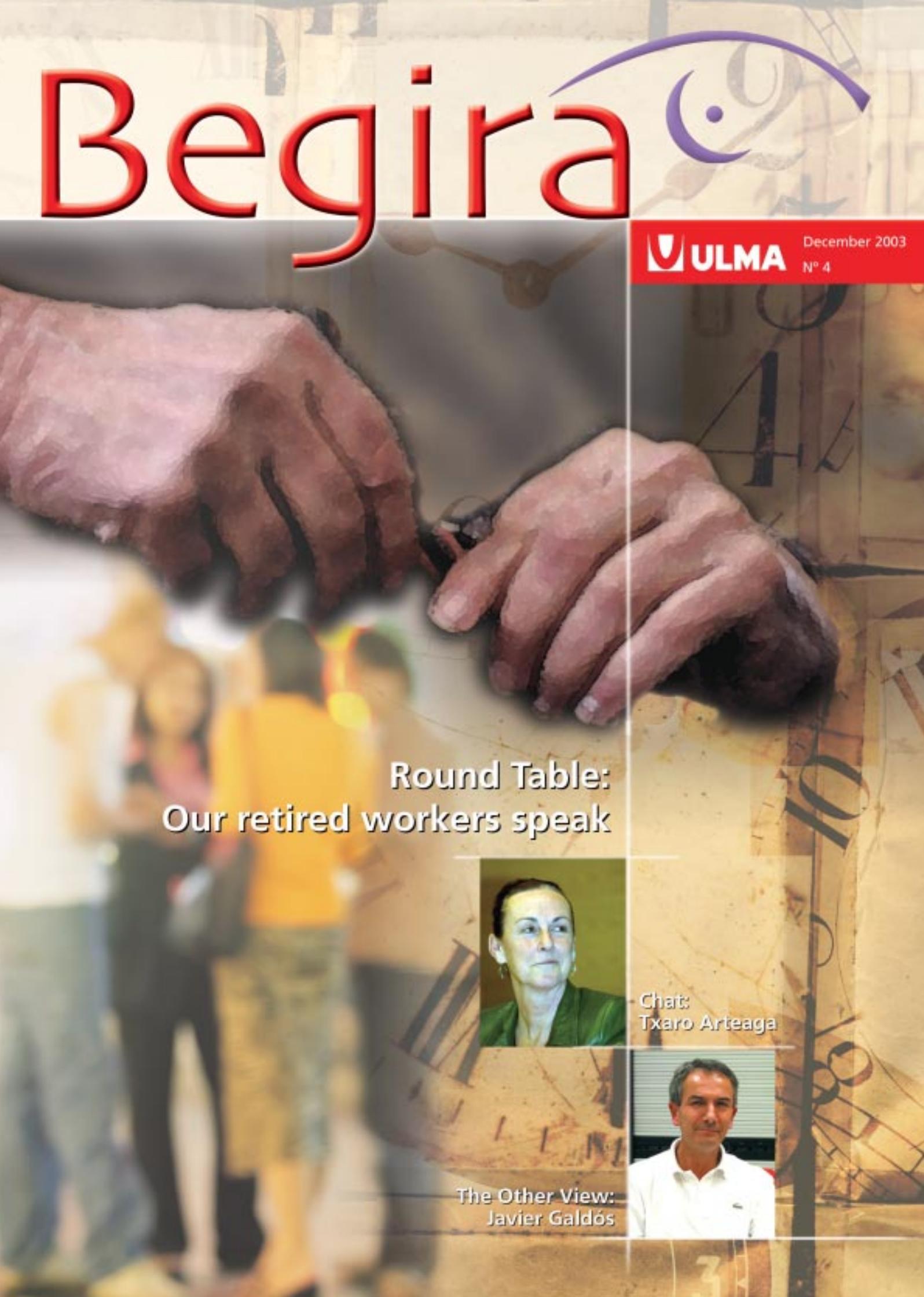


Begira

ULMA

December 2003

Nº 4



Round Table: Our retired workers speak



Chat:
Txaro Arteaga



The Other View:
Javier Galdós

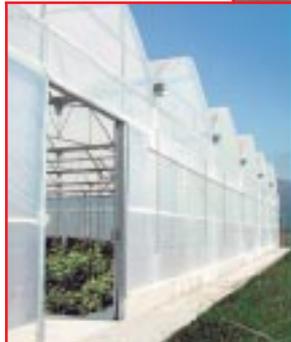
we highlight in...

summary



16

28



31

BEGIRA

TEAM OF COLLABORATORS:
Nora Altube, Roberto Mendi, Paloma del Valle, Nerea Zallo,
Peio Bengoetxea, Edurne Unzueta, J.M. Aguriondo

November 2003
Edition: Grupo ULMA
Design: AZK Taldea
Printing: ELKAR S. Coop.

ULMA Group S. Coop.
Ps. Otadui, 3 - Box. 13. 20560 OÑATI
Tel.: 943 034900 Fax: 943 780917
e-mail: begira@ulma.es



3 Let's talk about..

Business Promotion: Grupo ULMA's Strategic Goal.

4 News and Current Events:

ULMA Polymer Concrete pipes the second biggest square in the world within the Forum-Barcelona 2004 project.

Orona and Fagor Electrodomésticos consult ULMA Forklift Trucks.

ULMA Construcción sponsors Malaga's Intersector Plan for the Prevention of Accidents at Work.

ULMA Handling Systems presented its latest innovations at the industrial and technological summit.

ULMA Packaging installs machines for wrapping flowers in Holland.

14 Chat:

Txaro Arteaga.

16 Report:

Construction begins on the ULMA Group's Centre of Innovation and Development

18 What do you think?

20 The other view:

Javier Galdos.

22 Round table

Our retired workers.

26 Report:

MCC Intercooperative funds: the Cooperatives "Bank" for financing projects.

28 Let's get to know our business

ULMA Construcción; an Integral Solution for each Project.

ULMA Agrícola: Greenhouses for the Industrialization of the Sector.

32 40 years together

33 Calendar and Suggestions

Retired Workers.

Supplement dedicated to the 60s.

Business Promotion: Grupo ULMA's Strategic Goal

We recently celebrated Grupo ULMA's Retired Employees' Tribute Day and we would like to take the opportunity here, on behalf of everyone at Grupo ULMA, to recognise and express our gratitude to all those who attended – over 210 of you – to those of you who were, for a number of reasons, unable to make it, and, in particular, to those who are no longer with us for your commitment, dedication and enthusiasm in helping to build this company.

When, over 40 years ago, the company's founders and their partners laid the first stone of what is now Grupo ULMA, they started out on a journey that nobody at the time could possibly have imagined. There is no doubt that times have changed a lot since the end of the 1950's but there are some basic principles that will always apply: No business venture can succeed unless the idea behind it is put into action. Once off the ground, the desire to create, know-how and the ability to adapt continually to the opportunities that arise are, without doubt, the driving forces behind its development.

There is no question that the finest tribute we can pay our retired colleagues is to work as hard as we can and apply all our know-how

No business venture can succeed unless the idea behind it is put into action. Once off the ground, the desire to create, know-how and the ability to adapt continually to the opportunities that arise are, without doubt, the driving forces behind its development.

Txomin García

CEO
ULMA Group



to ensure that the valuable asset they helped create, Grupo ULMA, continues to grow and develop. It is an asset that belongs to everyone; to those who are now in retirement, to those of us who are still working and, above all, to future generations.

Our desire to fulfil this social commitment and to create wealth and jobs in our community, both aims that are highlighted in our MISSION STATEMENT, will depend upon the economic/business environment in which we will have to operate. Globalisation, the gradual emergence of developing countries in the global market and widespread access to applied technologies have lead us into a market where there is an excess supply of all products, apart from genuine innovations, causing many companies to fight for survival (average company life expectancy in Europe is 7 years). Our Divisions' successes of the past and the present are no guarantee of future success.

Despite Grupo ULMA's considerable achievements in terms of growth and employment in recent years, the Group's various management bodies fully appreciate that we can and must work even harder to bring about the future we are striving for. As a result of last year's strategic review, a decision was made to incorporate the **Business Promotion Policy** into Grupo ULMA's General Policies. The policy represents an attempt to adopt a pro-active, planned and consistent approach to the development of new ventures with the potential to become new cooperatives and/or bolster existing Divisions by engaging in new business activities related to their current market position.

The **Business Promotion Policy** should not be seen as a response to weaknesses in the way existing Divisions are promoted, but as an additional support that will help us to increase the number and range of jobs we create in order to

meet demand in our community both today and in the not-too-distant future.

The success of the Promotion Policy hinges on four key elements: **People** with an entrepreneurial spirit, **Ideas** for new business opportunities, **Financial Resources** and the right **Environment** to foster innovation and promotion.

The Group's Promotion Policy, contemplates lines of action for these four areas. It will allow the Group's entrepreneurs to develop their promotional skills and concerns so they can grow both personally and professionally. It will foster a process of creativity and innovation enabling business ideas and opportunities to be identified according to a methodology. Finally, a Promotion Fund will be created (3 million euro in the next four years) in addition to Grupo ULMA's very own Centre for Innovation and Development.

We are now working in conjunction with Oñati Town Council on a project to build the Oñati University and Technological Complex, a plan that is closely linked to our Promotion Policy and to the spirit and the example set by the people who laid the foundations of what is now Grupo ULMA over forty years ago. It represents yet another contribution to the construction of the future that our community yearns for. The first phase of this ambitious project is set to begin on the hill at Urrutxu with the construction of the Grupo ULMA's Centre for Innovation and Development. The centre will be joined by the Packaging Technological Centre - plans for which have already been drawn up - ULMA Handling Systems' new plant and a third plot of land that has yet to be allocated.

The first steps are already being taken; it is now up to us to make it a reality.

ULMA Polymer Concrete pipes the second biggest square in the world within the **Forum-Barcelona 2004 Project**

■ ULMA Polymer Concrete will provide pipes for the FORUM Barcelona 2004 Project, an international event that will take place in Barcelona between May and September of 2004. Within the Project, construction of the second biggest square in the world, after the famous Tianamen Square in Beijing, is a major event.

To carry out all these works a special channel has been developed, MODEL SELF350K and some special chambers 200 and 300 wide. The channel provided has measurements that were not in existence up to now in the market (TOTAL WIDTH 360 mm AND TOTAL HEIGHT 210 mm), and the chambers have a unique height of 500 mm. and a preformed tube outfeed of 315 mm. Just as CLABSA-

Sewage of Barcelona requested. The development of the product, adapting to the needs of the job, has made contracting this important new urban reference in Barcelona possible.

The Forum-Barcelona 2004 Project is an international event whose aim is to provide a space for dialogue and reflection on the main cultural and social challenges that humanity faces in the XXI century. Forum-Barcelona 2004 will serve as a space in which citizens - individually or collectively - will be able to participate in these dialogues and reflections. For five months, Forum Barcelona 2004 will include exhibitions, congresses, conferences and art festivals, as well as a wide range of cultural activities and entertainment.



Jaume Capdevila
Delegate

> "Contracting FORUM 2004 has truly been a challenge for everyone in the Business. This project is especially significant for Barcelona since, perhaps, it is the most important urban remodeling since the 1992 Olympic Games. Above all, I would like to thank all those who have played a part in make this contract a reality, and to mention that it has not been easy, since the competition was there up to the last moment with low prices. But our previous collaboration with the planning engineers made this pressure pointless, since technically-speaking, we are the only ones who meet the requirements. So anyway, when you go to Barcelona and drop in on the Forum... **LOOK AT THE FLOOR! Keep up the good work"** .

