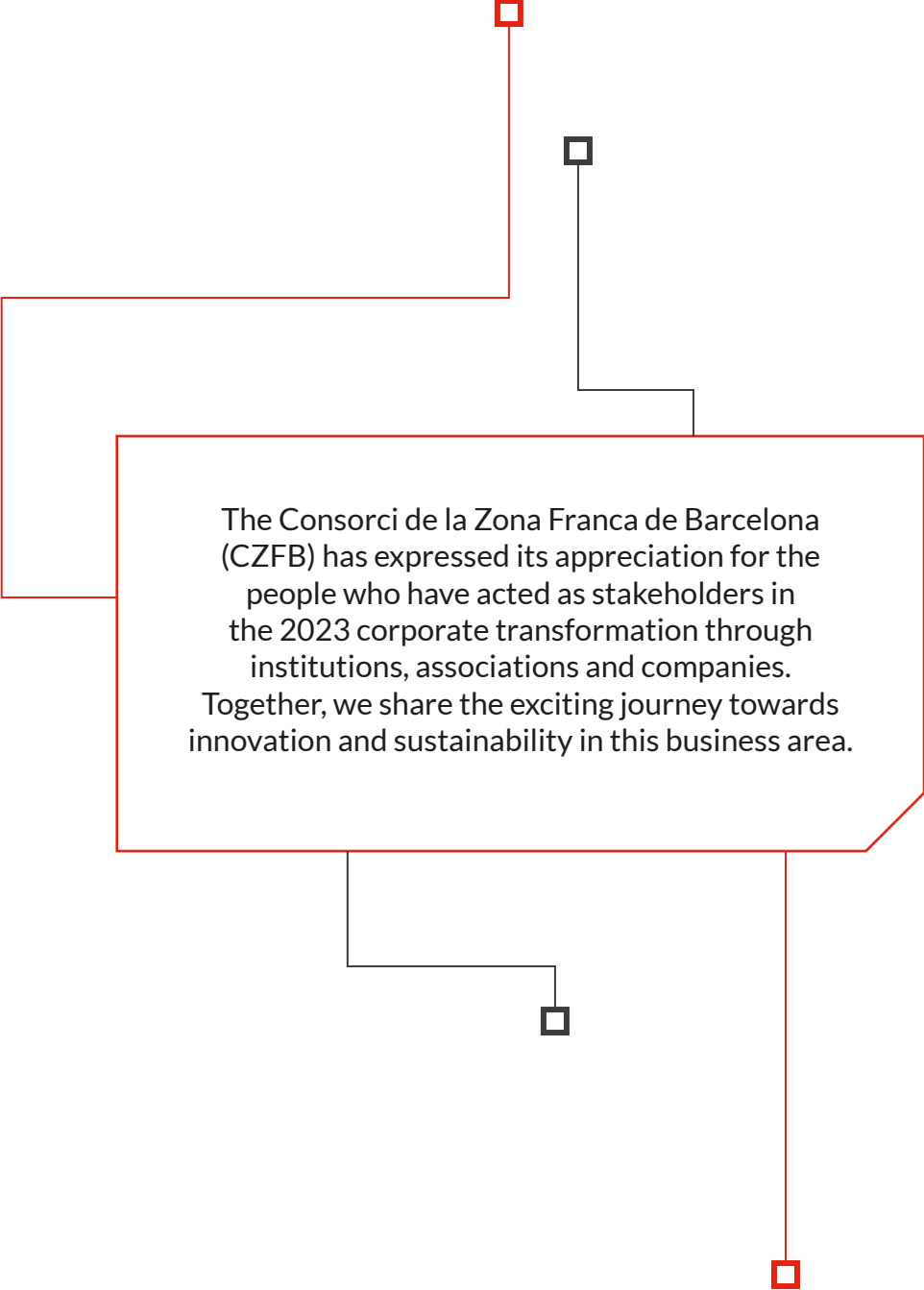


# Where **Industry 4.0** connects with **talent**







The Consorci de la Zona Franca de Barcelona (CZFB) has expressed its appreciation for the people who have acted as stakeholders in the 2023 corporate transformation through institutions, associations and companies. Together, we share the exciting journey towards innovation and sustainability in this business area.

# The Zona Franca, focused on innovation

## 2023 Milestones

In 2023, the Consorci de la Zona Franca de Barcelona continued its vital work for business competitiveness by fostering innovation, improving sustainability, promoting equality, and opening up to internationalization.

For this purpose, the entity promoted initiatives and established many strategic agreements to consolidate the development of Industry 4.0.

### **EQUALITY AND DIVERSITY**

BWAW consolidates in the business debate on gender equality and a diverse and inclusive company, aspects that the Consorci defends by joining the Charter for Diversity international movement.

### **LAUNCH OF THE LOGISTICS 4.0 INCUBATOR**

With startup acceleration initiatives, ZF supports the new economy, talent, and innovation. In 2023, it created the new Logistics 4.0 Incubator, boosting entrepreneurial entrepreneurship in the new logistics, in the same line as the 3D Incubator for additive printing.



## REINDUSTRIALIZATION

The reindustrialization board for Nissan reached a pact in 2023 among all involved parties to guarantee jobs and the industrial future of its old factory in the Zona Franca. After a year of negotiations, a historic agreement was reached that showed the responsibility and social sensitivity of everyone involved.

## DFACTORY BARCELONA

With 80% of its commercial space marketed and about 30 new technology companies settled, DFactory was the scene of Barcelona's current technological affairs, with more than 200 events and visits in 2023. The success of its model heralds a second phase to project an actual technical district.

## A GREAT YEAR FOR LOGISTICS

2023 was the year of Barcelona's logistics capital, coinciding with the 25th anniversary of the SIL professional exhibition, an anniversary celebrated in June with a multitude of international sector meetings and by the 26th Conference of Ibero-American Free Trade Zones (AZFA), which also concentrated an excellent number of sector events at the DFactory Barcelona.

## INTERNATIONALLY RECOGNIZED LEADERSHIP

Once again, CZFB contributed to the projection of the city of Barcelona not only by attracting events but also by having the leadership of its entity and its senior management internationally recognized with various positions and awards in several areas of action for its urban action for the promotion of the circular economy, for its contribution to international trade, as an example of social responsibility, and for its support of the 2030 Agenda.

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## The Zona Franca up close

The assets of the CZFB

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Map of the ZF industrial area

Credits







I want to highlight Consorci's ability to anticipate the latest economic trends, essential for ensuring opportunities and progress for the new generations.



**T**he Consorci de la Zona Franca is an indispensable partner in Barcelona's urban and financial strategy and a prominent public service tool for the country as a whole. Its contribution has been and is fundamental to facing the economic challenges of Barcelona as the undisputed digital capital of Spain and the digital epicenter of Southern Europe.

Throughout its 107 years of history, the Consorci has been a benchmark for economic, social, and environmental sustainability. It has strengthened the Barcelona model thanks to its ability to weave public-private alliances, reach agreements, and cooperate with other administrations.

On the one hand, it is an engine of innovation, with the creation of startup incubators in the fields of logistics 4.0 and 3D printing, the transformation of Industry 4.0, and the connection of all sectors that are part of the new economy. On the other hand, it plays a prominent role as a meeting point for industries such as logistics and as a promoter of new congresses and international events like BNEW. Not to forget the management it carries out of the extensive industrial territory of the Zona Franca or its role in facilitating the agreement for the reindustrialization of the Nissan plots.

Furthermore, the Consorci anticipates the latest economic trends, which is essential to ensure opportunities and progress for the new generations. It has become the most prepared entity to manage new technological centers, such as DFactory Barcelona, an ambitious project that is an international reference.

Numerous examples demonstrate the social commitment of the Zona Franca, whether through initiatives to achieve a more equal society, acting as a sandbox for new mobility, or as a testing area to promote new energy mixes, advanced manufacturing, and circular economy, allowing us to progress towards a more decarbonized economy.

The Consorci has numerous future projects underway, among which the development of the second phase of DFactory Barcelona stands out, which will revolutionize the productive profile of our city, attracting international companies from Industry 4.0, with the expectation of creating 5,000 jobs, mostly in technology, committed to sustainable production and environmental respect.

There is no doubt about the critical role played by the Consorci de la Zona Franca in generating shared progress and new opportunities for young people, entrepreneurs, and companies, previously unthinkable and now essential.

Thanks to all those who are making this possible.

**Jaume Collboni,**

*Mayor of Barcelona and President of the CZFB Board*





The Zona Franca is a primary connector between environments that previously did not converge, grounding practical projects and blending technologies. We are the factory of new 4.0 opportunities, keeping pace with the rapid technological changes worldwide. ”



The term Zona Franca used to describe a location in Barcelona. Today, it embodies a vital attitude equivalent to dynamism and innovation. In the Zona Franca, we are committed to driving innovation, leading the industrial transformation towards an industry 4.0, and connecting all sectors that are part of the new economy. In this sense, public administration and private companies are promoting a Zona Franca that is becoming a shared success model. This great connector grounds practical projects and blends technologies from factories and production centers, increasing our economy's competitiveness.

We live in a permanent technological revolution; changes are constant, and we are determined to serve society by exploring new challenges that arise with the goal - as our slogan says - of manufacturing opportunities for people's future. Working in networks, collaboratively adding alliances and efforts, and being a technological reference are the best ways to link jobs to the territory. 2023 has been full of challenges that have stolen many hours of sleep but were worth fighting for, such as the historic reindustrialization agreement at Nissan, turning DFactory Barcelona into an international benchmark for the new industry, and envisioning the Zona Franca as a breeding ground for sustainable mobility, entrepreneurship, digitalization, and environmental respect. These developments will lead to the creation of new professional profiles and job opportunities.

Talent is the most critical capital for any company, and cooperation is the best way to optimize it. We saw this in 2023, which marked the 25th anniversary of the International Logistics Exhibition (SIL). This pioneering event was recognized with the participation of King Felipe VI and the exceptional celebration of 5 international congresses that positioned Barcelona as a bridge between the Mediterranean and the Atlantic and the actual global capital of the sector.

We dream of transforming the Zona Franca into a 4.0 District of the Barcelona Metropolitan Region, home to four and a half million inhabitants. We want to be an international benchmark of technological and environmental avant-garde, leading a space for knowledge exchange that projects us with an open mindset. Many business partners already support our vision. The new economy is created daily by seeking synergies, imagining opportunities, promoting events that connect action and innovation, prioritizing sustainability and diversity, and collaborating for a responsible and borderless future.

The disruptive projects of the Zona Franca show our versatility in economic dynamization. Companies transform our environment and, at the same time, evolve internally. We cannot close doors to change, but we must pair technology and values to ensure that innovation is valuable for the progress of humanity. This vision of working with purpose has marked our strategic approach, which commits to the roadmap of the Sustainable Development Goals of the 2030 Agenda.

