

الطرق السيارة بالمغرب
Autoroutes du Maroc

ANNUAL REPORT

2020

الطرق السيارة بالمغرب
Autoroutes du Maroc

“... All of the projects and actions that We launch are based upon a dual and complementary purpose, which is promoting the development and the implementation of social justice within every stratum of society...”

Quote from the **Royal Speech** addressed to the Nation for the **21st** anniversary of the **King's enthronement**.



**His Majesty King Mohammed VI
may God bless Him**

THE NATINAL HIGHWAY NETWORK

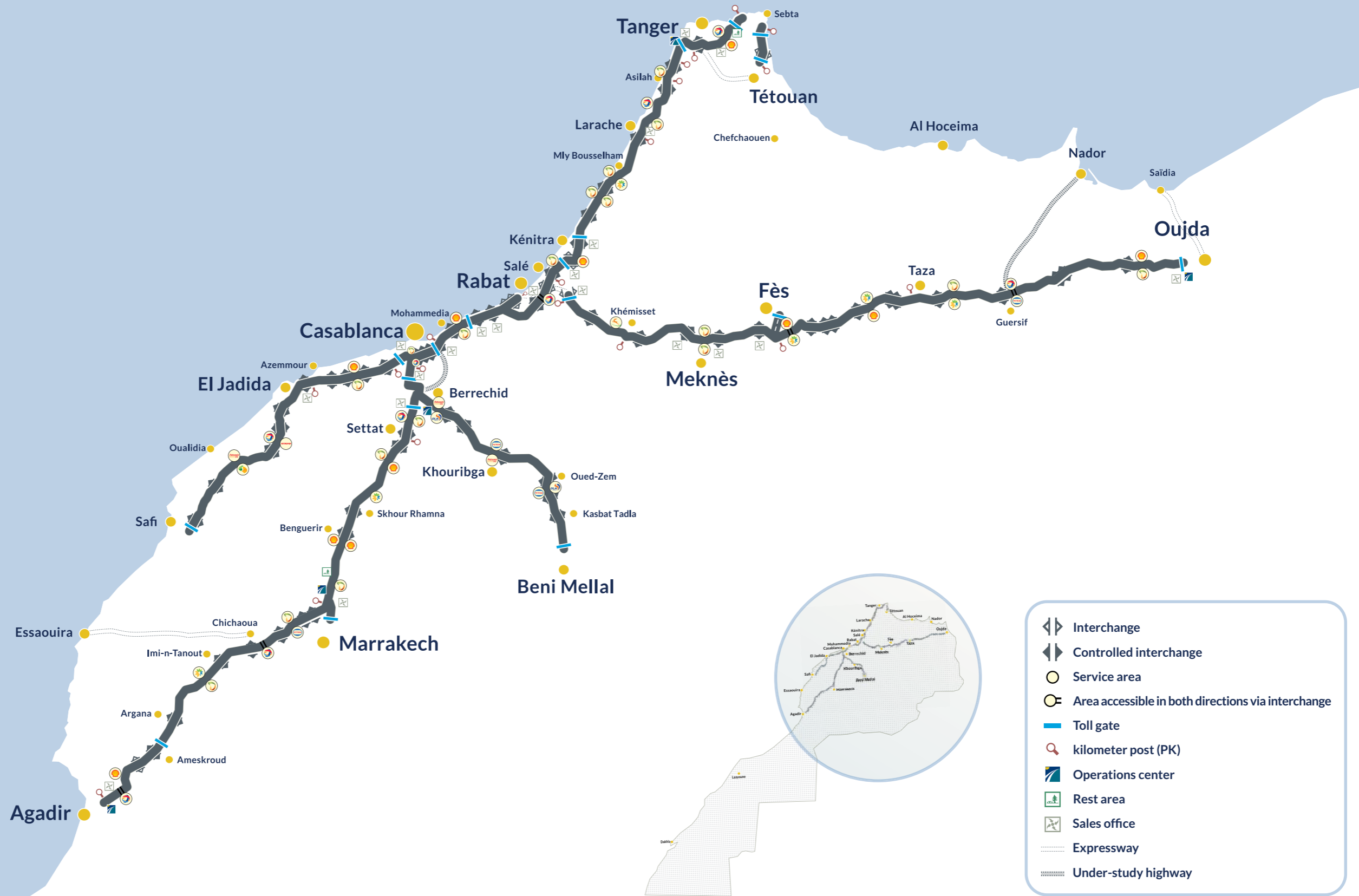


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One-to-one with the General Manager



Mr. Anouar BENAOUZ, the General Manager

Despite this unprecedented crisis context, our company did manage to stay on track and to master its balance so as to ensure public service to users in compliance with the required quality standards

The very first question is an obvious one, how did ADM get through the Covid-19 crisis?

Under the insightful leadership of His Majesty the King, may God bless him, the Nation as one has shown resilience and creativity.

As most of the sectors in our country, the Société Nationale des Autoroutes du Maroc (ADM) demonstrated a great strength of business resilience while facing the aftermath of the Covid-19 crisis. Indeed this crisis put to the test the solidity of ADM fundamentals and its capacity for innovation when it comes to keep on providing a high-quality public service despite these hard times.

The impact was significant and was mainly due to travel restrictions. For the year 2020, **the highway traffic dropped by -32% compared to 2019**, and consequently the toll revenues followed the same trend and recorded a sharp drop of **840 million MAD**, decreasing by **-27%** compared to the year 2019.

Despite this unprecedented crisis context, our company did manage to stay on track and to master its balance so as to ensure public service to users in compliance with the required quality standards, to preserve and keep up the national highway heritage, to keep on rolling out the company's development and transformation plan, and **to fulfill its socio-economic key role** nationwide. Moreover, even at the height of the Covid crisis, **ADM kept on running all the major scheduled projects, which allowed us to carry forward our business ecosystem mainly made of Moroccan companies and thus ADM managed to save thousands of jobs.**

As well, we kept ongoing with the going-paperless process and we are speeding up the move toward digital within our company. The drop in traffic was **a real catalyst for stepping up the pace of digitizing and modernizing the key segments**, such as those of the user-customer services, or the in-company services such as Purchasing Department, HR management, Operating Department among which the operations related to safety and traffic management.

It should be noted that, thanks to the financial engineering system implemented by ADM for several years, and to the streamlining measures that are applied, ADM could proceed to the self-financing its activities by its own, requiring neither grant-aid nor capital injections from the State.

2nd question: What are ADM main achievements for the year 2020?

In 2020, we achieved concrete and significant results, whether be concerning the construction-works mission or the user-service mission.

We carried out **large-scale projects**, to quote only the trebling of the highway connecting Casablanca to Berrechid or that of the Casablanca bypass highway. These **two projects are among the largest and most complex ones ever tackled by ADM, considering that the traffic has never been stopped despite the ongoing works.**

By passing the threshold of 1 million users of Pass Jawaz (1.2 million users by the end of December), the digitization of the different means of payment turned out into reality.

More than a million users considered this change as an opportunity to improve safety and personal comfort when traveling or using the highway whatever the reason might be. We are so proud of the confidence demonstrated by our customers, of their willingness to go for modernity and technology, which confirms the fast progress of our country on the path to growth. We are proud to do our bit in this going-paperless dynamics, given that ADM is listed today **among the pioneer public companies in terms of digitization.**

ADM is fast growing thanks to all of the men and women, the members of our staff who share the same ambition which is making ADM a benchmark public company in the global sector of highway operators, all the while anchoring its position of continental leader. **Our HR as well as those of our ecosystem are moving towards new jobs** based on the training of skills and know-how that would be specific to ADM.

It is confirmed that the customer culture has put down roots within our organization halfway through our upgrading process which has been long but fruitful and which will keep on promoting jobs, career development and elite training to get experts in the highway sector.

3rd question: What is ADM outlook over the coming years considering that the Covid crisis might not be totally done?

We will start off the next steps with confidence and dedication and we will continue to carry out our projects:

Long-term preservation of the national highway network: upkeep and maintenance works on 1 800 km, trebling works, ramps construction works, these are the main ongoing sites.

The fulfillment of a new program of national extension, mainly covering the connection of the new port of Nador 'West Med' and the construction of a continental highway to anticipate the foreseeable gridlocks affecting the fast lanes between Rabat and Casablanca.

Digitization will be included throughout every step of the whole development process of our company. Furthermore, technology became such integral part of our know-how and processes that no development would be possible without.

Being attentive to our neighboring communities in the different regions and remote areas, honoring our citizenship commitments, being more involved in the fields of R&D and innovation together with our renowned partners, supporting young start-ups, these are some of the many projects scheduled for 2021 and beyond.

Our ambition is to carry on our action with dynamism and optimism, to be always hard-driving for our country, drawing our inspiration from the fortitude and the reform-oriented mind of His Majesty the King, May God Bless Him.

GOOD

VIEW

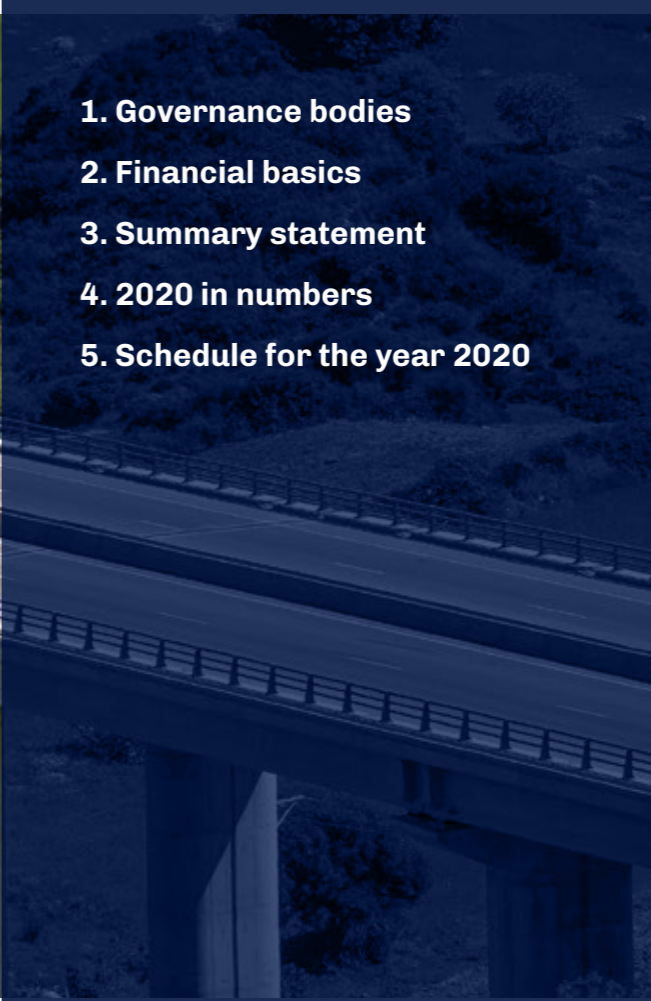
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CONCRETE



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**GOOD GOVERNANCE,
A MAJOR CONCERN**

- 1. Governance bodies**
- 2. Financial basics**
- 3. Summary statement**
- 4. 2020 in numbers**
- 5. Schedule for the year 2020**



| 1. Governance bodies

ADM progresses with giant strides at improving its Corporate governance system in accordance with the main good governance standards, both national and international.

Indeed, ADM sticks to the most requiring global standards in terms of financial compliance, particularly the IFRS ones. As well, the company confirms its commitment to respect the standards of Corporate and Social Responsibility (CSR) and dutifully applies the Moroccan Code of Good Governance Practices for Public Companies and Institutions.

Board of Directors

ADM is a public limited company under private law and as such, is run by a Board of Directors.

As of December 31, 2020, ADM's Board of Directors was listing eleven directors, including five natural persons. The Board is composed as follows:

Natural persons

ADMINISTRATOR	FUNCTION
Monsieur Abdelkader AMARA	Minister of Equipment, Transport, Logistics and Water, Chairman of the Board of Directors.
Monsieur Khalid CHERKAOUI	Secretary General at the Ministry of Equipment, Transport, Logistics and Water.
Monsieur Ahmed IMZEL	Director General of Roads and Land Transport - Ministry of Equipment, Transport, Logistics and Water.
Monsieur Adil BAHI	Director General of Strategy, Resources and Technical and Administrative Affairs - Ministry of Equipment, Transport, Logistics and Water.
Monsieur Abdeslam JORIO	Head of the Infrastructure Sectors Division - Budget Department - Ministry of Economy, Finance and Administrative Reform.

