



2025 ANNUAL REPORT & OUTLOOK FOR 2026



INTRODUCTION

In 2025 Ports of Normandy demonstrated its resilience and ability to innovate despite the uneven passenger market. Freight, rolling road transport and renewable marine energies all confirmed the strategic role of our three ports in the region's economy, jobs and energy transition.

Caen-Ouistreham, Cherbourg and Dieppe continue to drive the development of business, tourism, logistics and industry in Normandy, generating employment and added value for the region.

Ports of Normandy has ambitious plans for 2026, with a focus on consolidating our cross-Channel lines, pursuing our sustainable investments and preparing the economic and environmental future of the region.



CONTENTS

ANNUAL REPORT

Shipping: Increasing Tonnages, Fewer Passengers.....	6
Cross-Channel Passengers: An Uneven Year.....	6
Cruise: A Year Of Transition.....	8
Cross-Channel Freight: Increasing Traffic In A Difficult Environment.....	9
Conventional Freight: Sustained Growth	10
Fishing: Stable Volumes And Better Prices.....	11
Leisure Marine.....	12
Ship Repairs.....	13
 Summary of Traffic.....	 14

OUTLOOK FOR 2026

1-Consolidate Our Leadership In Cross-Channel Services West Of Dover.....	15
2-Become A Major Actor In The Development Of Mre.....	16
3-Generate Employment And Added Value For Our Region.....	17
4-Endow Normandy With Flexible, Responsive And Efficient Ports, In Touch With Developments On The Ground.....	19
Our values.....	20

Spotlight on:

The EES (Entry/Exit System).....	7
Cross-Channel Trade	8
Rolling Road.....	9
Fishing.....	12
Electrical Power for Ships Alongside.....	15
MRE.....	16
Employment.....	17
Dredging of Bassin Saint-Pierre.....	17
Colbert Bridge: Taking a Gamble on Restoration.....	18
Replacing Colombelles Bridge.....	18
Investments.....	19
The strategic Plan of Ports of Normandy.....	20



2025 ANNUAL REPORT



SHIPPING*: INCREASING TONNAGES, FEWER PASSENGERS



Calls: 3,431 (+ 5,34%)
Passengers: 2,059,767 (- 4,36%)
Tonnage : 6,764,173 (+ 4,88%)

In 2025 a record total of 3,431 vessels docked at Ports of Normandy, highlighting the economic opportunities created for the port actors and the region of Normandy as a whole.

This vitality is observed for the most part in Ports of Normandy's merchant shipping activities. Conventional freight drove growth for the most part, with an increase of 27.21%, while cross-Channel traffic was stable (+0.11%): crossings to the United Kingdom were up 1.2% while those to Ireland showed a fall of 1.54%. With a total of 6.7M T, Ports of Normandy recorded its second-highest tonnage (after 2022) since its inception in 2019.

As for the passenger business, it declined across all three markets: United Kingdom cross-Channel services (-1%), Ireland cross-Channel services (-9.52%) and cruise ships (-12.94%). Nevertheless, it has remained above the standard pre and post-COVID threshold of two million (2,059,767).

CROSS-CHANNEL PASSENGERS: AN UNEVEN YEAR



After a dynamic 2024 (+6,36%), the cross-Channel business lost ground in 2025, falling 2.64% to 1,745,895 passengers.



This decline stabilized at -1% with the United Kingdom and -9.52% with Ireland. On crossings to England, Ports of Normandy as a whole did better than the ferry market, which decreased approximately 3%.

In this market, and within Ports of Normandy as a whole, the dynamics were conflicting between **Dieppe** on the one hand and **Ouistreham** and **Cherbourg** on the other.



The decrease was pronounced for **Dieppe** with results of -9.98%, totalling 368,814 pax (-40,884 pax), while business at **Cherbourg** (-0.18%; -406 pax) was stable and at **Ouistreham** was up 3.29% (+26,861 pax).

At the close of the COVID period, **Dieppe** had restarted more strongly than all the Ports of Normandy ports and then increased markedly, by +10.11% (+37,643 pax) between 2022 and 2024. In light of this past trend, 2025 can be interpreted as a course correction. With 368,814 pax, **Dieppe** has returned to pre-COVID volumes (2019: 376,216 pax).



In the context of a general decrease in the market, **Cherbourg** has done very well to finish the year stable. Maintaining business on the Cherbourg-Poole line up to the end of the year allowed the port to consolidate its figures for 2025.



Lastly, **Caen-Ouistreham** continued the growth dynamic it has maintained since 2022. With a 3% increase

* NB: Owing to a change of IT system in 2025, the shipping statistics herein are for the moment provisional.

and 842,856 pax in 2025, **Caen-Ouistreham** is slowly regaining a level of business it enjoyed in 2019 (902,277 pax). The Ouistreham–Portsmouth line, which accounts for almost 40% of Brittany Ferries' cross-Channel traffic, thus capitalized on the launch of the Guillaume de Normandie, a modern and eco-friendly ship, contributing to the line's good results in the gloomy 2025 market.

In the Ireland segment, the pronounced drop in business can be mostly explained by the severe deterioration in the activities of Stena Line (-55%, -70,000 pax), the company eventually closing the Cherbourg–Rosslare line in September 2025. The two other companies operating out of **Cherbourg**, Irish Ferries and Brittany Ferries, made up the Stena Line shortfall, partially, by approximately 40,000 passengers. Losses for the **Port of Cherbourg** on this route amounted to more than 32,000 passengers (-32,830 pax). 2025 closed at a similar level to the 2023 financial year.

