

# begira

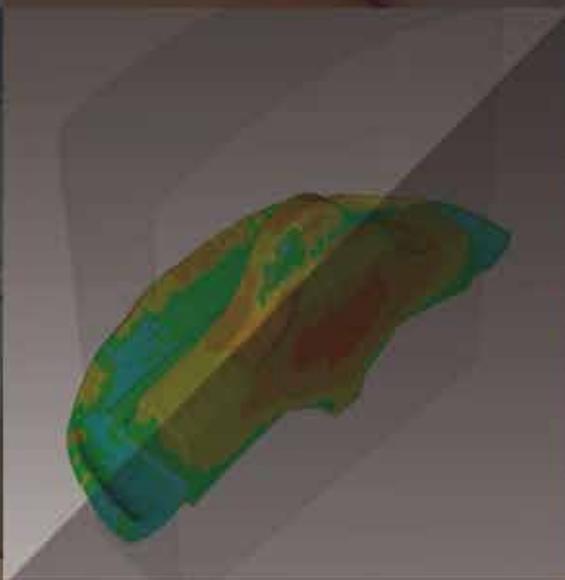


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**ULMA**

Interview with Raúl  
García President of ULMA  
Construction

ULMA Group Promotion  
Area





NEWS AND CURRENT THEMES.  
 ULMA Agrícola installs the **1st Gothic style Multi-chapel greenhouse in the Madrid Horticultural Area.**



REPORT.  
 Germán Rodríguez  
**Germán Rodríguez ULMA Construction expatriate in Brazil.**



April 2014

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## 2013, a year with ups-and-downs for all of Grupo ULMA

We find ourselves now at the end of the first quarter of 2014, finalising the data of the year ending 2013 and its evaluation from a company and social point of view that in the end will finalise with the celebration of assemblies in our cooperatives during the month of May.

Generally speaking 2013 has been a year with its ups-and-downs for Grupo ULMA, maintaining positive results but with unbalanced situations that have meant that yet another we have had to undertake structural and retribution adjustments, necessary to readapt and strengthen our businesses.

Fortunately some of our businesses are taking advantage of the opportunities in the market and their good results and disposition to collaborate and show solidarity they are in a certain way facilitating this long route through the desert for those other businesses more weakened due to the long crisis we are experiencing. The Group reconversion is one of the tools that reduces the effect of the bad results, but without doubt one of the most valued elements is that of making employment available to other businesses allowing to reduce the unemployment problem, either in a cyclical or structural way, for those cooperatives that are in better situation and are generating work load.

That way, for a Group point of view, 2013 has been a year where we have consolidated our Employment Table, with monthly monitoring of the employment situation in the Grupo ULMA cooperatives, where we pretend trying to generate solutions to the needs of relocations that arise in the businesses, either as a consequence of new unemployment situations (cyclical or structural) or of those already existing. Unfortunately, these solutions have not allowed us to resolve 100% of our problems, especially in the case of the foreign network, but it has importantly reduced the situations much closer to our business headquarters, where the possibility of coverage increases considerably due to being the place which concentrates the majority of our business centres, having reached a relocation rate in the Oñati and Otxandio area of 90%, having supported ourselves on those where the needs are not compatible with the type of work position available in other cooperatives of the management field of Lagun-Aro who have given us their support.

We should also highlight the answer for our Cooperatives is leading to the situation generated in our closest environment, with several hundred cooperative partners and employed workers that have

*2013 has been a year in which we have consolidated our Employment Table, with monthly monitoring of the real situation of employment in the Grupo ULMA cooperatives.*



**IRENE ALBERDI.**

*President of the General Counsel of Grupo ULMA.*

seen their employment disappear during the later months of the year. In spite of the situation in which our own cooperatives are, the Grupo ULMA is capable of contributing its grain of sand, by receiving up to now all the relocated partners from outside of the Grupo ULMA as those that we have ourselves, adding up to more than a hundred relocations between both collectives.

We hope that 2014 is effectively the year of improvement as is being predicted, and our cooperatives can lead the route of consolidation of the solutions that we are provisionally managing to contribute. The answer we have received up to now allows us to be optimistic.

## ULMA HANDLING SYSTEMS

### ULMA Handling Systems will develop the Distribution Centre for D4

#### D4 IS THE UNION OF THE 3 LARGEST PHARMACEUTICAL LABORATORIES OF URUGUAY

The Uruguayan pharmaceutical distributor D4 will have a cutting-edge Automatic Storage System and Order Preparation designed by ULMA Handling Systems. The logistic solution will form part of a latest generation Distribution Centre in which the three largest Pharmaceutical Laboratories of Uruguay participate.

The new logistic system will have containerising and automatic storage processes and an automated Order Preparation System, also with PTL technology.

With this new system, D4 will achieve maximum flexibility when attending their clients and can also adapt to the evolutions of the pharmaceutical distribution market.

The D4 customised WMS ULMA is prepared to meet with the state regulations defined in the medication legislation, as well as controlling quarantines, psychotropic medicines, carrying out automatic sampling...

Undoubtedly it has been the task of ULMA Complete Engineering in collaboration with D4 that has allowed the project to materialise and be a future success.

The automatic storage systems designed and developed by ULMA Handling Systems offer an optimal solution to the complex warehouse and management system of materials in Pharmaceutical Laboratories and Hospitals taking into account the vitally important security and traceability parameters of the products.



## ULMA FORKLIFT TRUCKS

### Maximum efficiency and less consumption with the new FB40-50 series by Mitsubishi

In a world characterised by rapid technological changes, ULMA Forklift Trucks is committed to ongoing improvement in both products as in services it can offer to its clients. For that reason it presents **the new Mitsubishi FB40-50(C) series of electrically counter balanced forklifts**; these use latest generation AC three-phase electric motors; they have 4 to 5 Tn capacities and are optimised to maximise their operational **efficiency with up to 25% less energy consumption**. The renewed series consists of seven different models including the **(ECO) line**, configured for maximising energy efficiency with maximum performance of the forklift in standard applications and the **[PRO] line** Progressive models that provide higher displacement speed and elevation to comply with the most demanding levels of performance.

The **low energy consumption together with high level performance** makes these forklifts truly economic equipment. This series of electrical counter-weighting also stands out due to its **high stability** thanks to the low gravity centre and the integration of the driving axle in the counter-weight and its curve-control system even at high speeds. On the other hand, their efficiency is supported by **optimised and ergonomic design** for perfect adaptation to the driver. In this sense, their **exceptional visibility** also stands out thanks to the revolutionary

clearview mast and several spaces for storing objects, from recipients and paper holders to spaces and trays for papers or Smartphones.

**The progressive models (PRO) of the new FB series by Mitsubishi include forklifts of up to 600 mm load distance centre, ideal for both interior and exterior hard work**, that way allowing a very significant increase in the residual load capacity. The PRO models have been equipped with an **extraordinarily powerful steering axle** especially designed for external applications, as well as **large tyres**. In addition, the casing of the motors guarantees combined work both inside and outside. Not even the most extreme conditions like dust, chemical products or humidity can negatively affect the reliability or useful life of the motors.

ULMA Forklift Trucks as a supplier of solutions, services and logistical products is the ideal global partner for its clients where it not only offers a complete and versatile range of forklifts, a close-by, professional after-sales service and commercial assessment, supported by the most complete stock of spares; but also it offers a financing service that is capable of being fully adapted to the needs of its clients.



## ULMA CONSTRUCTION

# ULMA Construction signs a distribution agreement with DELMON Group

## ANOTHER STEP TOWARDS IMPROVING ITS SERVICES OF ANY PART OF THE WORLD

ULMA C y E, S. Coop and DELMON Group, specialists in the scaffolding and formwork sector have reached a formwork distribution agreement for the following countries: United Arab Emirates, Kuwait, Qatar, Oman and Bahrain.

The subscribed agreement, effective as from the 7th of November 2013, offers its current and future clients the advantage of synergies between the two organisations, access to the global network of professionals and the best in support structures and formwork systems.

The purpose of this alliance is to continue reinforcing the positioning of ULMA in the areas.

ULMA pretends taking another step to improve its services in any part of the world, increasing its capacity of response and a complete competitive solution.

DELMON, present in the United Arab Emirates, since 1976, started its activity as a Gas and Oil supplier and distributor. Thanks to its policy of diversification as well as its continuous acquisitions, alliance and commercial agreements it has become an international business corporation. DELMON Group also develops its activity in the agricultural and real estate sectors, among others.

