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# Members of the Management Board of Barcelona Port Authority

*December 2006*





**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 Generalitat of Catalonia**

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. Severo Bueno de Sitjar de Togores

Mr. Josep Anton Burgasé Rabinad

Mr. Josep Lluís Estrada Llaquet

Mr. Manuel Royes Vila

**Members representing Barcelona City Council**

Mr. Xavier Casas Masjoan

Ms. Maravillas Rojo Torrecilla

**Members representing Prat de Llobregat City Council**

Mr. Lluís Tejedor Ballesteros

**Members representatives representing the Chamber of Commerce, Industry and Navigation of Barcelona**

Mr. Josep M. 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 counsellor)**

Mr. Pere Caralps Riera

**Departures:**

Mr. Emilio Rodríguez González

Mr. Joaquim Coello i Brufau (Agreement of the Government of the Generalitat de Catalunya of 12 December 2006)

# Presentation

2006 was a very successful year for the Port of Barcelona in terms of traffic and business results, and also for the development of infrastructure projects and the improvement in quality of service.

Total port traffic grew by 5.8%, showing greater dynamism than the Catalan economy as a whole, which grew by 3.6% in 2006. General cargo was particularly dynamic, and increased by 16.5% to a total of 31.8 million tonnes. This type of cargo, which provides the highest added value, represented 68.4% of total traffic.

The situation of container traffic was especially positive, with a growth of 12% over the previous year, hitting the record figure of 2 318 239 TEU. These results show that the Port of Barcelona grew more than its competitors, which all registered one-digit growth rates.

Turning to the financial results, in 2006 Barcelona Port Authority obtained operating profits of EUR 69.6 million, more than 20% over the previous year's figure. Turnover grew 9% year-on-year to EUR 139 million. Cash flow generation for the APB was almost EUR 84 million.

These results place the Port of Barcelona in a very privileged position for achieving its priority aim, which is to become the gateway for Asian traffics into southern Europe.

In 2006 we advanced on a number of different fronts to achieve this goal. The key port infrastructures project that will allow us to meet the constant increase in traffic is the enlargement of the port area. To understand the magnitude of this project, we need only look at the amount of money due to be invested by 2011 - EUR 1.8 billion. The future Prat wharf container terminal is today the jewel in the crown of this southward expansion.

In May the Management Board awarded the management of this terminal, which is a milestone for the Port of Barcelona because of the new scenario it opens up. The awarding of the installation to the bid tendered by Tercat-Hutchison brought the number one world terminal operator into Barcelona. Hutchison is present in 42 ports around the world and is the undisputed leader in Asia. The decision to set up in Barcelona, where it will base its Mediterranean operations, helps the Port in its strategy of becoming the gateway to southern Europe for trade with Asia, which is growing at a rate of 20% per annum.

In addition to the Port of Barcelona's investment in infrastructure works in the Prat wharf, Hutchison and TerCat plan to invest a further EUR 650 million to turn the new container terminal into its Southern European base.

This facility will provide nearly 100 hectares of new land, but this development was not the only action aimed at solving the need for areas for port operations in the precinct. A spatial reorganisation was approved in October that will make it possible to develop a further 20 hectares for the Port, with a potential to generate 5 million tonnes of new general cargo and short sea shipping traffic. This project, agreed with six terminals, will allow a 10% increase in the Port's total traffic-generating capacity.

The third major initiative that will enable the Port of Barcelona to expand, in addition to the Prat wharf terminal and the spatial reorganisation plan, is the enlargement of the TCB Barcelona Container Terminal, also approved in 2006. The facility will increase by 20.4 hectares to a total size of 78, and will be able to handle 2.5 million TEU per year. The Port of Barcelona will then have two large container terminals competing with each other on an equal footing, a model which is proving successful in several Northern European ports.





The challenge of increasing the Port's capacity will not be solved only by generating new infrastructures, but by other initiatives leading to improved productivity. 2006 was a particularly intense year for the Proatrans restructuring and organisation plan for transport access in the Port of Barcelona, the first such initiative in Spain, which was begun at the end of 2004, with the setting up of all the preparations to begin implementing all 40 measures included in the Plan in 2007. Proatrans, which lays the foundations of a new framework for the operation of road container transport, will make the Port more competitive and guarantee profitable and high-quality operations to hauliers.

This year the Port of Barcelona has also given a decided boost to a line of business that will be very important in the coming years - short sea shipping (SSS). It did this in a very interesting way by leading a European training project. In September 2006 the Port of Barcelona became the seat of the European School of SSS, the first Europe-wide institution dedicated to providing specific training in short sea shipping using an innovative teaching programme, with classes given on board a ship sailing the regular line between Barcelona and the ports of Genoa and Civitavecchia (Rome). Fourteen European countries are taking part in the school which, with the support of the European Commission, offers courses adapted to the people working in import-export companies, logistics operators and hauliers and to students of logistics and international trade.

2006 was also an exceptional year in terms of passenger traffic, especially as concerns the number of cruise passengers. The Port of Barcelona provided service to a total of 2.5 million passengers, of which 1 136 108 were travelling on regular lines and 1 402 643 arrived onboard cruise ships. Following in the footsteps of the works on the Adossat wharf over the last few years, two new projects were begun in 2006 to increase the specialisation of this area in the growing cruise traffic sector: the building of the Costa Cruceros group terminal (Palacruceros) and the start of the overhauling of Terminal A, managed by the Creuers del Port de Barcelona company.

Both the results obtained by the Port of Barcelona and the projects underway point to a very rosy future. The most immediate challenge is to complete the road and rail accesses that will provide the Port with the much-needed connectivity with the rest of the Iberian Peninsula and the continent. By strengthening its hinterland, the Port of Barcelona will be able to position itself very firmly as the gateway into southern Europe for Asian operators. We feel that the completion of this aim is getting closer every day.

**Joaquim Coello i Brufau**  
*President*



Joaquim Coello i Brufau was dismissed as president of Barcelona Port Authority by Government Decree published on December of 2006 and Jordi Valls i Riera, appointed as the new president, took up his post on 10 January 2007.

# Introduction

In 2006 the Port of Barcelona continued to make significant progress in developing the new port infrastructures without which it cannot meet the needs created by the surge in international maritime traffic that has occurred over the last few years.

If we focus specifically on port activity, we can see that in 2006 the Port of Barcelona experienced growth in goods traffic, which moved up to 46.4 million tonnes (excluding chandlery and fishing), a 12% increase in containers (2,318,239 TEU) and an 11% increase in the traffic of new vehicles (855,410 units), which, along with the increase of almost 45% in vehicles in transit, maintains our very good strategic position in the Mediterranean.

The Port of Barcelona continued to be a touchstone for the cruiser traffic sector, maintaining its poll position in Europe, and is still among the top ten ports for this type of traffic worldwide, handling a total of 1,402,643 passengers, up 15% over 2005. Work was completed this year on the urban development of the Adossat wharf, and Costa Crociere, the company investing in the new Palacruceros Terminal D, continued building work in order to bring the terminal into service for the 2007 season.

The offer of short sea shipping services at the Port of Barcelona continues to contribute to sustainable intermodal development. This reliable, safe and profitable alternative has allowed us to attract new traffics and create new lines, leading to an increase of 36% year-on-year.

The European School of Short Sea Shipping was set up to train current and future logistics operators from the European maritime logistics community and is funded by the EU Marco Polo programme. The organisations involved in this project are the ports of Civitavecchia, Genoa and Barcelona, and the Italian shipping companies Grandi Navi Veloci and Grimaldi Napoli.

Turning to financial matters, in 2006 the policy of spending cuts, coupled with the increase in traffic and a series of other factors allowed the Port of Barcelona to close the financial year with net profits





of EUR 69.6 million, representing an increase of 20% over the previous year.

The development of the foreland is an important strategic move for our Port, as is cooperation with the other ports and bodies located there. This year we began the project to develop an e-commerce platform in the Logistics Community of Buenos Aires, the main port of Argentina and the gateway into Mercosur. We should also point to the signing of cooperation agreements with the Port of Shanghai in China, the La Plata Port Management Consortium in Argentina and the Production Ministry of the Province of Buenos Aires to offer advice in different areas of the port ambit.

Furthermore, the final preparatory phase for the implementation of the Proatrans project involved the publication in the Official Gazette of the Province of Barcelona (No. 312 of 30/12/06) of the provisional Schedule of conditions of the different "P" and "E" authorisations for the normal performance of the land transport of containers in the Port of Barcelona. With the support and effort lent by the Port Logistics Community, this document will allow us to achieve competitive and stable container transport in our Port.

In terms of infrastructures, the first leaseholding on public port domain land in the southern enlargement area, the Prat terminal, was awarded for the bid tendered by Terminal Catalunya (Mestre Group) with the participation of the Hong Kong-based Hutchison group, a world leader in operating container terminals and the owner of the main terminals in Rotterdam, the top European port. This tender is in line with our port's policy of seeking the participation of companies that not only provide financial investments, which is of course a very important criterion, but which can also guarantee to bring in new traffic.

October saw the approval of the port spatial reorganisation proposal allowing some operators to group their activities together and optimise the use of the available area and its operation. The agreement signed between the companies Cía. Trasmediterránea, SA, Interlogística del Frío SA

(Interfrisa), Terminal Port Nou SA, Unió Terminal Estibadors de Llevant SL (UTE Llevant), Terminal de Contenidors de Barcelona SL (TCB) and Estibadora de Ponent SA envisages a series of actions that will increase the potential of 20 ha in the current profile of the Port. This move also provides new opportunities for growth and consolidation for Barcelona Container Terminal (TCB), a large container installation, since it will gain 20 ha of area under lease, plus the 7,5 ha soon to be released when the lines currently operated by UTE Llevant move from the Adossat wharf to the Álvarez de la Campa wharf.

The "paperless port" continues to be one of the aims to which greatest efforts have been dedicated, both from the institutions and the companies making up the Logistics Community of Barcelona. The aim of this initiative is to minimise the economic impact of using paper in port procedures and speed up the documentary processing of the goods. Within our organisation, we should point out that the work done to deploy and implement the EFQM (European Model of corporate excellence) procedures has made it possible to improve our internal processes and achieve better quality in the management of the services we offer to our customers.

**Josep Oriol Carreras**  
*General Manager*





## Management

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# Mission, Vision and Values of the APB

Barcelona Port Authority has defined its mission as an organisation, its vision (what it aims to become in the future) and the values governing its behaviour as an institution. 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 of the Organisation

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

## STRATEGIC DEPLOYMENT

In order to make the APB's mission and vision a reality, the 3rd APB Seminars were held in November 2006 and involved the participation of the members of the Management Committee and a number of partners. These Seminars defined the main components of the organisational strategy, in other words: strategic lines, strategic aims and operative aims.

-  New management model
-  Improve accessibility
-  Acceleration of enlargement works
-  Orientation to European port

## STRATEGIC DEPLOYMENT

SOCIAL AND INSTITUTIONAL PERSPECTIVE

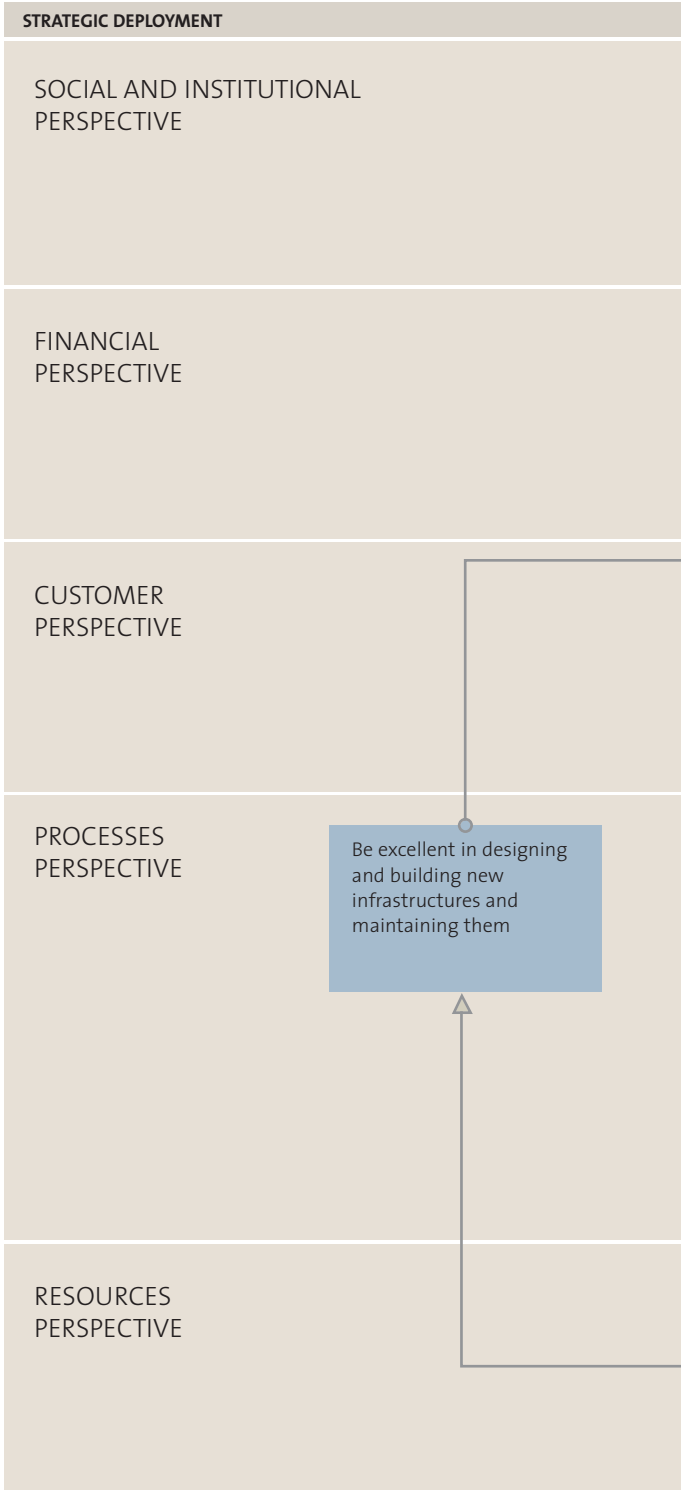
FINANCIAL PERSPECTIVE

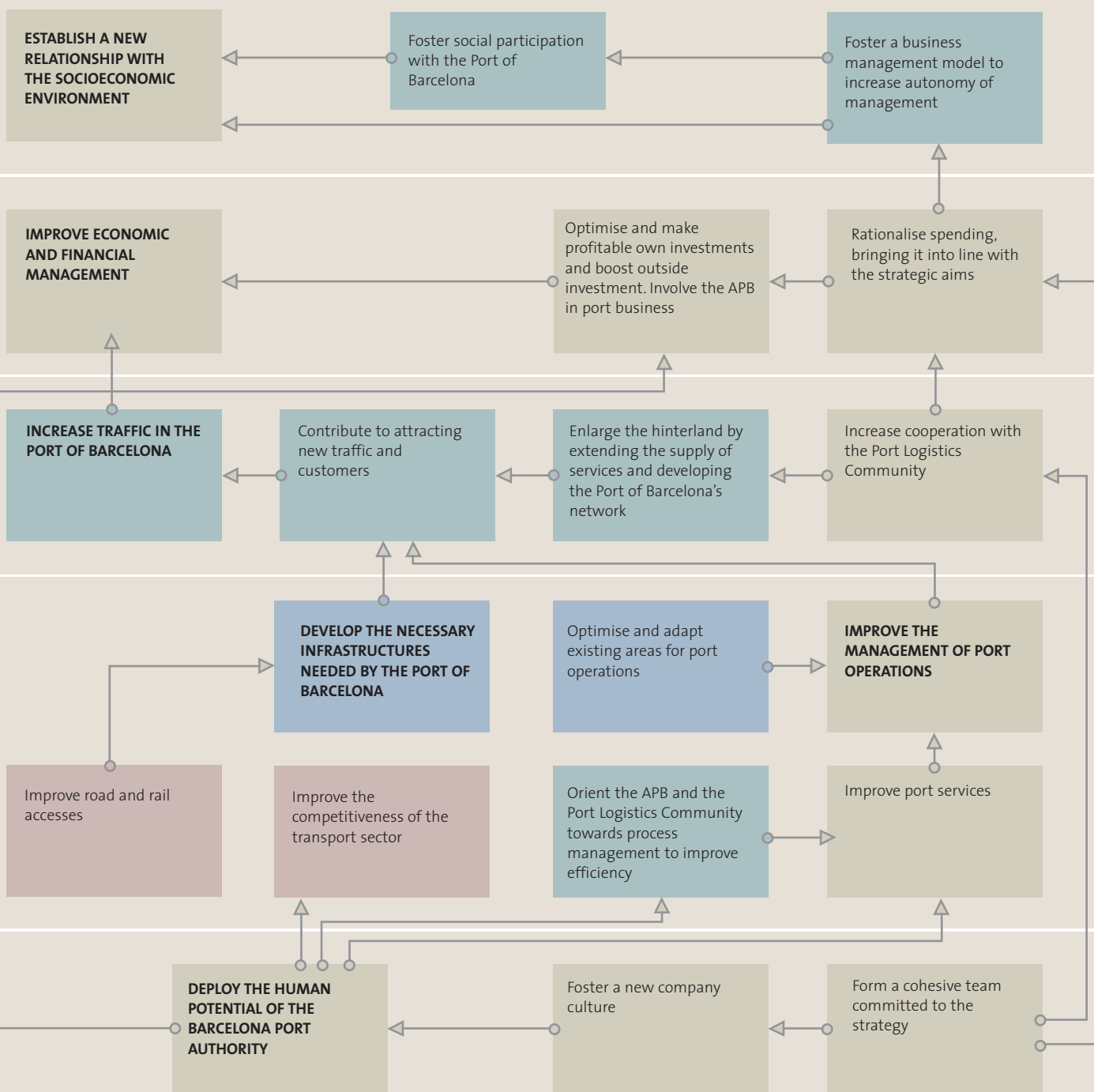
CUSTOMER PERSPECTIVE

PROCESSES PERSPECTIVE

RESOURCES PERSPECTIVE

Be excellent in designing and building new infrastructures and maintaining them







## THE DOCUMENTATION CENTRE

In 2006 the Port of Barcelona's Documentation Centre set out a series of management initiatives to define strategic lines for its own development. These are based partly on improving and specialising the service provided to users and partly on publicising the wealth of maritime and cultural heritage linked to the Port of Barcelona.

Baptised as the CENDOC, this newly created centre is now expanding and improving its offer of services to researchers, Port Authority staff and users in general, using the new technologies and the different specialised documentary databases to group together all the potential for documentary research and information necessary for the Port's managers to take decisions.

One clear example of the CENDOC's aim to reach out to our customers was the inclusion of its services on the e-PORTal (our corporate intranet), which facilitates procedures and communications between APB staff and documentalists and archivists and allows them to respond rapidly and efficiently to requests. There has been a very good level of understanding and cooperation between the CENDOC and the Maritime Documentation Centre (CDM), which made it possible in 2006 to attend to

and send on many enquiries to the historian that the APB has assigned to this body.

These were the main activities of the Documentation Centre in 2006, broken down by functional areas:

- The **Document Centre**, responsible for searching for information and managing the distribution of press clippings within the organisation, received more than 160 000 enquiries. In 2006, 100 000 news items were selected by subject and published. These are part of a searchable news database providing the material for specific information dossiers requested by users.





- The **Central Archive**, entrusted with the custody and archiving of the Port of Barcelona's documentation, increased its stock of documents by more than 115 linear metres, after these were transferred from the different departments of the APB, and received more than one thousand enquiries.
- The **APB's Photographic Collection** has incorporated more than five hundred recent digitalised images and has scanned and digitalised seven hundred old photographs. This material serves to prepare all kinds of promotional, advertising and information support for the organisation. More than three



hundred requests were received in relation to this collection in 2006.

- The **Maritime Documentation Centre (CDM)**, specialised in historical enquiries on the Port, attended more than five hundred requests for information, mainly from academics and researchers. The CENDOC enquiries service responded to more than three hundred requests on current issues related to the Port.

For port authorities to manage documents properly it was vital to lay down some clear guidelines in order to safeguard our documentary heritage and this was done by the Ministry of Public Works, which set up the Qualification Commission and its immediate superior, the Qualification Commission of State Administrative Documents. The Port of Barcelona was instrumental in pushing forward this initiative and its proposals for the selection and removal of documents were assessed and accepted in June.

A cooperation agreement was approved in the last APB Management Board in 2006 with the *Consorci de les Drassanes Reials i Museu Marítim* (Shipyards and Maritime Museum Consortium), the aim of which is to consolidate the Maritime Documentation Centre and regulate and foster the cultural activities that take place in port matters.

## APB PLAN FOR 2006-2008

The APB worked throughout 2006 to develop the EFQM model of excellence, which will diagnose the state of the organisation to detect the strengths and opportunities for improvement within this model.

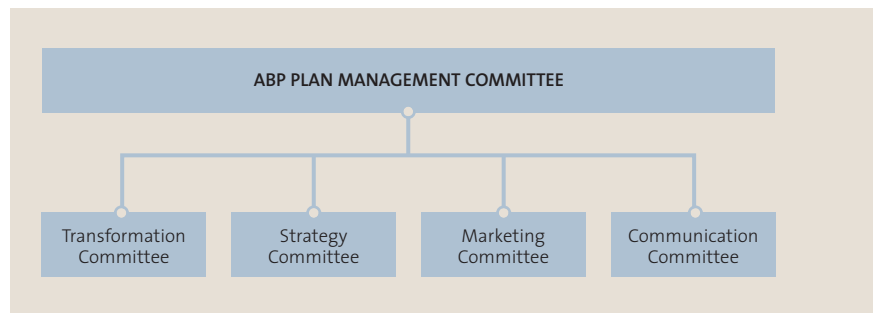
It is very important to identify strengths in order to maintain and foster them. However, it is even more important to identify the areas for improvement, since they show up a wide range of aspects in which progress must be made to improve management and satisfy all the interest groups.

