

PAVING THE WAY TO NEW

victories

2023

**ANNUAL REPORT
& CSR REPORT**



NANTES 
SAINT-NAZAIRE
PORT

FOREWORD

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PAVING THE WAY TO NEW VICTORIES

The competition to build a world capable of meeting the environmental, economic and social challenges of the years ahead is demanding. The ambition is high, and the strategies to achieve it must be complementary and aligned.

We are acting within a committed Regional Community. Unremittingly. In 2023, at the halfway point of our 2021-2026 strategic plan, the results are significant and encouraging. Building on the success of France's first offshore wind farm facility, sited off Saint Nazaire, we are preparing our infrastructure for the wind farms of the future. Together with our partners, we are studying a programme of actions leading to a low-carbon future for the industrial and port activity zone on the Loire Estuary. The projects are many in number, and take in everything from CO₂ capture to hydrogen production and heat recovery loops. Seizing opportunities, experimenting on different levels and facilitating projects to serve the industry and jobs of tomorrow. We are committed to supporting the businesses of the Greater Western France through the effective delivery and diversification of our port, land-based and maritime offer.

The Loire Estuary is an area rich in diversity. We are enriching our knowledge of our natural heritage in order to preserve its equilibria.

Teamwork is key. Together, let us pave the way to our future victories.

Christelle Morançais
Chair of the Supervisory Board

Jean-Rémy Villageois
Chair of the Management Board

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* Corporate Social Responsibility



AN INDUSTRIAL TOOL
for Economic Growth

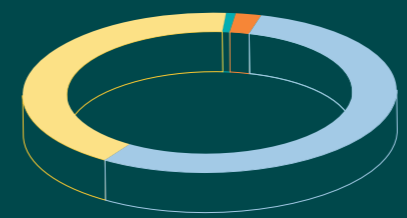
Map of the PORT FACILITIES



INTERNATIONAL
Relations Linked to all **5 continents**



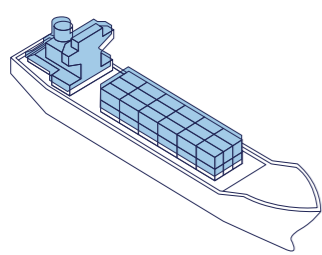
PORT AUTHORITY AREA



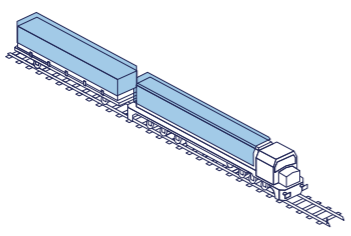
2 722 hectares, including:
1177 hectares of natural spaces
1545 hectares of developed port, logistical and industrial zones, including:
25 hectares available for development
60 hectares in urban areas.

TRAFFIC

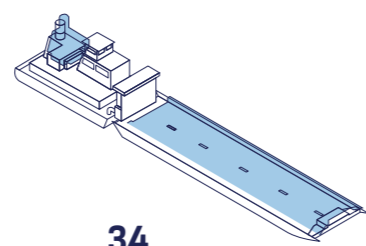
Over **300** types of cargo



2 360 calls by merchant vessels



550 goods trains



34 inland waterway barge convoys

EMPLOYMENT

The activities at the Port of Nantes – Saint Nazaire generate **28 500 jobs***

*2022 study by INSEE, the French National Institute of Economic and Statistical Information, based on 2018 data.

of which **19 500** are industrial and service sector jobs



and **9 000** are maritime and port-based jobs

Nantes - Saint Nazaire Port has **608** salaried employees and nearly **80** different specialisms

SERVING SUSTAINABLE PUBLIC PLANNING AND DEVELOPMENT POLICIES



The mouth of the Loire Estuary.

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 activities 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...).

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.

Developed sites represent a **total surface area of 1545 hectares**



The downriver Cheviré port facility.

COMPLEMENTARY GOVERNANCE BODIES



The governance of Nantes – Saint Nazaire Port 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. Headed by Christelle Morançais, the Chair of Pays de la Loire Regional Council, the Supervisory Board is made up of 18 members, who include Central Government representatives, representatives of Regional and Local Government, salaried employees of the Port Authority and qualified figures. David Samzun, the Chair of Saint Nazaire Urban Area District Authority and Mayor of Saint Nazaire, is the Vice-Chair of this Governance Body. The Supervisory Board met on four occasions in 2023. It discussed or deliberated upon different subjects, which included the urban redevelopment of Port Authority land, offshore wind power, and port infrastructures.



The Management Board is charged with the executive management and administration of Nantes – Saint Nazaire Port. This Governance Body has three members: Jean-Rémy Villageois, who is the Chair of the Management Board, Julien Dujardin, Deputy Managing Director responsible for technical resources, and Pascal Fréneau, Deputy Managing Director responsible for functional resources. Olivier Trétout chaired the Management Board until his departure at the end of August 2023. The Directorate General for Infrastructures, Transport and the Sea then charged him with carrying out a mission focussing on the port-based coordination of activities to promote offshore wind power generation. Michel Puyrazat was appointed Interim Chair of the Management Board of Nantes – Saint Nazaire Port as of 1st September, while also retaining his position as Chair of the Management Board of La Rochelle Port Authority. Appointed by Presidential Decree dated 19th April 2024, Jean-Rémy Villageois took up his post on 29th April 2024.

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. Chaired

by Bruno Michel, the Director of the Elengy LNG terminal at Montoir de Bretagne, the Development Board held four meetings in 2023, at which various subjects were discussed; these included the environmental dimensions of the Loire Estuary, the decarbonization of industrial and port-related activities, and the Éole project.

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. The Loire Estuary Scientific Board met on one occasion in 2023, to give its opinion on the programme of action to rebalance the bed of the River Loire upstream of Nantes.





2023 **ANNUAL REPORT**

SIGNIFICANT EVENTS

In January

In Saint Nazaire, Géotec started work on a geotechnical survey site reconnaissance campaign to assess the feasibility of the Éole project for a future port and industrial integration base for high-capacity offshore wind turbines.

1st January

Riva Steel, a subsidiary of the Riva Group, Italy's leading operator in the steel manufacturing sector, took over the metal product crushing and recycling facility located at Cheviré.

Carrying out of geotechnical surveys for the Éole project.



On 18th January

The representatives of six European ports involved in the wind energy sector - Port Oostende in Belgium, Groningen Seaports and Eemshaven in the Netherlands, Niedersachsen Port and Cuxhaven in Germany, ABP Humber in the United Kingdom, Port Esbjerg in Denmark and Nantes - Saint Nazaire Port - signed a joint declaration to join forces to achieve Europe's ambitious objectives as regards the deployment of offshore wind turbines.

26th and 27th January

Nantes - Saint Nazaire Port was present at the Paris Grain Day Conference, an event focussing on the main developments in the international grain and cereals and oilseed markets.

1st and 2nd February

Nantes - Saint Nazaire Port took part in HyVolution Paris, a European trade show dedicated to hydrogen. Alongside Pays de la Loire Regional Authority and Lhyfe, the Port Authority was a contributor on the topic of the decarbonization of the leading port on France's Atlantic Seaboard.

21st February

The Directorate for Business and Industrial Transitions - Future State Investments informed Nantes - Saint Nazaire Port that the Interdepartmental Committee on the call for expressions of interest for the industrial-scale floating wind turbine sector had accepted the Éole project, granting funding for the initial studies in the amount of 1.2 million euros (M€).



At the Shipping Days event in La Rochelle.

22nd February

The barge-restaurant Nantilus, which is sited on the Bras de la Madeleine branch of the River Loire in Nantes, entered dry dock in Saint Nazaire as part of a ten-year maintenance operation.

In March

Nantes - Saint Nazaire Port gave the contract for the management of the project for the urban redevelopment of the outer harbour in Saint Nazaire to the Devillers et Associés Agency, which is charged with defining the volumes and content of the 4 to 5 islands which it is planned to build in that area.

9th March

The members of the Oportunity port promotion collective paid a visit to Laval as part of a regional roadshow aiming to present the logistical and port-based service offer to businesses in the Region.

23rd and 24th March

On the occasion of the first edition of Shipping Days in La Rochelle, Compagnie Ligérienne de Transport, Somaloir, Sea Invest and Nantes - Saint Nazaire Port presented their service offers for breakbulk transport operations.

28th to 30th March

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.

End of March

The work carried out by Vinci Construction's Maritime and Inland Waterway Division to increase the capacity at the Montoir de Bretagne liquid cargo berth received acceptance.

Mid-April

The refining process at the TotalEnergies facility at Donges resumed following a technical shutdown that commenced in March.

In May

The CMA-CGM shipping line opened a new container shipping link at Montoir de Bretagne, connecting the terminal to Ireland, the United Kingdom, Portugal and Gibraltar.

10th to 12th May

FOWT, the world's biggest event dedicated to floating offshore wind turbines, was held at La Cité Internationale des Congrès Congress Centre in Nantes.



The Wind For Goods event.

