

begira



nº 29
December 2013

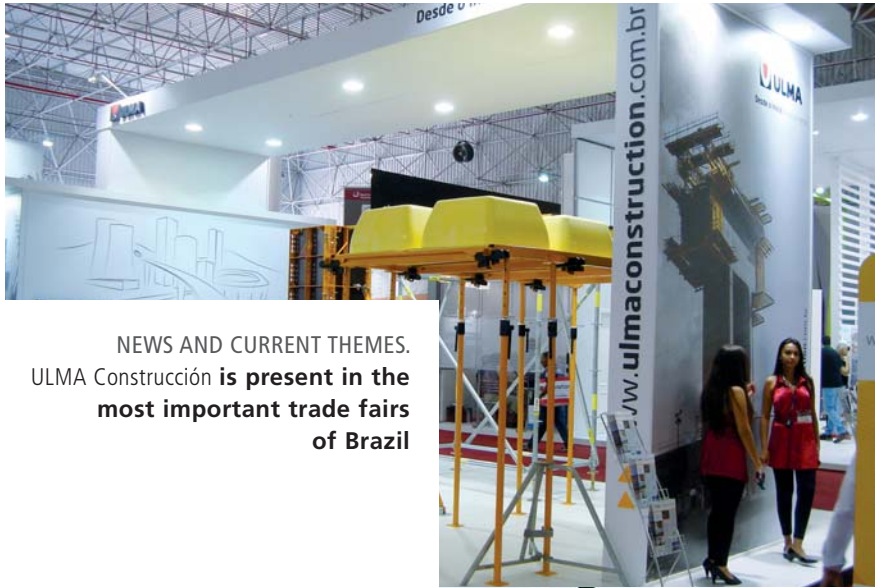


ULMA Construcción
shows the
architectural
possibilities of the
MK System

Brand and
communication
corporate
environment of the
ULMA Group

Eñaut Sarriegi,
Expatriate of ULMA
Handling Systems in
Brazil





NEWS AND CURRENT THEMES.
ULMA Construcción **is present in the most important trade fairs of Brazil**



NEWS AND CURRENT THEMES.
Referential companies from the textile sector trust in ULMA Handling Systems



NEWS AND CURRENT THEMES.
Solution of humidity problems and important image improvements renovating the facade of ULMA Architectural Solutions

December 2013

- 3 **we talk of...**
Change as an opportunity.
- 4 **news and current themes**
ULMA Inoxtruck presents its solutions for cleanrooms for the pharmaceutical sector in the CPHI trade fair of Frankfurt.

Solution of humidity problems and important image improvements renovating the facade of ULMA Architectural Solutions.

The Digital Style Manual of the ULMA Group in Indusmedia 2013.

ULMA Packaging launches a new model of machine on the market.
- 14 **report**
A preschool for the children of the fisherwomen, something more than an educational project.
- 16 **report**
Brand and communication corporate environment of the ULMA Group.
- 18 **report**
Eñaut Sarriegi: Expatriate of ULMA Handling Systems in Brazil.
- 20 **agenda and suggestions**



TEAM OF COLLABORATORS: Nora Altube, Joseba Alberdi, Ana Da Costa, Maria Sendin, Irene Moreno, Edurne Unzueta, Romu Arteche y 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.

Design and layout: Area Brand, Communication and RSE. • **Published:** Gertu S. L.



Change as an **opportunity**

I did not want to start with the word "crisis", but in the current situation and in the environment where we are moving, it is practically impossible not mention it. Crisis is normally associated to something bad and undesirable, but it also has other meanings, above all in the economic field, more related to the concepts of change and opportunity, that I feel are more interesting. Crisis, understood as "deep sudden, abrupt and violent changes" in the order of things that normally brings transcendental circumstances that help to build the response to the new situation. Therefore, the crisis or change of the current paradigm for a new one has two faces, the negative one of who perceives it as a possible loss of status and the positive one of who sees the "change" as an "opportunity" to improve the situation.

The problem with the "current crisis" is that it continues mutating and every now and again new "changes" are produced that do not let us even take a stance against the new reality. We have quickly passed from the real estate crisis to the financial crisis of the banks, to the crisis of the sovereign debt of countries, to the political crisis in certain countries, to the cash crisis... etc. Changes, like earthquakes, continue occurring and we do not even know when more replicas are going to occur, or where, or their intensity.

In this climate of uncertainty, we have to manage our businesses while making any predictions or future actions is very difficult. However, when you most need a route map is when a situation is like the current one. Now, when we are close to the end of the year we have to prepare the base for the Management Plan of the following year and to do that, previously we should see how last year was for us. To evaluate what the year meant for us, both 2013 and the previous ones, fundamentally we should centre on both economic results, quantitative analyses, like in the positioning achieved by the businesses and that which is the basis for future results, qualitative analyses. A careful balance of both elements is the key for not falling into short-term views or into a "paralysing illusion" that relying on a future that will resolve everything, delays and postpones the taking of difficult decisions, necessary for the sustainability of business.

In addition, from that double perspective, it is clear that ULMA Group is better off at the end of 2013 than it was at the end of 2012 and much better than what it was at the beginning of this crisis that started in 2008. The truth is that we are still affected due to our exposure to markets with problems that we have suffered due to the cash crisis that has bought with it an important devaluation in the currencies of countries where we have important interests like Brazil, Peru or South Africa, among others, that we continue suffering the restriction of credit, etc. However, on the positive side we have to say that we are still reducing our exposure to economies with less expectation of growth, that we continue increasing our exports by nearly 7% over the previous year, foreseeably exceeding 500 million and much more than the 323 million of 2009, that we continue to improve our competitiveness, reflected in the increase of added value in the majority of businesses that at Group level we have achieved financial balance with an important reduction of our debt, etc.

Behind this improvement of the structural situation of ULMA there has been an important amount of work at Business level to increase the competitiveness either with painful but necessary measures, or with investments for the future aimed at developing new lines and markets for our businesses, which has been combined at Group level with a policy of financial support between businesses and of solidarity



"When a route map is most needed is in a situation that is so complicated as the current one"



IÑAKI GABILONDO.

General Director of the ULMA Group

between collectives that has been fundamental for the business that nowadays are suffering the most and therefore could need more time to become adapted to the new reality.

We should not leave this correct route. Therefore, we approach the Management Plan for 2014 being realistic, knowing in which context we are moving, but at the same time being ambitious and positive in the response we want to give so that at this time next year we can say that ULMA Group on the whole and its businesses individually have continued improving their positions.

This is a long-distance race where it is important that we all work together with rigor, energy, flexibility and mutual support. At change level and that of the situations we are living, we are being obliged to make a serious reflection of the operational dynamics and structures in the cooperative world. This reflection reaches everyone and therefore also ULMA Group and in the measure that we know how to transform change into opportunity is the key to future success.

