



JET CONTRACTORS SA (SOCIETE ANONYME)

Reference Document Summary

Date of initial program implementation	05/12/2012
Date of latest program update	23/12/2019
Program ceiling	MAD 200,000,000
Nominal value	MAD 100,000

Advisory Body and Global Coordinator	Placement Body
The logo for Redmed Capital Corporate Finance, featuring a stylized 'M' in a circle followed by the text "REDMED CAPITAL" and "CORPORATE FINANCE" below it.	The logo for Redmed Capital Securities - Société de Bourse, featuring a stylized 'M' in a circle followed by the text "REDMED CAPITAL" and "SECURITIES - SOCIÉTÉ DE BOURSE" below it.

APPROVAL OF THE MOROCCAN CAPITAL MARKETS AUTHORITY (AMMC)

In accordance with the provisions of the circular issued by the Moroccan Capital Markets Authority (AMMC) pursuant to article 15 of law 35-94 relating to certain negotiable debt securities, as amended and supplemented, this note relates to Jet Contractors' commercial paper issue program.

This note, registered by the AMMC on 02/11/2023 under reference EN/EM/028/2023, constitutes only part of the information package relating to the program.

The information package, comprising this note and the reference document registered by the AMMC on 02/11/2023, under reference EN/EM/027/2023, was approved by the AMMC on 02/11/2023, under reference VI/EM/030/2023.

DISCLAIMER OF THE MOROCCAN CAPITAL MARKETS AUTHORITY (AMMC)

The Moroccan Capital Markets Authority (AMMC) approved on November 2, 2023, under reference VI/EM/030/2023 the annual and occasional update of the information package relating to Jet Contractors' commercial paper program.

The AMMC-approved information package is available at any time from the issuer's registered office, on the issuer's website <https://www.jet-contractors.com/> and from the issuer's financial advisor. It can also be obtained within 48 hours from the placement body. The information package is also available on the AMMC website www.ammc.ma.

This summary has been translated by LIASSANIAT under the joint responsibility of the said translator and Jet Contractors. In the event of any discrepancy between the content of this summary and that of the AMMC-approved Information Package, only the approved Information Package will prevail.

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PART I. PRESENTATION OF THE OPERATION

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I.1. Operation framework

In accordance with the provisions of Article 15 of Law No. 35-94 promulgated by Dahir No. 1-95-3 of Chaabane 24, 1415 (January 26, 1995) and Order of the Minister of Finance and Foreign Investment No. 2560-95 of October 9, 1995 relating to Negotiable Debt Securities (NDS) and AMMC Circular No. 03/19 of February 20, 2019 relating to financial operations and information, Jet Contractors issues to the public interest-bearing commercial paper in representation of a debt claim for a period up to one year.

The Board of Directors, held on October 12, 2012, authorized the Commercial Paper issue with a ceiling of MAD 200,000,000 and gave full powers to the Managing Director (*Directeur Général*) to define the characteristics of each Commercial Paper issue on the terms he deems appropriate.

To this end, Jet Contractors is issuing interest-bearing commercial paper to the public in representation of a debt right, for a term of up to one year.

In accordance with the provisions of article 15 of law no. 35-94 and Ministerial Order no. 2560-95 of October 9, 1995 relating to negotiable debt securities (NDS), Jet Contractors has drawn up this information package with the Advisory Body regarding its activity, its economic and financial situation and its issue program.

Pursuant to article 17 of the said law, and if the NDS are in circulation, this Information Package shall be updated annually within 45 days of the holding of the shareholders' Ordinary General Meeting ruling on the accounts for the last financial year.

However, occasional updates may occur in the event of a modification relating to the ceiling on the outstanding amount of the securities issued or following any new event likely to have an impact on the evolution of the prices of the securities or on the successful completion of the program.

I.2. Objectives of the program

Jet Contractors has carried out a Commercial Paper issue program in order to:

- optimize the cost of short-term financing by partially or totally substituting existing bank loans with Commercial Paper;
- meet temporary cash requirements resulting from changes in working capital requirements during the year (due to fluctuations in the payment terms of the Company's various counterparties);
- diversify financing sources for better negotiations with its financial partners;
- consolidate its image with institutional investors through increased visibility on the capital market.

I.3. Target subscribers

Subscribers may be natural or legal persons, resident or non-resident, of Moroccan or foreign nationality.

IDENTIFICATION OF SUBSCRIBERS


Before carrying out the subscription, the Placement Body must ensure that the subscriber's representative has the capacity to act either in their capacity as legal representative, or by virtue of a mandate they hold.

The Placement Body must ensure that the subscriber belongs to one of the categories defined below. To this end, they must obtain a copy of the document attesting to this and attach it to the subscription form.



Subscriber category	Documents to attach
Associations	Photocopy of the Articles of Association and photocopy of the receipt of the file deposit.
Minor children	Photocopy of the page of the family record book attesting to the child's date of birth.
Funds (OPCVM) under Moroccan law	Photocopy of the approval decision showing their belonging to this category and: <ul style="list-style-type: none"> ▪ For Mutual Funds, the number of the certificate of deposit at the court registry; ▪ For Investment companies with variable capital (SICAVs), the number of the commercial register.
Foreign legal entities	Model of entries in the commercial register or equivalent.
Moroccan legal entities	Model of entries in the commercial register.
Non-resident, non-Moroccan natural persons	Photocopy of the pages of the passport containing the identity of the person as well as the issue and expiry dates of the document.
Resident non-Moroccan natural persons	Photocopy of the residency card.
Resident natural persons and Moroccan nationals abroad	Photocopy of the national identity card.

I.4. Characteristics of the program and the securities to be issued

Nature of securities	Negotiable Debt Securities dematerialized by registration with the Central Depository (Maroclear) and registered in account with the authorized affiliates
Legal form	Bearer Commercial Paper
Program Ceiling	MAD 200,000,000
Unit nominal value	MAD 100,000
Maximum number of securities	2,000 commercial paper
Maturity	From 10 days to 12 months - to be determined for each issue
Date of entitlement	Upon the payment date
Interest rates	Fixed, determined for each issue according to market conditions
Interests	Post-counted
Coupon payment	<i>In fine</i> , i.e., at the maturity of each commercial paper
Repayment	<i>In fine</i> , i.e., at the maturity of each commercial paper
	

Assimilation clause	Commercial papers issued bear no assimilation with securities of a previous issue.
Negotiability of securities	There are no restrictions imposed by the terms of issue on the negotiability of the Commercial Papers issued. The securities are negotiable over the counter
Rank	The rank is comparable to that of an ordinary debt contracted by the company
Rating	Commercial papers issued are not subject to any rating
Guarantee	The issue does not carry any guarantee

1.5. Subscription period

Each time Jet Contractors shows a need for cash, Red Med Securities will open the subscription period at least 3 working days prior to the date of entitlement.

It should be noted that the subscription period may be closed as soon as the placement of the entire issue has been completed.

PRIOR INFORMATION TO SUBSCRIBERS

Prior to any issue, Jet Contractors undertakes to draw up a document detailing the terms of the issue and containing the information elements as defined by Article No. 1-60 of AMMC circular 03/19 relating to financial operations and information.

The aforementioned document will be made available to investors prior to the opening of the subscription period.

