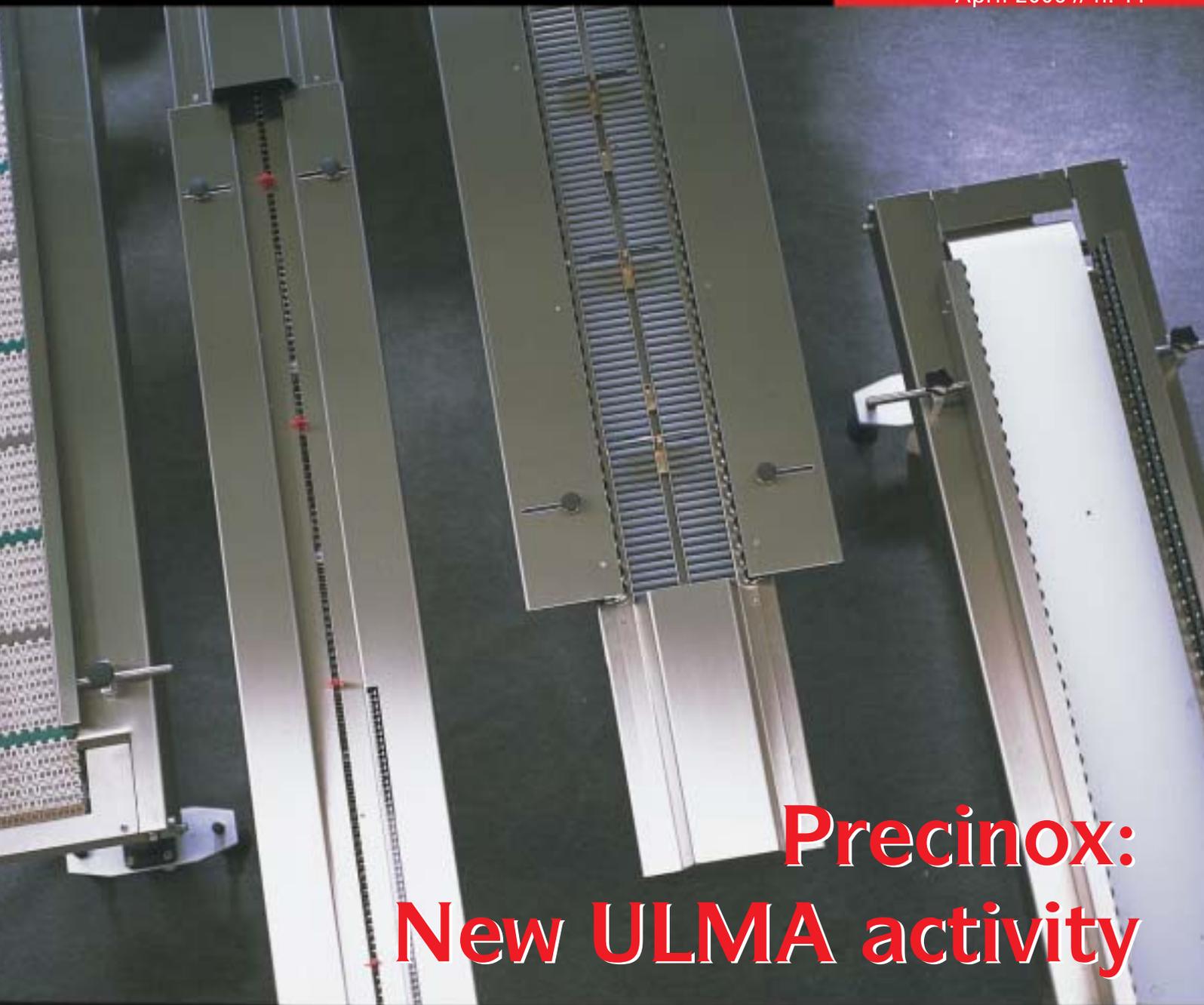


Begira

 **ULMA**

April 2006 // n. 11



Precinox: New ULMA activity



Inaxio Oliveri

"Mondragon Unibertsitatea must be the university of reference in Basque Country"

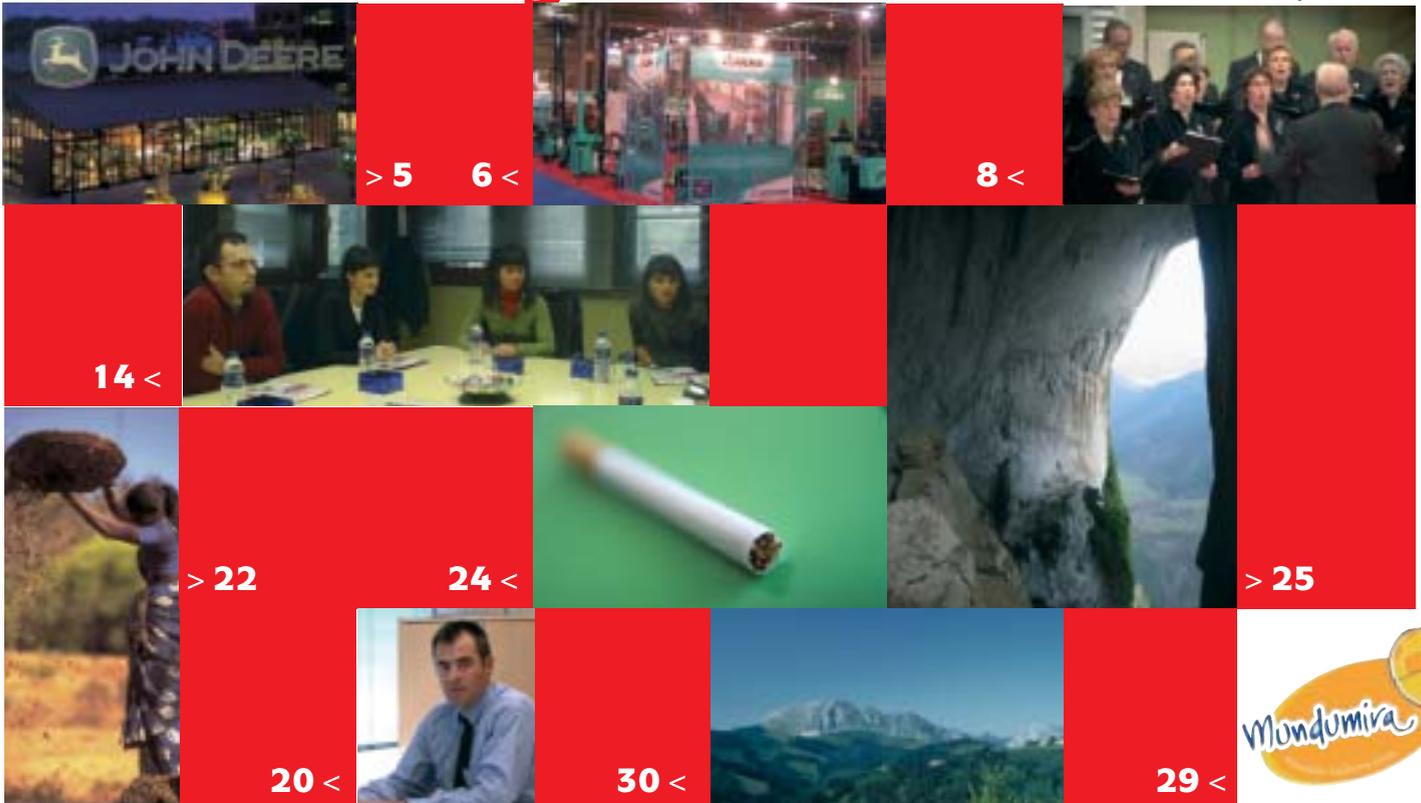


Mario García and Lor

Member of group of Euskadi rescue dogs

Summary

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> *Let's talk about...*

Last year 2005 was an excellent fiscal year for the entire ULMA Group, exceeding the forecasts made for the entire year both for business, profitability and job creation. During the fiscal year ULMA Group reached Consolidated Sales of 508 M€, which suppose an 18% interannual increase.

International sales for the ULMA Group showed a 35% growth, and with 211 M€ already represent 42% of total sales, confirming with this progress what was stated in the international expansion policy that the Group has been developing in the last few years; special mention goes to the company integration process in Bauma (Poland) and Alpi (Italy), acquired in the previous fiscal. The 2005 fiscal year

and courses targeted at professional training like improving management skills and project management skills. As far as generating employment, we kept the dynamic of previous years, incorporating 206 new individuals into the Group. The number of cooperative members experienced a net increase of 106 people. Total personnel for the ULMA Group as of December 31, 2005 was already 3,150 people

In the Promotion and Corporate Development section, this has been a fiscal year full of new initiatives and others that were initiated in previous years and are now beginning to see the light. We also emphasize the completion in the fiscal of the development of production facilities

Euros with International sales of 246 Million Euros.

Finally, and as you can see, in Begira there were new sections included that we hope to continue to add to and improve with the help of all of you. We hope they please you. Lastly, this is one more year we have to recognize the dedication and commitment of all of our members and employees. Without their hard work and enthusiasm we would not have been able to reach the results obtained. Please accept our most sincere thanks.



One more step

TXOMIN GARCÍA. CEO ULMA Group.

included the subsidiaries from Arab Emirates (Construction), Mexico (Agricultural) and Romania (Packaging), which already makes 27 international subsidiaries for the ULMA Group. The total number of personnel from the ULMA Group's foreign subsidiaries was up to 850 people at the end of the fiscal year. At the end of fiscal year the subsidiaries from Poland and Russia (Packaging) were in the process of being incorporated.

The consolidated income of the ULMA Group increased by 18% during fiscal year, a large improvement in income from previous years and ratifying the strength of the growth policies and the performance being developed by the Group and which are partly reflected in about 100 M€ of investments made during fiscal year and which have been nearly covered completely by the Cash Flow that was generated.