ULMA Construcción obtains new product certificates



ULMA Construcción have recently obtained new certificates for the Multi-directional BRIO Scaffold. They are: Certificate N - Scaffold BRIO 700 and Certificate N - Scaffold BRIO 1000, both of them similar to those registered with the NF mark.

These new certificates were granted to ULMA Construcción by the Spanish Association of Standardization and Certification (AENOR). This organism, having tested the product, checked the quality system used to create it against the UNE standard, 76502:1990 (HD 1000:1988). Both certificates are valid up to 2008, when the same tests and checks will have to be carried out again, for renewal.

Also, they have obtained the Ü Certificate corresponding to the new design of PUNTALES EUROPE-OS EP, soon to be launched commercially. SIGMA Karlsruhe GmbH, the official German organism that has granted this certification, has registered its validity until the year 2006, on the basis that the system and its production meet the specifications laid out in the EN 1065 standard. The photo shows the certificate granted to ULMA by Sigma Karlsruhe GmbH.



ULMA Handling Systems: leader in cold logistics

Pamfrost, a company from Huelva specializing in the production and distribution of part-baked and deep-frozen bread, have entrusted ULMA Handling Systems with the creation, manufacture and rollout of a new automated freezer.

Pamfrost's solution has a freezer with a storage capacity of 1,584 pallets at a temperature of -23° C. Installation involves a double-bottomed transelevator Model L-500 that assures the logistical flow demanded by breadmakers three times a year. Between June and September, a time of maximum company activity, the ULMA Handling Systems solution guarantees an input flow of 170 pallets a day and an output of 270 pallets a day.

The packaging of orders makes possible a "U" of "picking" where 100 orders and 300 lines per day are generated in an eight hour workshift.

In this picking position, a "put to light" system has been installed with seven positions of lights that help speed up preparation of orders considerably .

Having to keep the temperature controlled throughout all the logistical operations makes it necessary to have the most advanced technology guaranteeing cold, and so all mechanical and electrical components must be highly resistant.

In the cold sector (frozen) ULMA Handling Systems have developed crucial solutions that have positioned them as the logistical engineering solution of reference for development of this type of facilities. *Panificadora Artadi, Precocinados Benetan or Discefa* are some of the companies that have entrusted ULMA Handling Systems with developing solutions that require rigorous temperature control.



ULMA Agrícola has created a research centre in El Salvador.

The Research Center installed in El Salvador by ULMA Agrícola is located deep in the jungle, very near the mountains on the border with Honduras. The facility is a 540 m² module that will include others in the future, with a fertirrigation facility, thermal screen and climate control. Next to the greenhouse, a warehouse has been set up, as well as a workshop-school in which to give classes on intensive production to the area's farmers, with the aim of fostering cultivation under cover. The inauguration of this centre took place last August, attended by the Vice-President of the Honduran Government. He expressed great interest in European technology and experience in this sector. At the moment, studies are being carried out in the greenhouse on hydroponic cultivation, on plastic recovery trays, and substratum of calibrated volcanic lava, the results of which look very promising. The photo shows the Research Centre in El Salvador.

ULMA Handling Systems: logistics in the service of the imagination. Imaginarium

The creation of the world of the imagination was the key idea that gave rise to a new concept of toyshop companies. In its 11 years' experience, IMAGINARIUM has carved out a presence in four continents and in more than 100 Spanish cities.

This growth experienced in the last few years has obliged IMAGINARIUM to equip itself with the most advanced logistical solutions for automating orders, packaging and dispatch.

The solution implanted by ULMA Handling Systems is composed of a system of two VTD transferral cars that hold the areas of storage and packaging and classification of orders.

Besides this transport system, the installation has three input transporters and three output ones to facilitate the storage and dispatch of products. A packaging facility, placed at the entrance line, takes charge of wrapping the material ready for storage.

To increase productivity to the maximum, a specially-designed order packaging system has been created to allow several operators to work simultaneously at the same order station. The ULMA Handling Systems solution is made up of displays that indicate the quantity and the reference which the operator should deposit for each order, this way avoiding the errors made in more conventional systems.



DID YOU KNOW THAT...

- Mondragon Cooperative Corporation and the Basque Government have signed an agreement on the environment to advance and consolidate the performance of MCC companies in this area. The agreement, valid up to December 31st, 2004, outlines some objectives within the framework of the Basque Environmental Strategy for Sustainable Development; therefore MCC commits itself to advance adaptation to environmental legislation in its companies, to adopt a leadership role with suppliers, to continue aiming for ISO 14.001 Certification in its cooperatives, to adhere in future to the EMAS II register, a European initiative with a higher exigency level as it obliges periodic reports to be drawn up and forces MCC companies affected by the IPPC Directive (Integral Protection against Pollution) to participate in the agreements of the sector established between the Department of Town and Country Planning and the sectors involved.



VISIT TO THE IRIZAR COOPERATIVE.

Last September, a group representing ULMA Business visited the Irizar cooperative, which produces deluxe coaches. The aim of the visit was to find out more about the Irizar Project which, based on People, is at the present time a strong reference point for the rest of the MCC Cooperatives. The photo shows the President of Irizar, Juan Jesus Anduaga, next to the group of representatives from ULMA.

ORONA and FAGOR Electrodomésticos consult ULMA Forklift Trucks



■ The Guipuzcoa companies ORONA and FAGOR Electrodomésticos have put their faith in the consultancy and after-sales service of ULMA Forklift Trucks to speed up and manage the manipulation and storage of materials and load units which, because of their size, require special forklift trucks.

ULMA's HUBTEX forklift trucks, specially designed for the manipulation of long loads in narrow corridors, have been chosen by FAGOR (wooden planks) as well as ORONA (long

steel plates) because they provide the best solution to small spaces, given the length of the loads manipulated. Hubtex's Alternating Current electric Multidirectional forklift trucks Series 2120 and 2121 are very robust and manageable, allowing the manipulation of goods of great length, up to 12 metres, and some extremely deep loads up to 2 metres, with load capacities of 1.5 to 3 tons, and have the satisfaction and confidence of clients belonging to sectors as disparate as the timber

industry, manufacturers of aluminum frames and windows, steel mills, etc.

Alternating Current technology in the traction engine offers the best speed, acceleration and power figures, guaranteeing great productivity, thanks to a considerable saving in energy, low noise levels and a considerable reduction in maintenance expenses, since the modular structure of HUBTEX equipment guarantees easy access to components, and in this way makes maintenance and repair easier.

New Manufacturing facility to Produce Ventilated Cladding Systems for Ulma's Polymer Concrete Division

The Division set itself a number of important goals when it launched its range of ventilated cladding systems. Having assessed the various tenders submitted by suppliers, work is now under way on installing the production line. As set out in the technology transfer agreement signed with the French, the production line, which is currently being built, must be completed by January 2004 so that manufacturing of the product prototypes can begin. These will then be used to authorise and approve the transfer of industrial know-how. As far as marketing is concerned, the Division is striving to set up a specific commercial network for its cladding systems and to draw up a market communication

plan designed to pinpoint offers and contracts. Work in this area is already bearing fruit. Various construction projects have already been awarded although, as often occurs when starting up new business ventures and industrial activities, it can be some time before they get off the ground and grow consistently. We will also need to be flexible to adapt ourselves to future contracts. We should add that work on the entrance to the Canet Auditorium in Valencia and the Los Mallos building in La Coruña has now been completed and that construction of the Tourism Training Centre in Denia (1,500 m²) and a residential development in La Cava, Logroño (3,700 m²) is already under way.

DID YOU KNOW THAT...

- On October 31st, the tribute to ULMA Group retired senior citizens takes place once again. On this occasion, the program of events consists of a reception in the Santa Ana Auditorium, a visit to the Cooperatives and, as central event of the celebration, a meal in the Aranzazu Inn. The community of ULMA Group retired operators is already large. To date, September 2003, there are 249 men and 9 women.



ULMA Construcción sponsors the **Intersector Plan** for the Prevention of Accidents at Work, Malaga

■ The 1st Fair-Exhibition of Collective Protection in Building (Equipment and Materials) will be held in Malaga, from the 26th to the 28th of November, organized by the Provincial Delegation of Employment and Technological Development, the Provincial Inspectorate of Work and Social Security, the Provincial Delegation and the City Council, the Confederation of Entrepreneurs, the Provincial Mutual Societies, the Official Schools, the Unions, the Provincial Association of Builders and Promoters, and the Building Labour Foundation.

This Fair will be a preamble to the actions and activities planned for the creation of Malaga's Intersector Plan for the Prevention of Building Accidents.

The basis, mission and focus of this Intersector Plan is to avoid/ reduce ACCIDENTS as much as possible, in the case of falls from high scaffolds on sites in the capital and counties of Malaga. There are two basic aims: by December 31, 2004 no site in Malaga and her counties will have a scaffold in place that does not meet safety standards and is not certified, and to implant a Renew Plan of uncertified scaffolds within the county.

For ULMA Construcción, this is a good opportunity for implanting their scaffold systems, solving the question of installing them safely on all the works in Málaga where they have placed BRIO and DORPA scallolds. Therefore, ULMA is parti-

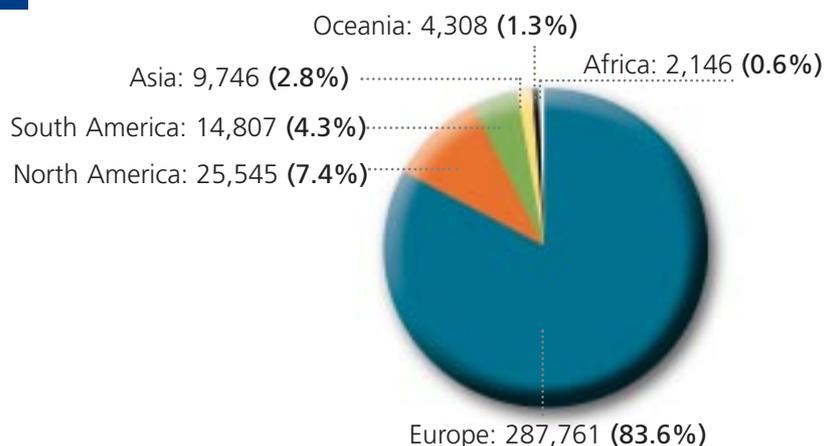
cipating also in the Falls Prevention Sessions to be held during the Fair, presenting their report, "Safety on the Scaffold."

Also, ULMA is in the working group and Committee of this Intersector Plan to work with all the institutions and organisms of the sector that support it. ULMA will contribute the knowledge gained in the field of scaffolding with the aim of helping the Plan work, and to ensure, then, that scaffolds placed on worksites in Malaga and her counties in 2004 bear the ULMA brand. Indeed this is an ambitious project, that could be extended to the rest of the counties in Andalusia in the coming years.

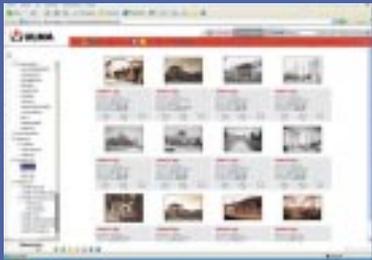
DID YOU KNOW THAT...

