

begira



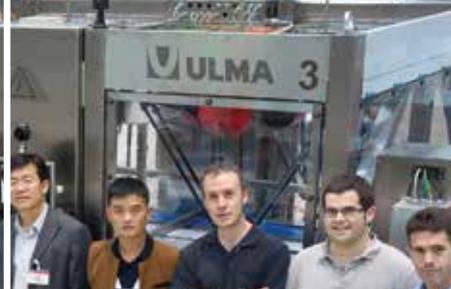
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 **ULMA**

Interview with Iñaki
Medina President of
ULMA Piping

ULMA Forklift Trucks
presents the latest great
challenge from Mitsubishi:
the new EDiA EX

41 New Houses in Anantapur
A cooperation project
between Fundación ULMA and Vicente Ferrer.



NEW
New Green
Agricola, also

NEWS AND CURRENT THEMES.
The Chinese meat giant Shuanghui acquires a complete solution from ULMA Packaging.



HEALTH NEWS.
A study about the efficiency of stanols in lowering Cholesterol levels carried out in ULMA Group.



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Ecologic paper

NEWS AND CURRENT THEMES.
House G12 from ULMA
 installed in Mexico.



NEWS AND CURRENT THEMES.
ULMA Construction obtains the Certificate of Quality in Linguistic Management **Bikain (silver)**, issued by the Basque Government.



ULMA FOUNDATION.
ULMA Group cooperates with the Foundation Vicente Ferrer **in the creation of new housing.**

December 2014

- 4 **news and current themes**
 Slotted grating in the Plaza Mayor Commercial Centre, Leon, Mexico.
 ULMA Conveyor Components Homologation Vattenfall Germany.
 ULMA Handling Systems develops projects for handling luggage in 5 airports of Ethiopia.
 Personnel from ULMA Piping visit a Gas Processing plant in Saudi Arabia.
- 14 **face to face**
 Iñaki Medina. President of ULMA Piping.
- 16 **report**
 Grupo ULMA Social Management Area.
- 18 **ULMA foundation**
 ULMA Group cooperates with the Foundation Vicente Ferrer in the creation of new housing.
- 20 **health news**
 A study about the efficiency of stanols in lowering Cholesterol levels carried out in ULMA Group.
- 21 **agenda and suggestions**

ULMA HANDLING SYSTEMS

ULMA Handling Systems develops projects for handling luggage in 5 airports of Ethiopia

The bidding process of the Ethiopia airports has favoured ULMA Handling Systems for the design, supply, installation and commissioning of the luggage handling projects to be developed in the Ethiopian airports of Gambella, Jimma, Bahir Dar, Jijiga, and Asosa.

The most relevant project will be for the airport of Bahir Dar city, in the North East of Ethiopia, capital of the administrative region of Amhara. This airport will have a departures system formed by ten counters, two inspection systems, two carousels and an arrivals system consisting of two flat carousels.

A departures system consisting of five counters with integrated inspection systems, and one carousel, and an arrivals system with a flat carousel will be developed for the other projects.

Currently, Ethiopia is immerse in a renovation plan of its airports and the awarding of these five projects is included in the first phase of the plan designed by the Ethiopian government to improve its airport infrastructures that in all includes the renovation of 21 airports.

Undoubtedly, the project means an important milestone for both Ethiopia and for ULMA Handling Systems, because these are the first engineering projects carried out in African lands.



ULMA GROUP

ULMA Group supports the initiative of the social currency in Oñati

"TXANTXIS" A NEW SOCIAL CURRENCY TO PROMOTE ECONOMY AND LOCAL COMMERCE IN OÑATI

The new social currency Txantxi, in circulation since the month of October, is the result of the work developed among representatives of the commercial sector and the Oñati town hall with the sole aim of: promoting local economy and commerce.

The initiative contemplated in the Commercial Revitalisation Plan pretends to bring closer the offer of more than 90 establishments located in Oñati, to both its inhabitants and to the workers that normally come to companies located in this town.

In this sense, the design of the Oñati Txantxi social currency, fractioned into five bank notes of 50 cents, one Euro, five, ten, and twenty Euros, include well-known natural scenes in Oñati like the Aitzulo caves, the Usako dam, mount Aloña, the Iturrigorri forest, and characteristic hamlets, as well as highlighting the Oñati coat of arms and the footprint of a frog or "txantxiku", popular nickname given to the people from Oñati.

According to what was said during its presentation, the graphic family

and neighbouring resources used for the printing of the notes will help the receivers to interiorise this initiative as their own, using authentic treasures of nature that «like commerce and accommodation, enriches the life of the town and is worth protecting and preserving».

In other words, the success of this initiative is closely linked to the participation and commitment of all members of society. In this sense, workers and partners of ULMA Group have always wanted to support the initiative by contributing ideas by which ULMA Group can provide its grain of sand and achieve the consolidation of the Oñati social currency. Among the proposals received is the voluntary option of receiving part of the salary in Txantxis or that ULMA Group subsidises part of the Txantxis that each partner or worker personally acquires. These are some of the ideas from Xabier Igartua, of ULMA Piping, who received as a prize for the quality of his proposals all the bank notes that form part of the social currency totalling 36.50 Txantxis.

ULMA PIPING

Personnel from ULMA Piping visit a Gas Processing plant in Saudi Arabia



During April, we had, for the first time, the opportunity of visiting a gas-processing plant in Saudi Arabia.

The reason of that visit was mainly to give a training course about the correct technique for tightening the screws of the flanges to avoid loosening that could cause gas leaks.

