

Port of the Future, Port of Commitment

Foreword

The Pressing Need for Transformation

The longevity of the Port of Nantes – Saint Nazaire delivers no guarantees for its future, however. Today, the Port is faced with a host of geopolitical, economic and climate-related challenges that will require it to undergo a profound transformation if it is still to be here tomorrow. Contributing to national sovereignty – industrial, energy, food sovereignty – and fully fulfilling its economic and social mission in the service of its Regional Community. 2024 highlighted the urgent necessity to ramp up the transformation of Nantes – Saint Nazaire Port’s economic model and the efficiency of its operations. The modernization and diversification of its activities are underway, with the focus being placed on decarbonizing the industrial and port activity zone and on creating new growth drivers, such as marine renewable energy.

Moving forward with a keen awareness of Nantes – Saint Nazaire Port’s strengths and limitations is necessary in order to build a resilient and reliable port. It’s more than a responsibility to the businesses that it serves and the 28 700 jobs that it generates – it’s a commitment.

This commitment must be made collectively, with all the stakeholders mobilized alongside the Port Authority, businesses that draw on the strengths of a port located on their doorstep and the synergies that it fosters, and with the men and women who keep it alive and growing. Through sustained dialogue, a new age of low-carbon industrial activities can find its place on the Loire Estuary, as we remain ever careful to preserve the requisite balances.

Together, we have the capacity to achieve this transformation. Let’s embrace it with curiosity and confidence.

Christelle Morançais
Chair of the Supervisory Board

Jean-Rémy Villageois
Chair of the Management Board

“To build a resilient and reliable port.”

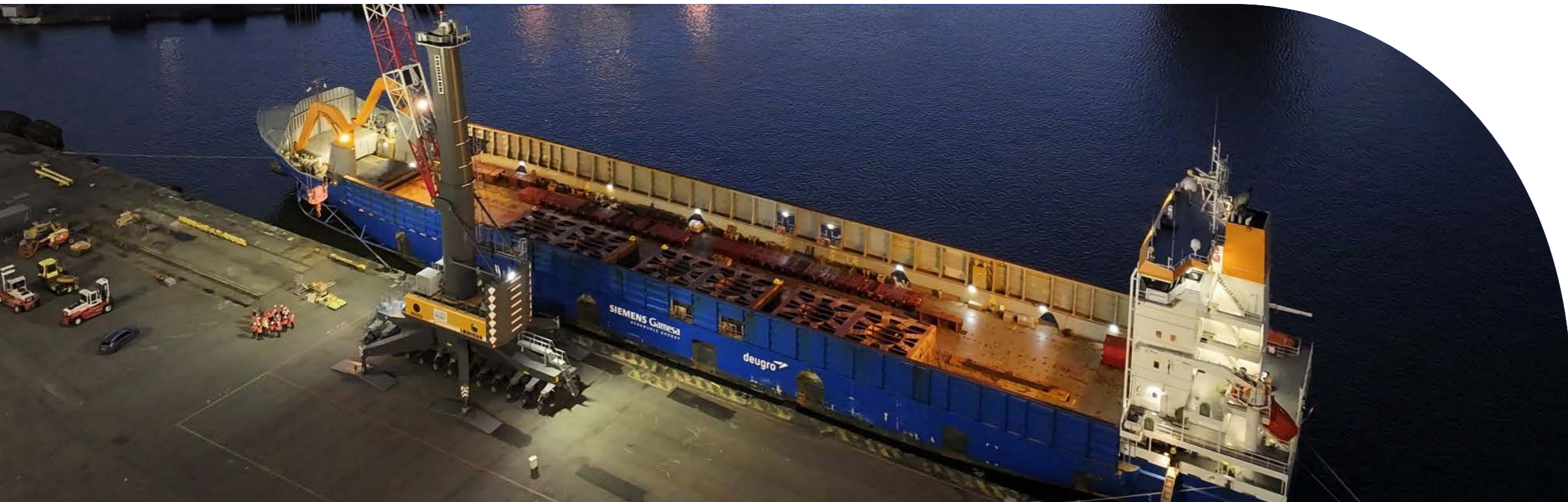
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* Corporate Social Responsibility

Part 1

An Industrial Tool for Economic Growth



Nantes Saint-Nazaire Port

Markers

Port Authority Area

2722 ha including

1545 ha

of developed port,
logistical and
industrial zones,
including
25 ha available
for development
and 60 ha
in urban areas.

1177 ha
of natural spaces

Montoir de Bretagne
Port Operations Centre

Saint-Nazaire
Harbour Master's Office

Donges
Harbour Master's Office

Le Carnet
Paimbœuf
Dredging Operations Centre

Cordemaies

Nantes
Headquarters of Nantes
Saint Nazaire Port
Centre des Salorges

Le Pellerin
Les Coteaux
Workshops

UPRIVER PORT
FACILITIES

Cheviré
Harbour Master's Office

Traffic

Over
300 types
of cargo
each year



International Relations

Linked to all 5 continents



Employment

The Nantes –
Saint Nazaire
industrial and port
activity complex
comprises

613
establishments

2024 study by INSEE,
the French National
Institute of Economic
and Statistical Information,
based on 2022 data.



Nantes –
Saint Nazaire
Port has

605
salaried employees





The downriver port facilities on the Loire Estuary.

Serving Sustainable Public Planning and Development Policies

Nantes – Saint Nazaire Port is a public enterprise corporation in which the State is the sole shareholder. The Port Authority is charged with implementing public policies on sustainable planning and development, while managing compromises between economic, employment and environmental concerns.

It is entrusted with several missions: the provision, operation and maintenance of maritime accesses, policing, safety and security, the value enhancement of Port Authority real estate, the conservation of natural spaces, the construction and maintenance of infrastructures, the promotion of rail and inland waterway service provisions, the development and management of industrial and logistical activity zones, and general promotion.

An industrial facility forming the interface between land and sea, Nantes – Saint Nazaire Port fulfils a dual role, as an accelerator of Regional Community economic development and as an integrator of industrial and port-related acti-

vities within the urban and natural environment. The Port Authority works in partnership with Greater Western France's other public-sector stakeholders (Central, Regional and Local Government bodies, consular organizations...) and private-sector stakeholders (industrial and port firms, logistics companies, shippers...).

A developed surface area of
1545ha

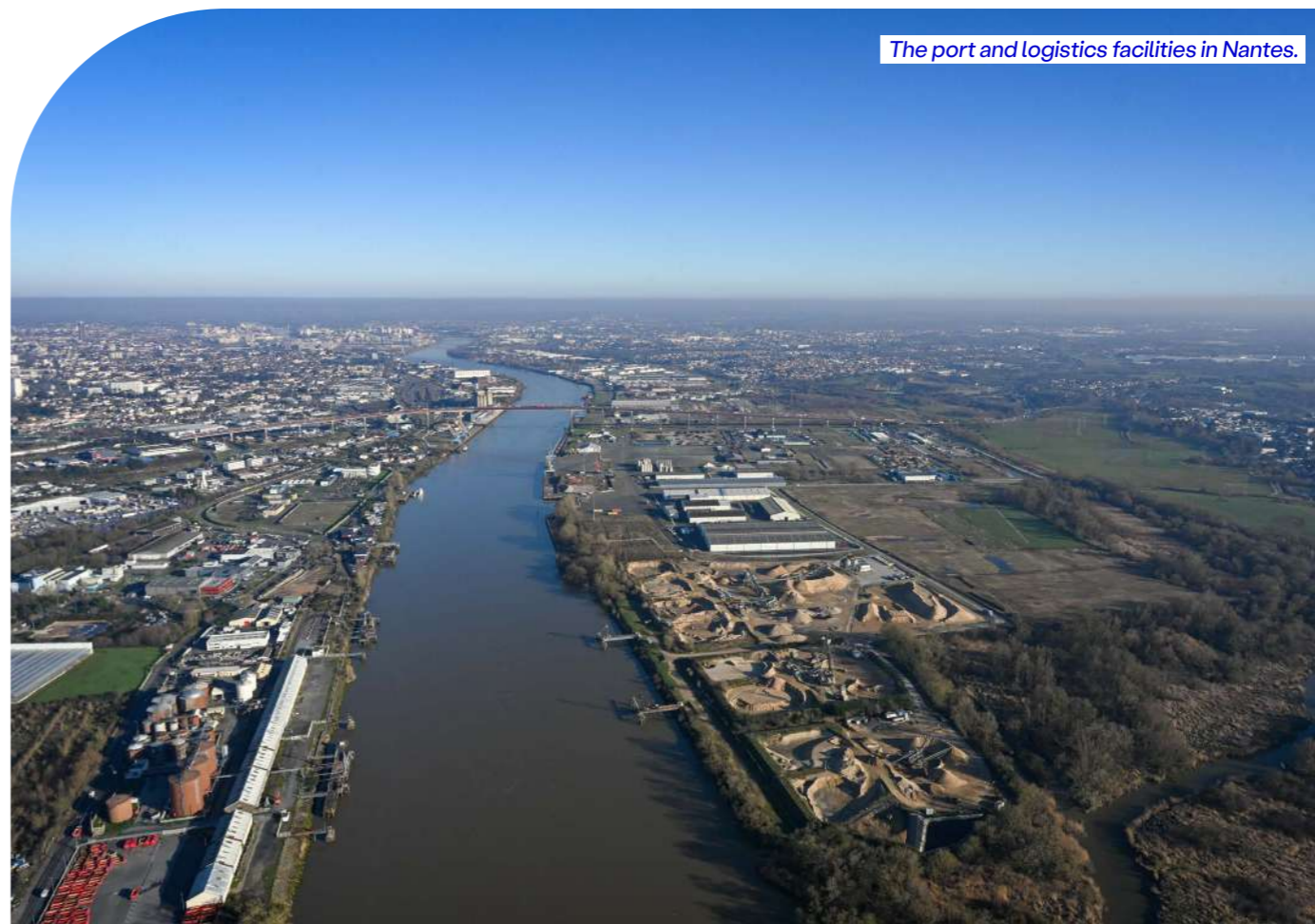
Already developed sites and those being developed for future activities represent a total surface area of 1545 hectares, which include 25 hectares of potentially developable spaces and 60 hectares in urban areas. The port areas, including terminals, logistical facilities, and industrial premises, are linked up to the national road and rail networks. They are also located close to the airports in Nantes and at Montoir de Bretagne. An inland waterway link is provided on the Loire Estuary for different types of traffic.

For container traffic, the Port has direct liner services to the French West Indies and the West Coast of Africa. In addition, several feeding services are connected to the main transshipment hubs in both Northern and Southern Europe, thereby linking Nantes – Saint Nazaire to all five continents. Regular ro-ro services are provided to and from Northern Europe (Germany and Belgium), the

Iberian Peninsula (Spain), the Mediterranean (Morocco, Tunisia, and Italy), and the USA (Alabama).

For importing and exporting companies in the regions of Greater Western France, Nantes – Saint Nazaire Port makes available doorstep services that serve to optimize supply and distribution chains. For all types of traffic, the Port proposes an added-value logistical service offer (notably warehousing, packing into bags, and order preparation) and a statutory service offer (including customs, veterinary services, and phytosanitary services).

The Port of Nantes – Saint Nazaire is a classified Border Inspection Point (BIP), a classified European Union Point of Entry (EUPOE) and a classified Designated Point of Entry (DPOE), which notably permits plants and cattle feed from other countries to be introduced into the territory of the European Union.



The port and logistics facilities in Nantes.

Complementary Governance Bodies

Nantes – Saint Nazaire Port’s Governance Bodies incorporate a broad representation of interested parties: Local and Regional Government, industrial, logistics and port players, environmental associations, and institutional or industrial relations partners. That governance is built around consultative and decision-making bodies.

The Supervisory Board decides on Nantes – Saint Nazaire Port’s strategic orientations and exercises ongoing control over its management. It is able to rely on the work of the Development Board and of the Loire Estuary Scientific Board. The Supervisory Board is made up of 18 members, who include Central Government representatives, representatives of Local and Regional Government, salaried employees of the Port Authority and qualified figures. At the inaugural meeting held on Friday, 29th November 2024, and chaired by Fabrice Rigoulet-Roze, Prefect of the Pays de la Loire Region,

Christelle Morançais, the Chair of Pays de la Loire Regional Council, was elected at the head of the Supervisory Board, and David Samzun, the Mayor of Saint Nazaire and Chair of Saint Nazaire Urban Area District Authority, was elected Vice-Chair. The Supervisory Board met on four occasions in 2024. It discussed or deliberated upon different subjects, which included Nantes – Saint Nazaire Port’s economic model, the development of facilities for logistics and port-related activities, and the replacement of the upstream gate of the Joubert sluice dock.



