

Begira



ULMA

July 2005
Nr.9



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Martin Berasategui

Our businesses:
ULMA Polymer Concrete



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BEGIRA

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2004:
highly
satisfactory

We have closed the Group's cooperative General Assemblies cycle and, once the economic and company results have been analysed, we can assure you that the year 2004 was a highly satisfactory tax year, in which the established socio-economic objectives, in general, were achieved.

The global trend of the international economy was somewhat better than the previous year. Europe, which is still lethargic, showed better results than in 2003. The American markets are moving more and the Spanish market is the one that is showing its good side, at least in certain sectors.

The economy's globalization process is still unstoppable and we are at moments when we should run and put our foot down on the accelerator in an attempt to occupy the coveted leading position. Protected markets and the tranquillity of pacific businesses without threats have been left behind in history.

Whether we like it or not, if we want to go for a future with certain guarantees, we have to be present at the current leading countries (USA, Germany, France, etc.) and close to the large countries being developed (China, Brazil, India, etc.). They will soon be setting many of the international economic standards and whether we want to or not, or whether we like it or not, we are heading towards getting close to, landing in, living in and possibly suffering the reality of these economies.

We cannot play the ostrich's game and hide our heads in the sand. We have to look at the future face on and this will mean

**José Luis
Madinagoitia**

Chairman of the
ULMA Group



facing challenges and difficult projects if we do not want to fall behind in this race.

We are looking at a new "movement" or "revolution" of the economy. Through history, all these revolutions have made it possible for certain countries and geographic areas to improve their position on an international level, while others have lost positions. It is in our hands to face up to this challenge, but this will take sacrifice and dedication.

In this edition, we have included the Company Balance for the tax year 2004, which has been explained to and approved of in our Assemblies.

On a social level, the global evolution of employment, including in the subsidiaries, has grown considerably. The total number of people employed has exceeded the goal of 3,000, for we closed the year with 3,008 jobs. The average number of employees during the year was 2,865,

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which means an increase on the previous year of 234 jobs. An important step was also taken in the growth of cooperative employment, for the number of registered members on the closing date was 134 more than on the 2003 closing date.

The New Payment System Project was also presented in our Assemblies for its approval. That was not the case, for it was rejected by the group of members. Something was not well explained when in a free democratic assembly decision the project was rejected. It would be intelligent for us to go into the reasons for it being rejected, in order to correct future projects.

Attendance at assemblies has improved considerably this year. The inclusion of the debate mentioned above may have been the reason for this. It is not bad news, but what will we have to do to permanently maintain this interest in the Assemblies?

I would not like to close this article without bringing to mind the hard, tragic accident that took the lives of three children of our members (Aitor, Ane Miren and Mikel) and Amaia's, who was sharing her work with ULMA Forklift Trucks. They were all returning from their morning tasks at the school and were preparing and shaping their future, but their tragic destiny cut their future off. You, parents and our companions who are suffering a rough time in your lives, have our support.

We should also remember the loss of two active members, Jose Manuel Copete and Jose Antonio Madina. We shall always remember you. We are sorry for losing your company.

A new plant for ULMA Handling Systems; Combining architecture with art

■ At the present pace of the works, the new ULMA Handling Systems plant, which, after solving different setbacks that caused delays in its construction, is expected to open next autumn, meaning the start of the Oñati Technological and University City (TUC) project. This is an ambitious initiative that is hoped to promote the development of high technology companies as a future tractor element for ULMA's development, by pursuing a new type of high added value employment. The ULMA Group's Innovation and Development Centre and ULMA Handling Systems' new plant will be precisely the first two projects of which the TUC complex will consist. The new ULMA Handling Systems' plant, designed by LKS Ingenieria, will house an innovation workshop

(I+D+i) for developing new products and logistic systems, plus offices for 120 professionals. The building will be round and will be built using opaque, translucent materials that create highly rich, formal interior spaces. Some people think that it is an "Oteiza-inspired" building which is torn between matter and space, interior and exterior, light and darkness.

These aesthetic tendencies have helped ULMA Polymer Concrete to develop singular plaques that will cover the new building's facade. "LKS Ingenieria informed us of ULMA Handling Systems' initial idea of combining architecture with art", states Juan Carlos Txintxurreta, Manager of ULMA Polymer Concrete's Ventilated Façades Line.

"Our challenge was to obtain a specific finish, with aesthetic touches of corten steel.

This material has been used by persons of our culture like Chillida who used it on the doors of the Aranzazu Basilica in 1954 and Oteiza in *The Empty Building* (1957) which is currently in the Paseo Nuevo in Donostia", says Txintxurreta.

After different material coexistence tests, colour tests and durability studies that submit the material to accelerated aging, the result led to the development of a polymer concrete plaque composed of a rough surface with a rusted look obtained by trickle mixing 5 colours.

We can appreciate in the pictures different moments of the construction process of the new ULMA Handling Systems' plant.



ULMA Forklift Trucks opens a new Delegation in Seville

This year, ULMA Forklift Trucks committed itself to reinforcing its commercial network by attending more directly and closer to the companies located in the Alava and Western Andalusia areas by opening two new delegations. If we announced the opening of the Delegation in Alava located in the Jundiz de Urbina Industrial Estate in the last edition of Begira, this time ULMA Forklift Trucks informs us of their effort and commitment with the opening of a new Delegation for Western Andalusia located at 11 km from Seville in the Torre de la Reina Industrial Estate.

ULMA's team sent to this new Delegation will offer more immediate and efficient technical assistance, commercial advice and general repairs of forklift trucks to companies located in the provinces of Cadiz, Cordoba, Huelva and Seville. The opening of the new Alava and Andalusia delegations is a result of the growth in the market demand in these areas and of ULMA Forklift Trucks' wish to maintain a more and more accessible and close relationship with its clients through a staff of technical and commercial professionals that is growing in accordance with the market requirements.

The new generation laminator begins its career in **ULMA Forging**

The different tests are currently being carried out and the laminator has been gauged in a first phase for which a gas oven has been installed and mechanized pre-forms have been manufactured. They were fed into the laminator manually with the use of a forklift fitted with hydraulic tongs and all kinds of rings were manufactured until the correct gauge was obtained. In this phase of tests, pre-forms of up to 1,330 kg. were fed and the laminator has proven to be very strong laminating rings of up to three metres.

In the machine's receiving tests with four references from our catalogue, the feeding was fully automatic with the use of anthropomorphic Kuka

robots. The laminator's unloading is also automatic with the use of another robot with similar features that ends up piling the parts in such a manner that it makes up complete pallets. This point is very important due to the space that parts of such dimensions can take up.

The laminating process for one of the parts (Blind 20" 150) was done entirely automatically, without the machine operator's intervention. This is the first time a blind is laminated in a laminator entirely automatically, which means an important technological breakthrough. At this moment work is being done with the Wn 24" 150, a part with a laminated profile of 200 kg.



ULMA Packaging present at **INTERPACK**, the largest World Packaging Exhibition

■ Last April, the XVII edition of the INTERPACK Exhibition, dedicated to the Packaging Machinery sector, was held in Düsseldorf (Germany). ULMA Packaging presented the latest novelties in all its product lines and established this event as a worldwide meeting point for all its subsidiaries and distributors. With a stand of 350 m² and



innovating solutions, ULMA Packaging presented engineering projects and offered comprehensive solutions in different lines of packaging. Not only due to its magnitude with 174,000 visitors and 2,557 exhibitors, but also due to its quality, this exhibition is a worldwide reference in the packaging machinery sector.



ULMA Construcción takes part in building the SYV Tower in Madrid.

The SYV Tower is the latest large project done by the ULMA Construcción Delegation in Madrid. The construction of this skyscraper is expected to be finished in three years. This involves 55 floors having to be built above ground, reaching a height of 250 metres and a surface area of 52,672 square metres, plus up to 45,000 more underground. To build the tower's centre unit, the "Self-climbing System" will be used and the floor structures will be built using the "CC4 Horizontal Formwork". We shall be following this important construction work and will keep you informed of its evolution in these pages for you to know the new SELF-CLIMBING system that promises excellent results in the application of this new technology for this type of construction.



