



Port of Barcelona

ANNUAL REPORT 2010



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Members of the Management Board of Barcelona Port Authority

Chair of the Management Board

Mr. Jordi Valls Riera

Ex officio member

Mr. Francisco J. Valencia Alonso
(harbourmaster)

Members representing the State Administration

Ms. Pilar Fernandez Bozal
Mr. Jaime Odena Martínez
Ms. Montserrat Garcia Llovera

Members representing the Catalan Government (Generalitat)

Mr. Mariano Fernández Fernández
Mr. Joaquim Maria Tintoré Blanc
Mr. Àngel Montesinos García
Mr. Joaquim Llach Mascaró

Members representing the municipalities

For Barcelona:
Mr. Jordi W. Carnes Ayats (vice chair)
For El Prat de Llobregat:
Mr. Lluís Tejedor Ballesteros

Members representing the chambers of commerce, business and trades union organisations and the relevant sector in the port area

Mr. Josep M. Basañez Villaluenga
Mr. Xabier Maria Vidal Niebla
Mr. José Pérez Domínguez
Mr. Joan Moreno Cabello

General Manager (no longer an Ex officio member from 5 August):

Mr. José Alberto Carbonell Camallonga

Secretary (not member)

Mr. Román Eguinoa de San Román

Changes to the board

The following members have left following the reduction in the number of members of the Management Board:

Mr. Josep Anton Burgasé Rabinad
Mr. Julián García González
Mr. Ramón García-Bragado Acín
Mr. Carles Güell de Sentmenat
Mr. Joan J. Llonch Pañella
Ms. Imma Mayol Beltran
Mr. Enric Querol Marimon
Mr. Manuel Royes Vila
Mr. Jacinto Seguí Dolz de Castellar
Mr. Josep Trius Collazos

(At 31 December 2010, and pursuant to the second final provision of Law 33/2010, of 5 August 2010, and to the agreement by the Catalan Generalitat GOV/167/2010, of 28 September 2010, determining the composition of the Board of Administration and designating the members thereof).

Presentation

Three key elements marked the year 2010 at the Port of Barcelona: the recovery of traffics, a new legislative framework and the boost to public and private investment in the port facilities.

The good traffic results encourage us to venture that we have weathered the worst of the recession, mainly through the recovery in import and export containerised cargo, pointing to a reactivation of the productive economy and consumption levels. Despite the forecasts for a slow recovery, and our awareness that it will take time to return to the record traffic levels of 2007, the figures for 2010 do allow for a certain amount of optimism for the future.

Changes to our management structure made during the year will become operative in 2011. The approval of the new Ports Law in August means that a new legislative framework that defines their relations with customers, operators and users over the coming years now covers the 28 State port infrastructures of general interest.

On the one hand, the rules herald a raft of new elements that translate into cheaper fees overall for lease holdings, by occupation and activity, and vessel and goods fees. In general terms, this cost reduction will be approximately 10%.

However, the new legal text also extends the system of corrective coefficients and discounts to enable ports to attract, maintain and increase certain traffics and maritime services. With this model, the Port of Barcelona has opted to establish a commercial policy based on a

wide-ranging programme of discounts to attract large-capacity ocean-going vessels and new regular maritime services. This will help mainly to foster traffics such as containers, vehicles, Short Sea Shipping (SSS), fruit and cruisers.

The reduction in port fees and the discounts applied will mean a 30% reduction in Barcelona Port Authority's operating result, sacrificed to help the sector to emerge from the recession. When our Management Board approved the Company Plan for 2011, it envisaged this negative impact on income, which will nonetheless benefit the operators, leaseholders and end customers of our Port.

Although the law provides a stable legal framework, it is too centralising for our strategic objectives. Our aim is to have a freer hand in managing our organisation, allowing us to compete on the global markets in more favourable conditions, and one of our priorities will be to achieve this.

The most encouraging aspect of 2010 was the boost in public and private sector investment, which furthermore indicates that the worst of the recession could be behind us. Since 2010, the new enlargement sectors of the Port of Barcelona have received the lion's share of the capital investment of a Chinese group in Spain: Hutchison, the world leader in container terminal management, has already begun the works that will turn the new Prat wharf into the most advanced semi-automated container facility in the Mediterranean.

Also fully underway is the final stretch of the APB works to extend the Sud wharf by 18 hectares, an activity that has involved investment of 56 million EUR to create new areas for container traffic, and is due for completion in 2011.

Other areas of the Port have also benefited from significant injections of private capital. This is the case of the Energy wharf, where Gas Natural opened its new combined cycle facility during the year. This infrastructure is vital for the Catalan energy sector, and represents an investment of 500 million EUR, with two power plants and a combined output of 850 Mw.

A further investment operation is taking place on the same wharf, to the tune of 50 million EUR, which will turn the Meroil terminal into one of the main hydrocarbon nodes of the Mediterranean. The initiative, put forward in the summer, was the result of the corporate agreement between Meroil and a leading Russian oil group called Lukoil.

We have also made investments in the public part of the port. The new expansion area of the Port Vell, next to the North Entrance Mouth, consolidated its place this year with the announcement that the head office of the fashion label Desigual would be set up there.

Following years of preparation, 2010 also marked the approval of the Plan to reorganise the Fishermen's and Balearics wharves, which will make it possible to push forward a comprehensive makeover of this area of the Port Vell and open up a new area for leisure and strolling to



citizens and visitors alike. The 10.5 million EUR put into this project will serve to build the new multifunctional complex that holds the fish market and ice factory and a restaurant open to the public. Furthermore, the current warehouse of the fishermen's guild will be kept intact, along with the historic Torre del Relotge clock tower, a local listed building, with a raised access allowing visitors to observe the fishing activity and enjoy this culturally interesting part of port life.

In line with our well-known attachment to quality, customer service and efficiency, we have now approved the new Port of Barcelona Quality Plan and the Efficiency Network brand, which was very well received by companies and is due to become operational during 2011. The companies that have already signed up to this plan represent the main areas of business of the Port Community - freight forwarders and customs agents, shipping agents, hauliers and terminals - and are accredited to roll out its processes in line with the highest standards of efficiency. The most positive aspect of this is that other companies - which together operate more than 50% of the import and export containers of the Port - are also undergoing certification.

The conditions for building a stable, solid future in the Port of Barcelona are in place. Now we must strive to maintain these efforts, both in terms of public and private cooperation and the commitments made with the Port Community. It is our aim to consolidate

the strategy based on strengthening the hinterland and bolstering excellence of service. The ultimate objective of the Port goes beyond the area of activity of a service infrastructure, since we aim to increase the competitiveness of the companies outside our environment, thereby improving the positioning of the hinterland economy on the global market.

Sixte Cambra i Sánchez*
President

**The Executive Council of the Generalitat de Catalunya appointed Sixte Cambra i Sánchez as President of the Port Authority of Barcelona on 18 January 2011.*



Introduction

After the unprecedented downturn of 2009, there were significant increases in the main traffic indicators in 2010: 2.4% in total traffic, 8% in containers, 6% in general cargo and 8% in passengers, especially due to the good performance of the cruiser segment. The marked recovery of strategic traffics further represents the recuperation of international trade, with an increase of 21% in export traffics and 16% in container import traffic.

Of particular relevance was the 75% increase in containerised rail traffic, allowing the Port to achieve an 8% share of the rail mode and bringing it closer to its mid-term objective of achieving a 23% share in this segment.

We are taking the following bold steps towards achieving the aims of the rail strategy: improving connections with the hinterland and accesses to the Port; developing the hinterland; and increasing rail services through corridors and alliances with operators.

The main milestones in this area in 2010 were the consolidation of the Barcelyon service, with the attendant improvement in the Port's positioning in the French market; and the adaptation of the terminals to the European rail gauge, which allowed the first Barcelyon service to depart on the third track up to France. Following adaptation to the international rail gauge in the TCB and Tercat terminals, we are now the first port connected with France using UIC gauge.

The main economic indicators of port activity also show a clear trend towards

recovery. Encouraging traffic results boosted income from goods fees by 10%, an increase that was higher than the overall figure for cargo because the main growth occurred in the added-value traffic segments. There were efforts to contain spending in all activities and departments of the Port Authority, which nonetheless continued to guarantee the management of port Infrastructures and services with the same quality criteria, often with fewer resources. This, along with other exceptional events, contributed to a total result of 81.4 million EUR for the period, generating a cash flow of 92.8 million EUR, 23% higher than the previous year.

Investments fell by 17% year on year, and stood at 95.5 million EUR, following completion of the breakwaters – the main works of the enlargement project. The Prat wharf and the enlargement of the Sud wharf were the two infrastructures in which the most money was invested in 2010.

In the new Port areas, we could point to the delivery of phase one of the Prat wharf to the company Tercat-Hutchison, and the start of private investment to build the new container terminal in the enlargement area, which will become operational in 2012. Another significant operational advance during the year was the setting up of the ZAL Toulouse, with the first logistics operators moving in, providing enhanced possibilities for port business.

With the perspectives of recovery and the effort of the entire organisation, the



Port of Barcelona is facing a new scenario for intensifying its efforts towards customer orientation and pushing ahead our strategic aim of becoming the main logistics port of Southern Europe and the Mediterranean by 2015.

José Alberto Carbonell
General Manager





1.

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Mission, Vision, Values and Strategic Aim

The mission of the **Port of Barcelona**, which expresses its raison d'être, was defined in the First Strategic Plan and maintained in the second and third plan, as follows:

To contribute to the competitiveness of the customers of the Port by providing efficient services responding to their needs for maritime transport, land transport and logistics services.

As described in the Third Strategic Plan, this mission must be rolled out according to the following principles:

1. The Port of Barcelona must **foster the economic development** of the surrounding environment and **facilitate international trade**.
2. Its principal function is to **provide value to its hinterland by improving the competitiveness of companies (importers, exporters and freight agents)** that use Barcelona as their port.
3. It must guarantee the **efficacy, efficiency, transparency and operational simplicity** of its processes: it must be an **easy port** for the operators of the hinterland.
4. It must guarantee **sustainable growth** of its infrastructures and traffic, and must **manage its environmental impact responsibly** in all of its areas of activity.
5. It must **value its workers and commit to them**, since they are its main assets.



6. It must be an **innovative port**, anticipating the needs of its customers, creating value services in logistics and transport.
7. Finally, the Port of Barcelona must be a **global touchstone** in all its areas of management.

Barcelona Port Authority (APB) brings together all the competences and responsibilities concerning the management of port services, without prejudice to the administrative competences that may fall to other bodies. This organisation has defined its **own mission**, as follows:

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 society.

Its **vision**, which specifies what it aims to be in the future, can be summed up as:

Barcelona: the European port solution in the Mediterranean

And its **values** - the basic principles specifying the behaviour of the organisation and its staff:

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

Likewise, the APB has set itself the **following strategic aim** to be achieved in Port of Barcelona in the medium term:

To become the leading logistics port of the south of Europe and the Mediterranean by 2015.

THE PORT OF BARCELONA'S THIRD STRATEGIC PLAN

Considerable progress has been made in the great enlargement of the Port of Barcelona, which a key project of vital importance for its growth and that of the surrounding area. With the breakwaters complete and the start of the delivery of the new large container terminal to its leaseholder, the Port of Barcelona's infrastructure growth is guaranteed.

However, market conditions have changed over the last few years. A long period of traffic growth was stymied by the serious economic recession, with significant falls in maritime traffic worldwide, forcing ports to become

more competitive to attract cargo. In addition to this, far-reaching changes have been made to decision-making structures, in which globalisation and business integration are the watchwords in a new corporate scenario.

This has created a need for a new Strategic Plan taking into account all these elements to set out the way for the Port of Barcelona to meet these challenges. This Third Strategic Plan, draw up throughout 2009, was approved by the Steering Council for the Promotion of the Port of Barcelona on 16 February 2010.

The contents of this plan must therefore serve to improve Barcelona's position in an increasingly competitive

environment. This third plan sets itself apart from the second one by attempting to present an overall strategy, not only focusing on actions in the hinterland – although this is still an essential element of the strategy –, but also taking into account all the aspects of the business. Four major strategic business lines were therefore taken into account when the plan was designed: the commercial and logistics port; the Energy port; the cruiser port; and the Port Vell or citizens' port. Each of these lines was analysed in depth, an associated strategic aim defined and a whole raft of operative objectives established to achieve it.

STRATEGIC LINE	STRATEGIC AIM	OPERATIONAL AIM
The commercial and logistics port	To become the leading logistics port of the south of Europe and the Mediterranean by 2015	<ul style="list-style-type: none"> L1. Enlarging the hinterland. L2. Strengthening links with the foreland. L3. Becoming the most powerful port of the hinterland and for short sea shipping in southern Europe. L4. Having an adequate offer of transport and logistics services. L5. Structuring and integrating the Port of Barcelona's network. L6. Becoming the touchstone brand port of southern Europe. L7. Improving accessibility and mobility in the Port of Barcelona. L8. Having efficient and competitive road transport. L9. Establishing more efficient port operations according to the needs of the operators and freight agents. L10. Fostering development of the Port by highlighting the three dimensions of sustainability: economic, environmental and social.
The energy port	To be the first Mediterranean hub for the distribution of certain bulk products	<ul style="list-style-type: none"> L1. Concentrating traffics and dedicating exclusive space. L2. Attracting traffics destined for the Mediterranean. L3. Fostering rail traffic. L4. Specialising in quality and personalised services.
The cruiser port	Consolidating our position as a turnaround port among the top five cruiser ports of the world	<ul style="list-style-type: none"> L1. Enlarging the capacity of the cruiser port. L2. Extending the cruiser season. L3. Adapting the existing terminals to current needs by updating Infrastructures and services.
The Port Vell or citizens' port	Increasing the offer of the Port Vell to make it the "blue lung" of Barcelona	<ul style="list-style-type: none"> L1. Strengthening the Port Vell's brand image linked to that of the Port of Barcelona. L2. Aligning all leaseholders through a shared project. L3. Developing the outstanding infrastructure and spatial planning projects. L4. Developing a complete offer of services in line with the Port Vell's aim. L5. Extending the territorial scope of the Port Vell. L6. Working with the city of Barcelona to develop a cultural project related to the maritime and port world.

1.1.

President's Office

COMMUNICATION AND INSTITUTIONAL RELATIONS

One of the main aims of the Communication and Institutional Relations Department is to increase the Port of Barcelona's visibility and channel the information that it generates to the public through relations with the media, institutions and bodies of the organisation and society at large.

One way to communicate with these external groups is through press releases issued to the media that provide information on new developments and the progression of the activity of the Port and the companies linked to it. Eighty such communications were released in 2010, concerning such issues as

the measures to tackle storm damage; the approval of the Port of Barcelona Efficiency Network Quality brand; the follow-up of the mission to Tunisia and the Port's presence at fairs; the approval of the rail works; the reorganisation of the Fishermen's wharf and the approval of austerity measures.

The press were called on 24 occasions to record some of the main events at the Port at first hand, to help publicise port operations and foster a direct exchange of knowledge with media representatives. These press conferences covered a wide range of events: the presentation of the cooperation between the Port and the Fair Logistics Foundation with the Catalan Red Cross to set up a temporary emergency accommodation centre;

the Port's first day at the International Logistics Fair; the emergency drill on board a cruiser to test the efficiency of the safety protocols in the port area; the arrival of the container ship MSC Beryl, with a capacity for 13,000 TEU, or the departure of the first train of the BarcelYon Express service, which runs on European gauge tracks.

In addition to the dynamic relations between the Department and the media – which is proactive as well as reactive –, work began in 2010 to design the project for a Port of Barcelona newsletter to guarantee regular information on an even broader scale. There was also further development of the strategy, begun the previous year, of diversifying channels and adapting to new communication trends, with the consolidation of our presence on social networks:

- Facebook: 469 friends (<http://www.facebook.com/port.debarcelona>)
- Twitter: 129 followers and followers of 37 profiles (<http://twitter.com/portdebarcelona>)
- Youtube: 6 subscribers (<http://www.youtube.com/portdebarcelona>)
- Linkedin: 71 contacts (<http://es.linkedin.com/in/portdebarcelona>)

Also in 2010, we took the definitive step to implement a project that has been in the pipeline for many years now - the Port of Barcelona Media Library, which will provide professionals and the general public access to the stock of old and current photographs owned by Barcelona Port Authority (APB).

In the area of Institutional Relations, the APB sets up cooperation agreements





with cultural, social and educational bodies. In 2010, this department managed agreements signed with the Palau de la Música Catalana, the Catalan Red Cross, the Infrastructure Circle Foundation, the ESADE Foundation, the National Theatre of Catalonia and the Liceu Theatre Foundation.

The Internet is of course a vital tool to any organisation's communications policy currently. This area was therefore included into the Communication Department in 2010, and has been busy working on the Port of Barcelona's new website.

The image area, which makes daily efforts to maintain and develop the corporate features of the Port of Barcelona as an organisation and a brand, took strides forward in mainstreaming all the fields of the new visual identity manual of the Port of Barcelona, which is already visible on the Port's stationery, presentations, promotion materials and vehicles.

Another priority function for the smooth running of the external communications and support throughout

the organisation is the ongoing maintenance and continual updating of databases.

The Port's Catalan Language Service is also a part of the Communication Department. Although the Jocs Florals poetry contest was not held in 2010, the service organised a free writing course open to all the workers at the APB. A style guide was issued to guarantee more stylistically and grammatically correct written communication in the most usual communications of the Port, with recommendations for spelling, style and translation. This guide is part of the Port of Barcelona's visual identity manual, a project on which it worked with the corporate image area.

The service not only provided ongoing language advice, answering queries and doubts from internal users, but it also revised all sorts of different documents, such as language and spelling correction of the annual corporate report, the annual report of the medical services, and the Third Strategic plan. Preparation was also ongoing of the information page in Catalan for the Port Community,

called "El Tinglado" (The shed), which is published monthly in the port newspaper Marítimas.

DOCUMENTATION CENTRE

The main activities undertaken in 2010 in the different areas covered by the Documentation Centre (CenDoc) can be summarised as follows:

Central archive

- **Transfers.** A total of 25 transfers of documentation were made from the different departments of the APB, leading to the incorporation of 483 new boxes of material into the Central Archive, plus 93 works projects from the Infrastructures Department, which was one of the most active departments in this area in 2010.
- **Documentation loans.** 1,532 requests were made to the CenDoc this year, which was a considerable increase over 2009. These loans ranged

from departmental administrative information to external research enquiries on different media and formats (text documents, images and digital documentation).

- **Managing the stores.** Duplicates were removed to gain space in the archive's crowded stores, freeing up 53 linear metres of shelf space.
- **Conservation.** To improve conservation of the APB's documentary stock, a systematic study was made of the factors involved and a conservation plan was approved. In 2010, this involved the following actions:
 - digitalising 10 building plans. Starting the tests for the mass digitalisation of the series of works projects of the historical collection (1859-1978).
 - Cleaning 1,587 boxes of the APB's historical collection placed in the Maritime Museum of Barcelona.
 - Replacing 1,220 files of previous works with conservation files.
 - Reviewing the state of conservation and boxing of the 600 modern works projects in the store.
 - Cleaning and boxing the Port of Barcelona's works projects corresponding to 1959.
 - Restoring 9 works projects (the most interesting of which included José Rafo's 1859 enlargement project for the Port of Barcelona and Julio Valdés' 1886 comparative study of English ports).
 - Cleaning 407 images taken by Pau Audouard in 1896 (albumin prints).
 - Identifying the micro-organisms that speed up the deterioration of text, graphic and photographic documents.

- Partial view of the digitalisation of the longitudinal profiles of the east and west seawalls in 1874, from the series of projects of the historical collection of the Port of Barcelona.
- **Description.** Work began on describing the series of concessions and works projects to facilitate access to the heritage stock.

Documentation service

In this area of the CenDoc's activity, the daily news service received more than 94,000 enquiries, in addition to those posted using the e-Portal.

We should point out that this year work continued on the new Photographic Programme, involving the insertion and cataloguing of historical and modern images from the collection to make them available to everyone.

Furthermore, the newspaper and periodicals library service loaned out 1,261 copies of 68 titles of magazines to 43 internal users.

Historical archive

All the actions covered in the 2010 Activity Plan as part of the cooperation agreement with the Drassanes and Maritime Museum Consortium of Barcelona concerning historical documentation were put into place. This specifically concerned the ongoing description of administrative documentation corresponding to the period of the Port of Barcelona's



Dossier 2/1863 (Project of four goods loading and unloading cranes. Chief Engineer Ángel Camon).

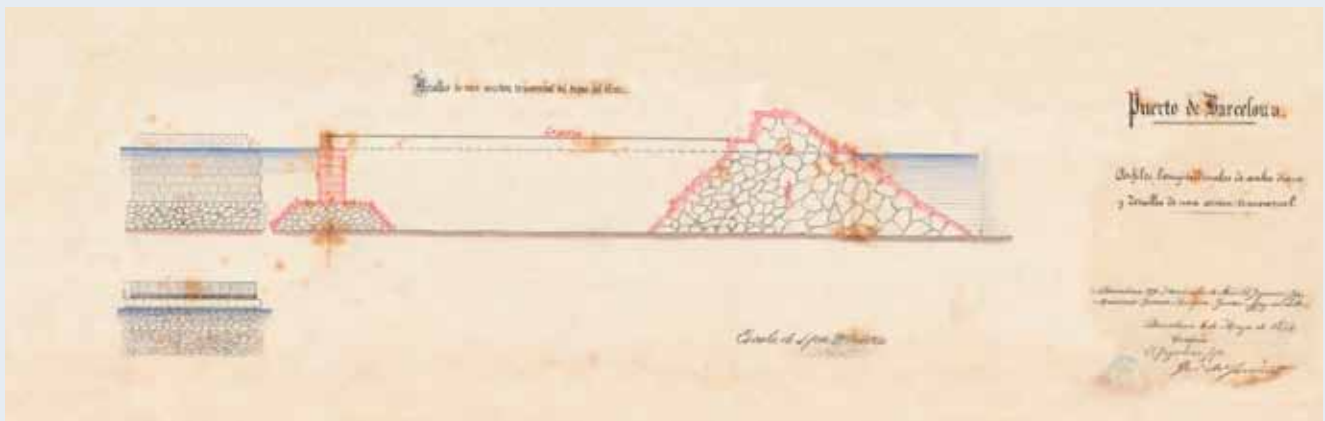
Works Committee (1868-1978) and the transfer of documents on lighthouses corresponding to the Coastal Delegation.

Cultural heritage

2010 saw a boost to all the actions revolving around identifying and preserving the collections that are part of Barcelona Port Authority's artistic heritage, such as the documentation of the models of vessels named Barcelona and restoring seven damaged items from pictorial collection and nautical gear.

This year also saw the awarding of the complete restoration of one of the main works of the pictorial collection,

Partial view of the digitalisation of the longitudinal profiles of the east and west seawalls in 1874, from the series of projects of the historical collection of the Port of Barcelona.



the painting called *El Port de Barcelona* by the artist Eliseu Meifrèn i Roig. Restoration will take place under the direction and supervision of the Catalan Furniture Restoration Centre, which answers to the Directorate General of Cultural Heritage of the Generalitat de Catalunya, to restore the work of art to its original appearance.

PROMOTING THE PORT COMMUNITY

Steering Council and Working groups

The Port Community Steering Council was set up to facilitate cooperation between the Port Authority of Barcelona (APB) and all the public and private institutions performing their activity in the port area. The Council held two assemblies and two meetings of its Executive Committee in 2010, at which it presented the results and general conclusions of the satisfaction survey conducted in 2009, as well as a proposal for improvement actions, in addition to the progress made and work carried out by each of the Working Groups.

During the year, work began to start implementing some of the improvement actions decided in the wake of the assessment questionnaire. One such action was the participation of someone from outside the Port at the sessions, to add some dynamism. Furthermore, the Working Groups were restructured, falling from eleven to eight, as a result of incorporating the Prevention of Occupational Risks (PRL) and Environmental Quality groups into the Corporate Social Responsibility (CSR) group and the Rail Services group into the Land Transport Forum group.

Below is a brief description of the progress made in the Working Groups in 2010.

- **The Telematic Forum** made improvements to the procedure for managing the positioning of containers for inspection and established projects for defining other procedures: integrated management of inward and outward land traffic and the traceability of Customs declarations.



IR reflectography image of the area of the signature and date

Photo: Gemma Campo. Research Group on Conservation and Restoring of Heritage. Faculty of Arts. University of Barcelona.

- **The Land Transport Forum** continued working from the Rail Services sub-group to improve connections with the hinterland, port accesses, infrastructures and rail management at the Port.
- **Innovation** presented a Strategic Plan put forward for the Grouping of Innovative Logistics Companies, which the Spanish Ministry of Industry, Tourism and Trade considered excellent, opening the possibility to apply for various subsidies. It also organised two working seminars to present the results of the studies made and to evaluate the proposal to set up sectorial working groups.
- **Marketing and Commercial** organised and took part in various commercial and promotion activities in the

hinterland and the foreland, in addition to preparing the timetable for future actions and proposing countries to visit during the 2011 corporate mission.

- **Quality** approved the new Quality Plan in February, with the extended guarantees programme, and the campaign for joining this programme is already underway. Certification audits began in December, resulting in ten companies certified and more than twenty applications lodged by the year's end.
- **Corporate Social Responsibility** implemented the Food Bank - BIP Protocol with the formalisation of the agreement between the Spanish Ministry for the President's Office and the Food Bank. The first pilot test took place on 7 October, with 443 kg of foodstuffs





collected. In addition, it organised the eighth Occupational Risks Prevention and Corporate Social Responsibility Seminar for the Port Community.

The Environmental Quality sub-group continued the integrated collection circuit in the concessions and organised two information seminars on topical issues (Law 20/2009 and the EMAS Regulation) for the Port Community.

The Occupational Risks Prevention sub-group focused its work on

ambulances and prevention among technical staff.

- **Border Inspection Services (BIS)** implemented the service for coordinating container positioning for inspection in the terminals and the container scanner, making it possible to improve their operations. The working group also defined the BIS emergency activity protocol, analysed and adapted to the new inspection times of the various organisations and groups, and monitored

the work on the new Border Inspection Post (BIP), which is likely to come on stream in autumn 2011.

- **Short Sea Shipping (SSS)** through the Damages sub-committee conducted a study on the damage caused in SSS operations and its causes, proposing improvements and solutions for implementation. It also set up the SSS committee and defined its work objectives for 2011.

Trade Mission to Tunis

Tunis was the chosen destination of the multisectorial trade mission organised by the Port of Barcelona in cooperation with Barcelona Chamber of Commerce from 31 May to 3 June 2010. Jordi Valls, the president of our Port, led the delegation that visited the Tunisian capital, comprising 42 business people from 37 companies, as well as the highest representatives of Barcelona Port Community.

