

Gas Natural Fenosa, from Barcelona to the World

The First 170 Years

Pere-A. Fàbregas



Flyleaf

“Water Tower”

Gas Natural Fenosa Historical Archives

Gas Natural Fenosa, from Barcelona to the World

The First 170 years

Edition

Gas Natural Fenosa

Author

Pere-A. Fàbregas

ISBN

84-932114-5-1

Legal Deposit

B-25167-2014

Print

SYL

Edited by

Copèrnic, 3. Barcelona

For the making of this book, paper with certification Forest Stewardship Council (FSC) has been used.



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Growing and constantly being ourselves

Salvador Gabarró Serra

Chairman of Gas Natural Fenosa

I am delighted to present this book as a tribute to those who, for over 170 years, have made Gas Natural Fenosa the company it is today; a company built with a constant effort, leading the energy industry in terms of innovation, service and safe and reliable supply, with an unrelenting commitment to the well-being of its costumers.

In 1843, few could imagine that a small business born to light the streets of Barcelona would become one of the three largest energy companies in Spain and Latin America. Gas Natural Fenosa is a leading company in the industry considering its financial stability, the integration of gas and electricity assets, and the internationalization of its activities, all thanks to a long-term success in the evolution of our business model.

Decades of continuous adjustment to face the changes and challenges that society raised turned us into the present-day multinational corporation we all know. The energy industry has evolved considerably since the mid-nineteenth century. It was very complex then and it remains so, as market globalization in the late twentieth century has further intensified said changes, reshaping business and commercial rationales.

Gas Natural Fenosa has always possessed the strategic vision to anticipate the following steps; from manufactured gas to natural gas, from electricity generated by oil to modern combined cycles and renewable energies. Talent has been coordinated to foster this strategy, allowing the company to play a main role in the development of the Spanish and Latin American energy industries over the past two decades. We are leaders in the global market for liquefied natural gas and our businesses are increasingly growing in Europe and the emerging markets.

To reach this point we pioneered gas lighting in the nineteenth century, also bringing natural gas to Spain and launching the first Spanish nuclear power plant in the sixties. In the early twenty-first century we were the first to install combined cycle technology and most recently, in 2009, we became the first gas and electricity integrated company in Spain.

Globalization and the current economic crisis may be today's challenges but in a few years we will surely face different ones. Our capacity to foresee our customers' needs and turn them into an opportunity for growth will continue making us different from our competitors.

Our history illustrates how a small company with a great commitment to service can become a large corporation with 20 million customers and a presence in over 25 countries, without ceasing to responsibly contribute to society. Our purpose to ensure the best energy supply to our customers comes with our engagement to the communities we serve and the general public.

I invite readers to delve into this book and engage in the history of Gas Natural Fenosa. I am sure they will find as much pleasure in remembering it as we did in making it.

Introduction

Pere-A. Fàbregas

Author

To write the history of a company as large as Gas Natural Fenosa is a challenge -an important one- because the writer has to find a style to recount a business evolution of more than 170 years through its most important events and milestones, its decisive moments and its more difficult times, all in an accurate and readable way.

Gas Natural Fenosa is an important company, one of the top ten companies in Spain today, as it was a hundred years ago. Gas Natural Fenosa's continuity is not only impressive, but also unique. The company is the result of the integration of several well-known companies; each one with its own personality and history but all contributing to the common heritage and taking roots in the various territories they have served. The company's great capacity for struggle and survival has been tempered over time by a high dosage of high-set dreams and determination as well as by its various confrontations with powerful multinational corporations from the 19th century on, and by continuous regulatory arguments both in the national and international sphere.

Since a company's age and status are always important in the energy sector, Gas Natural Fenosa has become a pioneer in introducing new technologies and new energy sources such as natural gas and nuclear energy in Spain. The company has always been forward-looking in its approaches to information technology systems and transparency as well as environmental and corporate social responsibility issues. It has a clear concern for its stakeholders and for any subtle indications coming from community.

Over the years, the corporation has been careful about keeping record of its history, the Historical Archives and Gas Museum being two clear examples. Strangely enough, however, the history of the company has never published until now. When the corporation turned 125 in 1968, Francisco Falgueras Roca, Manager of the company, began to gather information in order to prepare a book that would be entitled *A Hundred Year-Old Industry*. I was working for him at the time in the Corporate Strategic Department, and I received the assignment to write the last chapter of the book, which was supposed to talk about the future: the introduction of natural gas in Spain. The text was never actually published but has been consulted by many researchers over the years.

In 1993 the corporation turned 150, but Catalana de Gas and Gas Madrid had just recently merged and it was thought to be inappropriate to publish the corporation's history then, so it was substituted by the biography of José Roura y Estrada, the scientist who made the first laboratory experiments for gas-lit street lamps in Spain, in the cities of Barcelona and Madrid. The corporation turned 171 in 2014 and it is now that we can finally bring to light its History, that some will deem excessive and others will find incomplete, but which serves, in any case, as the first written evidence of the progression of a corporation established in 1843 as Sociedad Catalana para el Alumbrado por Gas, currently known as Gas Natural Fenosa.

