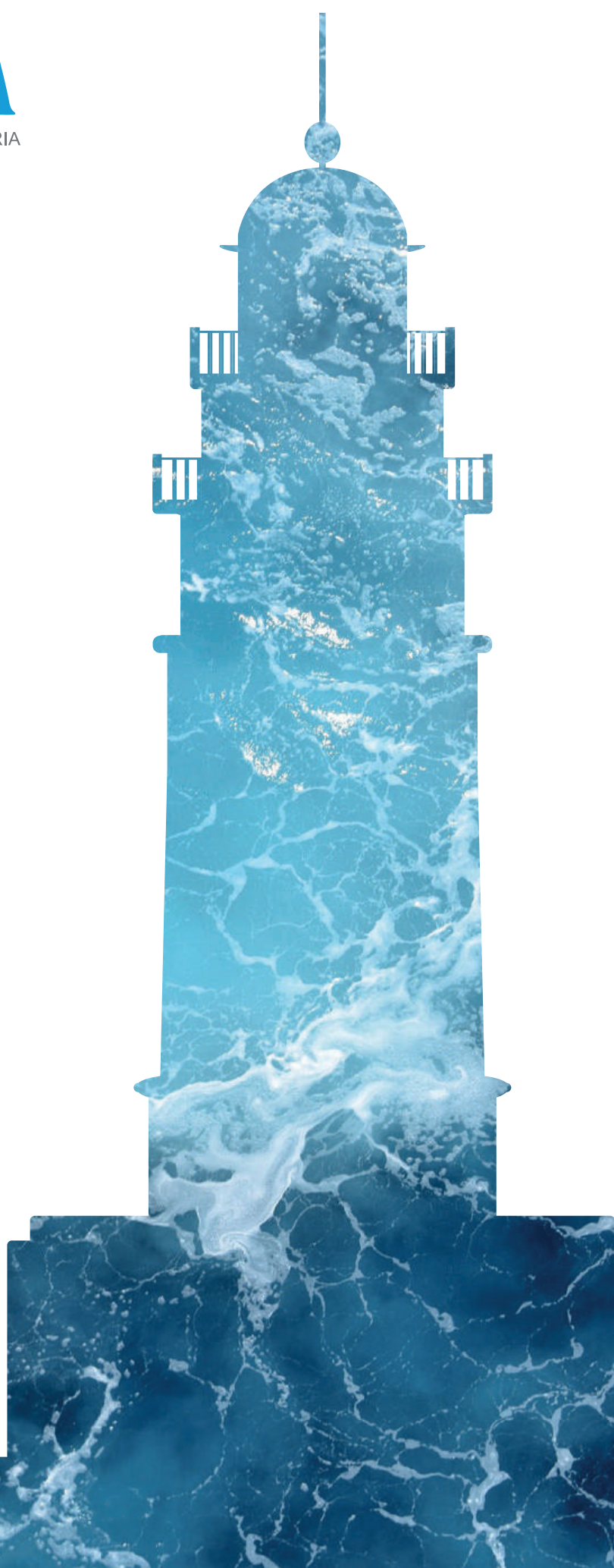


ACTIVITY REPORT

20 21





CANTABRIA MARITIME CLUSTER
ANNUAL ACTIVITY REPORT 2021

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A WORD FROM THE PRESIDENT



JUAN LUIS SÁNCHEZ
President of the Maritime
Cluster of Cantabria

A handwritten signature in blue ink, appearing to read 'Juan Luis Sánchez', with a stylized flourish at the end.

The year summarised in this report has been good for the Maritime Cluster of Cantabria (MarCA). Not just for returning to normality one year after the uncertainties brought by the pandemic but also for growth in the sector's numbers, which is extremely important for a region where the maritime sector accounts for over 10% of GDP and 11% of employment.

Implementing the 2021-2024 Strategic Plan has been a challenge this year. It is a plan based on innovation and sustainability as the key pillars for the growth of maritime companies. Through the strategic axes of this plan, and always with clear objectives in mind, we set in motion the lines of creation and the priority means that lead us to develop this document.

We have a new horizon ahead of us, one in which we focus on the opportunities to be created through marine renewable energies, decarbonisation and new fuels, such as hydrogen, ammonia and biofuels.

The Green Hydrogen Cantabria initiative is noteworthy. It is the most important project developed by the MarCA Cluster about the production, storage and distribution of green hydrogen. Green Hydrogen Cantabria was presented in November last year and brings together twenty-seven companies that have worked and developed this valuable initiative under the umbrella of the cluster.

This year, we have also taken a big step forward by creating Cantabria's Blue Economy Platform, a public-private cooperation forum for the development and growth of the blue economy in our region. At MarCA, we have always been committed to the union of all the agents in the maritime sector because together, we can go further and better. This Platform is a great milestone to continue developing our companies' potential.

Santander hosted the Interferry fair, the most important in the sector, organised by one of our partners, Brittany Ferries. The fair was a great success in terms of participation and a great opportunity to showcase the potential of the maritime sector in the Cantabrian region.

Despite the difficulties faced by the industry last year, the Cantabria Maritime Cluster has welcomed 7 new partners in 2021. These were Atecsol, Ingeconsul, Tecan, Hispanamer, ECOS, WSP Spain and the Santander Yacht Club, whose contribution will be very important for the cluster's development and growth.