Christelle Morançais



On the Loire Estuary.

The Management Board is charged with the executive management and administration of Nantes – Saint Nazaire Port. Appointed by Decree of the President of the French Republic dated 19th April 2024, Jean-Rémy Villageois chairs this Governance Body, which has three members. On 29th November, Odile Bagot, Deputy Managing Director responsible for functional resources, and Alexandre Rolland, Deputy Managing Director responsible for operations, were appointed as members of the Management Board by decision of the Supervisory Board.

The Development Board is a body that is representative of civil society and a forum for discussion and exchange. Its 32 members are divided into 4 colleges: Port Community representatives, Port Community personnel representatives, Local and Regional Government representatives, and qualified figures. Bruno Michel, Director of the Elengy LNG terminal at Montoir de Bretagne, was re-elected at the head of this Governance Body on 13th December. Pascal Trescos, Managing Director of Sea-Invest, was elected Vice-Chair. The Development Board meets three times a year. In 2024, this Governance Body made a number of contributions through a programme of themed workshops, focussing in particular on the logistics offer, the decarbonization of industrial activities,

marine renewable energy, the environment, and the transformation of the port model.

Placed under the authority of the Regional Prefect, the Loire Estuary Scientific Board is made up of 16 qualified figures appointed on account of their scientific expertise. This Governance Body is chaired by Mario Lepage, of the French National Institute of Science and Technology for the Environment and Agriculture.



Bruno Michel



Odile Bagot, Jean-Rémy Villageois and Alexandre Rolland.

Part 2

2024 Annual Report



Significant Events

Start of January

New quarters for Nantes – Saint Nazaire Port's inshore piloting teams were opened at Montoir de Bretagne.

30th January to 1st February

Alongside Néopolia, Nantes – Saint Nazaire Port attended the Euromaritime Trade Show in Marseille, to present the solutions and facilities for shipbuilding and ship repair operations.



18th to 21st March

Led by Pays de la Loire Regional Authority, a delegation comprising MRE industry professionals and representatives of Nantes – Saint Nazaire Port paid a visit to Portugal and Spain, to find out more about the offshore wind power markets and the challenges of decarbonization on the Iberian Peninsula.

27th and 28th March

The HyPorts Business Convention, an annual gathering dedicated to the hydrogen sector, in which Nantes – Saint Nazaire Port took part, was held in Toulon.

23rd to 25th January

The sixth edition of the Morocco – France Economic Gathering took place in Nantes, on the theme of the blue economy and its industrial ecosystem. Nantes – Saint Nazaire Port presented the actions that it is undertaking to assist the marine renewable energy sector to 75 Moroccan business leaders and institutions.

30th January to 1st February

Nantes – Saint Nazaire Port took part in "Hyvolution Paris", the international trade show devoted to the hydrogen sector.

19th February

The Loire Estuary Decarbonization initiative, which aims to decarbonize the Nantes – Saint Nazaire industrial and port activity zone by 2050, was officially launched before an audience of over 200 Regional Community players.

20th March

The 15th Grain Export Conference organized by Interprofessional Organization Intercéréales was held in Paris, on the theme of the positioning of the French grain industry in the face of competition from Russia, and was followed by the Paris Commodities Exchange organized by Agro Paris Bourse.

28th March

On the occasion of the commemoration of the 82nd anniversary of Operation Chariot, carried out by British commandos on 28th March 1942, a door from the destroyer HMS Campbeltown, recovered by Nantes – Saint Nazaire Port's teams during the work on the MRE logistics hub adjacent to the Joubert sluice dock, was deposited in the Grand Blockhaus Museum in Batz-sur-Mer and officially presented to the public.

28th to 30th March

Opportunity, Greater Western France's port promotion collective, took part in the SITL Transport and Logistics Innovation Week event at the Porte de Versailles Exhibition Centre in Paris.

4th and 5th April

The Shipping Days event in La Rochelle offered Nantes – Saint Nazaire Port and its partners Neoline, Somaloir and SNM Heavy Handling the chance to have discussions about the shipping industry with the players in the sector.

19th April

By Presidential Decree, Jean-Rémy Villageois was appointed Chair of the Management Board of Nantes – Saint Nazaire Port.

21st to 23rd May

At the Breakbulk Trade Show in Rotterdam, Nantes – Saint Nazaire Port and its Port Community partners Neoline, Sea-Invest, Sogebas, Somaloir and Terminal du Grand Ouest (TGO) presented the know-how available on the Loire Estuary as regards breakbulk and heavy-lift cargo traffic.

4th to 14th June

Nantes – Saint Nazaire Port received senior executives from Ports in West and Central Africa for a training session as part of the TrainForTrade Programme run by UNCTAD (the United Nations Conference on Trade and Development).

In April

Nantes – Saint Nazaire Port published a new call for expressions of interest for the development and operation of a refrigerated warehouse, to be located to the rear of the Montoir de Bretagne ro-ro and container terminals.

16th and 17th April

Nantes – Saint Nazaire Port took part in a mission organized by Nantes Metropolitan District Council regarding a strategic partnership between the Cities of Hamburg and Nantes. A visit to the port terminals of Europe's third largest port introduced discussions on energy transition at ports.

24th to 26th April

The FOWT Trade Show, the world's largest event dedicated to floating offshore wind power, was held in Marseille. Nantes – Saint Nazaire Port talked about its contribution to the installation of France's first offshore wind farm and presented the Éole project.

28th to 30th May

In Nantes, SNM Heavy Handling and Nantes – Saint Nazaire Port welcomed the many visitors who attended the International Timber Forum, on their joint stand under the Opportunity banner.



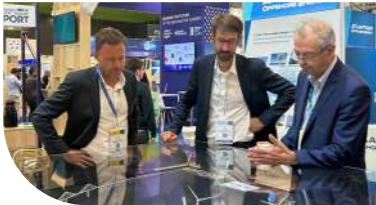
Significant Events (continued)

13th June

The second Sea-Loire & Connexions Forum was held at the Escal'Atlantic venue in Saint Nazaire, on the theme of decarbonizing pre- and post-carriage operations thanks to rail services.

26th to 28th June

More than 200 exhibitors from 30 countries gathered together at the Seanergy Trade Show in Nantes, an event focussing on marine renewable energy.



In September

At the Cheviré industrial and port facility in Nantes, work started on the construction of the largest battery electricity storage facility in France, a project led by Harmony Energy.

From mid-September to the end of October

Operations were carried out to replace the leaves of the downstream gate of the south lock, in Saint Nazaire.

7th October

The Oportunity port promotion collective's season-opening event brought together over 170 people at La Bernerie-en-Retz, with the focus being placed on Greater Western France's agri-food ecosystem.



19th and 20th June

Nantes – Saint Nazaire Port took part in the Top Logistics Europe Trade Show in Saint Malo.

23rd July

The luxury cruise liner Ilma, built by the Chantiers de l'Atlantique Shipyard, left the Port of Saint Nazaire for delivery to the Ritz-Carlton shipping line.

2nd September

In Saint Nazaire, work commenced on the roadway and utilities on the paved area that will accommodate the future crane at the dry docks at Penhoët.

30th September

The public meeting launching the preliminary consultation regarding the Éole project for the provision of an assembly platform for the offshore wind turbines of the future was held in Saint Nazaire, under the aegis of the French National Public Debate Commission (CNDP).



8th October

The Denv-R Company inaugurated its first floating data center, which is sited within the Port Authority area, at the Quai Wilson facility in Nantes.

8th October

The Territorial Industrial Ecology (TIE) Gathering was held at the IDEA Group's premises at Montoir de Bretagne, in the presence of over 70 representatives of businesses located in the industrial and port activity zone.



17th October

Nantes-based firm Enerdigit inaugurated its first pilot facility for storage batteries and electricity redistribution, which is located in the Nantes port area, under the Pont de Cheviré bridge.

5th November

At the invitation of the General Secretariat for Investment, representatives of France's Regional Authorities and Port Authorities met in Saint Nazaire to affirm inter-regional and inter-port cooperation and complementarity in response to the challenge of deploying the floating wind power sector.

27th December

A Loire Atlantique and Vendée Inter-Prefectural Authority Order provided environmental authorization for maintenance dredging and the disposal of dredged materials in the Loire Estuary by Nantes – Saint Nazaire Port.

8th to 10th October

Represented by Sogebbras, TGO and Nantes – Saint Nazaire Port, the Oportunity port promotion collective was in attendance at Antwerp XL, the international trade show dedicated to the transportation of heavy-lift and oversized cargo consignments, bulk cargo and breakbulk shipments.

11th October

Through the Green Coast project, Lhyfe, one of the world's pioneers in the production of green, renewable hydrogen, and Elyse Energy, a European specialist in the production of low-carbon molecules, announced their intention to work together to develop the production of e-methanol from green, renewable hydrogen at Montoir de Bretagne.

24th and 25th October

Nantes – Saint Nazaire Port took part in the Pays de la Loire Region's "Company Tours in Our Region Days" initiative, organized by the Visit Our Businesses in Pays de la Loire Association.

16th December

Under the aegis of the French National Public Debate Commission (CNDP), EDF Group subsidiary Hynamics launched the preliminary consultation regarding Take Kair, the project to build a plant for the production of e-fuels for the aviation industry on a site at Donges.



Unloading of mast sections for the offshore wind turbines of the Îles d'Yeu et de Noirmoutier facility.

Key Issues

On 3rd December 2021, Nantes – Saint Nazaire Port adopted a strategic plan for the period 2021-2026, which is articulated around three major objectives:

- Delivering successful energy and ecological transition;
- Consolidating the Port's role as the maritime gateway to Greater Western France;
- 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, efforts have been made to activate new growth drivers, including the conduct of real-estate projects for the logistics and tertiary sectors, and the completion of studies relating to 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, for the benefit of businesses in Greater Western France.

680
participants
at the preliminary
consultation regarding
the Éole project

1. Accommodating and Developing New Activities

Nantes – Saint Nazaire Port carries out projects with high stakes for the Region's sustainable development, via a wide-ranging dialogue with its stakeholders. Significant steps were taken in 2024 to accommodate the low-carbon industries of tomorrow.

Two years ago, Nantes – Saint Nazaire Port embarked on a project of major interest for the development of renewable energy sources, in response to European and national ambitions to multiply by ten the production of electricity from marine energy by 2050. The Port Authority wants to adapt its infrastructure to support the deployment of high-capacity offshore wind turbines through the Éole project, an assembly platform for the fixed-foundation and floating wind turbines of the future.

In 2024, the Éole project team set out on a campaign of meetings with Loire Estuary stakeholders, including companies in the Saint Nazaire industrial and port activity zone, Local and Regional Government and associations. At the same time, studies of currentology, agitation and hydrosedimentary conditions, combined with the latest results of technical and logistical studies, made it possible to define a so-called reference scenario for the project, before embarking on a key stage: the preliminary consultation process in collaboration with guarantors. The preliminary consultation took place from 23rd September to 23rd November 2024, under the aegis of the French National Public Debate Commission (CNDP), to inform Regional Community residents, stakeholders and industrial players, and to involve them in the Éole project. More than 680 participants attended a number of public events, including themed workshops on infrastructure, the environment and the uses of the platform, as well as public meetings and mobile debates. Citizens were also able to participate online via a dedicated platform. In this way, 14 meetings were proposed

in total, over 380 contributions were received, 24 stakeholder booklets were filed, and the project video was viewed more than 10 000 times. The guarantors appointed by CNDP then had one month in which to draw up a report on this consultation process and to make their recommendations. On 20th December 2024, this document was published on the CNDP website and on the participez.eole.port.fr platform. In response to this, Nantes – Saint Nazaire Port then specified and shared its undertakings on 21st February 2025, confirming the relevance of the project and therefore initiating a new phase involving ongoing consultation, in parallel with the continuation of studies until the start, in 2026, of the public enquiry regarding a firm project.



