

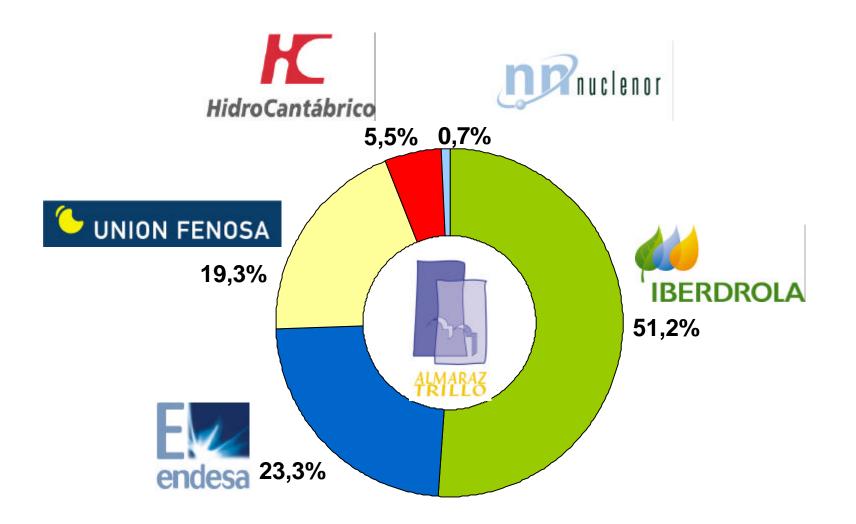


Spanish Nuclear Power Plants



AWAR43

Ownership & shares participation

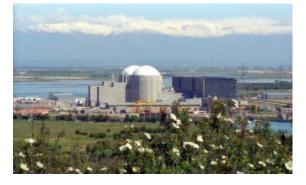




Technical Characteristics

ALMARAZ NUCLEAR POWER PLANT

Owners: Iberdrola (53%), Endesa (36%) and Unión Fenosa (11%) Location: Almaraz (Cáceres)



Technical Characteristics

Reactor Type	Pressurized Water Reactor (PWR)		
Supplier	Westinghouse		
Thermal Power	2,696 MWt		
Fuel	Enriched Uranium Dioxide (UO2)		
Nº Fuel Elements	157		
Gross Electrical Output	973.5 MWe (Unit I), 982.6 MWe (Unit II)		
Net Electrical Output	943.5 MWe (Unit II), 952.6 MWe (Unit II)		
Cooling	Open circuit. Arrocampo Reservoir.		
Commencement of commercial operation	May 1981 (Unit I), October 1983 (Unit II)		
Date of Current Operating Permit	8/06/2000 for a period of 10 years		
Duration of cycle	18 months		



Technical Characteristics

TRILLO NUCLEAR POWER PLANT

Owners: Iberdrola (48%), Unión Fenosa (34,5%), Hidroeléctrica del Cantábrico (15,5%) and Nuclenor (2%). Location: Trillo (Guadalajara)

Technical Characteristics Trillo 1



Reactor Type	Pressurized Water Reactor (PWR)		
Supplier	KWU		
Thermal Power	3,010 MWt		
Fuel	Enriched Uranium Dioxide (UO2)		
Nº Fuel Elements	177		
Gross Electrical Output	1,066 MWe		
Net Electrical Output	1,002 MWe		
Cooling	Natural draft towers (Tagus River)		
Commencement of commercial operation	August 1988		
Date of current operating permit	17/11/1999 for a period of 5 years		
Duration of cycle	12 months		

