

PORT OF BARCELONA **ANNUAL REPORT 2008**



Port de Barcelona



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Port of Barcelona directory

Members of the Management Board of Barcelona Port Authority

at 31 December 2008

Chairman of the Management Board

Mr. Jordi Valls Riera

Ex officio members

Mr. Francisco J. Valencia Alonso (harbourmaster)

Mr. Josep Oriol Carreras (general manager)

Members representing the Catalan Government (Generalitat)

Mr. Julián García González

Mr. Carles Güell de Sentmenat (vicechairman)

Mr. Joaquim Llach Mascaró

Ms. Imma Mayol Beltran

Mr. Jordi Nadal Atcher

Mr. Enric Querol Marimon

Mr. Jacinto Seguí Dolz de Castellar

Mr. Joaquim Maria Tintoré Blanc

Mr. Josep Trius Collazos



Members representing the State Administration

Mr. Josep Anton Burgasé Rabinad
Ms. Pilar Fernández Bozal
Mr. Julián Maganto López
Mr. Manuel Royes Vila

Members representing the city council of Barcelona

Mr. Jordi W. Carnes Ayats
Mr. Ramón García-Bragado Acín

Members representing the city council of Barcelona Prat de Llobregat

Mr. Lluís Tejedor Ballesteros

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

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

Member representing the Association of Stevedoring Companies

Mr. Xabier Ma. Vidal Niebla

Member representing the Barcelona Association of Shipping Agents

Mr. Àngel Montesinos García

Members representing trade unions

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

Secretary (not member)

Mr. Pere Caralps Riera

Departures

Mr. Jordi Forné Ratés



Presentation

The Port of Barcelona closed 2008 with a decisive leap forward in our efforts to meet the challenge of physical growth. This year marked the conclusion of the work to build a key infrastructure - the East and South breakwaters. These structures define the new profile of the port and create nearly 800 hectares of sheltered waters necessary to house new wharves and therefore to allow new activity.

This milestone also arrives at a very important time. The Port has been able to take advantage of 15 years of growth in traffic and profits to undertake the enormous financial, environmental and technical investment needed to generate the infrastructure that will serve us for decades to come. The areas for the 100-hectare Prat terminal, the first of the enlargement area, are also progressing well, and after the changes and repairs performed over the last few months, can enter into service within the new deadlines set. We therefore have the basic infrastructure we need. Now we must concentrate on management, on setting up the *infrastructure*, so that we can continue to lead the field in quality and service against a short and medium term situation that is anything but favourable.

It became increasingly clear in the second half of the year that we are moving into complicated times. The forecast reduction in traffic due to falling worldwide demand, which is already beginning to show, and the enlargement projects of other ports that are underway and will soon be up and running, will spell greater competition in the immediate future. In this light, Barcelona Port Authority (APB) has conducted a detailed analysis and has reaffirmed the validity of its strategic axes: enlarging the network port, improving port services - including land accessibility and intermodality - and fostering a far-reaching cultural change within the organisation.

The contraction of expectations and available resources has led us to rethink our priorities in terms of activities, which must be dynamic and attuned to the present situation. The current option is to focus on objectives that can help our Port to strengthen its market and customer orientation and improve efficiency, quality and productivity to generate a sufficient competitive edge.

One move that was particularly successful in this connection in 2008 was the boost given to extending our hinterland deeper into the Iberian Peninsula and France, with the consolidation of the port terminal projects, dry ports and rail corridors serving these areas and attracting new cargoes. This line of activity will be enhanced next year, as will the search for synergies with the Port of Tarragona to achieve a more advantageous position in our shared hinterland.

Increased competitiveness through efficiency and sustainability is the rationale behind other rail projects in which the Port of Barcelona is involved, such as the development of the Algeciras-Paris Mediterranean corridor. Furthermore, Barcelona's recent designation as capital of the Mediterranean in November places the Port in a coveted position as the regional motor of logistics activity, the economy, and wealth and job generation, enabling it to exploit its full growth potential.

With such attitudes, the Port of Barcelona is putting into practice its general undertaking to creating value for society, a concern that is also evident in its environmental or citizens' port actions. Through its commitment to the Port Community, our port acts as a partner, fostering intermodal services and logistics projects. It acts as a trade and business facilitator to help its customers become more competitive, opening up markets and providing creative solutions. Some of the results of this approach in 2008 were the setting up of the *Barcelyon Express* rail service, the agreement to develop a logistics area in the Port of TangerMed in Morocco, and the planning of the Perpignan Goods Terminal.

In the current situation, achieving this threefold commitment and pushing forward initiatives can only be achieved through public and private alliances, even if this occasionally means that we have to renounce majority stake holdings which would in principle be more convenient for us. Co-operation with other bodies, organisations and private companies allows us to increase our financial, structural, and commercial weight in projects that would otherwise be unfeasible.

More than ever, a good deal of the success in this aim will lie in taking greater advantage of our most important capital, the human factor, and in our capacity to involve the entire Port Community in this process.



Jordi Valls Riera
President

Introduction

After reaching a peak at the end of the first half of 2008, with notable increases in nearly all cargoes, the Port of Barcelona closed the year with total traffic stable at close to 52 million tonnes (+0.82%). Despite the generalised effects of the global economic slowdown, port activity was able to grow in certain important traffics, leading to a year-on-year increase of 3% in the turnover of Barcelona Port Authority (APB).

There was a general improvement in passenger traffic numbers, which were up 12.4% over the previous year; energy resources, which rose by 10%; and Short Sea Shipping (SSS) cargoes, which increased nearly 8%. Exchanges with China, the Port's main trading partner, increased 6%, continuing their upward trend.

Cruise passenger numbers rose again this year, increasing by 17.5%. More than two million passengers thus consolidate Barcelona's position as the top European port for cruise traffic, and helped to push our ranking up to number five worldwide. The importance of this traffic lies in the added value that it generates for the Port and the city. Short Sea Shipping and rail traffic growth in 2008 are a further indication of the progress made by the Port in its efforts to expand its hinterland and get closer to the end customers.

Aside from improving quality of service and productivity, this is one of the strategic pillars that need to be strengthened, according to the analysis conducted in the APB seminar held in the third quarter. We are currently defining priority actions for responding to the challenge of the inevitable increase in competition.

We are advancing towards the desired physical size of the port. The breakwaters, the most important works for the port enlargement, are now complete and most of the repairs have been finished to restore the Prat Wharf to proper working order. The east wind storm that affected the Catalan coast at the end of the year, in spite of its serious effects on the superstructure, proved that the infrastructure is now stable. The agreement for further investment signed with TerCat-Hutchinson, the managers of the future Prat terminal, will increase the automation, productivity and competitiveness of the facilities of the Port of Barcelona. This aim also underlies the Port spatial reorganisation plan, completed in March, which included the demolition of the Interfrisa building to make space, and the rationalisation of uses and enlargement works of the South wharf that is currently being built.

Alongside these ongoing actions, the Port must now redouble its efforts to speed up support infrastructures, the road and rail

accesses that will allow the consolidation of the network port. This strategy should provide us with more room to access our hinterland and become a genuine alternative for the markets of the near and far foreland. Nonetheless, these infrastructure activities are merely a necessary precondition since, if they are to contribute to greater efficiency of the Port of Barcelona, they must be accompanied by the generation of business, opening markets and conducting projects that provide added value, and appropriate management. Barcelona Port Community is acutely aware of this need and, led by the APB, has sought out new opportunities with its trade missions to Morocco and Algeria, which have led to various cooperation agreements to bolster the Port's role in these markets.



Turning to internal and external management, progress was made in December in services with the signing of the Agreement on the Competitiveness and Stability of Container Land Transport. This accord aims to bring transparency, stability and reliability to the operations carried out within the Port in the current international context of increased competition. Another noteworthy change was the conversion of the stevedoring company Estibarna into a port association of economic interest (APIE), pursuant to the Ports Law, representing a change in structure and management.

Regarding internal management, the first transfers of APB staff who are currently distributed in two buildings, to some unique areas in the World Trade Center represents a good start for laying the foundations of the necessary internal cultural change. This change rests firmly upon the actions of Corporate Social Responsibility, which we were able to express clearly in the spring of 2008 by supporting the measures to combat the extreme drought in the municipalities of the province of Barcelona. To this end, the Port of Barcelona approved special discounts for ships transporting water, reflecting its interest in sustainability and involvement in temporary critical situations.

This approach will help the APB to become a stable organisation in line with the times, and the Port of Barcelona the priority logistics option in the Mediterranean.

Josep Oriol
Director general



PORT DE BARCELONA

TRIMAR

LAS GOLONDRINAS

WISIO SUBMARINA



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Mission, vision and values

The mission of Barcelona Port Authority (APB), which describes its *raison d'être*, is:

To lead the development of the Port of Barcelona, to 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**



STRATEGIC DEPLOYMENT

During the APB seminar held in November in Albons, thought was given to the sweeping changes taking place around the Port of Barcelona (effects of the financial crisis, completion of the breakwaters, building of the Prat wharf, increasing competition in the sector, etc.) and the adaptation of the strategy to the new conditions.

Despite indications that the crisis will significantly increase competition, the conclusions drawn in Albons indicate that the APB's strategy is still essentially valid, as long-term changes in trends are not expected to be sufficient to justify changes in the approach outlined. As a result, the enlargement of the port network, improved port services - including the access infrastructures and transport services - and internal change continue to be the strategic axes of the organisation.

However, these new circumstances are pushing the APB to change its priorities, as resources are scarce. The chosen option is to focus on aims that help the Port to orient to the market and the customer, improve efficiency and productivity and generate a sufficient competitive advantage.

These are:

- **Removing the barriers that make it difficult for operators and freight agents to use the Port of Barcelona.**
- **Opening the Port to road hauliers from the hinterland.**
- **Developing the nodes of the Port of Barcelona's network.**
- **Improving the rail service.**
- **Improving port services.**
- **Driving cultural change.**

With these priorities, the APB aims to get closer to this vision, while fostering new services and creating a Port of Barcelona that is more accessible and easier for all the professionals and customers.



President's office

COMMUNICATION AND INSTITUTIONAL RELATIONS

The Communication and Institutional Relations Department is responsible for projecting the image and message of the Port of Barcelona and putting them across to the different target publics. In 2008 it performed a large number of actions that focused on a wide variety of different areas - the progress of the enlargement, port activity and the opening of new markets; but also the Port's reaction to the economic situation, relations with public and private organisations and cultural and environmental matters. These were just some of the subjects dealt with by this department, which is probably the most cross-cutting of Barcelona Port Authority (APB).

This year the Press Office issued more than 150 press releases and convened journalists to a total of 40 events to **publicise the Port of Barcelona and its activities** among the general public.

In addition to providing day-to-day reporting on the activities of the Port and responding to specific requests for information, the Press Office covers the organisation of international events or those involving members of the APB. In 2008, the media were given information on events such as the trade missions to Morocco and Algeria, participation in the Duisburg Forum and the SITL Paris, the Sinotrans Congress, Portech Asia and the Corporate Bridge to China event.

The Port is increasingly depicted in various specialised international economic, port and logistics publications such as those published in *Lloyd's List*, *Entreprises Midi-Pyrénées*, or *Logistik Heute*. These articles help to **bolster the Port of Barcelona's presence in the hinterland** and generate interest in its future plans and activity.

The Communication and Institutional Relations Department works jointly with different bodies to release communications in the Press, Image or Public Relations areas. Examples of this joint dissemination and coordination work are the arrival of water tankers during the drought - with the Catalan Water Agency, Regional Ministry for the Environment and Housing - the entry into service of the rail corridor between the SEAT car factory and the Port – jointly with the Regional Ministry for Territorial Policy and Public Works, SEAT, Comsa and *Ferrocarrils de la Generalitat* railway company - and the opening of the port control tower by Catalan president Montilla – in coordination with the President's office.

The department also takes part in designing **communication and dissemination**



activities aimed directly at the general public. Events this year included activating the Port's Information Point at the Maritime Museum and organising activities during the Mercè festival (guided tours in the Golondrinas pleasure boats, the *Joc del Port* game, etc.)

In the same way as it provides support to the rest of the APB from its specialist fields, this department works with the Marketing and Commercial Department in promotion actions such as organising and planning the Port of Barcelona's presence at national and international fairs. These activities range from defining information and relational formats to guaranteeing correct dissemination of the corporate image when designing and building stands.

The Institutional Relations section ensures the respect and performance of the agreements struck between the Port of Barcelona and different institutions. These include the current agreements with the Liceu opera house, the Catalan Red Cross, Stella Maris, the Catalan National Theatre, the Catalan Palace of Music, the Fair Logistics Foundation, ILL International Logistics, the Intermed association, Casa Asia, the El Far Consortium and the Drassanes Consortium.

This section is also responsible for **monitoring sponsorship activities and participation in events** that contribute to raising the Port's public and institutional visibility. The key sponsorship event of the year was the arrival of the regatta participants at the Barcelona World Race in February. Important events included the holding of three lunchtime talks at the Tribuna Barcelona forum dedicated to the Port of Barcelona and the participation in the Global China Business Meeting, organised jointly by Casa Asia and the APB.

In addition to these activities to promote the image of the Port of Barcelona, the Image section continued its efforts to unify and apply corporate criteria internally and externally. Aware that the image projected also helps to create opinions, this section continually searches for creative and innovative solutions while sticking closely to the corporate standards that make the Port of Barcelona's brand unique. Events held in 2008 that showed this uniqueness were the design of stands for fairs, signs and other applications developed for different exhibitions – the twentieth anniversary of the Port Vell, the hundredth anniversary of the Portal de la Pau building, etc, and the poster for the Port of Barcelona's *Jocs Florals* poetry competition.

This special competition entered its ninth year and was coordinated by the Language Service, which became part of the Communication and Institutional Relations



Department the previous year. The new element of the *Jocs Florals* this year was a photography prize in addition to the traditional narrative and poetry prizes. The Language Service is also responsible for **guaranteeing the correct usage of Catalan in the Port**; replying to language queries; revising and translating texts; and maintaining a basic style guide for the APB.

THE DOCUMENTATION CENTRE

2008 was an important year for the Documentation Centre (CENDOC), which laid down management initiatives to define the strategic lines of its future development. This essentially concerned improving and specialising the service for users, and actions aimed at disseminating the wealth of maritime and cultural information related to the Port of Barcelona.

One of the great challenges for the CENDOC this year was the move to the Port Authority's **new headquarters** in the World Trade Center building. To ensure that documents were moved in optimal technical conditions, the centre drew up a planning project based on a study of the needs of each department, the volume of documents concerned and the space available in the new building. It subsequently ensured that the physical process of the transfer of management or departmental files respected the legislation and processes established in advance.

An inventory of the collections comprising the **Cultural Heritage of the Port of Barcelona** was started in 2008, and the inventory of the Pictorial and Graphic Collection of models of vessels named "Barcelona" was completed. These initiatives were coordinated from the Port of Barcelona's Art Collection Commission, which is responsible for setting the parameters of the procedures that affect the organisation's cultural heritage.

The activities performed with the Barcelona Shipyards Consortium (Consorci de les Drassanes de Barcelona) included opening the **Port of Barcelona's Information Point** in the hall of the Maritime Museum, visible to the nearly 400,000 visitors that it receives each year. This permanent service is a channel for disseminating aspects of the past, present and future of the Port and its role as a driving force behind the economic development of the city and a place of arrival of people, ideas and technological advances.

The other functional areas of the CENDOC are the **Press Clipping Service**, which received 120,000 enquiries; and the **Researcher Enquiries Service**, in which the Maritime Documentation Centre - specialised in historical enquiries on the port - responded to 482 requests for information, mainly from academics and researchers. The CENDOC provides a similar service for enquiries on current port issues, responding to 740 requests during the year.

In 2008 the **Central Archive**, which is responsible for the custody and treatment of Port documentation, grew by 246 linear metres and received a total of 900 enquiries.

Other projects performed by the CENDOC during the course of the year were:

- The development and pilot test of the new cataloguing and management programme of the Port of Barcelona's **Photographic Collection**.
- The start of the detailed classification and inventorying of the historic documentation of the **Lighthouses Collection** corresponding to the demarcation. The documents in this collection had to be cleaned chemically, a conservation operation supervised and checked permanently by CENDOC staff.
- The holding of the Meeting of the Working Group on the **Classification Card for Port Archives** at the Port of Barcelona in November. The meeting served to lay down





the state of the art and consensus on the treatment and cataloguing of the archive collections pertaining to Spanish port authorities.

Port Cultural Project

The CENDOC also began to play an active role in the Port of Barcelona's Cultural Project, directed by the President's Office of the APB, and involved such activities as:

- The itinerant photographic exhibition *100 years of the Port of Barcelona's headquarters*, which first appeared at the Acciona Trasmediterranea passenger terminal on the Sant Bertran wharf, then at the cultural areas on the Costa wharf of the Port of Tarragona between July and September.
- The Port Vell commemorative exhibition *20 years of history - Reunion of the Port of Barcelona with the City*, which began its temporary showing at the head office at Portal de la Pau in late December.

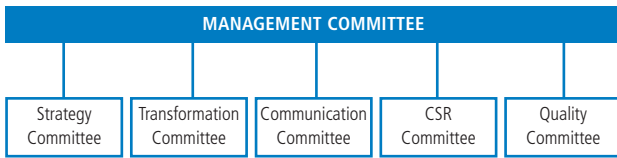


2008-2009 APB PLAN

The 2008-2009 APB Plan, linked to the setting up of the EFQM model of excellence in 2006, comprises a whole raft of initiatives to align staff with the culture of improvement. By fostering cooperation and participation, it aims to improve the internal management of the organisation, thereby satisfying the interest groups in the Port of Barcelona.

The Plan is organised into **Progress Committees**, comprising members of Barcelona Port Authority (APB) Management Committee, and aims to analyse the main strategic subjects of debate affecting the organisation and decide upon the common lines that require continual improvement. The following Progress Committees have been active:

- **2008-2009 APB Plan Management Committee.** This is the highest governing body of the Plan, the general aim of which is to coordinate and monitor the other committees and liaise with the APB's Management Board wherever necessary.
- **Strategy Committee.** Its aim is to manage activities related to the Port of Barcelona's general strategic planning and that of the Port Authority, rolling out and monitoring the strategy through the Business Plan.
- **Transformation Committee.** Created to foster activities to create internal change and involve the entire organisation, it revolves around three main axes: processes, people and the organisational system. It taps into excellence, innovation and existing entrepreneurial capital to transform the corporate culture.
- **Communication Committee.** Its purpose is to manage the plans and projects that improve internal and external communication.
- **Corporate Social Responsibility (CSR) Committee.** This was set up to define and manage actions to incorporate the Port Authority's focus on CSR in a gradual but overall way. It can be understood as the voluntary integration of social, economic and environmental concerns into commercial operations and relations with interest groups.
- **Quality Committee.** This is the most recent of the committees and was unveiled on 10 September during the second BCN Seminar. Its general aim is to monitor actions and projects related to improving external quality processes in and around the Port of Barcelona.
- **Improvement Groups** comprising people from different areas who meet on a voluntary and participatory basis have been set up



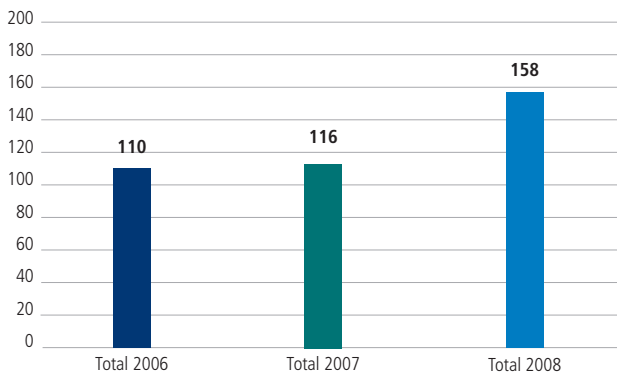
within the Progress Committees to analyse and propose improvements for certain processes or services that may be seen to have shortcomings, make suggestions and/or resolve problems. The members work on the Committee for a limited time only.