## ULMA AGRÍCOLA

# ULMA Agrícola installs the 1st Gothic style Multi-chapel greenhouse in the Madrid Horticultural Area

Villa del Prado is a Spanish town in the province and Community of Madrid that is located 670 km north of Madrid and enjoys a particular micro-climate which has made become known as the Madrid Horticultural Area. Currently there are 65 horticultural businesses in Villa del Prado that means of total surface of 167 Has, of which 52 are dedicated to greenhouse crops.

Much investment has been made, over the last decades, aimed at making the area



more technical and professional and ULMA Agrícola has participated in this process installing the first Multi-chapel Gothic type greenhouse to cover nearly 4,000 square meters equipped with super-zenith ventilation and rollup perimeter ventilations to facilitate the renovation of air inside the greenhouse.

This type of structure has perfectly adapted to the meteorological needs of the municipality, this model of greenhouse being one to be taken into account for future installations in the area.



## ULMA INOXTRUCK

# 3rd Commercial Convention of ULMA Inoxtruck

After the 2013 international convention of distributors carried out in Germany in May 2013, this time was the turn of the domestic market distributors. On the past 7th of February 2014 we celebrated the 2nd convention of Distributors in Oñati with more than 25 persons from all over Spain, that way achieving with more than 15 distributors a coverage of more than 80% of the entire National market.

The seminar had two different parts, a technical and another more commercial one. The more technical part was mainly centred on presenting the innovations launched on the market in 2013: range of turners, new 2013 series manual pallet trucks and a fully hygienisable weighing system. The session included a visit to the assembly plant and the

demonstration area (showroom) for an on-site check of the presented range.

During the technical session different customised solutions that have been presented in these last years due to the needs of the end users were also presented: system for turning drums and containers. Semiautomatic guided stacker, MULTIFUNCTION turner, etc.

The other half of the seminar was centred on the different formulas for financing to help with the acquisition of these units by SME's, the new multilanguage website, and a special section was dedicated to the e-commerce platform for the sale of spare parts, that allows querying availability and prices, as well as ONLINE purchasing of parts and consumables for our units at any time and from any part of the world.



## ULMA PIPING

### ULMA Piping supplies Anchor Flanges for KXL (Keystone PipeLine)

ULMA Piping is supplying, during the three last years, forged steel flanges for the Canadian part of Keystone Pipeline. This oil pipeline extends from the sedimentary basin of West Canada in Alberta to refineries in the United States located in Steele City, Nebraska, Rio Madera and Patoka, Illinois and on the Texas Gulf coast. Due to this pipeline 590,000 barrels of oil per day (94,000 cubic meters/day) can be transported to the Mid-West refineries. TransCanada is the operator, an important energy company in North America with headquarters in Calgary (Alberta) and Bechtel is the EPC with whom

this work is being developed and built. During the progression of this project, ULMA has achieved several orders for supplying flanges. During the last contract assigned to ULMA anchor flanges were required and thanks to the capacities and knowledge of engineering already internally developed, support was given to TransCanada from the initial phases by providing the designs and calculations from ULMA. These flanges are really special due to being fixed on a metal support with screws and nuts all round the perimeter of the flange, this meaning that the work efforts and conditions supported

by the flange are so demanding. The size of the flanges ranges from 6" to 48". Another good example of how ULMA Piping is supporting the first-level worldwide EPC's from the beginning, adding value from the engineering, design and calculation phases to later continue with the complete production and supply of the flanges. The forged flanges and parts designed by ULMA are already a reality in such important and singular projects like the KXL Keystone Pipeline.



## ULMA ARCHITECTURAL SOLUTIONS

### Facades ULMA in the Bahia Justice Tribunal

**ULMA ARCHITECTURAL SOLUTIONS HAS RENOVATED WITH THE BUILDING THAT HOUSES THE BAHIA JUSTICE TRIBUNAL OF BRAZIL WITH DOUBLE-SKIN FACADES**

This is the maximum body of the Judicial Power of the Bahia state with headquarters in the city of Salvador and jurisdiction over the entire state of Bahia. This renovation was carried out in 6 months by the ULMA team of installers. The Vanguard range system of horizontal installation and the Tierra textures in P03 colour (greyish black). The Tribunal consists of 41 judges with the responsibility of revising and deciding over the most important cases of the entire Judicial Power of the state of Bahia. The current president is Mario Alberto Hirs for the 2012-2013 biennial.



#### TECHNICAL SPECIFICATION:

**PROMOTER:** Justice Tribunal of the State of Bahia.

**LOCATION:** Salvador de Bahia (BRAZIL).

**BUILDING COMPANY:** CPL Constructora.

**ARCHITECT:** Architectural Team of the Justice Tribunal of Bahia.

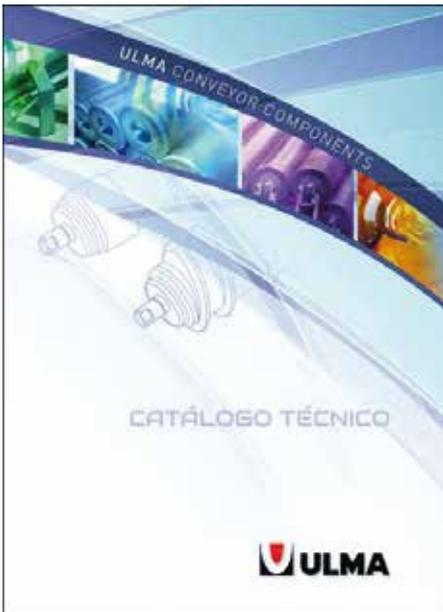
**COLOUR & TEXTURE OF PLATES:** P03 Tierra.

**SQUARE METER SURFACE OF WORKS:**

3,500 square meters – 6 months execution.

**MOST WIDELY USED PLATE FORMAT:**

1.150x800 / 850x800.



## ULMA CONVEYOR COMPONENTS

### New Technical Catalogue of ULMA Conveyor Components

ULMA Conveyor Components presents its new technical catalogue of rollers, supports and drums for "Medium Duty" and "Heavy Duty".

Este nuevo catálogo incluye numerosas novedades como:

1. Calculations and dimensions of rollers and supports according to the CEMA USA standard, much used in objective markets like Chile and Peru.
2. New HDA Roller (Heavy Duty) for working in the most severe load, speed and vibration applications.
3. New range of HDPE (High Density Polyethylene) rollers especially designed for working in corrosive and abrasive environments.
4. New low-sound rollers, designed for reducing acoustic contamination of conveyor belts located near urban centres.
5. Standardisation of garland components
6. New designs of retractable, low profile and inverted supports that complete the existing range.
7. Updating of drum designs with all the types of disks ferrule-axle joint disks.



## ULMA AGRÍCOLA

### ULMA Agrícola widens its range of products with the Multi-chapel Gothic 12.80 greenhouse

#### THIS PERFECTLY COVERS THE SPECIFIC NEEDS OF WARM AND HIGHLY HUMID CLIMATES

After 35 years of experience in the market, ULMA Agrícola now has a wide range of products that is being extended and is evolving and being adapted to new needs that are continuously appearing.

ULMA Agrícola loyal to its principle of Service to the Client always works to offer solutions that best adapt to the needs of each request. For that reason, it studies the weather conditions of the country where the installation is to be done, and in many cases it develops specific structures that adapt to the needs of each client, creating unique projects for each installation.

Over the last years ULMA Agrícola has a large presence in Central and Latin America, a market with very humid, warm climates that demand large volume greenhouse structures to achieve better control of the climatic variables inside the installations. For that reason ULMA Agrícola has

included in its range of products the Multi-chapel Gothic 12.8 meter model greenhouse that perfectly covers the specific needs of this type of climate. Recently two of this type of modules has been installed near its installations (in Oñati) in order to show the goodness of this type of structure and carry out all types of studies to carry on continuously improving and extending the options this product offers.

Among the features of the Multi-chapel Gothic of ULMA Agrícola we can highlight that it is a structure designed to obtain the largest interior volume. The gothic form of the structure and the inclination of the arches increase the use of solar radiation and in turn reduce the risk of drip irrigation on the crops, due to better drainage of the condensation to the drainpipes. With this 12.8 meter width of the pavilion, the design of the structure maximises the useable inside space of greenhouse promoting the features of the Multi-chapel Gothic model

## ULMA ARCHITECTURAL SOLUTIONS

### ULMA Drainage Channels in 2 emblematic airports of Brazil



#### GUARULHOS INTERNATIONAL AIRPORT OF SAO PAULO

Guarulhos is the airport with most movement in Brazil and Latin America, with a total of 36 million passengers in 2013. The innovative technical solution, the period of execution as well as the price were the reasons for which the builder OAS – Projeta Engecorpos-Typsa chose the ULMA draining systems, to be installed in the largest airport of Brazil.