In the personal development chapter, we are continuing to implement the ongoing training policy as a key factor in the ULMA Group's strategy. It should be mentioned, that in 2005 it continued to implement programs

for the Polymer Concrete business and the start on production of its new activity of ventilated façades; in the Forging business the new laminating and machining facilities were added for flanges of over 16"; the Handling Systems business completed its new installations and started a new SCS (Supply Chain Software) activity; the Packaging business completed its feasibility study on the stainless precision boiler with the IFS (Internal Flow Systems) activity, deciding on the final part of the fiscal the development of this new activity from a new cooperation that will be implemented in 2006, it also started developing new Packaging Engineering activities and Industrial Thermoforming activities; the Forklift Trucks business made possible the new activity created in the previous fiscal year which is universal Spare Parts, initiating the projection of this activity to international markets.

On the other hand, mentioning that the 2006 financial year has sales forecasts for the entire Group of close to 550 Million

Throughout the 2005 fiscal year, we reached consolidated sales of 508 million Euros with an increase of approximately 18%, with respect to the 2004 fiscal

Collaboration agreement between the ULMA Construcción subsidiary in Chile and the Civil Construction School, PUC

An important cooperation agreement and academic and technological exchange has been signed between the ULMA Construcción subsidiary in Chile and the Civil Construction School, Pontificia Universidad Católica de Chile (PUC). In the San Joaquín campus, the Director of the Civil Construction School, Mr. Cristián Piera Godoy and the Manager of ULMA in Chile, Mr. Juan José Ayestarán Uriarte, formalized this important exclusive agreement, which is the first among one of the most important universities in Chile and America with a company in our area. This way, ULMA marks a presence at a professional educational academic level in the area of construction, therefore achieving an academic and technological exchange which will allow ULMA to provide specialized training through theoretical and practical workshops in the subjects of Building and Civil Works, which form part of the curriculum of a Civil Builder. There will also be courses given to train specialists in the use of scaffoldings and formwork. These will be accredited by ULMA and the PUC, and will be targeted to builders, engineers, project heads, foremen and specialist master builders. On the other hand, and in searching to constantly improve technical knowledge of ULMA professionals in Chile, we may opt to use the Civil Construction School to provide training in subjects that allow us to deliver to our clients improved consulting in Scaffolding and Forming systems sales and applications. Finally, the agreement



is supplemented with periodic talks with students, participating in fairs and events at the Civil Construction School, sponsoring seminars, advertising in specialized magazines published by the PUC, professional practices with a thesis in related subjects and of interest to ULMA and implementing a classroom with the ULMA name which will include technical and commercial training on our products. This classroom would be mainly intended for students in the final levels of the career and post-graduate course.



ULMA PACKAGING ANNUAL CONVENTION. The annual convention of ULMA Packaging affiliates was held at Hotel Donostia in San Sebastián from February 15 to February 17. The convention focused on the international market and reviewed its progress during 2005, providing forecasts for the next fiscal year. This feedback session is key to analysing the symptoms of the market and to take related actions.

ULMA Polymer Concrete

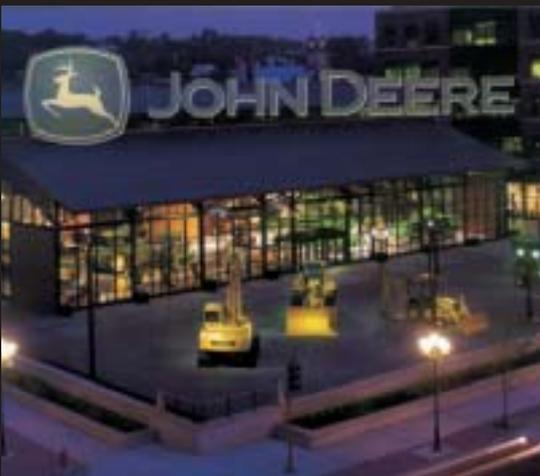
Meetings to advance improvements in ULMA Polymer Concrete



ULMA Polymer Concrete held participation days for 4 days, where all of its people collaborated. Both last year's progress and the deployment of objects proposed for 2006 were set forth. The central theme of the meeting leaves yet to emphasize the participation of people, to create improvements in all areas of the action plan. The first phase consisted in analysing the current situation to later meet in groups and establish plans

that apply to the different areas of improvement. The chosen location is Aranzazu, with the objective being to specify the subject and take full advantage of the days. These conference days were welcomed favourably, and helped us to gather many improvement suggestions and for its set up will make it necessary to create hobetaldes and therefore transform the suggested ideas into actions.

ULMA Forging



ULMA FORGING OBTAINS KEY SUPPLIER CATEGORY FOR JOHN DEERE.

John Deere, the world leader in the manufacturing of agricultural machinery, in its supplier assessment program called "Achieving Excellence", used to measure the efficiency of supplier companies with regards to Quality, Delivery, Understanding, Technical Support and Cost Management, has recently given ULMA Forging the category of Key Supplier, therefore highly grading its execution in the five above criteria. Likewise, after transmitting the efficiency of ULMA Forging, JOHN DEERE encourages ULMA Forging to continue working along the same line of continuous improvement to obtain the category of ASSOCIATE SUPPLIER, the next status and possible maximum in this evaluation system. Both JOHN DEERE and ULMA Forging have no doubt that the valuation of 2006 will place ULMA in said maximum categorization level.

ULMA Agrícola

ULMA Agrícola builds a facility for CAF

The different options presented by ULMA Agrícola in its Multicapilla greenhouses, as well as the different coating solutions, automations and equipment determine the possibility of using the structure in any application desired by the client. One of the most simple options as far as equipment are usually industrial buildings, which are slowly but surely gaining popularity and are beginning to be used even for more uneven purposes. On the last month, ULMA Agrícola built a facility for Construcciones y Auxiliar de Ferrocarriles (C.A.F.), S.A., one of the international leaders in design, manufacturing, maintenance and components for railway systems. The facility was made at the centre of production that C.A.F. has in Beasain (Guipúzcoa). It covers two 55 meter-long M8 buildings, where train frames are protected from the weather between the different manufacturing processes.



ULMA Polymer Concrete

ULMA Polymer Concrete obtains the DIT in its line of Ventilated Façades

The Technical Certification Document (DIT-Documento de Idoneidad Técnica in Spanish), is by definition, a favourable technical evaluation by the Institute of Sciences of Construction Eduardo Torroja (IETcc), for the suitability of building uses and public works, materials, non-traditional construction procedures or systems. This is the best interests of all users since it is an essential tool in the contribution of construction quality improvement; but specifically for Technicians (architects, engineers, builders, technical architects, etc.), Manufacturers and Public Administrations. It serves to promote innovation in construction, exceeding reserves when using new materials. The evaluation and processing procedure was initiated in April, 2004, with the preparation of a technical report by ULMA on the product and expected field of application. After analysing the report, the **Technical Commission** reported that the ULMA Ventilated Façades, was the object of DIT, after which an investigator from the IETcc is assigned to carrying out an investigation (**Speaker**) who has been requesting complete information on the product during these last few months. With the result of all the work, the Experts Commission was called last



December 14, 2005, which reached a favourable decision on the concession, in harmony with the IETcc. As in its other fields of industrial activity, ULMA Polymer Concrete has taken initiative again and has taken the lead in European quality upon obtaining the **Technical Certification Document**.

ULMA Forklift Trucks

ULMA Forklift Trucks showed the broadest range of storage solutions in LOGIS EXPO



pickers, pilers, extensions, tricycles and four-wheelers. As a novelty ULMA showed a semi-reconditioned forklift emphasizing the difference between the initial status used at the middle of the forklift and the quality of the final product on the other reconditioned half, causing a great expectation and proving the careful and professional work of its technical equipment. It also presented the advantages of the **new Counterbalance Electrical Forklifts of the N Series**. Therefore, ULMA becomes one of the few companies of the sector that offers an entire range of forklifts with **Alternate Current Technology**, as well as an integral storage and handling solution, each time closer and more accessible through its commercial network made up of delegations located in Andalucía, Bizkaia, Catalunya, Centre and Guipuzcoa and its broad range of distributors.

ULMA Agrícola



ULMA AGRÍCOLA AT FIMA 2006. After many years of absence, ULMA Agrícola has returned to exhibit at the Zarazoga FIMA fair held from February 14 to 18, 2006. For five days, the world production of machinery has been represented at the exhibition by a total of 1,235 firms –565 Spanish and 670 foreign- from thirty-four countries around the world. In over 108,000 meters squared, FIMA held its 34th fair with representatives from all sectors and sub-sectors related to the agricultural market. In the photo, Jorge Echegoyen, Commercial Technician of the Navarra area and Jesus Astarloa, Commercial Technician for Northern area.

DID YOU KNOW...

At the end of last March the ULMA Construcción Board of Directors decided to name Cristobal Alvarez as the new ULMA Construcción Manager at the Carmelo Bilbao location, who recently announced his decision to leave Managing the Business, a position he had held for 5 years.



ULMA Forging

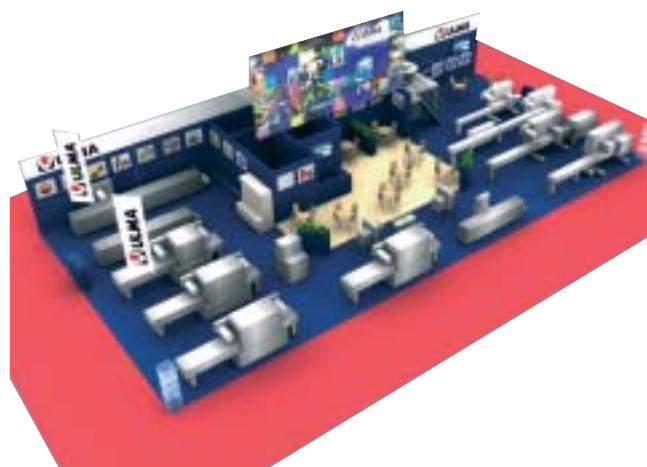
ULMA FORGING RENEWS NEW ISO 9001 QUALITY AND ISO 14001 ENVIRONMENTAL CERTIFICATIONS.