We move forward into the new year 2022 with renewed strength. The blue sector has overcome countless challenges, turning many into opportunities to grow and go even further. For all these reasons, at the MarCA Cluster, we are optimistic about the future, a more technological, more sustainable future of which we are all a part.

THE *CLÚSTER* *MarCA*





2 EXECUTIVE SUMMA RY

The Maritime Cluster of Cantabria (MarCA) was created in 2017 to promote cooperation and commercial and technological development of maritime industries and activities in Cantabria by creating opportunities and synergies that boost their competitiveness in national and international markets.

The cluster has grown steadily since its foundation and, in 2021, continued to increase its leadership in the region's maritime sector by overcoming new challenges along the way, innovating and adapting to achieve its mission of positioning the Cantabria maritime industry at its highest level of development.

Overall, 2021 has been a year of growth for the maritime sector and the companies that represent it. The sector has known how to make the most of the great opportunities offered by the Blue Economy, positioning itself as one of the most valuable drivers of the post-pandemic economic recovery.

In Cantabria, the maritime sector is one of the most important economic sectors. Industry linked to the sea has a total impact of 11% of Cantabria's GDP and accounts for 10% of regional employment.

The Cantabria maritime sector continues to promote and grow in R&D+I, digitalisation and new technologies, which are essential for companies to develop and progress. Specifically, it represents 23% of industrial R&D+I expenditure in the region and 8% of its total figures.

GO ALS

THE CLÚSTER MarCA

The main objective of the Maritime Cluster of Cantabria - MarCA is to promote and stimulate cooperation between economic activities in the marine environment or use its resources in their processes to obtain a higher level of competitiveness of the entire maritime sector in Cantabria.

This purpose includes all the entities that form the value chain of the blue sector: product, equipment and components manufacturers and importers, and service providers, the shipping industry and the industry in general, which requires maritime services. It, therefore, lays the foundations to ensure a transversal adaptation to technological changes and market challenges.

In short, the Maritime Cluster aims to become a common element that facilitates the general defence of the interests of the maritime industries in Cantabria.

This general goal is complemented by several more specific objectives, as set out below:

CONSOLIDATE the naval maritime sector in Cantabria and act as a benchmark for other players of the sector and represent both the interests of the sector and the associates of the naval industry before the public administrations and any other decision-making bodies.

INCREASE the competitiveness and the business opportunities of the companies or entities in the naval maritime market, combining synergies that facilitate access to the most important projects in Spain and abroad.

POSITION the maritime industry of Cantabria in its maximum exponent of development to lead areas of specialisation in strategic international markets.

PROMOTE the presence and international recognition of the Cantabria maritime sector.

INVOLVE the companies, associated entities, bodies, universities, technological, research and training centres, both public and private, in research and knowledge transfer processes to obtain advantages and benefits derived from the execution of innovative projects in the naval maritime sector.

COMMUNICATE AND DISSEMINATE the importance of the sector to our society and economy.

PROMOTE and facilitate the training of professionals in the naval maritime sector with a state-of-the-art technical qualification also valid for other sectors and markets.

CREATE qualified employment from vocational training to engineering.

PROMOTE the implementation of the key technologies of the future in manufacturing and services according to the digital model.

MONITOR the national and international maritime and naval market to identify the challenges, trends and perspectives of the sector and raise awareness of the short and medium-term movements among the Cluster participants to define the joint strategy of action.

ENCOURAGE AND FOSTER communication and knowledge exchange between partners and different sectors and activities of the Cluster to promote and encourage debate, cooperation and collaboration on projects and the generation of synergies.

IDENTIFY the general and cross-sectional interests of the maritime sectors and cluster members and the value creation levers and actions to respond to the challenges of the sector, promoting and defending these interests in the different regional, national and international forums, both public and private, without detriment to the particular interests of the different members.

STRATEGIC

THE CLÚSTER MarCA

AXES



The strategic axes form the backbone of the Cantabria Maritime Cluster and represent the main lines of action to fulfil its objectives. The priority axes of the 2021-2024 Strategic Plan are:



Thanks to the close cooperation of the cluster members and the promotion of the identified strategic axes, the members are expected to contribute and receive different value proposals based on each member's capabilities and specific knowledge.