The initial corporate event was a chance to present the services offered by the Port of Barcelona and the business opportunities between Tunisia and Spain, and was attended by more than 300 Tunisian businessmen and an institutional representation led by the Tunisian





transport minister, Mr. Abderrahim Zouari. In parallel to this, and to facilitate an exchange of information and analysis of important aspects for maritime transport and trade, two technical working seminars, focusing on Customs and short sea shipping traffic were held. The sixty participating representatives of operators and port companies from both countries seized the opportunity to gather ideas for improving established operations and procedures.

Twenty-five personalised contact lists were prepared for the bilateral meetings, helping to plan 270 company meetings - an average of ten contacts per company. The companies that took part had a very positive opinion of the perspectives for cooperation and the resulting specific business opportunities and exchanges of information.

In the institutional field, the Port of Barcelona signed a declaration of intentions in Tunis to establish a cooperation agreement between the European School of Short Sea Shipping and the Tunisian Ports and Merchant Navy Office (OMMP) for consultancy with the Mediterranean Institute for Maritime Careers Training and conducting joint training initiatives. The foundations were also laid for setting up a Joint Customs Commission, which would attempt to

reduce red tape for Tunisian companies exporting to Barcelona. There were working meetings with the president of the Cotunav shipping company, the president of Tunis TradeNet and the Transport minister; and with the president of the OMMP.

Catalan Maritime Forum

The Port of Barcelona took on the second vice chair of the Catalan Maritime Forum, a position that will help to push forward its principles in fostering the economic development of its surrounding area and as an international trade facilitator.

The Catalan Maritime Forum aims to connect the different corporate players, groups of companies and institutions that participate directly or indirectly in the Catalan maritime sector to promote and develop it as an economic sector, thereby increasing the competitiveness and productivity of the entire sector as a way of defending its interests.

1.2.

Management Area

DEVELOPMENT AND INTERNAL COMMUNICATION

The Development and Internal Communication area, which belongs to the Human Resources Department, continued to roll out the various policies related to staff management, such as skills management, objectives, etc. However, they also started other projects to adapt Barcelona Port Authority (APB) to new circumstances, to increase

efficiency and guarantee better market and customer orientation.

The most important new project of 2010 was the second edition of the internal opinion survey, called "Have your say in 2010!" which once again checked the opinions of the people in the organisation. Designed as an ongoing tool for improvement, on this occasion the survey was of particular interest, as it attempted to detect the effects of the changes and the economic situation.

Internal training

Each year the APB provides its workers with a training plan with various programmes to help them acquire knowledge and improve their skills. The most outstanding of these in 2010 was the project called "The voice of the Port", and essentially aimed to unify the different customer care systems - personal, telephone or on-line. This project emerged from the joint efforts of the Business Development Department and the SAU and involved all their workers.

The remaining in-company training involved the continuation of the internal trainers project for teaching basic skills, which, as in previous years, involved the cooperation of the Catalan Public Security Institute in part of the training of the Port Police. In the area of language teaching, a new on-line English course was launched and specific training in French increased, in line with the Port's strategy. Training sessions were also organised to coincide with the change in the versions of office and Internet tools used in the organisation.

One new element in 2010 was the setting up of a new healthcare staff-training project, which will continue throughout 2011 and 2012. There was also an equality-training programme, focusing especially on raising awareness among management and in technical training of the staff in the Human Resources Department.

In total, more than 160 joint training actions and more than 50 individual development actions were undertaken.



Internal communication

The new 2.0 tools and their ethos have burst into the internal communication field at the Port of Barcelona. In 2010 we witnessed the emergence of the APB's staff directory, entitled "Who's who". This application aims to foster knowledge within the organisation, making it possible to share professional data, and even hobbies and other private interests, with colleagues. With 128,637 hits, "Who's who" became the most visited content of the corporate intranet.

The organisation made efforts to rationalise and adapt internal communications to the interests of the people in the organisation. This involved implementing a system for subscribing to the electronic mailing list, allowing users to receive E-mails concerning the various activities and social information published on the corporate intranet. By the end of the year, 120 people had signed up to one or other of the available categories.

A service assessment survey and a series of reports to measure and improve the impact of internal communication within the organisation are examples of new systems defined and implemented to improve assessment of the communication actions and tools.

Examples of the internal communication tools already well consolidated in the organisation were the ePORTal corporate intranet, which broke a new record in the number of visits received, with a growth of nearly 40,000 visits year on year. In addition, the internal Fem Port communication newsletter received almost 2,500 hits in its electronic version and gained a score of 2.7 out of 4 in the service assessment survey.

CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility (CSR) is the organisation's voluntary contribution to social, economic and environmental improvement. These values have been a part of the APB's actions towards the interest groups for some time now, although there is still some way to go before they are fully integrated into society.



The activities undertaken in this area are covered in the **Annual Social Responsibility Report**. To speed up the publication of this document, work has been underway on a voluntary basis over the last few months to improve the methodology used to collect information to help the APB increase its accountability to all the interest groups.

INFORMATION SYSTEMS

The Information Systems Department provides IT solutions that help to boost the competitiveness and efficiency of the Port Authority of Barcelona (APB) and of the Port of Barcelona in general.

For the internal **management of the Port Authority**, this department provides telephony, office applications, corporate management IT applications, business intelligence, intranet and web site applications, port maps and security and control systems. The main actions undertaken in 2010 involved adapting versions of the user office application tools, for mail and other applications, enlarging data storage capacity and renewing virtual servers.

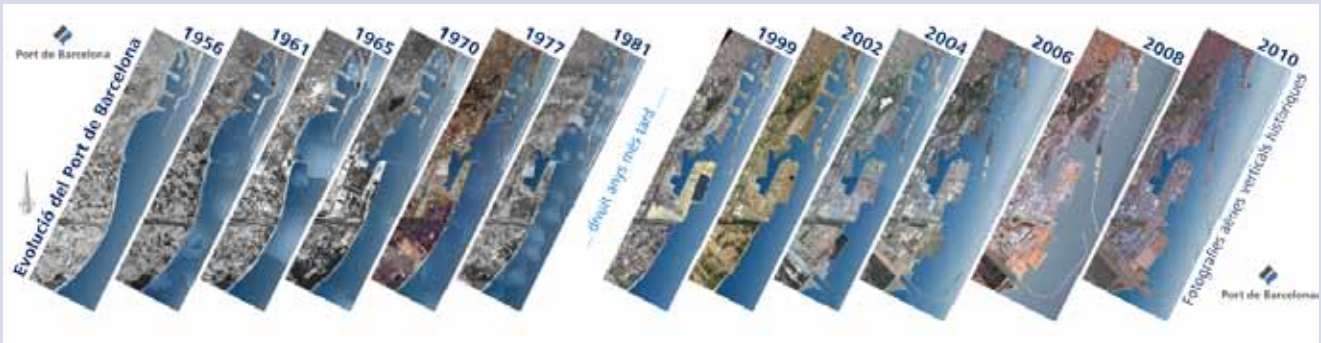
In the **infrastructures area**, a new data processing centre was developed in 2010, to be used for the first time in early 2011, which will provide the Port with state-of-the-art systems to provide services that are more reliable.

In the **area of security**, work progressed with Customs, the container



terminals and the US government to implement the Megaports security initiative for detecting radioactive material, which will help to consolidate the Port within secure supply chains. Furthermore, an agreement was signed with the Generalitat to integrate the APB into the Rescat communications network. This network will facilitate the work of the Port Police on an individual basis, as well as joint activities and coordination between Catalan security forces in emergency or security situations.

The main efforts in the **area of the development of IT applications** in 2010 focused on adapting these to the new Law on Ports. The rise in rail traffic and the increasing complexity in managing rail occupation led our service to develop a railway management module that will ensure more flexible management of the system. Furthermore, the project of the Port of Barcelona's new web portal was put out to tender, awarded and work begun. This will make the Port's presence on the Internet a



fundamental element in helping and fostering the actions undertaken while applying the Strategic Plan.

Geographical information systems: in addition to the ongoing work necessary to keep the Port map up to date, we could point to the compilation of historical vertical aerial photographs that have made it possible to integrate the historical progression of the Port in territorial analysis applications and also in producing cartographical products such as the "Historical Development of the Port of Barcelona, 1956-2010". This was possible thanks to the institutional cooperation with the Community of Municipalities of the Metropolitan Area of Barcelona, the Cartographical Institute of Catalonia and aerial images acquired by the Port.

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 and seek information on the services provided by Barcelona Port Authority (APB) and is mainly aimed at the various users of the port facilities. The service sets out to solve problems, facilitate relations and speed up procedures.

In 2010, the SAU attended fewer phone calls than the previous year (72,360), although it managed more payments and processed more documents.

The significant increase in the number of documents processed compared to 2009 is basically due to the management of "E" authorisations. The CiSAU office was affected directly by the various strikes affecting port and land transport in France, which caused goods traffic to be diverted to the Port of Barcelona, leading to more French hauliers being present at the facilities.

In total, 37,673 provisional authorisations and of 69,163 prior notices were processed, making an increase of more than 35% year on year.

	Phone calls	Documents processed	Documents registered	Services charged
2009	80,114	91,898	11,880	38,042
2010	72,360	121,530	10,622	45,694



BUSINESS ORGANISATION AND CONSULTANCY DEPARTMENT

The Business Organisation and Consultancy Department was created in May 2010 to bring together all the internal organisational aspects of Barcelona Port Authority (APB). These include support to general planning and control of the company management and sectorial organisation, meaning the organisation of the port processes affecting all the administrations and companies involved in the passage of goods through the Port.

The purpose of this new department is to achieve continual improvement of efficiency and customer orientation, both of the APB and of the sectorial processes. To this end, a series of basic tools and initiatives were defined in each field of activity.

Organisation of the APB

- **Establishing a system for measuring and continually improving the APB's internal processes.** This system was started in 2010 and is based upon the definition of the processes map – with people in charge of each process –, determining the customer service and efficiency indicators and setting their objectives. A continuous improvement system for processes was also implemented, attaching priority to those with the greatest shortcomings.
- **Formulating an organisational proposal in line with the processes.** A structure based on five sub-departments was consolidated during the year. The challenge now is to make further progress in aligning with the processes and consolidating an efficient coordination system, particularly among the business areas.
- **Establishing the Company Plan and Balanced Scorecard (BSC) as the principal management tools of the Department.** The Company Plan covers the annual planning of the Port Authority's aims and initiatives. A new procedure was established in 2010 to prepare and coordinate the Plan, which will be applied in 2011. The basic aim is for the Company Plan to act as the



link between the different long-term plans and the operative planning of the different departments.

Sectorial organisation

- **Establishing a system to measure the quality and efficiency of (sectorial) port processes.** The sectorial processes map was defined some time ago, however in 2010 the main efficiency and quality indicators were determined and automated and the essential milestones established. These indicators will be measured systematically from the start of 2011.
- **Rolling out the Port of Barcelona's new Quality Plan.** The Port has been applying the Quality Plan since 1993. The Plan includes efficiency commitments by the Customs administrations and safety commitments in handling in the



container terminals. In 2010, the APB's Management Board approved an ambitious enlargement of this plan, involving all the administrations

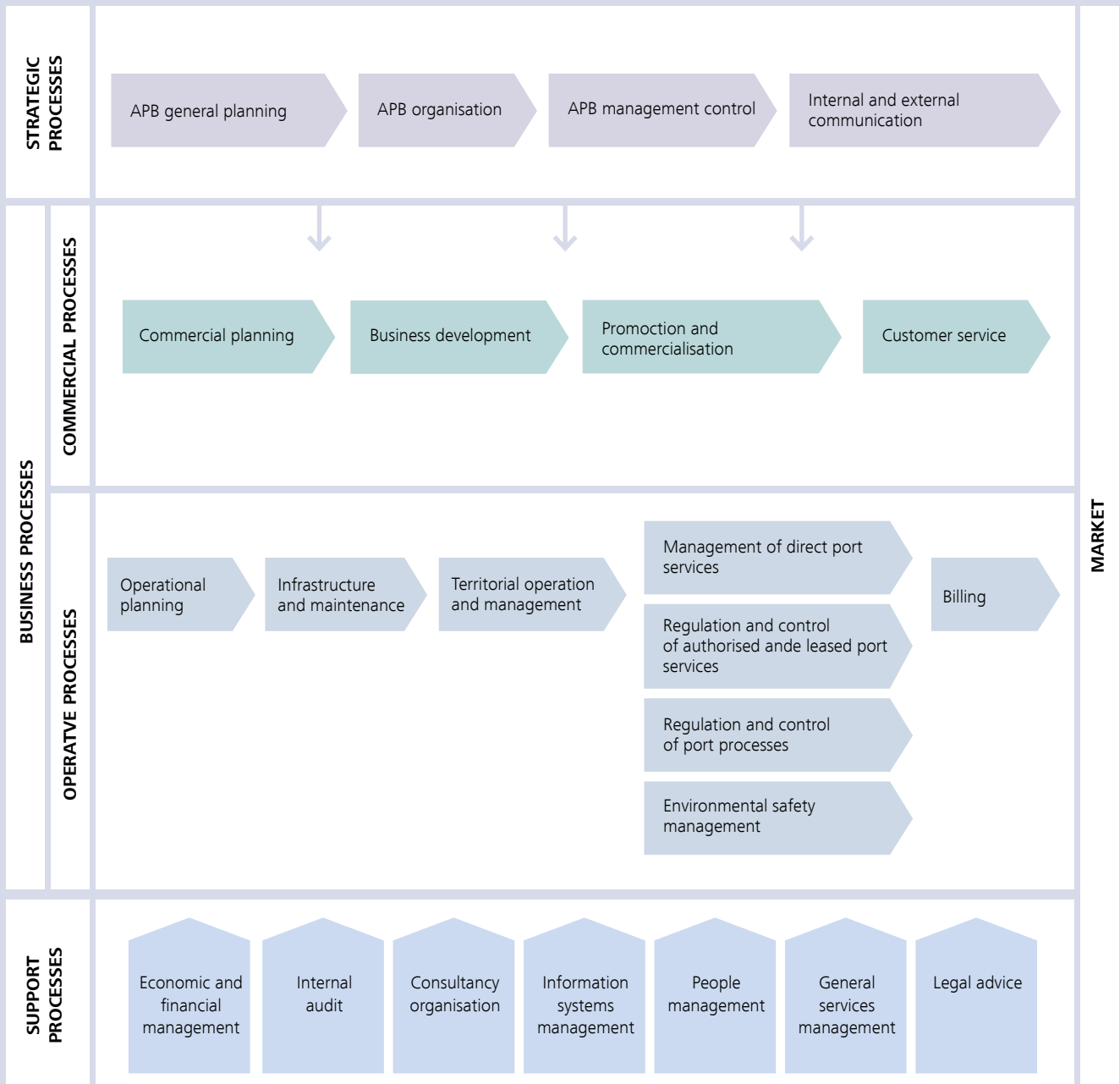
and companies that have chosen to be part of it. The plan, known as Efficiency Network, sets out a series of efficiency commitments to the final customers (importers and exporters) and a series of compensations for failure to meet these commitments. The purpose of this new quality plan is to support the commercial promotion of the Port of Barcelona and to act as an effective tool for improving port processes.

- **Fostering the improvement of port processes.** To this end, the APB set up a working group incorporating the business areas (operation and commercial) and the

Business Organisation and Consultancy Department. Support in implementing the improvements is provided by the Telematic Forum, a working group of the Port Community Steering Council led by the Port Authority and Customs and dedicated to improving port processes since 1993.

Implementing new services of the PortIC platform. The PortIC platform was created in 1999 to speed up the passage of goods through the Port of Barcelona and provides all the information and electronic exchange services of documents required by

maritime transport operations. The platform is owned by the APB and managed by PortIC, a company in which all the companies of the Port Community have a stake. Technological advances and changing market needs have made it necessary to rethink the services strategy and management model that has been operative for more than 10 years. The main new services implemented in this platform were the electronic exchange of documents related to rail traffic; telematic sending of cargo lists for car traffic; and electronic processing of the services for coordinating container positioning for inspection.



MEDICAL SERVICES AND PREVENTION OF OCCUPATIONAL RISKS

These services provide support and monitoring for all the healthcare and preventive health activity at Barcelona Port Authority (APB).

The centres on the Bosch i Alsina wharf and WTC Barcelona offer a wide range of health and social options to working staff, their families and retired workers, nearly 3,000 people in all. The APB medical staff received 16,834 medical consultations in 2010, among active staff (10,051) and passive staff (6,783), and provided 2,030 rehabilitation sessions for 363 patients. The publication of Barcelona Port Authority's 2008-2012 Health Plan updated the necessary procedures and guidelines for unifying the activities of health and labour practitioners at the APB, in line with the Catalan Health Plan and the specific guidelines of the Inter-territorial Council of the National Health Service.

Under this plan, ongoing efforts were made to provide information concerning healthy lifestyles; raising awareness on heart disease risk factors; and minimising the dangers of drug abuse to improve the working conditions of the staff and the surrounding area. In addition, the plan provided pharmaceutical administration guidelines to ensure the correct dosage for each patient, to improve health monitoring and cut costs related to the taking of medicines, and applied an analytical determination for the early detection of colon cancer.

The Health Surveillance section performed 231 company health checks, covering 41.6% of staff and involved 163 men (40.8%) and 68 women (43.6%). These complete health checks involve the official health protocols and include the guidelines issued for the current health plans in Catalonia and the Port Authority of Barcelona.

Occupational Risks

In 2010, the APB was subject to mandatory four-year audits on prevention of occupational risks, with the results studied by the prevention delegates and sent to the labour inspectorate. The result

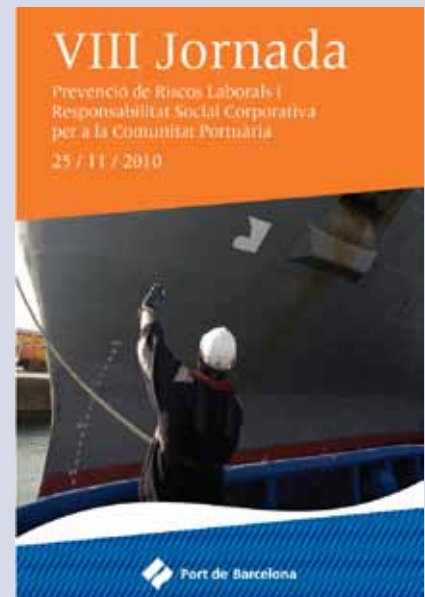
of the audits also helped to open new lines of activity for implementation during 2011.

The Prevention Service helped to develop the reference quality levels programme set up by the APB at the various terminals at the Port of Barcelona. The service also organised and took part in the seventh seminar on Prevention of Occupational Risks and Corporate Social Responsibility for the Port Community, promoted by the appropriate Steering Council Working Group and the FREMAP Prevention Service and rolled out in cooperation with the APB's Corporate Social Responsibility service. The speakers in this edition included Pedro Montero, managing director of the Foundation for the Prevention of Occupational Risks, who spoke on the subject of "Integrating social and workplace risk prevention".

The participation of the Prevention Service in the working sub-group on health emergencies – along with the SEM (Medical Emergencies System), the FREMAP Prevention Service and the Port Police – was genuinely positive, as it brought about a considerable reduction in waiting times for urgent medical attention at the Port and in the ZAL.

There were 38 accidents during 2010, all classified as minor, eleven of which led to workers taking sick leave. Out of an estimated average staff of 555 workers, the total incidence index was 6.8, an improvement over the average index of 7.1 recorded in the previous year.

In addition to this, the system of prevention management for external contractors of the APB continued to develop. Following the results of the audit, co-operation with the Department of Conservation increased to improve processes for the coordination of activities with the contracted companies.



1.3.

Infrastructures

INFRASTRUCTURE WORKS

In 2010, Barcelona Port Authority (APB) invested in excess of 95 million EUR, more than 60 million of which were for infrastructure works.

Most of the investment was concentrated in the Prat wharf and the enlargement of the Adossat and Sud wharves. In addition, there were a series of actions vital to port operations, such as preparing new areas; reinforcing existing seawalls and wharves; improving berthing structures; and building or adapting road and rail accesses.

Below is a description of the most important works and actions, all of which were either underway or begun in 2010.

Southward enlargement

The process to enlarge the Port of Barcelona towards the south included completion of the work to **rebuild the Prat wharf** in 2010, and involved a large part of the investment over the last few years to fully repair the part of the wharf that had been damaged. This involved building 660 m of wharf line with refloated and/or newly built caissons; demolishing and disposing of the caissons that were not refloated; dredging the dock and filling up to a height of +3.50 of the terrace with material from dredging and additional material brought by land. The wharf wall was rebuilt and all the caissons relocated (five new and 11 recovered).

These projects also involved building embanked enclosures of quarry ballast and riprap to create auxiliary enclosures to deposit materials that were either surplus to requirement or which the schedule did not allow to be tipped in the wharf area.

The project entitled **Preparation of the Prat wharf berthing line (south area)** continued throughout 2010. The investment focused on building the “capping beam” or superstructure of the Prat wharf, equipped with the necessary facilities for mooring and berthing latest generation container ships and the necessary elements for the cranes and equipment to function correctly. This project includes adapting the berthing line relative to the 1,000





metres located further south, and involves the 12 caissons of Phase II plus another 13 caissons from Phase I. The superstructure projected on Phase I comprises the “capping beam”, which rests upon the caissons and reaches the first two rows of cells. In addition to this “capping beam” on the Phase II caissons, the superstructure will also involve a slab enclosing reinforced concrete caissons on the following two rows of cells.

The **southward enlargement of the Prat Terminal terrace** works reached completion during the year. This project comprises withdrawing (loading, transport, tipping and spreading) of the pre-loaded materials of the terrace corresponding to the Prat wharf southern enlargement, and levelling this terrace.

Preparation of areas

As part of the preparation of existing areas to meet the demand generated by cruiser traffic, the work for **preparing the walkway to Passenger Terminal C** on the Adossat Wharf is now complete.

Work on restructuring Terminal C involved building an elevation module covering nearly 100 m² of the area

adjoined to the south facade of the current building. The first floor of the terminal connects with a fixed walkway set up parallel to the facade of the building and the wharf, allowing passengers to embark and disembark the vessel using bridges on rails.

The increased handling of liquid bulk in the Port of Barcelona and the forecast future demand has led to the construction of a new berth for this type of ships. This had led to completion of the project called **Berth for liquid bulk**

carriers on the Inflammables Wharf - Northwest side, which envisages a berth for transferring refined products from ship to land on the northwest face of the Energy wharf.

Another works project completed involved **digging the access trench to the liquid bulk vessels berth**. New ships' mooring platforms are planned as part of the Port of Barcelona's enlargement project. These will be set up in area 34, spread along the east side of the Energy wharf sector. The





development of area 34 has made it necessary to connect the current piping trench on Port d'Alexandria Street with the first mooring platform planned next to the Inflammables sector. This connection will allow new leaseholders that set up in the extension of the sector to transport liquid bulk from this mooring platform to the trench in Port d'Alexandria Street.

To increase goods transport by rail; reduce congestion in the accesses to the Port of Barcelona; and the new international gauge rail connection with France, which came on stream at the end of 2010, at least one mixed gauge (international and Iberian) is required in the rail terminal of the Terminal de Contenidors de Barcelona (TCB). The project entitled **Enlargement of the rail terminal on the Sud wharf**, which began in 2010, provides an executive definition of all the works required to implement a mixed-gauge line. These works will ensure functional and route compatibility with a future extension to six mixed gauge tracks with a length of 750 m. In sum, this project will result in a higher capacity rail terminal that will meet the European Commission's interoperability standards.

The reorganisation of the Port of Barcelona's container terminals includes

a project called **Enlargement of the Adossat wharf Phase 2-B**, which is part of the Port of Barcelona's Master Plan and involves creating a wharf for a mixed container terminal 1,000 m long and 16 m deep, attached to the East Seawall. The solution adopted consists of a gravity wharf made of reinforced concrete caissons, with a RO-RO ramp built at one end to allow RO-RO ships to berth, and an enclosing embankment perpendicular to the wharf line.

To enable cruisers and container ships to berth in the south area of the Adossat wharf, the Port of Barcelona has undertaken the project called **Rebuilding the alignment of module 1 of the Adossat wharf**, which finished this year. This project involved demolishing the RO-RO ramp in the southern area of the wharf and closing the adjacent pilots' dock to fit out a berthing line to provide continuity to the two stretches of the Adossat and its recently built extension.



The works on the **Enlargement of the South wharf** are still underway, and involve building a 623-metre berth and an 18-hectare terrace. The Compañía Logística de Hidrocarburos (CLH) jetty will be demolished, increasing manoeuvrability in the dock situated between the Sud, Adossat and Energy wharves. This area is currently used for ships to turn, and these works will help to increase the distances and the depth of this dock. The berthing line on the Sud wharf will increase by 10% and the new area obtained will significantly increase the capacity of the container terminal operating on this wharf.



Restructuring existing wharves

2010 saw the completion of the project entitled **Front apron of the Contradic wharf - ERGRANSA**, the aim of which was to rebuild the stretch of concrete blocks of the front part (apron) of the Contradic Est wharf. This space is used for unloading grain vessels, with the grain then stored in the adjacent ERGRANSA silo. The works involved demolishing part of the existing superstructure; shoring up about 149 metres of wharf along two lines (116 metres at the north end of the east line and the neighbouring 33 metres of the north line); building the superstructure, consisting of a reinforced concrete beam 3.2 metres wide, 2.6 metres high and a variable pitch; and replacing and advancing the existing sea defences up to the new line (along the Contradic Est stretch, not reinforced) and transferring the bollards.



The Barcelona Sud wharf is at the far end of the Port of Barcelona and forms the Sant Bertran docks, along with the Sant Bertran and Ponent wharves. The wharf is used for berthing cruisers and ferries for passenger and RO-RO goods transport. Underwater inspections of the part above water, and geotechnical analyses in this wharf showed that the blocks had become weakened and the material of the extrados had loosened. This diagnosis became even clearer in the stretch corresponding to modules 1 and 2, showing settlement on the surface and significant shifting of the materials. This led to the start of an activity in 2010 called **Strengthening the**



block wharves - Barcelona wharf, southern alignment, Phase 1, to complete rebuilding of the infrastructure of the Barcelona wharf.

The Port of Barcelona's East seawall is a strategic infrastructure that provides shelter from storm damage. This structure is over 5 km long and runs parallel to the coast, configuring the profile of the port.