Despite this decrease Ireland remains, alongside the cruising business, the number one passenger market for the **Port of Cherbourg**, ahead of the United Kingdom.

Three issues require close observation in 2026:

- For traffic with the United Kingdom, the Entry Exit System (EES) directive designed to strengthen border controls in the Schengen area was implemented on 15 October 2025. Its progressive deployment and its impact on business will need to be monitored throughout the spring and summer months.
- For traffic to Ireland, the impact of Brittany Ferries taking over Stena Line's slots, and more generally the port's ability to return to 2024 Ireland passenger volumes, will have to be monitored.
- The conclusions of the passenger survey undertaken by Ports of Normandy, on avenues for improving the reception of passengers in the cross-Channel terminals, are expected in 2026.

The ENTRY/EXIT SYSTEM (EES) is a European automated border-control IT system which:

- electronically registers non-EU nationals entering and leaving the Schengen Area, for stays of up to 90 days;
- replaces manual passport stamping with a biometric system (fingerprints + photo) that records the date and point of access used by the traveller;
- aims to prevent illegal immigration, strengthen border security, and improve the management of cross-border movement.

This system has been planned for several years and has been the subject of various European regulations, but it only became truly operational throughout the European Union on 12 October 2025.

A progressive deployment phase will run until 10 April 2026. During this six-month period, the authorities will introduce the EES progressively at every border crossing (airports, stations, ports).

During this period, depending on the border crossings and local configurations, biometric controls may only be partially deployed and thus stamps will still be in use.

Ports of Normandy ports – **Caen-Ouistreham, Cherbourg, Dieppe** – are external maritime border-crossing points and thus subject to the EES. Works to install biometric border-control facilities began in 2024, in particular on routes to the United Kingdom.

In practical terms:

- The EES is being deployed progressively in accordance with national and European schedules.
- Biometric equipment will be installed progressively by the State and operated by port staff to register non-EU travellers.

The EES is thus being actively deployed and will eventually replace manual checks with the electronic registration of all border crossings. For Ports of Normandy, this means adapting infrastructures and training staff to apply this system to non-EU travellers, in particular on lines to the United Kingdom, within the framework of the schedule set by the European Union.





CROSS-CHANNEL TRADE: Three Ports with a Single Commitment to Link Normandy to the British Isles

Every day, thousands of passengers and heavy goods vehicles cross the Channel.

Cherbourg: gateway to Ireland and England, more than twenty sailings a week (Poole, Ports-mouth, Rosslare, Dublin), rolling road terminal in service.

Caen-Ouistreham: busiest route west of Dover carrying 1 million passengers a year, three return sailings to Portsmouth every day.

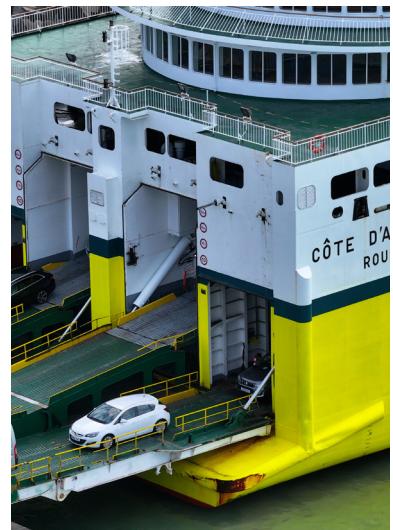
Dieppe: 200 years of services to Newhaven, almost 400,000 passengers in 2025.

In total:

1.7M passengers per year
200,000 heavy goods vehicles
5.5M T of goods

But the real challenge begins now, with the 2030 objective of shore power for all ferries. Fewer emissions. Greater attraction.

Enhancing Normandy's strategic position in European trade.



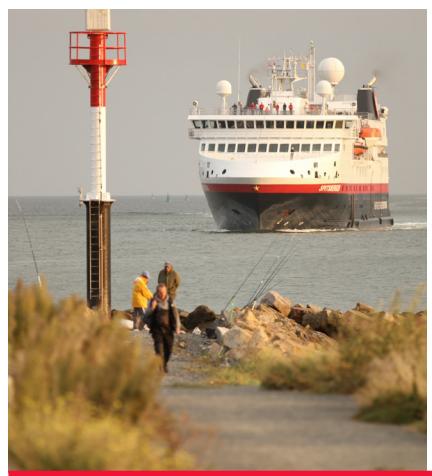
CRUISE: A YEAR OF TRANSITION

With sixty scheduled calls, 2025 looked to be falling short of 2024, an exceptional year of seventy cruise ship calls.

By the end of 2025 the count had reached sixty-three calls, and passenger volumes in 2025 confirmed the expected decline. The latter amounted to -12.94% (-46,661 pax). This drop in business affected both **Cherbourg** and **Caen**. A call including fifty-four passengers was made at **Dieppe**. At **Caen**, the cruise business was down 35.22%, impacted in particular by the closure of the locks for

works during three months in the high season (May, June, July). With four cruise ships instead of the seven in the previous year, the number of passengers decreased from 1,451 to 940.

The fifty-eight calls at **Cherbourg** were a welcome surprise despite the five unscheduled calls making up for the five cancellations due to poor weather. 2025 entered the top five of years with the greatest number of cruise ship calls and passengers.



Indeed, in recent years the **Port of Cherbourg** has been welcoming larger vessels with greater passenger capacity and a high occupancy rate.