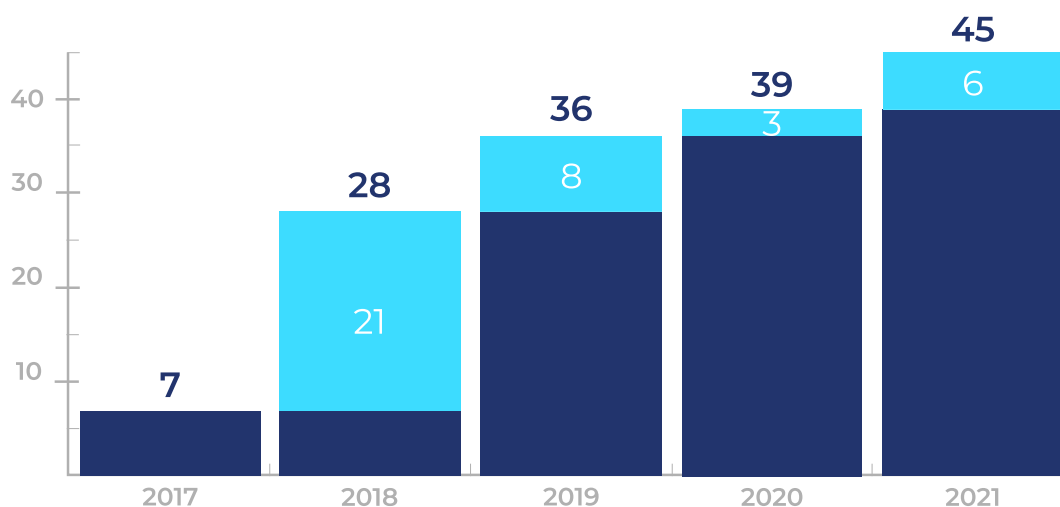
The desired benefits are technological development and innovation, the achievement of new market products of interest to the naval sector, increase of the market share, access to new commercial activities both national and international, the execution of R&D+i projects related to naval transformations and other benefits related to internationalisation, the competitiveness of the sector, social relevance or environmental sustainability.

PART NERS

THE CLÚSTER MarCA

Despite the difficulties faced by the industry last year, the Cantabria Maritime Cluster has welcomed 7 new partners in 2021. It now comprises 45 companies, entities and centres.

The constant increase of critical mass related to the blue economy identifies MarCA as the spokesperson for pursuing the sector's interests. With Atecsol, Ingeconsul, Tecan, Hispanamer, ECOS, WSP Spain and the Santander Yacht Club joining, the Cantabrian cluster can advance in new business opportunities and represent, with increasing loyalty, the activities that the maritime sector carries out in Cantabria.



Shipbuilding

ASTANDER

ASTANDER

Technical offices, inspection and certification

EUROCONTROL

EUROCONTROL

AENOR

AENOR



BUREAU VERITAS

DNV GL

DNV GL

Transport

ALFINTER
FORWARDING

ALFINTER
FORDWARDING

Brittany Ferries

BRITTANY
FERRIES

BERGÉ
Moved by Logistics

BERGÉ
MARÍTIMA

ERHARDT

ERHARDT

Training and R&D

CENTRO
TECNOLÓGICO **CT**

CTC

IHcantabria
INSTITUTO DE HIDRÁULICA AMBIENTAL
UNIVERSIDAD DE CANTABRIA

FUNDACIÓN IH

UC
UNIVERSIDAD
DE CANTABRIA

UNIVERSIDAD DE
CANTABRIA

Institutions



SODERCAN



AUTORIDAD
PORTUARIA



CICCP



COIN

Consulting and legal advice



VELASCO & CO
ABOGADOS



INGECONSUL



ECOS, ESTUDIOS
AMBIENTALES Y
OCEANOGRAFÍA



WSP SPAIN

Recreational boating



CLUB NÁUTICO DE
SANTANDER

Ancillary Industry



GRUPO
FERNÁNDEZ JOVÉ



FAED



SETELSA



GRUPO GOMUR



ENWESA



CASUSO
PROPELLERS



MINDASA



DEGIMA



ECOL



SAJA INDYNA



SILECMAR



GAMESA ELECTRIC



ERZIA



SIDENOR



ESTUDIO DE
FLUIDOS



DEMOLICIONES
SUBMARINAS



MADEMAN



FCT



CAYMO



FCT



GOODWINDS



ATECSOL



TECAN



HISPANAMER



VILA
ELECTROQUÍMICA

IN TER NAL

THE CLÚSTER MarCA

ACTI VITY

Several meetings have been held throughout the year with SOERMAR for the development and coordination of the Green Hydrogen Cantabria project.

2021

January	<ul style="list-style-type: none">• MarCA Executive Committee
February	<ul style="list-style-type: none">• MarCA Extraordinary Meeting
March	<ul style="list-style-type: none">• MarCA Executive Committee
April	<ul style="list-style-type: none">• MarCA Executive Committee
May	<ul style="list-style-type: none">• MarCA Extraordinary Meeting• Meeting with SOERMAR
June	<ul style="list-style-type: none">• Bankinter Webinar called “Financing structures for R&D projects”• MarCA’s Annual General Meeting
September	<ul style="list-style-type: none">• MarCA’s Executive Committee• Meeting with the Regional Ministry of Rural Development, Livestock, Fisheries, Food and Environment of the Government of Cantabria• Meeting of the Spanish regional clusters and the Spanish Maritime Cluster (CME)(CME’s 5th Regional GT meeting)• Meeting with the Consortium Group• Meeting of the Jury of the 3rd Blue Industry Award
October	<ul style="list-style-type: none">• MarCA’s Executive Committee• Meeting with the Santander Yacht Club• Participation in World Maritime Week
November	<ul style="list-style-type: none">• Presentation of the “Green Hydrogen Cantabria” consortium• 3rd Blue Industry Award Ceremony
December	<ul style="list-style-type: none">• MarCA’s Extraordinary Meeting• MarCA’s Executive Committee. Selection of the new Executive Committee.

ACTI VI TIES INTRODUCTION

2021 has been a year of activity for the Maritime Cluster of Cantabria. The return of face-to-face events has been key to further intensifying its international presence, strengthening its reputation and reinforcing its role as a driving force in the region's maritime sector. It has also been a year of creation and launch of important projects developed by the Cluster to boost the growth of the Cantabrian blue sector.

