

Begira



ULMA

December 2004

Nr.7

ULMA Construcción in Chile; *From Big Building to Hydraulic Works*



We talk to
José Luis Astiazaran,
President of Real Sociedad

Round table:
ULMA's young people speak



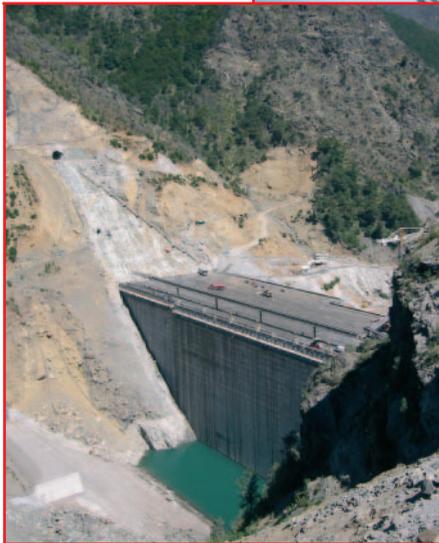
we are outstanding in ...

summary



4

6



14

3 Let's talk about...

POGU III: Responding to New Challenges.

4 News and facts:

ULMA Agrícola carries out of Hot Air Heating facilities in the Northern area.

ULMA Forklift Trucks entrusts its management to Movex of Intenia.

ULMA at the Atlantic Logistic Forum.

COFAC puts faith in an ambitious logistical project developed by ULMA Handling Systems.

Extension of the ULMA Polymer Concrete plant.

12 The interview:

José Luis Astiazaran,
president of Real Sociedad.

14 Unique works

ULMA Construcción takes part in creating the fifth biggest dam in the world.

18 Round table

ULMA's young people speak.

20 Healthy News:

Yet another year the flu knocks on our doors.

22 What do you think?

What advantages / disadvantages do you observe between our cooperative model and an Anonymous Society?

24 40 years together

25 Calendar and Suggestions

Senior Citizens.

BEGIRA

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

December 2004
Edition: Grupo ULMA
Design: AZK Taldea
Printing: ELKAR S. Coop.

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



POGU III: Responding to New Challenges

This past decade proved to be a period that intermingled a reasonably stable economy with the development of a competitive company model. A company that is largely identified by its operational excellence. It has certainly been a period of great changes where such phenomena and concepts like globalization, total quality, reengineering, continuous improvement, EFQM, etc. have brought with them important transformations in our organisations, thus making them more competitive and leaving us with the feeling of having carried out our duties effectively. However, with this positive feeling another feeling of uneasiness begins to emerge stemming from a growing tendency towards uncertainty and the belief that the future will be less projectable than the present.

We are beginning to become aware that the advantages we get from developing operational excellence will not be enough to win the race in this new society that is being created with the development and democratization of information technology, globalisation of the economy and the introduction of the Knowledge Worker as an undisputable protagonist in this new paradigm. The reference models on which we have built and developed our organisations are on the brink of evolution which began with the industrial evolution. In many cases these were organised to respond to environments of low uncertainty, but this has not been the case for a long time. We have established an organisational model that has not changed substantially throughout the years and we have limited ourselves to improving its operational behaviour and efficiency.

The new method of competition is beginning to enhance different platforms of the socio-economical environment and the treatments or solutions target the common denominators, **people, knowledge and innovation** as key parts for building the future of the organisations and the wellbeing of the companies.

This new method of competition has to be placed in the context of the globalisation process in which we as companies now

Txomin García

CEO
ULMA Group



People, knowledge and innovation as key parts for building the future of the organisations and the wellbeing of the companies

find ourselves immersed. The globalisation phenomenon opens the door to many opportunities and threats; opportunities, since the market becomes larger and threats, because many companies can emerge from more unexpected places.

All of these transformations in the environment and the same method of understanding the competitiveness of organisations, has created a travel companion for companies that is here to stay and with which we should simply get along. **Change.**

This past decade The ULMA Group also experienced spectacular growth in all of its variables and dimensions. The Group's sales grew from 64 million euros in the 1993 fiscal year to more than 425 million euros that will close the 2004 fiscal year and from the 784 people that made up the work force for the Group in 1993, we have grown to more than 2,800 in 2004. The Group's global structure that in '93 barely extended to France and Portugal as affiliates has grown to almost 25 affiliates in 2004. The transformation has also been very noticeable internally. It is now present internationally, and today the Group has over 500 people abroad. It has established a management culture that is based on total quality and a promotional strategy is now used that has not only developed and consolidated the existing Businesses but has also created new Businesses. The Group has changed but it has also become more complex.

This change is evident in the POGU framework that was approved in December of 2003. On that date the members of the ULMA Group decided to voluntarily and freely commit to a project to share the future. POGU presented an exercise of solidarity which, after waving individual positions, was committed to the growth and development of the Group as a whole. To support the Group's Project an organisational model was designed accompanied by a series of intercooperation instruments placed at the disposal of the common project. Now, both the Group and the environment have radically changed from 1993, and both the organizational model and the intercooperation mechanisms designed at that moment need to be updated in order to respond to the new situation and to continue supporting the development of the project that represents the Group.

It is true that no project can be built by avoiding the past, but it is no less true that today's business world is alive and changing. It grows and must be checked every day, which is why it is important to look towards the future. Our organisation is not the same it was ten years ago, and it will not be the same in another ten years. Organisations are entities that progress, live and wake every day to new demands. And we have to be ready to satisfy those demands. The successes of the past do not guarantee that the future will be the same or that what has worked in the past will work in the future. We now have new challenges and we are faced with a different environment than what existed ten years ago. With POGU III, which is being discussed at this moment, we intend to establish the bases of the ULMA Group for the next few decades and we will only be successful if we are capable of strictly, loyally and seriously asking ourselves, what we can do for our Group, for ourselves and for our work. Our future success will partly depend on us providing the correct responses.

Have a Merry Christmas and Prosperous New Year.

ULMA Polymer Concrete begins the Plan to develop the EFQM Model

■ ULMA Polymer Concrete began a series of changes 4 years ago to implement in the Business a Management Strategy based on Total Quality -Hobekuntza. This way, in the 2000 Strategic Plan the intention of "Boosting growth through Customer Satisfaction", was reflected to bring about a transformation in management through the training, participation and motivation of people and to increase economic efficiency based on a management strategy supported by processes and mini-companies."

Within this process, recently, the first steps towards implanting the EFQM Model. Implementation of EFQM consists, broadly, of three relevant

parts: Self evaluation, Improvement Plan and Installation of Improvement through the Management by Processes. Self evaluation facilitates a training and clarification of concepts of "Excellence in Management", allowing for the identification of areas of improvement, so that routes can be designed to progress toward it, to prioritize actions and to establish indicators.

With the reference of the EFQM Model, ULMA Polymer Concrete seeks, in the short and medium term: to achieve Satisfaction of Clients, People and Society in general, by means of Leadership that fosters Politics and Strategy, Alliances-

resources and Management Processes to make achievement of sustained results easier.

