

Press Conference – 7<sup>th</sup> February 2025

# Review of 2024

## Future Prospects

As the process of ecological and energy transition ramps up, 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. A recent study\* carried out by INSEE, the French National Institute of Economic and Statistical Information, confirms the economic and social weight of the industrial and port activity complex, with 28 700 jobs generated in Greater Western France. To maintain this appeal, 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 strategic plan, adopted in 2021, 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 new economic model. 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. 2024 is a particularly good example of this.

- ▶ A Renewed Governance
- ▶ The Development of New Activities
- ▶ Support for All the Regional Community's Industries and Businesses
- ▶ An Industrial and Port Activity Complex Facing the Challenge of Energy Transition
- ▶ Collective Action Deployed
- ▶ An Ongoing Dialogue with Citizens and the General Public
- ▶ Investments and Financing

*Appendices: Composition of the Supervisory Board and of the Development Board*

*\* 2024 study based on 2021 data.*



**Nantes – Saint Nazaire Port’s Governance Bodies incorporate a broad representation of its stakeholders: Local and Regional Government, industrial, logistics and port players, environmental associations, and institutional or industrial relations partners. Those Governance Bodies were renewed at the end of 2024, for five years. Two new members of the Management Board have also been appointed, alongside Jean-Rémy Villageois, Chair of the Management Board, who took over at the head of Nantes – Saint Nazaire Port at the end of April.**

As a State-owned public enterprise corporation, Nantes – Saint Nazaire Port is run by a Management Board, under the control of a Supervisory Board which is made up of 18 members (see Appendix). 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. At the inaugural meeting held on Friday, 29<sup>th</sup> 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 Supervisory Board, and David Samzun, the Mayor of Saint Nazaire and Chair of Saint Nazaire Urban Area District Authority, was elected Vice-Chair.



Odile Bagot, Jean-Rémy Villageois and Alexandre Rolland.

Odile Bagot, Director of Legal Affairs and Public Procurement, and Alexandre Rolland, Director of Port Assets and Production, have become members of the Management Board, appointed by the newly installed Supervisory Board. They succeed Julien Dujardin, who took over the reins of the La Réunion Port Authority in July, and Pascal Fréneau, who has reached the end of his professional career. They make up the Management Board alongside Chair of this Governance Body Jean-Rémy Villageois, who was appointed by

Decree of the President of the French Republic dated 19<sup>th</sup> April 2024.

The 32-member Development Board (see Appendix) is a consultative body asked to provide input on the economic, social and environmental consequences of port-based activities. Bruno Michel, Director of the Elengy LNG terminal at Montoir de Bretagne, was re-elected at the head of this Governance Body on 13<sup>th</sup> 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.



## The Development of New Activities

**Nantes – Saint Nazaire Port carries out projects with high stakes for the Region’s sustainable development, in a spirit of 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 intends 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.



The preliminary consultation process for the Éole project attracted a large number of contributions.

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 authorities and associations. At the same time, studies of currentology, agitation and hydrosedimentary conditions, combined with the latest results of technical and logistical studies, have 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 23<sup>rd</sup> September to 23<sup>rd</sup> 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 20<sup>th</sup> December 2024, this document was published on the CNDP website and on the [participez.eole.port.fr](https://participez.eole.port.fr) platform. Nantes – Saint Nazaire Port now has to specify and to share its undertakings before 23<sup>rd</sup> February 2025. This will mark the beginning of the ongoing consultation phase, alongside the continuation of studies until the start, in 2026, of the public enquiry regarding a firm project.

### Establishing the Hydrogen Sector in the Port Authority Area

The production and use of hydrogen is a necessary step in the decarbonization of Nantes – Saint Nazaire Port. Several major projects forming part of the Loire Estuary Decarbonization programme (see Page 13) will be developed within the Port Authority area, including GOCO2, Green Coast and Take Kair.