Last year, ULMA Forging had its fourth review of the ISO 9001 Quality Management System and the first review of the ISO 14001 Environmental Management System, receiving renewals in both cases. Note that ULMA Forging was the first forging company in Spain to obtain ISO 14001 certification. Currently, ULMA Forging is part of the 14000 Forjaiso Committee collaborating so that other forging companies may achieve said certifications.

ULMA Packaging

ULMA Packaging at HISPACK 2006

ULMA Packaging attended the Hispack fair in Barcelona from the 27th to the 31st of March, exhibiting various new products. In the Flow Pack line, the new ARTIC family is exhibited for packaging food products in high production in Modified Atmosphere Production (MAP), the new BALTIC family, targeted at satisfying the needs of small producers that need to package perishable products in modified atmosphere (MAP), and the new electronic FLORIDA and ATLANTA, extending the electronic control of the shafts to the entire range of Flow-Pack machines. As far as Thermo sealing, there were two new models exhibited, the SCORPIUS 400 and 600, designed to take on automatic packaging solutions to install in medium-low production lines. As far as Thermoforming machines, there are two new products, the MINI 420 which widens the width of the packaging to 420 mm, and the SUPRA SKIN which has allow skin technology to reach a broader market, applying it in models at a reduced investment.



> *News and updates*



Inauguration of New ULMA Handling System

Last March 24th, the new facilities for the ULMA Handling Systems Business were inaugurated in Oñati with the presence of general deputy, Joxe Joan González de Txabarri, Innovation Deputy, Joaquin Villa and the Mayor of Oñati, Lourdes Idoiaga. Also attending was the Vice-President of the DAIFUKU Japanese brand, a technological partner of ULMA Handling Systems, Fumio Kobayashi, aside from clients and Business collaborators



ULMA Handling Systems

ms facilities



The day began with a simple and emotional act of remembrance of Iker Lukas, a member of Handling Systems, who died during a work accident two years ago. Later, and in a more institutional act, the usual protocol was followed; traditional aurresku, blessing the installations in charge of the Parish Priest of Oñati, Sabino Zuazabeitia, ribbon cutting and speeches by the authorities. A DVD was shown on "the road" of ULMA Handling Systems in the last 18 years and showing the act of cultural integration. The txalapartaris OREKA-TX and the Oñati Chorus were the masters of ceremony. Then, a visit was made of the facilities and all those invited were offered a thank-you cocktail. Later that day an open house was held where every member of the ULMA Group had the opportunity of visiting the facilities.

ULMA Packaging



ULMA Forging



JUAN IGNACIO AGIRRE AND IÑAKI GABILONDO, NEW MANAGERS OF ULMA PACKAGING AND ULMA FORGING RESPECTIVELY. Recently, Juan Ignacio Agirre was named the new Manager of ULMA Packaging. Juan Ignacio is 49 years of age, is married with 2 children. He is a Technical Engineer and has been with ULMA for 31 years. We have been with him and he has given us great enthusiasm for the new project he plans for ULMA Packaging; *"We want to position ourselves as a strong sector group of packaging, structured by specialized companies and leaders in their respective lines of work, making it possible for a coherent and continuous growth. We have made a solid commitment for a top rated international presence through a significant network of affiliates that provide the client with a personal and individualized attention. We want to reach a recognized technological level as leaders of the fresh product sector and for it to be synonymous of innovation. Our project involves promoting new companies, creating a Technological Centre for Business Innovation and Promotion (UPTC), developing an environment of specialized suppliers and training programs with collaboration agreements with surrounding universities, so that we can create an industrial fabric that is coordinated and very specialized in the packaging sector".* Iñaki Gabilondo, even though it has only been a few months, has also been named Manager of Ulma Forging as the replacement for Fernando Recalde, who recently retired. Iñaki is 41 years of age, married with 2 children. He is an Economist and has an MBA from Deusto University. He has been with ULMA Forging for 10 years, where he was previously the Financial Director. We have spent time with him and he has told us how he sees the immediate future of the Business: *"As everyone knows, ULMA Forging is in the energy sector of petroleum and gas, which has the perspective of continuous growth for the upcoming years. If we also notice that ULMA Forging is the world leader in the area in which it operates, then the vision for the future cannot be more than positive and hopeful. It is up to us to take advantage of this opportunity and grow as a business. Our big challenge will be to know how to adapt to changes in the market and do it as fast as possible. Although we are currently in a privileged position, we cannot forget of the threat supposed by products from countries of low coast as India or China. We want to continue being the leaders of the distribution sector and be able to serve as a reference in the "project supply" sector. To do this we have an ambitious production investment plan (separate the laminator, machining large flanges, treatments, etc..) which accompanied by the internationalization plan should give us the growth and segments entry of a higher value added where price is not the only decision factor."*

ULMA Packaging

ULMA Packaging new member welcome sessions

ULMA Packaging invited its most recent corporate incorporations, 104 people in total, to participate in the cooperative training sessions that were held at the Arrasate MCC Corporate Centre and at the Aretxabaleta Otalora Palace. The object of this training was to facilitate the corporate integration process of people that have incorporated as corporate members in the last 3 years. During the training-informatin sessions, we discussed the history of cooperativism, of the business model that distinguishes and characterizes us, our corporate organizations and their operation, our duties and rights as members, as well as the location of our cooperative and the ULMA Group within the MCC corporation. This first experience was valued positively by those attending and has awakened the collective



interest of members with the most seniority. That is why, during 2006, in addition to continue to invite new incorporations to the cooperative training sessions, the conference will also be extended to members who wish to broaden their cooperative knowledge.

ULMA Forging



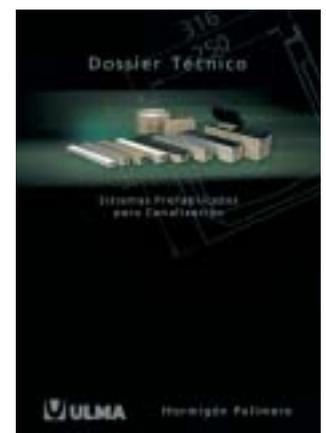
NEW OILING FACILITY IN ULMA FORGING. ULMA Forging has replaced its facility for the surface protection of fittings, based on a phosphating process, for a new oiling facility. The decision was based on technical and financial arguments and is considered to be eligible for a grant by the department of the Environment of the Basque Government, referring to the beneficial effects offered by this solution. This new process, when compared to the previous one, is differentiated for not using dangerous products (stripping acids and phosphates, etc.), not generating residues or dangerous gases, avoiding water spillage into the collector completely both for quantity and quality and saving water consumption. It should also be mentioned that a solution was searched to guarantee maximum security for individuals and a automation of the rational production process.

ULMA Polymer Concrete

New Technical Dossier of Channeling ULMA Polymer Concrete

At the beginning of the year ULMA Polymer Concrete launched the New Technical Dossier called "Prefabricated channeling systems". This new dossier will replace the current catalogue that had been used since 1999. The object is to create a useful and professional tool that serves as direction, fundamentally referring to Arquitectural and Engineering Studies. This is a project that has been worked on for over 7 months, with a large team that includes Product Technicians, Commercial Delegates and personnel from other areas of the company. In addition to technical information, this dossier has information on existing channelling systems, Extension System and the new S. Family. The Dossier was

also complemented by detailed information on the complete linear drainage system, as well as information on all available accessories and the consultation services available. In brief, there will also be a shorter version available in many languages which will complete the updating process of the main communication tools.



ULMA Forklift Trucks

New Web Page for the Forklift Trucks Business



ULMA Forklift Trucks has designed a Web site and has added more content, more updates and interactivity and has presented it in a more clear and attractive design that invites the user to access all of the information and establish a contact with ULMA simply and intuitively. The new ULMA Forklift Trucks website; www.ulmacarretillas.com is geared towards maintaining its clients informed instantly as well as informing other companies interested in receiving up-to-date information on the specifications of the entire range of counterbalance forklifts, thermal and electrical and interior forklifts offered by ULMA, the different types of services available, news and standards that relate to the handling sector, as well as a completely updated list filled with

details on specific forklifts and new forklifts on special. The new site offers different paths for the visitor that provides information that better suits the interest or concerns that has brought the visitor to the site. The interactive warehouse is one of the sections that proposes various types of consultations through which ULMA provides an online consultation and shows the characteristics and advantages of the recommended forklift for each type of work. The visitor may access the forklift information that better suits the specific needs of his company, directly selecting the area of the warehouse where the forklift would be implemented, describing the type of work that it will do or directly selecting a forklift for the job.

DID YOU KNOW...

The ULMA Group is collaborating on the new Mundumira building, the World Cultural Festival to be held on May 26, 27 and 28 in Oñati organized by Euskal herria magazine. For three days an extensive schedule of activities, theatre, conferences, concerts, exhibits, etc., will fill the streets of Oñati with colour and a nice environment.



ULMA Agrícola

ULMA Agrícola is building a 14 hectare facility in Mexico



ULMA Agrícola is executing various large-scale projects in Mexico. It is currently finalizing one of the most complete facilities made since its presence in Mexico. The greenhouses are a G8 model Gothic Multispan type, 4.5 m below the channel, equipped with a butterfly model top ventilation while the sides and fronts roll up and down. All ventilation is motorised and have the openings protected with a 10x16 and 16x20 anti-aphid mesh. These facilities have various

climate control equipments inside the buildings: inflatable chamber, heating, air supported structure, warm air heating, air circulation system and humidification systems. This facility located in the state of Michoacán, is made up of 10 modules of 12,280 m² and another two modules of 11,040 m² each. Therefore covering an entire surface of 144,800 m² (Equivalent to 20 Anoeta stadiums). The facility will be used to grow produce, mainly for tomatoes.