Long term and as the culmination of the previous objective we wish to achieve the "Silver Q distinction". The installation process of the EFQM Model, in its first two phases, will be coordinated by the LKS consultants. A team of 43 people will participate directly in the process, which means 27% of the total workforce and 100% of the indirect organizational structure (not including the Commercial Network), Coordination of meetings, organizing meeting, recordkeeping, documentation etc., will be the responsibility of the Quality Manager.

ULMA Agrícola carries out of Hot Air Heating facilities in the Northern area

ULMA Agrícola, continuing the process of offering their clients an integral service, carries out a study of each installation to define the equipment needed to achieve the best production conditions for each cultivation area.

In several horticultural production plants in the Northern area, producing tomato, cucumber and pepper, in order to assure that the plants do not suffer stoppage of vegetation growth in the surrounding area as a consequence of drops in temperature, ULMA Agrícola have been entrusted with the installation of hot air heating. For this, ULMA Agrícola has carried out the study of each installation, and as a result the neces-



sary heating power has been obtained to achieve the desired thermal increase. In this way they can calculate the number of generators and the position in which to place them. The fuel for the installed generators is gasoil and has

been approved and certified by the territorial industrial delegation.

With this investment they seek to ensure the crop, to achieve a certain precocity, autumnal continuation and, of course, quality.



In July, ULMA Packaging held the seventh bike race up Aránzazu. Once again this year the hardened riders achieved a record number of participants with a total of 96 "routers". During this event we opened the doors to the rest of the ULMA Group although there were only 10 people from Businesses who took on the challenge. Once the cycling was over the typical food was provided for everyone involved including the brave bikers. In total, 114 people enjoyed the picnic and a summary of previous editions projected onto a giant screen.

DID YOU KNOW...

- Last September a course for the new members of the Board of Rectors of the ULMA Group took place in Otalora. The course which lasted 4 alternate days saw the participation of 13 people from the different ULMA cooperatives who tackled topics such as Cooperative Culture, Development System of the Board of Rectors, Strategic Management and Marketing, Financial Analysis of States and the process of Team Work.

Starting from January 1, **General Medicine and Pharmacy** will move from **Lagun-aro to Osakidetza**

■ Lagun-aro and the Basque Government will close a three year Joint Agreement soon as regards health care.

By virtue of this Agreement, starting from January 2005, General Medicine and Pharmacy will be integrated into the public sector (Osakidetza), while Specialized Care (including Pediatrics) and Hospital Care, as well as Casualty will remain in the management environment of Lagun-aro, substituting the public system.

The norms and operation protocols will be established so they are as

similar as possible to the current practices and approaches of Lagun-aro. Regarding the variations that may occur, should these take place, Lagun-aro will inform all its mutualists and Cooperative. Similarly, throughout 2005, the Board of Rectors of Lagun-aro will make a strategic reflection with the purpose of determining the Health Care model to create once the present Joint Agreement comes to a conclusion, that is to say, on January 1st, 2008.

Lagun-aro has also reported that special beneficiary care, indepen-

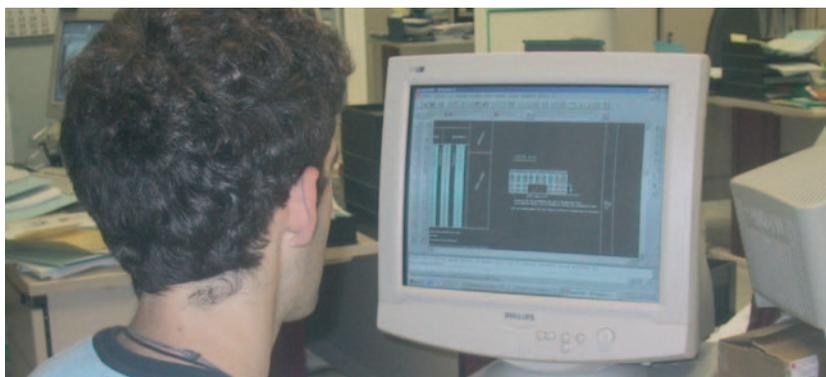


dently of the aforementioned changes will remain at all times, and be strengthened in order to continue.

ULMA Forklift Trucks entrusts its management to Movex of Intenia

■ ULMA Forklift Trucks will implement the Movex of Intenia solution, - this is a Swedish multinational specialized in integrated solutions in e-business management and applications, to cover the management and production areas of its work centers.

The decision to install ERP (Enterprise Resource Planning) was taken after considering the change of Management model occurring in the Company, with the participation of the whole community in management tasks and decision making. An increase in the demand for access to information and the necessity that this access be quick, visual and accessible from any point given the nature of our organization was observed, and also, due to the limitations of the current system which does not allow us to evolve or to solve new needs, domestic as well as foreign. (CRM, SAT-online, Extranet of Replacement Parts). The choice of the system was made after an intense process of analysis,



the result of the Strategic TI Plan developed previously, in which Movex provided its technology and functionalities, and in which other programs were also considered such as IFS and Axapta.

The estimated investment in the project whose first installation phase is planned for the beginning of 2005, amounts to some 500,000 Euros.

The installation will be carried out in the client relations management (CRM), managerial administration (finances, production and purchases), supply chain management (logistics, planning and purchases)

and knowledge management. In the first phase, 60 users will take part and with total installation the entirety of the company, approximately 150 users.

In the words of Jesus Jara, Computer Systems manager, "Movex this is the result of a long process of analysis on the part of the whole of ULMA Forklift Trucks Organization. Therefore, we are convinced that the installation of this application will cover, to a high percentage, both the necessities of our internal clients as well as our foreign ones, and that this will bring benefits for all."



ULMA Packaging Business Convention - Cryovac Spain. Last summer, a convention of the commercial packaging network and Cryovac Spain took place at ULMA. Cryovac is the world leader in the production of plastic film for the perishables industry market. They took advantage of the occasion to have an open doors day with a visit to the facilities of ULMA Packaging. In the picture, representatives of the two companies at the convention.

DID YOU KNOW...

- To date, the 31th of October 2004 the Consolidated Total Sales in the ULMA Group is 342,213 thousand Euros, which represents 104% up on Management Plan forecasts. The Consolidated International Sales come to 114,739 thousand Euros, which means 105% with regard to the Management Plan.



ULMA Agrícola carries out an installation for mud composting plant

■ ULMA Agrícola has completed an installation for the EMASESA company that has a mud composting plant for purifying in the of residual waters station of Dos Hermanas, Seville.

In these facilities at present the mud coming from the total of EMASESA purification plants are being treated. The treatment was carried out up to now in a natural way depending on environmental conditions

with the different problems that this caused in different seasons of the year.

With the aim of solving these problems, the possibility of modifying the drying process was outlined. It was at this point that ULMA Agrícola participated in this project with the installation of 16 60 mt plants covering a surface of 8,000 m²; the hothouse installed is 9 m wide (M9) being the one best adap-

ted to obtain better control from the climate in this project.

Due to the activity that will be developed inside the hothouse it has been necessary to manufacture it entirely (pipe, flanges, screws...) in hot galvanized steel aluminum and/or stainless steel. These plants have been equipped with ventilation in the roof as well as in the perimeter with the aim of facilitating the exit of the gases formed during the process of mud composting.