This system makes the most of the creative and innovative potential of the people in the company and creates forums for debate in which knowledge and experiences can be exchanged and synergies found between the different areas of activity. 42 people joined the Improvement Groups in 2008 in addition to the 116 who had already been participating for two years, and represented 27.05% of the staff.

Of the 21 **Improvement Groups** that have been working this year, we could highlight the following:

- **Analysis of port supply and demand.** Its goal is to assess future demand and the types of traffic that will be a top priority for the enlarged Port.
- **Road and rail commission** to develop and promote good transport by road and rail in all areas of the Port of Barcelona: infrastructures, connections, organisation, services, operators, strategy, and so on.
- **Redefining aims.** This group sets out criteria and methodology for defining assessable aims, while setting the type of aims and the timetable for drafting, review and assessment, and so on.
- **Cultural change,** to identify the salient features of the existing culture and that to which the Port of Barcelona aspires, based on the results of the working climate survey, as well as defining possible avenues of activity. Three further groups emerged from this one to cover aspects concerning activity management, people management and middle management leadership.
- **Internal communication plan.** The aim of this plan is to draft a new document that will

COMPARISON AND TREND: INVOLVEMENT OF STAFF



INVOLVEMENT OF STAFF (out of total staff)





be valid for 2008, covering a reflection on the efficiency of internal communication to date - from the plans of the previous two years and the register of internal APB communications made in 2007 - and the proposed improvements considered necessary.

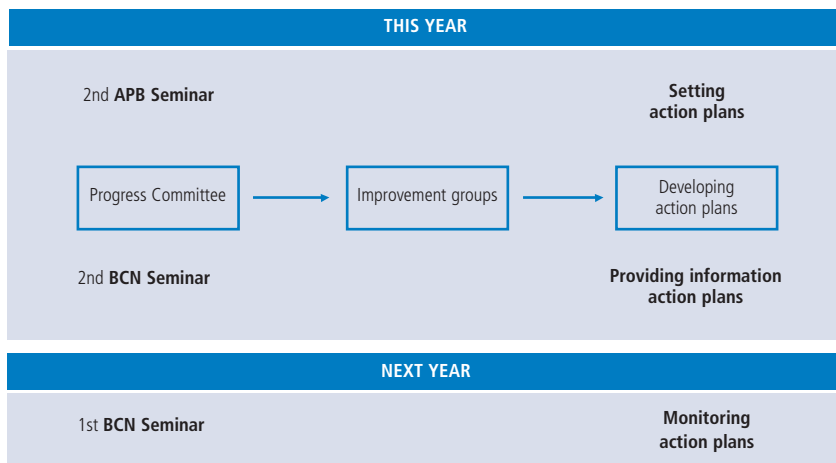
- **Information of interest for the ePORTal**, to find and compile information of general interest that should be present in the internal communication tool that is the APB intranet.
- **Social responsibility action plan.** This has been set up to propose the 2008-2012 action plan in this area, once the internal analysis of the 2006 Annual CSR Report is complete.
- **Noxus commission**, dedicated to developing a raft of measures to reduce atmospheric NOx and PM10 particles. This stems from the Catalan Decree on reduction of emissions.

An outline for the development and communication of the 2008-2009 Plan has been designed this year which envisages

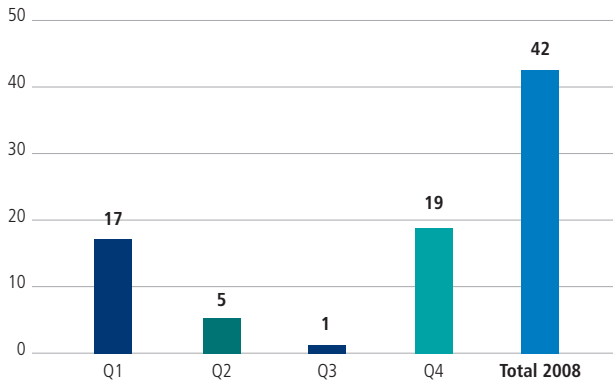
setting the future strategy and fostering cohesion of the various teams.

This was the working framework in which the **second BCN Seminar** was held on 10 September 2008. The main aim of this seminar was to present the results and progress of work carried out by the different Improvement Committees and Groups created in 2008 and set milestones for 2009. The other aims of the seminar were:

- To provide information on the main aims of the Port of Barcelona.
- To foster coordination, creativity, communication, trust, commitment and exchange of knowledge for mutually enriching teamwork.
- To facilitate attention and listening skills, respect, precision, empathy and capacity for response.
- To work on the advantages of group work: breadth of knowledge, diversity of opinions, greater efficiency, motivation and acceptance.



NUMBER OF PEOPLE TAKEN ON GM'08



Another brainstorming opportunity was the **fifth APB seminar**, a working session involving the management and co-workers, held in November. The underlying aim was to take a deeper look at cultural change in the organisation, based on three pillars:

- **Competitiveness:** identifying the situation of the Port of Barcelona with regard to other ports, while considering possible short- and medium-term scenarios.
- **Consistency:** recognising consistencies and inconsistencies in the current culture and describing the desired culture for achieving a competitive port in the current environment.
- **Commitment:** working on priority lines of action in the fields of management, activity and people, as the manifestation of the commitment to the new culture.

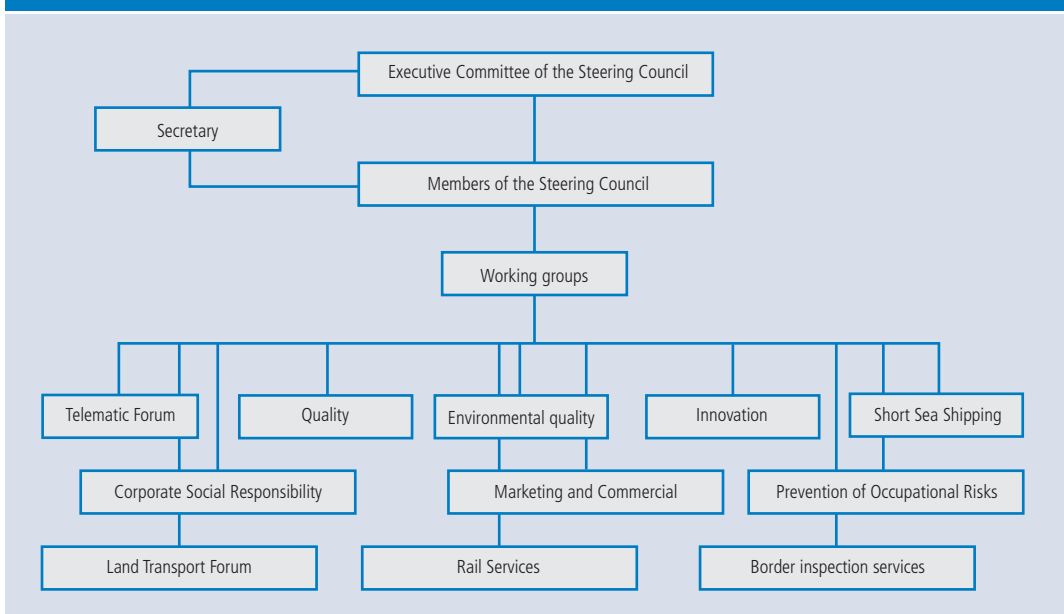
PROMOTING THE PORT COMMUNITY

In 2008 the Port Community Promotion Department performed its usual tasks of coordinating the Steering Council, as well as organising two trade missions to North Africa.

The Steering Council and the Working groups

The Port Community Steering Council liaises between Barcelona Port Authority (APB) and all the public and private institutions working within the Port of Barcelona, fostering actions to boost the projection of the Port and enhance its overall image.

STRUCTURE OF THE STEERING COUNCIL



The Steering Council held three assemblies during the year, each of which was preceded by a meeting of the Executive Committee. The specific tasks were performed via the eleven active Working groups.

The milestones of 2008 included the presentation of the results of the *Port of Barcelona Brand Enhancement study* and the decision on the actions to be taken in light of this study.

Decisions were taken in the Steering Council on the destinations of the trade missions to be organised during the year, and it was agreed that the Port Community should take part in missions organised by other institutions.



Trade missions

From 15 to 20 June there was a trade mission to the Moroccan cities of Tangiers and Casablanca organised jointly with the Foment del Treball employers' group and Barcelona Chamber of Commerce.

The delegation to Morocco comprised ninety people, sixty of whom were businessmen from the port, logistics and international trade sectors. A total of 450 Moroccan businessmen participated in the various events and 576 company contacts were made during the planned bilateral meetings.

The agreements during the course of these meetings included the Protocol for Cooperation between the Barcelona Committee for the Development of Air Routes and Royal Air Maroc and the signing of the Cooperation Agreement between the Moroccan National Ports Agency and the APB.

In Rabat, the institutional representation of the delegation met with the Spanish ambassador to Morocco and the Moroccan minister for Public Works and Transport.

The second trade mission, from 2 to 4 December, went to the Algerian capital, Algiers. This particular visit involved the four associations of the Port Community of Barcelona and the COPCA.

In addition to the directors general of the Algerian ports and different authorities, 190 businessmen attended the presentation on the Port and its Port Community. The conferences were also attended by Mr. Antonio de la Ossa, head of the Regional Customs Office, Ms. Dolores Loureda, economic and commercial councillor of the Spanish Embassy, and top managers of the Algerian port sector. 136 bilateral meetings were held as a result of the personalised contacts made.



Management area

PEOPLE AND ORGANISATION

The People and Organisation Department performs and coordinates the activities and services provided for staff of Barcelona Port Authority (APB). These range from working conditions and professional development to the coordination of communication and internal improvement, social responsibility and the provision of health care and prevention resources.

Labour relations

In 2008 a great deal of work was dedicated to negotiating the **transfer of APB staff to the new head office** at the World Trade Center Barcelona (WTCB) building. This negotiation culminated on 19 May with the signing of the Agreement on the Transfer to the WTCB, which included various important staff benefits such as subsidised meals using luncheon vouchers distributed to staff.

The transfer of the APB's headquarters has brought with it an effort to increase the use of public transport among staff. All workers who so requested were provided with Barcelona metropolitan travel cards. Those who did not choose this particular mobility option were granted free parking near the port, or a partially subsidised parking space at the WTCB building.



Staff training

This year the department coordinated a total of 100 collective training activities and 90 individual actions in different areas.

- **Port Police Training Plan.** The APB has strengthened its ties with the Catalan Institute of Public Security, the official training centre for the security forces. In addition to providing basic training for Port Police officers, we have also begun to cooperate with this institution in ongoing training, organising a course for sub-inspectors, and a course for reacting to road accidents for all officers.
- **Language training plan.** This plan continued to provide English language courses and added additional courses in French, contributing to the APB's strategic and commercial position.
- **Skills training plan.** This year a series of different activities were organised in relation to the Skills Management model, which defines skills and knowledge associated to jobs, and will continue throughout 2009.
- **Training in methodology for defining assessable staff aims.** Various workshops were organised to improve the efficiency of the organisation and interdepartmental and intradepartmental relations and communication.
- **Ongoing training.** Ongoing training courses were held for all the staff of the APB to meet

the needs for updating and reskilling in different jobs.

Furthermore, a **cooperation agreement was struck with the BCN Professional Training Foundation** (*Fundació BCN Formació Professional*) to help APB employees to obtain official qualifications partly through recognition of their professional experience.

Internal communication

This year an inter-departmental improvement group helped draft the new **2008 – 2010 Internal Communication Plan**. The aim of this plan is twofold: to support the strategy of the organisation and to develop actions to improve of communication processes within it.

ePORTal, the APB's corporate intranet, consolidated its role as a fundamental tool for internal communication, with more than 150,000 visits received during the year. In a spirit of continuous improvement, various people within the organisation have worked to audit the intranet and detect possible improvements to be made.

Among the Department's actions we could highlight the generalised acceptance by APB staff of the **programme of staff visits to the Port of Barcelona**. The latest visit, in October 2008, was ranked 8.1 out of 10.



Healthcare Resources and Prevention of Occupational Risks

This service provides support and follow-up to all the healthcare and preventive activities at the APB, offering a wide range of health and social options to active staff and their families as well as to retired workers, and covers 3,000 people in all.

Barcelona Port Authority's Health Plan sets out the procedures and protocols required to unify the activities of medical and labour health practitioners at the APB, in line with the Catalan Health Plan and the specific protocols of the Inter-territorial Council of the National Health System.

This plan also included ongoing information and awareness-raising activities concerning the risks associated to cigarettes, alcohol and substance abuse in order to improve working conditions of the staff and the environment.

16,396 medical visits were made in 2008 to the family doctors, paediatricians, the twelve available specialists and medics at the centre. These involved 9,518 active and 6,878 passive staff. 1,957 rehabilitation sessions were provided to a total of 172 patients.

Prevention of Occupational Risks

The APB's Occupational Risk Prevention Service played an active role in the process of transferring the Port of Barcelona's company headquarters, to ensure good working conditions in the new premises.



The service also organised and took part in the sixth **Seminar on Occupational Risk Prevention at the Port**, promoted by the Prevention Improvement Group of the Port Community's Promotion Steering Council and the FREMAP Prevention Service.

There were thirty accidents during the course of 2008, twenty of which led to workers taking sick leave. All of these accidents were minor and most occurred while travelling to or from work.

The Health Surveillance section performed 231 company health checks, covering 43% of the staff in 2008. The official healthcare protocols were followed, and the health plans mentioned above were used.

INFORMATION SYSTEMS AND QUALITY

In 2008 the Information Systems Department took on responsibility for supervising the quality of port services authorised by Barcelona Port Authority (APB) and changed its name to Information and Quality Systems (SI-Q). Its purpose is to develop ICT (information and communications technologies) projects to improve the APB's management efficiency and to work with the Port Community in leading and setting up initiatives to make the Port more competitive. The projects undertaken in 2008 required investment of close to three million EUR.

For the internal management of the Port Authority, SI-Q provides telephony, office applications, corporate management IT applications, business intelligence applications, intranet and web site, port maps and security and surveillance systems.

The activities oriented towards the Port Community are channelled through the Telematic Forum, PortIC, and the Quality group. The **Telematic Forum** is the working group of the Steering Council set up to define procedures to simplify and speed up exchanges of information between all the companies and administrations involved in maritime goods transport; **PortIC** is the technological platform that facilitates the implementation of all these new procedures; the **Quality** group defines new commitments in this field by creating service indicators and guarantees, monitoring to what extent they are respected, and gauging customer satisfaction.

These are some of the most important projects undertaken in the various areas of the SI-Q during the year:



Systems and developments

- The transfer of staff from the ASTA building to the World Trade Center (WTC) required telephony and IT services for all the new workstations. This was an opportunity to change the system to IP telephony, which provides greater benefits and features, and to begin a study of the new sites for the data processing centres underlying communication, security and control systems.
- All the ICT equipment has now been installed. This essentially concerns maritime traffic control radars and communications equipment with ships to allow the pilots to work from the new port operations coordination tower.
- The SI-Q worked with the Operations department to define the processes for coordinating the port services that will also be managed from the tower.
- A study was conducted on the adaptation to Law 11/2007 regarding public electronic access to public services, and the projects derived from this study will be performed during 2009. The application of this legislation in late 2009 will afford the APB the possibility of remote processing, making it possible to guarantee the order of procedures, check deadlines and identify the people who have performed the procedures.
- An inter-departmental improvement group worked to develop an event-monitoring application to facilitate the traceability of complaints received by the APB, or even parliamentary questions.

Telematic Forum and PortIC

- One action to simplify documentary procedures associated to cargo handling was the approval by the APB Management Board of a procedure defined by the Telematic

Forum to simplify pre-loading documentary procedures for shipping agents in cargo export operations. The application developed for Customs controls also makes it much easier to check containers before loading.

- The foundations have been laid for the creation of a service for coordinating the positioning of containers for inspection. This will increase the speed and transparency of such processes at the Border Inspection Post (BIP), in the inspection area set up in the container terminals or in the container scanner operations area.
- The goal of a paperless port has practically been achieved in procedures with administrations. Furthermore, 98% of the documentary transactions necessary for the entry or exit by land of full containers and 75% of empty containers are now performed telematically.
- On the PortIC platform, the new applications for shipping agents, hauliers and freight forwarders integrate documentary exchange and information services, providing greater value to users.
- In 2008 PortIC processed more than 9 million electronic messages with more than 260 customer companies and managed the documentation of more than 4,000 containers every day.

Quality

- Work has begun to redefine the Port of Barcelona's quality commitments and to lay the foundations of the new Quality Plan. A customer satisfaction study was conducted during the year and quality indicators were defined for the various processes related to the passage of goods through the port.
- The incorporation of port service quality into the Information Systems Department has brought about new initiatives such as the

setting up of the APB Quality Committee, presided over by the general manager and involving the departments related to port services and customers.

- A number of service manuals for the Port of Barcelona were also approved. These manuals outline a range of quality of service characteristics which, if met, provide companies with the corresponding certification. This gives them a competitive edge and sends a clear signal to customers that the Port is committed to ongoing improvement. The car terminals obtained service certification for this type of traffic in 2008 and are already receiving the bonuses covered by law. A specific manual has been approved for container terminals, and others have been drafted for the cruiser and bulk terminals.
- More than 18,000 physical inspections were conducted on containers in 2008 under the Quality Plan, accounting for approximately 3% of the total eligible for inspection.

UNIFIED ACCESS SERVICE

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

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

In 2008 this service attended a total of 72,519 phone calls, processed 103,931 documents and registered 13,599. It also managed 42,455 payments.

There was a significant increase in the use of the **web payments platform** for the services made available on this channel, with the proportion of payments made rising from 1% in 2007 to 20% this year.

The Trucks Identification Centre (CI-SAU), a specific office of the SAU, processed 35,238 provisional authorisations and 50,750 prior notices.

COMMERCIAL PROMOTION

Under the terms of the Marketing Plan for 2007-2009, the Port of Barcelona has continued to be present at the most important



European logistics and transport events such as *SITL* in Paris, *SIL* in Barcelona and *LOGITRANS* in Madrid. Its presence at these events is one of its main tools of commercial promotion.

A careful analysis of the different fairs over the last few years has led to a well-balanced and alternating presence at these events to publicise the new services and infrastructures offered by the Port of Barcelona to its main potential target publics. Such promotional activities are characterised by the complementary, consolidated nature of CILSA and BCL as the Port's travelling companions, and the participation of the container terminals. In addition, the representatives of the Port of Barcelona have played an active role giving talks at fairs and holding meetings with the most important logistics operators, all of which provides a valuable overview of market trends. The flexible structure of the Marketing and Commercial Department has enabled it to attend to the specific needs of the two parts into which it split in 2008, while maintaining the habitual **contact with the Port's main customers**. The Chinese market continued to be the main focus of attention, as it provides the highest volume of cargo travelling through the Port of Barcelona. Despite a disappointing third quarter, as the financial crisis took hold, the expectations caused by the enlargement projects of the two container terminals continued to attract the interest of the major operators and multinationals. In fact, Decathlon and Carrefour have located two major distribution warehouses in the ZAL Prat, right next to the future new terminal.

One of the goals of the Marketing and Commercial Department in 2008 was to **consolidate and develop rail products**. On the one hand, the line connecting the Port of Barcelona and Azuqueca, with Zaragoza as the third point in the triangle, continued to grow, supported by TCB Railways, while rail traffic in the connections with Bilbao, Lleida and Navarre could be consolidated for the first time. On the



other hand, we could highlight the major new challenge and the boost to the rail mode provided by the Port of Barcelona, RENFE and Naviland Cargo, which set up the BARCELYON Express service, the new container traffic line joining the Ports of Barcelona and Lyon. This service, unveiled at the CLASSEXPORTE fair in Lyon, provides three weekly trips in both directions and, with its shorter transit times, makes it possible to compete with the Northern European ports for cargoes in this area.