Inaxio Oliveri is the Rector of Mondragon Unibertsitatea, a university that belongs to the MCC and stands out for offering training that is very much related to the real needs of business of the 21st Century. Oliveri explains the path being taken by a university that adapts to changes in the new European scene, obtained from the Bologna Declaration.

Mondragon Unibertsitatea characterizes itself for its close relationship with MCC cooperatives;

How is this closeness materialised in the business fabric? The relationship is intense because we also belong to the Group. MCC is present in the governing bodies, which makes it easy to have this relationship, in two ways: from the university to the business and from the business to the university. Just like other universities have specific organizations used to regulate their relationship with businesses, our symbiotic relationship materializes in a completely natural way and forms part of our culture.

How do students see this relationship?

Through practices and thesis projects, above all.

Is this relationship confined only to MCC cooperatives or is it broader?

There is certain belief that M.U. only trains for cooperatives, but that is not correct. We collaborate with over 300 companies, of which approximately half are not cooperatives. Our students are not only used in cooperatives, 60% of them are used in non-cooperative companies. M.U. provides a very broad and strategic service for all Basque companies.

What is the relationship between M.U. and the ULMA Group?

It is a very close and important collaborator. We have an institutional relationship through Eteo Rector Councils (Faculty of Business Sciences) and also for M.U. Likewise, many thesis projects are done at ULMA; aside from being a company that is filled with many of our own students. ULMA also

collaborates with funds, both through FEPI and other specific contributions.

The Bologna Declaration has been a common topic lately. How will it affect the new European university framework, the universities, and M.U. specifically? Bologna may be very profitable for the university in general and it is an opportunity for M.U. We have already taken most of the steps, since their degree structure is not much different from our own model and brings forth aspects that relate to training, which we have already been developing with the Mendeberry model. This model is designed for the student to acquire knowledge and be able to use it.

Out sourcing and globalization are phenomena that are creating changes in traditional industrial cooperative businesses. Do these phenomena coincide with the training plans of different Faculties? are these classroom topics? During training it is evident in the area of foreign languages, thanks to promoting education in a tri-lingual setting, and due to international contacts. There are students who study abroad for a semester and we are more and more pushing for practices and projects to be located in out-of-country companies.

Post-graduate education will be more important and significant for universities as well as for the student's own curriculum; how does M.U. face this short-term challenge?

A student will have a better possibility of choosing different directions during training, the design of which will be

more interchangeable. A degree will be a qualification element to carry out the profession and then students may take post-graduate studies, some of which will receive titles or masters. M.U. will offer seven Masters programs, already approved by the Basque Government, in the areas of Engineering, Advanced Business Management, Coop, Social Education and Education.

Today our young people have better training. What can we do to have them better prepared?

They are better trained and better prepared than previous generations, because they develop generic competencies better and more systematically.

Lastly, where is M.U. headed in the next 10 years?

We have to be the university of reference for Basque Country in our areas of knowledge and offer a different project, with our own specialized university model in technological areas, business management and Education Sciences; with a distinguished training strategy, a high connection with businesses and organizations, aimed at employment and international business. Our challenge is to be the best at what we do.



“Our young people are better trained and prepared, because they now work systematically with generic competencies”

“It would be ideal to find work that gives the option of continuing education”

We have met with four students of Mondragon Unibertsitatea to ask them during a round table session how they face their next work placement. They are all logically looking forward to work but they generally do not find much importance to the fact that the first company they work at must be cooperative. Their priorities: to have a good working environment with their co-workers and to have a creative position at work that allows them to continue learning.

You will soon finish your studies. What are your plans, to start working immediately or to continue studying?

>> Maddi Gaztañaga (M.G.): My intention is to start working as soon as I finish my studies, I may continue to learn a language or something else but first I want to work.

>> Mirari Oñaederra (M.O.): I may do a Masters but while I'm working. I want to continue studying languages. Some companies offer the option of studying them.

>> Edurne Gonzalez (E.G.): I want to keep working. I already work in many companies. I may start learning english, little by little, but while I'm working. Later I intend to take a Masters if I see it necessary and I also want to take the CAP course, "Teaching Adaptation Course".

>> Ander Ubera (A.U.): First, I have no intention of continuing with higher education in engineering. My intention is to start working as soon as I finish with my studies. An maybe improving my level of English.

What method or procedure do you use to contact companies when looking for work?

>> A.U.: When you start with your thesis project you start to relate with many companies. Later these contacts are very valuable.

>> E.G.: Yes, practices and projects are very helpful. If you do a Masters the project you do at a company at the end is very important, which is what you learn in the Masters degree. Another possibility is to send resumés. There is also Langai, Adegil-Lan and other similar services that help to find work. And knowing

people is also very important, knowing people and for those people to know you need work.

>> M.O.: The project and practices. Having a good contact in the industry also helps very much. The fact of being in the right place at the right time, covering someone's time for example.

>> M.G.: Yes, I agree. The project is the most important.

Mondragon Unibertsitatea is known to have good relationships with companies, that it adapts to the needs of companies and that it prepares its students to start work. Do you agree with this statement?

>> A.U.: I'm in the field of design and I have noticed that the university request concrete projects. If there is a job offer, that is, you can see that the

university is constantly dealing with the companies.

>> E.G.: Yes, that relationship is made through projects. But I think that it is too close to cooperatives and cooperatives are located in a concrete geographic area, above all in Alto Deba. And



“We don’t believe it’s important that our first job be in a cooperative company”

you’re worth. For the first few years I wouldn’t care so much about the financial aspect. And I don’t care if it’s a cooperative, maybe because I haven’t lived in that culture very much.



Edurne Gonzalez (EG)
4th semester Humanities-
Company and worker
21 years



Maddi Gaztañaga (MD)
4th semester Industrial
Engineering
21 years



Ander Ubera (AU)
Currently preparing an
Industrial Design project
26 years



Mirari Oñaederra (MO)
4th semester of Business
Administration and Management
(Finances) 22 years

depending on where you live this can limit you a lot.

>> M.O.: Yes, I agree with Edurne. Cooperativism is mostly for Arrasate. I’m from Deba and I don’t live that close to this phenomenon.

>> M.G.: There are many important companies in Alto Deba but on the other hand there are serious difficulties to get here, especially in a communications point of view.

>> A.U.: These factors play a big role when starting your working career.

>> M.G.: For example, to come from Ordizia to Arrasate on bus you have to first go to Bergara and from there you have to take another bus even though there is only another 40 Km more.

>> M.O.: Anyway, you have to move. You can’t stay in one spot.

What are your priorities when you find work: for the company to be cooperative or an incorporation; geographical location; the position; salary...?

>> M.G.: It’s not important for me if its cooperative or not. A good co-worker environment is more important and not being treated differently for being a woman. I would like it to be close to home and an interesting job, not boring and related to what I studied.

>> M.O.: It needs to be a job that gives me the option of continuing to study and researching and I would like to work in different areas, in a trustworthy environment, where you can show what

>> E.G.: The main thing is to be happy to go to work. I would first care more about work than the salary.

>> A.U.: Maybe I am still not enough aware of what it is to work in a cooperative. Therefore, for now it’s not that important to me. The subject of money, even though we don’t all say it I think is important to all of us. I also think it’s important to do new things,



“Women have to prove much more in their work to be recognized”

> Round table



and not always do the same monotone job. I also think it's fundamental to have the possibility to continue my studies.

>> E.G.: The ideal thing would be a job that allows me to develop what I learned and put it to practice.

>> M.G.: And for it to be creative work, in the broadest sense of the word.

>> A.U.: Yes, because nowadays it's very easy to stay behind, since there are always new things coming out.

Sexism has come up in the past. Do you still think that a woman's work is valued less?

>> M.O.: We women still have many difficulties. This is evident in marketing for example. I still haven't met a commercial business woman.

>> M.G.: They say that we get better grades, that we have a different sense... but the truth is that we have less options. Being a woman means you have to show that you can do more than a man, that is quite clear.

>> E.G.: Yes. How many women are at the managerial level, for example, at MCC?

And as far as the geographical area, do you prefer to stay where you live?

>> A.U., M.O., E.G.: Mainly, yes.

Would you travel abroad?

>> M.G.: It wouldn't be bad travelling abroad for some time but always with the intention of returning to Euskadi.

The loss of the values of cooperativism has been much discussed lately; things are changing greatly because of globalization, outsourcing and other factors. What is your view on this discussion, do you agree?

>> E.G.: Within the MCC we have noticed that values are being lost or changing, and a lot of thought has been given

to this. The feeling of participating in a cooperative does not have the same effect it had 10 or 20 years ago. Because of outsourcing, a cooperative from here becomes a capitalist company in Brazil. Many things are often said in theory, but when you are inside it you see others.

>> M.O.: They say that every day it looks like another kind of company, but I don't know much about that.

>> A.U.: We still don't have enough criteria to evaluate this subject.

>> E.G.: In HUHEZI we do deal with these matters; for example, we have a subject that is called "Business Culture and Cooperativism". Cooperativism as a system is very good, but in very large companies I think that they have problems continuing with the cooperative model. Contexts change, and until now cooperatives have known how to adjust to the new times. We will see what happens next. The key is to remain competitive in the new context, as a cooperative.

>> A.U.: Yes, by being few it is easier to remain united.



"We have not lived the cooperative life"

*“We do not leave
the university
sufficiently prepared
to form our
own company”*

In general, how do you view the business situation in the Basque Country?