Legal persons

ADMINISTRATOR	REPRESENTATIVE ON THE BOARD OF DIRECTORS
Treasury	Mr. Allal TOTSS , Deputy Director for the Department of Public Companies and Privatization - Ministry of Economy, Finance and Administrative Reform.
Hassan II Funds for Economic and Social Development	Mrs. Dounia TAARJI , Chairman of the Management Board.
Kuwait Investment Authority	Mr. Abdelaziz Mohamed AL OBAIDI , General Manager of the Moroccan-Kuwaiti Development Consortium.
National Ports Agency	Ms. Nadia LARAKI , General Manager.
Caisse de Dépôt et de Gestion (CDG)	Ms. Chadia JAZOULI , Chargé de Mission to the President of CDG Développement.
Banque Centrale Populaire	Mr. Abdeslam BENNANI , Deputy Managing Director in charge of Corporate Banking and Investment Banking, Banque Centrale Populaire.

In addition, as per the terms of the rules relating to the financial control of the State (Law 69-00), Mrs. Houda CHTOUKI, as government commissioner appointed by the State, attends the Board meetings with an advisory vote, as well as those of the Governance Committee, the Strategy and Investment Committee. And she attends the meetings of the Audit Committee with a legal vote.

In compliance with the provisions of article 22 of the company's articles of association and the recommendations of the Moroccan code of good governance practices for public companies and institutions, ADM's Board of Directors set up the following Technical Committees:

- **Strategy and Investment Committee**
- **Audit Committee**
- **Governance Committee**

Committees that fall under ADM Management

ADM backs the good governance within the company and strengthens the steering mechanisms by consolidating the roles of the existing committees, namely the CODIR and the CAPEX, and by creating new committees: Customer Committee and HR Committee. These Committees are run by the Chief Executive Officer and their members are the directors and managers of the concerned activities.

CODIR

Its main mission being to steer and implement the decisions of the Board of Directors, the CODIR experienced the year 2020 in a pretty special context. Indeed, having to face an exceptional health crisis situation due to Covid-19 pandemic which affected the whole world, the CODIR showed flexibility as the committee has been reorganized into a crisis unit as from the coming into effect of the health emergency measures.

Composed of directors representing all branches, the CODIR held daily meetings to ensure the management and implementation of a crisis strategy with the following main objectives:

- The protection of the highway users and all of ADM's Human Resources, not to forget those of its ecosystem;
- Continuity of service to safety standards for the users who are forced to travel during this period;
- The continuity of some maintenance works and complex infrastructure projects during that time of low traffic;
- The preservation of the Moroccan ecosystem in these special circumstances, all the while assuring the maintenance of as much activity as possible, even at a low level;
- The optimization of the necessary cash, the shifting of expenses and the provision of minimum liquidity needed during this period to achieve the aforementioned goals.



Mr Anouar BENAZZOUC
General manager



Mr Omar SIKKAL
Managing Director of ADM Project



Mrs Fatima ZOUHAIR
Human Resources
and PR Manager



**Mr Mohamed El Hachmi
EL HACHIMI**
Operations Manager



Mr Mohamad CHOUH
Development Manager



Mr Amjad HEBBAZI
Financial Manager

CAPEX

The CAPEX committee was set up in 2019, and its main mission is to make decisions covering the arbitration of infrastructure projects, whether the field is technical, financial, contractual or operational.

The technical unit is supervised by the CAPEX and is put in charge by the committee of deciding on the technical choices.

Despite the crisis context, CAPEX did hold regular meetings to ensure good governance of the major infrastructure projects, especially focusing on:

- The ongoing construction works to widen the highways in the Grand Casablanca, particularly the phasing of the project and the monitoring of critical operations such as the laying of the railway bridge serving Mohammed V international airport;
- The approval of the works schedule for the new highway connecting Tit Mellil to Berrechid;
- Decision-making on priority operations for major repairs and their follow-up.

The Customer Committee

Being a strategic priority, the user-customer service is run by a new monthly committee which has been set up to deal with all questions related to customer satisfaction, loyalty, improvement of service on the network, and the processing of customer complaints. In short, this committee works at easing the users' experience on the highways.

In 2020, the Customer Committee invested a lot in the digitization of user services and in the offer of a professional solution adapted to companies (B2B).

The HR Committee

To support the global transformation strategy of ADM, an HR policy has been implemented in line with our medium and long-term outlook. Thus the HR Committee was created. Held monthly, this committee is in charge of ensuring the implementation of our HR policy in compliance with our strategy based on staff performance and wellbeing.

In 2020, the work of the Committee led at speeding up the digitization of the HR department and at launching major HR development projects.

2. Financial basics

A policy of different funding sources to guarantee the achievement of our activities

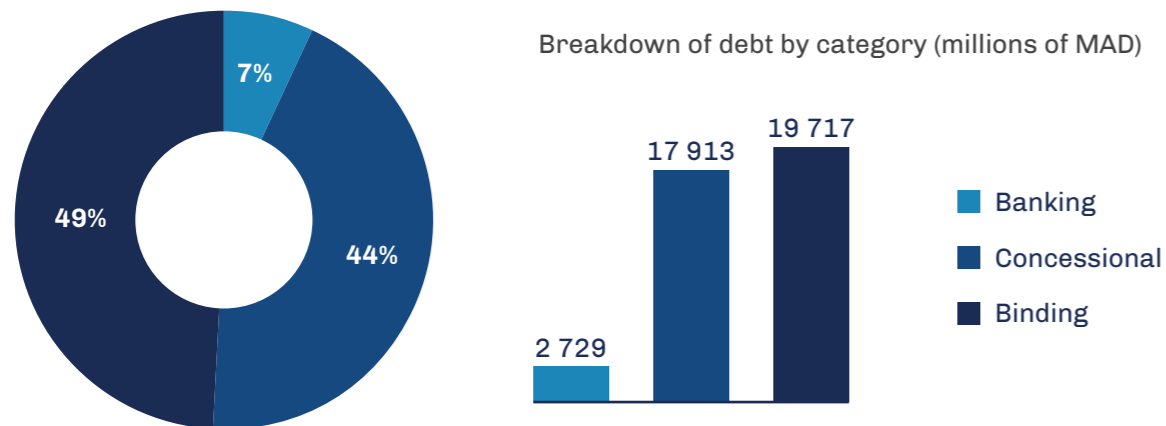
So as to stick to its investment plan and ensure the continuity and quality of services provided to users, ADM anticipates the needed financing by drawing on different financial resources, mainly by resorting to self-financing generated by toll revenues, bond issues and funding from international funders and Moroccan banks.

In 2020, ADM concluded three concessional loan contracts:

- With the FADES for the financing of the highway project for connecting Tit Mellil to Berrechid, and of the project for widening Casablanca bypass highway and that of Casablanca to Berrechid. The total amount of this loan is of **2,2 billion MAD**;
- With the EBRD for an amount of **100 million Euros**;
- With the EIB for an amount of **85 million Euros**.

In addition, ADM successfully achieved the issue of a bond loan guaranteed by the State and reserved for institutional investors under Moroccan law for a total amount of **2,2 billion MAD**.

This bond loan issue has been oversubscribed **1,9 times** and the demand reached **MAD 4,175 billion**. The sum allotted in August 2020 amounts to **2,2 billion MAD** at the average interest rate of **3,603%**.



Carrying on with the actions of debt dynamic management, resilience of ADM throughout Covid-19 crisis

ADM is being carrying out an artful restructuring of its debt since 2016. During 2020, ADM successfully achieved two reshaping operations of **7,3 billion MAD** of concessional debt and **2 billion MAD** of bond debt.

This restructuring is based on the following points:

- Extension of the length of payments to funders to the maximum authorized maturity, i.e. 25 years from the date of payment;
- Change in the amortization type of the Capital by sharply reducing the Outstanding Principal to be repaid annually until and including year 2032 (deficit period), then by increasing the said Principal to be repaid linearly until the new maturity due date.

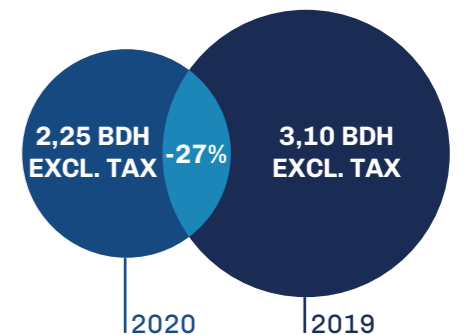
The debt restructuring effort covered as well the rescheduling of **MAD 263 million** of debt with AFESD.

Thanks to this smart financial engineering and to the effort made in terms of costs streamlining, ADM could deal by its own with the consequences of the pandemic, neither resorting to grant-aid nor needing capital injections from the State.

Even so, the toll revenue for 2020 has been strongly affected by the traffic restrictions in force and applied as a preventive measure against the pandemic. Total toll revenue in 2020 thus dropped to **2,25 billion MAD** excluding tax when it amounted **3,10 billion MAD** excluding tax a year earlier, that is to say decreasing by **-27%** with a net loss of **-0,84 billion MAD**. As a domino effect, the financial results followed the same downward trend:

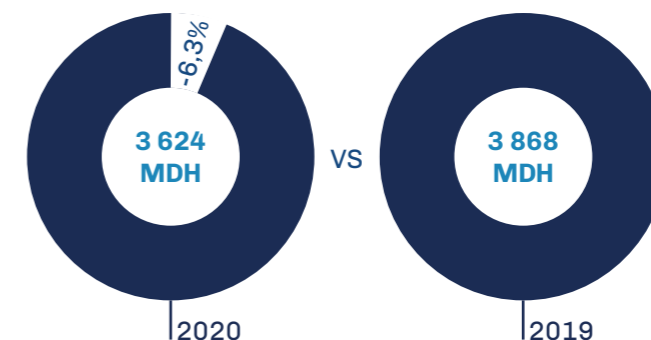
- The turnover fell to **2,4 billion MAD excl. tax** at the end of December 2020 when it was **3,3 billion MAD excl. tax** in 2019;
- ADM's **EBITDA** at the end of December 2020 barely reaches **MAD 1,45 billion**, dropping by **-32,3%** compared to 2019;
- The **Operating Result** in 2020 was of **766 million MAD**, suffering a drop of **-54,5%** compared to the year 2019.

As for the **Financial Result**, it recorded an improvement and stood at **-1,3 billion MAD** when it was of **-1,54 billion MAD** in 2019. This improvement is explained by the effect of the positive FOREX and the decrease of the interest rates.



Status of the VAT credit

In 2020, ADM's VAT credit recorded a drop of **-6,3%**, to wit **244 million MAD**, decreasing from **3 868 million MAD** at the end of 2019 to **3 624 million MAD** by December 31st, 2020. This drop is due to the policy of investment exemption assumed by ADM as from 2017.



| 3. Summary statements

Income statement at the end of 2020

(In Thousands of MAD)	2019	2020	%	ABS
Turnover	3 297 009	2 421 368	-27%	-875 641
Including Toll turnover	3 089 068	2 245 499	-27%	-843 569
Current operating expenses	403 632	382 852	-5%	-20 780
major repairs	523 251	346 169	-34%	-177 082
Staff costs	214 115	231 249	8%	17 134
Dues and taxes	8 543	6 510	-24%	-2 033
Total charges	1 154 386	971 610	-16%	-182 776
EBITDA	2 142 623	1 449 758	-32%	-692 865
EBITDA - percentage of turnover	65%	60%		
Operating allowances (net of reversals)	457 970	683 602	49%	225 632
Operating result	1 684 653	766 156	-55%	-918 497
Bottom line	-1 543 554	-1 296 268	16%	247 286
Current result	141 089	-530 079	-476%	-671 201
Non Current Result	-22 951	6 542	-129%	29 493
Earnings before tax	118 138	-523 307	-543%	-641 708
Net profit	101 314	-535 965	-629%	-637 279

ADM social accounts (In millions of MAD)

ASSETS	2019	2020	%
Fixed assets	68 633	68 637	0%
Including revaluation difference	22 555	22 555	0%
Current assets	5 361	5 643	5%
Including VAT credit	3 868	3 624	-6%
Including securities and investment securities	1 174	1 650	41%
Cash assets	180	178	-1%
Total assets	74 175	74 459	0%

LIABILITIES	2019	2020	%
Equity	26 976	26 440	-2%
Including revaluation difference	22 555	22 555	0%
Debts	39 482	40 391	2%
Provisions for risks and charges	5 324	5 036	-5%
Current liabilities	1 853	2 012	9%
Liability cash	54	38	-30%
Total liabilities	74 175	74 459	0%

ADM consolidated accounts in IFRS (In millions of MAD)