ULMA at the Atlantic Logistic Forum. The ULMA Group through their Handling Systems and Forklift Trucks Businesses has participated in the Professional Transport and Logistics Encounter that took place in Bilbao on the 17, 18 and 19 of November organized by the Aquitania – Euskadi Logistics Platform. The Atlantic Logistic Forum revolved around a program for professionals in which important European companies described the changes implemented in their logistical systems.

Among them figured ULMA Handling Systems and ULMA Forklift Trucks that participated with a space of 64 meters directed towards debate and Business.



COFAC puts faith in an ambitious logistical project developed by ULMA Handling Systems

■ COFAC is getting ready to make an important qualitative jump with the setting up of its new logistical system located in Parets del Valles (Barcelona).

The solution designed and implanted by ULMA Handling Systems allows the iron cooperative to make efficient use of the space available, great ease of access to stored products and control of stored merchandise. In short, a substantial improvement of service to their associates.

The central part of the project is in the automatic silo that has a Mini Load system composed of 4 automatic transelevators and a Mini Load transelevator with a capacity of 24,000 trays with a productivity of 480 boxes /per hour.

The silo incorporates Pick and Put to Light systems located in the dynamic bookcases and exit columns that guarantee precision and speed in order preparation. Also, COFAC has an Automatic Sorting System made up of 9 exit channels.

"Experience, professionalism and trust have been three decisive fac-



tors for COFAC choosing ULMA Handling Systems for the automation of its new logistical system" affirms Aleix Carrasco, Logistics Manager of COFAC. There were basically three set objectives with this installation: "to have complete control of the product, to reduce both entrance as well as exit product errors, as well as greater efficiency and inventory reliability" explained Carrasco.

By means of the automation of the logistical system COFAC will offer 24 hour service with a channel for emergencies and will obtain advantages in the reduction of errors in deliveries, reliability of stocks and

reduction of transport costs by means of order grouping, among others.

This ambitious project will require the creation of new departments that will give greater added value to the cooperative, such as a quality controller on the one hand, control the standardization of suppliers and on the other, evaluate the internal operation of the warehouse and the state of members' satisfaction as end clients. Also, greater importance will be given to inverse logistics providing it with more resources.

It is foreseen that the installation be completely finished by the beginning of 2005.

DID YOU KNOW...

- ULMA Packaging has closed an order in the United Kingdom for 10 complete lines with Morrison Supermarkets. This is 14 machines for an amount of about 725,000 Euros for the new facilities product packaging in Northamptonshire. The order is composed of PV350 machines and Atlanta / Dakota machines for products in trays. ULMA has more than 10 years experience providing machines to Morrison and their 500 warehouses, a market quota in the United Kingdom of 15% and 10 million clients. With this order, 58 machines for products and meat packing facilities in different centers have already been sold.



ULMA Agrícola completes a 15.740 m² installation in Turkey

■ The new installation completed by ULMA Agrícola this summer in Turkey is located in the southeast of the country, in the region of Alanya. This region is very well-known in the country as very favorable, because of its climate, for banana growing. Up to now most of this cultivation was carried out outdoors, but progressively hothouse facilities are being introduced to achieve better control of the internal climate, a variable fundamental for

the proper balanced physiological development of the crops. The ULMA Agrícola Assembly Export Manager moved for over a month to Turkey where he took charge of training the assembly team that participated in the construction of this hothouse as well as supervising the correct installation of the corresponding material. This exploitation area of 15,740 m² is composed of 21 plants 8 meters wide, Multicapilla curved model,

with a height of 5 m., features conditioned by the height that the banana plants reach. This hothouse is equipped with inflatable camera in the roof and perimeter besides having roof ventilations of 1.5 m. wide in all the plants.

The installation geared towards banana growing entered into operation in March, 2004. The objective of this installation is to achieve greater production and product size quality.

Important increase in the sale of interior forklifts, in Ulma Forklift Trucks

During this year, the increase in sales of interior forklifts has been very important, the number of units sold doubled with regard to the same period last year.

Included in this group are electric trans-palletizers, stacking racks, order collectors and retractable machines, all forklifts that operate in warehouses.

One of the objectives in mind for this year was to reach the market quota, in this type of machines, higher than 3% in 2004 starting from the 1,32% that we had the last year. Already by the middle of year, we had reached the objective, reaching 3,22%. The

long term objective is to come closer to the compensated market quota of over 7%.

This increase has been due to the special promotion campaigns directed especially towards companies with big parks of forklifts and logistics companies.

There was already an increase in sales of interior machines in the market last year, surpassing 12,500 units. For the first time the total number of units of interior machines sold surpassed the compensated ones (10,800 units). This confirms specialization of maintenance equipment according to use in spe-



cific tasks and the pull caused by externalization to logistical operators in the market. This year the forecasts are similar or even more optimistic.



■ Immersed in the politics of continuous improvement, ULMA Handling Systems is implanting an Advanced ERP solution: Microsoft Business Solutions AXAPTA.

The solution has been adapted to the different areas of functionality of ULMA Handling Systems and it is designed for easy application and use. Axapta is the latest generation of solutions of Microsoft Business Solutions for the medium-sized company, considered to be the most advanced ERP Business Administration System on the market. Until now the financial administration area has been put in motion, and part of project management. At the moment Microsoft Business Solutions AXAPTA supports general accounting processes, client's accounting, suppliers' accounting, banks, and billing (excepting the billing of the SAT that continues to be carried out at

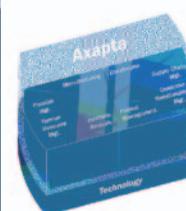
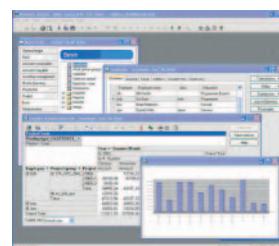
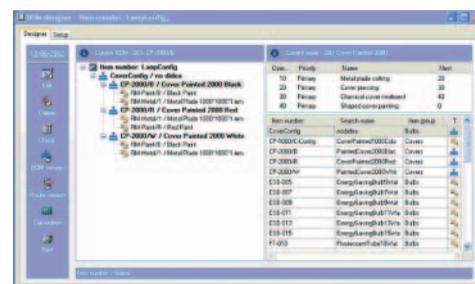
ULMA Handling Systems implants AXAPTA: Global solution for continuous improvement

Geminix and it is imported in portfolio form to Microsoft Business Solutions AXAPTA for payment management).

Installation in the rest of the areas is at a crucial stage that involves validation of the work model on Microsoft Business Solutions AXAPTA. Once this model has been validated the application parameters will be set up and the necessary developments for building a prototype that will enter into operation will be carried out.

Although the dates are still not definite, it is foreseen that in April and May AXAPTA will be fully implanted.

The solution is based on the principles of Management by Processes and Management for Projects; principles aimed at improving the relationship with the client (CRM) the Management of Knowledge (KM), Area of finances and other fundamental business aspects.



Watermark, distributor in Spain and Europe of Microsoft Business Solutions Axapta, is the consultancy in charge of implanting the solution that will allow ULMA Handling Systems to achieve competitive advantages through the improvement of business processes.

