

Begira



ULMA

December 2005
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Chat:
José Luis Madinagoitia
Chairman of the ULMA Group



Chat:
José Antonio Sáinz Alfaro,
Director of the
Donostiarra Orfeón

**The fight against osteoporosis:
prevention and treatment**



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BEGIRA

CONTRIBUTORS:
Nora Altube, Roberto Mendi, Ibán García, Nerea Zallo,
Irene Moreno, Edurne Unzueta, Romu Artetxe

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



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POGU III, commitment to a common future

Over a decade has past since the solemn act when all members of ULMA Group met for the first time in a Plenary Session to debate and agree on an option for a shared future. It was on December 22, 1993 when members of ULMA Group, in the formal ceremony approving POGU, accepted an instrument to support and regulate our common commitment to an ambitious and noble objective: to develop a socio-business project for the future, to generate wealth and employment.

Those were different times. At the time we were suffering an economic crisis and found ourselves at the crossroads of incorporating with MCC, which we instinctively felt would have blurred the incipient project represented at that time by ULMA Group, or facing a future outside of the Mondragon Cooperative Group which we had formed part of since our inception. At that time, the members of ULMA Group opted for POGU, deciding to share the future that it represented.

Since that day we have traveled a long road—a path whose horizon we could barely guess at that time, heavy with ideals and commitments. The road has been hard, but it has also without doubt been worth the effort. Beyond the quantitative achievements represented by the extraordinary evolution of employment, sales or results, what stands out from that period is the generalized recognition of ULMA Group as an innovative organization, enterprising and committed to its surroundings to the point of being considered by many as an obligatory reference within the world of cooperatives. Without doubt, and probably without being very aware of it, POGU, as a benchmark of cooperation and a framework for development of the socio-business project represented by ULMA Group, has been a determining element of this evolution.

In my position as Manager of Packaging I had the opportunity to actively participate in the preparation of the POGU I proposal. I remember that it was a laborious job, whose preparation involved the rigor, commit-

ment and enthusiasm of people committed to the high ideals of cooperation and solidarity, but also convinced that these ideals would only prosper if they were founded on strong and competitive businesses. The model proposed and approved by the Plenary Assembly represented the correct balance, for its time, between social and businesses aspects, between individual and collective interest; and it is doubtless from this balance that strong businesses have developed, ultimately guarantors of the general wellbeing. At this extraordinarily complex beginning of the XXI century, more than ever we need to anticipate the future with great imagination, adapting the organizational structures of ULMA Group as well as its support and inter-cooperation mechanisms to new realities, without losing our principles and values.

Generally speaking we are convinced that the Basic Principles that rule the framework of inter-cooperation of ULMA Group, formulated and approved in POGU I and ratified in POGU II which also ratified the MISSION and policies of ULMA Group and which remain valid today, are a fundamental part of our socio-business philosophy. But this is precisely due to its sublime transcendence, far from the daily management of our businesses to the point where probably a large number of members do realize its importance and functioning. However if we analy-

┌
**Adaptation
to respond to
new challenges and
to continue forming
a successful
socio-business reference
is the final objective of
POGU III**
└

Txomin García

CEO
ULMA Group



ze the way in which these basic principles are reflected in the Management of our businesses, we can prove that their scope is much more important than what we sensed intuitively at the beginning. POGU III corrects and adapts the Intercooperation instruments deriving from these Basic Principles to the new realities of the businesses, so that they can continue to effectively assist in the development of these businesses.

The Group will prosper and continue to form an option as a future generator of dreams and jobs, to the degree that its businesses advance, are renewed and capable of using its opportunities to the maximum. At the same time, we must as a group be capable of creating new Business opportunities, generators of jobs that our environment will require in the coming years.

The POGU III proposal has required just over two years of intense and profound analysis and debate with the rigor required by a proposal of this transcendence.

POGU III has the unanimous support of the General Council and the Board of Directors of ULMA Group, as well as the favorable support of all the Guiding Councils and the Business Directorate. Reaching this level of consensus has not been easy, as is true of all proposals drafted with commitment and seriousness. POGU III is testimony to the existence of a manifest will to maintain this socio-business project which is ULMA Group, however aware, as we have been from the beginning, that the highest achievements and ideals of our project can be achieved only with a correct balance between society and business, a success that without doubt will rest in the end on the basis of strong and solid Businesses, with the support of committed people.

The proposal has been made and a consensus reached that guarantees that it is the best option for ULMA Group as a whole. The Plenary Session will decide. Once again we members have the last word...

ULMA Polymer Concrete present in different international tradeshows

■ As part of ULMA Polymer Concrete's new international policy designed to open new markets, ULMA has adopted the strategy to attend in some of the tradeshows of reference for the sector.

During the past quarter we have participated as an exhibitor in International Construction Fairs in countries such as France – **Batimat** (475.000 visitors and 2.665 exhibitors)*, Italy- **Saie** (168.000 visitors and 1.900 exhibitors)* and Portugal – **Concreta** (85.000 visitors and 1.200 exhibitors)*. The **BATIMAT** Fair was just held in Paris (November 7-12). Our stand there presented a vast array of personalized options for the construction sector, presenting two of our business lines: Prefabrications for Construction and Linear Drainage. This is the first time that we have attended as exhibitors. Our main objective was to direct as well as to consolidate the positioning of our business, and to project an image of Quality and Innovation in a country such as France. The **SAIE** Fair was held in mid October in Italy, more specifically in Bologna. We participated there with the collaboration of our distributor in that country, showing a selection of our complete range of Linear Drainage products. We showed different families of channeling such as the F line, designed for heavy vehicle transit areas; U – channels appropriate for incorporating slopes in pedestrian walkways; or the S family – ideal for pedestrian walkways, interior streets or recreational areas.

* Data from previous editions.

Last but certainly not least was our participation, also in the month of October, in the **CONCRETA** Fair in Oporto where we exhibited our line of Ventilated Façades. Our principal objective was to demonstrate the advantages of this building system which offers such important advantages such as Energy Efficiency and Sustainable Construction, thanks to the characteristics of polymer concrete and the thermal insulation provided by this building system. Emphasis was placed on the Integral Management provided by the Ventilated Façades team, from production of the strips to the project layout and installation.



Detail of the "SAIE" Fair in Bologna.

ULMA Polymer Concrete, a REFERENCE in the market "We have to keep working without letting down our guard"

> As is well known, over the past 10 years ULMA Polymer Concrete has introduced its prefabricated construction products made of polymer concrete (weatherproofing, copestones, lintels, etc.) in the market.

Fruit of these labors is the consolidation of this material as an alternative to other more traditional materials such as artificial and/or natural stone, prefabricated concrete, ceramic, marble, etc. In fact this material is constantly requested by more architects for use in their construction projects.

ULMA Polymer Concrete has evolved to hold a solid position in this market. This does not mean that the road has been easy, nor can we slack in our efforts. Smaller competitors have appeared during the past years, introducing products (weatherproofing, copestones, water spouts, etc.) with shapes and sizes identical to those produced by ULMA. However it is only during the past two years

(as the use of polymer increased and consolidated) that this has become more present in different areas of the peninsula.

The majority of these new polymer producers follow the same profile, with only a few exceptions. These are small companies that produce artificial stone and other prefabricated products. In view of current circumstances they have been forced to invest, to the extent possible, in acquiring machinery and installations and begin to produce polymer concrete. That is, with certain limitations.

One important aspect has repeated in all these cases: ULMA Polymer Concrete is the example to follow, the rival to beat. All competitors use ULMA as a reference, copying our models, references, colors and activities with aggressive prices, trying to take advantage of any show of weakness that ULMA may demonstrate, such as the extended delivery periods suffered recently before start-up of the SPE-2 line, etc.



Nicandro Falcó

Sales delegate, Levante Sur Zone
ULMA Hormigón Polímero, S. Coop.