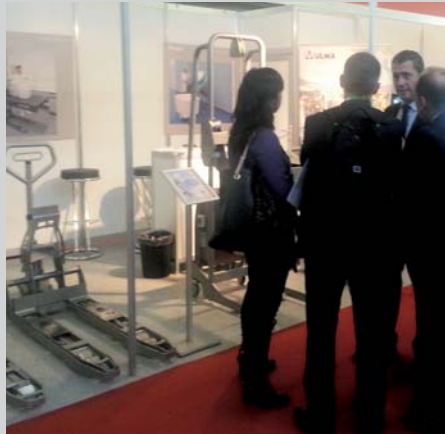
I would like to take this moment to wish you all happy festivities and we hope that 2014 will exceed all our expectations.

ULMA INOXTRUCK

ULMA Inoxtruck presents its solutions for cleanrooms for the pharmaceutical sector in the CPHI trade fair of Frankfurt

The yearly CPHI trade fair held during October in Frankfurt was the scenario for ULMA Inoxtruck to present its patented sanitizable equipment to international professionals of the pharmaceutical sector. ULMA Inoxtruck applies to its equipment the concepts of **sanitizable design** so extended in the GMP (Good Manufacturing Practices), including the most demanding materials like stainless steel 304L and 316L, as well as applying the highest IP protection to its electronic equipment. This sanitizable design allows incorporating ULMA equipment to the cleaning procedures that companies have implemented for their cleanrooms.

The equipment manufactured by ULMA Inoxtruck allow



complete cleaning, thanks to their manufacturing from stainless steel 304L and 316L and to the exclusive design of open structures and curved and slanted surfaces, **in compliance with the directive 2006/42/EC that regulates the requirements for guaranteeing safety and hygiene of equipment.** This directive determines that the surfaces of the equipment that enter into contact with food products, cosmetics or pharmaceutical products, should be flat, without roughness, in order to avoid accumulation of remains that can cause microbiological contamination, as well as facilitating their complete cleaning before each use.

As a solution for chemical,

cosmetics or pharmaceutical industry companies with atmospheres of high explosion risk, ULMA Inoxtruck includes lithium-ion batteries in their equipment, which are developed thanks to their permanent collaboration with research centres and technological companies. On the other hand, the ULMA Inoxtruck equipment using **ATEX Protection** guarantee the safety and health of the workers exposed to risks derived from explosive atmospheres. Visitors to the ULMA Inoxtruck stand compared the advantages offered by this range of equipment especially designed for incorporation in cleanrooms with a high degree of sterility and hygiene.

ULMA ARCHITECTURAL SOLUTIONS

Present in the ExpoCihac Trade fair of Mexico



The twenty-fifth edition of the ExpoCihac fair was held in Mexico D.F., a referential Fair for the Construction Industry in this state.

This market is important for **ULMA Architectural Solutions, having recently implemented an affiliate in this country.** There we are preparing considerable projects there to extend our visibility.

The presence of ULMA in the ExpoCihac is one of those projects. Where we have exhibited drainage solutions in a market where the prefabricated channelling and drainage solutions provided by ULMA are not very well known. This market is used to the installation of draining channels in situ.

To try resolving this problem, work has been done in the development of a video

aimed at the prescribers that explains and shows the advantages of prefabricated drains over the in situ construction of channels.

In addition, this video tries to establish as clearly as possible that advantages presented by polymer concrete over traditional concrete, as well as cost savings, in labour and in execution time between the installation of prefabricated drainage channels and the in situ execution of channels.

The evaluation from the visitors has been very positive and we expect to increase the amount of projects that are currently being executed in this country. From which we can highlight the 1,000 m² installed in the Club Campestre of Leon in Guanajuato.

ULMA CONSTRUCCIÓN

ULMA Construcción is present in the most important trade fairs of Brazil

IN 2013, THE PARTICIPATION HAS CENTRED ON THOSE EXHIBITIONS AIMED AT THE CIVIL WORKS AND INFRASTRUCTURES SECTOR



Feicon Batimat (SP), Brazil Road Expo (SP), Construction Expo (SP), Construsul (RS) and Construir RIO (RJ), are an example of the events to which ULMA Construcción has attended with a wide selection of materials from its different families of products.

The 20th edition of Feicon Batimat, the main Construction Trade Fair in Latin America, gathered 130,000 visitors in Sao Paulo. ULMA Construcción offered several classical products from its portfolio,

which covered the complete spectrum: Lightweight Modular Formwork COMAIN, Retrievable Pan Formwork RECUB, SP Prop, ALUPROP, and Multidirectional Scaffolding BRIO. Brazil Road Expo was held in the same city and concentrated specialists in roadway infrastructures. In this field, ULMA attended with one of its star products, MK, but in its vertical formwork configuration for the execution of bridge platforms, ENKOFORM VMK. Construction EXPO2013 also took place in Sao Paulo, and made

manifest the technological advance in construction systems. In this case, the Self-climbing System ATR, capable of executing very high structures without the need of a crane, was presented together with a selection from its portfolio.

Likewise, ULMA Construcción was present in events of other Brazilian states like Construsul and Construir Rio with products aimed at construction and civil works.



ULMA GROUP

The ULMA Foundation organises an infantile musical workshop for children of partners and workers of the ULMA Group



During last October, ULMA Group through the ULMA Foundation organised an infantile musical workshop for children of partners and workers of the ULMA Group.

The workshop was given by the Harituz Cultural Association that was created some years ago as a work platform of a group of Musical Pedagogy Professionals in the field of the Vitoria and San Sebastian Conservatories with the goal of providing youthful string players with opportunities of living the music in other environments more closer and more enjoyable than the purely academic one.

The workshop was given in two different sessions. In the first, the participants directed by the professor and accompanied by fathers and mothers, had the opportunity of learning during a 2-hour workshop the different rhythms, characters and the

history of the story that afterwards they represented at the prize-giving ceremony of the Painting Competition. The children sang songs and gave rhythmic accompaniment with the objectives of strengthening the role of music, valuing the importance of respect for nature, emphasising the value of the family and friendship and demonstrating the importance of teamwork.

In the second session, those attending the prize-giving ceremony of the 2013 Painting Competition, enjoyed the story with live-music and participation of their children. This was an attractive audiovisual show that using marionettes and with the participation of 5 violinists, violoncellists and the teacher on the piano, represented the pedagogical story learnt in the workshop.



ULMA FORKLIFT TRUCKS

ULMA Forklift Trucks gathers specialised journalists in Oñati

The main specialist magazines of the logistics and maintenance sector gathered in Oñati for the first day for specialist press organised by ULMA Forklift Trucks. The journalists responsible for the most outstanding publications of the logistics sector in Spain gathered last month for one of the first days for specialist press organised by ULMA Forklift Trucks.

At the end of the visit there was a round-table, where the Commercial and Service Director, Fran Fernández; the maximum head of the spare parts activity, Eduardo Trojaola; and the Manager, Ángel Sánchez, not only gave first-hand reports of the current situation of the company, its context and economic magnitudes, but also introduced the strategic vertex of the activity during the coming years. Innovation in Service and Empathy with the Market-Client.