The project, carried by a Korean engineering company, consists in increasing the extraction and refining capacity of gas to cover the domestic demand and, in the future, export liquefied gas. The visit arose from the need of the engineering company and the acquisition of the necessary hydraulic for the assembling of the flanges and the necessary training about the functions of the different

subcontractors involved in the construction of the plant.

The project is framed within the program that includes the extraction, separation, compression and transport of natural gas from the already existing deposits, in the Arabian desert, near the border with the United Arab Emirates. To do that it was necessary to build new plants and expand the existing ones, in several packages. The project for which ULMA already supplied the flanges and which was explained in previous editions of Begira, consists of enlarging the four already existing G.O.S.P. (Gas Oil Separation Plant). The ULMA Piping flanges will be installed in different sectors of the

four G.O.S.P. plants.

This pioneer project, has overcome an important qualitative step for the EPC division and a great challenge for ULMA Piping at all levels. We are talking about enormous pieces, reaching 2.6 meters diameter and together with the supply of all what is needed for installation in the plant, like seals, bolts, nuts and torquing equipment, as well as carrying out the hydrostatic and ultrasound tests on each piece. The client feedback has been very positive and we are currently negotiating the extension of the initial packet.

ULMA INOXTRUCK

Pharmaceutical Sector: High standing!

IN SPITE THAT THE PHARMACEUTICAL SECTOR IS NOT AS LARGE AS THE AGRICULTURAL ONE, PHARMACEUTICAL COMPANIES ARE WILLING TO PAY MORE FOR PRODUCTS SATISFYING THEIR REQUIREMENTS

The level of demand by pharmaceutical laboratories in their technical specifications and homologation processes of equipment is much higher than that required by food companies. We already had a good record of accomplishment when we decided the types of stainless steel (304L/316L) with which we manufacture our equipment and the IP protections of electronic components to be used when attending to this sector. The quality of our products and the constant work of our commercial network, together with the collaboration of companies like ELUR dedicated to the design and equipping of white rooms, have allowed us after many months of working to have among our clients companies with international prestige like ROCHE, NOVARTIS or GLAXOSMITHKLINE and others not so well-known like the North Americans ALLERGAN and ABBVIE (Abbott) of the Finnish ORION. The sector is not as large as the food sector but pharmaceutical companies are willing to pay more for products satisfying their requirements.





New Greenhouse G12 from ULMA Agrícola, also installed in Mexico



Among the good things of the G12 model by ULMA Agrícola we can highlight the 12.8 meter wide span maximising the usable indoor space of the greenhouse. The larger distance between pillars is compensated by the robustness achieved by the 90 mm oval profile in the arches, optimising the balance between volume and resistance.

The ULMA Agrícola G12 model is the structure that has more height in the zenith part of the greenhouse, reaching 9.5 meters height at the zenith and 6 meters under the gutter.

ULMA AGRÍCOLA CELEBRATES ITS 35TH ANNIVERSARY IN THE MARKET BY EXPANDING ITS PRODUCT RANGE, ADAPTING TO THE MARKET NEEDS AND SATISFYING THE NEEDS OF ITS CLIENTS.

| 35th anniversary

The greenhouse manufacturing activity began in 1979 as a business line within ULMA Construcción, but little by little, this small venture increased its market share until becoming the current ULMA Agrícola business, which operates as an independent business since 2007.

Initially, ULMA Agrícola focused on manufacturing and supplying tunnel-type greenhouse structures or very simple installations, but today it offers complete solutions with a high level of engineering on an international level. ULMA Agrícola loyal to its principle of Service to the Client always works to offer solutions that best adapt to the needs of each request. For that reason, it studies the weather conditions of the country where the installation is to be done, and in many cases, it develops specific structures that adapt to the needs of each client, creating unique projects for each installation.

After 35 years of market experience, ULMA Agrícola has an extensive range of products that is expanding, evolving and adapting to the new needs that are continuously emerging.

| New solutions

Over the last years ULMA Agrícola has a large presence in Central and Latin America, a market with very humid, warm climates that demand large volume greenhouse structures to achieve better control of the climatic variables inside the installations. For that reason, ULMA Agrícola has included in its range of products the G12 greenhouse model that perfectly covers the specific needs of this type of climate. This model of greenhouse belongs to the Multi-chapel Gothic product line of ULMA.

Among the features of the Multi-chapel Gothic of ULMA Agrícola, we can highlight that it is a structure designed to obtain the largest interior volume. The gothic form of the structure and the inclination of the arches increase the use of solar radiation and in turn reduce the risk of dripping on the crops, due to better drainage of the condensation to the drainpipes. All that manages to maximise the features of this greenhouse, by creating a robust structure with more useful indoor space and favours climate control and greater thermal inertia.

The ULMA Agrícola G12 model is the structure that has more height in the

zenith part of the greenhouse, reaching 9.5 meters height at the zenith and 6 meters under the gutter.

| G12 Installed in Mexico

The installation that ULMA has done in Mexico was for a client that already had G9 model greenhouses from ULMA Agrícola and that knows of the quality of our products and of the service offered by ULMA Agrícola. On this occasion, the client has extended its facility by 2.5 hectares.

As normal, with installations in warm climates and high humidity concentrations, the greenhouse has butterfly type vents that generate uniform ventilation of the installation. The structure is complete with side balconies offering better resistance against the wind and the crop load and is equipped with an inflatable chamber in the roof, sides and front to obtain better insulation and optimise internal climate control.

