

Begira

ULMA

July 2012 // n° 25



Emigration; a rising phenomena



face to face

Martín Garitano
*General Delegate
of Gipuzkoa*



report

*Change of name
for ULMA Polymer Concrete*



Summary

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> *Let's talk about...*

We ended 2011 with positive results, overturning the negative results of the last 4 years, and recovering the sales level before the crisis as well as stabilising the level of employment (we have less than 7% reduction over maximum records).

In less than 4 years international business has gone from 48% to nearly 70% of the total for the Grupo ULMA, we have reduced our level of debt by more than 100 million Euros and stabilised the business plan of the GROUP by signing a refinancing plan. We continue to be very active in the promotion of new businesses (in this period we have created two new

crisis will not continue to affect us. By now, we know that the route is going to be very long and hard. The business climate is becoming more complicated as 2012 progresses and although this is not reflected in the GRUPO figures, we should realise that we will be affected. The deterioration of the Spanish market is tremendous, the difficulties for access to credit by our international clients is becoming more generalised, and we still do not know where these unending financial crisis will lead one after the other.

However, the position of ULMA is now much better than where

persons that form part of ULMA. Now it should be the same and therefore now we should adapt our performance as a GRUPO to the new scenario facing us. The new financial panorama, the very rapid changes in business demand constant transformation of the same, internationalisation of sales, but also of organisations, that will have more and more complex structures more difficult to manage, with a higher proportion of persons that will be outside of the matrix, etc...

We are on a good route but there is still a lot to do. Moreover, although we will still come up against



Union, maturity and implication of everyone, recipe against the crisis

By IÑAKI GABILONDO, CEO ULMA Group.

cooperatives), in the organisational adaptation of the Grupo ULMA (the scissions of ULMA Forklift Trucks and ULMA Packaging or the integration of USL in ULMA Handling Systems) an two substantial modifications to the POGU have been approved (in the 2011 and 2012 assemblies) that we understand will help us to overcome these times.

All of this is not due to coincidence but the result of a responsible attitude at the time of presenting the crude reality and courageous at the time of taking difficult but timely and necessary decisions. In this sense, we can highlight the maturity and high degree of involvement shown by the bodies and collectives of all the businesses. If we had not acted collectively like we have, now the situation of the GRUPO ULMA would be, without doubt, much worse. However, we must not at all think that everything is done and that the

we were in 2008. Now we have collectively assumed that we are facing an exceptionally complicated time, we have demonstrated that we know how to take adequate decisions to approach it, and we have prioritised our resources and energy into transforming our businesses so they are competitive on international markets.

We should not become self-complacent, or constantly criticising ourselves, because neither of these are good travel mates. We should remain balanced, evaluating what we have done well and being self-critical in order to correct the mistakes we have made. We should continue to pull the levers that support us to achieve the best of our labours.

Moreover, one of these levers is our working as a GRUPO. History has shown us; above all, in times of crisis, that continuous effort has benefitted both the businesses and

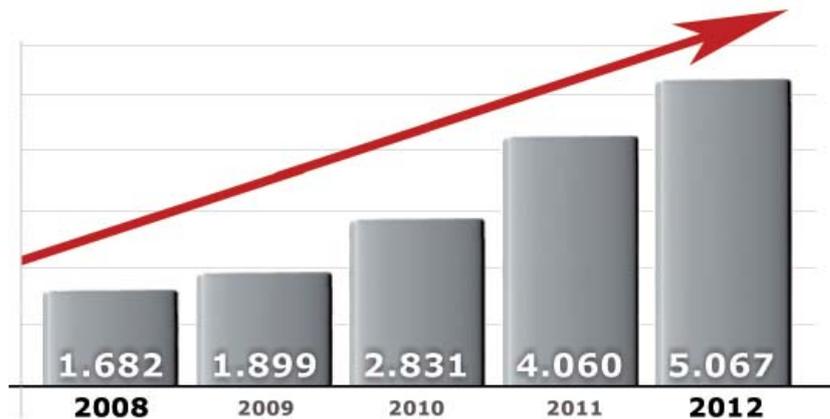
difficulties, we have the wicker to reach the goal if we are capable of using all our individual and groupal capacities. Our future depends on that.

***“We have shown
that we know
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decisions in the face
of the crisis”***

Portalde receives more than 5,000 visits a month

Visits to Portalde have notably increased since its launch 4 years ago, going from an average of 1,700 monthly visits in 2008 to more than 5,000 in recent months. This shows Portalde's consolidation between users of the ULMA Group, as a useful tool that allows us to access all the information you need, quickly and easily. The volume reached by Portalde in the last 4 years has encouraged the project managers to start a content re-structuring process, which will take place throughout this year. This process will be developed progressively and the changes in the different sections, both in style and substance, will be slowly made visible, all while not affecting the functionality of the Intranet, since users may continue to use its services in the same way as they do now. Towards the end of the year, under the responsibility of the Group's Brand, Marketing, RSE and CIT Area and with the collaboration of all

<http://portalde.ulma.com>



business groups, a new platform called Begira Online will be launched, in which the whole ULMA Group will have free access, while serving as a bulletin board for current events at ULMA and its Businesses. Begira OnLine will work all of ULMA's public information in parallel together with Portalde, making it available externally, Portalde's current handicap for security reasons.

ULMA Conveyor Components

VISIT TO ULMA CONVEYOR COMPONENTS BY STUDENTS AND PROFESSORS FROM THE 6TH YEAR OF THE DEMAI PROGRAM.

Within the framework of the HETEL- Heziketa Teknikoko Elkartea and ERKIDE projects and with the aim of fomenting joint projects and activities that provide greater and better mutual knowledge of the Business Training Centre, ULMA Conveyor Components received the group of students and professors from the 6th year of the DEMAI program (Development of Masters in Industry), a Personal Development course for professionals given by DIOCESANAS-Gasteiz and organised by Mercedes Benz, the Basque Government and the Diocesan. This courses training includes visits to key companies in the industrial world that develop organisational activities. After a brief presentation of the Business and the Group, and after presenting ULMA Conveyor Components's developmental experience and future challenges, a tour of the Production installations is given. The visit fulfilled all the expectations both of ULMA Conveyor Components and the DIOCESANAS, with positive results in terms of mutual learning and exchanges of ideas and experiences.



ULMA Polymer Concrete

EMBLEMATIC REHABILITATION IN GIJÓN OF A VENTILATED FACADE MADE OF ULMA POLYMER CONCRETE.

ULMA Polymer Concrete has restored the facade of the symbolic residential building Rey Pelayo, with 14 floors in the popular Marqués Square in Gijón. The building has been restored with ventilated plates of ULMA Polymer Concrete, renovating Gijón's skyline in spectacular fashion, since this attractive dividing wall can be seen both from the San Lorenzo beach boardwalk and the Plaza Mayor, where the Town Hall is located. The aim of Jorge Noval, the project's architect, was to change the building's image and improve its energy consumption, qualities that ULMA's ventilated façade offer. They also looked for an attractive design for the dividing wall facade, since it plays a leading role in the surroundings, and so they used plates of mini-waves in 3 different colours, with the wave flowing in 4 different directions: vertically, horizontally, diagonal right and diagonal left, so that with the daylight the façades colour may vary.