After the round of interventions and questions the event was transferred to the corporate centre of MONDRAGON where, from the hand of Mikel Lezamiz, Director of Corporate Diffusion of the Corporation they were informed of the large and diverse business activity of MONDRAGON and at the same time made a brief summary of the milestones reached after more than half a century of existence.

At the end of the visit and as a finishing touch to the event, there was a luncheon-workshop in Caserio Olandixo.



ULMA CONSTRUCCIÓN

ULMA Construcción shows the architectural possibilities of the MK System

THE CHALLENGE CONSISTS OF MAKING A 140 M LONG WALL OF 24 M HIGH WITH AN ORGANIC DESIGN. THE FACT THAT THE WALL HAS HOLES WITH DIFFERENT GEOMETRICS COMPLICATES THE CLASSICAL PROCESS OF FORMWORK, CONCRETING AND FORMWORK REMOVAL.

The Warminska Gallery will be converted into the largest commercial and leisure centre of the Polish city of Olsztyn. With 117,000 m², it will have 170 commercial establishments, bars, restaurants, sports centre, cinema, amphitheatre, as well as 1,200 car park spaces. The design of the building has pretended to be a reflection of its location because it is located in a space for transitions between that which is urban and that which is natural. To make this a reality, ULMA Construcción has supplied formwork and scaffolding.

ULMA Construcción has successfully resolved the challenge of this project. The

technical team has designed and applied an airtight formwork based on the MK System for the wall of organic designs. Being large-sized slabs, VR Tables were used because being movable from one area to another without dismantling; this reduced the possible risks of assembly and disassembly. All the systems like the wall formwork, with rectangular and circular columns were supplied with all the safety requirements for the work: ladders, concreting platforms, railings, etc.



ULMA ARCHITECTURAL SOLUTIONS

Showroom to show the new Ranges of Double-skin Facades

Coinciding with the launching of the **new range of Double-skin facades**, several projects have been carried out.

One of them has been the **creation of an exhibition area** where prescribers can visit and compare the different textures and colours of the **Vanguard and Easy** ranges. A work area has been created where the visitor can choose colours, compare textures and combine them with each other. There is also an information area where the most outstanding and different techniques among them are demonstrated. All that thinking of facilitating the choice of the skin that the authors of projects want to give their creations.



This work area is combined with the placement of real models of the different systems, to compare real formats of both ranges.

The **Creative** range still needs demonstrating, because as its name indicates it is more creative and facilitates more original designs and personalisation. Therefore a privileged space has been reserved, where a large wall will be installed which we expect to be spectacular.

This project has been accompanied by **the renovation of the website for the Double-skin section**, as well as the publication of a **new commercial catalogue**.



ULMA PACKAGING

ULMA Packaging receives the visit of the federation of consumer cooperatives TOHOKU SUNNET (Japan)

THE FEDERATION OF COOPERATIVES INCLUDES 11 CONSUMER COOPERATIVES AMONG WHICH WE FIND AOMORI, IWATE, YAMAGATA AND MIYAGI

Miyagi Co-op is a recognised consumer cooperative in Japan that is a client of ULMA Packaging and has 614,869 members and 48 shops.

Miyagi has several TFS Thermoformers and its main activity is home delivery although it also has another series of activities like supermarkets, services and insurances.

The confederation has shown great interest in knowing the cooperative experience of Mondragon, which was the main reason for their visit.



The visit to ULMA Packaging was included in the agenda that also included visits to UPTC, Corporación MONDRAGON, MONDRAGON Unibertsitatea, Eroski Greenshop in Oñati and the central headquarters of Eroski in Elorrio.

In the photograph, we see the group of Japanese visitors with the Commercial Manager from Asia, Mikel Kortabitarte.

ULMA EMBEDDED SOLUTIONS

ULMA Embedded Solutions continues receiving important certificates

DURING THE LAST MONTHS IT HAS OBTAINED CERTIFICATES FOR DIFFERENT IBM AND NATIONAL INSTRUMENTS TOOLS.

ULMA Embedded Solutions are specialists in offering personalised solutions for several sectors, mainly for those that should comply with safety regulations. To do that, they should offer maximum quality to their clients, working especially in the verification and validation of systems and software. A process that requires adequate tools and programmes that companies like IBM and National Instruments offer and that help improving the quality of the solutions that ULMA Embedded Solutions develops.

ULMA Embedded Solutions has recently obtained the first certificate from National Instruments for the TestStand tool aimed at the verification and validation of systems. With this certificate, ULMA Embedded Solutions shows that it is capable of obtaining maximum performance from the mentioned tool in the developments for their clients.

In addition to this title, another three technicians have obtained the IBM Rational certification in DOORS and Rhapsody for the management of requirements and design of systems and software respectively.



ULMA CONVEYOR COMPONENTS

Euskera plan in ULMA Conveyor Components

During the last quarter of 2013, and following the dynamics of other businesses in the ULMA Group a Euskera Plan has been implemented in ULMA Conveyor Components, with the objective of promoting the use of Euskera in the occupational-professional field.

During the first stage, a diagnosis of the situation was carried out in order to define the objectives and the design of the Plan. That way, among other actions, a survey was conducted among the complete personnel. As well as individual interviews to some professionals of the organisation in order to know the degree of knowledge and use of Euskera in the company environment. The objectives for the coming years will be defined with the recompiled data and information. These objectives will be based on four main axes: Sensitisation and motivation towards Euskera, knowledge of Euskera, use of the language and implementation of the Euskera Plan.

The Euskera Committee has been constituted, formed by persons from different areas of the organisation, to give shape to this Plan. On the other hand, for the tasks of definition and implementation of the Plan we have the technical collaboration of personnel from Emun, Koop. E (www.emun.com).



ULMA HANDLING SYSTEMS

Referential companies from the textile sector trust in ULMA Handling Systems

Currently, the new generation of logistic systems, with the FSS Systems from ULMA-DAIFUKU as referents for Technological Innovation, have become a transversal tool, which has become necessary in all those companies that, in addition to consulting their business account, they decide to commit to a future with modular growth, advancing in the quality of their processes, controlling inventories, managing traceability, reducing delivery times, reducing errors... and thinking more about reaching their "dream".

In this sense, ULMA Handling Systems Brazil is developing, for the textile company Brandili, and innovative system of automatic storage and preparation of orders that will allow the company to become a clear textile reference because of its logistic efficiency.

Brandili will have a logistics system formed by two FSS and a classification system designed for double trays managed by means of a WMS customised to the solution. In addition, the Pick to Light devices will intuitively guide the operator in the multi-order preparation process.

Indutrop will be another clear example of textile design and distribution company that is committed to its future through a logistics automation system designed and developed by ULMA.

The objective of the project is centred on improving the storage and order preparation system through new latest generation FSS systems.