ULMA Agrícola continues working on several projects with the G12 model of greenhouse, a structure that has fully covered the expectations of its clients that are very satisfied with the results.



ULMA PACKAGING

The Chinese meat giant Shuangui acquires a complete solution from ULMA Packaging

The packages of this installation contain a single sausage with a base of spices.

The installation includes a high performance TFS 700 thermoformer more than 16 meters long and has the most advanced hygienic packing equipment on the market.

The entire installation is completely automated. From the dosing of spices to the loading of the sausages, all is done fully automatically without the need of operators.

It has two double delta robot cells that load the product in the cavities of the packets formed by the thermoformer. Due to the great efficiency of the loading robots and the level of productivity, the recirculation of sausages is reduced to the minimum, by practically fully eliminating damaged products.

ULMA Packaging, with this project obtains the trust of this large Chinese food group with an installation at the level of the most demanding requirements.



ULMA CONTRUCTION

ULMA Construction obtains the Certificate of Quality in Linguistic Management Bikain (silver), issued by the Basque Government



On 18th November, the president of the Basque Government, Iñigo Urkullu, awarded the Certificates of Quality in Linguistic Management of Euskera, Bikain. The seventh edition of the certificates, in which more than 300 people participated, was held in the Victoria Eugenia Theatre of Donostia. Members of the Euskera Committee, as well as the president of ULMA Construction, Raul Garcia, who collected the Bikain Silver certificate.

Overall, 39 organisations obtained the certificate. Twelve of them received the high Bikain Gold level, twenty received the Silver level, and

seven have received the basic level. The evaluations are the fruit of the collaboration between the Basque Government and Euskalit, Basque foundation for excellence, and are aimed at measuring the use, presence and management of Euskera in the organisation.



ULMA ARCHITECTURAL SOLUTIONS

New videos about how to correctly install copings and gutters

ULMA POLYMER CONCRETE COPINGS AND GUTTERS

Continuing with the policy of creating interesting, quality content for the user, ULMA Architectural Solutions has just published new informative videos about the correct installation of the ULMA polymer concrete copings and gutters.

They are available for viewing on the website, in the Media/Videos section and in the YouTube channel of ULMA Architectural Solutions.

The aim of both videos is especially practical; they are for clarifying and

emphasizing the most important points to be taken into account when installing our prefabricated products.





www.ulmaconstruction.com >> EN
www.ulmaconstruction.es >> ES / EU

ULMA CONSTRUCTION

The ULMA Construction website is available on any device and in Euskera

ULMA Construction has adapted its website to standards of accessibility, usability and diversity of devices (mobile, tablet, etc.) thanks to a change of platform. Currently, the system is active on corporate website, in English and the Spain website, both in Spanish and in Euskera; at the end of this year, the sites for Poland, Brazil, Mexico, Chile, and Peru will be functional.

Applying the responsive design to the current website has been one of the premises. With more and more users surfing the network with mobile devices (around 10% in many cases), websites should have a more adaptable or responsive design. This technique allows a website to be viewed optimally on any device, either a mobile phone or a desktop computer with a large screen, a tablet, etc. With this type of design it is no longer necessary to have a version for each device, only one website adapts to all of them.

In addition to having access to many audiovisual contents in our YouTube channel, the user can subscribe to the NEWS bulletin. **Discover these and other innovations in www.ulmaconstruction.com**

This is the latest step taken in the renovation of the communication strategy that started in 2013. In order to emphasize the international character of the business as well as defining the activity of ULMA Construction, we considered changing the domain: **www.ulmaconstruction.com** was effective from March of this year. This has been the starting point of the digital strategy and contents for all those interested in knowing the ULMA Construction proposals. To do that the corporate content is being combined with the particularities of each market and each geographical area.

ULMA CONVEYOR COMPONENTS

ULMA Conveyor Components Homologation Vattenfall Germany

ULMA Conveyor Components has achieved the homologation in the Vattenfall mine of Germany. The homologation process that started in 2010, finalized this year with the certification that has allowed us to participate in the tender for the replacement rollers 2015-19.

Vattenfall is one of the largest energy groups in Europe; it belongs to the Swedish government and operates in Scandinavia, Germany, Holland, France, and the United Kingdom. About 87% of the production from Vattenfall Germany originates from fossil fuels, mainly extracted from the lignite mines belonging to (Jämschwalde, Nochten and Welzow)

ULMA Conveyor Components has developed a new high-class roller specifically for this client complying with all the required starting, dynamic, acoustic, and offset forces (T.I.R and M.I.S.)

Obtaining the homologation of this new high-class roller by one of our most demanding clients is a very important accolade to our plans in Germany and will facilitate the entrance to the other German energy groups.



ULMA ARCHITECTURAL SOLUTIONS

Ventilated façade for indoor and outdoor

ULMA Architectural Solutions has participated in the renovation of the Hotel Catalonia Passeig de Gràcia in Barcelona with the polymer concrete **Ventilated Façade** system.

This is a building from the end of the XIX century in which it was decided to conserve many original structural elements, like for example, its spectacular façade, on which one can see intact tiles inspired on vine leaves.

ULMA Architectural has covered the common areas like the terrace with pool and the dining room. The architects Jacinto Arqués Fusté and Romà Arañó i Güell were looking for a **material with which they could cover both the indoor and outdoor areas**, something that the

ULMA polymer concrete Ventilated Façade can do.

The new decoration has made reference to the initial essence of the façade that is why the architects selected **the texture with the shape of vine leaves from the CREAKTIVE range in white colour**. This is combined with stone texture TIERRA from the **VANGUARD** in grey colour M19.