These two factors combined to keep passenger numbers above the threshold of 300,000 pax (312,878; -12.87%) despite the drop in calls. Carnival UK, MSC and Aida were the trio of companies which made the most visits to **Cherbourg** in 2025.

Prospects for 2026

With close to eighty cruise-ship calls expected, 2026 could be a record year in terms of passenger volume, and a well-earned reward for Normandy stakeholders, in particular for the urban areas of Cotentin and Caen la Mer which make constant efforts to provide high-quality services to cruise lines and their passengers.





CROSS-CHANNEL FREIGHT: INCREASING TRAFFIC IN A DIFFICULT ENVIRONMENT

In terms of heavy goods vehicles, Ports of Normandy finishes the year positively (+1.38%) and exceeds once again the threshold of 200,000 units (200,122 units). All the lines contributed to this growth, in a market that continues to falter (-1%).

Dieppe ended the year with a slight increase in business (+0.85%), registering 24,542 heavy goods vehicles. However, tonnage was weaker by 4.02% to finish at 859,755 T, thus illustrating the slowdown of trade between the United Kingdom and the continent. With 7,878 HGVs (+4.69 %), **Cherbourg** continues its recovery thanks to the contribution of an additional volume linked to the launch of the rolling road between Mou-

guerre and **Cherbourg**, and the continuing operation of the Cherbourg-Poole line throughout the year, without a winter break. However, trans-shipped tonnages were down, like **Dieppe**, by 1.02% to 249,067 T,

ROLLING ROAD

Cherbourg's rolling road terminal, which was inaugurated in July 2025 and has been running since May, enables the transfer of trailers between road, rail and sea. Designed to accommodate trains up to 750 metres long and to unload up to twelve trailers at a time, the terminal is the starting point for a "rail motorway" to Mouggerie. It aims to reduce road transport and reduce CO2 emissions by 20,000 tonnes.

This defining infrastructure project generated more than €17 million of private and public investment. Currently running six round trips a week, the rolling road contributes to the decarbonization of freight services and the competitiveness of the port.



Caen-Ouistreham registered an increase of 2.62% to finish at 83,329 HGVs. This increase can be explained, for half of the gained volume, by the pronounced growth in the unaccompanied segment (+5.95%, +1,002 units), and the introduction in the spring of 2025 of the Guillaume de Normandie which has a greater freight capacity than her predecessor the Normandie. In tonnage, the port also did well to achieve an increase of 3.77% to finish at 2,116,776 T.

This result enables all the Ports of Normandy to show, for the United Kingdom, a trend in HGV volumes (+2.38%) that is above the market average, and a tonnage increase of 1.2% to finish at 3,225,598 T.

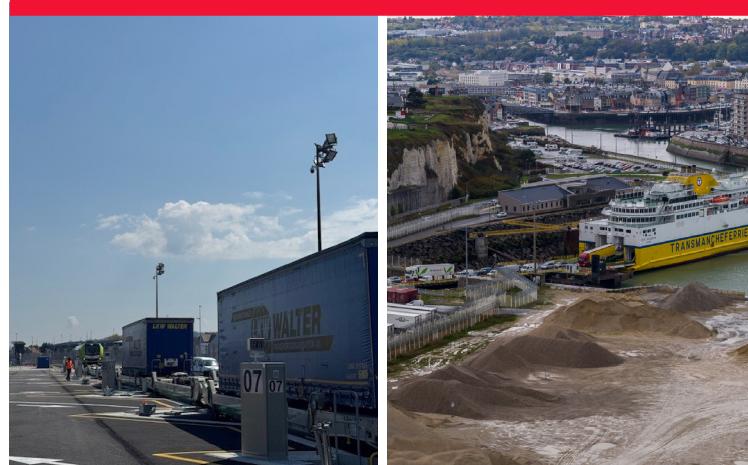
The Ireland market continued its consolidation at **Cherbourg** with a stable level of business in terms of heavy goods vehicles (+0.04%), processing 84,373 HGVs (+ 32 trailers), and a slight decrease in tonnage (-1.54%) to 2,093,104 T. This result was made possible by the great responsiveness of Irish Ferries and Brittany Ferries which, in the context of the winding down of the Stena Line business, more than compensated for the loss of the Swedish operator's volumes (-59.31%, -17,465 HGVs).

This increase was driven by unaccompanied freight (+3.47%; 41,876 trailers) and confirmed the resumption of business in the Irish market following the slump in 2022 and 2023. This resumption of activity can be attributed to the unprecedented decision to maintain services out of **Cherbourg**: two sailings per day throughout the year, a diversified service provided by two operators (Brittany Ferries et Irish Ferries) to two destinations (Rosslare et Dublin), as well as the enhanced management of migratory pressures in the context of a completely reorganized terminal.

Outlook

Three matters requiring close attention in 2026:

- Uptake of the Cherbourg-Mouguerre "rail motorway" service, in particular after the recent derailment of the train.
- Dynamism of unaccompanied freight on both the Ireland and United Kingdom routes.
- Dieppe's capacity for recovery.





