



HAROPA PORT

Le Havre
Rouen
Paris



Objective 2025

2020 – 2025 Strategic Project Overview

The adoption of the 2020-2025 Strategic Project represents a major step forward for the major Seine Axis river- and seaport.

Its implementation has already commenced and it is intended to meet the challenges that are key to its existence: to make HAROPA PORT a benchmark maritime and river port complex. Our work focuses on multimodality, the environmental and digital transition, dynamic management of port land and a movement to support major change in our local regions, consistent with the societal expectations of the local population.

More particularly, it is the intention of HAROPA PORT to support the decarbonisation of logistics and transport activities along the Seine Axis.

Looking beyond this, we are committed to participating actively in meeting the national low-carbon strategy directed at limiting global warming and creating integrated industrial ecosystems to capture value-added for local regions.

All HAROPA PORT's teams and port actors are combining their efforts to meet the challenge of change for collective success.



Daniel Havis,
Chairman of the HAROPA PORT
Supervisory Board

In figures

- 1st French port for foreign trade
- 1st European river port for passenger transport
- 1st West European port for grain exports
- 4th ranked Northern European port

Our objectives for 2025

- An investment programme involving expenditure of **€1.3bn** between 2020 and 2025 across the entire Seine Axis.
- Total maritime traffic of **92Mt**.
- River traffic of **35Mt**. Support for decarbonisation projects and production by HAROPA PORT of **20MW** using solar PV installations.
- Modal transfer to mass freight transport of **20%** for containers and **40%** bulk cargo by 2025.



Three integrated ports: what benefits?

The creation on 1 June 2021 of the major Seine Axis river- and seaport favours the full realisation of the goals promoted by the HAROPA PORT 2020-2025 Strategic Project.

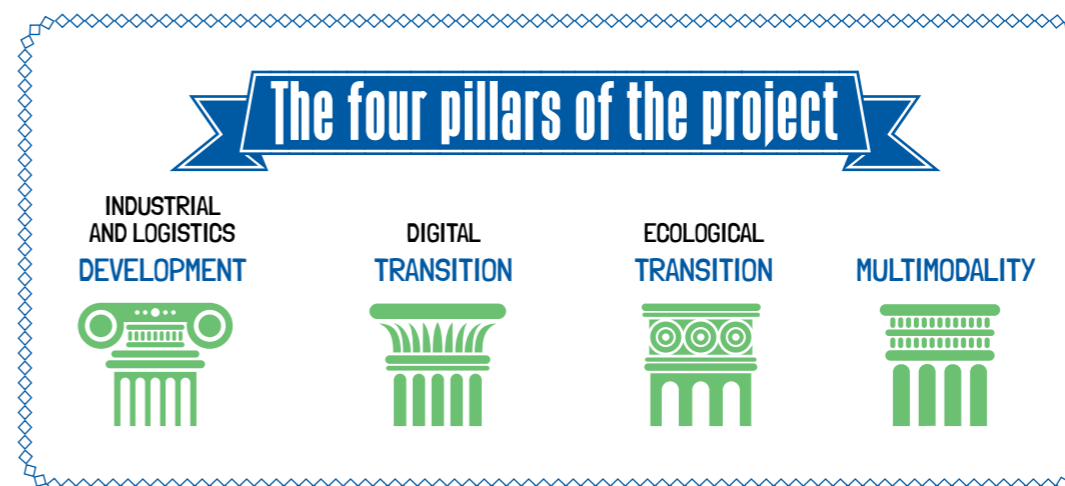
Three integrated ports mean the following for our customers:

unified services:
one-stop shops for commercial services and customs,

greater capacity for action:
for a more successful ecological and digital transition,