CPC	2019	2020	%
Turnover	3 712	3 027	-18,5%
Current operating income	1 944	823	-57,7%
Operating income	1 971	830	-57,9%
Cost of net financial debt	-1 501	-2 086	39,0%
Net profit	247	-933	-477,7%

ASSETS	2019	2020	%
Non-current assets	72 829	72 252	-0,2%
Current assets	1 819	2 834	33,0%
Total assets	74 648	75 086	0,6%

LIABILITIES	2019	2020	%
Equity	23 074	22 097	-4,2%
Non-current liabilities	47 439	49 174	3,7%
Current liabilities	4 135	3 814	-7,8%
Total liabilities	74 648	75 086	0,6%

| 4. 2020 in numbers



Financial results



2,4 billion MAD
Turnover excl. tax,
decreasing by -27%
compared to 2019



1,45 billion MAD
Gross operating sur-
plus, decreasing by
-32% compared to 2019



-536 million MAD
Net income



Infrastructure



72 KM
Upgraded highways



1 New service area



4 Toll stations
are enlarged



8 New pedestrian
footbridges



CSR



Al Ard Project

- Development of a plant nursery stretching over 3 000 m²
- Handling of 15 ha of slope



Network operation



1,2 million
Jawaz Pass subscri-
bers, that is to say
433 000 passes are
sold in 2020



304 000
Transactions per day,
less -30% compared to
2019

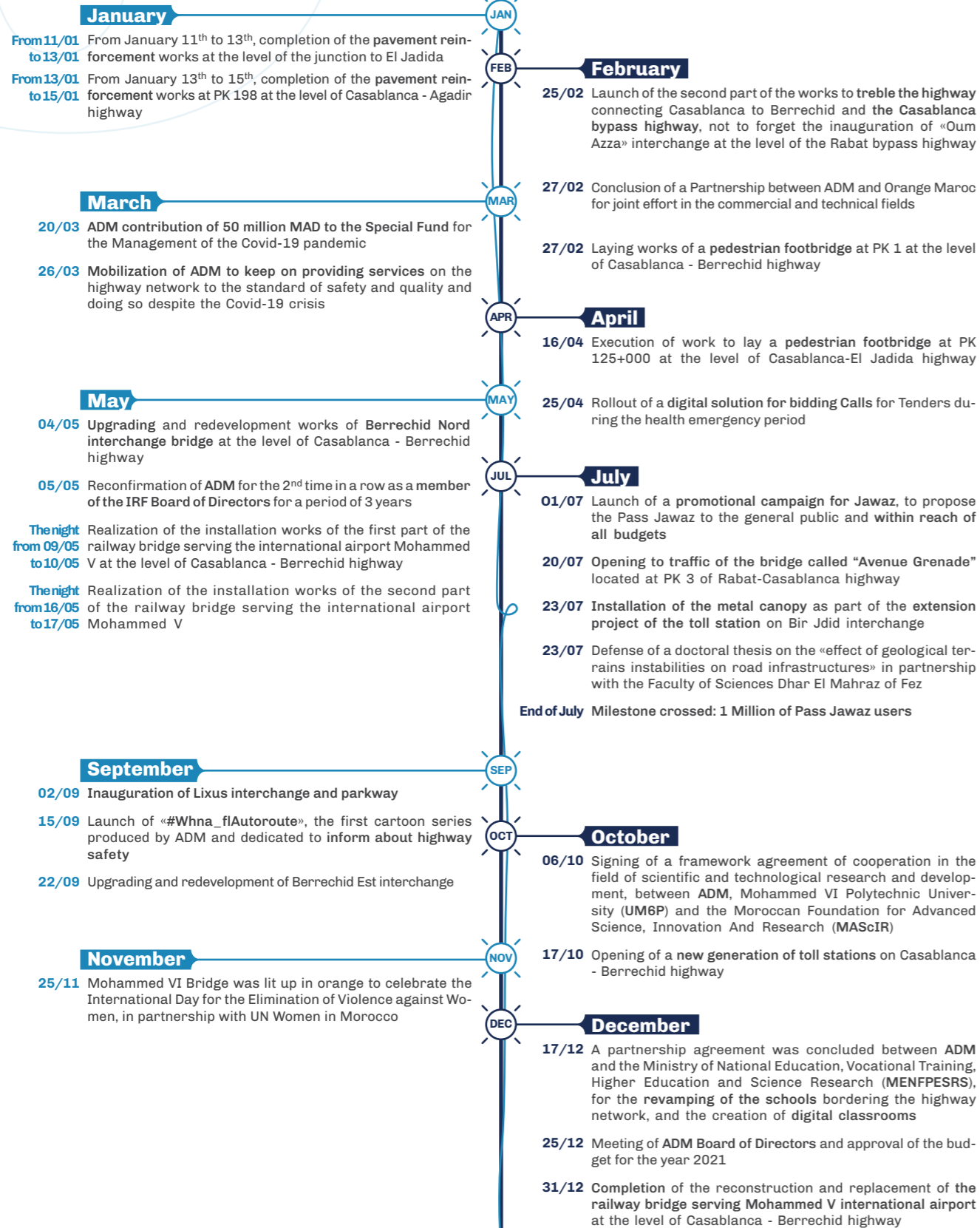


9 400
Average daily traffic,
dropping by -32% com-
pared to 2019



6 billion KM
Ground covered on the
highway network

5. Schedule of the year 2020



“ The two new metal bridges of the rail service from Mohammed V airport to PK 12 of Casablanca - Berrechid highway



MISSION

STRATEGY

STRATEGY

STRATEGY



28
THE USER-CUSTOMER SERVICE MISSION AT THE CORE OF OUR STRATEGY

I. ADM keeps on providing public service standards of quality and safety

- 1. Priority to traffic safety
- 2. Continuity of service to the user-customer
- 3. Traffic indicators
- 4. Falling toll revenue ensuing from the traffic fall
- 5. Jawaz offer, accessible and affordable

II. ADM keeps ongoing nonstop with the scheduled infrastructure works despite the pandemic

- 1. Major projects of highway infrastructure
- 2. Major works and developments
- 3. Major repairs to preserve our highway assets
- 4. Maintenance, sine-qua-non condition for long-lasting road structures
- 5. Handling the ground instabilities to improve the quality of our infrastructure

As of March 2020, our country took drastic and quick measures of healthcare and safety to deal with the Covid-19 pandemic, by declaring a state of public health emergency, deciding the closing of borders, a periodic lockdown of the population and the restriction of movement between the cities of the Kingdom. These restrictive measures did affect directly the traffic, the toll revenues and the running of the infrastructure works over most of 2020.

Perfectly aware of its socioeconomic role, mainly during this period of crisis, ADM management closed ranks to fulfill their duty which is to ensure the continuity of public service that meets safety standards, despite the serious drop suffered by the vital indicators of the company.

In this total dedication to fight the crisis, ADM management did their utmost to keep going with their development plan and thus ensure the continuity of the highway infrastructure construction and maintenance sites scheduled for this very period.

I. ADM keeps on providing public service standards of quality and safety

Confronted to all the trouble suffered because of the Covid crisis, ADM quickly implemented an ad-hoc system to keep on providing a public service up to the standards of safety and quality. This system is built around the following approaches:

- The protection of users and staff, both of ADM and of the different partners, through the implementation of recommendations, social distancing, and preventive and safety measures;
- The continuity of public service and its corollary, essential to the preservation of our Moroccan ecosystem;
- The exceptional in-company reorganization in crisis mode due to the public health and economic issues;
- The rollout and reinforcement of digitized solutions directed to the Human Resources, partners, users-customers, as for instance the electronic toll system Jawaz with the diversification of means for digital top-up;
- The implementation of a crisis communication plan aimed at users-customers, Human Resources and the ecosystem staff

| 1. Priority to traffic safety

Continuation of the ACT plan, ADM's strategy to strengthen security

In line with the management strategic willpower to give top priority to the safety of users-customers, the «Global Action against Road Insecurity» plan called «AGIR/2018-2020» set up a roadmap targeting a long-lasting reduction of the accidents on highways so as to help saving lives.

In 2020, and despite the Covid crisis context, ADM kept on rolling out the ACT plan by investing in infrastructure, new technologies and human capital, and by promoting synergy with all the stakeholders who partake in the highway network.



Preparation to a National Traffic Info Center, the preliminary steps

ADM heightened its monitoring thanks to the central traffic control room and two regional traffic control rooms, the aim being to improve the quality of data and the management of information flows to ease the decision-making.

For these traffic control rooms, ADM introduced innovations by embedding the three of them with digital technologies that improve the monitoring system and the remote management of operations, through a smooth data flow for reporting and processing in real time any incident that could occur on the highway. The high-tech tools embedded in the traffic control rooms lead at improving the capacity for detecting events and processing information in order to pump up the speed and efficiency of action on the ground.

The central control room and the associated technological device should lead to the opening by 2021 of a large national control room as part of the creation of a Traffic Info Center which will bring together all the entities working on traffic info and real-time information.

24/7 Vigilance

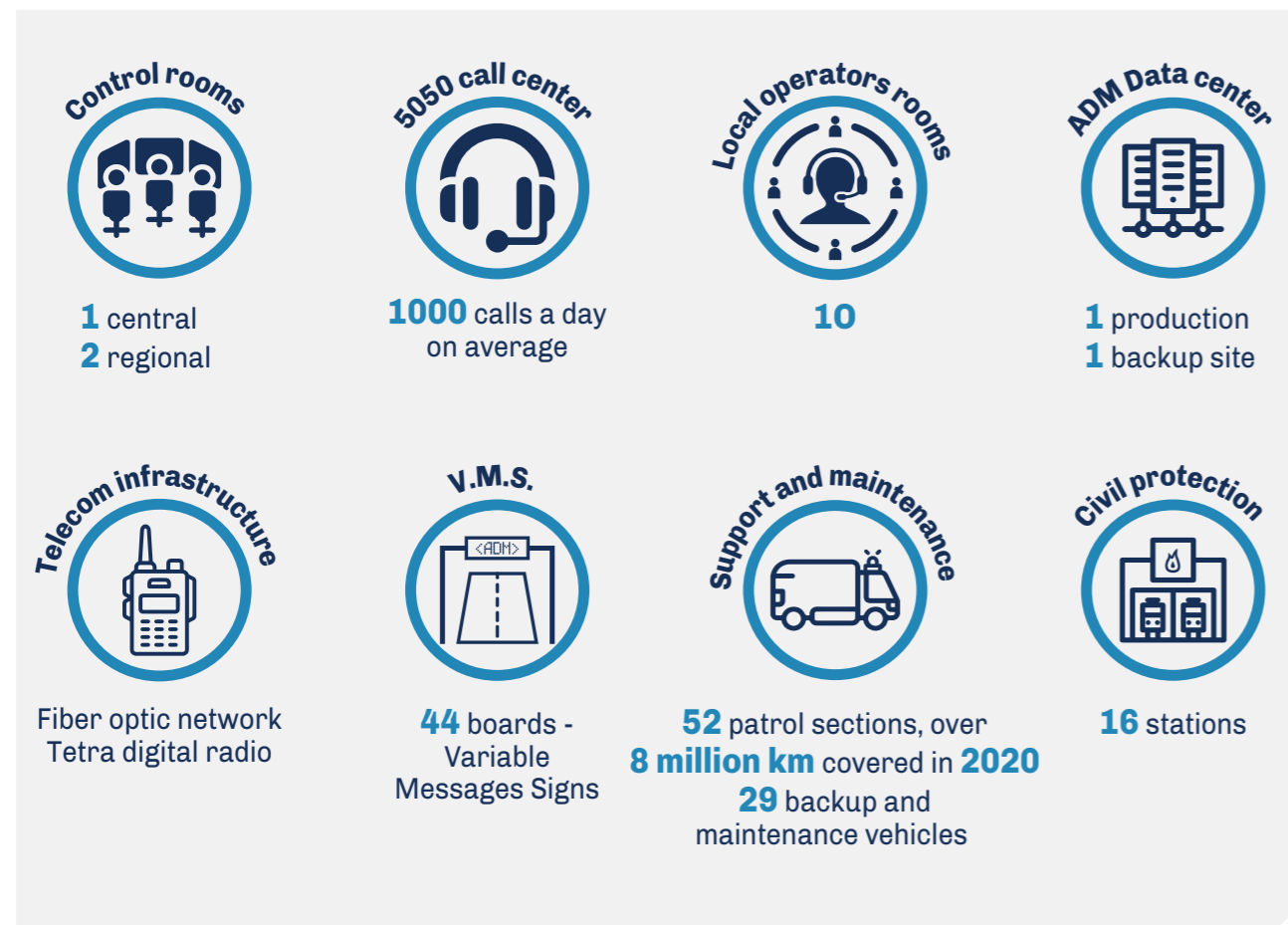
ADM is a company staying in vigilance mode 24 hours a day, 7 days a week to ensure the safety of the highways users-customers, thus making the preservation of safety its major concern.

