

# 11

ANNUAL REPORT 2011



Port de Barcelona





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# Members of the Management Board of Barcelona Port Authority

at 31 December 2011

## **Chairman of the Management Board**

Sixte Cambra

## **Ex officio member**

Francisco J. Valencia Alonso (Harbourmaster)

## **Members representing the Generalitat (Catalan Government)**

Mariano Fernandez Fernandez (ATEIA-OLT)

Angel Montesinos García (Barcelona Association of Shipping Agents)

Antoni Llobet de Pablo (Customs agents)

Joan Amorós Pla (Ferrmed)

## **Members representing the State Administration**

Isabela Pérez Nivelá (State advisor)

Jaime Odena Martínez (Puertos del Estado)

Montserrat García Llovera (Government Delegate in Barcelona)

## **Members representing municipal organisations**

Barcelona City Council: Antoni Vives i Tomàs (vice-chairman)

Prat de Llobregat City Council: Lluís Tejedor Ballesteros

## **Members representing the Chamber of Commerce, business and trade union organisations**

Josep M. Basáñez Villaluenga (Chamber of Commerce)

Xabier M. Vidal Niebla (Association of Stevedoring companies)

José Pérez Domínguez (Fetcomar CCOO)

Joan Moreno Cabello (UGT Catalunya)

## **General Manager (not member)**

José Alberto Carbonell Camallonga

## **Secretary (not member)**

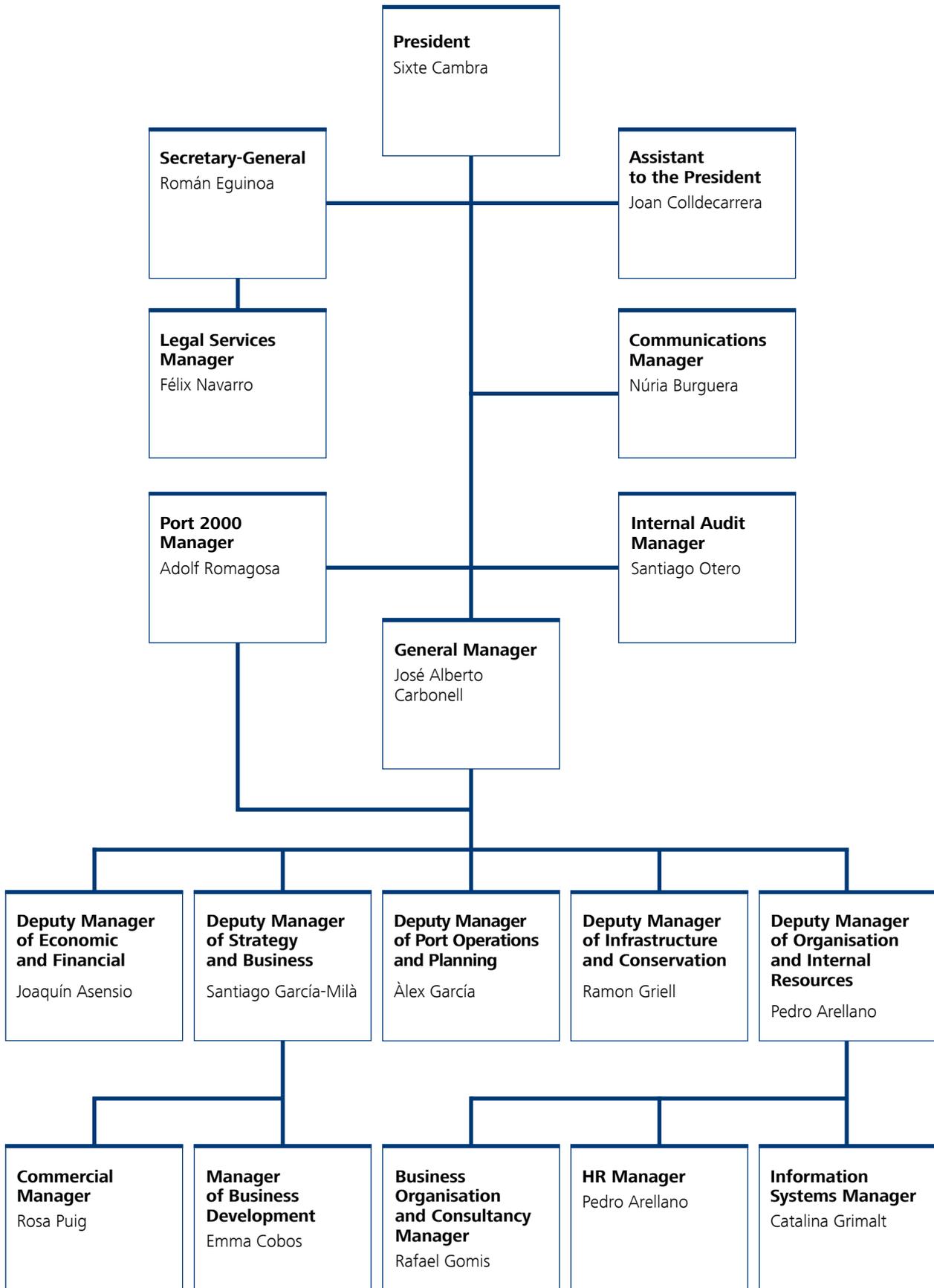
Román Eguinoa de San Román

Changes to the board:

Jordi Valls stood down as President of Barcelona Port Authority and was replaced by Sixte Cambra (Official Catalan and Spanish Gazette of 25/1/11). Members: Pilar Fernandez was replaced by Isabela Pérez; Joaquim M. Tintoré, by Antoni Llobet; Joaquim Llach, by Joan Amorós, and Jordi W. Carnes, by Antoni Vives.



# Barcelona Port Authority Organisation chart



# Presentation

In many ways 2011 was a crucial year for the Port of Barcelona. Our traffic results were very much in line with the trend towards recovery that began in 2010, following several years marked by a sharp contraction in world trade.

As the principal infrastructure in the country, the Port is one of the most reliable barometers of the development of the economy. The 7% increase in containerised export cargo is therefore a clear indication of the strategy adopted by the companies of our country to tackle the crisis. Given the sluggish domestic market, companies around us are making a firm commitment to opening new markets and competing on the international stage. The Port's goal, and the thinking behind many of the actions we take, is to help these companies to position their products in the most competitive way on the global market, offering the best quality service and the most efficient logistics chains.

To this end, the Port invested 105 million euros during the year, mainly in infrastructure works, such as the construction of the Prat wharf, extending the Sud wharf, the new building for the Border Inspection Post (BIP) and repairing and improving seawalls and wharves.

These actions, coupled with the projects developed by private operators in the port area, have made the Port one of the main magnets to attract investment into the country, thereby strengthening its role as an economic driving force and a generator of jobs and wealth. The commitment by the private sector in the Port comprised several projects which advanced at a very satisfactory pace during the year: the building works of the third TerCat terminal on the Prat wharf; the Meroil Lukoil-terminal on the Energy wharf; the new Tradebe facility, and the corporate headquarters of the Desigual fashion label in the area around the North Entrance mouth, to name only a few.

And if traffic and investment are two key indicators to measure port activity, two other aspects have clearly distinguished the development of the Port of Barcelona this

year: the commitment to quality and the great strides forward in the railway sector.

2011 saw the launch of the new brand for the Port Community, the Port of Barcelona Efficiency Network. At the end of the year, fifty companies had already signed up for this label (14 shipping agents, 19 logistics operators, 15 hauliers and two container terminals) representing over 60% of the containerised cargo handled by the Port. With a plan of commitments related to the reliability of processes, the integrity of the goods and the transparency of information to the end customer, the quality brand is the most determined effort by the Port Community to optimise logistics chains passing through the Port and to provide the best service.

After the marvellous reception enjoyed by the quality brand among the companies in the Port Community and import and export firms, we must now work to expand the scope of the label further, both as regards the incorporation of new companies and in terms of integrating increasingly ambitious commitments. I do not doubt that achieving this goal will bolster our role as a benchmark in the Mediterranean area in terms of quality and competitiveness.

The rail sector was also prominent this year, for a number of reasons. Firstly, for the works we undertook to adapt the two container terminals (TCB and TerCat) to international rail gauge, making us the first port in the State connected to the continent with European gauge. Secondly, for the European Commission's decision to make the Mediterranean Corridor a priority project of the Basic Trans-European Network Transport. This decision marked the unquestioning support to the work carried out by Ferrmed for a number of years and confirms the urgent need to articulate the south of the Iberian Peninsula with Northern Europe using a rail corridor connecting the main ports of the Western Mediterranean.

While we are still waiting for the road and rail accesses to be built by the Ministry of Public Works, the Port of



Sixte Cambra  
President of the Port of Barcelona

Barcelona this year managed to approve an interim solution for the road and rail accesses to the Prat wharf. Last October, we earmarked 25 million euros for the road connection of the new enlargement wharf and in November the interim railway accesses were awarded for 5 million euros. These investments ensure that next year the new TerCat-Hutchison terminal will begin operating with the accesses already completed, although we continue to demand the absolute need to develop the road and rail Accessibility Plan so that the mobility of the enlargement area is not compromised in the medium and long term.

Our efforts to boost rail traffic have generated significant results. Thus, the work performed and the growing supply of services by private operators have made it possible to increase the Port's rail share to 11%, in stark contrast with the 2.5% of just 5 years ago.

Finally, I would like to say a few words about the financial solidity of our organisation. In 2011, net turnover was 158 million euros, six percentage points below the previous year's figure, which was due mainly to the 9% fall in revenue from port fees. This reduction is caused by the entry into force of the new Ports Law on 1 January 2011, and our trade policy aimed at reducing the costs of port operators through an ambitious programme of discounts.

The Port of Barcelona recorded operating profits of 60 million euros, down 9.5 million year on year, due to the decrease in the collection of fees and the expenditure arising from the new MARPOL regulation for services of rubbish and waste collection from ships.

Moreover, operating resources generated net cash flow of 78.3 million euros, a figure that remains firmly in line with our volume of debt (486 million euros in 25-year loans). These results allow us to look calmly to the future, as they guarantee that we can generate sufficient capital to meet the various challenges that lie ahead.

Our goal is to become the main gateway to southern Europe for goods from Asia. It is an ambitious goal, but we are ready and we are in an excellent position to achieve our aim. Our best ally is the group of companies that comprise the Port Community, which are committed to the criteria of efficiency, quality and productivity that we have promoted together. If 2011 was a pivotal year for the Port, it will be even more so in 2012, marking the entry into service of the first terminal of the enlargement area. Our future is paved with opportunities and our mission is to put this potential at the service of companies to contribute to generating jobs and wealth. More than ever, the Port is now our country's driving force.

# Introduction

In terms of traffic, 2011 can be split into two distinct parts: the first semester showed significant increases in the main indicators, whilst the second half of the year was marked by slower growth, and even contraction in some traffics. Although the final balance is not as healthy as we had anticipated in the first months of the year, and total traffic at the close had experienced a slight increase of 0.4%, we should point to the positive developments experienced in various traffics.

In the containers sector, traffic was in excess of two million TEUs, marking a year-on-year increase of 4%. Undoubtedly the most notable effect occurred in the section on containerised cargo for export: this year the Port channelled 511,096 full containers on to the foreign market, representing an increase of 14%. The main recipients of these goods were China, the UAE and Turkey, followed by other countries such as Algeria, United States, Brazil and Saudi Arabia.

2011 also proved to be a very positive year for new vehicle traffic. The Port's specialised terminals handled a total of 630,102 cars, marking an increase of 14% over 2010. Again, exports determined the momentum of this traffic, as the 350,000 new vehicles transported to foreign markets translated into an increase of 25% over the previous year.

Short Sea Shipping services (a sector in which Barcelona is the undisputed leader at State level) also carried more goods than last year (+4%), with a steady rate of growth during the second half of the year. The lines connecting Barcelona with Italy (Genoa, Civitavecchia, Livorno and Porto Torres) and North Africa (especially with Tangier) are fully consolidated and play a key role in removing heavy goods traffic from the road, as well as contributing to a significant reduction in emissions.

Passenger numbers broke new records at our port. Last year a total of 3.8 million people chose the Port of Barcelona



José Alberto Carbonell  
General Manager of the Port of Barcelona

as their point of departure, arrival or transit. Of these, 2 million passengers (+6%) travelled aboard ferries bound for the Balearic Islands, Italy and North Africa, while the remaining 2.6 million were cruise passengers (+13%).

The cruise sector received a major boost during 2011 with the arrival of the three largest ships that sail in the Mediterranean (Magic Carnival, Norwegian Epic and Liberty of the Seas). All three had Barcelona as their turnaround port during their itineraries this season, a choice that proves the firm commitment to the Catalan capital by the main shipping companies.

In this analysis of traffic, let us not forget the dynamism experienced by the rail sector, consolidating its excellent performance in recent years. Thus, the 146,685 TEUs that entered or left the port area in 2011 by train represent an increase of 41%. For vehicles, there were 165,247 units transported by rail in the port area, which was 29% more than the year before.

In addition to the work to adapt our terminals to international rail gauge and the construction of the new terminal on the Costa wharf, the efforts of private operators to offer new services was fundamental for achieving these results. The consolidation of the Barcelyon Express service, which experienced a 147% increase in the volume of containers handled, is one of the most outstanding events in this area. In November, we received news of two major developments related to vehicle traffic: the first service for this product using European gauge between the Port of Barcelona and Fuersterhausen (Germany) and the coming on stream of the new rail terminal for cars on the Costa wharf.

Overall, these spell a very positive experience for the Port, offering signs of recovery from the drop in traffic that occurred in 2009.

Our activity was also defined by actions to bolster the Port of Barcelona's positioning in different areas. In August the vessel Cape Tallinn was the first to operate in the new

34B berth for petroleum products, which has the deepest draught in the Mediterranean. This infrastructure has been built to receive the largest tankers on the market (275 meters long and weighing 175,000 tons), and will help to make Barcelona the main logistics hub for the distribution of petroleum products in the Mediterranean and North Africa.

Moreover, this year we enhanced our strategy to strengthen the hinterland via two major operations: the increase in Barcelona Port Authority (APB)'s stake in the Dry Port of Azuqueca de Henares (in which we now control 36.7% of the company) and the constitution, with Gran Europa, of the company called *Terminal Intermodal Marítima Centro* (Centre Intermodal Goods Terminal). With 49% held by the APB and 51% by Greater Europe, this organisation's main goal is to develop an intermodal terminal in the town of Yunquera de Henares, involving an estimated investment of 45 million euros. These initiatives are fundamental for positioning the Port of Barcelona in the market in the centre of the Iberian Peninsula.

The Port of Barcelona aspires to become the main logistics hub in the Mediterranean area and we have laid the foundations for achieving that aim. Our customer policy in the Port of Barcelona and our commitment to productivity and efficiency of service bring us closer to our goal each year.

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## Management

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# 1. Mission, vision, values and strategic aim

The mission of the Port of Barcelona was defined in the First Strategic Plan and maintained in the second and third plan, as follows:

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

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

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

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

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

The vision of the Port of Barcelona, which specifies what it aims to be in the future, can be summed up thus:

**Barcelona: the European port solution in the Mediterranean.**

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

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

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

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



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# 1.1. President's office

## > COMMUNICATION

The main objective of the Communications department is to promote the importance of the Port of Barcelona as an economic motor, increasing the visibility of this infrastructure and transmitting the information generated through its relations with the media.

One of the most widely-used methods is **press releases**, which are issued to the media and provide information on new developments and the progression of the activity of the Port and the companies linked to it. During this year a total of 128 press releases were issued, which was a year-on-year increase of 60%. Some of the most important concerned the appointment of Sixte Cambra as President of the Port of Barcelona; the approval of the construction project of the new Prat wharf container terminal; the approval of new discounts in port fees for 2011; the cruise season and the year's records; the third Barcelon Express service; commissioning the redevelopment of the Passeig Gabriel Roca; the launch of the new Port website; the implementation of the Megaports initiative; the tendering of temporary road and rail accesses on the Prat wharf; the launch of the new liquid bulk berth on the Energy wharf; and the designation of the Mediterranean Corridor as a priority project of the basic Trans-European Transport Network by the European Commission, among others. Furthermore, it followed the trade mission to Turkey and the Port's presence at several trade fairs.

Furthermore, specific actions were launched in certain media to increase public awareness of the Port. In particular, specials or advertorials were published in the following newspapers: *Expansión* and *El Periódico de Catalunya* and the magazine *Catalunya Empresarial*. The Port also sponsored an information programme on the economy in the Local Radio Federation of Catalonia.

A significant new event during the year to expand the scope of the information related to the Port was **translation into English of the most important press releases** which were then sent to specialist international



media. In 2011 a dozen press releases were sent to English-speaking media, and were related to the traffic results of the first half of the year, the arrival of the *Norwegian Epic*; the records broken in the cruise sector; the development of rail traffic; the designation of the Mediterranean corridor as a priority project of the basic Trans-European Transport Network; and the awarding of the management of the Singapore cruise terminal to the company Creuers del Port de Barcelona, to name just a few.

These efforts helped the Port of Barcelona to bolster its presence in the international press. So it was that in 2011, publications such as *Container Management*, *Containerisation International*, *Lloyd's List*, *Port Technology*, *GreenMed Journal*, *International Transport Journal*, *Deepwater Port* and *International Freight Weekly* were informed regularly on developments at the Port of Barcelona.

The press were **called on 28 occasions** to record some of the main events at the Port at first hand; to help publicise port operations; and foster a direct exchange of knowledge with media representatives. These events included a wide range of issues: the seminar held to present the Efficiency Network brand for the Port of Barcelona; the press conferences held to present the 2010 results and the 2011 cruise season; the organisation of the visit to the works on the Prat wharf; the general maritime drill, and the handing out of metopes for the first stopovers of ships, inter alia.

One of the most significant communication projects released during the year was the Port of Barcelona's **new web portal**, available from 30 June on the usual domain: [www.portdebarcelona.es](http://www.portdebarcelona.es). The new version, which has been fully updated with regard to the content, design and navigation options, is part of the Port's communication strategy involving approaching customers and users and projecting an image matching its new corporate culture based on greater transparency and customer focus.

The new portal provides greater visibility to the Port as a group of companies and services, and enhances the content that helps to create new markets and business opportunities. In this connection, the brand aims to make the Port of Barcelona stand out from a global perspective, presenting the Port Authority as the backbone of the group of companies in the Port Community of Barcelona, who have common goals and shared communication strategies. The new web design places greater emphasis on the sections that relate more directly to the Port and is addressed to three target groups: its customers, its operators and the city.

To diversify the communication channels and adapt to new trends in this area, we took advantage of the overhaul



of the new portal to include accesses to the profiles that the Port of Barcelona has on the **social networks**. Our presence grows every year, as can be seen by the figures for 2011:

- Facebook: 603 friends  
<http://www.facebook.com/port.debarcelona>
- Twitter: 652 followers and 99 profiles followed  
<http://twitter.com/PortdeBarcelona>
- Youtube: 6 subscribers  
<http://www.youtube.com/PortdeBarcelona>
- LinkedIn: 98 contacts  
<http://es.linkedin.com/in/portdebarcelona>

Turning to the **Image department**, which looks after maintenance and development of the corporate traits and the Port of Barcelona brand, all these areas have now been fully integrated into the new Corporate Image Handbook, now used on all stationery, presentations, dissemination materials, vehicles, uniforms, etc. This department also managed the designing of stands for trade fairs in which the Port was involved in 2011: Intermodal South America, Transport Logistic, Barcelona International Logistics Fair (SIL), the SINO Conference of Shanghai, Cruise Shipping Miami, Fruit Logistic Berlin, etc., as well as designing commercial and promotional information for these events.

Another priority function for the smooth running of the external communications and support throughout the organisation comprised the ongoing maintenance and continual updating of **databases**.

Likewise, the **Language Service** continued to provide personalised attention to queries and concerns from users of the organisation. The service was responsible for **revising documents** of many different kinds, including the adaptation into Catalan of the Selligent database for the Business Development department; the texts for the Port's website; the corporate annual report; Medical Services and Corporate Social Responsibility reports and certain internal training manuals. As part of this **revitalisation** drive, work continued on editing the page on the website on the use of Catalan, called "El tinglado" [The shed], which is published monthly in the *Marítimas* newspaper. The department is also responsible for organising the celebration of St. George's day, with a gift to each worker of the APB comprising a copy of the book *On ningú no et trobi* [Where no one can find you], by Alicia Giménez Bartlett, and the author's attendance at the event to sign her book for readers. Furthermore, for this occasion, the Image department also designed a bookmark that was given with each copy of the book.



Finally, this year the Communications department presented the **corporate communications proposal for 2012/2013**, based on two main objectives: firstly, improving knowledge of the Port of Barcelona among opinion leaders and citizens, by opening the doors to the organisation and relations and information more proactive; secondly, enhancing the prestige and reputation of the 'Port of Barcelona' brand nationally and internationally. To this end, it set an action plan with four basic lines of action: an institutional relations plan, a corporate advertising campaign for the Port, a communications plan and a 2.0 digital communication programme specific to the opening of the Port Centre.

## > PROMOTION OF THE PORT COMMUNITY

### Steering Council and Working groups

The Port Community Steering Council was set up to enable cooperation between the Port Authority of Barcelona (APB) and all the public and private institutions performing their activity in the port area. Two assemblies and two meetings of the Executive Committee were held in 2011 (on 31 May and 14 December), during which the progress and work done by each working group were presented. In addition, there was a presentation at the first meeting entitled "Dynamics in the brand strategy of the Port Community 2008-2010" and a second one called "Essential lines of the Port of Barcelona 2012 communication campaign."

The main activities carried out by each working group during 2011 were:

- **The Telematic Forum.** In 2011 this group worked to improve and develop eight procedures, implementing one on the positioning of containers for inspection and another regarding loading and unloading lists for vehicle traffic. At the end of the year, 83.88% of port operations were performed using telematic applications.
- **Innovation.** On 22 March, this group set up the logistics cluster in the Metropolitan Region of Barcelona, led by Barcelona-Catalunya Centre Logistic and registered in the Register of Innovative Business Clusters (AEI). Other actions undertaken by the group were: presenting the conclusions of the study on innovation in the Port; taking part in the R&Di commission set up by Puertos del Estado; and signing a cooperation agreement between the Port of Barcelona and the Polytechnic University of Catalonia (UPC) in the fields of education, research, development and technology transfer. Likewise, the Port continued to work as a leader, partner or observer in nine international innovation projects funded by the EU institutions.
- **Marketing and Commercial.** This group was responsible for providing information on the APB's new commercial policy in relation to the regulations on fees under the Ports' Law and for presenting the Port's new website to the Port Community through the regular meetings it holds to identify potential weaknesses in the maritime transport chain. It also promoted participation in the various promotional and marketing activities in

the hinterland and the foreland, which includes its active participation in the trade mission to Turkey in November. In addition, the group presented the promotion schedule for the following year and the trade mission that will travel to Brazil in November 2012.

- **Short Sea Shipping (SSS).** This year the working group presented SSS traffic data, all of which showed a positive trend from one year to the next, particularly the 14% increase in vehicles; a cost simulator test which the Shortsea Promotion Center (SSPC) association is planning to launch in 2012, and the different types of *ferroustage* train platforms using accompanied and unaccompanied combined transport.
- **Quality.** The new quality brand was activated in May 2011, around which a series of educational seminars were organised for the administrations with which the Port has signed a new commitment to the Quality Plan. Following the work performed by this group, a ceremony was held to issue the brand to mark the total of fifty certified companies; a communication and promotion plan was developed for certified companies; and the Monitoring Committee was set up to review and assess periodically the results of the various elements of the new Quality Plan.

### Trade mission to Turkey

Turkey was the destination of the multisectoral trade mission organised by the Port of Barcelona in cooperation with the Chamber of Commerce and conducted in Istanbul from 21 to 24 November. The business delegation was led by the President of the Port of Barcelona Mr Sixte Cambra and involved 64 businessmen from 48 companies (11 import-export companies; 30 from the Port Community; five media; and two institutions), plus the main representatives of the Port Community of Barcelona.

The **business seminar**, which served to present the Port services and business opportunities between both countries, was attended by over 200 businessmen from Turkey. In parallel to this, a technical intermodal conference to facilitate information sharing and an analysis of crucial aspects for transport and maritime commerce was held on Customs and Short Sea Shipping traffic, and involved 45 operators and institutional representatives from Turkey and Barcelona.



Regarding the **bilateral meetings**, 24 personalised agendas were booked in advance and more than 229 business meetings were planned, with an average of ten contacts per company. The firms that took part had a very positive opinion of the perspectives for cooperation and the resulting specific business opportunities and exchanges of information.

At the institutional level, a **cooperation agreement** was signed between ATEIA UTIKAD to improve documentary circuits and streamline transport of goods. Moreover, the European School of Short Sea Shipping established cooperation agreements with several universities and colleges to provide training courses in the intermodal field and also signed a preliminary agreement with the Arkas shipping company to collaborate in European projects on maritime transport and controlled temperature logistics chains.

## > DOCUMENTATION CENTRE

The purpose of the Documentation Centre is to centralise, manage, study and disseminate specific information on the Port of Barcelona and the activities that take place there. The 2011 programme focused primarily on conservation of its collections, and cataloguing and description measures to increase dissemination in the medium term.

### Central archive

The Archive is the unit responsible for collecting, treating and preserving the documents of Barcelona Port Authority (APB). The volume of documentation increases continually with the periodic transfers from the various departments: there were 17 this year, with a total of 370 boxes, over a third of which came from the Economic-Financial Division.

Documents already transferred to the Archive can be consulted via the loan service. In 2011, a total of 871 documents were released for consultation, of which 85% have been returned.

The archived documents are kept in a store at the World Trade Center (WTC) and three more are located in the Asta building (Tramo VI), and all are at maximum capacity. For this reason we had to set up a new 300 m<sup>2</sup> store with capacity for about 5,000 boxes of files.

### Digitisation

Of all the documents preserved in the deposits of the Archive, the historical projects are consulted most regularly. We have begun to digitise a selection of these documents to facilitate access to this information, and to preserve the original documentation. There were 119 historical projects digitised in 2011, representing 1,551 PDF files, over 800 of which were maps from the period 1859 to 1948. This work will continue in coming years, to achieve the target of digitising all of the more than 2,000 historical works projects.

We have also begun a trial digitisation of glass plates with images of the Port of Barcelona taken by the photographer Paul Audouard in 1896.

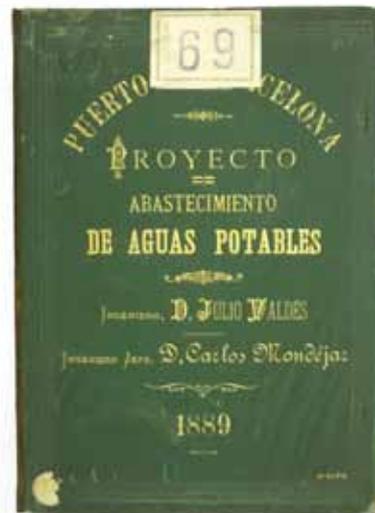
All these actions will allow general dissemination of the rich documentary collection at the APB and help to preserve the originals.

### Restoration

The passage of time, adverse environmental conditions, and continued handling have caused some documents to deteriorate, and they require restoration to stop the degradation and prevent an irreversible loss of information. This is a very slow hand-performed process that requires great care.

To preserve the historical documents that are part of the APB's documentary heritage, 17 works projects and seven books on the history of the Port of Barcelona have already been restored.

In addition to this, the 3,300 glass plates of the Carlos Angulo collection from the period 1900-1940 have been cleaned and protected in special pH neutral envelopes and boxes.



### Inventories

Before we can disseminate the Port of Barcelona's collections, we need to make a description of their contents. To this end, four description instruments were either developed or updated:

- Inventory of the documentation on the Palamós Lighthouse. The collection contains 47 books (service logs, registration, accounts, consumption, etc.) and three boxes with the definitive archive of projects and correspondence, the oldest document of which dates back to 1883. This documentation has been preserved and can be consulted thanks to the lighthouse keeper.
- Catalogue of the photographs of Carlos Angulo. A database with 3,300 black and white photographs from the period 1900 to 1940 has been revised and completed.
- Photographic programme. We have begun to scan 3,000 black and white images from the period 1960 to 1980, classified by topic.