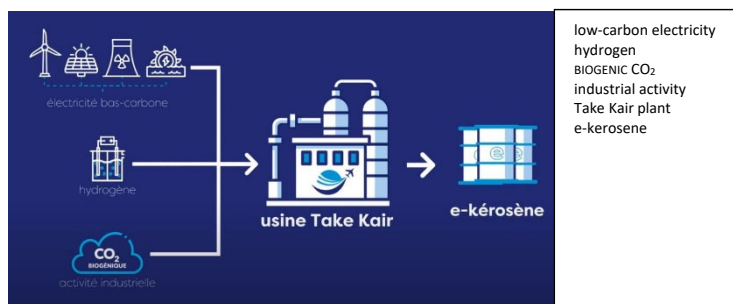
Green Coast will enable the production of e-methanol, which is intended to decarbonize



The Green Coast project aims to produce e-methanol for the shipping industry.

maritime transportation operations. At the end of 2023, Nantes – Saint Nazaire Port selected Lhyfe to set up a green hydrogen production and industrial distribution business. At the time, Lhyfe 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 transport. The remainder of the output would be used to decarbonize mobility and local industries.

The second project, called Take Kair, is being developed by Hynamics, a subsidiary of EDF, and by RTE. It involves the construction and operation of an e-fuel production unit at Donges, mainly for the aviation industry. The project has now entered the preliminary consultation phase in collaboration with guarantors. Conducted under the aegis of the CNDP, this phase will run until 9<sup>th</sup> 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, the first event of this consultation, which was held on 17<sup>th</sup> 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.



The project aims to produce 37 500 tonnes of e-kerosene per year, saving 135 000 tonnes of CO<sub>2</sub>.

### A Land of Experimentation and Innovation

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

In Nantes, a floating data center has docked within the Port Authority area, at the Quai Wilson facility. Designed by DenVR, this new-generation infrastructure was inaugurated on 8<sup>th</sup> 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.



Harmony Energy's planned electricity storage facility at Cheviré (computer-generated image – DR).

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.

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 17<sup>th</sup> 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 12 000 m<sup>2</sup> site on the West logistics platform. Since last July, the Company has been assembling and testing its sails in a plug & play 4 800 m<sup>2</sup> logistics warehouse. Designed to equip all types of vessel, these rigid sails can be incorporated into both new and existing vessels. The first order is for the delivery of CWS systems to equip a fleet of container ships for the Lorient-based shipowner Zéphyr & Borée.





## Support for 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.

### Development of the Maritime and Storage Service Offers at Montoir



A port call by the CMA CGM Montoir, on 5<sup>th</sup> January 2025.

At the end of the year, shipping line CMA CGM announced the launch of a new feeder service to improve the lead times and CO<sub>2</sub> impact of the transportation of containerized cargo from Asia, India and Turkey in particular. The first call at Montoir de Bretagne, the only French port served, was made by the *CMA CGM Montoir* on 5<sup>th</sup> January. The FEMEX (Far East Mediterranean Express) service connects several key ports in Europe and the Eastern Mediterranean every week, including Piraeus (Greece), Istanbul, Gebze, Gemilk and Izmir (Turkey), Salerno (Italy), Tangiers (Morocco), Montoir de Bretagne, Felixstowe (Great Britain), Antwerp (Belgium), Rotterdam (Netherlands), Hamburg (Germany), and Malta. The service makes it possible to considerably improve the transit time outbound from ports in Asia and in the Mediterranean Basin (Turkey, notably), and to reduce the environmental impact of the transported cargo by offering a direct transshipment solution in Tangiers serving Montoir for containers arriving from Asia.

Since the end of the year, 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, which is currently in progress. This facility will offer storage solutions and logistics services to support the development of reefer container traffic.

### Trying out Multimodal Solutions

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 3 000 tonnes of granite using a "sea-rail" modal shift logistics plan, has gone 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 (VFCEA) 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 the first half of 2025. This will complement the terminal's service offer and provide a low-carbon alternative to road haulage.



80 tonnes of granite are carried each week by train, from the ro-ro terminal to the City of Lyon.

### Supporting the Industrial Dynamism of Saint Nazaire

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.



Wind turbine components have been arriving in Saint Nazaire by sea since the end of October.

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 the first French 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* from the spring of 2025. France's fourth offshore wind farm is due to come on stream at the end of the year.

In December, twenty-four 320-tonne engines designed by 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.

### Upgrading Infrastructures, Plant and Equipment

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 will travel, with a working reach of 75 metres covering all three dry docks. The new crane is due to come into service in March 2025. Even while this work was being carried out, 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* or 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.



