



# INVESTMENT TERRITORIES

## THE GENERAL MANAGER'S ADDRESS

Senegal is resolutely committed to revitalizing the air transport sector by implementing bold development initiatives, in line with the strategic guidelines of His Excellency Mr Macky Sall, President of the Republic, set out in the Emerging Senegal Plan.

Our ambition is to build the first **hub airport in the West African sub-region by 2035**. This project is built around a digitized network of facilities, a network of rehabilitated regional airports, an aviation maintenance centre, a new cargo terminal, a school for civil aviation professions, a logistics centre and a modern, user-friendly Aeroville. This will reflect Senegalese culture and offer the amenities needed to enhance the airport's reputation



**Abdoulaye DIEYE**  
General Manager of AIBD SA

The construction of the Dakar hub is part of a medium and long-term vision based on **four (4) pillars**:



**01**

**Traffic Generation**



**02**

**Traveling Experience**



**03**

**Access and Connectivity**

**04**

**AIBD Diversity and Influence**

The four pillars on which AIBD SA's strategic vision is based are broken down into **thirteen (13) objectives** and **fifteen (15) key projects** aimed at strengthening the technical platform of Blaise Diagne International Airport.

Following the merger with the Senegal Airports Agency (ADS) in July 2021, AIBD SA has inherited a network of **thirteen (13) regional airports** which will be entirely renovated as part of the Senegal Airports Reconstruction Programme (**PRAS**).

To integrate the non-aeronautical component, AIBD SA intends to transform all its airport hubs into areas conducive for private investment, by harnessing its land potential to build real economic clusters around them.



## SENEGAL, A STABLE AND OPEN COUNTRY

- ✓ Senegal is a country located at the western end of the African continent, at its furthest point on the Atlantic Ocean.
- ✓ It is a democratic republic cited as an example throughout the world for its political system based on an integral multi-party system, the solidity of its institutions, the recognition of political and social rights and freedom of expression.
- ✓ Senegal is a country with a liberal economy, where private-sector initiatives are encouraged by the State. The privatization program launched several years ago, the simplification of the regulatory, legal and fiscal framework, free competition, and the simplification and dynamism of the investment promotion system are all factors that foster a healthy and dynamic business climate.
- ✓ Thanks to its diplomatic influence, Senegal is an influential player in Africa, distinguished by its leadership in decision-making on Africa's behalf. Thanks to its diplomatic influence, Senegal is an influential player in Africa, distinguished by its leadership in decision-making on Africa's behalf. The country is a signatory to international conventions on environmental protection, human rights, trade, copyright, labor law and more.
- ✓ Senegal is the 2nd largest economy in the UEMOA zone and the 4th largest in the ECOWAS zone, following Nigeria, Ghana and Côte d'Ivoire.
- ✓ Senegal is equally a linking bridge with the major export market in Europe, Asia and with the Americas. Its economic indicators are constantly improving

## SENEGAL, INNOVATIVE REFORMS AND INCENTIVES



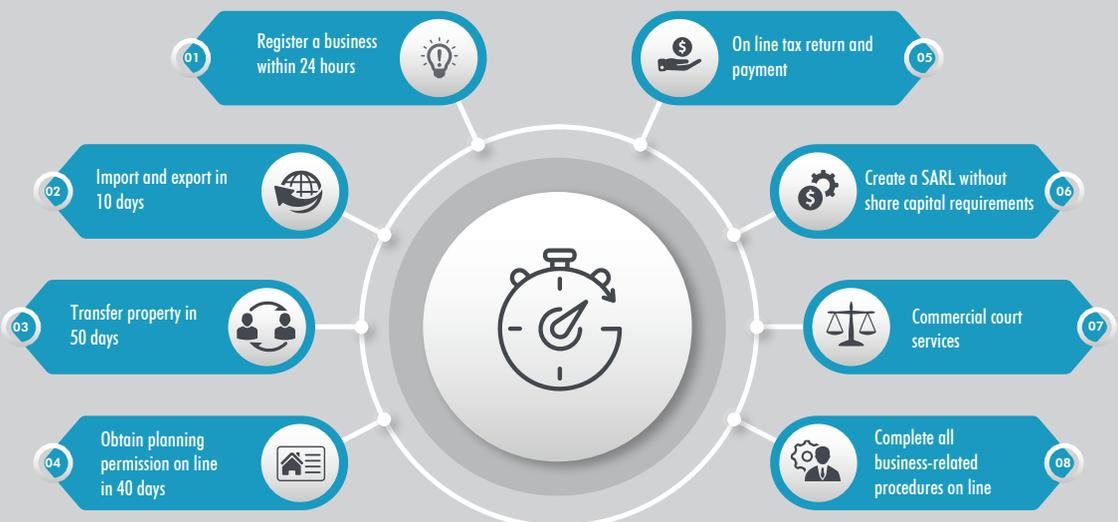
Since 2013, the Senegalese government has been implementing the Business Environment and Competitiveness Reform Program (PREAC). These reforms have led to the introduction of **52 innovative incentive** measures. As a result, Senegal is regularly cited as a reformer in international rankings on attractiveness, good governance and competitiveness.