- Catalogue of metopes. To mark the transfer of the various departments of the APB to the offices in the WTC building, the archive collected a set of 91 metopes, which were inventoried this year. The Archive is interested in expanding this collection systematically, which comprises pieces exchanged with different ships to commemorate their first berthing in the Port and are the result of our relations with other ports and institutions around the world.
- Catalogue of plaques and gifts. The transfer of the Public Relations Department last year was an opportunity to inventory plaques and gifts, which were transferred to the Archives. There are 128 objects altogether.

### Historical archive

All the actions covered in the 2011 Activity Plan as part of the cooperation agreement with the Drassanes and Maritime Museum Consortium of Barcelona concerning historical documentation were put into place in 2011. Specifically, we continued to classify administrative documents for the period corresponding to the Port of Barcelona Works Council and converted the APB videos deposited at the Maritime Museum of Barcelona to a secure format.

### Documentation service

The daily news clipping service received more than 121,378 queries, excluding those through the e-Portal.

This year we also conducted the first part of the reorganisation of the bibliographical collection, cataloguing the publications of the consultation room, and the newspaper and periodicals library service loaned out 4,668 copies of 208 titles of magazines to 57 departments.

### Artistic heritage

During 2011, the department continued with its policy of identifying and preserving collections that are part of the APB's artistic heritage. In this regard, it developed the second phase of the inventory and description of the objects in the collection, finally identifying 416 objects belonging to the collections of paintings and prints, ship models, nautical objects, historical objects and photographs. Under this policy, we also supervised the restoration of 95 artistic photographs that were commissioned for publication in the book entitled *Porta d'Aigua* (Water Gate).

This year saw the comprehensive restoration of the painting *El Port de Barcelona*, by the artist Elisha Meifrèn i Roig, which is one of the emblematic pieces from the APB's collection of paintings and prints, under the supervision of the Catalan Centre for Property Restoration, which answers to the Catalan Government's Cultural Heritage Department. The work performed showed the great value of the painting thanks to the technique and materials and revealed that the work was painted over a seascape by the same artist.



# Internal Resources and Organisation

## > BUSINESS ORGANISATION AND CONSULTANCY DEPARTMENT

## 1.2.

The Business Organisation and Consultancy Department brings together all aspects of the internal organisation of Barcelona Port Authority (APB), from support to the overall planning and management supervision of the entity to the organisation processes involving all port authorities and companies involved in the passage of goods through the Port. Their goal is to achieve continuous improvements in efficiency and customer orientation of the APB and the logistic processes related to the Port of Barcelona.

### Internal organisation of the APB

A **system for measuring the internal processes of the APB** was defined during 2011. A set of efficiency and quality of service indicators were developed for each operational process, since they have the most direct impact on the APB's image as seen from the outside the organisation. From January 2012, a periodic report will be drafted for the management, with the measurements of these indicators.

As far as **continuous improvement of processes and procedures** is concerned, the main projects tackled were processes of recruitment, authorisation and payment of travel expenses, bonds and sureties and operating procedures of the Port Police support office.

In addition to this, the **internal organisational structure was defined** in line with the processes and products. To achieve this, firstly the process map of the APB was defined, which includes the first and second level processes, and at the same time the responsibilities of each of the branches were specified, both internally and in terms of strategic or management processes. Internal mechanisms were defined to foster coordination and flexibility, based on two instruments: coordination committees and the appointment of heads of product and process.

### Planning and monitoring the goals of the business plan

Another function of this department is to coordinate all departments to set and achieve goals and initiatives marked by the Business Plan. In this connection, in June the organisation *Puertos del Estado* was handed the 2012 objectives planning schedule and the initiatives that the APB will take to achieve them. These data were reviewed in November. Compliance with annual targets was monitored on a quarterly basis.

### Organisation of logistics processes at the Port of Barcelona

The new Quality Plan was launched and consolidated in 2011. This plan had been defined and approved by the APB the previous year, and involved all the administrations and companies that wished to be involved. The plan, known as the Efficiency Network, sets out a series of



efficiency commitments to the final customers (importers and exporters) and a series of compensations for failure to meet these commitments.

Work also continued with fostering the improvement of port processes, which began in 1993 with the creation of the Telematic Forum, a working group that includes representatives of all administrations and groups of companies operating in the Port of Barcelona.

This year, work was also performed in fourteen improvement projects, some of which have already been completed, whilst others are still being defined or implemented. Attention focused on the areas considered most critical to the efficiency and competitiveness of the Port: control processes of the Customs and Border Inspection Services, the process involving rail transport of containers and processes inherent to short sea shipping. For some of these projects, funding was received through programmes run by the European Commission.

## > INFORMATION SYSTEMS

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

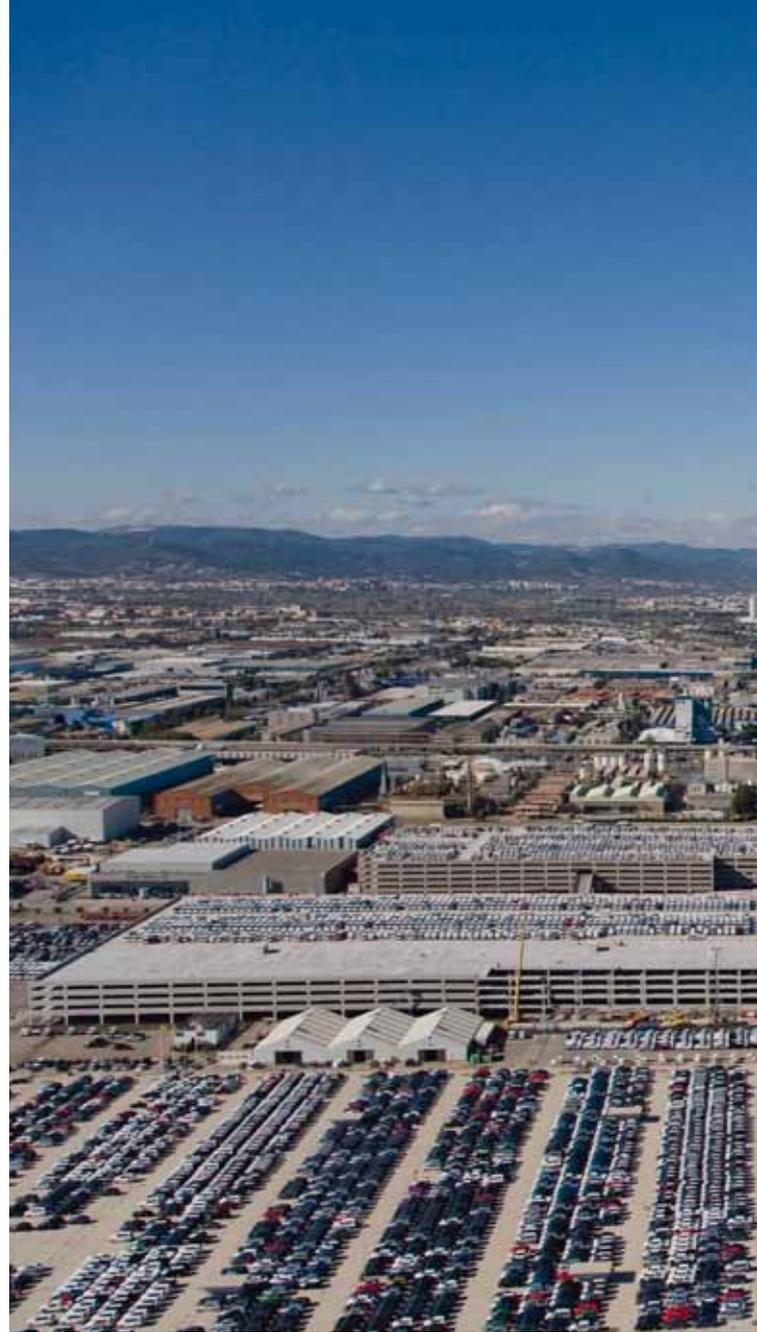
For the **internal management** of the Port Authority, this department provides telephony, office applications, corporate management IT applications, business intelligence, intranet and web site applications, port maps and security and control systems. In this area, the main activities undertaken during 2011 were aimed at implementing a Business Process Management (BPM) platform, making it possible to automate the internal processes performed within the organisation.

In terms of **infrastructures**, this year the new Data Processing Centre (DPC) was launched and work began to provide the maritime control tower with the appropriate equipment and applications to allow automatic control of shipping.

Regarding **safety**, this year saw the start of the Megaports system of container radiation control, and the creation of the secondary inspection area, where the container scanner is installed. These measures meant that Barcelona is now among the ports classified safe by U.S. Customs. Furthermore, all the Port Police have been provided with RESCAT terminals. RESCAT is a network that facilitates the work of this force, both individually and in coordination with other security forces in Catalonia. Finally, improvements were made in various systems at the Control Centre.

Regarding the **development of IT applications**, 2011 saw the completion of the efforts to adapt to the new Law on Ports and the application of the new visual identity on Port invoices. The Port of Barcelona's new website was also launched during the year, helping to promote the actions undertaken to implement the Strategic Plan, and the Port electronic headquarters, using which it is possible to conduct remote transactions with digital identification.

With regard to **geographic information systems**, in addition to the ongoing task of updating the Port map, other cartographic products were updated and an SMS



service was brought into service, which should allow better management of emergencies. In 2011, the electronic data interchange EDI service, which has been functioning for a number of years, handled more than one million messages exchanged between the APB and its customers.

Image of the cover of the electronic headquarters





## > UNIFIED ACCESS SERVICE

The Unified Access Service (SAU) is the one-stop shop provided by Barcelona Port Authority (APB) and is responsible for helping users to carry out administrative process and receive information on the services provided by the authority to the various users from the Port Community. The SAU also has an office for specific services for the transport sector, particularly containers, called the Unified Access Service Identification Centre (CISAU).

In 2011 the SAU attended fewer phone calls than the previous year (66,792 in total), although it managed more payments and processed more documents. Of most relevance during the year were the increase in help with specific authorisations for container transport and the trend towards reducing face-to-face procedures, due to the growth of EDI processing and the implementation of web-based services which allow remote processing.

### Electronic transactions

Within the e-SAU project, work is underway to promote and work on initiatives for managing electronic transactions that previously required people to be physically present and to fill in and send paper documents. This project has had a direct environmental impact, reducing the use of resources and cutting emissions involved in travel, as well as facilitating management and lowering costs for users of the Port of Barcelona.

The SAU is promoting the use of electronic media when requesting services, for example, special transport permits, requests for bids and tenders and the payment of invoices. These and many other procedures may now be made online or by phone.

	Phone calls	Documents processed	Documents registered	Services charged
<b>2009</b>	80,114	91,898	11,880	38,042
<b>2010</b>	72,360	121,530	10,622	45,694
<b>2011</b>	66,792	152,273	12,944	52,445

# 1.3. Infrastructures

## > INFRASTRUCTURE WORKS

Throughout 2011, the Port Authority of Barcelona (APB) allocated more than 85 million euros to infrastructure investments, which represents approximately 81% of all investment by the organisation, and a significant amount of the planned work was completed during the course of the year.

Much of the investment focused on activities in the enlargement area; the Prat wharf; adapting the rail network to standard gauge; extending the Sud wharf; improving the East Seawall and developing internal roads within the Port of Barcelona. Below is a summary of the most important projects and actions undertaken or in progress during 2011.

### Southward enlargement

This year saw the completion of the project **Preparation of the Prat wharf berthing line (south area)**, which is part of the southward enlargement of the Port of Barcelona.

The investment focused on building the capping beam or superstructure of the Prat wharf, equipped with the necessary facilities for mooring and berthing latest-generation container ships and the necessary elements for the cranes and equipment to function correctly, as well as adapting the berthing line 1,000 m further south.

### Preparation of areas

To promote freight transport by rail, it is necessary to have a mixed gauge (Iberian and international) track to the rail terminal of Barcelona Container Terminal (TCB). The completion this year of the project **Enlargement of the rail terminal on the Sud wharf** will guarantee the functional compatibility and layout with an extension of 6 mixed gauge tracks extending 750 m. In sum, the idea was to increase the capacity of the rail terminal in line with the European Commission's interoperability standards.



Work continued to implement the project **Enlargement of the Sud wharf**, completion of which is scheduled for 2012, consisting of building a 623-metre berth and an 18-hectare terrace. These actions will increase the berthing line by 10% and the new area will increase the capacity of the terminal significantly.

Furthermore, demolishing the Compañía Logística de Hidrocarburos (CLH) jetty will increase the distance and draught of the dock where vessels currently turn, thus improving the manoeuvrability in the dock between the Sud, Adossat and Energy wharves.

### Restructuring existing wharves

Various works projects have been performed to refurbish and improve certain wharves. The most significant of these are listed below.

**Barcelona Sud wharf** is at the northern end of the Port of Barcelona and forms the Sant Bertran docks, along with the Sant Bertran and Ponent wharves. It is used for berthing cruise ships and ferries carrying passengers and RO-RO traffic.

Underwater and surface inspections and geotechnical analyses in this wharf showed that the blocks had become weakened and the material of the extrados had been loosened. This diagnosis became even clearer in the stretch corresponding to Modules 1 and 2, in which settlements were detected on the surface, and significant shifting in materials. In 2011 the activity called **Strengthening the block wharves. Barcelona wharf, southern alignment, Phase I**, was concluded, and the aim was to reinforce the infrastructure that forms the Barcelona wharf.

The **East seawall** was built between the nineteen-fifties and the nineteen-seventies and is a strategic infrastructure providing shelter in the port when there are storms. At over 5 km long, it runs parallel to the coast and configures the profile of the port.

The storms that have occurred in the Port over time have progressively damaged the mantle, filter and sheltering wall of some sections of different stretches of the old seawall. It was therefore considered necessary to perform work in four phases, to repair, strengthen and improve the different stretches.

The first phase, defined as **Improving the East seawall. Phase 1 (strengthening Passeig Manuel Roca)**, ended in 2010. Shoring up this boulevard is a very important project for the city of Barcelona.

Another project completed in 2011 was the project called **Improving the East seawall. Phase 2**, which corresponds to building the berm supporting the main mantle of the seawall, reinforcing the mantle along sections 2 and 3, and shoring them up to -4.50 m in section 5.

The overall project to improve this seawall includes the execution of the project **Improving the East seawall. Phase 2 (rebuilding the sheltering wall)**, consisting primarily of treating the cracks detected and rebuilding the sheltering walls of sections 3, 4 and 5.





### Road and rail accesses

Building road and rail Infrastructures helps to speed up and enhance incoming and outgoing cargo flows in the port area, which are vital for connecting the Port of Barcelona with its geographical area of influence.

This is the background of the completed project ***Raising the road surface of the Autoterminal***, to reorganise the roads within the service area and provide access to the port area from "A" street of the tax-free zone. The works involved

building a ramp, which will become a raised bridge 150 m long and 17.5 m wide by raising road traffic over part of the Autoterminal facilities, ending in a second ramp connecting with the access roundabout to the Energy wharf.

The lower part of the bridge will allow through traffic, to avoid interfering with the movement of ground vehicles operations and terminals from the Autoterminal and Setram terminals. The viaduct has four lanes 3.50 m wide (two in each direction) with 1m wide emergency lanes and 1.5m wide walkways on both external sides. The project also





included the building of a railway ramp perpendicular to the viaduct, which will facilitate the unloading of vehicles in the train terminal.

Moreover, the implementation of the **Costa wharf rail track project** responds to the APB's need to improve freight, and involved building a railway siding on Costa wharf and a road bridge on the Port ring road.

An overpass for vehicles has been built at the end of this new Iberian and metric gauge line, connecting the railway with the Costa wharf terrace, where services will be available to the Short Sea Shipping terminal and the terminal operated by the company Trasmediterrànea on Sant Bertran wharf.

In the field of rail infrastructure, 2011 also spelt the finalisation of the project **UIC gauge access to the container terminal on the Príncipe d'Espanya wharf**, which involved two actions: including the UIC gauge at the Príncipe d'Espanya wharf railway terminal and adapting the sidings that connect the terminal to the rail network to UIC gauge.

In 2011, follow-up work began on the works to build the **Prat wharf rail terminal**, which are expected to end in December 2012 and have received financial support from the EU TEN-T funds (2010 call for grants).

### One-off actions

Work was completed this year on the **Border Inspection Point (BIP) building**, which provides the Port of Barcelona with a single installation dedicated to checking and the physical and documentary inspection of goods entering the European Union (EU).

//////  
 BIPs guarantee the necessary health standards for inspecting products for human and non-human consumption, to determine whether they meet the health conditions required by the EU. That is why they are located at the access points of goods from outside the area, such as ports, airports and geographical borders between the EU and third countries.

The new BIP building at the Port of Barcelona was built on a plot measuring 11,800m<sup>2</sup> to the south of the Port and close to Gate 29, which is one of the entrances to the Port. It is an industrial-type building that involves the management of all the stakeholders in these phases, such as Customs; the management body; the economic operators and the Border Inspection Services (BIS), which include External Health, Animal Health, Plant Health and SOIVRE. The buildings also have parking areas for waiting trucks.

It was also possible to complete the project called **Preparation of the Barcelona Hall** by adapting an area measuring 874 m<sup>2</sup>, which is being built on the first floor of the World Trade Center Barcelona adjacent to the North Passenger terminal, which will be the venue for Barcelona Port Authority's Administration Board as well as the offices of the Public Relations Department. An auditorium holding 60 people (which can be extended to 169) is also being built for holding press conferences, events, meetings and large conferences.

Another one-off activity, **Supply of granular material from recycled construction waste**, guaranteed a stable and regular supply of sufficient amounts of such materials for various port works. This material provides optimal results and is also an excellent way of reusing materials, both in terms of environmental management and profitability, by substituting quarry materials for others that are significantly cheaper.

# 1.4. Operations and Planning

## > CARGO OPERATIONS AND QUALITY

The main regular activities of the Port of Barcelona's Cargo Operations and Quality Department involve preparing reports for the Quality System, designing and updating service manuals and providing audit support for the implementation of continuous improvement.

### Quality System reports

This department prepares quarterly reports, as well as an annual report on the Port of Barcelona's Quality System (QS), and aims to provide a snapshot of the management of the passage of goods through the Port in order to detect weaknesses that can help to implement continuous improvement.

The reports relate to the activity in the terminals, facilities and organisations committed to the Quality System of the Port of Barcelona - Terminal de Contenidors de Barcelona, SL (TCB); Terminal Catalunya, SA (TerCat); Border Inspection Point (BIP); Customs and Inspection Services - and present data relating to process control and quality indices, such as inspection time at the BIP, the actions of the Quality Team (QT) and customer complaints, among other things.

<b>INTEGRITY AND SAFETY</b>	<b>2010</b>	<b>2011</b>	<b>VARIATION</b>
Full containers unloaded and loaded within the QS	599,084	625,895	4.5%
Packages handled within the QS	2,792,912	2,460,133	-11.9%
Actions by the Quality Team (QT) in the incidents within the QS	136	503	269.8%
Internal incidents that can trigger guarantees	25	17	-32.0%
<b>PHYSICAL INSPECTIONS</b>			
Total physical inspections	19,762	23,056	16.7%
% out of the total inspectable containers (import + export)	3.3%	3.7%	11.6%
<b>INSPECTIONS AT THE BIP</b>			
Operations	5,101	4,726	-7.3%
Time of service at BIP (average in minutes)	134.3	135.5	0.9%
<b>COMPLAINTS/GUARANTEES</b>			
Complaints received by the department	50	72	44%
Guarantees paid	18	25	38.8%
Compensation under the guarantees programmes	5,318.34	8,200.39	54.2%

Management





## Port of Barcelona Reference Service Levels

Reference service levels are tools that allow the organisations involved in developing and applying them to stand out from their competitors by providing higher quality services, and in turn transmit the desired improvement to their customers.

### • Specific Reference Service Level for Ro-Pax terminals

In 2011, the Ro-Pax Quality Committee again reviewed the quality of service characteristics for this type of terminals to update the requirements and incorporate the contributions made by the Public Body *Puertos del Estado* (OPPE - State Ports), because this organisation has to make the final assessment in early 2012.

### • Specific Bulk Terminals Reference Service Level

During 2011, the DECAL, TEPSA, TERQUIMSA, CLH and ERGRANSA terminals renewed their certifications with respect to this reference, the new version of which was adopted by the OPPE on June 24.

### • Aids to Navigation Service Manual

On 19 October 2011, a meeting was held of the Committee on the Quality of Service of Aids to Navigation (AtoN) Manual, which approved the amendments proposed to its documentary system by the APB Quality Working Group, and analysed the service itself and the customer satisfaction surveys to its customers. The Quality Committee is scheduled to meet again in 2012.

### • Specific Reference Service Level for Vehicle terminals

In January 2011 Autoterminal and Setram, the two vehicle terminals at the Port of Barcelona, renewed their certification in the specific reference service level for such facilities.

During the year, there were a number of follow-up meetings between the APB, the vehicle terminals and Estibarna, in which the information obtained by the QT in the detection and monitoring of incidents was analysed. These sessions enabled a significant improvement in aspects considered critical by the Port of Barcelona and by its customers.

### • Specific Reference Service Level for Container Terminals

In May, TCB renewed its certification in the Specific Reference Service Level for Container Terminals. Later, on June 24, the OPPE approved a new version of this reference level.

### • Reference Service Level for Shipping Companies

During the year the following shipping companies were certified in reference to the Reference Service Level for Shipping Companies.

- January: Maersk
- February: Evergreen
- November: MSC
- December: Royal Caribbean Cruises and Celebrity Cruises

## Audits for continual improvement

### ISO 9001 certification audit on the department

In November 2011 APB's Cargo Operations and Quality Department successfully passed the follow-up audit on its certification under UNE-EN ISO 9001:2008.

The scope of the audit concerned management of the Port of Barcelona's Quality System and the conclusion was that the system is efficient.

### Auditing the Quality Team

In November 2011 the department conducted the follow-up audit on the work of the QT to determine the effectiveness of the activities carried out within the Port of Barcelona's Quality System. There were no significant deviations.

The department also participated as an observer in the following certification audits in accordance with the reference service levels:

- February: Evergreen and Terquimsa
- April: TCB
- May: Decal
- September: Royal Caribbean and Celebrity Cruises
- October: ERGRANSA and TEPSA
- November: CLH

# 1.4. > INDUSTRIAL SAFETY AND ENVIRONMENT

Operations and Planning

## Industrial Safety

In 2011 containerised dangerous goods traffic totalled 569,979 tonnes, a decrease of 9%, and bucking the upward trend of the previous year. Likewise, bulk dangerous goods fell by 11% to 9,905,366 Tonnes. All of this traffic was handled through 86,281 authorisations (+8%), all of which were processed via Electronic Data Interchange (EDI).

Moreover, this year saw the opening of the new fire station on Montjuïc, on Josep Carner street, in front of the Port housing building. The installation is part of the cooperation agreement signed in 2006 between the City of Barcelona and Barcelona Port Authority (APB) and valid for twenty-five years, and is designed to fulfil their respective civil protection, fire prevention and fire fighting and rescue responsibilities. This new facility provides the port infrastructure with a first-class emergency and fire station which, along with the fire station in the Port-Tax Free Area, which has been partially refurbished, is a significant increase in permanent resources.

In the area of training aimed at firefighters and command managers, this year there were four editions of the basic life support and oxygenation course, involving 37 firefighters; and a course on chemical risk given by the Catalan Institute of Public Safety for a total of 30 firefighting commands; moreover, for the 30 new firefighters that have joined the service, there was a course on chemical risks, which includes a section on fire interventions on board ships. Seminars were also provided on the maintenance and repair of underwater equipment for 38 fire specialists.

As far as exercises, drills and practice in the port area are concerned, the Port's specific Self-Protection Plan (PAU) was carried out, and was aimed at the companies concerned by the major accidents legislation with the joint support of the Mutual Assistance Agreement (MAA) and exercises involving divers and firefighters and joint exercises with the tugs and some terminals. Furthermore, simulations were made under the PAU plan in a high risk terminal and another in the maritime field.

## Environment

The economic and social significance of ports to the national and regional economy, as well as the diversity of activities performed and the goods handled there, means that some centres are particularly complex in environmental terms.

Through its Environment service, the Port of Barcelona has been working in environmental protection for many years, and has achieved a genuine improvement in the areas concerned.

The points on which this action focused in recent years were:

1. Port water quality
2. Quality of sediments (dredging)
3. Air quality
4. Waste management
5. Ships' waste management
6. Management of waste water generated on site
7. Soil contamination



The proximity of the port facilities to the city of Barcelona means that the potential environmental effects of port activities require effective treatment and need to be placed high up on the list of management criteria. The Port Vell urban integration project further intensifies this proximity, causing greater pressure from public opinion in favour of adopting environmental policies.

The most important environmental indicators are developed under Chapter 5, devoted to the environment.

Management



## > OPERATIONAL SECURITY

### Port Police

There was a reduction in administrative offences and other events involving criminal proceedings in 2011, despite the slight increase in freight and passenger traffic at the Port of Barcelona. Here are the main activities of the Port Police in the exercise of the functions that it holds within the port area and which helped contributed to this decline.

**Public safety.** More than 313 reports were drafted for criminal activities, which were presented to the relevant police forces. In the public area of the Port, 263 actions leading to criminal proceedings were carried out, which

was 17% fewer than in 2010; furthermore, 50 reports were drafted in the shopping area, a reduction of 44%, caused primarily by the sharp decrease in damage to trucks and conflicts in land transport, which shows a clear desire for improved relations within this group.

These police reports lead to proceedings involving the citation and testimony of Port police officers in the corresponding judgments. This year there were 204 judicial appointments.

**Assistance police.** Port police officers provided relief and assistance to citizens on 354 occasions and managed 337 ambulance operations in the port area (-32%). In this connection, we have observed that the agreement between the Port and FREMAP and SEM 061 is working well, guaranteeing a response of less than seven minutes in any call in the area of the Port of Barcelona.

25 proceedings were served for major work-related accidents (56% more than in 2010), of which two were serious, resulting in two deaths. In addition, the Port Police Support Office handled the return or delivery of 193 lost or stolen objects to their owners, either directly (109) or through the appropriate consulate (84).

**Administrative police.** There were 213 seizures of goods being sold without a licence within the port grounds, from street peddlers, totalling more than 7,000 counterfeit products. The activity had fallen 64% year on year, following measures brought to bear by the City Council from July 15, and were also the result of good cooperation between the Port Police and the local City Police.

29 reports were also served on the Directorate General for Livestock and Fisheries, three of which related to immature fish and the other 26 to recreational sea fishing without a licence (+86%), almost all of which took place in the North entrance mouth seawall.

The Port Police also filed 10 reports related to the checks on houses inspected and/or sealed by the Barcelona Port Authority following the eviction of tenants, and the Support Office handled 129 cases of breakdowns in port facilities caused by third parties and issued 102 work orders to repair or replace damaged equipment in the port area, commissioned by the Port Police.

**Traffic police.** The Port Police promoted a number of its own campaigns and participated in almost all those run by the Catalan Traffic Service. Under these, 2,867 breath tests were made, of which only 1.4% were positive; there were 1,039 controls on mobile phone use at the wheel, generating 26 fines (2.5%) and 530 checks on seat belt or helmet use, with only 3 offences registered (0.57%). This shows that today there is a high degree of compliance with traffic regulations at Port of Barcelona in relation to 10 years ago, when non-compliance levels were around 12.5%.

In 2011, 860 fines were handed out under the Catalan Traffic Service and 5,493 under Barcelona Port Authority, basically for illegal parking, 52 for breach of the taxi rules and 105 related to transport rules. In compliance with the relevant by-laws, 365 vehicles were impounded and 1,978 special transport vehicles were accompanied within the port area.