ULMA Forklift Trucks

ULMA Forklift Trucks presents the new electric pedestrian power pallets PREMÍA ES

The new pedestrian power pallets run on AC power, PREMÍA ES, with a 2 ton load capacity they are especially designed for hard wearing applications both inside and outside warehouses because of their special water resistant design that offers great quality and reliability when developing applications, even under the most adverse weather. Both its chassis and electric system are protected from the rain and water splashes. The

electronic system offers great efficacy, even in very humid environments, since their components are waterproof, which strongly reduce maintenance costs. The compact design and its small rotation radius are some of the other benefits of the new models, resulting in exceptional handling. The PREMÍA ES series has models for different intensities, with the option of selecting two operating modes via a switch, guaranteeing high productivity,

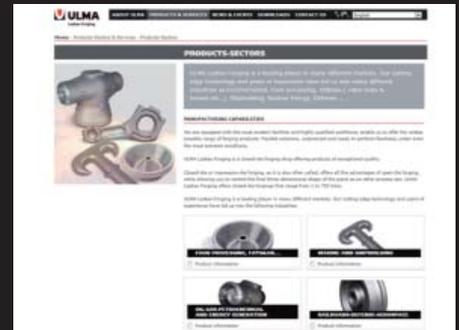


safety and savings by only using the necessary energy for each activity. The behavioural design of the battery also reinforces this versatility concept in the PREMÍA ES Series, since it allows for the storage of DIN and BS batteries of different capacities, obtaining maximum compatibility between equipment and each user's needs. The presentation of models like the new Electric Pedestrian Power PREMÍA is the result of investments in innovation and customer orientated policies that both ULMA Forklift Trucks and Mitsubishi continually develop.



ULMA LAZKAO FORGING PRESENTS ITS NEW WEBSITE
(www.ulmalazkao.com).

After a year in operations, ULMA Lazkao Forging presents its new website. This is the result of a joint project between ULMA Lazkao Forging and ULMA Piping. The website comes in 3 languages (Basque, Spanish and English). Anybody accessing it will have an easy and visual access to all of the company's information (history, organisation, products and services). All news on the company's activities are also available. The site has a special customer service section with the aim of facilitating contact with ULMA Lazkao Forging via the website. Via this initiative, ULMA Lazkao Forging hopes to boost its presence on the market, approaching the client and reinforcing its relations.

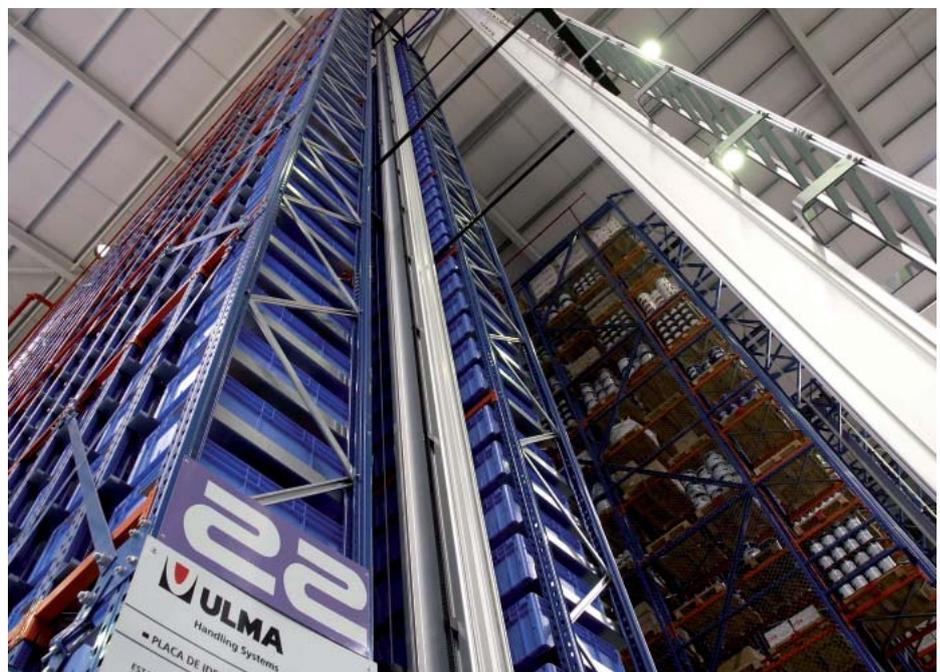


ULMA Handling Systems designs a logistics system for the Brazilian company STAM

The steelworks company Stam, manufacturers of keys, locks and padlocks, has entrusted the automation of its storage and order preparations to ULMA Handling Systems in its plant in Nova Friburgo, Rio de Janeiro (Brazil). With its new automated system, the Brazilian company hopes to issue 3.6 million units a month throughout the country, in comparison to the 2.5 million it currently issues. This new system hopes to improve the control and precision of its stock, improve its product traceability management and increase logistical efficiency. The automated storage system is managed by a Miniload and stores more than 5,000 items in stock. Via this new storage, the order prep storage space is minimised, going from its current 1,140m² to 280m². Along with the Miniload system, an order prep system will be installed that will have two operating modes: via the man-product philosophy managed by a pick to light system, where a display system indicates the amount of items to be prepared in the order; and the product-man philosophy, or put to light, in which the display system informs the operator where the articles should be placed. Because of the new order prep management, Stam can significantly reduce its errors, besides

winning in process efficiency and speed. Via the development of this project, Stam will increase its storage capacity up to 25%, without having to increase the dimensions of the storage space, and may reduce times by 30%, which until now was spent in preparing orders. Stam also hopes to decrease its error rate in order prep by 10%. Gustavo Cristóforo, head of ULMA Handling Systems sales in Brazil, states that currently there is a strong trend to invest in automated storage and

order prep systems in Brazil, such as the Miniload system. *"The reason for this trend is mainly the problems companies have in finding labour specialised in order prep, and the high cost required for new spaces and the civil works for constructing conventional, non-vertical warehouses."* All logistics management is controlled by a warehouse management system program (WMS), by ULMA Handling Systems, via an Enterprise Resource Planning (ERP) by Stam metal works.





SPECIAL OFFER on ULMA Agrícola's typical micro tunnel greenhouse

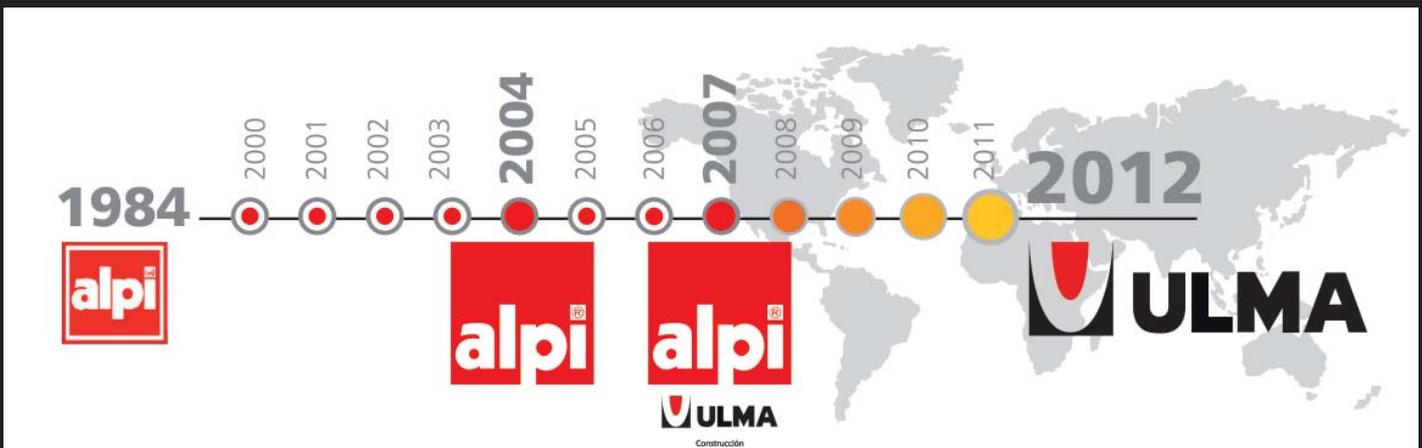
Economic and simple solutions for small gardens

More and more people are getting involved in growing their own vegetables, so the demand of small greenhouses has recently increased considerably. With the aim of responding to this market segment, ULMA Agrícola has developed a new smaller tunnel greenhouse, that does not require foundations, is

economical while being strong, robust, warm and with the quality guarantee of ULMA Agrícola products. This is a product that can easily be assembled by the client, if so desired, and disassembled for storage. The product can be delivered anytime, since ULMA Agrícola usually has the material in stock, and using small

parts, it can be sent via mail. To launch this product, ULMA Agrícola presents a special offer, with very low prices, aimed at all cooperative workers, as advertised in posters and brochures sent to all business in the Mondragon Corporation. For more information email info@ulmaagricola.com or call 943 034900