The drainage channels chosen were the F150K and the F300K with ductile casting grids. These channels are designed to support large loads, especially in sections where the grids suffer important axial efforts due to the manoeuvres and braking on the same. **3,200 line meters of channel will be installed.**



#### INTERNATIONAL AIRPORT OF BRASILIA

Another of the airports where ULMA has supplied its drainage systems in the International Airport of Brasília. More than 600 lm of the F300 model drainage channels for important loads.

It is worth highlighting that drainage systems are a key factor in Airports, both for the importance of the evacuation of water that can remain on the runways and to ensure the resistance of the channels to high loads.

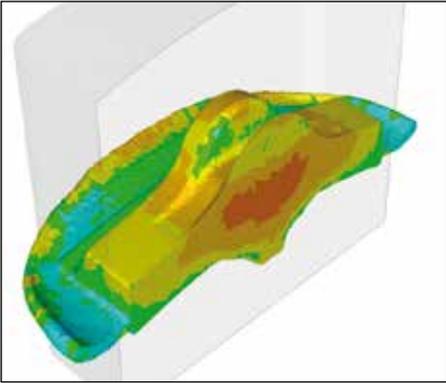
The Helvix building Consortium that has executed the project, decided to trust in the ULMA drainage channels mainly due to a proposal in which the installation of the channels was done in a shorter period and at a more competitive price.

The International Airport of Brasília, with a terminal capable of handling 9 million passengers per year, is one of the most modern airports in Brazil. It has a shopping centre with 136 shops. It is the third airport with most movement of Brazil, following the two main airports of São Paulo, Congonhas Airport and Guarulhos International Airport.

## ULMA EMBEDDED SOLUTIONS

### ULMA Embedded Solutions, partner of National Instruments and Xilinx

ULMA Embedded Solutions is committed to collaborating with the best companies in the development of solutions for its clients. With this objective, in addition to working towards obtaining certifications (more than 10) that show its capacity with the tools and technologies of referential companies, ULMA Embedded Solutions has incorporated National Instruments and Xilinx to its network of partners. Becoming a partner of these companies is a long and technically demanding process. The main requirement of National Instruments is the CLD, Certified LabVIEW Developer certificate. This title shows the capability of using LabVIEW a tool for graphic design of systems. Regarding Xilinx, the successful experiences with its technology and focus that ULMA Embedded Solutions has had with the safety- and critical-mission sectors have been the key. With these two latest incorporations, the network of ULMA Embedded Solutions partners has nine companies collaborating in different scopes: from those that provide knowledge like MU to those that provide specialised technology in safety applications.



## ULMA PIPING

### Lazkao Forging obtains its first homologation in the aeronautic sector

During 2011 the Strategic Commercial Plan for ULMA Lazkao Forging was defined and included, among others, the development of forging for the Aeronautical Sector. Aeronautics is a special sector in which the manufacturing process and control of the same should be 100% guaranteed. Over the last 2 years ULMA Lazkao Forging has developed a simulation model in forging capable of predicting the final microstructure of a part forged in INCO 718. This simulator, currently in validation process, has opened the doors of ULMA Lazkao Forging to ITP and during the month of January the first audit of the System has been carried out obtaining a very positive result of the same. All this work is being jointly developed by the technical and quality offices of ULMA Lazkao Forging and ULMA Piping with the support of Mondragon Goi Eskola Politeknikoa who, together with ITP, have ventured on a project in order to capacitate and homologate ULMA for aeronautics. After overcoming this milestone, and being aware that the route to follow is a long one, we are going to start with the homologations in EN9100 and NADCAP, both specific of aeronautics. In parallel, during the month of February the first tests of forging on real tools were made in order to validate the work done up to the date. The approval will finalise once Rolls Royce (manufacturer of aircraft engines in alliance with ITP – Industria de Turbo Propulsores) audits and homologates the Lazkao plant.

## ULMA GROUP

### Nearly 200 photographs received in the eighth edition of the photography competition of the ULMA Group

At the end of last year 2013, the ULMA Group launched the photography competition for its partners and workers. In this eighth edition and under the theme of "Seasons of the year" nearly 200 photographs were received. All the participants of this competition entered into the draw of a Samsung Galaxy Tab 3 Tablet and Maria Elola, partner and worker of ULMA Construction, was the winner. In addition, the 12 best photographs, were chosen to illustrate the ULMA corporate calendar for this year 2014

Thanks to all for participating.

## ULMA FORKLIFT TRUCKS

### ULMA Forklift Trucks host of the open door day about Good Practices of the MONDRAGON Group

The session, coordinated by Iñaki Belaustegi, responsible for the model of MONDRAGON corporate management, was attended by representatives of the Orbea, Soraluce, Loramendi, Danobat and Alkargo cooperatives.

The MONDRAGON Group for over a decade has an identification, validation and diffusion process of good practices that illustrates the specific way in which a cooperative has initiated some of the concepts of the corporate management concepts, so the rest of the MONDRAGON companies can be inspired to apply it by adaptation to its own context.

For this aim, Jesús Jara, responsible for the "Development of an online TAS and electronic commerce" project carried out by ULMA Forklift Trucks, supported in his presentation by Jon Ander Aramendi and Jose María Arozena, transferred to those attending all the details of the project since its conceptualisation, birth, development and implementation.



Likewise an evaluation of the results obtained to the date, the conclusions, the areas for improvement and the future proposed perspectives was made.

The development of an online TAS arose from the need of having tools that favoured more adequate management of the fleet of the ULMA forklift trucks. This project has allowed standardising and optimising TAS action resources, by having access to all the information in real time and using a tool that alleviates all the administration manual tasks, that way improving client assistance.

Without any doubt, the most valued by those attending the session was the generosity that companies like ULMA Forklift Trucks, worthy of a Good Practice from MONDRAGON, shows by disinterestedly sharing their experiences in order to teach others and build a better cooperative Group.

## ULMA PACKAGING

### ULMA Packaging designs a system for the packaging of fresh chicken



ULMA Packaging has developed a new format of packaging for the chicken market that offers better presentation,

protection and levels of hygiene eliminating all contact with the exterior. The technique used consists of using the flow-pack **Artic Quad** line to create an improved version of the cushion bag designed for packing complete chickens.

The packaging system includes a modified atmosphere process to increase the life of the product. After having wrapped the poultry (with or without tray) the equipment seals the film from the four corners giving it the effect similar to that of a box. This allows the wrapper printing options on the sides to have better visibility in the establishment.

The Asda chain of supermarkets in the UK has gone one step further and using ovenable film, they have launched oven-ready quad-packed chicken on the market. This way the consumer does not require handling the product for oven roasting: direct from the supermarket to the table.

The product is commercialised already prepared with different sauces so the consumer can choose the flavour he/she most likes.



## ULMA CONSTRUCTION

### The ULMA stand in BAUMA is awarded the “EMPORIA 2013 Special Prize to the best design or system of mobile structure and marquee”

This recognition has come from the hand of Veredictas Internacional, the oldest agency for certification of standards of excellence. With the support of the Madrid Polytechnic University, the ETSAB of Barcelona, the CSCAE, the CODIC, the main associations of the trade fair sector and the main media of the sector, the National Awards for Ephemeral Architecture, EMPORIA has been convoked.

The EMPORIA awards recognise construction and communication aspects like the relationship of space and usage,

the relation between the decoration and the values of the brand, the best technical solutions, and creativity or the respect of the environment.

In the case of the ULMA stand in the BAUMA Trade Fair of Munich the design, planning, coordination, construction, assembly and disassembly of the building has been taken into account. With a dimension of 57 x 30 m and a total height of 13 m divided into two floors the pavilion became another element of the exhibition, because the structure was based on

the MK System. This product made the stand a dismantlable and transportable structure which currently has been assembled in Oñati as a Showroom.

Ephemeral constructions have become true laboratories for experimenting in which the MK system once again can show its full potential. The versatility of the system has made the product ideal for any type of application and configuration either in civil works or in building, in temporary or permanent constructions.

## ULMA HANDLING SYSTEMS

# The logistic automation system that ULMA Handling Systems will develop for LUG (Grupo Intermarché) will allow preparing 150,000 boxes per day



ULMA Handling Systems signs an important agreement with LUG, a member of INTERMARCHÉ, the well-known Chain of Supermarkets in France

for the execution of an ambitious project of logistic automation.

The project marks an important milestone in the history of ULMA Handling Systems, which positions it as a referential logistic engineering consultant in the Large Distribution sector.

The installation is designed to prepare 150,000 boxes per day using the complete automation of the order preparation process, which means a large amount of innovation and engineering.

