

Press Conference – 25th January 2022

Review of 2021 and Future Prospects

In 2021, Nantes – Saint Nazaire Port has seen its governance change and its strategic plan for the period 2021-2026 unanimously approved. Now more than ever, the Port Authority is committed to serving the firms and companies in its Regional Community and to quickening the pace of the necessary ecological and energy transitions. Having made improvements to its organizational structure in order to deliver the best possible response to the challenges that it faces, once again this year Nantes – Saint Nazaire Port has been enriched by new talent. Furthermore, the Port Authority has maintained a strong level of investment and instituted an ambitious programming of investments for the years to come. Nantes – Saint Nazaire Port is embarking upon a phase that is key to its future, in which a change of economic model is imperative, and in which new growth drivers are being activated as of now.

- ▶ A Renewed Governance
- ▶ Becoming Greater Western France’s National Ecoport
- ▶ New Talents to Deliver Success
- ▶ Energy-Related Traffic Falls Sharply in 2021, But Overall, the Other Activities Have Returned to Their Pre-Crisis Levels
- ▶ Assisting the Development of Sectors of Activity in Greater Western France, Expanding its Offer for Businesses and Maintaining the Performance of the Port’s Industrial Facilities
- ▶ Acting to Advance Energy Transition
- ▶ Observing and Preserving Biodiversity
- ▶ A Closer Relationship with the Wider Community
- ▶ Investments and Financing

Appendices:

1 – List of Members of the Supervisory Board

2 – List of Members of the Development Board

3 – Captioned photographs available via this link: <https://we.tl/t-SYw1h3jupA>



Nantes – Saint Nazaire Port’s governance bodies incorporate a broad representation of interested parties: Regional and Local Government, industrial, logistical and port players, civil society, and institutional or industrial relations partners.

On 24th September 2021, the Supervisory Board of Nantes – Saint Nazaire Port Authority was renewed for a period of five years. Christelle Morançais, the Chair of Pays de la Loire Regional Council, was re-elected at the head of this port governance body. David Samzun, the Chair of Saint Nazaire Urban Area District Authority and Mayor of Saint Nazaire, was elected Vice-Chair and succeeds Philippe Grosvalet, the former Chair of Loire Atlantique



David Samzun,
Vice-Chair of the
Supervisory Board

Departmental Authority. Introduced in 2019, this governance framework remains unique in France and more closely resembles the models adopted by certain Northern European ports, such as Rotterdam, Antwerp, Bremen, or Hamburg, which incorporate Regional and Local Government in their share ownership and governance. This is a powerful marker for Nantes – Saint Nazaire Port, which seeks in this way to strengthen its service offer to the benefit of firms and companies in its hinterland and to impose itself as the natural maritime gateway to Greater Western France.



Christelle Morançais,
Chair of the
Supervisory Board

For the record, pursuant to Articles L. 5312-6 and L. 5312-8 of the French Transport Code, as a State-owned public enterprise corporation the Port Authority is run by a Management Board, under the control of a Supervisory Board. The former is charged with the executive management and administration of the Port Authority. The latter decides on the Port Authority’s strategic orientations and exercises ongoing control over its management. The Supervisory Board is composed of 18 members¹: five Central Government representatives, five representatives of Regional and Local Government, three representatives of the Port Authority’s employees and five qualified figures.

An Informed Contribution to the Port’s Future

Bruno Michel, the Director of the Elengy LNG terminal at Montoir de Bretagne, was elected Chair of the Development Board on 26th November 2021, following the departure of Philippe Billant, who has become the new Director of TotalEnergies’ La Mède refinery. Bruno Michel intends to emphasize the role of this governance body as a forum for exchange and debate. In this way, ahead of each meeting of the Development Board, workshops will deliberate on key areas and activities (MRE, energy, containers, the supply chain...), which will permit a policy debate designed to advise and inform Nantes – Saint Nazaire Port’s decisions. Bruno Michel also wishes to work collectively



Bruno Michel,
Chair of the
Development Board

¹ Appendix 1

on two main transversal themes: the impact of global warming and the port of the future (economic model, specialisms...).

The Development Board is a body that is representative of civil society, of the Port Community in the wider sense (social, economic and political players, associations and neighbouring geographical areas). It has 32 members, who are divided into 4 colleges²: Port Community representatives, Port Community personnel representatives, Local and Regional Government representatives, and qualified figures.

² Appendix 2



On 3rd December 2021, the Supervisory Board unanimously adopted Nantes – Saint Nazaire Port's 2021-2026 strategic plan. This decision is the product of a collaborative approach initiated more than two years ago with all the stakeholders in port-related activities on the Loire Estuary and in the development of those activities.

Nantes – Saint Nazaire Port's stated ambition is to "become Greater Western France's National Ecoport". Its 2021-2026 strategic plan is articulated around three major aims: "delivering successful energy and ecological transition", "consolidating the Port's role as the maritime gateway to Greater Western France" and "serving the economic and social development of the Loire Estuary".

The 2021-2026 strategic plan is an important stage in the construction of Nantes – Saint Nazaire Port's new economic model. To offset the decrease in fossil energy activities, there is a focus on activating new growth drivers, including the conduct of real estate projects for the logistics and tertiary sectors, and the creation of services permitting the development of the emerging offshore floating wind turbine sector. Actions are also being undertaken to promote the growth of bulk cargo and general cargo traffic, including containers and ro-ro, to the benefit of firms and companies in Greater Western France.



The development of the commercial port, the enhancement of Port Authority real estate through property development projects for the logistics and tertiary sectors, and the deployment of marine renewable energy constitute the three main levers for growth.

A Concerted Strategy

The relevant legislation and regulations provide that each of France's Major Seaport Authorities is to have in place a five-year strategic plan. Nantes – Saint Nazaire Port Authority had such a plan for the period 2015-2020. In the first half of 2019, Nantes – Saint Nazaire Port's Management Board initiated deliberations regarding the Port Authority's future strategy and the type of organization capable of delivering its implementation. Deliberations were conducted internally, and a series of meetings was held with company directors in the hinterland, shipping lines and logistics companies. Seminars organized in January 2020 were attended by members of the Port Authority's Governance Bodies, Central Government officials, and representatives from sectors of industry, logistics companies and port firms.