Extension of the ULMA Polymer Concrete plant

At the end of January 2001 the first channels were manufactured in the plant at Zubillaga. Barely four years later the growth of traditional activity and of the new façade activity obliges us to increase the production plant to be able to offer proper service to our clients. In this extension a new production installation will be set up, in which to manufacture products of the SPE and SPC business lines, plus a warehouse area. The extension has a useable surface of 4,300 m², equivalent to 80% of the surface of the current building. The extension is being carried out along the lines of the current building, maintaining the design ideas and the aesthetics both external as well as interior. In terms of engineering and the main contractor, these will again be those who participated in the previous project. The extension will be concluded by January 31, 2005.



ULMA Packaging at the EMBALLAGE 2004 fair. In the photo we see the 175 square meters Packaging stand in the most important Packaging appointment in Europe. Emballage 2004, with 2300 exhibitors and 47 countries represented. ULMA Packaging presented its most important innovations for each line of machines.

Basque Language Plan at ULMA Forklift Trucks

Last year the Management of ULMA Forklift Trucks began to think about the importance of the introduction of the use of Basque in the Oñati power station and in its Delegations located in the Basque country, and it was at the beginning of this year when it began to take shape.

ULMA Forklift Trucks contacted the company EMUN (cooperative group founded in 1997 which offers Basque linguistic services as well as advice on legal and economic topics). At the outset the linguistic situation was analyzed in the company. Distinctions were made between knowledge, use and the attitude of the community. The Basque-speaking percentage was 60%, the percentage of general use being 9%. We should highlight the positive attitude of the community regarding Basque as over 74%.

As general objectives to achieve in the next three years the focus is to increase the use of Basque if possible from 9 to 22% in 2006.

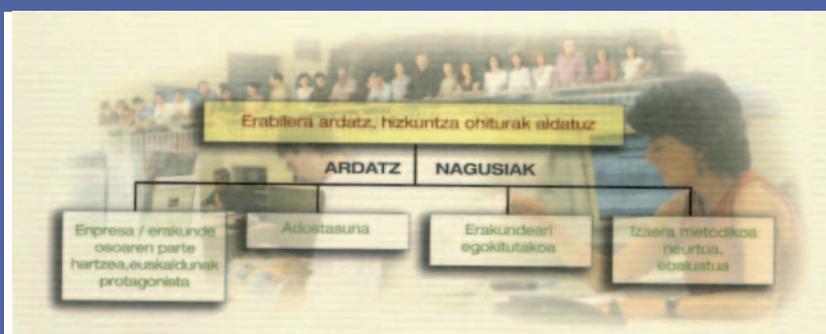
Other aims cover pooling resources to increase the involvement and participation of workers, establishing the necessary means by which information gets to all the workers, and pointing out linguistic approaches to guarantee the use of Basque.



Last June the first classes in the Oñati community began, besides a monthly competition, with the intention of motivating and involving the whole community, consisting of answering several questions related to our environment and Basque and raffling books in Basque among those with the right answers.

A widespread opinion in the community is the fact that learning Basque should be voluntary, and studying it should never be imposed on anybody, and mainly that an attitude of respect should exist toward non-Basque speakers.

Eguzkiñe Plazaola, representative of EMUN in our business *"Since the outset, the will and attitude of the workers has been very good. The objectives are being fulfilled and although it is slow, and we still have a lot of work to do, this is only the beginning. Our objective for the not too distant future is to increase the use of Basque in internal relations and for this the participation of all is fundamental."*



ULMA Packaging present at the TECNO FIDTA Fair in Argentina and PAC-KEXPO in Chicago.

On September 21 the Tecno Fidata fair took place in Buenos Aires. International in nature, this fair is aimed at the food industry. ULMA Packaging was present receiving the visit of companies from the local and international sector (Chile, Uruguay, Peru, Ecuador, etc.). Taking advantage of the development of the meat sector of the region, ULMA presented its TF Mini and Flow Vac equipment. With this presentation the aim is that refrigerators incorporate state of the art technology to offer a more productive, economic and hygienic work solution, modifying traditional work concepts. On the other hand, from the 7th to the 11th of November, Packexpo took place in Chicago. With more than 1,900 exhibitors distributed over 1,3 million square meters, ULMA Packaging presented a 150 m² stand with its latest innovations, embracing all the product lines but focusing the main efforts on the Termoformado, Flow Pack and Vertical lines. Packexpo is a true window for visitors and exhibitors from the whole American continent, and it is a world level meeting point in everything related to the Packaging sector.



José Luis Astiazaran

President of Real Sociedad

After three years heading Real Sociedad, José Luis Astiazaran takes stock of the work carried out up to now and comments on some of the most important aspects of this latest period, such as the Gipuzkoarena project or the situation of the Guipuzcoan reserve and soccer bases. Astiazaran also makes reference in the course of the interview to his family origins in Oñati.

"We need a strong, united Real belonging to all of us"

For José Luis Astiazaran, what have been the best and the worst moments experienced in these almost three years of command? The best moments were the ones we had with the Sub-Championship in 2003 and with qualifying for the Champions League. The worst was at the beginning, when weeks after taking possession in 2001, Real was on the edge of relegation with only nine days until the end of the League.

Don't you think that there is a contradiction when requesting that it is played with people from the reserve and, on the other hand, demanding short term results? Of course. We are

asking for patience for this team that has more players from Guipuzcoa that any other in recent years. It is necessary to allow a margin of trust to this group for the whole season. Each game that happens, the youths of our reserve are showing a better attitude on the field. We should let this team in training consolidate with work. And that work will bring in the results.

This year several young players have moved from the reserve to the first team. So good follow up and support are indispensable for teams from the province. Is the base of Guipuzcoan soccer in good health? It is in very good health, with rising values. The

Guipuzcoa reserve is a wide network, with excellent professionals in the clubs and Real Sociedad has agreements with practically all of them. With the new XXI Zubieta facilities, Real has a real University of Guipuzcoan soccer.

Within the philosophy of the club there is the idea that Real Sociedad does not only belong to San Sebastian but to all of Guipuzcoa. The idea seems to be gaining force, but how can the club come any closer to the territory as a whole? - Through the relationship with the conventional clubs and through the many fan clubs that are in each and every corner of our territory. Real Sociedad

has one of the most complete systems for bringing fans together from all corners from Guipuzcoa to Anoeta. And now, besides our pioneering presence on the Internet, we will have a television channel in Localia Guipuzcoa, to appear daily with our main stars and information on Real.

The Gipuzkoarena project, by its very name, follows a more liberal line than the rest of the county, although lately there have been voices against this...

Real Sociedad presented its project at the beginning of this year and, after months of debate, the City Council of San Sebastian as well as the Statutory Delegation of Guipuzcoa, put the remodeling of the Anoeta Stadium in its calendars. Real has had dozens of meetings with neighbors' associations, sports associations, and organizations affected by the Gipuzkoarena project. The civic declarations were presented in the San Sebastian city council with the initial project. And with all these suggestions for improvements, the team of architects and engineers led by Izaskun Larzabal, between June and August modified the first proposal. This redimensioning means the disappearance of the tower for a hotel, reduction of the height of the four pillars that hold up the roof and a smaller volume in the whole perimeter of the Stadium. But we have kept our basic objectives: to increase the seating capacity by 10,000 seats and to bring the seating closer to the field so that we have a true soccer park.

