

Begira



ULMA

May 2008 // num. 17



**Large family report:
Andrés Zubiagirre ULMA partner**



Face to face

Ana Agirre
*Minister of Industry,
Commerce and Tourism,
for the Basque Government*

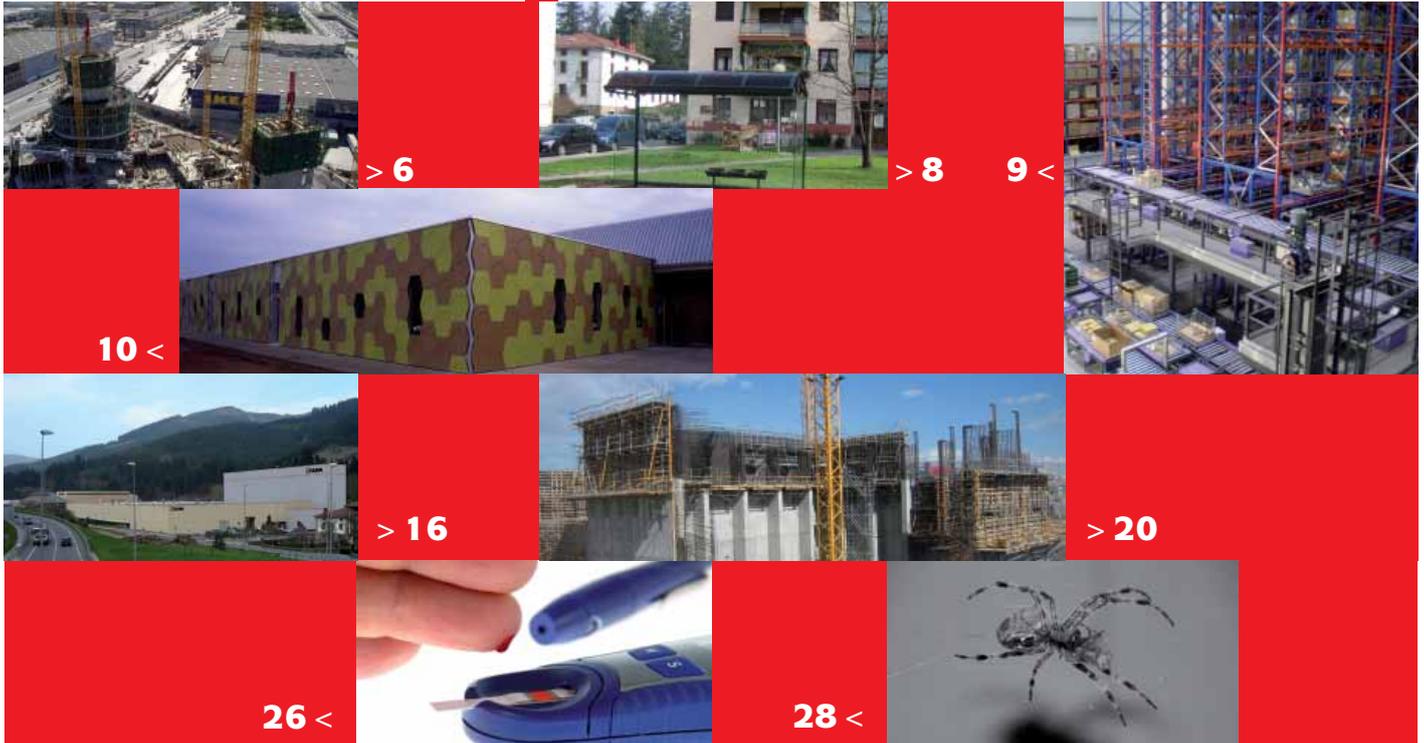


report

**Presenting EPC-PRO-
JECT,**
*new line of Business at
ULMA Piping*

Summary

Number 17 • may 2008



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> *Let's talk about...*

At this point in the year, and before the Cooperative General Meetings, we are ready to evaluate the previous business year and to make a forecast of the conditions that the first part of the 2008 business year will bring.

Although we started off the year with the prosperity and dynamic performance of the preceding years, 2007 would be characterized by the effects of the real estate market crisis in the United States and the slowdown in the Spanish real estate industry, which drastically changed the profile of the global macroeconomic environment in a few months.

Nevertheless, we have no qualms when it comes to evaluating the 2007 business year as very satisfactory in all respects: the forecasts made for the entire year, both regarding business figures and profitability and job creation, were surpassed. The ULMA

a historical record that validates the growth and development policies that the Group has been implementing, and which are partially reflected in the more than 150 million Euros in investments made throughout the business year, which in turn have been completely compensated by the generated Cash Flow.

During the 2007 business year, the pattern of job creation from previous years continued, and the ULMA Group employed a total of 4,461 people by the end of the year, which represented an increase of 765 people during the business year. The percentage of partners from total employees is already at 77%. Other important milestones that took place during the 2007 business year were the inauguration of new facilities for the Packaging Technological Center, the ULMA Group Promotion Center, and the Central Departments, as well as the start of operations at the new Legazpia industrial

tension should be expected when it comes to maintaining the forecast growth rates as the business year progresses.

Despite all these factors, the ULMA Group has total projected sales of 802 million Euros, which would represent a year-on-year increase of 11%. This increase will be supported by international sales, with a forecast 412 million Euros, which would constitute 52% of the Group's total sales already.

The main guiding principles for the Group's operations during the 2008 business year will still be the consolidation of our internationalization projects and our investment programs designed to support our forecast development.

Investments totaling 190 million Euros are planned for the 2008 business year. The main focus of these investments remains international consolidation and an increase in new production capacities, with a highlight



2008, A COMPLICATED BUSINESS YEAR

TXOMIN GARCÍA. CEO ULMA Group.

Group reached consolidated sales of 722 million Euros for the year, which represents a year-on-year growth of 16%.

The ULMA Group's International Sales grew by 30% and, with a total of 350 million Euros, already constitute 42% of our total sales. Without a doubt, the important efforts that we have been making year after year to improve our global positioning, together with the risk diversification that this improvement represents, will dampen the negative effect that the collapse of the Spanish construction industry will have on our operations.

By the end of the business year, the ULMA Group had 40 subsidiary companies abroad that employed a total of 1,728 people. During this period, the Portugal, Romania, Russia, and Poland subsidiaries were incorporated into the Packaging Business, and the Mexico subsidiary was incorporated into the Construcción Business. The Construcción Business production subsidiaries in Poland, Italy, and China were joined by the start of packaging machine manufacture in Brazil and the start of operations of the Packaging production plant in Romania.

The consolidated earnings of the ULMA Group were practically twice as large as those from the previous year, which also constitutes

plant, which ULMA Precinox development will support. The ULMA Piping business has been expanded and has reorganized its facilities with the objective of locating new production lines that will support the new EPC Projects development. Meanwhile, and in the Management Model area, the fact that the ULMA Handling Systems business received Euskalit's Silver Q award for quality is worth pointing out.

Regarding the 2008 business year, and with one third of it having passed already, we can safely say that the global economy faces a phase with a lesser degree of expansion for 2008 than that expected a few months ago. This global context is affected by the growing fears of a recession in the United States, which in turn are reinforced by the existing difficulties in credit markets and by the noticeable growth of inflation, which in turn has been propelled by high oil and food prices. As a result, the beginning of the year has consisted of increased pessimism regarding the future of the global economy, with future losses for the dollar and a stronger Euro. As a whole, this is forming a more difficult scenario for our businesses, which nevertheless have started off the year with a good order book situation. However, some

on the beginning of construction of the new ULMA Construcción plant (30,000 m²), where our new aluminum and sheeting operations and the new Agrícola Business production plant will be located. Moreover, starting off the new investments in ULMA Piping is scheduled for this business year, as is finishing the construction and start of operations of the new ULMA Packaging production facilities in Romania.

Finally, and once again, we would like to acknowledge the dedication and commitment of all our people. Without their effort and enthusiasm, it would have been impossible to present the extremely satisfactory balance of the preceding year at the Meetings that we are currently carrying out. Commitment, effort, and enthusiasm are the pillars on which we will have to continue supporting our development, especially in these times of greater difficulty. Thank you all.

