

Port of Barcelona Annual Report 2007



- 4 Management Board
- 6 Presentation Jordi Valls i Riera, president
- 8 Introduction
  Josep Oriol Carreras, general manager

### Management

- 12 Mission, vision and values of the APB
- 14 President's office
- 22 Management area
- 31 Infrastructures
- 34 Operations and planning
- 37 Strategy and development
- 42 Stakeholder companies

### Traffic development

- 52 Traffic development
- 53 Analysis by types of shipping
- 54 Analysis by types of cargo
- **56** Passengers

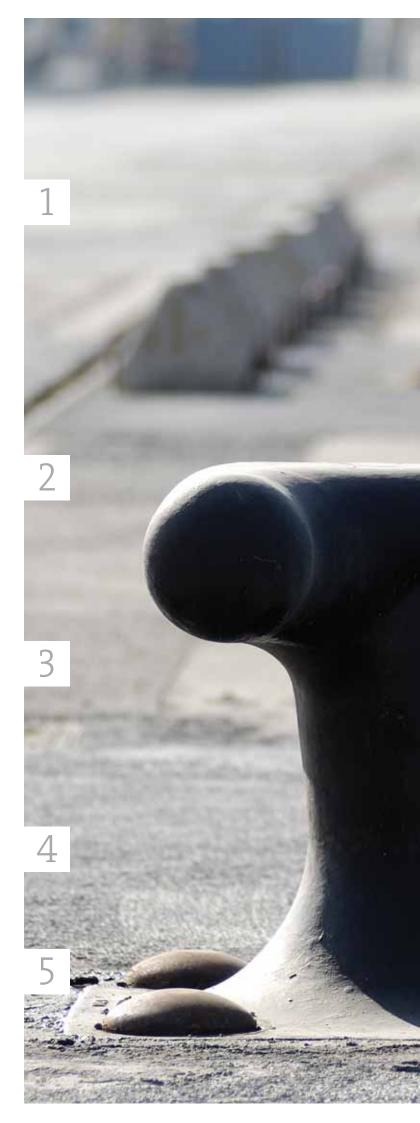
### Economic and financial report

- **60** Economic and financial report
- 65 Source and application of funds
- 66 Profit and loss accounts
- **67** Balance sheet

### Guide to the Port of Barcelona

- 70 Technical data
- 71 Specialised terminals

### Port of Barcelona directory





# Members of the Managei

### Chairman of the Management Board

Mr. Jordi Valls Riera

### Ex officio members

Mr. Francisco J. Valencia Alonso (harbourmaster) Mr. Josep Oriol Carreras (general manager)

### Members representing the Catalan Government (Generalitat)

Mr. Julián García González

Mr. Carles Güell de Sentmenat (vicechairman)

Mr. Joaquim Llach Mascaró

Ms. Imma Mayol Beltran

Mr. Jordi Nadal Atcher

Mr. Enric Querol Marimon

Mr. Jacinto Seguí Dolz de Castellar

Mr. Joaquim Maria Tintoré Blanc

Mr. Josep Trius Collazos

### Members representing the State Administration

Mr. Josep Anton Burgasé Rabinad

Ms. Pilar Fernandez Bozal

Mr. Julián Maganto López

Mr. Manuel Royes Vila

### Members representing the city council of Barcelona

Mr. Jordi W. Carnes Ayats

Mr. Ramón García-Bragado Acín

### Members representing the city council of El Prat de Llobregat

Mr. Lluís Tejedor Ballesteros









### Members representing the Chamber of Commerce, Industry and Navigation of Barcelona

Mr. Josep Maria Basáñez Villaluenga Mr. Joan J. Llonch Pañella

Member representing the Association of Stevedoring Companies Mr. Xabier Maria Vidal Niebla

### Member representing the Barcelona Association of Shipping Agents

Mr. Jordi Forné Ratés

### Members representing trade unions

Mr. José Pérez Domínguez (Fetcomar CCOO) Mr. Joan Moreno Cabello (UGT Catalonia)

Secretary (not member) Mr. Pere Caralps Riera

### Departures

Mr. Severo Bueno de Sitjar de Togores Mr. José L. Estrada Llaquet Mr. Xavier Casas Masjoan Ms. Maravillas Rojo Torrecilla

## Presentation

2007 was a decisive year for the future of the Port of Barcelona. Apart from continuing to grow faster than the overall economy and breaking records in terms of traffic, it was also a year in which Barcelona Port Authority made internal readjustments, applied new approaches and rolled out different strategies to strengthen the organisation and to position the Port of Barcelona among the benchmark infrastructures of our continent

The pillars of the Port's strategy are perfectly defined and are the motivation behind the great enlargement currently underway. However, the guidelines and frameworks for pushing forward this strategy need to be dynamic and must be revised continually in an ever-changing market and increasingly open and complex working environments. This approach led us this year to begin to draw up the Port of Barcelona's third Strategic Plan, a tool that will both update and spell out the long-term milestones for the Port Community in order to consolidate our position as the logistics platform for Southern Europe. However, to achieve this in the short term, we must be prepared to face up to a number of pressing challenges - which are also opportunities and if we are successful these will help to achieve the Port's strategic aim and define its future position. Important steps were taken in this direction during 2007.

The first challenge we are facing is the physical growth of the Port of Barcelona, a project that is already well underway. This growth is the only way to guarantee the future of this infrastructure, and is something that our customers and the market have confirmed. In order to become one of the first choices in a broad global offer of services, and therefore attract a greater portion of international cargo, we clearly need not only to provide a worldclass service but also to offer more room for operations and competitive facilities. That is why the Port has been investing heavily in financial, environmental and technical assets for a number of years to reach the right size to serve the companies and consumers around it. The works on the seawalls and the Prat wharf have taken a leap forward this year, coordinated by the Commissioner for the Enlargement Works, a figure that we consider indispensable to guarantee the execution of these complex, large-scale works.

The financial results achieved in 2007 reflect the sound management of our institution. Barcelona Port Authority obtained net profits of EUR 73.8 million,

outstripping the 57 million achieved during the previous financial year.
Operating profits grew by 16% and the extraordinary result rose by almost EUR 50 million, mainly due to the extraordinary negative result of EUR 37.8 million in 2006 owing to the accident on the Prat wharf. Cash flow rose 24% to EUR 104.1 million, and total investments were in excess of EUR 186 million. 57% of all investment was channelled into the enlargement works.

In addition to the new terminal on the Prat wharf that will be run by Hutchison and TerCAT, the TCB container terminal enlargement project helped to generate new expectations among ship owners, as it guarantees genuine competition between terminals of similar size. Furthermore, the large container shipping companies are confirming their ongoing commitment to Barcelona by constantly increasing their services and cargo capacities with ever-larger vessels. We react and the market responds. We are on the right track.

The Port is tirelessly moving forward to achieve its goals and we are working with the operators to find imaginative solutions to optimise the space available until the new enlargement areas become available, allowing us to continue to grow in the short term. In order to deal with the congestion in our operations, this year we began to reorganise port spaces to increase our short-term capacity to 60 million tonnes and 2.7 million TEU a year. However, the 2.6 million containers handled this year show that we still have some way to go. We know that it will be difficult to continue our double-digit growth over the next two or three years, but we are preparing the way. For example, the purchase of MEPSA by Catalana d'Infraestructures Portuàries, a company in which the APB holds a 49% stake, will help to make the most of the Port's current profile and provide even more space for growth. The availability of the new areas from the enlargement to the south will mark a clear change in tempo.

Work was also successfully undertaken to meet the third challenge: opening up to strategic markets. In the further-flung countries, known as the foreland, this involves specific commercial activities, visits to ship owners, or the Port's participation at international events. The Far East, and especially China, was very much in the spotlight this year in terms of cargo received. It can no longer be in any doubt that China's growing export figures make it a very important client for the Port of Barcelona.



Closer to home, in the hinterland, the Port rolled out its growth strategy by extending its networked port and logistics services. In other words, it fostered the setting up of a series of service centres close to freight agents and/or final consumers, and closely linked to the Port by multimodal transport corridors. The boost given during the year to the inland goods terminals in Zaragoza and Toulouse and to the Azuqueca de Henares dry dock, along with the initial agreements signed to build a logistics area in Perpignan provided us with a firm foothold in these markets in the north and centre of Spain and the south of France. In addition, we have begun prospecting around Lyon, as we realise that the only way to access the centre of Europe is by being present in the Rhone-Alps region. Our aim to become "the French Port" is starting to materialise, and will help us to send trains out into the European continent at competitive and reasonable management and transport prices

Opening up the hinterland is therefore closely linked to the railway, which is also playing an important role in configuring the Port of Barcelona's future strategy. Our share of rail freight is still far below the minimum sustainability level and an efficient combination of the different modes of transport. However, in the liberalisation of rail transport, the fourth challenge we face, there is a genuine opportunity that we cannot afford to miss. Although we are still at the initial phase, in which we have to overcome the imbalances caused by the transition in the business model, Barcelona Port Authority has designed and proposed the figure of a port-rail authority to organise and regulate transport within the Port. We are also working as business promoters and facilitators of the creation of new rail services in the hinterland, as in the case of Madrid and Zaragoza, which are starting to garner positive results.

We should not forget that the significant progress made in facing the challenges mentioned here require improvements to land infrastructures. These concern vital road and rail accessibility to guarantee the efficient management of the entry and exit of the growing volume of traffic that will flow into the enlarged Port, and ensure connectivity of the Port with its priority markets.

We foresaw this situation and provided for it with the proposals made and set out in the Port of Barcelona's Road and Rail Accessibility Plan. In this connection, the favourable Environmental Impact
Declaration on the Plan issued in October
by the Environment Ministry is one of the
best pieces of news we could possibly
have had to start the last quarter of the
year. During the course of 2007 we were
able to complete the work to add another
lane to "3" Street in the Tax Free Area, thus
guaranteeing a direct high-capacity road
connection between the Port and the
Ronda Litoral ring road. We now wish to
speed up the remaining projects to make
them ready for the enlargement.

As regards connectivity, we were also able to deal with the announcement by the Ministry of Public Works that there would be delays in completing the highspeed rail connection between Barcelona and the French border, scheduled for 2009. The European gauge line is a basic tool required for improving the Port's competitive position and guaranteeing access to European markets. In order not to jeopardise this aim and to speed up the availability of the rail link to 2010, Barcelona Port Authority proposed an interim agreement to the Catalan regional government, the Generalitat, involving building a third track between Gerona and Figueras and the corresponding connections to the European gauge line that has already been built. This will make it possible to continue the line through the cross-border tunnel via Portbou to Perpignan. This is a giant step forward in our efforts to position ourselves as the European port solution in the Mediterranean.

The fifth challenge involves establishing an order of priorities. Without losing sight of our strategic traffics and the fact that we live in a sector subject to market competition, we believe that it is indispensable to seek out fields of cooperation in areas where we cannot go it alone. This is the thinking behind Barcelona Port Authority's active membership of the FERRMED association, which was set up to promote a European rail freight axis linking Algeciras and Stockholm. The conclusions of the study conducted by the association during 2007 aim to achieve the inclusion of this project as a priority issue in the forthcoming revision of the European Commission's EU Transport Policy. We are pursuing a similar aim through our participation in the Intermed initiative with Genoa and Marseille, to attract Far East traffic towards the ports of the South of our continent.

Finally, the Port is firmly committed to putting the challenge of values and

Corporate Social Responsibility (CSR) at the top of the agenda, where they belong. This is an attitude that the Port of Barcelona has taken on board in a natural way in its daily management and main spheres of action. Nonetheless, Barcelona Port Authority has considered it necessary to systemise this approach, laying down the path to follow and making sure that these ethical values pervade the work of the entire Port Logistics Community of Barcelona: enhancing what we do in a responsible manner and applying a sense of responsibility to all of our actions.

This commitment can be seen in the field of sustainability both in everyday actions such as the systematic monitoring of atmospheric emissions or analysing water quality, and in the enlargement works, which were planned and carried out following environmental criteria that in many cases are stricter than those laid down in the Environmental Impact Declaration. It can also be seen in our defence of intermodality as a factor of economic, environmental and social efficiency, through our promotion of Short Sea Shipping and rail transport.

Further proof of this sensitivity to the question of sustainability was the immediate application of measures to comply with Decree 152/2007 concerning improvement of air quality passed in the summer by the Catalan Government, the Generalitat. With the cooperation of the Port Community, the necessary adaptation has been made to comply with the regulations in the areas that come under the responsibility of Barcelona Port Authority.

And finally, I want to make it clear that the real driving force that turns the wheels of the complex machinery that is the Port of Barcelona are the people who work there. The commitment, capacity for dialogue, responsibility and initiative of the professionals working at the Port of Barcelona is what maintains our good reputation, and is one of the most precious assets we have today. Therefore we must take the greatest care of this asset – which means reliability, security and quality - and continue to enhance and to publicise it. If we do this properly, if we are able to meet the challenges we have set ourselves and maintain the sum of competitiveness and sustainability, we will certainly have achieved a great deal and will be able to place the Port of Barcelona alongside the very best ports in Europe.

> **Jordi Valls i Riera** President

### Introduction

Once again we have enjoyed a record year in terms of traffic at the Port of Barcelona, with very solid economic results from the Port Authority, guaranteeing our capacity to complete the projects underway, particularly the major infrastructure investments for the port enlargement process.

In this connection, 100% of the total length of the South and East breakwaters were fully submerged by the end of 2007. These works will be completed during 2008 and define the new profile of the Port, which is gradually shifting southwards.

Building of the Prat wharf (which will house the first terminal of the enlargement) is also progressing at a good pace in spite of the incident affecting part of the blocks along the wharf side on January 1st 2007. The rapid reaction of Barcelona Port Authority and the solutions proposed and executed by the experts guarantee that this installation will be available in 2008 as planned, even though the order of delivery of the areas will be inverted. The southernmost part of the infrastructure, practically 70% of the terminal, will be delivered at the end of the year, while the affected area to the north should be ready in the second quarter of 2009.

The entry into service of the Prat Terminal will alleviate the current shortage of space, which was solved in 2007 by the efforts of the terminals to increase their operational and logistical efficiency. Furthermore, the joint work with Barcelona Port Authority led to the approval of a port reorganisation scheme, based on the proposal made in 2006, making it possible to regroup activities and optimise areas by making full use of 20 hectares of existing areas with the capacity to generate 5 million tonnes of new general cargo and coastal shipping traffic. This increases port capacity by 10%, taking it to 60 million tonnes and 2.7 million TEU while we are waiting for the new areas to be provided by the enlargement. The vehicle terminals chose to invest in new vertical car parks to increase their storage and handling capacity for vehicles in the Port, in both the short and the medium term.

The newly-created company Catalana d'Infrastructures Portuàries – in which Barcelona holds a 49% stake and Catalana d'Iniciatives holds 51% - has acquired the company Muelles y Espacios Portuarios, S.A. (MEPSA), the holder of a 49-hectare concession on the Inflammables Wharf. This will make it

possible to reorganise the areas previously run by MEPSA and to adapt them to the Port's development criteria and the needs for growth of maritime traffic. With the construction of the breakwaters, the wharves are now protected from the external waters next to the South Entrance Mouth, making this area ideal for vessel operations, with connections to the road and rail network.

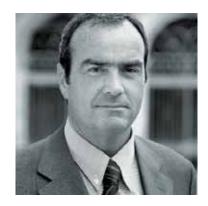
All of these actions are vital, as neither the terminals nor the Port are prepared to stop growing while the enlargement is underway, as the figures for the year clearly show. In 2007 total traffic increased 7.8% to over 50 million tonnes. General cargo behaved well, increasing almost 11% to 35.2 million tonnes, and represents more than 70% of the total. This positive trend was also clear from the 2.6 million containers handled, 12.6% more than the previous year, and in the 11% increase in vehicle traffic.

Liquid bulk increased by 4.3%, contributing to the overall rise in total traffic, and the imminent increased capacity of its facilities augurs well for the future. The drastic 49% fall in solid bulk was due to the reduction in coal traffic.

The progression in traffic, along with the significant increase in income from concessions in the port domain, helped Barcelona Port Authority's turnover to grow by 13% up to EUR 158.1 million. At the close of the financial year, and with the accounts still pending the auditor's report, net profits were EUR 73.8 million, an increase of 57.6 million over the previous year. There was a 20% increase in cash flow, which topped EUR 100 million for the first time and is a major source of financing for the investments.

These sturdy economic results were also helped by the 13% growth in passenger numbers, mainly fuelled by cruise traffic. This hit a new record high, with a 26% rise to 1.8 million passengers, one of the most significant increases of the last decade. This result consolidates Barcelona as the number one cruiser port in Europe and ninth worldwide, after the large bases in the Caribbean, as well as being a driving force behind the city's tourist sector and that of its surrounding area, as 60% of the passengers start and/or end their trip in Barcelona.

As far as cruiser facilities are concerned, in April 2007 the *Palacruceros* terminal came into service. The terminal is run by the Italian company *Costa Crociere*, and confirms the strong commitment to the Port of Barcelona by



the Carnival group to which this cruiser company belongs. In 2007, the company *Creuers del Port de Barcelona* began work on Terminal A, covering 7,200 m², and the capacity to attend to 4,000 passengers and operate simultaneously with Terminal B next door. In 2008, this action will complete the ensemble of infrastructures that help to make Barcelona the leading port in this traffic.

The latest figures confirm that Barcelona has also consolidated its position as the benchmark port for Short Sea Shipping (SSS). This can be clearly shown by the increase in daily services with Genoa and Civittavechia in Italy and the setting up of a new crossing with Livorno, which was behind the 20.6% increase in this traffic. The Port is also examining the possibilities of connecting this type of traffic with North Africa, which for the time being has materialised in a line with Tangiers essentially for cargo and the summer passenger crossings with Algeria.

The Port of Barcelona is committed to Short Sea Shipping as an efficient and sustainable link in the transport chain, and not only fosters services in this traffic, but also promotes this mode in the academic field through the European School of Short Sea Shipping. From its opening in September 2006 up to the end of 2007, the European School of Short Sea Shipping has provided training for 804 students from 33 different countries, with three different courses available: GLOSS, AVTORITAS and NUMINA.

Furthermore, the Land Transport
Forum (FTT) has consolidated its position
in the past two years with the forum for
dialogue provided by the *Proatrans*project, covering areas for improvement
in this sector in the Port of Barcelona.
Two new projects were set up in this field
during 2007: the development of a
transport services quality plan and new
environmental legislation to regulate
NOx emissions. The *Transformar* training
plan began, providing specific courses
and designing a Masters in land
transport company management at the
Port of Barcelona.

PortIC and the APB have worked together to specify the communications services to be carried on the trucks circulating in the Port of Barcelona to bring them in line with the entry and exit procedures at the terminals. This is just one more step forward in improving efficiency in this activity and one of the many actions that PortIC is conducting to

bring about a "paperless port", which is its aim for the different port areas.

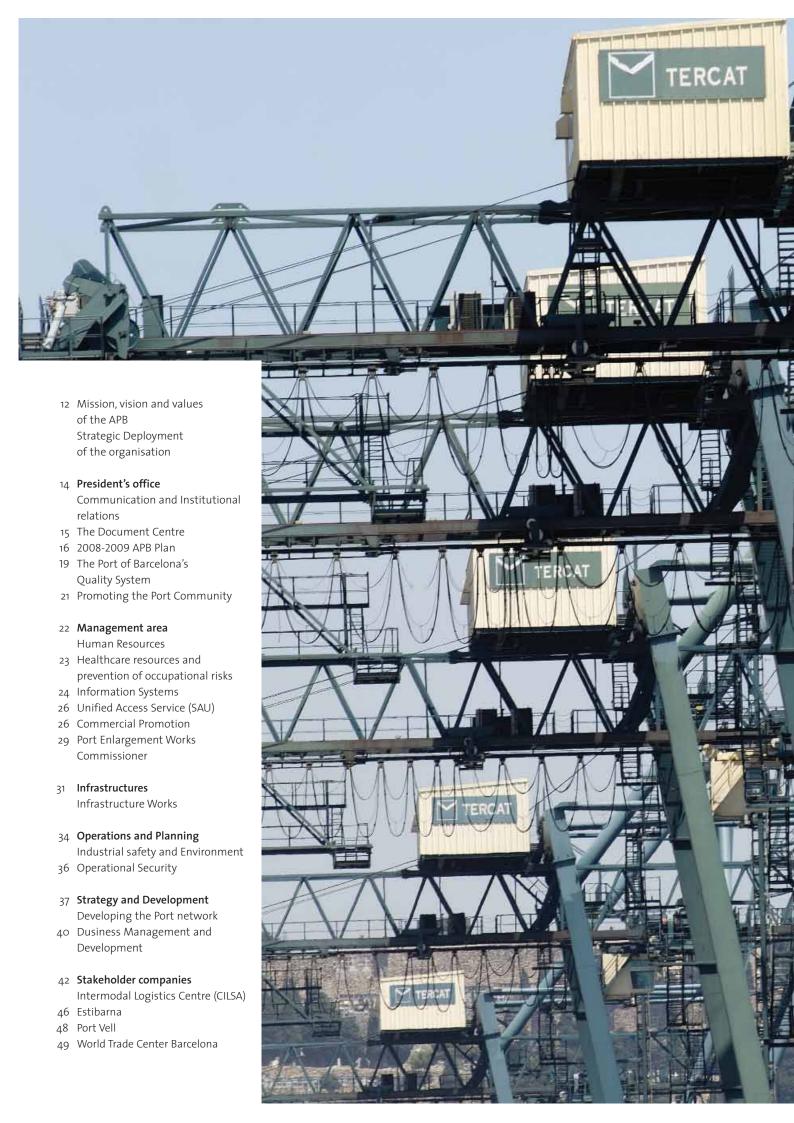
The need to foster a more creative relationship between Barcelona Port Authority and all the port areas and operators led to the setting up of the Steering Council for the Promotion of the Port Community last summer. Led by the president of the Port, this participation and debate forum started out with two basic lines of work: improving the Port's productivity, efficacy and efficiency, and raising awareness and action in the framework of corporate social responsibility. Also created within Barcelona Port Authority was a specific department for publicising the Port among its strategic markets, making the most of the strength of its Port Community in external projection.