ULMA Construcción



THE ITALIAN AFFILIATE ALPI S.P.A. BECOMES ULMA CONSTRUCTION S.P.A. Since July of this year, the Italian company Alpi S.p.A., with 30 years experience in the formworks sector, engineering of civil and industrial works, will operate under the name "ULMA Construction S.p.A.". An ULMA affiliate since 2007, the year in which it became sole shareholder of the company, it has decided to increase its business outside Italian borders. ULMA's mission is its customer service, brought, in part, by a worldwide logistics network that, along with its infrastructures, personnel, logistics and stocks, guarantees a personalised service with the greatest possible efficiency. The decision to unite the name and adopt the multinational brand ULMA is closely tied to the aim of maintaining a high level of competitiveness and popularity in the market. The reason for this change is the desire to reinforce the operations abroad. Thanks to the wide distribution network and the remaining ULMA affiliates, Alpi will be able to quickly and effectively fulfil all of the market's needs.

ULMA Group

ULMA Group publishes a guide with recommendations for respecting the Environment in your offices

This guide is a new ULMA Foundation initiative with the aim of raising awareness amongst partners and workers on the importance of cutting costs and improving environmental efficacy in offices

The good practices included in the document aim to help manage an effective and profitable office with a minimal negative impact on the environment. For this, the document has focused on subjects such as: the eco-friendly office, paper, waste, recycling, water, energy and transportation. The document is divided into 7 files, all available online at Fundación ULMA (<http://www.fundacionulma.com>), in the "Utilidades" section.



ULMA Packaging



ULMA Packaging introduces its new line of TFS thermoformers for SKIN packaging

Skin Packaging: Enhancing product's appearance

In the last edition of the Hispack & BTA fair, ULMA Packaging presented its latest developments in thermoforming with its new range of TFS thermoforming machines for Skin packaging. ULMA's Skin packaging in thermoforming creates a vacuum pack that protects the product and fits around it like a second skin. Specially designed films are used that adapt the top film, enhancing the product's appearance. The main function of skin packaging is to extend the product's shelf life but it also adds features that provide additional values such as liquid retention to prevent the product from oozing out. This delays microbial growth and offers the option of displaying the pack vertically. In a skin pack, both films are sealed over the whole surface except the area occupied by the product, ensuring its most natural and original look. It is specially targeted for fresh meat, processed meat, fish, poultry, ready meals, cheese and pates. ULMA's Skin packaging offers different benefits to add value to the product giving it attractive features at the point-of-sales:

- With the option to use a rigid support as tray.
- Vertical display of the pack avoiding product's movement inside.
- Increase the product's shelf life.
- Retains liquids and gases.
- Enhances the product, highlighting it over the packaging.
- Optional flexible support.

- Option to add an additional lid to use as a labelling support. It can also include protective gas or promotional items (recipes, spoons ...) between both films.
- Allows for customization of the pack in terms of shape and dimensions.
- The type of packaging material used in skin packaging allows easy to open packs.

ULMA offers different types of thermoformed packaging in skin to adapt to the specific requirements of each product to be packaged: universal skin pack, skin pack with non forming bottom flexible film, isopack skin pack, simple isopack skin pack and double lid skin pack. As for the range of machine models, ULMA offers a complete range that goes from the TFS 400 to TFS 700 skin, with the 500 and 600 as intermediate models. A full range to find a suited solution for the each customer's specific needs.



ULMA Polymer Concrete



NEW RANGE OF SKIRTING BOARDS: INDUSTRIAL AND RESIDENTIAL.

ULMA Polymer Concrete has launched a new line of Industrial skirting boards for the food sector. It has also reached a collaboration agreement for selling Trusplas skirtings for the residential sector. The line of skirtings to be sold has 2 types: Skirtings and Stair skirtings. The skirtings are designed for home interiors, closets, garages, educational centres, etc. while the stair skirtings are designed for stairs. Both have a wide range of colours. In terms of Industrial skirtings, we have 11 models available in 2 different designs. The skirtings are specifically designed for the food industry, protecting walls, and are waterproof, and eliminate any joint between the floor and the wall, minimising the accumulation of food. This is a quick-installation product, easy to replace, rust-proof and durable.

ULMA Piping



ULMA Piping presents at the TUBE&WIRE FAIR 2012 in Düsseldorf

Like usual, ULMA Piping was present at the sector's main fair. The TUBE&WIRE fair is held every two years in Düsseldorf, Germany. Far from the crisis seen in most industrial sectors, this new edition's figures from the 26-30 March were impressive. More than 2,500 companies from all over the world presented their products, nuances and values. 106,000 square meters were shared by companies in a climate of euphoria from the sector's great condition, along with the excellent expectations in the short and mid term. Practically 75,000 visitors, some 6.3%

greater than in 2010, were witness to the sector's great situation. Visitors have come from 111 countries, showing why the TUBE& WIRE fair is considered one of the sector's best platforms and meeting points. Five intense days where ULMA's personnel, from management to sales and purchasing, have been in the front lines presenting our products, know-how and values that have made ULMA Piping leader and reference amongst manufacturers of flanges and forged accessories. 50 square meters of exhibition to show and share with your latest clients and ambitious

investments made in the business. The fair's aim, besides to intensify the already close relationships with its current clients, has been to show the important step given by the company when efficiently tackling its projects, with the necessary expansion of product range and production materials. A special section in the fair is the celebration of its fiftieth anniversary. The values of cooperative work, group effort, knowledge, a sense of prevailing, having been present in a fair that according to all those present, can be considered a true success.

Three of ULMA Group's businesses play the leading role in the HIS

ULMA Handling Systems, Inoxtruck and Packaging participated in the HISPACK- BTA 2012 fair held on 15 -18 May in Barcelona. This year's edition had more than 40,000 visitors from 93 different countries and fulfilled the established expectations by ULMA Group's three business.



ULMA Packaging

ULMA Packaging was once again present at Hispack-Bta presenting its new packaging applications and systems for its wide range of products in a stand seen for its size, design and content. It presented automation solutions of the packaging lines with robotic product boxing systems, the new high performance FR 500 flow pack packager aimed at the industrial bakery and pastry sector, that easily reached 500 pack/min, the new range of TFS skin thermoformers and the VTC 700 vertical packaging machine with a fast format change system. We also saw packaging solutions with microwavable and oven friendly films, along with tray sealers, both from ULMA and Mondini, which ULMA Packaging distributes in Spain. This was complemented by the presence of packaging machines with box and tray packagers from the Italian company Rama, which ULMA Packaging also distributes. All in all, the large flow of visitors that passed through the stand and the interest arising from all that presented is proof of ULMA's leadership in Spain, and its position as world reference in the design and manufacturing of high technology equipment and packaging systems.

ULMA Handling Systems

ULMA Handling Systems presented its latest in automated logistics systems for producers, manufacturers and distributors of various industrial and consumer sectors. Without a doubt, being able to see the real operation of the new rust-proof automated storage system and its automatic pallet system

were the key attractions presented by the logistics engineering company. The ULMA's automatic rust-proof storage system is especially designed for the food sector with its unique characteristics allowing for improving process quality and flexibility in adapting logistical structures to the clients. This system, besides ensuring the traceability and optimal product quality for greater safety, allows you to reduce food processing times while delaying the final destination assignment. All of the automated storage system's elements have been designed with rust-proof materials that avoid rust via the hygienic design that allows for a quick wash of all elements, guaranteeing the ideal quality of stored products. The system fulfils the strictest standards and safety guidelines, both those specific to FEM handling and the HACCP food safety directives. ULMA Handling Systems' automated pallet system is proof of the various functions that the engineering company offers in End of Line systems. ULMA Handling Systems with the best robotic partners and a vast knowledge of automated materials flow systems has allowed it to develop improvement projects in the Supply chain and Cold chain.