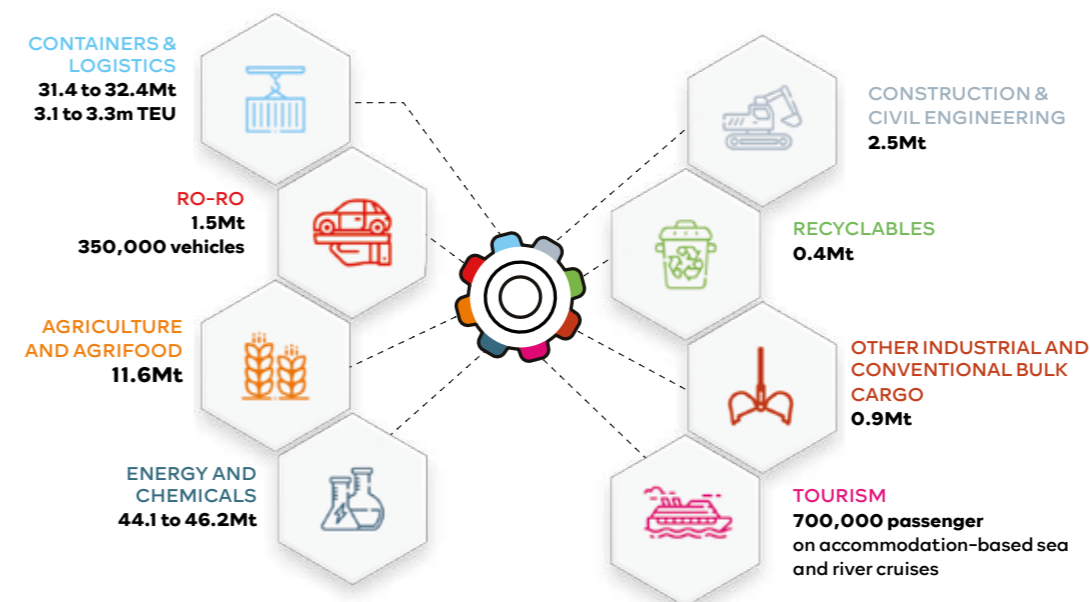
a more robust economic base:
pooling of resources and greater resilience in coping with adverse sectoral factors,

a common environmental strategy:
proactive action and dialogue across the entire Seine Axis.



The 2020-2025 Strategic Project is intended to make the Seine Axis into a port, logistics and industrial complex in the first rank, thereby consolidating the role of HAROPA PORT as a major port in the Northern European Range.

Sector targets for 2025



HAROPA PORT's strategy is intended to be a contribution to making France Europe's first major decarbonised economy. To achieve this, we want:

- To make the industrial and port areas of the Seine Axis ports preferential locations for the industrial redevelopment of France.

- To recapture part of the value-added generated by import logistics activities.

- To enhance the competitiveness of the major export sectors.

This goal will be pursued alongside all our partners and across the entire Seine Axis region.

Our success will be collective!



Stéphane Raison,
CEO and Chairman of the Management Board
HAROPA PORT

Our development strategy



Le Havre: construction of 700 metres of quay, increasing Port 2000's total quay span to 4.2km.

A determinedly multi-sector orientation

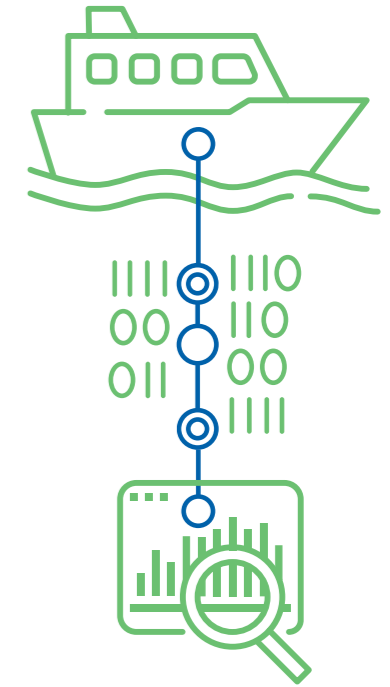
- **To develop** terminal reception capacity and logistics real estate, to expand mass freight transport, to ensure seamless goods throughput.
- **To facilitate** industrial onshoring and synergy development in industrial/port areas, enhancing the acceptability of port activities and the industrial security culture.
- **To expand** and modernise the cruise and ferry terminals, and to roll out clean energy for port calls in order to enhance the Seine Valley's attractiveness for tourism.

At the service of the customer

- **To offer** a commercial one-stop-shop across the entire Seine Axis for processing requests from customers and partners, and to offer our customers customised solutions.
- **To develop** partnerships with other ports; to build a broader multimodal logistics offering.
- **To co-construct** novel services with our customers, working particularly through the Business Club, which acts as an effective platform for discussion and reflection.

Some representative projects

- **Support for Seine Lab**, a projected Seine Axis Innovation Centre.
- **Real-time modelling and simulation of physical and digital flows** on the Seine Axis.
- **Creation of the PSMO (Seine-West Metropolitan Port)** to the west of Paris in order encourage use of multimodal transport.
- **Modernisation of the Radicatel terminal** at Port-Jérôme.
- **Modernisation of the cruise terminals** at Le Havre and Rouen/ Honfleur.
- **Establishment in Le Havre of the SGRE plant** for the manufacture of offshore wind turbines, a first in France.
- **Finalisation of phase 3 of Port 2000** to enhance port reception for the maritime alliances.