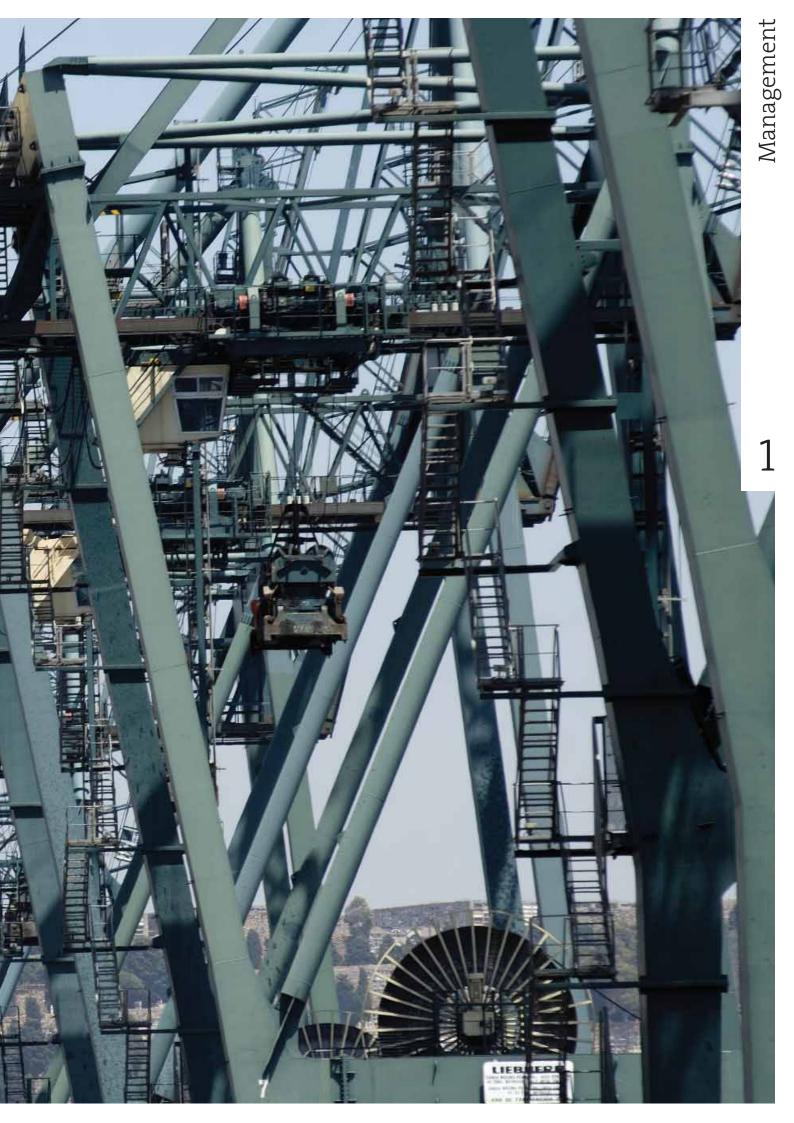
The citizens' port was the scenario of different activities, and a magnet attracting millions of local visitors and tourists, with two quite exceptional events held during the year. The Port Vell was host to the Barcelona World Race, the first edition of a non-stop, round-theworld two-member crew regatta, which helped to encourage sport and teaching programmes and nautical and maritime research. These areas of the port also provided the set for Woody Allen's latest film, part of which was shot in our city, making the Port of Barcelona the focus of world attention in the movie sector for a few days.

An important landmark in the Port Authority's support for the activities conducted within its domain and its goal of making the Port Vell a meeting place between the city and the Port was the plan to restructure the Port of Barcelona's fleet of small fishing vessels. Signed by the Fishermen's Guild and Barcelona Port Authority, with the participation of the regional Ministry for Agriculture, the agreement aims to guarantee the future of the fishing sector in Barcelona by enacting socioeconomic measures and the overall reform of the fishing facilities to make them more efficient, rationalise the use of space and generate new activities that can benefit the sector. In this connection, the agreement proposes the creation of complementary activities to improve the Guild's financial capacity by generating income from fish sales.

In sum, 2007 represented a bold step forward for the Port of Barcelona's future project, a project that considers the port from all its different facets - industrial, logistics and citizens - and all of its publics – customers, concession-holders, users, tourists, citizens - to contribute to the effective growth of its surroundings. And in this it is helped to a great extent by its most valuable asset: a team of professionals committed to the mission, vision, and values of the Port Authority.

> Josep Oriol Carreras General manager





of Barcelona

Barcelona Port Authority has defined its mission (which describes its raison d'être), its vision (which specifies what it aims to be in the future), and its values (basic principles specifying the behaviour of the people in the organisation). The whole organisation makes daily efforts to achieve these aims.

### **MISSION**

To lead the development of the Port of Barcelona, generate and manage infrastructures and guarantee reliable services to contribute to the competitiveness of its customers and create value for the company

### VISION

Barcelona: the European port solution in the Mediterranean

### **VALUES**

- Personal evaluation and commitment
- Ethical and professional management
- Customer orientation
- Social responsibility
- Innovation

In 2007, during the fourth APB Seminar, the members of the Management Committee and their closest partners, the middle managers, agreed upon the strategic and operative aims that would be valid for the period 2008-2009, which were added to the other strategic elements defined previously (mission, vision, values and SWOT analysis).

The next stage of the process is to define the aims to be assessed by the Management Committee. Such aims are usually annual. Many of these initiatives, which flow directly from the Port Authority's strategy, are to be developed in the Progress Committees and Improvement Groups, which help to apply actions across the whole organisation.

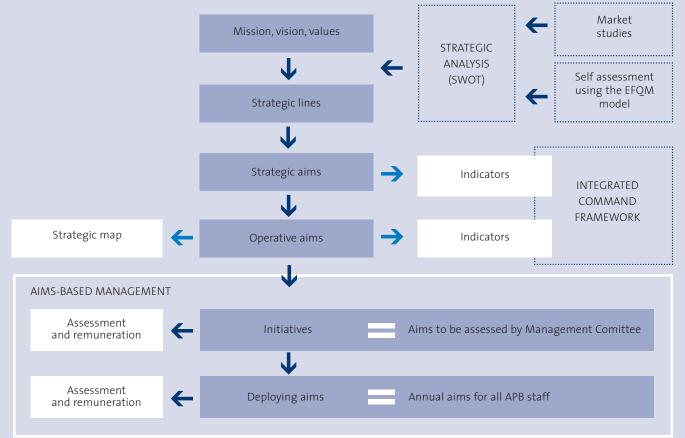
At a later stage, these initiatives will be deployed downstream to all the staff at the Port Authority, with personalised aims to be defined for each and every employee. The degree to which these aims are achieved will condition the variable pay scale based on performance and productivity. Throughout 2008 there will be continuous monitoring of the progression of the initiatives through quarterly reports and indicators of the CMI (Integrated Command Framework).

Using this procedure in 2007, the Port Authority carried out a strategic deployment process involving the entire staff in line with its mission and vision, using aims-based management.

As a result of this process, Barcelona Port Authority has designed a strategy focusing on three main fields of action:

- Enlarging the network-port, linked to the growth of the port. This enlargement should not only be seen in internal terms (increasing the capacity of port terminals), but also as fostering the capacity to generate and distribute cargo from within and around the port, fully in line with the concept of a network port.
- Improving the services of the networkport, fostering an offer of logistics services and high added value within the port and around the territory, to make the logistics chains used by the Port of Barcelona more competitive.
- Making internal changes within Barcelona Port Authority, as achieving these other areas will only be possible if there is a process of cultural change to professionalise the Port Authority's internal activity and make it, and its management, more efficient.

### STRUCTURE OF THE STRATEGIC DEPLOYMENT PROCESS AT BARCELONA PORT AUTHORITY



1.1.

### COMMUNICATION AND INSTITUTIONAL RELATIONS

Two figures neatly sum up the Port of Barcelona's importance to the economy and the city: Approximately 16,000 people work in the port precinct and 16 million people visit the Port Vell each year. Despite these convincing figures, many people are unaware of the Port's role as a driving force in the economy, its strategic function as an infrastructure or its importance as an institution.

The purpose of the Communication and Institutional Relations Department is precisely to help society to understand what the Port does, and to enhance its operations. This is a long-winded task, with results that take time to show, and

involves a number of different lines of action. These are articulated through the different areas making up the department: the Press Office, the image area, the Catalan Language Service and the Institutional Relations area, working in tandem with the other departments at the Port Authority.

The Press Office's main task is to establish smooth and solid relations with the media, attending to the information needs of very different media. These vary according to type (written press, radio, television, communication agencies or digital newspapers), content (general or specialised media) and geographical scope (local, national or foreign). Apart from replying to daily requests for information, the Press Office is proactive



in generating information content, as the media are vital allies in the effort to put across the Port's importance to the general public.

This task involves constant communication through ongoing contacts with media professionals and leaders, producing different information materials, managing interviews with the Port's spokespersons, and organising occasional events such as press conferences or visits to the Port by journalists, to name but a few. Periodical information actions were organised in 2007 to help maintain media interest in the port's day-to-day running, such as the weekly preparation of the agenda of port events and the monthly press releases on traffic, in addition to existing initiatives such as the immediate publication of agreements taken within the Management Board.

### Building the Port's image and message

In order to transmit a positive image to the public at large, we also establish cooperation agreements with certain communication companies, which ensure the Port's ongoing presence in reputable and prestigious media. This year reporters from BarcelonaTV, Com Ràdio and El Periódico de Catalunya have all produced pieces on the port.

The image area also plays a fundamental role in creating opinions. Their job is to define and unify the internal and external image of our organisation. This is very much a crosscutting function, affecting any element linked to the Port of Barcelona and all its departments. As important as the definition of the Port's corporate image is the use and application made of that image. That is why the image area is currently immersed in a process of unification, which is vital for consolidating and strengthening the value of the Port of Barcelona as a brand.

The Communication and Institutional Relations Department is also responsible for checking all the publications generated by Barcelona Port Authority, standardising the style, image and content of all the materials produced by the Port.

The Catalan Language Service joined this department during the year. Its job is fundamental for guaranteeing the correct use of the Catalan language at all levels. Each year, this department convenes the *Jocs Florals* - a poetry competition organised by the Port of



Barcelona which awards prizes in an effort to foster literary creativity among the workers at the port. Thirty-seven works competed in the last edition.

As regards Institutional Relations, the department managed to persuade different organisations to sign agreements in support of cultural, social and economic initiatives. This is the case of the mutual cooperation agreements with institutions such as Stella Maris, the Liceu opera house or the Chamber of Commerce. Along the same lines, the Port sponsors activities related directly or indirectly to the maritime or port world. The activity concerned in 2007 was the Barcelona World Race, the first non-stop round the world regatta for couples starting and ending at the Port of Barcelona.

The Institutional Relations
Department is jointly responsible, with
the Marketing and Commercial
Department, for defining the Port of
Barcelona's presence at exhibitions and
conventions of the sector held
periodically around the world. The aim is
to guarantee our participation in the
main port industry forums, which are the
ideal showcase for the Port's services and
projects, as well as providing an
opportunity to share ideas and tune into
the future trends of the sector.

The Communication and Institutional Relations Department standardises and channels the Port's image and message.

Nonetheless, success in this area depends upon the involvement of all Barcelona Port Authority's departments and the people working there.

### THE DOCUMENTATION CENTRE

One of the main milestones achieved by Barcelona Port Authority's
Documentation Centre (CENDOC) during 2007 was to oversee the implantation of an advanced documentary management system to attend efficiently to requests for consultations and to provide a qualitative improvement in service. With this aim in mind, a plan to review user procedures was defined and implemented and work undertaken to draw up the Manual of Good Administrative Practices for the Port of Barcelona, with a specific section on documentary management.

One significant action this year was the planning project for moving the management and office archives into the World Trade Center building.

This was a joint operation in which the people in charge of the departments specified which documents were to be kept in the new location and which would remain in the central archive in the ASTA building.

The improvement in the other functional areas of the CENDOC, the Press Clippings Service, with an increase

in the number of news items received, made it possible to attend to the 165,000 enquiries made, an increase of 10% over the previous year. At the Researchers and Enquiries Service, the Maritime Documentation Centre, specialised in historical enquiries on the port, attended to 541 requests for information, mainly from academics and researchers. The CENDOC offers a similar service for queries on current issues. With the implementation of an electronic platform for following up questions, the organisation was able this year to make a qualitative improvement and provide a high rate of immediate response.

As a member of the group of Spanish state port authority archives and documentation centres, the CENDOC attended the third Technical Seminar on Port Archives held in Gijón in November. Apart from taking part in the working groups, the APB representative spoke at this event of Barcelona's experience as the first port authority to present a proposal for the assessment of documentary series to the Spanish High Commission for the Classification of Administrative Documents.

### The Port's Cultural Project

This year was decisive for establishing and publicising the Port of Barcelona's cultural project, with the signing of a cooperation agreement with the Barcelona Royal Shipyards and Maritime Museum Consortium. This agreement marks the final consolidation of the projection of the Maritime Documentation Centre as the reference

body for research into questions related to maritime and port history and heritage in Catalonia, and is the ideal vehicle for bringing the port closer to society using cultural activities. A series of cultural dissemination and conservation initiatives were organised under this agreement in 2007, among which we could point to the exhibition to commemorate the hundredth anniversary of the building of the Portal de la Pau, located temporarily in the Barcelona *Drassanes* Shipyards. Due to its wide success and the interest it has awoken, this exhibition has become both a virtual event on the Internet and an itinerant exhibition. It has also been shown in the El Far Consortium building. Another initiative in this project was the transfer of the Port of Barcelona's collection of documents on the Port's Works Council (1868 -1978), to be held in storage in the premises of the Barcelona Royal Shipyards and Maritime Museum Consortium. The APB is responsible for managing the collection, and is in charge of cataloguing and accessing the documents stored there.

Another important event was the project to design and build the Port of Barcelona's Information Point. This permanent information point has been designed to publicise the fact that the Port is one of the principal motors of Catalonia's economy, and will be set up in 2008 in the hall of Barcelona Maritime Museum, through which more than 400,000 visitors pass each year.

### **APB PLAN FOR 2008-2009**

The APB Plan for 2006-2008 was revised during 2007 on the basis of the internal analysis of the results of the selfassessment under the EFQM Model of Excellence and the strategic planning cycle. The Strategy Committee met on a systematic basis throughout the year to perform two basic tasks: to align the Strategic Plan and the Business Plan (in terms of strategic lines, strategic objectives and operative objectives), and to draft the Strategic Document for 2008, which includes defining Barcelona Port Authority's basic strategy for that year (concerning the mission, vision, values, strategic lines, strategic and operative objectives and strategic map).

Certain priority matters within the organisation brought the APB Plan briefly to a standstill during the first quarter of the year. The Plan started up again in



October with the holding of the fourth APB Seminar. This seminar involved validating the work method that had been set in train, consolidating the cultural change in the organisation and fostering the entire process of internal improvement, and updating the Strategic Plan for the next two-year period, covered in the APB Plan for 2008-2009. The new Plan bolsters the organisation's strategy and the internal development methodology - based on Progress Committees - which is applied to the Improvement Groups.

The work of the fourth Seminar carried on in the BCN seminar held in December to inform on the work carried out and the new elements of the APB Plan for 2008-2009. On this occasion, a larger team from the organisation was called together to strengthen the cohesion and communication between departments.

### **Progress Committees**

One of the main problems detected in the APB was the lack of a cross-cutting thrust between its different departments, which is why a model has been structured to foster teamwork through interdisciplinary groups that aim to solve problems common to the organisation. This led to a revision of the Progress Committees. These committees are made up of top-level managers at Barcelona Port Authority (members of the Management Committee) who are responsible for analysing and deciding on major areas of debate within the organisation's strategy.

The Progress Committees were defined in 2007 to face the challenge of managing and coordinating the APB Plan for 2008-2009. They are:

- The Strategy Committee. Set up to manage activities related to the Port of Barcelona's general strategic planning and that of the Port Authority, rolling out the strategy through the Business Plan, and monitoring it.
- The Transformation Committee. Created to boost internal change involving the entire organisation, and rooted in 3 main axes: processes, people and organisational system. It taps into excellence, innovation and existing entrepreneurial capital to transform the corporate culture.
- The Communication Committee. Its purpose is to manage the plans and projects that improve internal and external communication.



• The CSR (Corporate Social Responsibility) Committee. Set up to manage the plans and projects that gradually incorporate the Port Authority's overall focus on CSR, and can be understood as the voluntary integration of social, economic and environmental concerns into commercial operations and relations with interest groups.

The Management Committee for the 2008-2009 APB Plan has been revised to provide a more coherent and integrated approach to this working methodology. The Committee is the highest governing body of the APB Plan and its general objective is to coordinate and monitor other APB committees and, if necessary, liaise with the Port Authority's Management Board.

### **Improvement Groups**

Improvement Groups have been set up within the Progress Committees to analyse and improve on the weaknesses defined and to carry out specific projects. The aim of these groups is to study the situations and propose the most appropriate alternative to the Management in the fields allocated by the respective committee.

MANAGEMENT FOR THE 2008-2009 APB PLAN				
Strategic Committee	Transformation Committee	Communication Committee	CSR Committee	





The Improvement Groups constitute a participative system bringing together workers from different areas to make suggestions, improve service provision and/or resolve problems related to specific aspects of the work. This is proving to be a good system which makes it possible not only to tap into the creative and innovative potential of the people in the company, but also to create forums for debate in which knowledge and experiences can be exchanged and synergies fostered between the different areas of activity. The following Improvement Groups carried out their activities within this framework in 2007:

- Analysis of port supply and demand, with a view to assessing future demand and the types of traffic that will be a top priority for the enlarged Port.
- Following up matters to define the necessary procedures that would make it possible to follow up external matters of the Port Authority to find out the status of each procedure, matters referred to external companies, and the

responses sent to customers or information seekers. The following procedures were chosen for the first implementation phase: Appeals against fines, parliamentary questions, requests to consult statistics, and complaints.

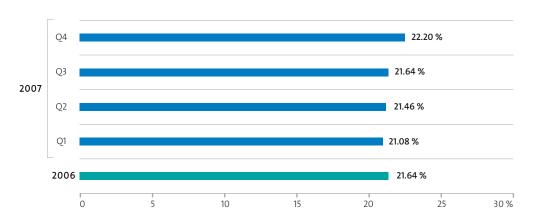
 Defining aims to draw up a methodology for defining assessable staff aims.

The BCN seminar was the framework for presenting the 2008-2009 planning for Improvement Groups, and was configured as follows: 9 groups depending on the Strategy Committee, 7 depending on the Transformation Committee, 3 depending on the Communication Committee and 3 on the CSR Committee. The APB Plan is advancing slowly but surely thanks to the involvement of the people in the organisation, as shown in the 2006-2007 participation graph.

### PARTICIPANTS IN WORKING GROUPS (APB PLAN)



### PERCENTAGE OF PARTICIPATION IN THE APB PLAN (out of total Staff)



### THE PORT OF BARCELONA'S QUALITY SYSTEM

The Port of Barcelona's Quality System is an amalgam of all the quality plans designed, implanted, assessed and improved in the port environment, and covers the following facilities: Terminal de Contenidors de Barcelona, SL, Terminal Catalunya, SA, Estibadora de Ponent, SA, and the Border Inspection Post (BIP).

The Control Process involves the ongoing collection and assessment of the data of these processes and the improvements in them. The most important results in 2007 were as follows:



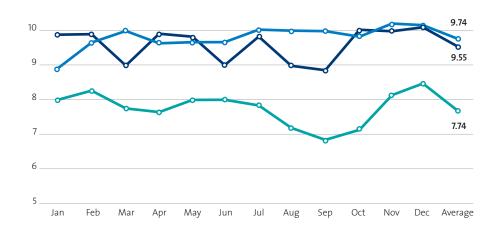
Volume of activity		Volume of inspections	
Containers unloaded full	360,835 (+14.9%)	Export	1,502 (+35.8%)
Consignments emptied at the warehouse	1,924 (-88.2%)	Import	16,782 (+11.8%)
Bulks handled/emptied	1,622,328 (-50.9)	Total	18,284 (+13.4%)
Bulks affected by incidents	34 (-90.5%)	% of inspection out of the total volume of activity	2.79% (-4.4%)
Detail of the inspections		Interventions by the Quality Team	
Inspections on the terrace	13,509 (+24.7%)	Container/seal	35 (+52.2%)
Inspections with corridor	4,516 (-9.5%)	Goods	193 (-88.9%)
Inspections in the warehouse	260 (-14.5%)	Total	228 (-87.1%)
Inspection at the BIP (without corridor)	3,095 (-15.6%)		
Inspections at BIP (with corridor)	1,453 (-31.1%)		
		Internal incidents	
		Container/seal	0 (-100%)
		Goods	9 (-91.5%)
		Inspection	29 (+383 %)
		Total	38 (-197.4%)

The Control Process provides the Quality Indices, which aim to evaluate the trends of the main service quality aims in the Port of Barcelona. Index "A" measures how fast the goods move through the Port, taking into account the physical and documentary process. Index "S" is the degree of integrity and safety of the

goods, and Index "I" measures the degree of coordination in the physical inspections of the goods. In 2007 there was a substantial improvement in the average of Indices "S" and "I", while Index "A" fell somewhat.