MarCA presented its most ambitious project to date. "Green Hydrogen Cantabria" is a pilot initiative that aims to promote the use of green hydrogen in the industrial fabric of Cantabria as an alternative to fossil fuels.

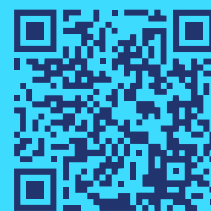
Another important milestone was the creation of the Cantabria Blue Economy Platform with the Sea of Innovation Cantabria Cluster (SICC). A forum for cooperation, reflection, and debate aimed to strengthen communication and public-private collaboration in the community's maritime sector.

In addition, MarCA has awarded the Blue Industry Award Cantabria for the third consecutive year. This is of vital importance as the organisation's seal of identity, which was born in 2019 as a tool to promote the region's maritime sector nationally. Manuel Antonio Martínez, Vice Admiral Director of Engineering and Naval Constructions of the Spanish Navy, was presented with the award in recognition of his work promoting the region's blue sector and contributing to the growth of its maritime industry.



Likewise, the MarCA Cluster has continued the path of the specialised conferences that have been so successful in recent years, adapting their format -virtual or face-to-face- based on health measures. All of this to continue to offer knowledge to the region's business agents. The entity's board of directors has designed events on strategic issues for the sector, which are beneficial to boost the competitiveness, innovation, and development of the industries that make up the sector.

The Cluster has also participated telematically and in-person in various international events directly related to the maritime sector. The group's presence at fairs and presentations helps strengthen the connection of the Cantabrian maritime industry with reference agents and shows the value of the region's Blue Economy.



Cluster MarCA
youtube channel

TECHNICAL CONFERENCE

ACTIVITIES

3
MAR

Seminar

“Digitalisation: GHI Smart Furnaces, a success story”

(3 March)

The Maritime Cluster of Cantabria organised, in collaboration with the Foundation and Technological Centre of Medium and Small Shipyards SOERMAR, the virtual technical conference “Digitalisation: GHI Smart Furnaces, a success story” to raise awareness among companies about the importance of digitalisation and the growth opportunities offered by digital solutions.

The meeting featured presentations by Íñigo Guinea, CEO of GHI Smart Furnaces, an engineering company for industrial aluminium and steel furnaces, and Alex Rayón, vice-rector of International Relations at the University of Deusto.

The conference presented the case of Smart Furnaces, a Basque family business with 80 years of experience that anticipated economic cycles thanks to the digitalisation of its processes and became the Spanish leader and one of the world leaders in offering comprehensive solutions for its products to international customers.

Juan Luis Sánchez, president of the MarCA Cluster, and Eva Novoa, director-general of the SOERMAR Foundation, opened the seminar and expressed their conviction that digitalisation had become an essential way for companies to maintain their competitiveness and reach new markets.

23
MAR

Seminar

“Fishing in Spain: feeding the world sustainably”

(23 March)

The fisheries sector is critical in the national economy and, in particular, Cantabria's economy. In this sense, the Maritime Cluster of Cantabria wanted to show the essential value of the fishing sector by organising the virtual seminar “Fishing in Spain: feeding the world sustainably”.

Javier Garat Pérez, secretary-general of the Spanish Fishing Confederation (Cepesca), summarised the fishing activity, highlighting the social, environmental and economic sustainability actions that the sector has taken over the years.

Juan Luis Sánchez opened the seminar with the attendance of Marta López, Director-General of Fisheries of the Government of Cantabria, who underlined the valuable work carried out by the fishing sector and its importance for a community so closely linked to the sea.

14
APR

Seminar

“Gender Equality Certification Solutions”

(14 April)

In collaboration with its partner AENOR, a professional services and knowledge management company and partner of the Cluster, the Maritime Cluster of Cantabria, held the virtual conference called “Gender Equality Certification Solutions”. It was a seminar that showed companies the keys to promoting a commitment to equal treatment between men and women and overcoming the new legislative developments.

Susana Pedrero, corporate director of People and Organisation at AENOR, presented a set of organisational management procedures to guarantee equal treatment and results between male and female workers, which AENOR now includes in two solutions or models.

Juan Luis Sánchez acted as host, who was also introduced to the seminar by Gerardo Pellón, director of the AENOR delegation in Cantabria.

**25
MAY**

Seminar

“Opportunities and challenges of the nautical sector for the Blue Economy”

(25 May)

The MarCA Cluster organised the virtual conference “Opportunities and challenges of the nautical sector for the Blue Economy” to show the importance of recreational boating in the maritime sector and its opportunities for growth from its broadest dimensions.

The virtual day was developed around the presentation of Carlos Sanlorenzo, secretary-general of the National Association of Marine Industries (ANEN), who stressed that the marine industry has significant growth potential in northern Spain.

**29
MAY**

Seminar

“Nautical sports in Cantabria”

(29 May)

The nautical sector has a field with a long history in Cantabria, which has become increasingly important in the region, at a social, economic and tourist level, albeit with a lot of potential for development.