Regarding the accident rate in the port, there were 145 traffic accidents (+39%), 73 of which occurred in the public area and 72 in the commercial area, causing 60 minor and 6 severe injuries.

**Protection and port security.** Regarding national and international regulations on the protection of ships and port facilities we should point to the following actions:

- There were 2,200 8-hour services (+13%) in cruise operations and 2,190 services (+22%) in loading and unloading operations of coastal ships.
- 51 emergency drills were performed to comply with current regulations and to check the correct functioning of protection and self-protection plans of port facilities.
- On the Energy wharf, 18,883 visits were checked, which were notified beforehand through the terminals that operate there, aside from the usual ones, which already have accreditation affording them access to the wharf.
- Under the Cooperation Agreement between the Port of Barcelona and Barcelona Fire Brigade, and under the rules provided, there were a total of 796 actions by the Prevention of Occupational Risks Groups (GPR), involving the presence of a team of fire fighters and a Port Police patrol while dangerous goods were loaded or unloaded.

### Equipment and materials

The entire system of communications with the Port Police was changed in the mid 2011's via an agreement with the RESCAT network, which involved replacing all the old analogue trunking stations for new ones using TETRA communications, providing implementation and coverage all over Catalonia (Regional Police, local police, fire fighters, emergency 112, SEM 061).

Another element that was changed was the communications integrator of the control centre, replaced with a digital element, which is more practical and functional, making a successful combination with the RESCAT emitters.

### Future projects

With the help of the Internal Organisation Department, work began in 2011 to analyse all the tasks and procedures developed by the Port Police Support Office to make improvements to achieve greater efficiency, efficacy and transparency. This led to a benchmarking exercise on the Police at the Port of Algeciras and the ABP (Basic Police Department) of the Catalan Police force of Badalona, to ascertain how it worked and to allow the APB to learn and adapt any operations and processes that can help it improve. At the end of the year, almost all the procedures were identified and written up for subsequent review.

During the last quarter of 2011 the foundations were laid for launching the Port Police website within the Port Intranet and for creating a computer register.

### Port protection

The most important events that occurred during 2011 in **compliance of port security** were:

- The preparation and submission of the Protection Plan to the Interior Ministry for approval. This plan covers a series of points ranging from the analysis of risks,





threats and vulnerabilities to the existing and future port security measures, and guidelines for the communication, coordination and performance of police and emergency services involved.

- The approval and authorisation system for video surveillance of the Port of Barcelona by the Steering Committee for Surveillance Devices of Catalonia, granted by the Interior Department of the Catalan regional government.

Within the section on **protective measures implemented** we should underline:

- The change in the security system at international passenger terminals, from 1 March, conducted by a private security firm, which meant increasing the number of officers and improving the control of passengers and baggage, and access to restricted areas.
- The approval by the Board of Directors of the APB of a security charge affecting international cruise passengers.
- The creation of the Cruise ship Security Commission, involving the police forces, operators and others stakeholders, to monitor the system and suggest improvements.
- The installation of an X-ray scanner module in access number 3 to the Adossat wharf for control and inspection of supplies to cruise ships.
- The acquisition of a portable explosive traces detector, to improve the inspection of vehicles and baggage at the passenger terminals of regular lines at the Port. This measure led to the APB signing the agreement granting

use of the device to the Fiscal and Security Unit of the Civil Guard working at the port.

- Inspections and safety audits at port facilities affected by the ISPS code (26 facilities), to allow the APB Management Board to review and approve the protection plans.
- The continuation of the transition to electronic ID cards for all users of the Port of Barcelona and coordination with the port facilities for entry to the system and to allow its use to access the terminals.
- The annual security and emergency drill, conducted in November, on board La Surprise, a ship owned by Suardiaz in the Port anchorage area, which consisted of a mock bomb threat, a fire and wounded passengers. After preliminary meetings to prepare and coordinate it, the exercise involved the deployment of large numbers of staff and resources and the responsiveness of police and emergency groups in the sea area of the Port of Barcelona was put to the test.

# 1.5. Strategy and Development

## > DEVELOPMENT OF THE PORT NETWORK

In 2011, Barcelona Port Authority (APB) continued to develop market services in the framework of the **networked port**. The approach aims to bring the supply of maritime operators of Barcelona and operators of local customers from the hinterland together via a series of service centres that make up the port network, adapting these to the needs of each market.



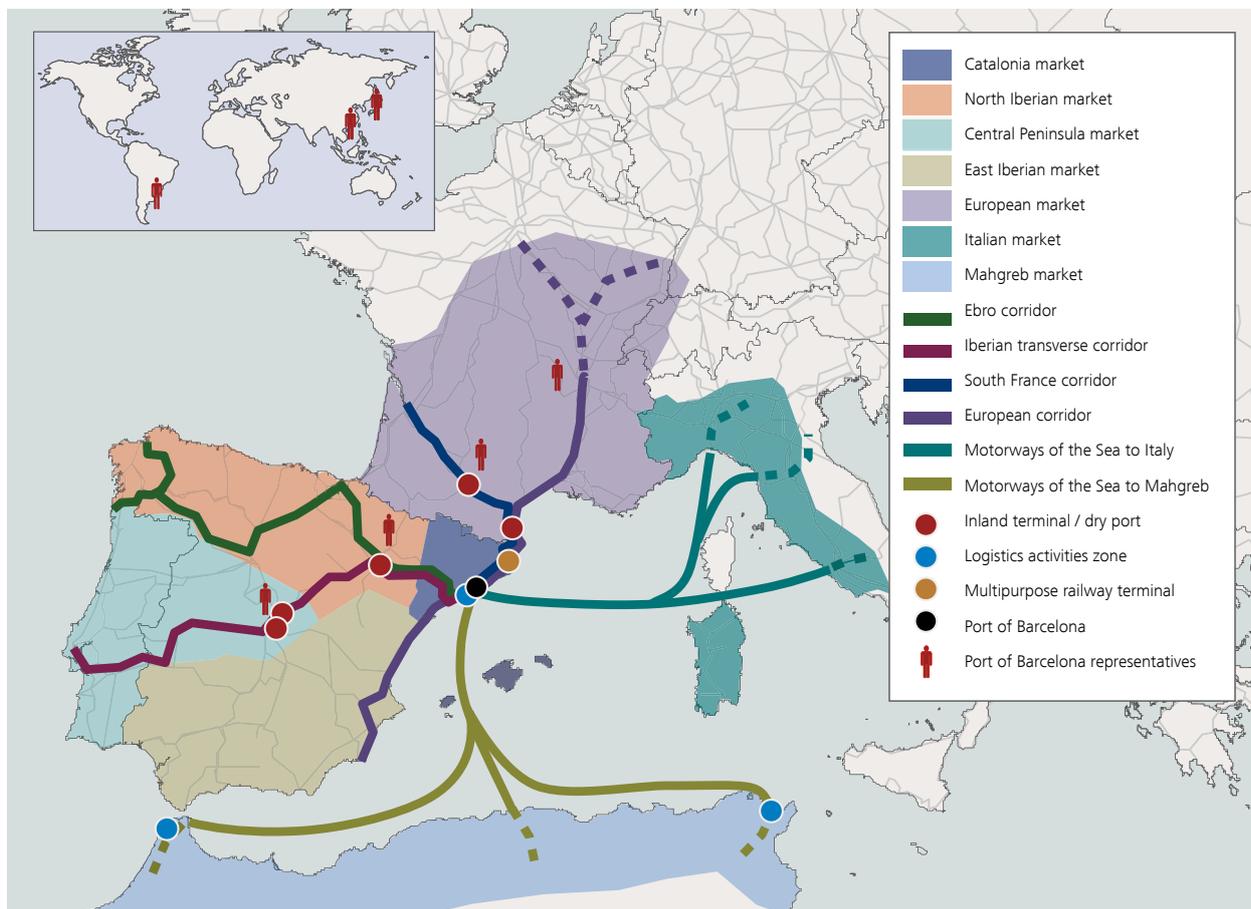
### The Catalan market

Rail services in Catalonia underwent some important developments during the course of 2011. Rail traffic at the Port of Barcelona with Constantí (Tarragona) grew by 39.3% to 11,502 TEUs handled; with Lleida, 94.4%, with 11,423 TEUs; for Tarragona-Classificació, the increase was 185%, with 4,209 TEUs; while traffic with El Pla de Vilanoveta (Lleida) fell 8.5% to 3,108 TEUs.

The principal infrastructure investment at the Port of Barcelona in the Catalan market, outside the port itself, is in the company called **Terminal Intermodal de l'Empordà** (TIE, SL), in which the Port holds a 49% stake. This group comprises the future large Far de l'Empordà intermodal terminal and the current Vilamalla terminal, both of which are located next to the Logística de l'Empordà storage and distribution centre east of Figueres.

Management

### THE NETWORKED PORT





Its location just 35 kilometres south of the French border, the availability of space for rail and logistics activities, and the services that it will implement will make it a major peninsular rail hub for concentrating traffics of the Mediterranean corridor and the Barcelona-Zaragoza-Madrid-Lisbon axis. It includes connection to the rail network using both UIC and Iberian gauges and will make it possible to change gauge for the various types of rail traffic while this is still necessary, and to route the goods through the new Perthus tunnel and through Portbou.

### The market of northeast inland Spain

The main node of the Port of Barcelona network in the northeast inland area is **Terminal Marítima Zaragoza** (TMZ), operational since 2001, which mainly serves the imports and exports of Aragon, Navarre and La Rioja. This facility provides professional users a complete range of cargo logistics or container logistics services with a difference.

The tmZ rail terminal, covering 50,000 m<sup>2</sup>, is connected to the main network and provides a regular, competitive and high-quality service to rail operators and therefore to the freight agents of Aragon and the neighbouring regions. The strategic location of Zaragoza along the Barcelona – Madrid – Lisbon rail axis and the nerve centre of the communications network of the north of the Iberian Peninsula means that the tmZ rail terminal can act as a hub for traffics from the Port of Barcelona with the rest of Spain and Portugal.

This year the growth in the total volume of activity of the terminal was 38.8%, with 118,296 TEUs handled. There was a similar trend in the railway sector, which recorded growth of 35.9% and handled 53,546 TEUs, of which 94.3% (50,485 TEUs) had Barcelona as their final destination.

There was also a significant rise in the activity of Zaragoza Plaza, the other major intermodal terminal of Aragon, where rail traffic with Barcelona was 29,786 TEUs, an increase of 280% over 2010. Furthermore, significant traffic was generated to other destinations in the north-eastern interior, such as Jándiz (Vitoria), with 6,532 TEUs handled, Villafria (Burgos), with 6,566 TEUs and Selgua (Huesca), with 7,096 TEUs.

### The central Iberian Peninsula market

The implementation and positioning of the Madrid-Zaragoza-Barcelona Port corridor in the Madrid region should make it possible to develop the Port's offer of services to the centre of the peninsula and increase the competitiveness of rail services in this market. This corridor represents approximately 60% of Spain's international goods flows and 33% of domestic traffic.

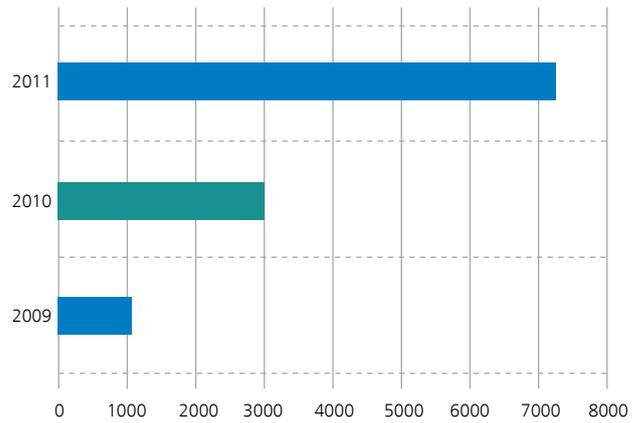
The Port of Barcelona's presence in this market has focused in recent years on the investments in the two dry ports of Madrid, located in the municipalities of Coslada and Azuqueca de Henares. This year, the Port consolidated its role with two complementary operations: developing the **Terminal Intermodal Marítima Centro** (Centre Maritime Intermodal Terminal - TIMC), in which the Port holds a 49% stake, and increasing its stake in the **Dry Port of Azuqueca de Henares** up to 36.7%.

The proposed Centre Maritime Intermodal Terminal will respond to the growth in trade between the Port of Barcelona and the central mainland when the Dry Port of Azuqueca (with a surface area of 60,000 m<sup>2</sup>) reaches its maximum capacity.

At the moment, the Dry Port of Azuqueca operates the rail terminal and has a container depot for Customs clearance and a warehouse with entry via rail for internal operations, and also conducts container consolidation and deconsolidation operations. In 2011, rail traffic with this facility fell by a mere 2.7% to 8,414 TEUs.

The future tmC will have a 135,000 m<sup>2</sup> rail terminal for containerised goods and a logistics area (also with rail access) of about 90,000 m<sup>2</sup>. The two companies (Azuqueca Dry Port and Centre Maritime Intermodal Terminal) work in a coordinated manner.

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



### The French market

France is one of the Port of Barcelona's strategic markets and has followed the same network development policy as in other areas by creating inland terminals.

The purpose of the **Toulouse Maritime Terminal** (TmT), in service since 2002, is to facilitate operations for shippers north of the Pyrenees and ultimately to acquire new traffic to and/or from the Midi-Pyrenees and Aquitaine regions. This terminal has a 17-hectare logistics activities area available for logistics operators and freight agents linked to international maritime commerce.

The Port of Barcelona also holds 5% of the shares in the **Saint Charles Container Terminal** in Perpignan, which is one of the major logistical nodes of southern Europe for the distribution of fruit and fresh produce. It is also a key communications centre thanks to its location in two of the strategic land transport corridors to the Port of Barcelona: Toulouse–Bordeaux and Montpellier–Lyon–Southern Germany–Northern Italy.

In addition, in the French market, the Port of Barcelona has participated directly in the development of rail services, so far through two initiatives: Barcelyon Express and Barcetoulouse Express.

The **Barcelyon Express** rail service, which began in 2009 with funding from the European Marco Polo programme, enjoyed spectacular growth in 2011, handling 7,238 TEUs, representing a 139.5% increase over the previous year.

This operation, which took place at the Morrot terminal in UIC gauge, was moved to the Sud wharf rail terminal in January 2011, becoming the first rail service to connect a Spanish port to the rest of Europe in UIC gauge. A third weekly service was added in the middle of the year to the two already functioning, thereby consolidating the offer.

The new **Barcetoulouse Express** service was launched in June, also in cooperation with Contren and Naviland

Cargo and also funded by the Marco Polo programme, and links the Port of Barcelona with Toulouse and Bordeaux on a weekly basis.

### > PARTICIPATION IN EUROPEAN CO FINANCED PROJECTS

In accordance with its aim to innovate, the Port of Barcelona has been involved in recent years in various research and development projects financed at national and European level.

The Port of Barcelona's participation in these EU programs (TEN-T, Marco Polo, FP7, MED) was implemented at various different levels - as project leader in cases responding to a strategic interest in developing a new service or infrastructure; and as a partner, but not leading the project itself, or as an observer or user when project's purpose related to other organisations, but its presence is needed as an expert or as a test bed for the results.

The table below shows the international projects in which the Port of Barcelona was active in 2011. During the year, it was also involved in a consortium with other organisations to submit bids for new co financed projects. In 2012 we will find out whether they were accepted.



PROJECT	AIM	PARTICIPANTS	COSTS AND FINANCING
<b>INTERNATIONAL PROJECTS LED AND COORDINATED BY THE PORT OF BARCELONA</b>			
	Designing and implementing a new rail service between the container terminals at the Port of Barcelona and the Midi-Pyrenees (Toulouse) and Aquitaine (Bordeaux) regions.	Project leader: Port of Barcelona Other partners: Contren, Naviland Cargo	Total Costs: 8,965,434 € EU contribution: 947,345 € 
<b>INTERNATIONAL PROJECTS IN WHICH THE PORT OF BARCELONA PARTICIPATES AS A PARTNER</b>			
	Designing and implementing a new rail service for containers between the Port of Barcelona and Lyon (France).	Project leader: Naviland Cargo Other partners: Contren, Port of Barcelona	Total Costs: 17,976,691 € EU contribution: 572,645 € 
	Promoting intermodal shipping solutions to improve cooperation and the exchange of knowledge among participants. This promotes efficiency in the modal selection in accordance with transport sustainability goals set by the EU.	Project leader: 2E3S Other partners: Port of Barcelona, Contren, SNCF, ports of Civitavecchia and Genoa.	Total Costs: 2,676,023 € EU contribution: 1,338,012 € 
	Providing an appropriate set of measures to make ports an efficient gateway for short sea shipping traffic. It focuses on two types of traffic, ro-ro and containers.	Project leader: Port of Valencia Other partners: Port of Barcelona, 2E3S, Autoterminal, UPC, Indra, Contren.	Total Costs: 5,803,508 € EU contribution: 2,901,754 €  Cofinanciado por la Unión Europea Red Transeuropea de Transporte (RTE-T)
<b>PRAT WHARF RAIL TERMINAL</b>	Building a rail terminal at the Prat wharf container terminal, along with the necessary equipment and operating system. The terminal will have 8 tracks with a length of 750 m, 4 RMG and will have the capacity to handle 550,000 TEUs.	Project leader: TerCat Other partners: Port of Barcelona	Total Costs: 29,134,988 € EU contribution: 2,913,000 €  Cofinanciado por la Unión Europea Red Transeuropea de Transporte (RTE-T)
<b>INTERNATIONAL PROJECTS IN WHICH THE PORT OF BARCELONA PARTICIPATES AS A PROMOTER, OBSERVER OR USER</b>			
	To enhance the visibility of the logistics chain to improve operations, efficiency and effectiveness of government inspections of goods, through shared information and a new approach to risk management.	Project leader: TNO Other partners: Portic, TU Delft, IBM, ZLC, DHL, K&N.	Total Costs: 14.81 million € EU contribution: 9,958,599 € 
<b>VILAMALLA / FAR D'EMPORDÀ INTERMODAL LOGISTICS PLATFORM</b>	Study to develop an intermodal logistics platform in the Vilamalla / El Far d'Empordà area to serve 750 m trains on the Pyrenees border.	Project leader: CIMALSA	Total Costs: 1,620,000 € EU contribution: 810,000 €  Cofinanciado por la Unión Europea Red Transeuropea de Transporte (RTE-T)
	Designing a navigation support system to optimise infrastructures.	Project leader: ISDEFE Other partners: INTA, CONSAR, ITU THAB HSVA, GMV	Total Costs: 3,412,584 € EU contribution: 2,559,438 € 
	Establishing strategies to reduce air pollution in port cities and select the most effective cost - benefit policy.	Project leader: ARPAV Other partners: University of Genoa, port of Marseilles.	Total Costs: 2,281,420 € EU contribution: 1,711,065 € 

## 1.5. > PARTICIPATION IN INTERNATIONAL ORGANISATIONS

The Port of Barcelona attaches particular importance to strengthening dialogue and sharing knowledge with other ports within the framework of international port organisations. Taking part in these areas makes it possible to learn about the latest trends in logistics and ports and to develop the port's positioning with regard to new legislation, particularly EU transport policy. The ultimate aim of this participation is to align the Port's strategy with transport and logistics trends and adapt to future legislation.



In 2011, the Port of Barcelona continued to hold the **chairmanship of the Intermodal and Logistics Committee** of the European Sea Ports Organisation (ESPO) which it took on in 2008. The ESPO's main aim is to influence common EU policy and turn the European port sector into a key element of the transport chain. Holding the chairmanship of this committee has allowed the Port to participate in the process of establishing the new Trans-European Transport Network (TEN-T), which was published on 19 October 2011, as well as to monitor the European Commission's projects in the ports sector.

Through their participation in **ESPO's Passengers Committee** and **Economic Analysis and Statistics Committee**. Within this second committee, the Port took part in the European PPRISM project which aims to identify a set of indicators to measure the performance of European ports and understand the impact of the port system on society, the environment and the economy.



The Port also plays an active role in the IAPH – the **International Association of Ports and Harbors**. This association includes more than 230 ports in 90 countries, representing 80% of global container traffic, and its main objective is to represent ports within international maritime organisations and to serve as a platform for the exchange of knowledge. In May, the 27th biennial conference of this organisation was held in Busan, Korea, and attended by 700 delegates from the maritime port industry, international organisations and national authorities. During the conference, the Port of Barcelona took on the **second vice chairmanship** of the organisation and expects to take on the chairmanship in 2015.

Within the **IAPH**, the Port also holds the vice chairmanship of the **Committee on Trade Facilitation and Port Community Systems**. The purpose of this

committee is to report the latest developments in measures to facilitate cargo and ships movements, especially in terms of improved document processes in ports' e-commerce platforms. One of the greatest achievements of this committee in 2011, was to present a report entitled 'Port community systems benchmark survey'. Developed with the financial support of the IAPH, this report analyses thirteen Port Community systems (PCs) from different countries to identify success stories and common obstacles to setting up and running them.

Furthermore, the Port of Barcelona is a founding member and belongs to the highest executive body of **Medcruise**, the Association of Mediterranean Cruise Ports, whose main mission is to promote the cruise industry in the Mediterranean and nearby areas. The association celebrated its 15th anniversary this year with a commemorative event for the general assembly held in Sète, France.

### Relations with organisations linked to the Chinese market

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

Through its close cooperation with **Casa Asia**, the Port of Barcelona can tap into the institutional and company knowledge and contacts of this body and cooperate in promoting and performing activities to increase knowledge and build closer relations between both continents.

The Port of Barcelona continued to sponsor the **Logistics Chair of the China Europe International Business School (CEIBS)**, thanks to the cooperation agreement signed between both organisations. The CEIBS has been considered one of best three business schools in Asia for the last six years and ranks seventeenth worldwide according to the *Financial Times*. The main reason for the Port of Barcelona's involvement in the CEIBS is to acquire a deeper knowledge of the Chinese market, which is a priority market, by organising seminars and research projects related to the innovation management, working and practices in the supply chain in trade flows between Asia and Europe. It also aims to promote dialogue among different stakeholders in the supply chain.





In this regard, in 2011 Barcelona's **IESE Business School** hosted the presentation of results in Europe by the Port of Barcelona Chair of Logistics on *Value proposition of the different agents in the supply chain: the case of logistic flows between China and Spain*. The seminar finished with a round table presentation comprising a wide representation of players from the logistics industry: shipping companies, freight forwarders, shipping agents, logistics operators, import and export companies, Customs and the Port of Barcelona.

At the headquarters of CEIBS in Shanghai and Beijing, this year the chair of logistics organised several workshops for Chinese logistics professionals and CEIBS students, in which they were able to share in the research carried out and were brought up to date with the supply chain in Europe and China.

[www.ceibs.edu/barcelona/research/projects/index.shtml](http://www.ceibs.edu/barcelona/research/projects/index.shtml)

## > BUSINESS DEVELOPMENT DEPARTMENT

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

The goal is to offer services, products, promotion and training in a personalised, direct and forthcoming way. While information services and training and knowledge provide transparency to customers, the provision of advice helps them to analyse their logistics needs, allowing us to offer them customised solutions that improve their efficiency.

### **SAC: information point, customer care and complaint management**

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

In 2011, the SAC handled a total of 866 enquiries and complaints, an increase of 69 % year on year.

Of the 491 enquiries received, 48% were requests for information on strikes and stoppages; 19% concerned the movement of goods; 10% referred to fees; 4% to procedures; 4% to documentation; 3% to inspections; 3% to cost analysis and 9% to miscellaneous items.

Of the 375 complaints recorded, 21% concerned the integrity of goods; 19% land transport operations; 15% port operations; another 15%, inspections; 13% port costs; 7% documentary process; 6% service stoppages; 2% the rail service, and the remaining 2%, other issues.



## 1.5. Logistics Chains

In 2011, the Logistics Chain tool made 25% more visits to business customers (exporters, importers, manufacturers and/or distributors) than the previous year. The services offered by this service particularly included: advice and consultancy on Customs issues; studies of CO<sub>2</sub> emissions via SIMPORT for a given supply chain; cost studies of port billing; information on the Efficiency Network quality brand; and specific training actions.

Equally important was the task of promotion, information, and in some cases, marketing of container rail services at the Port of Barcelona (Barcelon, Zaragoza, Madrid, Burgos, Tarragona, etc).

This year, new discounts were applied to T3 end customers. In this connection, the DDN made a great effort by providing advice to end customers and monitored the entire process of recording new registers on the intranet.

### Customer training

The Port of Barcelona offers its import/export customers specific training to help improve their knowledge of international logistics. The training and the promotion and information activities are all considered a valuable tool helping to foster the Port customers' competitiveness.

In 2011, the DDN organised thirteen visits to commercial port facilities and held twenty training and information sessions. The sessions were attended by 467 professionals from 176 companies, who awarded them an average rating of 4.4 out of 5.

#### Main training actions during the year:

- Documentary credit and its usefulness in international payments and collections. Three sessions per year with a total of 140 participants.
- Creativity and problem-solving: the seven Leonardo da Vinci principles. One session with 47 participants.
- Incoterms 2010 seminar: how to use them correctly. Three sessions with a total of 175 participants.

- *In Company* conference on Incoterms.
- Workshops at the Chambers of Commerce of Barcelona, Mataro and Lleida, entitled "Reinventing the Port", involving presentation of the Port's import and export services and the commitments of the Efficiency Network quality brand.
- Conference on Maritime Logistics aboard a Grimaldi Lines ferry aimed at managers and logistics heads at the Port's major customers.

## > COMMERCIAL PROMOTION

In 2011 the modest recovery continued, although it is still very slow because of the global economic situation, with the Port of Barcelona working at 2006 levels. In this context, the strategy of promoting different products using tools such as trade fairs, conferences and events specific to the maritime and port sector, has meant a positive development for most of these products.

The Port of Barcelona's Commercial Department worked in accordance with the customer-based approach deployed the year before, especially with the areas considered of the greatest strategic importance. This was the aim of the efforts to bolster the structure of the department, enabling more efficient and closer contact with ship owners, shipping agents, freight forwarders and end users. This is the way to get to know firsthand how they are progressing and what the future holds, in order to design actions to facilitate and improve their activity. The Port's promotion efforts intend to provide coverage to all operators so that they can conduct their business in the best conditions.

The structure of the previous year remained in place as regards commercial activities, which were divided into two types: those with a direct impact on customers, which is the case of agreements to provide discounts for volumes and to customers for the implementation of the new law; and commercial promotion actions per se, such as our presence at fairs and congresses, and our participation in specialised forums and conferences.



## Presence at fairs and congresses

The decision taken by the Port of Barcelona to be present at the different fairs on the circuit was taken after a careful evaluation of the various events on offer. The final selection is focused on areas most typical of the Port Community, but also the most generic sectors of the port business such as logistics, transport and shipping. However, budget restrictions were a decisive factor once again when deciding how large a stand to set up.

The biggest event on the circuit is **Transport Logistic**, the major European logistics and transport fair held every two years in Munich. This time the Port participated with a joint stand with Puertos del Estado, which was run by agents from the Commercial Department. For the first time there the two container terminals TerCat and TCB were also involved, to put on offer their proposal for services to major shipping companies and large logistics operators in Europe.

The other product promoted at the event was Short Sea Shipping, which is growing continually and is endorsed by the Port of Barcelona's capacity to provide a reliable service to the countries of the Mediterranean basin, ensuring schedules and quality; and also rail services, especially in the European gauge connections, with three weekly services to Lyon.

In the Americas, the Port of Barcelona participated for the third time in the **Intermodal** fair in São Paulo (Brazil), where contacts were established with ship owners and ports in a market that has barely noticed the crisis, and cooperation agreements were proposed with major Brazilian ports to develop strategic traffics. We should also underline the presence at the fair of TerCat Hutchison, which supported the provision of services of the Port of Barcelona and promoted its future new terminal.

The meetings held with shipowners and logistics operators also indicated the prospect of continued growth in Brazil for the coming years, linked to major events that will be hosted there, such as the 2014 World Cup and the 2016 Olympic Games in Rio de Janeiro.