This makes the highway a safer infrastructure. Indeed, ADM did organize its human and technical resources in such a way that they are always operational to monitor the highway traffic activity on a permanent basis. ADM is thus alerted right away and can act in a timely manner in the event of an incident that could affect the safety of users-customers. During 2020, we carried out more than 36,000 interventions, including more than 4,000 because of car crashes.



Tangier regional control room

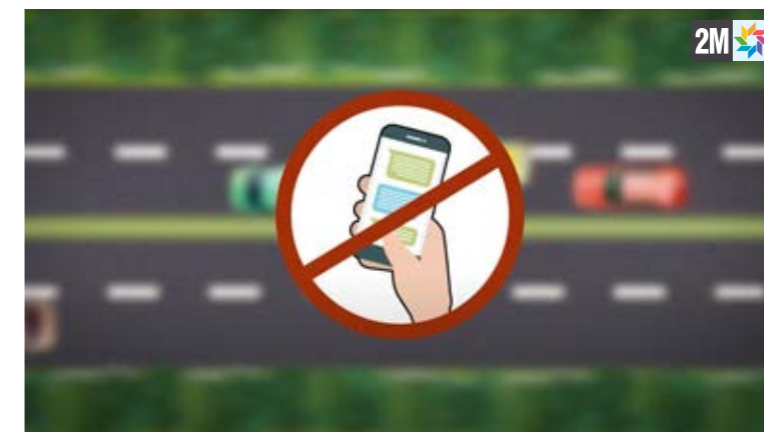
Our highway activity monitoring infrastructure in numbers



All of these equipment and installations are managed by the ADM TRAFIC Pro platform, a solution specific to ADM as it has been developed by in-house teams who work ceaselessly on new techniques of traffic management.

Users-customers can get a mobile version of ADM Traffic IT solution to be informed about traffic flow in real time, to ease their travel planning or yet to know about the services available on the highway network.

#Whna_fIAutoroute: Awareness campaign based on key messages issued by the first Moroccan barometer of responsible driving



The analysis of the main causes of accidents as well as the identification of drivers' risky behaviors and good practices for safety are all factual elements gathered by the barometer of responsible driving initiated in 2019 by a vast survey which draws up an inventory of the Moroccan people behavior behind the wheel.

In 2020, and according to the results of this survey, ADM rolled out a special awareness campaign that aimed at improving the drivers' attitude on the highways.

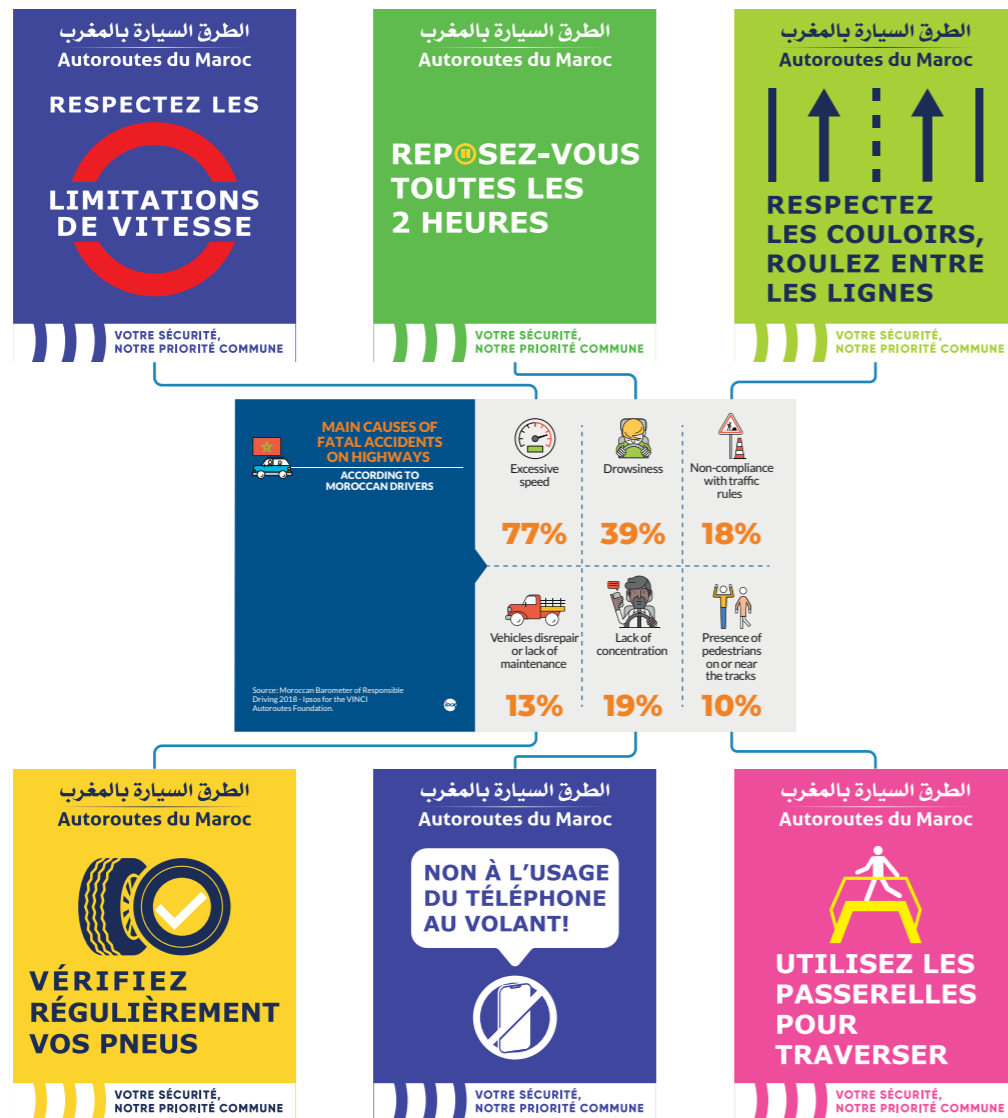
For the first time, a series of shorts about safety on the highways is produced by ADM and broadcasted on 2M TV and on social networks.

In these shorts, many topics dedicated to Highway safety are addressed, as for instance:

- The use of the turn signal;
- Pedestrians on the highway;
- The emergency lane;
- The surroundings of the site;
- The use of the telephone;
- The ADM Traffic mobile application;
- Assistance agents;
- Drowsiness at the wheel;
- The safety distance;
- Speed limit ;
- The mechanical condition of the vehicle.

In 2020, we also proceeded to the installation of prevention signs on some pilot sections. The location of these signs on the highway has been thought so as to:

- Alert about the risk behaviors identified during the surveys of the barometer;
- Encourage the users-customers so they embrace good habits for their own sake and to improve safety.



A close collaboration with the Royal Gendarmerie and the Civil Protection for the safety of the user-customer

ADM works hand in hand with the Royal Gendarmerie and the Civil Protection to coordinate the management of incidents on the highway in order to best serve the safety of users-customers.

In 2020, ADM kept on investing in the development of local infrastructure for the relevant authorities

to increase their effective presence and improve responsiveness and travel time to accident sites, therefore:

- 9 new units have been set up for the Civil Protection on different highway sides;
- 3 new buildings were provided to the Royal Gendarmerie on the highways.

2. Continuity of service to the user-customer

Special measures to special conditions

Because of the pandemic context, ADM management is concerned by ensuring the continuity of services all the while preserving the health of their users-customers, their staff and that of their ecosystem in accordance with the recommendations of the competent authorities. Therefore, the company set up a system aiming to make sure that its users-customers who are forced to use the highway during the travel restriction period, are given the same quality of nonstop service on the highway network just as before. The said system was made of a set of prevention and protection measures to be applied nationwide for fighting the spreading of Covid pandemic.



Thus, throughout the period of pandemic emergency state, and under the slogan «**All together for the good of all, we stand by you**», ADM made every effort to keep on providing as much services as possible:

- Service areas where the highway users always could access the fuel distribution service, toilets, sales areas for basic needs, restaurants and cafes though offering only «take-out» food;
- The tech-support department, those of towing and repairing, traffic supervision and the 5050 call center remained operational 24 hours a day, ready to come in situ and respond to requests from users-customers;
- The Sales agencies remained open to users-customers wishing to get or top up their PassJawaz;
- Communication, information and awareness were the key words and actions that greatly helped our users-customers during these hard times;
- Variable Message Signs (VMS) and digital media were used a lot as means of instant communication with users-customers forced to travel, so that they are informed in real time of the current services available on their way and to make them choose the remote payment as part of the protective measures.

Service areas, a developing infrastructure

ADM invests more and more in the upgrading and revamping of the service areas to provide even better quality of services to users-customers and to make their travel much more comfortable on the highways. Speaking of which, the company keeps on adding new service areas on the different highways, thus giving the users-customers more opportunities to freshen up during the trip and to let their vehicles cool down. That moment of rest can be essential to the preservation of safety and we strongly recommend it.

For instance, Larache service area opened in 2020 and it is located on Rabat-Tangier highway at kilometer point 115 when going towards Rabat. This service area is fully equipped with modern facilities, catering, toilets, fuel supply, vehicle maintenance, and other services allowing customers to rest before hitting the road again, feeling secure and comfortable.



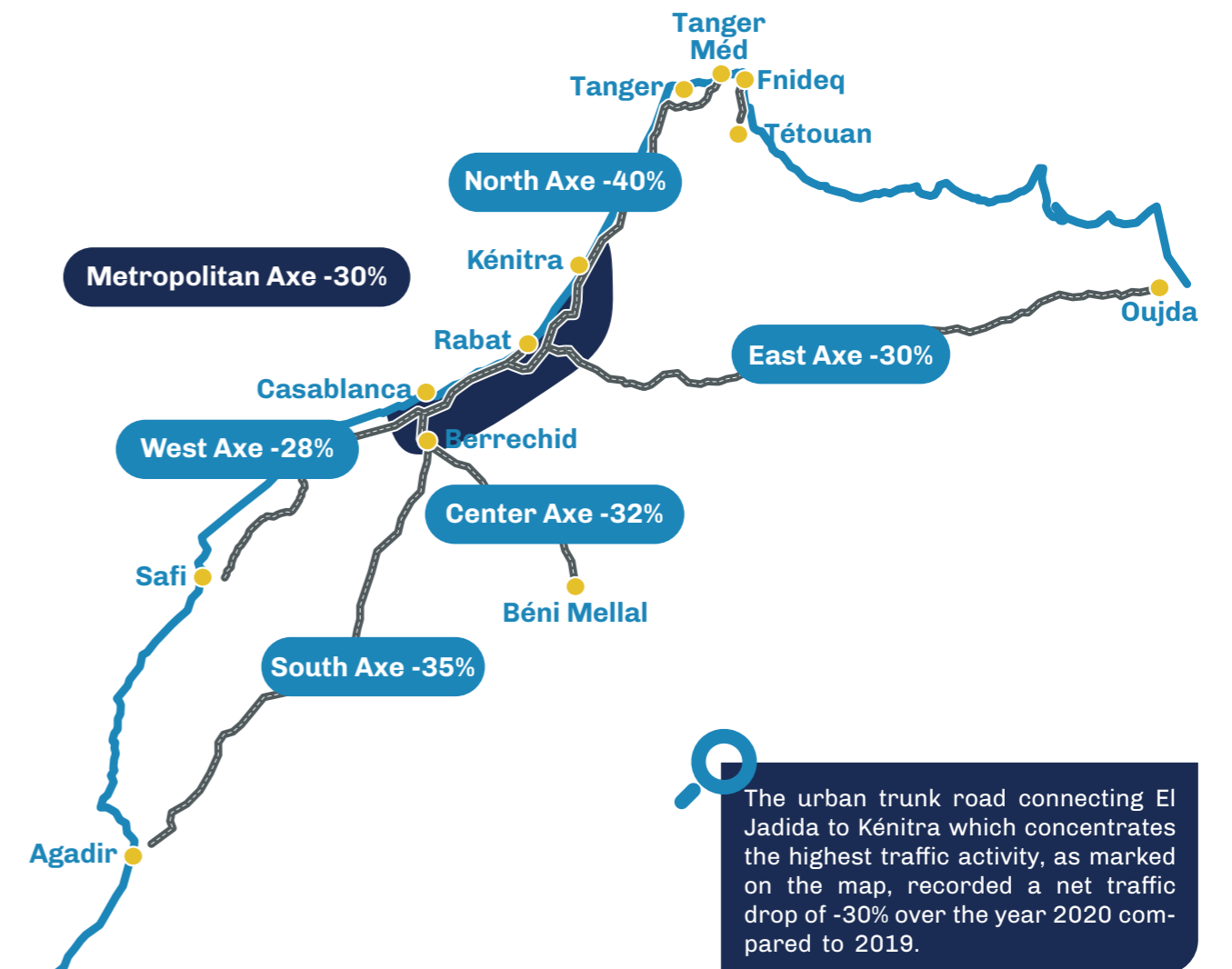
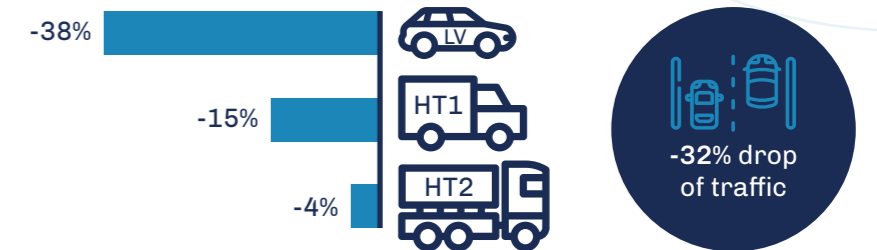
“ New service area in Larache

| 3. Traffic Indicators

In 2020, the traffic flow on the Moroccan highway network was deeply affected by the traffic restrictions introduced in Morocco to fight the spread of the Covid-19 pandemic. An overall drop of almost a third in traffic volume was recorded compared to a year before. In annual average daily traffic (AADR), the year 2020 fell below the conventional break-even point with only 9,400 vehicles per day, and traffic stood at 6 billion km traveled by all vehicles.