As a public company that works so that no one is left behind, it has been a pride to see in 2023 the success of disruptive projects like DFactory Barcelona, which is already planning a second phase, the launch of the Logistics 4.0 startup incubator, or that our Corporate Social Responsibility and our sustainability management have received an exceptional double external certification. In the Zona Franca, we make things happen, and we would love to share our mission, vision, and values with you through this 2023 annual report.

**Pere Navarro,**  
*Special Government Delegate to the CZFB*







# The responsible action

The clarity of objectives and consistency in action made it possible that in 2023, the Consorci de la ZF saw its management of Social Responsibility and Sustainability certified, a recognition that guides our path towards excellence in a year in which the entity has improved its governance and transparency and has adhered to the European Diversity Charter.



# ▫ In the Zona Franca, we work to make things happen

## Anticipating the future since 1916

More than a century as an active agent energizing the economy, talent, and innovation.

We rely on this evolutionary experience to leap into Industry 4.0.



## We build alliances for progress

We have a solid network of public and private agents, establishing alliances with the main social entities of our environment.



## We contribute to the projection of Barcelona

We want the international economic agents to discover the global strategic value of our metropolitan region.





## Sustainability is our strategy

The 2030 Agenda structures our activities strategically by guiding the social, environmental, and economic goal we must achieve.

## We stand for **job equity**

We are committed to promoting gender equality and equal opportunities in the workplace; hence, our efforts to make women more visible in the industrial environment.

## We foster **talent**

Promoting training and cultivating talent are essential to the competitiveness of our companies and our society. Opening up to new sectors, training for change, incubating emerging companies, and making them visible at events are all key aspects of this.





# 2030 Agenda

The essence of Corporate Social Responsibility is inherent in the mission, vision and values of the Consorci de la Zona Franca de Barcelona as an agent that boosts the economy and therefore, society. The generation of quality employment, innovation and the most advanced infrastructures allow us to pursue these goals. In order to give this route towards responsibility consistency, the entity's strategic planning has been extended to accommodate specific lines in terms of sustainability.

The Special Government Delegate recognises this to be the case in all his speeches, when the 2030 Agenda is mentioned as a central pillar of CSR.



## The Consorci de la Zona Franca de Barcelona (CZFB) was awarded an international prize for its contribution

The Consorci de la Zona Franca de Barcelona (CZFB) received an international award from the North American real estate professionals association Lambda Alpha International "for its support to the industry and for contributing employment, innovation, sustainability, and synergies at an international scale to Barcelona and its region".



### Mission

To be a leading industrial hub in the Mediterranean, acting as a driving force for attracting and promoting value-added companies, providing them with innovative resources and services.

### Vision

To stimulate the economy of the Barcelona metropolitan area by managing the industrial area at the Zona Franca and Zona Franca Customs as the primary activity for generating economic and social value, raising international awareness.

### Values

- Collaboration and coordination
- Professionalism
- Teamwork and participation
- Innovation
- Environmental sustainability
- Transparency
- Economic strength



# The consistency in the SDGs: Certifications and governance improvements

## AENOR certifies the CZFB's SDGC and CSR Policy

AENOR, the leading certification entity in Spain, has recognized the Consorci de la ZF for its management of social responsibility and sustainability with an exceptional double certification, the IQNet SR10:2015 Social Responsibility Management System and the Commitment to the SDGs of the 2030 Agenda, making the CZFB one of the only four Spanish companies that have received this double recognition. This accreditation consolidates our commitment to sustainable mobility, renewable energy, the circular economy, support for equality, and talent attraction.

## Sustainability Management: The 2030 Agenda in constant action

Governance actions for sustainability are now an intrinsic part of the action of 21st-century companies and institutions to achieve their objectives sustainably. Therefore, the CZFB is aligned with the goals set in the 2030 Sustainable Development Agenda, faithful to one of the purposes expressed by the Special Government Delegate to the Consorci, Pere Navarro, in October 2019, when the Directorate of Corporate Social Responsibility (CSR) and SDGs was presented. "The world does not have a plan B, and we must now actively work for the sustainability of the planet and of companies and the development of people's rights."

## Improvements in governance

The Consorci de la ZF has approved a protocol for the utilization of obsolete goods and has perfected measures of transparency and good governance of the entity in line with its Code of Good Practices and Conduct, conducting training actions in its staff to fight against money laundering and the financing of terrorism, and providing information on the Ethical Channel, accessible on the corporate website.

## CZFB joins the European Charter for Diversity

The Consorci ZF has adhered to the Diversity Charter the European Union and Fundación Diversidad promoted. The European Charter reflects the commitment to inclusion and diversity in the workplace and has the adherence of 1,550 organizations in Spain. The Barcelona free zone is the first of the seven free zones to join this movement.

With this adherence, the Consorci de la Zona Franca de Barcelona commits to promoting equal opportunities in the workplace for women and historically discriminated groups, such as people with disabilities, migrants and refugees, LGBTI+, youth and seniors, in coherence with the entity's strategic planning regarding the SDGs of the 2030 Agenda.



## □ A historic reindustrialization agreement

March 10, 2023, was a historic day, marking the successful resolution of the crisis initiated by Nissan three years earlier, on May 28, 2020. That day, the Japanese automaker announced it would close its facilities in Barcelona Zona Franca, occupying a 518,000 m<sup>2</sup> plot, the largest industrial area.

The resolution of the Nissan crisis served as an example of stakeholder social responsibility. Amid the pandemic, the closure announcement caused enormous concern due to its significant impact on jobs (estimated at 3,000 direct jobs). However, it was met with responses from administrations, unions, and companies, who united to achieve three essential objectives: to recover the maximum number of jobs, to guarantee industrial activity on the lands, and to do so in a way that is compatible with new electric mobility and the latest generation logistics.

### Objective, Employment

The establishment of the Nissan reindustrialization table in September 2020 marked the beginning of a lengthy negotiation process that reviewed numerous reindustrialization projects over more than 28 meetings. This process involved a complex architecture of agreements and a public tender called by the Consorci de la Zona Franca to ensure absolute legal certainty and transparency in the reindustrialization process.

» The Minister of Industry, Commerce, and Tourism, Reyes Maroto, presided over the family photo of the Nissan agreement.





## Public Tender

The Nissan crisis required commitments of various kinds: labor, with employment regulation files and early retirements, and productive decisions, such as the new installation of the electric motorcycles and vehicles manufacturing company SILENCE, which took up 61,000 m<sup>2</sup> of the old factory, generating the first jobs. On the other hand, the Nissan Technical Center confirmed its commitment to continue in 38,400 m<sup>2</sup> of the Zona Franca, safeguarding 287 jobs for the Japanese firm.

The Consorci, for its part, awarded Goodman Duero Logistic (Spain), S.L. the lease of the industrial plot and its assets, which, in turn, subleases it to the electromobility D-Hub, led by QEV Technologies and BTech, for the construction and assembly of electric vans. In January 2023, the Ministry of Industry awarded the electromobility D-Hub about 65 million euros from the PERTE for the electric and connected vehicle. This project also received endorsements from the Generalitat. In turn,

the electromobility hub committed to relocating part of the workforce left unemployed by Nissan, expecting to start producing electric vans under the Ebro and Zebroid brands.

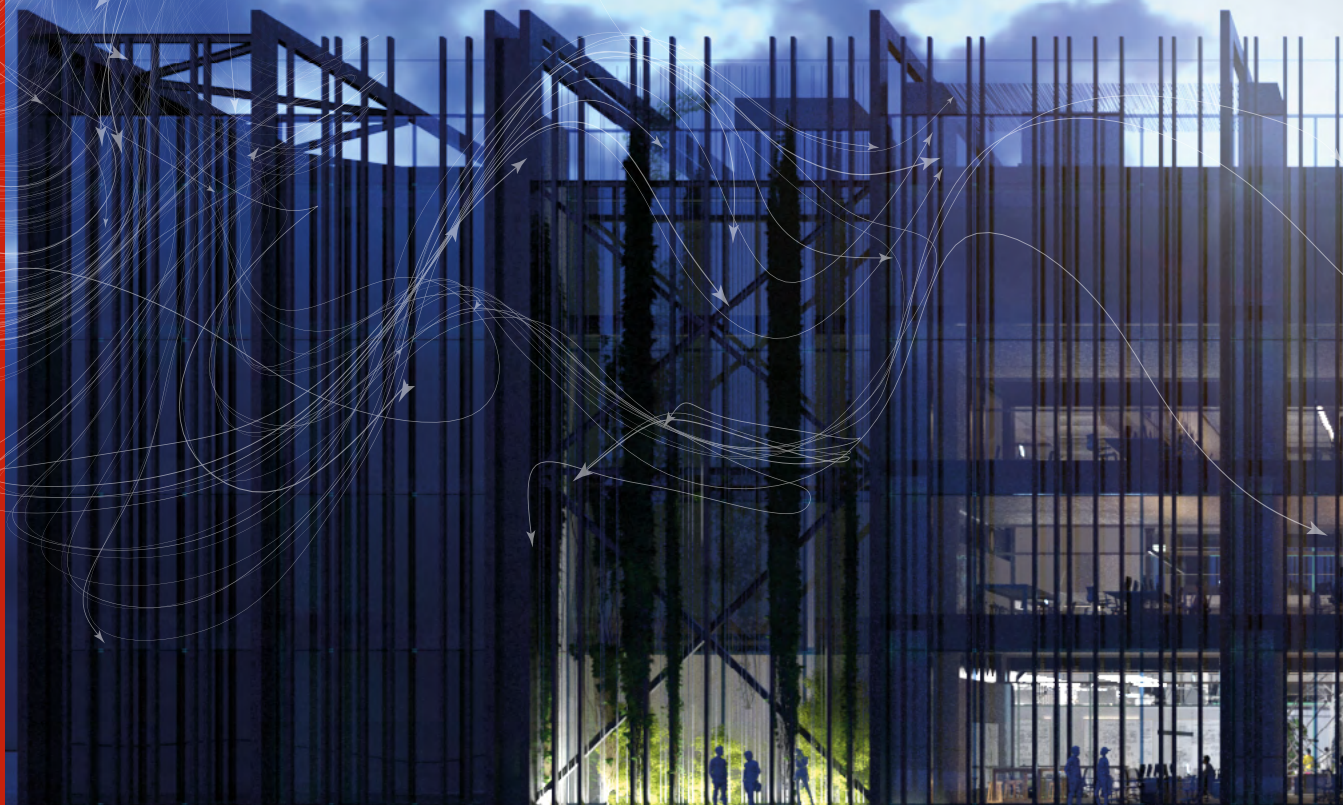
## Electromobility Hub

Ultimately, the reindustrialization process of the auto-maker's lands was concluded with the electromobility D-Hub managing an approximate area of 260,000 m<sup>2</sup> of the old factory, with the forecast of investing 300 million euros, starting vehicle construction in early 2024 and making the Zona Franca a benchmark for European electric automotive.