— The geographical distribution of the Total Sales of the ULMA Group (344.3 million Euros) in the year 2002, was as follows:

* Million Euros



More than 3,500 Images of the ULMA Group at Users' Disposal in New Digital Images Bank



Since last September, the new Images and Digital Files Bank of the ULMA Group has been in the experimental phase, picking up and classifying more than 3,500 images and files. Through a web address - www.ulma-imagenes.com - and with the corresponding password, users can access the main page of the database and view, and where required download, the pictures and files in which they are interested. The bank has a great stock of pictures from the 60s to the present. Photos of our origins, of important moments and landmarks in the history of ULMA and their Cooperatives, as well as more current images dealing with the ULMA Group and their Business can be studied.

The ULMA Image and Digital Files Bank, still at the experimental stage, is a service supported by new digital technologies, allowing collection, selection and permanent cataloguing of our photographic heritage.



ULMA Forging at the Sector Fair in Singapore.

Last September, from the 23rd to the 25th, the Tube and Cable Biennial took place in Singapore, where yet another year, ULMA Forging attended as exhibitor, their ranges highlighted for their quality. It should be stressed that the Fair, in spite of the slack attendance, was a success from the point of view of contacts with distribution and the orders placed. The photo shows ULMA Forging's stand in Singapore.

ULMA Forklift Trucks acquires exclusive distribution rights to HUBTEX's side-loading Forklift Trucks

■ In response to the mission of providing integral solutions to the logistical necessities of their clients, ULMA Forklift Trucks have broadened and specialized their offer by means of the recent acquisition of exclusive distribution throughout Spain of the prestigious German brand, HUBTEX.

ULMA Forklift Trucks, thanks to the research and innovation of its Product and Quality Department, contributes technical and practical solutions to the maintenance needs of sectors as diverse as the wood industry, aluminum, metal and plastic and presents the range of HUBTEX side-loading forklift trucks. HUBTEX Forklift Trucks, specially designed for the manipulation of long loads in narrow corridors, offer the best solution to reduced spaces, since they do not require an extra turn area, but can operate in corridors only a tiny fraction wider than the truck itself.

Features such as ergonomics, adaptability, ease of driving, precision and immediate access to components, besides the subsequent reduction in maintenance costs, are the key to the

success of the HUBTEX range of side-loading forklift trucks, available in two-directional models or multi-directional and with thermal or alternating current engines.

ULMA will present the Hubtex side-loading forklift trucks at the International Wood Machinery Fair, Fimma-Maderalia to be held in Valencia from the 12th to the 15th November, where there will be the opportunity to see the features and advantages of Hubtex forklift trucks in situ. They are specially designed to supply a satisfactory logistical solution, by means of specialized equipment, to sectors such as the wood industry, the star of this national and international Fair.





ULMA Agrícola is granted completion of 7 New Projects for the Sierra of Cadiz Association. After the positive experience of last year, the Sierra of Cadiz Association has again requested from ULMA Agrícola's material and technical support for the installation of 7 projects in the area, each of them 4,500 m². In 2002, ULMA carried out 6 installations for the Sierra of Cadiz Association, the purpose of which was the spread and development of ecological agricultural foresting. These projects, promoted by ADEHESA, are carried out thanks to the economic aid received from the European Union and completion should be supervised and approved by agricultural technicians of the Government of Andalusia. To carry out these installations, in 2002 ULMA Agrícola carried out technical training programs in the assembly and foundation of greenhouses for a team of 6 people that, in turn, were placed in charge of running the jobs located in the municipalities of Olvera, El Gaster, Espera, Bornos, Prado del Rey and Arcos de la Frontera. This year, 2003, of the seven projects granted, five will be carried out in the same municipalities as last year, which underlines the satisfaction of clients with the service offered by ULMA Agrícola.

DID YOU KNOW THAT...

- ULMA Forging is urgently selling flanges for the Repsol plant in Puertollano. This plant is in the news at present because of the explosion that occurred last August causing the death of several workers. The explosion affected Unit 1, which supplies the other refining lines. ULMA Forging, to be specific, is selling clamps to the warehouse that the Cuñado company has in Puertollano. The order is not great in volume, but the pieces are urgent since they are trying by all means possible not to affect production.

ULMA Forklift Trucks achieves the COMPANY Certificate Registered by AENOR

In September, ULMA Forklift Trucks obtained the Certificate of Registration of Company accredited by AENOR for their activities in the "Assembly and Commercialization of Forklift Trucks", which illustrates that their Quality System conforms to the UNE-EN 9001:2000 standard. Development of the Quality Management System has seen the contribution and involvement of a great number of people and is pri-

marily geared towards increasing client satisfaction, meeting the necessary standards, by means of continuous improvement and a focus based on processes.

This certification ratifies the Purpose of the Mission of ULMA Forklift Trucks and reinforces considerably the section of Management Strategy Standardization -HOBKUNTZA - whose pillars are Mini-companies Management, Management

Processes and Objectives Deployment.

The next goal of the business is the introduction in 2004 of an "Integrated Management System" that includes the Quality Systems (ISO 9001:2000), Safety (Eraikiz Model of Lagun Aro Mondragon) and Environment (ISO 14001), as indispensable developmental requirements for ULMA Forklift Trucks, Model EFQM.

ULMA Handling Systems presents its latest innovations at the industrial and technological summit



■ From the 24th to 27th of September ULMA Handling Systems presented its more significant innovations at the Industrial and Technological Summit which took place at the International Fair of Bilbao.

This time, ULMA presented two STV cars (Sorting Transfer Vehicles) designed to cover transport needs between several points. This system of transport, installed among others, at the Coca Cola Distribution Centre in

Seville, has countless advantages compared with other systems of transport. It stands out for its high speed, ease of maintenance and new extensions, flexibility, simplicity and the multiple applications it has for distribution as well as automatic production.

Also, ULMA Handling Systems presented the multiple applications of lights that allow productivity improvement in the packaging of orders and control of the movement of material electronically.

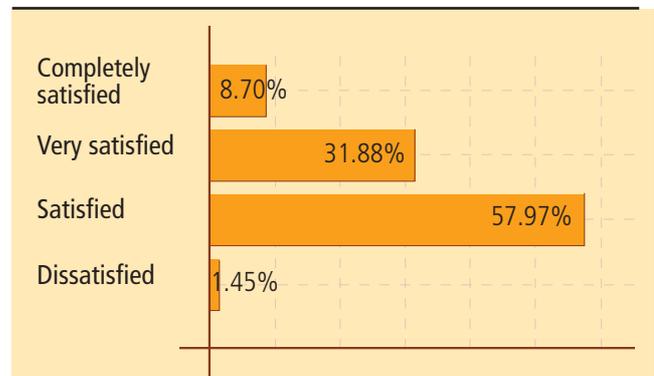
Through Pick to Light technology, the operator knows quickly and intuitively the location and exact quantity of the operation to be carried out (pick/put) through luminous LEDs and displays.

A total of 1,140 exhibitors, 540 of them foreign, were present in the different areas of Subcontracting, Machinery, Equipment and Accessories, Technology and Logistics and Maintenance.



ULMA Packaging held the 6th cycling ascent of Aranzazu.

With a record participation of 85 "racers", wonderful organization and a splendid day for cycling, ULMA celebrated the 6th cycling ascent to the Sanctuary of Aránzazu. Once the race was over, there was a fraternity meal attended, not only by the participants in the ascent, but timekeepers, video camera operators, motorists, drivers of assistance cars, closed roads assistants, etc. up to a total of 100 people. The photo shows different moments of the day; the ascent, the bath, lunch and prize-giving.



How satisfied are readers with the magazine?

As you know, recently we have carried out a poll to measure the degree of satisfaction of readers of the Begira magazine and, although the participation level has not been as high as we would have liked, we have ascertained that you hold the publication in esteem. Thanks to all those of you who took part for your suggestions.

ULMA is implementing a **process designed to systematically** improve **employee satisfaction**

■ In the last few months, ULMA has undertaken a Project for the Systematic Management of the Evaluation Process of People Satisfaction in the Business of the Group. This People Satisfaction Evaluation System is aimed at facilitating development of the process in a systematic, standardized way in all the Businesses of the ULMA Group, in such a way as to provide the organization with an autonomous and systematized tool for successive evaluations.

The objectives pursued with this

Systematic People Satisfaction Evaluation can be summarized as:

- To systematize the periodic evaluation of the satisfaction of people, measuring their degree of satisfaction, to allow us to orient ourselves towards improvement measures.
- To facilitate the generation, structuring and sharing of generated information.
- To facilitate analysis and comparison of results of the process and its evolution, according to different parameters (business, areas, ages,

EFQM criteria, by references to the best external practices, etc.).

- To plan, deploy and follow through improvement measures, aimed at potentiating high-priority satisfaction factors as well as correcting identified points of dissatisfaction during the evaluation process, in agreement with the strategic objectives of the business and the Group.

The project launch phase began last June and it is hoped we will have the system up and running by the end of this year. (2003).

DID YOU KNOW THAT...

- ULMA Agrícola has developed a new Technical Commercial Software with the aim of automating the way offers as well as application projects are drawn up. For this they have kept in mind the characteristics and functionalities of the different kinds of indoor protection and equipment demanded by the market. Once the greenhouse type is defined and the budget is calculated, the system is able to carry out a graphic representation (by introducing the replanting plan) of the different areas, detailing the components / equipment of the greenhouse.
- On September 30, 2003, the ULMA Group's Total Consolidated Sales were 265,899 thousand euros which represents a 101% of what the Management Plan anticipated and 104% in respect to the previous fiscal year. The Consolidated International Sales reach 75,484 thousand euros, which infers an 85% in regards to the Management Plan and 93% in regards to the previous fiscal year.

ULMA Forging acquires a new **transfer machine** from **CNC**



The first week of October, a new Transfer machine for the Mechanization of Forged Fitting arrived at ULMA Forging from Gnutti, in the north of Italy. This machine will specialize in the complete mechanization of elbow and " T " couplings from 1 up to 2 NPT and

will provide around 290 more tons per year on the current production capacity and equip a more stable and reliable work process than the present ones. The new machine is a Transfer CNC that consists of: 13 units with the capacity of working in a single axis in frontal work



Iker Leonet winner of the Lehendakari Trophy. Cyclist Iker Leonet, of the ULMA-CEGASA team was the final winner of the Lehendakari Trophy in the amateur category. ULMA-CEGASA also won the Team Trophy in the race, held in Oñati, which was not decided until the last test. Iban Iriondo of ULMA-CEGASA also was the winner of the Beginner's Trophy in the category Sub-23. In the image, from left to right, the ULMA-CEGASA cyclists, Joseba Luis Urcelai, Iban Iriondo, and Iker Leonet appear next to two cyclists from the Orbea team.



ULMA Packaging installs flower packaging machinery in **Holland**

■ ULMA is one of the two companies selected by the Association of Flower Producers of Holland (VBN) to supply Flow Pack type packaging machines for Anthurium flower types in the 85 packing centers throughout Holland. Up until now, working this type of product was done manually, given the fragility of the product for packaging, but soon after contacts between the Association of Flower Producers and our commercial staff in Holland a

machine model was developed which "mollycoddles" the flowers, increasing production levels considerably, as well as the life of the flowers in the distribution process. It greatly decreases deterioration of the flowers, both during packaging as well as unpacking. Current production of these flowers in the market is from several millions of flowers a year so supply of machines could be extended to other types of flowers in the future.

operations (drilling, facing and reaming), with 15 Kw. head engines and moves via screw / nut with CNC command with servomotor; 3 units with the capacity of working in two axes (lathed) to carry out interior reams.

