

# Begira



**ULMA**

December 2010 // no. 22

## **Corporate Social Responsibility in the ULMA Group**



Face to face



**Iosu Zabala**  
*Rector of Mondragon  
University*

report



**ULMA Construcción**  
*and its strategic alliance  
with Aluma SYSTEMS*

# Summary

No. 22 • december 2010



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## > *Let's talk about...*

What began, on an international level, as a real estate crisis, became a financial crisis, which in turn led to an economic recession that has unbalanced the public finances of many countries. The next to last chapter is the currency crisis derived from the protectionist policies of governments who aim to improve their competitive positions, and the last chapter originates in the markets' distrust of the sovereign debt of certain nations, which has resulted in Ireland's bailout and wagers on which will be the next country to undergo the same procedure.

What will the next derivation be? Will we enter vicious circles, or will it be possible to control this situation that currently seems uncontrollable? If it's complicated to treat a patient who has a similar diagnosis, then seeing that the most powerful organisations in the world (IMF, G-7, G-20, the governments

as the worst year for banking, etc.

The solution will inevitably come from a long list of reforms that will reduce the deficit in order to appease international markets. Reforms that will resolve a series of structural problems that up until now have not been addressed because it wasn't a good time to undertake them. The labour, pension, and electrical regime reforms are within sight, as well as the reorganisation of the banking sector, the control of regional public debt, the review of public officials' articles of association, etc. All of these reforms will require significant sacrifices on behalf of citizens and companies. In summary, we are immersed in a very complicated situation, with many open fronts, and with an extremely uncertain future that will last longer than what had been forecast.

What should we do at ULMA? We must

and we must therefore dedicate the necessary time for preparing training plans and adjustments in order to properly address those opportunities. People are the key element in the solution through permanent recycling in order to achieve the highest employment levels possible. The market's transformation speed means that permanent jobs are no longer possible. Adapting to change is necessary in the Businesses, and also in people.

This search for opportunities either based on internationalisation, on promoting new business areas or on innovation is present in all of the Group's Businesses. We will close 2010 with more than 60% of international sales. We have strategic projects that are already becoming a reality, as you will see in the following pages of this magazine. Examples are the Eclipse project at ULMA



## The Strength of the GROUP

By IÑAKI GABILONDO, CEO ULMA Group.

of world powers, etc.) are unable to agree on how to address this situation because they propose completely opposing measures makes it even more complex. In Europe, Germany supports fiscal and monetary austerity because it wants to control inflation, while the United States proposes to maintain public stimulus and credit assistance, lowering the value of money to zero. At this point, it's clear that everyone thinks about themselves by promoting and justifying measures that are convenient to them.

In Spain, the situation is even worse. Recent data describes a serious situation: a 20% unemployment rate; weak GDP increases; sovereign debt that is being harshly attacked, and according to some experts, needs to be restructured; a real estate bubble that has eliminated more than 150,000 companies from the construction industry in the last four years; more than €320 billion in debt at the hands of real estate agencies who in the last three years have signed and renewed re-financing plans that are not fulfilled; a banking sector that needs to be thoroughly cleaned and reorganised (there are more than 100 banks, 45 savings banks and 80 credit unions) in order to face the excess capacity and 2011, which some have already defined

find a global solution that is based on the strength of being a GROUP. In addition to a diversified business structure and a global dimension, we have the capacity, and we must make the most of this fact. As a result, we are attempting to establish a stable financial framework on which we may develop our business plans for the upcoming years. This financial framework is based on having the Businesses provide guarantees for each another, in such a way that what takes place in one business has an effect on the rest. There is no greater Group commitment. However, this commitment will require everyone's responsibility in proposing business plans, in controlling the evolution of these plans, and especially in being able to fulfil our commitments.

Our objective must be to achieve profitable and competitive Businesses that generate value added employment. We must dedicate our resources in promoting those Business areas that have a profitable growth potential and in finding solutions for other areas that do not have the same potential. In these cases, the ULMA Group must assume responsibility and use its ability to provide new professional opportunities for the individuals affected.

Our Businesses are generating opportunities,

Agrícola, the international expansion and development of high-end rollers at ULMA Conveyor Components, the large logistics operators and the internationalisation at ULMA Forklift Trucks, the important projects at ULMA Handling Systems, or the Baggage Handling line at ULMA Logistics Services. We may also highlight the Projects market at ULMA Piping, the internationalisation at ULMA Polymer Concrete, the alliances with Mondini at ULMA Packaging, or the United States alliance between Aluma and ULMA Construcción. In addition to all of this, there is also the creation of two new cooperatives this last year--ULMA Safe Handling Equipment, S. Coop. (Inoxtruck) and ULMA Embedded Solutions, S. Coop.

This is the only way for the ULMA Group to face with a guarantee the situation that we currently find ourselves in. Since we cannot change the macroeconomic conditions in which we operate, we must focus on what is within our reach.

Lastly, I would like to congratulate ULMA Forklift Trucks and ULMA Handling Systems for the division carried out recently in the cooperative, putting the needs of the Businesses before personal interests in a complicated economic setting.



## ULMA Agrícola's presence in Iran

Iran is the largest country in the Persian Gulf, with a population of about 74 million residents and where agriculture has traditionally been a fundamental industry for the nation's economy. It has experienced a strong economic growth in recent years, which undoubtedly represents a strong market potential due to both the size of Iran's population as well as its abundance of natural resources. ULMA Agrícola has been working in the Iranian market for several years, where it has a consolidated brand image thanks to the company's firm commitment in promoting this market by establishing strategic agreements with local partners such as Sabz Ashian-Apadana, which has been an ULMA distributor in this country since 2005. This project is located in Varamin, near the capital of Tehran, a traditionally agricultural region in which four greenhouse projects have been completed since 2007. Varamin is a region with an extreme climate, where the average summer

temperature is of 45°C, dropping to several degrees below zero in the winter with frequent snowfalls. In this setting, it's essential to have full control of the climate conditions inside the greenhouse, which is why the necessary equipment is installed in greenhouses to achieve ideal temperature and humidity conditions for each crop at any time. The facility, of more than 15,000 m<sup>2</sup>, has the most advanced systems for refrigeration (cooling and fog), heating (hot air generators), homogenisation (air recirculation), shade screen, energy savings and watering (perlite hydroponic), which are integrated into a single system by means of an automatic mechanism. This system allows farmers to schedule in advance (based on measurements made by the various sensors installed in the greenhouse) the coordinated operation of the equipment in order to ensure the ideal temperature/humidity relation for crops.

## ULMA POLYMER CONCRETE COLLABORATES IN THE CTE APPLICATION COURSE PROMOTED BY THE MALAGA CITY GOVERNMENT.

This past September, the second part of the course promoted by the Malaga City Government through the Instituto Municipal de la Vivienda (IMV, Municipal Housing Institute) and the University of Malaga took place. It's aimed at architects and quantity surveyors from the Urban Development Department's IMV and the Malaga Professional Association of Quantity Surveyors, among others. ULMA Polymer Concrete belongs to the team of collaborating companies that participated as speakers for the course. The presentation was about ULMA Ventilated Façades and also covered our pre-manufactured building products. The Director of R&D and the Director of Special Restoration Solutions presented the technical solutions for Ventilated Façades and Pre-Manufactured Building Products. The experience was very positive for both parts because ULMA's presentation turned into an open dialogue between speakers and participants. The first part of the course took place this past May 21<sup>st</sup> at the University of Malaga's (UMA) School of Engineering.



ULMA Forklift Trucks

**ULMA FORKLIFT TRUCKS INTENSIFIES ITS POLICY OF ADAPTED RENTALS.**

During the next four years, ULMA Forklift Trucks will supply the Madrid fleet of FCC Logística, a logistics operator of reference in the field of integrated supply chain management. After an initial analysis and study of the customer's needs, FCC was presented with a project that adapted to its needs--a project with 80 machines and after-sales service, consisting of Standard Retractable Forklifts and with a Drive-in cabin of 1600 kg, and Electric Forklifts of 1600 / 2000 kg with electrical clamps, as the company has logistics warehouses with 9.5 m high shelves and drive-in shelves where significant distances must be covered. In this case, the FCC's executive team selected the project submitted by ULMA because it offers a fast and efficient after-sales service in light of any issue that may arise. The effectiveness of the service is a key factor, and this effectiveness will be possible thanks to all the technicians who will work on-site as well as the large accounts department.



ULMA Group

**The ULMA Group unveils a new corporate website**

A modern and attractive space on the internet, with very intuitive navigation and full of audiovisual content



The new website includes the latest trends that are currently marked by the Internet world. Since the breakthrough of the YouTube phenomenon a few years ago, new generation websites have been including video format as the ideal accessory for making oneself known. The ULMA Group's new website is probably one of the corporate webpages with the most audiovisual content that can be found on the Internet, as all of its chapters and sub-chapters include an element of these characteristics. Short high-quality videos that, along with the existing texts and images, describe all the technical and human potential of the Group. A modern and very intuitive interface has been designed graphically, with two menu levels. The first is aimed at displaying, in a clear and

concise manner, the various business units within the Group, and the second describes their characteristics and differentiating values. It has been programmed with the objective of being a dynamic webpage that is alive, and with each visit, users will perceive that the main image on the home page has changed. With a clear 2.0 vocation, the website will incorporate new sections in the future. In order to delve deeper into this important objective, the company's presence in Social Networks will play an important role. For this reason, the new website has been directly linked to the various social profiles created by ULMA on the Internet. Therefore, the ULMA Group's new website is alive, modern, and up to date. Come visit us!