# 02





# Industrial innovation is in the Zona Franca

The Zona Franca's commitment to Industry 4.0 is continuously reinforced with its own hallmark of an innovative ecosystem, the DFactory Barcelona, and with the creation and consolidation of start-up incubators such as 3D Incubator and Logistics 4.0 Incubator.









# DFactory Barcelona, the international reference 4.0 ecosystem

The successful occupancy of DFactory in 2023 has consolidated the business commitment to this international benchmark of advanced industrial production in the 21st century.







Architectural style in line with the Sustainable Development Goals

- Accessible
- Transparent
- Sustainable

Excellence Recognition:



EMAS energy certification

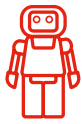


Leed Gold Certification



Well wellness certification

Barcelona, a benchmark in Industry 4.0. Applied technology:



Robotics



Blockchain



Artificial Intelligence.



3D Printing



3D Scanning



Internet of things (IOT)



Sensor systems



Augmented Reality



Over-the-air programming (OTA)



Circular economy



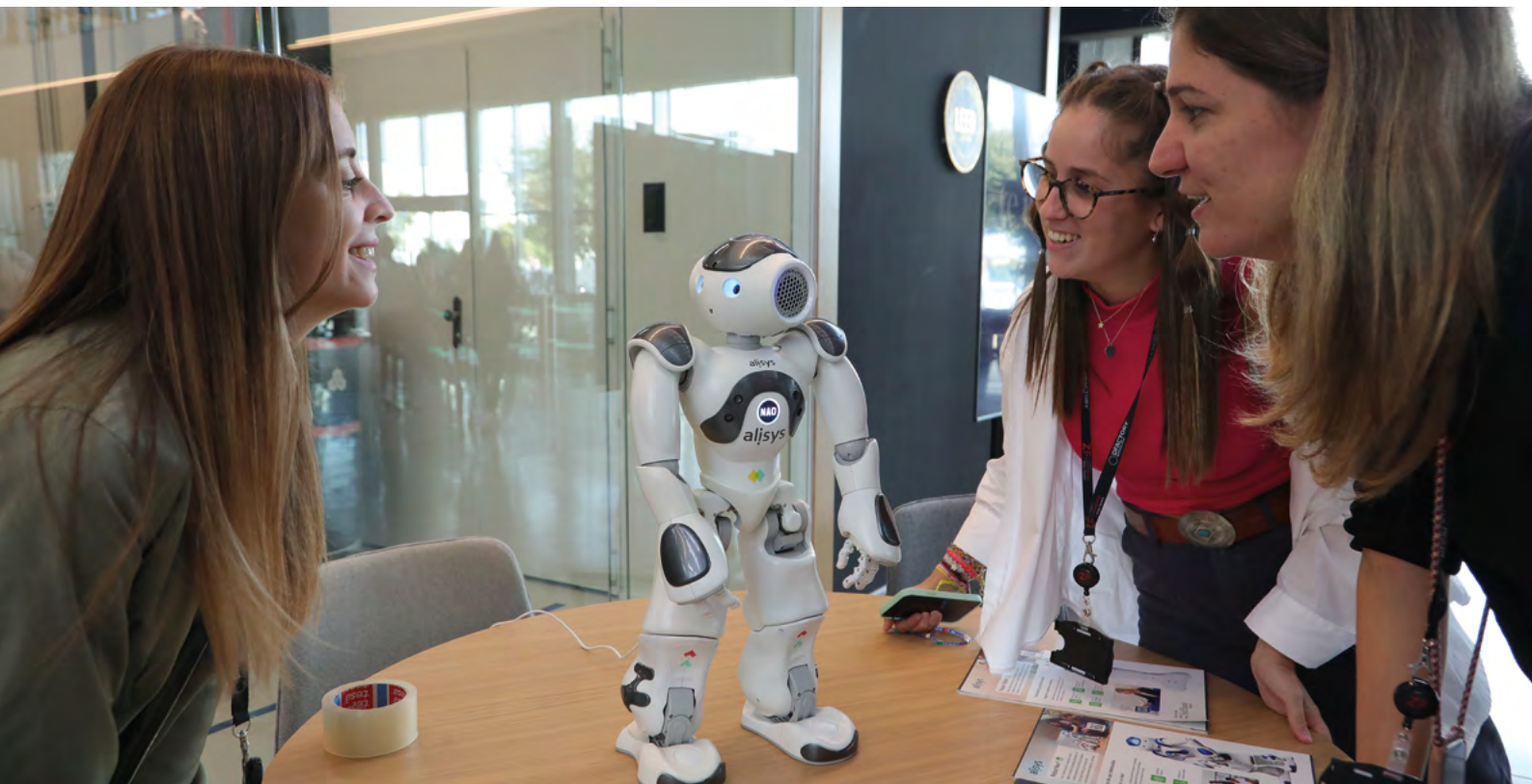
Decarbonization



Resource Mapping



Photonics

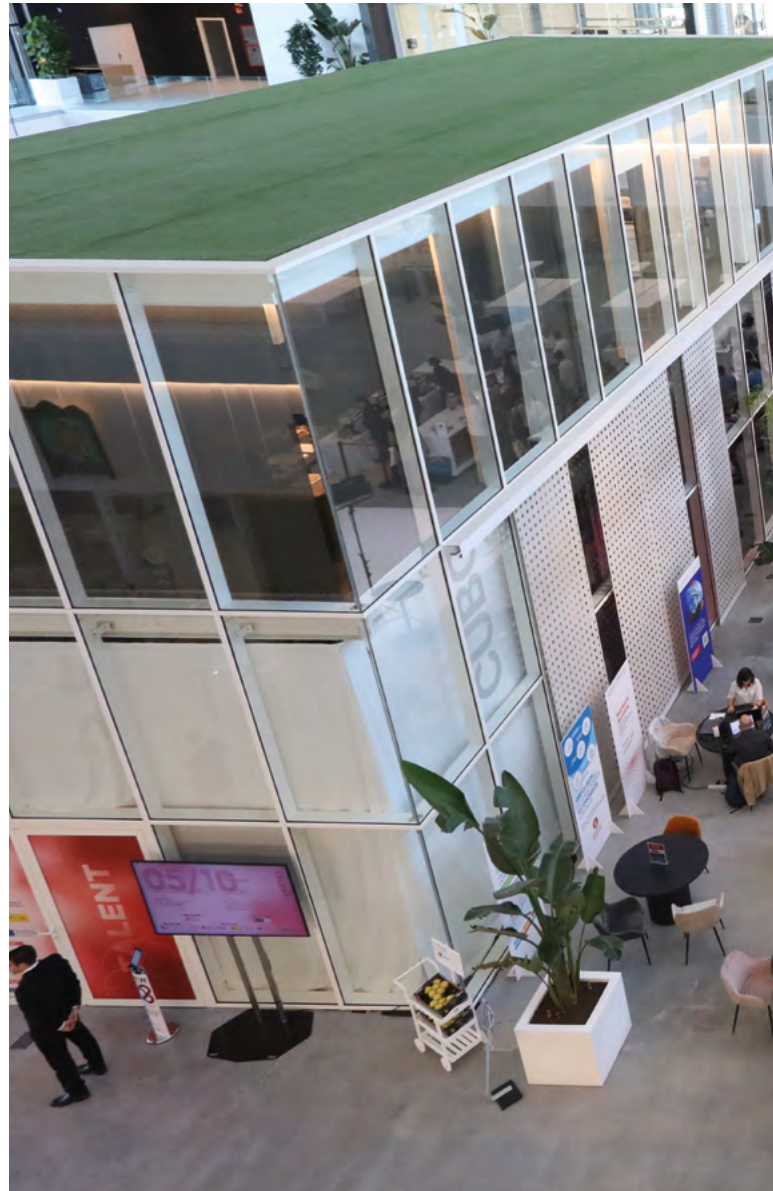




- Boosting the **transformation** of the Spanish productive fabric through optimizing production processes.
- Support for the **digitalization** of companies.
- A new way of production that is more **sustainable, efficient, and collaborative**.
- **Hybridization of projects and technologies** among multinationals, local companies, and startups (**new business models with a digital base**).
- The attraction of about thirty new economy companies with **over 500 employees**.
- It has reached an **80% occupancy** of its marketable spaces in record time (the success of its proposal is accelerating the **planning of its second phase**).
- An **avant-garde industrial building of 17,000 m<sup>2</sup>**, 2,000 tons of steel bathed in natural light, with laboratories and work areas in open, transparent, and collaborative spaces.

## Spaces and services

Offices and Laboratories  
 Coworking  
 Auditorium  
 Meeting rooms  
 Demonstration spaces  
 Event and activity ecosystem management platform  
 Private 5G network  
 Terrace for events  
 Common services



## An ecosystem full of activity

- BNEW fourth edition
- BWAW third edition
- 26th Latin America Free Trade Zones Conference
- 2nd Industry and Energy forum
- Launch of the ZF Sustainability Observatory
- The Talent and Diversity in ZF Workshop
- Session on Supercomputers, AI, and South America
- Foment del Treball's 2023 Board of Directors
- 32nd Executives Awards
- 3rd Talent Factory Gala
- 19th edition of the ICIL Debates
- 1st National Symposium on Industrial Symbiosis Projects
- Conference on regenerated water
- BCL SDG Workshop
- Dual Vocational Training Workshop
- We're Robots Workshop
- Desperta BCN from Crónica Global Workshop
- New Economy Latin America Workshops
- Presentation of the Logistics 4.0 Incubator



## Leading companies of the DFactory ecosystem

Alisys

Amphos 21

Ariño Duglass

Asorcad

Cloud Space - Imhoit

Dow Chemical

Excelencia Tech

Girbau

HP

Hubmaster

ICIL Lab

Innovae Group

Kion Group (Linde)

Kuka

Leitat

Mastertec

Nexiona

NTT Data

On Robot

Picvisa

Shining3D

Siemens

Symbiosi

Siocast

The e-miles company/ Malena Engineering

VDM Health

Windforce 3D

Witeklab

Zentinel



## An ecosystem with many visitors

- › **Héctor José Gómez**  
Minister of Industry, Commerce and Tourism
- › **Jaume Collboni**  
Mayor of Barcelona
- › **Roger Torrent**  
Minister of Business and Labour of the Government of Catalonia
- › **Ruud Kempener**  
Member of the Cabinet of the EU Commissioner for Energy
- › **Carlos Prieto**  
Representative of the Government of Catalonia
- › **José Montilla & Artur Mas**  
Former Presidents of the Government of Catalonia
- › **Isaac Albert**  
President and CEO of CIMALSA
- › **Josep González Cambray**  
Minister of Education
- › **Eduardo R. Garrido**  
Director of Programs at MIT
- › **Lluïsa Moret**  
President of the Barcelona Provincial Council
- › **Manel Balcells**  
Minister of Health
- › **Salvador Illa**  
Leader of the opposition in Catalonia
- › **Mateo Valero**  
Director of the Barcelona Supercomputing Center
- › **Mariano Marzo**  
Professor at the Faculty of Earth Sciences (UB)
- › **Albert Castellanos**  
Secretary of Business and Competitiveness of the Government of Catalonia
- › **Omar Al Kathiri**  
Ambassador of the Sultanate of Oman to Spain
- › **Antonio José Gómez Peña**  
Consul General of the Dominican Republic
- › **M<sup>a</sup> del Pilar Paneque**  
Deputy Secretary for the Treasury
- › **Carles Ruiz**  
Mayor of Viladecans

### Awards received in 2023

- » Award for Best Technology Center 2022
- » Award for Best Business Initiative at the 32nd National Awards of Ejecutivos Magazine
- » Infrastructure Award 2022 at the 7th Night of Infrastructures



# □ ZF, an incubator for startups

## LOGISTICS 4.0 INCUBATOR



The logistics startup incubator (innovative solutions, services, and products) has exceeded all planned milestones, attracting **29 startups in acceleration** within a few months with **gold** (premium technology pack), **silver** (superior technology pack), and **bronze** (high services) incubation categories. Created by the Consorci de la ZF with the support of the European FEDER funds and the Incyde Foundation, the data certify that it was the incubator the logistics sector was waiting for.