Control of all the axes is

through servomotors and CNC with mechanical working; and a horizontal divider of 9 stations with mechanic CNC turn and hydraulic blockage. This solution allows for better access of operators to tools and other gear, beating current access in vertical dividing transfer. The

installation will also have a sealer and a manipulator that will carry out load-unload operations of the two machines mentioned and an input band with an autonomy of 30 minutes. The photo on the left shows the Transfer machine shortly after arriving at ULMA.



Txaro Arteaga

Director of Emakunde,
the Basque Institute
for Women

Txaro Arteaga, 59 years old, is qualified in Secretarial Studies, although for a long time her professional life was dedicated to radio and dubbing. From her position as director of Emakunde she explains to us the current situation of sexual equality and other up-to-the-minute issues.

"The New Equality Law will Benefit Society as a Whole"

Emakunde was born 15 years ago, in 1988. How would you assess the work carried out during all these years? Political consideration of social inequality between men and women is very recent. The creation of an organism to promote gender politics responded to a world-wide current, backed by the United Nations through its world conferences on the need to intervene publicly on this issue. When EMAKUNDE was created, we started from zero. Policies in favour of equality between women and men did not exist, and neither did structures, experts on the issue or even a majority social awareness favourable to the issue. In these fifteen years, we have gone on to create the administrative structures through which to

systematically develop action plans, drawn up after exhaustive analysis of the situation and based on objective data and compared experiences. This has brought experience and important advances. The implementation of plans and programs and activities in favor of equality, the creation of structures for putting them into practice, the establishment of stable mechanisms of coordination and collaboration, both inter-institutional as well as intra-institutional, the training of people for the establishment of these policies have all put equality between women and men in the political calendar, in a position that allows us to confront the challenge of the future "Law of Equality between Women and Men."

Why has it been considered necessary to create a law for the equality of women and men? Who will it benefit...? Because, in spite of the advances that have taken place during the last few years, the statistics show us that, as is happening in European societies as a whole, women are still in a clear situation of inequality regarding men in the different areas of life and this prevents them from exercising

┆
**One century
won't be enough
to achieve
real equality**
┆

their inherent citizenship rights. This new Law will benefit citizens as a whole. On the one hand, directly: by the adoption of measures for the protection and promotion of people that suffer the effects of inequality most intensely (victims of violence against women, unemployed women, women with family responsibilities that are not shared, victims of sexual discrimination...). On the other hand, in a more indirect way: by promoting the conditions for greater equality in employment, education, in the media, in decision-making, in the sharing of productive and reproductive work, etc. and setting the foundations for the programs developed from the government to bear in mind the specific needs of women as well as men.

How long do you believe it will be until organizations like Emakunde don't make sense because all their aims will have been met? According to the UNO, a century won't be enough to get real equality and the truth is that, objectively, the facts place us in a scenario that is not too optimistic. But it is also certain that now we know the problem, there is ever greater institutional commitment and a greater social awareness. We have defined aims and strategies in place. We have built the road; now we have to walk it.

An issue that, unfortunately, is in the news right now is violence against woman. Why do so many cases of abuse take place? Is it a question of machismo deeply-rooted in society, cultural backwardness? Violence against women is the consequence of a social order based on inequality and of a system of male dominance that assigns different roles to people, based on their sex, and which devalues and subordinates what is feminine as opposed to masculine. So, if we want to advance towards the solution of

the problem, we must work to change the relationships of power, historically unequal between men and women, by establishing new relationships based on equality. Fortunately, violence against women is already a public issue that has breached the private domain and which society is not willing to tolerate.

└

***The presence
of the women
in decision-making
environments
is still scarce***

└

There is a general perception that womens' labour situation has improved a lot in the last few years. Are there reasons to be optimistic? The presence of women in employment that has traditionally been the preserve of men is increasing progressively. We could mention the legal environment, medicine, politics, the media etc., as well as in positions of staff responsibility in companies, of quality control, but the presence of women in decision-making environments in the economic world is still scarce. Segregation, vertical as well as horizontal, of the labour market is still very strong and women's unemployment figures are still double those of men, in any population sectors we care to mention. Another very important fact and one to keep in mind is that a very high percentage of women don't abandon employment to create a family.

The cooperative system is based on values such as participation and equality. Do you believe this type of work model bene-

fits woman? I believe that the cooperative system, as well as the whole production system in general, is due an overhaul, an in-depth analysis of the inequalities that occur within it because of sex, and adoption of a new way of organizing production, since this is one of the important environments it is necessary to stir up to achieve a society in which it is possible to combine employment, family and personal space, without this implying any kind of disadvantage, either for women or men.

Lastly Txaro, we would like to ask you for a message for working women, in particular for cooperativists, and possibly even more importantly, for the community of women of the ULMA Group. I believe that what women need, more than messages, is solutions to the problems they face in these times of far-reaching social changes. The problem is that many of these solutions don't depend on them. But each woman, from wherever she is, in her own environment, can make that small contribution which helps us all to advance, women and men alike.



Construction begins on the ULMA Group's

The Urrutxu Project represents the first phase of the future the ULMA Group's Centre of Innovation and Development

The imminent start of the URRUTXU project appears within the general framework defined by the ULMA Group's Promotion Policy, and in accordance with the CUT macro-project (University and Technological City of Oñati). Its most important and relevant pillars for us, in regards to infrastructure, are the ULMA Group's Centre of Innovation and Development and the construction of new plant for ULMA Handling Systems.



View of the new plant of ULMA Handling Systems that will be located on the Urrutxu hillside.

┆

The Technological and University City of Oñati is a commitment to the future to generate richness in our surroundings

┆

THE ULMA GROUP'S PROMOTION POLICY

As you probably know, in the revision of the ULMA Group's Strategic Plan 2001-2005, they decided to incorporate, the **Promotion Policy** among the General Policies. This Policy should be understood as the ULMA Group's reaction to their commitment to generate employment and wealth in their surroundings; it emerged as a response to the desire to dynamically take planned and consistent action in the development of new business promotions that could be constituted into new cooperatives.

From the start, and with the goal to facilitate and actively follow the business promotion process in the Group, two main axis of action have been established: the support and contribution of resources to the Business Promotion Plans as a main focal point in the promotion of the ULMA Group, and the assuming of a proactive attitude in the promotion of new Businesses or activities in its centre. At that time, the inclusion of the Promotion Policy, within the framework of the Strategic Plan 2002-2005, presumed the beginning of a corporative strategy of Business Promotion on which, afterwards, two plans of action were put into effect:

- **Process of generation of Ideas for new Businesses or activities.** This was developed during the 2002 fiscal year bearing a total of 69 ideas in the Group's heart.
- **Preparing of Resources.** The Promotion activities that we will be dealing with will mainly be conditioned by three types of resources: Available Volume of Financial Resources, People with an enterprising profile (the appropriate winning of new promotions will be key), and the Physical Infrastructure.

┆

ULMA will provide the resources and conditions for those people pertaining to the Group with interests, ideas, and an enterprising spirit, proposing promotion projects as an important route to business and personal promotion and development

┆

Centre of Innovation and Development

University and Technological City of Oñati (CUT) that will house and the new installations of ULMA Handling Systems

In response to the Financial Resources, the creation of a **Promotion Fund** was approved, which was mainly fed by the FEPC of the Group (27% annual of the available FEPC) and by the annual contribution of all the ULMA Group's Businesses with a 0.08% of their Sales figures. Also, the margin of these internal Financing mechanisms has the power to access the Funds of the MCC Foundation and of Public Organisms.

THE ULMA GROUP'S CENTRE OF INNOVATION AND DEVELOPMENT

The response to the **Physical Infrastructure** for the new promotions (until its consolidation phase) is based on the ULMA Group's Project, the Centre of Innovation and Development. This centre's objective is to grant ULMA an infrastructure in which it can hold the activities of its Technological Centres, of New Promotions, The Training Centre, and the Central Departments, creating an environment that favours innovation and promotion. The project that will soon be in progress will be located on the URRUTXU hillside; it is the element that explains the reasons for the establishment of the University and Technological City of Oñati promoted in its initial phase by City Hall and the ULMA Group. This Project, that aspires to promote the development of high technology companies as a future element for the Oñati surroundings, pursuing a type of high added value employment, assuming the CUT's foundation stone for **The ULMA Group's Centre of Innovation and Development and a new plant for ULMA Handling Systems** (the latter's starting date for construction is also imminent).

To specify a few aspects of **The ULMA Group's Centre of Innovation and Development**, the following necessities will be responded to in the first phase:

- Permanent Location of the **ULMA Packaging Technological Centre (UPTC)**.
- Location of **New Promotions** (availability as a resource of the Group).
- Location of the **ULMA Group's Training Centre**.
- Location of the **Central Departments**.
- Location of the **Common Infrastructure**.

The ULMA Group's Centre of Innovation and Development in a first phase will equip 3,000 m² of plants and another 3,000 m² of laboratories, technical offices, etc.

Andoni Gartzia Urtaza Mayor of Oñati

"Oñati, The University and Technology City"



"I think some things do not happen by chance but rather by a series of intelligent efforts. It has been more than three years since a group of people from Oñati began to dream and start to visualize Oñati in the coming years. In

February, 2001, these reflections lead to a document called a *Strategic Proposal of Public-Private Collaboration to promote Oñati as the University and Technology City*. Many factors contribute to the development of the territories, but today, the key to development over the long term is in the innovative capacity of its inhabitants. CUT takes advantage of two tools to make this idea move forward: urban planning and business initiative. From the perspective of the Infrastructure and by looking at the available physical location, we will count on close to 490,000 m²; this is what the CUT Project could generate (The University and Technology City). The initial idea was how we adapt: how we could make the companies, the surroundings, the town, etc. evolve to the changes that a switch from an economy based on industrialization to an economy based on knowledge assume. From here on, after a profound analysis, we try to articulate and provide the backbone of *making a city*; how you can make citizens participate in technology, and socializing technology, etc. In short, it deals with projecting the municipality, through its internal resources, towards a new setting. We think that the leadership and impulse of this project should fall on the town hall. MU, as an agglutinative of the binomial University-Company and the ULMA Group as we are going to start with the Urrutxu Project (roundabout access to the building lot, improvement and expansion of the public walkway in the cemetery, and the three-part urbanization: the UPTC installations, the headquarters for ULMA Handling Systems, and a third of future use) as the first phase of the general plan that CUT proposes. If success is the progressive performance of a dream, let's keep dreaming. So, come on, we are going to work together within a public-private collaboration. The time has come to stop being passive and become activists with those who are already active: The ULMA Group, and, therefore, CUT's first germ could be Urrutxu.

what do you think?

- The computer specialists speak -

What are the most usual problems received by the user How do you think it could improve?



Luis Aramburu

ULMA Agrícola-Construcción

"The users install their applications themselves"

We must differentiate the centres where we have direct user attention from the rest of them, since in Oñati and Madrid and their area of influence users are attended in situ and in the other places this is done by telephone and periodic visits. There is a common problem caused by some knowledge gaps in the use of software and incorrect use of the computers, since quite often users install applications on their own, and this causes all kinds of problems. We also have the typical problems due to the hardware not working and various problems with the standard software (Word, Excel, etc). Another problem is communications cuts, since they usually have nothing to do with our company and we can do very little to resume service, except put pressure on the telecommunications operator to fix it. As for improvements, we need to train people with specific courses (we foresee this starting this year), renew the equipment (underway), improve user support (service in-situ, computer incident applications, etc), improve the communications infrastructure (to guarantee back-up and band width), etc.



