



2003





Administration Board of the Barcelona Port Authority

31st December 2003



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There were no changes to the makeup of the board in 2003.

Presentation

“In 2003, we began and executed a large number of projects. The investment in infrastructures was extraordinary, reaching the record figure of more than 117 million Euros.”

Joaquim Tosas Mir
President



As the culmination of a very positive year and one of intense activity, the 29th of October 2003 saw the approval of the Second Strategic Plan of the Logistics Community of the Port of Barcelona, which complements and updates the first Plan, drawn up five years ago.

Once the enlargement works of the Port were definitively approved and begun, the Second Strategic Plan was drawn up on the assumption that in future the Port would have the necessary surface area and wharf space in order to ensure the functionality of the sea-land and land-sea services in the port enclosure. If we add to this our conviction that the future of competition between ports will be fought out in services on land more than on the wharfside, where there are already clear signs of a trend of competing ports towards equality in level of service, we can conclude that in order to maintain our competitiveness in future we must develop a strategy that looks inland, towards our hinterland. Here we have a very broad field for working and developing strategies to set the services of the port of Barcelona apart from those of other ports, which respond to the requirements of our customers.

The Second Strategic Plan presents two unavoidable conditions in order to ensure the future competitiveness of the Port of Barcelona. First of all, to avoid congestion of road transit in and out of the port and, secondly, to guarantee rail accessibility to European markets. We shall therefore need to work together, both in the Administration and Catalan institutions such as the Port Logistics Community, in order to perform the necessary actions which lead us to face the remaining challenges that can affect the competitive

capacity of our port.

In 2003, we began and executed a large number of projects. On the one hand these projects use up the last few available hectares within the existing port area and on the other, spread outside this perimeter and sketch the outlines of what will be the future extended Port of Barcelona. The investment in infrastructures was extraordinary, reaching the record figure of more than 117 million Euros.

I shall not go into detail about these investments, I would just like to point out that, in parallel to all the actions undertaken to make the most of the spaces available in the current port, we are working intensively to build the South and East seawalls, which will mark the new limits of the extended port.

In the citizens' port area, we should underline the fact that since last June we have witnessed the opening of the new North entrance mouth, the port's new gateway to the sea, which guarantees the ferries, cruisers, fishing vessels and pleasure craft a shorter run inside the port, separate from the commercial traffic, and greater safety and fluidity for maritime transport. As has already been observed, it also allows a better renewal of the port waters.

The international projection of ports has become a key element for strengthening the role of these enclaves as catalysts of foreign trade and economic driving forces of the regions in which they are located. This is why the Port of Barcelona contributes to the internationalisation of the Catalan economy and has carried out actions to intensify its presence and that of the companies that wish to join new emerging markets. In May, the Port Logistics Community of

Barcelona received the prize for internationalisation from the Consortium of Commercial Promotion of Catalonia (COPCA), which recognises the commitment and effort made by the Port of Barcelona to promote the external presence of the industrial sector of Catalonia and foster commercial exchanges.

This is the spirit with which the Port of Barcelona has been leading corporate missions since 1998 and with which, this year we have made our sixth corporate mission, this time to Turkey, which gave very positive results.

In this same connection, corporate co-operation over the last few years has become an outstanding formula for the Port of Barcelona in order to foster foreign trade and the internationalisation of companies. We are working along with the Chilean port of Valparaíso, which we are advising on its project to build the Extra-Port Logistics Activities Area (ZEAL). We will also export the same know-how of the ZAL from the Port of Barcelona to Mexico, where we will be working with the Port of Veracruz to build a logistics activities area. We are working together in the field of quality and telematics with the office of the merchant navy and the ports of Tunisia. In China, we have signed a co-operation agreement with the Port of Tianjin, which envisages three fields of action: logistics, training, and the environment. And we have just begun co-operation efforts with the Egyptian port of Alexandria in order to advise them on the development of a telematics and e-commerce platform similar to PortIC.

Indeed, we have been able to learn from the different companies of the Port Logistics Community that took part in the pilot phase of the applica-

tion of PortIC in its work processes, that the initiative and the progress achieved over the last two years are very satisfactory. It has been clearly proven that this new way of working shows many advantages and we must continue in this line of work so that eventually all the documentary exchanges in our port can be carried out using telematic means, without paper.

All these initiatives have been accompanied by very positive increases in traffic, which have continued without interruption over the last decade and this year have led us to achieve a total traffic of 35.5 million tonnes, a figure which almost doubles that of ten years ago. More extraordinary still, however, was the progression experienced in container and new vehicle traffic. More than 1,650,000 TEU's, which far outstrip the 500,000 TEU of ten years ago, and almost 650,000 vehicles, which is three times the figure of 1993.

As for passenger traffic, 2003 ended with close to 1,900,000 passengers among which, for the first time, cruise passengers numbered more than one million. In exact terms, there were 1,050,000 cruise passengers, when ten years ago we had scarcely 150,000 passengers. Forecasts point to an even larger growth and that is why we are already planning new terminals dedicated to this traffic. The most recent will be the one to be built on the Adossat wharf by the company Carnival, which will be operative in 2005.

On the financial side, the growth of commercial activity has translated into an increase of 6% in turnover, which was more than 100 million Euros. Likewise, cash flow totalled 54 million Euros and spells an increase of 9% in fund-raising

capacity, which is fundamental for financing the investments.

Finally, I would like to express my gratitude for all the efforts made by the entire Logistics Community of Barcelona over the last few years in order to bring about these results, and I would encourage you not to rest upon your laurels or to stop pushing forward to guarantee that the Port of Barcelona strengthens its position still further in international trade and its primordial role in the competitiveness of our country's economy.

Introduction

“The Port of Barcelona has chosen to face the challenges of the 21st century using customer-oriented logistics, with the provision of integrated and specialised services.”

Josep Oriol Carreras
Director



In 2003 the Port of Barcelona achieved some magnificent results: 35.5 million tonnes of traffic in total, which represent an increase of 7.6% with respect to 2002. Furthermore, we reached a figure of 1,652,366 TEU, with an increase of more than 13% and a growth in the degree of containerisation of the goods of more than 2%. Bulks also performed well in 2003 and here we should point to the 9.3% increase in solids. On the other hand, 650 thousand vehicles reaffirm the Port of Barcelona as the leader in this traffic in the Mediterranean and number three in Europe. We could also underline the figure of 1.9 million passengers, counting travellers from short sea shipping, both national and community, and from tourist cruisers.

In fact, the cruise passenger segment was the area that registered the highest growth (up 25.7%), which made it possible to exceed the one million mark, placing the Port of Barcelona among the top players in the world and in top position in Europe. This valuable objective of growth achieved is even more noteworthy if we consider the generalised crisis in the world tourist sector over the last two years, and the situation of insecurity caused by the events of the 11th of September 2001 and the recent war in Iraq.

All these good results in traffic and management have shown through in the financial results, as the Port of Barcelona closed the financial year 2003 with a net profit of 26.946 million Euros. Turnover was higher than in 2002, this year standing at more than 101 million Euros.

Among the most important building projects begun or carried out in 2003, we could highlight the extension of the

Inflamables Wharf, which has increased the working space of this infrastructure by 69 hectares and in which the joint public - private financing model for this project was a pioneer on the Spanish ports scene. The DELTA 1 port terminals park has become one of the main actions of the Master Infrastructures Plan of the Port of Barcelona, which among other actions aims to turn this new port area into a first order logistics platform, equipped with efficient road connections and Iberian and European UIC gauge rail connections.

The project for the first phase of the extension of the Adossat wharf was completed during the course of 2003, adding 12 hectares of area and 700 metres of useful wharfside in the Port of Barcelona. We plan to build a multipurpose terminal in this space, with a maximum operating capacity of 330,000 TEU's per year, which will serve to take the pressure off the remaining port facilities until the first terminal of the future enlargement comes into service, foreseen for 2007.

We should also point out that the building of the South and East seawalls, which will set the limits of the extension of the new port, has continued at a good pace and without any major problems throughout 2003. It has thus been possible to build more than 1,000 m of jetty out to sea to this South seawall, while for the East Seawall all dredging is now complete and the rockpile on which it will rest is being filled. We should point out that in parallel to the building of these major infrastructures, there are two very important auxiliary works underway: an adjacent terrace for the seawall blocks and two freight handlers for hoppers at the port of Vallcarca.

In the most citizen-friendly area of the port, 2003 saw the recovery of such cherished sites as the Trencaonades Breakwater, which had been closed since the start of work on the North entrance mouth. The remodelling of the Sant Bertran wharf and the north phase of the Bosch i Alsina wharf have created a new citizen's boulevard running along the sea edge, and featuring a sculpture called *Ones (waves)* by the Valencian artist Andreu Alfaro.

The opening of the North entrance mouth last June meant the culmination of the works that were most necessary for helping the commercial efficiency of the port of Barcelona to grow. This major infrastructure has made it possible to free up a large terrace of 6 hectares, in which we plan to build a spectacular hotel, an office complex and a large area that will hold various restaurants and other leisure and citizen's facilities.

In 2003, all the companies and institutions comprising the Port Logistics Community of Barcelona took on a commitment to work together towards the concretion of the lines of action set by the new Strategic Plan. The common objective to achieve is to turn the Port of Barcelona into a EuroMediterranean hub of the first order and to bring about an enlargement of the market into the hinterland. Also to make it possible to increase the volume of goods with the incorporation of new services to the offer of maritime lines of the Port, which will create an increase in the capacity to attract cargo in the foreland.

Despite the good road and rail infrastructures envisaged in the Master Rail Plan and the Road Access Plan, which are to configure the new port enclosure, the great concentration of activity in the Llobregat

delta area and the needs for mobility that were generated means that we must think up new plans and new co-ordinated traffic management actions in the Metropolitan Region of Barcelona in order to guarantee the smooth running of the entire Barcelona logistics platform and especially that of the Port, which is an essential part of it.

Combined transport will play a decisive role in the coming years, within an enlarged European Union. We must redouble our efforts and join forces to bring about the building of a European gauge rail line to be used exclusively for goods transport, to link the French border with the city and port of Barcelona.

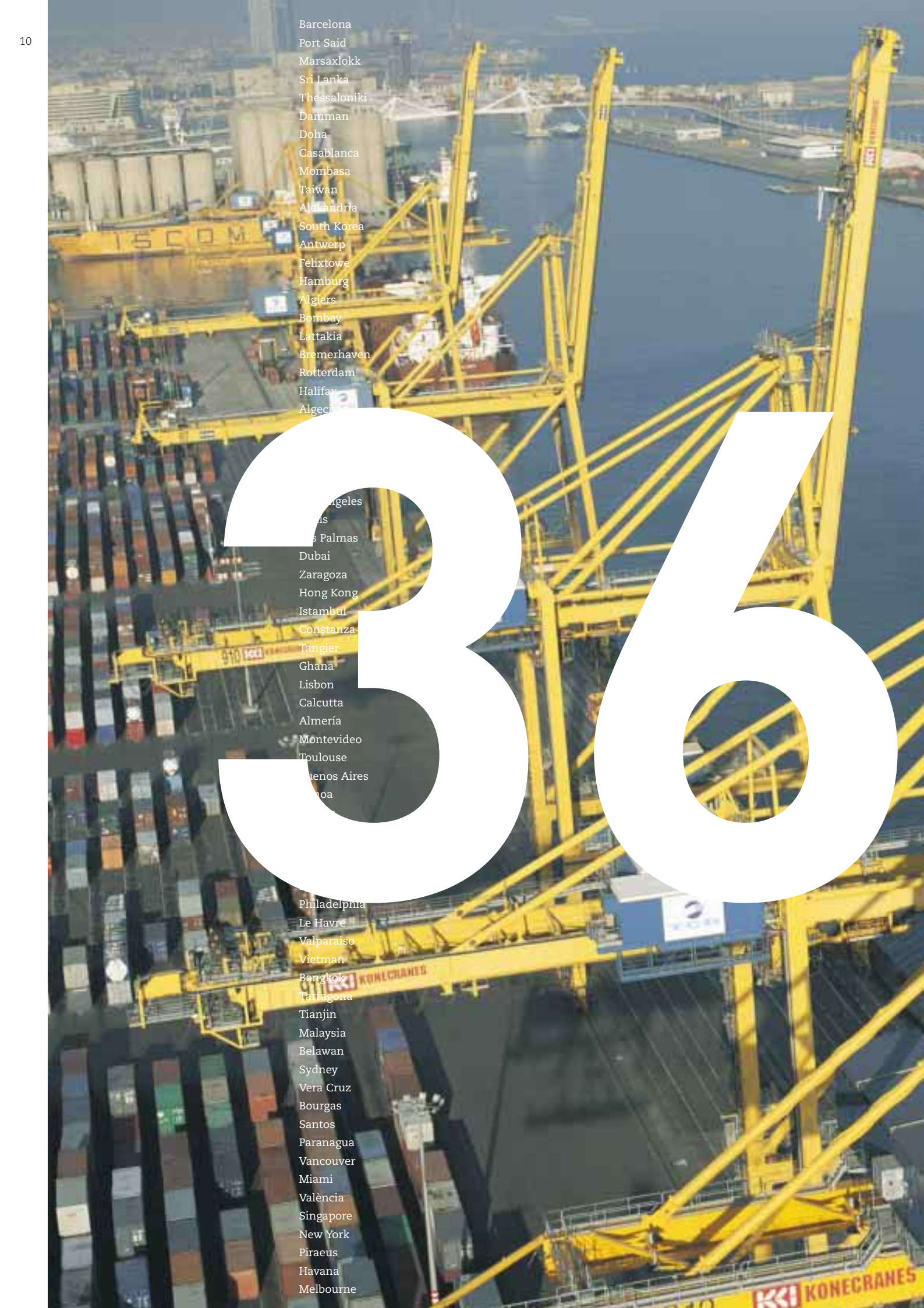
The boost in short sea shipping was another of the strategic aims established by the Port of Barcelona during 2003. In this connection, we reached an agreement with the Italian port of Genoa to speed up documentary processes between both port facilities. It is vital to make short sea shipping a genuine competitive alternative to road transport, and I am certain that logistics operators have a fundamental role to play in its success, familiar as they are with the logistics chain.

The Port of Barcelona has chosen to face the challenges of the 21st century using customer-oriented logistics, with the provision of integrated and specialised services. In this line of action, this year CILSA, the company that manages the ZAL, has put special emphasis on the consolidation of the Service Center as a business centre, on the urban development and marketing of the ZAL-Prat, and on the building of the first industrial premises.

You can find out much more about all these projects and many others in the areas of

the quality, commercial promotion and customer service, safety of passengers and goods, the environment, human resources and training, etc., in the pages of this copy of the Port of Barcelona's company report for 2003.

To conclude this presentation, I need only add that the Port of Barcelona that we are all building together must be able to face the challenges that the future holds for us, must have a real service vocation, must become a port faithful to the customers of an increasingly broad hinterland, must become a genuine gate for the flows in and out of goods, a real economic driving force of the territory, and a generator of wealth and work. In sum, it must above all be one of the best flagships of Barcelona and Catalonia for the entire world.



Barcelona
Port Said
Marsaxlokk
Sri Lanka
Thessaloniki
Damman
Doha
Casablanca
Mombasa
Taiwan
Alexandria
South Korea
Antwerp
Felixtowe
Hamburg
Algiers
Bombay
Lattakia
Bremerhaven
Rotterdam
Halifax
Algeciras

Los Angeles
Singapore
Las Palmas
Dubai
Zaragoza
Hong Kong
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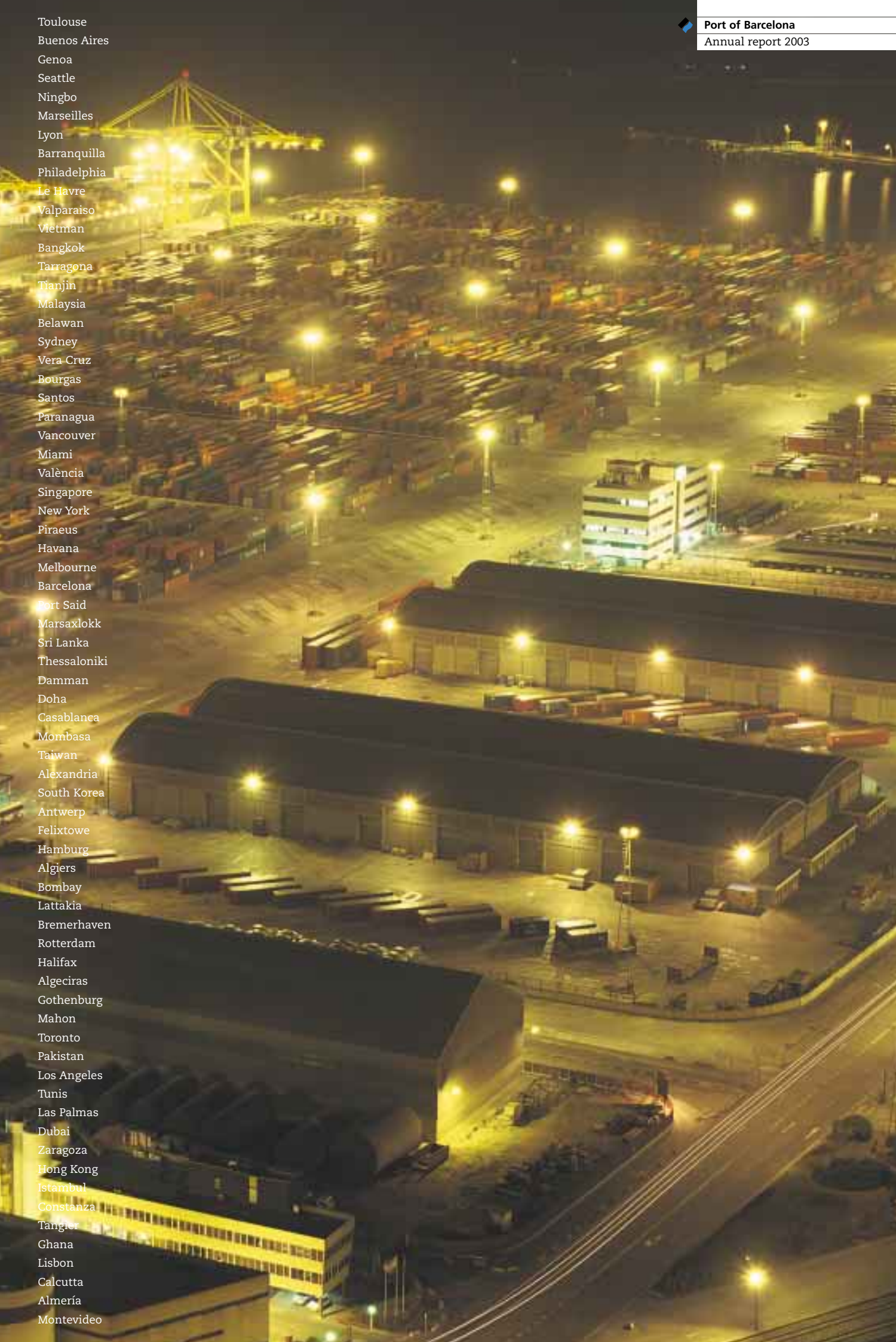
days





24
hours

Toulouse
Buenos Aires
Genoa
Seattle
Ningbo
Marseilles
Lyon
Barranquilla
Philadelphia
Le Havre
Valparaiso
Vietnam
Bangkok
Tarragona
Tianjin
Malaysia
Belawan
Sydney
Vera Cruz
Bourgas
Santos
Paranagua
Vancouver
Miami
València
Singapore
New York
Piraeus
Havana
Melbourne
Barcelona
Port Said
Marsaxlokk
Sri Lanka
Thessaloniki
Damman
Doha
Casablanca
Mombasa
Taiwan
Alexandria
South Korea
Antwerp
Felixtowe
Hamburg
Algiers
Bombay
Lattakia
Bremerhaven
Rotterdam
Halifax
Algeciras
Gothenburg
Mahon
Toronto
Pakistan
Los Angeles
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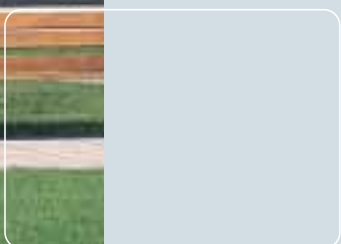
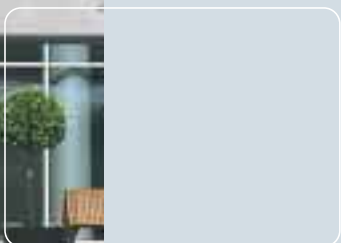
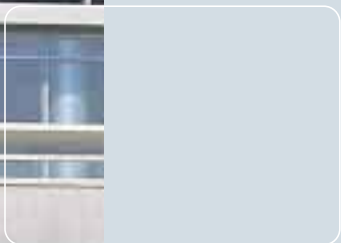
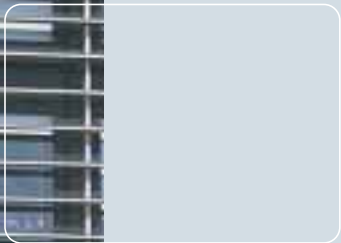
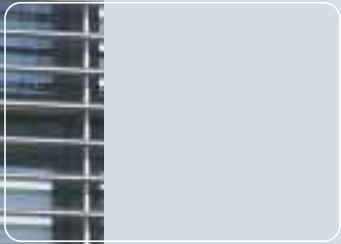
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- Malaysia
- Belawan



Infrastructures
Commercial promotion
The Zaragoza maritime terminal
The Customer Service
Opting for quality
The information technologies
International Co-operation
The Intermodal Logistics Centre
The Unified Access Service
The stevedoring sector
Safety
Environment
Human resources
Training
The Documentation Centre
The Port Vell
The World Trade Center
Barcelona



Infrastructures

2003 was a record year for the Port of Barcelona in terms of investment in works, with a total invested of more than 117 million Euros.

Standing out among the investments made are those concerning the extension of the port, with special mention of the works of the South Seawall, which are moving ahead apace with the building of 1,000 m of jetty out to sea, all the dredging and part of the rockpile that serves as a base for the caissons of the rest of the dike. Likewise, three enclosures of rockpile were built up in an adjoining area 3,000 m linear metres long covering an area of 50 has, providing a place to store not only the sand dredged from the works of the port, but also the earth from the excavation of the river Llobregat diversion works

Environmental Impact Declaration, we should point to the end of the pier of the right bank of the mouth of the river Llobregat, 1,120 m long, and the creation of a beach located to the south of this pier, using a million cubic metres of sand.

In addition to this, last June marked the opening of the



new entrance mouth, which is 145 m wide and 11.5 m deep and allows the passage of pleasure craft, fishing vessels and the ferries that link the Port of Barcelona with the Balearic Islands and Genoa. In

In this connection, we should point out that more than a million passengers came through our port in 2003, an increase of 25% over the previous year.

As for the port-city works, we could underline the completion of the second half of the development of the Bosch i Alsina wharf, with a surface area of 15,000 m². In addition to this, work is now complete on the urban development of the Sant Bertran wharf, covering an area of 45,000 m², which includes a road 600 m long and a large roundabout providing the citizens of Barcelona access to the traditional breakwater walkway over the mobile Porta d'Europa bridge. Also, in the access to the Barcelona wharf there is a sculpture in homage to the men of the sea called *Ones (Waves)* by Andreu Alfaro, made up of seven intercrossed metal arcs, with a maximum height of 42 m.

Finally, 2003 marked the completion of works on the port drainage system, which has a major ecological impact, transferring waste waters generated in the port enclosure, traditionally tipped into the docks, and now directed to the water treatment plants of the Besòs and Llobregat rivers.

A sustainable port enlargement and an ongoing environmental control by the Joint Follow-up and Environmental Control Commission

The Port of Barcelona is living through a historic time. Its enlargement, which will continue for more than a decade,



will provide a port that will be a touchstone, a port that will double its area and will move forward into the 21st Century with appropriate areas that will consolidate it as a port that is both attractive, competitive, flexible, and a driving



and those of the new line 9 of the metro.

Another major building project currently underway is the extension of the East Seawall, where all dredging is now complete and filling is taking place in the breakwater upon which the structure will rest. Two auxiliary works are also underway in order to achieve this project: one on the adjacent terrace for the storage park of concrete blocks of rockpile and another at the port of Vallcarca, at the foot of the Garraf mountain. This involves building two hoppers which will make it possible to transport the rockpile material by sea from the quarries of this area, with an estimated load of 15,000 Tn/day, and will help to avoid more congestion on the surrounding roads, which are normally very congested.

As for the coastal corrective measures, proposed in the

summer it also allows the access of tourist cruisers, like the 298 metre-long Grand Princess. This project reduces the risk of boats colliding and also facilitates environmental regeneration of the port waters.

Work has now finished on the road and rail works of the 69 ha terrace reclaimed from the sea in the area to the south of the port, which has made it possible to bring it on stream to attend to the ever-growing demand of port areas.

We have also completed the construction of a container terminal on the Adossat wharf, made up of 700 linear metres from the berthing line at 16 m deep, and a 12 ha terrace. A terrace has also been built on the Adossat wharf that covers 7.5 has, which will be the site for the construction of a terminal for tourist cruisers which will make it possible to meet the increase in traffic.

force for the territorial economy. In short, it will be an example that shows how it really is possible to integrate the environmental variable into the field of public works, making development fully compatible with environmental protection.

From 2000 to 2003 the Port of Barcelona has achieved environmental milestones that

properly integrating the environmental factor into the many decisions taken on a daily basis.

An important role is played in this task by the Joint Follow-up and Environmental Control Commission of the enlargement works of the port. The CMSCA, created in the aftermath of the Environmental Impact Declaration,

Natural Environment and Secretariat for Mobility) and the local Administration (El Prat de Llobregat city council). All of them take part jointly in the commitment to the environmental control of the works, watch over its application and the efficiency of the corrective measures contained in the environmental impact declaration and, if necessary, propose the modification and adoption of complementary measures. 2003 was the second anniversary of the CMSCA and the call to 23 formal plenary sessions. The CMSCA has proved to be an especially valuable tool, in that it has helped the exchange of information and knowledge necessary to monitor the environment affected by the port building works. It has thus facilitated the taking of well-thought out and inclusive decisions. The form of the intense everyday relations between administrations has proved to be an incentive and an encouragement to dialogue, essential to achieve aims that are finally compatible and common to all the institutions.