The storms that have occurred in the Port over time have progressively damaged the mantle, filter and sheltering wall of some sections of different stretches of the old seawall. It was therefore considered necessary to perform work in four phases, the first of which corresponds to the project called Improving the East seawall - Phase 1 (strengthening Passeig Manuel Roca), begun in 2010. This project is very important for the city of Barcelona.



Road and rail accesses

Building road and rail Infrastructures helps to speed up and boost incoming and outgoing goods flows at the port area and is vital for connecting the Port of Barcelona with its geographical area of influence.

This is the rationale behind the building and conclusion of the project called **Development of "100" street**, which is part of the works for developing the accesses in the Prat terminal. The road system in the project covers the main road ("100" street), into which a number of secondary roads flow in the area under concession in the CILSA site. "100" street is 1,040 m long and runs between the crossroads with "114" street and the connection with the future Prat road. This stretch contemplates the existing parcelling of the CILSA polygon and the territorial limit between the AP-8 motorway and the municipality of El Prat de Llobregat.

The project entitled **Raising the road surface of the Autoterminal**, on which work began this year, responds to the APB's plans to reorganise and facilitate internal transport within its service area and, more specifically, to provide quality access to the port precinct from "A" street of the tax-free zone. Access to the Inflammables Wharf is currently via a rather winding route

including "3", "Y", "4" and "V" streets. This is because the road has to wind around the areas of the Autoterminal concession to connect the berthing line and the car parking areas.

To create a direct access to the Inflammables Wharf and separate the traffics heading towards the ZAL and this wharf, there are plans to reopen the old "3" street using a raised track to connect it to the parking areas and the berthing line of that leaseholder. This new lane will also increase security of access from the tax-free zone.

The solution proposed consists of creating a raised road approximately 380 m long. The first 130 m will travel between walls, the middle 100 m over a viaduct 25 m wide between supporting columns and the last 150 m again with a road running between walls.

A further works project performed during 2010 was **Strengthening the ring road**. This road supports very heavy traffic along certain stretches, and therefore needs repairing, strengthening and rebuilding along the most damaged areas, to slow down wear and tear and avoid further long-term degradation. Works were undertaken to reinforce and refurbish land covering 46,000 m² from the old Porta Coeli (stretch I) up to the Inflammables area (stretch VIII).

In addition, the **Costa wharf Rail track project** was set in motion to

respond to the APB's requirements for improving goods transport. The works involve adapting the railway track on the Costa wharf for use by a logistics operator for loading and unloading transporter trains for cars, which can then be moved to the wharf using a road system separate from the remaining Port traffic. A road bridge is planned to cross the ring road for this purpose.

Another new works project was the **UIC gauge access to the container terminal on the Príncipe d'Espanya wharf**, which will complete the adaptation of the Port of Barcelona's rail infrastructure. This activity will make it possible for composite trains to come in from the terminal at Can Tunis, in UIC gauge, to the container terminal located on the Príncipe d'Espanya wharf from the current access to the rail loop.

One-off actions

Work is underway at the **Border Inspection Point (BIP) building**, which will provide the Port of Barcelona with a single installation dedicated to checking and physical and documentary inspection of goods entering the European Union (EU). BIPs guarantee the necessary health standards for inspecting products for human and non-human consumption, to determine whether they meet EU health

requirements. They are located at access points for goods at ports, airports or geographical borders between the EU and third countries.

The Port of Barcelona's new BIP building is underway on a plot measuring 11,800 m² in the south area, close to Gateway 29, which is one of the main accesses to the Port. It is an industrial type building for management by all the players involved in the phases mentioned above, such as Customs, the management body, the economic operators and the Border Inspection Services (BIS), which include External Health, Animal Health, Plant Health and SOIVRE. A parking area will also be built for waiting trucks, and will hold a maximum of 19.

As a point of interest, recycled construction waste was one of the components used in the drainage layer of the Prat wharf terrace. This was a selected granular material with extremely irregular particle size. Contracting the **supply of granular material from recycled building materials** guarantees that they can be supplied to different works projects in the Prat terminal and optimises resources, as well as helping to protect the environment.

The last works project in this chapter concerns the project **Preparation of the Barcelona Hall**, currently under construction on the first floor of the World Trade Center Barcelona building adjacent to the North Passenger Terminal by adapting an area measuring 874 m². These new areas will be the venue for the periodical meetings of Barcelona Port Authority's Administration Board, and the offices of the Public Relations Department. An auditorium holding 60 people (which can be increased to 169) is also being built for holding small press conferences, events, meetings and large conferences.



1.4.

Operations and Planning

CARGO OPERATIONS AND QUALITY

The most outstanding activity of the Cargo Operations and Quality Department during 2010 focused on drawing up and rolling out Reference Service Levels; performing and passing audits in support of the application of ongoing improvement; and drafting reports on the Quality System.

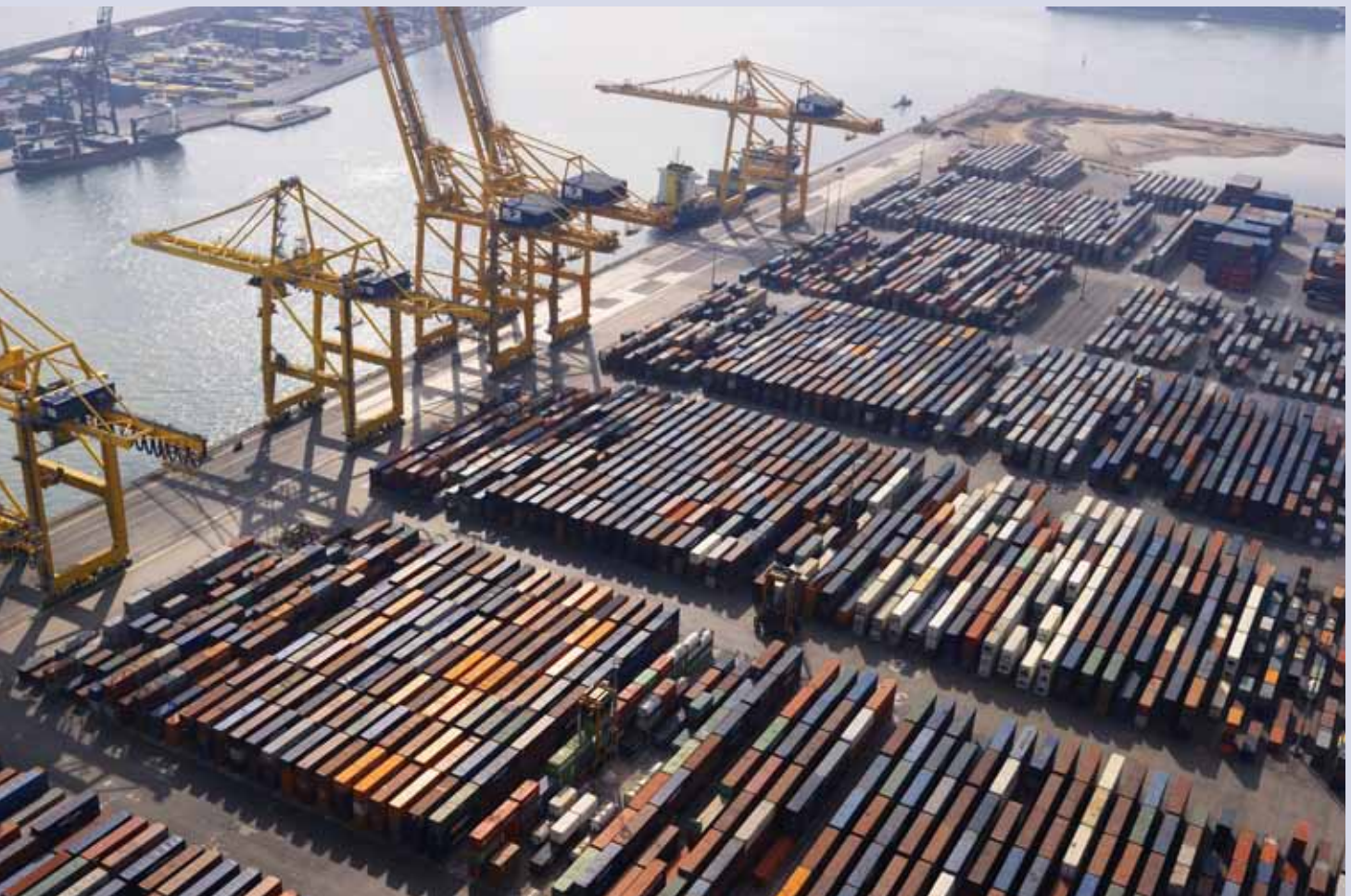
Port of Barcelona Reference Service Levels

These instruments allow participating organisations to stand out from their competitors by providing improved quality in service provision while showing their customers the improvements that they aim to bring about.

Specific Bulk Terminals Reference Service Level

Two terminals (CLH and ERGRANSA) obtained certification for the first time in 2010, while three others (DECAL, TEPSA and TERQUIMSA) renewed their certifications.

The Port of Barcelona's Bulks Quality Committee met for the first time on 1 December 2010 to review the



service characteristics of this reference service level, with the new version of this document due to be revised and approved during the first quarter of 2011.

Specific Reference Service Level for Container Terminals

The Terminal de Contenidors de Barcelona (TCB - Barcelona Container Terminal) renewed its certification for this reference service level in May 2010. Furthermore, the corresponding Quality Committee met for the first time on 28 October 2010 to review the service characteristics of this reference service level, with the new version of this document due to be approved during the course of 2011.

Reference Service Level for Shipping Companies

The Mediterranean Shipping Company (MSC) achieved certification in this reference service level in November 2010.

Specific Reference Service Level for Vehicle terminals

The Port of Barcelona's vehicles terminals (Autoterminal and Setram) renewed their certification in January 2010.

Also in 2010, various follow-up meetings were held between the Port Authority of Barcelona (APB), the vehicles terminals and Estibarna, to analyse the information obtained from the Quality Team (QT) in detecting and following up incidents, allowing significant improvements to be made in areas which the Port of Barcelona and its customers consider to be critical.

Navigation Aids Reference Service Level

The Quality Committee for this reference service level met again on 25 February 2010 to approve the new revision of the document and analyse the Navigation Aids System and the satisfaction surveys made to its customers. The committee is due to meet again early in 2011.

Specific Reference Service Level for Cruiser Terminals

The service quality characteristics for cruiser terminals were sent in February 2010 to Puertos del Estado (OPPE - Public State Ports Body), which is jointly responsible with the APB for approving



the document. The organisation sent its contributions in March, and is set to approve and implement this specific reference service level in the first few months of 2011.

Specific Reference Service Level for RO-RO terminals

The steps and timetable for approving this reference service level were the same as those for cruisers: the characteristics were sent to Puertos del Estado in February 2010, which sent its contributions in March. Once integrated, the reference service level is due for approval and implementation in early 2011.

Support audits for the application of continual improvement

ISO certification 9001 audit on the APB's Cargo Operations and Quality Department

In December 2010, this department passed the follow-up certification audit under UNE-EN ISO standard 9001:2008. The scope of the audit covered management of the Port of Barcelona's Quality System, and concluded that the system was efficient.

Audits on the Quality Team (QT)

In November, the APB's Cargo Operations and Quality Department performed a follow-up audit on the work carried out by the QT to determine the degree of efficiency of the activities carried out within the Port of Barcelona's Quality System, with no significant deviations detected. In 2010, the QT renewed its certification under UNE-EN ISO standard 9001:2008 through the audit performed by BSI.



Other follow-up audits:

Internal audits on management of the Port of Barcelona's Quality System

Audit	Aim	Deviations
1 internal audit required to maintain ISO 9001 certification	Checking documentation and processes involved in managing the Quality System	No deviations found. Some proposals for improvement documented.

Audits in the terminals involved in the Quality System

Terminal Catalunya, S.A. (TerCat)	December 2010	Audit on the implementation of the Specific Reference Service Level for Container Terminals. Proposals for improvement identified. Corrective actions for certification are underway.
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Audits on companies involved in the Services Reference Service Level Quality System

DECAL ESPAÑA, S.A.	May 2010	AENOR certification audit. Achieved certification.
ERGRANSA	July 2010	Implementation audit by the APB (January 2010). Certification audit by SGS. Achieved certification.
Terminal de Contenidors de Barcelona, S.L.	April 2010	Certification audit by Bureau Veritas. Achieved certification.
Compañía Logística de Hidrocarburos, S.A. (CLH)	October 2010	Corrective actions for certification are underway.
TERMINALES PORTUARIAS, S.A.	October 2010	AENOR certification audit. Achieved certification.

Report on the Quality System

Quarterly and yearly reports on the Port of Barcelona's Quality System (QS) are prepared as a snapshot of the management of the flow of goods through the port, to detect any weaknesses and implement ongoing improvements.

The report covers the terminals, facilities and organisations committed to the Port of Barcelona's Quality System: Terminal de Contenidors de Barcelona, SL (TCB); Terminal Catalunya, SA (Tercat); the Border Inspection Post (BIP); Customs and the Inspection services; and provides details on the control of processes and quality indices, such as inspection time at the BIP, actions by the Quality Team and complaints from customers, inter alia.

INTEGRITY AND SAFETY	2009	2010	Variation
Full containers unloaded and loaded under the QS	520,655	599,08	15.06%
Packages handled under the QS	2,296,723	2,792,701	21.60%
Actions by the Quality Team (QT) in the incidents within the QS	146	146	0%
Internal incidents that can trigger guarantees	12	25	108.3%
PHYSICAL INSPECTIONS			
Total physical inspections	17,040	19,669	15.43%
% out of the total inspectable containers (import-export)	3.43%	3.26%	-4.79%
INSPECTIONS AT THE BIP			
Operations	4,909	5,101	3.91%
Time of service at BIP (average in minutes)	140.6	134.3	-4.45%
COMPLAINTS/GUARANTEES			
Complaints received	44	50	13.6%
Guarantees paid	16	18	12.5%
Compensation under the guarantees programme	5,053.25	5,318.34	5.24%

INDUSTRIAL SAFETY AND ENVIRONMENT

Industrial safety

In 2010, total movements of containerised dangerous goods traffic came to 614,836 Tonnes, an increase of 7%, turning around the falling trend of 2009. On the other hand, bulk dangerous goods fell by 10% to 9,978,593 Tonnes. This volume of goods was processed through 82,909 authorisations, an increase of 3%, all of which used EDI (Electronic Data Interchange).

In its meeting held on 25 November 2010, the APB Management Board definitively approved the Port of Barcelona's Self-Protection Plan (SPP), which it sent for type approval by the Catalan Civil Protection Office. The implementation process lasted two months and the plan was sent to all the people, administrations and companies involved.

The Port of Barcelona's website now includes an area of communication for the SPP and to keep the related documentation up to date, with

personalised access provided to all the users involved and the people and companies affected.

The cooperation agreement with the City Council for the exercise of the appropriate powers in the field of civil protection, fire prevention and extinction and salvage led to a series of training actions. Three editions of the on-board fire fighting course were held at the Jovellanos Integrated Maritime Safety Centre in Gijón, involving a total of 35 firemen and managers; one accident management and control course was held at the Fire Service College in Moreton-in-Marsh in the UK and involved 14 NCOs; and one edition of the mixed and dangerous goods fire fighting course was organised at SEGANOSA.

Several internal exercises and drills were organised in the various facilities and wharves of the port precinct, and the companies concerned by the major accidents legislation systematically hold an annual drill under the mutual assistance agreement (MAA) and, as always, involved Barcelona Fire Brigade, the Port Police Force and, occasionally, the 061 SEM emergency services. This

year there were two general drills with two clearly differentiated scenarios, involving the direct participation of the Port's SPP.

The first exercise held in May was at a company affected by the legislation on major accidents. A very realistic approach was used to set up an internal rehearsal of activation, activity and deactivation procedures; check the warning and communication protocols among the participants; try out the coordination or "interface" between the Port's SPP and that of the terminal, as well as checking the direct communication with the Generalitat's PLASEQCAT Higher Civil Protection Plan.

A second general simulation scenario in October based the emergency on a supposed terrorist threat on board an international cruiser berthed in the Port of Barcelona. The exercise aimed to respond to several operative, training and legal objectives, to cover a temporary need for a type of complex risk activity, outside the strict scope of the port's internal emergency plan, to coordinate with the Port of Barcelona's future protection plan.





Air quality

The APB continued to work with the Generalitat's Territory and Sustainability Department to apply the Air Quality Improvement Plan to the metropolitan region of Barcelona, rolling out measures to reduce NO₂ and PM₁₀ emissions affecting the port.

One important contribution to improving air quality was the increased use of rail transport for transporting goods in and out of the port, as an alternative to road transport, reducing exhaust emissions by effectively taking a large number of lorries off the roads.

The Port continued to promote the participation of shipping companies, terminals and electrical companies in developing an electrical supply system for ships to reduce exhaust emissions from vessels by cutting the emissions produced by auxiliary motors while the vessels are berthed at the port.

The Port of Barcelona is taking part as an observer in two projects to spread awareness of port air quality: APICE, with the ports of Marseilles, Genoa, Venice and Thessaloniki; and another with DAEA-CSIC and the EUCC Centre Mediterrani.

The Catalan Industrial Safety and Environment Department has also made available its network of atmospheric monitoring stations to provide the environmental information required by the Port works environmental monitoring programme covering the enlargement works and other significant actions within the port area.

As the manager of the facilities in the public areas of the Port of Barcelona,



the APB is aware of the need to adapt the street lighting to current regulations. This has led to a specific project through which the Port Vell will set in train a series of measures to install more efficient and less polluting lighting systems.

To respect Catalan Government Decree 176/2009 on noise pollution, the Port of Barcelona compiled a map on the acoustic capacity of port land, including the sound quality objectives and the different uses of the area, with the support and coordination of Barcelona City Council and the Noise Pollution Prevention Office of the Catalan Territory and Sustainability Department.

Road cleaning and waste collection

The amount of waste managed directly by the APB continued to fall, and in 2010 stood at 442 Tonnes, of which 227 corresponded to common waste for land filling and 215 Tonnes of waste for specific management (paper, packaging, glass, battery, fenders, building waste, etc.). The circuits for collecting the waste generated by the lease holding companies managed a total of 986 tonnes of waste of the different fractions collected (common, paper/cardboard, scrap metal and wood).

The road cleaning service performed 87 unplanned actions, half of which were solved through ordinary services, while the other half required additional

resources. These activities included 36 services for liquids spilled on the road, 16 for solid loads dropped, 10 for cleaning up after road accidents and 25 to remove abandoned waste, and collection and sweeping reinforcements.

Water quality

This was an important year for the management of the Port's waters following the agreement signed between the Catalan Water Agency (ACA) and the APB to apply the Framework Water Directive. Thanks to its commitment and responsibility towards the administrations, port users and the public, the APB took 12 samples of water, sediments and aquatic ecosystems from the Port's sheltered and open waters with the required scientific and technical quality criteria. It then sent all of this information to the ACA to be included with the remaining data concerning the Catalan coastline.

The summary of the data gathered indicated that the sheltered waters experience more variations in temperature and a greater influence by the continental contributions of the drainage system, vessels or spills. That is why the salinity, nutrients (particularly phosphates, which are an indicator of urban sanitary waters) and primary production show greater effects inside the port than outside it, despite the occasional contributions of the deep-sea tipping points of the cleaning system and mouth of the River Llobregat.

Vessel waste (MARPOL)

Changes were made to the vessel waste collection service as a result of the new MARPOL service regulation pursuant to Law 33/2010, which set a new framework for the APB's involvement.

8,712 collections were made of vessel waste (known as MARPOL waste) during the year, accounting for a total of 105,216 m³, broken down between 49,993 m³ of liquid waste with hydrocarbons (MARPOL I), 50,319 m³ of solid waste (MARPOL V), 4,473 m³ of waste and sanitary waters (MARPOL IV) and 497 m³ chemical waste from tankers (MARPOL II).

Environmental procedures Port Police Control Centre

All the environmental incidents detected or reported to the Port Police activate specific environmental procedures for each type of incident. There were 246 such events in 2010: 118 related to the marine environment; 55 to the land environment; 11 to the atmosphere; and 62 procedures for the authorisation of dangerous goods.

Water cleaning efforts to combat oil pollution

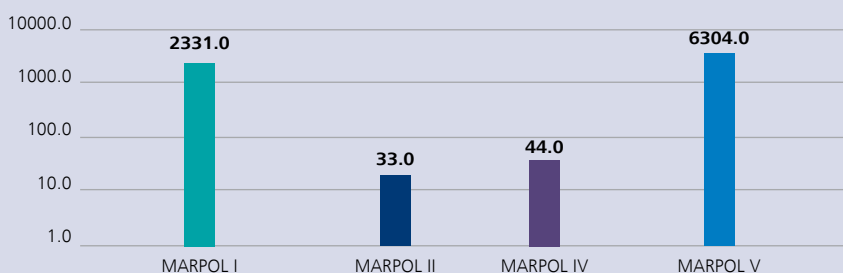
The port environmental water cleaning service collected a total of 128,600 kg of floating waste, comprising a total volume of 776.77 m³. The composition of floating materials was 42% plastics, 29% wood, 15% organic matter and 14% for the remaining fractions.

There were 51 actions conducted to combat oil pollution in 2010, with 630 kg of oil collected using the most usual approach, which is aerating the affected areas. The most common oils spilled in port waters were diesel oils (31%), used oils and bilge waters (16% of each).

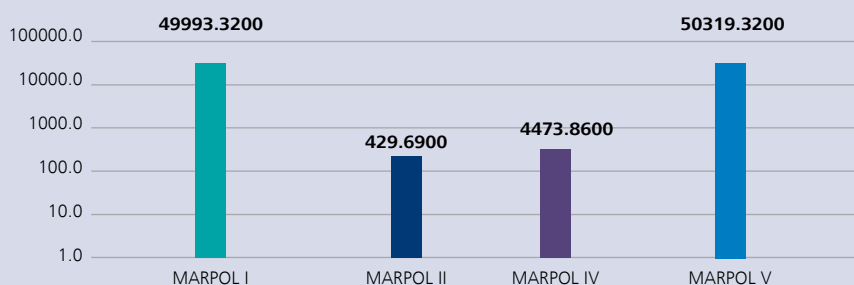
COMPOSITION OF FLOATING MATERIAL 2010



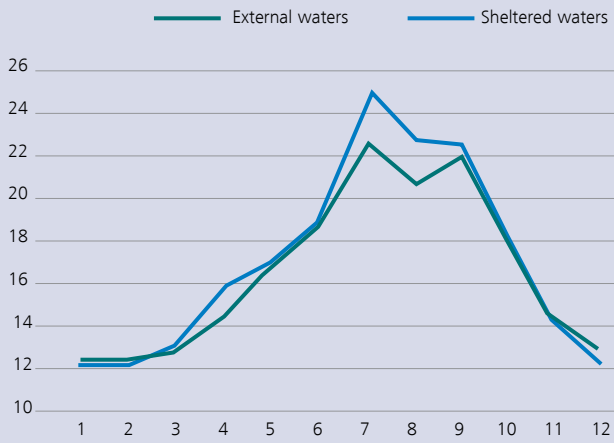
NUMBER OF MARPOL SERVICES 2010



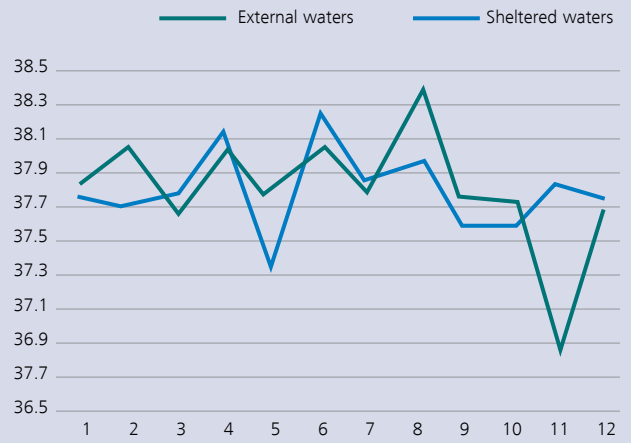
AMOUNTS OF MARPOL WASTE COLLECTED (m³) 2010