25th May

Nantes - Saint Nazaire Port hosted the annual general meeting of the Pays de la Loire Regional Transport and Mobility Observatory.

In June

Nantes - Saint Nazaire Port issued a call for expressions of interest regarding a plot of land at the Montoir de Bretagne multi-bulk terminal, for the provision of a storage and industrial processing unit.

1st and 2nd June

Wind For Goods, the event dedicated to wind-powered maritime transport, took place in Saint Nazaire.

In July

Operations began to export of nacelles assembled at the General Electric (GE) factory at Montoir de Bretagne to the United Kingdom and the USA. Three port calls a month by heavy-lift cargo vessels permitted the shipment of 15 to 18 nacelles each month.



GE nacelles being loaded at Montoir de Bretagne.

© Nantes - Saint Nazaire Port - Matthieu Thomasset.

1st July to 24th September

The "Saint Nazaire: XXL Transitions" exhibition, produced by Saint Nazaire City Council with the support of numerous partners including Nantes - Saint Nazaire Port, was held at the Life venue, in the heart of the submarine base.



The Éole project is presented at the "Saint Nazaire: XXL Transitions" exhibition.

28th July

The Loire Estuary Regional Community was officially awarded the "ZiBaC" Low-Carbon Industrial Activity Zone label by the French National Agency for Energy Transition (ADEME).

1st September

By Ministerial Order published on 31st August, Michel Puyrazat was appointed Interim Chair of the Management Board of Nantes - Saint Nazaire Port as of 1st September.

25th to 29th September

The Oportunity port promotion collective joined forces on the occasion of the sixth edition of the International Week event organized by the Pays de la Loire's network of Chambers of Commerce and Industry and their partners in the cities of Laval, Angers, La Roche sur Yon, Nantes and Le Mans.



At the season opener of the Opportunity port promotion collective.

9th October

The Opportunity port promotion collective's season opener brought together 220 participants from the Port Community and from the Regional Community's businesses and institutions.

The company that will be constructing the future Îles d'Yeu et de Noirmoutier offshore wind farm (EMYN) and its wind turbine supplier Siemens Gamesa Renewable (SGRE) officially announced that Saint Nazaire had been selected to be the port of installation of the wind turbines.

The shipping service between Montoir de Bretagne and Vigo, in Spain, created to support the development of flows of component parts between the Citroën plants in Rennes and in Vigo, celebrated its 50th anniversary.



A new vessel guidance system at the Joubert sluice dock.

10th October

The new shipping service operated by WEC Lines, which as of mid-September incorporated Montoir de Bretagne in its Northern Europe - Southern Europe maritime logistics plan, was officially inaugurated.

17th October

The contract was awarded for the civil engineering work on a new guidance system for the passage of the largest vessels and cruise liners through the Joubert sluice dock in Saint Nazaire.

18th and 19th October

Representatives of the Éole project team took part in the Greek Offshore Renewable Energy conference in Athens, to present their vision for the port-based development of the floating wind turbine sector.

26th to 28th October

Nantes - Saint Nazaire Port took part in the Pays de la Loire Region's 8th annual "Company Tours in Our Region Days" initiative.



A guided tour of the Harbour Master's Office at Cheviré.

In November

Lhyfe produced the winning proposal following the call for expressions of interest for the industrial production and distribution of renewable hydrogen on a site within the Port Authority area, located to the north of the Montoir de Bretagne multi-bulk terminal

Developed by Popside, and representing the first outcome of the projects deriving from Season 2 of the Smart Port Hackathon held by Nantes - Saint Nazaire Port at the end of 2022, the commercial showcase for real-estate offers went online.

28th and 29th November

Focussing on the issue of national sovereignty, the 18th edition of the Maritime Economy Forum was held at La Cité Internationale des Congrès Congress Centre in Nantes.

KEY ISSUES



Nantes - Saint Nazaire Port is committed to energy and ecological transition. On 3rd December 2021, the Port Authority 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, there is a focus on activating 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, to serve businesses in Greater Western France.

At the halfway point of its implementation, three quarters of those actions are fully under way. The initial results today confirm the relevance of the strategy adopted, which is underpinned by a high level of investment expressed in a long-term policy for the period 2021-2030 and amounting to 530 million euros (M€).

530 M€
of investments included
in the long-term policy
for the period 2021-2030.

1 - Acting to Promote Energy Transformation

Nantes - Saint Nazaire Port is backing the development of the marine renewable energy (MRE) sector, and preparing the upcoming stages for the reception of future generations of offshore wind farm facilities. The Port Authority is also actively participating in ambitious joint projects aiming to deliver carbon neutrality by 2050.

With the successful experience of the deployment of France's first offshore wind farm, Nantes - Saint Nazaire Port and the whole Port Community are now setting the standard for logistics in the MRE sector. In what is a sign of that recognition, Nantes - Saint Nazaire Port has been selected to be the port of installation for the future offshore wind farm to be sited in proximity to the islands of Île d'Yeu and Noirmoutier. An agreement covering the reservation of Port Authority real estate has been signed by Siemens Gamesa Renewable Energy (SGRE), Nantes - Saint Nazaire Port, and the Company Eoliennes en Mer des Îles d'Yeu et de Noirmoutier (EMYN) for a period of use of 21 months. Sixty-two 8 MW wind turbines will transit the Saint Nazaire port facility between the summer of 2024 and the autumn of 2025. The total capacity of the wind farm facility amounts to nearly 500 MW, enough to meet the annual electricity requirements of 800 000 people, the equivalent of the population of the Department of Vendée.



Computer-generated image of the Éole project at the Saint Nazaire port facility.

The future generations of offshore wind farms, which will comprise 20 to 25 MW capacity wind turbines, require suitable port-based infrastructures. Nantes - Saint Nazaire Port hopes to anticipate the massive growth of large-sized offshore wind turbines, by making available to the offshore wind energy sector a dedicated port and industrial integration base for fixed-foundation and floating wind turbines. The Éole project consists in redimensioning the existing infrastructure, namely the pre-assembly facility in Saint Nazaire, so as to meet the new requirements of the sector's industrial firms. At this stage of the study process, the integration base would comprise more than 700 metres of quay with a capacity of 15 to 30 tonnes per m² and a draught of 12 to 14 metres. It would be able to receive items measuring over 300 metres in height and to accommodate XXL type equipment designed to handle cargo consignments weighing several thousands of tonnes.

The geotechnical surveys began in 2023. Alongside the currentology, turbulence and hydro-sedimentary studies, work has started on the project dimensioning and on the inventories of fauna, flora and habitats. Following its referral to the French National Public Debate Commission, the project will then be put out to consultation in the autumn of 2024. That consultation will be launched as a continuation to the public debate on the new seaboard strategic documents, which commenced at the end of November 2023, and which notably serves to define the potential offshore wind farm zones by 2035 and 2050. Representing a key issue for the future of the Regional Community, and supported on a local, national and European level, the Éole project has its own steering committee, which is co-chaired by the Chair of Pays de la Loire Regional Council and by the Prefect for the Pays de la Loire Region.

As does the offshore wind power sector, the hydrogen sector is also benefitting from strong momentum. Driven by the national strategy for the development of low-carbon hydrogen in France, which should be called upon to occupy an increasingly important place in the energy mix. Aware of the potential of this new energy source, Nantes - Saint Nazaire Port has been studying the scenarios for the deployment of the hydrogen sector within its ecosystem, with the ambition of becoming the first major port facility for hydrogen on France's Atlantic Seaboard. On a site located to the north of the multi-bulk terminal, a renewable hydrogen production and distribution unit will come into being by 2028. The Nantes-based firm Lhyfe, one of the world's pioneers for the production of green, renewable hydrogen, submitted the winning proposal following the call for expressions of interest issued in November 2022. The call for expressions of interest concerned the provision of real estate at Montoir de Bretagne with a view to accommodating a project to establish a facility for the industrial production and distribution of renewable or low-carbon hydrogen and derived e-fuels. The future 250 MW industrial facility (representing an annual output of 30 000 tonnes of renewable hydrogen) will help to decarbonize the industrial and port activity complex itself, and more generally the maritime transport sector.



The Montoir de Bretagne port facility, which is set to accommodate a renewable hydrogen production and distribution unit.

Furthermore, Nantes - Saint Nazaire Port is pursuing its cooperation with EDF for the development, on the Loire Estuary, of a facility for the production of e-fuels for use in air transport. This industrial project named "Take Kair" is being driven by the French energy company and its partners.

These projects are also in keeping with the low-carbon industrial activity zone ("ZiBaC") programme, which is being led by AILE, the Loire Estuary Association of Industrial Firms (Arcelormittal, Cargill, EDF, Elengy, Engie, Ejiom, TotalEnergies, and Yara), Saint Nazaire Urban Area District Authority, Estuaire et Sillon Community District Authority, Pays de la Loire Regional Authority, and Nantes - Saint Nazaire Port. In July 2023, the Loire Estuary Regional Community 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 within the framework of the "France 2030" Programme. The Loire Estuary partners are proposing some thirty concrete actions to speed up the decarbonization and energy transition of the industrial area. The ZiBaC label makes it possible to secure funding to study and to ramp up the deployment of those actions. The Loire Estuary Decarbonization collective initiative was officially launched on 19th February 2024 in front of 200 representatives of Regional Community businesses and institutions.