The author architect of the works, Jacinto Arqués Fusté, had already used the ULMA ventilated façade for the renovation of the Hotel Catalonia Ramblas in Carrer de Pelai, 28 of Barcelona.



ULMA GROUP

The prize giving ceremony to more than “70 works of art” has been celebrated



Nahia Lasagabaster and Paule Ortíz de Apodaka, winners of the Arts and Crafts competition

Like in every year at about these dates the ULMA Group installations became, on 19th October, the meeting point for the workers and partners of the different ULMA businesses, gathered to give homage to and enjoy the artistic veins of their children.

This sixth edition went beyond the traditional painting competition, requiring slightly more time and resources from the participants that once again have surprised us all with their participation and great imagination.

The arts and crafts competition of

this year referred to the recycling and reuse of resources that the young ones of the house have demonstrated they perfectly know by handing in more than 70 works, each demonstrating a predisposition to recycling and a dose of ingenuity to lengthen the useful life of different plastic, paper, cardboard, wood sheets, etc. by creating true works of art.

The works were exhibited for the joy and surprise of the relatives, and their authors were given a ceramic moneybox with the corresponding painting kit to continue training their

artistic skills. The gift was given to all the participants in pretty wrapping made from newspapers and two of them also received a bicycle from the hand of the president of ULMA Group Raúl García after the difficult election made by the members of the Communication Committee.

Enter www.begira.ulma.com website and you can see the photos and videos of the works and the prize giving ceremony.

ULMA CONSTRUCTION

ULMA Construction World Logistic Event 2014

The ULMA Construction World Logistic Event 2014 was held last September in the Ajofrin installations in Toledo. For the first time, the ones responsible for this area from all the affiliates had a meeting to define the logistics and operations guidelines in a sector where these are fundamental for obtaining satisfaction from the clients. By means of ongoing improvement, the aim is to be different to the competitors with a team where experience and knowledge is a key to success.

During the three days, the subjects

of the meetings were centred on:

- **The importance of maintenance and repair processes of used material.**

This is considered as the adequate way to increase durability, operability of the product and improving the brand image. Due to that, in one of the sessions the new repair system of phenol board was presented.

- **Establishment of indicators and contrasted improvements.**

The objective data obtained from periodical measurements served as the starting point for taking action. Increase competitiveness, quality and

productivity always without losing sight of the utmost aim, client satisfaction.

- **Importance of counting in warehouses.** Establishing and implementing improvements to optimise settlements and satisfy the clients.

This committee has allowed the interchange of viewpoints between those in attendance, knowing new developments and proposing guidelines to improve the service and capacity for response and that way optimise the company activities.



From left to right: Carlos Vilches (Chile), Renato Lewis (BR), Marek Czupryński (PL), Gabriela Pascu (RO), Karim El Amrani (FR), Alfonso Gómez (DE), Lorenzo Lonardi (IT), Christian Grams (DE), Angel Biain (ES), Carlos Trujillo (PE), Carlos Juarez (AR), Iker Mendiluze (ES), Edgar Minchuk (US), Felix Esperesate (ES), Josu Gorostidi (ES) and Miguel Berrio (US)

ULMA ARCHITECTURAL SOLUTIONS

Slotted grating in the Plaza Mayor Commercial Centre, Leon, Mexico

THE DRAINING SOLUTION WITH SLOTTED GRATINGS MANAGES TO FULLY INTEGRATE WITH URBAN .

Self-200 draining channels with slotted gratings have been installed in the Plaza Mayor Commercial Centre, due to its main advantage of its high drainage capacity and aesthetical integration into pavements. The grating is practically aesthetically unappreciable, but perfectly complies with the function of draining water; therefore, it is very useful in commercial areas, promenades and pedestrian accesses.

The grating has an inverted "T"

shape, supports a load of up to **D-400** according to the EN1443 standard, and can be **single, or double slotted** for better hydraulic efficiency, or **lateral** to be installed in areas close to walls.

TECHNICAL SPECIFICATION:

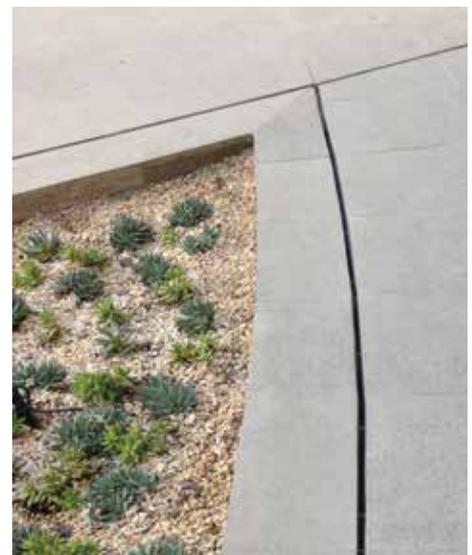
CITY: Leon

COUNTRY: Mexico

AREA: Leon, State of Guanajuato, Mexico

PRODUCTS USED: Slotted Grid with SELF200 channel

TYPE OF PRODUCT: New Works



ULMA FORKLIFT TRUCKS

Europea de Carretillas, distributor of ULMA Forklift Trucks in Valencia, exhibited their two latest products in maintenance and storage

October started with the new edition of ENCAJA, the warehousing, distribution and sales point trade fair. The event, which celebrated its second edition, took place in Valencia on Wednesday the 1st and Thursday the 2nd of October.

ENCAJA facilitates efficient and real solutions that improve storage, distribution and sales points for companies.