**ULMA CONSTRUCCIÓN'S POLAND SUBSIDIARY IS RECOGNISED AS A HIGHLY PRESTIGIOUS COMPANY.** ULMA Construcción's subsidiary in Poland is one of the companies that have been awarded the "PremiumBrand" in the third edition of the study on the reputation of companies that are traded in the stock market. The purpose of the "PremiumBrand" is to recognise those companies with a leading reputation among domestic investors. The study is performed on those companies whose shares are traded in the Warsaw Stock Market. The system used to grant this recognition (developed by MAISON Research House) is based on analysing companies in terms of four aspects: business orientation, opinion about management, reliability in commercial relations, and image. The study was completed by SMG / KRC in August of 2010. The "PremiumBrand" award, which was established in 2006, has recognised seven companies this year, including: ULMA Construcción Polska S.A.

## Agreement between ULMA Conveyor Components and Paakkola Conveyors OY

ULMA Conveyor Components has signed a collaboration agreement for the distribution of its rollers in Finland with Paakkola Conveyors OY, a manufacturer of conveyor belts and mining equipment. The contract covers the sale of rollers for Paakkola's new projects, as well as the sale of replacement parts in the Finnish market. The contract includes ULMA technical support for the installation of a small roller manufacturing unit in its Tervola (Finland) facility in order to offer optimal customer service. Paakkola is located in northern Finland, near Laponia, where most Scandinavian mines can be found. The low temperatures (-40°C) have required the use of special lubricants for the rollers. It's worth mentioning that the rollers will be commercialised under the ULMA & Paakkola brand, which combines ULMA's know-how and experience with the recognition of the Paakkola brand in Finland. This agreement coincides with the recent representation agreements that have been signed in Denmark and Sweden, transforming Scandinavia into a key area within the internationalisation process of ULMA Conveyor Components' sales in the upcoming years.



## DID YOU KNOW THAT...

This past October, there was an additional ADEGI TOP event at the ULMA Group's Oñati facilities. The event, which took place during work hours, received a positive assessment in its final evaluation. The presentation of the Group's project in its entirety, the explanation of its promotion policy with the practical example of ULMA Embedded Solutions, and the presentation of Technological Surveillance and Competitive Intelligence met the expectations of participants. The creation of progress in order to continue being committed and working towards the future was very well received.



## ULMA Handling Systems automates the logistics operations of the French distribution chain Système U OUEST

The company has developed a complex logistics automation system at the Les Herbiers facility, located near Nantes. The platform supplies textile and bazaar products to a total of 140 points of sale

ULMA Handling Systems has developed an automated logistics system for the French distribution group Système U Ouest that is aimed at automatic warehousing and order preparation for its textile and bazaar products. The installation has been completed at the company's logistics platform in Les Herbiers. Within this dual product category, the logistics centre supplies products for the company's stores in the western and northern regions of France, with a total of 140 points of sale. Système U Ouest is a chain that groups into a cooperative more than 300 outlet stores that are present in the market with three different local models which include several other brands: Hyper U stores, with a surface area of more than 4,000m<sup>2</sup>; Super U stores, up to 3,000m<sup>2</sup>, and Marche U stores, of approximately 1,000m<sup>2</sup>. The project designed and implemented by ULMA for the distribution chain consisted of automating the logistics activities related to textile and bazaar products in order to optimise the order preparation process, resulting in improved productivity and better quality of the operations performed. The project's viability has been proven by a significant growth rate (forecasted through 2013), with an increase in the number of references and operations flow. The automation system developed by ULMA Handling Systems has been designed to manage 2,000 bazaar references (for approximately 5,000 order lines per day), and 7,000 textile product references (with a capacity to prepare 22,000 order lines per day). The system consists of six

Miniload-Fine Stocker stacker cranes with fixed zones by speciality: a fixed façade position for Bazaar and two fixed positions for Textile, in addition to 3,600 dynamic positions that are automatically supplied by the stacker cranes. Most of the articles are stored in containers. The facility has a total storage capacity of 34,000 containers. Picking operations are done using Pick to Light systems that are placed over the product positions and the picking carts, equipped with wireless displays. This intuitive order preparation method allows the operator to completely eliminate reading and writing tasks required by paper-based methods. The exclusive wireless design allows it to be used anywhere in the warehouse, without requiring wires or fixed installations. Système U's picking system allows for maximum flexibility and the displays are instantly placed at any point in the warehouse. The system includes more than 3,600 displays of seven different colours that facilitate creative and flexible operations, allowing simultaneous multi-operator or multi-order processes in a same area. It optimises the use of warehouse space, instantaneously activating a put-to-light classification system in any location. This solution is mobile, easy to transport, and it can accompany orders throughout the entire preparation process. The system is controlled by a WMS developed by ULMA Handling Systems and connected to Système U Ouest's management application in real time.



Photo of a similar plant in Qatar

ULMA Piping

## ULMA Piping closes a supply agreement with the Japanese engineering firm CHIYODA

ULMA Piping has closed a supply agreement of more than €2 million with the Japanese engineering firm CHIYODA in order to completely supply the entire package of clamps for the turnkey liquid gas liquefaction plant that the engineering firm is developing in Papua New Guinea. The PNG LNG project is one of the largest active gas liquefaction projects in the world, with a budget of more than \$15 billion. The order that has been obtained from Chiyoda, along with others that have been closed so far this year, is contributing to the leading engineering firms throughout the world being familiar with the ULMA brand. The PNG LNG project is a new gas project being promoted by ExxonMobil in order to exploit three large gas sites in high altitude areas in the southern and western regions of Papua New Guinea (which contain reserves of about three or four billion cubic feet). The liquid gas produced will be sold primarily to China. It is estimated that the plant will be operational in 2014, and it will consist of two liquid gas liquefaction trains with a capacity of 6.6 million tonnes each year. The owners and operators of this plant are ExxonMobil (41.6%), Oil Search (34.1%), Santos (17.7%), AGL (3.6%), Nippon Oil (1.8%) and Mineral Resource Development Corporation /State (1.2%).

## DID YOU KNOW THAT...

This past summer, we attended a special challenge between several ULMA Precinox colleagues. Two groups were formed to participate by bicycle and running. The objective of the challenge was to reach the Urbia inn first, starting from Arantzazu's Sindika restaurant, with a bicycle relay. One group was made up of Aritz Bian and Kepa Urrestarazu, and the other of Iñaki Gurrutxaga and Rubén Lanz. The first individuals of each group completed the journey between Oñati and Sindika on bicycle, and the second team members ran from Sindika to the Urbia inn. Another challenge took place in parallel between Santi Iglesias and Iñaki Gurrutxaga. Iñaki Gurrutxaga challenged Santi by saying that he could reach Sindika before him, even giving Santi a 10 minute advantage, which he accepted. In the end, Iñaki and Rubén won the group challenge, and Santi was the winner of the individual challenge (as he made the most of the head start he was given). The team challenge was rather equal, and Santi benefited from a significant advantage in order to win the competition against Iñaki. A lunch was organised at the Larrain Gain Society, complete with a festive atmosphere. In the end, challenges aside, it was a good excuse to arrange a meal between colleagues and friends.



Mikel Gantxegi, Director of the Mundukide Foundation, Xabier Mugarza, President of the ULMA Foundation's Board of Trustees, and Jokin Aperribay, President of the Real Sociedad.

ULMA Group

**PRESENTATION OF THE ULMA FOUNDATION.** This past September 23rd, the event to present the ULMA Foundation took place at the ULMA Group's auditorium in Oñati. The event, which was attended by all of ULMA's interest groups, included the presence of Jokin Aperribay, President of the Real Sociedad, and Mikel Gantxegi, Director of the Mundukide Foundation. During the event, Xabier Mugarza, President of the ULMA Foundation's Board of Trustees, presented the Foundation's objectives and its decalogue of Social Responsibility actions, in addition to presenting *Zuretzat*, the ULMA Foundation's new web space as the main channel for disseminating Corporate Social Responsibility within the ULMA Group. Jokin Aperribay spoke about the Values of Teamwork as a Philosophy for Success, which was followed by a speech by Mikel Gantxegi, Director of the Mundukide Foundation, to discuss *the Mundukide Utopia*.

ULMA Packaging

**ULMA PACKAGING AND GH JOIN FORCES IN THE BENELUX REGION.** In this alliance, ULMA Packaging BV (Holland), GH (Belgium) and Phi-Pack (Holland) will maintain their names and identities. For Cecilio Lejarreta, General Manager of ULMA Packaging, *“this is the perfect response to the evolution of the European packaging and package machine market. We are aware of the need to expand exclusive professional service and sales centres that represent various manufacturers of complementary machines. We must keep in mind that there is already a high degree of cooperation between ULMA and Mondini on a worldwide level.”* For almost 50 years, ULMA Packaging has been manufacturing flow pack packaging and package machines (horizontal and vertical), thermoforming machines, stretch film wrappers, automated product loading, tray sealers, automated boxing, palletisers and stretch bundlers, and thanks to the recent acquisitions of Dairypack and Rochman, it has expanded its product range with thermoforming and thermosealing machines for the dairy sector, as well as shrink wrapping machines with open or closed shrink wrapping. ULMA’s R&D&i department and training centre are comprised by more than 100 people who guarantee constant innovation and customer oriented packaging solutions.



