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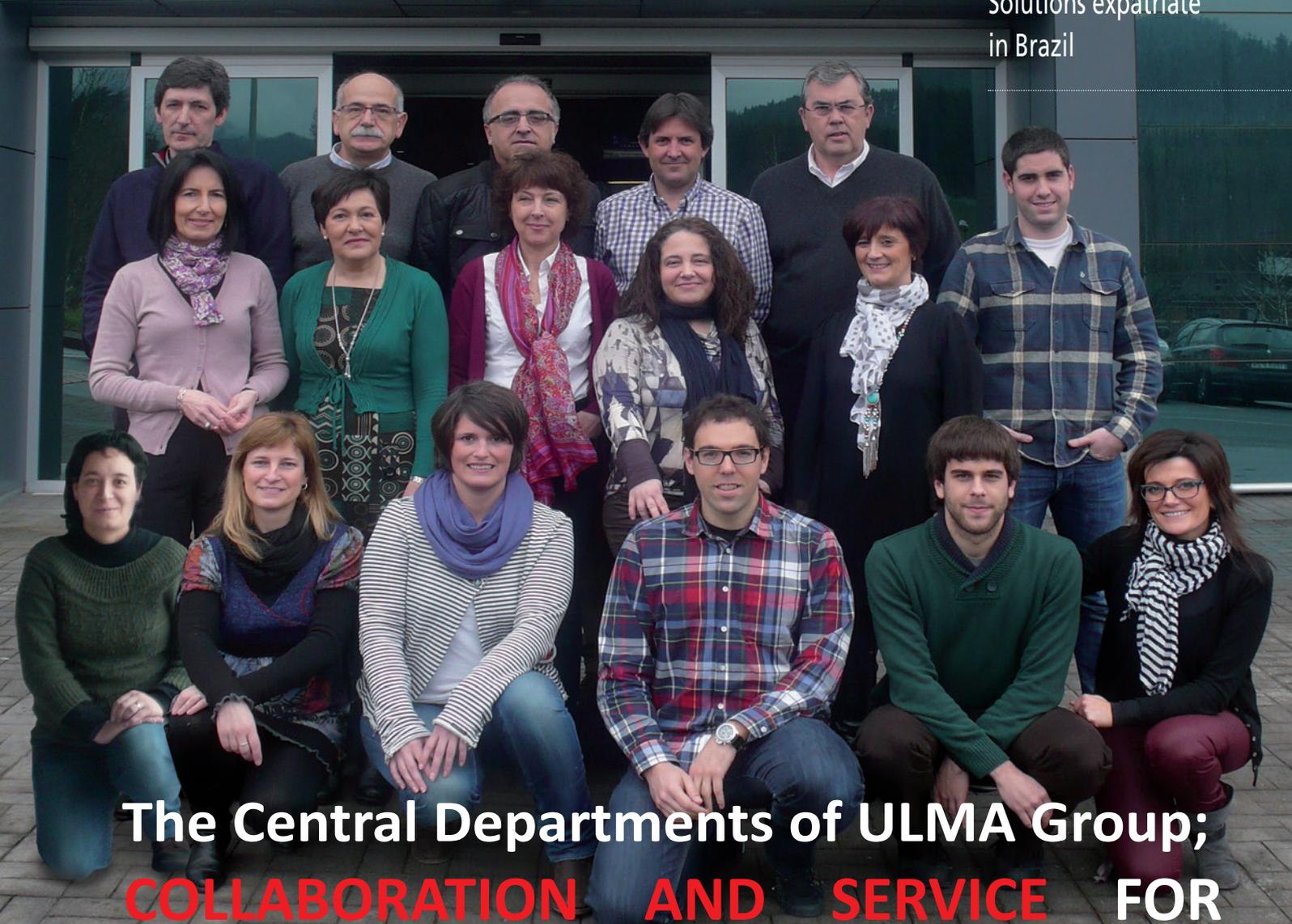


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march 2013

 **ULMA**

Interview with Cecilio
Lejarreta. Director of
ULMA Packaging

Mónica Casado,
ULMA Architectural
Solutions expatriate
in Brazil



**The Central Departments of ULMA Group;
COLLABORATION AND SERVICE FOR
BUSINESSES**

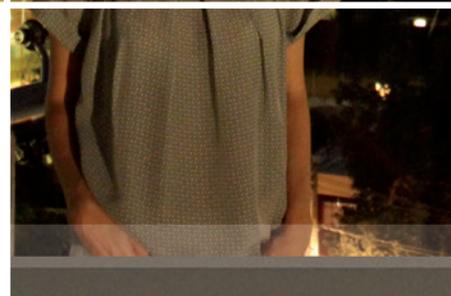


NEWS AND CURRENT THEMES <
ULMA Construcción attends the German
trade fair **BAUMA with a different
image.**

NEWS AND
Informative



REPORT <
**Mónica Casado, ULMA Architectural
Solutions expatriate in Brazil.**



TEAM OF COLLABORATORS:

Nora Altube,
Joseba Alberdi,
Ana Da Costa,
Nerea Zallo,
Irene Moreno,
Edurne Unzueta,
Alaitz Osa and
Javier Rivera.

Edition:

Grupo ULMA S. Coop.
Garagaltza auzoa 51-22 p.k.
20560 OÑATI

Tel.: 943 25 03 00

Fax: 943 78 09 17

e-mail: begira@ulma.com

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ULMA CONSTRUCCIÓN

ULMA Construcción on Chicago's Skyline

The modern designed glass tower will provide magnificent views over Lakeshore East Park, the Chicago River and Lake Michigan. This residential building, Coast at Lakeshore East, standing at 129.5 m and housing more than 45 floors, is situated in a strategic location in Chicago.

As well as the 499 apartments, more than 1,700 m² is used for shopping and leisure activities with: car parks, business centres, a swimming pool, gym, spa and other facilities.

The sheer height and location of the building meant that during construction a cover protection over the entire perimeter was needed along with Perimeter Protection HWS. The screens protected the workers from the possibility of falling, as well as creating work space and sheltering them from bad weather.

The distinct set up of the panels both with and without staging, served as platforms, transfer of material and worker access to the different levels. The panels fix together from floor to floor with hydraulic system and without the need of having to use a crane.

The walls and columns have been made from MEGAFORM and MEGALITE. The modular formworks of the panels are manufactured using imperial dimensions which makes them more versatile in fitting various geometrics. The slabs were built on huge tables and supported on columns.

The execution of this type of Project shows success in the partnership between ULMA and Aluma Systems.



ULMA HANDLING SYSTEMS

ULMA-DAIFUKU: The DNA of an established partnership

Successful alliance and retention of a partnership lies in the sum of several components: work, eagerness, trust, collaboration, innovation, openness, quality of service...etc. The key is in determining the dosage of each component and the combinations that can be made between them. Undoubtedly the successful result of the ULMA-DAIFUKU equation will be reflected this year in 2013 with the 25th anniversary celebration of the partnership: 25 years of history marked by a large dosage of trust and innovation.