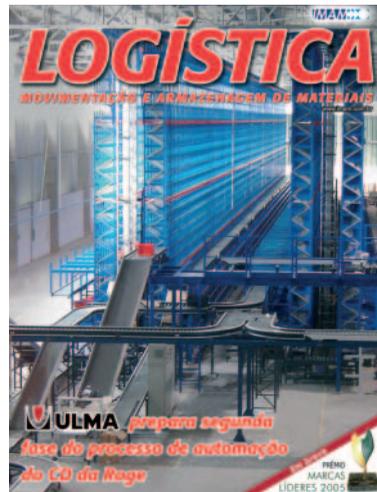
Fortunately, the market has continued to value our trajectory over the past years, with our brand image, our response and service, which means that we are doing well. However we must remember that these new competitors are a constantly growing threat to this business. **This means that we must be very aware of them, and not rest on our laurels. With the efforts and involvement of all we can beat back this offensive, maintaining our advance position in the market.**

ULMA Handling Systems obtains the "brand leader" award in the logistics sector

■ ULMA Handling Systems has the top ranking in the "Brand Leaders" Awards organized by the Brazilian IMAM Institution. ULMA has been recognized by users, clients, organizations and professionals of the logistics sector as a leading brand in the category "OVERHEAD CONVEYORS / MINI LOAD". Over 15,000 opinion surveys were collected to gain this honor, clearly demonstrating the international recognition of the ULMA brand in the logistics sector.

"When ULMA Handling Systems started its commercial activities in Brazil, logistics automation was not commonly found in many companies," states Marcos Passarelli,

ULMA Handling Systems Director of Operations in Brazil. "This award is definitely a recognition of the work carried out these past years which



has allowed us to noticeably improve the positioning of our brand," he concluded.

The surveys were distributed by Grupo IMAM, a Brazilian association that includes companies and professionals related to the industrial engineering, maintenance, transportation and logistics sectors, during the different events and to communications media. IMAM's objective is to report on the most modern techniques and tools of the sector through the publication of magazines, year-books and guides and the organization of fairs and events related to logistics.

The awards ceremony will be held on December 1 in Sao Paulo, Brazil.

ULMA Agrícola affiliate in Mexico

With this affiliate located in Mexico, ULMA Agrícola intends to provide a closer and quicker response to the various Mexican states of Mexico State, Sinaloa, Querétaro, Guanajuato, Michoacán, Jalisco and Chiapas, all great producers of vegetables, mainly tomato, peppers and flowers. This delegation of ULMA Agrícola has over 160 m² comprising a reception area, sales area, 2 offices, Show room and a conference room, with a staff of three people: Iker Larreategi Zaldúa, Affiliate Director, Miguel Angel Pedroza, Responsible for assembly; and Berenice Oseguera, Administration.



Picture: Miguel Ángel Pedroza, Iker Larreategi, Berenice Oseguera

Ulma Construcción y Agrícola de México, S.A. de C.V.
Vía Gustavo Baz Prada 305. Col La Loma - CP 54060. Tlalnepantla - Estado de México

ULMA Construcción inaugurates new installations in MADRID

■ ULMA Construcción inaugurated its new Madrid installations last May in Cobeña.

After passing various years with its offices in the San Sebastián de los Reyes district and its warehouses in Fuencarral and Algete, ULMA Construcción decided to integrate offices and warehouse in a single location.

This change will coordinate the different areas involved in any construction project, providing better services to its clients.

The new Cobeña installations cover a total surface area of approximately 50,000 m², including a building with 3,000 m² divided into 3 floors, one of them below ground, with a large

warehouse area and parking for over 80 vehicles.

This was all made possible by the efforts of many years of the members of the delegation, who year after year have contributed to make this a reality.

During the inauguration José Luis Madinagoitia, President of the Cooperative, personally thanked all those attending, referring to the different times, situations and people who passed and formed part of the project.

During the same event Carmelo Bilbao, Manager of ULMA Construcción, thanked Nicolás García, Director of the Regional Center, and his team for their efforts



of so many years, encouraging them to continue their current work and to continue as leaders of the national construction market. Nicolás García also responded with great emotion to the words of the management as well as to all those present.



First ULMA Polymer Concrete Delegate in France

ULMA Polymer Concrete has had its first Sales Delegate in France since September of this year. This is Stéphane Lecante, a Frenchman originally from Lyons, 36 years old with two children. Stéphane has broad experience with different French distribution chains. He will be responsible for the southeast region of

France, covering the zones from Lyons to Marseilles.

The past years have seen great efforts and investments made by ULMA Polymer Concrete. The company has achieved various of the objectives set by it, one of which was to increase our presence in international markets. This started

in the Portuguese market with our affiliated opened in Lisbon in 2002, and the next step was hiring our first delegate for France.

Work on this project has continued over the past two years, in this country. First a study was made to understand the reality of the market. One of the largest distribution chains in France, Point P, was contacted in 2004, with the first sales made in that year. This client showed us the need to have a permanent presence in the country, in order to provide more direct service closer to its warehouses and which would allow work on orders.

We expect this new presence in the French market to flourish and to set solid foundations for our continued growth in the international market.



Innovative Alternating Current Technology reaches forklifts with greater tonnage



■ ULMA Forklift Trucks today offers a range of counterbalanced electrical forklift trucks equipped with Alternating Current Technology. Until now only forklifts with load capacities of 2000 kg. to 3500 kg. could enjoy the advantages of Alternating Current electricity – characteristics such as greater power equal to an IC engine, smooth, precise and silent operation, greater energy savings and a noticeable reduction in maintenance costs. The range of Alternating Current forklifts is comprised of three wheelers and Compact 48 Volt four-wheel forklifts with load capacities from 1600 to 2000 kg., as well as models designed for high intensity applica-

tions that require greater power, as well as maintenance of a clean work environment in interior applications, requirements perfectly fulfilled by the 80 Volt Four Wheel electrical forklifts with load capacities from 2000 kg. to 5000 kg. ULMA Forklift Trucks also becomes one of the few companies of the sector that offers a complete range of front forklifts with alternating current advantages. This renewed array provides beneficial characteristics for the client such as the integration of a Smart Electronic System which makes it possible to adapt the forklift to each application and driver, fitting it like a glove to each specific job. In addition the models allow a simple and

rapid access to the components for correct maintenance on the different parts, its poles are specially designed to assure broad visibility from the driver's cabin throughout the area, and the totally ergonomic design and incorporation of safety measures to these equipments allows the operator complete comfort and safety during operation. Through this innovation in product and applied technology, ULMA Forklift Trucks once again moves ahead of the most demand and prevailing requests of society for clean energy in the work place, without compromising productivity and profitability of the equipment purchased.

Prevention as a culture at ULMA Handling Systems



PREBENTZIORAKO SISTEMAREN MANUALA

Handling Systems



Integrating safety and health of the entire work force as well as subcontracted personnel into the ULMA Handling systems culture has led to their recently obtaining certification OSHAS 18.001.

Identifying health and safety risks, verifying system performance, establishing goals, objectives and programs to assure constant improvement in the areas of health and safety and to review and assess the system have all allowed the company to obtain this certificate accredited by Ondoan AyC consultants.

OSHAS 18.001 is a good practices standard that seeks to assure improved workplace health and safety through a systematic and structured management. The main objective of the system is to prevent and control risks in the work place, and to assure that continuous improvement minimize these risks. The certification obtained allows both employees as well as third parties to know that the company takes a proactive role in protecting health and safety in the work place. "In short, our objective is for all ULMA Handling Systems employees and subcontractor personnel to be covered by a culture of prevention," informed Maier Alberdi, Work Risk Prevention technician in ULMA Handling Systems. "Our first step was to prepare the Work Risk Prevention manual that establishes all functions, responsibilities, procedures and processes for preventive activities in each work position, and creating informative supports directed to prevent risks in each work position. Training activities have also been planned for prevention in general and on specific risks in the sector in which we work," explained Maier Alberdi.

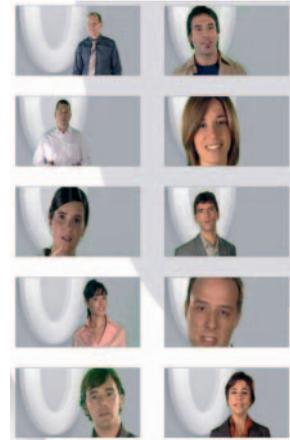
Early next year **ULMA Group** will present its new corporate image

■ New elements, programs and communications aids different from those currently in use by the Group will steadily appear during the first quarter of next year.