ULMA Polymer Concrete

## ULMA Polymer Concrete, member of ERAIKUNE’s Board of Directors (Basque Construction Cluster)



ULMA Polymer Concrete, along with 35 other companies, is one of the Founding Partners of ERAIKUNE, also forming part of its Board of Directors together with the following companies and associations: Construcciones SUKIA, Construcciones ZABALANDI, Construcciones SARKIS LAGUNKETA, Ingeniería IDOM, Arquitectura Estudio K, Arquitectura LKS, Tecnalía, Sprilur and the Basque Government. This project stems from the work that has been carried out by the Foro de la Industrialización de la Construcción (Construction Industrialisation Forum) between 2008 and 2009, which had the fundamental objective of formalising the creation of a cluster association for the construction industry. With the creation of this Cluster, the goal is to improve competitiveness in the Basque construction industry by establishing an entity that will serve as the meeting point for all the agents involved in the sector, facilitating the development of initiatives aimed at implementing

new procedures for action and innovative elements for overall improvement, especially in each of the participating agents. The Cluster’s lines of action are based on Business Cooperation: fostering business cooperation by creating participative spaces for all the agents in which strategies to improve the industry’s competitiveness are implemented and promoted. It will act as an industry observer and it will facilitate access to cutting edge knowledge (competitive industry surveillance). It will provide access to new domestic and international markets, R&D&i innovation, as well as the optimisation of existing products, processes and systems or the generation of new ones. Industrialising construction processes and economic, social and environmental sustainability, as well as developing the industry within a framework of economic, social and environmental responsibility.

## DID YOU KNOW THAT...

ULMA Conveyor Components has provided a course to reinforce the implementation of the Process Management System. The SYSTEMATIC PROBLEM RESOLUTION training action was aimed at staff in the functional areas of Production, Quality, Maintenance and the Technical Office. The course was custom designed by the Mondragón University, and it was taught at the ULMA Conveyor Components facilities. The fundamental objective of the course was to optimise the effectiveness and efficiency of managing the processes in the Heavy Duty, Medium Duty and Unit Handling lines using methods and tools that allow the Committees, Forums and Teams to ensure the quality of products/processes, making it possible to prioritise, analyse and resolve problems in a systematic manner, working as a team in an effective and efficient manner.



## Harpak, Inc. and ULMA Packaging Systems, Inc. merge to create Harpak-ULMA Packaging LLC.

Harpak, Inc. and ULMA Packaging Systems, Inc., two packaging solutions providers in the United States for the food, medical and industrial sectors, announced their merger in the summer of 2010. The newly created company will have a new name Harpak-ULMA Packaging, LLC. Linda Harlfinger, President of Harpak, stated: "We are very excited about the opportunity provided with the merger of these two companies. Harpak has focused on turnkey integrated packaging solutions. ULMA brings the opportunity to offer customers many more primary packaging options. The advantage for customers of both companies is that while Harpak has invested significantly in tray sealers, filling and secondary packaging, ULMA has made important investments in Flow Pack, Thermoforming,

Shrink Wrapping (lateral sealing and sleeve wrapping) and vertical wrappers. The combination of these resources, along with their means, will allow the new merged company to offer customers a wider range of fully integrated packaging solutions." On another hand, as per Bill Castain, Director of ULMA Packaging Systems, Inc., "This merger will allow us to offer a complete range of packaging solutions and better technical support for our customers. The combined strength of the two companies will allow Harpak-ULMA to offer complete packaging and package solutions that are fully customised to the specific needs of each customer. We hope to continue working with our customers as we expand our range of packaging machines and the level of technical support we offer."

## DID YOU KNOW THAT...

As part of its 2.0 development strategy, the ULMA Group has set into motion a Corporate Blog (which may be accessed through Portalde) so that its partners and workers may comment and provide their opinions on topics of social-corporate interest. This tool joins the Wiki platform that has already been developed and through which projects can be shared. In addition, from the area of Corporate Social Responsibility, accounts have been created in Vimeo, YouTube, Facebook, etc., in order to establish dialogues with interest groups.



## ULMA Forklift Trucks has closed a large operation with SEUR

Directing and optimising a large fleet of forklifts is an arduous and difficult task that requires fast and efficient customised comprehensive solutions that only a company with an innovative vocation can offer. Thanks to this vocation and to the newly created large accounts department, a new operation of great importance has been closed with SEUR, the leading Urgent Shipping company (urgent couriering and urgent shipments), becoming its main supplier of maintenance equipment for the next four years. As a result of ULMA's analysis to assess the needs and characteristics of the fleet, a total of 40 forklifts, electrical 1600 kg forklifts, driver mounted pallet jacks and low level order collectors have been made available to SEUR. Aside from the product quality, the after-sales service has been very important in this operation because due to the type of activity it carries out, SEUR's largest handicap is the need for fully operational forklifts during high transit shipping times. As a result, in order to provide a comprehensive and continuous service without stoppages, ULMA technicians will work at SEUR's facilities. Thi is an operation that has been obtained thanks to the analysis and combined solutions of both companies.

## ULMA Polymer Concrete

## Specific solution from ULMA Polymer Concrete for the restoration of balconies in Gandía

ULMA Polymer Concrete has designed and manufactured a special slab façade to restore a building with 60 apartments in Gandía, the capital of Valencia's La Safor region. The Manila building was built in the 1970s (in the middle of the tourism boom) on the beach waterfront, becoming one of the city's most emblematic apartment buildings. With the passing of time, the artificial stone pieces of the balconies' exterior infilling aged due to the aggressive beach waterfront environment, rusting the reinforcements and causing rubble to fall, leading them to be removed. Because the edge structure of the balconies was exposed, moisture and filtrations caused the metal beams and small beams to rust and the ceramic vaults to dilate, and the first pieces of beam filling began to fall. The project's author, the architect Ignacio Lafuente Niño, specialised in building restoration solutions, decided to use polymer concrete pieces (precisely because of their environmental resistance as they do not contain elements that can rust) in L-shapes in order to recover the building's initial throating by covering the slabs. Approximately 2,000 lineal metres were used. The restoration company Hertomar S.L. was responsible for replacing these pieces. Because of its exceptional waterproof characteristics, polymer concrete is an ideal material for this type of environment in which the saltpetre from the sea becomes a problem for artificial stone reinforced with metal rods. This light pre-manufactured material is waterproof and resists temperature changes, and it has been selected on more than one occasion by Mr. Lafuente for building restorations in coastal areas. It also includes a simple tying system using inlaid nuts that significantly facilitate its on-site installation, making the restoration company's work easier. Because it's manufactured with moulds, it offers great freedom in the design, making it possible to adapt the pieces to the needs of each project and the architect's criteria.



## ULMA Agrícola

## ULMA AGRÍCOLA HAS INSTALLED A GREENHOUSE TO COMBINE ECOLOGICAL URBAN GARDENS WITH ENVIRONMENTAL CLASSROOMS.

ULMA Agrícola has completed the installation of a Venlo glass greenhouse in Cubas de la Sagra, located in the community of Madrid, as part of a E-plan project that aims to combine ecological urban gardens with environmental classrooms in order to increase ecological awareness in the population. The facility is made up of a glass greenhouse with four naves and a gutter height of 5 metres, covering a surface area of 310 m<sup>2</sup>, destined to be the main building of the ecological urban gardens. This structure has been prepared to house two parallel activities, with one area for growing crops and another that will house the offices and the environmental classrooms for courses and presentations about topics related to ecology and the environment. It also includes a partially underground level inside the greenhouse that contains changing rooms and toilets for the facility's users. The facility is completed with a multispan 6.4x7 metre greenhouse that has a 3 metre gutter height which is used to store equipment and machines.





ULMA Polymer Concrete

## ULMA Ventilated Façade in lively colours for the Salburua Nursery School in Vitoria

The new nursery school for children between the ages of 0 and 3 years recently inaugurated in Vitoria's Salburua neighbourhood has been lined with ULMA Polymer Concrete's ventilated façade system, using lively colours that have been especially designed for the project--orange and pistachio green to define the four boxes, and a third standard grey colour to combine with neutral grey boxes. When planning the building, the authors Eduardo Moscoso del Prado, Angel Cadarso de Santillán and Bortzaioriz Tejada Donnay, members of Aroa Sostenible, carefully considered the building's functional aspect, not only in selecting lively colours, but also in choosing the materials, as polymer concrete resists strikes better than other more fragile ceramic materials. The nursery school has been built using a consistent industrial system in the construction of 20 m<sup>2</sup> modules that are joined together, forming the various pieces that make up the areas that

comprise the educational centre: Classrooms, dormitories, services, cafeteria, a psychomotor skills room, etc. The modules were built at the production plant with a wooden support structure and a wood and plasterboard mixed interior. This construction system, along with the installation of the ULMA ventilated façade, made it possible to reduce on-site execution times by 50% (the construction work was completed in 5.5 months), with important achievements from a sustainability perspective: 90% savings in CO<sub>2</sub> emissions compared to the traditional system, 35% savings in the heat transmission coefficient and a biomass boiler for the water-circuit underfloor heating. In terms of the building's CO<sub>2</sub> emission classification, it is within the A group as per the parameters and programmes of the Ministry of Industry, Tourism and Commerce.

ULMA Packaging

**PRE-CUT ECOLOGICAL CARDBOARD TRAYS FOR MEAT PACKAGING.** The way that consumers purchase meat is going to change with a new ecological package that reduces waste. This new package has been introduced by Waitrose, a supermarket chain that currently has 231 stores in England, Scotland and Wales. The change brought by Waitrose will transform the well-known meat tray into a package of the past. By replacing the trays with pre-cut cardboard bases, it will be possible to eliminate up to 90 tonnes of plastic waste each year from the rubbish bins of customers. The packages are easily opened with scissors, and the contents slide directly onto the skillet, saving time in the kitchen as well as space in the rubbish bin. The technology provided by ULMA Packaging is the flow pack package, specifically with its ARTIC wrapper. This packaging technology is already being used to package foods such as salads and potato crisps. The package obtained is light and robust so it may withstand stacking in shopping carts. The first products to be packaged with this new ecological package will be minced and diced meat. The package shown in the photo has been supplied by DOVECOTE PARK, an exclusive beef supplier for Waitrose.

