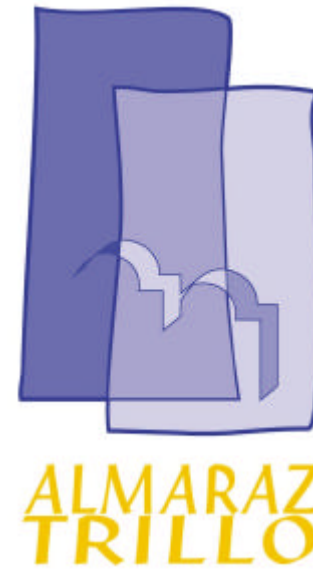
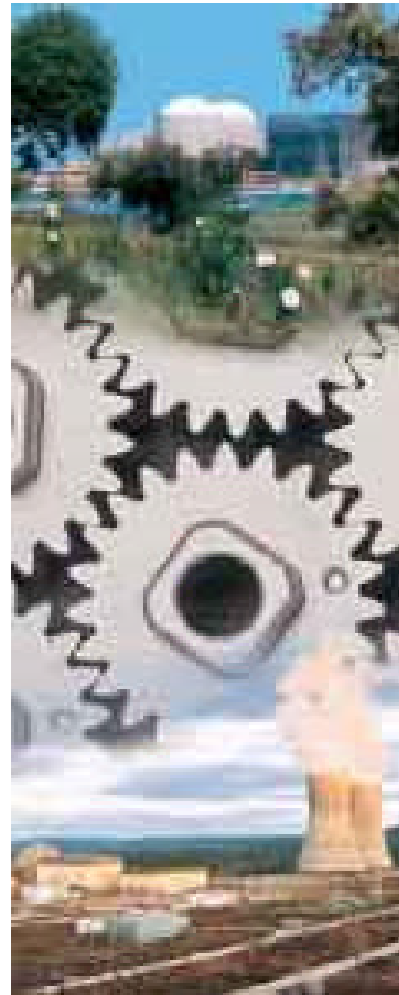