A first version of the port strategy for the Loire Estuary was presented to the Supervisory Board and to the Development Board in June and September 2020. An outline document presenting the 2021-2026 strategic plan was finalized at the end of October. It was progressively enriched by several contributions, including the work conducted by the Development Board, a report from the Pays de la Loire Regional Economic, Social and Environmental Council, and the national ports strategy, which was then at the draft stage and which was unveiled in January 2021. The required formal consultations commenced in March, with the plan being referred to the Development Board's Investment Committee, the Loire Estuary Scientific Board, the Development Board, the Environmental Authority Regional Mission, the Social and

Economic Committee... Finally, from 13th October to 11th November, the strategic plan presentation document was made available online on the Port Authority's website.

Operational Roll-Out

The three strategic aims are translated into nine orientations and some thirty different operational objectives. They form the new roadmap laid out for Nantes – Saint Nazaire Port's teams for the next five years.

Delivering successful energy and ecological transition

Orientation 1 - Implementing a nimble approach to fossil energy transition

Orientation 2 - Developing renewable energy sources

Orientation 3 - Making ecological and energy transition a point of differentiation

Consolidating the Port's role as the maritime gateway to Greater Western France

Orientation 1 - Contributing to the development of dry and liquid bulk cargo traffic

Orientation 2 - Gaining market share and expanding the hinterland for container traffic

Orientation 3 - Increasing ro-ro traffic and supporting its growth

Serving the economic and social development of the Loire Estuary

Orientation 1 - Promoting the development and diversification of industrial sectors

Orientation 2 - Serving the city-port interface

Orientation 3 - Contributing to and developing the appeal of the Regional Community

Anticipating, seizing opportunities, activating new levers for growth, conducting a significant programme of investment... To successfully transform the Port's economic model, to properly develop and exploit Port Authority real estate, to adapt the infrastructure and to roll out a new service offer designed to meet the requirements of the Regional Community's industrial firms and commercial businesses, Nantes – Saint Nazaire Port has made the move to strengthen its ranks.

Alongside the deliberations and discussions conducted with its stakeholders regarding the Loire Estuary port strategy, at the end of 2020 Nantes – Saint Nazaire Port's Management Board put in place a new organizational structure for the Port Authority. This has entailed career advancement for several of the Port Authority's salaried employees, through internal mobility, and the integration of new talents in order to strengthen the expertise and the ability to anticipate in the face of the many economic, social and environmental challenges posed.

Opportunities

Among the 53 positions opened up in 2021 by the new organizational structure, and to successfully implement the new roadmap, 36 % were filled through internal mobility, thereby offering new opportunities for career advancement. Odile de Navacelle and Morgane Chopin notably joined Nantes – Saint Nazaire Port's Executive Committee, respectively in the capacity of Director of Human Resources and of Director of Marketing. The Marketing Directorate now has a Supply Chain Department, which is headed by Cédric Eon.

New Talents

Eric Fourrier joined the Executive Committee in the capacity of Chief Accountant, having previously been employed by the University of Orléans.

In the summer of 2021, the Asset Management and Production Directorate was reorganized following the arrival of two new reinforcements: Francisco Javier Sánchez Álvarez, Director of Engineering, and Alexandre Rolland, who is the new Director of Asset Management and Production. Francisco Javier Sánchez Álvarez arrived from Dunkirk Port Authority, where for 8 years he had held the position of Technical Manager in charge of development projects. He orchestrates the technical interventions on the port infrastructures and works, and supervises industrial project worksites and new development work. Alexandre Rolland formerly held the position of Project Director at the Port of La Ciotat, having previously worked on Réunion Island on the Nouvelle Route du Littoral project. He now oversees the maintenance and port operations technical services provision at Nantes – Saint Nazaire Port.

Nantes – Saint Nazaire Port has strengthened its marine renewable energy team and recruited a recent graduate of the Ecole Polytechnique Engineering School, Omar Alaoui, to take up the post of Project Manager in charge of floating wind turbine projects; he was formerly the Deputy to the Director with responsibility for the French Southern and Antarctic Territories Environment and Nature Reserve. He joins the Project Contracting Authority Mission and supports the Energy Business Unit in the project implementation in respect of an infrastructure designed to meet the industrial requirements of the future generations of offshore wind farms.

A manager specializing in the transformation of organizations and operational excellence with accounting and consulting firm EY, Marie Postel has taken over responsibility for the Income Management Department. Formerly Logistics Director with IDEA Groupe, Stéphan Marin has joined the Development Directorate as the Deputy to the Director of Development. And lastly, Vanessa Binard has left airline company HOP to take up the position of Deputy to the Director of Human Resources.

Accompanying Future Young Talents



Charlotte Labsolu,
*a block-release trainee at the
Les Coteaux metal fabrication
workshop*

Committed for several years now to receiving trainees and interns, Nantes – Saint Nazaire Port has chosen to provide even more support for young people in the context of the health crisis. Mechanical engineering, metal fabrication, industrial engineering, human resources, communication, quality, safety and environment... all the specialisms have made the investment in block-release training and apprenticeships, from primary vocational training certificate to master's degree level. The number of block-release trainees was quadrupled at the start of the 2020-2021 school year, and some sixty interns and trainees were received in the course of the year.

In addition, to give a helping hand to those looking for their first professional experience, Nantes – Saint Nazaire Port has created the "Gateway" Programme, thereby giving access to a 6- to 18-month fixed-term employment contract for six newly qualified young people in 2021.



Energy-Related Traffic Falls Sharply in 2021, But Overall, The Other Activities Have Returned to Their Pre-Crisis Levels

In 2021, the overall traffic level at the Port of Nantes – Saint Nazaire amounts to 19 million tonnes (MT), which includes 15.2 MT in import traffic and 3.7 MT in export traffic. This year is marked by the suspension of refining activities by TotalEnergies and by the health and economic crises that struck in 2020.

The share of energy-related traffic, which usually represents around two thirds of the overall traffic volume, stands at 55 % in 2021. Hydrocarbon traffic shows a 62 % fall compared to 2020. Imports of crude oil stopped in November 2020 with the cyclical shutdown of the TotalEnergies refinery at Donges, and have not resumed since that time, leading to the suspension of refined petroleum product exports. Imports of refined petroleum products to meet local market requirements amount to 3.9 MT.