The Businesses of **Forklift Trucks, Construcción and Polymer Concrete** consider their presence at **Construmat – 05** positive

For the first time, three of the ULMA Group's businesses, Forklift Trucks, Construcción and Polymer Concrete, were present at the past edition of Construmat 05 held in Barcelona last April. They all gave a very positive evaluation to the exhibition and pointed out the numerous contacts made in each of their sectors.



ULMA Packaging opens new facilities in MADRID



In the past month of March, ULMA Packaging opened new offices in San Sebastian de los Reyes (Madrid), with a surface area of 150 m². A team of 11 professionals give a quick, personalized response to the centre of Spain. Located in the municipal area of San Sebastian de los Reyes (Madrid), ULMA Packaging has a structure designed to cover its clients' necessities in two aspects: advice on packaging systems and after-sales service. Internally, the Centre Delegation is made up of three areas: Administration, the Commercial Department and the Technical Assistance Service (TAS). With regards to the geographic area, it should be pointed out that, as well as Madrid, its area of activity includes the neighbouring provinces of Segovia, Guadalajara, Cuenca, Ciudad Real, Toledo, Caceres and Avila. Finally, it should be mentioned that the high concentration of potential clients in a geographical area that could be defined as small in comparison with other areas has allowed ULMA Packaging to start up an ambitious specialization program both in the Commercial area and in the TAS. This program will also allow our sales and technical staff to be more specialized, and, therefore, to continue with the differential of the ULMA brand name with respect to its competitors.



ULMA Construcción goes to the EDIFICA 2005 Exhibition in Chile

ULMA Construcción, through its subsidiary in Chile, was present at the country's largest construction exhibition, EDIFICA 2005. Held last May, the exhibition received 30,000 visitors to more than 25,000 m² of exhibition area. ULMA had a stand of 250 m² on the outside where materials like ORMA modular formwork, COMAIN portable formwork, Cimba T-60, Vigas BTM horizontal formwork, DORPA and BRIO facade scaffolding, which are all star products on the Chilean market, were exhibited.

EDIFICA is the most important exhibition of this sector in South America, where the presence of engineers, architects and constructors from countries like Brazil, Colombia, Argentina, Peru and the main Central American countries is outstanding. The expansion work done by ULMA Construcción in the past few years in Central and South America was reflected by the number of visitors from different countries received at the stand, with an average of 300 per day.



The new Production Line of ULMA Polymer Concrete is now under way.

Since March 22nd, a new production line for ULMA Polymer Concrete has been working in the recently built pavilion of 4,300 m². As we had already informed in previous editions of Begira, after finishing the extension of the new Pavilion at the end of February, the next step was to start up the new line which is now working in 2 shifts with 16 employees. At present, the line is producing construction parts, but it is prepared to be multipurpose and can also produce channel parts at peak working moments. In this first phase, the moulding circuit has been installed and for the end of last May it was planned to place the parts de-moulder and mechanization.

The ULMA Group improves its organization by starting up an Intranet

It will foster collaboration, participation and exchanges of information from all the partners

■ The ULMA Group has started up an Intranet – at the address <http://portal.grupo.ulma.es> –, which is a tool meant to improve internal organization by fostering collaboration, participation and exchanges of information from all the partners. An Intranet is a learning organization that allows the integration of people, processes, procedures and principles for forming an intellectually creative culture, and

which facilitates the establishment of the organization's total effectiveness. The ULMA Group's Intranet has two parts:

> The Collaboration Portal: a space open to collaboration and opinion, where committee and group activities can be organized, opinions and suggestions can be made, debate forums can be opened or surveys can be made.

> The Knowledge Portal: mainly on the distribution of information, it is ideal to be informed of everything that is happening in the ULMA Group. As well as the chapter on news, which is continuously updated, it offers access to the Group's reports and to services and utilities such as bibliographies, articles or notifications, among others.

--- Collaboration Portal: participate / give an opinion



--- Knowledge Portal: to be informed



"The technological solution of the Intranet is entirely designed with Microsoft technology. To do so, in a Windows Server 2003 environment, the Share Point Portal Server 2003 tool was used for creating the Portal and its Sites, as well as SQL Server as a Database where all information is stored. To gain access to the Intranet from a work post, you only have to do so through a current navigator: Microsoft's Internet Explorer (the 6.0 version or a later one is recommended) or any other navigator that is compatible with the previous one, e.g. Netscape 7.0 or a later version", (Manu Gorospe, Coordinator of TIC's of the ULMA Group).



For the fifth year running the sportier people at ULMA Forklift Trucks took part in the climb up to Aloña, both on bicycles and on foot.

This year the "txapela" was given to Erik Fuentes. The group's effort was rewarded by the meal they made in an Oñati club in order to restore their strength and comment on the details of the climb. The picture shows the group of strivers from ULMA Forklift Trucks.

ULMA Forging starts up the Mechanized Centre of Flanges with diameters of up to 800 mm

■ Within the objectives set in ULMA Forging for this tax year, and following what was started last year, a relevant one is "To Forge and Mechanize the range of Flanges up to 24".

As a result of the mechanization work done by the team in charge of its development, by the middle of this month of June ULMA Forging has planned to start up the mechanization line of Flanges up to 24" 150, formed by two winches, a double tubing drill, a counter sinker, a marker and a painting installation, as well as the handling elements among which two six-degree clearance anthropomorphic robots with a capacity of 600 kg from the com-



pany Fanuc stand out. It should be pointed out that it is the first order of robots with these features made in Europe to the head company in Japan.

The conception of the line is based on a total automation system of the process, since the flange enters the loading area until it leaves as a finished product ready to be placed on a pallet. This line introduces relevant technological incorporations, some of which are completely innovative such as the measuring of the flange's gross quotas before it is mechanized using a measuring system applied to the robots and the self-adjustment of the mechanized program to the loaded flange's particu-

lar dimensions caused by the variability of the gross part.

Furthermore, all the line's elements are integrated and connected in a local Ethernet network that allows the information to be transferred for a more coordinated job from a PC that controls the process as a whole. It has control of the flange's real fastening measurement on the clutching plates and a set of intelligent robot tongs. This allows a technical solution to the situation that arises when there are certain moments in which the flange being loaded into the painting installation and the one being unloaded are different and the double robot tong is capable of adapting to each flange.

ULMA Construcción at the Smopyc 2005 Exhibition



ULMA Construcción took part in the SMOPYC exhibition in Saragossa from 1st to 5th of last March. ULMA went with products for Civil Works and Non-Residential Construction. It had a stand of 352 m² where it exhibited the CC4 aluminium horizontal formwork with an ALPROP Aluminium prop and a Mesa VR

formwork with an EP European prop. Its participation in SMOPYC 2005 was very successful with regards to the number and type of visitors. The 8% increase of foreign visitors stands out, which shows that the Exhibition is being well represented in our sector due to the level of exhibitors and the increase of professional visitors.

ULMA Forklift Trucks gives a plaque to Tallers Caralt Tarres in recognition of its commercial work

ULMA Forklift Trucks gave the plaque for the best Distributor of the year to Tallers Caralt Tarres, a company that has been working as an official service of ULMA's Catalonia delegation in the Osona (Barcelona) region since January, 2004. In his first year as an ULMA distributor, Caralt Tarres has deserved this prize due to his exemplary commercial work carried out last year. This effort is translated into the highest number of sales obtained in his long career and the trust that companies as important as Casa Tarradellas or the Catalan chain of supermarkets, Bon Preu, place in him. The plaque given to Caralt Tarres is a reflection of the recognition and gratitude for his collaboration in making ULMA become a reference in



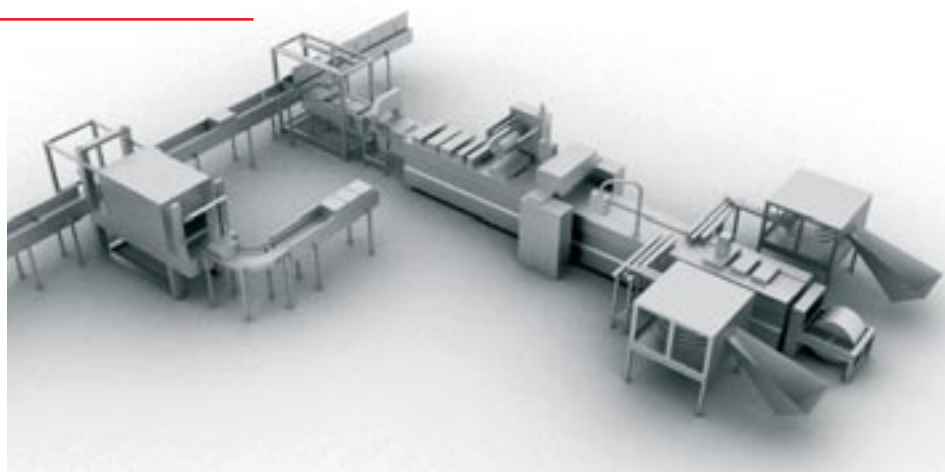
logistic advice in the minds of more and more companies since it is seen as more accessible, closer and more committed to offering the solution particular to each of its clients. Thanks to companies like Caralt Tarres, ULMA's commercial network made up by delegations, distributors and official services offers a technical assistance service and professional, quick and efficient logistical advice that, undoubtedly, have had a direct influence on the increase in sales of interior trucks meant for applications and work carried out inside the store during the year 2004. The picture shows the moment when the plaque was given to the managers and owners of Caralt Tarres by the Director of ULMA Forklift Trucks.



