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No. 45
march 2019

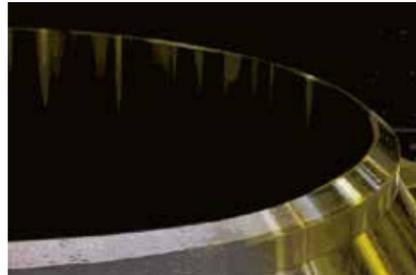


Employability plan -
ULMA Group

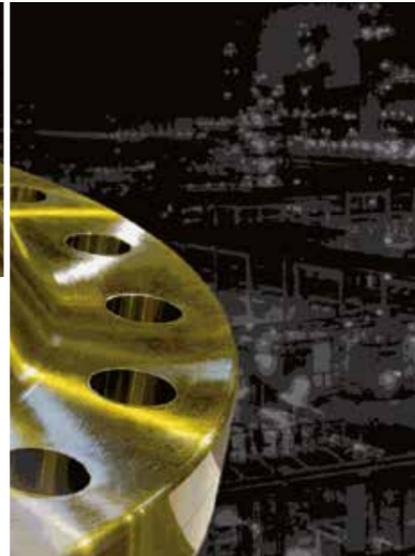
Gender equality,
challenge for
cooperatives



march 2019



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 with **Aramco**, the world's largest oil
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> FACE TO FACE
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PUBLISHED BY:
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ULMA CONSTRUCTION

The tallest building in City Point, Brooklyn, USA

Designed to be the highest residential tower in Brooklyn, Brooklyn Point is over 720 feet tall with 68 stories and will include the highest infinity pool in the western hemisphere. Along with 458 luxury residences the building sports 40,000 square feet of indoor and outdoor amenities. Brooklyn Point will be the first for sale residential property in City Point and be the largest destination in Brooklyn for entertainment.

ULMA worked directly with the customer to provide comprehensive support for this project, including engineering solutions using ULMA's forming, shoring, and safety windscreen systems HWS, selected by the customer to protect their workers while performing work around the construction jobsite. 36 HWS units were designed to surround the building and cover 4 and a 1/2 building floors.

All products had continued project support with engineers on site from

beginning to end. ULMA's dependable service, efficient and steady products, and continued support of the project with engineers on site is the reason ULMA can take part in creating this beautiful building in Brooklyn, New York.



ULMA HANDLING SYSTEMS

Marcelo Bueno, new head of ULMA Handling Systems in Brazil

A manager with a long career (more than twenty years) in the logistics sector with a career marked particularly by his work in research, technology and entrepreneurship.

The recruitment of Marcelo Bueno is the result of the reorganization of the Brazilian subsidiary in response to the expansion of its assigned duties, which will include the entire business in Latin America from now on. "With this structural reorganization and the expansion of resources, we will be better placed to collaborate with companies seeking automated and innovative solutions for their intralogistics, with more accessible service and a higher level of customer support" declared Bueno in his first words on undertaking this new professional role.

Marcelo Bueno has a postdoctoral degree in science from Unicamp and has solid experience as an executive in an international environment: he has experience in B2B business and in the industrial sector, he has worked in the sales area of companies that generate business valued at over one hundred million dollars and has been responsible for business management and for the income statement for more than ten years. In the last thirteen years he has developed business strategies in South America, engaging trends and best practices, acquiring deeper cultural knowledge of the different markets and becoming a firm professional who is fully prepared for the challenges that may arise in the different countries.

ULMA FORKLIFT TRUCKS

Great success at the Annual ULMA Forklift Trucks Distributors Convention

This year, ULMA brought together more than 55 distributors, with great success; Mitsubishi Forklift Trucks engineer, Bart Cieremans, also attended with a presentation of the new 48V electric counterbalanced forklift truck model.

The convention, held in Alcalá de Henares, where ULMA Forklift Trucks has a branch, revolved around sales strategies, analysis of figures related to the forklift market and the presentation of innovative and exciting financial products for leasing and renting. Likewise, in deference to the distribution network, the new in-house fleet manager - UDALOG - was presented prior to its launch.

In addition to market data, product innovations and financing formulas, the convention served to bring together the entire network for a truly satisfactory meeting according to the statements of a many of the attendees.



ULMA ARCHITECTURAL SOLUTIONS

ULMA Architectural Solutions attends several International fairs in the first quarter of the year

ULMA's drainage solutions were presented at the World of Concrete (USA) and Carrefour de L'eau (France) fairs.

The World of Concrete 2019 fair took place from the 22nd to the 25th of January at the facilities of the "Las Vegas Convention Center". This is the most important event dedicated to the concrete sector in the United States and is a clear exponent of the sector that brings together its main trends. It is held annually and this was the third year that ULMA participated as an exhibitor.

On the 30th and 31st of January, the 20th Carrefour de L'eau was held in Rennes (France). It is one of the most important French events related to water, is held annually and is attended by professionals such as local authorities, public operators, scientific communities, etc.

3 different drainage systems were presented at both fairs: Kompaqdrain compact channels, F system for large loads and the MultiV + system.

Through these fairs, ULMA

Architectural Solutions was able to build and promote long-term commercial relationships with clients at the International level.



ULMA CONVEYOR COMPONENTS

ULMA Conveyor Components was present at the 23rd Expert Meeting on Bulk Handling Technology

On 19 and 20 September, the 23rd Expert Meeting on Bulk Handling Technology took place in Garnich (Munich) - Germany.

The event is jointly organized by the University of Magdeburg (ILM) and the Technical University of Munich in the town of Garnich. This is an **annual conference of experts in bulk handling of material**, bringing together technicians, scientists and operators from the most important European companies in this area. **Both companies and universities exhibit innovations, studies, projects and the most recently developed technological advances.**

More than 250 people were in attendance, all from related sectors, such as **mining, engineering, conveyor manufacturers, and industrial supplies (spare parts) for conveyors.**

ULMA Conveyor Components could not miss this event. It used the opportunity to present the technology

that it has developed for the monitoring of conveyor belt components and smart maintenance for high capacity bulk transport conveyors.

Industry 4.0 and the IoT played a major role in the presentations, which indicates that the future will be shaped by this technology.

The interest and response of the attendees were very positive. Many contacts were made among the attendees, thus improving the image of ULMA Conveyor Components in the demanding German market.



