



PORTS OF FERROL AND SAN CIBRAO

Annual report 2020



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PORTS OF FERROL AND SAN CIBRAO

ANNUAL REPORT 2020

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PRESENTATION BY THE PRESIDENT AND DIRECTOR OF THE PORT AUTHORITY

The year 2020 will mark a before and after in the history of the Ferrol-San Cibrao Port Authority, so trying to cover in a few paragraphs everything that happened in that period seems difficult.

We ended the year with the replacement in the Presidency of the highest governing body of the entity, so it is essential to recognize and thank José Manuel Vilariño Anca for his excellent management in the last 7 years, which positions us in good conditions to face this turning point in which we find ourselves at this time.

As in any stage of transition, when threats and opportunities in the environment converge simultaneously with a very significant impact, a firm response is necessary to promote the required transformations that allow us to emerge stronger and improve our offer of value to our stakeholders.

We have the necessary strengths to face this new cycle with solvency, since we have competitive infrastructures and top port terminals for the traffic of solid bulks, liquid bulks, general merchandise and containers, all of them managed by expert multinational companies, which work with high standards of quality, environment and safety.

The Port, as a logistical node between maritime and land transport, is the key to the economic and social development of the region and it is affected by a myriad of externalities that directly concern it, but also affect its clients and allies.

In 2020 the impact of the decarbonization of the economy on the results of the PAFSC was specified in figures, with an average loss of 3.8 million tons of imported coal for Endesa in As Pontes. With respect to the Alcoa factory, the effect was on the production of aluminium, with very high-power consumption requirements. Through the Port of San Cibrao that serves the factory, the total volume of cargo loading and unloading exceeded 6 million tons, reaching its historical maximum. In both cases, we are working together with these clients and other administrations and public organisations in the maximum use of these port terminals, generating alternatives.

Although in the medium term we will continue to face the changes that occur at the global, national and regional levels in the energy model, which will impact

our liquid bulk terminals for LNG, petroleum products and biofuels, we can highlight that in the last year we reached a record figure for this set traffic with a movement of 2.6 million tons. The forecast is for an increase in the next 4 years. The holders of these concessions have been involved in innovative projects for years to diversify their activity towards renewable energies.

New plans are also on the horizon, such as offshore wind, for which we are very well positioned. On the one hand, as we were able to verify with the first offshore assembly operation of offshore wind turbines, our Outer Port facilities, due to their shelter, draft and surface characteristics, will allow savings in costs and assembly time from the loader to the floating base. This synergy between PAFSC, Navantia and Windar-Renovables will improve the competitiveness of its offer. On the other hand, in terms of energy production through this renewable source, one of the potential areas for the placement of offshore wind farms in Galicia is in Mariña Lucense, in front of the service area of the Port of San Cibrao.

Our container terminal in the Outer Port managed by Yilport, a company that ranked 17th in the world ranking of terminal operators in 2019, continues its firm journey with a third regular line, which enables us to offer 4 weekly stopovers of container ships. Containerized freight traffic achieved an increase of 35.46% last year in contrast to the evolution of the port system with a decrease of 0.73%. Our forecast for the future is one of continuous increase in the coming years.

We have formulated our strategy and determined the necessary investments in the next 5 years, to enhance the possibilities that are presented to us and give support to the present and future initiatives of our allies and the regional economy. The three priority axes will be:

-Competitiveness of our facilities and services. With an investment of more than 40 million euros in port infrastructures and facilities, and initiatives to obtain new authorizations for border inspection services, updating of service delivery specifications, improvement in operational processes and excellence in management.

-Connection of our facilities with the national and international internal market. With a total investment of close to 107 million euros in improving

our rail connections and in the internal network of the port. Framed in the objective of providing the PAFSC with a competitive intermodality between the railway and the port.

-Economic and social impact of our activity. With an approximate investment of 15 million euros. At the end of this year, we will have an updated sustainability strategy aligned with the sustainability objectives of the United Nations. In addition, we will resume passenger traffic, once cruise stops are authorized again, and we will work to improve our facilities for these ships.

tance to design our offer of leisure and promenade surfaces in this area. In this way we will complete the actions already executed and delivered to the city, such as the Paseo de la Malata from the port access to La Cabana, with others already contracted such as the pedestrian walkway that will run parallel to the railway connection, and that will enable complete the circuit around the cove, expanding and providing street furniture to the sidewalks that connect the entrance to the Port with the Dársena de Curuxeias (dock).

We have a team of professionals who have once again demonstrated their response capacity and commitment to their port in 2020, in the face of the challenges



Indalecio Joaquín Seijo Jordán President of the PAFSC

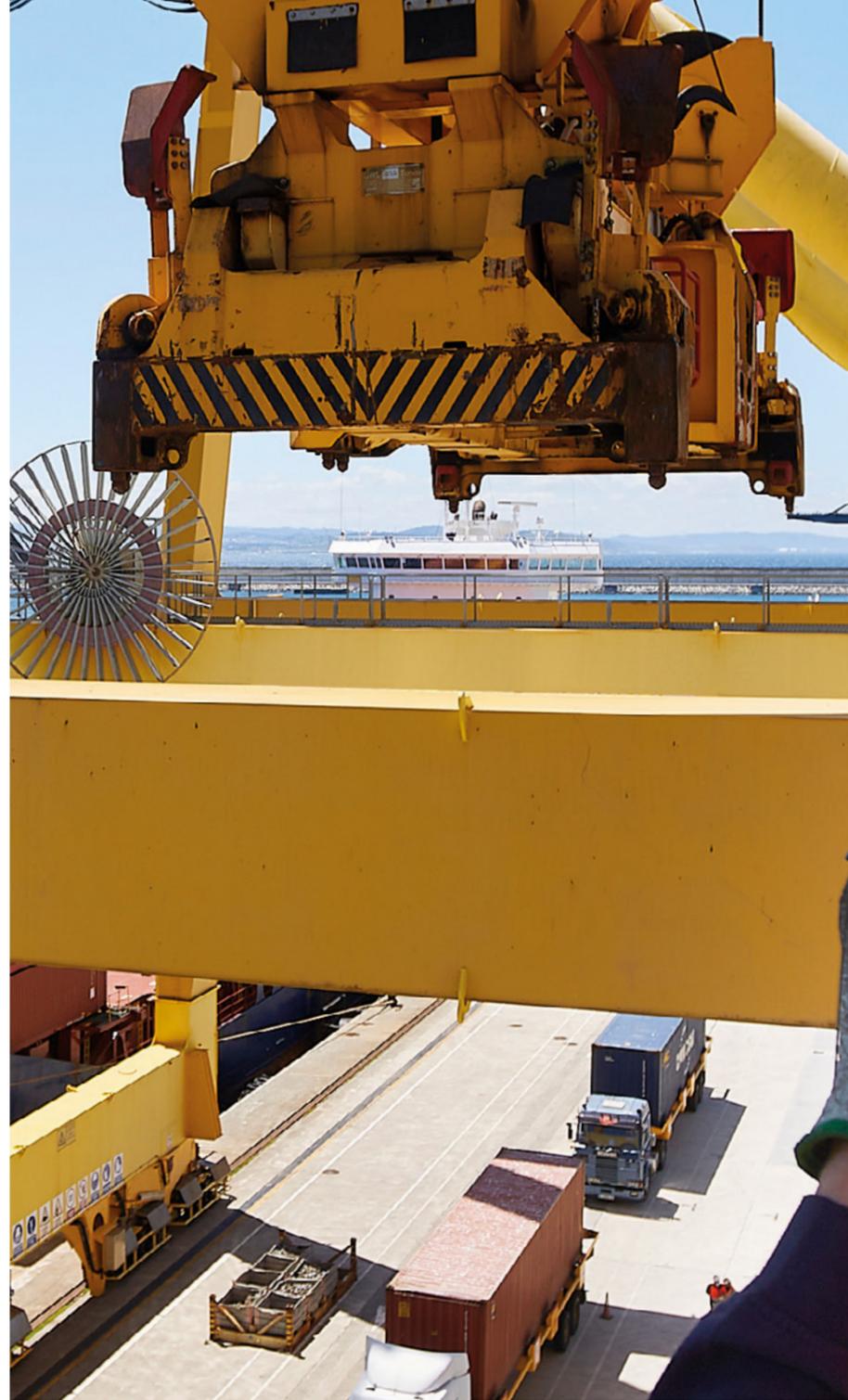
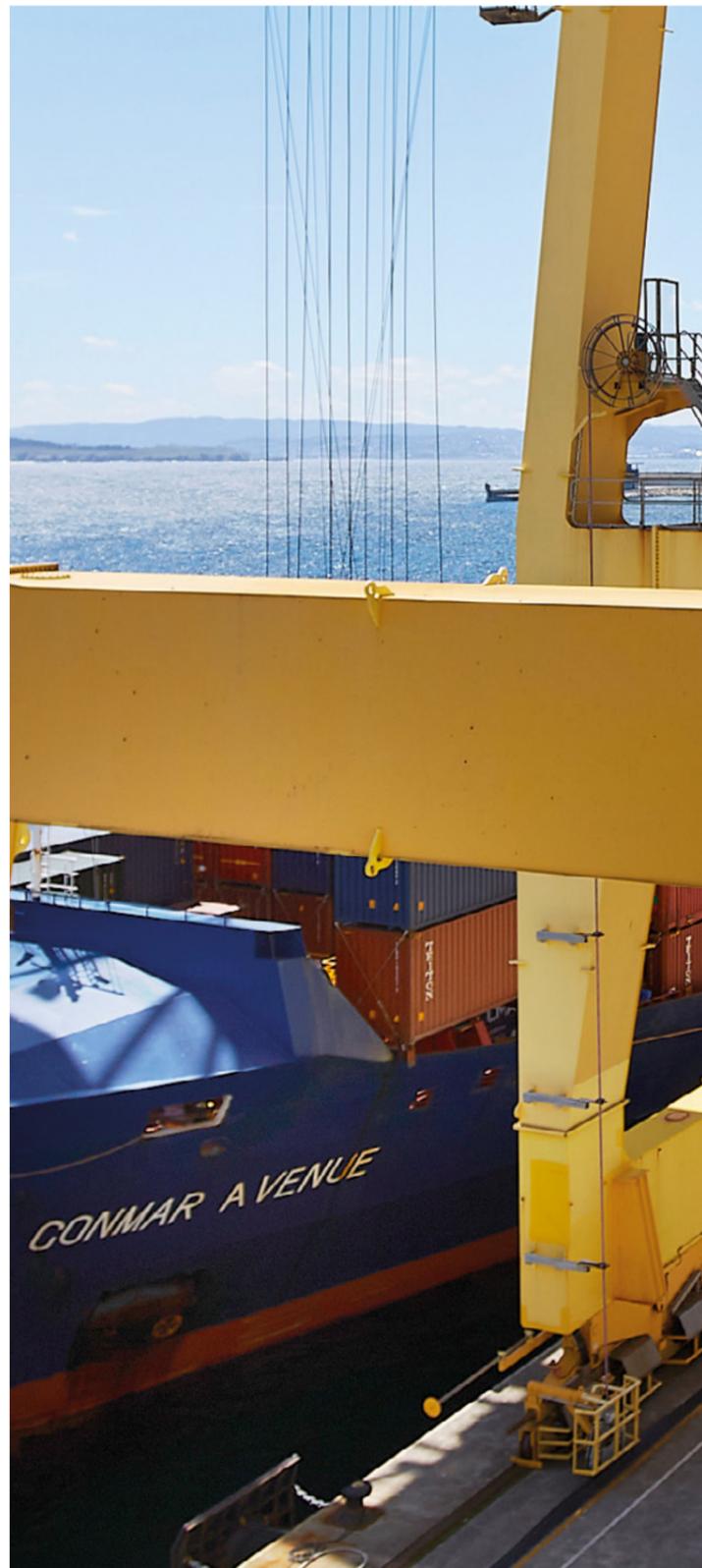


Alejandro Rey Seoane Director of the PAFSC

We already have a plan of actions aimed at completing our offer of areas for the enjoyment of the population in the area of the Dársena (dock) de Curuxeias and the Ensenada de La Malata. With the mobility limitations derived from the measures to control the Covid-19 pandemic, it became evident the need for walking spaces in cities, where the population density is higher. From the PAFSC we made ourselves available to citizens by closing the circulation of vehicles on the lower road of the Port at the moments with the smallest allowed perimeter (1 kilometre). And we put out to tender technical assis-

ges that arose to deal with the pandemic that affected health and the economy throughout the planet. Among all of us: staff from the Port Authority, our contractors, service operators and terminals, we managed to keep these critical infrastructures open and fully operational.

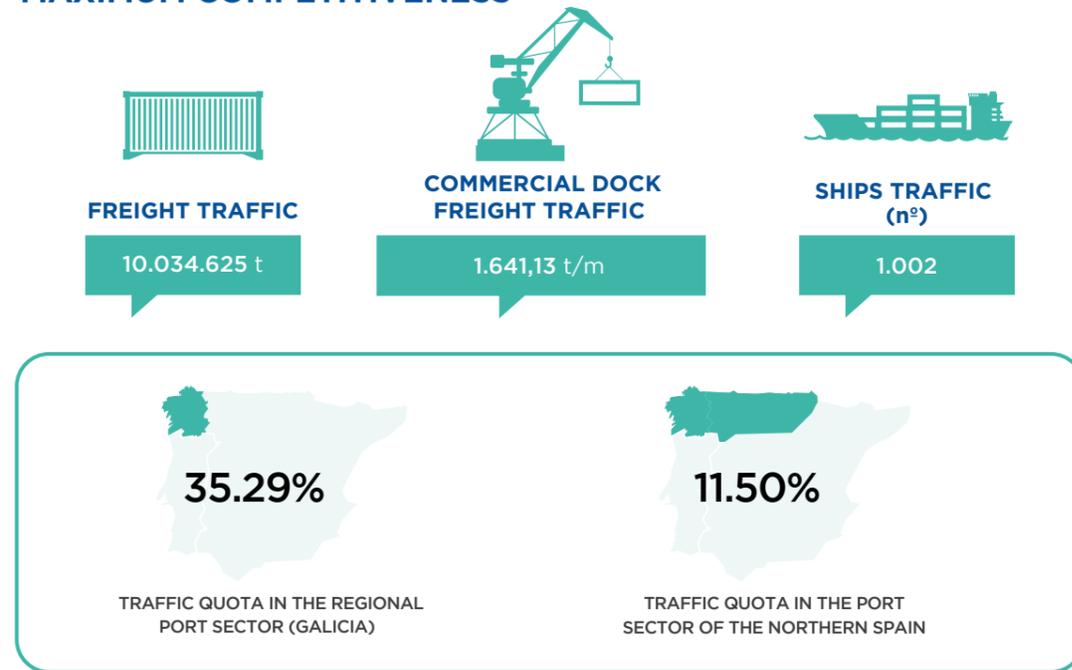
Before them and our stakeholders, this Presidency and Management of the Port Authority acquired the commitment to support alliances and promote the necessary actions to together build a sustainable future for our Port.