The ULMA Group's Assembly closes the annual cycle of our cooperatives' regular general assemblies.

On June 16th, with the holding of the ULMA Group's General Assembly in the Santa Ana auditorium, one more year the cycle of our cooperatives' assemblies held throughout the months of May and June was closed. The picture shows a moment of the ULMA Group's Assembly in Santa Ana.

ULMA Packaging develops an **individual packing** project for **energy foods**



This consists of an automatic process for loading, individually packing and handling energy products meant for children.

■ ULMA Packaging has developed a new project called Nocicao that consists of an automatic process for loading, individually packing and handling energy products meant for children and young people. The product comes presented in a coded carton box with 24 units that are also coded.

ULMA Packaging's work begins with the production of six plastic packs with two compartments, one for the cocoa cream and the other for bread sticks. 10 bread sticks that are in bulk in a hopper are automatically loaded into one of the compartments by the use of an automatic alignment and counting system. 25 grams of cocoa cream are dosed into the other compartment.

Then, these packs are sealed with a lid and stamped with the expiry date. Each pack is then cut singly. After the metal detection inspection, groups of six units are passed on to the handling area where they are grouped into twelve units.

By the use of a rectilinear handler with a multiposition electrical shaft and a two-movement tong with 12 vents, the position of the packs is changed for them to be placed into a



box. This is put together manually and loaded onto a trolley that will take the boxes to the loading position.

Once they have been loaded, the handler will group 12 packs into a pile of four and at the trolley exit, the batch is coded. In the motorized accumulation area, the box is closed by hand and is transferred to the wrapping area. By means of an automatic feeder, the wrapping is done and then, using an oven, the finish. Finally, at the exit to the oven, there is a stacking area where the products are placed on pallets manually.

Technical specifications

- > **Bread stick loading speed:** 1,000 sticks/min.
- > **Individual cut:** 90 packs/min.
- > **No. of boxes:** 4 units/min..
- > **Monthly production (work in two shifts of 8 hours):**
3,900 boxes/day
85,800 boxes/month
2,000,000 individual packs/month
- > **Investment:** 500.000 €
- > **Client:** Nocicao S.L., Motmeló (Barcelona)

ULMA Forklift Trucks and ULMA Handling Systems presented their logistic solutions at the sector's International Exhibition held in Barcelona

■ Last May, the Forklift Trucks and Handling Systems companies presented their most advanced solutions in logistics and maintenance at the SIL exhibition. Under the title of "Global Storage and Maintenance Solutions", ULMA Forklift Trucks took part in the SIL Exhibition by presenting its offer and adapting it to the different necessities expressed by the different members of the public attending. On its stand ULMA exhibited the most complete range of Mitsubishi forklift trucks for comfortably and efficiently handling loads in a profitable manner, both inside and outside the storage area, using equipment that covers all jobs and applications included in the processes of receiving, transporting and sending merchandise, stacking, storing or preparing orders. To be exact, the range of forklift trucks presented in this edition of the SIL was represented by the retractable truck, the stackers, order collectors, electrical transpallets and the new counterweight diesel from the N Series that is fitted with a highly developed safety system in accordance with occupational safety requirements, the Deluxe collapsible cabin of which attracted the visitors to this logistics contest. ULMA Forklift Trucks is one of the few companies in the sector that can offer a complete range of interior trucks with CA Technology. It is also planning to launch the new electrical trucks with up to five tons of alternated current by the end of the year. For its part, Innovation, Experience and Technology were the three aspects that made ULMA Handling Systems stand out in the International Logistics contest. Handling Systems informed of the policy of constant innovation in which it is immersed through its new unique Automatic Classifying system, Surfing Sorter Mini. Designed for areas for preparing orders with small contents, the automatic classifying



system has a flow capacity of up to 7,000 parts per hour and permits the elements previously picked or put into the system to be rapidly classified. According to Iñaki Arriola, Director of ULMA Handling Systems "it is a new system designed for preparing orders with small contents (from 50 g to 5 kg), such as blisters... that allows competitive advantages to be achieved through the precision and speed of the operations and it guarantees control of the process and the possibility of treating the information on-line". To improve the automation of the order preparation systems is one of the aspects in which ULMA Handling Systems stands out. So, the new applications of the Pick to Light technology recently introduced into companies like TOYOTA, CITROËN and PEUGEOT were other novelties presented at this seventh edition of the SIL. The Pick to Light technology is extraordinarily simple which makes it easy to create personalized systems adapted to all types of picking, sorting and assembly operations in different sectors. ULMA Handling Systems also collaborated in the exhibition area organized by the ICIL Foundation, in which it showed an automatic storage system with an exclusive design for stacked trays controlled by ULMA's Store Management System. This system was a novelty since it is able to operate Just in Time in the food and agriculture sector.

The creation of the Ulma Group's **new web site**



■ The ULMA Group's new web site has recently been created which is hoped to be a meeting place for all those who are interested in knowing something more about our Group and its Businesses. The page shows the Group's most relevant information through a very intuitive menu in an agile, dynamic fashion. It also has a content manager which allows the on-line news to be updated. Access to the page can be gained either through the company home page, www.ulma.com, and clicking on ULMA Group, or directly through www.ulma.es.



ULMA Construcción has business contacts of the highest level in Peru.

The picture shows the Peruan President, Alejandro Toledo, greeting the Director of ULMA Construcción, Carmelo Bilbao.

The Guipuzcoa Chamber recognizes **ULMA Construcción's Internationalization**



In the image, Carmelo Bilbao and Cristóbal Álvarez with the recognized.

On May 13th, the XIII edition of the prizes for industrial and service companies offered each year by the Guipuzcoa Chamber was held at the Cestona Spa. In this edition, ULMA Construcción was awarded in recognition of its internationalization efforts. Carmelo Bilbao, Director of ULMA Construcción, and Cristobal Alvarez, the so far International Director, were there. Both picked up the prize, along with other representatives of the Guipuzcoa business, economic and political environment. The presence of about 430 guests, the highest figure in the last few years, demonstrates the value that the

Guipuzcoa society gives to this award. ULMA Construcción has gone through an accelerated process of internationalization which has led it from remaining symbolically present abroad (2% of sales in 1993) to becoming one of the three largest worldwide companies in the construction and civil works sector. ULMA Construcción has 16 subsidiaries in Europe, Asia and America and has four production plants in Brazil, Chile, Poland and Italy. Sales abroad now represent 40% of the total. The immediate objectives are Mexico, China, India, Indonesia, Algeria and Dubai.

Panter once again entrusts ULMA Handling Systems with the automation of its Logistic System

■ The shoe company, PANTER, a pioneer in automating internal logistics in the shoe industry and which belongs to the Alicante group, Industrial Zapatera, once again entrusts ULMA Handling Systems with the automation of its logistic system. Ramon Pajares, Director of Panter, indicates that the objective "is to offer a quick response to the client's necessities. Through ULMA Handling Systems' automated solution we can plan the production requirements at all times, the stock is ensured and delays in sending merchandise are eliminated".