ULMA first began commercializing automated warehouses back in 2008 in collaboration with DAIFUKU, a Japanese company and world leader in this sector.

Since the beginning, collaboration between both companies has involved an exchange of knowledge, experience, teams and systems including that of the range of automation products for Automatic Manufacture and Distribution (AM/AD).

José María Loiti, founder of ULMA Handling Systems, remembers that before the collaboration "previous meetings were necessary to determine the needs of both companies and to lay down the foundations of what would later become this excellent partnership." She added that "Both companies signed an agreement: DAIFUKU would supply the maintenance systems to ULMA and in return, ULMA would be in charge of their study, design, development and the integral maintenance of

the projects, with the objective that ULMA would be 100% autonomous in all of its actions."

In 1989, following the signing of the partnership, ULMA developed its first project installing a stacker crane into one of its premises, one which is still there and fully functional today. Back in the day, logistics automation was rare and barely used and it was only towards the end of the 80's that organizations began rearranging their space logistics, allowing the idea to be contemplated as a strategic asset within the business policies of companies.

As time went on, the business project was securing its position and ULMA Handling Systems rose to take a more important role in the offering of logistic teams and systems in Spain. It was in the 90's that ULMA began to internationalize and develop its first premises in Brazil, France and Italy.

Josetxo de Frutos, General Director of ULMA Handling Systems stated that "the partnership continues based upon roots of trust, respect and openness, the same roots that we set right at the beginning of this partnership." What's more, he adds "Our relationship remains long term commitment whereby each party brings a distinctive value to offer to all of our customers and shareholders."

Throughout these past 25 years, every corporate result demonstrates the strengthening of the partnership that today continues to share resources, knowledge, new challenges and ideas.



« ULMA AGRÍCOLA
ULMA Agrícola still going strong in Central America

ULMA AGRÍCOLA COMPLETES TWO PROJECTS, DONE AND DUSTED, IN CENTRAL AMERICA

ULMA Agrícola’s presence throughout the past few years in Central America is becoming ever more important. Thanks to these projects there is plenty of good work being carried out across the market in Central America. ULMA Agrícola’s affiliate in Mexico is approaching projects and services with a sufficient amount of success which fulfils the objective of betting its presence in said market.

Mexico and Guatemala

One of the latest projects carried out towards the end of 2012 saw ULMA present in the state of Chiapas, Mexico, working in a gothic multi-span structure of more than 7,000 m² built and equipped with a double inflatable roof chamber, recirculators and a thermal screen. As you can see, the facility uses highly technical facilities which also include automatic shades.

The second project is situated in Guatemala, another country full of potential where ULMA has carried out great works. This facility again incorporates a gothic structure with a floor area of 24,800 m² which is divided into two modules.

Both facilities are built in prestigious zones and have vents plotted around and scaling the perimeter, the opening of which is protected by an antitrip mesh.

« ULMA CONVEYOR COMPONENTS
POSCO project for the OCP by ULMA Conveyor Components

The Korean company POSCO Engineering has awarded ULMA Conveyor Components two contracts to supply rollers and idlers for phosphate processing for the OCP in Morocco. The project will take place in the Maroc Phosphore facility in Jorf Las Far.

The end customer, OCP, with whom ULMA Conveyor Components already has a contract for spare roller parts, is the main global producer of phosphate. The OCP has embarked on an ambitious project to double its extraction capacity



and to triple its processing capacity by the year 2020. For this it has approved a 115.000 Billion MAD (roughly 1 EUR Billion) investment plan.

The plan envisages the creation of three new mines in Khouribga and a fourth in Gantour. One of the keys lies in the new pipeline linking Khouribga with the treatment plant in Jorf Las Far. Up to now the phosphate was shipped by rail. This resource will reduce transport costs from 8 USD/Tm to 1 USD/Tm.

« ULMA ARCHITECTURAL SOLUTIONS
New ULMA Architectural Solutions YOUTUBE channel

NEW CHANNEL CREATED TO KEEP ULMA’S CLIENTS INFORMED OF LATEST NEWS AND PROJECTS

ULMA Architectural Solutions has just released its new YouTube channel which can be accessed directly from the company’s webpage.

The channel has 5 distribution lists: One corporate and another for each of its lines:

- Ventilated Facades
- Drainage Channels
- Prefabricated Architecture
- Facades

Amongst the many videos that can be found on this channel is the rehabilitation of a construction of 14,000 m².

We can also find the technical



process for mounting a ventilated facade, and the advantages and specifications of a drainage channel with a slope of 2.5%. There are also videos available explaining why the company decided to change its name, as well as some of the company’s greatest projects.

This new channel has been created to keep ULMA’s clients up to date with the company’s latest news and projects in the hope of boosting the brand’s digital identity.

Another aim of the channel is to improve the company’s national and international web position.



ULMA FORKLIFT TRUCKS

ULMA specializes storage range through the launch of new Mitsubishi stackers

ULMA Forklift Trucks secures and strengthens its policy to improve through the introduction of a new family of electronic Mitsubishi stackers. The new series of electronic stackers, Mitsubishi AXIA ES, are capable of lifting between 1000 and 1,600 kg to a height of up to 5,400 m. The versatility, durability and efficiency of the range make it stand out from its competitors in making it the perfect choice for work in any environment. The series consists of compact and ergonomic models suitable for use in narrow aisle stacking or when handling goods inside a truck.

The AXIA series is characterized by its maneuverability and by the high safety level present in its models. This is all thanks to **its ergonomic tiller arm**, its small working radius and its compact frame.

The range includes different models designed for special applications. **Initial lift** models are excellent when handling goods on uneven floors and ramps; **wide blade models** handle pallets as thin as 1,200 mm and **models with a platform** excel in work that requires long-haul journeys.

The AXIA ES series is known for its water resistant designs that

provide all electrical components with unparalleled protection against humidity and dust.

The models offer a **safety in the workplace guarantee** through features such as a low center of gravity that results in great stability and a design that allows wide visibility both of the load and of the workspace.

Its advanced electronic system allows the worker to select **different work intensities**. The acceleration or travel speed of different machines can be adjusted offering competitive values based upon key factors such as ergonomics, versatility and energy saving.