1.6. Subscription terms and conditions

Red Med Securities is required to collect subscription orders from investors, using subscription forms that become firm and irrevocable after the closing of the subscription period. These subscription forms must be completed and signed by the subscribers or their representatives.

Subscribers may submit one or more subscription requests, specifying the number of securities requested. Subscribers may be served up to the amount of their request and within the limit of available securities.

There is no minimum or maximum subscription amount set for the Issue.

Red Med Securities is responsible for processing subscription orders and rejecting applications that do not comply with the terms and conditions set out in this Information Package.

The Placement Body must ensure, prior to the acceptance of a subscription, that the subscribers have the financial capacity to meet their commitments. The Placement Body will freely determine the terms and conditions of the financial guarantee required from subscribers, which may be a deposit in cash, securities, or a guarantee. For institutional investors, no coverage of the subscription will be required. Subscription orders are irrevocable at the end of the subscription period.



SUBSCRIPTION ON BEHALF OF THIRD PARTIES

Subscriptions on behalf of third parties are authorized but within the following limits:

- Subscriptions on behalf of third parties are accepted on condition that the subscribers present a power of attorney duly signed and legalized by their principal delimiting exactly the scope of the power of attorney. The Placement Body must obtain a copy of the said power of attorney and attach it to the subscription form. The power of attorney must provide for an express stipulation concerning the purchase and sale of transferable securities and must be signed and legalized and mention the number of the securities and cash account in which the securities will be deposited;
- The representative must specify the references of the principal's securities and cash accounts, in which the movements in securities or cash linked to the Commercial Paper subject of this operation, will be recorded respectively. The said account may only be moved by the account holder unless a power of attorney exists. A power of attorney for a subscription can in no case allow the opening of an account for the principal. Therefore, the opening of an account must be done in the presence of the account holder, in accordance with the legal or regulatory terms and conditions in force;
- Subscriptions on behalf of minors under the age of 18 are permitted provided that they are made by the father, mother, guardian, or legal representative of the minor. The account keeper is required, if they do not already have one, to obtain a copy of the page of the family record book showing the date of birth of the minor child in question, if appropriate, and attach it to the subscription form. In this case, the movements are entered either in an account opened in the name of the minor child, or in the securities or cash account opened in the name of the father, mother, guardian, or legal representative;
- In the case of a portfolio management mandate, the manager may only subscribe on behalf of the customer whose portfolio they manage by presenting a power of attorney duly signed and legalized by their principal or the management mandate if the latter makes express provision for this. Management companies are exempted from presenting such evidence for the funds (OPCVM) they manage.

CENTRALIZATION METHOD

During the subscription period, the Placing Institution must draw up a final, consolidated summary statement of subscriptions received on a daily basis. If no subscriptions are received during the day, the statement of subscriptions must be marked "Nil".

Furthermore, the Placing Institution undertakes not to accept subscriptions received outside the subscription period.

On the closing date of the subscription period, the Placing Institution must draw up a summary, definitive and consolidated statement of the subscriptions received.

After the closing of the subscription period, the following steps will be taken:

- Cancellation of applications that do not comply with the aforementioned subscription terms and conditions;
- Consolidation of all admissible subscription requests, i.e. all subscription requests other than those invalidated;
- Allocation according to the method defined in the "Allocation methods" section below.

1.7. Allocation methods

During the subscription period, allocations will be made on a "first come first served" basis, depending on subscriptions received and the quantities of Commercial Paper available. Thus, at the closing of the subscription period, the allocation of securities will be made.

The subscription period may be closed as soon as the placement of the entire tranche issued has been completed.

CANCELLATION OF SUBSCRIPTIONS

Any subscription that does not comply with the conditions set out in this Agreement may be cancelled by the Placing Institution.



1.8. Methods of settlement/delivery of securities

The settlement of subscriptions will be made, on the date of entitlement, within the framework of the over-the-counter channel, by par Red Med Securities, in its capacity as custodian. The securities are payable in cash in a single installment.

The securities allocated to each subscriber are entered in their securities account on the settlement/delivery day.

1.9. Commitment to inform the AMMC

Jet Contractors undertakes to transmit to the AMMC, at the end of each issue, the characteristics of the Commercial Paper issued (number of securities issued, maturity, nominal interest rate, date of entitlement, maturity date, etc.) as well as the results of the investment of the Commercial Paper by category of subscribers within a period of 7 days following its completion, in accordance with article 1.60 of AMMC circular no. 03/19.

1.10. Financial intermediaries

The centralizing and placing bodies are as follows:

Advisory body and global coordinator	Red Med Corporate Finance 57 Avenue Mehdi Ben Barka, Souissi Rabat
Placement body	Red Med Securities 23 Rue Ibnou Hilal, Quartier Racine, Casablanca
Domiciliary agent providing financial services for the securities and centralizing agent of the issue program	Red Med Securities 23 Rue Ibnou Hilal, Quartier Racine, Casablanca
Central depository	Maroclear



PART II. PRESENTATION OF THE ISSUER



II.1. General information

Jet Contractors is a public limited company with a board of directors that is positioned in different segments of the construction market.

Company Name	Jet Contractors
Registered Office	78, quartier industriel de Takaddoum, Rabat
Adm. headquarters and production site	Quartier industriel de Oued Ykem - CP 12040 Skhirate - Maroc
Phone	05 37 74 92 92
Fax	05 37 74 92 30
Website	www.jet-contractors.com
E-mail	contact@jet-contractors.com
Creation date	1992
Date of transformation into a limited company	2009
Legal form	Public limited company with a Board of Directors
Commercial register number	53431 - Rabat
Financial year	January 1 st to December 31 st
Corporate purpose	<p>According to Article 3 of the Articles of Association, the Company's main purpose is, either directly or indirectly, in Morocco and in all countries:</p> <ul style="list-style-type: none"> ▪ The exercise of all activities for private, professional, and public customers, by auction or direct agreement: <ul style="list-style-type: none"> - Buildings, namely: <ul style="list-style-type: none"> ✓ Civil engineering works; ✓ Construction and building works - on a general contracting basis; ✓ Façade, window, and partition work; ✓ Miscellaneous works; ✓ Studies and engineering works; - Real Estate Development; - Renewable energies. ▪ The marketing and exploitation of all products and services related to the aforementioned and in particular all processes, patents, or licenses; ▪ The import and export of substances, materials, supplies and accessories necessary for its activities. ▪ All commercial, industrial, financial, movable, and immovable property transactions relating directly or indirectly to the above purpose or to any similar or related purposes, or contributing to the realization of these purposes; <p>And, more generally, the management and acquisition of all shareholdings, in the form of subscription, purchase, contribution, exchange or by any other means, of shares, bonds and all other securities of companies already in existence or to be created, and the right to sell such shareholdings.</p>
Share capital as of June 30, 2023	MAD 151,476,100 divided into 3,029,522 shares with a nominal value of MAD 50 each.
	

