



MONITORING REPORT

REGIONAL OBSERVATORY FOR STRATEGIC MONITORING
AND TERRITORIAL INTELLIGENCE OF TANGIER-TETOUAN-AL HOCEÏMA

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INTRODUCTORY

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*M*ay confirms the continued transformation of the **Tangier-Tetouan-Al Hoceima Region**, driven by **stronger economic, logistics and territorial attractiveness**. The Region is further consolidating its position around Tanger Med, which now hosts **20 German companies**, representing more than **MAD 3 billion in investment, 10,000 direct jobs**, and nearly **MAD 9 billion in combined revenue**. This momentum is also supported by new industrial projects, including **EUR 28 million in investment and 900 planned direct jobs** for **SFC Automotive Solutions**, as well as a **USD 50 million investment announced by Recodeal**.

At the same time, the Region continues to **diversify its growth drivers through the expansion of tourism, infrastructure, healthcare, cultural heritage and public services**. While Tanger Med remains a major strategic asset, the gradual commissioning of **Nador West Med** also calls for anticipating shifts in the national and Mediterranean port landscape, as well as the emerging challenges and opportunities associated with competition and complementarity between the country's major port hubs.



The Region's strengthening position is accompanied by growing challenges related to competitiveness, skills development, and territorial resilience.



Rising German Investment and the Reshaping of the Regional Economic Landscape

Sustained Investment Momentum Across the Region in May

May 2026 was marked by sustained investment activity and the announcement of new business establishment projects across the Tangier-Tetouan-Al Hoceima Region. A total of five new foreign investment projects were announced in strategic sectors, including automotive, logistics, industrial equipment, recycling, and water treatment technologies. Together, these projects account for nearly 17 hectares of industrial land and reflect the Region's ability to attract diversified investment while reinforcing its position as the leading industrial and logistics hub in northern Morocco.

This momentum is underpinned by a mature industrial ecosystem built around the Region's port infrastructure, logistics platforms and industrial zones, providing investors with privileged access to both European and African markets. It also reflects a qualitative shift in the nature of incoming investment. Newly announced projects extend beyond traditional manufacturing activities to encompass higher value-added functions, including integrated logistics, industrial services, the circular economy and advanced industrial equipment. This gradual move up the value chain is strengthening regional value chains and enhancing synergies across the Region's industrial ecosystems.

Beyond the volume of investment, these projects are expected to generate significant structural benefits for the regional economy. Those for which details have already been disclosed represent investments amounting to several tens of millions of euros and US dollars and are expected to create at least 900 direct jobs, in addition to indirect spillover effects for subcontracting activities, logistics, industrial maintenance and business support services. This momentum is also expected to increase demand for technical and managerial skills while creating new opportunities for regional SMEs to integrate into industrial value chains.

The developments observed in May therefore reflect more than a simple increase in the number of investment projects. They point to a gradual transformation in the nature of the investments attracted by the Region. The expansion into new sectors, the diversification of investors' geographical origins, and the growing share of higher value-added activities are strengthening the resilience of the regional economy. This trend represents an opportunity to enhance the Region's long-term competitiveness, provided that local businesses are better integrated into emerging value chains, future human capital needs are anticipated, and the evolution of industrial ecosystems is effectively supported.

The Growing Presence of German Investors in the Region

May 2026 confirms the continued expansion of German investment in the Tangier-Tetouan-Al Hoceima Region, where the German industrial ecosystem is further consolidating its presence across the automotive, logistics and industrial sectors. This momentum builds on an already established industrial base.

built around an established industrial ecosystem comprising 20 German companies operating within Tanger Med, representing more than MAD 3 billion in cumulative investment, nearly 10,000 direct jobs, and approximately MAD 9 billion in combined revenue in 2025. These figures underscore the long-term integration of German manufacturers into the regional economy and their significant contribution to the performance of the Region's export-oriented industrial ecosystems.

In the logistics sector, the German group Dachser announced the strengthening of its operations in Morocco to support the expansion of its transport and logistics activities. This development is intended to enhance trade flows between Morocco and European markets by leveraging the logistics infrastructure connected to Tanger Med. Beyond facilitating trade, this expansion reinforces the Region's role as a regional distribution hub while fostering the integration of local operators into international logistics value chains.

This momentum is also reflected in the investment announced by SFC Automotive Solutions, a company within the portfolio of the German investment fund Mutares, which plans to establish a new industrial facility at Tanger Med. The project represents an investment of EUR 28 million on a 6-hectare site and is expected to create 900 direct jobs, with projected annual revenue of EUR 85 million. This investment will further strengthen the Region's automotive ecosystem by expanding production capacity for European vehicle manufacturers and suppliers, while creating new opportunities for local companies operating in subcontracting, industrial maintenance and technical services.

Beyond these projects, the economic exchanges fostered through Moroccan-German cooperation reflect a growing commitment to strengthening industrial partnerships between German companies and regional stakeholders. This momentum points to a gradual expansion of German investment in technology- and logistics-intensive sectors, accompanied by increasing demand for skilled talent in industrial production, engineering, supply chain management and maintenance.

Taken together, these developments confirm the growing prominence of the German industrial ecosystem in the Region. Beyond the investments themselves, this presence serves as a catalyst for industrial upgrading, knowledge transfer and deeper integration into European value chains. It also enhances the Region's international attractiveness while highlighting the importance of developing local skills and strengthening the integration of regional SMEs to maximize the economic benefits generated by these new investments.

GERMAN ECOSYSTEM AT TANGER MED



Investment Momentum Driven by a Diverse International Investor Base

Beyond the continued expansion of German investment, the Tangier-Tetouan-Al Hoceima Region is further demonstrating its ability to attract investors from a wide range of economic regions, reflecting the gradual diversification of its international partnerships. The projects announced in May highlight the growing interest of European, Asian and Latin American investors in the opportunities offered by the Region's industrial and logistics ecosystems.

In the field of the circular economy, the Chinese company Recodeal announced a USD 50 million investment to establish a facility dedicated to the recycling and recovery of industrial waste. The project addresses the growing environmental management needs of industrial zones while strengthening a segment of the regional industrial value chain that remains relatively underdeveloped. Beyond its environmental benefits, this investment is expected to foster the emergence of specialized services and create new opportunities for local companies engaged in industrial waste collection, treatment and recovery.

The Spanish company Fluidra also announced the establishment of a new industrial facility aimed at expanding its production capacity for swimming pool equipment and water treatment solutions. Operating in more than 47 countries, the Group reported EUR 564 million in revenue during the first quarter of 2026, underscoring its strong financial performance and international growth potential. Its investment in the Region reflects the territory's attractiveness to high value-added international companies and is expected to support the development of new industrial capabilities in technical equipment and water management solutions.

At the same time, investment prospecting initiatives involving Chilean stakeholders reflect the Region's ambition to broaden its economic partnerships beyond its traditional markets. This outreach contributes to diversifying the geographical origins of investment while enhancing the Region's international visibility among new investors seeking opportunities within Northern Morocco's industrial and logistics ecosystems.

The diversification of the investor base is therefore becoming an important driver of regional economic resilience. By broadening the range of sectors, source markets and technologies involved, it helps reduce dependence on a limited number of industrial value chains while supporting the gradual integration of new activities into the Region's industrial ecosystem. This trend also creates new growth opportunities for regional SMEs while generating increasing demand for skills in the fields of the circular economy, industrial technologies, water management and specialized business services.