The decision taken by PANTER in the year 2000 is in this context when for the first time it asked ULMA Handling Systems for a study on the viability of an automatic warehouse on its premises. "That meant an internal revolution, for we went from doing manual logistics to handling reliable information that allowed us to improve our manufacturing and storing processes", explains Pajares. And, once again, the company became a model of innovation for other companies in the sector: it had been the first manufacturer to have an automatic warehouse and, consequently, it became a successful model for other approved organizations.

Now the challenge is in introducing a new automatic storage system for pallets and trays and an order preparation system through DPS (Digital Picking Systems) that allows operations to be done quickly and intuitively by showing

the quantity ordered and by forcing confirmation of each collection or pick of the article.

The automatic warehouse that ULMA Handling Systems installed in PANTER in the year 2000 has a storage capacity of 110,000 pairs of shoes, and the second one, which will be started up within a few months, will have an additional capacity of 70,000 pairs. For it to begin functioning, it will take no more than eight months, and that includes all the phases that the whole project involves: consultancy, planning and engineering, execution of the project, development of the IT application and training the personnel assigned to the system.

"We value the capacity of being able to have the best possible information on our stocks at all times, and time has proven us right. Nowadays, the information we are able to offer the client is valued as much as the quality or the price", states Pajares, and he adds other many contributions of the system, especially in the field of rationalization of production processes and stock control.

All these benefits of the system are translated into an important competitive advantage for the company in the relationship with its clients: the capacity to respond to them in real time on the stock in the warehouse of any of the references it manufactures, when, before the installation of the automatic system, the reply to any query was a job that was not done in less than two days.





FRANCISCO GALLARDO, the first to retire from **Alfre**.

Francisco Gallardo has been the first person to retire from the assembly company, ALFRE S.L, belonging to ULMA. His career in the company has always been characterized by his high professional level and his complete loyalty to ULMA-ALFRE. His working relationship with ULMA started in 1968 with the opening of the Seville delegation and he has been registered in all the companies that ULMA has had in Seville. In his professional career, he has gone through several positions: store man, fitter, official, monitor, manager, etc. In all of them he gave a high response. From here, your colleagues want to wish you every happiness at this new stage of your life.

DID YOU KNOW THAT...

- The Mondragon Corporation increased its sales by 9.3% in the first quarter of 2005, and is expecting to reach a sales figure of 11,500 million euros by the end of this year, which would be 8% more than in 2004? It reached 10,459 million euros with an increase of 8.3% over the previous year. The consolidated results obtained reached 502 million euros, with an increase of 22.1% over 2003. In 2004 2,624 new jobs were created with which the Mondragon Corporation ended the last tax year with almost 71,000 employees. Mondragon Corporation Cooperative will invest 4,000 million euros in the next four years and it will create 25,000 new jobs to reach a sales figure in 2008 of more than 17,000 million euros.

High quality presentations in ULMA Packaging's sales lines

ULMA Packaging launches onto the market a new model of a vertical machine for making packages with four welds. This format is an evolution of the traditional English fold, or stable bottom package, making it more stable, with more mechanical protection of the product and a distinguished aspect, through 4 side nerves with welded folds.

The main feature of this presentation the Marketing departments' possibility of using both sides of the package for written communications without any type of fold or weld.





Martín Berasategui

Martin Berasategui was born in San Sebastián in 1960. He started out in the Bodegon (Inn) Alejandro in the old part of the city along with his mother and his aunt. He now runs the Kursaal restaurant in Donosti, the Guggenheim restaurant in Bilbao, the Kukuarri restaurant in the Aranzazu NH hotel in Donosti and the Martin Berasategui restaurant in Lasarte, for which it has three Michelin stars. He manages the Martin Berasategui Group and is a National Gastronomy Prize-winner.



His most recent dishes are: cube of foie gras roasted with red compoted onions, date and mint liquid "mamia", and oysters with coffee, pepper and curry. Publications: "The Martin Berasategui Diet", "The Market on the Plate", "The Calendar of our Traditional Cooking", among others.

"You must be happy feeding yourself"

As a world-famous cook, where do you look to make your recipes? In or outside of Euskadi? My cooking starts with the raw materials. Every time I am working on a new dish I think about the exceptional products that our land gives us.

Is gastronomy in Euskadi an art or a religion? Gastronomy is an art in which you have to give free rein to your instincts, to creativity and to the imagination, but working with the respect that our products deserve.

⊥
***In gastronomy,
 you have to give
 free rein to
 your instincts***



Apart from your home country, which is the place in the world where Martin Berasategui has eaten best? Eating, you eat well where you least expect to. But that small, unexpected place where you suddenly face a simple dish, a magnificent product or a champion cook always draws my attention. And among the professionals, in all my friends' houses, especially in Zuberoa, in the Guggenheim or in Mugaritz.

Problems like obesity and cholesterol in children are increasing,

tendencies are arriving that foster bad eating and, consequently, illnesses. Who's to blame for this? What is being done wrong? Of course, we professional cooks can help a lot for people to eat better and better and for illnesses resulting from bad eating not to spread. I've already done my bit with a recently published book. You must be happy feeding yourself.

We live fast and work too hard. Can you eat quickly and well? Of course. In my last book, "The Martin Berasategui Diet", I give a series of recommendations for when we eat out that can help us to improve our food due to knowing how to choose our food better.

Without leaving the Peninsula, what areas stand out at this moment for their gastronomy? ...and on a worldwide level, what areas are marking the tendency in "haut cuisine"? In Spain

┌
Where you least expect to, you have a great meal
└

nowadays you can eat well anywhere. Each region has its own private revolution in kitchens and vineyards. Personally, I prefer the smell close to the sea. Water gives me good sensations. The best products are in water. In the rest of the world, I've always been fascinated by Asia, its cultural and gastronomic diversity.

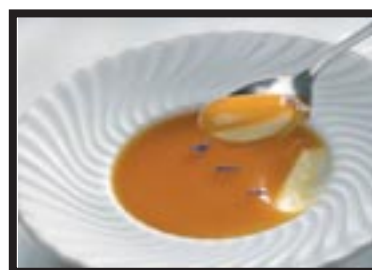
Even if it's only once in a lifetime, like the Mecca, you have to go there.

Preferences: Meat or fish? Sweet or salty? Wine, water, beer, cider, txakoli, champagne? Liquors, cigar, coffee? Fish. Salty. Water, cider, txakoli. A Montecristo from Havana, an old brandy and a small coffee.

┌
Oñati
has the nicest university in the world
└

Do you know Oñati? Do you know the ULMA Group? Oñati has the nicest university in the world. I have many friends there. And the gastronomic diversity is very rich. The area deserves it. I think you live in the land with the most spirit, drive and creative capacity in the whole of Euskal Herria.

Finally, Martin, what advice would you give to those who want to live many healthy years while they enjoy their food? For them to be generous in life, moderate with their food and for them to laugh a lot. It's fundamental. When you laugh, you load your lungs with oxygen and make I don't know how many muscles in the body work. It's bliss.



How did it all begin?

The idea of launching a business of pre-fabricated products for construction with a more advanced alternative material than the traditional concrete, with better properties, had been developing for some time. In 1988, the marketing of drainage channels, directly from Holland, began and an operation for the Expo 92 in Seville was obtained. It started well with the marketing of gutters from another European manufacturer. During the following years of 1989 and 1990, a viability project was drawn up and it was decided to go from marketing to manufacturing. At that time, the Group's feeding plant was remodelled in Obispo Otadui where the "traditional" phase started with the search for raw material suppliers with different formula tests, development of moulds, etc. The first parts were made. From 1992 to 1995 they were difficult years: on the one hand, the product known as Steel Castings, which was later baptized as Polymer Concrete, was a product that was completely unknown in Spain. The quality of the parts was higher and, therefore, the price was higher. On the other hand, there was another strong crisis in the Construction Sector that lasted until well into the year 1994. A radical change was made in the raw material suppliers which, along with the command reached of the manufacturing process, allowed us to cheapen the formula and the products considerably. New more competitive products were developed and prices are placed at a level close to that of the concrete prefabricated products. In the year 1996, the ULMA C y E split occurs, giving the business an identity of its own; ULMA Polymer Concrete S. Coop was born. An important investment was made on a new Line of automated model and processes and production installations improved. It was decided to build up a Commercial Network with Delegates on the staff. The decisions taken in the years 1995 and 1996 were key to creating the necessary commercial dynamics that allowed us to advance to obtain a market share and a commercial position: material with better properties, a better finish, lighter and longer-lasting, waterproof, at a very adjusted price. At the end of the nineties, the Strategic Reflection process identified the need and the opportunity to make the important investment for building a new plant with a view to guaranteeing future growth and to reach the Business premises, such as increasing the industrial capacity and productivity, making the development of new lines of Business (like Façades) possible and also solving the precarious problems and trouble caused in the environment at the old location. The new plant was opened in 2001.