Tere Jauregi

ULMA Forklift Trucks

"In each delegation there should be a person trained in computers"

The problems are usually many and varied. From paper stuck in the printer to communication lines with delegations that don't work, keeping in mind that for us this is crucial as we have delegations connected to ERP, electronic mail, Intranet, etc... there are usually also consultations on office computing, ERP operation, new functionalities requested from the ERP. Other problems are usually to do with hardware (PCs, printers, routers,...). In our case, we add to all this the distance from delegations. In a business like ours, with a small number of staff, in comparison with other businesses, an important issue is the training of end users, for example, in office computing, bearing in mind that this way they would be more autonomous and offload some of our work. Also, having upgraded hardware (PCs, printers...) is an advantage because it decreases the number of problems. To solve the distance problem with delegations, it would be good if in each delegation there was a person trained in computers.



Olatz Lazkano

ULMA Forging

"The printers usually give us a lot of trouble"

Often problems are caused by the user's ignorance of certain tools or lack of basic knowledge at Windows level. There are usually also software and hardware problems, by which we mean, programs that begin to have problems, broken machine components, or printers; the printers usually give us a lot of trouble. It is also important to look for a relatively quick solution. We increasingly depend on computers, and working without one is almost impossible. I think the user's level makes a big difference when providing support, and the interest people have in learning certain things so that they know what to do if it happens again. I think it's important to make users aware that computers are just another work tool, and that it is necessary to have a certain level of knowledge, in accordance with the job each person does.

support service?



Aitor López de Sabando
ULMA Handling Systems

"The most frequent errors are caused by Windows"

Although at ULMA Handling Systems we have a tool on the Intranet for tracking and registering computer errors, it is very difficult to say which are the most frequent problems reported by users. In general, I would say that errors caused by Windows are the ones we usually deal with. Normally, they're simple errors caused by the program, with a simple solution, although on occasion problems are generated by the hardware and it's then that solutions are usually more complex, sometimes requiring outside help. Most of these errors could be solved with specific training on the part of the users. This doesn't mean that the errors would disappear, but I believe they would decrease significantly. In spite of everything, it is our job to attend the help requests received and be glad to help them as far as we can.



Josu Larrad
ULMA Polymer Concrete

"Training is the best investment"

Most problems arises out of urgency. Often the users believe that their problem is the most important one in the company and expect us to drop everything to give them an immediate solution. In most cases, this is impossible, since we don't have enough resources. In my case, I don't only work on support, and so this problem gets worse at times and I have to prioritize. And if the response time is demanding, the solution time is even more so, if the problem means that the worker has to stop working. Also, you're expected to have perfect knowledge of all the applications used, which is impossible. The only way we can improve is by making sure that the user can use his or her daily work tool with confidence, feeling self-sufficient and able to face the problems that come up. Once this happens, the calls to support are reduced to the strictly necessary, as the user feels more comfortable. The only possible way to achieve this confidence with the computer is through training. It's often difficult to make time for it, but it is well-known that it is one of the best possible investments, since for every hour of training given, so many doubts, rectifications and other problems can be avoided.



Julen Barinaga
ULMA Packaging

"We really should invest in hardware"

Perhaps we should ask the question the other way around, what are the least frequent problems? Because we get everything. We should keep in mind that we carry out the maintenance of more than 250 computers, 80 portable computers, delegations, servers, the phone switchboard, fixed and mobile telephony, printers, etc. The most frequent problems are like: the computer won't come on, it's jammed, the screen's gone blue, it won't print. apart from these typical problems, due to the "age" of the computers and software errors, what we do notice in our business are lots of problems with the power source. I know that these are not good times for asking for money, but the solution would be to upgrade the computer installations, I mean invest in hardware, since the machines are obsolete before the software used on them. It would also be very important if the current users could improve their training and new workers were properly trained.



"At ULMA
we should value
what we have achieved,
because it is a lot"

Javier Galdos

Born in Oñati, Javier Galdos knows the history of ULMA very well, specifically ULMA Construction, where he has always worked. At present, 55 years old and with a great deal of experience to his name, he tells us some of it in this interview.

How many years have you been at ULMA, Javier? Thirty five, practically all my working life.

So many years in a company like ULMA will have brought you many challenges. Tell us, what has it been like working at ULMA? The truth is that I've always been involved with building, on the technical side, dealing with applications and scaffolding, although in the seventies, because of the market focus and the precariousness of resources, we also developed commercial tasks.

Setting up the ALFRE scaffolding company, a branch of ULMA

Construction, was one of the important moments... what were those beginnings like? The ALFRE subsidiary was set up to substitute the scaffolding department already in existence at ULMA. Its creation responded to the need to face new market challenges. I think it was the right decision, and that it has had important consequences, particularly in the last decade. We should keep in mind that today we permanently manage, on average, more than 650 scaffolding operators at national level.

I suppose that being responsible for a company like ALFRE, where the inherent risk is always pre-

sent, it won't have been easy... has safety always been more important than any other consideration? Running ALFRE is no more complicated than other areas, but yes, there is always the safety question. This is one of the more risky jobs in building. In the first few years, when we worked with "Scaffold-G", safety was totally precarious. Today the situation has improved noticeably, we have developed collective safety systems and integrated them into scaffolding procedures. SAFETY, out of total conviction, is the motto of our organization. We are the pioneer company at national level, in fact, we hold the NATIONAL SAFETY PRIZE

1997 SAFETY OF TUBULAR SCAFFOLD LINKER, for our research and implementation work.

What balance would you make of all these years? Have the effort and sacrifice been worthwhile? You can't talk about sacrifice, everybody in this company has contributed their work and dedication in their own way. We've had to face tense situations in the eighties that with effort, responsibility and great solidarity on the part of members, we have been able to overcome. For me, the balance is completely positive, as much in the professional sphere as in the human. I have had the good fortune to get to know many members of our organization.

How do you see the future of the ULMA Group and in particular Construction? It would be naive to think there are no problems, but for me the ULMA Group is one of the most cohesive in MCC, with a high degree of worker identification and ownership in general. This human capital, together with the projects underway at present guarantee the stability, consolidation and expansion of the ULMA Group. At ULMA Construction, I'm not saying anything new if I state that it will be one of the important pillars of the ULMA Group in the future. It's an organization that's alive and constantly moving.

In retrospect and given the years you have spent at ULMA, surely there are people who have left their mark? Who would you like to remember? We're talking about many years and many people, undoubtedly there are workmates with whom I have spent pleasant times and other more complicated

ones. Above all I remember José Antonio Zubia, a fellow scaffolder who died in an accident at work when we were both installing scaffolds in the tanks of an oil ship.

Lastly, from the experience, and dedication, Javier... What message would you give to the new generations at ULMA? I'm not the right person to be giving messages, but I can express my perso-

"For me,

ULMA is of the most cohesive groups in MCC"

nal convictions. I am a convinced advocate of our cooperative system, the virtues of our organization outweigh by a mile the negative or problematic aspects that exist in any society run by people. I would tell them to value what we have, because it's a lot. I'd encourage them to compare our model at national and international level, to participate, be critical, but "constructively critical."



The photo shows Javier Galdos on the right of Eduardo Chillida in the Peine de los Vientos, 1977.



Our retired workers

participants

- > Félix Ayastui
- > Juanito Osa
- > Jesús Lazkanoiturburu
- > Amparo Viciola
- > Luis Mugarza
- > Alfredo Corrales

Taking advantage of the fact that we will shortly be celebrating once again the tribute to our retired members, on October 31st, we wanted to gather 6 of them together to find out in depth how they live, what kinds of things they have on their minds, how they see their link to ULMA from a distance, etc.

Of course, by the time this issue of Begira comes out we will already have had our tribute to the retired. How does this reencounter with the company feel, meeting people you worked with for years? And also, do you have any improvement suggestions you believe could be incorporated into the tribute program for future years?

> **A. VICIOLA:** It's good, since we don't normally have any contact with our old workmates and this way we get to meet up again. This

will be my first time, as I retired two years ago. As for the tribute event, I believe we should remember the deceased with a mass, since they also contributed to setting up the company.

> **A. CORRALES:** For me it's very satisfying to be able to meet up every three years with our co-workers. I love getting invitation, it is a very caring thing to do for retired workers. I agree we should remember our workmates. Three years ago I even took the microphone and said; "a very special memory for all

the workers who passed on without being able to enjoy the pension they had looked forward to."

> **L. MUGARZA:** This will be my first time, and I'm looking forward to meeting the mates I worked so hard with for many years. The visit to the factory where you see how the cooperative has developed is great.

> **J. LAZKANO;** Three years ago, when I came for the first time, it was a very nice occasion. Also, I believe that every three years is the right

period of time for this type of event. For most of the retired people it's an event they're very grateful for, since it's the only contact they have with workmates and the cooperative. I agree with what was said about remembering those who've passed on.

> **J. OSA:** I definitely find the event very interesting. For me, it will be the second time and it's an opportunity to visit the factory again and to see how it has changed, etc. I find it a good event in general.

> **F. AYASTUI:** I really like the idea of getting together because I don't live in Oñati and I don't have the chance to see what's going on. I don't have the chance to see my workmates often either, so the tribute event makes me really happy. I agree we should remember the deceased in some way.

Let's start by taking stock. Has life changed much since you retired? Has it come up to your expectations?

> **A. VICIOLA:** In fact, life hasn't changed much at all. I still do the same jobs as I did before, at home, etc. But I am calmer and I have more time. Every day I go for a walk, I also go to exercise classes for Senior Citizens and I do some humanitarian work; we collect clothes for Argentina, we visit the sick at the

"On the tribute day we should also remember the deceased"

A. Viciola

Residence, etc. Also, as a hobby, I have been learning music. Now, surprisingly, I almost don't have enough time...

> **A. CORRALES:** I like to take notes on all my activities, like to write poetry and I have written down anecdotes and also things about my life at ULMA. I do this and travel as much as I can. In the afternoon I usually go and play a game of cards or something and I also go to the pool.

> **L. MUGARZA:** It has come up to my expectations. It has been a big change but a positive one too. I'm busy all day and I still haven't got round to some of the things I have in mind.

> **J. LAZKANO:** I've been retired for 5 years and my life has changed very much. Before, I was short of time for everything and I could even do with more. There are lots of days that are too short. I am not usually at home or in the bar but I'm active

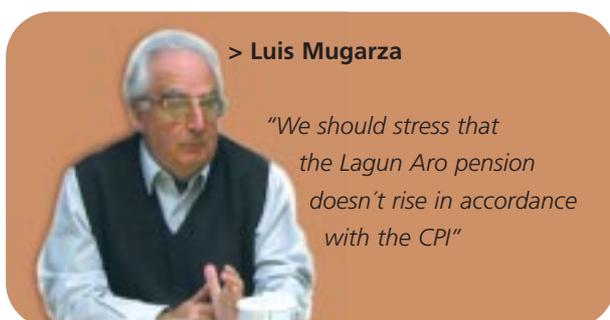
many hours a day, since I get up early.

> **J. OSA:** My days are completely full. I get up around seven thirty and between my vegetable garden and the hills that's it.

> **F. AYASTUI:** My days are increasingly busy. I have a little workshop and I love to be there a few hours a day. The rest of the day is with my wife, helping a little around the house, etc. In the six years I've been retired I've never known boredom.