These aids have been in development for several months, with the important collaboration of our partners. It will be ULMA workers who show the Group's reality with a contemporary, close and personal style that stimulates business confidence.

These elements are intended to form an effective tool to promote the business at all levels and in all atmospheres, capable of fulfilling the Group's objectives for communication as well as to serve as a useful reinforcement for communications materials for each business.

In the photo we see some of the partners who have allowed their image to be used in the Group's new audiovisual program.



ULMA Construcción, first company certified in **Safety Platforms**

The AIDICO Technological Construction Institute, a specialist in the construction sector for Product Certification, has granted the CV mark to ULMA Construcción for its SARE Safety Platform system.

This certification grants ULMA Construcción the right to use the CV logo, making it the first state company to certify this type of collective protection; its scope covers from receipt of raw materials up to finalization of the production process.

To complete this certification (which is renewed on an annual basis), self-government registries have been made (raw materials, production process and finished products), contrast tests (dimension control, visual inspection, dynamic tests) and the quality system audited.

The SARE Safety Platform is a collec-

tive protection System (T-type Safety Net according to UNE-EN 1263-1), used as an edge safety system, principally in construction work.

Its advantages over the traditional "headframe" system include its position which provides horizontal and vertical protection, its autonomy and independence of fastenings and in addition its great reception surface.

The support structure is designed so that its reaction to impact reaches an optimum plastic distension. Together with the flexibility of the net produces a bag effect, gathering the falling person or object inside it and completely absorbing the fall, with no possibility of falling out or colliding with any element of the metallic structure or the building itself.



Technical characteristics:

- *Maximum protection height:* 6 meters.
- *Protection width:* 3 meters.
- *Admissible frame thickness:* From 15 cm. to 80 cm.
- *Distance between supports:* 2.5 and 4 m.
- System certified and in accordance with UNE-EN 1263-1 (Tested twice without collapsing with a 100 kg. sphere dropped from 7 m. height in the center of the net and on the overlap.)
- Can be assembled by crane, or by hand.

Ninth Ascent of Aranzazu

For one more year our colleagues at ULMA Packaging celebrated the ninth ascent by bicycle to Aranzazu, and for yet another year those traveling the route set the record for participants with a total of 98 "ruterros".

The conclusion of the trial was celebrated with the usual meal attended by the riders as well as other collaborators, in total 105 people. All enjoyed the atmosphere and a summary of previous years projected on a wide screen.



Times and classification of the 10 first:

| | | |
|----|----------------------|---------|
| 1 | Joseba Luis Urzelai | 22' 45" |
| 2 | Ekaitz Osa | 23' 51" |
| 3 | Anartz Murguzur | 24' 00" |
| 4 | Aritz Biain | 24' 00" |
| 5 | Asier Elkorobarrutia | 25' 38" |
| 6 | Iker Manso | 25' 58" |
| 7 | Andoitz Gorrotxategi | 26' 08" |
| 8 | Josu Odriozola | 26' 20" |
| 9 | Iban Uribeberria | 26' 40" |
| 10 | Unai Pedregal | 26' 57" |



Victorio Luzuriaga renews the ULMA Forklift Trucks lease contract

■ Car industry company Victorio Luzuriaga, S.A. located in Tafalla has just renewed its leasing contract with ULMA, acquiring a total of over 25 C.I. forklifts with load capacities from 1500 to 7000 kg.

The forklifts acquired under lease will replace those previously leased from ULMA 4 years ago. The contract renewal recognizes the ULMA team for the consulting and post-sales assistance offered by it for years by the company. It also confirms the durability and dependability of Mitsubishi forklifts, as in this specific case they have been exposed to a high work intensity, between 3 and 4 shifts per day, in boiler and

steelworks areas, providing an effective and safe response.

The advisory services offered the client by ULMA Forklift Trucks regarding correct fleet management has maximized forklift use, minimized maintenance costs and reduced the administrative costs for this management. ULMA offers an integral service to its clients, including making decisions related to cost/hour of use, productivity and return, as well a recommendations on the need to relocate, remove, replace or continue using equipment and on the impact of forklifts on profits and loss, maximizing the effectiveness of using the forklift fleet with considerable savings.



Driving the plans of euskera

"Many years have passed since plans to use Euskara in three companies of the CAV were first set in march early in the fifties; today these plans are in operation in over one hundred companies. Efforts made later to encourage the use of Euskara in education, in the communications media and in other areas have also reached the working world. However if the use of Euskara is to be reinforced, then the opportunity to work in Euskara must be offered to the new generations. Debagoiena has been an

important reference in this regard; the district is the cradle of cooperativism in general; and in Oñati, especially, knowledge of Euskara and its use is widespread. Many initiatives have been carried out in the workplaces to motivate the use of Euskara. For example:

In 2003 a diagnostic was run in the businesses of ULMA Group to analyze the advance of the use of Euskara. Objectives were set based on each result. Today, plans to use Euskara range from two years in some com-

panies, while others are at the point of beginning and still others plan to begin within a short time."



Iñaki Ugalde, Coordinator of ULMA's Group Euskara plans.

New ULMA Packaging offices in Valencia

Last October 24 ULMA Packaging inaugurated its new offices in Valencia, with a total surface area of 130 m².

A team of 10 professionals provided quick and personalized solutions for the Spanish Levante zone.

Located in the municipal district of ALFAFAR (Valencia), the ULMA Packaging structure is designed to cover the needs of its clients in two aspects:

Advice regarding packaging systems and post-sales service. Regarding the internal aspect, the Delegation is divided into three areas: Administration, Sales and Customer Assistance (SAC). In terms of geography, the area of influence will include, in addition to Valencia, the adjoining areas of Castellón, Alicante, Murcia, Albacete and Teruel.

Finally the high concentration of clients has allowed ULMA Packaging to start up an ambitious specialization program, both in Sales as well as in SAT. This program will also allow greater specialization of our salesmen as well as our technicians, and as a result continue to mark the difference of the ULMA brand over its competitors.



In the picture, the building holding the new offices of ULMA Packaging in Valencia.

ULMA Agrícola has a 4 hectar installation in México

■ ULMA Agrícola has opened a 40.000m² installation in one of the strongest agricultural areas for sweet pepper in the Mexican Republic.

The installation is comprised of one 20.000 m² and two 9.200 m² greenhouses, and a 540 m² nursery where the company germinates its own seedlings.

The greenhouses are polytunnel type, 4.5 m. high equipped with superzenith model zenithal fans while sides and fronts can be rolled. All fans are motorized with openings protected by anti-aphid mesh, 10x16 and 10x20.

These installations have various climate control equipment installed inside the greenhouse: growth chamber, hot air heat, air circulators, hydroponic ferti-irrigation system, humidifier system and automation.



Very positive balance for sale of Special HUBTEX forklifts

■ Three years ago ULMA Forklift Trucks signed a collaboration and exclusive distribution agreement with the prestigious German brand of HUBTEX, in response to its desire to provide an integral solution to the logistics needs of its clients.

Today ULMA has achieved its ambitious 2005 sales objective for HUBTEX sales, tripling the number of forklifts sold in previous years thanks on the one hand to a greater knowledge of its commercial network regarding the characteristics and technical advantages offered by this equipment, and on the other by the gradual change in mentality of the Spanish market regarding the importance of selecting the right forklift truck for each job and application.

ULMA began with an exclusive distribution of HUBTEX side loading trucks, offering its clients multidirectional, bidirectional and multi way reach trucks ideal for companies belonging mainly to the wood, aluminum, metal or plastic industries, who found in ULMA consultants the

answer and support they needed for the correct storage of large loads in warehouses with narrow aisles and reduced space. Although over the past two years ULMA has also placed other HUBTEX interior machines at the disposition of its clients, such as stackers or reach trucks which due to a greater load capacity or multidirectional movement offer qualitative advantages which conventional indoor models cannot offer.