The Chinese market continued to be a major focus for the Port of Barcelona, since it represents the largest volume of business. The Port's strategy concerning actions aimed at the Asian market, specifically China, continued with the application of the cooperation agreement with the WCA Family and the China International Freight Forwarders' Association (CIFA). One of this year's highlights was our participation in the WCA network conference held in Vietnam, another country with huge potential and on which the Port of Barcelona is developing strategic actions.

As usual in June, all eyes were on the **International Logistics Fair (SIL)**, which is the main event held in Barcelona. For the first time in the history of this event, the Port of Barcelona was able to bring together the entire Port Community at one stand, where it was represented by four associations: the Barcelona Freight Forwarders' Association (ATEIA); the Association of Shipping Agents of Barcelona (COACAB); the Association of Stevedoring Companies of Barcelona (AEEPB); and the Official Organisation of Customs Agents of Barcelona. This formula was considered a success, as it made it possible to bring together under the same roof the main services provided in the port.

The Port of Barcelona again led the presence and participation at various meetings and conferences held within the fair, especially at the Mediterranean Forum.



As far as specific products are concerned, we could point to the usual presence of the Port of Barcelona at the most important international fair of the cruise ship industry, the **Seatrade Cruise Convention**, held in Miami, and the **Seatrade Europe**, held in Hamburg. Moreover, as a member of the Steering Committee of this organisation, the Port of Barcelona participated in general assemblies held in Piraeus and Montpellier.

In addition, **Fruitlogistica**, the main event of the fruit sector, which was held in Berlin, has become a classic event, at which the Port of Barcelona is a regular attendee each year. In fact the Port took part again in 2011 with a stand, under the umbrella of PRODECA and shared with the Barcelona Reefer Terminal (BRT).

The annual meeting of the coffee sector was the **National Coffee Congress** held in Madrid. On this occasion the presentations focused on the economic crisis and its effects upon the coffee companies. The Port of Barcelona's representation at the **European Coffee Federation** centred on its participation in the meeting held in Geneva at the headquarters of the MSC shipping company.

The Commercial Department also developed specific promotional activities in areas such as solid and liquid bulk, SSS, containers and rail services.

# 1.6. Stakeholder Companies

## > CENTRE INTERMODAL DE LOGÍSTICA (CILSA)

The Centre Intermodal de Logística, S.A. (CILSA - Intermodal Logistics Centre) is the company that manages the Port of Barcelona's Logistics Activities Area (ZAL). Since its launch in 1992, the ZAL has pioneered the development of logistics services related to port activity and has served as a model for ports around the world, so much so that its name has become synonymous with this type of platform. It was also a key factor in the growth and international positioning achieved by the Port of Barcelona in recent years, leading the way in the development of corporate social responsibility (CSR) projects.

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The aim of this multimodal logistics platform is to help the Port of Barcelona to generate more traffic from maritime logistics services offering value-added goods. The ZAL has the largest concentration of logistics operators, freight forwarders, freight services, domestic and international shippers and final freight agents; it is a genuine logistics cluster providing considerable economies of scale for the businesses set up there.

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At the end of 2011, CILSA had marketed 85% of the territory of the ZAL; when it is fully developed, in the near future, the Port will have generated the appropriate space and conditions to place it among the best in Europe, in addition to establishing its position as the southern gateway of goods from Asia.

The success of all the projects undertaken via the ZAL lies in the fact that they have been developed using efficiency criteria and have provided added value to its activity. These actions provide services to individuals and businesses, while generating a sensibility to social, environmental and labour issues. This makes it an example of a "logistics city" serving 6,000 direct employees, offering something different from other logistics platforms by bringing together the following vectors:

- Multimodality - sea, air, road and rail modes with logistic and Customs services.
- Technology - with its own network of broadband telecommunications, fibre optic network and Portic, the Port Community of Barcelona's e-commerce platform.
- Safety and security - conditioning of logistics warehouses and risk prevention, access control, surveillance and CCTV.
- Social and environmental - providing a balance between work, family and personal life; the logistics units are designed following bioclimatic criteria.
- Services - aimed at freight (warehouse management, internal transport, telematics infrastructure, Customs, etc.); companies (maintenance, access control, telecommunications, security, training and meeting centre, etc.); and people (crèche, shopping mall, restaurants, public transport, fitness, etc. many of which are provided at the Service Center).



In the area of freight services at the ZAL, we can point to the upcoming opening of the Border Inspection Point (BIP) of the Port of Barcelona; the Hutchison container terminal; and a full container store, in which progress was made during the year.

As regards business services, work continued in 2011 to implement the ZAL's Energy Efficiency Plan, which promotes energy saving while fostering power generation by installing solar panels on the roofs of buildings. At present we have an installed capacity of 5 MW, generating 6.7 GWh of electricity each year, representing a saving of 2,000 tonnes of CO<sub>2</sub> emissions each year. The Plan was further bolstered with the signing of a cooperation agreement with the Catalan Institute of Energy (ICAEN) to delve deeper into such strategies.

This chapter also includes the entry into service of the rail service connecting the ZAL Toulouse and ZAL Barcelona platforms.

Developments to improve people services include the new Petrozal service station, offering fuel discounts, and a "Consum" brand supermarket, as well as the consolidation of the CILSA training chair and specialised seminars in Coaching.

In another vein, CILSA continued to represent the ZAL at the Delta Transport Bureau along with other entities in this geographical area, promoting actions aimed at improving the mobility of people, vehicles and goods.

## > ILI LOGÍSTICA INTERNACIONAL CONSULTANCY

2011 represented a quantum leap for ILI International Logistics in terms of the nature of the projects that were consolidated. Thus, while maintaining its core activity in the field of consulting and transport logistics platforms, ILI also began to engage in activities with more projection. This meant leading, coordinating and participating in projects with an additional management component.

The best examples of this new activity at ILI are the projects undertaken in Panama, Guatemala and Kazakhstan, which are detailed below.

In Panama, ILI designed a new port, essentially aimed at handling containers and liquid bulk and an adjacent logistics area, and is responsible for attracting companies interested in the various concessions that will be installed in these areas. In addition, the fact that ILI is coordinating the whole project will facilitate and strengthen the influence of the Port and of the Port Community of Barcelona in the area.

A logistics project for perishable products was launched in Kazakhstan at the end of the year, the main part of which will be rolled out during 2012 and 2013. This involves not only the project, but particularly the contribution of new sources of supply and logistics chains to distribute fruit and vegetables in the country and the management of the entire process up to its launch.

As regards the activity in Guatemala, concerning the establishment of an interoceanic bridge, in which ILI has been working for several years, all the prior studies are now complete and a new phase has begun that involves financial restructuring through the participation of investment funds and local banks. The search is also underway for leaseholders of container terminals and other infrastructure



for storage and transport of liquid bulks from coast to coast. This project enjoys strong backing from the country's new president, which was expressed explicitly in his speech at a crowded public event.

Such activity reaffirms that ILI's services are increasingly geared towards performing and implementing various kinds of logistic infrastructures.

## > ILI TRAINING

The ILI performed the following training activities during the year:

- Three logistics modules, taught at the Universidad Anahuac Mexico Sur, Mexico City.
- A logistics module, for Anahuac Mexico Sur University, taught at the Service Center of the ZAL of the Port of Barcelona.
- An Autoritas Short Sea Shipping course for students of Anahuac, in September 2011.
- Two editions of the ILI-Universitat de Barcelona Master in logistics and international commerce in February and October 2011. This masters course involved five exchange students from the Institut d'Administration des Entreprises (IAE) in Bordeaux.

In addition, a descriptive report of the Masters in logistics and international trade ILI-Abat Oliba CEU was prepared for European Higher Education Area certification, and documentation was prepared for the Masters in logistics and international trade, which is a double qualification between ILI-UAO and the IAE-Université Montesquieu Bordeaux IV.

## > CARES FOUNDATION

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

Its patrons are Port of Barcelona, Intermodal Logistics Centre, SA (CILSA), CTC-Business Process Outsourcing, ADES (Association for the Development of the Social Economy), and Prosegur Concatel-Vanture, and several people from the business world.

At the end of 2011, the foundation employed 232 people, which was 1.75% more than the previous year, with 41 people in the Codec job insertion company, which provides work for other dependent groups and answers to Cares. The people with disabilities who work at the foundation are mainly mentally retarded or mentally ill. This year saw the continuation of the project called Personal and Social Care, which provides 30 jobs for disabled people in ordinary businesses in the Valencian town of Aldaia.

2011 was a year for stabilising the management of operations such as picking in temperature-controlled warehouses in projects in Barcelona and Madrid. Moreover, the agreement with the ASPROSEAT foundation for joint management of a handling project helped to almost triple the volume of this project for both entities.



The predominant activities at Cares were logistic support - storage, picking, packaging handling and reverse logistics -, accounting for 88% of the total, in addition to production support, such as coupling. The foundation has managed 70,000 m<sup>2</sup> facilities directly, 18,200 of them in ZAL Barcelona and ZAL Prat.

Codec and the Cares Foundation together obtained overall revenue of 9.88 billion euros, which was 1.3% below the figure for the previous year, according to provisional data pending closure. This difference was due to seasonal peaks recorded in 2010, but the final result of the financial year is positive because a decrease of 9.4% had been budgeted for 2011 and both entities registered a surplus.

The following actions were undertaken in the field of **promotion**:

- Quarterly edition of the *Infoc* magazine;
- Promoting participation of disabled people in the Fourth Edition of the Antarctic Science, Technology and Environment Awards for young scientists, convened by the International University of Catalonia (UIC);
- Cooperation agreements with the APB's Business Development Department;
- Participating in the Barcelona International Logistics Fair (SIL);
- Presence in the guide and Logisnet portal;
- Updating the Cares Foundation catalogue;
- Organising the visit of representatives from the CIMALSA foundation;
- Participating in the Master of Social Economy, University of Barcelona, with a presentation entitled "Economics and business, examples of cooperation";
- Attending meetings of the Spanish Association of People Management and Development (AEDIPE).

The **training courses** offered by the foundation include a wide range of actions: laughter therapy course for 30 people; warehouse manager courses in ICIL; food handler and food critical points (for structure and heads of service); forklift driver; fire fighting; office applications and browsing tools for Codec workers, and a course on risks. In this connection, the project set up the Vigia risks project, which sets targets and a prevention plan.

The organisation has also been very active in the field of **social action**, including the organisation of talks on conduct disorder and future guardianship for parents of disabled people, as well as participation in the development of the Fair Logistics Foundation and the trust of FUSEAT, a private foundation looking after mentally challenged people without parents. In addition, commemorative plaques were presented at the traditional Christmas event to employees who have been connected to the Cares Foundation for 10 years.

The Cares Sports Club indoor football team continued to take part in the Catalan League, second division, of the Acell (Catalan Sports Federation for the Mentally Challenged). We would like to point out that one player in the team played with the Catalan team at the International Special Olympics held in Andorra. Furthermore, the team played petanque in the first division of the Acell, several employees of the foundation enrolled in basketball and swimming schools in the federation, and two outdoor training sessions were held for workers at Cares and Codec in Barcelona and Madrid.

> **FAIR LOGISTICS FOUNDATION**

The purpose of the Fair Logistics Foundation (FLJ) is to engage in international cooperation for economic development and to foster fair trade and the social economy by optimising logistics processes. The idea is to increase the development and sustainability of the producers of the communities of the most disadvantaged countries.



AIMS

- Promoting access to Spanish and European markets for fair trade and social economy products from the poorest countries by optimising the various activities of the value chain until they reach the consumer;
- Facilitating the shipment of surpluses generated in the markets of the West to countries that are in the greatest need;
- Supporting organisations for international cooperation and humanitarian aid to improve their logistics management and provide an immediate response to natural or humanitarian disasters;
- Raising awareness among the business community of the need to implement corporate social responsibility (CSR) policies.



In 2011, the FLJ enlarged its board with the help of new organisations within the sector: ACT (Association of Transport Centres of Spain); Alfil Logistics; Atlantic Forwarding; CIMALSA (Logistics Centres of Catalonia);

MACS (Marcelo Abbad Social Consulting); Transglory UBK and insurance brokerage.

The Foundation has also signed cooperation agreements with various organisations, including the Catalan NGO Mans x Món, with which it worked to help set up a network of libraries in Guatemala, through the EnLíbrate project. A second phase of this project to expand the action in the destination country is planned for 2012.

**Solidarity logistics**

This year FLJ managed the following solidarity shipments:

- Two trucks to San Juan Nonualco (El Salvador), through a donation by Fomento de Construcciones y Contratas, SA
- Teaching materials and equipment for the orphanage and the school run by the Carmelites in Bobo Dioulasso (Burkina Faso), through a project of the Jigi Seme Foundation.
- Sports and school materials to Dakar, for various projects in Senegal, by the ONG Barcelona Solidarity Action.
- Toys and home and teaching materials for the Company of Mary of Tirana (Albania), through the Company of Mary International Solidarity Foundation (FISC).



# 1.6.

- School and teaching material for the NGO Caritas (Nicaragua), through the Company of Mary International Solidarity Foundation (FISC).
- Books and school supplies to be distributed by the Faith and Joy Association to the various schools of the El Progreso region (Honduras), from the donation made by the Caja Asturias savings bank, in cooperation with the NGO Entreculturas.
- A 20 ft container with books for various municipalities in the Commonwealth of north-eastern Guatemala, within the EnLibrate project and in collaboration with the Catalan NGO Mans x Món.
- Five sets of hospital equipment for the Clinical Teaching Unit of Ciudad Sandino, Managua (Nicaragua), through the Foundation SEMG Solidaria of Ourense.
- Sports equipment from FC Barcelona Foundation to three sites of the Pies Descalzos Foundation of Colombia, with which it works.
- A container with material and equipment for the Emanuel Community Medical Centre of Guinea Bissau. A shipment provided thanks to synergies generated between the SYLO Foundation and the Private Dr. Ivan Manero Foundation.
- Two 40-foot containers to Callao (Peru), with material donated by FAPC (Foundation for the Advancement and Support of Indigenous Cultures) to supply a hospital operating room for the provincial town of Chucuito.
- An ultrasound and an autoclave for the medical centre of the Rehema Healthcare Organisation (Nairobi, Kenya) through the African Dignity Foundation.
- Four trucks (one for refuse collection; one car transporter; one double cabin; and one tanker) for the urban waste management training project in the city of Nouadhibou (Mauritania), developed by Barcelona Solidarity Action.
- A second shipment of the EnLibrate project - sponsored by the Seur Foundation, Readers' Circle Foundation and Fair Logistics - consisting of 11,796 books for the formation of a network of libraries in Guatemala. This involved the cooperation of the NGO Mans x Món, which monitored the project, both at origin and destination.

## Social trading

In line with its founding guidelines, the Fair Logistics Foundation continues to bring new suppliers into its social trading activities to provide possibilities to new groups of craftsmen from the countries of the south in order to give them the chance to sell their products in fair market conditions in the west. Thus, in addition to its ongoing work with Colombia, Bangladesh, Bolivia, Nepal, Vietnam, Cambodia, India and Rwanda, the Kiddytoys organisation of Thailand was brought on board in 2011.

Kiddytoys is a Thai cooperative located in Tambol Yuwa that produces toys and games made from hevea wood that are suitable for all ages. The cooperative comprises more than 100 families of craft workers and offers high-quality items made using sustainable production.

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

In this area, the FLJ has received the help of new CEOs and employment centres in the production chain:

La Calaixera is a CEO involving people with mental illness in Barcelona. It provides services such as stationery, binding, courier, office equipment and handling.

Jabones AFIM is a CEO located in Malaga. It is a craft workshop where people with disabilities prepare soap using traditional techniques and 100% natural raw materials.





## 1.6. > PORT 2000

The Port of Barcelona is aware of the state of development of the Port Vell and is working to plan and implement new projects, driven by the desire to provide better services to the public and to undertake new projects. The most important of these, both for its economic significance and for the territorial changes it involves, is the development of public spaces at the North entrance mouth and the creation of a new marina, projects that are bound to mark the future of the entire area.

Barcelona, its citizens, its institutions and the business fabric that has set up in this area, are crucial to the Port Vell and the synergies and cooperation between these and the surrounding area are vital if the site is to remain a leader and an international benchmark. That is why leaseholders have decided this year to redefine their projects, in the absolute certainty that improving their offer and their services is the key to success.

In spite of the economic crisis, the attractiveness of the Port Vell and its dynamic cultural, leisure and services offer has allowed temporary activities and private promotional actions not only to continue as before, but to increase in number. Thus, 2011 was an exceptional year and reinforced the commitment of the public port to be a benchmark site.

On the one hand, this year the Port Vell became the privileged world stage for the car market: Audi, Seat, Mercedes and Citroën presented their new models there, and the area was also the setting for several commercials and photo sessions related to this industry.

Furthermore, sailing again played a key role as a catalyst and a springboard for the international projection of both port and city. The Portal de la Pau was the setting of the arrival of the crews of the boats of the Barcelona World Race, who came on 31 December 2010 and sailed around the world for three months. In addition, the Bosch i Alsina wharf hosted the ships participating in the Audi Med Cup regatta in September.

In terms of publicising and promoting the customs, culture, solidarity and economy of different countries, the Port Vell hosted the Chinese New Year celebrations organised by the Chinese associations in Barcelona; the even called 'A Day for Hope', organised by the NGO Intermón; the fourth edition of the Barnàfrika festival, organised by the Bâ Kafu association; the Italian Tourism Fair; the holding of the official ceremony "A Cry for Mexican Independence"; and the craft, food and culture fair called "Argentina in Barcelona."

The old favourites were held once again - the Wine and Cava Fair; Raluy Circus; the Port of Barcelona Swimming contest; Liceu on the Beach; Copa Nadal trophy; the arrival of the Three Kings for Epiphany; traditional Cuban Havaneres; events during the La Mercè festival; and the Busker's Festival, Lost & Found market and the La Plaça Odissea festival organised by the Maremàgnum.

The public port also hosted many other events that make this area a guarantee of success and attendance, such as the popular celebration of the victory of the Champions' League by FC Barcelona and the holding of a new edition of 080 Barcelona Fashion contest.



### FIGURES 2011

Atlètic Barceloneta Swimming Club	834,466 registered entries
Catalan History Museum	241,711 visitors
Marina Port Vell	1,930 ships ranging from 6 to 120 m
Las Golondrinas pleasure boats	279,279 passengers
Imax Port Vell	117,857 cinema-goers
Maremàgnum	10,965,818 visitors

> **WORLD TRADE CENTER BARCELONA**

Stakeholder companies

In 2011, the World Trade Center (WTC) Barcelona continued to strive to be a benchmark in the real estate and congress sector of Barcelona and of Catalonia.

The business centre closed 2011 with 90% of the 40,000 m<sup>2</sup> of its office space already let out. The most prominent real estate operation was the extension and expansion of the contract signed with Agilent, which occupies about 5,600 square metres within the building. Other companies have also expressed confidence in the WTC Barcelona, by extending the area they occupy, in the case of Vacaciones eDreams, Accord, Intas, Innuo and the Port Authority of Barcelona. Moreover, new companies also joined the Centre, such as EG Telecom, Universal Beverage SL, EB4iT, Bestin Supply, Tuto4PC Com International and Celexon Spain.

As far as the commercial area and the services on offer within the complex are concerned, the complementary offer to users now includes a new restaurant, run by Serhs Restauració and The Corporate Gym.

As in 2010, the Congress Centre hosted over 300 business events, with a total of 50,000 participants (+15%). New events in 2011 included a renovation of the decoration of the 12 meeting rooms of the first floor of the South building.

The most significant event held at the facilities of the WTC Barcelona was organised by Nokia as part of the Mobile World Congress. The complex also hosted the 11th National Congress on Dermat Nursing; the 17th Scientific Conference of Podiatry; the 23rd Congress of the Catalan Society of Cardiology; the 5th International Congress on Centrosomes; and the 2nd European Volunteering Congress. In addition, the companies and organisations that chose these areas for meetings or business events included the European Parliament; the Puigvert Foundation; Invensys; Mark Ecko; Danone and Schwarzkopf.

In accordance with the policy followed by the WTC Barcelona to improve energy efficiency and sustainable development, in 2011 the complex conducted an energy audit of all its facilities. Call for tenders was also organised and a contract awarded for modernising the climate control system of the building.

Management



# 2

## Development of Traffic

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Solid and liquid bulks

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Passengers





seaco

CMA CGM

中国海运集团

## 2. Development of traffic

Total traffic at the Port of Barcelona in 2011 stood at 44.2 million tonnes, representing a modest year-on-year increase of 0.4%. The increase in traffic was concentrated mainly in the first half of the year, while the second half of the year witnessed a slowdown in port activity that showed in the final balance. Nonetheless, the moderate growth in international trade flows, especially in exports, made it possible to overshoot the two million containers mark (+4%) and new vehicle traffic experienced a very positive increase of 14%.

While liquid bulks fell in volume, other types of traffic generally developed positively. Passenger numbers broke new records, spurred especially by the 13% increase in cruise traffic.

### Boosting exports

Traffic results were affected very significantly by export figures. The considerable boost in foreign trade reflects the growing effort made by Catalan companies to compete internationally and to position their products on the global market. Besides China, the United Arab Emirates and Turkey, which are the main recipients of these export goods, other destinations of cargo handled by the Port of Barcelona and which play an important role are Algeria, USA, Brazil, Saudi Arabia, Morocco, Singapore, Mexico, South Korea and India. This variety of markets confirms the dynamism of the country's businesses, as well as its strategy to diversify its sales as much as possible.



## Stopovers

The Port of Barcelona received a total of 8,007 stopovers by merchant and passenger ships during 2011. The most stopovers were made by ferries (31% of the total), container ships (28%), cruisers (11%) and oil tankers (11%). The ships that dock at the Port of Barcelona are getting larger: in 2011 the average tonnage (commercial loading capacity of ships) increased by 6% year on year.

The Port of Barcelona is connected with 825 ports worldwide through 169 regular services offered by 71 owners.

This means that almost one in four containers that pass through the Port go to China. It is followed by the United Arab Emirates and Turkey.

## > BULKS

Solid bulk figures held up this year, at 3.5 million tonnes, while the figures for liquid bulk fell nearly 7%, caused by the decrease in general consumption of petroleum products, leading to an overall volume of 10,761,502 tonnes.

## > CONTAINERS

According to accumulated data up to December, in 2011 the container terminals at the Port of Barcelona handled 2,033,549 TEUs, an increase of 4%, aided by the development of export traffic. A quarter of the total, i.e. 511,096 TEUs, was for foreign markets, representing a year-on-year increase of 14% and confirming the upward trend towards the records achieved in 2009 and 2010. China, the UAE and Turkey were the main recipients of these goods. Such cargo is of high value, with significant amounts of LCL (groupage cargo), chemicals and CKD (disassembled parts).

By geographical area, the dynamism in trade has been buoyed by strong performance in the Far East and Japan, North Africa (which increased its cargo to the Port by 8%), the Eastern Mediterranean, the Black Sea and Middle East, Italy and France (22%) and the Persian Gulf and Arabian Sea (38%).

In absolute terms of cargo volume, China once again established itself as the Port of Barcelona's main trading partner, with a share of the container market of 22%.

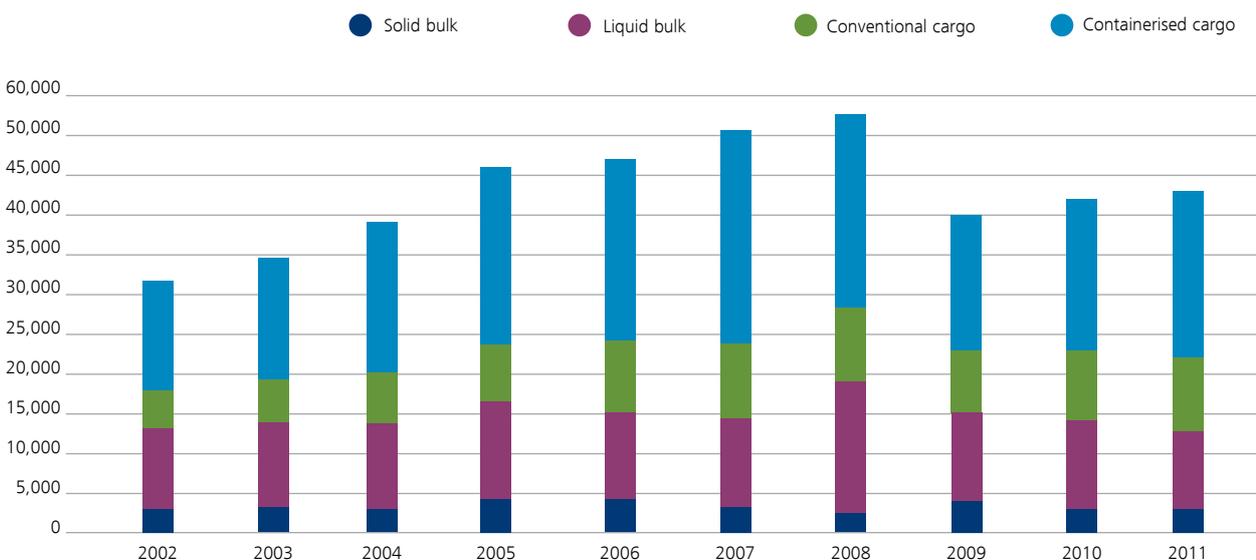
## Solid bulk

There was a slight drop in imports of soybean, linked to falling demand for animal feed. However, the amount of cereals used primarily for human consumption increased significantly owing to continuing levels of milling activity to produce flour for bread and pasta products.

The export trade in fertilisers (potash) increased by 74%, which in absolute numbers also represents a significant amount in monetary terms, rising from 323,000 to 561,000 tonnes. This variation was linked to increased production and a policy of efficient international marketing of the product. However, common salt, which is a by-product of potash production, fell 9% owing to a very mild winter in Northern Europe, although it was nonetheless in excess of 100,000 tonnes.

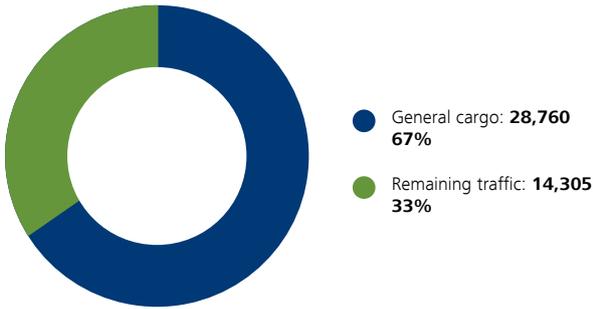
Another area that fared well during the year was the import of scrap metal, with an increase of 22%, which is very satisfying as it is a product used ultimately for building materials, in a sector generating much employment in the area. The remaining products developed at varying rates, but all represented much smaller volumes.

DEVELOPMENT IN SHIP TRAFFIC, 2002-2011 (In thousand tonnes)



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Containerised cargo	13,842	15,344	18,344	19,929	22,573	25,417	25,156	17,625	19,187	19,857
Conventional cargo	5,453	5,574	6,437	7,325	9,190	9,768	9,778	8,491	8,589	8,903
Liquid bulk	9,930	10,159	11,071	12,531	10,536	10,991	12,105	11,756	11,558	10,761
Solid bulk	3,383	3,698	3,468	4,052	4,108	3,870	3,506	3,921	3,542	3,544
<b>Total</b>	<b>32,608</b>	<b>34,775</b>	<b>39,320</b>	<b>43,837</b>	<b>46,407</b>	<b>50,046</b>	<b>50,545</b>	<b>41,794</b>	<b>42,877</b>	<b>43,065</b>

## SHARE OF GENERAL CARGO IN TOTAL TRAFFIC 2011 (In thousands of tonnes)



### Liquid bulk

The amounts of liquid bulk handled in the specialised terminals of the Port were affected by the 19% decline in imports of natural gas, caused both by the decrease in domestic and commercial consumption and the coming into operation of the new Medgas pipeline running from Algeria to Almeria, complementing the existing infrastructure in Algeciras. These new facilities provide constant access to large volumes of gas to the detriment of products imported by sea.