ULMA GROUP

ULMA Group releases a Digital Guide

ULMA GROUP TO LAUNCH A DIGITAL GUIDE THAT WILL REGULATE THE COMPANY'S ACTIVITY IN SOCIAL NETWORKS AND AMONG ALL DIGITAL MEDIA

The original idea for this guide came from a need to unify ULMA's presence on the network. The ways in which we communicate in our professional field have changed dramatically in the last few years thanks to the breakthrough of the Web 2.0. This said, these platforms should form part of a common strategy for our company and for this to be seen, regulation of its use is needed. The guides' objective is to establish common guidelines for consistent brand presence in the social platforms and websites. Above all, it's a guide that will encompass the use of the ULMA brand on the web in the broadest sense. Adding to different style genres dependent on the website and the procedure for opening accounts and profiles, the guide is expected to include an adaptation of the Corporate Visual Identity Manual and bring it into the digital era. This manual will be elaborated using Social Media tools as a channel to share and interchange information and for further updating and improvement.



ULMA ARCHITECTURAL SOLUTIONS

Rehabilitation of terrace fronts in a stonework finish

ULMA Architectural Solutions has designed and manufactured a **special terrace front whilst working on the rehabilitation** of a building on Secretari Coloma in Barcelona. The particularity of the work is in the finish. A **special slate finish combining aesthetics with innovation**, something which has never been done before in the prefabricated line.

The community of landowners who commissioned the restoration requested a different finish and the restoration company OBREIN asked ULMA for the possibility of providing the stones with a slate finish. ULMA examined the possibility and developed the parts especially for the project.

According to Jordi Gómez from Obrein, *"collaboration between ULMA's technical and commercial departments has managed to overcome disadvantages encountered along the way whilst creating these new pieces. We are unbelievably proud of this project as it has turned out to create **one of the most spectacular facades in the zone**, changing the entire aspect of the estate and benefiting its owners with its increased assessed value."*

TECHNICAL DATA:

PLACE: C/ Secretari Coloma, Barcelona

PROMOTER: Community of homeowners

RESTORER: OBREIN CATALUNYA

ARCHITECT: Enric Checa (Ona Arquitectura)

PROJECT MANAGER: Jordi Gómez – Daniel Rosas

ADMINISTRATOR: Jordi Gómez



ULMA PIPING

Informative talks at ULMA Piping

As is usual at the start of the year, ULMA Piping has recently held the informative talks open to the whole collective, both in Oñati and Lazkao.

Along with the talks which are also held in April and September, this is the moment to mention the best and worst of the year's events as well as the main plans for the coming year. This is an opportunity for the collective to gain first hand knowledge of the particular features and details which are so difficult to transmit through reports and meetings of administrative bodies. It is also an opportunity for everyone to ask questions and clear up any doubts they might have in addition to understanding and gaining in-depth knowledge of the working environment in which they take an active participative role.

In Oñati two talks were held on 31 January, one in the morning and the other in the afternoon, attended by about 70 people. Firstly, a preview of the close of year 2012 was given and secondly information was given regarding the general background to the 2013 Management Plan.

Along the same lines, another 40 people attended on 15 February in Lazkao. Topics were the close of last business year and the approach to 2013, a year already started and in which we are already fully immersed.

We spoke about the best and worst of 2012. About the challenges

accomplished and the challenges which were left for this year. However, in overall terms the meetings displayed the satisfaction that despite 2013 being a very difficult year in an adverse complicated economic environment, we managed to have a good year.

It is always a pleasure and a great opportunity to take the time to meet up for a talk. And this time no less so. There was sufficient time to talk about the main plans for 2013. To talk about the hard road ahead and the crisis which engulfs us. About uncertainties and opportunities. However, also about what can be done in the face of this crisis and what can be done to fight it. Challenges were broken down into the spheres of sales and marketing, design, purchasing and production.

All of them ambitious plans but most of them are in the hands of ULMA Piping and they could make 2013 an even better year than 2012.





ULMA PACKAGING

ULMA Packaging collaborates with the Basque Culinary Center

PROVIDES THE PRESTIGIOUS CENTRE WITH EQUIPMENT TO PACKAGE READY MEALS WHILST STUDYING THEIR DURATION AND ANALYZING THEIR GASTRONOMIC QUALITIES.

ULMA Packaging has signed a sponsorship agreement with the prestigious Basque Culinary Centre whereby equipping the facilities with a traysealer Smart 300.

This model of machine is specially designed to package prepared food and ready meals. The equipment uses CAP (controlled atmosphere packaging) to make sure that packaged food retains all of its original aromas and flavours right up until the moment that it is consumed.

There is also a system that separates liquids, which allows food to be packaged if it has a sauce and/or liquid without letting it affect the air tightness of the package.

The Basque Culinary Centre R+D is the centre of I+D associated with the Faculty of Gastronomic Sciences and Culinary Arts. It is here where promotion and investigation takes place into the hospitality-gourmet and food sectors.

The ULMA traysealer comes to the forefront in this field by investigating how different ready meals can remain fresh during specific time periods. It will test different types of meals with different types of post-packaging treatments to analyze how they affect the life of the dishes.

The machine comes equipped with two different moulds:

- Gastronorm half trays (325 x 285 x 85 mm). This type of tray has separate compartments and is aimed towards the hospitality industry.
- Single compartment trays (130 x 170 x 35) that are aimed towards the world of retail and are made out of polypropylene (PP/EVOPP) allowing the food to be heated up in a microwave without having to remove it from its own tray.



ULMA CONSTRUCCIÓN

ULMA Construcción organizes a sketching contest within its campaign to launch its new style range

ULMA Construcción hopes to involve both partners and employees in designing its latest corporate line along with the motto "Lets draw it!". The new style will incorporate drawings and project sketches.

The project is based upon the concept that "Every big idea stems from a simple beginning, the scratch of a pencil in a notebook or on a serviette..."

The objective is to show the complexity, the customer's solution, the spectacular project, the product in action. Albeit with simple hand-drawn sketches.

The winner of the prize draw will receive not just one but two rewards: not only will the sketch be used as the new corporate image, but the winner will also be invited as a guest of honour to the BAUMA trade fair, that will take place from the 15th to the 21st of April in Munich.

The international market is changing and for this reason it is vital to come up with different ways in which ULMA can offer services to its clients. This is the underlying reason for wanting to renovate the brand's image.

In just one month the company has received hundreds of drawings which only confirm the contests success.



ULMA GROUP

More than 1,000 monthly visits to Begira's site

Thanks to the part played by ULMA Group partners and employees, on average 1,000 people have viewed the site following its launch last month in September. Begira Online follows on with same philosophy as its paper magazine, in informing its partners and employees of current projects and about the Group in general. Access is available to all at www.begira.ulma.com. An average of 1.000 people have visited during the first month of the site's existence, which only points towards its success amongst partners and employees.

The site is available in Spanish, Euskera and English with other languages in development. This year, to broadcast access to the portal, a monthly bulletin will be launched publishing the latest news and promotional campaigns from www.begira.ulma.com, promoting ULMA to anywhere in the world with an Internet connection.



