

ACTIVITY & IMPACT REPORT 2025



Foreword

Perched on the Rock of Monaco, the Oceanographic Museum has for 115 years been a symbol of and testament to a collective commitment to the Ocean, to understanding it and to protecting it. Between sea, land and sky, it physically embodies our mission to strengthen ties between the scientific community, decision-makers and the public, as well as business and financial actors. It strives to play a leading role in the central challenge facing all those who wish to act effectively for the environment: transforming knowledge into engagement, and engagement into action.

In the pages that follow, we show how this mission drives the daily work of all the teams at the Oceanographic Institute, Prince Albert I of Monaco Foundation, in Paris as well as in Monaco. Together with other Monaco organisations involved in the conservation of the Ocean, in recent years our teams have worked to promote the High Seas Treaty and the implementation of the Kunming-Montreal Global Biodiversity Framework, with the aim of protecting the Ocean using tools adapted to an increasingly complex context.

One of these tools is the Monaco Blue Initiative, held annually since 2010, which is serving to drive this momentum. Over the past 15 years, it has become a recognised forum for dialogue between stakeholders, often paving the way for the progress we are now seeing take shape.

Today it is time for commitments to be turned into action, and this requires the engagement of the business sector. The Blue Economy & Finance Forum (BEFF), co-organised with France and Costa Rica and held in Monaco in June 2025 to precede the 3rd United Nations Ocean Conference in Nice was another step towards this goal. Policymakers, investors, businesses, philanthropists and financial institutions from nearly 100 countries made concrete commitments totalling €8 billion at the forum. This encouraging success compels us to continue our efforts, with the second BEFF held in spring 2026.

Through these complementary initiatives – both ambitious and concrete – we reaffirm our determination to protect the Ocean. And beyond that, to promote shared stewardship of our planet and our future, refusing to abandon them to the sole interests of the powerful and the law of the jungle. In this way, we remain true to the words of my great-great-grandfather, prince Albert I, founder of the Oceanographic Institute: over a century ago, he called for us to contribute “to efforts that bring people together in the pursuit of justice, work and freedom”.

The Oceanographic Institute will continue to pursue this goal in 2026, in keeping with its scientific mission and its humanist values.

HSH Prince Albert II of Monaco

TRIBUTE TO PROFESSOR PHILIPPE TAQUET



Chair of the Board of Directors of the Oceanographic Institute
Palaeontologist, dinosaur specialist
Professor Emeritus at the National Museum of Natural History
Former President of the Academy of Sciences
Officer of the Legion of Honour
Officer of the Order of Saint Charles
Commander of the National Order of Merit
Knight of the Order of Academic Palms

The passing last year of our Chair of the Board of Directors touched us deeply. A leading scientific figure and humanist, tirelessly committed to the advancement of knowledge and the conservation of the living world, Philippe Taquet passed away on 16 November 2025, aged 85. He bequeathed us with his modern and generous vision: to bring people and science closer together, to build bridges where others see barriers, to give meaning, and to share knowledge. It was this conviction that led him in 2017 to accept the chairmanship of the Board of Directors of the Oceanographic Institute, Prince Albert I of Monaco Foundation.

Philippe often reminded us that “the oceans gave us life”. He emphasised the importance of raising public awareness, inspiring younger generations, and promoting participatory science to reconcile humanity with the living world. During his tenure, he left a profound mark on the Oceanographic Institute

through his passion, wisdom, foresight and immense scientific knowledge. He was sincerely appreciated by all our teams.

He inspired each of us on both a personal and professional level. Before joining us, Philippe travelled the world on more than 60 scientific missions: to Brazil, Morocco, Argentina, Laos, Madagascar, Mongolia, and elsewhere. Dedicated to outreach, he was involved in more than 125 scientific, artistic and cultural exhibitions and events. He understood early on that science only truly has an impact when it is open, when it enlightens and engages. Right to the very end, he fulfilled his mission, publishing in October a final memoir, *Dinosaures, crocodiles et coccinelles* (Odile Jacob), subtitled *Les tribulations d’un naturaliste*.

Philippe Taquet went through life with a subtle elegance. While his absence leaves a huge void, his legacy lives on among us.

In conversation with our CEO

“The BEFF represents a major milestone in the Oceanographic Institute’s efforts to engage business and financial stakeholders from around the world.”

Why was 2025 an important year in terms of the Oceanographic Institute’s commitment to the Mediterranean?

—> Several key achievements marked 2025. To date, our *Mediterranean 2050*, exhibition has welcomed nearly 570,000 visitors in a context where we note growing engagement around the Mediterranean and its future. This exceptional yet fragile sea deserves our attention, as it more than ever requires resolute action. Drawing on the power of an imagined utopia, this immersive exhibition is acting as a real catalyst for raising awareness.

What concrete impact has the exhibition had on the public?

—> The results of our visitor survey are very encouraging. Almost all respondents state that they understand the Mediterranean is in danger and wish to pass on the knowledge gained during their visit. This clearly shows that the exhibition is not limited solely to providing information: it fosters belief in science and engages the public in a process of knowledge-sharing. Visitors become, in a sense, ambassadors for the Mediterranean.

The message “2050 starts today. Every action counts.” seems central. Does it strike a real chord?

—> Yes, very evidently. This message resonates far beyond the museum’s walls: we see that visitors’ awareness is not merely theoretical, it goes alongside a willingness to take action.

- 65% of the respondents to our survey identify collective action as the key to preserving the Mediterranean
- 60% say the exhibition has inspired them to take concrete action to protect it.

However, it seems that knowledge of the solutions remains limited...

—> Of those surveyed, 35.8% identify the creation of Marine Protected Areas (MPAs) as one of the key solutions for protecting the Mediterranean. This indicates an initial stage of awareness that one might say is not too bad, with a third of respondents being well informed. Yet it shows that a lack of understanding persists in the majority of the public about the fundamental role of MPAs in marine ecosystem resilience. This highlights the need for the Oceanographic Institute to continue – indeed to strengthen – our educational efforts on these key issues.

How does this approach fit into your long-term strategy?

—> The Mediterranean is the focus of our current multi-year programme, which has three key objectives. Firstly, to analyse the major environmental challenges facing this fragile region; secondly, to raise broad public awareness of both its beauty and its vulnerability; and finally, to enlist scientists, policymakers and economic stakeholders around concrete commitments. The aim is to create a sustainable collective dynamic.

Are you also trying to reach young people?

—> Absolutely! As an extension of our programme on the Mediterranean, we have expanded our educational initiative *Oceano for All* to several countries around the Mediterranean basin. The first of these are Italy, Spain, Greece, Algeria and Malta, and the 2025–2026 edition will be joined by five new countries. The programme will be gradually extended to others by 2030.

In total, 10,000 pupils have been welcomed across all our youth programmes. Our conviction is that everyone can take action. And young people, through their energy and creativity, play a decisive role in this collective effort.

In short, what do you take away from 2025

—> 2050 begins today. If the Mediterranean deserves that we turn our awareness into concrete action, surely the same applies to all the world’s oceans. At the Oceanographic Institute, we strongly believe the private sector must play a role; in this, the Blue Economy & Finance Forum (BEFF) serves as a model. Held just before the 3rd United Nations Ocean Conference (UNOC 3), this forum brought together businesses to identify and support solutions for the preservation of marine ecosystems. This allowed us to identify €25 billion in existing investment, to which the firm financial commitment for €8.7 billion made at the BEFF will be added by 2030.



Robert Calcagno,
CEO of the
Oceanographic
Institute

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2025 KEY FIGURES

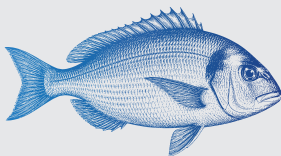


COLLECTIONS

BOTANY 1,300 herbarium samples	GRAPHIC ARTS COLLECTION 1,495 pieces	PHOTO COLLECTION around 22,000 items (12,000 glass plates, 10,000 slides)	
ZOOLOGY 55,000 specimens	PAINTINGS 318 works	ARTISTIC AND ETHNOGRAPHIC OBJECTS 1,650 items	DOCUMENT LIBRARY 15,000 books

AQUARIUM

10,000 animals	65 public tanks	105 unexhibited tanks
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VISITORS

551,422 visitors welcomed to the <i>Mediterranean 2050</i> exhibition between March and December	96 % of these visitors believe that the Mediterranean is under threat	417,993 interactive challenges completed at the end of the exhibition on the <i>My Oceano Med</i> app
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EVENTS

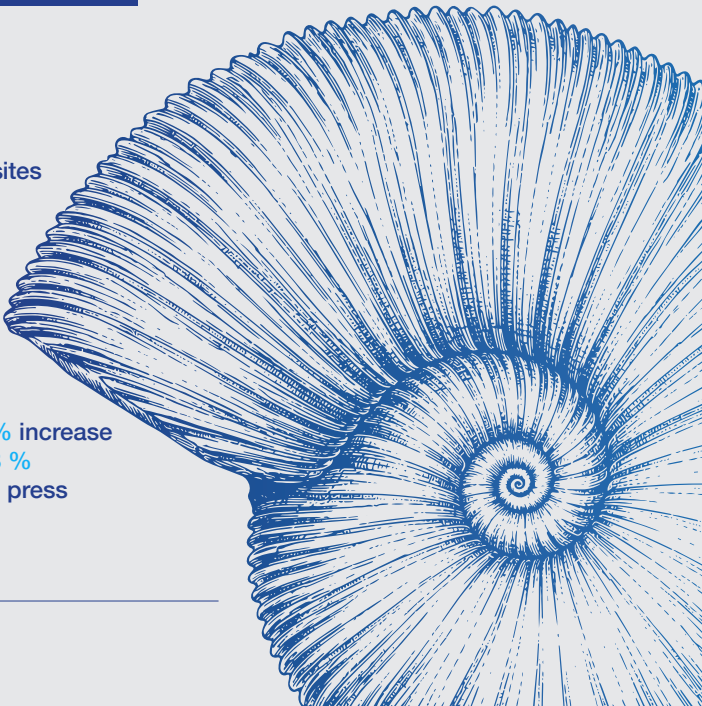
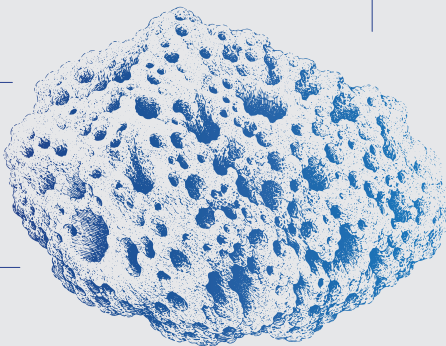
204 events held at La Maison de l'Océan in Paris	62 events held at the Oceanographic Museum of Monaco
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ONLINE COMMUNITY

A digital community of over 210,000 followers on social media
In 2025, across all sites (IO, MOM, MDO and Ticket Office), our websites attracted 1,700,000 visitors, with 3,800,000 page views

MEDIA COVERAGE

220 filmed reports, interviews and journalist accreditations	2,100 press articles, a 65 % increase compared to 2024, with 38 % of mentions in the national press
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SETTING SAIL FOR THE MEDITERRANEAN

THE FIRST YEAR OF THE MEDITERRANEAN PROGRAMME

From awareness to action

The *Mediterranean 2050* exhibition opened to the public at the end of March 2025 – by the autumn, it had surpassed the half-million visitor mark. This impressive success is due in part to a spectacular immersive projection set within an imagined Marine Protected Area (MPA) teeming with life. Conceived to raise awareness, it represents an idealised future in a pathway that takes visitors through three other themed spaces, eliciting wonder to inspire action. In an invitation to become an ambassador for conservation, the Oceanographic Institute launches an urgent call to action: “2050 begins today. Every action counts.” The exhibition is just one part of a multi-year programme on the Mediterranean taking place both within and outside the walls of the Oceanographic Museum, bringing the message to all through a wide range of initiatives: in schools, on the ground around the Mediterranean, in public spaces... The aim is to spread knowledge, raise awareness and engage as many people as possible, in Monaco and far beyond.

Journey to the future of the Mediterranean

The immersive, interactive journey of the *Mediterranean 2050* exhibition invites the public to experience the rich biodiversity of the Mediterranean and to understand the actions needed to preserve it.

From the moment it opened at the end of March 2025, the *Mediterranean 2050* exhibition proved an instant hit. The captivating odyssey aboard a submersible piloted by young captain Anita across a 310-m² projection area immerses visitors and takes their breath away. It takes voyagers to the heart of the Pelagos Sanctuary in 2050, amidst fields of Posidonia seagrass, oases of life sheltering some 30 species, including sea turtles, tuna, swordfish, sardines, sharks, sperm whales, Risso's dolphins and pilot whales. Biodiversity is brought to life on the museum's walls, plunging the explorer under the surface of a sea that has been regenerated through conservation. The exhibition's journey begins in the Oceanomania gallery with a sperm whale that stands four metres tall. The base of the sculpture displays an overview of the history of the Mediterranean, from its geological

origins over 35 million years ago to the present day. The figures highlight its remarkable biodiversity, despite its size. Although it accounts for just 1% of the planet's ocean surface, it is home to 7.5% of the world's marine fauna and 18% of its marine flora. Also on the first floor, the *Oceano Monaco* area identifies the various threats facing the Mediterranean: global warming, pollution, overexploitation of resources, and shipping traffic. By the end of the journey, visitors are ready to take on the final challenge: taking action for this endangered sea. Which positive actions should we choose in our daily lives, and what impact will they have? To promote collective action, the explorer is turned into a manager of a Marine Protected Area, while those aged 12 and over, equipped with virtual reality headsets, can take a virtual dive into a stunning natural area.

“This space–time odyssey takes visitors on a journey from the past to a deliberately idealised future. Much more than an exhibition, it is an invitation to collectively envision a Mediterranean that is 30% protected and 100% well managed.”



Cyril Gomez,
Deputy CEO
of the Oceanographic
Institute

IMPACT

30 media outlets
(national, regional, Mediterranean – Tunisia & Morocco)
involved in two press trips

288 media mentions,
nearly half of which in the national press

12 hours and 10 minutes
of TV airtime

€1.1 million
in media value



The four areas of *Mediterranean 2050*

Invited to journey from one world to another and from one era to another, visitors are taken on an exploration of the Mediterranean through illuminated porticos. These “gates of time” (a concept devised by the Dreamed by Us agency) highlight the contrast between the long-term processes of evolution and the rapid degradation caused by human activities. Yet care is taken to show that it is still possible to take action, both through individual efforts and by alerting public authorities and the private sector.

1— **CEANOMANIA AREA**

The journey begins in the “Oceanomania” room, with its marine cabinet of curiosities (designed by artist Mark Dion). A sperm whale measuring nearly four metres stands in the centre of the room to draw visitors in. As they approach, the natural and human history of the Mediterranean unfolds across 35 million years. Visitors discover how the sea was formed and how it has been transformed, from its origins to the emergence of humans 400,000 years ago. Four modules provide information, exploring in turn this exceptional sea, its treasure trove of biodiversity, the pressures it is under, and the possible solutions. At the heart of “Oceanomania”, the year 2030 is highlighted. This refers to “Target 30X30” (to protect 30% of land and oceans by 2030) adopted at the UN Biodiversity Conference (COP15). Finally, a panel dedicated to Marine Protected Areas (MPAs) and Other Effective Area-based Conservation Measures (OECMs) shows the conservation efforts of those working for the cause. The tone has been set. On to the next space.

What visitors say
Jérôme

2— **OCEANO MONACO**

For the second stage of the journey (designed and produced by the agencies *Mazedia* and *Born Scénographie*), we discover the strong links to the marine world of the princes of Monaco, long committed to the protection of the Mediterranean and the Ocean. In the ecodesigned setting, visitors travel back in time from the present day to prince Albert I's first oceanographic campaigns. This area on the mezzanine is incorporated seamlessly into the exhibition, showcasing the diverse initiatives Monaco's institutions and organisations continue to take to protect the Mediterranean.

“Each room is an invitation to an underwater journey [...] The museum goes further than simply creating wonder: it raises awareness of marine conservation, true to the legacy of prince Albert I. The space is both educational and imaginative – visitors of all ages leave feeling impressed and inspired.”