I cannot deny my satisfaction and joy when Mr. Salvador Gabarró, Chairman of the Board of Directors, asked to me to write this book; after having devoted 47 years of my life to working in the company and having invested great efforts in the preservation and spreading of its history, documents, and images. I would like to thank my beloved family: my wife, my children and grandchildren, for their endless support and their encouragement during the more difficult months of the research and writing of this book. This final work would not have been possible without them, without their interest and unfaltering support.

Sitges, June 2014

1. FALGUERAS ROCA, Francisco (1969): *Una industria centenaria*. Typescript

2. FÀBREGAS, Pere-A. (1993): *Un científico catalán del siglo XIX: José Roura y Estrada, enseñanzas técnicas y alumbrado de gas en la modernización del país*.

Prologue by Pere Duran Farell. Barcelona: Gas Natural SDG, S.A. / Enciclopèdia Catalana.

AL PUBLICO.



El alumbrado público y particular de esta ciudad por el sistema del gas ha sido un objeto, que por su importancia ha merecido una muy particular consideracion, y unos desvelos incesantes. El Cuerpo Municipal de 1840 dió creacion á este pensamiento; el de 1841 puso en ejecucion la parte teorica, esto es, á beneficio de prolijos informes, y de conferencias personales con sujetos inteligentes, llegó á verificar una subasta y remate con todos los requisitos apetecibles, ya considerados bajo el respeto legal, ya bajo el local y económico; la Administracion Municipal de 1842 tiene la gloria de haber realizado prácticamente esta clase de alumbrado.

A tantos cuidados, y á un celo tan propio de una corporacion local, no corresponderia una negligencia en la conservacion de los materiales, cuya aplicacion y uso estan intimamente enlazados con el desarrollo de una mejora que hace honor á Barcelona.

En su consecuencia el Escmo. Ayuntamiento ha acordado y los Alcaldes constitucionales **PREVIENEN**.

1.º Cualquiera persona, sea de la clase

José Maria de Freixas.

Ramon Feixò.

Hilarion Bordeje.

que fuere, que cause el menor daño á los faroles y demas materiales del alumbrado por el gas, incurrirá en el pago de la multa de 32 reales vellon de irremisible exaccion, é indemnizacion del perjuicio causado, siendo responsables los padres y tutores del cumplimiento de esta disposicion, si fuese desatendida por sus hijos ó menores.

2.º Si el individuo ó individuos que causaren el daño, no tuviesen facultades para satisfacer la multa é indemnizar los perjuicios causados, serán conducidos y arrestados en la Alcaldía á fin de imponerles las penas á que por su comportamiento se hubiesen hecho acreedores.

3.º Los dependientes municipales quedan encargados bajo su mas estrecha responsabilidad de la ejecucion de las antecedentes medidas.

Y para que llegue á noticia de todos, y nadie pueda alegar ignorancia se publica este edicto en los parages acostumbrados de esta capital, insertándose á mas en los periódicos de la misma.

Dado en Barcelona á 9 de Setiembre de 1842.

José Ribót.

José Agusti y Palès.

Juan Gost y Batlle.



Author

Pere-A. Fàbregas (Barcelona, 1945)

Bachelor degree and MBA (ESADE) and General Management Program-PDG (IESE)

Devoted to the growth and stimulation of civil society, he currently serves as Chairman of Coordinadora Catalana de Fundacions and Deputy Chairman of Fundació BCN Formació Professional. He is a Member of the Board of Trustees of Fundación del Real Monasterio de Santa Maria de Poblet and Fundación Bosch y Cardellach, and Member of the Board of Directors of Asociación del Museo de la Ciencia Técnica y de la Arqueología Industrial de Cataluña. He was founding member and first Chairman of the Institutional Board of ESADE Alumni, currently being its Honorary Chairman.

As a historian and communicator, he has published five books on the history of companies, entrepreneurs and institutions: *Un científico catalán del siglo XIX: José Roura y Estrada* (A nineteenth century Catalan scientist: José Roura y Estrada); *La globalización en el siglo XIX: Málaga y el gas* (Globalization in the nineteenth century: Malaga and gas) winner of the Ateneo de Sevilla 2001 History Award; *Raíces de un futuro: Una historia de ESADE y de la Asociación de Antiguos Alumnos* (Roots of a future: a History of ESADE and its Alumni Association); *Mutua Universal: Los primeros cien años* (*Mutua Universal: the first century*); and the biography of Pere Duran Farell. He has also collaborated in several collective books and presented over 100 lectures at various universities and business forums.

He spent his career as a Manager of Gas Natural Fenosa for 47 years, 30 of them as a member of the Management Committee, with responsibilities in the economic and financial, strategy, planning, systems and e-Business fields. Throughout these years he combined his professional activities with a thorough investigation of the company's history and a deep concern for the preservation of its historical heritage, thus creating the company's Historical Archives in 1987. He was appointed Member of the Board of Directors of Catalana de Gas y Electricidad from 1984 to 1989. He has also served as a Board Member of 31 companies. He ended his career as Chairman of Fundación Gas Natural Fenosa (2004-2013) promoting the Gas Museum in Sabadell, one of a kind in Spain.