“We obtained very satisfactory results during the 2007 business year”

Portalde: ULMA Group's new intranet opened up to all users on 14 April

On 14 April Portalde opened up to all ULMA Group users. The new intranet hopes to take on a new concept of a more participative and interactive Employee Portal aimed at a greater collaboration and interactivity with our partners and workers without losing the intranet's practical functions and operability. Access to Portalde is very simple: As of now, just type in the address <http://portalde.ulma.com> and identify yourself. Depending on the user profile, different information can be accessed on the Intranet, and to identify oneself just write the user name and password (just like when starting up the computer), but remember, the user must always be preceded by the business domain: caretilas\personal_user (ULMA Forklift Trucks), construction\personal_user (ULMA Construcción and ULMA Agrícola), packaging\personal_user (ULMA Packaging users), UHS\personal_user (ULMA Handling Systems users), ulma\personal_user (Central Office users), ulmapiping\personal_user (ULMA Piping users), ulmapolimero\personal_user (ULMA Polymer Concrete users), Portalde hopes to be a useful tool for all of the ULMA Group, this is why all of the content and information on the new intranet is designed and focused around the user, so that s/he has access to all the necessary information; news, current events, Institutional Information, training news, etc, Portalde has a collaborative space for committees and group organisms. Portalde also has interesting sites like the Healthy Space with suggestions to take care of ourselves and feel our best, an area to resolve any questions about retirement, and even an area for those just arriving, etc. Portalde values your opinion as the best way to contribute to build a better workplace, and we are open to your ideas and suggestions on topics that interest you, this is why from Portalde we are opening different ways of having your contributions reach us. We encourage you to enter into portalde, get to know it, get informed and collaborate!!



ULMA Piping

ULMA PIPING SIGNS AN IMPORTANT CONTRACT WITH "UTE" MADE UP OF THE AMERICAN COMPANY BECHTEL AND THE FRENCH COMPANY TECHNIP TO SUPPLY 20,000 FLANGES TO THE CONSTRUCTION OF THE LARGEST GAS PLANT IN SAUDI ARABIA.

This past 27 February, ULMA Piping, through its new business unit called EPC PROJECT, won an important contract to supply 20,000 flanges to the BECHTEL company (England), the European headquarters for the American company, and TECHNIP Italy. (currently both Bechtel and Technip are rated in the "top 5" of the most important engineering management companies in Oil, Gas and Energy Production plant projects). This megaproject, called KHURSANIYAH GAS PLANT, is being developed as a "turn key" project for a UTE/JOINT VENTURE composed of BECHTEL UK and TECHNIP ITALY (fully covering the EPC activities, Engineering, Purchase and Construction). The plant owner is SAUDI ARAMCO, a government run Saudi company which owns the largest crude oil reserves on the planet. The project is 95% complete, and having entered in the project at this phase, and with a successful completion, ULMA Piping has gained the opportunity to position itself in the Engineering management business on a global level. The client's delivery date was set at 6 weeks, and ULMA has been the only supplier capable of committing itself to the client's set deadline. It is of key importance that the project be handed in on time, since any delays in supplying the flanges may delay the start-up of the plant, knowing that any delay could cost millions to the plant operator.



ULMA Polymer Concrete



ULMA POLYMER CONCRETE IS PRESENT AT MADE EXPO 2008. ULMA Polymer Concrete has participated in the first edition of the MADE EXPO celebrated between 5 to 9 February in Milan. It has been presented through ORVEG, ULMA Polymer Concrete's main distributor in Italy. The new Gutter product lines have been presented at the expo: The new line of polymer concrete gutters with 2.5% slopes and the HYDRO gutter line. MADE EXPO (Milano Architettura Design Edilizia), will be held yearly and was founded from the union between SaieDue and BuildUp with the aim of providing the International public with an extensive and quality offer joining the architectural world with construction. In its first addition, more than 1,500 companies in the sector have participated.

ULMA Agrícola

ULMA Agrícola has installed 2 glass green houses for Itsasmendikoi

ULMA Agrícola along with the Dutch company Ammerlaan has installed two VENLO style glass greenhouses for the educational centres Itsasmendikoi in Derio and Fraisoro in Zizurkil. The Derio facility has a surface area of 512 m² distributed in two 6.4m x 40m industrial bays, and Fraisoro has 384 m² distributed throughout three 6.4 m x 20m industrial bays. Both facilities have a 3.5 m high gutter and zenithal ventilation on both sides. Its key features include a thermal screen/cover and Microclimatic climate controllers also developed by ULMA Agrícola in order to control the greenhouses internal climate. Besides this, the Derio facility has the unique feature of an internal division to create two completely independent cultivation zones. This first experience in installing glass greenhouses has been positive, and we expect future collaborations between Ammerlaan and ULMA Agrícola in order to take on more projects in this new market niche which holds a promising future.





ULMA Construcción

The construction of the Torres Fira in Barcelona, carried out by ULMA Construcción, was visited by more than 40 members of a Brazilian construction association

On 12 February, a team of 40 Brazilian professionals from ABCP, Associação Brasileira de Cimento Portland, visited ULMA Construcción's construction of the Torres Fira in Barcelona. This group of specialists in the fields of construction, engineering, foremen and construction managers visited Ciudad Condal to see the work method of the different companies, including ULMA Construcción. This site was chosen among all those currently under way because of its height of 120 m, its spectacular shape and the use and adaptation of unique products like the Self-climbing system. Furthermore, these two skyscrapers are a fundamental part in the large scale zoning transformation that Barcelona's outlying area is undergoing, specifically the area bordering the Gran Vía. The Torres Fira fit in the aforementioned Avenue's improvement plan, where it passes by L'Hospitalet, and the widening of the perimeter of Fira de Barcelona. Thus, with 355,000m², it will become the second largest fairgrounds in Europe, after the one built in Milan. This entire project and design are planned by architect Toyo Ito in collaboration with the architect Fermín Vázquez from studio b720. The Korean artist is the creator of representative buildings such as the Aluminum House and Tower of Winds in Japan or Parque de la Gavia in Madrid, and he has designed these buildings based on organic lines that belong to late 19th century and early 20th century modernism. The number of people who wanted to visit the project, over 40, posed a "challenge" for logistics and security, since access was restricted. So small groups were formed that were looked after by the project's staff, the FCC and ULMA Construcción. This was all made possible thanks to steps taken by Ignasi Serraima, the Commercial Delegate for ULMA Construcción in Barcelona, and the FCC construction company's goodwill, specifically Gerardo Alvira, Site Superintendent of the Catalonia Edification Delegation. Thus, the committee was able to examine the construction process for the two skyscrapers as well as receive the corresponding explanations by the technicians. The two towers, a project by the Layetana Inmobiliaria developer, the FCC construction company and Metròpolis, will have an approximate height of 120 m. Each one has its own particular function: one will be a hotel and the other will be an office building with over 40,000 m². Despite their being two independent buildings, they cannot be considered as a single one. This is because they are complementary. In other words, one is the reflection of the other. The red façade of one of the towers is projected in the other's inner core, visible from the outside. Both towers' physical union materializes via a great square where the commercial and parking areas will be located. The hotel with 28 floors, 2 that are underground, and over 300 rooms rises above the surface with a peculiar silhouette. Its clover shaped floor, together with some winding profiles that can already be observed, intend to create the sensation of a "circular movement." This undulation will culminate at the upper part and end of the tower, thus giving the impression of being an open flower. This rotating effect has been achieved with the variation in area between the floors, from 700 to 1000 m². The adaptation to the structure's geometry was solved by ULMA Construcción's technical team, supported by the product portfolio's quality and versatility. In this case, we should point out the self-climbing system used in these two towers and

in building other skyscrapers such as the Torre Sacyr- Vallehermoso in Madrid or One Bryant Park in New York. As a support structure, the cylindrical shape of the tower's central axis, with a diameter of 13 m and a wall thickness of 40 cm have been solved with an inner platform and outer consoles-both self-climbing. On the other hand, for the formwork for the walls themselves, the ENKOFORM V-100 system has been used. The office building is intended to be a formal reflection of the hotel. With 25 floors, plus 3 underground ones, it is a translucent prism with a cylindrical core. The glass enclosed façade will allow one to observe the red inner core, a portrait of its "twin" tower. To achieve its rectangular geometry, besides a wall thickness of 45 cm, ULMA Construcción has proposed to construct three inner platforms and outer consoles, also self-climbing. The height of these buildings requires the use of a system capable of carrying out the high-rise work quickly, safely and with quality. Thus, ULMA Construcción has used, and continues to use its Self-climbing system since the beginning of the project: from the underground floors until the end. This product awakened great interest among the visitors that received a clear explanation of the mechanism and its operation by the technicians. Thus, to execute both concrete cores, it is possible to erect the formwork without the need for a crane in adverse weather conditions. The system's productivity or profitability is assured as a complete storey is built every 6 or 7 days. The self-climbing technique is based on a hydraulic system that automatically carries out elevation of the assembly via successive movement of formwork and masts. This system, used together with the formwork for ENKOFORM V-100 walls allows for the execution of very high vertical wall faces required in these two towers. Safety is guaranteed throughout the whole climbing process. The visit ended with a fraternal dinner at a local restaurant, and a sightseeing visit to la Sagrada Familia Basilica. The visitors got to try Catalanian cuisine and enjoy one of Gaudi's most important works. Thus, ULMA Construcción intends to maintain and increase its client portfolio in Brazil and create ties that imply continual collaboration. Moreover, it enables learning about construction techniques that can be feasibly applied in future projects in Brazil.