Photomontage of the Éole project.

The production and use of hydrogen represent a necessary step in the decarbonization of Nantes – Saint Nazaire Port. Several major projects forming part of the Loire Estuary Decarbonization programme will come into being within the Port Authority area, including Green Coast and Take Kair.

Green Coast will enable the production of e-methanol, which is intended to decarbonize maritime transport operations. At the end of 2023, Nantes – Saint Nazaire Port selected Lhyfe to set up a green hydrogen production and industrial distribution business within the Port Authority area. Lhyfe then presented its plan to build an industrial unit with a production capacity of up to 85 tonnes per day of green hydrogen (installed electrolysis capacity of 210 MW) to the north of the multi-bulk terminal, by 2028. On a site nearby, Elyse Energy has positioned itself to produce renewable fuel in the industrial and port activity zone. A synergy between these two project promoters led to the signing of an exclusive agreement in October to study the feasibility of producing e-methanol from this green hydrogen, in order to decarbonize maritime transportation. The remainder of the output would be used to decarbonize mobility and local industries.



The second project, called Take Kair, is being developed by EDF subsidiary Hynamics and by RTE. It involves the construction and operation of an e-fuel production unit at Donges, mainly for the aviation industry. Conducted under the aegis of the CNDP, a preliminary consultation phase in collaboration with guarantors took place from 16th December 2024 until 9th March 2025. Alongside the project promoters, Nantes – Saint Nazaire Port, an associate partner in its capacity as landowner, took part in the public launch meeting, which was held on 17th December in Donges, in front of more than 50 people – elected representatives, committed citizens, local players, associations, etc. – who were invited to find out more about the project and to share their observations.

During the preliminary consultation concerning the Take Kair project, at Donges.



Denv-R's prototype floating data center

Nantes – Saint-Nazaire Port also strives to accommodate within the Port Authority area experimental and innovative businesses that contribute to the process of energy transition.

In Nantes, a floating data center has docked within the Port Authority area, at the Quai Wilson facility. Designed by Denv-R, this new-generation infrastructure was inaugurated on 8th October. Housed on a float designed by GEPS Techno, this innovative model of floating data center is the only one of its kind. It uses patented technology to cool its servers non-invasively, keeping data “cool” and reducing the impact on the environment. The ability of this data center to be mobile and to be positioned as close as possible to maritime facilities could be a valuable asset for future projects carried out within the Nantes – Saint Nazaire ecosystem.

Construction work on France's largest battery electricity storage facility began over the summer at the Cheviré port facility. The French subsidiary of British company Harmony Energy, one of Europe's leading energy storage companies, has chosen the Cheviré port area as the site for a 100 MW capacity battery storage facility utilizing Tesla Megapack technology, which will store 200 MWh of energy. The facility will be able to draw and to release the equivalent of 2 hours of electricity to supply power to 170 000 homes. These will be the first batteries of this capacity ever to be installed in France. The facility is expected to come on stream in the winter of 2025.

200
MWh
of energy
stored

The site of Harmony Energy's electricity storage and distribution platform.

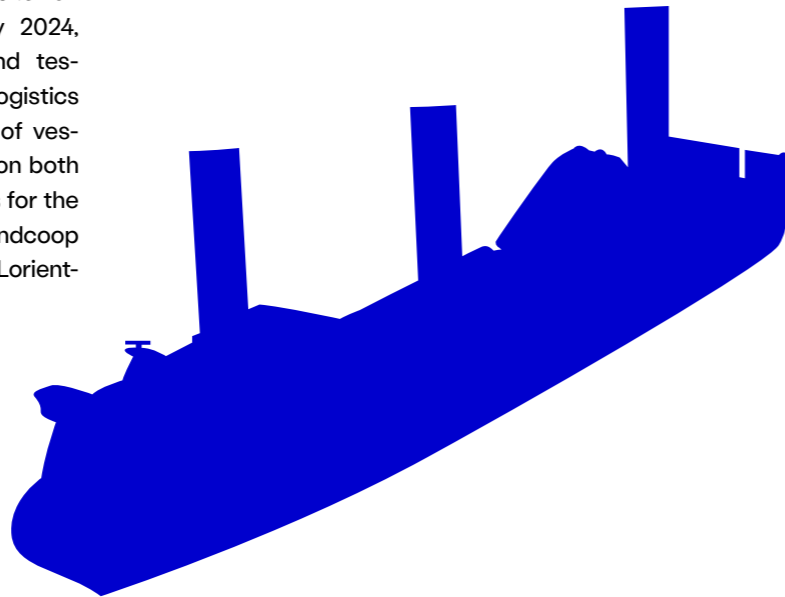




Enerdigit's prototype electricity storage facility, in the Nantes port area.

Nearby, Nantes-based firm Enerdigit has chosen to set up its first pilot facility for storage batteries and electricity redistribution under the Pont de Cheviré bridge. The prototype was inaugurated on 17th October in the Nantes port area. This pilot storage facility is designed to stabilize the electricity grid in real time. With a capacity of 2 MWh, it serves to regulate the electricity grid by injecting energy when demand is higher or withdrawing electricity when consumption is lower. This low-carbon, innovative flexibility solution ensures a balance between electricity production and consumption at all times, which is particularly useful when consumption peaks in the winter months.

At Montoir de Bretagne, CWS, a company specializing in the design of rigid sails for the shipping industry, has moved to a 12000 m² site on the West logistics platform. Since July 2024, the Company has been assembling and testing its sails in a plug & play 4800 m² logistics warehouse. Designed to equip all types of vessel, these rigid sails can be incorporated on both new and existing vessels. The first order is for the delivery of CWS systems to equip the Windcoop fleet of container ships developed by the Lorient-based shipowner Zéphyr & Borée.



2. Supporting All the Regional Community's Industries and Businesses

Nantes – Saint Nazaire Port supports the development of logistics and industrial players by offering tailor-made solutions. 2024 saw the arrival of new bulk cargo players in the Port Authority area and the development of new service offers. At the same time, Nantes – Saint Nazaire Port is adapting its infrastructures and upgrading its plant and equipment to maintain the level of performance of its industrial facilities.

At Montoir de Bretagne, a low-carbon hydraulic binder production unit is to be built at the multi-bulk terminal, on a 6.4-hectare plot of land. The family-owned F. Scott Group, which specializes in industrial and logistics operations in the building materials sector, submitted the winning proposal following the call for expressions of interest (CEI) to set up a storage and industrial processing unit for bulk products at Montoir de Bretagne, issued by Nantes – Saint Nazaire Port in June 2023. The project led by F. Scott is expected to generate a large number of maritime and rail flows.

Nearby, another construction industry company, Société Liants de l'Ouest (SLO), will be setting

up an asphalt binder production unit and storage tanks on a site covering more than 3 hectares. The manufacture of these products will require the importation of raw materials by sea, which will transit the new liquid cargo berth.

At the Cheviré port facility, a new player in the recycling industry has taken possession of a 5.6-hectare plot of land. Guyot Environnement, which specializes in the collection, sorting and recovery of materials, is installing a plant for the treatment and recovery of ferrous and non-ferrous metals, equipped with a shearing press, with a view to exporting these products once they have been processed.



The Guyot Environnement installations at Cheviré.

Since the end of 2024, shipping lines MSC and Wec Lines have reorganized their services to offer more shipping capacity for both import and export operations, and to guarantee better transit times. The partnership between MSC and Wec Lines (a subsidiary of MSC) ensures regularity of services to the hubs of Northern and Southern Europe.

Plans are being studied to site a refrigerated warehouse to the rear of the Montoir de Bretagne container terminal. In April, Nantes – Saint Nazaire Port published a call for expressions of interest for the development and operation of a temperature-controlled warehouse. A candidate has been selected for the second phase of the CEI. This facility will offer storage solutions and logistics services to support the development of reefer container traffic.

The Montoir de Bretagne ro-ro terminal has been at the heart of an experimental operation. Following the success of a trial run at the end of 2023, an operation involving the transportation of 3000 tonnes of granite using a “sea-rail” modal shift logistics plan went ahead between Galicia and the City of Lyon, via Montoir de Bretagne’s port and rail installations. Implemented thanks to the collective efforts of the port players involved, this solution was proposed by De Filippis, a company specializing in urban development projects, in response to a call for tenders for the supply of building

materials for the refurbishment of the concourse of Lyon Part-Dieu railway station. The granite is conveyed from the Port of Vigo aboard Suardiaz ro-ro vessels, and unloaded in the storage areas at the Montoir de Bretagne ro-ro terminal. It is then loaded at the terminal each week onto wagons operated by SNCF Freight Division on the port-based rail network, and carried on the route of the Centre Europe Atlantic railway line (VF-CEA) all the way to Lyon. This pattern is destined to be repeated to supply other worksites in Eastern France. As far as container traffic is concerned, teams from Nantes – Saint Nazaire Port are working alongside shipowners to develop a multimodal rail service at Montoir by mid-2025, which would serve to complement the terminal’s service offer and to provide a low-carbon logistics plan.



The sea-to-rail modal shift of consignments of granite, at Montoir de Bretagne.

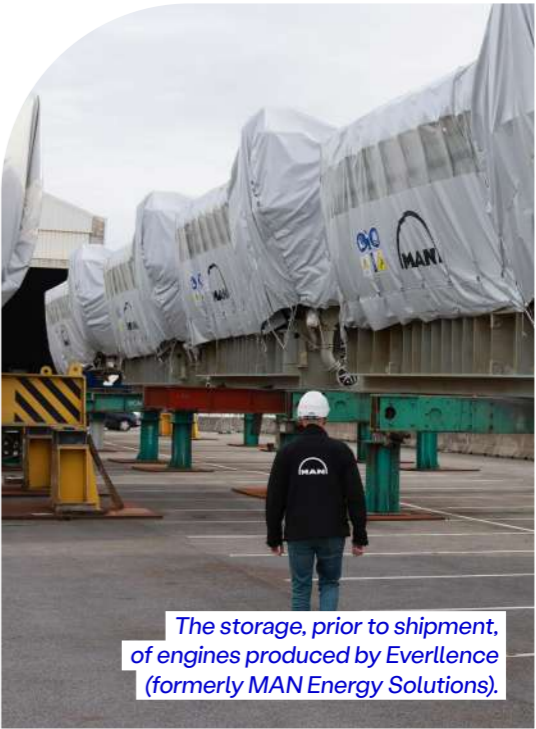


The transfer in Saint Nazaire of a nacelle for the Îles d'Yeu et de Noirmoutier offshore wind farm.

The volume of activity at the Saint Nazaire port facility was particularly high in 2024, due in particular to all the work handled by the Chantiers de l'Atlantique Shipyard, with the construction of World Class liners, superyachts and supply ships.

At the same time, some major logistics and handling operations were carried out, notably at the end of the year. The first handling operations linked to the construction of the Îles d'Yeu et de Noirmoutier offshore wind farm commenced at the end of October. Following the successful deployment of France's first offshore wind farm sited off Saint Nazaire, Nantes – Saint Nazaire Port and the entire Port Community are contributing to the logistics of the second offshore wind farm to be sited off the coast of the Pays de la Loire Region. The components of the 61 offshore wind turbines produced by Siemens Gamesa Renewable Energy are being shipped mainly from its Le Havre plants to Saint Nazaire, the location of the pre-assembly facility. The blades and masts, which are unloaded at the Quai de la Prise d'Eau quay, and the nacelles, which are conveyed from the Quai des Charbonniers quay, are being progressively stored at the logistics hub, which adjoins the Joubert sluice dock. These components will then be transported out to sea by the Jan de Nul Shipping Line's installation vessel the Vole au Vent. France's fourth offshore wind farm is due to come on stream at the end of 2025.

In December, twenty-four 320-tonne engines designed by Everllence (formerly MAN Energy Solutions) were shipped to Turkey from the Quai des Charbonniers heavy-lift cargo terminal. A further 24 engines are due to be delivered in 2025. They will power the Karpowership Group's fleet of powerships, vessels that have been transformed into floating power stations.



The storage, prior to shipment, of engines produced by Everllence (formerly MAN Energy Solutions).