Promoting innovation

- **Deployment** of a unified Port Community System to enhance information system interoperability and cybersecurity for our customers.
- **Encouragement** of participatory, regionally-based innovation (a data platform for the Seine Axis, involvement of the public in trials, and more).
- **An offering** of project engineering dedicated to sector requirements.
- **Digitalisation** of processes and development of sector skills based on cutting-edge technological solutions, levers for operational high-performance.

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The Seine Axis is a reservoir of talent and resources that enables us to act as an innovation laboratory, working alongside industries, companies, start-ups, institutions and universities based in our port areas. In the forefront of this experimentation is research centred on digital information: because it is this that will provide the basis on which we will continue to propose to our customers and partners novel service offerings that are ever-more seamless and secure.



Jérôme Besancenot,
HAROPA PORT “Digital Transition”
Project Manager

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Achieving a successful ecological and energy transition



Quayside electrical supply points in Rouen.

HAROPA PORT endeavours to control the impacts of port activities on the environment, to preserve biodiversity and the natural habitats in which the ports operate. As the first port at national level to engage in a determined effort to decarbonise its area and to foster the emergence of a circular economy in a spirit of industrial and regional ecology, it is the standard bearer for the sustainable industry of tomorrow.

- **To improve** the acceptability of our activities, most notably through sustainable development of spaces and by preserving the environment in order to reconcile the adjacent population with port and logistics land use.
- **To accelerate** the energy renewal, to produce green energy, to develop solutions for the supply of alternative forms of energy, to support the structural organisation of clean industries in order to adapt and to limit the effects of climate change.
- **To add value** to flows of waste and energy, to welcome actors specialising in the circular economy, for the benefit of the industrial/port ecosystem, and to foster short distribution channels: all these are preconditions for the successful establishment of an industrial and regional ecosystem.
- **To foster** biodiversity in our local areas, to protect and restore habitats, and to anticipate offset measures for development projects.

Our ambitions for 2025

A **port as catalyst** to advance the ecological transition.

A **port that is exemplary and innovative** in its environmental practices.

A **responsible port** that makes the ecological transition a genuine economic advantage.



Some representative projects

- **Biodiversity improvement** on port land (invasive species control, riverbank renovation).
- **Measurement and analysis of CO₂ emissions** on HAROPA PORT land and implementation of a carbon capture roadmap.
- **Sustainable development of port areas**
In order to improve their energy efficiency and control the impacts of port activities (e.g. work on sanitation networks in Greater Paris ports in the run-up to the 2024 Olympics).
- **Rehabilitation of Greater Paris river ports** to improve the acceptability of port installations, especially in the cases of Boulogne-Legend and Javel ports.
- **Installation of over 100 river electrical supply points;** a quayside electrification programme for maritime activities.

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Climate change reminds us every day of the need for successful decarbonisation along the Seine Axis. Driven by HAROPA PORT, the port ecosystem is evolving and is already promoting the industry of tomorrow. This is an imperative transformation for ports' integration into their surroundings and future acceptance of their activities.



Sandrine Samson,
HAROPA PORT “Ecological Transition”
Project Manager

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Logistics and multimodality are central to development



Panamax loading at MRM Sénéalia grain terminal

HAROPA PORT, France's no. 1 logistics hub, is implementing solutions and plans ranging from the coast at Le Havre and Rouen up to central Paris and the Seine upstream. A good fit for the issues surrounding transport connections both for the hinterland (especially connections to the Greater Paris consumption area and Eastern France), and internationally for exports, these solutions combine real estate, multimodal infrastructure and service offerings.

- **To identify** the needs for transport connections for freight areas (river and rail routes, coverage provided by rail-connected facilities, services useful to carriers, contractual targets for the operators of terminals).
- **To improve** the competitiveness of the service offering and access to mass freight modes for the benefit of industrial/port activities, and to acquire equity in terminal-related projects.
- **To develop** the shortsea containerised maritime offering and mass freight transport to and from the ports, and to improve the fluidity of goods throughput in order to reduce port call costs for shipping lines.
- **To create** new logistics parks, to act as a property developer either in our own right or with partners, with the aim of developing the service offering for customers based on port land, to grow port traffic and to develop supply chains.
- **To foster** the development of logistics platforms to the west of Greater Paris for supply routes that are shorter, more virtuous and less costly than using the other Northern Range ports.
- **To promote** multimodality and the development of dedicated services.