The project, in which LUG has invested 10 million Euros, will allow the company to reduce the errors caused in the order

preparation process and increase speed and effectiveness, improving traceability and consequently, in the service offered to its clients.

The installation will have 4 robots for preparing orders by layers and 4 robots for storage of trays (FSS) and 2 anthropomorphic robots for the automatic preparation of the individual boxes.

This is the first picking system of fresh layers developed by ULMA and the first implementation of FSS systems in the French market.



## ULMA AGRÍCOLA

# ULMA Agrícola present in several trade fairs of the sector around the world

ULMA Agrícola will continue its commitment to trade fairs and events of the agriculture sector as part of its internationalisation strategy and reinforcement of its leadership of the worldwide market.

These events, in addition to being a window for showcasing the wide offer of solutions and services, also help to support the relationship and constant closeness with the client and end user.

ULMA Agrícola, during the last quarter of last year attended several trade fairs of the sector, among which are the

FRUIT ATTRACTION trade fair in Spain, EXPOAGROALIMENTARIA in Mexico or GROWTECH EURASIA in Turkey. Spaces where they shared in a different environment to the normal one, the options and needs of the clients, always obtaining from the same improvements in their collaboration.

Following the trade fair calendar of this year 2014, ULMA Agrícola has been present in the 38th edition of FIMA 2014 that was held in Zaragoza from the 11th to the 15th of February and where they presented the improvement developed by their R&D and innovation department.

They were also present in the SALON DU VEGETAL trade fair in France from the 18th to 20th February and in the VII National Horticulture Congress, FASAGUA, held from 5th to the 7th of March in Guatemala. From the 11th to the 15th of June they will present more new products in the GREENTECH trade fair that will be held in Amsterdam.

ULMA Agrícola, with this extensive calendar of trade fairs confirms that it is not only a solid company, but also its commitment for internationalisation and the constant commitment of the company for being near its clients and end users.



## « ULMA FORKLIFT TRUCKS

### The legislation does not sufficiently regulate «theoretical and practical training»

«There is a high rate of accidents in the industry related to the use of machinery for loading, treatment, storing, handling and unloading of materials. The legislation in this respect is too ambiguous and has not been developed as a specific obligation by the legislator, which makes it difficult to promote specific measures aimed at reducing accidents caused by the end users.

Those were the comments made by the commercial and service director of ULMA Forklift Trucks at the encounter with the specialised media of the sector and of maintenance on last 27th of January. For Mr. Fernández, the legislation does not sufficiently and adequately regulate «the technical and practical training», as required by article 19 of the Law for Prevention of Occupational Risks, therefore a proliferation of «forklift licenses» granted by professionals and less professionals.

Secondly, Fernández defends the need for knowing and foreseeing the risks of using these machines to apply active and passive safety solutions. «Many accidents are produced every day due to ignorance of concepts like “dynamic stability”, “transversal stability”, “displacement of the gravity centre”, “residual capacity” or “load limitation due to height”. And, lastly, but none-the-less important, the equipment should be in perfect condition of use and with all its safety elements



## « ULMA ARCHITECTURAL SOLUTIONS

### ULMA Drainage Channels in the Centre de Disseny - Barcelona

The **Museo del Diseño**, or Disseny Hub as it is now called is located on a sloped plot with a seven meter elevation difference, on the sea side of the Glories Square in Barcelona next to the Agbar tower of Jean Nouvel. This outstanding project has ULMA Architectural Solutions draining channels.

In such an emblematic environment as it stands, the maintenance of the urban environment is one of the worries of **CLABSA**, a public entity that is responsible for the planning, the development and the operation of sewerage network of Barcelona. This is why the building company has decided on the installation of the **F250** channels with foldable grids by ULMA. These grids facilitate access to the interior of the drainage channel for cleaning, that way achieving a significant savings in maintenance costs. This channel also has great hydraulic capacity.

**BCD Barcelona Centro de Diseño** is a centre for the promotion and boosting of design in the company and institutional environment

founded in 1973, the first in Spain. Since then, BCD promotes design as a strategic element and key factor for innovation and competitiveness.

The **MBM arquitectes** studio is the author of this project and are characterised for being “city renovators”. Their architecture enjoys a distinguished reputation, characterised by sensitivity and discretion.

These are all the channels installed in this project:

- F250 + foldable grid
- M150K
- F150K
- SELF200K

#### TECHNICAL SPECIFICATION:

**PROJECT:** Centre de Disseny-Barcelona

**LOCATION:** MBM Arquitectes

**CONSTRUCTOR:** Ute Acciona Copcisa

**PROMOTER:** BIMSA

**LINE METERS OF CHANNEL**

**INSTALLED:** 980ml

periodically revised. To the extreme that even the identification of which are those elements is legislatively defined and, therefore, very often we find very old forklifts working on the market and without those elements, or with them in very poor condition, which means a danger for the workers.

In this sense, «ULMA works in all these non-regulated aspects by training the users with an advanced course of use and safety and with complete maintenance of its machines through the “complete service” of rental or of the different maintenance contracts it makes available to its clients».



Corporación MONDRAGON who shared their objectives and communication strategies based on the opportunities that the current digital ecosystem offers.

The second session, held in the auditorium of the ULMA Group, was organised by the Association of Communication Directives Dircom, under the theme "How to adequately structure a Social Media programme". During the session, framed within the programme of training workshops in corporative communication, the need for being aware of the change in communicative reality in which the users directly participated in the creation and improvement of the products and services. The users propose, converse with the companies, thanks in large measure to the possibility offered by the digital ecosystem 2.0, for why the knowledge of these communication platforms is necessary and above all the normal practice of active listening.

Both sessions responded to one objective aimed at guaranteeing values like the transfer and diffusion of knowledge about a subject in this case of such current matters like the corporate social digital communication.

## ULMA GROUP

### The ULMA Group encounter for the interchange of knowledge regarding digital communication and marketing

There have been two events related to the communication 2.0 and the social networks that during this beginning of the year have been held in the ULMA Group installations.

On one hand, within the diffusion process of Good Practices defined by the MONDRAGON Corporation for the interchange of knowledge among all the cooperatives, an open-door day was held where the development and implementation process of its own manual

for digital style prepared by the ULMA Group in collaboration with Mondragon Unibertsitatea was presented.

The digital style manual is the result of the consensual decision made by the ULMA Group businesses to define some unified criteria that allow transferring a coherent image and in symphony with the values of the ULMA brand. The open-door day had the participation of representatives from ATEGI, FAGOR Ederlan, Mondragon Lingua and the

## ULMA PACKAGING

### Packaging solution for the manufacturing of non-refillable oil



ULMA Packaging has developed a specific thermoformer for this application.

Faced with the enforcement of the Royal Decree 895/2013 of 15th November that establishes that olive oil made available for consumers is adequately packaged and labelled, as well as foreseen with a system that impedes the refilling of the container once emptied of the original product, ULMA Packaging has developed a wrapper to cover these new needs.

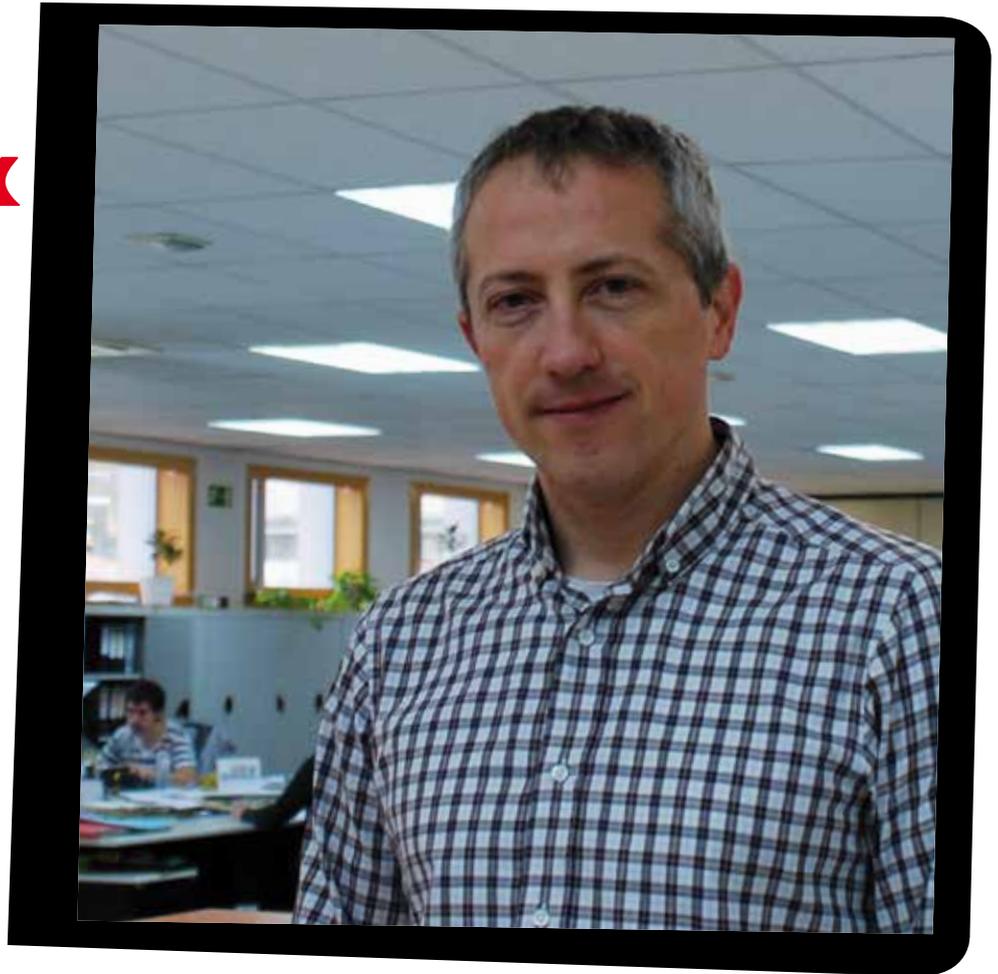
This is a specially designed machine, with an optimal size for average productions and a minimum need of investment designed for the single-dose packaging of oil.