Presence at fairs

With the co-operation of the specialised horticultural traffic terminal, last year the Port of Barcelona participated once again at the **FRUITLOGISTICA fair in Berlin**, during the course of which it held meetings with the main producers and ship owners. The Port's representatives jointly planned the season with the ship owners to coordinate rotations and deliveries from the terminal.

This is the most important fair of the sector and one of the first to be held during the year. However, the growing threat of the financial recession was not an indicator of the progression of the market, which remained stable during the year and in some cases even grew. Horticultural products are one focus of attention at the Port of Barcelona, in order to maintain supplies to Mercabarna, the main market supplier of Catalonia, and to the Saint Charles market, the largest fruit and vegetable market in Europe, located in Perpignan.

The next annual appointment was the **SITL in Paris**, Europe's large logistics fair that alternates with Munich's *Transport Logistic* as the top meeting place for the international sector. The Port of Barcelona, represented by its president, took part in a forum at this event in which the future of European ports and the north-south confrontation were discussed. This generated an increase in the number of visits

and enquiries received at the Port stand, with people showing an interest in the new infrastructures and rail services. The most enthusiastic response came from the **BARCELYON** Express project, which was still in the planning stage at that time. Added to this, the fact that the Port was present with CILSA led to interest in the platforms being developed in France (in Toulouse, Perpignan and Lyon).

June saw the holding of the great national logistics and transport event: the **SIL Barcelona**. This year the Port of Barcelona was present with a stand combining commercial contents, terminals and products with institutional issues, showing clearly how it is a driving force in the Catalan economy and a link with the rest of the world.

Among the other promotional actions linked to the SIL we could highlight participation in the cycle of conferences concerning port infrastructures, railways and the promotion of land logistics (CILSA). The fact that the guest country was Brazil helped in the meetings with its main ports (Santos and Pecem), as well as top-level meetings with the managers of shipping companies HAMBURG SUD and LIBRA.

The last logistics fairs attended was the **LOGITRANS in Madrid**. The first edition of the new period was characterised by a great many institutional participants and very few private sector ones. The event was a good opportunity to develop contacts, particularly with the rail sector and the remaining Spanish ports, and to promote Short Sea Shipping. The Port of Barcelona's representative in Madrid ushered all the delegates of the main shipping companies in the capital (MAERSK, CMA-CGM, MSC, ZIM, etc.) and the most important logistics operators through our stand.

To promote and present the **BARCELYON** Express project, it was decided to make a joint representation with the Strategy and Development Department at the local **CLASSEXPORTE** fair in Lyon. This is a small event,



but is strictly dedicated to import and export logistics of the area. This turned out to be a wise decision since the stand we shared with RENFE and NAVILAND CARGO, the other two partners in the project, drew more than 80 visits during the two days this even lasted.

Congresses and conferences

The Port of Barcelona participated in and supported the **24th National and International Coffee Congress**, held at the World Trade Center Barcelona. This was part of the strategy underlying its presence in the Spanish Coffee Federation to maintain direct contact with the most important traders and wholesalers. One of the priority aims of the participation in this congress was to inform traders and roasters of the Port of Barcelona's plans for growth and the associated benefits as the main gateway into the Iberian Peninsula for coffee and cocoa.

Promotion actions with the Chinese freight forwarding sector included our participation at the **SINOCONFERENCE Hong Kong**, organised by WCA Family, for which the Port of Barcelona and ATEIA were two of the main sponsors. This is the largest meeting of Chinese freight forwarders with those from the rest of the world and is attended by more than 1,500 participants, to which the Port presented its characteristics and services. The stand received more than 60 visits, and more than 30 bilateral meetings were held.

In order to maintain links with this freight forwarding community, ATEIA - supported by the Port - signed an agreement with the CIFA and the WCA Family to establish cooperation links between the communities in the next five years. One result of this agreement is the **SINOCONFERENCE EUROPE** meeting, to be held in Barcelona in October 2009 and which more than 150 Chinese freight forwarders are expected to attend.

A seminar was held to promote rail services at the start of 2008 for the freight forwarder and shipping agent sectors of Barcelona. The purpose of this model of seminar, which will be spread to other logistics communities in Spain in coming years, is for the operators to present the characteristics of the current rail services themselves and bring them closer to potential customers. Apart from the rail terminals TCB Railways, TMC Services and Puerto Seco de Azuqueca, RENFE, COMSA and EWS also participated in the seminar.

PORT ENLARGEMENT WORKS COMMISSIONER

In 2008 the Port of Barcelona, which is currently immersed in the most ambitious period of growth of its history, achieved a key milestone in the development of the Port of Barcelona Master Plan (1989-2010) - the completion of the works to enlarge the East seawall and build the South seawall, and the coastal corrective measures.

The Port Enlargement Works Commissioner coordinates these activities, which are covered in the Llobregat delta infrastructures and environment plan (the *Delta Plan*), which will make it possible to rescale areas and double the area available at the Port to 1,300 hectares.

The new seawalls are the key to generating 439 hectares of new port land, which will gradually be regained from the sea, to house new terminals mainly dedicated to container traffic.

East seawall

The enlargement of the East seawall was completed on 18 November, after 82 months, and was built by the UTE Dique Este, a temporary group comprising *FCC Construcción S.A.* (35%), *Ferrovial-Agroman S.A.* (25%), *Construcciones Rubau S.A.* (25%) and *Copisa Constructora Pirenaica S.A.* (15%).

The work involved building a 2,025 metre-long emerging sloping seawall crowned at a height of +12.00 m to extend the existing seawall. The main mantle is made of 50-tonne parallelepiped concrete blocks at the base, and 80-tonne blocks at the pier head and the point at which the line changes, to achieve greater storm protection of these areas, as its shape tends to create local weather phenomena.



The project involved:

- dredging 1.23 million cubic metres of material;
- laying 2.89 million tonnes of riprap classified between 500 kg and 5 tonnes;
- tipping 10.60 million tonnes of quarry ballast;
- using 579,210 cubic metres of concrete, 77% for building the blocks and 33% for superstructure and surfaces.

The total cost of the works was 213 million EUR, 53% of which was co-financed by the EU Cohesion Fund, and the rest with own funds, not from the general state budget.

South seawall

The South seawall was built in three stretches, the last of which was filled in on 17 July. The works lasted 74 months for the first and second stretches, plus another 44 months for the third.

The first part (Stretch I) involved building an emerging sloping seawall two km long and crowned at a height of +9.0 metres. Its main mantle comprises 60-tonne parallelepiped concrete blocks.

The second part (Stretch II) is 1.7 km long and is different to the first. This seawall is built with prefabricated concrete caissons, comprising empty circular cells 3.65 metres in diameter. The caissons are buoyant and were transported to the site by sea. Once the caissons were anchored, the cells were filled with sand to provide solidity and guarantee the necessary stability of the structure. The caissons rest on a bed of quarry ballast with a cross-section of more than 200 metres.

In this case, the waves do not break directly against the seawall, but are reflected onto it, advising this particular type of construction and avoiding the need for so

much quarry material, thus lowering the overall cost of the work. In addition, this solution will allow the future extrados of the seawall (on the inner side) to form an attached wharf for new terminals.

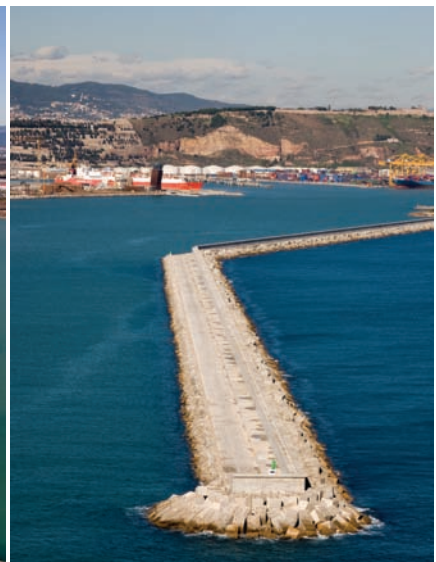
The work on Stretches I and II can be summarised as follows:

- 1.94 million cubic metres of material dredged;
- 9.68 million tonnes of quarry ballast and 3.03 million tonnes of riprap classified between 1.5 and 6 tonnes tipped;
- 10.42 million kg of steel forged for reinforcing;
- 429.76 million m³ of concrete used, 129.46 million m³ for making the protection blocks, 186.10 for the caissons and 114.20 for the superstructure and surfaces.

The work on these stretches was performed by the UTE Dique Sur, a temporary group comprising *Dragados Obras y Proyectos S.A.*, *Construcciones Especiales y Dragados S.A.*, *Sociedad Anónima de Trabajos y Obras*, *COMSA S.A.*, and *Construcciones y Obras Públicas y Civiles S.A.* The total cost was 222.94 million EUR, 53% of which was co-financed by the EU Cohesion Fund.

The last stretch of the South seawall (Stretch III) is a 1.1 km emerging seawall, the first 1,000 metres comprising a sloping section with 40-tonne parallelepiped concrete blocks on the main mantle, and the last 100 metres - the pier head - with a vertical section similar to Stretch II.

The budget for this project was 113.48 million EUR, and the works were performed by the UTE Tramo III, a temporary group comprising *Dragados Obras y Proyectos S.A.*, *Construcciones Especiales y Dragados S.A.*, *Sociedad Anónima de Trabajos y Obras*,





COMSA S.A., Construcciones y Obras Públicas y Civiles S.A. and NECSO.

The main parts of the project were:

- 0.91 million cubic metres of material dredged;
- 1.55 million tonnes of classified quarry riprap, ranging from 150 kg to 4 tonnes;
- 5.36 million tonnes of quarry ballast brought by land and sea;
- 22,350 m³ for caissons, 149,650 m³ of concrete for blocks and 58,280 m³ for the sheltering wall and surfaces,
- 1.82 million kg of steel.

Prat Wharf

The Prat wharf, the first of the enlargement area, is already taking shape. The 1,500-metre stretch constitutes the line of the first container terminal in the port enlargement area on the west side of the dock. It will occupy nearly 100 hectares of land regained from the sea, granted under concession to Terminal Catalunya S.A. (70% Hutchinson Port Holdings and 30% Grupo Mestre) and is well underway. One significant characteristic of this future terminal, with a capacity for 2.5 million containers per year, is that it will be the first semi-automated wharf in Spain and one of the first in the world.

The building of the first 1,500 metres of the Prat wharf was divided into two phases. The *Prat Wharf Phase I*, which was started in 2004 and finished in autumn 2005, involved 1,000 metres of berthing line. It was built with 18.5-metre wide reinforced concrete caissons and one-metre footing each side to reach the 20.5-metre width on the floor. The caissons that

were finally built were 41.31 metres long and 17.5 metres high, with a depth at water level of -16.00 m.

Phase II, which is 500 metres long, was built between December 2005 and October 2006 and comprises 12 reinforced concrete caissons 13.56 wide on the foundation slab and 12.07 metres at the shaft, 41.30 metres long and 18.00 metres high. The extrados in this phase was built with granular material, with a depth at water level of -16.50 m.

Breakage and progress of the work

Part of the Prat Wharf Phase 1 was seriously damaged on 1 January 2007, when a 660-metre stretch of the wharf wall, comprising 16 caissons, slid into the docks. This also shifted most of the filling material, which was spread throughout the dock.

The following steps were taken to repair this situation: analysing the causes of the collapse; completing the parts of the project that remained standing as safely and quickly as possible; rebuilding the part that had collapsed (caissons 10 to 25), as safely and quickly as possible.

The UTE comprising *Ferrovial*, *Agroman* and *Cyes* was awarded the contract to rebuild the Prat wharf in an open call for tenders for the plan and work under the negotiated procedure. The budget was 64 million EUR, with an 18-month deadline for completion. The planned strategy was to demolish five caissons and refloat the other eleven. By the end of the year, the five caissons had been demolished according to plan and seven had been refloated.

Actions performed

The works performed in 2008 mainly involved draining, making it possible to speed up the filling consolidation process and earthworks for building and removing embankments, serving as pre-loading of the filling materials.

A series of gravel columns were also built on the extrados of the wharf, specifically in the manoeuvring area, to improve geotechnical conditions.

Finally, a building project was drawn up for the piles that will support the tracks for the automatic stacking cranes (ASC) to be installed in future and to guarantee an even surface over the entire terminal.

These were the main projects related to the Prat wharf performed or begun this year:

- **Modification of the movement of pre-loaded materials (action 2) on the Prat Terminal:**

To achieve an appropriate degree of consolidation of the filling materials of the Prat wharf over an area of 16 has.

- **Treatment of the extrados, replacement of filling and drainage layer. Prat Wharf Phase I (caissons 1 to 9):**

As its name indicates, this project involves treating the extrados of the wharf, replacing the filling up to a height of +2.50 and applying a drainage layer in the area (caissons 1 to 9). There also plans to strengthen the embankment resting on caisson 8, required for the pre-loading of the areas generated in Phase 2.

- **Treatment of the extrados (gravel columns). Prat Wharf Phase II:**

Replacing 20% of the hydraulic filling material by building gravel columns up to 30 metres long, with "improved" filling to provide greater resistance. The work was performed by the UTE Trasdós, lasted six months and cost 3.4 million EUR.

- **Laying of geodrains (Prat Wharf Phase I, Caissons 1-9):**

Levelling an area measuring 22.4 has (approximately 130 x 1,650 m²), by excavating and filling with the same material.

- **Terrace in the rear area (Category E-2).**

- **Prat Terminal:**

Levelling an area measuring 22.4 has (approximately 130 x 1,650 m²), by excavating and filling with the same material. The area is defined by a flat area with a maximum slope of 0.25% to the west to guarantee sufficient drainage until the final surface is built. The height of this flat area will vary between +2.75 m and +3.10 m, above which a crown will be built with 75 cm of material, configuring the

required category E-2 terrace. The crown will be made of 50 cm of quarry ballast or recycled building material and 25 cm of artificial quarry ballast in the upper part.

- **Movements of pre-loaded materials (actions 3, 4 and 5). Prat Terminal:**

Works defined in 3 projects to provide the necessary consolidation of the filling materials of the Prat wharf. This includes the withdrawal (loading, transport, tipping and spreading) of the pre-loaded materials of the terrace and the caissons of the previous stretches, and the building of a riprap embankment 540 metres long on the south eastern end of the precinct, where the materials that will close this area will be tipped.

Corrective measures

The port enlargement not only represents a great potential for growth in logistics, but will also provide the legacy of a beach. One of the corrective measures of the environmental impact declaration involved the generation of a new beach stretching along two kilometres of coastline next of the new right bank of the river. A specific habitat has also been created to maintain and protect the autochthonous fauna, especially the Kentish plover (*Charadrius alexandrinus Linnaeus*).

All of these works are the physical base on which the Port can grow. This growth is both quantitative (new wharves, cranes and accesses) and qualitative (new shipping lines, better customer service, new connections with Europe) and should consolidate it as the core of the main Mediterranean logistics platform and, along with the actions foreseen in the Delta Plan, make it one of the nerve centres of the European communications network.



Infrastructure

INFRASTRUCTURE ACTIONS

Throughout 2008 Barcelona Port Authority (APB) dedicated a total of 142.75 million EUR to infrastructure works, representing more than 70% of total investment by the authority and approximately 10% more than the previous year.

A large part of the investment was dedicated to the works on the southern enlargement of the Port of Barcelona, which are listed in detail in the chapter on the Commissioner for the Enlargement. However, other no less important works were also performed to facilitate port operations - preparing existing areas to adapt them to new needs; building new wharves and rebuilding existing ones; road and rail access projects to the Port; and other one-off actions.

Preparation of areas

Work aimed at remodelling existing areas, especially within the reorganisation of the Port of Barcelona's container terminals, involved the following projects:

- Development of the Álvarez de la Campa wharf. This project, which is now complete, involved redeveloping road accesses to the wharf, with the adaptation of the two roundabouts and the roads converging upon them.
- Enlargement of the South wharf. The works currently underway will create 18 hectares of new port land. The project includes removing the current pier of the Compañía Logística de Hidrocarburos (CLH), building a new wharf



line between the South and Álvarez de la Campa wharves and a new terrace for loading, unloading and handling containers.

- Berth for liquid bulk carriers. In response to the increase in liquid bulks handled in the Port of Barcelona, work has begun to build a new berth for carriers between 180 and 275 m long, to be located in the Inflammables Wharf.
- Enlargement of the Border Inspection Post (BIP) building. The BIP service checks that perishable products from third countries enter EU territory with all the appropriate health guarantees. Work completed this year covered not only adapting and improving the offices, but also the operational and refrigerated facilities area.

Refurbishing and maintenance of existing wharves

Now that the Adossat wharf is being used for cruiser traffic, a ro-ro needs to be removed to provide a uniform structure right along the wharf, enabling it to work efficiently. The works project known as **Rebuilding the alignment of module 1 of the Adossat wharf**, currently underway, involves demolishing the ro-ro superstructure, extracting the surrounding rockpile, refloating the two caissons that make it up and mooring them in the port precinct.

The **Terminal A works project** was completed during 2008. Increased traffic of large cruise ships and the building of the new cruiser Terminal A on the Adossat wharf required work to adapt the infrastructure to the other terminals in terms of space and urban finishings. The project involved developing approximately 300 m of the Adossat wharf, building a central walkway and pavements, ditches for services, drainage, surfacing and so on.

At the end of the year the project called **Filling, terracing and pre-loading material to consolidate the filling of the Costa wharf** was already underway, and consists of building a new wharf front parallel to the current Costa wharf. The project involves general filling to a height of +2 above the wharf created between the old and new Costa wharf line to form a terrace.

Work has finished on the sheet pile wharf in **Álvarez de la Campa wharf** to meet the need to improve the berthing line and adapt it to the new requirements of port operations. It involved building a wharf 458 m long with a 12 m draught, crowned at +2.50.





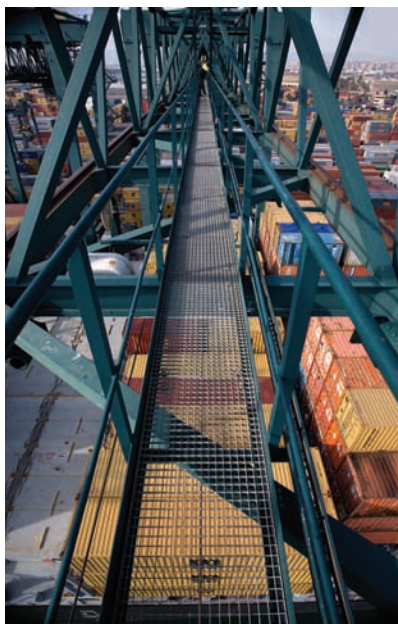
Rail accesses

The building of rail infrastructures guarantees dynamism and speed in the entry and exit of goods to the port area and allows it to extend its area of influence.

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

One-off actions

Special reference should be made to the one-off projects such as the refurbishing of the



Montjuïc Lighthouse and Port Control Tower.

The first project involved rebuilding and refurbishing the emblematic building to adapt it to the new needs of the port. Work is underway to build a road connecting the lighthouse to the urban road system.

The second project, which finished in 2008, included building a **control and surveillance tower** on the Inflammables Wharf. Its location and unusual design make the tower one of the visual icons of the enlarged port, and can be seen by any ships requesting entry at the entrance mouth. A car park, and the attendant urban development, needs to be built to provide the Port Control Tower and its adjoining building with sufficient parking space and make it more accessible within the port area.

The Environmental Impact Declaration (EID) of the Port of Barcelona comprises the measures to be implemented to compensate and correct the environmental impact of the works. One such measure was the creation of a 2-km long beach on the right shore of the River Llobregat.

The inner area of the new beach, in the stretch between the start of the pier and the high water mound on the right shore of the new river mouth will be turned into a **wetland** within the Coastal corrective measures project Phase III D (Creation of wetlands). This activity will compensate for the loss of the La Podrida lagoon and create a specific habitat to maintain and protect fauna.