One year more, we can highlight the demonstration area –that this year doubled its size regarding that of the previous year- and where more than 25 companies showed through simulations and practical demonstrations their most relevant innovations.

The authorised distributor of ULMA Forklift Trucks in Valencia, Europea de Carretillas, S.L. was one of the participants. This company, founded in 1990, with the intention of providing proximity, quality and trust to its clients in their daily routine and that over the years has become a reference in the sector for renting and sale of new and used products, with its own technical service of contrasted quality is capable of offering quick and reliable response to all its clients.

ENCAJA 2014 has coincided with three other trade fairs. Eurobrico, the



ULMA HANDLING SYSTEMS

ULMA Handling Systems makes available to its employees an action guide for foreign travel

ULMA Handling Systems has designed some informative guides associated to the internationalisation process of its business, with presence in more and more countries on the European, American and African continents, with the double aim of providing basic information to all those displaced abroad for work reasons, as well as general recommendations for travel.

A multi-skill team was formed to create these guides; this team was headed by Human Resources and had the participation of people from different environments: PRL, Travel Management, Systems, and HR, with the support of Finances and the Health Surveillance Service.

The first of the guides (guide of general recommendations associated to internationalisation) has the aim of centralising and reminding travellers of the basic information related to travel assistance, necessary



legal documentation, methods of payment, health assistance, preventive measures (health and security) and recommendations for Telematic communications. This guide summarises action guidelines and indications to travellers regarding the mentioned points.

Together with this guide of general recommendations, specific files are being developed for each country where we operate (both in the production and commercial fields) in order to have the most detailed information about the necessary formalities and preferential contact information in the destiny country, among others.

international DIY trade fair, Iberflora, the international plant, flower, technology and DIY gardening trade fair, and Vegetable World, a professional forum for farming technology and innovation.



ULMA FORKLIFT TRUCKS

ULMA Forklift Trucks presents the latest great challenge from Mitsubishi:

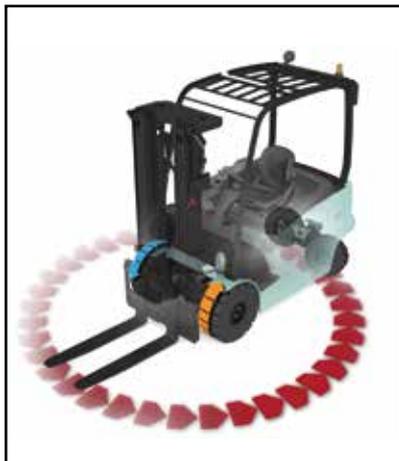
The regulations for use of electric forklifts may have changed for always thanks to the launching on the market of the new electrical model of 80 volts EDiA EX by Mitsubishi.

The launching of this new series marks a before and after in the storage practices up to now, particularly in the places with reduced space.

We can especially highlight the impressive elevation capacity of the forklift considering its size. Visibly smaller than any other with its range of capacity -2.5 to 3.5 tons- the new EDiA EX nevertheless offers sufficient strength and stability to support, without any type of problems, large loads up to heights of 7 meters.

|| Incredibly agile steering

To this, we have to add a single steering configuration -with rear steering wheels that can turn in an angle above 100 degrees-, and motors with individual traction of the front wheels giving the forklift an incredibly agile steering with the



ability to pivot on its axis.

As a result, Mitsubishi offers a forklift that allows the most efficient use of space being able to move loads further and higher in even narrower passages.



|| Perfect for both indoor and outdoor

However, the interior of stores and narrow passages are not the only place where the new EDiA EX of 80 volts opens new ways.



Its hydraulic motor and its traction motors are completely sealed to impede the ingress of water and dust complying with the official IP54 protection classification that, together with the IPX4 industrial specification of resistance to water, makes this forklift ideal for working in complete safety outdoors.

|| Without gas emissions and practically no maintenance

This means that for places with controlled gas emissions there is now no need for a forklift with an additional internal combustion motor for working outdoors in the case of rain.

The same way, EDiA EX means

zero maintenance, because the seals of the brakes protect them from dust and humidity, remaining like new for longer. The combination between sustainable electrical energy, the quality and the long-lasting value of a diamond are materialised, once more in the EDiA series by Mitsubishi.

|| Safety and trust promote productivity

However, if anything is to be considered of great value for the operator it is the driving experience this new forklift offers. With exceptional stability and unique ergonomics, the entire forklift is designed so the operator feels comfortable, even during long shifts.

EDiA EX instantly inspires trust, promoting maximum productivity from the first moment. The pioneer SDS (Sensitive Drive System) intelligently adapts the response of the forklift to the movements of the operator; in addition, its stability system in curves optimises the initial speed in curves and offers efficient and stable performance even at high displacement speeds.

What is more, EDiA EX offers a flexible choice of driving modes: the PRO mode -high performance- is

the new EDiA EX



indicated for experimented drivers and the most demanding applications, the ECO mode –standard- is ideal for new or inexperienced personnel and is configured to maximise energy efficiency in standard applications.

The cabin is open and clear, eliminating distractions, and all details –from the steering column to the position of the counterweight- have been carefully studied to maximise the visibility of the operator of both the load, the forks and the reverse direction angles.

|| Fully equipped

With LED illumination installed on the mast, automatic parking brake on slopes, and LCD full colour screen, EDIA EX offers a unique standard equipment pack that will mark a before and after in forklift trucks of this category. For this reason, it is considered to be the most powerful, intuitive and efficient of the market in its category.