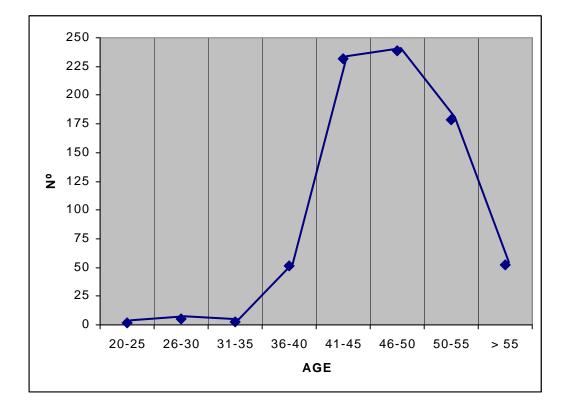


• AGING PROBLEMS AT THE PLANTS

EARLY RETIREMENT AGREEMENT AT CORPORATE OFFICES IN 2003



RENAT PROJECT



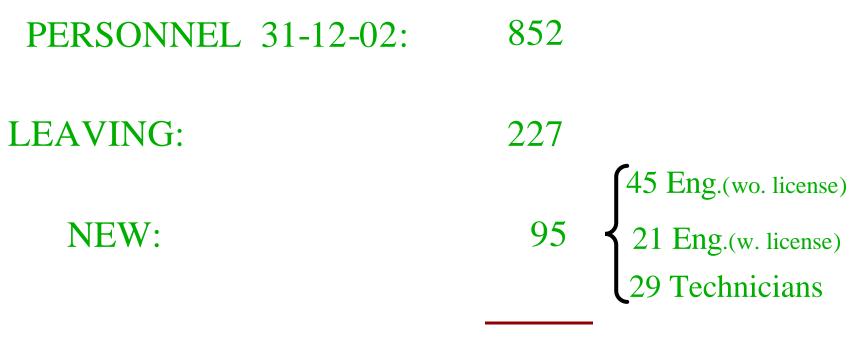


RENAT PROJECT

	CORPORATE	ALMARAZ	TRILLO	TOTAL
Personnel on 31/12/02	92	451	309	852
Personnel on 31/12/07	69	366	285	720



RENAT PROJECT



TOTAL 31-12-07: 720



RENAT PROJECT

MAIN PROBLEM IS KNOWLEDGE RETENTION (MANY PEOPLE LEAVING CONSTRUCTED OR STARTED THE PLANTS)

- 1. FORMAL TRAINING: Knowledge and Skills
- 2. <u>ON THE JOB TRAINING</u>: Experience
- 3. <u>MENTORING PROGRAM</u>: Culture
- 4. <u>KNOWLEDGE RETENTION PROGRAM</u>: To identify and retain valuable knowledge of leaving personnel

LEARN SAFE FINAL SEMINAR 28th 29th April 2004 **ORGANIZATIONAL CHANGE AT ALMARAZ TRILLO INTEGRATED MANAGEMENT SYSTEM** ALMARAZ **ORGANIZATION** Structure, functions, resources **PLAN** DO **Strategic Processes** LONG TERM kWh. Operating Processes **MEDIUM TERM** SHORT TERM **Support Proc.** ACT **CHECK** PRIORITY SYSTEM /External Assessment Internal Independent ACTIONS Assessment MANAGEMENT Self Assessment 11



STRATEGIC PLAN

INTEGRATED PLANS

• GENERATIONAL REPLACEMENT

• INTEGRATED MANAGEMENT SYSTEM

• HUMAN RESOURCES IMPROVED

VISIÓN 2007

EXCELENT LEARNING ORGANIZATION

• RENEWED WORKFORCE PRESERVING KNOWLEDGE

• OPTIMICE CONTRACTING

•INCREASED MERGING ALMARAZ VS. TRILLO

•LEARNING ORGANIZATION

• GOOD LABORAL CLIMATE

PRESENT SITUATION

GOOD ORGANIZATION BUT IN CRISIS

• KNOWLEDGE WORKFORCE TO BE RENEWED

•LESS THAN ENOUGTH MERGING ALM. VS. TRI.

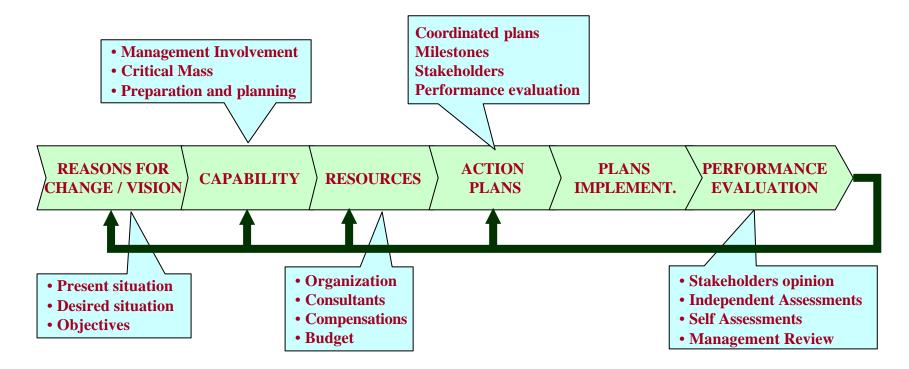
• FUNCTIONAL BARRIERS

•LEARNING SYSTEM TO BE INPROVED

• LABORAL CLIMATE TO IMPROVE







COMUNICATION