Management of soccer clubs ever more resembles the running of companies in general however, there is a lot of pressure from members, fans, media, etc. How do these factors hinder balanced and calm management, with an eye toward the medium and long term? The demand level goes through the roof in a sports society such as ours with great social roots and enormous public projec-

tion. Pressure must be understood as a spur. All that is contributed to improving management of Real Sociedad is well received, because the most important thing is that we have a strong, united Real belonging to everyone. Aside from who is managing the club at any given time.

└─┘

We have scaled down the Gipuzkoarena Project, while maintaining all its basic aims

└─┘

It seems clear that greater and better collaboration should exist between the Guipuzcoan company and Real Sociedad. How do you see this issue? What points could be settled in

the midterm? The linking of Real Sociedad with the companies of our territory has risen rapidly in the last years. Sponsorship agreements and collaboration have grown. With Kutxa, with ULMA Group for UPV/EHU Summer Courses, the most recent with Eroski Bidaiak, the new bus with Aizpurua, and others that are on the way. Real has also begun a contact and presence route with Guipuzcoan business in our Anoeta box, as a vehicle of image transmission and relationship space. It is among our priorities to take care and to encourage interrelation with the business motors of the territory.

Changing the subject, the Astiazarans have family ties, more or less, near Oñati. Tell us José Luis, what ties you to Oñati? My grandparents lived in Oñati and the sister of my aita (dad) Araceli, still lives in Oñati, where my cousins also live. I come from the so-called Txaketua of Oñati.

Finally, what would be the message from the President of Real Sociedad be for fans from Oñati in a season that looks like being difficult... That they continue to be faithful to the colors of Real, because proximity to Arantzazu always helps.



ULMA Construcción takes part in the fifth biggest dam in the world

The Ralco Hydroelectric Power station is the most complex project completed in Chile in the last three decades

With its 570 MW of power, RALCO will contribute slightly more than 9% of the energy required by the Central Interconnected System. Thanks to this work, inaugurated last September, the electricity supply is ensured for at least three years.



The hydroelectric complex is made up of three very defined parts: the dam, the lead in tunnel and the machine room. The reservoir contains 1,200 million cubic meters of water that feed the tunnel - seven kilometers long by nine meters in diameter. This takes the water to the machine room, where the two turbines and the generators that transform the hydraulic energy into electric energy are located.

The construction of the main works was commended to different national and foreign companies: BESALCO built the roads, deviation tunnel and excavations of the dam; FEBRAG, a Corporation made up of the national companies BROTEC and FE GRANDE, the dam; CCA (Nexus of Spain and GyM of Peru) the lead in tunnel and the machine room.

All these companies worked for ENDESA Chile, A Branch of ENDESA Spain, in the construction of the RALCO dam as an essential part of the new RALCO hydroelectric complex, with an initial investment of 540 thousand million dollars.

Project Data

The RALCO complex is located in the Octava Region of the country, 120 km to the east of the city of Los Angeles, in the foothills of the Andes mountain range, on the Bío Bío River, one of the longest and mightiest in the country. When in operation it will contribute 9% of the total energy consumed by the country at the present time.

It is a reservoir Hydroelectric power station, with a dam of rolled concrete 155 meters high. A lead in tunnel 7,13 km long provides a final fall height of 175 meters to move two turbines housed in an underground machine room, where the hydroelectric equipment is also located

in creating world

plex work carried out in the

and whose dimensions are comparable to those of a fourteen storey building.

The dam is of the gravitational type, the second of its type in the country, after the Pangué power station, also located on the Bío Bío River, down stream. The main dimensions of the work are 360 m long at the crown, height 155 m at the central point and with a width of 130 m at the base.

Forming systems

The forming systems for the dam were awarded to ULMA, in a bid with the participation of PERI and EFCO. Construction began in February of 1999 and 1,5 million

┌

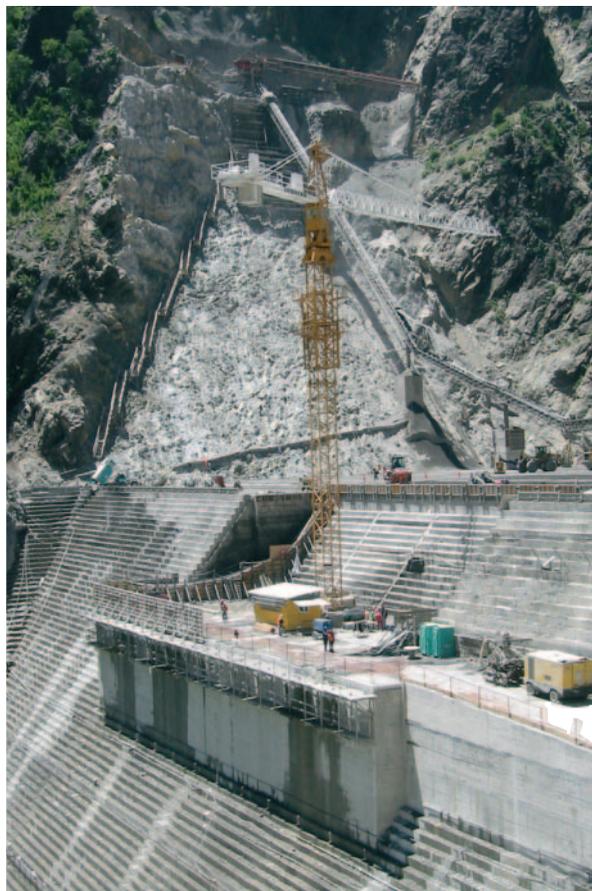
The main dimensions of the works are 360 m. long at the crown, a height of 155 m. at the central point and a width of 130 at the base

└

cubic meters of concrete have been used, a quantity that could build a two lane highway a thousand kilometers long.

The placement of the concrete in the dam began in January 2002. To build it, the Bío Bío River was channelled through a deviation tunnel 500 meters long and 13,5 meters in diameter, dug in the north riverside.

The designs of the forms were made by the department of civil works of ULMA Chile, with the collaboration of the



main house in Spain. Later on they were checked by the noted Engineering Office Rodrigo Flores and Associates with their respective calculation service, approving them without restrictions nor changes.

The upstream forms were designed as climbing modules (ORMA) with a surface of 2,7 x 4,8 meters each one with two climbing consoles. The downstream forms (COMAIN) were designed to be operated manually covering a step height along the whole dam per day. The completion of both forming systems was very successful.

Construction of the forming

During construction, ULMA provided the formwork both upstream and downstream, as well as the necessary forms for constructing the interior galleries of the dam and for the most critical element, the drain. The work carried out by ULMA was so satisfactory that, on different occasions during the course of the works, the company from Guipuzcoa received congratulations from those responsible for the project, for the professional and technical support provided during the whole development of the works.

The upstream forms were used climbing 64 successive settings, reaching a height of 155 meters and those used downstream accommodated a total of 258 steps, without the necessity of replacement in their phenolic boards. The formwork period of use was 18 months.

The Ralco dam is the fifth largest and the third highest in the world. It is considered, also, one of the most complex engineering works built in Chile in the last three decades.