Commitment, Talent and Work

ULMA Polymer Concrete has been working in the Construction field for more than 15 years and is an expert in the design and manufacturing of Polymer Concrete parts. It has three lines of business in which the common denominator is this material. Polymer Concrete is a material composed of different silica aggregates and quartz joined by polyester resins. Among its most outstanding properties is its lightness. It is also very resistant to chemical products, it is waterproof, it does not have cracks, which prevents leaks and, therefore possible damage to the construction. It is inalterable to ice-thaw cycles and is very resistant to crashes and abrasion. Its prefabricated condition should be mentioned, making it unbeatable when being installed. It is a high quality material. Furthermore, Polymer Concrete is chemically inert and totally recyclable, and can be re-used in other applications such as roads. The company is headed towards three sectors: Prefabricated products for Channelling that offer a range of solutions both for channelling fluids and for installation and service piping. Prefabricated pro-

ducts for Construction, with a wide range of products like gutters, coping, walls, jambs, gargoyles and made-to-measure solutions are offered based on the client's requirements; and Prefabricated products for Ventilated Façades, which is panelling for covering façades with a ventilated system.

At present, the company has a staff of 150 people, with commercial delegates throughout the entire Spanish territory, and is advancing on the international market every day.

The new plant was opened in 2001 in a building with 5,500 m² and in April of this year, the extension of the new pavilion was finished, with a surface area of 4,300 m².

This provides the clients with a comprehensive service, with an accessible, professional commercial network whose job of giving previous advice is one of its competitive advantages with regards to the competitors.

ULMA Polymer Concrete is seeking to reach Total Quality based on the three focal points of Hobekuntza management: Display of Objectives, Process Management and Mini companies.

Juan Luis Murguzur - President

"We are a LIVE cooperative,
with a desire to do things"

In the few years since I have been in ULMA Polymer Concrete I have experienced: a change of plant (we did not change in Obispo Otadui), the start of a new line of business (Ventilated Façades), large operations like Barajas, important logistic changes, a new extension to a plant (it had once again become too small), a new Construction moulding circuit, organizational changes, Hobekuntza, the first self-evaluation of EFQM... It is definitely a LIVE cooperative, with a desire to do new things and to create employment, in continuous growth and transformation. I believe we are an example to be followed for new businesses that start in ULMA. All the above can only be achieved with great efforts, long hours and with tension. Socially, this is noticed, but, in my opinion, it is necessary to guarantee the future of ULMA Polymer Concrete.



Mikel Izurieta - Director

"We are not the leaders.
This is why we have to try harder"

My contribution to this edition will be focussed on briefly commenting the strategic challenges with which the future of our Business is faced. The first is to develop Polymer Concrete as a complicated material to manufacture due to the variability of the process and the intrinsic properties of which are an opportunity to offer the market excellent pre-fabricated solutions, both from a static and functional aspect. We are not the leaders. This is why we must try harder. Defending ourselves from the new competitors who are coming into and penetrating the markets, by reaching a solid sustained position will mean constant research, not only where it comes to the technical formula and behaviour characteristics of the material, but also where it comes to optimizing the industrial parameters that make a maximum competitiveness possible regarding costs, the quality and delivery service. The second challenge is regarding people. We have been making an effort to reach a shared vision, based on the participative Hobekuntza management, for several years. Although we have undoubtedly advanced, we still have much to do. And we are going to continue working to improve the attitude with which we respond to the service requirements of our external and internal clients by innovating based on daily experience, by trying to adapt to the unstoppable changes in the environment with flexibility and speed; by growing as people based on sharing and reproducing knowledge, demands and confidence. Internationalization is the third key vector for action. As well as the opportunity to grow, it must allow us to diversify risks at a market level and, very important, to learn the new competitive cultures with a higher demand for Quality. Finally, adapting to the environment is another critical work area. Major structural changes are being produced in the economy and society. We know that companies that are not in tune with the changes, that do not respond and adapt to them, suffer serious crises. And when the crises arrive, all measures and sacrifices to survive and to keep a job of work are accepted and even seem natural. Therefore, before this happens, we all have to work and make an effort together. It is about managing to dedicate daily time to changing and competing. We must definitely make the best of what we have with the humility that being aware of our own limitations gives us in order to take on new goals and hopes every day.



Products

Prefabricated Channelling Systems

- > Modular drainage channels (for pedestrian areas, passing vehicle areas, Industrial Installations, special areas (Airports, ports...))
- > Linear and U-bend manholes, gratings and accessories

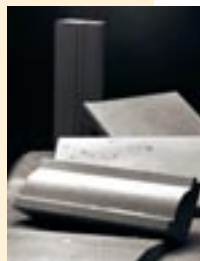


RESPONSE CAPACITY:

- > in solutions
- > in service
- > in proximity
- > in highly competitive prices.

Prefabricated Construction Systems

- > Gutters, Lintels, Jambs, Walls, Portholes, Thresholds, Copings, Imposts, Forged Façades, Balcony Finishings, Mouldings, Pillar Coverings, Gargoyles, Skirting Boards, Comprehensive Solutions, All available in several colours



INNOVATION IN EACH PROJECT:

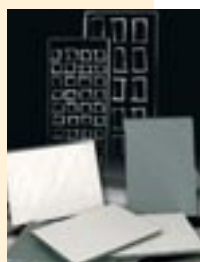
- > in special solutions
- > in colour ranges
- > in modern appearance
- > in new applications

Ventilated Façades

- > Facade panels with ventilated system
- > Installation in the building site

ARCHITECTURAL SOLUTION:

- > in textures and formats
- > in the installation
- > in the technical service



STRATEGIC PROFILE

- > Development of Polymer Concrete as a material. Research and Innovation.
- > Internationalization of the Construction and Channelling Lines mainly in Portugal and France.
- > Impulse and consolidation of the group's participative Management.
- > Search for differences with the competitors and reduction of costs.
- > Penetration and consolidation in existing markets.
- > The search for both external and internal Client Satisfaction.

The ULMA Group created

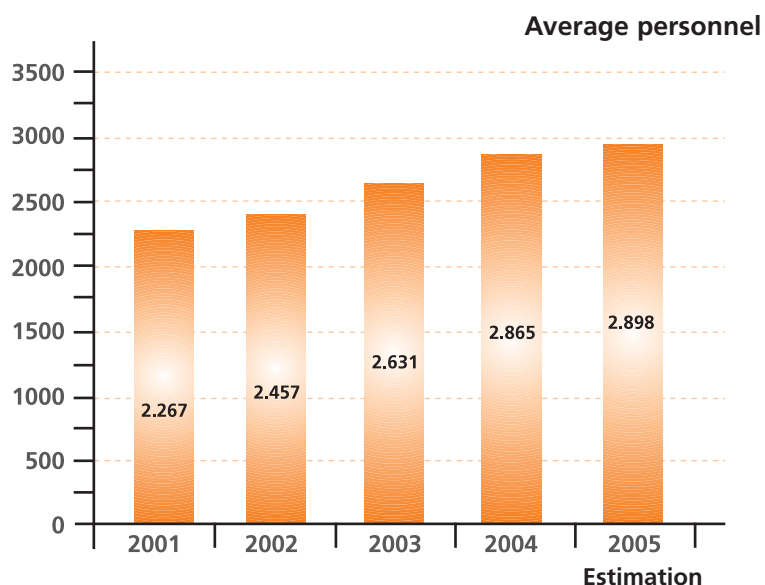
The Aim of our job is defined by the following terms:

"We are pursuing a Group business project based on people and their maximum development which, through the clients' continuous satisfaction, the Group's staff, external collaborators and our social environment, allow wealth and new jobs to be generated in a cooperative framework of communication and active participation."