The level of activity at the liquefied natural gas terminal was impacted by some substantial tension in the international gas market in 2021, related notably to the economic upturn in certain countries such as China, and to the weather conditions in the USA and in Asia. 78 calls by LNG carriers at Elengy's Montoir de Bretagne terminal were recorded in 2021, compared to 127 calls the previous year. 9 transshipment operations were carried out at that facility during the year, compared to 21 in 2020. LNG traffic amounts to 5.4 MT in total in 2021, representing a decline of nearly 40 % in relation to the previous year.

Supplies of coal to fuel the EDF thermal power station at Cordemais, which has been very much in demand since the previous autumn so as to ensure the security of the electricity supply to Greater Western France, reach a traffic volume of 0.8 MT, compared to 0.2 MT in 2020.



Ingredients to be used in the production of animal feed are unloaded at the Montoir de Bretagne multi-bulk terminal.

Agri-food product traffic shows a downturn compared to 2020 but has returned to its pre-crisis level. Grain and cereals exports end the year at 0.7 MT and imports of ingredients to be used in the production of animal feed amount to 2 MT, which are the same levels as those in 2019. Related to the effects of the lockdown measures, the progression observed the previous year in the area of animal feed has now waned.

The other dry bulk products progress compared to 2020. Those traffic areas are notably driven by the construction and recycling sectors. Marine sand has increased by 20 %, cement and clinker by 21 %, and recycled scrap metal by 33 %.

Container traffic posts an 8.7 % downturn, amounting to nearly 145 000 TEUs (twenty-foot equivalent units).

The volume of ro-ro traffic progresses by 4.4 % compared to 2020 but is still far below its pre-crisis level. The number of new vehicles remains stable at 109 000 units, and trailer traffic is also at the same level. As a direct consequence of the pandemic, traffic in the aeronautical sector is severely impacted, just as it was in 2020.

The other general cargo traffic areas are up 34 % overall and furthermore show good prospects going forward. A major proportion relates to imports of industrial components as part of the ongoing construction work on the Saint Nazaire offshore wind farm.

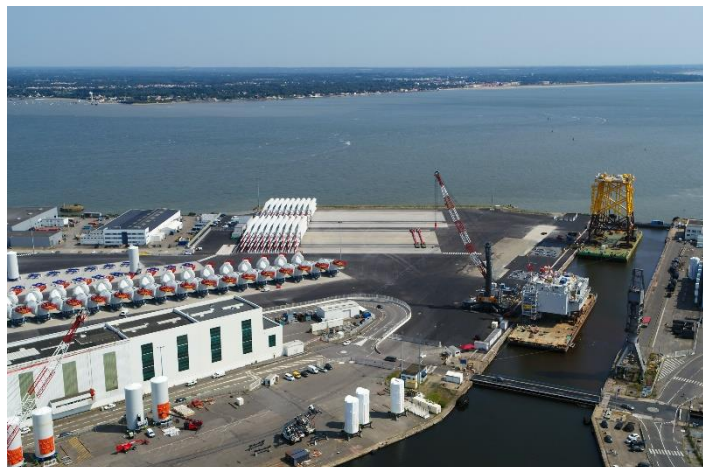


Assisting the Development of Sectors of Activity in Greater Western France, Expanding its Offer for Businesses and Maintaining the Performance of the Port's Industrial Facilities

2021 will have witnessed the ramping up of operations at the wind turbine pre-assembly facility and the start of work on the construction of the Saint Nazaire offshore wind farm. Nantes – Saint Nazaire Port has been very actively involved in the deployment of the marine renewable energy sector in the Region. Anxious to meet the requirements of the various sectors of activity concerned, the Port Authority has sought to focus as closely as possible on addressing the concerns of shippers in Greater Western France, in order to adjust its logistical and industrial offer accordingly. Investments have made it possible at one and the same time to develop new services and to maintain the performance of the Port's industrial facilities.

After several years of preliminary studies, preparation and development, the construction of the Banc de Guérande offshore wind farm entered the active phase in 2021. Since 2012, Nantes – Saint Nazaire Port has made a full contribution to the project, and has provided industrial, logistical and real estate solutions to support the marine renewable energy (MRE) sector on the Loire Estuary. The Port Authority has accommodated the new General Electric (former Alstom) factory at the industrial and logistical operations facility at Montoir de Bretagne, repurposed a 12-hectare site so as to transform it into a logistical facility for the pre-assembly of wind turbines, reinforced its quayside infrastructures and invested in high-performance plant and equipment.

Opened on 4th February, on the Quai Kribi quay, close to the East lock, the construction base for the Saint Nazaire offshore wind farm is the operations coordination centre, the rear base for the logistics relating to the installation of wind turbines offshore, ensuring the safety of the personnel and of the worksite under the direction of the EDF Renewables Consortium. The nacelles gradually departed from General Electric's Montoir de Bretagne factory, to be conveyed to Saint Nazaire pre-assembly facility. The mast sections were unloaded at the Quai de la Prise d'Eau facility, and their bases were fitted with the electronic modules built by Clemessy Services. The first wind turbine blades arrived from Spain at the end of May. Measuring 75 metres in length and weighing 30 tonnes, each blade was unloaded at Quai de la Prise d'Eau quay, by the new Liebherr cranes working in tandem. This delicate operation was carried out in a perfectly controlled manner. The electrical substation built by the Chantiers de l'Atlantique Shipyard and its foundation transited the Joubert sluice dock prior to being installed offshore last summer. The mast assembly tests commenced at the logistics hub at the end of the year. The wind farm

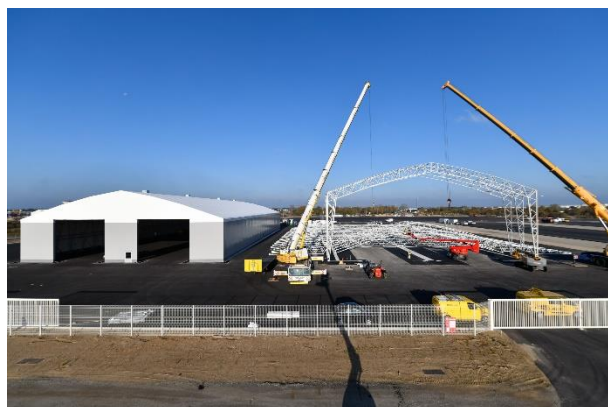


The wind turbine pre-assembly facility for the Saint Nazaire offshore wind farm, as the electrical substation and its foundation pass through the Joubert sluice dock.

comprising 80 wind turbines will be commissioned at the end of 2022 and will provide enough power to cover 20 % of the electricity consumption of the Department of Loire Atlantique.