┌
***They received congratulations
on the part of
the Chilean company
responsible for the project***
└

ULMA Construcción in Chile, from large buildings to hydra

ULMA Construcción has had a presence of nearly eight years in Chile in the leasing and sale of equipment. At the moment, we are looking to diversify through the delivery of assembly services and technical assistance. It has been strengthened as well as one of the main companies in the business in Chile. To understand their perspective more closely, we have been with Juan José Ayestarán, their Manager.



Juan José Ayestarán, manager of ULMA Construcción in Chile.

What lines of ULMA products does Chile highlight?

Nowadays, we have quite a broad line of products that allows us to attend to diverse construction segments. We have the capacity to form from houses to big buildings and hydraulic works, because we have ORMA forms for dimensions, yields and upper terminations whose panels support heavy work pressures, and COMAIN hand-portable forming, a light form that can be controlled by a single worker. Also, we have the BIRA system for circular geometries of any diameter. On the other hand, we also deliver center arches with great

load capacity, and façade and industrial scaffolding. Additionally, this year we will boost our offer of armed structures for big events, such as stages for recitals or sports encounters. We have already worked for ATP in Viña del Mar, receiving quite a lot of praise in this respect.

How would you define your place in the market?

ULMA seeks to challenge other companies in the sector, through diversifying services, since at the moment the great majority of companies only offer product lease. To make up for this, we propose pro-

The work forms and the solutions adopted in each phase of the project of the Ralco Hydroelectric Power station showed that ULMA is in the vanguard of this type of public works of great span and with a great level of technical complexity. A unique job.



Public works

viding a global offer that provides an additional service of armed scaffolds and technical assistance on the ground for other products, besides leasing, that make a radical difference in the market. Another of the aspects that distinguishes us is the variety and stock that we manage, since from 1999 we have experienced an exponential annual growth in terms of volumes.

On the other hand, as we are a company with world presence we have the capacity to compete in demanding markets and to stay up to date as regards the new technologies and tendencies in the international environment that gives us an advantage over some other companies in the business.

What are the expectations for this year?

In 2004, we aspire to embrace all

┌

“We aspire to embrace all the products required by the construction sector: scaffolding, forming and center arches special”

└

the products required by the construction sector as concerns scaffolding, forming and special center arches. And so, we are getting ready by means of staff training, recruiting more high level professionals and broadening our infrastructure, as much in storage and

logistics as in operation. We are already one of the three main companies in the business and we seek to incorporate new products that will allow us to consolidate this position.

What products will make up your new offer?

We will incorporate special center arches for flagstones and beams in height, structures for scaffolds and stages and a surprise or two. One of the new products will be the CC4 system that is automatically bolstered when the main structure and the panels are taken away, which generates a bigger yield, a fundamental demand of Chilean professionals. The other one is the METTLE scaffold that allows for use as center arching or façade or industrial scaffold, facilitating solutions to different configurations and applications.



"We value, mainly, stability"

We sat 5 of the youngest members in the ULMA Group around a table to get their opinion on several aspects to do with labor relations, cooperative values or the image that ULMA has among young people, among other topics.

participants

> **Ibai Mendiá. (IM)**

25. Maintenance.
ULMA Forging.
From Bergara.

> **Gotzon Kortazar. (GK)**

22. Maintenance.
ULMA Packaging.
From Eskoriatza.

> **Eric Fuentes. (EF)**

22. Mechanic.
ULMA Forklift Trucks.
From Oñati.

> **Elena Altube. (EA)**

24. Operator and
Personnel Administration
ULMA Handling Systems.
From Oñati.

> **Olaia Arejolaleiba. (OA)**

26 years. Forklift operator.
ULMA Construcción.
From Oñati.

The younger generations, always used to the existence of cooperative, perhaps do not grant much importance to the differences that exist between a cooperative and other company types. Do you agree with this appreciation?

> **EA:** When the cooperatives were smaller, the member felt the company as nearer, perceiving ownership better. As you have grown in size, the proximity has gotten lost.

> **OA:** I think that the differences are very clear. In a cooperative the option of expressing your opinion is much greater. In a Corporation you do what the boss says and that's that. And I know this from my own experience.

Then, in your opinion, what would be the main differences between a cooperative and a Corporation?

> **EF:** You have more security here than in a Corporation. Here you cannot be dismissed as easily.

> **GK:** Yes, it is true, in the cooperative you have rights as a worker.

> **IM:** Yes it is true but, in any case, I believe that the cooperative is losing its personality. The operation is very similar to that of other companies, the differences are becoming smaller.

> **EA:** Before, the idea of ownership of the cooperative as member-proprietor was "sold" more. I agree that what is most valued now within

the cooperative is the stability of the job.

When you gave thought to the start of your working life, was the aim to enter a cooperative or was the model of the company something secondary for you?

> **GK:** No, my aim was to find a good work position as soon as possible. If possible in a big company, because it is safer, but the fact whether it was cooperative or not, was not important to me.

> **EA:** Living in the area, yes you are more inclined towards a cooperative, but I paid more importance to the job and the working conditions than to the company model.

> **OA:** I come from previous experience in a Corporation. that was not very satisfactory and for that reason my wish was to start working in a cooperative.



We often speak about cooperative values such as solidarity or participation. Do you see them put into practice in daily activity?

> **EA:** As the company is so big it is very difficult to put them into practice. Yes participation channels exist but many filters exist before people's contributions are put into practice.

"In a cooperative the worker has more rights than in any other type of company"

> **GK:** I don't see the presence of those values anywhere in day to day activity.

How do you assess labor relations at ULMA with the members, managers, bosses?

> **EF:** Among the members, very good. With those in charge, with some great and with others not so much. From immediate bosses up, we only see them at dinners.

> **GK:** Yes, with people that you deal with every day, very good. From there on, there is a bit of everything.

From your own perspective, what image do you believe ULMA has outside?

> **IM:** In the district and, basically, in Bergara, very good.

> **EA:** When you comment to somebody that you are working in ULMA, the comment is usually: you're so lucky!. The cooperative is associated with stability. It is as if you are set up for life. It is a fixed job and, also, you won't become stagnated, you can get promoted and there is also a broad variety of Businesses in the Group.

> **IM:** Although there are not big salary differences with other companies, yes it is clear that ULMA is associated with stability and security.

> **EF:** In general yes, it has a good image although ULMA is still associated with scaffolding. Inside there is the impression that each ULMA Business does its own thing.

> **OA:** On the street, and even inside ULMA, the real work of each Business isn't known.

To finish up, what is it the best thing and the worst in each of your jobs?

> **OA:** In my case, multiple skills are valued a lot and you are obliged to rotate. It is fine because you learn and you don't end up bored with the same job. The worst thing, the lack of ergonomics, the forklift seats do your back in.

> **EA:** The best thing, the contact with the people. Although there's a bit of everything, the work atmosphere is fundamental.

> **EF:** The people and that the work isn't routine, but varied. The worst thing, the facilities where we work.

> **GK:** You see different machines and you learn a lot. The worst thing, too many hours, it's becoming a big problem.

> **IM:** As a mechanic I'm quite happy. The breakdowns are always different and this makes the work varied, never routine. I also value the training opportunities. The worst thing, the noise and dirt.

Yet another year the flu knocks on our doors

The flu pays us a visit year after year. Faced with such an unpleasant guest it is helpful not to let our guard down and to follow the doctor's advice: as much to prevent it, as to minimize its effects, in the event of contracting it.