Ecological Waitrose flow pack meat package.



ULMA Handling Systems

**ULMA HANDLING SYSTEMS PARTICIPATES IN THE ID TRACK CONFERENCE AND THE PHARMACEUTICAL LOGISTICS EVENT.**

ULMA Handling Systems has participated in various events and conferences destined at expanding knowledge and displaying new trends developed for pharmaceutical tracking and logistics solutions. THE NATIONAL CONFERENCE FOR IDENTIFICATION AND TRACKING TECHNOLOGIES was the first event in which ULMA participated this past November 18th. Specifically, it was involved in the SOFTtrack event held for the second consecutive year in Barcelona, after the success of the previous meeting that was attended by 80 professionals. The event is organised to learn about the latest warehouse management solutions and innovations. Reducing inventory and fixed assets, efficiently managing warehouses and tracking processes, and optimising cash flow. ULMA also expanded its presentation with examples of practical cases that have been developed by the engineering firm in recent years. At the second event, "LOGÍSTICA FARMACEÚTICA" (PHARMACEUTICAL LOGISTICS), ULMA Handling Systems presented its innovations in the area of solutions aimed at processing and distributing medications and healthcare products, using examples of practical cases that have been developed for this sector. ULMA Handling Systems, an engineering firm specialised in logistics automation solutions, develops its Supply Chain Software solutions based on the values that have inspired it since the beginning of its activities: offering customised solutions to customers after a detailed analysis of each customer's real needs, and developing the solution based on the needs detected together with the customer.



ULMA Group

**The ULMA Group sets into motion a Solidarity Market in collaboration with the Hermansoloña NGO**

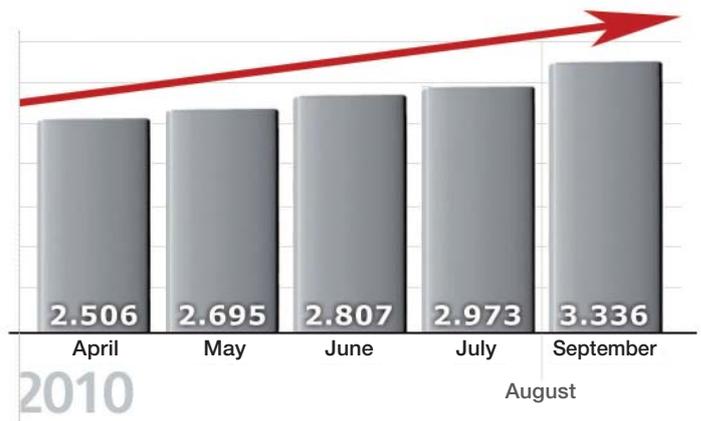
Through its Foundation, and as a new initiative within its decalogue of Corporate Responsibility actions, the ULMA Group has set into motion a Solidarity Market with all its partners and workers, in collaboration with the Hermansoloña NGO. The objective of the initiative is for all the partners and workers of the ULMA Group to fill a container that will then be sent to José C. Paz in Argentina (where the Hermansoloña NGO carries out its humanitarian efforts). Those partners and workers of the ULMA Group who would like to collaborate in this solidarity initiative may bring clothing and footwear items (baby clothes, clothing and footwear for children up to the age of 14, sports materials, school materials, etc.) to the ULMA Group's headquarters at Garagaltza Auzoa 51 (Oñati) from Monday to Friday, 8:30 am to 1:00 pm, and 2:00 pm to 5:30 pm, through January 31<sup>st</sup> of 2011. For additional information, please consult the Foundation's website: [www.fundacionulma.com](http://www.fundacionulma.com).



## Open access to Portalde without passwords

This past October, open access was made available to Portalde throughout the entire ULMA network without the need of a username and password. By entering the Portalde address, the user's password is automatically detected from when their Windows session was opened. This operation maintains the required security standards by allowing each user to access only certain information according to his or her profile. The number of visits to Portalde has been increasing each month, with nearly 3,500 monthly visits. This data confirms Portalde's consolidation among ULMA Group users as a useful and friendly tool that provides quick and easy access to the information that may be needed at any time. Portalde offers many business services, such as collaborative spaces, content management, training, resource management, etc. Additionally, in a more social environment that is based on the participation and collaboration of workers, Portalde continues to be committed to the creation of 2.0 tools such as the recent start-up of the ULMA Group's Corporate Blog.

<http://portalde.ulma.com>



## DID YOU KNOW THAT...

This past summer, ULMA Piping obtained an order of nearly €1 million for a gas plant in the Arab Emirates through an Italian engineering firm. The size of the flanges included in this agreement are worth mentioning, since they range from 64" to 84", in carbon steel as well as stainless materials. This is the first project in which ULMA will supply a comprehensive solution, as both the design and calculation phases and the production of these pieces will be done at ULMA's facilities in Oñati.

**ULMA FORKLIFT TRUCKS AND SERVICE INNOVATION.** In order to properly respond to the real needs of its customers, ULMA has launched new rental contracts into the market, continuing the line of anticipating markets needs that it began with the launch of Flessirent and Partrent rental contracts. Thanks to the positive acceptance of the Flessirent and Partrent formulas, and noticing the need for new contracts, additional rental options have been launched, such as: TOPRENT: If a reconditioned TOP forklift is needed for a certain period of time, customers are offered the possibility of renting it with a full guarantee. An economic option for all the TOP models of less than 2.5 tonnes and with an annual purchase option. Another type of contract is the XXL, which offers customers new forklifts that work one shift. This option is available for long term rental contracts. If customers choose to rent reconditioned machines, that contract has an annual purchase option. In summary, ULMA continues to innovate its service in times of uncertainty, which is an aspect that differentiates us from the competition.



## ULMA Handling Systems

## ULMA Handling Systems develops a pioneer order preparation system for Eroski

The installation is the result of a collaboration between ULMA Handling Systems, Eroski and Euro Pool System, and it's based on large doses of technological innovation and sustainability improvements

ULMA Handling Systems has developed for Eroski Frescos, in its Guadalix de la Sierra (Madrid) platform, an automatic order preparation system that is considered to be pioneer thanks to its concept and design. The project is the result of a collaboration between Euro Pool System, Eroski and ULMA Handling Systems, the technological provider of the solution implemented. The result of this collaboration is that Eroski will be the first supermarket chain in Spain to use an automatic order preparation system for fresh products in the returnable Euro Pool System's packages. The heart of the project is an automatic system that has been developed and implemented by ULMA Handling Systems, consisting of three main elements: an automatic classification system (STV), an automated order preparation system, and an automatic buffer system. The automatic classification system (STV) directs the pallets to the shipping buffer or to the automated order preparation system. The system has a movement capacity of up to 800 pallets/hour. The

order preparation system is a fully automated solution that makes it possible to perform high intensity and heavy weight operations. The system has been designed to handle products in plastic boxes and guarantees handling that is completely in harmony with the products. It also eliminates non-ergonomic operator tasks and facilitates the complete cleaning of the installation, which is an essential factor in the food industry. The automatic buffer system is comprised by various stacker cranes and automatically regulates the supply of pallets to the order preparation system and for shipments. The development of this automatic system has allowed Eroski to considerably improve its ergonomic ratios by eliminating manual handling from those processes that require the most effort. It has also achieved significant improvements in matters related to safety given that it is a robust system that offers production stability and greater flexibility for the order preparation system.



## ULMA Embedded Solutions



### ULMA EMBEDDED SOLUTIONS CELEBRATES THE LAUNCH OF MICROSOFT WINDOWS EMBEDDED STANDARD 7.

The ULMA Group's new promotion, Embedded Solutions, celebrated the launch of Microsoft Windows Embedded Standard 7, an event in which the application's main innovations were presented at the ULMA Group's facilities in Oñati on October 20<sup>th</sup>. The launch event included a conceptual introduction that explained the innovations offered by MWES 7, followed by actual contact with the application in order to put into practice all the concepts that had been explained earlier. In addition, attendees had the chance to contact our Windows Embedded Standard 7 experts in order to consult their doubts and concerns. Arrow Iberia Electrónica was also present, and the company provided practical information on licenses and tools.

**NEW WEBSITE FOR THE ULMA FOUNDATION.** The ULMA Foundation has presented its new space on the Internet. Zuretzat will be the communication channel for everything related to Corporate Social Responsibility at ULMA, and more specifically, of everything that takes place in the ULMA Foundation. The aim of this website is to provide information, in an easy and pleasant manner, about the ULMA Foundation's commitment to Corporate Social Responsibility. In it, users may find updated information about the initiatives organised by the Foundation and its collaborators, news reports and articles of general interest, interviews, etc. The ULMA Foundation, in line with the latest Internet trends, will be present in 2.0 spaces such as Facebook, YouTube, Flickr, etc., and it also has its own blog. The website address is: [www.fundacionulma.com](http://www.fundacionulma.com) or [www.ulmafundazioa.com](http://www.ulmafundazioa.com). Come visit the website and share all the information with us!