Commercial promotion

With the approval of the first Strategic Plan of the Port of Barcelona, in 1998, the Port began to carry out an active and constant promotion abroad in the markets with greatest perspectives for growth, in order to detect new business opportunities and to promote commercial exchanges. With these aims in mind, the promotion of the Port of Barcelona, both in the hinterland and the foreland, centres its actions on the holding of corporate missions, attendance at national and international trade fairs, and strengthening relations with other ports and international public organisations.

Through corporate missions, the Port of Barcelona acts as a springboard to introduce and consolidate the presence of the Barcelona Logistics Community and the import and export companies in the most strategic foreign markets. These missions establish exchanges of experience and bilateral contacts to promote and increase trade relations, detect new opportunities for business and establish strategic alliances. After the corporate missions had taken place in each of the countries visited (Argentina, Tunisia, China, Morocco and Mexico), there has been a substantial increase in trade exchanges of between 15% and 25% each one.

This year's corporate mission to Turkey was very well attended, and excellent business perspectives are expected in the short and medium term. The delegation consisted of 114 people, including business people, press, institutional representatives and organisation. As each year, the mission was supported by the Consortium for Commercial Promotion of Catalonia (COPCA) and the Spanish Institute of Foreign Trade (ICEX), which took care of the corporate agendas and institutional relations respectively. During the working seminars, more than 416 company contacts were established in Istanbul and 102



are genuinely spectacular. The enlargement project has been approved, and the corresponding Environmental Impact Declaration, which covers the projects contained in the Master Plan up to 2011, was published in the Official Journal of the State on 10th July 2000, clearly stating the approval of the Environment Ministry. Among the challenges of this period is the implementation of this very ambitious plan in a sustainable way,

comprises multidisciplinary professionals and representatives of the different public administrations concerned by the port environment. Either working or represented in the CMSCA and the APB, we can find the State Administration (Directorate General of Coasts and Directorate General of Environmental Quality and Evaluation) the Administration of the Catalan Regional Government (Catalan Water Agency, Directorate General of

The enlargement works of the Port of Barcelona have been co-financed by the European Union Cohesion Fund

in Izmir. The success of this mission has simply consolidated these activities of promotion and business between the entrepreneurs of the Logistics Community and the importers and exporters, as an excellent opportunity to find out first hand about potential markets and establish joint business strategies.

This year once again, commercial promotion has also focused on attracting new traffics and consolidating the presence of the Port of Barcelona in priority interest areas through many journeys around the world, and in our presence in trade fairs and other events related to the

Transport exhibition, which took place in Marseilles, at which meetings were held with French exporters. Also of note was the start of a study to discover the exporting potential of the Sète area, and our participation as speaker and moderator at the logistics seminars in Béziers. In addition to this, procedures were started to gain access to the European Marco Polo subsidies programme in order to reopen the Barcelona-Lyon line.

As each year, the Port of Barcelona has taken part in different worldwide events in order to promote its cruise offer. We should point out among others our presence at

regions.

One of the great assets of the Port, the number of regular shipping lines, has this year increased the number of stopovers of car-carrier vessels from the Far East, with the closure of the operation for the receipt of Mazda vehicles, and the new service has now extended north, to Rotterdam. Furthermore, a shipping line of the Turkon Line also connects Barcelona with northern Europe and has incorporated a connection for ro-ro vessels with Turkey for operations with Toyota; thus helping to foster short sea shipping.

Traffic with the Balearics has increased. On the one hand, this was thanks to the new

Brazil, and UASC has increased connections with the Persian Gulf and the United States.

Lloyd Triestino covers China, the Black Sea and the Adriatic with new lines. In the Black Sea there is a new company called Medazov. New lines are also operating on the African continent such as CNAN, Sloman Neptun and Vapores Suardiaz, which extend their offer to the Maghreb. Towards the south of the continent there are the Cia. Guineana de Navegación and TMM lines, which link the east coast of South America with Africa and the Mediterranean. DAL Transport also covers a new service with southern Africa.

The new vessels calling in at



logistics and port sector. We could highlight the following activities in 2003:

Attendance at the SIL International Logistics Fair of Barcelona where the Port shared a stand with the Intermodal Logistic Centre SA (CILSA), the National Tax Office and the Cares Foundation.

Another major event that was also held in Barcelona, Global Automotive Logistics, was dedicated to car logistics and there the Port played an active role as a sponsor and had a stand. It also attended the TOC 2003 Terminal Operations Conference and Exhibition, which took place in the Italian city of Genoa.

Among the promotional actions carried out in France, we should highlight the port's attendance at the Top

the Seatrade Cruise Convention Miami international fair and active co-operation in the activities of the Association of Mediterranean Ports, Medcruise, with our attendance at the general meetings of Venice and Alexandria.

Commercial visits have been made to countries such as Argentina, Chile, Mexico and Colombia. Different European cities have received visitors from the Port to deal with subjects like automotive logistics or to hold congresses and meetings with major customers of the Port and have thus covered a large part of the European continent.

All these actions have led to an international recognition of the work of the port of Barcelona as a trade facilitator with other priority economic

Baleària fast ferry line and, on the other, to the new Trasmediterránea Ro-Pax vessels, which strengthen the Mediterranean connections. The offer is completed with the consolidation of Umafisa, and the concentration of T.M. Alcúdia at its new concession on the Adossat wharf, and the start of the ferry service with Algeria.

In the Eastern Mediterranean there are new services by X-Press CL and Cía. Transatlántica. This increase of lines in the Mediterranean is added to by Grandi Traghetti and Cosco with services to Israel, and the ocean-going vessels of the companies American Ro-Ro, to the United States, and MSC, to the Far East, India and Oceania. Maersk offers a new service from Barcelona to

Barcelona show the evolution of ocean-going vessels towards Post-Panamax capacity, i.e., from 4,000 to 6,000 TEU, and this confirms Barcelona as a port with the capacity to receive this type of ships.



The Zaragoza maritime terminal (tmZ)

2003 marked the third anniversary of the Zaragoza maritime terminal (tmZ), which was set up on 31st March 2001 by the Port of Barcelona. The main aim behind creating tmZ was to enlarge and



consolidate the influence of the Port of Barcelona in the market of the north east of Spain (Aragón, Ebro Valley and adjacent areas). In order to achieve this, the Port of Barcelona, using tmZ, provides importers, exporters and other professional users from this area (shipping agents, freight forwarders, logistics operators...) with an offer of logistics and transport services that stands out from the rest. It is in line with their needs and helps them to resolve problems of supply and distribution of the products that they import or export. The aim is for the operators of this area to choose the Port of Barcelona to channel their external maritime trade operations in order to achieve a competitive edge.

TmZ works as a neutral operator through which any freight agent or port professional can plan, organise and monitor any import and export passing through the Port of Barcelona. For example, they can consult regular land transport services, order containers unloaded in the port to be taken to the

tmZ and from there have a capillary distribution of the goods, consult the location of the container or the goods both in the port and inland and exchange the necessary documents with other professionals (shipping agents, hauliers...). All of this takes place within standards of service that begin in the port and last right up to the final destination.

The best indicator of the activity of tmZ is movements from the container depot. In 2003, the terminal registered a total movement of 22,416 TEU's, 40% more than the figure achieved the previous year, which denotes tmZ's growing participation in maritime trade between the region of Aragón and the Port of Barcelona. Simultaneously, this movement of TEU's is representative of how tmZ contributes to efficiency in the organisation of container transport by road with the Port, since the co-ordination that exists between entries and exits of containers means a reduction in empty journeys, with the subsequent knock-on effect in cost reduction.

The terminal currently occupies 1.6 hectares in the Mercazaragoza logistics area and a second phase of enlargement has already begun, meaning that the total area will increase to 4.5 hectares. This enlarged area will contain a new warehouse covering 5,000 square metres and the container depot will be enlarged up to 21,000 square metres. TmZ will also have its own rail terminal, the building project for which has already finished and been presented to the competent authorities for approval. This rail terminal will be connected to the main rail network and will provide the tmZ logistics platform with greater accessibility and flexibility in the entry and exit of goods.



The Customer Service (SAC)

In the current environment of increasingly fast changes and ever-greater competitiveness, the new information and communication technologies are becoming consolidated year after year as a new channel of communication in trade. The Customer Service Department (SAC), which is the interface between the Port of Barcelona and the senders and receivers of goods and the passengers, was in step with this trend.

The mission and aims of the SAC have not changed and continue to pursue the objective of providing support to



users and customers, while acting as an interlocutor with the Logistics Community, and offering the greatest amount of information on services, infrastructures and operations. It gathers and communicates market needs, based on the quality standards laid down in the Strategic and Quality Plan.

Furthermore, to this end, this year these usual actions were combined with an intensive internal process of adaptation to the new trends and needs of the sector.

The strategy to be followed would involve the use and fostering of the new information and communication technologies to bring about a port that is open to constant participation, communication, learning, promotion, information and improvement.

The activities and services carried out from the SAC can be grouped together as follows:

Information point

The aim of this service is to provide information and guidance on the working of logistics and passenger and goods transport in the Port Logistics Community of the

Port of Barcelona: infrastructures, services, operators and institutions, origin of costs, documentary circuits, physical processes, ...

Processes of improvement

These offer the possibility to process requests, suggestions, complaints or incidences concerning the movement of passengers and goods through the Port of Barcelona.

The general orientation of the Port towards improving the quality of its services has made it necessary to create this permanent observatory. Its aim is to gather and send on the opinions of the industrial sector with regard to the services offered by our Logistics Community, while providing an added value service to the users.

In 2003, the telephone attention service, using its freefone number 900 210 938 and its e-mail sac@apb.es, registered a

This year, twenty-four were paid.

Certain needs and remarks were fielded as a result of the contact maintained with the different companies of the industrial sector, and these issues were dealt with in the different work forums in which the SAC takes part:

- The Steering Council of the Strategic Plan and the Quality Plan.
- The Process Improvement Group, which works to improve and simplify the current procedures of Barcelona Port Authority.
- The Telematics Forum, which carries out the reengineering of the documentary procedures associated to the passage of goods through the port enclosure.
- The working group on accessibility and rail transport, set up to promote the use of this particular means of transport.

our Port and get to know her/his views on our services first hand.

Fires and other activities:

The SAC is increasing its presence in those activities that involve the participation of the industrial sector.

This year we should point out the presence to the International Logistics Fair 2003 (SIL'03) and the Mollerussa Fair.

We also point to the presence in the Corporate Mission to Turkey in 2003, organised by the Area of Development and Economic Promotion (DiPE) of the Port of Barcelona.

Training and Information Plan

The aim of this plan is to disseminate knowledge of port and logistics in order to provide criteria to companies when performing external trade operations.

The Training and Information

operation with the chambers of Catalonia and the Catalan Council of Transport Users, two new presentations were organised entitled "Foreign Trade Management Tools" in Granollers and Lleida. This latter was also organised in co-operation with "la Caixa".

Finally, June saw the holding of the ceremony for the awarding of distinctions of the Circle of Freight Agents and the issuing of diplomas to the people who had attended the Training and Information Plan.

The purpose of this event was to present the Circle of Freight Agents and reward actions carried out by the Logistics Community; to recognise those companies that have played an outstanding role in designing logistics solutions that have the Port as a maritime modal exchange interlock for their operations. The aim was to especially distinguish intermodal operations



total of 191 calls informing of incidences and 184 queries, which represents an increase of more than 15% over the previous year.

It should be pointed out that, although the freefone number continues to be the main channel of communication, the use of e-mail this year has increased threefold.

By analysing the incidences received, the SAC manages the application of the guarantees programme of the Quality Plan, if necessary processing the payment of any appropriate financial compensation.

- The Commercial Cargo Action Plan (PACC), which is in charge of consolidating and improving the port's position towards cargo.
- Corporate missions.
- The costs observatory, which analyses the different parts of the cost of moving through the port.

Promotion

The SAC organises activities aimed at promoting the use and knowledge of the Port.

Personalised visits: The SAC goes to the businessman's house in order to publicise

Plan provides training and dissemination activities aimed at parties senders and receivers of goods and operators, in which speakers and delegates participate actively.

16 actions were performed this year, involving 688 people from 468 companies and, apart from the traditional courses and seminars, there was a new element, the seminar on International Receipts and Payments using On-line Banking, supported by "la Caixa" savings bank.

Also, both as a result and a continuation of the plan of co-

with rail and short sea shipping services.

Circle of Freight Agents

This is a catalyst of the interests of the customers and users, a customer service that stands out from the rest and is tailored to senders and receivers of goods that basically use Internet and e-mail as their means of communication. The aim is to find out current logistics and operational needs and get one step ahead of future developments while searching for improvements in the results



of the trade operations of customers and users.

It offers the following services:

- Information and updates on the Port of Barcelona: a window on the Port with news, changes, trends, state of the Port, urgent notices, etc, on port and customs operations.
- Cargo tracking: access to useful information to help freight loaders and receivers to improve the results of their external trade operations:
 - Documentary Circuit: state of the documents concerning containerised goods.
 - Physical Processing: physical tracking of containerised goods.
- Exchange of knowledge: attention, management and response to the needs flowing from the use of the Port of Barcelona in trade operations.
- Permanent cost observatory: comparative analysis providing information on the costs resulting from the operations.
- New courses and new technical seminars: the idea is to take note of market needs in the field of training, in order to adapt the current programme of courses and technical seminars to the

for improvement actions making it possible to adapt the Port of Barcelona to the needs of the sector.

- CCLink bulletin: an electronic newsletter on the Port of Barcelona, aimed at bringing the Port closer to the end users of its services.

CCLink bulletin

This is the first electronic newsletter on Spanish ports and was born from the need to establish a direct and permanent channel of communication between shippers/receivers and the Port of Barcelona.

Bulletin autumn '03-N1:
www.apb.es/cclink

Opting for quality

In order to achieve its main quality targets in the Port of Barcelona, in 2003 the Quality Systems Department carried out a series of actions along the following lines:
The Quality System is a group of quality plans implanted in the Port of Barcelona which currently include the docking terminals: Terminal de Contenidors de Barcelona

(TCB), Terminal Catalunya (TERCAT) and Estibadora de Ponent (EP).
The obtaining, treatment and assessment of the data of the processes that make up the System comprise Process Control, the result of which is sent to the Port Logistics Community with the monthly report of the Quality System, in order to make the service more transparent. The most outstanding results in 2003 were as follows:



Volume of activity

Containers unloaded (full)	236,020
Lots emptied at the shed	17,082
Bulks handled/emptied	2,661,910
Bulks affected	258

Volume of inspections

Inspections on the terrace	9,169
Inspections with corridor	3,385
Inspections at the shed	401
Inspections at the PIF	4,688
Inspections with corridor	1,324
Total	18,967

Interventions of the EQ

Container/seal	39
Goods	2,354
Total	2,393

Internal incidences Port of Barcelona

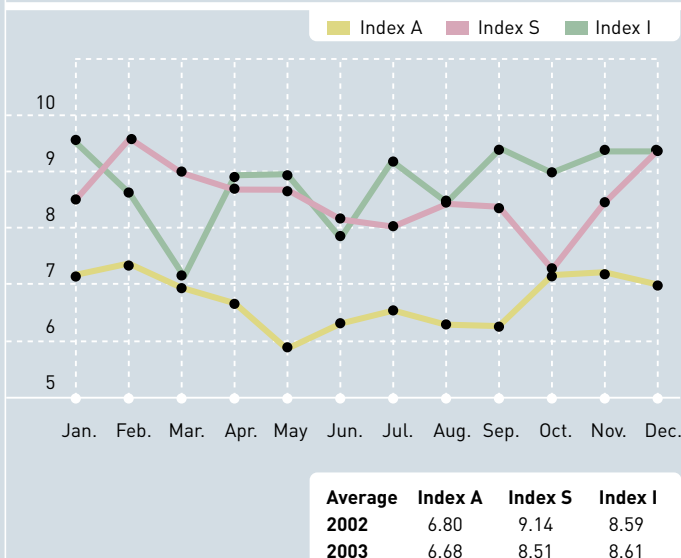
Seal	2
Goods	54
Total	56



training needs of customers and users of the Port.

- Traffic statistics: treatment and tailoring of the most important data on port traffic.
- Interlocutors with the sector: to present and set in train the proposals necessary

Development of indexes A, S and I, 2003



The quality indices represent an adimensional value between 0 and 10 to assess the trend of the main characteristics of quality, safety, speed and co-ordination of the physical inspections of the goods.

Index A reflects the degree of speed of the goods during their passage through the Port of Barcelona, taking into account the physical and documentary processes. Index S measures the degree of integrity and safety of the goods as they pass through the Port. Index I measures the degree of co-ordination of the different operators involved in the physical inspections of the goods.

The Guarantees Programme covers the commitment to speed in customs clearance, safety and integrity in the handling of the goods, co-ordination in the physical inspections, and optimisation of costs in operations involving the goods during their stay in the port.



the port facilities. Likewise, the Quality Committee has been set up in order to monitor the works with the representation of company organisations involved in this type of traffic.

Furthermore, in order to offer a door-to-door service, we have continued with the works that will result in the implantation of joint plans with other ports.

Barcelona-Santa Cruz de Tenerife Quality Plan. A Generic Detailed Plan of the Port of Barcelona has been drawn up to predict the quality characteristics to be achieved by the different Port operators to meet the targets of the Generic Plan approved



Type of incidence	Guarantees activated	
	2003	2002
Damage to the goods (through handling)	18	14
Absence of detection of damage/faults	5	4
Double positioning of containers for inspection	-	1
Non-positioning of containers for inspection	2	-
Total	25	19
Total (€)	5,617	3,816

Breakdown of guarantees paid for

Total Safety	23	18
Co-ordinated Physical Inspection	2	1

Projects in development

In order to extend the scope of the Quality System in the Port of Barcelona work is underway with the docking terminals that are in charge of handling new cars.

Reference of services for car traffic. As part of the initiative agreed between State Ports and the ANFAC (National Association of Car and Lorry Manufacturers), the Services Reference manual (a manual covering the quality characteristics of a service) was adapted in 2003 to the reality of the infrastructures and technical and human means available to

by both ports. Likewise, a Follow-up Committee of the Plan has been set up in the Port of Barcelona.

Barcelona-Las Palmas Quality Plan. A co-operation agreement has been signed between these two ports covering the processing of documents for hazardous goods, berthing, customs clearance and the communication channels.





ISO certification

In October the Quality Systems Department was audited to evaluate the adaptation of the quality management system to standard ISO 9001 2000 and the adaptation of the System. The audit focused on the management of the Quality System of the Port of Barcelona, and the result is as follows:

- Absence of non-conformities
- Strong points: the management of the Quality System, process management indicators, interest in training, control of incidences of the Port Quality System, accessibility to information for controlling incidences, the process of internal and external audits, the level of communication with the Logistics Community, the management of projects and the management computer documentation.
- Areas for improvement: maintaining an overall planning of the projects and enlarging the scope of the Port's Quality System.

The Quality Team, which is part of the Quality System of the Port of Barcelona, has obtained the ISO 9001 2000 Certification for "Support to inspection services and the de consolidated goods in the container terminals" in the Port of Barcelona issued by the BSI (British Standard Institute).

Promoting quality

Publicising the Quality System of the Port of Barcelona is a key activity for staying in touch with the marketplace and rendering the port's operations transparent.

Open day. The 23rd of September 2003 was the Open Day

which, under the title "management of services: ports" was aimed at members of the Quality Management Club, which is a representative of the EFQM (European Foundation for Quality Management) in Spain.

The seminar, organised in co-operation with the public body State Ports, provided the opportunity to exchange experience and knowledge on the involvement of ports in improvement in the quality of service, through the participation of the port authorities of Barcelona, Marín, Santander and bay of Algeciras, following the criteria of the EFQM model: processes and customers.

A multisectorial return mission involving Argentinean business persons. The Added Value Group of the Strategic Plan and the Quality Plan coordinated the return mission held between the 2nd and the 5th of June in which the Port invited a group of Argentinean business persons in order to foster new traffics between the two countries, strengthening the logistics and transport links, and providing support in the process of internationalisation of SME's (Small and Medium-sized Enterprises).

The Argentinean delegation comprised eleven companies from different sectors (paints, textiles, lighting, urban furniture and construction).

More than 80 company meetings were held and Argentinean products were exhibited. Likewise, an office was activated to provide service to the Argentinean business person in order to look more deeply into the opportunities for bringing their products onto the European market.

The assessment of the participants especially stressed the image of the Port of Barcelona as an overall service provider, and they especially recommended Barcelona as a point of entry into Europe.



The information technologies

The information technologies (IT) are a group of tools that contribute to improving the management of the Barcelona Port Authority.

As in other companies, at the Port Authority, IT's improve the efficiency of business support processes, such as human resource management or economic and financial resource management. But the specific nature of the Port Authority's business processes makes it necessary to use technological solutions that are different from the usual ones.

As regards IT developments for support processes, we should point to the joint definition with the State Ports body and other port authorities of a system of analytical accounting and subsequent local implementation.

Furthermore, the Port Authority's business processes

aimed at facilitating environmental management, the geographical information systems on concessions and safety, and the completion of the work on the new control centre which has been equipped with all the technology necessary for the day-to-day management of safety and for emergency management. We have also migrated and extended the radio telephony system, in order to improve coverage of this service throughout the port area, including the new area to the south of the port.

At a time characterised by the enlargement of the port areas, which will double the current area of the port, it is important to focus on the actions aimed at facilitating the management of infrastructures. To this end, the port infrastructures geographical information (GIP) has been developed, which is a computer application that makes it possible to reference projects



are the management of port services and the management of the territory and, within this, the management of port infrastructures.

As regards the management of port services, from stopover applications and waste declarations to the existing procedures of presenting manifests and information related to hazardous goods, we have enabled all the documents necessary for the management of these services to be sent using telematic means. We have also had to adapt the IT applications for the management of these port services to the requirements of the new economic regime legislation and the provision of services of the ports of general interest.

The most outstanding actions in the field of territorial management were those

geographically and links up with the administrative management of works application which makes it possible to monitor the dossiers of the projects administratively. The GIP also facilitates asset management and contains information on all the major projects carried out since 1857. Added to all of this is an application for the management of all the documents associated to the projects (tender documents, certifications, invoices and so on), which also links up with the previous applications.

We should also mention the IT developments that have been made in order to set up the new web site of the port of Barcelona, which also has an impact on the entire organisation.

From the Telematics Forum, the Port Authority leads the



projects for re-engineering the documentary exchanges associated to the passage of goods through the port enclosure. In this connection, throughout this year we have established a series of guidelines for designing a system for the exchange of telematic invoices between the different public and private actors of the Port Logistics Community, which will be implanted over 2004.

Also, in addition to the works carried out previously and with the aim of allowing goods to leave the port enclosure without having to present any documents, work has taken place with Customs to define and then implant a system that will make it possible, in many cases, for the lorry to go and pick up the container in the port without needing to carry any customs documents at all.

Furthermore, in order to facilitate the extension of the new procedures defined in the Telematics Forum, PortIC has set up the telematic dock hands contracting service, and documentary exchanges associated to the entry to and exit from the port enclosure of goods by land. In this connection, different complete chains have been established that have made it possible for goods to leave the port without a single paper document needing to be shown.

International Co-operation

One of the main aims of International Co-operation of the Port Authority of Barcelona is to develop stable links to guarantee a permanent presence and in-depth knowledge of its priority markets. We should point out that, following the guidelines of the Port of Barcelona's Strategic Plan, in 2003 the main markets in which we carried out actions were the Mediterranean (especially Egypt and Tunisia), Argentina, Mexico, Chile and the Far East, to name just a few.

These stable links are based upon the development of joint

the Academy of Sciences, Technology and Maritime Transport of Alexandria (Egypt), which is held annually, and involved participants from different countries from Africa, the Middle and Far East. We should also mention the seminar on port management aimed at Chinese managers and technical experts, held in the month of May, and a further port management seminar aimed at managers and technical experts from ports of Latin America in November, which was supported by the World Bank.

In addition to intense activity in the foreland, the Barcelona Port Authority continues to



projects and advice, through co-ordination with the Department of International Co-operation, in the fields of safety, quality of service, training, port-city integration and especially in the technological field. In this last area, the Port carried out some major projects during 2003 in the field of information and documentation exchange through technological platforms, among which we could highlight the providing of advice in the implementation of a technological platform in the Port of Alexandria, with the financial support of the Spanish Agency for International Co-operation (AECI).

As for training, in 2003 the Port offered a course in port management in Barcelona for postgraduate students from

play a leading role in different worldwide organisations to promote measures and projects to foster the exchange of goods, with the final objective of achieving faster and more flexible international trade and making the most of the new technologies.

Among these organisations, we should mention the International Association of Ports and Harbours (IAPH) in which the Port holds the chairmanship of the Trade Facilitation Committee, the World Customs Organisation (WCO) where the Port acts as a link between the IAPH and the WCO and the United Nations Centre for Trade Facilitation and Electronic Business (UN/CEFACT) of which the Port holds the vice chairmanship.





The Intermodal Logistics Centre (CILSA)

In 2003 CILSA, the company that manages the Logistics Activities Area (ZAL), carried out a series of actions to consolidate the offer of buildings and services of the Service Center and to push forward into phase two of the ZAL.

The Service Center has consolidated its activities one and a half years after coming into service. As a business centre, it caters for more than 35 companies that occupy nearly all of the office space. More than half these companies are transport agents, who find their clients in the ZAL, or are involved in foreign trade and search for logistics service providers in the ZAL. In addition to this, the Service Center has also received many

in September 2004. This entire offer of services aims to make life easier for the companies and people established in the Service Center building and in the ZAL.

The Service Center also offers a Training and Meeting Centre, through which it offers a wide variety of training and a series of areas for carrying out all kinds of functions and events, and is used more and more frequently by the companies of the area to hold meetings and provide company training. In 2003, many languages were offered and major company events were held.

In addition to consolidating as a business and services venue, the Service Center also offers different activities which also make it into a leisure area: monthly seminars on any subject of general interest (talks, concerts, presentations of books, wine tasting and perfume smelling, etc); terraces and gardens with benches for resting, and ping pong tables. This offer seeks to achieve a single objective: to make the working day more agreeable for the people working in this area, who now have the chance to enjoy services that are not typical of an industrial area.