3— **OCEANO ODYSSEY**

Now we've arrived in 2050! The Mediterranean is thriving as a protected area. Visitors begin the immersive experience after going through a tunnel that leads to the control room of the OCEANO ODYSSEY. Images are projected over a 310-m² area in the magnificent architecture of the room, transforming the monumental windows into portholes revealing the teeming sea. Plunging visitors into a marine spectacle, 11 scenes are projected by 27 video projectors for a duration of 16 minutes at the base of the Oceanographic Museum. On the mezzanine, six themed display cases give the impression that the crew are consulting the museum's collections: its books, specimens and scientific instruments. The captain of this odyssey is Anita, a tribute to Anita Conti, the first female oceanographer and a collaborator of the museum when Jacques Cousteau was its director.

MY OCEANO MED web app



By scanning the QR code for the web app, users can extend the experience and stay connected to the invaluable, resilient Mediterranean, signalling their support for the creation of Marine Protected Areas. The app allows them to continue the challenge by managing their own protected area from the three ecosystems (Posidonia seagrass, coralligenous or open water), which they can improve by correctly responding to situations to earn badges. Even those who have not visited the exhibition can access the app. All users can track their contribution to marine conservation in real time, view the challenges presented in the exhibition space, as well as exclusive challenges accessible only on the app. Updates allow new content to be added as the exhibition evolves over time.

4— **MY OCEANO MED**

In the final stage of the journey, the stakes are high. After experiencing an ideal view of a flourishing Mediterranean, visitors can engage in an interactive space (designed by the agencies *Hovertone* and *Dreamwall*), that models three key Mediterranean ecosystems: Posidonia seagrass beds, a coralligenous habitat, and an open-water environment. As visitors respond to challenges, they can see the positive impact of their actions as the ecosystem recovers before their eyes.

A fourth panel depicting a healthy marine environment concludes the journey, showing all the challenges completed by the visitor and inviting them to extend the experience and their engagement on a custom-made web app.



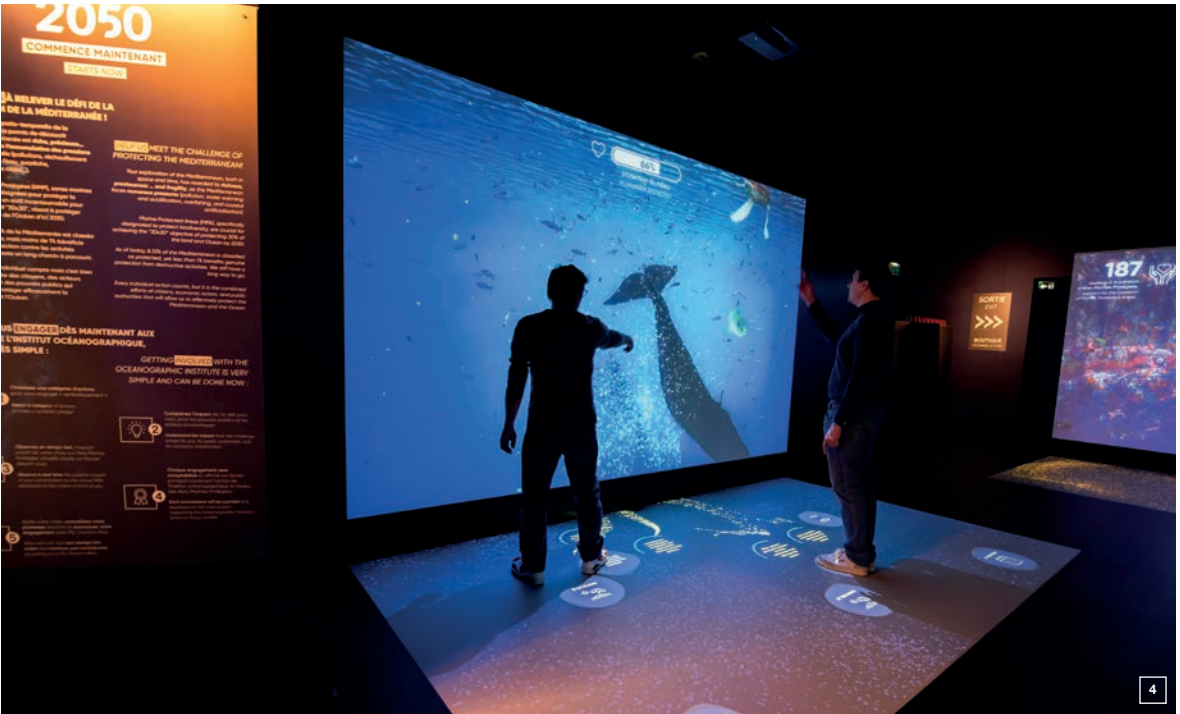
What visitors say:
Laëtitia

“The new exhibition is truly immersive and makes you think about the quest to save the oceans.”



“This immersive exhibition is absolutely brilliant. There are in-depth explanations, and the exhibition design and how you move through it are perfect.”

What visitors say:
Chen



Generation Mediterranean

As part of the *Mediterranean 2050*, le concours *Oceano Pour Tous* s’enrichi cette année d’une dynamique éducative à l’échelle du bassin méditerranéen.

Whether from Algeria, Spain, Greece, Malta or Italy, Mediterraneans share the same sea and face common challenges, although experienced through different local realities. In the framework of the educational initiative *Oceano for All*, the Oceanographic Institute's Education and Outreach teams brought together students from around the Mediterranean in 2025. These young people are working on diverse study projects, such as the biodiversity of the Habibas Islands (a class from Oran, Algeria), the path of waste from urban areas to the sea (a class from Barcelona), invasive species (a class from Elafonisos, Greece), the protection of sea turtles (a class from Malta), and the study of an urban MPA (a class from Italy). The students were able to come together in the first *Oceano for All Encounters*, held on 27 and 28 May, a space for exchanges and dialogue. Through discussions, sessions for sharing findings, immersive experiences, introductory dives, and a visit to the *Mediterranean 2050* exhibition, 40 participants benefitted from a sensitive, scientific, forward-looking approach to marine issues. The highlight was the collective drafting of the *Youth Manifesto for the Mediterranean and the Ocean* in five languages, reaffirming the role of young people as key stakeholders in the protection of the Ocean.



Campaign

“What are we waiting for to be happy?”

The answer: Marine Protected Areas!

This campaign to raise awareness of the essential role of ecosystem conservation shifted its focus from the poles to the Mediterranean.



For many, the Mediterranean evokes memories or conjures feelings. These can be enlisted to promote action for one of the seas most threatened by climate change and various forms of pollution. The new “What are we waiting for to be happy?” campaign designed by the communications team takes a positive approach to raise awareness and encourage the public to act. Posters posing this question and featuring dolphins and other iconic Mediterranean species have reached a wide audience in train stations in cities across France: in Paris, Lyon, Marseille and Nice. The message is also being spread in Pathé cinemas in the Alpes-Maritimes, over TV on BFM Nice Côte d’Azur, on the radio station France Bleu Azur, in the newspaper Nice-Matin, as well as in national magazines (Le Point and Elle). To find out the answer, passers-by can scan a QR code that links to the *My Oceano Med*, app, where they can manage their own Marine Protected Area.

IMPACT

6 million people have been reached by the campaign, which has generated over 16 million impressions on social media

Podcast

“Mer en vue”

A five-part audio series created in collaboration with ICI AZUR invites young and old to (re)discover the treasures of and threats to the Mediterranean Sea.

Each 15-minute episode in this series uses immersive audio storytelling to raise awareness of the importance of protecting Mediterranean marine biodiversity. Broadcast on air, played under the pergola on the Promenade des Anglais in Nice during UNOC 3, as well as available on the Radio France mobile app, the podcasts are presented by the journalist Tom Obyr. Each

immerses listeners in the unique marine world of a sperm whale, a loggerhead turtle, a red coral, a dusky grouper, or a monk seal to create a sound experience enriched by contributions from experts at the Oceanographic Institute of Monaco. The podcasts combine fiction, education and emotion to inspire discovery, spark wonder and encourage everyone to get involved.

Act locally, think globally

With its new multi-year programme dedicated to the Mediterranean, the Oceanographic Institute proves its commitment to truly effective Marine Protected Areas, linked together in a coherent network, through a science-based campaign drawing on the knowledge and expertise of the community around the Mediterranean.

Imagine a sea where fishing is practised without destroying the seabed, where whales swim without risk of collision, where shipping is regulated to limit pollution; in short, a sea where conservation and economic development coexist without conflict. With the Global Biodiversity Framework’s “Target 30x30” in its sights, the Oceanographic Institute has established the Mediterranean Programme Steering Committee (COMed) as part of its multi-year programme. The aim is to develop and implement actions as effectively as possible, collaborating with scientific experts, policymakers and advisors from across the region so that we all speak with one voice. The first step is an initial study to identify the obstacles to the effective implementation and management of Marine Protected Areas, and from there to generate practical solutions for policymakers, the private sector and local stakeholders.

In 2025, an online survey and interviews were conducted to identify “seeds of change”: concrete, impactful innovations addressing crucial challenges such as sustainable food systems, ocean–climate interactions, the fight against pollution, and the governance of the high seas. Another project is Med Futures, a strategic foresight initiative aimed at anticipating the Mediterranean’s trajectory by 2030–2050 in terms of ecological, economic and governance dynamics through a multi-stakeholder process bringing in experts, institutions and actors on the ground to construct scenarios and identify desirable pathways. As numerous strategic frameworks already exist for the Mediterranean, the goal is now to identify concrete solutions – real initiatives, successfully implemented by Mediterranean communities, businesses and local authorities – that will enable these strategies to be put into practice.

The aim: to collectively identify concrete actions, the “seeds of change” that can effectively transform the Mediterranean well beyond 2030



Cooperation

The Oceanographic Institute joins the Mediterranean Commission on Sustainable Development

At the 24th Meeting of the Contracting Parties to the Barcelona Convention (COP24) in December 2025 in Cairo, the Oceanographic Institute’s application to join the Mediterranean Commission on Sustainable Development (MCSD) was officially approved. By joining this consultative body for the 21 Mediterranean

coastal countries and the European Union, among other parties and partners of COP24, the Oceanographic Institute can ensure its Mediterranean programme is informed by this forum for sharing experiences and peer learning. The MCSD works to support states in their efforts to integrate environmental issues

into their socio-economic programmes. As the Mediterranean is warming 20% faster than the global average, this growing threat requires coordinated responses involving governments, scientific institutions, local authorities, NGOs and economic stakeholders.

Les Explorations de Monaco sails to Greece

Under the patronage of HSH Prince Albert II of Monaco, Les Explorations de Monaco carried out a mission to Greece in October 2025 as part of the Oceanographic Institute’s multi-year Mediterranean programme.



Combining science, diplomatic action and public awareness, this expedition from Monaco to Greece exemplifies the mission of Les Explorations de Monaco. Aboard the MODX 70-01, an innovative hybrid-powered catamaran, researchers, outreach specialists, and partners sailed the Aegean Sea for 40 days united by a shared vision: to advocate for a sustainable Mediterranean that is better understood and better protected. Several scientific programmes were carried out throughout the voyage. On 9 October, HSH Prince Albert II of Monaco visited Alonnisos, considered the first Marine Protected Area in the Mediterranean. Discussions between the scientific teams, local authorities and residents focused on the conservation of the monk seal, the management of MPAs in the face of climate change, and scientific and cultural cooperation between Monaco and Greece. Central to the diplomatic efforts of Les Explorations de Monaco, this visit confirms its commitment to building knowledge and solidarity in the Mediterranean, where science and political action advance hand in hand.

As part of its outreach programme, the Greece 2025 mission was hosted in Athens by the Eugenides Foundation. The exhibition *Time for Action – Mediterranean Marine Protected Areas* marked the official launch of the awareness-raising activities. On the island of Alonnisos, local children took part in participatory workshops: *Living Water*, (developed by Plankton Planet) and *Mediterranean Sea*, (developed by the Oceanographic Institute of Monaco). Illustrating the collective management of marine areas, a workshop brought together fishermen, park rangers, park representatives and non-profit organisations. In Volos, marine biology students from the University of Thessaly and local officials from the Natural Environment and Climate Change Agency (NECCA), the body responsible for overseeing MPAs in Greece, were given demonstrations of data collection tools (drones, sensors and modelling). The Monaco Scientific Centre gave a lecture at the University of Thessaly on the topic of microplastic pollution, and at the end of the mission, schoolchildren took part in participatory workshops in Syros in the Cyclades.

“The Mediterranean is a living laboratory and a hub of cooperation. By bringing together science, diplomacy and knowledge-sharing, we do more than simply understand the sea: we create the conditions for its sustainable protection.”

Xavier Prache,
Director of Les Explorations
de Monaco



Guardians of the Mediterranean

A few weeks ahead of the UN Ocean Conference in Nice in June, the Oceanographic Institute was a guest at an event held by regional authorities on solutions for a sustainable Mediterranean. With 1,000 kilometres of coastline, the region is intrinsically linked to the sea and its resources. The priority measures included clean port certification, ship-related air pollution, regional marine eco-wardens, eco-friendly moorings, protection of Posidonia seagrass, the 2030 zero-plastic target, and water conservation. Mia Marty, from our Ocean Policy team, outlined the actions for the Mediterranean led by the Oceanographic Institute and launched the programme for the Blue Economy & Finance Forum, a UNOC 3 special event. Concrete commitments were formalised in “Agreements for a Sustainable Mediterranean” regarding the protection of marine habitats, combatting pollution, sustainable tourism, innovation and regional cooperation.

International Mediterranean Day

Observed annually on 28 November by the coastal states and partner countries of the Mediterranean basin to commemorate the launch of the Barcelona Process in 1995, this day celebrates the region’s cultural, social and environmental diversity and highlights the urgent need to protect this. The Oceanographic Institute of Monaco’s long-standing commitment to the preservation of this unique sea continues today through its exhibitions, awareness-raising tools, audiovisual productions, scientific programmes and field initiatives. Mediterranean Day was an opportunity to highlight the impressive figures from the new immersive exhibition *Mediterranean 2050*: which has already surpassed the 500,000-visitor milestone. The related “My Oceano Med” web app has also been a success, with 417,993 interactive challenges completed by exhibition-goers.



EDUCATION AND OUTREACH

EDUCATION AT THE CORE OF OUR MISSION

OCEANO YOUTH

OCEANO
EDUCATION

SCHOOL WORKSHOPS
TEACHER TRAINING

OCEANO
OUTREACH

OCEANO
CLUB

OCEANO
FOR ALL

OCEANO
FOR ALL
FAMILIES
OCEANO
FOR ALL
EDUCATION
OCEANO
FOR ALL
CONTEST

“The students were very engaged and were able to make the connection between the content and their daily lives.”

A teacher at André Maurois lower secondary school, Year 8 class

“The quality of the materials and the interaction with the guide greatly enhanced the students’ attention and understanding.”

A teacher at Lycée Saint Erembert, Year 13

“An experience that was both fun and educational, in a safe setting. The children were delighted to share what they learned with us.”

Mother of Constant (aged 6)

OCEANO
EDUCATION

In conjunction with the Mediterranean 2050, exhibition, the Oceanographic Institute’s educational programme has been enhanced to offer students and teachers new resources.

These highlight the unique characteristics of the Mediterranean and the challenges associated with its conservation. With workshops on subjects from Posidonia seagrass beds to marine mammals, there is a practical and engaging approach to marine issues, suitable for all age groups and aligned with school curricula. The resources seek to strengthen students’ engagement and develop a lasting awareness of environmental issues.

“This museum experience allows us to tackle complex concepts in a practical and accessible way.”

A teacher at Lycée Rainier III, Year 13

“The workshops provide valuable scientific expertise and give meaning to classroom learning.”

A teacher at Les Mimosas lower secondary school, Year 9

IMPACT

In 2025:

10,000 students welcomed

370 classes, from preschool to Master’s level

440 educational workshops given

100% educational satisfaction among teachers

OCEANO
OUTREACH

The Mediterranean Sea and Marine Protected Areas.

