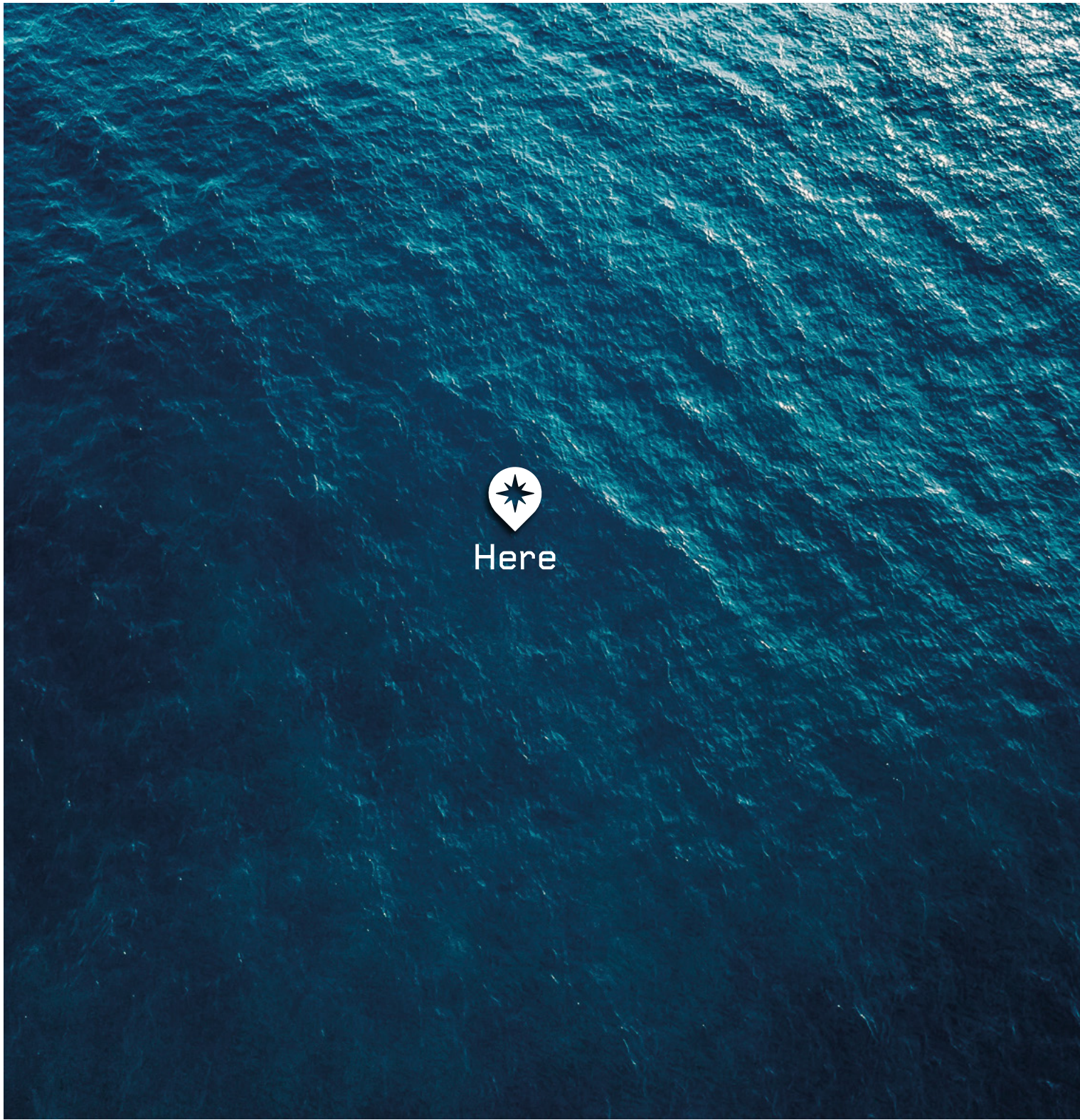


2024/2025 ANNUAL REPORT





and by your side

No.1
transport
mode

for efficiency per tonne transported, shipping accounts for only 2.89% of global carbon dioxide emissions.

90%
of global
goods

travel by sea, including 70% of French trade.

2nd
largest EEZ*
in the world

France possesses a major asset for its maritime influence

4,216
French seafarers

aboard ships flying the RIF** flag in 2024.