This drop was very strong for the category of Light Vehicles (LV) which decreased by -38% compared to 2019, the explanation being the limitation and control of private travel. The restrictions are a little bit lighter for the movement of goods transported by Heavy Trucks, which leads to a smaller decrease in traffic for this second category, dropping by -15% for HT1 category and by -4% for HT2.

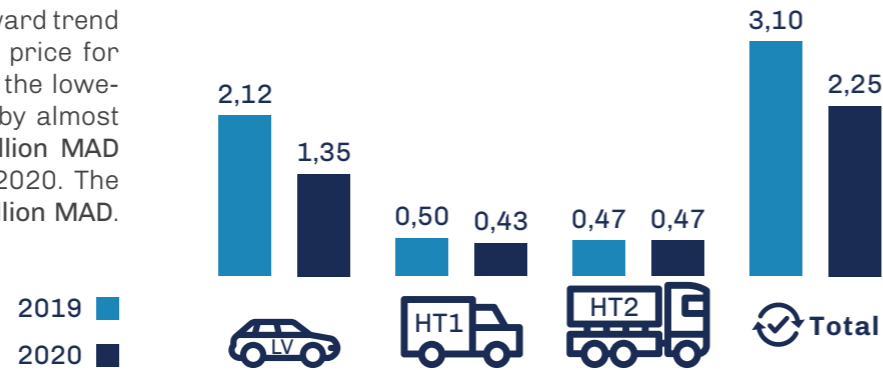
In 2020, the very sharp drop in traffic is general throughout the national highway network, though with some variations between regions as the downward trend was much more noticeable on the highway towards the north of the country where the drop in traffic reached -40% compared to the year before.



The urban trunk road connecting El Jadida to Kénitra which concentrates the highest traffic activity, as marked on the map, recorded a net traffic drop of -30% over the year 2020 compared to 2019.

4. Falling toll revenue ensuing from the traffic fall

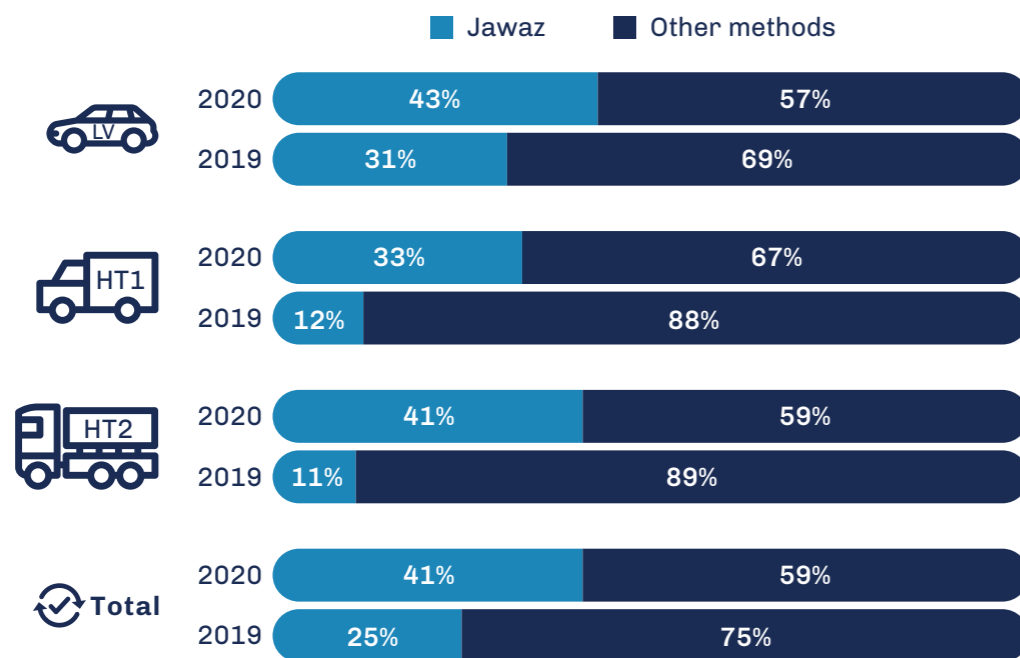
Toll revenue follows the downward trend in traffic. ADM pays a heavy price for the pandemic crisis and suffers the lowering of its main cash resource by almost a third, decreasing from 3,1 billion MAD in 2019 to 2,25 billion MAD in 2020. The shortfall is not less than 848 million MAD.



Jawaz pass, the only fast-growing segment, turning out to be the main payment method in 2020

The revenue stemming from Jawaz pass in 2020 is 0,92 billion MAD excluding tax, to wit 41% of the total income. As a reminder, this revenue was 0,76 billion MAD in 2019, so 155 million more MAD are collected by the electronic toll.

To be noted as well, the good results of HT2 category whose toll revenue collected by Jawaz is 41%, when it was barely 11% a year earlier.



5. Jawaz offer, accessible and affordable

Quite good sales results

The Jawaz product keeps on fast growing, at the end of 2020 the number of subscribers exceeded 1,2 million with the sales of more than 430 000 new PassJawaz. The number of Jawaz top ups was of 3,6 million transactions with a total top-up amount of 944 million MAD including tax.



To be closer and ease access to its services, ADM is committed to the user-customer through:



* Jawaz pro (B2B): a solution intended for companies, institutions and administrations, allowing remote and real-time management in full autonomy of their vehicle fleet equipped with Jawaz. In 2020, this solution aroused strong enthusiasm from professional customers.

Reaching one million Jawaz users milestone!

During 2020, the number of Jawaz Pass users exceeded one million, a million users who took the opportunity to save time and to improve safety and wellbeing on the highway.

Jawaz big success is the result of the confidence shown by citizens who decided to go for the automatic contactless payment method, secure, simple, that everyone can access to and at no additional cost at all compared to the cash payment method. It is also the result of a major in-company rallying around the strategic project which covers the industrialization and modernization of the operating activity led by ADM since 2017.

To share this landmark event, ADM launched a PR campaign to thank its users-customers for their trust, promising to sustain its momentum and to raise the quality of service up to the major international standards.



Launch of ADM's first social networks

ADM launched its first social networks in 2020, perfectly aware of the importance and effectiveness of digital communication in these modern times where digital lines are multiplying and their use is increasing.

This is a new complementary space added to the other media used for communication and safety information among the highway users. The aim is to interact directly with the users-customers, by responding their requests, sharing news and events in real time and communicating about ADM, its businesses and its programs as a socially responsible company.

And during the lockdown period stated by the relevant authorities, ADM's social networks played a very important role in maintaining the link with highway users, keeping them informed which services are available or not and responding to their questionings.





WE ARE
1 MILLION
OF USERS

الطرق السيارة بالمغرب
Autoroutes du Maroc

THANK YOU FOR YOUR TRUST



Construction site to widen the Casablanca - Berchid highway to 2x3 lanes

II. ADM keeps ongoing nonstop with the scheduled infrastructure works despite the pandemic

ADM demonstrates resilience and business flexibility while facing the Covid crisis and makes sure its development program keeps ongoing

Showing resilience and backed by its prior achievements, ADM could get through the difficult pandemic context. The company staff circled the wagons to make sure the construction works and maintenance of the highway infrastructure keep going on during this period of low traffic. The objective is that as soon as things get back to normal, the users-customers can pretend to well-maintained infrastructures with the same usual quality of service, besides going on with the branching out of the highway network with not that much disruption. Moreover, a set of measures have been applied to lessen the impact of the Covid crisis:

- The preventive measures recommended by the Competent Authorities to fight Covid-19 spreading were implemented and followed to the letter on all worksites;
- The initial schedules have been reviewed to give top priority to the works on the sites with heavy traffic in normal times;
- The right solutions were figured out in collaboration with the construction companies in charge of the works, to deal with the lack of human resources and the disruption in the raw material supply chain due to the lockdown restrictions;
- The safety system surrounding the worksites has been maintained to the same standards despite the drop in traffic, for those of our users-customers forced to take the highway in this context of crisis and for the workers who have to go in the field.

1. Major highway infrastructure projects



” Construction works and replacement of the railway bridge serving the Mohammed V international airport by two metal bridges
- Installation of the first bridge

Project to widen 2x3 lanes of Casablanca - Berrechid highway and the Casablanca bypass highway

This is one of the most complex and ambitious projects for the highway infrastructure in the Kingdom to gather all of the stakeholders to make sure the works on this very site keep progressing well.

Once completed Phase 1 of the project to widen the Casablanca - Berrechid highway to 3 lanes each side and the Casablanca bypass highway, the works for Phase 2 of this major project were launched in 2020. Phase 1 started in 2016 and the budget needed was of about 400 million MAD, financed by ADM and carried out entirely by Moroccan companies only.

This second Phase of the project concerns some high-traffic sections serving vital areas and requiring to keep 2X2 lanes open to traffic. The construction works were split into **4 parts, two of which were awarded to renowned Moroccan construction companies**. The distribution of the worksites is as follows:

- Part 1: from Ain Harrouda junction to Tit Mellil interchange (12,8 km);
- Part 2: from Tit Mellil interchange to Lissasfa junction (18,2 km);
- Part 3: from Sidi Maarouf interchange to Bouskoura toll station (15,3 km);
- Part 4: from Bouskoura toll station to Berrechid highway junction (10,7 km).

In addition to the lane widening works, the site includes specific works to carry out in a way to limit as much as possible the inconvenience caused to the users of Casablanca - Berrechid highway and those of Casablanca bypass highway. These specific works are:

- Reinforcement of the pavement structure of the existing tracks;
- Strengthening and developing the sewage system by adding new hydraulic structures;
- increased height of more than a dozen existing road structures;
- The demolition, reconstruction and doubling, while the highway and railway are open to traffic, of the bridge carrying the rail line serving Mohammed V airport, by using for the first time in Morocco an innovative technique.

Taking into account the constraints of the project and the heavy traffic, ADM management paid the utmost care and attention to the safety requirements and the abilities of the companies in charge of carrying out the works in a proper way.

This major project made of 4 parts will last over 36 months with an overall budget estimated at 1,7 billion MAD. ADM PROJET, the technical expertise subsidiary of ADM, is the one in charge of supervising the whole project.

Focus on the project to replace the railway bridge of the Casablanca - Berrechid highway

The terms of this project were the demolition of the current bridge of the railway line serving Mohammed V airport and its replacement by two modern bridges using a never-seen-before technique in Morocco. And because of the drop in traffic, ADM could manage to carry out the very complex transport of the metallic elements composing the two bridges.

Now, the works are completely achieved, thanks to a safer and much faster construction technique in kit form, which reduced the time of traffic disruption to hours instead of weeks.