- >> A.U.: Companies are giving constantly more importance to industrial design. In Italy and France the design culture was established quite a while ago, and the companies here have begun to realize that they are lacking in that area.
- >> E.G.: In the cooperative philosophy, the individual has always been the most important, and now all kinds of companies are implementing this same philosophy. The cooperative is a good place to work, because of the human culture that characterizes it.
- >> M.O.: I think that with my studies. I have a lot of options: in banks, companies, the administration. I don't find it difficult to find work.

Don't you intend to create your own company?

- >> E.G.: Yes, I am developing a project to create my company, which I am sure will be a cooperative. I like to work in a project that I believe in.

- >> A.U., M.G.: Not at the beginning. We don't think that we can create our own company. At the beginning, in order to learn, it is better to work in somebody else's company.
- >> M.O.: If anything special comes up, you can work with it later.

Do you believe it is easy to create a company? Do you receive assistance from the university or any other institution?

- >> E.G.: Yes there is help, there are Saiolan, CEI-Berrilan...
- >> M.G.: The university prepares you to work, not to create a company.
- >> M.O.: I once heard that in the ESTE they encourage you to create your own company.
- >> E.G.: We were encouraged to create our own company. Some promoters came to tell us of their experiences and to encourage us to create our company.
- >> M.G.: In Engineering they do not prepare you specifically to create your own company. Maybe in Business sciences or other fields they do that.

Finally, have you heard of the ULMA Group?

- >> A.U.: Just the name; ULMA.
- >> E.G.: I know they have a ton of divisions.
- >> M.G.: I took my first three courses in Goierri and I don't know any of the companies from here.

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*“We think
our own work
is more important
than the salary”*

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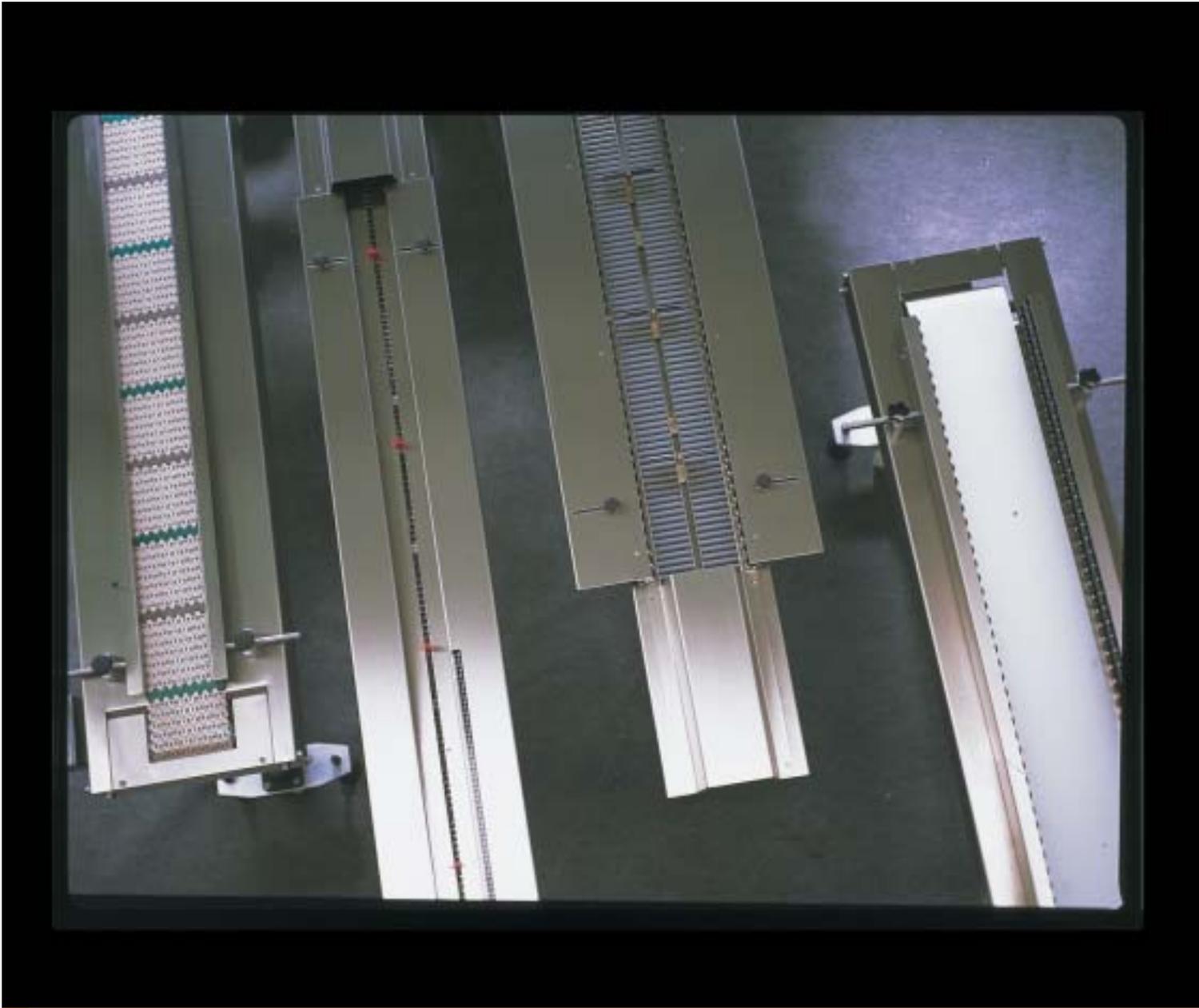
*“In Alto Deba
there are important companies,
but very bad
communications”*

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*“The most important thing
is to enjoy
going to work”*

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*“We are looking for
a job that is creative”*



PRECINOX, a new ULMA activity

This new division promoted by the Group is framed within the ULMA Promotion Policy. As the POGU III states, *the challenge of the future is to maintain and generate cooperative employment, sufficient to develop our environment.* For this reason, as always, Business Promotion has been one of the values that has characterized ULMA, fundamentally, supporting and contributing resources to the different plans for promoting its Divisions and taking them on in a proactive manner. From this was born the embryo of what is today a reality: PRECINOX.

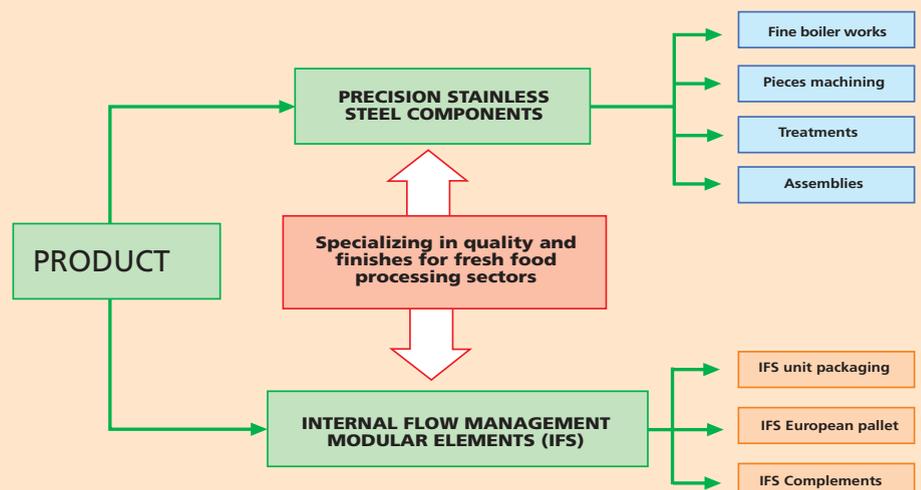
WHY NEW PROMOTIONS

The current offering for stainless precision tool welding for short series is very scarce, and with a deficient quality finish when compared to the growing demands in the sector. For this reason, and because this problem is emphasized when dealing with small parts that are somewhat complex and structural responsibility (machine benches, transportation elements, dosage devices, etc.) directed at the agro-food industry. It is for this reason that ULMA has penetrated this market. We must keep in mind that the sensitivity of companies in the agro-food sector for a safe product will cause a very important change in the conceptual design of the equipment and installations in an industry such as Packaging, which is currently not very well prepared. In addition the tendency to centralize the processing and packaging of fresh food products is causing the appearance of powerful packaging plants with large production volumes that require solutions both for internal flows of products in process, as well as for managing distribution logistics (automated warehouses). These industries demand physical "anti-contamination" production systems where stainless steel, duly worked and treated, is not a protagonist. It is from this control of the tool welding process and from developing "anti-contamination" design Know How, that we can tackle new activities related to the Packaging and Handling Systems Divisions, such as IFS, dosifiers, handling liquids, etc. A guaranteed offering of stainless steel parts and components is a key factor for the current Packaging business, and competitiveness must be improved both in terms of quality as well as deliveries and costs. The increase in special projects (C and Engineering Projects) for the Fresh Food sector that requires unit productions makes proximity and control of this activity recommended.

- The stainless steel components manufacturing process (forming and machining) is considered a critical success factor for the ULMA Packaging business.
- The lack of response in quantity but mostly in quality (HIFA) is a competitive limiting factor for the growth and development of ULMA Packaging.
- There is a shortage in quality and in quantity in the marketplace.
- Increasing quantity and quality demands for the Packaging Business with excessive concentration on single vendors, which then impacts pricing and deliveries.
- Key vendors for ULMA Packaging (Specialization, flexibility and proximity).
- The finishing requirements and the incorporation of USDA criteria (hygienic design), have become a critical positioning aspect in the Fresh Food Packaging market.
- New business development opportunity (Flow Systems, Dispensers, Specialized vendors in the food industry) from mastering the process and the proper response to the "HIFA" concept and the USDA requirements.
- Important market in the ULMA Group (Packaging & Handling Systems) which will simplify the Promotion launch and consolidation.
- Creating qualified employment in the marketplace.

WHAT WILL THE PRODUCT BE?

Based on food processing, two types of products would be developed: Precision *Stainless steel components* such as the offer from a vendor specialized in stainless steel precision works aimed at the mentioned sector, and based on the demand of this process and on constructive criteria demanded said sector, a range of *internal flow management modular elements (IFS)* would be developed.