There were two distinct trends for liquid hydrocarbons used as fuel. On the one hand, gasoline increased by 350,000 tonnes (+30%) and fuel oil by almost 200,000 tonnes (+30%), this latter related mainly to supplying fuel to ships in the Port. Conversely, traffic of gas oil for diesel engines fell significantly (-12%), very much in line with the reduced consumption for cars and the cuts in household spending on heating fuel. Because of its share of the overall volume of this type of goods, it was this product that contributed most to the overall fall in hydrocarbons, which dropped 8%.

Nonetheless, this was partly offset by chemicals, which are a raw material for many companies that produce and re-export, and are a good indicator of the production capacity of local industry. This product increased by 15%, which is very much in line with the trend of recent years.

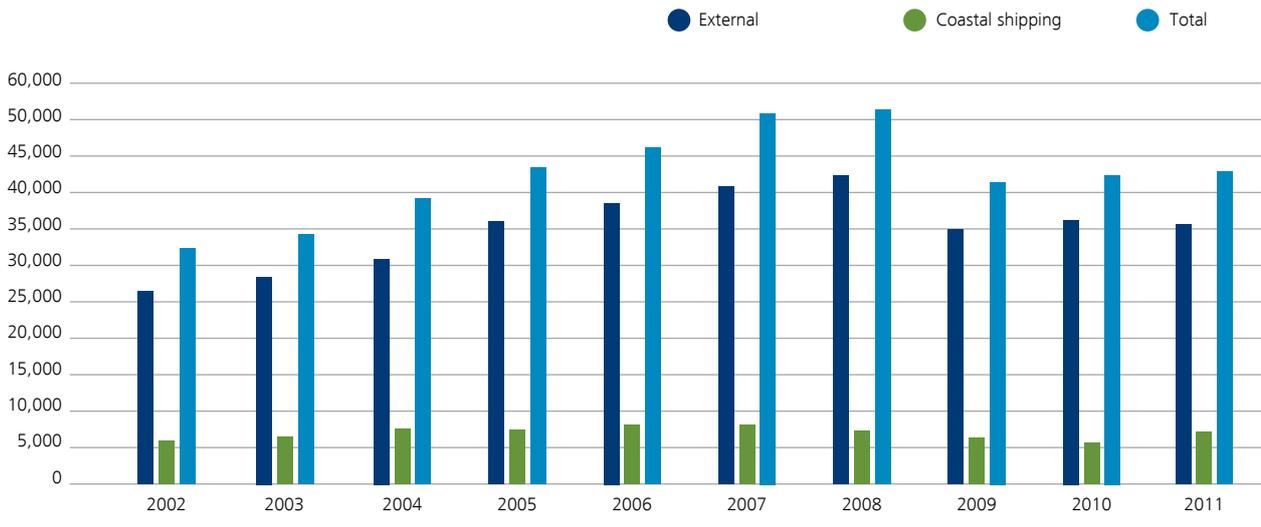
### > VEHICLES

Vehicle traffic at the Port's specialised terminals rose by a considerable 14%, making it possible to achieve a total of 630,102 units, and was bolstered by the surge in exports.

This can be explained by Spain's leading position within European car production, with several firmly established manufacturers. As car models become more global, with high-performance assembly lines specialised in certain models, traffic is increasing, as is the number of destinations, including new markets in emerging countries. So it was that last year the Port channelled about 350,000 new vehicles to various foreign markets (mainly Europe, the Eastern Mediterranean, Africa and the Americas), making a year-on-year increase of 25%.

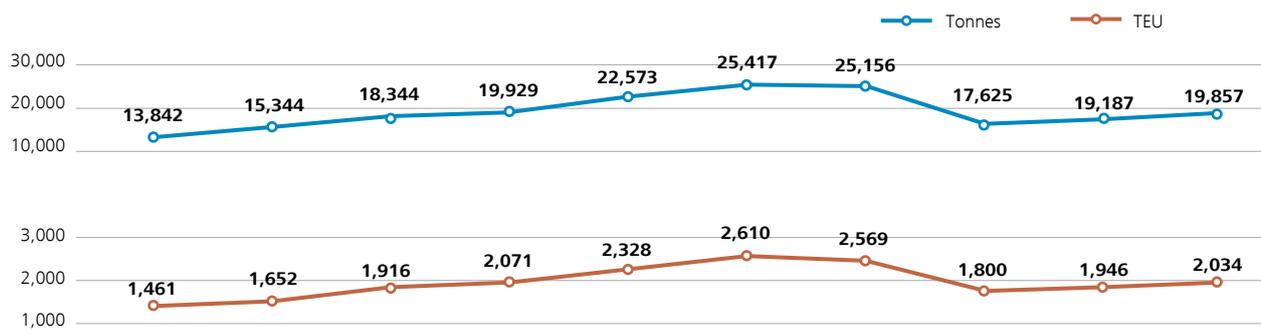


**DEVELOPMENT OF GOODS TRAFFIC BY TYPE OF SHIPPING 2002-2011 (In thousands of tonnes)**



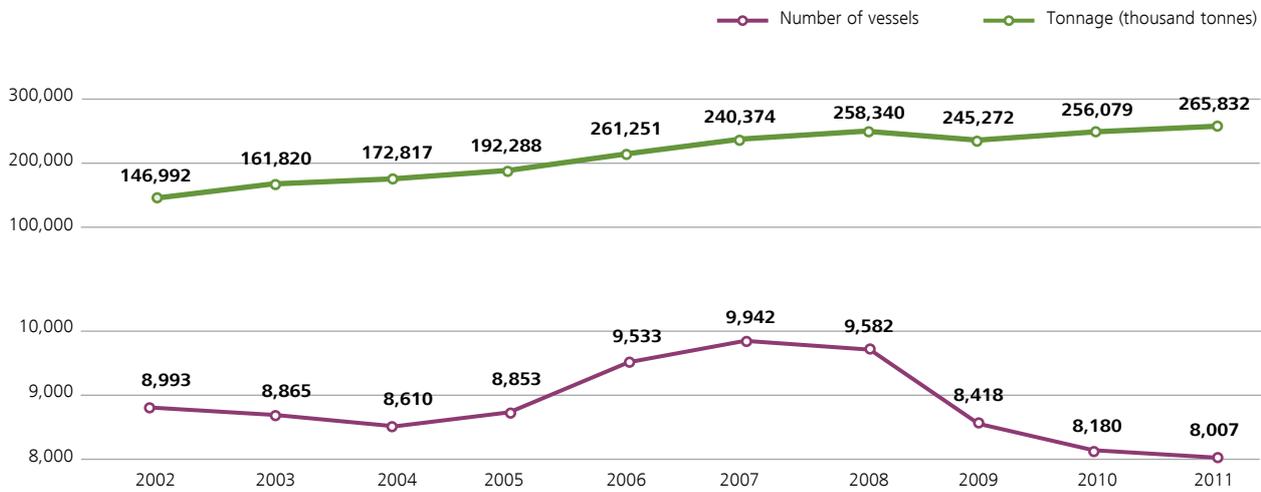
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
External	26,651	28,027	31,977	36,515	38,312	41,553	42,474	35,151	36,761	36,371
Coastal shipping	5,957	6,748	7,344	7,322	8,094	8,493	8,071	6,642	6,116	6,695
<b>Total</b>	<b>32,608</b>	<b>34,775</b>	<b>39,321</b>	<b>43,837</b>	<b>46,406</b>	<b>50,046</b>	<b>50,545</b>	<b>41,794</b>	<b>42,877</b>	<b>43,066</b>

**DEVELOPMENT OF CONTAINERISED GENERAL CARGO TRAFFIC 2011 (thousands TEU and thousands tonnes)**



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Tonnes	13,842	15,344	18,344	19,929	22,573	25,417	25,156	17,625	19,187	19,857
TEU	1,461	1,652	1,916	2,071	2,328	2,610	2,569	1,800	1,946	2,034

**PROGRESSION OF VESSEL TRAFFIC 2002-2011**



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Number of vessels	8,993	8,865	8,610	8,853	9,533	9,942	9,582	8,418	8,180	8,007
Tonnage (thousand tonnes)	146,992	161,820	172,817	192,288	216,251	240,374	258,340	245,272	256,079	265,832

Moreover, despite the stagnation of the domestic market, imported car traffic was 134,720 units in 2011, a year-on-year increase of eight percent. This phenomenon can be explained by the location and operational advantages offered by Barcelona, which can use the Port as a distribution platform towards Europe, the centre of the Iberian Peninsula and the entire Mediterranean region and North Africa through high-efficiency land and sea connections. The necessary infrastructure to access the rail network directly from the Port's vehicle terminals is now available.

Today, Asia is the main source of vehicles arriving at the terminals of Barcelona; although Africa, with an increase of 150% and an absolute value still below 7,750 units, is emerging as a new focus for the production of brands that have decided to delocate production.

## > RAIL TRANSPORT

This year was fundamental for the definitive boost for rail traffic at the Port of Barcelona. The increased flow of goods transported by train, in the different types of cargo, confirms the success of the strategic decision made by Barcelona Port Authority in recent years. A total of 146,685 TEUs were transported by rail, marking an increase of 41% compared to the 103,898 TEUs transported in 2010, when it had already risen 75%.

The main rail destinations of containers are Zaragoza (tmZ and Plaza), Tarragona (Constanti), Lleida, Madrid (Azuqueca) and Selgua (Huesca). Incoming and outgoing flows - or loading and unloading - have remained in good balance, as all containers transported using the rail mode (51.2% of the total) arrived at the Port to be transferred to ships and 48.8% arrived by sea to be redistributed by train. Also

### CAR TRAFFIC BY TYPE OF SHIPPING

	2010	2011
Coastal shipping	61,947	70,259
International	488,927	559,843

### INTERNATIONAL CAR TRAFFIC

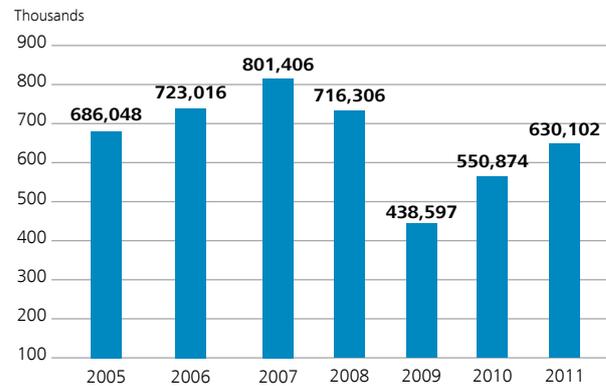
	2010	2011
Import	124,441	134,720
Export	278,179	348,332
Transit	86,307	76,791

### ITU\*(U) TRAFFIC BY TYPE OF SHIPPING

	2010	2011
Import	171,421	169,794
Export	164,213	160,387
Transit	21	1
<b>Total</b>	<b>335,655</b>	<b>330,182</b>

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

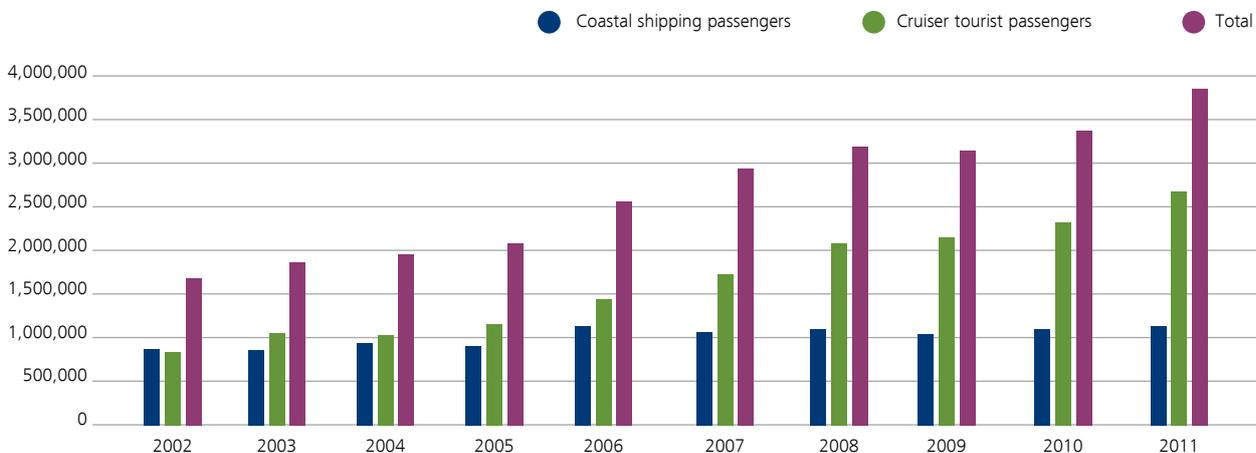
### VEHICLES



### DEVELOPMENT OF CAR TRAFFIC 2005-2011 (In number of vehicles)

	2005	2006	2007	2008	2009	2010	2011
Vehicles	686,048	723,016	801,406	716,306	438,597	550,874	630,102

### DEVELOPMENT OF PASSENGER TRAFFIC 2002-2011



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Coastal Sh. P.	855,865	820,737	946,788	983,755	1,136,108	1,114,026	1,162,422	1,050,231	1,096,515	1,169,818
Cruiser Sh. P.	834,659	1,049,230	1,021,405	1,224,575	1,402,643	1,765,838	2,074,554	2,151,465	2,347,976	2,657,244
<b>Total</b>	<b>1,690,524</b>	<b>1,869,967</b>	<b>1,968,193</b>	<b>2,208,330</b>	<b>2,538,751</b>	<b>2,879,864</b>	<b>3,236,976</b>	<b>3,201,696</b>	<b>3,444,491</b>	<b>3,837,062</b>

significant was the increased frequency of the rail service to Lyon and the launch of the new service to Toulouse, which indicate the great strides forward in achieving trade in the hinterland.

Rail transport of new vehicles also continued the upward trend of 2010 (+22%) and the 165,247 units handled this year meant an increase of 29%.

## > SHORT SEA SHIPPING

Short Sea Shipping (SSS) services, which provide an alternative to transporting goods and passengers by road, remained stable. Barcelona is the leading port in this type of traffic and is better positioned for the development of the Motorways of the Sea in the Mediterranean. The main ports with which it maintains very regular SSS lines are Genoa, Livorno, Porto Torres, Civitavecchia, Tanger Med, Algiers and Tunis.

The year closed with a record of 112,182 ITU (intermodal transport units), a volume for which it has consolidated its position as a cheaper, faster and particularly a more environmentally sustainable mode of transport. The Port of Barcelona is thus helping to reduce pollutant emissions into the atmosphere.

These services have also contributed to the increase in the traffic of new cars in the Port of Barcelona. The SSS lines mentioned have moved 86,068 new cars this year alone, an increase of 6.9%, representing approximately 13.6% of all vehicles that passed through the Port.

## > PASSENGERS

During 2011, 3.8 million passengers used the Port of Barcelona as the point of origin or destination of their trips on board cruise ships and regular ferry lines. This figure is a new world record for the port area and spelt an increase of 10.7% year on year.

Users of the regular lines, with the Balearic Islands, North Africa and the Italian ports, amounted to 1.2 million (+5.6%); the other 2.6 million were cruise passengers.

## Cruisers

For years now, the cruise traffic in the Port of Barcelona has been beating its own records, and this year the increase over 2010 was 13%. The 881 stopovers by registered cruisers involved 2,657,244 passengers, representing a new record, and over half of these (56%) began and/or ended their trip in Barcelona, clearly showing how it has consolidated its position as a turnaround port.

The statistics also validate the Port of Barcelona as a European leader in this type of traffic, as well as its fourth position worldwide in total passenger numbers and as a turnaround port.

The Port of Barcelona today has seven specialised terminals offering the highest security standards, with their strict application of the International Ship and Port Security (ISPS) Code. The facilities in Barcelona have also successfully passed the inspection for the new European Regulation (EC) 2005/65, systematising the application of measures that the ISPS considered only to be recommendations for European ports.

One fundamental issue from an environmental and an operational point of view is the collection of waste generated by cruise ships. The Port of Barcelona is equipped with specialised facilities for this, as described in Chapter 5 of this Report.

In addition, Terminal 1 of Barcelona-El Prat Airport continues to help to increase the capacity to attract cruise passengers from the United States, with the consolidation of international flights, especially through direct connections between Barcelona and cities such as Miami, Philadelphia, New York, Atlanta or Chicago. We should also point to the launch of new routes to Canada, such as connections to Montreal and Toronto.

These are just some of the factors that helped convince several companies to repeat their decision to keep their vessels operating in the Mediterranean during the winter. This was the case of Norwegian Cruise Line and Royal Caribbean, which operated routes around the area starting in Barcelona, following the example of certain European companies some years ago.

Finally, this season the Port of Barcelona successfully took on the challenge of hosting the three largest cruise ships operating in the Mediterranean: the *Liberty of the Seas*, the *Norwegian Epic* and the *Carnival Magic*.



# 3

## Economic and financial report

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EVANTE

3

### 3. Economic and financial report

According to data pending audit, in 2011 Barcelona Port Authority (APB) net turnover fell by 6% year on year in a period marked by the recovery of port activity during the first half of the year, followed by a sharp fall during the second half.

The entry into force on 1 January 2011 of Law 33/2010 amending Law 48/2003 on the financial regime and the provision of service of ports of general interest, combined with the effects of the organisation's trade policy, aimed at reducing the costs of port operators have meant a 9% fall in income from port charges year on year.

Total traffic volume at the Port of Barcelona was 43.1 million tonnes at the end of the year and stood at the same level as the previous year, while container traffic increased 4% to 2,033,549 TEUs thanks to the brisk pace of exports. Car traffic increased by 14% to 630,102 units; however, the general cargo sector as a whole increased by only 3%.

However, passenger numbers increased by 11% to reach a new record of 3.8 million, helped by the 13% increase in cruise passengers and 6 % on regular ferries.

The fall in revenue from port fees was offset by a considerable increase in other business income produced by the application of the new regulation on reception of garbage and waste from ships.

Despite the final resulting profit of 60.3 million EUR, operating profit decreased by 23% year on year.

The 9.5 million decrease in revenue was compounded by a 6.7 million increase in operating expenses. This latter figure was caused principally by the allocation of 10 million EUR in new spending arising from the regulation on reception of refuse and waste from ships, within the chapter on environmental conservation. However, part of this was offset by the impact of the cost of this service and produced income of 6.2 million, which was included in turnover.

In the area of staff costs, the wages and salaries budget was cut by 3% following the implementation of Royal Decree 8/2010, which came into force in June 2010.

The other results heading refers to exceptional income accruing on the contribution by the Ministry of Finance to comply with the firm rulings for the payment of port fees approved by the Spanish Council of Ministers at the end of the financial year. This amount concerns the main debt for these claims and stood at a total of 11.4 million EUR, compared to 12.3 million the previous year.

Despite the policy of cost containment, the income absorption rate fell only one point due to reduced revenues from sales.

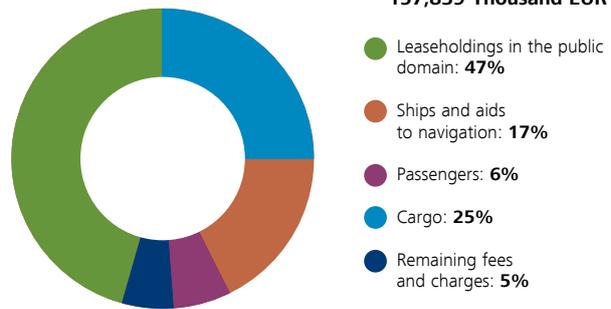
#### NET TURNOVER (ACCORDING TO P+L ACCOUNT) (Thousand EUR)

	2011	2010	Var	% Var
<b>Port fees</b>	<b>146,752</b>	<b>160,631</b>	<b>(13,879)</b>	<b>-9%</b>
Fees for exclusive occupation of the public port domain	55,146	58,867	(3,721)	-6%
Fees for the special use of port facilities	74,658	82,539	(7,881)	-10%
Vessel fees	26,176	29,536	(3,360)	-11%
Sport boat fees	400	603	(203)	-34%
Passenger fees	8,608	7,871	737	9%
Goods fees	39,202	44,333	(5,131)	-12%
Fresh fishing fee	155	196	(41)	-21%
Fees for special use of the public port domain	117	-	117	-
Fees for non-commercial services	15,915	18,371	(2,456)	-13%
Fees for aids to Navigation	1,033	854	179	21%
<b>Other business income</b>	<b>11,087</b>	<b>6,729</b>	<b>4,358</b>	<b>65%</b>
Additions to fees	3,225	2,342	883	38%
Rates and other	7,862	4,387	3,475	79%
	<b>157,839</b>	<b>167,360</b>	<b>(9,521)</b>	<b>-6%</b>

The financial result resulted in a loss of 4.3 billion EUR, spelling a 7.9 million EUR fall in absolute terms compared to 2010.

The company did not take out any new loans with the European Investment Bank this year to finance investments. The increase in financial expenses was caused by the increase in the average variable interest rate, which rose from 0.89% in 2010 to 1.44% in 2011. In addition to these, we should take into account the effect of the latest 50 million EUR credit line from the EIB, for 800,000 EUR, which was granted in December 2010.

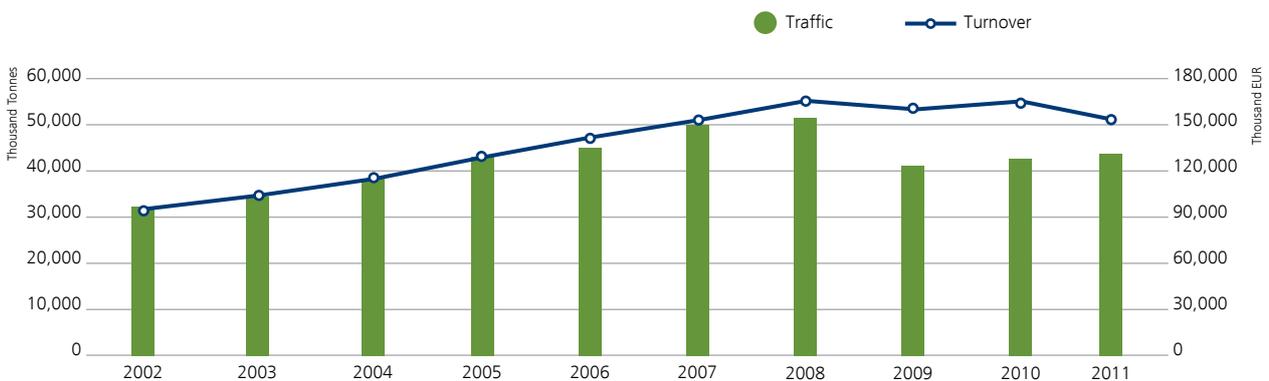
#### NET TURNOVER 2011



#### NET TURNOVER (BY BUSINESS LINES)

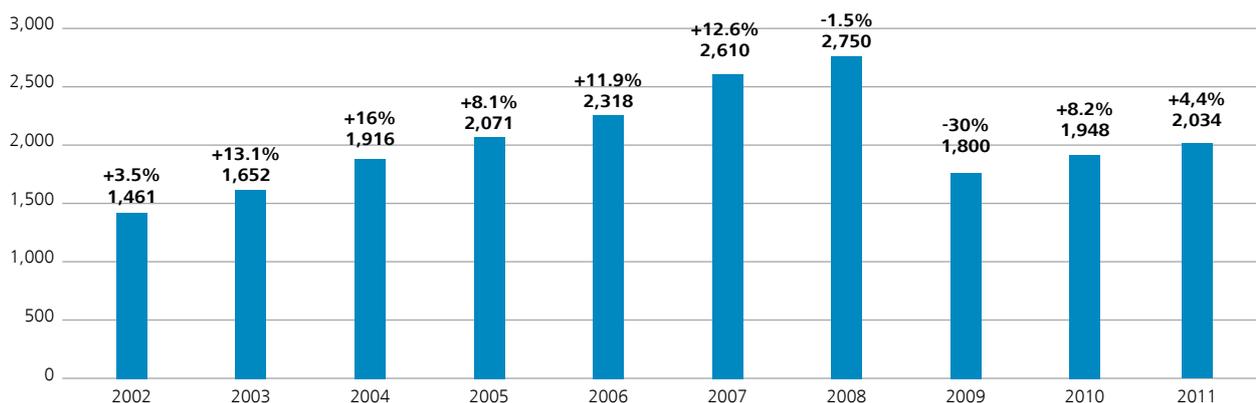
	2011	2010	Var	% Var
<b>Port fees and additions</b>	<b>149,977</b>	<b>162,973</b>	<b>(12,996)</b>	<b>-8%</b>
Ships and aids to navigation	27,209	30,390	(3,181)	-10%
Cargo	39,202	44,333	(5,131)	-12%
Passengers	8,608	7,871	737	9%
Fresh fishing	155	196	(41)	-21%
Sport boats	400	603	(203)	-34%
Leaseholdings in the public domain	74,190	79,485	(5,295)	-7%
Other fees for the use of the public domain	96	95	1	1%
Fees for special use of the transit zone	117	-	117	-
<b>Fees from commercial services</b>	<b>7,862</b>	<b>4,387</b>	<b>3,475</b>	<b>79%</b>
<b>Thousand EUR</b>	<b>157,839</b>	<b>167,360</b>	<b>(9,521)</b>	<b>-6%</b>

#### PROGRESSION OF TURNOVER AND VOLUME OF TRAFFIC



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Traffic (Thousand tonnes)	32,608	34,775	39,321	43,837	46,406	50,046	50,552	41,794	42,978	43,065
Turnover (Thousand euros)	94,170	100,206	114,829	127,971	139,360	159,107	166,620	162,197	167,360	157,839

#### PROGRESSION IN NUMBER OF TEU (Thousands)



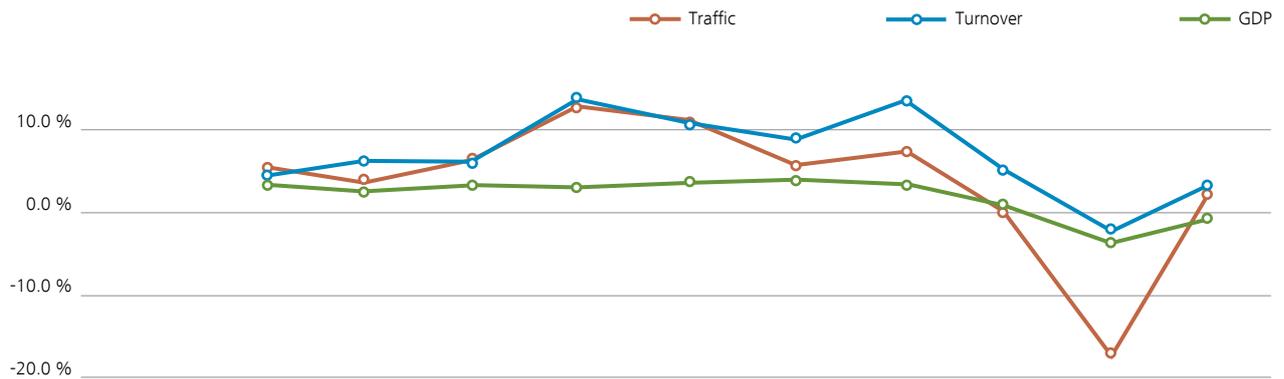
## OPERATING RESULT (Thousand EUR)

	2011	2010	Variation	% Var
Net turnover	157,839	167,361	(9,522)	-6%
Other operating income	7,447	6,925	522	8%
Staff costs	(32,353)	(34,360)	2,007	-6%
Other operating expenses	(47,972)	(41,299)	(6,673)	16%
Depreciation of tangible assets	(43,504)	(40,750)	(2,754)	7%
Booking of non-financial tangible and other subsidies	6,810	5,694	1,116	20%
Reserves	312	1,422	(1,110)	-
Deterioration and result from disposal of fixed assets	301	(3,774)	4,075	-
Other results	11,433	16,628	(5,195)	-31%
<b>Total</b>	<b>60,313</b>	<b>77,847</b>	<b>(17,534)</b>	<b>-23%</b>

## FINANCIAL RESULTS (Thousand EUR)

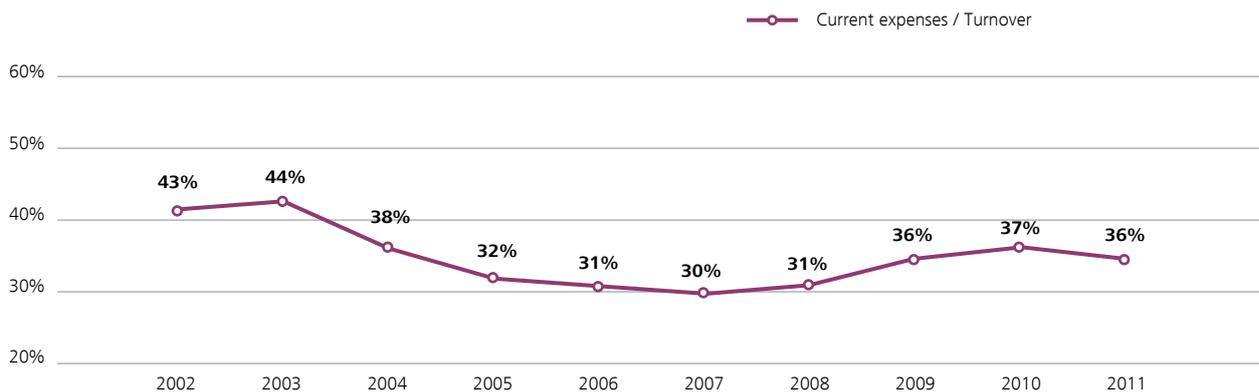
	2011	2010	Variation	% Var
Financial income	12,726	12,981	(255)	-2%
Financial expenses	(14,263)	(12,479)	(1,784)	14%
Change of reasonable value in financial instruments	(3,420)	(2,028)	(1,392)	69%
Deterioration and result of disposal of financial instruments	674	5,124	(4,450)	-87%
<b>Total</b>	<b>(4,283)</b>	<b>3,598</b>	<b>(7,881)</b>	

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



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Traffic	3.6%	6.6%	13.1%	11.5%	5.9%	7.8%	1.0%	-17.3%	2.8%	0.2%
Turnover	6.5%	6.4%	14.6%	11.4%	8.9%	13.5%	5.4%	-2.7%	3.2%	-5.7%
GDP	2.7%	3.1%	3.3%	3.6%	3.9%	3.8%	0.9%	-3.6%	-0.1%	0.7%

## INCOME ABSORPTION RATIOS



The application of the contingency fund for the provision of legal rulings on complaints concerning the payment of port fees allowed the APB to receive 7.2 million EUR in late payment interest. This amount is recorded under the financial income heading.