428
ships

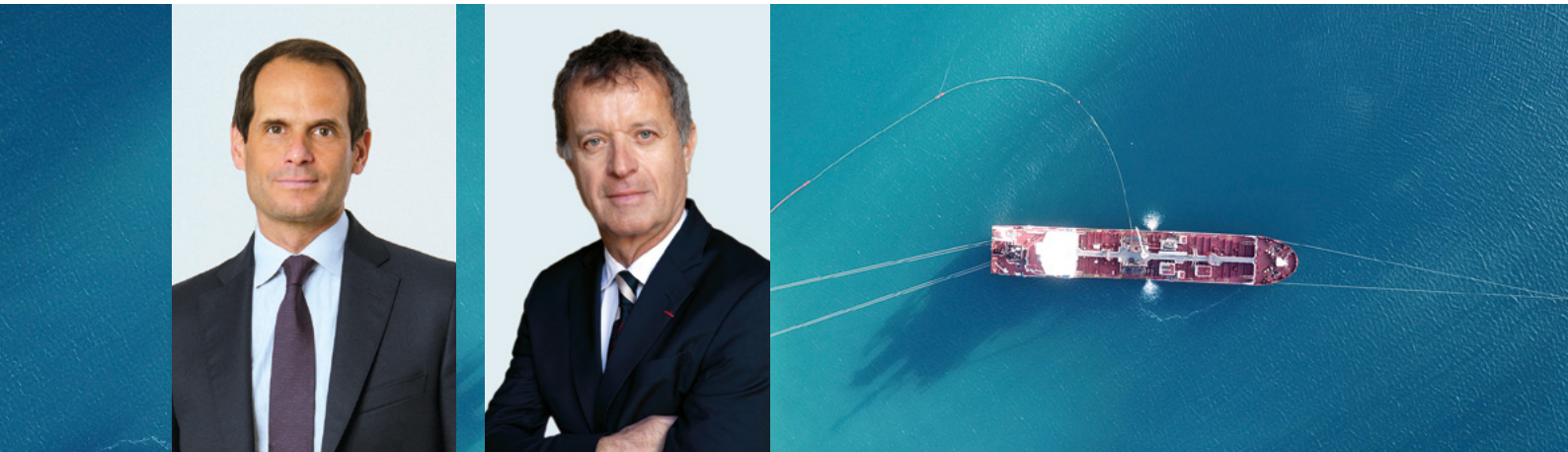
under the French flag are fitted out by French shipowners.

* Exclusive Economic Zone
** Registre international Français – French International Register

We would like to thank
our member companies
and our partners
for their valuable
contributions.

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A TURBULENT 2024 MARKED BY UNCERTAINTY

Impacted by both the forces of political instability and ambitious environmental goals, 2024 was a particularly tumultuous year for the French merchant navy. Edouard Louis-Dreyfus, Chairman of Armateurs de France, and Laurent Martens, its Managing Director, look back on the year's highlights.

What is your first takeaway from 2024?

—Edouard Louis-Dreyfus:

Despite a very unstable political environment, we succeeded in maintaining the foundations of the French merchant navy. During the general election campaign some politicians mooted the idea of abolishing the tonnage tax, which would have been the worst possible outcome for us. To pre-empt it, we explained the situation to all the political parties. We reminded them how this tax is by no means a French tax loophole, but a global fiscal regime, and without it there cannot be a strong and sovereign merchant fleet in France. Fortunately, the message hit home.

—Laurent Martens:

Marion Draghi's report on European competitiveness is also worth highlighting. Up against China and the United States, Europe is finally realising that it must defend its interests and adopt a no-nonsense, pragmatic approach. Europe is now talking about financing decarbonisation and boosting the competitiveness of the maritime sector, which is a very good thing.

On that subject, what's the state of play on the industry's decarbonisation?

—L M: Europe has made big commitments on this issue. Taken alone, this is a positive development, but it puts us in a weak position com-

pared to non-European rivals, who are not subject to the same constraints. Our wish is therefore for these European regulations to be applied worldwide. This is the issue at stake in the discussions we are holding at the IMO⁽¹⁾, which should conclude at its next session (MEPC 83) in April 2025.