<p>Legislation and regulations applicable to Jet Contractors</p>	<p>By virtue of its legal form, Jet Contractors is a public limited company with a Board of Directors governed by the provisions of Law 17/95 on public limited companies, as amended and supplemented.</p> <p>By virtue of its public offering through its listing and issue of debt securities, Jet Contractors is subject to all the following legal and regulatory provisions:</p> <ul style="list-style-type: none"> ▪ Dahir No. 1-16-151 of August 25, 2016, promulgating Law No. 19-14 relating to the Stock Exchange, brokerage companies and financial investment advisors; ▪ Dahir No. 1-95-3 of January 26, 1995, promulgating Law No 35-94 relating to certain negotiable debt securities, as amended, and supplemented by Dahir 1-08-95 promulgating Law 33-06; ▪ General Regulation of the Casablanca Stock Exchange approved by Ministerial Order no. 2208-19 of July 3, 2019, issued by the Ministry of Economy and Finance; ▪ Dahir no. 1-13-21 of March 13, 2013, promulgating Law no. 43-12 relating to the Moroccan Capital Market Authority; ▪ Dahir No. 1-12-55 of Safar 1434 (December 28, 2012) promulgating Law No. 44-12 relating to public offering of securities and the information required from legal entities and organizations conducting a public offering of securities. ▪ General Regulation of the Moroccan Capital Market Authority approved by Order of the Minister of Economy and Finance No. 2169-16 of July 14, 2016; ▪ Dahir No. 1-96-246 of January 9, 1997, promulgating Law No. 35-96 relating to the creation of a central depository and the institution of a general system for the registration of certain securities in accounts (amended and supplemented by Law No. 43-02); ▪ General Regulations of the central depository approved by Order of the Minister of the Economy and Finance No. 932-98 of April 16, 1998, and amended by Order of the Minister of the Economy, Finance, Privatization and Tourism No 1961-01 of October 30, 2001; ▪ Dahir no. 1-04-21 of April 21, 2004, promulgating Law 26-03 relating to public offers on the Moroccan stock market, as amended and supplemented by Law 46-06; ▪ Circular 03/19 of the Moroccan Capital Market Authority dated February 20, 2019, relating to financial operations and information.
<p>Location of legal documents</p>	<p>The corporate, accounting, and legal documents, the disclosure of which is provided for by law as well as the Articles of Association, may be consulted at the company's registered office</p>
<p>Competent court in case of disputes</p>	<p>Trade court of Rabat</p>
<p>Tax regime</p>	<p>Jet Contractors is governed by the commercial and tax legislation of ordinary law. It is therefore subject to Corporate Income Tax at the rate of the progressive scale. The company's current operations are subject to Value Added Tax at the currently applicable rate of 20%, except in the cases of exemption provided for by the CGI.</p>

II.2. Jet Contractors' field of activity

Jet Contractors is an integrated operator working in various fields of activity:

- **Construction:** Construction is the field in which Jet Contractors is increasingly positioned. This has been made possible thanks to the awarding by the Ministry of Equipment of various qualifications allowing bidding for public contracts (qualifications obtained according to an award scale defined by the Ministry). Thus, the company is able to deliver various turnkey works including structural works, structures and building envelopes. The various works can be of the type of:
 - Public facilities: stadiums, schools, hospitals, universities, etc.
 - Tertiary works: industrial buildings, warehouses, headquarters, and offices, etc.
 - Residential real estate: high end real estate programs



- **Light and semi-light facades:** a light facade is a facade built on a building frame with light, industrial materials, as opposed to traditional masonry or concrete construction. The company offers its customers several types of facades, including VEC, VEP, VEA, steel facades, etc.:
 - VEC facades (*Verre Extérieur Collé* = glued exterior glass): VEC is a technique where glass is used as an exterior facing. It is glued to a removable frame. This structural adhesive allows the transmission of the climatic loads and the weight of the glass to the frame elements.
 - VEP facades (*Verre Extérieur Parcloisé* = beaded glass façades): VEP facade is a curtain or semi-curtain facade where the view of the fixed frame is equal to that of the window opening outwards on a horizontal axis.
 - VEA facades (*Verre Extérieur Agraphé* = stamped external glass): VEA facade is a curtain wall in metal structure. The glass is stamped with metal crosses and ball-and-socket joints.
 - Steel facades: The steel facade is a curtain wall that allows the glazing to be installed at a great height. The main structure is made of steel and the hoods are made of aluminium.
- **Metal and woodwork:** It represent all the techniques leading to the manufacture of building elements or furniture in wood/metal. At the beginning of 2011, the wood activity was transferred to a dedicated workshop of 5,300 m² covered on two levels, "Jet Contractors 2" in Ain Atiq, which groups together all Jet Contractors' wood joinery activities. In 2014, Jet Contractors purchases an additional 6,000m² workshop dedicated to wood fabrication work at the Oued Ikem site.

In 2012, Jet Contractors created Mea Wood, a subsidiary dedicated to innovative wood solutions. It specializes in glued laminated timber structures and frameworks. Demand for this material is growing rapidly. Glued-laminated timber is an industrially manufactured product used for load-bearing structures. The manufacturing process consists in superimposing thin individual planks, which are then artificially dried and glued together.

Known for its technical performance, which is often superior to that of untreated wood, glulam is a material that is increasingly used by specifiers and contractors.

The company built the Bouskoura Golf Academy, the Taghazout Surf Camp, the framework covering the Wifak Club swimming pool in Rabat, the Lazaret swimming pool and the semi-Olympic swimming pool in Oujda.

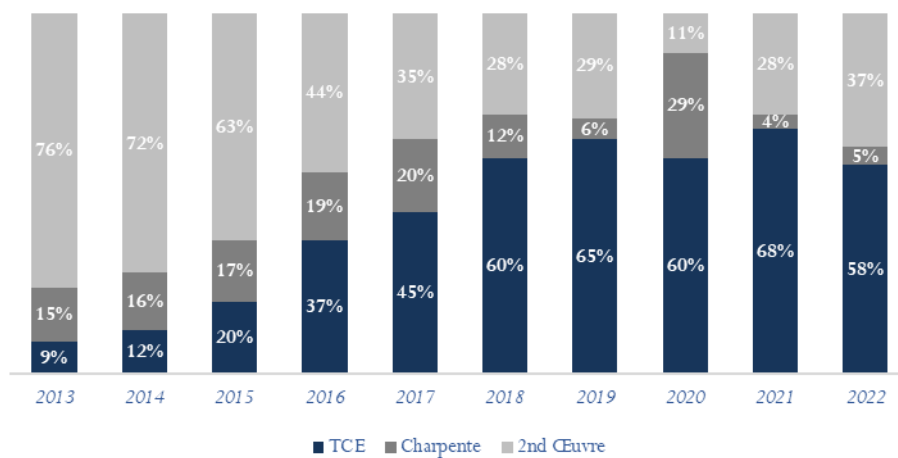
Mea Wood also took part in the construction of Jet Contractors' new Oued Ikem plant, for which it supplied the framework and flooring for the factory and offices.

Mea Wood's production site covers an area of almost 10,000 m².