In the previous year, the APB booked income of 5.1 billion EUR of capital gains on shares that the stakeholder company CILSA contributed to the associated company Consorci de Plataformes Logístiques, SL. This amount spelt a net decrease in profit this year, offset only by the 600,000 EUR sale of the stake that the bank had held in the company Marina Port Vell, SA.

The final result for the year was 56 million EUR, nearly a third less than the previous year.

The funds from operations generated cash flow of 78.3 million EUR, which was 17% less than the 93.9 million produced the previous year.

This year the Port Authority invested 105.4 million EUR, as follows:

- Acquisitions of intangible fixed assets: 3.4 million
- Acquisitions of tangible fixed assets: 87.6 million
  - World Trade Center offices: 21.1 million

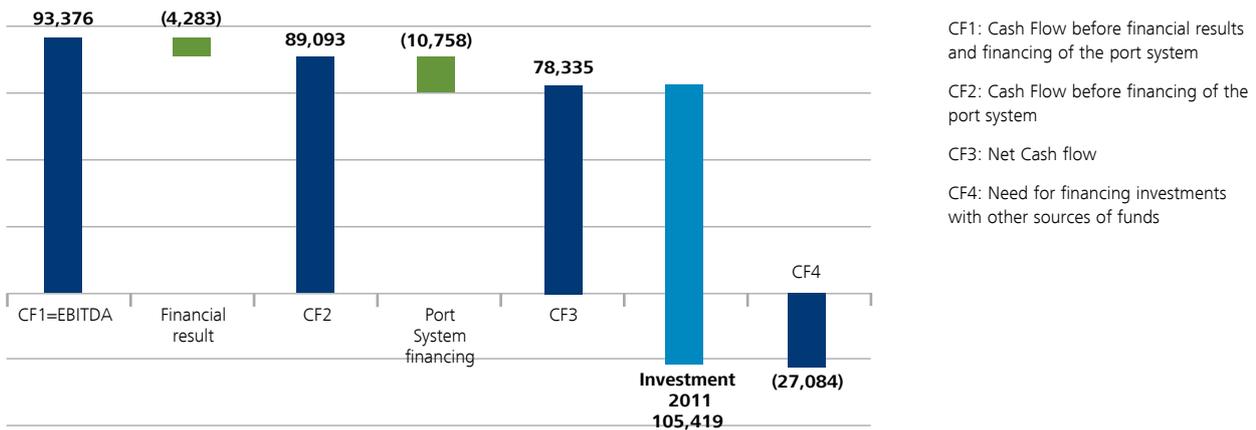
- East seawall: 28.0 million
- Prat wharf: 9.6 million
- Sud wharf: 5.3 million
- BIP (Border Inspection Point) Building: 3.5 million
- Financial investments: 14.4 million

Turning to investments, to consolidate the Port of Barcelona's presence in its hinterland, the APB performed the following operations in two companies responsible for building and operating intermodal rail terminals in the central peninsula area:

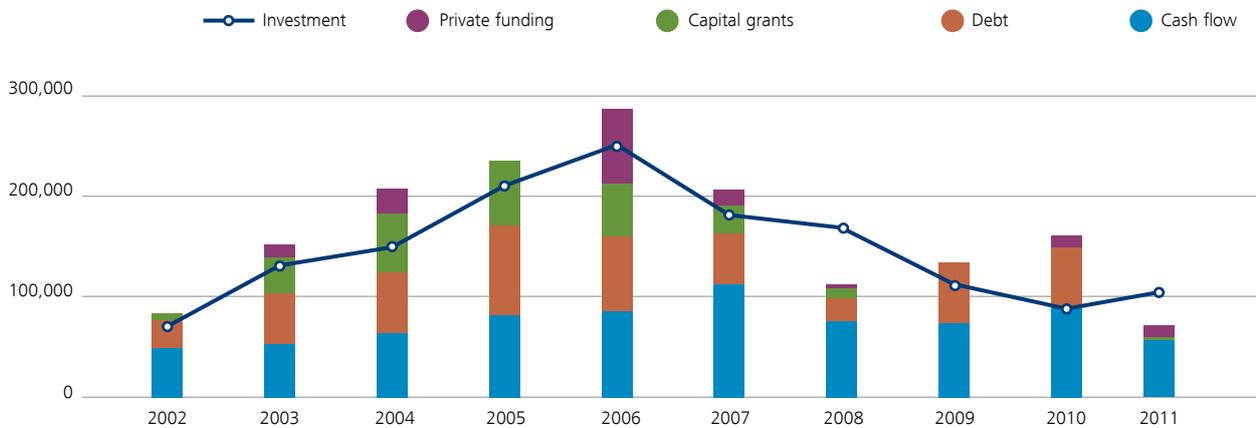
- The company Terminal Intermodal Marítima Centro, SL was set up in May 2011, and in December the APB was involved in expanding the company's share capital through joint payment with a cash contribution of 3.9 million EUR, representing a 49% shareholding.

FINANCIAL RESULT (THOUSAND EUR)				
	2011	2010	Variation	% Var
Operating result	60,313	77,845	(17,532)	-23%
Financial result	(4,283)	3,598	(7,881)	
<b>Total</b>	<b>56,030</b>	<b>81,443</b>	<b>(25,413)</b>	<b>-31%</b>

#### NEED FOR EXTERNAL FINANCING (Thousand EUR)



#### INVESTMENT FINANCE (Thousand EUR)



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Investment	72,472	132,953	151,433	213,602	245,214	186,758	161,209	115,131	92,541	105,419
Private funding	0	14,813	25,100	0	74,000	13,350	4,000	0	9,722	16,258
Capital grants	7,316	36,776	61,196	61,848	56,448	38,744	10,012	0	0	1
Debt	20,000	50,000	63,000	90,000	75,000	58,000	20,000	50,000	50,000	0
Cash flow	49,549	53,807	63,716	82,000	83,868	104,103	77,987	75,353	93,922	78,335

- Also in May, the APB acquired a 36.73% stake in the company Puerto Seco de Azuqueca de Henares, SA, in which CILSA previously held 10.73%. The operation represented a financial investment of 4.1 million EUR.

Furthermore, to promote the development of the leaseholding of the company Marina Port Vell SA, the APB sold its 14.98% stake in March for 600 thousand EUR to the current holder of the company.

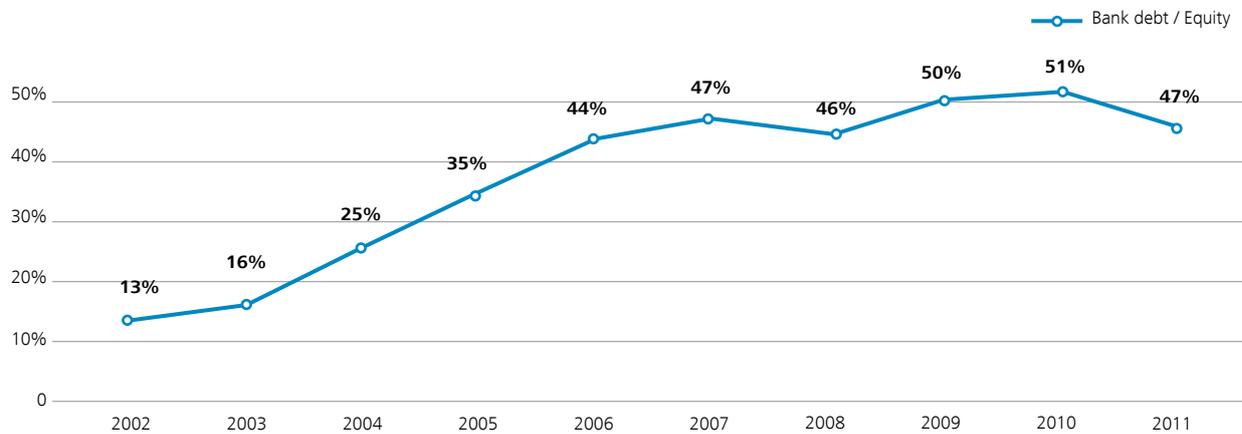
The Port Authority attained its target percentage of 20% of the capital of the company Consorci de Parcs Logístics, SL and thereby performed all the contributions provided for in the constitution of this company. The adjustment of this percentage responded to the reduction in the APB's stake shareholding with the fully paid capital by SABA Parques Logístics, SA in September 2011.

Finally, in addition to the agreements for the contract of the participatory loan granted to CILSA in December 2008, the APB has capitalised the accrued interests, involving a financial investment of 500,000 EUR.

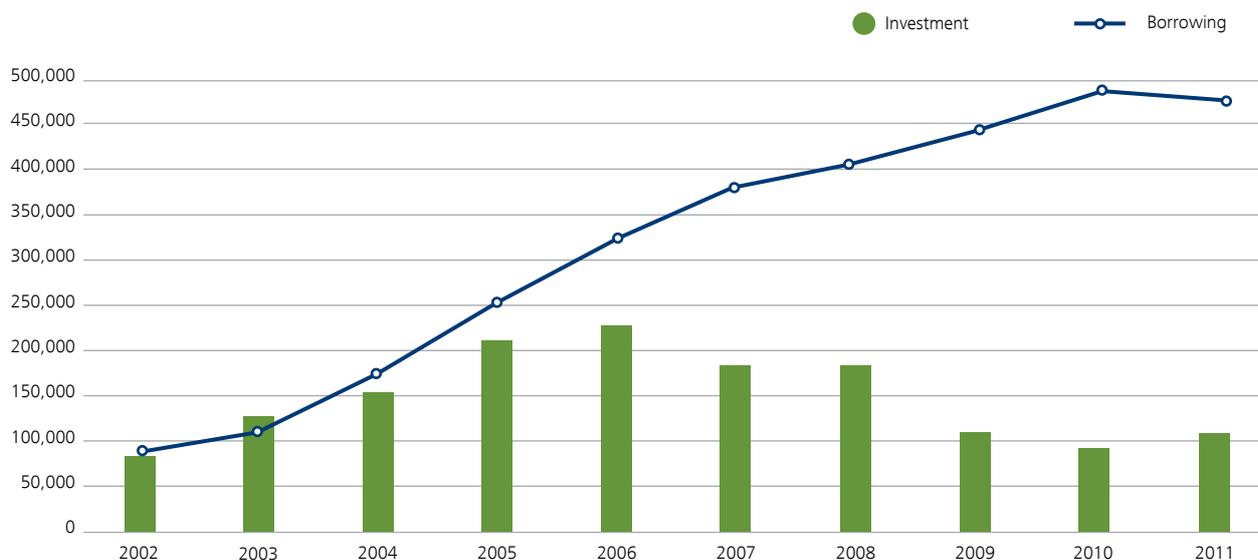
#### COMPANIES IN WHICH WE HOLD A STAKE ON 31/12/2011

Companies of the Group	% of the Share capital
Gerència Urbanística Port 2000 de l'APB	100,00%
Centre Intermodal de Logística, SA	51,00%
World Trade Center Barcelona, SA	52,28%
<b>Associated Companies</b>	
Catalana d'Infraestructures Portuàries, SL	49,00%
Terminal Intermodal Marítima Centro, SL	49,00%
Terminal Intermodal de l'Empordà, SL	47,32%
Puerto Seco de Azuqueca de Henares, SA	36,73%
Portic Barcelona, SA	25,18%
Barcelona Strategical Urban Systems, AIE	25,00%
Terminal Marítima de Zaragoza, SL	21,55%
Consorti de Parcs Logístics, SL	20,00%
Creuers del Port de Barcelona, SA	20,00%
<b>Other holdings</b>	
Barcelona Regional Agencia Metropolitana de Desenvolupament Urbanístic i d'Infraestructures, SA	11,77%
Puerto Seco de Madrid, SA	10,20%
Marina Barcelona 92, SA	8,07%
Perpignan Saint Charles Conteneur Terminal, SAEML	5,00%

#### PROGRESSION OF THE DEBT RATIO

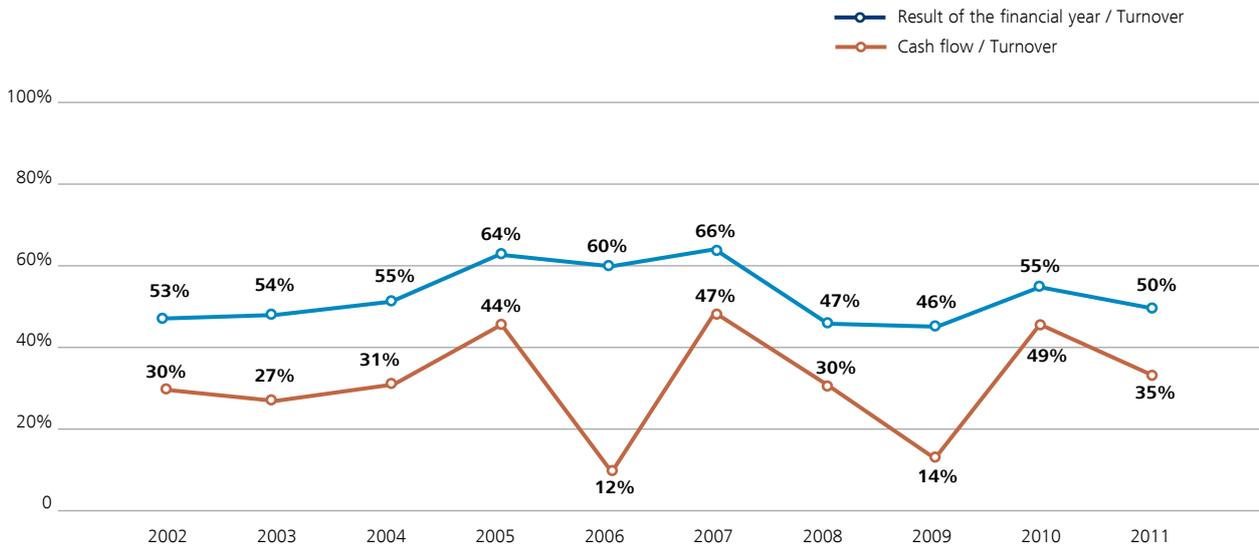


#### PROGRESSION OF ANNUAL INVESTMENT AND LONG-TERM BANK DEBT (Thousand EUR)

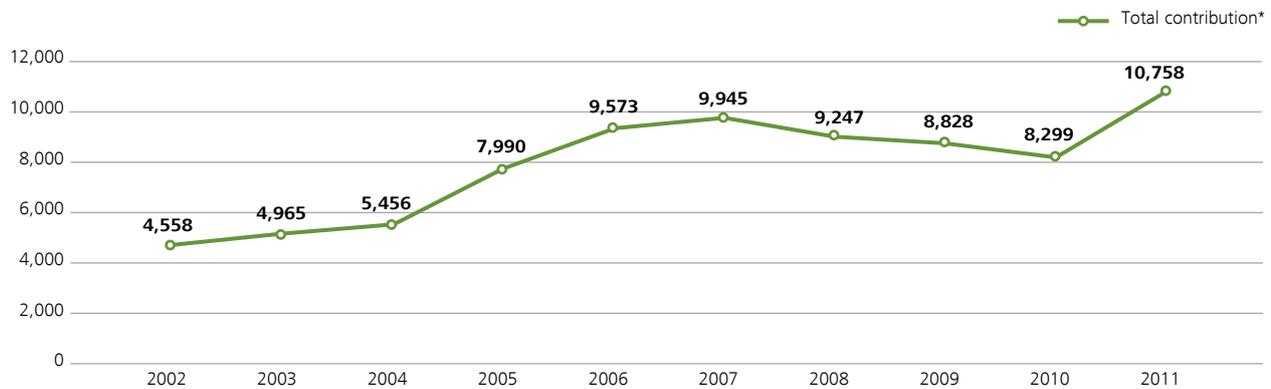


	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Investment	72,472	132,953	151,433	213,602	245,214	186,758	161,209	115,131	95,541	105,419
Borrowing	77,818	105,414	166,010	253,606	326,202	383,601	401,667	449,222	494,000	486,000

## RATIOS OF THE MAIN ECONOMIC INDICATORS

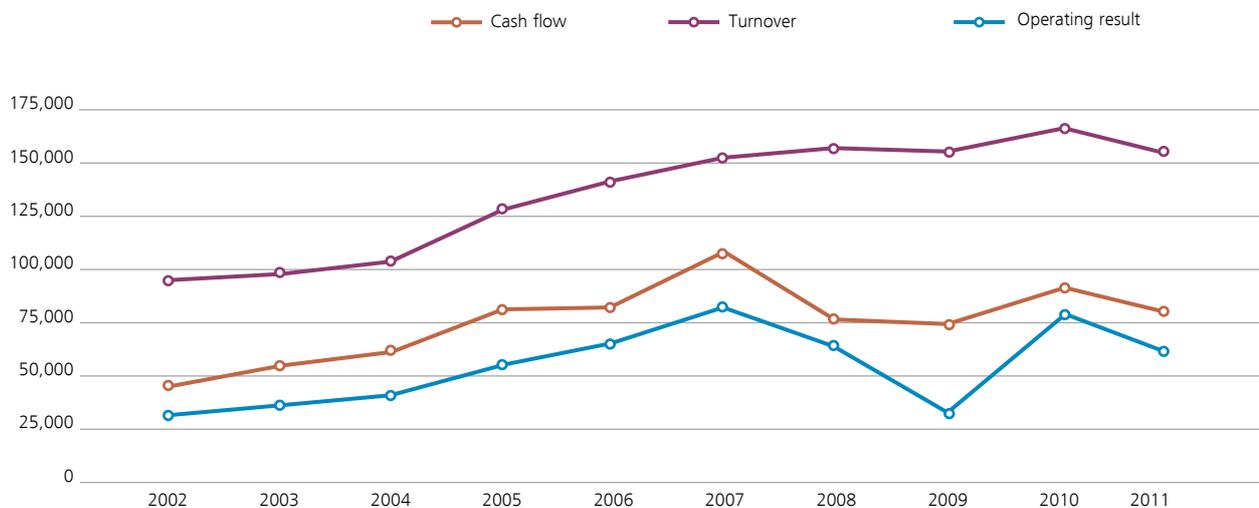


## APB CONTRIBUTION TO THE STATE PORTS SYSTEM (Thousand Euros)



\* Net contribution to the Interport Compensation Fund + 2008 OPPE Financing (Law 33/2010)

## PROGRESSION OF THE MAIN ECONOMIC INDICATORS (Thousand EUR)



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Cash flow	49,549	53,807	63,716	82,000	83,868	104,102	77,987	75,353	92,815	78,335
Turnover	94,170	100,202	114,829	127,971	139,360	158,107	166,128	162,197	167,360	157,839
Operating result	33,064	35,485	43,462	58,033	69,562	80,670	68,949	29,816	77,846	60,313

## BALANCE SHEET (Thousand EUR)

	31-12-2011	31-12-2010		31-12-2011	31-12-2010
<b>NON-CURRENT ASSETS</b>	<b>1,790,208</b>	<b>1,785,139</b>	<b>NET CAPITAL</b>	<b>1,322,016</b>	<b>1,272,997</b>
<b>I. Intangible fixed assets</b>	<b>17,942</b>	<b>16,641</b>	<b>A1. Equity</b>	<b>1,034,072</b>	<b>978,042</b>
1. Industrial property and other intangible fixed assets	10,121	10,389	I. Capital	512,743	512,743
2. IT applications	7,821	6,252	III. Reserves	465,299	383,854
			VII. Balance of the financial year	56,030	81,445
<b>II. Tangible fixed assets</b>	<b>1,467,054</b>	<b>1,418,176</b>	<b>A2. Adjustment for change in value</b>	<b>-</b>	<b>-</b>
1. Land and natural assets	196,384	193,142	<b>A3. Subsidies, donations and legacies received</b>	<b>287,944</b>	<b>294,955</b>
2. Buildings	1,021,002	968,513	1. Official capital grants	275,302	281,279
3. Technical equipment and facilities	1,661	1,867	2. Donations and capital bequests	20	20
4. Tangible fixed assets and advance payments	237,153	243,594	3. Other grants, donations and bequests	12,622	13,656
5. Other tangible	10,854	11,060	<b>NON-CURRENT LIABILITIES</b>	<b>651,014</b>	<b>661,764</b>
<b>III. Property investments</b>	<b>202,739</b>	<b>205,079</b>	<b>I. Long-term provisions</b>	<b>5,262</b>	<b>22,680</b>
1. Land	178,248	177,928	1. Long-term provisions for staff benefits	-	-
2. Buildings	24,491	27,151	2. Provision for legal liabilities	5,262	22,680
<b>IV. L/t investments with group and associated companies</b>	<b>92,212</b>	<b>84,937</b>	3. Other provisions	-	-
1. Capital instruments	81,255	74,447	<b>II. Long-term debt</b>	<b>492,947</b>	<b>497,527</b>
2. Loans to companies	10,957	10,490	1. Debt with credit institutions	486,000	494,000
<b>V. Long-term financial investments</b>	<b>6,069</b>	<b>60,214</b>	2. Suppliers of long-term tangible assets	-	-
1. Capital instruments	2,090	2,090	3. Other	6,947	3,527
2. Loans to third parties	3,033	1,499	<b>III. L/t debt with group and associated companies</b>	<b>-</b>	<b>-</b>
3. Public admin, official subsidies receivable	-	55,441	<b>IV. Deferred tax liabilities</b>	<b>-</b>	<b>-</b>
4. Other financial assets	946	1,184	<b>V. Long-term accruals and deferred income</b>	<b>152,805</b>	<b>141,557</b>
<b>VI. Deferred tax assets</b>	<b>-</b>	<b>-</b>	<b>CURRENT ASSETS</b>	<b>240,923</b>	<b>212,765</b>
<b>VII. Non-current commercial accounts receivable</b>	<b>4,192</b>	<b>92</b>	<b>CURRENT LIABILITIES</b>	<b>58,101</b>	<b>63,143</b>
<b>I. Non-current assets held for sale</b>	<b>-</b>	<b>-</b>	<b>II. Short-term provisions</b>	<b>-</b>	<b>-</b>
<b>II. Stocks</b>	<b>220</b>	<b>225</b>	<b>III. Short-term debts</b>	<b>22,370</b>	<b>23,281</b>
<b>III. Commercial and other accounts receivable</b>	<b>110,412</b>	<b>60,205</b>	1. Debt with credit institutions	8,806	6,053
1. Customers for sales and services provided	30,168	35,454	2. Short-term suppliers of tangible assets	11,644	14,729
2. Customers and debt with group and associated companies	20,877	21,772	3. Other financial liabilities	1,920	2,499
3. Miscellaneous receivable accounts	1,155	557	<b>IV. Short-term debit with group and associated companies</b>	<b>625</b>	<b>647</b>
4. Public administration official subsidies pending receipt	55,441	-	1. Group companies debit	440	410
5. Other loans with public administrations	2,771	2,422	2. Associated companies debit	185	237
<b>IV. Short-term investments with group and associated companies</b>	<b>-</b>	<b>-</b>	<b>V. Trade creditors and other accounts payable</b>	<b>35,101</b>	<b>39,205</b>
<b>V. Short-term financial investments</b>	<b>123</b>	<b>125</b>	1. Creditors and other accounts payable	25,988	29,835
1. Equity instruments	-	-	2. Public administrations, down-payments of subsidies	-	-
2. Loans to companies	123	125	3. Other debts with public administrations	9,113	9,370
3. Other financial assets	-	-	<b>VI. Accruals and deferred income</b>	<b>5</b>	<b>10</b>
<b>VI. Accruals and deferred income</b>	<b>980</b>	<b>823</b>	<b>VII. Cash and other equivalent liquid assets</b>	<b>129,188</b>	<b>151,387</b>
<b>VII. Cash and other equivalent liquid assets</b>	<b>129,188</b>	<b>151,387</b>	1. Cash and banks	18,188	14,887
1. Cash and banks	18,188	14,887	2. Other equivalent liquid assets	111,000	136,500
2. Other equivalent liquid assets	111,000	136,500	<b>TOTAL ASSETS</b>	<b>2,031,131</b>	<b>1,997,904</b>
<b>TOTAL ASSETS</b>	<b>2,031,131</b>	<b>1,997,904</b>	<b>TOTAL LIABILITIES</b>	<b>2,031,131</b>	<b>1,997,904</b>