### Innovation Ecosystem

- International calls with +60 applications
- Events: Tech Spirit, 4YFN, SIL Barcelona, BNEW; Smart City, Deep Tech Summit
- 1,000 visits
- Mentoring classroom
- Funding
- Innovation and Technological Services
- Networking
- Coworking
- Meeting room
- Spaces. 'one to one'
- Boardrooms

### An incubator focused on emerging technologies

- 3D Printing
- Robotics
- Automated warehouses
- IOT
- Big Data
- Last Mile e-commerce
- AI
- Green Logistics

## 3D INCUBATOR//

The first European high-tech business incubation center in 3D Printing has exceeded expectations since its creation in 2019.

Recognized by the Ministry of Finance as an example of FEDER European funds management, it was created by the Consorci de la ZF and the Incyde Foundation of the Spanish Chambers of Commerce, being the pioneer of the Incyde Spanish incubation network.



**+270**



mentoring, funding, networking, training, design, etc., actions.



**4,100**

visitors in 2023



**160**

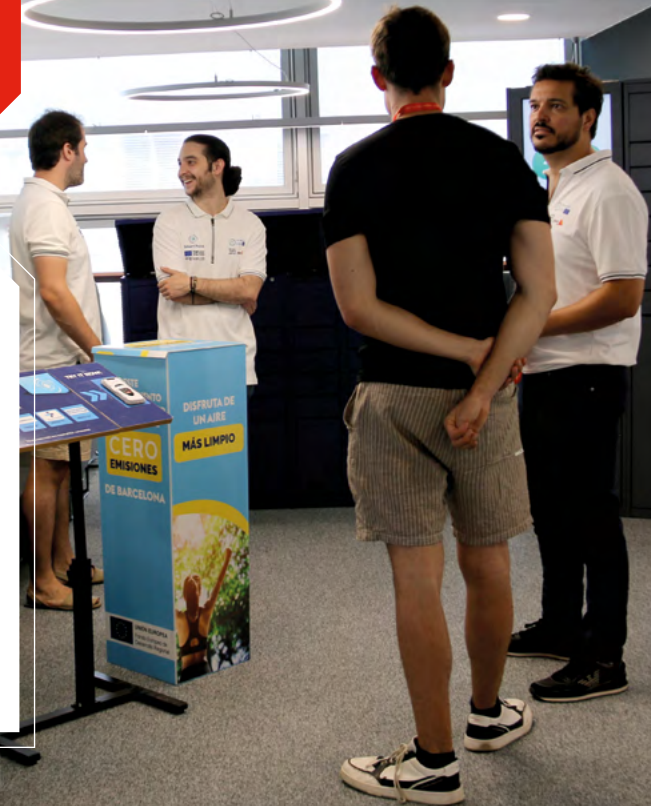
incubated companies



## "The most innovative project in Spain"

*La Razón*

The High Technology Incubator in Logistics 4.0 has been recognized as the most innovative project in the third edition of the Catalonia La Razón Awards "for its work and approach to boost the productive fabric, increase economic impact, and develop greater digital competencies, both in skills and knowledge and to consolidate the logistics hub."



□ The incubated startups raise **13.6 million euros** in months

LA RAZÓN  
AWARD for the  
most innovative  
project of 2023 in  
Spain, LOGISTICS  
4.0 INCUBATOR

**SIL**  
AWARD 2023  
for Best Logistics  
Initiative





# ■ Innovation New Challenges: projects on the horizon

## Electric and Connected Vehicle

### Underway with 21st-century mobility

The industrial area of Barcelona's Zona Franca is set to become a laboratory for new mobility. The evolution from the conventional automobile to the electric and connected vehicle will entail productive innovations and changes in connectivity and road systems, allowing connected, intelligent, safer, collaborative, and efficient road circulation for road improvement and CO2 emissions reduction.

The CZFB offers a test environment for connected mobility (ETMC), and in 2023, traffic control data was implemented, associated technologies were analyzed, and sensor technology was defined for the test area.

The ETMC team comprises a national and multidisciplinary group of public institutions and private organizations (vehicle manufacturers, industries representative of each link in the automotive industry chain, universities, technology centers, etc.). In its primary working group participate, in addition to the CZFB, CELLNEX TRADIA, CENTRO ZARAGOZA, CTAG, EUROCYBCAR, FIVECOMM, IDIADA, OPTARE, and TECNIVIAL. The ETMC project started in September 2022 and is expected to end in May 2025.



## Sabadell Aeronautical Innovation Hub

### Cutting-edge research and development between Earth and sky

The Consorci de la Zona Franca, the City Council of Sabadell, AENA, the Polytechnic University of Catalonia, and BarcelonaTech (UPC) collaborate in the aeronautical innovation hub at the Sabadell Aerodrome in one of the sectors at the forefront of new technologies and innovation. In 2023, the incorporation into the hub of Celestia Aerospace, dedicated to the manufacturing and launching nanosatellites specialized in low orbit, opens the initiative to new commercial use capabilities, benefiting both the business fabric and the teaching and research staff.







## DFactory Barcelona II

### More Industrial Innovation 4.0

Advanced industry requires new productive spaces in Barcelona. For this reason, the Consorci has reserved a privileged area of the Zona Franca adjacent to DFactory I as a further step to capture innovative industrial projects with an international vocation.

The intention is to develop a 4.0 district that radiates with new modes of technological hybridization manufacturing to the rest of the Zona Franca area, with a tractor effect that can reach 100 million euros of investment and a direct and indirect labor potential of up to 5,000 technological jobs.

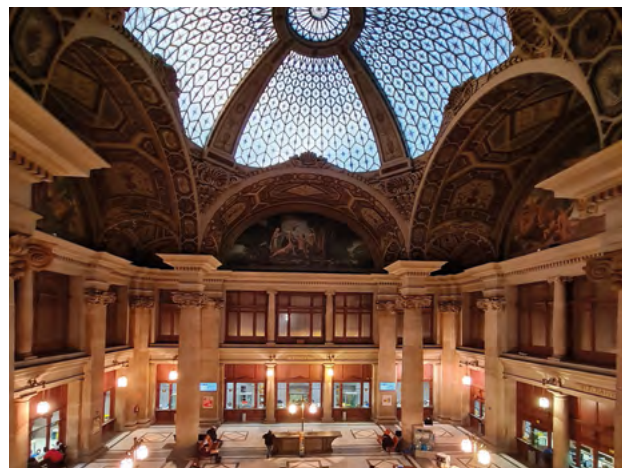


The first designs on the building volume and urbanization of this new phase are offered to new industrial partners who can occupy a building area of up to 70,000 m<sup>2</sup>.

## The New Post Barcelona

### Promotion of new technological talent

Barcelona City Council, Correos, and the Consorci support the creation of what will be the tremendous technological talent and vocational training hub of Barcelona, to be built in the most emblematic building of Via Laietana in Barcelona, the historic headquarters of Correos, in front of the city's waterfront. An intention protocol and the preliminary project study (which could involve the rehabilitation of more than 30,000 m<sup>2</sup> of spaces for new uses) have already laid the foundation for this notable initiative.





A hand holding a small plant seedling against a background of green foliage and white motion lines.

# 03



# Sustainability, central to ethics and excellence

The initiatives driven by the Consorci during 2023 aimed to balance economic growth, progress in digitalization, environmental care, creating conditions for social welfare, and equal opportunities.



## Economic sustainability

# □ An entity in constant evolution

Pere Navarro, Special Government Delegate to the CZFB, and Blanca Sorigué, general director, propelled in 2023 the detailed materialization of the Consorci's strategic plan, achieving a very high degree of execution of the Strategic Projects Plan in coherence with its lines, objectives, and pillars, as could be verified by the entity's plenary at the end of the year.

### Among the measures adopted in 2023 are:

- Departmental reorganizations to improve synergies.
  - We are strengthening centralized contracting, mainly through the Public Sector Procurement Platform, to promote cost efficiency, transparency, and free competition in all types of contracts.
  - CZFB supplier approval system provides greater transparency and agility and favors sustainability in the value chain of products and services. All purchases and contracts have been made sustainably and ecologically as possible, always requiring ecological origin, recyclability, seals, and certifications that accredit sustainability and the commitment to the 2030 Agenda.
  - Creation of a KPI to verify the upward trend in the sustainability of our purchases and even improve in those typologies that require it (100% sustainable purchases, compared to 95.38% achieved in 2022).
  - Optimization of the Transparency Portal. Improvements added to those previously adopted. For verification and administrative accessibility, a documentary consultation service has been activated through the Secure Verification Code (CSV) on the ZF corporate website.
- Improvements in the digitalization of work processes, digital migration to the Cloud environment, implementation of the 5G network in Dfactory Barcelona, and training in Cybersecurity, among other subjects.
  - Revalidation of all corporate management certifications of the different departments renewed and some expanded in 2023:
    - **UNE-EN ISO 9001:2015.** Quality management systems
    - **UNE-EN ISO 45001:2023.** Occupational health and safety management systems
    - **EN ISO/IEC 27001:2023.** Information security, cybersecurity and privacy protection. Information security management systems.
    - Adherence to the European Regulation **EMAS CE 1221/2009.** Community Eco-Management and Audit Scheme.
    - **UNE IQNet SR10.** Social Responsibility Management System.
    - Sustainable strategy (**SDGs**) - **AENOR.**
    - **LEED GOLD.** Sustainable building for the DFACTORY Barcelona building.

“

Through the three strategic axes of the entity: economic sustainability, economic development, and social progress of our territory, and urban integration and environmental sustainability, we aspire to be an exemplary model of how public management can make a difference in people's lives and in the construction of a prosperous and sustainable future.