A Momentum Reinforcing Northern Morocco's Logistics Positioning

The investments announced during May 2026 further reinforce the Tangier-Tetouan-Al Hoceima Region's position as Northern Morocco's leading industrial and logistics hub as Northern Morocco's leading industrial and logistics hub, driven by the ecosystem developed around Tanger Med.

The growing presence of German investors, the arrival of new international players, and the diversification of industrial sectors are further integrating the Region into Euro-Mediterranean value chains while strengthening its attractiveness to high value-added companies.

Beyond the establishment of new industrial facilities, this momentum reflects a deeper transformation of the Region's economic model. The expansion of industrial, logistics and specialized service activities is contributing to the diversification of international partnerships, enhancing the resilience of the regional economic ecosystem, and gradually reducing dependence on a limited number of industrial sectors. International analyses of the logistics dynamics in the Strait of Gibraltar further confirm the growing prominence of Morocco's port model, illustrating Tanger Med's increasingly strategic role in Euro-Mediterranean trade.

However, this trend also brings several strategic challenges for the Region. Sustaining its competitive advantage will depend on its ability to support industrial upgrading through a workforce equipped with the right skills, strengthen the integration of regional SMEs into emerging value chains, preserve the competitiveness of its industrial and logistics infrastructure, and anticipate shifts in the Mediterranean port landscape. In this context, the Region's challenge is no longer limited to attracting new international investment, but also to translating these investments into lasting benefits in terms of employment, innovation, value creation and territorial development.

IN THIS PERSPECTIVE, THREE LINES OF ACTION EMERGE:

1. Strengthening an Integrated Industrial and Logistics Ecosystem around Tanger Med

The concentration of new investments around Tanger Med confirms the strategic role of the port complex in driving the Region's economic attractiveness. To translate this competitive advantage into a lasting driver of territorial development, the Region could strengthen coordination among stakeholders across the regional investment and economic development ecosystem to improve the integration of logistics infrastructure, industrial land, and investor support services.

The strategic priorities set out in the Regional Development Programme (RDP) and the Regional Spatial Planning Scheme (SRAT) could be leveraged to prioritize investment in connectivity infrastructure, industrial zones and business support services, while promoting the development of higher value-added industrial and logistics activities.

Opportunity : Consolidate the Region's position as a leading industrial and logistics hub in the Western Mediterranean.

Key consideration : Preserve the competitiveness of the Region's infrastructure in the face of evolving international trade patterns and the growing prominence of other Mediterranean port hubs.

2. Strengthening the Diversification of Investment and International Partnerships

The investments announced during the month reflect a gradual diversification of the Region's investor base, marked by a stronger presence of European and Asian companies alongside emerging cooperation opportunities with Latin America. To build on this momentum, the Regional Investment Centre (CRI) could develop a targeted investment promotion strategy focused on sectors with the greatest value creation potential, including the circular economy, industrial services, water management technologies and advanced logistics.

Such an approach would help diversify the geographical origins of investment, attract projects that complement

existing industrial ecosystems, and strengthen the resilience of the regional economy in response to evolving global market dynamics.

Opportunity : Broaden the international investor base and foster the development of new high value-added industries.

Key consideration : Avoid excessive concentration of investment in a limited number of sectors or economic partners.

3. Maximizing the Territorial Benefits of International Investment

The growing inflow of international investment presents an opportunity to strengthen the Region's economic ecosystem over the long term. To maximize its benefits, the Region, in partnership with the Regional Investment Centre (CRI), could support the integration of regional SMEs into industrial value chains while aligning workforce skills with the needs of emerging industries through quality enhancement, certification, innovation, digitalization and training initiatives. Such an approach would help increase local value creation, strengthen business competitiveness and enhance workforce employability.

Opportunity : Maximize economic benefits, strengthen the competitiveness of regional SMEs, and ensure that future skills needs are met.

Key consideration : Avoid the limited integration of local businesses into emerging value chains and prevent skills shortages that could constrain future growth.

Sources :

- Les Échos Maroc, Tanger Med: Mutares Establishes Its Presence and Announces Further German Investments, 7 May 2026, [Press article](#).
- Cité des Métiers et des Compétences (CMC) Tanger-Tetouan-Al Hoceima, Morocco-Germany Thematic Meeting at the CMC Tangier-Tetouan-Al Hoceima, Institutional press release.
- L'Opinion, German Investments: Dachser, Bayer and LEONI Announce Major New Projects in Morocco, 15 April 2026, [Press article](#).
- Aujourd'hui le Maroc, Tanger Med: SFC Automotive Solutions Inaugurates a New Industrial Facility, 7 May 2026, [Press article](#).
- DRH.ma, Recodeal Invests USD 50 Million in a Plant in Tangier, 18 May 2026, [Press article](#).
- Médias24, Fluidra, the Global Leader in Swimming Pool Solutions, Plans to Establish Operations in Tangier, 6 May 2026, [Press article](#).
- Aujourd'hui le Maroc, As Part of the "Dried and Dehydrated Fruit Route": Chilean Companies Explore Investment Opportunities in Tangier, 6 May 2026, [Business press article](#).
- Médias24, Ceuta and Melilla: Spanish Military Report Highlights the Growing Strategic Importance of Northern Morocco, 21 May 2026, [Press article](#).



Larache

LARACHE : The Recovery of Potato Harvests Supports the Gradual Rebalancing of the Market

A Gradual Recovery Highlights the Need to Secure Agricultural Supply Chains



The gradual recovery of potato harvesting in Larache Province follows several weeks of disruption to the national market supply caused by the floods that affected northern Morocco earlier this year. As the country's main potato-producing area, Larache was directly impacted by these climatic events, which disrupted production volumes, cropping schedules and, consequently, overall market stability.

The resumption of harvesting is gradually improving market supply and easing the upward pressure on prices. However, the recovery remains gradual, as several flood-affected areas could not be replanted immediately. Newly cultivated plots are not expected to enter production until the end of May, extending the market's return to normal conditions and leaving supply vulnerable to short-term fluctuations in agricultural output.

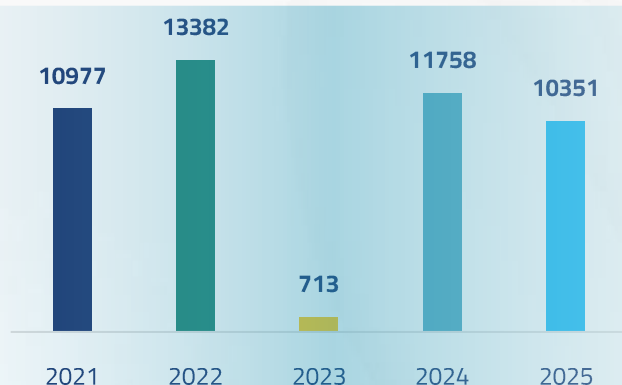
Beyond its short-term impact, this episode highlights the vulnerability of regional agricultural value chains to climate-related hazards and underscores the importance of strengthening the resilience of key production areas. Producers have stepped up technical crop monitoring to preserve yields and harvest quality, illustrating the need for the gradual adaptation of farming practices in response to the increasing frequency of extreme weather events. The recovery of potato harvesting also reaffirms the strategic role of Larache Province in supplying the national potato market. The disruptions experienced over recent months have demonstrated that changes in local production can have a direct impact on product availability, price levels and the overall balance of national supply. This situation underscores the importance of securing the long-term production capacity of strategic agricultural areas in order to strengthen the resilience of food value chains against future climate shocks.