This year in the ZAL-Prat processes have begun and finished which are leading to the improvement and the development of the platform. Work has now finished on developing the first new plots, which are now being marketed. Work has begun on the fire extinction network. Work has also started on demolishing the Majosa and Singenta companies, two industrial enclaves that lie within the logistics platform; and the 60,000 square metres that will be freed up are to be rezoned so that they can be used for logistical purposes. Work on the first industrial premises of this second phase has already begun. This is a building offering 7,000 m² for the Germany logistics company Schenker. Two projects have been drawn up for the construction of two more industrial premises: one of 20,000 m² for the Japanese

company NYK logistics, and one of 14,000 m² for the French company Geodis-Teisa. The aim is for the building to take place in 2004. Plans have also been drawn up to build two industrial multiclient premises, which will add some 30,000 m² more logistics warehousing in the ZAL.

In 2003 CILSA also directly took part in the actions carried out by ILI, Logistics for Latin America, since CILSA is the founding company, one of the associated companies and the



services companies who generate synergies and co-operation between each other.

The Service Center currently offers a wide variety of services: three restaurants, two for everyday meals –Bovis-cum and Julians– and a luxury establishment called –Boix de la Cerdanya–; a bank –the Banc de Sabadell–; a temporary employment agency –Manpower–; a travel agent's –Viajes Cosmos–, and a copy and printing shop –Copygold–. Another project that has begun this year is the Simphonie creche, which will provide childcare for children from four months to three years old, and is due to open



company that manages this association. Likewise, we should point out the achievements of the Cares Foundation, of which CILSA is also one of the founding and sponsoring companies.

ILI, Logistics for Latin America, works along three axes: Training, Events and Consulting. In the field of training, ILI continues to provide the masters in logistics and international trade, its subsidised courses and on-line courses. In 2003, ILI opened a new higher technical diploma in Integrated Logistics in on-line format, aimed mainly at Latin Americans. Furthermore, ILI has set up language courses along with UAB languages. All on-site training which ILI provides in Barcelona takes place at the Centre for Training and Meetings of the Service Center. As for the events organised, in 2003 ILI organised the 5th Latin American Logistics Conference in Veracruz, Mexico. In Barcelona the following events



took place at the Service Center: the Logistics Lunch: the logistics and non-logistics worlds converged at the same table, where top management staff came together from the manufacturers and logistics operators sectors. In terms of consulting, in 2003 ILI drew up viability plans for developing logistics platforms in others places: the port of Valparaíso (Chile) and the port of Veracruz (Mexico).

Furthermore, in 2003 the Cares Foundation employed more than a hundred workers, most of whom are disabled. A new entity called E.I.CODEC has been set up along with ADES (the Association for the Development of the Social Economy) in order to generate the insertion into the labour market and into society of groups in a situation of social exclusion. It took part in a new project: ACCESS (Promotion and Services of Social Housing) which involves creating houses for people that find it difficult having access to housing, and also took part in the 5th Latin American Conference, with the talk entitled Logistics in SME's and the insertion of disabled people.

In 2003 CILSA put considerable emphasis upon marketing and consolidating the Service Center as a business and services centre, upon urban development and the start of the marketing of the ZAL-Prat, and also the first industrial premises to be built in this new area. For its part, ILI has gradually consolidated its offer of training; organisation of events aimed at the Logistics Community and has played a role in the development of a new line of action: consulting on viability plans for port logistics platforms around of the world. Also, the Cares Foundation has increased the number of disabled workers and groups in a situation of social exclusion and the number of social projects in which it takes part.



The Unified Access Service (SAU)

The SAU is a leading department at Barcelona Port Authority and its very existence is just one more wise move in the strategy of competitive and qualitative improvement determined by the Strategic Plan of the Port of Barcelona. In 2003, the SAU made a decisive contribution to making all the procedures and services of the Port Authority clearer and more accessible.

One example that demonstrates how the SAU helps the entire system of documentary exchange is the efficiency and flexibility of this service in dealing with any matter or issue. Furthermore, this service has now become consolidated,

basis between the agents of the Port Logistics Community and the Port.

The number of processes begun increased in 2003, and has now reached a total of 206,000, 6.3% more than those registered the previous year.

The SAU has become much more efficient than last year, and has registered a major increase in the entry and resolution of procedures. The fact that it has now taken on the switchboard service of the Port Authority has led to a significant increase in the number of calls received from the Port's information telephone, which reached a total of 34,000 (+23.7%).

In addition, a new service incorporated into the SAU over 2003 was the Integrated Stopovers Procedure (PIDE), which brings together the



over the last few years, as the one-stop shop of Barcelona Port Authority. Thus, the SAU is the place where documents are registered, where invoices are presented and issued, bulk mail is sent, authorisations are processed, and suggestions and requests are also received. In addition, the service answers requests for information related to the Port, and a careful follow-up is made of the procedures from the outset up to the resolution.

The SAU is involved in speeding up all the processes and procedures, and is directly responsible for the communication established on a daily

entire management of procedures for requesting entry and exit of vessels to the port of Barcelona in one single service. Thus, the shipping agent requests the stopover number from Barcelona Port Authority so that the vessel can call in, and if everything is formally correct, the Port Authority assigns a berth and authorises the vessel to enter. When the vessel has been assigned a stopover number, the shipping agent can begin clearance of the vessel by sending the documentation requested by the Harbour Master's Office (the list of crew members and waste declaration). Then, once this is

done, the Harbour Master's Office issues the ship's clearance, which is the authorisation for the vessel to leave port.

The SAU improves on a daily basis in terms of quality of service and this is only possible thanks to the specialisation of the growing number of staff working there, which each year take on a greater number of services and a higher degree of professional qualification. The customer or citizen approaching the SAU is without a doubt the prime beneficiary of this strategy of continuous improvement, and



indeed surveys have shown that there is full satisfaction with the service. Along with PortIC and the Telematics Forum, the SAU facilitates the use and implementation of the new technologies in the port area. In this connection, last year there was an increase in the volume of summary declarations and entry authorisations for hazardous goods managed directly via EDI.

Another noteworthy issue surrounding the management of the company in 2003 was the SAU's efficiency in gathering first hand information from the customers themselves about the clarity and functionality of the procedures. This valuable information has been revised and has been fundamental for the Port of Barcelona's one-stop shop when remodelling and redesigning certain processes, in search of maximum

performance and speed in the document transmission system.

In 2003, the SAU showed once again that it is a service able to evolve and adapt to the major changes that are occurring in the world of maritime transport, logistics and port management. Thus, recognising the needs of customers and identifying new opportunities to provide service have become not only a future aim, but also the very reason for the existence of the SAU.



Staff	Group I Specialists	Group II Handling officers	Group III Goods controllers	Group IV Foremen	Total	Group O Training	Total
1 st January	54	437	96	83	670	114	784
New admissions	0	52	0	13	65	112	177
Departures	12	26	5	5	48	54	102
31 st December	42	463	91	91	687	172	859



The stevedoring sector

Against the backdrop of a world economic context of very moderate growth rates, it is worth pointing out the increase in goods traffic, reflected tangibly in the activity of Spanish ports in general and that of Barcelona in particular.

Estibarna has grown more than 4% in the number of working days and has kept up the rhythm of the last few years.

Working days have increased from 176,302 in 2002, to 183,596 in 2003.

In order to maintain the level of activity within acceptable limits, the overall staff has adjusted and there has been an increase of 75 port workers. Also staff has been distributed into specialities, in line with their job possibilities.



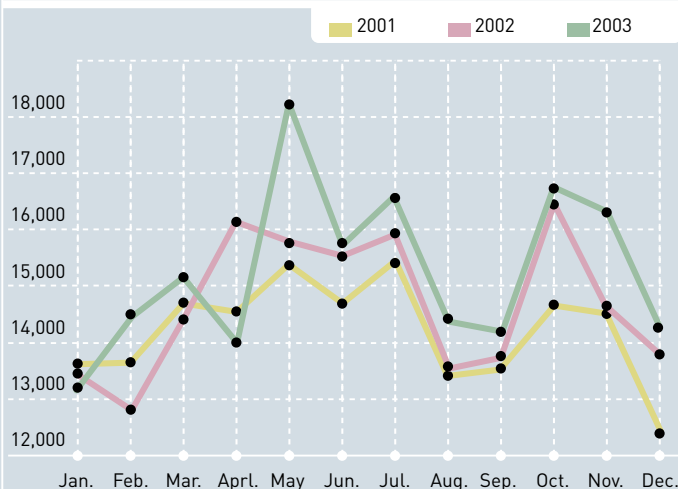
terms of training, in each of the specialities, to make it possible to cover the manpower needs of the stevedoring sector.

Among Estibarna's activities we could point to training, most of all in 2003, which has comfortably exceeded the 2002 figures.

Year	Courses	Students
2002	185	902
2003	295	1,245
Variation	110	343
%	59	38

Bearing in mind these data, for 2004 and the following year, the forecast is to be able to depend upon a well-balanced staff level, both in

Development of working days



Safety

Port police

In 2003 the Port Police continued to increase their level of commitment to achieving and guaranteeing the safety of all the users of the port area. To this end, they achieved two important aims: opening the Port Police Control Centre and implanting the Port Protection Plan.

On the 30th October, the Catalan regional minister for Justice and Home Affairs opened the Port Police Control Centre. This is a new centre, managed by Port Police and operates around the clock. This is the place from which the traffic, safety and control of hazardous goods are managed for the entire port area (Port Vell, commercial port and cruise ship area, and the logistics port). The centre is equipped with the latest technologies in terms of integration of image and communication. It also has a meeting room adjoined to the building, equipped with all the technological means necessary for co-ordinating any incidence.

The following can be managed from the Control Centre:

- The entire network of light-house and maritime signals. A terminal alerts of any incidences recorded on the network.
- All the closed circuit television cameras set up in the port area.
- The emergency telephone number 900 100 852.
- The base transmitters and direct telephones with Civil Protection, the fire brigade and other State bodies and security forces.
- Co-ordination with the healthcare services and with the different organisations that may be involved in emergencies.
- The computer network with data-access for checking entry authorisations and telephone directories.
- The network for the control of hazardous goods.
- The controls for opening and closing the mobile bridge, electronic panels, and berthing of vessels in real time.

Furthermore, the increase in the number of cruisers and international cruiser passengers has led to a major increase in safety and security measures. A port protection plan has been created with the setting up of a safety committee comprising different departments of Barcelona Port Authority, the other Statewide security bodies and forces (National Police and Civil Guard), and representatives of the main cruise ship agents. This is a step that comes prior to the implantation next year of the ISPS (International Ship and Port Facility Security Code)



which is the modification of the SOLAS agreement (Safety of Life at Sea).

Some of the most important commitments adopted with the implementation of the port protection plan are as follows:

- Close co-operation between the police forces that operate in the port area.
- Exhaustive control of goods, people and baggage using X-Ray.
- Increased access controls to the restricted areas for the embarkation and disembarkation of passengers on international cruise ships.
- Implantation of new closed circuit television cameras.
- Increased measures of response by police, health and fire services to antisocial acts.
- New measures of protection for international cruise ships during their stay at the port



(land and sea safety).

- Implantation of procedures for compatibility between the prescriptions of protection and safety.

Industrial safety

During the course of 2003 the Department of Industrial Safety processed nearly 61,000 requests for the admission of hazardous goods, an increase of 13% over the number of authorisations in 2002. This increase is higher than the percentage growth in the amounts of hazardous goods handled, which was 5%, including bulk and container-

revision of the Internal Emergency Plan of the Port (PEI). A copy was sent to the Commission on Civil Protection of the Catalan Regional Government (Generalitat) to have this type-approved.

As for the co-operation agreement in the field of prevention, fire extinction and rescue between the Port and the City Council, one container-carrying vehicle and two containers were acquired, with their corresponding equipment. One of the containers is designed to deal with major accidents and rescues, and includes a series of hydraulic

held for 20 Fire brigades in Barcelona. This course lasted two weeks and took place at the Fire Service College of the city of Moreton-in-Marsh, in the United Kingdom. Three editions of the Course in management and control of emergencies were also held at the practice field at Can Padró, for 60 fire chiefs.

Finally, in terms of the exercises and drills made, let us point to an increase in the partial drills of the different concessions, both of the commercial area and in the public and logistics areas.

This year, the general drill took place in November on the jetty of the CLH company, with a double scenario recreated. The first involved a fire on board a hydrocarbon vessel berthed on this jetty. The drill involved specialists from the ship's own crew and those of CLH, as well as the Port firemen and tug companies, jointly and co-ordinated, outside the remaining operations in the PEI.

The second scenario simulated a case of pollution caused by the breakage of a loading arm, which led to a major oil spill in the sea, and put the containment responses to the test. The containment barriers that the CLH company installed on the jetty were used to circle the vessel as the point of origin of the pollution. At the same time, the remaining intervention groups set up the operation to completely seal off the dock between the South and Álvarez de la Campa wharves. The total length of the barriers used per for the two concentric containment rings was greater than 1000 linear metres, and the results were satisfactory.



ised cargo. We should point out that 82% of the requests were received and processed via EDI, which made the administrative handling much easier and made it possible to significantly reduce the response times. Furthermore, it is also worthy of note that a quarter of these telematic requests were processed within the automatic authorisation circuits.

Another aspect to underline in this period is the definitive approval by the Administration Board of Barcelona Port Authority of the complete

instruments and tools for operations involving major accidents. The other container serves as a meeting room for the advanced command of emergencies on the ground, and contains the necessary communication equipment for providing a co-ordinated operative response between the different components of the action groups on land, at sea and in the air involved in the PEI of the Port.

In terms of training, this year, a new edition of the Course in management and control of port accidents was



Environment

The most outstanding event in 2003 in environmental terms was the approval by the Administration Board of the Port Authority of Barcelona's environmental policy. This policy represents a firm commitment to taking on board environmental concerns in the planning and daily management of the organisation. Likewise, the Steering Council of the Strategic Plan and the Quality Plan agreed to incorporate a new working group on environmental sustainability in order to promote and

entrance mouth, along with the coming on stream of the new water treatment network, has helped to improve the quality of port water. Limiting the outflow of organic matter and pollutants into the waters, combined with the increased renewal of water helped by the new entrance mouth, have led to a notable improvement in the quality of the port waters. Fifty-four weekly sample-takings have shown this to be true.

In combination with the Centre for Studies and Experimentation in Public Works (CEDEX) and the Institute of

tion of exotic species; and monitoring actions, with the setting up of two stations for monitoring incrusting species in the port.

Another project begun was the second phase of the study on ballast waters of ships in the port, which involves taking samples from ballast tanks to identify the possible species that can indicate other exotic ecosystems. The Port has continued to take part in the working group of the International Maritime Organisation (IMO), which is dedicated to drafting the future agreement on the control of ballast water tipping which most likely will be approved in 2004.

Fight against pollution by hydrocarbon spills

There were 17 incidents involving accidental spills of hydrocarbons in the port waters in 2003, which caused 10 inquiries to be opened in order to find out the causes and apportion blame for them.

The Port has taken part in the drafting of the already approved Special Plan of Emergencies due to Accidental Pollution of Marine Waters in Catalonia (CAMCAT) and is working on the drafting of the Internal Contingencies Plan. In 2003 there was a successful programme of exercises and drills to evaluate and test the pollution-fighting equipment and operating procedures.

In 2003, a total of 920 lots of oily and hydrocarbon waste were gathered from ships, which on the whole represented more than 20,000 tonnes of such waste.

Air quality

The quality of the air around Port of Barcelona continues to be extremely good, according to the follow-up made of the pollutants monitored by the network of measuring equipment at the Port's disposal. There are occasionally some high values registered of concentrations of suspended particles, which can be attributed to the enlargement and remodelling works of the port currently underway.

We should point out the

installation of a weather station on the East Seawall, for evaluating the technical and financial possibilities of the future installation of a wind park which will generate energy in the future extended stretch of the East Seawall.

External projection

The Port of Barcelona held the first European conference on this subject within the EcoPorts project, (Ecoports is a network of European ports for exchanging experiences and harmonising the degree of environmental demands applicable to ports).

The Port of Barcelona took part in the ECOMED POLLUTEC exhibition, which is the International Fair on Energy and the Environment, held in Barcelona, with its own stand, at which the Port explained the main lines of environmental action in which it is involved.



activate joint environmental actions.

Waste management

This year, in co-operation with an NGO (non governmental organisation) dedicated to helping people with social insertion difficulties to enter the labour market, we successfully set up a paper and cardboard collection system at the administrative offices of the APB. The objective is to recover 80% of the paper used.

Likewise, glass is now being collected from all the bars and restaurants of the port enclosure, while maintaining the paper and cardboard collection which has been done up to now. The same procedure will be followed with cans and containers.

Water and sediment quality

The opening of the new port

Environmental Chemistry of the Higher Council of Scientific Research, we continued to make exhaustive analytical campaigns to determine the concentration of chemical pollutants in sediments. Also, once again this year, there has been monitoring of the benthos communities that live in the sediments and serve as bio-indicators of the state of the environment.

Biodiversity

2003 saw the creation of a Programme for the Control of the Introduction of Invasive Species covering the assessment of the risks of the different ways of introduction of these species, their prevention, control and, if necessary, eradication. A series of actions have been carried out within this programme in terms of prevention (with the shipyards) to avoid the risk of introduc-





Human resources

The technological, economic and social changes that our society is currently living through, and a growing competitiveness mean that the capacity of organisations, and therefore of the people who work within them, is a key element to guaranteeing a successful future. All of this is creating a genuine revolution in human resource management.

2003 was a special year at Barcelona Port Authority in terms of human resources, since a whole series of new actions took place in this field.

First of all, the port sector completed an ambitious project for the overall management of human resources using the implementation of a model of skill management applied to all the port authorities, whose inclusion will be negotiated next year within



the national collective bargaining agreement. This system represents a substantial change in the philosophy of human resource management, since it will place the accent on training and staff efficiency, and will guarantee the capacity to adapt to changes occurring in the sector.

Secondly, bearing in mind that knowledge has become a vital resource; we have continued to foster this value by assessing potential through identifying staff talent, evaluating of their potential, and improving it through individual and collective development plans.

Thirdly, in line with the "paperless port" system, the year's end saw the approval of an initiative by the Human Resources and Information Systems Department. This is a new project to create an employee's portal as the com-

pany Intranet of the Port Authority. This a new generation tool for knowledge management, co-operation and productivity, which will doubtless revolutionise the way working of the company.

Fourthly, the presence control system has been renewed. An important feature of this system is the data collection terminals that are fed by a biometrics system using fingerprints.

Within the social chapter, Barcelona Port Authority's pension fund has changed its name, and is now called "Puerto pensiones fondo de



pensiones". This is the fund to which most port authorities of the State come when setting up their pension plans. We have also continued to encourage sporting activities. This year saw the opening of the new offices and the car park of the sports area, and certain courses were organised and have been very well received. There were courses in aerobics, tai-chi and tennis, at the sports centre, open to the Port Logistics Community. In addition, we must point out the magnificent performance and subsequent ranking of the basketball and five-a-side football teams of Barcelona Port Authority which are now part of the Catalan Basketball and Football Federations, respectively.

Prevention of Work-related risks

As the backbone of the preventive efforts, this year's training was aimed, on the one hand, at administrative staff, with the organisation of a course on ergonomics and, on the other hand, at the members of the Port Police, with the organisation of basic training in prevention of working risks in the building sector,

in order to work together in detecting risk situations in this field.

In co-operation with the company's Infrastructures Department, the Prevention Service called on prevention managers and experts of the main building companies working in the Port, inviting them to two seminars which were attended by the special State Judge on Safety at work, the magistrate from the Tarragona Provincial Courts, the Chief inspector of the General Directorate for Prevention from the Labour Ministry, and other experts. This meeting



aimed to foster prevention in this sector and comply with the rules on co-ordination of activities.

In line with the recommendations for improvement proposed by the audit of the prevention management system made in 2002, we have implemented the system for the management of the Port Authority contracts (pursuant to article 24 of the Law on prevention of working risks). In this connection, more than 60 companies that work with Barcelona Port Authority were type-approved with regard to their health management systems.

As each year, the Health Monitoring Area Prevention Service proposed that all workers go in for a voluntary checkup. The reply was satisfactory, since 295 people have come for their checkups.

As for emergency measures, the first emergency drill was carried out this year, with a drill of the evacuation of the Port Authority buildings. This was an outstanding event, thanks to the co-operation of all the workers, especially that of the members of the first aid and evacuation teams, and

that of the members of the Port Police. In addition, the drill took place within very reasonable time limits.

As each year, we have called all the companies and workers of the Port to the seminar on the Prevention of Work-Related Risks for the Port Logistics Community, which is now in its fifth year. This year the seminar was dedicated to the reform of the regulatory framework for the prevention of working risks.

We should also point out that the Prevention Service took part as a speaker in different congresses and seminars: the 7th International Symposium on Maritime Medicine, the 3rd National and 1st International Meeting on Prevention and Health at Work in Vilanova i la Geltrú, the 1st National Health at Work Seminar in Cadiz, and the 3rd Prevention Seminar at the port of Tarragona.

We should like to point out that the Prevention Service was awarded the PREVENTIA 2003 prize for the prevention work of an institution, granted by SEGURLABOR (exhibition on prevention of work-related risks).



Training

In the current environment, training has become a key factor for success in fostering the development and growth of people and organisations. Barcelona Port Authority maintains this objective within its

a total of 5,076 hours and 96 participants.

For the collective development plans, we carried out:

- The training plan for the Port Police, with training actions in the field of transit, police intervention, illegal

field of general training plans (aimed at all workers), we could highlight the plan for the prevention of risks at work, attended by 97 people, and the training plan in office automation tools, firmly based upon e-learning and backed up with personalised follow-up tutorials.

As to training aimed at the Port Logistics Community, the lines of action of the Department of External Training were aimed at:

- Co-ordinating regulated ongoing training. Thus, as a complement to the document on the ordering of workplaces of the Logistics Community Port, a study has been carried out on the academic training of workers who make up this Community.
- Acting as a channel between supply and demand. In this connection, a database has been created of the companies, institutions, and services that operate in the Port of Barcelona, and work has begun on the gathering and ordering of the entire structured training offer of the sector.

The third line of the Department aims to design specific courses:

- Courses organised along with the Department of International Co-operation, for managers of the foreland: the 5th International Seminar on port management at the Port of Ningbo, the 5th International Seminar on port management Arab Academy of Alexandria and the 5th Latin American Seminar on port management.
- A technical seminar aimed at members of official organisations: "Port activity. The Port of Barcelona".
- An International Masters in Port Management was organised in co-operation with the Polytechnic Foundation of Catalonia.
- In addition, a teaching plan was organised in co-operation with Barcelona City Council to bring the Port closer to children. We also worked closely with the Education Ministry of the

Catalan Regional Government (Generalitat) in order to publicise the Port and the possibilities of a professional future to students of transport management and international trade.

This year, work has continued to make existing training consistent, and to make up for some shortcomings in specific training, with the aim of making port logistics activity more transparent and accessible, contributing to the development of personal skills, and creating the sensation of belonging to a group. For Barcelona Port Authority, training is an instrument of cohesion and a guarantee that the future depends upon a more professionalised, though no less experienced, Port Community.

The Catalan Language Service

Among the actions brought to bear in 2003 by the Catalan Language Service, we should point out the signing of the co-operation agreement with the Autonomous University of Barcelona in order to establish a unified project for teaching languages within the Port and the Port Logistics Community. This agreement hands over the management and responsibility for English courses of Barcelona Port Authority to the Language Service.

From the point of view of dynamising language learning, the Language Service has



two lines of action: in-house training and training for the Port Logistics Community.

One of the challenges facing Barcelona Port Authority this year in the field of in-house training within the human resources policy, was the development of skills through individual and group development plans, bearing in mind that people are a basic asset and that it is vital to adapt them to the company.

Within the individual development plans, we could point out a total of 9 masters and postgraduate degrees in different disciplines, and more than 80 individual actions involving

small fry fishing, risk prevention and emergency plan, involving a total of 158 participants and 5,530 hours of training.

- There was also a training plan for maintenance staff, with a total of 180 hours involved in learning new tools, and the training plan for the technical administrative staff, with actions in the field of leadership, organisation by processes, teamwork, data protection and development of secretarial skills, with the participation of 131 people and 1,614 hours of training.

In addition to this, in the



focused its efforts to raise the awareness of the companies in the Port Logistics Community to receiving Catalan language courses. The courses were fully subsidised in order to motivate people to use this language as a working tool.

The Jocs Florals (literary competition) of the Port and the



Logistics Community were organised as a move aimed at promoting Catalan culture and the use of written Catalan. This year was the fourth edition of this event and was attended by 46 authors: 36 in the narrative category and 10 in the poetry category. Among these, 26 are workers of the Port Logistics Community.

Furthermore, the start of December saw the opening of the website www.xlport.net, which is the result of the joint work of the Catalan language services of the ports of the Balearics, Barcelona and Tarragona, and comes under the co-operation agreement signed by the three port authorities in 2001. This web site also represents a landmark achieved in fostering language technology in Catalan.

We should point out that this web site provides not only the workers of the ports, but also the general public, with the language materials that the three language services have prepared on the basis of the language advice given every day in each service. Since the web site was opened, it has received 1,009 hits, and the intention is to work together to extend the content, in order of continue offering a good service to the workers of the three port communities.

The Documentation Centre

Great advances have been made in 2003 which have made it possible to consolidate the Documentation Centre of the Port Authority of Barcelona within the company structure.

The automation of the different processes and the high degree of use of the new technologies have allowed us to attend to a higher number of queries and requests for information. The process of digitalisation of the documentation, which has continued over the period 2003, was a key factor in improving the quality of the service.

The application of this series of initiatives has helped to reorient the Documentation Centre into two well-defined distinct strategic lines: one related to aspects concerning the internal organisation and management and, and the other referring to a line of activities aimed at fostering

keeps and manages the graphic and video images of the Port of Barcelona from historical and current reports. This year, the images were used by the organisation when drawing up their own materials. Also this year, the Documentation Centre took care of supervising an extensive photographic report of more than 1,000 photographs, covering the most outstanding events that took place during this period.

On-line contents query service. In co-operation with the Department of Information Systems, we have extended and improved the services offered by the Documentation Centre through the corporate web of the Port Authority. Among the most outstanding of these services we should highlight the new Internet query interface of the photographic collection, which makes more than 6,000 photographic documents available to researchers. We have also

of more than 1,200 images from the Port of Barcelona's Photo Archive and its participation in the organisation of the exhibition entitled "The fishermen's districts of Barcelona, 1900-1950" and the preparation of its catalogue.