The EDIA EX range consists of 5 motors with load capacities between 2.5 and 3.5 tons completing the range of electrical counterweight forklifts of ULMA that includes models with load capacities from 1 to 5 tons.

ULMA INOXTRUCK

ULMA Inoxtruck; 4 years of Business in Promotion and still going

Seeing the positive evolution of the business and the results of this year 2014 the Governing Council of ULMA Servicios de Manutención has decided to commit to the definite consolidation of its affiliate business ULMA Inoxtruck that it launched as a promotion in 2010.

Not only the increase in the sales figure resulting in sustained evolution over the last 4 years with annual growth above 35%, but also the improvement in the indicators of its industrial activity with a gross margin above 40%, have contributed to taking this decision of committing to a

business with future. ULMA Inoxtruck, with its manufacturing of an innovative product range, already exports more than 50% of its production reaching countries so distant like Argentina or New Zealand.

The years of promotion in which ULMA Servicios de Manutención and the Corporación Mondragon or Grupo ULMA, have supported the weight of the R&D development in which ULMA Inoxtruck has worked to have its own catalogue of 8 families of products for the food processing sector and the pharmaceutical industry are now behind.



ULMA ARCHITECTURAL SOLUTIONS

Juan Jesús Alberdi, new Manager of ULMA Architectural Solutions

Juan Jesús Alberdi has been recently appointed as the new Manager of ULMA Architectural Solutions in replacement of Mikel Izurieta. Married with two children, Juan Jesús Alberdi, 51 years old, is Higher Engineer and Master in Business Administration

During his extensive professional track record, Juan Jesús Alberdi was General Director of Grupo ELAY and General Director of CEGASA, in addition to occupying diverse positions with important business and Management content.



“
The key to success is
having a Business
model that is
profitable throughout
time.”



“There is nothing better, to reinforce any commitment than motivating people”

IÑAKI MEDINA. President de ULMA PIPING

Although it is true that ULMA Piping can be an exception in these times of crisis, it is also true that the generalised crisis context in which we are immersed also affects, in some way, the Business.

We wanted to interview its president, Iñaki Medina, who offers his reflections about the current situation.

“**Firstly, Iñaki, although we know the cycles that companies go through, what is the “secret” of ULMA Piping at this time to enable them to resolve the crisis this way?**

Secrets, very few. In my opinion we could say that there are several key factors:

Firstly, we have known how to make good investments and we can say that the market positioning of ULMA Piping is very good. Secondly, the sector where

our products are aimed, we could say it has not suffered the effects of the crisis as other sectors have, and lastly, highlight the diversification of markets, that is a subject that we manage very well in ULMA Piping, we sell to more than 70 countries. The combination of these 3 factors has made it possible for us at Piping to resolve the crisis better than other Businesses.

“**Nowadays it seems that solidarity is a key factor for success,**

do you think that we as a cooperative are in cohesion and committed with our Business and with the Group?

In my opinion, the key to success is having a Business model that is profitable throughout time. But if we means by having success, the survival in these punctual periods or through the crisis we are suffering, and if we take into account that under the principle of solidarity we understand that the aids to employment with relocations, as well as the economic aids with reconversions or inter-cooperative loans, clearly solidarity is one of the keys for having success at punctual periods.

Regarding the second question, if I believe that as a collective we are committed to our Business, regarding the commitment of the collective with the ULMA Group, to be honest it is a bit more complicated, think that in our daily routine we do not have direct contact with other Businesses or with the Group, and that does not help to create links. In our case, the example is obvious, a couple of months ago, we were asked to attend an event organised by the Group (ULMA GARA) and from our cooperative not many people attended. This is a clear example that we still consider the Group as something far from us. Of course, as President and together with the other bodies, I have and we have to work more in this aspect.

« In your opinion, what do you think are the tools that should be emphasised more to strengthen this involvement from the cooperatives/ businesses and the Group?

I have something very clear that there is nothing better to reinforce any commitment than motivating people.

In the Group we have meetings with

the Management, Committees, Business Counsel, General Counsel, where we handle diverse subjects both strategic as daily routine, decisions are taken that affect all of us, but we talk very little about of how we see our implication in the Group, perhaps in these committees or meetings we should leave room to analyse what we could do so that people are more motivated and involved.

« Do you think that the cooperative formula is the best way for approaching new challenges and the global context in which our Businesses have to develop?

Theoretically yes and I clearly think that way. I say theoretically, because cooperatives are what the partners want them to be, it is a model shared by all of us, which should derive into an enormous potential to face the challenges we are up against. Although in reality, it shows us that the society we have created and that sense of belonging seems to be quite far.

« Do you believe that the cooperatives are sufficiently agile to react in such a changing environment as the current one? What measures or instruments for improvement could be implemented?

We have always transmitted that cooperatives due to the operational model we have, are agile when reacting to unforeseen situations, we have the means through the bodies to be agile, but, the agility with which each Business takes any measures depends entirely on the same. In the case of the ULMA Group, I do believe that faced with the crisis we have known how to react with certain agility, adjusting the size of the company, wages, etc. Many of these measures were not easy to carry out,

although in my opinion, the decisions do not have to be taken only in an agile way, but also they have to be efficient and effective.

« The last question is the same for all and is that if you feel that ULMA Group as a Group with a social aim, and instrumental Foundation, should strengthen and promote its social project

Yes, but everyone should clearly understand what is the Social Project of ULMA Group. I believe that not everyone clearly understands what that project is. I know that the Bodies of the Group are specifically working on that aspect. I think it is an interesting debate among all.