There are two models of machines, for round lid containers or square lid ones.

#### 80 containers per minute.

- Both containers are closed with a printed film lid for the correct identification of the product, its characteristics, brand, producer, etc.
- Easy-open container
- Possibility of embossing the packaging date on the base of the container.
- Possibility of automatic boxing in cardboard boxes.

“*The cooperative model is very powerful because it puts people at the centre of the organisation and with all their potential at the service of the same.*”



**“The basic strength we should promote is that of each person. The rest of strengths arise from or are derived from that basic one.”** RAÚL GARCÍA. President of ULMA Construction

“**In this difficult context in which we find ourselves, in which solidarity seems to be one of the keys to success, Do you think that as a collective we are cohesive and committed to the Business?**”

*I am not going to say that there is no cohesion and commitment, but yes the situation in this sense can be improved. The first that comes to my mind is the sensation that, paradoxically, when the farther one*

*gets from Oñati, the more commitment one sees in the people of ULMA Construction. This is at least what I perceive. Curiously one sees that employees of some affiliates and branches live the company and are proud of belonging to it. It is not that this occurs in all the places we are present, and it is also true that subjects like degree of development of the country and the difficulty of finding decent employment also have their effect, but yes this is the general sensation I have when I return from*

*a trip. Having said that, I also sincerely believe that the motivation, commitment and cohesion of the persons, and especially of the partners, is there, waiting for the opportunity of becoming manifest and put into practice. Therefore, those of us that have management responsibility have to generate an adequate climate and promote a style of leadership that promotes these aspects. In addition, we have to add the best will of all, especially that of the partners.*

« In your opinion, What do you think are the tools that should be promoted by the cooperatives/ Business and the Group for strengthening that implication?

*Is a free-lance worker implicated in his own business? In cooperatives, the bigger the company, the further we are from that ideal, but I think that it is what we should always have in mind and on what we should always focus our efforts. For that reason, I believe that each partner has to assume that responsibility and try to apply that mentality in his field of work. In addition, as I mentioned in the previous question, having adequate leadership is fundamental in my opinion. Not only is it the key for implication of people, it is also for many other important aspects, like for example, professional development, team development, personal satisfaction, joint projects, corporate development, organisational climate... And all this, in addition to affecting each person, also clearly affects the performance of the company.*

« Do you think that the cooperative formula is the best way for approaching new challenges and the global context in which our Businesses have to develop? Which do you think are the strengths of the model that we should potentiate?

*I think so. Firstly, the cooperative model is very powerful because it places the person, all the persons, at the centre of the organisation and with all their potential at the service of the same. It is very difficult to find any other model with more potential. Another thing is how far from that theoretical model can the cooperatives be nowadays, due to diverse reasons, like the type of society we live in, the times of economic boom, the styles of leadership we have had, the difficulty for exporting the model to other countries, etc.*

*The basic strength we should promote is that of each person. The rest of strengths arise from or are derived from that basic one. A person in constant*

*Our essence is the persons and their development, but also the search for integration with society and trying to transform the aspects of this latter that we do not like.*

*growth, motivated, valued, conscious of being part of a company, of working to his own benefit and also to the benefit of the rest, is the best base on which any project can be built. I understand that that was the spirit of the first pioneer members of a cooperative, but since then it has lost its meaning. I believe that now is the time to begin to recover it and to brighten it up. We really need it.*

« Do you believe that the cooperatives are sufficiently agile to react in such a changing environment as the current one? What measures or instruments for improvement could be implemented?

*It is true that the balance between agility and participation of the partners is complicated to obtain, even more in the case of large cooperatives and even more so in the case of the Group. We cannot all be in everything, but on the other hand the participation should be an intrinsic element of the cooperatives. I think that, in first place, we should design a model of participation that tries to find that balance and with which we all feel comfortable. The model would indicate who participates and to what degree in the different fields of the company. With that model, we would have to define mechanisms that channel and systematise the participation of the persons according to what has been defined for each field. It is not an easy subject, but I am convinced that it would be interesting to develop it.*

« ULMA Group as a group with a Social aim has its own foundation.

How do you believe we could promote and motivate the ULMA Foundation project?

*On one hand, I clearly think that the work done up to now has been good in the sense of giving the Foundation a modern and dynamic image. A series of interesting activities have been organised to which later publicity has been given by means of the developed communication tools. All this has a value that has to be acknowledged and that should serve us as a support for making a qualitative jump towards another scenario. In my opinion, it is necessary that the General Counsel of ULMA Group should take the reins of the Foundation and that, under the leadership of that body, the bodies of the cooperatives should reflect over the direction and aims that we want it to have. I believe, that at least on the inside, we should escape from the acronym CSR (Company Social Responsibility) or (Corporate Social Responsibility), which are in fashion and are used by some large companies that are not precisely the best example of social responsibility, and search for a direction more in accord with our corporate essence. Our essence is the persons and their development, but also the search for integration with society and trying to transform the aspects of this latter that we do not like. I believe that a Foundation in which the partners and the bodies are not the direct main characters is what can be done by any other company that is not a cooperative. In our case, the activity of the Foundation should be that of adapting to the mentioned concepts and, based on that, it can also contribute to publicising our image as a socially committed company, which, why not, can be used also as a promotional tool.*

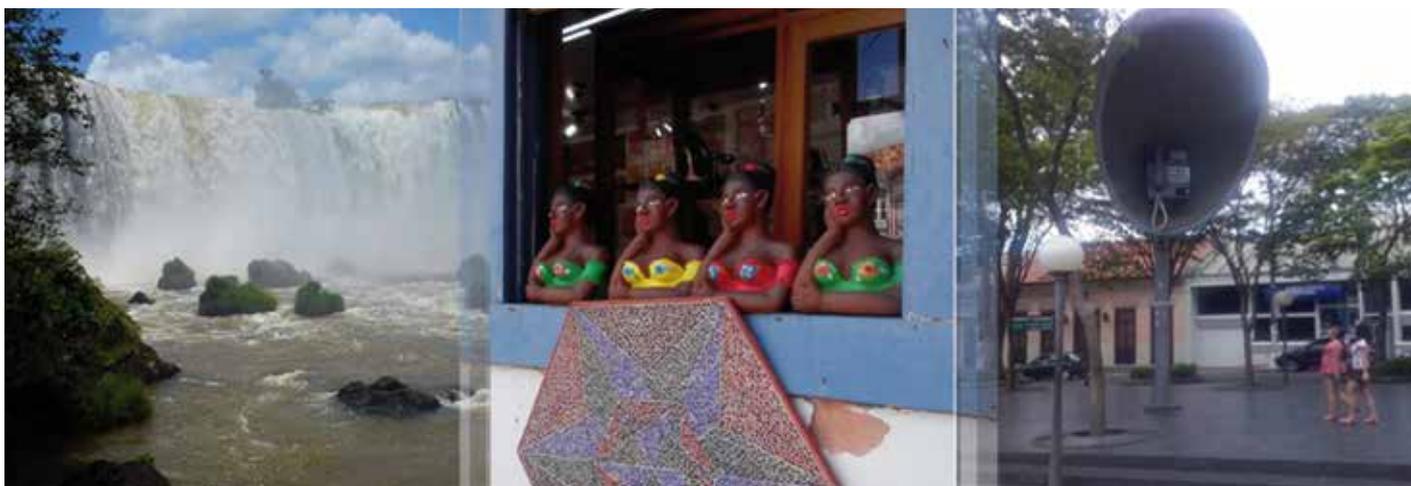
# Germán Rodríguez

## ULMA Construction expatriate in Brazil



*“Last year, the workload at ULMA Construction waned considerably, off-hand I discovered that in my Business they were looking for people available for moving to Brazil to work, I took courage and asked in HR, they told me about the profiles that were required and I saw that mine was among them. At home I talked about the idea of going to work abroad and after evaluating the situation that was arising here; we saw the opportunity was there.”*

>> Germán Rodríguez with his wife Begoña.