ULMA AGRÍCOLA

ULMA Agrícola at Fruit Logística 2019



As an exhibitor, ULMA Agrícola attended the trade fair for the fruit and vegetable sector, Fruit Logística, held in Berlin on 6 to 8 February.

Fruit Logística reaffirmed its position as a leading monographic fair for the global fruit and vegetable market. This year, more than 3,200 exhibitors from more than 90 countries displayed their wide range of products and services to the 78,000 professional visitors from more than 135 countries who attended the event.

The fair focused on innovation and major internationalization, which is why exhibitors and delegates confirmed that it was a perfect platform for interaction, exchange of ideas and conducting business.

Those attending the fair who visited the ULMA Agrícola stand had an opportunity to learn about the innovations and solutions offered in the projects carried out by ULMA Agrícola in the last year. The staff of ULMA Agrícola returned from the fair with very positive feelings as a result of their new contacts and the suggestions and congratulations received by the company's existing customers.

ULMA EMBEDDED SOLUTIONS

ULMA Embedded Solutions focuses on the railway sector

ULMA Embedded Solutions participated for the first time in the RailLive fair at the beginning of March at the BEC. This fair is seeking to become the European benchmark in the railway sector with all the major worldwide brands and sector leaders present.

ULMA Embedded Solutions made a firm commitment with a large stand where it presented its wide range of services and products based on customer projects and solutions in the sector.

This action in the railway sector is part of the strategy followed by ULMA Embedded Solutions to focus its activity in certain sectors, in pursuit of a sectoral specialization to provide high differential value to its customers, and with the aim of making the train and the railway sector one of the benchmarks associated with the UES brand.

Apart from specific solutions for the sector, UES took the opportunity to show its experience in the development of electronic products, systems engineering services and its capacity to offer advanced services for testing, validation and control systems in other types of sectors.



ULMA GROUP

ULMA obtains a loan of 26 million euros from the EIB

THIS LOAN WILL BE USED TO FINANCE THE GROWTH AND INNOVATION STRATEGY OF THE GROUP

The support of the EU agency **will enable ULMA to implement its R&D&I projects focused on the development of new solutions for the construction industry**, with the mission of increasing safety and productivity.

The EIB funds will enable ULMA to make new investments in areas of convergence in Spain and Poland with the aim of increasing and modernizing its fleet of equipment and rental machinery for construction. These investments will contribute to ensuring ULMA's European leadership in the field of construction auxiliary systems.

The agreement, signed in Oñati by the Vice President of the EIB, Emma Navarro, and by the General Director of the ULMA Group, Iñaki Gabilondo, is part of the Investment Plan for Europe, known as the Juncker Plan. This initiative is used by the EIB to fund projects that promote competitiveness of companies and to boost job creation. In particular, the implementation of this investment plan will enable the Group **to create more than 300 net job.**

Iñaki Gabilondo appraised the agreement with the EIB positively, stressing *"the importance for the ULMA Group's future project of having the support and backing of an institution such as the EIB, which reinforces the historical and ongoing commitment of the Group to innovation and sustained growth"*.

For her part, the vice president of the EIB, Emma Navarro, pointed out the importance of this type of initiative *"for ensuring that the EU leads the development of new technologies in a key sector for the economy such as construction. This agreement with ULMA will enable a leading Spanish company in its sector to remain highly competitive, while contributing to the creation of new jobs in Poland and Spain"*.

The transaction was formalized under the strategy for the diversification of financing sources through the company ULMA Inversiones.



ULMA HANDLING SYSTEMS

U-MIND Universe, the ultimate commitment to customer success

U-MIND Universe is ULMA's new logistics suite where functionality is its differentiating element. **This is a logistics software suite that integrates state-of-the-art technology combined with cloud functionalities, with which operational information is processed in conjunction with information on the installation life cycle.**

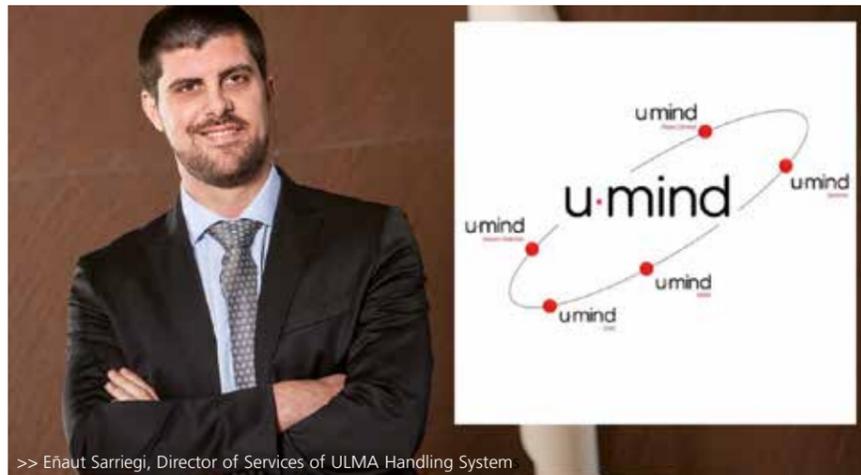
U-MIND Universe incorporates different tools, with each focusing on a particular purpose. This universe is comprised of U-MIND WMS, the SGA that provides all the intelligence to automatic facilities; U-MIND Sentinel, the agent that monitors our facilities to enable control of unwanted situations; U-MIND Instant Watcher, a remote vision tool that facilitates the interaction and performance of our team of technicians together with that of the client; and U-MIND EAM, the tool required for optimal facility maintenance.

U-MIND was created with the aim of evolving the thinking part of the ULMA Handling Systems automatic facilities **to maximize the efficiency of logistics operations, facilitating current and future decision-making for fast and efficient action.**

To this end, Eñaut Sarriegi, Director of Services of ULMA Handling Systems highlights. "The definition and implementation of U-MIND Universe has been a long and intense process, but it has been worthwhile. The added value of our facilities is increasingly related to intangible assets - software is a clear example of this. These tools will enable us not only to ensure that the operation runs well, it will also help us to make our service even more efficient. U-MIND is not just software, it is ULMA Handling Systems'

offer for our customers to maximize the value of their facilities".