Senegal's dynamic progress is recognized and regularly cited as an example in improving the business climate by international ratings.

Indeed, the Heritage Foundation (Index of Economic Freedom) ranked Senegal in the TOP 5 of African countries that are safe for investment. The country also remains in the TOP 10 of the Mo Ibrahim Ranking (Democratic and Economic Governance) and the Davos Forum Competitiveness Rating.

To guarantee the protection of international investments, Senegal has signed several Investment Protection and Promotion Agreements (IPPAs) with dozens of partner countries around the world. These agreements reinforce the legal security of investments.

The procedures for setting up a business and developing its activities have been simplified and secured, largely proving that Senegal is resolutely committed to improve the business climate to promote private investment and foster strong growth driven by the private sector. They consist of:





## SENEGAL, AN ATTRACTIVE LEGAL AND TAX ENVIRONMENT

To make the legal framework more attractive to investors, Senegal has adopted a new investment code. This code outlines specific measures to stimulate investment. Investment incentives include



**Exemption from  
customs duties  
(for 03 years)**



**VAT suspension  
(over 03 years)**



**Tax credits of  
40% for eligible  
investment,  
deductible within  
05 years**



**Free export company  
status for agricultural,  
industrial and telecom-  
munications companies  
generating at least 8%  
of their sales from  
exports**



## ECOWAS: A MARKET WORTH 400 MILLION CONSUMERS

Senegal is a member of the West African Economic and Monetary Union (UEMOA), a regional organization comprising **eight (08) French-speaking countries**.

The population of the UEMOA area is estimated at **112 million, representing a market of 90 million consumers**.

Senegal is also a member of the Economic Community of West African States (ECOWAS), a regional organization with **15 member countries**. With a population of **three hundred and sixty (360) million**, ECOWAS represents a market of almost **four hundred million (400,000,000) consumers**.



## AIBD, A MODERN AND DYNAMIC AIRPORT

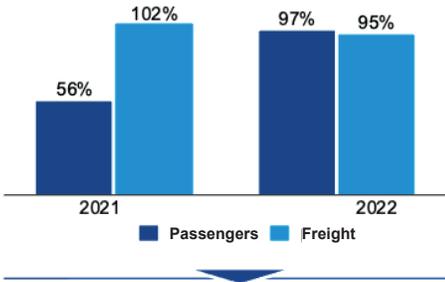


Designated Africa's best airport for the quality of its services in several categories by the Airports Council International (ACI) in **March 2023**, Blaise Diagne International Airport (AIBD) offers the very best in world-class airport standards. Built on a modular concept, it currently has a capacity to handle **three million (3,000,000) passengers a year**. It has already welcomed more than **ten million (10,000,000) passengers by 2022**, and plans to increase this to **twenty million (20,000,000)** in its final phase, making it a hub for regional and international mobility.

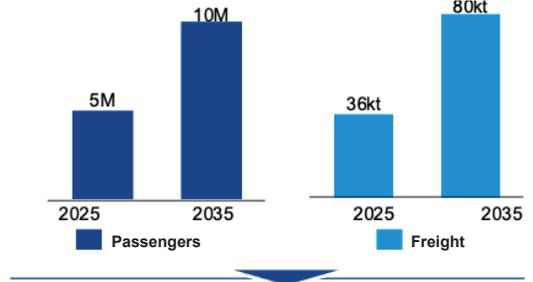
The airport covers an area of **4,500 m2**. This land reserve offers great potential for the development of aeronautical infrastructure, as planned in line with traffic growth, and non-aeronautical infrastructure to meet development needs, in line with the Senegalese government's decision to make the airport an economic development hub.



Gradual recovery in air traffic following COVID-19



Ambitions of the Strategic Plan



**LAS DATA:** Traffic as per company June 2022

**Source:** in-house statistics AIBD. Reports of statistics of 2021. Follow up and performance Pole.

## AIBD, A CONSTANTLY GROWING TRAFFIC

Blaise DIAGNE International Airport is used by **thirty (30) airlines**, including Air Senegal (**national airline with 19 destinations**), Air France, Delta Airlines, Royal Air Maroc, Emirates, IBERIA, TURKISH and several African airlines servicing **45 destinations** in Africa, Europe, the Middle East and the United States.

The **year 2022** was marked by a significant increase in passenger traffic of **42%** compared with **2021**, with over **2,600,000 passengers** carried, exceeding the **2019** volume by **6%** following annual growth of **68%** in **2021**, and reflecting an increase in demand in a favourable economic context.