The APB's 2nd Strategic Reflection Seminar held in November 2005 served to plan the APB's path over the next three years, which will be deployed in what is known as the APB Plan for 2006-2008.

This plan revolves around four specific lines. The first involves taking a closer look at strategic alignment as a way to manage and advance more quickly and efficiently towards this vision. The second concerns the need to work in the commercial area as a priority of a customer-oriented organisation. The third line consists of reorienting the Human Resources area as an internal priority. The fourth requires adapting an EFQM methodology to assess the progress made in the first three points and to move towards the vision.

### Progress Committees

To develop and measure progress in the actions specified in the APB Plan we have set up an organisational structure made of five Progress Committees which involve the members of the Management Committee. The organisation's Improvement Plans have been rolled out under the responsibility of these committees.



- **APB Plan Management Committee**

This is the highest governing body of the APB Plan to which the other committees report. They act as a link between the Administration Board and the Management Committee.

- **Transformation Committee**

This is responsible for aspects of internal organisational changes, especially those concerning people and processes. Likewise, it acts as the coordinator of the APB Plan and the EFQM Self-assessment.

## 1.1.

- **Strategy Committee**

This is responsible for the performance of the Strategic Plan and tasks related to organisational planning: Company Plan, Planning Process, CMI (Integrated Command Framework).

- **Marketing Committee**

This is responsible for restructuring the APB's Commercial area and preparing the Marketing Plan.

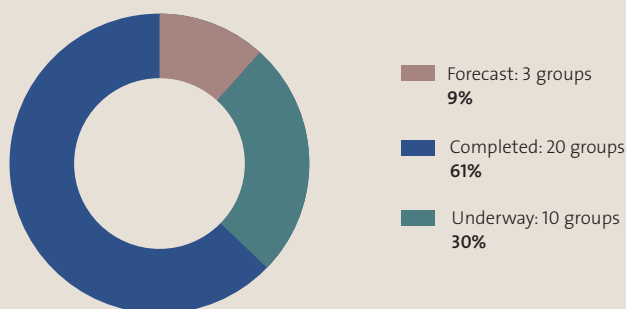
- **Communication Committee**

This is responsible for resolving aspects of the Plan related to internal and external communication.

The Management and Transformation Committees are standing committees throughout the lifecycle of the APB Plan. The other committees will disband as soon as they have achieved their aims.

Within its field of action, each committee has set up the necessary departmental or interdepartmental **improvement groups** to execute the improvement actions, and for each one they have defined the aims to be achieved, the deadlines for completion and the people who make them up.

#### STATE OF THE IMPROVEMENT GROUPS



#### Self-assessment according to the EFQM model

A detailed and complete self-assessment of the organisation was carried out in the course of 2006. During the months of March and April, criteria were evaluated for the Facilitating Agents. These indicate what and how the APB manages in relation to leadership, people, policy, strategy, alliances, resources and processes. In October they assessed the results criteria, which show what the organisation has achieved and is achieving. The areas for improvement detected were grouped together by similarity and prioritised and led to the identification of 28 action plans.

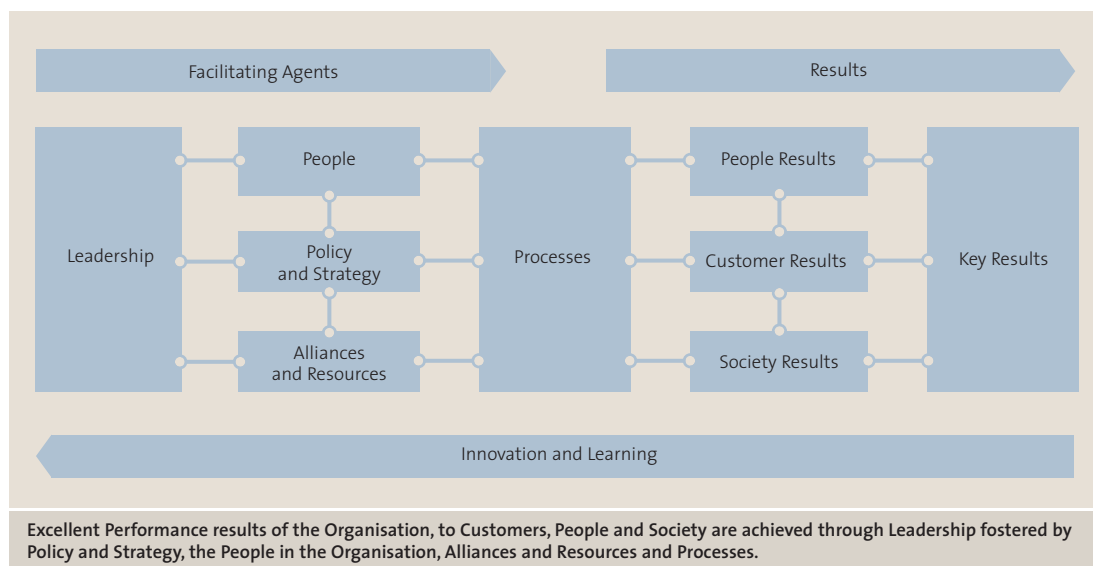
15 specific groups were set up to perform the self-assessment and incorporated into the existing groups. 117 people were involved on a voluntary basis. The self-assessment process was completed with an approximation of the score that the APB would achieve in relation to the EFQM model through the REDER (Results, Approach, Deployment, Evaluation and Revision) matrix in which we obtained a total score of 321.53.

#### Improvement groups

In parallel to this, 18 improvement groups were set up. These depend on the Progress committees to cover the execution of the action plans defined previously. 21.64% of the staff took part in these groups.

The scope of the aims achieved by the work of these groups made it possible to develop initiatives in the human resources field (the climate survey), in the internal communication processes (internal communication plan), in the analysis of port supply and demand, the analysis of interest groups and market segments, viability studies, etc.

By the end of 2006, 61% of the groups created have achieved their aims, 30% are working and 9% have already been made ready to begin in 2007. At the same time, the action plans have been identified for development next year, and aim to move towards excellence through continuous improvement.



## 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. This system currently comprises Terminal de Contenidors de Barcelona SL, Terminal Catalunya SA, Estibadora de Ponent SA, and the Border Inspection Post (BIP).

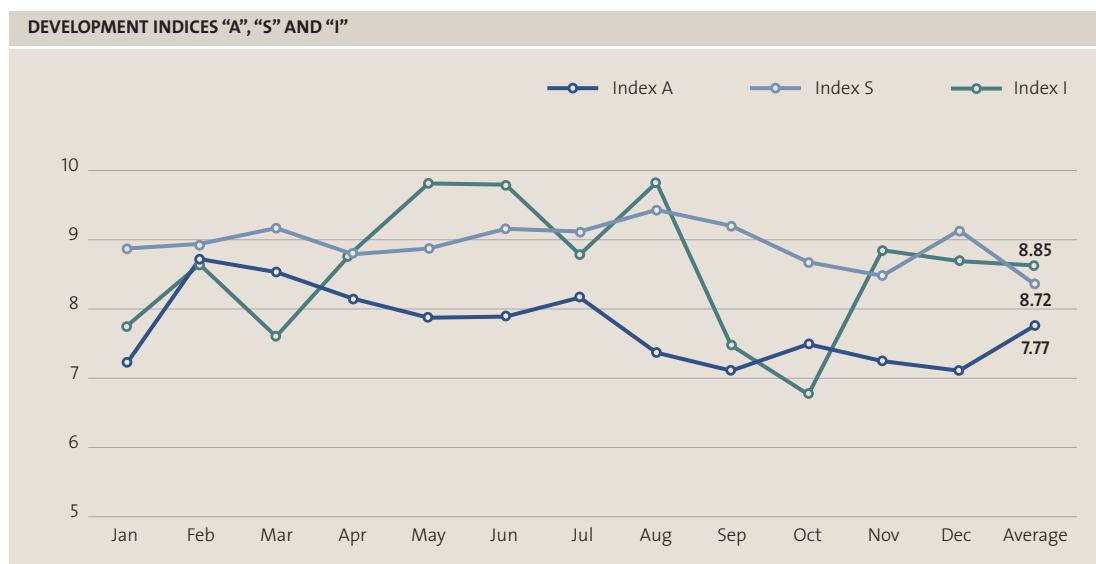
The ongoing collection and assessment of the data of these processes and the improvements in these comprises the **Control Process**. In 2006 the most important results were:



Volume of activity		Volume of inspections	
Containers unloaded (full)	314,019 (+11%)	Export	1,106 (+9.3%)
Shipments emptied at warehouse	16,252 (-5.4%)	Import	15,018 (+8.6%)
Bulks handled/emptied	3,307,841 (+0.1%)	Total	14,844 (+2.9%)
Bulks affected by incidents	356 (+110.1%)	% of inspection out of the total volume of activity	2.92% (+1.03%)
Detail of the inspections		Interventions by the Quality Team	
Inspections on terrace	10,831 (+6.1%)	Container/seal	23 (-42.5%)
Inspections with corridor	4,989 (+16.1%)	Goods	1,737 (-24.9%)
Inspections at warehouse	304 (-9.5%)	Total	1,760 (-25.2%)
Inspections at BIP (without corridor)	3,577 (-25.9%)		
Inspections at BIP (with corridor)	1,905 (+51.8%)		
Internal incidents			
		Container/seal	1 (-88.9%)
		Goods	106 (+53.6%)
		Inspection	6 (+50%)
		Total	113 (+39.5%)

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 smoothly 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.

PROGRESSION OF INDICES "A", "S" AND "I"			
Average	Index "A"	Index "S"	Index "I"
2005	8.0	8.6	9.3
2006	7.8	8.7	8.9





## 1.1.

## Guarantees programme

The Port of Barcelona operates a Guarantees Programme which covers a series of commitments taken on by the Port Logistics Community with the end customer. If these commitments are not respected, the system allows for financial compensation of up to EUR 400 per proven internal incident.

The programme covers the following commitments in the terminals that are part of the Quality System:

- Guarantee of the total safety of the goods.**  
 The APB guarantees the absence of incidents (damaged or missing goods, caused at source or not detected when the container was opened) during the handling and stay in the terminals.
- Immediate transit.** The APB guarantees that the documentary clearance of containerised goods in transit in the specified area 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.
- 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 on 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 in the inspection area, to be prepared for physical inspection and that such inspection has been requested by any of the competent inspection bodies

These are the results of the application of this programme in 2006:

TYPE OF INCIDENT	GUARANTEES ACTIVATED	
	2006	2005
Damage to goods (through handling)	6	13
Failure to detect damage or theft	8	5
Non-positioning of containers for corridor inspection	5	2
Total	19	20
<b>Total (EUR)</b>	<b>5,181</b>	<b>5,418</b>
<b>Detail of the guarantees paid</b>		
Total Safety	14	18
Coordinated Physical Inspection	5	2

## Analysis, transparency and control

Following requests from different customers, in 2006 there were occasional follow-up examinations on the operations to which goods are subjected in the Port.

Once the **process analyses** had been made, with the co-operation of the Quality Team, the corresponding reports were prepared for the parties concerned. An analysis of the operation checked for the lack of incidents in the guarding and handling processes of the goods in the Port of Barcelona.

The APB's Quality Systems Department promotes different actions to guarantee the transparency of the flow of goods through the Port of Barcelona, both in the docking terminals and in the facilities under its influence. In this context the competent organisations, supported by the Quality Team, which also records all the interventions, **inspect the goods**.

The APB compiles this information and sends it systematically to the operators involved in the inspection process.

The corresponding shipping agents responsible for the cargo are also sent daily **incident reports** prepared by the Quality Team.

Three audits were carried out in 2006 within the **Annual Audit Plan** in terminals involved in the Quality System and one on the Port of Barcelona's Quality Team as the service supplier. There were no significant cases of either non-compliance or failure to meet the guidelines.



The Quality Team also passed the follow-up audit of the ISO 9001:2000 covering “support to inspection services and in deconsolidated goods in the container terminals” in the Port of Barcelona, issued by the British Standards Institute (BSI).

### Application of Quality of Service Guidelines

- **Car Service Plan at the Port of Barcelona**

The Port of Barcelona’s car terminals, Setram and Autoterminal, obtained the certification for vehicle traffic service under the Specific Service Plan, which is valid for two years. In 2006 the terminals, Estibarna and the APB Quality Systems Department jointly drafted the *Revision and Improvement Manual*, which describes the system of action and the general criteria to be applied to the different processes in car traffic in order to bring about a controlled service with guaranteed customer satisfaction.

- **Port of Barcelona’s Navigation Aids Service Guideline**

The *Port of Barcelona’s Navigation Aids Service Guideline* was signed in December 2006. This specifies the quality characteristics which the APB’s Navigation Aids Department undertakes to respect in order to improve its service.

The document was approved by the project’s specific Quality Committee, which comprises representatives from the Directorate General of Ports and Transports of the Generalitat, Ports of the Generalitat, the Harbourmaster’s Office, Sea Rescue, the Pilots’ Corporation, The Catalan Association of Pleasure and Tourist Ports, the public body Puertos del Estado (State Ports) and Barcelona Port Authority.

- **Port of Barcelona’s Piloting Service Guideline**

The Port of Barcelona’s Pilots’ Corporation, which obtained the Service Quality Certificate (QualiCert) in March 2006, has worked closely with the Quality Systems Department to monitor

the Pilots’ Quality System. The Quality Committee which monitors the *Service Manual of the Port of Barcelona’s Pilots’ Corporation* –with representatives of the Pilots’ Corporation, the Port of Barcelona’s Association of Shipping Agents and the APB– approved the Ongoing Improvement Plan of the Pilots’ Corporation for 2007 in the meeting in November.

- **Port of Barcelona’s Cruiser Service Manual**

The *Generic Service Manual* approved by *Puertos del*



*Estado* in July was the foundation for preparing the *Specific Service Manual for Cruisers of the Port of Barcelona*.

The Cruisers Quality Committee is responsible for monitoring and approving the documentation related to this manual and comprises representatives from *Creuers del Port de Barcelona*, *Palacruceros*, *MacAndrews*, *Baleares Consignatarios*, *P&B Agencies*, *Intercruises* and different departments of the APB.

During 2007 this document is due to be sent to *Puertos del Estado* for review and validation, which will allow the companies involved to have their service certified following an external audit by an accredited company.



### System Audits

A total of 13 internal audits were made in 2006, covering all the processes involved in the management of the Quality System. These audits, which are necessary to maintain in the ISO 9001:2000 certification, did not reveal any non-compliances, led to 40 observations (all corrected within the audit period), and detected 17 opportunities for improvement (all implemented within the audit period).

In addition to this, the certification for the management of the Port of Barcelona’s Quality System (DSQ) was renewed under standard UNE-EN ISO 9001:2000.



## HUMAN RESOURCES

The culmination of the collective agreement, both on a State and a local level, was one of the most important aspects in the human resources area in 2006. On State level, on 11 January the Spanish State Gazette published the 2<sup>nd</sup> *Collective Agreement between Puertos del Estado and port authorities*, valid for 6 years from 2004 to 2009, bringing in the negotiation of a company agreement.

On a local level, this led to the negotiating and signing of the *Company Agreement* valid up to 31 December 2009. This notably includes the practical application of the Skills Management Model and variable objectives-related pay set out in the collective agreement; the application and regularisation of bonus pay; more timetable flexibility for workers; aspects related to work-life balance, and an increase in the amount of returnable loans and loans to help workers to buy a house, to name but a few.

As a result of the application of this Company Agreement, therefore, two important milestones were achieved in 2006. Firstly, the implementation phase of the Skills Management Model, with individual assessments given to all staff. This will make it possible to conduct an overall human resources

management in line with this model, and especially to foster personal development. Secondly, an aims-based variable pay model covering the entire organisation has been implemented, which integrated into the process of deploying the APB's strategic aims.

Another noteworthy project carried out by the Human Resources area was the survey on the working climate, carried out to glean first-hand knowledge of the concerns, expectations and evaluation of the organisation by the workers.

Internal communication was also improved during 2006 with the preparation of the Internal Communication Plan for 2006-2008, covering different initiatives involving the entire organisation. A lot of hard work has been put into consolidating the intranet, baptised *e-PORTal* by the APB employees, which has become an efficient communication tool that is well-received by all, according to the survey on the working climate.

As regards social measures, the Port of Barcelona Sports Club was set up to unify the different sport sections (fishing, sailing, indoor football, basketball, etc.). In addition to this, to facilitate the practice of sport, the two tennis courts have been rebuilt, and a *microgreen* surface has replaced the old one. As is customary every year, APB workers were able to enjoy



certain activities in the sports facilities that were led by qualified teachers (tai-chi, aerobics, tennis lessons...), and yoga has now been added to the list.

### Prevention of Occupational Risks

The following actions were carried out within the framework of the annual Occupational Risks Prevention programme: an evacuation drill in the TERSACO building, training middle management in functions and responsibilities, and the coordination of preventive activities, reassessing the facilities and equipment of the buildings owned by the APB.

Likewise, for the second year running, an employee of the organisation was awarded a prize in recognition of preventive activity carried out.

### Training and personal development

Over the last few years the organisation's offer of training has improved enormously. The APB not only invests in ongoing training within the organisation, but also subsidises certain regulated training to respond to the needs of individuals and the company. By the end of 2006, 88 collective and 87 individual training actions had been carried out.

In early 2006, due to the implementation of the Skills Management model, there were training actions related to the assessment of the twenty generic skills covered by the model, both for assessors and the workers who had to perform a self-assessment.

The Port Police training plan involved two new elements in addition to the mandatory updates: one concerned the new GISPEM emergency plan and the other the detection of threats using X-rays.

As every year, the foreign language training plan organised general English courses and, for workers who already had a good level of English, offered the possibility to attend general French or Italian courses.

Ongoing training was also provided for the technical administrative staff, mainly bringing their knowledge up to date through individual courses.

### The Catalan Language Service

The Catalan Language Service continued to organise Catalan courses for the workers at the APB and the companies of the Port Logistics Community, adapting the content of the general and single theme courses to their specific needs. There was excellent participation and good results were achieved in the exams of the general courses in the long-distance learning mode.

This service has also continued to provide language advice and support to APB workers and those of the Logistics Community.

Further actions involved the Catalan Language Service publishing a book of poetry with Edicions Proa called *Poemes de Mar* (Sea Poems), a collection of the maritime poems of Joan Salvat-Papasseit, accompanied by the music and voice of Ovidi Montllor and reproductions of works of the Port of Barcelona's art collection. This is a joint initiative by the Port Authority's President's office and the Secretariat for Language Policy of the Catalan regional government, the Generalitat.

The seventh edition of the Jocs Florals poetry competition of the Port of Barcelona and the Logistics Community involved the participation of the writer Julià de Jòdar and the presence of the Generalitat's secretary for language policy at the awards ceremony.

### INFORMATION SYSTEMS

The Information Systems Department works on two very different fronts in terms of information technologies. On the one hand it responds to the needs flowing from the Port Authority's role as port administrator, in which these technologies contribute to the improvement in efficiency of internal management. On the other hand, it leads and implants joint initiatives in the Port Community to make the port more competitive.

### Portic and Telematic Forum

The actions related to this last aspect are channelled through instruments such as the Telematic Forum and PortIC. The Telematic Forum is a working group that involves representatives from all the groups in the Port Community, whose mission is to define procedures to simplify and speed up processes of information exchange between the companies and administrations involved in the transport of goods by sea. PortIC is the technological platform that facilitates the implantation of all new procedures that should contribute to the competitiveness of the Port of Barcelona.

In 2006 PortIC and the Telematic Forum essentially worked on the following aspects:





- Renewing the hardware of the technological platform to increase its processing capacity and make it more reliable. The new platform makes it possible to process 10 million messages a year and ensures a more accessible service.
- New services have also been developed on this platform. For example, freight forwarders can now connect to the Intra and GT-Nexus portals to reserve space on ships or send embarking instructions to shipping companies. There is also a web-based service for reviewing information of the bill of lading before it is issued.
- The Telematic Forum has concentrated its efforts on fostering the use of defined procedures, especially land arrival and departure of containers and has reviewed and improved these. This year practically 100% of procedures involving the Port Authority and Customs were performed by telematic means.
- In September the Port of Barcelona held a meeting of the UN/CEFACT TBG3 group attended by the international experts who define the electronic messages of the transport sector.
- The Forum's most outstanding work in defining new procedures may well have been in connection with the exchange of information in non-intrusive inspection of containers, and its participation in defining the ATRAE platform, which aims to set itself up on a state level as the one-stop shop for access to the Border Inspection Services.

### Support to the Organisation

In addition, many projects were carried out in 2006 aimed at improving the Port Authority's services of IT, telephony, radiotelephony, and its security and control systems. The Proatrans project has been assisted by the necessary technological input to help it achieve its aims. This involved a new system for the identification of trucks and drivers which was implemented in the Port's access gates, terminals and container depots.

Under the Container Security Initiative (CSI), a project sponsored by the US government, the Systems Department worked along with *Puertos del Estado* to manage the purchase of mobile equipment

to scan containers, and this has been provided to Customs.

The most outstanding IT developments were the functional analysis of a new operational application that will make it possible to improve, integrate and provide new facilities to the management of the main business processes in the APB. This project will continue over the next three years.

A systems plan has also been created which establishes the general lines of the medium-term technological progression and will serve as a reference framework for future developments.

### UNIFIED ACCESS SERVICE

The Unified Access Service (SAU) is a one-stop shop set up to help the users of the Port to carry out administrative process with the Port Authority. This service also acts as an information centre to respond to or channel any enquiry, either by telephone or on-site, concerning the Port of Barcelona's activity. In 2006, the SAU answered 65,600 phone calls, processed some 22,000 documents and registered around 13,000.