THE BUSINESS WILL BE DEVELOPED IN TWO STAGES:

The first, the development of specialized precision stainless steel boiler works for the fresh, processed and pre-cooked foods processing sectors (following the USDA health and hygiene guidelines), within the framework of what is known as a sellers industry (it is expected to consolidate this task within three years). From mastering the boiler works process (in said specialization), the IFS (internal flow management components), specialized in the fresh food processing and more specifically in the meat, poultry, fish, fruits, vegetables and pre-cooked foods (It is expected to consolidate this activity in five years). The new promotion would become a final phase in the "muscle" engineering activity and in key vendors for ULMA Packaging.

MAIN VARIABLES AND ACTIVITY INFRASTRUCTURES

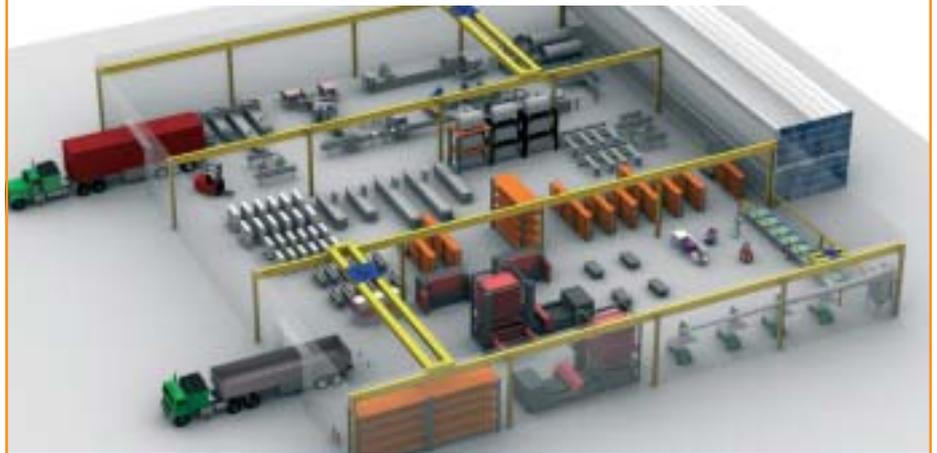
This activity will take place in Legazpi (Gipuzkoa) and will consist of a 130,627 sq. (12.000 m²) plant, of which 113,152 sq. (10.400 m²) will be used for manufacturing and the rest for offices and services. Initially, a part of the plant will be used for placing some of the current assembly lines. Manufacturing will have two areas: a components manufacturing area, plus an assembly area. Regarding the main investments, these can be summarized in: laser cutting machines,

CNC folders, automated warehouses, CNC machining centers, numerical control lathes and passivation. We intend to start construction by the end of April 2006, and the activities start is expected for the end of 2006.

Average staff for the year 2010:

- Technical engineers: 10 people
- Mid-level technicians: 55 people

2010 Sales Forecast: 11 million €



FERNANDO GOROSTIDI. Precinox Director

"Packaging is a field with unimaginable possibilities"

"Precinox is a project which started four years ago, fruit of ULMA Packaging's strategic plans. The project has matured in the last year and produced a document which has been approved by ULMA Packaging and by the corresponding Group's officials. This project is another challenge which demands some sacrifices but which will bring important satisfactions as well, as the result of a job well done. A key for this will be having qualified personnel, elated by the project. For this, the project and the illusion must be transmitted, day by day, worker by worker, until the results are a reality. Also, and even though we have a five year project horizon, we expect that, in a short period more or less, we'll see new opportunities that we can bet on; these can be packaging: packaging process automation, internal transportation flow, etc.; the opportunities are unlimited. Otherwise, we can compare the automation levels of other sectors which are more advanced in this area (automotive, household appliances, etc.) with the current packaging standards, and we can then achieve a great business opportunity."

Pictures and stories of our people

Mario García, ULMA Forging associate who participates with his dog Lor, an eight year old german shepherd, in the Euskadi Rescue Dogs Group. His task consists of rescuing people who have been trapped beneath rubble following natural catastrophes, people who are lost or who are in any other kind of extreme situation in which the canine smell and instinct are required. Mario and Lor perform their job in one of the volunteer associations which form the SOS Deiak emergency intervention teams.

Most of Mario García and Lor's interventions take place in Euskadi, although on certain occasions they have been called for rescues in other communities; either because they are required by the families or because they are called upon by autonomous governments, as in the case of Biescas (Huesca), the Bahía Hotel in Santander, Europa Peaks and others. On some occasion they have been sent to aid in some of the most important catastrophes that have occurred overseas (such as the recent earthquakes in Pakistan and El Salvador); although, in the end and due to different reasons beyond the group's control, they have not been mobilized. For the time being, Mario and Lor haven't had the luck of finding somebody alive, but they have participated in rescues where the person is finally found alive. *"This is the most gratifying thing for someone who is involved in the world of rescues"*, explains Mario. Mario has no shortage of anecdotes related to his volunteer work. *"I recall the case of an 84 year old man, diabetic, who got lost in the mountains which surround Sodupe. The man spent almost two days lost in the hills, under terrible climate conditions: rain, cold, hail, etc., and with no clothes or anything to cover himself. That day, after he was rescued alive, we all went home with the satisfaction that we had done something important for someone we didn't even know"*. Although the rescue work also has tough moments. *"The hardest part of a rescue is when they find people are dead. This also changes a lot depending on how many hours have pass and how decomposed is the body. What impressed me the most was when my dog was pointing to a man who had been missing for several days and was lying dead. On those moments, you must also go where the victim is to confirm what the dog found. Anyway, that is the saddest part of the work"*.



In the picture, we can see Mario García training Lor.

Mario García.
ULMA Forging associate.

Investing in Solidarity, the pur

In this issue we start a new section called "Our Commitment". Through it, we want to tell you about company activities promoted by the ULMA Group through the ULMA Foundation, which was recently formed. This entity has the purpose of supporting and motivating corporate promotional actions and educational, cultural or assistance activities. Through these areas, ULMA collaborates with different NGOs. In this first report, we wanted to get closer to the reality of the Vicente Ferrer foundation, an NGO that works in India with those in great need, and with whom ULMA has been collaborating with the last two years.

The ULMA Group, supports the Vicente Ferrer Foundation

The Vicente Ferrer Foundation (FVF) is an NGDO committed with the transformation process of one of the poorest and most needy areas of India, Anantapur, and with one of the most excluded communities in the planet, the dalits or 'untouchables'. Its work currently reaches 1,550 villages and benefits over 2 million people. FVF is an organization that firmly believes in people, the ability of their actions and the possibility of change. Its leadership capability and philosophy of human actions have led to an exemplary work model under the International Cooperation scope. Vicente Ferrer started his work in the Anantapur district back in 1969, becoming the integral development pioneer in the area that is considered to be the second most arid region in India. FVF is made up of two teams, a Spanish team (FVF) and an Indian team (called Rural Development Trust). This is not a volunteer group, but a professional organization which has over 30 years working in the area. FVF works under an integral development plan divided in six work areas: education, health, women, ecology, disabled persons and housing.

DWELLINGS AND LIFETIME PENSIONS

The ULMA Foundation has collaborated since 2004 with FVF and its economic contribution is made by building houses and granting lifetime pensions to disabled persons. Therefore, in the last fiscal year, the ULMA Foundation contribution helped to build a custom house in the Gummagatta village, in the Rayadurg, area, which is now the property of the beneficiary, Sidappa, and gave a pension to Siddaiah, from the Marutla village, in the Uravakonda area. The dwelling construction works began in May 2004 and ended on February 2005. There were some brick supply problems which caused certain delays in the construction, but the entire village got involved in a very actively and these problems were quickly resolved. The selection process for the disabled persons who may obtain a lifetime pension is for the entire community of Shangam, proposing those persons who he considers to be the most needy. The chosen individual, Siddaiah, is 52 years old and he is blind, cannot read or write, and has been an orphan since childhood. His parents left him no properties, and his brothers take care of him.



Boys. (Quim Botey)



Women' Group. (Rubio-Rodés)

pose of the ULMA Foundation



Deaf and blind persons Center -Bathalapalli. (Chené Gómez)



Kundurpiharvests. (Rubio-Rodés)

THE WORK OF FVF, IN NUMBERS

Education: Creating 1,600 schools, with 2,067 professors; 94,891 students in elementary school (98% boys and 98% girls, in the 2005-06 school year), and 48,974 students in High School.

Ecology: 1,662 rain water preservation structures; 2'995,484 planted trees, 1'463,096 fruit trees; 44,718 families benefitted from the permanent drought fund.

Housing: 15,606 dwellings built, 599 adapted for disabled persons; 858 school buildings.

Sanitation: 4 specialized hospitals (250 beds); a family planning center (100 bed); sanitation staff: 22 doctors, 86 nurses, 675 health workers.

Women: 3,420 shangams or women associations, with 46,830 associated women; 902 towns with Women's Bank; 223 towns that participate in the "Woman to woman" project; 7,819 benefitted women.

Disabled persons: 19,562 benefitted persons; 16 special school-residences; 1,082 vikalangula shangmas or disabled persons associations; 13,470 associated persons.

THE VICENTE FERRER FOUNDATION IN EUSKADI

The Euskadi delegation has been working since January 2005, although the official inauguration took place on May 23rd. 2005 In the Euskalduna Palace. This act was attended by Vicente Ferrer, who traveled from India for this purpose, along with another 1,000 people. The Vicente Ferrer Foundation Euskadi delegation is headed by Monika Ortega, a delegate with a good knowledge of the organization's projects, as she has worked for over two years with Vicente himself in India. Thanks to the good work that this delegation has been making, as well as to the solidarity and commitment of the Basque society, the number of patrons and partners has grown, as well as the subventions granted by public and private entities. The Vicente Ferrer Foundation has a total of 127,000 associates in Spain and 6,000 in the Basque Country.