A Strategic Sector Whose Performance Remains Closely Linked to Production Cycles

Potato export indicators confirm the strategic importance of this sector within Morocco's agricultural trade while highlighting its strong dependence on production conditions. After reaching USD 13.4 million in exports in 2022, the sector experienced a sharp decline in 2023 (USD 0.7 million) as a result of disruptions affecting the country's main production areas. Export performance recovered progressively in 2024 (USD 11.8 million) and 2025 (USD 10.4 million), although it has yet to return to pre-crisis levels. This trend demonstrates the sector's ability to recover while also highlighting that its competitiveness remains closely tied to the stability of agricultural production.

An analysis of early potato exports reveals a strong concentration of export volumes during the first export window (1 January -15 May), which consistently accounts for the majority of annual shipments. By contrast, export volumes recorded between 16 May and 30 June remain significantly lower and more volatile, reflecting a less consistent supply following the initial harvests. This pattern confirms that maintaining production continuity is essential to sustaining export performance, particularly in strategic agricultural areas such as Larache Province.

MOROCCO'S POTATO EXPORTS(USD thousand)



Trade balance data further reinforce this trend. Following an exceptional trade deficit of USD 1.7 million in 2023, the sector returned to a trade surplus in 2024 (USD 11.1 million), which was maintained in 2025 (USD 9.9 million). This improvement reflects the gradual recovery of export capacity while also highlighting that disruptions affecting key production areas can quickly impact export performance, product availability and the competitiveness of Moroccan potato exports.

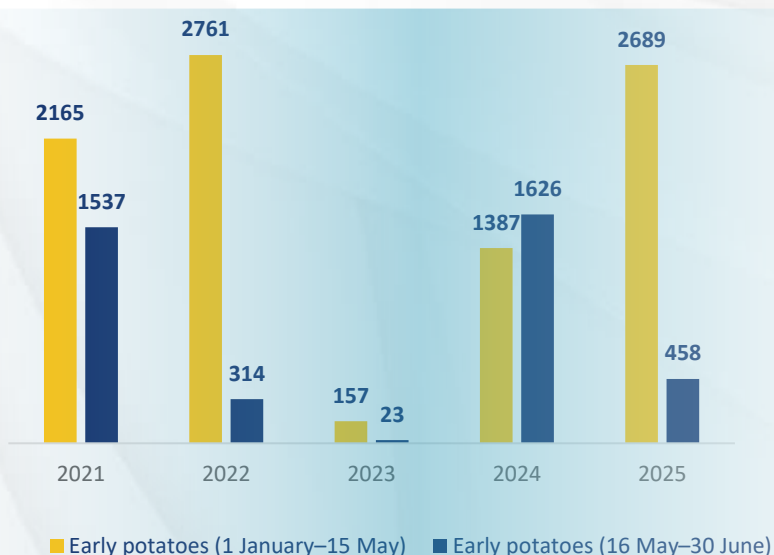
For the Tangier-Tetouan-Al Hoceima Region, and Larache Province in particular, these developments reaffirm the strategic role of the territory in maintaining the balance of Morocco's potato sector. The performance of local farms has a direct influence on domestic market supply, export capacity and the maintenance of a positive trade balance. The Region therefore represents a strategic pillar of the Kingdom's food security and agricultural competitiveness.

This trend presents a significant opportunity for the Region. The gradual recovery in exports confirms its potential to strengthen its position as a leading agricultural production area while creating opportunities to increase agricultural value creation, expand exports and enhance the attractiveness of its agri-food value chains.

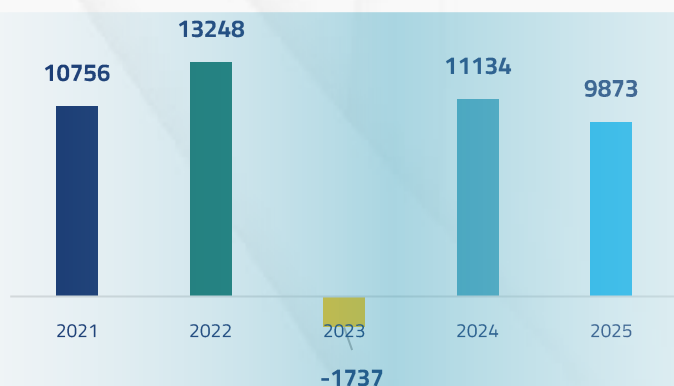
However, it also exposes several vulnerabilities. The high concentration of production in a limited number of agricultural areas, combined with the dependence of exports on the first harvests of the season, leaves the sector highly exposed to climate-related hazards and supply disruptions. Recent events have demonstrated that any disruption affecting production capacity in Larache Province can rapidly lead to lower export volumes, increased price volatility and a deterioration of the trade balance.

Over the medium term, the Region's ability to secure the long-term productivity of its key agricultural areas, strengthen the resilience of farming operations and ensure the continuity of harvests will be a key determinant of its contribution to national agricultural exports and of the sector's competitiveness in the face of increasing climate-related risks.

TREND IN EARLY POTATO EXPORT VOLUMES (2021–2025)



TRADE BALANCE OF MOROCCAN POTATO EXPORTS



IN THIS PERSPECTIVE, **THREE LINES OF ACTION EMERGE:**

1. Strengthening the Resilience of Strategic Agricultural Production Areas

The disruptions experienced in Larache Province demonstrated that a localized climate event can rapidly affect national market supply, price stability and export performance. To reduce this vulnerability, the Region could, within the framework of the Regional Development Programme (RDP), strengthen coordination with the Regional Directorate of Agriculture, the Gharb Regional Office for Agricultural Development (ORMVAG), the National Office for Agricultural Advisory Services (ONCA) and agricultural professional organizations to enhance prevention measures, agronomic monitoring and support for the most exposed farming operations.

The development of climate risk anticipation tools, strengthened technical assistance for producers and enhanced crop monitoring systems would help secure production continuity across strategic agricultural production areas.

Opportunity : Strengthen the long-term resilience of agricultural areas and secure market supply.

Key consideration : Increased exposure of major production areas to climate-related hazards could intensify supply disruptions and price volatility.

2. Strengthening Supply Continuity and Preserving Export Competitiveness

Fluctuations in export volumes and across successive marketing seasons demonstrate that production consistency remains a key determinant of the sector's competitiveness. To strengthen supply continuity, the Region could support, in partnership with the Regional Directorate of Agriculture, professional organizations, marketing operators and export support institutions, closer coordination of production schedules, supply monitoring and early warning mechanisms for emerging supply constraints.

Such an approach would improve market visibility for operators, help preserve export commitments and strengthen the sector's ability to supply both domestic and international markets on a more consistent basis.

Opportunity : Consolidate the Region's position as a strategic agricultural production area and strengthen the competitiveness of Moroccan agricultural exports.

Key consideration : Persistent supply instability could weaken market opportunities, reduce export competitiveness and increase market volatility.

3. Leveraging the Region's Strategic Role in Food Security and Agricultural Value Chains

The developments observed in Larache Province highlight the pivotal role of the Region's agricultural areas in maintaining the balance of national markets. This position provides the Region with an opportunity to strengthen its role in structuring agricultural value chains and securing the national food supply.

In this context, the Region could, through the Regional Development Programme (RDP), support initiatives aimed at enhancing strategic agricultural value chains, promoting the modernization of farming operations, and fostering stronger integration between production, storage, logistics and marketing. Such an approach would help increase value creation within the Region while strengthening the economic resilience of its agricultural production areas.

Opportunity : Increase regional value creation and reinforce the Region's role in national agricultural supply chains.

Key consideration : Insufficient modernization of infrastructure and value chain organization could limit local economic benefits despite the Region's strong agricultural potential.