In the picture we see the Brazilian visitors next to the foreman.

ULMA Piping

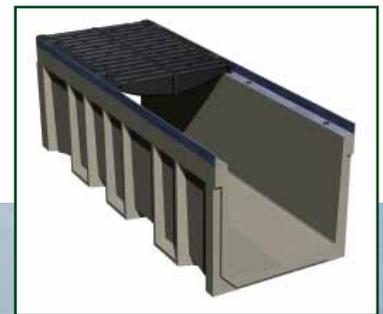
QATAR PETROLEUM REGISTRATION. In the challenge of being present in our key end-clients, we have recently updated our registration with Qatar Petroleum, renewing ULMA Forja, S. Coop's position in the list of companies approved by the aforementioned oil company. Qatar is one of the leading exporting countries in liquefied natural gas (LNG) since as a country it has the third largest gas reserves. Today there are various projects underway, and there are forecasted investments of up to 57 billion dollars within the next five years.



ULMA Polymer Concrete

ULMA Polymer Concrete is present in the largest Karting circuit in Spain

ULMA Polymer Concrete is present in Alcañiz's karting circuit, the most important karting event in Spain and one of the best in Europe. ULMA Polymer Concrete has participated in the project through its Gutter line, supplying gutters designed for heavy loads transit zones, especially for sections where the grates suffer from strong axial loads when manoeuvring and breaking. The gutters are reinforced with galvanised steel profiles on the sides to guarantee their durability. Located in the province of Teruel, the Karting circuit is 2,049 metres long with 19 curves, and with a design that allows it to be lengthened or shortened depending on the competition held. The circuit also has a 25,000 m² paddock and a 600 m² service building. Alcañiz's Karting circuit is within Alcañiz's macro project, the "Ciudad del Motor" [Motor City]. With a surface area of 350 hectares, larger than the town it's held in, this city will have 6 circuits: A racetrack: one for karting and four dirt tracks.



ULMA Forklift Trucks



MITSUBISHI RENEWS ITS INTERIORS' LINE. ULMA Forklift Trucks presents the renewed MITSUBISHI Interiors line along with its new helm. The new series PBS20N, PBR20N, SBV12-16N, PBV20ND, OPB20NT, OPBL10N, OPB10NSF provide better ergonomic control with less effort, precise steering, high stability, high visibility and a robust chassis. All in quality features that enable constant and efficient productivity. Besides all of the advantages the line offers, the new helm provides a rigorous rotating radius and speed control, design and duration improvement through the use of aluminium components, less maintenance, increased safety through the use of resistant materials and finally, greater ergonomics. With the line renovation it is now available with AC Motors that enable greater efficiency and greater, easier control with less maintenance and thus greater productivity. The constant updates of the Mitsubishi line has made ULMA Forklift Trucks sell top of the line fork lifts and responding to the needs of our current and potential clients in products and service.

THE RIOJA REGION AUTHORITIES VISIT THE ULMA PACKAGING TECHNOLOGICAL CENTRE.

Last 7 January, the Rioja region authorities led by the Minister of Industry, Innovation and Employment of the Rioja's Government, Javier Erro, visited ULMA Packaging's Technological Center. Javier Erro came with Florencio Nicolás, Managing Director of the La Rioja's Economic Development Agency (ADER) and the director of La Rioja's Technological Centre. This Technological Centre has a conserves industry headquarters in Calahorra and another meat industry headquarters in Nájera. They visited both the Packaging Technological Center and the ULMA Group's main departments. The institutional visit searched for possible collaboration agreements between PTC and the Rioja's Technological Centre for possible joint projects. We expect that soon ULMA Packaging will be present in the Rioja's Technological Center by installing one of its packaging systems.

ULMA Packaging



ULMA Group

The Oñati city council and the town's companies drive the creation of a transportation service for workers residing in the municipality

This public transportation service will have two lines with two different routes joining the city centre with the companies on the GI-2630. Both will start from the Olakua barrio, one will stop at ULMA Construcción, Fagor Industrial, Stadler and Lana, and the other will run directly to ULMA Packaging, ULMA Piping and ULMA Polymer Concrete. This initiative is led by the City Council and the companies in the Work Mobility Plan: ULMA Polymer Concrete, Bidebarri. ULMA Piping, José M^a. Ezpeleta, ULMA Construcción, Fagor Industrial, Lana, Stadler, ULMA Packaging, Donika, ULMA Forklift Trucks and ULMA Handling Systems. The service is expected to start next June. Currently certain aspects are being defined like the ticket price, the financing... The first phase will focus on shift workers, even though depending on its success the schedules will be expanded providing greater coverage to all employees with variable schedules. The Oñati city council has decided to boost the creation of this service after having deliberated it through the Work Mobility Plan. This document concludes that 60% of Oñati's company employees live in the municipality, and of these,

1,590 go to work daily in their car usually driving less than 3 km. The goal of this measure is to foment sustainable mobility for the workers in Oñati, so as to reduce the environmental, social and economic impact derived from using a car.



ULMA Handling Systems

ULMA Handling Systems takes on the robotisation of PROINSA's internal logistics

PROINSA, the manufacturer and distributor of machining tools, based in Jundiz (Vitoria), now has a new warehouse in which it has incorporated the latest logistical technology. This includes completely robotised facilities, designed and implemented by ULMA Handling Systems. The automated system stores and prepares orders and can store up to 25,000 pallets and 6,500 half pallets, along with a potential of preparing 9,500 order lines a day. The reasons why PROINSA incorporated these new installations include the continual growth of their client base, currently at 5,000 points-of-sales, requiring an increase in imports and general activity, and on the other hand the fact that its client base is made up of shops and distribution chains of different sizes and needs, requiring flexible and dynamic management of its logistical operations. Currently the company has a production plant in Shanghai, (China) where a large part of its supplies

come from, and they have also started the internationalisation of their sales activity. 10% of its current sales are also aimed at the Portuguese and French market, while they are open to exporting to other European countries. This company's business model consists in supplying the distribution chain, mainly those specialising in DIY and hardware, strongly based in Spain, with a wide array of products with a top quality / price ratio. In the same way, another defining element is to provide service that responds to the market demands, which explains why PROINSA has invested in its general facilities and logistical management. ULMA Handling Systems has undertaken its logistical automation in two phases. The first phase involves building a silo which holds 14,000 pallets, and the second phase, focusing on preparing orders, has a capacity for 6,500 pallets, which must be added to the 14,000 storage pallets in the initial phase.



ULMA Piping

ULMA PIPING; THE NEW NAME FOR ULMA FORGING. Under the context of its ambitious actions taken in the last 2 years, ULMA Forging has decided to change its company name the same as the cooperative name of ULMA Forja, S. Coop. The reasoning behind this change is mainly due to a new marketing focus of the industry motivated by the new division of EPC PROJECT with a sales channel through Engineering. They hope to escape a purely manufacturing image and focus their client's attention on ULMA Piping's capacity to offer a wider array of services than that evoked in the word "Forging" [forge]. Along with a sensation of dynamism. They want to transmit the focus on the ambitious investments made. ULMA Piping is changing its mentality from a manufacturer to a complete service provider in piping. The name chosen derives from the sector in which they find themselves, since they produce piping accessories. Forging does not rule out the possibility of commercialising as long as it was an essential requisite to complete the offer. Finally, the fact that the name chosen is in English is motivated by the fact the international sales are 95% of sales, while the term Piping is often used in the sector. Besides an important change in its features due to the investments made, ULMA Piping is carrying out an important change in mentality with a clear market focus.

ULMA Polymer Concrete



ULMA Polymer Concrete presents an innovative Ventilated Façade System created with hexagonal shaped sheets and pentagonal interior textures with low relief

ULMA Polymer Concrete presents an Innovative Ventilated Façade developed by the architecture studio Pich-Aguilera. In the province of Barcelona, in the city of Terrassa, façade coverings have been made for the Guardería Torressana with ULMA's Ventilated Façade System. The work's uniqueness is its hexagonal sheets, combined with the pentagonal interior texture in low relief. The ULMA Polymer Concrete project team, in collaboration with the architects Felipe Pich-Aguilera and Teresa Batlle, have developed this innovative sheet during the AZAL research project, in which an analysis of natural skins came up with the desired form, size, texture and relief in order to create a covering that adapts to the space and organic shaped structural elements with a continuous characteristic. Terrassa's nursery has been the real application of the AZAL project, which has made a ventilated façade system possible with the new product and then test the prototype, placement and real-life results. The aim was to have a building simulate a hedge. For this, they chose reliefs, forms and colours with the aim of simulating nature. The project team developed a special profile suited to the system to be able to fit the new format to a hexagonal sheet. Despite the works difficulty, the facade was installed in only 20 days. ULMA's coloured Ventilated Façade System provides the nursery a unique look and a good bioclimatic response. The Ventilated Façade is

an efficient system to improve the building's behaviour, limiting thermal bridges and thus creating large energy savings that comply with all environmental sustainability requisites.