ULMA GROUP

The Digital Style Manual of the ULMA Group in Indusmedia 2013

ULMA GROUP PRESENTED ITS DIGITAL STYLE MANUAL IN THE THIRD DIGITAL MARKETING CONGRESS FOR INDUSTRIAL COMPANIES HELD ON 22 OCTOBER IN SAN SEBASTIAN.



The Digital Style Manual of the ULMA Group that started as the solution of the heterogeneous image of the ULMA brand in the network was presented in the congress of digital marketing for industrial companies Indusmedia.

The objectives, *knowhow* and the different sections of the Digital Style Manual

were analysed in the presentation. This tool that was validated as Good Practice in communication within the MONDRAGON Corporation, served as a possible solution for other organisations with similar organisational structure to that of ULMA Group. The Brand, Communication and RSE area indicated that positive results are already being obtained due to the commitment of ULMA Group Businesses. Regarding future steps, its application will be analysed and the positioning of the Brand on the Internet will be optimised.

The reception of the Style Manual was very beneficial for those attending because it generated much interest among the public.

ULMA FORKLIFT TRUCKS

ULMA Forklift Trucks incorporates improvements to the GRENDIA ES range

IT INCLUDES UP TO SEVEN DIESEL MODELS AND SEVEN LPG ONES WITH MAXIMUM LOAD CAPACITY OF 3.5 TONS

ULMA Forklift Trucks has incorporated a packet of standard improvements to the GRENDIA ES range of internal combustion forklifts from Mitsubishi, like the advanced speed control, LED lights, onboard self-diagnosis, automobile style pedals, PIN code start, low noise level and low vibration of the power train.

The GRENDIA ES series of thermal counterweighted forklifts includes up to seven diesel models and seven with liquid petroleum gas (LPG), with a maximum load capacity of up to 3.5 tons and elevation heights of up to 7 metres,

which give them great versatility because they can transport from small pallets to large tonnage loads.

Offering more advanced and complete, more productive and profitable, more economic both in use and maintenance and above all safer forklift trucks is fundamental for ULMA Forklift Trucks, therefore and thanks to Mitsubishi, the GRENDIA ES series is equipped with the exclusive Integrated Presence System (IPS) that guarantees safety and comfort of the operator at all times.



ULMA INOXTRUCK

ULMA Inoxtruck participates for the fourth consecutive year in the Conxemar trade fair in Vigo

ULMA Inoxtruck remains loyal to its annual date with the fishery sector presenting for the fourth consecutive year its innovations and sanitizable solutions for handling sea products. The horizontal transport, high stacking and load handling equipment manufactured and designed by ULMA Inoxtruck are especially aimed at working in aggressive environments because of high degrees of humidity and salinity.

On this occasion, ULMA Inoxtruck presented **the mobile electro-manual turner especially designed for sectors like the fishery industry**, which allows ergonomic handling and turning of the load thanks to its 1050 inclination system. Their 100% stainless steel manufactures,

including the hydraulic system, are features that offer competitive advantages to the users of these new models. The inclination system of the ULMA Inoxtruck turners guarantees ergonomic handling and turning of the product, avoiding unnecessary efforts and possible injuries.

The new manual pallet jack especially designed to guarantee exceptional manoeuvrability thanks to its features like the new steering system and compact rudder design, was another of the innovations that drew the attention of the visitors. The Conxemar fair also served for the launching of the new **Integrated Weighing System** applicable to the complete range of ULMA Inoxtruck equipment. The 100%



sanitizable design and the IP68 protection are features that differentiate from the weighing systems that are currently available on the market.

The equipment developed by ULMA Inoxtruck guarantees the solution for handling loads in aggressive environments of the foodstuffs sector, because thanks to their high degree of IP protection against contact and against the penetration of water and dirt, the equipment allows complete cleaning, reducing the risk of microbiologic contamination and guaranteeing strict fulfilment regarding hygiene in such demanding environments like that of foodstuffs.

ULMA ARCHITECTURAL SOLUTIONS

Solution of humidity problems and important image improvements renovating the facade of ULMA Architectural Solutions



This is what the owners of the Errekalde neighbourhood in Oñati have achieved with the renovation in their 48-year old building, **with humidity and condensation problems.**

In order to receive the opinions of the persons implicated in this project, we have spoken with **the project manager, Mikel Altube and with the owners of the building.**

OPINION OF THE OWNERS

Iker Barrena, President of the community of Neighbours tells us that when they proposed the need for renovating their facade, they started by considering the possible alternatives available on the market. On one hand, they had heard of the **Double-skin system with slabs of polymer concrete** and the other alternative was the External Insulation Finishing System (EIFS).

They wanted a long-term project that **would definitely finish the humidity problems.** The project management together with the ULMA technical team explained to the owners as clearly and simply as possible what the system consisted of. The double skin and the insulation of this system together with the aesthetic possibilities it has, in colours and textures resolved their doubts.

The response after the rehabilitation from both the owners and from the neighbours of Oñati has been very positive. All were surprised

by the **important aesthetic change of the property.**

One of the recommendations that **Iker Barrena wants to share with the owners that find themselves in the same situation is that the implication of the technical management and the project team is fundamental. This implication translates into practically daily visits to the works.** It is the main reason so that all the setbacks that appeared were corrected at that moment.

Lastly, the president of the community also indicates that now is a good time for renovation, due to the grants that the Basque Government is giving for Intervention in thermal coating of buildings to save energy. **More information can be obtained in Plan RENOVE Renovation of Housing 2013-2016 Euskadi.net**

OPINION OF WORKS MANAGEMENT

On their part, project management carried out by the technical architect **Mikel Altube collaborator with the Architectural study of Altube Artabe Baquedano Arquitectos, S.L.** highlights the following advantages of the ULMA Double-skin Facade system:

1. **Elimination of humidity and condensation problems.** This is the most important advantage achieved with the installation of

this system and it is what the Oñati building has achieved.

2. **Hardness of the polymer concrete slab.** It is quite clear that the materials in works phase sustain several hits during displacement. The ULMA slabs offer better results of hardness than other materials that sustain breakages easier or even are damaged. In addition, these slabs are available in a wide variety of colours and textures.
3. **The strength of the substructure on which the Double-skin facade is installed.** That thanks to the use of double profiles it provides important safety guarantees. Tests performed in the Instituto de la Construcción Eduardo Torroja have provided pressure-suction values of resistance to wind equivalent to speeds of up to 250 km/h. (When the strongest gusts registered in an urban environment like Oñati in Euskal Herria can be up to 120 km/h).
4. **Flexibility of the technical team and their good disposition to resolve the technical problems that usually arise in the execution.** In addition, due to having used the **Vanguard system "The formats of the slabs have been adapted to the millimetre"**, that is to say although it seems they all have the same shape, it is not the case,



there are a multitude of slabs with different sizes and with infinity of different finishes. **“In the drawing everything is possible, but in execution that is not the case, and in this project we have managed just that, we have tried to not leave anything to improvisation”.**

We can also highlight the importance of achieving **Thermal Comfort** all through the year. Because the ventilate chamber provided by the double skin, in addition to avoid the thermal bridge, acts as an insulation and protective chamber.

