



# CALL FOR EXPRESSION OF INTEREST (A.M.I.)

For development of the Area Downstream of Port  
de Rouen Vallée de Seine Logistique

At Grand-Couronne/Moulineaux

(Formerly the RENAULT Group Logistical Zone)

## CONSULTATION FILE

### SPECIFICATIONS

**Deadline for submission of applications: extended to May 28 2021 by 16:00  
hours**



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#### Call for Expression of Interest (AMI)

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## 1. BACKGROUND

### 1.1. About HAROPA

#### 1.1.1. The origins of HAROPA

**The Ports of Le Havre, Rouen and Autonomous Port of Paris** came together under the umbrella of the Interport Coordination Council of the Seine [*Conseil de Coordination Interportuaire de la Seine*] (CCIS), implemented by [decree no. 2009-556 of 19<sup>th</sup> May 2009](#).

The purpose of this cooperation was notably to promote and develop the port offering (complementarity between sea, river and logistical offerings) at the ports along the river Seine, in France and internationally.

In the framework of this cooperation, the Grand Port Maritime du Havre [*Port of Le Havre*], the Grand Port Maritime de Rouen [*Port of Rouen*] and the Port Autonome de Paris [*Autonomous Port of Paris*] decided to establish an Economic Interest Group named GIE HAROPA on 16th December 2011. Comprising more than a hundred employees, this group brings together all areas of expertise focused on development, so as to represent a leading European stakeholder, able to compete with the ports of the European Northern Range.

#### 1.1.2. About HAROPA

**An ambition:** creating a group of ports along the Seine Valley.

The term “group of ports” should be understood as a **common offer**, much more effective and competitive than if it were offered by a single port, and with a **single brand**.

- *This common offer* covers a maritime offer (regular frequency and density of services, ease of access), a customs offer (regulatory and fiscal framework for fluid passage of goods), a land offer (developed land available for logistical and industrial sites) and a multi-modal offer (diversified regular and safe river and rail offers). The role of GIE HAROPA is to roll-out this unique offer throughout the Seine Valley and sell it through a single shop window.
- *The single brand* comes in the form of HAROPA under which all communication is released for all three ports, around a common and shared objective: “making the Seine route a major logistical platform in Europe, both competitive and sustainable, and benefitting companies and local areas”. This objective is highlighted through four ambitions which are identified in HAROPA 2030: creation of an effective logistical platform, becoming a sustainable industrial cluster, developing the touristic appeal of the Seine, and becoming a reference player in terms of environmental integration.

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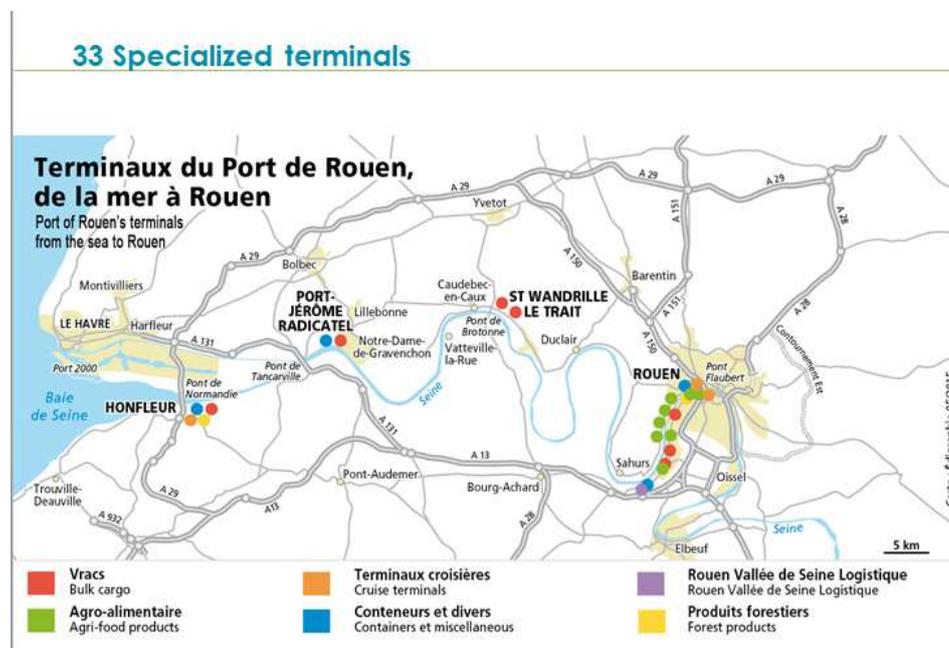
## 1.2. The role of Port de Rouen within HAROPA

Port de Rouen (GPMR), is a State-owned Public Establishment created by decree no. 2008-1146 of 6th November 2008, governed by the law of 4<sup>th</sup> July 2008 reforming maritime ports.

The division of the GPMR is defined in the prefectural decree amending the division of the GPMR of 1<sup>st</sup> December 2011 [Decree no. 82-425 of 12<sup>th</sup> May 1982](#)

This division is defined as the maritime and land area within which the port can operate in performance of its activities.

The total surface area of the port spans more than 3,759 ha, which runs the length of 120 km of the Seine, from Rouen to Honfleur.



Of these 3,759 ha, a total of 1,546 ha is dedicated to hosting port, logistical, industrial and commercial or economic activities. Port activities are the most dominant of these (handling, silos, vats, logistics, etc.).

Port of Rouen is the largest port exporting cereals in Western Europe, the largest French port for the agricultural industry and breakbulk, and is able to handle all traffic types.

Welcoming around 3,000 vessels per year, in 2019 it dealt with around 28.9 Mt of maritime and river traffic.

As an estuary basin port at the very heart of the central European network, its particularity is to be able to offer all companies and warehouses located along the Seine Valley, a diverse and effective array of logistical solutions for import-export operations throughout the world.

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Diverse because Port of Rouen offers a wide range of maritime connections thanks to the position of its logistical base just behind the Port of Le Havre.

Effective because the location of the port inland reduces land journeys, which are more costly, and increases maritime journeys, which are less costly, with lower end-to-end costs and a significantly lower environmental impact to boot.

The location of GPMR offers a link between a large hinterland to very competitive external markets.

Consequently, for imports, Port of Rouen lies at the very heart of a “hinterland” (inland area) offering access to 22 million consumers, located in a 200 km radius and facilitates distribution of goods to a large consumer basin. This is illustrated by the significant level of traffic in oil products, fertilisers, coal, aggregates, paper and forestry products, and metals.

For exports, the port resides at the heart of production basins providing the possibility of maritime shipping in immediate proximity. This is notably the case for cereals and agro-food products, refined oil products, miscellaneous goods and containers.

## **2. PURPOSE OF THE CALL FOR EXPRESSION OF INTEREST**

Pursuant to article L. 2122-1-1 of the General Code on Public Property, this competition procedure is the result of a voluntary programme led by the GPMR, which aims at envisaging the renovation and development of the site covered by the Call for Expression of Interest (AMI).

The GPMR will support bidders so as to design an optimised project, which is coherent for all parties.

Depending on the conditions for roll-out of the whole project, the GPMR may envisage certain reclassifications and works around the site outlined in the Call for Expression of Interest document.