PACK-BTA 2012 fair



ULMA Inoxtruck

For the first time ULMA Inoxtruck was present at the most important Food Packaging/Technology fair with its wide range of 100% rust-proof and hygienic handling equipment besides presenting its latest nuances. The presentation of its complete line, including horizontal transport machines (manual, electronic and scissor pallet movers), stackers (electronic, electro-manual and manual) and handling equipment (electromanual invertors and reel holders) allows professional in the sector to test them out on-site: the characteristics, hygienic design that allows for their periodic cleaning and makes them ideal for working in aggressive environments in the food sector. Besides, ULMA Inoxtruck made the most of the occasion to present their first electromanual invertor with a 85°/105° inclination system, ideal for ergonomic handling/turning of loads and conveyor belts or other containers: the HMI that allows for great control of the equipment via a 5.4 inch touch screen and the multifunctional electromanual stackers for frontal and lateral handling of boxes, along with barrel invertors... being well received by professionals in the sector. ULMA Inoxtruck's innovative showcase was visited by leading companies such as Argal, Priela, Florette, Eroski, Azteca, Lomesa, Lácteas del Jarama, Guissona... references in the food sector that showed strong interest in the equipment, confirming the need in their production rooms and asking for more in-depth information.

ULMA Piping



CELEBRATING THE 50 YEAR ANNIVERSARY OF ULMA PIPING.

ULMA Piping celebrates its golden wedding on 13 September of this year. The small cooperative originally called GAITU, in honour of its founders (Guridi, Ayastui, Irizar, Tellería and Urcelay), still remembered for their second sales brand ENARA, has become a world renown company known for their quality and commitment to their clients, leader in Piping. On 4 May, because of the business' General Assembly, a lunch was held for all workers, active and non-active members. The lunch took place in the Etxe Aundi restaurant in Oñati. 245 people attended the lunch, including the General Director, President and various Managers of the ULMA Group's different business. The meal included entertainment by the special guests including the "bertsolaris" Maialen Lujanbio and Sustrai Colina and the "trikitilaris" Agurtzane and Esozi. It was a very close knit event, with an exquisite menu and sense of euphoria because of the good times the cooperative is enjoying in this complicated financial world situation. After the meal, the current President of ULMA Piping, Joxe Arregi, as the business' Governing Council, said some words of gratitude about its founders and made a small homage to 2 of its partners that died in a work accident in ULMA Piping in these last years. There were very emotional moments, but not even the "bertsolaris" good humour could stop a few tears from falling.



ULMA HANDLING SYSTEMS PARTICIPATES IN THE 1ST EDITION OF MASS CONSUMPTION LOGISTICS.

ULMA Handling Systems played a leading roll in the 1st edition of the Mass Consumption Logistics organised by Alimarket in Madrid. The event gathered producers, distributors and logistics operators of mass consumption products where they discussed the keys for optimising and improving efficiency in intra-logistical processes and transportation. Iñigo Jauregi, Sales and Engineering Director for ULMA Handling Systems presented his knowledge, strategies and model designed by ULMA for the Mass distribution sector, and presented the latest projects that the engineering company is developing in the sector. This involves the first event organised around logistics having established the leit motive of the search of greater efficiency in the supply chain for the food, drink, distribution, etc. sectors.

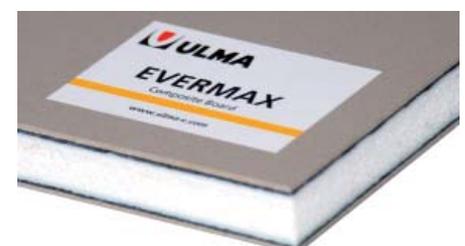


ULMA Construcción launches the new EVERMAX composite board

The EVERMAX composite board is the result of ULMA's search for new construction materials that are longer-lasting, more profitable and more resilient. The R&D teams developed the board with the perfect properties for use as vertical and horizontal formwork panels. Moreover, its development is based on greater efficiency and respect for the environment which results in a 100% recyclable board. It consists of a central structural core, two structural reinforcement layers and two finish skins, each providing the product with

different benefits: Compared to plywood which becomes damaged by adverse weather conditions, the EVERMAX board does not absorb moisture, nor warps, or decays. The continuous exposure to external effects, UV radiation, abrasive and chemical impact does not affect the qualities of the product. This board's characteristics make it easier to clean and strip due to the low adhesion of the concrete to the board. The EVERMAX board lets you forget about the costly and rapid deterioration of plywood on the building site and its limited possibility

for repair. ULMA offers the natural next step from plywood to EVERMAX; from a consumable material (regular recurrent expenditure) to the use of EVERMAX board, a highly profitable investment due to its durability and minimum maintenance costs.



ULMA Forklift Trucks



ULMA Forklift Trucks Sales Convention

ULMA Forklift Trucks sales network, made up by its authorised branches and distributions, met between 13 and 15 June in ULMA Group's Headquarters. The convention was well received by those attending, with its role as a meeting point for new distributors in the sales network, providing the right stage for sharing experiences and presenting the new EDIA EM series of Electric Forklifts and Mitsubishi's PREMÍA ES Pedestrian Power Pallets, along with ULMA Inoxtruck's new equipment. The new EDÍA EM electric forklifts series is made up of three and

four wheel counterbalanced electric forklifts of 48 V with 2 ton capacity. Those attending received detailed technical information from ULMA and Mitsubishi, live practical demonstrations to show the new equipments advantages relative to the previous models and other popular brands on the market. The 50 attendees had the chance to see the newly launched pedestrian power pallets run on AC power, PREMÍA ES, with a 2 ton load capacity. Their main characteristic is the great versatility offered by its adaptation to different

work intensities, and even its effective applications outside the warehouse. Besides sharing the leading role in these workshops, the latest manual, electric, rust-proof pallet movers and stockers presented by the ULMA Inoxtruck sales network, ULMA Group's new promotion focused on designing, manufacturing and selling load transport and handling solutions in production cleanrooms. The consolidation of a professional and approachable sales network allows ULMA to build and maintain long-term relations with its clients, based on mutual trust.

ULMA Conveyor Components



ULMA CONVEYOR COMPONENTS S. COOP. PERU STANDARDISATION.

ULMA Conveyor Components has spent 2012 in standardising its HDC roller in copper mines in Cuajone and Toquepala (owned by Southern Copper Perú) and in the Cerro Verde mine, also copper, owned by Freeport McMoran Copper & Gold. In this latter mine the demanding 6 month lifespan test for the HDC roller has been defined for the Num. 8 of 84" (2,200 mm). The roller has a 178 mm diameter with 6310 ball bearings. In Toquepala and Cuajone they are waiting to get authorisation from the mine's management to start producing and sending the rollers. Southern

Copper Perú, with its mines in Cuajone and Toquepala, is Peru's largest producer of copper. Minera Cerro Verde is in 3rd place. Peru is the 2nd producer of copper in the world, only surpassed by Chile, and the 1st producer of Silver. It is also the top producer of Zinc in Latin America (2nd worldwide), Tin (3rd worldwide), Lead (4th worldwide) and Gold (6th worldwide). It will also standardise the MDC roller in Cementos Yura and the foundry owned by Southern Copper in Ilo.



For another year, ULMA Forklift Trucks sports fans cycle to Aloña

On 30 June every year, ULMA Forklift Trucks sports fans meet in Monasterio de Bidaurreta for the beginning of what has become a classic cycling outing from Oñati to Aloña. This year marks the 12th consecutive year in which

participants have come together for this unmissable event. Good weather and above all good physical condition and camaraderie accompanied the 20 or so cyclists and walkers who enjoyed this fantastic event. As it could be no other

way and as is deserving for the traditional ascent, attendees enthusiastically joined in the two other events; the hamarretako (Galician brunch) and lunch, recovering their strength and being rewarded for their efforts.