## PROFIT AND LOSS ACCOUNT (Thousand EUR)

	2011	2010	Variation	% Var
<b>Net turnover</b>	<b>157,839</b>	<b>167,360</b>	<b>-9,521</b>	<b>-6%</b>
<b>Port fees</b>	<b>146,752</b>	<b>160,631</b>	<b>-13,879</b>	<b>-9%</b>
Fees for exclusive occupation of public port domain	55,146	58,867	-3,721	-6%
Fees for the special use of port facilities	74,658	82,539	-7,881	-10%
Vessel fees	26,176	29,536	-3,360	-11%
Sport boat fees	400	603	-203	-34%
Passenger fees	8,608	7,871	737	9%
Goods fees	39,202	44,333	-5,131	-12%
Fresh fishing fees	155	196	-41	-21%
Fees for special use of the transit zone	117	-	117	-
Activity fees	15,915	18,371	-2,456	-13%
Fees for non-commercial services	1,033	854	179	21%
<b>Other business income</b>	<b>11,087</b>	<b>6,729</b>	<b>4,358</b>	<b>65%</b>
Additions to fees	3,225	2,342	883	38%
Rates and other	7,862	4,387	3,475	79%
<b>Other operating income</b>	<b>7,447</b>	<b>6,925</b>	<b>522</b>	<b>8%</b>
Accessory and other current management income	3,754	3,068	686	22%
Operating subsidies incorporated into the the result of the financial year	117	140	-23	-16%
Income from reversion of concessions	1,027	835	192	23%
Interport Fund Compensation received	2,549	2,882	-333	-12%
<b>Staff costs</b>	<b>-32,353</b>	<b>-34,361</b>	<b>2,008</b>	<b>-6%</b>
Wages, salaries and similar	-21,533	-22,080	547	-2%
Indemnities	-1,093	-2,698	1,605	-59%
Social charges	-9,727	-9,583	-144	2%
Provisions	-	-	-	-
<b>Other operating expenses</b>	<b>-47,972</b>	<b>-41,299</b>	<b>-6,673</b>	<b>16%</b>
External services	-30,929	-24,020	-6,909	29%
Repairs and upkeep	-15,769	-8,844	-6,925	78%
Services from independent professionals	-4,638	-4,136	-502	12%
Supplies and consumption	-2,028	-1,511	-517	34%
Other external services	-8,494	-9,529	1,035	-11%
Taxes	-1,610	-1,250	-360	29%
Losses, deterioration and variation of provisions for commercial operations	-1,205	-1,060	-145	14%
Other current management expenses	-921	-3,788	2,867	-76%
State Ports contribution	-6,425	-6,068	-357	6%
Interport Fund contribution	-6,882	-5,113	-1,769	35%
<b>Depreciation of tangible assets</b>	<b>-43,504</b>	<b>-40,750</b>	<b>-2,754</b>	<b>7%</b>
<b>Booking of non-financial tangible and other subsidies</b>	<b>6,810</b>	<b>5,694</b>	<b>1,116</b>	<b>20%</b>
<b>Reserves</b>	<b>312</b>	<b>1,422</b>	<b>-1,110</b>	<b>-78%</b>
<b>Deterioration and result from disposal of fixed assets</b>	<b>301</b>	<b>-3,774</b>	<b>4,075</b>	<b>-108%</b>
Deterioration and losses	260	-3,650	3,910	-107%
Results of disposal and other	41	-124	165	-133%
<b>Other results</b>	<b>11,433</b>	<b>16,628</b>	<b>-5,195</b>	<b>-31%</b>
Exceptional income	11,433	16,628	-5,195	-31%
Exceptional expenses	-	-	-	-
<b>OPERATING RESULT</b>	<b>60,313</b>	<b>77,845</b>	<b>-17,532</b>	<b>-23%</b>
<b>Financial income</b>	<b>12,726</b>	<b>12,981</b>	<b>-255</b>	<b>-2%</b>
From capital instrument holdings	756	288	468	163%
From securities and other financial instruments	11,006	11,337	-331	-3%
Incorporation of financial expenses to assets	964	1,356	-392	-29%
<b>Financial expenses</b>	<b>-14,263</b>	<b>-12,479</b>	<b>-1,784</b>	<b>14%</b>
For debts with third parties	-13,375	-11,232	-2,143	19%
For updating of provisions	-888	-1,247	359	-29%
<b>Change of reasonable value in financial instruments</b>	<b>-3,420</b>	<b>-2,028</b>	<b>-1,392</b>	<b>69%</b>
<b>Deterioration and result of disposal of financial instruments</b>	<b>674</b>	<b>5,124</b>	<b>-4,450</b>	<b>-87%</b>
<b>FINANCIAL RESULTS</b>	<b>-4,283</b>	<b>3,598</b>	<b>-7,881</b>	<b>-</b>
<b>PRE-TAX RESULT</b>	<b>56,030</b>	<b>81,443</b>	<b>-25,413</b>	<b>-31%</b>
Tax on profits	-	-	-	-
<b>BALANCE OF THE FINANCIAL YEAR</b>	<b>56,030</b>	<b>81,443</b>	<b>-25,413</b>	<b>-31%</b>

## FINANCE TABLE (Thousand EUR)

	2011
<b>APPLICATIONS</b>	<b>141,577</b>
<b>Acquisitions of non-current assets</b>	<b>105,419</b>
Acquisitions of fixed assets and other investments	101,285
Grants for long-term receivables	-
Non-current trade receivables and other operating activities	4,134
Fixed assets for reverting concessions	-
Transfers of assets from other public bodies	-
<b>Interport Fund contribution</b>	<b>6,882</b>
<b>Removal of non current liabilities</b>	<b>29,276</b>
Cancellation/Transfer of debt with credit institutions	8,000
Cancellation/Transfer of debts with suppliers of tangible assets	-
Cancellation/Transfer of debt with group and associated companies	3,284
Cancellation/Transfer to short term of long-term accruals	17,992
Application and transfer to short term of long-term provisions	-
<b>SOURCES</b>	<b>174,777</b>
<b>Resources from operations</b>	<b>78,335</b>
<b>Interport Fund compensation received</b>	<b>2,549</b>
<b>Income from reversion of concessions</b>	<b>826</b>
<b>Acquisitions of non-current liabilities</b>	<b>16,258</b>
Long-term debts with credit institutions	-
Long-term debts to suppliers of fixed assets	-
Long-term debt with group and associated companies	-
Advances received for sales or services rendered	16,258
<b>Disposal of non-current assets</b>	<b>58,785</b>
Disposal of tangible and intangible assets	2,821
Cancellation / Transfer to short-term of other long-term financial investments	490
Cancellation / Transfer to short-term of long-term receivables	55,441
Cancellation / Transfer of non-current trade receivables and others	33
Transfers of assets from other public bodies	-
<b>Other sources</b>	<b>18,024</b>
<b>Excess of sources over applications</b>	<b>33,200</b>
<b>Excess of applications over sources</b>	<b>-</b>

## RESOURCES FROM OPERATIONS (Thousand EUR)

	2011	2010	Variation	% Var
<b>Period results</b>	<b>56,030</b>	<b>81,443</b>	<b>(25,413)</b>	<b>-31%</b>
<b>More</b>	<b>56,663</b>	<b>53,526</b>	<b>3,137</b>	<b>6%</b>
Depreciation of fixed assets	43,504	40,750	2,754	7%
Interport Fund contribution	6,882	5,113	1,769	35%
Reserve of provisions for risks and expenditure	886	633	253	40%
Losses from fixed assets	472	129	343	266%
Losses on impairment of non current assets	3,420	5,770	(2,350)	-41%
Losses on financial actions	1,499	1,107	392	35%
Others	-	24	(24)	-100%
<b>Less</b>	<b>34,358</b>	<b>41,047</b>	<b>(6,689)</b>	<b>-16%</b>
Reversal of impairment of non-current assets	260	91	169	186%
Interport Fund compensation received	2,549	2,882	(333)	-12%
Interport Compensation Fund received	312	1,422	(1,110)	-78%
Excess provisions for risks and expenditure	1,188	5,129	(3,941)	-77%
Gains from fixed assets	7,837	6,529	1,308	20%
Capital grants and reversions transferred to the result	3,225	2,342	883	38%
Charge to income of advances received for services rendered (-)	964	1,356	(392)	-29%
Incorporation of financial expenses to assets	-	35	(35)	-100%
Income from financial discounting	18,023	21,261	(3,238)	-15%
<b>Total</b>	<b>78,335</b>	<b>93,922</b>	<b>(15,587)</b>	<b>-17%</b>

**CASH FLOW (Thousand EUR)**

	2011	2010
<b>A) Cash flows from operating activities</b>	<b>70,715</b>	<b>86,804</b>
<b>Pre-tax result of the financial year</b>	<b>56,030</b>	<b>81,443</b>
<b>Adjustments of the result</b>	<b>25,193</b>	<b>18,399</b>
Depreciation of fixed assets (+)	43,504	40,750
Value corrections for deterioration	(260)	3,650
Change in provisions	(312)	(1,422)
Booking of subsidies (-)	(6,810)	(5,694)
Results of the removal of disposal of fixed assets	(42)	124
Results of the removal of disposal of financial instruments	(674)	(5,124)
Financial income (-)	(12,726)	(12,981)
Financial expenses (+)	14,263	12,479
Change of reasonable value in financial instruments	3,420	2,028
Income from reversion of concessions (-)	(1,027)	(835)
Booking advance payments received for sales or services rendered in results	(3,225)	(2,342)
Other income and expenses	(10,918)	(12,234)
<b>Changes in current capital</b>	<b>(1,998)</b>	<b>(6,684)</b>
Stocks	5	26
Debts and other accounts receivable	2,606	(8,663)
Other current assets	136	286
Creditors and other accounts payable	(3,995)	5,333
Other current liabilities	(583)	(7,803)
Other non current assets and liabilities	(167)	4,137
<b>Other cash flows from operating activities</b>	<b>(8,510)</b>	<b>(6,354)</b>
Interest payments (-)	(11,847)	(9,951)
Dividends received (+)	756	288
Interest received (+)	3,228	1,431
Interest for late payment due to fee disputes (-)	(19,219)	(442)
Interest subsidies received for late payment due to fee disputes (+)	18,894	2,312
Corporation tax received / paid	(322)	8
Other payments received / made	-	-
<b>B) Cash flows from the investment activities</b>	<b>(100,071)</b>	<b>(98,237)</b>
<b>Investment payments (-)</b>	<b>(119,431)</b>	<b>(114,246)</b>
Group and associated companies	(8,034)	(7,697)
Intangible fixed assets	(3,834)	(2,831)
Tangible fixed assets	(106,563)	(103,229)
Property investments	-	-
Other financial assets	(1,000)	(489)
Non current assets maintained for sale	-	-
Other assets	-	-
<b>Disinvestments received (+)</b>	<b>19,360</b>	<b>16,009</b>
Group and associated companies	1,899	384
Intangible fixed assets	-	-
Tangible fixed assets	942	13
Property investments	-	-
Other financial assets	-	-
Non current assets maintained for sale	-	-
Other assets	16,519	15,612
<b>C) Cash flows from financing activities</b>	<b>7,157</b>	<b>47,153</b>
<b>Capital instruments received and paid</b>	<b>826</b>	<b>-</b>
Subsidies, donations and legacies received	826	-
<b>Financial liability instruments received and paid</b>	<b>6,331</b>	<b>47,153</b>
Issue	14,837	52,000
Debt with credit institutions (+)	-	50,000
Debt with group and associated companies (+)	-	-
Other debt (+)	14,837	2,000
Return and depreciation of:	(8,506)	(4,847)
Debt with credit institutions (-)	(5,222)	(2,444)
Debt with group and associated companies (-)	-	-
Other debt (-)	(3,284)	(2,403)
<b>NET INCREASE / DECREASE IN CASH OR EQUIVALENTS (A+B+C)</b>	<b>(22,199)</b>	<b>35,720</b>
<b>Cash or equivalents at the start of the financial year</b>	<b>151,387</b>	<b>115,667</b>
<b>Cash or equivalents at the end of the financial year</b>	<b>129,188</b>	<b>151,387</b>

# 4

## Social area

72 Staff strategy

Structure, equality and diversity

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of Occupational Risks





# 4. Social area

## > STAFF STRATEGY

Over the last few years, Barcelona Port Authority (APB) has made great efforts to foster a process of transformation to implement a complex strategy in line with that required at the Port of Barcelona. In the staff area, this has meant developing certain management processes to adapt the skills and attitudes of the workers at the organisation towards a culture of greater efficiency and competitiveness. Staff policy was consolidated in 2011 following the realisation that a more and more demanding environment requires staff who are increasingly skilled, adaptable and committed to the challenges of the organisation.

To meet this commitment, and to develop the 2010 internal opinion survey, a series of specific actions were undertaken to improve the working climate and staff motivation, and involved all staff.

We can now say that we have all the relevant information and enjoy a solid basis for defining the next step in our staff strategy.

## > STRUCTURE, EQUALITY AND DIVERSITY

### Characteristics of the staff

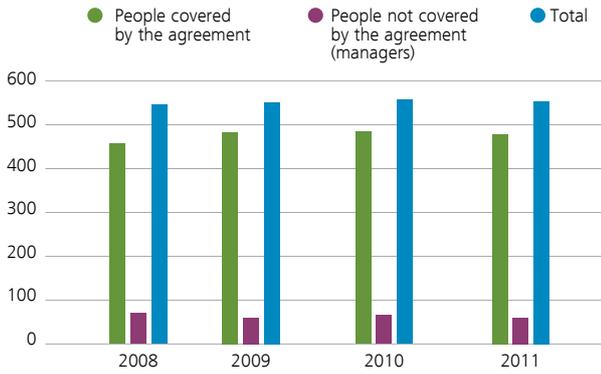
The progression of staff numbers was similar to previous years, with stable staff numbers on the payroll, although we have witnessed a consolidation of generational replacement in the management structure, with a somewhat smaller staff core in this sector, both within and outside the agreement (managers).

Other notable characteristics of the staff of the APB at the end of the financial year 2011 are:

- The gender split in the organisation is 71% men to 29% women.
- Men are more represented in the 41 to 60 age bracket, while most of the women workers are aged from 31 to 50.
- A quarter of staff had been with the company for fewer than six years, but the majority of the workers have been at the APB for more than ten years.



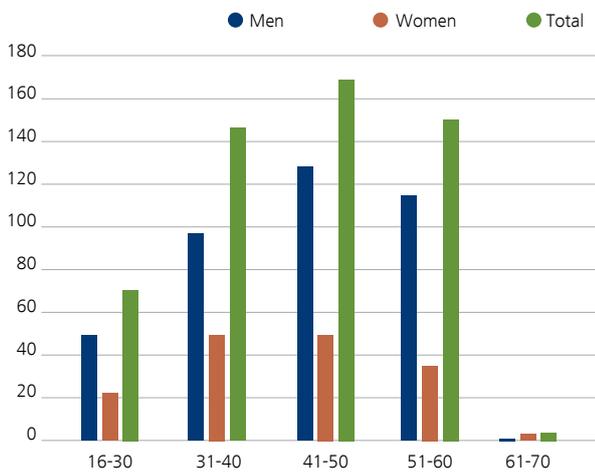
**PROGRESSION OF STAFF COVERED AND NOT COVERED BY THE AGREEMENT**



	2008	2009	2010	2011
People covered by the agreement	465	481	486	484
People not covered by the agreement (managers)	75	70	72	69
<b>TOTAL</b>	<b>540</b>	<b>551</b>	<b>558</b>	<b>553</b>

Staff on the payroll on 31.12.2011

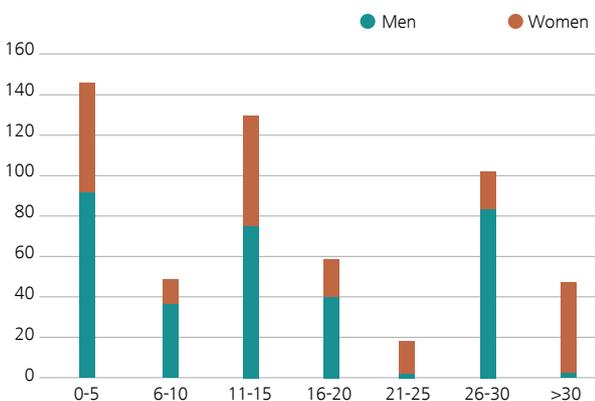
**BREAKDOWN OF STAFF BY AGE GROUPS – 2011**



YEARS	16-30	31-40	41-50	51-60	61-70
Men	49	97	128	117	3
Women	22	50	50	36	1
<b>TOTAL</b>	<b>71</b>	<b>147</b>	<b>178</b>	<b>153</b>	<b>4</b>

Staff on the payroll on 31.12.2011

**BREAKDOWN OF STAFF BY YEARS OF SERVICE (YEARS IN THE APB) – 2011**



	0-5	6-10	11-15	16-20	21-25	26-30	>30
Men	93	38	77	40	16	85	45
Women	54	11	54	19	2	16	3
<b>TOTAL</b>	<b>147</b>	<b>49</b>	<b>131</b>	<b>59</b>	<b>18</b>	<b>101</b>	<b>48</b>

Staff on the payroll on 31.12.2011

**Equality and diversity**

In 2011, the Standing Committee on Equality approved the APB's harassment protocol to provide a working environment that is productive, safe and guarantees respect for all the members of the organisation. The idea underlying this protocol is that respect for personal dignity is a right and an obligation for everybody, and this includes the working environment.

**Benefits**

Despite the current economic climate, the APB has maintained all staff benefits and is very aware of how important these are for the people in the organisation.

**> SOCIAL ACTION**

Below are some of the APB's main social action activities in 2011.

- Under the motto: "Be aware - Alzheimer's makes no distinction between families or social status", the second edition of the **Solidarity fund-raising lunch to combat Alzheimer's** was held on 9 April in the Port of Barcelona's sports centre. The aim of the campaign, which was attended by various bodies and associations from the Port Community, was to raise funds for research into Alzheimer's and neurodegenerative diseases. More than 400 people attended the lunch, including Pasqual Maragall, representing his Alzheimer's Foundation and the Port of Barcelona's General Manager, José Alberto Carbonell. 17,000 EUR was raised from contributions by the participating organisations and from the money raised by selling the lunch tickets, and will be spent on the Foundation's scientific project.
- During the week from 18 to 22 July, there was a campaign to collect mobile phones called **"MOBILitza't per la selva"** [MOBILise for the jungle], to recycle or extend the life of mobile terminals and thus protect African ecosystems. The campaign was organised by the Jane Goodall Institute of Spain and received support from the famous ethnologist herself, with cooperation from the APB, which set up a series of collection points in the port area and publicised the event through the professional associations and public organisations of the Port. 480 mobiles were collected altogether, which Movilbank will recycle or reuse, contributing part of their value to the Institute.
- To gauge the carbon dioxide emissions generated by the workers, depending upon the means of transport they use to get to work, the Corporate Social Responsibility Department carried out a survey entitled **"How do you get to work? (calculating CO<sub>2</sub>)"**.
- The Port of Barcelona organised the **9th Seminar on Prevention of Occupational Risks and Corporate Social Responsibility for the Port Community** in conjunction with the FREMAP prevention company. Apart from addressing issues such as teaming, psycho-social risks, ergonomics in the work sector, and sick building syndrome, the 105 participants at the meeting debated and updated their knowledge on the relationship between



risk prevention and social responsibility, human capital criteria and the current situation regarding prevention in the Port Community.

- For the sixth year in a row, the APB was involved in organising and promoting the **“Nadal solidari al Port”** campaign [Solidarity with Children at Christmas] in Catalonia, which collected 316 toys, 449 articles of clothing, 24 pairs of shoes and 422 Kg of food. The donations received were distributed between the FoodBank (foodstuffs), the IRES Foundation (toys) and the Arrels Foundation (clothing).

## > DEVELOPMENT AND INTERNAL COMMUNICATION

2011 can be considered as the year of consolidation of the skills management system, which is based on three fundamental axes of management: selection, training and staff promotion.

Following criteria of equality, merit and capacity, these processes made it possible to cover staff needs in a port with an increasingly technical working environment that requires more qualified staff with a broader vision of the business. The system makes it possible to anticipate future needs while progressing in staff development and performance management.

In addition to personal development policies, transforming the organisation requires the support of two key elements - training and internal communication - which will be the levers of the organisation's future development.

Finally, it is worth underlining the Port of Barcelona's decided commitment to cooperation between universities and business. As a result of the cooperation with Barcelona's UPC and UAB universities and other teaching institutions, various APB departments have received students taking part in studies of new markets, logistics and infrastructures, to name just a few areas.

### Training

The Port of Barcelona makes various training plans and programmes available to help workers to acquire the necessary technical knowledge and improve their aptitudes and skills. In total, 181 group training and more than 70 individual development events were organised in 2011.

This year the technical skills training project was developed as a distance learning module, with significant

input and involvement of internal trainers who revised the course contents. In particular, making English teaching available on line allowed many more people to acquire skills in the language. In addition, training in English and French was tailored much more to the technical needs of the various departments.

As regards the Equality Plan set up in 2010, this year training was provided in awareness-raising to the Port of Barcelona's Ethics Committee. In addition, the project called **“La Veu del Port!”** [Voice of the port] continued apace, essentially to unify customer care systems with assistance provided face-to-face, by phone and on line. This training, which involved all the workers of the Business Development Department's Unified Access Service (SAU), revealed very ambitious aims regarding improving customer care, which will serve as a model for the rest of the organisation.

As regards the occupational risk prevention area, specific training was provided for the Port Police concerning car and motorbike driving courses for staff, to increase safety at the workplace.

We should also highlight the training provided to the Port Police in cooperation with all the security and emergency bodies in Catalonia (Mossos d'Esquadra [Catalan police force], Firemen, Medical Emergencies Service, Civil Protection and the 112 emergency services).

### Internal Communication

2011 saw the transformation of the internal communication tools while defining the strategic future lines that will help to place this activity at the heart of moves to implement new ways to operate within the organisation. One of these activities involved a conceptual and visual overhaul of the ePORTal corporate intranet and the internal newsletter Fem Port; another activity focused on an in-depth analysis of internal communication to orient it towards the social approach to the professional arena required by new environments.

Efforts were also made to promote certain behaviours and attitudes within the organisation by designing a decalogue for efficient meetings or developing a campaign for the proper use of offices and staff leisure areas.

We welcome the nearly 300,000 visits to the corporate intranet and the record level of participation and positive opinion of the annual APB seminar, in which the President and the General Manager share the results of the previous year with the rest of the staff and set out the future milestones for the organisation.





## Prevention of Occupational Risks

The APB's annual plan of preventive activities focused fundamentally on responding to the indications and orientations that emerged from the preventive audit held in 2010. This year we resolved more than 85% of the problems detected in cooperation with the prevention delegates, who are workers' representatives within the Health and Safety Committee.

The Prevention Service also organised and participated in the 9th Port Seminar on Prevention of Occupational Risks, promoted by the Working Group on Prevention under the Steering Council for Promotion of the Port Community and the FREMAP prevention company, held in cooperation with the APB's Corporate Social Responsibility service. Eliseu Oriol Pagès, the manager of the Catalan Government's Territorial Services for Business and Employment in Barcelona, gave the official closing speech at the event.

Since 2007, this service has taken part in the meetings of the Steering Council's working subgroup on Health Emergencies with the SEM (Medical Emergencies System), the FREMAP Prevention Service and the Port Police. This cooperation has helped to improve response times - the number of cases of emergency health assistance resolved in less than fifteen minutes in the Port and the ZAL increased from 47% in 2007 to 60% in 2011.

There were a total of twenty-one accidents during the year, none of which were serious, twelve of which led to sick leave. Out of an estimated average staff of 555, the total index of incidents (which links the total number of accidents at work to the number of workers) was 3.8, or three points lower than the previous year, when it was 6.8. During this period, only one accident occurred *in itinere* and it was not cause for time off work.

A new assessment of psycho-social risks was made, involving 60% of staff. After the results were presented in the Health and Safety Committee, the adoption of corrective measures was planned for the following year.

## > MEDICAL SERVICES AND PREVENTION OF OCCUPATIONAL RISKS

### Medical Services

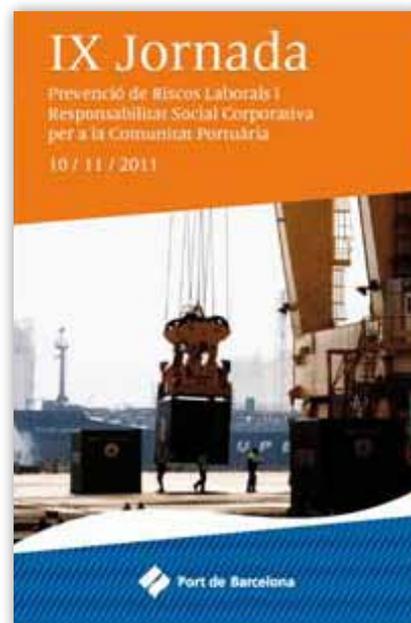
The medical centres on the Bosch i Alsina wharf and the WTC Barcelona building continue to work to achieve their objectives, which involve a wide range of healthcare and social options for active staff, their families and retired workers, involving around 3,000 people in all.

In 2011, the APB's medical staff attended to 15,947 **medical visits** from 9,340 active and 6,607 passive staff. The traumatology rehabilitation service continues to provide the same level of healthcare, offering a high quality service. The procedures and guidelines needed to unify the action of the APB's healthcare and industrial medicine professionals are based on the Catalan Health Plan and the specific guidelines set by the Inter-territorial Board of the National Health System.

As part of this plan, information was provided on healthy lifestyles, to raise awareness of heart disease risk factors and curb drug abuse, to improve staff working and environmental conditions. We also performed a colon cancer early detection screening programme and maintained pharmaceutical administration, with the appropriate dose for each patient as part of the move to improve health monitoring and control expenses in the consumption of medicines.

Also in 2011, we drew up and published a confidentiality protocol to unify criteria to make it possible to guarantee the safeguarding of all highly sensitive health information.

**Health monitoring initiatives** focused on providing 216 health checks covering 38.8% of all staff, specifically 143 men (35.7%) and 73 women (46.8%). These complete checkups incorporate official health protocols and the guidelines set down in current health plans for Catalonia and the plans specific to the APB.



# 5

## Environmental area

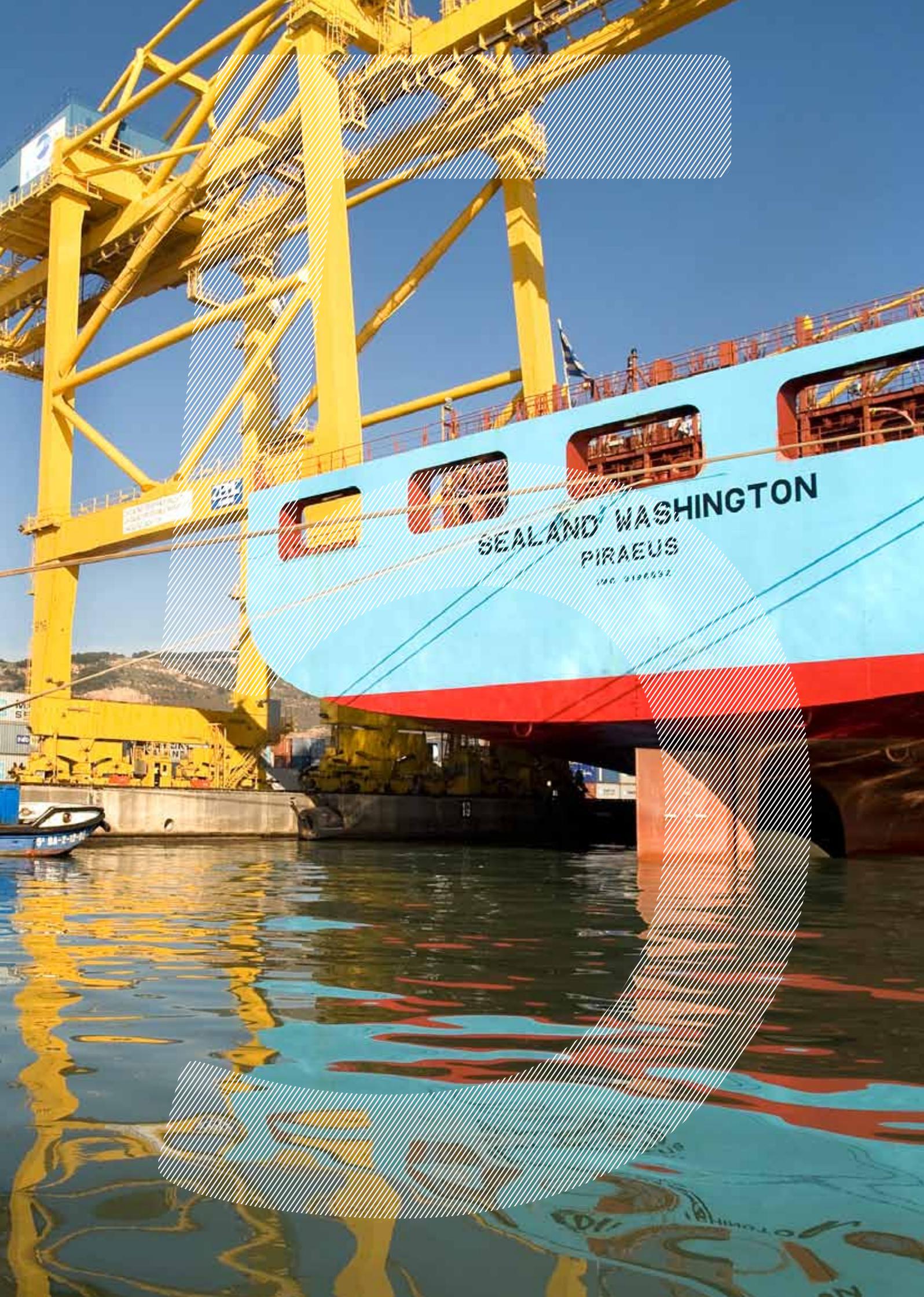
78 Environmental management principles

Environmental monitoring and management

81 Energy and water efficiency

82 Committed to tackling climate change





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# 5. Environmental area

## > ENVIRONMENTAL MANAGEMENT PRINCIPLES

The Management Board of Barcelona Port Authority (APB) approved the Declaration of Environmental Policy of the Port of Barcelona in 2003, thereby acknowledging that environmental considerations must occupy a significant place in the adoption of strategies, policies and actions.