PROGRESS	SION OF INDIC	CES "A", "S" AN	D"I"
Average	Index "A"	Index "S"	Index "I"
2006	8.1	8.6	9.4
2007	7.7	9.7	9.6

### MONTHLY DEVELOPMENT IN THE QUALITY INDICES 2007







### **Guarantees Programme**

The Port of Barcelona offers a Guarantees Programme covering certain service commitments to the end customer by the Port and Logistics Community. If these are not met, financial compensation is paid up to EUR 450 per internal incident set in train. This programme covers the following commitments in the terminals covered by the Quality System:

- Guarantee of the total safety of the goods. The APB guarantees that no incidents will occur (damage or faults affecting the goods) whilst being handled and kept at the port
- Guarantee of immediate transit. The APB guarantees that the documentary clearance of containerised goods in transit under the Quality System will lead to admission of the transit document on the same day, provided that it is presented during the timetable set by Customs and provided that all requirements for the validation and clearance have been met.
- Guarantee of FCL import clearance. The APB guarantees that the documentary clearance of imported goods in the FCL containers handled in the specified area will lead to admission of the Customs declaration on the same day or the next working day.
- Guarantee of coordinated physical inspection. The APB guarantees that the physical inspection of FCL and LCL goods within the specified area will take place on the day foreseen, which requires the goods to be placed under inspection and for such inspection to have been requested by any of the competent inspection bodies.

The results of the application of the Guarantees Programme this year was as follows:

Detail of the guarantees paid	Guarantees activated	
	2007	2006
Total Safety	18	14
Coordinated Physical Inspection	11	5
Total	29	19
Total (EUR)	10,389	5,181

### Analysis, transparency and control

A total of 20,592 reports were sent this year to provide as much information possible on the state of the goods passing through the Port of Barcelona. These are sent automatically when information is generated on physical inspections or incidents detected in the goods. Furthermore, 245 requests for information were answered and a total of six analyses were carried out on the process on request from customers or their representatives.

There were also five system audits in the terminals covered by the Quality System (2), the Quality Team (1), and Pilots Guidelines (1) and Navigation Aids (1), all with very satisfactory results.

### Application of Quality of Service Plans

### The Port of Barcelona's Navigation Aids Service Guideline

The Manual for the review and improvement of the Port of Barcelona's Navigation Aids Service Guideline was signed in November 2007, and describes the system of action and the general criteria that will apply to the different processes of this service in order to comply with the characteristics and indicators established to satisfy customers' demands. The manual was





approved by the Quality Committee set up for this project and comprises representatives of the Directorate General of Ports and Transports of the *Generalitat*, the Directorate General of Fishing and Maritime Affairs of the *Generalitat*, Ports of the *Generalitat*, the Coastal Demarcation, the Harbourmaster's Office, Maritime Rescue, the Pilots' Corporation, the Association of Shipping Agents, the public body *Puertos del Estado* and Barcelona Port Authority.

### The Port of Barcelona's Piloting Service

The Pilots' Corporation of the Port of Barcelona has worked closely with the APB's Quality Systems Department to monitor the Pilots' Quality System. The results of the 2007 Ongoing Improvement Plan were presented in the Quality Committee, with a compliance level of 81.8%. The Ongoing Improvement Plan of the Pilots' Corporation for 2008 was approved, as was the Revision and improvement manual for the Pilots' Service. The Quality Committee created for this project comprises representatives from the Spanish Ship owners Association ANAVE, the Pilots' Corporation, the Association of Shipping Agents, the Official Pilots' Association and Barcelona Port Authority.

Work also continued on the implantation of different aspects related to cars and cruisers guidelines.

### PROMOTING THE PORT COMMUNITY

### The Steering Council and the working groups

The Port Community Steering Council was set up this year to reactivate and coordinate the national and international projection and promotion of the Port Community, increase the volume and regularity of cargo and boost the overall image of the Port of Barcelona.

The members of the Executive
Committee were appointed at the
constituent session of July 23rd, when the
mission, composition and aims of a total
of 10 working groups were set. These
groups, chaired by outstanding members
of the Port Community and coordinated
by members of Barcelona Port Authority,
are: Telematics; Quality; Environmental
Quality; Corporate Social Responsibility;
Marketing and Commercial; Innovation
Prevention and Occupational Risks;



Border Inspection Post; Short Sea Shipping; Rail Services; and Land Transport Forum.

The working agenda of each of the groups, their proposals and the schedule of activities were outlined at the second meeting of the Steering Council, held in November

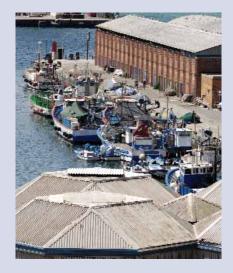
### Brand study

The Steering Council also approved the commissioning of a brand study by the newly-created Promotion Department of the Port Community to analyse the Port's current situation in this area. The study will cover the immediate hinterland of the Port of Barcelona, including the centre and north of the peninsula and the south of France, and the conclusions will be released next year.

### **Trade Missions**

Another of the decisions passed by the Board was to continue to organise annual trade missions, following on from the Port's approach in previous years. After putting forward various alternatives for potential markets and objectives, the country chosen as the destination for the 2008 mission was Morocco. The choice was strongly influenced by the current good relations between our Port and Morocco, and its economic development, which present a wide range of opportunities.

This initiative of setting up a Steering Council has turned out to be a very wise choice, judging by the progress achieved over the first few months. The effective participation of the entire Port Community in the proposals for shaping the Port of Barcelona's future has played a fundamental role in the cohesion and the empathy generated, which ensure progress among everyone involved in the port field.



### **HUMAN RESOURCES**

In 2007 Barcelona Port Authority prepared itself for a change to bring its organisational structure into line with the strategy defined by it.

That year, labour relations focused on negotiating the effective implementation of the matters agreed upon during the previous year. Special emphasis was placed upon implementing the new Skills management model and developing the particular accords adopted in the 2006 Company Agreement. This involved the holding of in-depth discussions with the workers' representatives and specifying and deploying processes of employee selection, promotion and training to make them as objective and as transparent as possible.

At the start of the year, the president informed all the staff of his intention to move the technical administrative staff, currently located in two different buildings, into a single building at the World Trade Center (WTC), to improve the working climate and the efficiency of the organisation. The Human Resources Department has already begun negotiations with the trades unions to cover issues related to the move that affect the workers.

On state level, Law 7/2007 of April 12th, approving the Basic Statute for Public service Workers in the area of the general state administration and their



public organisations came into force on May 13th. The new rules envisage a series of improvements directly applicable in port authorities and, therefore, to the employees of Barcelona Port Authority.

As each year, Barcelona Port Authority supported social and sporting activities within the organisation by holding various championships in its sports facilities in the ZAL, which was the case of the 10th Indoor Football Tournament, the 9th Frontennis Tournament and the 9th Tennis Tournament.

### Training and internal communication

Internal communication and training are key elements for fostering organisational change, which is why these two areas have been especially encouraged. In the training sphere, a process of reflection and reorientation was carried out around two fundamental aspects. On the one hand, the new Skills management model helped to develop a training project putting special emphasis on knowledge of the sector and the business, for which Barcelona Port Authority decided to call on the services of internal trainers. A study called the Quality and Improvement Plan for the Port Police Force was also conducted, and included an analysis of training in the force to reorient areas requiring improvement.

All in all, the training plans implemented in 2007 covered a total of 82 collective and 66 individual training actions within the following fields:

- In the Port Police Training Plan, a new intake of 32 officers received their training on the basic course for the Port Police provided by the Catalan Institute for Public Security, to train security forces in Catalonia. The Port has been working in tandem with this body since 1997. Seven ongoing training courses were also run for this group.
- The Language Training Plan not only covered English, which is indispensable in a globalised society, but two further significant courses. Barcelona Port Authority's commercial and strategic position with France and Morocco led to training courses being provided in French; and its emphasis on Short Sea Shipping, especially with Italy, led it to provide language courses in Italian.
- Training of the different departments of Barcelona Port Authority is normally covered with individual actions, because needs are very specific and varied. Outstanding training actions involved the staff of the General Maintenance Unit on the Citigis, Terminal Urbilux and Terminal Urbidat public lighting system, and involved a new way of working that is much more technical and efficient; and training for the staff of the Economic and Financial Department on the New General Accounting Plan given by the Economists' Association of Catalonia.

In internal communication, the other key aspect of the department, attention was focused on providing information on the move to the WTC building, an issue that will continue to be treated during the coming year. In 2006, our efforts revolved around launching and consolidating a fundamental tool for internal communication the APB's



corporate Intranet called *ePORTal*. This year, we took a step forward in guaranteeing access to important information on the organisation for all employees, providing them with access to the services and contents on the corporate Intranet from any location.

To maximise the involvement and participation of the workers in the fundamental matters concerning Barcelona Port Authority, we also boosted direct communication actions using information seminars for the entire staff. A programme of visits to the Port of Barcelona was also started in order to make it easier for the workers in the immediate field of work to understand what we do.

### HEALTHCARE RESOURCES AND PREVENTION OF OCCUPATIONAL RISKS

The organisational changes applied this year led to the setting up of the Healthcare Resources and Prevention of Occupational Risks Department, comprising the Medical Service and the Prevention of Occupational Risks Service.

### Medical and Occupational Health Service

As a partner company of the Social Security system, Barcelona Port Authority has its own medical service and therefore provides an all-embracing service covering current employees, retired employees and their direct family members. These services are provided in the facilities on the Bosch i Alsina wharf and in the ASTA Technical Administrative Building. Additional tests and specialist





consultations are made through the *Atlantida* healthcare insurance, and coverage for admissions and emergencies in clinics with which the Port has agreements.

The new users' manual published this year provides employees with a list of possibilities of the service and instructions on how to use it. The ongoing attention procedure developed within the Barcelona Port Authority Health Plan sets out the procedures and protocols necessary for unifying guidelines for primary care and occupational medicine specialists. The suggestions box is a way of communicating with the managers of the service, and makes it possible to gauge the degree of satisfaction of the users and improve our attention to them.

The medical service is mainly concerned with continual health checks and prevention of illness, and this year attended to a total of 19,283 people. The service also monitors absenteeism, which can be reduced by improving the state of health of the workers. The average number of days on which workers were off sick fell in 2007, which is a more positive result than the previous year. Medical check-ups are the best indicator to contribute to monitoring and correcting the Health Plan currently in force. During the year, 55.2% of the staff agreed to take a voluntary health check, an increase of 18% over 2006.

### **Prevention of Occupational Risks**

A company Prevention plan was completed, which the Management Committee is expected to approve in early 2008. An Occupational Risks Training Plan was designed in cooperation with the Organisation and Development Department and covers all port workers.

Other important actions in the field of prevention of occupational risks in 2007 included the preparation of a signposting map of the TIR building and an evacuation drill; co-operation in reactivating the Port Prevention Technical Commission; and enhancing proposals for the assessment of psychosocial risks of the jobs performed at the General Maintenance Unit, Passenger Terminals and the Port during 2008.

### INFORMATION SYSTEMS

The Information Systems Department develops IT projects to improve the management of the Port Authority and increase the Port of Barcelona's competitive edge.

The Port Authority performed more than 75 projects in the fields of IT, telephony, radio telephony and remote control systems, some of which stand out either in terms of their scope or their repercussion beyond the organisation. Work has already begun on implementing the practices recommended by the ITIL (Information Technology Infrastructure Library), which is the reference framework for managing the department internally, and the use of Customer Relation Management (CRM) tools among the members of the Commercial Department. Another project underway involves migrating the Port Authority web site to a new programming environment that will make it easier to provide new services to users. The Department is also working to move the Port Authority to the World Trade Center building, where it will start working in 2008, making it possible to bring in technological changes such as the telephony system or attendance monitoring. The documentary exchange procedure for requesting stopovers and the associated IT monitoring applications were adapted in application of the ISPS security code for ports and port facilities.

In terms of external organisation, the necessary equipment and software for checking boarding cards in the passenger terminals was installed to bring it in line with the new rules on



discounts for residents of the Balearics and Canary Islands. New control systems were installed in the new port operations control tower, taking advantage of the Pilot's Corporation moving there.

### **Telematic Forum and PortIC**

The Information Systems Department performs projects for the Port and Port Community from the Telematic Forum and PortIC. Set up in 1994, the Telematic Forum is a working group involving representatives of the different groups of the Port Community. Its purpose is to define and improve documentary exchange procedures involved in the passage of goods, passengers and vehicles through the Port. The PortIC technological platform facilitates the implantation of the documentary exchange procedures created to make the Port more competitive.

The Telematic Forum revised its working methods in 2007, and was able to extend its scope, building on areas such as monitoring necessary developments or implementing existing marginal procedures. In the middle of the year, the Forum's work came under the umbrella of the Steering Council, and is now one of its constituent groups. Projects already carried out by the Telematic Forum included the new documentary exchange procedure for cargo lists. This should also represent the first step towards the Port Authority's developing an application to facilitate Customs controls in export operations. Work also revolved around Customs clearance with scanned documents. Once Customs had defined and tested this project in Barcelona, it then

extended it to all the Customs areas in Spain.

Documentary exchange procedures defined in previous years continued in 2007 through the generalised use of telematic procedures for entrance and exit of full containers by land, and nearly 100% of the necessary documents needed to withdraw or deposit containers will be sent by telematic means by year's end.

In addition to this, the Port Authority's e-commerce platform managed by PortIC developed new services and improved certain existing ones. Specifically, a technological change was made to allow the installation of all applications from the web site, which has led to a whole series of more efficient and functional services. PortIC and the Port Authority have also drawn up specifications for the communications equipment to be carried in trucks working in the Port of Barcelona to make them compatible with land entrance and exit of goods procedures. This equipment is now undergoing type-approval.

### **UNIFIED ACCESS SERVICE**

The Unified Access Service (SAU) is a onestop shop set up to help the users of the Port to carry out administrative processes with Barcelona Port Authority (APB). At the SAU it is possible to register documents, process authorisations, obtain information on the different services and activities of the Port Community and pay for services provided by the APB. Some of these actions can be performed via the APB's website.









The SAU also functions as an information centre for responding to or channelling queries about port activity by phone, e-mail or in person.

In 2007 this service attended a total of 70,896 phone calls, processed 45,165 documents and registered 13,860.

The SAU uses technological advances to implement new remote services.

During 2007, in addition to reviewing and updating the contents of the services area of the APB web site, work began on generating new web forms to request services, and a payment platform for these to spare customers making unnecessary journeys.

One important step taken last March was the opening of the Trucks Identification Centre (CI-SAU), a new office of the SAU in the port TIR building. This unit issues provisional authorisations to unauthorised container hauliers before they drive to the terminals or container depots. Authorised hauliers that have to deliver or collect containers and still do not have prior telematic notification in the terminals or depots must also go to the CI-SAU. During its first ten months of work, this office processed 14,743 provisional authorisations and 16,462 prior notifications.

### **COMMERCIAL PROMOTION**

The design of a new Marketing Plan for the period 2007-2009 marked the start of a new series of commercial activities applied to the different products. The Marketing and Commercial Department now has a consolidated staff structure and has helped to promote different products (containers, vehicles, passengers, railways, bulk, coffee, fruit, short sea shipping, and so on) using very

specific, targeted promotion actions to attract new traffics or consolidate existing ones.

Pursuing its usual policy, the Marketing and Commercial Department maintained ongoing contacts and attended to its main customers. This helped the department to get to know its customers' future strategies, and inform them of the progress of the enlargement works and the new projects for developing the inland goods terminals and events in the rail sector.

The Far East, especially China, was the main focus of attention as regards cargo origin. Exports to the Port of Barcelona from this Asian giant continue to increase, and therefore China is given preferential treatment. The interest in the Asian market was evident from the Port's two trips there to visit the main ship owners, and its subsequent presence at the Transport Logistic Asia event held in Shanghai at the end of 2007.

Another aspect surrounding the Port's commercial promotion is the progress of the enlargement works of the new future terminal, as well as the project to extend the TCB container terminal. This project has helped generate new expectations among ship owners, since the Port of Barcelona can once again guarantee competition between terminals and is closer to achieving its great aim of consolidating its role as a true Mediterranean hub. As part of this effort, NYK set up in the ZAL Prat, in a clearly privileged position with respect to the new terminal.

Apart from the follow-up meetings with owners of containerised goods ships, attention was also focused on refrigerated goods. The growth in reefers was one of the reasons behind the contacts held with some of the large

ship owners such as Maersk, MSC, Hamburg Süd or CSAV. The need for sufficient installations for this type of cargo, which are growing considerably, is one of the concerns of the end customers.

This year saw the consolidation of the rail line with the Azuqueca de Henares dry dock, set up at the end of 2006, which has experienced a buzz of activity, with an average of more than six trains per week in each direction. Such actions confirm the Port of Barcelona's interest in bringing high-quality, reliable services to the central area of Spain and involving the operators. Here we should mention that the main ship owners have consolidated an empty container depot within the terminal of the dry dock, thus guaranteeing availability of equipment to the end customer and helping to provide a proper balance between imports and exports.

### Projection at fairs and congresses

In 2007, the coordination of the Port's presence at fairs and congresses was restructured internally. The incorporation of the Communication Department into Barcelona Port Authority's new organic structure provided new momentum for the Port's participation at the main international forums for logistics, transport and international trade. The coordination of both departments led the Port of Barcelona to take part in the SITL fair in Paris, the SIL in Barcelona, the Logistics Transport fair in Munich, and SITL Asia in Shanghai.

The Port of Barcelona again decided to team up with CILSA at the SITL fair in Paris to support the promotion of the tmT goods terminal in Toulouse. This event, attended by specialists in promoting industrial land, is an ideal scenario for explaining and marketing logistics plots. The tmT plays a leading role in developing an artery connecting Barcelona to the French market. Only last year, a number of French freight forwarders decided to channel their goods through the Port of Barcelona and are considering developing logistics infrastructures in Toulouse.

The next event we attended was the SIL International Logistics Fair in Barcelona. Now in its ninth edition, it has consolidated its position as the leading event in the sector in Spain, and is a meeting place for all the logistics activity of Southern Europe, the Mediterranean basin – especially the countries of the Maghreb – Latin America and South East

Asia. Furthermore, the fact that it is held in Barcelona means that extra care must be taken in presenting the Port's new services and products in great detail. Within the joint promotion strategy with CILSA and BCL, the Port draws on all the potential for information that the environment allows, participating in seminars, conferences, bilateral contacts, and so on. The number of visitors and commercial contacts can be seen to increase year after year. Once again, the main focus of attention in this edition was the state of progress of the building works on the new port infrastructures and the new road and rail accesses.

The Port of Barcelona also took part in Munich's Transport Logistic fair for the first time in 2007. This is currently considered to be the most important logistics and transport event in Europe, perhaps in the world. This was a wise choice, as it provided an excellent opportunity not only to pass on information to the major players in the sector, but also made it possible to share the development of the most outstanding rail projects in the continent with the main European ports. Munich provided a chance to establish valuable contacts for developing European rail connection projects with different non-Spanish operators.

One of the aims of the Marketing Plan is to maintain a continuous presence in China. This led the Port to participate in SITL Asia, a fair held in Shanghai in December, which was a springboard for consolidating the Port's presence in this market. On this occasion, in addition to our usual partners CILSA and BCL, we were joined by colleagues from the Port of Tarragona. This approach is part of the joint strategy in China based on presenting the Catalan







Port Front as the gateway into Europe for Chinese products. Once again Chinese freight forwarders eager to forge links with their counterparts from Barcelona comprised the largest group of participants. Another of the central reasons behind our port's presence in Shanghai was the development of the new Prat terminal, since one of the partners is Hutchison Port Holdings, a Chinese operator considered to be the world's biggest port terminal operator.

The Port of Barcelona visited a number of fairs during the year, the most important of which was the Fruitlogistic in Berlin. This is the third year in a row that the Port, represented by Barcelona Fruit Terminal and Terminal Port Nou, has been to Berlin to provide commercial information on the port services and facilities available and to give the prices for handling goods. It also provided an opportunity to meet the main operators - shipping companies such as Maersk, CSAV, Hamburg Süd, Libra and Costa Container Lines - and get to know their new shipping lines and their characteristics in terms of cargo volumes, ports of call and transit times.

One of the Port's main aims at Fruitlogistic was to learn about the forecasts for the coming season from the main producers of bananas, melon and citrus fruits. We also worked together with the Argentinian institutions to prepare a corporate mission by the fruit sector to Barcelona.

Two important events in 2007 had a bearing on the development of the growth of the coffee sector at the Port of Barcelona. The first was the corporate mission to set the conditions for certifying the port coffee warehouses run by BIT and Molenbergnatie and obtaining certification as a port of delivery for the New York Stock Exchange, the ICE (formerly NYBOT). This action should pave the way for definitive certification from mid-2008. The second action involved Coffee Day, held this year in the city of Valencia. The entire coffee sector attended this traditional meet, involving debates on the latest trends in the Spanish coffee sector and general meetings of the associations of the sector: ANCAFE, the Spanish Coffee Federation, and the Spanish Association of Coffee Roasters. During the general meeting of the Spanish Coffee Federation, Barcelona was proposed as the venue for the 2008 National and International Coffee Congress, specifically the Port of Barcelona.

The Port helped to organise and took part in the Reefer Logistics Conference, the most important European conference for the stakeholders and operators of the refrigerated products sector. Held in Barcelona and opened by the president of the Port, this forum for debate analysed the current situation of the sector and the constant development of its products.

Within the partnership actions with operators and main customers, the Commercial and Marketing Department this year received a total of 33 commercial visits, explaining the new projects to the visitors and advertising the services that the Port of Barcelona can provide.