The infrastructure works are the reflection of the expansion process in which the Port of Barcelona is currently immersed. As it moves towards becoming the main Mediterranean logistics centre, correct planning and execution of the future scenario is the best guarantee that it will achieve this.

Operations and planning

INDUSTRIAL SAFETY AND ENVIRONMENT

Industrial Safety

Work began during the year on the revision of Port of Barcelona's **Internal Emergency Plan (PEI)** to update figures, incorporate the changes required to increase efficiency and bring it in line with new legislation. Once the documentary phase is complete, there are plans to incorporate a computer application that will provide access to updated information for safety officers in the concessions and all activity groups and people covered by the PEI, while simultaneously guaranteeing a smooth flow of communication.

In 2008 the Industrial Safety and Environment Department organised a series of seminars in cooperation with Barcelona Fire Brigade to take stock of the port area and its characteristics with a view to providing emergency services, following an agreement signed with the City Council of Barcelona. The seminars were aimed at fire chiefs of the Catalan Regional Government (*Generalitat de Catalunya*) to coordinate and integrate the actions in the port enlargement area and the ZAL Prat, as these areas are the responsibility of another municipality.

In addition to this, the Directorate General of Civil Protection of the Generalitat, in cooperation with the Port, rolled out its **Public Warning Plan** this year. This plan involves triggering the sirens in the port area in the event of activation of the **External Emergency Plan (PEE)**. This plan covers risks that could affect the port area involving the companies covered by the legislation on major accidents. The test was carried out within the port only and will continue to be conducted in future.

This year the specific **Training Plan for Firemen** and units under the cooperation agreement with the City Council covered three editions of the on-board fire fighting course at the Jovellanos Integrated Maritime Safety Centre in Gijón, and involved 46 firemen in all. Two accident management and control courses were organised at the Fire Service College in Moreton-in-Marsh in the UK. The first, lasting one week, involved 21 corporals, and the second, lasting two weeks involved 10 sergeants and five emergency experts.

During the year there have been general exercises in the port area and drills with all the concessions covered by the legislation on major port accidents. These drills are part of the mutual assistance agreement, and involved Barcelona Fire Brigade, the Port Police Force





and occasionally the 061 SEM emergency services.

In 2008 **containerised dangerous goods traffic** fell by 1% year on year, to a total of 950,733 tonnes. However, bulk hazardous goods traffic continued to rise, increasing 10% over 2007 to a total of 12,660,483 tonnes. This volume of goods was processed through 91,883 authorisations, 100% of which used EDI (Electronic Data Interchange).

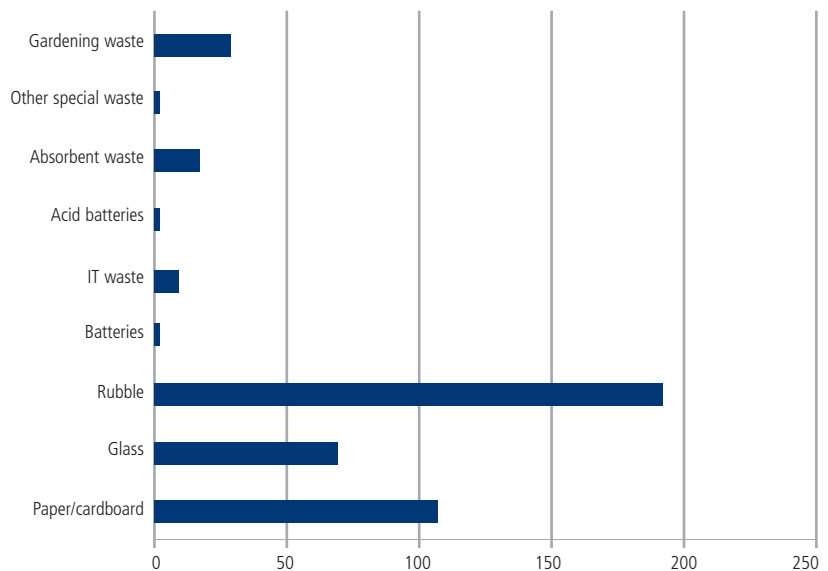
Air quality

Barcelona Port Authority (APB) continued to work hand in hand with the Catalan Department of the Environment and Housing

to apply the Air Quality Improvement Plan in the Metropolitan Region of Barcelona, rolling out measures to reduce NOx and PM10 emissions affecting the Port. Such measures include modernising the fleet of trucks involved in the Proatrans P+ programme; electrifying vessels during stopovers; and fostering the use of rail cargo traffic to take such cargo off the roads.

The demolition of the Porta Coeli building on the Adossat Wharf and the storms at the end of the year put various pieces of equipment of the weather and air quality surveillance network (including the P1-Porta Coeli ozone measuring station) out of service. This event provided an opportunity to renew the equipment and restructure the network to adapt it to the new configuration of the port

WASTE APB 2008 (Tonnes)



area and the new functions under the environmental monitoring programme of the port works.

Waste collection

1,965 tonnes of waste for the tip were gathered by the APB, 26% less than in 2007. The remaining waste for specific management stood at 507 tonnes, distributed as follows:

Type	Tonnes
SUW (tip)	1,965.82
Paper and cardboard	104.62
Packages	22.31
Glass	65.56
Scrap metal	19.62
Rubble	194,4
Defences	13.4
Batteries	0.09
Fluorescent tubes	0,44
It waste	6.72
Toners	0.76
Acid batteries	0.23
Trinjove support	2.08
Absorbent waste	12.54
Other non-special waste	35.85
Other special waste	0.17
Waste BIP (organic)	0.8
Gardening waste	28
Sanitary waste (m ³)	0.62
TOTAL	507.59

The recoverable waste collected in the itinerant circuit at the companies of the Barcelona Port

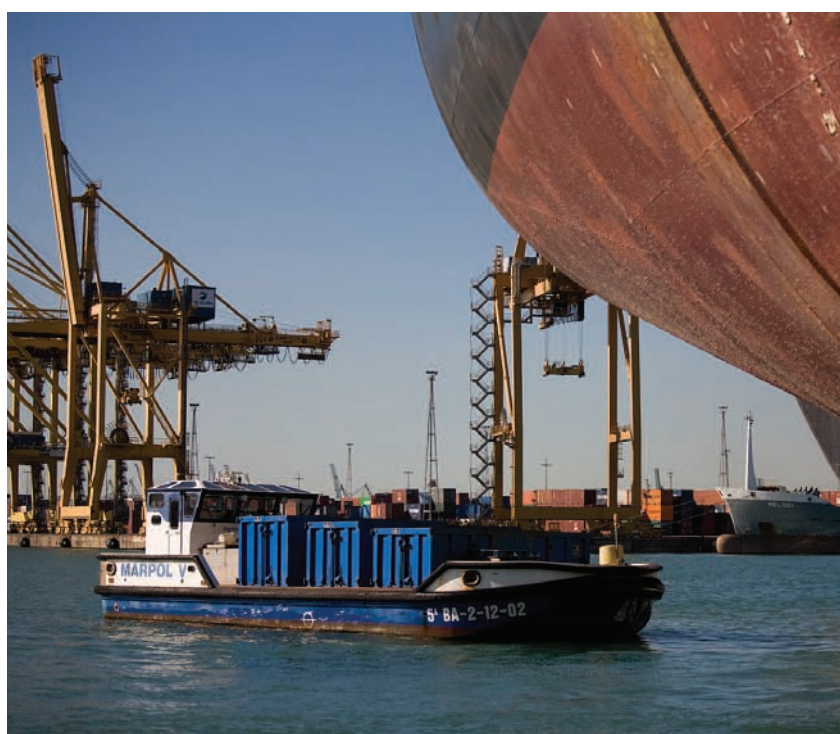
Community came to 1,373 tonnes, comprising common waste, paper and cardboard, scrap metal and wood.

Recyclable waste circuit	
Waste	Tonnes
Ordinary	952.34
Paper and cardboard	117.12
Scrap metal	228.32
Wood	76.11

In addition to this, 11,640 lots of vessel waste (or MARPOL waste) were gathered in the Port of Barcelona in 2008. The amounts and types are given below:

Ships' waste recovery services	Amounts collected m ³	No. of services
Oily waste (MARPOL I)	51,647	2,585
Dirty waters (MARPOL IV)	913	9
Solid waste (MARPOL V)	40,216	9,046

FLOATING WASTE COLLECTED IN 2008



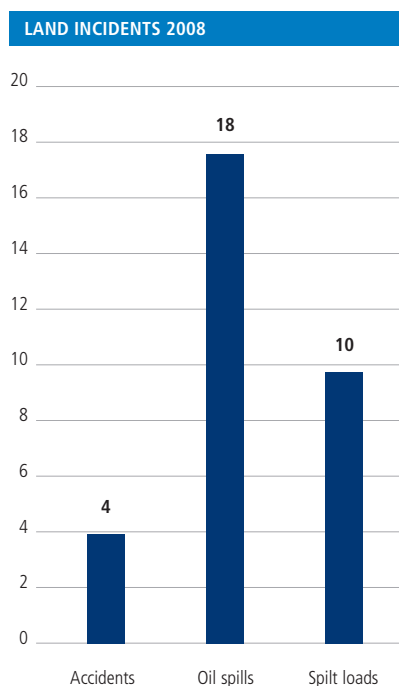


Protection of the land and sea environment

In 2008, the APB used five ships for the various marine environment cleaning services, floating waste collection and other oil pollution combat actions, working each day of the year. This work allowed it to respond to 118 incidents:

- 62 involving oil spills, with 6,270 litres and 4,280 linear metres of absorbent barriers;
- 56 notifications of floating waste, leading to 940 m3 retrieved, weighing a total of 132 tonnes.

The total number of incidents in public or non-concessionary land areas of the Port of Barcelona was 32, distributed as follows:



OPERATIONAL SECURITY

2008 signalled the start of the implementation of a series of new measures and actions for developing security in the Port of Barcelona with the application of Directive 2005/65/EC on enhancing port security, and its transposition into Spanish Royal Decree 1617/2007 on port security and protection. The most important actions were:

- The creation of the **Port Protection Office** to guarantee documentary management, coordination and communication between security forces, public and private bodies and the port facilities during the performance of assessments and protection plans.
- The setting up of the **Protection Consultative Committee**, the highest operative body for port security, comprising the various representatives of the security forces and the public bodies and institutions with powers in the port field. The members of the committee were appointed by the president of Barcelona Port Authority (APB), who also appointed a **Port Protection Officer** to represent the Port Authority before the competent authority. The functions and responsibilities of all of these are set out in Royal Decree 1617/2007.
- The continuation of the **security inspections and audits** of different port facilities by foreign governments and shipping companies.

Port Police

The Catalan Traffic Service conducted a monitoring campaign which included ongoing breath-testing, document, safety belt and helmet checks and prevention of the improper use of mobile phones.

Preventive and support actions were conducted to guarantee the normal development of port operations, such as preventing peddling of goods in the Port Vell and follow-up measures laid down by the Civil Guard and the *Mossos d'Esquadra* (Catalan Regional Police force) during the port transport strike in December.

With the increase in the number of cruisers stopping over at the port, Port Police staff numbers had to be further increased, with 30 auxiliary officers hired to cover access controls and security checks at the passenger terminals.

Among the vocational training provided to the Port Police was a course on traffic actions provided by teaching staff from the Catalan Institute of Public Security and the internal APB courses on quality and port legislation.

Strategy and development

DEVELOPMENT OF THE PORT NETWORK

Barcelona Port Authority continued to roll out its strategy of growth based on distributing port services and networked logistics in 2008. This two-pronged approach, coordinated by the Strategy and Development Department, involves designing and reinforcing different kinds of service centres – logistics areas, inland goods terminals, intermodal terminals, warehouses and so on – and also providing the infrastructures and services of the multimodal transport corridors connecting these centres with the Port of Barcelona.

The idea is for Port customers to be able to access a wide range of handling, transport, logistics and added-value services for their external trade operations in these facilities, which are managed in a decentralised way by the operators. At the same time, the Port of Barcelona's brand services – the Port Community's PortIC telematic platform, quality standards and guarantees and the customer service – allow them to organise and monitor their cargo.

The Zaragoza goods terminal

The Zaragoza goods terminal (tmZ), in operation since 2001, acts as a service platform for imports and exports from Aragon, Navarre and La Rioja. It offers a whole series of differentiated services to professional users (shipping agents, freight forwarders, logistics operators) and, by extension, to importers and exporters. These services include container consolidation and deconsolidation, warehousing and additional services, and customs warehouses; container logistics (empty container storage, warehousing, handling, cleaning and repair, full container handling and a transshipment area for road vehicles); transport services between Barcelona and Zaragoza, and local collection and distribution. The terminal acts 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 an 8,000 m² container depot which can be enlarged to 41,000 m². This year these facilities have been completed with a 50,000 m² rail terminal connected to the main network which now provides a regular, competitive and high-quality service to rail operators and, by extension, to Aragonese freight agents. Zaragoza's 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 strategic intermediate terminal for traffics from the Port of Barcelona and the rest of Spain and Portugal.

The most outstanding indicator of the tmZ's activity is the number of movements in its container depot - a total of 27,912 TEU this year (trains and trucks), with 224 trains (112 incoming and 112 outgoing) providing 6,553 TEU. The rail terminal makes the tmZ logistics platform more accessible and dynamic for the entry and exit of goods.

The Toulouse goods terminal

The Port of Barcelona also operates the Toulouse goods terminal (tmT), a similar initiative in the south of France. Set up in 2002, the tmT brings the Port closer to its potential customers in the French *Midi* region and serves to extend its area of influence and carry port services to the freight agents located north of the Pyrenees. In sum, it taps into new traffics starting and/or ending in the French departments of Midi-Pyrénées and Aquitaine.

CILSA, the company that manages the Logistics Activities Area (ZAL) of the Port of Barcelona, is responsible for developing the tmT project in the new facilities of the Eurocentre logistics platform 20 km outside Toulouse. The terminal will offer a 17-hectare logistics activities area with space for local and Port of Barcelona international maritime trade operators to set up, in addition to a Container Freight Station in the remaining three hectares. The first logistics warehouses are due to become available in 2009.

Perpignan goods terminal

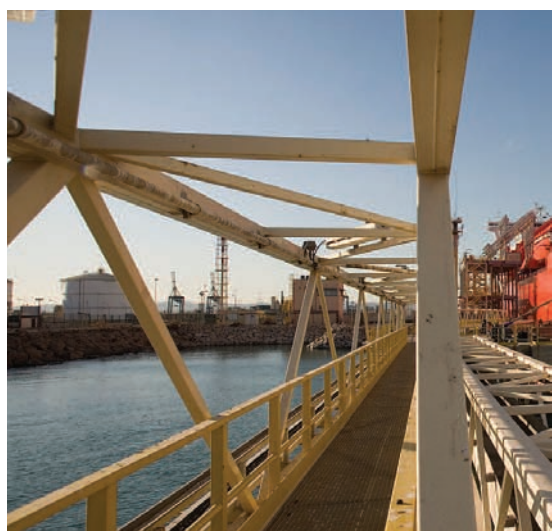
Perpignan, just 187 kilometres north of Barcelona, is another major logistics and

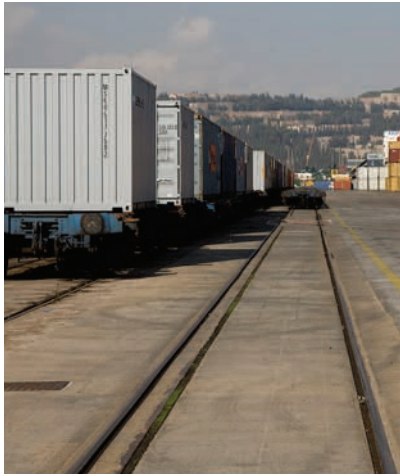
communications node due to its location on two of the Port of Barcelona's strategic land transport corridors: Toulouse – Bordeaux and Montpellier – Lyon – Southern Germany – Northern Italy. It is an exceptionally-located site for intermodal connections of French and European traffic to Barcelona. This has led the Port to initiate procedures for setting up a goods terminal in Perpignan. The first step was to acquire 5% of the shares of the Local Joint Venture Limited Company *Perpignan/Saint-Charles Conteneur Terminal*. This company manages a rail terminal located next to the Saint Charles market, one of southern Europe's main logistics and distribution centres for vegetables and fresh produce, and other types of goods. The Port of Barcelona aims to implement a goods terminal in the short term, and has already signed an agreement to develop a 30-hectare ZAL.

Service centre for France

The Port of Barcelona has plans for France that are more ambitious than its presence at the facilities in Toulouse and Perpignan and its future sites in Lyon and Northern France. In 2008 various specialised services were created for French customers, under the collective term *Service Centre for France*. The Port uses this concept as a vector for offering free, tailor-made support in the physical and documentary operations involved in the movement through the port. It provides the support of consultants – facilitators – specialised in setting up efficient logistics chains through the Port, and a team dedicated to creating rail services with France.

This year various new channels of communication were opened on the French market: a toll-free number 0 800 800 160, a Freezone address (infofrance@apb.es), a monthly newsletter exclusive to France, and the





Port of Barcelona's web services in French (www.barcelone-port.fr).

The increased flows of goods originating or ending in France that passed through the Port of Barcelona were the result of the efforts of the Port Community. The process was also facilitated by sweeping changes in Community Customs rules, which have harmonised procedures with other EU countries. One result of this is that a tax representative is no longer required. Another, perhaps the most important, is that French and non-French hauliers are now free to transport containers by land in and out of the Port of Barcelona.

Dry ports in Madrid

Two initiatives along the same lines as the tmZ and tmT are the dry ports of Madrid, located in Coslada and Azuqueca de Henares. From these two sites, the Port of Barcelona services 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 an operator of the rail terminal, with a customs

clearance warehouse and another warehouse with rail access for internal rail operations. Apart from conducting the typical consolidation and deconsolidation operations inherent to its activity, it has also been set up to study, develop, install, market, manage and operate rail terminals.

The Port of Barcelona's participation in the management of this dry port is represented by the presence of CILSA and Barcelona Port Authority on its Management Board. The service provided involves trains with the Port of Barcelona, mainly carrying containers for receivers in the Henares river corridor, which in 2008 represented traffic of 19,488 TEU (+8%). The service started in 2006 with a total of 2,793 TEU transported.

The purpose of the Madrid-Coslada dry port is to contribute to the growth of traffic of the ports of general interest, such as Barcelona, taking part in the project by developing logistics initiatives and providing intermodal areas and infrastructures to foster rail transport between these ports and the metropolitan area of Madrid.

Traffic between Madrid Coslada and the Port of Barcelona in 2008 was 3,352 TEU (+27%). Since it came on stream, the dry port has handled 53,245 TEU of traffic (+1%).

Intermodal goods centre in the Empordà

The Port of Barcelona is working in cooperation with the Catalan public company CIMALSA to promote what is set to become a major cargo intermodal logistics activity centre for Catalonia and the Iberian Peninsula. 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.

In April 2008, the developers and RENFE signed an agreement to restart activity at the Vilamalla rail terminal and adapt it for intermodal transport of normal and refrigerated containers, general cargo and vehicles. The developers will perform the required works for a cost of 1.4 million EUR, and RENFE will operate the terminal for a period of 10 years with an estimated 10 trains a week (5 in each direction).

Furthermore, the Port of Barcelona and CIMALSA plan to set up a company to build a large new intermodal terminal with access for both rail gauges in the *Far de l'Empordà*, located opposite the Vilamalla terminal. The developer company will be responsible for the urban, infrastructure and operative planning, and for analysing the viability of the initiative.



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.

New Barcelyon Express rail service

In the Barcelona – Lyon corridor, the APB has been involved as the business developer and facilitator of the creation of a new rail service linking the Port of Barcelona with the main cities and regions of France that generate external trade. By virtue of the agreement signed with *Renfe Operadora* and *Naviland Cargo*, a specific offer of rail services has been designed for this corridor, with the service due to start operating in February 2009 with three weekly trips in each direction.