A Logistics Offer Aimed at Greater Western France's Shippers

The Supply Chain Department team has set out to understand the expectations and requirements of industrial firms and commercial businesses in Western and Central France in terms of logistics, in order to produce solutions to their provisioning, import-export, and transport cost optimization issues. Operation "GWF* Shippers Together" – * for Greater Western France – aims to match up the identified requirements so as to generate sufficient volumes and to consolidate freight flows in relation to new multimodal offers.



The construction of two metal-and-textile warehouses at the Montoir de Bretagne industrial and logistical facility.

Nantes – Saint Nazaire Port has chosen to exploit some one hundred hectares of its developed real estate reserves located to the rear of the Montoir de Bretagne and Cheviré port terminals. This new offer aims to propose to industrial firms customized, turnkey logistics solutions, on the "plug & play" principle. By making available to industrialists warehousing that is located in proximity to the quays, Nantes – Saint Nazaire Port enables them to reduce journey times, transport costs and the carbon footprint of their logistical activities. In 2021, two platforms were prepared at Montoir de Bretagne for this new offer. Work on building two 3

000 m² metal-and-textile warehouses to the rear of the ro-ro terminal commenced in the last quarter of the year, and delivery was taken of the first building on 3rd January 2022 by IDEA Groupe, to handle General Electric's logistics.

As of the first quarter of 2021, the Dutch shipping line Spliethoff has been operating a liner service between Montoir de Bretagne and the East Coast of the United States. The M/V *SINAA* transports XXL components on behalf of an aeronautical company that is an Airbus Group subcontractor. The arrival of this new player opens up some significant development prospects, notably for freight going to or from the Great Lakes Region. In May, this vessel took on board 4 600 tonnes of freight comprising various items of civil engineering equipment and machinery to be used in a work project to extend a cruise liner quay at the Port of Saint Pierre and Miquelon. The cargo handling and port agent's services were provided by TGO, which made specific arrangements for the reception and allotment of the cargo, so as to permit the loading of all 1 250 items, which were mainly manufactured in the Departments of Vendée and Deux-Sèvres.



A new service operated by Spliethoff connects Montoir de Bretagne to the East Coast of the United States.

Launched at the end of 2020, a new, temporary service has come into being between Hamburg, Montoir de Bretagne and Mobile (Alabama, USA). Operated by Louis-Dreyfus Seaplane on behalf of Airbus, this move was made necessary by the suspension of the Milk Run North service. The North Atlantic Milk Run serves Hamburg, Montoir de Bretagne, Mobile and, periodically, Portbury, near Bristol in the United

Kingdom. This service will continue to operate until the spring of 2022, when it will be replaced by a liner service operating between Montoir de Bretagne and Mobile only. Two vessels are deployed by LD Seaplane on the North Atlantic Milk Run: the *Ville de Bordeaux* and the *City of Hamburg*. There is one departure every 20 days, and the full rotation takes 40 days.

Active Promotion, in Spite of the Health Crisis

Having previously been cancelled, held in digital format or postponed on account of the COVID-19 pandemic, professional events resumed in person from mid-September onwards, mobilizing Nantes – Saint Nazaire Port's teams. The SITL International Transport and Logistics Trade Show was held at the Porte de Versailles Exhibition Centre in Paris, from 13th to 15th September. This trade show brings together all the products and services dedicated to the logistics sector and to the supply chain. Working alongside Port Community firms on a joint stand, Nantes – Saint Nazaire Port met with customers who are logistical service providers. SPACE, the International Animal Production Trade Show, held in Rennes from 14th to 17th September, was attended by 1 130 exhibitors. The issues facing the sector were discussed at 130 conferences. Nantes – Saint Nazaire Port's representatives were also present at the International Raw Materials Forum in Rheu (Île-et-Vilaine), on 17th September. Co-organized every year by Nutrinoë and Feedsim, this event brings together operators in the animal nutrition sector.

Several events were devoted to energy transition, sustainable development and innovation, beginning with Wind for Goods, in Saint Nazaire on 21st September. This day-long event on the topic of eco-responsible transportation by sea was the first ever national event dedicated to wind-powered maritime transport.



At Seanergy, the international forum devoted to offshore wind power, in September.

Next came Seanergy, the international forum devoted to offshore wind power and marine renewable energy, which held its 5th edition in Nantes and in Saint Nazaire from 21st to 24th September. This event served to grow the synergies between all the various players in the MRE sector on an international level. The Port of the Future Forum was held in Paris on 22nd and 23rd September, to deliberate on the future of France's ports and to promote innovation in the ports sector. And lastly, as is the case every year, Nantes – Saint Nazaire Port took part in the International Week event organized by the Pays de la Loire Chamber of Commerce and Industry. In Angers on 28th September and in Nantes on 30th September, the teams presented the logistics solutions that will assist Loire Estuary firms in their development on an international level.

The three-year-long collective port promotion initiative conducted in collaboration by Pays de la Loire Regional Authority, Loire Atlantique Departmental Authority, Saint Nazaire Urban Area District Authority, Nantes Metropolitan District Council, the Nantes – Saint Nazaire Chamber of Commerce and Industry, Nantes Ports Maritime Union and Nantes – Saint Nazaire Port having come to an end, consideration was given as to how the approach should evolve. The new collaborative initiative is operational as of 2022, and notably incorporates promotional actions in the hinterland.

Increasing the Capacity and the Performance of the Port's Facilities

A significant programme of work was carried out in 2021 in the outer harbour in Saint Nazaire, at the exit of the south lock. An old barge was replaced by two new pontoons with a total length of 100 metres. This modernization makes it possible to receive more vessels, notably for all the port and maritime service units such as the Hydrographical Survey Unit, the Tugboat Service, the Coastguard, the Departmental

Authority Fire and Rescue Service (SDIS), the French National Lifeboat Association (SNSM) and the Departmental Authority Directorate for Territorial Community and Maritime Affairs (DTTM). Three new pontoons have also been installed at the location of the east lock, to meet the requirements of the Banc de Guérande offshore wind farm.



A new docking pontoon is put in place at Donges.