ULMA HANDLING SYSTEMS

ULMA Handling Systems participates in the Automated Warehouse Congress in Madrid

ULMA Handling Systems will once again participate in the annual Dimensioning and Integral Management of the Automated Warehouse Congress being organized by IIR España in Madrid. Mikel Fernández de Castillo, commercial director of ULMA Handling Systems will explain the basis of automation and present a study which analyses the ROI of logistics automation projects. ULMA's speech will give examples, systems and solutions of various degrees of automation and will analyze the existing relation between the degree of automation and the degree of complexity in an automated warehouse project. As well as ULMA's presence, the event will also play host to participation from other companies such as UNO, NECK & NECK, KH LLOREDA, HELADOS NESTLÉ, UNIVERSITY OF CASTILLA-LA MANCHA, TRASLUZ CASUAL WEAR, DAMM GROUP and AZKAR.



ULMA AGRÍCOLA

Kicking off the 2013 Fair season for ULMA Agrícola

Here at ULMA Agrícola we have attended the SIVAL and Salon du Végétal fairs which were held in January and February in France by our French partner SVL.

The 27th edition of the SIVAL fair was held in Angers, France from 15-17 January. Angers, in the Maine-et-Loire department and in the Pays de la Loire region is home to the only event in France able to exhibit all at once technical advances, scientific changes and international market trends concerning specialty fruit and vegetable crops.

Likewise, the Salon du Végétal, the French fair which aims to boost the plant and flower industry, was held between 19 and 21 February, also in Angers. An international fair, a real showcase, with over 600 exhibitors and

more than 15,000 visitors from France and other countries attending.

This is a fair with deep roots in France which has many requests for participation and which has a very small space for equipment suppliers, meaning that for ULMA Agrícola it has been a real privilege to be able to attend this event.

We have taken part in both events with our French representative, SVL, with whom we shared the respective 20 m² and 12 m² spaces at each fair. We exhibited our greenhouse structure adapted to the space available. At these fairs, we displayed equipment and images of several recently implemented works as a sample of the diverse range of products and solutions which ULMA Agrícola has to offer the market.



ULMA PIPING

ULMA Piping at the OSEA Fair 2012

Last November (27-30/11/12) the OSEA 2012 Fair was held in Singapore. It is the largest Oil & Gas industry fair in South-East Asia. This biannual fair, which has been held since 1976, is a key event in the sector for companies to present the latest solutions and technological developments, both upstream and downstream.

The Fair is split into two sections:

- The exhibition area, organised across two floors at the Marina Bay Sands Conference Centre (31,000 m²), where the participating company stands are located.
- OSEA International Conference: during the conference's four days a programme of speeches/debates is organised on topics from the sector. This year, the four major subject areas were:
 - Offshore: development and production
 - Offshore: safety management
 - Development of natural gas and LNG
 - Technical forum

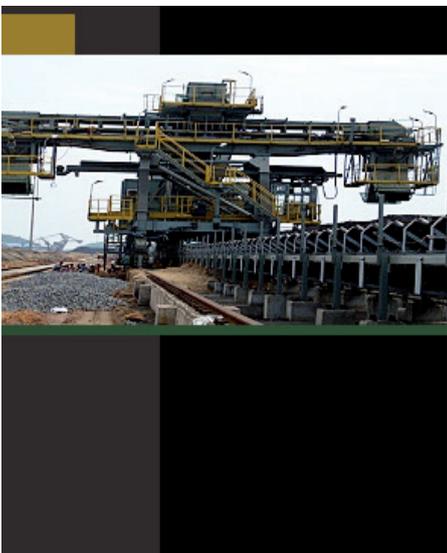
The results of the Fair were positive, attracting 25,000 professionals and 1,500 exhibitors.

ULMA Piping took part as a visitor, represented by Asier Oyarbide (Managing Director) and Javier Echeberria (Export Area

Manager) with several main objectives:

- To gain greater knowledge of and proximity to the sector's main players: the Fair has the advantage of acting as a concentrated showcase for the entire global panorama.
- Following the significant investment made in the Oñati and Lazkao plants in recent years, it is time to improve ULMA Piping's profile in the world of high added value projects and solutions, which we can provide after our 50 year-history of robust leadership.
- To seek out new business opportunities and market niches.
- To take advantage of the opportunity to come into contact with the region's main clients, consolidating pre-existing solid business relationships. Remember, Singapore is ULMA Piping's main market in South-East Asia, from the distribution business perspective. Interesting ways of continuing future growth in the region are accessible from this market.

The next conference will take place from 2 to 5 December, 2014. For further information: <http://www.osea-asia.com/>



ULMA CONVEYOR COMPONENTS

ULMA Conveyor Components: Gangavaram Port Limited India project

ULMA Conveyor Components is supplying the engineering company Duro Felguera Plantas Industriales the rollers for a turnkey project to expand Gangavaram Port (India).

The scope of the supplies regarding bulk material handling is the following:

- Conveyor belt and turret system 4,800 tph.
- 2 Bucket ship unloaders FDR 2400 tph / CDR 2800 tph.

- 2 4,800 tph stackers
- 2 4,800 tph conveyors
- Moving rail car station.

Importantly, this is the second Gangavaram Port expansion. In 2008, Duro Felguera implemented the first expansion, for which it also entrusted ULMA Conveyor Components to supply the parts for the conveyor belts (rollers, idlers and pulleys).



ULMA PACKAGING

FR 305, Horizontal Flow Pack wrapper for trayless and resizable products

The Horizontal Flow Pack wrapper (HFFS) FR 305 is a three welded machine that provides a pillow-like packaging effect. This high performance machine can be used in many different culinary sectors-cakes, biscuits, chocolates and sweets-candy, and also has a place in the horticulture industry due to its intermittent characteristics-it adapts to products of different lengths without wasting film- and wraps products that are not on trays.

The current model FR 305 outdoes any earlier versions of the rotary packing machine boasting the latest technological improvements including lower film reels, joining its predecessor's proven reliability and robustness.

As well as being robust, easy to use and trustworthy, the FR305 wrapping machine incorporates ULMA characteristics, an ergonomic design, is easy and hygienic to clean and has a great versatility in its many formats thanks to the incorporation of electronic control in the form of the latest generation industrial PC.

These aspects make the FR 305 the perfect wrapper in satisfying every wrapping need albeit irregular products or ones that are difficult to hold together.



ULMA FORKLIFT TRUCKS

ULMA participates in the Medea General Assembly

THE MEDEA ASSOCIATION'S FUNDAMENTAL OBJECTIVE IS TO JOIN IN STRENGTH AND PUT A SINGLE REPRESENTATION BEFORE PUBLIC AND PRIVATE BODIES, JOINTLY CHANNELING PROFESSIONAL INTERESTS AND ASSOCIATE REQUESTS AND CLAIMS

The last week of January saw the general assembly organized by MEDEA (maintenance team business distributors association) take place in Madrid. Ángel Sánchez, director of ULMA Forklift Trucks attended and participated alongside other business in the sector in the search for synergies and initiatives in response to the current market situation.