The presentation of HUBTEX forklifts in specialized fairs such as the Maderalia, SIL or Construmat and the incorporation of a logistics applications technician to the products department, dedicated to providing support for the sales network for more specialized equipment, has had a direct influence on market acceptance achieved during this year. However without doubt for such prestigious companies as Fagor or CAF which acquired HUBTEX side loading, stacker and reach trucks during this year, the best reference



has been the positive experience and satisfaction of other companies of the sector.

DID YOU KNOW THAT...

- ULMA Group has been a sponsor of the Fundación Kirołgi for many years, which is why we receive invitations to attend a good part of the sports events held by the Guipuzcoan clubs in our province. Akaba Bera Bera (women's handball), C.D. Bidasoa (handball), Gipuzkoa Basket (basketball), Spyro Bera Bera (Rugby), Txingudi Saskibaloi Elkartea (women's basketball), Txuri-Urdin (ice hockey) and C.D. Eibar (soccer) are the clubs and sports for which you can request a reservation or ask about the availability of these invitations. Call Mila Barrutia at the Central Offices, 943 034900. Kirołgi is a foundation whose objective is to develop the performance of sports in Gipuzkoa. Through sports and promotional collaboration agreements, the Fundación Kirołgi directly and indirectly sponsors its three lines of activities to 58 clubs, 132 teams and approximately 1,686 high level athletes. However its involvement does not include just the sports and economic effects, but also contributes to the athletic and university formation of over 100 high level Guipuzcoan athletes.

ULMA Handling Systems will publish its own Spanish-Euskara technical dictionary

In order to motivate, guarantee and normalize the use of Euskara in the company, ULMA Handling Systems will edit its own technical Spanish-Euskara dictionary. At the end of this year and after countless efforts gathering terminology commonly used in the sector, ULMA Handling Systems will have a complete technical dictionary with approximately 650 terms. The dictionary will include words related to the logistics sector, maintenance or computer management and will be published in both paper and digital format. The initiative to create this specific dictionary was born of the members forming the "Euskara Batzordea" committee in ULMA Handling

Systems for the purpose of providing all members of the company with the terminology in Euskara, in this way facilitating the immersion of Euskara in the company. The work of collecting, translating and correcting the dictionary has been performed by 5 people from different Mini Companies of ULMA Handling Systems in collaboration with EMUN, a cooperative dedicated to promoting the Euskara plan. This dictionary has been created within the framework of the Euskara Management Plan 2005, which among other things emphasizes activities to normalize Euskara in People Management process and the ISO 9001 management process.



ULMA Forging in the Singapore Fair

ULMA Forging, faithfully carrying out its date with the fair every two years, once again appears in the Singapore Fair organized to show the novelties of companies involved with pipes and cable. The main objective has been to reveal to different clients of the sector new investments made by ULMA Forging, focused principally on acquiring a latest generation laminator. The number of visitors to the fair was low, as was the number of exhibitors.

To give an idea of the fortunes of this fair, for different reasons attendance in previous years has been equally low. Four years ago it coincided a few days prior to the attacks on the Twin Towers, and two years ago it was celebrated in the midst of general panic generated by the Asian flu.



ULMA Construcción inaugurates new installations in Germany.

ULMA Construcción officially inaugurated the offices of its affiliate in RODGAU-DUDENHOFEN (Germany). The German office was originally planned to serve as a Technological Center, to later respond to the demands of the German construction market. ULMA Betonschalungen und Gerüste GmbH has also served as a sales office since September of this year, contracting an important package of projects and therefore, putting a face on one of the most important producers of auxiliary means in the country. During the inauguration, Carmelo Bilbao, Manager of ULMA Construcción, said a few words of support and thanks to Peter Schnaitmann and all his team, encouraging them to continue working in their current line, so that we will soon be a benchmark in the German construction market.



ULMA Construcción collaborates in the TORRE SyV construction

■ The Torre SyV (Hotel and Offices), designed by architects Carlos Rubio Carvajal and Enrique Álvarez-Sala Walther, will rise 236 m. from the ground, have 59 stories (6 with technical floors) with 1.600 m² each, as well as another 6 underground stories with 7.500 m².

The structure will be divided into three segments, each with its own green area on the ground floor to maintain their independence.

The building will hold a five star luxury hotel on 33 floors, with 500 rooms. The remaining floors will be used for offices.

To execute the tower structure, Sacyr has used an array of products for ULMA Construcción formworks.

In this way, the 6 underground floors and the first 6 above ground floors will be executed with horizontal CC-4 aluminum formwork.

This product, used together with ALUPROP struts also made of aluminum, is projected to achieve great performance in the project.

One of the most important advantages of the CC-4 over the products offered by the competition, is the possibility of first mounting the grid, and later placing the panels.

The solution for perimeter areas consists of a 90° molding. This is another great advantage of the CC-4, which consists of changing the direction of the streets formed by the Beams and Transversals in order to come as close as possible to the edge of the slab.

Unmolding which allows the material to be recovered for use in a new position is very simple, thanks to the design of the CC-4 falling head. In this way, simply hit the chock of the head for beams, transversals and panels to descend sufficiently to be comfortably removed for use elsewhere. Other ULMA Construcción products used in this first phase are:

- > ORMA modular formwork for executing walls and rectangular pillars,
- > COMAIN for executing low walls and footings,
- > CLR for molding circular pillars.

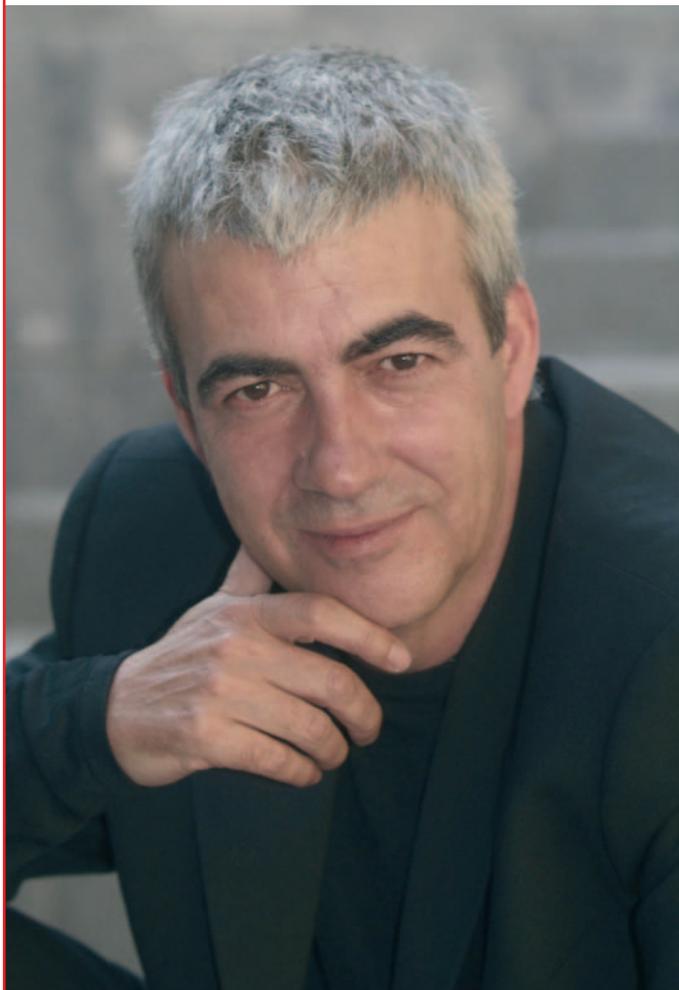
To make the central core which will support the structure from the 6th floor up, ULMA Construcción has offered to Sacyr the most advanced construction technology for this type of skyscraper, the AUTOTREPANTE system.

The autotrepado (self-drilling) technique is based on a hydraulic system that allows the complex to be raised automatically by successive movements of the formwork and poles.

This system, used together with formworks for ENKOFORM V-100 walls, allows the execution of high vertical surfaces.