Do you keep in touch with ULMA? Do you think that with retirement the relationship with the cooperative is broken once and for all? By the way, from a distance, what's your view of ULMA?

> **F. AYASTUI:** I think ULMA's doing well and hope it goes on like that... I have two kids working here. There's not much contact. We have dinner from time to time with the workers we knew best.



> **J. OSA:** My contact's with friends, that we usually have dinner with, etc. Once in a while I drop in on the factory but... ULMA seems to be doing well, you just have to look at the new pavilions they're putting up.

> **J. LAZKANO:** When I come here occasionally I see that the change is positive. Maybe people from outside can see what's been achieved, and still being achieved, more than us. Also, we're interested in it doing well, because our money is still here. The general comments on ULMA are positive in the area.

> **L. MUGARZA:** In my own case I'm pretty up on information on ULMA because I have three children working here. Any excuse is a good one when it comes to visiting the factory.

> **A. CORRALES:** Well, I've completely lost contact with many workmates, although now I have a son working here. Also, from talking to people from outside and from other companies there is a healthy envy of how ULMA treats its retired workers etc. It should be the same in every industry.

> **A. VICIOLA:** I haven't had a lot of contact with ULMA these past two years. However, when I go away or I take a trip I'm very glad too see a lot of scaffolding, props, etc.

Sometimes I get a bit worried in case something goes wrong, if the work dries up. Oh... I hope there's not a crisis, because there are so many young people working at ULMA. And when you're watching the news it looks as if there is a crisis, look at the state the Germans are in, and if it can happen to the Germans...

> **J. LAZKANO:** The Germans should compare themselves to ULMA... When they say now that work is dropping off at ULMA, I say that we're still fine because it depends, of course, on your starting point. ULMA started with a very good level and, of course, now, the level is starting to be more normal.

> **A. CORRALES:** ULMA Construcción can't fall. It's got a great market. It'll have its ups and downs, but it won't go down.

Do you think that the cooperative worries about and looks after its retired workers? And knowing what you do now, and also from experience, what would you ask your cooperative or Lagun-Aro for?

> **J. LAZKANO:** In general, we already knew what there was. What is important is for people to have a clear idea of what there is, just in case... In the end, when retirement

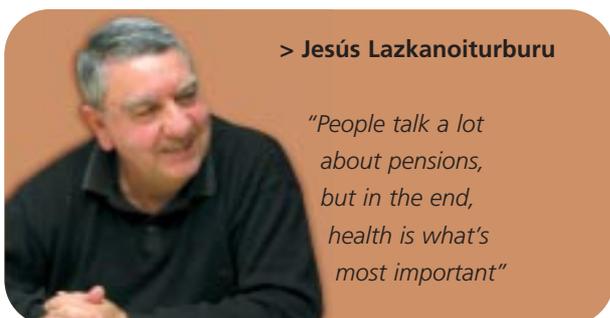
comes you can use every penny, although in time, in theory, every day you need less... I think that people have more or less the same needs in normal life, independently of the professional category that you had in your working life.

> **L. MUGARZA:** I think we should point out that Lagun-Aro doesn't raise the pension in line with the Consumer Price Index, and what that means over the years.

> **A. VICIOLA:** That's true. Because if you're lucky to live many years the proportion of the increase doesn't correspond to the cost of living, so little by little you lose out. Another thing I'd ask LAGUN-ARO is why they don't pay Bonus Payments? There's Christmas and July and you only have half... as for the needs of pensioners, they're also important, because now that you're at home all day, you put on the heating more, etc.

> **L. MUGARZA:** In the end, the bonus wages are based on the pesetas per year divided by 14 instead of 12.

> **A. CORRALES:** I get the same from the Social Security as from Lagun-Aro, so why don't we get extra pays...besides, the annual rise of Lagun-Aro is smaller than the Social Security's. And if the annual



┌

“When I come to Oñati, I see that ULMA is changing positively”

J. Lazkanoiturburu

└

CPI is more than predicted, the Social Security pay and Lagun-Aro doesn't.

> **F. AYASTUI:** I would say in general that we can't complain... For example, we've got the INSERSO trips that, in spite of everything, are quite cheap. So really, the only problem is that the years are going by...

Health, family, affection, etc. It seem that with retirement your view on these topics changes... How do you think about this in this new stage of life?

> **A. VICIOLA:** All that depends on how you live at home. Me, for example, living alone, yes, I do feel a little lonely. You see that you're getting on a bit and you think that some day it'll be time to go to the Residence. As for health, I go to exercise classes, take walks, watch what I eat, etc.

> **L. MUGARZA:** I try to get some exercise, walks, I watch what I eat a little, etc. As for the family, you have

to adapt to the new situation, now you're at home a lot more hours.

> **J. LAZKANO:** When we had the chats on retirement the point that came up most was health. That means that you talk a lot about the pension, but in the end it's health that's most important.

> **J. OSA:** Even before going into retirement I had a check up every year and I still do.

> **F. AYASTUI:** My health's quite good. I get a check up every year too. I don't have any problems with food, because I'm not a big eater. As for the family, now I Hoover a little, I do a bit of cleaning from time to time, etc. I help my wife a bit.

Lastly, what message would you give your ULMA Group co-workers who, bit by bit will be retiring too?

> **A. VICIOLA:** I would tell them to get some hobbies. To try to fill every

hour of the day and not watch the telly much because there's some pretty bad programs.

> **A. CORRALES:** Well I'd tell these "young" aspiring retirees to get ready mentally, to get used to the idea of retiring so that when it comes they get on with enjoying it.

> **L. MUGARZA:** I'd simply tell them not to be scared of it and plan it a little beforehand.

> **J. OSA:** They shouldn't be afraid. Retirement is a different life but a better one.

> **J. LAZKANO:** I'd tell them that retirement is no Bogey Man, that just because we're retired it doesn't mean we're old folks or useless... Also, it's the law of life to stand aside for the young, because then there are guarantees. To sum up I'd say that most of us are quite happy and it's for a reason...



MCC Intercooperative funds: the Cooperatives "Bank" for project financing

The FCI funds (Central Fund for Intercooperation) and FEPI (Intercooperative Fund for Education and Promotion), are one of the most genuine expressions of MCC intercooperative solidarity, and they illustrate what you can do when you act together.

For the financial year 2003, MCC has 10.6 million Euros (1,764 million ptas) to distribute via grants and another 29.2 million Euros (6,622 million ptas) to make as investment.

This money comes from two sources:

- ❑ FEPI (Intercooperative Fund for Education and Promotion), approved at the 2nd MCC Congress.
- ❑ The FCI (Central Fund for Intercooperation) approved at the 3rd Congress.

These funds, in turn, are administered by two bodies:

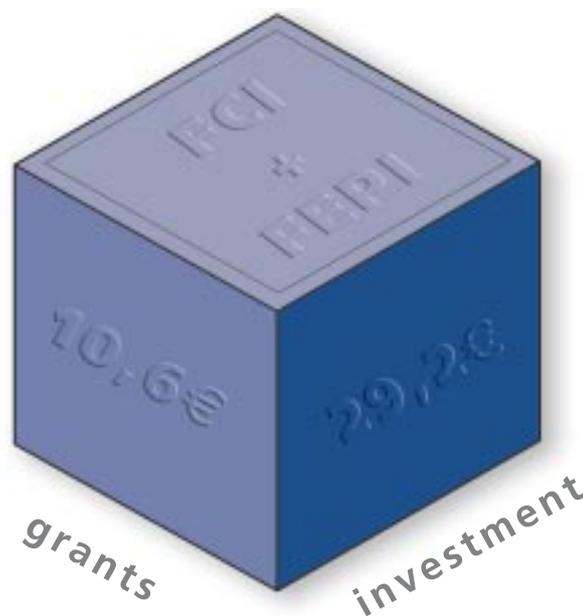
- ❑ MCC Investments S.P.E. S. Coop. which is a Society for the Promotion of Companies that covers all the investment aid granted to the Cooperatives.
- ❑ Foundation MCC: which is a not-for-profit society used to channel all the subsidy aid granted to the Cooperatives.

Where does the money for the FEPI come from?

It comes from the FEPC of each cooperative. Each cooperative should dedicate 10% of the balance of the financial year (in some cases this is cut to 5%) to the FEPC. By an MCC ruling, 20% of the FEPC is transferred to the FEPI so that it is distributed globally in MCC. This is something similar to the approach at ULMA, where the Group distributes the majority of

the FEPC. The Caja Laboral, in special cases, contributes 50% of its FEPC to the FEPI. In the latest Congress held this year for the purposes financing the development plan of Mondragón Unibertsitatea it was agreed that for five years an additional contribution of 10% of the FEPC would be made. Therefore the financing scheme of the FEPI is as follows:

Normal situation	
❑ Caja Laboral	50% FEPC
❑ Cooperative:	20% FEPC
Next 5 years	
❑ Caja Laboral	60% FEPC
❑ Cooperatives:	30% FEPC



How does MCC distribute the FEPI?

Generally speaking 50% is dedicated to Educational Projects and the other 50% to projects of R+D. Therefore, for 2003, the following distribution is planned:

❑ Educational Centers:	3,938 thousand Euros
❑ Science and Technology Plan:	1,000 thousand Euros
❑ Technological Centers:	1,420 thousand Euros
❑ Other Projects:	360 thousand Euros
Estimated total:	6,718 thousand Euros

Cooperatives can access part of these funds when they carry out R+D activities that are grant supported.

Where does the money for the FCI come from?

All the Cooperatives inscribed in the MCC are obliged to contribute the equivalent of 10% of the balance to the FCI annually as a financial contribution. We say the equivalent because what is contributed does not come out of the balance of the cooperative. The balance is only the calculation formula used to define how much money is put into the FCI. For the cooperative it is an investment and, therefore, it receives interest on the money in return.

Here, it is also necessary to mention that the Caja Laboral, because of its very nature, contributes the equivalent of 20% of its balance. Also, as a special case, 70% of its amount is contributed as a grant aid and the remaining 30% as investment (Credit Line for the use of the Cooperatives). This distribution type has been established because it is of interest to both parties.

The FCI is like a Bank that has been created among the Cooperatives to help certain projects financially.

What is the FCI money used for?

We have already said that 70% of the contribution of the Caja Laboral goes in grants and therefore this money is used in turn to give grants to the Cooperatives in two ways:

1. To subsidize projects
 2. To compensate up to 20% of the losses of Cooperatives
- In 2003 the following distribution is planned:

❑ Promotion Projects	400 thousand Euros
❑ Internationalization Projects	1,000 thousand Euros
❑ Corporate Projects	332 thousand Euros
❑ Loss Compensation	1,400 thousand Euros
❑ Transfer to FEPI	750 thousand Euros

This is therefore to foster the development of new activities or external installations by subsidizing the completion of the corresponding viability projects. This year a special contribution to the FEPI is planned to help the MU project, as a first step to introduction of the previously explained special plan.

As for the amount dedicated as investment by the Cooperatives and the Caja Laboral, this is used to finance the Cooperatives and their participating societies through Capital Participations, Loans and Guarantees.