Lastly, the **revalorisation of the real estate** achieved is very important, on one hand due to the renovation of image of the building, and on the other by obtaining improved thermal and acoustic comfort in the same.

TECHNICAL SPECIFICATION:

PROMOTER:

Copropietarios Errekalde Nº31, Oñati.

ARCHITECTURE STUDY:

Altube Artabe Baquedano Arquitectura, S.L.

AUTHORS OF THE PROJECT:

Iñigo Baquedano Abaunza, Jon Artabe Villaciain.

TECHNICAL ARCHITECT:

Mikel Altube Arriaran.

RENOVATED SURFACE: 700m².

SLAB USED:

Vanguard Range, earth texture, colours P05 (light) and P03 (dark).

ULMA CONVEYOR COMPONENTS

Strategic Reflection about Internationalisation in ULMA Conveyor Components

ULMA Conveyor Components has carried out these past weeks an exercise of strategic reflection centred on the strengthening and development of the internationalisation of the business.

With the assistance of the BANPRO consultancy that is also collaborating with ULMA Conveyor Components in the development of Management by Processes and Organisational Transformation, some reflection sessions have been carried out in which the internationalisation strategies have been defined and designed for the spare parts and engineering projects markets.

During these sessions, in which the management team and all the commercial team have taken part, commitment has been made to strengthen the spare parts market and consolidate that of the projects.

After the definition of objectives and analysis of the market (product, client, competition, positioning, differentiation, etc.), prioritisation of key countries has been established, (according to the potential volume, price, competition, barriers, and current positioning of Conveyor Components).

Likewise, a strategy for differentiation and sales channels has been defined, also by countries, as well as an Action Plan and control indicators that will be revised every three months.

Finally, and with the objective of transmitting the objectives, strategy and actions to be taken to the entire organisation, an informative session has been carried out aimed at all members of ULMA Conveyor Components in

which the process followed and the results obtained have been informed.



ULMA INOXTRUCK

Great acceptance during the technical event organised by ULMA Inoxtruck in the installations of IRTA



The technical, demonstrative event **“Prevention and guarantee of success in the hygienic manipulation of foodstuffs”** organised by ULMA Inoxtruck during last September, was positively valued by the foodstuff sector professionals. Thanks to the quality of the talks, those attending the event had the opportunity of getting to know first-hand the studies and innovative proposals to comply with the hygiene demands required in their production rooms.

The director of the Monells centre and the director of the sub-programme of biotic safety of foodstuffs of IRTA, the **Institute of Research of the Catalonia Regional Government**, Joan Tibau and Teresa Aymerich, opened the round of interventions, shedding light on the risk prevention associated to microbiologic contamination.

Then Rafael Soro, director of the Quality and Environment Department of the **AINIA Technological Centre**, representative in Spain of the European organisation EHEDG (European Hygienic Engineering & Design Group) talked about the hygienic design of equipment, considering it to be a key element for prevention of microbiologic contamination. During his talk, he defined “the design of equipment or and installation as hygienic, in as much as it incorporates features that reduce or eliminate the risk of becoming a source of contamination for foodstuffs, either directly or indirectly.

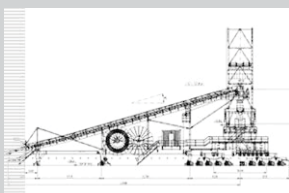
The event concluded with the talk by Fernando Odriozola, manager of ULMA Inoxtruck, who presented the equipment manufactured from stainless steel with a patented sanitizable design. During his talk, Fernando Odriozola

detailed the competitive advantages of each piece of equipment that contributes to guaranteeing hygiene in the entire production process. The professional guests invited to the event compare in the IRTA pilot room prepared to resemble a meat production centre, the functionality and ergonomics offered by the **ULMA Inoxtruck** equipment in the development of different every-day tasks of transport, storage and handling of foodstuff products. As a perfect conclusion to the exhibition, there was an exhaustive cleaning of the exhibited equipment clearly showing positive effect of **sanitizable design**.

This event is another example of the result of active collaboration that since its beginning ULMA Inoxtruck maintains with companies, organisations and institutes that share its philosophy, permanent research and development.

ULMA CONVEYOR COMPONENTS

ULMA Conveyor Components: Titicorin Coal Terminal Project, India



ULMA Conveyor Components supplies Duro Felguera Plants Engineering with the rollers for the turnkey project of a Coal Handling System for Tuticorin Port (India) and the ABG-LDA client.

The project includes:

- Two stacker Collectors 3.250 / 1.750 t/h.
- One stacker 3.250 t/h.
- Six conveyor belts of 2.250 t/h and eight conveyor belts of 3.250 t/h.
- Two conveyor belts 3 km over the sea 3.250 t/h.

- Eight transfer towers.
- Four truck loading stations, including silos and scales.
- Dust suppression system, fire resistance system.
- Electrical and control system, 110 kV substation.

Sea traffic in India is in continuous growth. More than 95% of Indian international commerce is done through their ports.

ULMA CONSTRUCCIÓN

ULMA Construcción is pioneer in Peru in the application of the in-situ incremental launch construction system

IN THE LARGE LIMA UNDERGROUND PROJECT, THIS SYSTEM WILL AVOID THE CLOSING OF ROADWAYS AND WORKS IN THE RIVER BED DURING THE CONSTRUCTION OF TWO BRIDGES: THE HUASCAR BRIDGE WITH 274 M SPAN AND THE RIMAC BRIDGE WITH 240 M.

The Lima underground is an urban transport system for the capital of Peru, from its southern part to the near the historical centre. It consists of the construction of an elevated viaduct of 12.5 km and 8 stations of Line 1. this train will resolve the main problem affecting the capital: the traffic and the chaos in public transport suffered by more than 300,000 passengers each day.

The most important structures of the project are the in-situ incremental launch system of two elevated bridges at more than 38 m. height above the Rimac River and the Highway. This type of construction, being used for the first time in Lima, has had the advanced technology of ULMA Construcción: the CVS advance carriages.

ULMA has been present since the beginning of the project and in all its phases. Taking on the different structures in tight schedules, has needed the commitment to the MK System as a main solution for all the configurations. Shoring, vertical and horizontal formworks, trusses, and the CVS advance carriage are based on MK

technology. The project has had the assessment and technical supervision from ULMA technicians throughout the entire process.

Based on the MK System modular concept, the CVS carriage has been adapted to the different incremental launch geometrics. The internal and external formworks are independent of each other, allowing the work cycle to be shorter. The MK standard elements have allowed minimising both the weight and the equipment costs in comparison to other made to measure carriages.

Each CVS carriage started from a vane column, voussoir 0, and they have simultaneously advanced in 5 m. segments in opposed directions until meeting each other and executing the final 2 m. voussoir. The performance is considerable because 20 line metres were executed with 4 advance carriages every week. Having a hydraulic system, the advance is smooth, precise and repetitive providing better guarantee than using mechanical means.