” Construction works and replacement by two metal bridges of the railway bridge serving Mohammed V international airport - Installation of the first bridge

2. Major works and developments

ADM keeps on branching out the highway network and supporting national tourism, as the company is ongoing works for the Lixus interchange and parkway between Rabat and Tangier

The goal of this project is to provide direct access to Lixus seaside resort as well as a second access to serve the north of Larache city, and it was carried out following an agreement between the Ministry of Equipment, Transport, Logistics and Water, ADM, and the Ministry of Tourism, Arts and Crafts, Air Transport and Social Economy represented by the Société Marocaine d'Ingénierie Touristique (SMIT).

The construction works for Lixus interchange and parkway were carried out within a period of 32 months and required an investment of 150 million MAD.

This new infrastructure, achieved by ADM, is mainly made of:



5 highway structures including 1 viaduct with prestressed beams



3 km of ramps and access ways



A parkway with 2x2 lanes on a length of about 1,6 Km



A toll station with a capacity of 15 000 vehicles per day



Lixus interchange on Rabat - Tangier highway



Toll station on Lixus interchange

ADM is investing to better serve the city of Rabat and its outskirts, and to improve the traffic flow and safety conditions

Oum Azza interchange, a new infrastructure to support the expansion of the area surrounding Rabat



Model of the new interchange Oum Azza on Rabat bypass highway

“Oum Azza” interchange is located at PK 281 of the highway connecting Rabat to Tanger Med Port, at the level of Rabat bypass. This new interchange, made by ADM, aims to better serve the city of Rabat and its outskirts, to improve traffic flows and safety conditions, to participate in the development of this fast expanding area, the main reason being to ease at best the transit towards any direction for the people living around.

The works for the project completion were carried out within 30 months and required an investment of 72 million MAD.

Oum Azza interchange has six toll lanes for traffic coming from or going to Casablanca and two lanes for traffic coming from or going to Salé. This new infrastructure is part of the modernization and development strategy of ADM's highway infrastructure, as it enables the connection from all directions of the Rabat bypass highway to the RP 4012 leading to the dam of Sidi Mohammed Ben Abdellah.

As part of this project, the construction of a service area shall be included, stretching over 5 000 m² and bordering the Rabat bypass highway, to improve the services offered to our users-customers.

Completion of works to upgrade the Rabat urban highway between Hay Riad interchange and Hay El Fath roundabout

The purpose of this project is to improve the heavy traffic flow currently recorded on this urban section of the highway that can nothing but increase in proportion to the urban development of this area around the city of Rabat, to quote only the opening of the new bus station completed in 2020. Furthermore, the ramp from Hay Riad interchange towards Casablanca has also undergone work to upgrade its junction to the highway.

Completion of the construction works for an Overpass on the highway Rabat to Casablanca at PK 2+400 as well as other worksites at Témara interchange

ADM partakes in the development of the urban centers along the highways, and contributes to improving the flow and safety of traffic around these crowded urban areas.

For instance, we carried out development works at Temara highway interchange, designed to decongest and secure the traffic between Témara downtown, the Municipality of Harhoura and the connections to the highway.

ADM launches a new generation of toll stations equipped with a new system on Casablanca-Berrechid highway

As part of ADM's global strategy based on the constant improvement of safety, traffic flow and wellbeing for highway users, ADM installed a new generation of toll stations equipped with a high-tech toll system on Casablanca - Berrechid highway. The goal of such operation is to decongest the traffic flow on the largest transit hub between the North and the South of the Kingdom, and to reduce the stopping stations between the city of departure and that of destination for the users of the highways connecting Casablanca, Marrakech, Agadir and Beni Mellal.

Works achieved for this project:

- The removal of Berrechid Sud toll station located at kilometer point 34 (PK 34) of Casablanca - Agadir highway direction;
- The removal of Berrechid Est station located at PK 5 of Berrechid - Béni Mellal highway direction;
- The opening of two new toll stations, the first one at Berrechid North entrance ramp and the second one at Berrechid South interchange.



“ The new toll station at Berrechid Sud entrance ramp



This new positioning of the toll stations will lead at greatly decongest the traffic flow on Casablanca - Berrechid highway section, the largest transit hub between the North and the South of the Kingdom, reduce the duration of the journey and provide more safety and comfort to the users-customers traveling between the 4 aforementioned cities (Casablanca, Marrakech, Agadir and Béni Mellal).

Complex construction works carried out only by Moroccan companies and successfully managed thanks to the know-how of ADM teams

Through its technical expertise subsidiary ADM Projet, ADM handled this huge project within a record time of 5 months all the while reducing the inconvenience on the traffic as much as possible despite the heavy traffic. The company could do so thanks to its sharp expertise for managing and mastering complex projects.

It has to be noted that the construction works required an overall investment of 40 million MAD and were carried out only by local companies.

To improve the traffic flow, ADM is carrying out different projects so as to develop and upgrade the toll stations throughout the highway network

ADM always works at improving safety, traffic flow and wellbeing for highway users. So in 2020, developments and extensions to toll stations have been carried out, among which:

- Extension of the expressways of Bouznika full-track toll station;
- Widening of Bir Jdid toll station;
- Widening of Azemmour toll station;
- Widening of the toll station on Targa interchange;
- Widening of the toll station on Chichaoua interchange.

Concerned about the safety of the local residents, ADM is building new metal footbridges

On Rabat-Tangier highway, three new footbridges at the following kilometeric points (PK):

- PK 161+000;
- PK 178+800;
- PK 121+831.

On Casablanca to El Jadida highway, a footbridge at PK 125+000.

On Casablanca to Agadir highway, a footbridge at PK 35+000.

Three footbridges under construction, one on Rabat to Casablanca highway at PK 7+600 and the other two on Rabat to Fez highway at PK 37+800 and PK 44+000.



” Pedestrian bridge at PK 161+000 on Rabat to Tangier highway

3. Major repairs, to preserve our highway assets

Pavement maintenance works

In order to preserve the highway infrastructure, especially the components of the highway that have a very limited lifespan, such as the roadway which is between 10 and 15 years, ADM regularly carries out works to reinforce the roadway.

Thus in 2020, ADM has spent a total budget of 352,34 million MAD to carry out major works of road maintenance where needed on different highway lines.

Maintenance works on Rabat - Kenitra highway

Maintenance work on this section is progressing at a steady pace with as little as possible disruption to traffic and in the safest conditions for the users-customers. Because of the drop in traffic during the pandemic crisis, ADM could schedule works at the interchange of Rabat to Salé to lessen traffic disruption along this hub which usually is very busy in normal times.

Maintenance works of Meknes - Fez Highway

Once having completed the repair work on the slow and fast lanes on this highway section, the works keep ongoing with the laying of the upper surface coating.

Maintenance works of Imintanout - Argana Highway

The maintenance works on this section required to dig till the deep layers forming the very support platform of the roadway. By late 2020, the work completion rate was reaching 80%.



” Travaux de grosses réparations de la chaussée autoroutière

Pavement monitoring

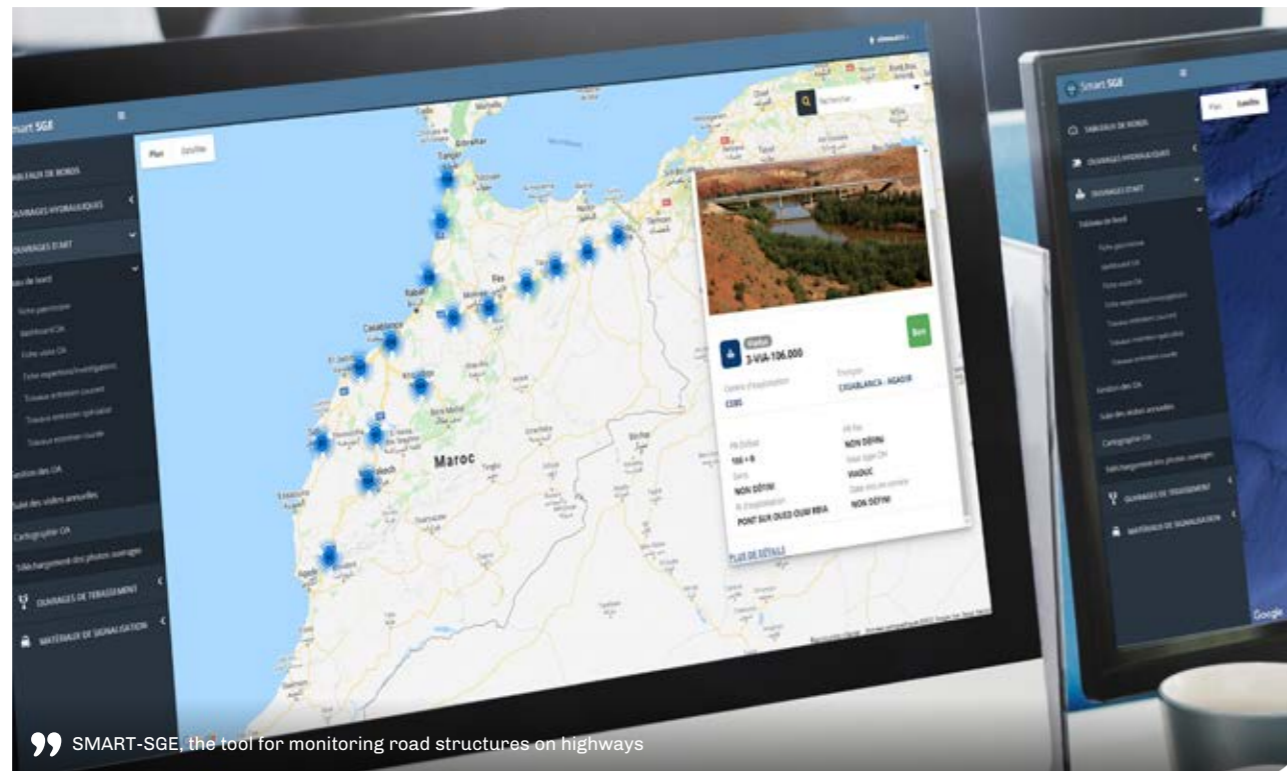
For the purposes of the periodic maintenance of its network, ADM conducts regular monitoring surveys about the general condition of the roadway. The results of these diagnoses serve as inputs for reinforcement studies, the purpose of which is to define the right processing solutions to maintain the network in good condition.

In 2020, ADM continued its survey work of the roadway (deflection, assessment of damage, longitudinal evenness and rutting) according to the following diagram:

- Yearly diagnosis of the highway network through the multifunction device;
- Processing of the diverse readings to classify the network according to status indicators;
- Setting up of tree diagrams;
- Definition of a multi-annual program for scheduling the pavement maintenance works;
- Updating of the program after each new diagnosis.

4. Maintenance, sine-qua-non condition for long-lasting road structures

SMART-SGE, a tool for monitoring road structures on highways



SMART-SGE, the tool for monitoring road structures on highways

In 2020, a new IT tool was brought in to ease the management of databases and information flows relating to the inspection works on the highway network structures.

This tool, called SMART-SGE, allows to:

- Introduce information from in-situ work visits via connected tablets;
- Consolidate outputs from detailed inspection visits;
- Process the data and come out with corrective actions (routine maintenance, specialized maintenance, repair work, etc.);
- Monitor the performance of visits in real time;
- Prioritize maintenance work according to the condition of the structures;
- Display Dashboards updated in real time and accessible by the parties concerned.

SMART-SGE is a decision support tool that allows the best management of the highway engineering structures.

To inspect highway structures, ADM relies mainly on the “Ninja Tech” technique, as ADM executives were trained to method in Japan.

Protection and maintenance of roadway structures

A budget of 12,6 million MAD was allocated during the 2020 financial year to the following operations:

- Protection of the supports bases of the major viaducts along Chichaoua to Agadir highway: AMEZRI, AMEZNAS, BOUANFIR and N'TALGMINT;
- Repair of the degraded pavement joints in the highway lines in service;
- Repair works for fire damage at the level of the overpass located at PK 129+900 and the scupper located at PK 291+800 of Rabat to Oujda highway;
- Repair of damage to the reinforced concrete masts of the toll station canopy at Settat Nord interchange.



Viaduct over Oued Amezri



Viaduct over Oued Ameznas

5. Handling of ground instabilities to improve the quality of our infrastructure



” Rocky embankment under surveillance on Marrakech - Agadir highway

The highway embankments frequently suffer from very different and scattered ground instability problems, which are mostly linked to locally momentous rainfall events. ADM monitors the earthworks on a permanent basis through expert missions and the instrumentation of the structures at risk, which leads to anticipating the problems of landslides while guiding the effort to deal with instabilities.