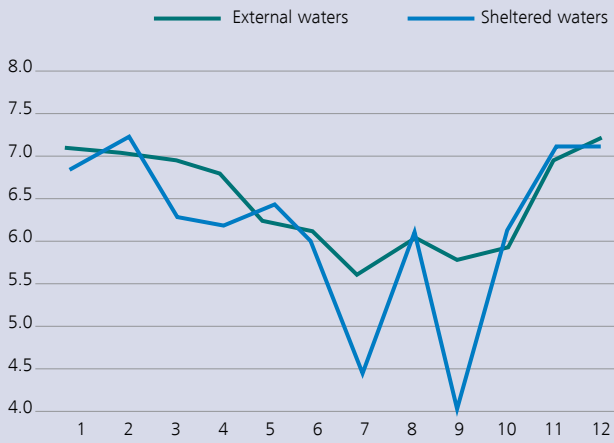
WATER QUALITY 2010. TEMPERATURE



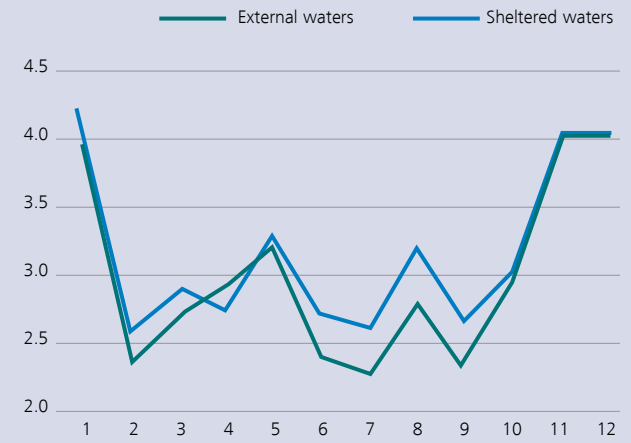
WATER QUALITY 2010. SALT



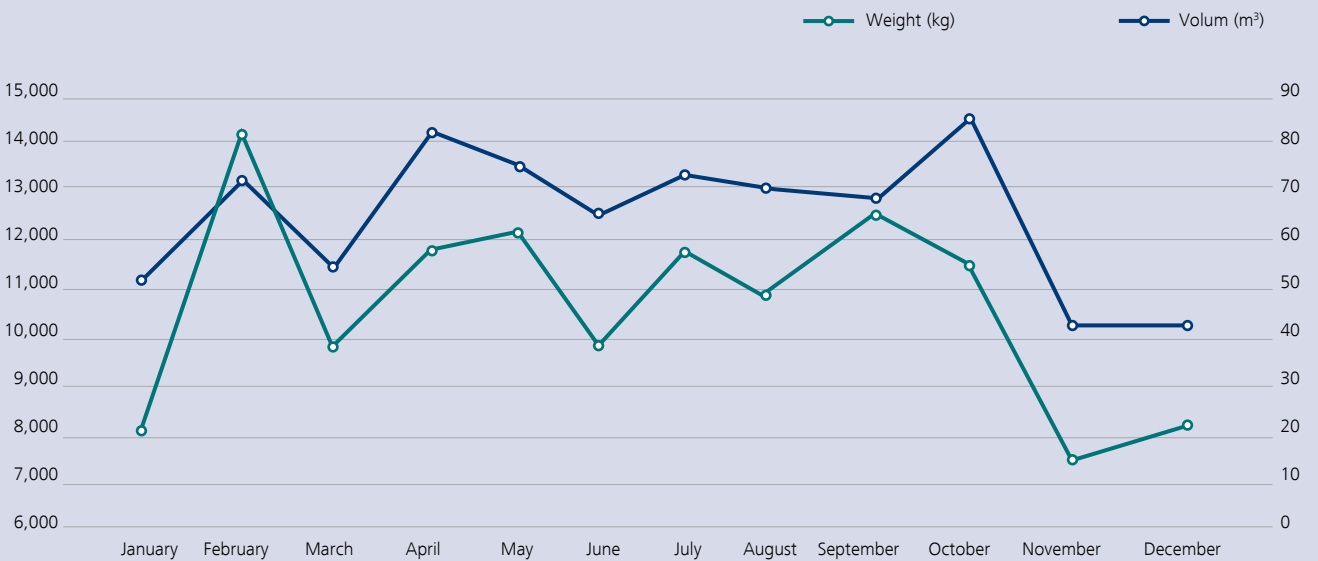
WATER QUALITY 2010. OXYGEN



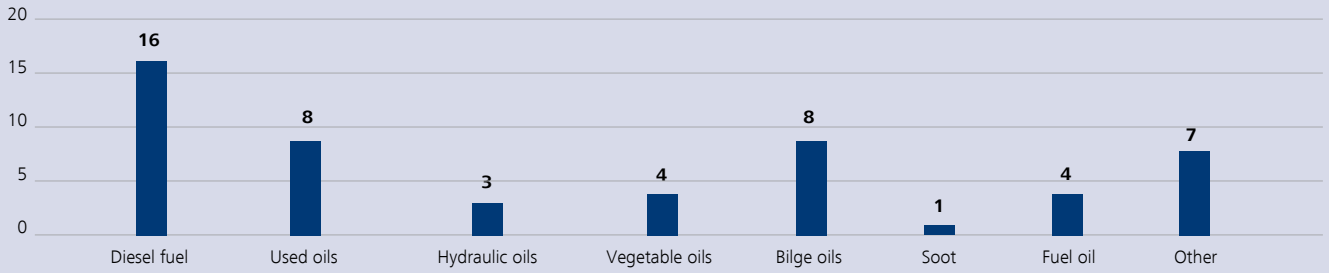
WATER QUALITY 2010. CHLORINE



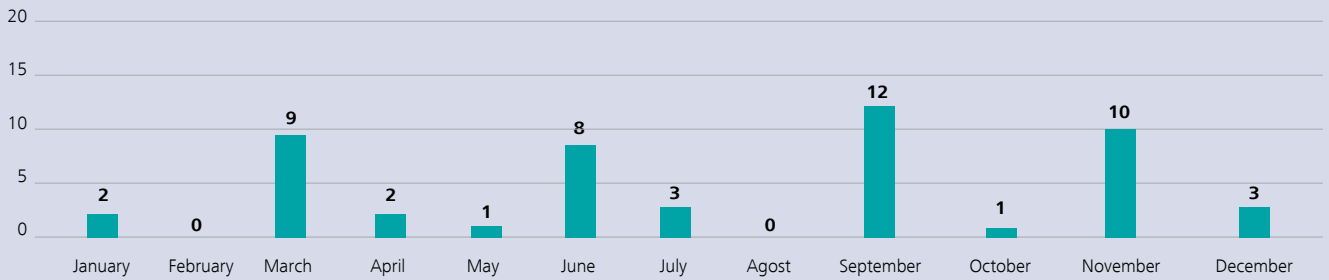
WATER CLEANING OPERATIONS 2010. WEIGHT AND VOLUME OF FLOATING MATERIAL COLLECTED BY MONTH



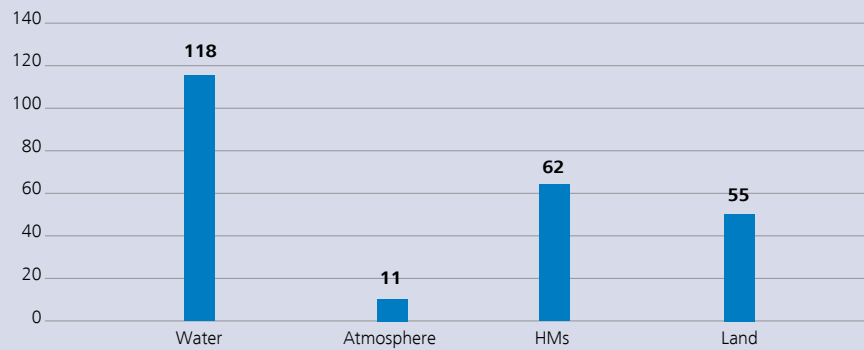
EFFORTS TO COMBAT OIL POLLUTION IN 2010. INCIDENTS BY TYPE



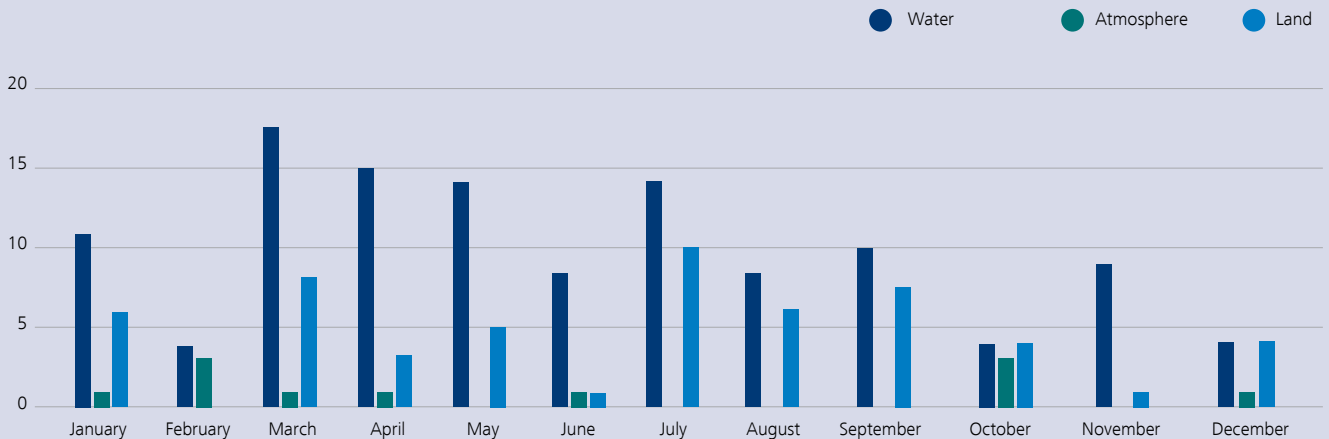
EFFORTS TO COMBAT OIL POLLUTION IN 2010. INCIDENTS BY MONTHS



CC ENVIRONMENTAL PROCEDURES 2010. NUMBER ACTIVATED BY TYPE



CC ENVIRONMENTAL PROCEDURES 2010. NUMBER ACTIVATED BY TYPE AND MONTH



OPERATIONAL SECURITY

Port Police

The various functions assigned to the Port Police include traffic duties, administrative functions, public safety and assistance within the port precinct. Its activities in 2010 included:

Public safety

More than 417 actions were taken in relation to criminal activities, which were then passed on to the corresponding police forces (Mossos d'Esquadra (Catalan Police) or Civil Guard) with a draft report. Of these, more than 305 actions took place in the public area of the Port, and nearly 112 in the commercial area.

Once formalised, these draft reports for criminal activities lead to a series of judicial procedures involving summons of and testifying by the port officers at the corresponding trials. During the year, there were 217 judicial summonses.

In addition, we could point to the continuous surveillance of the passenger terminals, with more than 2,000 services rendered, to regulate and organise the traffic of people and vehicles, guarantee safety and attend to the passengers travelling through the Port.

The Port Police were also involved in escorting 27 institutional visits and coordinating and providing security patrols at 60 heavily attended events. These included the arrival of the Three Kings for Epiphany; various events as part of the La Mercè and Barceloneta festivals; the INCAVI Fair; Nautical Fair; el Liceu on the beach; the Tony Hawk Show and the Barcelona World Race.

Assistance police

In this area, the police were involved in two incidents involving gender violence and 35 actions involving minors in a situation of neglect or protection. The Port Police also has a service for managing and treating lost or stolen objects, recovered by patrol officers, which recorded 274 objects sent to international consulates and individuals.

In terms of health assistance, 425 ambulance trips were managed, coordinated and accompanied in the Port under the cooperation agreement signed with the SEM (061) and the FREMAP



mutual society, 290 of which were called under SEM-061 and 135 through FREMAP. On an individual note, we would like to point to the actions of an officer who rescued and resuscitated an individual who had fallen into the water.

Administrative police

There were 588 seizures of goods sold without a licence within the port grounds, from street peddlers, involving more than 24,000 counterfeit products, which were subsequently destroyed in two batches in 2010.

The Support Office managed 125 cases of vandalism in the port facilities and signed 99 work orders to repair or replace damaged equipment within the port precinct, ordered by the Port Police force.

Traffic police

In addition to organising a series of own campaigns, the Port Police took part in all the campaigns conducted by the Catalan Traffic Service (SCT): passive safety (seatbelts and crash helmets); distractions at the wheel (use of mobile phones); breath tests; documentation checks, etc. One especially positive aspect in this area was that only 1.5% of the more than 2,000 breath tests performed in 2010 showed a positive reading.

In 2010, the SCT issued 877 dynamic parking fines and 5,493 Barcelona Port

Authority (APB) parking tickets, essentially for illegal parking. In addition there were 23 fines issued for breach of taxi regulations and 18 for infractions of land transport legislation, (excess weight, transport cards, etc).

104 road accidents were recorded within the port precinct (road safety), 46 in the public area and 58 in the commercial area, causing 60 minor injuries, 4 serious injuries and 1 death.

389 vehicles were removed or impounded under the Port of Barcelona's regulations, 12.8% of which were towed away to the APB depot. Further traffic assistance involved accompanying nearly 3,000 special vehicles going in and out of the port precinct.

There were 496 actions of the Risk Prevention Group (RPG) as part of the cooperation agreement between the Port of Barcelona and Barcelona Fire Brigade. These involved a team of firefighters and a patrol of the Port Police being present at the loading or unloading of dangerous goods, pursuant to Article 15 of Regulation on the admission and handling of dangerous goods in Ports.

In 2010, a new automatic access control system was set up on the Inflammables, or Energy wharf, and, as an additional safety measure, new procedures were set up for monitoring the arrival and departure of people onto the wharf. A database provides the duty officer at the wharf control post with a daily list of all the people authorised for

access that day. This list is drawn up and checked in advance by staff of the Port Police Support Office.

Port protection

Regarding the implementation of the rules on port protection and the supervision of port maritime security measures in the Port of Barcelona, one of the most important events of 2010 was the Interior Ministry's approving the protection assessment, a document analysing risks, threats and vulnerabilities of the Port and its adjacent areas.

The internal security protocols for setting up procedures and measures on the Energy wharf were also approved by the Port Protection Consultative Committee and the Working Commission of the Security Forces. This is part of the protection of critical infrastructures, such as Enagas, on a request from the Interior Ministry's National Centre for the Protection of Critical Infrastructures (CNPIC).

Also in this field, we should point to the transition towards electronic accreditation badges to increase security levels for all users of the Port of Barcelona and specifically the fact that these are already operative in new automatic access for authorised users at Gate 31, to the Inflammables Wharf.

The annual security and emergency drill held in October 2010 on board the Norwegian Jade, on the Adossat Wharf, involved a large number of participants and resources from the various forces involved. The aim of this simulation was to check the coordination, communications and procedures for dealing with a case of kidnapping and a bomb threat on board a cruiser.

Similar drills and security exercises were carried out in facilities regulated by the Seveso Directive in critical infrastructure areas: CLH, Tepsa, Decal, Koalagas, etc.

The port protection office continued to perform inspections and safety audits in the main terminals to issue the corresponding declarations of compliance in the port facilities.

The most outstanding of the institutional visits was that of Janet Napolitano, the U.S. Secretary of State for

National Security, who was able to check the measures implemented in situ and visited the APB Control Centre. European Union representatives also made a series of visits - the ISPRA Joint Research Centre from Italy, and the Directorate-General for Energy and Transport, based in Brussels.

A series of security discussion tables were held in 2010. These are information meetings with different bodies, consulates and shipping companies such as P&O, Norwegian Cruise Line and Happy Cruises. Furthermore, security coordination meetings were organised with police forces from France (Toulouse) and Germany (Berlin and Brandenburg) and with magistrates and judges from Barcelona. Representatives of the Operational Security department also took part in security and port management seminars; courses organised for authorised economic operators (AEO); private security seminars; and the International Maritime Security Conference.



1.5.

Strategy and Development

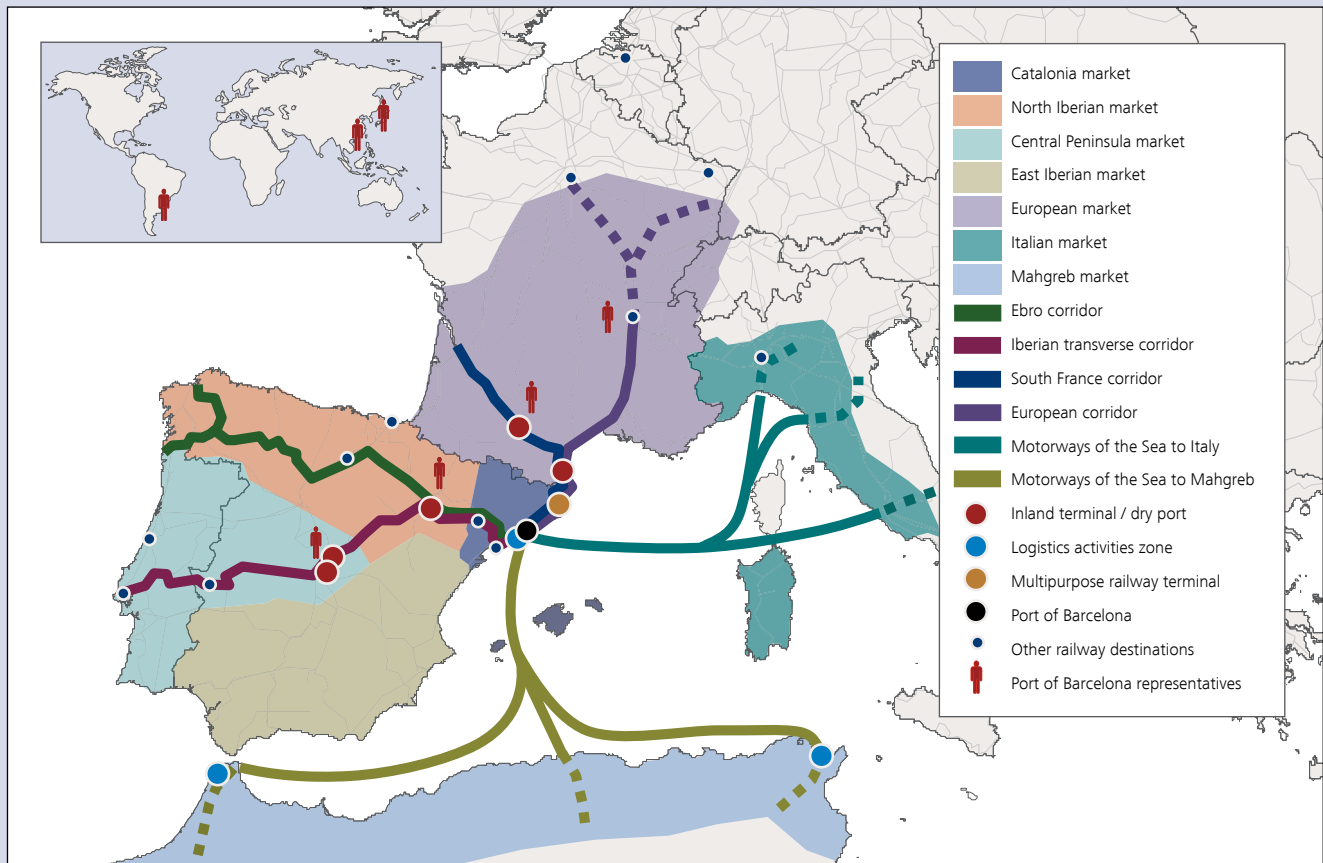
DEVELOPMENT OF THE PORT NETWORK

In 2010, Barcelona Port Authority continued to roll out its strategy of growth based on distributing port services and networked logistics. This strategy brings the services of Barcelona's maritime operators and local operators closer to the customers of the hinterland through different service centres adapted to the needs of each market, which make up the Port network.

The idea is for the operators who manage the facilities and customer care delegations to the Port of Barcelona's customers, the foreign trade operators (local importers and exporters) in these centres of services, to have access to the same range of handling, transport, added value and logistics services as those available near the port facilities. The brand services managed by the Port of Barcelona's delegations are the PortIC telematic platform and the service standards and commitments

that allow freight agents to monitor goods traffic.

In 2010, the different types of service centres and logistics areas; inland goods terminals; intermodal terminals; warehouses, etc., were strengthened, and some new ones were designed. However, most efforts were channelled into developing the services of the multimodal transport corridors connecting to the Port of Barcelona.





The Zaragoza goods terminal

The Zaragoza goods terminal (tmZ), in operation since 2001, acts as a service platform for imports and exports of Aragon, Navarra and La Rioja. The facility offers a complete set of freight services with a difference to professional users (shipping agents, freight forwarders, logistics operators, etc), and thereby to the importers and exporters. These services include container consolidation and deconsolidation; warehousing and additional services or customs warehouses; and container logistics: empty container store; warehousing; handling; cleaning and repair; handling of full containers and a transshipment area for road vehicles. This terminal also provides access to transport services between Barcelona and Zaragoza and local collection and distribution services.

The terminal manager works as a neutral operator, allowing any freight agent or professional using maritime transport to plan, organise and/or monitor all the movements of their goods as they pass through the Port of Barcelona.

The tmZ facilities at Mercazaragoza cover 120,000 m², with a 6,000 m² logistics warehouse and a full and empty container depot of 8,000 m² which will soon be enlarged to 41,000 m². In 2010, this installation operated a total of 85,224 TEU, up 86% year on year. Most of this activity, some 78,800 TEU, corresponds to the containers unloaded onto lorries and loaded onto trains, or vice versa. The remaining 6,424 TEU used the terminal as a hub – concentration and distribution centre – for traffic by road only.

The 50,000 m² tmZ rail terminal is connected to the main network and provides a regular, competitive and high-quality service to rail operators and therefore to the freight agents of Aragon and the neighbouring regions. Zaragoza's strategic location on the Barcelona–Madrid–Lisbon rail axis, at the nerve centre of the communications network of the north of the peninsula, makes the tmZ rail terminal the origin, destination and intermediate terminal for traffics from the Port of Barcelona to the rest of Spain and Portugal. In 2010, the rail terminal handled traffic of 39,400 TEU, a

year-on-year increase of 65%, and was the origin or destination of 855 rail trips.

The Toulouse goods terminal

The Port of Barcelona has a similar initiative to the Zaragoza facility, in the south of France. The Toulouse goods terminal (tmT), was set up in 2002, and brings the Port closer to its potential customers in the French Midi region and serves to spread its area of influence and carry port services to the freight agents located north of the Pyrenees, essentially achieving new traffics starting or ending in the Midi-Pyrenees and Aquitaine regions.

CILSA, the company that manages the Port of Barcelona's Logistics Activities Area (ZAL), is responsible for developing the tmT project in the new facilities of the Eurocentre logistics platform 20 km outside Toulouse.

The terminal boasts a 17-hectare logistics activities area available for logistics operators and freight agents involved in international maritime trade. The first industrial premises



were built in 2010, comprising 20,000 m² out of a planned total of 82,000 m² of warehouses, and 880 m² of offices out of a planned total of 4,200 m². Several importers, exporters and logistics operators have already set up in this initial phase. The remaining three hectares of the terminal will contain areas for container storage and management (container freight station).

The Perpignan goods terminal

Perpignan is located 187 kilometres north of Barcelona and is another key logistics and communications node due to its location in two of the strategic land transport corridors for the Port of Barcelona: Toulouse–Bordeaux and Montpellier–Lyon–Southern Germany–Northern Italy, making it an exceptionally situated site for intermodal connections of French and European traffic to Barcelona. To establish a goods terminal in Perpignan, the Port acquired 5% of the shares of the Local Joint Venture Limited Company Perpignan-Saint-Charles Conteneur Terminal.

The rail terminal is located next to the Saint Charles market, which is one of the main logistics and distribution centres for vegetables and fresh produce in southern Europe, although many different goods in fact pass through the rail terminal. The Port of Barcelona is now working to implement complementary maritime traffics in the rail terminal.

The Service centre for France

The service the Port of Barcelona provides to the French maritime market is far more ambitious than the projects setting up the Toulouse and Perpignan terminals and the planned facilities in Lyon and the north of the country. Specialised services to French customers, initiated in 2008 under the collective term Service Centre for France were also consolidated during 2010.

To enhance the service of the Port of Barcelona's terminals and delegations in France (tmT, Perpignan and Lyon) and those of Zaragoza and Madrid in Spain, the Port provides free, tailor-made support in the physical and documentary

operations involved in the movement through the port. It provides the support of specialised consultants, or facilitators, to help set up efficient logistics chains through the Port, and a dedicated team developing rail services, with special attention to the French market through the current BarcelLyon Express. There are plans to offer a third service on this line and to extend this with future rail services to Toulouse and Bordeaux.

It also offers communication channels adapted to the French market: a free phone number 0 800 800 160; an e-mail address (infofrance@portdebarcelona.es); an exclusive newsletter for France, and the Port of Barcelona's web services in French at: <http://www.portic.net/france>.

Dry ports in Madrid

Two initiatives with the same aim as tmZ and tmT are the dry ports of Madrid, located in Coslada and Azuqueca de Henares. From these two sites, the Port of Barcelona provides service to the major logistics and consumption pole of the Madrid area, and connects with

the remaining markets of the Iberian Peninsula.

The Azuqueca de Henares dry port acts as a rail terminal operator, with its own customs clearance warehouse and a further warehouse with rail access for internal rail operations. In addition, it performs container consolidation and deconsolidation operations. The Port of Barcelona's participation in the management of this dry port is represented by CILSA and Barcelona Port Authority's presence on the Management Board. The service began in 2006 with trains connecting to the Port of Barcelona, mainly carrying containers for receivers in the Henares river corridor, which in 2010 represented traffic of 10,800 TEU. The upside of this result, although it is very similar to that of the previous year (10,760 TEU), is that we have managed to stem the 45% fall in traffic that we suffered in 2009. However, there was a significant increase in train movements, which grew from 106 incoming and 107 outgoing in 2009 to 215 incoming and 216 outgoing in 2010.

This took us back to the frequency of trains established in 2007, which had suffered considerable cuts in the second half of 2008 due to the economic recession. The increase in the number of trains operated by the TCB Railway company, and the stability in the

traffic results can be explained by the introduction of shorter trains. This is a key strategy for consolidating the service and is an appropriate response to customer needs.

The Madrid Coslada dry port was set up to contribute to the growth in traffic of the ports of general interest involved in the project, such as the Port of Barcelona, by developing logistics initiatives and providing intermodal infrastructure areas to foster rail transport between these ports and the Madrid metropolitan area.



The Empordà Intermodal Terminal

In Catalonia, the Port of Barcelona and the Catalan public company CIMALSA set up a company called Terminal Intermodal de l'Empordà (TIE, SL) to promote what will become a major cargo intermodal logistics activity centre in Catalonia and the Iberian Peninsula as a whole. This group comprises the future large Far de l'Empordà intermodal terminal and the current Vilamalla terminal, both of which are located next to the LOGIS Empordà storage and distribution centre.

The future El Far terminal is of great interest to the Spanish rail system. Its location just 35 kilometres south of the French border, the availability of space for rail and logistics activities, and the services that it will implement will make it a major peninsular rail hub for the traffics of the Mediterranean corridor and the Barcelona-Zaragoza-Madrid-Lisbon axis. One very important aspect is that the terminal will be connected to the rail network with both Iberian and UIC gauges, allowing trains to change gauge as necessary and also allowing them to pass through the new cross-border tunnel at Le Perthus and Portbou.

The El Far facility will also develop intermodal functions for transshipping swap bodies and containers from trains to trucks and vice versa. For cars, El Far will be an intermodal platform with added value services (inspection, pre-delivery and personalisation centres, and so on) to use rail or road transport, as appropriate.

For the Port of Barcelona, in addition to its rail hub function, the terminal will provide intermodal services to European traffics by road and rail beginning or ending at the Port. The intermodal functions will be especially important for container and vehicle traffics running between the port facilities and El Far, which will help to reduce lorry traffic within the port precinct.





Proiecte cofinanțat per la Uni6 Europea

The European Union has selected the El Far terminal as one of the projects of the Trans-European Transport Network and has provided funding for the required studies and building plans. A supply and demand study was initiated during the year prior to the terminal building project, to identify the functions and the detailed supply of services to generate more demand and provide specific information for the infrastructure design, call for tenders for the operator and the subsequent marketing. The basic building project of the terminal will be put out to tender in 2011, with building work commencing in 2012.



The BarcelYon Express rail service

The APB focused its activities in multimodal transport corridors, covering both the Infrastructures and services which they support, in the rail sector. This was done partly to organise and develop rail services to the hinterland of the south of France and partly to improve the Infrastructures and the operation and free competition of the Mediterranean rail corridor.

The BarcelYon Express rail service between the Port of Barcelona and Lyon entered its second year of service in 2010, with two trips weekly in both directions between Barcelona and the Vénissieux rail terminal in Lyon, consolidating this attractive offer for freight agents and logistics operators to exploit one of the main logistics regions in France.

The volume of traffic increased 2.3 times year on year, equivalent to taking 2,428 containers (2,557 TEU) off the roads. The service began with low occupation and a high percentage of empty containers, but in 2010 it achieved 90% occupation with 33% of full containers.