—EL-D: We are also calling for ETS⁽²⁾ payments to be channelled towards a specific fund that would help French shipowners, ports and shipbuilders to finance a portion of the costs associated with decarbonisation. France would thus become the first European country to implement such a mechanism. We have commenced the studies and hope to be able to make an announcement →

1 International Maritime Organization
2 Carbon emissions trading system

at the UNOC⁽³⁾ to be held in Nice in June 2025. As this will be in the middle of the Year of the Sea, it would be the signal that the entire profession has been waiting for in favour of decarbonising the maritime sector!

particularly at home but also elsewhere in Europe. The consultation process is due to reach a conclusion in 2025. It has already led to the signing, in 2022, of a charter between Armateurs de France, the renewable energy trade association

French seafarers and even redundancies, and major investments in fleet renewal and the sector's energy transition are being compromised. While we agree that there is an urgent need to redress government finances, it should not come at the cost of jeopardising a sector that is strategic for the sovereignty of France, the world's second largest maritime area. We hope to per-

“2024 has not been a smooth ride. But with determination and persuasion, Armateurs de France has emerged stronger.”

Edouard Louis-Dreyfus – Chairman

What is the situation in marine renewable energy (MRE)?

—LM: France has set itself the target of producing 50 GW in 2050 with MRE, which offers the advantages of being very low-carbon, inexhaustible and not too close to the coast. This also means possibly calling on hundreds of boats and thousands of seafarers for both construction and maintenance.

“We hope to persuade the government to roll back this measure in 2026.”

Laurent Martens – Managing Director
(on the abolition of employer contribution exemptions)

Our European competitors are well already established in this market. To be able to win future tenders, we need to create the conditions for a structured, efficient and competitive French MRE fleet while preserving our social foundation.

—EL-D: This is an important endeavour, as the MRE sector is one of the few with strong growth potential for French industry and shipowners,

France Renouvelables and RTE (in 2023)⁽⁴⁾. The latest signature is that of EDF Renouvelables, winner of the first floating offshore wind tender, in December 2024.

The Social Security Budget for 2025 puts an end to employer contribution exemptions for all shipping companies, in all but three sectors. What message would you like to send to politicians to plead in favour of their reinstatement?

—EL-D: The entire French merchant navy has been heavily penalised by their abolition. The prevailing rule in Europe is that of the ‘net wage’, whereby gross salary equates to net salary. In this context, exempting shipowners from employer contributions was essential to safeguarding the employment of seafarers. At stake is the continued competitiveness of the French merchant fleet, particularly against a backdrop of increased competition at both European and international levels.

—LM: The consequences of such a decision are already being felt: strategic contracts are being lost, the French flag is being dropped, there is a freeze on the recruitment of

suaude the government to roll back this measure in 2026. Given the lack of other factors that differentiate us from our international competitors, French social security contributions simply make it impossible for our seafarers to be competitive.

Armateurs de France also coordinated negotiations as part of social dialogue in the professional branches. What was the outcome of these talks?

—LM: They led to the signing of two amendments: one on minimum pay for officers, the other on minimum pay for land-based staff. We believe that it is essential to have good social dialogue: it is a lever for growth, performance and development for the companies and employees that make up the branches.

At the same time, Armateurs de France is campaigning against social dumping.

—EL-D: Indeed, we are fully committed to combating social dumping. We are particularly focused on the Mediterranean, where the increasing presence of flags offering lower social standards is seriously damaging the competitiveness

of French shipowners. We have engaged in a process of reflection and action on this issue with the Administration, the shipowners concerned and the social partners. With regard to cross-Channel transport, we welcome the “Le Gac” Act, but we remain vigilant with regard to the inspections carried out to ensure its implementation, which are essential to ensure there is no social dumping.

2024 was also marked by the crisis in the Red Sea. How do things stand today?

—LM: Since the end of 2023, the Houthis have carried out around a hundred attacks on commercial ships, resulting in the deaths of several seafarers and the suspension or diversion of certain shipping lanes. For Armateurs de France, the priority has always been to protect the crews. This led us to support the European operation ASPIDES, consisting of providing an escort to ships. We would also like to reiterate our thanks to the French Navy for their escorts and the commitment of its seafarers, as no French vessels were attacked.

—EL-D: The situation remains fragile. We recommend that our members remain vigilant. Most of them now sail around the Cape of Good Hope. With this crisis in the Red Sea, fears about the tonnage tax, and the loss of employer contribution exemptions, 2024 has not been a smooth ride. But with determination and persuasion, Armateurs de France has emerged stronger. However, 2025 has started with even more uncertainties than those we faced in 2024. This should prompt us, in France and in Europe, to become more resilient and more independent. One of the keys to this is maintaining the fiscal and social model that has underpinned the success of our flag in recent years. Otherwise, we will not be ready to deal with the upheavals in the world.

³ United Nations Ocean Conference
⁴ RTE is the French grid operator

ARMATEURS DE FRANCE, A ROBUST ORGANISATION TO RISE TO THE CHALLENGES OF THE FRENCH MERCHANT NAVY

By transporting 90% of the world's goods, shipping is essential to the proper functioning of the economy.