The core section of the tower varied 4 times along the length of the structure; the ULMA Construcción technical office has adapted the framing in the project specifically developed for the project. The Torre Sacyr is scheduled to finish during the year 2007.





José Antonio Sáinz Alfaro

Director of the Donostiarra Orfeón

The Orfeón Donostiarra was created in 1896, when an embryo of what would later be the choir, formed of 20 singers, came together to sing at the Euskaras Festival which in June of that year was held in Mondragon. Today the association offers between 35 and 40 performances every year, with 187 members who keep alive the philosophy that led to its birth: "to preserve and spread Vascongado music". At the front of the laureate association is José Antonio Sáinz Alfaro, director of the Donostiarra Orfeón since 1986.

"We have music in our genes"

The Basque Country has always had a great fondness for music in general and choral singing in particular. Why do you think this is, why is choral music so deeply rooted in our culture? About 50 - 70 years ago, each parish had its own choir. These even competed among themselves to sing at the first and second level funerals. Many parishes sang, and that may be the reason for this proliferation. However the fondness for music dates much further back. You have only to see the quality and quantity of organs existing in Guipuzcoan churches. Actually it may well be

┆
"The secret is feedback.

The triumphs force us to improve"
 ┆

that we carry our love for music in our genes.

What is the secret of the Orfeón Donostiarra, that has allowed it to retain its vitality for so many years, to the point that it is considered one of the best non-professional choirs in Europe? The secret is feedback. There have been successive triumphs that have caused the orfeón to continuously improve. Another of the secrets is the long terms of its directors. Secundino Esnaola remained at the front of the choir for 30 years; Juan Gorostidi, 40; and Antxon Ayestarán, 20 years.

¿How do you manage to maintain the activity level of 35-40 performances per year, considering that all members have other professions and occupations?

There are a lot of us, 180 singers, sometimes 200 including the voices of collaborating choirs. Between 80 and 120 participate in each performance, producing a "miraculous" rotation, allowing us to offer 3 concerts per month. And behind that is significant organization.

The Orfeón Donostiarra has been listed as one of the principal cultural ambassadors of the Basque Country. That must be a source of great pride to you.

Well, we just sing, although it is true that we sell the name of San Sebastián in such places as London, Berlin, Paris or Washington.

And how are you received? It depends on the place. In Berlin the public waits to see if an amateur group is really good, and in Aranda de Duero, our presence is a festival.

Would you like to tell us of any specific occasion? Yes, I remember one that occurred I believe in 1986 when Ayestarán was the director, in Ereván, capital of Armenia. The hall was filled to the rafters and as the people who were outside did not want to go without hearing the Choir, they decided to break down the door. The Minister of Culture was thrilled.

The Orfeón also performs other less well-known activities, such as the orfeoi txiki, the Antxon Ayestarán music workshop or

the violin class. Can you tell us the purpose of these other types of activities? All activities turn around music. In the workshop we work on musical education based on non-traditional methods; this is to prepare both singers as well as audiences of the future. The violin class discusses music from a non-choral point of view, and the orfeoi txiki allows us to judge ourselves.

What is the health of the Basque musical choir? It lives in cycles of from 8 to 15 years, during which the choir grows and shrinks. Every year it is more difficult to sustain ourselves, because leisure time has multiplied exponentially. There are fewer choirs, but these are more specialized.

Finally, it is sometimes said that new generations are losing the custom of spontaneous song, at dinners, parties ... do you agree with that opinion? It's true that it is being lost, just like the txikiteo. These days people also have a stronger sense of the ridiculous. Although on the contrary the repertoire is now broader. Before it was limited to regional folklore.

Finally, José Antonio, do you know our cooperative? What do you know about ULMA Group? Yes, everybody knows the Cooperative Group, although I do not have a very deep knowledge of ULMA. I associate it above with the scaffolding that I see on the ceilings. I also remember that a few years ago we offered a performance in ULMA Packaging.

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"It's enough to test the quantity and the quality of Guipuzcoan organs, to understand the importance of music in our region."
└





José Luis Madinagoitia

President of the General Council of ULMA Group

A few days before holding the Plenary Assembly of our cooperatives regarding POGU III we spoke with José Luis Madinagoitia, President of the General Council of ULMA Group. He offered us a hopeful and expectant panorama in view of the future challenges that confront the Group.

"We are betting on our ability to recuperate the illusions of everybody in the project of the Group"

The Plenary Assembly of POGU III will be held on November 25th. What are we going to "bet on" that day? We are betting that despite the distances created between cooperatives/businesses under POGU II, we will all be able to recover the illusions we had in the project of the Group, and continue moving forward to consolidate the culture of belonging to the Group. We have repeatedly mentioned that POGU II did not satisfy a good part of the members of the Group; and the years that have passed since that date, during which we have worked under POGU II, have demonstrated that the dysfunctions that existed before reconverting results were not corrected. Some situations that were less than fair were produced between the inter-cooperation mechanisms and the application of incentives, such as the collective incentive and distribution of results (returns). Development of the POGU III project is mainly a response to the problems detected resulting from POGU II and the need to move forward with the ULMA Group Project, looking forward to the future that awaits us, trying to find a balance between the interests of the Organization and

the interests of its members. The Grupo ULMA project must guarantee the future solvency, solidity and continuity of its Businesses.

We are evidently confronting much more than approval or rejection of a project; we are confronting a new understanding and sharing of our future... are we fully aware of this? In effect POGU III represents an advance in the understanding of ULMA Group and the way in which we will share our future. It presents a model that with a better response to the needs of the businesses and the evolution in this increasingly complex environment, where we must deal with the process of globalization, creation of affiliates, development of new promotions, purchase of companies, etc. It also presents solutions to the reality that members of some businesses are playing on two levels of solidarity (first between all the group businesses, and then between the businesses of a cooperative), while the members of other businesses are playing on only one field of solidarity. I also must not forget to mention one important aspect, which is that this change evidently

means that the Group will be understood through other parameters, and each group of entities will assign or share aspects in order to achieve improvements to come in other ways.

There is no doubt that today we have a ULMA Group that is consolidated and cohesive. This is thanks to the efforts and sacrifice of all. But how does the medium and long term future of the Group look from the President's chair? It is true that ULMA Group has achieved levels of consolidation and cohesion that make us the benchmark and envy of many organizations. I would say that we are more valued from outside than from within. This is not bad, because it reflects the level of success achieved. However we remain non-conformists and innovators, seeking to improve what we have reached today. I have no doubt that the success achieved has been thanks to the efforts and contribution of the entire collective. As for how I see the future of the Group at medium and long term, I am by nature an optimist, and I see ULMA Group with a good future. It will be necessary to adapt our orga-

nizational model to this changing environment in which we live. We cannot remain anchored in the past, maintaining our basic cooperative principles and values. Time will require that we continue to adapt to new demands. We are a Group with Businesses operating in interesting sectors, but we cannot forget that we have to reach positions of leadership in each of them. This requires state of the art technology, it requires that we are in touch with the markets, and that we do not stand on positions of comfort. Globalization of the economy will lead us to act with greater imagination and creativity, as we face growing international competition in the markets coming from emerging countries. Not an easy future, but one we must take on with expectation, ready to fight.

From your comments, the future will be complicated, but the important thing is that it is in our hands. In your opinion, what are the most important challenges confronting ULMA Group?

In effect, as I said the future will not be easy. However I believe that we have sufficient potential to allow us to continue to adapt to new product-service-market realities in the sectors where we are present, maintaining and even improving our current positions. For this reason we must have competent professionals with confidence in the project. The panorama is truly changing; we have a growing need for people willing to work outside of our geographic area in other markets, willing to permanently travel. This is one of the aspects that concerns me and that we must evaluate in the future.

The commitment of most of our members with the Group has always been truly remarkable. We can even say from a certain historical perspective, that we must recognize that the decisions made by our collective at key moments have proven to be correct.