Sources :

- [Le Matin, Larache Revives Potato Production Following the Floods, 8 May 2026, Press article.](#)
- [International Trade Centre \(ITC\) – Trade Map, Morocco's Potato Exports \(HS Code 070190\), Real-time data, International trade statistics database.](#)
- [International Trade Centre \(ITC\) – Trade Map, Morocco's Potato Trade Balance \(HS Code 070190\), Real-time data, International trade statistics database.](#)

KEY STATISTICS

Al Hoceima : Strengthening Territorial Connectivity and Improving Access to Mountainous Areas

Al Hoceima Province is accelerating the modernization of its road network through several strategic infrastructure projects aimed at improving mobility and reducing the isolation of mountainous communities. The programme includes the upgrading of two sections of National Road No. 2, linking Al Hoceima to Chefchaouen via Targuist and Issaguen, over a total distance of approximately 23 km. Other strategic road sections have reached completion rates of 30% to 40%, while five additional projects have been launched in rural mountainous municipalities. At the same time, new investments estimated at MAD 100 million are being prepared to develop roads, engineering structures and road safety infrastructure. These projects are expected to strengthen connectivity between the provinces of the Tangier-Tetouan-Al Hoceima Region, reduce travel times and enhance the territorial attractiveness of previously underserved areas

Source : Medi1News, MAD 230 Million Allocated to Strengthen the Road Network in Al Hoceima Province, 2 May 2026, Audiovisual news portal.

MAD 230 million

Mobilized to strengthen the road network

23 km

Planned along National Road No. 2

Tourism Momentum Accelerates in the Tangier-Tetouan-Al Hoceima Region

After welcoming 19.8 million tourists in 2025 (+14%), Morocco continued its tourism growth in 2026, recording 7.7 million tourist arrivals by the end of May (+7%), including 1.7 million arrivals in May alone. This momentum is also benefiting the Tangier-Tetouan-Al Hoceima Region, whose enhanced connectivity, diversified tourism offering and the upcoming Marhaba Operation, major events and international milestones position it to capture a growing share of tourist flows.

This trend presents an opportunity to further strengthen the Region's tourism attractiveness and value creation while highlighting the need for continued investment in infrastructure, accommodation capacity and service quality to sustainably enhance the destination's competitiveness.



+14 %

Growth in tourist arrivals

45,000

New tourist accommodation beds

Source : La Vérité, Fatim-Zahra Ammor Presents a Strong Initial Assessment of the 2023–2026 Tourism Roadmap, 2 May 2026, Press article.

Tetouan: International Support Strengthens Heritage Preservation and Traditional Crafts

The city of Tetouan has secured EUR 780,000 in Spanish funding to support the rehabilitation of its medina, the preservation of its urban heritage and the promotion of traditional craftsmanship. Of this amount, EUR 700,000 will be allocated to the Protec Maroc 2025 project dedicated to the leather industry, while EUR 80,000 will finance landscape enhancement and urban regeneration initiatives. This cooperation strengthens the cultural and tourism attractiveness of the Tangier-Tetouan-Al Hoceima Region while positioning heritage and traditional crafts as key drivers of territorial development, value creation and local economic growth.

Source : Les Échos Maroc, Historic Heritage: Tetouan Secures €780,000 in Spanish Funding to Rehabilitate Its Medina, 12 May 2026, Press article.

EUR 780,000

Spanish funding

Inflation: Moderate Price Growth Across the Region's Main Urban Centers

In April 2026, the Consumer Price Index (CPI) increased by 0.4% nationwide, driven by higher prices for non-food products (+1.2%), particularly fuels (+21.8%). Within the Tangier-Tetouan-Al Hoceima Region, Tetouan and Al Hoceima each recorded a 0.9% increase, compared with 0.2% in Tangier. These disparities reflect varying levels of exposure to inflationary pressures across the Region, with potential implications for household purchasing power, transport costs and economic attractiveness. They also underscore the importance of monitoring changes in the cost of living to better anticipate territorial vulnerabilities.

Source : High Commission for Planning (HCP), Morocco, Consumer Price Index (CPI) – April 2026, May 2026, Official statistical report.

+ 0.9 %

CPI increase in Tetouan and Al Hoceima (April 2026)

Labor Market: EMO2026 Highlights the Need to Align Skills with Investment Trends

The High Commission for Planning's (HCP) new Labor Force Survey (EMO2026) reports a national unemployment rate of 10.8% in the first quarter of 2026, rising to 29.2% among young people aged 15 to 24. By contrast, the Tangier-Tetouan-Al Hoceima Region records an unemployment rate of 7.3% and a labor force participation rate of 46.4%, among the highest in the Kingdom. These findings reflect the Region's strong economic momentum while highlighting the need to better align education and training with the requirements of industrial and logistics investments in order to meet growing demand for skilled workers and support youth employment.



10.8% National unemployment rate

7,3 %

Unemployment rate in the TTA Region

Source : High Commission for Planning (HCP), Morocco, Information Note on the Labour Market Situation in Morocco, 2026, Official statistical report.

NEWS IN BRIEF

BRIEF OVERVIEW OF THE MAJOR POLITICAL, ECONOMIC, SOCIAL, AND ENVIRONMENTAL DEVELOPMENTS

ECONOMIC DEVELOPMENT

DUBAG's Acquisition of the JTEKT Plant: A Signal of Industrial Restructuring for the Regional Automotive Ecosystem

The acquisition of the JTEKT plant at Tanger Automotive City by the German investment fund DUBAG forms part of an international restructuring operation involving seven automotive subsidiaries of the Japanese JTEKT Group. This transaction takes place against the backdrop of a profound transformation of the global automotive industry, driven by the acceleration of vehicle electrification, the evolution of value chains, rising competitiveness requirements and strategic portfolio adjustments by leading international automotive suppliers. While no reduction in operations or workforce has been announced at this stage, the transaction represents a strategic signal that extends well beyond a simple change in ownership of the Tangier facility.

Located within Tanger Automotive City, the plant is a major industrial asset within the Region's automotive ecosystem. Developed through an investment of nearly MAD 220 million, it has an annual production capacity of approximately 230,000 electric power steering systems and generated more than MAD 4.18 billion in cumulative revenue over the past three fiscal years. Its inclusion within the acquired industrial portfolio underscores the strategic importance of the Tangier site to the Group's European operations while marking the beginning of a new phase whose future direction will depend on the industrial and financial strategy of its new shareholder.

Beyond the specific case of JTEKT, this transaction illustrates the structural transformations reshaping the global automotive industry. Asset disposals, corporate restructuring and industrial portfolio realignments are expected to become more frequent in the coming years as technological change continues to reshape the sector. For the Tangier-Tetouan-Al Hoceima Region, home to nearly 120 automotive operators, this development highlights the need to strengthen the Region's capacity to anticipate international industrial restructuring that could affect value chains, supplier relationships, skills requirements and investment strategies across the automotive ecosystem.

The transaction also reflects the Region's ability to support the transformation of its industrial base. While activities related to electric systems, embedded electronics and mobility technologies appear well positioned to benefit from ongoing market developments, more traditional manufacturing segments may become increasingly exposed to future restructuring. The Region's ability to support this process of industrial upgrading will therefore be a key factor in preserving its attractiveness and strengthening the resilience of its automotive ecosystem.

