAD 470K.  
No amount had been paid as at 31 December 2018.

## 2. AGREEMENTS ENTERED INTO DURING PREVIOUS FINANCIAL YEARS WHICH CONTINUED TO BE PERFORMED DURING THE FINANCIAL YEAR

### 2.1. Packaging services contract between COSUMAR and Sucrunion (Written Agreement)

Person concerned: Mr Mohammed FIKRAT is Chief Executive Officer of COSUMAR and Sucrunion.

Nature and purpose of the agreement: The agreement provides for packaging services in relation to white sugar between COSUMAR and Sucrunion within the framework of optimisation of the production tool.

#### Essential terms and conditions:

- Effective date: 2017
- Remuneration: 376 MAD (excluding tax) per tonne for a 2kg pack.

#### Amounts booked:

The amount booked as expenses in respect of the 2018 financial year totals MAD 58K, paid in full as at 31 December 2018.

### 2.2 Packaging services contract between COSUMAR and Sucrunion (Written Agreement)

Person concerned: Mr Mohammed FIKRAT is Chief Executive Officer of COSUMAR and Sucrunion.

Nature and purpose of the agreement: The agreement provides for packaging services in relation to white sugar between COSUMAR and Sucrunion within the framework of optimisation of the production tool.

#### Essential terms and conditions:

- Effective date: 2019

#### Amounts booked:

The amount booked as expenses in respect of the 2018 financial year totals MAD 522K. The amount received in 2018 totals MAD 413K.

### 2.3. Services contract between COSUMAR and Sucrunion (Written Agreement)

Person concerned: Mr Mohammed FIKRAT is Chief Executive Officer of COSUMAR and Sucrunion.

Nature and purpose of the agreement: The agreement relates to services provided to COSUMAR by Sucrunion in relation to assistance and to the development of products and services in the pharmaceutical industry market.

#### Essential terms and conditions:

- Effective date: October 2015

#### Amounts booked:

The amount booked as expenses in respect of the 2018 financial year totals MAD 1,696K.  
The amount received in 2018 totals MAD 1,588K.

### 2.4. Services contract between COSUMAR and Wilmar

Person concerned: Mr Jean Luc BOHOT is a director of both Wilmar and COSUMAR.

Nature and purpose of the agreement: This agreement provides for the performance of services by Wilmar for the benefit of COSUMAR in the fields of strategy, technical/commercial assistance, assistance with investment and financial assistance.

#### Essential terms and conditions:

- Effective date: 16 October 2013
- Term: one year, tacitly renewable
- Remuneration: 0.425% of the turnover excluding tax capped at MAD 12,500K

#### Amounts booked:

The amount booked as expenses in 2018 in respect of this agreement totals MAD 12,550K.  
No amount had been paid as at 31 December 2018.

### 2.5. Treasury management agreement between COSUMAR and Surac, Suta, Sunaber and Sucrunion (Written Agreement)

Person concerned: Mr Mohammed FIKRAT is Chief Executive Officer of COSUMAR, Surac, Sunaber, Suta and Sucrunion.

Nature and purpose of the agreement: The agreement provides for centralisation of treasury operations with a view to optimising the use of credit and investment of surplus cash.