The geographical composition of passenger destinations and origins shows **48.22%** for Africa (including **5.40%** for local flights from Senegal), **44.08%** for Europe, **4.66%** for North America and **3.11%** for Asia.

In terms of freight, AIBD recorded **34,512 tonnes** in **2022**.

## AIBD, A NEST OF OPPORTUNITIES

To benefit from opportunities in the hotel, industry, real estate, craft and logistics sectors, and to improve the services offered to airlines and passengers, AIBD SA has decided to use its land potential to develop non-aviation infrastructures.

AIBD SA is transforming Blaise Diagne International Airport and the **13 regional airports** under its responsibility into areas conducive to private investment, using the land base to develop these hubs into real hubs of economic opportunity.

### AIBD, FLOURISHING SECTORS

#### ✓ Services and leisure

- Hotel services
- Commerce
- Services to enterprises
- Offices
- Sports Centres
- Leisure Centres



#### ✓ Support Industries

- Agribusiness
- Automobile
- Pharmaceutical
- Medical



#### ✓ Aeronautic Industry

- Aeronautic cabling
- Production and assembly of aeronautic structures
- Surface finishing
- Aeronautic Services and Industry Area



#### ✓ Logistics

- Storage
- Warehouse
- Packaging
- Wrapping
- Thermal storage area



### INVESTING WITH AIBD, THREE TYPES OF PARTNERSHIP



AIBD SA has defined a range of investment modalities and types to offer project developers a wider choice:

- ✓ Land concession in return for royalties;
- ✓ Public-Private Partnership;
- ✓ Co-development.

### INVESTING WITH AIBD, FIVE KEY STEPS

Project developers wishing to invest on AIBD SA platforms must meet at least five (05) conditions:

- ✓ Submission of an expression of interest;
- ✓ Presentation of the project to the AIBD SA Commercial Steering Committee;
- ✓ Endorsement of the project by the AIBD SA Board of Directors;
- ✓ Signature of a MOU;
- ✓ Signature of a construction lease.



# SENEGAL 2035 AIR HUB



## 4 PILARS AND 15 KEY PROJECTS



## THE 5 CURRENT PROJECTS

### • Aeroville, a business hub around the airport

In its first phase, Aeroville will occupy almost **200 hectares**. The aim is to build and operate non-aviation infrastructures around airports, in co-development with private investors from a variety of economic sectors. The urban development plan for Diass Aeroville is under preparation, and AIBD SA is making use of the airport's land leverage. A model of service hubs around regional airports is currently being developed. This comprises "AIBD brand" hotels to provide accommodation for passengers and tourists, as well as business centres to support regional economic development.



### • Senegal Airports Reconstruction Program (PRAS)

To be carried out in two phases, the PRAS program will bring all airport platforms up to standard. It involves the construction and development of airport infrastructures to transform them into benchmark hubs equipped with state-of-the-art navigational aids. With Blaise Diagne International Airport and a network of **13 regional airports**, Senegal will become a major air hub in West Africa, contributing to the attractiveness of Senegal as a destination. **PRAS1** covers the reconstruction of **five (05) airports: Saint-Louis, Ourosso-gui-Matam, Ziguinchor, Tambacounda and Kedougou**. **Eight other airports** will be rehabilitated under **PRAS 2: Kolda, Sedhiou, Cap-Skirting, Linguere, Podor, Kaolack, Bakel and Simenti**.



- **Aircraft Maintenance Centre (MRO)**

The Aircraft Maintenance Centre is designed to offer different types of maintenance. It will provide the necessary infrastructure to meet the needs of Air Senegal and foreign airlines. To date, the site has been isolated from the airport security zone, and site installation work has been completed. The MRO's ambition is to be a world-renowned centre by **2035**, and to create **300 direct jobs** in the long term.



- **Centre for Medical Expertise for Aeronautical Personnel (CEMPA)**



The CEMPA is a reference platform for the medical care of aeronautical personnel (flight, commercial and military) in the sub-region. The current centre is currently being re-equipped to improve service, pending construction of the new centre on the grounds of the Ouakam Military Hospital.



- **International Civil Aviation Academy (AIMAC)**

The creation of International Civil Aviation Academy (AIMAC) by AIBD SA, in collaboration with the Air Force Academy, aims to set up an international academy of excellence open to civilians and the African continent. This project will be implemented in two phases: the first entails bringing the airport infrastructure at the Thiès air base up to standard, and launching training in partnership with the Air Force at the Thiès site. Training of a first cohort of **12 student pilots** and **30 maintenance technicians** for Air Senegal began in **May 2022**.

In the first phase, rehabilitation work on the runway, taxiway and aircraft parking area has been completed. The second phase covers the development of a **20-hectare social campus**, academy and aircraft hangar at Diass.



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