ULMA Forklift Trucks

ULMA FORKLIFT TRUCKS GATHERS ITS DISTRIBUTION NETWORK IN BILBAO. ULMA Forklift Trucks celebrated its quarterly commitment at the Euskalduna Conference Centre on November 21-22-23. This time they welcomed the distributors the day prior to the convention, using the event as its inauguration. The convention had two parts: informative and training. The first treated topics such as market data, client satisfaction surveys... and the second a training course was held, with room for suggestions and critiques. This way the convention was concluded with a speech to the salesmen and women. During the stay in Bilbao there was also time for some tourism, where the distributors were invited to the Guggenheim museum. All those attending called the convention a success, which clearly showed its internal/external client focus in which ULMA works and will continue work, with the aim of establishing a long-term commitment to its distribution network.

ULMA Piping

ULMA Piping's new webpage

ULMA Piping, the new business name for ULMA Forging, has launched a new website, www.ulmapiping.com. The criteria followed for implementing this site through the company WEGETIT in coordination with the advertising agency PUBLIADK include: Design simplicity, clarity and easy-access to the information were priority in its design. The content aimed to boost its belonging to two large company groups, along with clear and simple business information, highlighting the importance of its management's values. Finally, it is worth highlighting the clear market focus with a useful webpage for potential clients, where users can download information and interact with the sales department. The current clients, who besides the aforementioned options, also have the option of accessing all information concerning their orders, invoices, certificates, stock and more useful information. Without



a doubt, this giant leap of quality will further reinforce the image of ULMA Piping, and thus for the ULMA Group as a whole.

ULMA Agrícola



GREENHOUSES-AN ULMA AGRÍCOLA CLASSROOM FOR PRISONER REINSERTION.

The "Biodiversity Foundation" in collaboration with the Organismo Autónomo de Instituciones Penitenciarias del Ministerio del Interior has organised gardening social reinsertion classes for prisoners. In order to develop this project, ULMA Agrícola has constructed multispan greenhouse classrooms with transparent polycarbonate enclosures, with cenit ventilation, thermal screens and covers, grow benches and heating. Up to now greenhouses have already been installed in penitentiaries in Algeciras (Cadiz), Alcala-Meco (Madrid), Aranjuez (Madrid), Palma de Mallorca (Balearics), Navalcarnero (Madrid) and Segovia.



ULMA Group

THURSDAYS WITH... last February we began the lectures Thursdays with... in the ULMA auditorium at Garagaltza Auzoa 51. This is ULMA Group's new initiative to approach partners and employees to popular figures in society that have something to offer. The first lecture was given by Miguel Santos, President of Bruesa Gipuzkoa Basket, and on 11 March we were with Naroa Agirre, the current Spanish pole vaulting record holder, carrying out a children's workshop. In the picture we see Miguel Santos awarding the managing director of ULMA Group, Txomin García, a t-shirt signed by all of the players.

ULMA Agrícola

ULMA Agrícola collaborates in projects for sustainable energy solutions

ULMA Agrícola has installed two greenhouses with biomass heaters, "El Encin," in land belong to the Instituto Madrileño de Investigación y Desarrollo Rural, Agrario y Alimentario (IMIDRA) in Madrid's Ministry of Economy and Technological Innovation located in Alcalá de Henares. The "Explore Encin" project tries to explore the surrounding natural environment, agriculture and research the Institute carries out in fields of agricultural and environmental. Biomass comes from solar energy. As an energy source it provides many advantages for sustainable development, since it allows for the elimination of organic and inorganic waste. This is a source of renewable energy, it does not pollute

and it reduces CO₂ emissions. The students in the community of Madrid's schools visited the farm to raise environmental awareness; the aim of the activity was to teach them that the environment is a common good that we must all, as citizens, keep in mind. This land also has a butterfly garden which like the production greenhouses, has been built with ULMA Agrícola's multispan greenhouse where inside the visitors can stroll through to see Madrid's lepidopteron's habitat and their life-cycle. The complex will be included in the ministry of economy's annual publication "Emblematic projects in the field of energy."



ULMA Forklift Trucks

SHELVING, ULMA LAUNCHES A NEW PRODUCT LINE. ULMA Forklift Trucks will soon incorporate shelving into its product portfolio, starting to sell Storage Systems for heavy and medium loads (metal shelving for heavy loads- palleting and medium loads-picking) for a top level national manufacturer. Through this new product line ULMA will respond to the different storage projects, assessing each client with a customised logistics project. This way ULMA will further introduce itself in the handling sector, reaching current and potential clients, granting a safety, quality and competitive guarantee. After an important reflection on the future, and after seeing business opportunities in the handling sector, we have opted for establishing new targets with the aim of opening up paths to the future and taking advantage of synergies.

ULMA Handling Systems

ULMA Handling Systems shows its experience in logistical automation at controlled temperatures at Cool Chain 2008



ULMA presented the projects carried out for Danone and Frioriz to professionals and experts

ULMA Handling Systems has participated in the 2nd Annual Cool Chain 2008, a meeting of numerous cold and/or frozen logistical automation professionals. Iñaki Arriola, managing director at ULMA Handling Systems was one of the experts participating in these sessions to present the best practices developed in the logistics field, with the emergence of concepts like robotised cooling systems, order preparation systems and transport at controlled temperatures or total traceability in the supply cool chain. ULMA Handling Systems focused its exhibit on the design and implementation of integral automation logistical systems for cold and frozen environments, illustrating his presentation with the Frioriz and Danone cases. Specifically, for the latter company, it has developed one of the most important recent automation projects in Spain's food sector. One of the unique aspects of this project emerged from the union of industry and distribution automation systems to create a wide ranging logistics solution. The installation of automated production at DANONE is integrated by a complete transportation system and transelevators that allow for the "bufferisation" or accumulation of pallets from packaging and palletising systems, along with their temporary storage in refrigerators and/or ovens. ULMA Handling Systems developed a control system that manages all processes and its temperature, including the product's quality and complete traceability of the pallets throughout the different phases of pro-

duction. The facility that distributes DANONE products receives the pallets from an automated production facility. The connection between both installations is completely automated, not requiring human intervention until taken to the shipping bay to be loaded onto the trucks. In order to ensure optimal performance, a header was made available allowing direct shipment from production to the pallet shipping zone, with the aim of effectively responding in an emergency. The transportation system design at the header allows for a dynamic response to a possible storage problem of a pallet stored in the original location. Thus avoiding a possible, while improbable, backup in receiving pallets from production. The second case presented by ULMA Handling Systems in the forum on cold logistics was the project for the Galician company Frioriz, for which it developed a -25° robotised refrigerator. The facility has reported some advantages including a greater storage capacity, an increase in productivity, greater product conservation and a considerable improvement in the operator's work conditions. Furthermore, the system has reduced the volume of cooling losses and has achieved key energy efficiency and financial improvements. ULMA Handling Systems has developed crucial solutions that have positioned it as a referent logistical engineering management company in the design and implementation of robotised refrigerators that guarantee absolute control of temperatures down to -40° C.

DID YOU KNOW THAT...

Past 2 April we celebrated the inauguration of the new Precinox plant in Legazpia that was attended by the Basque government Minister of Industry, Ana Agirre.



“Innovation is a reality in the Basque Country”

What is the current situation of Basque industry, and what forecasts and lines of work can we expect from the Department of Industry,

Commerce and Tourism for 2008? We find ourselves at a moment in which all of the established strategies for the Business Competitiveness and Social Innovation

Plan 2006-2009 are underway and the new programmes and instruments are fully operational. Among them, I would highlight the start-up of the Industrial Participation Fund, the new Basque Country Plan in the Information Society, the Science, Technology and Innovation Plan, the entrepreneur's webpage, a closer relationship to companies and groups, the deployment of the exterior network... without forgetting that this year can be a key year for the future Spallation Neutron Source project.

Innovation: Is it a reality here in the Basque Country? What steps are being taken in this field? Will the creation of an organism like Innovasque be a referent? I'm convinced that innovation is a reality in the Basque Country, a reality in which we should be as ambitious as we are conscious that the set goals will demand quite an effort by all parties. For some years now we have been carrying out intense work in socialising the competitiveness and innovation policy. Starting up Innobasque provides us with a key tool to interact with agents and to have innovation reach companies and the Basque society as a whole. But above all I would highlight the Government's commitment, with new open innovation concepts, new tools, programmes and more resources. All of this would not be possible without the direct leadership of the Lehendakari [Basque president] who launched the Manifesto for the innovation and declared 2008 as the Basque Country's Year of Innovation. All of these initiatives and tools are decisive to transform our competitive model in the long term, and hope to be an innovation referent in Europe.