The association, founded more than ten years ago, groups together the majority of forklift distributors in Spain, working with twenty national and international brands. MEDEA's fundamental objective is to unite in strength and put a single representation before public and private bodies, jointly channeling professional interests and associate requests and claims.

Those attending the assembly

received a firsthand annual report regarding the market situation. Thanks should be given to each associate company for the commitment shown in sending monthly information concerning the units of forklift trucks made and sold in the Spanish market, information that MEDEA contrast against authorized newspapers. According to this statistical analysis, if we take away the effect that Mercadona had in December, during 2012, the sales market for selling and renting out forklift trucks in Spain suffered a decline of 12% for counterbalance forklifts and 6% for indoor forklifts with respect to past years.

The companies that attended did agree with the response to current activity. They are no longer simple forklift sellers or hirers but businessmen offering a more complete service that is internalized by ULMA and given to its customers alongside integral logistic solutions and involvement of the entire group in building lasting business relationships.

Did you know that...

Did you know that within the pages of the digital magazine TU LANKIDE there is a zone called "co-op space". The "space", found at www.tulankide.com, is designed especially for MONDRAGON cooperatives and can be accessed via a username and password. Each cooperative will have its own username and password to ensure that every partner and employee is able to access this "premium" zone where they will be able to download the latest pdf version of the magazine and a series of exclusive content.



ULMA CONSTRUCCIÓN

ULMA Construcción attend the German trade fair BAUMA with a new brand image

Following the success of previous years, ULMA Construcción prepares to hit up the BAUMA trade fair in Munich. This triennial event that takes place from the 15th to the 21st of April is the most important international exposition for construction machinery, engineering machinery, mining machinery, vehicles and construction equipment.

This year, as well as showing the company's international projection and productive potential, ULMA Construcción brings with it a new corporate image.

In exactly the same way as was done in 2010, ULMA Construcción will display parts of its portfolio emphasizing its star items across an area of 1.710 m².

On this occasion, the pavilion itself will be an exposure if you will, since the structure is based on the MK System. The dimensions of the enclosure are 57 x 30 m wide and 13 m high divided into two floors. A spacious and comfortable location that favours installations needing to be set up, the meeting of manufacturers, architectures, contractors and engineers amongst others.

In the hope of optimizing visibility and client access, this year ULMA Construcción have moved location several metres to stand N824 in Open Air Area F8. It is a busy zone boasting constant transit and in direct contact with other international competitors.

ULMA Construcción will make

the most of this year's BAUMA fair by broadcasting its new brand image. 2013 is a new start. The image has evolved: a new style that demonstrates the complexity, the client solution, and the professional proximity shown by ULMA. This style is based upon close and creative communication.

ULMA Construcción will present these innovations this year at BAUMA. The aim is to make sure that the visit to the pavilion is unforgettable and so special that the visitor lives the ULMA experience.

Did you know that...

Project "Make a Model of the Social Enterprise through the CSR" was recently presented in Mondragon Unibertsitatea, elaborated by our partner Carlos Sarabia who is current Coordinator of Area Brand, Communication, CSR and TIC of the ULMA Group. The project was presented as a guide to inform cooperatives of how we can implant and develop an CSR strategy that will satisfy our stakeholders. It is a flexible guide in that each cooperative manages its actions according to its progress. Actions being practical orientations based upon lines of work that each cooperative must choose whether or not to take. The complete version of the guide is available at www.tulankide.com.



ULMA ARCHITECTURAL SOLUTIONS

BBK Residence in Bilbao with 6,000 m² of ULMA ventilated facade

This past January saw the opening of the BBK Centre in Bilbao, designed upon the architectural study **ACXT- IDOM**.

The project incorporated important dimensions, with a facade surface area of 6,368 m², a deck of 264 m² and 322 ml of coping.

This Project has incorporated the Horizontal positioned Ventilation Facade. The Water design is used with vertical waves, the format of the board is 1800x560 mm in white.

Project creator **Javier Aja Cantalejo**, wanted to give the facade some character in keeping the board constantly moving whilst using a horizontal profile guide of 15 mm that accentuates the horizontal line of the building.

ACXT designed a modular building,

with separate entrances for each of the different uses. It is a versatile property that can be revolutionized and adapted to future needs of the centre.

The building that is shaped like a U, has a total surface area of 20,200 m² with 168 apartments holding a maximum capacity of 308 members. In principle, 32 of these apartments will house youths with emancipation problems and the rest will be given to the elderly who formally resided in the old Residence "Reina de la Paz".

This is the third project to be carried out under the ACXT-IDOM Architectural study, the first collaboration being the **Civic Centre of IBAIONDO** in Vitoria. Both cases opted for the board design "**Water**" characterized by waves which

influence orientation and create some very interesting illusions based on colored light.

The overall project took 7 and a half months to complete.

TECHNICAL DATA:

PROMOTER: BBK

ARCHITECTURAL STUDY: ACXT-IDOM

AREA: 6,368 m²

BOARD: Water Design with vertical waves

FORMAT: 1800 x 560 mm

COLOUR: White M05

DURATION: 7.5 months

ULMA PIPING

ISO 9001:2008 and ISO 14001:2004 audits in ULMA Piping



001

During the months of January and February ULMA Piping successfully passed its ISO 9001:2008 and ISO 14001:2004 audits.

The body LLOYD'S REGISTER QUALITY ASSURANCE reviewed ULMA Piping's Quality and Environmental Management system. The environmental audit was conducted on 21 and 22 January and the quality audit on 8 February.

The company successfully passed both audits.

As regards the ISO 9001:2008 audit, developing the Design process will be left pending for the next visit, because ULMA Piping develops non-standard, that is individually designed, flanges and some customers request the design part in their "scope".

ULMA ARCHITECTURAL SOLUTIONS

Special ULMA drainage system in the Montserrat Sanctuary

THREE PLAZAS AT DIFFERENT HEIGHTS THAT ARE INTERCONNECTED AND SERVE AS AN ANTECHAMBER TO THE BASILICA.