ULMA AGRÍCOLA HAS MADE A 5 HECTARE INSTALLATION FOR CENTEX.

ULMA Agrícola has built an almost 5 hectare installation in Tudela, Navarra, for Centex Castejon S. Coop. This company has been designed as an "actual size" research and development tool for the Grupo AN, and is carrying out several tests to check the viability of specific practices, which after testing could be used in the cooperative's farms. The installation made by ULMA Agrícola is made up of 35 plants 155 m long each and covered with plastic. It has a 2 m balcony around the perimeter, rollable ventilation both frontal and lateral, and a super zenith on the roof with anti-trip netting at the close. The installation was complete with an automaton that allowed for climate control inside the installation. In the greenhouse built by ULMA Agrícola, along with other studies, new crops will be tested, upon the request of companies in the area, such as crops for freezing, fourth and fifth crops, and for fresh produce. The test performed will be in real size, with real, extractable results for the member farms, whose profitability is analysed with real figures.



ULMA Group



Digital photography course for ULMA's retirees

The ULMA Group, through its foundation and within the programmed initiatives for 2012, has organised a digital photography course for its retirees. The aim of this course is for retirees to get to know some of the basic notions of taking good photos. Then the participants may take pictures and vote on the best photograph for an award. The course will be held on 19 July in ULMA Group's Central Departments in Garagaltza auzoa 51. It will start at 9:00 in the morning and go on until 13:00. Space is limited, so Retirees in the ULMA Group interested in attending must call 943-250-300 to register, or send an e-mail to the fundacion@ulma.com. Each participant must bring their own digital camera with their respective connection cables to view the pictures. For more information visit the ULMA Foundation's website: <http://www.fundacionulma.com>

ULMA Piping

New management in ULMA Piping, South Korea, Sales Branch



After the opening of the office in January 2011, ULMA Piping has renewed its Sales branch with the incorporation of Brad Choi. After more than 10 years experience in the Piping sector, Brad Choi has recently been incorporated in ULMA Piping Korea where he will be in charge of expanding the business in the Korean market with special emphasis on engineering firms and shipyards that lead the market in Energy projects around the world. Brad is 36 years old, young for his professional career that has always been tied to the Oil & Gas sector, with important positions in Sales and Marketing in leading companies such as the Korean company S&S Valve Co., Ltd, (specialised in manufacturing cryogenic valves for Shipyards and

special valves for Oil and Gas Plants). Korean engineering firms are very competitive, but their large size and the sector's crisis within the country has forced them to search for contracts abroad. They have strong activity in the Middle East and South East Asia, where they calculate that they may have 60% of the market in terms of turn key projects in engineering-purchasing and construction of chemical plants, refineries, power plants, desalination plants, renewable energy, civil works, etc. In many cases, Korea's distance, high quality requirements (standardised products) and the range of suppliers needed forces them to get most of their supplies in Europe, where very interesting business opportunities arise

for companies in sectors like ours. Regarding Korean shipyards, we must note that they lead in terms of costs and number of orders (ship building; tankers, chemicals, cargo boats and offshore platforms, floating extraction and oil/gas processing structures). In the Busan area this is the zone with the greatest activity in the world. Despite their high level of specialisation, this sector demands piping products (tubes, clamps, fittings, valves...) in special materials and high quality requirements that may not be found at low costs in China or in the local market. So without a doubt, this new incorporation will help ULMA Piping's aim of entering the business of EPC projects around the world.

ULMA SUCCESSFULLY COMPLETES THE FIRST PHASE OF THE EROSKI FULLY AUTOMATED PLATFORM PROJECT. Automation, innovation and success define the culmination of the first phase of the logistics fully automation project for the order preparation system designed by ULMA Handling Systems for the EROSKI Group. The development of this first phase works within the strategic logistics automation project that EROSKI has started in its logistics platforms. This first phase includes the automatic picking system (automatic depalleting and palleting) along with the FSS buffering robots and SQS



Automatic sequencing. The complete logistics automation project will be, without a doubt, a reference point at a European level in terms of complete automation systems for distribution platforms. Soon, EROSKI's way of understanding logistics will take a complete turn, going from a manual model typical of logistics automation in ULMA Handling Systems, to a completely innovative model that aims at product quality, work and logistical efficiency that guarantees excellent service at the point of sales.



ULMA Construcción again receives the 2011 Best company in the sector award

ULMA's Polish branch has won the 2011 Best Construction Company Award granted to both the company and its Polish representative, Andrzej Kozłowski. The decision was made both by the editorial staff and the Programming Board at the BUILDER monthly magazine. The jury awarding the prizes for "The best construction company of the year" and the "Polish Hercules" award have again valued the dynamic evolution of the company along with its efficient management, keeping in mind the successes reached in the Civil Works sector. The award

ceremony took place in the Polonia Palace Hotel in Warsaw. Following in the tradition of the last 9 years, those attending included businessmen in the construction sector, professional associations, industrial organisations, research centres and state institutions. "This does not in any way reflect the thoughts of various economic analysts that would like to see a strong crisis in Poland." With these words, Marek Zdzieblowski, President of PWB Media and Builder magazine, welcomed the guests. "Your commitment, ideas and determinations won't allow for it."

This is already the second occasion in which ULMA has been granted this award. Just like in 2006 and 2008, Andrzej Kozłowski, received the "Polish Hercules" award for business leader.



ULMA Polymer Concrete

New range of MultiV+ drains

Optimised V section and a rapidlock fastening system

The evolution of the R + D processes and ULMA Polymer Concrete's experience in the last 20 years of drainage solutions have allowed for the development of a new line of multiV+ drains, improved and suited for the market's needs, unifying all of the advantages of the other of the line's products into one unique system:

the SELF system's economy, the MINI system's reduced heights, the F's 8 point fastening, and the U and UK's optional chain slope. The multiV+ system is available at various heights, and up to a D400 load class. This is a system suitable for pedestrians, shopping areas, along with parking lots for all vehicle types.



ADVANTAGES multiV+

- An optimised V section.
- The Rapidlock fastening system.
- Mechanic stability in 8 fastening points.
- Multiple fastening options.

ULMA Agrícola



ULMA Agrícola has installed greenhouses for "Sociópolis," the urban garden project in Valencia

Last 22 May we inaugurated the Sociopolis urban gardens at the footsteps of the Tower of Valencia. This urban project, that combines urban land, green areas and gardens, has given its citizens some 300 urban gardens, ranging from 60 to 100 square meters each. ULMA Agrícola has installed 2 greenhouses, gothic multi-chapel style covering a total of 600 m². It is sub-divided into two closed

modules, 200m² each and with a central "hallway" without a cover. The first of the modules has been covered with plates and conditioned with interior doors and side windows to be able to be used as offices by the personnel in charge of managing the project. The other module has a polycarbonate covering, butterfly ventilation and anti-trip netting, and is used for creating the gardens. This second part also has an

external screen that acts as a "hallway" to connect between both modules. Next to the urban gardens for the citizens, Sociopolis also has other plots, owned by Consell Agrari Municipal, for educational use to show children what agriculture is, the importance it has had on Valencia's society and some basic gardening basics. Other possible students include housewives, retirees and neighbourhood associations.

Josetxo de Frutos

Managing Director of ULMA Handling Systems

“Our organisation’s ideal is based on ensuring our continued sustainability as a comprehensive engineering firm”

How are you experiencing the difficult economic situation in ULMA Handling Systems? The current situation in which we are in, and that seems like it will be around for the next few years has created a climate of high uncertainty where the rules that worked until now no longer do. This new stage is making us reinterpret all of the market’s variables in order to continue adding value to our offer. As of now, we find ourselves with a drastic decrease in new projects in our more traditional markets and a high concentration of competitors with the same clients: A horizontal and vertical movement is occurring amongst all our competitors: those up top have come down, and those below are coming up, while those on the side are getting closer, and we all find ourselves offering something to the same client,

making it more difficult to win, and producing a considerable reduction of the margins in our operations. And all of this along with the complex situation our clients are in to be able to find financing, allowing them to take on their automation projects. This leads to many decisions being delayed in time, and some disappearing until better times. This new way of competing in the markets is making us search for greater efficiency in our way of working, and reinforcing our competitive position to continue receiving our clients trust in all of the markets we are in.