- **Architectural concrete:** In 2012, Jet Contractors acquired Be Arch, a company specializing in the manufacture and installation of textured architectural concrete panels. This is the first production unit in Morocco for high-performance and ultra-high-performance architectural concretes (GRC and DUCTAL). These materials have been used, for example, to create the exterior mesh of the Rabat Salé airport, the exterior envelopes of the Anfa Place shopping center, and the "urban furniture" of the Maroc Telecom tower. Be Arch holds the Ductal license granted by Lafarge Ciments France.
- **Removable partitions:** Removable partitions can be used to transform or fit out office spaces. Indeed, its use allows having a workspace adapted to the needs of the user by changing and modulating the dimensions of existing offices.
- **Metal works and structures:** Jet Contractors is strengthening its "metal works and structures" business line, supported by its subsidiaries AR Factory and Mea Wood. Jet Contractors has produced and installed medium and large size steel and glued laminated timber structures on flagship projects over the past 10 years. With dedicated entities for each type of structure, Jet Contractors delivers with a constantly optimized industrial approach the design, dimensioning, fabrication, delivery, and installation of structures for leisure buildings, industrial units, and engineering structures.
- **Energie:** In 2012, Jet Contractors created Jet Energy, a solar EPC company that builds turnkey solar photovoltaic power plants. Its subsidiary PV Industry is dedicated to the production of photovoltaic panels. In addition, Jet Contractors has created CSK (Centrale Solaire de Kénitra), which holds the P2i solar power plant in Kenitra.



Distribution of Jet Contractors' consolidated turnover by business areas



Source: Jet Contractors

Breakdown of consolidated turnover by geographical areas

Consolidated turnover (in MDH)	2020	2021	Var 21/20	2022	Var 22/21
Morocco	1 223	1 345	10%	1 417	5%
<i>In %</i>	<i>84%</i>	<i>80%</i>	<i>-4 pts</i>	<i>79%</i>	<i>-1 pts</i>
Export (mainly Africa)	234	335	43%	382	14%
<i>In %</i>	<i>16%</i>	<i>20%</i>	<i>3 pts</i>	<i>21%</i>	<i>1 pts</i>
Consolidated turnover	1 458	1 680	15%	1 800	7%

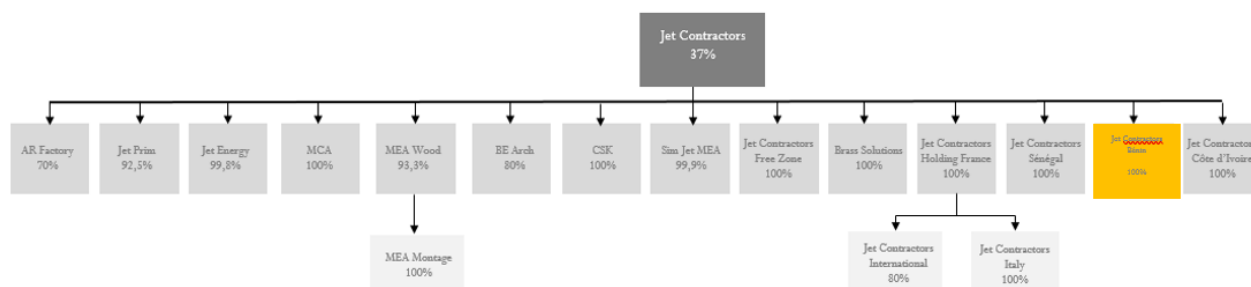
Source: Jet Contractors

II.3. Shareholding structure

Shareholders	30/06/2023	
	Number of shares	% In capital and voting rights
AR Corporation	1 128 610	37.3%
Mr. Omar Tadlaoui	297 657	9.8%
RCAR	328 525	10.8%
Others	1 149 016	37.9%
Amine Daoudi	125 714	4.1%
Total	3 029 522	100.0%

II.4. LEGAL ORGANIZATIONAL CHART

The legal organizational chart of Jet Contractors Group (control percentage), as of June 30, 2023, is as follows:



Source: Jet Contractors

- Jet Contractors subsidiary
- Jet Contractors branches

It should be noted that on September 25, 2019, the Board of Directors decided not to consolidate the subsidiaries Jet Consortium, PV Industry SARL and Engen Renewables from January 1, 2020, due to their lack of activity.



III.1 Financial position as of end 2022

III.2 Consolidated balance sheet

Consolidated assets In MAD '000	2020	2021	Var 21/20	2022	Var 22/21
Consolidated non-current assets	7 000	5 531	-21.0%	3 512	-36.5%
Preliminary fees	1 510	1 304	-13.7%	734	-43.7%
Deferred charges	5 490	4 227	-23.0%	2 778	-34.3%
Consolidated intangible assets	59 773	53 680	-10.2%	45 667	-14.9%
Goodwill on acquisition	58 700	50 315	-14.3%	41 929	-16.7%
Patents, trademarks, rights, and similar val.	823	750	-8.9%	3 738	>100%
Goodwill – Other (fonds commercial)	-	-	-	-	-
Other intangible assets	249	2 615	>100%	0	<-100%
Consolidated tangible assets	109 884	90 107	-18.0%	122 909	36.4%
Land	4 458	4 458	0.0%	7 082	58.9%
Constructions	23 430	21 870	-6.7%	20 722	-5.2%
Technical installations, equipment, and tools	66 017	51 702	-21.7%	73 661	42.5%
Transport equipment	175	190	8.7%	1 126	>100%
Furniture, office equipment & miscellaneous fittings	7 873	5 492	-30.2%	5 895	7.3%
Other tangible assets	0	3 911	>100%	3 118	-20.3%
Property, plant, and equipment in progress	7 931	2 484	-68.7%	11 305	>100%
Consolidated financial fixed assets	10 338	23 902	>100%	44 572	86.5%
Fixed Loans	254	1 269	>100%	187	-85.3%
Other financial receivables	9 938	22 486	>100%	44 238	96.7%
Equity securities	147	147	0.0%	147	0.0%
Investments in equity affiliates	-	-	-	-	-
Other fixed securities	-	-	-	-	-
Consolidated fixed assets	186 995	173 220	-7.4%	216 660	25.1%
Consolidated inventories	421 627	498 229	18.2%	725 637	45.6%
Goods	-	-	-	-	-
Consumable materials and supplies	120 567	130 123	7.9%	176 063	35.3%
Products in progress	300 865	368 074	22.3%	549 558	49.3%
Intermediate products-Residual products	-	-	-	-	-
Finished products	195	32	-83.7%	15	-52.6%
Consolidated receivables	2 395 644	2 453 964	2.4%	2 445 932	-0.3%
Suppliers' debtors advances and down payments	32 486	67 372	>100%	110 001	63.3%
Accounts receivable and related accounts	2 095 967	2 167 731	3.4%	2 068 734	-4.6%
Staff	40	218	>100%	111	-49.1%
State	245 111	197 475	-19.4%	239 511	21.3%
Partner Accounts - Assets	-	-	-	-	-
Other debtors	5 531	5 714	3.3%	6 463	13.1%
Accruals and deferred income - Assets	16 508	15 454	-6.4%	21 111	36.3%
Consolidated securities and investment values	-	-	-	-	-
Consolidated current assets	2 817 271	2 952 193	4.8%	3 171 568	7.4%
Consolidated cash position assets	165 673	119 021	-28.2%	227 237	90.9%
Checks and bills awaiting collection	804	839	4.4%	3 249	>100%
Bank Deposits, Cash and Post Office deposit accounts	163 973	118 020	-28.0%	223 762	89.6%
Cash, Imprest Accounts and Letters of Credit	896	162	-81.9%	226	39.3%
Total consolidated assets	3 169 939	3 244 434	2.4%	3 615 466	11.4%