ULMA FORKLIFT TRUCKS

ULMA Forklift Trucks participates in the T-REX European project

THIS PROJECT HAS THE OBJECTIVE OF SUPPORTING EUROPEAN SMES IN THE INCORPORATION OF NEW AND MORE INNOVATIVE BUSINESS MODELS.



Coordinated by the Tekniker Foundation, the consortium that integrates the project is formed by companies, prestigious technological centres and universities from European countries like Germany, Finland and Italy; also, Cie Legazpi, Esenergia Vortex and ULMA Forklift Trucks all from Spain are participating.

The limited diffusion of new business models is patent in sectors like machinery, transports and robotics (sectors participating in this project), very frequently the manufacturers or distributors of plant and equipment only act as suppliers of parts and spares, without contemplating other much more extensive opportunities like those aimed at service and establishing long-lasting and trustful relationships

between supplier and client.

This is why the motivation that has originated this project has been that of promoting new business ways that offer innovative solutions, both through their products and their services, with the aim of offering the client highly beneficial solutions and where both manufacturer and client obtain mutual benefit not only in cost reduction but also considerably extending the life cycle of the products, without obviating the environmental benefit that these improvements can provide.

The new business models that this project pretends to develop are models aimed at service, proposing extending the life of products by applying predictive techniques, and redesign and reusing of the same, supporting

the decisions in on-line systems of monitoring the technical condition of critical elements of the selected product.

"In the case of ULMA Forklift Trucks the project fits perfectly into its model of rental business and in the need for having its own fleet manager that provides relevant information for improving its Technical Assistance Service and for the rental client" comments Asier Agirregomezkorta, Product Director.

With this initiative from ULMA, we pretend to give solution more in line with the current scenario and needs, where the optimisation of the products and services offered are one of the more important arguments in the relationship with the client.

ULMA HANDLING SYSTEMS

Conservas Friscos decides for the logistic automation by the hand of ULMA Handling Systems

Conservas Friscos has a new system of automatic palletisation that has allowed automating 90% of its production. The system, designed and developed by ULMA Handling Systems, has 2 palletising robots that give service to 4 production lines and supply 4 palletising positions.

After the automation, the Galician canning industry has obtained *"substantial improvements in productivity, effectiveness and efficiency, mainly by achieving the automation of 90% of the palletising process"*

comments Luis Rivera, Plant Director of Conservas Friscos.

In addition to the palletising system, the logistics solution includes the baling and labelling process and an automatic transport system (VTD) designed so the complete pallets are transported to an exit branch.

"After making several visits to similar installations, our decision was quite clear: ULMA offered us reliability and the proposed solution fitted in with our real and future needs", says Mr. Rivera.



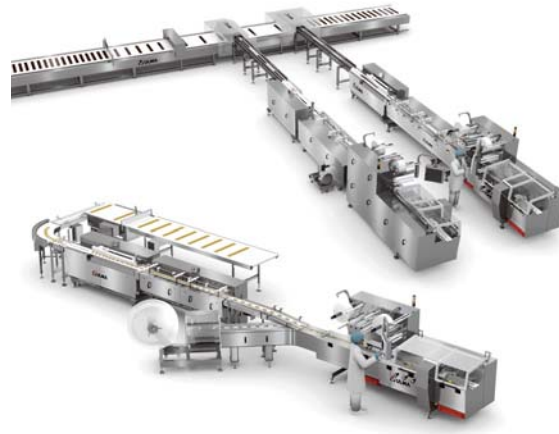
ULMA PACKAGING

ULMA Packaging launches a new model of machine on the market

THE NEW FR 500 MODEL IS A HIGH SPEED FLOW PACK WRAPPER ESPECIALLY DESIGNED FOR SECTORS LIKE BREAD, CAKES AND CHOCOLATES.

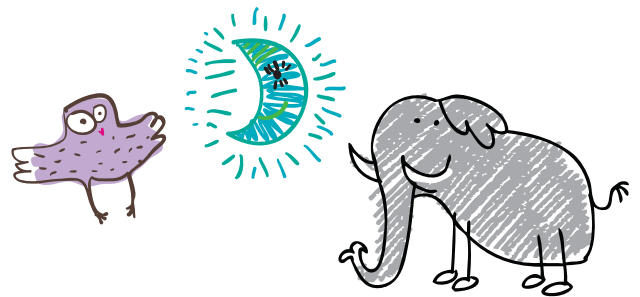
This flow pack wrapper model is fully electronic and includes multi-axis control that synchronises the main movements of the machine.

It easily reaches speeds above 500 packs/min and is complete with a series of automatic feeders and loaders mainly designed for the bakery and chocolate sectors.



ULMA GROUP

The award ceremony for the painting competition for children of partners and workers of the ULMA Group has taken place



The award giving ceremony for the V edition of the painting competition organised by ULMA Group aimed at the children of its partners and workers took place during last October. Under the title "let's paint the animals", the children illustrated by drawings what animals mean for them. This year the amount of participants has increased considerably over that of last year and more than 75 drawings were received. The participants were divided into two categories: children up to 5 and children 6 to 10. The winners were Naroa Moreno in the up to 5 years category, daughter of Oihana Zubia from ULMA Packaging and in the category of up to 10 years; it was Alex Zubia, son of Aitor Zubia from ULMA Construcción and were awarded with an equipped bicycle. Likewise, all the participants that attended the event received a small painting set to thank their participation in the competition. In addition, as an innovation this year all those attending the prize-giving ceremony could enjoy the musical representation carried out by the Harituiz Cultural Association and the participants of the musical workshop organised by the ULMA Foundation.

A preschool for the children of the fisherwomen, something more than an educational project



Jose Manuel Bernardo, member of the Technical Assistance Service team of ULMA Forklift Trucks, and Henar Adrian are a young couple of Lasarte that recently have returned from Muisne (Ecuador) after finishing one of the projects that the “Hegolan” NGO has in the Esmeraldas province. ULMA Forklift Trucks, after

knowing of their experience and the projects that this young couple has carried out over 3 years, has wanted to make all the readers of Begira participants of their solidarity adventure.

After September 2010, when, after a terrible unforgettable experience of 6 months in Muisne, in the province of Esmeraldas, they decided to return to start an educational project; what they did not know that their stay there was to give them what, undoubtedly, has been the most marvellous and rewarding experience of their lives: adopt a girl, called Brittany, that from the first moment stole their hearts.

«We have always liked travelling, and having an experience like this was something basic when we wanted to be integrated into a community, as this is the best way to know their culture and their customs», Henar tells us, he works in ASPACE and is an active member of the “DOA” Association, Denok Osasunaren Alde – Everybody for Health.

For them, living this experience together was very important and it was through an NGO, the Hegolan from Zarautz, that the possibility of developing this project arose; the project consists of creating a centre where about fifty abandoned boys and girls received assistance and the dignity their situation had taken from them was returned.