Designed for years 4 to 7, years 8 to 10, upper secondary school and higher education, this collaborative and participatory workshop anchors educational content in local realities. It was launched as part of Les Explorations de Monaco’s 2025 outreach mission in Greece.

Discovering the job of an aquarist.

With Pass’Sport Culture, young people from Monaco can discover how an aquarium works, the daily tasks of those who tend aquariums (aquarists) and the skills involved, while gaining awareness of marine ecosystems and their conservation.

ImmerSEave VR to explore underwater ecosystems.

With this technological innovation, visitors move freely through an immersive virtual reality marine environment to experience rich and fragile ecosystems such as Posidonia seagrass beds, and witness up close how human impacts affect them.

OCEANO
CLUB

During the school holidays, the Oceano Club discovery course helps to train young ambassadors for the Ocean.

In 2025, there was a record number of bookings for this course, showing its growing appeal and the trust families place in our educational programme. Many parents note that their children come away enthusiastic, eager to share their discoveries and proud to “play the guide” for their friends and family. They also praise the quality of the supervision, which is seen as professional, caring and assured.

“It’s fantastic for the children: educational, fun, and they feel independent and responsible. They become true ambassadors for the sea and the planet.”

Anne-Sophie, mother of Gabrielle (aged 9), Elena (aged 8) et Charlie (aged 8)



IMPACT

13 minutes of virtual immersion in the VR experience

3,728 people have tried the experience at the museum

67% to 75% of participants gave it 5/5 stars

IMPACT

32 sessions organised

81% of parents gave the activity programme a satisfaction rating of 5/5

Making inclusion a priority

“The visit provided an opportunity to explore aquatic species in depth, learn about actions to protect the environment, and raise awareness of waste pollution... the project is educational and civic-minded.”

Ms Levanti,
Ariane Mesanges
preschool, Nice

The goal of *Oceano for All* is to promote access for young people in classes in underserved priority education zones and rural areas. Now in its 11th year, the programme makes the Ocean a central focus of learning and civic engagement. Classes from areas with access to fewer opportunities are welcomed to the Oceanographic Museum as part of a structured educational programme, offering an immersive experience tailored to different school levels. This includes discovery of the aquarium, science workshops, interaction with the outreach teams, and creative activities. The scheme is supported by a grant of €500 per class for transport. The educational objectives focus on the acquisition of scientific knowledge,

the development of critical thinking, and an understanding of the challenges associated with marine conservation, particularly regarding pollution, Mediterranean biodiversity, and the impact of human activities. Teachers value the educational continuity provided by the application of knowledge acquired in the classroom via group projects, discussions between students, and learning activities rooted in the school curriculum. And crucially, participating students express a strengthened sense of agency, seeing themselves as able to influence change at their own level. Fostering this civic engagement is integral to the institute's mission to train future ambassadors for the Ocean.

“The *Oceano for All*, programme, designed for underserved communities, is welcomed by teachers in priority education zones. Social disparities are already evident by lower secondary level: it is important to develop learning pathways and enriching educational outings to equip our young students starting as early as preschool.”

Ms Diallo,
Marcel Pagnol
preschool, Vallauris

IMPACT

2,032 students welcomed 124 classes from 34 schools 46 days of visits to the Oceanographic Museum 368 hours of educational activities 100% teacher satisfaction; workshops rated “excellent”

Oceano for All – Families

In the evaluation questionnaires completed at the end of the three-day stay, participants reported an immediate impact, saying they had gained new knowledge about the sea, with 13 out of 17 expressing a desire to get involved in practical actions to protect the Ocean.

Now in its second year, the Families programme, in partnership with the non-profit organisation Secours Catholique, gives access to the Ocean to families living far from it. In 2025, the families were welcomed over three days, with the activities on offer including guided tours of the Oceanographic Museum, entry to the *Mediterranean 2050*, exhibition, awareness-raising workshops, boat trips, snorkelling and virtual immersion. The activities are intended to give participants insights into Mediterranean biodiversity and the pressures on

marine ecosystems. A goal that was met, with a majority of participants stating by the end of the visit a desire to adopt or strengthen more responsible practices in their daily lives, particularly regarding reducing plastic use and recycling or limiting single-use items. The experience – especially the boat trip and direct contact with the marine environment – encourages a sense of personal commitment. Participating children and teenagers expressed this most strongly, planning to adopt simple, repeatable actions that can be shared within the family circle.

“Seeing the dolphins in the sea at the same time as floating rubbish made us realise the urgency of taking action.”

“The children are still talking about pollution and explaining to others what they’ve learned.”

“Snorkelling gave us a practical understanding of the state of the sea that went beyond theory.”

Participants from the Aix-en-Provence Secours Catholique delegation

The 11th *Oceano pour Tous* contest

The 2025 contest expanded its geographical reach and its project diversity.

With more students taking part and more countries represented, the latest edition of the Oceanographic Institute's *Oceano for All* contest confirms the momentum of this flagship educational initiative. The contest included students from mainland France, Monaco, the French overseas territories and the Seychelles, with five classes from Algeria, Spain, Greece, Malta and Italy participating in a non-competitive section. The projects tackle subjects such as marine pollution, biodiversity conservation, climate change, and the role of MPAs and marine educational areas. Throughout the year, the selected classes receive tailored support from the museum's educational team and its specialists

in scientific and cultural outreach, offering a total of over 30 hours of discussion and knowledge-sharing per class through online workshops. The students' work takes a diversity of formats – audiovisual productions, fieldwork, artistic projects, innovative educational initiatives – illustrating their active engagement and their ability to become true ambassadors for the Ocean. In 2025, the *Oceano for All* contest and *Oceano Club* were awarded, for the second consecutive year, the *La Mer en Commun*, label, given by the French Ministry for Ecological Transition as part of the Year of the Sea, and the *European Maritime Day in My Country*, label, awarded by the European Commission.

“I felt so happy. This project will be in my mind for many years to come. I had the chance to meet experts and learn about their rewarding professions, whose usefulness I hadn't realised before. This contest has helped me broaden my knowledge and become more aware of marine pollution.”

A Year 9 student
at Galilée lower
secondary school
in La Salvetat-
Saint-Gilles



IMPACT

In 2025 :

31 classes – over 750 pupils

12 winning classes

6 French overseas territories:
Martinique, French Guiana, Réunion, Mayotte, French Polynesia & New Caledonia

67% lower secondary schools / 33% primary schools

535 hours of support throughout the programme provided by the educational team

100 % teacher satisfaction

271 hours of use of the educational platform

31 awareness-raising and local action projects

WINNERS – MAIN CATEGORIES

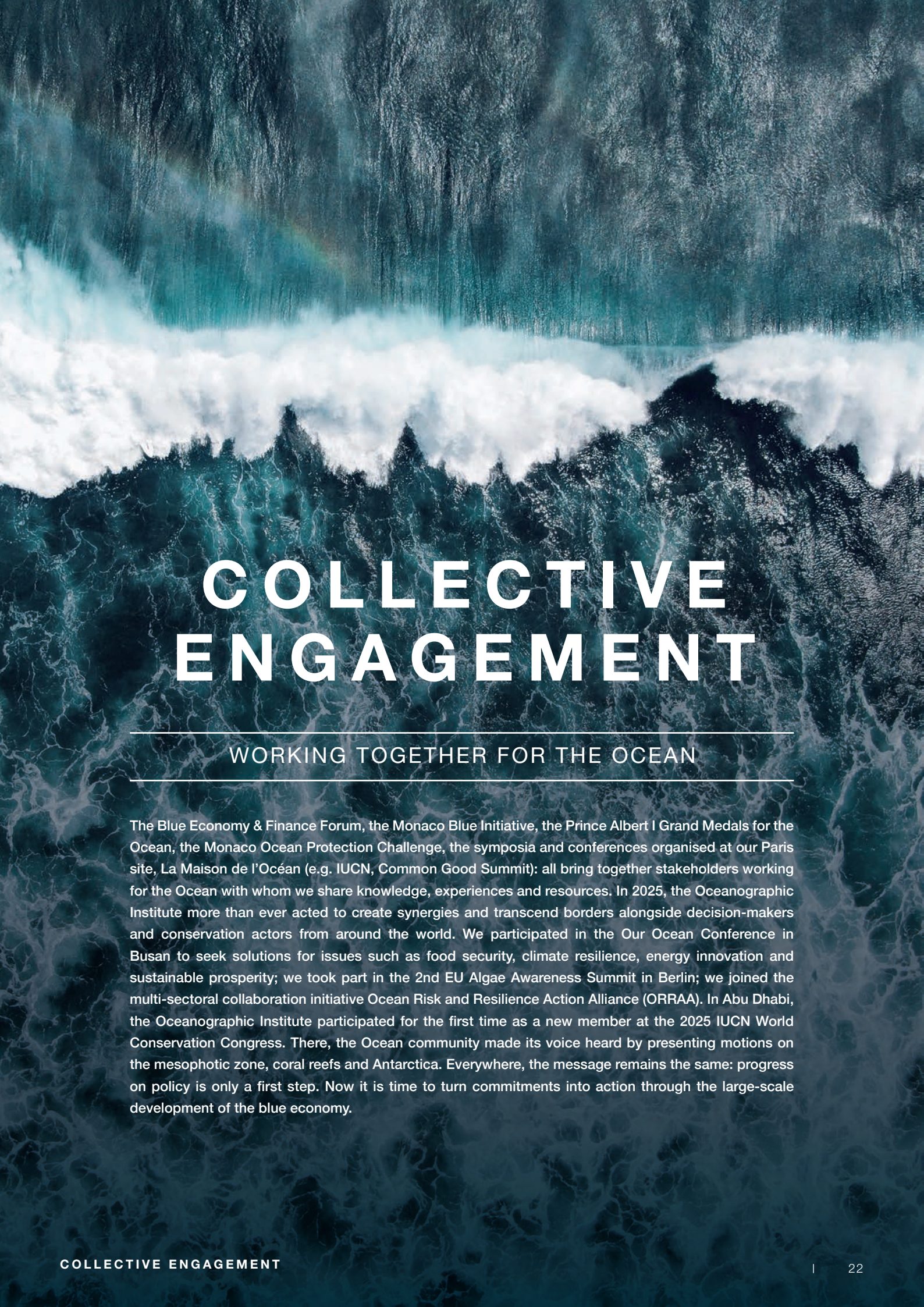
WINNING CLASS IN THE CATEGORY
“-1,100 KM FROM THE OCEANOGRAPHIC MUSEUM”

Year 4–5 class at Marcel Pagnol primary school, Cannes-la-Bocca – Alpes-Maritimes
Project: Protection of marine mammals and Posidonia (marine education area, educational resources and restoration initiatives)

WINNING CLASS IN THE CATEGORY
“+1,100 KM FROM THE OCEANOGRAPHIC MUSEUM”

Year 9 class at M'Tsamboro lower secondary school, Mayotte
Project: Coral conservation (study of coral ecosystems, fieldwork and raising awareness among families)

The 2025 *Oceano for All* contest reaffirmed its role as a catalyst for civic engagement, regional cohesion and awareness-raising, true to the institute's mission: “to promote knowledge, love and protection of the Ocean”.



COLLECTIVE ENGAGEMENT

WORKING TOGETHER FOR THE OCEAN

The Blue Economy & Finance Forum, the Monaco Blue Initiative, the Prince Albert I Grand Medals for the Ocean, the Monaco Ocean Protection Challenge, the symposia and conferences organised at our Paris site, La Maison de l'Océan (e.g. IUCN, Common Good Summit): all bring together stakeholders working for the Ocean with whom we share knowledge, experiences and resources. In 2025, the Oceanographic Institute more than ever acted to create synergies and transcend borders alongside decision-makers and conservation actors from around the world. We participated in the Our Ocean Conference in Busan to seek solutions for issues such as food security, climate resilience, energy innovation and sustainable prosperity; we took part in the 2nd EU Algae Awareness Summit in Berlin; we joined the multi-sectoral collaboration initiative Ocean Risk and Resilience Action Alliance (ORRAA). In Abu Dhabi, the Oceanographic Institute participated for the first time as a new member at the 2025 IUCN World Conservation Congress. There, the Ocean community made its voice heard by presenting motions on the mesophotic zone, coral reefs and Antarctica. Everywhere, the message remains the same: progress on policy is only a first step. Now it is time to turn commitments into action through the large-scale development of the blue economy.

The 16th Monaco Blue Initiative

Organised by the Oceanographic Institute and the Prince Albert II of Monaco Foundation, the Monaco Blue Initiative was held ahead of the Blue Economy & Finance Forum (BEFF) and the 3rd United Nations Ocean Conference (UNOC 3) in Nice so that recommendations from its discussions could help to inform the upcoming events.

Since its inception, the Monaco Blue Initiative has aimed to accelerate the transition towards a sustainable blue economy. With 160 participants from around the world, the 2025 event explored the themes selected in 2024 to prioritise marine protection. Session 1 analysed the transition from a maritime economy to a regenerative blue economy: how efforts can be scaled up and action taken using sector-specific examples – maritime transport, tourism, renewable energy, infrastructure, and the exploitation of living resources. Session 2 looked at how a successful transition must be underpinned by

science, addressing the question: How can science better guide governmental and economic decision-makers to conserve, sustainably manage and restore marine ecosystems? The focus of session 3 was on how to mobilise financial resources to achieve the targets of United Nations Sustainable Development Goal 14, the conservation and sustainable use of the oceans, seas and marine resources. In the concluding update session and the closing address, Robert Calcagno commended the 16th Monaco Blue Initiative as a “resounding success” with “clear and focused” results.

IMPACT

“We must draw on the increasingly powerful and effective tools available to economic and financial actors. The economy gives us the capacity to transform our lives rapidly and profoundly, through consumer choices that shape production, transport and waste management in line with our aspirations. Finance provides the means to mobilise considerable resources, often far exceeding those available to states or multilateral organisations, which are frequently overwhelmed by global emergencies.”



HSH
Prince Albert II
of Monaco

“A great deal is already happening in the field of sustainable finance, yet we must continue to develop new solutions and build on those that have proven their effectiveness. This requires new commitments, new ideas and new economic models.”



Pascal Lamy,
Former Director-General
of the World Trade Organisation
and BEFF Co-Chair

“Scientific research is essential for developing policies that protect marine ecosystems. Interdisciplinary research involving international partnerships is crucial for shaping practical plans for decision-makers.”



LEE Hyi-Seung,
President of the Korea
Institute of Ocean
Science & Technology

“Any financial system must be based on three pillars: robust market mechanisms, exacting oversight and the participation of Indigenous and local communities. Projects lacking local legitimacy and rigorous governance risked undermining the credibility of biodiversity credits.”



Sylvie Goulard,
Co-Chair of the International
Advisory Panel on
Biodiversity Credits (IAPB)



BEFF: promoting the blue economy

From around the world, heads of state, government officials, members of royal families, and hundreds of entrepreneurs and investors – 1,800 participants in all – gathered in Monaco at the Blue Economy & Finance Forum (BEFF). The aim: to promote, finance and accelerate the blue economy.

The 2025 BEFF was a success that went beyond simple diplomatic declarations. In an initial step, it identified €25 billion in existing investment in the blue economy in marine renewable energy, the decarbonisation of the maritime sector, and seaweed cultivation – the first time such a figure has been reported. To this, the event added a further €8.7 billion in firm financial commitments over the next five years. With €4 billion of this commitment coming from public funding, this is a robust investment in positive solutions for an Ocean in balance. Held before the 3rd UN Ocean Conference in Nice, Monaco’s forum proved that the Ocean is a viable investment. Over two days, a range of companies presented their solutions for transport by sail, plastic recycling, and

the regeneration of corals or microalgae. Coalitions of stakeholders have been formed in the tourism sector, between development banks, and among philanthropists. Various initiatives emerged, including *Business in Ocean* bringing together 80 companies such as Veolia, Swen Capital Partners and Engie that have committed to investing in positive solutions for the Ocean and to integrating marine-related risks and opportunities into their development strategies. According to the UN, investment needs for the blue economy will require \$175 billion in public and private funding per year by 2030. BEFF 2025 set in motion a global financial impetus to achieve this; BEFF 2026 will continue the momentum.