This was announced during the “Nautical sports in Cantabria” seminar organised by the Maritime Cluster of Cantabria. The seminar featured presentations by José Luis Gochicoa, Regional Minister for Public Works, Territorial Planning and Town Planning of the Government of Cantabria, and Fernando Mirapeix, President of the Cantabrian Sailing Federation, with Juan Luis Sánchez as host of the event.

**26
OCT**

Seminar

“Submarine S-80. A technological challenge”

(26 October)

The MarCA Cluster ended the 2021 seminar calendar with the conference “Submarine S-80. A technological challenge”, showcasing the valuable technological advances implemented in this new range of submarines, which place them as one of the most advanced in the world.

Carlos Bonaplata, Naval Commander of Santander, was the speaker in charge of detailing the technological challenge posed by the S-80 submarines and the boost they bring to the Spanish maritime industry.

ATTENDANCE AT TRADE FAIRS

ACTIVITIES

**2-5
FEB**

Fair
SMM DIGITAL
(2 - 5 February)

The Maritime Cluster of Cantabria attended the SMM DIGITAL event, the main international maritime trade event, which took place online for the very first time.

Despite the limitations of it being held online, this global fair was a magnificent opportunity to further the objective of the international expansion of Cantabria's maritime industry. The different partners of the MarCA Cluster who attended the virtual meetings and online sessions organised during the event had the opportunity to learn first-hand about the innovative and value-added actions that different sectorial companies are implementing.

Likewise, SODERCAN, founding partner of the MarCA Cluster, was one of the organisers of the MariMatch@SMM 2021 event, a space within the fair created to enable attendees to exchange proposals and promote closing agreements between their companies and organisations.

**5-7
OCT**

Fair
World Maritime Week
(5 - 7 October)

The Maritime Cluster of Cantabria had its own space at the World Maritime Week fair, the international maritime sector's benchmark event, which held its third edition at the Bilbao Exhibition Centre.

The participation of the MarCA Cluster and the attendance of numerous Cluster partners was a great opportunity to create synergies with important companies and organisations, showcase the strengths of the region's maritime industry and expand its reach in fields such as innovation and technological development.

GREEN HYDROGEN CANTABRIA

ACTIVITIES

Pilot project

“Green Hydrogen Cantabria” is a project that aims to promote the use of green hydrogen in the industrial fabric of Cantabria as an alternative to fossil fuels. This is the most ambitious project carried out by the Maritime Cluster of Cantabria (MarCA) with the collaboration of the SOERMAR Foundation and Technology Centre.

The main purpose of the initiative is to build a hydrogen generation plant, which, in turn, will have a storage-distribution-application chain for this energy source in the industrial areas of the community. The consortium that will carry out this project comprises 26 companies and organisations that stand out for their innovative and technological capacity and commitment to sustainability.

“Green Hydrogen Cantabria” is framed within the strategic axes of Ecological Transition and protection of the marine environment, and Innovation and Technology. A project that seeks to place Cantabria and its industry in a position of technological leadership in the production and export of hydrogen in a profitable way and turn the community into a benchmark region in renewable energies and decarbonisation.

Project launch

The MarCA Cluster and SOERMAR presented the “Green Hydrogen Cantabria” project on 17 March 2021. Although it was conducted online due to health measures and security constraints due to the pandemic, the virtual conference was very well received by the community’s industrial sector.



The presentation was attended by Daniel Alvear, Director-General of Industry of the Government of Cantabria, and Jorge Muyo, Director-General of Innovation, who congratulated the Cluster for having created this ambitious project. *"It is not just an idea, but a feasibility study, consistent and aligned with the regional strategy,"* Alvear said.

Eva Novoa and Alfonso Carneros, general manager and technical director of SOERMAR, informed the attendees about the competitive strategy of using green hydrogen as fuel and the mission and objectives of the "Green Hydrogen Cantabria" project.

Likewise, Juan Luis Sánchez, president of the MarCA Cluster, called for the mobilisation of the industrial fabric to develop the initiative. *"It is a great opportunity for all the companies in the sector, both for those who have to design and build the facilities that will allow its use and those who will be the end-users,"* said Sánchez.

Consolidation of the consortium

On 11 November, the 'Green Hydrogen Cantabria' project consortium, made up of twenty-six companies and organisations from the region, was presented. The presentation took place in the Auditorium of the Environmental Hydraulics Institute of the University of Cantabria. The official ceremony was attended by the Minister of Industry of the Government of Cantabria, Javier López Marcano, the Director-General of Industry and SMEs, Galo Gutiérrez Monzonís, Sara Pérez Díaz, from the Regulatory Framework Department of the Institute for Energy Diversification and Saving (IDEA), and the presentation of the project by the SOERMAR Technology Centre Foundation.

During the event, the speakers said that the project would be developed in 10 work packages, including the two cross-cutting Coordination and Dissemination packages. *"The Green Hydrogen Cantabria project will be a collaborative work structured in 10 work packages, each led by a partner, and divided into tasks in which all partners will participate to the extent of their technical capabilities and technologies,"* explained Alfonso Carneros, technical director of SOERMAR.

Both Javier López Marcano and Galo Gutiérrez highlighted their confidence in the composition of the consortium and the project's approach, which is aligned with the European Commission's strategic vision of a climate-neutral Europe by 2050.