In line with this programme, a plan for the capture, transportation and sequestration of CO₂ is being driven by Elengy, in partnership with GRTgaz, Heidelberg Materials, Lafarge, Lhoist, and TotalEnergies. This project named GoCO₂ is supported by Pays de la Loire Regional Authority and Nantes - Saint Nazaire Port. Studies are under way to define the conditions for the establishment of a liquefied CO₂ loading terminal at Montoir de Bretagne.

2 - Value-Enhancing Port Authority Real Estate

The value-enhancement of Port Authority real estate and the conduct of real-estate projects for the logistics and tertiary sectors are among the growth drivers identified and included in the 2021-2026 strategic plan. This source of income should make it possible to construct a new economic model that is less reliant on fossil-energy-related traffic and revenue.

The programme to develop a plug & play logistical real-estate offer at the Montoir de Bretagne industrial operations facility continued in 2023. Offering storage solutions has become a major economic factor, in response both to a Regional Community logistical real-estate market that is feeling the strain, and to the requirements of a variety of sectors of activity (the aeronautical, agri-food, and marine renewable energy sectors, shipbuilding, mass retailing...), which generate multiple supply chains calling for storage capacity in strategic locations.

On a site located at the foot of the Pont de Saint-Nazaire bridge, three metal-and-textile buildings representing a total surface area of 17 000 m² were delivered in the spring of 2023, to meet the logistical requirements of the marine renewable energy sector, and notably of General Electric, which is located on a site to the rear of the Montoir de Bretagne ro-ro terminal. These are in addition to the first two metal-and-textile buildings installed in that area at the end of 2021 and early in 2022. To the north of the container terminal, a similar building with a surface area of 3 000 m² received acceptance in June and was handed over to general cargo and container terminal operator TGO for its logistics requirements.

Nearby, Nantes - Saint Nazaire Port is continuing to develop plug & play logistics platforms to accommodate logistics warehousing. A 9-hectare plot of land in the west section of the Montoir de Bretagne industrial operations facility is being preloaded. The work to develop paved areas and structures will then go ahead in two phases: early in 2025 for the first phase, and in mid-2026 for the second. In the east section, studies are being carried out for a similar development on a 6-hectare plot, the aim being to capture local logistical flows and to handle those flows on a site as close as possible to where shipping services are provided.

Nantes - Saint Nazaire Port is seeking to breathe new life into old port facilities located in the heart of the City. The Shed N° 12 site on Quai Marquis d'Aiguillon in Nantes is located halfway between the rapidly changing Bas-Chantenay District of the City and the heart of Nantes. This site has formed the subject of a call for expressions of interest. The winning project will be announced in the course of 2024. Other real-estate development projects are also being considered for the Île de Nantes area of the City.

In Saint Nazaire, Nantes - Saint has undertaken a project to redevelop the outer harbour and the Petit Maroc area, notably involving the creation of islands for tertiary activities. The aims are to value-enhance the built heritage and landscape of this site possessing exceptional potential, to render it more attractive, and to open up new perspectives towards the River Loire, as a continuation of the waterfront. The main urban redevelopment orientations were presented to the inhabitants at a public information meeting held on 22nd November and attended by 90 people. The consultation process continued on 14th December then on 16th January 2024, with collaborative workshops in which some thirty residents took part.

Unoccupied up to now, 22 hectares of land whose use is restricted under the Montoir de Bretagne technological risk prevention plan (TRPP) will be utilized to accommodate two photovoltaic power plants. Sited to the east and to the north of the Montoir de Bretagne LNG terminal, a first photovoltaic power plant came into service in January 2023. With its 14 000 ground-level solar panels covering a 9-hectare area, this photovoltaic power plant operated by Engie Green is capable of producing up to 7.6 MW of electricity. A second project driven by energy specialist Amarenco and covering an area of 13.9 hectares to the west of the LNG terminal is currently undergoing administrative review.

Designed by DENV-R, the first prototype floating data center will be commissioned in the summer of 2024 in the port and maritime area, at the Quai Wilson facility in Nantes. The preparatory work was carried out at the end of 2023. Possessing a natural, closed-loop cooling system, the floats were installed in January 2024. The low-carbon-footprint data center will be partly powered by renewable energy via an in-situ energy production system. A 120 m² area of water and a 28 m² plot of land have been made available to DENV-R for the installation of this first prototype. The firm has collaborated with Geps-Techno on the design of the float, the platform of which will receive containers integrating the servers.

An innovative system was installed in December at the Nantes Cheviré port facility. Nantes - Saint Nazaire Port made available a 390 m² area to the Nantes-based company Enerdigit, so that it could deploy an electricity storage and redistribution system equipped with 8 racks of batteries with a unit capacity of 372.7 kWh, a control cabinet to supervise the system, a converter, a transformer and a delivery substation connected to the Enedis high-voltage grid via a source station located nearby. The project forms a part of the smart grids (for the intelligent control and management of electricity networks and flows of electrical energy) making it possible to

optimize distribution and consumption on a real-time basis. This innovative flexibility solution for the national electricity grid will be used to deliver a proper balance between the production and the consumption of electricity, notably at times of peak consumption in the winter months.

The French subsidiary of the UK company Harmony Energy has also chosen the Cheviré port activity zone as the location for its electricity storage operation. An agreement was signed with transmission system operator RTE and an application for planning permission granted in October 2023 for the development of a 12 000 m² area located close to the transformer substation. The operation will have a capacity of 200 MWh and it should come into service in 2026.

Nantes - Saint Nazaire Port supports the development of emerging sectors of activity, notably the sail power sector and the many projects aimed at decarbonizing maritime transport. CWS, a company specializing in the design of rigid sails, will be locating to the downriver port area. The official announcement was made on 1st June in Saint Nazaire, at the Wind for Goods Trade Show, the gathering dedicated to wind-powered transport, of which Nantes - Saint Nazaire Port is a partner. Contacts regarding the installation of prototypes are also advanced with other companies, such as Wisamo, the Michelin Group start-up and producer of retractable, inflatable wingsails, and Farwind Energy, a venture of École Centrale Engineering School, which is working on a design concept for vessels that produce energy while being propelled by wind power.

22 hectares of land utilized to accommodate **two photovoltaic power plants.**



Installation of new fender piles at the Cheviré ro-ro berth.

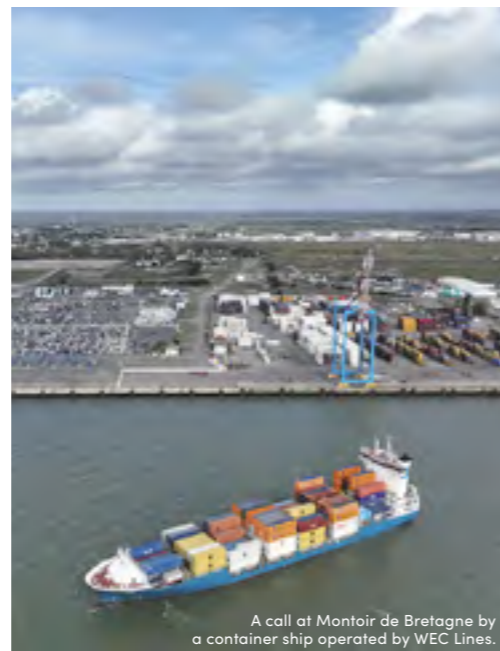
3 – Strengthening Offer and Performance to Serve the Regional Community’s Businesses

Nantes – Saint Nazaire Port contributed to the development of new shipping services in 2023. The Port Authority also made a number of investments in order to maintain and to develop the level of performance of its industrial facilities, to the benefit of the Regional Community’s businesses.

The shipping service offer expanded in 2023. Starting in February, a con-ro (container and ro-ro) vessel now calls once a month at the Montoir de Bretagne general cargo and container terminal, arriving from Shanghai (China), via Chennai (India) and Jeddah (Saudi Arabia). Operated by Bahri Lines, this service is used to supply components to the General Electric factory at Montoir de Bretagne. Open to other traffic and suitable for XXL cargo consignments, it offers a connection to the hubs of Bremerhaven (Germany) and Antwerp (Belgium).

In September, WEC Lines incorporated Montoir de Bretagne in its Northern Europe – Southern Europe maritime logistics plan. Several of Greater Western France’s companies in the agri-food, industrial, building and civil engineering and clothing sectors are now able to benefit from a new shortsea shipping service for the importation or exportation of their goods. Two vessels with a capacity of 800 TEUs call each week at the Port of Nantes – Saint Nazaire. The first arrives from Morocco, Portugal and Spain, and the second from the United Kingdom, the Netherlands and Belgium. CMA CGM has opened up a feeder service running from May to November and connecting Montoir de Bretagne to the hub of Algeciras.

