

ENC 2002 Conference Invited Paper

ENDESA (Asco 1 and Vandellos II) Consolidation Experience

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at the

International Nuclear Congress and World Expo ENC 2002

October 8, 2002

Lille, France

Since the beginning of 1998 and within the different actions undertaken by the Spanish utilities to adapt to a liberalized market, the Asco and Vandellos power plant owners decided to significantly step forward in the convergence process initiated by both plants.

It was decided to integrate these two entirely separate entities into a single organization unifying the administration areas and the technical support divisions, capitalizing on the synergies of all of the operating areas that had formed the management of these plants. In this effort, it was attempted to create a unique business culture applied at and for both plants.

All resources from the original organizations and from the main subcontractors have been moved to the sites and contracts have been established with the main support companies on the basis of working to a common set of objectives and procedures.

This presentation explains the main milestones reached during the process and the accomplishments in the Technical, Licensing and Financial-Administration area of the new entity.

The production results are also summarized in technical and financial aspects that reflect the synergies obtained and, as an essential part of the management and the strategic plans, the systematic process of self and external assessment.