The *Maillé-Brézé* occupied dry dock N° 1 from April to July, for her major overhaul.



The repair work on the heavy-duty roadway will end in March.

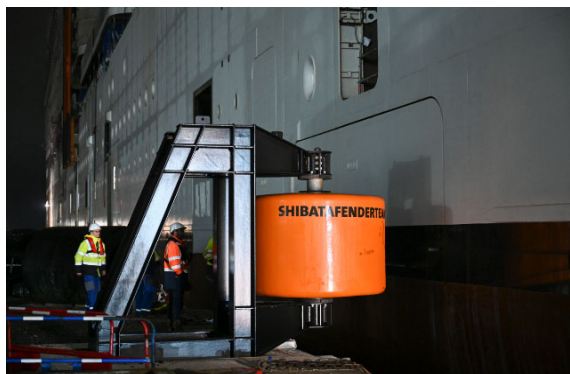
Following on from the improvement work on Avenue de Penhoët carried out by Saint Nazaire Urban Area District Authority, Nantes – Saint Nazaire Port began repair work on the heavy-duty roadway running parallel to the Boulevard. Designed for the transit of heavy-lift or voluminous industrial cargo consignments 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, mainly to supply the ArcelorMittal Company. The work began in the autumn. The rails have been 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. Final delivery is expected in March.

The mobile structures in Saint Nazaire receive constant attention and are the subject of a modernization 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 downstream gates.



A guidance system has been installed in the Joubert sluice dock, tested here during the passage of the *MSC World America*.

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 2 500 m<sup>2</sup> 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.

### Improvement of Information Systems

Nantes – Saint Nazaire Port has also made major investments to improve its information systems. It is upgrading 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 in Saint-Brévin-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,

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Companies in the port activity zone have been invited to enter their contact details in Cardino to facilitate access to their sites.

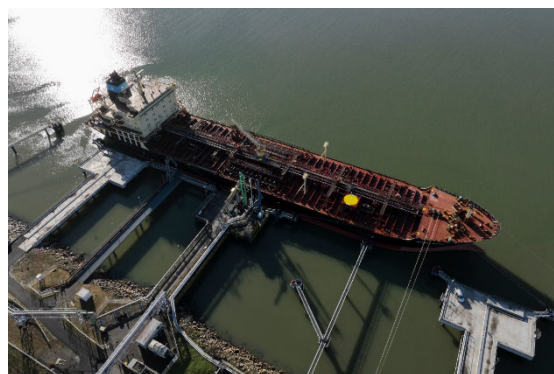
reducing their carbon impact, making their journeys safer and facilitating port transit. This right-to-destination guidance solution has been available since December.



## An Industrial and Port Activity Complex Facing the Challenge of Energy Transition

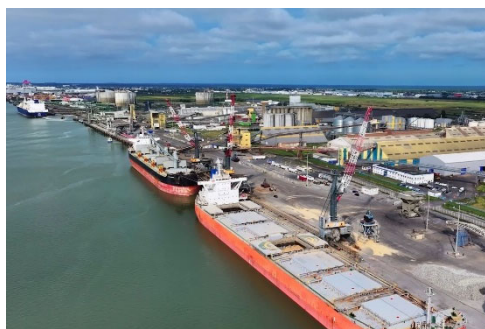
In 2024, the traffic volume at the Port of Nantes – Saint Nazaire totals 25.7 million tonnes (MT), a figure that comprises 18.7 MT in import traffic and 7 MT in export traffic. Maintenance turnarounds at industrial facilities have slowed energy-related traffic, while bulk animal feedstuffs traffic continues to grow. The volatility of traffic levels justifies Nantes – Saint Nazaire Port's strategy being directed towards a new business 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). TotalEnergies is also committed to the implementation, by 2025, of its Horizon project for the creation of a fuel desulphurization unit.



Crude oil imports rose by 7 %.

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 Cocorico 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.



The flow of animal feed products increased by 10 %.

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 less favourable financing conditions. 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 is undertaking several projects to develop maritime services, including a direct connection out of Turkey, proposed by CMA CGM, offering a feedering solution for import flows for transshipment in Tangiers (see Page 6). Activity at Saint-Nazaire's port installations remains buoyant, driven by the local industrial dynamic, particularly in the shipbuilding sector.