Consequently, the daily lives of our fellow citizens depend on its defence, as do energy security and the preservation of France's maritime sovereignty.

For more than 120 years, Armateurs de France has been committed to this cause, ardently representing French maritime transport and services companies.

As I begin my role as Managing Director of Armateurs de France, I acknowledge the magnitude of the work accomplished by my predecessors, the strength of our organisation, but also the challenges that we must face.

Here I could first point to the defence of our regulatory ecosystem, particularly the tonnage tax which was challenged during the campaign for the most recent general elections.

Armateurs de France successfully convinced our political decision makers of its importance, but vigilance is still required in view of a budgetary situation that remains fragile.

Another challenge we face is the decarbonisation of our merchant navy.

To accomplish it, we need to be pragmatic and remain open to all technological solutions, and find solutions to finance this decarbonisation, in particular through the earmarking of ETS payments.

It is also time to develop a ‘thermometer’ capable of measuring decarbonisation based on reliable criteria. A tool of this kind, developed by Armateurs de France, will materialise in 2025.

Another issue that must mobilise us is seafaring security.

The crisis in the Red Sea has served as a reminder to the whole world of the sometimes perilous nature of shipping. It is our duty to do everything in our power to protect our ships and those who work on board, in close collaboration with the French Navy, as was the case against the Houthis.

Finally, the future cannot be written without meaningful social dialogue.

This is something I am particularly committed to.

While we have had a few victories, such as the “Le Gac” Act on cross-Channel social dumping, progress still needs to be made on minimum benefits.

By supporting the various branches in their negotiations, Armateurs de France is playing an active role in this.

Laurent Martens – Managing Director

GOVERNANCE COMMITTED TO SERVING ITS MEMBERS

The Armateurs de France governance is based on two decision-making bodies: the General Meeting and the Executive Committee (Comex), which define and approve the main strategic orientations taken by the organisation throughout the year.

In its day-to-day business, the team of permanent staff members draws on contributions from expert committees dedicated to the sector’s key issues:

- **Economic and tax affairs:** Seek to ensure lasting competitive framework
- **Environment:** Support the energy transition of the shipping sector
- **Social affairs and training:** Promote shipping jobs and skill development
- **Safety and security:** Guarantee stringent protection standards

A structured and dynamic governance, capable of addressing an exhaustive range of themes and responding efficiently to the sector’s challenges.

NEW PREMISES, SAME DEDICATION



2024 marked a turning point for Armateurs de France as it relocated to new, more modern premises, a symbol of our renewed and strengthened commitment alongside our members to tackle the challenges ahead together.



Holding QUALI'OP certification, Armateurs de France constantly strives to maintain high quality service.

A TEAM BY YOUR SIDE

“Having now spent a year the helm of Armateurs de France, I have been able to appreciate the dedication and expertise of our team. In 2024, it devoted its efforts to key issues: energy transition, competitiveness of the French flag and regulatory developments. Thanks to their work, we have supported our members with discipline and ambition in support of maritime transport and services, in an unprecedented political and geopolitical environment.”

Laurent Martens, Managing Director



Standing (from left to right): Marie-Claire Denicourt, Head of accounting and human resources, Maha Vandewalle, Head of social affairs and training, Delphine Laurent, Executive assistant, Marie-José Gharios, Communications officer, Martin Carceles, European affairs officer, Philippe Costa, Head of general affairs.

Seated (from left to right): Alizée Gosselin, Legal and economic affairs officer, Agathe Rinaudo, Head of communication and public affairs, Laurent Martens, Managing director, Emma Poznanski, environment, security, safety and port affairs officer, Pierre-Antoine Rochas, Head of environment, security, safety and port affairs.

SECTORS OF ACTIVITY...

GOODS TRANSPORT

70% of imports and exports are carried by ship in France, an essential link in the trade chain.



PASSENGER TRANSPORT

In 2024, passenger transport in France continued its post-pandemic recovery.



OCEANOGRAPHY AND SUBMARINE RESEARCH

More than 1,000 scientists, engineers and technicians use the French fleet every year for 480 missions at sea.



ASSISTANCE AND RESCUE

Assistance and rescue at sea are essential missions to guarantee the safety of ships, crews and the environment, in the event of distress or pollution.



PORT SERVICES

The quality of port services plays a decisive role in port competitiveness and appeal on a European and global scale.