The fisherwomen of Muisne

To be able to understand all the needs existing in this Ecuadorian region, we need to understand how their family system works; it is quite peculiar, because the most repeated pattern is that of the family, generally quite large, and single-parental, the mother being the one who carries the weight of the family, this is due to the fact they are abandoned by their mates when they become pregnant, because they regard children as a problem.

Girls with hardly any primary schooling that are forced to work from when they



are 12 or 13 to maintain their children.

«The houses where they live have very deficient levels of hygiene, there is no drinking water, the toilets are holes in the ground, and they are very poor families» our colleague José tells us.

To survive, these women, every day they go to the mangrove to collect seashells, which they sell for a misery. «Shell fishing is work for “women”, because it is very hard. We have to damage our hands, dig in the mud or among the roots. It is hard work that is why men are not here. It is very hard work and exclusively for women» the Muisne fisherwomen tell us.

In addition, shell fishing means facing the risk of being bitten by the toadfish or the 'guardatinaja' mangrove reptiles. In addition, have many possibilities of becoming affected by rheumatism due to working in the mud, or of sustaining skin diseases.

Having nowhere to leave the children, the shell fishers only have one of two options, taking them to the mangrove, their workdays can be up to 12 hours, or leaving them to roam the streets.

The everyday routine in the centre

Although having in excess of fifty children registered at the centre, not all of them attend every day, but those that do usually come at lunchtime.

The main objective is that the children attend every day and lunch is the best attraction; them attending the centre allows, in addition to looking after them, guaranteeing that their basic needs are covered.

We get-up at 7:30. The caretakers start arriving and then the children in dribs and drabs. At about 9:00 we give them breakfast and, then, we start the activities: singing, story-telling, plastic arts

with pencils, paper and scissors, etc. Lunch is served and then they have some leisure time. In the afternoon, all the children are bathed. They are given clean clothes and sent home clean and with nappies, because many of them come without nappies as their mothers have no money to buy them. They are also deparasited because there are many lice in the area and we help the older ones with their homework, because the majority are not literate in their homes.

The majority of children are from the La Florida neighbourhood, but seeing that in the rest of the area there are also abandoned children on the streets, transport was hired to collect them, and this consists of a motorbike with a carriage.

In addition to care and security, they are given affection

At the centre we not only feed and care for the children, if in anything José and Henar want to emphasize is the affection they give «the children are very receptive to affection, when they arrive they do not know what care and affect are, because they have never received them, and, as time goes by, we can see the amount of affection they show us, even to the point of calling us daddy or mummy in the case of the children that have been more time with us.

During these years in Muisne we developed the most varied of functions, José not only carried out maintenance and building tasks in the centre, but also he made wells for drinking water, because the water problem is very large and without it they depend on rainwater for survival; on her part Henar has concentrated in the last period, among many other things, on the pedagogical part, trying to teach the personnel that stayed at the centre about

making plans, activities they can do during the week or even story-telling workshops (so that all the children that cannot read, can understand the stories), teaching them new songs or basic activities that are not applied there, like talking to them about infant nutrition.

It is very important that the project is self-sustainable

There is still much to do but the most important for this couple is that «that which is currently underway can be financed. If it is left alone, it may fall. We are in permanent contact with the people that have remained there to carry on with our work, so that nothing is left unattended, over there, culture is very different and constant supervision is necessary so that things continue to function».

Collaboration and commitment by the authorities and entities from the Esmeraldas area is as fundamental as citizenship collaboration for the centre to have a future and continue functioning, we hope that the generosity and commitment of individuals translates into a future for these girls and boys of Muisne.



*Fishing for shells
is very hard work;
therefore,
it is exclusively for women*

Brand and communication corporate environment of the ULMA Group



The Group Image and Communication Policy are defined in the Organisational Project of the ULMA Group and are consolidated in the management and coordination of institutional relations, of the external and internal communication and in the use and protection of the ULMA Brand



The ULMA Group Brand and Communication Area began in 1993 under the need of implementing in the Group the Corporate Identity and Image Project that meant the unification of the new ULMA Brand in all the Cooperatives and Businesses that existed then. At the same time, the commercial names of the Business were also unified on the basis of the ULMA acronym. The current regulation of our Brand started from that period, halfway through the nineties, with the transformations that the typical evolution and track record the Group has had, and was consolidated in the Corporate Identity Manual. Also, then the first corporate supports and contents that would strengthen the brand image and support the positioning of our Businesses in their respective markets arose.

The ULMA Group Communication and Brand Area are formed by the Committee of Communication, with representatives from all the Businesses, and by the Manager the



The analysis of communication profile in the media and the design of new digital contents are two of the aspects being worked on for the next year.

Group Communication and Brand who acts as coordinator of the Committee.

COMMITTEE OF COMMUNICATION / BRAND AND COMMUNICATION AREA

At Communication Committee level, work is being done in the field of decision referring to the ULMA brand, its regulation and use through the Manual of Corporate Visual Identity, and its protection through the administration of intangible assets of Intellectual Property. Currently, the Grupo ULMA, S. Coop., owner of the ULMA Brand, keeps the brand registered in more than 60 countries.

In the communication committee, work is being done in the coordination of internal actions and mechanisms that promote our image of unity and joint action. In the most operational plan, we use the following tools: Begira and its online version as corporate magazines and Portalde as Corporate Intranet. Likewise, support is given to the Euskera committee for the launch of the Lekaixo leaflet. In addition, the social marketing actions aimed at our partners and workers are coordinated in order to increase cohesion and the feeling of belonging to a team. Some of these initiatives are centred on the painting competition for children of partners and workers, the photographic competition used for the corporate calendar, trips for enjoying sports events, etc.

At external image and communication level, the design, start-up and execution of all the messages and corporate contents of the Group is being coordinated. Currently, the supports that the ULMA

Group has are the corporate presentations, the corporate leaflet and catalogue, the corporate video, the corporate and the ULMA Foundation websites and our space ULMA50. Currently, and prepared for 2014, in the committee work is being done in the defining of a new framework of corporate contents and messages that offer some meaning more in accord to the time we are living in. Likewise, in external communication, the coordination of actions in Means of Communication is a task framed within the responsibility of the Communication and Brand Area.

The initiatives and actions that the ULMA Foundation also develops are coordinated from the Communication and Brand Area of the Group and are proposals from the communication committee endorsed by the patronage of the ULMA Foundation. Over the last years, diverse types of activities aimed at different groups; ULMA pensioners, ULMA partners and workers and their families, nearby environment, etc., have been carried out.

In addition, the Digital Marketing practices are coordinated at communication committee level. On one hand, from this area, the mentioned practices are regulated and on the offer, a service is offered to the Businesses at assessment and knowledge level. Currently, the Group and the Foundation have digital presence in the Social Networks and, recently, the Manual of Digital Style of the ULMA Group has been defined and approved and it is already a Good Practice validated by the Mondragon Corporation.



CARLOS SARABIA
Head of Communication and Brand Area of the ULMA Group and Coordinator of the Communication Committee.