The Barcelyon Express service will connect the Port of Barcelona's two container terminals (TCB and TerCat) with the Naviland Cargo rail terminal in Vénissieux (Lyon) at the centre of one of the main logistics nodes in France.

FERRMED

The APB is an active member of the FERRMED association, set up to promote the Western Mediterranean – Rhone – Rhine – Scandinavia European goods rail axis between Algeciras and Stockholm. FERRMED's activity in 2008 focused on performing a technical, socioeconomic and supply and demand study including the entire

area of influence of the axis. The study's conclusions should serve to include this major axis as a priority project in the forthcoming review of the European Commission's European transport policy in 2010. The Spanish government has already expressed its support to the association in this matter.

Tangermed Logistics area

The expansion of the Port's hinterland will also mean a greater presence on the southern shore of the Mediterranean. On the 4th of April 2008, the Ports of Barcelona and TangerMed signed a cooperation agreement to enhance their mutual relations. This also involves the Port of Barcelona developing a logistics area in Tangiers to serve the operators of the routes between Spain and Morocco that use these ports. The Port of Barcelona will operate a ten-hectare logistics area, five hectares of which will be in the logistics tax free zone and five hectares in the TangerMed dry port area.

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

BUSINESS DEVELOPMENT DEPARTMENT

2008 signalled the consolidation of various projects designed and developed by the





Business Development Department (DDN), which channels assistance to customers and users of the Port of Barcelona through its assistance, information, training, dissemination and promotion services.

The DDN has detected a significant increase in the use of the new technologies and presentation formats in customer relations. Internet and e-mail use has increased, both in complaints management and information transfer. Furthermore, training has been extended to more fields, contents updated and reoriented towards co-modality and the development of maritime transport services.

Of note this year was the coordinated effort between the Strategy, Quality and Commercial departments to move towards efficient customer and user management.

Improvement processes

The DDN provides a personalised care service that channels customer complaints and enquiries, which are managed and quantified using the Selligent application. In 2008 the system registered 313 entries (84 complaints and 229 enquiries):

- 20 of the 84 complaints were related to the integrity of the goods and a further 20 to physical processes.
- 72 of the 229 enquiries concerned tariff items and 38 were requests for information on the passage of goods.

Information Point

The DDN uses the Customer Care Service (SAC) to provide an information point with details of

the working of logistics, passenger and goods transport, infrastructures, documentary circuits and physical processes in the Port Logistics Community. The following channels are used:

- **Open phone line 902 22 28 58.** Telephone enquiries: Monday to Thursday from 9 a.m. to 5 p.m. and Friday from 8 a.m. to 3 p.m.
- **E-mail:** sac@apb.es
- **Website:** www.portdebarcelona.es/sac. The website was renewed in 2008, providing greater accessibility to contents through sensitive drop-down menus. Additions include content in French, a glossary of port terminology, information on competitions and calls for tender by Barcelona Port Authority (APB) and detailed information on the Port's terminals.
- **Port of Barcelona user guides:** Dalila Project. This involves a series of guides organised by traffics, attributes or logistics corridors, structured under a coherent criterion of concepts and available at: www.portdebarcelona.es/cclink. These guides currently available are Maritime Grouping and Short Sea Shipping of the ports of Barcelona and Civitavecchia, with information for the users of these services.
- **CCLink**, the e-publication for the Circle of Freight Agents and other port users, provides a quarterly report on the Port of Barcelona's new aims and areas of influence. Editions 18 to 21, published in 2008, covered the opportunities offered by Morocco as a logistics gateway; Navarre as an export community and future inland goods terminal of the region; the role of corporate social responsibility and training; and the railway as a safe and sustainable means of transport.



PICASO programme: cost observatory

The Programme of Information on Costs Associated to Services and Operations, or PICASO, was created in 2007. The following year, it was applied to analysing port invoices requested by end users in their claims. It also responds to the SAC's intention to identify market needs and communicate them to Barcelona's Port Community, while providing as much information as possible on the infrastructures and services available and promoting their use.

The programme provides sufficient information to understand the costs generated by the movement of goods through the Port of Barcelona. At the same time it provides judicial elements allowing the contracting parties to assess and calculate an indicative price depending on the actions of the different players involved in contracting the services on offer.

Circle of Freight Agents

The following promotion activities were organised in 2008 by the Circle of Freight Agents:

- Technical Seminar in Andorra: The Future of the Port of Barcelona, aimed at importers and exporters, organised along with the Andorran Chamber of Commerce and the Catalan and Andorran Customs services.
- Customs Seminar for 130 participants to present the new paperless Customs export release order application and the new figure of the Multi-scheme Logistics Operator (OLM) recognised by Customs to denominate Non Vessel-Owning Ocean Carriers (NVOOC). The setting up of the Association of Non Vessel-

Owning Ocean Carriers of the Port of Barcelona was one more milestone in fostering maritime groupage.

- BAF (Bunker Adjustment factor) seminar to explain how this concept is treated in maritime transport, the make-up of fuel prices and the applicable maritime legislation, as well as an analysis of price formation mechanisms. The seminar addressed the concerns of the Transprime and Consell d'Usuaris freight agents associations about oscillations in the BAF and problems in integrating them into their profit and loss account.

Training activities

ForMar Project

Through the various specialised seminars it organises, the ForMar Project provides information on the working of maritime logistics to all customers and other port groups to ensure successful trade operations and facilitate the exchange of experiences with professionals of the sector.

The new events of 2008 included the holding of the first and the second editions of the course on Maritime Logistics and Co-modality, bringing together 67 participants from 44 companies. This is the updated version of the course on The Port of Barcelona's Involvement in Foreign Trade, lasts 25 hours and involves a visit around the Port and a practical case study in addition to the theoretical sessions.

60% of the participants in seminars were end customers, as opposed to 45% in 2007. The most popular seminar was called '1x1 - How to make commercial contacts in a country in one month', and replaced the previous 'Internationalisation and new technologies'.

European School of Short Sea Shipping

In 2008 the European School of Short Sea Shipping offered a total of 18 Gloss, Avtoritas and Numina courses. Sixteen new institutes of higher education - universities and technical colleges - from different countries (Belgium, Spain, Netherlands, France, Portugal, etc) have included the School's courses in their training programmes during this period. In all, there were 814 participants and the average level of satisfaction in the courses was 3.96 points out of 5.

Proatrans Project

There were changes to the Proatrans project (Plan for the regulation and organisation of transport access linked to the Port of Barcelona), particularly in terms of legislation, training and communication.

Legislation

The procedures and legislation approved by the APB's Management Board in 2008 aim to contribute to the orderly and pragmatic development and implementation of the project within the sector:

- 30 July: update of the particular technical conditions of the different P and E authorisations for the habitual/non-habitual or sporadic development of the transport of containers by land in the Port of Barcelona and the P+ incentives programme regulating the activity of land transport of containers in port facilities.
- 29 October: update of the Rules for the Use and Conditions of Distribution of Truck Parking Areas in the Port of Barcelona, single legislation for regulating the current four parking areas.

- Creation of the APB Instructions on identification of operations, drivers and vehicles in the access to port terminals and container depots.
- 4 December: signature of the Agreement for Competitiveness and Stability of container transport by land of the Logistics Community of the Port of Barcelona.

Training

A total of four Proatrans Seminars have been held, and one edition of the Masters in Management of Transport Companies in the Port of Barcelona (ICIL Foundation/ APB), involving the participation of 20 businessmen and haulage company managers normally operating in the Port of Barcelona, who mainly take part in the P+ programme. The Masters course was imparted between February 2008 and January 2009.

Communication

Two new editions of the Proatrans newsletter were published in June and December. The sixth edition covers ecological driving, natural gas as an alternative fuel, and avoiding the dangers of alcohol and drugs while driving. Newsletter 7 details the new legislation approved this year and Short Sea Shipping as a business opportunity for land transport.

Both training and communication activities help to publicise and interiorise the new processes derived from the project, but also spread new concepts and behaviours that facilitate the process of continual improvement and adaptation of land cargo transport to the entire logistics chain.



Stakeholder companies



INTERMODAL LOGISTICS CENTRE (CILSA)

This year the Intermodal Logistics Centre (CILSA) continued to roll out the second phase of the Port of Barcelona's 143-hectare Logistics Activities Area (ZAL) located in El Prat de Llobregat. By the end of the year, twenty-seven customers had already set up in the ZAL Prat, 70% of the units had been let, and the rest were under negotiation. Phase two of the ZAL will most likely be completed at the same time as the Port of Barcelona's new container terminal comes on stream.

During 2008, CILSA, the company that manages the ZAL, successfully completed work to develop the ZAL Prat, installing the access control and building and delivering three industrial premises.

The foundations for its success are its strategic location, allowing goods to be distributed efficiently to the markets of the Iberian Peninsula, the south of France, Italy, and North Africa; a flexible offer of high-quality buildings which meet all the new standards on fire prevention; and a wide range of complementary services for companies and individuals. This responds to CILSA's intention to generate synergies among the different operators and achieve economies of scale by managing different common services.

All the companies that set up in the ZAL must contribute to helping the Port of Barcelona to achieve its goal of growing into the first Euromediterranean logistics hub. To this end, all the companies in the ZAL have to





guarantee that at least 30% of the traffic that they generate involves the maritime mode. The total activity of these customers generates annual traffic of two and a half million tonnes of goods, 35% of which begin or end at sea.

Among the leading national and international companies currently occupying the ZAL, 45.7% provide logistics services, 28.3% are logistics operators, 18.5% are freight forwarders, 5.4% are distributors and 2.1% are involved in the import-export business.

Leading the way in CSR

CILSA is involved in a great many social, environmental and employment activities that are part of its approach to Corporate Social Responsibility (CSR). The company applies sustainability criteria in its projects:

- Fostering public transport to provide access to the ZAL
- Creating green areas between the logistics buildings
- Applying water-saving criteria for irrigation
- Use of low-consumption outdoor lights to avoid light pollution
- Large covered areas with roof lights to maximise use of sunlight
- Thermal insulation in buildings
- Open-plan design of warehouses to facilitate operations
- Provision of services for people within the complex: Service Center, restaurants, shops, childcare facilities, etc.

- Photovoltaic electrical generation areas to bring about a zero CO2 emission rating
- Ongoing audits to improve the output of the facilities
- Fostering Short Sea Shipping and intermodal transport
- Optimising land use
- Online freight exchange
- Reduction of empty transport
- Sustainability awareness campaigns
- Fostering off-peak transport (night transport)
- Reducing intermediate transport
- Coordinating the Delta Mobility Council
- Optimising linear support infrastructures

The ZAL has led the way in the application of these criteria since its inception in 1992, when the concept of sustainability was still in its infancy. CILSA foresaw that practices such as those mentioned above would provide positive results, not only from an environmental, but also from a corporate and social point of view.

ILI LOGÍSTICA INTERNACIONAL

In 2008 the consultancy division of **ILI Logística Internacional** continued to pursue the activities begun the previous year, which are now oriented not only to performing strategic and viability studies of logistics areas, but also to taking part in the set-up process, including the configuration of the shareholder structure and investor contribution. This work provided support to CILSA's international expansion strategy and

to other public and private customers in different geographical locations.

Working hand in hand with its associates, the ILI has gradually bolstered the business line of projects financed by multilateral financial institutions like the Inter-American Development Bank (IDB) and the World Bank. It took part in projects to analyse logistics areas in Colombia and Peru, and calls for tender – pending award at the year's end - in countries such as Ecuador (where it already has a good deal of experience), Uruguay and Brazil.

Furthermore, this year it consolidated the Chilean delegation, which led to the signing of a contract for a project to develop an area for providing logistics and support for port activity in the city of San Antonio.

The Maghreb region is now clearly a priority area of interest for the ILI. Algeria has received three prospecting visits with a view to launching projects for logistics areas that could interest Spanish companies wishing to invest. Following the signature of the agreement to cede land in the tax free logistics area of the new port of Tangermed in Morocco by CILSA, the ILI has been working hand in hand with the ZAL's management company to analyse new business opportunities.

The MEDIGATE project, for developing strategic, operative tools to foster intermodal transport, finished in the middle of the year. Many training and information sessions have been given in a number of countries and a CD has been prepared with the most important contents of these.

Thanks to *ILI Formació*, the organisation's training arm, a total of 265 students took part in the on-line Masters in Integrated Logistics and the different on-site programmes available in 2008. In Spain these include: modules of the masters and postgraduate courses in Logistics and International Trade organised with the CEU Business School; the Masters in Transport and Integrated Logistics with the Balmes Institute in Girona; courses in integrated logistics for territorial delegations of Barcelona Chamber of Commerce; a specialisation programme in Transport Logistics and SCM supply chains; and training for trainers in CAP Logistics. Five modules of the Masters in Integrated International Logistics were taught in Mexico in cooperation with the CEU and the Universidad Anáhuac México del Sur. The ILI has trained more than 2,000 professionals since it was set up.

CARES FOUNDATION

The Cares (High-Performance Company and Social Centres) Foundation is a body set up to

help disabled persons and those at a risk of exclusion to gain access to the labour market, and provides services that are mainly of logistical support to other companies. The founding patrons are *CILSA*, *CTC Ingeniería Dedicada*, *ADES (Association for the Development of the Social Economy)*, *Prosegur* and *Concatel*.

At the end of 2008, the Foundation employed 182 people (with a yearly average of 158), 27% more than the previous year, and 5 in the *Codec* job insertion company, which depends on Cares. 56% of the staff with disabilities at Cares are mentally retarded, 13% are mentally ill, 26% are physically disabled and 5% have a sensorial disability.

The entry of new projects this year has made up for the loss of dynamism of others. The main jobs provided at Cares were logistics support activities such as warehousing, package handling and inverse logistics; and production support such as coupling. With its management of 23,100 m² of facilities - 13,600 of which are at the ZAL Barcelona and the ZAL Prat - Cares generated 6.7 million EUR in income, 23.11% more than the previous year, with a surplus of 122,000 EUR, according to provisional figures pending closure.

In terms of promotion, Cares was again present at the SIL (International Logistics Fair of Barcelona) along with the APB and CILSA, it updated its web site www.fundacioncares.com and prepared a new catalogue in USB format with a limited edition in print.

Management training courses included human resources management, operations management, and a master in social services, the seminar on Good Practices at the APPS (Catalan Federation for Intellectually Challenged Persons) and the APB seminar on Occupational Risks. Operators were provided courses on food handling, carting, risk prevention in active new services, risks and instructions in emergencies, electric forklift



operating, multi-functionality in jobs, and emergency measures.

The organisation was very active in the social field, particularly with talks organised for parents on guardianship; sex-affectivity and siblings; publishing the quarterly internal magazine; and taking part in the development of the Fair Logistics Foundation and trust of FUSEAT, a private foundation that takes care of mentally challenged people without parents.

The Cares Foundation Sports Club continued to take part in the indoor football team in the Catalan League, 2nd division, Group 3, of the Acell (Catalan Sports Federation for the Mentally challenged) and set up a petanque team that also plays at the Acell. In July there was an outdoor training seminar in the *Canal Olímpic* training lake, and some workers from the foundation took part in the Special Olympics.

FAIR LOGISTICS FOUNDATION

The purpose of the Fair Logistics Foundation (*Fundació Logística Justa*) is to promote international cooperation for the development and financial enhancement of fair trade and the social economy by optimising logistics processes to foster the development and sustainability of the producers of communities in less-favoured countries. It does this by facilitating the shipment of western market surplus to countries in the most need; supporting international trade and humanitarian aid organisations to help them to improve their logistics management and build up their immediate reaction capacity; and raises awareness of the need to implement corporate social responsibility (CSR) policies within the business community.

The Port of Barcelona has been working with the Foundation since its inception. The Trust of the Foundation comprises the *Global Humanitaria* organisation, the *Cares Foundation*, *CTC Ingeniería Dedicada*, *ADES Association for the Development of the Social Economy*, *Seur Foundation* and *SEMG Solidaria Foundation*. Cooperation agreements have also been signed with different bodies, including *Bombers Units sense Fronteres* (BUSF) (United Firemen without Borders) to provide logistical support to their shipments.

International and social cooperation

International Cooperation actions in 2008 especially include:



- Sending a container from the SEMG *Solidaria* foundation with healthcare material to the Sandino Hospital in Managua (Nicaragua).
- Sending a container from the *FISC Aragón* association with teaching support material to Nicaragua.
- Sending a container from the *FAPCI* association with teaching and school material to Callao (Peru).

While following its original principles, the Foundation continually incorporates new suppliers into its social trading activities to offer more possibilities to as many craft groups as possible in the countries of the south in order to sell their products all around the world in market conditions.

This year, in addition to the organisations in the countries that were already taking part, such as India, Colombia, Bangladesh, Bolivia and Nepal, new organisations, which have been working for many years in fair trade and the solidarity economy, have joined from Vietnam and Cambodia. They are:

- A women's cooperative in Hanoi (Vietnam) dedicated to home-based ceramic work.
- A women's cooperative in Chi Minh (Vietnam) providing work to more than 60 families in the women's clothing accessories sector.
- A craft group in Phnom Penh (Cambodia) working mainly with groups at a high risk of social exclusion and producing school and office materials (folders, notebooks,...) from bamboo and rattan.

One important difference that further strengthens the fair trade value chain is that Fair Logistics does all of its handling and packaging at the Special Employment Centres for people with disabilities, to help their integration into the job market and raise awareness among public administrations and private companies of the opportunities for helping such groups. Over the last two years, in cooperation with two centres



for people with disabilities (CETS), the foundation has created 150,000 units of the “Mercè Solidarity Scarf”, which Barcelona City Council gives to the public.

Consultancy

Consultancy work is also firmly rooted in the foundation, thanks to the fact that more and more companies are integrating Corporate Social Responsibility (CSR) into their company strategies and spreading their good practices in social, environmental and economic fields. During the year, in addition to intensifying cooperation with the bodies with which it was already working, Fair Logistics is now working with management and services company GIS (*Gestió i Serveis, S.A.*), an organisation that manages a series of venues including the World Trade Center Barcelona.

In addition to its usual cooperation in the field of CSR with Barcelona Port Authority, additional initiatives with the Port Logistics Community included:

- Participation in the International Logistics Fair (SIL) in Barcelona.

- Participation as a speaker at the Latin American round table in the Spanish Society of General Medicine Congress held in Oviedo.
- Participation in the Solidarity Logistics Seminar at the Seur Foundation in Madrid.
- Participation, with the Cares Foundation, in the Corporate Social Responsibility seminar organised by the Port of Barcelona.

PORT VELL

The Port Vell shows year after year that the harmonious coexistence of leisure, culture and business activities, sport, professional fishing and vessel repairs is not only feasible, but necessary to create synergies and satisfy concession-holding companies and services, citizens and visitors.

The Port Vell offers visitors an eclectic range of activities, bolstered by temporary activities and **promotional activities by private and public companies**, which increasingly see this area as an ideal location in a unique setting. Some of the activities at the Port Vell in 2008 were new – the 25th anniversary of the Raval Children’s Home, the homage to Josep Carreras by the Foundation Lliceu of Barcelona, the promotion of the Community of Andalusia, the anniversary of the ONCE and its Foundation, and the Mango fashion show that was part of Bread & Butter; whilst others are now well-established. These are the Wine and Cava Fair, Raluy Circus, the Port of Barcelona Swimming contest, Zegna and Godó regattas, the Salt Route, Copa Nadal trophy and La Mercè a la Mar festival. However, what made 2008 an exceptional year for this kind of activities was the end of the Barcelona World Race regatta, with the arrival of the participating vessels at the finishing line.

The Maritime Museum and Catalan History Museum continued to make an important contribution to culture. 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 projects, linked to teaching plans, essentially aim to disseminate and preserve the present and past values of seafaring culture as well as fostering a new approach to relations between civil society and the maritime world.