The scope of this declaration goes beyond compliance with applicable environmental regulations, placing special emphasis on the rational use of natural resources, streamlining environmental issues into the tendering process for works, services and supplies, and encouraging members of the Port Community to engage in actions that represent an improvement or an advantage from the environmental point of view.

The Port of Barcelona's environmental policy is divided into four areas:

- 1. Measuring precisely the impact of the activity that the port facility generates** on its surroundings and the environment using management indicators.
- 2. Optimising environmental management** to minimise negative impacts, by involving the companies in the Port Community, both in terms of measurement and diagnosis and coordinated action.
- 3. Actively positioning the Port of Barcelona** in local, national and international forums and organisations and taking part in projects and initiatives that coincide with the goals and strategic objectives.
- 4. Fostering innovation and the participation** of people working at the Port of Barcelona to promote ideas, initiatives and projects to help the Port grow in terms of efficiency and sustainability; quality and accountability; and enhancing its social reputation.

## > ENVIRONMENTAL MONITORING AND MANAGEMENT

The Port of Barcelona measures the environmental impact of port activities and develops tools for environmental management in the field of waste, air, water and soil. It also coordinates and facilitates the actions of the organisation and the initiatives generated by the activity of the port facilities.

One of the main management tools for monitoring environmental incidents involves activating specific procedures of the Port Police Control Centre when they detect or receive news of an incident. 301 such procedures were activated in 2011: 125 in relation to the marine environment, 73 concerning the terrestrial environment, 21 relating to the atmosphere and 83 dangerous goods authorisations.

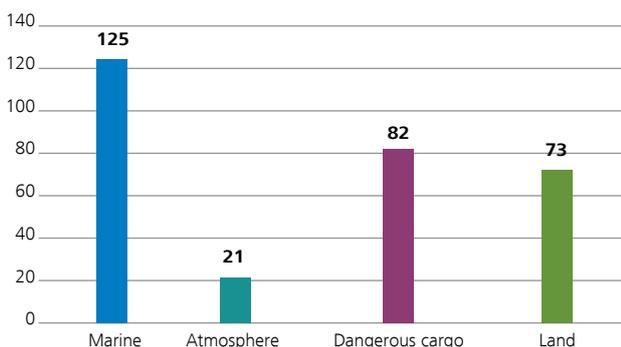
### Water cleaning, spills and accidents

The port water cleaning environmental service collected a total of 128,954 kg of floating waste in 2011, representing a volume of 764.87 m<sup>3</sup>, the composition of which was: 29% plastics, 22% wood, 21% organic matter and 28% of the remaining fractions.

Most observations and actions made by the water cleaning service were produced by floating waste (115, or

### ACTIVATIONS CC PROCEDURES 2011

Number of activations of Control Centre procedures, by the receiving environment





46% of the total); 26% were caused by the water treatment system (66); and 23% of specific interventions were caused by oil spills (57 observations). The types of oil discharged into the port waters were mainly diesel (17%) followed by used oil, bilge and fuel oil (14% each).

#### PROGRESSION OF THE NUMBER OF INCIDENTS BY TYPE

	2009	2010	2011
Diesel fuel	4	16	6
Used oils	3	8	5
Hydraulic oils	3	3	3
Vegetable oils	1	4	1
Bilge oils	2	8	5
Soot	1	1	1
Fuel oil	4	4	5
Other		7	10

#### MARPOL waste

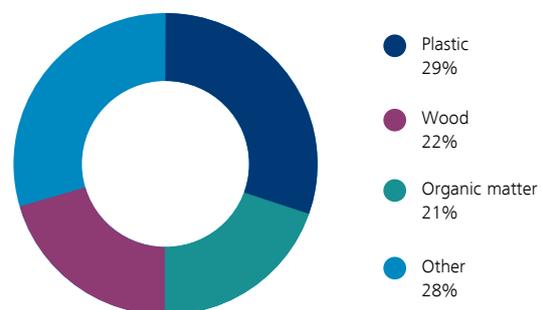
The port's proximity to the city makes it especially necessary to take environmental aspects into account. The Port is prepared and equipped with dedicated facilities for collecting various types of waste from cruise ships: it has a certified waste treatment plant located in the port area (MARPOL I, II and IV) and a specific facility for MARPOL V waste.

In 2011, 8,248 services were performed, with the following ships' waste: liquid hydrocarbon waste (MARPOL I), chemical waste (MARPOL II), waste and sanitary waters (MARPOL IV) and solid waste (MARPOL V).

#### AMOUNTS COLLECTED (m<sup>3</sup>)

	2009	2010	2011
MARPOL I	41,242	49,993	53,813
MARPOL II	934	430	537
MARPOL IV	8,072	4,474	445
MARPOL V	28,807	50,319	76,718

#### FLOATING WASTE RECOVERED 2011 (m<sup>3</sup>)



All services collected more than the previous year, except for MARPOL IV waste, which declined because cruise ships are becoming more self-sufficient in managing their waste.

#### Road cleaning and waste collection

The cleaning service performed a total of 417 actions outside of their scheduled work, of which over a third corresponded to categories of solid discharges on the road (25); liquid discharge on the road (24); withdrawal of wreckage from car accidents (12); removal of grass and waste (77); sweeping assistance (11); and collection assistance (9). The remainder corresponded to extraordinary services for the putting into operation of new port areas that could not be covered by the regular service (for example, "100-114" street) or the fact that some port operations needed extra cleaning (for example cruise operations during the afternoons on weekends).

# 5.

Furthermore, the APB managed up to 650 tonnes of waste directly, which was 22% more than in 2010. Of these, 392 tonnes correspond to special selectively collected waste (batteries, fenders, debris, etc.) and non-special waste (paper, cans, glass), up 29%; and 258 tonnes correspond to common waste placed in the landfill (13%).

To this we should add the amounts managed by the circuits for collecting waste generated by affiliated leaseholding companies, totalling 1,040 tonnes of common waste, paper and cardboard, scrap metal and wood.

TONNES OF WASTE (SELECTIVE AND COMMON)			
Waste (t)	2009	2010	2011
Not special (selective waste)	289	260	358
Special (selective waste)	9	17	34
TOTAL selective collection	298	278	392
Not special (common)	687	227	258
<b>TOTAL</b>	<b>985</b>	<b>505</b>	<b>650</b>

## Managing air quality

### The Port and the air quality improvement plan

Despite the implementation of the Air Quality Improvement Plan in 2007-2009 (Decree 152/2007), in 2010 and 2011 the Barcelona area continued to overshoot the permitted limits for nitrogen dioxide (NO<sub>2</sub>) and particulate matter of a diameter less than 10 µm (PM10). Through Decree 203/2009, the Catalan Regional Government's Department of Environment and Housing extended the implementation of the plan indefinitely, while it drew up a new one.

The Port continued to work on improving air quality in Barcelona, through its involvement in measures to reduce

port emissions included in the extended plan (mentioned above), as well as drafting measures to be included in the new 2010-2015 plan, which will achieve the desired goals.

### Atmospheric monitoring network

The Port of Barcelona has its own network of equipment for measuring air pollution and meteorological variables. The Weather and Air Quality Surveillance Network (XMVQA in its Catalan initials) comprises a series of manual equipment for measuring particulate matter and several automated stations equipped with meteorological sensors and analysers for measuring air, plus a mobile unit. The objectives of the network are: to provide reliable information on the state of the atmosphere in the port; assess existing levels of contamination and determine their origin; and to obtain weather information to support the various activities undertaken at the Port, such as ship navigation or land operations.

This year we have rationalised the network's equipment: we have improved the locations of some equipment, renovated sensors and decommissioned obsolete analysers such as automatic particle pollutants and less significant pollutants such as carbon monoxide or hydrocarbons.

### Acoustic zoning

Catalan Government Decree 176/2009 sets the criteria for drawing up noise maps, which take into account acoustic quality objectives and different land uses. The Port of Barcelona drew up its own map of the acoustic capacity of the port area in 2010, which includes the commercial port area and the Port Vell, or Old Port.



## Greenhouse gas emissions

FOSSIL FUELS: DIRECT CO <sub>2</sub> EMISSIONS (t)			
	2009	2010	2011
Gas boiler	67	68	66
Vehicle traffic	251	252	254
Other diesel engines	226	287	147
<b>TOTAL</b>	<b>544</b>	<b>607</b>	<b>467</b>

ELECTRICITY: INDIRECT CO <sub>2</sub> (t)			
	2009	2010	2011
Electrical energy	1,264	1,370	1,993

The APB uses the EN16 environmental performance indicator of the Global Reporting Initiative (GRI) to estimate the emissions of greenhouse gases produced by its activities in order to control and reduce such emissions. First of all, we identified the sources generating direct and indirect emissions from the works, such as those derived from the production processes of materials used to implement enlargement projects at the Port of Barcelona. Secondly, once these were identified, we estimated the emissions generated by each source.

PRODUCTION OF BUILDING MATERIALS: DIRECT AND INDIRECT CO <sub>2</sub> EMISSIONS (t)			
Material	2009	2010	2011
Quarry ballast	171,581	46,354	2,346
Riprap	45,153	12	114,032
Concrete	11,758	5,475	47,096
Tarmac	737,246	10,249	6,748
Steel	5,245	1.90	2,267
<b>TOTAL</b>	<b>970,983</b>	<b>62,092</b>	<b>172,489</b>

Greenhouse gas emissions increased in 2011 as a result of the increased use of riprap and steel in the building works.

CO <sub>2</sub> EMISSIONS (t)			
	2009	2010	2011
Works	970,983	62,092	172,489
Electrical energy	1,264	1,370	1,993
Fossil fuels	544	607	467
<b>TOTAL</b>	<b>972,791</b>	<b>64,069</b>	<b>174,949</b>

### Other pollutant emissions

Calculations have been made of the pollutant emissions checked by the Department of Planning and Sustainability, through Catalan Government Decree 152/2007: nitrogen dioxide (NO<sub>2</sub>) and particles with a diameter of less than 10 µm (PM10).

PARTICULATE MATTER, PM10 (t)			
	2009	2010	2011
Gas boiler	0.001	0.001	0.001
Vehicle traffic	0.05	0.04	0.04
Other diesel engines	0.009	0.012	0.006
<b>TOTAL</b>	<b>0.060</b>	<b>0.053</b>	<b>0.047</b>

NITROGEN DIOXIDE, NO <sub>2</sub> (t)			
	2009	2010	2011
Gas boiler	0.08	0.08	0.08
Vehicle traffic	0.52	0.54	0.49
Other diesel engines	1.23	1.57	0.80
Electrical energy	1.70	1.80	2.90
<b>TOTAL</b>	<b>3.53</b>	<b>3.99</b>	<b>4.27</b>

The increase in emissions of nitrogen dioxide and carbon dioxide is due to increased power consumption and increasing the percentage of fossil fuels to electricity mix in 2011 (percentage of the source of electricity).

## > ENERGY AND WATER EFFICIENCY

### Power consumption

ELECTRICAL ENERGY			
	2009	2010	2011
APB (GJ*)	27,414	29,716	32,315
PORT 2000 (GJ*)	4,374	4,096	4,210
<b>TOTAL</b>	<b>31,788</b>	<b>33,813</b>	<b>36,525</b>
Annual rate of improvement (saving)	1,473	-2,024	-2,712

\* Data are presented in GJ, considering 1 kWh equivalent to 0.0036 GJ.

This table includes data from the Portal de la Pau building, the sports area, the ASTA building, the clinic, the WTCB, public lighting, sentry boxes, Drassanes passenger terminal, TIR building, TERSACO building and other facilities and services of the Port of Barcelona.

Sources of the production of electricity consumed by the organisation:

Renewable	27.5 %
High-efficiency CHP	1.5 %
CHP	10.3 %
CC Natural Gas	23.7 %
Fuel oil / Gas	3.5 %
Nuclear	22.8 %
Other	1.3 %

Data provided by the supplier Endesa Energía, SAU

GAS (m <sup>3</sup> )			
	2009	2010	2011
	31,074.60	31,477	30,704

The data on these inputs include data for the sports area and ASTA building.

FUEL (l)			
	2009	2010	2011
Gasoline (vehicles)	10,915	9,528	8,777
Type A diesel (vehicles)	86,122	87,675	89,329
Type B diesel (ships)	1,729	6,751	15,095
Type B diesel (generators)	87,773	103,080	41,043
<b>TOTAL</b>	<b>183,539</b>	<b>207,034</b>	<b>154,244</b>

The significant reduction in overall consumption of fossil fuels and increasing power consumption is due mainly to investments aimed at replacing some of the existing generators in 2010 with service connections to the electricity grid.

## Improvement initiatives

### Fleet of vehicles

The APB has chosen a more efficient and less polluting fleet. However, the result of the calculation of emissions of greenhouse gases (CO<sub>2</sub>) does not reflect this effort, primarily due to the increase in total diesel consumption.

### Energy efficiency

Despite the overall increase in electricity consumption due to the enlargement of the Port and the existence of new service connections, we were able to reduce consumption of outdoor lighting installations using flow reduction equipment. These units were installed to reduce the voltage of the outdoor lighting lines. By reducing the light flow, we have also reduced energy consumption.

The efficiency of the measure has also increased thanks to a remote management system that allows such equipment to be supervised and controlled, as well as making it possible to control switching on and switching off times of the outdoor lighting.

Furthermore, we have begun to implement some new public lighting installations using LED technology.

### Promotion of public transport for journeys within the Port

The organisation continues to promote a bus service within the port area, which is part of the Barcelona public transport network. Every three months, employees who choose to travel using a more sustainable alternative to private transport are offered a three-month integrated travel card.

#### NUMBER OF INTEGRATED PUBLIC TRANSPORT CARDS

	2009	2010	2011
Number of travel card users	144	160	208

### Consumption of resources

#### WATER CONSUMPTION (m<sup>3</sup>)

	2009	2010	2011
APB	225,558	235,796	341,841
Port 2000	28,000	22,300	41,000
<b>TOTAL</b>	<b>253,558</b>	<b>258,096</b>	<b>382,841</b>

#### PERCENTAGE OF WATER CONSUMPTION BY SOURCE (%)

By source	2009	2010	2011
Municipal water mains	100	100	100
Aquifers and other renewable sources	0	0	0
Recycled water	0	0	0
Annual rate of improvement (saving)	59,138	-4,538	-124,745

These tables contain the data of the TIR building, the ASTA building, TERSACO, the Portal de la Pau building, lighthouses, sports area, the clinic and the new developments in the southern enlargement area of the Port. These latter areas, completed during 2011, are the main cause of the increase in water consumption of the APB.

It should be underlined that the increased water consumption in the Port Vell is due to the recovery of a large area of lawns in the area of the look-out area (*mirador*), the replanting of new trees in empty tree pits, and extra cleaning operations.

The water consumed in the Port of Barcelona comes entirely from the public network, i.e., the water supplied by Aigües de Barcelona and Aigües del Prat, as there are no groundwater wells. The data provided also include the use of vessel supplies.

#### PAPER CONSUMPTION (Kg)

	2009	2010	2011
Paper consumption	17,971	17,083	18,974
% of recycled paper out of total	21	23	19
<b>Annual rate of improvement</b>		<b>2%</b>	<b>-4%</b>

### Materials used in the works

In this section we have calculated two GRI indicators:

- EN1, which express the APB's contribution to conserving the resource base and its efforts to reduce the intensity of use of materials and increase economic efficiency.
- EN2, which expresses the APB's ability to use recycled materials to help reduce demand for virgin materials and preserve the global resource base.

#### INDICATOR EN1: MATERIALS USED IN WORKS PERFORMED (WEIGHT OR VOLUME)

Material	unit	Weigh or volum		
		2009	2010	2011
Quarry ballast + riprap	t	1,328,024	359,041	18,171
Concrete	m <sup>3</sup>	45,504	21,188	182,259
Steel	t	3,496,540	1,232	1,511,280
Surfacing materials	m <sup>3</sup>	289,116	6280	4,135
Tarmac	t	7,873	19,519	6,889
Dredged material	m <sup>3</sup>	2,070,072	679,687	216,134
Filling materials	m <sup>3</sup>	4,003,402	835,562	1,313,123

The materials that increased the most year on year were concrete and steel.

## > COMMITTED TO CLIMATE CHANGE

The Port of Barcelona promotes the development of multimodal logistics chains to contribute to reducing polluting gas emissions and make the European logistics system more efficient and sustainable.

European transport policy states that the transport sector is a major and continually growing source of greenhouse gases and is obliged to reduce its 2050 emissions by at least 60% compared to 1990 levels. The main proposals from the European Commission to achieve this aim include the use of cleaner fuels and vehicles, increased rail intermodality, a more efficient multimodal network of transport corridors and the introduction of information systems and of "polluter pays" criteria.

To quantify the environmental impact of transport chains in terms of greenhouse gas emissions and to promote actions to reduce this impact, the Port of Barcelona uses SIMPORT, the Port of Barcelona's market information system. This is a Europe-wide geographic information system that provides tools for analysing and modelling flows of goods on different geographical scales. The database of prices and costs and the characteristics of the transport system makes it possible to model different modes and forms of transport:



road, rail, inland waterways, short sea shipping and ocean sailing. This system, which was initially developed to analyse the Port's potential hinterland, has been expanded with the addition of an emission calculation module to obtain the CO<sub>2</sub> associated with the different transport chains modelled. It takes into account distance, type of vessel and vehicle used and the fuel consumption and emission factors applied to the best-known gases.

However, there is no general methodology nor international calculating standards, so the Port has commissioned an independent validation from the Polytechnic University of Catalonia.

The Port of Barcelona uses this tool to provide a solid argument to the debate on the European transport network, and by using various simulation exercises it shows that, if steps are not taken to rebalance the transport flows in trade between Asia and the ports of Europe, emissions of polluting gases will rise by up to 200% by 2020, instead of decreasing, as the Commission intends. However, if measures to reduce emissions become a real priority, with the internalisation of costs, and the infrastructure of the south become a genuine alternative, with competitive railways, this increase can be limited to 50%.

For traffic between Europe and Asia, the Mediterranean ports are more environmentally efficient, with estimated savings of up to 15% in CO<sub>2</sub> emissions compared to the North European port option. Such routes involve three or four days shorter sailing times, requiring fewer ships and thus saving time in the arrival of goods to their destination in Europe, therefore reducing the associated emissions. In addition they help to reduce congestion in road transport networks in the north; they can serve the great potential of the Mediterranean market and reduce logistics costs (less investment in ships, less fuel consumption, improved delivery times, etc.) thereby improving the competitiveness of European companies.

Achieving a more environmentally sustainable transport also involves diverting a larger proportion of traffic to less polluting transport modes and thus fostering the use of rail,

river and/or sea modes (such as short sea shipping) on routes where it can serve as an alternative to road transport.

In this connection, the Port of Barcelona has been able to quantify the savings in emissions brought about by its strategy for intermodal rail traffic and short sea shipping services. From 2008 to 2011, all of these services together allowed annual savings of between 114,000 and 139,000 tonnes of CO<sub>2</sub> with respect to emissions that would have been produced by the same volume of cargo travelling by road, i.e., between 60% and 65% fewer emissions.

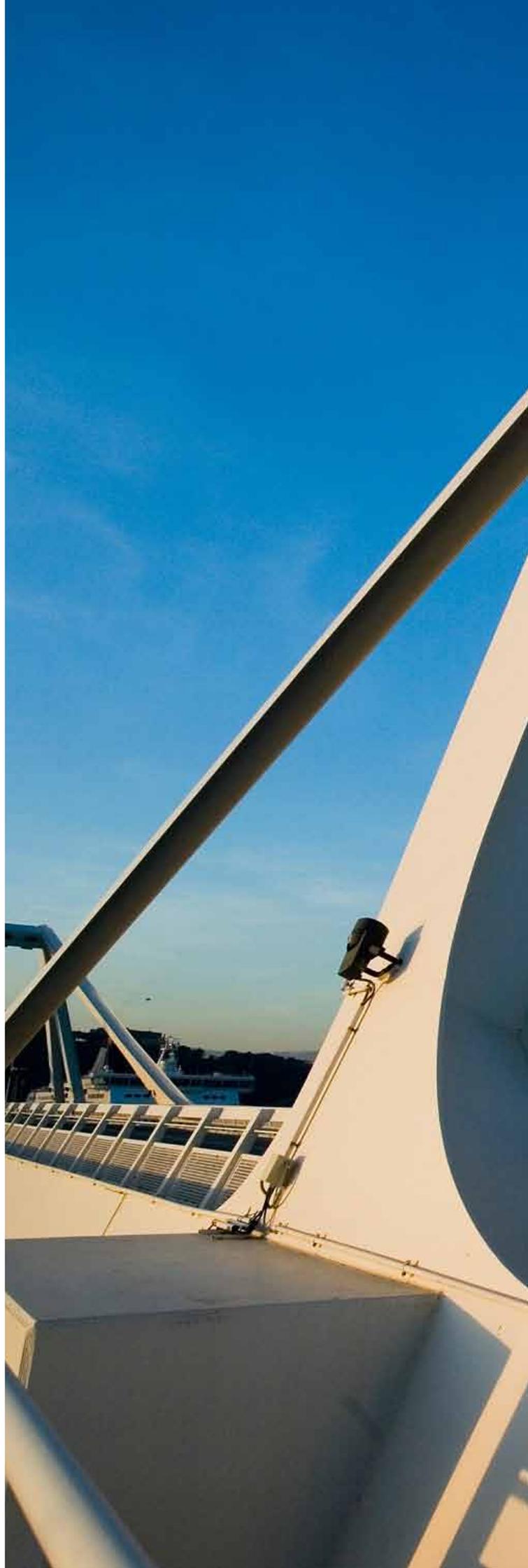
Freight agents also wish to improve their environmental management and are increasingly keen to know how many emissions are attributed to their products and services and being able to attach a commercial value to their sustainable option. With this in mind, and to provide greater transparency in its customers' logistics chains, the Port has launched a CO<sub>2</sub> information service for these channels and provides advice on more efficient alternatives from an environmental perspective. Several in-depth analyses were made in 2011 using complex transport chains involved in evaluating and exploring solutions for reducing emissions for customers.

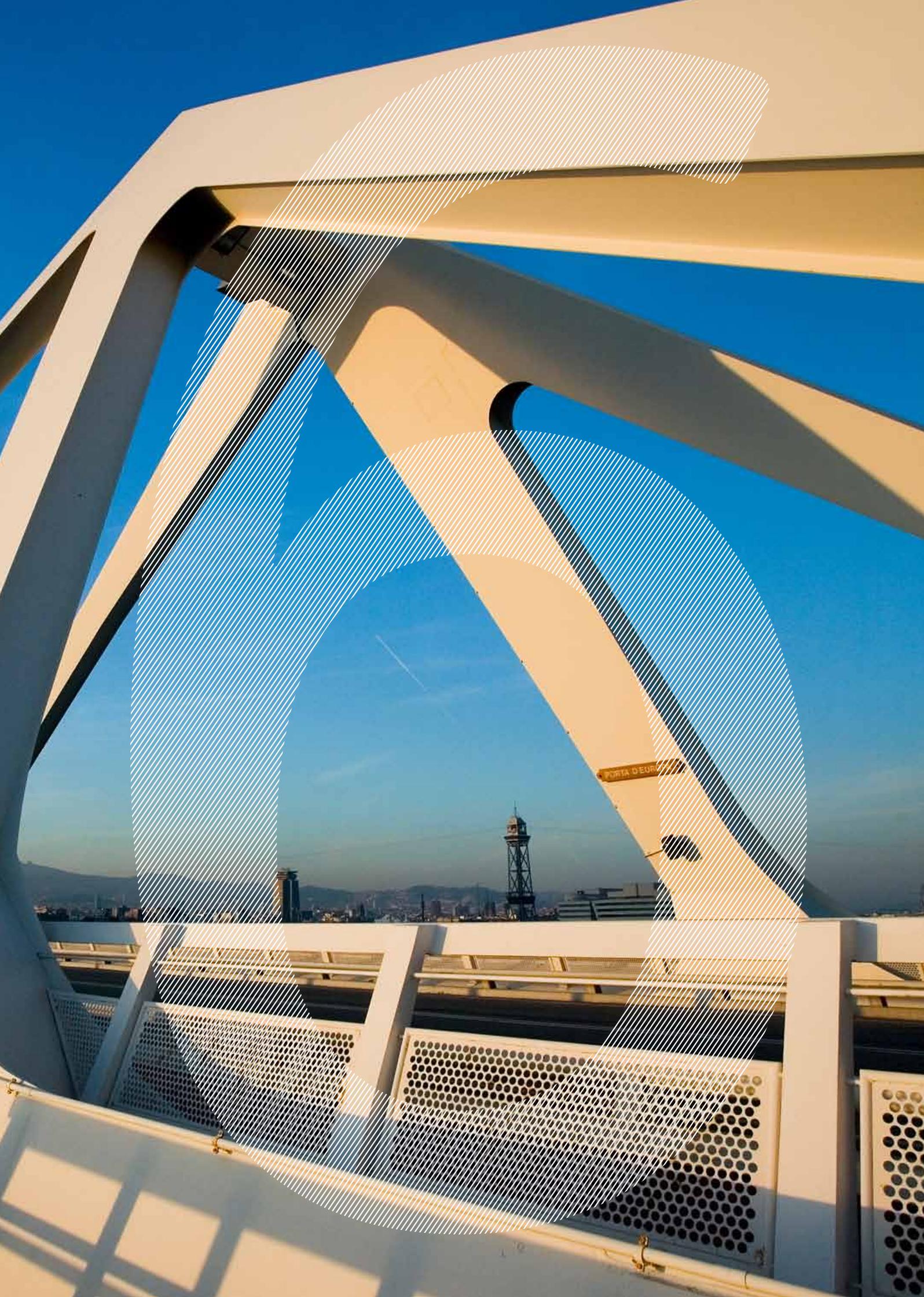
Now we aim to expand this service with a tool accessible to all customers via the Web, through which they can obtain an initial idea of the environmental impact of their transport routes and provide comparisons with other ports. We expect it to come on stream by mid-2012.

Through these actions, the Port of Barcelona is promoting transport and information services that respect the environment and is playing an active role in European transport policy. The aim is to re-balance the transport and logistics system (in which there is congestion in the north of Europe while the south lacks infrastructures, particularly in the rail area) so that it can respond to present and future trends in flows of goods and ensure the competitiveness of the great Mediterranean market

# 6

## Port of Barcelona Directory





# 6. Port of Barcelona Directory

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