Consolidated liabilities In MAD '000	2020	2021	Var 21/20	2022	Var 22/21
Consolidated shareholders' equity	939 996	974 908	3.7%	996 707	2.2%
Share Capital	148 619	151 476	1.9%	151 476	0.0%
Share issue, merger, contribution premiums	266 914	284 057	6.4%	284 057	0.0%
Revaluation differences	-	-	-	-	-
Legal Reserves	16 115	16 437	2.0%	16 988	3.4%
Other reserves	6 390	6 390	0.0%	6 390	0.0%
Retained Earnings	492 287	493 329	0.2%	502 035	1.8%
Currency translation adjustment	48	1 062	>100%	-794	<-100%
Net income pending allocation	-	-	-	-	-
Net income for the financial year (group share)	235	10 811	>100%	24 834	>100%
Non-group interest Excluding income	6 716	9 388	39.8%	9 840	4.8%
Non-group interest in income	2 672	1 958	-26.7%	1 881	-4%
Consolidated shareholders' equity	6 740	5 970	-11.4%	5 754	-3.6%
Investment grants	6 740	5 970	-11.4%	5 754	-3.6%
Consolidated financial debt	475 015	430 553	-9.4%	358 357	-16.8%
Bond issues	200 000	171 429	-14.3%	142 857	-16.7%
Other financial debts	275 015	259 125	-5.8%	215 500	-16.8%
Sustainable provisions for risks and charges	370	1 332	>100%	460	-65.5%
Consolidated permanent funding	1 422 122	1 412 763	-0.7%	1 361 277	-3.6%
Consolidated Current Liabilities	1 254 667	1 364 879	8.8%	1 700 876	24.6%
Suppliers and related accounts	522 567	614 044	17.5%	756 008	23.1%
Customers creditors advances and down payments	228 639	279 718	22.3%	462 176	65.2%
Staff	22 407	26 820	19.7%	27 123	1.1%
Social organizations	12 897	16 494	27.9%	7 703	-53.3%
State	417 837	402 991	-3.6%	412 083	2.3%
Partner accounts - Liabilities	26 099	6 484	-75.2%	6 083	-6.2%
Other creditors	2 971	3 238	9.0%	15 037	>100%
Accruals-Liabilities	21 251	15 091	-29.0%	14 664	-2.8%
Other provisions for risks and charges	11 116	11 973	7.7%	18 935	58.1%
Currency translation adjustments - Consolidated liabilities	-	-	-	-	-
Consolidated Current Liabilities	1 265 783	1 376 852	8.8%	1 719 811	24.9%
Discount credit	36 153	31 968	-11.6%	53 361	66.9%
Cash credit	231 113	152 582	-34.0%	173 738	13.9%
Banks (Credit balances)	214 769	270 268	25.8%	307 278	13.7%
Cash position - Consolidated liabilities	482 034	454 819	-5.6%	534 377	17.5%
Total consolidated liabilities	3 169 939	3 244 434	2.4%	3 615 466	11.4%

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III.1.2 Consolidated income statement

In MAD '000	2020	2021	Var 21/20	2022	Var 22/21
Sales of goods in the unaltered state	12 799	21 474	67.8%	15 173	-29.3%
Sales of goods and services produced	1 445 288	1 658 371	14.7%	1 784 411	7.6%
Consolidated turnover (TO)	1 458 087	1 679 845	15.2%	1 799 584	7.1%
Change in product inventories	106 272	67 046	-36.9%	181 467	>100%
Fixed assets produced by the company	81	164	>100.0%	9 166	>100%
Operating grants	220	129	-41.4%	214	66.1%
Other operating income	-	54	>100%	255	>100%
Operating reversals	142 344	119 108	-16.3%	114 297	-4%
Consolidated Revenues	1 707 004	1 866 346	9.3%	2 104 985	12.8%
Goods purchased for resale	10 975	17 687	61.2%	12 354	-30.2%
Consumed purchases of materials and supplies	1 103 629	1 200 101	8.7%	1 391 088	15.9%
Other external expenses	124 475	151 699	21.9%	177 887	17.3%
Taxes and duties	11 129	3 950	-64.5%	19 473	>100%
Personnel expenses	221 102	254 191	15.0%	253 551	-0.3%
Other operating expenses	583	2 683	>100.0%	1 202	-55.2%
Depreciation, amortization, and provisions	131 035	130 085	-0.7%	120 630	-7.3%
Consolidated operating expenses	1 602 926	1 760 396	9.8%	1 976 185	12.3%
Consolidated operating income	104 078	105 949	1.8%	128 800	21.6%
Income from equity investments and other long-term securities	2	1	-15.0%	1	35.1%
Foreign exchange gains	5 010	1 730	-65.5%	9 833	>100%
Interest and other financial income	97	162	67.0%	94	-41.7%
Financial write-backs, expense transfers	-	-	-	-	-
Consolidated financial income	5 108	1 894	-62.9%	9 929	>100%
Interest expenses	46 368	50 312	8.5%	49 683	-1.3%
Foreign exchange losses	6 528	9 094	39.3%	10 584	16.4%
Other financial expenses	-	142	>100%	-	-100%
Financial allocations	-	-	-	415	>100%
Consolidated financial expenses	52 896	59 548	12.6%	60 682	1.9%
Consolidated financial result	-47 788	-57 655	-20.6%	-50 753	12%
Consolidated current result	56 291	48 295	-14.2%	78 047	61.6%
Income from sales of fixed assets	20 538	26 751	30.3%	26 540	-0.8%
Balancing subsidies	-	-	-	-	-
Write-backs on balancing subsidies	919	925	0.7%	820	-11.3%
Other non-current income	1 195	896	-25.0%	1 625	81.4%
Non-current write-backs, expense transfer	-	965	>100%	-	-100%
Consolidated non-current income	22 652	29 539	30.4%	28 986	-1.9%
Net book value of sold fixed assets	20 019	26 149	30.6%	27 425	4.9%
Grants provided	-	-	-	724	-
Other non-current expenses	10 462	1 594	-84.8%	14 898	>100%
Non-current allocations to depreciation, amortization, and provisions	-	-	-	203	-
Consolidated non-current expenses	30 481	27 742	-9.0%	43 251	55.9%
Consolidated non-current result	-7 829	1 796	>100%	-14 266	<-100%
Consolidated profit before tax	48 462	50 091	3.4%	63 781	27.3%
Share of equity affiliates	-	-	-	-	-
Amortization of goodwill	8 386	8 386	0.0%	8 386	0.0%
Consolidated income taxes	37 169	28 936	-22.1%	28 680	-0.9%
Consolidated net profit	2 907	12 769	>100%	26 715	>100%
Minority interests	2 672	1 958	-26.7%	1 881	-4.0%
Net Result Group Share (NRGS)	235	10 811	>100%	24 834	>100%
Net margin (NRGS/TO)	Ns	0,64%	0.63 pts	1,38%	0.74 pts