Since DICT, there is a clear strive towards Technological Parks and Centres. So how would you value the projects started in Oñati, specifically with the ULMA Group? ULMA is a trailblazer group with a lot of weight in

Ana Agirre

Minister of Industry,
Commerce and Tourism
for the Basque Government

Ana Agirre was born in Bilbao, raised in Ataun and currently lives in Vitoria. She is not much for granting interviews since, according to her, she feels more comfortable at the office, but after four years as Minister for the Basque Country she has gotten used to pictures and the cameras. Her interests include reading, mainly feminine literature (Martín Gaité, Dulce Chacón, Isabel Allende, Amy Tan...) even though as Minister she is busy throughout the entire day and does not have much time for pleasure reading.

Basque industry. It is also an ideal group in many aspects, including those I especially value: its commitment to internal training, R+D and local development. In this sense, I positively value the new area of development arising from the ULMA header, since this is a model that joins training, the creation of knowledge and market applications while searching for the interrelation of all these fields. This is a very suitable idea for the new competitive model based on innovation which we are trying to develop and thus can count on, and will have, government support.



“The organisations’ intellectual and emotional capital will be much more important than the management of physical assets”

Knowledge and creativity will be key for future development of our industry. Are we truly conscious of what is necessary to foment and integrate the human and social aspects within our industrial reality? For me, leadership, people and the relationship between them constitute a very important aspect in which will be crucial to the competitive success in the upcoming decade. We

are entering into an era of intangibles and knowledge, and knowledge is found in people, not things. In fact, leadership and the development of an organisation’s intellectual and emotional capital will be much more important than the management of physical assets. I think that we all fight for the people, but there still may be a wide gap from theory to reality. We must promote the idea of constructing organisations that understand that they are still a small and important part of our productive fabric, and for this cooperatives can and must be a launching point because they constitute an example of an advanced management model. I think that because of our idiosyncrasy, we are in a condition to lead this movement, and are facing a huge opportunity.

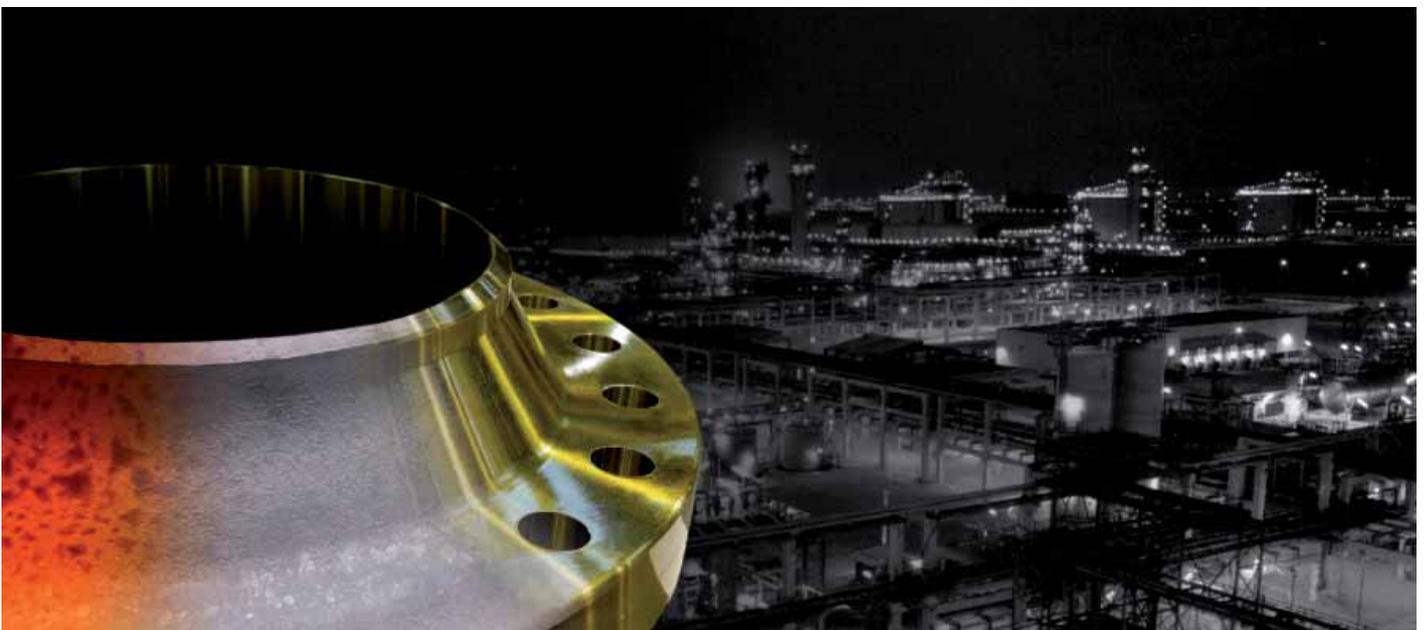
Does Ana Agirre think that Basque companies are socially responsible companies? Or do we still have a ways to go in this aspect? Without a doubt, I think there is much more social responsibility than we can see-like the story goes, some talk in prose without even knowing it. But there is also an important presentational aspect, and that is why we must walk towards a volunteer model, while being transparent and recognised, and objectively valued. Above all the good intentions, and even understanding institutional differences, social responsibility arose out of three factors: A management risk (we have

seen horrible things like Enron, just to name one), a market risk (client sensibility) and a risk to the competitive model not based on people, which is what I was implicitly referring to in the previous question. The winds are blowing our way in these three forces, and we are content with it, since as we said, our strategy strives for shared projects and sustainable competitiveness sustained by people. We are going towards a future in which it will be difficult to be competitive and not socially responsible, but as of today and within a business’ problematics it isn’t always easy to see it that way.

Finally, do you think that we are prepared to assume the upcoming challenges? We are analysing the Competitiveness Plan’s progress and I must say that the Basque industry’s results are very good, I would even say extraordinary, if that word can be used when talking about economy. In economics what counts is the future, and the future is always uncertain, even more now after what has occurred in this last semester. Macroeconomic stability has always worried us, and now we are waiting on being able to handle it intelligently with international cooperation, because I continue to think that deep down globalisation is a positive movement. Maybe we have to reduce our expectations, but the Basque economy is responding well to the changes and it can continue to do so, even though the upcoming challenges are changing.

Presenting the EPC-PROJECT: a new

In 2007 ULMA Piping started up a new line of business called EPC Project. This new business line focuses on the direct supply of flanges to the main engineering management companies in the world in charge of carrying out turnkey projects in the OIL-GAS-PETROCHEMICAL-MINING and ENERGY GENERATION fields. With this, ULMA Piping hopes to achieve two goals: Continue growing to create a more competitive and attractive offer for the market, and on the other hand, search for a distinction and specialising within it. Engineering management companies, usually globalised companies, carry out E.P.C activities (Engineering-Procurement & Construction) for a plant with a set budget. The aim of the EPC-PROJECT is to penetrate into this niche market which currently has a strong demand (a global boom in the energy sector) and few enabled suppliers (the engineering firms policy is to work directly with the producer in large volume projects, avoiding distributors, warehouses and other intermediaries). ULMA Piping's leadership in distribution gives us an advantageous starting point. An engineering company's work involves investments to adapt to the client's requisites in installations-machinery (expand the production line) and organisation, both internally and externally. Investments are already far along, instigating large changes in the company's features. In terms of organisation, this ambitious project will result in an expansion of personnel in Oñati of around 71 employees. The problematic of project development with foreign engineering firms (different cultures, different time zones and distances) make the relationship and service even more important, "we want to feel our client's breath." This is why the field work of the foreign sales network has be very intense, and in 2007 ULMA has reinforced its world presence by contracting agents in JAPAN, KOREA, FRANCE, ENGLAND, MEXICO and IRAN).



new line of business for ULMA Piping

INVESTMENTS

The investment project, with a grant from the Basque Government for 2.9 million Euros as a Strategic Project, foreseeing some key investments in facilities and machinery, R+D and the expected 71 jobs, as indicated above. With this investment plan (35 million Euros up to 2010) ULMA Piping makes an important leap in their product catalogue by being able to provide the market with up to 60" flanges in carbonised and alloyed steels, austenite stainless steel and ferrite austenite stainless steel.