The 2025 BEFF secured new firm financial commitments totalling an additional €8.7 billion by 2030, representing around 8% of the annual capital in blue finance – a strong message!



“I don’t believe in the apparent contradiction between conservation and the economic development of coastlines and marine environments – quite the contrary. I’m convinced that blue industry serves to protect biodiversity and aquatic ecosystems in the broadest sense, when its actions are guided through a shared long-term vision that is explained to the widest public, underpinned by enforceable performance targets. To achieve these objectives, it is essential to deploy the best of innovation and new water technologies.”



Thierry Deau,
Chair of Suez,
BEFF sponsor

“The sea is a mirror of our own nature, which can either heal us or harm us. Let us choose to heal. This means preserving the Ocean’s rich diversity and facilitating the financing of innovative adaptation measures that strengthen the resilience of communities and bolster the global economy.”

Christine Lagarde,
President of the European Central Bank, quoting Baudelaire during the opening speech at the BEFF to emphasise that investment should be inspired by imagination in order to encourage the financing of sustainable projects



“Healthy oceans are essential for all life on Earth. Today they need our help. Together, we have signed up to an ambitious global commitment to protect 30% of land and sea by 2030. The clock is ticking. 2030 is fast approaching and just 3% of the oceans have been fully protected. If we are to reach our goal, we urgently need to take bold action.”



William,
Prince of Wales



1— **The French President visits the Oceanographic Museum**

As part of a state visit to the Principality of Monaco, coinciding with the Blue Economy & Finance Forum (BEFF), French President Emmanuel Macron was welcomed to the Oceanographic Museum by HSH Prince Albert II. The two heads of state began this highly symbolic visit in the majestic setting of the Hall of Honour, before the statue of prince Albert I, the museum's founder. Alongside Robert Calcagno, CEO of the Oceanographic Institute of Monaco, a discussion was held with representatives from the scientific, economic and political spheres committed to the sea. President Macron had the opportunity to discover the new immersive exhibition *Mediterranean 2050*. The day before, Christine Lagarde, President of the European Central Bank, also honoured the Oceanographic Museum of Monaco with her presence, reflecting the growing attention that international financial institutions are paying to environmental and maritime issues.

2— **A focus on the Mediterranean at UNOC 3**

On the occasion of Mediterranean Day, a special event at UNOC 3, Cyril Gomez, Deputy CEO of the Oceanographic Institute, was invited to participate in the round table *Restoring degraded marine ecosystems and preserving Marine Protected Areas*. He emphasised how the Mediterranean, a sea shared by 21 countries, requires joint governance: "There can no longer be scattered, fragmented or superimposed approaches... sound management must be systemic and coordinated, based on cooperation and shared responsibility. This requires effective coordination between the local and regional levels, between national regulatory frameworks and their implementation on the ground, for it is at the local level that solutions take shape, adapt, and become a reality." To this end, the Oceanographic Institute strives to harness collective intelligence and to highlight concrete, proven solutions adopted by Mediterranean communities, businesses and local authorities. Fresh from the BEFF, Cyril Gomez also pointed out that the success of these ambitions equally depends on solid funding. Hence the importance of developing innovative mechanisms such as biodiversity credits, championed by the IAPB, of which the Oceanographic Institute is a member. Not forgetting the importance of science, which must continue to guide action and to provide a clear, accessible assessment of the current situation.

3— **The next generation of the blue economy**

In the run-up to UNOC 3, ten blue economy start-ups pitched their solutions for the marine environment in four minutes flat at "Meet Your Blue Start-up". At this speed-networking event in the La Baleine space at the Palais des Expositions in Nice, start-ups mingled with decision-makers, investors, scientists and Robert Calcagno. The initiative was led by the newspaper Nice-Matin and supported by Crédit Agricole Provence Côte d'Azur, with a range of start-ups participating: Solar Cloth, Wolfgang, Inalve, BioOceanOr, Earthwake, Vertuoso, Rongbient Biotech, Innov & Sea, Pronoe and See On Sea. All are working on concrete innovations – decarbonising the boating industry, real-time environmental monitoring, recycling marine plastics, promoting biodiversity, biotechnology applied to the marine environment, and more.

4— **UNOC 3 side events organised by the Oceanographic Institute**

The Oceanographic Institute has long argued for the untapped potential of seaweed in terms of climate resilience, food security and blue carbon strategies, among others. In the UNOC 3 side event "Seaweed", Robert Calcagno opened the discussions by highlighting a striking figure: 90% of the world's seaweed is produced in Asia – 97% of which is farmed. Europe lags well behind, accounting for just 0.8% of global production, mainly from wild harvesting. The sector is now at a turning point and requires coordination, structuring, private-sector engagement and political will. The discussion, organised jointly with the Global Seaweed Coalition, EU4Algae, the European Algae Biomass Association and The Earthshot Prize, aimed to find solutions that will promote the large-scale deployment of a real seaweed economy.

At a second side event on "Ocean Metrics & Certificates", Cyril Gomez pointed out that the sustainability of the Ocean rests on two fundamental pillars: targeted funding and the establishment of robust metrics to track progress in a credible and transparent manner. Today, there is a clear lack of robust marine indicators. This gap hinders the development of effective policies and the ability of economic and financial actors to direct their investments. Yet accurate data and tools exist to quantify the contribution of marine ecosystems to carbon storage and economic resilience. A pragmatic approach will allow for the selection of metrics that are scientifically sound, as well as politically and technically feasible. The challenge is to develop consensus-based, scientifically robust methods that are tailored to the needs of businesses and capable of addressing the interaction between various pressures in a systemic manner. In conclusion: the deployment of these metrics requires rigorous methodological work, better standardisation, and enhanced collaboration between scientists, governments, businesses and investors.



IMPACT

962 media mentions:
→ **25,5 %** of the coverage appeared in the international media
→ **36,8 %** of the coverage appeared in the national media

€9.6 million in media value

Monaco Ocean Protection Challenge Grand Final

With 2025 marking its eighth year, the Monaco Ocean Protection Challenge is an international competition for students and young entrepreneurs from around the world that provides support for the development of start-ups demonstrating a positive impact on marine conservation.

In partnership with the International University of Monaco, Monaco Impact, and the Prince Albert II of Monaco Foundation, the 2025 Monaco Ocean Protection Challenge crowned three winners at its Grand Final. Taking place just a few weeks before the BEFF and UNOC 3, the challenge had a record number of entries from both students and start-ups, reflecting its growing reputation internationally. This recognition is due to the organisers' efforts, increasingly effective word of mouth, and the crucial role of its ambassadors, particularly through incubation networks spread across five continents. Of the 138 projects initially submitted, six were shortlisted following two selection rounds and divided into the categories "Business Concepts" and "Start-ups". In a pitch session, the finalists were invited to present and defend their projects orally on stage in the Oceanographic Museum's Conference Hall before a jury made up of leading figures from the worlds of finance, business and start-up accelerators and incubators. The winners benefit from contacts and connections within the professional networks of partner companies active in the incubation, acceleration or financing of start-ups. Each winner was awarded an artwork specially created for the 2025 Grand Final and crafted from recycled materials by jewellery designer Alberto Domenico Vitale, Managing Director of Vitale 1913 in Monte Carlo.



IMPACT

In 2025, 138 teams from 129 international universities and business schools representing 66 nationalities submitted 138 projects. Following two selection rounds, 6 were shortlisted for the Grand Final by a panel of 16 experts

THE WINNERS

BUSINESS CONCEPTS CATEGORY	START-UPS CATEGORY	"CFM INDOSUEZ FAVOURITE" AWARD	"SPOTLIGHT ON AFRICA" AWARD
COOL EQUITY (Ashoka University, Inde) Cool Equity is transforming the seafood supply chain through sustainable, decentralised cooling solutions based on a process using phase change materials (PCMs) for passive cooling. The process protects marine ecosystems and reduces waste.	RONGBIENT BIOTECH (Singapour) Rongbient Biotech supplies organic algae-based products that replace 5% of conventional feed to boost the immunity of farmed shrimp against disease and improve the animals' gut microbiome, reducing the use of feed additives in aquaculture while significantly lowering CO2 emissions.	IZALGUE (France) Izalgue provides sustainable insulation solutions made from seaweed for the construction industry by reusing surplus organic waste from the sea, a direct consequence of pollution from human activities.	ACQUADEN (Kenya) Acquaden, based along Kenya's coast, focuses on shellfish farming, the integration of seaweed and seagrass beds, and innovative aquaculture solutions to empower coastal communities and promote marine conservation.
Prize: A cheque for €2000 offered by Inalve, Clear Reef, Ecocéan and the IT Directors of Monaco Association; a mentorship programme worth €3000 offered by White Castle Partners; and unlimited access to the Oceanographic Museum of Monaco for each member of the winning team via a skip-the-queue pass valid for the winner and one accompanying person (Explorations Pass) offered by the Association of Friends of the Oceanographic Museum of Monaco.	Prize: A cheque for €5000 offered by Monaco Impact; a cheque for €2000 offered by the IT Directors of Monaco Association; an acceleration programme worth €4000 offered by White Castle Partners; an invitation to participate in the Blue Economy & Finance Forum offered by the competition organisers; and unlimited access to the Oceanographic Museum of Monaco for each member of the winning team via a skip-the-queue pass valid for the winner and one accompanying person (Explorations Pass) offered by the Association of Friends of the Oceanographic Museum of Monaco.	Prize: A cheque for €3000 offered by CFM Indosuez, a leading banking institution and pioneer in responsible finance in Monaco. CFM Indosuez Wealth Management joined the circle of companies supporting the Monaco Ocean Protection Challenge in 2023, and has since become its main sponsor.	Prize: Inclusion in the "1000 Ocean Start-ups" platform; privileged access to a local investment fund; a €1000 cheque from Dietsmann; and an invitation to participate in the Blue Economy & Finance Forum.

Presentation of the Grand Medals for the Ocean

The Prince Albert I Grand Medals are awarded to those whose work is committed to promoting the understanding of and protection of the Ocean. The awards ceremony is held every two years at La Maison de l'Océan in the presence of HSH Prince Albert II.

Established in 1948, the Prince Albert I Grand Medal is the most prestigious award presented by the Oceanographic Institute of Monaco, honouring those who advance knowledge and the protection of the Ocean. Since 2014, those who mobilise civil society around marine issues have also been honoured, so today winners are selected in two categories: science and public engagement. The laureates, whose nominations are reviewed and shortlisted by the Scientific Advisory Board before being put to a vote by the Board of Directors, are recognised for two complementary aspects: excellence in oceanographic research and civic engagement that moves the dial. Winner of the 2024 "Public engagement" category,

Nina Jensen, CEO of Rev Ocean, is a committed advocate for marine conservation. The 2025 winner in this category is Frédéric Paulsen, polar explorer, philanthropist and a leading figure in raising awareness of climate issues in the polar regions. The 2024 winner of the "Science" category is Hervé Claustre, for his work on the development of new techniques for monitoring marine biogeochemistry using underwater gliders and profiling floats. The 2025 winner is Lynne Shannon, for her work on food webs and the sustainable ecosystem-based management of fishery resources. These four winners were honoured at the 2025 ceremony for setting an example through their work.



The Oceanographic Institute Thesis Prize

Each year, the Thesis Prize is awarded to young researchers who have graduated from a French doctoral school for the outstanding quality and potential of their work on the physical or biological aspects of the Ocean. The 2025 awards ceremony, held in the

magnificent amphitheatre of La Maison de l'Océan, presented prizes to three winners (the 2024 and 2025 laureates) in an event where the pride was palpable for these talented scientists as they took the stage.

Charlène Guillaumot is developing innovative modelling tools to better understand the evolution of marine ecosystems using advanced machine learning approaches.	José Luis García Corona analyses the accumulation of toxins in marine invertebrates, particularly scallops, making a major contribution to food safety on an international scale.	Nicolas Séon is currently studying the ecology of the Ross seal and its role as a key indicator of the rapid changes affecting Antarctic ecosystems.
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Sponsors of the Oceanographic Institute

Our long-standing sponsors continue to support the Oceanographic Institute and our actions in favour of the Ocean, encouraging a wider trend for companies and institutions to turn to sustainability and respect for marine ecosystems.

In 2025, the Oceanographic Institute was pleased to renew its partnership with its two main sponsors, Rolex and CFM Indosuez Wealth Management, which remain firmly committed to the sustainable protection of the Ocean.



The Oceanographic Institute continues to benefit from the steadfast support of Rolex, which is more committed than ever to marine sustainability.

“As part of our Perpetual Planet Initiative, we are very happy to renew our partnership with the Oceanographic Institute and to extend our support for marine environments. The role of the Oceanographic Institute is more relevant than ever. Despite the challenges of the current context, the institute is strengthening its engagement and advancing its awareness-raising activities. In this, the Oceanographic Museum of Monaco plays an essential part, as it bears witness to the beauty and fragility of the oceans, as well as the need to protect them.”



Arnaud Boetsch,
Rolex Global
Communication
& Image Director



In 2025, the Oceanographic Institute and CFM Indosuez Wealth Management reaffirmed our collaboration.

“Renewing our partnership with the Oceanographic Institute in the presence of HSH the Sovereign Prince was a source of great pride for CFM Indosuez and all our teams. This enduring relationship reflects our determination to take concrete action to protect the Ocean, uniting collective commitment with responsible innovation. We are delighted to be continuing, for the next three years, this inspiring collaboration with a leading organisation that embodies values we fully share in the service of the principality and future generations.”



Bénédicte Chrétien,
CEO of CFM Indosuez
Wealth Management

SPOTLIGHT ON A DONOR

Among our valued private individual donors, the Oceanographic Institute extends its warmest thanks to François Rougaignon, a patron of the *Mediterranean 2050* exhibition.

“Through the Paul Hamel Foundation, we seek to express, in a way, our gratitude to our Sovereigns for the welcome and support they have shown us since our establishment in 1971 and throughout the company’s history. This is demonstrated in our interest in the Oceanographic Institute and the Monaco Scientific Centre, leading institutions and noble representatives of scientific endeavours in the fields of marine knowledge and conservation that capitalise on the principality’s ideal geographical location and its distinguished history.”



François Rougaignon,
Deputy Chair and Head Pharmacist
of THERAMEX Laboratories, founder
of the Paul Hamel Foundation



The Oceanographic Institute draws on the lasting support of the Association of Friends of the Oceanographic Museum of Monaco (AAMOM), whose main mission is to enlist members who wish to promote the museum’s development and reach.

Among the many initiatives it supports, AAMOM has committed to a three-year programme in the institute’s outreach effort: the *Oceano for All – Families*. initiative. Launched in 2024 by the Oceanographic Institute in partnership with charitable organisations, this programme’s objective is to welcome underserved children and their families or carers to Monaco for three days of discovery of the museum and the sea.

In June 2025, AAMOM presented a generous cheque for €450,000 to support this initiative.

“We are proud to have been supporting the Oceanographic Museum of Monaco since 2011 in its scientific, educational and cultural projects for the Ocean. Through dedicated initiatives and events, we bring together a diverse community of local members united by a shared commitment to prince Albert I’s vision: ‘to promote knowledge, love and protection of the Ocean’.”



Leila Elling,
President
of AAMOM



A NIGHT AT THE MUSEUM WITH SAINT JAMES

On a July night, in the majestic silence of the galleries and the reflections of the aquariums, Saint James unveiled its collection in the heart of the Oceanographic Museum with a cinematic aura. Every stitch tells a story: the timeless classics are given a new narrative by young people in their own style. An iconic clothing brand with a long maritime tradition in France and around the world, Saint James has been dressing the teams at the Oceanographic Institute since 2023. The octopus, a marine animal represented in both La Maison de l’Océan and the Oceanographic Museum, is the common theme in the kit’s apparel. An inspiring history of shared values brings the two institutions together: a love of the Ocean, a commitment to sustainability, and a passion for preserving our maritime heritage.

OUR DONORS

The Oceanographic Institute also counts on our valued private donors and the companies that help us carry out our public-interest missions every year: TotalEnergies Foundation, Cuomo Foundation, Sanso Longchamps AM, Fondation du Patrimoine, Datchem, Veolia Foundation, and Aqualung.