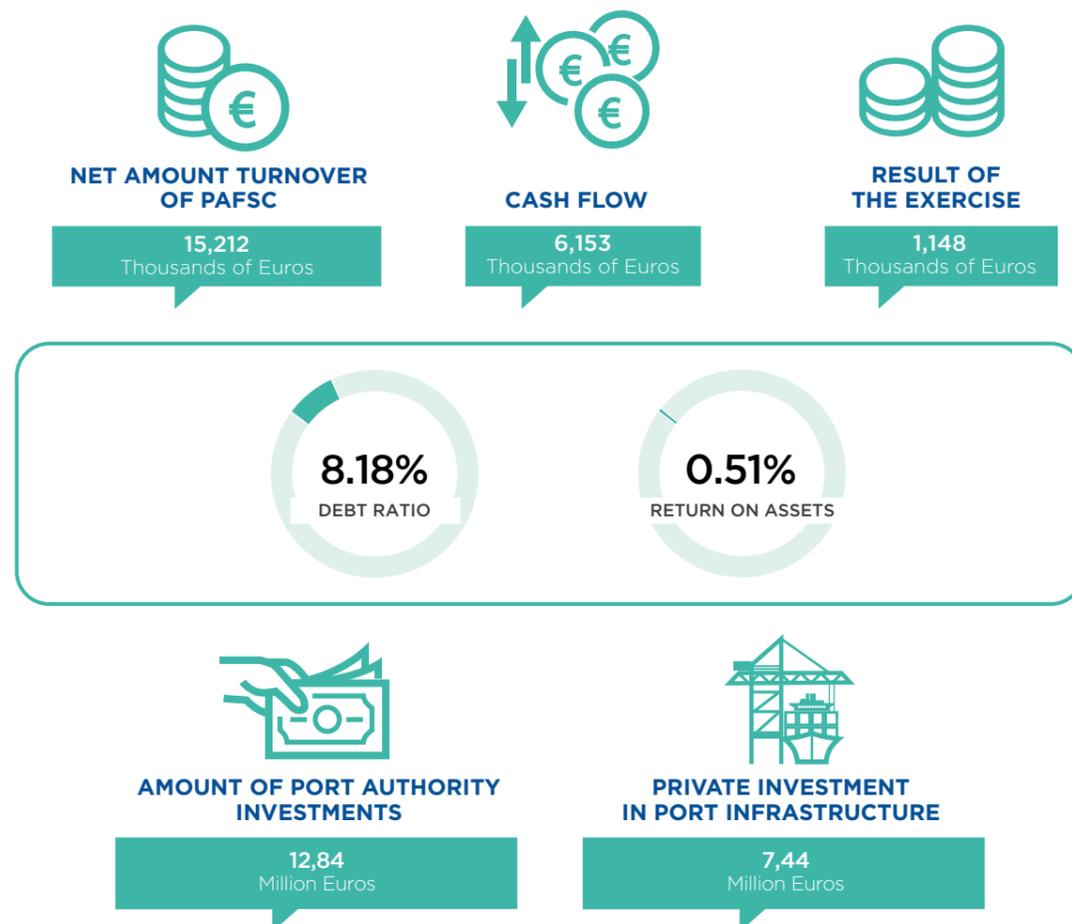
The Port in FIGURES

02

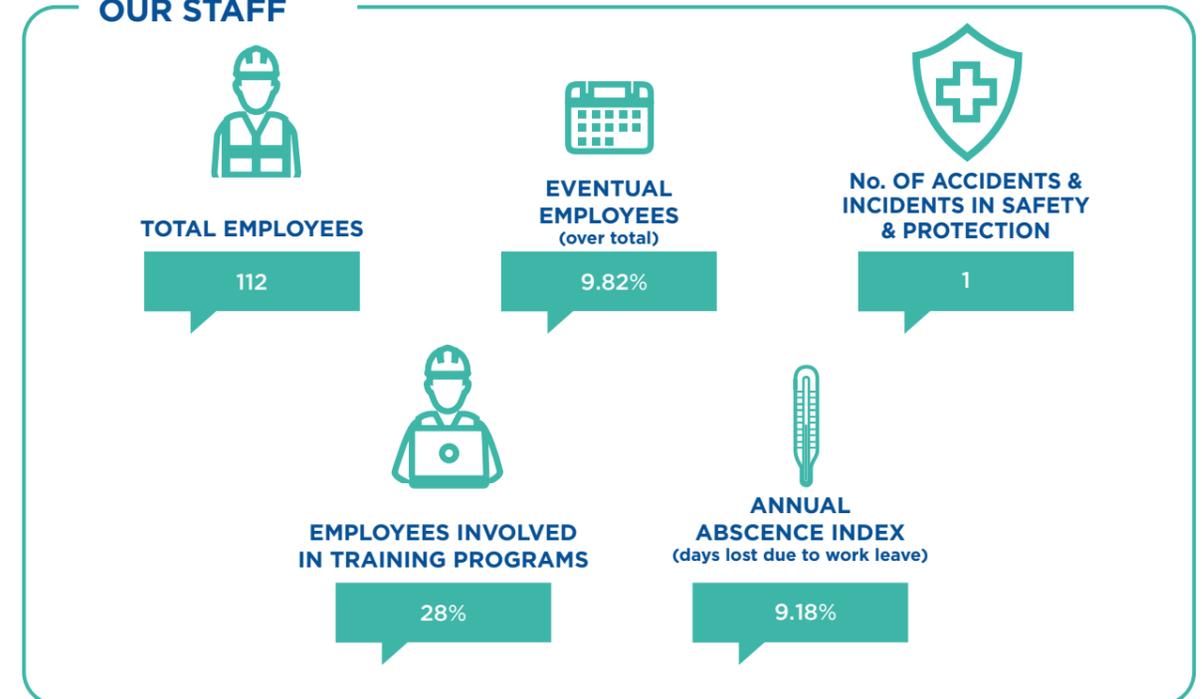
MAXIMUM COMPETITIVENESS



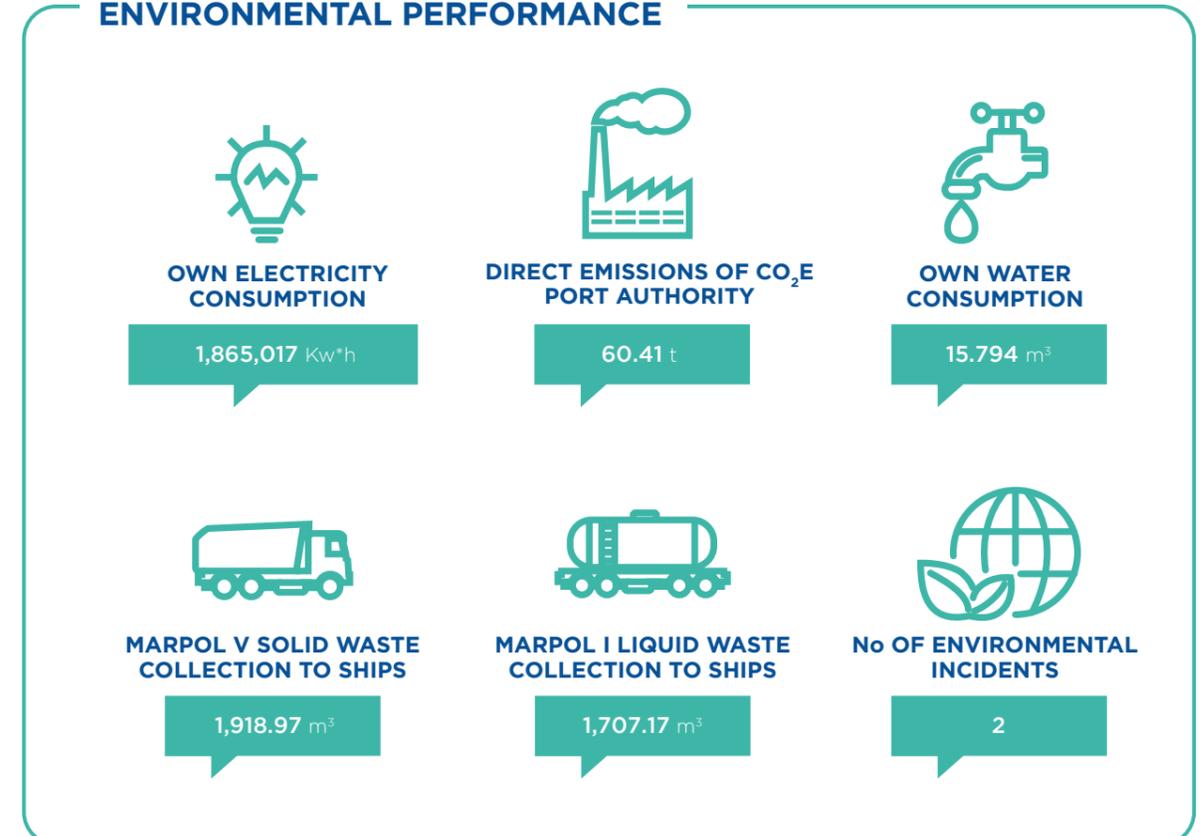
ECONOMIC AND SOCIAL DEVELOPMENT



OUR STAFF



ENVIRONMENTAL PERFORMANCE



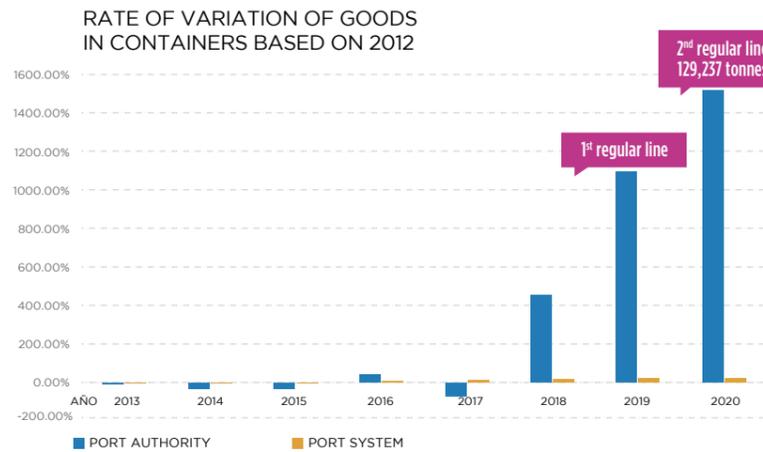


MILESTONES OF THE YEAR 2020

COMPETITIVENESS

NEW WEEKLY LINE OF CONTAINERS

In 2020 Containerships-CMA CGM SAU launched a new regular container line, which allowed us to have three weekly calls for this type of ships, connecting the Outer Port terminal with France, the United Kingdom, Ireland, Holland, Belgium and Portugal. This shipping company, which at the beginning of 2021 has launched a **third regular line**, bringing the number of calls to **4 weeks**, and it has boosted the container traffic of the Port Authority, which has achieved in the year 2020 an **increase of 35.46%** in contrast to the evolution of the port system with a decrease of 0.73%.



Unloading containers from the liner ship

The coming into operation of the Outer Port container terminal, and especially the consolidation of regular weekly lines, have allowed us to serve other economic sectors, which are especially reflected in the Agro-Livestock and Food group, as well as in the group of Other merchandise. The demand in logistics operations for goods moved in containers, as well as the nature of these products, potentially have an impact on the gross added value and employment generated by the Port Authority.

The improvement of our merchandise inspection facilities, the arrival of leading companies in the maritime port logistics sector, and the future commissioning of the rail connection of our most competitive facilities are allowing us to face our future economically, socially and environmentally sustainable.



Terminal



Border Inspection Post in the Outer Port FM Logistic



FM Logistic



Land access



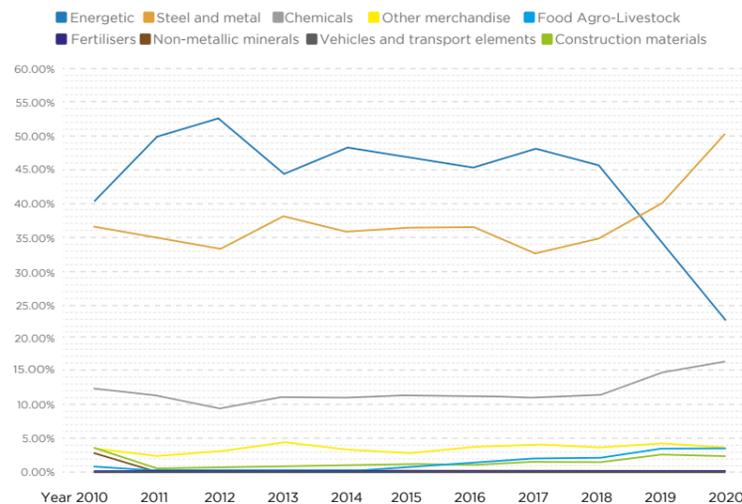
Río do Pozo Industrial Estate



Intasa in San Sadurniño

RESPONSE TO THE IMPACT OF CLIMATE CHANGE ON THE FSC TRAFFIC: IMPROVING THE LOGISTICS SUPPLY

EVOLUTION OF THE COMPOSITION OF TRAFFIC ACCORDING TO ITS NATURE



As we have been reflecting in different editions of our annual report, in the section of Appendix 8 destined to the "Economic Impact of Climate Change", the normative regulation, that supports the gradual use of energy sources with less impact on climate change and a less use of non-renewable natural resources, has clearly had an impact on the composition of our traffic, with 2019 being the turning point in the future of the Port Authority.

SYNERGIES TO SUPPORT THE COMPETITIVENESS OF THE MARINE WIND SECTOR: Navantia-Windar renewables-PAFSC

In order that the floating wind turbine could be transported to its final location without the need to use specialized vessels, with the corresponding cost savings and improved operability, in 2020 it was carried out and because of the characteristics of shelter, draft and surfaces of our Outer Port, the final assembly part of the wind blade to the floating base was carried out from land.



Ground mounting of the wind turbine on the floating platform



Floating wind turbine trailer



INTERMODALITY RAILWAY CONNECTION OF THE OUTER PORT DOCK

Progress of the works contracted by the Port Authority:

The construction project to be executed develops the infrastructure works, platform, superstructure and railway and non-railway facilities, of a section of 6,374.5 m in length, in a single track, exclusively for freight traffic and a suitable platform for circulation in Iberian and metric width. The two main elements of the access are a 5,575 m long tunnel and a 299 m viaduct over the Ría As of December 31, 2020, 4,176 meters of tunnel excavation had been carried out in advance from the west mouth of the Outer Port. Also noteworthy in the year was the start of the work on the eastern opening of the tunnel, which enabled the excavation of the tunnel from its eastern mouth to begin at the beginning of 2021.

Throughout the year we have scrupulously continued to monitor and control compliance with the actions approved in the project's environmental impact statement, in the areas: Atmosphere, noise and vibrations, geology

and soils, hydrology, vegetation, fauna, landscape, cultural heritage and population. Further information on the measures and their corresponding monitoring can be consulted in the "Our relationship with society" section of this report.

Improvement in the connection by rail of the Port of Ferrol with the ADIF station in Ferrol:

In June 2020, the Railway Infrastructure Administrator (ADIF in its Spanish acronym) awarded the drafting work of the project for the renewal of the access road to the Inland Port of Ferrol, for an amount of € 505,184.3.

This action will give continuity to the set of works carried out by the Port Authority both for the improvement of the rail connection of its docks, and for the improvement of the internal service in both facilities. The amount of these actions in the Investment Plan for the Ferrol-San Cibrao Port Authority 2021-2025 amounts to 107 million euros.

In 2020, all of us: citizens, social agents, national and international institutions and organisations, will face the double challenge of safeguarding health and continuing our lives in the best possible way.

In the Port Authority of Ferrol-San Cibrao we focus on the following actions:

1.-Safety of the people: from the declaration of the state of alarm by the Government of Spain, the assistance of the staff was organized so that all the office staff teleworked from home and shifts were established for a minimum assistance of the staff of maintenance, port police and personnel of the service of navigational aids. A risk assessment was carried out and the new protocols were distributed, also establishing a short-term action plan. Recommendations on teleworking were sent by the health and safety service. Cleaning protocols were increased both inside the buildings, as well as outside the Fish market and the Border Inspection Post. Protection screens, hydrogel dispensers were placed, and a facial recognition system and a temperature reader were installed at the entrances to the main building as well as the service coordination center. A total of 8,933 masks were distributed to Port Authority personnel, and 26,655 masks to companies in the port community: freight terminals, service operators, etc.

2.-Maintenance of port operations, as it is a strategic facility as a logistics node for the transport of goods, constant communication was maintained with the entire port community and work guidelines were reorganized.

3.-Mitigate the economic impact of the slowdown in economic activity in companies located in its public domain area, many of them key. With respect to clients, payment terms were suspended for more than a month, and a mechanism was regulated that allowed the debt to be deferred without accrual of interest for 6 months. In the case of concessionary companies, and once the impact of COVID on their activity was justified, discounts were applied to occupancy and activity rates, as well as a reduction in penalties for minimum traffic. Regarding the payment to suppliers, the processing procedures were streamlined to make the transfers in the shortest possible time.

4.-Give support to other administrations and institutions to help the population. They collaborated with the Ferrol Council and the Navy to provide shelter for homeless people in the Casa del Mar. During the first phase of the deconfinement, the circulation of vehicles at the entrance of the port was reorganized to make available to pedestrians down the road from the port on weekends. These actions have been positively valued by our stakeholders, with an average score of 6.89 points out of a maximum of 10.



Tunnel mouth in Outer Port



Tunnel mouth in A Graña



Noise control at the tunnel work



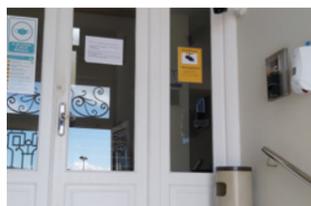
ECONOMIC AND SOCIAL DEVELOPMENT THE PAFSC'S RESPONSE TO THE IMPACT OF COVID-19 ON SOCIETY



Cleaning of the fish market



Control system by facial recognition and temperature reader at the entrance of buildings