Ro-ro activities have regained good momentum after the years of COVID-19-related disruption, thereby strengthening Montoir de Bretagne’s position as the chosen point of entry for flows of motor vehicles arriving from Morocco and Spain. Furthermore, since June 2023, the terminal has been utilized for the export of the 13-MW Haliade X offshore wind turbine nacelles assembled at the General Electric factory, which is located close to the berth where such XXL cargo handling operations are carried out. 35 generators have been transported to offshore wind farm facilities in the United Kingdom and 21 to the USA. Following the installation of electric charging stations, the terminal is now equipped with a rail ramp with a view to future multimodal projects that will serve to decarbonize motor vehicle manufacturers’ supply chains. This investment complements Nantes – Saint Nazaire Port’s rail service offer, following the extensive work carried out in 2022 to renew the port-based rail network.



A call at Montoir de Bretagne by a container ship operated by WEC Lines.

In Saint Nazaire, the mobile structures permitting access to the dock basin have benefitted from an extensive upgrade over the course of several years, and are under constant scrutiny to ensure that they are ready to meet the major challenges ahead, an intense level of dockyard activity being concomitant with the deployment of offshore wind farms. Refurbishment work has been carried out at the location of the south lock, notably on the downstream part of the structure and on the swing bridge, including the hydraulic and electric mechanisms. Particular attention is also paid to the dry docks of the Penhoët dock basin, which saw intense activity in 2023. They were notably utilized for the replacement of a part of the hull of the Belem in the spring, and for the annual maintenance turnaround of the dredger *Samuel de Champlain*, from November to January.

Work was carried out on the Quai de Penhoët quay in order to increase the berthing capacity of that infrastructure, which is used by the Chantiers de l’Atlantique shipyard in fitting out its cruise liners. Work on replacing several bollards has been scheduled to take place in two phases, from July to August 2023 and then from November 2023 to March 2024.

Nantes – Saint Nazaire Port’s technical teams conducted refurbishment work on the fender piles of the seven dolphins of the ro-ro pontoon at the Cheviré facility. Extensive work was carried out on the Aloès crane barge and on the Les Coteaux floating dock, at Le Pellerin, which is notably used for maintenance work on the Loire ferries.



Maintenance turnaround of the dredger *Samuel de Champlain* in dry dock N°1 in Saint Nazaire.

CONTRASTING CHANGES IN PORT TRAFFIC LEVELS ON THE LOIRE ESTUARY



An oil tanker calls at Donges.

The total traffic volume at the Port of Nantes - Saint Nazaire amounted to 28.5 million tonnes (MT) in 2023, a figure that comprises 21,1 MT in import traffic and 7.4 MT in export traffic. Following a start to the year that was impacted by the industrial action relating to the retirement pensions reform, the traffic on the Loire Estuary recovered its forward momentum, as evidenced by the growth in ro-ro traffic, in animal feedstuffs traffic, and in liquefied natural gas imports.

The geopolitical situation has direct consequences for the global economy, notably in terms of the cost of energy, raw materials and transportation. Being core to worldwide trade, maritime and port-based activities are affected by these developments, which have an effect on the flows and on the volumes of cargo handled. Many European ports experienced a downturn in activity in the course of 2023.

In 2023, imports of crude oil on the Loire Estuary progressed by 35.2 % compared to 2022, a year that was characterized by the resumption of refining operations during the summer following an 18-month-long interruption. Activity at TotalEnergies' Donges refinery returned to normal production levels, except during a technical shutdown lasting several weeks in the spring. Refined petroleum products traffic continued to progress (+5.4 %), with a rebalancing being noted between imports (1.2 MT) and exports (3.3 MT).

At 8.1 MT, liquefied natural gas traffic remained at a high level. 114 vessels called at Elengy's liquefied natural gas terminal at Montoir de Bretagne as opposed to 139 in 2022, an exceptional year during which, just like many countries in Europe, France strengthened the security of its energy supplies and stocks.

The EDF thermal power station at Cordemais was little in demand in 2023. Coal traffic was limited to 0.4 MT, significant stocks having been built up in 2022.

Imports of ingredients used in the production of animal feed maintained good momentum compared to the previous year (+4.7 %). Grain and cereals exports were down by almost half, as was the case for most French ports, in spite of the good level of the 2023 harvest. Grain and cereals of French origin continued to face stiff competition from the countries bordering the Black Sea. The historic destinations, Africa and the Middle East in particular, have now opened up to produce of other origins. Agri-food-related liquid bulk cargo traffic recorded a level comparable to 2022, the sustained demand for oils serving to maintain a good level of output at Cargill's trituration plants in Saint Nazaire and at Montoir de Bretagne.

Although the market came under pressure, dry bulk products for the building and civil engineering sector were stable overall, driven by the dynamism and appeal of the Loire Estuary Regional Community. Marine sand traffic represented 1.3 MT, and cement and clinker traffic, on a par with the previous year, amounted to 0.4 MT. In spite of a first quarter marked by the interruption of exports from the Nantes Cheviré port facility, recycled scrap metal traffic remained buoyant. Exports bound mainly for steelworks in Spain and Turkey were up 11.7 %.

A port traffic level comprising
21.1 MT in imports
 and **7.4 MT in exports.**



At the Montoir de Bretagne ro-ro terminal.

The volume of activity at the ro-ro terminal progressed by 13.5 %, as a result of a strong upturn in the automotive sector after the difficult years that followed on from the COVID-19 pandemic. In 2023, over 118 000 vehicles transited the terminal, which has become the preferred point of entry for deliveries from Morocco and Spain. In addition to the historic shipping lines LD Seaplane and Suardiaz, new operators such as Grimaldi, Neptune Lines, Transfennica, Erkport and Polaris have been calling at Montoir de Bretagne. Furthermore, the Stellantis plant in Rennes chose the Loire Estuary facilities as the port of shipment for its vehicles bound for Turkey, and automobile manufacturer Volkswagen used those same installations on several occasions to supply its inter-regional network of dealerships.

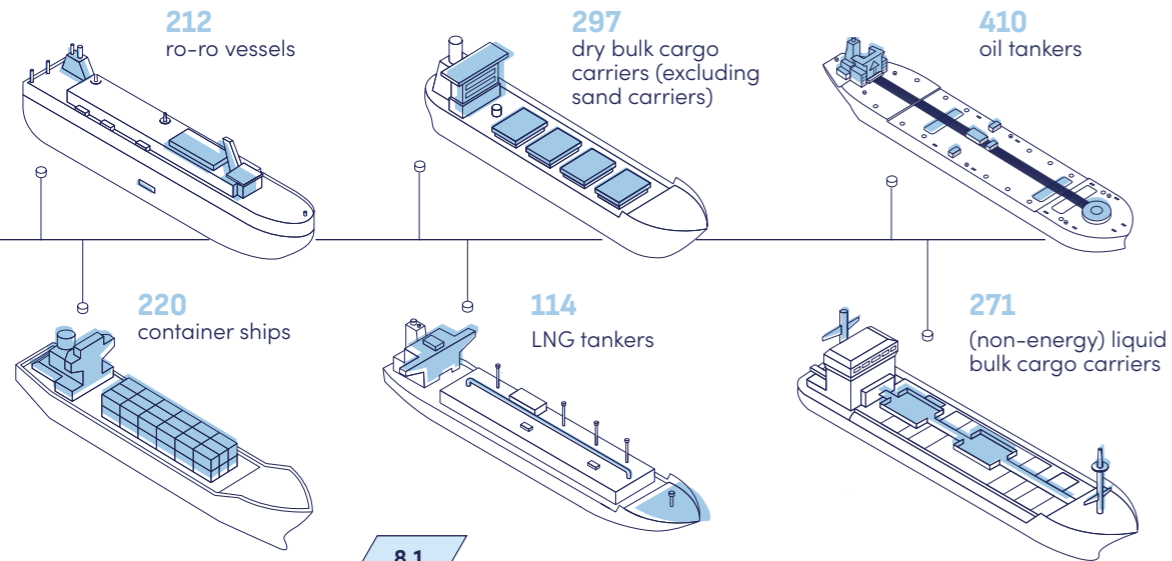
2023 was marked by a slowdown in global containerized trade. A result of a decline in household consumption, this has led notably to the contraction of volumes between Asia and Europe. In that context, business at the Montoir de Bretagne container terminal remained steady overall.