A tribute to loyal patrons and partners

On 24 October, HSH Prince Albert II of Monaco inaugurated three new installations that enrich the visitor experience at the Oceanographic Museum. This opening evening, aptly named *Recognition*, was an opportunity for the Oceanographic Institute to express its gratitude to those who keep its history alive and support its mission.

Whether acting on behalf of an institution, a company or as individuals, the Oceanographic Institute's benefactors form the essential foundation upon which its major initiatives rest. In 2025, three new additions enhanced the visitor experience at the Oceanographic Museum, all inaugurated on the same evening by HSH Prince Albert II of Monaco: the Jean Jaubert tank (see page 43), a new audiovisual installation in the Conference Hall (see

page 38), and, in the Hall of Honour, three new plaques paying tribute to the Oceanographic Institute's benefactors: its patrons, sponsors and donors. Carved in stone, these plaques symbolise the solid and enduring nature of these bonds of commitment. Much more than a simple list of names, these inscriptions bear witness to a concrete engagement and a continuing trust.



Steadfast support

A pioneer in sustainable finance in Monaco, CFM Indosuez Wealth Management has extended its partnership with the Oceanographic Institute for a further three years, from 2026 to 2028.

The *Recognition* evening was also the occasion to honour the renewed commitment of CFM Indosuez to the preservation of the Ocean. Since 2020, the partnership between our two organisations has illustrated our shared determination to contribute to the protection of this vital ecosystem through concrete initiatives. For a further three years, the Oceanographic Institute will continue to provide its expertise to CFM Indosuez, particularly in the fields of the blue economy. For the bank, this partnership offers exclusive benefits: dedicated conferences, private tours of the Oceanographic Museum for its clients, and the opportunity for staff to actively participate in the institute's projects as part of community service days. These synergies

Together with our clients and colleagues, we are proud to contribute to the preservation of this precious heritage for future generations

were instrumental in leading to the creation of the CFM Indosuez "Oceano" range of solidarity-based structured products. These have raised €450,000 over three years that has been donated to the Oceanographic Institute to support the *Polar Mission* programme and other initiatives aimed at protecting the Ocean and marine ecosystems. At the "Recognition" evening, tribute was paid to these close ties by both Robert Calcagno – "CFM Indosuez's support is essential for driving ever-stronger collective engagement and action" – and Bénédicte Chrétien, CEO of CFM Indosuez Wealth – "Together with our clients and colleagues, we are proud to contribute to the preservation of this precious heritage for future generations."





MUSEUM LIFE & COLLECTIONS

Vesque

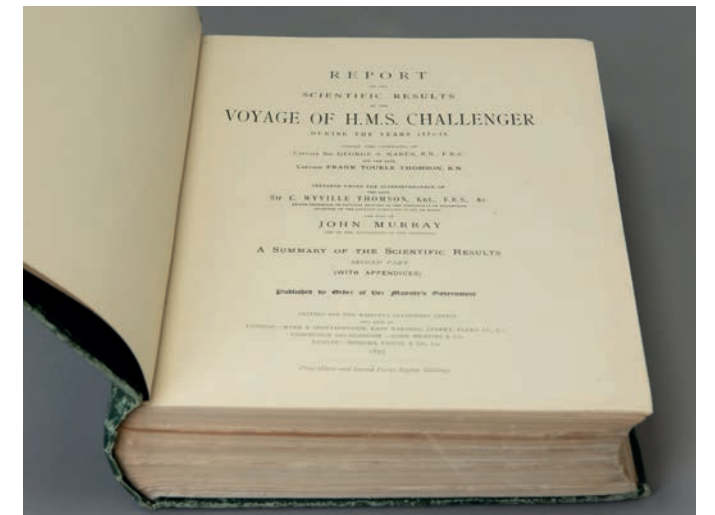
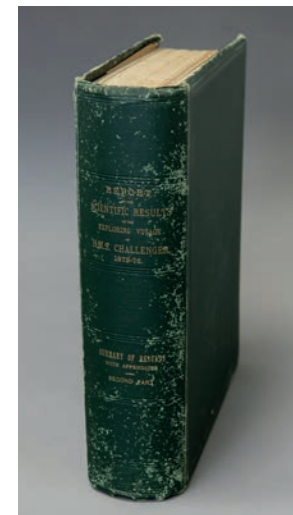
The collection: a story still being written

The museum's storerooms and exhibition spaces safeguard an incredible heritage. Natural history specimens sit alongside paintings, rare objects and antique books. A legacy we seek to share and perpetuate.

Loans

Through loans to other institutions, the treasures in our collection can reach a wider public. In 2025, the Oceanographic Museum loaned some 40 works to the exhibition *Bleu profond – L'océan révélé* ("Deep Blue – the Ocean Revealed") at Les Franciscaines

in Deauville. Over the three months of this exhibition, visitors were able to explore the early days of seabed exploration in the 18th century, including a glimpse into prince Albert I's pioneering work in marine exploration.



IMPACT

7 paintings, 4 colour charts,
7 plates and around 15 other items

20 images provided
free of charge

2 texts written and published
in the catalogue

3 main partners facilitated this exhibition:
the Oceanographic Museum, the Bibliothèque
Nationale de France and the Musée d'Orsay

Acquisition

Jean Malaurie's children have donated a collection of pastels made by their father to the museum. These works have been added to the polar explorer's collection held at the museum, shedding valuable light on his vision of the Far North, particularly regarding shamanism and Inuit culture.



Display

In June, on the fringes of UNOC 3 in Nice, the Palais des Expositions became La Baleine, a hub where the public and marine professionals there for the conference could meet and interact. At the centre of the venue, the Oceanographic Museum's iconic yellow submarine attracted significant attention and also served as an example of the Oceanographic Institute's

commitment to protecting the Ocean. During this major conference, the city of Nice also hosted several exhibitions related to the sea. At the Matisse Museum, the painter's visit to the Oceanographic Museum on 29 November 1951 was commemorated through a loan from our collection of the illustrations and shells he admired at the time.



Conservation

The preservation of the works held at the museum relies on preventive conservation measures. In 2025, *Le Messenger* (or "*Le Navigateur*"), Ossip Zadkine's 1937 monumental bronze sculpture that stands outside the museum, was thoroughly cleaned, and a protective wax coating was applied. An innovative device was also installed to deter birds from approaching it.



Digitisation

The polar explorer Jean Malaurie (1922–2024) left behind an important collection, which is held by the Oceanographic Museum. This includes a significant photographic archive, chronicling 70 years of a life dedicated to exploring the Arctic and its inhabitants. To ensure the conservation of this valuable collection, as well as its accessibility to the public and to researchers, the museum has digitised and packaged nearly 15,000 slides and negatives.



Restoration

La Maison de l'Océan in Paris is a heritage building with furnishings dating back to its origins over a century ago. Two restorations were carried out in this prestigious site in 2025 to safeguard its historical value: the table in the Council Chamber and the bench in the Small Amphitheatre were both restored to their original condition. The mounted canvases covering the ceiling and walls of the Laugier Room are also being examined by a heritage conservator to determine the steps required to preserve them.



History comes to life in the Conference Hall

Measuring nearly 40 metres in length and covering over 500 square metres, the Oceanographic Museum’s Conference Hall has symbolised the Principality of Monaco’s commitment to protecting the Ocean for over a century. Every year, nearly 650,000 visitors pass through it, without always realising the major events and figures that preceded them. New digital displays (designed and produced in collaboration with the agency Mazedia) now bring this history to life, while highlighting the central role of the Conference Hall as a space for knowledge-sharing and engagement. Coupled with an information and news display at the entrance to the hall, a 12-minute film, shown on a continuous loop,

Visitors are invited to look up at the ceiling adorned with illustrated panels, the heritage room’s highlight.

combines archive footage and contemporary images to retrace more than a century of key moments, from the reigns of prince Albert I and prince Rainier III to the initiatives led by HSH Prince Albert II of Monaco and today’s Oceano community. Visitors are invited to look up at the ceiling adorned with illustrated panels, the heritage room’s highlight. Eight audio modules offer insights into the lives of scientists, heads of state, and figures from the worlds of business and the arts, including Jacques Cousteau, Jean Malaurie, Anita Conti, Jean-Louis Étienne and John Kerry, who voice their own commitment – and that of the institute – to marine conservation.



Some key historical events held in the Conference Hall:

1905	1959	2008	2010	2019
During the construction of the museum, prince Albert I presided over the first test flights of a light helicopter on the site of what would become the future Conference Hall	At the Scientific Conference on the Disposal of Radioactive Waste (300 scientists from 31 countries), Monaco opposed the dumping of nuclear waste in the Mediterranean	Conference on the conservation of bluefin tuna in the Mediterranean, calling for international protection and the introduction of fishing quotas	The first Monaco Blue Initiative (MBI) is held	Presentation of the IPCC Special Report on the Ocean and Cryosphere

Permissions

Agreements signed in 2025 gave permission to use a total of 158 images from our collections. These have appeared in exhibitions, magazines, websites and books, including the book *Monaco, une souveraineté dans l'Histoire*, published by the Palace Archives.

Visiting researchers

In 2025, the museum welcomed eight researchers who studied our collections. Two Spanish specialists in sponge systematics returned for a second ten-day visit to examine prince Albert I’s specimens, demonstrating the global scientific importance of this collection. The researcher Timothy Swain, a marine ecologist and coral specialist, worked on an article on zoanthid coral for the journal *Zootaxa*.

WebMuseo

The computerised management of museum collections is crucial both to preserve heritage and to make it accessible to the public and to researchers. In 2025, the museum’s team finalised the roll-out of the WebMuseo platform, which now holds more than 34,000 records of works and specimens.

Inauguration of a new room



The new Jules Richard Room was created to welcome heads of state, renowned researchers and partners committed to marine conservation in the best possible conditions. This distinguished venue is enhanced through heritage objects commemorating Jules Richard, the first director of the Oceanographic Museum of Monaco, an illustrious French scientist and close collaborator of prince Albert I.





POLAR MISSION

The polar exhibition travels to Switzerland

After its resounding success at the Oceanographic Museum of Monaco, the *Polar Mission*, exhibition opened in Lausanne on 6 March at AQUATIS, Switzerland's largest aquarium, and one of the largest freshwater aquariums in Europe.

IMPACT

75 objects on loan from the Oceanographic Institute

93 royalty-free images

With 2025 marking the International Year of Glacier Preservation, it was a timely occasion for the Swiss public to discover this exhibition with its themes of Inuit culture, great polar explorers, and the exceptional biodiversity of the Arctic and Antarctica. The 18-month exhibition is the result of an unprecedented collaboration between two institutions united by shared values and goals.

"Seeing our *Polar Mission* exhibition set sail and take up residence on the shores of Lake Geneva is a great source of satisfaction! It is a fundamental goal to make the voice of the poles heard beyond the walls of the Oceanographic Museum: by reaching new audiences, we can raise awareness of polar conservation and encourage action."



Robert Calcagno,
CEO of the
Oceanographic
Institute

"We are extremely proud to host the *Polar Mission* exhibition at AQUATIS. This collaboration with the Oceanographic Museum of Monaco clearly illustrates our commitment to raising awareness of environmental challenges. By highlighting the beauty and vulnerability of the poles, we hope to inspire visitors to better understand these unique ecosystems and to take action to protect them."



Davide Staedler,
Chair of the
Aquatis Foundation



Cooperation

Promoting Arctic research



On 4 and 5 February, Monaco hosted the two-day summit Arena for the Gap Analysis of Existing Arctic Science Cooperation (AASCO), an event dedicated to analysing research gaps and fostering new collaborations on Arctic research and climate issues. The summit was opened with an address by HSH Prince Albert II of Monaco outlining a clear objective: to strengthen scientific cooperation and set out the broad directions for Arctic research. Extreme conditions do not make the task easy, and the need to advance interdisciplinary studies was a constant theme among experts. Hosted by the Prince Albert II of Monaco Foundation and bringing together renowned scientists, the summit identified key research areas as priorities: the dynamics of Arctic sea ice and the Greenland ice sheet, short-lived climate forcers, interactions between Arctic processes and the global climate system, as well as air pollution, which affects this fragile region. Particular attention was also given to the importance of co-producing knowledge with local and Indigenous communities.



THE AQUARIUM

A SHOWCASE FOR LIFE

Our renowned aquarium features a wealth of ecosystems and species from the Mediterranean and the tropics: 90 tanks of exhibition space, wowing visitors with an extraordinary ballet of shapes and colours. In 2025, the Jean Jaubert tank was completely renovated to put on display the living treasure of a genuine fragment of coral reef from the Red Sea. Behind the scenes, the teams of the Monaco Marine Species Care Centre (CMSEM) continue to develop methods to promote reproduction to limit the number of organisms taken from the marine environment.

Coral takes centre stage

In 1990, the tank located in the aquarium's tropical section was one of the first in the world to sustain a coral reef in an artificial environment. After 35 years, it was time for a restoration to keep it at the cutting edge of scientific innovation.

Designed following an expedition led by marine ecologist and coral specialist Jean Jaubert in the Gulf of Tadjoura in Djibouti, this tank was a precursor for the technique of coral fragging, a propagation method now practised in aquariums worldwide and an expertise that contributes to the international renown of the Oceanographic Museum of Monaco. Decades on, a recent major renovation has consolidated and modernised the tank, while ensuring the preservation of the nearly 80 coral colonies it houses. This required the skill and knowledge of our technical and aquarium teams to recreate the coral reef as faithfully as possible. The operation involved the relocation of the tank's organisms, followed by their reintroduction and acclimatisation to the water and the restoration of the biological

balance. On the technical side, the increase in water volume to 38,000 litres, the redesign of the décor, and the installation of a 10-cm thick, 1.7-tonne panoramic glass panel (the weight of an elephant!) now provide a more immersive view of the underwater inhabitants. Fittingly, the tank has been renamed *Jean Jaubert*, in tribute to its creator. While it offers a captivating viewing experience that is an invitation to appreciate the beauty and wonder under the surface of the Red Sea, it is more than that. It is a tool for conservation, education and raising awareness, complete with an

Fittingly,
the tank has been
renamed *Jean Jaubert*,
in tribute to its creator.

informational display and a digital projection using mapping technology that allows visitors not just to observe coral reefs, but to understand their vital role and to appreciate their fragility.



Microbiological monitoring of the water

A collaboration with Daxtachem, a chemistry and biotechnology consultancy, with the support of AAMOM, allows the water quality in our aquariums to be monitored in real time.

To better understand the dynamics of the bacteria present in the aquarium water from the moment it is pumped from the Mediterranean to the tanks, in 2025 our teams began using BactoSense, a device developed by bNovate Technologies. The tool is based on automated cytometry technology, enabling the rapid quantification of bacteria present in the water and the monitoring of biological activity in the circulating aquarium water in near real time. The analyses reveal seasonal variations in bacterial communities, identify bacteria typical of marine environments, and study the antibiotic sensitivity profiles of certain bacteria. Combining innovative technologies with in-depth microbiological analyses improves the team's ability to monitor water quality and better anticipate potential microbiological risks.