U-MIND is focused on the future and ULMA's maximum commitment to the success of its customers, since, as defined by its name, it is the brain, mind, and intelligence of the systems that enable efficiency maximization of the automated intralogistics systems based on the trust, closeness and experience that ULMA supports.



>> Eñaut Sarriegi, Director of Services of ULMA Handling System

ULMA FORKLIFT TRUCKS

Inoxtruck with a strong focus on Atlanta IPPE 2019

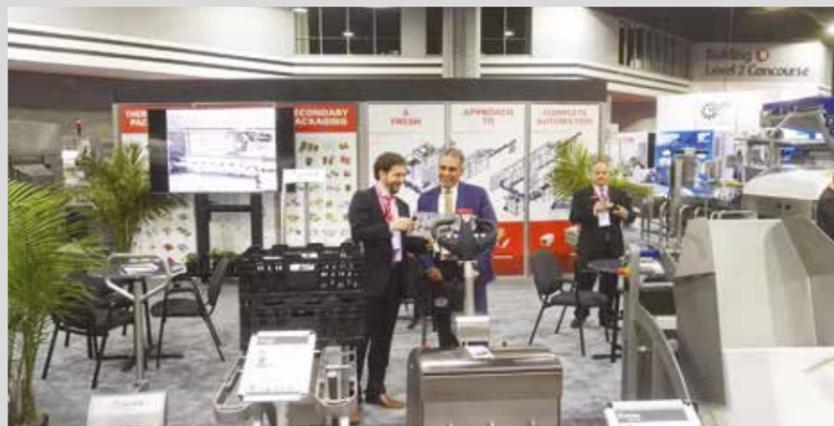
Inoxtruck, an ULMA Forklift Trucks activity, was present for the first time at IPPE 2019, the International Production & Processing Expo, the specialized trade fair for the largest meat sector in the world, which took place at the Georgia World Congress Center in Atlanta, USA from 12 to 14 February.

The main reason for Inoxtruck's attendance at this event, of major importance in the sector, was **to publicize its wide range of innovative 100% hygienizable and rust free handling equipment for the food industry and .to incorporate new official distributors into its international commercial network to provide full coverage to the entire northern area of the American continent**

including Canada.

Inoxtruck is already a player on the other side of the "pond", with the confidence of major clients such as JBS,

Cargill, Dietz & Watson, Greencore or Abbott Laboratories.



ULMA PIPING

ULMA Piping achieves re-certification with Aramco, the world's largest oil company

RE-CERTIFICATION WILL ENABLE ULMA PIPING TO BID FOR THE MEGAPROJECTS THAT ARAMCO IS CURRENTLY IMPLEMENTING IN SAUDI ARABIA

ULMA Piping is once again on the approved suppliers list of ARAMCO, the largest oil company in the world, after two years of work to achieve it.

The relationship between the oil company ARAMCO and ULMA Piping began more than 40 years ago, around 1976. However two years ago, in January 2017, ARAMCO cancelled its

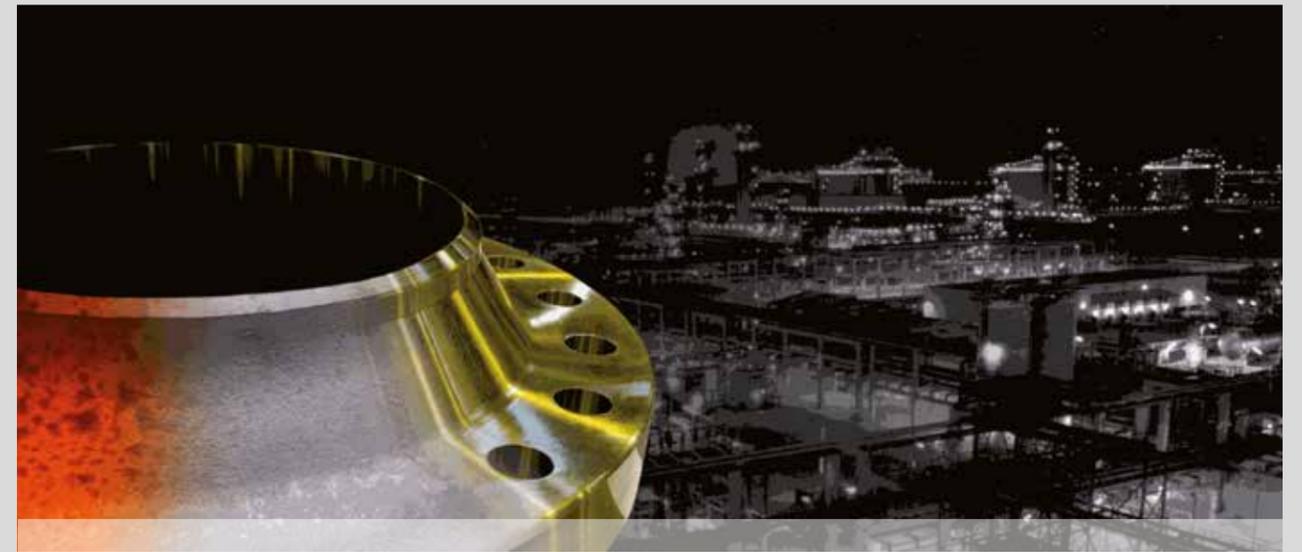
certification of ULMA Piping due to supply quality problems.

After two years' preparation, hard work and great dedication in improving processes to ensure the quality of its products, ULMA Piping has achieved re-certification in the Arab oil company.

In addition to the effort, it is also worth highlighting the great investment

in machinery and training to achieve it.

The re-certification will enable ULMA Piping to bid for the megaprojects that ARAMCO is currently implementing. Saudi Arabia Aramco continues to be a very active company in the oil and gas market and has been one of ULMA Piping's most important clients since its beginning.



Aramco is the largest oil company in the world and produces more than 10 million barrels of crude a day. Its main headquarters are in Dhahran, east Saudi Arabia, where the company's first prospecting took place in 1935.

They are the largest producers of oil worldwide (in millions of barrels / day) and their oil reserves are more than 261 billion barrels, ten times more than US oil company ExxonMobil. It produces one out of every eight barrels in the world.