”

*Blanca Sorigué, General Director of the CZFB*





## CZFB Figures Budget 2023

<b>Continuing operations</b>	
1. Net turnover	54,890
a). Sales	54,890
3. Work carried out by the company for its fixed assets	20,120
4. Supplies	-20,120
c). Work carried out by other companies	-20,120
5. Other operating income	6,407
a). Accessory income and other management income	6,407
b). Operating subsidies incorporated into the results for the financial year	
6. Staff cost	-7,555
a). Salaries and wages	-6,055
b). Social charges	-1,500
c). Provisions	0
7. Other operating expenses	-26,032
a). External services	-18,913
b). Taxes	-7,119
c). Losses, impairment and variation of provisions due to commercial transactions	0
8. Depreciation of fixed assets	-15,233
9. Charging of non-financial fixed asset subsidies and others	105
11. Deterioration and results for fixed assets disposals	0
a). Impairment and losses	0
b). Profit/loss from disposals and others	0
13. Other results	
<b>Operating profit/loss</b>	<b>12,582</b>
14. Financial income	121
a). Stakes in equity instruments	121
a). In third parties	
15. Financial expenses	-850
b). For third party debts	-850
<b>Financial result</b>	<b>-729</b>
<b>Profit/loss before tax</b>	<b>11,853</b>
<b>Profit/loss from the financial year from continuing operations</b>	<b>11,853</b>
<b>Result for the year</b>	<b>11,853</b>

# Complete Execution of the Strategic Projects Plan

The degree of execution of the entity's Strategic Plan developed over the last four years is extremely high, as was confirmed at the corporate plenary in December 2023. The plan details 16 strategic projects divided into 532 strategic actions to be developed. So far, 98% of the actions have been executed without any strategic action being delayed.

## Strategic pillars

### Economic sustainability of the CZFB in the long-term

- Increase the Net Worth of the Consorci de la Zona Franca de Barcelona (CZFB).
- Maintain a high level of Return on Sales (ROS).
- Increase Return on Net Assets (RONA).
- Align Projects with Strategic Plans.
- Increase our brand recognition.

### Economic – and therefore social – development of the territory

- Develop the territory's economy through the development of its companies.
- Be a driving force for the generation of and demand for talent.
- Be the technology hub for Industry 4.0 for Southern Europe.
- Develop the territory's economy through contribution to the Sustainable Development Goals (SDGs) of the 2030 Agenda.

### Urban integration and environmental sustainability

- Adhere to the SDGs it can have an impact on.
- Integrate the Zona Franca Industrial Estate (PIFZ) with the urban environment of Barcelona.
- Be a reference for Circular Economy in the territory.
- Generate environmental and social value contributing to the SDGs.





## Lines

- Generate new business.
- Increase the efficiency of current business.
- Eliminate current business.

- Develop technological knowledge.
- Take advantage of the synergies between the current lines of business.
- Strategic alliances to ensure talent.

- Develop the Circular Economy programme extending this outside the PIZF.
- Increase energy efficiency in the PIZF and in new buildings.
- Integrate the PIZF into the urban environment of Barcelona.

## Projects

- Standardise the global scoring of Projects vs. Strategy and Return on Investment (ROI).
- Define clients' strategies for the PIZF and the Zona Franca customs of Barcelona (ZFA) in terms of profitability.
- Definition of a new business model for fairs, events and acts to promote the new economy of transformation towards Industry 4.0.
- Increase operating and organisational efficiency.
- Installation of ERP software as the general business management system.
- Divestment plan for non-strategic projects.

- Plan to attract Industry 4.0 companies and for the transformation of PIZF clients.
- Plan for 5G connectivity in the PIZF Correos Project.
- Correos Project.
- Creation of Laboratories/Industry 4.0 Incubators.
- Expansion of the ZFA as an Industry 4.0 manufacturing attraction.
- Contribute to guaranteeing quality education, building infrastructures, promoting sustainable industrialisation, fostering innovation and reinforcing alliances for international cooperation to achieve the SDGs.

- Rework the town planning of the PIZF and include green areas, access points to the city, services area and leisure areas.
- Improve mobility in the PIZF: pavement refurbishment plan, bicycle lanes, introduce electric scooters to avoid the use of cars.
- Energy efficiency.
- Development of the Circular Economy.
- Promote the SDG actions to which we can bring the most value and which promote environmental and urban sustainability.

## Social sustainability

# □ BWA 2023, A New Boost for Gender Equality

7 and 8 March

**Barcelona Woman Acceleration Week (BWA) consolidates itself as the event of reference to make active progress in gender equality in the business sphere.**

The event, resulting from the agreement between the CZFB and the Incyde Foundation of the Spanish Chambers of Commerce, showcases Barcelona as a city firmly committed to a new, more sustainable economy with higher standards in gender equality.



We have managed to attract various sectors of the business world to participate in an event that is becoming a benchmark for contributing to accelerating gender equality.



*Blanca Sorigué, General Director of the CZFB*

3<sup>rd</sup>  
edition



Hybrid event



50  
speakers



10 debate sessions  
broadcast over a  
digital platform



More than 2,600  
attendees  
(2,000 online)



Headquarters:  
DFactory  
Barcelona

The event's partners

woman  
madrid

Cámaras  
Fundación INCYDE



## Concretizing the Goals of the 2030 Agenda

# The ZF Women's Council Consolidates

The ZF Women's Council is a consultative participation council that reached its third year of existence. Committed to making women's contributions in the business area visible, it registered the incorporation of several companies in 2023, specifically Fomento de Construcciones y Contratas (FCC), Malena Engineering, TM2, Hobbyflower, and the associations Àrea 8 and Unió de Polígons Industrials de Catalunya.

In addition to visits to the LOGISTICS 4.0 Incubator and Mercabarna, the Council promoted initiatives aimed at companies such as Escola d'Igualtat ZF, in collaboration with the Observatori de la Dona of the Barcelona Chamber of Commerce and the Talent and Diversity Workshops, in partnership with the Fundació per la Diversidad and the European Women's Studies Center.

### Feel the ZF Power

The commitment to Equality of the ZF Women's Council extended into the joint initiative to bring youth - without gender bias - closer to the companies of the Zona Franca FEEL THE ZF POWER. In this social responsibility experience, which unfolds according to the school calendar, approximately 300 students from 5 schools and institutes from neighborhoods most distant from Barcelona's industrial and logistical activity participated, along with about 20 companies from the Zona Franca.

Raising awareness during education and the experience of visiting the industrial environment were key elements for the success of the programme.



Logistics



Economy 4.0



Chemicals



Transport and  
Mobility



Recycling

## Corporate social action

### XI Ciutat Solidària Recognition 2023

The Ciutat Solidària recognition for the work carried out by non-profit social entities is an event that has already become a tradition in Barcelona. In its eleventh edition, the award given by CZFB and Onda Cero distinguished the entity "No somos invisibles" (reintegration and

development of people with cerebral palsy). It awarded two runner-up prizes to "Oasi Urbà," which ensures the most vulnerable have access to housing, and to the association "La Nau," which meets the basic needs of people in social exclusion.



### Day on Dual Vocational Training

Convened by the Consorci de la Zona Franca de Barcelona, a large number of representatives from companies, institutes, and Dual Vocational Training (FP Dual) students discussed dual vocational training and its expect-

tations for implementation at CZFB during a session at DFactory Barcelona. The multifaceted debate was closed by the Minister of Education of the Generalitat de Catalunya, Josep González Cambray.





## Well-being in the working environment

Throughout 2023, CZFB employees had the opportunity to participate in many training and well-being workshops. Additionally, social volunteering activities were also developed. Once again, the Safety and Workplace Well-being policy reaffirmed its most demanding certifications, such as the 45001 for Occupational Safety and Health Management Systems. Employees also benefited from a digital platform covering nutrition, physiotherapy, psychology, and finance issues.

### Workshops:

- Emotional well-being session
- Financial health workshop
- Mindfulness workshop
- Road Safety Course
- Stop Stroke Conference
- Musculoskeletal posture session
- Proaging session "Don't let the years stop you"
- Emotional Management Session
- Financial Health Workshop
- Table tennis championship
- Cooking workshops



## Solidarity and Teambuilding

### CZFB volunteering for the "Gran Recapte" campaign of the Food Bank

The CZFB team collaborated once more in the Gran Recapte Campaign promoted by the Food Bank, a corporate volunteering initiative launched in 2022 (at the sorting warehouse facilities located in Zal Prat) to classify and label food collected during November 24 and 25, for later distribution to recipient entities. This campaign is part of the actions that respond to Sustainable Development Goals (SDGs) numbers 1 and 2, fighting against poverty and hunger, of the 2030 Agenda, with which CZFB is aligned.



### Sant Jordi's solidarity rose for the homeless

Every year, on Saint George's Day, we gave a rose and a bookmark to CZFB, in 2023 it was through a solidarity initiative to help the Assís center in ensuring the rights of homeless people.

## Corporate social action

### Alliances and Awards - Social Goals

#### Pinyol Awards 2023

The Consorci de la Zona Franca de Barcelona collaborates with Acció Solidària contra l'Atur in the Josep M. Piñol Employment Promotion Awards, which recognize the innovation and trajectory of entities working to create or consolidate employment. In 2023, the Innovation Award distinguished the urban masoveria cooperative "Obrint Portes."



#### ZF-Mercabarna Alliance in Escola Bressol Somriures

Employees of all companies located in the ZF industrial area can access the Somriures Nursery School following the accessibility agreement signed by ZF, Mercabarna, and Suara Cooperativa.

#### FP Metropolis Lab Scholarship Program

A group of students from the El Prat Vocational Training Institute worked at CZFB on a scholarship to promote the female presence in the business area.

#### FIDEM Awards 2023

Sponsorship of the FIDEM Entrepreneurship Award from the FIDEM Businesswomen Foundation for the co-founder of OMMNIO, Anna Quintero.



#### Friend of the WIRES association of real estate executives

Pere Navarro was honored as a "Friend" by the WIRES (Women in Real Estate Spain) association of real estate executives for his activism in making women's presence visible in debates and public events.

#### Forma't al Port

We continue collaborating with the Barcelona Port Authority and the European School of Short Sea Shipping in the Forma't al Port program, which aims to train new professionals in the logistics and maritime sectors.

#### Pere Tarrés Solidarity Dinner

The Consorci once again corporately collaborated in the large Pere Tarrés solidarity dinner, which unites efforts for the well-being of young people at risk of exclusion.



## Environmental sustainability

Industry 4.0 implies an inconceivable scale jump without a total commitment to sustainability, efficient use of resources, and environmental respect.

The Consorci is committed to this new urban industry, assuming its full environmental responsibility so that our corporate actions try to contribute and make the sustainability demands that concern us all more assumable for the industrial fabric. In 2023, this effort achieved various recognitions and certifications.