Currently, ULMA Piping key feature is its plant specialising in the forging processes and the flange and accessory machining process. It has a forge with robotic handling and multistation transfers, modern mechanical presses, advanced machining lines equipped with CNC

and robotised handling. ULMA Piping is officially recognised by the leading companies in the oil business including SHELL, EXXON-MOBIL, DOW CHEMICAL, SAUDI ARAMCO, K.O.C., BP, REPSOL-YPF, CHEVRON, PDVSA, QATAR PETROLEUM, etc., representing the

company's main guarantee. It has its own branch in Venezuela and maintains a close relationship with a distribution network allowing it to reach more than 70 countries in all continents. More than 95% of its sales are to foreign markets.

References

For 2007 qualitative aims had been set: Obtaining 4 leading engineering management firms on a first level and global level and above all to prepare the organisation to attend to the project business. In this context, it has been a good year since we have obtained 7 orders in engineering management firms

and projects TOYO ENGINEERING (JAPAN / EUROPE / SAUDI ARABIA), BECHTEL / TECHNIP (ENGLAND / ITALY), MITSUBISHI HEAVY INDUSTRIES – MCEC (JAPAN / SAUDI ARABIA). The countries in which the projects are to be carried are SAUDI ARABIA, VIETNAM, VENEZUELA and SINGAPORE.

"We are becoming aware of great expectations from the engineering firms. In the project market, most volume purchases are done directly with the flange manufacturer; nowadays there are few manufacturers that can confront the large project market on a global scale. So within the context of a short supply and a high demand, engineering firms are tied up, and very interested in searching for new suppliers".



AITOR ALBISU

Commercial Director
of EPC Project

portraits and stories of our people

Andrés Zubiagirre is the partner of ULMA Group with the most children under his roof: four. Andrés and his wife Belen discuss their experience. Andrés works in ULMA Piping's quality department.



After 22 February our colleague Koldo Zubillaga, partner of ULMA Construcción also became a father of four, with the birth of Ainhoa. In the picture we see the family: Koldo; Celia, his wife, and his four children: Xabier, Leire, Maria and Ainhoa. Congratulations!



“The best part is learning to live together, to feel like we’re growing together while living together”

Andrés Zubiagirre: a large family

We both come from large families: I have 5 brothers and sisters and Belen has six, so we are both used to sharing, having responsibilities, with plenty of chores but the relationships are enriching. Do we feel alienated? No, we feel very integrated with our surroundings, and live a similar life to that of our friends. When you have many children you have to sacrifice many things, but you also get other joys--this happens with one, two or more children. Even though when setting aside a day just as a couple, it's not the same having to find someone to take care of one kid, let alone 4, but like we said before, since we also belong to a large family we can always count on a brother. A day in our life? Well I work shifts: one week as a normal schedule and another the night shift. Belen works the normal day shift, but part-time, along with not working a morning or two afternoons, she starts at 9 a.m. In the morning before going to work, Belen wakes up the children, prepares breakfast, starts the washing machine and takes the kids to school. In the afternoon she picks-up the two younger ones, and the older ones come back on foot or by bike. Have lunch, do the washing up, hang the clothes, prepare their snack, the kids make their own beds and pick-up the rooms, start the homework and then back to school. In the afternoon I pick them up from school and take them wherever they need to go: swimming, CCD, Ganbara...watch the older one's practice....and then back home. Attend the livestock and then pick up the clothes. When Belen gets off work she prepares the dinner and lunch for the next day. When the kids come home they do their homework, watch TV...we eat and have dinner together, and this

is when we talk about what we did during the day. The problems: lack of time for everything, housework, work, the attention kids need. If the daily routine is broken (one of them is sick, having to take one to the doctor in Vitoria...) sometimes we have to use our extended family or take time away from sleeping. The best: the relationships, the love we give each other and learning to share, to feel like we are growing by living together. These days we live focused on the family and it isn't hard, we are happy, but we still have our fights, stress, but it is pleasant to see the children grow, all in the same family and all different, each in their own world and all in our world.

“People do not have children for the grant money”

In terms of the grants we get, it is obvious we don't have children for the money. We are getting 1,100€ for the two-year-old child until he reaches 4, and then 400€ until he reaches 6. That's what we get. This year my wife requested part-time, so she presented her request in January and if they accept it she'll get 1,800 a year. The Basque Government sends us a guide for large families, with a list of services and shops in the region that offer discounts with the large family id card. The process for requesting grants to reduce work hours is very difficult. After 59 days having reduced to part-time, the first request must be made in a specific quarter of the year, and then renew the request every three months. If you have requested part-time, why do you have to renew it so often? Isn't this a useless waste of paper and time? It seems like they just try to make the process difficult so you forget to request it.

More than 15 construction projects for ULMA

The countdown has begun. On 14 June, Zaragoza will become the International Expo Headquarters for 2008. With the slogan "Water and Sustainable Development" thousands of people will visit Aragon's capital to participate in the water party. In order to enjoy all the activities, just pay the 35 euro entrance fee and spend 9 hours following the route.

The complex is located in the meanderings of the Ranillas river, west of the city and a skip and a hop from the Intermodal stations built by ULMA Construcción in 2003. The experience of this work has contributed to gaining technical, logistical and performance knowledge required for working in the area.

But the actions taken in this expo are only the tip of the iceberg of a much more ambitious project that will benefit not only the capital of Aragon, but the province as a whole. A project ULMA Construcción

is participating in: the restoration of the Basilica del Pilar, Ronda Este, the bridge of the Ebro river...all the facilities projected for this event and its perimeter were posed from the original design with the aim of being reused and integrated within the city. The Water Tower is prepared to have its height increased and converted into a museum, the Aragón pavilion into the Ministry of Education for Aragon's government, the Country Pavilion into an office park, etc.

Being an International Expo, the execution time was less than that of the Universal EXPO in Seville. Zaragoza was chosen in December 2004 as event headquarters, but it was not until 2006 when they truly started construction, after awarding and management proceedings. So in May, ULMA Construcción started up. Working under time constraints, each group had specific, fixed deadlines. The structures, headed by ULMA

Construcción, had to be delivered by November 2007 so that it would be possible to make the final touch-ups in the following 6 months. This time, not only were the targets met, but it was even delivered ahead of time.

Of the works carried out in this complex, ULMA Construcción has executed more than 15, of which the most emblematic include: the Water tower, the Aragón Pavilion, the Spain Pavilion, the Country Pavilions, the Bridge Pavilion, the Conference centre, the Water Park ...

The first application of materials was in the underground parking of the Country's pavilion, with an area of 100,000 m² and a capacity for 2,255 parking spaces. We used 4,000 m² VR Tables, 6,000 m² of RAPID Horizontal formwork thousands of square metres of ORMA... the latter product required special measurements under the client's request.

All materials demonstrated their high



Technical Building



Countries Pavilions

A Construcción in the EXPO ZARAGOZA 2008

performance and productivity in key positions: Vertical formworks like COMAIN, ORMA, Enkoform V-100, horizontal formworks like RAPID, ENKOFLEX, CC-4, Props, Shoring, Climbing systems, etc. In conclusion, all of ULMA Construcción's products have been applied throughout the expo's works.

Besides the work within the complex, ULMA Construcción was in charge of the main access known as the Ebro dam. This project consists of a dam that keeps the riverbed at the same level. This way the Ebro becomes navigable from the EXPO to the Pilar Basilica. Water becomes not just an element for life, but a space for leisure and pleasure. With the hope of using it after the expo, an athletic facility will be built, completing the Water Park.

STEP BY STEP

The first actions taken on the construction projects were on the Fluvial Aquarium, the Service Building, the Conference Centre and the Country Pavilions. The aquarium of 7,850 m² and 50 fish tanks will become the largest in Europe. To build it, especially the tanks, all sorts of formworks, scaffolds and climbing systems were used.

The building, called "Cold and Heat" will generate the energy necessary to run the EXPO and the Water Park with their air conditioning and heating systems. This system is made up of a 20,000 m³ water tank formed by an uncommon black concrete. And since

it required a rock-like appearance, various vertical grooves were made through a nuanced system applied on the vertical formworks.

The Conference Centre, which holds 1,500 spectators, will be both an auditorium and an exhibition hall. These types of installations require a visible concrete finish. For this we used an ORMA vertical formwork with phenolics exclusive for white surfaces. The idea was to achieve a look similar to marble, which was possible because of the site managers and their vast experience and training. The result was exceptional.

The Country Pavilion is the project with the largest surface area in the Expo. This building and support, with more than 60,000 m², includes the pavilions from different participating countries distributed throughout eco-geographical areas. The height of each one of the two floors, more than 8m, allows for future incorporations of additional floors. Not only were products provided, but assembly experience as well. The largest part of the executed works in this expo required the work of ULMA Construcción's assemblers. This allowed them to work with a qualified team that knew the products and was capable of dedicating more than 60,000 hours assembling it. Even though the structure is now finished, the presence of ULMA Construcción still has the scaffolds for the "final touches."