Aramco employs 51,000 Saudis and 10,254 foreigners from 77 countries distributed throughout its subsidiaries in China, Egypt, Japan, India, the Netherlands, South Korea, Singapore,

the United Arab Emirates, Great Britain and the United States.

Its main market is Asia. It absorbs 62.3% of its crude exports, 46.4% of

its refined products and 25.5% of its exports of natural or liquefied gas.

Biggest oil producers in the world

Projected oil production in 2016, in millions of barrels per day



SOURCE: RYSTAD ENERGY

ULMA GROUP

Visit of Enpresagintza students to ULMA Group facilities

Last February, 30 students from the Mondragon Unibertsitatea Business School visited the ULMA Group's facilities. These students are on the **myGADE degree academic pathway, which focuses on training students both in classrooms and in companies.** The ULMA Group, which has always had a close relationship with academia, also participates in the programme.

Taking account of the student audience that visited us, a format was developed in which they could see ULMA in a more pleasant and participative way. A small competition was set up with students divided into groups of 4 and were asked to answer a series of questions related to ULMA. After each question, the correct answer was explained and scored with a point awarded to the team that got it

right. In the end, the team that scored the most points won a prize.

The visit ended with a short discussion to find out from the students themselves their main reasons for choosing to work

in one company over another. In short, this was a win-win for both parties, an enriching experience for both ULMA and the students.



ULMA ARCHITECTURAL SOLUTIONS

ULMA ventilated facades in the restoration of the fronton de Miribilla, Bilbao

ULMA PROVIDES THE BEST SOLUTION FOR THE DETERIORATION OF THE FAÇADE

The "Casa del Deporte" y "Frontón Bizkaia", also known as the "Frontón de Miribilla" is a professional pelota court located in the Miribilla neighbourhood of Bilbao. It was inaugurated in 2011 and with its 3,000 seats it is the largest pelota court in Spain.

The need to restore its facade arose after some parts fell to the ground. After several analyses, it was determined that we needed to replace all the parts of the façade and the fastening system installed. We removed all the slate slabs and anchoring, to then install a new grid on **which the new ULMA polymer concrete panels were installed.**

| ULMA ventilated facade solution with polymer concrete panels

The ventilated facade solution is a system that leaves an air chamber between the building's outer wall and the cladding, thus improving energy efficiency.

We used engineered stone panels, **a high quality material composed of aggregates and polyester resins with highly resistant technical characteristics.**



ULMA MEDICAL IMAGING

The Taiwanese company MiiS visits ULMA Medical Imaging

MiiS, leader in the development of portable equipment for retinal image capture, visited ULMA Medical Imaging's facilities in February.

In October 2018, ULMA and MiiS signed a collaboration agreement for the co-development of a fundus camera to capture retinal images, which will be part of the integral solution that ULMA wants to release to the market.

Throughout the days of the visit, ULMA has overseen the progress of the final prototype of its fundus camera that is at a very advanced stage, and that ULMA hopes to be able to release it to the market by the final quarter of this year. The visit also has been useful to establish the specifications of a new co-development for an innovative and non-existent ophthalmic device. ULMA has also dealt

successfully with contractual issues to enable the distribution of the current and future portfolio of MiiS internationally.

In September, ULMA will visit MiiS to continue strengthening the partnership between both organizations.



ULMA CONSTRUCTION

ULMA takes part on the construction project of Eresma Arched Bridge in Segovia

The Eresma viaduct comprises one of the most heavily used transportation networks in the area, with the current volume of traffic tripling what was predicted in 2002, with 18,000 rather than 6,000 vehicles daily.

The uniqueness of this structure lies in its arched shape, with the deck placed on the upper part of the arch. For the arch, ULMA proposed a gantry falsework solution set on foundation to span the precipitously steep terrain. The geometry of the arch was formed with 20 m long H-33 Trusses to support the double sided formwork system used to form the curve.

The shoring system consisted in T-500 towers reaching 40 m in height, without the need for any additional bracing. The entire arch was built with only five supports.

All of the collective protective equipment necessary was supplied for the shoring towers, trusses, and formwork, making it possible to complete **all auxiliary work in complete safety.**



The effective coordination between the different teams in charge of **planning, engineering and on-site assistance, together with ULMA's technical and logistical capacity,** have been the decisive

factors for the execution with guarantees of the viaduct over the Eresma River in Spain, which will improve the flow of traffic and road safety.

ULMA ARCHITECTURAL SOLUTIONS

Visit of ULMA Architectural Solutions Brazilian delegation

Last January, we were visited by our colleagues of the Brazilian branch of ULMA Architectural Solutions.

We have been operating in the Brazilian market for 9 years with a commercial office in the city of São Paulo. There are currently 6 people working in Brazil for the drainage and architecture lines.

This year, for the first time, we were visited by all our Brazilian colleagues at the Oñati facilities. They spent a week among us and in addition to hard work, they had time to enjoy the cuisine and local sites.