SUPPORTING COMPANIES

There are more and more companies showing their sensitivity towards the social concerns and their support, being the social representatives they are. This concern is making many of them integrate Corporate Social Responsibility (RSC) into their structure. Therefore, the RSC is becoming a new way to understand corporate activities, which has an increasing importance and establishes new relationships between corporations and their environment.

The companies that collaborate with the Vicente Ferrer Foundation participate in a serious and efficient project and take on a shared commitment; the commitment of working hand in hand in to develop and improve the living conditions of most needy people in India. Here are some ways to collaborate with the Vicente Ferrer Foundation:

- Financing a development project in India: either building schools (6,550€) or paying lifetime pensions

for people with extreme disabilities (350€).

- Sponsoring boys and girls from rural communities in Anantapur (with 13,500€ an entire village can be sponsored for 10 years)
- Sponsoring the Foundation's sensitivity and diffusion activities in the Spanish Country.
- Making financial contributions.
- Providing free services that relate to the company.



MONIKA ORTEGA.

www.fundacionvicenteferrer.org
Tel. 94 423 03 19
the FVF Euskadi delegated

The new Antitobacco Law

It seemed that the enforcement, since last January 1st, of the new Anti-tobacco Law, produced a national shock. However, after the first few months, companies and society have followed and respected this law in an absolutely normal way. Smokers now smoke a little less than before, and non-smokers are now a little less passive smokers than before.



Because of the new Anti-tobacco Law enforcement, the ULMA group has decided to take the following measures:

1. Helping and encourage the people of ULMA to quit their tobacco addiction.
2. Posting no smoking signs in the plants.
3. Informing all workers in a personalized letter, that the Company no longer allows smoking on its premises.
4. Give all visitors cards that indicate the non-smoking prohibition.
5. Removing all ashtrays.
6. If someone is smoking, get his/her attention and if somebody insists on smoking, then apply the disciplinary regulations.

Benefits that can be expected by quitting smoking:

After...	
8 hours	The blood oxygen levels go back to normal. The heart stroke risks begin to diminish.
24 hours	All carbon monoxide is eliminated from the body.
48 hours	Nicotine can no longer be found in the blood.
1 week	Taste and smell improve.
3-9 months	Breathing improves (less coughing, can hold breath longer). Lung function increases 5 - 10%.
1 year	Heart attack risk (such as a stroke) is cut in half, compared to regular smokers.
10 years	The risk of lung cancer is cut in half, compared to regular smokers.
15 years	The risk for heart disease (such as a stroke) is similar to that of people who have never smoked.

QUIT SMOKING WEB SITES

The use of new technologies in the battle against smoking is continuously increasing in North American associations. Some of these are online. This is the case, for example, for Medline Plus: Quit smoking, (<http://medlineplus.gov/spanish>) is an anti-tobacco service provided by the National Medical Library and the United States National Health Services. Those used for information only (which provide news, reports, bulletins, forums and free courses, among other aides), we can mention: the Quit Smoking School of Consumer. es Eroski, at <http://escuelas.consumer.es/web/es/dejardefumar>. The objective is to teach the smoker why and how he/she must quit smoking. Another equally useful page is "Help, for a life without tobacco", at <http://es-help-eu.com> created by the European Health and Consumer Protection Head Deputy.

DOCTOR'S ADVICE

- Quitting smoking means overcoming an addiction; therefore, there must be a plan prepared.
- You must accept that this decision means leaving a routine that generates dependency and that damaging to your health.
- Do not be deceived; just one cigarette or even one blow, are also considered smoking.
- If needed, a medical specialist may be consulted, and if it is required, he/she can prescribe some treatment to leave the addiction.
- The person must decide if he/she wants to quit smoking, or if medical help is needed.
- Set a date to quit smoking.



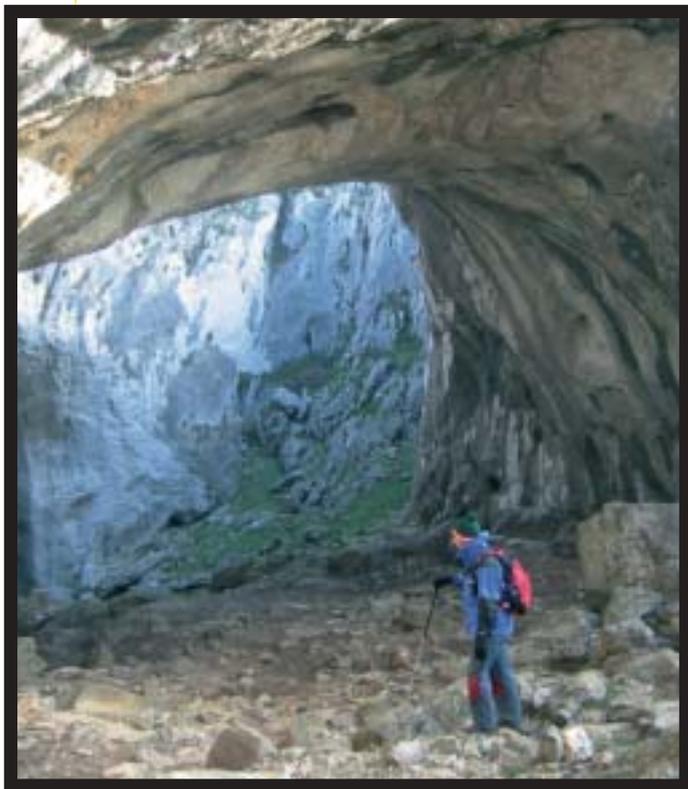
Iñaki Igarzabal, ULMA Group Labor Director of Health

> Weekend getaways

In this new section we want to offer you some routes and tours to take for any weekend getaway. They are simple routes, intended for you, your friends and relatives. In every *Begira*, and thanks to the collaboration of the *Euskalherria* magazine, we will offer you a new tour which we hope you will find appealing and interesting.



Aitzulo Caves: Window of Giants



● TRAVEL GUIDE

Access: Oñati. Otalora houses in the Araotz village. To reach this village, take the road that leads to Arantzazu and take its detour.

Time: 40 min., one way.

Tip: although the road is simple, take care when approaching the Aitzulo lower window. The vertical fall is very important.

In the hills of Aloña, a window of gigantic proportions looks over the Araotz cliffs and the Artixa brook. Translucent to the eye and to the winds as well, it allows you to gaze into a magical show and imagine ancestral myths and legends. The tour begins by taking the road that leads to Aranzazu. Among cliffs, up to the edge of the Jaturabe reservoir, to later arrive to the asphalt edge of the Araotz village. In this narrow road we'll cross the bridge before the dam and will later pass beneath the cave in which the Sandailii hermitage is located. Then, we must take the first detour to the right to the Zubia village and get to the last houses. Before these Otalora houses,

we will follow a pebbled walkway with yellow and white PR signs that lead to the north, advancing between walls. The slope is moderate and the initial track soon becomes a path which approaches the rock cuttings that fall over the Sandailii cave. We reach a pine forest where we have to cross a barrier in order to leave for a clear area in the vicinity of a gunwale. The road passes before it and moves on between rock formations that form the Orkatzategi mountain top. A strong slope makes us climb calmly before reaching a limestone landing. On the horizon we can see an isolated pine which will be the only reference we have to find the hidden Aitzulo caves. Very

close to the pine, the road surrounds a small dent and faces a hole in the stone which allows us to cross to a clear area. Before looking to the other side, the impressive large windows of Aitzulo will suddenly unfold before our sight and at the bottom of a descending cave, a vertical mouth that is many meters long opens, falling into a vertical vertigo over the valley. Before this, the two lower mouths are open at the right of the gallery. It is simple to get to the edge of the lower mouth as long as we are careful. A road made up loose rocks and wet soil leads to the edge of a hillside which can be easily climbed, making us feel like a goblin in our own paradise.

! *The Euskal herria magazine, in collaboration with ULMA, offers all of its associates and workers a subscription offer. If you are interested in subscribing to the Euskal herria magazine, call 902 18 14 71 or send an email to bezero@euskalherria-aldizkaria.com. Besides, you can also get one of the following gifts: A travel bag, a mountain baton or a weekend in a rural house.*

Do you believe that our members and workers know businesses of the ULMA Group well enough? Which actions and/or activities do you think could be put in place to improve knowledge on the subject?

To improve this section, we suggest that you send your suggestions or questions you'd like to place in this section to: begira@begira.es



ALBERTO GALDOS
ULMA Agrícola

“Begira could be a good instrument to know you”

I believe that in general, the business in which we work is known to a larger or lesser degree: the functioning of different areas that form it and the target market of the business; but I believe there is not much knowledge on the activities being developed by other Group businesses. This is an ignorance that is even broader in subsidiaries and the delegations. I think that Begira magazine can be a good vehicle to inform us through articles. This can be fun for the reader. The history, the people who form the business, the product, the market, etc., broadening the information that published on each of the businesses.



MIKEL MARTÍN
ULMA Forklift Trucks

“Each worker only cares about his own business”

The one they work in. But I think that each worker only cares for his own business. My point of view is that Begira magazine is a good base, but I don't think that doing other activities can have much success, especially nowadays, when all the fundamentals of cooperation are being lost and we are becoming increasingly selfish.



LARRAITZ VÁZQUEZ
ULMA Construcción

“The farther you are from Oñati, the less you know them”

My point of view is that we have a very superficial knowledge of the other Group Businesses, and the little we know we get from hearing it in the street, etc... I think that I'm not wrong if I say that the farther you are from Oñati, the less you know them. In the 'small committees', each month we speak about general subjects, such as the progress of management control on all businesses, but I think that the social factor is missing, to know what concerns the rest of the members and workers, and what all others know is what concerns us. In Construcción we know Packaging better because we can read the letters of their Social Councils, because we belong to the same cooperative. I believe that the 'small committees' are a good tool for knowing the different ULMA businesses; maybe we could deal a bit more with the Group issues. The key may lie on us giving more importance and getting more involved in the central corporate council. It would be a good idea if we could have on the board the acts made by the corporate councils from the other businesses. Another way to know the rest of the businesses is to visit the other factories.