Barcelona Port Authority again participated in the two most important fairs of the cruise sector. The first, an annual event not to be missed for any cruiser port, is the Seatrade Cruise Convention held in Miami in March, in which the Port of Barcelona participated with a stand in the Spanish Ports pavilion. The second fair, Seatrade Europe, was held in Hamburg in September. Here the Port attended as a visitor.

The Port Authority played an active role in drawing up a study on the impact of cruisers on local economies. This work, led by the European Cruise Council, Euroyards, Cruise Europe and MedCruise, was presented in Brussels in February. The main aim is to convince the European Commission and local state tourism bodies of the increasing importance of the cruise industry in the region's tourist sector.

Two events in 2007 were particularly relevant for cruise traffic at the Port. The first of these was the opening of Palacruceros, the first dedicated cruiser



terminal in Barcelona, on April 24th. This project bears witness to the trust placed in the Port of Barcelona by the Carnival Group, one of the most important cruiser groups in the world. The second event was the arrival of the Disney Magic, which begins its service in the Mediterranean. The fact that a very demanding company like Disney chose Barcelona as its turnaround port is added proof of the high quality offered by our port.

Furthermore, as a member of MedCruise, the Mediterranean cruiser ports association, the Port took part in the two general meetings held in Sochi and Almeria, and was a speaker at the first course on the cruise industry, organised by the association on board the Fantastic.

### PORT ENLARGEMENT WORKS COMMISSIONER

The complexity and scale of the Port enlargement works led in early 2007 to the creation of the figure of the Port Enlargement Works Commissioner, who answers directly to the General Management of the Port Authority of Barcelona, and is responsible for coordinating the work on the wharves in the municipality of El Prat de Llobregat and the South and East breakwaters. Below are the developments as concerns the actions conducted under the responsibility of the Commissioner this year.

### **Prat Wharf**

On January 1st 2007 the Prat wharf suffered damage that affected approximately one third of its length.





The first step to resolve this incident was to set up a Committee of Experts and to hire an international expert to analyse the causes of the damage, analyse and validate the existing facilities, and propose new actions. The appropriate report was put before the Management Board on June 30th.

The conclusions of the report led to drafting the Technical Conditions and initiating administrative proceedings for joint contracting, through an open and negotiated procedure, preparing a project for the building and repair works to the aforementioned wharf. The works were awarded by the Management Board on November 28th and began on December 14th 2007.

The projects aim to complete the parts of the Prat wharf that were not affected by the incident as quickly and as safely as possible. For this reason the new planning envisages the staggered delivery of the areas pledged to the concession-holding company in order to minimise the negative impact of the accident.

Furthermore, a study and analysis group was set up to find out more about the natural terrain and the filling, to meet the demands of the operations on the Container Terminal on the Prat wharf.

The drafted projects and most important works that were started on the Prat Wharf during 2007 total EUR 23 million. To these actions, specified in the table below, we should add a further eight small-budget works carried out to a total of EUR 900,000.

Before the works were awarded, the president of the Port Authority of Barcelona presented the "Report on the Causes of the Prat wharf Accident" to the



Catalan Parliament in October. Also in 2007, proceedings were initiated to assign responsibility for the Prat wharf collapse in cooperation with the Secretariat General of Barcelona Port Authority.

### South seawall

On December 31st 2007 the building of Stretches 1 and 2 of the South seawall with a total length of 3,700 m was completely finalised. Stretch 1 is a sloping seawall 2,000 m long, with a main mantle of 40-tonne parallelepiped concrete blocks, and Stretch 2 is a vertical seawall 1,700 m long made up of prefabricated concrete caissons.

In addition, the submerged part of the works of Stretch 3 of the South seawall was also undertaken. This comprises 1,100 metres of sloping seawall and a main mantle of 40-tonne parallelepiped concrete blocks and was fully above the water level by the end of the year. The percentages of advancement of the different units of the works are as follows: 100% of prior dredging, the 95% of quarry ballast, 100% classified rip-rap, 50% of the

concrete for the blocks, 100% of the concrete for the caissons and 98% of the reinforcement of the caissons completed.

### East seawall

The East seawall is a sloping seawall with a main mantle made of 50-Tn parallelepiped concrete blocks.

During 2007 work was completed on the East seawall up to a height of +2 along its entire length of 2,000 metres, and work began on the emerging wall. The work completed is therefore: 100% of the length of the emerging seawall, 100% of prior dredging, 100% of the riprap, 95% of the concrete for blocks and 93% of the quarry ballast.

Both seawalls are due for completion by the end of 2008.

MAIN ACTIONS ON THE PRAT WHARF – 2007	MILLION EUR
Treatment of the extrados (embankment), replacement of the filling and drainage layer. Prat Wharf Phase I (caissons 1 to 9)	3.7
Modification in the movement of preloaded materials. Phase 1 - Terminal Prat	4.0
Geotechnical surveys campaign on Prat wharf	2.7
Modification of the placing of geodrains on Prat wharf	2.4
Treatment of the extrados (gravel columns). Prat wharf. Phase 2 (Only drafting of project in 2007)	2.3
Modified movement of pre-loaded materials (action 2). Terminal Prat (preloading Prat wharf. Phase 2)	2.1
Drainage layer on Prat Wharf terrace. Phase 2	1.5
Moving material from the extrados of Prat Wharf Phase 1 to precincts in the back area	1.5
Dumping quarry ballast for embankments or terraces in Prat Wharf Terminal	1.2
Supplying granular material from recycled building waste	0.9
Placing measuring instruments in the caissons of the Prat Wharf	0.7

### 1.3.

### **INFRASTRUCTURE WORKS**

Approximately 129.1 million of the EUR 186.8 million invested by the Port Authority in 2007 was spent on infrastructures. This figure is nearly 40% less than infrastructure investment during the previous year.

The projects that consumed the lion's share of this investment concern the new sheltering seawalls and the Prat wharf, which are the responsibility of the Enlargement Works Commissioner. In addition to these, however, other no less important works were carried out to facilitate port operations: preparing existing areas to adapt them to new needs, building new wharves and rebuilding existing ones, projects

concerning road and rail access to the Port and, finally, other one-off actions such as the environmental corrective measures. Below are some of the most significant works begun or underway during 2007, except those concerning enlargement infrastructures, which are dealt with in the corresponding section.

### **Preparation of areas**

Two sets of works were undertaken to prepare areas to meet the increased demand for cruiser traffic, and were completed during 2007.

The first of these actions involved developing 1,300 metres of terrace on the Adossat wharf to provide this area for cruisers with better services and facilities.





In addition to this, the work on the complementary development project included building a new 100-metre shelter in the taxi waiting area on Terminal D and refurbishing the area between Terminals A and B.

### **New wharves**

The Port's enlargement will lead to a significant increase in piloting operations, with much more activity, as well as a physical shift of these operations to the south. Taking into account these new circumstances, the Port Authority planned a new location for the Pilots' Corporation at the north-eastern tip of the Inflammables Wharf.

This is the reason for the "Berthing wharf of the Pilots' Corporation" project which includes the works necessary to build a berthing wharf adjoined to the breakwater protecting the Inflammables wharf. These works involved building a banked stone rockpile crowned between -3.50 and -5.00 that will serve as the foundation for building the wharf and constructing the berthing wharf consisting of a solid concrete structure with an emerging protecting wall on the outer face.

### Refurbishing and maintenance of existing wharves

Different works projects were carried out during the year to refurbish and improve existing wharves. The most significant of these were the completion of the "Sheetpile wharf in Alvarez de la Campa wharf", resulting from the need to improve the berthing line to adapt it to the new requirements of port operations. The works involved the building of 450 m. of sheetpile wharf, extending the current structure by 1.5 m., and the building of a track for the Panamax crane along its entire length.

Work also began on "Terrace filling and pre-loading to consolidate the redevelopment of the Costa wharf", comprising general filling up to a height of +2 over the wharf created between the old line of the Costa wharf and the new one to form a terrace. This was done to gain time by consolidating the filled area with earth.

The mooring posts on the Adossat wharf have lost part of their resistance to pull due to rusting of their heads. In any case, this resistance is fairly small (50Tn) for the type of vessels currently using this wharf. This led to the project called "Strengthening of the berthing system on Adossat wharf" - replacing the

mooring posts and their deadman anchors with others with a greater pull capacity (150Tn and 100Tn according to the areas involved).

The reorganisation of the port's container terminals made it necessary to build a new 600-metre extension to the Adossat wharf and extend and enlarge the South wharf areas. Barcelona Port Authority decided to carry out a geotechnical survey, necessary for drawing up the different projects and correctly scaling the foundations for the containing works (wharves) and ensuring the stability of the filling materials. The "Geotechnical surveys campaign on Adossat wharf and extension of South wharf" consisted basically of an exhaustive survey of the geotechnical characteristics of the subsoil on the Adossat and South wharves to plan the new wharves, and the facilities for the future synthesis shipyard.

### Road and rail accesses

Four actions related to road and rail accesses to the Port were undertaken, some of which had been started the previous year.

In 2007 work was completed on "Fitting out of the lorry parking area", involving new land accesses into the enlargement area of the Port of Barcelona. The new road system involves building a branch off the Cinturón Litoral ring road and running along the left bank of the river Llobregat to connect the ZAL and the south area of the Port. The additional traffic expected as a result led to the building of a provisional lorry park in this area. The work involved fitting out an area of approximately seven hectares at the end of the old course of the river Llobregat.



Work was also completed on the "Lane doubling on "3" Street" project. This was one of the actions linked to the opening up of the new course of the River Llobregat and involved doubling the lanes on "3" Street of the Tax Free Area Industrial Estate to allow access to the Port from the Ronda Litoral ring road. "3" Street has therefore been turned into a two-way road, increasing its width to six lanes, three in each direction, except for the stretch between the ring road and the roundabout intersecting with "E" Street, which still has two lanes in each direction.

Work was completed on the "Rail loop in the former TIR area", involving building a line 1,100 metres long, of which 960 metres correspond to track resting on concrete, and the rest on ballast. This is a double gauge (RENFE and European) line with VIC-54 type tracks.

Finally, we carried out the "Enlargement of the rail terminal on Princep d'Espanya and developing the hard shoulder on Stretch 6", involving three linear actions in the area behind the Princep d'Espanya wharf: the installation of a new 800-metre stretch of mixed rail line; adapting an auxiliary road adjacent to a stretch of the current railway track required for correct vehicle loading and unloading operations and finally, the building of a 700-metre lane for vehicles queuing along Stretch 6 between the DAMEX roundabout and Gate 29.

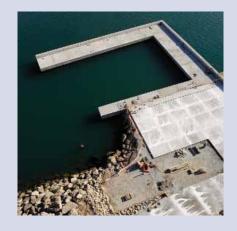
### **One-off actions**

One of the conditions laid down in the Environmental Impact Declaration of the Port of Barcelona's Master Plan was to create a beach along the right bank of the new mouth of the River Llobregat by dumping a total of 3,500,000 m³ of sand there. The inside part of the new beach, in the area between the point where the

breakwater starts and the high water embankment on the right bank of the new mouth of the River Llobregat has been planned as a wet area to make up for the loss of La Podrida lagoon. The preparation of the "Coastal corrective measures phase 3 D (creation of a wet area)" project took into account the planning of wet areas that appear in the modified project to divert the River Llobregat. It also incorporated the measures necessary to guarantee the conservation of the natural and artificial ecosystems of the river's flood plain.

The corresponding works, which are currently underway, involve creating a wet area on the new beach generated by the Port of Barcelona, which are also part of the coastal corrective measures. The ground area is triangular and will stretch 1700 metres along the coastline covering an area of 50 Ha. The area will be landscaped using micro-topography in such a way as to create dune and lagoon systems, drainage channels and planting of grasses, bushes and trees to recreate different communities planned according to the hydrological characteristics of the substrate of each area.

The Environmental Impact Declaration on the Port of Barcelona's Master Plan guarantees that sand will periodically be dumped there to mitigate the erosion that will occur in the stretch of coast to the south of the run-off from La Ricarda lagoon. To do this, a project was carried out called "Dumping sand onto the beach south of the Llobregat (1st load)", consisting of dumping 480,000 m of sand dredged from near the Port Ginesta seawall, later dumped along a stretch of coast in the municipality of El Prat de Llobregat (Barcelona), south of the seawall on the right bank of the diverted River Llobregat.





## peration and planning

1.4.

### INDUSTRIAL SAFETY AND ENVIRONMENT

### **Industrial Safety**

Classified goods continued their upward trend in 2007, accounting for 23% of total port traffic: containerised dangerous goods traffic increased by 17% to a total volume of 959,227 tonnes, while 10,476,470 tonnes of bulk dangerous goods were handled altogether, up 3% on the previous year. 95% of the 92,205 authorisations for the admission of dangerous goods were processed electronically, via EDI.

The most important activities under the cooperation agreement between Barcelona City Council and Barcelona Port Authority for exercising the respective competences in the field of civil protection, fire prevention and fire fighting and rescue, involved investments. Two heavy water tender units were purchased to replace the old B-405 and B-406 units which had nonetheless provided very good service in fire prevention. The new fire fighting units are more powerful and incorporate a 5,000 litre water tank with a highcapacity pump and a CAFS POWER FOAM PRO I high-pressure foam technological system. This system consumes less water and foam, allowing greater autonomy and fire fighting capacity, as the hoses weigh less and fires can be put out more quickly. The units also incorporate the

necessary equipment for initial action in the event of chemical hazards and rescue, and were provided with level-three NBC (nuclear, biological and chemical) personal protection equipment to cope with the most difficult of situations. The vehicles and their equipment have therefore become a highly efficient instrument able to provide an overall response for the Port of Barcelona.

As for specific training for firemen, four editions of the on-board fire fighting course have been held at the Jovellanos Integrated Maritime Safety Centre in Gijón, involving 63 firemen and units.

During this period, a series of joint exercises and drills were carried out with the different companies covered by the Port's major accidents regulations, with the support of the Mutual Assistance Agreement. Two general drills for activating the Port of Barcelona's Internal Emergency Plan were held in two very different scenarios: In April there was a simulated fire and explosion in the garage of the World Trade Center's south building and in November there was another drill simulating a liquid natural gas leak at the Enagas plant. Both exercises involved different members of the action groups envisaged in the Internal Emergency Plan (PEI).

### **Road cleaning, waste and gardens** A total of 9,340 man hours went into cleaning the roads in the common and

free areas of the port precinct. 3,372 of these corresponded to mechanised tasks. The volume of waste generated by bars and restaurants and the facilities and activities of the Port Authority reached 2,475 tonnes of solid urban waste (SUW), very close to the amount collected in 2006, since we must add the 125 tonnes from the fine cleaning of the solid bulk materials on the public wharf, which is separate from general waste collection. To all of this we should add the selective collection of non-special waste (paper, glass, scrap metal, wood...) and special waste (batteries, fluorescent tubes ...) which represented 486.06 and 40.86 tonnes respectively.

More than 90% of the 73 actions causing the interruption of ordinary road cleaning activities corresponded to requests from the Port Police to use the cleaning equipment and vehicles to clear up after road accidents or cargo that had fallen from trucks on roads or terraces.

Works in the garden areas of the port precinct generated 20,340 kg of organic waste, managed as compost, to which we should add 12,480 kg from the elimination of Ice Plant (*Carpobrotus edulis*) in certain areas of the port. In the gardens sector, we began a campaign to detect a pest called the red palm weevil (*Rhynchophorus ferrugineus*), which so far has been unsuccessful.

#### Air quality

The summer of 2007 was a crucial moment for monitoring atmospheric pollution in the Port of Barcelona. The Catalan government (the *Generalitat*) passed Decree 152/2007 on the action plan to improve air quality in the municipalities declared as special air atmospheric protection areas for nitrogen oxides and suspended particles with a diameter of less than 10 microns.

WATER CLEANING IN 2007

Jan

Feb

Mar

May

Apr

June

July

Aug

Sep

40

20

0

This Action Plan sets out 73 measures to reduce emissions of these two pollutants and covers prevention, transport, industry, energy, the domestic sector and awareness-raising actions. The specific measures affecting the Port of Barcelona, including special protection area 1, are as follows: environmental requirements for P+ container transport vehicles; fostering rail cargo transport; early renewal of the fleet of tugs and other internal services; electrical supply to vessels from the wharf side during berthing; changing the system of port charges to introduce discounts for atmospheric emissions; improvements in the handling of dusty bulk products; renewing the auxiliary cargo and unloading machinery at the terminals; and an emissions reduction strategy for the port precinct.

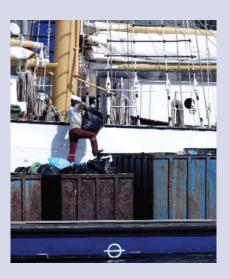
Likewise, the weather and air quality monitoring network was extended with a new automatic weather station located on the Contradic wharf to monitor solid bulk operations.

#### Moves to combat sea pollution

In 2007, the water cleaning service, comprising three external and two Barcelona Port Authority vessels, collected 152.8 tonnes of floating waste - 830 m³ in total - from the water area. An average of 196 kg was removed every day, 38% of which were plastics.

In parallel to this there were 59 oil spill incidents, more than half of which correspond to gasoil, for which 605 metres of absorbent barriers were used. In most cases, the response was to oxygenate the water area and on 18 occasions the oil was sucked up into tanks. In total 13,575 kg of free phase hydrocarbons were collected and treated as waste.





10.000

5,000

0

Volume (m3)

Oct

Nov

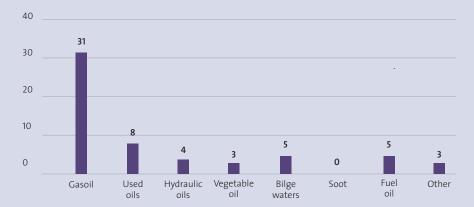
# VOLUME Weight (Kg) WEIGHT 140 35,000 120 25,000 80 15,000



- Plastic 38%
- Wood 23%
- Organic 14%
- Other 25%







#### **OPERATIONAL SECURITY**

#### **Port Police**

2007 marked the consolidation and development of protection actions at the Port of Barcelona. Clear evidence of this was our successfully passing a series of security audits: in October, EU inspectors gave us a positive rating after assessing the conditions of port protection implemented in the facilities at Barcelona Port Authority, the Control Centre and certain terminals. Also in October, inspectors from the US Coast Guard audited the port facilities, and during the course of the year different cruise companies and governments also assessed our security standards. The Port Police Quality Plan also underwent an audit in December.

Among the most important events of 2007 were the signing of the cooperation agreement between Barcelona City Council and Barcelona Port Authority in the field of citizen mobility and conviviality in the Port Vell, and preparation for the application of Royal Decree 1617/2007 (transposing EU Directive 725/2004) on enhancing protection in ports, to prepare for its full implementation over 2008.

In the police area, the same strategy was maintained for citizen security actions and, in administrative terms, for sanctions and seizures for crimes against intellectual property and peddling of goods in the Port Vell area. As usual, more people were hired to work over the summer to guarantee the necessary services for the increased number of users in the public area and the cruiser terminals.

The Port Police increased their traffic checks and controls to avoid certain illegal behaviour, putting special emphasis on the guidelines of the

Catalan Traffic Service and the actions laid down in the Catalan Road Safety Plan, carrying out campaigns to combat drink-driving and checking on the use of seatbelts and other systems of protection such as crash helmets. Other important activities carried out involved providing support to guarantee the plans in the port service operations of the Operations Department, in emergency situations, incidents caused by transport strikes, queues to enter the terminals, vehicle driving, etc.

A total of thirty-two new agents joined the Port Police after completing and passing the basic training course at the Catalan Public Safety Institute in November and December. At Barcelona Port Authority, training courses were given on type-approval of official documents of the Port Police Force, achieving standardised working procedures (PNT), digital tachograph, prevention of occupational risks, implementing Proatrans, and self-defence.

# 1.5

# DEVELOPMENT OF THE PORT NETWORK

In 2007 Barcelona Port Authority continued to roll out its growth strategy based on extending port services and networked logistics. The network means all the centres of service (port terminals, logistics areas, inland goods terminals, intermodal terminals, depots...) located in the Port's strategic hinterland - the lberian Peninsula, the south of France, the rest of Europe and North Africa - and closely linked to the Port through multimodal transport corridors.

Over the last few years, in addition to fulfilling its role as a landlord port, Barcelona Port Authority has been innovative in pioneering the management of the port domain and promoting projects involving private initiative. The Logistics Activities Area, the Quality Plan, the PortIC documentary exchange and e-commerce platform, private infrastructure financing and the Strategic Plan are just a few examples of actions to foster port business and contribute to improving the competitiveness of customers.

As it develops the port's network, Barcelona Port Authority acts as a promoter, infrastructure builder or provider of new services, as appropriate. Its participation is subsidiary to private initiative, which commits to specific businesses and is responsible for marketing and providing the services.



#### The Zaragoza goods terminal

The Zaragoza goods terminal (tmZ) offers logistics and transport services with a difference, responding to many varied requirements, and helps to solve problems in supplying and distributing products for import and export. It works as a neutral operator, allowing any freight agent or professional using maritime transport to plan, organise and monitor all the movements of their goods as they pass through the Port of Barcelona. The logistics activity is split between two operators, one of which manages the 6,000 m2 of logistics warehouses located next to the rail unit and the other manages the container depot with the rail terminal.

2007 heralded the start of rail activity in Zaragoza. After financing was provided to build the tmZ container rail terminal, a



corridor has now been established for transport between the Port, the northwest and the centre of the peninsula, as well as making the most of synergies between these areas.