SEA SAND SUPPLY

75% of sand extracted is essential for the construction of infrastructure, notably to make concrete, asphalt and mortar.



SUBMARINE CABLE LAYING

99% of global data traffic passes through 500 submarine fibre optic cables, vital infrastructure for communications.



OFFSHORE ACTIVITIES

Oil and gas platform and wind turbine operations in the sea are major strategic areas for France, since they are essential for a secure energy supply.



...THAT UNITE US

REINFORCE THE COMPETITIVITY AND APPEAL OF THE FRENCH FLAG



On a constantly changing domestic and international backdrop, reinforcing the competitiveness and appeal of the French flag remains a key challenge. In 2024, Armateurs de France took widespread action to defend essential tax and social provisions, while continuing to advocate a coherent international framework.



IMPROVING EMPLOYEES' WORKING CONDITIONS

As the only organisation representing all three professional branches, Armateurs de France negotiated minimum wage increases for land-based staff and officers in 2024. Negotiations remain ongoing for ratings personnel. Armateurs de France promotes constructive social dialogue between shipowners and unions to meet the challenges of the sector and make the French flag more attractive.

REINFORCING THE COMPETITIVITY OF FRENCH SHIPOWNERS

The organisation remains mobilised to defend these strategic measures that are essential for the appeal and competitiveness of the French merchant fleet.



— Interview with
Marc Etcheberry,
Chairman of the Economic
& Tax Affairs Committee

"Fiscal and social provisions are essential for the competitiveness of French shipowners against international competition. At the end of 2024, Armateurs de France advocated the maintenance of the tonnage tax, under threat from the 2025 Finance Bill, stressing that its abolition would create a tax exception for France and disrupt the entire French shipping sector. The organisation also obtained an extension to 2027 of the green bonus depreciation scheme, although its pro-

posed improvement was not adopted.

Armateurs de France is continuing with its efforts to adapt this system to the needs of the sector and also lobbied to keep the exemption from employer contributions, which regrettably was ultimately granted only to certain sectors, to the detriment of the rest of the profession. The organisation remains mobilised to defend these strategic measures, which we see as essential to the attractiveness and competitiveness of the French fleet."

SUPPORTING A CONSISTENT INTERNATIONAL FRAMEWORK

Armateurs de France supports a global approach to the regulation of shipping, international by nature, and concrete progress in these efforts with a view to providing visibility and stability to French shipowners who are strongly committed to reducing the carbon footprint of their ships.

The organisation stepped up its mobilisation in 2024 to advocate a consistent international regulatory framework for the environment and safety and avert the proliferation of regional and national rules that

undermine the competitiveness of European shipowners. It defends a balance between excellence, attractiveness and competitiveness of the French flag and plays an active role in the Central Safety Commission (*commission centrale de sécurité*) which reviews national regulations (work on divisions 215 and 222 on small ships). Armateurs de France also alerts the authorities to the administrative overload associated with the growing number of reporting obligations, disparate data formats and non-harmonised timeframes, particularly for GHG emissions.



ATTRACTING AND RETAINING A SKILLED WORKFORCE

Maritime vocational training and the skills of seafarers are essential for the French flag. Armateurs de France places the emphasis on continuous training and career advancement to maintain a skilled workforce, keeping pace with technological developments and new standards.

In 2023, we signed an agreement to support seafarer mobility and career development. The association collaborates with the ENSM (French Maritime Academy) and chairs the CEFM (European Maritime Training Centre) to adapt training to the

needs of the sector. In 2025, we will continue to develop these initiatives to strengthen training and career advancement in the maritime sector.

In addition, we are continuing our communication work to make jobs in

shipping more attractive by shining a light on career opportunities and development. In this vein, training is one of the main drivers to attract young people, but also new seafarers, while guaranteeing both their safety and their career development.

SUPPORT THE NECESSARY GREEN TRANSITION OF THE SHIPPING SECTOR



Committed to the ecological transition of the maritime sector, Armateurs de France is behind key projects to decarbonise the fleet, encourage green innovation, and optimise financing mechanisms.

DEVELOPING ECONOMIC INCENTIVES FOR GREEN INVESTMENT

Green investment in the maritime sector is essential to meet environmental challenges and support the energy transition. The shipping industry plays a key role in reducing greenhouse gas emissions and in sustainable innovation. There is a vital need to modernise fleets, with the adoption of green vessels, energy efficiency technologies and alternative fuels. It is also becoming necessary to electrify ports and optimise infrastructure.