### BASF Circular Economy Award: CZFB, the best public administration in Spain for circular economy

**BASF Circular  
Economy  
AWARD**

CZFB was one of the distinguished among more than 100 candidates in the fifth edition of the BASF Circular Economy Awards, presented by BASF and the Club for Excellence in Sustainability.

The EcoCircularZF project was recognized for identifying synergies between companies to resolve inefficiencies in the treatment of resources (materials, energy, water, space) to stimulate and generate links between the companies in the industrial estate. This symbiosis contributes to making them more efficient in managing resources and waste derived from their activity.

The collaboration between companies and the better use of these resources allows companies in the CZFB to move towards a 'Zero Waste' management, reduce costs, contribute to sustainable development, and establish a circular economy, more coherent with the new 4.0 economy towards which our society evolves.



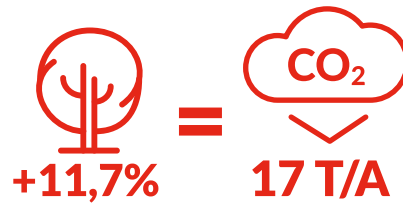
### Sustainability on the ground: Regenerated Water and Industrial Symbiosis

The Consorci de la Zona Franca de Barcelona gathered companies from the Zona Franca on the occasion of two critical issues in sustainability: it promoted the **First National Meeting of Industrial Symbiosis Projects** as well as the **Regenerated Water Day**, in which the metropolitan administration and the distributing company addressed the option of regenerated water in the face of the water emergency and the need for this essential resource for industries.



## Naturalization: "Think Green" manages to increase the vegetation cover of the Zona Franca

In 2023, the naturalization initiative "Think Green" that started in 2021 was completed, which increased the vegetation cover of the business area by 11.7% with the planting of 642 trees of 15 different species and with the creation of new rest areas, raising these green areas to 5.



The new trees will be able to absorb, in their first years, 3.5 tons of CO<sub>2</sub>/year and later can absorb up to 17 tons of CO<sub>2</sub>/year at maturity.

## Energy is critical in the new industrial culture

### II Industry and Energy Forum at DFactory

Former Presidents of the Generalitat de Catalunya, José Montilla, and Artur Mas, advocated for a "change of mentality" in Catalan society in favor of the industrial sector because otherwise, "Catalunya will not be able to maintain the competitiveness of its industries and its entire economy will enter an inevitable phase of decline." This was stated during their participation in a round table at the Industry and Energy Forum (FIE2023), held at DFactory Barcelona.

In the same forum, the Special Government Delegate to the CZFB at the Consorci de la Zona Franca de Barcelona, Pere Navarro, declared himself an "industrialist," conceiving the industry as "**the basis of economic growth and wealth creation,**" and claimed the role of the CZFB as "spearhead in innovation on new industrial and energy models, such as industry 4.0, of which the DFactory building itself is a clear example".

### Reduction of energy expenditure

The Consorci undertook two significant works to minimize its energy expenditure. On the one hand, it completed the connection of its corporate headquarters to the Ecoenergies Heat and Cooling network, joining this space conditioning distribution network, and on the other hand, it started replacing the façades of the offices and BP buildings within the European PREE program. This change minimizes passive energy consumption and improves energy efficiency.





## Sustainable Corporate Action



Reduction in paper purchase by **19%**



Demand for ecological, sustainable, or recycled materials and environmental seals



Sustainable purchase KPI equivalent to **100%** compared to 95% in the previous year



**38,60 %** reduction in the energy consumption of the CZFB central headquarters building. **31,92 %** reduction in the energy consumption of the BP building



Approval of a Protocol for Disused Goods for responsible consumption and social use



Various Certifications and QR to EMAS Environmental Declaration

## The ZF Sustainability Observatory begins to aggregate KPIs

The Consorci presented its initiative to create a Sustainability Observatory in the industrial estate as a digital platform that gathers the leading sustainability indicators of the industrial area companies. Already, twenty companies have joined an initiative in constant development.



## Mobility

### Reopening of the Feixa Llarga bridge

Works were completed to ensure the safety improvement of this access to the industrial area (repair and reinforcement and improvements in signage and vehicle crossing systems).

## More sustainable actions in ZF

### Environmental Alliances

#### BCL, accredited as a CTO

The logistics association BCL, promoted by the CZFB and the Port of Barcelona, has achieved accreditation as a Community Transformation Office (CTO) for promoting and dynamizing energy communities in the logistics sector.

#### Information Day on the Decarbonization PERTE

With the company EPSA at the CZFB, the financing possibilities for CO<sub>2</sub>, Decarbonization, and Circular Economy projects were presented.

#### Regenerated Water Day in Industry

The metropolitan administration and the distributing company addressed the option of regenerated water in the face of the water emergency and the need for this essential resource for industries. Contacts have been established with companies to know their potential consumption volume of regenerated waters and, in this way, to size the necessary infrastructures for their supply, which would alleviate the consequences of a drought.

### CLD of Grupo Sorigué installs a photovoltaic energy plant in ZF for its vehicle fleet

CLD, the environmental services company of Grupo Sorigué, has installed a photovoltaic plant at its workplace in l'Hospitalet de Llobregat to self-supply energy to part of its electric vehicle fleet. The plant has 94 charging points, intended for 37 cleaning teams and 57

light vehicles from the waste collection and street cleaning contract of the western area of Barcelona. It consists of two main pergolas with an electric power of 335 Kwp, generating an annual energy of 408 Mwh.





## Sustainable mobility: Spain's First Certified Green Hydrogen Service Plant for Public Use

The Zona Franca hosts Spain's first certified green hydrogen service plant for public use, managed by Iberdrola. In 2023, it has been the refueling station for TMB's hydrogen buses.





An aerial night photograph of a city, likely Barcelona, showing illuminated buildings and streets. A complex network of white lines and dots is overlaid on the image, suggesting a digital or data network. A large red rectangular box is centered over the image, containing the white number '04'.

# 04



# We contribute to the international projection of the country

The impact the Consorci de la Zona Franca has on the industrial, logistics and innovative ecosystem of Barcelona is undeniable and essential in its commitment to the projection of great Barcelona. And its leadership doesn't stop at ground-breaking innovation initiatives. The Consorci de la Zona Franca de Barcelona also contributes to the dynamisation of the economy through conferences linked to the world of economy such as the SIL Barcelona, the important logistics fair that celebrated its 25th year in 2023, and BNEW, an innovative event begun in the middle of the COVID pandemic.

The knowledge the Consorci de la Zona Franca has of the business fabric, in addition to the alliances it forms with public and private entities, are trump cards it plays in the city's favour in sectors such as industry, the new Economy 4.0 and logistics.

This social prestige and its dedication to the Barcelona brand have contributed to the CZFB being recognised as one of Spain's most influential brands\*, attracting the support of international congresses and events that trust in its organisational know-how in the world of economics.



# □ ZF is leading the industrial and logistics sector

Companies' great asset is their people, which is also true for the CZFB, an entity with dynamic leadership that spreads its assertiveness and conviction in the new economy. 2023 has been a year full of recognition for this entity and its corporate leadership that exercises its leadership in the fields in which it operates.

## Pere Navarro



“

Free zones are indispensable for the development of countries and regions, and that is why we intend to turn the Zona Franca into the 4.0 district of the Barcelona metropolitan region.

”

*Pere Navarro, Special Government Delegate to the CZFB*

## Advocacy for industrial activity at the Fórum Europa Tribuna Cataluña

Pere Navarro inaugurated the Fórum Europa Tribuna Cataluña, the breakfast-information conference organized by New Economy Forum, with a presentation on the important work and dedication being carried out by the Consorci de la Zona Franca de Barcelona with its push for innovation, industry transformation, and connectivity of the new economy for large corporations and the entrepreneurial fabric of the City.

During the opening, Navarro took the opportunity to present the bold vision of the CZFB to become the great 4.0 District, a greener and more digital space that not only modernizes the industry of the City but benefits its entire metropolitan region and the whole country.





## Blanca Sorigué



It is a true honor and pride to have been named vice president of the most important free zones organization worldwide.



*Blanca Sorigué,  
General Director of the CZFB*

**Forbes**



Among the 500 most influential women according to 'Forbes Magazine' and among the 100 most influential Spanish women in the 'Yo Dona' ranking

### Appointment as Vice President of the World Free Zones Organization (WFZO)

The 9th edition of the World Free Zones Congress (AICE 2023), held in May in Dubai, selected the new board of directors of the World Free Zone Organization, where Mohamed Alzarooni was named president and the General Director of the CZFB, Blanca Sorigué, vice president. Sorigué was the first woman to achieve representation in the leadership of the world's largest free zone association.



### National Logistics Award

Blanca Sorigué was awarded in November at the National Logistics Awards Diario del Puerto 2023, recognizing the country's logistics professionals "for their outstanding career and contributions in the logistics sector."



### Participation in the 'Noms Propis' program (RTVE)

Interview about her contribution as a woman leading the general direction of the CZFB and various aspects of the logistics sector.

### FITAC's 2023 Merit Medal to Pere Navarro for his contribution to the CZFB

The Colombian Federation of International Trade Logistics Agents (FITAC) awarded its Medal of Merit to the Special Government Delegate to the CZFB at the CZFB, Pere Navarro, for his "Excellent Work" leading the organization and for his Professional Trajectory. Navarro took advantage of his stay to promote the 2024 edition of SIL.



### Recognition of the CZFB's Director of Security

Toni Molina received the Bronze Medal, with blue distinction, for Police Merit from the Mossos d'Esquadra of the Generalitat.

# SI

## Barcelona





na 25 Anniversary



# SIL celebrates 25 years and makes history

» The King presided over the awards for the 25th anniversary in recognition of personalities in the industry.



# □ SIL 2023, the place to be

From June 7 to 9

The celebration of SIL's 25 years brought the entire logistics sector together in Barcelona in 2023 for an event that involved work for more than 15,000 people but also dressed up the whole industry to receive recognition from the country's highest authorities, with King Felipe VI at the forefront.

SIL is one of the most important fairs in the world, a leader in Logistics, Transportation, Intralogistics, and Supply Chain, and has earned primacy as the reference salon for the sector, especially in the Mediterranean, Southern Europe, and Latin America.

The event gathered several global logistics congresses and events, resulting in a successful call with 20% more attendees. The Minister of Transport, Mobility, and Urban Agenda, Raquel Sánchez, inaugurated it, among other personalities.

The 2023 edition had the Basque Country as the guest Autonomous Community. The logistics event will celebrate its new edition from June 7 to 9, 2024, at the Montjuïc venue of Fira de Barcelona.