As part of its land strategy, the GPMR has initiated a programme aimed at increasing the dynamism of certain sites so as to optimise the development of industrial port activities. This logic of optimisation meets the objectives of seeking to support the competitiveness of economic stakeholders, protecting the environment and encouraging social integration.

Provision of the site falls within this objective. With the support of institutional partners, the GPMR would like to accompany the establishment of economic activities fundamentally linked to the port, industrial and logistics sectors, which are confronted with many challenges and developments.

This Call for Expression of Interest sets out a framework in terms of development and operating conditions which should be respected by candidates when making any offer and in order to qualify for the shortlisting process leading to signature of an agreement with the GPMR and successful bidder(s). This document outlines this framework as well as the terms of consultation, and selection criteria which will allow the GPMR to appoint one or more successful bidders for phase two.

In this context, this Call for Expression of Interest document aims to:

- Identify stakeholders (industrial, logistics, etc.) interested in development of the available platform;
- Prepare and support, from design to exploitation, the project(s) selected with the GPMR.

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In line with the offer(s) selected, signature of an agreement between the party(ies) proposing the project(s) and the GPMR will lead to a site occupancy agreement, and if the project requires building(s), will be governed by the provisions of the General Code on Public Property (CG3P).

### 3. GENERAL INTRODUCTION TO THE PROJECT

The Call for Expression of Interest concerns land spanning a total surface area of over **50 hectares** located along the Seine, positioned to the West of an international distribution platform of some 200 hectares known as “Rouen Vallée de Seine Logistique” (RVSL), which hosts activities grouping together merchandise with high added value adjacent to the Container and Merchandise Terminal (TCMD).

Downstream of this 50-ha site there are plots of land available for urban development which are also intended for predominantly industrial economic development projects with a total surface area of 17 ha and which may, in the medium- to long-term, in line with conditions yet to be agreed, be increased to 24.5 ha.



#### 3.1. Presentation of the site concerned by the Call for Expression of Interest (former Renault site)

The site concerned by the Call for Expression of Interest is the former Renault CKD Site (car parts import-export), located over the communes of Grand-Couronne and Moulineaux, and adjoining other available plots of land which may reach a total surface area of over **50 ha**.

These plots of land are currently being reclassified and demolition is underway. **The land will be available during 1<sup>st</sup> semester 2021. It is a “key in hand site” which, in terms of administrative procedures, only requires the deposit of a Construction permit and authorisation to operate (where applicable for the latter).** The site is ideal for logistics, but also industrial activities such as agro-industry, which is one of the specialist sectors of the port.

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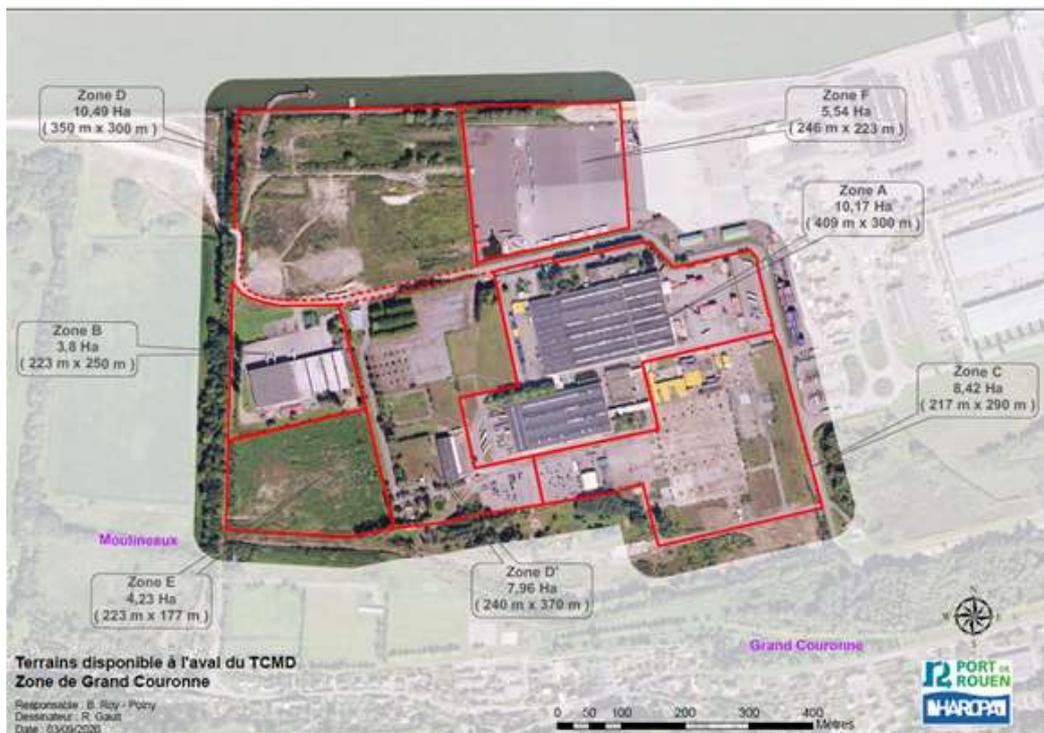
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Depending on their projects, bidders may occupy part of or the entire land offered in the framework of this Call for Expression of Interest.

N.B.: **Zones B and F are currently occupied**, but their provision is an option. Their concession would need to be justified by the planned development.

Moreover, buildings located on the site (3 buildings in zone A and 1 building in zone B) may be:

- Provided (rental);
- Acquired;
- Demolished, where necessary.



Important note, this site was selected to form part of the “Stimulus Plan” concerning new “key in hand” industrial sites launched by the government, wishing to give a boost to industry in France but also the Normandy region.

The aim of this plan is to “streamline formalities for French or foreign firms wanting to open a plant in France”, by reducing deadlines for procedures or anticipating urban development, preventive archaeology studies, etc.

### 3.2. Property concerned by this Call for Expression of Interest

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The property concerned by this Call for Expression of Interest is outlined in the below table:

Surface area of land	
Communes :	Grand-Couronne and Moulineaux
Public consultation (SIG):	<a href="https://gpmr.maps.arcgis.com/apps/webappviewer/index.html?id=ce88e156cfe84219b3def2c14d209916">https://gpmr.maps.arcgis.com/apps/webappviewer/index.html?id=ce88e156cfe84219b3def2c14d209916</a> <a href="https://www.haropaports.com/fr/un-acteur-majeur-de-limmobilier-logistique-de-laxe-seine">https://www.haropaports.com/fr/un-acteur-majeur-de-limmobilier-logistique-de-laxe-seine</a>
Total surface area:	around 51 ha
Availability:	Early 2021
Divisibility:	Possible divisibility depending on the projects (please refer to the plan)
Buildings:	presence of 4 buildings
	- <b>In Zone A</b> (Cf surface area plan)
	- 1 building used as office space 2,000 m <sup>2</sup> (2nd floor)
	- 2 warehouses - (ground floor)
	- Building B 18,000 m <sup>2</sup>
	- Building C 22,000 m <sup>2</sup>
	Diagnostic of existing regulatory compliance (structure, fire safety, ICPE, electricity, gas, lift, heating and asbestos)
	Annexed building (characterisation of building, issues, summary of results)
	Utility network plan
	- <b>In Zone B</b> (Cf surface area plan)
	- 1 refrigeration warehouse spanning 10,361 m <sup>2</sup> (ground floor) of which 637 m <sup>2</sup> of office space and company premises
	- <b>In Zones C, D, D', E and F</b> (Cf surface area plan)
	No building present
Location / Connectivity	
Motorway access:	Yes A13 Caen/Paris junction N°24 5 Km away via the D3 and 438) with connection (A28) to the Autoroute des Estuaires (A28 E402-44-502 - Abbeville / Le Mans-Tour)
Airport access:	No
Distance to the entrance to the Maritime and River Tunnel	900 metres from the tunnel entrance
Sea access:	Yes Container and Merchandise Tunnel (TCMD) - Sea traffic by wheelbarrowing
River connection:	Yes Container and Merchandise Tunnel (TCMD) - River traffic by wheelbarrowing Connection to the HAROPA Port du Havre and Port de Paris terminals
Rail connection:	Yes Container and Merchandise Tunnel (TCMD)s - rail connection by wheelbarrowing
Equipment	
Indicative data:	
Drinking water:	Yes
Used water:	Yes
Electricity:	Yes
Urban lighting:	Yes Street lighting
Urban planning	
Operating requirements:	Please contact us
Diagnosis of existing pollution:	Historical vulnerability study/diagnosis of quality of land performed in 2009 by Golder Associates. Presence of heavy metals resulting from the use of dredging sludge as backfill in the zone.
Requirements:	Please contact us
Reserved plots:	Please contact us
PPRT (Technological Risk Prevention Plan) Zone	Please contact us
PLUi (Local Urban Planning) zone:	PLUi Métropole Rouen Normandie approved on 13th February 2020 <b>UXI Zone</b> - Contact us for further information <a href="https://sigapp.metropole-rouen-normandie.fr/www/w/urbanisme/pluigrandpublic/">https://sigapp.metropole-rouen-normandie.fr/www/w/urbanisme/pluigrandpublic/</a>
Site particularities	165,000m <sup>2</sup> of logistical warehouses - Terminal close by with a Wharf in excess of 1,000m with 5 Vessel and barge berths which can host containers ships of 2,400 EVP - High-quality quadrimodal connections - Terminal with 5 container berths, mobile cranes and rails on Land over more than 25 ha - Large Width Riverway 5,000t
Tax (2019 value)	
Development tax =	1%
Land tax (TFPB) :	
	Local tax = 26.97% (Grand-Couronne) 21.98% (Moulineaux)
	Regional tax = 25,36%
	Special tax = 0,12%
	Waste collection tax (TOEM) = 8,06%
Company Land Tax Contribution	
	Intercommunal tax = 26,00%

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With the following additional documents annexed:

- Location map;
- Two site maps;

### 3.3. Rouen Vallée de Seine Logistique: location and assets

The site concerned by this Call for Expression of Interest corresponds to the 3<sup>rd</sup> phase of a vast development project which began with the historical RVSL zone, and which today hosts around ten logistical warehouses representing a total developed surface area of around 120,000 m<sup>2</sup>.

Located less than a hundred metres from the Container and Merchandise Terminal of Grand-Couronne (TCMD), this site has leading land and sea connectivity.

- **A premium containerised shipping offer**

This site first and foremost has the advantage of benefitting from the offer of Port du Havre shipping terminals located less than 75km away. Accessible 365 days a year, without any tidal constraints, to container ships over 20,000 EVP fully-loaded, the site has unique assets for construction of a logistical chain:

- An outreach of over 670 ports across the world;
- More than 50 shipping companies on site;
- More than 3,850 commercial offerings;
- A choice of collaborations.

For the majority of Asian trading, the HAROPA offer far outstrips that of other ports in the Northern Range in terms of transit times and quantity of services:



- Près de **180** ports asiatiques connectés à HAROPA ;
- Près de **1 000** offres commerciales hebdomadaires ;
- Près de **20** compagnies maritimes ;
- **Chine : 1<sup>er</sup> marché** de HAROPA – Port du Havre : **32%** de part de marché ;



**Transit-times compétitifs à l'import ASIE vers HAROPA**  
(en jours – avril 2018)



The immediate proximity of the TCMD, accessible to container ships of 2,500 EVP, also allows feeder vessels to be hosted from other ports than Le Havre, and to further diversity the logistical solutions.

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- **Effective land transportation links**

The site is easily accessible from the A13 motorway which allows for :

- 2 lorry return trips per day towards Paris,
- 3 lorry return trips per day towards Le Havre.

With a 360-degree hinterland, this logistical zone is the absolute centre point of the largest logistical platforms in France, since it is less than 3 hours by lorry from connections to:

- Bonneuil and Gennevilliers, Delta 3, Le Mans, Orléans and Artenay.

The site is also connected to the rail network, and by waterways to the Le Havre and Ile-de-France container terminals.

### L'offre fluviale

- 40 services fluviaux hebdomadaires ;
- 1 conteneur sur 5 à destination des marchés de consommation franciliens passe par la Seine ;



- **Bénéfices économiques**
- **Bénéfices environnementaux**

- 7 opérateurs de transport :



Origine/Destination	Fréquence hebdomadaire (aller retour)	Opérateurs
Rouen -- Le Havre	4	Fluviofeeder
	2	Greenmodal Transport
	3	Logix
	2	MSC
	1	SMT/CARLINE
Rouen -- Nogent-sur-Seine	1	SMT/CARLINE
Rouen -- Limay	À la demande	Greenmodal Transport
	À la demande	Fluviofeeder
Rouen -- Gennevilliers	2	Fluviofeeder
	À la demande	Logix
	À la demande	Greenmodal Transport
	À la demande	MSC

These assets are particularly precious when optimising import logistical chains:

- The outstanding river connections from Port du Havre firstly allow for containers to be removed on a regular manner in large quantities, and not to have to pay storage fees at Port 2000;
- The imported containers can then benefit from zero storage fees for over two weeks at the TCMD;
- The possibility of using unregistered tractors to circulate between the TCMD and the site to take containers to the warehouse at an extremely low cost.

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## 4. THE CALL FOR EXPRESSION OF INTEREST PROCEDURE

### 4.1. Organisation and structuring of the Call for Expression of Interest

This Call for Expression of Interest will be undertaken in two distinct phases :

- An initial application phase intended to bring forward potential stakeholders. At this stage, the GPMR will dismiss all applications which fail to present sufficient guarantees in line with the criteria outlined hereunder. Applicants who have already established a consortium are invited to issue individual applications, expressing their wish to make a joint offer. Agreement protocols may be presented, but constitution of the consortium will not be binding at this stage.
- A second phase during which the remaining applicants will be invited to respond to a Call for Projects (AP).

### 4.2. How the Call for Expression of Interest works

This document along with the primary urban planning documents applicable, as outlined in the preceding paragraphs, constitute an initial basis on which applicants can structure their offer.

The technical documentation concerning the assets to be provided (bare land, plots of land, wharfs, buildings) should notably allow applicants to take up a position in terms of surface area requirements, layout and investment capacity. The assets will be provided in their current condition.

Applicants may propose a project along the banks of the Seine. Depending on the intended use of the project, investments will in all likelihood be necessary. It is expected in the offer that the applicant(s) clearly indicate how investments will be made. It is further indicated that the GPMR may eventually make these investments, if there is economic profitability, primarily through port income. Concerning buildings, applicants are free to present a project considering their use in their current form, or following renovation or demolition.