Making the most of the new information technologies, the SAU aims to find solutions to allow people to solve their administrative needs without having to come to the Port. In this connection, in addition to reviewing and updating the contents of the services area of the Barcelona Port Authority's website, new services were developed in 2006, such as payments via Internet. This will allow on-line payment of fines, special transport and others from the start of 2007 and therefore avoid unnecessary journeys.

Rules have been developed within the Proatrans project to regulate land transport of containers within the port area. These rules envisage the implantation of an identification centre which acts as a 'pre-gate' into the terminals for trucks not previously authorised. As the body responsible for offering this new service, in 2006 the SAU fitted out a new office located in the TIR building and dedicated exclusively to this aim.



## COMMERCIAL PROMOTION

The application of the actions defined in the Marketing Plan for the period 2003-2006 was a recurrent theme in 2006. The structure of the Marketing and Commercial Department segmented by products (containers, vehicles, passengers, rail, bulk, coffee, fruit, short sea shipping, etc.) and the incorporation of two new staff members made it possible for us to reach out to our customers using clearly-defined commercial promotions.

For ship owners, the Port's principal customers, our strategy of ongoing contact allowed us to offer the very latest services and infrastructures and also to learn and anticipate their future needs.

Asia continues to be the main priority for the Port of Barcelona, which is why each year we organise two trips to visit the main ship owners of the area. As part of this strategy, in 2006 the new Prat wharf container terminal was awarded to the corporate association of Hutchison Ports Holding and the Mestre Group, the lessee of the TerCat terminal.

This fact, along with the interest in having more space near the terminal, has led ship owners such as NYK, ZIM or Hapag Lloyd to be attracted to the new ZAL II Logistics Activities Area (ZAL Prat).

Meetings were also held in 2006 with the European delegations of different ship owners such as K-Line, Grimaldi, Wallenius, MSC, Hapag Lloyd, X-Press or Maersk, to monitor developments in cargo volumes.

Significant efforts were also made to start operations on the rail line with the Dry Port of Azuqueca, which has daily trains in both directions. This marks a watershed in terms of the efforts to reach the centre Madrid region through the Henares corridor, the main logistics axis of this area, ensuring the Port of Barcelona's connection to Madrid in a much more efficient and flexible way than hitherto. The port terminals, along with rail operators such as TerCat and Spain Rail or the newly created company TCB Railway Services, have designed an attractive product able to compete with road transport.



## Trade mission to Madrid

Unlike the previous occasions, the ninth trade mission of the Port of Barcelona took place within its own hinterland, in the centre of Spain. This decision arose from the effort made to develop a distribution network in the hinterland, making it possible to offer an integrated and competitive logistics chain, which is vital for the Port to consolidate its position as the southern European gateway for goods from the Far East.

The mission aimed to present the Port of Barcelona's plans for expansion and the services offered in the Logistics Community of Madrid and Guadalajara. The following subjects were addressed during the presentation on 28 September: enlargement inside and outside the port area; the opportunities offered by the entry of Hutchison (greater network services thanks to its terminals in Germany, Netherlands and Belgium); the configuration of a port with two large terminals competing with each other; the availability of an integrated logistics service; a new offer of efficient and competitive rail transport between Barcelona and Madrid, and the official presentation of the representative of the Port of Barcelona in Madrid.

The seminar was well-attended by the Madrid community and the active participation of the agents of the Barcelona Logistics Community, making it possible to offer an all-embracing logistics service: terminal operators, ship owners and operators of the inland goods terminals.

## Presence at fairs and congresses

As the coordinator of the Port of Barcelona's presence at trade fairs, the Marketing and Commercial Department represented the Port at the SITL in Paris once again. The French market—especially in the south of the country—is one of the Port's commercial targets, so Paris was an ideal scenario for publicising the maritime services that it can offer to freight agents and operators and present the strategy involving the inland goods terminals. In this way, the SITL served as a venue for supporting the promotion of tmT (Toulouse Goods Terminal) with a presentation of the characteristics of the logistics plots available, the projects for warehouse facilities and the access infrastructures.

In addition, the SIL in Barcelona, with more than 900 exhibitors and 70,000 m<sup>2</sup> of exhibition space in 2006, has become the main meeting place for all the logistics activity of the south of Europe, the Mediterranean, Latin America and South-East Asia, in which the Port of Barcelona can develop all of its potential for providing information to customers.

This time, the Port added synergies with CILSA and *Barcelona Centre Logistic*, with a shared area making it possible to send out a more powerful



## 1.2.

logistics message to the more than 45,000 professionals that visited the fair.

The Port of Barcelona's strategic approach to publicising itself in Asia involves being present at the main fairs of the continent, in which Southern European ports have traditionally been under-represented compared to those of Northern Europe. That is why this year the Port participated in Transport Logistics in Shanghai, where it presented its services and future plans along with the port terminals and operators, and dealt with more than 45 interested companies. While at the Shanghai fair, the Port delegation also visited the two principal Chinese ship owners, COSCO and China Shipping, which had already shown an interest in working with the Port of Barcelona's container terminals.

The segmentation by products into which the Marketing and Commercial Department is organised tends to favour the selection of national and international fairs for promotional activities. By being present at the Berlin Fruitlogistics fair, the Port took a vital step forward in the field of fruit traffic. The meetings with the main ship owners (Seatrade, Maersk, MSC, HamburgSud...) provide an idea of the future season and make it possible to negotiate aspects related to volumes of loads, stopovers or agreements. In addition to this, perhaps the most important aspect of this fair are the relations with producers and distributors with whom it is possible to agree on cargo volumes and the financial conditions of the services offered in this case by the specialised BFT terminal. Special attention was given in 2006 to melons and bananas, since melons are a fruit covering the counter-season and bananas are totally aseasonal. By countries, we have dealt with the delegations of Chile, Brazil, Argentina, Costa Rica, Colombia and Ecuador.

In the coffee sector, we were present at the National Coffee Congress held in Puerto de Santa Maria (Cadiz), which is a worldwide meeting place for coffee in Spain at which the main trends of the producer and consumer countries are analysed. During this event, which also serves as the annual

meeting place for the different associations of roasters, traders and the Spanish Coffee Federation itself, Barcelona and the Port offered to host the next congress in 2008.

The Port of Barcelona was present once again at Global Automotive, the most important meeting of the car sector related to the maritime sector, held in Antwerp in October. The main shipping lines and manufacturers attend this event at which the Port took the opportunity to hold meetings with Wallenius Wilhemsen and Grimaldi.

The other event not to be missed in the maritime container sector is the TOC. The Port of Barcelona attends this meeting each year, at which the main ship owners and companies of the sector explain the situation and the expected market trends for the coming years. The 2006 edition was held in Hamburg and was also the venue for meetings with the European delegations of the main Asian ship owners.

In 2006 Barcelona Port Authority participated once again as an exhibitor in the two most important fairs of the cruise sector. The first annual event, a must for any cruiser port, is the Seatrade Cruise Convention held in Miami in mid-March, in which the Port of Barcelona participated with a stand in the Spanish Ports pavilion. At the Seatrade Med fair, held in Naples in October, the Port had a stand in the MedCruise pavilion.

Throughout the year, the commercial team worked with Disney Cruise Line to prepare the Mediterranean launch of the *Disney Magic* ship during 2007. Barcelona was chosen as the turnaround port of the itinerary and as such was invited to the presentation event which Disney organised in Orlando when it decided to disembark in the Mediterranean.

As a member of MedCruise, the Mediterranean cruiser ports association, the Port took part in the two general assemblies held in Gibraltar and Naples. As a world class cruiser port, it also played an active role in studying the impact of cruisers on local economies. Among the different seminars on the cruiser industry to which the Port has been invited, the one organised by the US government in Chicago on transport safety was especially important. The Port of Barcelona took part in its role as the significant European cruiser venue.

To develop a strategy allowing better mutual acquaintance, the Port of Barcelona organises and receives visits from ship owners, logistics operators, shipping agents, professional associations and end customers. The main aim is to organise a tailor-made product in which visitors ask to see the most important aspects of the passage of goods through the Port of Barcelona or the points that are most relevant to their activity. More than 30 visits were organised in 2006, of which the most significant were those of large ship owners such as K-Line, Hapag Lloyd, MSC, Maersk, Hanjin, Royal Caribbean, Disney Cruises and X-Press.





## INFRASTRUCTURE WORKS

In 2006 Barcelona Port Authority invested a total of EUR 229.4 million, of which approximately 95%, or EUR 217.3 million, were in infrastructures. In relative terms, this is an increase of approximately 4.2% over the previous year, and an all-time record for certified works.

Most of this infrastructure investment was in actions related to the southern enlargement of the Port included in the Master Plan. In addition to these, other works that are necessary for port operations were begun or completed, such as fitting out existing areas, rebuilding and maintaining wharves, actions in areas for public leisure use, and projects to improve road and rail accessibility to the Port.

### Southern enlargement

The enlargement works mainly involve the building of the South and East sheltering seawalls of the Prat wharf. Below is a description of the works and their degree of completion at 31 December 2006.

The part of the South seawall corresponding to stretches I and II is due for completion in 2007 and will be 3,700 m long. Specifically, stretch I represents 2,000 m of sloping seawall with a main mantle

made of parallelepiped blocks of concrete of up to 60 tn. Stretch II is a 1,700 m vertical seawall built with prefabricated concrete caissons. Now all the forecasts for completion of the works have been updated, the progress indicators for both stretches show that 100% of the prior dredging has already been done, 93% of the quarry ballast, 90% of the classified rip-rap, 88% of the concrete for blocks, 85% of the reinforcement of the caissons, and the length of the emerging seawall is already 100% complete.

Stretch III of the South seawall is a 1,100 m sloping seawall with a main mantle made of 40-Tn parallelepiped concrete blocks. This is the state of advancement of the works: 100% of prior dredging, 86% of the quarry ballast, 76% of the classified rip-rap, 44% of the concrete for blocks, 100% of the concrete caissons and 78% of the reinforcement of the caissons. The length of the emerging seawall is 14% of the total.

The East seawall is a sloping seawall with a main mantle made of 50-Tn parallelepiped concrete blocks. It will eventually be 2,000 m long and is due for completion at the end of 2008. To date, 100% of the prior dredging work is complete, with 98% of the rip-rap, 72% of the concrete for blocks and 92% of the quarry ballast. The length of the emerging seawall is already 72% of the planned total.

## 1.3.

The Prat wharf will cover a total area of 93 ha, with a berthing line 1,500 m long and a minimum draught of 16.5 m. Phase I was completed during 2006, and consists of 1,000 m of reinforced concrete caissons making it possible to reclaim an area of 81 ha from the sea, and Phase II, which consists of the extension towards the south of Phase I, with an additional stretch of 300 m. The southern limit of this extension coincides with the change in alignment of the wharves envisaged in the organisation of the enlargement dock.

### Preparing areas

The works undertaken to prepare existing areas to respond to the growing demand generated by cruiser and container traffic include two main actions.

The works project entitled "Preparation of the inspection area" involved adapting an 8,000 m<sup>2</sup> terrace located in land next to Gate 28 for the inspection of containers. This action included the creation of a circulation area, a scanner area and a car park. In addition to that, the works begun in 2005 to develop 1,300 m. of terrace of the Adossat wharf to provide better services and facilities in this area for cruisers are now complete.

### Reconstruction and maintenance of wharves

Other works were executed during 2006 to rebuild certain wharves that are already operative. Of note here is the completion of the restructuring of the Costa wharf, a project begun in 2005 which has led to the reconstruction of a total of 460 m of this wharf.

Another project begun this year was the "sheet pile wharf on Álvarez de la Campa", resulting from the need to improve the berthing line and adapt it to the new port operation requirements. Some 450 m of wharf have been built of sheet piles, and the length has been extended by 1.5 m, as has the track for the Panamax crane, in all of its length.



### Port-City actions

The anchorage of the flooring of the Rambla de Mar is now complete, improving the safety and functionality of the walkway.

Another project now complete is the "sea defences of the terrace of the North Entrance Mouth". The future location of a leisure and tourist area on the north terrace, which includes a hotel, has made it necessary to take special measures to protect against any possible floods caused by storms. The work consisted of the building of a submerged berm supporting the sloping seawall and extending 50 m into the sea in order to dissipate a large amount of wave energy.

### Road and rail accesses

Internal circulation in the Port has been eased thanks to the completion of works such as the "Port seawall road".

The construction of the Port control tower and the adjoining building for the Pilots service meant that a new access had to be built to adapt to these facilities and permit the forecast increased traffic flows. The tarmac road is a total of 1,300 m. long with two lanes for circulation in both directions and includes pavements and service channels.

Also completed was the northern road access to MEPSA. As a result of the modification of a series of leaseholdings, street A of the Inflammables wharf is now land under lease and so it was necessary to build a new road surface to provide access to the MEPSA leaseholding. Specifically, two lanes 7 m wide and 265 m long were built on both sides of the channel between the roundabout north of MEPSA and the main Inflammables channel. The two lanes join the main road via a bridge in the middle of the current channel.







At the end of 2006, work began on the “Refurbishing of the lorry park”, linked to the building of the new land accesses in the enlargement area of the Port of Barcelona. The new traffic relief measure involves building a side road that will emerge from the Cinturó Litoral ring road and run along the left bank of the river Llobregat before joining up to the ZAL and the south area of the port. The forecast volume of traffic raises the need to equip this area with provisional parking space for trucks, and approximately 7 ha has been reserved for this purpose at the end of the former bed of the river Llobregat.

The completion of the “Preparation of accesses in Phase 2 of the South enlargement area” has meant that the works originally conceived to provide a temporary solution in September 2004 have now led to a permanent one. This second phase encompasses the consolidation of the provisional access, improved signposting of the works, independent accesses to CIMAT and works offices, direct access from Street No. 4 to the new terraces generated around the old river mouth –to separate port traffic from works traffic–, and the repairing of the road system of the Polígono Pratense industrial estate affected by the works.

Work has also taken place in areas outside the specific Port area, as in the case of the project entitled “Doubling the lanes on Street No. 3”. The opening of the new bed of the river Llobregat in summer 2004 made it necessary to re-plan the road accesses close to the Port, ZAL and Tax Free Zone. The actions considered to be necessary included defining the widening of Street No. 3 of the Tax Free Zone estate in order to allow a new direct access to the Port from the Ronda Litoral ring road. The completed project involved turning Street No. 3 of the Tax Free Zone into a two-way road and increasing the width to six lanes, three towards the Port-Cinturó and three in the other direction, except in the stretch running from the ring road to the roundabout intersecting with Street E, which still has two lanes in each

direction. The corresponding horizontal and vertical signposting was also arranged, in addition to adjusting kerbs and minor works in the intersections with the streets connecting it to Street No. 3.

Work is underway on the “Rail link to the old TIR area” which involves building a 1,100 m stretch of railway line, 960 on a concrete slab and the rest on ballast. The stretch will be double gauge, RENFE and European, with VIC-54 type track.

We could also point out that the Port Authority has agreed to manage the work involved in “filling the old bed of the river Llobregat”, on an order from the Environment Ministry.

### Special works

Here we should mention the completion of the project to build the Port control tower, a singular 45 m-high building with a metal structure, as well as an adjoining building, which will be used for controlling the port traffic of vessels and for coordinating the services provided them, among other possible functions.





### INDUSTRIAL SAFETY AND ENVIRONMENT

The traffic of containerised hazardous goods continued its upward trend in 2006, increasing by 6% over the previous year to reach a total volume of 820 881 tonnes. Bulk hazardous goods stood at 10,145,754 tonnes, a fall of 9% over 2005.

The amount of hazardous goods handled as a proportion of total traffic was 24%, lower than the average of recent years, which was of the order of 30%.

Despite this, and bearing in mind the good results in containerised cargo, the number of authorisations for the admission of hazardous goods processed increased by 9% over the previous year and stood at 83,451. The most important point here was that 99% of these authorisations were processed via EDI.

A new cooperation agreement was signed this year between Barcelona City Council and Barcelona Port Authority to exercise their respective powers in the field of civil protection, fire prevention and extinguishing, and rescue, valid for five years, and automatically extendible up to a maximum of twenty-five. By and large, this agreement envisages maintaining the current fleet, which involves renewing vehicles and equipment as they depreciate.

Specific training for firemen in the port setting involved the holding of four fire fighting courses on ships at the Jovellanos Centre of the Maritime Rescue and Safety Society of Gijón, with 59 firemen and units, and a course on the management and control of emergencies for 20 units at the Fire Service College of Moreton-in-Marsh, in England.

A number of joint exercises and drills were also carried out with the different companies affected by the Port's regulations on major accidents. A provisional emergency plan was set up for the ZAL-Prat, involving the cooperation of CILSA, to cover the needs related to the operation of this new area.

There were also general drills within the Port's Internal Emergency Plan (PEI) in three different scenarios with the participation of the different members of the action groups envisaged. In May there was a fire simulation at the Acciona-Trasmediterránea terminal on board the *Eurostar Roma* vessel, involving a risk for the stowage of hazardous goods. The exercise carried out in October at CLH consisted of a spill with sea pollution while a lighter was supplying fuel oil to ships. The last scenario was the Enagas facilities in the Port in November, where there was a simulated liquefied natural gas leak.

## Cleaning the port waters

In 2006, using three external vessels and two owned by Barcelona Port Authority, the port waters cleaning service collected 160 tonnes of floating waste from the water surface, representing a total volume of 1,092 m<sup>3</sup>. The daily average of floating materials removed was 448 kg, of which 45% were plastics.

Hydrocarbon spills led to 79 actions –72% of which were diesel fuel– and involved 750 m of absorbent barriers. In most cases oxygen was blown onto the water, but on 22 occasions the product was recovered and a total of 28,625 kg of hydrocarbons in free phase could be managed as waste.

Following this line of work, the Port of Barcelona's Internal Contingency Plan (PIC) was approved and 2 drills and 5 exercises were conducted.

## Street cleaning and waste collection

The Port invested a total of 9,377 hours of work in street cleaning and waste collection as well as 411 hours in cleaning the public bulk terraces.

Throughout the whole year we collected 2,687 tonnes of waste, slightly lower than in previous years. However, the amounts of recoverable and/or special waste increased from 197 tonnes in 2005 to 392 tonnes 2006. There was also a 40% reduction in the number of complaints and incidents concerning the street cleaning and waste collection service, which totalled 32.

In addition to this, the Port of Barcelona's landscaped area increased by 1,000 m<sup>2</sup> to 30,853m<sup>2</sup>. 10 480 kg of vegetable waste was managed as compost.

## Air quality

The monitoring of annual concentrations measured by the APB's weather and air quality monitoring network show that the levels of different pollutants remained stable or increased slightly, apart from sulphur dioxide and hydrogen sulphide, which fell markedly.

Around the Port (Metropolitan Area of Barcelona) the most problematic pollutants were nitrogen dioxide (NO<sub>2</sub>) and particles with a diameter of less than 10 m (PM<sub>10</sub>), which exceeded permitted levels as they have tended to do over the last few years. This is why, in order to restore air quality, in 2006 the Generalitat de Catalunya's Department of Environment and Housing (DMAH) began to prepare Action Plan for improving the atmospheric environment in Special Protection Areas (ZPE) of the Barcelonès and Baix Llobregat districts, and the Vallès Oriental and Vallès Occidental (Decree 266/2006). The plan includes different measures to reduce emissions of these pollutants.

As an integral part of these ZPE, the Port of Barcelona views this initiative in a positive light and has offered its cooperation in designing and applying whatever measures are finally adopted.

The measures proposed by the DMAH applicable in the Port of Barcelona range from electrical supply to ships during their stay at the Port to the modernisation of the land-based machinery on the terminals, tugs and trucks operating in the port, and includes the regulation of the handling of solid bulk products on the wharfside.

## OPERATIONAL SECURITY

### Port Police

In 2006 the security measures in the Port of Barcelona were developed and extended, and there was a consolidation both in the conditions mentioned in the ISPS (International Ship and Port Facility Security Code) and the guidelines laid down by the EU Directive.

The periodical meetings of the Port Security Committee and the different security audits conducted during the year by different governments and private bodies led to an increase in the security indicators and the overall protection measures applied to the users of the Port. More technical resources were provided to cover the new zones and areas of action and for building new port facilities.

In terms of human resources, as usual auxiliary staff were taken on by Port Police for the cruiser season (May to October), to cover the significant increase in the number of cruisers and passengers. The sum of police services and work provided, both in the commercial area and the Port Vell, was in line with the increase in staff.

During the course of the year there were two groups of new officers to increase the staff of the Port Police force, which meant the incorporation of 10 new officers in July and 23 more in November.

Training was provided during the first four months of the year, with courses focusing especially on matters like X-rays, Gispem (a computer application for emergency management), alcohol abuse, skills management and self-defence.





# 1.5. Strategy and development



## DEVELOPMENT OF THE PORT NETWORK

The Port of Barcelona has designed a growth strategy based on the development of the network port. The network involves all the services related to the Port, distributed throughout the territory and managed in a decentralised manner by the operators, but with a high degree of co-ordination, efficiency and visibility for the customers.

The concept consists of creating inland goods terminals and logistics activities areas that can provide handling, transport, logistics services and added value operations, linked to the Port of Barcelona and connected through multimodal transport corridors, while meeting the aim of ensuring the physical connectivity of the land network with the maritime flows and allowing the Port to gain physical and commercial accessibility to the freight agents, importers and exporters in its strategic markets, both in the hinterland and the foreland.