ULMA GROUP

16,000 visits to the ULMA Group employment page in 8 months

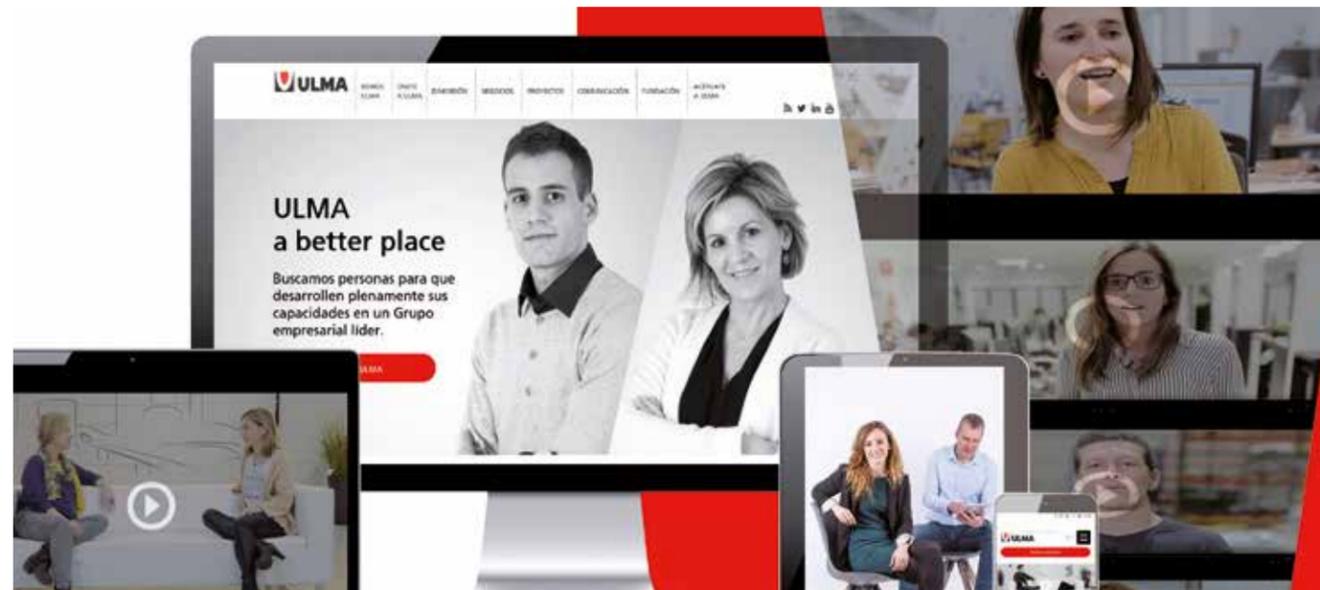
The ULMA Group's Employment website (<https://www.ulma.com/en/join-ulma/>), an important dissemination tool in the "ULMA a better place" Employer Brand campaign, was launched eight months ago. The site, with a neat design and a plenty of audiovisual content, enables visitors to get to know us more closely, to understand who we are, what we do, and what we offer.

During these months, the website has received more than 16,000 visits, compared to 6,800 to the old employment

website in the same period last year. In the first month, July 2018, we received 1,700 visits and in November we reached 2,665 visits. **46% of the people who visit the site accessed the employment opportunities area with 60% applying for one or more of the vacancies.**

In total, more than 40 job offers have been posted online by all the Businesses. The Businesses that have posted the most were ULMA Handling Systems (45%), followed by ULMA Construction (19%) and ULMA Forklift Trucks (13%).

Note also that we publicize our employment page and attract candidates to ULMA using social networks, specifically LinkedIn and Twitter. Through publications in these corporate channels, we managed to attract more than 1,000 visits to the employment website during these months.



ULMA PACKAGING

Sustainable packaging solutions for fruit and vegetables at Fruit Logistica 2019

ULMA PACKAGING EXHIBITED ITS LATEST SUSTAINABLE PACKAGING SOLUTIONS FOR FRUITS AND VEGETABLES AT FRUIT LOGISTICA 2019, HELD IN BERLIN FROM 6 TO 8 FEBRUARY

ULMA Packaging is firmly committed to reducing the impact of packaging on the environment, by offering solutions to reduce the volume of packaging required and improve its recyclability and compostability, without abandoning the benefits of packaging on product protection and shelf life.

To do this, ULMA Packaging exhibited different **100% compostable packaging** solutions and, in addition, had a space on

the stand specifically designed to publicize everything carried out by ULMA Packaging in terms of sustainability, based on three fundamental aspects:

- Reduction of materials in the packaging process
- Protection and product life
- Recycling and composting

Una vez más, ULMA Packaging. Once again, ULMA Packaging is positioned as a company that is close to its customers and

a leader in offering sustainable solutions, thus aligning itself with a society that is increasingly aware of the use of plastic packaging.



ULMA AGRÍCOLA

ULMA Agrícola celebrates 40 years in the market

ULMA Agrícola began its activities in 1979. Its beginnings were a business line within ULMA Construcción. But gradually this small business increased its market share, until it became an independent business in 2007.

At its inception, the activity of ULMA Agrícola focused on the manufacture and supply of tunnel-type greenhouse structures or very simple installations. Nowadays, it specializes in offering comprehensive services for high-tech greenhouse installations, anywhere in the world.

ULMA Agrícola is clear that each project is different. Each crop requires a specific type of technology, calculation

and design. For this reason, it has a large engineering department, an extensive commercial technical network, operations in all 5 continents, and highly qualified assembly teams. The entire team is involved in each project, supporting the customer throughout the process, from design to turnkey delivery of the installation and applying the best possible solution that optimizes the resources available to the customer.

Thanks to the efforts of the entire human team, that has worked in the business throughout the 40 years of its history, ULMA Agrícola is today a project with great future development through its young ambitious team, which

is fully prepared to develop solutions that anticipate the needs of the market.





ULMA FORKLIFT TRUCKS
The new EDiA EM finalist in three categories of the FLTA Awards for Excellence 2019

ULMA Forklift Trucks is to be congratulated, as its new range of Mitsubishi EDiA EM electric counterweights was a finalist in the Fork Lift Truck Association (FLTA) Awards for Excellence 2019 in three of the four award categories of this contest. The award will be presented on 30 March, 2019.

In October, the Nominations Committee of the FLTA Awards met to analyse a record number of entries from companies of all types and sizes worldwide, which in January was reduced to a list of 16 finalist products or services. Among those finalists awards were chosen for: ergonomics, safety and innovation which are, to date, the "smartest and most agile" lift trucks in the complete range of products offered by ULMA Forklift Trucks.



ULMA CONSTRUCTION

ULMA Construction renews its digital image reinforcing its customer orientation

"We back you up, wherever your projects may be": this is the message with which ULMA is introducing the new image and content for its international corporate websites as well as for its local websites.

The main motivation of the development of this digital project involves the optimization of ULMA's digital presence to encourage and facilitate different ways of contact with the customers. The prevalence of audiovisual language, offering a prominent place to images of great value and communicative impact, is one of the characteristics of the renewed image of ULMA's websites. Although above all, the new image responds to the analysis and the subsequent adaptation to the user's browsing preferences, reinforcing the contents and areas with

the highest rates of consumption and positive evaluations, and including new spaces aimed at **improving the customer experience.**

The purpose and objective of each of ULMA's different websites is to show the solutions of **formwork, scaffolding and safety systems**, selected in a **unique way for each client**, in order to respond adequately to the **reality of each country and the requirements of each project.**

Thus, the close relationship with the customer during the whole project, analysis, understanding and adaptation to the culture and constructive methods of each country, form the **philosophy and the way of working that characterizes ULMA and have its reflection in the digital field.**



ULMA HANDLING SYSTEMS

ULMA Handling Systems presents its Shuttle M system and the automatic picking robot in Logimat

LOGIMAT's great logistics event enabled ULMA to exhibit its Shuttle-M system, specially designed to provide flexibility, precision and high performance in intralogistics projects.