From a more business perspective, what are UHS’ strengths when facing this difficult economic situation? Our strengths continue being the same that got us here: A human team with high professional capacity, with the

identity of logistical engineering and innovation capable of responding to new market needs and achieving great customer satisfaction. Another strength we have developed along the years has been our desire for diversifying our activity, developing a business model based on small lines of business capable of exploiting different market niches and segments within the supply chain. This development has been creating activities like Supply Chain Software that works software solutions for the supply chain, or the recently created Integrated Solutions responding to highly complex and innovative solutions for the distribution sector. Along this path we have also developed a business line called Baggage Handling that develops baggage processing and transport solutions in the airport sector. Another of our strong points is our experience





in developing in international markets, and above all, highlighting our presence in the Brazilian market, that since 1996 has placed us somewhat above the competition that have arrived later to attack this and other markets in South America. And it is worth noting the wide network of collaborators/alliances we have in different markets and products, which we have been creating along these years, and which distinguish us in our being able to add value to our offer. And now I have to highlight the ULMA-DAIFUKU relationship that celebrates its 25 year anniversary of a healthy and beneficial relationship.

What goals have you set for the company in terms of the future, and what are some of the business strategies on which you base yourselves? Our goal as



“Our most important guarantee is in improving our internal processes and personnel’s abilities”

an organisation is based on ensuring our continued sustainability as a Comprehensive Engineering Firm in Material Handling Systems, capable of responding satisfactorily to our clients’ needs and situations. For achieving this

goal, within the framework of different reflections and management plans, we are working on different strategies: some hope to have a positive external impact, and others aim to continuously improve our internal work processes. Within the strategies we search for, our position abroad is to distinguish ourselves and sales, which look to create a proposal of distinguished value for our clients. Within our foreign impact we have growth strategies and portfolios, where we prioritise our products and markets that have been marking the path towards internationalisation. And finally, it is worth noting the most important strategy for ULMA Handling Systems: focusing on establishing plans to improve our internal processes and personnel’s abilities and with a direct impact on achieving the remaining strategies.

Martín Garitano

General Delegate of Gipuzkoa

He has been Editor of Egin, a local newspaper, between 1990 and 1998 and was part of the management team at Gara, another local newspaper. In 2011 he presented himself for the coalition of BILDU in the General Elections and has been at the head of Gipuzkoa's Regional Government for one year now.

We are facing a deep crisis that even some classify as a problem of our economic model. How does Martín Garitano qualify the current socio-economic situation in Gipuzkoa? We must start by noting that we are at the end of a model more based on speculation, housing and cement than on the productive economy. Some people had already been denouncing this as the wrong path a while back; that it was a dead end street, and now we can all see they were right. With such dramatic results for everyone to see. This said, we must add that the socio-economic situation in Gipuzkoa, while serious and worrying, is not chaotic. This isn't a consolation, but we are better than others in surrounding area. Gipuzkoa's company fabric, with a strong push to international markets, has resisted the horrors of a systematic crisis that has brought down the neo-liberal thesis that has reigned up to now in our economy like a religion. We have a highly qualified



“In Gipuzkoa the way out of the crisis is through, among other things, the cooperative movement”

working class, dynamic executives and a social fabric that is acting as a mattress for the sectors most hardly hit by the crisis.

One of the strengths of our land has been our industrial fabric, and Gipuzkoa also has traditionally been a entrepreneurial society. Do you think we continue being it? What is being done by the government to foment these aspects? Gipuzkoa has been and is a land of entrepreneurs. It's not by chance that the cooperatives in Mondragon are a referent around the world. But of course everything can be improved upon, but we have a fabric of PYMES and cooperatives that, together with leading large companies, set an example of good work, innovation and development, that the government must support for a sustainable development, social advancement and balance for the land.

In Guipuzcoa's strong industrial fabric, Mondragon's cooperatives have had a lot to do with it. How do you as Gipuzkoa's Regional Delegate see the cooperative movement? The cooperative movement that is rooted in Gipuzkoa is a key to understanding the Basque situation in the 21st century. It has a lot to do with our society's characteristic, with the auzolan [cooperative work] culture. The fundamentals of cooperativism, co-responsibility, balanced distribution

of work and benefits, democracy, solidarity... these are key elements to affront situations like we are living now. We have to be conscious that, in order to guarantee the prevailing of a more social, just, and thus more democratic Euskal Herria we have to all get out of the hole together, without leaving anybody behind. And this philosophy rings true to the cooperatives.

The crisis is bringing out some threats and also many opportunities. Do you think that Gipuzkoa's society is prepared to tackle the challenges it faces? If something characterises Gipuzkoa's society, it's its capacity to confront adversity, like what Ignacio de Loyola said, the decision to mutate in times of desolation. Today nothing is like yesterday, and nothing will be the same by tomorrow. That's why the innovative desire that has characterised Gipuzkoa's society will be determinant in confronting the way out of this crisis. We

have to train more, invest in education, and with solidarity with the most affected by the crisis, search for new horizons to place our products. Now is the time to understand the weaknesses in the model that has dragged us to the bottom of the pit and choose the solutions that, necessarily go on to a more social model, less focused on the search for extreme riches and above all, equal distribution.

And to conclude, do you know much about the ULMA Group? Do you have a message to the collective's partners and employees for these complicated times we're in? I know about ULMA –I'm from Bergara and come from a family with deep roots in the cooperative movement- and I know some workers at ULMA. I have good friends there. If I had to send them a message it would be of encouragement and hope. Nobody is trying to hide the difficulty we're going through right now. The situation might get harder, even more so because nobody dares to put a date to the end of the economic crisis caused by the tyranny of what they euphemistically call “markets” but is really nothing but speculators robbing from one another. I'm convinced that we will see the light again. And in Gipuzkoa, the light will come at the hands of the cooperative movement that, without a doubt, must correct some of its tics of the past and go deeper in its sense of real and social economic production. And ULMA will be there.



“We have a highly qualified working class, dynamic executives and a social fabric that is acting as a mattress for the sectors most hardly hit by the crisis”

More than 4,000 healthy m of the “11 restaurants 1



At the ULMA Group, within the activities of its Foundation, they have finished the special Healthy Menus campaign that in the last 11 weeks has been held at the pre-selected restaurants in the campaign.

Aware that there is a high percentage of partners and workers that eat in ULMA Group's restaurants daily, last November 2011, and as an ULMA Foundation initiative, a special campaign was established to create health menus for the growing preoccupation of receiving a balanced nutritional offer. The Healthy Menus campaign consists in the promotion and diffusion of ULMA Group's restaurant network so that they offer healthy dishes on their menus. Members and workers of ULMA Group have visited each one of the ten restaurants in the campaign, where they were instructed on the choice of healthy plates in the daily menu.

ULMA Group's Brand, Marketing and RSE Service has been in charge of carrying out the campaign, providing the member restaurants all of the necessary support for its proper development. With the aim of giving incentives to the Group's partners and workers when choosing healthy, balanced dishes, last 5 March a special campaign was started, "11 Restaurants 11 Healthy menus" with an award going to the choice of said dishes with a weekly drawing for two people at each of the member restaurants. Throughout the promotion's 11 weeks it has received a total of 4,032 participations, a real success, and show the level of awareness that the

enus served in the 11 weeks 1 healthy menus” special

ULMA collective has on the importance of a balanced diet. Furthermore, surveys were taken to get to know the user's opinions on the campaign. A total of 246 surveys were taken, showing that 86% of the times a health option was chosen 2 and 3 times a week, showing that this initiative has been well received amongst partners and workers. In

terms of the importance of healthy food, 84% of those surveyed considered that it was an important (37%) or very important (47%) factor. Finally, most of the suggestions were regarding the cuisine: cooking suggestions, what foods to include in the menus or the types of dishes to expand on variety.