These encouraging traffic figures have led the partners in the project (Renfe, Naviland Cargo and Barcelona Port Authority) to work towards setting up a third service in 2011. The new UIC gauge connection with France through the Le Perthus tunnel, which opened in December, also contributed to guaranteeing continuity of the service to improve transit times.

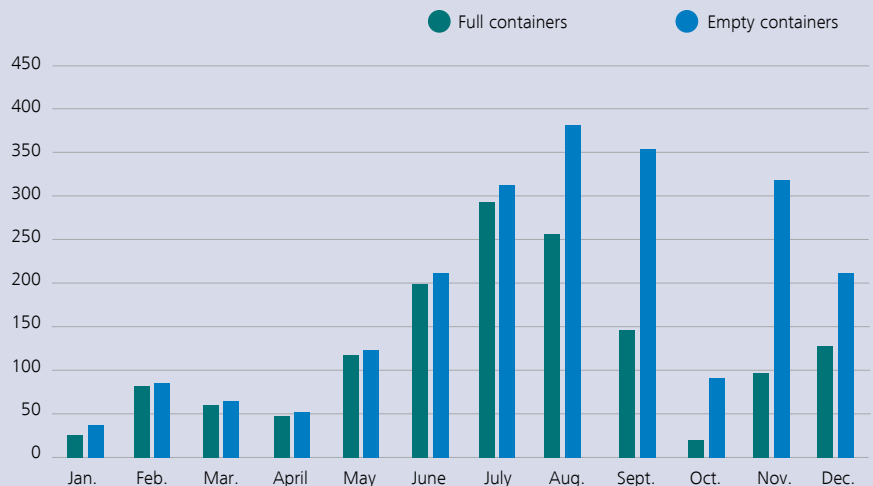
The BarcelYon project is subsidised by the 2008 Marco Polo Programme, with funding of 20,000 EUR pending for 2010.



FERRMED

The APB is an active member of the FERRMED association, the aim of which is to promote the Western Mediterranean–Rhône–Rhine–Scandinavia European goods rail axis between Algeciras and Stockholm. Over the last few years, FERRMED’s activity has focused on performing a technical, socioeconomic and supply and demand study to propose the most urgent investments for the corridor and to have the axis declared

Traffic 2010



as a priority project by the European Commission within the current revision of the Trans-European Transport Network. In this connection, it received the financial and logistical support of the European Commission and of several national and regional governments.

Once the study was completed, FERRMED worked throughout 2010 to publicise the conclusions and recommendations showing the relevance and socio-economic and environmental justification of the axis for the entire European Union, and particularly to make Spain, along with the south of France, an intercontinental logistics platform of the first order.

At the TEN-T seminar held in Zaragoza on 8 and 9 June 2010, FERRMED outlined the association's position with regard to the criteria for defining the main Trans-European rail network with the progressive implementation of the so-called FERRMED standards. These are 1,500-metre long trains; unification of the different loading gauges; rail gauges; operating systems, etc., and the inclusion of the main lines not yet declared as priority projects, such as the Mediterranean corridor. The Commission is expected to decide on the configuration of the European transport system in 2011.

The Tanger Med logistics area

The expansion of the Port's hinterland will also involve a greater presence on the southern shore of the Mediterranean. On 4 April 2008, CILSA, the company that manages the Port of Barcelona's Logistics Activities Area (ZAL) signed a cooperation agreement with the Port of Tanger Med to foster relations between both ports. This involved the Port of Barcelona developing a logistics area in Tangiers to serve the global importer-exporters and operators of the routes between Spain and Morocco that use these ports. Barcelona Port has the option to develop 10 hectares dedicated to logistics, divided up into 5 hectares in the Logistics Tax Free Area and 5 hectares in the area of the Tanger Med dry port.

The Logistics area in Radés

The Port of Barcelona and CILSA are promoting a similar initiative in Tunisia, with the option to develop a logistics area at the Port of Radés, which is one of the most important ports in the country and is located just nine kilometres from Tunis.

As soon as the economic factors are right, CILSA will develop a logistics activities area based on the Barcelona

ZAL model. This will involve an area of up to 46 hectares dedicated to logistics, with facilities for warehouses and offices providing logistics, storage and distribution services to import and export companies and third party operators such as freight forwarders, logistics operators, shipping agents, etc.

The strategic focus of the port's network is the APB's response to market demands and a way of moving forward towards the strategic aim of turning the Port into a large distribution, concentration and logistics centre for Mediterranean cargo. This aim involves providing transport and logistics services inside and outside the Port, forging alliances with other external operators to attend to increasingly globalised production and distribution needs.

Actions in the foreland

In the strategic foreland, the Port of Barcelona and CILSA are working together in the Chinese market by marketing the Logistics Activities Area of Nanjing, the second city in the region after Shanghai. Nanjing is one of the most important ports along the inland course of the Yangtze River and the latest to allow deep draught vessels, making



it a transshipment port. Its logistics area offers 220,000 m² of warehouses and 16,000 m² of offices and is part of a complex involving the container terminal, a customs area and a tax-free area.

CILSA is also working to build up another strategic enclave in the shape of the ZAL in Veracruz, Mexico. Apart from being Mexico's most important commercial maritime port, Veracruz is the natural port of the capital and the interconnection between Latin America and the US and Canada. 300 hectares of logistics area are to be developed in the fiscal area, with connections to a rail terminal and accesses on the motorways.

The aim is to provide the most time- and cost-effective route between Asia, the 'global factory', and Europe and America, where the consumers are concentrated. To this end, the Port of Barcelona will take up its position in these enclaves of the strategic foreland and join the great maritime corridor along the axis comprising the Panama Canal, Strait of Gibraltar and the Suez Canal.

Close cooperation with the Chinese market

The importance of world maritime trade and exchanges between Europe and Asia have turned the Mediterranean area and its ports (including Barcelona) into strategic enclaves from which to configure new efficient and competitive logistics chains to Europe and North Africa.

The Port of Barcelona can tap into the institutional and company knowledge and contacts of Casa Asia thanks to its close cooperation with this organisation, and is able to cooperate in promoting and organising activities to increase its knowledge to forge closer relations between both continents. To this end, in 2010, Casa Asia conducted a study entitled "Analytical study of the potential of the Spanish Mediterranean ports as China's gateway into Europe", which it presented to the Chinese market at the 2010 Shanghai Expo.

The Port of Barcelona continued to sponsor the Logistics Chair of the China Europe International Business School (CEIBS), thanks to the cooperation agreement signed between both

organisations. Located in Shanghai, the CEIBS has ranked among the best three business schools in Asia over the last six years and currently stands in seventeenth place worldwide, according to the Financial Times classification, 2010. The main reason for the Port of Barcelona's involvement in the CEIBS is to acquire a deeper knowledge of the Chinese market, which is a priority sector, by organising seminars and research projects related to innovation management, working and practices in the supply chain in trade flows between Asia and Europe.

Presence in organisations

The Port of Barcelona's strategic positioning strategy is further reinforced by its active presence in other international organisations in the port and international trade spheres. This allows the Port to understand the latest trends in these areas and to lobby for and against decisions affecting the Port directly.

In 2010 the Port of Barcelona continued to hold the vice presidency of the International Association of Ports

and Harbors (IAPH), which it took on for five years in 2009, after which it will be able to hold the presidency for two years. Within the IAPH, the Port also holds the vice-chairmanship of the Committee on Trade Facilitation and Port Community Systems.

Furthermore, through the IAPH the Port of Barcelona maintains an active presence in the United Nations Centre for Trade Facilitation and Electronic Business (UN/CEFACT).

In Europe, the Port of Barcelona continued to hold the chairmanship of the Intermodal and Logistics Committee of the European Sea Ports Organisation (ESPO) which it took on in 2008. This organisation acts as a lobby for European ports concerning decisions on maritime and port issues taken by the European Commission. This involvement has allowed the Port to exert an influence and to follow closely the process of redefining the European Union's new European transport network and transport policies.

In the cruise sector, the Port of Barcelona holds the vice chairmanship of MedCruise – the association of Mediterranean cruise ports –, which will hold elections to the Management Committee in 2011.





BUSINESS DEVELOPMENT DEPARTMENT

The Business Development Department (DDN) has focused its efforts on making the customers and users of the Port of Barcelona aware of the services and tools available to improve their logistics, and the reliability and traceability of the passage of goods through the Port.

Information point, customer care and complaint management

The Customer Care Service (SAC) provides an information point for the working of logistics, passenger and goods transport, infrastructures, documentary circuits and physical processes in Barcelona Port Logistics Community. The most popular channels are telephone (902 22 28 58) and E-mail (sac@portdebarcelona.es).

In 2010, the SAC handled a total of 512 enquiries and complaints with a fully personalised approach, an increase of 48 % year on year.

The type of enquiries and complaints dealt with in 2010 can be broken down as follows: 31% requested general information on the Port (timetables, warehouses, regular lines, incidents in the Port Community, etc); 20.5%, concerned the physical process in the logistics chain (incidents in land or maritime transport or

in port operations); 17% were to do with the cost of the logistics invoice; 10.5% regarded the integrity of goods (possible cases of damage to goods caused in the Port, at source or destination), and the remaining 20.5% concerned miscellaneous items.

Logistics Chains

This is a new tool provided by the DDN and aims to avail exporters, importers, manufacturers and/or distributors of all information and direct advice and personalised services related to the Port of Barcelona to help them to improve their competitive edge.

The most outstanding services of Logistics Chains are: CO₂ emission studies in a given logistics chain; studies of the cost of a port invoice; advice and mediation in conflicts with operators; advice on the Quality Plan and its guarantees; information on changes in port fees, regular shipping lines and the Port of Barcelona's short sea shipping services; information on the inland goods terminals; rail services; and traceability services through PortIC and the Port's electronic platform. While information services provide transparency and information to customers, consultancy services make it possible to analyse their logistics needs and offer them tailor-made solutions.

During its first year of operation, Logistics Chains has conducted more than 60 personalised visits to companies in Catalonia.

Customer training

During 2010, the Port of Barcelona adapted its ForMar training plan to market needs. This meant addressing it exclusively to the end customer of the Port, understood as the owner of the goods. With this new orientation of the ForMar plan, the Port of Barcelona aims to provide the maximum transparency and information to its customers' logistics management.

The courses organised by the DDN brought together a total of 588 participants from 321 companies. The most important training actions included:

- Barcelona at the service of the Chinese market.
- Border Inspection Services at the Port of Barcelona.
- OEA (Authorised Economic Operator) seminar, addressed to Transprime members.
- Triangular operations in international trade, addressed to members of AFYDAD (Spanish Association of Manufacturers and Distributors of Sports Equipment), attended by representatives of the main brands of sports footwear.

COMMERCIAL PROMOTION

In 2010, we witnessed the start of a recovery, albeit a slow one, with the Port of Barcelona's orders of magnitude similar to those of 2005. Nonetheless, the positive development in most of our product areas demonstrated the importance of fostering promotion, which is why 2010 was the busiest year in terms of commercial actions in recent times.

The Port of Barcelona's Commercial Department continued to roll out the customer-based approach deployed the year before, especially in the priority strategic areas. This was the thinking behind efforts to bolster the structure of the department, enabling more efficient contact and greater proximity to the main customers (ship owners, shipping agents, freight forwarders and end users). This is the only way to get to know at first hand how they are progressing and what the future holds, to design actions to facilitate and improve their activity. Promotional activities within the Port seek to include all the operators, to allow them to perform their commercial activities in the best conditions.

As in the previous year, commercial actions were divided into two main types: those affecting customers directly, such as the agreements to provide discounts, which were extended into this year; and commercial promotion actions *per*

se, such as our presence at fairs and congresses, and our participation in specialised forums and conferences.

Presence at fairs and congresses

The decision to be present at the various events and exhibitions was taken after a careful assessment of the global offer and the final selection was based on Port specialities (specific products) as well as more generic areas such as logistics, transport and shipping. However, budget restrictions were a decisive factor once again when deciding how large a stand to set up.

The great European logistics event of the year was the **SITL** in Paris. The French market has become a preferential one for the Port of Barcelona, which is why we decided to enhance our presence at the Paris event to publicise our offer of specific services. The BarcelYon rail service was the most sought-after of all our products, confirming its place as a genuine alternative for sending goods to Lyon, the logistics core of France.

The other product plugged at the event was Short Sea Shipping, which is growing continually and is endorsed by the Port of Barcelona's capacity to provide a reliable service to the countries of the Mediterranean basin, ensuring schedules and quality.

In the Americas, the Port was present at the second edition of the **Intermodal** fair in São Paulo, with the consolidation of contacts in the Brazilian market, which has practically avoided the effects of the recession. Meetings with ship owners and logistics operators provided perspectives for continued growth for the next eight to ten years.

In spite of the downturn, the Chinese market continued to be a focus of attention by the Port of Barcelona, as it provided the greatest volume of business. The attention to actions aimed at the Asian market, specifically China, continued with the application of the cooperation agreement with the WCA Family and the China International Freightforwarders Association (CIFA).

In 2010 Barcelona was the venue for the first European meeting of this network of freight forwarders, with two conferences: the **Sinoconference Europe** and the **WCAPN & PLA Conference**. These events, supported by the Port of Barcelona and ATEIA, enabled a delegation of more than one hundred companies from China and other Asian nations to come together to establish new contacts with the local freight forwarding sector.

The annual closure of the major fairs took place in June, as usual, in Barcelona with the major national logistics and transport event **SIL International Logistics Fair**. As in recent years, the Port has increased its presence through its participation at meetings and conferences held as part of the Fair, particularly at the Forum of the Mediterranean.

Regarding specific products, as always the Port of Barcelona participated in the most important international cruiser sector fair, the **Seatrade Cruise Convention**, held in Miami, and the **Seatrade Med**, held in the Mediterranean on alternating years, organised in Cannes in December.

The Port of Barcelona holds the vice-chairmanship of MedCruise, the association of Mediterranean cruiser ports, which will hold elections to the Management Committee in 2011. During 2010, the Port of Barcelona took part in two general meetings of this association: one in Constanza, Romania, and another in Cannes, coinciding with the Seatrade Med event.



Furthermore, **Fruitlogistica**, the main fruit fair, has become an ineludible event for the sector. In 2010, the Port of Barcelona participated in this event for the first time with a stand of its own, under the umbrella of PRODECA, sharing the stand with the Barcelona Reefer Terminal (BRT).

Although the Port closed the year with virtually flat figures in the traffic of these products – a notable fall due more to the positioning of the competitors than to the progression of the market itself –, there is a general feeling that the sector is recovering, and this was tangible from the optimism of producers and operators at the event. Furthermore, in the case of Barcelona, the expectations of a new terminal raised a great deal of interest.

The annual meeting of the coffee sector was the **National Coffee Congress** held in Tenerife. The format of this event changed in 2010, with training workshops added to the usual assemblies of the different associations. At the ANCAFE meeting, it was proposed that the Port of Barcelona should be a representative in the Logistics Committee of the European Coffee Federation.

Other commercial actions were undertaken during 2010, during which we participated in promotional initiatives including all the Port's fields of activity, such as: the first International Sweet Fruit Congress of Catalonia (in Lleida); Egypt in Spain Week; the presentation of the Port of Barcelona's intermodal services in Valladolid; the Fruit Attraction fair; the Med Freight Conference, and the UIC Conference.



1.6.

Stakeholder Companies

INTERMODAL LOGISTICS CENTRE (CILSA)

The Centre Intermodal de Logística, S.A. (CILSA - Intermodal Logistics Centre) is the company that manages the Port of Barcelona's Logistics Activities Area (ZAL) and has contributed to consolidating it over 20 years of activity. The company is currently immersed in a new stage of specialisation, with specific products for the different fields of activity of the companies set up in its areas.

Among the products that have improved the ZAL's offer of services over the last few years and helped to make it more competitive we could mention:

- **Plataforma d'Alta Rotació Marítima (PARM - Maritime High-Turnover Platform).** This is a logistics

solution designed to facilitate operations specialised in goods starting or ending with the maritime mode, as well as products with a high maritime turnover. The benefits of this solution lie in the reduction in transport and handling costs (in changing from container to lorry, with the consolidation of several containers in one lorry, or cutting the length of routes) and improving service levels (through physical proximity to the customer or immediate reply deadlines, inter alia). From the outset, all companies setting up in the ZAL had to have a certain percentage of intercontinental maritime traffic. Traffic for this kind of product has gradually increased in importance, to the extent that the Port of Barcelona's Border Inspection Post (BIP) is located within this logistics zone.

- **Ready 2 Use - Immediate Integrated Logistics.** With this product, the ZAL can introduce a degree of flexibility into the areas available so that customers pay only for what they use, subject to there being space available. This is an efficient response to situations of stock peaks, seasonality, commitments, campaigns, etc.
- **Logirail - Logistics premises with rail access.**
- **Slinky – Warehousing and logistics for sale on line.** This is a response to the exponential growth and flexibility required by companies selling over the Internet.

Another initiative that has emerged from the experience in the ZAL is the concentration of services in the Service Center building, serving 6,000 workers, and the supply of state-of-the-art Information and Communication Technologies (ICT) for the different operators established on the site. By managing various common services, CILSA aims to generate synergies and achieve economies of scale, striking a balance between customer and service to set up a genuine ZAL of the 21st Century: a city dedicated to logistics.

CILSA projects have always been based on social, environmental and employment sustainability criteria. Indeed, since it was set up in 1992, the ZAL of the Port of Barcelona has imbued its work with the principles of corporate social responsibility (CSR), which is just one of several principles reflected in policies and measures to help achieve a sound work/life balance, such as setting up the Simphonie childcare centre; or to protect





health and physical and mental wellbeing, such as the sports areas or the FREMAP medical check-up centre.

As far as the international network is concerned, logistics know-how and experience acquired in Barcelona was transferred to the ZAL Toulouse during 2010. Located in the Toulouse inland goods terminal (tmT), this logistics and services platform was set up to facilitate

international maritime trade for importers and exporters in the Midi-Pyrénées region and its area of influence.

At the close of 2010, 85% of the area managed by CILSA was already marketed, with the rest under negotiation. There are plans for the total occupation of the ZAL to coincide with the coming on stream of the Port of Barcelona's new container terminal.

When the ZAL project is complete, the Port of Barcelona will have generated the area and conditions to stand among the top five ports in Europe, as well as consolidating its position as the main gateway for Asian goods into the south of the continent.

ILI LOGÍSTICA INTERNACIONAL CONSULTANCY

In 2010, ILI Logística Internacional continued the work it had begun in 2009 in the Maghreb (Algeria and Tunisia), by signing contracts as the European Commission expert. This knowledge of the region also made it possible for the ILI to perform an analysis of the viability of setting up a RO-RO traffic shipping line between Algeria and the Port of

Barcelona, and helped the Port to take decisions on the project.

Also in the Maghreb, and hand in hand with Barcelona Port Authority (APB), the ILI signed a three-year contract to advise the Société d'Aménagement de la Zone Portuaire de Tanger ville (SAPT) as it designed and set up its incipient port-city project. Under this agreement, both organisations will play a leading consultant role and hold periodical meetings with those in charge of the SAPT and the various groups of contracted consultants, to assess and compare the results generated from the experience acquired in the Barcelona project.

To provide this consultancy, the ILI plans to coordinate the participation of a group of high-level experts that were involved in the various aspects of the Port Vell project, which in its day involved various Barcelona institutions and organisations in the design and development phases.

In Latin America, the ILI signed an agreement with Ecuador's Ministry of Production Coordination, Employment and Competitiveness to provide the support of the ZAL and the ILI over four years in a group of projects related to





infrastructures, logistics and transport in Ecuador. The first steps involved signing a specific agreement and consisted of consultancy in negotiations with investors for the port and airport concession; performing a feasibility study of the ZEDE (Special Economic Development Zone) in Manta; and rolling out Ecuador's National Logistics Infrastructure Plan.

The ILI also took part in other logistics platforms projects in Brazil (Juazeiro and Vitoria da Conquista) and in Mexico (Veracruz) and has opened the way for possible new joint projects in the region.

ILI TRAINING

The ILI organised the following training actions as part of its cooperation with the Universidad Anáhuac México Sur in 2010:

- 3 logistics modules taught at this university in Mexico City.
- 1 logistics module taught at the Service Center of the ZAL of the Port of Barcelona, to a group of students accompanied by Alfredo Nava, the manager of Maestrías.
- The Autoritas Short Sea Shipping (SSS) course in May.

Also during the year (February and October) there were two rounds of the Masters in Logistics and International Trade ILI – University Abat Oliba CEU and a course in warehouse and inventory management, lasting 15 hours, for Barcelona Chamber of Commerce.

Subsidised by the Department of Territorial Policy and Public Works of the Generalitat de Catalunya, ILI Training organised international logistics and transport courses, with 140 hours of on-site classes; and Storage and Handling of Dangerous Goods, involving 60 hours of on-site learning.

In addition, a descriptive report was drawn up of the Masters in Logistics and International Trade ILI-Abat Oliba CEU, for European Higher Education Area certification, and documentation was prepared for the Masters in Logistics and International Trade, which is a double qualification between ILI-UAO and the Institut d'Administration des Entreprises of the Université Montesquieu Bordeaux IV.

CARES FOUNDATION

The Cares (High-Performance Company and Social Centres) Foundation is a body set up to help people with disabilities and those at a risk of exclusion (mainly people who are mentally challenged or suffering from a mental illness) to gain access to the labour market by providing logistical support services to other companies.



The trustees of the foundation are CILSA, CTC-BPO, ADES (Association for the Development of the Social Economy), Prosegur and Concatet-Vanture. Barcelona Port Authority (APB) had taken an indirect role in this body via CILSA since it was set up in 1998. However in June 2010 it decided to become involved directly as a trustee with a representative.

On 31 December 2010 the foundation employed 228 people, which was 17% more than the previous year, with 50 people in the Codec job insertion company, which depends on Cares.

2010 saw the consolidation of the picking management activity in controlled temperature warehouses, as three new projects have taken off in Sant Cugat, Getafe and Tres Cantos (Madrid).

Cares has also set up a new foodstuffs packaging project in Sant Esteve Sesrovires and has helped to create 30 jobs for people with disabilities at the ordinary company in Aldaia (Valencia) through the social project. An agreement was signed with the ASPROSEAT Foundation in August to manage a handling project jointly.

The main jobs provided at Cares involved logistics support activities such as warehousing and picking, package handling and inverse logistics and production support such as coupling. 70,000 m² of facilities were managed, 18,200 of them in the ZAL Barcelona and the ZAL Prat.

The Cares Foundation and Codec generated combined income of 10.15 million EUR, an increase of 31% year on year with a surplus for both organisations, according to provisional data pending closure.

In the area of promotion, a quarterly newsletter called Infocares was brought out, and the participation of people with disabilities was promoted at the third edition of the Antàrtic Awards for Science, Technology and the Environment for young scientists (organised by the International University of Catalonia). Furthermore, cooperation agreements were signed with the APB's Business Development Department. The Foundation, which appears in the Logisnet Guide, was also present at the Barcelona International Logistics Fair (SIL) with a presentation at the XVI Seminar on Co-responsibility and also



made a presentation at the VIII Seminar on Prevention of Occupational Risks and Corporate Social Responsibility for the Port Community.

A series of training courses and activities were organised during the year: warehouse operations and organisation at the ICIL; first aid and firefighting; ongoing risk training; food handling; psychic disability for ordinary company monitors; team management for heads of service and monitors of the foundation; and tipper truck driving courses.

The organisation continued to be very active in the social field, particularly with talks organised for parents on

behavioural disorders and dual pathology and taking part in the development of the Fair Logistics Foundation and trust of FUSEAT, a private foundation looking after mentally challenged people without parents. The Cares Sports Club indoor football team continued to take part in the Catalan League, second division of the Catalan League of Acell (Catalan Sports Federation for the Mentally challenged) and the petanque team played in the first division of the Acell.

At the organisation's Christmas event with the workers, commemorative plaques were given to thirteen people who have worked for ten years with the Cares Foundation.





FAIR LOGISTICS FOUNDATION

The aim of the Fair Logistics Foundation (FLJ) is to provide international cooperation for economically developing and fostering fair trade and the social economy by optimising logistics processes to increase the development and sustainability of the producers of the communities of the most disadvantaged countries.

The trust of the Foundation, which has had a cooperation agreement with the Port of Barcelona from the outset, comprises the Global Humanitaria Association, Cares Foundation, CTC Ingeniería Dedicada, ADES (Association for the Development of the Social Economy), Seur Foundation and SEMG Solidària Foundation.

International cooperation and social trading

Fair Logistics has signed cooperation agreements with various organisations, such as the fire fighters' organisation Bombers Units Sense Fronteres (BUSF), to provide logistical support to their shipments. The specific **international cooperation** actions undertaken during 2010 included:

- BUSF: donation of 14 ambulances to Peru and 2 ambulances to Haiti.
- University of Alcalà: sending healthcare material to the National University of Nicaragua.
- FISC (Company of Mary International Solidarity Foundation): sending a 40-ft container of healthcare and educational material and toys to Managua (Nicaragua).
- FAPCI (Foundation to Help and Promote Indigenous Cultures): sending a 40-ft container with healthcare and educational material and toys to Havana (Cuba).
- Casa Àfrica Catalunya: sending and receiving back a temporary exhibition of the works of a group of artisans from the Republic Dominican.
- La Caixa Foundation with the cooperation of InterLibros: 81,034 books

collected by the workers at the bank and sent through Fair Logistics to educational projects in Veracruz (Mexico), Honduras and the Dominican Republic.

- InterLibros: Sending 8 pallets of books to Talcahuano (Chile).

2010 saw the first dispatch of the EnLibrate project (promoted by Seur Foundation, Círculo de Lectores and FLJ) through which 9,430 books were sent to help in educating the inhabitants of ten villages from the District Municipality of San Damián in Lima (Peru).

Furthermore, in line with its founding guidelines, the Fair Logistics Foundation continues to bring new suppliers into its **social trading** activities to provide possibilities to new groups of artisans from the countries of the south to allow them to sell their products in market conditions in the west. In addition to the usual beneficiary countries such as Colombia, Bangladesh, Bolivia, Nepal, Vietnam, Cambodia, etc., this year saw the inclusion of organisations from India, and work began with a new supplier, Bhavya Art & Crafts from northeast India, and Rwanda, with Mille Collines.

Plus Vaishali – Bhavya Art & Crafts is a craft organisation specialised in working with wood from the north of India to create decorative articles and figures. Mille Collines – Kukúa is an African crafts organisation from Rwanda producing fashion articles that combine the most recent trends with more traditional African craft techniques.

One important difference that further strengthens the value chain of fair trade is that Fair Logistics performs all of its handling and packaging activities at the special employment centres for people with disabilities. This helps them to integrate into the job market and raises awareness among public and private administrations on the development possibilities of groups facing the greatest difficulties.