The Port detects the logistics and transport needs demanded by freight agents in these platforms and promotes the presence of a company that markets these services to the operators (freight forwarders and shipping agents). The presence of a local Port of Barcelona customer care centre makes it possible to

detect current and future logistics needs and work together with the maritime operators and the platform operator to design the working structures and, if necessary, the infrastructures to increase and consolidate Port traffics in these markets.

Six strategic lines of action have been designed to develop the Port's network:

- To extend the hinterland to supply the Peninsula (especially Zaragoza, Madrid, Lisbon and the north coast of the Iberian peninsula) and the south of Europe (Toulouse-Bordeaux axis and Perpignan-Montpellier-Lyon axis).
- To strengthen the Port of Barcelona's links with the foreland and especially with the Mediterranean.
- To become the main deep sea and short sea shipping port of southern Europe.
- To offer logistics and added value services in the Port and around the territory.
- To structure and integrate the Port of Barcelona's network by deploying brand services (PortIC, SAC, quality and guarantees, commercial presence).
- To become the best-known port brand in southern Europe.

The following projects are already up and running: the Zaragoza Goods Terminal (tmZ) platform which will start to cover the northeast of the Iberian

peninsula; the dry ports of Coslada (Madrid) and Azuqueca (Guadalajara), to provide service to the centre of the Peninsula, and the Toulouse Goods Terminal (tmT) for the south of France.

### The Zaragoza Goods Terminal

The infrastructures of the Zaragoza terminal were consolidated in 2006. The institutions and businesses within the company tmZ, SL which promotes the terminal, recognised that the needs of the local freight agents and maritime operators required a major investment in infrastructures dedicated to maritime trade. This is why the shareholder structure was changed to provide this company with a solid structure to ensure the future of the logistics services necessary for the international maritime trade required by Aragon.

In this connection, in 2006 the APB made a financial contribution convertible into shares to help build the tmZ container rail terminal. When this facility comes into service in the first few months of 2007, it will cover the transport corridor between the Port, the northeast and centre of the Peninsula, in addition to which it will allow synergies between these two areas to be fully exploited.

The lease for the Port's new container terminal on the Prat wharf has clearly shown the need for a strategy by the terminals aimed at providing coordinated transport for ship owners up to the final destination of the goods. In line with this commercial strategy, the TCB and TerCat terminals will be part of the company that will operate the tmZ platform. It will offer services such as a rail terminal, container handling, full and empty container storage and logistics treatment for goods.

### The Toulouse Goods Terminal

Agreements with the institutions of the Midi-Pyrenees region and the realisation that freight agents need to promote international maritime trade led to agreements between the APB and Eurocentre which materialised in the development of the ZAL Toulouse. 20 ha will be dedicated to building a centre for the concentration of logistics operators and freight agents with their own logistics capacity dedicated to maritime trade. The whole project will involve 80,000 m<sup>2</sup> of warehouses to be let in units of 4,500 and 6,000 m<sup>2</sup>. This will provide synergies that will allow assistance services to maritime transport and ship owner activities to become competitive. 3 ha have also been reserved in these areas for the operator of the common synergetic services for maritime transport which the user companies need in order to set themselves up.

The foreland is also very important for developing the Port of Barcelona's network. True this strategy, the APB has continued to set up and implement

international projects and strategic alliances with ports in its preferential distant markets of Latin America and the Far East.

### Cooperation agreements with other ports

A project began in 2006 to develop an e-commerce platform in the Logistics Community of Buenos Aires, the main port of Argentina and the gateway into Mercosur. This initial installation in Buenos Aires will serve as a model for the future implementation in other Argentinean ports and in the Mercosur area. The Port finished providing guidance and advice to help set up a Telematic Forum in the Port Community of Valparaíso in Chile according to the agreement signed in 2004.

Also of note were the signing of cooperation agreements with the Port of Shanghai in China, which is the world's number three port, the La Plata Port Management Consortium in Argentina and the Production Ministry of the Province of Buenos Aires, Argentina to work together in providing advice in different areas in the port ambit.

### Training in Port Management

The APB attaches great importance to creating links with ports in its strategic foreland through training in port management. The aim is to pass on the Port of Barcelona's experience in management, strengthen links with participating ports and seek possible avenues for cooperation.

Two events were organised in 2006. In May another course was organised for students of international trade and transport from the Arab Academy of Science and Technology in Alexandria, Egypt. The students were from Arabic and African countries, and the course itself was subsidised by the Spanish Agency for International Cooperation (AECI).

A port management seminar was also held in November for experts and managers of Latin American ports. This training course involved more



## 1.5.

than 25 participants from the port sector of Argentina, Brazil, Colombia, Costa Rica, Mexico and Venezuela.

### Presence in international organisations

This year the Port of Barcelona also continued to play an active role in the most important worldwide organisations dedicated to promoting measures and projects to speed up the exchange of goods, to bring about faster and more flexible international trade and to make best use of the new technologies.

Among the roles it plays in such organisations, the Port of Barcelona chairs the Trade Facilitation Committee of the International Association of Ports and Harbours (IAPH) and also participates, on the IAPH's behalf, in the World Customs Organisation, the WCO. Furthermore, the Port continues to play an active role in the United Nations Centre for Trade Facilitation and Electronic Business (UN/CEFACT) and the European Sea Ports Organisation (ESPO) Transport Committee.



### BUSINESS DEVELOPMENT DEPARTMENT

Since it was set up more than 10 years ago, the aims of the Business Development Department (DDN) have included identifying and communicating market needs to the Port of Barcelona's Logistics Community, offering as much information as possible on available services and infrastructures and promoting their use.

The DDN's activities revolve around a series of programmes and projects, which combine the dissemination and promotion of the Port with those of the Customer Care Service; in other words, providing advice to customers and users and dealing with incidents and complaints.

### Information point

The Dalila programme produces a series of electronic guides, organised by traffics or logistics corridors using a single coherent criterion of concepts. 2006 saw the incorporation of the double entrance guide for short sea

shipping (SSS) services between the ports of Barcelona and Civitavecchia, aimed at export and import companies and operators and passengers requiring an efficient means of transport between the two cities. To this end, the guide provides all the information on the infrastructures, administrations, training in short sea shipping, operators, services and costs.

### CCLINK and web site

The Business Development Department's dissemination policy revolves around two specific tools: The CCLINK electronic newsletter and the APB's own website.

In its third year of publication, 133,454 enquiries have been addressed to the CCLINK, an increase of 12% since 2005. In 2006, Spain and France continued to be the main countries in terms of hits to these sites. Nonetheless, Italy is increasingly visiting the sites, and has moved up from eighth to third place in the list.

The APB's website provides information on the facilities and services offered by the Port of Barcelona and those of the Port Authority, the body that manages the Port, and also indicates the procedures normally used by operators, customers and users. The total number of hits in 2006 was 398,299.

### The Picaso project

The cost of maritime transport of goods is the result of transporting them between two points, plus the sum of the payment of tariffs, processing the goods, warehousing and contracting other operations or services during transport, and the corresponding management costs.

The main lines of the PICASO programme were set up in 2006 to analyse the cost of transporting goods through the Port of Barcelona and provides information on the costs associated to services and operations. It can serve as an orientation to the different agents involved in contracting goods transport services and provides reliable information making it possible to agree prices on a reasonably well-compared basis.

### Processes of improvement

The SAC Customer Care Service aims principally to optimise and render more transparent the commercial operations made in the Port of Barcelona, to act as a catalyst for the customers' interests, and to find out the current and future logistics and operations needs of freight agents.

This is done by managing claims, suggestions and complaints concerning the passage of goods and passengers through the port. The SAC processes the information it receives on two levels: immediate action, analysing each case, minimising any possible damage and proposing fast solutions; and in the medium and long-term, by using an overall analysis



of the services offered to the user, and participating in forums and improvement groups.

A total of 349 actions were undertaken in 2006, up from 257 in 2005, of which 170 were complaints and 179 were enquiries. The most common type of enquiry concerned fees (79), while the largest number of complaints corresponded to the integrity of goods (96). The import-export sector submitted the largest number of enquiries and complaints (90).

## Training

For the first time in 2006, the SAC's Training and Dissemination plan, managed by this department, had more than one thousand participants. The 1,108 participants, 25% more than in 2005 in the 19 training courses organised, came from a total of 666 companies.

The growing number of people attending the courses that were organised and the results and conclusions of the surveys made among the participants reveal the high level of acceptance and the consolidation of these training programmes among the Port's Logistics Community.

New in 2006 was the holding of the first FRESH course on management of logistics cold chains, in cooperation with the Barcelona Territorial Management of Trade (SOIVRE).

## European School of Short Sea Shipping

The first course of the European School of Short Sea Shipping ([www.2E3S.eu](http://www.2E3S.eu)) was given from 20 September to 3 October on board the *Fantastic*. Apart from the teachers and organisations involved, there were also 42 representatives from the media, 35 from universities and training centres and 18 representatives from companies or corporate organisations working in the world of logistics and European centres promoting short sea shipping (from Spain, Portugal, Italy, Belgium, France, Finland and the Netherlands).

The programme of this opening course of the European School of Short Sea Shipping, funded by the EU's Marco Polo programme, included the presentation of the five organisations making up this project: the ports of Barcelona, Civitavecchia and Genoa, and the two Italian shipping companies Grandi Navi Veloci and Grimaldi Napoli.

The communications and meetings held with the organisations promoting SSS, universities and European media helped to set out the working objectives that will allow the European School of Short Sea Shipping to begin its work in Europe.

## Proatrans

Under the aegis of the Proatrans Plan (Restructuring and Organisation for Transport Access), linked to the Port of Barcelona, work advanced significantly in 2006



under the management of the Land Transport Forum. These are some of the most important initiatives carried out so far: implanting Transportic, the communication system linking the company and the cab of the truck, allowing total and continuous communication between the haulier and the company; the new system for the identification of drivers and vehicles, and the Proatrans training plan, involving 2,255 people from a total of 187 companies.

Further actions within Proatrans aimed to improve the information and transparency of the transport sector included publishing the biannual newsletter with news on the progress of the project, preparing a guide to transport and a costs observatory, creating a complaints form valid for both the customer and the haulier, and drafting a set of rules governing container transport and use of the port area and public domain.

The implementation of the measures covered in the project led to the appearance of two new services, the SICTT Traffic Coordination Centre and the CI-SAU Customer Service Centre, which are specific for the management and the authorisations allowing haulier companies access to the land transport of containers in the Port of Barcelona.

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## 1.6. Companies in which we have a stake



### INTERMODAL LOGISTICS CENTRE (CILSA)

CILSA, the company that manages the Port of Barcelona's Logistics Activities Area (ZAL), made progress in 2006 in developing the enlargement area of these facilities. A number of international operators have already set up in the 143 hectares of new land dedicated to logistics activities in El Prat del Llobregat (Geodis Teisa, N&K, Schenker, Damm, Hellmann, ITC Logistics, Nippon Express, Universal Forwarding), 50% of the territory has already been marketed and the rest is being negotiated. Work also continued apace on the urban development of the ZAL Prat, with the completion of the roads and the start of works to build new industrial premises, three of which will be handed over in 2007.

ZAL is strategically located, which makes it possible to distribute goods efficiently to the markets of the Iberian Peninsula, the South of France, Italy and North Africa. True to its aim of contributing to the Port of Barcelona's growth and its consolidation as the top Euromediterranean logistics hub, one of the conditions the ZAL demands of the companies that set up there is that at least 30% of the traffic they handle must arrive or leave by sea. The total activity of these logistics

operators generates a movement of two and half million tonnes of goods per year.

The companies established in the ZAL enjoy a wide range of advantages: 24-hour surveillance, latest generation information technologies (ICT), the Simphonie childcare centre, a sports area... and the Service Center, a building offering all kinds of complementary services.

The Service Center is already totally occupied and its Training and Meeting Centre is fully operational. In 2006 this building was fitted with a Wi-Fi area known as CyberZAL, which is a free Internet





connection area, open to workers and visitors of the Service Center. There was also a considerable increase in the use of the green areas around the building, where ZAL workers can go to rest and enjoy themselves.

### ILI Logística Internacional

ILI Logística Internacional (ILI International Logistics) works in two different areas: training and consultancy. The fact that the ZAL has become one of the most important logistics centres in Southern Europe with the highest growth in goods traffic led the CIDE Company Research and Development Centre –CEU Abat Oliba University Business School– and ILI Logística Internacional to start to offer joint logistics and international trade programmes. The cooperation between these institutions guarantees both academic rigour and practical experience and immersion. This means that the Masters in logistics and international trade offered by these centres is today one of the best specialised courses in the sector.

In the consultancy area, the ILI continued to diversify geographically and extended its activity beyond Latin America.

The first studies have been carried out in Morocco to set up a network of logistics platforms in the country, starting in Casablanca and then extending to the main import-export nodes and the major production and consumption centres.

This diversification in other areas by the ILI has also led to the preparation in China of a study oriented towards the integration of an investor and a management company in a project for a logistics platform located in Nanjing (on the Yangtze river, some 300 km from Shanghai).

In 2005 the ILI carried out a study in a cargo transport centre in Ecuador. This year a new project was started up with the municipality of Quito and the corporation that manages the airport, to study the setting up of a Tax-Free Zone and a technology park at the capital's new airport. In 2007 the ILI plans to continue working hand in hand with investors to bring the project to fruition.



A number of port-related projects were carried out in the Dominican Republic. Advice was provided to the port authority to help them to start configuring a general strategy for the country's ports. Advice was also provided to a private investment group to set up a new cruiser terminal, a project in which the Port of Barcelona and the cruiser terminal provided their knowledge and experience.

Activity has begun in Brazil with the development of the Master Plan of Bahia State Ports in cooperation with companies associated to the ILI.

In the projects currently being developed, the ILI is no longer simply determining technical or economic viability, but is also searching for investors helping to configure the business.

This allows them to provide greater added value and participate in the projects that finally come to fruition.





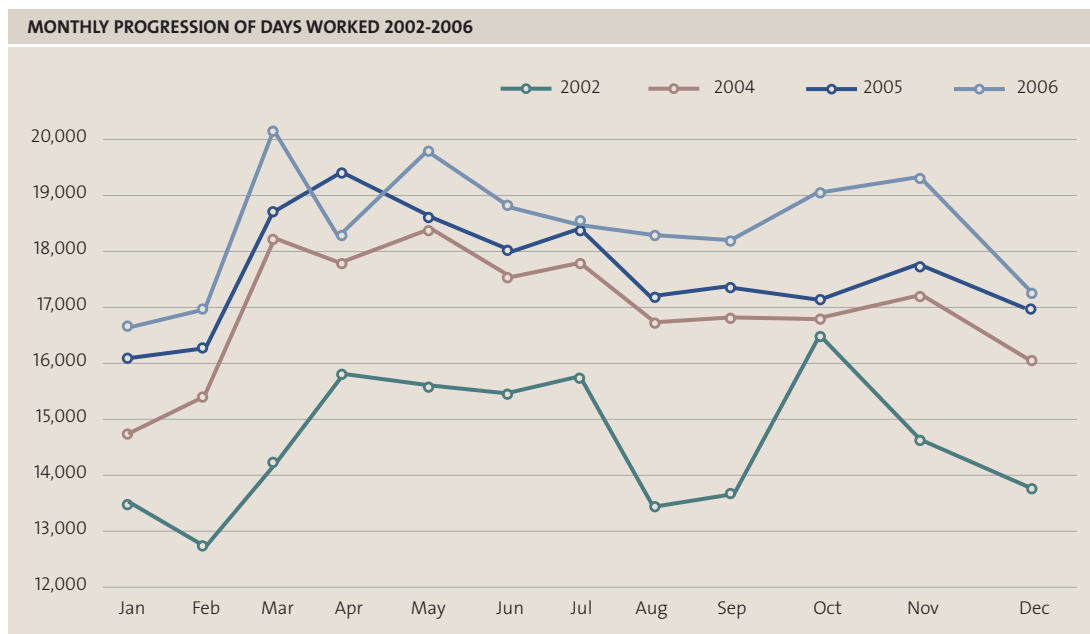
## 1.6.

## ESTIBARNA

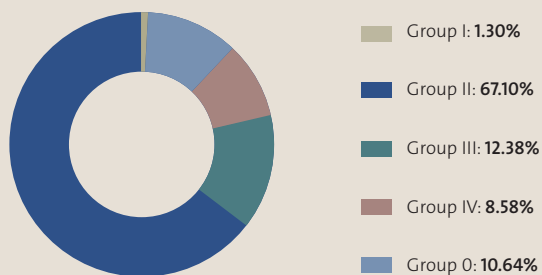
In 2006, the Port of Barcelona's Stevedoring Company, Estibarna SA, provided a total of 221,053 days' work, up 4.2% over 2005. The distribution of these working days during the year is similar to that of previous years although in the month of March for the first time ever there were 20,000 days of work provided, and more than 19,000 in the months of May, October and November.

### Monthly progression of days worked, 2002-2006

As the table shows, staff movements recorded up to 31 December 2006 showed the registered number of dockers (Groups I to IV) as 826, reaching a total of 924 including Group 0. This means a total of 31 workers fewer than the year before, as only Group II increased.



### STAFF NUMBER AT 31 DECEMBER 2006

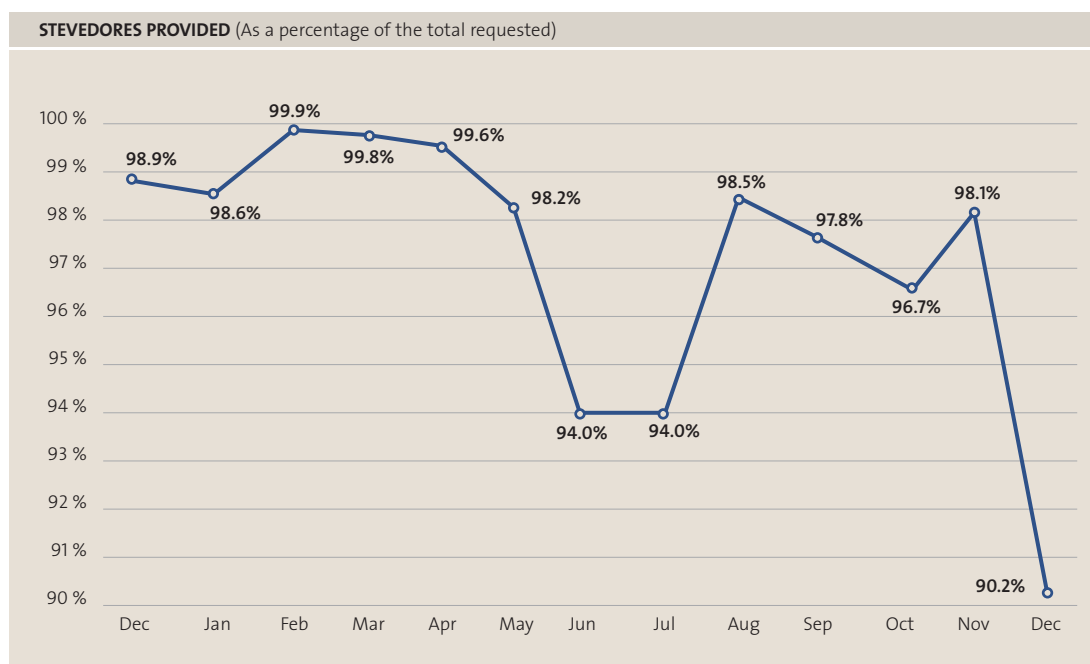


Estibarna's training plan provided a total of 63 792 hours, distributed among 311 training actions and involving 1,102 participants. Efforts have been made this year to give more importance to processes of internal promotion and exhaustive training in some initial machine specialities. On the other hand, there was a slight reduction in the number of training sessions in vancarriers and gantry cranes, and certain retraining actions, and a considerable reduction in basic training due to a lack of new recruits in 2006.

Furthermore, the 2,603 working teams provided during the year represent a coverage of 90.2% of stevedores of the total requested.

### ANNUAL STAFF MOVEMENT (in number of people and percentage of the total)

STAFF	Group I	Group II	Group III	Group IV	Total pop.	Group 0	Total
1 Jan 2006	19	564	118	87	788	167	955
<b>New recruits</b>							
Group 0		69					69
Other ports		1					1
Fixed company				1			1
Total	0	70	0	1	71	0	71
<b>Departures</b>							
Changed section						69	69
Retirements	6	14	2	9			31
Invalidity	1	1					2
Total with draws	7	15	2	9	33	69	102
31 Dec 2006	12	619	116	79	826	98	924



## PORT VELL

Gerència Urbanística Port 2000 manages the public and citizen areas of the Port of Barcelona, known since 1995 as the Port Vell. These areas are the venue not only for different leisure activities but also for culture, business, nautical sports, vessel repairs and professional fishing.

Modern buildings such as the World Trade Center, Imax cinema or the Aquarium stand cheek-by-jowl with refurbished buildings such as the Palau de Mar or the headquarters of the Port of Barcelona in the Portal de la Pau. The emblematic architecture of the Rambla del Mar vies in popularity with the towers of Sant Sebastià and Sant Jaume that support the cable car.

The opening of the Port to the city has become a success year after year, amply proved by the more than 16 million visitors annually. This success has meant companies have modernised and adapted to new needs, as has the Corio group –which acquired the shares of Odisea 2000 in November– with the renovation of the Maremagnum, which received 13 145,000 visitors in 2006. More innovations meant that the Aquarium increased the number of species and educational contents and attracted 1,443,847 visitors; the Imax cinema projects conventional cinema films on its mega-screens, which were watched by a total of 448,948 people, and both the Maritime Museum, with 365,167 visitors, and the History Museum of Catalonia maintain a good position among the most visited Catalan museums. Furthermore, the famous ‘Golondrinas’ pleasure boats carried more than 382,000 visitors around the Port.