CONVENTIONAL FREIGHT: SUSTAINED GROWTH



Conventional traffic posted excellent results in 2025, compared to previous tonnages processed by Ports of Normandy, gaining 27.21%, amounting to an extra 309,175 T. With a total of 1,445,471 T, Ports of Normandy achieved an unprecedented result:

- The construction industry was the main contributor to this result: +91.01%, +331,175 T, and principally through the **port of Dieppe**.
- In terms of tonnage, the food-processing industry was the second-biggest contributor to this growth (+10.06%, +76,621 T), passing exclusively through the **port of Caen-Ouistreham**.
- Recycled products, also processed by the **port of Caen-Ouistreham**, contributed to a lesser extent, in terms of volume, to this growth (+27.79%; +16,357 T).
- “Miscellaneous” recorded an appreciable decrease of 33.54%, essentially owing to a decrease in the transit of offshore wind turbine components at **Cherbourg** (-60.79%; -84,886 T), despite an almost identical number of calls.



At the **port of Cherbourg**: The wind farm projects off Courseulles-sur-Mer and Dieppe-Le Tréport generated significantly fewer loads than expected because of delays in their construction. At the end of 2025, two thirds of the jackets and casings had yet to be installed at sea.

Also, the volume of goods passing through the port was appreciably smaller despite GE-LMWP’s large campaign to export blades (+38,911 T), an increase in ballast for wind farms, and a stable level of traffic for explosives and miscellaneous products (-29.06%, -48,105 T).

At the **port of Caen-Ouistreham**: The 676,294 tonnes (+12.07%, +72,862 T) processed by the **port of Caen-Ouistreham** was a significant result in the context of a year hampered by the closure of the main lock for three months. Despite this closure, cereal exports finished at 449,868 T (+28.35%; +99,377 T). Other traffic contributed to the port’s good results, in particular scrap metal (75,213 T; +27.79%) and, to a lesser extent, animal feed (13,672 T; +9.83%).

On the other hand, wood, molasses, fertilizer and miscellaneous all declined:

Wood: 26,330 T; -16.34%

Molasses: 0 T; -100%

Fertilizers: 42,037 T; -30.96%

Misc.: 23,103 T; -25.67%

Bentonite finished at 42,238 T to remain a steady traffic and one that gives structure to the port through its related logistical activities.



At the **port of Dieppe**: The port’s conventional business was greatly impacted in 2025 by the works to build the EPR power station, mostly by the transit of riprap. This construction contributed significantly to the growth in tonnage, closing at 627,608 T (+90.7%), and the record volume achieved by the port since the creation of Ports of Normandy in 2019. This business was augmented by the processing of marine aggregates, which saw an increase of 108,732 T to finish the year at 438,933 T (+32.92%).

Imports of onshore wind turbines (24,128 T, i.e. +42.65%; + 5,574 T) contributed to the port’s increase in business. However, no rapeseed (0 T, -100%) was imported in 2025 and the prospect of a resumption of imports in 2026 remains unlikely.

Outlook for 2026 includes:

- Probable decline of the onshore wind farm business at **Dieppe**.
- End of works at **Cherbourg** to build the foundations of the Courseulles and Dieppe-Le Tréport offshore wind farms.
- Development of new business, notably Vela at the port of **Caen-Ouistreham** in late 2026.



FISHING: STABLE VOLUMES AND BETTER PRICES

2025 was a year of resilience marked by the landing of stable volumes and improvements in average prices mainly driven by the scallop fishery.

In 2025 the combined landings at **Cherbourg**, **Dieppe** and the **Ouistreham** landing point amounted to 13,071 tonnes, which is an almost stable volume compared to 2024 (+0%; +11 T). Despite the continuing difficulties (quotas, Brexit, purchasing power, climate impacts), Ports of Normandy maintained a level of business above 13,000 tonnes for the fourth year in a row. Once again the scallop fishery (+6%; +315 T) at the port of **Dieppe** was behind this stability, while **Cherbourg** and **Ouistreham** recorded lower volumes.

Dieppe confirms its central role in Ports of Normandy's fishing business, now accounting for almost half of the 13,071 T. The biggest success of the year was the rise in the value of the landings driven by the scallop fishery, as well as the whelk fishery, and the presence of new species along the coasts of Normandy.

Uneven Results Across the Ports

Cherbourg: With 4,408 tonnes to late December 2025, the port recorded a decrease of 3.73% compared to 2024. The deep-sea fleet, reduced to four vessels, and the dwindling of coastal resources (sole, bass, lobster, etc.) weighed heavily on volumes. However, sales increased (+1.36%; €11,981,441), buoyed by the arrival of new high-value species (octopus, sea bream, bluefin tuna) and an increase in average prices (+5.34%; 2.76 €/kg).

Dieppe: The port recorded a positive result with 6,353 tonnes (+4.20%), with scallops still being the dominant fishery (87% volume, +6% in tonnage). The average price per kilo sold in the fish market also slightly increased to settle at €3.06 under the combined effect of an increase in the prices of scallops, whelks and fish. Total sales reached €19,413,524 (+11.50 %) at year end.

Caen-Ouistreham: At 2,310 T, the Ouistreham fish-landing point recorded a decline (-3.10%, -74 T), although this tonnage is equal to the previous five-year average.

Investments & Prospects for 2026

The context of the fishing industry continued to be marked by organizational challenges, although there were signs of resilience and adaptation. Faced with such challenges, Ports of Normandy and its agents are increasing investments:

- **Dieppe**: €2.3 M in projects in 2026 (renovation of the refrigeration system, upgrading of infrastructures to current standards, treatment of waste).
- **Cherbourg**: Development of services, securing the loyalty of shipowners, and supporting small inshore-fishing businesses in their search for new markets.