Sources:

- [Tanger Med Group](#)
- [DUBAG Group](#)
- [Ministry of Industry and Trade \(MIC\), JTEKT Inaugurates Its New Plant at the Tanger Med Industrial Platform, Official ministerial press release.](#)
- [Barlamane, Japanese Automotive Manufacturer JTEKT Transfers Its Tangier Plant, 31 May 2026, Press article.](#)

Key Considerations for Regional Action

Beyond the change in ownership, this transaction highlights the need to strengthen economic intelligence and industrial foresight mechanisms in order to support the ongoing transformation of the automotive sector. It also underscores several strategic challenges requiring coordinated action from regional stakeholders to preserve the Region's competitiveness, safeguard existing investments and support the evolution of the automotive ecosystem.

Risks to anticipate : DUBAG's strategy for the Tangier site should be closely monitored, particularly with regard to future investment plans, the plant's industrial positioning, production volumes, workforce levels and customer portfolio. More broadly, the transaction highlights that international restructuring can have significant implications for regional supplier networks, skills requirements and the stability of certain industrial segments, even where no immediate operational impact is observed.

Opportunities to seize : The acquisition of the site by an investor specializing in the transformation of industrial assets may create opportunities to modernize operations, enhance competitiveness and consolidate Tangier's industrial base. It also provides an opportunity to strengthen the Region's position in higher value-added automotive segments, including electric systems, automotive electronics, smart components and next-generation mobility technologies.

Stakeholders to mobilize : The Regional Council, the Regional Investment Center (CRI TTA), Tanger Med Zones, industrial zone managers, automotive industry associations, training institutions and the companies concerned could strengthen their coordination to closely monitor developments across the regional automotive ecosystem and anticipate future investment, skills and industrial support needs.

Actions to consider : The Region could establish a monitoring mechanism for major strategic automotive suppliers in order to detect early signs of industrial restructuring or strategic realignment. Close dialogue with the new shareholder would also help improve visibility on the site's future development plans while promoting the Region's competitive advantages in future investment decisions. Finally, strengthening efforts to attract investment in next-generation automotive technologies would help reinforce the resilience and industrial upgrading of the regional automotive ecosystem in response to the sector's ongoing transformation.

Strengthening the Business Environment in the Tangier-Tetouan-Al Hoceima Region

The Regional Investment Center (CRI) of the Tangier-Tetouan-Al Hoceima Region and the Business Mediation Center of the French Chamber of Commerce and Industry in Morocco (CFCIM) have signed a partnership agreement aimed at strengthening alternative dispute resolution mechanisms for investment-related disputes. The initiative seeks to promote mediation and conciliation as tools for improving the business environment and enhancing legal certainty for economic stakeholders. The agreement also includes awareness-raising and training initiatives designed to promote best practices among businesses and further strengthen the Region's attractiveness to investors.

Source: Les Échos Maroc, Tangier-Tetouan-Al Hoceima: The Regional Investment Center and the Business Mediation Center Join Forces, 15 May 2026, Business press article.

Strengthening the Digitalization of Foreign Trade Around Tanger Med

The launch of the Moroccan Foreign Trade Procedures Portal marks a new milestone in the Kingdom's logistics and administrative modernization, with particular significance for the port infrastructure of the Tangier-Tetouan-Al Hoceima Region, especially Tanger Med.

The platform is designed to simplify and digitize import and export procedures by strengthening interoperability among public authorities, port stakeholders and other entities involved in foreign trade. This initiative reinforces the Region's strategic position as a national and regional hub for international trade while improving logistics efficiency, enhancing the competitiveness of exporting companies and streamlining services related to foreign trade.

Sources: Food Magazine, Foreign Trade: Official Launch of Morocco's Foreign Trade Procedures Portal, 19 May 2026, Trade press article.

Modernizing Agricultural Infrastructure in Tetouan Province

Tetouan Province is advancing a new phase of agricultural modernization through the launch of several strategic projects aimed at strengthening the economic attractiveness and competitiveness of rural areas. The investments include improvements to connectivity through the Green Belt Road, the modernization of agricultural logistics networks, and the development of infrastructure dedicated to livestock production and poultry processing. These projects are expected to improve agricultural marketing conditions, strengthen sanitary standards and create new local economic opportunities across the Tangier-Tetouan-Al Hoceima Region.

Sources: L'Opinion, Tetouan: El Bouari Launches Several Strategic Projects to Modernize Agriculture, 3 May 2026, Press article.



Key Considerations for Regional Action

The launch of the Moroccan Foreign Trade Procedures Portal creates new opportunities for the logistics and port ecosystem of the Tangier-Tetouan-Al Hoceima Region, particularly around Tanger Med. Beyond the modernization of import and export procedures, this initiative raises several operational and strategic considerations for regional action, particularly in terms of business support, institutional coordination and logistics competitiveness.

Risks to anticipate : Differences in companies' levels of digital maturity and delays in the integration of the relevant public administrations could limit the portal's operational impact. As the platform expands, ensuring the security of data exchanges and digital processes will also remain a key priority.

Opportunities to seize : This initiative provides the Region with an opportunity to further strengthen its role as a Euro-Mediterranean logistics and trade hub. It can also enhance the Region's attractiveness to investors and facilitate the integration of regional businesses into global value chains.

Stakeholders to mobilize : Coordinated action among port authorities, customs services, professional chambers, exporters' associations, logistics operators and business support organizations will be essential to ensure the effective deployment and widespread adoption of the portal across the Region.

Actions to consider : Strengthening regional support mechanisms for the digital transformation of exporting companies appears strategic, alongside the development of awareness-raising and training initiatives focused on the new digital tools supporting foreign trade.

INFRASTRUCTURE, MOBILITY AND LOGISTICS

Strengthening Freight Transport Infrastructure in Tangier

The city of Tangier continues to improve its urban logistics system through a project to develop parking and staging areas for heavy goods vehicles, supported by an investment of more than MAD 11.61 million. The project forms part of the city's broader program to expand its video surveillance and traffic management network in public spaces, with the aim of improving traffic flow, enhancing road safety and supporting the growing logistics flows driven by the Region's economic development.

Sources: Construction of a Parking Area and Truck Rest Stops in Tangier, 7 May 2026, Local news outlet.

Deployment of a New Urban Public Transport Network in Tetouan

Tetouan Province has launched a new urban and suburban public transport fleet comprising 125 buses equipped with modern technologies under a 10-year delegated management contract. The network will serve 19 municipalities across the provinces of Tetouan, Fahs-Anjra and M'diq-Fnideq, with the objective of improving the quality of public transport services, accessibility and mobility throughout the Tangier-Tetouan-Al Hoceima Region. By the end of the year, the fleet will be expanded with 69 additional minibuses, bringing the total number of vehicles to 194 buses

Sources: H24 Info, Tetouan: New Urban Bus Fleet Enters Service, 3 May 2026, Press article.



Completion of the Green Belt Road in Tetouan

Construction of the Green Belt Road in Tetouan has reached more than 98% completion, with the commissioning of this strategic infrastructure expected in the near future. Financed with an investment of MAD 28 million, the 1-kilometer road is designed to improve access to several rural areas, enhance access to public services and facilitate the transport of agricultural products. The project is also expected to ease urban traffic congestion while strengthening the economic and tourism integration of the Region's surrounding areas.