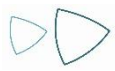
In July, Nantes – Saint Nazaire Port's teams put in place a new pontoon at Donges, to replace an old moorage. Once the electrification work had been carried out, this new facility came into service at the end of the year.

The condition of oil tanker berths N°s 1 and 2 at Donges led Nantes – Saint Nazaire Port to conduct refurbishment work on the girders, posts and existing slab. Begun in February 2021, the work will be completed in the first quarter of 2022.

Nantes – Saint Nazaire Port is increasing the reception capacity of the Montoir de Bretagne liquid cargo berth. The period of preparation for the work ended in June 2021. Faced with difficulties in securing supplies of piles from Asia, notably in the context of the pandemic affecting Shanghai, the start of construction work on the new infrastructures, which was initially scheduled for September, was put back to January 2022.

In order to improve the docking conditions at the Montoir de Bretagne multi-bulk terminal, Nantes – Saint Nazaire Port commenced work on refurbishing 12 berthing contact panels covering a total length of 300 metres at berth N° 4. The first phase of the work, which concerns the first six contact panels, was completed in October 2021.

Furthermore, Nantes – Saint Nazaire Port has improved the working conditions for its teams. The extension of the metal fabrication workshop located at Le Pellerin offers 550 m² of additional surface area. Begun in May 2021, the work was completed with the installation of the overhead travelling crane and the finishing operations (electricity, plumbing, roads and utilities...) at year end. In Saint Nazaire, the service building of the Joubert sluice dock was modernized. And lastly, the Hydrographical Survey Unit of the Bathymetry, Dredging and Inshore Piloting Department was able to move into a renovated building at Quai des Frégates quay in May.



Supporting energy transition naturally means actively participating in the development of the marine renewable energy sector. This has already been the case for many years now on the Loire Estuary. Moreover, Nantes – Saint Nazaire Port is taking steps to prepare the upcoming stages in the reception of the future generations of offshore wind farms. These are strong strategic orientations. Nonetheless, this necessary acceleration of the energy transition process also involves experimentation with and the accommodation of new energy solutions including gas, hydrogen and solar power.

Opened at the start of July, Montoir de Bretagne's NGV (natural gas for vehicles) station is the fourth such public facility in Loire Atlantique and the first in the Nantes – Saint Nazaire port area. The station can supply fuel to cars as well as to coaches or lorries that are equipped for NGV. Produced locally, BioNGV serves to cut back greenhouse gas emissions by between 80 and 90 %, while at the same time sharply reducing air pollution. This facility is the product of a fruitful collaboration between SYDELA (the Energy Management Association for the Department of Loire Atlantique) and Nantes – Saint Nazaire Port, the project's initiators, the semi-public company SYDELA Énergie 44, which owns the installations, Pays de la Loire Regional Authority and ADEME (the French National Agency for Energy Transition) for the financial backing of the project and the conversion of the vehicles concerned, and Provirdis, the builder and operator of the station under the V-GAS banner.



The NGV station GNV at Montoir de Bretagne.

Initiated by the City and State of Hamburg within the framework of the European Union's Interreg Europe Programme, the Smooth Ports project aims to identify solutions to reduce CO₂ emissions from road traffic at ports. Launched in 2019, the project brings together six European partners, including Nantes – Saint Nazaire Port. All the partners gathered together in Monfalcone and Trieste on 23rd and 24th September 2021. Nantes – Saint Nazaire Port placed the emphasis on the promotion of alternative fuels, relying notably on the brand-new NGV station at Montoir de Bretagne, on the establishment of a monitoring committee for the one-stop facility for regulatory requirements, and on the learnings from the "Safe in Port" app.

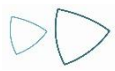


Areas that are subject to the constraints of the TRPP are being utilized for the installation of photovoltaic power plants at Montoir de Bretagne.

Following a call for expressions of interest (CEI) aiming to further utilize its real estate within the framework of its evolving economic model, in the final quarter of 2021 Nantes – Saint Nazaire Port granted the ENGIE Group a temporary occupancy permit relating to an area covering approximately 9 hectares. Located to the east and to the north of the Montoir de Bretagne LNG terminal, this zone is intended to accommodate two ground-based photovoltaic power plants. The installations should be commissioned in late 2022.

Furthermore, as part of this same development dynamic, a second CEI was issued in November 2021 concerning a 13.5-hectare plot of land located to the west of the LNG terminal, to receive a new ground-based photovoltaic power plant project. Around 21 hectares of real estate, which are covered by the Montoir de Bretagne technological risk prevention plan (TRPP) and have been unoccupied up to now, will thereby be put to use for the purposes of these projects.

In 2021, Nantes – Saint Nazaire Port instituted a study aiming to explore the possibilities for the accommodation and deployment in the port area of hydrogen production on a mass scale. This informs the deliberations and ongoing work to advance the cause of energy transition in the Regional Community and to reduce the carbon footprint of industrial and port-related activities.



Within the framework of its mission to manage natural spaces, for many years now Nantes – Saint Nazaire Port has supported the work done by the ACROLA Association on the East Donges site to monitor the populations of passerines. A detailed review was carried out in 2021 of 18 years of data. Furthermore, Nantes – Saint Nazaire Port joins in research programmes focussing on the Loire Estuary. All this work adds to the knowledge of the environments concerned and makes it possible to better preserve biodiversity. In keeping with this, Nantes – Saint Nazaire Port’s strategic plan has given further emphasis to the Port Authority’s policy of restraint when it comes to real estate management.

Ever since 2002, ACROLA, the Loire and Atlantic Association for Ornithological Knowledge and Research, has conducted scientific research and monitoring work in respect of the populations of marsh-dwelling passerines at East Donges, on the Loire Estuary. Located within the area managed by Nantes – Saint Nazaire Port, which has supported the work done by ACROLA since the very beginning, this exceptional site comprises the largest area of reedy marshes found on the Estuary, and this habitat forms an ideal staging area for migratory birds. In the summer of 2021, ACROLA and Nantes – Saint Nazaire Port published a summary of those 18 years of monitoring work, entitled "Dans le secret des roselières" ("The Reedy Marshes Revealed"). In total, 206 036 captures of birds were effected, grouping together 179 851 individual birds of 87 different species. The sedge warbler is the most captured species (50.8 %), far ahead of the Eurasian reed warbler (20 %) and the bluethroat (5 %). An overall decline is observed for the majority of the wetland-dependent species.