>> Images of Iguazu and Ouro Preto.

*"After finding out that in ULMA Construction they were looking for people to go to Brazil to work, I asked HR for more information about the position of Supervisor of Logistics at Belo Horizonte and the conditions of the same and I accepted the challenge. The construction of an 8,000 square meter deposit is being finalised to accompany the growth of the affiliate up to now and we foresee having a future in the state of Minas Gerais.*

*On the 2nd of March last year I arrived at the Guarulhos Airport, São Paulo, after a trip of nearly 12 hours at night, nearly without sleeping and having left at home a situation that even though expected was desolate, my brother-in-law passed away the same day I took the plane towards Brazil.*

*I came alone at first, I wanted to know the style of life in Brazil, very different in all aspects to ours, and after a few months Begoña came over, and she is still getting acclimatised. We have two daughters, but they are old enough to stay at home, and in addition, they have their own lives organised.*

*Once in Sao Paulo the first one asks is what the hell am I doing here, one month of Portuguese classes, without knowing Brazilian culture, of which you can only imagine that all is samba and little work, and seeing along the way the hotel where you have stayed and the great differences in the urban and human landscape to which over there we are not accustomed and I hope we never have to*

*The welcome by the people was exceptional, I felt very well received, in addition, the Brazilians are generally very happy people and that happiness is very contagious.*

*get accustomed to.*

*Sao Paulo is a cosmopolitan city, large, with traffic jams that you try to avoid (although it is practically impossible to not fall into one), and with quite a high "perception of insecurity", something that here in Belo Horizonte is not fully appreciated.*

*I started work on the 4th of March in the affiliate of Sao Paulo with Belen and my Brazilian brother Damasceno, knowing the processes and work procedures they have implemented here both in the patio as in the Administration.*

*The welcome by the people was exceptional, I felt very well received, in addition, the Brazilians are generally very happy people and that happiness is very contagious. That was in Sao Paulo, in Belo Horizonte where I am since mid-January of this year; I can say that I had an exceptional welcome.*

*In the evenings and at weekends of March I took the time to get to know Sao Paulo a little better by the hand of Belen Ibañez who had arrived nearly half*



*a year earlier, then two more colleagues arrived, Mikel González and Luis Parrilla, that being accommodated so near, after work we share leisure and hobbies, for example, cooking, which in turn is a day-to-day necessity.*

*Little by little we got to know more people, expatriates from different sectors and companies, Monica Casado of ULMA Architectural Solutions, Javier Alonso of LKS, etc. We formed a very nice group in which we shared moments and experiences at the weekends and some bank holidays.*

*We visited the surroundings of Barueri, where our hotel is located, and we began to get used to the local way of life and customs, although something I cannot get used to is the schedule. At 11.30 in the morning the employees are already going out for lunch, the restaurants are generally buffet style, everything is eaten on the same plate and you pay for what you have put on it, they weigh and you pay for the weight of the food, not including drinks. Well, that is what happens outside of Sao Paulo, because in the city you have an enormous gastronomic variety, the only thing missing is our fish.*

*I have been here for one year and I can assure you that the experience is highly awarding, both professionally and personally, with its obvious lacking, but it is well worth the effort of leaving "all behind" at home and taking the adventure."*

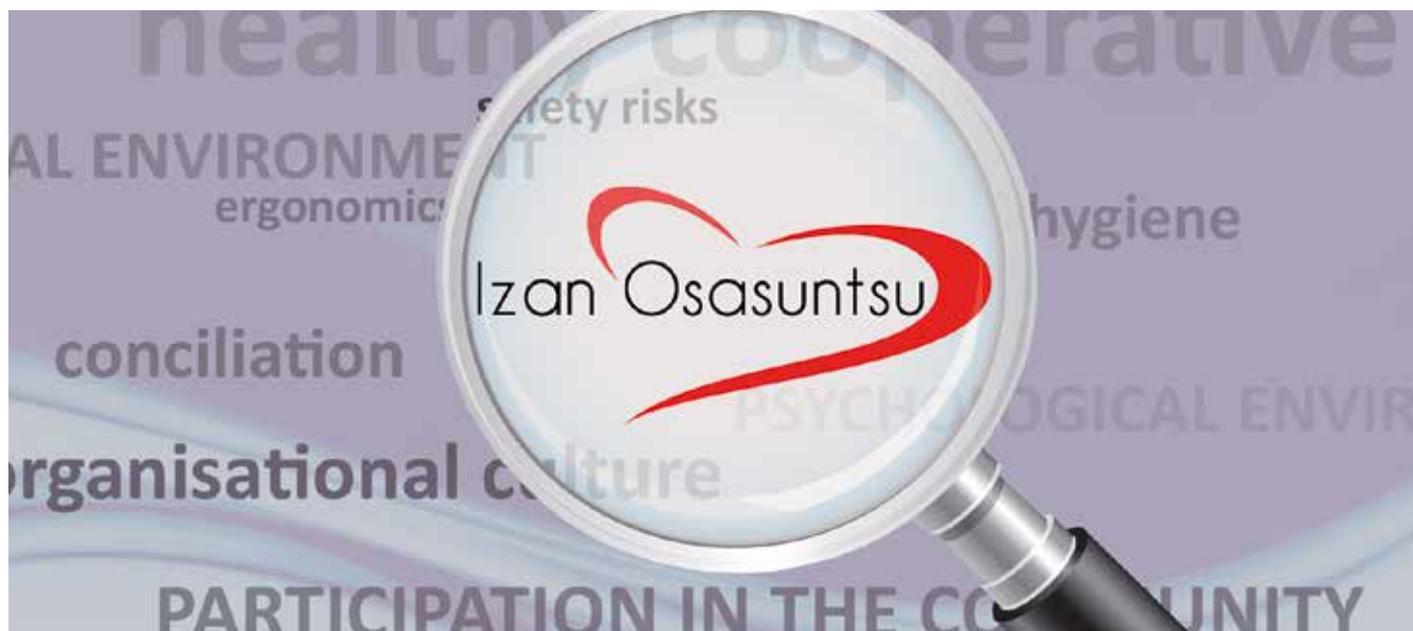
# Promotion Programme of the ULMA environmental Health



Promoting occupational health is putting into practice a series of initiatives to improve the health of the workers and increase their own control over health in the same work spaces.

The main objective of this campaign is to improve the health of the ULMA Group partners by developing personal and collective abilities and responsibilities related to health management, self-care and personal development of the partners.

During this year, from the occupational health area we will be developing policies and activities aimed at meeting this objective.



#### RECOMMENDATIONS FOR MORE HEALTHY EMPLOYMENT (Valentín Fuster, cardiologist).

**| Plan your work:** Establishing an order or priority in your tasks, looking for and adding the contact data of the persons involved or putting alarms on the computer to control the times or the moment for making a call can help to optimise the work flow.

**| Adequate illumination:** Insufficient illumination can cause visual fatigue and headaches but also somnolence and lack of concentration. Natural light is the healthiest, dimmed by curtains or stained windows to modulate the luminosity, but if this is not possible, try to avoid fluorescent lighting and choose warm lighting.

**| Body posture:** Frequently changing your posture or doing exercises with your shoulders and neck promotes cervical health. Standing up and walking every now and again also helps to waken your muscles and avoid back aches. Control your body position. If you spend hours at a desk you should have furniture that promotes a healthy position.

**| Adequate furniture:** The table should be spacious, it is convenient that the chair has a headrest and flexible back and that there is a footrest under the table.

**| Standing-up work:** If your workday is done standing-up, you should be able to sit down every now and then and you should wear shoes with reinforced insteps and low heels.

**| Mid-morning rest:** This help to reactivate mind and body. Activate the body. The posture is as important as flexibility. Ideally disconnect not only from the work, but also from labour relations and personal worries.