Issues for the industry:

- Adaptation to quotas (especially for mackerel) and to the impacts of climate warming on resources.
- Diversification of species and services to ensure the economic stability of the fish markets.



- Continuation of investments to modernize infrastructures and improve competitiveness.
- Conclusion of negotiations relating to the trade and cooperation agreement between the EU and the UK.



FISHING

13,000 tonnes landed, an identity-defining industry, a thousand jobs. Each year, the **Ouistreham** landing point and the **Cherbourg** and **Dieppe** fish markets process more than 13,000 tonnes of fish, shellfish and crustaceans.

Squid, turbot, scallops...

Fishing is an asset that makes Normandy an exceptional region.



For Ports of Normandy, with more than 100 vessels and close to 1,000 direct jobs (source: INSEE 2023), fishing is more than just a traditional industry, it is a strategic resource for our regions, and a local economy that is adapting and moving forward. Brexit, quotas, climate, employment: the challenges are numerous.

This is why Ports of Normandy is continuing to modernize its facilities and adapt to new markets.

The Normandy fishing industry deserves the investments we are making on its behalf!

LEISURE MARINE



In 2025, Ports of Normandy and its marinas welcomed 7,619 visitors (+8.45%). In **Cherbourg**, **Caen-Ouistreham** and **Dieppe** numbers were higher than in previous years, driven in the high season by a mostly foreign clientele but French as well. Business was back to pre-COVID levels. Overnight stays were also up, but in a far more pronounced way (+15.44%), that indicated an increase in the duration of stays (3.8 days in average for 2025 / 3.6 days for 2024).



Here are the details for each marina:

Caen-Ouistreham

In 2025 visitor numbers increased (+4.4%) to a total of 941 visitor boats, whereas the number of overnight stays increased significantly to 5,531 (+37.21%).

In addition to these figures, the year also saw the release of the new “NCO” mobile application and the launch of Calls for Expressions of Interest to revitalize marina business in terms of customer services (boat driving lessons, boat club...), floating businesses in the upstream docks, and the development of tourist activities (boat trips...).

Cherbourg

The marina experienced a significant increase in visitors with 4,500 calls (+14.68%) and 14,500 overnight stays (+6.18%). Moreover, significant investments were made in 2025 to the benefit of Port Chantereine, such as completing works on controlling access to the marina, replacing piles, repairing pontoons and finger pontoons, reinforcing digital tools and above all the complete renovation of the fuel station, including the replacement of the tanks, at a cost of €650k.

In 2026 investments will continue to undertake important operations such as replacing six pontoons.

At **Dieppe**, visitor numbers were stable at -0.1% (-2 visitors), while the number of overnight stays increased significantly (+20.56%) to 9,083.



Investments in 2025 focused on the renovation of the sanitary facilities and the creation of a waste collection area.

SHIP REPAIRS

With 350 ships taken out of the water in 2025, Ports of Normandy recorded a decrease of 2.23%. Despite this setback, Ports of Normandy maintained a high level of business in the field of ship and yacht repairs.

These 350 instances of vessel handling confirm the sound foundations of this activity in the ports of **Cherbourg** and **Dieppe**, and the vitality of an expert regional resource which is fully mobilized to the benefit of professional mariners.

Port of Cherbourg

The port of Cherbourg showed a slight rise (+1.66%) in handling to 183 lifting operations (180 for 2024), confirming a regular activity which averages about 185 lifts annually since 2022.

In closer detail, the travelift saw intensive use in 2025 (176 movements), driven by fishing vessels and workboats: +16 units (+30%).

Synchrolift operations were stable at six vessels, confirming the recovery of this facility in terms of use. However, the dry dock experienced a weaker year caused by technical difficulties.

Lastly, infrastructure works continued with, for example, the completion of the fence along the restricted access area of the cross-Channel terminal.



Port of Dieppe

The port of **Dieppe** showed a decrease in business (-6.18%; -11 movements) compared to an exceptional 2024. Nevertheless, with 167 boats taken out of the water by boat lift, 2025 was still a solid year. Highlights included the continuing diversification of the port's activities to include support vessels and the consolidation of its fishing business in the eastern half of the English Channel thanks to the expertise that new arrivals Padmos and Méca Diesel have brought in.

Ports of Normandy thus consolidated the organization of its ship-repair business on two sites that have complementary profiles. **Cherbourg** can leverage its heavy equipment which can lift up to 4,500 tonnes (travelift, synchrolift, and dry dock) and its capacity to accommodate large leisure vessels and other ships up to 100 m long.

Dieppe has a responsive technical zone centred on a 360-tonne travel lift, which is particularly suited to fishing boats and support vessels.

These technical and geographic complementarities enable these two sites to satisfy a wide spectrum of needs, offering shipowners and professional seafolk a broad range of services and the capacity to accommodate a diverse clientele.



Prospects for 2026

Both ports will continue their adaptation to satisfy the needs of marine professionals, and to strengthen their infrastructures.

Ports of Normandy will finalize the redevelopment of its marine hardstanding in the course of 2026, while the Dieppe Port Authority will complete its facilities.