BLUE ECONOMY ACTIVITIES PLATFORM CANTABRIA

The Platform's mission

The Blue Economy Platform of Cantabria has been created in collaboration with the Maritime Cluster of Cantabria (MarCA) and the Sea of Innovation Cantabria Cluster (SICC). It is a forum for cooperation, reflection and debate to strengthen communication and public-private collaboration in the maritime sector of the community. It constitutes a bridge that facilitates the exchange of visions and strategies in the maritime field to promote the development and competitiveness of the sector in Cantabria.

The Platform seeks to coordinate all sectors in the region that influence the concepts of the Blue Economy, which recognises the importance of the oceans and seas as drivers of the global economy. It also proposes alternatives to the current economic model, seeking to generate sustainable models of life and work committed to our oceans' care and sustainable exploitation.

In this sense, the Platform encompasses marine resources, marine renewable energies, port activities, maritime transport, shipbuilding and ship repair, fisheries and the canning industry, business organisations, coastal tourism and technology centres and universities working towards a more sustainable and profitable maritime sector.

Creation of the Platform

The Cantabria Blue Economy Platform was created on 22 December in a private event between the Maritime Cluster of Cantabria (MarCA) and the Sea of Innovation Cantabria Cluster (SICC). The presidents of both clusters met to sign and make official the creation of the Platform.

“We must promote the growth of the sector and the sustainable development of companies and actions linked to the maritime sector to achieve a bright future”, said Juan Luis Sánchez, president of the MarCA Cluster, who reaffirmed the importance of the seas for “the subsistence of human beings and for economic growth, especially for Cantabria”.

Luis San Segundo, president of the SICC, said that “the energy transition will require marine energy to meet its ambitious goals”. A transition that, he said, “requires innovation and cooperation from all those involved in maritime activity” to overcome challenges and achieve new opportunities.



3rd BLUE INDUSTRY ACTIVITIES AWARD



Spirit of the Prize

The Maritime Cluster of Cantabria - MarCA announced the 2nd edition of the Cantabria Blue Industry Award as an instrument to promote the region's maritime sector at a national level. This annual award is part of the Cluster's Communication and Society strategy and was created in 2019 to become a benchmark within the blue sector business sphere.

The Cantabria Blue Industry Award is intended as a lever to promote future strategic alliances, which will contribute to the growth and expansion of the Cantabrian industry beyond the regional borders. Likewise, it intends to raise awareness of society of Cantabria of the relevance of the maritime industry and value it through the award winners.

Aimed at recognising an individual's contribution to developing the maritime industry in Cantabria, the award values attitudes such as determination, effort and confidence to consolidate the regional sector and boost its competitiveness, visibility and expansion. Any professional or representative of the maritime sector, without being from Cantabria, may be awarded this distinction. The cluster members themselves will submit the nominations they consider most appropriate for the award each year, and the executive committee will send the jury a maximum of five candidates from among all those proposed.

Award ceremony

The 3rd Cantabria Blue Industry Award was presented to Manuel Antonio Martínez, Vice Admiral Director of Engineering and Naval Constructions of the Spanish Navy, in recognition of his work in promoting the region's blue sector and the contribution and growth of its maritime industry.

The trophy was awarded on 18 November 2019 at an official ceremony held at the Gran Casino Santander, attended by various representatives of institutions and companies linked to the Spanish maritime sector.

Juan Luis Sánchez, president of the Maritime Cluster of Cantabria, highlighted the strong involvement of Martínez with the Cantabrian maritime industry, who has presented defence

programmes in the region that represent an important opportunity for companies. Sánchez also underlined the Vice Admiral's role as *"one of the driving forces behind the MarCA Cluster"*, whose values of innovation, digitalisation, sustainability and national industry promotion *"matches completely with the objectives and mission of the Cluster"*.

During his appreciation speech, Martínez acknowledged the firm effort and involvement of the Cantabrian maritime industry in adapting to changes in the sector and developing very ambitious technological projects. This involvement was seen during his interesting speech on the growth and development of the Spanish Navy in terms of innovation. Martínez thanked the Cantabrian industry for *"positioning itself so brilliantly in the latest naval programmes"*.

The event was attended by Rafael Pérez Tezanos, CEO of SODERCAN, who highlighted the celebration of the third edition of the Blue Industry Award Cantabria as *"a double pride"*. *"One like SODERCAN, because the Cluster's trajectory has been good, and because they have had the courtesy to give an award to precisely one of the figures who, from his position, promoted the creation and consolidation of the Cluster,"* said the director.

Environmental sustainability played a leading role in this third edition of the award. Juan Luis Sánchez stressed the importance of promoting care for the marine environment by developing *"strong and responsible industries"* because, he said, *"our livelihood is in the seas"*.

In this line, the MarCA Cluster invited SEO Birdlife to present its work in the conservation of the coastal marine environment. Felipe González, regional delegate of SEO Birdlife Cantabria, showed the actions carried out through the NGO, many in collaboration with companies in the region, and opened avenues for possible future cooperation as part of the attendees' corporate social responsibility strategies.



COM MUNICA TION EXECUTIVE SUMMARY

Communication is a priority within the 2021-2024 Strategic Plan, a tool that disseminates and showcases the good practices and successes of the maritime sector in Cantabria. In this sense, the extensive activity of the MarCA Cluster in 2021 has been perfectly disseminated through the media used by the Cluster.