2023

PERFORMANCE INDICATORS

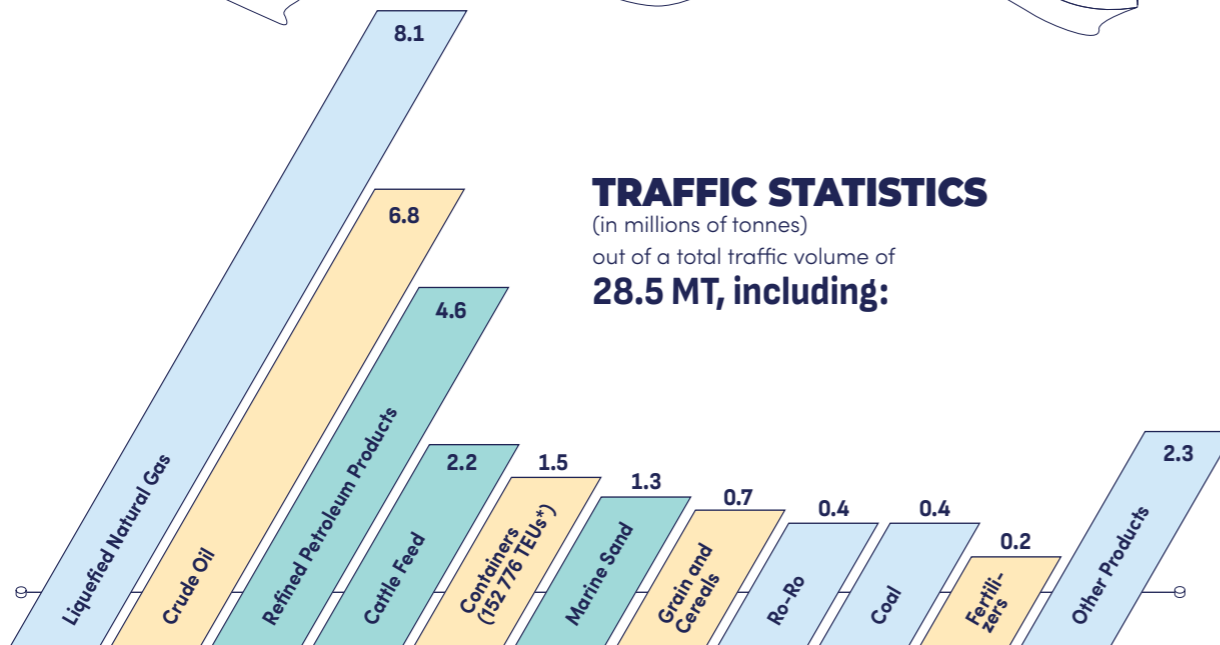
RECEPTION OF VESSELS

2 360 calls made by vessels, including:

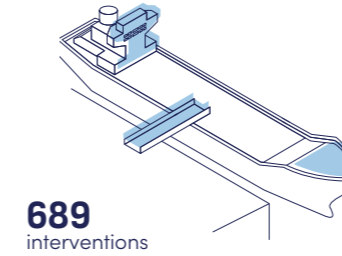


TRAFFIC STATISTICS

(in millions of tonnes)
out of a total traffic volume of **28.5 MT**, including:



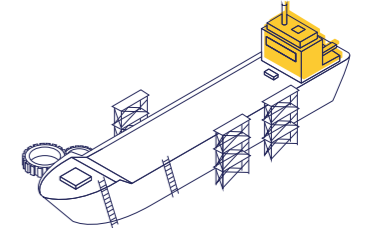
VESSEL SERVICES



SHIP REPAIR

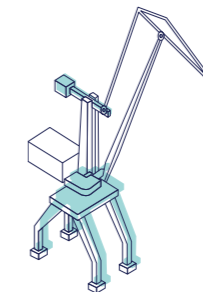
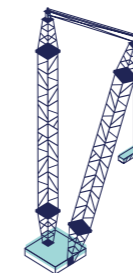
28 vessels received

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



DIRECT OPERATION OF PLANT AND EQUIPMENT

In Saint Nazaire
79 693 tonnes of cargo handled during **53** port calls



At the Nantes Port Facilities (excluding the Roche Maurice grain terminal)
252 278 tonnes of cargo handled during **65** port calls

PORT AUTHORITY AREA

511 customers
870 contracts



MAINTENANCE

In hours worked, by type of customer

112 013 hours for Nantes – Saint Nazaire Port

24 991 hours for external customers (including terminal operators)



ECONOMIC AND FINANCIAL INDICATORS



Loading of an electrical substation built by Chantiers de l'Atlantique, at the Quai de la Prise d'Eau facility in Saint Nazaire.

In the face of major climate-related challenges, Nantes - Saint Nazaire Port is taking action to ramp up the necessary ecological and energy transitions. The Port Authority has given itself ten years in which to transform its economic model, which is reliant in great part on fossil-energy-generated maritime traffic. The results in 2023 once again reflect that ambition.

At the halfway point of the 2021-2026 strategic plan, three quarters of the actions identified in order to attain the three major objectives - namely "delivering successful energy and ecological transition", "consolidating the Port's role as the maritime gateway to Greater Western France" and "serving the economic and social development of the Loire Estuary" - are now under way. The levers for growth identified to offset the decrease in fossil energy activities and to help to construct a new economic model have been activated; these include the conduct of real-estate projects for the logistics and tertiary sectors, and the creation of services enabling

the emerging offshore floating wind turbine sector to develop. Actions are also being undertaken to promote the growth of bulk cargo and general cargo traffic, including containers and ro-ro, to the benefit of businesses in Greater Western France. The initial results confirm the relevance of the strategy adopted, which is underpinned by a high level of investment.

Following the events of 2021, which was affected by the temporary shutdown of the TotalEnergies refinery at Donges, and of 2022, which was marked by the changes in the geopolitical and economic context caused by the war in Ukraine, 2023 looked set to be a year of recovery. A first half of the year impacted by the industrial action relating to the retirement pensions reform and by the prolonged immobilization of the dredger *Samuel de Champlain* until April required an agile response from Nantes - Saint Nazaire Port and from the Port Community as a whole, in order to take actions designed to reduce the impacts of those developments. Thanks in particular to

a proactive commercial approach and to a tight control over purchases and external services, the 2023 result is break-even.

In 2023, Nantes - Saint Nazaire Port generated 119.3 M€ in income, a gross operating profit of 24.9 M€, and 22.2 M€ of cash flow. A profit in the amount of 0.8 M€ is thereby recorded for 2023. Nantes - Saint Nazaire Port made 31.9 million euros in investments in 2023, the third year of implementation of the long-term investment plan for the period 2021-2030.

Several of those investment commitments are part of the ongoing operations relating to the development of the marine renewable energy sector, including the studies concerning the Éole project, the preparatory work for the Îles d'Yeu et de Noirmoutier offshore wind farm project, and the purchase of pontoons for the east entrance to the Saint Nazaire dock basin.

Furthermore, the investment programme includes operations contributing to the value-enhancement of Port Authority real estate, such as the preloading of plots of land at the Montoir de Bretagne industrial operations facility, the delivery of metal-and-textile buildings or the continuation of studies and proceedings for property development operations in the tertiary sector.

Operations have been carried out to maintain and to upgrade Port Authority assets, including work on the infrastructures in Saint Nazaire of benefit to shipbuilding activities, such as the operation to increase the reception capacity of the Quai de Penhoët facility or the setting up of a guidance system for large-sized vessels using the Joubert sluice dock. This investment item also covers the construction of a service base for vessels at Montoir de Bretagne and the commitment to replace the crane at the dry docks in Saint Nazaire.

The co-financing of the investment programme by Central, Regional and Local Government represented 24 % of the investment total.



Presence of the Oportunity port promotion collective at the BreakBulk Trade Show in Antwerp.

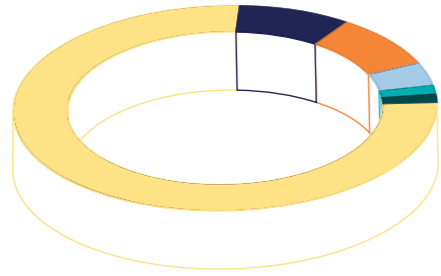
Income

In millions of euros	2023	2022
Port Dues	40.1	39.5
Port Property Income	33.5	29.7
Other Sources of Sales Turnover	19.2	24.7
Central Government Funding	17.4	17.4
Other Sources of Income	9.1	7.2
Income	119.3	118.5

Financial Statement

In millions of euros	2023	2022
Gross Operating Profit	24.9	25.6
Operating Profit	3.1	2.4
Financial Income Balance	- 2.3	- 0.3
Net Profit	0.8	2.1

Funding of the 2023 investment programme:



Central Government: **2.8 M€**
Pays de la Loire Regional Authority: **2.7 M€**
Loire Atlantique Departmental Authority: **1.2 M€**
Nantes Metropolitan District Council: **0.5 M€**
Saint Nazaire Urban Area District Authority: **0.4 M€**
Nantes - Saint Nazaire Port: **24.3 M€**

Principal Identified Risks

The risk management system is part of a comprehensive approach designed to help Nantes - Saint Nazaire Port to manage its missions and activities in line with its strategic ambition. That system plays an increasingly important role in managing and overseeing those missions and activities.