### 4.3. Target projects and guidelines

Given the location and characteristics of the site, there are significant assets for the development of economic activities (surface area, accessibility, proximity of the economic fabric, etc.). **The GPMR is seeking to optimise the capacity of the site to further contribute towards port development. It is, therefore, expected that activities will be coherent with the port ecosystem.**

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The two phases of the procedure (Call for Expression of Interest, and subsequently the Call for Projects) should allow applicants to outline complete projects from a contractual point of view, and shared projects from a development point of view (management of flows, architectural and landscape integration, consideration of the ecological transition, etc.).

Consequently, certain additional data or recommendations may be added to these specifications, notably at the start of the second phase.

Performance of one or more Temporary Occupancy Agreements (COT) will allow the GPMR to work alongside the contract holder(s) to define the terms and conditions of occupancy of the land. Other contractual documents may be drafted and proposed by applicants. These proposals will then be evaluated in light of the selection criteria outlined hereunder.

The terms and conditions for pricing and contractual terms are outlined hereunder.

During the procedure, applicants should ensure they take due account of the regulations in terms of urban planning when defining the architectural context and landscape of their project.

#### **4.4. Content of the Expression of Interest**

The Expression of Interest will be organised into several sections, as defined hereunder. This dossier will allow the applicant to outline its aims and the resources which it intends to use to achieve these. The applicant will strive to show its capacity to fulfil the criteria set out in the consultation regulations.

##### **➤ The project team**

If the applicant is a consortium of companies, each company forming said consortium should be specifically described pursuant to the provisions set forth in this chapter.

It should be noted that each expression of interest should, from the consultation phase, be made by a representative. A request for total or partial replacement of the representative or partner(s) may be considered in the framework of the call for projects. In this instance, it is likely to change evaluation of the consortium. Moreover, a project team which fails to hold all of the necessary skills for project implementation may submit an offer. Additional skills may, in this instance, be suggested.

##### **➤ Applicant presentation**

Description of the applicant should include a presentation of the company, its activities and key figures (workforce, turnover, etc.). This presentation should notably outline governance and general organisation of the company, and potentially that of the group to which it belongs. Governance of the company as well as any partnerships being considered (design, construction, operation, commercial opportunities, etc.) will also be outlined.

##### **➤ Overall vision and strategy of the applicant**

In its description, the applicant will outline the strategic vision of the company, and, where applicable, for the following levels:

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- Overall strategy of the company and the group to which it belongs;
- Strategy of the company for development of its activities at Port de Rouen.

The applicant will strive to demonstrate how its project falls into the development project of its company and the overall vision of the GPMR for the sector.

#### ➤ **Presentation of the project**

The applicant will issue a brief outline of its project and include all necessary information for proper understanding of its project on the land, including:

- Overall presentation of the project and activities to be operated (interface with other stakeholders in the zone, number of jobs, etc.);
- Technical presentation of the project (estimate of the overall surface area requirement and details of the constructed surface area, surface area of parking, management of flows, etc.). At this stage, a draft land plan and visual representation are optional. At the stage of the call for projects, however, a Detailed Pre-Project (APD) land plan and visual representation are necessary;
- Presentation of the scheduled investment corresponding to the technical presentation (e.g.: intervention on the existing construction, new construction, development of land, landscape development, etc.). The applicant will present a forecast table indicating the estimated amounts of investment and, as far as possible, the forecasted maintenance amounts during the period of occupancy;
- Initial evaluation of maritime, river and rail flows associated with the project;
- Intention of the applicant in terms of landscape and societal developments (visual insertion, architectural, reduction of noise interference, etc.);
- Additional requirements to formulate a definitive offer at the stage of the Call for Projects.

#### ➤ **Project schedule**

The schedule provided by the applicant will clearly show the various stages of the project.

The information in this forecasted schedule will allow the GPMR to initially evaluate the guarantees of project feasibility. They may be adjusted if selected for the Call for Project phase. Moreover, they may be useful for determining the terms and conditions for increase of the land licence fee.

#### ➤ **Level of investment, financing capacity and actual fees**

The applicant should indicate the forecasted level of investments, demonstrate its capacity to invest in the project and provide all supporting documentation as necessary. A company incorporation certificate (Kbis) issued within the last three (3) months should be included.

#### ➤ **Minimum characteristics of the planned project**

At this stage, applicants may propose a project across the entire site or a portion thereof. As a guide, sketches simulating the development principles are desirable, as well as the allocation of plots. It should be noted that the principles for circulation on the site are subject to change to facilitate integration of the project(s) into the environment.

## **5. TERMS AND CONDITIONS FOR SELECTION OF EXPRESSIONS OF INTEREST**

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### **5.1. Negotiation phase**

During analysis of offers, the GPMR may send applicants questions regarding their offer.

Following this negotiation phase, applicants may, where applicable, be led to adjust their offers.

Submission of final bids constitutes a definitive offer for the expression of interest. The GPMR will rule out any offer which does not comply with the consultation file.

N.B.: the GPMR will consider, where necessary, meeting with applicants and will notify them by letter or email within a suitable timeframe of the dates and times when they can meet.

### **5.2. The selection phase**

The essential terms of the offers will lead to a classification of applicants on the basis of criteria outlined hereunder. This classification will be submitted to the GPMR governance bodies. Applicants will then be notified of the results of the selection phase.

### **5.3. Call for projects**

Applicants selected during the selection phase of the call for expression of interests will be accepted to take part in the following phase – the call for projects – which will be launched in Summer 2021.

This phase will allow the GPMR to clarify certain data required for finalisation of projects. The content of definitive offers will be clarified so as to allow the GPMR to select the party(ies) selected following the call for projects in line with criteria established before end 2021.

## **6. FOR INFORMATION, THE TERMS AND CONDITIONS FOR ESTABLISHMENT OF A PROJECT IN THE FRAMEWORK OF THE CALL FOR PROJECTS**

### **6.1. Organisation of the space**

On the site of future occupancy and in the framework of seeking to optimise the space and expand its density, the project should include:

- All constructions of infrastructure necessary for operation of the site;
- Capacities for parking utility vehicles and heavy goods vehicles coherent with the surface area of the land and the target activities;
- Respect of architectural and landscape recommendations.

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## 6.2. Contractual conditions of occupancy

### ➤ Term of occupancy

The term of occupancy will be agreed so as to ensure amortisation of scheduled investments and equitable and sufficient itemisation of capital invested, without however exceeding the limit of 70 years pursuant to article L 2122-2 of the CG3P. **The offer made by applicants will therefore determine the term.**

### ➤ Financial terms of occupancy

The assets provided by the GPMR will be provided on the basis of the following rates (2020 value):

Code	Description	Price in € excl. tax/m <sup>2</sup> /year
102	PLOT OF LAND NAMED GRAND ROUEN R.G UPSTREAM FROM LA BOUILLE	5,473
816	BUILDING A FOR PORT USE > 2013 (Z 1,2,3)	28,443
829	OFFICES AND SANITATION PREMISES GD ROUEN RD-RG > 2013	57,31

If the applicant wishes to demolish the building(s), in this case, the licence fee will be calculated on the basis of the bracket indicated above.