Thus in 2020, ADM reserved a budget of **18,25 million MAD** to deal with the ground instabilities noticed on the highway embankments, mainly concerning the following operations:

- Reinforcement works on embankment 35 located at PK 293, embankment 12 located at PK 274, and embankment 2 located at PK 218 on the Fez - Taza highway;
- Completion of upgrading works and PK 124+000;
- Execution of reinforcement works by piles of cutting 16 located at PK 276 of Fez - Taza highway;
- Completion of additional sewage works on Chichaoua - Agadir highway.



” Viaduct over Oued Tahaddart

HUMAN

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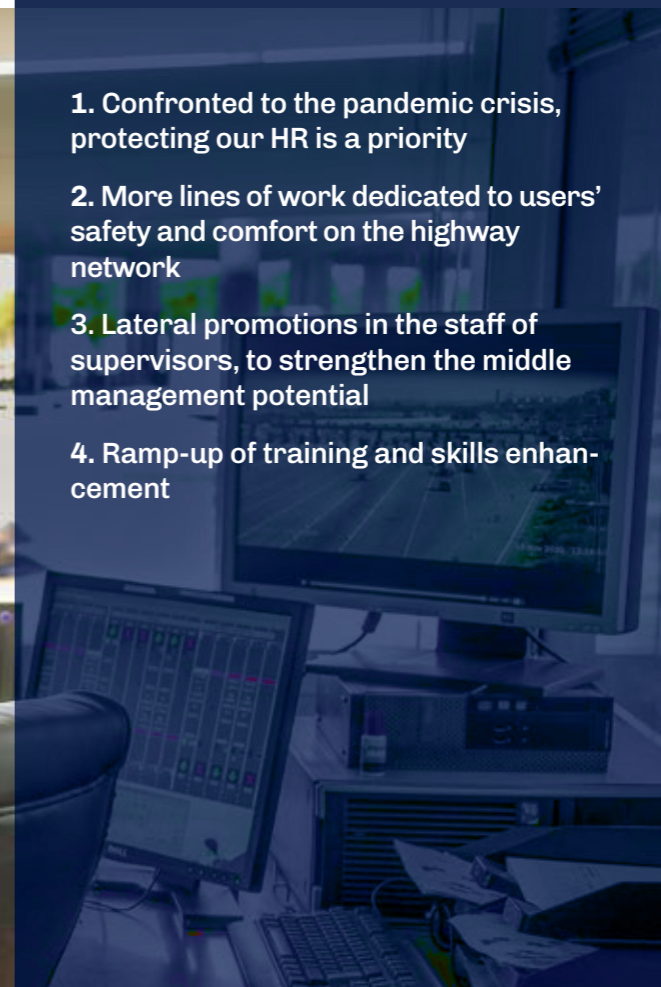
MISSION



62

OUR HUMAN CAPITAL IS INCREASING COMPETENCE AND SKILLFULNESS TO SERVE AT BEST OUR DUAL MISSION

1. Confronted to the pandemic crisis, protecting our HR is a priority
2. More lines of work dedicated to users' safety and comfort on the highway network
3. Lateral promotions in the staff of supervisors, to strengthen the middle management potential
4. Ramp-up of training and skills enhancement



1. Confronted to the pandemic crisis, protecting our HR became a priority

Over the past 5 years, the ADM HR policy proved efficiency as it gave quite convincing results in supporting the streamlining of operations department, through training to increase the staff skills and know-how, through career development of the men and women working with us, and through the anchoring of their mission which is service to user. Not to forget the corporate culture resulting from the mission of service to user.

In 2020, as the previous years, we keep going on with our in-house promotion strategy so some can switch when needed towards new lines of work, and to promote internal job change. This dynamics is the result of the deep change experienced by ADM, a momentum which is part of a cycle of revolution of the company, and that will keep ongoing for five more years.

Our ambition is to make ADM the gold standard among public companies operating worldwide in the field of highway infrastructure and to confirm its position as a continental leader. Thanks to its HR development strategy, ADM could promote very skilled business experts, raise its know-how to the rank of expertise, and share it with our local ecosystem and fellow African countries.

The biggest mark left on the year 2020 is for sure that of the pandemic. In this context, our first priority was to protect the health of our human resources and thus, we anticipated a different work organization and took drastic preventive measures.

The trouble occurring because of the Covid crisis did in fact speed up the digitization program undertaken by ADM for 2 years. So, the HR digitization process started in 2020, aiming to respond at best to requests from employees, to streamline and improve HR management actions and to get useful performance indicators to support the development of our company.

Following the progressive lifting of lockdown, ADM, through the Human Resources Department (DRH) and the Healthcare and Safety Committee (CHS), took the necessary steps to maintain and even strengthen the preventive measures against Covid-19 by applying the following actions:

Setting up of a business recovery guide

This guide was set up to manage the incoming and outgoing access to the sites, the social distancing for users-customers in Sales agencies, info and awareness of safety precaution and preventive measures. As well, this guide helps to manage the workplaces by limiting the number of staff depending on the kind of workplace (confined, open or shared space), to fix the protocol to be followed in case a symptomatic person is detected, to implement the in-and-out communication plan, etc.



الطرق السيارة بالمغرب
Autoroutes du Maroc

8 RÈGLES POUR DES RÉUNIONS EN TOUTE SÉCURITÉ

- 1 Saluez sans contact
- 2 Respectez la distance d'1m50 avec vos collègues
- 3 Ne vous mettez pas en face à face
- 4 N'utilisez pas les outils de travail de vos collègues
- 5 Ne vous échangez pas de documents physiques
- 6 Lavez-vous régulièrement les mains
- 7 Aérez régulièrement votre espace de travail
- 8 Gardez les portes ouvertes

الطرق السيارة بالمغرب
Autoroutes du Maroc

Adoptez les gestes barrières au Covid-19

- Lavez-vous les mains régulièrement**
Assurez-vous de vous laver les mains avec de l'eau et du savon pendant au moins 20 secondes
- Évitez de toucher votre visage**
Essayez de ne pas vous toucher avec vos mains à moins de vous assurer de bien vous laver les mains
- Couvrez vos toux / éternuements**
Il est fortement conseillé de couvrir votre toux / éternuement avec un mouchoir à usage unique
- Porter un masque facial**
Assurez-vous de porter un masque en public en respectant la notice d'utilisation.
- Gardez une distance de sécurité**
Veuillez éviter autant que possible les foules et garder au moins 1m d'espace des autres personnes
- Nettoyer et désinfecter**
Pour une protection supplémentaire, utilisez un désinfectant pour les mains et désinfectez les outils de travail que vous utilisez régulièrement.

Measures to provide the staff with Personal Protective Equipment and special material to fight the pandemic

As from the very beginning of the Covid-19 crisis, ADM did take all the necessary measures to obey the recommendations issued by the competent authorities. Thus the company supplied protective masks to employees, reorganized the work into staff shifts, telework, videoconference meetings, etc. ADM also organized 3 Covid screening campaigns for the whole staff, besides individual testing on a case-by-case basis if needed. As well, according to a pre-established program we carry out on a regular basis the cleaning and disinfecting of the workplace, the equipment for collective use, the vehicles and all the work tools. In addition, ADM set up at the head office an isolation COVID unit in case of suspicious symptoms.



Disinfection operation of a toll booth



Disinfection and cleaning of roadside assistance vehicles

Intensification and reorganization of occupational medicine

- Appointment of Covid-19 go-to specialists at headquarters and Regional Directorates;
- Conclusion of an agreement with a laboratory for PCR and serology tests if in doubt;
- Conclusion of an agreement with an emergency doctor for the consulting and the management of cases tested positive, and their support until full recovery;
- Implementation of a web solution for access control and attendance time management for staff, so as to always be compliant with the occupancy rate of the workplaces and to be in a position to handle the cases of emergency evacuation.



Covid 19 collective screening operation, held at ADM headquarters

ADM Académie provided distance training in e-learning and through video conference

Two training courses have been provided to the whole staff. The first one was led by an emergency doctor and focused on information and raising awareness about Covid-19, so the staff can provide a zero-risk public service. The second one was to coach our HR in the use of the online collaboration platform so they work remotely all the while obeying travel restrictions.

2. More lines of work dedicated to users' safety and comfort on the highway network

The development of new jobs has enabled us to improve our staff marketability, their professional mobility and to make more and more skilled all of our managers and supervisors.

Therefore, we introduced ad hoc methods to conduct the Regional Directorates:

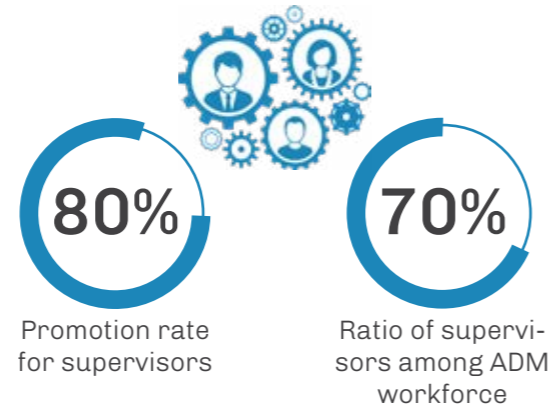
1. Implementation of management tools: dashboards and reports in order to monitor performance, shed light on key indicators and standardize the «templates» across all entities;
2. Reliability of data, a major project which enabled to certify receipts and transactions and to explore new leads of development;
3. Respect for the social pact by maintaining jobs while well controlling the overall HR costs.



Support agent in contact with the control room

3. Lateral promotions in the staff of supervisors, to strengthen the middle-management potential

As part of the major project of transformation, all categories of the company's personnel could be entitled to lateral career opportunities. In 2020, we focused on middle-management staff, so nearly 80% of promotions were granted to supervisors, a category of staff that represents 70% of ADM's workforce. Triggered 2 years ago, this dynamics led us at enhancing our HR policy by offering career development in this era of transformation.



Promotions and in-company mobility

In 2020, ADM human resources benefited from this dynamics of promotions which covered all categories of staff by targeting rather specific business profiles responding at best to service to the user.

Operations Lines of Work

- Appointment of the Regional Director for the North sector;
- Appointment of 4 heads of departments within the operating centers;
- Appointment of 26 employees to the positions of foremen within different sectors of the operating chain;
- Appointment of 4 employees to the positions of Maintenance Workshop Manager within the Regional Directorates;
- Appointment of 4 maintenance technicians.



- 18 in-company mobility operations.

Construction Lines of Work

- Appointment of 7 heads of divisions within ADM PROJET.



Support Lines of Work

- Appointment of the Human Resources and PR Manager;
- Appointment of 4 heads of divisions within the head office;
- Appointment of a Settlement Controller within the Financing Division.



4. Ramp-up of training and skills enhancement

Strengthening and widening the range of ADM services to user required from the company an additional effort as for the coaching of the human resources, to anchor that habit of user-customer culture, a culture of results and performance.

Banking on the expertise of our human resources and that of our partner companies have been a strategic focus. ADM invested a lot in their training through ADM Académie so the company could build up a dynamic and competitive national ecosystem that makes the highway industry a new excellence sector of the Moroccan economy, whose influence goes beyond our borders. We have implemented two areas of skills development.

Business training and training for digitalization

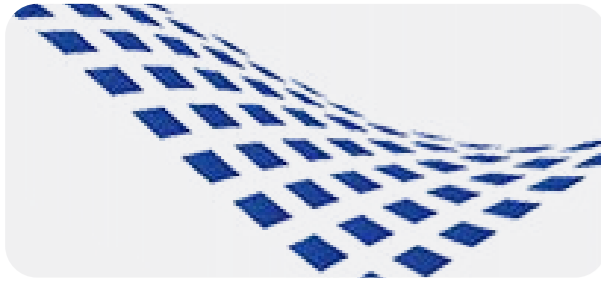
1. Backing for the rapidly-developing organization and speeding up of the digitalization;
2. Training of Maintenance Foremen, Routine Maintenance Supervisors and Workshop Managers in Administration and Team Management;
3. Training of Safety Supervisors on OHS standard;
4. Training on minor maintenance of road and structures;
5. Training session on database management.



Excellence training and Moroccan high-flyers preparation

Initiated in 2020 and intended for our “in-house” experts, the training of excellence will contribute at confirming ADM’s recognized expertise. This training covers BI (Business Intelligence), the expertise studies of the École Nationale des Ponts et Chaussées Paris and those of Oracle University. As well, the training of ADM elite means motivating the staff to apply for the expertise exam and to issue scientific publications.