The system aims to identify, to assess according to their likelihood and seriousness, and to prioritize the principal risks to which Nantes - Saint Nazaire Port is exposed, to deal with those risks and to monitor the identified actions. These elements are reported each year to the

Audit Committee of the Supervisory Board, which expressed the wish, in 2023, to have detailed information on the 10 principal risks to which Nantes - Saint Nazaire Port is exposed: loss of traffic, failure to develop the economic model, failure to complete major projects, unsuitable dredging provisions, the shutdown or disablement of a Port Authority asset, insufficient consideration of the impacts of climate change, the impact of legal and regulatory changes, threats to the safety and security of vessels and port installations, cyber-attacks, and inadequate monitoring of emerging risks. Those risks were presented to the Audit Committee in 2024, along with a detailed plan to avert or to reduce same.



The metal and textile warehouses at the Montoir de Bretagne industrial platform.



2023 **CSR REPORT**

MAINTAINING 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

Nantes – Saint Nazaire Port ascribes great importance to industrial relations dialogue, so as to be able to rise to the challenges involved in economic, environmental or societal changes, while preserving the proper balances.

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. The make-up of those bodies was renewed following the elections held at the end of 2023.

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 also represented on the Supervisory Board, which has three representatives elected by the salaried employees of Nantes – Saint Nazaire Port.

Being attentive to preserving the health and safety of personnel at work, the Executive Management of Nantes – Saint Nazaire Port and the employee representative bodies continued the actions undertaken in this respect in 2023. 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 a number of 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 technical shutdowns or maintenance turnarounds...). 24 industrial accidents involving absence from work were recorded in 2023, as compared to 25 in 2021 and 14 in 2021. An operational programme involving the members of the various employee representative bodies and the salaried employees themselves aims to tackle this accidentology issue.

For over three years now, following an appraisal conducted in 2020 and in 2022 by Secafi, identified psychosocial risks have formed the subject of a specific plan of action that is implemented by all the Organization's Departments and Directorates, in conjunction with the Occupational Health Services and the Port Authority's own nursing personnel. Its implementation is continually monitored by the H&SWCs and by a special committee. At the end of 2023, specialist consultancy firm Stimulus was commissioned to carry out a new audit aimed at developing an approach to improving the quality of life at work; their report is currently being prepared.

Safety culture:
a major challenge,
given the risks associated
with the Port's activities
and working environment.

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 to boost economic sectors in Greater Western France.

Relaunched in 2022 in order to go out and capture new markets, the force of the port promotion collective was illustrated on many occasions in 2023. Under the Oportunity banner, the Collective composed of 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, Loire Atlantique Departmental Authority, and Nantes - Saint Nazaire Port, was active both in the Port's hinterland and at major maritime

and port-based logistics gatherings. Having held meetings with shippers in the Department of Mayenne on 7th March, as part of the second stage of the regional tour initiated in December 2022, the Collective took part in several trade shows in the transport and logistics sector (BreakBulk, Shipping Days, SITL) or in the area of new energy sources (Seanergy). On 9th October, 220 people, public- and private-sector stakeholders from the port and maritime world, assembled at Quai du Commerce in Saint Nazaire to mark the first year of existence of the Oportunity initiative. At the end of November, the members of the Collective came together on the same stand for the Maritime Economy Forum, which was held in Nantes on 28th and 29th November. This annual gathering brings together the entire membership of France's maritime community. The event offered the chance to present the industrial and logistical service offer, and the strategy for the decarbonization and sustainable development of the Port of Nantes - Saint Nazaire.

During the season opener of the Oportunity port promotion collective.



Nantes - Saint Nazaire Port has launched 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. From Season 2 of the Smart Port Hackathon, Nantes - Saint Nazaire Port has derived some genuine, concrete solutions that are going to contribute to its innovative thinking and appeal in crucial areas. The first deliverables from this event, which is now integral to the Loire Estuary Regional Community landscape as a meaningful gathering of many minds, were revealed at the end of the year. The commercial showcase for real-estate offers has been online via the Nantes - Saint Nazaire Port website since late November. This new digital solution offers a 360° experience seen from the sky, for a complete immersion in the heart of the industrial and logistical operations centre at Montoir de Bretagne, the better to discover the real estate available there. The tool also puts into perspective all the advantages of this port activity zone when it comes to meeting the logistical requirements of potential project developers. A no-download, mobile guide app intended for port activity zone users has just

been finalized. Without an address, in one click or thanks to a QR Code, the application guides users directly to their meeting place in the port activity zone, on their mobile phone and in a choice of languages, following a route which is recommended for the regulated zones and is connected directly to Google Maps.

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 held several events in 2023, which included the "Blue Event on Containers" on 10th October at Montoir de Bretagne, on the topic of the technical issues and challenges in the life of a container. The team maintained its commitment, particularly in the area of hydrogen, through thematic meetings in the Pays de Loire Region. Finally, the PMBA remains heavily involved in the Port of the Future Forum, which took place at the end of October at the Port of Sète, and more specifically in the "Innovation Awards" session.

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, and 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 being considered. Living Brittany, France Nature & Environment and the French National Society for the Protection of Birds are all represented on Nantes - Saint Nazaire Port's Development Board.

The Éole project for a future port and industrial integration and storage base for high-capacity offshore wind turbines notably formed the subject of initial discussions with environmental associations. Nantes - Saint Nazaire Port was thus able to take note of their comments and questions ahead of this major project.

Chaired by the Maritime Prefect for the Atlantic Seaboard and by the Prefect for the Pays de la Loire Region, the Maritime Council for the Northern Atlantic Seaboard - Western Channel Range was renewed by Inter-Prefectural Authority Order dated 15th December 2022. Nantes - Saint Nazaire Port is represented on that Maritime Council. On 7th June 2023, Central Government announced the launch of a consultation as part of the maritime planning process, inviting all the Maritime Councils to meet to prepare the public debates on the four maritime seaboard at the same time. The Maritime Council for the Northern Atlantic Seaboard - Western Channel Range met on 16th June, notably to discuss the 2023-2029 National Sea and Coastal Areas Strategy and to share a vision for that maritime range looking to 2050. The French National Public Debate Commission opened the "Debating the Sea" consultation on 20th November. Until 26th April 2024, the public had the opportunity to find out about and to debate the objectives for the installation of offshore wind farms along each coastline, over a 10-year timescale and up to 2050.

Fishermen on the Cale des Carris slipway, on the south bank of the Loire Estuary.



The Banc de Bilho bank.

Nantes - Saint Nazaire Port also 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 interest groups, 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 12 occasions in the course of 2023.

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 data from long-term monitoring, 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 the quality of the water in the Estuary.

Nantes - Saint Nazaire Port also participates in studies by providing funding for specific topics of research or through its membership of scientific committees. This is notably the case for the trophic relationships between benthos and fish in the Estuary (BiotroL project), 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), the monitoring of the Estuary's mudflats (benthic fauna, ichthyofauna, birds), 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. The Port Authority is developing its presence on digital media, and regularly opens its doors to all kinds of visitors, offering access behind the scenes of its activities.

From 30th May to 5th June, the festive, nautical and cultural event "Right on the Loire" returned for a third edition, which attracted 200 000 spectators between Saint Nazaire and Mauves-sur-Loire. The guiding theme of the festival was the spotlight cast on the Estuary and the strong bond that unites the inhabitants and their river. A major partner of the event, Nantes - Saint Nazaire Port welcomed the participants (including the organizers and their partners) and a large audience to its facilities, notably to the Quai d'Aiguillon quay, which formed the heart of the festival, and of course onto the water for the nautical parade by the entire fleet. Playing an integral part among the many attractions on offer to the public, Nantes - Saint Nazaire Port gave people the chance to find out about its activities through a photographic exhibition, an on-set escape game or an immersion inside the port terminals via a virtual reality headset.



An on-set escape game to find out about the Port's activities and projects.

Invested for almost 20 years now in business discovery tourism, Nantes - Saint Nazaire Port collaborates with the Tourist Office in Saint Nazaire (Stunning Saint Nazaire), as well as with the Regional Community's tourism amenities in welcoming nearly 20 000 visitors a year. The quality of the tours of the downriver port installations was recognized once again at the start of November, with the renewal of the Qualité Tourisme™ ("Quality Tourism") brand accreditation. Conducted by Stunning Saint Nazaire, these tours attract close to 2 000 people each year.

On 26th and 27th October, as part of the 8th edition of the Pays de la Loire Company Tours in Our Region Days initiative, Nantes - Saint Nazaire Port gave visitors the opportunity to meet port professionals in locations that are usually closed to the public. They were able to see what goes on behind the scenes at Somaloir, a company specializing in ro-ro logistics, and at the port terminals on the Loire Estuary. A few lucky visitors were also received at the Harbour Master's Office in Nantes, during a tour of the upriver port facilities. Involved ever since the very first edition of this event, Nantes - Saint Nazaire Port enabled more than 550 visitors to benefit from these encounters and to step behind the scenes of the port environment.