More and more companies and institutions are including corporate social responsibility (CSR) in their company strategies, convinced that the application of these good practices in social, environmental and/or economic areas are an integral part of their corporate growth. This awareness fosters the trend towards ethical purchases, responsible consumption, improving sustainability, etc.



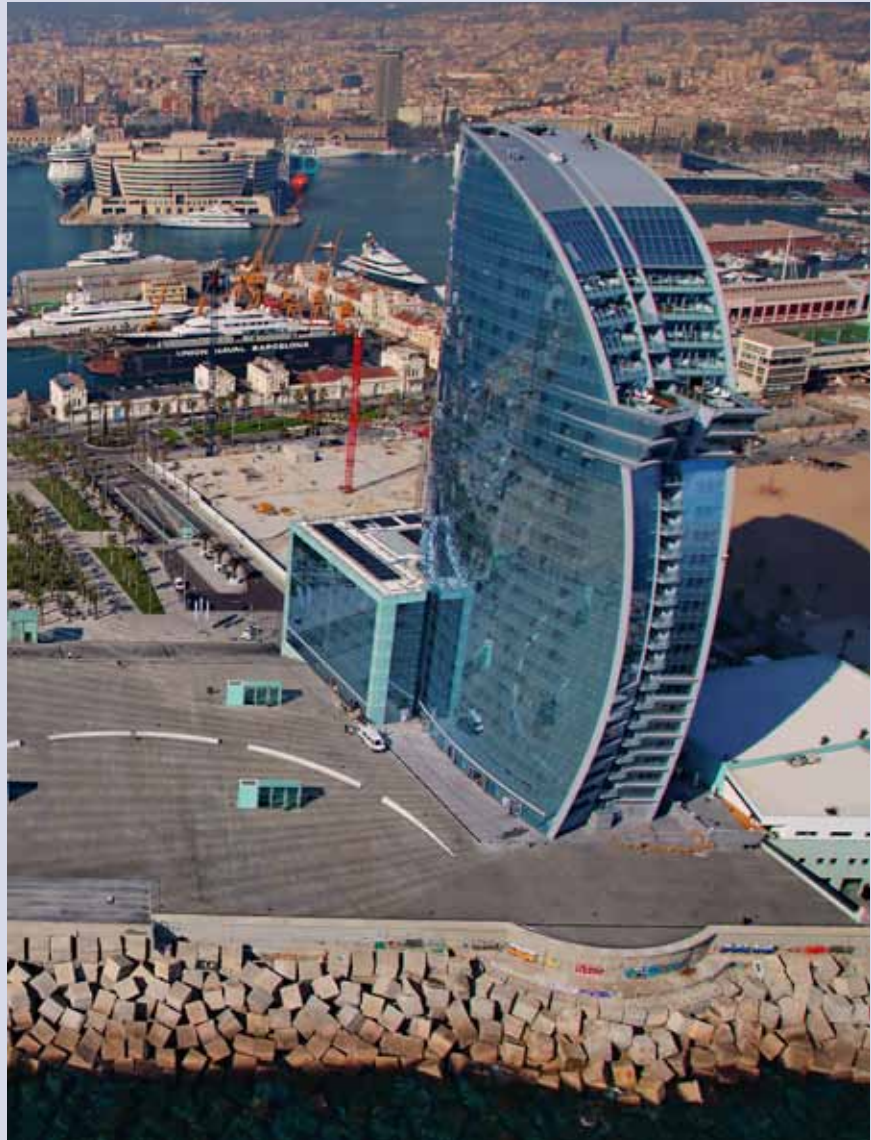
PORT 2000

2010 marked the consolidation of the part of the seafront connecting the Port of Barcelona with the city through the North Entrance Mouth. The W Barcelona hotel has become one of the most popular venues in Barcelona due to its singular nature; furthermore, the new public areas generated there have provided an alternative venue for the public. The North Entrance Mouth has thus become a new leisure hub following in the footsteps of the success of the Port Vell and, indeed, of the areas managed by the company Gerència Urbanística Port 2000.

The capacity of Barcelona citizens' port to continue growing and diversifying continually reaffirms the theory that joining leisure, and cultural activities, business, hotel services, sports, professional fishing and ship repairs is not only viable, but is necessary for creating synergies and satisfying the needs of both companies and leaseholders, citizens and visitors.

The citizens' port has made great progress in a year marked once again by the economic downturn. Its good position and broad and varied offer of services have made it possible to maintain the temporary activities in the public areas, and for most leaseholders to consolidate their expectations.

The temporary activities and promotional events held at the Port Vell and the North Entrance Mouth during 2010 proved that private and public companies increasingly recognise these unique locations as an ideal venue. A number of events were held for the first time during the year, such as the Barcelona Harley Davidson village. These were the presentation of the Custo Barcelona fashion collection to mark the holding of the Brandery fair; the Endesa leisure exhibition, to mark the celebration of the peaks scaled by Edurne Pasaban; the Toni Hawk Road Show sponsored by Quiksilver; the presentation in the Iberian Peninsula of the new Nintendo consoles and the Lost & Found sustainable exchange market. However, certain classics were also held there too. These were the scoring test for the World Climbing Championship; Liceu on the beach; the Odissea indie



music festival; the Water Festival; the Responsible Consumption Fair; the Wine and Cava Fair; the Raluy Circus; the Port of Barcelona Swimming contest; Zegna and Godó regattas and the Copa Nadal; the arrival of the Three kings at Epiphany; Havaneres, and the La Mercè and Barceloneta festivals.

In the cultural arena, the Maritime Museum and Catalan History Museum again played a leading role, despite the recession. Furthermore, the Port of Barcelona, the Drassanes Consortium and the El Far Consortium joined forces around a series of projects concerning activities related to the sea. These

PORT VELL NUMBER OF VISITORS 2010

Barcelona Swimming Club	7,673 members and 439,303 entries
Catalan History Museum	254,285 visitors
Maritime Museum	353,956 visitors (369,501 including events)
Marina Port Vell	1,677 ships ranging from 6 m to 120 m moored
Atlètic Barceloneta Swimming Club	967,510 entries
Las Golondrinas pleasure boats	241,670 passengers
El Far Consortium	79,800 users
Imax Port Vell	192,167 cinema-goers
Barcelona Aquarium Sea life centre	1,514,570 visitors
Maremagnum	10,965,818 visitors
Cathelicòpters	15,000 visitors in the facilities



projects, which are linked to teaching plans, essentially aim to disseminate and preserve the present and past values of seafaring culture while fostering a new approach to relations between civil society and the maritime world.

For the third year running, the Port of Barcelona took part in the cultural programme of the La Mercè festival with activities such as Visit your Port in a Golondrina pleasure boat and the

dynamic and informative Port Game, or the Lindy marathons and other dancing activities organised by Barcelona Port Authority's Dance Section.

2010 was an important year for sailing, with the Audi MedCup regatta held for the first time in Barcelona; the arrival of the Vuelta España regatta and, most of all, the successful second edition of the Barcelona World Race on the last day of the year.

Port 2000 continually devises new initiatives and reviews the cultural and social contents and territorial and international standing of the Port of Barcelona. A good example of this approach can be seen in the new Fishermen's Wharf, which is already well consolidated; the progressive development of the North Entrance Mouth in line with the city's needs; and the Port Center as the central project coordinating these actions.

The Port of Barcelona is aware that it needs the support, stimulus, acceptance and complicity of civil society to consolidate its position as an ideal meeting place of the port with the city, and its strategy is therefore aligned in this direction.

WORLD TRADE CENTER BARCELONA

The World Trade Center Barcelona (WTC Barcelona) aims to be a touchstone for the property market and congress sector of Barcelona and Catalonia. The business centre created a new corporate website in 2010 (www.wtcbarcelona.com), whose attractive design and user-friendly format helps to inform its customer base about its products.

WTC Barcelona closed the year with 94% of the 40,000 m² of its office space already let out. The two most important real estate operations were the extension of the contracts signed with the companies Regus and VF, with 1,290 and 1,200 m² respectively occupied within the building. A further example of the trust shown in the WTC by companies is the enlargement of areas formalised during the year by Hotelbeds, Gesintel, Vacaciones Edreams, Lloyds Register and Commercegate. Furthermore, Palace Creations and The Competitiveness Institute have joined the list of companies deciding to set up in the complex.

Two new companies set up in the commercial area in 2010, increasing the complementary offer for the users





and workers of the WTC Barcelona: The Jardí del Benestar health and beauty centre and EC.NET, an IT and telecommunications consultancy providing technical support and proximity for the purchase of equipment and consumables.

The complex's Congress Centre hosted 281 company events, attended by just over 43,000 participants. This figure represents a year-on-year increase of 5% in the number of events and 10% in the number of participants.

The most outstanding event held at the WTCB was the SINO European Conference, organised by the Chinese International Freight Forwarders Association – led by the Chinese Trade Ministry and in representation of the national freight forwarders' industry – and the WTCA of Logistics Networks, the most powerful world independent freight

forwarders organisation. Barcelona Port Authority sponsored this congress, which took place from 13 to 16 June 2010.

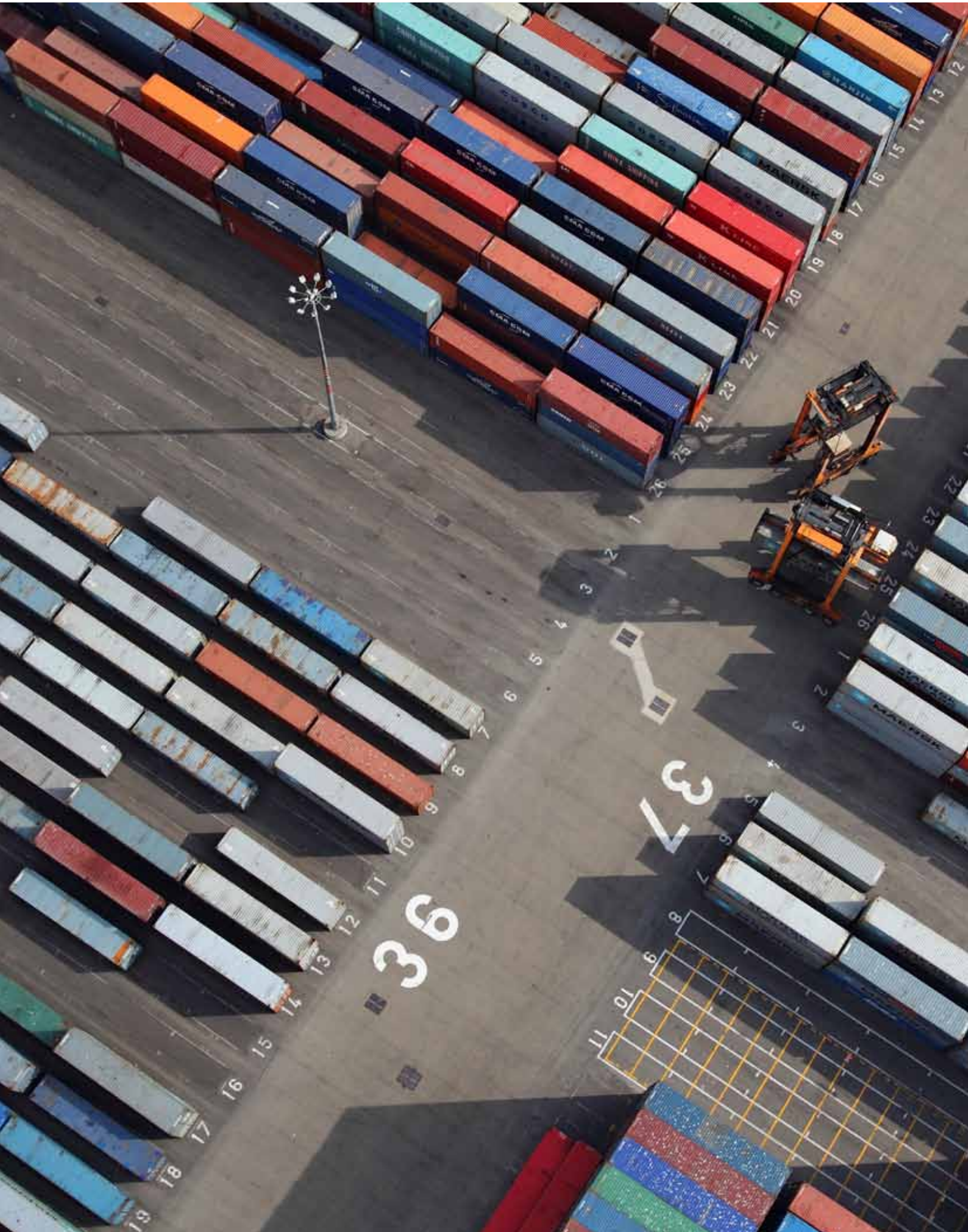
The WTC Barcelona also hosted the International Women Managers' Congress, ACM Recommender Systems and the 8th Seminar of the Catalan Vocational Training Council, and many other organisations which chose the venue for their meetings or company events, such as Novartis, Nissan, Bosch, Barcelona City Council or T-Systems Deutsche Telekom.

In 2010, the business centre made a series of improvements to maintain the appearance of the emblematic modern building. The ground floor and commercial area facade of the complex was cleaned and work began to replace the R22 gases for R407 chlorine-free gases for the WTC Barcelona air conditioning equipment. This activity will

help to reduce atmospheric emissions and respect the legislation flowing from the Kyoto Protocol.

Energy efficiency is a key element of WTC Barcelona's sustainable development model. To this end, work was undertaken in 2010 to introduce automatic on/off systems for lighting, using presence detectors of the restricted access areas of the centre, such as the warehouses and technical areas, reducing energy consumption and improving performance, competitiveness and social cohesion.







2.

Traffic Development

- 62 Containers
 - Solid and liquid bulks
- 64 Vehicles
 - Rail transport
 - New boost to short sea shipping
- 66 Record passenger numbers
 - Cruisers

2.

Traffic Development

DEVELOPMENT OF TRAFFIC

The Port of Barcelona ended 2010 with significant growth in international trade flows, particularly in containerised cargo. According to accumulated figures up to the month of December, the container terminals in the port area recorded an increase of 21% in export traffics and an increase of 16% in import traffics. These results indicate a 19% growth in international trade at the Port and indicate a clear trend towards recovery compared to 2009, bolstered by the achievement of trade in the hinterland.

The Port recorded total goods traffic (all cargo types handled in the port precinct, except containers) of 43.9 million tonnes between January and December 2010, a year-on-year increase of 2.4%. General cargo (mainly consumer goods, representing 65% of total traffic in the Port) grew more than 6 points, with 27.7 million tonnes handled.

Dynamism in commercial exchanges was marked by good progress in the Far East and Japan (which increased its cargo with the Port by 18%); the Eastern Mediterranean, Black Sea and Near East (+14%); Italy and France (+34%);

and South America (+25%). South East Asia (+16%) and Central America and the Caribbean (+20%) also recorded significant growth, although in absolute terms the volumes of cargo exchanged by the Port with these markets are more modest than in the previous cases.

CONTAINERS

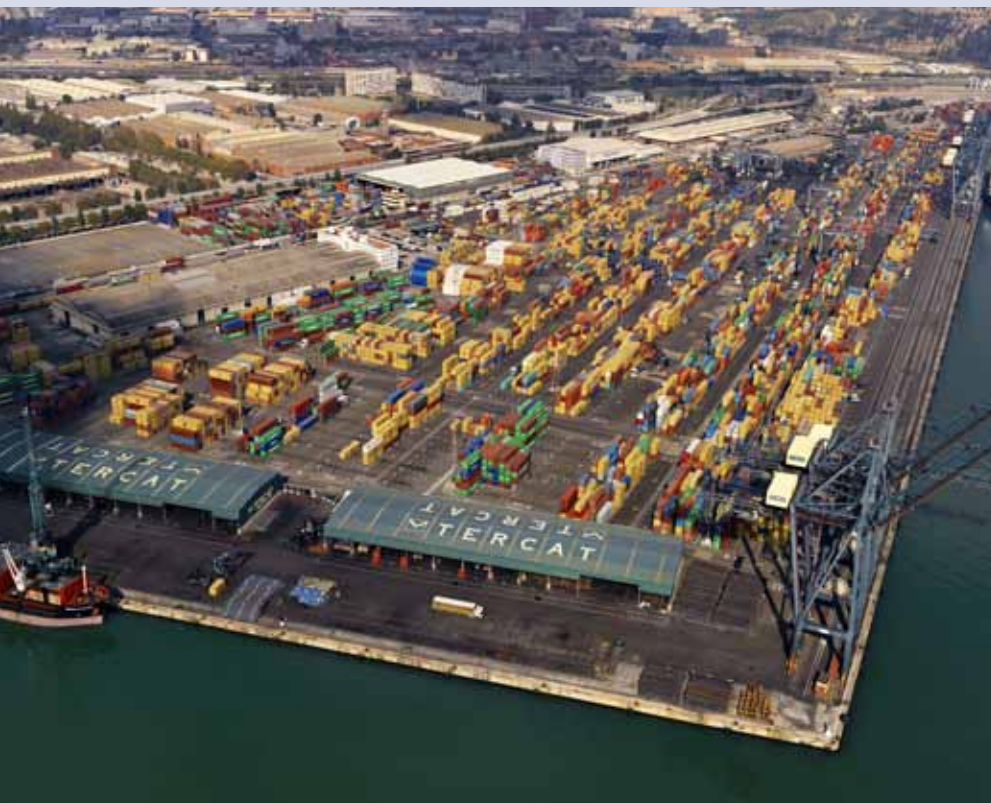
The Port of Barcelona handled 1,945,733 TEU (20-foot equivalent unit, used for containers) in 2010, representing an 8 point increase year on year. These results are due to our status as a hub and distribution port for France, particularly in the period from July to November, in which such traffic accounted for 1% of the 8% growth mentioned.

Once again, China consolidated its position as Barcelona's main trading partner, accounting for 24% of the container market share - one in every four containers passing through the Port starts or ends there. 31% of import containers come from China, and 18.5% of export containers.

SOLID AND LIQUID BULKS

2010 was a year of transition for the bulk products, which displayed a very varied pattern, linked to a series of factors defined by the general situation.

In the solid bulks area, there was a 22% increase in soybean for meal and oil in the Port's milling plants, mainly for use in animal feedstuffs. In addition, the significant increases in the price of cereals, particularly wheat for



consumption, caused a fall of nearly 40% in the amounts coming through our port. This behaviour was caused mainly by poor or very poor harvests, especially in Russia.

There was also a significant 39% rise in potash exports, while bulk mineral traffic increased nearly 25%. This is due to their link to productive processes not greatly affected by the economic downturn.

Liquid bulks handled in the Port of Barcelona's various specialised terminals showed two very different trends. Fuel oils fell slightly, which was directly due to falling consumption in the recession. However, this situation is now turning around thanks to the new facilities, which allow much more diversified traffics.

In this area, we could also highlight the increase in natural gas traffic, which rose 7% year on year, with more than 5 million tonnes handled. Gas imports are increasing steadily, and we will be able to keep this up thanks to the enlargements undertaken, which already allow operations involving Q-Max vessels, a benchmark for efficiency within the sector. The new storage tanks and combined-cycle power plants located

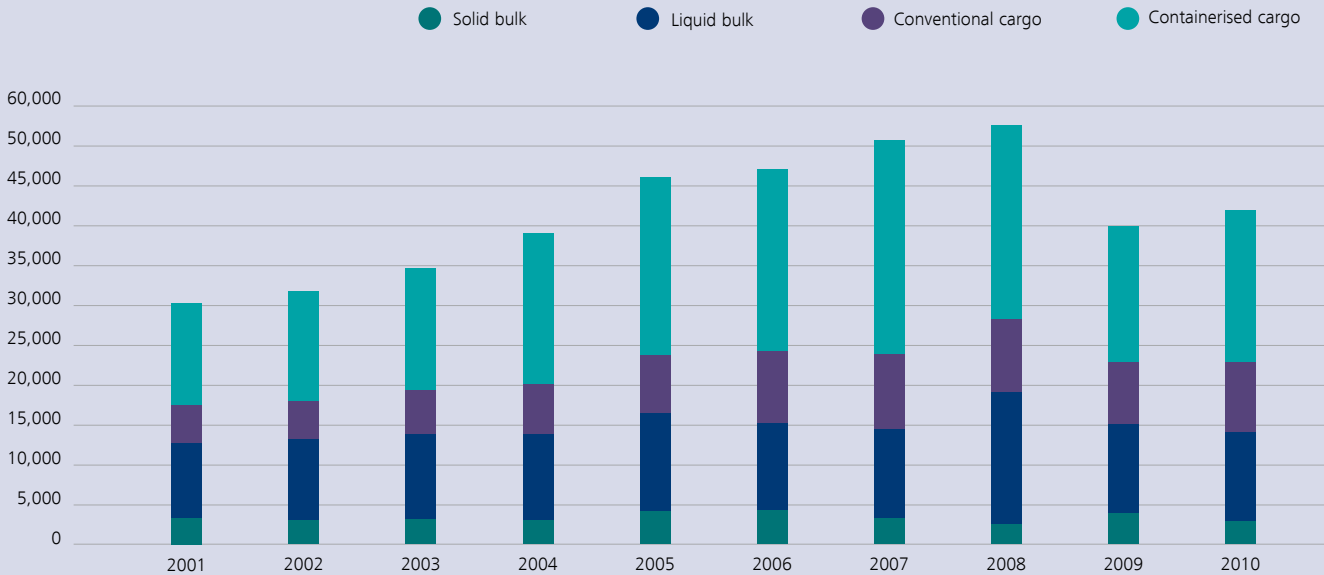


at the Port complete the synergies consolidating Barcelona as the leader in this traffic throughout the Mediterranean.

One good indicator of the recovery that many companies are experiencing, and their tireless efforts to expand their

external markets, is the increase in the traffic of chemical products in both transport modes: more than 5 million tonnes (+7%) of this type of product were transported as liquid bulks and 3.4 million tonnes (+13%), in containers.

DEVELOPMENT IN SHIP TRAFFIC, 2000-2009 (In thousands tonnes)



	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Containerised cargo	13,430	13,842	15,344	18,344	19,929	22,573	25,417	25,156	17,625	19,187
Conventional cargo	4,706	5,453	5,574	6,437	7,325	9,190	9,768	9,778	8,491	8,589
Liquid bulk	9,515	9,930	10,159	11,071	12,531	10,536	10,991	12,105	11,756	11,558
Solid bulk	3,818	3,383	3,698	3,468	4,052	4,108	3,870	3,506	3,921	3,542
Total	31,469	32,608	34,775	39,320	43,837	46,407	50,046	50,545	41,794	42,877

SHARE OF GENERAL CARGO IN TOTAL TRAFFIC 2010 (In thousands of tonnes)



- General cargo: **27,777**
65%
- Remaining traffic: **15,097**
35%

VEHICLES

New vehicle traffic is defined by factors such as household consumption, the productive activity of the factories in the hinterland and the strategic decisions by brands and maritime operators using the Port of Barcelona as a point of distribution to the entire Mediterranean and part of Western Europe.

In total, 550,874 new vehicles were handled in 2010, a year-on-year increase of 26%. This rise in activity can be seen in all the vehicle transport activities, particularly for export (+38%), thanks to improved activity in the national factories. Imports rose by 32%, while maritime transits caused by the companies that use Barcelona as a concentration and redistribution platform for vehicles for shipping increased by 12.2%.

The various observatories showed us a continual increase in the quality and reliability of the operations performed in the Port of Barcelona's terminals, which had an effect on the signing of new contracts and the enlargement of the hinterland.

The number of car-carrier stopovers increased 67% from 269 to 449, and the average size of vessels remained stable at 35,000 GT, in other words, large ships

providing many options for the origin and destination of the goods.

RAIL TRANSPORT

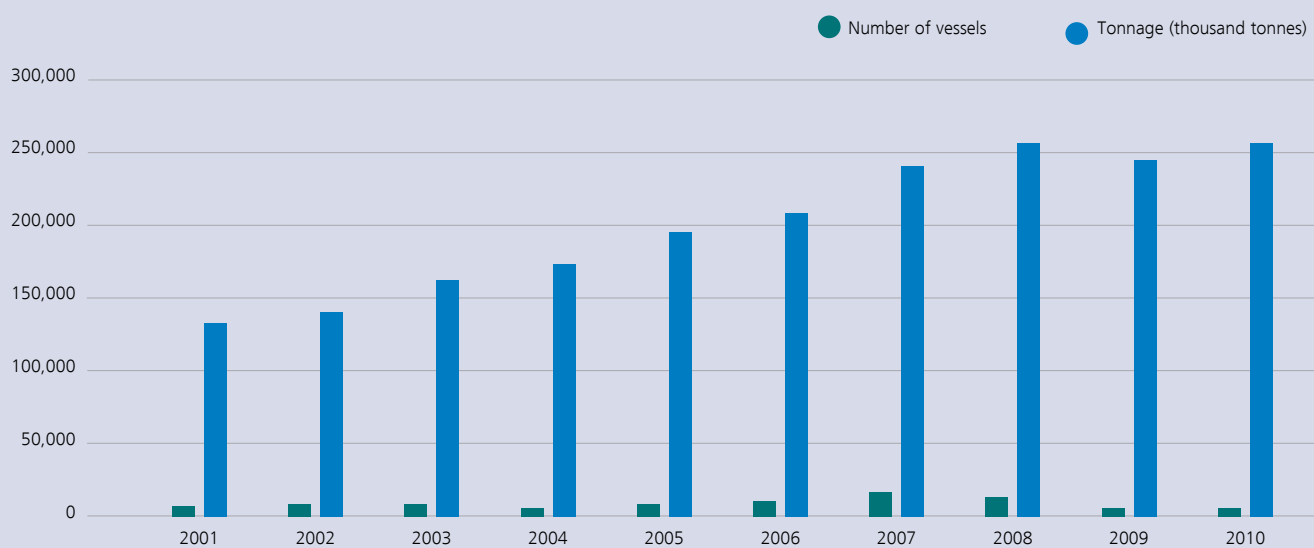
The Port of Barcelona's rail traffic grew notably, with the flow of goods carried by rail increasing for the different types of cargo, including vehicles (22%) and bulks.

103,755 TEU were transported by rail to the main container rail destinations: Zaragoza, Madrid, León, Lleida, Tarragona and Burgos, representing a yearly increase of 75%. Incoming and outgoing flows (or loading and unloading) remained balanced, with 50.6% of containers reaching the Port for transfer to a vessel and 49.4% arriving by sea for redistribution by rail.