Work with television and other media. The Port of Barcelona and the Maritime Documentation Centre worked with the Catalan Television series *Thalassa* in preparing the episodes entitled "The contradictions of a delta". In this connection, we should also mention the distribution of documentary material to specialised publications.

This year the Documentation Centre has fostered policies aimed at defining and carrying out an extremely ambitious cultural project. The aim is to go beyond the physical boundaries of the Port of Barcelona, with the co-operation of other institutions and the entire Port and Logistics Community.



and disseminating maritime culture and the history of the Port.

Within this first line of work, we could point to the following services for users:

Computerised press-clipping service. Every day throughout 2003, the Documentation Centre gathered a specialised collection of press and news items, done through direct searches by documentarists in 700 on-line media; in addition to which we received 32,000 queries from users.

Digital image bank service. The Documentation Centre

incorporated the information from the Historical Catalogue of Works Projects kept by the Port.

The second line of work covers a series of activities, the majority of which have been carried out in co-operation with other institutions. We could especially outline:

Joint projects with the Drasanes Consortium. The co-operation agreement with the Maritime Documentation Centre has resulted in the cataloguing of the APB's video and film archive, the scanning



The Port Vell

Because of the offer it provides (culture, business, leisure and sport) and its excellent location, in 2003 the Port Vell was a major attraction for Barcelona, with nearly 15 million visitors.

The Maremagnum has consolidated its position as one of the most attractive leisure, commercial and eating centres Barcelona. As for the remaining permanent offer of the Port Vell in 2003, we can disclose the following results: The Aquàrium received 1,375,271 visitors, the Imax Port Vell received 671,509, the



seafront boulevard and the development of the Plaça del Mar and Plaça de les Palmeres squares, starting with an underground public car park, are also the first step towards achieving a new citizen's area which will culminate in the building of a new fishermen's exchange and the spaces of

expression. Sport has coincided with the normal traffic of commercial vessels and cruisers in a port which has just started to use its new entrance mouth. The International Swimming Federation (FINA) has congratulated the organisers of these world championships and the companies involved, which includes the Port.

There were also new elements of co-operation by the Port in the organisation of the World Police and Firefighter Games on the beaches of the Port Vell, and the annual meeting which the Intermón NGO organises in all the major

person, not counting access to the different concession-holders of the area (Imax Port Vell, The Aquàrium Barcelona, the History Museum of Catalonia and the Maritime Museum); thanks to the Port Vell's connection with the city, visitors normally arrive on foot or use public transport.

All these activities are managed through Port 2000 and include important areas such as maintenance, cleaning and security in the Port Vell area, without which the success of this place would not be guaranteed.



Palau del Mar with the History Museum of Catalonia received 336,453, and the conventional cinemas, 379,000 spectators. These data confirm the success of the Port Vell, but also, increasingly and thanks to enlargements, the Club Natació Atlètic Barceloneta and the Club Natació Barcelona (swimming clubs) consolidate their member numbers, as do the Real Club Náutico Barcelona, the Reial Club Marítim de Barcelona and Marina Port Vell. As for business, we should point out that the World Trade Center Barcelona and the Escar buildings are already two consolidated business activities.

The demolition of the old aquarium of the Higher Scientific Research Council (CSIC) opens up a new leisure area for the citizens of Barcelona. The development of the project of the Passeig Marítim

the new entrance mouth, foreseen in the Special Plan of the Port Vell.

The temporary offer of activities in the public areas is returning year after year thanks to the record number of visitors achieved. Among these events are the Wine and Cava Fair (200,000 tickets sold), Firagran (also with 200,000 visitors), the Circ Museum Raluy (30,000 spectators), the Ludoteca, the Festa de la Diversitat, the arrival of the Three Wise Men for Epiphany and the famous regattas Ermenegildo Zegna, Trofeo Conde de Godó and Eau de Rochas Regatta. All these are indications of the consolidation of the Port Vell, although they appeal to very different audiences.

One of the new elements of 2003 was the Barcelona World Swimming Championships, which put the Port to the test, in the best sense of the



cities of the world, which this year took place in Barcelona, on the Passeig Joan de Borbó with an activity called "A day for hope".

Another interesting event that occurred in the everyday life of the Port Vell was the filming of various advertisements and full-length films, such as *Excuses*.

The Port Vell area enjoys a very varied public, with an equal distribution of the sexes, and family groups covering all ages. Visits take place in the daytime and the average expenditure is 20 euros per



The World Trade Center Barcelona

In 2003, the World Trade Center Barcelona (WTCB) was a touchstone in the business world. Its facilities and services provide the corporate world with an excellent environment in which to carry out business. Prestigious companies such as Transcom, Euro RSCG and Reckitt Benckiser have joined the business centre during the course of this year.



As regards the congress centre, a total of 90,000 people have enjoyed the facilities and have taken part in 550 different kinds of events. Among these are: the Second Municipal Convention of Barcelona City Hall, the 2nd Radio Congress of Catalonia, the 45th International Vintage Car Rally, the World Presentation of the new Toyota Avensis, the 37th Plenary Assembly of the Municipal Federation of Associations for the United Nations, the 1st Congress of the Professional Association of Speech Therapists of Catalonia, the Presentation of the new Siemens-Balay collection, the 1st Latin American Congress of Vegetable Nutrition, and the Annual Epoline Conference. In addition to this, the WTCB was the headquarters of the data centre for the elections to the Parliament of the Catalan Regional Government (Generalitat).

Aware of the globalisation of markets, the WTCB has also decided to offer, in the companies of the complex and those from outside, a new and exclusive information and management service for any request for international trade: the International Business Gate (IBG). THE IBG is the result of a co-operation agreement between the WTCB and the

highest institutions linked to international trade in Catalonia: the Chamber of Commerce of Barcelona; the Consortium of Commercial Promotion of Catalonia (COPCA); Pimec-Sefes; the Port of Barcelona and the Intermodal Logistics Centre (CILSA), whose track record and experience ratify it as a vital tool for making contacts with companies and the national market. Among its many services, the IBG offers

and services such as HTTP, FTP, POP3...

In terms of quality, the WTCB continues to give top priority to its policy of continuous improvement, providing new tools for the services and facilities, which guarantee the total satisfaction of users (quality surveys both in the companies of the centre and for the visitors, internal audits, suggestions and complaints modules, ...). Last year they achieved a quality certification

group, something that consolidates this project and makes it possible to focus the development of subsequent phases.



general information on markets, trade fairs, trade missions, business agendas, market opportunities, contracts, market research, company lists... in other words the gateway to the business world in Catalonia.

The technological profile of the complex is reinforced year after year with the incorporation of new services. In 2003, the WTCB implanted its wireless network, a free wireless data transmission network that covers the entire complex square. This means that any user within the radius of coverage with a computer equipped with wireless technology can enjoy connectivity with other on-line users, and share Internet resources

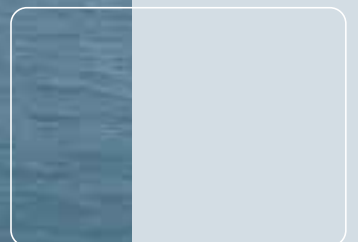
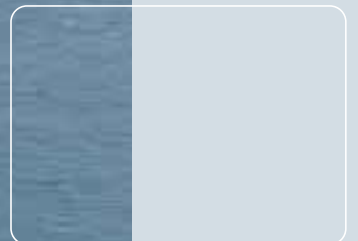
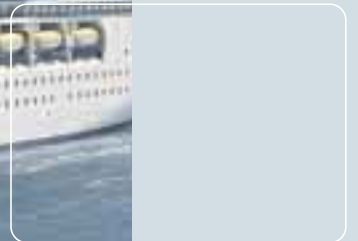
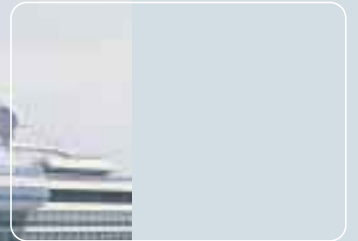
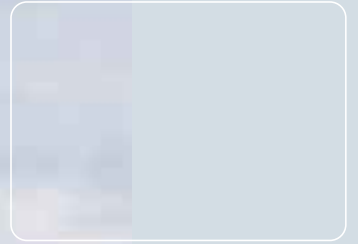
for operations and congresses and conventions, and this year the scope of the certification has spread to cover commercial and financial activities.

Furthermore, phase one of the WTC Almeda Park complex, in which the WTCB is involved, was opened in October with 40,000 m² of offices and services in the new business centre at Cornellà de Llobregat. Technology and flexibility will become the qualities that set apart this new quality offer of office spaces with an innovative concept on the Spanish real estate market, in line with the offering of WTCB. Over the last few weeks, this first phase was sold to a German investment



2

Philadelphia
Le Havre
Valparaiso
Vietnam
Bangkok
Tarragona
Tianjin
Malaysia
Belawan
Sydney
Vera Cruz
Bourgas
Santos
Paranagua
Vancouver
Miami
València
Singapore
New York
Piraeus
Havana
Melbourne
Barcelona
Port Said
Marsaxlokk
Sri Lanka
Thessaloniki
Damman
Doha
Casablanca
Mombasa
Taiwan
Alexandria
South Korea
Antwerp
Felixtowe
Hamburg
Algiers
Bombay
Lattakia
Bremerhaven
Rotterdam
Halifax
Algeciras
Gothenburg
Mahon
Toronto
Pakistan
Los Angeles
Tunis
Las Palmas
Dubai
Zaragoza
Hong Kong
Istambul
Constanza
Tangier
Ghana
Lisbon
Calcutta
Almería
Montevideo
Toulouse
Buenos Aires
Genoa
Seattle
Ningbo
Marseilles
Lyon
Barranquilla





2003 was marked by the challenges of consolidating and increasing the different types of traffics of the Port of Barcelona, against the backdrop of ever-increasing competition in the Mediterranean. Available data confirm the effort made in the field of the commercial policy brought to bear over the last few years, with a consecutive increase in traffic, year after year. December closed with an increase of 7.62%, which is more than twice the previous year's figures. This growth has spread to all types of goods or packages. Furthermore, this increase is above the average for Spanish ports, which was 3.78%.

If we compare the data with the growth of GDP in Catalonia (2.4%), and the rest of Spain (2.2%), we can see that the Port of Barcelona has exceeded all expectations, and has consolidated its position as a motor

of growth and a source of wealth.

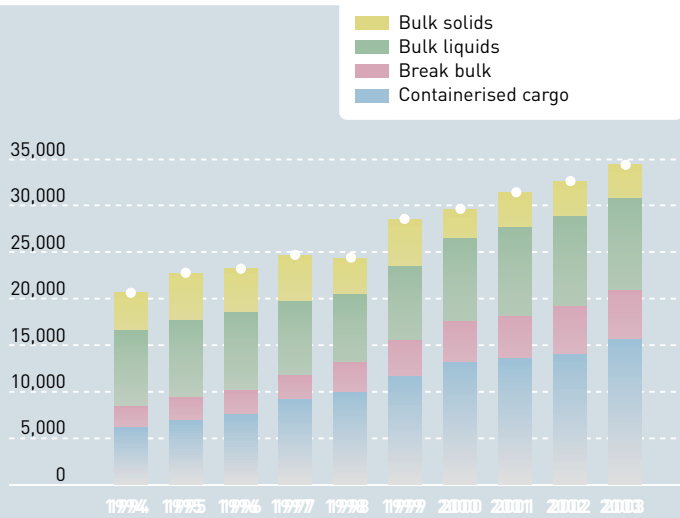
In tonnage terms, total traffic stood at 35,512,073 Tn, up 7.62% on the previous year. Containerised cargo stood at 1,652,366 TEU, 13.08% up on 2002, which was a higher increase than all the Spanish Ports overall.

Car traffic has also maintained a good rhythm, with an increase of 7.54% over the previous year, achieving a total of 649,441 units. The new operations with the Mazda and Toyota makes clearly show the growing trust of the car market in the Port of Barcelona.

In 2003, another of the traffics which we have been encouraging, that of cruise passengers, surpassed the million mark, representing 25.71% more than the previous year, with an increase of more than 200% over the last seven years.



Structure of goods traffic, 1994-2003
(thousands of tonnes)



	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Containerised cargo	6,096	6,981	7,628	9,071	10,002	11,532	12,989	13,430	13,842	15,344
Break bulk	2,442	2,420	2,466	2,694	3,078	3,792	4,596	4,706	5,453	5,574
Bulk liquids	8,035	8,215	8,347	8,045	7,238	8,500	8,966	9,515	9,930	10,159
Bulk solids	3,816	5,115	5,130	5,077	4,407	4,053	3,254	3,818	3,383	3,698
Total	20,389	22,731	23,571	24,887	24,725	27,877	29,805	31,469	32,608	34,775

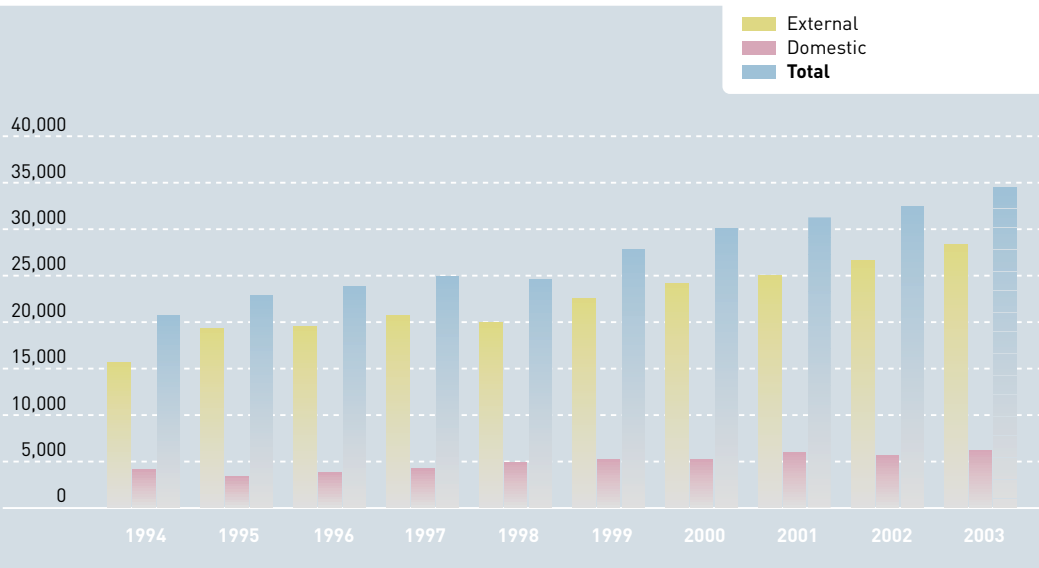


Analysis by types of shipping

Domestic and external shipping have increased significantly, both in terms of incoming and outgoing traffic. The graph shows the distribution of traffic, compared to the previous year and by type of packaging. The slight fall in hydrocarbons and other bulk liquids is only relative to the total, because in terms of tonnage they are in fact 2.99% higher than the previous year.



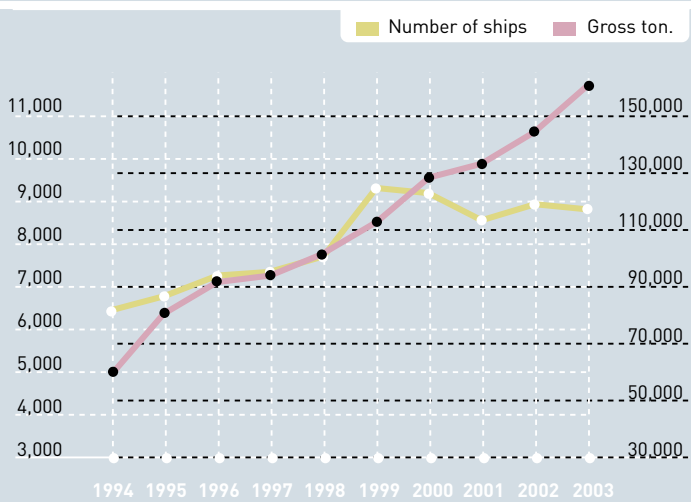
Development of goods traffic by types of shipping, 1994-2003
(thousands of tonnes)



	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
External	15,925	18,912	19,297	20,390	19,780	22,432	24,264	25,289	26,651	28,027
Domestic	4,464	3,820	4,274	4,497	4,945	5,445	5,541	6,180	5,957	6,748
Total	20,390	22,732	23,571	24,887	24,725	27,877	29,805	31,469	32,608	34,775



Development of ships traffic, 1994-2003
(Number and Thousands of GT units)



	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Number of ships	6,421	6,854	7,200	7,385	7,712	9,204	9,138	8,651	8,993	8,861
Gross tonnage	61,403	82,833	91,022	93,684	101,713	118,697	129,158	132,121	146,992	161,785





General cargo

General cargo increased from 59.17% in 2002 to 60.15% in 2003. The major increase in the number of containers and non-containerised general cargo follows the trend towards a greater presence in the Port's overall numbers.

The degree of containerisation of general cargo is rising, up 66.68% in loading, and even 64.99% in unloading. As for goods in transit, this index reaches the 97.56% mark. These results show how the Port of Barcelona has clearly opted for traffics with a high added value content, and the high degree of specialisation and modernisation of the companies operating in the port.



Containerised cargo

Container movements have now reached 1,652,366 TEU, and it is important to note the degree of balance between embarking and disembarking, 37.55% and 37.84%, respectively. Transits represent 24.61%. The increase in this type of traffic over the last seven years was nearly 50%.

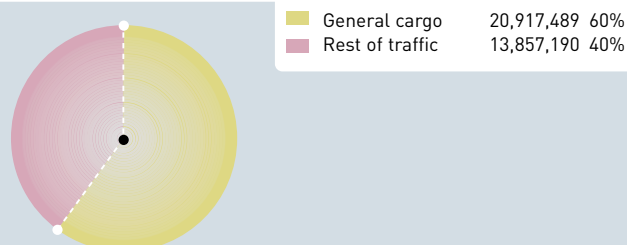
The main countries loading containerised goods, in tonnes, are the United States, Turkey, China and Morocco.

However, as far as unloading is concerned the top country is China, followed by Spain, the United States and Brazil.



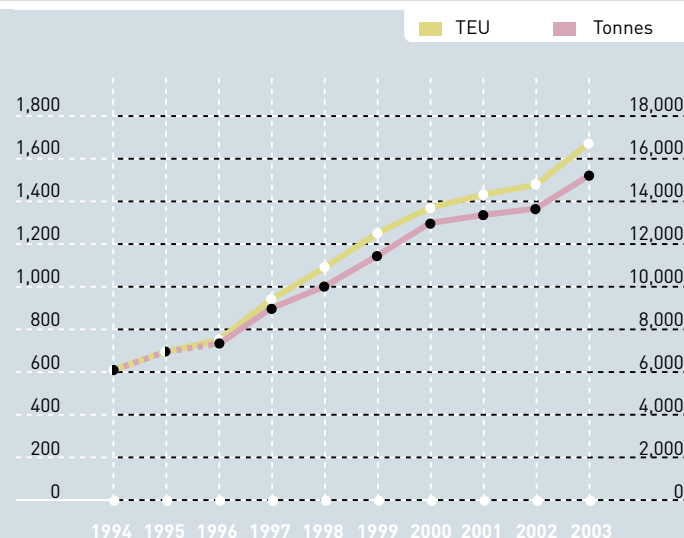
Share of general cargo in total traffic, 2003

(tonnes)



Development of containerised cargo, 1994-2003

(thousands of TEU and thousands of tonnes)



	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Tonnes	6,097	6,981	7,628	9,071	10,002	11,532	12,989	13,430	13,842	15,344
TEU	605	689	767	972	1,095	1,235	1,388	1,411	1,461	1,652



Break bulk

With an increase of 2.22%, break bulk passed from 5,452,742 Tn in 2002 to 5,573,688 Tn in 2003. Domestic and external shipping are well-balanced. The main goods moved in domestic shipping are food preparations, personal belongings and tourist cars. In external shipping the highest volumes correspond to tourist cars, steel sheet and personal belongings.



Hydrocarbons

Hydrocarbons represented 24.99% of total traffic in the port of Barcelona, increasing by 2.19% over the previous year. In domestic shipping, the progression was a higher 18.37%, while the total of external traffic has held steady.

Development of car traffic, 1994-2003 (number of vehicles)

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Car traffic	339,052	420,120	491,303	533,402	622,162	564,806	644,253	613,073	603,900	649,441
Car traffic by shipping types					Domestic		% variation		2002	2003
					International				499,866	548,728
External car traffic					Import		% variation		2002	2003
					Export				120,686	145,926
					Transit				326,383	299,894
									52,797	102,908



Other bulk liquids

This year 1,470,480 Tn were handled, an increase of 2.99% over the previous year. This type of goods represented 4.23% of all goods loaded and unloaded at the port.

Bulk solids

These goods also performed well, closing the year with an increase of 9.3% over 2002. Domestic shipping was the basis of this progression, with an increase of 124.62% in the traffic of cement and clicker and fertilisers, which increased by 62.45%. As for external shipping, the cargo that increased most notably was maize, which rose by 68.50%.

Cars

2003 finished with a growth of the order of 7.54% with respect to 2002. This increase is due to external shipping, especially in unloading and transits. A total of 649,441 units passed through the Port of Barcelona.





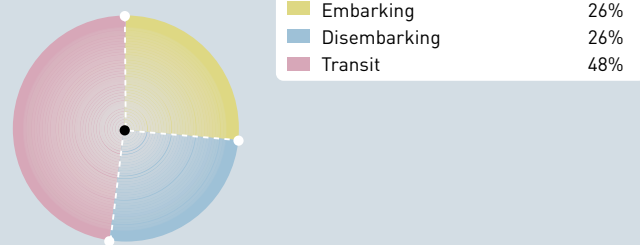
Passenger traffic

This year we managed to surpass the one million cruise passenger mark. In fact there were exactly 1,049,230 passengers, which meant an increase of 25.71% with regard to the previous year. Another significant fact was the number of stopovers, which increased up to 708, representing 11.85% more than the previous year, and shows the trust deposited in cruiser companies by the Port of Barcelona. For their part, regular ferry lines suffered a slight fall in the service with the Balearics, -3.71%, and EU short sea shipping, -7.27%.

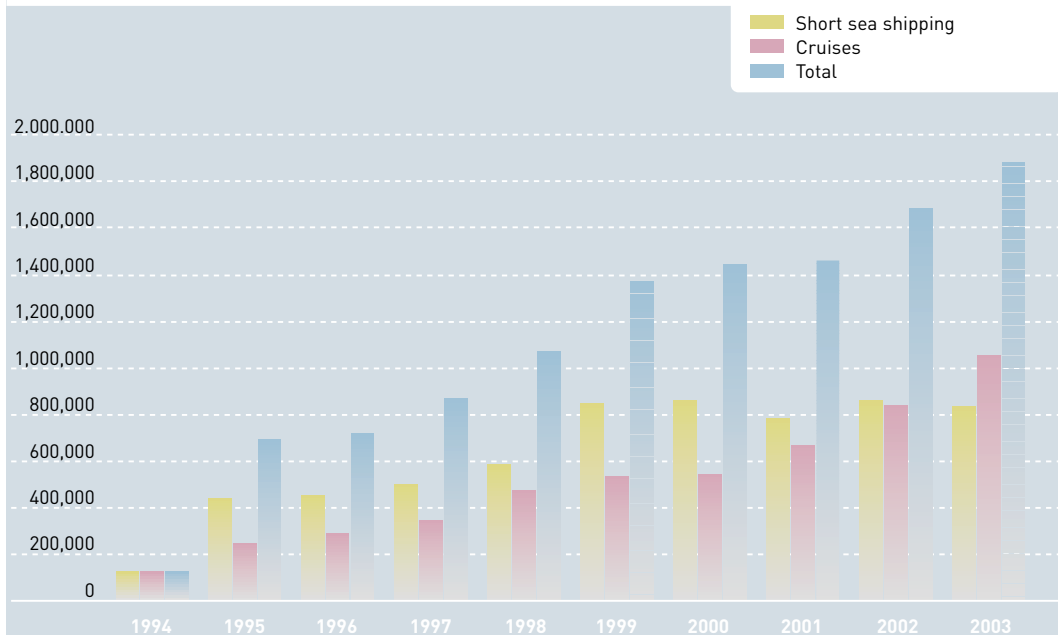
In total figures, the growth was 10.62%, with 1,869,967 passengers in 2003.



Distribution of passenger traffic, 2003



Development of passenger traffic, 1994-2003 (number of passengers)



	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Short sea shipping	490,843	448,170	453,126	509,944	588,946	836,656	847,973	790,260	855,865	820,737
Cruises	174,008	233,389	277,324	358,990	476,476	541,596	576,648	652,800	834,659	1,049,230
Total	664,851	681,559	730,450	868,934	1,065,422	1,378,252	1,424,621	1,443,060	1,690,524	1,869,967



3

Philadelphia
Le Havre
Valparaiso
Vietnam
Bangkok
Tarragona
Tianjin
Malaysia
Belawan
Sydney
Vera Cruz
Bourgas
Santos
Paranagua
Vancouver
Miami
València
Singapore
New York
Piraeus
Havana
Melbourne
Barcelona
Port Said
Marsaxlokk
Sri Lanka
Thessaloniki
Damman
Doha
Casablanca
Mombasa
Taiwan
Alexandria
South Korea
Antwerp
Felixtowe
Hamburg
Algiers
Bombay
Lattakia
Bremerhaven
Rotterdam
Halifax
Algeciras
Gothenburg
Mahon
Toronto
Pakistan
Los Angeles
Tunis
Las Palmas
Dubai
Zaragoza
Hong Kong
Istanbul
Constanza
Tangier
Ghana
Lisbon
Calcutta
Almería
Montevideo
Toulouse
Buenos Aires
Genoa
Seattle
Ningbo
Marseilles
Lyon
Barranquilla





According to provisional, unaudited data, during the financial year 2003 the Port Authority obtained a net profit of 26.946 million Euros, a decrease of 3% over the previous year due to the effects of the Extraordinary results.

Commercial activity pushed up turnover by 6%. A more moderate increase of 4% in operating expenses produced operating profits of 35.485 million Euros, up 7% year on year.

The financial balance registered a net improvement of 536 thousand Euros, even though the previous closing balance was negative as a con-

tribution is mainly used to finance the public State Ports body and loss-making ports around Spain.