For the fifth consecutive year, Nantes - Saint Nazaire Port joined in the Pays de la Loire Regional Education Pact programme, which is driven by Pays de la Loire Regional Authority, in partnership with the Visit Our Businesses in Pays de la Loire Association, the Pays de la Loire Chambers of Commerce and Industry and the Office of the Director of Education in Nantes. This programme supports the success and professional inclusion of young high school students and apprentices in the Region. As part of this programme, over 60 students receiving primary vocational training in maintenance, logistics, and customer relations were able to discover the richness of the port and industrial complex.



During the 3rd edition of the "Right on the Loire" event in Nantes.

FOSTERING DIVERSITY THROUGH EMPLOYMENT



The activities at the Port of Nantes – Saint Nazaire generate 28500 jobs¹ in Greater Western France.

The jobs that are directly created include the salaried employment at Nantes – Saint Nazaire Port and at the numerous organizations involved in receiving vessels and processing cargo consignments (cargo handling, warehousing, trading activities, vessel piloting, tugging, inshore piloting, brokerage...), or more than 9000 maritime and port professionals in total. Other indirect jobs derive from these activities. This is the case in the aeronautical, automotive, energy, agri-food or transport sectors. These direct and indirect jobs in turn have an impact on the subdivisions forming the Port Authority area and on the districts in which these salaried employees live, serving to support or to create spin-off jobs.

As of 31st December 2023, Nantes – Saint Nazaire Port employed 608 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 33 % of the Executive Management Committee. 34 new staff members joined Nantes – Saint Nazaire Port during the year. Internal mobility is encouraged: more than 30 of the vacancies for shore-based and sea-going personnel taken together were filled in this way in 2023.

One of Nantes – Saint Nazaire Port's greatest assets is the diversity of its specialisms, which number more than 80 to fulfil all the missions involved. Rolled out on an annual basis, the skills development plan assists the salaried employees in adapting to the regulatory, technical and digital changes impacting those various specialisms, and supports internal mobility on a vocational level. The emergence of new specialisms connected with the strategic plan is also taken into account. In 2023, Nantes – Saint Nazaire Port devoted 4.5 % of the total

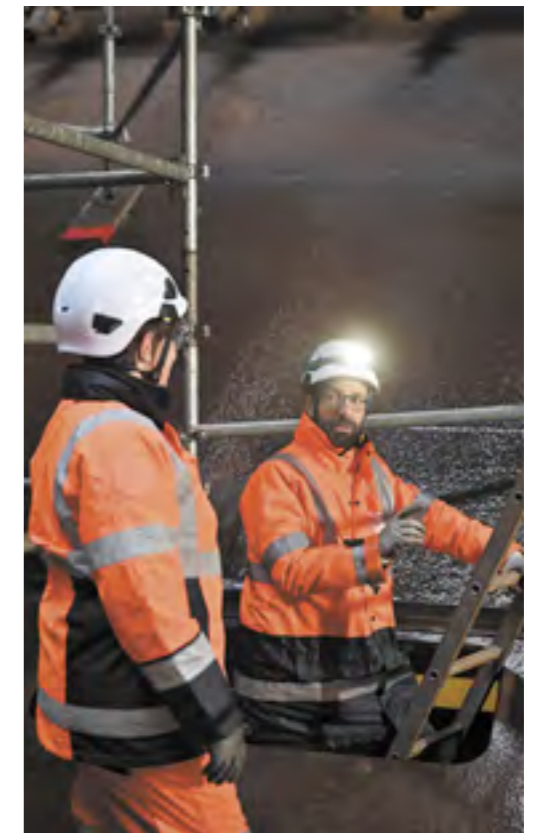
gross remuneration to vocational training, and 66 % of the salaried employees completed at least one training course. The average length of service with Nantes – Saint Nazaire Port is 20 years.

Being committed for several years now to offering young people vocational training, Nantes – Saint Nazaire Port has chosen over the past three 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. 39 block-release trainees and 82 interns were received by the Port Authority in 2023.

This year, the personnel of Nantes – Saint-Nazaire Port took part 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 sea rescue, prevention and training for users of the sea.

Back 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 assisted 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, around 7 employees in 10 find another job or engage in vocational training leading to a qualification.

9 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 2023, the level of employment of individuals with a recognized disability now represents 6.2 % of the overall headcount.



¹ INSEE (French National Institute of Economic and Statistical Information) - 2022 study based on 2018 data.

REDUCING, MONITORING AND EXERCISING BETTER CONTROL

Against a backdrop of accelerating climate change and dwindling resources, it is necessary to reduce energy consumption and greenhouse gas emissions. France launched a National Energy Sobriety Plan on 23rd June 2022. The objective set by Central Government is to reduce the energy consumption of businesses by 10 % by 2024, and by 40 % by 2050.

Nantes - Saint Nazaire Port is committed to this vital focus on energy sobriety for its activities and facilities. In 2023, the Port Authority defined measures aimed at reducing and controlling its energy consumption by drawing up its own sobriety plan. This is based on four levers: buildings, operations, mobility, and digital technology.



Several actions have been taken not just to upgrade the energy efficiency of buildings (changing boilers, LED lighting), but also to change the way in which premises are used, employing consumption monitoring tools (heating time, lighting, hot water distribution...). Regular awareness-raising messages on everyday eco-gestures are delivered to employees in order to improve practices.

Operational sobriety mainly concerns maintenance dredging activities and their optimization. Where possible, reducing the speed of travel of the dredger *Samuel de Champlain* between the dredging and sediment disposal zones can result in fuel savings of close to 10 %.

The issue of mobility encompasses vehicles, business travel, commuting, and working conditions. Nantes - Saint Nazaire Port has set itself the target of ensuring that more than half of its fleet is made up of electric or hybrid vehicles by 2030. In addition, the Port Authority has begun drawing up a mobility plan which, in parallel with the changes to the vehicle fleet, will include actions to encourage employees to use public transport, car-pooling or soft means of transportation.

Nantes - Saint Nazaire Port also intends to reduce its energy consumption by moving towards greater digital technology sobriety, which entails extending the lifespan of and recycling equipment, choosing items that consume less energy, opting for alternatives to new equipment, choosing repairable equipment, and limiting data transfer.

In 2022, Nantes - Saint Nazaire Port also carried out a greenhouse gas emissions assessment using the ADEME (French National Agency for Energy Transition) benchmark methodology, in accordance with article L. 229-25 of the French



On the upriver section of the Loire Estuary.

Environment Code. Three scopes are studied, covering building consumption, process gases, changes in land use and the internal mobility fleet on the one hand, and business travel, waste management, and inbound and outbound freight on the other hand. The results of the greenhouse gas emissions assessments are published on the ADEME platform. A like-for-like reduction of 7 % was observed between 2019 and 2022. An analysis of data for 2023 relating to buildings, process gases, changes in land use and the internal fleet is being conducted.

Various actions have been initiated by Nantes - Saint Nazaire Port to ensure more accurate monitoring of air quality. A specific study launched in 2024 will draw up an initial assessment of air quality throughout the Port Authority area. Nantes - Saint Nazaire Port has commissioned Air Pays de la Loire, an expert in this field, particularly on the River Loire axis, to carry out field measurements of and analyse regulated atmospheric pollutants. A second study is being conducted more specifically as part of the Éole project, through an air measurement campaign on the project perimeter in Saint Nazaire. Finally, the Donges sector will also be measured and analysed in 2024.

MAINTAINING NAUTICAL ACCESSES



The Le Milouin.

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. Nantes - Saint Nazaire Port possesses authorization to carry out maintenance dredging and disposal-at-sea operations, pursuant to a Loire Atlantique and Vendée Inter-Prefectural Authority Order.

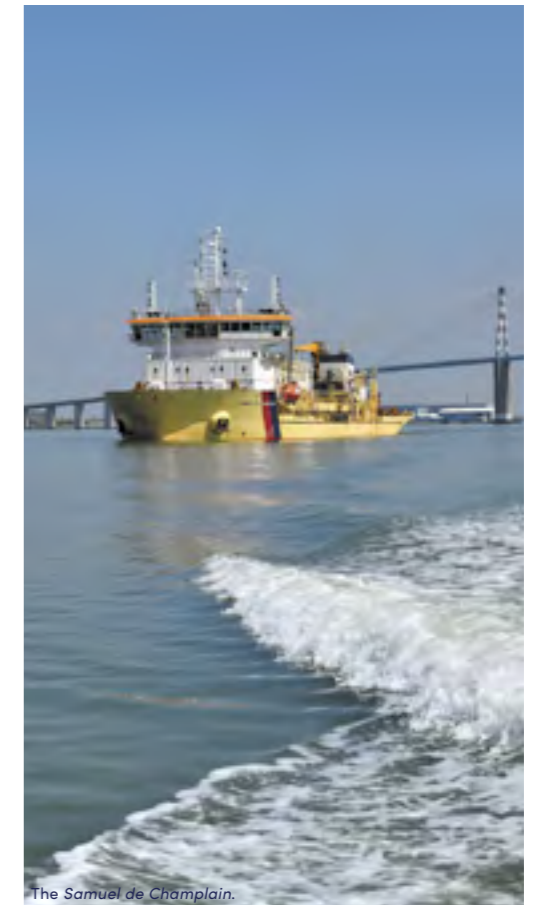
Nearly 5.2 million m³
of sediment dredged on
the Loire Estuary.