NEW BOOST TO SHORT SEA SHIPPING

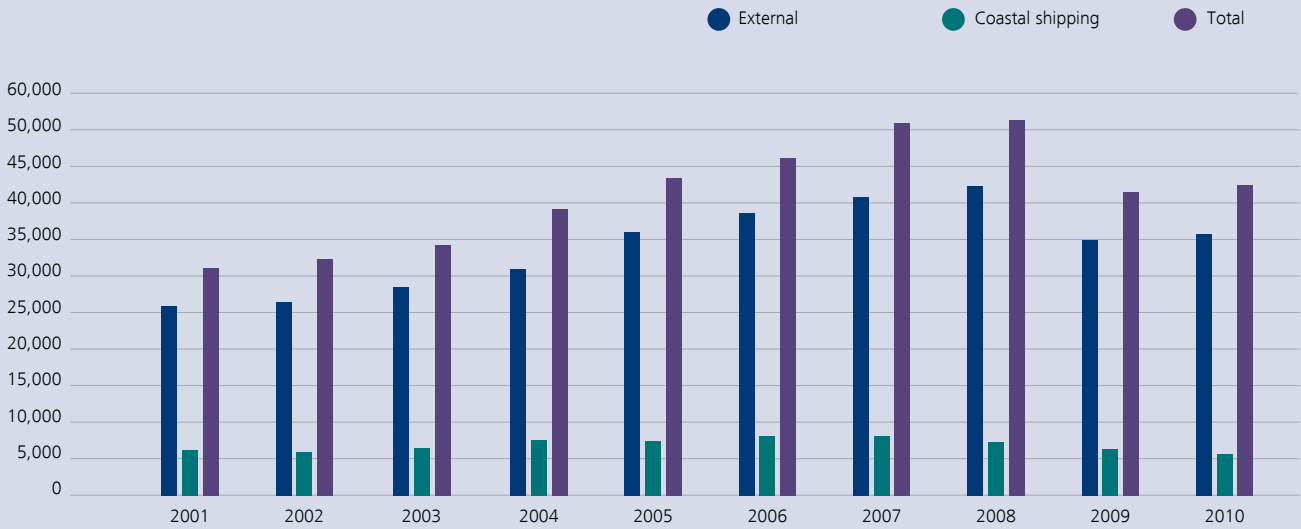
The Port of Barcelona's annual results also show a very positive progression in cargo shipped using the so-called motorways of the sea or Short Sea Shipping (SSS) services, an area in which the Port has again demonstrated its leading role in the Iberian Peninsula. SSS lines

PROGRESSION OF VESSEL TRAFFIC 2001-2010



	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Number of vessels	8,651	8,993	8,865	8,610	8,853	9,533	9,942	9,582	8,418	8,180
Tonnage (thousand tonnes)	132,121	146,992	161,820	172,817	192,288	216,251	240,374	258,340	245,272	256,079

DEVELOPMENT OF GOODS TRAFFIC BY TYPE OF SHIPPING 2001-2010 (In thousands of tonnes)



	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
External	25,289	26,651	28,027	31,977	36,515	38,312	41,553	42,474	35,151	36,761
Coastal shipping	6,180	5,957	6,748	7,344	7,322	8,094	8,493	8,071	6,642	6,116
Total	31,469	32,608	34,775	39,321	43,837	46,406	50,046	50,545	41,794	42,877

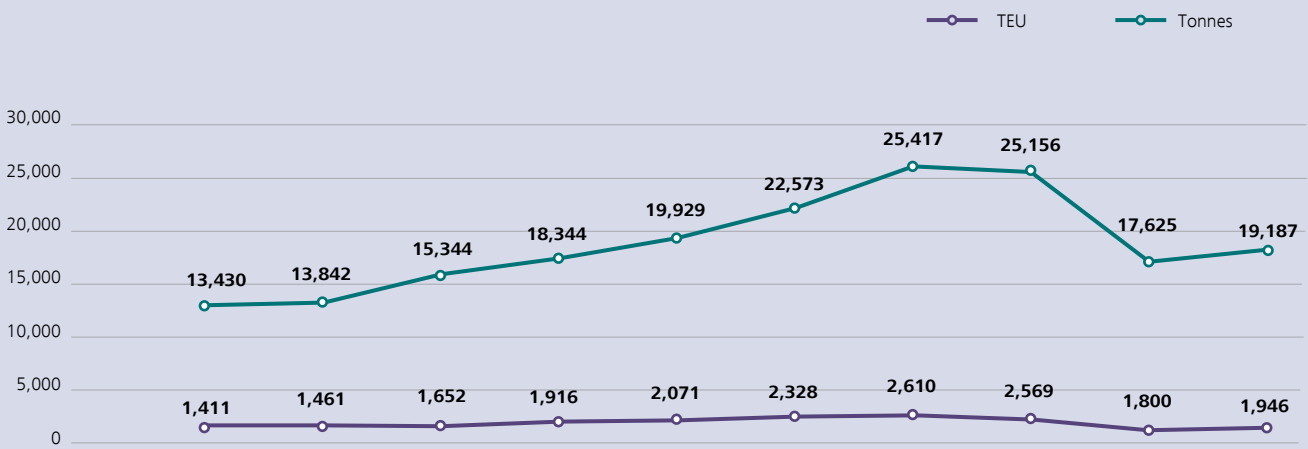
(mixed passenger and vehicle services connecting to different destinations in the Mediterranean) transported 113,575 ITU (vehicle units, such as trucks, platforms or refrigerated vans), a 12% increase over 2009. The main SSS connections from Barcelona are with Genoa, Civitavecchia (Rome), Livorno, Porto Torres (Sardinia), Algiers, Tunis and Tangiers.

SSS trade with North Africa increased 43%, thanks to a new service from Tangiers that began at the end of March, adding to the existing services to consolidate the line and double the number of sailings from two to four per week.

SSS lines help to transfer heavy road vehicle traffic to shipping lines,

offering a cheaper, more flexible and environmentally sustainable mode of transport and helping to reduce atmospheric pollution considerably. In 2010, the Port was able to divert nearly 114,000 trucks from the roads of the Mediterranean arc, which is a very environmentally sensitive area, and transport these goods by sea.

DEVELOPMENT OF CONTAINERISED GENERAL CARGO TRAFFIC 2001-2010 (Thousand TEU and thousand tonnes)



	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Tonnes	13,430	13,842	15,344	18,344	19,929	22,573	25,417	25,156	17,625	19,187
TEU	1,411	1,461	1,652	1,916	2,071	2,328	2,610	2,569	1,800	1,946



RECORD PASSENGER NUMBERS

3.4 million passengers arrived or departed from the Port of Barcelona on regular ferries or tourist cruisers in 2010, marking another record for the port, with a year-on-year increase of 8%.

The number of regular line, SSS and Balearics ferry passengers represented more than one million of the total passengers using the Port. 120,208 passengers travelled between Barcelona and North Africa, a significant year-on-year increase of 82%.

Cruisers

However, most of the increase in the number of passengers concerned cruise passengers, with 2,350,283 travelling in 2010, an increase of 9% year on year. More than 56% of passengers started and finished their cruise in Barcelona,

consolidating Barcelona's position as a turnaround port. Statistics also reveal that the Port of Barcelona is again the European leader in cruise traffic, which is helping to push us up the global ranking, where we are in fourth position in passenger numbers and as a turnaround port worldwide.

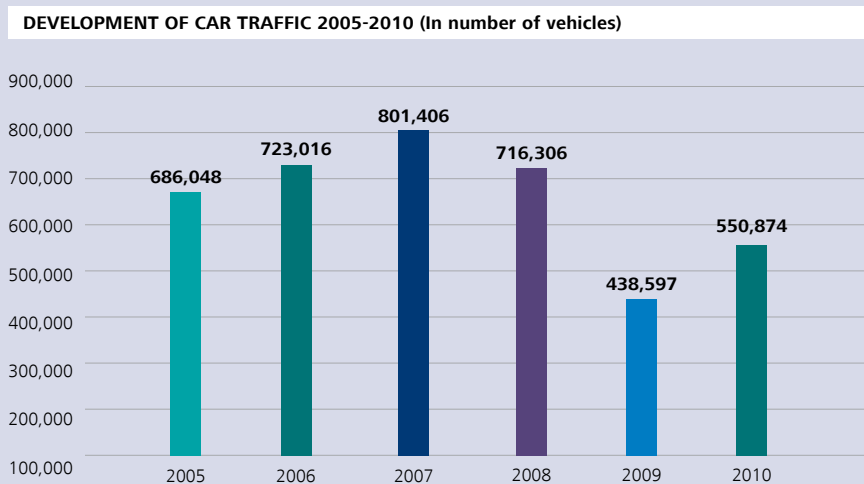
During the year, various cruiser companies decided to keep their ships operating in the Mediterranean during the winter season. This was the case of Norwegian Cruise Line and Royal Caribbean, which operated routes around the area starting in Barcelona, following the example of certain European companies some years ago. Another significant event for our port was the return of Disney Cruise Line, which covered the summer season in the Mediterranean with ten stopovers of the cruiser Disney Magic.

Barcelona airport's Terminal One continued to help to consolidate

international flights from Barcelona by introducing direct flights to Miami, Philadelphia, New York, Atlanta and Chicago. This will increase the Port of Barcelona's ability to attract cruise-goers from the United States.

The situation will also benefit from the improved infrastructures to the port itself, such as the new additional passenger embarking system built in Passenger Terminal C, comprising fixed and mobile walkways and a vertical communications building. Or the fact that the Port's seven specialised cruiser terminals boast the highest security standards and follow the International Ship and Port Security (ISPS) Code to the letter. It has also successfully passed the inspection for the new European Regulation (EC) No 725/2004, systematising the application of measures that the ISPS considered only to be recommendations for European ports.

DEVELOPMENT OF CAR TRAFFIC 2005-2010 (In number of vehicles)						
	2005	2006	2007	2008	2009	2010
Vehicles	686,048	723,016	801,406	716,306	438,597	550,874



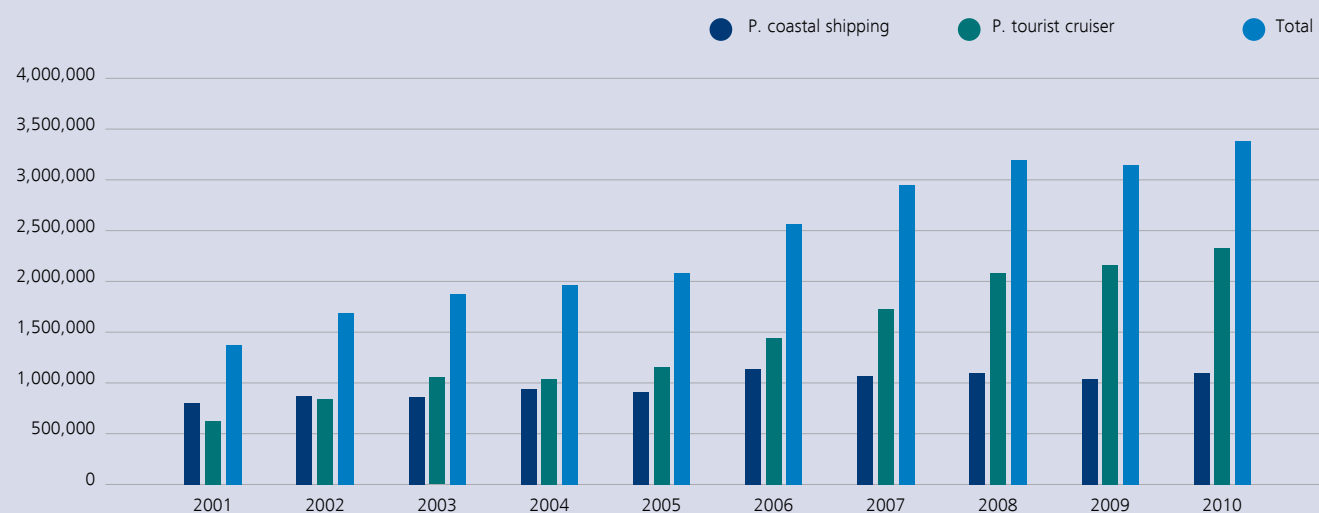
CAR TRAFFIC BY SHIPPING TYPE		
	2009	2010
Coastal shipping	65,765	61,947
International	372,832	488,927

ITU*(U) TRAFFIC BY TYPE OF SHIPPING		
	2009	2010
Import	17,228	171,421
Export	169,896	164,213
Transit	49	21
Total	341,173	335,655

INTERNATIONAL CAR TRAFFIC		
	2009	2010
Import	94,353	124,441
Export	201,638	278,179
Transit	76,841	86,307

*ITU: ITU (Intermodal Transport Unit) is any means, whether self-propelled or not, which is used directly or indirectly, as a means of land transport. (e.g. trailers, platforms, trucks, refrigerated vans, etc) It does not include containers.

DEVELOPMENT OF PASSENGER TRAFFIC 2001-2010



	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
P. coastal shipping	790,260	855,865	820,737	946,788	983,755	1,136,108	1,114,026	1,162,422	1,050,231	1,096,515
P. tourist cruiser	652,800	834,659	1,049,230	1,021,405	1,224,575	1,402,643	1,765,838	2,074,554	2,151,465	2,347,976
Total	1,443,060	1,690,524	1,869,967	1,968,193	2,208,330	2,538,751	2,879,864	3,236,976	3,201,696	3,444,491





3.

Economic and financial report

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Resources from operations
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3.

Economic and financial report

According to data pending audit, Barcelona Port Authority (APB) net turnover grew 3% year on year, in a financial year marked by signs of a timid economic recovery in which the main indicators of port activity began to recover from previous falls.

Total traffic in the Port of Barcelona was 42.9 million tonnes, a year-on-year increase of 3%. This recovery was particularly significant in container traffic, which increased 8% to a total of 1,945,733 TEU. There was also a significant increase of 26% in car traffic, rising to 550,874 units, although this figure is still far lower than the figures for the years prior to 2009.

The recovery in traffic pushed up **income from goods fees** by 10%. This is higher than the overall rate for cargo, as the main increases in traffic involved those with the greatest added value, i.e. imports and exports of containerised cargo.

Income was further boosted by record passenger numbers, which stood at 3.4 million, up 8% year on year, of which 9% corresponded to the increase in the number of tourist cruise passengers and 5% to regular ferry lines.

Accounting income from the concessions in the public domain fell slightly due to the effect of additional fees entered into the accounts during the previous financial year.

The operating result of the financial year revealed more than twice the profits of the previous period. This was essentially the result of the other results, which reflect economic events outside of the ordinary activity such as:

- The entry into the 2009 accounts of an exceptional expense of 25.2 million EUR for the provision of complaints concerning the payment of port fees;
- Exceptional income from the right to charge 12.3 million EUR in application

of the contingency fund approved by the Council of Ministers to comply with the firm rulings for the payment of port fees. This amount concerns the main debt for these complaints;

- Payment of 4.3 million EUR received from the insurance company for the damage caused in 2006 when the Prat wharf was under construction.

The combined effect of all these economic events meant a **net increase in the operating result** to the tune of 41.7 million EUR. It is worth mentioning that for ordinary activity, if we discount these exceptional effects, the operating result actually increased 11% year on year, (6.2 million EUR in absolute terms) owing to the rise in the volume of sales and to the containment of expenses.

Turning to **staff costs**, wages and salaries fell 1%, mainly due to the measures under Spanish Royal Decree 8-2010 enacted in June, and other

NET TURNOVER (ACCORDING TO P+L ACCOUNT) (In thousand Euros)		2010	2009	
Var	%Var			
Port fees	160,631	151,688	8,943	6%
Fees for exclusive occupation of public port domain	58,867	57,858	1,009	2%
Fees for the special use of port facilities	82,539	77,340	5,199	7%
Vessel fees	29,536	29,304	232	1%
Sport boat fees	603	565	38	7%
Passenger fees	7,871	6,797	1,074	16%
Goods fees	44,333	40,465	3,868	10%
Fresh fishing fee	196	209	(13)	-6%
Fees for special use of the public port domain	18,371	15,690	2,681	17%
Fees for non-commercial services	854	800	54	7%
Other business income	6,729	10,509	(3,780)	-36%
Additions to fees	2,342	7,891	(5,549)	-70%
Rates and other	4,387	2,618	1,769	68%
	167,360	162,197	5,163	3%

NET TURNOVER 2010



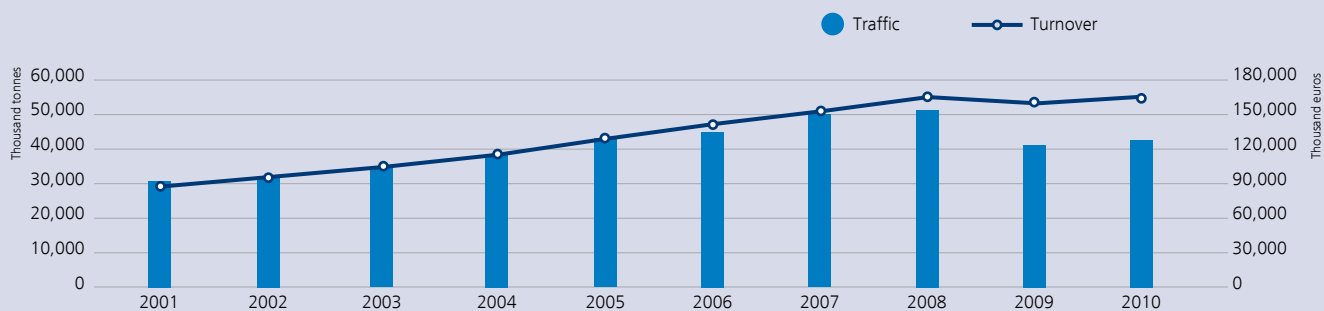
167.360 billion Euros

- Fees and services in the concessions: **47%**
- Fees and services to ships: **18%**
- Fees and services to passengers: **5%**
- Fees and services to goods: **26%**
- Remaining fees and charges: **3%**

NET TURNOVER (BY BUSINESS LINES)

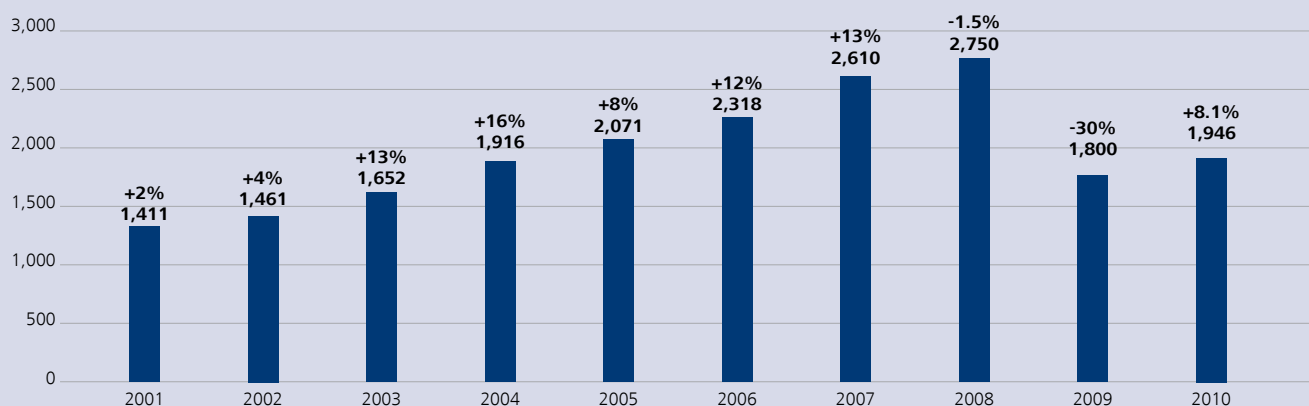
	2010	2009	Var	%Var
Port fees and additions	162,973	159,579	3,394	2%
Ships	30,390	30,104	286	1%
Cargo	44,333	40,465	3,868	10%
Passengers	7,871	6,797	1,074	16%
Fresh fishing	196	209	(13)	-6%
Sport boats	603	565	38	7%
Leaseholdings in the public domain	79,485	81,331	(1,846)	-2%
Other fees for use of the public domain	95	108	(13)	-12%
Fees from commercial services	4,387	2,618	1,769	68%
Thousand EUR	167,360	162,197	5,163	3%

PROGRESSION IN INCOME AND VOLUME OF TRAFFIC



	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Traffic (thousands Tn)	31,470	32,608	34,775	39,321	43,837	46,406	50,046	50,545	41,794	42,877
Turnover (thousands EUR)	89,855	97,078	101,895	117,315	129,671	145,030	160,913	166,128	162,197	167,360

PROGRESSION IN NUMBER OF TEU (Thousands)



operating expenses fell by 14%. This reduction mainly concerned current management losses. During the previous year, 6.1 million EUR of the non-capitalisable cost of the works of the new sea front boulevard were entered into the accounts. This project is part of the **special plan for the new entrance mouth**.

Although the continuing increase in **bank debt** to finance the infrastructures pushed up expenses, **financial results** showed a net improvement of 11.5 million EUR year on year. The application of the contingency fund for the provision of legal rulings on complaints concerning the payment of port fees also provided the APB with 8.9 million EUR in late payment interest. This amount was entered under the financial income heading for the financial year and was the main reason for the increase.

The APB recorded income of 5.1 million EUR in capital gains from the shares that the company of the CILSA group provided to the associated company Consorci de Plataformes Logistiques, SL.

All told, the result of the financial year was 81.4 million EUR, nearly four times that of 2009.

Resources from operations generated a cash flow of 92.8 million EUR, 23% higher than the 75.4 million during the previous financial year.

During the year, the Port Authority made **investments** to the tune of 95.5 million EUR for:

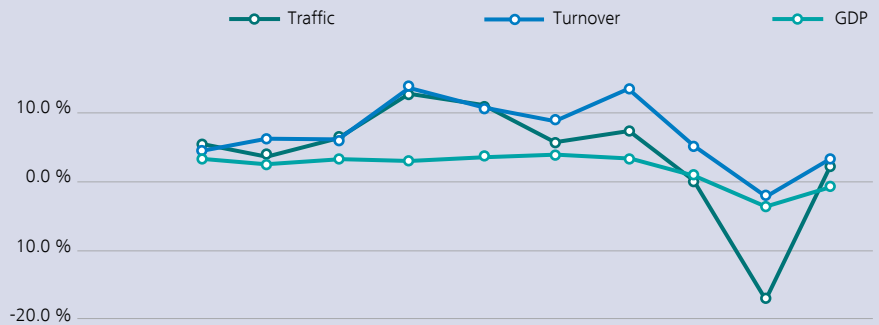
- Acquisitions of intangible fixed assets 2.3 million
- Acquisitions of tangible fixed assets..... 69.0 million
 - *Building the Prat wharf*... 17.2 million
 - *Enlarging the Sud wharf*. 18.7 million
- Financial investments 24.2 million

To cover financial needs, the APB made a provision of 50 million EUR at the end of the financial year, which can be attributed to the credit line of the European Investment Bank.

The most noteworthy operations in 2010 in companies in which the APB holds a stake were as follows:

- The initial acquisition of 49% of the capital of the company Consorci de

PROGRESSION IN ANNUAL TRAFFIC VARIATIONS AND INCOME COMPARED TO GDP (%)

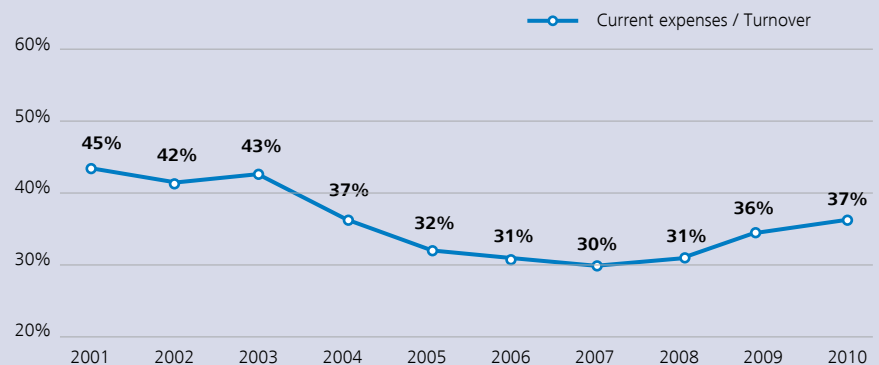


	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Traffic	5.6	3.6	6.6	13.1	11.5	5.9	7.8	1.0	-17.3%	2.6%
Turnover	4.0	6.5	6.4	14.6	11.4	8.9	13.5	5.1	-2.7%	3.2%
GDP	3.6	2.7	3.1	3.3	3.6	3.9	3.8	1.2	-3.6%	-0.1%

OPERATING RESULT (Thousand EUR)

	2010	2009	Variation	%Var
Net turnover	167,360	162,197	5,163	3%
Other operating income	6,925	6,624	301	5%
Staff costs	(34,360)	(34,213)	(147)	0%
Other operating expenses	(41,299)	(48,041)	6,742	-14%
Depreciation of tangible assets	(40,750)	(40,594)	(156)	0%
Booking of non-financial tangible and other subsidies	5,694	8,126	(2,432)	-30%
Reserves	1,422	-	1,422	-
Deterioration and result from disposal of fixed assets	(3,774)	957	(4,731)	-
Other results	16,628	(25,042)	41,670	-
Total	77,846	30,014	47,832	159%

INCOME ABSORPTION RATIOS



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

FINANCIAL RESULT (Thousand EUR)

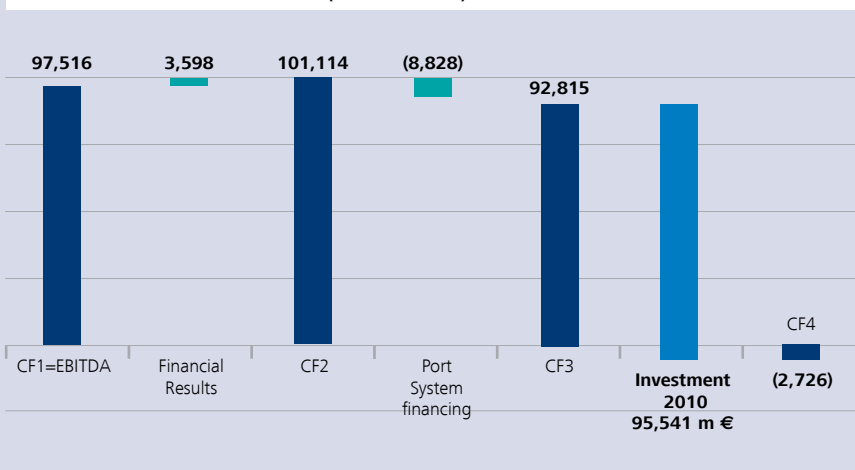
	2010	2009	Variation	%Var
Financial income	12,981	4,921	8,060	164%
Financial expenses	(12,479)	(11,780)	(699)	6%
Change of reasonable value in financial instruments	(2,028)	(1,051)	(977)	93%
Deterioration and result of disposal of financial instruments	5,124	(32)	5,156	-
Total	3,598	(7,942)	11,540	

Parcs Logística, SL (CPL). The APB subsequently contributed 12% of the company of the CILSA group (Centre Intermodal de Logística, SA) and a financial contribution through a capital increase. At the close of the financial year, the APB held 35.46% of the capital of CPL, with the rest in the hands of the Abertis group.