Furthermore, as a guide, all port fees managed by the GPMR can be consulted at the following links:

- Port fees for vessels and goods (PORT DUTIES - n° E13 applicable as at 1<sup>st</sup> July 2020)  
<https://www.haropaports.com/fr/rouen/navires-marchandises-passagers-stationnement>
- Licence fee for use applicable to River Units operating at the public wharfs within the division of the Grand Port Maritime de Rouen and the concession for the river port (LICENCE FEE FOR RIVER USE - n° 16 applicable as at 1<sup>st</sup> July 2020)  
<https://www.haropaports.com/fr/rouen/tarification-unites-fluviales>
- For any other additional information please consult the following site:  
<https://www.haropaports.com/fr/rouen>

## 7. ANALYSIS CRITERIA FOR EXPRESSIONS OF INTEREST

Selection of application(s) will be evaluated in two stages:

- Admissibility and compliance of applications with the conditions of consultation as defined above;
- Analysis, evaluation and selection of the project(s). Applications will be analysed, evaluated and selected in line with the below criteria:

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### Call for Expression of Interest (AMI)

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### Criterion 1: The economic and operational terms and conditions for project roll-out

The economic and operational terms and conditions of the project will be evaluated in line with the following criteria:

- The type of flows, potentially of the target market, and volume of maritime, river and rail traffic handled;
- The best promotion of the land in terms of integration into the environment (CSR and ERC for instance) and architectural innovation and quality and integration into the landscape of the project(s);
- The solidity of the project schedule in light of the feasibility and performance guarantees provided in the technical and commercial plans;
- The best economic equation for the GPMR which will be calculated on the basis of the total income from use of the site for the GPMR and any associated costs;
- The planned level of investment for performance of the project;
- Guarantees allowing the financial solidity of the applicant to be shown. Consequently, the GPMR reserves the right to commission any investigation to collect further financial information concerning the applicant.

### Criterion 2: Applicant project

The applicant project will be evaluated on the basis of the following criteria:

- Seeking maximum use of the plots of land made available;
- Proper integration of the project onto the plot of land and notably a development schema seeking densification of land use;
- The social and societal impact, notably in terms of job creation;
- Integration into the landscape;
- Ecological and energy transition measures taken;
- Management of flows in the port zone and on the site (expected levels of traffic of HGVs and how these will be managed, etc.).

## **8. TERMS AND CONDITIONS FOR SUBMITTING APPLICATIONS**

The draft applications will be submitted in French and amounts will be expressed in euros excluding tax and issued in line with the following terms and conditions.

Applications should be issued before: **28<sup>th</sup> May 2021 by 16:00 hours**

A copy of the application and its appendices on paper format and electronic digital format should also be submitted in a sealed envelope bearing the following indications by the deadline:

Dossier de candidature pour Appel à Manifestations d'intérêt [*Application for the Call for Expression of Interest*]

Développement de la zone en Aval du Port de Rouen Vallée de Seine Logistique  
Sur Grand-Couronne/Moulineaux  
(Ancien site logistique du Groupe RENAULT)  
[*Development of the Area Downstream of Port de Rouen Vallée de Seine Logistique*]

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### **Call for Expression of Interest (AMI)**

Development of the Area Downstream of Port de Rouen Vallée de Seine Logistique  
Grand Port Maritime de Rouen

*At Grand-Couronne/Moulineaux  
(Formerly the RENAULT Group logistical site)]*

NE PAS OUVRIR  
[DO NOT OPEN]

Send to the following address:

**Grand Port Maritime de Rouen  
Direction de l'Aménagement Territorial et de l'Environnement  
34, boulevard de Boisguilbert  
B.P. 4075  
76022 ROUEN CEDEX 3**

## **9. ADDITIONAL INFORMATION**

Applicant companies who require further clarification concerning this procedure are invited to write by the latest 15 days before the above deadline.

Requests should be sent, either:

- By letter to the address indicated above
- By email to: [sage@rouen.port.fr](mailto:sage@rouen.port.fr) or [date@rouen.port.fr](mailto:date@rouen.port.fr)

Where necessary, it is also possible to contact us by phone by calling the below numbers:

– Grand Port Maritime de Rouen – 02 35 52 54 16 – 02 35 52 96 94

## **10. RIGHTS OF PROPERTY AND PUBLICITY OF PROJECTS – CONFIDENTIALITY COMMITMENT**

If any information issued is confidential, the applicant should be sure to indicate this on each confidential document sent.

The GPMR subsequently undertakes, for all documents marked as confidential, not to issue these to any third parties, with it being indicated that third parties do not include any supervisory authority, administrative or legal authority, and all internal or external auditing bodies.

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### **Call for Expression of Interest (AMI)**

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Moreover, documents sent by the GPMR to applicants are strictly confidential.

Applicants undertake to use documents sent solely for their project application.

Candidates undertake not to send to any third party whomsoever any document issued or information received from the GPMR without the prior written consent of the latter.

## **11. INTELLECTUAL PROPERTY**

All project applications submitted by applicants remain their intellectual property.

## **12. SUSPENSION, CONTINUATION AND WITHDRAWAL OF THE CALL FOR EXPRESSION OF INTEREST**

At any time whatsoever, and until signature of any agreement(s), the GPMR reserves the right not to continue with the consultation procedure or to extend the deadline for any reason whatsoever.

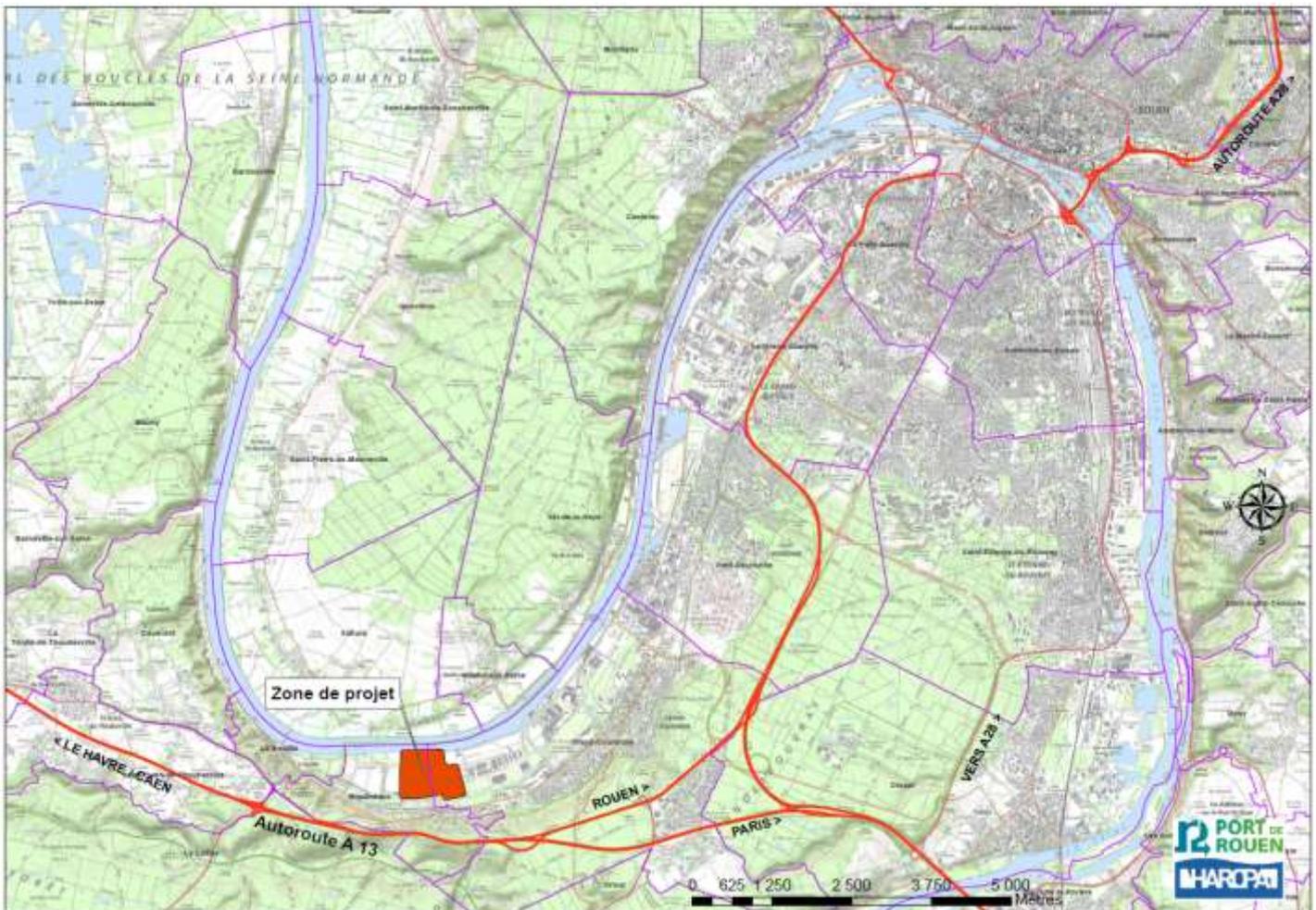
The GPMR reserves the right to discontinue with this Call for Expression of Interest. Any such withdrawal decision may also occur after selection of a project after the Call for Projects in such instance as any difficulty in negotiations for drafting agreements, or any external events should prevent signature of definitive agreements. If it believes that no project is technical or financially sufficient or if the projects proposed do not allow the GPMR to achieve all of its objectives, the GPMR reserves the right to discontinue with this Call for Expression of Interest.