«
In the case of ULMA Group I do believe that faced with the crisis we have known how to react with a certain level of agility, adjusting the size of the company, wages, etc. Many of these measures are not easy to carry out.

ULMA Group Social Management Area



The social area centres its efforts on coordinating the development and application of common policies in ULMA Group related to persons, in giving support to the Businesses in specific demands that transfer to the field of Human Resources, in identifying and proposing new management ways and tools in that field.

The specific themes being worked on are very diverse: regulations, evaluation, retributions, training, hiring, responding to the effects of the crisis in employment, representation in Mondragon, etc.

Regarding **regulations**, this is the homogeneous application of the Group regulations in all the businesses and there are many enquiries about their interpretation. It also assesses the General Counsel in the creation of new regulations or the modification of the existing ones. Over the last years regulations like those for circumstantial relocations, consolidation of relocations, treatment and compensation of inter-business displacements, paid leave of absence, training and strikes have been approved. In addition, others are still being handled in need of adapting to the new needs of the partners and Businesses.

With the same aim of unifying the application, the Committee of Analysts, the body responsible for analysing the **evaluation** of work positions, is being coordinated to establish equity among different businesses.

In that referring to **retribution**, the implementation of ULMA Plus has been coordinated to collaborate in the application of tax exemption for work abroad with the aim in both projects that ULMA people can obtain tax benefits.

In addition, in this subject, with the help of ULMA Construction, the software used for calculating the payroll is maintained and improved. The ongoing adaptation to the continuous changes of the law, also working on improvements for people like receiving the salary in Euskera.

In **training**, every year they organise and coordinate the “welcome plan” and the training for new executive and social counsellors, as well as the preparation for retirement training, trusting that these actions are an aid to people that find themselves in new situations.

In addition, this year together with Mondragon a programme for the qualification for employment has been implemented, this looks for those people that do not have regulated vocational training can have the opportunity of obtaining it. The first stage of this offer was limited to those whose work position is affected by the crisis, but we trust to be able to extend the offer to all those who are interested. This training requires a strong effort by the participants but allows an important professional improvement and employability.

In **hiring**, they continue to give support to the Businesses in the processes and test that are required. This year, they are also elaborating a new database in which the people who wish to work in ULMA can comfortably make their request and that, in addition, is more efficient for the Businesses. The same way it served to

improve the image before who shows interest in joining ULMA.

Over these last year, we have also had to act in response to the **effects of the crisis** in the use of some of the Businesses forming ULMA. The efforts of the Businesses are coordinated to achieve that the partners of ULMA whose employment was affected can use the opportunities generated in the Group. In addition, opportunities are found in other cooperatives outside of ULMA Group and likewise these are coordinated with the Office of Employment and Lagun Aro as partners of other cooperatives in structural unemployment can opt to the vacancies that are available in ULMA.

We are present in the **Social Action Committee of Mondragon** representing the interests of ULMA and its partners and collaborating with the other cooperatives of Mondragon in the social anticipation of all.

There are two physical forums to coordinate the Businesses: the Committee of Human Resources, where the HR Managers meet every month and the Forum of HR Technicians, where they meet every two months. In addition in Portalde, the Group intranet, there are two chats to interchange and record pertinent information and documents. Another of the immediate projects that are being processed is, precisely, the improvement of social information in Portalde, to make it easier for access not only to human resources professionals but also to all the partners of the cooperatives.

“And we would like to finish thanking you all for being there, because the existence and work of the social area only has sense for you. The work of the social area or HR should not be limited to only administrative tasks, but also it should contribute added value in the difficult field of personnel management. I think that we should remember that now and again”.



RAUL GARCÍA and JOSEBA MARTÍNEZ

Director and Coordinator of the Social Management area

The work of the social area or HR should not be limited to only administrative tasks, but also it should contribute added value in the difficult field of personnel management.



We are present in the Social Action Committee of Mondragon representing the interests of ULMA and its partners and collaborating with the other cooperatives of Mondragon in the social anticipation of all.

ULMA Group cooperates with the Foundation Vicente Ferrer in the creation of new housing



Since 2004, the ULMA Group forms part of the network of companies committed with the Foundation Vicente Ferrer, the well-known NGO that develops and improves living conditions of the most unfavoured communities of Andhra Pradesh, state located in South India.



>> Process for the construction of housing built in Anantapur (India), fruit of the collaboration between ULMA and the NGO Vicente Ferrer.



There are no serious punctual conflicts in this state, but an extreme ongoing lack where sporadic interventions are insufficient to face up to the endemic difficulties that are deeply rooted in its social structure.

The philosophy and action of Vicente Ferrer is based on the creation of complete programmes designed on the base of experience of each citizen and working key aspects like education, health, women, attention to the incapacitated, ecology, and housing, the living conditions of the population improve, being consolidated as strong and autonomous communities.

This year ULMA Group has collaborated in the project that will allow the construction of 41 houses in the town of Ipperu located in Anantapur, one of the districts of Andra Pradesh. These houses represent a before and after for the families that due to their situation of social marginalism are obliged to live in precarious cabins grouped in colonies separated from the upper casts and far from the basic services like wells, toilets, first aid or schools.

The colonies built by the Foundation Vicente Ferrer are equipped with minimum health conditions, being an efficient safety guard against the torrential rains, dangerous animals, and

Working key aspects like education, health, women, attention to the incapacitated, ecology, and housing, the living conditions of the population improve, being consolidated as strong and autonomous communities



intense heat, but above all, providing a sense of dignity to a deeply discriminated community.