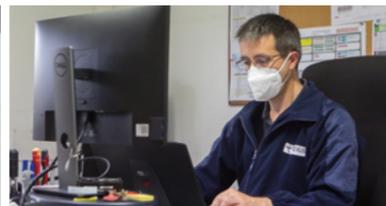
Cleaning staff



The House of the Sea



Maintenance staff

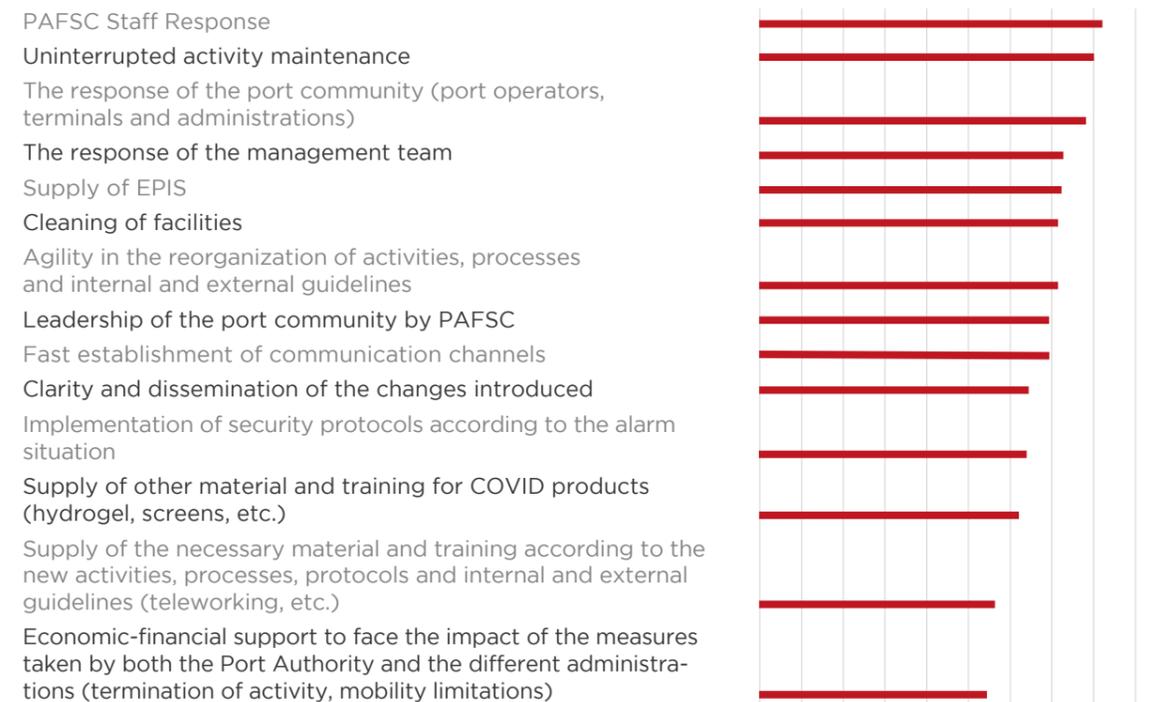


IT staff



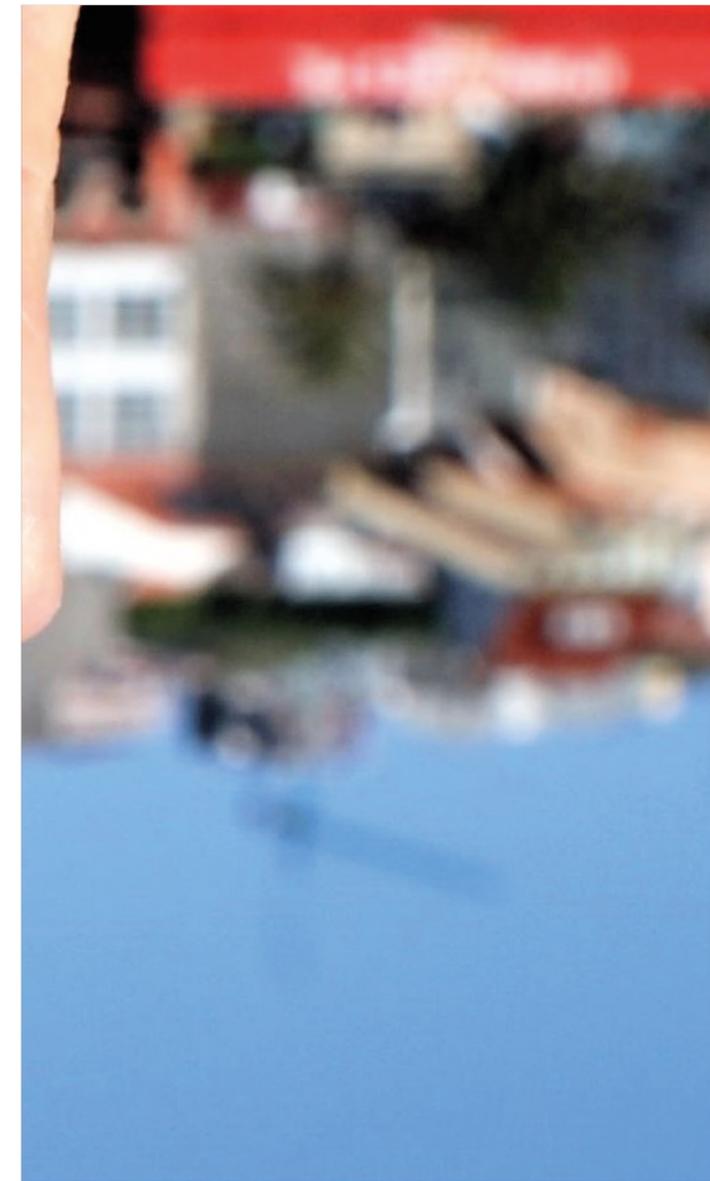
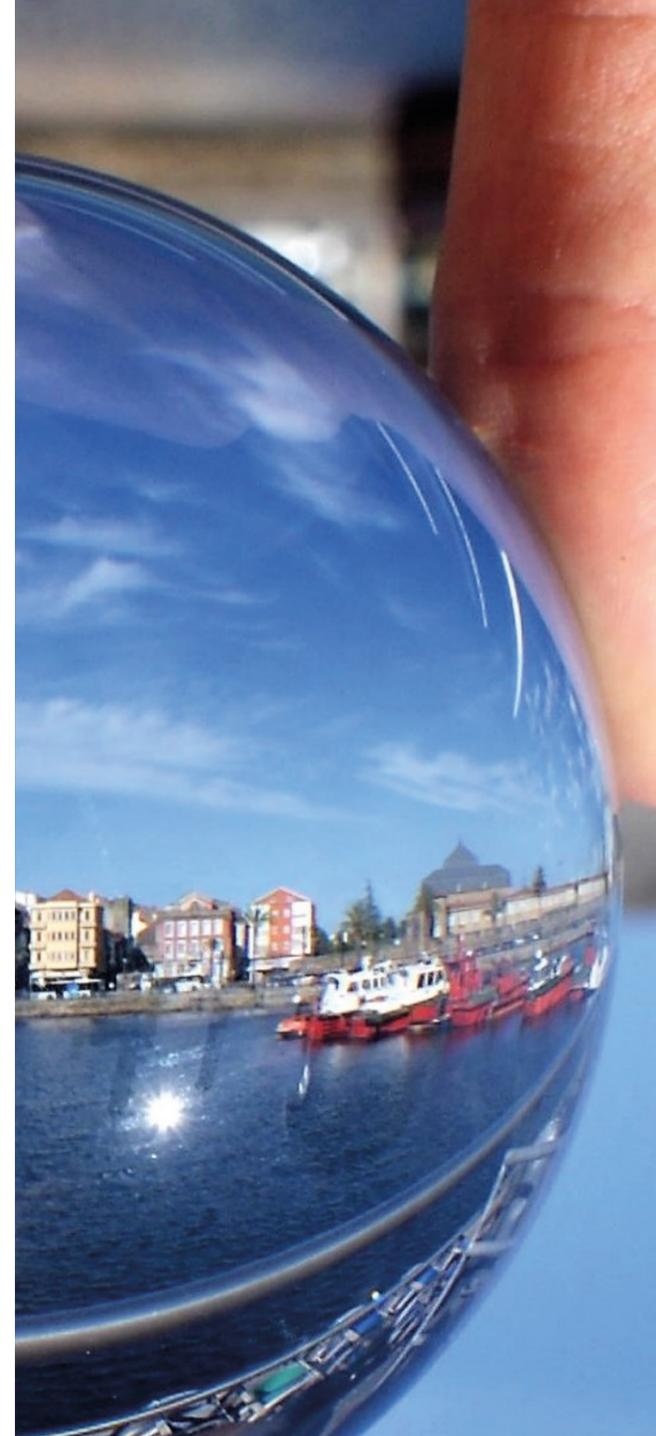
Port police

AVERAGE RATING GIVEN BY THE IG ON THE PAFSC RESPONSE TO COVID 19





Winning photograph of the Photography Contest "Port and city"
Photographer: Omar Lanazca Chamorro



**Government
of the PORT
AUTHORITY**

MANAGEMENT BOARD OF THE PAFSC

 President of the Port Authority of Ferrol-San Cibrao Indalecio Joaquín Seijo Jordán	 Maritime Captain of Ferrol Jorge Cao Ruíz	 Director of the Port Authority of Ferrol-San Cibrao Alejandro Rey Seoane	 Secretary Antonio López Coira (Head of the Legal Services and Labour Relations Area of the PAFSC)
 Representative of the General State Administration Antonio Duelo Menor (Admiral Chief of Ferrol Arsenal)	 Representative of the General State Administration Adela Álvarez Caramés (State advocacy)	 Representative of the General State Administration Gonzalo Gómez Barquín (Head of the State Ports Infrastructure Projects Area)	 Representative of the Xunta de Galicia Pablo Ramón Fernández Asensio (Territorial Head of the Department do Mar Province of Lugo)
 Representative of the Xunta de Galicia Fabiola García Martínez (Social Policy Department)	 Representative of the Xunta de Galicia Javier Arias Fouz (Territorial Delegate of Xunta de Galicia in Lugo)	 Representative of the Xunta de Galicia Martina Aneiros Barros (Councillor of the City Council of Ferrol)	 Representative of the City Council of Ferrol Ángel Manuel Mato Escalona (Mayor of Ferrol)
 Representative of the City Council of Xove Demetrio Salgueiro Rapa (Mayor of Xove)	 Fishery Sector Representative Javier Sánchez Fernández (Senior Patron of the Fishermen's Association of San Cibrao)	 Representative of business organisations Patricio Erhardt Barrenechea (General Director of Maritime Terminals of Galicia)	 Representative of trade union organisations Francisco José Pena Varela (President of the PAFSC organisation Committee)

GI PORT AUTHORITY STAKEHOLDERS

All PAFSC's stakeholders are represented on their governing body.



The complete information about PAFSC Government can be consulted in the following (QR):





**Our
STRATEGY**

05

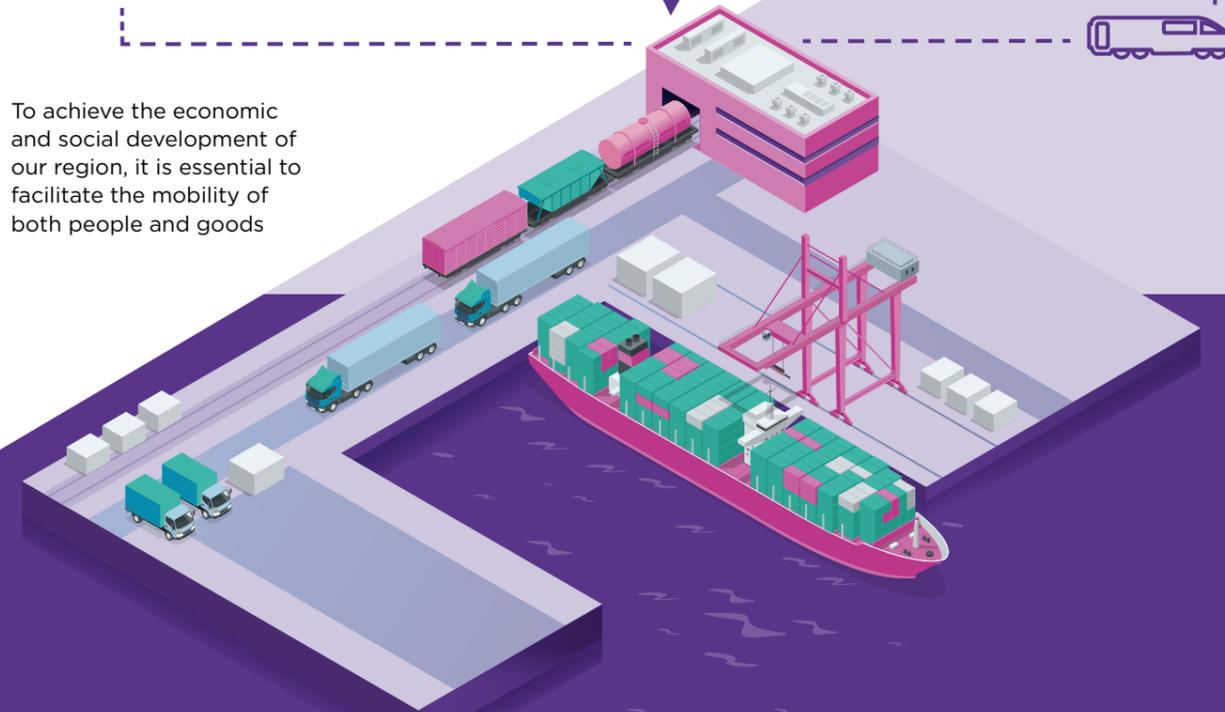
THE DIVERSITY OF TRAFFIC THROUGH OUR FACILITIES IMPACTS THE ECONOMIC AND SOCIAL DEVELOPMENT OF OUR REGION



TRANSPORT IS VITAL FOR PROSPERITY



To achieve the economic and social development of our region, it is essential to facilitate the mobility of both people and goods



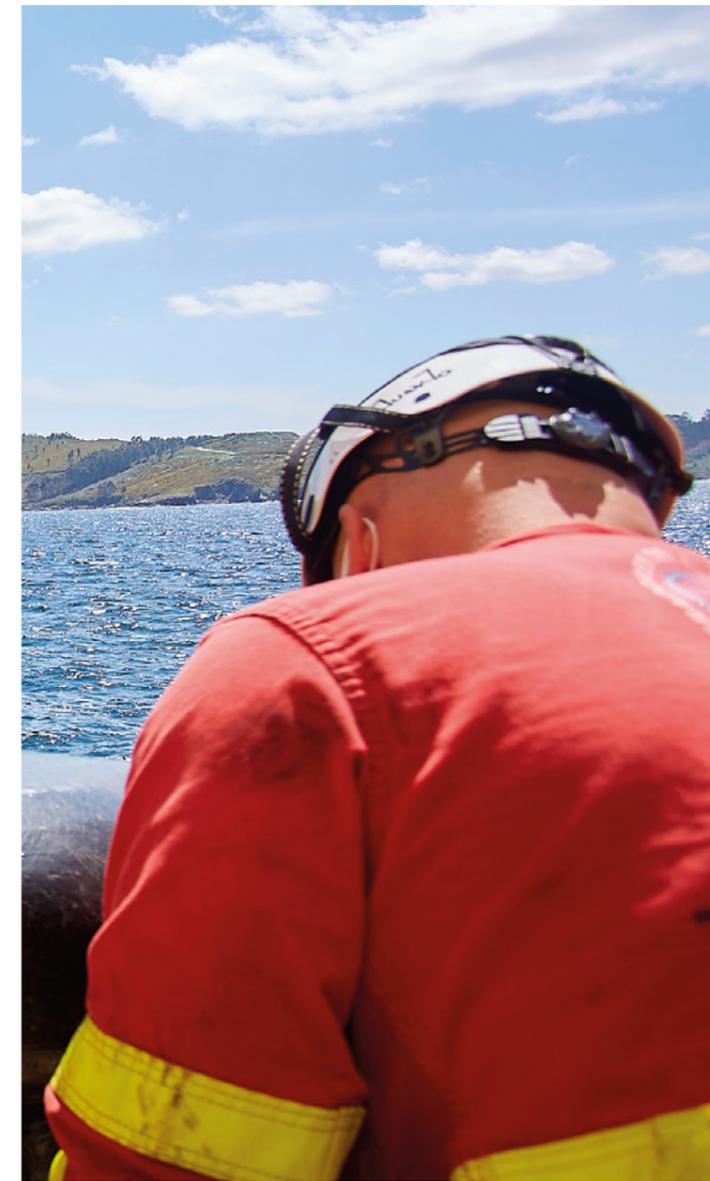
"Transportation is essential for our economy and our society. Mobility is vital for the internal market and for the quality of life that gives citizens the freedom to travel. Transport allows the growth of the economy and the creation of jobs: it must be sustainable in the light of the new challenges we face."

White Paper on Transport. European Commission.

MISSION: THE PAFSC ROADMAP

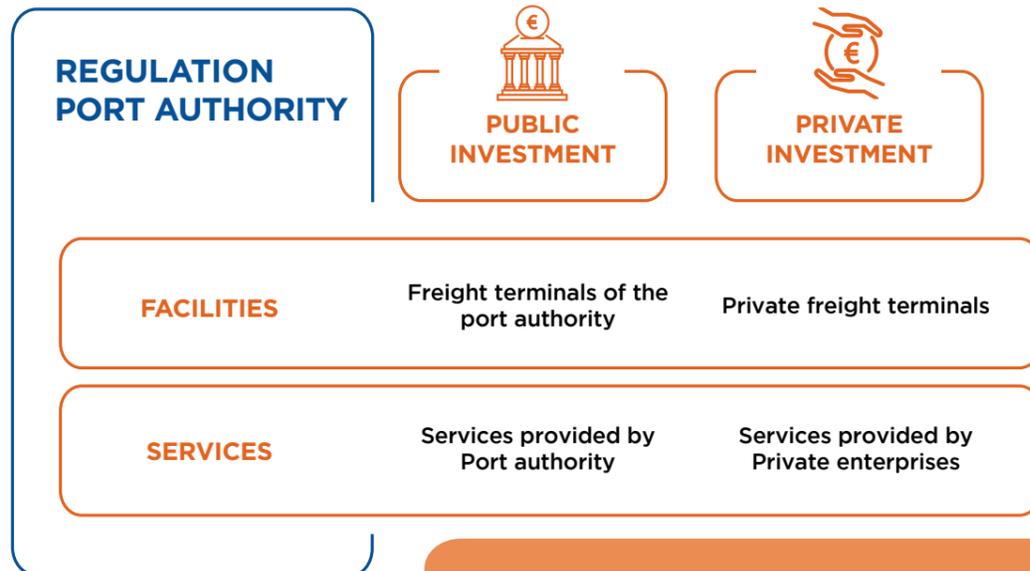
Mission: To contribute to a context of **maximum port competitiveness** to the **economic and social development** of its surroundings in a sustainable way, maximizing both port infrastructures and **connection with its hinterland**. Allowing further expansion of it and increasing the provision of value-added services to a growing variety of traffic.