Cash flow resources rose to 53.807 million Euros, and spelt an increase of 9% in the Port Authority's capacity to generate funds. With an eye on the future, it is fundamental for the Port Authority to increase its resource generation capacity to be able to face up to the financing of the investment plan.

As for the actions of this financial year aimed at financing the Master Plan, we would underline the income

year. This strong variation basically occurred due to the slowing down of the rate of execution of the building works of the new seawalls the previous year, owing to the redefining indicated in the projects.

One very significant point to



sequence of the level of debt taken on in order to finance the investments. Thus, the profits accruing from ordinary activities were 33.598 million Euros and increased by 10% over 2002.

The Extraordinary results showed losses of 2.243 million Euros which, in absolute terms meant a net reduction of 4.083 million Euros with respect to the profits of 1.840 million Euros recorded in 2002. This is what motivated the change from positive to negative in the variation of the result of the financial year and left the result of the operations 3% down over the previous year. The net contribution of 4.965 million Euros which the Port Authority made to the Interport Fund contribution increased by 9% and left the final result of the financial year at 26.946 million Euros. The Interport Fund

corresponding to a second payment of 13.991 million Euros of the capital subsidy from the European Cohesion Fund and the granting of a third loan from the European Investment Bank, to the tune of 50 million Euros. Due to the modifications that the Port Authority applied to the projects to build the new seawalls of the port extension, after the storms that affected the Barcelona coast at the end of 2001, a formal request was presented in June to increase Cohesion Fund subsidies by 38%. At the time this report was written, the public State Ports body has still not sent this request to the competent bodies.

The total volume of investment in tangible fixed assets made by the Port Authority this financial year has almost doubled the investments made in the previous

mention is the entry into force of Law 48/2003 of 26th November on the 1st of January 2004 concerning the financial regime and the provision of services of ports of general interest. The main objective of this law is to adapt the financial regime, the provision of services and the management of the public domain to a new model of port management, in which port authorities are configured as organisations in charge of providing and managing the public domain, and the provision of services is placed at a subsidiary level. The application of the new law also means that the greater part of the ordinary income of the Port Authority shall be transformed into fees.



The operating results



Operating result (in thousands Euros)

	2003	2002	Change	% Change
Operating income	101,895	97,078	4,817	5%
Net turnover	100,202	94,170	6,032	6%
Other operating income	1,693	2,908	-1,215	-42%
Operating expenditure	66,410	64,014	2,396	4%
Staff costs	26,080	24,174	1,906	8%
Depreciation of fixed assets	21,845	21,411	434	2%
Variation in traffic forecasts	-67	1,283	-1,350	
Other operating expenses	18,552	17,146	1,406	8%
	35,485	33,064	2,421	7%

Operating Income

The income obtained from port services and levies of the concessions of the port public domain pushed up the turnover by 6% with respect to the previous year and are now more than 100 million Euros.



Net turnover (in thousands Euros)

	2003	2002	Change	% Change
Ships services	17,956	16,832	1,124	7%
Passengers	1,160	1,075	85	8%
Cargo services	50,068	47,495	2,573	5%
Other services	3,264	2,503	761	30%
Levies for concessions	27,754	26,265	1,489	6%
	100,202	94,170	6,032	6%

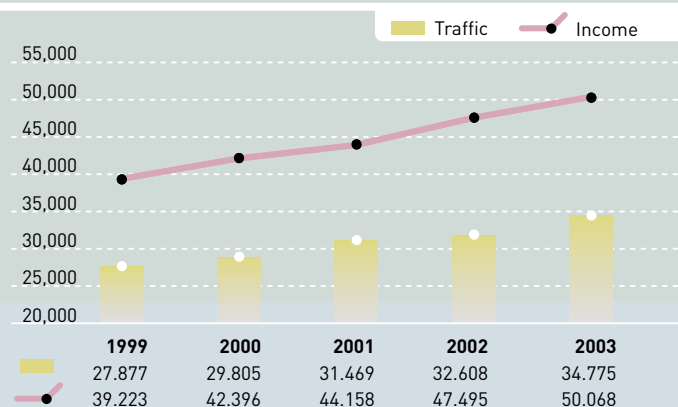
Goods traffic was the largest source of income for the Port Authority, representing 50% of the turnover of the financial year. This chapter of income increased by 5% with respect to 2002 thanks to the 7% growth in the total volume of traffic.

Per type of package, the volume of general cargo traffic increased by 8%, while bulk goods rose 4%. The most significant variation was seen in containerised general cargo with an increase of 11% with respect to 2002. In this line, container traffic grew by 13% and comfortably topped the one and a half million TEU mark, reaching a grand total of 1,654,366 TEU's.

Income from services to ships increased by 7% in spite

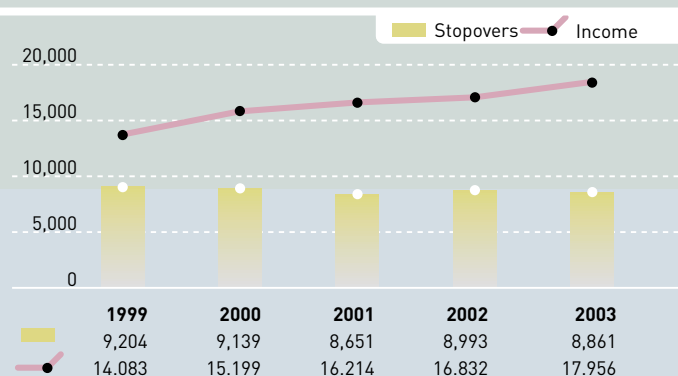
Progression of income from cargo services and volume of traffic

(Million Euros and million tonnes)



Progression of income from services to ships and number of stopovers

(Million Euros and number of stopovers)





of the slight reduction of 1% in the number of stopovers. All in all, this was possible due to the increase of 12% in average gross tonnage, which means that the ships that stopped over at the port in 2003 were of a larger size, since their average stopover time fell by 5%.

Operating expenses

Operating expenses rose 4% year on year. Staff expenses accounted for 39% of this heading and registered an increase of 8% as a result of new staff joining the organisa-

Origin and application of the fund

Applications of funds

Investments in fixed assets were 79% of the total fund that the Port Authority applied during the financial year 2003. With respect to the previous financial year, acquisitions of fixed assets increased by 83% up to a total of 132.953 million Euros, which increased the total applications by 44% up to a total of 167.613 million Euros.

The acceleration in the rhythm of execution of the



tion and also the increase in early retirement payments.

Depreciation of fixed assets accounted for 33% of total operating expenses and increased by 2%. This variation is directly related to the increase in the incorporation of new fixed assets.

The provision for traffic insolvency, to cover debts of the customers of the Port Authority, experienced a net fall of 1.350 million Euros, as a result of an excess of total provisions of 67 thousand Euros booked this financial year, compared to the 1.283 million Euros made in 2002.

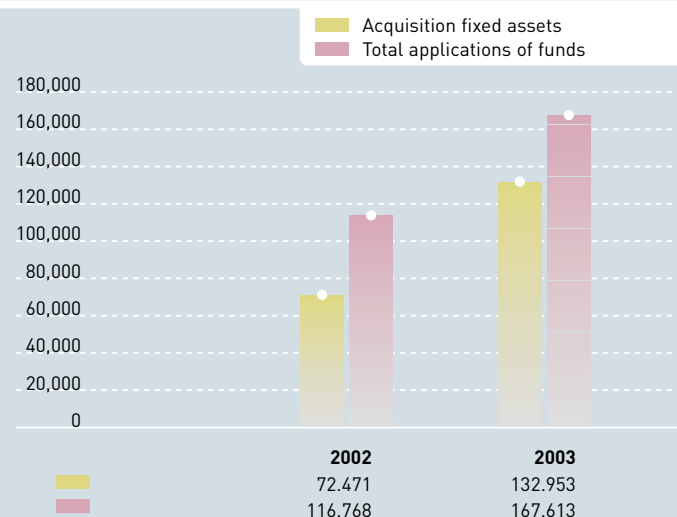
External services, the lion's share of which were taken up by expenses for repairs and maintenance, were the main reason for an increase in 8% of other operating expenses.

works for building the new seawalls was the main reason for the strong increase in the volume of investments made by the Port Authority in tangible fixed assets. Here, another outstanding element was the modification of the building project of the sea defences of the new entrance mouth and the refurbishing of the extension of the Adossat wharf.

As for the remaining applications of funds, we should point to the application of a total of 22.404 million Euros for the writing off and short-term transfer of long-term debts:

- 20 million Euros were paid off in advance against the debt generated for provisions, which the Port Authority had made in previous years, of the syndicated loan underwritten with the Banco Santander Central Hispano.
- 2.404 million Euros were transferred in the short term from the main loans granted by the European Investment Bank, which have to be reimbursed during 2004.

Applications of funds (Million Euros)



Source of funds

The needs for financing the port extension works have showed up this financial year in an increase of 46% of the source of funds.

The capacity of the Port Authority to finance investments with cash flow resources increased by 9% over the previous year and has still managed to remain the main origin of funds.

Capital subsidies from the European Cohesion Fund, aimed at financing the building of the new seawalls, deferred a total of 36.776 mil-

Finally, we should indicate that there has been an excess of applications over the total of sources of funds to the tune of 5.369 million Euros.

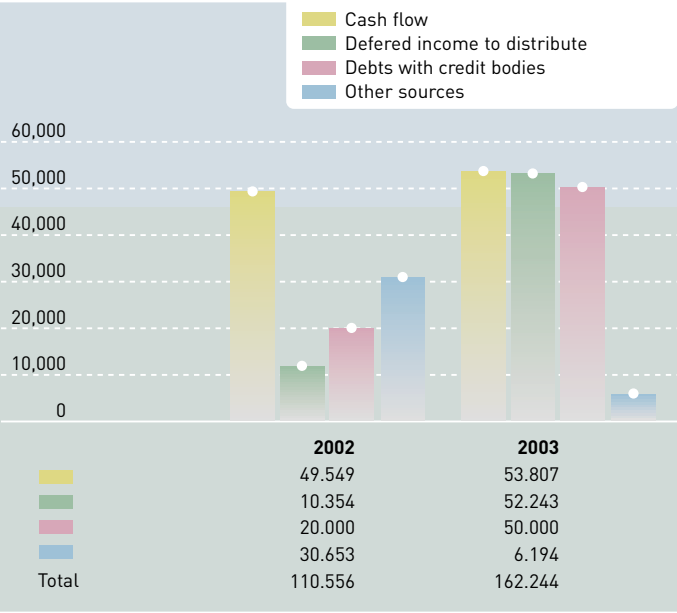


lion Euros in 2003, and this was the main reason why the deferred income increased fivefold over the previous year. This amount was the result of applying the co-financing of 53% to the volume of work carried out during the year. In addition, private financing of port infrastructures, received as an advance levy for concessionary rights, provided the remaining 15.467 million Euros of this heading.

As for external debt, the Port Authority secured a new loan from the European Investment Bank of 50.000 million Euros.



Sources of funds
(Million Euros)





Balance sheet for fiscal years ending 31 december 2003 and 2002 (in thousands Euros)

Assets	2003	2002	Liabilities	2003	2002
Fixed assets	894,506	789,440	Equity	644,165	620,702
Intangible	8,967	6,427	Net worth	512,743	512,743
Tangible	848,772	744,665	Fixed assets paid-up to general use	-33,821	-30,338
Financial	35,942	38,348	Reserves	138,297	110,374
Long-term trade debtors	825	0	Profit	26,946	27,923
Deferred expense	11,432	11,874	Deferred income	123,410	77,076
			Provisions for liabilities and expenses	10,417	8,748
			Long-term creditors	113,604	85,815
			Debts with credit institutions	105,414	77,818
			Debts with group and associated companies	0	0
			Other creditors	8,190	7,997
Current assets	46,137	75,102	Short-term creditors	60,479	84,075
Inventories	345	346	Debts with credit institutions	2,595	2,575
Accounts receivable	28,466	36,823	Debts with group and associated companies	800	19,654
Short-term investments	15,151	34,635	Trade creditors	5,614	4,759
Cash and Banks	1,573	2,657	Other non-trade creditors	51,468	57,087
Deferred income and accruals	602	641			
Total assets	952,075	876,416	Total liabilities	952,075	876,416

(Pending auditor’s report)




Profit and loss statements for fiscal years ending 31 december 2003 and 2002 (in thousands Euros)

Debit	2003	2002	Credit	2003	2002
Expenses			Income		
Personnel costs	26,080	24,174	Port services	72,448	67,905
Provision for depreciation of fixed assets	21,845	21,411	Leases and authorizations	27,754	26,265
Change in trade provisions	-67	1,283	Other operating income	1,693	2,908
Other operating expenses:					
External services	16,475	15,520			
Taxes	785	621			
Other	1,292	1,005			
Total operating expenses	66,410	64,014	Total operating income	101,895	97,078
Operating profits	35,485	33,064			
Assimilated and financial expenses	2,632	2,995	Income from other negotiable instruments and credits from fixed assets	277	253
			Other assimilated and financial income	468	319
Total financial expenses	2,632	2,995	Total financial income	745	572
Positive financial results	0	0	Negative financial results	1,887	2,423
Profit from ordinary activities	33,598	30,641			
Change in provisions for tangible, intangible and financial fixed assets	132	335	Profits on disposal of tangible, intangible and financial fixed assets	2	5
Losses from fixed assets	875	533	Capital grant transferred to results	1,548	1,526
Extraordinary expenses	4,419	1,146	Extraordinary income	1,634	2,412
Expenses and losses from previous fiscal years	318	385	Income and profit from previous fiscal years	317	296
Total extraordinary expenses	5,744	2,399	Total extraordinary income	3,501	4,239
Extraordinary positive results	0	1,840	Extraordinary negative results	2,243	0
Profit from operations	31,355	32,481			
Interport Fund contribution	8,670	7,947	Interport Fund receivable	3,705	3,389
Corporation tax	-556	0			
Period results (profit)	26,946	27,923			

(Pending auditor's report)





Source and application funds statement (in thousands Euros)

Applications of funds	2003	2002	Origins of funds	2003	2002
Fixed assets purchased	132,953	72,471	Resources proceeding from operations	53,807	49,549
Intangible	4,066	2,731	Period results without		
Tangible	128,746	68,477	Interport Found	31,911	32,481
Financial	141	1,263	Provision for depreciation of fixed assets	21,845	21,411
			Addition to reserves of fixed assets	375	426
Interport Fund contribution	8,670	7,947	Depreciation of deferred expenses	442	456
			Reserves for liabilities and expenses	2,860	623
Long-term financial to short-term financial debts transferred	24,013	32,414	Losses from fixed assets	875	533
Debts with credit institutions	22,404	12,404	Excess of provisions for fixed assets	-243	-91
With suppliers of fixed assets and others	1,609	20,010	Excess of provisions for liabilities and expenses	-39	-2,851
Provisions for liabilities and expenses	1,152	2,371	Profits accruing from fixed assets	-2	-5
Long-term trade debts	825	1,565	Capital subsidies transferred to results	-1,548	-1,526
			Deferred income transferred to results from reverted leases	-1,201	-802
			Other income deferred	-1,357	-1,106
			Others	-111	0
			Deferred income	52,243	10,354
			Capital grants	36,776	7,316
			Other income deferred	15,467	3,038
			Interport Fund receivable	3,705	3,389
			Long-term debts	50,000	33,222
			With credit institutions	50,000	20,000
			With group and associated companies	0	13,222
			Disposal of fixed assets	7	66
			Other origins	2,482	13,976
			Short-term cancelation or transfer of financial fixed assets	2,482	619
			Short-term cancelation or transfer of trade creditors	0	13,357
Total applications	167,613	116,768	Total sources	162,244	110,556
Excess of sources over applications			Excess of applications over sources	5,369	6,212

(Pending auditor's report)

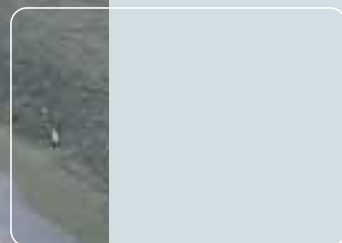
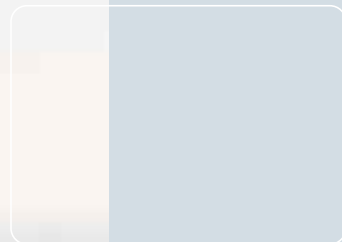
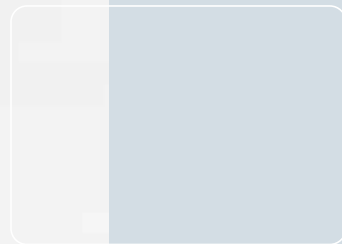


Variation in working capital	2003		2002	
	Increases	Decreases	Increases	Decreases
Inventories	-	1	17	-
Accounts receivable	-	8,357	2,194	-
Creditors	23,596	-	-	26,698
Short-term investments	-	19,484	16,870	-
Cash and banks	-	1,084	960	-
Deferred income and accruals	-	39	445	-
Total	23,596	28,965	20,486	26,698
Variation in working capital	-	5,369	-	6,212

(Pending auditor's report)

4

Toronto
Pakistan
Los Angeles
Tunis
Las Palmas
Dubai
Zaragoza
Hong Kong
Istanbul
Constanza
Tangier
Ghana
Lisbon
Calcutta
Almería
Montevideo
Toulouse
Buenos Aires
Genoa
Seattle
Ningbo
Marseilles
Lyon
Barranquilla
Philadelphia
Le Havre
Valparaiso
Vietnam
Bangkok
Tarragona
Tianjin
Malaysia
Belawan
Sydney
Vera Cruz
Bourgas
Santos
Paranagua
Vancouver
Miami
València
Singapore
New York
Piraeus
Havana
Melbourne
Barcelona
Port Said
Marsaxlokk
Sri Lanka
Thessaloniki
Damman
Doha
Casablanca
Mombasa
Taiwan
Alexandria
South Korea
Antwerp
Felixtowe
Hamburg
Algiers
Bombay
Lattakia
Bremerhaven
Rotterdam
Halifax
Algeciras
Gothenburg
Mahon



The Second Strategic Plan of the Port of Barcelona

(2003-2015)

The strategy in the hinterland

Synthesis



The Second Strategic Plan of the Port of Barcelona was approved by the Steering Council of the Strategic Plan and the Quality Plan on the 23rd of September 2003, and ratified by Barcelona Port Authority's Administration Board in the session of the 29th October 2003.

This Steering Council is made up of representatives of those institutions and companies from the public and private sectors that are involved in port business. This is actually a consensus document of the Port Community, both in terms of the procedure followed to approve and draft it, involving notable members who represent what could be called the central core of port business, i.e. shipping agents, stevedoring companies, customs agents and freight forwarders.

The Second Strategic Plan is aimed at two groups:

- The Port Logistics Community (PLC) because this group is responsible for executing the plan through the working groups (WG) already set up for the first Plan and will be responsible for defining projects and actions with regard to the strategic lines of action established.
- The economic and social administrations and institutions, so that they can be informed about the future proposals and the main challenges to be faced by the Port of Barcelona and can take into account the initiatives and plans of action.

The Second Strategic Plan complements and updates the first Plan. Now that the enlargement of the Port of Barcelona has been agreed upon and set in train, this second Plan focuses on the Port's hinterland. This is because it is the market in which the future competitiveness of the Port of Barcelona will lie and therefore it is where all our efforts must be concentrated.

On the wharfside it is already clear that there is a marked trend towards equal service between the ports in most direct competition. It is therefore on land, in the hinterland,

where there is a much broader scope for differentiating between the services offered by ports.

Furthermore, the need to be competitive in the hinterland is crucial for extending the market because the shipping lines, with their ever-larger container ships, need access to a further hinterland than the current one in order to make their stopover profitable.

The document, which describes the problems, proposals for solution and the actions to be set in train to maintain and increase the competitiveness of the Port, is structured into six sections.

The first concerns the mission of the Port of Barcelona, its *raison d'être*. The second analyses the starting point, which describes the reality of the environment and the present limits and opportunities of the Port in this environment. The third section, "the strategic scenario", analyses trends in port business and the implications for the Port of Barcelona. The fourth section, "the Port network in the hinterland" is the Port of Barcelona's answer to current and future demands from its environment. The following section, "the development of the network, a key factor for success" explains what this network strategy is based upon, and what the requisites are for implementing it. The last section, "the development of the Second Strategic Plan", brings together the lines of action that should guide the projects and actions carried out. Finally, the document lays out two conditions that are unavoidable if the strategy defined for the Port is to be possible. The first condition is to avoid congestion of road traffic entering and leaving the port and the second condition is to guarantee rail accessibility to European markets.



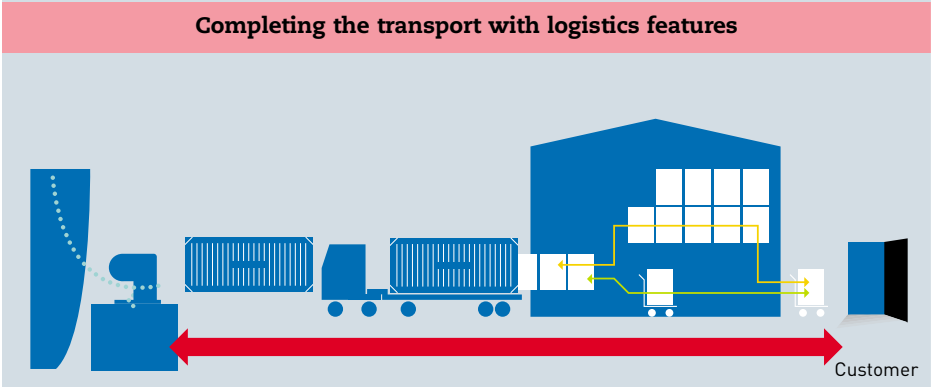


The mission of the Port of Barcelona: what is our *raison être*?

The Port's mission as defined in the first Plan and still valid in this second Plan, is as follows:
"To contribute to the competitiveness of the Port's customers by providing efficient services that respond to their needs for maritime transport, land distribution and logistics services".
This mission makes it necessary to foster door-to-door transport and logistics services in international trade operations.



Structure of the Strategic Plan		
What is our <i>raison être</i> ? Our mission	Where are we? Starting point	What are the challenges? The strategic scenario
What do we want? The strategic objective The Port network in the hinterland		
5 What needs to be done? The development of the Port's network	6 How to do it? Strategic lines of action	





Starting point in 2003: where are we?

A much more competitive market for the ports

As already suggested in the first Plan, the second Plan confirms that the Southern European ports are involved in a much more competitive market. The causes must sought among a series of inter-related factors.

On the one hand, the globalisation of markets and European enlargement offer a clear opportunity to boost the inflow and outflow of goods in Europe from the south, in the face of the need to reduce congestion in central and northern Europe.

Likewise, the increased concentration of shipping companies and the restructuring of shipping lines due to the need for greater efficiency in operating east-west routes will tend to give advantages to the southern arc, vis-à-vis the north sea, within world maritime scenarios.

All of this is leading to the rolling out of port strategies in order to become a first order Mediterranean port in an environment in which port operators are becoming multiports and tending increasingly to

diversify their interests in other ports, and in which the increased trend in subcontracting out logistics services gives customers greater power to decide upon routes and negotiate prices.

The Port maintains its strategic aspiration of becoming the main Euromediterranean Logistics hub, despite the increase in competition between ports and the necessary improvements in the connections with the hinterland.

The current position of the Port is mainly characterised, on the one hand by the advances that have occurred as a result of the first Strategic Plan, with the setting up of joint actions of the Port Logistics Community. This is the case of the extension of the Quality Plan and the boost in the processes of reengineering and the PortIC e-commerce platform.

Furthermore, it is also influenced by the start of the port enlargement works and the planning of land infrastructures.

These facts justify the continuity of the Port's strategic objective. We should also point

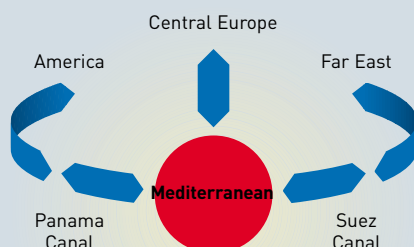


to the good position of the Port in the European traffic corridors, the fact that Barcelona is the first logistics centre in the Iberian Peninsula, and that Catalonia is pushing its logistics vocation forward in a determined fashion. This is something in which the Port must play a fundamental role.

However, there are shortcomings that affect the transport connections with the hinterland – road, rail and short-distance sea transport –, which hinder the growth and capitalisation of all the potential of the Iberian peninsula and southern European market by the Port of Barcelona. It is also important to guarantee the future conditions of land accessibility to the extended port so that congestion does not slow down the increase in traffic.



Growing importance of the Mediterranean in maritime terms



Good maritime position in the traffic corridors





**The strategic scenario:
what are the challenges?**

The market in the hinterland (and the foreland) imposes three basic demands on the Port:

- **Guaranteeing the continuous presence of the Port close to the customers:** having an in-depth knowledge of the market and its needs and, thus, boosting nearby services to facilitate the operations of importers, exporters and other operators.
- **Being different in terms of service:** making the most of the opportunities for improvement in the co-ordination between the services provided in maritime transport and offering new more complete, door to door services with new quality standards covering the entire service.
- **Lengthening the maritime and land service by adding logistics services to cargoes.**

Internally, the Port enlargement works and the new road and rail infrastructures envisaged in the Master Rail Plan and the Road Accesses Plan should provide internal and connection infrastructures required by the strategic objective.