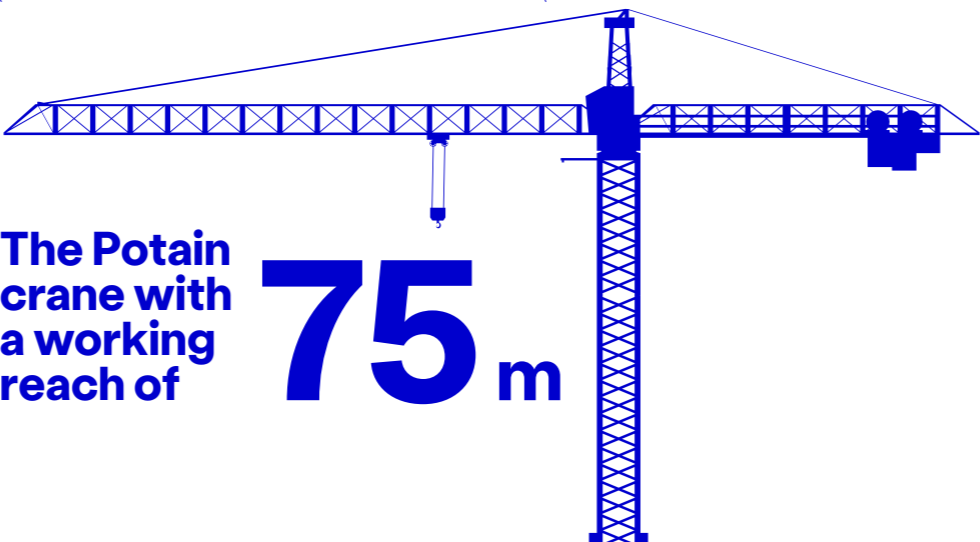
The maintenance turnaround of the Le Pellerin floating dock in the dry dock in Saint Nazaire.

As maritime structures dedicated to shipbuilding and ship repair activities, the dry docks in the Penhoët dock basin see heavy use from year to year. The tower crane located between dry docks N°s 1 and 2 had become obsolete and was dismantled in October 2023 so that it could be replaced. Major work operations began in September to prepare the site for the new piece of equipment. The operations consisted in refurbishing the paved areas and in laying the rails on which the Potain crane travels, with a working reach of 75 metres covering all three dry docks. The new crane came into service in April 2025. These work operations aside, use was made of the dry docks on numerous occasions, in particular for the major overhaul of the *Maillé-Brézé*, a naval escort vessel, for the maintenance of Boluda's fleet of tugboats, and for the maintenance turnarounds of Nantes – Saint Nazaire Port's nautical craft and port equipment: the Le Pellerin floating dock, the dredger *Samuel de Champlain* and the Cheviré ro-ro pontoon for a complete overhaul, which takes place every 15 years. Dry dock N° 1 also received a demonstrator developed by the start-up Greenov, which is designed to reduce underwater noise pollution and turbidity during work at sea.

Following on from the improvement work on Avenue de Penhoët carried out by Saint Nazaire Urban Area District Authority, Nantes – Saint Nazaire Port began repair work on the heavy-duty roadway running parallel to the Boulevard. Designed for the transit of heavy-lift or voluminous industrial cargo consignments and for rail traffic, this major 500-metre logistics route connects Gate N° 4 of the Chantiers de

l'Atlantique Shipyard and the Quai des Charbonniers quay. Two trains pass through the Saint Nazaire industrial and port activity zone every day, mainly to supply the ArcelorMittal Company. The work began in the autumn. The rails were replaced, and the roadway consolidated and widened. A first section was delivered at the end of December to allow the passage of XXL cargo consignments, in particular the wind turbine nacelles produced by Siemens Gamesa for the Îles d'Yeu et de Noirmoutier offshore wind farm, before the final delivery of the roadway in March 2025.

The mobile structures in Saint Nazaire are the subject of a maintenance and servicing programme, which is essential to ensure reliable access to the docks and port infrastructures in Saint Nazaire. A major operation took place at the location of the south lock, involving the replacement of the leaves of the downstream gate.



The Potain crane with a working reach of 75m

Major work was carried out on the Louis Joubert sluice dock, a structure that can be used both as an entrance lock to the Penhoët dock basin in Saint Nazaire and as a dry dock. In March, work was done to refurbish a 2500 m² area of the bed, which had been damaged over the years by successive filling and emptying operations. At the same time, civil engineering work was undertaken to enable the installation of new berthing fenders and vessel guidance systems, to meet the requirements for receiving large-sized vessels, notably the MSC World Class liners built by the Chantiers de l'Atlantique Shipyard.

Nantes – Saint Nazaire Port also made major investments to improve its information systems. It upgraded its Vessel Traffic Service (VTS), enabling the operators concerned, including port officers, to interact with the ships and the various parties involved in the port call. Interfacing directly with the radars at Nantes – Saint Nazaire Port and the AIS (Automatic Identification System) of the vessels, it contributes to the fluidity and safety of navigation and of maritime and port operations. To this end, the main antenna of the Mindin tower, located at Saint-Brevin-les-Pins, has been replaced. That spectacular operation took place in May.

Since 2018, Nantes – Saint Nazaire Port has been engaged in a Smart Port initiative in order to facilitate and to speed up digital technology innovations for the benefit of port-based activities and to enhance the attractiveness of the Regional Community. The Port Authority is continuing to develop the solutions that emerged from Season 2 of the Smart Port Hackathon. Initially deployed for the industrial and logistical operations centre at Montoir de Bretagne, the commercial showcase for real-estate offers was rolled out to cover the Nantes Cheviré port area in the autumn of 2024. Accessible on the Nantes – Saint Nazaire Port website, in the "Our Real-Estate Offers" section, the commercial showcase delivers a 360° experience seen from the sky, for a complete immersion in the heart of the Nantes Cheviré logistics facility, the better to discover the real estate available there. Designed to improve traffic flow in the port activity zone, the Cardino mobile app has been created for port activity zone users. The aim is to provide better guidance and direction for professionals travelling through the port area, saving them time, reducing their carbon impact, making their journeys safer and facilitating port transit. This right-to-destination guidance solution has been available since December.



The new guidance system for large vessels using the Joubert sluice dock.



An oil tanker being unloaded.

Coping with Traffic Volatility

In 2024, the traffic volume at the Port of Nantes – Saint Nazaire totalled 25.7 million tonnes (MT), a figure that comprises 18.7 MT in import traffic and 7 MT in export traffic. Maintenance turnarounds at industrial facilities slowed energy-related traffic, while bulk animal feedstuffs traffic continued to grow.

The volatility of traffic levels justifies the need for Nantes – Saint Nazaire Port's strategy to be directed towards a new economic model, which is also accompanied by significant investments to ensure the success of the industrial and port activity complex's ecological and energy transition.

After several years at historically high levels, approaching 10 MT in 2022, liquefied natural gas traffic contracted sharply in 2024 (down 38 %, at 5 MT). Activity at the Elengy LNG terminal was adversely affected by a maintenance turnaround lasting several months, at a time when French stocks were being replenished before the autumn. Crude oil imports for the TotalEnergies refinery at Donges rose by 7 % compared with 2023, reaching 7.3 MT. The refinery returned to a normal level of activity during the summer, following a complete shutdown of the refining process between February and April owing to a maintenance turnaround. As a result, refined petroleum product traffic saw a relative increase in terms of imports (up 1 %, to 1.2 MT) and much stronger growth in terms of exports (up 16 %, to 3.9 MT). In addition, TotalEnergies commenced work on the implementation, in 2025, of its Horizon project for the creation of a fuel desulphurization unit.

A traffic volume of
25.7
millions of tonnes

Imports of animal feed products (oilcakes and seeds) continued to grow (up 10 %, to 2.3 MT). Investments by terminal operator MBT have also made it possible to improve the reliability and operational performance of the facility.

In spite of a tense international context, crusher-grinder operations at the Cargill plants remained buoyant. At the same time, Cargill is investing significantly in decarbonizing the production process at its two plants through its Co-corico project. Grain and cereals exports fell by 20 % (0.5 MT), as a result of a poor cereal harvest last spring combined with a highly competitive international market. Dry bulk products for the building and construction sector were hit by the sharp downturn in property development projects in France. Flows of clinker and cement slowed (down 6 %, at 0.3 MT). Sand traffic held steady at 1.3 MT. In showing a 12 % decrease to 0.3 MT, recycled scrap metal traffic consisting in exports from the Nantes and Montoir de Bretagne facilities mainly to steelworks in Spain and Turkey was affected by unfavourable prices for the material.

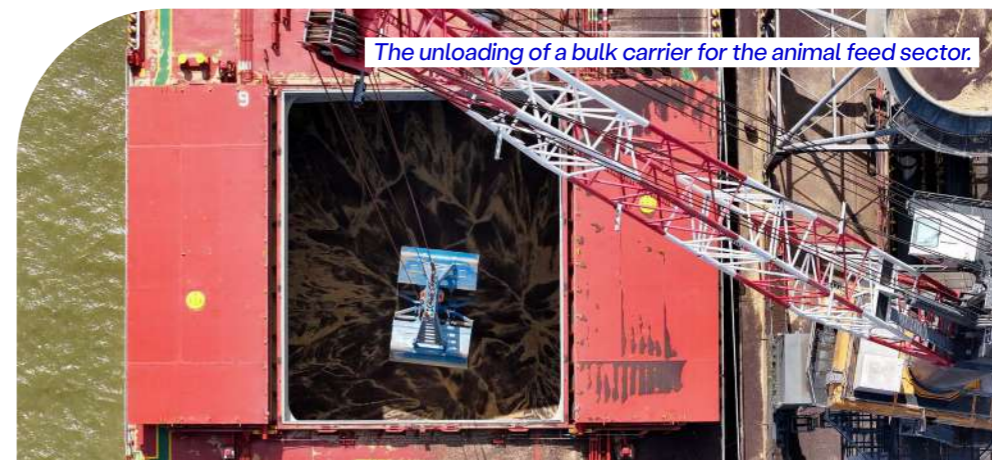
2024 saw a downturn in business at the Montoir de Bretagne ro-ro terminal. Vehicle flows from Morocco and Spain declined by 15 %, due to the contraction of the new vehicle market as a result of



During a call by the container ship CMA-CGM Montoir.

less favourable financing conditions for purchases. However, a new manufacturer has established a base of operation at the terminal: the Volkswagen Group. Trailer traffic remained stable at 9 500 units, particularly for the export of automotive parts and the import of construction materials. Despite the supply issues that slowed the growth in business for aircraft manufacturer Airbus, flows of aeronautical components progressed by 3 %.

The volume of business at the general cargo and container terminal fell by 13 %, to 133 000 twenty-foot equivalent units (TEUs). That downturn was particularly marked as regards the services to the French West Indies and to West Africa. In response to the decline in these activities, the Port Authority undertook several projects to develop new services. Activity at Saint Nazaire's port installations remained buoyant, driven by the local industrial dynamic, particularly in the shipbuilding sector.



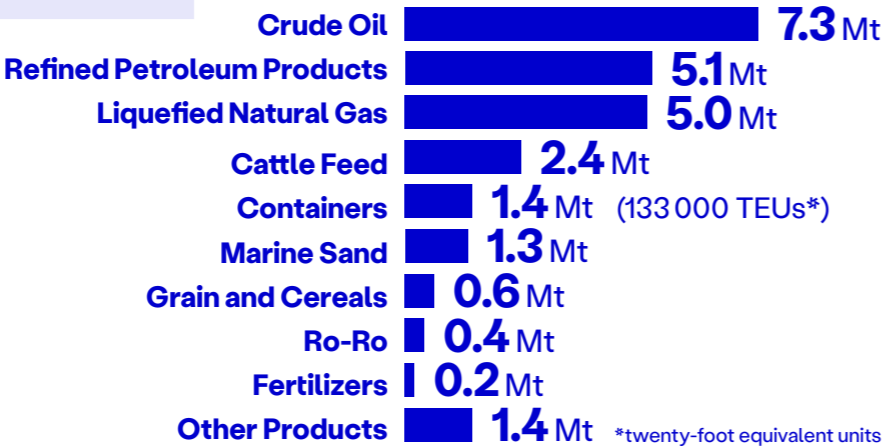
The unloading of a bulk carrier for the animal feed sector.