MISSION	STRATEGY	PROYECT	ALLIANCE	INVESTMENT	
MAXIMUM COMPETITIVENESS	Attracting key traffic customers and greater hinterland - Promoting commercial action - Boosting foreign investment	Expansion of infrastructures and services of the goods border inspection center	PAFSC-Ministry of Health-Ministry of Agriculture, Fisheries and Foodministry of Finance	OWN: 1,829,000	
		Joint actions with other administrations and business organizations to boost port traffic	PAFSC: Aeutransmer ASIME GOE-ASIME COFER Cluster of the Logistics Function of Galicia FITP Northwest Business Initiative CLIA CRUISE EUROPE	OWN: 27,317	
	Building key customer loyalty - Boosting external investment	Analysis of future scenarios for the Port of San Cibrao		ALCOA-PAFSC	[Domestic cost]
		Improvement of the capacity and operations of the San Cibrao multipurpose terminal			OUTSIDE: 52,001,000
		Container Terminal in the Outer Port		APFSC- YILPORT-FERROL CONTAINER TERMINAL (FCT)	OWN: 1,821,000 OUTSIDE: 11,944,000
		Strategic alliance to turn the Port of Ferrol into a benchmark in the provisioning of LNG ships		REGANOSA-PAFSC	[Domestic cost] OUTSIDE: 200,387,000
		Joint analysis with Endesa about the business continuity strategy		ENDESA-PAFSC	[Domestic cost] OUTSIDE: 3,455,000
		Terminal de graneles sólidos de Endesa en el Puerto Exterior			
		Endesa's solid bulk terminal in the Outer Port		SOUTHERN ATLANTIC FOREST-PAFSC	OUTSIDE: 19,000
		Masol Liquid Bulk Terminal in the Outer Port		MASOL-PAFSC	OUTSIDE: 887,000
		Valuation update of PAFSC lands		PAFSC	OWN: 46,005
		Training and informative sessions on quality of services and processes		PAFSC	OWN: 4,590
	Having competitive prices	Monitoring and improvement of the quality of services provided to ships and merchandise		PAFSC- Freight Terminals -Service Operators	OWN:12,000
		Improvements in facilities and machinery services provided by third parties		Port Services Operators-PAFSC	OWN: 2,364,000 OUTSIDE: 4,565,000
		Updating of the specifications for the provision of services		PAFSC - Spanish State Ports	[Own resources]
	Improving the quality of the corporate image in the provision of services and procedures	Updating and computerization of the inventory and inspection and maintenance guidelines for facilities and equipment, including those reversed		PAFSC	OWN:14,400
		Sheltering areas, docks and surfaces		PAFSC	OWN: 35,066,000
		Improving the quality of port services including those provided by third parties	Development of actions to provide the Port of Ferrol with competitive rail intermodality		PAFSC
Alignment of the PAFSC strategy and management with the United Nations Sustainable Development Goals and sustainability principles				PAFSC	OWN: 39,120
ECONOMIC AND SOCIAL DEVELOPMENT OF THE ENVIRONMENT	Obtaining the support of the environment and avoiding conflicts with other group	Energy efficiency		PAFSC	OWN:1,592,000
		Accessibility Plan		PAFSC	OWN: 229,000
		Construction of adequate facilities to provide service to certain traffic: passengers		PAFSC	OWN: 3,087,000
	Improving the institutional image of the port	Reorganization of the lower road of the port and surrounding areas to increase the walking and leisure areas of the population		PAFSC	OWN: 8,910,000
		Formulation of the Special Management Plan for the Port of Ferrol		PAFSC	[Domestic cost]
	Excellence in management to optimize a sustainable value offer	Transition to the EFQM 2020 Model		PAFSC	OWN: 58,080
		R.O.M. Quality of coastal waters. Purpose Proposed by PPEE (Ports of Spain)		PAFSC	[Domestic cost]
		Meteorological and oceanographic support system of the Port Authority (SAMOA 2)		Spanish State Ports - PAFSC	OWN: 141,075
	Managing the environment in a sustainable way	LIFE DRAINRAIN project. Purification of runoff water on pavement		PROYFE-PAFSC-CYE-CETIM-VIAS	OUTSIDE: 1,431,147
		Thermal cameras for temperature detection in the entrances to buildings and dependencies of the Port Authority		PAFSC	OWN: 11,012
	Improving safety and protection in operations	Improvements in access control systems-presence control-facial recognition system with mask		PAFSC	OWN:13,359
		Container Scanner in the Outer Port		PAFSC	OWN: 3,000,000
		Agreement with Sasemar		Spanish State Ports-SASEMAR-APFSC	OWN: 494,000
	Adapting the organization and staff to the strategic objectives and promoting cultural change	Implementation of remote working: remote access to the virtual desktop and videoconferences		PAFSC	OWN:17,490
		Adaptation to the national security scheme NSE		PAFSC	OWN: 80,000
Optimal and safe ICTS	Apps integration		PAFSC	[Domestic cost]	



**Our
STRENGTHS**

THE VALUE OFFER TO OUR STAKEHOLDERS



OUR PORT WORKS TO IMPROVE ITS OFFER OF FACILITIES AND SERVICES, TO FACILITATE GREATER MOBILITY OF PEOPLE AND GOODS, WITH THE HIGHEST STANDARDS OF QUALITY, SAFETY AND ENVIRONMENT WITH COMPETITIVE

78.22

CUSTOMER SATISFACTION INDEX (2020)



- QUALITY
- PRICE
- ENVIRONMENT
- SPEED
- SECURITY

FACILITIES

PORT OF FERROL

We have a dock outside the estuary, with 2,148 meters of berthing, 1,509 of them with 20 meters of draft, and a storage area of 660,297 m³.

Inside the estuary, we have a large area of sheltered water corresponding to docks and anchorages. This allows us to have a liquefied natural gas terminal, connected to the national network of natural gas, and shipyards, among the largest in Europe, which also allow the repair of large ships.

Our port also has a terminal for the traffic and storage of fuels.



Puesto de control fronterizo del Puerto Exterior.

PORT OF SAN CIBRAO

In San Cibrao, we have a multipurpose terminal, dedicated entirely to traffic for the production of alumina and aluminum.

OUR OFFER OF SHELTERED WATER, DOCKS AND SURFACES STANDS OUT COMPARED TO THE AVERAGE OF THE COMPETING PORTS

		PAFSC	AVERAGE IN SPAIN'S NORTHERN SEABOARD*	AVERAGE IN THE PORT SYSTEM*
WATER SURFACE (ha)	Total	4,621	6,719	7,142
	Sheltered water surface	2,164	768	633
LAND SURFACE (m)	Total	3,425,626	1,954,698	3,482,369
	Storage	873,630	951,934	1,345,936
QUAYS (m)	Total	14,418	11,640	13,752
	Depth > 12 m	4,180	3,150	3,901

* Port system data: year 2019



MAP OF THE PORT OF FERROL. Port facilities and terminals.

OUTER HARBOUR 2,148 m QUAY 1,112,303 m² SURFACE

INNER HARBOUR 11,632 m QUAY 1,917,209 m² SURFACE



- Endesa Generación, S.A. dry bulk terminal
- Ferrol Container Terminal, S.A. container terminal
- Masol Ibérica Biofuel, S.L. liquid bulk terminal
- Other terminals

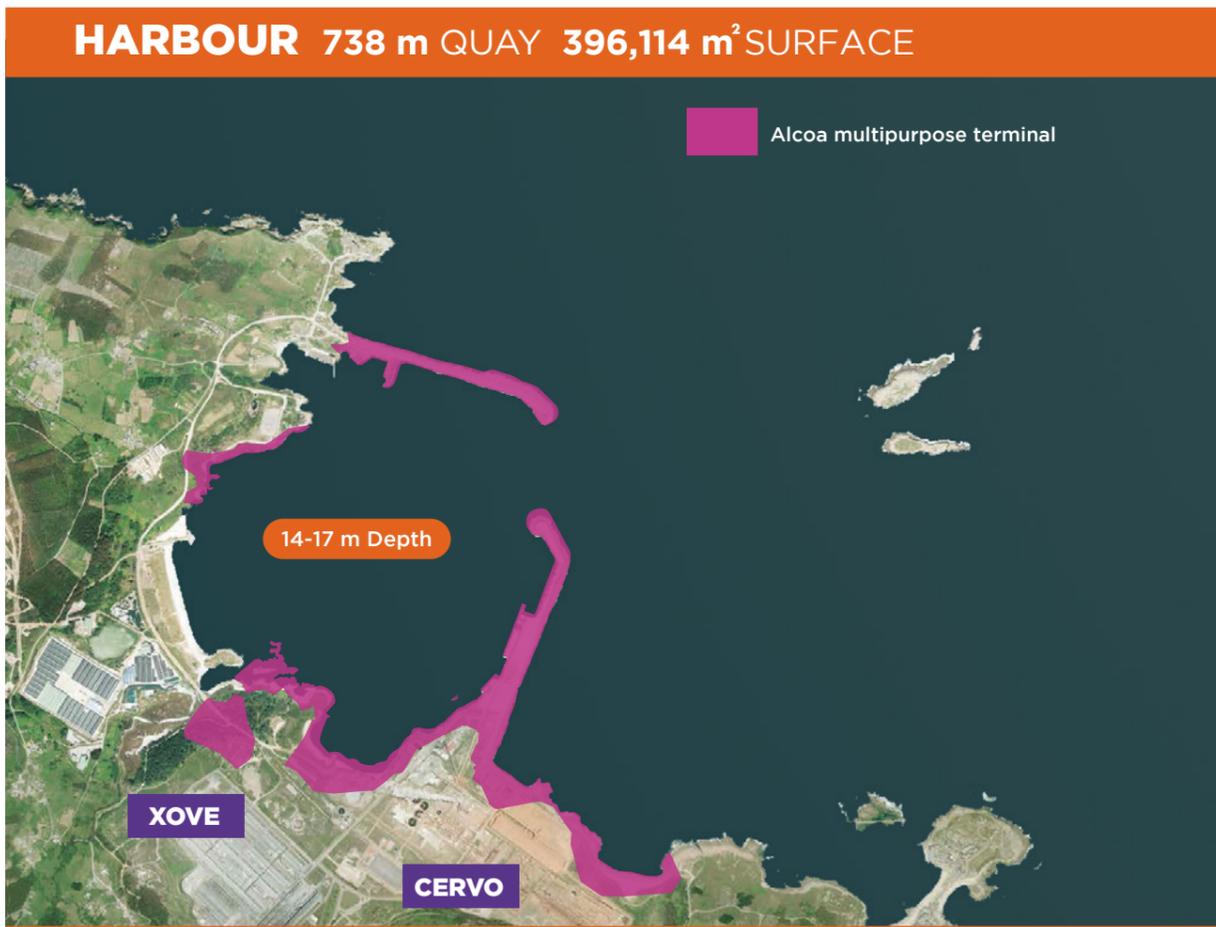
- Road connection with high capacity motorway
- Public areas outside the port area
- Connection with conventional railway network (work in progress)

The complete information on the facilities of the Port, can be consulted in the following (QR):



- Regasificadora del Noroeste, S.A. Liquefied natural gas (LNG) terminal
- Forestal del Atlántico, S.A. liquid bulk terminal
- Navantia S.A. shipyard
- Other terminals
- Public areas outside the port area
- Fishing dock
- Nautical sports
- High capacity motorway connection
- Connection with conventional railway network (Work in progress)
- Road connection with high capacity motorway

MAP OF THE PORT OF SAN CIBRAO. Port facilities and terminals.



Bauxite unloading in San Cibrao

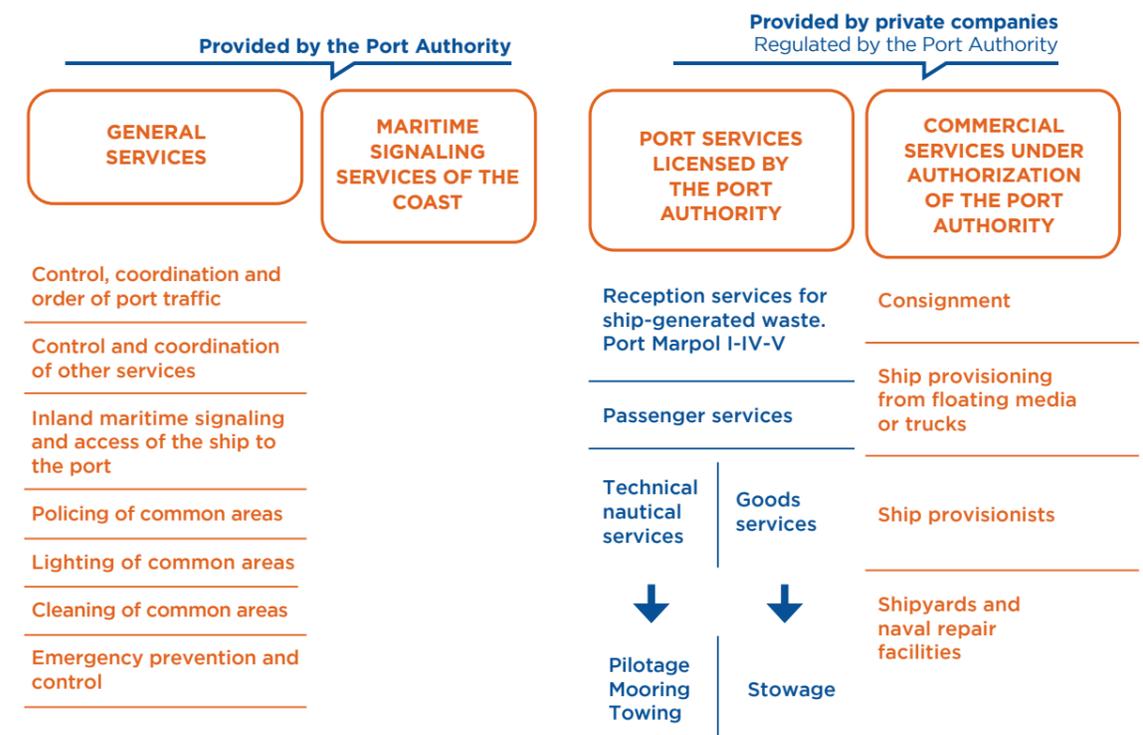
SERVICES

Our Port Authority provides a wide variety of services, with many means and resources. In the case of services provided by private companies, the conditions of provision are regulated by the Port Authority.

CONDITIONS REGULATED BY THE PORT AUTHORITY

- SERVICES
- TRAINING
- FEES
- HUMAN RESOURCES
- QUALITY
- SECURITY
- ENVIRONMENT
- FACILITIES AND EQUIPMENT

SERVICES PROVIDED



Gisweb app enables users to know the current, historical and forecast status of ships, through any mobile device.

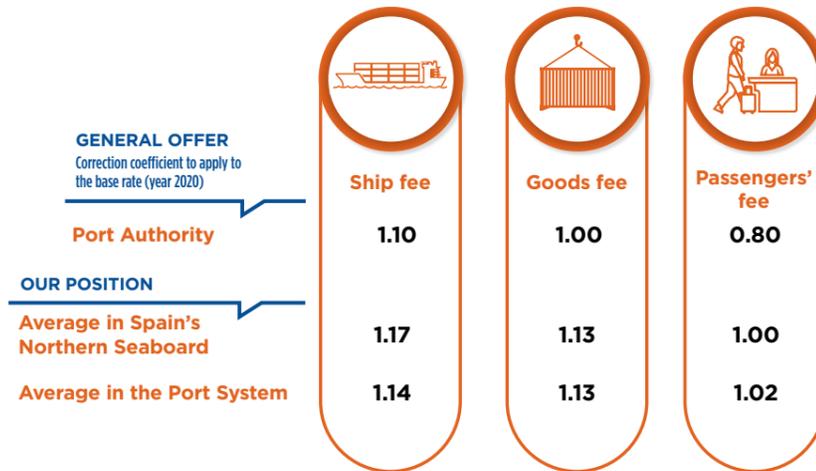
Id	Escala	Buque	Muelle	Entrada Salida	Consignatario	Estado	Tipo	Mercancía	Tn	Estibador
238	DARGA	PUERTO EXTERIOR	02/05/2021 08:19	01	Embarque	PUERTO EXTERIOR	3000			
239	LIMBO	FERROL/02 LADROCA 17	02/05/2021 08:19	00	Desembarque	EUROKAL/0200 1507	50			
241	TELLO	FERROL/02 LADROCA 17	02/05/2021 08:19	116	Embarque	FERROL 10 CASPULANCHO	7300			
225	STONORA	MULLA	01/05/2021 08:19	00	Desembarque	Mullera 7 1384	10000			
226	DOGGEBE	FERROL/02 LADROCA 17	02/05/2021 08:19	116	Desembarque	FERROL/0201 4300	6000			
236	MERCA	FERROL 02	02/05/2021 08:11	227						
236	ARCE	FERROL 02	02/05/2021 07:21	206						
231	TELLO	FERROL/02 LADROCA 17	02/05/2021 08:06	00						
240	INFLU	Remolcador	02/05/2021 10:00	24						
127	AMERINDO	MULLA	02/05/2021 10:01	24						
163	MERCA	Remolcador	02/05/2021 08:01	13						
176	SATO	ESPAÑOLA EXTERIOR	02/05/2021 13:21	00						

The contractual conditions established, as well as the applicable rates, can be consulted on our website and at the port system services observatory. (QR)



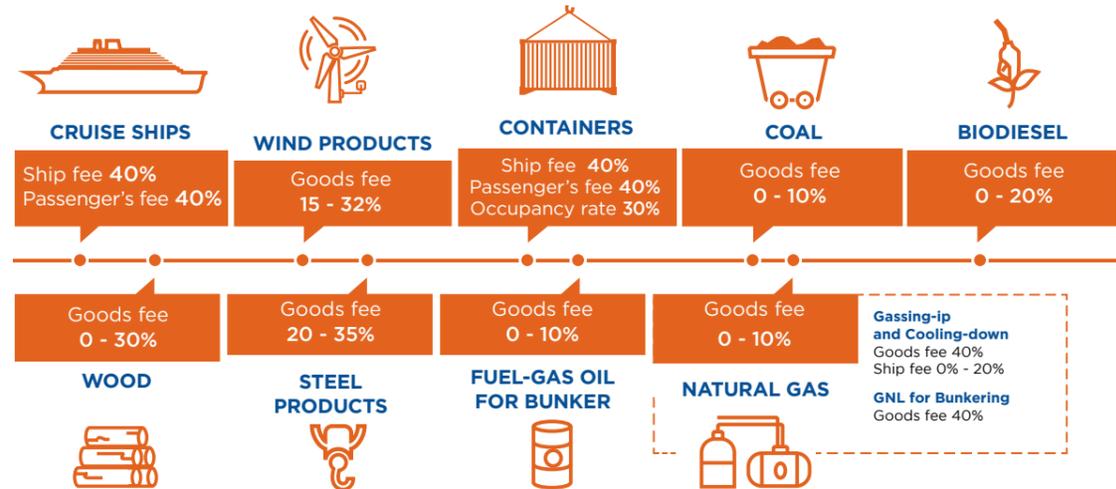
PORT AUTHORITY'S PRICE QUOTATION

We prepare our annual rate offer based on our results as well as our planning for the next 5 years. Our economic solvency allows us to make a competitive price offer



OFFER FOR CERTAIN TRAFFICS (% BONUS)

The details of our rates and fees can be consulted on our website.