Extention of the Port of Barcelona



New land areas



New course of the river Llobregat



The enlargement works of the Port of Barcelona have been co-financed by the European Union Cohesion Fund



Current and future rail connections



Current Iberian gauge rail connections



Future mixed gauge rail connections



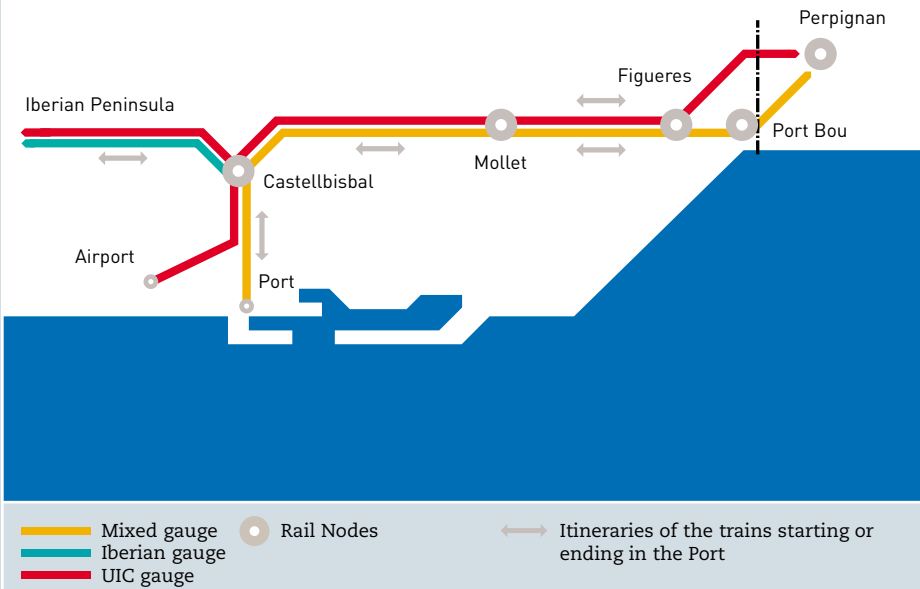
Loading / unloading terminals



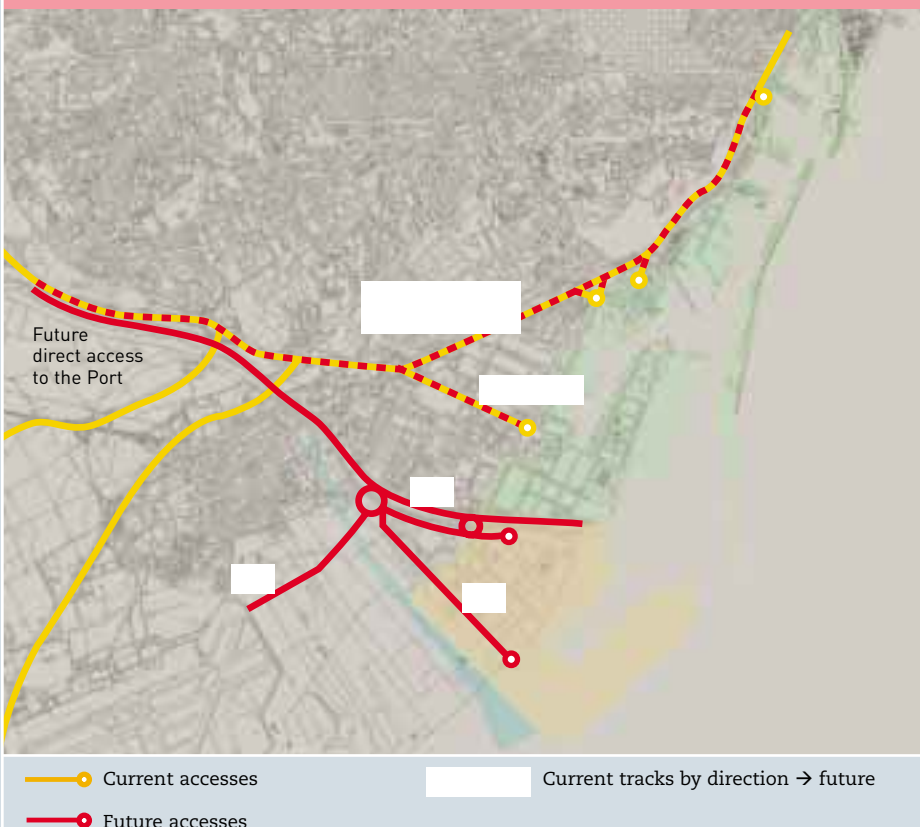
Receiving / sending terminals



The Port's connections with the rail network



Road accesses to the Port



The Port network in the hinterland: what do we want?

The aim of the Second Strategic Plan is to define the strategy to be carried out by the Port of Barcelona in the hinterland to extend and consolidate its influence in this market. This strategy is based on the creation of a network of services in the hinterland and is the Port's answer to face up to the demands of the market and move forward towards the strategic objective of becoming the prime Euromediterranean logistics hub.

The Port's network of services in the hinterland is oriented to satisfying the growing need of importers and exporters to optimise their international maritime logistics. In the field of port operations, the services offered by the ports in the most direct competition are similar. It is on land that international maritime transport offers a very broad scope for co-ordinating and organising the services and developing strategies for differentiating services that respond to the customers' requirements.



In addition, accomplishing the logistics aims of importers and exporters is a condition for attracting cargo and maintaining shipping lines – which go wherever the cargo is – and to better serve the internal and external operators/users of the Port.

The main contributions of the Port of Barcelona as a logistics network can be summed up in the following table:

Aims of the importers/exporters	Areas of improvement in international logistics	Main contributions of the port network to the optimisation of international logistics
Increasing profitability: maximum difference between logistics income and costs	Improvement in service: deadlines, safety, cargo, other services	<ul style="list-style-type: none"> Time reduction of goods through the port. Transport services guaranteed from port-to-door or door-to-door Safety standards and guarantees of the cargoes throughout the network
Reducing investment: Minimising the circulating and fixed capital in logistics	Reduction of logistics costs: transport, stock, handling...	<ul style="list-style-type: none"> Reduction in the costs of land transport (intermodal corridors, co-ordinated local services) Shared international logistics services (tmZ, tmT) and private ones
	Reduction in stocks	<ul style="list-style-type: none"> Customs warehouses in the Port and distributed in the network Reliability of the integrated services
	Reduction of the order-payment cycle	<ul style="list-style-type: none"> Complete guaranteed services Information and document exchange platform to help in the planning, execution and monitoring of the services and facilitate payments
	Reduction of physical assets: warehouses, material and human means	<ul style="list-style-type: none"> Distributed facilities (warehouses, depots, etc.) to facilitate subcontracting of international logistics

Furthermore, this focus on the hinterland, as a booster of door-to-door services, is projected towards the foreland, where the network strategy also applies. The second Plan focuses its efforts on the hinterland because, as the closest market, it makes it easier to identify and reach the importers and exporters, and the service initiatives can have a greater impact.

Within the hinterland, stress is placed upon certain traffics and priority markets.

These traffics are: full containers (especially maritime and land traffic), grouped containers, new vehicles and short sea shipping.

The priority markets are: the closest land market, comprising the northern half of the Iberian peninsular and the south of France. A competitive railway will make it possible to better serve the more distant Iberian peninsular destinations and especially southern and central Europe. The priority maritime market

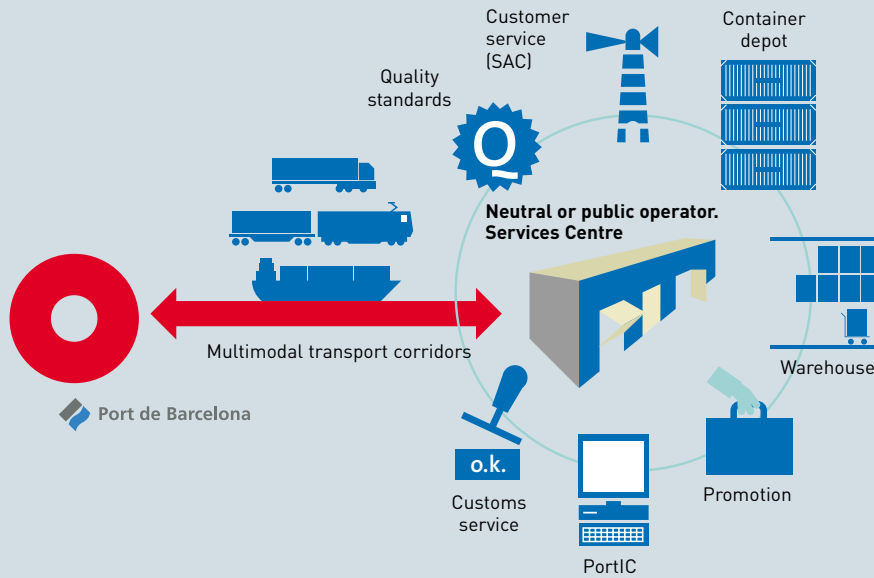
covers the southern area of Western and Eastern Europe and North Africa.

Priority land hinterland

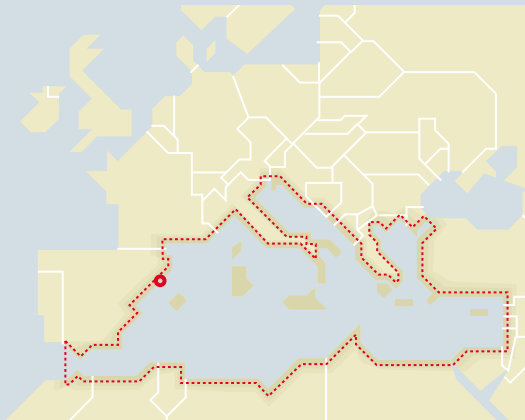




Elements of the network



Priority maritime hinterland



The development of the Port's network of services: what needs to be done?

Definition

The Port's network in the hinterland is the group of services related to the Port, distributed throughout the territory and managed in a decentralised manner by the operators, but with the maximum co-ordination, efficiency and visibility for the customers.

The fact that sets the network apart is the fact that a port or external professional (a freight agent) can plan, organise and perform the monitoring of an import or export operation through the Port of Barcelona from any point on the network.

Components

This network is made up of:

- **Infrastructures and facilities:** the Port itself and the remaining services centres distributed around the territory. Also road and railway infrastructures through which the goods pass.
- **Transport and logistics services:** with complementary features such as quality standards and guarantees, and documentation and information services.
- **The promotion and management of the network,** carried out by the institutions and the Port Logistics Community, and **marketing,** by the operators.

Requirements for developing the network in the hinterland and strategic lines of action

Developing a port logistics network of their own that makes it possible to have access to and enlarge the hinterland requires qualitative changes in the current Port and its surrounding area. The most important of these are:

- **To continue improving the flow of goods through the Port:** in particular customs processes, those of the remaining inspection services and, in general, any that involve other administrative organisations. This includes



fostering new projects to avoid congestion in the road accesses.

- **Promoting a substantial change in port land transport:** both by rail and by road.
- **Fostering more vigorous implementation and marketing actions in the hinterland by port companies.**
- **Reconsidering short distance maritime transport** overall and attending to aspects of infrastructure, operating procedures and commercial aspects.
- **Generalising the operative**

which it will be impossible to enlarge the market. Therefore improvements, both in organisation and efficiency of the services to reduce costs are a necessary condition for the success of the Port of Barcelona's strategy.

Development of the Second Strategic Plan: how to do it?

To roll out the network of services in the hinterland, the Second Strategic Plan defines seven strategic lines of action that orient the priority projects and actions.

1. Land accessibility of the Port

It is important to guarantee that the growth of the markets of the extended port is not held back by problems of congestion in the traffic into or out of the area of the

stations and terminals.

- Direct rail access to the port with double line mixed gauge track, to avoid current bottlenecks.
- Good rail accessibility with European gauge to the continent.
- Long peninsular corridors (Saragossa, Madrid, Lisbon and Galicia) and European ones (Toulouse, Bordeaux, and Lyon), with frequent direct regular services.
- Attracting rail and intermodal operators with an interest in offering regular services with the Port of



advantages of the Port on the network. The aim is to extend quality standards and guarantees to the network as well as facilities of exchanging documents, information and communication.

- **Transforming the operative improvements and greater collective knowledge of the market into new more complete offers that are better adapted to the customers.**
- **Extending training and teaching of the Port of Barcelona to the whole network.** Also creating an image of the "network port" to boost the efforts in all domains and fields of action.

The Port's competitiveness must be based to a great extent on the enlargement and the differentiation of service. Likewise, **the reduction in prices is a permanent and unavoidable demand of the entire logistics sector, without**

Metropolitan Region of Barcelona. The solution lies, among other actions, in:

- The rolling out of the Master Rail Plan, the Road Plan and the Port extension plan.
- Promoting overall co-ordinated solutions to face up to future conditions of mobility in the area of the Llobregat delta.
- Studying and applying specific measures in the Port that help to decongest traffic.
- Urgently building the planned road infrastructures.

2. Competitiveness of rail transport

We require viable and competitive rail transport as a means accessing the peninsular and European markets. The rail model that the Port needs is based on:

- An internal rail network, open to all the operators and co-ordinated with the nearest

Barcelona.

- A strategy of pressure in the form of a lobby with other bodies and institutions before the European Union and the Spanish Government in order to resolve existing problems of capacity in the Mediterranean traffic corridor.

3. Competitiveness of road transport

This is essential for extending markets, especially those that are within short or medium range, and will have to face the necessary challenge of modernisation in order to adapt competitiveness to the needs of the open market. This means:

- That the road container transport sector must allow other road container transport operators access.
- Greater efficiency in the organisation of services in

between transport managers and hauliers; a corporate dimension adapted to the demands of the market; modernising and opening the sector to the market; finding forms of co-operation between the companies in the sector, and having criteria for the intermodal management of transport corridors.

- The availability of resources in the internal markets, meaning shared use of transport centres, intermodal terminals, and so forth, to foster the reorganisation of

To set their offer of services apart from the rest, the Port must develop door-to-door services. In order to do this, it must foster co-operation between operators in order to have shared facilities (warehouses, sea terminals ...); and create new door-to-door offers with more integrated services, brand image and guarantees to set the Port's offer apart from its competitors.

6. Marketing of services and promotion of the Port

The permanent presence of

operation between them.

- Acquire a deeper and broader knowledge of the markets: the logistics needs of importers and exporters.

7. Organisation and follow-up of the services

The users of the network must be allowed to organise and monitor cargoes without geographical limitations. This involves:

- Developing the PortIC platform so that it can become a tool to be used by the entire Port Logistics Community.
- Extend information and

ing the immediate co-ordinated action of all the institutions and bodies in order, among other things, to enable the short-term execution of the planned road infrastructures.

And, secondly, **guaranteeing rail accessibility to European markets**. In the short term, both the Port of Barcelona and Spain's Mediterranean trade corridor with Europe require infrastructures that guarantee good European gauge rail accessibility to the continent.



transport with the Port.

4. Short Sea Shipping

Major changes are required in order for this to become an alternative to road transport in the access to southern Europe and the hinterland of the Mediterranean. A plan needs to be prepared in to consider port aspects that have most influence upon this kind of transport, in order to:

- Have the necessary hosting and transit infrastructures for this type of transport, for both ships and lorries.
- Unify and co-ordinate services to ships and transport units in terms of port operations and procedures.
- Determine the conditions for promoting and marketing the services offered by the operators.

5. Complete door-to-door services

information and an offer of services (port, maritime and logistics) in the hinterland are the conditions necessary for developing offers of services adapted to the demands of the freight handlers.

On the one hand, operators must boost the marketing of services, both those of each company and more complete services, in co-operation with each other.

On the other hand, the Port Logistics Community must work on promotion in order to facilitate the marketing of the services. This means:

- Guaranteeing the permanent presence and promotion of the Port to detect business opportunities, inform the customers of the offer and the advantages of the Port and foster and facilitate the creation of new services by the operators, seeking co-



communication facilities to all the operators of the Port logistics network.

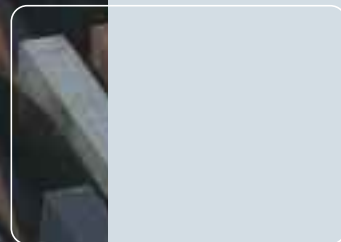
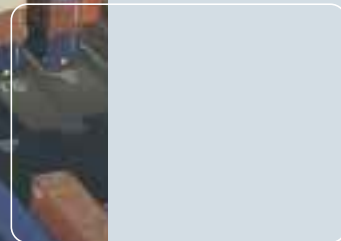
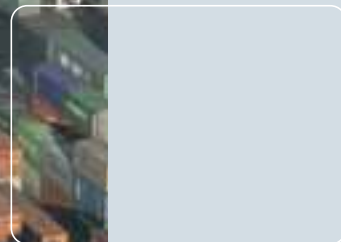
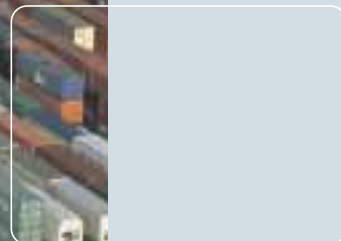
- Offer information and communication services to freight handlers.

Finally, the Second Strategic Plan involves two unavoidable conditions for the success of the strategy described above.

First of all, **avoiding congestion of road transit into and out of the Port**. Avoiding putting the brakes on the development of the enlarged port due to congestion in the Llobregat delta is a task requir-

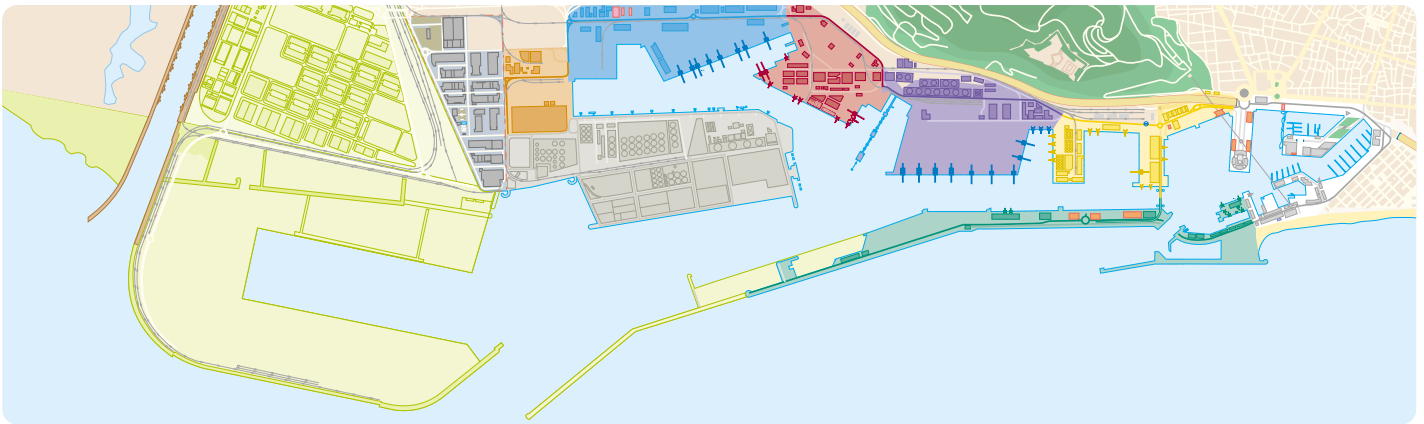
5

Thessaloniki
Damman
Doha
Casablanca
Mombasa
Taiwan
Alexandria
South Korea
Antwerp
Felixtowe
Hamburg
Algiers
Bombay
Lattakia
Bremerhaven
Rotterdam
Halifax
Algeciras
Gothenburg
Mahon
Toronto
Pakistan
Los Angeles
Tunis
Las Palmas
Dubai
Zaragoza
Hong Kong
Istanbul
Constanza
Tangier
Ghana
Lisbon
Calcutta
Almeria
Montevideo
Toulouse
Buenos Aires
Genoa
Seattle
Ningbo
Marseilles
Lyon
Barranquilla
Philadelphia
Le Havre
Valparaiso
Vietnam
Bangkok
Tarragona
Tianjin
Malaysia
Belawan
Sydney
Vera Cruz
Bourgas
Santos
Paranagua
Vancouver
Miami
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Singapore
New York
Piraeus
Havana
Melbourne
Barcelona
Port Said
Marsaxlokk
Sri Lank



Guide to the Port of Barcelona

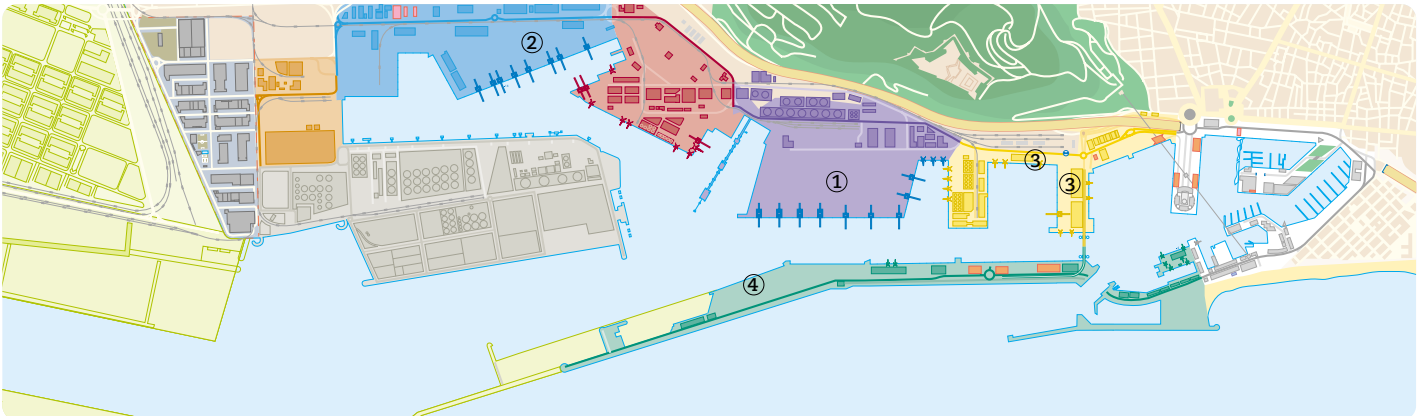
A | Technical data



Location: Latitude: 41° 20' N Longitude: 2° 10' E	North entrance mouth Orientation: 205° Width: 145 m Draught: 11.5 m	Draughts: Up to 16 m	Dry dock: Length: 215 m Width: 35 m Capacity: up to 50,000 t dead weight
Tides: None	Land area: 828.9 ha	Tugboats: 9 (1,213 kW / 2,943 kW)	Floating docks: Length: 120 m Width: 19 m Lifting capacity: up to 4,500 t
Entrances: South entrance mouth Orientation: 191° Width: 370 m Draught: 16 m	Wharves and berths: 20 km	Warehousing: Covered: 134,404 m ² Uncovered: 2,913,524 m ²	
	Ro-Ro ramps: 31	Dock cranes: 45 (20 container cranes)	

B | Specialised terminals

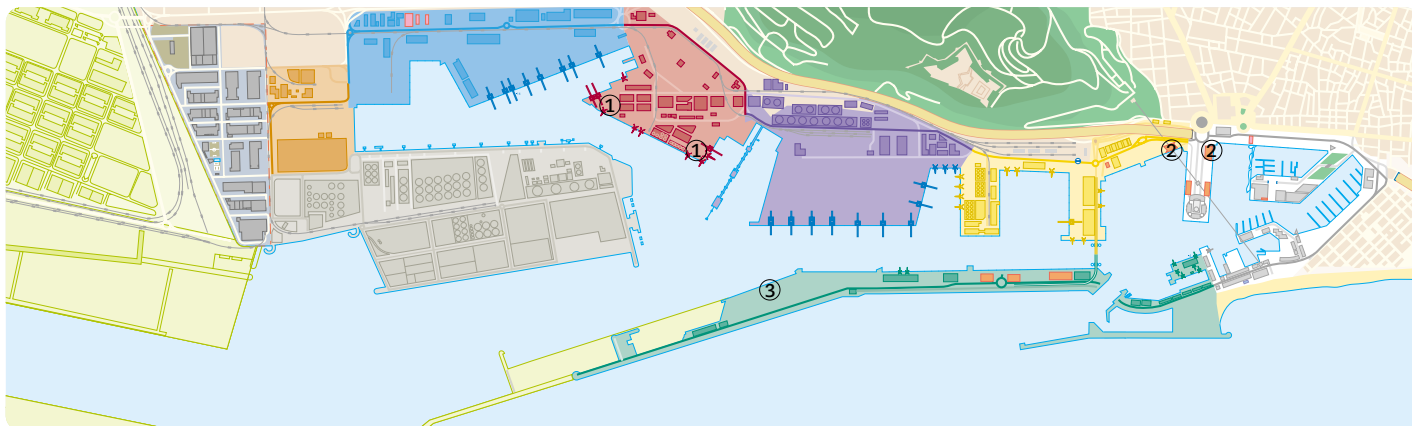
B.1 | Container and multipurpose terminals



1 TCB, SL Tel.: +34 93 441 00 66 Fax: +34 93 441 04 18 www.tcbcn.com tcb@tcbcn.com Location: 24 Sud wharf Characteristics: Area: 46 ha Berth line: 1,362 m Draught: up to 16 m Container cranes: 9 (5 post-panamax) Straddle-carriers: 40 Own railhead: (5 ha) Maritime Customs office and Frontier Check Point (PIF) integrated into the terminal	Refrigerated plugs: 256 Container freight station: 13,800 m ² Covered warehouses: 14,400 m ²	Ro-Ro ramps: 1 Cranes: 8 (7 post-panamax) RTG: 8; reach stacker: 21; tractors: 24 Container freight station: 3,607 m ² Covered warehouses: 26,145 m	Characteristics: Area: 6.56 ha Berth line: 860 m Draught: up to 12 m Ro-Ro ramps: 5 Covered warehousing: 19,000 m ² Cranes: 10 (1 container crane; 9 gantry cranes) RTG: 2; reach stacker: 5; tractors: 4	Location: 01 Adossat wharf Characteristics: Area: 9.77 ha Berth line: 650 m Draught: up to 12 m Ro-Ro ramps: 1
2 Terminal Catalunya, SA Tel.: +34 93 298 64 00 Fax: +34 93 298 64 01 www.grupmestre.es jmestre@tercat.es Location: 29 Príncep d'Espanya and 30 basin Sud wharves Characteristics: Area: 35.1 ha Berth line: 1,653 m Draught: 8.70 / 14 m		3 Terminal Port-Nou, SA Tel.: +34 93 227 38 00 Fax: +34 93 441 21 05 Location: 20 Ponent and 21 Costa wharves	4 Unió Terminals Estibadors Llevant, SL Tel.: +34 93 441 00 66 Fax: +34 93 441 04 18	



B.2 | Domestic traffic terminals



1

Estibadora de Ponent, SA

Tel.: +34 93 223 88 00

Fax: +34 93 223 88 53

jgomez@ral.es

2

Cía. Trasmediterránea, SA

Tel.: +34 93 295 91 00

Fax: +34 93 295 91 65

www.trasmediterranea.es

3

Transportes Marítimos Alcudia

Tel.: +34 93 223 08 22

Fax: +34 93 223 37 08

alcudiabcn@abaforum.es

Location:

01 Adossat, 18 Barcelona, 19 Sant Bertran, 26 Àlvarez de la Campa, and 27 Lepant wharves.

Characteristics:

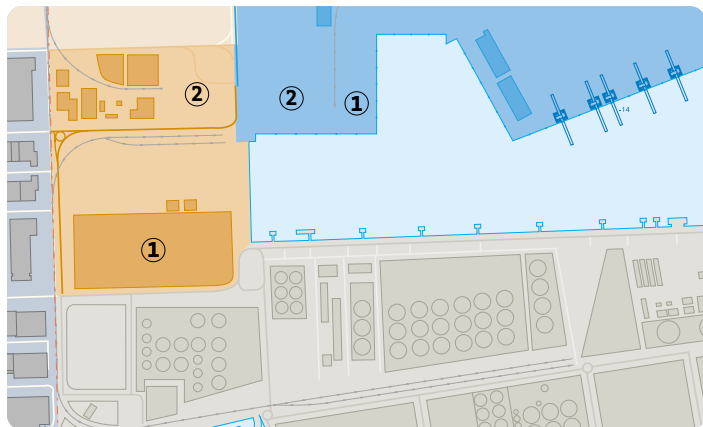
Area: 15.1 ha

Berth line: 1,860 m

Draught: up to 12 m



B.3 | Automobile terminals



1

Autoterminal, SA

Tel.: +34 93 223 48 33

Fax: +34 93 223 42 68

correogeneral@autoterminal.es

Location:

30 basin Sud and 31 basin

Interior wharves

Characteristics:

Area: 29.2 ha of flat area and 25.4 ha of vertical garage

Berth line: 1,005 m

Draught: up to 12 m

Two vertical car parks of 127,000 m² and 20,000 places

It offers an automobile centre for personalisation and a protection-removing tunnel

2

Setram, SA

Tel.: +34 93 289 57 94

Fax: +34 93 223 45 59

setram@setram.com

Location:

30 basin Sud and 31 basin

Interior wharves

Characteristics:

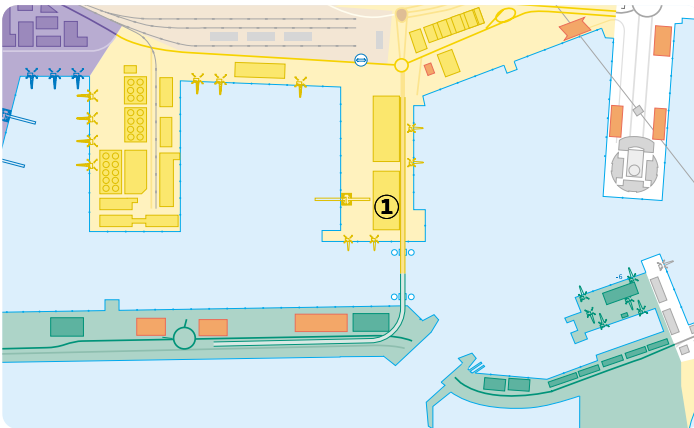
Area: 5.7 ha

Berth line: 893 m

Draught: up to 12 m

A vertical car park of 90,706.4 m²

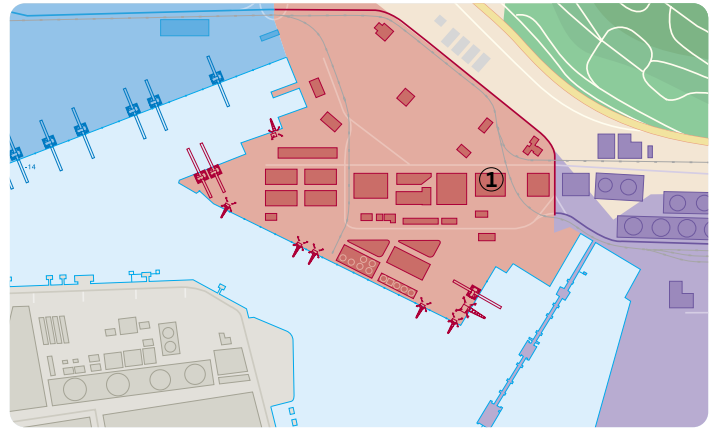
B.4 | Fruit terminal



1
Barcelona Fruit Terminal, SA
 Tel.: +34 93 227 38 17
 Fax: +34 93 227 38 20
Location:
 20C Ponent wharf
Characteristics:
 5,556 m² of refrigerated warehouse space, with three independent temperature cold-storage rooms

Simultaneous storage of up to 6,000 pallets.
 Computerised bar code control system.
 Loading platform which can accommodate up to 150 lorries per day.

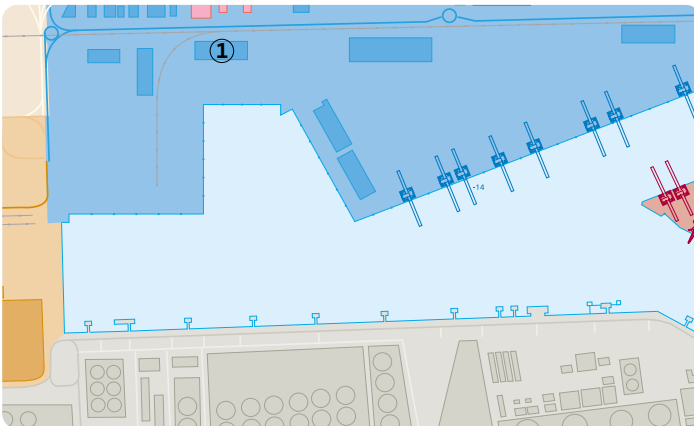
B.5 | Coffee and cocoa terminal



1
BIT, SA
 Tel.: +34 93 223 33 14
 Fax: +34 93 223 29 83
 Es_Barcelona_bit@sgsgroup.com
Location:
 26 Álvarez de la Campa wharf
Characteristics:
 Area: 11,000 m²
 Capacity: 14,000 t

Under duty-free zone control
 The only terminal in the Western Mediterranean to receive type approval by the LIFFE (London International Financial Futures and Options Exchange).

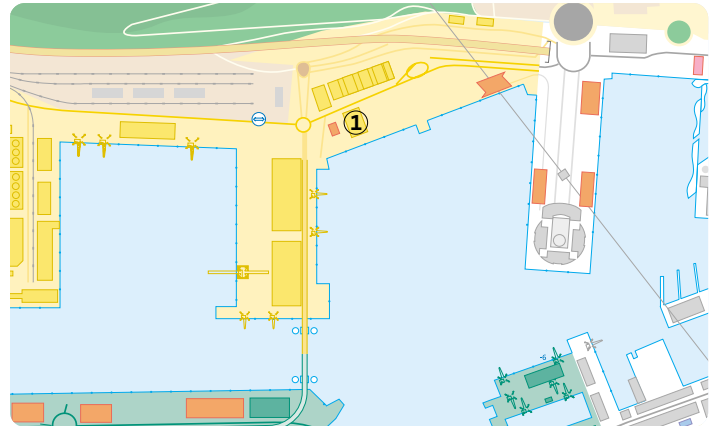
B.6 | Non-ferrous metals terminal



1
Barcelona Metals, SA
 Tel.: +34 93 223 85 60
 Fax: +34 93 223 85 65
Location:
 30 basin Sud wharf
Characteristics:
 Area: 3,600 m²
 Handling, storage and distribution of metals and their alloys: aluminium, copper, nickel, lead, tin and zinc.

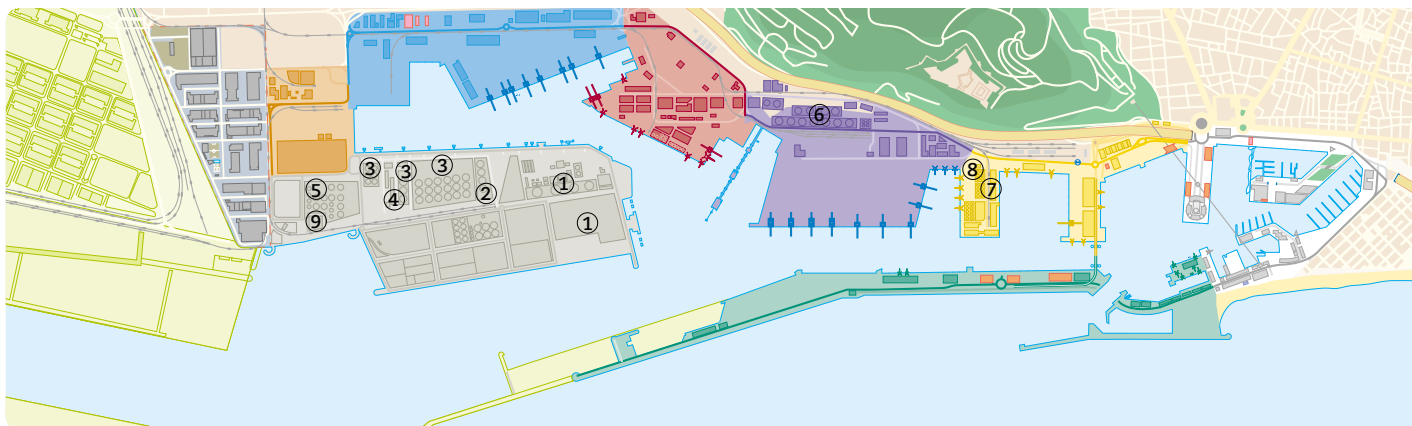
Type approved by the London Metals Exchange (LME).

B.7 | Refrigerated warehouse terminal



1
Interlogística del Frío, SA
 Tel.: +34 93 443 68 20
 Fax: +34 93 443 68 30
Location:
 19 Sant Bertran wharf
Characteristics:
 Freezing room capacity: 75,000 m³
 Freezing tunnel
 Type approved for intracommunity storage.

B.8 | Liquid bulk terminals



1
Enagas, SA
 (natural gas)
 Tel.: +34 93 223 50 09
 Fax: +34 93 223 24 04
www.enagas.es

2
RELISA
 (oils)
 Tel.: +34 93 223 40 02
 Fax: +34 93 223 46 10
relisa@a1web.es

3
TEPSA
 (chemicals and oil products)
 Tel.: +34 93 289 55 40
 Fax: +34 93 223 45 79
www.tepsa.es
tepsa@tepsa.es

4
TERQUIMSA
 (chemicals)
 Tel.: +34 93 223 48 80
 Fax: +34 93 223 45 19
www.terquimsa.com

5
DECAL
 (oil products)
 Tel.: +34 93 223 87 40
 Fax: +34 93 223 80 95
bcn@decalesp.com

6
CLH, SA
 (oil products)
 Tel.: +34 93 289 54 00
 Fax: +34 93 223 20 59

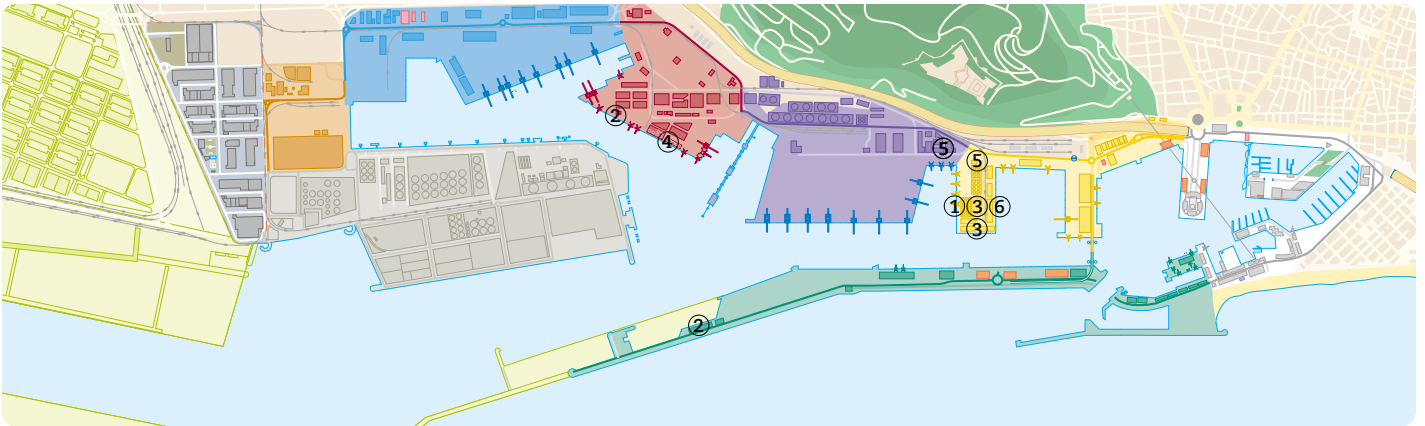
7
SADESA
 (oils)
 Tel.: +34 93 442 78 15
 Fax: +34 93 442 23 39

8
Loiret & Haëntjens
Esp., SA
 (molasses)
 Tel.: +34 93 443 10 60
 Fax: +34 93 442 27 77
loireth@loireth.com

9
KOALAGAS, SA
 Tel.: +34 93 289 51 76
 Fax: +34 93 289 51 73
Location:
 32 Inflamables, 19 Sant Bertran, 22 Contradic wharves and Tram IV
Characteristics:
 Area: 76 ha
 Berth line: 2,390 m exclusive
 Draught: 12 m
 N° tanks: 502 (liquids); 6 (gases)
 Type: soft steel, rustproof, isothermic, heated, coated and food quality

Total capacity: 1,308,478 m³ (liquids); 244,000 m³ (gases)
 Drum-filling facilities.
 Facilities for filling intermediate bulk (CIG) containers.
 Own railhead at each terminal.

B.9 Solid bulk terminals



Cement:

1
Portcemen, SA
Tel.: +34 93 443 05 14
Fax: +34 93 443 10 29
portcemen@entorno.es

2
CEMEX España, S.A.
Tel.: +34 977 73 70 00
Location:
01B Adossat, 22C Contradic,
and 28B Álvarez de la
Campa wharves.
Characteristics:
Silos with capacity for
104,800 t

Grain:

3
ERGRANSA
Tel.: +34 93 443 37 16
Fax: +34 93 443 44 39
siloe@ergransa.es

Location:
22B Contradic wharf. 1
terminal.
Characteristics:
Multicellular silos with
capacity for 145,000 t.
Pneumatic discharge
operational capacity: 900 t/h.

Soya beans:

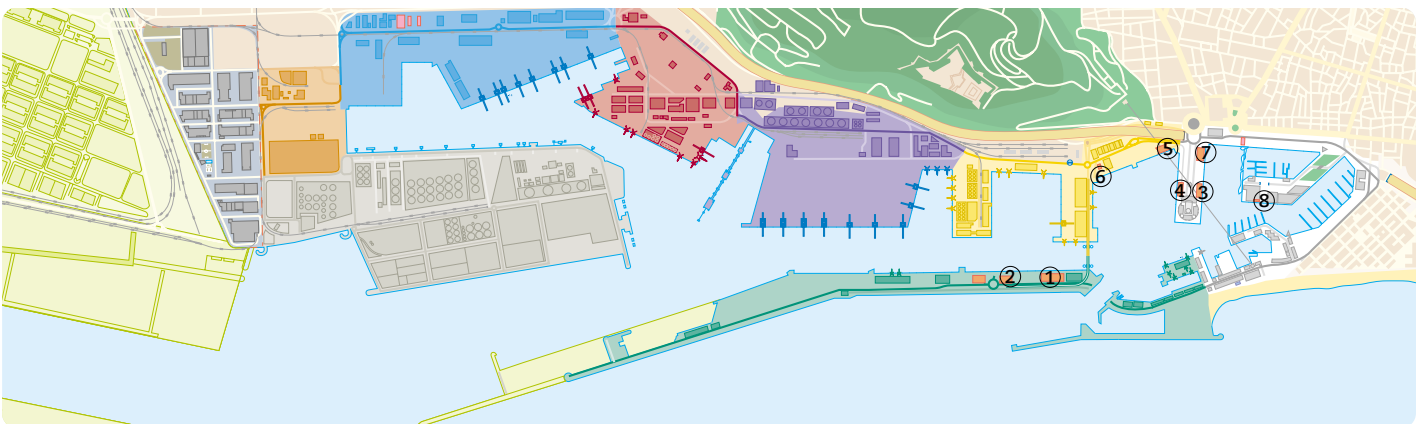
4
Cargill España, S.A.
Tel.: +34 93 223 04 54
Fax: +34 93 289 51 05

5
MOYRESA
Tel.: +34 93 230 24 00
Fax: +34 93 443 42 90
Location:
22C Contradic, 23A Oest,
and 26B Álvarez de la
Campa wharves. 2 terminals.
Characteristics:
Facilities for flour and raw
oil production.
Milling plants with a
capacity for 1,200,000 t/year.

Potash:

6
TRAMER, SA
Tel.: +34 93 442 19 40
Fax: +34 93 443 20 73
Location:
22A Contradic wharf. 1
terminal.
Characteristics:
Maximum storage capacity
of 80,000 t
Equipment: two gantry
loading cranes (capacity
from 400 to 700 t/h).

B.10 Passenger terminals



1
**International passenger
terminal A**
Tel.: +34 93 221 83 15

2
**International passenger
terminal B**
Tel.: +34 93 221 83 67

3
**International passenger
terminal Nord
(World Trade Center)**
Tel.: +34 93 412 79 14

4
**International passenger
terminal Sud
(World Trade Center)**
Tel.: +34 93 412 79 14

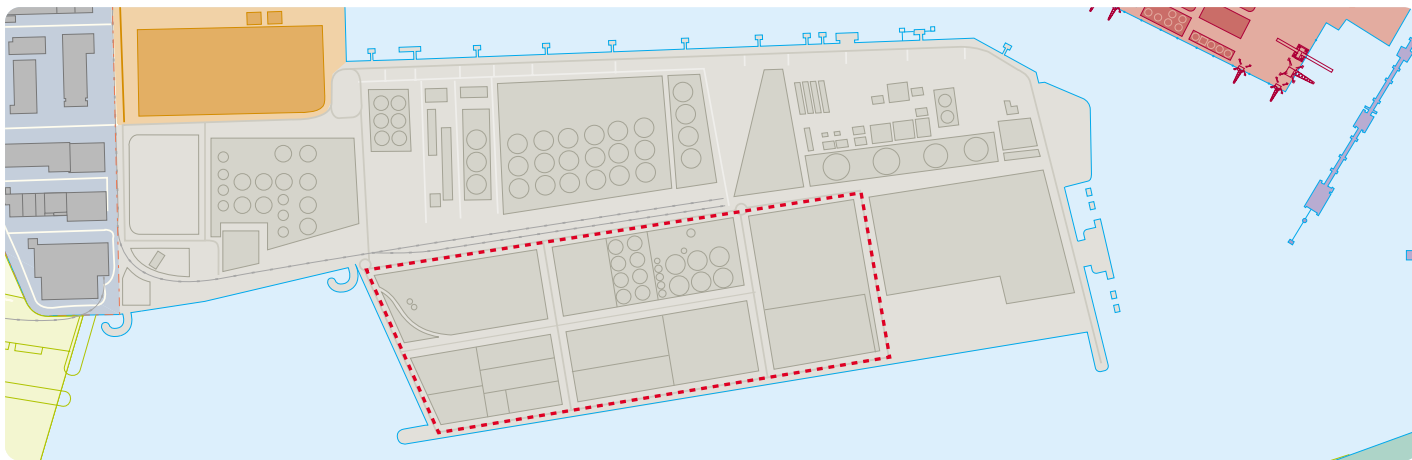
5
Trasmediterránea
Tel.: +34 93 295 91 00
Fax: +34 93 295 91 65

6
**Passenger terminal
Barcelona-Genoa**
Tel.: +34 93 443 98 98

7
**Passenger terminal
Drassanes**
Tel.: +34 93 441 58 00
Fax: +34 93 441 30 31

8
**Passenger terminal
Maremagnum**
Tel.: +34 93 225 81 46
Location:
National traffic on 18
Barcelona and 19 Sant Bertran
wharves; international
traffic on 01 Adossat, 15B
Espanya, and 20 Ponent
wharves.

C | The DELTA 1 Port Terminals Park



Located in the extension of Sector 8 of the Port, the DELTA 1 port terminals park is a project promoted by the company Muelles y Espacios Portuarios, S.A. (MEPSA), as a concession holding of Barcelona Port Authority, and was officially opened on the 4th of July 2003.

Infrastructure work was performed between 1997 and 1999 on the East seawall, 1,550 metres long, and the South seawall, 450 metres long. Then, between 2000 and 2001 more considerable filling work took

place (more than 5 million cubic metres) which has made it possible to reclaim nearly 70 hectares of new port land from the sea.

Of this area, the new DELTA 1 terminals park occupies the largest part, with a total of almost 50 hectares, already partially leased, and currently developed in the best conditions in order to house all types of terminals and port services.

The park is situated in an ideal location. Located in the

heart of the enlarged commercial port, it enjoys very good accessibility with direct connections to the network of dual carriageways and motorways thanks to the port's P-32 access and benefits from its proximity to Barcelona international airport. It also has rail access to all the plots, providing customers with the added value of intermodal connection.

The DELTA 1 terminals park can receive all kinds of terminals without restrictions; it is

possible to locate terminals there for any type of products, even petrochemicals, and will be equipped with the necessary infrastructure for the implantation of port terminals, effectively attending to all their specific needs.

Muelles y Espacios Portuarios, SA
Tel.: +34 93 496 06 50
Fax: +34 93 496 06 51
mepsa@deltauno.com
www.deltauno.com

D | The Logistics Activities Centre (ZAL)

The Port of Barcelona has one of the most modern intermodal distribution centres in Europe.

This is a specialised quality infrastructure, which offers a series of strategic and economic advantages to the companies located there:

- a broad, high-quality offer of buildings;
- a complete intermodal connection (land, sea and air) with the Iberian Peninsula and Europe;
- a wide range of complementary and value added services,
- and a complete offer of telecommunications for internal and external communications.

The customers of the ZAL are mainly of two types:

- production companies, importers or exporters, which transport their goods through Barcelona and its port.

- logistics services companies, among which we could note: freight forwarders, hauliers, ship owners, shipping agents and logistics operators, and manufacturers who wish to set up their southern Europe distribution centre in Barcelona.

Phase one of the ZAL, covering 65 hectares, is fully consolidated, with more than 65 companies set up, 250,000 m² dedicated to warehouses and 45,000 m² to offices.

Within this large concentration of industrial logistics premises, the ZAL also has the Service Center, the large multifunctional building of the platform.

The Service Center is the Centre for the services of the ZAL. Its 19,000 m² house a wide range of services to satisfy the needs of the companies and people who



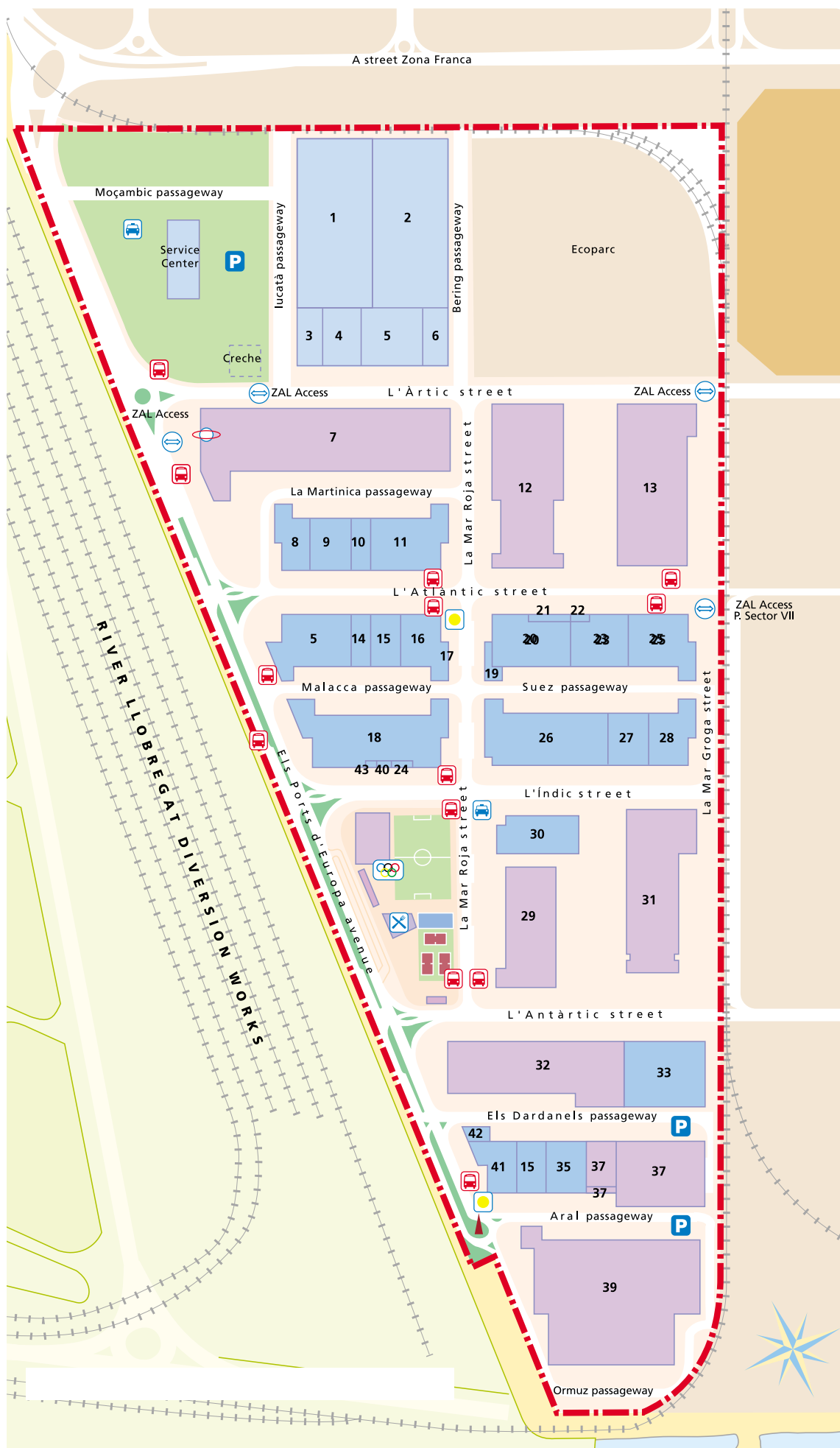
work in this area.