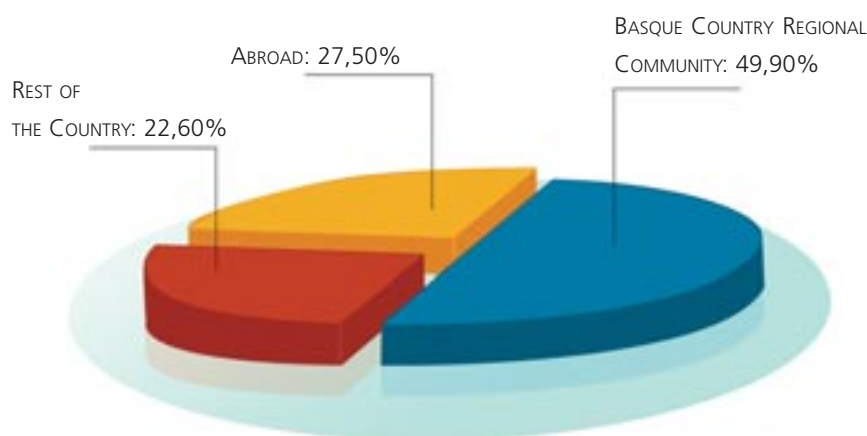
In keeping faithful to the commitment of this definition, we continue to work on the growth of our Businesses and on promoting new activities.

Employment growth

Once again, there was a significant growth rate in the total employment generated in the 2004 tax year, in which an average employment figure of 2,865 jobs of work (including subsidiary companies' employment) was reached. This means an inter-annual increase of 234 jobs of work in terms of average employment. The number of partners also increased by 134 new partners.



The employment generated in the last tax year is mainly centred in the foreign subsidiaries, with an increase of 56 jobs in the Regional Community of the Basque Country. All this makes the current job distribution as shown in the enclosed graph.



234 new jobs in 2004

Institutional solidarity

During this last tax year, in contribution to the MCC project, our commitments of solidarity made us allocate the following amounts in the distribution of our results to the different funds managed through the corporation:

- 10% of our results (2,327,867 euros) as a contribution to the Inter-cooperation Central Fund Capital, which sends help to take part in strategic projects, to promote new activities, to finance cooperatives that have reached their debt limit, to compensate losses and to support restructuring projects.
- 20% of the CPEF (Cooperative Promotion and Education Fund), amounting to 256,983 euros, as a non-recoverable fund to the IPEF (Inter-cooperative Promotion and Education Fund) that takes care of socio-cooperative and professional training projects and the cooperative group's research and development projects.
- 10% of the CPEF, amounting to 128,491 euros, to the Mondragon Unibertsitatea project.
- And, finally, we allocated 2% of our results (465,573 euros) as a non-recoverable amount to the Cooperative Solidarity Fund, that allows the MCC Foundation to be provided with resources to compensate 50% of the losses of the Industrial Group's cooperatives.

Our concern for occupational health and security

In order to guarantee the Health and Security of all the ULMA Group's employees, important steps were taken in 2004 to establish the Occupational Hazards Prevention Management Systems in all the Group's businesses, which will be completely established in 2005. In 2004, we managed to properly equip the Group's Basic Health Team by including another doctor, so it now has two Doctors and two Nurses. Likewise, Occupational Hazard Prevention teams have been provided in all businesses. We hope that this boost in the Occupational Health and Security area gives results in the improvement of the Security rates and in the reduction of industrial accidents and occupational diseases.

Our commitment to society



We are continuing with the policy established by the Group of assigning the CPEF (Cooperative Promotion and Education Funds) in a balanced manner to the different requirements that arise.

Once the sums for the IPEF and the special help for Mondragon Unibertsitatea mentioned above have been subtracted, we have assigned the amount of 1,420,664 euros to the distribution of the different epigraphs, which is broken down as follows:

• For the Cooperative Promotion Fund	27%
• For Training Projects (Business and Group)	16%
• For Inter-cooperation Projects	15%
• Support for Education, Research and Development entities	19%
• For different socio-cultural Promotion projects	23%

Due to their amounts and significance, it is worth mentioning the following of the help and collaboration given last year:

- Mondragon Unibertsitatea Projects.
- Sponsorship of the KIROLGI Foundation for promoting sports.
- Support for the Aloña-Mendi sports club in Oñati.
- Sponsorship of the Cycle Race and the Castilla y Leon Grand Prix.
- Different culture-related projects and the normalization of Basque (The School of Music, ELHUYAR Fundazioa, KONTSEILUA, GOIENA, dance and theatre groups, etc.).
- Local education projects and Summer Courses (financing scholarships along with the UPV and the Real Sociedad).
- Collaboration with different welfare organizations (MATIA Foundation, SAN MARTÍN Residence, etc.).
- Collaboration with different NGO's, especially the MUNDUKIDE Project, a project of cooperation and solidarity in which the Basque Country's Cooperative Movement works with countries being developed.
- Support for different socio-cultural NGO's near our delegations.



Fabián Lentz

The Argentinian, Fabian Lentz, is a clear example of an "all-rounder" with a touch of an adventurer who adapts to different work situations in different parts of the world. He came to Spain when he was 18 years old where he had difficult beginnings until he joined the ULMA packaging delegation in Seville. He was later offered to take charge of the launching of ULMA Packaging in Mexico, where he transferred to with his wife, Yolanda, and his two children; and there, starting from zero, he had to do practically everything. He returned to Spain after three years and is currently ULMA Packaging's delegate in Madrid.

"With the internationalization of the businesses, the number of expatriates is increasing every day"

Fabian, tell us about your experience in Mexico. I would summarize it as a frankly positive experience, for I was motivated by the sense of adventure and the personal challenge of coping in other markets. As in all adventures, some nerve is required, but with the sweet reward of new, great friends and of having achieved a great development, both professionally and personally.

Did you know Mexico? Do you think it is important to know the culture of a country to face up to a business adventure of this nature? In my case, it was the first time I had been to Mexico, but having been reared in a city like Buenos Aires, I sensed a certain similarity that I would later corroborate. There is no doubt that adapting quickly to the customs of a place makes the job easier, as well as avoiding problems that, in the case of countries like Mexico, can be serious. Mexico is a country with great magnitudes. As an example, its capital is a city with more than 22

"The policy of proximity to the USA

will determine the future of Mexico"

million inhabitants, in which almost 4 million vehicles circulate each day. Perhaps the anecdote is that 6 of every 10 of these vehicles do not have any insurance. The Mexicans tend to say, and they are right, that in the DF you either become acclimated or you "accli-die". I think that the key to success in this type of adventure is to accept the customs of the place, and to try to avoid thinking that everybody else should change to adapt to yours.

What major differences did you find? Are there differences in the rhythm of work, in the way of understanding Business? In the case of Mexico, I think that not understanding their protocol when

touching on relations and business is a sure way to fail. To the contrary, if you know them, it becomes an appreciated value to the effect that it means respect for their customs. There is always something true in clichés, the rhythms of work in Mexico are very well known, but once you get over the initial period, I think you end up by assimilating them without too many difficulties. Especially passing through Oñati every so often was the way to keep the perspective between what you considered absurd and what you considered logical.

Now that the subsidiary is consolidated, what commercial possibilities do you see in Mexico for

ULMA Packaging and for the

ULMA Group? I believe that Mexico is a market with great possibilities, among other reasons because it is the USA's natural extension area both for businesses and for leisure. It is not an unknown fact that, while the Americans lose popularity in the world, their influential capacity and territorial actions are limited. Mexico has always represented a low salary cost, a good oil supplier, a cheap leisure area and, more and more, a necessary vegetable garden. For some years the relationship between both countries has been formalized by the Free Trade Treaty for North America.

How do you now see the economic situation in Latin American countries, Mexico, Argentina, Brazil, etc? Are there reasons for optimism? It would be presumptuous of me to make any kind of prediction, while experts in these matters have been trying to for decades, getting it more or less right. But I think that Mexico is taking clear steps in a policy of proximity to the USA, which would place it in a different situation than the other Latin American countries.

Once again back here, now as ULMA Packaging's delegate in Madrid, do you have a quieter life? I do not know if the word "quieter" can define life in a city like Madrid, but yes, at least it is somewhat more foreseeable, safer and organized. Especially for someone who, as in my case, with two children and then a time away from home, needs to recover his customs.