BILLING PER SERVICE UNIT (Year 2020)

Port Authority (Year 2020)

OUR POSITIONING

Average in the port system (Year 2019)

	Ship fee (€/GT)	Goods fee (€/t)	Passengers' fee (€/passenger)	Rate of occupancy (€/m ²)
Port Authority (Year 2020)	0.196	0.374	0.485	2.292
Average in the port system (Year 2019)	0.102	0.464	2.151	7.02

Our billing per service unit, in relation to port fees, is very competitive in the main services.

For more information, see the following code (QR):



MANAGEMENT SYSTEMS IMPLEMENTED IN THE PORT

Management systems and external recognition help us improving our offer, incorporating it into our strategy and giving it continuity in the long term.

Port Authority	Private suppliers of services
<ul style="list-style-type: none"> Quality management system ISO 9001 Environmental management system ISO 14001 Security management system Self-protection plans Inner Maritime Plan Specific quality referential approved for goods terminals European seal of excellence of 500+EFQM Sustainability in the organisational management Stakeholder of GRI Integral scorecard Verified GRI memory 	<ul style="list-style-type: none"> Management system ISO 9001 Environment management system ISO 14001-EMAS Safety management system OSHAS 18001

Safety management system	Environmental agreements signed with the Port Authority
<ul style="list-style-type: none"> Quality management system ISO 9001 Environment management system ISO 14001-emas Safety management system OSHAS 18001 Certification in specific quality references approved by the Port Authority 	<ul style="list-style-type: none"> Self-protection plans Inner marine plan Management sustainability Verified GRI memory

OUR POSITIONING

	QUALITY	ENVIRONMENT	SECURITY	EXCELLENCE	SPECIFIC REFERENCES APPROVED	CERTIFIED TERMINALS IN REFERENTIALS	SUSTAINABILITY RECORD
Port Authority	ISO 9001	ISO 14001	Not certified	EFQM 500+	Specific references for bulk goods and general merchandise	2 TERMINALS	Verified sustainability reports GRI exhausting option
Ports in the northern Spain seaboard 10 port authorities, including PAFSC*	9	10	8	3	7	35	1
Port system 28 port authorities, including PAFSC*	25	28	17	5	17	86	1

*Data from Sustainability Report port system: 2018. GRI models published in GRI's Sustainability Disclosure Database" Verified memories (year 2019)

CONNECTION WITH HINTERLAND INTERMODODALITY

ROAD AND RAIL CONNECTIONS MAP

All our terminals are connected to high capacity roads. In 2020 we moved a total of 2,563,174 t by road.

	ROAD TYPE	BILBAO	MADRID	LISBOA	BARCELONA	ALGECIRAS	PARÍS
FERROL	Highway	521 km	506 km	629.5 km	1,098.8 km	1,112.6 km	1,433 km
SAN CIBRAO	Motorway	436 km	570 km	706 km	1,042 km	1,081 km	1,349 km



RAILWAY

FERROL



ROAD TYPE

CONVENTIONAL ROAD

Our internal dock has a direct connection to the conventional national rail network, which is 4 km away from an intermodal facility that has a 4,000 m² railroad track and a total of 1,500 m² of surface.



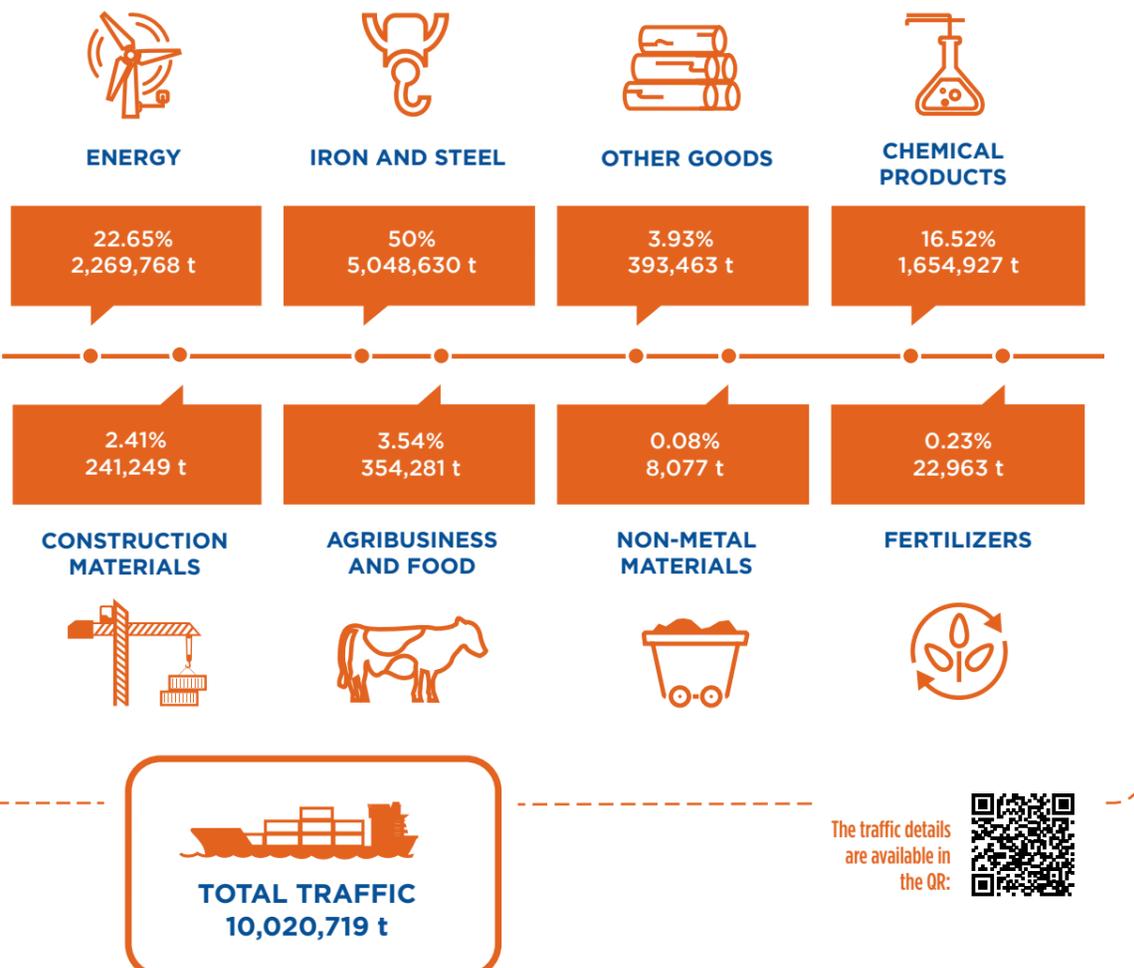
Fonts: <http://www.adif.es> y <https://www.mitma.gob.es>

ECONOMIC AND SOCIAL DEVELOPMENT OF THE AREA

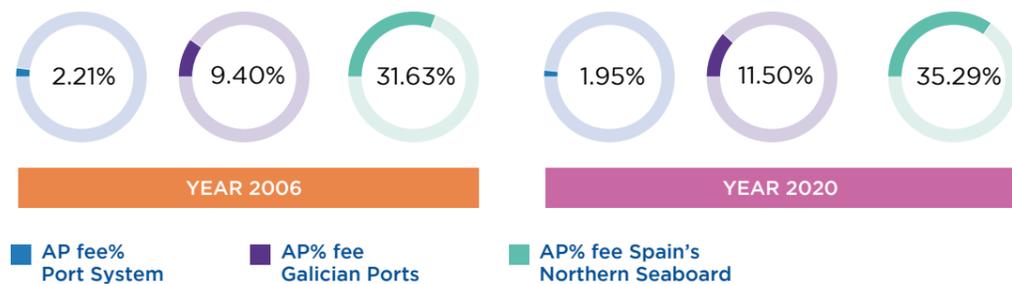
ECONOMIC SECTORS SERVED

The growth in the passage of goods and passengers through our facilities is continuous over time. This has allowed us to increase our share in the Spanish and regional port sector.

ECONOMIC SECTORS



TRAFFIC FEES

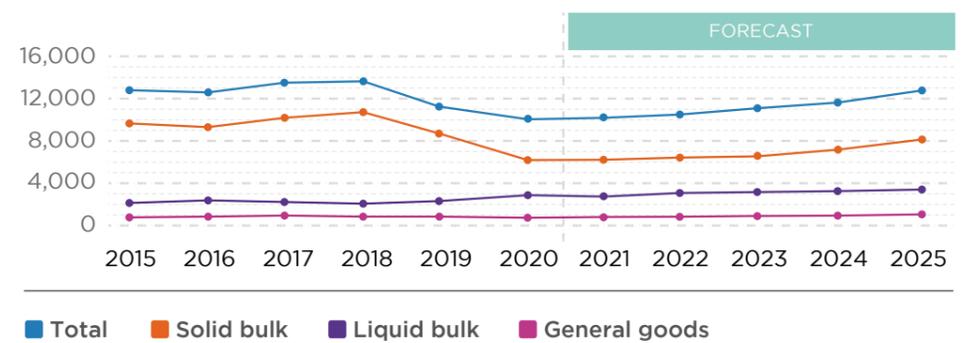


Ships in operation in the inner harbour

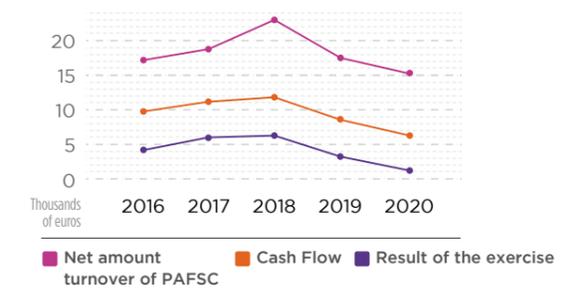
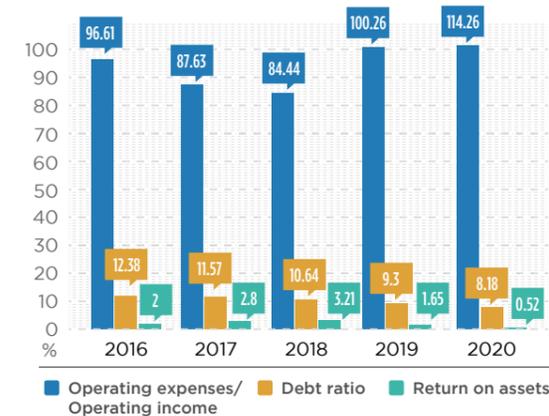
GOODS

EVOLUTION AND FORECAST

The figures for 2021 onwards correspond to forecasts subject to change



OUR ECONOMIC AND FINANCIAL SOLVENCY ALLOWS US TO MAINTAIN THE VALUE OFFER TO OUR STAKEHOLDERS



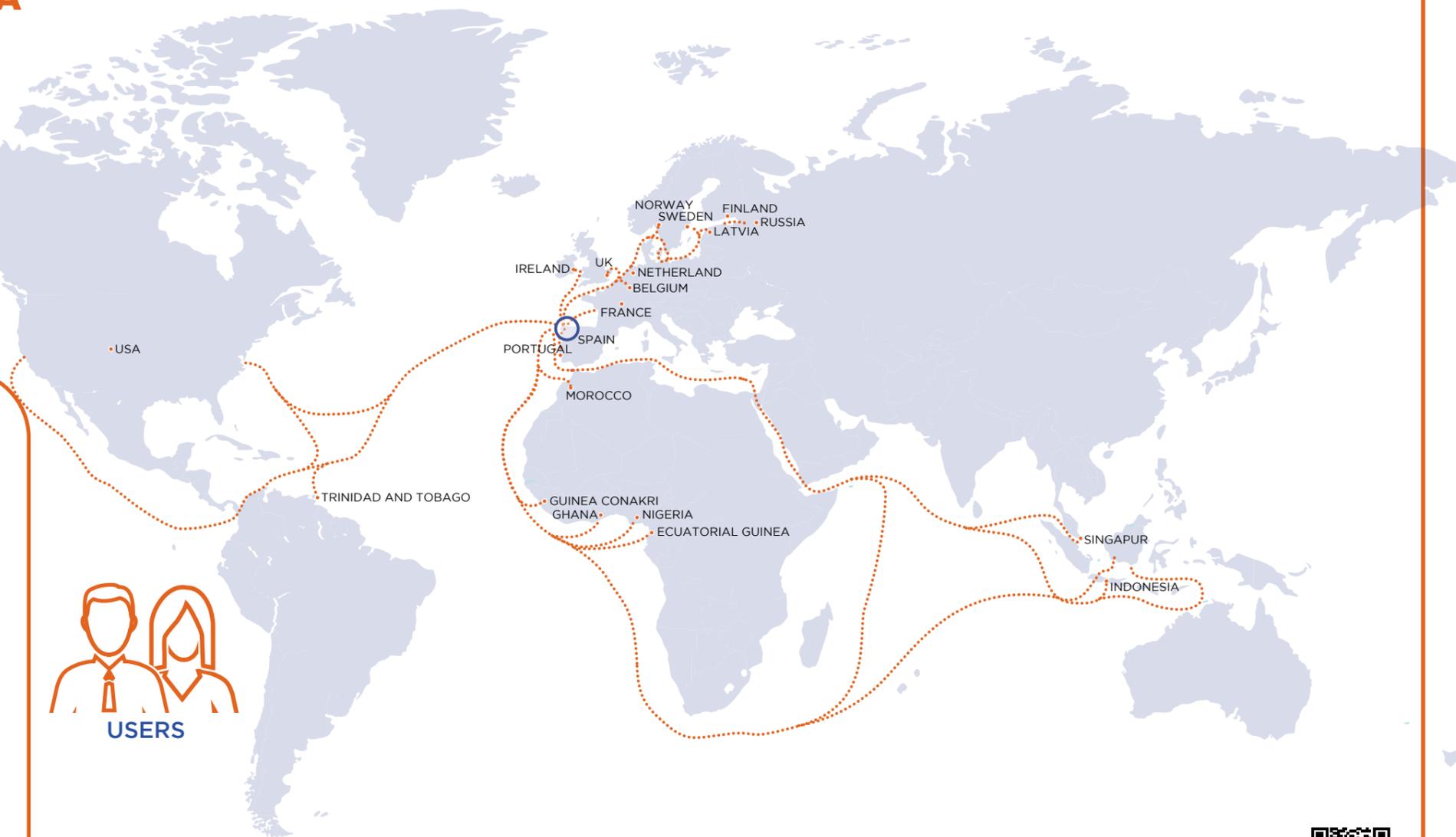


ECONOMIC AND SOCIAL DEVELOPMENT OF THE AREA

WE CONNECT THE ECONOMY OF OUR REGION WITH THE REST OF THE WORLD

We facilitate the import and export of goods, and the sale of services to the main companies of our area: **Alcoa, Regasificadora del Noroeste, Masol Iberia, Forestal del Atlántico, Megasa, Vestas, Navantia, etc.**

WORLD MAP. A connected economy between our region and the world



GAS



CAR



RENEWABLE ENERGIES



FUELS



CONSTRUCTION



SHIP REPAIR



USERS



..... Maritime transport of goods

● COUNTRY

For more information on the countries of origin and destination of our goods you can use the code (QR):



GUINEA-CONAKRI	4,538,833	FRANCE	277,288	FINLAND	74,219
RUSSIA	770,120	PORTUGAL	265,265	UKRAINE	66,844
NETHERLAND	542,970	BELGIUM	245,350	IRELAND	66,468
NORUEGA	542,282	SWEDEN	213,531	MOROCCO	45,506
USA	487,323	INDONESIA	195,725	ROMANIA	39,134
TRINIDAD AND TOBAGO	351,393	NIGERIA	128,069	LATVIA	34,863
SPAIN	300,830	ECUATORIAL GUINEA	95,497	SINGAPUR	32,628
UK	297,705	GHANA	86,921	OTHER COUNTRIES TOTAL	288,506
				TOTAL	10,020,719

Tons per country



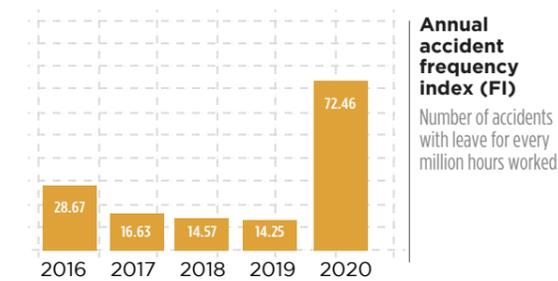
ECONOMIC AND SOCIAL DEVELOPMENT OF THE AREA STAFF

Our staff is the key to our success in developing the strategy of our Port. We improve our offer of services with trained and well-prepared personnel, seeking their personal motivation and satisfaction.