## ULMA Agrícola signs a new agreement with TECNALIA for the installation of photovoltaic modules in greenhouses



ULMA Agrícola and TECNALIA'S ENERGY Unit have signed a collaboration agreement called Project Eclipse to develop a photovoltaic module that will make it possible to grow crops in a greenhouse as well as to supply its own energy. In light of the land shortages that exist in many countries, glass greenhouses are currently an attractive location for the installation of photovoltaic solar energy. In general, the requirements associated to the viability of crops, especially in terms of interior light and shade, make it impossible for them to coexist with conventional glass-glass photovoltaic modules. The new photovoltaic module developed by TECNALIA - Energy in collaboration with ULMA Agrícola for its integration in greenhouses offers a solution to this problem by allowing the generation of renewable electricity without having the crops be affected by excessive shade. Using an optical system that deviates solar radiation depending on the season of the year without requiring any type of mechanical solar monitoring, it's possible to comply with the needs of crops. In this way, during the winter months, the light inside the greenhouse, which is a key parameter for the proper growth of plants, hardly decreases. And in the summer, on the other hand, an optimal system deviates solar radiation towards the photovoltaic cells that make up the module, in this way always meeting the project's objectives: to reduce overheating in the greenhouse during the summer, and to maintain the radiation levels inside the greenhouse during the winter, optimising the electrical production of the photovoltaic modules that have been installed. Therefore, aside from allowing the coexistence of photovoltaic devices and crops, the module acts as a seasonal control element for the radiation and the temperature inside



the greenhouse. The benefits of the new photovoltaic module's technology translate into a shorter return on investment period and a solution to the problems of "solar gardens." The process for designing the module, the optical system and the covering elements associated to the greenhouse will culminate with the installation of prototypes in ULMA Agrícola greenhouses and the automation of its operation on all levels. The ULMA Agrícola - TECNALIA consortium aims to have a product ready for commercialisation in 2011.

## ULMA Polymer Concrete

## ULMA Polymer Concrete participates in the Architecture, Concrete and Sustainability Conference

ULMA Polymer Concrete has participated in the Architecture, Concrete and Sustainability conference that was held in the Palacio de Altamira, the Madrid headquarters of the European Design Institute, and organised by the Events and Training division of the CONSTRUIBLE portal. For its promotion, the event relied on the support of the Official Professional Association of Architects in Madrid and the Architecture Foundation, with the collaboration of ULMA Polymer Concrete. The second speaker was Jesús Armendáriz, an architect from ACXT-IDOM invited by ULMA Polymer Concrete, who discussed the Ibaiondo Civic Centre project--a colossal sustainable building that, with a surface area of 14,000 square meters, has become the most avant-garde social building in Vitoria-Gasteiz. According to Armendáriz, including an ULMA ventilated façade was one of the factors that allowed the building to receive a B-type energy qualification, which recognises its energy sustainability and is an aspect that cannot be forgotten in any project in this day and age. Almost 100 professionals attended the conference to listen to the presentations, including one by Inés Leal, architect and director of the CONSTRUIBLE portal, who in her inauguration speech discussed the focus that concrete,



*“the second most used element, after water”, has had throughout the years in the history of architecture, “and the important efforts that the industry is making so that this material may be recognised by influencers, not only as an indispensable building element, but also as being environmentally friendly,” she stated.*

## ULMA Inoxtruck

**ULMA INOXTRUCK’S SUCCESS AT CONXEMAR.** The ULMA Group’s new promotion, Inoxtruck, presented at Conxemar (the International Frozen Seafood Products Fair held in Vigo this past October) its innovative hygienic transport solutions for seafood processing plants (both tinned as well as frozen). With more than 130 contacts at the fair, of which over 100 have requested a bid for a product displayed, ULMA was congratulated by important customers such as Rianxeira, Pescanova, and others, for the hygienic products that were presented whose design has been considered to be innovative and with which some people seem to have ‘fallen in love at first sight.’ In addition, both the maintenance managers of these customers as well as some of the distributors who attended the fair noted the robust design and the reduced maintenance costs that result from the watertight designs (rollers, electrical compartment) and the stainless materials in comparison to other stainless devices of lesser quality that they had used in the past. The range of products presented stood out thanks to the innovative hygienic design and the stainless materials used, which address the high demands of seafood processing and packaging rooms. The hygienic design makes it possible to include these devices in the daily cleaning procedure of these rooms, just as is done with the processing and packaging machines, without having this affect their performance or useful life. The range presented provides a glimpse of the product catalogue for the transportation, elevation and handling of loads that is designed and manufactured by ULMA Inoxtruck to operate in the white rooms of the food sector (fish, meats, cheeses, etc.) and in laboratories, especially in the pharmaceutical industry.



## “The new Oñati campus aims to be an international reference”

**In light of the difficult socio-economic situation we are currently experiencing, what do you consider the University’s role should be?** I tend to believe that many of the companies experiencing difficulties are good companies, responsible companies, with tremendous efforts towards improvement and a lot of ambition. They are simply playing a secondary role in some of the affected industries, with little or no room for manoeuvring in the global context. In any case, the Basque region has received a serious wakeup call. It’s true, we must highlight and assess it as deserved. In the last 25 years we have made giant leaps in all the areas and facets of our lives, but, immersed in a globalisation we cannot avoid, we are in reality a very dependent nation. I believe that our biggest challenge for the future lies precisely in this. Transforming the profile of our business network. Evolving, migrating towards sectors and positions that are more immune to many of the ups and downs that the global phenomenon will also generate in times to come. And when I say “our challenge,” I obviously refer to the entire country, to all the agents who, through our work and our ability to influence the development of things, have the responsibility to lead this transformation. The university is, of course, one of these agents. Perhaps it’s not the most important, but it is very important and absolutely essential.

**The university setting has recently experienced important changes in its adaptation to the European Higher Education Area, and this is the first academic year in which the new degrees have been established. What is your assessment of this process and what will it provide in the future?** Mondragon University has been offering degrees adapted to the European Higher

Education Area since the 2008-2009 academic year. We were the first university in the Basque Country and one of the first in the nation to adapt to this new situation. The fact of the matter is that the 2010-2011 academic year was the last course for Spanish universities to adapt their degrees. Upon clarifying this, I believe that we all agree that young graduates are the future. They are the people who will lead our nation’s destiny very soon. In the short term, they will even have to execute many of the strategies that we are now preparing. Spanish universities were and continue to be in need of thorough changes in terms of how to address the teaching-learning process. Changes in attitudes, roles, focuses, demands, results, etc. Changes to such an extent that they are difficult to materialise for legal reasons, complying with a deadline that has been established for having the approval of certain degrees. The change to be demanded is much deeper, it must go far beyond simply transposing degrees, or there is a risk for this entire process to be reduced to a simple makeover with superficial changes. In reality, for many universities, the deadline will be the beginning of the process as opposed to the end. And I say this with full knowledge of the facts, aware of the real difficulty, because in this area, Mondragon University has made a significant effort to responsibly address this enormous challenge of adapting to new times and needs. We started the adaptation process nearly ten years ago with the Mendeberrri

project. It has been a long, complex and costly process, in terms of resources as well as social aspects. However, it has also been satisfying and gratifying thanks to the confidence that lies behind an objective that has been reached and made reality with personal belief as opposed to something imposed, and because of the results, now measurable, that we are now harvesting.

**The key to building a better future for everyone lies in training, without a doubt. Where do we need to focus our efforts? Along what lines is Mondragón University working?** Earlier, I hinted at changes in universities in general, and at ours in particular, in response to changing structural needs. However, another phenomenon is currently taking shape in society, and this phenomenon is completely modern, generational, technological, and unstoppable: educational digitalisation, and if on an administrative action level it is the focus of ambitious strategic investment projects, the social digitalisation that precedes it is already knocking at the university’s door and it will undoubtedly invade us in only a few years. If the Basque country wants to be a region of reference, then universities have a challenge that is more subtle and structural than the challenge proposed by Bologna: to train, motivate, and instruct young people who know how to move through the Internet naturally, who are able to access information and knowledge and share them as something normal. In the few years we have available, I hope that universities will be able to incorporate the latest educational innovations to our learning processes; to configure ourselves in socially extended learning communities; to go beyond the classrooms and the physical environment, to have access to ways of learning and attempting to build



*“We are,  
in reality,  
a very dependent nation”*



## Iosu Zabala

### Rector of Mondragon University

Iosu Zabala born in San Sebastian, 57 years of age, married, with three daughters, an Industrial Technical Engineer and a PhD in Electronics, Electrotechnology and Automation, has been the rector of Mondragon University since 2006.

knowledge between instructors-teachers and students in an open, networked and shared manner. 2.0 students urgently need a 2.0 university. We are committed to a systematic educational innovation process that will allow us to train students who are able to transform society.

**How do you assess the relation between Mondragon University and cooperative companies within our environment? What must be done to reinforce that necessary collaboration?** I believe that the link between Mondragon University, the MONDRAGON Corporation and its companies is relevant. As our president, José Mari Aldecoa, stated recently, "This relation must be understood as a symbiosis. The group probably could not have existed without the university, and it's likely that the university could not have existed without the cooperative group." Aside from the legal model, both institutions share objectives regarding the Basque society's social, cultural and economic progress. With cooperative groups of reference that share the environment, such as Fagor and the ULMA Group, aside from the corporate centre itself, the historic relation is very close and includes collaboration in all areas: participating in the university's management bodies and its faculties, assisting students with their end of degree projects, facilitating work-study alternation

for our students, actively responding to our post-university training offering, and of course, through research and transfer projects, which are key for ensuring the competitiveness of companies. As far as what remains to be done, I would say that it's possible to reinforce, with some of the cooperatives of these groups, the R&T collaborative modality that is providing excellent results in those companies where it is being fully applied.

**Lately there is much talk about a generation of young people with excellent training who are not able to enter the job market. How can hope be given back to those young people?** It's true that because of the current crisis we are experiencing a certain parenthesis in which we are not reaching full employment statistics for the young people who graduate from the university. But at the same time, we're not that far from those numbers. On another hand, we must not forget that three years ago the problem was the complete opposite companies were truly

concerned about the lack of professionals with higher degrees. This leads us to believe that as the parenthesis comes to an end, in other words, as the crisis lessens, we will encounter this problem once again. We are working to find alternatives that will buffer this type of scenario.