- The combination of the capital increase of Marina Barcelona 92 SA, in which the APB holds a stake; the payment in December of half a million EUR; and the obligation to pay a further 0.3 million EUR in 2013, to avoid reducing its 8.07% holding in the share capital.
- The disbursement of called-up share capital in Barcelona Strategic Urban Systems, AIE, with the investment of an additional 88,000 EUR in capital and the increase of its share up to 25%, with this entity subsequently considered an associated company.
- Pursuant to the agreements for the contract of the participatory loan granted to CILSA in December 2008, this year the APB capitalised the accrued interests, involving a financial investment of 447 thousand EUR.

BALANCE OF THE FINANCIAL YEAR (Thousand EUR)

	2010	2009	Variation	%Var
Operating result	77,846	30,014	47,832	159%
Financial result	3,598	(7,942)	11,540	-145%
Total	81,444	22,072	59,372	269%

NEED FOR EXTERNAL FINANCING (Thousand EUR)

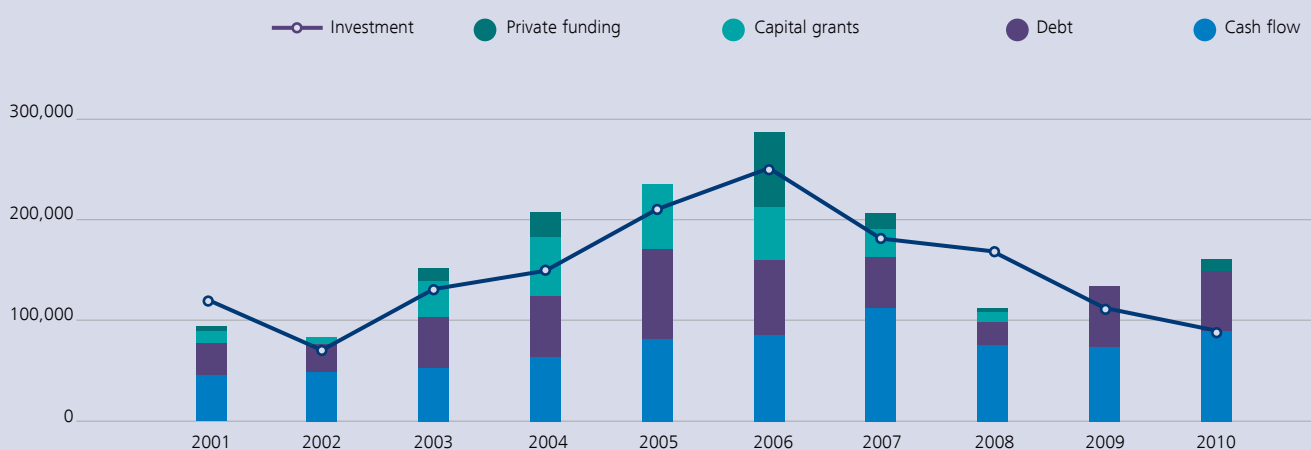
CF1: Cash Flow before financial results and financing of the port system

CF2: Cash Flow before financing of the port system

CF3: Net Cash flow

CF4: Need for financing investments with other sources of funds

The Financing the Port System item includes the operating costs of financing the public State Ports body and the net contribution to the Interport Compensation Fund.

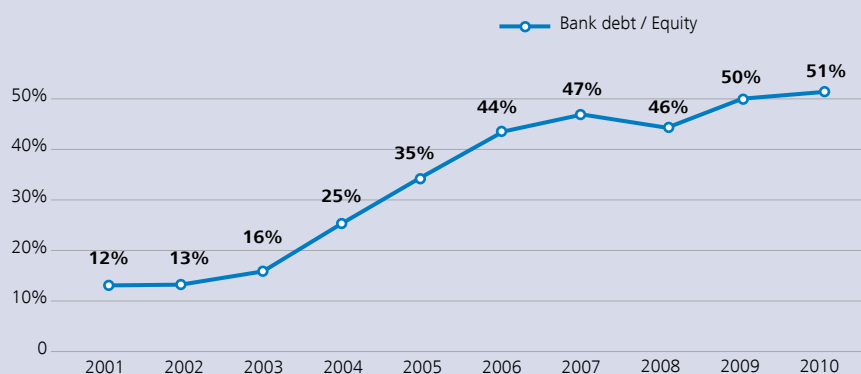
INVESTMENT FINANCE (Thousand EUR)

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Investment	118,750	72,472	132,953	151,433	213,602	245,214	186,758	161,209	115,131	92,541
Private funding	4,073	0	14,813	25,100	0	74,000	13,350	4,000	0	9,722
Capital grants	11,068	7,316	36,776	61,196	61,848	56,032	38,744	10,012	0	0
L/t debt	33,000	20,000	50,000	63,000	90,000	75,000	58,000	20,000	50,000	50,000
Cash flow	45,243	49,549	53,807	63,716	82,000	83,030	104,103	77,987	75,353	92,815

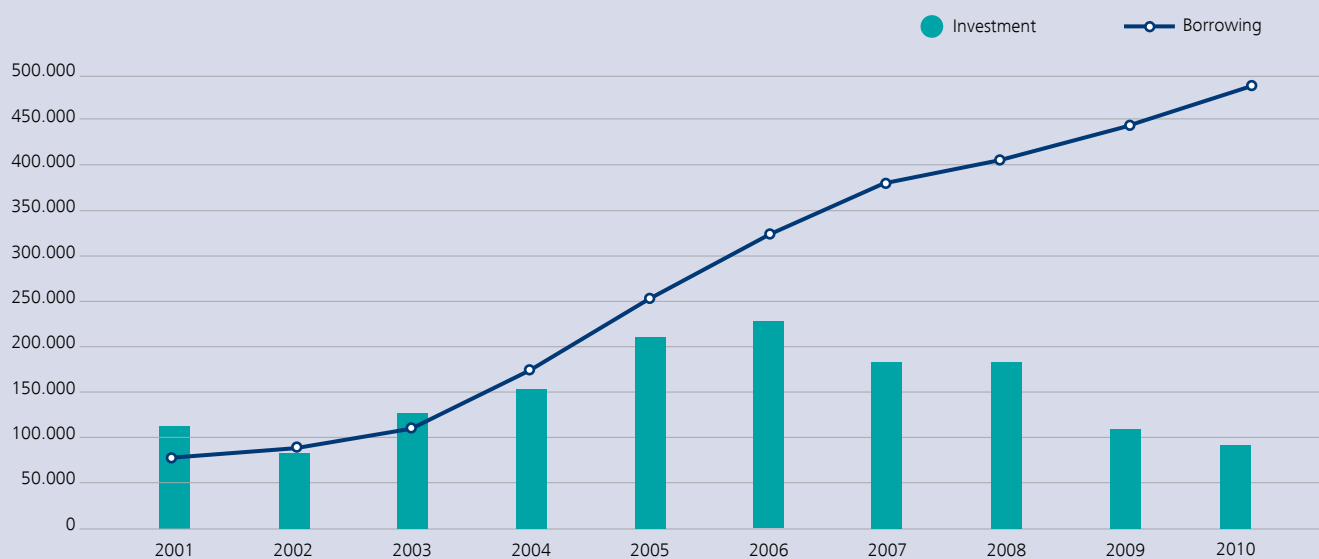
COMPANIES IN WHICH WE HOLD A STAKE ON 31/12/2010

Companies of the Group	% of the Share capital
Gerència Urbanística Port 2000 de l'APB	100.00%
Centro Intermodal de Logística, SA	51.00%
World Trade Center Barcelona, SA	52.28%
Associated Companies	
Catalana d'Infraestructures Portuàries, SL	49.00%
Terminal Intermodal de l'Empordà, SL	47.32%
Consorci de Parcs Logístics, SL	35.46%
Portic Barcelona, SA	25.18%
Barcelona Strategical Urban Systems, AIE	25.00%
Terminal Marítima de Zaragoza, SL	21.55%
Creuers del Port de Barcelona, SA	20.00%
Other holdings	
Marina Port Vell, SA	14.98%
Barcelona Regional Agència Metropolitana de Desenvolupament Urbanístic i d'Infraestructures, SA	11.77%
Puerto Seco de Madrid, SA	10.20%
Marina Barcelona 92, SA	8.07%
Perpignan Saint Charles Conteneur Terminal, SAEML	5.00%

PROGRESSION OF THE DEBT RATIO

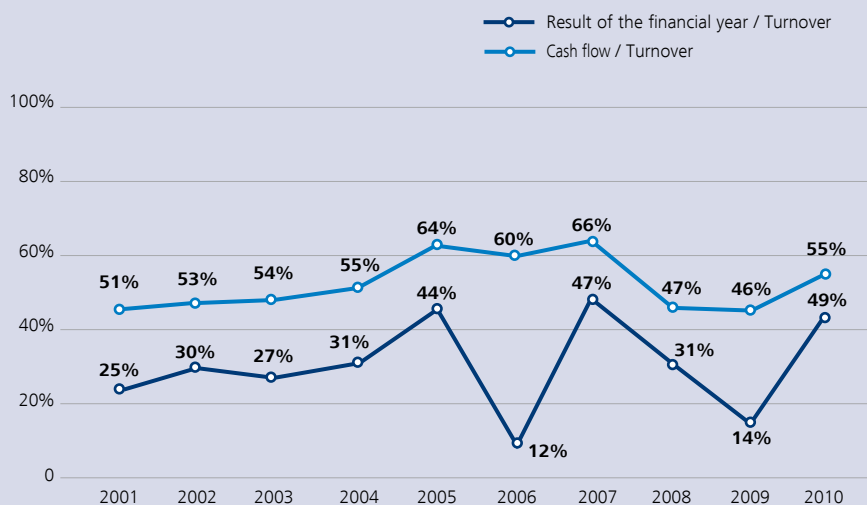


PROGRESSION OF ANNUAL INVESTMENT AND LONG-TERM BANK DEBT (Thousand EUR)

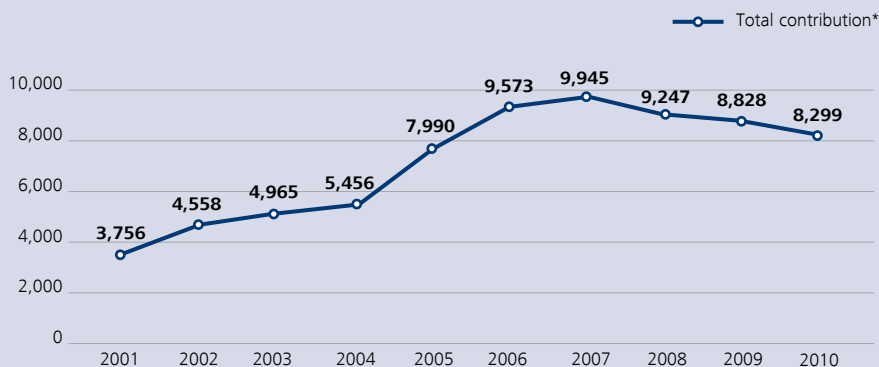


	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Investment	118,570	72,472	132,953	151,433	213,602	238,006	186,758	161,209	115,131	95,541
Borrowing	70,222	77,818	105,414	166,010	253,606	326,202	383,601	401,667	449,222	494,000

RATIOS OF THE MAIN ECONOMIC INDICATORS

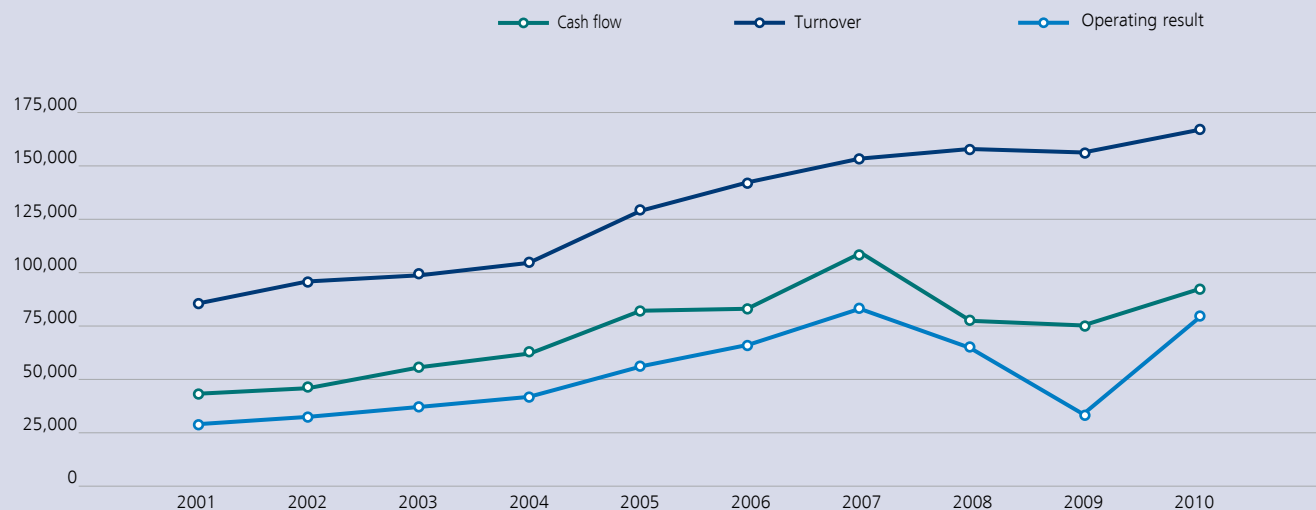


APB CONTRIBUTION TO THE STATE PORTS SYSTEM (Thousand Euros)



* Net contribution to the Interport Compensation Fund + OPPE Financing (Law 48/2003)

PROGRESSION OF THE MAIN ECONOMIC INDICATORS (Thousand EUR)



	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Cash flow	45,243	49,549	53,807	63,716	82,000	83,868	104,102	77,987	75,353	92,815
Turnover	88,386	94,170	100,202	114,829	127,971	139,360	158,107	166,128	162,197	167,360
Operating result	30,604	33,064	35,485	43,462	58,033	69,562	80,670	68,949	29,816	77,846

BALANCE SHEET (Thousand EUR)

	31-12-2010	31-12-2009		31-12-2010	31-12-2009
NON CURRENT ASSETS	1,785,138	1,746,508	NET CAPITAL	1,272,997	1,194,795
Intangible fixed assets	16,641	16,174	Equity	978,042	896,598
Industrial property and other intangible fixed assets	10,389	10,657	Capital	512,743	512,743
IT applications	6,252	5,517	Reserves	383,855	361,783
			Balance of the financial year	81,444	22,072
Tangible fixed assets	1,418,176	1,365,304	Adjustment for change in value	-	-
Land and natural assets	193,142	170,733	Subsidies, donations and legacies received	294,955	298,197
Buildings	968,513	931,204			
Technical equipment and facilities	1,867	2,857	CURRENT LIABILITIES	661,764	610,493
Fixed assets under construction and advances	243,594	247,459			
Other tangible	11,060	13,051			
Property investments	205,079	230,263	Long-term provisions	22,680	24,589
Land	177,928	200,337	Long-term provisions for staff benefits	-	-
Buildings	27,151	29,926	Provision for legal liabilities	22,680	24,589
			Other provisions	-	-
L/t investments with group and associated companies	84,937	71,622			
Capital instruments	74,447	61,580	Long-term debt	497,527	450,720
Loans to companies	10,490	10,042	Debt with credit institutions	494,000	449,222
			Suppliers of long-term tangible assets	-	-
Long-term financial investments	60,213	59,874	Other	3,527	1,498
Capital instruments	2,090	1,646			
Loans to third parties	1,499	1,638	L/t debt with group and associated companies	-	-
Public admin, official subsidies receivable	55,441	55,441	Deferred tax liabilities	141,557	135,184
Other financial assets	1,183	1,149			
Non current commercial accounts receivable	92	3,271	Long-term accruals and deferred income		
CURRENT ASSETS	212,766	150,730	CURRENT LIABILITIES	63,143	91,950
Stocks	226	251	Short-term provisions	-	9,924
Commercial and other accounts receivable	60,205	33,613	Short-term debts	23,281	58,079
Customers for sales and services provided	35,454	21,109	Debt with credit institutions	6,053	3,202
Customers and debt with group and associated companies	21,772	3,479	Short-term suppliers of tangible assets	14,729	45,788
Miscellaneous receivable accounts	557	969	Other financial liabilities	2,499	9,089
Public admin, official subsidies pending receipt	-	-			
Other loans with public administrations	2,422	8,056	Short-term debt with group and associated companies	648	570
Short-term investments with group and associated companies		383	Trade creditors and other accounts payable	39,205	23,362
Short-term financial investments	125	127	Creditors and other accounts payable	29,835	15,527
Loans to companies	125	127	Public administrations, down-payments of subsidies	-	-
			Other debts with public administrations	9,370	7,835
Accruals and deferred income	823	689	Accruals and deferred income	9	15
Cash and other equivalent liquid assets	151,387	115,667			
Cash and banks	14,887	8,667			
Other equivalent liquid assets	136,500	107,000			
TOTAL ASSETS	1,997,904	1,897,238	TOTAL LIABILITIES	1,997,904	1,897,238

PROFIT AND LOSS ACCOUNT (Thousand EUR)

	2010	2009	Variation	%Var
Net turnover	167,360	162,197	5,163	3%
Port fees	160,631	151,688	8,943	6%
Fees for exclusive occupation of public port domain	58,867	57,858	1,009	2%
Fees for the special use of port facilities	82,539	77,340	5,199	7%
Vessel fees	29,536	29,304	232	1%
Sport boat fees	603	565	38	7%
Passenger fees	7,871	6,797	1,074	16%
Goods fees	44,333	40,465	3,868	10%
Fresh fishing fees	196	209	(13)	-6%
Fees for special use of the public port domain	18,371	15,690	2,681	17%
Fees for non-commercial services	854	800	54	7%
Other business income	6,729	10,509	(3,780)	-36%
Additions to fees	2,342	7,891	(5,549)	-70%
Rates and other	4,387	2,618	1,769	68%
Other operating income	6,925	6,624	301	5%
Accessory and other current management income	3,068	2,721	347	13%
Operating subsidies incorporated into the the result of the financial year	140	126	14	11%
Income from reversion of concessions	835	835	-	-
Interport Fund compensation received	2,882	2,942	(60)	-2%
Staff costs	(34,360)	(34,213)	(147)	-
Wages, salaries and similar	(22,079)	(22,278)	199	-1%
Indemnities	(2,698)	(2,292)	(406)	18%
Social charges	(9,583)	(9,643)	60	-1%
Provisions	-	-	-	-
Other operating expenses	(41,299)	(48,041)	6,742	-14%
External services	(24,020)	(21,263)	(2,757)	13%
Repairs and upkeep	(8,844)	(5,047)	(3,797)	75%
Services from independent professionals	(4,136)	(4,127)	(9)	-
Supplies and consumption	(1,511)	(1,624)	113	-7%
Other external services	(9,529)	(10,465)	936	-9%
Taxes	(1,250)	(1,396)	146	-10%
Losses, deterioration and variation of provisions for commercial operations	(1,060)	(5,173)	4,113	-
Other current management expenses	(3,788)	(8,439)	4,651	-55%
State Ports contribution	(6,068)	(6,460)	392	-6%
Interport Fund contribution	(5,113)	(5,310)	197	-4%
Depreciation of tangible assets	(40,750)	(40,594)	(156)	-
Booking of non-financial tangible and other subsidies	5,694	8,126	(2,432)	-30%
Reserves	1,422	-	1,422	-
Deterioration and result from disposal of fixed assets	(3,774)	957	(4,731)	-
Deterioration and losses	(3,650)	91	(3,741)	-
Results of disposal and other	(124)	866	(990)	-
Other results	16,628	(25,042)	41,670	-
Exceptional income	16,628	-	16,628	-
Exceptional expenses	-	(25,042)	25,042	-
OPERATING RESULT	77,846	30,014	47,832	159%
Financial income	12,981	4,921	8,060	164%
From capital instrument holdings	288	679	(391)	-58%
From securities and other financial instruments	11,337	3,391	7,946	234%
Incorporation of financial expenses to assets	1,356	851	505	59%
Financial expenses	(12,479)	(11,780)	(699)	6%
For debts with third parties	(11,232)	(10,366)	(866)	8%
For updating of provisions	(1,247)	(1,414)	167	-12%
Change of reasonable value in financial instruments	(2,028)	(1,051)	(977)	93%
Deterioration and result of disposal of financial instruments	5,124	(32)	5,156	-
Deterioration and losses	-	(32)	32	-
Results of disposal and other	5,124	-	5,124	-
FINANCIAL RESULTS	3,598	(7,942)	11,540	-
PRE-TAX RESULT	81,444	22,072	59,372	-
Tax on profits	-	-	-	-
BALANCE OF THE FINANCIAL YEAR	81,444	22,072	59,372	-

FINANCE TABLE (Thousand EUR)

	2010	2009
APPLICATIONS	111,110	151,339
New non current assets	95,541	115,131
Intangible fixed assets purchased	2,333	2,285
Tangible fixed assets purchased	69,025	105,215
Financial fixed assets purchased	24,183	7,631
Interport Fund contribution	5,113	5,310
Removal of non current liabilities	10,456	30,898
Cancellation/Transfer of debt with credit institutions	5,222	2,444
Cancellation/Transfer of debts with suppliers of tangible assets	-	-
Cancellation/Transfer of debt with group and associated companies	-	7,571
Cancellation/Transfer to short term of long-term accruals	4,114	474
Application and transfer to short term of long-term provisions	1,120	20,409
SOURCES	201,953	132,125
Resources from operations	92,815	75,353
Interport Fund compensation received	2,882	2,942
Income from reversion of concessions	3,287	-
New non current liabilities	62,829	50,395
Long-term debts with credit institutions	50,000	50,000
Long-term debt with group and associated companies	-	395
Advances received for sales or services rendered	12,829	-
Removal of non current assets	18,879	3,435
Disposal of tangible fixed assets	11	2,283
Disposal of capital instruments	15,324	-
Cancellation/Transfer to short term of other long-term financial investments	3,544	1,152
Other sources	21,261	-
Excess of sources over applications	90,843	-
Excess of applications over sources	-	19,214

RESOURCES FROM OPERATIONS (Thousand EUR)

	2010	2009	Variation	%Var
Period results	81,444.00	22,072.00		
Adjustments	11,371.00	53,281.00		
Interport Fund compensation received (-)	(2,882)	(2,942)		
Interport Fund contribution (+)	5,113	5,310		
Depreciation of fixed assets (+)	40,750	40,594		
Value corrections for deterioration of non-current assets (+/-)	3,650	(60)		
Reserve/surplus of provisions for risks and expenditure (+/-)	(789)	28,045		
Results of the removal and sale of fixed assets (+/-)	(5,000)	(866)		
Reclassification to expenses for investment in fixed assets (+/-)	24	415		
Booking subsidies, donations and legacies in results (-)	(6,529)	(8,961)		
Booking advances received for rendering of services in results (-)	(2,342)	(8,271)		
Activation of financial expenses (-)	(1,356)	(851)		
Change of reasonable value in financial instruments (+/-)	2,028	1,051		
Income and expenditure for actualisations (+/-)	(35)	(183)		
Income from OPPE for payment of fee disputes (-)	(21,261)	-		
Total	92,815	75,353	17,462	23%

CASH FLOWS (Thousand EUR)

	2010	2009
A) Cash flows from operating activities	86,805	70,454
Pre-tax result of the financial year	81,444	22,072
Adjustments of the result	18,399	57,177
Depreciation of fixed assets (+)	40,750	40,594
Value corrections for deterioration	3,650	(60)
Change in provisions	(1,422)	26,630
Booking of subsidies (-)	(5,694)	(8,126)
Results of the removal of disposal of fixed assets	124	(866)
Financial income (-)	(12,981)	(4,921)
Financial expenses (+)	12,479	11,780
Change of reasonable value in financial instruments	2,028	1,051
Income from reversion of concessions (-)	(835)	(835)
Booking advance payments received for sales or services rendered in results	(2,342)	(8,271)
Other income and expenses	(12,234)	201
Changes in current capital	(6,684)	151
Stocks	26	1
Debts and other accounts receivable	(8,663)	11,026
Other current assets	286	(33)
Creditors and other accounts payable	5,333	(1,744)
Other current liabilities	(7,803)	(6,366)
Other non current assets and liabilities	4,137	(2,733)
Other cash flows from operating activities	(6,354)	(8,946)
Interest payments (-)	(9,951)	(10,171)
Interest for late payment due to fee disputes (-)	288	679
Dividends received (+)	1,431	2,248
Interest received (+)	(442)	(2,315)
Interest subsidies received for late payment due to fee disputes (+)	2,312	9
Corporation tax received / paid	8	604
Other payments received / made	-	-
B) Cash flows from the investment activities	(98,237)	(105,080)
Investment payments (-)	(114,246)	(125,755)
Group and associated companies	(7,697)	(1,500)
Intangible fixed assets	(2,831)	(2,388)
Tangible fixed assets	(103,229)	(119,822)
Other financial assets	(489)	(2,045)
Disinvestments received	(+16,009)	20,675
Group and associated companies	384	631
Tangible fixed assets	13	369
Other financial assets	-	-
Other assets	15,612	19,675
C) Cash flows from financing activities	47,152	48,066
Capital instruments received and paid-	-	-
Subsidies, donations and legacies received	-	-
Financial liability instruments received and paid	47,152	48,066
Issue	52,000	50,000
Debt with credit institutions (+)	50,000	50,000
Debt with group and associated companies (+)-	-	-
Other debt (+)	2,000	-
Return and depreciation of:	(4,848)	(1,934)
Debt with credit institutions (-)	(2,444)	(1,934)
Debt with group and associated companies (-)	-	-
Other debt (-)	(2,403)	-
NET INCREASE / DECREASE IN CASH OR EQUIVALENTS (A+B+C)	35,720	13,440
Cash or equivalents at the start of the financial year	115,667	102,227
Cash or equivalents at the end of the financial year	151,387	115,667





4.

Port of Barcelona Directory

4.

Port of Barcelona Directory

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