At the ACROLA bird-ringing operation at East Donges.

The East Donges bird-ringing station plays a prominent role in the conservation of the aquatic warbler, which is one of the most threatened species in Europe. Nationally speaking, it is on the East Donges site that the most individual birds are captured.

The station is located on the route taken by most of the species concerned during their postnuptial migration. The findings illustrate the close relationship between East Donges and the coastal Departments in the North and West of France, but also as regards a number of countries in Europe and Africa.

Following on from those 18 years of observation and analysis, ACROLA carried out another bird-ringing operation in 2021, on a daily basis between 20th July and 30th September. The 15 312 captures that were made comprised 12 617 individual birds, including 12 270 ringed birds, and 58 different species. On a like-for-like basis, that represents an increase of 9.5 % compared to 2020. The numbers for the principal marsh-dwelling species are stable, with the exception of the bluethroat, the Savi’s warbler, the common reed bunting and the bearded reedling, which have all increased significantly. The number of aquatic warblers is down 39 %.

Joining in Research Programmes

Nantes – Saint Nazaire Port regularly supports studies aimed at understanding how the estuarial environment functions and the possible impacts of its activities on that environment. Since 2011, the Port Authority has helped to fund university research projects concerning the estuarial ecosystem, and resulting in the implementation of different action plans. In 2021, two new projects received Port Authority support: Biotrol and Oxymore.

Since certain areas of the Estuary are essential for the juvenile stage of numerous species of fish and invertebrates, the aim of the Biotrol project is to assess, over the course of thirty years, the manner in which biodiversity and the nutritive function have evolved in different sectors. The researchers from the Agrocampus Institute in Rennes, who have been charged with carrying out this study, rely on the data gathered in the last decades, complemented by new campaigns launched in 2021 and funded in part by Nantes – Saint Nazaire Port. The work will serve to deliver a better understanding of the dynamics of the different populations, so as to develop recommendations that are necessary for the preservation of the fisheries resources in the Bay of Biscay.

The dissolved oxygen deficit issue has been a recurring problem in the Estuary for several decades. The causes of such deficits are many, and their diagnosis is a complex matter. The Oxymore project aims to understand the biochemical process involved in the deterioration of organic matter in oxygen consumption. The objective is to estimate the potential oxygen consumption by the existing sediments, which may be different from the inputs upstream. Several academic partners are participating in the Oxymore project, including Angers and Nantes Universities. Nantes – Saint Nazaire Port is contributing 12 000 euros (7 %) to the funding of the project, in partnership with the Loire – Brittany Water Management Agency and Pays de la Loire Regional Authority.

Greater Restraint in Real Estate Management

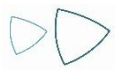


The Méan tidal mud flats, also known as Le Grand Tourteau.

Out of a Port Authority area that covers 2 735 hectares, Nantes – Saint Nazaire Port manages 1 221 hectares of natural spaces. This surface area includes the Méan tidal mud flats (Le Grand Tourteau) and the site of Le Locherais, which it has decided to exclude from its economic real estate reserve.

Via its 2021-2026 strategic plan, Nantes – Saint Nazaire Port is implementing a policy of restraint when it comes to real estate management: as all its real estate reserves are already

artificialized, the Port Authority does not consume any natural spaces for its economic development. Nantes – Saint Nazaire Port therefore acts in compliance with the provisions of the National Biodiversity Plan, of the 2020 National Low Carbon Strategy, and of French Act of Parliament dated 22nd August 2021, which lays down the principle of "Zero Net Artificialization".



Nantes – Saint Nazaire Port is intensifying its efforts to be better known to the general public as a whole, and notably to the citizens of the Loire Estuary. In 2021, those efforts found their expression in new digital technology tools, but also through phases of consultations regarding key projects, or friendly encounters centred around events for the general public.

Nantes – Saint Nazaire Port launched an all-new website in February 2021. The aim behind this new tool is at one and the same time to be more oriented towards customers and prospects, and to be more accessible to the general public. Via this website, the Port Authority reveals more about itself; its values and its commitments are presented in detail, and show that Nantes – Saint Nazaire Port is a business-focussed port and a community-oriented port with strong local roots.



The work of Nantes-based artist Möön on the façade of Nantes – Saint Nazaire Port's headquarters in Nantes.

Unveiled in June 2021, a larger-than-life fresco created by Nantes-based artist Möön now decorates Nantes – Saint Nazaire Port's headquarters. An original and poetic manner in which to illustrate the port identity of the building, at the heart of a fast-changing thoroughfare which runs beside the River Loire in Nantes. Riverside, the artist has conceived a fresco comprising birds and vegetation set against an aqua blue background, to pay tribute to the biodiversity of the Loire Estuary, in consonance with Nantes – Saint Nazaire Port's role as a manager of natural spaces. Streetside, Möön has taken up the challenge that consists in appropriating some highly symbolic port elements – vessels, buoys, port professionals... – by blending them into his own poetic and colourful universe, on the borderline of contemporary art and comic-strip art.

Consulting and Engaging in Dialogue

Prior to its adoption by the Port Authority's Supervisory Board at the end of the year, Nantes – Saint Nazaire Port's 2021-2026 strategic plan was made available for the information and participation of the general public, from 13th October to 11th November 2021, in accordance with the French Environmental Code. This phase enabled members of the public to post their contributions regarding sections 4 and 5 of the 2021-2026 strategic plan. All the documents can still be accessed on the nantes.port.fr website, and an overview of the contributions that have been received will be shared early in February 2022.



On 18th October, at the first session of discussions and consultations with the inhabitants of the Petit Maroc area in Saint Nazaire.

Acting in partnership with Saint Nazaire City Council, Nantes – Saint Nazaire Port wishes to fully utilize the urban, heritage and landscape potential of the outer harbour, located in the Petit Maroc area, the cradle of Saint Nazaire, by striking a balance between urban and port-related activities. The Port Authority plans to develop several islands located in the port area. The ambition is to make the Petit Maroc area more attractive for the people of Saint Nazaire and for all the visitors to the City, and to properly exploit this exceptional site on the River Loire and the banks of

the Estuary, as an extension of the public spaces on the waterfront. As a part of this process, Nantes – Saint Nazaire Port's Planning & Development, Environment and Real Estate Management Directorate, assisted by research consultancy AMOFI, held two meetings with the inhabitants of the Petit Maroc area in October and November 2021.