You are a descendant from a German father, an Italian mother, have Argentinian nationality, your residence in Seville, Mexico DF and now Madrid. What mea-

"Not knowing the protocols in business

and relations of each country is

a sure way to fail"

ning do concepts like internationalization or globalization have for you? I think these concepts are representative of the times. The globalization or internationalization of businesses extends to persons, making the number of expatriates increase every day. On the other hand, economic cycles, political crises and wars have always caused migratory movements in search of better opportunities. In the case of my family, at the beginning of the century it was heading for the new world, and two generations later it returns back to the old Europe.

What would you say to those given a working opportunity to leave their environment? As you well say, it is an opportunity, an opportunity to know, learn and have a correct vision of our environment. I have had the possibility to meet many boys and girls transferred from Euskadi to finish their degree or to increase their curriculums and, frankly, I saw them full of hope and enjoying the experience. Of course, my message would be to

encourage them to go on the adventure.

Finally, would you like to take advantage of the occasion to send some greeting to someone special or for some group? I would definitely have to make out an unending list, for the people's kindness and affection is one of the things that is indelibly etched on my memory, but I would like to especially express my gratitude for all the support I received from the Basque Government Delegation (Previously the Basque-Mexican Institute), to Imanol Aburto, Josu de Garitz and Esther Olavarria. To Juan Jose Arrillaga (Danobat) for those first such valuable pieces of advice. To Juan Carlos Fortes and his wife, Alejandra, to M^a Carmen Lopez and her husband, Diego, to Carlos Fuentes and his wife, Gabi, great Mexican friends who opened their hearts to us and earned a place in ours. Excuse me for speaking in plural, but I must include my wife, Yolanda's feelings in this gratitude, my unflagging adventure companion.



The picture shows Fabian Lentz next to Jesus M^a Herrasti and Jesus Catania from MCC. Along with them, Esther Olavarria from the Basque-Mexican Institute on a visit to the ULMA Packaging offices in Mexico in the year 2003.

Allergies: a chronic pathology due to unknown causes

Sneezing, nose congestion, teary eyes, itching, etc. Millions of people suffer their own ordeal due to allergies, a reaction of the body that is difficult to eradicate. Allergies are becoming a serious public health problem in the more developed countries and its multiplication can seriously affect the quality of life of future generations.



An allergic reaction is a hyperraction of the body: an inappropriately exaggerated response to a strange substance called allergen (cause of the allergies), which is relatively innocuous and is found in domestic dust, mites, mold (fungi), animal hairs (cats and dogs), pollen, food and other products. In predisposed subjects (their parents are also often predisposed), when they are repeatedly in contact with the allergenic substances, their bodies react by releasing a substance called histamine and other substances that are responsible for the symptoms of the allergic reaction. Histamine is the best known chemical mediator of allergic reactions and it is the cause of many symptoms of the allergy, such as spots, redness and itching seen in urticaria, or like nose conges-

tion, nose itch and sneezing seen in allergic rhinitis.

What are the most frequent allergies?

ALLERGIC RHINITIS. Allergic rhinitis is a more and more common complaint that can affect the quality of life by reducing the capacity to work efficiently, to drive safely or to fully participate in many daily activities. It becomes apparent as a clear rhinorrhea (excessive nasal mucous), frequent sneezing, nose, palate and throat irritation, conjunctival irritation that may be seen as tears and eye congestion. Allergic rhinitis is a result of being exposed to pollen, mites and other allergens.

URTICARIA. Its clinical symptoms are spots accompanied by pruritus (itching). In general, they tend to be

allergic responses food or drug allergens, although they may also be due to inhaled or contact or injected allergens. There are other non-allergic causes like local pressure, cold or heat.

What steps should be followed to treat allergies?

1. Identification of the allergen or allergens causing the allergy. This allows you to avoid contact with them. When this is achieved, the amount of episodes reduces, although it must be admitted that it is not easy to identify the allergens.
2. Use of anti-histamines with a medical prescription. These are medications that block the histamine action.
3. Inhibitors of the mast cell degranulation with a medical prescription.

Allergies in figures

- > More than 50 million people suffer some type of allergy in the United States and of them 26 million suffer an allergy to pollen.
- > 38 million people suffer chronic sinusitis provoked by allergies in the United States.
- > 1 of every 4 European children suffers some kind of allergy and 1 in every 7 suffers asthma.



4. Corticoids, with a medical prescription. There are inhaler forms for keeping the side effects to a minimum.
5. Desensitization therapy. This is the use of small amounts of the allergen in increasing concentrations. It is used for the body to get used to the allergen and not to overreact, producing the allergy.

POLLINOSIS or HAY FEVER

Pollinosis or hay fever has been associated in the past with nose and conjunctival clinical symptoms, but in variable percentages and depending on the nature of each pollen. It can also be seen as asthma, all this with very different degrees of seriousness. The most usual types of pollen are:

- > **Gramineae:** from March to October, high allergenic capacity.



The Doctor's Advice:

Knowing the times of the year when there is more pollen present in the atmosphere is one of the main preventive measures against allergies. This series of recommendations may also help us to defend ourselves against allergies.

1. Find out the plant and the pollination period of the pollen that is causing pollinosis.
2. Keep the windows closed at night. Use air conditioning with filters.
3. Reduce open air activities during the high risk periods and times: between 05.00 and 10.00 a.m. (emission of pollens) and from 07.00 to 10.00 p.m. (period when pollen drops from the atmosphere's high points, due to the air cooling).
4. Keep the windows closed when travelling by car. Put filters onto the car's air conditioning.
5. Stay inside the house as long as possible during the days when pollen concentrations are at their highest. During the peak pollination period, avoid going out, especially on windy days.
6. Avoid cutting the lawn or lying on it.
7. Do not dry the clothes outside during the days when there are high concentrations. The pollen can become trapped in them.
8. Put on sunglasses when you go out onto the street.
9. Be aware of the pollen counts.
10. Take the prescribed medication.



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

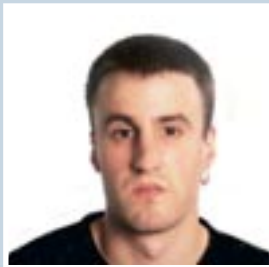
- > **Nettles (Parietaria):** all year, especially from February to June. High allergenic capacity.
- > **Birch (Betuna):** from April to May.
- > **Olive (Olea):** from May to June.
- > **Shade Banana:** from March to April.
- > **Pine:** from March to May, low allergenic capacity.

Rainfalls during autumn and winter condition the higher or lower amount of germination and growth of the plants and, therefore, the number of pollens emitted into the atmosphere. During the pollination period, the concentrations of pollen increase with the rise in the temperature (dry, sunny days) and they drop with the rain or cold. The highest concentrations tend to be found in the mornings, for plants emit pollen first thing in the morning (from 07.00 to 10.00) and, when dusk comes, with the air getting cooler, the pollens tend to drop from the highest layers of the atmosphere to the surface. Pollen concentrations tend to be lower in cities than in rural areas.

- > The epidemiology of allergies is a great enigma. For example, it is not known why 32.2% of adolescents between 13 and 14 years old are affected in Great Britain, while in Greece only 3.7% are affected.
- > It is believed that, among other agents, the climate, pollution or food can affect people.
- > Research is being done on the effect of genetically modified food products like corn and soy.
- > It is less frequent in children who have grown in a rural environment.
- > Office employees are more predisposed to suffer from them. Possible motives: the wall covering, paper solvents, bad air circulation, etc.
- > Boys suffer more than girls, but the ratios are balanced during adolescence.
- > To some researchers, exposure to pollen, insects and other immunogens is reduced in the city life, which makes the immune system lazier and it does not recognize the agents that provoke allergies.

An epidemiological puzzle

What do you think about the present format of what aspects could we improve?



Zigor Etxaburu
ULMA Agrícola

I think the assembly's format has changed a great deal in the past three years. At that time the talks were made on one side and the assembly on the other, all in Oñati. Last year in the Kursaal, the talk was given in the morning and the assembly in the afternoon and this was not very successful, for people went at the beginning of the assembly to vote and then disappeared. This year everything, the informative talks and the assembly, was organized for the morning of the same day. In my opinion, this is too much and one loses interest in what is being explained. Therefore, I believe that the previous formula, in which informative talks were given on one side and the assembly on the other, was more bearable. On the other hand, the fact that we have to come to San Sebastian to go to the assembly seems excessive to me. I believe there must be some other location in Oñati or nearby with sufficient capacity for the assembly to be organized in.