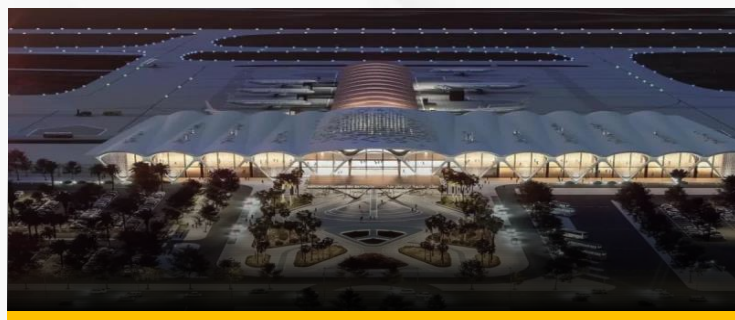
Sources: Walaw Press, Tetouan: Green Belt Road Nearly Complete, Opening Expected Soon, 17 May 2026, News agency / News aggregator.



Strengthening the Logistics Ecosystem Around Tanger Med

La Voie Express Group is developing a new 10,000 m² logistics platform within Medhub, the logistics zone of Tanger Med. Scheduled to become operational in the third quarter of 2026, the facility will centralize warehousing, customs clearance and shipping operations at a single site, helping optimize lead times and improve the efficiency of logistics chains. Spanning more than 200 hectares, Medhub continues to strengthen the logistics attractiveness and international connectivity of the Tangier-Tetouan-Al Hoceima Region, further enhancing its appeal to both domestic and international businesses.

Source: Les Échos Maroc, La Voie Express Establishes Operations at Tanger Med and Strengthens Its End-to-End Logistics Offering, 12 May 2026, Press article.



Strategic Expansion of Tangier Ibn Battouta Airport

The expansion of Tangier Ibn Battouta Airport marks a new milestone in strengthening the airport infrastructure of the Tangier-Tetouan-Al Hoceima Region. With an estimated investment of MAD 1.9 billion, the project includes the construction of an additional 55,000 m² of facilities, increasing the airport's annual passenger capacity to nearly 7 million travelers. This modernization is designed to accommodate growing air traffic, enhance service standards and reinforce Tangier's position as the leading air transport hub in northern Morocco.

Source: Bladi.net, Tangier Prepares a Major Airport Expansion to Welcome the World by 2030, 7 May 2026, Press article.

Key Considerations for Regional Action

The expected increase in air traffic will require coordinated upgrades to mobility infrastructure, urban services and tourism accommodation capacity in and around Tangier. Another key challenge will be ensuring effective integration between airport, port and logistics infrastructure to deliver seamless and efficient regional connectivity.

Risks to anticipate : The rapid growth in passenger flows could place additional pressure on road networks, urban infrastructure and transport services if supporting infrastructure does not expand at the same pace. Delays in complementary infrastructure projects could also reduce the expected economic benefits of the airport expansion.

Opportunities to seize : The airport expansion creates significant opportunities for the development of international tourism, business travel and high value-added investment. It also strengthens the Region's position as a strategic gateway between Europe, Africa and the Mediterranean Basin. In preparation for the 2030 FIFA World Cup, the project represents a strategic lever to expand passenger capacity and enhance air connectivity in northern Morocco while accommodating the expected increase in tourism and event-related travel.

Stakeholders to mobilize : Close coordination among local authorities, the National Airports Office (ONDA), tourism operators, transport providers, port authorities, private investors and training institutions will be essential to support the airport's expansion and maximize its regional economic impact.

Actions to consider : Strengthening transport links serving the airport, accelerating urban mobility projects and developing a tourism and logistics offering aligned with future demand should be prioritized to support the sustainable growth of regional air traffic.

SOCIAL SERVICES AND HEALTHCARE

Strengthening Social Support for Vulnerable Populations in Larache

Local authorities in Larache conducted a field operation to support people experiencing homelessness, in coordination with the National Mutual Aid Agency (Entraide Nationale), the Auxiliary Forces and civil society organizations. The initiative provided assistance to 14 individuals living in vulnerable conditions, including referrals to healthcare facilities and support for the return of some beneficiaries to

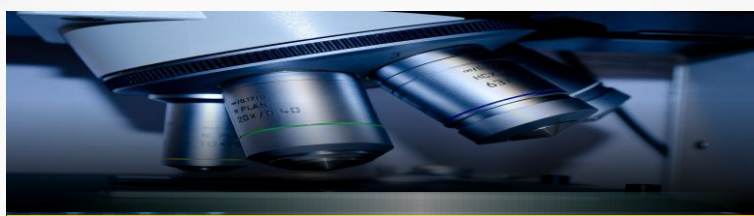
their cities of origin. The operation forms part of a broader social approach aimed at strengthening support and assistance mechanisms for vulnerable populations.

Sources: [Campaign in Larache to Support Homeless People and Provide Access to Healthcare](#), 15 May 2026, Arabic-language local online news outlet.

Strengthening Specialized Oncology Services in Tangier

Oncorad Group has inaugurated a new Nuclear Medicine Department at its oncology clinic in Tangier, further strengthening the Region's capacity to provide specialized cancer care. The new facility is equipped with advanced medical technologies, including a PET scanner, a high-sensitivity gamma camera, and a radioiodine therapy unit featuring two rooms that comply with radiation protection standards. This expansion of medical capacity improves access to specialized healthcare services and reinforces the Region's position as an advanced healthcare hub in northern Morocco.

Source: [Les Échos Maroc, Tangier: Oncorad Group Opens a Nuclear Medicine Department](#), 11 May 2026, Press article.



Preventive Health Surveillance in Response to Hantavirus in Northern Morocco

Moroccan health authorities have strengthened preventive monitoring and surveillance measures in response to Hantavirus, following confirmed cases reported in Europe and the United States. In the Tangier-Tetouan-Al Hoceima Region, several awareness and coordination meetings have been held to assess international epidemiological developments and reinforce the preparedness of health institutions. Particular attention has been given to the Region's port and airport infrastructure, especially in Tangier, as part of enhanced public health surveillance and prevention measures. The authorities have nevertheless confirmed that the risk of the virus being introduced into Morocco remains "very low to near zero," while maintaining ongoing monitoring and preventive surveillance efforts.

Source: [Hespress FR, Hantavirus: Morocco Reassures the Public as the Risk Remains "Close to Zero"](#), 11 May 2026, Press article.

Key Considerations for Regional Action

Strengthening public health surveillance mechanisms across the northern Kingdom's port and airport areas requires continuous coordination among health authorities, territorial authorities and international transport operators to ensure a rapid and effective response to emerging public health risks.

Risks to anticipate : The growing volume of international passenger flows, particularly through the Region's ports and airports, may increase exposure to imported public health risks. In addition, extensive media coverage of health alerts could generate public concern or operational disruptions if communication and prevention mechanisms are not sufficiently coordinated.

Opportunities to seize : This preventive mobilization provides an opportunity to strengthen the Region's long-term capacity for public health surveillance and health risk management at its strategic points of entry. It can also enhance health coordination mechanisms, further develop epidemiological surveillance systems and reinforce confidence in the ability of regional institutions to anticipate and manage sensitive public health situations.

Stakeholders to mobilize : Coordinated action among regional health authorities, port and airport authorities, security services, territorial authorities, hospitals and civil protection services will be essential to ensure the effectiveness of prevention and public health surveillance measures.

Actions to consider : Strengthening regional epidemiological surveillance mechanisms, improving interinstitutional coordination protocols, and expanding awareness-raising and operational preparedness initiatives should be prioritized to further enhance the Region's public health resilience.