75 billion euros investment at least to decarbonise the French shipping industry between 2023 and 2050

Armateurs de France is exploring the adaptation of existing tax incentives, such as energy savings certificates and the green bonus depreciation, to support these investments. The modifications made to these schemes at the end of 2023 need to be revised to guarantee their effectiveness. Stronger economic incentives are crucial to support the decarbonisation of the French shipping fleet.

CHAMPIONING COMMITMENTS TO SUSTAINABLE DEVELOPMENT

French shipowners are stepping up their commitment to the protection of maritime biodiversity by collaborating with NGOs and applying best practices. They are tackling issues such as underwater noise, collisions with cetaceans and plastic pellet pollution in conjunction with DGAMPA and several NGOs such as IFAW, Ocean Care and Miraceti.

Their mobilisation is also illustrated through their active participation in Green Marine Europe, where Armateurs de France sits on the governing bodies and works to improve the label award criteria for an ever more ambitious energy transition.

22 French shipowners out of 33 involved in the Green Marine Europe label (early 2025)

SUPPORTING VESSEL DECARBONISATION FINANCING

The European Union emissions trading system

In January 2024, maritime transport was brought into the EU ETS, at considerable cost to shipowners. The revenue generated could finance the sector's green transition. At the annual Armateurs de France evening in April 2024, the Minister for the Ecological Transition undertook to channel the national revenues from the ETS (approximately 200 million euros) towards the decarbonisation of the sector. To put this announcement into practice, Armateurs de France, GICAN and UPF joined forces to propose a

detailed strategic plan to the government to provide a structural framework for these investments and mobilise the public authorities. At European level, Armateurs de France supports the extension of funding for innovative projects through the Innovation Fund.

Energy savings certificates (CEE)

In 2024, Armateurs de France advocated for the extension of Energy Savings Certificates (CEE in French) to maritime transport, including ships flying the French flag operating between domestic or international ports. This could help finance



energy efficiency projects such as hybridisation, wind propulsion and hull optimisation. This campaign will continue in 2025.



— Interview with Jean-Emmanuel Sauvé, Chairman of the Environment Committee

SUPPORTING THE GREEN TRANSITION OF SHIPS

Negotiations at the IMO are entering their final phase with one goal: zero net emissions by 2050 for the decarbonisation of maritime transport.

"After MEPC 82 in October 2024, approval is expected at MEPC 83 in 2025, with formal adoption in the autumn. This 'basket of measures' combines technical and economic

instruments, including a reward system for shipowners investing in virtuous technologies. We are actively participating in discussions with the International Chamber of Shipping and DGAMPA. We advocate comprehensive measures and a measurable and effective economic system. To support its members in complying with regulations such as CII, ETS, MRV and FuelEU, we organise workshops dedicated to greenhouse gases and defend sec-

toral particularisms. Thanks to the mobilisation of Armateurs de France and shipping companies, an updated roadmap for maritime decarbonisation was submitted to the Minister of the Sea in November 2024. We have also strengthened our ties with several major partners in the maritime decarbonisation ecosystem in France by signing agreements with the MEET 2050 Institute and the non-profit organisation Windship."

3 GUARANTEE THE RESILIENCE AND SOVEREIGNTY OF THE FRENCH MARITIME SECTOR



Amid geopolitical and economic challenges, the resilience and sovereignty of the country's maritime sector are of prime importance. Armateurs de France contributes to these goals, supporting the reinforcement of the strategic fleet, the protection of shipping lanes and the safeguarding of essential supply chains, thereby playing its part in preserving the economic and strategic interests of France.

COMBATING SOCIAL DUMPING



— Interview with
Alain Calligaro – Chairman
of the Social Affairs Committee

Armateurs de France is actively involved in the fight against social dumping, more specifically in the wake of P&O's unfair dismissal of 800 British members of shipping staff in May 2022.

"Armateurs de France took the initiative of organising a meeting between the cross-Channel sector stakeholders and participated in a working group on social dumping as part of the work of the *Conseil Supérieur de la Marine Marchande* (CSMM – High Council for the Merchant Navy). In France, the Act of 26 July 2023 was adopted to tackle this phenomenon, with the participation of Armateurs de France, which welcomes this development. The organisation nevertheless remains vigilant as to the inspec-

tions to be carried out and awaits the results of the actions undertaken. In the Mediterranean, it also opposes unfair competition from foreign flags. Armateurs de France has approved an action plan and is campaigning for tighter controls on ships. It considers that international cooperation is essential to guarantee adequate working conditions and wages for seafarers. Armateurs de France is pushing for the establishment of an international foundation of workers' rights."