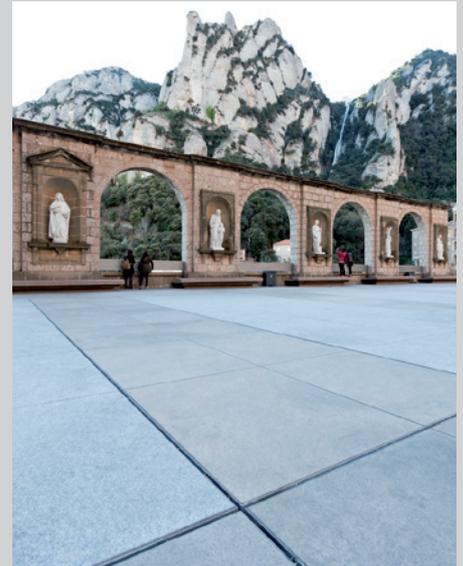
ULMA has developed a **special drainage solution** for the renovation of the entrance plaza at the iconic sanctuary of Montserrat, in the Catalonia municipality of Monistrol de Montserrat. Three plazas at different heights, that are interconnected and serve as a prelude to the Basilica.

The project consisted of different channels U100.10R with slotted grates GR100UOC arranged perpendicularly to each other in a grid. The issue arose in the knots joining the renovated drainage to the old original one. The concern of both project management and the construction was in finding a solution to this "joining" in a way that was technically adequate, if possible avoiding manipulation of

channels in situ of channels and grates.

However, the ULMA technical department, after studying the project, proposed using a **special part in the form of a cross** for the channel, and another for the grating so that they could be assembled with channels U100.10R and offer a more hydraulically friendly solution, with a suitable match between parts, improving **the finish, and simplifying the cost and execution time of the project.**

In the shape of an upside down "T", the grille stands out for its aesthetics, creating a system that fits perfectly into the pavement (either concrete, cobblestone or tile) and that is fully camouflaged into the urban landscape. Integral, adaptable to different channel models and available in galvanized and stainless steel, ideal for urban environments.



TECHNICAL DATA:

PROJECT: Structural reinforcement and renovation of the Montserrat Square

CONSTRUCTOR: Bauen Construction Company, S.A.

LOCATION: Monistrol de Montserrat, Barcelona

DRAINAGE CHANNEL: U100.10R + Slotted grille, maintenance module and special parts in the shape of a cross in the form of a "T"

ULMA FORKLIFT TRUCKS

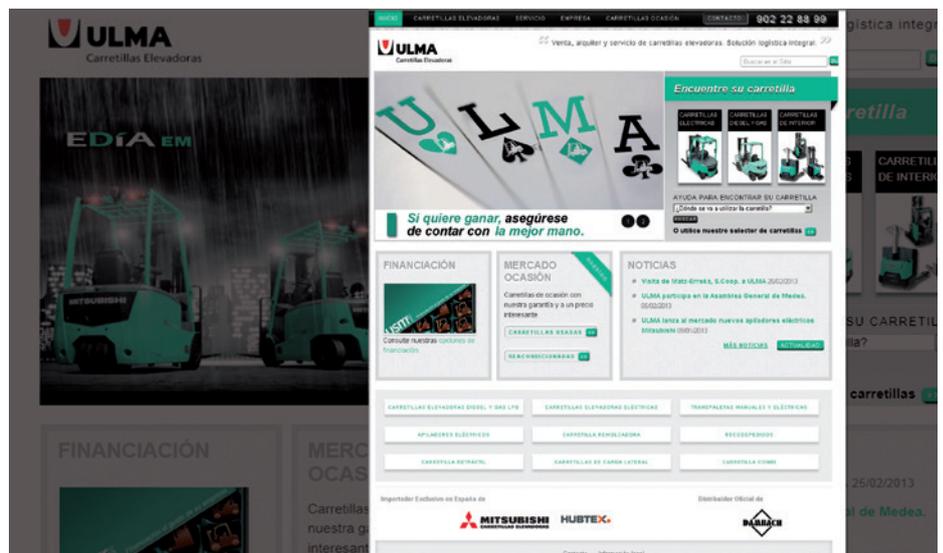
ULMA Integrated Logistics Solutions at the touch of a click

www.ulmacarretillas.com

ULMA Forklift Trucks renews its web page in line with the company's policy of customer orientation and with the objective of building bridges with collaborators, networks of distributors and current and potential clients.

The information is laid out in a way that is easy on the eyes. Equipment features are easy to read, links lead directly to the model and additional features such as "Find your Forklift" take in mind criteria such as job role, work area, load capacity and elevation height in showing you which Forklifts best match your individual need.

It also takes into account the current market; ULMA creates a page dedicated



to stock of reconditioned equipment with the ULMA guarantee and second hand equipment, together with newspaper offers of new accessible models at attractive prices.

At www.ulmacarretillas.com, visitors will be able to find additional services including comprehension fleet management, technical assistance, the

option of different payment types for equipment, service parts and accessories, ULMA's added value that guarantees clients the integral logistic solution.



ULMA HANDLING SYSTEMS ULMA Handling Systems signs a partnership agreement with Autostore

THE AUTOSTORE SYSTEM IS DESIGNED FOR THE STORAGE OF LOW VOLUME PRODUCTS AND IS BASED ON THE USE OF ROBOTS THAT AUTOMATICALLY HANDLE PRODUCTS IN STACKS OF PLASTIC BOXES.

ULMA Handling Systems has signed a partnership agreement with AutoStore, a Norwegian company dedicated to the manufacture of automatic compact and flexible storage systems. The partnership marks a new milestone in ULMA's search for personalized logistics. Its objective is centred upon offering clients the best solution for their needs.

The AutoStore system allows ULMA to broaden its already wide range of automatic storage systems offering a market solution for optimum space usage and great speed when taking material in and out.

The AutoStore system is designed for the storage of low volume products and is based on the use of robots that automatically handle products in stacks in plastic boxes. These unique characteristics provide a considerable reduction in production costs as well as a better use of energy.

From the onset in 2002 when AutoStore developed its first prototype,



ULMA FORKLIFT TRUCKS

Matz-Erreka S.Coop. visit ULMA Forklift Trucks

On the 22nd of February, ULMA received a visit from representatives of the Service of Quality and Technical Assistance. These representatives from Matz-Erreka, S. Coop, from Antzuola visited the ULMA Forklift Trucks facility in Oñati to oversee development of the Online Sat known as an example of Good Practice by the Mondragon Group.

The meeting was enriching due to the exchange of experiences between those responsible for the SAT Online project and the Matz-Erreka S. Coop representatives, a company with a track record of more than 50 years specializing in the development of door automatism, automatic doors, precision plastics and fasteners.

The development of SAT On-line was put into action following the need for tools that would better manage the ULMA Forklift Trucks park albeit for purchased or rented machines. The project has standardized processes and

optimized SAT performance so that it can now access current up-to-date information, easing the administrative manual labor and creating more time that can be put towards improving customer service.

The positive results of SAT Online and E-Commerce on the sales of spare parts, was recognized by the MONDRAGON Corporation and incorporated within its Process of Good Practice last year. Through this system, the MONDRAGON Corporation identifies and divulges successful experiences carried out by the different businesses of the Group with the objective of sharing experiences and knowledge with everyone.