GABRIEL KAPANAGA
ULMA Packaging

"I used to work in Otxandiano and now I've come here to learn new jobs, so I've been eating out every day for two months. Until two weeks ago, I just ate what I liked, and didn't use the healthy option. But two weeks ago I got a blood test and I have high cholesterol, so since then I take the healthy option every day. In my opinion, the campaign is very good for people who have to take care of their diet. Restaurants usually offer similar dishes, but they fill you up less and are tastier. I think that this campaign should stay on forever."



GERARDO MARKINEZ
ULMA Forklifts Trucks

"I eat out every day and since the campaign has started, I usually go by what the restaurants say and try to eat a varied meal. The campaign is very good since in my opinion you have to re-learn to eat, and in this sense, any variety in meals is good. And we have seen changes in menus, even though I think that before starting the campaign there were options, and the menus were healthy. I don't have any suggestions for improvement because I think that in general the things were done well."



GORKA GONZALEZ
ULMA Architectural Solutions

"Weekdays I eat out every day, but only go to restaurants every two weeks, more or less. Healthy menus are good, I personally keep them in mind. Regarding the campaign, I think that in general we all have the same perception; I would say that normally when you go to a restaurant you eat more of the same stuff, and with this campaign you try eating fewer calories."



ULMA Construcción pro to the emblematic football



Mané Garrincha aerial photo.

Known as Mané Garrincha, it will be one of the main venues of the 2014 football World Cup and the 2016 Olympic Games in Brazil. After the demolition of the old stadium, the new sports complex will hold 71,000 spectators in about 188,000 m².

Provides a new approach stadium Mané Garrincha

Engineering solutions and technical advice have been at such a level that the client has decided to increase the percentage of work awarded to ULMA.

The challenge of this work boils down to the quantity of material required, about 4,000 t of product, the use of construction processes with less labour demand and reduced execution deadlines, always with a strict level of safety.

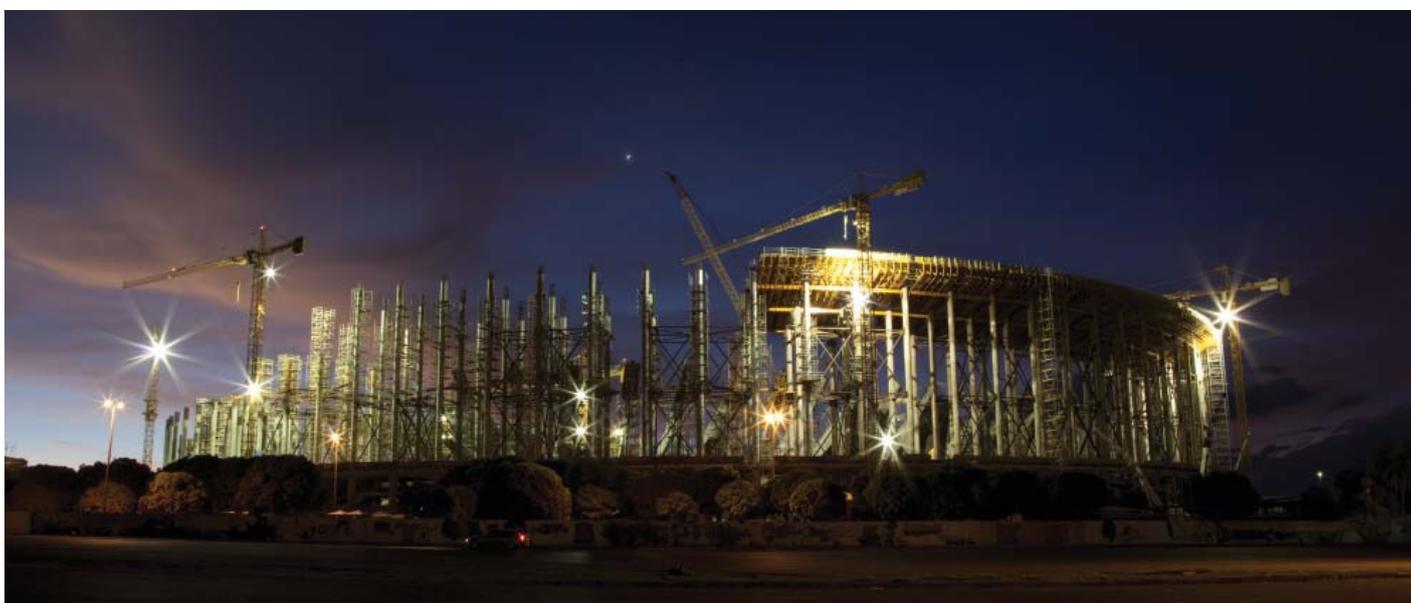
Currently, the pace of work at the stadium follows the schedule proposed by FIFA. In fact it is the most advanced building work in the country. More than 3,600 builders are working on the site in different tasks and it is expected to be completed by December this year. In addition to hosting 7 matches in Brazil 2014, it will host the opening match of the 2013 Confederations Cup.

The peculiarity of this stadium lies in the 288 columns 46 m in height that run throughout the building. The execution of the circular pillars 1.20-1.50 m in diameter has been carried out with CLR formwork in successive tiers of 4 m. The safety of the workers at this height has been guaranteed with the use of the BRIO system as a work platform.

The versatility of the ML System has been used for the construction of the compression ring 22 m in width to 46 m in height. The MK Structures, supported on consoles anchored on the 288 pillars, have supported the ring structure.

At this stadium the lightest propping and formwork have been used. In addition, the VR Cart has facilitated the transfer of the towers, both BRIO and ALUPROP, to each new phase of concreting without having to dismantle. This way output has increased and the quantity of material has been reduced.

Marcos Aparecido Tonchis, Production Manager of the Building Consortium, has said that expectations for ULMA Construcción have not only been met but also exceeded thanks to a high quality service, on-going advice and compliance with the supply commitments. Also highlighted the post-sale service and the innovation and modernity of ULMA's products, compared to the rest of the Brazilian market which he dismisses as obsolete.



Night Shot Mané Garrincha.

Emigration; a ris

The crisis has instigated an increasing number of emigrations which, besides being an enriching experience, is possibly the only option. According to a study by Ernst & Young, the profile of an emigrated professional is a 37 year old male (71%) that can speak English and with an advanced degree, having worked with his company between 5 and 9 years and that stays in the country he was destined for an average of 3 years. The ULMA Group currently has 17



Edward de Marta with his family in Singapore.

emigrants. One of them, Edward de Marta, Director of ULMA Construcción in Singapore, was available to tell us about his experience.

ing phenomena

Edward De Marta – Emigrant. Director of ULMA Construcción in Singapore: After agreeing to emigrate and convince his wife, Nekane of it, Edward de Marta packed his bags to start a passionate professional adventure more than 12,000 km from his home in San Sebastian.

"It was around 2007 when they decided to create the ULMA Construcción branch in Singapore, attracted by the increase in the country's construction sector, and their strategic position in the Southeast Asian market, besides the benefits granted for developing businesses. Singapore, a city-state, is one of the leading countries in Southeast Asia with a solid financial system and open economy that provides easy business creation opportunities. They have a free economy with high growth expectations. It is one of the most important logistical centres in the world. It's easier to do business in Singapore to start any company activity because it is a very competitive, top level country with a complete lack of corruption and bureaucracy.

2006 was the start of an important growth in the country with high investments in the construction sector relative to the upcoming decade. There was a high demand for construction materials with a scarcity of formworks and scaffolding. Singapore is the ideal platform for expanding any business in Southeast Asia and Pacific Asia. It was an ideal stage for successfully starting our branch. With regards to the future, there are clear intentions by the government to invest both in the public and private sector, launching new infrastructure and residential projects, which positively affects our growth.