ORGANIZATIONAL CHANGE AT ALMARAZ TRILLO





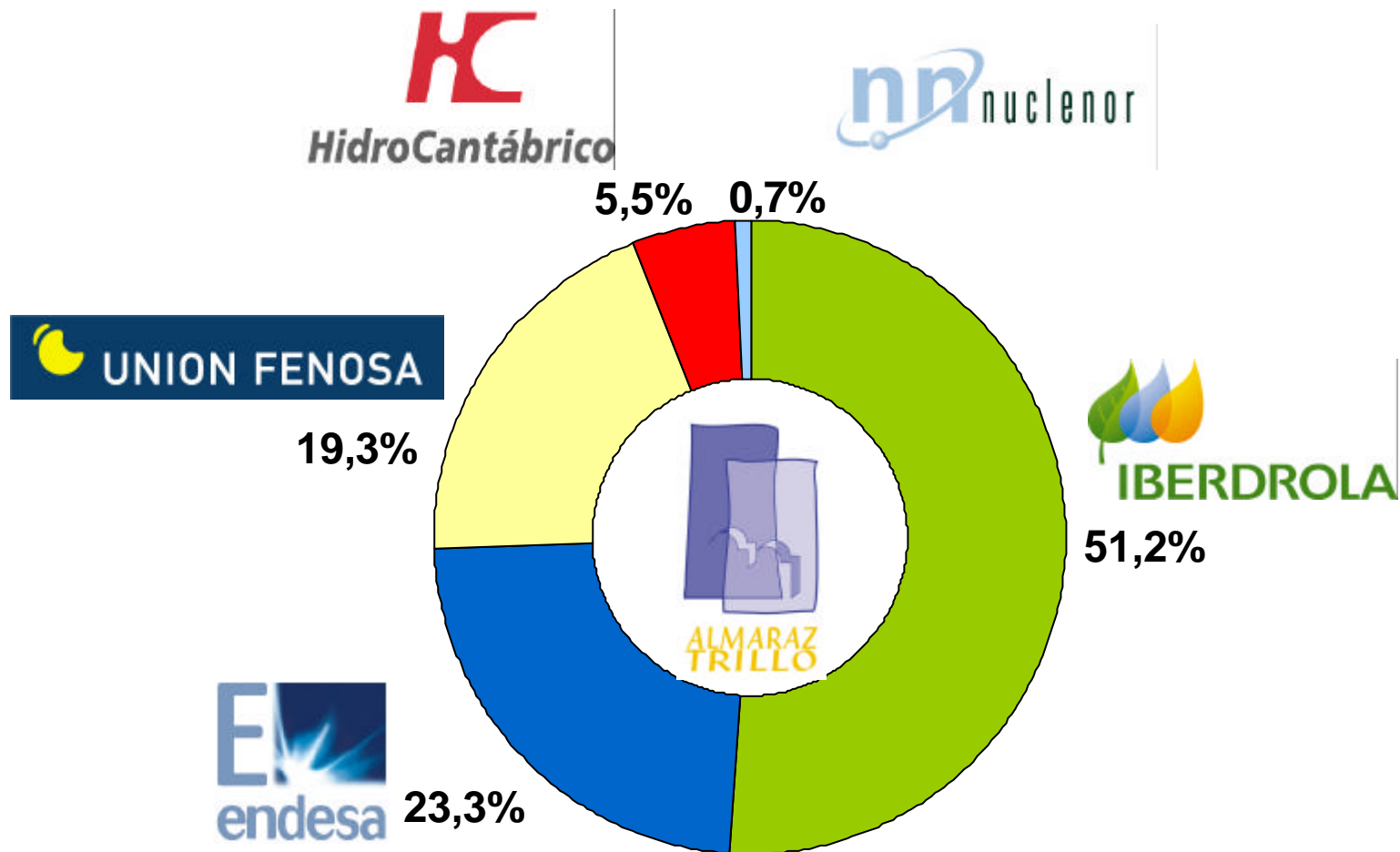
Spanish Nuclear Power Plants





LEARN SAFE FINAL SEMINAR 28th 29th April 2004
ORGANIZATIONAL CHANGE AT ALMARAZ TRILLO

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 (UO ₂)
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)



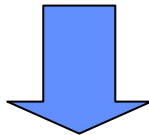
Technical Characteristics Trillo 1

Reactor Type	Pressurized Water Reactor (PWR)
Supplier	KWU
Thermal Power	3,010 MWt
Fuel	Enriched Uranium Dioxide (UO ₂)
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



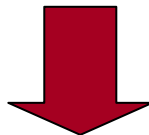
GENERATIONAL REPLACEMENT (RENAT PROJECT)

- **ALMARAZ AND TRILLO MERGED IN 1999**
- **CORPORATE OFFICE AT MADRID OVERSIZED**



**EARLY RETIREMENT
AGREEMENT AT
CORPORATE OFFICES
IN 2001**

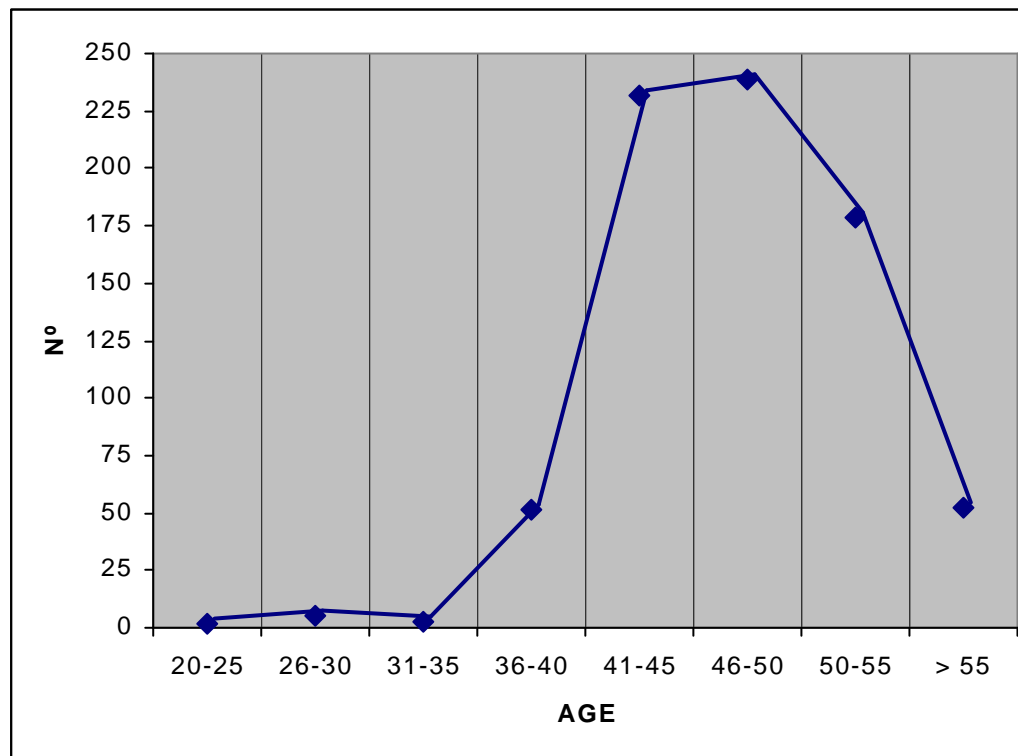
- **AGING PROBLEMS AT THE PLANTS**



**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

PERSONNEL 31-12-02:	852	
LEAVING:	227	
NEW:	95	{ 45 Eng.(wo. license) 21 Eng.(w. license) 29 Technicians
TOTAL 31-12-07:	720	