**| Eat healthy also at work:** Using a Tupperware can help to prepare light foods that do not hinder your work in the afternoon, avoid fast-foods and control your diet. Fruit can decorate the desk and be a healthy snack, in addition to providing additional energy for your daily activity.

**| Personalise your environment:** Good emotional health is the best company to vitalise your daily routine, family photos, little desk gifts or the drawings done by your children are fundamental support elements. Plants at the work space reduce stress and increase optimism. Include plants in your work space to reduce stress, alleviates depressive symptoms and increases optimism. It is best to choose the ones that last all year round, the ones that adapt to all types of light and without flowers, because these latter ones require more care. Aromatic plants like mint, thyme, or rosemary can be alternatives that add well-being to your work day through their aroma.

**| Take care of your senses:** Noise, smells or temperature can affect well-being and concentration at your work. A practical suggestion is to reduce the sound of your mobile phone as much as possible, as well as the sound effects from your computer.

**| Finalise your work-day with order:** Planning your day in advance is as important as finishing it with your mind free to enjoy your leisure time. To do that, you can organise your work space before leaving it by organising your desk or noting down the work pending for the next day.

# Pre-retirees from the Granada Delegation of ULMA Construction tell us of their “corporative” experiences

>> E.S.: ENCARNA SALINAS

>> J.E.B.: JOSE ELOY BUENDÍA

>> E.A.: ENRIQUE ÁRBOL

Many years ago they started to incorporate as partners some Cooperative employees who were outside of the Oñati environment: This was a way of involving the persons of the delegations in the cooperative project, giving them identical status to that of the partners in the Headquarters. Three of these partners relate their experiences as members of the cooperative at ULMA Construction.

« When did you start working in ULMA? how many years have you been in the cooperative?

*E.S.:* I started working on 6th November of 1976; I have been in the company for 37 years.

*J.E.B.:* In June 1980.

*E.A.:* I have been her for 37 years less 17 days. On past 17th January I would have been her for 37 years. I started in January 1977.

« And have you been in the same position all these years? Or have you changed?

*E.S.:* When I started in 1976 I started in the installations that were in the Azegra Industrial Estate, At Peligro. And later we moved, in June 2001, to the installations that are in Camino Nuevo where the offices continue, in Peligro. Since my youth I have been very involved with the cooperative because the first warehouse that was installed in Granada was a tobacco dry-house that was rented by the first delegate in Granada, José Antonio Madina and he rented it from my grandfather. Coincidentally in that period my father was a farmer and, as his work did not offer him much security or stability,

they offered the position of warehouse foreman and he started controlling the first warehouse in Granada. Due to that, since I was young, when I went to visit my grandfather, there I saw the scaffolding, the supports, and all the parts that were used then. There was not much variety but that is what was used. Since then I became linked to the company. My father had a small office there where he prepared incoming and outgoing delivery notes when he loaded and unloaded the lorries which I curiously watched him unload and load. When I finished studying COU, an administrative clerk was needed in the new office and that was when I entered and remained until my pre-retirement.

*E.A.:* I joined as head of assemblies and later I became assembly manager –that was what the pay-slip said- and then foreman. What happened then is that we did everything... I have even assembled a lot of greenhouses. The first multi-tunnel greenhouse that was assembled in Spain was in Arcos de la Frontera, in an area that was called little Holland by some Spanish repatriates from Holland that founded a company. A lot of zenithal windows were assembled that opened simultaneously and I was there assembling with Lazkanoiturburu. We did the greenhouses for some time but then



it was done by Agrícola who contracted external assemblers and they did it.

**J.E.B.:** I am a commercial technician. I was working selling the tubes we sold before, 12 meter tubes, round ones, square ones... for workshops and aluminium for metalwork, windows and everything. After some time a position was free in Granada and they stopped selling tubes and I started working in the construction field. As a commercial technician I sold all the products of ULMA Construction: support posts, systems, and formwork, in other words, everything. I am a street engineer. I like working on the road. For me it was the same selling toys as museum reproductions with my parents when I was young for some time... I love selling, although it took some time getting used to it not knowing the works and the construction, but asking questions and paying attention to what I saw and how I liked the work and the place too, but that was just a question of time.

« During all this time, how has ULMA changed? The people, the organisation, the work methods...

**E.S.:** It has changed a lot. The truth is work is like at the beginning but nowadays the means make work much easier. Before work was very manual and

All my time in the company has not been as a partner, but since the beginning I have felt as if it was something of mine, I felt at home.

>> E.S.

required a lot of effort. Nowadays with the existing means, work is much easier. I started with a typewriter and everything was very rudimentary. To make a phone call we had to ask for a line from the town switchboard and we had to call the operator to have a line to speak with the clients. Later and with time everything was evolving. More or less in the 80's is when we started working with computers.

**J. E. B.:** Well, well, well... you just cannot imagine how things have changed! What I have seen. I was writing something here, but what comes out of my brain is healthier and pure. Then I thought the company was mine. But it has changed a lot. It was another way of directing the company, the way of treating people... Now we are more godlike, we believe we are someone, and of course we are, but the way of working before and now is completely different. People



have to enjoy. Before people worked Saturdays and Sundays and that was tangible, people lived the cooperative. People came from Oñati to Andalucía, to Granada and they spent hours and hours doing the inventory, etc. they transferred commitment.

Now I have the feeling that people are always looking at the clock. In my area of commercial on the road, things have changed a lot. I am not saying that the ones working now are not doing it well but before we were all one group and now I have the feeling that each one goes to his own advantage. They do their work and that's it. That is the sensation I have. I have been on the road, I have worked a lot because I liked my work and I have loved my company. I thought it was mine. I have always commented with my colleague in Almeria, Pepe Garcia, now is the time we have to be on the road even more. We have to have more contact with the clients. Before we did not have so many computers and you had to go round the province day after day... there was contact and you made friends with the clients, you asked about their wife, their children and then when they needed something, who were they going to ask, who were they going buy support posts from, well Pepe!, of course, call Pepe! We took the material and... later I would go round and you can pay me, there was

another way of thinking.

**E.A.:** Well the evolution of ULMA, just imagine! When I started working there were 3 or 4 university graduates. I am just thinking of J.L. Madinagoitia, of J.A. Ugarte, Javier Igartua and little more. All the rest were industrial specialists. Now only in Granada there are more university graduates than what was in all of ULMA and in the delegations we did just about everything. It was the same to assemble scaffolding or lifts. Before there was more cooperative spirit. Now I believe that people are just more comfortable.

« And what has working in a cooperative meant for you?

**E.S.:** I did not join as a member at first. I started working in ALFRE. The workers hired outside of Oñati were hired by ALFRE. Later there were changes, because ALFRE could not hire so many people. The company grew a lot and we were passed to ULMA but as employed workers. In 1989 they proposed to me to join the cooperative and I became a partner. All my time in the company has not been as a partner, but since the beginning I have felt as if it was something of mine, I felt at home. I have felt the cooperative from the very beginning.



>> J.E.B.: JOSE ELOY BUENDÍA

**J.E.B.:** I had never worked in a cooperative and I have liked it. I have enjoyed my work. When they told me I was going to work in a cooperative I thought: all together. There are also some cooperatives that have failed. I remember that there was cooperative here with five partners and the first they did, I will never forget, was to buy a new Citroen BX each one, each one had to have his

new car, and in one year it went bust. Here in Andalucía the cooperatives are different, they have another mentality. I believe that the cooperative spirit is lost, and if it remains, there is very little. And I feel sad, I would like the cooperative to continue and become more united. In the good times we were all flat out and we all gained money and in bad times we had to tighten our belts and be more on top of the client, be more constant, in other words, be more on the road.

**E.A.:** I have always felt part of the company; the truth is I have had much freedom and much responsibility. Nobody has told me what I had to do; I have always assumed my responsibility. I have always been very comfortable and I have taken work as my own, I have never had the sensation of being used, I have always been comfortable in my work, very good.

« And after all these years that you have worked in ULMA, how do you value your stay in the company, your record?

**E.S.:** The truth is that it has been quite good. I have had nine delegates as bosses during these years. I have had very good companions and I have always felt backed-up by my colleagues and by my bosses. I have had felt very good at work. Logically, there were moments of tension, like in everything, coexistence is not easy but the environment is important and feeling it is yours and being a partner and that you have something of your own makes your work easier in those periods. I have felt that something belonged to me and, besides developing my work the best I can and with all my responsibility, for me ULMA has been like my second home.

**J.E.B.:** Very good! Extraordinary. And it is not that I have become a better salesman than I was, but I have studied in the road university, I have enjoyed working in ULMA. I have not had any problems. I have always fulfilled the objectives. The non-payers were important for me; I believe it is something that should be



The non-payers were important for me, I believe it is something that should be very strictly controlled. It is better to sell less but with security of payment.