OUR POSITIONING IN THE HUMAN RESOURCES MANAGEMENT:	PAFSC	AVERAGE OF THE PORT SYSTEM (2018)
PERCENTAGE OF EVENTUAL OVER TOTAL EMPLOYEES	9.82%	16.20%
PERCENTAGE OF WOMEN OVER TOTAL EMPLOYEES	24.11%	27.53%
PERCENTAGE OF PERMANENT EMPLOYEES OVER AGE 50 YEARS	33.93%	49%

68.47
STAFF SATISFACTION INDEX YEAR 2020

EVOLUTION OF MAIN INDICATORS:



Annual accident frequency index (FI)
Number of accidents with leave for every million hours worked



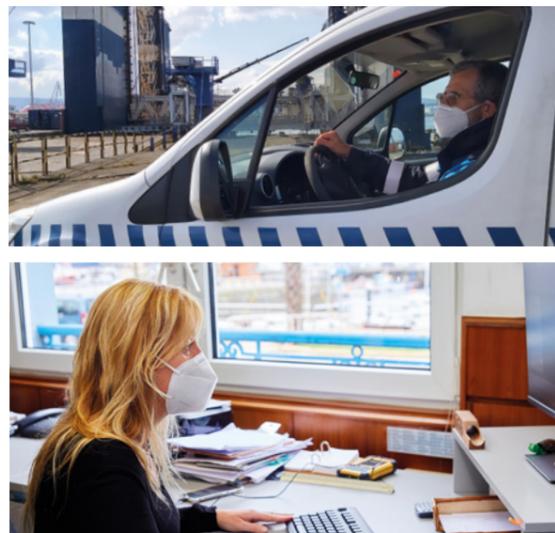
Annual accident severity index (SG)
Number of days lost per thousand hours worked



Percentage of permanent workers over age 50 years

OUR BEST VALUE: OUR STAFF

Our customers, freight terminals, service operators and partners place our staff at the head of the highest scoring questions in the annual satisfaction survey. In the 2020 we once again checked the professional and human quality of our team, which taught us a lesson in professionalism and involvement with its response to the pandemic.



OUR RELATIONSHIP WITH SOCIETY

WE INVEST IN GENERATING SPACES FOR THE USE OF CITIZENS

In order to create spaces of great value in the surroundings of the maritime-land line, which allow citizens to develop sports and leisure activities, we have continued with the actions framed in the strategic line of integration with the environment as well as we have planned the following actions for the coming years (investment plan 2021-2025):

Pedestrian walkway from La Cabana to the entrance of the port

Pedestrian walkway attached to the railway access viaduct, of about 620 m, will allow citizens a path that goes around the Ensenada de A Malata | **1,250 thousands of Euros.**



Previous study for the Humanization of the contact area between the port and the city of Ferrol

The PAFSC intends to undertake a remodeling of the port's contact area with the city of Ferrol, aimed at its integration and humanization.

Phase 1 - Reorganization of the lower road of the port and main street. Project that seeks to reor-

der the uses of the lower road of the Port and the main street of the Inner Port (road, rail, parking areas, storage, etc.), as well as completely renew its services and pavement | **7,900 thousands of Euros**



Refurbishment of the PAFSC office building

Comprehensive refurbishment of the Port of Ferrol Marina Command building and refurbishment of the A.P. building. Both buildings will house the offices of the Port Authority | **2,979 thousands of Euros**



Refurbishment of the customs building

The old customs building recovers as | **600 thousands of Euros**



TOTAL INVESTMENT:
12,729
thousands of Euros

In a stage of restriction of the mobility of citizens for health reasons, we are aware of the need to increase the availability of greater pedestrianized areas in confined urban centers. Therefore in 2020 there were cuts in the circulation of vehicles in the vicinity of the access to the Malata promenade and the Curuxeiras Dock. In addition, the required projects were carried out to improve the pedestrianization of the area as well as to provide elements to bring benefits to citizens.

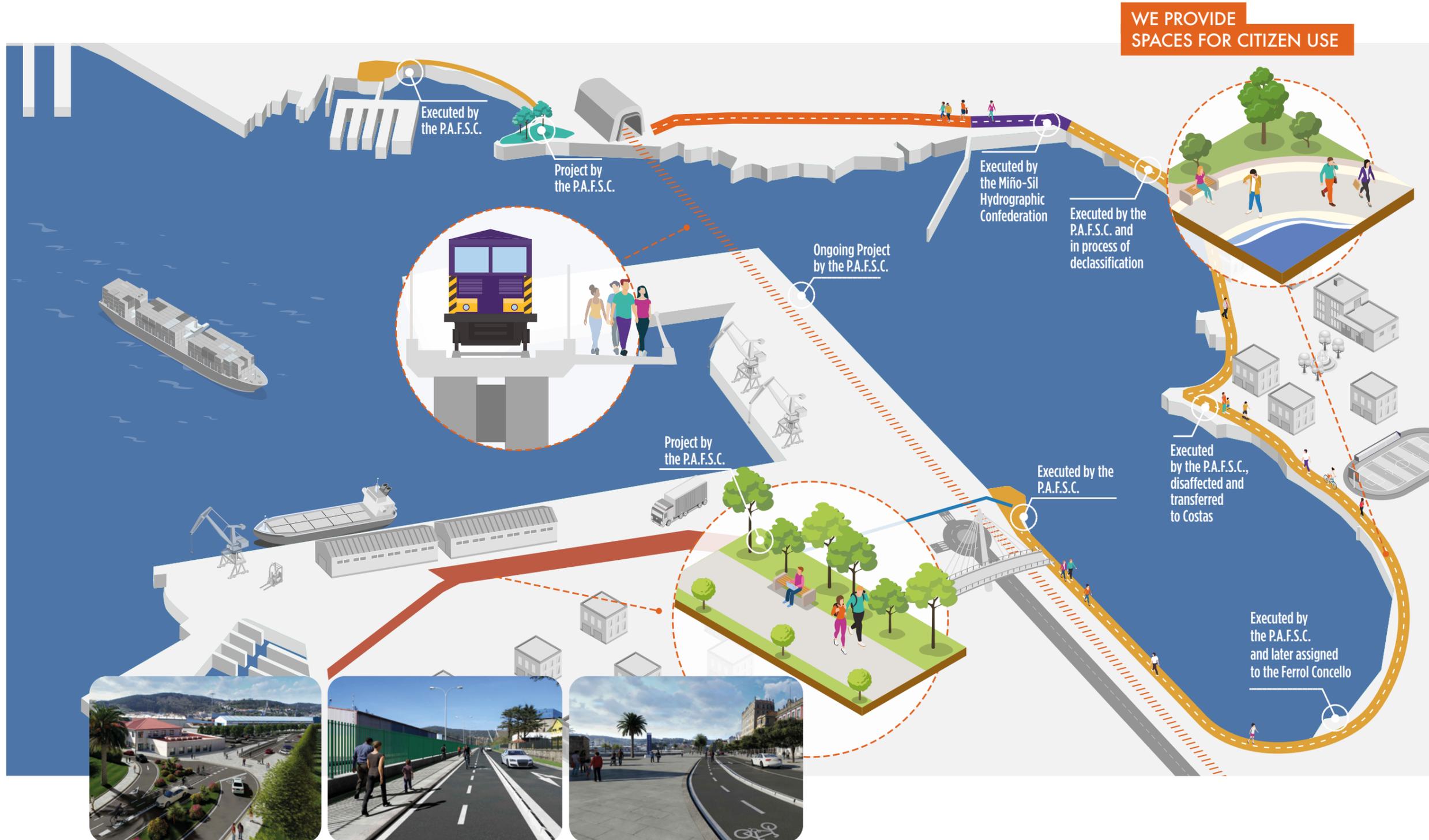
WE CREATE LINKS WITH OUR YOUNG PEOPLE TO EXCHANGE KNOWLEDGE ABOUT THE IMPACT OF THE PORT'S ACTIVITY ON THEIR LIVES

After the impasse of the activities that we organised to bring new generations closer to our reality, promoting socio-cultural activities, with the help of the Neighbours Association for Ferrol we have organized in the spring of 2021 the **I Photography Contest "Puerto y Ciudad"**.

We are very grateful to all the participants for their contribution to this activity, giving us a different vision of who we are and what we do.



OUR RELATIONSHIP WITH SOCIETY





OUR RELATIONSHIP WITH SOCIETY THE RAIL CONNECTION TO THE OUTER PORT

The focus of the Port Authority actions is to maximize our contribution to society, as we are key to enhancing the wealth and prosperity of our region.

A large part of our efforts in recent years and near future is focused on providing our port facilities with the best land connectivity, thus promoting a more efficient mobility of goods in economic, safety and environmental terms.

This action aims at generating the following long-term positive effects:



Safety and health benefit (accident reduction) 0.54 million €/year	Increase in goods traffic in the long run 9.77 million of tons
Increase in the net added value 237 million euros	Employment growth 4,521 people
BENEFIT ENVIRONMENTAL (noise, direct emissions and climate change) 3.7 million €/year	

Derived from the execution of the works, and as part of the **environmental impact statement** formulated by the Secretary of State for the Environment (the main actions of which are detailed on page 45) the Port Authority will allocate approximately 867 thousand euros to control these actions and for the coordination of safety and health.

The work started in 2018 for the **regeneration of the school of shellfish** of A Graña and A Malata continues in operation, which will contribute to improving the current situation in these areas. Throughout this year, we have been maintained the preoperational characterization works carried out in the waters of Ensenada de A Malata and Ensenada de Cariño, in collaboration with the Mariña de A Graña Biology Station.

On the other hand, **analytical controls have been carried out at the discharge point** of the existing wastewater treatment plant in the works area of the West Emboquille of the Brión Tunnel, as well as in the receiving environment.

We have also been maintained the monitoring work by seismographs of the incidence of vibrations introduced into the ground by the blasting associated with the excavation of the tunnel. In addition, **noise and vibration measurements** have been carried out in the nearest houses. In November 2020, an acoustic study was carried out in one of the houses in the town of Cariño closest to the Brión Tunnel in order to find out what the insulating behavior of the natural ground between the house and the tunnel is, and thus be able to evaluate, the possible conditions that could occur in the same during the infrastructure operating phase.

Efforts continue in the **monitoring of flows and levels in springs and wells** throughout the Brión massif, as well as the level readings in those wells that are accessible from the geotechnical campaigns carried out.

The works related to the Railway Access to the External Port are subject to an **archaeological control plan**, authorized by the Archaeological Heritage Directorate General, due to the need to carry out geotechnical research probes in the Brión mountains in areas close to six burial mounds. The work, carried out in 2020, has been completed without any impact on the protected elements.



Finally, one of the major effects on third parties that the execution of the Brión tunnel can cause is damage to the **structures and houses** located in the vicinity of the tunnel, which are the Cariño and A Graña important components. In Cariño, a monitoring was carried out of the wall that supports the embankment that served to generate the esplanade where the Outer Port Access control is located. In the nucleus of A Graña, the following auscultation has been carried out with placement of prisms to control movements in XYZ in facades of houses and retaining wall of the park. The main idea of this is to control by an automated station, as well as placement of leveling milestones on the Vello Road from A Graña and Rúa Alta, on the ground and on the facades of some houses.

In the Access tunnel to the A Graña Naval Base, in addition to reinforcing its structure, a continuous monitoring system has been installed that allows early detection and monitoring of any condition to this structure during the excavation of the Brión Tunnel.

(308-2), (413-1), (413-2)

ENVIR. VARIABLES	IMPLEMENTING MEASURES IN CONSTRUCTION PROJECTS	CONDITIONING ENVIRONMENTAL FACTORS	COORD./ADMIN. BODY
ATMOSPHERE	Periodic watering to minimize dust		
	Tuning and speed limitation of vehicles		
	Transport of covered materials		
NOISE AND VIBRATION	Acoustic screens	Study of noise and vibration detail	Dpt. Quality and Environmental and Natural Environment Assessment (Ministry of Agriculture, Food & Env)
	Blankets under ballast		
	Restrictions on work schedules. No night jobs		
GEOLOGY/ SOIL	Reuse of leftover materials in the work	Study of loans and landfills	Nature conservation department of environment, territory and infrastructure (Xunta de Galicia)
	Quarries in operation / abandoned		
	Deep viaduct foundation		
	Location of zia in port esplanade		
HYDROLOGY	Viaduct design (5 batteries max)	Hydrogeological study	Galician Water Department and Env. & Territory & Infrastructure (Xunta de Galicia)
	Tunnel design (waterproofing)		
	Settling raft (zias & tunnel) water treatment		
	Water analysis in sedimentation traps (during viaduct works)		
VEGETATION	Plant restoration project / treatment of pitheads	Study of habitats	Nature Conservation Department of Environment, Territory and Infrastructure (Xunta de Galicia)
	Vegetation protection plan		
	Fire prevention and extinction plan		
FAUNA	Control by larval cultivation control plot taught to A malata (before, during and after the viaduct works)	Works calendar (blasting, clearing, noisy operations)	Nature Conservation Department of Environment, Territory and Infrastructure; Fishermen's associations and A Graña biological station (Xunta de Galicia)
	Construction process of the viaduct (by means of pontoons and tabbed enc.)		
	Anti-pollution barriers		
LANDSCAPE	Environmental and landscape integration project		
	Pithead treatment of tunnels, dumps, channels		
	Conditioning of the seafront/promenade		
	Boardwalk Conditioning		
CULTURAL HERITAGE	Design of ventilation ducts and emergency exits	Study of cultural heritage Archaeological survey	Cultural Heritage Department of Culture, Education and University Planning (Xunta de Galicia)
	Archaeological control of the works		
POPULATION	Replacement of affected services		
	Territorial permeability		

(308-2), (413-1), (413-2), (304-2)

Expand information (QR):



EXECUTIVE TEAM



HEAD OF OPERATION DEPARTMENT

Javier Calviño Gómez

Engineer of roads, canals and ports

*Master's Degree in Executive Business Management
Master in Maritime Administration and Port Management*

HEAD OF MAINTENANCE AND NAVIGATION AIDS DEPARTMENT:

Gervasio Dopico Martínez

Technical engineer in public works

HEAD OF SUSTAINABILITY AND MANAGEMENT SYSTEMS DEPARTMENT:

Débora Acea Escrich

Degree in Economics and Business Sciences

Master in Business Auditing

HEAD OF COMMERCIAL AND DEVELOPMENT DEPARTMENT:

Julio Hernández Sanmamed

Engineer of roads, canals and ports

Master in Maritime and Port Management

DIRECTOR

Alejandro Rey Seoane

Engineer of roads, canals and ports

Master in Port Engineering and Management

HEAD OF INFRASTRUCTURE DEPARTMENT

Jesús Busto Míguez

Engineer of roads, canals and ports

HEAD OF ECONOMIC-FINANCIAL AREA

Manuel Vázquez Faraldo

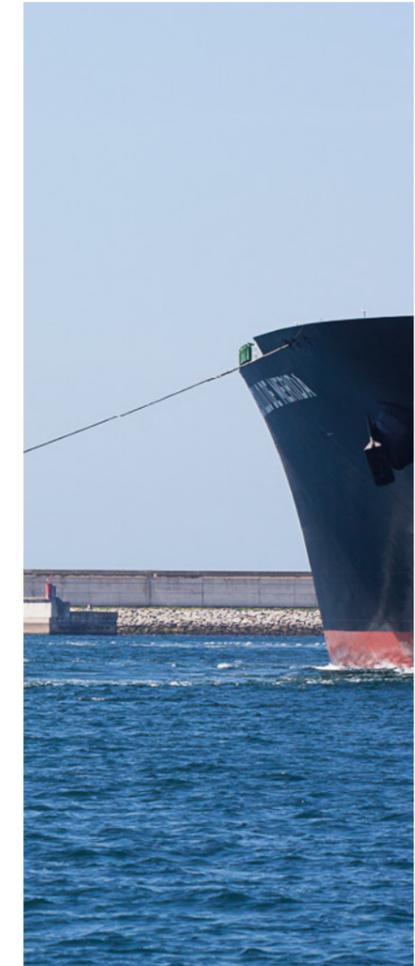
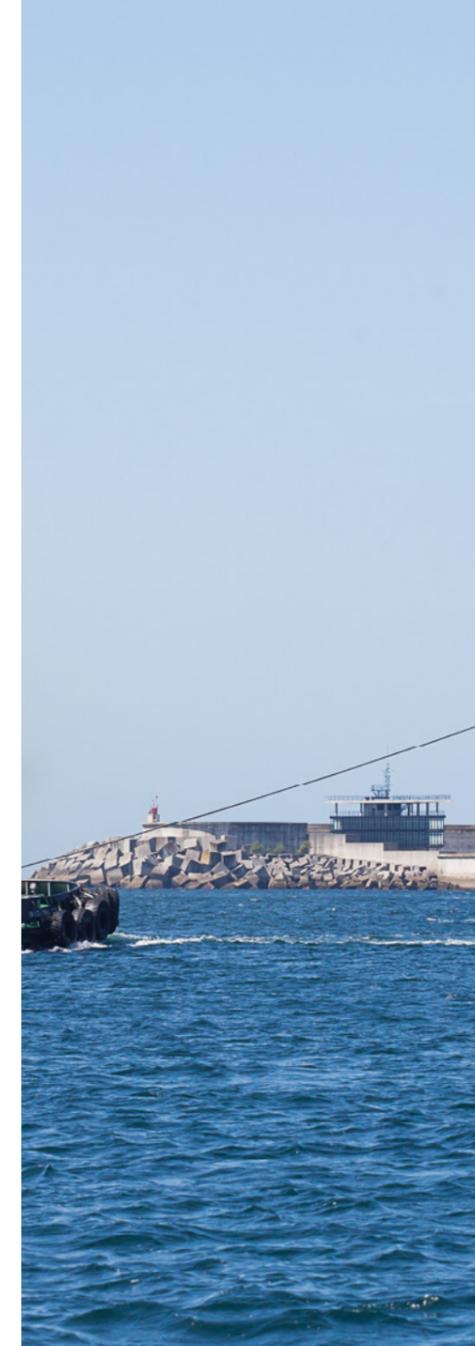
Degree in Economics and Business Administration