In the beginning of 2008 I went alone to start the creation of ULMA Formwork Singapore Pte. Ltd. and to start paving a way for ULMA Construcción in the area. The confidence they bestowed on me and positive esteem of my skills gave me a lot of encouragement and motivation to lead this project. The Business has started out fast due to the high demand for formworks and the lack of materials on the market. Immediately we got our first containers of materials and started placing them in key works, where the need for material was very high. Our clients are local, Japanese and Korean construction companies. Because of safety demands the BCA (Building and Construction Authority) in the client's works require complete formwork systems in all safety elements, something which our local competition don't have well developed. On the other

hand, they value our products' high productivity in assembly and disassembly because of their lightness and modularity.

In the summer of 2008, with my wife, Nekane, and son, Daniel, now in Singapore, we started our life as immigrants like the 1 million foreigners in this city-state. There are many stereotypes about Southeast Asia, and also about Singapore. The popular TV programs present only one part of the city and a very partial truth. Even though life as an immigrant seems simple, there are some difficult situations at times. There is a huge cultural difference, with details to learn right from the start. Not to be too thankful. To give your card with two hands. The business card is essential, even during leisure, business is business. In Singapore, English is the official language along with Chinese, Tamil and Malay.

When we get vacations we escape to the nearby exotic beaches, since in Singapore there are none because of the intense shipping, 24 hours a day, resulting in contaminated coasts. Even though Singapore's weather is tropical, humid and hot all year long, it has its Monsoon rains seasons. Golf is common here in the world of business, so I've had to learn to play to participate in tournaments with our clients. Now I play at least twice a month."



Night scene in SINGAPORE.

Change of name for UL

A change that boosts our internationalisation

Companies and people must adapt to new realities. Like Arthur Schopenhauer said, *“Change is the only immutable thing”*. With the passing of time, the environment in which a company works evolves, moving in new markets, developing new products or aiming them towards a new audience. This was the scene in which we found ourselves. That’s why we have made the decision to change and these are our reasons.

- We want to approach new countries.
- We want to satisfy our clients with new solutions.
- We want to show how we are, as a professional company, modern and with proven experience.
- We want to integrate all our solutions under one name that defines us and best explains what we offer the market.

It’s obvious that the name with which we are born in the nineties, reasonable at the time, today has a clear product and material aim, which doesn’t help us distinguish ourselves against the competition (4 of the 17 companies in the competition we analysed use exactly the same name). *“That’s why,”* states Mikel Izurieta, Manager of ULMA Polymer Concrete, we need to create a name that transmits simplicity within what is complex (a *COMMON DENOMINATOR that includes all of the activities we develop*), *“that transmits professionalism, and that gives it a*

modern touch, international in line with our strategy.” Through this name change we hope to show not only our functional and instrumental values, but to further integrate the reference market’s trends, and approach it.

HOW DID WE COME UP WITH IT?

Positioning Research:

The first step when confronting this change was to perform Positioning Research, to know how we were currently viewed, both as real or potential clients, and how they would accept a change. The chosen method was in-depth telephone interviews. The research was carried out by the In the Line Marketing Group.

A diagnosis of the situation:

The research showed a strong rooted-reflex in the Product / generic (Polymer Concrete) in the identity and positioning of ULMA Polymer Concrete, which of course didn’t surprise us. We needed a new, wider positioning. We were too positioned, boxed-in, in the material we used, which limited us from a possible diversification of our product portfolio with different construction materials, like with our line of Façade enclosures.



MA Polymer Concrete

Analysis and proposal:

With the information obtained In the Line made a diagnosis, analysis and claim proposal:

- More client/market oriented
- More International
- More versatile
- Capable of integrating different company activities
- Capable of including the superior value added that ULMA offers its clients: Quality in products, services, personalised consulting and closeness.

Iban Unzueta, General Director of In The Line Marketing Group explained:

"The Claim DOES NOT have to be unique to a company; quite the opposite, it should be EVOCATIVE and EXPLANATORY of its activity. What we look for is a BETTER description. This was and is the aim in proposing a specific claim: what encompasses and identifies the company's activities in the best possible way, easy and fast to understand in the reference market. The claim IS NOT the brand, but a slogan. It's a set of short words that explain the company's activity. Therefore, to be creative here is counterproductive. We leave the creativity for other dimension of the brand and marketing."

Finally, we decided to take the claim:

ULMA ARCHITECTURAL SOLUTIONS

That encompasses all of the characteristics we are looking for. There is a clear difference between the names that transmit different concepts.

ULMA Hormigón Polímero Vs ULMA Architectural Solutions

Product orientation,	Client orientation,
Local,	International,
Standard Product,	Technical and technological,
Traditions,	Modernity,
Limiting.	Not limiting.

Focus on the business lines and change of image

Irene Moreno, Marketing Manager at ULMA Polymer Concrete: *"The work and strategy chosen in this change is clear, and this must be seen and detected by the users of our brand. They must perceive a renovated, strengthened and international image."*

In order to carry this out we held a supplier contest, finally selecting the PROMUEVE Agency in San Sebastián. Our business has 4 lines that, while very interrelated, each has their defining and distinguishing characteristics. That's why we decided to distinguish each one via a Graphic Code. Following a purist style, similar to architecture and engineering, we approached our public this way. Based on the basic and universal element of the square, we developed an Icon for each one of the business lines. This new visual concept is being transferred to our marking media and renovated website: www.ulmaarchitectural.com

We invite you to visit it and hope you like it, and that it makes approaching our market offer easy and simple. A company's capacity to change is a key element. Those that can't adapt stay behind. At ULMA Architectural Solutions, we are committed to change and strive for it.



> *Agenda and suggestions*



PAINT OUR TOWNS

4th PAINTING CONTEST FOR CHILDREN OF PARTNERS-WORKERS OF THE ULMA GROUP

The ULMA Group is organising the fourth painting contest for the children of partners and employees: **Painting our Towns**. The main goal of the contest is for children to have the opportunity to express what they most like about their towns through a drawing or painting.

- **Topic:** Our Towns.
- **Participants:** Children of Partners-Workers of the ULMA Group. The participants will be divided into two categories: Up to 5 years old and from 6 to 10 years old.
- **Presentation:** Workers must go to or send paintings to the Departamentos Centrales at ULMA, Garagaltza auzoa, 51 - 22PK 20560 OÑATI (Gipuzkoa), or by email at begira@ulma.com Ref: Painting Contest.
- **Date:** Before September 14.
- **Award ceremony:** 27 September 18:00h.
- **Technique and material:** Freestyle with DIN-A4.
- **Jury:** The jury is made up of members of the Communication Committee at ULMA Group. The jury's decision will be made public on ULMA Group's Intranet; Portalde.
- **Prizes:** A battery run Quad for the 0-5 year old group and a Fliker scooter for the 6-10 year old group.

All drawings sent will receive a small painting set, and the first 15 drawings will receive an additional toy: The "11 Kantatzeko" DVD with children's stories. The drawings will remain property of ULMA.



30 // Begira

RETIREMENTS: Retirements in ULMA Group from 1 May to 31 August.



*Mertxe
Urkia Uriarte*



*Jesús Celestino
Regueiro Carollo*



*Teodosio
Andrés Larrinaga*



*Juan Alberto
Penalva Martinez*



*José
García Yebra*



*Pedro
Gil Hernandez*



*Luis Alberto
Vazquez Lafuente*



*Kepa
Salaberria Amesti*



*José Luis
Artabe Iturbe*



*Isaac Luis
Sanchez Perez*



*Juan Carlos
Igartua Corta*



*Ignacio
Palacios Garmendia*



*Aurelio
Arrieta Agirreolea*

*Maria Asun
Fernandez Maiztegui*

*Thanks to everybody and enjoy!
Congratulations*