The Port Vell also hosts activities from a broad sporting tradition thanks to the long-standing associations and historic clubs: the Reial Club Marítim, Reial Club Nàutic, and the Club Natació Atlètic-Barceloneta and Club Natació Barcelona

swimming clubs. These clubs, along with the Port Vell Marina, offer all in all more than 700 berthing places of different characteristics and all kinds of complementary services and facilities. This is the backdrop against which the Zegna, Godó and Freixenet regattas, and the Nadal Cup and the Nautical Fair are organised each year.

In addition to all this, the areas that connect the Passeig Marítim with the Plaça del Mar, the Passeig Joan de Borbó, the beaches and the Bosch i Alsina wharf make these public areas into wide and uncluttered walkways. Attracted by this area, different companies, institutions and NGOs organise and carry out all kinds of events at this special meeting place between the city and the sea. This year, companies like BMW, Lancia and Skoda, and institutions like Turismo de México, Reial Automòbil



## 1.6.



Club de Catalunya and La Caixa d'Estalvis del Mediterrani made the most of the Port Vell's attractions to put on different presentations.

These areas are also the setting for other temporary activities repeated each year: The Wine and Cava Fair, the Raluy circus, The Ludoteca (games), Firagan, some events of the Fiestas of Saint Mercè, the Barcelona - Sitges rally, or the Great Havaneres song festival.

The transformation of the Pescadors wharf and its uses on the basis of a much-needed conversion of the sector is an economic priority for its agents. The preparation of new public areas, a new fish market and the possibility to combine fishing, restaurants and cultural activities will provide a fundamental social and economic boost to the future of the Barceloneta district and of the Port Vell itself.

With the creation of a Port Vell brand image, the Gerència Urbanística Port 2000 aims to continue to foster the generation of value, synergies and business in its field of influence.

Finally, the projection of the Port Vell goes way beyond its own geographical area, since it exports its know-how by providing advice to other ports and taking part in congresses and associations that study and promote the creation and conversion of similar areas. The aim of these projects is to generate jobs and wealth in public areas with the co-operation of private initiative.

### WORLD TRADE CENTER BARCELONA

Once again in 2006 the World Trade Center Barcelona was a touchstone in the Catalan business sector. This fact was acknowledged by companies such as Barceló Destination Services, Billagong, Grimaldi Ferries and MSC Cruceros, who located their offices there in 2006.

The Congress Centre held more than 600 events of different kinds during the year, with 80,000 participants. These included the event organised by IBM which lasted five days and was attended by 2,500 delegates, the Catalonia Cardiology Congress, the ASSET and Catalan Podologists' Association Seminar, and the 48th International Vintage Car Rally. Other well-known firms that chose the Congress Centre for their presentations and events were Motorola, Bacardi, Chupa Chups, Luxotica, Novartis, Danone, Renault and Oracle.

Driven by a desire to provide a high-quality, hi-tech service, the WTCB set up a new system of signposting using plasma screens, and brought its ISO 14 001:1996 Environmental certification in line with that of 2004 which covers environmental processes and commitments.

The WTC Barcelona improved its media image and recognition thanks to the decision by Televisió de Catalunya to set its fictional series *Mar de Fons* there.





## SOCIAL REPORT

### CARES Foundation

The CARES Foundation (High-Performance Company and Social Centres) is a body that was 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 trustees of CARES are CILSA, CTC Servicios Integrales, ADES, Prosegur and Concatel.

In 2006, the foundation maintained 124 workplaces and created nine new ones in Codec, an insertion company which depends on the organisation. CARES managed a total of 13,900 m<sup>2</sup> of logistics area, both inside and outside the ZAL, generated revenue of EUR 4.6 million and a surplus of EUR 130,000 (provisional figures pending closure).

The predominant activities carried out by CARES were warehousing, packaging activities and inverse logistics. New packaging and assembly projects were undertaken in 2006. The Foundation was present at the SIL International Logistics Fair to promote its activities.

CARES' offer of training for units included courses on the following subjects: Project management, ergonomics and applied psychosociology, fire fighting (practical), therapy, family models, risks and emergency measures, web portal, office applications, and the Mútua Universal Seminars on Growth and Work. These courses are given by operators to goods drivers, electric forklift truck operators and concern multifunctionality at the workplace.

Among the social actions brought to bear during the year were lectures for parents on guardianship, self-determination and the Mental Health and Disability Service SESM-DI. A CARES Foundation Sports Club has been set up to provide support to the indoor football team. This team has fourteen players from the foundation and competes in the 2<sup>nd</sup> division of the Catalan League Group 2 Acell (Catalan Sports Federation for the Mentally Disabled). In addition to this, the internal quarterly CARES magazine has continued to participate in the development of the Fundació Logística Justa (Fair Logistics Foundation) and the trust of FUSEAT, the body that acts as guardian for orphaned people with mental disabilities.

### Fair Logistics Foundation

The *Fundació Logística Justa* is a not-for-profit organisation that emerged from within the Port of Barcelona's ZAL Logistics Activities Area. Its main aim is to optimise the logistics process from the production units in developing countries up to the final marketing in western markets.

The patrons of this body are the CARES Foundation, the ADES Association, the Seur Foundation, the Global Humanitarian Association and CTC Dedicated Engineering, as well as receiving the institutional support of Barcelona Port Authority.

During 2006, *Logística Justa* (Fair Logistics) consolidated its working model both in marketing fair trade products and social economy –strengthening the line of corporate gifts for bodies of the logistics and port sector– as well as providing support in the different public and private institutions and cooperation NGOs to optimise its shipments.

*Logística Justa* reflects the needs of the corporate sector and carries out consultancy projects for the implantation of corporate social responsibility in the logistics and port sector. It has already formalised different contracts for the provision of services, as well as cooperation agreements with institutions such as FETEIA (Spanish Freight Forwarders' Federation), UIC (International University of Catalonia) and the APB (Barcelona Port Authority).

The Foundation was invited to take part in different international events such as the Mercosur Meeting on Solidarity and the Economy held in Asunción (Paraguay), the *Expoartesanías* Fair in Bogotá (Colombia) and the Asia Festival in Barcelona.







# 2



## Traffic developments

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## 2. Traffic developments



Economic activity indicators showed an upward trend in 2006, reflected in the growth of Catalonia's Gross Domestic Product (GDP) of 3.6%, three tenths of a point higher than the previous year.

Catalan export companies also declared that they had achieved the best levels of activity since 2001. According to data from the Secretary of State for Tourism and Trade, the value of Catalan exports in 2006 increased by more than 11% and represented 27.45% of all Spanish exports.

Catalan imports grew by 11.8% and in value terms represent 28.8% of total imports by Spain as a whole.

This situation shows that the Catalan economy is an important driving force in the Spanish economy, a role to which the Port of Barcelona contributes decisively.

In 2006 the Port of Barcelona continued to grow, following the trend of the last 11 years, making it possible to continue to consolidate traffics in spite of the ongoing enlargement works justified by the need to gain space. The actions undertaken by the port terminals to optimise logistics management and gain in efficiency were rewarded with a 5.8% increase in total traffic, reaching a total of 47,657,520 tonnes shipped. This again places Barcelona above the average in terms of traffic growth among Spanish ports, which was 4.7%.

For a number of years now we have underlined the effort involved in increasing container traffic while the enlargement works are still underway. Against that backdrop, we must salute the activity of the two main container terminals, TCB and TerCat, which have enabled a growth of nearly 12% up to the figure of 2,318,239 TEU.

The involvement of both terminals in the Port's enlargement strategy made it possible to design solutions involving efficient rotations to increase the volume of containers handled while the works were ongoing. In any case, the enlargement is the key



element making it possible to plan the increase in container traffic over the coming years, and to double the current volume by 2008, with an operating capacity of around 10 million TEU in 2015.

All traffics developed positively in 2006 and vehicles and passengers - the two leading products after containers - also experienced double-digit increases. Vehicle traffic grew by 10.9% over 2005, which means a total of 855,410 units going through the two Port terminals Autoterminal and Setram. Here also the terminals made a considerable effort to find vertical storage solutions to allow them to increase capacity and deal with the growing traffic.



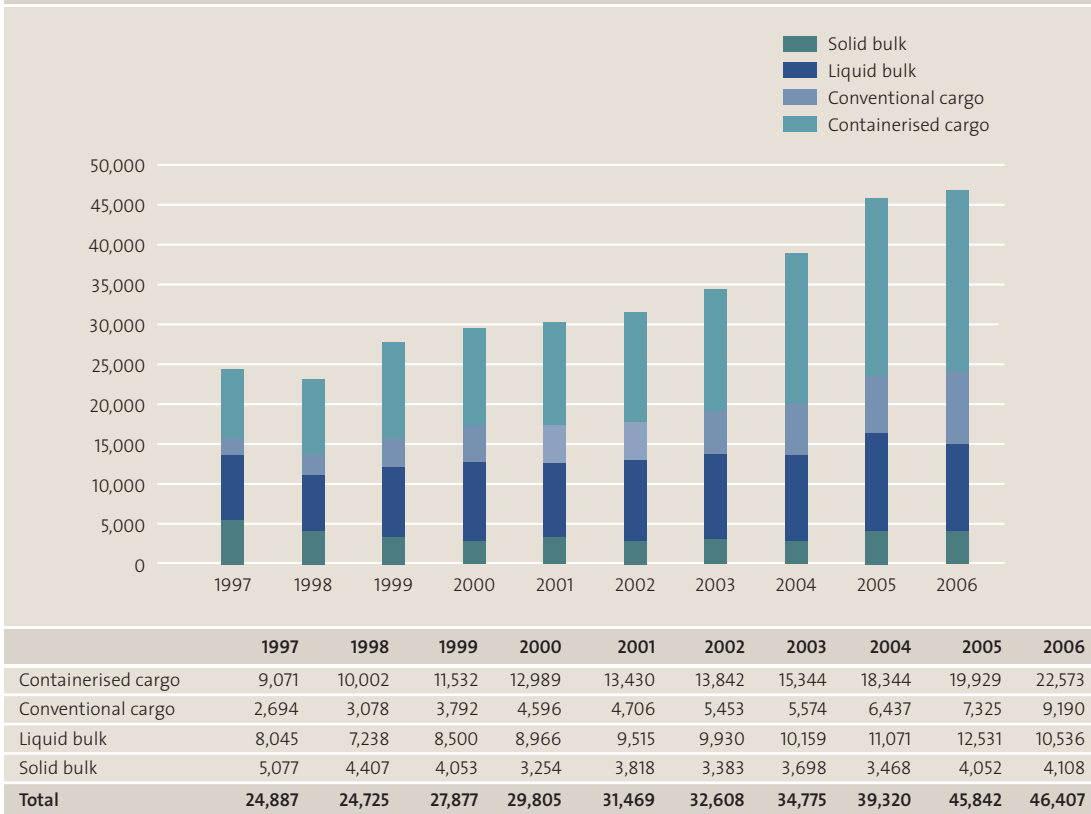
This is the type of traffic that will benefit from the spatial reorganisation, once the enlargement is completed, since vehicles will be catered for in an area equal to half of the current TerCat terminal. The Port of Barcelona thus maintains its position as a distribution hub in Europe for the main world brands of vehicles.

Passenger traffic represented the most significant increase, especially in the number of cruise passengers. The 2,538,751 passengers that visited the port facilities represented an increase of 15% over the previous year. Furthermore, cruise passenger numbers in the last 2 years show that the average growth rate is over 17%. This helps the main companies of the sector to keep up their trust in Barcelona as the main port of reference in the Mediterranean, and consolidates its position as undisputed leader in European and one of the top ten in the world for this type of traffic.

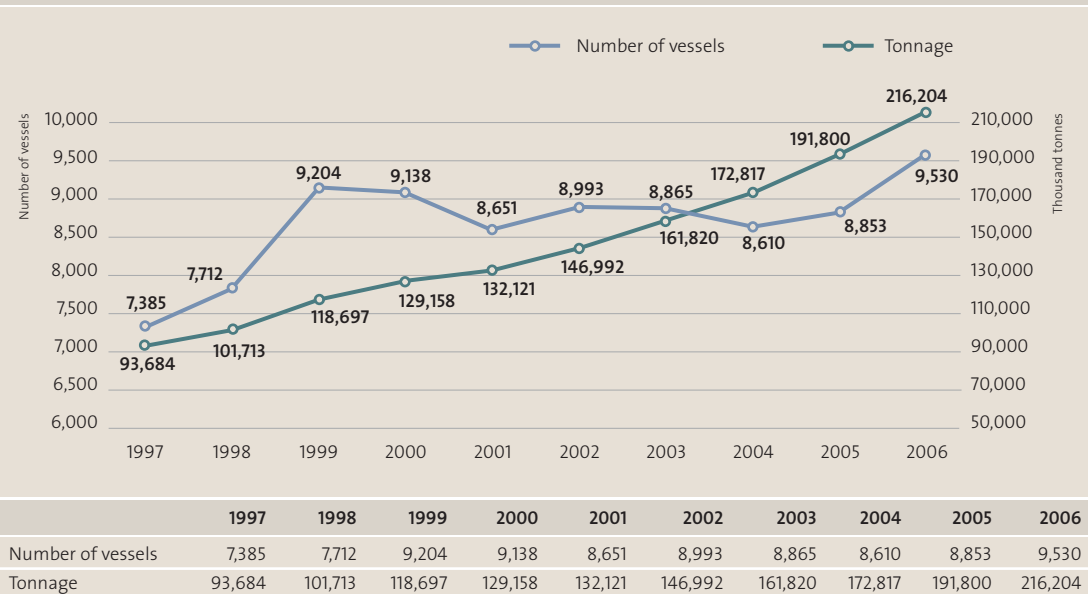
### ANALYSIS BY TYPES OF SHIPPING

Total external traffic in 2006 was 38,312,152 tonnes, up 4.9%. Despite the fact that the Port is in the middle of a great phase of expansion, its efforts to attract Asian traffics led to increases of more than 20% in exchanges with countries such as India, Pakistan and Bangladesh and higher than 10% with South East Asia. These results validate the Port of Barcelona's positioning with regard to the strategic aim of becoming the gateway for Asian goods into southern Europe.

STRUCTURE OF GOODS TRAFFIC, 1997-2006 (In thousand tonnes)



DEVELOPMENT OF VESSEL TRAFFIC, 1997-2006 (In thousand tonnes)



After a few years of stability, in 2006 coastal shipping took a quantum leap with an increase of 10.5%, allowing it to pass the 8 million tonne mark the first time and reach a total volume of 8,093,967 tonnes.

The balance between incoming and outgoing goods was much more stable than the previous year. Total goods received stood at 28,928,322 tonnes, 62.3% of total traffic. Total goods leaving the Port of Barcelona were 17,477,796 tonnes, 37.6% of all traffic. The upsurge in exported goods, of 13.7% from the previous year, led to a much more balanced result.

Among all the container operations, 2,013,319 TEU correspond to external and 304,920 TEU to coastal shipping traffic. 50.7% of external traffic corresponds to imported containers and 49.2% to exported ones. This provides a very faithful idea of

the almost perfect balance between TEUs imported and exported through the Port of Barcelona.

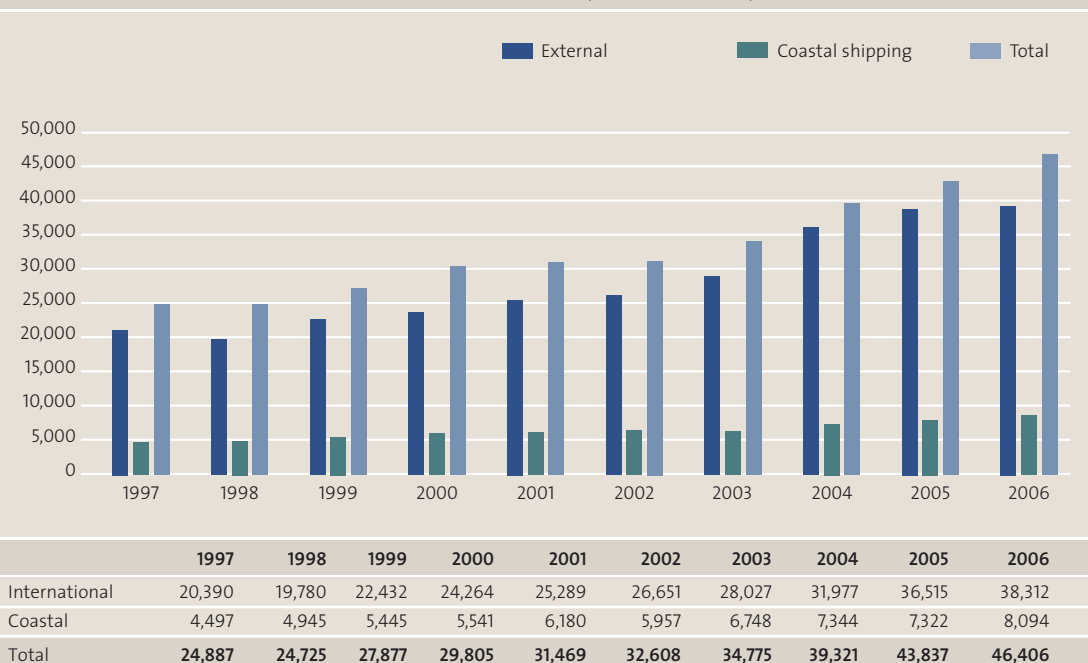
### General cargo

If we look to the annual results achieved by the Port, we can see an upward trend in general cargo, which increased 16.4% to 31,762,162 tonnes. In 2006 this kind of traffic, which provides the most added value, represented 68.4% of the total volume of goods handled.

### Containers

Barcelona was the European port with the largest growth in container traffic in 2006. The 2,318,239 TEU

DEVELOPMENT OF CARGO TRAFFIC BY TYPES OF SHIPPING, 1997-2006 (In thousand tonnes)





recorded represented an increase of 11.9% over the previous year, higher than its European competitors, which all experienced increases of less than two digits.

The normal balance between goods embarked and disembarked could be seen once again in the figures - 1,165,509 TEU and 1,152,730 TEU, representing increases of 11.6% and 12.2% respectively. As for the total container traffic distribution by type of operation, goods in transit represented 37.4%, those disembarked 31.1% and those embarked 31.5%.

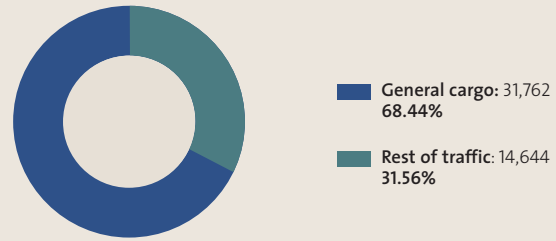
China and Spain are the Port of Barcelona's main markets for containerised goods. Traffic from China increased by 12.3%, and represented 7.5% of all the containerised goods passing through the Port of Barcelona. Furthermore, traffics beginning and ending in Spain represented 5.1% of all containerised cargo handled in the Port.

There were major increases in traffic with Asian countries - a priority market for our Port. The volume of goods starting or ending in India, Pakistan and Bangladesh grew by 22.8%, while traffics with Southeast Asia grew by an average of 12.2%. Developing 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 have all increased more than 14%.

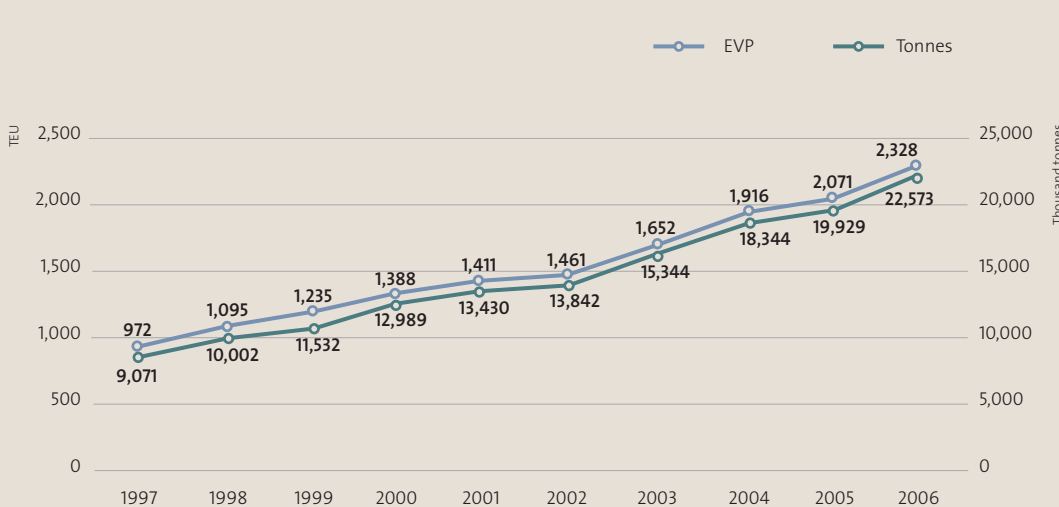
The main destinations for containerised cargo, after Spain, were China, the US, Turkey, Morocco, Algeria and Mexico, with an ongoing annual consolidation in the North African region.

China was the main origin of unloaded goods, followed by Spain, India, the US and Saudi Arabia.

SHARE OF GENERAL CARGO IN TOTAL TRAFFIC, 2006 (In thousand tonnes)



DEVELOPMENT OF CONTAINERISED GENERAL CARGO TRAFFIC, 1997-2006 (In thousand TEU and thousand tonnes)



	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Tonnes	9,071	10,002	11,532	12,989	13,430	13,842	15,344	18,344	19,929	22,573
EVP	972	1,095	1,235	1,388	1,411	1,461	1,652	1,916	2,071	2,328



### Liquid bulk

Liquid bulk traffic stood at a total of 10,536,375 tonnes. The consumption of hydrocarbons increased with respect to the previous year, and this was shown clearly in the steep decline in goods leaving the Port, leading to a fall in traffic of this product of 17.8%. In addition, there was an increase in the traffic of products like fuel oil (13.38%).