III.1.3 Cash flow statement

In MAD '000	2020	2021	Var 21/20	2022	Var 22/21
+ Income from banking operations	41 468	42 530	2.6%	40 424	-5.0%
+ Recoveries on amortized receivables	-	-	NA	-	NA
+ Non-banking income received	526	224	-57.5%	13 139	>100%
- Banking operating expenses paid	15 188	18 985	25.0%	16 165	-14.9%
- Non-banking operating expenses paid	417	466	11.9%	6 066	>100%
- General operating expenses paid	7 187	7 844	9.1%	19 397	>100%
- Income tax paid	6 200	5 821	-6.1%	1 206	-79.3%
Net cash flow from operating activities (I)	13 003	9 638	-25.9%	10 728	11.3%
Change in operating assets	12 728	-34 392	<-100%	48 007	>100%
+ Loans and advances to credit institutions and similar entities	-138 635	72 270	>100%	-44 053	<-100%
+ Loans and advances to customers	83	144	73.6%	71	-50.6%
+ Trading and investment securities	152 303	-110 203	<-100%	91 677	>100%
+ Other assets	-1 022	3 397	>100%	312	-90.8%
+ Leased and rented assets	-	-	NA	-	NA
Change in operating liabilities	-22 100	-115 331	>100%	1 120	>100%
+ Amounts owed to credit institutions and similar entities	308 689	-308 689	<-100%	200 613	>100%
+ Customer deposits	-	-	NA	-	NA
+ Debt securities in issue	-327 513	191 938	>100%	-188 743	<-100%
+ Other liabilities	-3 276	1 420	>100%	-10 750	<-100%
Balance of changes in operating assets and liabilities (II)	-9 372	-149 723	>100%	49 128	>100%
Net cash flow from operating activities (III) = (I) + (II)	3 631	-140 085	<-100%	59 856	>100%
+ Proceeds from disposals of financial assets	-	-	NA	-	NA
+ Proceeds from disposals of intangible assets and property, plant and equipment	-	-	NA	-	NA
- Acquisition of financial assets	-	-	NA	-	NA
- Acquisition of intangible and tangible fixed assets	80	955	>100%	-104	<-100%
+ Interest income	-	-	NA	-	NA
+ Dividends received	-	-	NA	-	NA
Net cash flow from investing activities (IV)	-80	-955	<-100%	104	>100%
+ Grants, public funds and special guarantee funds received	-	-	NA	-	NA
+ Issue of subordinated debt	-3 566	141 042	>100%	-59 960	<-100%
+ Issuance of shares	-	-	NA	-	NA
- Repayment of equity and similar items	-	-	NA	-	NA
- Interest paid	-	-	NA	-	NA
- Dividends paid	-	-	NA	-	NA
Net cash flow from financing activities (V)	-3 566	141 042	>100%	-59 960	<-100%
Net change in cash and cash equivalents (VI) = (III)+IV+V)	-15	1	-109.0%	-0	<-100%
Cash and cash equivalents at beginning of fy (VII)	15	0	-99.9%	1	>100%
Cash and cash equivalents at end of fy (IIX) = (VI) + (VII)	0	1	>100%	1	-0.9%



III.3 Financial position as at end June 2023

• Consolidated balance sheet

	31/12/2022	30/06/2023	Var S1-23/2022
Consolidated assets In MAD '000			
Consolidated non-current assets	3 512	2 539	-27.7%
Preliminary fees	734	449	-38.8%
Deferred charges	2 778	2 090	-24.8%
Consolidated intangible assets	45 667	41 015	-10.2%
Goodwill on acquisition	41 929	37 736	-10.0%
Patents, trademarks, rights, and similar val.	-	-	-
Goodwill – Other (fonds commercial)	3 738	3 279	-12.3%
Other intangible assets	-	-	-
Consolidated tangible assets	122 909	132 665	7.9%
Land	7 082	7 082	-
Constructions	20 722	20 244	-2.3%
Technical installations, equipment, and tools	73 661	56 365	-23.5%
Transport equipment	1 126	989	-12.2%
Furniture, office equipment & miscellaneous fittings	5 895	25 154	>100%
Other tangible assets	3 118	4 360	39.8%
Property, plant, and equipment in progress	11 305	18 470	63.4%
Consolidated financial fixed assets	44 572	48 341	8.5%
Fixed Loans	187	1 277	>100%
Other financial receivables	44 238	46 845	5.9%
Equity securities	147	147	-
Investments in equity affiliates	-	-	-
Other fixed securities	-	71	>100%
Consolidated fixed assets	216 660	224 560	3.6%
Consolidated inventories	725 637	855 322	17.9%
Goods	-	-	-
Consumable materials and supplies	176 063	197 395	12.1%
Products in progress	549 558	657 911	19.7%
Intermediate products-Residual products	-	-	-
Finished products	15	15	-
Consolidated receivables	2 445 932	2 454 868	0.4%
Suppliers' debtors advances and down payments	110 001	157 009	42.7%
Accounts receivable and related accounts	2 068 734	2 002 762	-3.2%
Staff	111	271	>100%
State	239 511	244 704	2.2%
Partner Accounts - Assets	-	-	-
Other debtors	6 463	13 415	>100%
Accruals and deferred income - Assets	21 111	36 706	73.9%
Consolidated securities and investment values	-	-	-
Consolidated current assets	3 171 568	3 310 190	4.4%
Consolidated cash position assets	227 237	155 752	-31.5%
Checks and bills awaiting collection	3 249	5 835	79.6%
Bank Deposits, Cash and Post Office deposit accounts	223 762	149 520	-33.2%
Cash, Imprest Accounts and Letters of Credit	226	397	75.9%
Total consolidated assets	3 615 466	3 690 502	2.1%



Consolidated liabilities	31/12/2022	30/06/2023	Var S1-23/2022
Consolidated shareholders' equity	996 707	1 023 309	2.7%
Share Capital	151 476	151 476	-
Share issue, merger, contribution premiums	284 057	284 057	-
Revaluation differences	-	-	-
Legal Reserves	16 988	17 228	1.4%
Other reserves	6 390	6 542	2.4%
Retained Earnings	502 035	525 935	4.8%
Currency translation adjustment	-794	28	>100%
Net income pending allocation	-	-	-
Net income for the financial year (group share)	24 834	24 484	-1.4%
Non-group interest Excluding income	9 840	11 369	15.5%
Non-group interest in income	1 881	2 190	16.5%
Consolidated shareholders' equity	5 754	5 022	-12.7%
Investment grants	5 754	5 022	-12.7%
Consolidated financial debt	358 357	333 819	-6.8%
Bond issues	142 857	142 857	-
Other financial debts	215 500	190 961	-11.4%
Sustainable provisions for risks and charges	460	3 263	>100%
Consolidated permanent funding	1 361 277	1 365 412	0.3%
Consolidated Current Liabilities			
Suppliers and related accounts	756 008	841 639	11.3%
Customers creditors advances and down payments	462 176	334 316	-27.7%
Staff	27 123	20 035	-26.1%
Social organizations	7 703	10 017	30.0%
State	412 083	377 387	-8.4%
Partner accounts - Liabilities	6 083	6 403	5.3%
Other creditors	15 037	112 864	>100%
Accruals-Liabilities	14 664	19 164	30.7%
Other provisions for risks and charges	18 935	14 301	-24.5%
Currency translation adjustments - Consolidated liabilities	-	-	-
Consolidated Current Liabilities	1 719 811	1 736 127	0.9%
Discount credit	53 361	56 281	5.5%
Cash credit	173 738	366 754	>100%
Banks (Credit balances)	307 278	165 929	-46.0%
Cash position - Consolidated liabilities	534 377	588 964	10.2%
Total consolidated liabilities	3 615 466	3 690 502	2.1%