2024 Performance

Indicators

Traffic Statistics

25.7
millions
of tonnes
including



Reception of Vessels



234
(non-energy) liquid bulk
cargo carriers



412
oil tankers



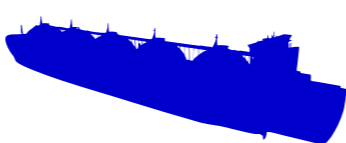
255
dry bulk cargo carriers
(excluding sand carriers)



142
ro-ro vessels



237
container ships



72
LNG tankers

2655
calls made by vessels

Port Authority Area

525
customers



38 %
of sales turnover

843
contracts

Production



Direct
Operation
of Plant and
Equipment

In Saint Nazaire
73 863 t
of cargo handled
during 58 port calls

In Nantes,
at the Cheviré Port Facility
275 285 t
of cargo handled
during 74 port calls

Ship
Repair



739
days of occupancy
of the dry docks and
of the Joubert sluice dock

23 vessels
received

Vessel Services

756
interventions



Maintenance

In hours worked,
by type of customer

Out of a total of
133 870 h

113 926 h
for Nantes –
Saint Nazaire Port
19 944 h
for external
customers
(including terminal
operators)





The Montoir de Bretagne industrial and logistics platform.

Economic and Financial Indicators

Being faced with the major challenges of ecological and energy transition and the fragility of its economic model, Nantes – Saint Nazaire Port is fully committed to a profound transformation, so as to continue to play a major role in serving the Regional Community and the businesses located in its hinterland.

Nantes – Saint Nazaire Port is shaping the path towards decarbonization and is getting organized, in response to the Central Government roadmap for industrial and energy sovereignty. The Port Authority is continuing to implement its 2021-2026 strategic plan, through the activation of its identified growth drivers in order to offset the decline in fossil fuels and to participate in the construction of a sustainable economic model. In this way, the value-enhancement of the Port Authority area and the conduct of logistics and tertiary real estate projects accounted for 38 % of sales turnover in 2024, compared with 34 % in 2020.

The maintenance work carried out at TotalEnergies' Donges refinery and the prolongation of the maintenance turnaround at the Elengy liquefied natural gas

terminal impacted port traffic levels in the spring and summer of 2024.

With the support of a dynamic port promotion collective, Nantes – Saint Nazaire Port is carrying out high-stakes projects, in a spirit of ongoing dialogue, while continuing to develop the activities of industries that are well established in the Region.

In 2024, Nantes – Saint Nazaire Port generated 121.4 M€ in income, a gross operating profit of 19.2 M€, and 20.6 M€ of cash flow. 2024 showed a profit in the amount of 0.8 M€, including exceptional transactions.

Income

in millions of euros	2024	2023
Port Dues	38.4	40.1
Port Property Income	36.3	33.5
Other Sources of Sales Turnover	20.3	19.2
Central Government Funding	17.5	17.4
Other Sources of Income	8.9	9.1
Income	121.4	119.3

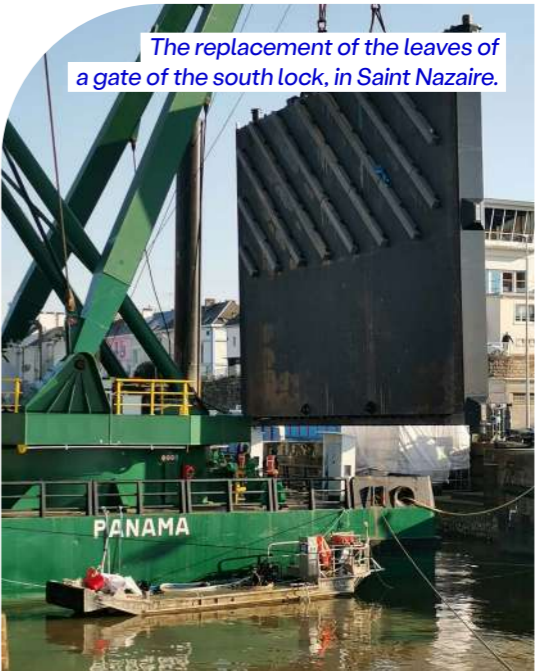
Nantes – Saint Nazaire Port made 30 M€ in investments in 2024, the fourth year of implementation of the long-term investment plan accompanying the changes being made to Nantes – Saint Nazaire Port's economic model.

The 2024 investment programme includes operations to develop, maintain and upgrade the Port Authority's assets, including work on the infrastructures in Saint Nazaire, such as the replacement of the leaves of the downstream gate of the south lock, civil engineering work on the paved areas of the dry docks and the replacement of a crane, the regeneration of the heavy-duty roadway and the installation of guidance systems in the Joubert sluice dock. It also includes operations to help to reduce Nantes – Saint Nazaire Port's carbon footprint and to improve working conditions, with the construction of two new buildings for the Les Darses maintenance workshops in Saint Nazaire and for the nautical access services at Montoir de Bretagne, as well as the deployment of charging stations at the port facilities.

Financial Statement

in millions of euros	2024	2023
Gross Operating Profit	19.2	24.9
Operating Profit	3.0	3.1
Financial Income Balance	-2.2	-2.3
Net Profit	0.8	0.8

30 M€ of investments in 2024



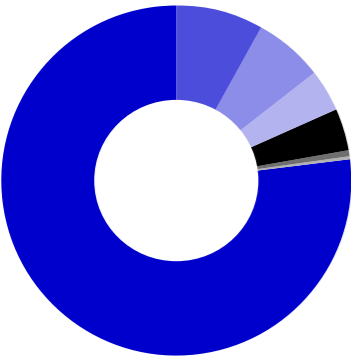
The replacement of the leaves of a gate of the south lock, in Saint Nazaire.

These investments include operations to value-enhance Port Authority real estate, in particular the development of the plug & play logistics platform and the continuation of studies and procedures for tertiary real-estate projects. The roll-out of digitization and digital connectivity has also resulted in projects to secure and to upgrade IT infrastructures and information systems, such as Vessel Traffic Services (VTS) and Com-

puter-Assisted Maintenance Management Systems (CMMS).

The co-financing of the investment programme by Central, Regional and Local Government and by the European Union represented 23 % of the investment total.

Funding of the 2024 investment programme



Central Government | **2.5 M€**
European Union | **1.9 M€**
Pays de la Loire Regional Authority | **1.2 M€**
Loire Atlantique Departmental Authority | **1.1 M€**
Saint Nazaire Urban Area District Authority | **0.2 M€**
Nantes Metropolitan District Council | **0.1 M€**
Nantes – Saint Nazaire Port | **23.1 M€**

The replacement of the antenna of the Mindin radar tower, at Saint-Brevin.



Bulk recycled scrap metal being loaded in Nantes.

Principal Identified Risks

Nantes – Saint Nazaire Port operates in a constantly changing and uncertain environment. An analysis of the risks to which the Port Authority is exposed is regularly carried out.

In line with the 2021-2026 strategic plan adopted by the Supervisory Board on 3rd December 2021, Nantes – Saint Nazaire Port has drawn up a risk map and an associated action plan, which are both updated each year. 31 risks were identified in 2024.

The likelihood and seriousness of each risk have been rated. The ten risks which are considered to be the most critical are closely monitored. They relate to the economic model, maintaining and developing port capacity, compliance and external threats. An associated action plan is designed to avert the causes and to reduce or to offset the effects.

31
risks
identified
in 2024

Part 3

2024 CSR Report





Inshore pilots at work in Saint Nazaire.

Conducting a Dialogue with Interested Parties

Nantes – Saint Nazaire Port operates within a complex ecosystem. Going beyond the Governance Bodies which already incorporate a broad representation of interested parties, the Port Authority maintains and nurtures a wide-ranging dialogue with industrial, logistical and port players, civil society, and institutional or industrial relations partners.



1. Industrial Relations Dialogue

Through the intermediary of the appointed bodies, the representatives of the Port Authority's personnel are informed regarding the issues, projects and changes affecting Nantes – Saint Nazaire Port.

Regular meetings take place with the Social and Economic Committee, the two Health and Safety at Work Commissions (H&SWCs), one for shore-based personnel and another for sea-going personnel, and the Local Representation Employee Delegates. Economic plans, work organization, staffing, the skills development plan, and investments are among the issues discussed by these bodies.

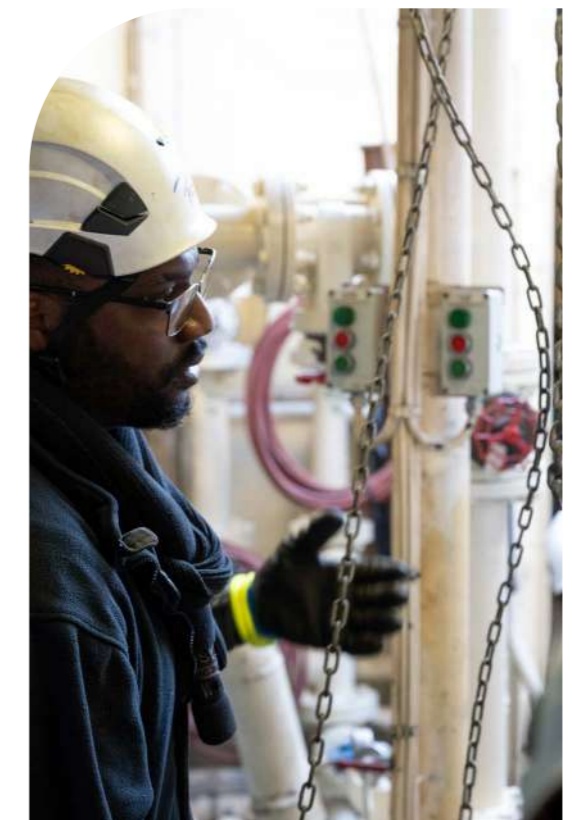
Economic and social changes also underpin the process of negotiation with the Organization's trade union representatives. Numerous topics are discussed and form the subject of collective bargaining agreements.

The Organization's personnel is represented on the Supervisory Board, which has three representatives elected by the salaried employees of Nantes – Saint Nazaire Port.

The Executive Management of Nantes – Saint Nazaire Port and the employee representative bodies are attentive to preserving the health and safety of personnel at work. The Quality and Safety Department and the Occupational Health Mission assist Nantes – Saint Nazaire Port's salaried employees as regards risk prevention in the course of their activities.

The actions undertaken over several years, in terms of personnel training, of raising awareness, of selecting the right personal protective equipment, and of ensuring that safety officers are present at worksites, have helped progressively to instil a shared safety culture.

There is a lot at stake, given the high risk of accidents inherent in the activities and working environment of the Port Authority personnel (being called upon to work outdoors, on the quays or on board vessels, on maintenance turnarounds...). 20 industrial accidents involving absence from work were recorded in 2024, as compared to 24 in 2023 and 25 in 2022. An annual operational programme involving the members of the various employee representative bodies and the salaried employees themselves aims to tackle this accidentology issue.





At the event to launch the Loire Estuary Decarbonization initiative.

2. Economic and Institutional Players

As an industrial tool for economic growth and a regional planner and developer, Nantes – Saint Nazaire Port maintains close links with the Region Community's players. Partnership actions associating Regional and Local Government, Central Government Departments, businesses and industrial firms, and consular organizations, are regularly undertaken in order to boost economic sectors in Greater Western France.

Under the Oportunity banner, the port promotion collective composed of Nantes – Saint Nazaire Port, Nantes Ports Maritime Union (UMNP), the Nantes – Saint Nazaire Chamber of Commerce and Industry, Pays de la Loire Regional Authority, Saint Nazaire Urban Area District Authority, Nantes Metropolitan District Council, and Loire Atlantique Departmental Authority played an active role alongside Port Community companies both in the Port's hinterland and at major maritime and port-based logistics gatherings on an international level, particularly in the marine renewable

energy sector. In March, a mission to Portugal and Spain led by the Pays de la Loire Regional Authority, enabled a local delegation to meet players in the port and wind power sectors. The same delegation also attended the WindEurope 2024 Trade Show, a gathering of international players in the offshore wind power sector. In June, the port promotion collective joined forces at the Seanergy Trade Show in Nantes. The three-day event brought together the complete national and international marine renewable energy ecosystem, with 200 exhibitors from 30 countries in attendance.