CULTURE, HERITAGE AND INTERNATIONAL OUTREACH

Strengthening Tangier's Cultural Positioning Following Its Designation as a UNESCO Creative City of Literature

Six months after joining the UNESCO Creative Cities Network in the Literature category, Tangier continues to strengthen its cultural and literary identity through a range of initiatives led by local cultural institutions and stakeholders. This international designation, announced in October 2025 as part of a network now comprising 408 cities across more than 100 countries, enhances the cultural outreach of the Tangier-Tetouan-Al Hoceima Region while showcasing its intellectual heritage, cultural diversity and historic role as a center for exchange and creativity. This momentum is further supported by literary events, cultural programs and public engagement initiatives, alongside the development of cultural infrastructure, including the "Iqraa" Media Library, which covers nearly 7,500 m².

Sources: Six Months After UNESCO Recognition: How Has Tangier Built on Its Designation as a City of Literature?, 15 May 2026, Press article.

Strengthening Cultural Exchanges Between the Tangier-Tetouan-Al Hoceima Region and China

The Tangier-Tetouan-Al Hoceima Region welcomed a Chinese delegation from Fujian Province to showcase the Region's cultural and heritage assets. The visit highlighted the richness of the Region's tangible and intangible heritage, as well as ongoing efforts to rehabilitate its medinas, restore historic sites and develop cultural infrastructure. This initiative reflects the strengthening of Morocco-China cultural relations and opens new opportunities for cooperation in the creative industries, cultural exchanges and the international promotion of the Region's heritage.

Source: Chinese Delegation Explores the Cultural Potential of Morocco's Northern Region, 7 May 2026, Press article.

Key Considerations for Regional Action

Expanding international cultural cooperation requires a structured and long-term approach to transform institutional exchanges into tangible partnerships, cultural promotion initiatives and projects that enhance the economic value of the Region's heritage.

Risks to anticipate : The absence of effective follow-up mechanisms or jointly coordinated programs could limit the long-term impact of these initiatives. In addition, the fragmentation of cultural initiatives across multiple institutions may reduce the overall international visibility of the Region's cultural offering.

Opportunities to seize : These initiatives provide an opportunity to strengthen the Region's international cultural outreach and foster new partnerships in the fields of heritage, creative industries and cultural tourism. They can also enhance the promotion of historic medinas, regional cultural events and artistic exchanges as drivers of territorial attractiveness and cultural diplomacy.

Stakeholders to mobilize : Coordinated action among the Regional Council, local authorities, cultural institutions, tourism operators, universities, civil society organizations and diplomatic missions will be essential to establish long-term cultural partnerships and strengthen the Region's international visibility.

Actions to consider : Developing a regional strategy for international cultural cooperation, while expanding cultural exchanges, international events and heritage promotion initiatives, would further enhance the Region's cultural outreach.



SPORT

The International Tour of the North Strengthens the Region's Sports and Tourism Profile

The 4th International Tour of the North brought together Moroccan and international cycling teams over five days across several cities in the Tangier-Tetouan-Al Hoceima Region, including Ksar Sghir, Oued Laou, Al Hoceima, Chefchaouen, Ouezzane and Tangier. Organized with the support of the Regional Tourism Council of Tangier-Tetouan-Al Hoceima (CRTTA), the event forms part of the Region's strategy to promote sports tourism as a driver of territorial attractiveness and destination development. This edition marked a new milestone in the event's internationalization, with the participation of teams affiliated with the Union Cycliste Internationale (UCI) representing several European and Arab countries. Beyond the sporting competition itself, the Tour showcased the Region's Mediterranean coastline, mountain landscapes and natural heritage while increasing the visibility of the host territories among national and international audiences. This momentum reflects the growing role of sporting events as drivers of territorial promotion. By stimulating local activity, promoting regional destinations and diversifying the tourism offering, events of this kind enhance the attractiveness of the Tangier-Tetouan-Al Hoceima Region. They also provide an opportunity to strengthen the Region's position in the sports tourism market ahead of the major national and international events that Morocco is preparing to host.

et internationales que s'apprête à accueillir le Royaume.

Source: Le New, International Tour of Northern Morocco: 4th Edition Kicks Off in Ksar Sghir, 14 May 2026, Press article.

Tangier to Host the 2026 Optimist World Championship with Participants from 73 Countries

Tangier will host the 2026 Optimist World Championship from 18 to 28 June, bringing together delegations from 73 countries. The international event highlights the city's maritime heritage and cultural openness while reinforcing Tangier's position as a

Mediterranean sports destination capable of hosting world-class competitions that meet international standards. The championship is expected to generate significant economic activity across the tourism, hospitality, transport and services sectors, further supporting the Region's attractiveness and international visibility.

Source: Tangier to Host the Optimist World Championship 2026 with the Participation of 73 Countries, 7 May 2026, Press article.

HIGHER EDUCATION, RESEARCH AND INNOVATION

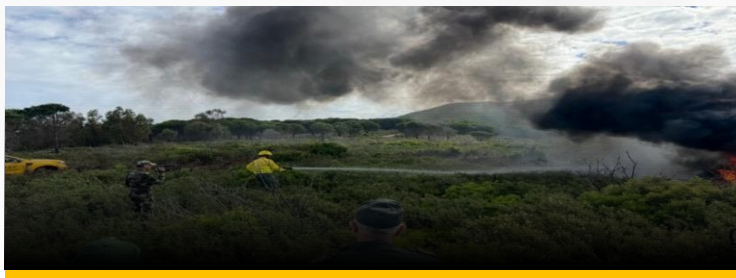
Al Hoceima Strengthens Its Scientific Positioning in Artificial Intelligence and Applied Mathematics

Al Hoceima hosted the 4th International Conference on Artificial Intelligence and Applied Mathematics (JIAMA'26), organized by the National School of Applied Sciences. The scientific conference brought together nearly 120 Moroccan and international researchers, experts and academics to discuss key issues related to artificial intelligence, data science, mathematical modeling, and the energy and environmental transitions.

Through this event, the Tangier-Tetouan-Al Hoceima Region is strengthening its visibility within international academic and scientific networks while reinforcing its role in Morocco's national innovation ecosystem, digital transformation agenda and the development of advanced technologies under the Morocco Digital 2030 strategy and the country's sustainable development objectives.

Source: Walaw Press, Al Hoceima Hosts the JIAMA'26 Conference on Artificial Intelligence and Applied Mathematics, 13 May 2026, Press article.

ENVIRONMENT, RISK PREVENTION AND TERRITORIAL RESILIENCE



The Tangier-Tetouan-Al Hoceima Region Hosted the National FOREX'26 Wildfire Response Exercise

The Dar Chaoui forest, located in Tangier Prefecture, hosted the FOREX'26 national simulation exercise dedicated to the integrated management of wildfires. Organized ahead of the summer season, this strategic exercise brought together more than 200 professionals from several national institutions and involved the deployment of both ground and aerial resources, including Canadair and Turbo Thrush aircraft.

The exercise tested early warning systems, interinstitutional coordination mechanisms and emergency response capabilities under realistic operational conditions.

Through this initiative, the Tangier-Tetouan-Al Hoceima Region reinforces its role in strengthening Morocco's national capacity for environmental risk prevention and the protection of forest ecosystems against the impacts of climate change.

Source: [La Relève, Forest Fires: Morocco Strengthens Its Preparedness Through the FOREX'26 Realistic Wildfire Simulation Exercise, 7 May 2026, Press article.](#)

Coastal Water Quality : A Strategic Issue for the Attractiveness of the Tangier-Tetouan-Al Hoceima Coastline

The National Report on Coastal Water Quality and Beach Sand Quality for 2025, presented during the national conference held on 31 March 2026, highlights the continued improvement in the environmental quality of Morocco's coastline. The national monitoring program covered 204 beaches, representing 498 monitoring stations, and found that more than 95% of monitored beaches meet microbiological water quality standards, while non-compliant monitoring stations account for only 4.72% of the total. The report also highlights a more than 25% reduction in marine litter between 2021 and 2025, while emphasizing that land-based pollution and plastic waste remain the main drivers of coastal degradation.