Alongside this, the Port Vell looks to the future with a raft of innovative activities, converting and adapting areas and concessions to new needs. There are plans afoot to open the **Fishermen’s wharf area** to visitors, who will soon be able to participate in its business and cultural life. This approach will generate new dynamism by providing a new point of

PORT VELL NUMBER OF VISITORS

Barcelona Swimming Club	8,383 members
Catalan History Museum	221,998 visitors
Maritime Museum	1,097,040 visits altogether 332,405 in the exhibitions
Marina Port Vell	1,598 vessels berthed from 6m to 130m
Atlètic Barceloneta Swimming Club	12,096 members 759,000 people entering the club
Las Golondrinas pleasure boats	272,092 passengers
El Far Consortium	72,726 users
Imax Port Vell	440,540 cinema-goers
L’Aquàrium de Barcelona Sea Life Centre	1,650,000 visitors
Maremagnum	13 million visitors

attraction and regenerating the area, modernising and benefiting the fishing sector and the Barceloneta district.

Another project underway involves **refurbishing the Plaça del Mar, the Passeig Maritim and Passeig Joan de Borbó** boulevards up to the new entrance mouth. Work is due for completion in 2009 and will provide the city with a more attractive stretch of boulevard linking all the beaches. The areas generated during the building of the North Entrance Mouth will also include new activities related to the Vela Hotel, which will open its doors next year, and to the new public areas along the seafront.

It is this combination of activities, together with the involvement of the concession-holding companies and the attractive location, which have drawn 16 million people to the Port Vell each year. These new projects are likely to inject even more life into this area. The Port Vell knows 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 (WTC) Barcelona is consolidating its position as an outstanding business centre in the city, a fact that is borne out by the 99% occupation rate of the 40,000 m² of offices for rent at the end of 2008. The most important operation in terms of buildings was the start of the progressive move of the Barcelona Port Authority (APB) offices from the Portal de la Pau and ASTA buildings to different floors of the complex. This process, which will culminate in the occupation of 6,000 m² of offices, is due to finish during 2009. Other companies that have set up their offices in the WTC Barcelona are Freeway Design, Candis Hispania and Favourite Network.

The WTC Barcelona Congress Centre was the chosen venue for nearly 400 events bringing together 59,000 people throughout the year. The most important of these events was the launching of the Ericsson 3, one of the Swedish brand's two ships that participated in the prestigious Volvo Ocean Race round-the-world regatta. The launch was attended by almost 1,500 people and coincided with the GSMA Mobile World Congress. The Congress Centre also hosted the Global China Business Meeting, the seventh International ASPO Conference (Association for the Study of Peak Oil and Gas), the third Annual European Congress on Wireless and Digital Cities, the

twentieth Cardiology Congress and the twenty-third Coffee Congress, among others.

Other companies that have used the WTC Barcelona facilities to hold their meetings or events were Hewlett Packard, Microsoft, Vodafone, BASF, Esteve, Novartis, Danone, Procter&Gamble, Banc Sabadell, Caixa Catalunya, Mercedes Benz, Zurich, Gas Natural, Renfe, Puig, Universitat Pompeu Fabra, Generalitat de Catalunya and Barcelona City Council.

The most important improvements made to the business centre were the new signposting and vehicle direction system in the car park and the investment in audiovisual equipment for the congress rooms. Furthermore, and true to its approach of providing the best possible service to its customers, WTC Barcelona has signed cooperation agreements with companies that manage sports centres and others that sell cultural products, to offer discounts to the workers at the centre. All of these advantages, and other relevant information, are communicated through E-news, the WTC's electronic magazine sent out every two months by e-mail.

WTC Barcelona is a member of the WTC Association, a non-political, not-for-profit international organisation set up in 1970 with the motto 'Under peace and stability through trade', which aims to promote international trade and foster mutual assistance and cooperation among its members, and contribute to the development of nations.







Traffic Progression

54 More passengers

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Traffic Progression

The Port of Barcelona's traffic figures in 2008 were marked by three main factors: the notable growth in passenger numbers (+12.4%); the continuity of total cargo traffic levels (+0.82%), which remained stable with regard to 2007; and a significant increase in the rail share of goods transport, mainly in containers and vehicles.

More passengers

The progression of passenger figures was the most positive of the various traffics flowing through the Port each year, with a total of 3,236,976 people arriving or leaving from the Port aboard regular ferries and cruise ships.

The **tourist cruiser** sector experienced the most outstanding growth (17.5%), allowing a total of 2,074,554 passengers to be transported. This is a new record for the Port of Barcelona, which consolidated its role as the leading cruiser port in the Mediterranean and pushed its ranking up to number five worldwide, behind the big four Caribbean tourist ports - Miami, Port Canaveral and Port Everglades in Florida, and Cozumel in Mexico.

It is important to point out that 56% of all cruise passengers passing through the Port of Barcelona are in turnaround (in other words, they start and/or end their cruise in this port, where they embark or disembark). This is especially



significant because this type of passengers contributes the most to the local economy, because they spend more time in our city.

Regular ferry lines provided service to a total of 1,162,422 passengers, an increase of 4.3% over 2007. The progression in passenger flows was helped by the Short Sea Shipping (SSS) services connecting Barcelona with the Italian ports of Genoa, Civitavecchia (Rome) and Livorno. These routes were used by a total of 396,477 passengers, which is a 26.6% increase year-on-year.

Coastal shipping with North Africa also performed very well, mainly with the consolidation of the line linking Barcelona with the port of Tangiers in Morocco. There was a 94% increase up to 41,634 passengers.

Stable cargo

The more than thirty terminals at the Port of Barcelona handled a total of 51.8 million tonnes of cargo, including victualling and fishing. This is a slight increase over 2007 (+0.87%), in spite of the worldwide decrease in maritime cargo transport as a result of the global slowdown that began in 2008.

It is therefore noteworthy that the Port of Barcelona managed to record increases in various traffics against falling global cargo levels. This is the case of liquid bulks, mainly

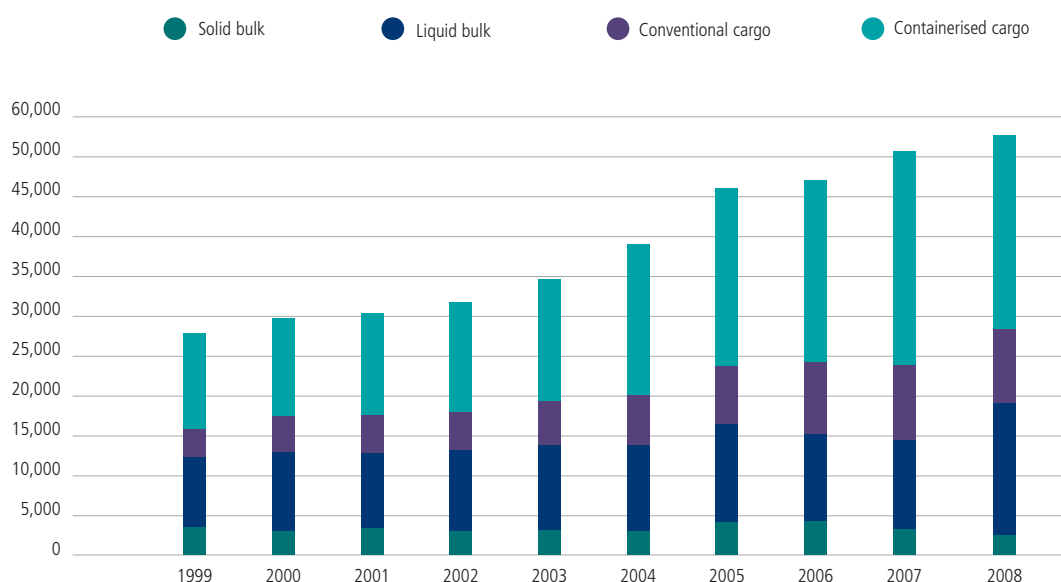


energy products such as natural gas or petrochemicals. This traffic grew by 10% in 2008 to reach a total of 12.1 million tonnes handled.

General cargo reached 34.9 million tonnes, practically the same level as the previous year. Containerized cargo traffic, the main component of general cargo, fell by 1.6% with regard to 2007, and stood at 2,569,549 million TEU (twenty-foot equivalent container units).

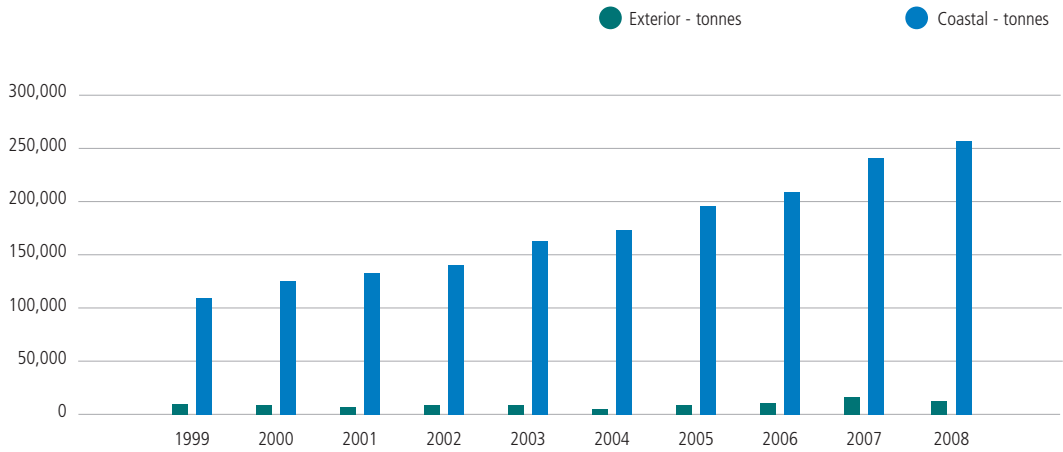
The Far East and Japan make up the lion's share of the Port of Barcelona's market, as the nearly 600,000 TEU handled in the port in 2008 started or ended in a country from this region. Cargo to and from this geographical

DEVELOPMENT IN SHIP TRAFFIC, 1999-2008



	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Containerised cargo	11,532	12,989	13,430	13,842	15,344	18,344	19,929	22,573	25,417	25,156
Conventional cargo	3,792	4,596	4,706	5,453	5,574	6,437	7,325	9,190	9,768	9,778
Liquid bulk	8,500	8,966	9,515	9,930	10,159	11,071	12,531	10,536	10,991	12,105
Solid bulk	4,053	3,254	3,818	3,383	3,698	3,468	4,052	4,108	3,870	3,506
Total	27,877	29,805	31,469	32,608	34,775	39,320	43,837	46,407	50,046	50,545

DEVELOPMENT OF GOODS TRAFFIC PER TYPES OF SAILING 1999-2008 (in thousands tonnes)



	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Number of vessels	9,204	9,138	8,651	8,993	8,865	8,610	8,853	9,533	9,942	9,582
Tonnage	118,697	129,158	132,121	146,992	161,820	172,817	192,288	216,251	240,374	258,340

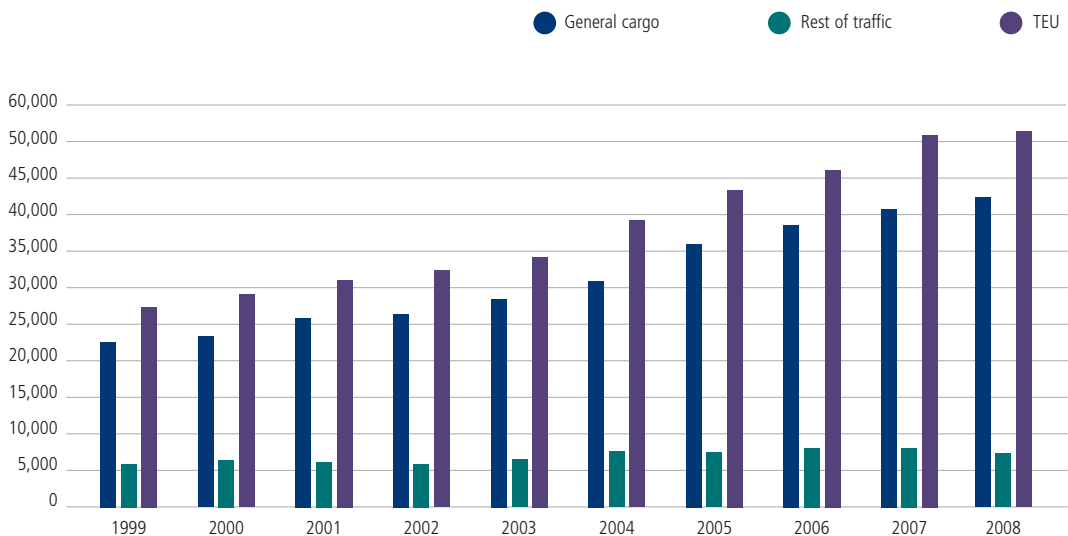
area grew 6% year-on-year. Specifically, China is the Port's main trading partner, with 23.3% of containers that pass through our terminals starting or ending there.

Although the Asian market is the strongest in absolute terms, we cannot ignore the dynamic behaviour of the North African market during 2008. Traffic between the Port of Barcelona and North Africa (which received two trade missions - one to Morocco and one to Algeria) increased by 31% according to the

final figures. In total, our Port transported 304,873 TEU starting or ending in markets in North Africa.

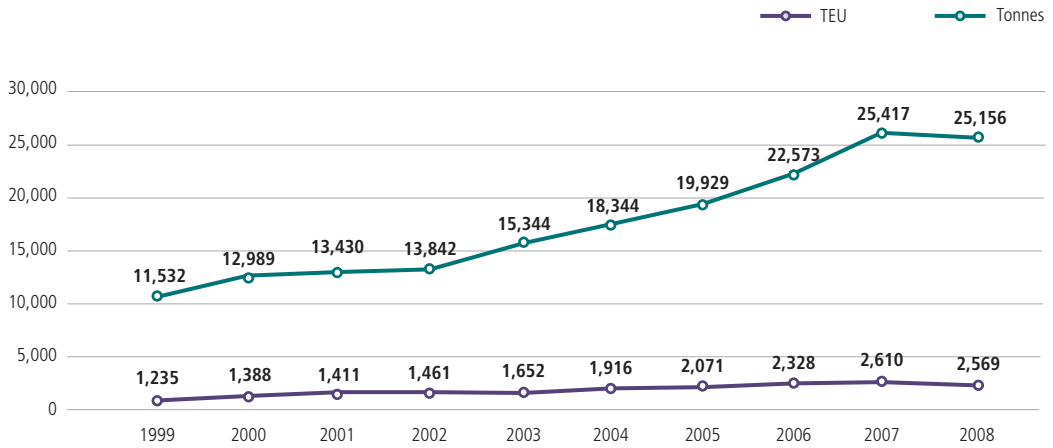
Reduced consumption and production have especially affected traffic in new vehicles, which fell by 10.6% in 2008, closing the year with a total of 716,306 cars handled. Nearly 90% of this volume corresponds to external traffic. Despite an increase during the first half of the year (with two-digit growth up to April 2008), there was a marked reduction in such

SHARE OF GENERAL CARGO IN TOTAL TRAFFIC 1999-2008 (in thousands of tonnes)



	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
General cargo	22,432	24,264	25,289	26,651	28,027	31,977	36,515	38,312	41,553	42,474
Rest of traffic	5,445	5,541	6,180	5,957	6,748	7,344	7,322	8,094	8,493	8,071
Total	27,877	29,805	31,469	32,608	34,775	39,321	43,837	46,406	50,046	50,545

DEVELOPMENT OF CONTAINERISED GENERAL CARGO TRAFFIC, 1999-2008 (In thousand TEU and thousand tonnes)

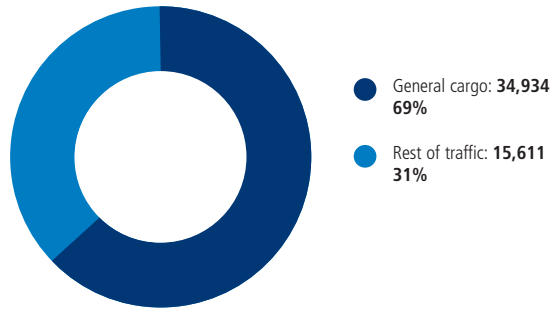


	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Tonnes	11,532	12,989	13,430	13,842	15,344	18,344	19,929	22,573	25,417	25,156
TEU	1,235	1,388	1,411	1,461	1,652	1,916	2,071	2,328	2,610	2,569

traffic during the second half of the year. The most vehicles were shipped in February (76,902 units handled).

Furthermore, cargo transport in SSS lines developed well, moving from 109,332 ITU shipped in 2007 to 117,769 in 2008, an increase of 7.7%. The ITU is a unit of measurement equivalent to a means of land transport, whether self-propelled or not, such as trailers, platforms, trucks, refrigerated vans and so on.

DEVELOPMENT OF CONTAINERISED GENERAL CARGO TRAFFIC, 2008 (thousands of tonnes)



Boost to rail traffic

The growth in rail traffic, both of containers and vehicles, is one of the high notes of the panorama for 2008. It is also an indicator of the advances made by the Port and the different players that are strongly committed to enlarging the Port's hinterland by building intermodal connections to increase volumes of cargo transported by rail.

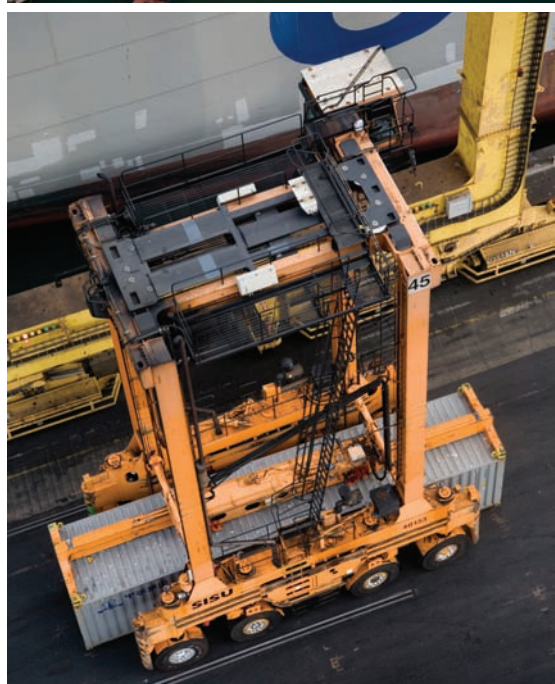
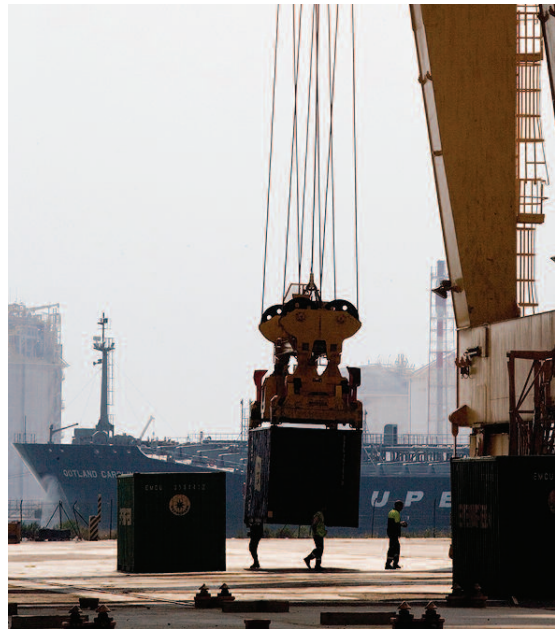
Throughout 2008 a total of 52,562 TEU came in or out of the Port of Barcelona by rail, representing an increase of close to 26% over 2007, when the rail mode accounted for 41,770 TEU. The most dynamic months for train activity were during the summer and autumn, with a peak of more than 7,000 TEU transported in October. Two cargo corridors carry most of the traffic and far outstrip the others in the number of containers handled. The top position is held by the corridor connecting Barcelona with the centre of the Peninsula, with 33.3% of all the TEU of rail transport, while the connection with the Zaragoza area represents 32%.