**Lastly, this past October, the new Oñati campus was inaugurated. What does this represent for Mondragon University?** Yes, the new Business and Management Faculty was inaugurated in Oñati last month. Making this new campus a reality had been a long-time goal. It consists of creating a new university campus in Oñati that houses the Mondragon University's new Business and Management Faculty and the MIK Management Research Centre, which is a corporate centre of the MONDRAGON corporation for management innovation. The new campus is an essential pillar for the consolidation of Mondragon University and the MIK itself, and it aspires to become a reference in corporate management training, research and innovation on an international level. It's an important project in an emblematic location of the municipality, near the heart of the city, where training and research are combined in optimal conditions, operating as a single centre of knowledge for the management of companies and institutions.



***"Educational digitalisation is an unstoppable phenomenon"***

# The ULMA Group and social responsibility



Observación Astronómica



Un proyecto para un mundo mejor



Jubilados on-line



Mercadillo Solidario

Nearly 50 years ago, ULMA began working on a business project that integrated corporate commitment and values. For decades, the ULMA Group has been allocating part of its results and activities towards the Society as a whole, and this will continue to be the case in the future through the ULMA Foundation, communicating more clearly the commitment to its social-business environment. Social Responsibility is part of this cooperative business project, and the ULMA Foundation will be the channel through which the ULMA Group manages Corporate Social Responsibility. The project, as Xabier Mugarza (President of the ULMA Foundation's Board of Trustees) assured, has been established with a dual mission: *"On the one hand, we want to be an active agent that interacts with our surroundings; and on the other, we want to share with Society who we are, our values, culture and identity."* In summary, *"to create a Community and to communicate Corporate Social Responsibility."*

# ty, hand in hand for more than 50 years

## DECALOGUE OF INITIATIVES

Throughout 2010, the ULMA Foundation has organised several initiatives. With these initiatives, the Foundation aims to interact with its interest groups. They have included all types of activities: The ULMA Group organised trips to Illunbe in San Sebastian to enjoy matches of the Lagun Aro Gipuzkoa Basket along with partners and young students from Oñati; the ULMA Group created its own solidarity chain in collaboration with the Vicente Ferrer Foundation; the ULMA Foundation adhered to the Global Compact; the Un Proyecto Para Un Mundo Mejor (A Project for a Better World) initiative was started as part of the 1st Corporate Volunteering awards with the aim of supporting and recognising the efforts of partners and workers who are involved in social action and support efforts. This November, the Parents 2.0 discussion took place, which was aimed at parents and family members of students between the ages of 12 and 16. The 3rd edition of the Drawing Contest for the children of the ULMA Group's partners and workers is currently in progress.

Throughout December, the ULMA Foundation will organise computer courses for retirees, as well as a Solidarity Market. The objective of the computer courses is to bring information technologies closer to retirees. Anyone interested in participating may sign up by calling 943 250 300 or by sending an email to [fundacion@ulma.com](mailto:fundacion@ulma.com). With the Solidarity Market, the ULMA Group aims to involve all of its partners and workers in a campaign to collect clothing and footwear. Lastly, the Astronomical Observation initiative will be attempted once again in the spring. This is a cultural outing for families which had to be suspended and moved to the spring of 2011 for meteorological reasons.



IRUNE PASCUAL

Vicente Ferrer Foundation

*"ULMA's commitment to Corporate Social Responsibility indicates that business organisations are becoming more aware of being an active part of Society. ULMA is an example of solidarity that should serve for other organisations to act along the same lines. We must all become aware that it's necessary to be actively involved in the transformation and development of underprivileged communities."*



MARIA ASENJO

AransGI, Gipuzkoa  
Association of Families of  
Deaf People

*"Social Responsibility can be found at the intersection between business and social commitment; it's a bridge between entities with a business focus and entities whose mission is to improve the quality of life and guarantee the participation in society of minority groups. ULMA's collaboration with AransGI can be found in the area of socialisation activities through which our association provides spaces and times for leisure to deaf children and those with hearing so that they may share their experiences and coexist with similar and different companions."*

# ULMA Construcción and its strate

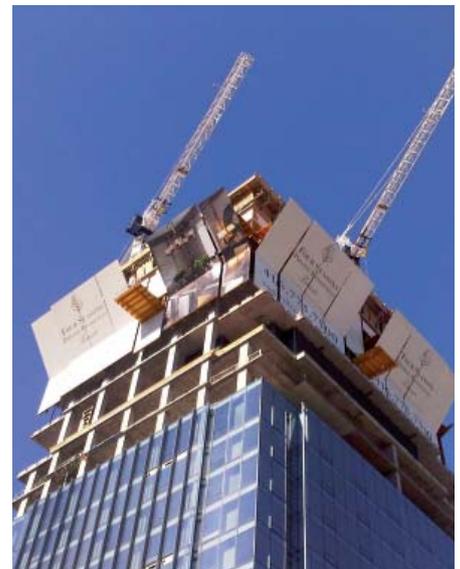
With this alliance, it's possible to combine the cutting edge formwork and shoring systems from North America with the innovations and new ideas of one of the leading European manufacturers of formwork systems.



Aitor Ayastuy, General Manager of ULMA Construcción, Paul T. Wood, CEO and President of BRAND, Stephen Tisdall, President of Aluma SYSTEMS, and Iñaki Olalde, Director of Asia, Africa and North America

The alliance between Aluma SYSTEMS (Canada) and ULMA Construcción was signed at ULMA Construcción's headquarters in Oñati this past July 21st. This agreement offers North American customers the benefits of the synergies between the two corporations, access to an extensive global network of professionals, and the best of both continents in terms of innovative formwork and shoring systems. Both companies are committed to continue providing first-rate safety, quality and productive solutions through this strategic alliance. Aluma SYSTEMS, with headquarters in Toronto (Canada), is a worldwide reference in formwork, shoring and industrial services, with operations in more than 50 countries. The success of Aluma SYSTEMS lies in the safety,

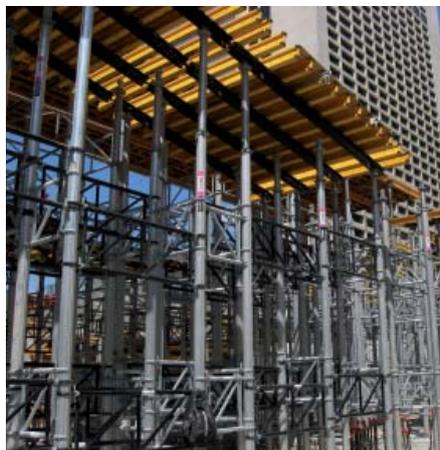
quality and efficiency of on-site construction work, through the formwork and shoring it has provided during more than four decades. In a short period of time, the agreement has proved to be fruitful. Aside from other projects, a luxury hotel for the Four Seasons hotel chain is currently being built, along with 200 private residences. The project consists of 2 towers: one with 55 floors, of which the first 20 have been destined for the hotel, and a second 26-floor tower, both connected by an elevated bridge. It is the first ULMA Construcción project to use the HWS Self-Climbing Perimeter Protection system, which makes it possible to ensure high work areas and also provides access platforms for materials. The company's experience in building sky-



Example of HWS self-climbing perimeter protection at the Four Seasons skyscraper in Canada

# Strategic alliance with Aluma SYSTEMS

scrapers has allowed ULMA Construcción to participate in the execution of various at height projects, such as the Aura Tower. With 75 floors, a surface area of more than 100,000 m<sup>2</sup> and a height of 245 m, it will become the tallest residential building in Canada, and one of the highest in the city of Toronto. The Living Shangri-la tower also stands out; its 62 floors will house a luxury hotel, offices and private residences. With a 201 m height, it will become the 14th tallest building in Canada. To build it, star products such as ENKOFLEX and CC-4 horizontal form-



Slab execution using ENKOFLEX at the Living Shangri-la skyscraper



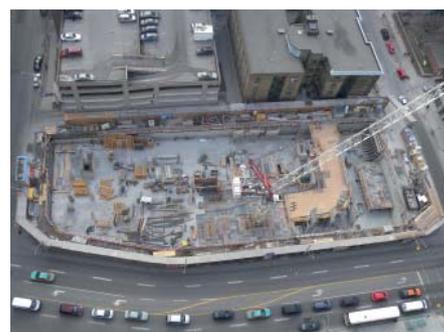
Slab execution using CC-4 at the Living Shangri-la skyscraper



Slab execution using CC-4 at Aura Tower, Ontario (Canada)

work have been used, both propped with ALUPROP shoring.

Another project that is being carried out as part of this alliance is the Burano tower. This skyscraper with a glass façade consist of 48 floors, a height of 158 m, and it's located in Toronto's financial district. Because of its dimensions and the quality of the finishes, the following systems have been used: ORMA and the ATR Self-Climbing System.



Top view of the Burano skyscraper (Canada)



Execution process for the first floors of the Burano skyscraper (Canada)



The products of both companies show their compatibility at the Milliken Water Treatment Plant

The Milliken Water Treatment Plant, which supplies the city of Toronto as well as the Region of York, is a good example of the compatibility between the application of ULMA Construcción's portfolio and that of Aluma SYSTEMS: the ALUPROP shoring towers adapt perfectly to Aluma SYSTEMS' formwork tables.