The Vicente Ferrer Association has created an exemplary model of International Cooperation due in large to the way its founder understands development. Vicente Ferrer has accumulated great knowledge about the customs and beliefs of the beneficiaries, considering their active participation in the design and implementation of programmes as fundamental.

This way, the participation of the community in Ipperu in the construction of the 41 houses that will become their property, pursues the objective of strengthening the feeling of responsibility, increasing their self-esteem, and contributing to the increase of their feeling of belonging to a community.

This feeling of responsibility, is translated into an increase in the involvement of families that naturally adopt a series of attitudes and commitments like that of taking their children to school, attending the health services, or that of attending the training workshops of the Foundation to develop their abilities, which in the end, will improve their quality of live and smoothen the road to social integration.

A study about the efficiency of stanols in lowering Cholesterol levels carried out in ULMA Group



The intervention carried out in the employment environment of ULMA Group and possible thanks to the voluntary participation of 74 partners and workers, ratifies the hypothesis based on the reduction of the plasmatic concentration of Total Cholesterol (TC) between 10 and 15% by means of stanol esters.

The study was formed by persons of both sexes with ages between 30 and 65 that at the beginning of the study showed TC values between 200 and 280 mg/dL and that do not receive any pharmacological treatment against hypercholesterolemia. The three-week study consisted of the daily dose after the main meal of 2 g of vegetable stanol esters contained in each packet of the fermented lacteous in the shape of Kaiku Benecol® liquid yogurt.

The results of the study are:

- || The studied sample consisted of 74 volunteers (74.3% of men) with average ages of 45.6 ± 7.0 , suffering from hypercholesterolemia (223 ± 20 mg/dL of basal TC; range: 200-280 mg/dL) and that do not receive any lipid lowering treatment. The majority (75.7%) presented HCT which we could call "slight" (TC basal between 200 and 240 mg/dL) The rest (24.3%) had basal figures of cholesterol between 240 and 280 mg/dL ("moderate" HCT)
- || After an average of 24.8 ± 4.3 days, the final average TC was 195.1 ± 26.0 mg/dL.
- || The **absolute average reduction (IC95%) of blood cholesterol was of 27.9 (21.8-34.1) mg/dL. In percentage or relative terms, the levels of cholesterol were reduce by 12.2% (IC95%: 9.6-14.9%)** after three weeks of treatment.
- || Both the **absolute and relative descent of cholesterol** was significantly higher in men than in women (average absolute descent of 32.1 mg/dL and 15.8 mg/dL, and relative of 13.9% and 7.3% in men and women, respectively).
- || In addition, the **absolute and percentage descent of cholesterol** was significantly higher in those that presented a "moderate" basal HCT. 50.1 mg/dL and 20 %, instead of 20.8 mg/dL y 9.7 % en "slight" HCT.
- || **58.1 % (IC95%: 46.1-69.5%) of the sample reduced their levels of cholesterol to figures below 200 mg/dL**, that is to say, to a situation of normal blood levels of cholesterol.
- || Only 5.4% of the sample showed some bothers related to taking the product. None of these bothers were meant the suspension of the intervention or not participating in the study.

Conclusions:

Its efficiency is significantly higher in men than in women and in basal HCT moderate respecting slight situations, but it is not affected by other individual characteristics like obesity, arterial hypertension or age. From a population point of view, 58.1% of those suffering from hypercholesterolemia (slight and moderate) treated with stanol esters, could reduce their blood cholesterol levels to normal ranges.

RETIREMENTS: 1st September – 31st December 2014

Javier
Atxa Leturia



Juan María
Zubia Orobengoa



José Antonio
Zubillaga Iriarte



María Luisa
Núñez Sal



José María
Ugarte Ayastuy



Miguel
Letamendi Ayastuy



Marcelino
Muñoz Rodríguez



Jon
Arana Barandiaran



Esteban
Vázquez Lafuente



Francisco
Rebollar Álvarez



Rafael
Zubia Lizarralde



Salvador
Urizar Villar



Thanks to all and enjoy it!
Congratulations

Solidarity market
COLLECTION OF 1ST NECESSITY ITEMS

ULMA Group in collaboration with "ACOES" begins the collection of 1st necessity materials to attend to the basic needs of the marginal population in Honduras.

What is needed?: Non-perishable foods (Pasta, rice, sugar, oil, tinned foods, etc.) and hygiene articles, (sanitary towels, etc.). In addition, infant products will be very helpful (school material, clothing, toys, etc.).

Place to deposit the material: Central Departments of ULMA Group in Garagaltza auzoa 51, Oñati.

Limit date: 19th December 2014
Opening hours: 08:30-13:00 / 14:00-17:30

A painting will be raffled among all the partners and workers collaborating with this collection of primary need products.

Fundazioa
ULMA

JOIN IN AND SEND US YOUR IDEAS;
Also, as always, we continue to maintain our Suggestion Box, where we await to receive your ideas and opinions;

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

IX Competition of Photography Colours



Participate and win
a "EUSKOLABEL" CHRISTMAS HAMPER



In this IX Edition of the Photography competition for partners and workers of the ULMA Group, we encourage everyone to send in their best photographs about the subject "COLOURS".

The twelve best photographs will be the Corporate calendar ULMA 2015. In addition, a "Euskolabel Christmas Hamper" will be raffled among all the participants.

Applications can be made until the coming 17th December 2014, via e-mail to the address: concursofotografico@ulma.com or in www.begira.ulma.com.

This edition is limited to 6 photographs sent in by each worker and only one of them can be chosen for the corporate calendar.