SUMMARY 2025 TRAFFIC

Total Tonnage: 6,764,173 T (+ 4,88%)

Total Pax: 2,059,767 (- 4,36%)

Cross-Channel: 1,745,95 pax (- 2,64%) / 5,318,702 T
(+ 0,11%) / 200,122 HGVs (+ 1,38%)

Conventional: 1,445,471 T (+ 27,21%)

Cruise: 63 calls, 313,872 pax (- 12,94%)

Fishing:

Cherbourg: 4,408 T (- 3,73%) / €11,981,441 (+5,34%)
turnover

Dieppe: 6,353 T (+4,20%) / €19,413,524 €
(+ 11,50 %)

Ship repairs:

350 movements
183 (+ 1,66 %) at Cherbourg
167 (- 6,18 %) at Dieppe

Marina visitors:

4,500 calls (+14.68%) at Cherbourg / 14,500 over-night stays (+ 6,18%)

941 calls (+4,4%) at Caen-Ouistreham / 5,531 over-night stays (+71,21%)

2178 calls (-0,1%) at Dieppe / 9,083 overnight stays
(+20,56%)



OUTLOOK FOR 2026

1-CONSOLIDATE OUR LEADERSHIP IN CROSS-CHANNEL SERVICES WEST OF DOVER

Brittany Ferries assigned the Guillaume de Normandie, an LNG/electric hybrid ferry, to its Ouistreham-Portsmouth route in 2025.

For Ireland, services are now shared between the operators Brittany Ferries and Irish Ferries.

The EES directive (Entry Exit System), which aims to strengthen border controls in the Schengen Area, came into force on 12 October 2025. Concerns subsist as to the negative impact these controls might have on the management of port calls, customer experiences and operating costs.

PORTS OF NORMANDY AIMS TO GO EVEN FURTHER

At all three ports, works to provide power connections on the quays are scheduled to start in 2025 for **Ouistreham**, 2027 for **Cherbourg** and 2028 for **Dieppe**.

Ports of Normandy has obtained for **Ouistreham** and Cherbourg substantial funding of €10.7M from the European Union (AFIF program), which requires works to be finished by December 2027. The two main footbridges in the port of **Cherbourg** having reached saturation point, preparations must be made to modernize the third.

Regrouping all the management teams of DFDS France at the **Dieppe** cross-Channel ferry terminal will enhance the performance of the company.



PORTS OF NORMANDY IS PREPARING FOR THE FUTURE

The initial preliminary studies and regulatory proceedings (in particular town planning) required for the extension to the **Ouistreham** ferry terminal will be completed in 2026. To date this extension has not been decided definitively. Considering that it is important for the port of **Dieppe** to be able to plan several decades ahead, operations to extend the hards-

tanding at **Dieppe** have been the subject of studies, funded by Europe via the Connecting Europe Facility (CEF), which were completed in 2025. This extension is on standby until funding can be secured.



ELECTRICAL POWER SUPPLY FOR SHIPS ALONGSIDE

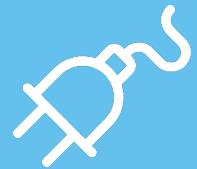
=> 14,000 tonnes of CO₂ saved per year.

A docked ferry which shuts down its engines and port which powers its ships directly:

Less noise.

Reduced emissions.

And the energy transition is within reach.



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This is the core of the Normandy Docks Power project, executed by Ports of Normandy and supported by the European Union.

Behind the name is a vast operation to electrify our ferry and cruise ship quays, initially at Ouistreham and Cherbourg:

70% of calls will be decarbonized by 2027.

14,000 tonnes of CO₂ emissions avoided every year.

A €38M project scheduled for completion by 2029 for Dieppe (€5M) and Caen (cruises, €5M), expected to decarbonize 90% of our calls. Exceptional EU funding (AFIF) of €10.7M was obtained for Caen-Ouistreham and Cherbourg.

The first vessel to benefit from this new facility is the Guillaume de Normandie, operated by Brittany Ferries. She's a new generation ferry packed with innovations:

11.2MW of batteries

Two hybrid LNG-fuel engines

This hybrid configuration allows the vessel to reduce its greenhouse-gas emissions by 25% and reduce its fuel consumption by 15% compared to a similar-sized ferry using conventional diesel propulsion.

The works at Ouistreham have begun, and the Enedis power company has already brought in 9MVA!





2- BECOME A MAJOR ACTOR IN THE DEVELOPMENT OF MRE

The strong dynamic fostered by Ports of Normandy in this sector continued in 2025, including:

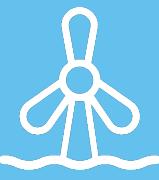
- Works to prepare the seabed for the Courseulles-sur-Mer wind farm.
- Works on the foundations of the Dieppe-Le Tréport wind farm.
- Works to protect cables connecting turbines in the Channel wind farms, undertaken by Asso.subsea.
- Works to produce and export blades to the Dogger Bank wind farm.

Ports of Normandy has also developed partnerships with the port of Brest, HAROPA PORT (Le Havre, Rouen, Paris) and Port Talbot (UK) with a view to developing floating wind turbines. A protocol agreement with Bouygues TP was approved in October 2025 for the construction of gravity-based structures for a wind farm in the Celtic Sea.

The MRE industry is standing by for France's new energy policy (Programmation Pluriannuelle de l'Energie v3), which defines the schedule for the deployment of offshore wind turbines and the zones authorized by the State for the deployment of water turbines.

PORTS OF NORMANDY AIMS TO GO EVEN FURTHER

- At the port of **Dieppe**, Ports of Normandy is continuing works to accommodate vessels for the future maintenance base of the Dieppe-Le Tréport wind farm.
- At the port of **Cherbourg**, works to extend the quai des Flamands are waiting for administrative authorizations, so as to optimize logistical operations. A request for funding has been submitted to ADEME, France's environment and energy management agency. The remainder of the funding will be covered by industrial companies and a contribution from the Cotentin Urban Area.