The system has a flexible design that provides optimal adaptation to the order picking needs of any company, with easy adaptation to existing space conditions while guaranteeing the possibility of easy system extension at all times.

The automatic picking robot, in turn, was present at the ULMA stand where visitors could assess first-hand the operation of this flexible unit picking system designed for collaborative order picking environments in distribution centres.



ULMA CONVEYOR COMPONENTS

Mae Moh project in Thailand

The Thai company Italian-Thai Development PLC (ITD) awards ULMA with an order for heavy duty conveyors (HDC) for expansion No. 9 of the Mae Moh mine, the largest in Southeast Asia. The mine is located in the Lampang region, 600km north of Bangkok.

ITD is the most important turnkey construction company in Thailand with experience in all types of projects in Thailand and Asia. The excellent results of ULMA Conveyor Components in previous projects and experience in similar sterile handling facilities in Germany made it possible to win the award for this important project. The conveyors will be delivered during 2019 and the commissioning of the facility is scheduled for 1 May, 2020.

The conveyors have been designed to withstand major load conditions (16,000 tons/hour), belt speeds (5.5 m/s) and the demanding environmental conditions of rain, heat and humidity in the area.

At a time when investments are restricted and project are running

behind schedule, the competition and requirements for new contracts are extremely fierce. For this reason, the award for this work is a great challenge and an opportunity for ULMA Conveyor Components to consolidate its expansion and diversification plan, both in the engineering market in general and in this one in particular.





Basque Traditional Dance, Magic and Discipline

Idoia Besada, ULMA Medical Imaging



“Through dance I have the opportunity to express my feelings and it is a chance to put aside any problems that I have.”

OTHER TALENTS OF THE ULMA GROUP

Many people from the Group make their professional career compatible with very demanding hobbies in which they demonstrate that all obstacles can be overcome with talent and hard work.

Idoia Besada, a worker at ULMA Medical Imaging, has practised Basque traditional dance since she was 6.

Idoia Besada, born in Pasaia 25 years ago, has been with us since the summer of 2018, and has always had a passion for Basque traditional dance. She recalls that when she was 4, she followed all the dance classes of her sister in Billabona sitting in a corner. Until one day the teacher told her to stand up - she has not sat down again since that day. Although today she only practices traditional dance, she is considered a great dancer in general and during these years she has learned ballet, contemporary dance and even tap.

Idoia's journey has been very intense since age 6 when she began traditional dance classes in the Dantza eta Musika Eskola de Rentería until she was 18. At the same time, and to dance with her friends, she was part of the Alkartasuna Dantza Taldea in Pasaia. At age 14, Jesus Mari Garate invited her to participate in Nahia Dantza konpainia de Beasain and when she turned 18 she made the leap to Ereintza Dantza Taldea de Rentería. At age 22, she started dancing with Xabier Artola, still her dance partner today, and it was after one of the rehearsals together

she was invited to stay at the Udaberri Dantza Taldea in Tolosa, “and without realizing it, I become an udaberritarra”, she tells us.”

With Artola, she participates in different dance competitions around the Basque Country. The dantzari has been very successful - 3-time champion of the “Euskal Herriko Dantza Txapelketa” contest together with Xabier and twice together with her former partner, Ion Iburguren. When she was younger, she also won first place in the competition “Euskal Herriko Soinu Zahar Txapelketa”.

As a member of Udaberri Dantza Taldea, Idoia participates in multiple performances throughout the year - summer being the most active season for town festivals. “Dance companies rehearse throughout the year and we accept almost all performance requests that come to the company,” says Besada. Thanks to dance, she has had the opportunity to travel to countries such as Italy, Switzerland, France, the Czech Republic and even Japan, a trip with very good memories.

For Idoia, dancing is forgetting the daily grind and immersing oneself in a different world. “Through dance I have the opportunity to express my feelings

and it is a chance to put aside any problems that I have. Although in the championships it's more difficult to enjoy them because of nerves, on the stage everything is forgotten”.

The pasaitarra begins the year with three general rehearsals a week, with one more in April, when they begin to rehearse the Bordon Dantza for St John's day in Tolosa. In February it's time to start preparing for competitions and the whole dynamic changes. With her dance partner she rehearses twice a week, apart from group rehearsals, and in May - when the championships start - they usually get to see each other three times a week and even four times in August when the most important event approaches, “Euskal Herriko Dantza Solte Txapelketa”.

Despite the dedication required, “we like to dance, so we make time even where there isn't any”. Her dance group and place of work are far from her home in Pasaia, which means that some of the time the rehearsals are shorter, although she tries to make the most of the practices on Fridays. She recognizes that “it is not easy. But not difficult either. As the saying goes: *gustuko tokian, aldaparik ez*”.

Managing talent, a new challenge for ULMA

Currently, many of our Human Resources departments are fully involved in a task that worries and concerns all of us, which is: recruiting and retaining talent. For this reason, we have conducted a series of interviews with the heads of HR of our Businesses to ask their opinions and get them to tell us, in terms of the group as well as within their own business, how they are experiencing, on the one hand, the need to recruit and attract talent and on the other, developing the personnel currently employed with us.



“It is important for students to hear companies first hand, so that they can begin to feel the working world when they are in their classrooms”

ARANTXA ANDUAGA.
Director of Human Resources,
ULMA Architectural Solutions

“ **What is the current need of ULMA Architectural Solutions in terms of the subject in question; is this a priority for the Business?**

In our Cooperative, after a few years in which the market situation has been difficult, we are in a period of significant growth, due, on the one hand, to the recovery of the market in the construction sector and, secondly, to an significant transformation within the Business itself, at the level of international subsidiaries and at the industrial level, including the medium-term robotization of the production process.

In this sense, for us it is a priority to enhance the existing talent at ULMA Architectural Solutions with new capabilities, adapting to new needs, as well as attracting external talent that, in line with the values of our Cooperative, will help us to move ahead.

“ **Talent is the ability and quality that allows people to learn or develop an activity in a manner that is brilliant; however, do you think we know how to identify the qualities of each person in the organisation and enhance them? Where do you think this talent should be sought? From our cooperative or from the academic environment?**

The closer the academic and employment world are, the more beneficial it will be for both and, by extension, for society. As companies, we must communicate our needs to education, and education must communicate what motivates the students in their classrooms. It is also important for the students to hear companies first hand, so that they can begin to feel the working world when they are in their classrooms. In this sense, important steps are being taken, such as dual training, which is expanding at this time. For people who are already in the organization, identification of their

qualities comes in two ways. On the one hand, the organization must see how to improve the training and performance of each person. Then the employees themselves propose improvements for their professional development.

“ **How do you value the ULMA Group in this area?**

This is a period of transformation for the recruitment and retention of talent. In this sense, the ULMA Group is working proactively, together with the main actors in today's society, both in the educational world and in social institutions and organizations, to address different types of projects aimed at recruitment and training while responding to future challenges, and through the management of personnel, trying to identify the type of professional we will need in the medium to long term in our Cooperatives.

“ **Do you feel you are in tune with the rest of the businesses?**

At the ULMA Group, we have Cooperatives in different sectors, of different sizes, some with a lot of business experience and others recently created. However, with regard to Talent Management, harmony is everything. We work with the same objectives, as a team, which means we can tackle more ambitious projects that would otherwise be more complex.

“ **It seems that having a good Business strategy is not enough. We need to incorporate a Brand and Communication strategy that will define us as an Employer Brand. From ULMA Architectural Solutions, how would you like to be recognised by your target audience in this area?**

During 2017 and at the start of 2018, we worked on the values we

want to have in our Cooperative, updating them with the contribution of all the people of the organization. We would like our audience to recognize us as an organization that provides constructive solutions for the construction sector, and also to perceive us as a human team where we move in relation to the values we want as our identity.

“ **Finally, do you think we need to invest more in generating and developing the talent we already have rather than recruiting and attracting external talent? Or is it about finding a balance?**

I think that there must be a balance between the two. We must develop the professionals that are already in our organization through training, internal promotions, etc. with a double objective. First, so that their professional development leads them to perform different functions within the organization and secondly to retain the talent that we already have. It is also essential for us to bring in personnel from other companies with different circumstances that give us another vision and people coming from the academic world with new ways of approaching different business projects.

Gender equality, a challenge for Cooperatives

The ñatiarras Cristina Madina and Maixel Madinagoitia have worked for about 40 years at ULMA. In the 1970s, married women were forced to leave their jobs in cooperatives. At ULMA, these two women were the first to fight to get back to work after marriage.



MAIXEL MADINAGOITIA

“The best decision of our life was to make the request to continue working after marriage”



CRISTINA MADINA

« How did you start working at ULMA?

There was a lot of work in the 60s and 70s, and many women came to ULMA to work. We started at the Otadui office with the hope of becoming partners. At that time, women who married often stayed at home. We did not want to limit ourselves to housework and looking after our families. We really liked working at ULMA and we were part of the cooperative. We looked for other ways to organize housework and childcare and we presented a request to the cooperative bodies to continue working after marriage.

« How did that work? What did you do?

We were both going to get married in 1974. We were very clear that we wanted to return to work, and by then the Social Council had already made some comment about it. We wrote a letter to the Governing

Council, asking for married woman to be allowed continue as members of the Company. It was the best decision we ever made.

« It was a big change from previous customs. What did they say to you at home and at work?

At home we had no problems with that decision. Within ULMA, there were all sorts of reactions, but it was generally accepted. Of course, the mentality was that woman didn't return to work and, as with any change, we had to put up with comments from some partners such as "what, married women are also working now?", or, "are you really going to return to work? Two household salaries? Why do you need that then? Is not it enough for the husband to work?"

In any case, it was clear to us and we carried on. After us, most women did the same. Now, it seems like a mere anecdote,

but back then, it was a big change.

« Since then until retirement, have you seen any change in women entering the working world?

We have had many experiences as working women. Things have changed a lot, but it is clear that there is still much to be done. Also at ULMA, women need more impetus to work in positions of responsibility. In the same way, there are also more men working at home or in childcare, but women still bear the biggest burden in the home. And that doesn't facilitate proper development of women's professional and productive work. It is important that, like men, we are taken into account for the different positions depending on our abilities.



gender equality in cooperatives and at ULMA

Equality and non-discrimination underlie the Cooperative's own idiosyncrasy, but situations of discrimination found in society and in the employment market are also reflected in cooperatives.

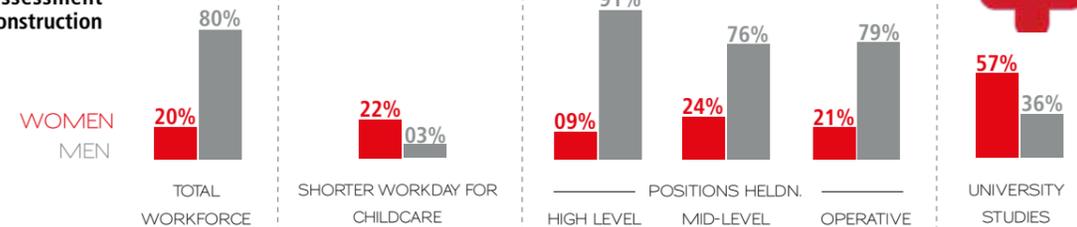
Although about five decades have passed since the start of cooperatives, the situation between men and women is still not fair. The participation of women is lower than that of men, and the presence of women is more frequent in activities with lower social prestige and lower wages. In addition, in general, most cooperatives are managed and run by men, and the presence of women in the representation bodies is not proportional.

The first approaches at ULMA companies also reflect that reality: in our cooperatives there are departments of women or men and types of work distributed according to gender. If we address the managerial fields, these positions are mainly occupied by men, and although in the other areas and departments the presence of women has increased, in higher-level positions this progress has not taken place.

The Equality Plans launched within the ULMA Group and its different Businesses will give us the opportunity to raise awareness, and to train and bring improvements in these areas. We are on the way to providing value to all the potential we have in the ULMA Group. We have a lot to do in that direction and the promotion of gender equality is one of its challenges.



Some facts about >> equality assessment at ULMA Construction (2017-18)





Employability Plan

ULMA Group

Continuous changes in technology, management and the environment in general will transform work spaces in the coming years.

To face these changes, improvements are needed in the employability of members of the ULMA Group. It is for this reason that ULMA has launched an internal process to encourage the training of members who do not have higher level vocational qualifications.

The objective of this employability plan is to facilitate the mobility of partners within ULMA and to ensure that all of us in the Group have a professional level that facilitates versatility and flexibility to respond to current and future productive changes arising in our markets.

With this scheme it is intended that partners with permanent employment contracts, under 50 years of age can

achieve a professional profile within 3 years in the specialisations of: Mechanical Manufacturing, Machinery and Industrial Equipment, Automation and Robotics, Welding, and Mechatronics and Materials.

In the first phase of the process, the professional profiles have been defined according to the needs of the Cooperatives, after which the experience and training of the interested persons will be collected and used to define customized training methods, with the numbers of hours required to achieve the profile defined in each case.

This plan is implemented in collaboration with the Miguel Altuna Institutua de

**program directed to:
permanent members
under 50 years of age
without advanced
professional training**



Bergara, using the experience recognition procedure of the Basque Government. In this way, scheme participants will obtain approved profiles, valid within the ULMA Group, with training and experience accreditation recognized through the recognition procedure of the Basque Government.

Registration for each course will depend on the hours that each person must dedicate to completing it. The registration cost may be recovered in its entirety, depending on attendance and use of the training received. For example, for a person who has positive results and full attendance, this training will be completely free.



JOSEBA MARTINEZ
Director of the Personnel Area
in the ULMA Group

"The employability plan arises from the evolution of work in Western economies and also in Euskadi.

Companies require people with more professional qualifications, who are more and more specialized. Consequently, in September 2017, the ULMA Group agreed that in order to become a permanent partner minimum profiles were necessary, in particular, a Higher Level Vocation Diploma (equivalent to FP2) in specific areas. In addition, an action plan was developed to increase the qualification of permanent members under the age of 50 who did not meet the profile at that time.

This Employability Plan seeks to increase their qualification, so that these

people can take advantage of new professional opportunities, and in the event of any new employment crisis, to consolidate possible relocations. In short, the ultimate goal of the plan is simply to provide the aforementioned partners better professional qualifications so that they can access better jobs and be better prepared to face a crisis".

PHASES OF THE PROCESS



In this section, we'll keep you up to date about what your foundation has been doing, in cooperation with the people of ULMA, as a way to channel our commitment to transforming society into a more human and sustainable model.



Charity collections; rice and pasta for Honduras

During April we want to collect rice and pasta, two basic foods that will help feed thousands of Honduran children. In the first week of May, a ship will go to Honduras. Can you help us fill it?

The ULMA Foundation and many people like you, have been collaborating with the NGO ACOES Honduras for years and participating in different charity collections to send various materials to this country. Last year we collected books and stories written in Spanish, and the year before that, we collected kitchen utensils. This year, we want to help them in their **"Campaign Against Malnutrition"** and we will focus on collecting these two basic foods, rice and pasta, which are absolutely necessary to feed so many children every day. You have all of April to make your contribution. You will find collection boxes in the usual places in all ULMA Cooperatives (on 30 April all the material collected in the different offices will be sent to Oñate).

Will we manage to collect at least one ton? If you help us, we will definitely manage it.



Blood Donation Campaign



Whether you are a donor or want to donate for the first time, we are expecting you next Friday, 5 April, 10:00 a.m. to 1:30 p.m., at the ULMA Group gym in Oñati.

Have you ever stopped to think that blood cannot be made? You never know when you may need it. Giving blood is giving life. That is why we encourage you to participate in the "Euskadi Blood Donors" campaign.

This is solidarity with the health of others!

A team from Osakidetza will help you and answer any questions. Before donating, a medical questionnaire must be completed to confirm that you are in adequate health and that your weight is greater than 50 kg, which is required to be able to make the donation. Do not attend on an empty stomach and expect to be here for about 30 minutes. After the donation, it is recommended that you rest for a while and drink plenty of fluids. We will offer you a small snack to help you recharge your batteries.

There will be a drawing of all donors for a meal for two at the Mauxka restaurant in Oñati.

Parenting School

"Relations between siblings" was the theme of the talk presented by Rafael Cristobal on 28 February. We had an opportunity to talk about difficult situations that are experienced in many homes when brothers and sisters fight - jealousy, envy and rivalry. It was very interesting to listen to the guidelines to be followed to try to avoid this occurrence. How to avoid these situations is in as much our hands as the parents. We are already preparing the next topic to be discussed: "Adolescence" for the meeting on Thursday, 25 April, from 5:00 pm to 7:00 pm at the ULMA Group's facilities in Oñati.



If you are interested in the topic, come along and take part! You can sign up by calling 943 250 300 or emailing fundacion@ulma.com

First Aid Course

The course will be held on 26 March, at 5 pm at the ULMA Group gym, in Oñati.

It is for the employees of ULMA and their families.

The course aims to teach a series of rules for action in a medical emergency, which can occur at any time in your daily life. We will learn basic notions of resuscitation manoeuvres, basic cardiopulmonary resuscitation and we will learn to operate a defibrillator. The course will last about 90 minutes and will be taught by the ULMA Health Service.

Maybe one day you can help save a life!

We encourage you to participate - register by calling 943 250 300



THE NEXT 7 June

HOMAGE TO RETIRED PEOPLE



In the coming months, the ULMA Group will contact you to invite you and provide all the information about the event..

ARE YOU UP FOR IT?

MARK THE DAY IN YOUR CALENDAR

RETIREMENTS: From 1 January to 31 March, 2019

Manuel Martin



Xabier Igartua



M^a Resurrección Aranzeta



Jose Antonio Orueta



Jose Roberto Rojo



Carmelo Maiztegui

Mertxe Elkorobarrutia



Jose Mari Kortabarria



Juan Pedro Aguirre



Agustin Zarketa



Iñigo Etxebarria



Thank you all and enjoy! **Congratulations**