The number of works being executed and being performed simultaneously required a large amount of materials

moved in more than 1,000 trucks. Moreover, to cover the material needs when work overlapped, a material rotation system was used from one building to the next in order to achieve greater product productivity and profitability.

WATER TOWER

A drop of water from the sky... More than 70 metres high of glass... This is the image of the Water Tower, one of the most emblematic buildings of EXPO ZARAGOZA 2008 and built by ULMA Construcción. This future lookout of the city will hold the "Water for Life" exhibit which will allow us to perceive water, without prejudice, through the five senses.

In this case, one of the elements worth highlighting is its base. Both large in size and in the shape of a drop of water, this base can hold the weight of the building's 76 m. The entrance floor has troncoconic pillars made of decorative covered concrete; a floor based on an exceptional design.

The project's backbone consists of two nuclei separated 20 m apart that hold the 8,000 m² glass façade. The building complex with its diagonal profiles, parasols and ramps produce a changing image both by day and night. The daylight gives the building a dynamic sensation, not static and vibrant, increased by the different chromatic-light effects. At night the building's artificial light allows us to perceive the concrete structure, its footbridge...all in all, the complete structure hidden by the daylight.



“Such a peculiar building required unique solutions”

This peculiar building required unique solutions. Like the rounded forms achieved through the use of formworks made especially by ULMA Construcción for this specific work. These products were used on climbing systems to reach its 70 m. The work in heights required small intermediate forges carried out with OC shorings and BRIO Multidirectional scaffolds. The fast execution and short deadlines forced us to perform the works parallelly. While carrying out the final work at heights, the assembly of the metallic structure, on the lower part we installed the windows of the façade. So to stop any objects from falling, ULMA Construcción designed a protective visor through the BRIO system, a safe, polyfaceted scaffold capable of holding the lightest and heaviest loads. This way it was possible to work at any height with guaranteed safety.



The troncoconic pillar finish



The troncoconic pillar formwork removal



Water tower nuclei

ARAGON, WATER AND FUTURE

The region's traditions have been reflected in the buildings themselves. Like the braided texture of the Aragon Pavilion, which emulates the silhouette of a wicker basket supported by three large pillars in the shape of a chalice? These supports make up part of the building entrances and used ORMA concrete sitings and unique formworks to achieve a suitable silhouette, besides a perfect concrete decorative finish.



Aragon Pavilion

This building required high doses of innovation, since the perimeters fill was not finished. The professionalism and experience of ULMA Construcción's technicians allowed for an effective solution: to install a resistant cantilever to support the structure's weight and serve as a support to the material. For this we used 50,000 m³ of OC shorings and a fast and safe assembly which was then applied on most works.

All construction was made on OC shorings which were moved through auxiliary methods. These solutions were suited to each site's needs. The mechanical transfer of the shoring

towers was done through telescopic cranes. So the 16 m tower was handled with a telescopic device and crane.

With this performance system we also increased the safety since we did not have to disassemble the tower after each use, being able to transfer it whole. This meant that we did not need a continuous labour force to assemble and disassemble it. From a manual job we went on to a mechanical one. For this we

used a special tool, like pincers, to handle the shorings. Because of this product's quality and safety it was quickly certified and made official.

The backbone of this pavilion is not traditionally conceptualised. The support load is supported by metallic structures with forms like landscapes

passing throughout the structure's heights. Besides being the lighting system, these five supports can be appreciated from the exterior, giving the sense of being small objects in a basket.

The theme of this exhibit and the focus on Development and Sustainability have shaped the design and the use of materials like glass, ceramics and steel. This is the case for the Spain Pavilion or the Bridge Pavilion where ULMA Construcción adapted the circumstances by using all of its formwork and scaffolding systems.

All of these actions must also include the development of unique solutions to the infrastructures. Due to the expo's location, three provisional bridges were built over the canals, which remain, as support for the heavy traffic.

The presence of ULMA Construcción was visible throughout the whole EXPO complex, not only in work done by the company, but also in those by other collaborating companies and clients.

It has been demonstrated that ULMA Construcción's value added is not only in its product quality, but in its trained work force, capable of taking the most out of any circumstance. The result of this large project is the fruit of a work team made up of the Sales, Technical, Logistical, Assembly and Administrative management, among other areas.



Close-up of the piece created by ULMA Construcción for moving the Shoring Towers.

Do you think your cooperative / business is conscientious of partner and worker training? What do you think could be improved?

To improve this section we propose that you send us the issues or questions that you would like to pose in this post to; begira@ulma.es



JOSÉ ANTONIO CRIADO
ULMA Agrícola

“Overall things are good”

Despite the idea that any amount of awareness could be too little, I think that overall things are good in terms of personnel training with a good variety of options. But the mistake shouldn't be made by thinking that you can reach a good level and stop; each person's knowledge and training should be complemented with experience that should be applied on a daily basis and in a continuous training process suited to the functions and needs of each job. You have to start from the idea that people are one of the fundamental pillars of any organisation and their level of learning and adaptation to new the times will largely depend on the success or failure of the company in the future. There is always room for improvement, and in this sense we all should do our part. On the other hand, there should be a deeper search and analysis of the true training needs of the people, keeping in mind their knowledge, experience and functions to carry out in their job. And the people receiving the training must be conscious of its importance, seeing it as a help to improve our daily job so as to convert it into a personal benefit and a benefit for the company, improving efficiency and being more competitive.



ANDONI ELKOROIRIBE
ULMA Forklift Trucks

“Should worker interests be more looked after?”

From my point of view, worker interests should be more looked after, along with the interests of the company itself. I think the different organisms of the cooperative lack sensitivity towards the worker's interests in terms of training; I can cite specific cases in which training requests have been denied as invalid, according to their criteria. However, despite the organism's efforts, there is money set aside for personnel training courses. Sincerely I think this topic should be contemplated, seeing a clear need for change.



ALAITZ OSA
ULMA Construcción

“Yes there is awareness”

Overall I think that the cooperative is aware of the training of its partners and workers. The training received depends on the job position of each person, and I think that, at least for me and in my surroundings, training is currently sufficient. I think that the development or analysis of a training plan for each job is basic for the proper functioning both of the department and its people. On the one hand I think continuous education is important. As we continue to innovate and advanced in our sector, it is important to inform and train the people in order to have skilled professionals for any solution. On the other hand, I think that it would be good that each partner/worker detect or identify his/her weaknesses or needs in order to respond with a suitable training. This way the analysis of needs would be more complete, since each one better recognises his/her tasks and techniques needed for a perfect development.



AITOR MARTÍNEZ
ULMA Piping

“We must continue working on continuous training”

Yes, I think we are aware of it and the facts show this. Personnel are trained in terms of each person's needs, and my experience with it has been positive:

Upon entering ULMA I had an interdepartmental training plan; this allowed me to get to know the differences of each of the different work stations and thus know the business as a whole. I have also participated in internal training courses on technical material and so I updated my knowledge to the market's needs. If there is room for improvement, I think it is that the training should not only work to cover specific needs; we should be ahead of these needs and be sufficiently trained to be able to fully handle latent needs when they do become active needs. For this we must continue working in continuous training and innovative methodologies, since we must foment all workers' creativity in order to successfully confront the challenges of the future.



DAVID ESTEBAN
ULMA Handling Systems

“The cooperative makes a strong effort”

Overall I think that the cooperative makes a strong effort in training its workers through different training plans. As far as I know, there are funds

that economically support the cooperatives in terms of training. Specifically for ULMA Handling Systems, we use knowledge matrices as tools to improve the collective's training, which is then joined into different personalised training programmes to reach the different aims posed by these matrices. It is true that there is a large effort and that several training programmes are done, but it is complicated to merge the training with daily work. Daily work supersedes that of training needs, which is sometimes forgotten for some time, setting our continuous learning aside in various subjects. I think that each area must note what is said in writing and promote a self-training culture, which is very important nowadays.



GORKA GONZALEZ
ULMA Polymer Concrete

“A lack of language training”

The head of each department requests the training for their department to Human Resources, so it depends on

him/her whether there is training or not. In our area (ICTs) training requests have always been met, but we would like more language training (English, French). Other business' are promoting language training, and I think that it is important if we want to boost our company's internationalisation. As we continue to grow, our communication needs with foreigners are greater and we should keep this in mind. On the other hand, the offices should better train people on computer tools.



MIKEL ZARKETA
ULMA Packaging

“Training is indispensable”

To tell you the truth, from my job it is difficult to respond to the first question, since I don't know how training goes in the other departments. Either way, we get language, system and equipment

training, and from my point of view training is given importance. What I can confirm is that all companies in which innovation is the central focus, training is indispensable; so in order to advance in the world of technology, learning new things is fundamental. Either way, since time is required, one might think that training goes against production. But when choosing training courses, we do keep in mind those which are more advantageous for work, becoming an important investment. As member of the IT section, training is very valuable: This is the way of learning new things, or to do things better, and everyday there are more and more information tools, newer and newer. In conclusion, I think that we must unite the initiative to improve training. That is, we must keep ourselves in mind with the ability to decide what type of training we need. In this sense, for a training investment to be successful, balancing dedicated time and production, we can carry out a customised training plan, and the effort made will not be useless.