### Solid bulk

In 2006 solid bulk traffic increased by 1.37% to 4,107,582 tonnes. The highest growth concerned building materials (20.06%), foodstuffs (4.70%), metal products (25.04%) and chemical products (6.91%).

### Cars

Car traffic increased 10.9% over the previous year to reach 855,410 units. Almost 90% of this corresponds to external traffic, with 765,161 vehicles moved during 2006. By types of operation, a total of 404,683 units were moved in Barcelona (more than 80% in external traffic), 170,698 units were unloaded (87% of which were external traffic), and 280,029 units in transit

(practically all external traffic). November was the highest month, with 83,517 units handled.

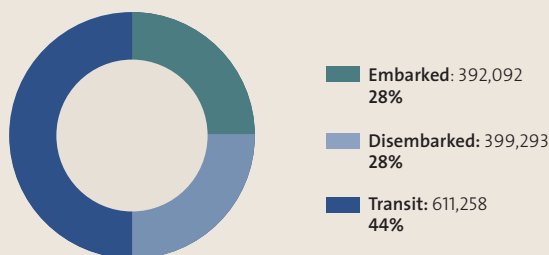
### Short sea shipping

The supply of short sea shipping (SSS) services at the Port of Barcelona contributes to the development of intermodal transport and environmental sustainability. This alternative is reliable, safe and financially profitable and the progressive development of SSS services in Barcelona has made it possible to attract clients that do not usually work with our Port. The most important lines currently operating with us are the daily connections with Genoa and Rome (Civitavecchia).

SSS traffic grew by more than 36% in 2006 and exceeded 3 million tonnes, equivalent to almost 200 000 truck loads. This is a clear indication of the Port of Barcelona's commitment and a sign that SSS is a genuine alternative to road routes. SSS passenger numbers also experienced a significant 43% increase to reach a total of 319,144 people. This is significant, since it has a direct financial impact on the territory.

The Port of Barcelona is going for the successive integration of new SSS lines into the current offer of port services. One new line that came into service in 2006 links Barcelona with Tangier.

DISTRIBUTION OF THE TRAFFIC OF CRUISE PASSENGERS, 2006



### PASSENGERS

The total number of passengers that came through the Port of Barcelona in 2006, counting cruisers, ferries to the Balearic Islands and SSS, was 2,538,751 people and the number of stopovers was 3,612.

### Cruisers

In 2006 the Port of Barcelona renewed its position as the top European cruiser port and one of the top ten worldwide. In 2006 a total of 1,402,643 cruise

DEVELOPMENT OF CAR TRAFFIC, 1997-2006 (In number of vehicles)										
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Car traffic	533,402	622,162	564,806	644,253	613,073	603,900	649,441	785,446	771,109	855,410
CAR TRAFFIC BY TYPES OF SHIPPING										
			2005	2006	% VARIATION					
	Coastal shipping		99.133	90.249	-8,96					
	International		771.109	855.410	10,93					
INTERNATIONAL CAR TRAFFIC										
			2005	2006	% VARIATION					
	Import		147.321	148.804	1,00					
	Export		331.531	336.358	1,46					
	Transit		93.124	279.999	44,99					

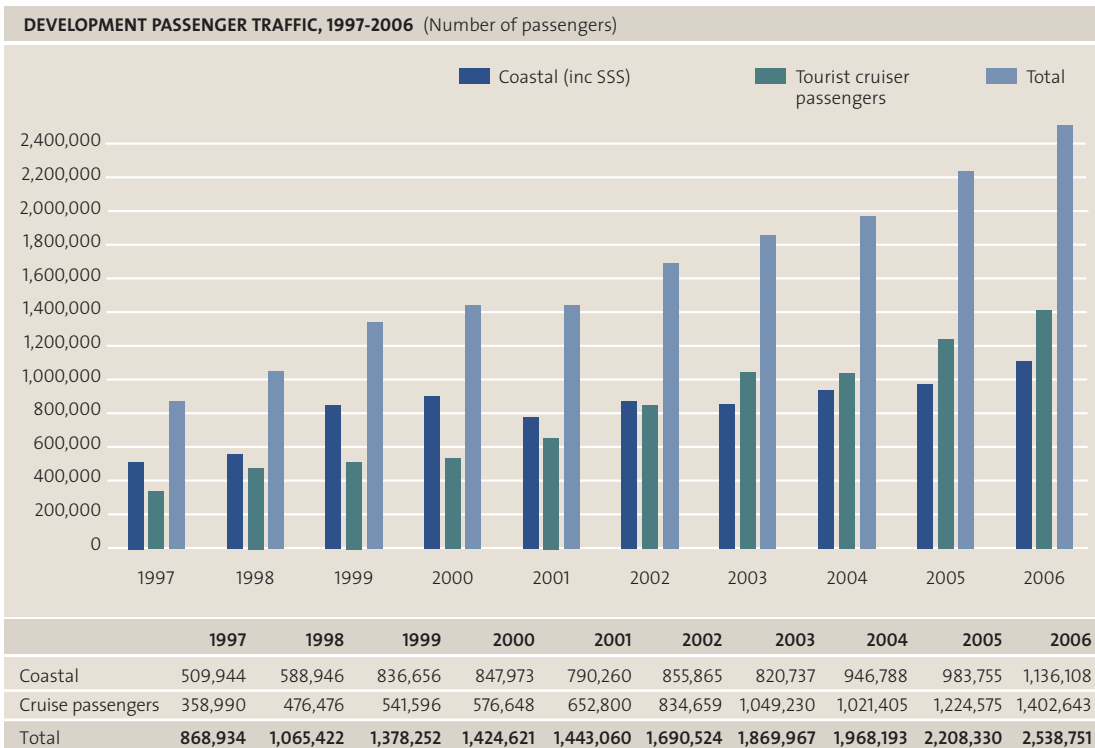
passengers came through the Port, an increase of almost 15% compared to 2005 and therefore a new record.

706 cruisers stopped over and berthed in the Port of Barcelona in 2006, up 2% over 2005. This difference in the percentage increase of passengers and the number of stopovers shows the trend towards the use of larger and larger ships.

Cruiser infrastructures. Work was completed in 2006 on the development of the Adossat wharf. Costa Crociere, the company that is investing in the new Palacruceros terminal, continued working to bring this new terminal into service for the 2007 season. Terminal A was demolished at the end of 2006 to allow the licensee Creuers del Port de Barcelona to build a new installation in 2007 with a new external design and interior fittings very similar to those of Terminal B. The new Terminal A will come into operation in the 2008 season.

## Coastal shipping

Passenger traffic with the Balearics. Ferry traffic increased by 7%. Altogether, the three companies providing this service –Trasmediterránea, Baleària and Estibadora de Ponent– recorded 816,964 passengers, which, added to the 319,144 in short sea shipping, means a total of 1,136,108 coastal shipping passengers and an increase of nearly 16% over 2005.







# 3



## Economic and financial report

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## Economic and financial report



At the close of the financial year, and with the accounts still pending the auditor's report, Barcelona Port Authority had obtained operating profits of EUR 69.6 million, 20% higher than in the previous financial year.

Turnover grew by 9% year-on-year to a total of 139.4 million, helped by the rise in traffic and the 16% increase in income from the leaseholdings in the port public domain.

The total volume of traffic in the Port of Barcelona in 2006 was 46.4 million tonnes, an increase of 6% over 2005. Income from cargo fees increased 5% and while

that from vessel fees remained virtually stable with regard to the previous year. By and large, operating income was more than 12% more than in 2005.

A moderate 5% rise across all operating expenses contributed to the significant improvement in the operating result. Staff costs continued to be the main chapter and registered a year-on-year growth of 4%. External services generated expenses 7% higher than in the previous year. At this point we should indicate that the rate of absorption of the current expenses over operating income was 29.7%, while in the previous year it was 31.6%.

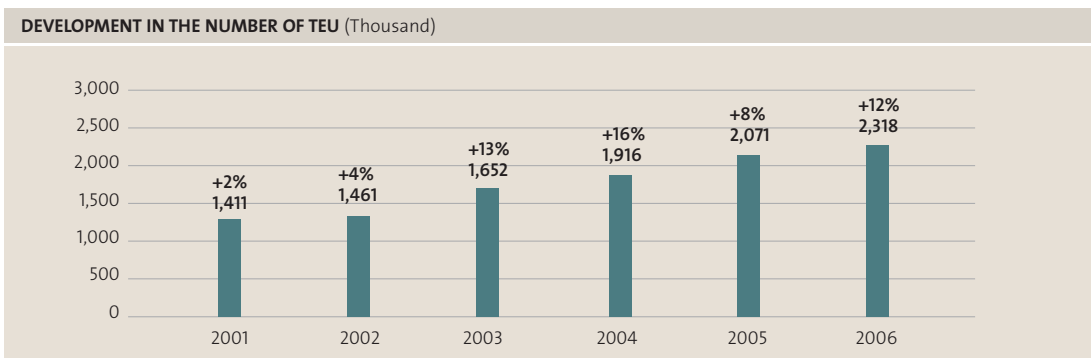
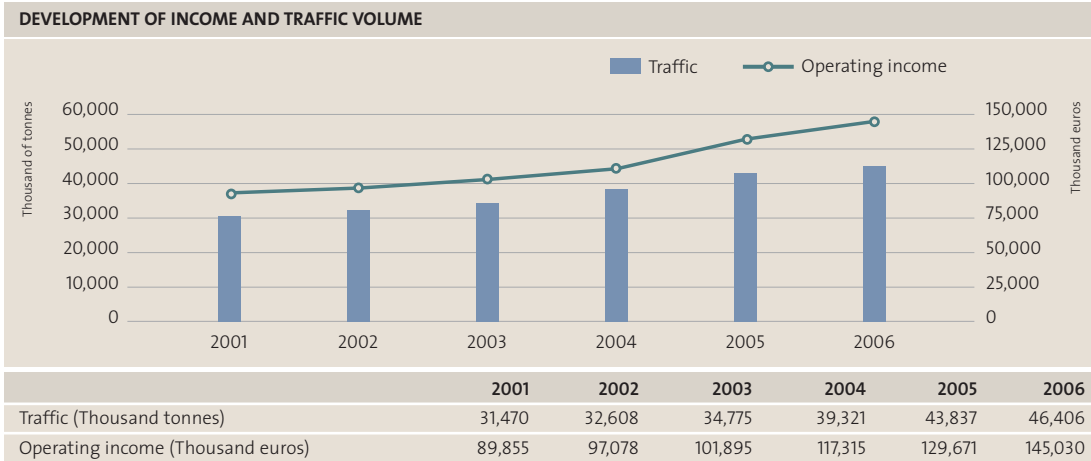
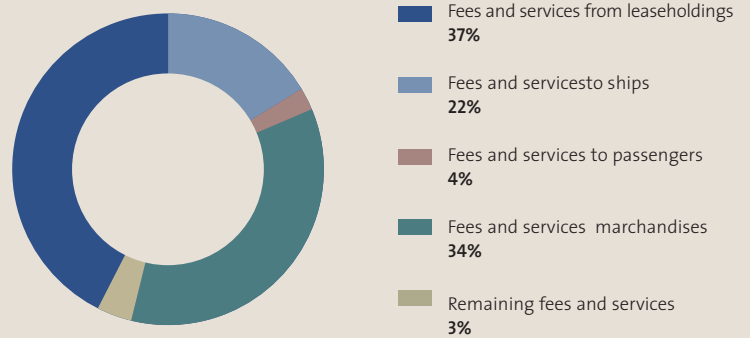
OPERATING BALANCE (Thousand euros)				
	2006	2005	VAR	% VAR
Operating income	145,030	129,671	15,359	12%
Net turnover	139,360	127,971	11,389	9%
Other operating income	5,670	1,700	3,970	234%
<b>Operating expenses</b>	<b>75,468</b>	<b>71,638</b>	<b>3,830</b>	<b>5%</b>
Staff costs	27,416	26,377	1,039	4%
Reserves for depreciation of fixed assets	26,426	25,347	1,079	4%
Change in trade provisions	234	(39)	273	
External services	14,780	13,875	905	7%
Taxes	878	822	56	7%
Other current management expenses	687	767	(80)	-10%
Puertos del Estado funding	5,047	4,489	558	12%
	<b>69,562</b>	<b>58,033</b>	<b>11,529</b>	<b>20%</b>



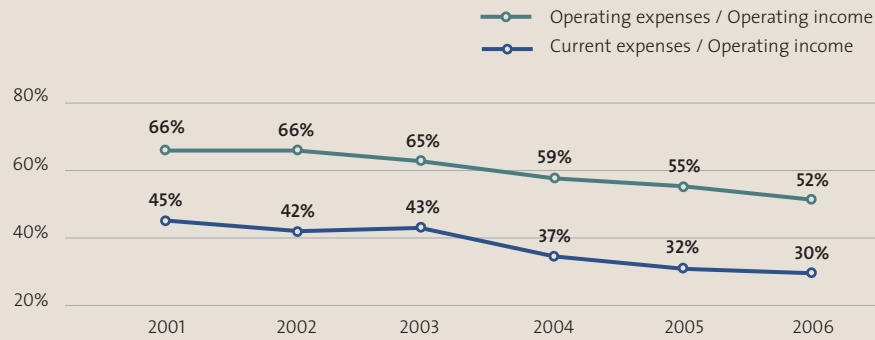
NET TURNOVER (Thousand euros)				
	2006	2005	VAR	%VAR
Fees and services to ships	30,630	30,873	(243)	-1%
Fees and services to cargo	46,813	44,510	2,303	5%
Fees and services to passengers	5,390	4,629	762	16%
Fees and services fresh fish	233	267	(33)	-12%
Fees and services to pleasure craft	673	672	1	0%
Fees and services from leaseholdings	51,698	44,408	7,289	16%
Other fees for using public domain	91	105	(14)	-13%
Specific services	3,832	2,507	1,325	53%
	<b>139,360</b>	<b>127,971</b>	<b>11,389</b>	<b>9%</b>



NET TURNOVER 2006, 139.36 BILLION EUROS

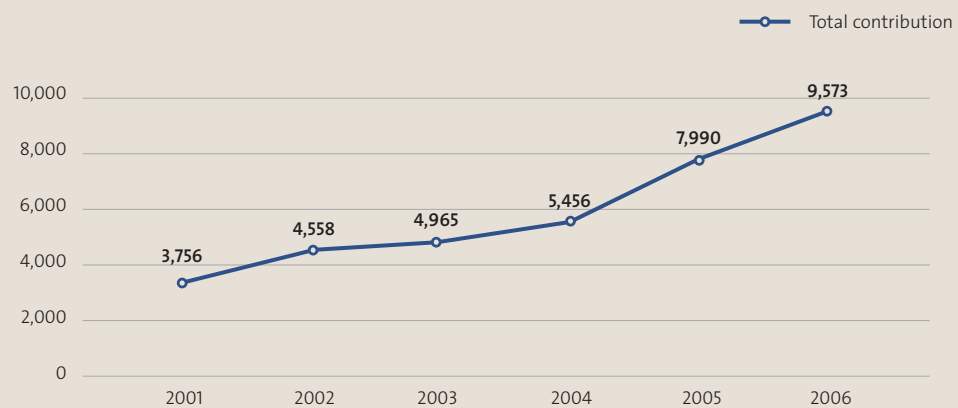


## INCOME ABSORPTION RATIOS



Current expenses = Staff costs + External services + Other current management expenses

## APB'S CONTRIBUTION TO THE STATE PORT SYSTEM (Thousand euros)



Total provisions for depreciation of fixed assets increased 4% and financing by Puertos del Estado rose by 12%.

The financial balance was EUR 6.9 million in the red, as a result of the increase in bank debt to finance the enlargement works. Loans from the European Investment Bank continued to be the chosen option for covering financing needs. All told, the result of

ordinary activities remained at 12% over the previous year, standing at 62.7 million.

Applying the extraordinary result and the net contributions to the Interport Compensation Fund, the net profit for the financial year totalled EUR 16.2 million. A significant factor in the extraordinary expense was the recognition of losses from fixed assets due to the collapse of a 600-metre stretch of the berthing line of the Prat wharf building works.

As for the generation of resources, the APB's cash flow totalled EUR 83.9 million, 2% more than the 82 million the previous year, and up 3% on the closing figure forecast in the Multiannual Action Plans for 2007. Resources generated by operations were the second source of financing in 2006, after income deferred during the financial year.

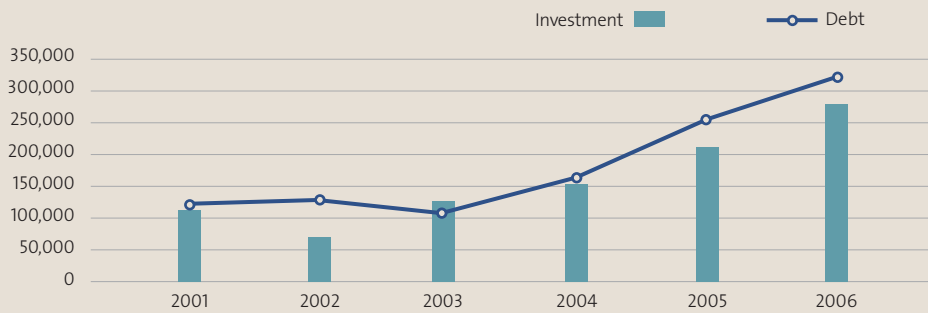
The rate of completion of the Port enlargement works in 2006 led the Port Authority to invest EUR 224.5 million in material investments, 7% more than the record figure to date.

In addition, the capital subsidy of the European Cohesion Fund for financing the building of the new seawalls was EUR 56.9 million this year. This is the result of applying the co-financing index of 53% to the economic cost of the volume of works built during the year.



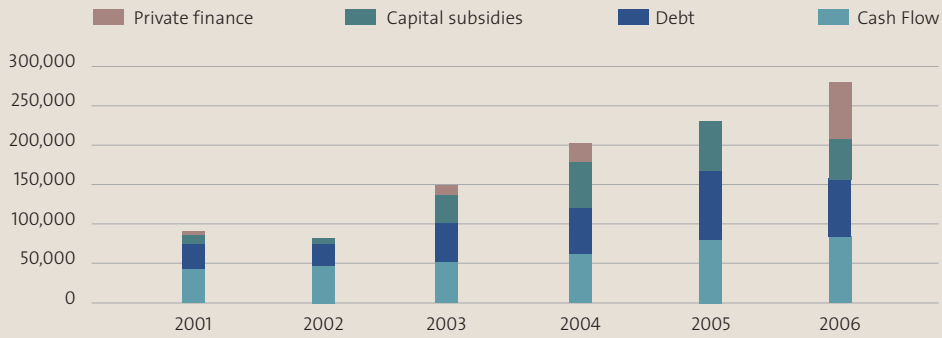


#### DEVELOPMENT OF INVESTMENT AND LONG-TERM BANK DEBT (Thousand euros)



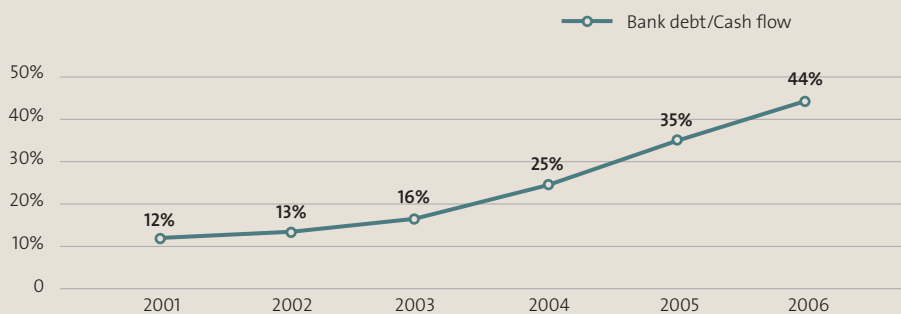
	2001	2002	2003	2004	2005	2006
Investment	118,570	72,472	132,953	151,433	213,602	238,006
Debt	70,222	77,818	105,414	166,010	253,606	326,202

#### FINANCING INVESTMENTS (Thousand euros)



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

#### DEVELOPMENT OF THE DEBT RATE





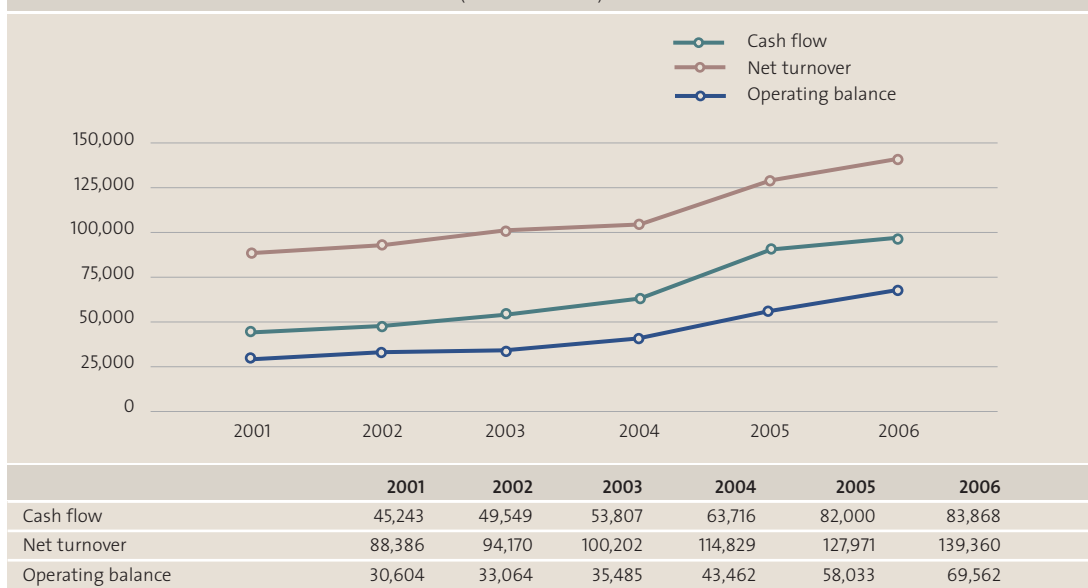
On 31 May 2006 the Port Authority's Management Board awarded the management of the future container terminal to the TerCat Consortium, led by the Chinese company Hutchison (70%) and the Mestre Group (30%). The winning bidder, TerCat, undertook to invest in the new Port terminal to the tune of EUR 500 million in machinery and 160 million in civil engineering works. As a result of the

awarding of the lease, the Port Authority received 22 million from a higher price of the leaseholding and a further 28 million in advance occupation fees. The private financing of the new infrastructures leaseholdings has allowed the Port Authority to obtain funds to the tune of EUR 74 million.