## **13. INDEMNIFICATION OF UNSELECTED APPLICANTS**

In the event of the Call for Expression of Interest being suspended or discontinued, no indemnification will be paid by the GPMR to applicants ruled out at this stage.

## 14. APPENDICES

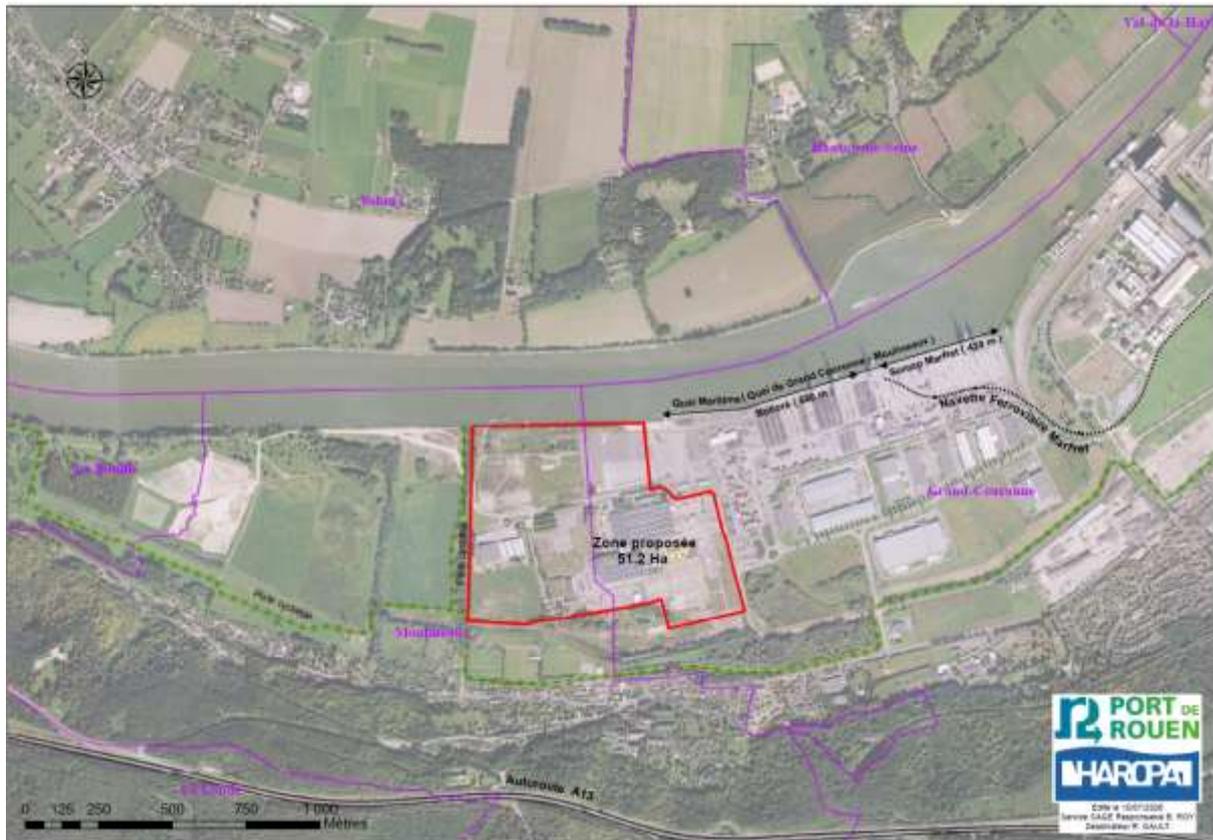
### Location Map



#### Call for Expression of Interest (AMI)

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## Site Plans



### Call for Expression of Interest (AMI)

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## Appendix - The Port de Rouen in key figures

### Traffic at HAROPA – Port de Rouen

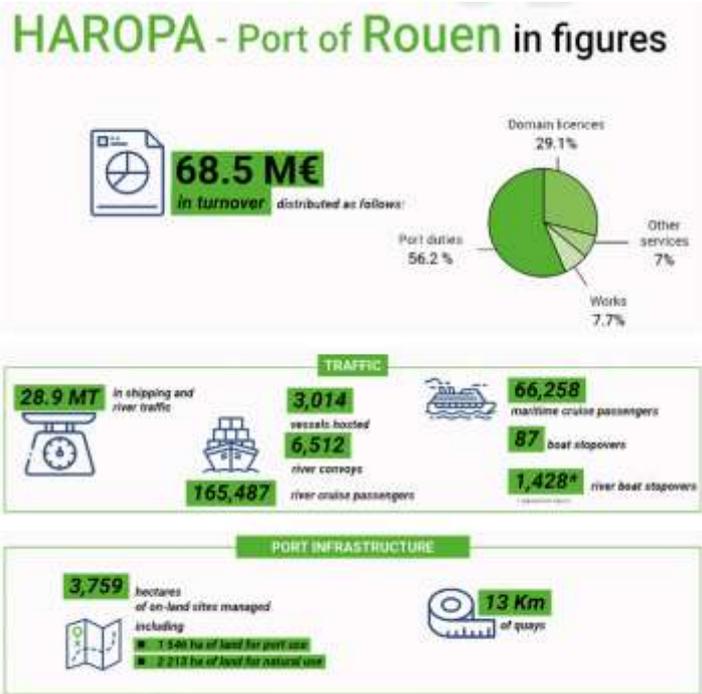
In 2019, HAROPA – Port de Rouen recorded 23.5 million tonnes of maritime traffic, which was 1.7% growth on the previous year. For the second consecutive year, both volumes and quality were met in the harvest of cereals in the hinterland of the GPMR. Hence the second largest figure in the last two decades for the quantity of outgoing cereals standing at 8.28 million tonnes (+9.3%). Generally, traffic levels in bulk solids (+5.4%) fuelled results of the port at the end of 2019, despite the falling levels of coal imports and river trade in construction materials.