For the year 2003 forecasts of the use of funds is as follows:

❑ New activities	11,500 thousand Euros
❑ External Installations	11,500 thousand Euros
❑ Cooperative with exhausted credit	2,191 thousand Euros
❑ MCC Navarra	376 thousand Euros
❑ MCC Development	3,606 thousand Euros

We should point out that these two entities, MCC Navarra and MCC Development are also funds in which, apart from the MCC, the respective Basque and Navarrese Governments participate along with different financial bodies, and their aim is to dedicate funds to the development of the Cooperatives. They are, then, an instrument through which to multiply the money contributed by MCC to serve the Cooperatives. In conclusion, I would comment that in the Congress held this year a new mechanism of solidarity has been approved with the effect that 2% of the results of the Cooperatives will be dedicated to an MCC Global Fund (reducing therefore the restructuring amount to be levied at the level of ULMA Group, in our case) dedicating it towards compensating up to 50% of the losses of the Cooperatives (previously loss compensation was up to 20%).

Jokin Ugarte

Financial Director. ULMA Group.

From the point of view of ULMA as a possible recipient of these funds, we consider that they offer us, basically, the possibility of compensating up to 50% of the losses of any cooperative (before applying the Group restructuring) and the possibility of gaining our own resources. The Cooperatives have mechanisms for securing external financing (loans) but we have greater difficulties in securing our own resources than limited companies. Through MCC Investments, a cooperative can access Own Resources through the figures of Contribution to Capital or Special Participations. In this way, when the ratio of debt of the cooperative improves, it has greater possibilities of having access to external financing.



The origins of ULMA Construcción

ULMA Construcción originated from the enthusiasm and enterprising nature of various people who, in 1957, left their old jobs to get involved with a project that today, has become one of the leading Businesses in our Group.

But we have to point out that the sectors in which ULMA would later specialize in did not emerge from the beginning. As in all business ventures in that period, it welcomed coincidences and the adaptation to the necessities presented at each moment.

Jesús Lizarralde, Marist and professor at the Professional School of Arts and Trades of Durango and brother of one of the other founders of ULMA, brought back some sketches of scaffolding from the United States. He sent the tubes to be manufactured at the Condesa Piping and Derivatives in the San Andrés neighbourhood; this was how they started to make hand-crafted scaffolding. From there, they assembled the scaffolding with some welders from Hijos de Juan de Garay who came after work. This is how it began. ULMA was set up as a cooperative on September 8, 1961 with 35 partners and with José Ignacio Egaña as their president —he was then the owner of the factory Chocolates Zahor de Oñati.

Just like with the scaffolding, ULMA ended up specializing in the production and building of fences coincidentally because in 1965 the World Long-Distance Road Cyclist Championship was held in Lasarte (Guipúzcoa). For this reason, ULMA made 4,000 fences and 4,000 stands with seats.



ULMA Construcción; An Integral solution for each work

ULMA Construcción manufactures and markets industrialized systems for Construction. It offers its clients the services of a technical project, rental of material, and assembly services; it also has one of the most productive plants in Europe, in which the processes are totally automated. It has had its ISO 9001 Registered Company Certificate since 1994.

ULMA Construcción pursues a Project based on criteria of business excellence —in the people, in its integral development, and in the satisfaction of its clients and collaborators— to improve our surroundings and Environment, making possible the generation of wealth and new employment in a cooperative framework.

This is why ULMA is present within the Construction sector in the sub-sectors of Building, Civil Work, and Scaffolding for Industries, Entertainment, Service, and Performances. ULMA Construcción currently has its own technical-commercial network that encompasses more than 20 delegations in Spain plus its subsidiaries in France, Portugal, Chile, The Netherlands, Argentina, Brazil, Peru, Germany, and the United States, as well as important distributing partners in European and Latin American countries. In short, ULMA Construcción with its Integral Service and based on the offer of solutions and systems, is situated as a European company of the future competitive, and with a clearly INTERNATIONAL vocation.

José Luis Madinagoitia - President

"We should boost and develop cooperative culture, adapting it to the new times"

"ULMA Construcción and Agrícola, is in line with the defined Business Objective, to pursue an international leadership in Scaffolding and Formworks in the Building and Civil Work sectors over time. This has had a significant growth in recent years due to the strategy of internationalization that has been implemented in its activity in the Civil Work sector and its strong presence in the Spanish market. Nonetheless, we should not forget that our business project, just as we define it in the company's MISSION, has to be based on criteria of excellence—the people and their integral development, the pursuit of client and external collaborators' satisfaction, and the improvement of our surroundings and environment—that makes the generation of wealth and new employment possible in a **cooperative framework**.

From my position as President, I would like to work on helping with the fulfilment of this project from the social aspect. This should go hand in hand with the business side in which we should boost and develop the cooperative culture, adapting it to the new times we are living in. The internationalization processes and the globalization phenomena really make the application of the classic cooperative philosophy difficult. But I understand that, neither we nor other cooperatives, immersed in similar processes, can stand back and watch. Instead of making ourselves into traditional multinational companies, whose only cooperative focus is aimed on the headquarters, we have to look for imaginative methods to find cooperative integration solutions that integrate the maximum number of people who participate in our more and more extensive business project. I think that this is going to be one of our important social challenges in the next decade—difficult, but coherent with our principles.



Carmelo Bilbao - Manager

"To be leaders we have to be a business reference"

"I would like to take this opportunity to greet all the people who are working on this business project. ULMA Construcción and Agrícola is becoming a reference to know within and beyond our setting. The assessment made on external clients perform is exceptional, making them the envy of our competitors. A cooperative model that maintains the enthusiasm of our internal clients and shows day by day that, by involving the workers, we can compete with large companies who share the same goals as us, but do not value human resources as we try to do.

In the years to come we should grow and therefore, assume more risks. Above all, because we should count on new people who will be involved in the project and know about variables such as sales, assembly, service, engineering, rental—these variables are very difficult to manage, but the only way to exceptionally do so is to count on the people so that they can reach a higher level of enthusiasm than any. At this time, we are a group of around 1,600 people, between partners and non-partners, affiliates and the headquarters. It is an honour to be able to confirm—what can be seen when the affiliates and delegations visit—the enthusiasm that we have transmitted so rapidly in all these places, as well as the assumption of the objectives and of our cooperative models. This model was born in Oñati a while ago and the people who, from the beginning, have worked so that all of this could be possible should be very proud of what they have generated.

The new generations should respect history, always with the aim on the basic objectives of growth, and the generation of employment and wealth."



ULMA Construcción 2003 Products

> Building,

- Vertical Formworks
- Horizontal Formworks
- Bracing and Forms for Concrete
- Shuttering boards
- Scaffolding

> Civil work

- Climbing concrete formwork systems,
- Concrete shuttering and formwork for bridges,
- Travelling cranes,
- Shuttering for dams of compacted H.C.R.,
- Screener for dams of rock filling,
- Equipment for continuous concreting,
- Special Equipment,

> Industrial scaffolding,

- (Industrial sectors: Iron and Steel, Food and Agriculture, Cement, Paper, Naval, Petrochemistry, etc.)
- Multidirectional BRIO Scaffolding

> Entertainment, service, and performances.

(Cultural and sports events.)

- Multidirectional BRIO Scaffolding (stages and provisional cover)

STRATEGIC PROFILE

> Management

- Strategic Deployment and Addressing
- Interaction with the Client
- Involvement of the People
- Management of Processes

> Business

- Internationalization
- Civil Work and non-residential Building
- R + D + i
- Strength of Sales

ULMA Agrícola:

ULMA Construcción: the Business in Data



ULMA Construcción obtained the objectives of anticipated growth in the 2002 fiscal year which supposed a historic record of sales and, therefore, of market share quote. Nonetheless, 2002, was a complicated year in which various of its most direct competitors suffered, including suspension of payments. ULMA continues to become stronger in the global position achieved in 2001.

The construction turnover (at the headquarters) supposed 115% in regards to that anticipated. The evolution of the consolidated figure surpasses the achievements of the previous year by approximately 7%, reaching 194,900 million euros, 107% of that anticipated. Agrícola reached the same turnover figure as the year before, nonetheless raising the International intake to 27.8% of the total figure of the business.

This growth in sales brought a profit practically equal to that in 2001, but 24% above that anticipated. In 2002, the total profit rose 6.7%.

Anticipation for 2003

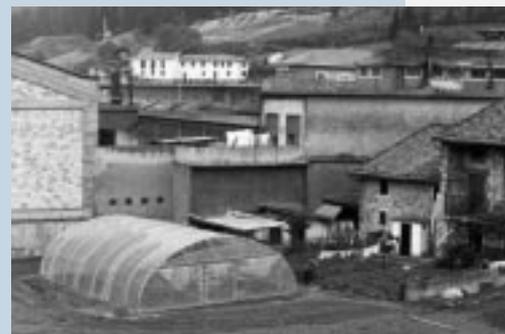
ULMA Construcción's Plan of Consolidated Sales for 2003 has to be paired not only with the priority measures of improvement for this year, but also with the strategic areas of action in the 2002-2005 period. It must also have the no vision other than being the international leader in scaffolding and formworks in the building and civil work sectors.

Lastly, point out that ULMA Construcción continues to grow as much in the market as in its product, taking steps in both directions in pursuit of fulfilling its mission and reasons for being a business.

ULMA Agrícola How did it start?

Immersed in the middle of the market crisis at the end of the seventies, and with the goal, at least in part, to mitigate the negative consequences of this crisis, ULMA undertook some new business activities which are characterized for having a certain common tendency with the market, and the productive capacity and technology that presided at that time. In this way, the external commercialization of the internally manufactured tube was started, as well as the marketing of their woodwork, aluminium profiling, and greenhouse sales.

The development of the three mentioned new activities obtained an inconsistent fortune, but the manufacturing of greenhouses, born from what we call an opportunity of making the most of productive control, assumed a clear complementary support in that critical period, and, although it didn't manage to contribute a great volume of sales, it did increase the volume of activity. Little by little, over time, it kept increasing its market share, until it became the current Business, ULMA Agrícola.



In the photo: a ULMA Agrícola greenhouse in the Olalde country house, at the end of the seventies.

Greenhouses for the industrialization of the sector



ULMA Agrícola is currently oriented towards collaborating with agriculture producers, making a complete offer of protected crop producing systems, making the industrialization of the sector possible.

Initially, ULMA Agrícola focused on the manufacturing of tunnel-type greenhouse structures that did not require an assembly service; but today's demand in the sector does not exclusively limit the supply of structures for the covering of crops, rather, the farmers invest in the creation of production centres which is why they request and assess projects of greater importance from the evaluation to the post-sales service.

ULMA Agrícola is organized under the dependence of ULMA Construcción, sharing some fundamental services and functioning as an independent business in other aspects. Its main departments are: International, Technical, National Commercial, Producer-Logistical, and Assembly.

The International department consists of five people and, up until now, has created installations in close to 30 countries. It acts through alliances in China and Turkey, and it deals with the rest of the zones from Oñati, except for Mexico where one of its salespeople resides. On the other hand, ULMA Agrícola belongs to the NUTEKA consortium of exportation that has its main office in Murcia and

deals with all facets of protected cultivation. The Technical Department is comprised of 6 engineers in the technical and electronic branch, and the objective of this section is to sporadically incorporate agronomist engineers.

The network in Spain is formed by seven salespeople, three of whom are located in the Delegation in Almería for its high strategic value, from where it deals with the entire southeast of Spain. The production department includes the manufacturing of the company's product, purchasing management, and logistic service. The assembly service is offered through the four regional assembly directors who coordinate a broad network of self-employed groups.

Among the projects executed in 2003, the following should be emphasized: the BEST ROSES project in India of a total of 6 Ha., 7 projects of a total of 15 Ha. in the Almería zone, and the performance of diverse highly technological projects in Guipúzcoa and Vizcaya.