GUARANTEEING THE CONTINUITY OF STRATEGIC SUPPLY CHAINS

The 17 July 2023 report by French MP Yannick Chevenard triggered fresh debate on the strategic fleet, emphasising the need for a more flexible fleet geared to the challenges of sovereignty and national security.

We consider every maritime sector to be strategic, for the transport of raw materials and essential goods to mainland and overseas France, and for key sectors such as electricity generation via marine renewable energy and submarine cabling. French submarine cable layers, making up almost a third of the world fleet, illustrate this importance, as demonstrated by the transport of goods to Mayotte after Cyclone Chido.

Ensuring the continuity of strategic supply chains through an influential French fleet requires that the fleet be strengthened, shipping lanes secured, port and logistics infrastructures developed, and supply sources diversified.

COOPERATING TO PROTECT

Faced with emerging threats, French shipowners are actively mobilising to protect commercial vessels in the Red Sea, in coordination with the French Navy and the European operation ASPIDES. Armateurs de France continues to monitor the situation closely, regularly liaising with the authorities to

adapt protection measures. In October 2024, the organisation notably met with Admiral Vasileios Gryparis, commander of the European operation in the Red Sea, to share the concerns and expectations of French companies. Strengthening naval cooperation is a priority.



124
attacks against
merchant ships in
the Red Sea recorded
by the MICA Center
in 2024

Collaboration with the MICA Center helps shipowners improve their risk management at sea. The first edition of the Maritime Security & Cooperation Forum was organised in June 2024 in Brest, in partnership with the French Navy.

At the same time, the energy transition is throwing up new challenges in terms of safety. Armateurs de France has worked with the Marseille battalion of naval firefighters and the DGAMPA on recommendations for the shipping of electric vehicles.

Cybersecurity is another major issue for the maritime sector. The organisation is working with France Cyber Maritime to build resilience to cyberattacks and has developed an awareness guide for shipping company decision makers.

EXPÉDITION 7^e CONTINENT WINS 2024 BLUE CHARTER TROPHY



MEMBERS OF THE 2024 JURY



- **Rodolphe Bouchet**, CEO of Bourbon Marine & Logistics, winner of the Blue Charter Trophy in 2023
- **Erwan Jacquin**, Chairman and co-founder of MEET 2050
- **Caroline Neuman**, Deputy to the assistant director of ship safety and ecological transition at DGAMPA
- **Alain Calligaro**, Chairman of the social affairs committee and of the permanent collective bargaining and interpretation committees for the maritime transport and services branches (Head of HR at DFDS)
- **José-Manuel Lamarque**, regular radio contributor at France Inter (*Chroniques littorales*)
- **Aurore Morin**, Campaign officer at IFAW



Bruno Nicolas,
Chairman of Expédition
7^e continent

At the 2024 Assises de l'économie de la Mer in Bordeaux, Armateurs de France was honoured to present the 2024 Blue Charter Trophy to the NGO Expédition 7^e continent for its Exploration Bleue initiative. Launched in 2023, this initiative studies the interactions between plastic waste and endocrine disruptors to gain a better understanding of their impact on marine ecosystems. The project combines a rigorous scientific approach with an ambitious educational programme, raising awareness of the dangers of plastic pollution among thousands of visitors every year. Through solid partnerships with institutional and private entities, Expedition 7^e Continent highlights the importance of combining research, awareness-raising and concrete action. The innovative and proactive approach to marine conservation was particularly appreciated by the Blue Charter Trophy judging panel.

"Since 2010, aboard the association's schooner or in the laboratory, seafarers and scientists have been studying marine plastic pollution, explaining it to as many people as possible and acting to ensure that future generations enjoy a well-preserved ocean. This research has fostered scientific publications leading to significant breakthroughs: Ocean Gyres, Fragmentation, Micro- and Nanoparticles, etc. The latest is Exploration Bleue, a programme launched in 2023 with KRESK 4 OCEANS and the CNRS to understand the relationship between plastic waste and endocrine disruptors and then evaluate their effects on biodiversity. This world first will help to inform industrial stakeholders and adapt manufacturing and prevention processes."

CMA CGM AND THE FRENCH NAVY DISTINGUISHED

The presentation of the Blue Charter Trophy was also an opportunity to present two additional awards. The 'Outstanding Contribution' award recognised CMA CGM's unwavering commitment to more sustainable shipping, illustrating its concrete actions in terms of environmental innovation and carbon footprint reduction. Meanwhile, the French Navy received a special award in recognition of its indispensable role alongside shipowners, ensuring not only the safety of maritime activities but also the continuity of operations at sea, often in difficult and complex conditions.