In 2020, the MarCA Cluster undertook a major effort to adapt its communication strategies to health regulations by implementing digital formulas, a task that has enabled it to keep up the communication pace during 2021. A firm commitment to professionalising internal and external communication and a consolidated digital and social media presence have made this process much more effective.

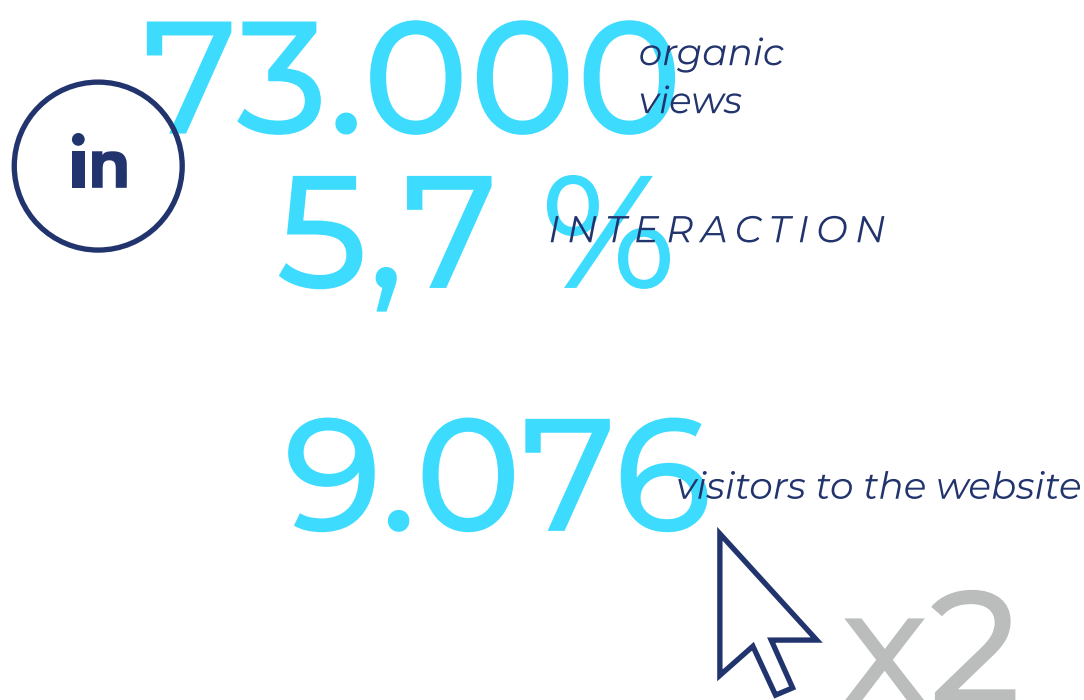
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MarCA has continued on its path of virtual conferences, especially at the beginning of the year, and has been resuming face-to-face seminars and technical conferences. In this sense, both digital and face-to-face events have maintained a good attendance rate with a remarkably positive reception from the public and partners.

Throughout the year, the cluster's press releases have been well received by the media, continuing the trend of 2020. The news agencies, Europa Press and EFE, and newspapers such as El Diario Montañés, Alerta, El Faradio, Eldiario.es, La Vanguardia, 20 Minutos, Cantabria Económica and Cantabria Negocios have reported on its activities. But also maritime magazines and publications such as Rotación, Naucher, Spanish Sports, Canal Marítimo y Logístico, Europa Azul, Ingeniería Naval and the news channel of the Spanish Maritime Cluster, among others.

MarCA values its efforts in communication, and its participation in news programmes with large audiences such as Cadena SER, Ondacero and Radio Nacional de España, has enabled the sector to be recognised by society as a benchmark interlocutor in maritime affairs.

A media impact achieved by not losing momentum during the pandemic. The content shared on LinkedIn generated over 73,000 organic views with an interaction rate of 5.7%. In addition, the Cluster's website reached 9,076 visitors in 2021, almost doubling the previous year's figure.



LIST OF NEWS

COMMUNICATION

- 15.01** Goodwinds Marine Services presents a technology with total effectiveness in removing COVID-19 from spaces and surfaces
- 05.02** SMM Digital connects blue sector representatives in the virtual celebration of its international meeting
- 02.03** The MarCA Cluster is committed to digitalisation to create competitive value for maritime companies in Cantabria
- 03.03** The MarCA Cluster reaffirms the importance of digitising the Cantabrian maritime sector to increase its competitiveness
- 16.03** The MarCA Cluster presents the “Green Hydrogen Cantabria” pilot project in collaboration with SOERMAR
- 17.03** The MarCA Cluster presents a pilot project to position Cantabria as a benchmark in industrial decarbonisation
- 22.03** MarCA highlights the importance of fishing in Spain and its commitment to sustainability
- 23.03** The MarCA cluster shares the fishing sector’s commitment to social, economic and environmental sustainability
- 13.04** MarCA Cluster assists companies in implementing gender equality commitment in the maritime sector
- 13.04** The MarCA Cluster and the Cantabrian Sailing Federation start a collaboration to promote the naval culture of the region
- 14.04** The MarCA cluster and AENOR help maritime companies to comply with new gender equality legislation
- 21.04** Twenty-four companies join the “Green Hydrogen Cantabria” consortium to promote the clean energy project of the MarCA cluster