MARINE RENEWABLE ENERGIES

Ports of Normandy is fully committed to the development of Marine Renewable Energies (MRE), mobilizing all three of its ports to accommodate and support the industry.

The sites of **Caen-Ouistreham**, **Dieppe** and **Cherbourg** offer maintenance bases, wharves and industrial hard-standing that are among the best performing in France, as well as facilities suitable for support vessels.

Each project, regardless of whether it focuses on wind turbines or tomorrow's water turbines, mobilizes local teams, expertise and employment, while producing clean energy.

Normandy currently accounts for 31% of the workforce in MREs in France, amounting to 2,302 jobs, €1.3 billion in turnover and €1.2 billion in investment.

For Ports of Normandy, MREs are a strategic priority that aligns climate necessities, economic opportunities and regional development.



3- GENERATE EMPLOYMENT AND ADDED VALUE FOR OUR REGION

Ports of Normandy, according to an INSEE study in 2023 (based on 2019 figures), represents:

- €600M of local added value per year (€244M in 2013 according to INSEE);
- 9,000 direct and indirect jobs (6,000 in 2013 according to INSEE).



EMPLOYMENT



With 9,000 jobs and €600 million of added value, Ports of Normandy is an economic powerhouse for the region.

Every day thousands of men and women work in the industry, on the wharves, in the workshops, in the logistics hubs and on the ships.

According to figures from INSEE for 2023, port activities account for 3,700 jobs in **Caen-Ouistreham**, 3,800 in **Cherbourg** and 1,200 in **Dieppe**. In addition to these direct jobs, there is a wider, less visible but nonetheless essential dynamic which sustains industries, expertise and local jobs.

The ports concentrate flow, competencies and added value. They are at the heart of efforts to reindustrialize and regain control over logistics.

If Ports of Normandy is a strategic organization, it's because of our unceasing commitment to serving the region's economy.

PORTS OF NORMANDY AIMS TO GO EVEN FURTHER:

LEISURE MARINE

At **Caen**, the bassin Saint-Pierre hadn't been dredged for decades. Dredging works have been completed, and the treatment of the extracted sediment will continue into 2027.

SEAFOOD

At **Dieppe**, the steel roof of the fish market is being renovated. At Cherbourg, the initial studies for the modernization of the fish market are ongoing.

CRUISE

At Cherbourg and **Caen**, following the lead of the cross-Channel business, electrical power supplies are now required for cruise ship wharves. Given the exceptional quantity of power required (up to 16 MVA), the facilities will be very costly. Funding has been secured for **Cherbourg** (€12M), but is still subject to arbitration for Caen (€5M).

ASSETS

At the core of our development ambitions lies a major concern: the need to maintain our facilities in working order and to generate value from our assets, while ensuring they contribute to port business.

The renovation of the Colombelles (Caen) and Colbert (Dieppe) bridges are a major step forward (85%) in this connection.

DREDGING OF BASSIN SAINT-PIERRE

To accommodate the forty-eight ships participating in the Millénaire de Caen maritime festival, the bassin Saint-Pierre in **Caen** underwent unprecedented dredging operations, a first since at least 1945. Considered for many years an impossibility, the operation had to contend with sediment polluted with hydrocarbons, dangerous artefacts dating from the Normandy Landings, and the constraints of working in a heavily urbanized environment.

Working at the very centre of the city, Ports of Normandy was able to rise to the challenge thanks to an innovative method which involved moving sediment by barge rather than trucks. The material was transported to an industrial wasteland for treatment. In situ, bioremediation was carried out to ensure the utmost respect for the environment, wildlife and local communities.

In total, 30,000 m³ of sediment was extracted and processed ashore. At a cost of 3.8 million euros, the works were realized thanks to the mobilization of State departments, specialist companies, environmental experts and the support of local authorities.



COLBERT BRIDGE: TAKING A GAMBLE ON RESTORATION

For many years subject to the threat of demolition, the Colbert bridge, recently made a listed building, has finally been saved. In **Dieppe**, the debate continued for years: Should this unique, 100-year-old construction be rebuilt or restored? Ports of Normandy decided in favour of the ambitious option to preserve and restore the bridge.

The works were demanding, and subject to measures to limit their impact on local inhabitants. These included the installation of an innovative footbridge compatible with the tidal range and accessible to people with reduced mobility, the setting up of a compensation committee for shops, and the real-time monitoring of the works which included public meetings. Preserving heritage is a more complex challenge than simply demolishing it.

Works have been delayed, a situation for which the project managers take full responsibility. Restoring the Colbert Bridge is more than just repairing a metallic structure, it's a bold choice in favour of history and heritage.



REPLACING COLOMBELLES BRIDGE

Approximately 18,000 vehicles cross the bridge every day. It also allows for the passage of the largest cargo vessels and cruise ships. And an entire ecosystem depends on it.

The Colombelles Bridge is a vital artery for Caen la Mer, and an inescapable waypoint for all of the port's logistics.

But it's now on its last legs.

Repeatedly breaking down. Closed to heavy goods vehicles.

A traffic bottleneck.

The risk of problems is now daily.



So Ports of Normandy began to take action, carrying out increased maintenance over the last decade and undertaking rigorous inspections of the structure, including the replacement once again of the central actuator in 2025 (it last broke in 2017...).