... Actually one of the characteristics of ULMA Group has been to make some-

what complex decisions at key moments decisions that in my opinion the majority of times have been correct. Remember that POGU arose from a need to define what we wanted when faced with the alternative of not merging with MCC in 1993. The project was later modified in 2001, resulting in POGU II, as I mentioned before. Nine years later, the proposal to belong to MCC was again presented, but under conditions that were completely different from those originally proposed in 1993. As a result of this today ULMA Group is one of the Divisions of MCC. And looking at the POGU III project, I am convinced that the decision to be made will be the best.

Finally, is there any message, in a more institutional form, which you wish to transmit to all the members from the Office of the President of the General Council of ULMA Group these days before the POGU III Assembly?

I would ask all the members to sincerely reflect on this, remembering that every project of the Group requires a strong dose of reality. The project represents a substantial change in the concept of the Conversion Factor; members affected by situations where their Business is passing through a bad situation will be supported by an economic subsidy from the Group through a Retributive Solidarity Fund created expressly for this purpose. We have attempted to find formulas which will allow the requirements for profitability in applying the Conversion Factor and Collective Incentive to be more homogeneous for the different businesses. It also presents an organizational model that establishes the Basic Organizational Unit of the Group in the BUSINESS. Personally I am convinced that this project, the result of many hours of negotiation between the different bodies of the businesses and presented as a project that has achieved the consensus of the guiding bodies and managements of all the businesses, represents an important step in the consolidation of ULMA Group.

BASIC ADVICE AND RECOMMENDATIONS FOR THE PLENARY ASSEMBLY TO BE HELD THE 25TH

Next November 25th we will hold the Extraordinary Assembly of all of our cooperatives in the Polideportivo Zubikoa in Oñati, during which we will present the new Organizational Project for ULMA Group (POGU III) for vote.

Eli Anduaga, Technical Secretary of the General Council of ULMA Group, provided us with a series of recommendations and advice so that the assembly can proceed in the most orderly and organized manner possible;

"The City has granted us Ibarra as well as Olaiturri fields to be used as parking, although considering the construction currently underway in the area of the Polideportivo we recommend that arrival in cars be avoided as much as possible.

Entry to the assembly will be through the door of the Polideportivo Cancha (basketball / tennis court). There will be two tables set up at the door where members of the Oversight Committees of our businesses can pick up the Attendance and Delegation papers. To prevent any accumulations upon entering, we ask you to come with sufficient time."



In the picture the Plenary Assembly of the Cooperatives of ULMA Group held in 2001 to vote the POGU II project.



The fight against osteoporosis; prevention and treatment

One disease that affects a broad spectrum of people, and the principal cause of bone fractures in women after menopause and in old people in general, is osteoporosis. Osteoporosis can be defined as an illness that causes a steady loss of bone mass, making the bones more porous, thin and fragile, unable to resist blows and easily fractured.

Our bones constantly undergo a remodeling process which also acts as a calcium reserve in the body. With onset of old age, small amounts of bone begin to be lost. Other factors such as multiple illnesses or lifestyle can increase this bone loss, causing osteoporosis to occur at a younger age.

Menopause is the principal cause of osteoporosis in women, due to the decrease in estrogen levels. It affects one of every five women over 45 years of age, and four of every ten women over the age of 75.

Osteoporosis risk factors

- Old age.
- History of previous fractures.
- Early menopause, either natural or resulting from surgery.
- Tobacco use.
- Low calcium intake.
- Low intestinal absorption of calcium.
- High urinary elimination of calcium.
- Low body weight.
- Certain medications (corticosteroids, heparin)
- Alcohol or caffeine consumption.

Causes of secondary osteoporosis

- Genetic diseases.
- Endocrine disorders: hyperthyroidism, diabetes mellitus, hyperparathyroidism,...
- Chronic alcoholism.
- Chronic hepatopathy
- Poor intestinal absorption syndrome
- Chronic obstructive lung disease
- Multiple myeloma.
- Hemochromatosis.
- Prolonged immobility/paraplegia
- Some drugs: glucocorticoids, thyroid hormones, anticoagulants,...

Osteoporosis will have no symptoms for many years. Clinical consequences of the disease are collapse of the

vertebrae and bone fractures, mainly of the hip and radius.

The disease is diagnosed by measuring bone mineral content. This can be done by various methods such as densitometry, simple x-ray and/or biochemical markers...

Prevention and Treatment

The best treatment is prevention. The purpose is to prevent any acceleration of loss of bone mass, delaying it as long as possible to prevent fractures in people with low bone mass. Prevention of osteoporosis begins during infancy and childhood, achieving maximum bone mass. A correct calcium intake and physical exercise prevent bone loss and the risk of fractures in later years. Prevention is later directed towards modifying factors that accelerate or exaggerate bone loss. In older people, prevention is directed towards preventing bone fractures in people who have already suffered a significant decrease in bone mass.

PHARMACOLOGICAL TREATMENT

Take an appropriate amount of calcium. The principal source of calcium is milk and its derivatives, and vegetables and fish to a lesser degree. Calcium from milk products is better digested, and it is very difficult to receive the amounts necessary without these foods.

PHARMACOLOGICAL TREATMENT

Pharmacological measures are designed to delay bone demineralization (substitute hormone therapy, calcitonins, diphosphates, vit. D) or to increase bone density (sodium fluoride).

Recommended calcium intake

| | |
|---------------------------|------------------|
| Childhood (1-10 years) | 800 mg/day |
| Adolescence (11-18 years) | 800-1200 mg/day |
| Adults | 800-1000 mg/day |
| Pregnancy and lactation | 1200-1500 mg/day |
| Menopause and old age | 1200 mg/day |

Calcium Content of Foods

| Foods | mg Calcio/ 100 g. |
|------------------|-------------------|
| Cheese | 700-1200 |
| Skim milk cheese | 275 |
| Whole milk | 128 |
| Yogurt | 183 |
| Ice cream | 180-200 |
| Dry fruits | 200-300 |
| Vegetables | 50-200 |
| Meat, fish | 5-10 |

Iñaki Igarzabal, responsible for Worker's Health in the ULMA Group.



The Doctor's Advice:

- > Avoid products with excess phosphates such as antacids and carbonated beverages.
- > AVOID TOXIC PRODUCTS AND MEDICINES RELATED TO BONE LOSS such as tobacco, alcohol, corticoids, thyroid hormones, anticoagulants y anti-inflammatory.
- > EXERCISE regularly. Studies have proven that regular exercise during childhood and adolescence increases bone mass. Physical exercise should be prescribed based on age, training and physical health of the person.
- > Take extra calcium in the form of prepared pharmaceutical products: Calcium gluconate, glubionate and calcium lactate. Calcium carbonate.
- > Dietary hygiene measures can also be effective and sufficient in most cases.



This year marks the 50th anniversary of the beginning of the cooperative movement. What is your opinion regarding our cooperative identity?



Jesús Astarloa
ULMA Agrícola

The truth is that I am an optimist with regard to the cooperative model, despite all the problems. Years ago there was more participation ... yes, that may be ... but the members of the cooperative also lived then in a society that was different from today's, a society which allows greater idealism. We are living a splendid moment. During the 24 years that I have been a member of the cooperative we have experienced everything, good and bad, and I believe that MCC is currently in an upward curve, despite any political attack. I view the future with great optimism. Personally, I believe that being in MCC will create a bigger benefit for us. I definitely believe that the cooperative spirit will adapt to new times, as it has until now, according to the demands of each time.



Jesús M. Epelde
ULMA Forklift Trucks

Today events happen with such speed that it is frequently not easy to position ourselves before them. In terms of the cooperative experience, it seems just yesterday I had my first experiences which date back to the second half of the 60's. At that time I met José M^a Arizmendiarieta, however surely because of my youth, I never became fully aware of the impact that the movement would have in the future. Those were years when political, social, labor, religious, etc. status dominated, representing a series of formidable barriers to improving our generation. By this I mean that in that environment Principles and Values on which we had grown fit snugly with a large part of our society, and when I say "our", I mean that of Euskal Herria. Today the sphere of action has extended throughout the world, and over half of the workers in cooperatives, except for their commitment, are not members of the society and laws of the global market and preserving our identity and our reason for being. As we think, no longer in our children but rather in our grandchildren, I believe that we must reflect, articulate and create bases that assure our position in the world, but protecting our own identity, without resigning it in its different facets. I believe that it is important that within 50 years, those who remain will be able to be proud of knowing who they are, where they live and where they are going, integrating in this idea all the groups of humans that conform the group. I believe that the future will not be a bed of roses, but neither will it be as it has been until now. It is more probable that the great production centers of the world seek settlements with cheap labor, and the so-called "dislocation" shakes the structures of companies in all the world, as well as our cooperatives. In light of this, the new generations must be prepared to continue the values that have characterized us and which we have defended these past 50 years, resolving and surpassing the new circumstances. From another point of view, trying to observe the cooperative movement from a certain distance, from a hypothetical observatory, I think that the phenomenon in itself is so large, so complex that trying to understand it or to explain it, especially from the perspective of human behavior, is the most appropriate analysis of an anthropologist which may possibly provide ample and profound observations of our collective.