The bulk agri-food and container sectors were also given pride of place. In October, the Oportunity port promotion collective's season-opening event was attended by 170 public- and private-sector stakeholders from the port and maritime environment and from the Regional Community. The agri-food ecosystem expressed its desire to collectively rise to the challenge of transition in agriculture and the agri-food industry. In December, over 70 representatives from the container sector, industrialists, transport organizers and shipowners met in Nantes to exchange views and to put the Port of Nantes – Saint Nazaire's container shipping activities into perspective, at the invitation of Nantes – Saint Nazaire Port and container terminal operator Terminal du Grand Ouest (TGO). The discussions focussed on the need to strengthen the existing offer and to proactively develop logistics and maritime services. This collective action by supply chain players led to a number of projects being initiated, such as the launch of a shippers' group.

30
countries
represented
at Seanergy



On the Oportunity stand at the Shipping Days event in La Rochelle

At the same time, a number of promotional actions were undertaken to boost the visibility and appeal of Nantes – Saint Nazaire’s port and maritime services. From 30th January to 1st February, Nantes – Saint Nazaire Port attended the Euromaritime Trade Show in Marseille, alongside the Néopolia Cluster, to present its shipbuilding and ship repair solutions. The port promotion collective took part in several trade events in the transport and logistics sector (BreakBulk, Shipping Days, SITL), and in the International Timber Forum, which has become an international benchmark for forest products. The 2024 edition offered the opportunity to showcase the short-sea services to Northern Europe, as well as the installations and services at the Cheviré port facility.



Nantes – Saint Nazaire Port is committed to the decarbonization of the Loire Estuary industrial and port activity zone, through the Loire Estuary Decarbonization programme. The Port Authority is involved in the construction of a transition economy working towards delivering a decarbonized industry by 2050.

In July 2023, the Loire Estuary Regional Community comprising AILE, the Loire Estuary Association of Industrial Firms, Nantes – Saint Nazaire Port, Saint Nazaire Urban Area District Authority, Estuaire et Sillon Community District Authority, and Pays de la Loire Regional Authority, produced the successful bid following the call for proposals by the French National Agency for Energy Transition (ADEME) for a low-carbon industrial activity zone (“ZIBaC”) within the framework of the “France 2030” Programme. This ZIBaC accreditation, which makes it possible to secure funding to ramp up the decarbonization and energy transition of the Regional Community’s industries, gave rise to the Loire Estuary Decarbonization initiative. Since its launch in February 2024, many economic players have joined this Collective, including NaTran, Elyse Energy, Lhyfe, Airbus, GRDF, Akajoule, Enedis, Veolia, Orace, Groupe Idea and RTE. Over 25 partners are now involved.

Decarbonization

6.6 M€

to fund a study programme



During a round-table discussion on the topic of plans for new industrial activities as a part of the Loire Estuary Decarbonization initiative.

22nd November marked a key stage in the implementation of this initiative, with the signing of the ZIBaC agreement with ADEME, formalizing the Loire Estuary Decarbonization study programme. This 6.6 million euro programme is founded on around twenty targeted actions aimed at accelerating the transformation of this area of industrial and port activities, which accounts for 28 700 jobs. The actions focus on the following themes: energy infrastructure and uses, energy production, industrial ecology, environmental resilience, and regional economic development. As the DNA and impetus of the Loire Estuary Decarbonization initiative, the studies are driven by public-private partnerships.

Certain projects are well advanced. This is notably the case for the study concerning the reinforcement of the electricity network carried out by RTE, for which France’s Energy Regulation Commission (CRE) gave its authorization in December 2024 in order to pool and to anticipate the investments needed to augment the connection capacities of the Loire Estuary zone. There is also the GO CO₂ project, a CO₂ transport infrastructure project designed to decarbonize the Region’s biggest emitters. In January 2025, this project was selected by the European Union’s Connecting Europe Facility (CEF) programme.

And lastly, Nantes – Saint Nazaire Port contributes to the work of the Pôle Mer Bretagne Atlantique Brittany-Atlantic Region Maritime Cluster (PMBA). The Port Authority makes available one staff member on a part-time basis to assist the “Ports, Infrastructures and Shipping” strategic action team. The PMBA organized several events in 2024, which included a “Blue Day” event on the theme of renewable energy and smart grids in port activity zones, which was held in Saint Nazaire on 23rd May. The PMBA remains heavily involved in the Port of the Future Forum, which took place in Dunkirk at the end of September.

3. Environmental Interest Groups and the Scientific Community

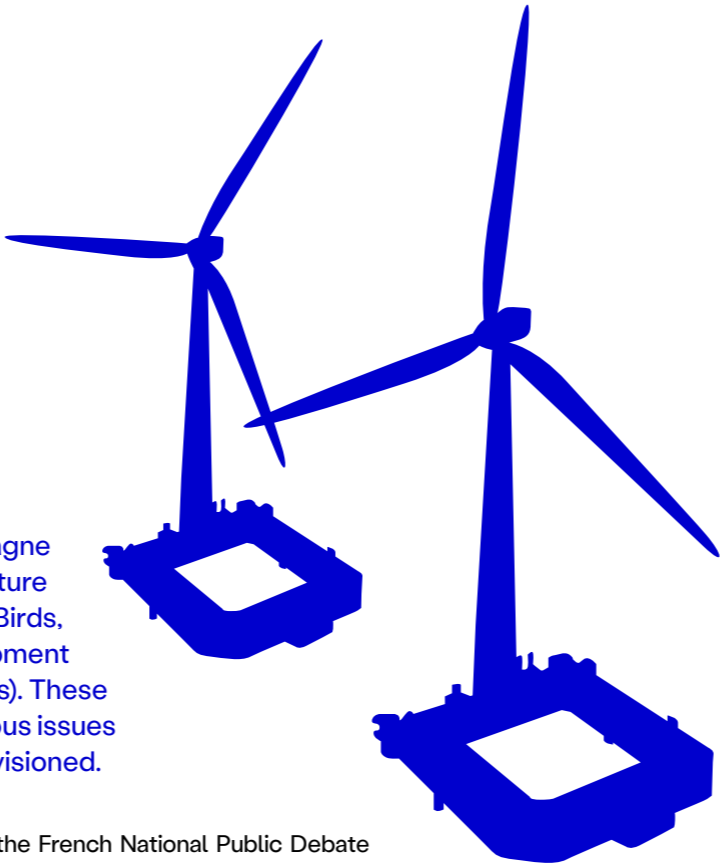
For several years now, a regular dialogue has been maintained with a number of environmental interest groups, in particular Bretagne Vivante (Living Brittany), France Nature Environnement (France Nature & Environment), the French National Society for the Protection of Birds, which are all represented on Nantes – Saint Nazaire Port’s Development Board, as well as Estuaires Loire et Vilaine (Loire & Vilaine Estuaries). These discussions make it possible to share concerns regarding the various issues facing the Loire Estuary and to explain the approaches that are envisioned.

In September 2024, the Loire Estuary Decarbonization initiative notably formed the subject of a presentation and in-depth discussions with these environmental associations that are active on the Loire Estuary, in the presence of the leaders of projects such as Green Coast, Take Kair and GOCO₂.

Nantes – Saint Nazaire Port is represented on the Maritime Council for the Northern Atlantic Seaboard – Western Channel Range, which is chaired by the Maritime Prefect for the Atlantic Seaboard and by the Prefect for the Pays de la Loire Region. The Maritime Council met on 11th September 2024, notably to discuss the 2023-2029 National Sea and Coastal Areas Strategy and to share a vision for the Northern Atlantic Seaboard – Western Channel Range looking to 2050, incorporating the major issues of climate disruption and marine renewable energy. Some of the objectives of the seaboard strategy were discussed and updated in the light, among other factors, of the challenges of decarbonizing maritime transport, and the need to refine the mapping of activities and uses of the zone was shared. Following the “Debating the Sea” public consultation organized by Central Government and conducted

under the aegis of the French National Public Debate Commission, the Maritime Council carried out work to define priority zones for offshore wind farms, going beyond the zones designated as suitable for development, over a 10-year timescale and up to 2050.

Nantes – Saint Nazaire Port sits on the Executive Committee of the Local Water Management Commission of the Water Planning and Management Scheme (SAGE) for the Loire Estuary. This Commission brings together all the parties concerned by water issues, including elected representatives, users (farmers, industrialists, environmental associations, consumers...) and Central Government agencies. It validates the different stages in the elaboration of the SAGE and, via opinions presented to the Regional Prefect, monitors the status of applications for authorizations under the provisions of the Water Quality Act. The Executive Committee of the Local Water Management Commission met on four occasions in 2024, in order notably to define a second SAGE for the Loire Estuary, which was approved on 31st December by an Inter-Prefectural Authority Order.



Nantes – Saint Nazaire Port has been a member of the GIP Loire Estuary Public Interest Grouping since its creation back in 2004. The mission of the Public Interest Grouping is to improve the overall understanding of the complexity of the environmental functioning of the Loire, from the River Maine to the sea, based on long-term monitoring data, which are essential for characterizing a dynamic environment. The hydro-sedimentary and water quality modelling carried out by the Public Interest Grouping is essential, firstly to understand the dynamics of the mud suspension in the Estuary, which is partly responsible for the sedimentation observed in the accesses to the port terminals, and secondly to assess the impact of dredging and disposal operations on water quality in the outer and inner estuaries.

Nantes – Saint Nazaire Port also participates in studies by providing funding for specific topics of research or through its membership of scientific committees. The Port Authority notably contributed to the BiotroL project, which was launched in 2021 and completed in 2024. By studying the biodiversity and trophic capacity of the Estuary, the aim of that project was to provide a retrospective view of how the nursery function of the Estuary’s various habitats has evolved in the face of large-scale changes. Nantes – Saint Nazaire Port backs the search for a better understanding of hypoxia-anoxia episodes in the waters of the Loire (Oxymore project), the actions within the framework of the Migratory Fish Management Plan (PLAGEPOMI), the reintroduction of laminaria in the outer Loire (Loire & Vilaine Estuaries Association), and the project by the ARA Association to restock estuarine environments including the Loire Estuary with eels.



4. Connecting with the Community and the General Public

Nantes – Saint Nazaire Port is pursuing its efforts to be better known to the general public as a whole, and notably to the citizens of the Loire Estuary. In addition to maintaining its presence on digital media, the Port Authority regularly offers all kinds of visitors a behind-the-scenes look at its activities.

According to the awareness survey carried out by ED Institute in July 2024 among 1000 residents of the Pays de la Loire Region, the overall image of Nantes – Saint Nazaire Port is 83 % positive. Residents of the Department of Loire Atlantique have a better image of Nantes – Saint Nazaire Port (90 %), as do respondents who have already visited the Port (90 %).

Invested for almost 20 years now in business discovery tourism, Nantes – Saint Nazaire Port collaborates with various organizations such as Stunning Saint Nazaire (Saint Nazaire Tourist Office), the Estuarium Association or Marine et Loire Cruises. In 2024, nearly 28 000

people found out about the activities of Nantes – Saint Nazaire Port through tours organized by Stunning Saint Nazaire and by the Estuarium Association, and on summertime cruises on the River Loire with Marine et Loire. In November, Nantes – Saint Nazaire Port welcomed some forty history & geography teachers from the Nantes Regional Education Authority for a guided tour of the port area. This exchange provided an opportunity to make the link with the history & geography syllabus for secondary schools and to provide information about port traffic and activities, while explaining the changes that are underway.



During the “Company Tours in Our Region Days” operation, at the premises of the Loire Pilots Association.

83 %
of the residents of the Pays de la Loire Region interviewed have a positive image of Nantes – Saint Nazaire Port



A fact-finding visit to the Saint Nazaire offshore wind farm as a prelude to the consultation regarding the Éole project.

As a member of the Visit Our Businesses in Pays de la Loire Association, Nantes – Saint Nazaire Port is committed to educational initiatives in the Loire Estuary Region, giving local primary school pupils, high school students and apprentices the opportunity to discover the industrial and port activity complex and its specialisms through several visits scheduled throughout the academic year. Conducted in partnership with the Pays de la Loire Chamber of Commerce and Industry, this initiative is part of the Regional Priority for Employment scheme run by Pays de la Loire Regional Authority. In 2024, in the course of three visits, over 110 young people mainly receiving vocational training in transport, logistics or MRE maintenance went on a tour of the port facilities. On 24th and 25th October, Nantes – Saint Nazaire Port also took part in the 9th edition of the Pays de la Loire Company Tours in Our Region Days initiative, organized by the Visit Our Businesses in Pays de la Loire Association and supported by Pays de la Loire Regional Authority and the Pays de la Loire Chamber of Commerce and Industry. This not-to-be-missed event gives the general public the chance to find out more about local businesses and what goes on behind the scenes.