**The force of the Oportunity port promotion collective has been put to good use on a number of occasions to capture new business opportunities. In the same spirit of "acting as one", the Loire Estuary Decarbonization initiative was launched in February to transform the downriver industrial and port activity zone into a low-carbon energy hub.**

Under the Oportunity banner, the 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. A mission to Portugal and Spain from 18<sup>th</sup> to 21<sup>st</sup> March, 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 regional 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 sector was given pride of place at Oportunity’s season-opening event.

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 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 has led to a number of projects being initiated, such as the launch of a shippers’ group.

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 30<sup>th</sup> January to 1<sup>st</sup> 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



The port promotion collective came together at the International Timber Forum, in May.



showcase the short-sea services to Northern Europe, as well as its installations and services at the Cheviré port facility.

### Launch of the Loire Estuary Decarbonization Initiative

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



The launch event in Saint Nazaire, in February.

secure funding to ramp up the decarbonization and energy transition of the Regional Community's industries, has given rise to the Loire Estuary Decarbonization initiative. Since its launch in February 2024, many economic players have joined the Collective, including GRTgaz, Elyse Energy, Lhyfe, Airbus, GRDF, Akajoule, Enedis, Veolia, Orace, Groupe Idea and RTE. Over 25 partners are now involved.

In September, the initiative formed the subject of a presentation and in-depth discussions with environmental interest groups that are active on the Loire Estuary, including France Nature Environnement (France Nature & Environment), Bretagne Vivante (Living Brittany), and the French National Society for the Protection of Birds. 22<sup>nd</sup> November marked a key stage in its implementation, 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.

Some 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 investment needed to augment the connection capacities of the Loire Estuary zone. There is also the GO CO<sub>2</sub> project, a CO<sub>2</sub> 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.



## An Ongoing Dialogue with the Citizens and the General Public

**Nantes – Saint Nazaire Port is stepping up its efforts to reach out to the wider community in general, and to the citizens of the Loire Estuary in particular. In 2024, this took the form of meetings at key stages in the Port’s activities and the reception of numerous visitors.**

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, the Estuarium Association and 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.

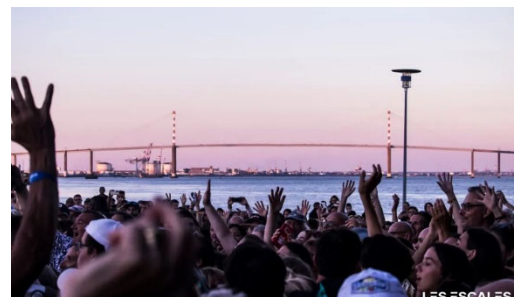


Some forty history & geography teachers learned more about the Port of Nantes – Saint Nazaire.

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 Region 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 24<sup>th</sup> and 25<sup>th</sup> October, Nantes – Saint Nazaire Port also took part in the 9<sup>th</sup> 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 Region 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.

### Meeting with Petit Maroc Residents

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. 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



47 000 spectators attended Les Escales in 2024.

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.



**Nantes – Saint Nazaire Port made 30 million euros 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. Some of these notably concern the continuation of operations linked to the development of the marine renewable energy (MRE) sector, including studies relating to the Éole project. Others focus more on the performance of the industrial and port facilities.**

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 downstream gates 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 the nautical access services in Montoir, as well as the ongoing renewal of the vehicle fleet and the deployment of charging stations at the port facilities.

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 Computer-Assisted Maintenance Management Systems (CMMS).

The investment programme has been co-financed by the European Union, by Central, Regional and Local Government, and by Nantes – Saint Nazaire Port from its own funds.

On 29<sup>th</sup> November 2024, the Supervisory Board validated an investment programme in the amount of 40 M€ for 2025. 29 M€ will be devoted to upgrading and maintaining the Port Authority’s assets. That sum will cover the first phase of financing for a major operation, the replacement of the upstream gate of the Joubert sluice dock, as well as the regeneration of the ro-ro berths. 11 M€ will be reserved for development projects to support port-based logistics, to develop renewable energy sources, particularly the floating wind power sector, and to value-enhance Port Authority real estate through new plug & play platforms and commercial property development projects.