>> J.E.B.

very strictly controlled. It is better to sell less but with security of payment. I have left ULMA and I have the account at zero after 32 years. I have stopped working, and I have felt loved by my company. Experience is a degree, that is why I have tried to learn from people of the cooperative that have been like my parents, you have to listen, see and hear what they say and later apply it on the road, in the company, in your way of thinking...

**E.A.:** I value my stay in ULMA as very positive. I have developed myself as a person, as a worker, I have made many friends in the company, some are already retired but I would like to recall Javier Galdos, Javier Lizarralde, Javier Zabala, J.L. Madinagoitia, J. A. Ugarte, Javier Ugarte, Enrique Zubia, Enrique Urkia, Felipe Vals, Javier Murua, etc. It has been very positive.

« What can you say to us who are still working in ULMA?

**E.S.:** Tray and enjoy yourselves. Work is an effort that we have to do, some people say they enjoy working, yes, but always that you are in a nice environment with good colleagues.

**J.E.B.:** Do not look at the clock! I have done marathons, half-marathons. Once I fell ill and my doctor told me: forget the clock, do what you have to do, although you arrive half-an-hour late. I would say push harder, be more humble. With more sacrifice by all these bad moments will

be overcome. The people still working at ULMA have to keep that spirit, they have to return to that spirit. In the magazine that you distribute and I collect, my colleague and boss then, Enrique Zubia already said, that he reclaimed the cooperative spirit that had disappeared I also reclaim it. It is all about making the company continue forever, that you have employment.

**E.A.:** Well maintain that cooperative spirit. Thank that the persons are the most important of the company and that if the persons do not work well things are not going to be good and we have to give 100% to the company. If the company goes well you do well. If the company goes badly, it will be very difficult for the rest to go well. One has to look for the company and the people that form it. It is true that now there is less work, and the work that is there is not as good as we would like, you contact a job and you do not know if you are happy or not because you do not know if you are going to earn money or not, before you knew you would earn money.

« What plans do you have in the future?



>> **E.S.:** ENCARNA SALINAS

**E.S.:** Well now it seems as if I am on holiday, it has been nearly two months, but I have relaxed at the beginning and little-by-little one starts doing things you like, hobbies you have not had the time for, dedicating my time to my family. Logically, work absorbs too much time and you have to leave the family a little on the side. Now I have to dedicate time for the family, with my parents, who are getting old, my mother-in-law who is also very old and generally rest a bit. Many

people say that when you pre-retire you see yourself as old, but now I feel very well physically and mentally. I have assimilated it very well and hope it continues like that, anyway I already have grandchildren, although my granddaughter is far from me –they live in Madrid- but well, I can visit them when I want and there is another on the way... Before I never had time except at weekends and now I can go and see them.

**J.E.B.:** I suffered a retinal detachment and I wish that God helps me to recover my sight. My idea is to be at home, and study what I did not study when I could. I like painting and also walking. I am sure that I will not just sit and get bored.

**E.A.:** The current Director, Aitor Igartua, told me that now, Aitor Igartua, well, just enjoy yourself... And I said, well I enjoyed myself when I was working.

« Would you like to add anything, any experience...

**E.S.:** Throughout my career, I have been out of the Granada office because on some occasions I have had to visit other work centres because probably they have had to change the administration staff, newly hired people and I have been moved to update or teach work programmes and twice I went to the Canary Islands. Twice, I was in Tenerife teaching the work programmes to some colleagues and I was also in Sevilla with another colleague that started working so I have had some experiences outside of Granada.

**J.E.B.:** I grew-up on the road and I have seen a lot. I remember that the delegate accompanied me to Linares to see a client and I have always liked studying the shoes of people... When we arrived I saw the client was wearing patent-leather shoes, and I thought patent-leather shoes on a work site, that's bad... And they were plastic. I said to the delegate... this guy is going to fail on us! We sent him 1000

support post and with the first payment he started prognosticating, and in the end they threw him of the works... I told the delegate, see how his shoes told me... I study people's shoes, there are people that want to show-off with their shoes, and you cannot show-off with shoes...



>> **E.A.:** ENRIQUE ÁRBOL

**E.A.:** Once someone told me that José María Arizmendiarieta said that we were a lot of people in the company to push and that there are very few that pull, and we have to help those to pull harder. People that are able to see beyond what the others see to create new things, to innovate. And lastly, I would wish you good luck to the General Director of ULMA Group, Iñaki Gabilondo, that he makes good decisions because I am sure he will need it. Although decisions are taken with the best intention, sometimes that is not sufficient, one has to have luck.

Think that the persons are the most important of the company and that if the persons do not work well things are not going to be good and we have to give 100% to the company.

>> **E.A.**

# Promotional Environment of Grupo ULMA

The ULMA Group Promotion Area is currently basically immerse in the following objectives and tasks:

| Collaborating with Group elements in the preparation of the promotion policy as a tool for the definition and implementation of the ULMA Group Business Portfolio. This implies defining the criteria, measures, etc, for new promotions and businesses.

| Developing the ULMA Embedded Solutions promotion, for both its strategic scope, that is at long-term, and the operational scope, that is on a day-to-day term. The field of activity of UES is embedded intelligent electronics in other devices, machines or installations to develop a specific activity.

| Development of the prospective activity called LEC (Light & Energy Control), with the purpose of managing light and energy through a singular morphology of lenses and photovoltaic strips as a construction element for walling or roofs.

| Development of the prospective activity called IMNI (Non-Invasive Medical Imaging), initially established in the RETINAL project with the aim of mechanising a clinical algorithm for the screening of the ICS (Silent Cerebral Ischemia).

| Support to the initiatives arising from the Business of from the partners of ULMA Group. These initiatives are analysed ad-hoc in function of the requests and existing support capacities.

| Support to the innovation activities from a sensitisation point of view in the Industrial property (IP) management field.

| Representing ULMA Group in different fields, both at institutional and corporate levels.

From a point of view of development of the ongoing activities, the ULMA Embedded Solutions (UES) initiative has completed phases I, II, and III of the current Promotion Policy. This year it should pass to phase IV that of long-term consolidation and proposal in the different company environments.

The other two initiatives LEC (Light Energy Control) and NIMI (Non-Invasive Medical Imaging) will finalise phase I of the prospective, therefore the opportune decisions will have to be taken for it to pass to the following phases.

**“**  
The Promotion Area collaborates with Group elements in the preparation of the promotion policy as a tool for the definition and implementation of the ULMA Group Business Portfolio



**RAFAEL AMASORRAIN**  
Responsible for the ULMA Group Promotion Area

From a point of view of support to innovation, during last year 2013 we subscribed a long-term agreement for support of IP management (Industrial and Intellectual Property) with Galbaian, and in this context, henceforth we will carry out seminars ad-hoc about the management of patents and models of usage.

Regarding the representation of ULMA Group in the different institutional/corporate environments, currently we are actively participating in the Mondragon Promotion and Innovation Committees, in Innobasque, Saiolan, Elkar-Lan, etc.

## Initiatives 2013 ULMA Foundation

There were several initiatives that the ULMA Foundation organised last year aimed at partners and workers of ULMA Group and their families.



>> Course of Urban Horticulture



>> Painting Competition



>> Photography Competition



>> Infant Music Workshop

## RETIREMENTS: 1 January – 31 March 2014

*Reyes  
Elorza Altuna*



*José Manuel  
Blain Zubiagirre*



*José María  
Echeverría Arregui*



*Lourdes  
Anduaga Aguirre*



*José Antonio  
Ortiz de Zárate  
Fernández de Luco*



*Domingo  
Montaña Rodríguez*

*Pedro María  
Amenabar Axpe*



*Juan Ignacio  
Landaluce Arregui*



*Ignacio  
Aramburu Altube*



*Luis  
Regueiro Carollo*



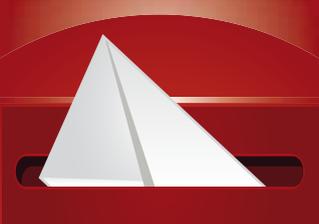
*Marilo  
Unzurrunzaga Posada*



*Jose Ramón  
Urquía Losada*



**Thank you all and enjoy!  
Congratulations**



COME ON AND SEND US YOUR IDEAS;

In addition and as always, we continue with our Suggestion Box, where we hope to receive your ideas and opinions;

**Grupo ULMA. Central Departments.**  
**Garagaltza Auzoa 51 - Apdo 22.**  
**20560 OÑATI (Gipuzkoa)**  
**Ref.: Begira. Email: [begira@ulma.com](mailto:begira@ulma.com)**



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