For bulk liquids, 2019 was marked by perfect stability with 9.8 million tonnes handled including 6.5 million tonnes of refined oil products (+5.4%).

For miscellaneous goods, the situation is much less positive. Containerised traffic levels continue to peter out at 100,000 EVP (-9.7%) and the accumulation of paper, forestry or metal products fell to 700,000 tonnes (-17.2%).

However, cruise activities were very promising. Honfleur recorded a new record in the number of stopovers (60) and welcomed close to 44,000 passengers (+14%). Rouen welcomed 27 liners and 22,341 cruise passengers (+14%).

In terms of river activities, the total tonnage transported stood at 5.4 million tonnes which was a 2.6% rise, with a sharp rise (+60.4%) in containerised sea-river traffic at 124,000 EVP.



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## HAROPA - Port de Rouen in terms of investments

In parallel, the establishment invested €65M (in 2018). Over €52M was devoted to the Access Programme, with €34M for the final dredging contract between Courval and Rouen. Other major projects were undertaken, such as relining of the Sénalia cereal terminal at Grand-Couronne.

Capitalised production remained significant at €6M given the dredging works undertaken by the Port to deepen the channel. The self-funding capacity is at its best level standing at €22.7M. At €65M, investments made during the financial year primarily concern improvement of maritime access (€43M), the key project of Port de Rouen which allows new-generation vessels to access the port and falls in the framework of the 2014-2019 strategic project of the Establishment.

	2017	2018	% Var 2018/2017
<i>Turnover</i>	€66 M	€67 M	+1.5%
<i>Added value</i>	€57 M	€56 M	-1.7%
<i>Gross operating surplus</i>	€24 M	€22 M	-8.3
<i>Net profits</i>	€14 M	€8 M	-43%
<i>Investments</i>	€25 M	€65 M	+160%

Along the Seine route, HAROPA – Port de Rouen actively contributes and coordinates efforts to bring together economic development, environmental protection, whilst integrating societal aspects.

HAROPA – Port de Rouen strives to maintain a permanent dialogue with port stakeholders, as well as economic and institutional stakeholders along the length of the Seine, and acts in favour of local development. It maintains and nurtures privileged relations with clients, professionals in the sector, State bodies, local authorities and citizens, etc.

Consideration of expectations of stakeholders lies at the source of its societal approach. Together, they bring a new level of dynamism to the area and create new opportunities for development.

## TAX MEASURES TO HELP WITH REGIONAL APPEAL

From a tax perspective, HAROPA – Port de Rouen has worked in close collaboration with the Rouen Normandie Region to agree on the lowest rate of development tax. Clients at Port de Rouen will be able to benefit from a reduced rate tax in Rouen from within the port zone.

Several logistical zones are concerned, including Rouen Vallée de Seine Logistique Amont, Port zones belonging to the local areas of Moulineaux, Petit-Couronne, Grand Quevilly.

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## HAROPA - Port de Rouen<sup>1</sup>, a major economic stakeholder

### The Industrial and Port Cluster (CIP) in Rouen generates some 18,280 jobs.

At the end of 2015, economic areas at the Port de Rouen, or on which its activities depend, represented a total of 18,280 jobs, which was a slight fall (-1%) compared to 2011, a less significant drop than for all jobs in Normandy (4%) over the same period and represents 1.7% of jobs in Normandy. These jobs are distributed as follows: 4,300 jobs (1/4) in the maritime and port sectors and 13,950 (3/4) in the industrial sectors. These jobs are distributed across close to 700 employers.

### 18 280 emplois salariés dans le CIP de Rouen en 2015

Effectifs salariés dans le CIP de Rouen en 2015 et évolution par rapport à 2011 (en %)

	Effectifs Port de Rouen en 2015	Évolution par rapport à 2011
<b>Cluster maritime et portuaire</b>	<b>4 330</b>	<b>+7</b>
Services aux navires	740	-2
Services à la marchandise	2 390	+16
Secteur public et gestion des infrastructures	800	-1
Autres services portuaires	400	-11
<b>Cluster industriel</b>	<b>13 950</b>	<b>-3</b>
Industries	8 100	-6
Services aux industries	3 090	+7
Transports terrestres	2 760	-4
<b>Total</b>	<b>18 280</b>	<b>-1</b>

Source : Insee, CLAP 2015, pour l'évolution DADS 2011 et 2015

jobs are distributed

### Two clusters working in interaction: industry and maritime

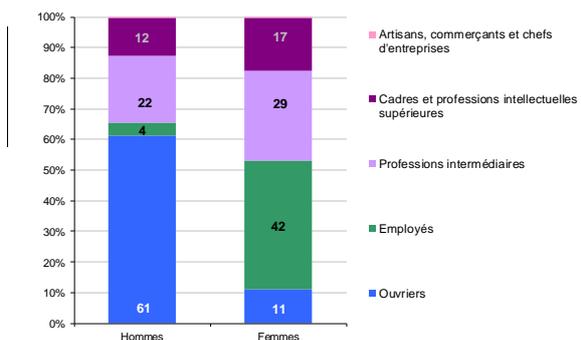
In Rouen, the maritime cluster saw an increase of 90 jobs compared to 2014, notably thanks to an increase in maritime traffic. The flow of cereals increased by 12.6%, boosting jobs in the transit and freight forwarding sectors (+ 60 jobs). These also contributed towards maintaining jobs in warehousing, despite closure of the Schenker platform. Port operators (pilots, trawlers, mooring services) saw an increase of 30 jobs, whilst jobs in port administration fell slightly.

The Industrial Cluster in Rouen saw a fall of 100 jobs, which was less marked than at Le Havre. Miscellaneous industries and the paper industries both saw 60 job losses, primarily due to the reduction in workforce at Renault and UPM France. Waste processing activities also saw job losses (-40). However, transportation largely saw positive figures (+50), thanks to an increase in road haulage. Construction and industrial services maintained their workforce figures.

### The industrial port complex at Rouen is the origin of 3.5% of wealth creation<sup>2</sup> in Normandy

The CIP in Rouen, located across a wide area, generates 3.5% of wealth creation in Normandy (1.9 billion euros). The industrial cluster alone represents some 84% of this wealth creation. At an infra-regional level, job creation zones in Rouen, Le Havre, Honfleur and Pont-Audemer, this wealth creation of the CIP in Rouen represents a total of 7.8%.