ULMA Forklift Trucks has scheduled an open day at the end of this year directed at cooperative companies interested in finding out about the company's origin, functions and project successes.

the company has continued to broaden its network of distributors in countries such as Germany, France, Italy, United Kingdom, Switzerland, Scandinavia, United States, Asia and lastly, Spain.

AutoStore belongs to the Norwegian Group Hatelland that is currently reaching a sales total of 1.300 billion Norwegian krone (175 million Euros) and employ around 250 workers. Respect for the

environment and social involvement are the main features that characterize this business group.



Commitments to debt repayments and other such promises that we have acquired, together with the restrictive conditions in expanding funding, mean that we have to work under very tight financial management.



“It is fundamental that the clients see us as specialists in the field”

CECILIO LEJARRETA. Director of ULMA Packaging

« How is ULMA Packaging facing the difficult economic and financial situation seen in recent years?

It's been a difficult situation for us and although we are internationally strong, we have suffered with an important decline in sales during 2012. We are not only facing a drop in the market here in the peninsular area but also in several other countries such as USA, UK and France where the drop in sales has been steep.

On the other hand, commitments to debt repayments and other such promises that we have acquired, together with the restrictive conditions in expanding funding, mean that we have to work under very tight financial management.

The tight management and consequent decisions will be key elements in the coming years.

« From the company's point of view, what strengths does ULMA Packaging have in taking on such an adverse environment?

I would like to mention two factors, the first is that ULMA Packaging has a wide product range directed at different sectors and the second is that we are an international company. Last year over 80% of company sales were international.

Although it's true that the Euro zone and the USA have suffered a decline in product demand this last year, and we cannot hope for full recuperation this coming year, sales in faster growing countries like those in Eastern Europe and Latin America have helped us greatly.

The wide range of products that we have has helped certain lines more than others.

Of course, although the following are not strictly business aspects, being

a cooperative and having such flexible tools in these times of need also help us greatly.

« What goals have you set for the future entrepreneurially and which business strategies support them?

We want to be the first choice for customers in certain target sectors, and for this it is fundamental that the clients see us as specialists in the field. We see how important it is to be innovators and to offer solutions that are both comprehensible and reliable in such fields.

We are ideally targeting medium/high end clients for they are not only interested in the price, but they value key decision factors such as innovation, comprehensive solutions, quality, service and client-customer proximity.

The Central Departments of ULMA Group; Collaboration and Service for Business.



>>Image of the C.D team along with the interns who are collaborating in different project together with the team of Area Technical Directors, Secretaries, the Chairman and General Managing Director of the Group

The following issues of Begira Magazine will see a series of reports informing our customers of ULMA Group's services, projects and collaborations.

We will present the different Corporative Work Committees and the projects which they are developing. In this current issue we offer a general view on how the Group's Central Departments are structured, who they consist of, the range of services that they offer and which corporate committees actually exist.

The first thing to point out is that the General Director of ULMA Group works with broad authority in directing and structuring the C.D in development and execution in fitting within the guidelines issued by the General Assembly and the General Council. Collaboration in facing competitive challenges coming from the many businesses within ULMA is one of the most important functions that gives meaning to the Central Departments.

The C.D are directed as mentioned, by the General Director, and respond to the needs that arise within the Business Units. They respond to the needs, corresponding to the Group, of facilitating the development of General Policies and to Business Units which have joined together due to their size and resources.

The C.D are support and facilitation services for Businesses. They have a

specialized character, with experienced professionals who centre upon coordinating and providing specialized technical support.

The formal structure of the C.D is organized and ordered by area. They are structured around the following areas: Social Management, Brand and Communication, Finance, Health and Safety at Work and Promotion Areas. Within these Central Departments lie further operational support services, the Technical Secretariat and the Management Secretary. In the corporative field we can also count on the Work Committees, composed of members from different businesses which in turn are coordinated by the C.D professionals. The committees that are currently running are as follows: Finance Committee, Social Management, Brand and Communication, Health and Safety at Work and ICT.

C.D AREAS

SOCIAL MANAGEMENT> Personnel Policy

Business Culture Development and Consolidation.
Education and Professional Development.
Personnel Management.

FINANCE> Finance Policy

Administration of Financial means.
Resource Optimization.
Pooling of Profits.

BRAND & COMMUNICATION> Communication and Image Policy

Coordination of Institutional Relations.
Management of External and Internal Communication.
Management and Coordination of the ULMA brand.

HEALTH AND SAFETY IN THE WORKPLACE> Health and Safety in the Workplace Policy

Managing Risk Prevention.
Occupational Health Management.

PROMOTION> Promotion Policy

Collaboration and support plans for Business Promotion.
Management of New Businesses.

Mónica Casado

ULMA Architectural Solutions expatriate in Brazil



>> Mónica Casado with a panoramic view of the city by night.

“O tempo voa-Time flies, as the Brazilians say, it’s already almost a year and half since I came to São Paulo.

From my point of view, the thermometer telling you that the expatriation process is still a positive experience is the very fact that with each passing day you feel less like an expatriate. Evidently, this point cannot be reached today for tomorrow, this process occurs in several stages.

The first stage lasts for about two weeks, a new city, a new project, a new culture, a new language, every day brings something new with it, something to discover, a thousand emotions crowd this short space of time. You pass through this stage, you begin to realize just where you are, you begin to experience the city firsthand, and until this moment you have only called home to tell them how big it is here!!



The process of expatriation is above all a positive experience; it’s the very fact that with every passing day you feel less like an expatriate.

Brazil as a country has broadcasted itself as an idyllic image of paradise thanks to Rio de Janeiro, its beaches, the carnival, the sun. But São Paulo doesn’t contain any of these features. Sure, on arrival



>> ULMA team in Brazil and night shot of the Avenida Paulista in São Paulo.



you see an incredible city before you, its dynamism, its skyscrapers, its size, its avenues.

This "New York of the south" is a metropolis that people from São Paulo are proud of, it being the economical and commercial heart of Brazil and Latin America. On the other hand it is a city that overwhelms you with traffic day by day and with its constant traffic jams. (you can be stuck in traffic for as long as 3 hours sometimes when travelling to one of the city's airports that is only 25km away!) with such a hectic lifestyle, you should become accustomed to living with a lower level of personal security than that we are used to in Europe, the high cost of living surprises you, provoked by the rapid increase of both the city's and the country's economy.

At the same time you have to start looking for places to live, something that you can't live without if you want to do things like open a bank account, credit card or even a telephone contract, you have to search for a place to live, which unfortunately brings with it added stress and worries and you end up dedicating time that you don't have to it because you are so busy settling into work.