ULMA Construcción has placed high



East Hamilton pedestrian bridge (Ontario)



Vic-20, Toronto

expectations in this agreement, and its effectiveness is apparent in many other construction projects that are currently under way in Canada using proprietary products: the Niagara Bio-Sciences building at the University of Brock (ORMA and ENKOFORM), Vic-20 (ORMA, CR-250 climbing bracket, BRIO ladders), the East Hamilton pedestrian bridge (ENKOFORM, ALUPROP), the Maple Leafs ice hockey stadium, etc.



***“This agreement makes it possible to access the best of both continents in terms of innovative formwork and shoring systems”***

# portraits and stories of our people



In the photo, Gemma is with Jayasudha, the little girl that is sponsored by the ULMA Group.

***“The trip to Anantapur has been a marvellous experience”***

**Gemma Madueño, a partner at ULMA Construcción’s Seville office, was the winner of the initiative titled “A Project for a Better World”. Upon her return from Anantapur, Gemma shares her experience in India.**

This past September 23rd, the best support and volunteer project within “A Project for a Better World” was selected. Gemma Madueño, a partner of ULMA Construcción, was the winner of the first edition. *“In my free time, which is rather scarce, I participate in several projects as a volunteer, taking care of elderly people who are ill and oncology children. I didn’t expect to win the award, but I’m very happy because the trip to Anantapur has been a marvellous experience. We arrived in Anantapur on October 14th. That day, we visited the Narpel Rural Clinic and the Maternity Centre of the Vicente Ferrer Foundation, which has 1,100 beds and where vasectomies are performed and fallopian tubes are tied. Ana Ferrer accompanied us during the entire tour, explaining everything. I was very impressed by her, her strength and kindness. The next day, we went to see the projects in which ULMA had collaborated: the home for people with disabilities in Karidipally, and a colony of 53 homes in Narasanayni kunta (these homes had been built for impoverished families). When we arrived, we were greeted by a multitude of people, which surprised me because I didn’t expect them to be waiting for me, but they were. I seemed like a goddess, with more than 200 people who touched me, gave me wreaths, painted my face with red chalk, kissed me. They thanked me for ULMA having partially funded those homes for disabled people who were ill. On the last day of my stay in Anantapur, I met Jayasudha. When I arrived, the little girl and her parents were waiting for me, accompanied by the entire town, which I found touching. Jayasudha is a very pretty little girl. She is seven years old and is named after an actress from the region. Both she and her family are very shy, and they hardly spoke during the entire visit; they simply looked at me and thanked me, which I convey to the ULMA Foundation’s Board of Trustees, as I was merely an intermediary. The experience was beautiful, and I hope to continue being informed about the little girl, because I said earlier, I grew very fond of her (and she of me), and in the end she hugged me as if I were someone she knew, despite crying the first time she saw me. I want to mention my volunteer colleagues at the San Juan de Dios de Eduardo Dato Hospital of Seville, and also at the Seville Red Cross, the Macarena Hospital, and the Alameda de Seville Home, to whom I send a warm greeting.”*

## > **Weekend get-aways**



By Koldo Urrestarazu. Basque Technician.



## **Alleko, the spectacular overlook in Aralar**

**“** *I propose an easy group itinerary between Gipuzkoa and Nafarroa* **”**

*We will begin the journey at the port of Lizarrusti, next to the Aralar Natural Park's Interpretation Centre. The hike is approximately 10 kilometres, and we will walk along the interior of the Aralar mountain range. Specifically, we will climb from Lizarrusti to the Alleko peak, and then descend the Iraio hill, passing by the Lareo reservoir until reaching Lizarrusti. We will leave the vehicle in the car park located next to the port. On the hill to the right of the Interpretation Centre, we will head along the normal path towards the Lareo reservoir, turning right at the information panel. We will immediately come across the red and white marks of the GR 12, and following a visible trail, we will ascend little by little, walking through gorgeous beech groves. Without leaving the forest, after a leisurely 30-minute ascent,*

*we will begin a steep and difficult climb until reaching Alleko. From there, leaving the GR 12 behind, we will continue directly to the Alleko peak (1,019 m). This peak in Navarre offers gorgeous views of Gipuzkoa and Nafarroa: Beriain, Urbasa, Putterri, Askoa, Intsusburu, Aizkorri, Agautz, Leizadi and Aralar, among others. After taking in the landscape, we will begin the descent and return to the trail next to the GR 12 that we had previously left behind. Before reaching the Iraio hill, we will arrive at a crossing: avoiding the trail that leads directly to the peak of Putterri and Igaratza, we will take the trail that leads downwards to the left. Descending through the forest, we will reach a grassy field. From there, we will walk along the flat ground next to the Akaitzerreka stream, and when we reach a large beech tree, we will*



turn left onto a visible trail that initially heads downwards and then upwards, until reaching the Lareo reservoir (740 m). When we reach the Lareo reservoir, we will turn left, continuing next to the GR 35. In this gorgeous landscape, we will first see a dolmen and then we will cross a wooden bridge. With the reservoir to our right, we will continue until reaching the sign indicating Lizarrusti. At that point, we will turn left and head downwards. The descent is very entertaining and beautiful. Next to the trail, we will be able to see the Malkorburu cave, and the Akarreta tunnel (built in 1916) will catch our attention. This tunnel, which was excavated through rock, was used to transport wood years ago.



Also, the only fountain we will come across during the journey is located just outside of the tunnel, waiting to provide us with plenty of fresh water. Just before reaching our destination, we will see the Sukaldezar cave. This small cave will be located to our left along the trail, and it includes a window. Following the trail, we will immediately arrive at the Lizarrusti Park House, the end point of our journey. It was built in 1887 for the Miqueletes (mountain soldiers) who controlled the area between Gipuzkoa and Nafarroa, which is why it is also known as the Casa de los Miqueletes (the Miqueletes' House). Today, it has been transformed into one of the main attractions in the Aralar Natural Park and it houses the Aralar Interpretation Centre, which opened in 2009. The building serves as an inn and a tavern. In other words,

it's the ideal place to recover one's strength after the hike. The journey lasts three hours, and any season is ideal, but I recommend the spring, which is when the forest's beauty is at its best. Sariondo's spectacular beech groves will enchant you!



## > *What do you think?*

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**In 2011, ULMA will have been present in the market for 50 years. What do you consider a milestone of this type means to ULMA? What do you believe have been the keys for reaching our fiftieth anniversary?**



**ARANTXA IÑURRITEGI.** ULMA Agrícola

### **“The key is our human capital”**

A reason to be proud and satisfied for having overcome all the challenges and difficulties that arose throughout this long history. One more reason to continue moving forward. A reason for our past to be present, so as not to lose our historic memory, but especially to look towards the future with hope. Without a doubt, the keys for reaching our fiftieth anniversary have been the work, the perseverance, the enthusiasm, the effort and the cooperation in a shared project, the entrepreneurial spirit, the collaboration and the desire to continuously do things better. In summary, the people, or the human capital. A human capital in which everyone moves in the

same direction and shares the same goal.



**ÁNGEL BIAIN.** ULMA Construcción

### **“Joy and enthusiasm to continue moving forward”**

This entails joy and enthusiasm. Joy because we celebrate the existence of something that is alive, and enthusiasm to continue fighting and moving forward another fifty years. A milestone of this type is something that must be appreciated to the hundreds or thousands of people who have participated in this project, and what it has represented for our people and surroundings, as they have brought us a wealth of values and our way of being and behaving. At times we have asked ourselves what would be of our surroundings if we didn't have the ULMA project. Thanks to the fact that those entrepreneurs existed fifty years ago, today we have the opportunity to experience something better. For this reason, we must continue

fighting so that the next generations have a path or a road in which to reflect and continue growing. The involvement of our people is essential, as well as the solidarity between workers and the desire to grow and to be someone in this competitive world in which we live. I believe that this moment, when the crisis is hitting us hard, is the time to relaunch the ULMA project with an atmosphere of creativity and fighting, but above all, of ENTHUSIASM. I'm convinced that this is possible, and we have the obligation to continue moving forward, looking towards the future, for ourselves and for the generations that follow. To conclude, CONGRATULATIONS AND MANY THANKS TO ULMA.



**JAVIER SUÁREZ.** ULMA Conveyor Components

### **“We have always been characterised by a high degree of specialisation”**

Since its founding, the ULMA Group has been characterised by the high degree of specialisation of each of its eight business activities. The latest one to join the Group is what was formerly known as Rochman in 2009. We are the eighth business unit, ULMA Conveyor Components, specialised since 1957 in manufacturing rollers, base frames and drums to transport bulk products and isolated loads. Although ULMA Conveyor Components has been the last to join the ULMA Group, and although we cannot contribute to the experiences of these last 50 years, I do believe that it's an important event since it proves the validity of the cooperative business model. The road we have travelled since then has been

long and not exempt from difficulties, all which have been overcome by the managers and workers of those cooperatives, until becoming a top business group within the MONDRAGON Corporation, and achieving the brand image that the ULMA Group has earned throughout the world thanks to its efforts. Despite the current times of crisis and the difficulties of some of the businesses in the ULMA Group, including our own, I believe that we all agree that this event must be noted and we should use it as an additional asset that will help us to emerge stronger from this situation.



**JAVIER CONDE.** ULMA Piping

### **“It's the confirmation of a different way of understanding the company”**

For ULMA and for everyone that forms part of the Group, it's the confirmation of a different way of understanding the company and the work. The confirmation that a more fair and equal business model is possible in an increasingly competitive world. For everyone, this event should generate confidence and enthusiasm in these times of crisis, when the strength of our business model is being tested now more than ever. In my opinion, the keys for reaching these numbers have been the work and the effort of several generations of working partners, as well as the differentiating characteristics of the cooperative model, which make us more flexible and stronger in times of crisis such as the current one, and the

mutual support that as members of the same group makes us stronger.