The Port of Barcelona achieved the most outstanding growth in vehicles transported by rail, with 34% more than in 2007. During 2008 a total of 156,188 vehicles were transported by rail, enabled to a large extent by the rail link between the SEAT factory in Martorell and the Port of Barcelona, which came into service just over a year ago.

ITU* TRAFFIC PER SAILING

	2007	2008	% variation
Import	145,117	118,917	-18.05
Export	368,329	324,217	-11.98
Transit	184,397	192,888	4.60

*ITU: An ITU (Intermodal Transport Unit) is any means, whether self-propelled or not, which is used directly or indirectly, as a means of land transport.



DEVELOPMENT OF CAR TRAFFIC, 2004-2008 (Number of vehicles)

	2004	2005	2006	2007	2008
Vehicles	728,953	686,048	723,016	801,406	716,306

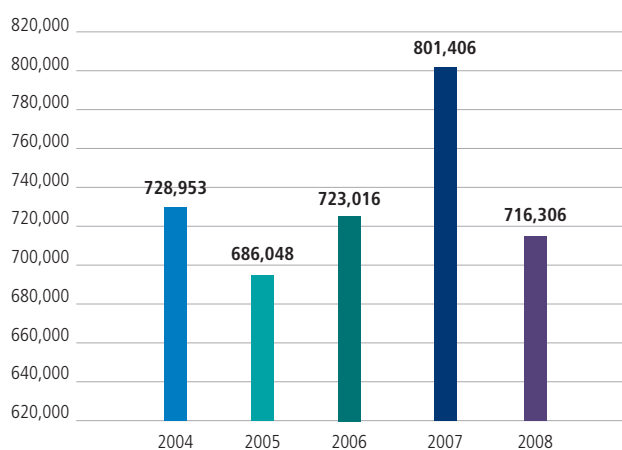
Coastal shipping

	2007	2008	% variation
Coastal shipping	103,563	80,284	-22.48
International	697,843	636,022	-8.86

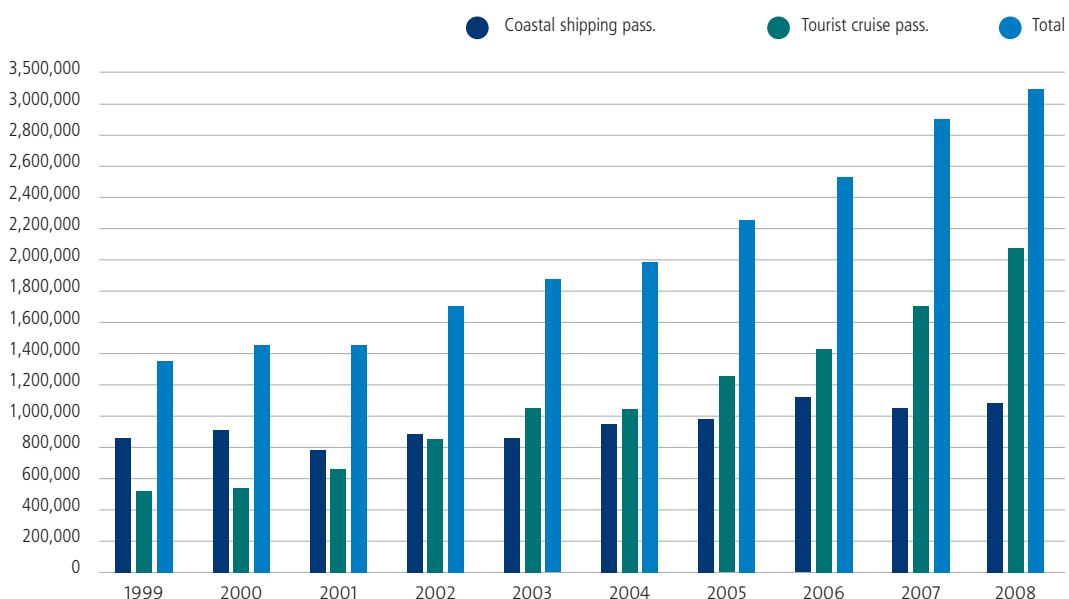
International

	2007	2008	% variation
Import	145,117	118,917	-18.05
Export	368,329	324,217	-11.98
Traffic	184,397	192,888	4.60

VEHICLES



DEVELOPMENT OF PASSENGER TRAFFIC, 1999-2008



	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Coastal shipping p.	836,656	847,973	790,260	855,865	820,737	946,788	983,755	1,136,108	1,114,026	1,162,422
Tourist cruise pass.	541,596	576,648	652,800	834,659	1,049,230	1,021,405	1,224,575	1,402,643	1,765,838	2,074,554
Total	1,378,252	1,424,621	1,443,060	1,690,524	1,869,967	1,968,193	2,208,330	2,538,751	2,879,864	3,236,976



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SISU

4251

CANTAL

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FSCU 446987

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MAX. GROSS	31,500	KG
TARE	7,100	KG
	3,700	KG
	8,200	KG

MAX. CARGO	22,700	KG
CU. CAP.	61,400	CBM
	87.7	CBM
	2,390	CBM



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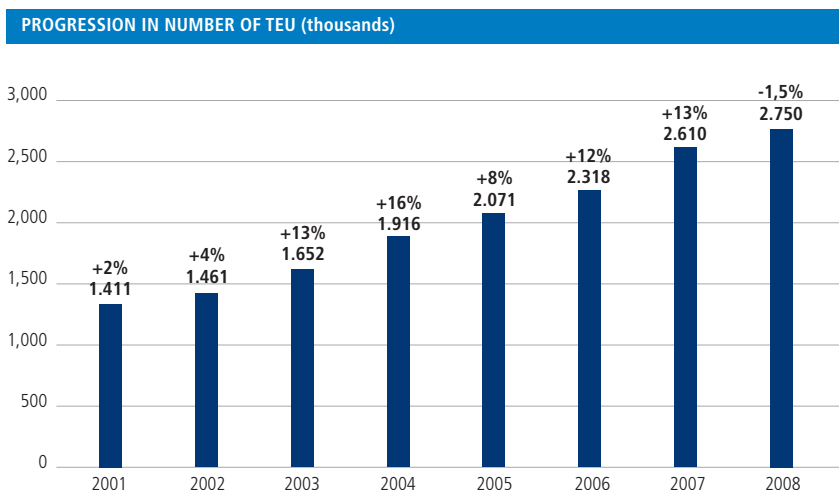
Economic and Financial Report

NEW CRITERIA

From 1 January 2008, Barcelona Port Authority (APB) has been obliged to apply the new General Accounting Plan approved by Spanish Royal Decree 1514/2007 of 16 November 2007. The new plan, which replaces the 1990 rules, enacts the new mercantile legislation in annual individual accounts and has undergone far-reaching changes to bring Spanish accounting rules in line with new European rules. The adaptation of the 2008 balance and profit and loss accounts to the new accounting rules brought in financial headings that were not comparable with those of the previous financial year.

From May 2008, pursuant to the entry into force of Law 31/2007, the APB no longer discharges the TSG general services fee at the same time as fees linked to the public domain and to the special use of port facilities. The sixth final provision of this law abolishes the TSG and changes the amounts of the fees mentioned, pushing them up by 20%. This report therefore contains a table to harmonise the only annual comparison concerning income from port fees.

NET TURNOVER (Thousand EUR)				
	2008	2007	Var	%Var
Port fees	161,493	155,934	5,559	4%
Fees and services to ships	32,017	31,510	507	2%
Fees and services to goods	49,446	49,856	-410	-1%
Fees and services to passengers	7,165	6,151	1,014	16%
Fees and services to the fresh fishing	201	239	-38	-16%
Fees and services to sport vessels	504	493	11	2%
Fees and services in the concessions	72,066	67,625	4,441	7%
Other fees for use of the public domain	94	60	34	57%
Other business income	4,635	4,804	-169	-4%
Total	166,128	160,738	5,390	3%



In spite of the sharp fall in traffic during the last quarter of 2008, the **APB's turnover** grew 3% year on year to 166.1 billion EUR in 2008.

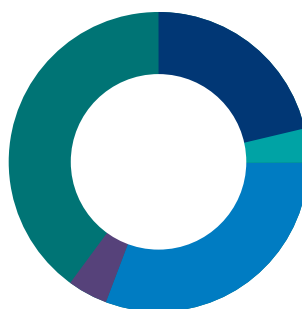
This variation was calculated by applying the new accounting criteria to the income of the two financial years. This explains why 2007 turnover is slightly different to that of the previous year's accounts, which were calculated using the old plan, used in the graphs showing the progression of the main indicators during the last eight years.

Total traffic at the Port of Barcelona was 50.5 million tonnes, a 1% increase over the previous year, while container traffic was 2,569,549 TEU, down 1.6% year on year. As a result, income from fees and services to goods was almost the same as in 2007 and those for ships increased by 2%.

Furthermore, the positive development of passenger traffic, with 3.2 million people passing through our port during the year, pushed up

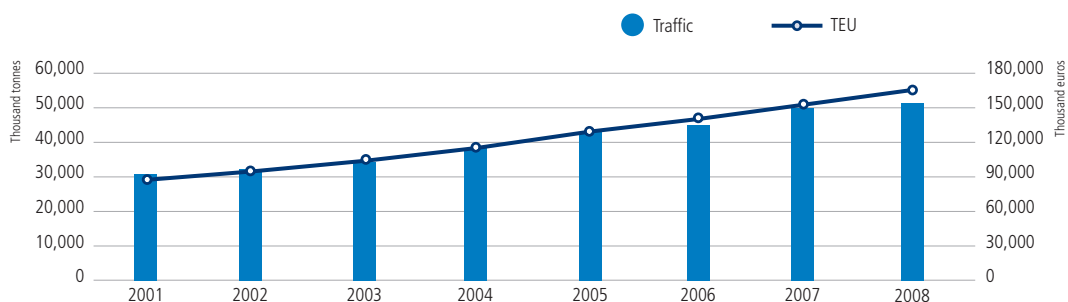
NET TURNOVER 2008

166.128 billion euros



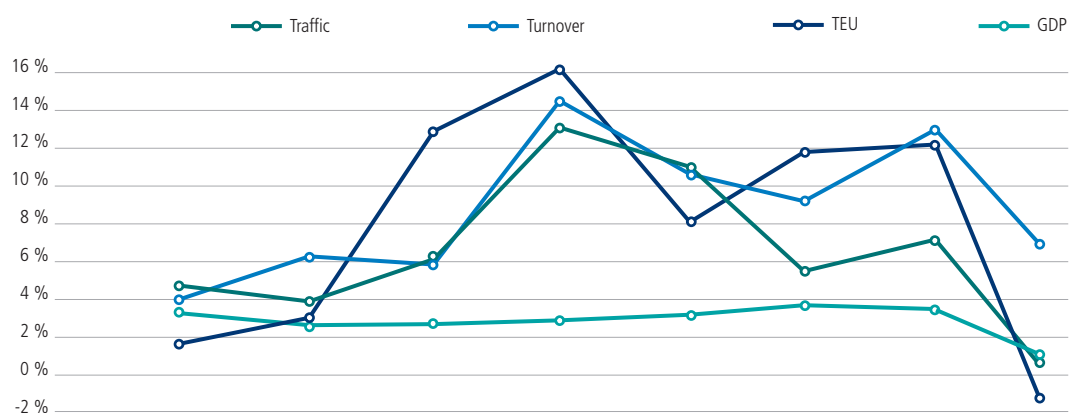
- Fees and services in the concessions: **43%**
- Fees and services to ships: **20%**
- Fees and services to passengers: **4%**
- Fees and services to goods: **30%**
- Remaining fees and rates: **3%**

PROGRESSION IN INCOME AND VOLUME OF TRAFFIC



	2001	2002	2003	2004	2005	2006	2007	2008
Traffic (Thousand tonnes)	31,470	32,608	34,775	39,321	43,837	46,406	50,046	50,545
TEU (Thousands)	89,855	97,078	101,895	117,315	129,671	145,030	160,913	166,128

PROGRESSION IN ANNUAL TRAFFIC VARIATIONS AND INCOME COMPARED TO GDP



	2001	2002	2003	2004	2005	2006	2007	2008
Traffic	5.6	3.6	6.6	13.1	11.5	5.9	7.8	1.0
Turnover	4.0	6.5	6.4	14.6	11.4	8.9	13.5	5.1
TEU	1.7	3.5	13.1	16.0	8.1	11.9	12.6	-1.5
GDP	3.6	2.7	3.1	3.3	3.6	3.9	3.8	1.2

income by 16%. Income from concessions in the public domain grew 7% to consolidate their role as the Port's main source of income, contributing 43% to overall turnover.

Staff costs increased 4% year on year, while other operating **expenses** - external services - generated an expense of 19.5 million, 33% higher than the previous year.

There was a 28% increase in depreciation of fixed assets as a result of the entry into service of the first two stretches of the South seawall at the end of 2007, accounting for an accumulated investment of 230 million EUR. The East seawall and the third stretch of the South seawall also came on stream in September and October 2008, involving a total investment of 373 million EUR.

The absorption ratio of current expenses over net turnover remained steady at 31%, in line with the last four years.

FINANCIAL RESULTS (Thousand EUR)

Financial income	10,380
Financial costs	(28,209)
Change of reasonable value in financial instruments	(2,904)
Deterioration and result of disposal of financial instruments	2,611
Total	(18,122)

The increase in bank debt to finance the Port enlargement programme caused a financial loss of 18.1 million EUR, giving a **pre-tax net** profit of 50.8 million EUR for 2008. The **cash flow** of the financial year generated resources to the tune of 78.0 million EUR.

PROFIT AND LOSS ACCOUNT (Thousand EUR)

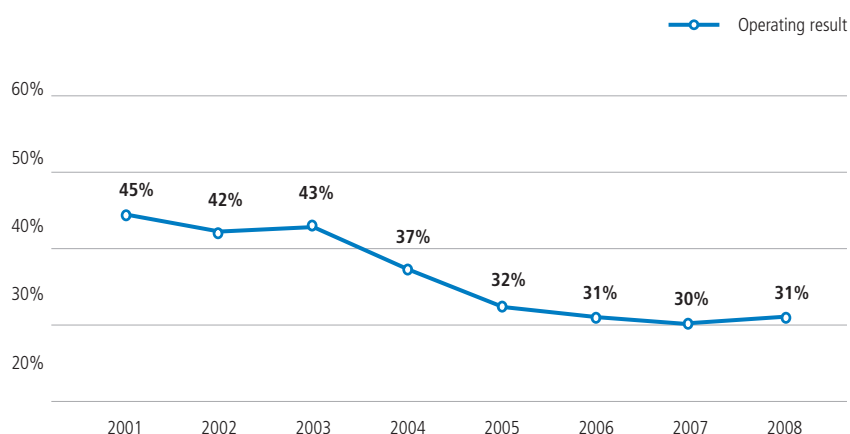
Operating result	68,949
Financial results	(18,122)
Total	50,827

161.2 million EUR were **invested** during the year, 73% of which were destined to the Port enlargement works. The Prat wharf building project absorbed a total investment of 67.6 million in 2008.

OPERATING RESULT (Thousand EUR)

	2008
Net turnover	166,128
Other operating income	7,406
Staff costs	(31,397)
Other operating expenses	(48,598)
Depreciation of tangible assets	(34,146)
Booking of non-financial tangible and other subsidies	4,103
Reserves	6,488
Deterioration and result from disposal of fixed assets	(1035)
Total	68,949

INCOME ABSORPTION RATIOS



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

The capital subsidy from the European Cohesion Fund to finance the construction of the new seawalls provided 37 million EUR in 2008 to cover investment needs financed by other sources of funds. The Port Authority obtained funding for bank debt to the tune of EUR 20 million from two sources:

- Taking out a new 45 million EUR loan from the European Investment Bank in November.
- The amortisation of a syndicated loan of 25 million EUR with Banc Santander and Dexia Sabadell.

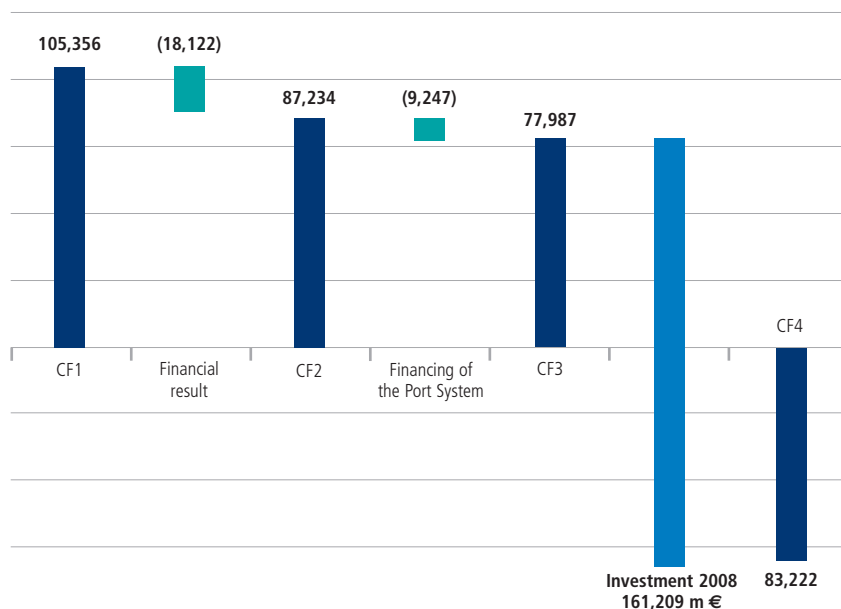
Stakeholder companies

The most noteworthy operations in 2008 in companies in which the APB holds a stake were as follows:

- Leaving the shareholder structure of the State Stevedoring Company of the Port of Barcelona (*Estibarna*) in February, when it turned into a port economic interest grouping, under Additional Provision 6(a) of Law 48/2003.

- Acquiring 5% of the shares of the Local Joint Venture Limited Company *Perpignan-Saint-Charles Conteneur Terminal* in September. This company was set up to develop and promote the Perpignan-Saint Charles terminal to aim obtain and consolidate the Port of Barcelona's presence in France.
- Acquiring 12% of the 17% stake which the corporate public land body *SEPES* held in CILSA, a company in which the Port already holds a stake. The aim of this operation, which took place at the end of the year, was to consolidate the APB's majority stakeholding, which increased to 63%. In addition to this, CILSA shareholders provided the company with a participatory loan of 15 million EUR, 9 million of which were paid out by the APB in proportion to its stake in the company's share capital.
- The adjustment from 27% to 21.5% of the APB's stake in the Zaragoza Terminal Goods (tmZ) as a result of an increase in share capital paid out by the General Management in Aragon.

NEED FOR EXTERNAL FINANCING



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

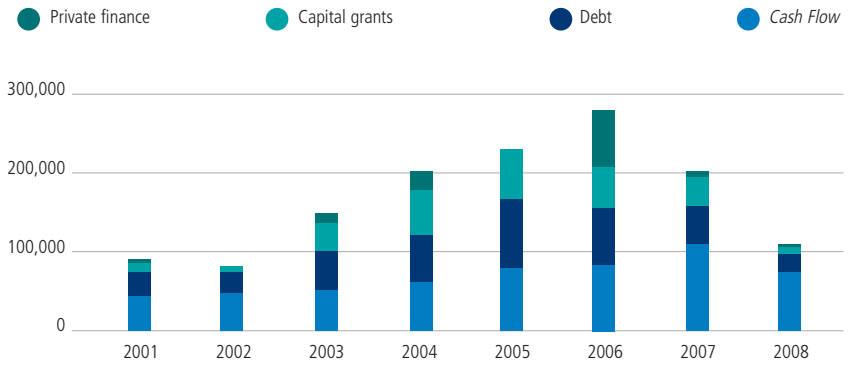
CF2: Cash Flow before financing of the port system

CF3: Net Cash Flow

CF4: Need for financing investments with other sources of funds

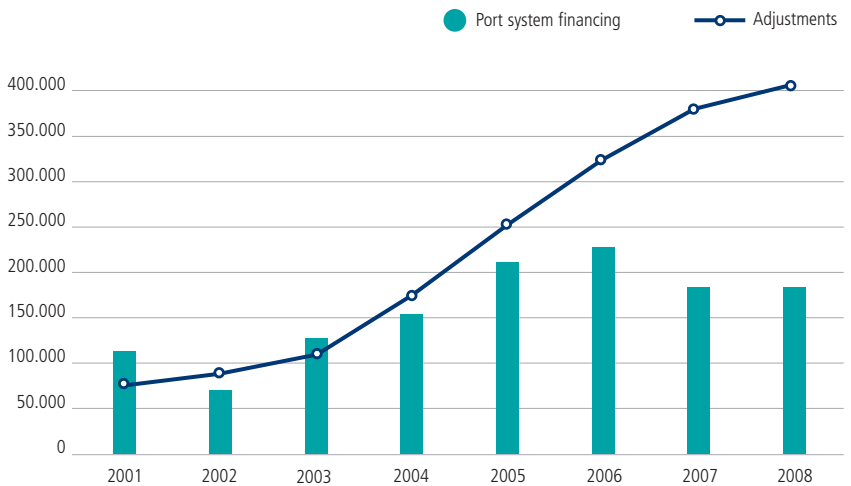
The Financing the Port System item includes the operating costs of financing the public State Ports body and the net contribution to the Interport Compensation Fund.

INVESTMENT FINANCE



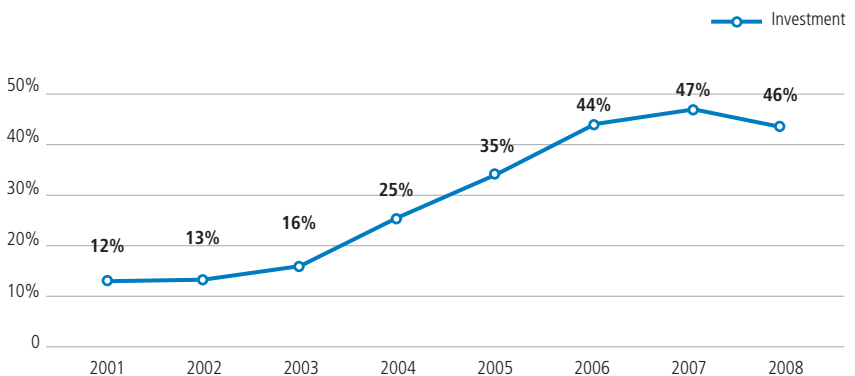
	2001	2002	2003	2004	2005	2006	2007	2008
Private finance	4,073	0	14,813	25,100	0	74,000	13,350	4,000
Capital grants	11,068	7,316	36,776	61,196	61,848	56,032	38,744	10,012
Debt	33,000	20,000	50,000	63,000	90,000	75,000	58,000	20,000
Cash Flow	45,243	49,549	53,807	63,716	82,000	83,030	104,103	77,987

PROGRESSION OF ANNUAL INVESTMENT AND LONG-TERM BANK DEBT (thousand euros)

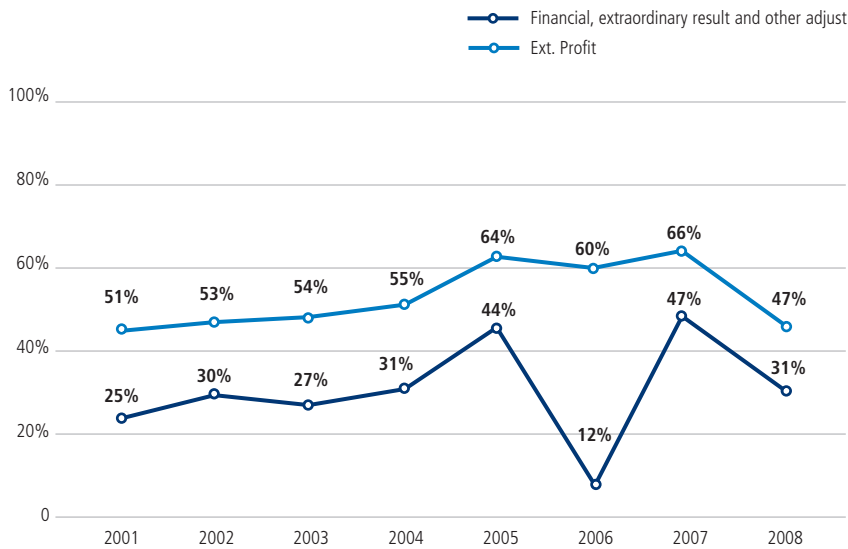


	2001	2002	2003	2004	2005	2006	2007	2008
Port system financing	118.570	72.472	132.953	151.433	213.602	238.006	186.758	161.209
Adjustments	70.222	77.818	105.414	166.010	253.606	326.202	383.601	401.667

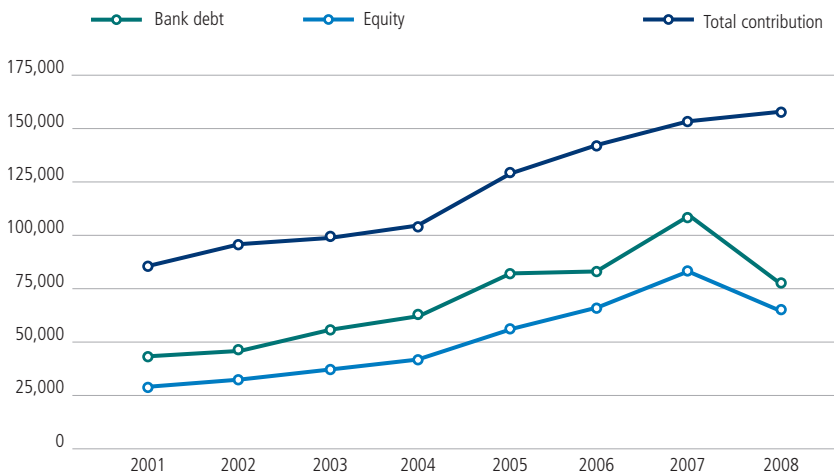
PROGRESSION OF THE DEBT RATIO



RATIOS OF THE MAIN ECONOMIC INDICATORS

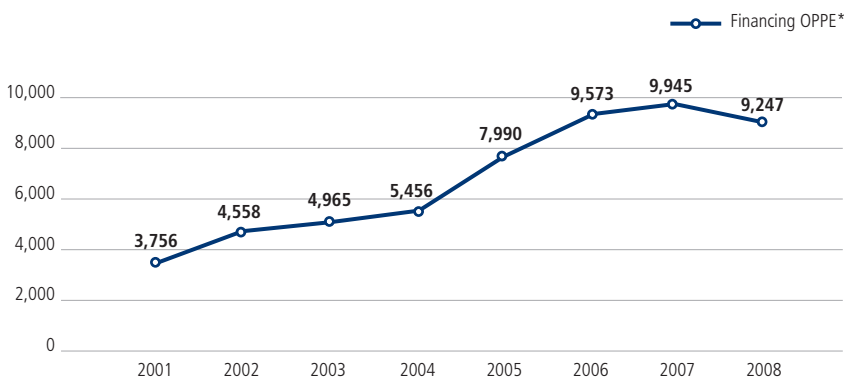


DEVELOPMENT OF THE MAIN ECONOMIC INDICATORS (thousand deuros)



	2001	2002	2003	2004	2005	2006	2007	2008
Bank debt	45,243	49,549	53,807	63,716	82,000	83,868	104,102	77,987
Equity	88,386	94,170	100,202	114,829	127,971	139,360	158,107	166,128
Total contribution	30,604	33,064	35,485	43,462	58,033	69,562	80,670	68,949

APB CONTRIBUTION TO THE STATE PORT SYSTEM (thousand euros)



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

BALANCE SHEET (Thousand euros)

	31-12-2008	01-01-2008		31-12-2008	01-01-2008
NON CURRENT ASSETS	1,673,862	1,536,263	NET CAPITAL	1,261,762	1,217,304
I. Intangible fixed assets	15,181	16,013	Equity	874,526	823,750
1. Industrial property and other intangible fixed assets	10,925	12,781	Capital	512,743	512,743
2. IT applications	4,256	3,232	Reserves	311,007	311,007
			Balance of the financial year	50,776	-
II. Tangible fixed assets	1,310,969	1,196,352			
1. Land and natural assets	175,425	175,425	Adjustments for currency exchange	-	-
2. Buildings	949,058	541,772	Financial assets available for sale	-	-
3. Technical equipment and facilities	2,630	2,819	Hedging operations	-	-
4. Tangible fixed assets and advance payments	171,089	465,701	Other	-	-
5. Other tangible	12,767	10,635			
			Subsidies, donations and legacies received	387,236	393,554
III. Property investments	219,576	222,230	Official capital subsidies	295,085	289,099
1. Land	189,419	189,419	Capital donations and legacies	20	20
2. Buildings	30,157	32,811	Other subsidies, donations and legacies	12,052	13,172
			Contributions by concession-holders	80,079	91,263
IV. L/t investments with group and associated companies	69,956	48,338			
1. Capital instruments	60,112	47,364	NON CURRENT LIABILITIES	490.094	453.479
2. Loans to companies	9,844	974			
V. Long-term financial investments	58,021	50,164	Long-term provisions	16.953	15.674
1. Capital instruments	1,601	1,443	Long-term provisions for staff benefits	-	-
2. Loans to third parties	233	248	Provision for legal liabilities	16.953	15.674
3. Public admin, official subsidies receivable	55,441	45,429	Other provisions	-	-
4. Other financial assets	746	3,044			
VI. Deferred tax assets	-	-	Long-term debt	409,291	383,601
			Debt with credit institutions	401,667	383,601
VII. Non current commercial accounts receivable	159	3,166	Suppliers of long-term fixed assets	-	-
			Other	7,624	-
			L/t debt with group and associated companies	-	-
CURRENT ASSETS	151,085	179,498	Deferred tax liabilities	-	-
I. Non current assets maintained for sale	-	-	Long-term accruals and deferred income	63,850	54,204
II. Stocks	251	278			
III. Commercial and other accounts receivable	47,349	61,977	CURRENT LIABILITIES	73,091	44,978
1. Customers for sales and services provided	32,271	47,468	Short-term provisions	-	-
2. Customers and debt with group and associated co.	3,611	4,613			
3. Miscellaneous receivable accounts	398	627	Short-term debts	52,988	36,743
4. Public admin, official subsidies pending receipt	67	67	Debt with credit institutions	2,928	1,681
5. Other loans with public administrations	11,002	9,202	Short-term suppliers of tangible assets	42,822	33,675
			Other financial liabilities	7,238	1,387
IV. Short-term investments with group and associated companies	590	797	Short-term debt with group and associated companies	836	421
V. Short-term financial investments	162	205	Debt with companies of the group	482	176
1. Capital instruments	-	-	Debt with associated companies	354	245
2. Loans to companies	135	180			
3. Other financial assets	27	25	Trade creditors and other accounts payable	19,084	7,557
			Creditors and other accounts payable	8,662	6,623
VI. Accruals and deferred income	506	383	Public administrations, down-payments of subsidies	-	-
			Other debts with public administrations	10,422	934
VII. Cash and other equivalent liquid assets	102,227	115,858	Accruals and deferred income	183	257
1. Cash and banks	8,227	4,358			
2. Other equivalent liquid assets	94,000	111,500			
TOTAL ASSETS	1,824,947	1,715,761	TOTAL LIABILITIES	1,824,947	1,715,761

PROFIT AND LOSS ACCOUNT (Thousand euros)*				
	2008	2007	Variation	%Var
Net turnover	166,128	160,738	5,390	3%
Port fees	161,493	155,934	5,559	4%
Fees for exclusive occupation of port public domain	53,131	40,303	12,828	32%
Fees for the special use of port facilities	83,870	72,919	10,951	15%
Vessel fees	29,446	25,636	3,810	15%
Sport boat fees	466	411	55	13%
Passenger fees	7,044	5,126	1,918	37%
Goods fees	46,727	41,547	5,180	12%
Fresh fishing fee	187	199	(12)	-6%
Fees for special use of the public port domain	14,360	16,335	(1,975)	-12%
Fees for non-commercial services	10,132	26,377	(16,245)	-62%
Other business income	4,635	4,804	(169)	-4%
Additions to fees	1,676	2,371	(695)	-29%
Rates and other	2,959	2,433	526	22%
Other operating income	7,406	12,147	(4,741)	-39%
Accessory and other current management income	3,452	10,902	(7,450)	-68%
Operating subsidies incorporated into the the result of the financial year	115	42	73	174%
Income from reversion of concessions	1,042	891	151	17%
Interport Fund compensation received	2,797	312	2,485	796%
Staff costs	(31,397)	(30,049)	(1,348)	4%
Wages, salaries and similar	(21,385)	(20,634)	(751)	4%
Indemnities	(1,016)	(1,521)	505	-33%
Social charges	(8,996)	(7,894)	(1,102)	14%
Provisions	-	-	-	-
Other operating expenses	(48,598)	(33,960)	(14,638)	43%
External services	(19,543)	(14,642)	(4,901)	33%
Repairs and upkeep	(3,493)	(3,400)	(93)	3%
Services from independent professionals	(4,529)	(2,928)	(1,601)	55%
Supplies and consumption	(1,484)	(1,346)	(138)	10%
Other external services	(10,037)	(6,968)	(3,069)	44%
Taxes	(1,664)	(923)	(741)	80%
Losses, deterioration and variation of provisions for commercial operations	6	361	(355)	-98%
Other current management expenses	(15,353)	(8,499)	(6,854)	81%
State Ports contribution	(6,183)	(5,430)	(753)	14%
Interport Fund contribution	(5,861)	(4,827)	(1,034)	21%
Depreciation of tangible assets	(34,146)	(26,663)	(7,483)	28%
Booking of non-financial tangible and other subsidies	4,103	3,116	987	32%
Reserves	6,488	-	6,488	-
Deterioration and result from disposal of fixed assets	(1,035)	(1,370)	335	-24%
Deterioration and losses	91	94	(3)	-3%
Results of disposal and other	(1,126)	(1,464)	338	-23%
OPERATING RESULT	68,949	83,959	(15,010)	-18%
Financial income	10,380	4,453	5,927	133%
From capital instrument holdings	294	334	(40)	-12%
From securities and other financial instruments	4,992	4,119	873	21%
Incorporation of financial expenses to assets	5,094	-	5,094	-
Financial expenses	(28,209)	(14,127)	(14,082)	100%
For debts with third parties	(20,401)	(14,127)	(6,274)	44%
For updating of provisions	(7,808)	-	(7,808)	-
Change of reasonable value in financial instruments	(2,904)	-	(2,904)	-
Deterioration and result of disposal of financial instruments	2,611	1,697	914	54%
Deterioration and losses	2,611	1,697	914	54%
Results of disposal and other	-	-	-	-
FINANCIAL RESULTS	(18,122)	(7,977)	(10,145)	127%
PRE-TAX RESULT	50,827	75,982	(25,155)	-33%
Tax on profits	(51)	-	(51)	-
BALANCE OF THE FINANCIAL YEAR	50,776	75,982	(25,206)	-33%

*Please note that some financial headings are not fully compatible due to the changes in accounting criteria following the application of the new General Accounting Plan.

FINANCE TABLE (Thousand euros)

	2008
APPLICATIONS	188,073
New non current assets	171,221
Fixed assets and other investments purchased	161,209
Long-term subsidies receivable	10,012
Non current commercial debts and other operating activities	-
Fixed assets from reverted leases	-
Transfers of assets from other public organisations	-
Reductions in capital	-
Interport Fund contribution	5,861
Removal of non current liabilities	1,976
Cancellation/Transfer of debt with credit institutions	1,934
Cancellation/Transfer of debts with suppliers of tangible assets	-
Cancellation/Transfer of debt with group and associated companies	-
Application of long-term provisions	42
Other	9,015
SOURCES	131,547
Resources from operations	77,987
Capital increases	-
Interport Fund compensation received	2,797
Deferred capital grants	10,012
New non current liabilities	36,823
Long-term debts with credit institutions	20,000
Long-term debts with suppliers of tangible assets	-
Long-term debt with group and associated companies	7,177
Advances received for sales or services rendered	9,646
Removal of non current assets	3,928
Disposal of fixed assets and capital instruments	180
Cancellation/Transfer to s/t of other l/t financial investments	741
Cancellation/Transfer to s/t of other l/t subsidies receivable	-
Cancellation/Transfer of non current commercial and other debts	3,007
Transfers of assets from other public organisations	-
Excess of sources over applications	-
Excess of applications over sources	56,526

RESOURCES FROM OPERATIONS (Thousand euros)

	2008	2007	Variation	%Var
Period results	50,776	75,982	(25,206)	-33%
Plus	51,914	38,776	13,138	34%
Depreciation of fixed assets	34,146	26,663	7,483	28%
Interport Fund contribution	5,861	4,827	1,034	21%
Reserves for liabilities and expenses	7,808	5,388	2,420	45%
Losses from fixed assets	1,126	1,476	(350)	-24%
Losses from deterioration of non current assets	2,962	422	2,540	602%
Other	11	-	11	-
Minus	24,703	9,218	15,485	168%
Reversion from the deterioration of non current assets	3,011	2,225	786	35%
Interport Fund compensation received	2,797	312	2,485	796%
Reserves for fixed assets	6,487	693	5,794	836%
Profits accruing from fixed assets	-	-	-	-
Capital grant transferred to results and reversions	7,314	5,988	1,326	22%
Incorporation of financial expenses to assets	5,094	-	5,094	-
Total	77,987	105,540	(27,553)	-26%

CASH FLOWS (Thousand EUR)

	2008
A) Cash flows from operating activities	114,561
Pre-tax result of the financial year	50,827
Adjustments of the result	39,263
Depreciation of fixed assets (+)	34,146
Value corrections for deterioration	(2,952)
Change in provisions	(6,488)
Booking of subsidies (-)	(6,272)
Results of the removal of disposal of fixed assets	1,126
Results of the removal of disposal of financial instruments	-
Financial income (-)	(10,380)
Financial expenses (+)	28,210
Change of reasonable value in financial instruments	2,904
Income from reversion of concessions (-)	(1,042)
Booking advance payments received for sales or services rendered in results	-
Other income and expenses	11
Changes in current capital	34,909
Stocks	28
Debts and other accounts receivable	19,463
Other current assets	(124)
Creditors and other accounts payable	11,755
Other current liabilities	5,776
Other non current assets and liabilities	(1,989)
Other cash flows from operating activities	(10,438)
Interest payments (-)	(15,811)
Interest for late payment due to fee disputes (-)	(20)
Dividends received (+)	294
Interest received (+)	5,719
Interest subsidies received for late payment due to fee disputes (+)	-
Corporation tax received / paid	(619)
Other payments received / made	(1)
B) Cash flows from the investment activities	(151,591)
Investment payments (-)	(173,962)
Group and associated companies	(19,650)
Intangible fixed assets	(2,148)
Tangible fixed assets	(152,010)
Property investments	-
Other financial assets	(154)
Non current assets maintained for sale	-
Other assets	-
Disinvestments received (+)	22,371
Group and associated companies	1,037
Intangible fixed assets	-
Tangible fixed assets	-
Property investments	-
Other financial assets	9
Non current assets maintained for sale	-
Other assets	21,325
C) Cash flows from financing activities	23,399
Capital instruments received and paid	-
Subsidies, donations and legacies received	-
Financial liability instruments received and paid	23,399
Issue	24,000
Debt with credit institutions (+)	20,000
Debt with group and associated companies (+)	-
Other debt (+)	4,000
Return and depreciation of:	(601)
Debt with credit institutions (-)	(601)
Debt with group and associated companies (-)	-
Other debt (-)	-
NET INCREASE / DECREASE IN CASH OR EQUIVALENTS (A+B+C)	(13,631)
Cash or equivalents at the start of the financial year	115,858
Cash or equivalents at the end of the financial year	102,227



Directory of the Port of Barcelona



Directory of the Port of Barcelona

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