- 03.05** The MarCA Cluster presents its 2021-2024 Strategic Plan in a virtual conference organised by the Spanish Maritime Cluster
- 05.05** The MarCA Cluster and Bankinter sign an agreement to finance Cantabrian companies up to 100 million euros in projects related to green hydrogen
- 06.05** MarCA Cluster reaffirms the importance of creating harmonised strategies in the maritime sector to boost the blue economy
- 21.05** The MarCA Cluster highlights the importance of the nautical sector in the Blue Economy and its growth possibilities
- 26.05** “If the nautical sector has growth potential, it is undoubtedly in the north of Spain”.
- 16.06** The MarCA Cluster and Bankinter promote the creation of R&D initiatives
- 13.09** The Ministry of Environment collaborates with the Maritime Cluster of Cantabria in creating the future Blue Economy Council
- 23.09** MarCA highlights the growth opportunities of the Blue Economy at the ‘Encounter with the Sea’
- 28.09** 09 The MarCA Cluster analyses the vast potential of nautical sports in Cantabria
- 30.09** “Where there is a marina, there is growth, employment and dynamism”
- 01.10** Manuel Antonio Martínez, awarded the 3rd Blue Industry Award by the MarCA Cluster
- 11.10** Cantabria’s maritime industry strengthens its network at World Maritime Week
- 25.10** MarCA highlights the S-80 Submarine as an example of the Spanish naval industry’s technological capabilities
- 27.10** Cantabrian innovation implemented in one of the world’s most advanced submarines
- 09.11** The MarCA Cluster presents the consortium of companies that will carry out the pilot project ‘Green Hydrogen Cantabria’
- 10.11** The ‘Green Hydrogen Cantabria’ consortium plans to raise national and European funds to finance the project
- 19.11** MarCA presents the 3rd Cantabria Blue Industry Award to Manuel Antonio Martínez for his involvement in the promotion and development of the regional maritime sector
- 14.12** Juan Luis Sánchez renews his mandate as president of the Cantabria Maritime Cluster (MarCA)
- 22.12** MarCA and SICC clusters create a platform to promote the Blue Economy through maritime cooperation

MILES TONES FOR 20 22

2022 will be a pivotal year for the transformation of the maritime sector. The industry will benefit from various economic funds provided by the European Union, plus state and regional economic recovery plans. These grants will lead to projects and programmes that will provide a unique opportunity to promote new technologies, digitalisation and sustainability.

As evidenced throughout this report, 2021 has proved to be a year of recovery and growth for the sector. The maritime industry has not only successfully overcome the challenges arising from the pandemic, but its high level of adaptation and resilience has shown Cantabria's maritime sector's significant growth potential.

In this sense, the MarCA Cluster promotes this modernisation and encourages all the agents of the maritime sector to share experiences, knowledge, and relationships, from which they can extract a joint benefit. The *Blue Economy* Platform Cantabria will be an essential tool to bring together the people working for and with the Blue Economy to develop a profitable and sustainable activity in our seas and oceans.

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All this is framed within the new 2021-2024 Strategic Plan, a clear and essential roadmap that came into force last year. We have been demanding and have set ourselves new challenges to establish the fundamental actions that will boost the growth of the Cantabrian maritime sector.

We want to bring the whole industry together and create harmonised strategies. We will act in a comprehensive, cross-cutting and coherent manner through the six areas of action, five lines of work and ten strategic axes that articulate the document.

1. Competitiveness, resilience and growth
2. Public-private partnerships & strategic sectors
3. New models and customer experience
4. Global markets and alliances
5. Funding and sustainability
6. Digitalisation
7. Talent
8. Innovation and technology
9. Communication, Culture and Social Responsibility
10. Ecological transition and protection of the marine environment

The Blue Economy is more than the shipping and maritime industry. The Cluster will continue to grow by approaching sub-sectors of this large activity area to better integrate our region's economic potential.

ACTIONS 2022



The following is the list of actions planned for 2022.

- 1 Green Hydrogen Cantabria. Submission of the project to national and European aid programmes
- 2 *Blue Economy* Platform of Cantabria. Creation and articulation of a forum for cooperation, dialogue, reflection and debate to strengthen communication and public-private collaboration in the maritime sector in Cantabria.
- 3 Maritime sustainability campaign. School competition “How do you imagine the ocean in 2050” brings the Blue Economy closer to young people and raises awareness about caring for the marine environment
- 4 Maritime sustainability campaign. Dissemination in social media of the actions, programmes or initiatives of the MarCA Cluster partners related to environmental care
- 5 Cantabria’s Blue Economy Strategic Agenda
- 6 Strengthening the relationship between sport and recreational boating to establish a new development model for this activity
- 7 Improvement of the internal communication network
- 8 4th Cantabria Blue Industry Award
- 9 Visits to companies, organisations and institutions
- 10 Training, information and awareness-raising days
- 11 Conference on fisheries and sustainability
- 12 Conference on new energies
- 13 Participation in national and international conferences
- 14 Agreements and collaborations with business organisations and the Union of Professional Associations
- 15 Attendance at trade fairs: Navalia, SMM Digital



CLÚSTER MARÍTIMO DE CANTABRIA - MarCA

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