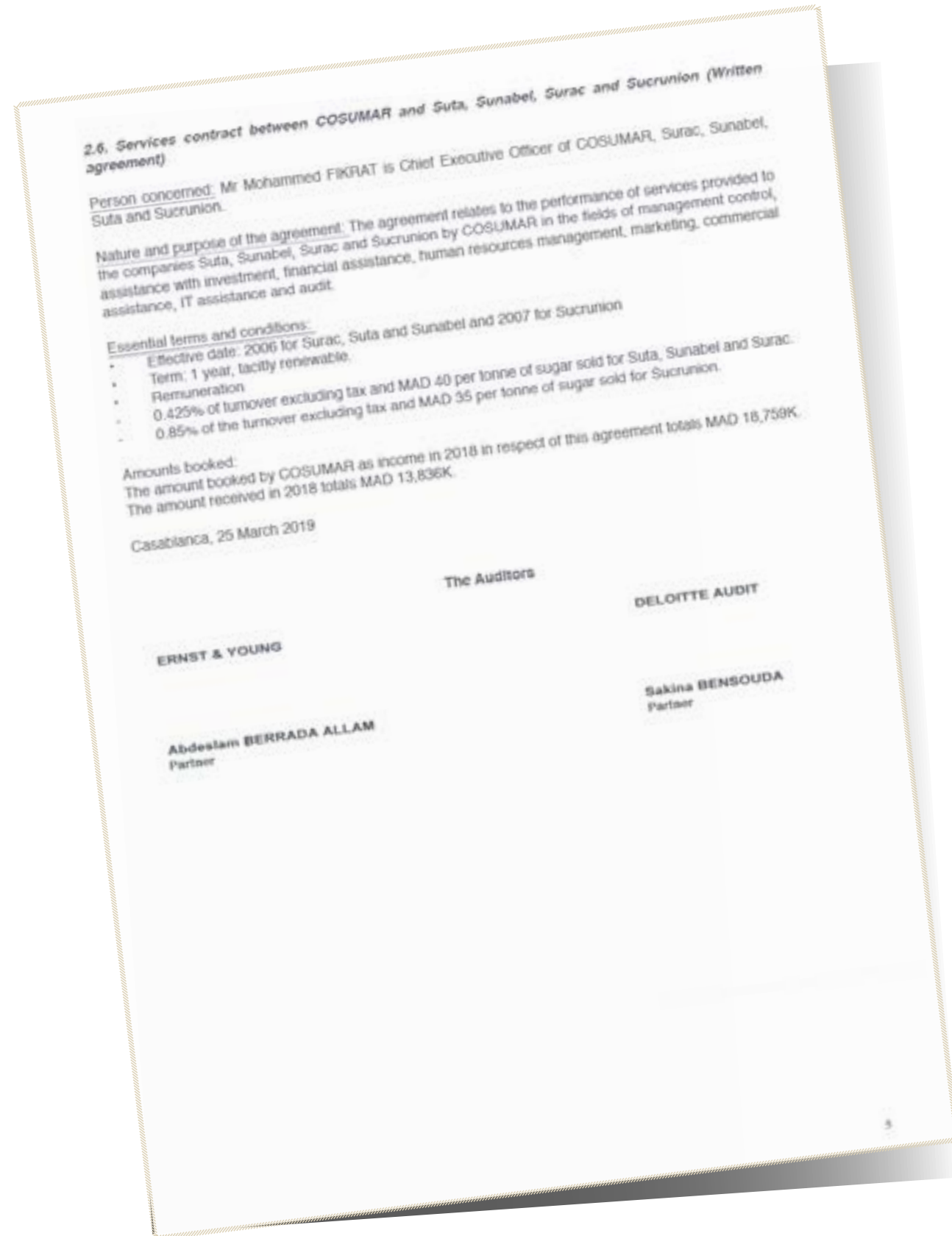
#### Essential terms and conditions:

- Effective date: 2007 for Sucrunion and 2006 for the other Group companies
- Term: one year, tacitly renewable
- Remuneration: an annual rate of 2.5% for current accounts with credit balances and an annual rate of 5% for current accounts with debit balances

#### Amounts booked:

The amount of remuneration for current accounts with debit balances booked as income in 2018 totals MAD 3,724K, paid in full as at 31 December 2018.  
The amount of remuneration for current accounts with credit balances (with Suta) booked as expenses in 2018 totals MAD 276K, paid in full as at 31 December 2018.

# RESOLUTIONS 2018



## FIRST RESOLUTION

The General Meeting, after having heard the reading of the reports of the Board of Directors and of the Auditors, approved the balance sheet and the financial statements for the 2018 financial year as presented, showing net profit of DH 800,762,387.35.

It also approved the operations reflected in these accounts or summarised in these reports.

## SECOND RESOLUTION

As a consequence of adoption of the above resolution, the General Meeting granted a discharge to the directors and to the Auditors in relation to performance of their mandates for the 2018 financial year.

## THIRD RESOLUTION

The General Meeting, after having heard the reading of the special report of the Auditors on the agreements referred to in Article 56 of Law 17-95, as amended and extended, approved the operations agreed or performed during the financial year.