The number of movements in the container depot, the most outstanding indicator for measuring the tmZ's activity, totalled 25,782 TEU this year (including train and lorry), with 52 trains (26 incoming and 26 outgoing) providing 2,287 TEU. The rail service began on June 13, but had to reduce the frequency of trains as priority was given to long-distance trains following problems in Barcelona's local rail service. The rail terminal provides the tmZ logistics platform with more accessibility and dynamism for the entry and exit of goods.

#### The Toulouse goods terminal

The results of CILSA's involvement in the management of the Toulouse goods terminal (tmT) started to show in 2007 with the obtaining of a licence to build new logistics premises, which it is hoped will be available in 2009. A service was also set up in 2007 to provide direct information to facilitate access to port services.

The Port of Barcelona has understood that access to the more powerful and balanced markets of France - Rhône-Alpes (Lyon) and Aquitaine, as well as Paris - requires a prior presence in the south of the country in two especially advantageous locations: Toulouse and Perpignan. Furthermore, access to the centre of Europe is only possible with a considerable presence in the Rhône-Alpes region. For the Port of Barcelona to gain a foothold in France, its "product" must necessarily offer specific services, which the operators of the Port of Barcelona make available to the operators and freight agents of the French market, as well as a new offer of infrastructures (port terminals, ZAL and rail terminals) located close to these users in key points of the country.

The projects already carried out are as follows:

- 20 Ha of land is being developed in the Midi-Pyrenees Region (Toulouse) in the *Eurocentre*, with a ZAL comprising 80,000 m<sup>2</sup> of industrial units to let and offering rail access.
- In the Languedoc-Roussillon region there is an agreement to develop a 30-Ha ZAL in Perpignan, and a proposal to take a stake in the public company for running the new rail terminal.

 In the Rhône-Alpes region (Lyon) three sites have been identified that would suit the Port's needs.

The fact that the Port of Barcelona is already present in Perpignan and Toulouse means that it can offer a "French Port" and help to send trains into Europe with equivalent, and therefore affordable, management and transport costs.

#### Azuqueca de Henares dry docks

The Azuqueca de Henares dry docks, which is one of the Port of Barcelona's projects to enhance its access to the central Spain market, is very well situated from a logistics point of view. It acts as a rail terminal operator, with a customs clearance warehouse and another warehouse which trains can enter for internal rail operations. Apart from conducting the typical consolidation and deconsolidation operations inherent to its activity, the dry dock also studies, develops, installs, markets, manages and operates rail terminals.

The Port of Barcelona's participation in the management of this dry dock is manifested by CILSA and Barcelona Port Authority's representation in the Management Board. The service provides trains with the Port of Barcelona, mainly carrying containers for receivers in the "Henares corridor", which in 2007 represented traffic of 17,973 TEU. The service started in 2006 and transported 2,793 TEU.

#### Madrid-Coslada dry dock

The Madrid-Coslada dry dock was set up to contribute to the growth in traffic of the ports of general interest (such as Barcelona) taking part in the project by developing logistics initiatives and



providing intermodal areas and infrastructures to foster rail transport between these ports and the metropolitan area of Madrid.

Traffic between Madrid-Coslada and the Port of Barcelona this year stood at 52,762.5 TEU compared to 43,083 TEU handled the previous year.

# Multimodal corridors - the rail solution

With multimodal transport corridors, which cover infrastructures and services, the Port Authority focused its actions in the rail area. This was partly to ensure a good rail connection with Europe and the rest of Spain, and partly to present a competitive rail offer in the peninsula's two priority routes – the Ebro and Barcelona – Madrid land corridors.

At the end of 2007, the Spanish Ministry of Public Works predicted delays in completing the rail connection between Barcelona and the French border with the new high speed line, planned for 2009. Under its Rail and Road Access Plan, the Port of Barcelona was counting on using this European gauge mixed use line for passengers and cargo to make it more competitive on the European markets.

Faced with this delay, Barcelona Port Authority and the Catalan government, (Generalitat), proposed a temporary solution to speed up the availability of the connection for 2010 by building a third line along the existing Iberian gauge track between Gerona and Figueras with its corresponding connections to the European gauge line that has already been built. This plan, now accepted by the Ministry of Public Works with work already underway, will allow the Port of Barcelona to use the European gauge line up to Figueras and continue through the new cross-border

tunnel or along the current line through Portbou, both of which run to Perpignan. When this happens, it is hoped that the French government will have resolved the current rail congestion problems between Perpignan, Montpellier and Nimes.

Likewise, it is well-known that in the medium and long term, mixed use in this high speed line from the Port to the French border will not offer sufficient capacity to channel the envisaged volumes of traffic, due both to the uses made of the line and the characteristics of the track. Barcelona Port Authority's proposal, covered in the Catalan Transport Infrastructures Plan, is to create an exclusive European gauge goods line by adding another track to the current double Iberian gauge one, which would run between Mollet and Sant Celoni, whilst one of the two existing lines to the north of Sant Celoni should be converted to European gauge.

The future of the rail operation involves progressive specialisation of the infrastructure to adapt to the services it provides in order to popularise and spread this type of solution. To achieve this goal, the Port Authority is playing an active role in the FERRMED association, which seeks to promote the European cargo rail axis (Western Mediterranean -Rhône-Rhine - Scandinavia) from Algeciras to Stockholm. FERRMED's activity in 2007 focused on starting a technical, socioeconomic and supply and demand study for the entire area of influence of this axis. The study's conclusions should serve to include this major axis as a priority project in the forthcoming review of the European Commission's European transport policy.

Improving rail connectivity with the rest of the Peninsula was another of the Port Authority's priorities in 2007. A study was commissioned in tandem with CEDINSA, a company led by FCC and the Caixa de Catalunya savings bank, on the actions needed to bring composite 750metre goods trains into the Barcelona-Madrid route, from Can Tunis rail terminal to the Azuqueca de Henares dry docks. This Iberian gauge line currently only allows trains with a maximum length of 450 metres, shorter than those in the rest of Europe, and less competitive than the road alternative in terms of the amount of goods that can be transported. This is due to the length of the sidings used by freight trains to allow passenger trains to pass by. This is why one of the measures requested in the

study is to adapt the sidings in this corridor.

All these improvements in the infrastructure are necessary, but they are not sufficient. Services must be organised and promoted in the hinterland for them to become truly useful. The Port Authority has been active in the Barcelona-Madrid corridor by promoting business and facilitating the creation of new rail services to be provided by the two container terminals, TERCAT and TCB, between Barcelona and the Azuqueca de Henares dry docks. This facilitating role by the Port Authority led to the signing of an agreement between the two port operators and RENFE Operadora, under which the terminals undertook to purchase and provide certain trains regardless of the volume of cargo handled.

The tmZ will be able to work as an intermediate terminal in this corridor, which will increase its efficiency, since operators will be able to use it to fill trains, locate empty containers, and so on. The new service commitment and the support of tmZ facilities will provide a reliable and competitive offer as a viable alternative to the road in the Ebro corridors and those with Madrid, which are fundamental for enlarging the Port of Barcelona's hinterland.

The strategic focus of the port's network is the Port Authority's answer to market demands and a way of moving forward to achieve the strategic aim of turning the Port into a large distribution, concentration and logistics centre for Mediterranean cargo. The foreland (priority external markets) are also a major element in this vision, which is why the Port Authority has continued to develop international projects and strategic alliances with ports in Latin America, the Mediterranean and the Far East.

#### **Training in Port Management**

Training in Port Management is one of the tools used to establish and strengthen links with ports in the strategic foreland and find possible channels for cooperation. In 2007 the Port of Barcelona carried out three training actions of this type.

A course was held in May for International Trade and Transport students from the Arab Academy of Science and Technology from Alexandria (Egypt) with the participation and the financial cooperation of the European Institute of the Mediterranean (IEMED).



This course has been held each year since 1997, and in 2007 it was attended by 32 students and 6 lecturers from such places as Ethiopia, Kenya, South Africa, Sudan, Tanzania and Uganda. In November, the Port Management Seminar for experts and managers of Latin American ports brought together 25 participants from countries such as Argentina, Venezuela and Mexico. The third training event was the seminar for experts from the port of Thessaloniki (Greece) held in December and attended by 33 people, which emerged as a result of the cooperation agreement signed with the Inter-Balkan Institute of Public Administration.

In addition to this, the Port of Barcelona sponsors the Logistics Chair of the China Europe International Business School (CEIBS) in Shanghai, considered to be China's top business school and one of the top 11 worldwide. The Port's involvement aims to foster studies related to management, working and innovative practices in the supply chain (supply chain management) in trade flows between Asia and Europe, bearing in mind that 60% of such trade is generated with China and that the Asian markets make up Barcelona' main foreland.

# Presence in international organisations

A large part of the Port's international strategy involves its active role in the most important world organisations dedicated to promoting measures and projects to speed up and facilitate the exchange of goods, encouraging faster and more flexible international trade and making the most of the new technologies.

In this connection, the Port has continued to hold the chairmanship of the Committee on Trade Facilitation and Port Community Systems within the International Organisation of Ports and Harbors (IAPH), and the participation on behalf of the IAPH at the World Customs Organisation. It also plays an active role in the United Nations Centre for Trade Facilitation and Electronic Business (UN/CEFACT) as the IAPH representative, and participates in the European Sea Ports Organisation (ESPO).

Among the many international events of the port and logistics sector in which the Port of Barcelona participated in 2007, we could highlight its participation at TOC Asia 2007, representing the INTERMED Association, which groups together the ports of Barcelona, Marseilles and Genoa.

# BUSINESS DEVELOPMENT DEPARTMENT

The Business Development Department (DDN) acts as an interlocutor with the Port of Barcelona's users and customers in dealings with the Port and Logistics Community, looking after customer care, information management, promotion and dissemination, and organising training courses. All of these activities are structured into programmes, projects and services that ultimately aim to combine the sustainable, responsible and respectful growth of port business with the interests of the companies involved.

#### Improvement processes

The Customer Care Service (SAC) receives, handles and responds to requests, queries, suggestions, complaints and claims from port users, channelling these needs to the rest of the sector and providing added value to the goods passing through the port. The SAC analyses and manages the individual and collective information it receives through this channel and attempts to detect the weaknesses in each operation and service, as well as those of the sector in general, to send it on to the appropriate

forums. It then also monitors the application of the necessary measures to keep the level of user and operator dissatisfaction to a minimum, correct its causes and help the service to be readapted.

The SAC registered a total of 323 calls in 2007 compared to 349 the previous year, of which 156 were complaints and 167 were queries. The most frequent type of query concerned tariff items (74), and the most frequent complaints related to inspections of goods (59). Imports and exports were the sector of activity receiving the most queries (91).

The DDN maintained its commitment to helping the Port of Barcelona's customers and users to achieve the highest level of professionalism and specialisation, offering courses increasingly tailored to their needs within the Formar project. This proved to be the right choice, as the students awarded 4.4 out of 5 for the training provided in 2007. The most popular course concerned documentary credit and the UCP600, with a total attendance of 400 professionals in four sessions. This was organised in tandem with the Bank of Sabadell, and the main aim was to present the new rules and uses for documentary credits that came into force on 1 July 2007.

#### **Short Sea Shipping**

Since it began its activities in September 2006, a total of 804 students of 33 different nationalities have attended the courses given by the European School of Short Sea Shipping, which offers three different types of courses: GLOSS, AVTORITAS and NUMINA. The classes were given in English, French, Spanish and Catalan.

A total of 9 GLOSS courses have been organised, attended by 539 participants. In answer to a request from the ports



and promotion centres for short sea shipping, specific editions were held on given areas - Cartagena or Castellón and their respective hinterlands - or on a particular country such as Portugal.

Courses were also organised on a single topic for members of professional groups in the maritime business, such as West Mos and Medcruise. The AVTORITAS and NUMINA courses were attended by 14 training centres from Spain and France. There were 5 courses all in all, involving 265 participants.

#### Land transport

The DDN set up the Mercuri Project in 2007 in co-operation with the Transport Users' Board to improve the quality of road transport among freight agents and port facilities. This project is based on an analysis of the current situation to define and foster alternatives in managing road transport linked to the Port of Barcelona by improving accessibility and port services.

The five areas of improvement on which the Mercuri Project focused were: reducing congestion in road accesses; increasing haulier rotation; reducing bottlenecks in container reception; improving the quality of the logistics service offered to freight agents, and containing transport costs.

The Road Transport Forum (FTT), set up to debate issues related to the Proatrans project and involving representatives from the Port and Logistics Community, continued to hold its meetings as scheduled. These meetings involve discussions on issues for improvement within the Port of Barcelona's land goods transport sector and this year led to the organisation of two new projects: the development of a quality plan for transport services and the development of a new set of environmental rules to regulate NoX

emissions into the port environment.

Another project which is still very much alive within the Proatrans framework and is constantly moving forward is the Transformar training plan, linked to the FTT as the body fostering the modernisation of the sector and its advance towards a new model of transport. Transformar is supported by the ALTC and TRANSCONT associations of the Directorate General of Ports and Transport of the Catalan Government (Generalitat) and Barcelona Port Authority. The Port of Barcelona's Masters' in Land Transport Company Management has been designed as part of this training plan and is aimed at businessmen from the container transport sector. The course involves experts in logistics and training from the APB and ICIL Foundation. Other courses organised during 2007 were on obtaining and renewing the ADR and working with the digital tachograph.

The project was publicised in numbers 4 and 5 of the *Proatrans* magazine, containing ongoing information on all the projects mentioned and the specific advantages and requirements for each one. This magazine is aimed at all companies and drivers registered in the SICTT, and groups related to the project.

#### Dissemination and promotion

The DDN has two main ways of publicising its activities - the CCLINK electronic newsletter and the website. CCLINK, which had its fourth anniversary in 2007, is especially aimed at receivers and shippers of goods and individuals and/or companies that have dealings with the Port of Barcelona. The main issues covered in the last few editions were Madrid and the centre area and their relationship with the Port of Barcelona; China's growing economic empire; the international coffee trade, and dangerous goods.

The DDN has worked together with other departments on the design and contents of Barcelona Port Authority's new web site. An in-depth market study and suggestions and comments from users led to a more accessible and functional presentation of contents to provide easier access to the information related to the Port Authority and to the Port of Barcelona in general.



# 1.6

# INTERMODAL LOGISTICS CENTRE (CILSA)

In 2007 CILSA, the company that manages the Port of Barcelona's Logistics Activities Area (ZAL), continued to develop the 143 hectares of its enlargement area in el Prat de Llobregat. Seventeen clients have already set up in the ZAL Prat, and 52% of the units have been let. 30% of the rest of the area - either under construction or negotiation - has been reserved and only 18% is still available. Phase two of the ZAL will be completed at the same time as the Port of Barcelona's new container terminal comes on stream.

2007 saw the successful completion of the work on the ZAL Prat, and all that remains to be built in 2008 is a road. Three industrial units were built and delivered, with three more units due for delivery during the first few months of 2008.

The ZAL was built to help the Port of Barcelona to grow into the first Euromediterranean logistics hub. The foundations for its success are its strategic location - allowing goods to be distributed efficiently to the markets of the Iberian Peninsula, the south of France, Italy, and North Africa -, and a flexible offer of high-quality buildings. This message has got through to the ZAL's customers, which are well-established national and international companies, 45.65% of which are dedicated to logistics

services, 28.26% are logistics operators, 18.48% are freight forwarders, 5.43% are distributors and 2.12% are importers and exporters. The annual activity of all these companies represents a movement of two and half million tonnes of goods, 35% of which begin or end at sea.

In addition, the range of services the ZAL offers to its resident companies ranges from around-the-clock surveillance, state-of-the-art information technologies (ICT), the *Simphonie* childcare centre, a sports area and the *Service Center* office building, offering a wide range of complementary services: a shopping centre, restaurants, training and meetings centre, among others. In addition, the ZAL generates packages of specific services for its different types of customers.

CILSA aims to generate synergies among the different operators and achieve economies of scale by managing different common services. CILSA's projects are based on sustainability and therefore come under Corporate Social Responsibility (CSR).

#### ILI Logística Internacional

ILI International Logistics (ILI Logistica Internacional) works in the dual areas of training and consultancy. In addition to the usual activities such as conducting studies in the field of logistics, ILI's consultancy activities in 2007 focused on three main areas. Firstly, it consolidated and boosted the strategy begun in 2006



to play an active role in the projects beyond the initial strategic and viability studies. In this connection, the ILI has begun to work in Colombia, providing advice to a group of private businessmen to help them to set up a logistics area. This essentially involves support in developing and managing the project. In China it continued to take part in the negotiations for an agreement to manage a logistics platform in Nanjing.

Secondly, the ILI continued to provide support to CILSA's international expansion strategy into Morocco, with the conclusion of studies begun in 2006 on Casablanca and Tangermed; and in the south of France, with the beginning of studies on new sites in the Languedoc-Roussillon region.

The third field of action concerns the ILI's entry into a European consortium with French, Italian and Greek partners to conduct a study for developing strategic and operative instruments to foster intermodal transport in the Western Mediterranean area. This project, known as MEDIGATE, will not only generate specific recommendations, but also aims to validate and compare them in a pilot study to be designed for this purpose. In addition, specific promotion and training tools will be designed to help facilitate the dissemination of the results to different groups at different levels.

The ILI has been very active in the training field, with the support or cooperation of different bodies and organisations, running courses on transport and logistics management, subsidised by the Catalan Government's Department for Territorial Policy and Public Works; a total of 19 courses given in the premises of the Chamber of

Commerce of Barcelona in stocks and inventory management, purchases, warehouses and production; a new edition of the ILI-UAO-Anahuac del Sur Masters, with a module taught in Barcelona; two editions (January and September 2007) of the ILI-UAO Masters in logistics and international trade, and the second edition of the ILI-UAO-Institut Balmes (Gerona) Integrated Masters in International Logistics.

Agreements and shared projects: The ILI became a partner and sponsor of the European School of Short Sea Shipping, allowing the ILI's Masters programme students to take part in courses of the European School of Short Sea Shipping. Cooperation agreements were signed with the On-line Masters in Logistics provided by ECA Formació and with ILI-UAO-Anahuac del Sur for the recognition of qualifications. The ILI provided training and gave talks in Uruguay, Argentina, the Dominican Republic, Ecuador, and in the cities of Lima, Barcelona, Madrid, Oviedo, Gerona and Manresa, attended by more than 1,500 students.

#### **CARES Foundation**

The Cares Foundation (High-Performance Company and Social Centres) is a body set up to help disabled persons and those at a risk of exclusion to enter the labour market, and provides services that are mainly of logistical support to other companies. The patrons of the foundation are CILSA (a company in which the APB is a stakeholder), CTC Ingeniería Dedicada, ADES (Association for the Development of the Social Economy), Prosegur and Concatel.

The enlargement works of the facilities in the ZAL BCN, covering a total area of





3,200 m2 were completed in 2007. Both inside and outside the ZAL, Cares managed 12,000 m2 of facilities and generated 5.2 million EUR, 14.8% more than the previous year, with a surplus of 137,000 EUR, according to provisional figures pending closure.

The Foundation ended the financial year providing 143 jobs (137 on average, representing a growth of 11%) and 7 in the insertion company called Codec, which depends on CARES. Among the staff with disabilities, 53% are mentally challenged, 17% suffer a mental illness, 24% with a physical disability and 6% with a sensorial disability.

Activities conducted: New packaging and assembly projects have come on stream. This year the main activities concerned logistical support such as warehousing, packaging handling and inverse logistics, as well as production support, which is the case in the packaging sector. Promotion: Cares was again present at the SIL along with the APB and CILSA, and has set up a new improved web site www.fundacioncares.com. Furthermore,

www.fundacioncares.com. Furthermore, a market study was carried out in 2007 to focus on the foundation's new activity goals.

The following management training courses were organised: Management and Involvement in Social Services, Guardianship, Postgraduate Course in Industrial Hygiene, Decree on Improvement of Growth and Employment, Absenteeism, MTM-2 (Methods and Time), Investigation of Accidents and Risk Notifications, Fire Fighting awareness course (drills), Risk Prevention, Office Applications, and Web Portal. Operatives were offered courses on trailers, food handlers, the electric pallet truck, multifunctionality at the workplace and emergency measures.

Social actions: The foundation organised talks on leisure and sport for parents. The foundation consolidated the Cares Foundation Sports Club with the indoor football team, with eleven players in the Catalan League, 2nd division, group B, of the Acell (Catalan Sports Federation for the Mentally challenged). It has brought out a quarterly internal magazine and has helped to develop the Fair Logistica Justa) and the trust of FUSEAT, a body that takes care of mentally challenged people without parents.

#### **Fair Logistics Foundation**

The purpose of the *Fundació Logística Justa* (Fair Logistics Foundation) is to promote international cooperation for the development and financial enhancement of fair trade and the social economy by optimising logistics processes to foster the development and sustainability of the producers of communities in lessfavoured countries.

This led to the idea of fostering access of fair trade and social economy products from less-favoured countries onto the Spanish and EU market, optimising the value chain; facilitating the shipment of western market surplus to countries in the most need; supporting international trade and humanitarian aid organisations to help them to improve their logistics management and build up their immediate reaction capacity in the face of humanitarian or natural disasters, and raising awareness in the business community, especially within the logistics and port areas, of the need to implement corporate social responsibility (CSR) policies.

The Trust of the Fair Logistics
Foundation comprises the Global
Humanitaria organisation, the Cares
Foundation, CTC Ingeniería Dedicada, ADES
Association for the Development of the



Social Economy, the Seur Foundation and SEMG Solidària Foundation. The Port of Barcelona has had a cooperation agreement with Fair Logistics ever since it began.