**RETIREMENTS:** Retirements in the ULMA Group between July 1, 2010, and December 31, 2010.



**JABIER ALTUBE**



**FELIPE MURGUZUR**



**LORENZO MARCULETA**



**ROSA MARIA URIARTE**



**MIGUEL ARREGI**



**PEDRO ALCELAY**



**ANTONIO PEREIRA**



**JESÚS IRIZAR**



**IOSU ERRASTI**



**FELIX IRIZAR**

*Thanks to everyone and enjoy! Congratulations*

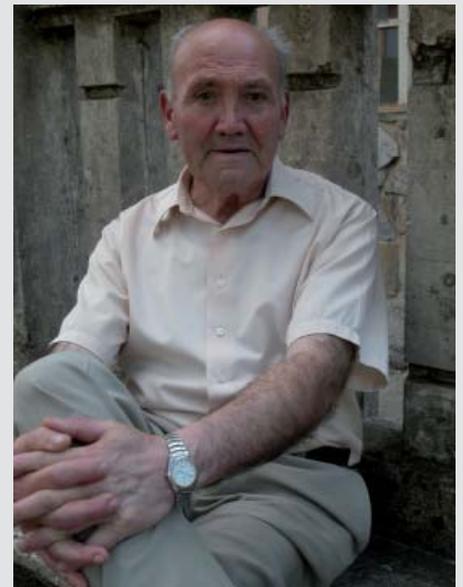


### **RETIREES ON-LINE:**

a new initiative by the ULMA Foundation, an Internet course for ULMA Retirees

Through its foundation and as part of the initiatives and actions for Corporate Social Responsibility it has planned for 2010, the ULMA Group has organised a Retirees On-Line Course. The objective of this course is for retirees to learn how to handle the most used Internet tools (sending and/or receiving information via email, understanding what spam and other email risks are, searching for information about any topic of interest, navigating through

webpages, using search engines, etc.). The course will take place on December 16th at the ULMA Group's headquarters located at Garagaltza auzoa 51. It will begin at 9:30 am and end at 1:00 pm. Because capacity is limited, ULMA Group Retirees who are interested in attending should call +34 943 250 300 to register. Additional information is available in the ULMA Foundation's webpage: <http://www.fundacionulma.com>



### **Ignacio Maiztegi, one of ULMA's founders, has passed away**

Ignacio Maiztegi, one of ULMA's founders, passed away on November 11th at the age of 88. Ignacio represented ULMA's M and JJEIP's I, which was the former brand of ULMA Construcción. With these lines, we would like to honour and recognise one of the individuals who fostered the ULMA project. May he rest in peace.

**GET WITH IT AND SEND US YOUR IDEAS: [begira@ulma.es](mailto:begira@ulma.es)**

Also, and as always, we continue to maintain our Suggestions Box where we hope to receive your contributions:

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





# LET'S DRAW CHRISTMAS

## 3<sup>rd</sup> DRAWING CONTEST FOR THE CHILDREN OF THE ULMA GROUP'S PARTNERS-WORKERS



The ULMA Group has organised the third drawing contest for the children of partners and workers; **Let's Draw Christmas**. The main objective is for children to have an opportunity to express what Christmas means to them through a drawing or painting.

- **Theme:** Christmas.
- **Target Audience:** Children of the ULMA Group's Partners-Workers.
- **Presentation:** The drawings or paintings should be submitted or sent to ULMA's Headquarters, Garagaltza auzoa, 51 - 22PK 20560 OÑATI (Gipuzkoa), referencing the drawing contest.
- **Deadline:** Before January 10<sup>th</sup>.
- **Awards date:** February 3<sup>rd</sup> at 6:00 pm.
- **Participants:** All the children of ULMA's Partners-Workers may participate. Participants will be divided into two categories: Children up to the age of 5, and children between the ages of 6 and 10.
- **Technique and medium:** Open. Any technique may be used. The medium may be of any format. Size DIN-A4.
- **Presentation:** On the reverse, indicate the name, age, title, contact telephone number and name of the ULMA partner/worker family member.
- **Jury:** The jury will be made up of members of the ULMA Group's Communication Committee. The jury's decision will be published in the ULMA Group's Portalde intranet.
- **Awards:** A fully-equipped bicycle for each category.

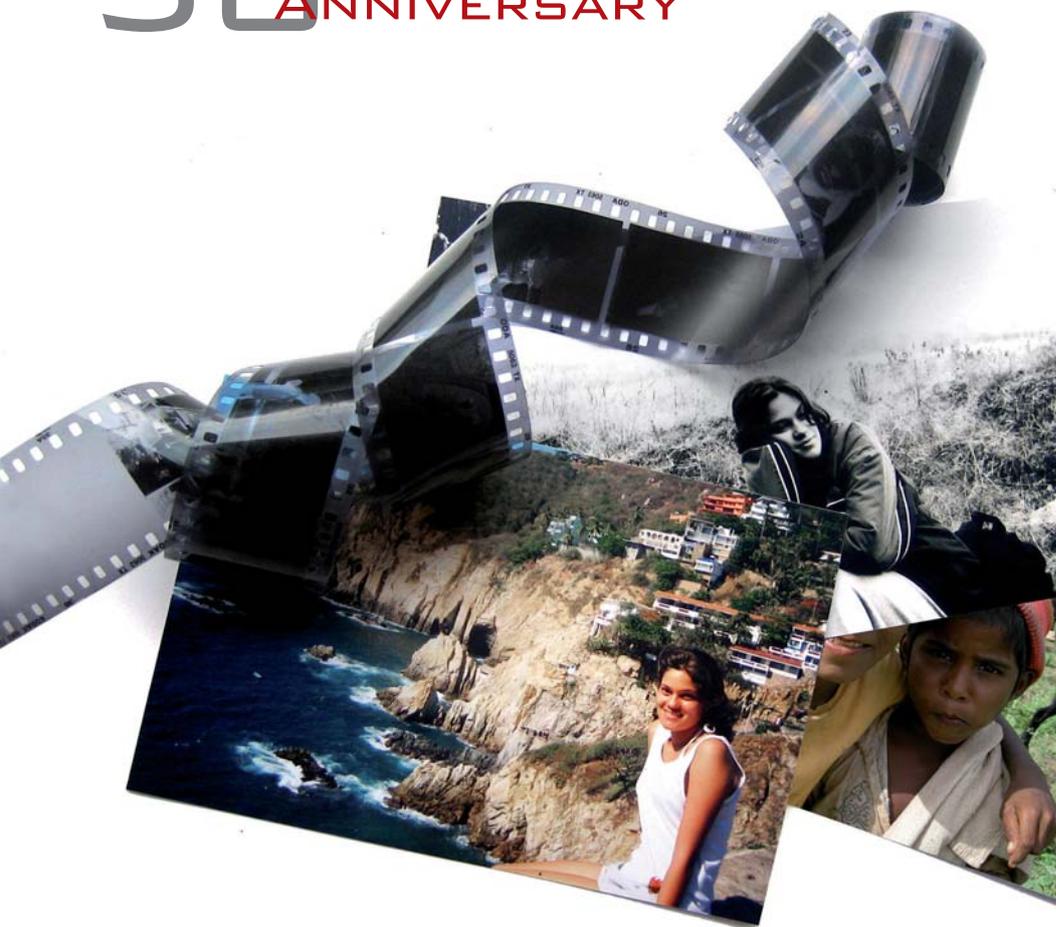
All of the drawings submitted will receive a small set of paints. The drawings will become property of ULMA.



# PHOTOGRAPHY CONTEST

## 50<sup>TH</sup> ANNIVERSARY

Theme  
Open



Coinciding with the **ULMA Group's 50th Anniversary** that will be celebrated in 2011, Portalde encourages you to send your best photographs. This year, in order to expand participation to the greatest number of partners and workers, **the contest's theme will be open.**

Just as in previous years, participants in this 5th edition of the contest will be limited to submitting six images each.

The deadline is January 5th, 2011, and the images may be sent via email to the following address:

[begira@ulma.es](mailto:begira@ulma.es) or through PORTALDE via: <http://portalde.ulma.com>

## AWARDS

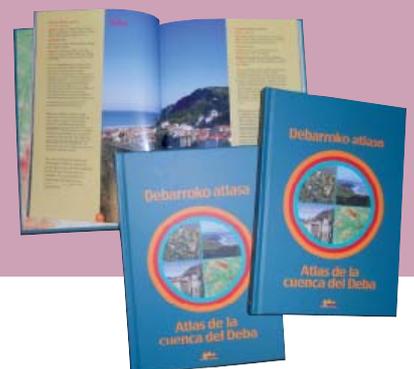
1 iPhone



2 Historical portraits



3 Atlas Cuenca del Deba



\* These awards will be raffled between all the contest participants.

> Agenda and suggestions



**50** Share your idea with us  
and win a trip to **PARIS**

**ULMA** 1961-2011

*In 2011, ULMA will turn 50. It will be a special year for all of us. A year in which we will share our history and shape our future.*

We want for 2011 to be a year full of initiatives that commemorate this event. For this reason, we encourage you to participate in this contest of ideas and suggestions. **Using the attached coupon, send us your suggestions for initiatives and activities that you would like to take place for the fiftieth anniversary.** (The best proposal or idea will receive a weekend trip to Paris for two people)



Share your idea with us and win a trip to **PARIS**

Complete this coupon and submit it before January 10th to the reception area in your business or send it via postal mail to: Grupo ULMA, Garagaltza auzoa 51, 22 pk, 20560 Oñati (SPAIN).

FIRST NAME:

SURNAME:

BUSINESS:

PROPOSAL:

