

ULMA Classroom, a collaborative space to boost the industry of the future.

The GUnea Academic Council, up and running

The new ULMA Packaging plant, in full swing

An ultrasound to enhance ULMA's healthcare

Urban furniture in the new Valdebebas interchange

## 04

### NEWS



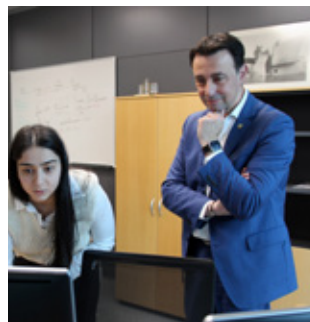
04

The GUnesa Academic Council, up and running



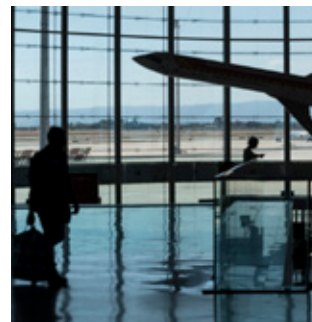
05

The Koop 2040 forum to address the global challenges of cooperativism



06

Vicelehendakari Torres and the Minister of Industry show interest in our socio-business project



09

Business projects and activities

## 15

### REPORTS



15

A new ultrasound to enhance healthcare



18

Assembly Time



22

ULMA Classroom: a collaborative space to boost the industry of the future.

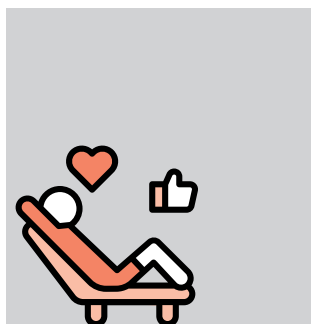
# 26

## RETIREMENTS, AGENDA AND SUGGESTIONS



# 26

Iñaki Zubia Gonzalez.  
A lifetime spent opening up  
markets



# 27

Retirements  
May 1st - August 31st

## BEGIRA #64 July 2025

### EDITION:

Grupo ULMA S. Coop.  
Bo Garagaltza 51  
20560 OÑATI,  
Tel: 943 25 03 00

### MANAGEMENT:

Juan Carlos Malet  
jcmalet@ulma.com

### EDITORIAL BOARD:

Irati Goitia,  
Maria Sendin,  
Sara Soria,  
Nerea Burgoa,  
Itsaso Letamendi,  
Ane Aramendi,  
Raul García,  
Juan Carlos Malet



## The GUna Academic Council, up and running

ULMA has taken a decisive step in its commitment to developing talent and training its professionals with the creation of the GUna Academy Academic Council.

This body has been set up to guide and enrich the Group's training strategy. It aims to address the need to have the best prepared people to lead ULMA's Business and meet its competitive needs from the perspective of a socio-business project.

The Council will be made up of people from the Group who can provide detailed knowledge of the current reality and future needs of ULMA, along with external

members with extensive experience in the field of education, management and business. They include Ana Andueza, an expert in organisational transformation and executive training, and Juan Moscoso, an economist and university professor with a great deal of experience in public policy analysis and innovation.

GUna Academy is a strategic tool to align training needs with the future

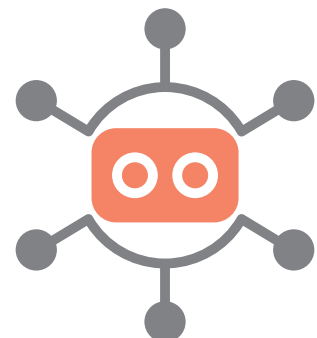
objectives of the ULMA Cooperative Group: strengthening the cooperative culture, generating a sense of belonging, identifying and preparing future leaders, enhancing continuous learning to improve performance, and facilitating vocational re-adaptation to changing environments.

The Academic Council will ensure the quality, consistency and evolution of the training model while also providing an external perspective that will enrich the initiatives already underway in the Group's various cooperatives and Businesses.

## AI in People Management

In order to understand the impact of AI and make strategic use of it, teams from the People Management area took part in a training session in the auditorium of the Central Departments.

The session, led by Mamen Blanco, artificial intelligence coach, communicator and author, combined theory and practice and allowed participants to explore how AI tools can help automate processes, generate content and analyse data in a more streamlined and strategic way.





## The Koop 2040 forum to address the global challenges of cooperativism

Ibon Calvo and Oier Araiztegi, president and vice-president of the ULMA Group, took part in the three sessions organised by the Superior Council of Cooperatives of Euskadi (Euskadiko Kooperatiben Goren Kontseilua), which saw the attendance of over 50 cooperative representatives.

The Koop2040 discussion forum is an initiative that addresses the global challenges faced by cooperativism and Basque cooperative enterprises. This space for reflection and debate aims to help Basque cooperatives to anticipate the global changes they must tackle, while also strengthening their role in society.

So far, Koop2040 has taken the form of three sessions that have analysed the challenges of migration and population ageing, talent shortages and new social values, along with other future challenges such as digitisation and AI, sustainability and energy, and housing.

The forum will round off its activity with one last session next October to draw the main conclusions from this process in which relevant challenges and actions to be implemented have been identified.



*“Our participation in the Koop40 Forum reflects ULMA’s firm commitment to the future of Basque cooperativism. It’s time to share reflections, align visions and face the big challenges ahead with collective ambition: social transformation, talent attraction, sustainability of the model and its connection with new generations. On this path, dialogue and cooperation will be more important than ever before.”*

**Ibon Calvo**  
President of the ULMA Group

## New Konfekoop Strategic Plan

ULMA attended the Ordinary General Assembly of KONFEKOOP, Confederation of Cooperatives of Euskadi, where the challenges to be addressed in the next four years were presented.

At this meeting, President Rosa Lavín highlighted the positive result from the 2021-2024 period along with the strengthening of the organisation and its greater influence, and emphasised representativeness as a strategic agent of the Basque cooperative environment.

This Assembly also marked the beginning of a new chapter with the presentation of the 2025-2028 Strategic Plan, which came about with the vocation to strengthen the role of Basque cooperativism and its contribution to economic and social development.

Under the motto “Bigger, stronger, more influential”, the assembly brought together 200 representatives of cooperative enterprises associated with the Confederation, including the ULMA Group.



# Vicelehendakari Torres and the Minister of Industry show interest in our socio-business project

Mikel Torres, second vicelehendakari of the Basque Government, and Mikel Jauregi, Minister of Industry, visited the ULMA Group and several of its Business facilities in Oñati in March and April, respectively.

These meetings with representatives from the Basque Government meant that we could discuss strategic issues of interest, such as the evolution of ULMA's socio-business project, its diversification strategies and the main challenges and opportunities in the industrial sector.

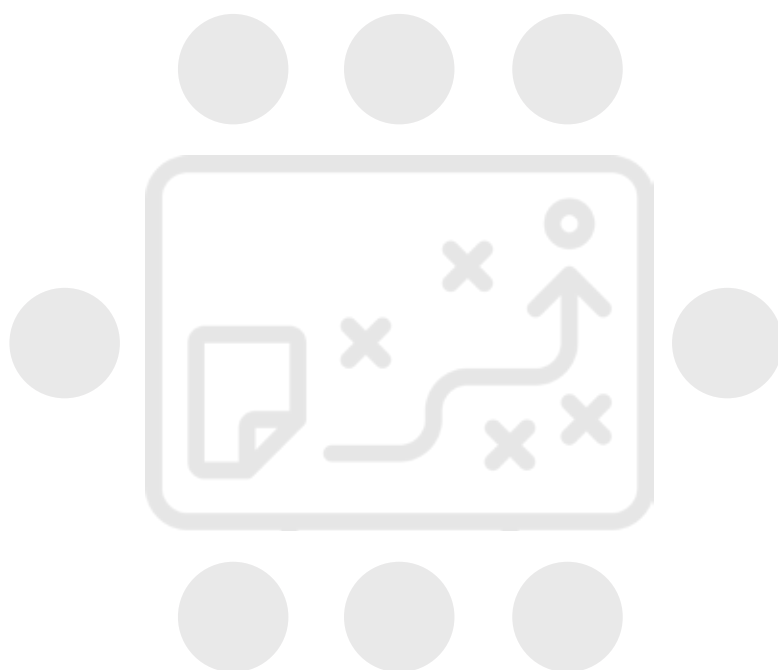
## Work meeting with the Mikel Torres team

On the 19th of March, the Managing Director of the ULMA Group, Iñaki Gabilondo, the President, Ibon Calvo, and other members of the management team, had a business meeting with Mikel Torres, second vicelehendakari and Minister of Economy, Labour and Employment of the Basque Government, who was accompanied by officials from his department.

After the meeting, they were able to visit ULMA Medical Technologies, the ULMA initiative that applies intelligence solutions to the field of health. They then visited the ULMA Handling Systems facilities, where they learned first-hand about the design and implementation processes for advanced intra-logistics engineering projects.

After the meeting, Mikel Torres made a point of highlighting "the leadership of the ULMA Group and its commitment to innovation in order to face the challenges of the future".





## Meeting with the Minister of Industry

On the 9th of April, Mikel Jauregi, Minister of Industry, and Jon Ansoleaga, Managing Director of the SPRI Group, held a work meeting followed by a subsequent visit to the ULMA Forged Solutions plant in Zubillaga.

During the meeting, the ULMA Group presented its diversification strategy, which includes the development of advanced technological solutions, a commitment to sustainability and the strengthening of its cooperative model.

In the meeting with members of the management team, they discussed the main challenges ahead in an increasingly complex context. They rounded off the day with a tour of the main plant of ULMA Forged Solutions in Oñati, where the CEO, Meritxell Sánchez Blázquez, presented the plan for productive investments envisaged for 2025. The initiatives include new R&D projects aimed at developing innovative solutions for new sectors, as well as incorporating artificial intelligence and advanced digitalisation into highly technical processes and products.

## ULMA brings its experience to the Mondragon Unibertsitatea MTalent Master challenge

The aim of this academic challenge, entitled **"Haria jarraituz"**, is to reflect on ways to ensure that those who leave the organisation pass on their knowledge and experience to those who stay.

In May, the launch session was held at the ULMA Group facilities, where the 17 students from the master's degree discovered complementary and extremely useful viewpoints in order to tackle the challenge with different profiles of people in mind, from ULMA Handling Systems, ULMA Embedded Solutions and ULMA Lifting.



## TECNUN students tackle the challenges proposed by ULMA

Each year, we perform various actions to strengthen the link between training and the industrial environment. Challenges are one of these initiatives, which aim to give students an opportunity to apply their knowledge in a real industrial environment.

One example is the challenge that ULMA Packaging initiated this year within the subject Making and Hacking. It's a real challenge linked to packaging technology and, for the past 5 years, ULMA Construction's technical and application area has been offering it to students of the TECNUN Master in Industrial Engineering.

This year, they were offered a technical solution that is more efficient and safer to apply, as well as being more optimal in terms of the number and budget of materials needed to carry out a residential building project.

Their work has shown a high level of ingenuity and academic quality.



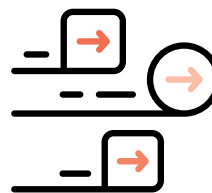
## ULMA hosts meetings for Banco Santander and the Mobility and Logistics Cluster

The headquarters of ULMA Group recently hosted the General Assembly of the Mobility and Logistics Cluster, as well as a meeting of the Large Corporates department at Banco Santander.

Nearly 100 managers from companies operating in the logistics and mobility sector gathered for the event, where the 2025–2028 Strategic Plan was approved and three key drivers that will shape the sector's activity were identified: the energy and green transition, the digital transition, and sectoral competitiveness.

In addition to presenting last year's results and the outlook for the current year, the Assembly approved the re-election of Eduardo Lasa as president, representing ULMA Handling Systems.

The managers of the department of Large Enterprises at Banco Santander also held one of their meetings at the ULMA head office to get a closer look at the reality of the socio-business project led by the ULMA Group.





**10.000 m<sup>2</sup>  
75 people  
Solar panels covering  
10% of consumption**



## The new ULMA Packaging plant, in full swing

At the beginning of spring, ULMA Packaging opened a new plant with a surface of 10,000 m<sup>2</sup> and an investment of 12.5 million euros. It employs 75 people and is exclusively dedicated to developing automation solutions for packaging.

Located in the Torreauso district of Oñati, this new operating plant represents a big step that reinforces the organisation's commitment to automation and allows it to better respond to current market needs, which are increasingly focused on automated lines and turnkey projects.

Several months after its inauguration, the plant is now fully operational. A good part of its surface is now a hive of activity, taken up by new projects and facilities that are taking shape day by day. It's a dynamic atmosphere, with a lot of movement in terms of people, visits, ideas and solutions in progress.

The constant activity at this new plant is also a reflection of ULMA Packaging's commitment to continuous improvement and sustainable growth. It has a highly qualified team working on developing efficient solutions adapted to the specific needs of each client.

The plant also has resources to reduce its energy consumption and environmental impact, such as solar panels (100 kW installed capacity), which cover approximately 10% of consumption, and electric chargers.

This expansion not only improves its work capacity, but also represents a collective commitment to continue growing, innovating and adding value from within.

*“The opening of this plant is a response to the project strategy that ULMA Packaging has been promoting for years, the unification of all technologies and consolidation as a team in one physical space. The plant provides us with a global overview and better project management, as well as process optimisation and exploitation of synergies”*

**Eva Sacristán**  
ULMA  
Packaging



## ULMA CONSTRUCTION

## Collaborative engineering for the bridge over the river Zêzere

In the natural setting of Portugal's Castelo de Bode reservoir, the Pombeira bridge sits 100 metres above the Zêzere river. The intervention for the repair and structural reinforcement of the bridge, led by the company VSL, has also had the outstanding participation of ULMA Construction.

This infrastructure, which is 385 metres long, plays a key role in the region's connectivity. The work carried out on the bridge included reinforcement by tensioning new prestressing cables, as well as the replacement and repair of supports.

The BRIO multi-directional scaffolding solution offered by ULMA consists of a continuous work platform which provides safe access to all intervention areas without interrupting circulation and was the result of a constant collaboration process between the engineering, logistics and assembly areas of ULMA and the VSL team.

In total, 280 tons of BRIO multi-directional scaffolding were installed, meeting the deadlines and guaranteeing high safety standards at every stage.



## New Music Centre in Krakow, Poland

The building project of the new Music Centre in Krakow relied on ULMA Construction's formwork, falsework and scaffolding solutions to improve efficiency and safety during the execution of the project.

The building, home to two municipal orchestras and promoted by the Krakow City Development Agency, will eventually have capacity for 1,000 people, and a stage that will

fit 120 musicians and a choir of 80 people.

The structure of the 3-storey building is surrounded by a row of 13-metre columns. The concert hall, located 7 metres below ground level, meant that the water table had to be lowered. In order to provide rigidity to the building, stair and lift shafts and four event rooms were also included.



## 262 Fifth Avenue: cutting-edge formwork that truly transforms Manhattan

In the heart of NoMad, Manhattan, there's a new silhouette over 262 metres high dominating the New York skyline: the skyscraper on 262 Fifth Avenue. This tower, which has 54 floors and 41 apartments, is an architectural landmark.

The client opted for ULMA technology, selecting vertical, horizontal and climbing formwork systems to bring the structure to life. The technical solution for perimeter wind and height protection was provided thanks to the HWS system. By installing sets of screens, this system covers the building's perimeter, optimising times and processes.





## ULMA ARCHITECTURAL SOLUTIONS

## The Italian subsidiary turns 10

ULMA Architectural Solutions and its management team celebrated the tenth anniversary of its subsidiary. They commemorated a decade of intense work and commitment that has led to important achievements in remarkable projects in the transalpine country.

Located in the Reggio Emilia region of northern Italy, the subsidiary currently has a team of six people, including sales and office staff. When it opened, it represented a strategic commitment to consolidating relationships with local suppliers and expanding the drainage line,

in an aim to strengthen presence in the Italian market.

In its first year of operation, the subsidiary achieved a turnover of one million euros. This figure tripled in 2024.

Right from its beginnings, the ULMA Architectural Solutions team has worked closely with engineers, architects and professionals in the sector to develop efficient drainage solutions adapted to the needs of each project. Among the most important, interventions in the ports of Taranto

and Naples, the supply of drainage systems for the main streets of Bari, as well contributing to the construction of the most emblematic square in Salerno and the main square in Reggio Emilia, where the subsidiary is located.



## Refurbishment of the Health Centre in Gros

ULMA Architectural Solutions has carried out the refurbishment of the facade of the Health Centre located in the Gros district of San Sebastián, significantly improving its energy performance while reinterpreting the building's original character.

Originally designed by architect Eduardo de Garay in 1960, the project had a dual objective: to enhance the building's energy efficiency and to renew its image. To achieve this, a ventilated facade system with STONEO panels by ULMA was installed. This solution ensures effective insulation, reducing energy consumption and improving both thermal and acoustic comfort inside the building.



## Urban furniture in the new Valdebebas interchange (Madrid)

A new transport interchange has opened in the heart of Valdebebas, Madrid, featuring three bench models by ULMA Architectural Solutions. This new infrastructure will benefit over 35,000 residents in this fast-growing area, making public transport more accessible and improving overall mobility. When selecting the benches for the Valdebebas interchange, special attention was paid to the transition between indoor and outdoor spaces—choosing elements that not only define areas but also invite passersby to pause and rest before continuing their journey.

## ULMA HANDLING SYSTEMS

## ULMA travels to the airports of Bilbao and Paraguay

Two major Baggage Handling projects at Bilbao Airport and the Silvio Pettirossi International Airport in Asunción will allow ULMA Handling Systems to continue expanding its presence in the airport sector.

At Bilbao Airport, ULMA Handling Systems will replace four baggage carousels in the arrivals terminal along

with their feeder lines. The new system is expected to be operational in just six months, strengthening our presence at one of Spain's most strategic airports and becoming one of the first things international visitors see upon arriving in Bilbao.

Likewise, ULMA has taken a historic step in Latin America, having been

awarded its first baggage handling project in Paraguay, at Silvio Pettirossi International Airport in Asunción.

The arrivals system upgrade project marks the beginning of our presence in the country and reinforces ULMA Handling Systems' track record in the region, where it already has several successful projects.



## Two projects for the Onnera Group in Oñati and Barcelona

ULMA Handling Systems will develop two new, custom-designed logistics automation projects for the Onnera Group's plants in Oñati and Barcelona.

At Onnera Oñati —formerly known as Fagor Industrial—, ULMA Handling Systems' solution aims to improve the system for feeding cut sheet metal to bending machines. A solution has been designed to move large

volumes of pallets of different sizes and weights, optimising efficiency and space utilisation. The system will be supported by an automated warehouse to efficiently manage material inputs and outputs.

Meanwhile, at Onnera Barcelona, the goal is to improve the reception and distribution of components to production lines. The solution will

include an automated warehouse with a capacity for nearly 1,000 pallets, complemented by a conventional support area. This will help optimise space usage and streamline supply to production.

Both projects have been tailored to the client's specific needs: limited space and a demand for greater efficiency in material management.



## ULMA LIFTING SOLUTIONS

### New subsidiary in the USA

ULMA Lifting Solutions has taken a strategic step in its international expansion by opening a subsidiary in Pennsylvania, key to Inoxtruck's growth in the US market.

At the forefront is Jokin Etxarri, Area Manager, who has been leading the implementation of the Inoxtruck range since October, which provides stainless steel sanitisable solutions created by ULMA for sectors such as food and pharmaceuticals.

With a first batch of 42 machines already on American soil, the Pack Expo Chicago fair was the starting point. Once the subsidiary is up and running, its aim will be to offer closer attention, reduce delivery times and strengthen the after-sales service. Added to this is the current work of recruiting distributors in the US and Canada, key to consolidating a strong commercial network.



## ULMA AGRÍCOLA

### 12 greenhouses in Guadalajara for growing mushrooms

To meet the specific requirements of this crop, the greenhouses have several linings: one lacquered sheet metal one and two others made of insulating mineral wool, as well as an outer canvas layer. A ventilation system has also been installed to promote the spread of spores and boost the development and growth of the mushrooms.

This provides the necessary opacity and humidity to create the optimal micro-climate and support the growth of mushrooms indoors, avoiding the disadvantages of outdoor cultivation and being able to extend the growing period to twelve months of the year.



## ULMA EMBEDDED SOLUTIONS

### ULMA, official provider for Beckhoff Automation

Beckhoff Automation, world leader in open automation systems based on PC control technology, has turned to the experience and commitment of ULMA Embedded Solutions to integrate its technology into automated test and validation environments.

As part of this collaboration, the engineering team at ULMA Embedded Solutions has successfully completed the Beckhoff technology certification process, which allows it to expand its service offer in the field of test and validation process automation, also known as Automated Quality. This certification not only strengthens the technical capabilities of the team, but also positions ULMA as a key partner in advanced automation projects.



# Fairs and Conventions

Taking part in fairs and conventions is an opportunity for our Businesses to showcase their solutions, strengthen ties and unlock new opportunities. These are just some of the international fairs and conventions they have attended in the last few months.

## ULMA CONVEYOR COMPONENTS

### CIM CONNECTED (Montreal, Canada)

ULMA Conveyor Components took part in one of the most important meetings for the mining sector in Canada to strengthen its position in the field of heavy-duty mining.

## ULMA LIFTING SOLUTIONS

### Convención AECE (Bilbao)

The 5th Forklift Companies Association Convention (AECE), brought together over 300 professionals and 100 companies, consolidating itself as the sector's main meeting point.



## ULMA CONVEYOR COMPONENTS AND ULMA CONSTRUCTION

### EXPOMIN (Santiago de Chile, Chile)

Held in Santiago de Chile, EXPOMIN is the most important mining exhibition in Latin America. The attendants were able to see the latest innovations created to meet the most specific needs of the mining sector. Both ULMA Conveyor Components and ULMA Construction participated as exhibitors.



**ULMA LIFTING SOLUTIONS AND  
ULMA PACKAGING**

### **IFFA 2025 (Frankfurt, Alemania)**

ULMA Lifting Solutions and ULMA Packaging attended the IFFA fair in Frankfurt, one of the reference meetings for the meat and alternative protein industry worldwide.



**ULMA PACKAGING**

### **IBA 2025 (Düsseldorf, Alemania)**

In this edition of the world's leading bakery and pastry fair, ULMA Packaging strengthened its presence and presented its solutions to cover the entire process, from packaging to palletisation.

**ULMA CONSTRUCTION**

### **FESCOMAD (Madrid, España)**

The third edition of this construction sector fair in Madrid organised by the Fundación Laboral de la Construcción, where ULMA Construction presented its solutions to improve safety in construction projects.

**ULMA CONSTRUCTION**

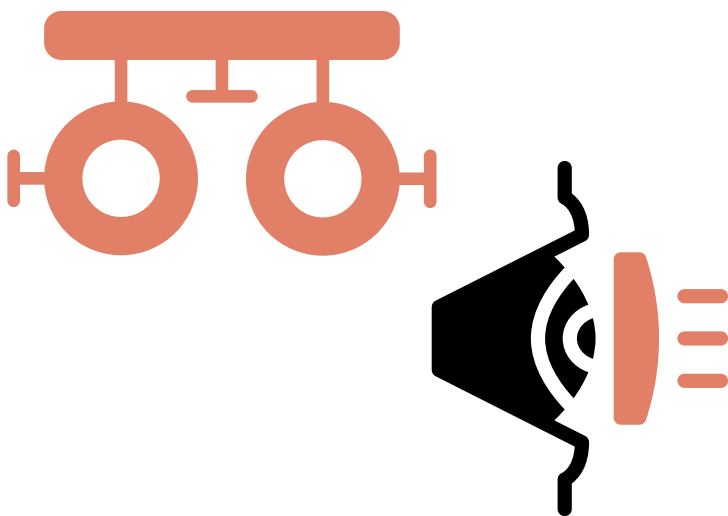
### **BAUMA (Munich, Alemania)**

After more than 10 years. ULMA Construction met again with customers and partners at this fair, which has consolidated itself as the main international event dedicated to construction and mining machinery.



## ULMA presents its expertise in teleophthalmology

The ULMA Group has taken an innovative step in promoting health at the workplace by integrating teleophthalmology into its medical check-ups.



The experience was recently presented by staff doctor Jon Alberdi at the II Luso-Galaica Conference on Occupational Medicine which took place in Pontevedra, under the title ***"Eye health in the working environment: A new approach through ophthalmology"***.

The initiative follows a successful eye health campaign conducted in 2020 and 2021, during which 281 workers were evaluated. As a result of this experience, the Prevention Service has decided to systematically incorporate visual screening as part of worker's regular medical examinations.

The teleophthalmology service has become an effective tool for the early detection of eye disorders, preventing occupational risks associated with vision and therefore contributing to safer and healthier working environments.

The process is carried out using the U-RETINAL DFC device, a non-mydratic fundus camera designed by ULMA Medical Technologies (UMT), which makes it possible to capture images of the retina without dilating the pupil. The images are then sent to a platform, also created by UMT, which allows the ophthalmologist to make the relevant assessment and issue a thorough patient report.

## A new ultrasound to enhance healthcare

ULMA has taken its commitment to the health of its people one step further by adding an ultrasound machine to the Health Service. This new tool has proven key in improving the diagnostic capacity of the medical team, allowing injuries to be detected more quickly and accurately, and therefore speeding up patients' recovery processes.





The ULMA Health Service offers comprehensive care to all people who work in the Group with the aim of promoting a safe, healthy and trusted work environment.

Thanks to its versatility, the ultrasound has become a fundamental support in medical decision-making, not only for

identifying possible injuries but also for closely monitoring their evolution. Its direct use in the workplace facilitates early diagnosis, which often results in more effective treatments and faster recoveries.

The work being carried out this year within the **BIZI Project**, focused

on health promotion, is one clear example of just how useful it is. In this context, thyroid ultrasounds are being carried out which have already made it possible to detect alterations in people with no apparent symptoms, enabling their early referral to the endocrinology service.

**In 2024,  
we did  
424 ultrasounds**



**6 urology**  
**10 thyroid**  
**22 abdomen**  
**386 musculoskeletal**



## Jon Alberdi

ULMA Health Service Doctor

### **In which cases has using the ultrasound helped the medical service?**

In this short period of time, we've already been able to deal with different injuries more efficiently. For example, in cases where the injury may require urgent surgery, ultrasound has allowed us to reduce treatment time and streamline processes, in turn improving the quality of recovery.

### **What kind of disorders have you been able to identify?**

Using ultrasound on any "lumps" that

appear on the body has allowed us to rule out certain scenarios or confirm them as benign or suspicious. In other cases, following a brief examination, we've been able to identify what seemed to be a case of "tendinitis" as an actual partial or complete tendon rupture.

For abdominal pain, it has allowed us to record the pain and exclude gallbladder stones or abdominal aorta pathologies. With just a quick glance at the end of the stretcher, we can make decisions and plan the next steps.

# Assembly Time

For cooperatives, general assemblies are the main decision-making body where achievements are validated and the next steps are planned. They are an example of shared responsibility and values.

Yet another year, the Business, ULMA S.Coop Group and ULMA Investments S.Coop assemblies reflected the commitment of all members to the mission, vision and values of ULMA. But the assemblies are also a space for encounters, recognition and the appreciation of achievements.

This year, as usual, over 40 informational talks were organised, which then went on to shape the 11 General Assemblies held in Oñati and Otxandio, attended by over 2,000 members.



## A meeting point

Beyond the formal aspects of the meetings, many Businesses also organised other complementary activities to encourage closeness between the people involved in the project.

### ULMA ARCHITECTURAL SOLUTIONS

The assembly was preceded by the official inauguration of the Oxiñurdin plant extension in an event hosted by the president of the cooperative with entertainment by the Oñati Ganbara choir, a spectacular aurreku danced by a colleague and a recital of bertsos composed and performed by members of staff at the plant.

As part of the programme, the former Real Sociedad football player, Zuhaitz Gurrutxaga, shared his courageous testimony on overcoming Obsessive Compulsive Disorder (OCD) in an emotional and highly informative talk.



### ULMA CONSTRUCTION

After the General Assembly, ULMA Construction organised a cheerful meeting in Gandiaga Topagunea (Arantzazu), with activities designed to strengthen ties and boost team spirit among people in different delegations.

The musical bingo was one of the highlights. The participants, randomly organised into groups with company product names, shared a lot of laughs and had a great time. There was also a photocall, raffles, prizes and good cheer provided by animator Mitxel Santamarina. The day was rounded off with a cocktail-catering service.



## ULMA PACKAGING

The day was marked by an emotional moment for all those present at the assembly: the tribute to Cecilio Lejarreta, CEO for the past 15 years, who will soon be retiring and who was attending his last meeting at the helm of ULMA Packaging. It was a recognition of his close leadership style and the key role he has played in the expansion of the company, driving the opening of new subsidiaries,

international growth and the expansion of production capacities. The event included an auresku dance of honour and the symbolic presentation of a txapela cap, in a very special atmosphere full of emotion.



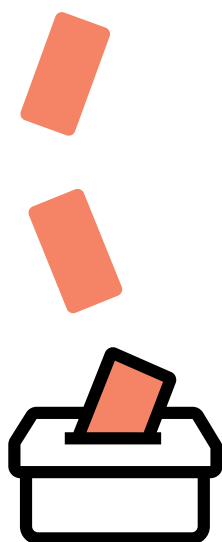
*“I’m very grateful to everybody at ULMA Packaging. These exciting moments from the assembly will stay with me. When I look back on them, it will remind me of our good work. I couldn’t ask for a better way to round off my professional life.”*

**Cecilio Lejarreta**





# Opinions and experiences from the 2025 Assemblies



**JAVIER MARTIN**  
ULMA Conveyor Components

The General Assembly is a great opportunity to find out about everything that has been achieved in the year and to visualise what is yet to come. Also, personally, I really enjoy getting together and seeing what a good atmosphere we have created.



**CRISTIANO LAMAS**  
ULMA Forged Solutions

This year, I would like to highlight the change in the assembly's location and the informative content offered which gave us an update on our cooperative, as well as the rest of Business and the ULMA Group in general.



**VANESSA BLÁZQUEZ**  
ULMA Architectural Solutions

I thought it was really good how we were so well informed on the day-to-day of the Business. I had never worked in a cooperative before, and being a part of the results and decisions that are made is one way to reinforce our commitment to the organisation. In our case, the General Assembly enabled me to not only get to know the faces at ULMA Architectural Solutions; but also those of the rest of the Group



**LEIRE CUEVA**  
ULMA Lifting Solutions

I was actually a little nervous before my first assembly. However, it was an enriching experience that was necessary to show us what we're building together and to make us clear about where we're headed. Because ULMA is a project that belongs to all of us and each individual's work is essential in order to move forward on our path and achieve all of our goals.



**PAULA URTEAGA**  
ULMA Packaging

It was a real pleasure to take part in the ULMA Packaging Assembly for the first time. It was a special day, one of celebration, where you could see that people are dedicated and really believe in the project. And our manager's send-off... Just incredible! Really emotional and sincere. I loved being there to experience it and hopefully it will be the first of many.

# A collaborative space to boost the industry of the future

One year after its inauguration, the ULMA Classroom at the Higher Polytechnic School of Mondragón (MGEP) has become a key space for research and knowledge transfer as well as the improvement of ULMA's global competitiveness.

Among the corridors and classrooms of the Higher Polytechnic School of Mondragón (MGEP), one door stands out. A large ULMA logo marks the space where the **ULMA Classroom** is located, a cooperative environment for the academic and professional world where research, development and innovation are the protagonists.

At first glance, it might look like just another study room, but inside it is home to an ecosystem dedicated to cutting-edge R&D projects. Its activity revolves around two newly-created departments: one focused on Artificial Intelligence development and another aimed at improving efficiency in industrial manufacturing processes.

Its creation was the result of the collaboration agreement signed in July last year with MGEP to consolidate long-term scientific and technological collaboration, foster innovative projects, attract talent from undergraduate and graduate students, and contribute to the training of ULMA professionals.

## Mutual benefit

The ULMA Classroom is part of a broader agreement that seeks to strengthen collaboration between ULMA and the MGEP. The signed agreement also includes the figure of ULMA as a cooperation partner which, together with the ULMA Classroom and the collaboration mechanisms already in place, aims to enhance the recruitment of talent, the development and transfer of knowledge for ULMA and the relationship between students, teachers and professionals.

ULMA has always worked closely with the faculty to train professionals who can contribute to the challenge of promoting a sustainable industrial environment. Thanks to this relationship, over the last decade over 400 students have found a space for professional development in the ULMA Group cooperatives. What's more, over the past four years, the ULMA Group's Businesses have made annual investments of over 400,000 euros to fund research, technological transfer and continuous training projects.

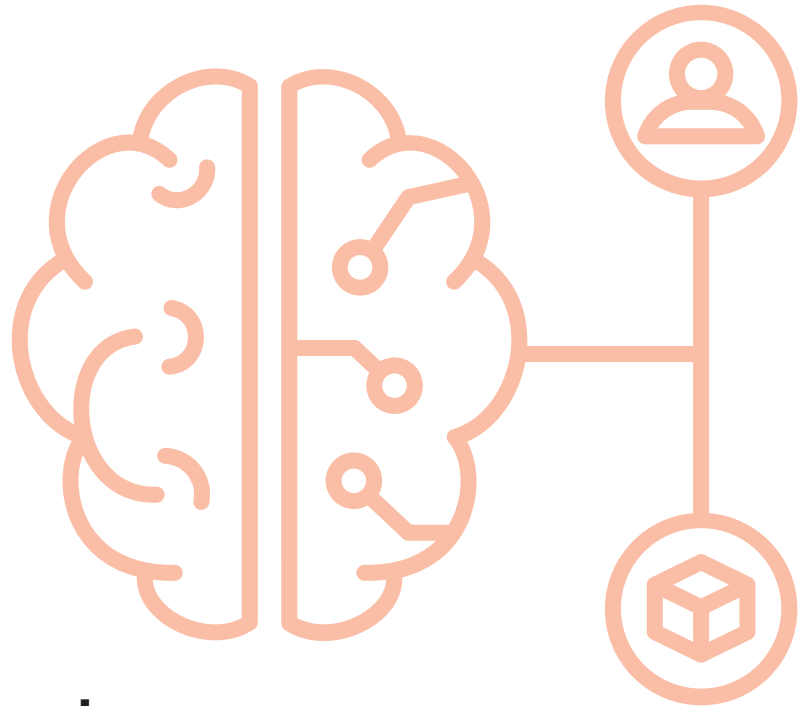
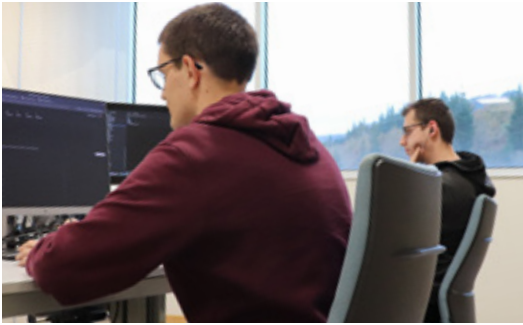
## A day in the ULMA Classroom

Throughout the day, there is constant activity in the classroom. Students, researchers and professionals coming and going, conversations taking place and boards and computers being filled with formulas and designs. It's a dynamic space where academia and industry come together to shape new ideas and technological advances.

The classroom work is organised into two departments, one focusing on industrial manufacturing processes for ULMA Forged Solutions and the other on the field of Artificial Intelligence for ULMA Handling Systems. Cumulatively, the departments bring together students, doctoral candidates and researchers as well as teaching experts.







## Artificial Intelligence for warehouse automation and management

In the case of the ULMA Handling Systems Chair focused on Artificial Intelligence, new projects are defined each academic year. These involve students from the Informatics and AI degree, as well as the Master's in Data Analysis, Cybersecurity and Cloud Computing, working alongside expert researchers in the field. Each year, a PhD student writing their thesis in the area of Artificial Intelligence also joins the initiative.

This year, for example, the team is working on three innovative AI projects. The first enables SQL databases to be queried using natural language and the results to be visualised. The second detects anomalies in logistics systems based on trace data, making root cause analysis easier. The third uses advanced predictive analytics to anticipate deviations and improve the resilience of intralogistics systems.

Aitor Agirre, professor and researcher at Mondragon University, is part of the team, which is made up of five specialists dedicated to exploring AI applications at ULMA Handling Systems. This multidisciplinary group includes two PhD holders specialising in artificial intelligence and data analysis, two students, and one doctoral candidate whose thesis will be developed as part of this university-industry collaboration.

As Aitor Agirre explains, artificial intelligence is “a fundamental field of research for modern intralogistics,” as it allows huge volumes of data —far beyond human processing capabilities— to be analysed.



*“This technology reveals hidden patterns in complex processes, anticipates customer needs and provides critical support for strategic business decision-making”.*

**Aitor Agirre**  
Professor and  
researcher at MU



## Shaping the future through university-business collaboration

The collaboration between Mondragon Unibertsitatea (MU) and ULMA Forged Solutions goes back a long way. An R&D project to develop forging processes for the Inconel 718 superalloy for aeronautics sowed the seed for what was to come, and the support of the current CEO, Meritxell Sánchez, has been crucial to its continuation.

Today, this collaboration has taken a decisive step with the creation of the ULMA Classroom and a department that focusses on using Artificial Intelligence (AI) to increase the robustness and reliability of forging processes in superalloys like Inconel 625. The objective is twofold: to optimise critical process parameters and detect possible deviations early using advanced sensors and specific algorithms.

"These types of collaborations are key in order for the industry to continue having a global impact from our environment", highlights Lander.

Within the framework of the ULMA Classroom, they work with an integral approach to training. Undergraduate and master students engage in simulation projects and use forging technology, while computer science and automation profiles develop AI-based tools. At the same time, the ULMA Classroom makes it possible to train forging doctorates and experts directly within the company. In total, today's team consists of four researchers and two students.

"It's a living ecosystem. Here, we learn by doing, sharing knowledge between students, researchers and plant professionals", explains Julen Agirre, doctorate and member of the team in this department.



*"It was much more than a technical project. It was the beginning of a very special friendship and professional relationship. The relationship has evolved into a true team friendship, based on mutual trust and good work".*

**Lander Galdos**  
Professor and  
researcher at MU



# Iñaki Zubia González.

## A lifetime spent opening up markets



About to celebrate his 37th anniversary at ULMA Packaging, Iñaki highlights having shared a common goal with many people, some of them very different. Knowing how to cope with difficult moments and with the satisfaction of having contributed to the creation of companies and jobs, therefore strengthening ULMA's international image and Oñati's own internal structure.

He joined as head of thermoforming sales. A short one-and-a-half year break as head of the technical service was his only step away from the commercial area. After this break, he joined as head of sales in the north of Spain and an export support trip in 1995 definitively linked him to the international market. He was director of thermoforming, then director of traysealing and then finally became director of marketing and export, a position he has held up to now in shared responsibility with three other people.

From 2006 onwards, Packaging began to develop its sales network through subsidiaries and Iñaki has been involved in many of their creation. "Those first years were really intense, we started with losses, with neither a recognised product nor an international sales network. Then, for years, ULMA Packaging constantly developed products, solutions, markets, an internal structure and an international sales and service network", he states. The technological changes have been constant and the business has evolved massively. "We've gone from travelling to meet customers to managing an international network with subsidiaries and distributors, serving top international clients", says Zubia. Iñaki highlights the importance of teamwork, trusting people and working with passion to achieve success. "We have to innovate every day and adapt to the changing market where there's a lot of competition that is strong and very aggressive".

Iñaki acknowledges that he is an adaptable person and isn't fazed by the change that retirement will bring. "I'll keep travelling, just in a different way, I'll play sport, read... and learn to enjoy this new time in my life" he concludes.

## Retirements

From the 1st of May to the 31st of August, 2025

***Thank you and enjoy!  
Congratulations***



SANTIAGO FERNANDEZ RIVAS  
**ULMA** PACKAGING



IÑAKI ZUBIA GONZÁLEZ  
**ULMA** PACKAGING



CECILIO LEJARRETA MUÑOZ  
**ULMA** PACKAGING



FLOREN GARCIA HERNANDEZ  
**ULMA** PACKAGING



JUANTXO SAAVEDRA  
**ULMA** PACKAGING



JON GARRO  
GARCIA DE ITURROSPE  
**ULMA** PACKAGING



KEPA URRESTARAZU BIAIN  
**ULMA** PACKAGING



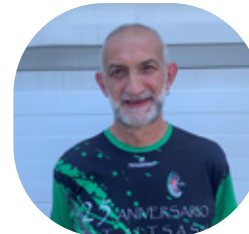
LUIS BLAZQUEZ DIAZ  
**ULMA** PACKAGING



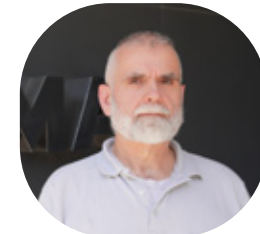
JUANJO JAUREGUI  
BALANZATEGUI  
**ULMA** PACKAGING



ANDER AZKARGORTA  
AZKARATE  
**ULMA** PACKAGING



SEGUNDO  
URIBEETXEBARRIA BOLINAGA  
**ULMA** HANDLING SYSTEMS



IÑAKI  
IRIGOYEN ARIZABALETA  
**ULMA** ARCHITECTURAL SOLUTIONS



JOSEBA ARRANZ  
APAOLAZA  
**ULMA** ARCHITECTURAL SOLUTIONS



CARLOS  
ANDUAGA BEITIA  
**ULMA** CONSTRUCTION



ROBERTO  
ANDUAGA BEITIA  
**ULMA** CONSTRUCTION



CRUZ ANGEL  
ARRIETA UNZALU  
**ULMA** CONVEYOR COMPONENTS

## We move in Basque

We have achieved the largest participation in ULMA history: 1,155 people signed up for Euskaraldia, and 31 Arigunes have been organised with the aim of increasing the use of Basque.

In addition, during Euskaraldia's 11-day duration, four capsules were distributed to influence language habits and a competition was held to test people's knowledge on Euskaraldia.

Nerea Kerejeta Elorza won a meal for two at the restaurant Torre Zumeltzegi, and Vidal Jon Careaga Arrieta won a hamper containing a variety of different products.



## 2025 Companies Race

The Donostia Companies Race has established itself as an event where sport, companionship and teamwork go hand in hand. Once again, this year, the participation of people from ULMA was highlighted, reflecting the values that define the Group.

In this edition, over 60 people divided into 15 teams put on their running shoes to share effort, improvement and a good atmosphere. A clear sign that the commitment, collaboration and team spirit that so characterises ULMA is present outside the work environment, too.

## ULMA pedals towards sustainability

We've done it again! Thanks to the dedication and commitment of all participants, ULMA came second in the **2025 30-Day Ciclogreen Bicycle Challenge**, an initiative that promotes more sustainable mobility habits.

In total, 114 people took part in the challenge, covering no less than 11,689 kilometres by bicycle and avoiding the emission of 1,997 kg of CO<sub>2</sub>. A collective accomplishment that shows that when it comes to taking care of the planet, at ULMA, we know how to pedal in the same direction.

**11,698 km by bike**  
**- 1,997 KG of CO<sub>2</sub> emissions**