Exploring the Port



The "Du côté du port" ("Portside") pathways, available on the app developed by Baludik.

Since July, Nantes – Saint Nazaire Port has offered members of the public the chance to go on an excursion and find out in a fun way about the leading port on France's Atlantic Seaboard. Developed by the Nantes-based company Baludik, the "Du côté du port" ("Portside") app already proposes two novel pathways for visitors to the Port Authority area: the first pathway is located in Saint Nazaire, the second in Nantes. A third pathway offering a journey along the Loire Estuary will appear early in 2022. With this digital solution, the user is

guided by different characters: Agathe, who is a dredge master, Emile, a character who appears to have stepped right out of a novel by Jules Verne, and Plum', an aquatic warbler, the migratory bird that is emblematic of the Estuary... Thanks to the GPS function, the smartphone acts as compass and guide, while telling stories and offering rich content about port-related activities (360° photos, video or audio content...).

In Nantes, a new "The Loire by Bike" route was officially opened on Port Authority land in July 2021. From the District of Cuffy in the Department of Cher as far as Saint-Brévin-les-Pins in Loire Atlantique, "The Loire by Bike" allows members of the public to go on family bike rides alongside France's longest river. As of last July, a new 3-kilometre-long route is now available on the circuit between Nantes, Rezé and Bouguenais. It enables riders to avoid the Route de Pornic ring road, taking them on a 2.8-kilometre-long section that runs alongside the port facility and Nantes – Saint Nazaire Port Authority land, through the streets of Île Chupin and Île Sainte-Hélène. Part of the future metropolitan bicycle route network, this provision required the installation of a bicycle bridge and wood-and-steel bollards. The aim is to enable both biking tourists and biking commuters to ride in complete safety on what is an increasingly busy, multi-user route.

Joining in Events for the General Public

From 18th August to 19th September, Nantes – Saint Nazaire Port was a port of call partner of the 52nd edition of the Solitaire du Figaro single-handed yacht race. Present at the heart of the village, for the departure and for the arrival of the Race, Nantes – Saint Nazaire Port's teams were able to interact with members of the public, who had the chance to find out about port specialisms at an exhibition of the photographic work of Franck Badaire.



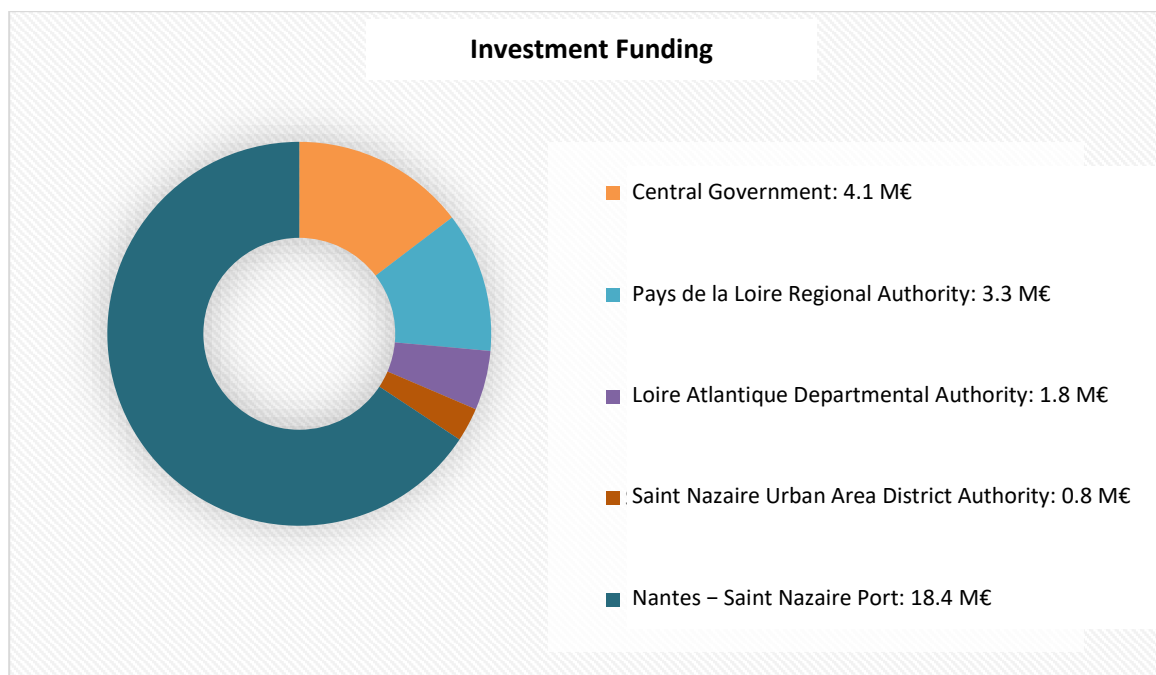
The departure village of the 52nd edition of the Solitaire du Figaro, in Saint Nazaire.

On 21st and 22nd October, Nantes – Saint Nazaire Port opened the doors of the port installations to the members of the public for the 6th edition of the "Company Tours in Our Region Days" initiative. Unique, free visits once more offered people the chance to discover the richness of the whole port and industrial complex by talking to those who work there, in Saint Nazaire as in Nantes. Over 180 other businesses opened their doors to the public throughout the Pays de la Loire Region on this occasion. Involved in this event right from the start, Nantes – Saint Nazaire Port enabled 500 people to benefit from these interactions and thereby to find out about the Port in situ.

In 2021, Nantes – Saint Nazaire Port committed 28.4 million euros to maintaining its industrial facilities, to adapting those facilities to the requirements of industrial firms, and to developing new services. 2021 thereby marked the first year of investment commitments as part of its long-term programming for the period 2021-2030, which accompanies the change of economic model at Nantes – Saint Nazaire Port. 41 M€ will be invested in 2022.

The 2021 investment programme amounted to 28.4 M€. The investment operations carried out notably concern the development of "plug & play" industrial and logistical platforms at Montoir de Bretagne and the construction of the first metal-and-textile warehouses, the preparation work on increasing the capacity of the Montoir de Bretagne liquid cargo berth, and the improvement of the reception capabilities of the outer harbour in Saint Nazaire and at Donges.

The co-financing of the investment programme by Central, Regional and Local Government represented 35 % of the investment total.