# International cooperation and trading

In 2007 the Foundation coordinated or took part in the following international cooperation activities:

- Sending a container of humanitarian aid from Barcelona City Council with healthcare material for hospitals in Beirut (Lebanon).
- Sending humanitarian aid material from Alicante Rotary club, in cooperation with the Seur Foundation, to the Democratic Republic of the Congo.
- Sending two containers with teaching material from the Seur Foundation to Honduras.
- Sending a container from SEMG Solidària Foundation with healthcare material to Nicaragua.
- Sending a container from the FISC
   Aragón association with humanitarian aid material to Nicaragua.
- Sending a container from the FAPCI association with teaching and school material to Callao (Peru).
- Support in shipping two containers from the Education Without Borders Foundation with school material to Nicaragua and Guatemala.

As well as continuing its cooperation with organisations in India, Bangladesh, Chile and Brazil, the Foundation has incorporated new suppliers for its trading activities – importing, distributing and marketing solidarity and social economy products – which have allowed it to extend its catalogue. Among the new producers with which it has started to work are the following initiatives:

A women's cooperative from Capetown (South Africa) that makes wines using traditional methods and provides training and skill-building.

Different social trade cooperatives in Colombia, nearly all of which involve indigenous peoples, with a wide variety of very creative craft products.

The Association for Craft Producers of Kathmandu (Nepal) has developed a new self-management model which provides a long training course after which women can work from home, allowing them to reconcile family and work duties.

Núcleo Cultural A is an organization from Asuncion (Paraguay) working with indigenous Guarani craftsmen from Chaco, whom it trains.

#### **Consultancy and Promotion**

Among the extended framework of activities performed by Fair Logistics is the implementation of the consultancy area in Corporate Social Responsibility (CSR) and the leadership by a woman with a broad experience in the private and public sector. During the year, consultancy has been provided to Montes de Cijara, a body promoting sustainable parks, and to CILSA, with its annual CSR social report. A cooperation agreement was also signed with Barcelona Port Authority to implement its CSR strategy and prepare the annual social report over the next two years. Furthermore, Fair Logistics is part of Barcelona Port Authority's Commission for the development of CSR in the Port Logistics Community.

As far as promotion is concerned, the Foundation has produced a new corporate web site, was present at the SIL International Logistics Fair of Barcelona, and its representatives took part as speakers at the Latin American Round Table of the Congress of the Spanish Society of General Medicine held in Salamanca.

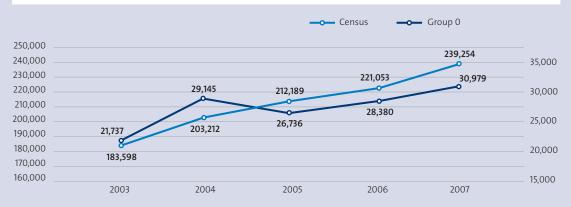


#### **ESTIBARNA**

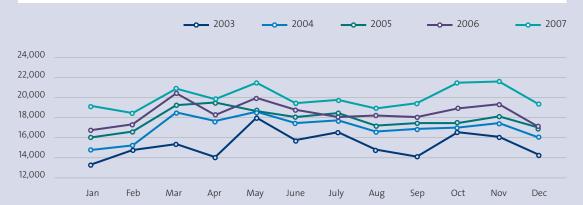
In 2007, the Port of Barcelona's Stevedoring Company, Estibarna S.A. provided a total of 239,254 days of work, which was an 8.23% increase on the previous year. Group o closed the year with a total of 30,979 days worked, an increase of 9.16% over 2006.

The annual distribution of the total days worked follows a similar pattern to previous years, as shown in the graph. It is important to note that on three occasions – in May, October and November – more than 21,000 days were worked per month.

#### **DEVELOPMENT IN DAYS WORKED 2003-2007**



#### **DEVELOPMENT IN DAYS WORKED IN GROUP 2003-2007**

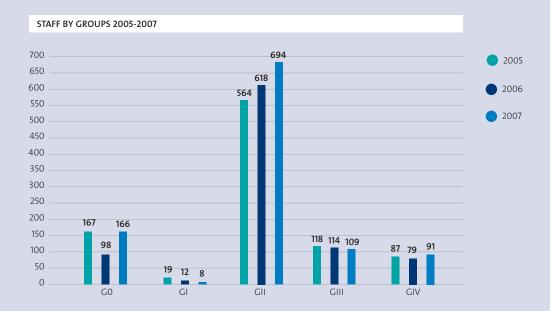


At December 2007, the staff was 902 workers, 79 more than the previous year, with increases in Groups II and IV. Furthermore, at the end of the year Group o had a total of 166 workers.

Staff movements during the year and the progression of the three last few years are shown in the attached table and graph.

#### STAFF MOVEMENT 2007 (In number of people and percentage of the total)

STAFF	Group I	Group II	Group III	Group IV	Total Population	Group 0	TOTAL
1 January 2007	12	618	114	79	823	98	921
Total arrivals	0	104	0	20	124	173	297
Total departures	4	28	5	8	45	105	150
31 December 2007	8	694	109	91	902	166	1068



The degree of coverage of the service, indicated through the percentage of stevedores provided, was 97.6% on average. The monthly progression graph shows a peak coverage of 99.1% in May, and a minimum of 96.1% in October. The percentages concern a total of 35,248 work teams provided out of 36,121 work teams requested in 2007. The 2006 figures were 33,271 and 34,242 respectively.

**Training** 

In the training area, we should point out that during the course of 2007 staff have again been brought into Group o, which led to a larger influx of new workers following a long period of initial training. In addition, training in first specialities was consolidated and extended, as were different retraining drives and internal promotions to other professional groups.

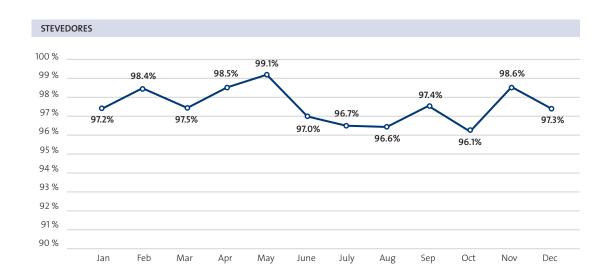
In this connection, we should point out the completion of an internal promotion of new managers, involving 12 students. They received 216 hours of theoretical training and different training placements in all the stevedoring companies and the operations carried out by them. A training project was also set up for 140 alternative foremen, so that some of these could complete their training and then definitively move up to Professional Group IV. This is what has been done to meet the peak demands for work in which daily operations require the presence of staff who can act as foremen. This training plan initially involves 40 hours, of which 60% have already been taught; the rest will be provided in the first four months of 2008.

The Port Training Centre continued to provide support to the more academic side of training, with 1,075 hours and 164 training actions provided in different areas. In parallel, the Gregal Training Centre continued to provide its facilities to different groups of the sector for their respective training sessions, in total 1,580 hours spread out over 116 different actions.

In 2007 there were external follow-up audits for the certifications on

Organisation and Planning of Port Staff and Operative Processes of the Stevedoring Sector in the Port of Barcelona. There were no nonconformities detected, and the whole process concluded satisfactorily.







#### PORT VELL, THE CITY - PORT

Located in a unique setting in Barcelona, the Port Vell, or Old Port, has proved that in today's world the coexistence of leisure, culture, business and sporting activities, professional fishing and vessel repairs is not only possible, but necessary to create synergies. Thanks to the effort of the concession-holders and the Port of Barcelona's constant will to improve, invest in and support initiatives, the wharves of the Port Vell - formerly dedicated to industrial uses - have consolidated their role as leisure and activities areas open to the city and its inhabitants

The Bosch i Alsina and La Barceloneta wharves, the Portal de la Pau, Dipòsit wharf, and Plaça del Mar square are very popular areas for residents and tourists alike, who are attracted to the eclectic and ever-changing services on offer, as indeed are the companies and institutions that choose this area as the setting for their promotional activities. In addition to the annual temporary activities – the Wine and Cava Fair, Raluy Circus, Firagran, the BMW pit lane during the Montmeló F1 Grand Prix, and various famous regattas - two exceptional events in 2007 contributed to popularising the charisma and innovative image of the Port Vell, the Port of Barcelona and the city. One of these was the Barcelona World Race, the first edition of a nonstop, round-the-world two-member crew regatta, with its underlying encouragement to sport and adventure, teaching programmes and nautical and maritime research. The regatta left the Bosch i Alsina wharf in November in the

exceptional framework of the floating international Nautical Exhibition.

The other event, held in July, was the shooting of Woody Allen's latest film in Barcelona using scenarios located in the Port Vell and drawing upon its organisational support. On the July 9th, shooting started in the afternoon on the terrace of the Barceloneta Restaurant with a team of thirty people. Later, sunset shots featuring the actress Scarlett Johansson were filmed on the Sant Sebastià and Sant Miguel beaches. These locations involved management and coordination between Barcelona Port, Barcelona-Catalunya Film Commission, Parcs i Jardins and the district of La Barceloneta, as well as the Marina Port Vell restaurant and members of the Port Police, City Police and the regional police force, the Mossos d'Esquadra. On the second day of the shoot, on the Ramblas and Passeig Colom, the Bosch i Alsina wharf turned into a filming "campsite" with the caravans of the actresses Penélope Cruz and Scarlett Johansson as well as those of the make-up, costume and catering people, and other technical vehicles. Coordination between the different security forces allowed work to take place as planned, and with a certain degree of privacy.

In the cultural field, apart from the annual events held at the Maritime Museum and the Catalan History Museum, another outstanding event was organised by Barcelona's Liceu opera house. This institution, with the cooperation of the district of La Barceloneta, brought opera culture to the general public with the holding of a concert broadcast live from the Plaça del Mar square. In addition to this, in 2007 the Port of Barcelona, the Drassanes Consortium and El Far Consortium joined

#### FIGURES FOR THE PORT VELL IN 2007

L'Aquàrium de Barcelona

Sea life center

Maremagnum

Barcelona Swimming Club	8,682 members
Catalan History Museum	263,864 visitors
	,598 vessels berthed en 6 and 130 m long
Atlètic Barceloneta Swimming Club	12,244 members 610,000 people entering the club
Las Golondrinas Pleasure Boats	302,401 passengers
Imax Port Vell	541,762 spectators

1,626,068 spectators

13 milion visitors

forces around a series of projects linked to activities related to the sea and teaching plans. These projects principally aimed to publicise and preserve the past and present values of maritime culture, while fostering a new approach to relations between civil society and the maritime world.

The Port Vell is now very firmly established, but also has a great future ahead of it including new activities and the conversion and adaptation of areas and concessions. A whole range of new projects are at the planning stage and aim to inject new life into this surprising location, making it one of the city's favourite spots. There are also plans to open the area of the Pescadors (Fishermen) and Rellotge (Clock) wharves to the public, to generate new activity in favour of the fishing sector and La Barceloneta district. A hotel and business centre are also to be built in the areas generated by the new entrance mouth, in addition to new public areas with a taste of the sea, in a few years' time. These actions contribute to creating a new Port Vell concept and will add to the services offered by this citizens' port over the coming years.

This group of activities - which also includes the tourist and business activities offered by the World Trade Center Barcelona - has attracted 16 million people to the Port Vell each year.

Its new direction and the involvement of the concession-holding companies, which are the real driving force of the Port Vell, improve on these services year after year for the visitors and, most importantly, keep them coming back.

# WORLD TRADE CENTER BARCELONA

The WTC Barcelona was again at the centre of Catalonia's business world in 2007. The most outstanding real estate operation was the APB's decision to move its offices into the complex. Companies like Tanatex Chemicals, Intas Pharmaceuticals, Real Estate Advisory Group, Cent Degres Pulp or Evaluation Médica moved into the WTCB during the course of the year.

750 events of different types were held at the Congress Centre, and were attended by a total of 71,500 people. The most popular event of 2007 was the 7th Congress on Day Surgery, attended by more than 1,000 people over three days. Other important events were the FemCat Catalan business community event, attended by former US Secretary of State Colin Powell, and Steve Forbes, president of the Forbes Group, as well as the different events organised during the Barcelona World Race. The 12th National Congress of the Spanish Drug Addiction Society, the International Congress on Receiving New Arrivals and the International Sleep Medicine Congress were other events that attracted a large number of participants.

Other large companies that chose the congress centre during the year were Motorola, Chupa Chups, Luxotica, Novartis, Nutrexpa, MCE, Caixa Catalunya, Deloitte, UOC, Banc Sabadell, Oracle, Nissan, Deutsche Bank, Siemens, Panasonic, Unilever or Cisco Systems.

Among the improvements carried out this year at the Convention Centre were the new wireless connection system and the refurbishing of all the rooms of the South building.











2007 heralded a downturn in economic activity with regard to 2006, and the main economic indicators pointed to a rather bleak outlook for 2008. Internal demand and construction grew very slightly, causing a 3% increase in job creation. The Consumer Price Index (CPI) increased 4.2%, 1.2 points above average Eurozone inflation. The rise in oil prices at the end of the year and the significant increase in the price of some foodstuffs led to an annual growth rate of 3.8%, one tenth of a point less than in 2006, and indicated a slight downward trend in GDP.

Closing figures for the ICEX indicated that the Spanish trade balance had a deficit of EUR 98.952 trillion, with a 6.5%

increase in exports and a 6.7% rise in imports, but the growth in this deficit is slowing down. External sales forecasts for next year are clearly positive if we take into account the increase in the exporters' order books. The figures for the first seven months of the year from the Secretary of State for tourism and trade show that Catalan exports grew 9.1%, representing 27.6% of the total for Spain. The increase in imports was 5.3%, or 28.7% of the Spanish market. These figures continue to situate Catalonia as one of the driving forces of the Spanish economy, and the Port of Barcelona as a fundamental player in economic growth and the development of foreign trade.

These figures for the Spanish economy

are in sharp contrast with the development in traffic at the Port of Barcelona, which continued its relentless rise of the last 12 years. The 7.8% increase in total traffic to 50,046,105 tonnes is even more remarkable in view of the current lack of space in the Port in anticipation of the completion of the enlargement works. Container traffic reflected the efforts made by the port terminals to optimise logistics management and make more efficient use of the areas available, allowing them to achieve a figure of 2.6 million TEU, a 12.6% increase that is noticeably higher than the average across Spanish ports. The other two types of preferential traffic also increased significantly: Vehicle traffic grew by nearly 11% and passenger traffic by 13.4% overall, helped by the nearly 26% growth in the number of cruise passengers.

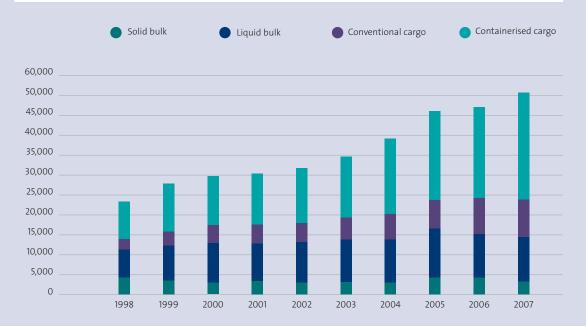
#### **ANALYSIS BY TYPES OF SHIPPING**

Total traffic stood at over 50 million tonnes, of which 41,553,416 tonnes correspond to external traffic. This is an 8.5% increase which is practically double that registered in 2006. The prospect of new areas being built and becoming available in the near future has made the Port of Barcelona a much more attractive

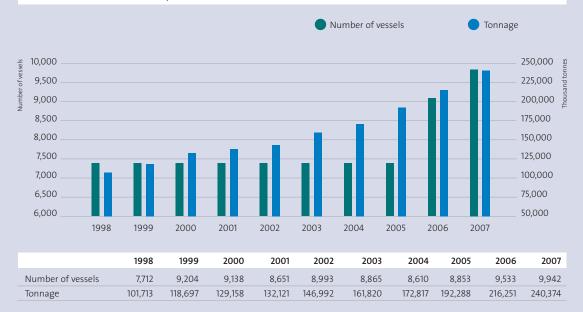


destination for Asian traffics, which grew by 22.2% in tonnes of cargo and 21.3% in terms of TEU. China led the way in this field, providing 18.2% of total containerised traffic in exports and 27.6% in imports. Short sea shipping traffic with Italy increased significantly to 1,889,507 tonnes, split between 46.7% of total imports and 31.8% of exports. The upward trend in this type of traffic confirms the ongoing consolidation of the Port of Barcelona as the preferred gateway into Europe. Efforts to link up to the European rail network will furthermore facilitate the Port's move to becoming a genuine competitor with the Northern European ports.

#### STRUCTURE OF GOODS TRAFFIC, 1998-2007 (In thousand tonnes)



	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Containerised cargo	10,002	11,532	12,989	13,430	13,842	15,344	18,344	19,929	22,573	25,417
Conventional cargo	3,078	3,792	4,596	4,706	5,453	5,574	6,437	7,325	9,190	9,768
Liquid bulk	7,238	8,500	8,966	9,515	9,930	10,159	11,071	12,531	10,536	10,991
Solid bulk	4,407	4,053	3,254	3,818	3,383	3,698	3,468	4,052	4,108	3,870
Total	24,725	27,877	29,805	31,469	32,608	34,775	39,320	43,837	46,407	50,046



Coastal shipping traffic also performed well, with a total volume of 8,492,689 tonnes, an increase of 4.9% over the previous year. After a very positive year in 2006, this traffic returned to the balanced levels of the last decade, which consolidate it as one of the most stable traffics.

An analysis of entry, exit and transit cargo movements shows that the percentage growth in exports, (9.1%) and a total of 13,326,445 tonnes handled, was more than twice the figure for imports (up 3.8%), but is still a long way behind its volume, which was 24,541,365 tonnes. Goods in transit grew by 15.4% to 12,178,295 tonnes.

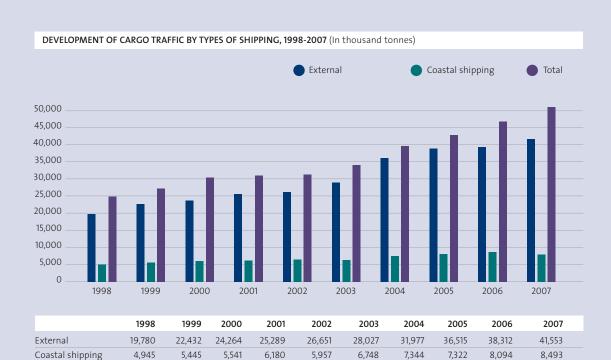
Total container traffic was 2,610,099 TEU. Of this, 2,305,664 TEU correspond to external traffic, which grew by 14.5%, and the remaining 304,434 TEU correspond to the coastal shipping traffic, which remained stable.

#### **ANALYSIS BY TYPES OF CARGO**

#### General cargo

General cargo again performed very well, with a total of 35,185,325 tonnes handled, up 10.8% on the previous year, and representing 70.3% of total traffic at the Port of Barcelona. This kind of cargo provides the greatest added value and is

50,046



Total

24,725

27,877

29,805

31,469

32,608

34,775

39,321

43,837

46,406

therefore coveted by any port.

The Port of Barcelona's Marketing and Commercial Department attaches special importance to traffic in certain strategic foodstuffs such as coffee and cocoa, which increased by 17.6% over 2006, and fruit and vegetables, which increased by 20.2%.

#### **Containers**

In line with the trend of the last few years, container traffic at the Port of Barcelona experienced double-digit growth in 2007 (12.6%), making it possible to reach a figure of 2,610,099 TEU. This was helped by both import and export traffic and transhipment and the increased stopovers by container ships, which rose by 5.2%, providing greater transport capacity to the Port of Barcelona's market. The increase in gross tonnage of this type of vessels was 8.9%.

The usual balance between embarking and disembarking over the last few years was evident again this year, with a total of 1,304,635 TEU embarked and 1,305,464 TEU disembarked, and increases of 11.9% and 13.2% respectively. As for the distribution of total container traffic by type of operation, goods in transit represented 38%, those disembarked 30% and those embarked 32%.

By geographical areas, the Far East, Japan and Spain are the Port of Barcelona's main markets for containerised goods. Goods from the Asian market increased 21.3%, taking traffic between Barcelona and these countries to more than one fifth of all containerised goods passing through the Port of Barcelona. Traffics starting and ending in Spain represent 14% of all containerised cargo handled by the Port.

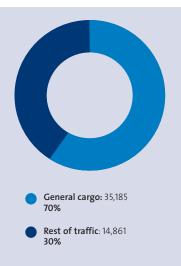
We could also point to the increase in total traffic with Asia in general, a priority market for the Port of Barcelona. The number of TEU starting or ending in India, Pakistan and Bangladesh grew by 32.6%, while traffics with Southeast Asia grew by an average of 30.2%. The development of other, closer, strategic markets is also significant for the Port of Barcelona. These include the Eastern Mediterranean, the Black Sea and the Near East, which all increased more than 11%. Traffic with North Africa also performed well, rising by 8.5% in TEU and consolidating this area in fourth position in importance for the Port.

These figures show how the Port of Barcelona is well-positioned to attain its strategic objective of becoming the gateway for Asian traffics into southern Europe and consolidating its position not only in terms of imports and exports, but also as a distribution port for the hinterland and foreland. The main destinations of containerised cargo, in order of TEU volume were: China, Spain, the US, the United Arab Emirates, Turkey and Italy. China led the way in terms of cargo unloaded, followed by Spain, the US, Japan and Hong Kong.