## FOURTH RESOLUTION

The General Meeting approved the following appropriation of the profit:

Net profit	800,762,387.35 DH
Statutory reserve (to reach its upper limit)	(-) 31,495,714.00DH
Retained earnings from previous years	(+) DH517,167.90 DH
Balance	769,783,841.25 DH
Optional reserve	(-) 108,000,000.00 DH
Dividend	(-) 661,410,001.00 DH
Surplus	373,840.25 DH

It consequently decided to distribute a total dividend of DH661,410,001.00, that is a dividend per share of DH7.00, and to allocate the undistributed surplus to the retained earnings account, that is DH373,840.25.

This dividend will be paid in accordance with the procedures provided for by the legislation in force, as of 15 July 2019.

## FIFTH RESOLUTION

The General Meeting, using the option available to it under Article 333 of Law 17-95, and upon the proposal of the Board of Directors, decided to make an exceptional distribution of a total sum of DH283,461,429 deducted from the optional reserves. It decided that the amount of this exceptional distribution would be DH3.00 per share.

This dividend will be paid in accordance with the procedures provided for by the legislation in force, as of 15 July 2019.

## SIXTH RESOLUTION

The General Meeting decided to award director's emoluments to the Directors for the 2019 financial year in a gross total amount of DH960,000.00, that is DH120,000.00 per Director.

## SEVENTH RESOLUTION

The General Meeting acknowledged that the permanent representative of Wafa ASSURANCE was now Mr Mohamed Ramses ARROUB.

## EIGHTH RESOLUTION

The General Meeting renewed the term of office of Mr Mohammed FIKRAT as Director for a term of 6 years in accordance with the Memorandum and Articles of Association.

His term of office would expire at the Ordinary General Meeting ruling on the financial statements for the 2024 financial year.

## NINTH RESOLUTION

The General Meeting renewed the term of office of Mr Jean-luc Robert BOHBOT as Director for a term of 6 years in accordance with the Memorandum and Articles of Association.

His term of office would expire at the Ordinary General Meeting ruling on the financial statements for the 2024 financial year.

## TENTH RESOLUTION

The General Meeting renewed the term of office of Mr Régis Karim SALAMON as Director for a term of 6 years in accordance with the Memorandum and Articles of Association.

His term of office would expire at the Ordinary General Meeting ruling on the financial statements for the 2024 financial year.

## ELEVENTH RESOLUTION

The General Meeting renewed the term of office of Mr Virgilio LOPES FAGUNDES as Director for a term of 6 years in accordance with the Memorandum and Articles of Association.

His term of office would expire at the Ordinary General Meeting ruling on the financial statements for the 2024 financial year.

## TWELFTH RESOLUTION

The General Meeting renewed the term of office of Mr Abdellaziz ABARRO as Director for a term of 6 years in accordance with the Memorandum and Articles of Association. His term of office would expire at the Ordinary General Meeting ruling on the financial statements for the 2024 financial year.

## THIRTEENTH RESOLUTION

The General Meeting renewed the term of office of Mr Khalid CHEDDADI as Director for a term of 6 years in accordance with the Memorandum and Articles of Association. His term of office would expire at the Ordinary General Meeting ruling on the financial statements for the 2024 financial year.

## FOURTEENTH RESOLUTION

The General Meeting renewed the term of office of Mutuelle Agricole Marocaine d'Assurances "MAMDA" represented by Mr Hicham BELMRAH as Director for a term of 6 years in accordance with the Memorandum and Articles of Association.

Its term of office would expire at the Ordinary General Meeting ruling on the financial statements for the 2024 financial year.

## FIFTEENTH RESOLUTION

The General Meeting renewed the term of office of Régime Collectif d'Allocation de Retraite "RCAR" represented by Mrs Ouafae MRIOUAH as Director for a term of 6 years in accordance with the Memorandum and Articles of Association.

Its term of office would expire at the Ordinary General Meeting ruling on the financial statements for the 2024 financial year.

## SIXTEENTH RESOLUTION

The General Meeting renewed the term of office of Wafa ASSURANCE represented by Mr Mohamed Ramses ARROUB as Director for a term of 6 years in accordance with the Memorandum and Articles of Association.

Its term of office would expire at the Ordinary General Meeting ruling on the financial statements for the 2024 financial year.

## SEVENTHEENTH RESOLUTION

The General Meeting conferred all powers on the bearer of a copy or extract of these minutes for the purpose of carrying out all legal formalities.