Developing a dressing to treat fish wounds

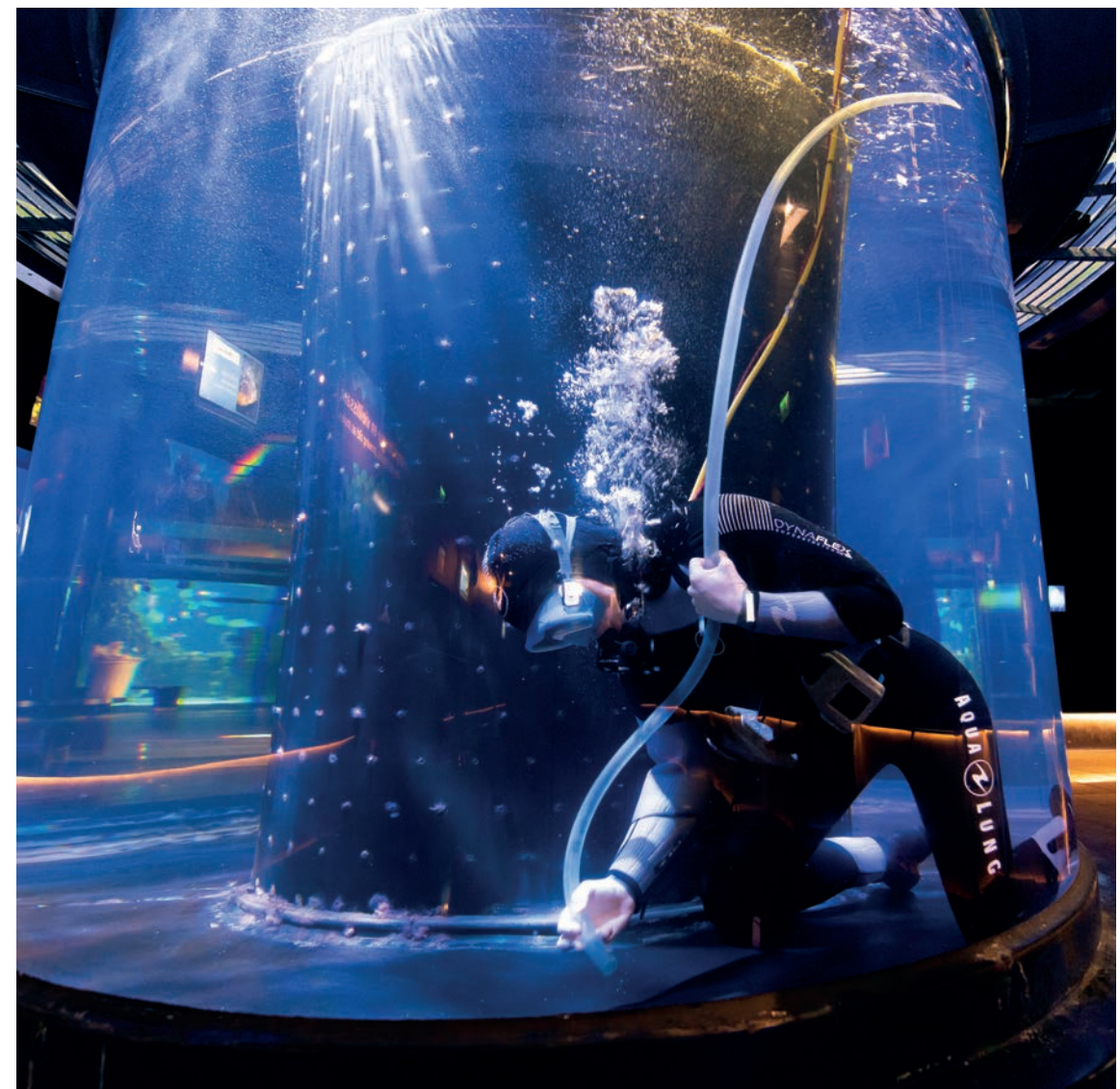
The aquarium's teams continue to work on the development of an innovative dressing to accelerate the healing of fish wounds. The project presents a dual challenge, as the dressing must be adapted to the aquatic environment and to the skin of fish. Several tests were carried out during 2025, using various formulations developed in partnership with Daxtachem. A prototype powder formula that is applied in the same way as a topical cream for humans has shown promising results to date, calling for further research.



Collab

The technical expertise of our teams has been sought by the Geoazur laboratory and the government of Monaco for a project to develop the use of fibre optics to capture the underwater sounds of specific animals. Initial tests were carried out in a tank to validate the method, and the next stages took place at sea, off the coast the museum overlooks. Among

other things, the method will enable the presence of certain rare and protected species to be confirmed, so that vessels entering and leaving ports can be alerted in real time. The trials conducted at the foot of the museum succeeded in capturing the sounds of groupers and brown meagres, confirming their presence with precision.



IMPACT

518 dives to maintain the aquariums, amounting to +/- 520 hours underwater, carried out by 10 divers

2,200 kg of food distributed to marine animals (excluding tortoises)

365 evening rounds to check the aquariums

300,000 m³ of seawater pumped, filtered and distributed to the tanks

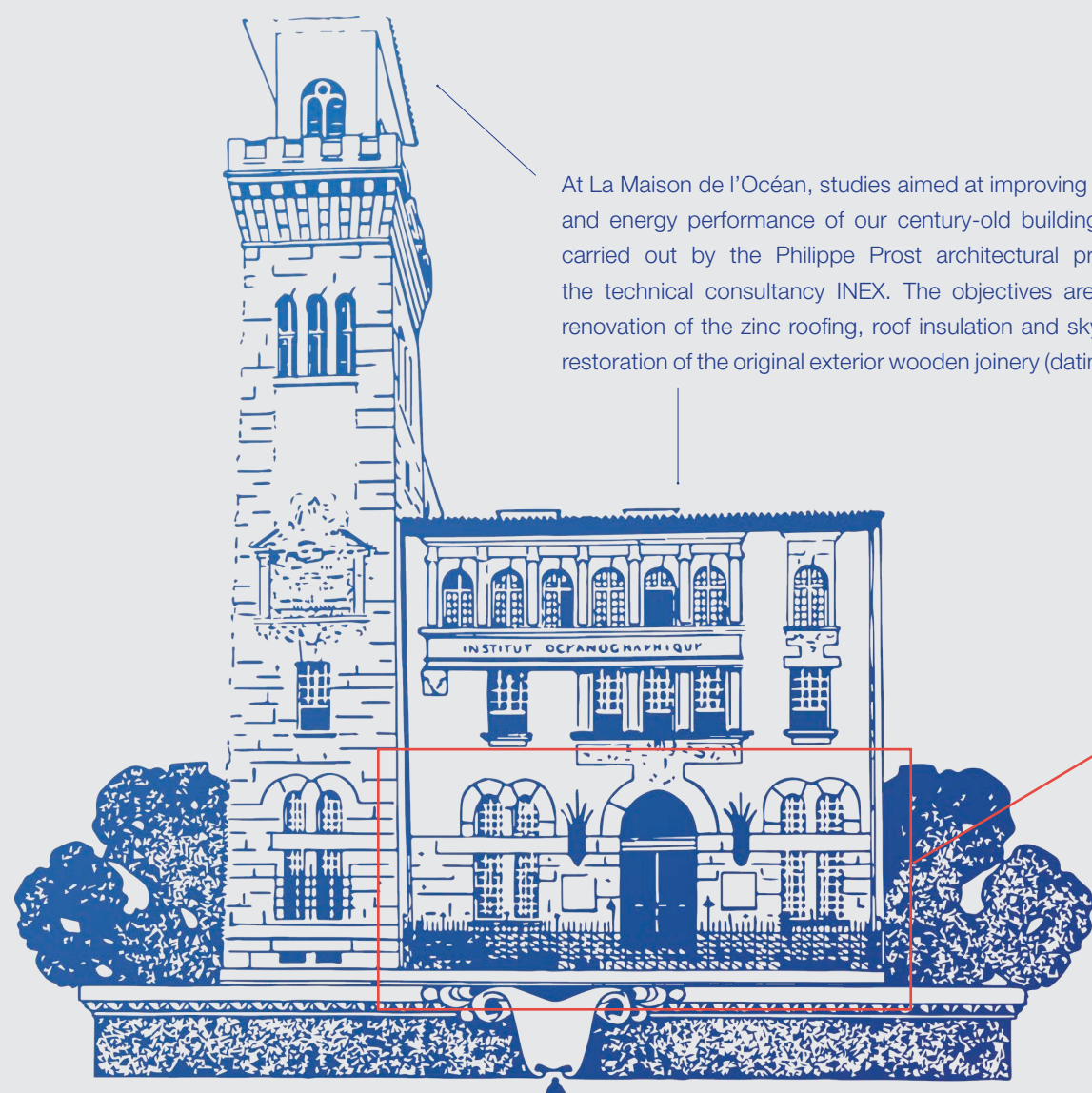
250 coral cuttings produced and placed in the aquariums

1,500 sardines reared that will join the shark tank in 2026

GOOD PRACTICE

REDUCING OUR ENERGY FOOTPRINT

The Oceanographic Institute is continually improving its buildings, equipment and operations. Our strategy of energy optimisation is based on a series of studies on energy efficiency and limiting consumption, a challenge we have taken up and whose first results can be seen at both La Maison de l'Océan and the Oceanographic Museum.



At La Maison de l'Océan, studies aimed at improving the thermal and energy performance of our century-old building are being carried out by the Philippe Prost architectural practice and the technical consultancy INEX. The objectives are: complete renovation of the zinc roofing, roof insulation and skylights, and restoration of the original exterior wooden joinery (dating to 1911).

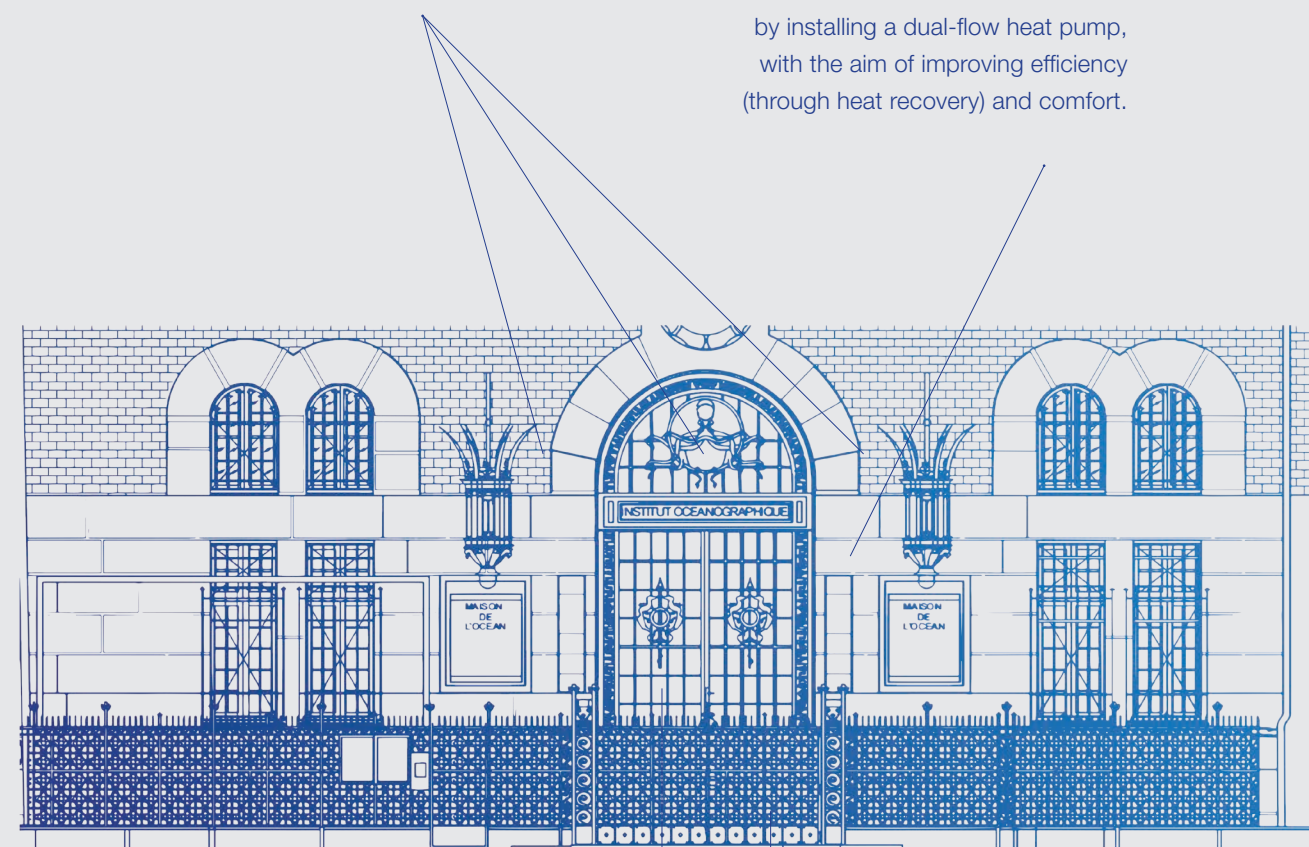
La Maison de l'Océan renovation projects

Improvements to the building and technical installations are underway at our historic location in the heart of Paris. Led by the award-winning architect Philippe Prost (winner of the 2022 Grand Prix National de l'Architecture), and supported by the Fondation du Patrimoine, the restoration is being carried out by TOLLIS (AURIGE Group), which is certified to work on Historic Monuments.

The restorations include:

Restoration of the artistic metalwork on the coat of arms, the ornaments and the two stone lanterns.

The replacement and reinforcement of the heating system in the entrance hall, carried out by CELCIO, a company specialising in plumbing and heating. Beyond this, plans are being considered to reverse the airflow direction and create an exhaust air flow by installing a dual-flow heat pump, with the aim of improving efficiency (through heat recovery) and comfort.



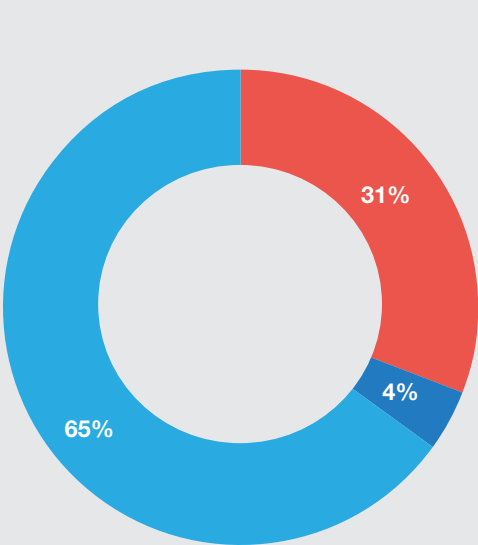
Restoration of the
woodwork on the historic
glass entrance door.

Restoration of the artistic
ironwork on the railing
and the monumental door.

Measuring our environmental impact and reducing greenhouse gas emissions

Since 2021, the Oceanographic Museum has been a signatory to the Energy Transition Pact and participates in the low-carbon strategy promoted by the government of Monaco. Its carbon footprint, calculated using the tool provided by the principality's Mission for Energy Transition, is steadily decreasing.

Energy is the main source of emissions, followed by mobility and waste. Total CO2 emissions linked to our activities have fallen by 6.03 tonnes compared to 2024, representing a 1.28% reduction in our environmental impact.

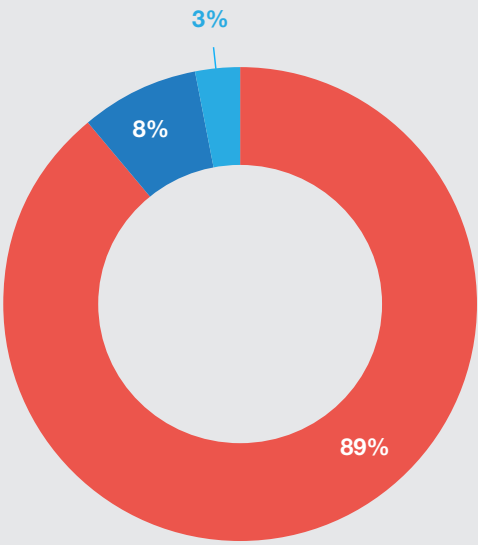


	Emissions (tCO2eq)*	%
Mobility	143.19	31
Waste	16.44	4
Energy	305.79	65
Total 2025	465.42	100

Breakdown of annual greenhouse gas emissions generated by the Oceanographic Museum over a year by business activity

OVERALL

The annual greenhouse gas emissions review for the Oceanographic Museum of Monaco shows total emissions of 465.42 tonnes of CO2 equivalent. There was a particularly significant reduction in energy use, with a decrease of 20 tCO2eq over the year. Emissions related to waste production remained stable. There was a slight increase in greenhouse gas emissions in mobility, largely related to commuting. This was due to an increase in staff numbers and a steady rate of remote working.