Nantes – Saint Nazaire Port maintains regular and close relations with the residents of the Petit Maroc area in Saint Nazaire, notably to keep them informed about work operations and projects. In September, around forty local residents were able to visit the Harbour Master’s Office monitoring station and the central control station for the bridges and locks. On the occasion of that visit, they were given an update on the forthcoming work on the mobile structures and on the outer harbour development project, and they were invited to take part in the consultation regarding the Éole project.

The Les Escales music festival has been held every summer since 1992, in the Petit Maroc area, being located mainly within the Port Authority area and on City of Saint Nazaire land. Nantes – Saint Nazaire Port contributes to the success of this cultural event as a technical partner, by issuing temporary occupancy permits for Port Authority land. In 2024, Nantes – Saint Nazaire Port and Les Escales formalized their collaboration by signing a partnership agreement.

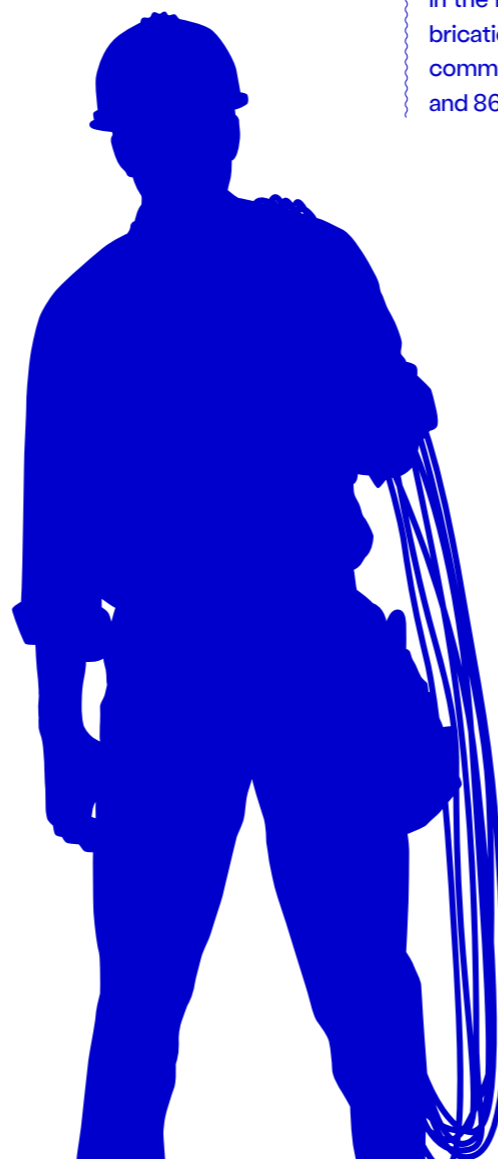


At a site meeting regarding the development of the Les Darses maintenance workshops in Saint Nazaire.

Fostering Diversity through Employment

The activities at the Port of Nantes – Saint-Nazaire generate 28 700 jobs, according to a study carried out in 2024 by INSEE, the French National Institute of Economic and Statistical Information, based on data from 2022. Employment grew over the period 2018-2021, which was marked by health and economic crises, thereby reflecting the resilience of the industrial and port activity complex, which comprises 613 establishments (industries, service companies, administrations). Together, these activities account for 3.5 % of the wealth produced in the Pays de la Loire Region.

As of 31st December 2024, Nantes – Saint Nazaire Port employed 605 members of personnel on permanent contracts, 21 % of whom are women and 79 % are men. Nantes – Saint Nazaire Port is gradually moving towards a better balance between men and women in all categories, even though some jobs are still dominated by men. Women now make up 45 % of the Executive Management Committee. 37 new staff members joined Nantes – Saint Nazaire Port in 2024. Internal mobility is encouraged: more than 50 % of the vacancies for shore-based and sea-going personnel taken together were filled in this way in the course of 2024.



Nantes – Saint Nazaire Port has 80 different specialisms. Rolled out on an annual basis, the skills development plan assists the salaried employees in adapting to the regulatory, technical and digital technology changes impacting their jobs, and supports internal mobility on a vocational level. The emergence of new specialisms connected with the strategic plan is also taken into account. In 2024, Nantes – Saint Nazaire Port devoted 4.4 % of the total gross remuneration to vocational training, and 70 % of the salaried employees completed at least one training course. The average length of service with Nantes – Saint Nazaire Port is 10 years.

Being committed for several years now to offering young people vocational training, Nantes – Saint Nazaire Port has chosen over the past four years to reinforce that support. In this way, each year block-release trainees or interns join Nantes – Saint Nazaire Port to receive training in the Port's specialisms, notably in mechanical engineering, metal fabrication, accounting, marketing, international trade, human resources, communication, or safety and environment. 47 block-release trainees and 86 interns were received by the Port Authority in 2024.

47
block-release
trainees and
86
interns were
received
in 2024



Assistance with a pre-carriage operation by rail, at Cheviré.



During a business meeting with a view to locating a Groupe SF temperature-controlled warehouse at Montoir de Bretagne.

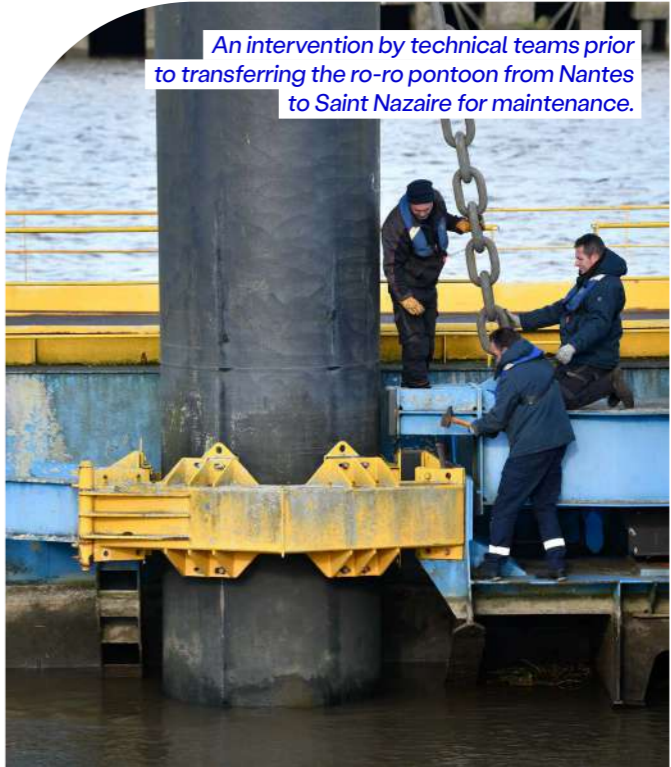
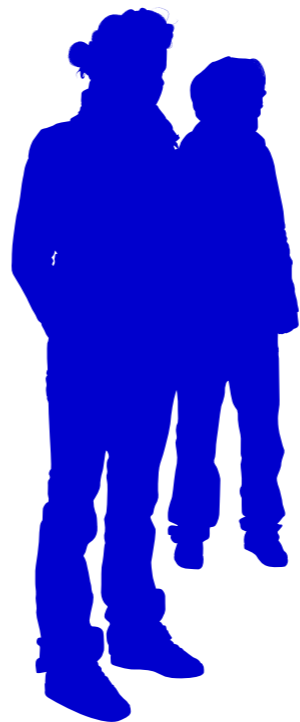
The personnel of Nantes – Saint-Nazaire Port took part in 2024 in a sporting challenge in aid of the French National Lifeboat Association (SNSM). This collective and unifying commitment was rewarded by a donation from Nantes – Saint Nazaire Port to the SNSM, which plays an essential role in prevention, training and sea rescue operations for users of the sea. At the prize-giving ceremony for this challenge, in a salute to the 2024 Olympic Games in Paris, Nantes – Saint-Nazaire Port inaugurated a photographic exhibition, created by Franck Badaire, of 26 employees practising 15 Olympic sporting disciplines in the heart of the port environment.

In 1998, in creating a dedicated inclusion unit the Port Authority made a commitment in favour of the social and professional inclusion or reintegration of persons excluded from the workplace. Recruited under as-

sisted employment contracts, the inclusion unit team comprises 4 to 6 employees depending on the time of year. Each is given a 12-month contract with a renewal clause, in order to develop new skills with a view to reintegrating the world of work more easily. The activities to which the team is assigned are chosen according to their educational value. The different work situations encountered permit each employee to develop skills that are useful and transferable to other companies. Following their experience of the port environment, 7 employees in 10 find another job or engage in vocational training leading to a qualification.

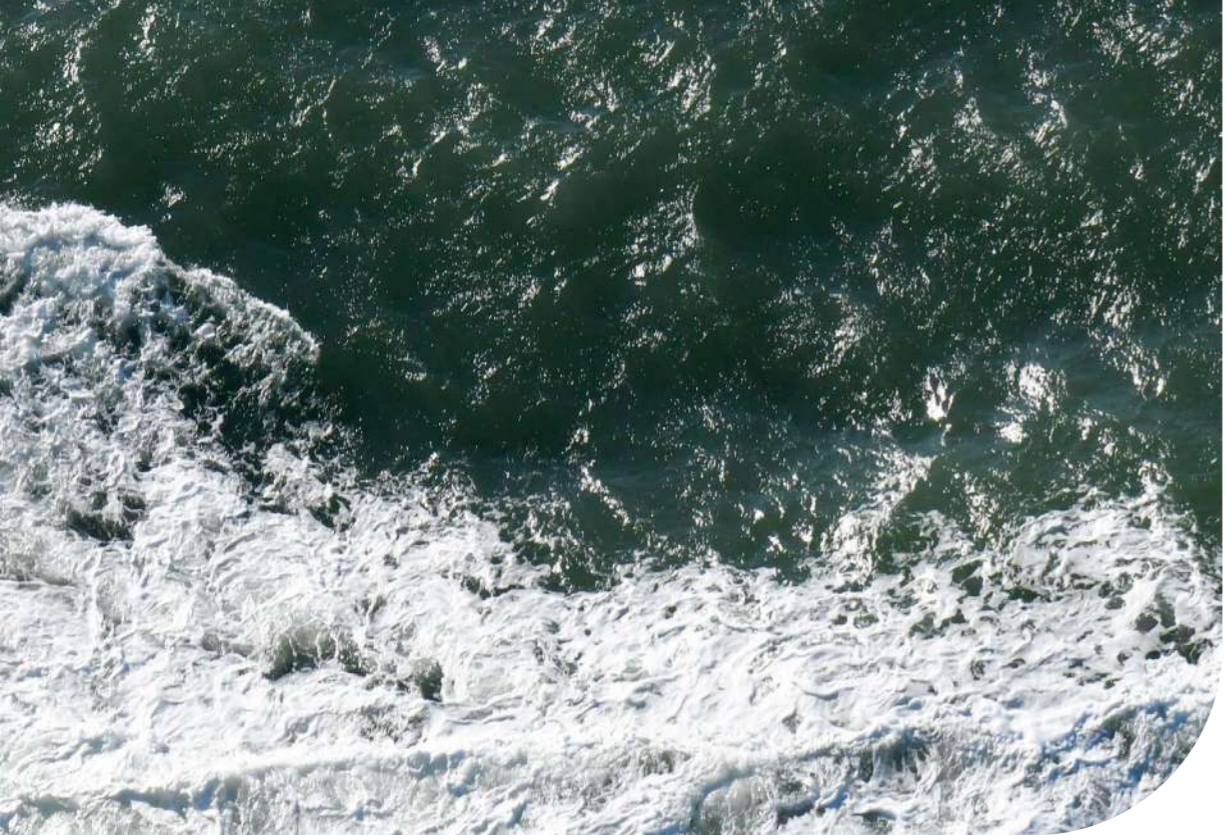
10 years ago now, Nantes – Saint Nazaire Port embarked on an initiative in support of the professional inclusion and the maintenance in employment of disabled workers, who represented 2.5 % of the overall headcount at that time. The Port Authority made a commitment to promote the integration of all employee profiles without discrimination (adaptation of the procedures for the recruitment and inclusion of disabled workers), to safeguard career paths (identification, establishment and monitoring of maintenance-in-employment and redeployment situations), and to develop partnerships with local players so as to professionalize practices (recruitment, maintenance in employment and subcontracting with the protected sector). In 2024, the level of employment of individuals with a recognized disability now represents 6.7 % of the overall headcount.