"The CMA CGM Group has made it its mission to contribute to sustainable globalisation through more balanced economic trade, facilitating both economic and social development while respecting the integrity of people and the planet. This time-honoured commitment is reflected in the reduction of the carbon footprint of our activities, the preservation of biodiversity on land and at sea and the promotion of a circular economy through the adoption of innovative technologies, the promotion of interna-

tional initiatives and the development of strategic partnerships to bring all the players in our value chain on board. The Outstanding Award as part of the Armateurs de France Blue Charter initiative bears testament to the strategic transformation of the CMA CGM Group towards a more efficient, resilient and sustainable transport and logistics sector."

Anne-Sophie Cochelin,
VP CSR & Sustainability
at CMA CGM Group



Admiral Nicolas Vaujour,
Chief of Staff of
the French Navy

"The French Navy was proud to receive the special Blue Charter award. It is recognition of the value of the seafarers who took part in the European operation ASPIDES in the Red Sea. To ensure freedom of navigation, the Navy conducted combat operations, destroying drones and ballistic missiles: these operations reveal its preparedness and adaptability. The Navy also promotes initiatives to reduce the risks of maritime transport, through the MICA maritime information centre in Brest and voluntary naval inspection schemes. Our prosperity depends on the security of our trade flows and the resilience of our infrastructure. We must therefore reinforce the link between the Navy and the maritime ecosystem. That is our ambition for the Year of the Sea, in 2025."



435 SHIPS UNDER THE FRENCH FLAG

7 years
The average age
of vessels making up the
French shipping fleet

VS

16.7 years
for the global
merchant fleet

TRANSPORT FLEET: 202 SHIPS

SHIP TYPE	Quantity	GT ¹	DWT ²
CARGO	25	40,038	31,282
CEMENT CARRIER	2	4,924	6,050
PASSENGER SHIP	16	9,946	2,323
SCIENTIFIC RESEARCH AND EXPLORATION VESSEL	2	9,891	5,420
CRUISE SHIP	16	171,896	23,605
OIL TANKER	24	1,655,856	3,087,007
CONTAINER SHIP	30	3,612,810	3,493,179
RORO SHIP	11	142,848	58,472
FERRY	51	913,018	203,464
LNG TANKER	25	2,366,797	1,912,020

SERVICE FLEET: 233 SHIPS

SHIP TYPE	Quantity	GT ¹
BUOY TENDER	10	2,504
CABLE LAYER	13	136,723
DREDGER	14	36,995
OFFSHORE SERVICE VESSEL	58	121,401
TRAINING SHIP	2	1,081
PILOT BOAT	1	499
RESEARCH VESSEL	7	12,822
TUG BOAT	111	58,011
SAND DREDGER	4	10,338
MARITIME WORKS SUPPORT VESSEL	13	3,304

Understanding the big issues of shipping

Armateurs de France offers its insights on a wide range of strategic subjects through its position papers (in French). These documents dive deep into the shifting forces at work in the sector, enabling readers to explore the big issues of maritime transport and services.

Scan the QR code below to consult the full list of position papers and find out more about these essential subjects.



Source: Merchant Fleet Mission, July 2024
1 Gross tonnage above 100 UMS
(Universal Measurement System)
2 Deadweight tonnage



ALONGSIDE OUR MEMBERS

ALCATEL SUBMARINE NETWORKS • ALKA MARINE SOLUTIONS • ARMAM • BENJAMIN
BON TRAVAUX MARITIMES • BESSE • BOLUDA FRANCE • BOURBON OFFSHORE SURF •
BRITTANY FERRIES • BUREAU VERITAS • CAP MARINE • CARIBBEAN LINE • CATLANTE
CATAMARANS • CEDRE • CLUB DE LA CROISIÈRE MARSEILLE PROVENCE • CLUB
MED MARINE • CMA CGM • COMITE MARSEILLAIS DES ARMATEURS DE FRANCE •
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CROISIERES • COMPAGNIE POLYNESIENNE DE TRANSPORT MARITIME • CONSEIL
DEPARTEMENTAL DE CHARENTE-MARITIME • CONSEIL REGIONAL DE BRETAGNE •
CORSICA FERRIES • CORSICA LINEA • DFDS SEAWAYS • DRAGAGES, TRANSPORTS
ET TRAVAUX MARITIMES • EXPEDITION 7^e CONTINENT • EXPLORIS • EASTAWAY
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