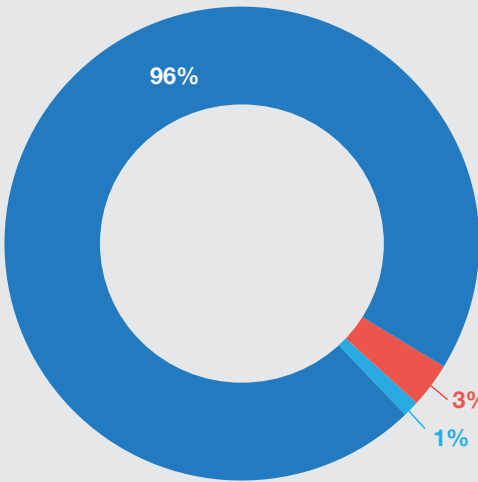


	Emissions (tCO2eq)*	%
Commuting to and from work	127.49	89
Business trips	11.39	8
Work vehicles	4.31	3
Total	143.19	100

Breakdown of annual greenhouse gas emissions generated by the Oceanographic Museum linked to travel

MOBILITY

There was a slight increase in greenhouse gas emissions in mobility, largely related to commuting. This was due to an increase in staff numbers and a steady rate of remote working.

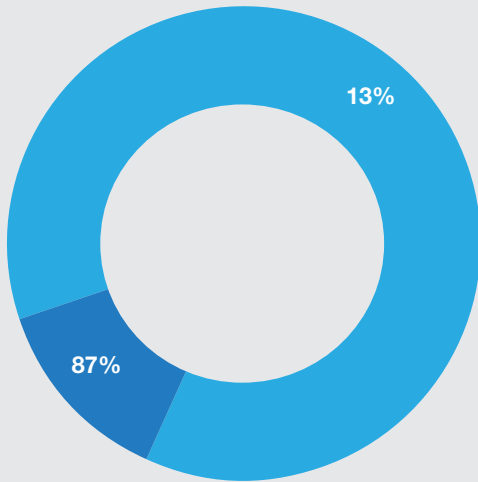


	Emissions (tCO2eq)*	%
Household waste	15.81	96
Recycling	0.42	3
Glass	0.21	1
Total	16.44	100

Breakdown of annual greenhouse gas emissions generated by the Oceanographic Museum linked to waste

WASTE

Emissions linked to waste have remained relatively stable over the last two years. Our collaboration with the Société Monégasque d'Assainissements (Monaco's sanitation agency) and the introduction of the waste register in 2024 have enabled us to regularly monitor both our impact and the sorting carried out by our teams and contractors.



	Emissions (tCO2eq)*	%
Other than heating	265.79	87
Air conditioning (hot and cold)	40	13
Total	305.79	100

Breakdown of annual greenhouse gas emissions generated by the Oceanographic Museum linked to energy consumption

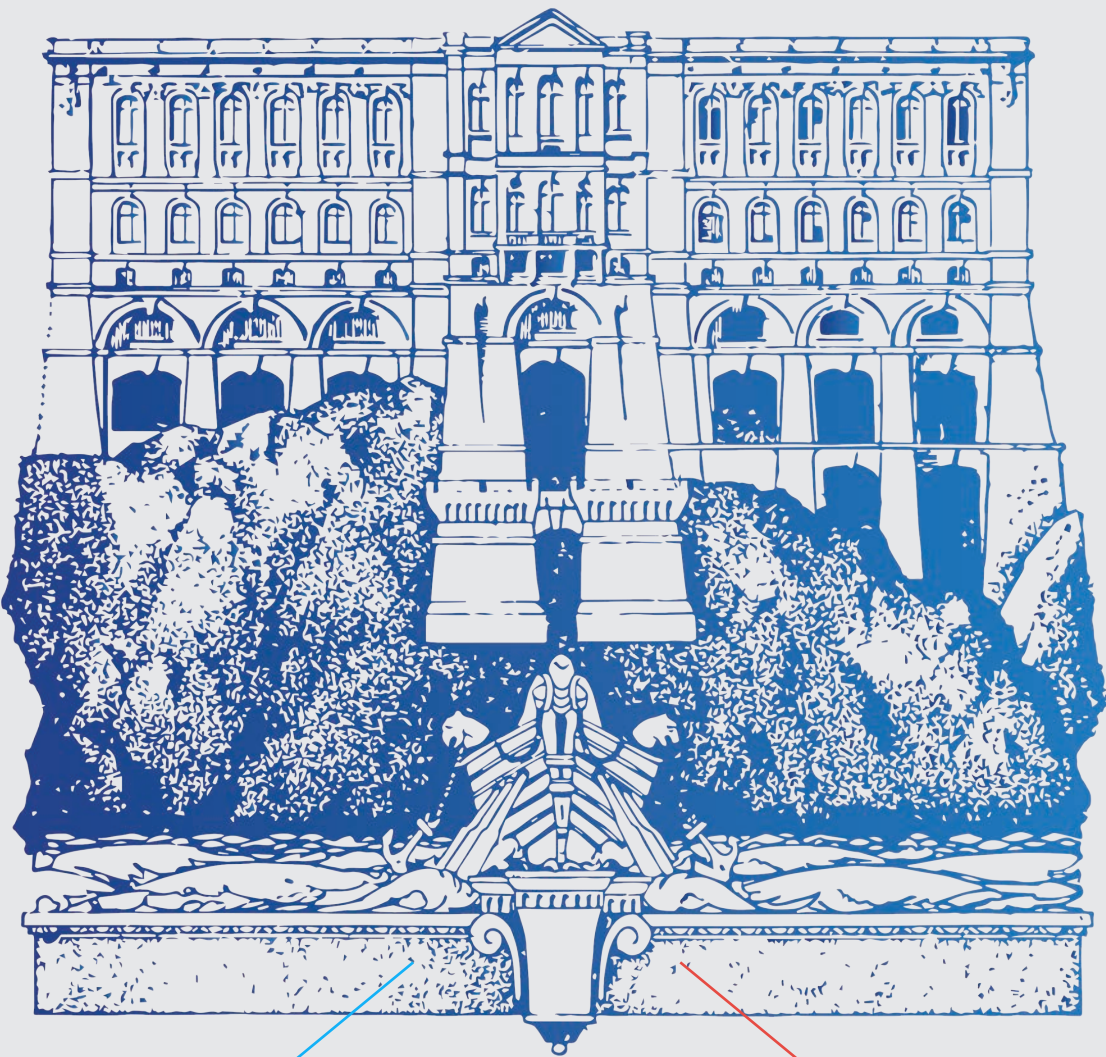
ENERGY

This category generates the most CO2 emissions, accounting for 70% of the annual total. However, we have achieved a steady decline in energy consumption over recent years, from 326 tCO2 in 2024 to 305 tCO2 in 2025, representing a reduction of 21 tonnes compared to the previous year (-6.44%). This reflects the regular monitoring of our consumption, an energy-saving plan launched in 2023 and, above all, the modernisation of our technical installations.

Results of the 2025 GHG assessment (Figures as of 2 January 2026)
(*) Tonnes of CO2 equivalent

Savings in 2025

With better management of facilities and usage, and the installation of more efficient and water-saving equipment, these efforts are paying off.



WATER

5,765 m³ of water consumed in 2025
(6,675 m³ in 2024)

→ 910 m³ saved,
a 13.6% reduction in annual consumption

ELECTRICITY

Total consumption of 3,117 MWh recorded in 2025
(3,294 MWh in 2024), a saving of 177 MWh on
annual consumption (a reduction of 5.3%,
equivalent to 19 days of operation)

Soft mobility and sustainability

CYCLING



Since 2022, the Oceanographic Museum has been offering staff the opportunity to use the electric bike-sharing scheme (Monabike) provided by the principality. Monabike cards are proving increasingly popular with our teams.

3,032 journeys in 2025, an increase of 577 uses compared to 2024 (+19%).

SERVICE VEHICLES



The fleet of work vehicles was completely replaced with 100% electric vehicles in 2023, so in 2025 all journeys were “zero emission”:

2023: 25,716 km travelled, including 13,301 km in electric vehicles (52%).

2024: 27,872 km driven with electric vehicles (100%).

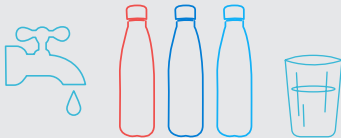
2025: 28,063 km driven with electric vehicles (100%).

REPAIR



On 25 November, European Week for Waste Reduction once again brought the teams from the Oceanographic Museum together in the Conference Hall for a day of participatory workshops combining education, creativity and celebration offered to 200 students from six schools in the principality and the region. The workshops tackled topics relevant to everyday life: mobile phones, electronic devices, fashion, skin care, food, etc. The students discovered how to repair, reuse and rethink their usage to give objects a second life, helping to raise awareness and encouraging the adoption of sustainable habits.

WATER BAR



Among our CSR initiatives, access to drinking water has been optimised by providing 964 100% infinitely recyclable aluminium water bottles for meetings and 365 10-litre bag-in-box water dispensers for staff, particularly in areas without water fountains. A 100% recyclable “Water Bar” system ensures healthy, high-quality hydration for teams.

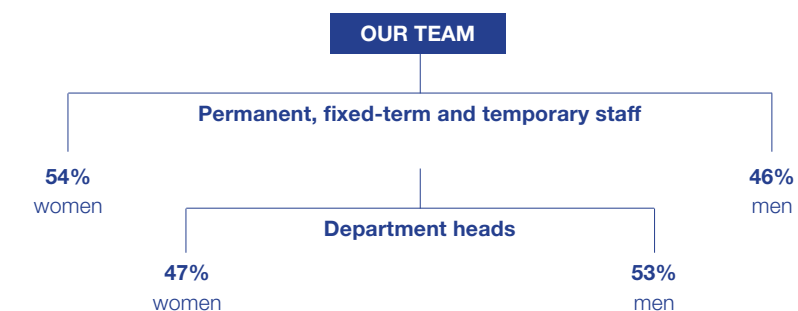


The Oceanographic Institute team

Our staff's deep commitment to the Oceanographic Institute's values is reflected in their average length of service of 10 years.

Welcoming over 650,000 visitors from all walks of life each year, the Oceanographic Institute teams work behind the scenes to offer an exceptional experience. This requires a diverse range of professions, profiles and skills across different departments, from Technical Services (reception, aquarium, audiovisual services, IT, maintenance and works), Administration (accounting, human resources, legal), Development (sales, shop, ticket offices, visitor experience and relations, exhibitions and heritage, conservation of historical and scientific collections, education and outreach), Sponsorship & Partnerships (events, partnership development),

Ocean Policy (cooperation initiatives, conferences, workshops, international meetings, projects), and Communications (press and media, publications, digital). Given demographic challenges and the importance of attracting new talent, the institute has taken steps to boost its recruitment strategy, with around 50 staff members joining our ranks in 2025 (including 25 seasonal and temporary contracts), in line with our commitment to gender equality and the fight against discrimination. This proactive approach serves to strengthen a long-standing institution, ensuring both the continuation of our historic missions and our ability to adapt to the challenges of the future.



La Maison de l’Océan

Corporate seminars, awards ceremonies, digital events, film shoots, press conferences, scientific symposia... at our hub for the Ocean in the heart of Paris, our private events continued to grow in 2025. Its nine spaces were filled to capacity, welcoming 170,000 people over the year for a total of 204 events. A highlight was the Prince Albert I Grand Medals for the Ocean ceremony on 8 December, attended by 270 guests in the presence of HSH Prince Albert II.



IMPACT

6 tenants for marine conservation, all major actors in the protection of the environment and the Ocean:
Prince Albert II of Monaco Foundation (FPAII), Centre for Island Research and Environmental Observatory (CRIOBE), Ocean & Climate Platform (POC), French Foundation for Biodiversity Research (FRB), Mediterranean Science Commission (CIESM), and the French Organising Committee for the 2025 3rd UN Ocean Conference (UNOC 3)

62,600 people attended the Sorbonne University's all-ages courses on 42 dates	98,100 spectators at the 109 performances of the Candlelight concerts	400 participants at the conference on overseas France organised by <i>Le Point</i> magazine	200 participants at the Prada x UNESCO press event for the <i>Sea Beyond</i> educational programme	150 participants at the IUCN conference <i>Le printemps de l’Océan</i>	2 X 450 participants at the Common Good Summit organised by <i>Challenges-Les Echos</i> financial magazines	100 participants at the FRB & CNRS symposium
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Oceanographic Museum

Its stunning location on the Rock of Monaco, its architectural beauty and its limitless space make it an ideal venue for professional events: corporate seminars, awards ceremonies, digital events, film shoots, press conferences, scientific symposia, as well as public events focusing on major environmental issues. With 62 events in 2025, the use of our facilities for private events fell slightly compared to 2024 (with its 76 events), which can be explained by renovation works and the decision to give priority to the most qualitative and important events, with an increase in rates and a limitation on free admission.

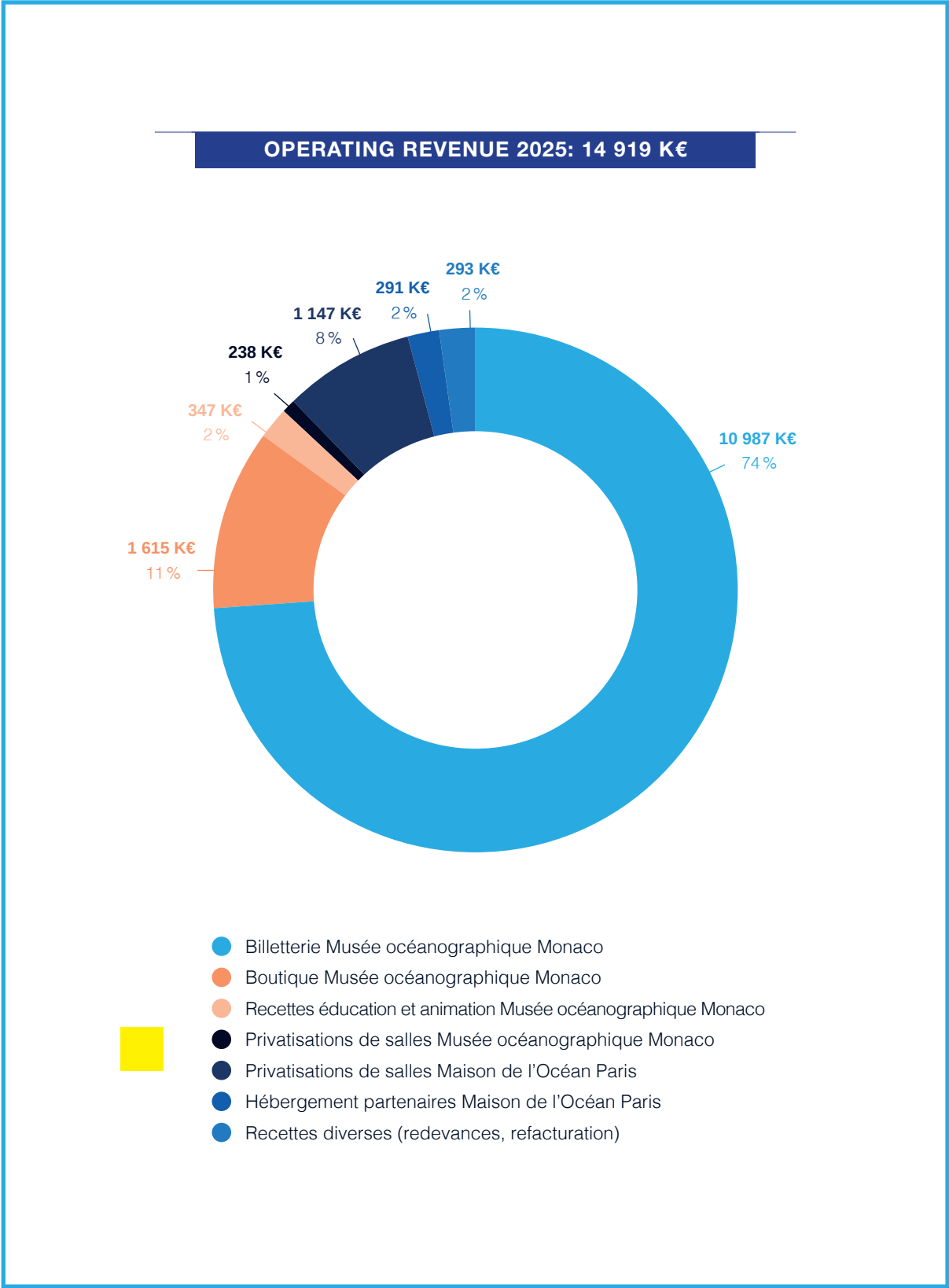
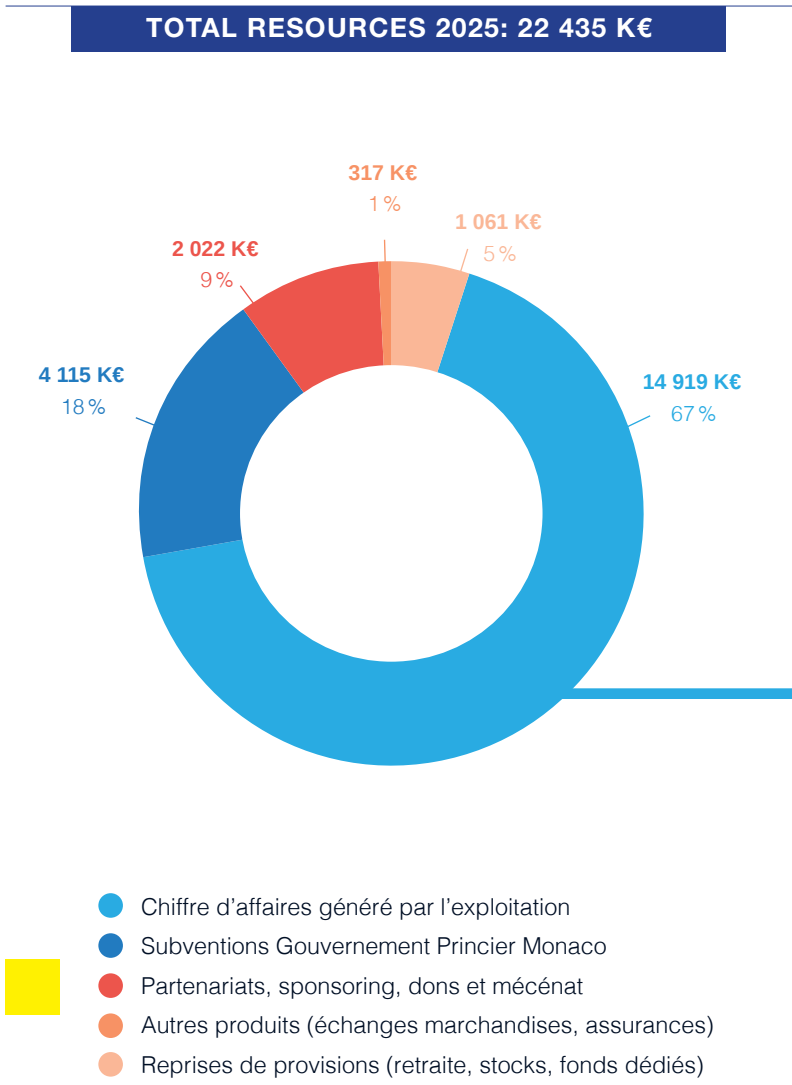