The flu, is a respiratory infection caused by the influenza virus types A and type B, more common in autumn and winter. The most common flu symptoms include fever, chills, muscular pain and in the joints, coughing, headaches, eye pain, fatigue and weakness.

The complications of the flu are mainly respiratory: pneumonias, bronchitis, sinusitis or otitis. It can also cause dehydration and worsening of already existing chronic illnesses such as diabetes, asthma or heart problems. The flu can cause deterioration of illnesses in patients with Chronic Obstructive Lung Illness or cystic fibrosis and also to cause a sharp exacerbation of asthma. Very rare neurological complications of the flu include Reye Syndrome and Guillain-Barré Syndrome.

Treatment of the flu.

Treatment of the flu usually focuses on alleviating the symptoms of the illness. However at the moment four antiviral medications exist for combatting flu viruses (amantadine, rimantadine, zanamivir and oseltamivir) although their use is very limited.

How does the flu spread?

The source of the infection is through infected people. Transmission takes place fundamentally by air in drops occurring when the affected person speaks, coughs or sneezes, and these reach someone without the flu but susceptible to it. The virus enters the nose, throat or lungs and starts to multiply causing the symptoms of the flu. It can also be transmitted, with much less frequency, by direct contact, for example when a person touches a surface that contains the flu virus -for example the hand of a sick person - and later on touches their nose or mouth.

Sick people are able to transmit the illness from one day before the beginning of the symptoms up to about 3 to 7 days after the start of the illness. Children can even spread the flu for more than 7 days after the beginning of the symptoms.

The symptoms of the illness begin from 1 to 4 days after the virus enters the body. Some people are infected by the flu virus but they do not develop the symptoms of the illness, - yet these people can still transmit the illness to others.

The source of the flu in human infections is fundamentally man; however flu viruses frequently infect animals such as birds, horses or pigs and can be the source of new sub-strains for man.

Is the flu vaccine effective?

Most adults develop high amounts of antibodies after a vaccine dose. These antibodies are only protective against flu viruses similar to those included in the vaccine.

The protective capacity of the vaccine depends fundamentally on two factors:

- the age and the state of health of the person vaccinated.
- the similarity of the circulating virus and the contents of the vaccine.

When coincidence between the circulating virus and the vaccine is high, the vaccine prevents between 70 and 90% of flu episodes in healthy people younger than 65. In 65 year-old adults and people with chronic illnesses it is effective in the prevention of flu-derived complications, 50-60% of hospitalizations and 80% of deaths due to these complications. can be avoided. In these groups, effectiveness in preventing the illness is from 30 to 40%, but it is important to keep in mind that, although you can get the infection, the illness in all probability will be a lot less serious if there has been a previous vaccination.

Vaccination recommendations

The vaccination is recommended fundamentally for people with a high risk of suffering complications in the event of suffering the flu and for people in contact with these high risk groups, since it can be transmitted.

Who should not be vaccinated?

People with allergy to egg, with hypersensitivity to egg proteins or who have had a severe allergic reaction to a previous vaccination with flu vaccine. Children younger than 6 months should not be vaccinated either. If you have an acute illness with high fever you should wait until this goes down. Nor is the vaccination recommended during the first three months of pregnancy.

If you catch the flu follow this advice; rest, drink abundant liquids, avoid alcohol and tobacco and take medication to alleviate the flu symptoms. It is not convenient to give aspirin to children or adolescents with flu (it can cause a rare but serious syndrome called Reye Syndrome). If in spite of following these measures the fever persists, you have difficulty breathe at rest, some unknown symptom appears, or the cough does not abate in ten days, you should consult your doctor.

Doctor's Advice

The best prevention is the vaccine

- Basic preventive care and personal hygiene such as frequently washing your hands, using disposable handkerchiefs and covering your nose and the mouth when sneezing; all these measures contribute to preventing the illness from spreading, basically in the family and work environment.
- Maintain some general rules for a healthy life, avoiding the body's defenses from becoming low.
- Take care of personal hygiene, avoid sharing glasses, plates, toiletries or any other object with people that may have been in contact with saliva and mucous.
- Follow a balanced diet, not forgetting the natural fruits rich in vitamins, mainly vitamin C, as in the case of citric fruits.
- Dress appropriately for broad contrasts of temperature.
- Avoid crowds and badly ventilated places.
- During epidemics, abstain as much as possible from going to hospitals, unless absolutely necessary.
- The best prevention is the vaccine. This should be yearly, since the flu virus can change from one year to another.



Iñaki Igarzabal, responsible for Occupational Health of the ULMA Group.

What advantages / disadvantages do you observe between



Santi Mendiola
ULMA Agrícola

I see advantages regarding the Limited Company: since both in terms of information as well as participation, you are more involved in the management of your company, whether it be executive or hierarchical, this has a very close similarity to the Limited Company: we have organs (Board of Rectors and Social Council) with wide community representation, in which information flows, upwards as well as down. I would emphasize the degree of participation that the member-worker has in the working of the cooperative. Although it is necessary to say that in those cooperatives where because of size or diversification of plants, this aspect is somewhat blurred, and this is a point to which it is necessary to pay attention. I would also point out the possibility offered us at the General Assembly to contribute or to give our opinion on any question that is in debate during its course.



Fran Fernández
ULMA Forklift Trucks

Besides the obvious differences of legal regulation and distribution association and limiting ourselves to the more attractive aspects of the traffic of business management and participation I should point out as strong points of the Cooperative the **social vision of the Business**, mainly the support for sustained managerial development to preserve the interests of the members and the society; continuity and transparency in **vertical communication** (where we have a lot to improve but even more so in Limited companies), **stable work** for the members and **participation** in the future of the company (wide participation in the strategic reflections and intervention of social organs). With regard to the weak points I would point out the delay that is the counterpoint to participation, when adopting urgent measures in the business. In any case, the distances are shortening as all the companies incorporate advanced systems of management, although we will always have the advantage of the participation and intervention of members on decision making bodies.



Txemi Viedma
ULMA Construcción

If I had to define in a single word the differences between our managerial model and that of an Anonymous Society this it would be "*participation*". In an Anonymous Society, the proprietors are a few people, and the employees do not participate in the company except with their own work. On the contrary in the cooperative environment the members can participate in the management of their company. This way, social organs are created where each member has representation for speaking to management (Social Council) and even has representatives on the highest level managing board: the Board of Rectors. This makes the members feel that decision-making capacities do not fall to only a few and that they can also participate. On the other hand, the fact that the social mass is the owner of the company, makes most of the members feel the project is their own, creating a greater cohesion among the workers, and making everyone pull all their weight in the same direction. There are other components that differentiate us from a Corporation, the financial question is, with the traditional sharing of benefits in years with good results, however it is done, and the assumption of loss on the part of the members in bad years. This provides a feeling of security that is reflected in the slight labor mobility that exists in our managerial model. Also, it is necessary to highlight the mechanisms of solidarity among cooperative as another component that contributes to security. Also the social component is no less important, with the commitment of the cooperatives to their social environment, participating actively in it with funds created exclusively to such effect, extracted from managerial results.