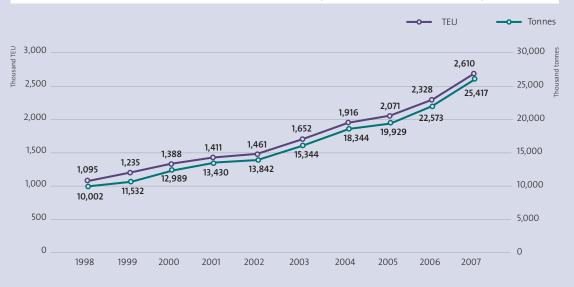
#### Liquid bulk

In 2007, liquid bulk movements increased 4.3% year-on-year to reach a total of 10,990,527 tonnes. The average growth

### SHARE OF GENERAL CARGO IN TOTAL TRAFFIC, 2007 (In thousand tonnes)



#### **DEVELOPMENT OF CONTAINERISED GENERAL CARGO TRAFFIC, 1998-2007** (In thousand TEU and thousand tonnes)



	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Tonnes	10,002	11,532	12,989	13,430	13,842	15,344	18,344	19,929	22,573	25,417
TEU	1,095	1,235	1,388	1,411	1,461	1,652	1,916	2,071	2,328	2,610



for hydrocarbons was 4.3%, slightly higher than other liquid bulk (oils, foodstuffs, etc.), which grew by 4.2%. The increased capacity of the facilities of the Port of Barcelona, especially the facilities for biofuel oils, indicates that this traffic will increase considerably over a short time.

#### Solid bulk

In 2007 total solid bulk traffic stood at 3,870,253 tonnes, down 49% over 2006. This decrease can be explained by the sharp fall in coal traffic, which was not compensated by the large increases in other products. Traffic in cereals and meals grew by 16% and scrap metal by 18.4%. Soya meal movements increased by 0.4%.

#### Cars

Traffic in vehicles at the Port of Barcelona maintained practically the same growth rate as last year (10.8%) with a total of 801,406 units handled. Nearly 90% of this was external traffic, corresponding to 697,843 vehicles. By type of operation, a total of 447,949 units were loaded (more than 80% of them in external traffic), 169,059 units were unloaded (86% of external traffic), and 184,398 units in transit (all of which were external traffic). November was the peak month, with 80,841 units handled.

Vertical storage car parks have been built in anticipation of the spatial reorganisation that will result from the completion of the enlargement works of the two container terminals, and this has increased the storage and handling capacity for such traffic at the Port. This investment was acknowledged by the trust shown in the SETRAM and AUTOTERMINAL terminals by the main car manufacturers located in Spain and by the main Japanese car makers.

#### **Short Sea Shipping**

The Port of Barcelona is now firmly consolidated as the most important Spanish port for Short Sea Shipping (SSS). On the one hand, it increased the number of daily crossings with Italy, involving new larger-capacity ships that can hold more semi-trailers and trucks. On the other, a new line came into operation with the Italian port of Livorno, with 3 regular departures per week, and ships that are gradually filling to capacity. Traffic with Italy added 3,623,055 tonnes of cargo - 20.6% more than in 2006 - and 316,227 passengers, which shows that an increasing number

of people are using these lines for their journeys.

The Port of Barcelona has also opened lines with North Africa, such as the one linking it to Tangiers, helping hauliers to position their cargo in Morocco in less than 24 hours. The summer crossing to Algeria carried 18,882 passengers directly from Barcelona, with 5,021 vehicles carried on board, allowing passengers to avoid the traditional trip by road.

The Port of Barcelona is committed to providing efficient SSS services and integrating new lines adapted to the needs of its customers. It is thus helping to reduce congestion on the road network and bring down emissions as part of its commitment to sustainability. It also provides a tool to increase companies' competitiveness by providing more flexible and competitively-priced maritime transport, while simultaneously meeting the main quality criteria that will be demanded by the EU for the development of the future motorways of the sea.

#### Barcelona-Madrid rail corridor

2007 saw a significant consolidation of the cargo rail corridor connecting the Port of Barcelona with the centre of the peninsula, according to the latest figures available. The main rail traffic with the Madrid market takes place through the Azuqueca de Henares goods terminal, and this corridor channelled a total of 17,973 TEU during the year.

The service began operating in October 2006 and carried 69 trains up to the end of the year. A total of 425 trains used the Barcelona-Azuqueca de Henares corridor in 2007. The busiest month in terms of goods traffic was August with 2,453 TEU handled and 51 trains operating.

#### **PASSENGERS**

In 2007 the Port of Barcelona received a total of 2,879,864 passengers - counting cruisers, ferries to the Balearic Islands and SSS traffic - and the number stopovers made by these vessels was 4,237. Passenger traffic was again the fastest-growing sector, representing 13.4% of the total and boosted by the considerable increase in cruise passengers.

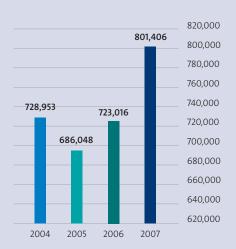
#### Cruisers

The Port of Barcelona consolidated its leading position among European and Mediterranean ports for cruise traffic, and



#### **DEVELOPMENT OF CAR TRAFFIC, 1998-2007** (In number of vehicles)

	2004	2005	2006	2007
Car traffic	728,953	686,048	723,016	801,406
CAR TRAFFIC BY TYPES OF SHIPPING				
		2006	2007	% variation
Coastal shipping		89,788	103,563	15.34
International		633,228	697,843	10.20
INTERNATIONAL CAR TRAFFIC				
		2006	2007	% VARIATION
Import		143,493	145,117	1.13
Export		334,585	368,329	10.09
Transit		155,150	184,397	18.85



VEHICLES

is among the top ten worldwide. The 1,765,838 cruise passengers who travelled through the Port in 2007 represented an increase of 25.9% and set a new record for traffic. The number of stopovers for cruisers stood at 820,16% more than in 2006. This difference in the percentage increase of passengers and the number of stopovers shows the trend towards the use of ever-larger ships.

In terms of infrastructures, the new Palacruceros terminal, owned by the Carnival Group, opened on April 24th. In addition, building work continued on the new Terminal A, which will come into service in 2008. The external design of the terminal will be impressive and the internal layout will be similar to that of Terminal B.

#### **Ferries**

70% of the total of 1,114,026 ferry passengers registered in 2007, i.e. 779,413 people, travelled to and from the Balearics. 313,148 passengers travelled on Short Sea Shipping craft and the remaining 21,465 passengers on other ferries.



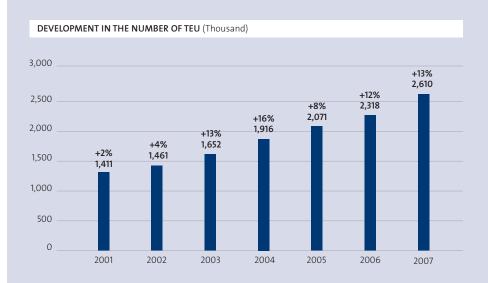
Total	1,065,422	1,378,252	1,424,621	1,443,060	1,690,524	1,869,967	1,968,193	2,208,330	2,538,751	2,879,864
Cruise passengers	476,476	541,596	576,648	652,800	834,659	1,049,230	1,021,405	1,224,575	1,402,643	1,765,838
Coastal	588,946	836,656	847,973	790,260	855,865	820,737	946,788	983,755	1,136,108	1,114,026
	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007



At the close of the financial year, and with the accounts still pending the auditor's report, Barcelona Port Authority had obtained a net profit of EUR 73.8 million, EUR 57.6 million compared to the previous year.

Turnover grew by 13% to a total of EUR 158.1 million, thanks to good traffic figures and the significant increase in income from concessions of the public port domain.

NET TURNOVER (Thousand euros)				
	2007	2006	Var	%Var
Fees and services to ships	31,769	30,630	1,139	4%
Fees and services to cargo	51,336	46,813	4,523	10%
Fees and services to passengers	6,144	5,390	754	14%
Fees and services fresh fish	251	233	17	7%
Fees and services to pleasure craft	689	673	16	2%
Fees and services from leaseholdings	62,971	51,698	11,274	22%
Other fees for using public domain	89	91	(2)	-2%
Specific services	4,858	3,832	1,026	27%
	158,107	139,360	18,747	13%





NET TURNOVER 2007 157,927 Thousand euros



Total traffic in the Port of Barcelona topped 50 million tonnes for the first time, which was an increase of 8% over 2006. Container traffic stood at 2.6 million TEU, rising 13% year on year, which helped push up income from cargo fees by 10% and income from vessel fees by 4%. The 2.9 million passengers that travelled through the port in 2007 caused a 14% increase in the passenger fees.

Concessions in the public domain remained the most important earner for the Port, providing 40% of total turnover. This in its turn is three points higher than the year before.

Operating income totalled EUR 160.9 million, 11% more than in 2006. Other income fell as a result of a EUR 4 million surplus of provisions entered into the books in 2006. Furthermore, the

Fees and service from leaseholdings: 40%

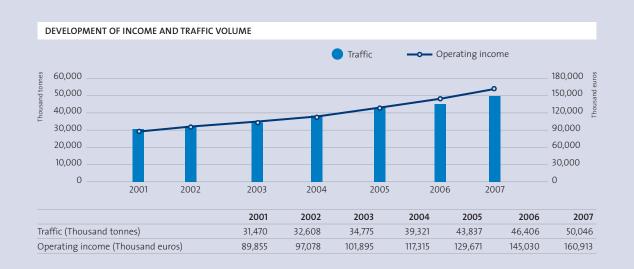
Fees and service to ships: 20%

Fees and service to passengers: 4%

Fees and service to goods: 33%

Remaining fees and services: 3%

#### DEVELOPMENT OF ANNUAL TRAFFIC VARIATIONS AND INCOME IN RELATION TO GDP (%) TEU **G**D Traffic Operating income 16 % 14 % 12 % 10 % 8 % 6% 4 % 2% 0 % 2003 2004 2006 2001 2002 2005 2007 5,9 Traffic 5,6 3,6 6,6 13,1 11,5 7,8 Operating income 5,7 8,0 5,0 15,1 10,5 11,8 11,0 TEU 1,7 13,1 16,0 11,9 12,6 3,5 8,1 GDP 3,6 2,7 3,1 3,3 3,6 3,9 3,8



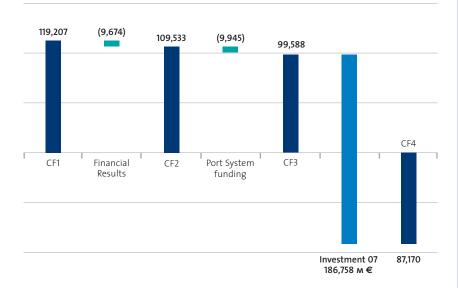
report	
financial	
Economic and	

OPERATING BALANCE (Thousand euros)				
	2007	2006	Var	% Var
Operating income	160,913	145,030	15,883	11%
Net turnover	158,107	139,360	18,747	13%
Other operating income	2,806	5,670	(2,864)	-51%
Operating expenses	80,243	75,468	4,775	6%
Staff costs	30,098	27,416	2,682	10%
Reserves for depreciation of fixed assets	26,663	26,426	237	1%
Change in trade provisions	(361)	234	(595)	
External services	14,619	14,780	(161)	-1%
Taxes	923	878	45	5%
Other current management expenses	2,871	687	2,184	318%
Puertos del Estado funding	5,430	5,047	383	8%
	80,670	69,562	11,108	16%

#### INCOME ABSORPTION RATIOS Operating expenses / Operating income Current expenses / Operating income 80% 66% 66% 65% 59% 60% 55% 52% 50% 45% 43% 42% 40% 37% 32% 30% 30% 20% 2001 2002 2003 2004 2005 2006 2007

 ${\it Current\ expenses=\ Staff\ costs+external\ services+Other\ current\ management\ expenses}$ 

#### **RESOURCES GENERATED AND FINANCING CAPACITY** (Thousand euros)



- CF1: Cash Flow before financial result and Port System funding.
- CF2: Cash Flow before Port System funding.
- CF3: Net Cash Flow.
- CF4: Needed to fund investments with other sources of funds.

The financing of the Port System heading includes the operating expense of financing the public body Puertos del Estado and the net contribution to the Interport Compensation Fund.

moderate 6% increase in operating expenses provided a 16% year-on-year increase in the operating balance. The main expense was staff costs, which rose 10%, while the cost of external services fell relative to 2006. The rate of absorption of the current expenses over operating income remained at 29.6%, having fallen by 15 points over the last six years.

Among the remaining expenses, total provisions for depreciation of fixed assets increased by 1% and the contribution to the public body Puertos del Estado rose by 8%.

Following the trend of the last few years, the increase in bank debt to finance the enlargement of the Port meant a financial loss of EUR 9.7 million. Notwithstanding this, the result of ordinary activities spelt a profit of EUR 71 million, up 13% over the previous year.

The extraordinary balance underwent a net increase of EUR 49.3 million, mainly due to the negative extraordinary results of 37.8 million in 2006 caused by the accident on the Prat wharf. After applying the net contribution to the Interport Compensation Fund, net profit during financial year stood at 73.8 million.

Cash flow for the financial year exceeded EUR 100 million for the first time ever. In concrete terms, this meant a



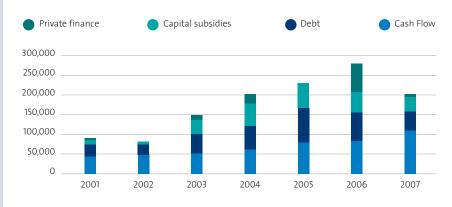
generation of resources to the tune of 104.1 million, 24% more than the year before.

In addition to this, Barcelona Port Authority invested EUR 186.8 million during the year, 57% of which went towards the port's enlargement works. It should be borne in mind that the new south seawall came into operation during this year, representing an accumulated investment of EUR 229.8 million. The port intends to invest a further EUR 512 million in 2008-2010, of which 142 million will go towards building the Prat Wharf. Private investment was EUR 385 million in 2007, with a total of 1.05 billion pledged for the next two years.

Financed investments not covered by resources generated concerned the European Cohesion Fund's capital subsidy to finance the construction of the new seawalls, and amounted to EUR 37 million in 2007. The Port Authority obtained EUR 58 million in funding for bank debt from two sources. Firstly, in December it took out a new 25 million loan from the European Investment Bank. Secondly, it took out a syndicated loan of 33 million; during the financial year, the Port Authority formalised a novation contract to modify this syndicated loan with the Banco Santander Central Hispano and Dexia Sabadell Banco Local.

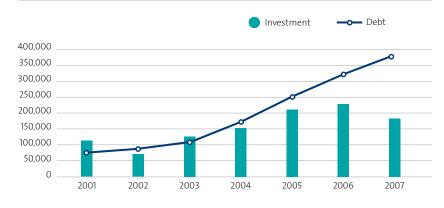


#### FINANCING INVESTMENTS (Thousand euros)



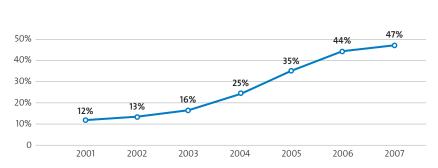
	2001	2002	2003	2004	2005	2006	2007
Private finance	4,073	0	14,813	25,100	0	74,000	13,350
Capital subsidies	11,068	7,316	36,776	61,196	61,848	56,032	38,744
Debt	33,000	20,000	50,000	63,000	90,000	75,000	58,000
Cash Flow	45,243	49,549	53,807	63,716	82,000	83,030	104,103

#### ANNUAL DEVELOPMENT OF INVESTMENT AND LONG-TERM BANK DEBT (Thousand euros)



	2001	2002	2003	2004	2005	2006	2007
Investment	118,570	72,472	132,953	151,433	213,602	238,006	186,758
Debt	70,222	77,818	105,414	166,010	253,606	326,202	383,601

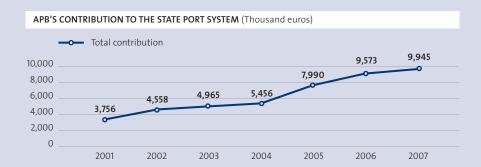
#### DEVELOPMENT OF THE DEBT RATE



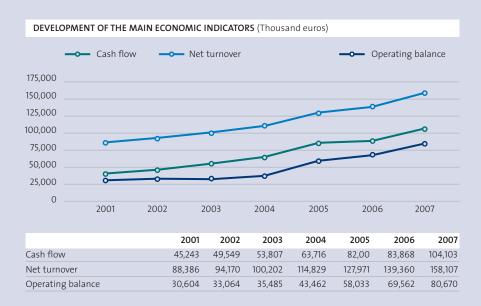
Bank debt / Cash Flow

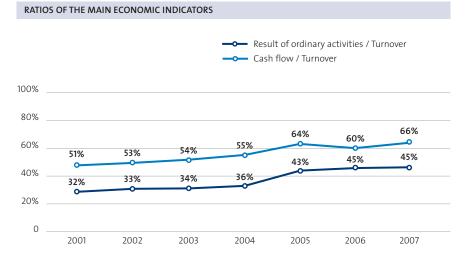
Economic and financial report

As for companies in which it holds a stake, the Port Authority participated in an operation whereby it acquired 49% of a new company called Catalana d'Infrastructures Portuàries SL, which owns 100% of Muelles y Espacios Portuarios SA (MEPSA). This company holds a 49 Ha concession on the Inflammables Wharf, the main activity of which is management of the port terminal park located there. With this decision, Barcelona Port Authority aims to adapt the supply of port infrastructures to the growth in new traffics.



\* Net contribution to the contribution/compensation fund + EPPE financing pursuant to Law 48/2003





APPLICACIONS OF FUNDS	2007	2006	SOURCES OF FUNDS	2007	2006
Tangible assets added	186,758	245,214	Resources from operations	104,103	83,868
Fixed assets purchased	1,001	1,465	Result of the operations	78,327	20,723
Fixed assets purchased	132,464	231,684	Reserves for depreciation of fixed assets	26,663	26,426
Financial assets purchased	51,469	12,065	Addition to reserves of fixed assets	422	2,478
From returned concessions	1,824	-	Depreciation of deferred expenses	684	255
			Reserves for liabilities and expenses	5,389	3,748
Interport Fund contribution	4,827	4,838	Losses from fixed assets	1,476	39,376
			Other	48	15
L/t financial to s/t financial debts transferred	2,649	4,308	Reserves for fixed assets	(2,225)	(1,035)
Debt with credit institutions	601	2,404	Provisions for liabilities and expenses	(693)	(3,983)
From suppliers of tangible assets and other	2,048	1,904	Profits accruing from fixed assets	-	(692)
			Capital subsidies transferred to results	(2,269)	(802)
			Deferred income transferred to results from reverted leases	(848)	(761)
Provisions for liabilities and expenses	14	-	Other deferred income	(2,871)	(1,880)
Long-term trade debts	-	8			
			Deferred income	56,126	137,656
Deferred expense	-	2,650	Capital grants	38,744	56,448
			Other deferred income	17,382	81,208
			Interport Fund compensation received	312	312
			Long-term debts	58,000	77,650
			With credit institutions	58,000	75,000
			With suppliers of real estate and others	-	2,650
			Tangible assets removed	-	1,186
			Disposal of tangible and intangible fixed assets	-	1,186
			Other sources	7,617	2,070
TOTAL APPLICATIONS	194,248	257,018	TOTAL SOURCES	226,158	302,742
SURPLUS OF SOURCES OVER APPLICATIONS	31,910	45,724	SURPLUS OF APPLICATIONS OVER SOURCES	-	_



	tinancia renort	
	0	١
	ř	۰
	7	
	'n	
	^	
-	~	
	5	
	Ċ	
	c	
	7	
	č	
	Σ	
Ç	F	
	_	
	Puc	
	۲	
	r	
	=	
	۶	
	'n	
	-	
	2	
	C	
	Fronomir	
F	T	

PROFIT AND LOSS ACCOUNT (Thousand EUR)							
	2007	2006	%Var		2007	2006	%Var
EXPENSES				INCOME			
Staff costs	30,098	27,416	10%	Net turnover		139,360	13%
Wages and salaries	20,655	18,819	10%	Vessel fees		24,951	4%
Indemnities	1,521	992	53%	Goods fees		39,011	10%
Company Social Security payments	5,145	5,042	2%	Fees for the occupation and use		43,217	22%
Other management expenses	2,777	2,563	8%	of port facilities			
				Other fees for special use of port facilities	5,903	5,248	12%
				Fees for non-commercial services	26,041	23,101	13%
Provision for depreciation of fixed assets	26,663	26,426	1%	Other income	4,858	3,832	27%
Change in trade provisions	(361)	234		Other operating income	2,806	5,670	-51%
				Accessory and other current management income	2,764	1,616	71%
Other operating expenses	23,843	21,392	11%	Subsidies	42	72	-42%
External services	14,619	14,780	-1%	Provisions for liabilities and expenses	-	3,982	
Repairs and upkeep	3,400	3,015	13%				
Services from independent professionals	2,928	3,568	-18%				
Supplies	1,347	1,290	4%				
Other external services	6,944	6,907	1%				
Taxes	923	878	5%				
Other current management expenses	2,871	687	318%				
Puertos del Estado funding	5,430	5,047	8%				
TOTAL OPERATING EXPENSES	80,243	75,468	6%	TOTAL OPERATING INCOME	160,913	145,030	11%
OPERATING PROFIT	80,670	69,562	16%				
Long-term debt interest payments	12,518	8,429	49%	Income from capital holdings	334	252	33%
Other financial expenses and similar	1,609	7		Income from other neg, stocks and loans	557	462	21%
				on intang, assets			
				Other assimilated and financial income	3,562	864	312%
TOTAL FINANCIAL EXPENSES	14,127	8,436	67%	TOTAL FINANCIAL INCOME	4,453	1,578	182%
				NEGATIVE FINANCIAL RESULTS	9,674	6,858	-41%
PROFIT FROM ORDINARY ACTIVITIES	70,996	62,704	13%				
Change in provisions for tang & intang fixed assets & control portfolio	(1,803)	1,443		Profits on disposal of tangible intangible fixed assets	-	692	
Losses from fixed assets	1,476	39,376		Capital grant transferred to results	2,268	802	
Extraordinary expenses	4,926	3,816		Extraordinary income	8,334	1,146	
Expenses and losses from previous tax years	701	829		Income and profit from previous tax years	2,029	843	
TOTAL EXTRAORDINARY EXPENSES	5,300	45,464		TOTAL EXTRAORDINARY INCOME	12,631	3,483	
EXTRAORDINARY POSITIVE RESULTS	7,331			EXTRAORDINARY NEGATIVE RESULTS		41,981	
EXTRACTOR TO STITLE RESCES	,,,,,,			EXTROGROMANT REGALIVE RESOLIS		11,501	
PROFIT FROM OPERATIONS	78,327	20,723	278%				
Interport Fund contribution	4,827	4,838		Interport Fund compensation received	312	312	
PRE-TAX PROFITS	73,812	16,197	356%				
Corporation tax	-	-					
PERIOD RESULTS (PROFIT)	73,812	16,197	356%				
	. 5,012	.0,107	22270				