The Service Center currently has restaurants –both for everyday lunch breaks and special meals–, a copy shop, a temporary work agency, a travel agency and a bank. Furthermore, a creche is currently being built for children from four months to three years old, in order to help reconcile the working and

family life of the workers of the area. This creche, called Simphonie, is a pioneer project in Catalonia since it is one of the first children's centres to be set up in a business area. September 2004 will mark the start of the first term at Simphonie, a centre which, apart from being located close to the workplace of the parents, is also based on a

- Warehouses built by Cilsa
- Warehouses built by clients
- Planned
- Access control
- Bus stop Port-ZAL
- Restaurant
- Sports area
- Telecommunications post
- Nodo Planet
- Taxi
- Mail box
- Parking

- 1 Condominas
- 2 Whirlpool
- 3 Fundación Cares
- 4 Space Cargo
- 5 Lotrans
- 6 IFS/Stock Cargo
- 7 Bofill & Arnau
- 8 Geologistics
- 9 Bax Global
- 10 Gv Express
- 11 Transnatur
- 12 Logipoint
- 13 José Salvat
- 14 Catalana de Grupatges
- 15 Hermes Logistica
- 16 Andrea Merzario
- 17 Dyatrans
- 18 Kühne & Nagel
- 19 Jas Forwarding
- 20 Nippon Express
- 21 Amer Sports
- 22 UPS
- 23 J. Gibert SL
- 24 Embarmar
- 25 Daewoo Electronics
- 26 Aldeasa
- 27 Redcar
- 28 Decoexsa
- 29 Danzas
- 30 Transmec de Bortoli
- 31 ABX
- 32 Exel
- 33 J. Gibert SL
- 35 Lauson
- 37 Press Cargo
- 39 Honda
- 40 Just Logistica
- 41 Totsabir
- 42 Capsa
- 43 Riso Ibérica



high-quality and innovative teaching method.

The Service Center also contains a training and meeting centre with 10 fitted areas that can be used as training classrooms or meeting rooms. It has an auditorium-multi-purpose room with capacity for 230 people. This centre offers a broad training curriculum that stretches from a masters course in logistics to language courses, or specialised executive seminars. These are spaces used by companies, organisations and institutions for their specific training, for their meetings and the holding of any type of event.

The Service Center aims to be a shared activity space where all the residents of the area can find what they need. In this connection, it also offers activities that are more about pleasure than business, such as the Service Center Seminars, consisting of a

monthly activity of general interest (talks, presentations of books, musical concerts, wine tasting and perfume testing, etc.). Furthermore, the open air spaces of the building (green area, patio and terraces) offer the possibility to enjoying the sunshine and the Mediterranean climate.

Furthermore, phase two of the ZAL covers 143 hectares. The first contracts were signed in 2003 to lease single-customer industrial premises to big international logistics companies. And in 2004 we envisage handing over the first warehouses to these formalised commitments. Also in 2004 we plan to build the first modular premises for companies that require smaller areas. All in all, these guarantee the highest safety standards recently imposed by law and offer the highest quality in the building of the industrial premises.

In parallel to the development of phase two of the ZAL, work is also underway on the extension of the port and the airport, and the diversion of the river Llobregat, with the subsequent building of a railway station. All these infrastructures will substantially improve the ZAL's multimodal possibilities.

Apart from these major infrastructure project, work is underway to design the telecommunications project which will take place throughout the logistics platform and will mostly be based upon an internal optical fibre communications network in a 45-metre telecommunications tower, where the telecommunications operators will be able to offer all their services freely in the companies of the ZAL and the Service Center.

Belonging to the ZAL means enjoying a strategically privileged location in Southern Euro-

pe, a high level of multimodality, the most advanced technology, a broad offer of added value services and a concentration of companies of the transport and logistics sector which consolidates the region's Logistics Community.

The Logistics Activities Centre CILSA (Centro Intermodal de Logística, SA)

Ports d'Europa Avenue
Service Center building
Tel.: +34 93 552 58 00
Fax: +34 93 552 58 01
info@zal.es
www.zal.es



E | The tmZ and tmT inland maritime terminals

The inland maritime terminals of Saragossa (tmZ) and Toulouse (tmT) are nodes of the network of port and logistics services of the Port of Barcelona set up to facilitate the international maritime trade of Aragon, the Ebro Valley and adjacent areas in the case of tmZ, and the south of France in the case of tmT. They are also a strategic initiative of the Port of Barcelona in order to have a permanent presence in these markets and differentiate a wide offer of services supported by guaranteed standards of quality.

These initiatives make the most of the synergy between two differentiated components:

- A neutral logistics operator in charge of the technical management and marketing of the services of the platform between the freight forwarders and the operators that use the terminal.
- A promotional structure, in which the Port of Barcelona participates, responsible for

publicising the port's offer of services to the operators and the importers and exporters, as well as supervising the quality of the services and customer service.

The terminals are neutral partners of the freight forwarders and other international trade operators that offer features designed to achieve an efficient use of the Port of Barcelona and a guaranteed level of service.

The customers of the terminals have access to the following services:

- Cargo logistics: grouping and degrouping of FCL and LCL containers with warehousing service and all the complementary services (classification, palletisation, lashing, etc.); operations in customs warehouses and collection and distribution services.
- Container logistics: warehouse for empty containers, warehousing services, handling, cleaning and repair and handling of

full containers. Likewise, the terminal incorporates a transshipment area for road transport vehicles and for loading/unloading operations on container-carrying platforms.

- Local collection and distribution services and transport service between the terminal and the Port of Barcelona.
- Brand services of the Port of Barcelona:

- PortIC, the E-commerce platform of the Port of Barcelona, which allows the automatic execution of transactions linked to transport logistics without the need for paper support. It also provides information on cargo tracking.
- Support services to the operators.
- Pre-established quality standards with guarantees concerning conditions of clearance, traffic and safety of goods both at the terminal and the port.
- Customer Service and continuous information on

the traffic of the goods through the terminal and the Port.

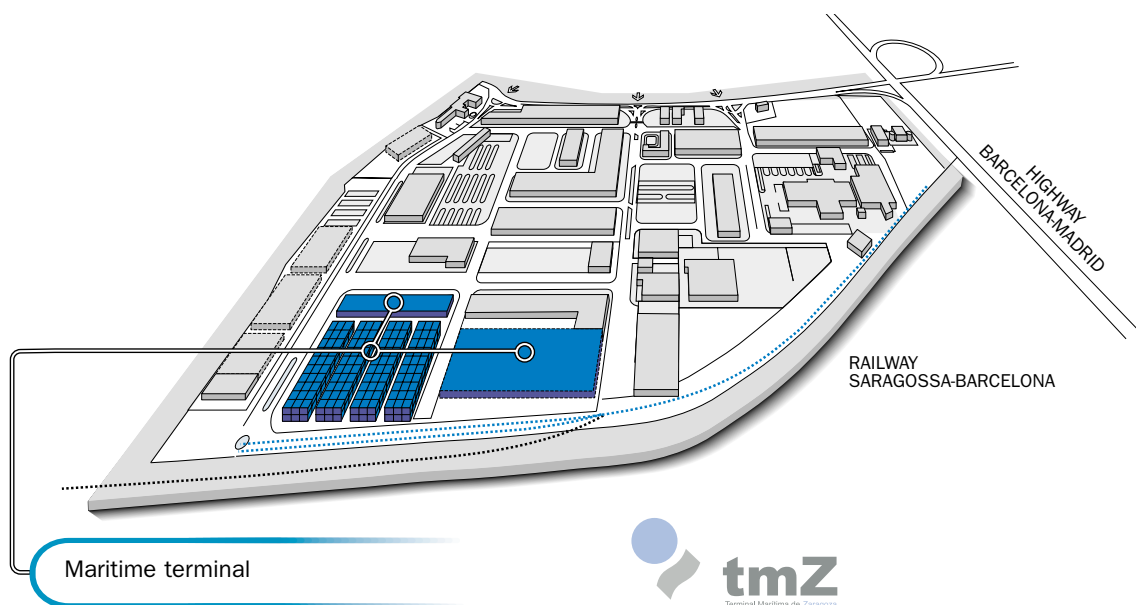
Terminal Marítima de Zaragoza (tmZ)

(Saragossa maritime's terminal)
50014 Saragossa (Spain)
Mercazaragoza, P Street.
Camino de la Cogullada, s/n
Tel.: +34 976 464 439 / 38
Fax: +34 976 476 406
www.tmzaragoza.com
tmzaragoza@tmzaragoza.com

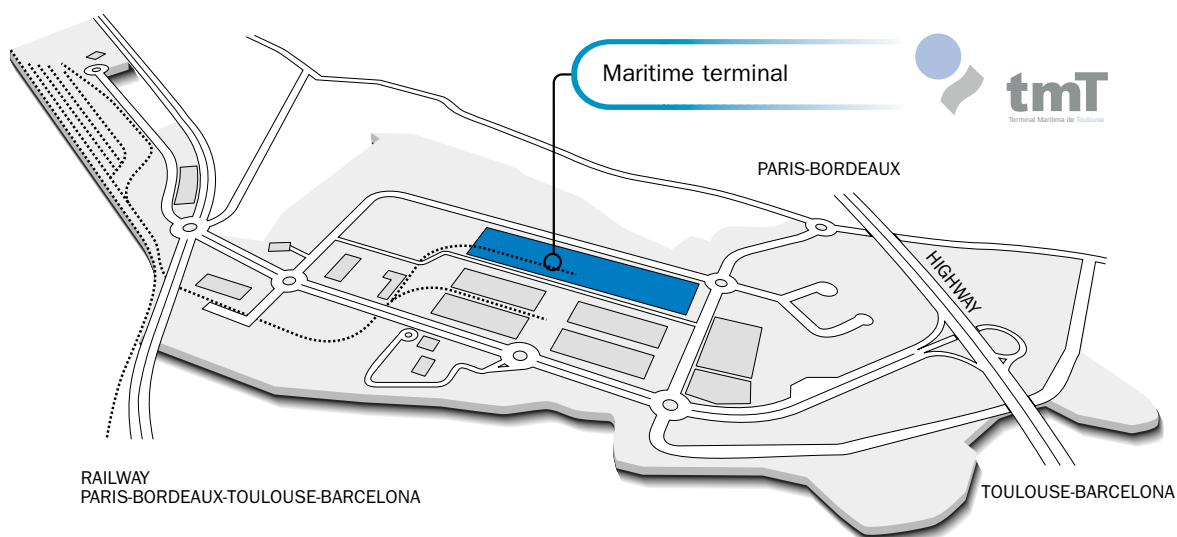
Terminal Maritime de Toulouse (tmT)

(Toulouse maritime's terminal)
BP 31 31621 Eurocentre Cedex
France
www.tmtoulouse.com
tmtoulouse@tmtoulouse.com

E.1 | The inland maritime terminal of Saragossa (tmZ)



E.2 | The inland maritime terminal of Toulouse (tmT)





F | The Port Vell

The 15 million visitors who went to the Port Vell in 2003 are evidence of the great attractiveness of the area, which is now consolidated as the principal leisure and commercial area of Barcelona, becoming one of the main attractions of the city and a must for all visitors, be they from the city or elsewhere.

The large public areas for walking, the offices, commercial premises, the Sea World Centre (Aquarium), the IMAX Cinema, Maremagnum multi-screen cinema complex, a large parking area and various areas given over to nautical sports, allow the visitor to enjoy and choose among a wide range of activities: going for a walk, practising sports, relaxing, eating, going to shows, enjoying the Barcelona nightlife, in sum, immersing themselves in a world of fun and enjoyment.



Espanya wharf

Maremagnum

The Maremagnum is the most attractive leisure, commercial and restaurant area of Barcelona, situated over the sea, where it is possible to buy perfume or the latest fashions, eat some tapas, on a terrace, or sandwich or seafood dish, enter the world of virtual reality or take a walk to the sound of Jazz in the background.

Total area: 39,000 m²

Tel.: +34 93 225 81 00

www.maremagnum.es

The Aquàrium

The largest Sea World Centre in Europe and the most important in the world for the Mediterranean species. Eighty metres of transparent tunnels under the immense Oceanarium and twenty-one giant theme fish tanks will bring you closer to sharks, sea horses, and gold fish... 10,000 animals of more than 450 different species. Moreover, the Aquàrium areas called "Planeta" and "Explora" are one of the most favourite attractions to visitors.

Area: 14,290 m²

Volume of water: 5,500 m³

Number of visitors in 2003: 1,375,271

Tickets available at the ticket offices or at branches of the Caixa de Catalunya savings bank

Tel.: +34 93 221 74 74

www.aquariumbcn.com

Imax Port Vell

The only cinema in the world combining three large format projection systems: Imax, with a flat screen seven storeys high; Omnimax, with its 900 m² dome; and the 3D, with the most perfect three dimensional projection in the history of cinema. The three systems have digital sound, 27,000 watts of power and computer-controlled equalisation.

Number of spectators in 2003: 671,509

Information on timetables, prices and ticket sales:

+34 902 10 12 12

Tel.: +34 93 225 11 11

www.imaxportvell.com

Cines Maremagnum

8 cinema screens with a total capacity of 2,100 people, showing the latest movies using the most advanced image and sound systems in the world.

Number of spectators in 2003: 379,000

Tickets available at the ticket windows, by telephone or at branches of "la Caixa" with Servicaixa terminals

Information on timetables, prices and ticket sales:

+34 902 333 231

CINESA Tel.: +34 93 423 24 55



Barceloneta wharf

Marina Port Vell

A pleasure port with 410 moorings for boats of up to 70 m long; with the most complete services (drinking water, electricity, telephone, fuel supplies, cable TV, controlled access, rubbish collection, etc.).

A support building with commercial premises, nautical shops, bank, laundry, supermarket, etc., complement this offer.

Tel.: +34 93 484 23 00

www.marinaportvell.com

Marina'92

Along with the Marina Port Vell, this is one of the most complete Mediterranean complexes entirely given over the art of navigation.

A maintenance and repair service with a 400 t shipyard, 150 t travel-lift, cranes of up to 8 t, a floating dock of up to 4,000 t, a floating paint shop of up to 75 m, as well as 50 covered hibernation points for motorised craft punts of up to 16 m long allow technical assistance to all types of vessels, be they pleasure or professional craft. With the opening of the new syncrolift, the Marina'92 becomes the largest maintenance and repair facility in the Mediterranean.

Tel.: +34 93 224 02 24

www.mb92.com



Dipòsit wharf

Palau de Mar

An old port warehouse converted into a modern office a building with shops, restaurants, bars and many other services for its occupants and visitors.

Among its occupants we should mention the:

History of Catalonia Museum

Number of visitors in 2003:

336,453

Tel.: +34 93 225 47 00 / 26 / 32

cultura.gencat.net/museus/mhc



Barcelona wharf

The World Trade Center Barcelona

The World Trade Center (WTC) Barcelona is the ideal and most modern infrastructure for the exercise of corporate activity. It enjoys the latest technological developments and brings together in the same environment a wide range of services and facilities, as well as access to the world of international business.

It is the work of the prestigious firm of architects Pei, Cob, Fredd & Partners and is a singular and emblematic building, designed to guarantee the maximum flexibility, in order to adapt to the present

and future needs of companies. It offers 35,000 m² of office space to let, 6,500 m² of commercial areas and 5,000 m² of facilities for the holding of conventions and congresses. There is also parking space for more than 874 vehicles. It also features the Eurostars Grand Marina Hotel, a large luxury five star hotel, for the visitors to the World Trade Center Barcelona and for the cruise passengers from the modern passenger terminals on the Barcelona wharf.

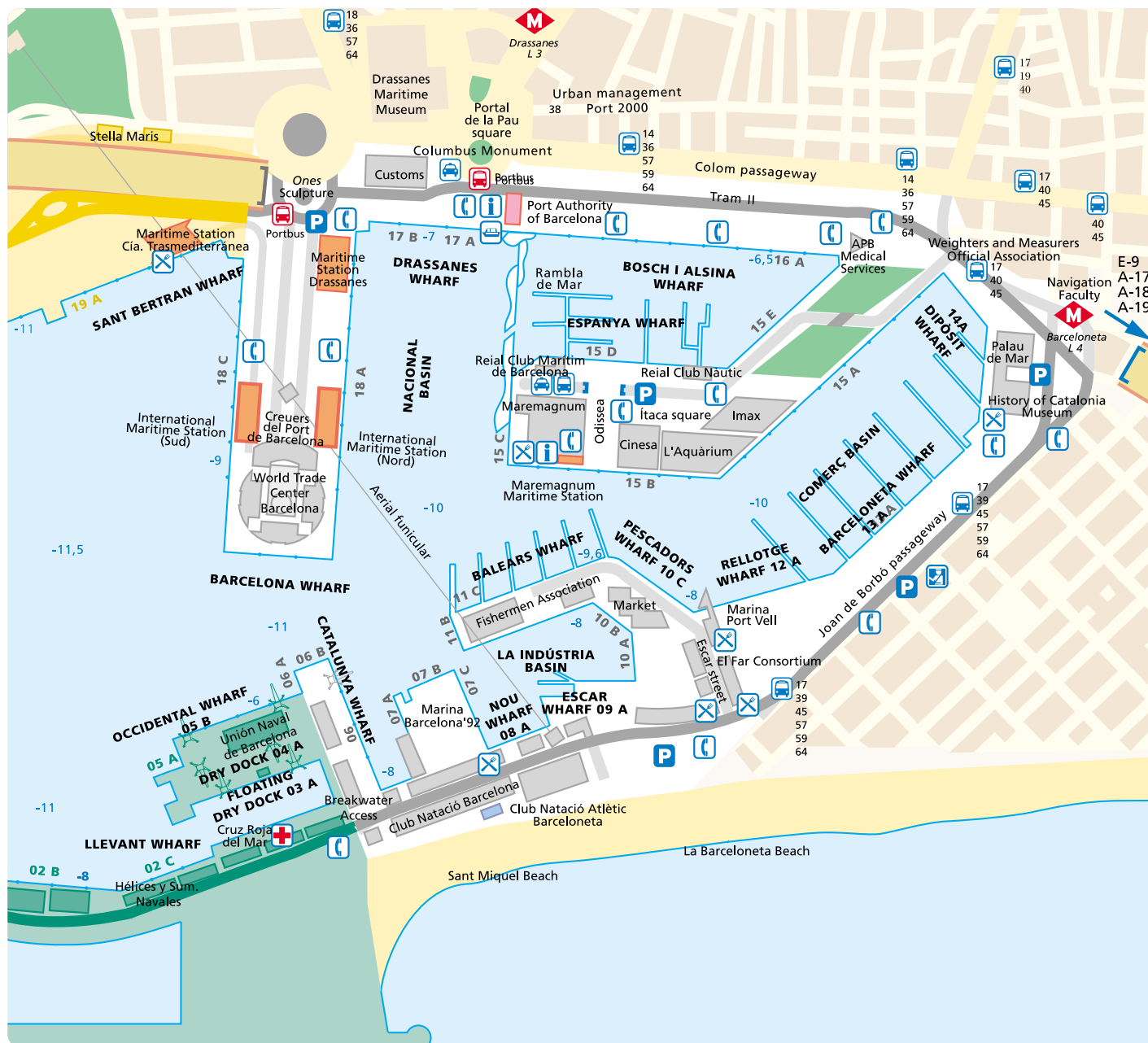
The WTC Barcelona is the perfect complement to the role played by the Port of Barcelona in transport and trade as the southern gateway of Europe. WTC Barcelona, the touchstone for the companies of the future.

Tel.: +34 93 508 80 00

Fax: +34 93 508 80 10

comercial@wtcbarcelona.es

www.wtcbarcelona.com







Istanbul
Constanza
Tangier
Ghana
Lisbon
Calcutta
Almería
Montevideo
Toulouse
Buenos Aires
Genoa
Seattle
Ningbo
Marseilles
Lyon
Barranquilla
Philadelphia
Le Havre
Valparaiso
Vietnam
Bangkok
Tarragona
Tianjin
Malaysia
Belawan
Sydney
Vera Cruz
Bourgas
Santos
Paranagua
Vancouver
Miami
València
Singapore
New York
Piraeus
Havana
Melbourne
Barcelona
Port Said
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Sri Lanka
Thessaloniki
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Mombasa
Taiwan
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South Korea
Antwerp
Felixtowe
Hamburg
Majuro
Fort Bay
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Energohaven
Kotondam
Mallixia
Alvians
Sydneyburg
MarhoCruz
Eorngts
Bakistan
Eos Angeles
Vanisouver
Mia Bulmas
Dalbicia
Zinggpoe
NewyKokg



Directory of the Port of Barcelona



Port Authority of Barcelona

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

ASTA Building
Ctra. Circumval·lació Tram VI
08040 Barcelona
Tel.: +34 93 298 21 00
Fax: +34 93 298 21 18
www.apb.es

SAU (Unified Access Service)
Ctra. Circumval·lació Tram VI
08040 Barcelona
Tel.: +34 93 298 60 00
Fax: +34 93 298 60 01
sau@apb.es

SAC (Customer Attention Service)
Tel.: 900 210 938
sac@apb.es
www.apb.es

**Representation of the Port
of Barcelona in Japan**
DE TOK LTD.
Mr. Takeshi Suzuki
11-3 Akasaka
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Fax: 813 3584 11 19
detokltd@mg.kcom.ne.jp

**Representation of the Port
of Barcelona in China**
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Fax: 852 2866 75 54
cconsult@netvigator.com

**Representation of the Port
of Barcelona in Argentina**
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**Representation of the Port
of Barcelona in Mexico**
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Local 213-E, Est 4, Col. Lomas Verdes
Naucalpan 53120, Mexico State.
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Fax: 52 (55) 5374 0743
newmon@dsi.com.mx

**Port Vell
Urban Management Port 2000**
Josep Anselm Clavé, 27
08002 Barcelona
Tel.: +34 93 317 61 35
Fax: +34 93 317 41 48
port.2000@bcn.servicom.es

**Logistics Activities Centre
CILSA (Centro Intermodal de
Logística, SA)**
Ports d'Europa avenue, 100 4th floor
Service Center
08040 Barcelona
Tel.: +34 93 552 58 00
Fax: +34 93 552 58 01
info@zal.es
www.zal.es

PortiC Barcelona, SA
World Trade Center
Barcelona wharf
East Building 6th floor
08039 Barcelona
Tel.: +34 93 508 82 82
Fax: +34 93 508 82 92
comercial@portic.net
www.portic.net

**World Trade Center
Barcelona, SA**
Barcelona wharf, s/n.
East Building 2nd floor
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Tel.: +34 93 508 80 00
Fax: +34 93 508 80 10
comercial@wtcbarcelona.es
www.wtcbarcelona.com

**ESTIBARNA (State Dockers and
Stevedoring Company)**
Ctra. Circumval·lació Tram V
08039 Barcelona
Tel.: +34 93 223 18 22
Fax: +34 93 223 17 33
estibarna@estibarna.es

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

**Regional Centre for Coordination
of Rescue and Maritime Safety**
Torre de Salvament Bldg. 9th floor
Ctra. Circumval·lació Tram VI
08040 Barcelona
Tel.: +34 93 223 47 33
Fax: +34 93 223 46 13
barcelon@sasemar.es

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

Border Inspection Point

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

**CATICE (before SOIVRE)
(Centre for technical assistance
and foreign trade inspection)**
Príncep d'Espanya wharf
Tersaco Building 4th floor
Tel.: +34 93 289 66 10
Fax: +34 93 223 48 64
buzon.official@barcelona.catice.mcx.es

**Association of Ship Agents
of Barcelona**
Av. Drassanes, 23-25, 4th A
08001 Barcelona
Tel.: +34 93 443 21 00
Fax: +34 93 442 36 68
acb@consignatarios.com
www.consignatarios.com

**Association of Port Stevedoring
Companies of Barcelona**
Av. Drassanes, 23-25, 9th 1st
08001 Barcelona
Tel.: +34 93 442 88 24
Fax: +34 93 442 90 62
aeepb@aeepb.com
www.aeepb.com

**Association of International Freight
Forwarders and Similar of Barcelona
(ATEIA)**
Via Laietana, 32-34
08003 Barcelona
Tel.: +34 93 315 09 03
Fax: +34 93 310 62 47
ateia@bcn.ateia.com
www.bcn.ateia.com

**Official Association of Customs
Agents and Commissioners
of Barcelona**
Av. Drassanes, 23-25
08001 Barcelona
Tel.: +34 93 329 27 58
Fax: +34 93 441 51 08
coacab@coacab.com
www.coacab.com

**Chamber of Commerce, Industry
and Navigation of Barcelona**
Av. Diagonal, 452
08006 Barcelona
Tel.: +34 93 416 93 00
Fax: +34 93 416 93 01
barcelona@cambrescat.es
www.cambbrbcn.es

**Sea Transport User's Council
of Barcelona**
Av. Diagonal 452-454, 4th floor
08006 Barcelona
Tel.: +34 93 416 94 84
Fax: +34 93 416 93 01
shippers@cambrescat.es



Port Pilot's Corporation

Pg. Gabriel Roca.
Porta Coeli Building, 3th
08039 Barcelona
Tel.: +34 93 221 95 67
Fax: +34 93 221 38 95
pracbarn@accessnet.es

Renfe-Combined Transport

Morrot Station
Pg. Josep Carner, s/n
08038 Barcelona
Tel.: +34 93 496 31 49
Fax: +34 93 496 32 46 (Commercial
Dept.)
inf.codvu05@cosme.renfe.es
www.renfe.es/teco

Renfe-Cargo

Can Tunis Station
Motors s/n
08004 Barcelona
Tel.: +34 93 508 93 40
Fax: +34 93 508 93 66
cargas@renfe.es
www.renfe.es

Terminal Marítima de Zaragoza (tmZ)

(Saragossa Maritime Terminal)
50014 Saragossa (Spain)
Camino de la Cogullada, s/n
Mercazaragoza, P. Street
Tel.: +34 976 464 439 / 38
Fax: +34 976 476 406
tmzaragoza@tmzaragoza.com
www.tmzaragoza.com

Terminal Maritime de Toulouse (tmT)

(Toulouse Maritime Terminal)
BP 31 31621 Eurocentre Cedex
France
tmtoulouse@tmtoulouse.com
www.tmtoulouse.com

Istanbul
 Constanza
 Tangier
 Ghana
 Lisbon
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 Ningbo
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 Dailencia
 Singgpoae
 NewyKokg







Port de Barcelona

Autoritat Portuària de Barcelona

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