Javier Galdos
ULMA Construcción

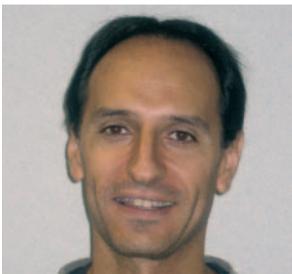
Since the 60's when I joined the world of cooperatives, a model with a great dosis of idealism, we have moved towards a much more pragmatic model. This pragmatic policy has led us to achieve very important socio-economic levels, reaching unexpected growth and a high degree of competitiveness on the international level. Nevertheless we have left behind the idealism that I found; the basic partners have moved away from participation and complicity ; and a distance has grown with the management staff. Looking toward the future I am completely optimistic. There is a quality that our model is guaranteed. Nevertheless I understand that the current situation leads us to reflect on how to take on the challenges of our industrial and social environment, in order to guarantee our competitiveness in the market even as we preserve our cooperativist values.

Meaning of the Mondragon Cooperative Experience. Ideal and what do you see in the future?



Roberto Guridi
ULMA Forging

Personally I regret the loss of certain values intrinsic to the cooperative such as the sense of belonging, which unfortunately translates into a minor involvement in the common Business project. I believe that the members used to be more participative, contributed more to the Business and lived experienced it much more. The fact that the most important factor at the time of getting involved in the project is frequently money makes me sad. I am aware that we members are not innocent of the consumer trend of society, but I firmly believe that values such as cooperation and solidarity must be encouraged. In addition there is in general a lack of trust in the cooperatives management staffs, and this leads the people to limit themselves to following guidelines established by these teams, adopting a passive attitude, even on contrary occasions. We need to empower the different communications routes already existing in the cooperative, and above all with reference to leading and social bodies. I see the future as good while we continue to have a solid business project and minimum spirit of cooperativism. I am aware that the current environment does not propitiate cooperativist values, as society is constantly more individualistic with an ever broader offering of idleness, and in a way this makes it more difficult to foment the spirit of common sacrifice that must rule in the cooperative world. In any event, I look towards the future with optimism, and believe that despite the loss of certain key values for cooperativism, the cooperatives are adapting well to a world hostile to them, competing in advantageous positions with other business models.



Mikel Azkarate
ULMA Handling Systems

I believe that the idea of the cooperative has been lost over time. New additions do not begin their work with the intention of belonging to a cooperative, and once inside neither is there any specific training to facilitate the creation of this idea. It is a subject that occurs not just in the cooperative; the same thing occurs in social activities at the town level. The idea of belonging to a collective is becoming lost, in the search for individual interests. When I began to work there was a dozen of us in the business. And although we had no specific training, work conditions allowed us to feel like members of a cooperative. Participation, identification with your job for a common goal and direct communication between us favored that cooperation. The fact that the number of people has grown (over a hundred) has had a direct effect on communications among the group, and I believe that the corporate bodies do not provide for this lack. There is a distance between the company management and the young partners which does not facilitate the development of cooperation. In the near future, cooperatives will have to adapt to market requirements (globalization, etc.). The realization that new changes will come and that we must adapt in order to move forward are obvious. There will be friction between different sectors that defend the type of cooperative "from here", types that are less localized or with resources shared by the world or other variants.



Angel García
ULMA Polymer Concrete

I believe that in economic terms our S.Coop. companies have grown and have significant success as shown by the numbers, surpassing the most optimistic vision of the pioneers of the cooperative movement. However in the social sphere we have moved ever further from the initial vision. Alfonso Gorroñoogoitia, one of the founders of Ulgor (today Fagor), in his book **The Mondragon cooperativism, Inner Thoughts of a Utopia**, answers the question, "Do you think that such effort has been compensated?": "Rationally the answer is yes, yes of course, without doubt, without any reserve. Speaking from my heart, then I have doubts because attempting to make a fairer world, one more human, more fraternal, has resulted in a less supportive people, more hedonistic and "less Christian". "We will never know how fulfillment of that initial social vision may have influence the present of our cooperatives. Looking towards the future of our cooperatives from the business point of view, I believe that the business vision will continue to be fulfilled, although I believe that the next years will doubtless be harder than the last 10 years. As for the social vision shared by all, I sincerely believe that this only exists on paper, and the lack of congruence between what we write and our daily thoughts and actions is the great risk that we confront.