In March 2024, Nantes – Saint Nazaire Port instituted a partnership with Lig'Entreprises, the support scheme established by the French National League against Cancer, aimed at raising corporate awareness of the risk of job loss after cancer and helping firms to anticipate the impact of the illness on their organization. Awareness-raising and prevention sessions (serious games, webinars) help to remove the taboo surrounding the illness and make it easier for the people affected to return to work.



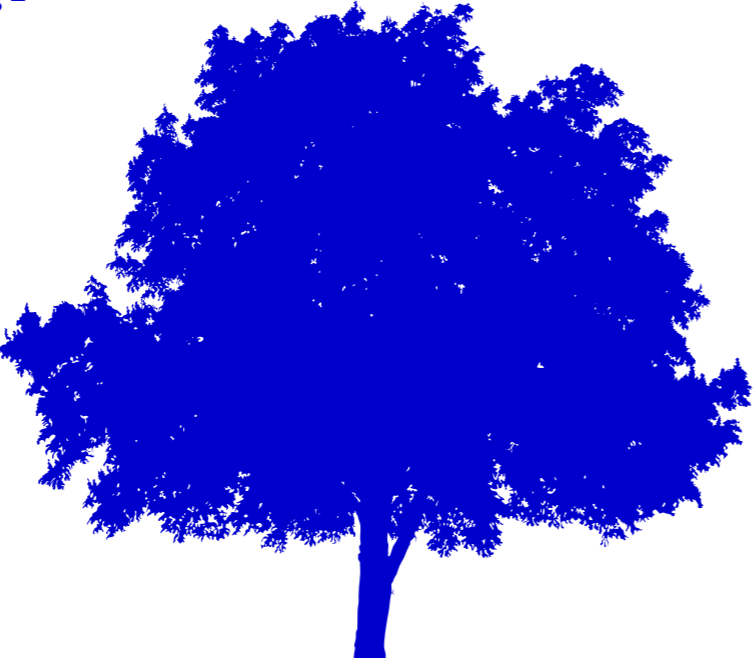
An intervention by technical teams prior to transferring the ro-ro pontoon from Nantes to Saint Nazaire for maintenance.

6.7 %
of the personnel
are classified
as disabled



Increasing Resilience to Climate Change

Anticipating and preparing for the consequences of climate change. As an estuary port, Nantes – Saint Nazaire Port is particularly exposed. In 2024, the Port Authority initiated a study of its vulnerability, with the aim of providing input data for the establishment of a future climate change adaptation plan.



The vulnerability study comprises several phases. In accordance with the methodology put forward by Central Government, Nantes – Saint Nazaire Port first studied the past climate conditions and the consequences with which the Port has had to deal. As regards the period from 1910 to 2023, Nantes – Saint Nazaire Port's Document Management Department traced the great flood of 1910, the droughts of 1976 and 2003, the spell of very cold weather in 1987, the tide of the century ten years later, and numerous major storms. For each of these events, the consequences and decisions taken are listed. Next, the method consists in projecting the climate hazards encountered according to the Reference Warming Trajectory for Adaptation to Climate Change projected by the Central Government. Faced with extreme temperature, rainfall and wind conditions, etc., what would then be the consequences by 2030, 2050 or 2100 for port infrastructures, operations, deve-

lopable land, economic activities or natural environments? This study has continued in 2025 with the definition of levels of sensitivity of the Port Authority area to climate change, in consultation with Regional Community stakeholders. Large zones facing the same operational issues are emerging, within which each entity forms the subject of an assessment of its sensitivity to each of the hazards, leading to an estimate of its level of vulnerability. The vulnerability study was published in the spring of 2025.

Nantes – Saint Nazaire Port will then initiate a plan for adapting to climate change, under three main categories: resistance, or how the hazard can be permanently excluded from the system, absorption, or how to ensure that the system continues to function despite the crisis, and finally, transformation, or how the system is reorganized in the light of the impacts generated.



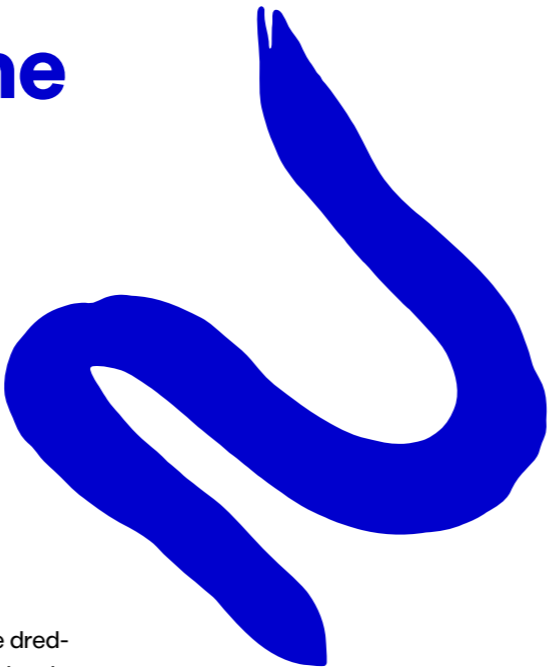
The Donges and Montoir de Bretagne facilities.

Receiving Vessels in a Protected Marine Environment

Nantes – Saint Nazaire Port manages the navigation on the Loire Estuary, from the mouth of the Estuary as far as the Île de Nantes district of the City of Nantes. In order to maintain the nautical accesses, dredging work is carried out on certain sections of the River Loire, including the shipping channel, the turning zones, and the quayside trenches that enable vessels to adapt to the prevailing tidal range.

This practice is subject to an environmental authorization for maintenance dredging operations and for the disposal of dredged materials at the La Lambarde disposal zone or in the Loire Estuary, pursuant to a Loire Atlantique and Vendée Inter-Prefectural Authority Order published on 27th December 2024 and applying for a period of 10 years.

The mobile suction dredger Samuel de Champlain.



5.2
million m³
dredged
every year
in the Estuary



The Le Milouin, a dredger fitted with a water injection system.

As part of this process, a large number of environmental monitoring operations must be carried out in the Loire Estuary and in the disposal zones, and the findings shared within the framework of a technical monitoring committee possessing the necessary technical and scientific expertise. Some of this monitoring is aimed at assessing the effects of dredging on biodiversity. In this way, Nantes – Saint Nazaire Port is committed to studying and analysing the interaction between the disposal operations and the presence of certain birds, such as the Balearic shearwater, in the La Lambarde disposal zone. In addition, another study is designed to provide more precise data regarding the number of fish present in the Estuary, particularly elvers. Certain environmental monitoring operations are more concerned with the quality of the dredged materials, such as a campaign to sample and analyse emerging pollutants (pharmaceutical compounds, endocrine and metabolic disruptors), which will be carried out in 2026 at several stations between the Loire Estuary and the La Lambarde disposal zone.

Nantes – Saint Nazaire Port has a dredging management plan, a strategic tool for the integrated management of dredging operations, which takes into account the environmental issues in the geographical area concerned. This reference document provides a framework for dredging practices, setting environmental objectives and defining and planning the actions to be implemented to achieve those objectives. An operational dredging management plan is based on this document and is updated at least once every five years, depending on changes in environmental monitoring measures, dredging practices or sediment management methods, or even changes to the applicable regulations.

Over the course of the past ten years, the average annual volume of dredged materials for the entire Loire Estuary is approximately 5.2 million m³.



The East Donges site.

Managing the Loire Estuary's Natural Spaces

Out of a Port Authority area that covers 2722 hectares, Nantes – Saint Nazaire Port manages 1177 hectares of natural spaces. The Port Authority makes every effort to contribute to the efforts to learn more about the Loire Estuary and its conservation, in particular through inventories of the fauna, flora and natural habitats of the terrestrial and marine environment.

Characterized by extensive reedy marshes, wet meadowland, temporary pools, and sandy deposits, the East Donges site is one of the major natural spaces located with the Port Authority area. Since 2016, it has formed the subject of a 10-year management plan elaborated in consultation with all the site's stakeholders, including farmers, environmental associations and hunters, and covering a 460-hectare area. The purpose of the management plan is to preserve or even to increase biodiversity while also striking a balance with the different uses made of the site. In total, 24 operational goals and 27 actions have been defined for the period to 2025. To this end, a programme to restore the bulrush beds was carried out between 2018 and 2020, involving the removal of the top layer of soil over an area of 1.2 hectares, followed by work focussing more specifically on the banks of the creeks.

15 766
birds ringed between
July and Octobe

The ecological value of the bulrush habitat has been demonstrated in numerous studies, notably within the framework of the National Action Plan for the aquatic warbler, one of Europe's most endangered species. In 2024, Nantes – Saint Nazaire Port carried out monitoring of the flora and habitats, the results of which highlighted the success of these operations and added to the existing knowledge of the evolution of estuarine ecosystems. The data collected on the abundance of insects and the quality of the species present, despite a year of high rainfall, confirm the value of this restoration of the bulrush beds, notably in terms of providing a suitable food resource for the aquatic warbler. The increase in the number of this species present in the areas treated, while it is tending to decrease in other control areas, also seems to attest to the success of the operation. Although further monitoring is required to confirm the dynamics observed in a number of biological aspects, the results are encouraging and could inspire other initiatives throughout the Loire Estuary.

ACROLA, the Loire and Atlantic Association for Ornithological Knowledge and Research, is one of the key players in the East Donges management plan. Supported over the past 23 years by Nantes – Saint Nazaire Port, ACROLA conducts bird-ringing operations in the reedy marshes. One of France's three largest staging areas on the migration routes of certain



On the Banc de Bilho bank.

species of passerines, the East Donges site plays a prominent role in the conservation of the aquatic warbler. The site 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 in relation to countries in Europe and Africa. Thanks to the efforts of over 80 volunteers, ACROLA carried out a new bird-ringing operation between 20th July and 13th October 2024. The 18 402 captures that were made comprised 16 121 individual birds, including 15 766 ringed birds, and 66 different species.



The ringing of an aquatic warbler.

2024 CSR Indicators

Employment

The Nantes – Saint Nazaire industrial and port activity complex comprises



28 700
jobs

2024 study by INSEE, the French National Institute of Economic and Statistical Information, based on 2022 data.

Nantes – Saint Nazaire Port placed orders for services with

572
companies



in the Pays de la Loire Region, representing a total of **25.7 million euros**.

Headcount

Nantes – Saint Nazaire Port has

605 salaried employees



men



women

The average age is nearly



6.7%

of the personnel are classified as disabled

Training

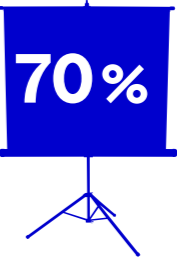
4.4%

of the total gross remuneration is devoted to vocational training



30%

of the vocational training budget is dedicated to safety



70%

of the salaried employees completed at least one training course

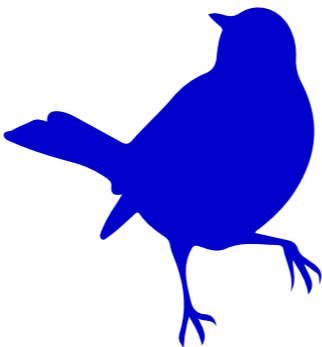
Waste Recovery



are recovered:

91% as compost
8% materials
1% via energy recovery

Biodiversity



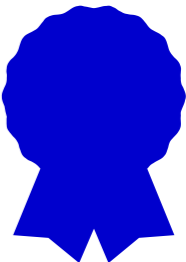
16 121

birds recorded

during the ringing operation conducted by ACROLA at East Donges from July to October 2024, including **45 aquatic warblers**.

Certification

- ✓ ISO 9001
- ✓ MASE
(Safety Improvement in the Company Environment)



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