For the Tangier-Tetouan-Al Hoceima Region, these findings represent a strategic consideration ahead of the summer season and Operation Marhaba, amid rising tourist flows and

the growing attractiveness of the Mediterranean coastline. Coastal water quality is a key factor in the competitiveness of the Region's seaside destinations, directly influencing the destination's image, tourist arrivals and the economic benefits generated by tourism-related activities.

These positive developments provide an opportunity to further strengthen the Region's position as a leading seaside destination. They also underscore the need to continue investing in wastewater management, waste management, coastal ecosystem conservation and public awareness initiatives in order to reduce the public health and environmental risks that could undermine the long-term attractiveness of the Region's coastline.

Source: [Médias24, Moroccan Beaches: More Than 95% of Coastal Waters Meet Quality Standards, 1 April 2026, Press article.](#)

Key Considerations for Regional Action

Strengthening the Region's resilience to wildfires requires continuous coordination among prevention measures, rapid response capabilities and public awareness initiatives targeting communities exposed to environmental risks.

Risks to anticipate : Increasing heatwaves and growing pressure on forest ecosystems heighten the risk of rapidly spreading wildfires, particularly in the Region's mountainous and hard-to-reach areas.

Opportunities to seize : This exercise provides an opportunity to strengthen the Region's environmental emergency management capabilities and enhance the integration of surveillance technologies, early warning systems and aerial coordination mechanisms. It also reinforces the Region's position as a leading territory for national climate resilience strategies and the protection of natural resources.

Stakeholders to mobilize : Coordinated action among territorial authorities, forest services, civil protection authorities, security services, local authorities, environmental research institutions and civil society organizations will be essential to strengthen the effectiveness of wildfire prevention and response mechanisms.

Actions to consider : Developing regional environmental monitoring systems, improving access infrastructure to vulnerable forest areas, and expanding public awareness and wildfire prevention programs should be prioritized to strengthen the Region's long-term capacity to manage wildfire risks.

MARHABA OPERATION 2026

Strengthening Preparations for Operation Marhaba 2026 in Tangier

The Morocco–Spain Joint Transit Commission met in Tangier to finalize the operational arrangements for Operation Marhaba 2026. Preparations focused on enhancing traffic flow, security and reception capacity across port and airport infrastructure through coordinated efforts between the Moroccan and Spanish authorities. This strategic operation, which also involves the Mohammed V Foundation for Solidarity and Moroccan consular services abroad, reaffirms the central role of the Tangier-Tetouan-Al Hoceima Region in managing transit flows between Europe and Morocco during the summer period.

Source : [Le Matin, Marhaba 2026: Moroccan-Spanish Joint Transit Commission Meets in Tangier, 6 May 2026, Press article.](#)



Tanger Med's Logistics Positioning Supports the Expansion of Operation Marhaba

Morocco has risen to 20th place globally in the 2026 Liner Shipping Connectivity Index (LSCI) published by UNCTAD, with a score of 259.33 points. This progress reflects the growing strength of the country's port infrastructure, particularly Tanger Med, which has become one of the leading logistics hubs in the Mediterranean and across the African continent. This achievement further strengthens the Tangier-Tetouan-Al Hoceima Region's capacity to accommodate the increase in maritime traffic associated with Operation Marhaba, while reinforcing its role as a strategic gateway between Africa and Europe.

Source : [Report: Morocco Enters the World's Top 20 for Maritime Connectivity, 15 May 2026, Press article.](#)

Strengthening Maritime Connections Between Marseille and Tanger Med for Operation Marhaba 2026

The shipping company “La Mériidionale” has expanded its summer service on the Marseille–Tanger Med route as part of Operation Marhaba 2026, offering fare discounts of up to 40%. This initiative aims to facilitate travel for Moroccans living abroad (MREs) by improving fare affordability and enhancing the overall travel experience. Onboard services, including family-friendly spaces, dedicated passenger amenities and entertainment activities, further enhance the attractiveness of the maritime connections linking the Tangier-Tetouan-Al Hoceima Region with major European ports.

Source : [Maghreb Maritime, Marhaba 2026: La Mériidionale Offers Discounts of up to 40% on the Marseille–Tanger Med Route, 4 May 2026, Press article.](#)

Baleària Expands Its Summer Ferry Services to Tangier and Tanger Med

Baleària has strengthened its ferry operations between Spain and northern Morocco, offering up to 24 daily crossings between 15 June and 15 September. Services connecting Tarifa to Tangier and Algeciras to Tanger Med have been significantly expanded to accommodate the increase in

This additional capacity further reinforces the strategic role of the Tangier-Tetouan-Al Hoceima Region in Euro-Mediterranean maritime transport and in facilitating the mobility of Moroccans living abroad (MREs).

Source : [Walaw Press, Baleària Expands Its Summer Services to Morocco with 24 Daily Crossings, 13 May 2026, Press article.](#)

Key Considerations for Regional Action

Consolidating the Region's logistics positioning requires continued investment in infrastructure, business zones and support services to preserve its long-term competitiveness.

Risks to anticipate : The growing volume of maritime traffic may place additional pressure on road, port and environmental infrastructure. Geopolitical developments and fluctuations in global trade could also affect the dynamics of international trade and shipping flows.

Opportunities to seize : This momentum strengthens the Region's attractiveness for high value-added investment while supporting the development of port-related professions, advanced logistics services and regional connectivity, particularly in the lead-up to the 2030 FIFA World Cup.

Stakeholders to mobilize : Coordinated action among port authorities, local authorities, logistics operators, industrial stakeholders, training institutions and private investors will be essential to support the continued expansion of the Region's maritime logistics ecosystem.

Actions to consider : Strengthening complementary logistics infrastructure, accelerating mobility projects around Tanger Med, and developing specialized skills in the port and logistics sectors should be prioritized to reinforce the long-term role of northern Morocco as a strategic hub for international trade.

EVENTS



May 21-22, 2026

Tangier hosted the National Forum on Investment by Moroccans Living Abroad

On 21 and 22 May 2026, Tangier hosted the National Forum on Investment by Moroccans Living Abroad (MREs), focusing on the role of the Moroccan diaspora in supporting the Kingdom's economic development. The event brought together nearly 300 participants, including more than 150 Moroccan investors living abroad, and provided a platform for dialogue among public institutions, economic stakeholders and investment support organizations.

The forum also showcased sector-specific investment opportunities and regional development projects from across the Kingdom, further reinforcing the Tangier-Tetouan-Al Hoceima Region's position as a leading host for major economic and investment events.

Source : Le Matin, Tangier Hosts a Forum on Investment by Moroccans Living Abroad, 19 May 2026, Press article.



May 17-22, 2026

Tetouan hosted the 19th International Comics Forum

The city of Tetouan hosted the 19th International Comics Forum, bringing together artists, authors and publishing houses from several European, Arab and African countries.

The event featured a diverse program of exhibitions, training workshops, film screenings, professional networking sessions, and activities for children and young people. It also showcased African creativity through a competition dedicated to emerging African talent, which featured more than 60 artistic works and awarded prizes of up to MAD 30,000.

Through this edition, the Tangier-Tetouan-Al Hoceima Region further strengthened its cultural outreach while reinforcing its role in the development of the creative industries and international artistic exchanges.

Source: Tangier, International Comics Festival, 15 May 2026, Press article.