III.2.2 Consolidated income statement

In MAD '000	30/06/2022	30/06/2023	Var S1-23/S1-22
Sales of goods in the unaltered state	1 067	2 811	>100%
Sales of goods and services produced	1 037 104	987 754	-4.8%
Consolidated turnover (TO)	1 038 171	990 565	-4.6%
Change in product inventories	-12 227	105 140	>100%
Fixed assets produced by the company	12	5 562	>100%
Operating grants	-	-	-
Other operating income	2	33	>100%
Operating reversals	114 297	102 966	-9.9%
Consolidated Revenues	1 140 257	1 204 266	5.6%
Goods purchased for resale	246	2 790	>100%
Consumed purchases of materials and supplies	700 853	731 119	4.3%
Other external expenses	94 086	155 849	65.6%
Taxes and duties	2 988	2 169	-27.4%
Personnel expenses	131 735	122 468	-7.0%
Other operating expenses	314	16 345	>100%
Depreciation, amortization, and provisions	142 237	113 399	-20.3%
Consolidated operating expenses	1 072 458	1 144 138	6.7%
Consolidated operating income	67 799	60 127	-11.3%
Income from equity investments and other long-term securities	-	-	-
Foreign exchange gains	1 170	4 995	>100%
Interest and other financial income	18	1	-96.6%
Financial write-backs, expense transfers	-	415	-
Consolidated financial income	1 187	5 410	>100%
Interest expenses	22 031	26 021	18.1%
Foreign exchange losses	3 458	5 348	54.7%
Other financial expenses	-	-	-
Financial allocations	-	105	-
Consolidated financial expenses	25 489	31 474	23.5%
Consolidated financial result	-24 302	-26 064	-7.2%
Consolidated current result	43 497	34 064	-21.7%
Income from sales of fixed assets	3 779	24 788	>100%
Balancing subsidies	-	19	-
Write-backs on balancing subsidies	405	402	-0.8%
Other non-current income	1 227	98	-92.0%
Non-current write-backs, expense transfer	-	-	-
Consolidated non-current income	5 411	25 308	>100%
Net book value of sold fixed assets	4 498	19 788	>100%
Grants provided	724	-	-100.0%
Other non-current expenses	1 208	1 394	15.4%
Non-current allocations to depreciation, amortization, and provisions	203	-	-100.0%
Consolidated non-current expenses	6 634	21 182	>100%
Consolidated non-current result	-1 223	4 126	>100%
Consolidated profit before tax	42 273	38 190	-9.7%
Share of equity affiliates	-	-	-
Amortization of goodwill	4 193	4 193	-
Consolidated income taxes	25 982	7 323	-71.8%
Consolidated net profit	12 099	26 674	>100%
Minority interests	1 010	2 190	>100%
Net Result Group Share (NRGS)	11 089	24 484	>100%



III.2.3 Cash flow statement

In MAD '000	30/06/2022	30/06/2023	Var S1-23/S1-22
Net income of consolidated companies	12 099	26 674	>100%
Elimination of non-cash or non-operating income and expenses			
* Allowances	12 351	16 607	34.5%
* Change in deferred taxes	-	-	-
* +/- Gains/losses on disposals, net of tax	719	-5 001	>-100%
* Currency translation adjustments	675	-28	>-100%
* Cash flow from operations of consolidated companies	25 845	38 252	48.0%
Dividends received from associates	-	-	-
Change in working capital from operations	-133 606	-122 306	8.5%
Change in WCR resulting from deconsolidation			
Net cash flow from operating activities	-107 762	-84 055	22.0%
Cash flow from investing activities			
Acquisition of fixed assets	-10 454	-38 498	>-100%
Disposals of fixed assets, net of tax	3 779	24 788	>100%
Change in long-term receivables	-1 864	-3 769	>-100%
Impact of changes in scope of consolidation	-	-	-
Net cash used in investing activities	-8 539	-17 479	>100%
Cash flows from financing activities			
Dividends paid to parent company shareholders	-	-	-
Dividends paid to minority shareholders of subsidiaries	-	-	-
Investment grants received	-	-	-
Capital increase in cash	-	-	-
Bond issues	-	-	-
Repayment of borrowings	-20 414	-24 538	-20.2%
Cash flows from financing activities	-20 414	-24 538	-20.2%
Change in cash and cash equivalents	-136 715	-126 072	7.8%
Opening cash position	-335 797	-307 140	8.5%
Closing cash position	-472 512	-433 211	8.3%
Difference	-136 715	-126 072	7.8%

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PART IV. RISK FACTORS



IV.1. RISKS RELATED TO THE OPERATION

Liquidity risk

Subscribers to Jet Contractors' Commercial Papers may be subject to a liquidity risk of the security in the secondary market for private debt. Indeed, depending on market conditions (liquidity, evolution of the yield curve, etc.) the liquidity of Jet Contractors' negotiable debt securities may be temporarily affected.

Interest rate risk

The issue of Commercial Papers covered by this Information Package may provide for fixed-rate tranches, calculated based on the secondary curve for Treasury Bills as published by Bank Al Maghrib. Thus, the value of fixed-rate Commercial Papers could rise or fall, depending on changes in the secondary yield curve published by Bank Al Maghrib.

Risk related to the additional indebtedness of jet contractors

The issuer may subsequently issue other debt with a ranking equal to or higher than that of the Commercial Papers covered by this note. Such issues would reduce the amount recoverable by the holders of these securities in the event of liquidation of the issuer.

Payment default risk

The Commercial Papers referred to in this Information Package are debt securities with no repayment guarantees. Consequently, all investors are subject to the risk of non-repayment in the event of default by Jet Contractors.

However, Jet Contractors uses Commercial Papers to compensate for the delays often encountered with customers in collecting receivables.

IV.2. RISKS RELATED TO THE ISSUER

RAW MATERIAL PRICE FLUCTUATION RISK

Jet Contractors' production costs are partly made up of purchases of raw materials (aluminum, wood, etc.). These materials are subject to volatility due to supply and demand on both local and international markets. It should be noted that the extra cost of raw materials is passed on to the customer (price revision clauses in contracts).

ECONOMIC ENVIRONMENT RISK

A sluggish economic climate, which would notably lead to a drop in public investment, would be likely to have a negative impact on the company's business. Nevertheless, the diversification of the company's customer portfolio, the agility of its management team, and its positioning in high-potential sectors are factors that would mitigate this risk.

Also, a global economic crisis (caused by war, pandemic, etc.) could have an indirect negative impact on the company due to the contraction of the economic environment in which the Group operates.

SUBCONTRACTING DEPENDENCE / GROUP DEPENDENCE

Jet Contractors uses subcontractors to carry out its projects. A potential risk is linked to the unavailability and quality of subcontractors' services.