Built in 1958, the bridge has lasted sixty-seven years. One would be hard pushed to find a better return on investment! Over those six decades the bridge has had to contend with increasingly heavier vehicles and ever-greater numbers of lorries, and has accumulated plenty of anecdotes. But it is now time to look to the future.

A new bridge is going to rise out of the earth, designed for the coming decades:

Inclusive, for all mobilities.

Discreet, to minimize impact on the landscape.

Ensuring greater fluency, for everyone.

Colombelles 2.0 will not be "just a bridge", but a strategic backbone for the region.



The Fort of Ile Pelée, a listed building in **Cherbourg** harbour and owned by Ports of Normandy, requires urgent conservation works. The old gangways of the cruise-ship terminals, also listed, are also undergoing urgent restoration and development.

Also in **Cherbourg**, the renovation of the railway which runs to the East docks (an extension to the rolling road system) will be undertaken to provide services to Orano's new TN EAGLE packaging factory.



The dredging of the harbour, an operation carried out every twenty or thirty years, is under consideration with a view to carrying out the works in 2029.

At **Dieppe**, the demolition of the Afrique hangar, in accordance with urban planning rules, will allow for the development of new bulk activities. The infrastructure of the dry dock requires strengthening. The plots of land along the cours de Dakar will be developed and transferred to the port authority.



At **Caen**, a tug station will be developed in the outer harbour to optimize response times, and to reduce the number of times the canal bridges have to be opened. The east lock requires renovation. Strengthening of the berthing area in Ranville will allow Normandy support-vessel companies to set up facilities.



4- ENDOW NORMANDY WITH FLEXIBLE, RESPONSIVE AND EFFICIENT PORTS, IN TOUCH WITH DEVELOPMENTS ON THE GROUND

Since 2007, Ports of Normandy has been investing in the region to:

- Renovate infrastructures and facilities assigned to it by the State.
- Consolidate the industries that give structure to the ports (cross-Channel services and shipping).
- Prepare for the future, in particular for industry (especially MREs).

An ambitious programme of investments will be continued in the coming years despite increasing budgetary pressures.

CHERBOURG	€21M	€56M	€15M	€92M
Caen-Ouistreham	€19M	€10M	€5M	€34M
DIEPPE	€13M	€5M	€8M	€26M
TOTAL incl. common costs	€54M	€71M	€29M	€154M

INVESTMENTS

Since 2007, Ports of Normandy has invested €500 million to modernize its infrastructures. These investments have enabled the renovation of civil engineering structures, the development and electrification of wharves, and the construction of a rolling road terminal. They have also contributed to the construction of four wind farms in the Channel and generated hundreds of jobs.



Thanks to these works, the port can now accommodate larger vessels in optimal conditions.

These projects demonstrate Ports of Normandy's commitment to building infrastructures that are efficient, competitive and respectful of the environment.

The future of the ports is more than a question of infrastructure, it constitutes a veritable economic powerhouse for the entire region.



OUR VALUES

Faced with the challenges of climate change, the energy transition and real estate pressures, Ports of Normandy has adopted an approach that is both responsible and humble. Conscious of the complexity of the issues at stake, we rely on listening, dialogue and partnerships to build solutions that are suitable for the region, while aligning our actions with regulatory and environmental requirements.

Our collaborations with scientific and environmental actors, such as ECUME, ATMO Normandie, Groupe Mammalogique Normand, Conservatoire du Littoral and GONM, throughout 2025 have allowed us to better integrate biodiversity, air quality and the sustainable management of port lands into our projects. In parallel, Ports of Normandy has started to implement the Éco-Énergie Tertiaire energy reduction policy through the energy survey of three buildings (**Cherbourg** and **Dieppe**), which also integrates the notion of user comfort. This approach has allowed us to develop action plans to reduce our energy consumption, with initial measures to be deployed in 2026, thus illustrating our desire to reconcile economic development with energy performance and preservation of the environment.

This approach also aligns with our internal and social actions which promote diversity, equality and safety in the workplace. Our focus on gender parity, equal pay and working conditions combine to make Ports of Normandy a responsible employer.



THE STRATEGIC PLAN OF PORTS OF NORMANDY

Ports of Normandy's strategic plan dates from 2019, the year when the ports of **Caen-Ouistreham** and **Cherbourg** merged with **Dieppe**. Its principal focus is on the development of the three ports and relations between the port authority and its concessionaires.

However, in the last seven years the context in France and worldwide has changed considerably and Ports of Normandy has to contend with new issues and new constraints:

- Reorganization of world trade.
- Brexit, which has modified the volumes of passengers and freight with England and Ireland.
- Changes in the Normandy port landscape, with the creation of two groupings in proximity to Ports of Normandy:

HAROPA PORT and the structuring of departmental ports.

- Decreasing state, regional and local authority resources.
- Increasing influence of digitization.
- Zero net artificialization (ZAN), which reduces the amount of available real estate and limits the possibilities for port development.
- Adaptation to climate change and the regulations in favour of decarbonizing transportation and economic activities.
- Increasing social, urban and regulatory pressure which makes the implementation of projects more complex and their acceptability more delicate to obtain.

The items in the strategic plan will inform the new Organization and Sustainable Development Scheme of the port of **Caen-Ouistreham** which is currently being developed.

Moreover, organizing and implementing Ports of Normandy was a complex matter, so we now need to assess the work accomplished so far and build a new strategic plan for the next six years.

To help us in our reflections, Ports of Normandy has contracted the services of a consultancy firm.

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