Our targets for 2025

+21% sq. m. of logistics warehousing offered in port areas (1,545,000 sq. m. in 2019, 1,870,000 sq. m. in 2025).

20% modal transfer to containers:
8% for rail, **12%** for river.

40% modal transfer for bulk freight:
14% for rail, **26%** for river.



Port 2000 - Le Havre

Some representative projects

- **Development of import flows** via RVSL (Rouen Seine Valley Upstream Logistics platform) and Honfleur's logistics zone.
- **Facilitation of urban distribution** based on Greater Paris multimodal platforms.
- **Creation of the channel to Port 2000** allowing direct access for all river barges.
- **Modernisation of rail lines and port utilities.**

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HAROPA PORT is supportive of all initiatives that allow it to offer a set of service offerings that are seamless, secure and competitive and which meet the needs of both logistics chains and the environment. This is a major demand from shipping lines, freight forwarders and international principals and multimodality is intended to provide them with concrete solutions.



Véronique Hauchecorne,
HAROPA PORT “Multimodality”
Project Manager

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A project conducted in close conjunction with local regions



Bossière Canal in Le Havre

Embedded as it is in the regions of Normandy and Greater Paris, HAROPA PORT endeavours to main a close partnership with all institutional and economic actors. This is a necessary precondition for successful implementation of the 2020-2025 Strategic Project, which needs to take account of the contexts and specific features of local regions.

Greater Paris

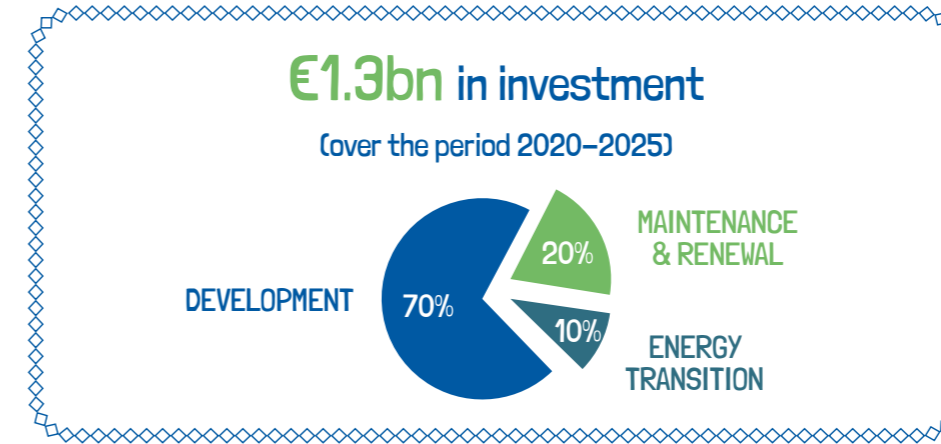
- To support ongoing Greater Paris development plans and contribute to the hosting of the 2024 Olympics and Paralympics (construction and security for the quayside events).
- To implement the overall masterplan for the Seine ports and embankments: to support activities that make use of river transport, to foster the development of urban logistics, to promote innovation, to assist the ecological transition and to enhance mixed uses of port areas.
- To develop and extend the Port Improvement Charter.

Rouen

- To encourage the setting up of industrial clusters (agroindustry in particular) and industrial onshoring.
- To strengthen over the long term local extraction of value from dredged sediments and encourage their recycling or reuse.
- To participate in the development of new rail links, especially by supporting the “Wheat Road” project.
- To be a major player in the industrial security culture, most notably in the decision and intervention chain.

Le Havre

- To propose a real estate offering for logistics and associated services aligned with maritime capabilities.
- To act as the spearhead for the port community’s digital transition.
- To make port space a territory for industrial innovation (industrial ecology, production of renewable energy, development of the availability of green fuels).
- To encourage collaboration between local regional actors for the development of the local research and innovation ecosystem.



Rouen Port

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It is the women and men, their expertise and their experience that ensure the development and reputation of the major Seine Axis port complex. Our objective is to bring all teams together around just one goal: to make HAROPA PORT an industrial/port complex in the first rank, offering high-quality services to its customers.
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Élodie Prunier-Taveirne,
HAROPA PORT
Human Resources Manager



**HAROPA
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Connection makers

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