Javier Altube
ULMA Forging

In my opinion, Cooperativism, in spite of its defects, is the fairest socio-economic system with the greatest solidarity that I know. Some of the advantages that it has over a Limited Company are: democratic organization (seen in the sovereignty of the General Assembly, in which each member has a vote, the democratic election of social bodies, including the Board of Rectors, responsible for management before the Assembly); Participation in Management; financial solidarity and intercooperation (among cooperatives, between ULMA and the rest of the cooperative organizations, with other cooperative movements, European and in the rest of the world). To mention some disadvantages which really should not exist, I will mention two: the taking of decisions (in the cooperatives, for the system that we have, the taking of decisions is slow and long) and excess bureaucracy. We have passed more or less from an authoritarian system to a system in which, with decisions being more or less collegiate, in the end nobody takes them, meaning that the problems persist and are not resolved. I understand that a part of the brief of management and bosses is to make decisions, independently of whether they are pleasant or unpleasant.

Our cooperative model and an Anonymous Society?



Fidel Azpiroz
ULMA Handling Systems

In terms of comparison of our Cooperative Model with a Limited Society, I would highlight as differences the socialization of capital, as opposed to the practice in a limited society and the level of members' participation in managerial decisions. As one of the advantages I would point out the participation in managerial results of all the members in the so-called "returns or cooperative rebates" in function of the labor index. Another differentiating element is in the participation of the cooperative members in the taking of managerial decisions, in response to the work philosophy of the cooperative model. The participation of members in the different organs, in the Board of Rectors or Social Council that act as representatives, and directly elected by the community itself. The whole community of members has the right of participation in the General Assembly with speaking and voting rights, this sovereign body with the power to make decisions that affect the business life of the cooperative. Another body closer to members is the "Little Board" that brings participation of the community into the taking of decisions since it works as an advisory body to the Social Council. This participation creates a work spirit and collaboration in such a way that each member is involved and identified in tandem with the objectives of the company. These two aspects together mean a managerial dynamism which in itself is a differentiating element, although it is not an element only found in cooperatives, but is special since the whole community participates in the management itself.



Fran Salinas
ULMA Polymer Concrete

From my point of view, I think that the fundamental difference starts out from the participation and involvement of the group, to begin with in the Cooperative Society part of the capital is contributed by members that are in turn the workers themselves, however, in a corporation, the investors are people or entities that in many cases do not even know them or speak to them and the worker is little more than a paycheck, and even so, THE OBJECTIVE for one and the other is the same - to make money as a result of business – and so the difference is truly a managerial model that is followed to reach the same objective. The social factor is possibly one of the least relevant in a corporation, however in the Cooperative Society it has a high-priority, not only to meet certain laws, statutes, norms or ethics as may be strictly the case of the first one, but out of belief and philosophy. Those that are in the driving seat so that objectives are met are people and their motivations, and so, the fact of involving the workers making them participants in improvements, benefits and also the problems and drawbacks means that involvement is greater and unites the vast majority behind common objectives, and this is a clear advantage that possibly helps in the end to reduce costs and be more competitive. To me, particularly the Cooperative Society as a company model gives me more security of continuity, already as a member I feel part of the company and I know in what kind of situation it finds itself and what measures to take to solve the problems, as there is more transparency at all levels. As for disadvantages I don't really see any very relevant ones, although I think that as in everything there are things that could be improved. What is clear is that the model works better.



Angel Abaunz
ULMA Packaging

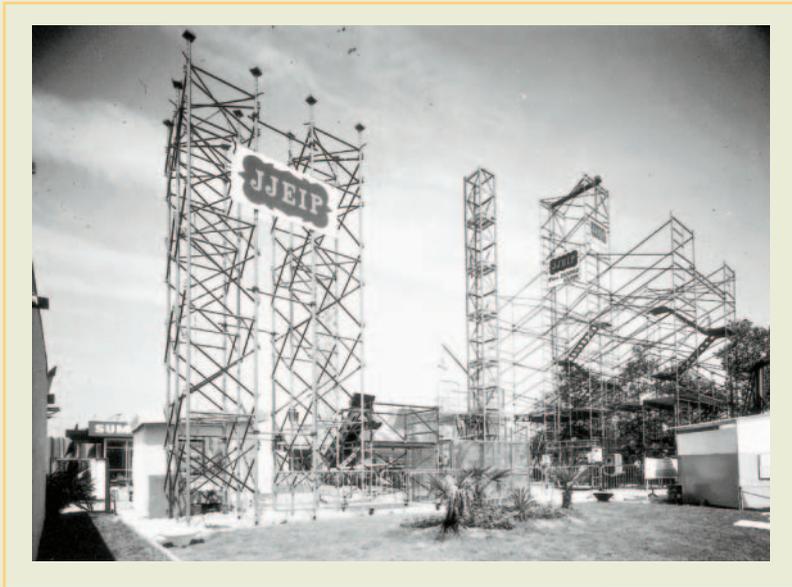
The advantages are that it is a system with more participation as everyone is involved in the cooperative project with broad and real access to information on the development of the topics concerning the business. The cooperative, integrated into a group like ULMA, and the principles of solidarity that it has created are very important among the different businesses of the Group. In cases of loads or lack of work the relocation system within the business depending on the severity of the case is a lesser evil. Drawbacks are when taking decisions on occasion is too slow and, on the other hand, responsibilities become diluted. In spite of being a cooperative and being in an environment which is ever more globalized, the cooperative "spirit", is getting lost, especially as the size of the company increases.



40 years together

PICTURES OF THE FIRST ULMA COOPERATIVE SOCIETY STANDS

Pictures of the first ULMA Cooperative Society stands in the decade of the sixties. We can see the JJEIP scaffold in one of them and several examples of wrapping machines in the other ones. As can be seen in one of the pictures the fair is dated 1963 in Barcelona.



calendar and suggestions

RETIREMENTS:

Retirements from the ULMA Group. From the 1st of September to December 31 2004.



▶ CARLOS UMEREZ



▶ CRUZ Mª GALDOS



▶ JAVIER VILLAR



▶ FELIX ZUBIA



▶ ANTONIO ARMENDIA



▶ VICENTE ECEOLAZA



▶ JUAN JOSE ORUETA

*Thank you to everybody
and enjoy!
Congratulations!*

▶ JAVIER UGARTE



**SUGGESTION
BOX**

We continue to encourage you to send us your opinions and suggestions to:

ULMA Group
Central Departments
Ps. Otadui, 3 - Box. 13
20560 OÑATI
Ref; BEGIRA
begira@ulma.es

Let us write our history together



To Our Readers;

In this issue of Begira we continue with the ULMA history collection per decade and, on this occasion, it is the turn of the decade of the 70s, second magazine in the collection that is receiving such a great welcome from our readers.

Also, we will begin to work on the supplement of the decade of the 80s, and so we'd be grateful if you have any documentation, pictures, videotapes, news, etc. from those first years that could be useful, please, send them to us;

By email to;

ULMA

Central Departments

Otadui, 3 - Box. 13

20560 OÑATI (Guipúzcoa)

By email; begira@ulma.es

Also, for explanations, comments or doubts, please contact Mila Barrutia in the Central Departments of the ULMA Group (telephone 943 03 49 00).

Thank you in advance for your collaboration.

We encourage you to participate in this project!