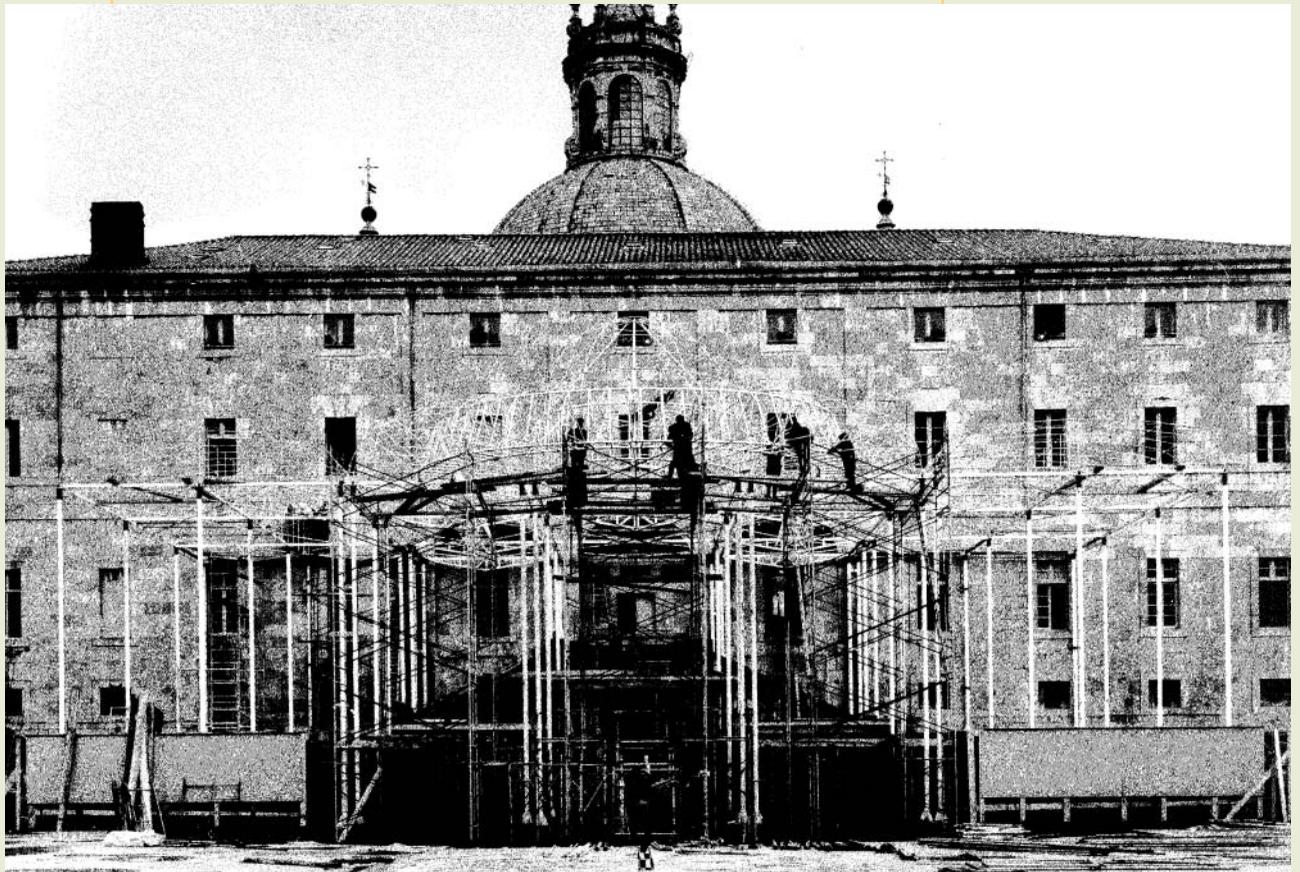


Andrés Zabala
ULMA Packaging

It seems to me that the current situation of cooperatives is "big" in all senses of the word. In economic growth, the number of operators, job growth, and in the vitality and dynamism of the businesses. Also "big" is the members' lack of knowledge on their functioning and the philosophy of what is a cooperative, the distant communications between the executive bodies and the social base, the number of positions and part time operators and the salary range. Does growth of the first necessarily imply growth of the second? Is this truly an unavoidable law of nature? The professional preparation of the new generations is the best ever provided throughout history. The future will also be very different, more demanding with individuals and organizations. Work and social relationships are evolving in different forms than ever known before. I believe that the potential capacity of the personnel is sufficiently good to confront the challenges of the future.



*40 years
together*



In honor of the visit made by the Pope to the Loyola Sanctuary In October 1982, ULMA Construcción built an Altar and cover specifically for use during that visit. Above, the ULMA team works on the assembly: Telesforo Zubia, Javier Arcauz, Santiago Mendiola, Luis Urcelay, Rafael Cortabarría, Jose M^a Madina, Jesús Santamaría, Francisco Campo, Juan M^a Beitia, José Manuel Prieto, José Antonio Ugarte, Javier Galdos.

Portraits and stories about our people

We present you with a new section of the magazine showing the different image planned for the next issue of Begira. As the name indicates, this new section will reflect human interest stories of our partners and workers, outside the professional environment in which they work.

We hope to have your collaboration in this, providing us with new stories and new portraits ... You can do so as always by sending an email to: begira@ulma.es; or call ULMA Group Central Offices at 943 034900.

The first of these stories, presented below, clearly reflects the desire to collaborate and encourage friendship and cooperation between people.

Soukeina Bouhali is a Saharahui girl who last summer spent two months in Oñati, with one of our partners.

Soukeina arrived here thanks to the program "Vacations in Peace", an initiative of the Mondragon Friends of the Sahara Association. She arrived from the Saharan refugee camps located in the desert of Argelia, near Tinduf.

Mirari Leibar.
Born in Oñati,
has worked in ULMA
Forging since 1990.
Commercial Dept.



Here we see Soukeina Bouhali with Mirari Leibar in Urbia.

agenda and suggestions

The ULMA Group round table appearing in the pamphlet distributed to all partners with the Begira presents an analysis of ULMA Group in the 80's, made by various people. I must say that in general the opinions expressed in that round table in my opinion correctly reflect the different ULMA variables during those difficult years.

Nevertheless one of the participants in that round table makes a statement that I do not agree with at all. I refer to the comment made on Enara, which states, "I was asked to analyze the ENARA case using the experience I have today. I believe that some miraculous hand has helped us, which still remains open. In '85 ENARA reached the first ranking in everything after undergoing an important internal restructuring."

At first it would appear that this phrase contradicts the first statement; but I do not want to analyze here the positive factors that in effect contributed to making 1985 an excellent year for Enara. I would rather focus on the "miraculous hand".

The fact is that during the last 13 years ULMA Forging (previously ENARA), has had an undeniable success, the same as most of the businesses of the ULMA Group. However the reason for these excellent years is not necessarily found in any miracle, but rather in the company's clear strategic objectives, their clear idea of where they had to go both industrially as well as commercially. It placed all its investments correctly and sensibly, had a good management, and above all an integrated collective in the company that has always contributed its all.

I am sure that in the future we will have difficult years just as we have in the past. However I am also sure that the company will be well prepared to confront those years, and will come out strengthened by the crises that it has undergone. Because for us luck is actually good planning, with attention paid to the details.

Jabier Altube. Partner, ULMA Forging

To our friend and colleague José Vidal.

Our friend Jose Vidal died on October 17 at the age of 81 years. He was one of the 15 first founding members of ULMA in 1961; more specifically, he was partner number 12. He arrived in Oñati together with Julio Saiz (who also recently passed on). Thanks to the good work of Ignacio Egaña In taking charge of the technical side of packaging machines, both were experts in the world of chocolate and machines used by the chocolate industry. He frequently was required to act as salesman, both in Spain and abroad, as always happens with the most qualified technicians. Julio and José were two "Catalans". However although they arrived from Barcelona, strangely neither was born in Catalonia.

It was Jose Vidal who designed the different models of the "green line" shrink wrap machine, such as;

- M-A (chocolate tables) and its M-A-C- derivatives for cans and preserves, M-A-E
- V-2, for chocolate candies and cookies and its V-2-A derivatives for candies, V-2-N, V-2-N-A-
- B-1 for soaps
- DH-2 for sweets
- E-3 for tablets
- K-5 for lollipops

He also designed the first extendible film machines such as the BF-1 and the CHIK. He retired in 1985 at the age of 61. With his death we have lost a part of ULMA history and a good friend.

José A. Urteaga. ULMA Packaging



Factory visit; Thanks

Several days ago I had the opportunity to participate in an enriching experience; together with a group of clients we visited ULMA Construcción in a tour that went beyond the production environment to become a true visit to the Basque Country, meeting people and visiting unique places that surprised at every step.

We were accompanied by members of the Marketing Area who showed a true vocation as hosts, sparing neither efforts nor time to make us feel at home.

In Buenos Aires once again, the clients who accompanied us repeated their thanks through all the media to the ULMA personnel who received and treated us so well. I am especially proud to have been able to see close up that the company where I work, has so much to offer the visitor: The modern factory on a great scale, safe, organized and with a large number of beautiful women working shoulder to shoulder with the men (true women's liberation). However without doubt the best and most surprising aspect that ULMA shows to the world is the cooperative model of business, unthinkable in other latitudes and the quality of its people.

Because factories may be a dime a dozen, but it's not easy to find the other.

I can only publicly express my thanks and appreciated to all those who worked to make this experience possible. I hope many more have the chance to enjoy it.

**Eduardo Legaspi.
Sales Manager,
ULMA Construcción
in Argentina.**

RETIREMENTS:

Those retiring from Grupo ULMA from September 1 through December 31, 2005.



JESÚS Mª JUARISTI



GERMÁN PÉREZ



MARTÍN LOITI



ALBERTO ZABALETA



JOSÉ Mª URIARTE



ESTEBAN MARCULETA



VICENTE ERRASTI



SECUNDINO CERQUEIRA

Thanks to everyone and enjoy yourselves! Congratulations.



Keep sending your opinions and suggestions to us:

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

A copy of the book of Oñati photographs recently published by Arrasate Argitan will be raffled off among all the opinions and collaborations received.



Eduarne Pasaban sent us a reminder from the Himalayas.

We write our history with all



To Our Readers:

The series of collectible stories regarding ULMA's history during the different decades will conclude in the next issue of Begira. The last story, corresponding to the 90's, will be the fourth story of this collection which has been so well-received by you.

If you have any kind of documents, photographs, videos, news, etc. from those years which we may find useful, please send it to us at the following addresses:

By mail to; **ULMA**
Departamentos Centrales
Ps. Otadui, 3 – Apdo. 13
20560 OÑATI (Guipúzcoa)

By email; begira@ulma.es

In addition for any clarification, comment or question, please contact Mila Barrutia in the ULMA Group Central Offices (Telephone 943 03 49 00).

Thank you in advance for your help.

*We urge you to join in
this project!*