Facing the year 2014 and within the three-yearly plan approved by the body, we have several main work axis on the communication committee.

The design, definition and execution of the new contents and corporate messages we expect to see light throughout next year, the analysis of our Media communication profile is also on the table, the proposal about the operations of the ULMA Foundation and its activities, the digital strategy with the design of the new Digital Content and the Plan of Internal Communication, among others, will make the year 2014 and intensive year for our Area of responsibility. In other words, we expect that the change and transformation offered by our visual and graphic corporate image strengthens and facilitates the work of our Businesses.

Eñaut Sarriegi

Expatriate of ULMA Handling Systems in Brazil

Brazil, the country of the samba and the caipirinha, of kilometric beaches, of the variety of fauna and flora, of racial mixture, country of contrasts, with short but relevant history. São Paulo, “terra da garoa”, the economic nucleus of Brazil, city of chaos regarding transport and mobility, with high crime indexes, the city that does not stop.

“That is how I can describe in few words the land that adopted me nearly a year ago when loaded with motivation and trying to leave nostalgia to the side, I started my adventure in Brazil. I landed on 22 January 2013 at the International Airport of Cumbica (name of the district of Guarulhos city where I am, and according to the locals it means fog in the Tupi language) with intentions of starting out on this new adventure. I knew the country from previous trips I made and another stay I had in 2012 to get customised. This times the sensations were different. The goodbyes lasted longer, they were harder and the tears were more present above all in those who love me and that remained behind at home looking at the calendar and counting down to the next visit.

I arrived with tasks divided between two fields. On one hand with a management plan recently out of the oven which we will have to implement step by step to discover the results, and on the other hand, in the personal field, the legalisation of my stay in the country. Personally, legalising my situation has been a very hard task. A job that without professionals dedicated one hundred percent to the subject is complicated to carry out and even bad for your health.

You move along parallel roads, on one side the visa and employment regulation, on the other side finding a place to live... The first freedom you feel is when you

have your own space in São Paulo. The moment they give you the keys of what will be your house for the coming years, a strange sensation covers your whole body. You have not yet psychology situated yourself in the country, you know the reality but you still do not believe it. But at that moment, when you enter home for the first time you start to believe and you think, Well it seems this is getting to be serious!

I had never left my beloved Basain for anything that was not a business trip or tourism. I had never lived away from home. Therefore, I found myself in a completely unknown situation. Up to the date, I had never lived alone, first at my parent’s home and after with my spouse, but never alone. Bit by bit I was getting to know the positive and negative parts of the city and of the country. And although there are negative things that sometimes surprise me as absurd, the truth is that it is a place where after having captured the essence, it gives you an optimistic outlook that makes you briefly forget the negative points.

On weekdays, São Paulo is for patient people, who do not get irritated to see how the clock of life advances while they are in a traffic jam. That is well known by all that have been here. Besides that, it is an expensive city and with some very inflated prices due to the taxes. The effect of these taxes is not seen in



“São Paulo is a city famous for its traffic jams and very expensive. Its inhabitants make you forget all this is negative.”



“My mission is to develop the Supply Chain Software and Pick to Light Systems logistic solutions in Brazil.”



>> Eñaut Sarriegi living in São Paulo since January this year.

the country. The country is very much behind regarding education, healthcare, public infrastructures, security, etc. These are reasons for which a normal medium-high intellectual Brazilian is ashamed and demands an answer from the government. A sample of this are the protests that started when they were holding the Football Confederations Cup 2013 due to the price of a bus ticket and that turned into a public demonstration demanding all types of changes to improve the current situation and quality of life in the country.

Contrary to all the negative points, Brazil gives you the Brazilian people, affable, friendly, chatty... and the happiness and activity at any time of the day and of the night. Among other things that São Paulo offers I can highlight the gastronomic variety (highlighting this point is not strange coming from a Basque person). Because although you cannot eat baked monkfish like that prepared by my father (or anything like it...) anywhere in the world, the range of restaurants is immense. For those that have a fine taste it is the perfect city.

In an employment viewpoint, ULMA Handling Systems already had an affiliate established a few years ago. I arrived with the mission of developing the Supply Chain Software and Pick to Light Systems businesses in Brazil, small-size logistic solutions that are perfect for emerging markets like this one. It is a difficult

market due to different reasons. The lack of facilities when doing things due to tax complexities, the monstrosity of the geographical area, the difficulty in obtaining the feeling from the clients of a project or proposal due to the warmth of the Latin character, changes in strategies due to circumstantial decisions, the volatility of the employment market...

Personally, this last point has attracted my attention. It is very common to find people that change employment every 6 months. It directly affects the period of maturity of a project and also the development, because you can find in this situation that your interlocutors leave the company without warning and without informing anyone about the task, and having to start the entire process from 0. Both in professional life as outside of it, I have known many people and thanks to that, I can and should say that I have never felt as a foreigner. Right from the beginning, they have accepted me as if I was another of the 21 million Brazilians inhabiting Greater São Paulo.

The first they ask you is your name. Right from the start. Explain that your name is Eñaut. In the end, you end up by adopting a Brazilian name, like Ronaldo. That is what they call me in the Starbucks next to my house. Those that do learn my name, have two further problems, pronounce it correctly and write it correctly. When they pronounce it, they

say something like Enautxi with an exotic sound. When they write it, they give way to the French influence and the Renault make of cars and they write Enault. The best is the business meetings, when they remain looking at my business card. Eñaut Sarriegi Gorrotxategi! Take that!

Among anecdotes, adventures, problems and other things, in all this time I have been lucky to count on people in the affiliate of ULMA Handling Systems and on the unconditional support of Oñati that have helped me and Gorka, my expatriated brother, in the good and not so good moments, as well as in all the necessary steps to legalise my situation. Also, I have to say that we took a little loner in establishing our group of friends that fulfil the role of gang in the good times and of family in the bad ones. Without all of them, this “trip” would be much more difficult and the memories of what is for now the most important professional challenge of my life, would probably have a bitter touch.

It is 7 o'clock in the morning, another day starts. I am going to see if, miraculously, I do not get caught in a jam...

“Saudações desde São Paulo, meu lar, longe dom lar”.

RETIREMENTS: From 1st of September to 31st of December, 2013

José M^a
Altube
Guridi



Jesús M^a
Goitia
Unzurrunzaga



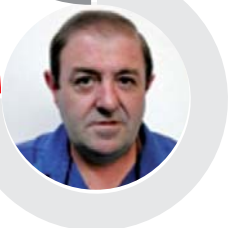
Fco. Javier
Arregui
Erostarbe



Juan José
Iza
Uriondo



Luis M^a
Carrera
Urquia



Jesús M^a
Agiriano
Bengoa

Javier
Etxezarreta
Altube



Marilu
Orueta
Erostarbe



Marino
Ascorbebeitia
Urigoitia

Jesús
Azpeitia
Segurajauregi

*thank you and enjoy!
congratulations*