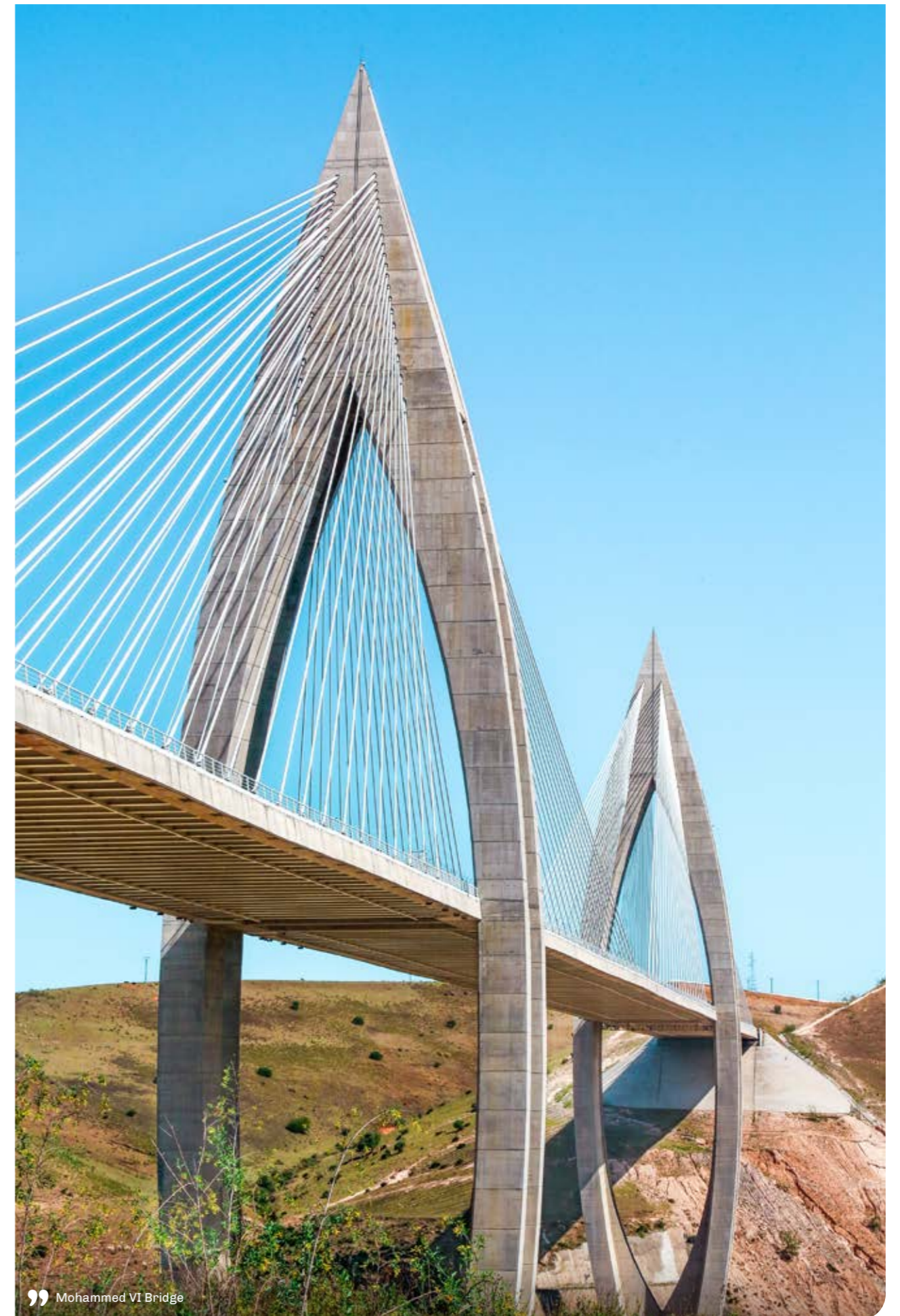
In line with this training policy, research and development are at the core of our strategy through partnership agreements with specialized Moroccan universities such as:



ADM Projet supports our ecosystem through in-service training

Despite the pandemic crisis context and its heavy financial impact, ADM is committed to supporting construction companies within its ecosystem. This rallying was for sure of great help to these local companies in these hard times due to Covid crisis situation. Though it has to be said that our support to the construction operators of our ecosystem dates back long before this difficult situation. Since its creation, ADM kept on playing a major role as a driving force for companies in this sector, especially those operating in the road and highway sectors, to bring them up to the highest technical skills, competitiveness and performance.

Through its subsidiary ADM Projet, ADM provides support for the operators belonging to the ecosystem of the company, especially in terms of sharp technical skills or inclusion of new standards to reach the best levels of performance. ADM Projet has always been by the side of the construction companies operating in the field of roads and highways, our aim being to share with the entire ecosystem the feedback of our field experience covering years of hard work on large-scale projects.



” Mohammed VI Bridge



ALWAYS

COMMUNITY

PROGRAM

AND R&D

74

**ADM, ALWAYS
COMMITTED TO ITS
CLOSE COMMUNITIES
AND SUPPORTING THE
MOROCCAN R&D**



1. Community Program

2. Al Ard project

3. Research and development



1. Community Program

Aware of the importance of the role played by the transport infrastructure in the economic and social development of the Kingdom, ADM listed the Corporate and Social Responsibility as a top priority of its strategy and pays the utmost attention to both its communities and its ecosystem while running activities of the company. We are indeed talking about a commitment which stems from a deep conviction and a mainstay anchored and shared with all the stakeholders, which is the ambition of **“Making the Highway a Happy Route”**.


As from 2016, ADM spent a great deal of effort to meet its CSR commitments and launched the implementation of the three following programs to be always attentive to its communities, to open up to education and to research & development sectors, with the aim of preserving the environment and natural resources and improving the quality of service offered to highway users:



Community Program



Green Program



Azur Program



Despite the unprecedented pandemic context experienced in 2020, ADM kept on applying its support programs for nearby communities, as for instance the rural schools bordering the highway network.

The actions of the J Program have thus been adapted to this particular pandemic context, by giving priority to the improvement of healthcare conditions and access to digital resources.

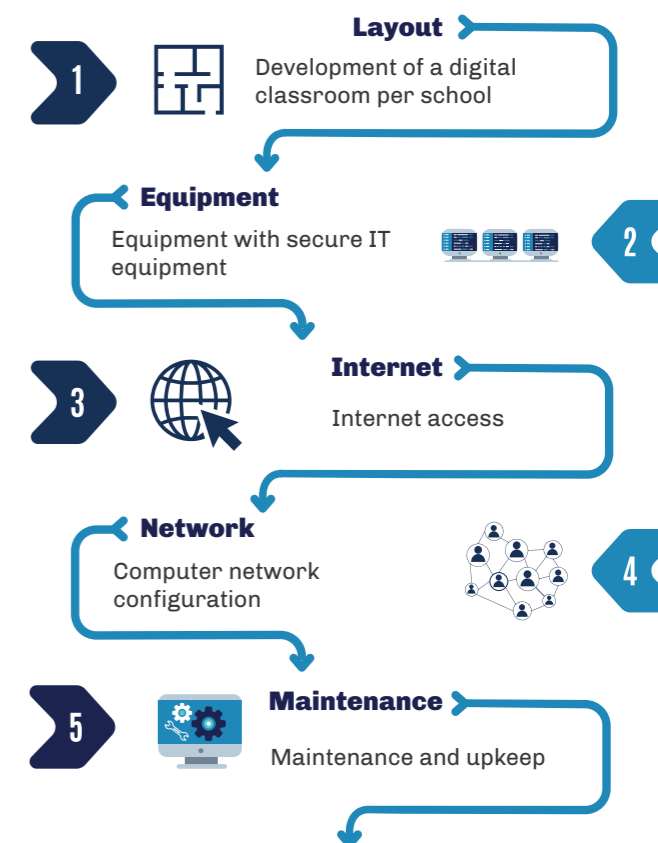
In this context, and to ease the application of preventive measures in these times of pandemic, ope-

rations of well drilling and works of drinking water connection have been carried out for certain schools benefiting from the J program. ADM is also strengthening more and more its partnership bonds with the Ministry of National Education, Vocational Training, Higher Education and Scientific Research by sponsoring the creation and equipment of digital classrooms in the schools belonging to the J program.

This new partnership consists of:



” Student benefiting from the J program



For a better use of this infrastructure, ADM will coach the teaching staff and students through trainings and fun workshops and will provide them with software and educational games.



“ Schools rehabilitated under the J program



| 2. Al Ard Project

AI ARD project is the result of a fruitful partnership with the National Institute for Agronomic Research (INRA) and the German Technical Cooperation (GIZ) dedicated at studying the exposure of the highway embankments to water erosion. After years of research and development of innovative techniques specific to soil fixing on highway embankments, ADM is now carrying out Al Ard project on a large scale.

This project is rolled out by teaming up with the farmers bordering the highway so they increase the seeding which greatly helps soil fixation.

In 2020, despite the bad conditions due to the public health crisis, ADM kept on rolling out AL ARD project by recording the following achievements:

- Support for the participation of **40 farmers** living near the highway on the Fez to Taza section, and addition of **20 ha** of land in the seed-growing operation;
- Development of a seedling production nursery of **3 000 m²**, including a greenhouse, a shade house, a laboratory place and drip irrigation equipment. This garden center ensures an annual production capacity of **100 000 plants** of resilient species;
- Development of a demonstration area of seed proliferation over **3,5 ha**, which offers a space for the production of seedlings and seeds, but also a demonstration space serving as support to assist and coach the associated farmers;
- Proliferation of seeds among farmers: **20 ha** of land belonging to local farmers were gathered for a total harvest exceeding **70 quintals** of seeds;
- Creation of a Seed Bank of resilient species, allowing to start the planting process of **15 ha** of slopes exposed to the risk of water weathering;
- Creation of about **10 000 man-days** of work.



” Organization of a seedling production nursery as part of Al Ard project



” Soil planting process along the highway following organic techniques



” Use of local plants, now in flowering period after the seeding operations carried out to fix the embankments along Fez - Taza highway

3. Research & Development

Since the very beginning, ADM decided to open up to the education and research sectors to set up frameworks for closer collaboration between the science world and that of business. The aim of such approach is, on the one hand, to provide researchers with relevant empirical fields for concrete learning and innovative research, and on the other hand, to make ADM's R&D and innovation strategy a reality, to strengthen its CSR kitemark and to lastingly improve the quality of the highway infrastructure and the excellence of the customer service.

ADM, UM6P and MASciR teaming up in applied research for the development of technologies



ADM, Mohammed VI Polytechnic University (UM6P) and the Moroccan Foundation for Advanced Science Innovation and Research (MASciR), are pooling their efforts to promote R&D and the industrial development of innovative techniques. The terms of such cooperation are to carry out research projects that meet some specific needs of ADM, as for instance the tracking of traffic flows on the diverse highway sections, the use of Artificial Intelligence for the automatic classification of vehicles and the deepening of Proof of concepts around the Video Management System being implemented by ADM.



From right to left: Mrs. Nawal CHRAIBI, Director of the MASciR foundation, Mr. Anouar Benazzouz, General Manager of ADM and Mr. Hicham EL HABTI, Secretary General of UM6P, signing a framework cooperation agreement in the field of scientific and technological research and development.

Scientific cooperation with Hassania School of Public Works made concrete through a specific project which is to lengthen the lifespan of the pavement



The purpose of this very project is to better understand and prevent the natural phenomena that accelerate pavement degradation, thus the research team was mostly interested in measuring the temperature reached by the pavement to define a useful cartography for the entire highway network in Morocco.

Along the course of the year 2020, we built up a temperature measurement station using probes on the different layers of the pavement structure. The prototype set up at the toll platform of Kénitra Centre enabled ADM to create a database which is spaced out over time and tracing the temperature variations in the roadway layers.

Defense of a doctoral thesis in partnership with the Faculty of Sciences of Dhar El Mahraz in Fez



A doctoral thesis was defended in July 2020 as part of a research partnership between ADM and the Faculty of Sciences Dhar El Mahraz of Fez (FSDM), focusing on the impact of geological ground instabilities on highway infrastructure.

The research work consisted in better understanding the marly soils of the corridor in the South of the Rif mountains and the Rif pre-mount aquifer, and going onsite to certain slopes in Fez-Taza region so as to study the factors causing their instability and to figure out the reinforcement devices and the corrective actions.

Research cooperation with the Landslide Research Development Association - France, innovating with a new technique to control geotechnical risk



By late 2020, we could complete our research work by developing a new monitoring and alert system for monitoring high-rise slopes presenting high risk of failure. This real-time remote monitoring system, which combines geophysical surveying, instrumentation of the embankment, and monitoring by photogrammetry, allows to control the state of stability of the structure and to anticipate the risk of collapse.



Embankment under monitoring on the Tangier - Port Tanger Med highway



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