# The great event of the industry

# SIL

# 2023



**15,000**  
professional participants



**+400**  
speakers  
(SIL knowledge)



**+90** countries  
of origin



**50 million euros**  
in economic impact in  
Barcelona



**+650** companies  
(40% international)



**+150**  
sectoral innovations



**+250**  
parallel events and  
activities



## A multi-event SIL

- 26th **Eurolog** Congress of ELA (European Logistics Association)
- 39th **ALACAT** Congress of Latin American Logistics Operators
- 18th European Conference of the **CSCMP** (Council of Supply Chain Management Professionals)
- 19th **Medalogistics Week**
- **SIL Knowledge** Congress

## Highlights of SIL 2023

- **The King presided over La Nit de la Logística** and awarded personalities in the sector at an exceptional and crowded gala held at the National Theatre of Catalonia.
- Thanks to its online business platform, it is **opening up to digitalization**, a new step in recognizing start-ups in the sector.
- The **Logistics Barometer**, which collects data from the sector in each edition, showed that logistics managers are highly committed to the SDGs.
- **The signing of the collaboration agreement with AERCE**, the Spanish Association of Procurement, Contracting, and Supply Professionals, to promote the latest logistics and supply chain trends among the purchasing community.



## Digital business platform with



**+8,300**  
digital exchanges



**+3,000**  
meeting requests



**+110**  
job interviews in  
Job Market Place



**+7,100**  
professional messages







# □ BNEW, the global new economy event

From October 2 to 5

The leading event in the new economy celebrated its fourth edition at DFactory Barcelona. Thanks to its digital platform, it made possible the interconnection of professionals from all over the world, which allowed for global reach and participation and the possibility of accessing the content later.

BNEW, which had more participants than in the previous edition and a notable presence of startups, addressed

the hottest aspects of Industry 4.0, as well as sustainability, talent, industrial digitalization, and mobility. New 'prop-tech' trends and the latest technological news in the health sector were unveiled for the first time.

The program was enriched with experiential activities, one of the hallmarks of events organized by the CZFB.



4<sup>th</sup> edition



+12,500

participating professionals  
(60% in-person and 40% online)



350

speakers



8,000

networking  
contacts



1,500

startups and  
80 participants  
in the awards



100

sessions  
and  
panels



140

hours of  
content





## A deep and broad debate

### 7 areas of knowledge



DIGITAL  
INDUSTRY



TALENT



MOBILITY



HEALTH



SUSTAINABILITY



EXPERIENCE



PROPTech

BNEW debates addressed the new socioeconomic challenges faced by companies, large corporations, and startups in the development of Industry 4.0, such as public-private collaboration in the reindustrialization of the territory.

Furthermore, the I BNEW New Economy Barometer, driven by the CZFB (in which about 1,130 professionals participated), revealed the increase in employment in the startup sector, as well as the scoop that companies participating in SIL plan to invest between 100,000 euros (59% of them) and more than one million euros (13% of companies) during 2024 to adapt to the new economy.



### Awards to the best startups in each area

Recognition to companies in each vertical area of BNEW 2023 (80 national and international startups participated in this edition).

- BNEW Digital Industry for **ZENTINEL MACHINE DATA SOLUTIONS**
- BNEW PropTech for **ADDITIVE SPACES**
- BNEW Talent for **HDR**
- BNEW Mobility for **VECLA**
- BNEW Health for **MYORCARE**
- BNEW Sustainability for **AGUALYTICS**

# 26th Latin America Free Trade Zones Conference

From November 8 to 10

The world's largest Free Zones event took place at DFactory Barcelona, driven by the Free Zones Association of the Americas (AZFA) and the Consorci de la Zona Franca de Barcelona (CZFB), with the collaboration of the United Nations Conference on Trade and Development (UNCTAD) and the Global Alliance of Special Economic Zones (GASEZ).

Ten top-level sessions featuring 38 speakers from 26 countries attracted more than 200 professionals from free zones, as well as operators, public entities, inves-



tors, consultants, and suppliers from the free zone industry in Latin America, Europe, and Africa, who met at DFactory Barcelona to analyze and exchange views on topics related to innovations, best practices, trends, future challenges, etc.

In this context, the session 'Supercomputers, Artificial Intelligence, Ibero-America, and Europe,' led by Mateo Valero, director of the Barcelona Supercomputing Center (BSC), was particularly noteworthy.

## GASEZ recognizes ZF of Barcelona as a model for SDG development

The international alliance GASEZ (Global Alliance of Special Economic Zones) identified the 50 most important free zones in the world about the SDGs, highlighting the Zona Franca de Barcelona as an international benchmark for its commitment to the 2030 Agenda and sustainability, as well as for improving social, environmental, and governance standards.













# The Zona Franca up close



# The assets of the CZFB

**397** companies located in spaces belonging to the Consorci

Urban area  
**33**  
 companies

Industrial area  
**100**  
 companies

Service centres  
**42**  
 companies

Zona Franca  
 Customs  
**31**  
 companies

ZF  
 spaces  
**17**  
 companies

Spaces  
 4.0  
**174**  
 companies



## Barcelona Zona Franca Industrial State

- Industrial and logistics complex of reference
- Nexus between the European Union, North Africa and Ibero-America
- International connection through port, airport, and railway
- More than **40** multinationals are installed in its territory
- **3.6** million m<sup>2</sup> of marketable area
- **98%** of the surface leased
  - **11** contracts signed in 2022
  - **16,492 m<sup>2</sup>** of net area contracted in 2022
- Presence of traditional economic sectors
  - **43.4%** industrial
  - **29.3%** logistics
  - **27.3%** services

## The ZF has Podcasts

The talent present in the Zona Franca is also spread through the CZFB's podcast channel.





## An environmentally respectful area

First Spanish industrial estate with environmental certification for its management (EMAS 2009):

- **Irrigation and cleaning** of common areas with groundwater
- **Green areas**, rest areas, and trees
- **Bicycle lane**
- **Information screens**
- Promotion of the **circular economy**
- Promotion of renewable energy
- Photovoltaic panels, hydrogen station, electric car charging points
- **112,000 m<sup>2</sup>** of green areas
- More than **5,500 trees**

## Location with services

24/7 Security in communal areas, 365 days a year with agents of the Civil Guard and private patrols and mobile AED.



Smart access control security system:  
**150,000 km** of security patrolling in 2022



Security Control switchboard:  
**(+34) 932 638 145**



**ISO/IEC 27001** Information Security Management System:



- Network maintenance
- Development of Mobile Applications
- User assistance



With **6 metro stations** (lines L9 Sur and L10 Sur) with daily service from 5 to 00 hours



**6 public bus routes** (numbers 21, 23, 37, 109, V3 and NitBus N1)



Cardio protected by fixed and mobile AED

## The Inspiring Hub



This CZFB initiative is a digital inspirational space for advanced industrial activity where various companies located in the Zona Franca post videos showing their new developments or philosophies.

Firms like Covestro, Picvisa, and Odisey Music, companies with stories to tell, were joined in 2023 by Zona Franca's green hydrogen plant, the electric mobility company Silence, the proposals from Duscholux, and the contribution of the 'last mile' drone services company AldoraTech (one of the companies incubated in the Logistics 4.0 Incubator).

## Zona Franca Customs

A strategic and distinctive asset of the ZF. Two logistics precincts with exceptional locations for trade with third countries of the European Union and international trading.



## Service Centers

- SC Zona Franca
- SC La Ferreria
- SC El Pla





## Urban Buildings

Living and working in Barcelona and its metropolitan area:

- **5 buildings** for the productive economy and R&D
  - Nexus I
  - Nexus II
  - Media-TIC
  - Crea-TIC
  - Eureka
- **564,500 m<sup>2</sup>** in new urban developments
- **3 new urban fabric neighborhoods:** City Mollet, Casernes de Sant Andreu and Barrio de La Marina



## Business parks

We have more than 9,700,000 m<sup>2</sup> of land located in privileged locations for the industrial development of different areas of Catalonia.

Industrial states at full capacity

**5,780,000 m<sup>2</sup>**

Industrial states in the planning phase

**3,926,000 m<sup>2</sup>**

- Constantí Industrial Estate
- Vallès Technology Park
- Bellpuig Industrial Estate Project
- Pla de Santa Maria Industrial Estate Project
- Can Guitard Industrial Plant Project

# Governing Bodies 1st half of 2023

In 2023, electoral calls were held that led to changes in the composition of the plenary and the executive committee of the CZFB.

Until the municipal elections held on May 28, the plenary was chaired by Mayor Ada Colau, and the governing bodies maintained the following composition:

## Plenary

### Presidency

**Ada Colau Ballano**  
**Mayor of Barcelona**  
 Local Council of Barcelona

### Deputy Chair

**Pere Navarro i Morera**  
**Special Government Delegate to the CZFB**  
 Consorci de la Zona Franca de Barcelona

### Second Deputy Chair

**Oriol Sagrera i Sala**  
**General Secretary of the Business and Labour Department**  
 of the Government of Catalonia

### State representative Board Members

**M<sup>a</sup> del Pilar Paneque Sosa**  
**Deputy Secretary for the Treasury**  
 Ministry of Finance and Public Administration

**Xiana Margarida Méndez**  
**State Secretary for Trade**  
 Ministry of Industry, Commerce and Tourism

**M<sup>a</sup> José Gualda Romero**  
**State Secretary for Budget and Expenditure**  
 Ministry of Finance and Public Administration

**M<sup>a</sup> José Rallo del Olmo**  
**General Secretary for Transport and Mobility**  
 Ministry of Transport, Mobility and Urban Agenda

### Member representing the Government of Catalonia

**Isidre Gavin**  
**Secretary of Infrastructure and Mobility**  
 Land Department

### Automatic members (due to their position)

**Almudena Escobedo Canalda**  
**Regional Director**  
 Provincial Department of Customs and Special Taxes

**José Alberto Carbonell i Camallonga**  
**General Director of APB**  
 Barcelona Port Authority

### Members representing the City Council of Barcelona

**Jordi Martí Galbis**  
**President of the local Junts per Catalunya City Council Group**

**Jordi Martí Grau**  
**Councillor of the Economy and Public Spending**

**María Luz Guilarte Sánchez**  
**Leader of the C's City Council Group**  
 Barcelona City Council

**Ernest Maragall i Mira**  
**Councillor and President of the local ERC City Council Group**

**Jaume Collboni i Cuadrado**  
**1st Assistant Mayor / Councillor**  
**President of the local PSC City Council Group**

**José Bou Vila**  
**President of the local Partido Popular City Council Group**

**Eva Parera i Escrichs**  
**Councillor and President of the local Valents City Council Group**

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

**Jordi Pomarol Clotet**  
**Treasurer of the Chamber**

**Pere Barrios i Esturlese**  
**Plenary Member of the Chamber**



**Member representing PIMEC**

**Antoni Cañete Martos**  
President of PIMEC

**Member representing the Port of Barcelona**

**Damià Calvet**  
President  
Barcelona Port Authority

**Member representing Foment del Treball Nacional**

**Josep Sánchez Llibre**  
President

**Member representing the Railway Company**

**Isaías Táboas Suárez**  
President  
RENFE – OPERATOR

**Members representing the Trade Union Organisations**

**Camil Ros**  
General Secretary  
UGT. Unión General de Trabajadores de Cataluña

**Javier Pacheco Serradilla**  
General Secretary  
CCOO Catalunya

**Observers**

**Blanca Sorigué Borrell**  
CEO  
Consorti de la Zona Franca de Barcelona

**Ramon Maria Xuclà Comas**  
General Secretary  
Consorti de la Zona Franca de Barcelona

**Francesc Xavier Poza**  
Heritage Director  
Local Council of Barcelona

**Cristina Ozores Jack**  
State advocacy  
Government Lawyer in Barcelona

**Executive Committee****President**

**Pere Navarro i Morera**  
Special Government Delegate to the CZFB  
Consorti de la Zona Franca de Barcelona

**Deputy Chair**

**M<sup>a</sup> José Rallo del Olmo**  
General Secretary for Transport and Mobility  
Ministry of Transport, Mobility and Urban Agenda