ANDER MOIUA
ULMA Forging

“Each one of us takes care of knowing our own business“

The truth is that we don't know too much. We know so little, more than anything else, from the comments from friends and relatives and from the different subjects which are treated both in the corporate councils and in the 'small committees'. But it is true that we know them in a very superficial way (the different cooperative unions that form the ULMA Group, their products, etc.). I believe that each one is worried about knowing their own business and not the others. Some 'open house' days could be organized or something similar to visiting the different businesses. Some DVDs could also be edited for the partners.



JESÚS Mª MATILLA
ULMA Handling Systems

“Some businesses are pretty unknown for us“

I think that at an internal level, most of the Group businesses are big unknowns to us. Just as the policy of the different businesses consists of enlarging their image before the large audiences and to the exterior in general, I think that the Group internal user is the least attended in this whole scheme, without receiving the information or the importance he/she deserves. Increasing the possibilities that our corporate Web and the different intranets offer. Visible and accessible links to different Group activities, not only attending the activities themselves, but emphasizing facts such as projects, business evolutions, market situations, etc. This should also include photographs and videos that show such activities. The open house days should be tried at least once per year in order to display the novelties that come up in the specific Business, detailing the most important aspects. All of this would improve the vision that we may have, not only of our own business, but for the entire Group.



AINTZANE MENDIZABAL
ULMA Polymer Concrete

“Visits should be organized for the rest of the businesses“

My point of view is that we don't know enough of the other businesses. What they are, what they do, we all know that, but that's all. And the associates and workers outside the Basque Country know even less. I think it could be interesting to organize visits to other businesses through the personnel department. On the other hand, there are catalogues of the other businesses so it would be interesting that they were available for those interested. Likewise, now that the inauguration of the ULMA Handling Systems is close, it would be a good occasion to know the new building. This type of occasion, although not very frequent, must be taken advantage of.



GERARDO MENDIZABAL
ULMA Packaging

“It is even complicated to know the business one works on“

It is hard to define the term "enough". Also, with the pronounced growth of the last years, it is complicated to even know the business you work on. Like in everything else, there are people who know them well and people who don't. It is true that in our daily tasks, most of us don't need to know the Group. However, if we want to develop a vigorous Group, dynamic and with its own identity, it is necessary that everyone gets the values and culture of the ULMA Group. To know who we are, where we come from and where we go has always been and will always be a key to our future. The management teams are the ones who should have the better grasp of this sense, and therefore are the ones who should direct the others. They should be followed by the veterans, who many times have worked in the other businesses and have a great historic perspective. The rest of us, however, don't have much information. The means to improve the knowledge of each business; the Intranet, the open house days, the chats, the Begira magazine, etc. Like in everything else, all it takes is a small personal effort. However, I think that it wouldn't hurt to give some information to the newcomers so they can get a base. The corporate organization representatives should also be trained.

Let us learn from Africa

"One of my passions is to travel. Not on typical touristy trips, but to Travel with a capital "T". To backpack with a two-way ticket in my hand. The rest... on the fly. Four years ago I was fascinated and hypnotized when I did a "tourist" trip. I discovered a continent full of magic, colour, aromas, smiles and... poverty. A continent where people share everything they have with travellers and, where people are dying of hunger and disease. As you may have imagined, that continent is AFRICA. They say that the first time you come to Africa you are amazed by its landscape, its people and aromas... and that, later, you can't stop thinking of when your next trip will be. That is how the famous Stanley described it in his books who found Dr. Livingstone, and that is how I experienced it. Since then, every year I have managed to do a trip to Africa. Each time I go it is for a longer period of time and each time I enter deeper into countries of what I have called the Depths of Africa. The first question that comes to peoples minds is if I go as a cooperative. I don't. But one tries to do what they can... I normally travel with people I don't know and we form a small travelling group. We only take the most necessary items (for example, the flights). From there, we jump right into the adventure to know a country in a different way, integrating ourselves into the country and its environment, learning new cultures and customs and living along people as best as possible. This way, the expenses we have for lodging, transportation and food benefit the local population directly, favouring and strengthening in a small scale the development of small local economies, and always maintaining respect for nature and the environment. This is now usually called Sustainable Tourism (although there would be much to discuss on the matter). Aside from this, I try to bring (50% of the backpack) as much school materials as possible, clothing, medications, etc. I distribute these as I travel along. I don't hand it to anyone in specific, but I leave these in schools, hospitals, missions, etc. I know I'm not doing much with this but on my last

trip a very nice thing happened to me. It was on the Constitution bridge, in December. I went to Mali for nine days. All of the school supplies I had I had left, as I always do, at a school of one of the villages farthest from the capital city of the country. I told them that I was sorry it was so little, but the teachers told me: if every tourist that came by here was to leave what you are leaving, this would be a different place.

The experience from that trip to Mali was so fulfilling. I visited many hospitals, seeing the mid-wives in the "maternity wards", visiting schools, etc. African people give you everything, without having anything at all. Truly and whole heartedly, it is a real shame that people are dying of hunger and disease, while we are worried in what we are going to buy for next season. Everyone always asks me when I go to a country with those characteristics what am I going to do there. I simply say: I'm not going to bring anything, I'm just going to learn. To learn from these people that have nothing, smile at you when you go by, they say hello without knowing you and they respect a skin colour that is different from theirs. The children are... (I have no words), no matter what you give them, from a candy to a kiss, they give it back 1000% with their smiles and thankful eyes that can only be seen in Africa. Last September I was in Senegal and after living as an invited guest for many days in one of its villages, the "characters of the place" taught me their development program that they had thought of for the village and the region. Very impressive! Well, I have brought it with me and I am trying through various NGO's from my city (Torrejón de Ardoz) where I normally collaborate and with the help of the International Cooperation Councils of my City, to provide some kind of help for this project.

Congratulations if you dedicate yourself to out-of-word activities in Begira."

Francisco Manzano. ULMA Manutención member. Madrid

RETIREMENTS: Retirements at ULMA Group since January 1 to April 31, 2006.



Angel Mari Zurutuza



Vicente Biain



Jesús Larrea



Enrique Urquia



Francisco Manzano with a group of children.

*“When we are young
travelling is part of our education
and when we are older,
it is a part of our experience”.*

Sir Francis Bacon



NEW DESIGN AND NEW SECTIONS IN THE MAGAZINE

As you may have noticed, from this issue 11 we have included new sections and new subjects to the magazine that have allowed us to make small changes in the style and design of the magazine. As you know, our intention is to improve the magazine on a regular basis. For this reason, we would also like you to send us new subjects and suggestions that may be of interest.

**SEND US
YOUR IDEAS;
begira@ulma.es!**

Also, and as always, we are continuing to maintain our Suggestions Box where we hope to receive your opinions;

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Profile... is a new section of Begira where in each issue one of our members and workers will answer a series of questions.

> profile



Carlos Sarabia

*Communications and Images.
ULMA Group.*

What is the best thing you like about your work? I mainly like knowing different people, thoughts and areas and being able to face them all. Through my work and functions I deal with many people inside and outside of ULMA which is very enriching.

What do you like to do on your own time? I do jogging and when I can I try to escape to the mountain. It helps me disconnect a little which I recommend a lot.

What book have you read lately? Well, even though it is "politically" incorrect to say, I haven't read one in quite some time. Lately, I have had other things to attend to...

What can't you live without? I suppose like most people; family, friends... They are definitely those you have to lean on because you know they are always there and, even though it sounds a little cliché to say, it's the only thing that matters in the end.

Do you admire anyone... I don't lie to myself. I usually apply my own experiences to my life and try to get something positive out of them. Patience and consistency I think go hand in hand both for oneself and for those around you.

Life has taught you... To value what I have. The rhythm of life and our society gives importance to certain things that are really not, forgetting the main things which are health and to be happy with ourselves.

Thank you everyone and enjoy! Congratulations



Agustín Zabaleta



Felix Altube



Francisco Campo



José Ramón Biain

> *Agenda and suggestions*

Send us your best pictures: Mountains and Nature !!

Begira magazine wants you to send your best photographs of Mountains and Nature. We invite you to participate and send us any images you may have on Mountains and Nature. All of the photographs selected will be used to create the 2007 corporate calendar. Also, among all photographs received, there will be many prizes to be drawn. You may send yours up to September 15, 2006, by e-mail to: begira@ulma.es or by mail to:

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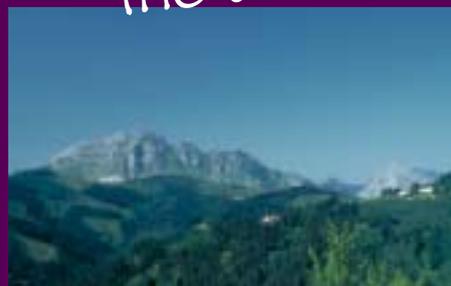
The first 10 people that decide to send us their photographs will win an admission ticket to the concert which will take place on the night of May 26 in the Fronton Zubikoa (Basque handball court) in Oñati with the participation of the groups MAL DE OJO from Euskadi (Basque Country) with their rumbas in Euskera (Basque language) and the Grenadian AMPARANOIA presenting its latest album.

REQUIREMENTS:

- Black and White or Colour Photographs.
- Photograph. Digital: JPG format, high resolution (300 ppp), actual size.
- Paper size: minimum 13 x 18 cm. and maximum 40 x 30 cm.



Come on and
send to enter
your picture in
the draw



1/ example1. 2/ example 2. 3/ example 3.