However, this risk is limited by the fact that Jet Contractors often uses sister companies or subsidiaries. Also, given the Group's agility, the unavailability of subcontractors may also represent an opportunity to create this activity within the Group, where possible and appropriate.

CONTRACT PERFORMANCE RISK

The company is exposed to the risk of non-fulfillment of its contracts, linked to a failure in one of the links in the value chain due to factors related to the quality of services, or to lead times. These risks are mitigated by the ongoing involvement of sister or daughter companies over which Jet Contractors can exercise control or influence. However, the probability of occurrence of this type of risk is virtually nil.

STOCK DEPRECIATION RISK

Jet Contractors is involved in large-scale projects, with considerable supplies of raw materials in particular, implying a risk of inventory depreciation. To reduce inventories, the company uses Lean Manufacturing to streamline the production process. In addition, the burden of charges linked to inventory depreciation provisions has been mitigated through the implementation of a new calibration method, since 2016, in line with the typically long lead times for these projects.

COMPETITIVE RISK

The global economy has undergone significant change in recent years, with the opening up of borders and the abolition of customs duties on a number of products.

As a result, global competition has intensified, offering foreign operators and investors the opportunity to carry out activities similar to those of Jet Contractors at home.

However, the strengthening of the company's competitiveness through the integration of its activities, the development of its human resources and the continuous renewal of its production facilities should enable it to face up to any type of local or international competition.

The company may also face the risk of losing exclusivity on certain products. The company holds several product licenses which may not be renewed.

COUNTERPARTY RISK

Like all commercial companies, Jet Contractors is exposed to the risk of default and non-payment by its customers. However, this risk is mitigated by the following factors:

- The quality of Jet Contractors' customers, most of whom are public or semi-public sector companies. However, the company may be exposed to fluctuating or even lengthening payment terms, which impacts its working capital requirements and cash flow.
- To a lesser extent, the sales department's efforts to monitor receivables and manage collection.

INTEREST-RATE RISK

As part of its day-to-day operations, Jet Contractors raises funds on the banking and capital markets to support its financing needs. However, the dynamics of Bank-Al-Maghrib's key interest rates can lead to variations in interest rates that can potentially impact the company's financing costs, either upwards or downwards.

CURRENCY RISK

As most of its supplies are sourced on the international market, Jet Contractors, like all importers, is subject to the risks inherent in variations in exchange rates on the foreign exchange market.



To mitigate this risk, the company systematically includes a safety margin for exchange rate variations in its selling prices. The company is subject to the risk of exchange rate fluctuations in view of its international business (Sub-Saharan Africa).

INTERNATIONAL DEVELOPMENT RISK

Jet Contractors has undertaken a number of acquisitions and partnerships abroad with a view to reducing its dependence on national construction programs, gaining a foothold in high-potential markets and developing international expertise in certain business lines.

However, the company may face risks inherent in its international expansion, such as:

- difficulty in integrating acquired companies, their networks, products or services,
- not succeeding in retaining the key personnel of the acquired companies, or in recruiting the qualified personnel that may be required,
- not benefiting from expected synergies or economies of scale,
- making investments in countries where the political, economic or legal situation presents risks, such as civil or military unrest, lack of effective or comprehensive protection of shareholders' rights, or disagreements over the management of the acquired companies with other reference shareholders, including public authorities, and not adapting to the specific characteristics of the countries in which companies are acquired.

It should be noted that certain French subsidiaries (Silver Constructions, Mic Jet and Sotra Jet) have run into difficulties, leading Jet Contractors to undertake a number of restructuring measures:

- The compulsory liquidation of 3 companies: Silver Construction, Mic Jet and Sotra Jet;
- Jet Contractors provisioned 100% of all current account advances made to these companies;
- Deconsolidation of international subsidiaries, with the exception of Jet Contractors Holding France.

RISK RELATED TO THE LACK OF FINANCIAL AUTONOMY OF CERTAIN SUBSIDIARIES

Some of the Jet Contractors group's subsidiaries have negative net worth, requiring support from the parent company to maintain their financial autonomy. For subsidiaries with promising development prospects, Jet Contractors has decided to recapitalize in order to ensure business continuity (Mea Wood). Subsidiaries with less promising prospects will not be supported (French subsidiaries in liquidation).

MANPOWER RISK

Jet Contractors is a labor-intensive business. The risks associated with the latter can be of several kinds.

- The risk of labor shortages: Jet Contractors' business requires a high demand for technical skills, both in terms of management (engineers and technicians) and workers (welders, fitters, etc.). The company could therefore face the risk of a labor shortage. To alleviate this problem, the company has put in place a training policy for its staff, and has undertaken to set up its own training center in 2019.
Jet Contractors is also committed to the digitalization of its businesses, enabling it to anticipate future needs. The Group's industrialization also makes it possible to consider prefabrication for certain projects.
- Risk of accidents in the workplace: the nature of Jet Contractors' activities implies a risk of accidents in the workshops. The company strives to limit these risks by making continuous efforts to comply with safety regulations applicable to the profession. To this end, it has been awarded OSHAS 18001 accreditation for compliance with workplace safety standards. Jet Contractors is also covered by the various insurance policies in force in the sector (civil liability, all-risk construction insurance for works, third-party insurance for on-site and office personnel, and vehicle insurance).



DEPENDENCE ON PATENTS AND LICENSES

Jet Contractors' positioning as a general contractor and the diversity of its product range mean that it is not dependent on any particular marketing, distribution or manufacturing license.

SALES CONCENTRATION

Like all companies operating in the construction and public works sector, Jet Contractors may be directly or indirectly subject to structuring projects initiated by the State. However, thanks to its positioning as a benchmark player in its sector, Jet Contractors can capitalize on its sector expertise and geographical diversification, particularly in sub-Saharan Africa, to mitigate if not limit this type of risk.

RISKS RELATING TO OPERATING ASSETS NOT HELD BY THE COMPANY

Like any company operating in the construction sector, Jet Contractors was subject to a risk of assets needed for operations that could potentially partially hinder the smooth running of projects in progress, however thanks to the acquisition in 2019 of MCA, Jet Contractors has substantially limited this risk.

TECHNOLOGICAL EVOLUTION RISK

Like all capital-intensive sectors, the building and civil engineering industry is a sector in constant technological evolution, which can have a tangible impact on the effectiveness and efficiency of companies. However, thanks to a constant technological watch, combined with an investment effort, Jet Contractors can instead use technological leverage as a means of diversification. In fact, Jet Contractors was one of the first players in Morocco to introduce BIM into its businesses, and to implement plans for the digitalization of trades in order to migrate towards Industry.

ACCESS TO FINANCING RISK

Jet Contractors' development necessarily requires external financing. However, the company is diversifying its sources of financing in order to mitigate the risk that access to funding may represent. Jet Contractors finances itself through its own funds, lines of credit, the private debt market and customer advances.

INDEBTEDNESS RISK

Like other companies operating in the construction and public works sector, Jet Contractors relies on external debt to meet its operating needs. Nevertheless, the company makes every effort to keep its debt-related indicators under control.



DISCLAIMER

The above-mentioned information constitutes only part of the Information Package approved by the Moroccan Capital Market Authority (AMMC) on November 2, 2023, under reference VI/EM/030/2023.

The AMMC recommends reading the Information Package made available to the public in French, in its entirety.