**Members**

**Almudena Escobedo Canalda**  
Regional Director  
Provincial Department of Customs and Special Taxes

**José Alberto Carbonell i Camallonga**  
General Director of APB  
Barcelona Port Authority

**Jaume Collboni i Cuadrado**  
1st Assistant Mayor / President of the local PSC City Council Group  
Local Council of Barcelona

**Jordi Martí Grau**  
Councillor of the Economy and Public Spending  
Local Council of Barcelona

**Jordi Pomarol Clotet**  
Treasurer  
Chamber of Commerce, Industry and Navigation

**Pere Barrios i Esturlese**  
Plenary Member  
Chamber of Commerce, Industry and Navigation

**Observers**

**Blanca Sorigué Borrell**  
CEO  
Consorti de la Zona Franca de Barcelona

**Ramon Maria Xuclà Comas**  
General Secretary  
Consorti de la Zona Franca de Barcelona

**Sara Berbel Sánchez**  
Municipal Manager  
Local Council of Barcelona

**Jordi Campillo Gàmez**  
Manager of the Municipal Institute for Urban Landscape and Quality of Life (IMPUIQV)  
Local Council of Barcelona

**Francesc Xavier Poza**  
Heritage Director  
Local Council of Barcelona

**Cristina Ozores Jack**  
State advocacy  
Government Lawyer in Barcelona

# Governing Bodies 2nd half of 2023

The convergence of the May municipal elections and the general elections held on July 22 led to changes in our entity's governing bodies. Under the presidency of Mayor Jaume Collboni, the plenary and the executive committee were configured as follows in the second half of the year:

## Plenary

### Plenary Presidency

**Jaume Collboni Cuadrado**  
**Mayor of Barcelona**  
 Local Council of Barcelona

### Deputy Chair

**Pere Navarro i Morera**  
**Special Government Delegate to the CZFB**  
 Consorci de la Zona Franca de Barcelona

### Plenary Second Deputy Chair

**Oriol Sagrera i Sala**  
**General Secretary of the Business and Labour Department**  
 of the Government of Catalonia

### State representative Board Members

**M<sup>a</sup> del Pilar Paneque Sosa**  
**Deputy Secretary for the Treasury**  
 Ministry of Finance and Public Administration

**Xiana Margarida Méndez**  
**State Secretary for Trade**  
 Ministry of Industry, Commerce and Tourism

**M<sup>a</sup> José Gualda Romero**  
**State Secretary for Budget and Expenditure**  
 Ministry of Finance and Public Administration

**M<sup>a</sup> José Rallo del Olmo**  
**General Secretary for Transport and Mobility**  
 Ministry of Transport, Mobility and Urban Agenda

### Member representing the Government of Catalonia

**Marc Sanglas**  
**Secretary of Land and Mobility**  
 Land Department / Government of Catalonia

### Automatic members (due to their position)

**Almudena Escobedo Canalda**  
**Provincial Department for Customs and Duties**

**José Alberto Carbonell i Camallonga**  
**General Director of APB**  
 Barcelona Port Authority

### Members representing the City Council of Barcelona

**Jordi Martí Galbis**  
**Councillor for the local Trias por BCN City Council Group**  
 Local Council of Barcelona

**Jordi Valls Riera**  
**Fourth Deputy Mayor of the Area of Economy, Treasury, and Economic Promotion**  
 Local Council of Barcelona

**Jordi Martí Grau**  
**Councillor for the local Barcelona en Comú City Council Group**  
 Local Council of Barcelona

**Gonzalo de Oro-Pulido Plaza**  
**Councillor for VOX**  
 Local Council of Barcelona

**Ernest Maragall i Mira**  
**Councillor and President of the local ERC City Council Group**  
 Local Council of Barcelona

**Daniel Sirera Bellés**  
**President of the local Partido Popular City Council Group**  
 Local Council of Barcelona

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

**Jordi Pomarol Clotet**  
**Treasurer**  
 Chamber of Commerce, Industry and Navigation

**Pere Barrios i Esturlese**  
**Plenary Member of the Chamber**  
 Chamber of Commerce, Industry and Navigation

### Member representing PIMEC

**Antoni Cañete Martos**  
**President of PIMEC**  
 PIMEC

### Member representing the Port of Barcelona

**Josep Lluís Salvadó**  
**President**  
 Barcelona Port Authority

### Member representing Foment del Treball Nacional

**Josep Sánchez Llibre**  
**President**  
 Foment del Treball Nacional

### Member representing the Railway Company

**Raül Blanco Díaz**  
**President**  
 RENFE – OPERATOR

### Members representing the Trade Union Organisations

**Camil Ros**  
**General Secretary**  
 UGT Unión General de Trabajadores de Catalunya

**Javier Pacheco Serradilla**  
**General Secretary**  
 CCOO Catalunya



## Observers

**Blanca Sorigué Borrell**  
CEO

Consorti Zona Franca de Barcelona

**Cristina Ozores Jack**  
State advocacy

Government Lawyer in Barcelona

**Ramon Maria Xuclà Comas**  
General Secretary

Consorti de la Zona Franca de Barcelona

## Executive Committee

### President

**Pere Navarro i Morera**  
Special Government Delegate to the CZFB

Consorti de la Zona Franca de Barcelona

### Deputy Chair

**M<sup>a</sup> José Rallo del Olmo**  
General Secretary for Transport and Mobility

Ministry of Transport, Mobility and Urban Agenda

### Members

**Almudena Escobedo Canalda**  
Regional Director  
Provincial Department of Customs and Special Taxes

**José Alberto Carbonell i Camallonga**

General Director of APB  
Barcelona Port Authority

**Laia Bonet**  
3rd Assistant Mayor/Councillor for the local PSC City Council Group  
Local Council of Barcelona

**Jordi Martí Grau**  
Councillor for the local Barcelona en Comú City Council Group  
Local Council of Barcelona

**Jordi Pomarol Clotet**  
Treasurer

Chamber of Commerce, Industry and Navigation

**Pere Barrios i Esturlese**  
Plenary Member

Chamber of Commerce, Industry and Navigation

## Observers

**Blanca Sorigué Borrell**  
CEO

Consorti de la Zona Franca de Barcelona

**Ramón Maria Xuclà Comas**  
General Secretary

Consorti de la Zona Franca de Barcelona

**Sara Berbel Sánchez**  
Municipal Manager

Local Council of Barcelona

**Jordi Campillo Gàmez**  
Manager of the Municipal Institute for Urban Landscape and Quality of Life (IMPUIQV)

Local Council of Barcelona

**Francesc Xavier Poza**  
Heritage Director

Local Council of Barcelona

**Cristina Ozores Jack**  
State advocacy

Government Lawyer in Barcelona

## Management Team

### Consorti de la Zona Franca de Barcelona

**Pere Navarro i Morera**

Special Government Delegate to the CZFB

**Blanca Sorigué Borrell**  
CEO

Corporate departments: People, Economic Promotion, Facility Management, and Projects and Works

**Ramon Maria Xuclà Comas**

Acting General Secretary  
Legal Department  
Trustee

**Lluís López Yuste**

Corporate Communications Department

**Iñaki Garcia Bernis**

Economic-Financial Area  
Investment Area

Customer Management Area

**Montse Novell Gusart**

Corporate Social Responsibility and SDGs Area

**Antonio Molina Melero**

Security Area

**Montse Vidal Iranzo**

General Services, Purchases and Contracting Department

**Alfons Martínez Torres**

Information Systems Area

### Consorti ZF internacional

**Pere Navarro i Morera**

President

**Blanca Sorigué Borrell**

CEO

**Joan Rangel i Tarrés**

Secretary

**Ramon Maria Xuclà Comas**

Compliance officer



Information display



Parking lot



Restaurant service



Gas station



Rest areas



Defibrillator



Accommodation



Nursery Somriures



Fire station



Maintenance



Bicing



Bicibox



Airport



Can Tunis freight station

**01**  
CZFB Headquarters / 3D Incubator

**02**  
ZF Customs C Sector

**03**  
ZF Customs Storage Álvarez de la Campa

**04**  
DFactory Barcelona

**05**  
BP Building / Punto Incorpora

**06**  
Ecoenergies Headquarters

**07**  
Hidrogena

**08**  
Food Hub Mercabarna

**09**  
Service Center Zona Franca Industrial Estate (ZEPI).

**10**  
Industrial Building Dolors Aleu

Río Llobregat

Ronda Litoral

Carrer 43

Carrer de la Falxa Llarca

Carrer 42

Carrer 41

Carrer M

Carrer 40

Carrer L

Mercabarna

MERCABARNA

GOODMAN SILENCE NISSAN AREA



L9 Sud



8



L10 Sud

ZAL - Riu Vell

ZAL

ECOPARC

CONSUM

Carrer F

Carrer E

Carrer D

Carrer C

Carrer B

Carrer A

Carrer 6

Carrer 5

Carrer 4

Carrer 3

Carrer 2

Carrer 1

Carrer 0

Carrer -1

Carrer -2

Carrer -3

Carrer -4

Carrer -5

Carrer -6

Carrer -7

Carrer -8

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Carrer -16

Carrer -17

Carrer -18





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### **3D Incubator First EU high-tech center for 3D business incubation**

www.incubator3d.org  
Info@incubator3d.org

### **Logistics 4.0 Incubator**

<https://www.incubadoralogistica.com/es/index.php>  
info@incubadoralogistica.com  
Tel. 932638143

### **SIL Barcelona International Logistics, Shipping, Intralogistics and Supply Chain Trade Fair**

www.silbcn.com  
sil@zfbarcelona.es

### **BNEW Barcelona New Economy Week**

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info@bnewbarcelona.com



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Barcelona

# District 4.0

Where we anticipate  
what.

Where we reinvent  
how.



A place for technological innovation where more than 300 companies develop industry 4.0 and generate opportunities by promoting talent and progress in the metropolitan area of Barcelona.

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