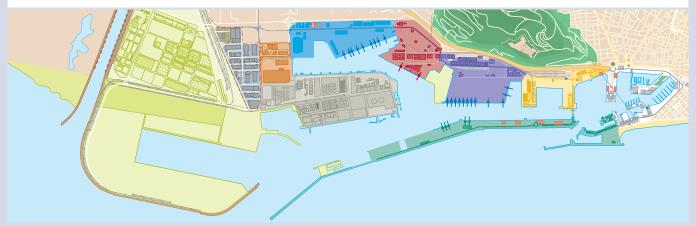
	20	07	200	2006
	Increases	Decreases	Increases	Decreases
Stocks	-	30	-	88
Accounts receivable	-	49,770	31,947	-
Creditors	13,227	-	35,001	-
Short-term investments	67,334	-	-	19,071
Cash and banks	1,013	-	-	2,077
Deferred income and accruals	136	-	12	-
	81,710	49,800	66,960	21,236
Variation in working capital	31,910	-	45,724	-





#### PORT OF BARCELONA. TECHNICAL DETAILS





#### Location

Latitude: 41°21´ N Longitude: 2° 10´ E

#### Tides

Width: 125 CM

#### Entrance

Orientation: 191.8° Width: 370 m Draught: 16 m

#### South Entrance Mouth

Orientation: 205° Width: 145 m Draught: 11.5 m

#### North Entrance Mouth

LAND AREA: 830.4 HA WHARVES AND BERTHS: 20,300 km RO-RO RAMPS: 32 DRAUGHTS: up to 16 m

**Tug operators** 9 (1,213 kW / 2,943kW)

Warehousing Covered: 101,235 m² Open: 3,052,139 m<sup>2</sup>

#### Dock cranes

32 (28 of containers)

#### Dry dock

Length: 215 m Beam: 35 m Capacity: up to 50,000 t of deadweight

# Floating dock Length: 101 m

Beam: 20 m Lifting capacity: up to 4,500 t



#### 1. TCB, SL

Tel.: 93 441 00 66; Fax: 93 441 04 18 www.tcbcn.com INF@TCBCN.COM

Location: 24 Sud wharf

**Characteristics:** Area: 46.1 ha Berthing line: 1,362 m Draught: up to 16 m Cranes: 13 (8 Post-panamax) Straddle-carriers: 64 Rail terminal (5 ha) Maritime customs and BIP integrated into the

Refrigerated connections: 486 Container freight station: 13,800 m² Covered warehouses: 3,600 m<sup>2</sup>

#### 2. TERMINAL CATALUNYA, SA

Tel.: 93 298 64 00; Fax: 93 298 64 01 www.tercat.es terminal.catalunya@tercat.es

Location: 29 Príncep d'Espanya and 30 Dàrsena

Sud wharves

#### Characteristics:

Area: 33,9 has Berthing line: 1,653 m<sup>2</sup> Draught: 8.70 / 14 m<sup>2</sup> RO-RO ramps: 2

#### Multipurpose terminal, containers:

Cranes: 8 (8 Post-panamax) RIG (or RTG): 11; reach stacker: 29; tractors: 32 Container freight station: 3,607 m² Covered warehouses: 14,225 m<sup>2</sup>

#### General cargo terminals:

Cranes: 8 mobile Reach stacker: 6; front loaders, 60; bucket loaders, 5 Covered warehouses: 7,920 m²

#### 3. TERMINAL PORT-NOU, SA

Tel.: 93 227 38 00; Fax: 93 441 21 05 www.portnou.com portnou@portnou.as

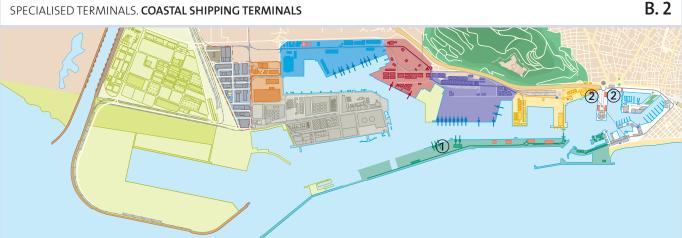
**Location:** 01 Adossat and 20 Ponent wharves

#### **Characteristics:**

Area: 4.9 ha Berthing line: 1,050 m Draught: up to 16 m RO-RO ramps: 2 Covered warehouses: 9,000 m<sup>2</sup>

Cranes: 4 (1 container lifting crane, 3 gantry) RTG: 2; Reach Stacker: 7; tractors: 8

#### SPECIALISED TERMINALS. COASTAL SHIPPING TERMINALS

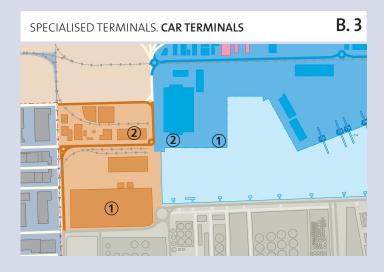


#### 1. ESTIBADORA DE PONENT, SA

Tel.: 93 223 88 00; Fax: 93 223 88 53 jgomez@ral.es

#### 2. Acciona Trasmediterránea, SA

Tel.: 93 295 91 00; Fax: 93 295 91 65



#### 1. AUTOTERMINAL, SA

Tel.: 93 223 48 33; Fax: 93 223 42 68 www.autoterminal.es

correogeneral@autoterminal.es

**Location:** 30 dàrsena Sud and 31 dàrsena Interior wharves

#### Characteristics:

Area: 29.2 ha of terrace and 37.8 ha vertical parking Berthing line: 850 m Draught: up to 12 m

4 vertical carparks 377.975 m $^{\rm 2}$  26,981 places. Vehicle personalisation centre and a protection-removing tunnel

#### 2. SETRAM, SA

Tel.: 93 289 57 94; Fax: 93 223 45 59

setram@setram.es

Location: 30 dàrsena Sud and 31 dàrsena Interior

wharves

#### Characteristics:

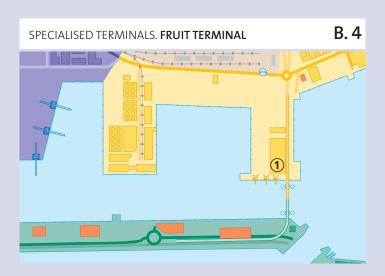
Area: 8.7 ha

Berthing line: 850 m

Draught: up to 12 m

Capacity: 10,000 places. 1 vertical carpark 88,700 m<sup>2</sup>

4 RO-RO berths



#### TERMINAL PORT NOU, SA

Tel.: 93 227 38 17; Fax: 93 227 38 20

Location: 20C Ponent wharf

#### Characteristics:

5,556 m² of cold storage facility, in three independent temperature chambers

Simultaneous storage of up to 6,000 pallets

Computerised bar code control system

Cargo platform with a capacity of up to 150 trucks a day



#### BIT, SA

Tel.: 93 223 33 14; Fax: 93 223 29 83

**Location:** 26 Álvarez de la Campa wharf

Es\_Barcelona\_bit@sgsgroup.com

#### Characteristics:

Area: 11,000 m²

Capacity: 14,000 t In tax-free regime

Only terminal in the Western Mediterranean type-

approved by the LIFFE (London International

Financial Future and Options Exchange)



INTERLOGÍSTICA DEL FRÍO, SA

Tel.: 93 443 68 20; Fax: 93 443 68 30 **Location:** 19 Sant Bertran wharf

Characteristics:

Capacity of the storage chambers: 75,000 m³ Freezing tunnel Type-approved for intracommunity storage

 ${\sf SPECIALISED\ TERMINALS.}\ {\it \textbf{LIQUID\ BULK\ TERMINALS}}$ 





**1. Enagás, SA** (natural gas) Tel.: 93 223 53 06; Fax: 93 223 46 86 www.enagas.es

#### 2. Relisa (oils)

Tel.: 93 223 40 02; Fax: 93 223 46 10 www.relisa.com relisa@relisa.com

3. Tepsa (chemical and refined petroleum) Tel.: 93 289 55 40; Fax: 93 223 45 79 www.tepsa.es tepsa@tepsa.es

4. Terquimsa (chemical)
Tel.: 93 223 48 80; Fax: 93 223 45 19
www.terquimsa.com
dptocial@terquimsa.com

5. Decal (refined petroleum) Tel.: 93 223 87 40; Fax: 93 223 80 95 www.decal.it bcn@decalesp.com

#### 6. Koalagás, SA

Tel.: 93 289 51 76 Fax: 93 289 51 73

#### 7. Meroil

Tel.: 93 206 16 00; Fax: 93 204 61 16 www.meroil.es info@meroil.es

**8. CLH, SA** (refined petroleum) Tel.: 93 289 54 00; Fax: 93 223 20 59

#### 9. Sadesa (oils)

Tel.: 93 442 78 15; Fax: 93 442 23 39

**10. Loiret & Haëntjens España, SA** (melassa) Tel.: 93 443 10 60; Fax: 93 442 27 77

**Location:** 32 INFLAMMABLES, 22 CONTRADIC AND TRAM IV Wharves

#### Characteristics:

Area: 61 ha
Berthing line: 2,390 m exclusive
Draught: 12 m
No. tanks: 497 (liquids); 8 (gases)
Type: soft steel, stainless, isothermic, heated, coverings and food quality
Total capacity: 2,001,977 m³ (liquids); 544,000 m³ (gases)
Drum-filling facilities
Container-filling facilities CIG
Own rail terminals

#### CEMENT 1. PORTCEMEN, SA

Tel.: 93 443 05 14; Fax: 93 443 10 29 portcemen@entorno.es

#### 2. CEMEX ESPAÑA, S.A.

Tel.: 977 73 70 00

**Location:** o1B Adossat, 22C Contradic wharves Characteristics: Silos with 104,800 t capacity

#### **GRAIN**

#### 3. ERGRANSA

Tel.: 93 443 37 16; Fax: 93 443 44 39 silo@ergransa.es

Location: 22B Contradic wharf, 1 terminal

Characteristics: Multicellular silos with 145,000 t

Pneumatic discharge operational capacity: 900 t/h

#### SOYBEAN

#### 4. Cargill España, SA

Tel.: 93 223 04 54; Fax: 93 289 51 05

#### 5. BUNGE IBÉRICA SA

Tel.: 93 230 24 00; Fax: 93 443 42 90

Location: 26B Álvarez de la Campa, 22B Contradic and 23A Oest wharves. 2 terminals

Characteristics: Flour and raw oil production industry included

Milling plants with a capacity of 1,400,000 t/year

#### POTASH 6. TRAMER, SA

Tel.: 93 442 19 40; Fax: 93 443 20 73 **Location:** 22A Contradic wharf. 1 terminal Characteristics: maximum storage capacity 80 000 t

Equipment: one loading gantry crane with a capacity of 700 Tn/h

#### SPECIALISED TERMINALS. PASSENGER TERMINALS



B. 9



1. Passenger Terminal A (being rebuilt)

#### 2. Passenger Terminal B

Tel.: 93 221 83 67

3. Passenger Terminal C

#### 4. Passenger Terminal D

Tel.: 93 487 40 45

#### 5. North Passenger Terminal (World Trade Center) Tel.: 93 412 79 14

#### 6. South Passenger Terminal (World Trade Center)

Tel.: 93 412 79 14

#### 7. Trasmediterránea

Tel.: 93 295 91 00; Fax: 93 295 91 65

#### 8. Barcelona-Genoa Passenger Terminal

Tel.: 93 443 98 96

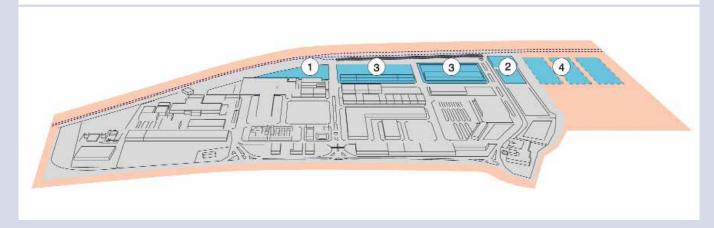
#### 9. Drassanes Passenger Terminal

Tel.: 93 441 58 00; Fax: 93 441 30 31

#### 10. Maremagnum Passenger Terminal

Tel.: 93 225 81 46

Location: National traffic on 18 Barcelona and 19 Sant Bertran wharves; international traffic on o1 Adossat, 15B Espanya and 20 Ponent wharves



Goods terminal

Rail siding

1. Lorry parking area and cold stores

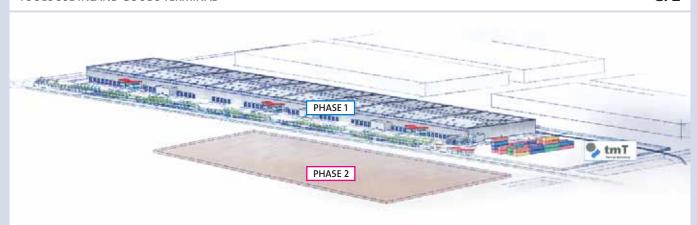
2. Logistics warehouses

3. Container moving area

4. Enlargement TM2

#### TOULOUSE INLAND GOODS TERMINAL

C. 2



PHASE 1

Industrial premises from 4,500 m²

PHASE 2

Industrial premises from 2,000 m²



#### Barcelona Port Authority

Edificio Portal de la Pau Portal de la Pau, 6 08039 Barcelona Tel: +34 93 306 88 00 Fax: +34 93 306 88 11 web: www.apb.es

#### SAU (Unified Access Service)

Tel: +34 93 298 60 00 e-mail: sau@apb.es

#### SAC (Customer Service)

Tel.: 900 210 938 e-mail: sac@apb.es

# Representation of the Port of Barcelona in Japan

Mr. Takeshi Suzuki DE TOK LTD. 1-34-1505, Toranomon 4-Chome Minato Ku, Tokyo 105-0001 Japan Tel: +81 3 3436 11 17 Fax: +81 3 3436 11 19

e-mail: Suzuki@detokltd.jp

#### Representation of the Port of Barcelona in China

Sr. Joan Dedeu CHINA CONSULTANTS Room 101 1/F., Chung Nam Bldg 1, Lockhart Road, Wan Chai Hong Kong Tel: +852 2866 88 41 Fax:+852 2866 75 54 e-mail: jdedeu@netvigator.com

### Representation of the Port of Barcelona in Argentina

Sr. Hugo Norberto Lejtman Charcas 2715 PB "B" 1425 Buenos Aires, Argentina Telefax:+54 11 4824 36 01 e-mail: h.l@abaconet.com.ar

# Representation of the Port of Barcelona in Madrid

Sr. Miguel Angel Palomero C/ Jorge Juan, 19, 6° 28001 Madrid – Spain Tel.: +34 91 781 54 45 Fax: +34 91 781 54 48 e-mail: mapalomero@apb.es

#### Zaragoza Goods Terminal (tmZ)

Sra. Silvia Martínez
Camino de la Cogullada, s/n
Mercazaragoza
50014 Zaragoza
Tel.: +34 976 464 439
Fax: +34 976 476 406
e-mail: info@tmzaragoza.com
www.tmzaragoza.com

#### Toulouse Goods Terminal (tmT)

Mme. Nathalie Thomas 82, Chemin de la Plaine 31790 Saint-Jory (France) Tel:+33 561 357 389 / +33 624 01 09 02 Fax:+33 534 275 764 e-mail: n.thomas@tmtoulouse.com / info@tmtoulouse.com www.tmtoulouse.com

#### Port Vell

Gerencia Urbanistica Port 2000 Josep Anselm Clavé 27

Josep Anselm Clavé, 27 08002 Barcelona Tel: +34 93 317 61 35 Fax: +34 93 317 41 48

e-mail: port.2000@bcn.servicom.es

Directory of the Port of Barcelona

#### ZAL (Logistics Activities Area) CILSA (Centro Intermodal de Logística, SA)

Av. Ports d'Europa, 100 4a pl. Service Center 08040 Barcelona Tel: +34 93 552 58 00 Fax: +34 93 552 58 01

e-mail: info@zal.es web: www.zal.es

#### PortIC Barcelona, SA

World Trade Center, Moll de Barcelona Edifici Est, 6a pl. 08039 Barcelona Tel: +34 93 508 82 82 Fax: +34 93 508 82 92 e-mail: comercial@portic.net web: www.portic.net

#### World Trade Center Barcelona, SA

Moll de Barcelona, s/n. Edifici Est, 2a pl. 08039 Barcelona Tel:+34 93 508 80 00 Fax: +34 93 508 80 10 e-mail: comercial@wtcbarcelona.es web: www.wtcbarcelona.com

#### **ESTIBARNA (State Stevedoring Company)**

Ctra. Circumval·lació, Tram V 08039 Barcelona Tel:+34 93 223 18 22 Fax:+34 93 223 17 33 e-mail: estibarna@estibarna.es

#### Barcelona Harbourmaster's Office

Ctra. Circumval·lació, Tram VI 08040 Barcelona Tel:+34 93 223 53 94 Fax:+34 93 223 46 12

# Regional Centre for Coordination of Sea Rescue in Barcelona

Edifici Torre de Salvament, Tram VI, 9a pl. Ctra. Circumval·lació, Tram VI 08040 Barcelona Tel:+34 93 223 47 33 Fax:+34 93 223 46 13 e-mail barcelon@sasemar.es

#### Customs in Barcelona

Pg. Josep Carner, 27 08004 Barcelona Tel:+34 93 443 30 08 Fax:+34 93 443 19 83

#### **Border Inspection Post**

Edificio PIF Ctra. Circumval·lació, Tram IV 08039 Barcelona External Health Tel:+34 93 520 91 80 Fax:+34 93 443 16 32 Quality Team (EQ) Tel:+34 93 306 88 18

#### CATICE

#### (Centre for Technical Assistance and Inspection

#### - Foreign Trade)

Moll Príncep d'Espanya Edifici Tersaco, 4a pl. Tel:+34 93 289 66 10 Fax:+34 93 223 48 64

e-mail: buzon.oficial@barcelona.catice.mcx.es

#### **Barcelona Association of Shipping Agents**

Plaça Tetuán, 40-41, 2ª, Ofic. 37 08010 Barcelona Tel:+34 93 265 07 32 Fax:+34 93 246 29 76 e-mail: acb@consignatarios.com web: www.consignatarios.com

# Barcelona Association of Port Stevedoring Companies

Av. Drassanes, 23-25, 9è 1a 08001 Barcelona Tel:+34 93 442 88 24 Fax:+34 93 442 90 62 e-mail:: aeepb@aeepb.com web: www.aeepb.com

# Barcelona Association of Freight forwarders, International Shippers and Similar (ATEIA)

Via Laietana, 32-34 08003 Barcelona Tel:+34 93 315 09 03 Fax:+34 93 310 62 47 e-mail: ateia@bcn.ateia.com web: www.bcn.ateia.com

#### Barcelona Official Association of Customs Agents and Commission Agents

Diputació 295, baixos 08009 Barcelona Tel: +34 93 329 27 58 Fax:+34 93 441 24 82 e-mail: coacab@coacab.com web: www.coacab.com

# Chamber of Commerce, Industry and Navigation of Barcelona

Av. Diagonal, 452 08006 Barcelona Tel:+34 93 416 93 00 Fax:+34 93 416 93 01 e-mail: barcelona@cambrescat.es web: www.cambrabcn.es

#### Council of Maritime Users of Catalonia

Av. Diagonal 452-454, 4a pl. 08006 Barcelona Tel:+34 93 416 94 84 Fax:+34 93 416 93 01 e-mail: shippers@cambrescat. es

#### Port Pilots' Corporation

Final Pg. Gabriel Roca. Edifici Porta Coeli, 3r 08039 Barcelona Tel:+34 93 221 95 67 Fax:+34 93 221 38 95 e-mail: pracbarn@accessnet.es

#### Azuqueca Dry Port

Autovía A-2 (Madrid-Barcelona) Km. 42,500 Avda. de Paris, s/n. Pol. Sena 19200 Azuqueca de Henares (Guadalajara) Offices: Tel: +34 949 261 207 Fax+ 34 949 262 551 Terminal: Tel: +34 949 263 770 Fax +34 949 263 848

e-mail: puertoseco@terra.es

www.puertosecoazuque ca.com



#### Port de Barcelona

Portal de la Pau, 6 08039 Barcelona Tel.: 93 306 88 00 / 93 298 21 00 Fax: 93 306 88 11 www.apb.es

© Autoritat Portuària de Barcelona

LAYOUT AND PRINTING Novatesa Gràfiques, SL

GRAPHIC DESIGN El taller interactivo, s.l.

Рнотодкарну Taller de Fotografía de Alta Definición, S.L. Lluís Castellà Bel (Tracte Comunicació Global) Juanjo Martínez

Translation Mike Lucas, Simultrad, S.L.

D.L.: B-24565-2008