HEAD OF LEGAL SERVICES AND LABOR RELATIONS AREA

Antonio López Coira

Degree in Law

Master in Human Resources Management



Our
MANAGEMENT

GI | VALUE OFFERED TO OUR STAKEHOLDERS

STAKEHOLDERS OF PORT AUTHORITY

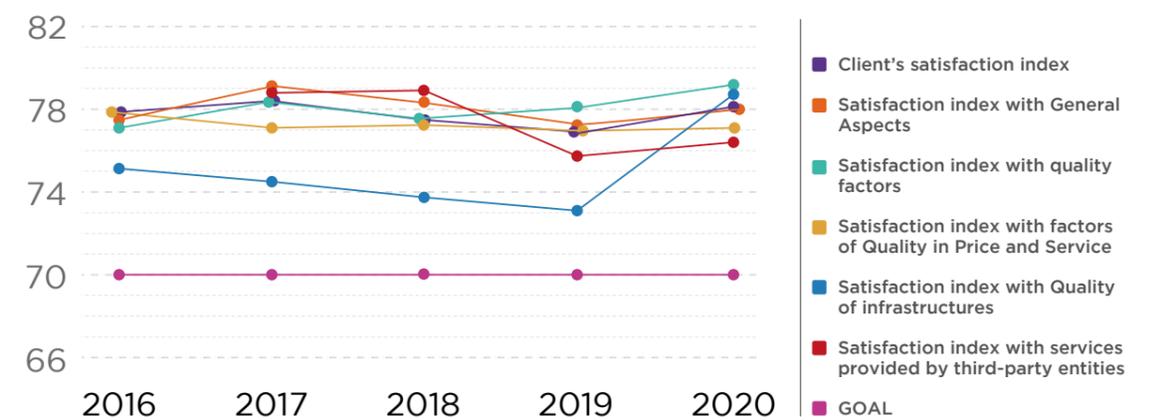


GI | SATISFACTION OF STAKEHOLDERS CLIENTS, SERVICE OPERATORS AND FREIGHTS TERMINALS, PARTNERSHIPS

ASSESSED ASPECTS OF THE VALUE OFFER

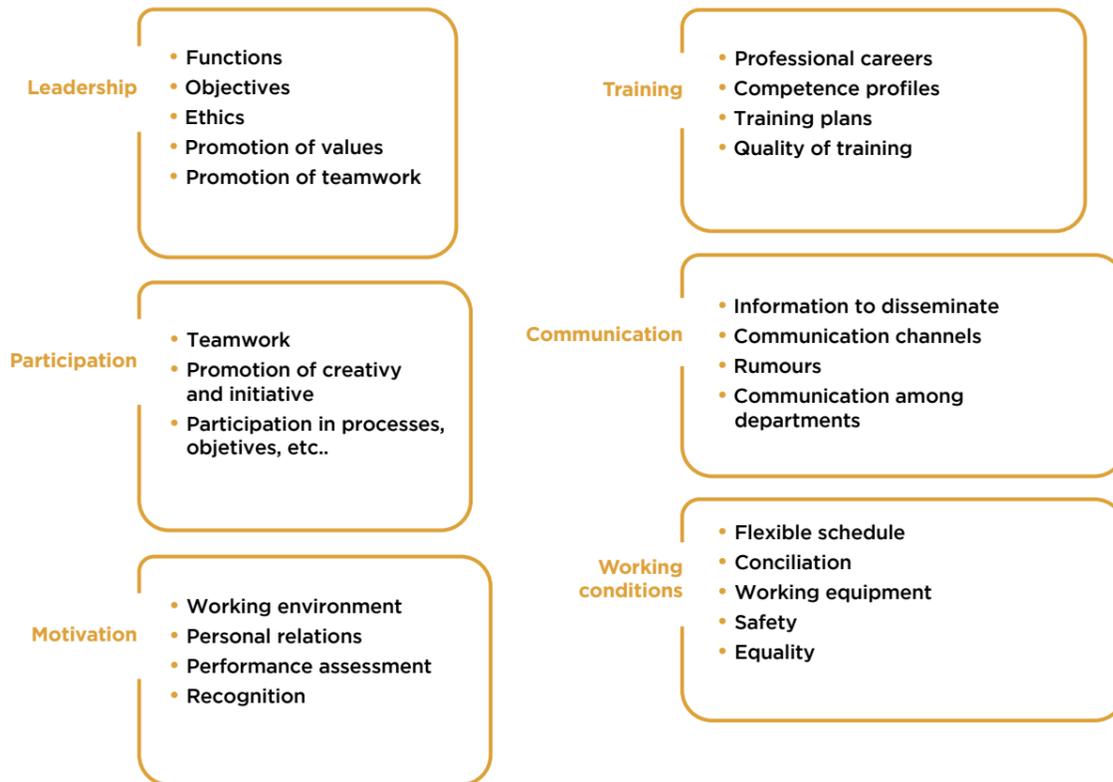


SATISFACTION INDEX (%)



EMPLOYEES

ASSESSED ASPECTS OF THE VALUE OFFER



SATISFACTION INDEX BY PERSONAL TYPE (%)

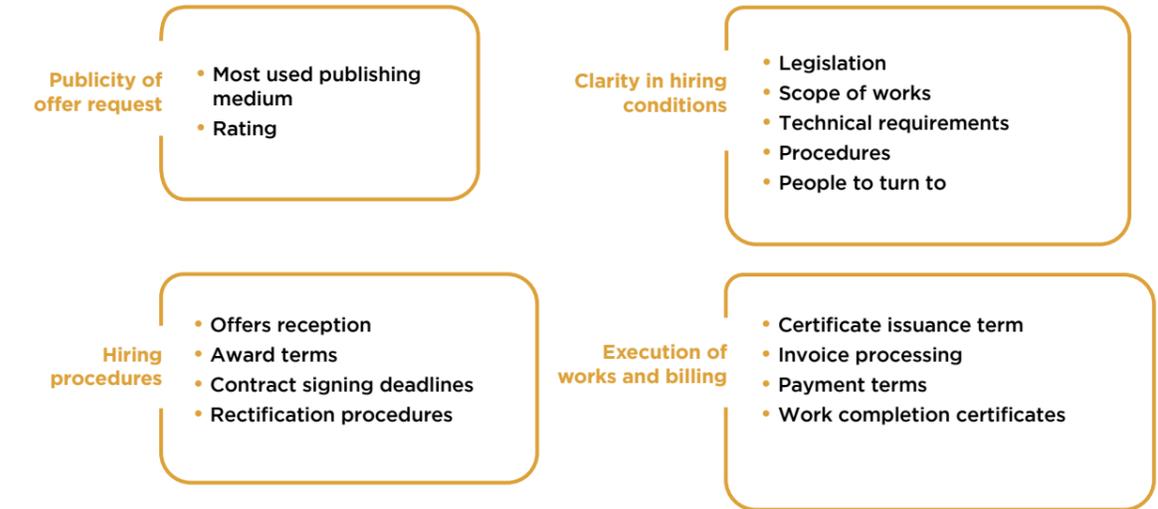


SATISFACTION INDEX BY EVALUATED ASPECT (%)

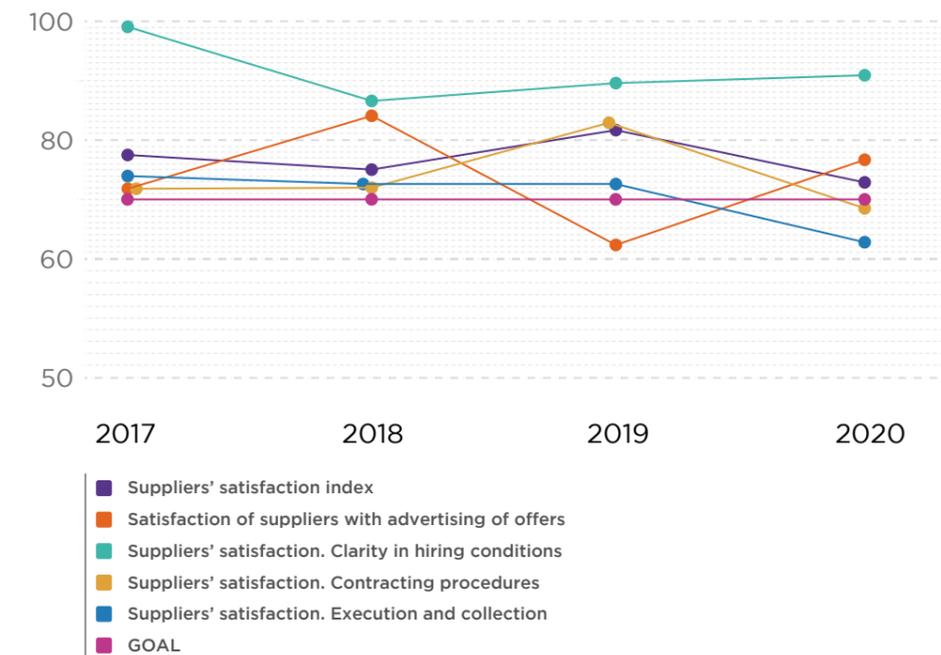


SUPPLIERS

ASSESSED ASPECTS OF THE VALUE OFFER



SATISFACTION INDEXES OF DIFFERENT ASPECTS OF SUPPLIERS (%)





SOCIETY (Expectations of all stakeholders)

In the year 2021 we have taken into consideration the 2021 Business Plan that seeks to improve the determination of the key interest groups of the PAFSC, as well as in the increase of their participation in the definition of those topics that they consider essential. They are added later into the Port Authority's strategy and processes, so that we can guarantee the best performance in our value offer to each stakeholder. In addition, with the collaboration of Ernst & Young, work is being carried out on the "Alignment of strategy and management with the United Nations Sustainable Development Goals (SDGS) and sustainability principles."

The work includes materiality surveys of all PAFSC stakeholders, as well as personal interviews with key stakeholders.

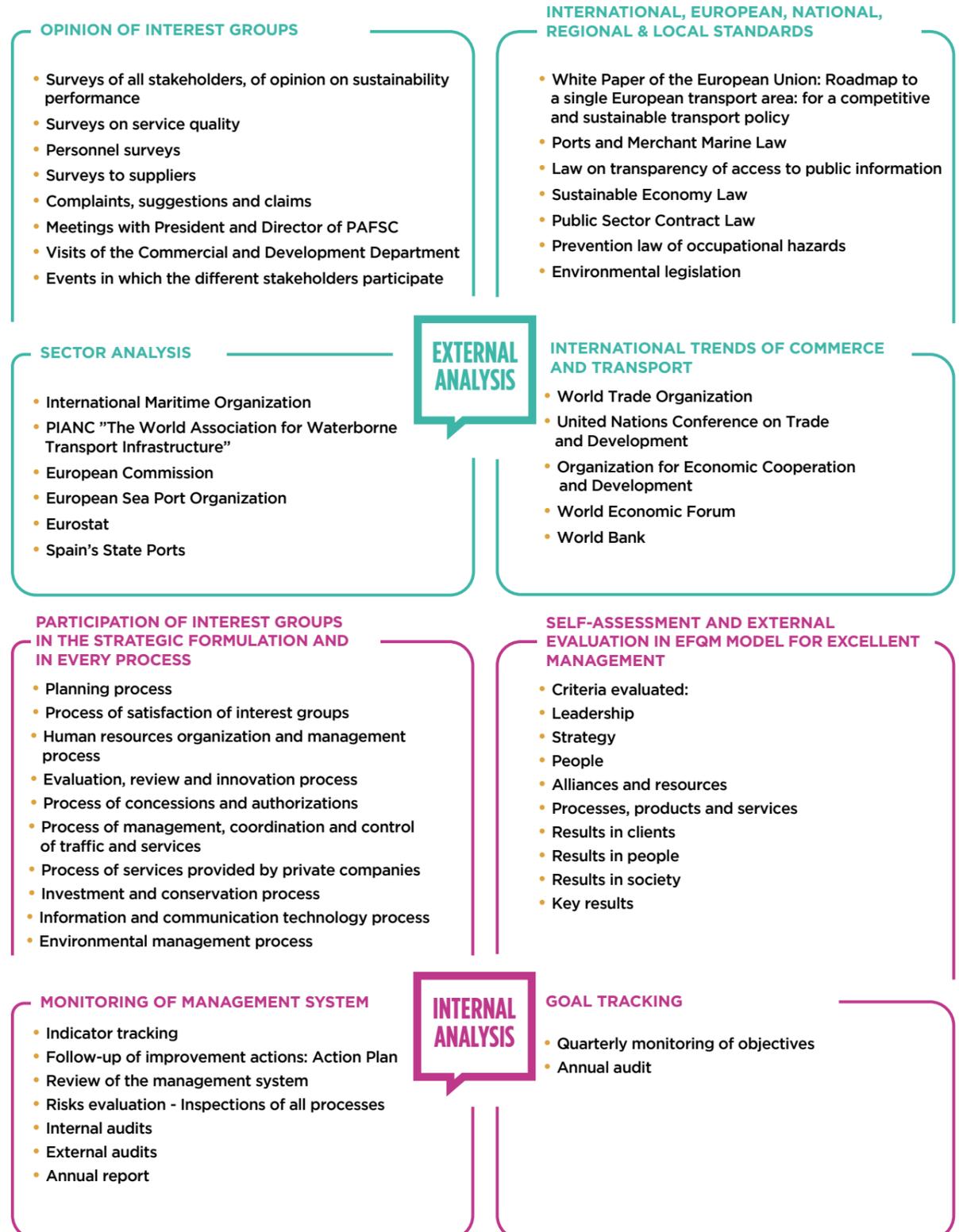
COMPLAINTS, INITIATIVES AND SUGGESTIONS

In 2020, no complaint, initiative or suggestion was received through the management system.