Jon Egaña
ULMA Forklift Trucks

It seems clear that something has to be changed in the present format of the Common General Assembly. Going by what I have heard about the last few years, attendance at the assemblies leaves a lot to be desired, except on odd occasions. The assembly seems to be a mere procedure and the members take it as such. They do not want to go. They have better things to do. It seems that to whomever it occurred to ask me this question, he also has doubts as to whether the present format of the assembly is correct. What would he change or what solutions would he offer? I do not think I am the right person to solve this problem. I think we have other people who should do these jobs. But for a start, the members should be given an explanation of what the assembly is and what it is used for, and all possibilities offered by a Common General Assembly should be indicated.



Miguel Vazquez
ULMA Construcción

What can be said about a common assembly in which you are explained the balance of a whole year in one morning? Well, that is rather boring. However, what could be changed or improved? Well, to tell the truth, I am not too sure... Perhaps I miss some more audiovisual material. i.e. more photos or even pictures of activities of different businesses, new products, new installations, the latest purchases of factories, etc., all along with their graphs and comments to prevent the assembly from lasting longer than normal. On the other hand, it would also be a good thing if it were held at home (Oñati)



Antonio Hervas
ULMA Forging

I find the format of the assembly correct, but I think that we should have more information in advance about the matters to be dealt with in it in the event of it being considered convenient to give an opinion and to ask about them. This way, we would have the possibility of clarifying any doubts we may have. I also think an attempt should be made to hold an attractive, bright assembly for all the members in order to have maximum participation, for when the assembly creates interest or involves voting on some interesting item, the participation increases considerably and I think it would be good to keep and arouse that interest whether there is a relevant vote involved or not.

the cooperative's Common Assembly and on



Zigor Aranbarri
ULMA Handling Systems

In general, I think the present format of the assembly is correct, along with slides illustrating the speakers' explanations. Although the content of the explanations is precisely what should be questioned about the Assembly, for it is not easy to follow them with so many figures and specific terms that make them difficult to understand. On the other hand, although decisions are taken in a democratic fashion, I would prefer to improve the participation means of the cooperative members, means that foster a more active participation in which each one's opinion can be more easily expressed. The bigger the cooperative is, the more difficult it is to participate. Therefore, the means and manners for increasing participation should be evaluated.



Jesus Zabaleta
ULMA Polymer Concrete

In my opinion, the common assembly is a valid instrument for analysing the Administration during the last tax year, as well as for informing about the Projects that the Cooperative will be taking on in the future. The other Cooperatives' results are also interesting. With regards to the present format, having a pre-established order of the day makes the assembly a little rigid and sometimes boring, for the issues discussed are mostly economic, with many figures and percentages. There is also a tendency to make it last longer and this does not help the members to participate. How could it improve? Perhaps by simplifying the financial data and giving more importance to the contributions of those attending, although, on the other hand, there is a risk of getting caught up in personal situations, which can be solved, and analyzing opinions on a global basis.



Julio Larrañaga
ULMA Packaging

Some time ago, the annual General Assembly lost its meaning and I think the present format has been exhausted. I do not think it helps to hold the assembly on San Sebastian. This is far from every day reality and, with all that paraphernalia and those airs of greatness, it seems that it is being held looking outwards and not inwards. In any case, when important matters are debated, people attend. This is the case of the new system of payments. Many members went to express their disagreement with this system and this should make us think. Unfortunately, the nature of the cooperative has changed a great deal and the present way of functioning has nothing to do with the values of cooperativism. A thorough analysis should be carried out on the character and functioning of our organizational bodies, as well as on ways to foster participation. I hope this is done.



40 years together

Outside and inside views of ULMA Forging in the seventies.



In the picture of the inside, we can see the die-stamping workshop, one of the most significant of its time, for on the one hand you could prepare the forge stamps and on the other the necessary tools for the mechanizing machines.

agenda and suggestions

RETIREMENTS:

Retirements in the ULMA Group between May 1st and August 31st, 2005.



JUAN IGNACIO
ALCORTA GOROSABEL

SANTIAGO
ARREGI GOITIA

JOSÉ ANTONIO
SANCHEZ ALMEIDA



MIGUEL ÁNGEL
BEITIA IRIARTE

JESÚS GÓMEZ
NOVOA

Thanks to
everyone and
enjoy yourselves!
Congratulations.



Mendira ditu eraman
—zerk? —, pozez bete, gazteak.
Mendira ditu eraman.
Bejon begie aizeak.

Aldapan gorantz, Urbia-raino.
Bejon begie aizeak.
Mendira ditu eraman.
Lillura-giro aideak.

Aien algara pagadi-bidez,
aien ustezko usteak!
Ai, amesetak irauin begie,
bejon begie aizeak.

Mendi ganean, bideak, beerantz.
Mendian beera gazteak.
Zerk mendi goien ganetik gorantz,
zerk eten zitun bideak?

Ai, amesetak irauin begie,
bejon begie aizeak.
Aldatz-beerako pagadi-bidez,
beera ta beera gazteak.

Erroitegi-ko arkaitz leioan
kua ta kua beleak.
Gazteak azken-pagora dira.
Begie lagun usteak.

Bitoriano Gandiaga



To our friend and companion, Jose Manuel Copete Arbelaz

On May 10th, our companion and friend, Jose Manuel Copete, passed away. Jose died from an attack while he was sleeping in a hotel in Scotland where he had gone to do some work on a client's house. Jose, from San Sebastian, married to an English lady, went to live in England after his wedding. He had been working since 1979 as a commercial technician for ULMA Packaging's different distributors. He joined the ULMA subsidiary as soon as it was set up and came in as a member of the

Cooperative in 2003. Jose Copete was in charge of the ULMA Packaging's Commercial Technical Management and Service for the Machines during all this time. His direct liaison position between ULMA and the different distributors with whom he worked was a key position. Thanks to his dedication and conscientious service, he became a key part in keeping the ULMA Packaging's most important clients' loyalty in the United Kingdom. We should also remember that Jose Manuel gave his services in countries in Asia, Africa, etc. where he would go voluntarily. At these moments, we cannot avoid remembering Jose Manuel's unselfish help and total availability for any matter related to ULMA. All of us working at ULMA Packaging have the memory of a friendship that will always be with us, of which we feel proud. QUITE AN EXAMPLE TO FOLLOW.

José A. Urteaga. ULMA Packaging



To our friend
and compa-
nion, Jose
Antonio
Madina.

You were special even when you chose the day you left us, June 21st. Summer began and, at the same time, for all of us who loved you, life without you began. It is difficult to assimilate that you are no longer here and, although this wretched illness bit by bit took you away from us, now we can feel you closer than ever, for we can feel you within, with that deep, unique feeling that one feels when one loses a companion, a friend like you, a HUMAN BEING in capitals. Jose Antonio, we shared many professional and personal moments, we laughed with you, we learned from you, we grew up with you, and although we all knew that this irreparable end would arrive, you cannot image how much we cry for you every time we think of and accept that, for you, this is only a one-way trip. But we do not only want to be left with the sadness and pain of knowing that you are no longer here. We want to thank God for having put you in our path, for letting us know you and your wonderful family, for letting us share so many good things and for having made it possible for you to leave knowing how much we love you. Your soul will be somewhere, ours will always miss you. Have a good trip, pal...

Antonio Pérez. ULMA Construcción.



SUGGESTIONS BOX

Keep sending your opinions and suggestions to us:

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

We write our history with all



To Our Readers:

In the next edition of Begira, we shall continue with the pull-outs on the history of ULMA by decades and, the next time, it will be the 90's decade's turn, the fourth of the collection that is being so well accepted by our readers.

If you have any kind of documents, photographs, videos, news, etc. of those years at home that may be useful to us, we would be grateful if you would, please, send them to us at the following addresses:

By mail to;

ULMA
Departamentos Centrales
Ps. Otadui, 3 – Apdo. 13
20560 OÑATI (Guipúzcoa)

By email; begira@ulma.es

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

Thank you in advance for your help.

*We urge you to join in
this project!*