Répartition des catégories socioprofessionnelles dans le CIP, selon le sexe



Source Insee - Dads 2011

<sup>1</sup> Poupet C., Silvestre É., « *En 2015, l'emploi portuaire est stable à Rouen et en recul au Havre, sur fond de reprise du trafic maritime* », Insee Flash Normandie n°60, January 2018

Poupet C., ROGER P., Silvestre É., « *Des conditions d'emploi favorables dans les complexes portuaires de Rouen et du havre* », Insee Analyses n°63, July 2019

<sup>2</sup> **Wealth creation:** Distribution of added value of a company between its various establishments. This corresponds to the added value of the company where it only has one establishment, and distribution of added value on a pro rata basis of the workforce of the establishment in the contrary instance. For this variable, the last available data are those for 2014.

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**Industrial activities** of which requirements are located in available, access to qualified labour and access to energy and logistical services in sufficient quantity at a competitive cost. Moreover, these activities also have certain needs in terms of the close proximity of sub-contractors or activities in the same sector so as to create synergies (industrial ecology), distance from urban areas (notably for SEVESO sites) and good connections to transportation networks.

#### Répartition des postes selon les contrats et la quotité et salaire horaire net moyen dans le CIP de Rouen

the primary terms of surface area

	Part (en %)				Salaire horaire net moyen en €
	Contrats stables	CDD	Autres contrats	Temps partiels	
<b>Cluster industriel</b>	<b>95,1</b>	<b>2,6</b>	<b>2,3</b>	<b>5,0</b>	<b>17,0</b>
Industries	94,9	2,6	2,6	4,7	20,0
Services aux industries	95,9	2,2	1,8	5,5	14,0
Transports terrestres	94,8	3,1	2,0	5,3	11,5
<b>Cluster maritime et portuaire</b>	<b>91,2</b>	<b>5,9</b>	<b>2,8</b>	<b>7,5</b>	<b>15,0</b>
Autres services portuaires	91,2	6,0	2,9	11,9	14,8
Secteur public et gestion des infrastructures	89,4	4,4	6,2	6,5	17,7
Services à la marchandise	93,9	3,9	2,2	6,7	13,7
Services aux navires	84,1	14,8	1,1	8,9	16,5
<b>Ensemble CIP</b>	<b>94,2</b>	<b>3,4</b>	<b>2,4</b>	<b>5,6</b>	<b>16,6</b>
<b>Normandie</b>	<b>83,8</b>	<b>6,8</b>	<b>9,4</b>	<b>25,8</b>	<b>12,3</b>

**Maritime and port activities** by their very definition require access to water, and this requirement may differ depending on the type of goods. For containerised merchandise, there is a need to access wharfs in all types of conditions so as to restrict the duration of stopovers to a maximum (wet docking), for other types of merchandise, such as vehicles, it is necessary to have docks at a constant level for best handling conditions.

#### Use of the 2015 port infrastructure (movement per type of wharf)

**Logistics** form one of the types of activity which has a solid presence in the port zone, and there are two preferential locations for these activities: either very close to the consumer market, or in areas where merchandise passes and breaks loads, and the ports fall into this second category. Moreover, at present we have noted an increased interest for logistical activities within ports given the pressure on land which is being felt in close proximity to the major

Les salaires dans les principaux métiers du CIP

Profession	Salaire net médian en ETP*		
	Ensemble	30 ans ou moins	50 ans ou plus
<b>Cluster maritime et portuaire</b>			
Employés administratifs d'exploitation des transports de marchandises	1 780	1 520	1 980
Ouvriers qualifiés de la manutention, conducteurs de chariots élévateurs, caristes	1 680	1 350	1 770
Conducteurs routiers et grands routiers	1 930	1 710	2 020
Magasiniers qualifiés	1 810	1 480	2 020
Dockers	2 020	1 750	2 370
<b>Cluster industriel</b>			
Conducteurs routiers et grands routiers	1 930	1 770	1 950
Autres opérateurs et ouvriers qualifiés de la chimie (y.c. pharmacie) et de la plasturgie	3 080	2 510	3 830
Techniciens de production et de contrôle-qualité des industries de transformation	3 080	2 240	3 310
Ouvriers qualifiés de la manutention, conducteurs de chariots élévateurs, caristes	1 680	1 700	1 790
Ouvriers de production non qualifiés : chimie, pharmacie, plasturgie	2 570	2 230	3 650

Source : Insee - DADS 2011  
\* ETP = équivalent temps plein

Unité : euros

large urban areas. Beyond this appeal of port zones for logistical activities in general, the local logistical market can be divided into three major categories which each have specific and different requirements. The Industrial Port Zone (ZIP) of Le Havre, given its diversity in terms of the context (port, urban, industrial area) and its solid connectivity to all transportation networks is able to respond to all of these requirements.

The logistics market is therefore segmented into three major categories, and there are three major types of requirements in terms of land usage resulting from this so as to be able to perform these activities:

#### **a) Port logistics of which the primary requirements are the following:**

- Proximity of the terminal.
- Speed of rotations between terminals and the warehouse.

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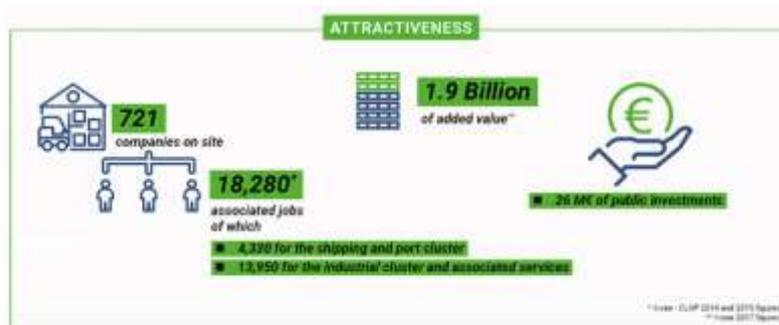
- Solid connections with activities related to the empty areas.
- The ambition of moving towards logistics with added value

**b) Logistics with added value, of which logistics for products under controlled temperature is one of the components:**

- Requirement for commercial visibility and promotion;
- Potential use of multimodal solutions;
- The beginning of pooled logistics in large scale warehouses which require the arrival of new stakeholders specialising in fleet management. Strong expectations from multi-modal service providers.

**c) Industrial logistics:**

- Proximity to principals;
- The issue of heavy parcels;
- The growing outsourcing of logistical functions: stock management, transformation, expertise;
- Solid expectations of service providers in multi-modal offers for remote clients.



**Traffic variation by sectors**

Shipping traffic (Millions of tonnes)		2018	2019	variation
BULK LIQUID UNITS		9.8	9.8	-0.5%
SOLID LIQUID UNITS		11.8	12.53	+6.4%
CONTAINERS		0.48	0.4	-12%
<b>TOTAL TRAFFIC in Mt</b>		<b>23</b>	<b>23.4</b>	<b>1.7</b>
PASSENGER SHIPS:				
Nb PAX Honfleur		38,503	43,917	+14%
Nb PAX Rouen		19,547	22,341	+14%
Number of passenger ships Honfleur		54	60	+11%
Number of passenger ships Rouen		26	27	+3.8%

River activity		2018	2019	variation
ACTIVITY OF ALL MODES OF TRAFFIC in Mt		5.3	5.4	+2.6%
CONTAINER ACTIVITY in MTEU		0.77	0.72	-5.7%

Rail activity		2018	2019	variation
ACTIVITY OF ALL MODES OF TRAFFIC in Mt		1.42	1.76	+23.3%
CONTAINER ACTIVITY in MTEU		0	0	0

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