STAGES IN THE CONSTRUCTION OF A COMPETITIVE VALUE OFFER

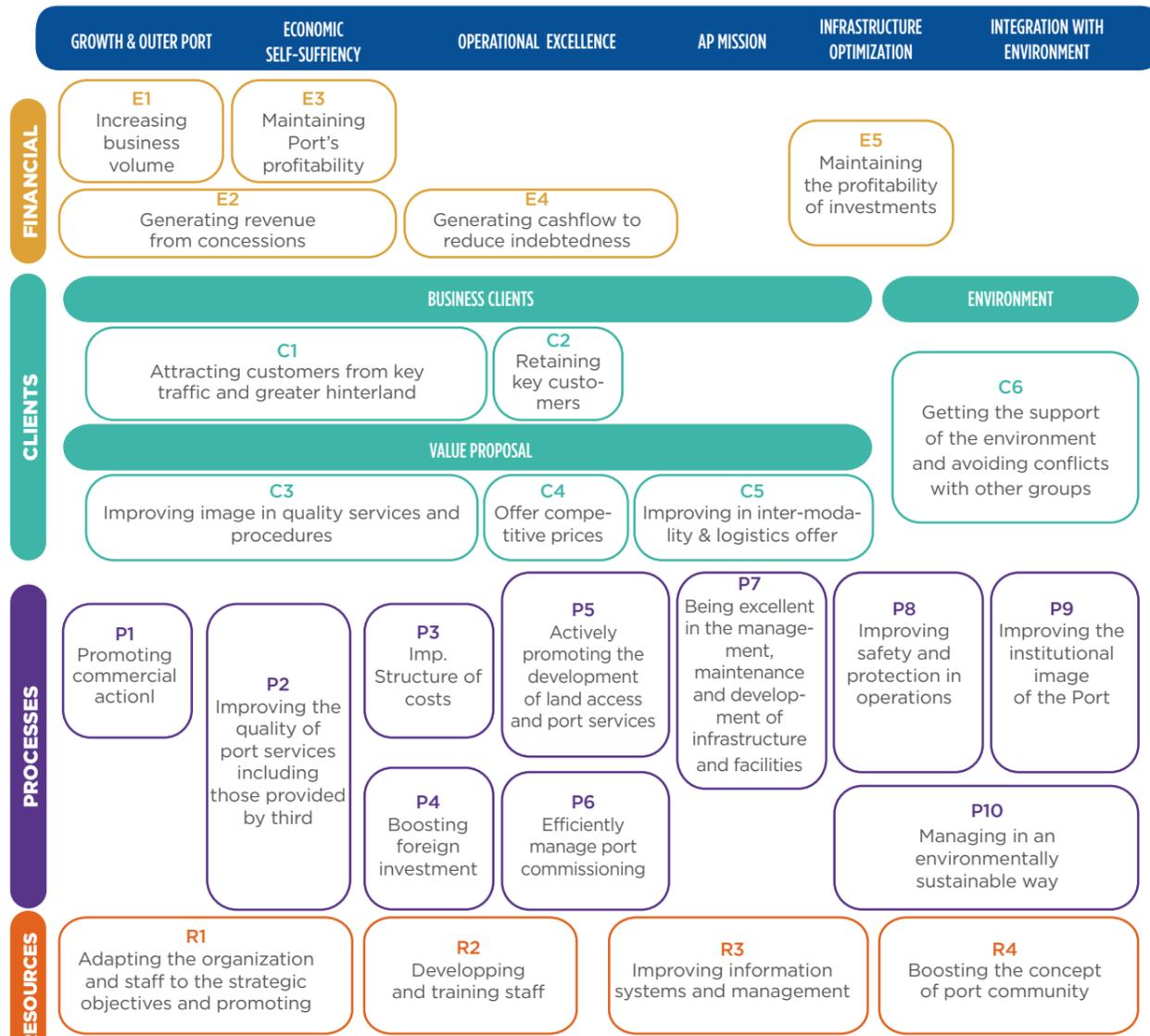


INTERNAL AND EXTERNAL ANALYSIS STRATEGY OF THE PORT AUTHORITY OF FERROL-SAN CIBRAO

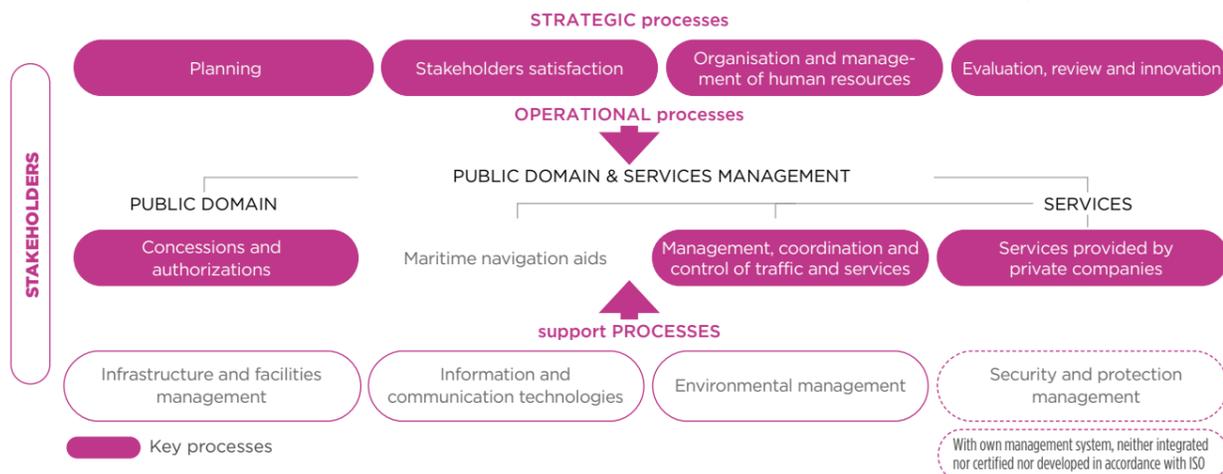


STRATEGY DEPLOYMENT THROUGH PROCESSES

STRATEGIC MAP OF PORT AUTHORITY OF FERROL-SAN CIBRAO



PROCESS MAP OF THE PORT AUTHORITY OF FERROL-SAN CIBRAO



EVALUATION, REVIEW AND INNOVATION

KEY INDICATORS OF PROCESS AND STRATEGY MONITORING

STRATEGIC GOAL/ PROCESS	TITLE INDICATORS	UNITS	2019	2020	GOAL
			TOTAL YEAR	TOTAL YEAR	
E1 / PE1	Net amount of PAFSC turnover (thousands of euros)	Thousands of Euros	17,528.00	15,212.00	14,286.00
E2 / PO1	Income from occupancy and activity rates with respect to the net amount of turnover (%)	%	39.06	43.9	46.31
E3 / PE1	Result for the year	Thousands of Euros	3,220	1,148.00	-130
E3 / PE1	Return on assets	%	1.65	0.51	-0.21
E4 / PE1	Cash Flow (Thousands of euros)	Thousands of Euros	8,676.00	6,153.00	4,802.00
E4 / PE1	Debt ratio (%)	%	9.3	8.18	8.1
C1 / PE1	Freight traffic	Tons	11,183,384.00	10,034,625	9,230,000.00
C1 / PE1	Ship traffic	No. of ships	1,086.00	1,002	826.00
C1 / PE1	Number of containers (TEUS)	TEUS	8,277.00	12,472.75	25,330.00
C1 / PE1	Coal traffic	tn	2,162,592.00	7,699.09	80,000.00
C1 / PE1	Natural gas traffic	tn	902,826.00	1,454,336.81	1,178,000.00
C2 / PE1	Bauxite traffic	tn	3,966,686.00	4,595,796	3,966,686.00
C2 / PE1	Fuel oil traffic	tn	498,473.00	521,932.81	400,000.00
C2 / PE1	Alumina traffic	tn	1,167,630.00	1,172,788	1,078,969.02
C3 / PE2	Customer Satisfaction Index	%	76.9	78.22	70
C3 / PO1	No. of concessionary or authorized port terminals certified in the references of PAFSC quality of service	nº	2	2	5
C4 / PE1	Income from occupancy rate per m² of concession area	€/m²	2.19	2.29	2.21
C5 / PE1	% goods moved by rail	%	0.06	0	0
C6 / PE2	No. of complaints from other interest groups (Includes claims for social impact)	nº	1	0	0
C6 / PE2	Investments dedicated to the improvement of the port-city interface	Thousands of Euros	23.42	0	80
P2 / PE2	No. of complaints (related to the provision of the service)	nº	0	0	0
P3 / PE1	Operating expenses / Operating income (%)	%	100.26	114.26	124.87
P4 / PO1	Foreign investment	Thousands of Euros	8.19	7.44	10
P5 / PS1	Investments in road and rail access	Thousands of Euros	10,633.00	11,836.06	17,206.00
P5 / PS1	Maintenance Plan Compliance (only the activities carried out by PAFSC staff)	%	97.89	93.64	98
P7 / PS1	Compliance with the Investment Plan (%)	%	64.86	63.53	70
P7 / PS1	Port Authority Investment Amount (public investment)	Thousands of Euros	11.86	12.84	19.94
P8 / PO2	Number of accidents and incidents in safety and security	nº	1	1	0
P8 / PO2	Number of exercises and drills in security and protection	nº	4	4	8
P8 / PS4	Current SSMM Availability	%	98.77	99.05	99.28
P8 / PS4	Annual accident severity index (GI)	no. days lost per thousand hours worked	0.28	2.74	0.4
P9 / PE2	Stakeholder Satisfaction Index. Sustainability	%	77.6		70
P9 / PE2	Marpol I Collection of liquid waste to ships	m³	2,438.72	1,707.17	1,500.00
P9 / PE2	Own water consumption (Type D List of Environmental Aspects)	m³	14,295.00	15,794.00	25,000.00
P10 / PS3	Own electricity consumption (Type D List of Environmental Aspects)	KW*h	2,007,341.00	1,865,017.00	2,000,000.00
P10 / PS3	No. environmental incidents	nº	4	2	0
P10 / PS3	Total investment in environment	Thousands of Euros	164	110.02	45
P10 / PE2	Environmental complaints	nº	0	0	0
P10 / PS1	Direct emissions of greenhouse gases	tons of CO₂ equivalent	72.07	60.41	80
R1 / PE2	Personnel's satisfaction level	%	69.62	68.47	70
R1 / PE2	Total number of PA workers	nº	115	112	112
R1 / PE2	% of temporary workers over the total	%	17.39	9.82	10.71
R1 / PE3	% of women over total workers	%	25.22	24.11	29.89
R1 / PE3	Annual absenteeism index	% days lost per losses	9.12	9.18	6
R1 / PE1	Compliance with the Objective Plan	%	41.96	31.45	70
R2 / PE3	% of workers who follow training programs	%	80	25	80
R3 / PE4	Compliance with the Action Plan of the Integrated Management System	%	68.33	12.5	70

STRATEGY TRACKING

STRATEGIC GOAL	OPERATIVE GOAL	YEAR 2020	YEAR 2021	COMPLIANCE 2020
E2 - GENERATING REVENUE FROM CONCESSIONS	DEUP Ferrol	Yes	Yes	0%
	Plan for the removal of materials and facilities deposited in the Port	Yes	Yes	35%
E3 - MAINTAINING THE PROFITABILITY OF THE PORT	Analysis of future scenarios for the port of San Cibrao	No	Yes	
C1 - ATTRACTING CUSTOMERS OF KEY TRAFFICS AND GREATER HINTERLAND	Enabling a Border Inspection Point (BIP) in the Port of Ferrol	Yes	Yes	58.75%
	Strategic alliance to turn the Port of Ferrol into a reference in the provisioning of ships with LNG	Yes	Yes	0%
C2 - RETAINING KEY CUSTOMERS	Joint analysis with Endesa of the business continuity strategy	Yes	Yes	0%
	Deployment of the functions of the Port Authority in the province of Lugo	Yes	Yes	0%
C3 - IMPROVE THE IMAGE OF QUALITY IN THE PROVISION OF SERVICES AND PROCEDURES	Transition to EFQM 2020 mode	Yes	Yes	100%
C4 - OFFER COMPETITIVE PRICES	New land valuations in Ferrol and San Cibrao	Yes	Yes	33.33%
C5 - IMPROVING INTERMODALITY AND LOGISTICS OFFER	Development of actions to provide the Port of Ferrol with a competitive rail intermodality. Completion and commissioning of the Rail Access to the Outer Port	Yes	Yes	72.5%
	Formulation of the Special Management Plan for the Port of Ferrol	Yes	Yes	0%
C6 - GETTING THE SUPPORT OF THE ENVIRONMENT AND AVOIDING CONFLICTS WITH OTHER GROUPS	Construction of adequate facilities to serve certain traffic: passengers	Yes	Yes	100%
	Alignment of strategy and management with the United Nations Sustainable Development Goals (SDGS) and sustainability principles	No	Yes	
	Accessibility Plan	Yes	Yes	10%
P 2 - IMPROVING QUALITY OF PORT SERVICES INCLUDING THOSE PROVIDED BY THIRD PARTIES	Remission of the specifications of particular requirements for port services: goods handling, Marpol and mooring in the Port of Ferrol	Yes	Yes	36%
	Remission of the list of particular requirements for passenger, towing and pilotage port services in the Port of Ferrol, and granting of new licenses.	Yes	Yes	0%
	Approval of the specifications of particular requirements for port services of pilotage, towing, mooring, handling of goods and Marpol in the Port of San Cibrao	Yes	Yes	36%
P 7 - BEING EXCELLENT IN MANAGEMENT, MAINTENANCE AND DEVELOPMENT OF INFRASTRUCTURES AND FACILITIES	Update and computerization of inventory and inspection and maintenance guidelines for facilities and equipment, including reverts	Yes	Yes	86.67%
	Update of the reception and handling plan of waste in port (RD 1381/2002)	Yes	Yes	90%
P10 - SUSTAINABLY MANAGING THE ENVIRONMENT	Control plan for annoying activities in the Inner and Outer Port	Yes	Yes	0%
	R.O.M. Coastal Water Quality	Yes	Yes	0%
R1 - ADAPTING THE ORGANIZATION AND STAFF TO THE STRATEGIC OBJECTIVES AND PROMOTING CULTURAL CHANGE	Evaluation of the Performance of Out of Agreement Personnel	Yes	Yes	0%
	Review of the Strategic Plan 2007-2015. Development of a new Strategic Plan 2018-2025	Yes	Yes	50%
R2 - DEVELOPING AND TRAINING A HUMAN TEAM	Training plan from the perspective of retirement	Yes	Yes	0%
R3 - IMPROVING INFORMATION AND MANAGEMENT SYSTEMS	Application integration	Yes	Yes	15%

COMPLIANCE WITH THE OBJECTIVE PLAN YEAR 2020

29.92%

PROCESS TRACKING

PROCESS	IMPROVEMENT ACTION	YEAR 2020	YEAR 2021	COMPLIANCE 2020
PE1 / PLANNING	Linking the investment plan to the SWOT analysis, and to the strategic objectives, in line with the codes of Puertos del Estado (Spain's National Ports)	Yes	Yes	25%
	Analysis of the deviations cause in the process (deadlines from planning)	No	Yes	
PE3 / HR ORGANIZATION AND MANAGEMENT	Assessment of HR needs to improve the effectiveness and efficiency of processes	No	Yes	
PO1 / CONCESSIONS AND AUTHORIZATIONS	Incorporate visual inspections to the PA infrastructures and facilities located in concession areas	No	Yes	
	Annual analysis with the concessionaire (business plan) of business viability (traffic and investments) and joint action plan with the main concessionaires	No	Yes	
PO3 / ORDINATION, COORDINATION AND CONTROL OF TRAFFIC AND SERVICES	Measure indicators related to the level of service in operational processes	Yes	Yes	0%
	Standardise, focus on the user and measure the access control process in order to reduce the probability of risk	No	Yes	
	Automate the entry of service information to the maximum and keep a single record for each type of integral service	No	Yes	
PO2 / NAVIGATION AIDS	Evaluation of causes of the incidents detected in the beaconing of the entrance channel to the estuary (Ría)	No	Yes	
PS1 / INVESTMENTS AND CONSERVATION	To propose an improvement to the person in charge of the process: Plan of inspections, maintenance and control of incidents with traceability to inventory. Monitoring of plans and incidents	No	Yes	
PS3 / ENVIRONMENTAL MANAGEMENT	Soil quality measurement and environmental indicator. PAFSC's soil	No	Yes	
	Analysis of consumption, improvements detection, establishment of a plan and promotion of resource savings, or use of more efficient energy	No	Yes	
PS2 / INFORMATION AND COMMUNICATION TECHNOLOGIES	ICT plan drawn up to processes and annual review according to degree of progress of needs with pending status to be covered by processes and GI	No	Yes	

ACTION PLAN COMPLIANCE

12.50%

RISK EVALUATION

In 2020 the Sustainability Department together with the PAFSC Management and Areas / Departments have overseen carrying out the risk assessment whose scope is limited to compliance with what is established for this purpose in the ISO 9001 and ISO 14001.

The most relevant points of the evaluation report were:

Scope

The scope of these works is limited to complying with the requirement of ISO 9001 for the identification of quality risks, and ISO 14001 for the identification of environmental risks, through process management.

Evaluation:

Once the IMPACT and PROBABILITY values have been assigned, the following formula is applied to calculate the RISK LEVEL:

$$\text{LEVEL OF RISK} = \text{IMPACT} * \text{PROBABILITY}$$

Based on this evaluation, the following risk levels are identified:

IMPACT	PROBABILITY	RISK LEVEL	RISK SECTION	RISK LEVEL
I	P	I x P		
100	5%	5	5-49	INTANGIBLE RISK
200	25%	50	50-149	LOW RISK
300	50%	150	150-299	MEDIUM RISK
400	75%	300	300-474	HIGH RISK
500	95%	475	475+	MAX. RISK

Results of the evaluation:

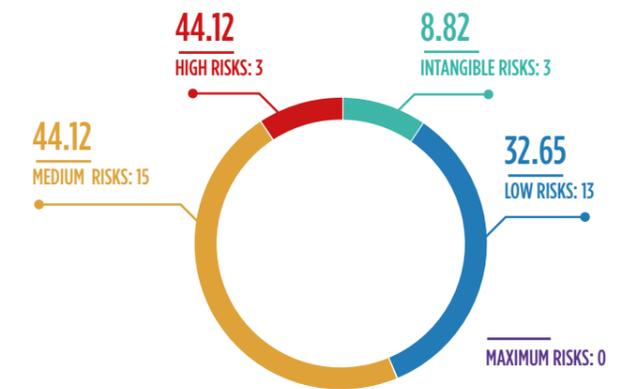
After the review, a total of **34 risks** have been identified, distributed in the processes as follows:

PROCESS	YEAR 2017: 52	YEAR 2018: 50	YEAR 2019: 35	YEAR 2020: 34
STRATEGIC	10	10	10	10
Planning	2	2	2	2
Satisfaction of stakeholders	3	3	3	3
Organisation and management of HR	3	3	3	3
Evaluation, review and innovation	2	2	2	2
OPERATIONAL	17	17	14	12
Concessions and authorisations	2	2	2	2
Management, coordination and control of traffic and services	8	8	5	4
Navigation aids	3	3	3	2
Services provided by private companies	4	4	4	4
SUPPORT	25	23	11	12
Investments and Conservation	2	2	2	2
Environmental management	17	15	7	8
Information and communication technologies	6	6	2	2

Level of risks by process

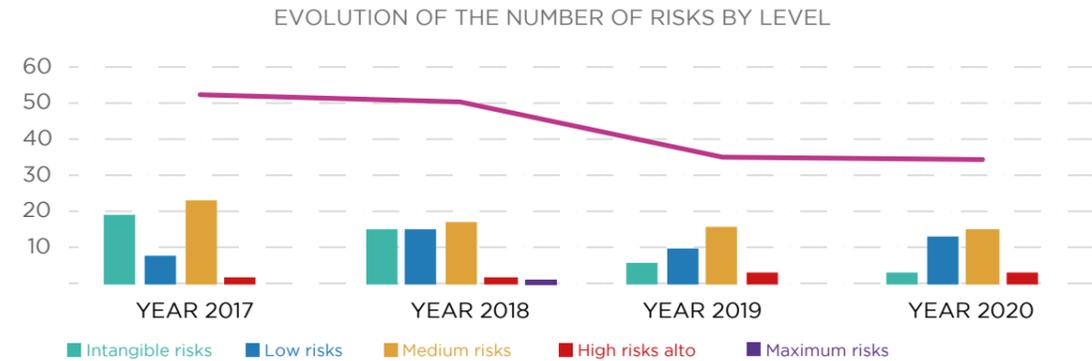
In relation to 2019, there are 2 fewer risks in the operational processes, specifically in Aids to Navigation and Management, coordination and control of traffic, however, one more risk has been added in the Support process related to Environmental Management

The overall percentages for the distribution of risk levels have also varied, decreasing the proportion of intangible and medium risks, but increasing the proportion of low risks compared to the total. The following graph shows the number and percentage of risks at each level:



Evolution of the level of risks

The evolution of the level of risks in the last three years is shown below:



Treatment

Once the risk levels have been identified, the treatment options are established in order to make decisions about how to face the risks that affect the achievement of the company's objectives. To facilitate uniformity of criteria among all those responsible, some general treatment guidelines have been defined, which are identified in the following table.

RISK LEVEL	TREATMENT
Intangible risk	It is not necessary to reduce the risk.
Low risk	It is not necessary to reduce the risk.
Medium risk	Although it is recommended to reduce the risk, through the strengthening of controls, it is not essential, unless the Risk Manager considers so.
High risk	Actions must be established to minimize the impact or occurrence of risks.
Maximum risk	They should be eliminated, transferred, shared or reduced. It is only accepted if it is inherent to the activity of the Organization.

All treatment plans proposed for high and top risk levels will be included as improvement actions and managed through the PAFSC Action Plan in force.

These treatment options do not limit the proposal for improvements associated with any of the risks with low, medium or immaterial risk levels. This decision ultimately corresponds to the person responsible for the risk or manager of the process where this risk is identified. Additionally, a list of improvements related to each of the risks has been created to facilitate their monitoring.

The paper used in this publication is ecological from forests managed in a sustainable way, guaranteeing their conservation and the efficient use of natural resources.

Port Authority of Ferrol - San Cibrao

Muelle Curuxeiras, s/n 15401 Ferrol (España)
Tel: +34 981 33 80 00
ferrol@apfsc.es
www.apfsc.es

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Puerto de Ferrol



Autoridad Portuaria de Ferrol-San Cibrao