Throughout this fiscal year, ULMA Agrícola has been in the phase of obtaining AENOR's "N" mark that guarantees its compliance with European Norm, UNE EN 13031-1, recently adopted by Spain. A project is currently in progress that will be Spain's first to comply with this Norm.

STRATEGIC PROFILE

- > Offer an integrated solution to the client, including, assessment, structure, temperature control, equipment, assembly, and after-sales service.
- > Development of the management strategy based on the total quality and the organizational model.
- > Management and adaptation of the "integral solution" processes.
- > The deployment of strategies and objectives, defining and internalizing the Mission, Vision, and Values. Implementing the system to measure the clients' satisfaction.
- > Development and involvement of the people.

José Irizar –

Director of ULMA Agrícola

"We want to be International Leaders in Integral Solution"

"In the last few years, ULMA Agrícola has been experiencing a profound transformation in the sector of intensive cultivation or the greenhouse sector. In a very short time, we have gone from supplying tunnels or very simple installations to offering very complex greenhouses in a market with a great amount of unknowns that influence the success of its projects.

The pressure of the most demanding markets is making the primary sector evolve very quickly towards an industrialization that allows for the supply of top quality agricultural products during the entire year. This creates a very interesting space for technologically advanced auxiliary companies.

We currently have a staff of young people who are doing an excellent job at their post, ready for the Line in the strategic aspects: Internationalization, Adaptation of the products to the European Norm, Temperature Control, Development of new products, Assembly Solutions, Improvement in production-logistics, and Communication in the advanced technology market.

In the years to come we want to become a company that can offer integral solutions to cover any of the clients' needs, in a very competitive international market."



40 years
together

ULMA's first manager Sáiz in the media. The newspaper clipping contains an interesting interview with Julio Sáiz, ULMA's first manager in the '60s who we interviewed in number 2 of Begira. The article focuses on the stand that Talleres ULMA S.C.L. set up at the Official International Trade Fair of Barcelona —the first event of this kind that we attended. According to what Julio Sáiz explains to the writer, ULMA was created "to manufacture machines for chocolate packaging."

Director gerente, al habla

D. Julio Saiz, de Talleres ULMA, S. C. L.



Nos habíamos detenido ante un «stand» para mirar unas tablas de chocolate, expuestas en una estantería. No teníamos ni idea del «stand» ante el que estábamos y, por un momento, nos figuramos encontrarnos delante de alguna industria chocolatera.

Nos extrañó la diversidad de marcas y, ya íbamos a buscar explicación al hecho, cuando reconocimos a la figura amiga de don Julio Sáiz, que vino a sacarnos de dudas.

Resulta que el señor Sáiz es el director gerente de Talleres Ulma, Sociedad Cooperativa Industrial, que es la firma que expone en aquel acotado. Y ya, en el camino de la charla amistosa, el hombre nos fue explicando pormenores de la firma que dirige.

Es la primera vez que concurre a este certamen, entre otras cosas, porque hace apenas dos años que se creó la entidad.

—¿Cuál es el fin de «Talleres Ulma, S. C. L.», señor Sáiz? —le empezamos preguntando.

—Ha sido creada con el único y exclusivo fin de fabricar máquinas para el empaquetaje de chocolate, las cuales, por su trabajo, han de ser de gran precisión.

—¿Cómo nació la idea de crearla?

—El estudio del mercado nos la proporcionó. Se hacía sentir la necesidad, en esta industria, de una máquina que, sin ser muy lenta, tampoco fuera excesivamente rápida. Es decir, hacía falta que estuviera de acuerdo con lo que la industria nacional precisa hoy día.

—¿Y su fabricación es enteramente nacional?

—Por completo. Y es esencialmente importante hacer constar que todas las piezas de esta máquina están troqueladas para que, caso de deterioro de alguna de ellas, sea más fácil solicitarla.

—¿Cuáles son las principales ventajas de esta máquina?

—Esta máquina, puesta en el mercado para atender las necesidades de los industriales españoles, no es exactamente una novedad, pero sí una máquina atractiva, que por su precio asequible, es muy deseada. Otra de las ventajas que posee es la de la simplicidad en su manejo. No hay en ella nada complicado y por eso, cualquiera que preste atención puede atenderla, sin especialización alguna.

—Otra de las circunstancias que la hacen deseable —continúa el señor Sáiz— es que puede transformarse con facilidad para em-

volver diferentes tipos, desde la barrita hasta la tableta de 500 gms.

—¿Tiene «Talleres Ulma, S. C. L.», muchas máquinas funcionando ya en las industrias españolas?

—Actualmente funcionan veintidós (exactamente iguales todas ellas a las de la fotografía que ilustra esta información) a total satisfacción de sus usuarios.

—¿Qué proyectos tienen ustedes?

—Como base de nuestro programa futuro se puede anunciar que hemos puesto en marcha la ampliación de los talleres, medida a la que nos hemos visto obligados, por la creciente demanda nacional, así como nuestro gran interés de desarrollo hacia el exterior, es decir, para exportación de ella. Ya tenemos, sin haber iniciado casi el plan, máquinas funcionando en Francia y Portugal y, como las de aquí, con excelentes resultados. Una vez realizada esta ilusión, creemos con ella dar cumplida cuenta a nuestras más inmediatas aspiraciones y esperamos asimismo, poder prestar nuestro apoyo al desarrollo industrial de España.

—¿Evolucionan las máquinas muy rápidamente?

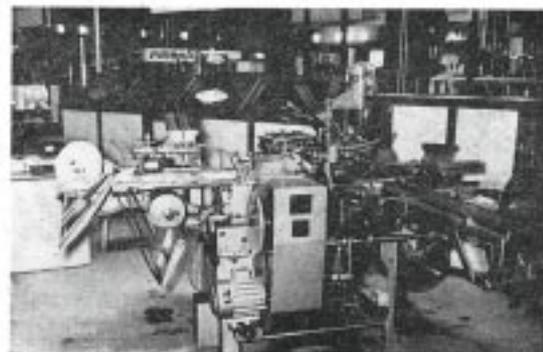
—Nuestra sección técnica está siempre pendiente de las novedades relativas a esta clase de máquinas. Presta una atención constante a la mecanización de la envoltura y al propio tiempo, dicha sección está a disposición de cualquier petición que nos hagan los industriales, sobre problemas que pueden plantearse.

Con esto quedó terminado nuestro impensado cuestionario. Pero seguimos hablando y el señor Sáiz nos rogó que no termináramos esta entrevista sin llevar a los chocolateros (que se reunieron días pasados en Barcelona en asamblea de industrias chocolateras y en su consecuencia tuvieron la gentileza de pasar por el «stand» para saludarlos), el testimonio de su agradecimiento, como igualmente a todos los componentes de la organización ferial, por las facilidades dadas para que la asistencia de «Talleres Ulma, S. C. L.», a la XXXI Feria Oficial e Internacional de Muestras de Barcelona, primera a la que concurren, fuera un hecho.

Y entrados en el capítulo del agradecimiento, démoselas nosotros también a «Talleres Ulma, S. C. L.», por las facilidades que nos han dado para llevar a cabo esta información.

Ad pues, ¡muchas gracias! envueltas en papel de estaño.

R. H. L.



agenda and suggestions

RETIRED:

Retirements in the ULMA Group from September 1st to December 31st, 2003.



ANGEL MARIA ZUBIA



NARCISO FERNANDEZ



CECILIO MOLINA



DIONISIO MALAVIA



JAVIER GOROSABEL

*Thanks everyone, enjoy!
Congratulations.*



SUGGESTION BOX

We will keep encouraging you to send us your opinions and suggestions to:

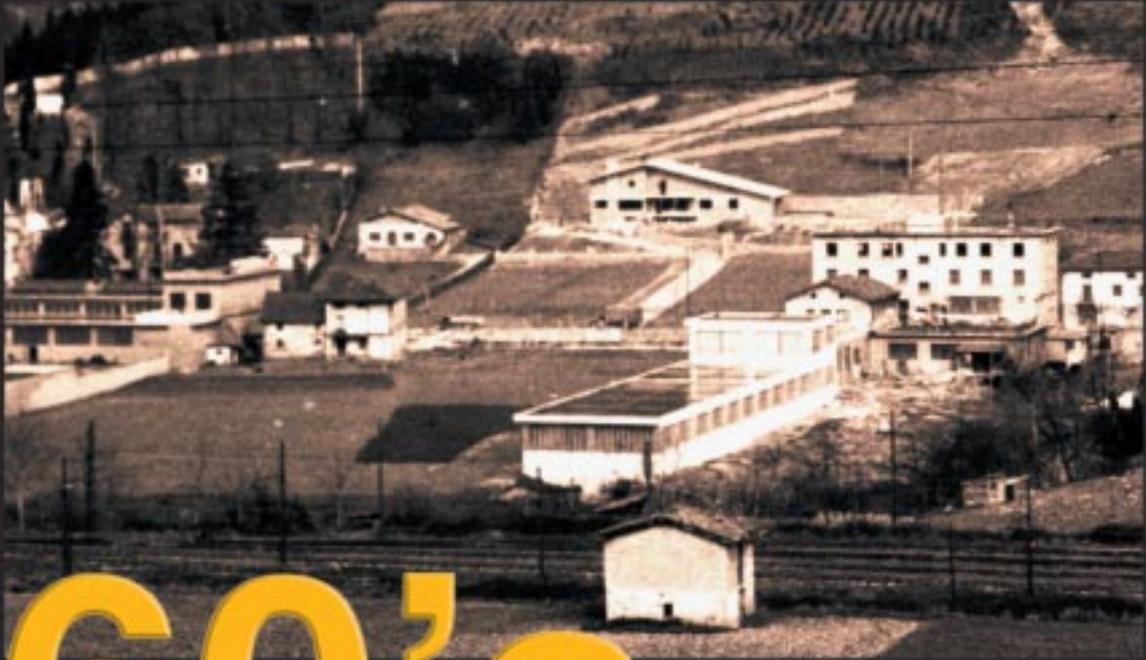
Grupo ULMA
Departamentos Centrales
Ps. Otadui, 3 - Apdo. 13
20560 OÑATI
Ref; BEGIRA
begira@ulma.es

On this occasion, of all the suggestions and surveys received, the Toti Martínez de Lezea's book, **La Voz de Lug**, was for **Jaione Uriarte** from ULMA Polymer Concrete.



A TRIBUTE TO GRUPO ULMA'S RETIRED EMPLOYEES. In the photo, the group of retired workers who attended the celebrations held in their honour in Oñati on 31 October.

We let's will write our history among us all!



60's

To our readers;

From the next issue of Begira on, we will publish, in an alternative fashion, special supplements about ULMA's history by decades. In the February issue we will start with the 60's and will try to tell the ULMA's beginnings as accurately as possible together with a photograph of what the company from Oñati was like in those years when ULMA took its first steps.

For this, we propose that you send us any idea that you want to contribute as a topic for this supplement or any suggestion or anecdote about a specific matter from those years that could be of interest.

We would also appreciate it if you have any documentation —photographs, videos, news, etc. — from those early years that could be useful, please, send them to us at:

By mail;

ULMA Group

By e-mail; **begira@ulma.es**

Central Departments

Ps. Otadui, 3 – P.O. Box. 13

20560 OÑATI (Guipúzcoa) SPAIN

Also, for any clarification, comment, or doubt, you can contact Mila Barrutia at the ULMA Group's Central Department (telephone: 943 03 49 00).

Thanks in advance for you collaboration.

**We encourage you
to participate in this project!**