On 3rd December 2021, the Supervisory Board validated an investment budget of 41 M€ for 2022.



The Montoir de Bretagne liquid cargo berth.

25.5 M€ will be devoted to development operations. Nantes – Saint Nazaire Port is going to continue the work operations that have already commenced, such as the work on increasing the capacity of the Montoir de Bretagne liquid cargo berth or the industrial and logistical real estate development programmes at Montoir de Bretagne, the plans for the city-port development of the Petit Maroc area of Saint Nazaire... The Port Authority will also be beginning certain new operations, such as the studies relating to the project to create an infrastructure that is suitable for the

future generations of floating wind turbines. In addition, work will be carried out at Cheviré, including the careening of the ro-ro berth, the development of paved areas, and the installation of dock fenders so as to improve the vessel reception capability.

Asset maintenance operations will be conducted, including the refurbishment of the docking facilities at Donges, the upgrading of railway lines, as well as the refurbishment of the swing bridge in Saint Nazaire and the modernization of the electrical power distribution at the Saint Nazaire quays.

Appendix 1

Nantes – Saint Nazaire Port Authority Supervisory Board

Central Government Representatives

Didier MARTIN	Prefect of the Pays de la Loire Region
...	<i>Deputy appointed on a permanent basis by the Regional Prefect</i>
Paul SCHERRER	Representative of the Minister in charge of Seaports
Annick BONNEVILLE	Representative of the Minister for the Environment
Céline KERENFLEC'H	Representative of the Minister of Finance
Véronique PY	Representative of the Minister in charge of the Budget

Regional and Local Government Representatives

Christelle MORANÇAIS	Chair of Pays de la Loire Regional Council
Antoine CHEREAU	Member of Pays de la Loire Regional Council
Michel MENARD	Chair of Loire Atlantique Departmental Council
Johanna ROLLAND	Chair of Nantes Metropolitan District Council
David SAMZUN	Chair of Saint Nazaire Urban Area District Authority

Representatives of the Port Authority's Personnel

Bertrand HERRERO
Laurence PAITEL
Valérie VILLEMAINE

Qualified Figures

Vincent DUGUA	Director of Urban Affairs, Systra France
Yann TRICHARD	Vice-Chair of the Pays de la Loire Chamber of Commerce and Industry
Jean-Michel RENAUDEAU	Former Chair of the EMC2 Competitiveness Cluster and of the World Trade Center
Raymond DOIZON	Chair of the Vendée Economic, Social and Territorial Research Institute and of the Vendée Employers' Alliance, Member of the Regional Economic, Social and Environmental Council (CESER)
Gilles BONTEMPS	Former Vice-Chair of the International Association of Cities and Ports (IACP)

Persons attending in an advisory capacity

Olivier TRETOUT	Chair of the Management Board
Pascal FRENEAU	Member of the Management Board
Julien DUJARDIN	Member of the Management Board
Guynot DU CHEYRON D'ABZAC	General Comptroller
Franck AGOGUE-ESCARÉ	Government Commissioner
Eric FOURRIER	Chief Accountant
Pascal PONTAC	Secretary of the Social and Economic Committee

Appendix 2

Nantes – Saint Nazaire Port Authority Development Board

Representatives of the Port Community

Pascal VIALARD	Chair of the Nantes Ports Maritime Union
Philippe FAUVEDER	Chair of Ouest Overseas
Jérôme BODET	Director of TGO Terminal
...	...
Johann FELTGEN	Chair of the Association of Ship's Agents
Ludovic MADEC	Chair of the Loire Pilots Association
Benoit DECOUVELAERE	Director of the Total Refinery at Donges
Bruno MICHEL	Director of the Elengy LNG Terminal at Montoir de Bretagne
Alfredo POBLADOR	Director of the EDF Thermal Power Station at Cordemais
Steven CURET	Chair of GE Wind France and Director of Public Affairs, GE

Representatives of the Personnel of Port Community Firms

Pascal PONTAC	Representative of the CGT Trade Union
Levy GUERIN	Representative of the CGT Trade Union
Wilfried HERVE	Representative of the CGT Trade Union

Representatives of Regional and Local Government (incumbent or deputy)

Antoine CHEREAU or Andrea PORCHER	Pays de la Loire Regional Authority
Claire HUGUES or Roland MARION	Pays de la Loire Regional Authority
Lydia MEIGNEN or Chloé GIRARDOT MOITIE	Loire Atlantique Departmental Authority
Aymeric SEASSAU or Julie LAERNOES	Nantes Metropolitan District Council
Jean-Jacques LUMEAU or Jean-Claude PELLETEUR	Saint Nazaire Urban Area District Authority
Thierry NOGUET or François CHENEAU	Saint Nazaire Urban Area District Authority
Nicolas CRIAUD or Norbert SAMAMA	Guérande Atlantic Cape Urban Community Authority
Michel MEZARD or Rémy NICOLEAU	Estuary and Sillon Area Community Authority
Marie-Line BOUSSEAU or Roch CHERAUD	South Estuary Area Community Authority

Qualified Figures

Guy BOURLES	Chair of the French National Society for the Protection of Birds (Loire Atlantique Branch)
Yves-Patrice BOURDON	France Nature Environnement (France Nature & Environment) Association
Philippe ROLLAND	Bretagne Vivante (Living Brittany) Association
Laurent CASTAING	Managing Director of the Chantiers de l'Atlantique Shipyard
Olivier JUBAN	Director of the Pays de la Loire Regional Rail Network, SNCF French National Railways
Lionel MAHÉ	Director of Saint Gildas Transports (French National Road Haulage Federation)
Paul TOURRET	Director of the Applied Research Centre in Maritime Economics (ISEMAR)
Sébastien TAUTY	Feedsim Avenir and Nutrinoë
Jean-Louis GARCIA	Managing Director of Dev'Up, Central France – Loire Valley Region
Marie LECUIT-PROUST	Deputy Executive Director, Tourism and Mobility, Brittany Region

Persons attending ex officio

The Prefect of the Pays de la Loire Region or his or her representative

The Maritime Prefect for the Atlantic Seaboard Region or his or her representative

The Government Commissioner

The Deputy Government Commissioner

The General Comptroller

The Chair of the Supervisory Board of Nantes – Saint Nazaire Port Authority

The Members of the Management Board of Nantes – Saint Nazaire Port Authority