In terms of your professional life, in this period you begin to understand just how complicated Brazil actually is in giving fiscal (the management of taxes is one of the most complex in the new world), administration (the most time

The help of Mondragon Brazil and the businesses within the ULMA Group have been a great help to me especially in helping me settle into the formal processes of the establishment

dedicated country in transmitting and managing documentation), and with high inefficiencies in logistics (the Port of Santos takes the most time loading and unloading worldly goods).

In this period you realize that you can count on the help of Mondragon Brazil and the businesses within the ULMA Group who have been a great help to me especially in helping me settle into the formal processes of the establishment, in understanding the world of economics, fiscal matters, work, regulation, legislation in the import and export fields, structure of payment and the process of earning within the first few projects completed in Brazil. In this second stage your calls to home will be to say: this is too big!!

After 6 months you will barely even notice that you are in the third stage, you begin to embrace the city, the people, you feel more comfortable at work, you are starting to pick up on the language, your friends consist of other expatriates like yourself and locals, who are your friends, because at the end of the day, they are the people who share your interests, who

want to explore new places as much as you do, who help you with necessary everyday things. Most importantly, your expectations have changed and you see the city as it is and not how you expect it to be and this helps you to make the most of it.

Ultimately, here at ULMA Architectural Solutions we have a difficult but exciting challenge ahead of us along the lines of facades and enclosures. Difficult, because we are breaking into an immense market, that up until now has known nothing of our brand or products. Exciting because the first finished products: Shopping Riomar, Shopping Salvador, Building for the Trade Federation, give us confidence as well as something to show off to the Brazilian market, because we have a team, 3 business managers and a technical director, all eager to carry projects forward, and because we have such great experience in other markets and confidence in the quality of our products.

To conclude, to live as an expatriate out here in Brazil is a personal experience made up of both difficult and exciting times; it is a professional challenge for the entire organization. In fact, it is an enormous challenge that we are confident we can succeed in with hard work, a steadfast attitude and with a drive for business; we will be able to continue looking toward the future."

*It's time to call home: **Brasil o país mais grande do mundo!!!***

The healthy cooperative

1st part



XXI century cooperatives have changed in response to the ever evolving complex and competitive market which is managed in more ways than ever before. The idea is that the healthy cooperative brings with it a new opportunity to improve and differentiate internal management, along with its image and projection in the market and before its competition.

The Brand Healthy Cooperative is vital both in the current economic situation and in high competitive markets like our own.

Finding new opportunities to differentiate and improve that not only promote its continuity, but also its development.

What do we expect from the cooperative in the XXI century?

Well, beyond meeting all safety and prevention measures, we can expect more emphasis on the balance of work with family among partners and employees, the promotion of reasonable timetables, practice what you preach in terms of the importance of health, educate both employees and the stakeholders and provide a good working environment.

The evolution of the healthy cooperative should be brought about involving all partners from the very beginning, letting them know where it wants to go and involving them in the project in a way that brings pride to each member, pride in being part of such a team.

The healthy cooperative stands by the idea that a previous step is always necessary in order to advance toward a wider concept eg. the Socially Responsive Cooperative. The first thing that we should do in this way is to ensure the health and wellbeing of the professionals who are directly and indirectly related to the cooperative. The cooperatives can show wellbeing through our products and services but also through the relationships with our partners and employees, our policies and our interaction with the environment and society. As we have already noted, the concept of a healthy company includes, amongst others, aspects related to the wellbeing of the workers, to personal development, to the healthy lifestyles and habits and to respect for the environment.

What does it mean to be a healthy cooperative and why now?

It is more necessary in such tough

economic times to find new ways to survive and compete.

Implicating this model of the Healthy Company into a cooperative will help us to stay strong during this difficult market crisis because it will favour the work organization and the wellbeing of our partners and employees. The putting into action of this system is a strategic decision that must come from the very depths of the cooperative and the results should be seen amongst all associates.

The healthy company model, when implicated into a cooperative can bring about important benefits: healthier workers who are more motivated and satisfied, pride of belonging, retention of talent, improvements to the working environment, a more attractive cooperative, the capture of new talents, reduction of absenteeism and staff turnover, reduction of accidents, staff illness, work related problems and illnesses, reduction of stress, improvement of the corporate image through projection of the company as it counts on trustworthy reliable workers, clients and providers and by becoming a benchmark in the industry and in society. For all of these reasons, implementing a model of the healthy company into a cooperative supposes one very valuable differentiation strategy over its competition. The model should be managed by responsible individuals who understand the dimensions of the change favourable for all members of the organization. Ultimately, in a healthy cooperative, the wellbeing and health of the associates should be a major part of their values that orientate conduct, actions and decisions in everyday tasks. It doesn't just comply with the legal norms referring to health and safety in the workplace but includes awareness and good practices to promote, encourage and maintain the health and welfare of all.

Benefits of this model when implemented into a cooperative.

- **Workers who are healthier, more motivated and more satisfied.**
- **Pride of belonging.**
- **Promotes retention of talent.**
- **Improves the working environment.**
- **Promotes the attraction of new talents.**
- **Reduces absenteeism and staff turnover.**
- **Reduces accidents, staff illness, work related problems and illnesses.**
- **Reduces stress.**
- **The Cooperative becomes a benchmark in the industry and in society.**

ULMA Foundation's Proposed Initiatives 2013

- 1 **good practice channel.** A space dedicated to leaving comments and bringing together common good practices of the RSE.
- 2 **how to organize time in the day - talk.** How to optimize and organize the working day as to minimize stress.
- 3 **horticulture course.** How to create a mini-garden at home.
- 4 **painting competition for children of associates and employees.** V Edition of this painting competition directed at the younger ones.
- 5 **photograph competition.** VIII Edition of this photograph competition directed at ULMA partners and employees.
- 6 **trip to Illumbe.** Small expedition to Illumbe for those ULMA associates – employees and their families who fancy a spot of basketball.
- 7 **entrepreneurship programme for youngsters.** Program promoting entrepreneurship in our society, aimed at young people.
- 8 **solidarity merchandising.** Gifts with solidarity impact for collaborators and visitors.
- 9 **children's music workshop.** Music workshop incorporating theory and practise and aimed at children accompanied by parents.



>> Images correspond to initiatives from previous years.

RETIREMENTS: From the 1st January to the 30th April 2013

Carlos Corcostegui Igartua

Benjamín Villar Lizarazu

Elena Bengoa Unzurrunzaga

Santiago Hermo Gomez

Miguel María Ugarte Zubia

Thank you and enjoy!
Congratulations

GO AHEAD AND SEND US YOUR IDEAS;
As always, our suggestion box is eagerly awaiting your ideas and opinions;

ULMA Group. Central Departaments
Garagaltza Auzoa 51 - Apdo 22.
20560 OÑATI (Gipuzkoa)
Ref.: Begira. Email: begira@ulma.com