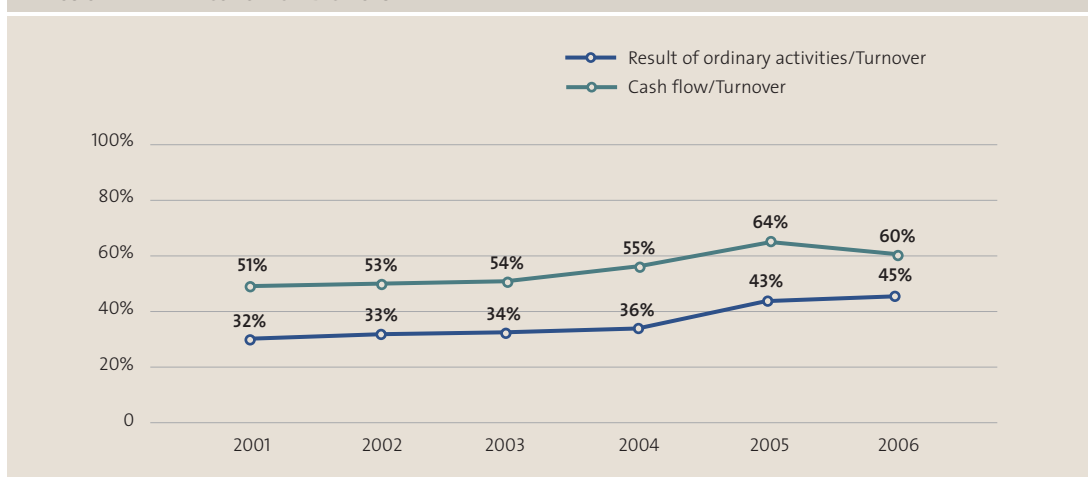
At the end of the financial year long-term bank debt totalled EUR 326.2 million. This was an increase of 30% over the previous year due to the granting of a EUR 75 million loan from the European Investment Bank.



DEVELOPMENT OF THE MAIN ECONOMIC INDICATORS (Thousand euros)



RATIOS OF THE MAIN ECONOMIC INDICATORS



SOURCE AND APPLICATION OF FUNDS (Thousand EUR)					
APPLICATION OF FUNDS	2006	2005	SOURCES OF FUNDS	2006	2005
<b>Tangible assets added</b>	<b>245,214</b>	<b>213,602</b>	<b>Resources from operations</b>	<b>83,868</b>	<b>82,000</b>
Fixed assets purchased	1,465	2,853	Result of the operations	20,723	59,380
Fixed assets purchased	224,476	210,655	Reserves for depreciation of fixed assets	26,426	25,347
Financial assets purchased	12,065	94	Addition to reserves of fixed assets	2,478	29
From returned concessions	7,208	-	Depreciation of deferrables	255	419
			Reserves for liabilities and expenses	3,748	1,431
<b>Interport Fund contribution</b>	<b>4,838</b>	<b>4,109</b>	Losses from fixed assets	39,376	984
			Other	15	56
<b>Long-term financial to short-term financial</b>			Reserves for fixed assets	(1,035)	(927)
<b>financial debts transferred</b>	<b>4,308</b>	<b>4,006</b>	Provisions for liabilities and expenses	(3,983)	(53)
Debt with credit institutions	2,404	2,404	Profits accruing from fixed assets	(692)	(116)
From suppliers of tangible assets and other	1,904	1,602	Capital subsidies transferred to results	(802)	(1,714)
			Deferred income transferred to results from reverted leases	(761)	(758)
<b>Provisions for liabilities and expenses</b>	<b>0</b>	<b>324</b>	Other deferred income	(1,880)	(1,925)
			Other	-	(153)
<b>Long-term trade debts</b>	<b>8</b>	<b>195</b>			
			<b>Deferred income</b>	<b>137,656</b>	<b>62,279</b>
<b>Deferred expense</b>	<b>2,650</b>	<b>640</b>	Capital grants	56,448	61,848
			Other deferred income	81,208	431
			<b>Interport Fund compensation received</b>	<b>312</b>	<b>608</b>
			<b>Long-term debts</b>	<b>77,650</b>	<b>90,000</b>
			With credit institutions	75,000	90,000
			With suppliers of real estate and others	2,650	-
			<b>Tangible assets removed</b>	<b>1,186</b>	<b>11,625</b>
			Disposal of tangible and intangible fixed assets	1,186	2,864
			Adjustment following VAT subsidies ruling (CJEC)	-	8,761
			<b>Other sources</b>	<b>2,070</b>	<b>4,358</b>
<b>TOTAL APPLICATIONS</b>	<b>257,018</b>	<b>222,876</b>	<b>TOTAL SOURCES</b>	<b>302,742</b>	<b>250,870</b>
<b>EXCESS OF SOURCES OVER APPLICATIONS</b>	<b>45,724</b>	<b>27,993</b>	<b>EXCESS OF APPLICATIONS OVER SOURCES</b>	<b>-</b>	<b>-</b>



3.

PROFITS AND LOSS ACCOUNT (Thousand EUR)							
	2006	2005	%Var		2006	2005	%Var
<b>EXPENSES</b>				<b>INCOME</b>			
<b>Staff costs</b>	<b>27,416</b>	<b>26,377</b>	<b>4%</b>	<b>Net turnover</b>	<b>139,360</b>	<b>127,971</b>	<b>9%</b>
Wages and salaries	18,819	17,130	10%	Vessel fees	24,951	25,214	-1%
Indemnities	992	2,154	-54%	Goods fees	39,011	37,091	5%
Company Social Security payments	5,041	4,721	7%	Fees for the occupation and use of port facilities	43,216	37,372	16%
Other management expenses	2,564	2,372	8%	<b>Other fees for special use of port facilities</b>	<b>5,248</b>	<b>4,639</b>	<b>13%</b>
				Fees for non-commercial services	23,102	21,148	9%
<b>Provision for depreciation of fixed assets</b>	<b>26,426</b>	<b>25,347</b>	<b>4%</b>	Other income	3,832	2,507	53%
<b>Change in trade provisions</b>	<b>234</b>	<b>(39)</b>		<b>Other operating income</b>	<b>5,670</b>	<b>1,700</b>	<b>234%</b>
				Accessory and other current management income	1,616	1,497	8%
<b>Other operating expenses</b>	<b>21,392</b>	<b>19,953</b>	<b>7%</b>	Subsidies	72	150	-52%
External services	14,780	13,875	7%	Provisions for liabilities and expenses	3,982	53	
Repairs and upkeep	3,015	2,705	11%				
Services from independent professionals	3,568	3,234	10%				
Supplies	1,290	1,110	16%				
Other external services	6,907	6,826	1%				
Taxes	878	822	7%				
Other current management expenses	687	767	-10%				
Puertos del Estado funding	5,047	4,489	12%				
<b>TOTAL OPERATING EXPENSES</b>	<b>75,468</b>	<b>71,638</b>	<b>5%</b>	<b>TOTAL OPERATING INCOME</b>	<b>145,030</b>	<b>129,671</b>	<b>12%</b>
<b>OPERATING PROFIT</b>	<b>69,562</b>	<b>58,033</b>	<b>20%</b>				
Long-term debt interest payment	8,429	4,741	78%	Income from capital holdings	252	244	
Other financial expenses and similar	7	19	-63%	Income from other neg. stocks and loans on intang. assets	462	518	-11%
				Other assimilated and financial income	864	1,309	-34%
<b>TOTAL FINANCIAL EXPENSES</b>	<b>8,436</b>	<b>4,760</b>	<b>77%</b>	<b>TOTAL FINANCIAL INCOME</b>	<b>1,578</b>	<b>2,071</b>	<b>-24%</b>
				<b>NEGATIVE FINANCIAL RESULTS</b>	<b>6,858</b>	<b>2,689</b>	<b>-155%</b>
<b>PROFIT FROM ORDINARY ACTIVITIES</b>	<b>62,704</b>	<b>55,344</b>	<b>13%</b>				
Change in provisions for tang & intang fixed assets & control portfolio	1,442	(898)		Profits on disposal of tangible intang. fixed assets	692	116	
Losses from fixed assets	39,376	984		Capital grant transferred to results	803	1,714	
Extraordinary expenses	3,817	1,867		Extraordinary income	1,145	3,650	
Expenses and losses from previous tax years	829	368		Income and profit from previous tax years	843	877	
<b>TOTAL EXTRAORDINARY EXPENSES</b>	<b>45,464</b>	<b>2,321</b>		<b>TOTAL EXTRAORDINARY INCOME</b>	<b>3,483</b>	<b>6,357</b>	
<b>EXTRAORDINARY POSITIVE RESULTS</b>		<b>4,036</b>		<b>EXTRAORDINARY NEGATIVE RESULTS</b>	<b>41,981</b>		
<b>PROFIT FROM OPERATIONS</b>	<b>20,723</b>	<b>59,380</b>	<b>-65%</b>				
Interport Fund contribution	4,838	4,109		Interport Fund compensation	312	608	
<b>PRE-TAX PROFITS</b>	<b>16,197</b>	<b>55,879</b>	<b>-71%</b>				
Corporation tax	-	-					
<b>PERIOD RESULTS (PROFIT)</b>	<b>16,197</b>	<b>55,879</b>	<b>-71%</b>				



<b>BALANCE SHEET</b> (Thousand EUR)					
<b>ASSETS</b>	<b>2006</b>	<b>2005</b>	<b>LIABILITIES</b>	<b>2006</b>	<b>2005</b>
<b>TANGIBLE</b>	<b>1,372,818</b>	<b>1,197,110</b>	<b>EQUITY</b>	<b>749,637</b>	<b>733,440</b>
<b>Intangible assets</b>	<b>8,109</b>	<b>8,597</b>	<b>Capital</b>	<b>512,743</b>	<b>512,743</b>
IT applications	11,627	10,166	Initial capital	510,451	510,451
Other intangible assets	4,841	4,841	Capital Law 27/1992	2,195	2,195
Depreciation	(8,359)	(6,410)	Transferred assets	97	97
<b>Tangible</b>	<b>1,310,720</b>	<b>1,145,752</b>	<b>Reserves</b>	<b>220,697</b>	<b>164,818</b>
Land and natural assets	363,845	362,145	Reserve for accumulated profits	261,502	202,122
Buildings	595,720	574,368	Compensation Fund contribution	(4,468)	(967)
Plant and technical equipment	6,891	10,825	Fixed assets paid-up to general use	(36,337)	(36,337)
Advance payments and tangible fixed assets	595,684	433,373			
Other tangible fixed assets	30,112	26,421	<b>Profit and loss</b>	<b>16,197</b>	<b>55,879</b>
Provisions	(3,253)	(895)	Results of operations minus Corporation tax	20,723	59,380
Depreciation	(278,279)	(260,485)	Compensation Fund contribution	(4,526)	(3,501)
<b>Financial</b>	<b>47,489</b>	<b>35,291</b>	<b>DEFERRED INCOME</b>	<b>397,864</b>	<b>263,651</b>
Holdings in group and associated companies	35,286	35,286	Capital grants	253,109	197,463
Loans to group and associated companies	1,215	1,619	Other deferred income	144,755	66,188
Holdings in associated companies	719	719			
Loans to associated companies	452	678	<b>PROVISIONS FOR LIABILITIES AND EXPENSES</b>	<b>11,492</b>	<b>11,727</b>
Other permanent financial capital investments	1,667	1,667	Provisions for pensions and similar	-	-
Other loans	12,264	351	Provisions for tax	-	-
Long-term guarantees and securities	675	675	Provisions for legal liabilities	10,992	7,244
Provisions	(4,789)	(5,704)	Provisions for major repairs	500	4,483
<b>Debt for long-term traffic operations</b>	<b>6,500</b>	<b>7,470</b>	<b>LONG-TERM CREDITORS</b>	<b>330,132</b>	<b>256,790</b>
			Debt with credit institutions	326,202	253,606
<b>DEFERRED EXPENSE</b>	<b>13,345</b>	<b>11,260</b>	Debt with group and associated companies	-	-
			Other creditors	3,930	3,184
<b>CURRENT ASSETS</b>	<b>161,167</b>	<b>150,444</b>	<b>SHORT-TERM CREDITORS</b>	<b>58,205</b>	<b>93,206</b>
<b>Stocks</b>	<b>308</b>	<b>396</b>	<b>Debt with credit institutions</b>	<b>3,313</b>	<b>2,738</b>
<b>Accounts receivable</b>	<b>112,039</b>	<b>80,092</b>	<b>Debt with group and associated companies</b>	<b>248</b>	<b>349</b>
Customers for commercial services	4,114	4,529	Debt with companies of the group	(10)	76
Port fees receivable	44,785	24,130	Debt with associated companies	258	273
Companies of the group receivable	2,875	2,479			
Associated companies receivable	80	94	<b>Trade creditors</b>	<b>4,720</b>	<b>4,768</b>
Miscellaneous receivable accounts	35,878	18,449			
Public administrations	25,475	31,345	<b>Other non-trade debt</b>	<b>49,811</b>	<b>85,265</b>
Provisions	(1,168)	(934)	Public administrations	1,427	1,651
			Suppliers of tangible assets	45,475	82,326
<b>Short-term investments</b>	<b>45,228</b>	<b>64,299</b>	Other debt	1,436	882
Loans to group and associated companies	405	472	Outstanding payments	1,473	406
Loans to associated companies	226	226			
Short-term stock portfolio	44,000	63,500			
Other loans	597	101			
<b>Cash and banks</b>	<b>3,345</b>	<b>5,422</b>			
<b>Deferred income and accruals</b>	<b>247</b>	<b>235</b>	<b>Deferred income and accruals</b>	<b>113</b>	<b>86</b>
<b>TOTAL ASSETS</b>	<b>1,547,330</b>	<b>1,358,814</b>	<b>TOTAL LIABILITIES</b>	<b>1,547,330</b>	<b>1,358,814</b>

<b>VARIATION IN WORKING CAPITAL</b> (Thousand EUR)					
	<b>2006</b>		<b>2005</b>		
	<b>Increases</b>	<b>Decreases</b>	<b>Increases</b>	<b>Decreases</b>	
Stocks	-	88	37	-	
Accounts receivable	31,947	-	23,383	-	
Creditors	35,001	-	-	37,626	
Short-term investments	-	19,071	38,708	-	
Cash and banks	-	2,077	3,536	-	
Deferred income and accruals	12	-	-	45	
	<b>66,960</b>	<b>21,236</b>	<b>65,664</b>	<b>37,671</b>	
<b>Variation in working capital</b>	<b>45,724</b>	<b>-</b>	<b>27,993</b>	<b>-</b>	



# 4

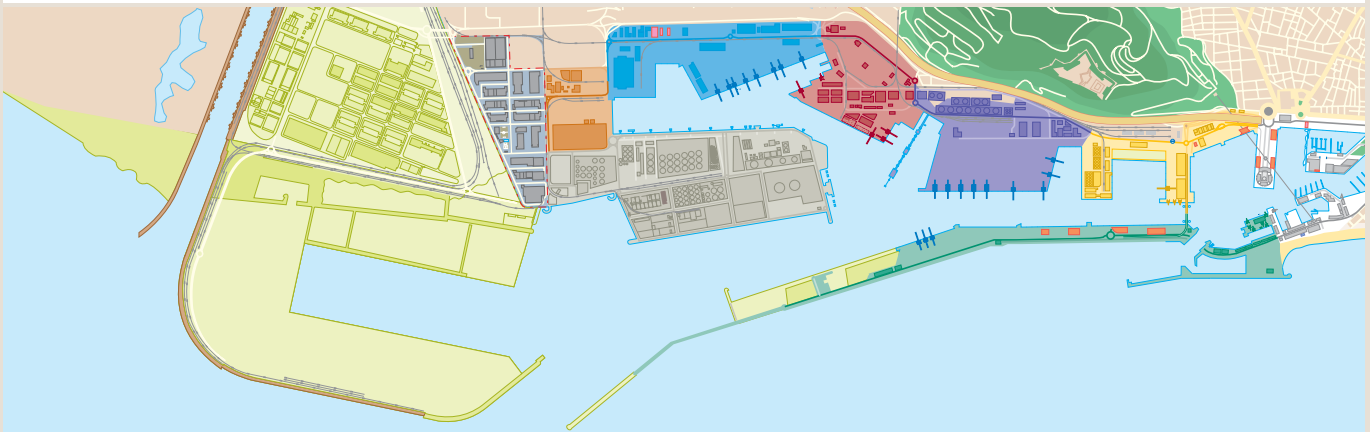


## Guide to the Port of Barcelona

62 Technicals details

63 Specialised terminals





**Location**

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

**Tides**

Width: 125 m

**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: 828.9 ha  
Wharves and berths: 20,300 km  
RO-RO ramps: 32  
Draughts: up to 16 m

**Tug operators**

9 (1,213 kW / 2,943 kW)

**Warehousing**

Covered: 121,035 m<sup>2</sup>  
Open: 2,941,339 m<sup>2</sup>

**Dock cranes**

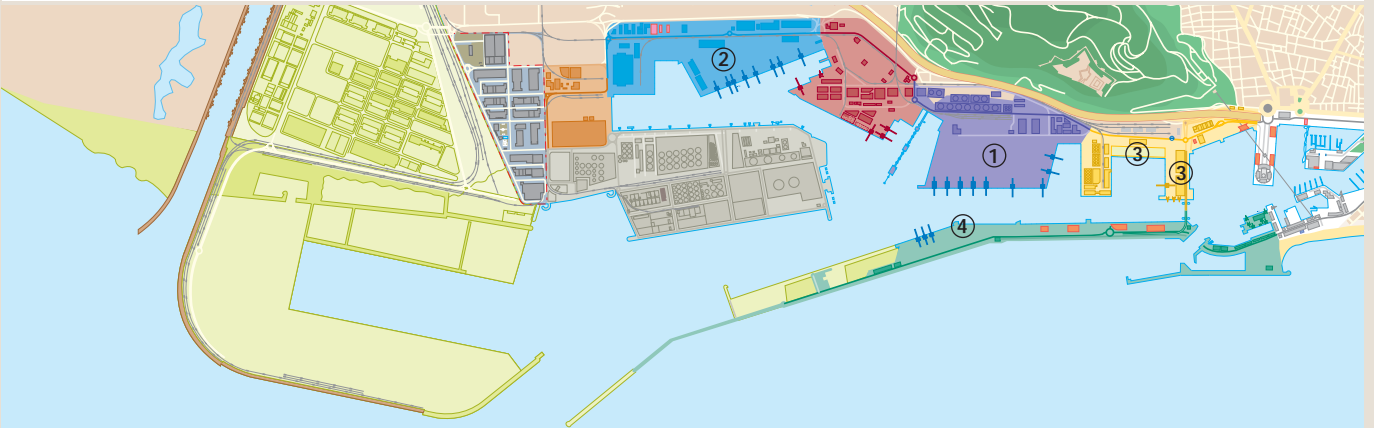
29 (25 of containers)

**Dry dock**

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

**Floating dock**

Length: 120 m  
Beam: 19 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: 9 (5 Post-panamax)  
Straddle-carriers: 58  
Rail terminal (5 ha)  
Maritime customs and BIP integrated into the terminal  
Refrigerated connections: 350  
Container freight station: 13,800 m<sup>2</sup>  
Covered warehouses: 14,400 m<sup>2</sup>

**3. 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: 35.1 has  
Berthing line: 1,653 m2  
Draught: 8.70 / 14 m2  
RO-RO ramps: 2

**Multipurpose terminal, containers:**

Cranes: 8 (8 Post-panamax)  
RIG (or RTG): 11; reach stacker: 30; tractors: 32  
Container freight station: 3,607 m<sup>2</sup>  
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:** 20 Ponent and 21 Costa wharves

**Characteristics:**

Area: 7.5 ha  
Berthing line: 1,530 m  
Draught: up to 12 m  
RO-RO ramps: 5  
Covered warehouses: 19,442 m<sup>2</sup>  
Cranes: 4 (1 container lifting crane, 3 gantry)  
RTG: 2; Reach Stacker: 7; tractors: 4

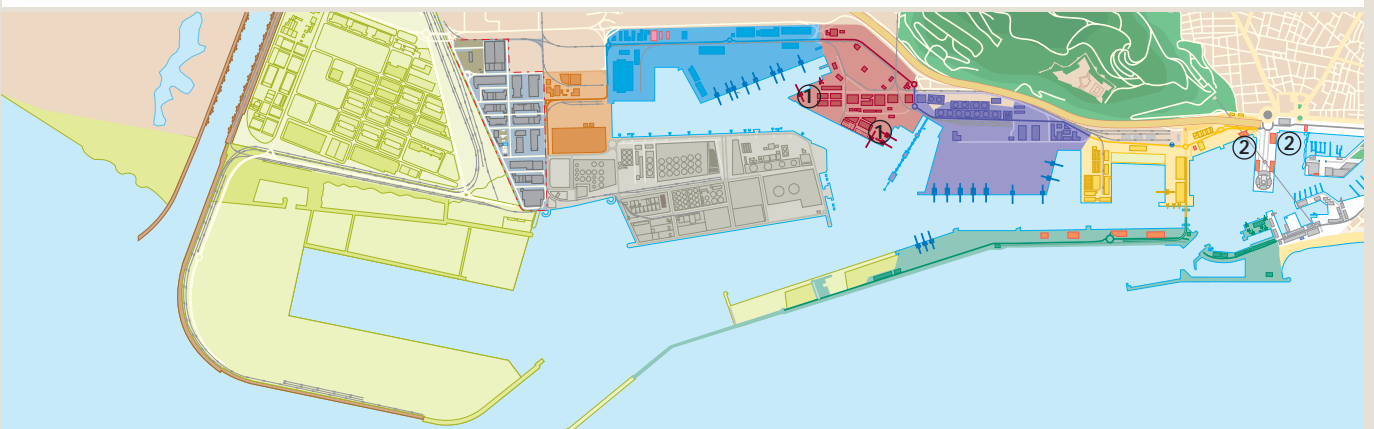
**4. UNIÓ TERMINALS ESTIBADORS LLEVANT, SL**

Tel.: 93 441 00 66; Fax: 441 04 16 (Unió Terminals Estibadors Llevant)  
Tel.: 93 295 91 00 ; Fax: 93 295 91 65 (Acciona Trasmediterrànea)

**Location:** 01 Adossat Wharf

**Characteristics:**

Area: 9.77 ha  
Berthing line: 658 m<sup>2</sup>  
Draught: up to 12 m  
RO-RO ramps: 2  
Cranes: 3 container lifting cranes  
Straddle-carriers: 7; Reach Stackers: 6; tractors: 9

**1. ESTIBADORA DE PONENT, SA**

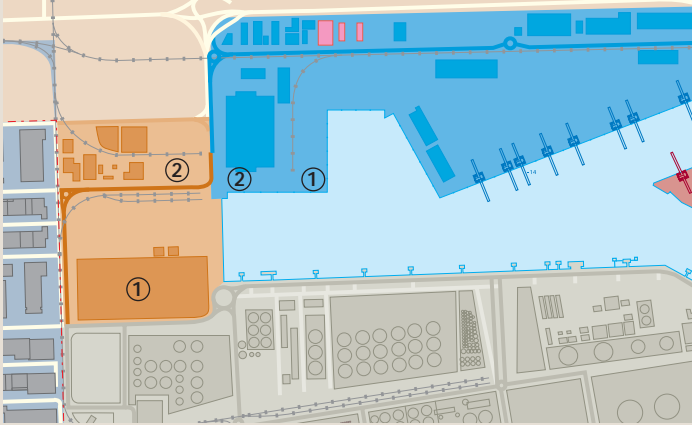
Tel.: 93 223 88 00; Fax: 93 223 88 53  
jgomez@ral.es

**2. ACCIONA TRASMEDITERRÀNEA, SA**

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

SPECIALISED TERMINALS. **CAR TERMINALS**

**B. 3**



**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 29,9 ha vertical parking  
Berthing line: 850 m<sup>2</sup>  
Draught: up to 12 m  
3 vertical carparks 299,340 m<sup>2</sup> 22,900 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

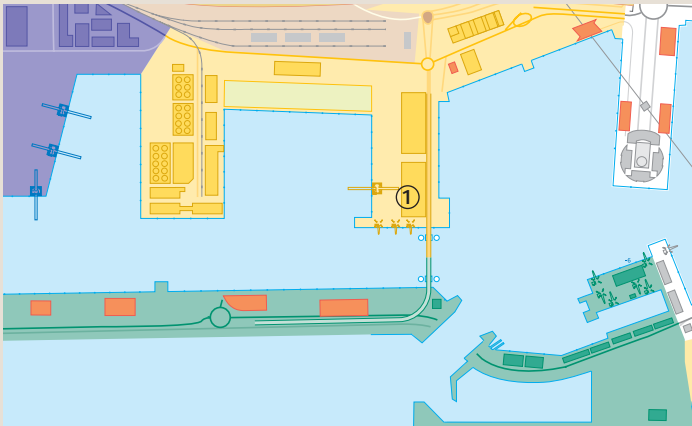
**Location:** 30 dàrsena Sud and 31 dàrsena Interior wharves

**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

SPECIALISED TERMINALS. **FRUIT TERMINAL**

**B. 4**



**TERMINAL PORT NOU, SA**

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

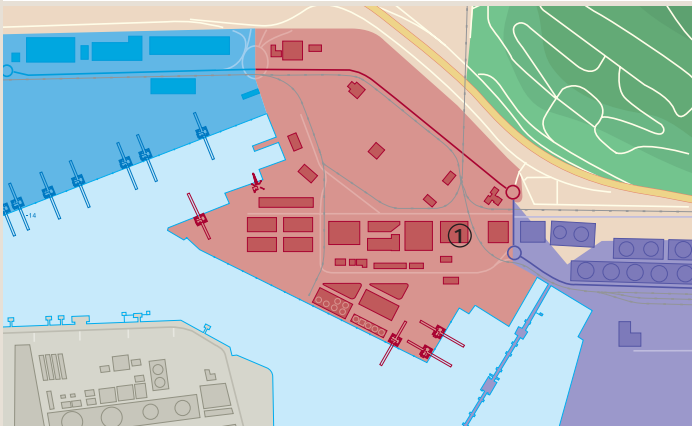
**Location:** 20C Ponent wharf

**Characteristics:**

5,556 m<sup>2</sup> 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

SPECIALISED TERMINALS. **COFFEE AND COCO TERMINAL**

**B. 5**



**BIT, SA**

Tel.: 93 223 33 14; Fax: 93 223 29 83  
**Location:** 26 Álvarez de la Campa wharf  
Es\_Barcelona\_bit@ssgsgroup.com

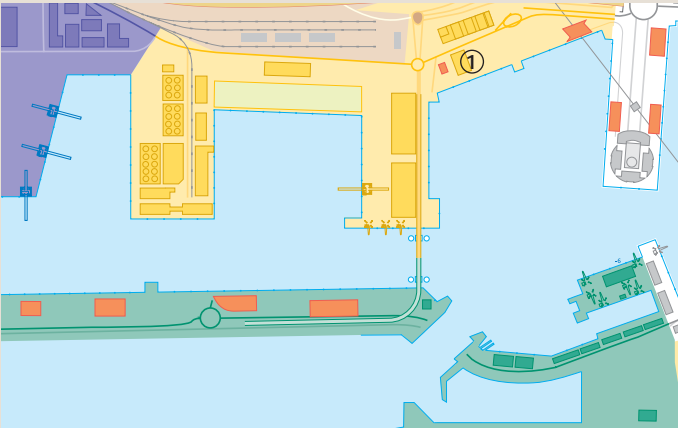
**Characteristics:**

Area: 11,000 m<sup>2</sup>  
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)



SPECIALISED TERMINALS. COLD STORE

B. 6



INTERLOGÍSTICA DEL FRÍO, SA

Tel.: 93 443 68 20; Fax: 93 443 68 30

Location: 19 Sant Bertran wharf

Characteristics:

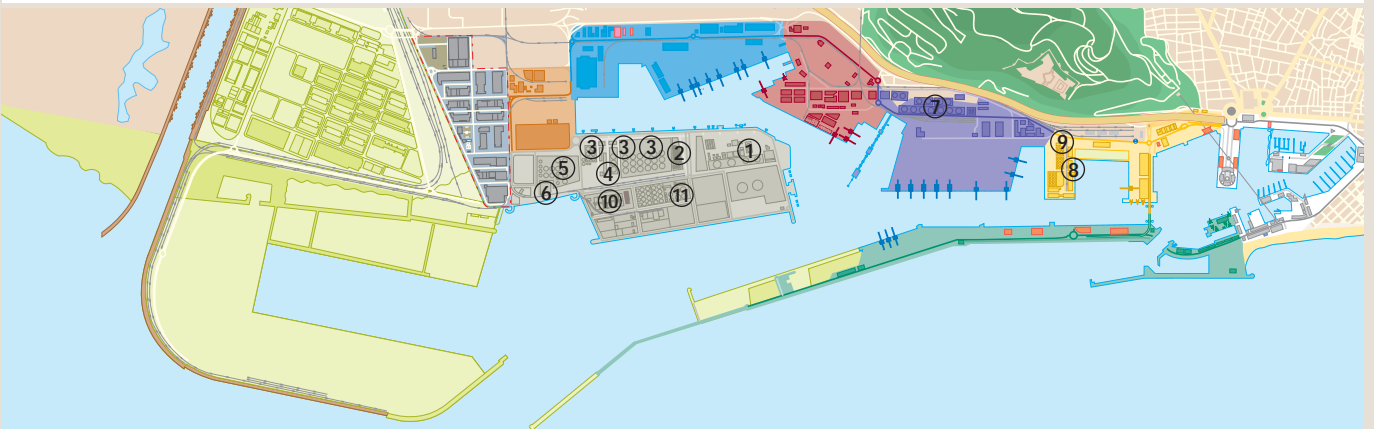
Capacity of the storage chambers: 75,000 m<sup>3</sup>

Freezing tunnel

Type-approved for intracommunity storage

SPECIALISED TERMINALS. LIQUID BULK TERMINALS

B. 7



1. Enagás, SA (natural gas)

Tel.: 93 223 50 09

www.enagas.es

2. Relisa (oils)

Tel.: 93 223 40 02

www.relisa.com

3. Tepsa (chemical and refined petroleum)

Tel.: 93 289 55 40

www.tepsa.es

4. Terquimsa (chemical)

Tel.: 93 223 48 80

www.terquimsa.com

5. Decal España (refined petroleum)

Tel.: 93 223 87 40

www.decal.it

6. Koalagas, SA

Tel.: 93 289 51 76

7. CLH, SA (refined petroleum)

Tel.: 93 289 54 00

www.clh.es

8. Sadesa (oils)

Tel.: 93 442 78 15

9. Loiret & Haëntjens España, SA

Tel.: 93 443 10 60

www.loireth.com

10. Quimidroga

Tel.: 93 236 36 36

www.quimidroga.com

11. Meroil

Tel.: 93 206 16 00

www.meroil.es

Location: 32 INFLAMMABLES, 22 CONTRADIC AND TRAM IV Wharves

Characteristics:

Area: 61 ha

Berthing line: 2,390 m exclusive

Draught: 12 m

No. tanks: 522 (liquids); 7 (gases)

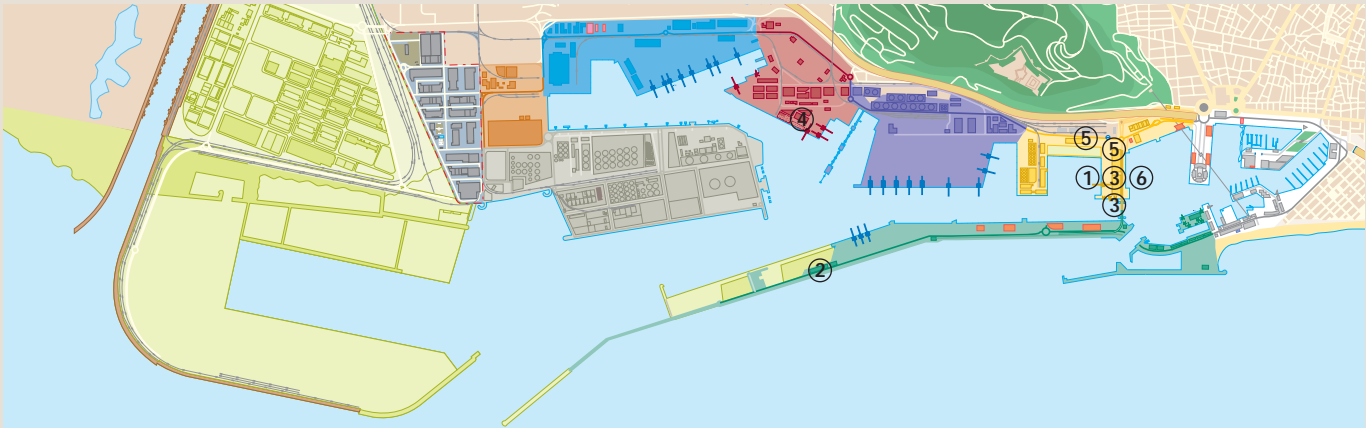
Type: soft steel, stainless, isothermic, heated, coverings and food quality

Total capacity: 1,838,478 m<sup>3</sup> (liquids); 394,000 m<sup>3</sup> (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:** 01B 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 capacity  
Pneumatic discharge operational capacity: 900 t/h

**SOYBEAN****4. CARGILL ESPAÑA, SA**

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

**5. MOYRESA**

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

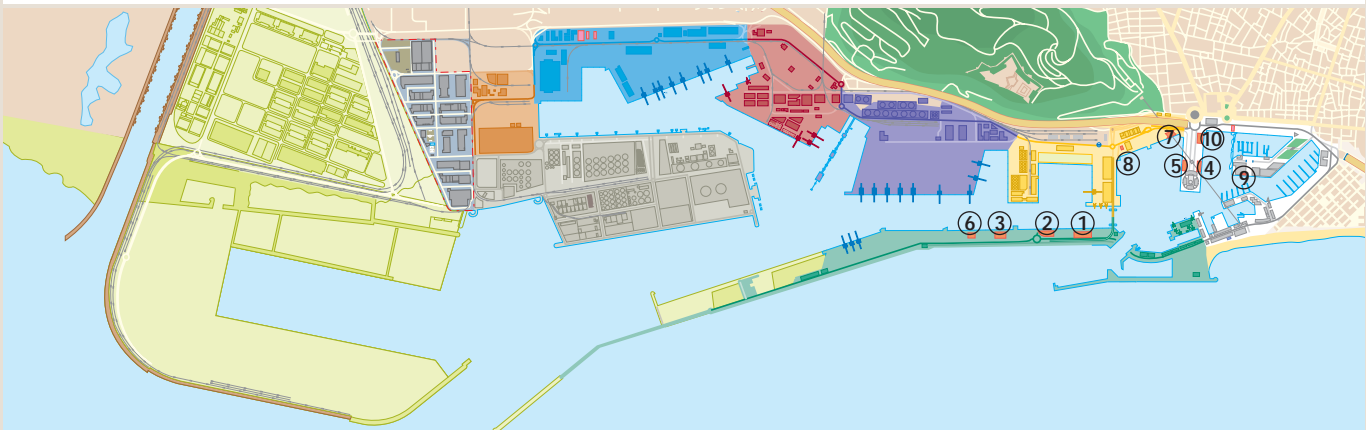
**POTASH****6. TRAMER, SA**

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

**1. Passenger Terminal A****2. Passenger Terminal B****3. Passenger Terminal C****4. North Passenger Terminal - WTCB****5. South Passenger Terminal - WTCB****6. Palaucuceros-Passenger Terminal D**

Tel.: 646 14 99 56

**7. Sant Bertran-Transmediterránea Terminal**

Tel.: 93 295 91 82  
www.apb.es/ca/PORT/Ferries

**8. Barcelona-Genoa Passenger Terminal**

Tel.: 93 443 98 96  
www.apb.es/ca/PORT/Ferries

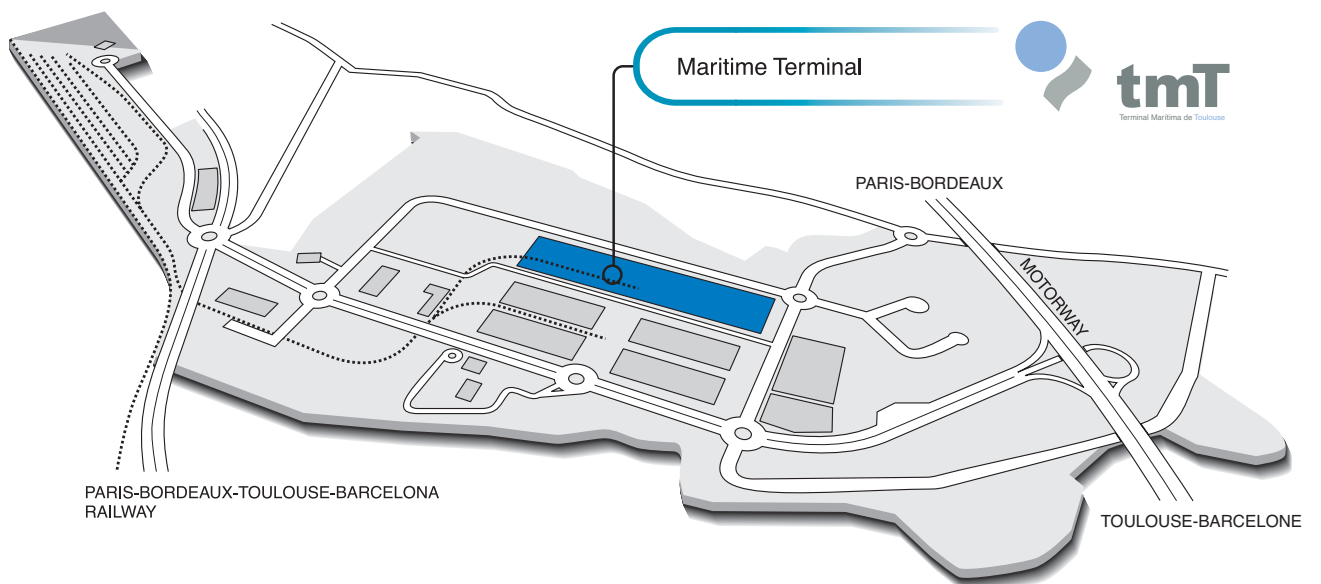
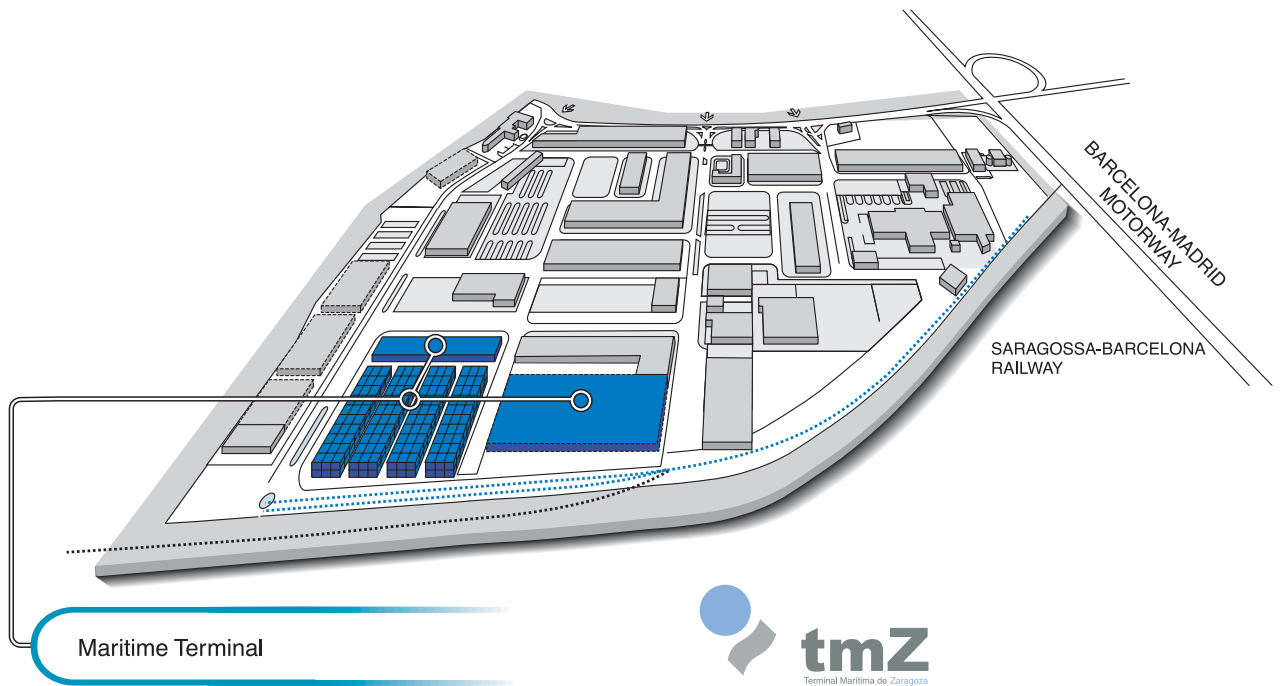
**9. Port Vell Terminal**

Tel.: 93 298 60 00  
www.apb.es/ca/PORT/Ferries

**10. Drassanes Passenger Terminal**

Tel.: 93 298 60 00  
www.apb.es/ca/PORT/Ferries

**Location:** National traffic on 18 Barcelona and 19 Sant Bertran wharves; international traffic on 01 Adossat, 15B Espanya and 20 Ponent wharves













# 5



Directory of the Port of Barcelona

## 5.

## Directory of the Port of Barcelona

**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, 6º  
 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 Urbanística Port 2000**

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

**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 Loading and Unloading 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**

Edifici 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.cambrbcn.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

**Zaragoza Goods Terminal (tmZ)**

Tel: +34 976 464 439  
Fax:+34 976 476 406  
e-mail: info@tmzaragoza.com  
www.tmzaragoza.com

**Toulouse Goods Terminal (tmT)**

Tel: +33 561 357 389  
Fax:+33 534 275 764  
e-mail: info@tmtoulouse.com  
www.tmtoulouse.com

**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.puertosecoazuqueca.com





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Fax: + 34 93 306 88 11  
[www.apb.es](http://www.apb.es)

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