IMPACT

62 events hosted in 2025	45 events were held in spaces made available without charge, including 15 organised or co-organised by the Oceanographic Institute	3 events organised by the Association of Friends of the Oceanographic Museum of Monaco (AAMOM)	7,946 participants	Top 3 events: Official visit by French President Emmanuel Macron / Official visit by the President of Portugal / Forbes Travel Guide Summit	The polar symposium “From Arctic to Antarctic – The Cold is Getting Hot!” organised by the Prince Albert II of Monaco Foundation
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Our resources

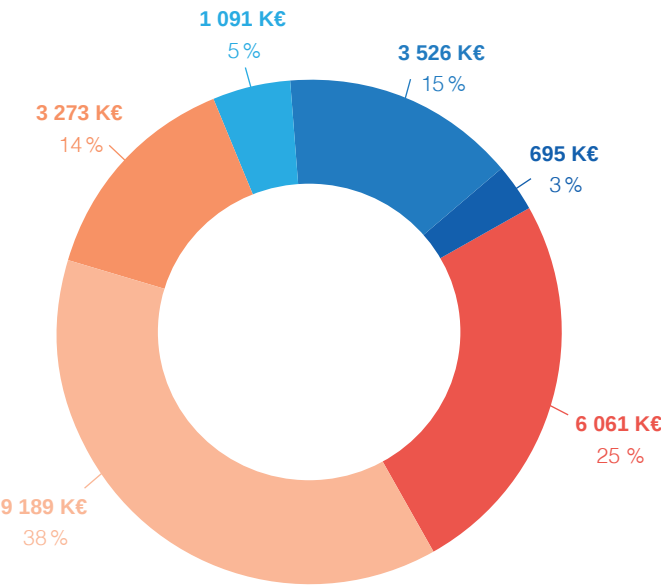
BREAKDOWN OF OPERATING INCOME 2025



Our costs

BREAKDOWN OF OPERATING EXPENSES 2025

TOTAL OPERATING EXPENSES 2025: 23 834 K€



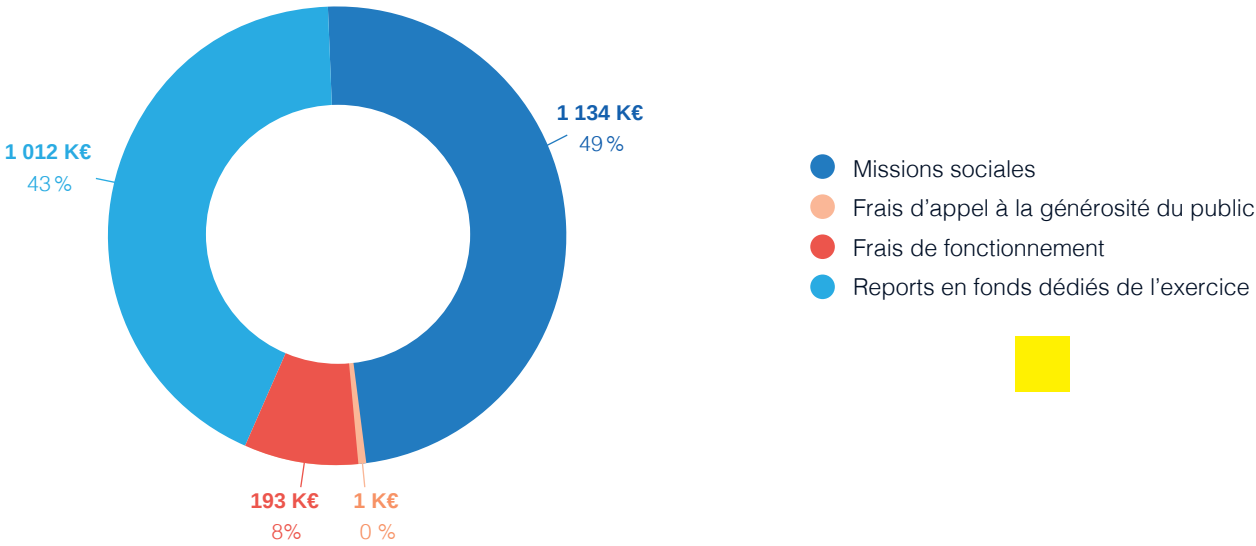
- Frais de personnel
- Dotations aux amortissements
- Dotations provisions d'exploitation (retraite, fonds dédiés)
- Fluides, consommables, marchandises, fonctionnement
- Frais de missions et réceptions
- Contrat maintenance, sous-traitance, honoraires, assurances & communication

Public fundraising

ACCOUNT OF USE OF RESOURCES 2025

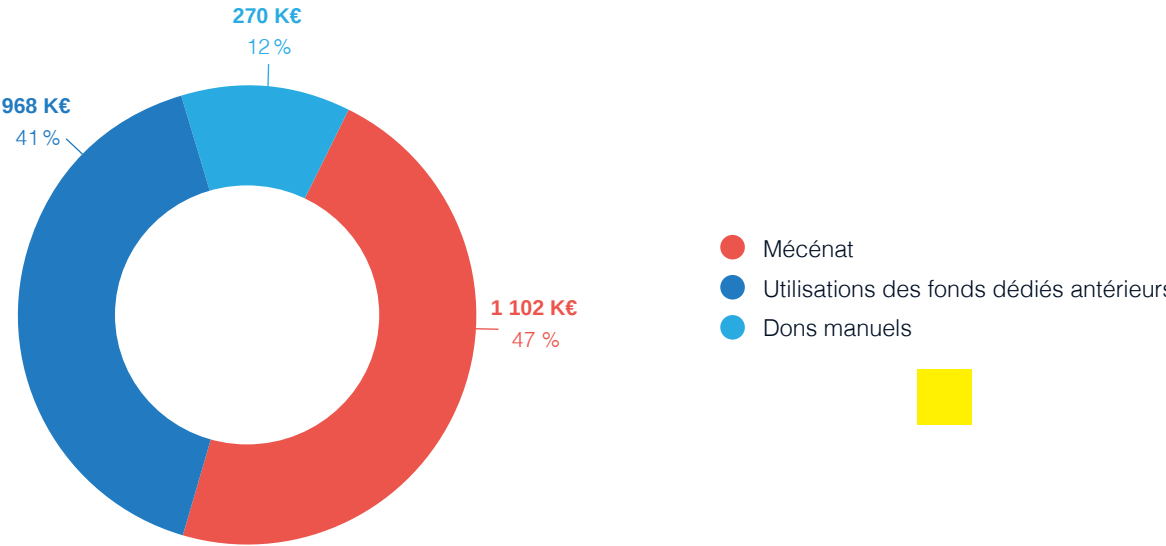
€ 1,615 K

2025 USE OF RESOURCES GENERATED BY PUBLIC GIVING: 2 340 K€



- Missions sociales
- Frais d'appel à la générosité du public
- Frais de fonctionnement
- Reports en fonds dédiés de l'exercice

2025 RESOURCES FROM PUBLIC GIVING: 2 340 K€



- Mécénat
- Utilisations des fonds dédiés antérieurs
- Dons manuels

Our governance bodies

Honorary President of the Oceanographic Institute:
HSH Prince Albert II of Monaco

Board of Directors

Chair of the Board of Directors:

Julia Marton-Lefèvre
Chair of the Board of Directors of the Villars Institute
Member of the Executive Committee, Yale University School of Forestry and Environmental Studies
Former Director General of the International Union for Conservation of Nature (IUCN)

Vice-Chair:

Marie-Pierre Gramaglia
Former Government Councillor – Monaco Minister of Public Works, the Environment and Urban Development
Ex officio member representing Monaco authorities

Secretary-treasurer:

Henri Peretti
Honorary Inspector General, French Ministry of Higher Education and Research
Ex officio member representing the Minister of Higher Education

Members:

Pierre Bayle
Honorary Prefect
Ex officio member representing the Minister of the Interior

Maria Damanaki
Senior Advisor – The Paradise International Foundation, SYSTEMIQ Ltd, Rockefeller Brothers Foundation

Jean-Claude Duplessy
Member of the French Academy of Sciences
Emeritus Research Director at the National Centre for Scientific Research (CNRS)
Honorary Chair of the National Committee for the Evaluation of Research (CNE2)

Sylvie Goulard
Former French Government Minister
Former Deputy Governor of the Banque de France
Co-Chair of the International Advisory Panel on Biodiversity Credits (IAPB)

Valérie Masson-Delmotte
Research Director at the French Alternative Energies and Atomic Energy Commission (CEA)
Member of the French High Council for the Climate
Former Co-Chair of the Intergovernmental Panel on Climate Change (IPCC) working group

Gilles Tonelli
Former Government Councillor of the Principality of Monaco
Director of the Oceanographic Institute from 2009 to 2011
Ex officio member representing Monaco authorities

Anthony Torriani
Founder and Managing Director of an independent wealth management company based in Monaco

Scientific Advisory Board

The Oceanographic Institute has always maintained a close link with science. The Board of Directors is supported by the advice of a Scientific Advisory Board made up of eminent experts in most of the disciplines involved in oceanography. These experts guide the Board of Directors in attributing the prizes and medals awarded each year by the Oceanographic Institute.

Chair:

François Houllier
Chair and Director of the French Institute of Ocean Science (Ifremer)

Vice-Chair:

Shubha Sathyendranath
Merit Scientist, Plymouth Marine Laboratory, UK

Secretary:

Valérie Davenet
Director of the Environment, Principality of Monaco

Honorary Chair:

Philippe Cury
Research Director at the French Research Institute for Sustainable Development (IRD)

Honorary Vice-Chair:

Ricardo Serrao Santos
Doctor of Biology, University of the Azores

Membres :

Sandra Bessudo
Founder and Director of the Malpelo and Other Marine Ecosystems Foundation, Bogotá, Colombiae

Hélène Lafont-Couturier
Heritage Curator, Director of the Musée des Confluences, Lyon

Eva Maire
Research Fellow at the French Research Institute for Sustainable Development (IRD) within the Marine Biodiversity, Exploitation and Conservation (MARBEC) research unit

Cyrille Poirier Coutansais
Research Director at the Centre for Strategic Studies of the French Marines (CESM)

Yunne-Jai Shin
Research Director at the French Research Institute for Sustainable Development (IRD) within the Marine Biodiversity, Exploitation and Conservation (MARBEC) research unit

New members in 2025:

Katja Matthes
Director of the GEOMAR Helmholtz Centre for Ocean Research Kiel and Professor of Atmospheric Physics

Susana Salvador
Executive Secretary of the OSPAR Commission (Head of the OSPAR Secretariat) since 2025. Former Executive Secretary (2020–2024) of the Agreement on the Conservation of Cetaceans of the Black Sea, Mediterranean Sea and Contiguous Atlantic Area (ACCOBAMS)

Management Committee

Within the strategic framework and general policy defined by the Board of Directors, the Management Committee is responsible for the management of the Oceanographic Institute.

Robert Calcagno
CEO

Cyril Gomez
Deputy CEO

Olivier Cléné
Technical Director

Julien Guinhut
Corporate Sponsorship and Partnerships Director

Jérémy Mendel
Administration Director

Bernard Reilhac
Development Director

Émilie Vitale
Communications Director

Media and institutional partners helping to spread our message

Through numerous partnerships, the Oceanographic Institute is expanding and strengthening the visibility of its activities. These strong links offer the institute free communication opportunities with significant advertising and editorial impact.

Interviews, media engagement, advertising placements: the Oceanographic Institute benefitted from a range of feeless visibility opportunities in 2025 through its 22 active partnerships. Two-thirds of our partners renew their support year on year, a sign of enduring trust that is evident at both local and national levels, across a range of media including Challenges, Le Figaro Magazine, Le Point, Science & Vie, Science & Vie Junior, Mon petit Science & Vie, Science & Vie Découvertes, Nice-Matin, Arte, BFM TV Nice Côte d'Azur, Radio France & Ici Azur (notably with five episodes of the "Mer en vue" podcast and one episode of *Albert 1^{er} de Monaco, prince explorateur*

et visionnaire, with nearly 3,000 listens), Diversité FM, and Premium Radio. Beyond the media, the Oceanographic Institute also made a splash at the Ocean Days Festival with its logo displayed on the Promenade Sainte-Catherine in Bordeaux, a photography exhibition by Greg Lecoeur, and the provision of display space at the Société Nautique de Monaco, in the principality's car parks, and through the company Monaco le Grand Tour. This generated the equivalent of €1.58 million in media value, resulting in a consolidated 63.6 million message views without having to allocate a specific budget.

IMPACT

Five new agreements signed, expanding our visibility network

Paris public transport (RATP)

→ 600 billboards in the Paris metro over one week in June 2025 during UNOC 3

Greg Lecoeur

→ Photographs made available for UNOC 3 off-site exhibitions

Pathé Nice

→ One week's screening of our video *What are we waiting for to be happy?* from 4 to 10 June in conjunction with World Oceans Day

→ One week's broadcast of our video *What are we waiting for to be happy?* from 26 November to 2 December in conjunction with Mediterranean Day

TV5 Monde

→ 2 x 4 weeks of broadcasts on each channel: 88 airings

Monaco train station

→ Free provision of space