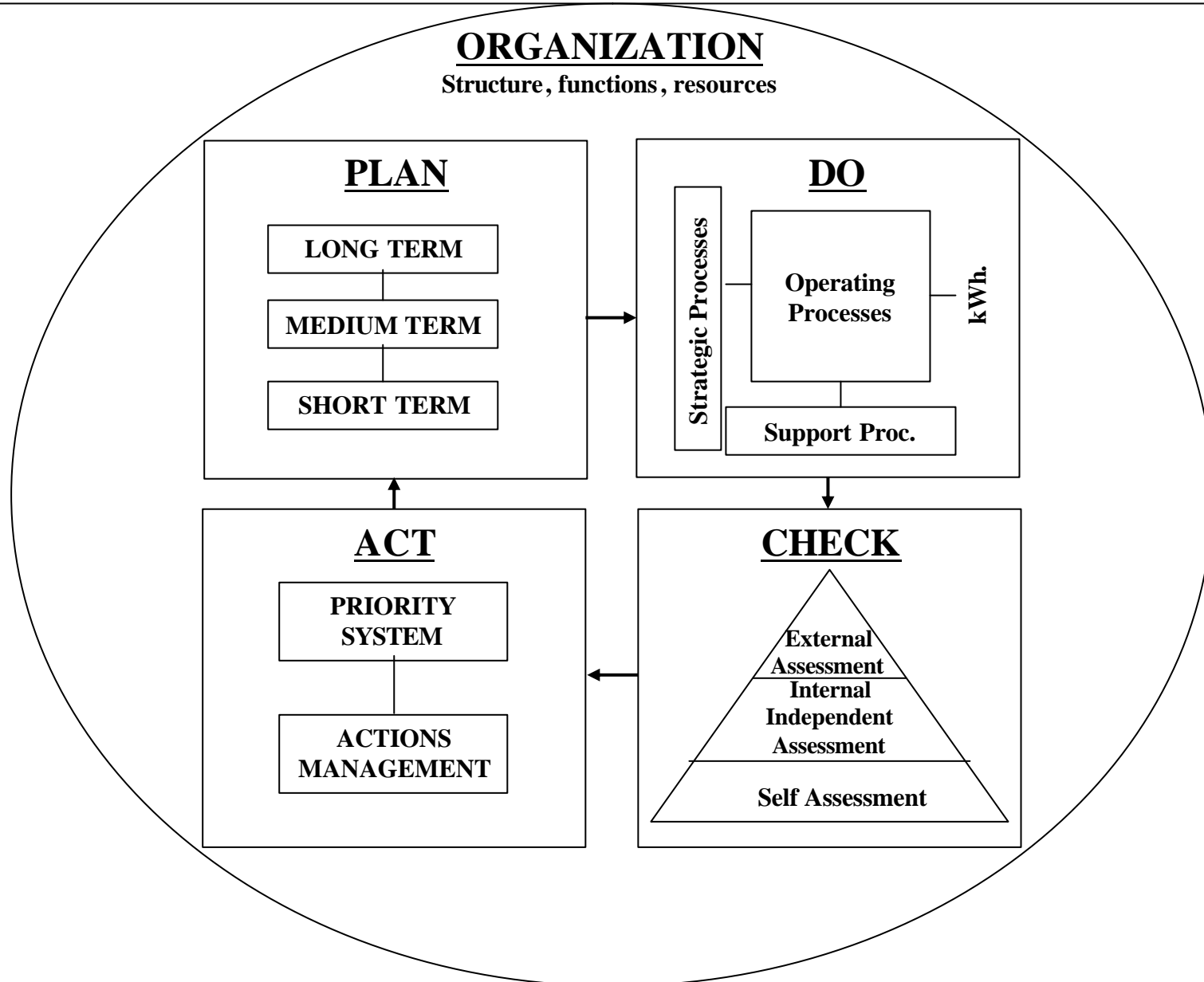
RENAT PROJECT

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

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



INTEGRATED MANAGEMENT SYSTEM





STRATEGIC PLAN





ORGANIZATIONAL CHANGE AT ALMARAZ TRILLO

CHANGE MANAGEMENT PROCESS