Nantes - Saint Nazaire Port has three hydrographical survey craft tasked with conducting bathymetric surveys, and employs three dredgers. The *Samuel de Champlain* is a mobile suction dredger which is leased from the GIE Dragages Ports Port Dredging Group. The *André Gendre* and the *Le Milouin* are owned by Nantes - Saint Nazaire Port. The first is a stationary suction dredger and the second is equipped with a low-pressure water injection system.

Any dredging policy is based on delivering optimal maintenance of channel depth so as to meet the draught requirements for the expected commercial traffic levels, while limiting the volumes of sediments to be dredged to the strict navigation-related requirements and reducing the impact of such operations on the environment. This is particularly true for estuary ports, which have a high sedimentation rate.

Nantes - Saint Nazaire Port has a dredging management plan, which was finalized in 2023 and gives due consideration to the optimization of dredging practices. The first element aims to find the navigable depth corresponding to a certain density of mud in the channel and in the quayside trenches, avoiding dredging unconsolidated layers that do not present a risk to navigation. The second element consists in mobilizing dredging resources according to the extent of the deposition zones, the location of high points and the nature of the sediment. In this way, a mobile suction dredger will be used for sediments deposited over very large areas, while a water injection dredger will be preferred for sediments recently deposited over small areas. Finally, the third element involves adapting the dimensions of the shipping channels to the actual maritime traffic expected at the various port terminals, in terms of types of vessels and draughts.

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. Optimization practices make it possible to reduce the volume of sediment dredged by 1 to 2 million m³ per year.



The Samuel de Champlain.



MANAGING THE LOIRE ESTUARY'S NATURAL SPACES



An aquatic warbler.

Out of a Port Authority area that covers 2722 hectares, Nantes - Saint Nazaire Port manages 1177 hectares of natural spaces. In 2023, the Port Authority began drawing up a natural heritage management plan, a policy document based on inventories of the fauna, flora and natural habitats of the terrestrial and marine environment.

The inventories of fauna, flora and habitats in natural areas were initiated at the end of March for a period of 12 months, to cover sites such as Bouguenais, Saint-Jean-de-Boiseau, East Donges, Le Priory and the northern sector of the Montoir de Bretagne multi-bulk terminal.

Since 2017, Nantes - Saint Nazaire Port has been implementing a plan to manage the natural spaces located at Donges, which represent a surface area of 460 hectares. Characterized by extensive reedy marshes, wet meadowland, temporary pools, and sandy deposits, the site is home to numerous species of birds, amphibians and insects. This management tool

was elaborated in consultation with all the site's stakeholders, including farmers, environmental associations and hunters, in order 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 2016-2025. Nantes - Saint Nazaire Port conducted ecological inventories on the site in 2023, so as to update the initial appraisal carried out in 2013 and 2014.



During an inventory of batrachians at Donges.



The Le Priory site at Montoir de Bretagne.

ACROLA, the Loire and Atlantic Association for Ornithological Knowledge and Research, is a key player in the East Donges management plan. Supported over the past 22 years by Nantes - Saint Nazaire Port, ACROLA conducts bird-ringing operations in the reedy marshes. The results show that East Donges is one of France's three largest staging areas on the migration routes of certain species of passerines. The bird-ringing station on the site notably plays a prominent role in the conservation of the aquatic warbler, which is one of the most threatened species in Europe. The station is located on the route taken

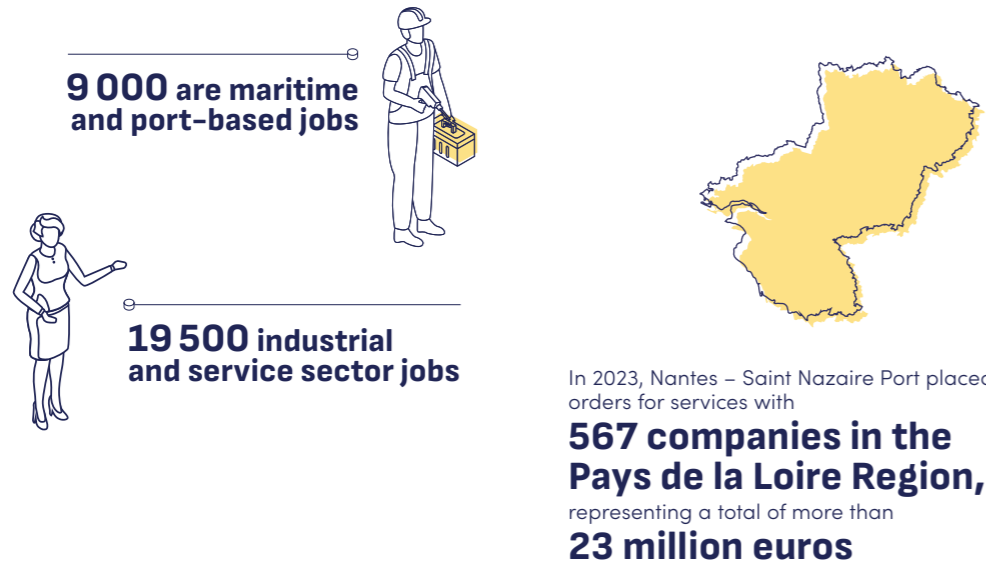
by most of the species concerned during their postnuptial migration. The findings illustrate the close relationship between East Donges and the coastal Departments in the North and West of France, but also in relation to countries in Europe and Africa. ACROLA carried out a new bird-ringing operation on a daily basis between 20th July and 16th October 2023, thanks to the efforts of over 50 volunteers. The 18 653 captures that were made comprised 15 291 individual birds, including 14 909 ringed birds, and 69 different species.

2023 CSR INDICATORS

EMPLOYMENT

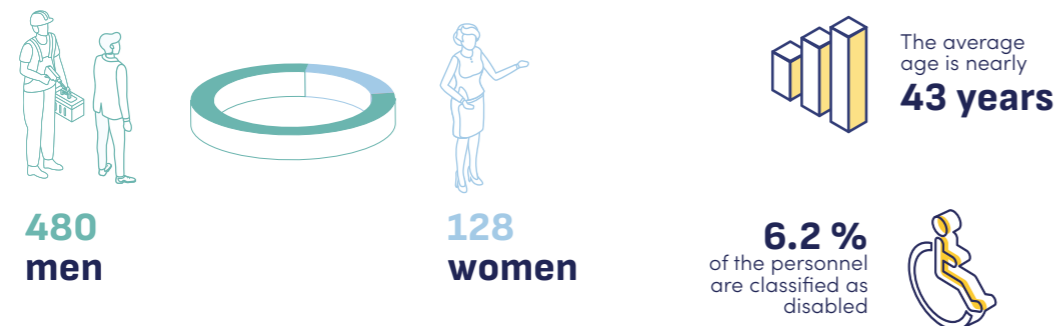
The activities at the Port of Nantes – Saint Nazaire generate **28 500 jobs***, of which:

*2022 study by INSEE, the French National Institute of Economic and Statistical Information, based on 2018 data.



HEADCOUNT

Nantes – Saint Nazaire Port has **608 salaried employees**

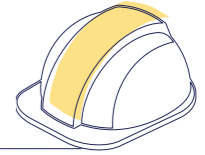


TRAINING



4.5 % of the total gross remuneration is devoted to vocational training

2 in every 3 salaried employees completed at least **one training course**



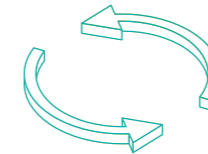
30 % of the vocational training budget is dedicated to safety

WASTE RECOVERY

69 % of waste products are recovered:



77 % as compost



22 % as materials

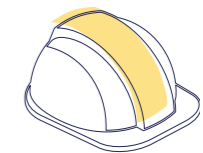


1 % via energy recovery

CERTIFICATION



ISO 9001

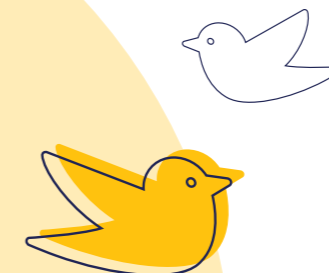


MASE
(Safety Improvement in the Company Environment)

BIODIVERSITY

15 291 birds

recorded during the ringing operation conducted at East Donges.





26 employees and 15 sports disciplines

A photographic exhibition created by Franck Badaire for the 2024 Olympic Games, with Nantes - Saint Nazaire Port employees at the heart of the port environment.



Nantes – Saint Nazaire Port's 2023 Annual Report and CSR Report are also available at www.nantes.port.fr in French, English and Spanish.


nantes.port.fr/fr/medias/rapport-annuel


nantes.port.fr/en/media/annual-report


nantes.port.fr/es/medios-de-comunicacion/declaracion-anual

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