The epidemic of 2020: diabetes

The term diabetes mellitus includes a set of metabolic diseases characterised by the presence of high blood sugar levels, also known as hyperglycaemia, which may be produced by: An insulin secretion deficiency, resistance to its effects, or a mix of both.

How diabetes is diagnosed:

The diagnostic criteria for diabetes mellitus have been previously reviewed by a group of experts established by American Diabetes Association (ADA) and the World Health Organisation (WHO). There are three types of diabetes that can be diagnosed:

1.- The classic symptoms (increased desire to urinate and excessive urine production (polyuria), excessive thirst (polydipsia), hunger (polyphagia), fatigue, bad breath smelling of acetone and weight loss), with a

random finding, without considering the time passed since the last meal, a blood sugar level (glycaemia) above 200 mg/dl (11.1 mmol/l).

2.- Blood sugar levels during fasting greater than 126 mg/dl (7 mmol/l).

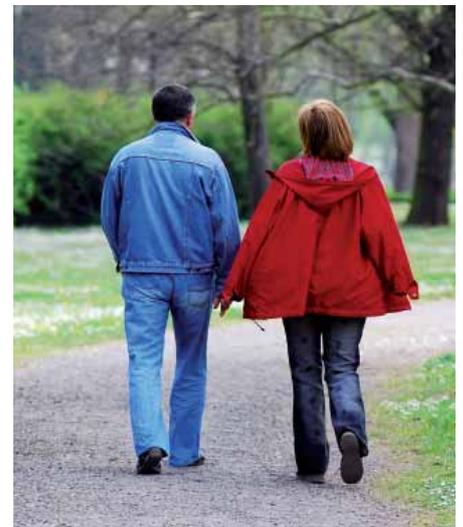
3.- Blood sugar levels above 200 mg/dl (11.1 mmol/l) in an analysis two hours after a glucose dose of 75 grams (test done according to the WHO's criteria).

The isolated finding of any of these criteria is not enough to establish a diagnosis.

Treatment.

Early treatment is crucial. **The evolution of glucose intolerance and diabetes may be changed through a change in eating habits and physical exercise,** and with medication if necessary. Among the possible complications with Diabetes are heart disease, stroke, vision problems,

renal disease, nerve disease and peripheral vascular disease. All of this can be delayed and even avoided with early proper treatment. Early treatment with good glucose control also can delay the need for insulin treatment.



Suggestions for a proper diet

- Choose low fat food
- Reduce sugar intake
- Eat 5 meals a day: Breakfast, mid-morning, lunch, snack, supper.
- Do not alternate fasting with excessive eating.
- Do not eat between meals.
- Eat sitting down, slowly and chew your food well. Take small bites, in small amounts.
- Between bites, leave the silverware on the table.
- Eat in a specific place, not walking or in improvised, random places.
- Do not read or watch TV while eating.
- Decrease red meat consumption and increase fish intake.
- Eat plenty of vegetables.
- Eat 2 to 3 pieces of fruit a day. Avoid food with excess sugar content: Bananas, grapes, figs, cherries, medlar, cherimoya...
- Drink plenty of water: between 1.5 to 2 litres a day.
- Limit your consumption of fried foods or foods cooked in too much oil.
- Limit foods high in calories.
- Have healthy snacks available: Vegetables, skim dairy products, fruit...

DOCTOR'S ADVICE



Iñaki Igarzabal, head of Worker Health at ULMA Group

1. Diet.

You should have a balanced and healthy diet.

2. Physical exercise.

Physical exercise is important for diabetics, for several reasons:

- It helps lose weight.
- It reduces blood sugar levels and increases insulin efficacy.
- It prevents and treats cardiovascular disease.

3. Medication.

Two types: Oral Antidiabetics and insulin.



Lord John Fort

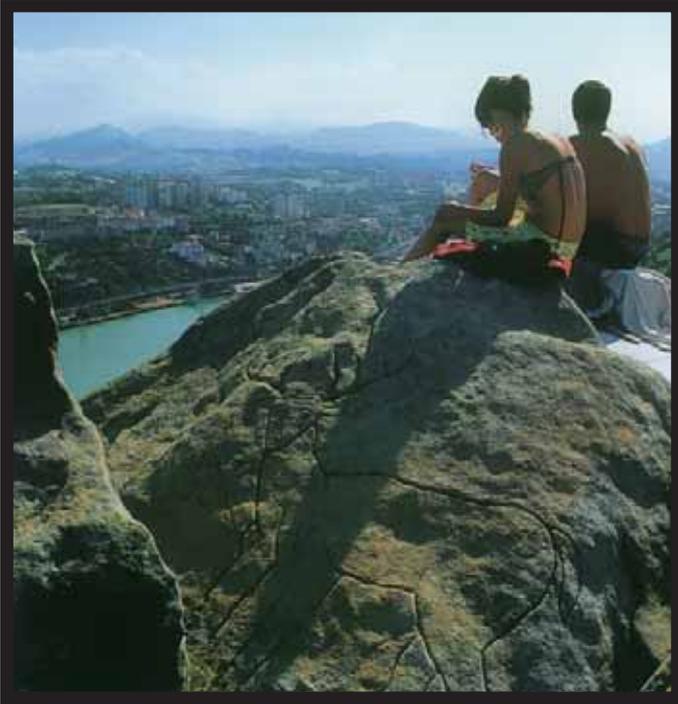
Controlling Pasaia Port

TRAVEL GUIDE

Entrance: Pasai Donibane. Entrance into the historic district must be on foot, parking outside. Another entrance is through Pasai San Pedro. Leave the vehicle at the port and cross the port entrance on the crossing boat that arrives at the Pasai Donibane.

Time: 40 minutes, one-way.

Information: www.etxekar.net/donibane.html
and www.altza.net.



The Guipuzcoan coast is spotted with forts. Pasaia's is without a doubt one of the thinnest ports entering the coast. With this difficulty in accessing it, the ability to defend it increases, while now it isn't so useful, as it was in other more bellicose times. It was during the Carlist wars when many of the military forts were most probably built in our region. Among them, an important protection to the Pasaia port was built right on the entrance to port, opposite the cliff holding the strategic lighthouse: La Plata. The Lord John fort was

built on the Arrokaundieta, taking advantage of the land's relief, which was walled-in to establish a defensive garrison. The best part of visiting Arrokaundieta is the feeling of a buccaneer you get while climbing up to its walls from the Cristo de Bonanza church port, on the edge of the port. From the old fishing neighbourhood, Pasai Donibane, we continue down the street that takes us to the sea along the riverbed dock. We cross the Cristo de Bonanza church, strongly devoted among the fisherman of this sea village, and then reach the

staircase that reaches the Santa Isabel fort, the first defence of the port. Above this we climb a path, zigzagging steeply, until we reach a steep slope between argomas and unique sandstone, which brings us to a more and more vertigo inducing panorama over the bay. When looking down on the first walls of the Fort Lord John, extending down to a wall until reaching the edge of a pine forest. At the foot of the walls a path extends both ways, even being able to enter inside the complex and see the gun powder. From the history of this fort we know that it was one of the many erected in the 19th century by the liberal armies in order to protect the coast, creating a system with Santa Isabel, Altza what is known as "del Almirante." The first of them was built by the British Auxiliary Legion

approximately midway through the First Carlist War, lasting from 1833 to 1839, after having recuperated the lost port in previous battles. Lord John was then commander of the auxiliary legion, from which the name originates. With its help, the Pasaia port was to remain safeguarded during the Carlist incursions coming from Jaizkibel. When the first war finished, a Royal Order commanded the demolition of the forts, and so Lord John was demolished. But between 1872 and 1876 they were rebuilt midway through the second Carlist battle. The floor was changed, they added a pit and to defend the shooters laying on the walls, a dyke and three artillery pieces. Up to 60 soldiers stayed here to defend the port. Today we can dream of those bygone eras from its watchtower.

THE VISIT: Fisherman's neighbourhood

It is almost required to visit Pasaia's fisherman's village, where you must reach the end of the port passing by the pavilions of the Pysbe fishing and cod importing company. The same route takes you to the parrochial temple, which evokes a fort. Finally, the fishing houses' square has the best conserved structure and aspect in these neighbourhoods, to the point of having been reproduced in detail to be presented in ethnographic museums.



> Agenda and suggestions



Javier Zabala

Partner at ULMA Construcción

With only a few months until his retirement, Javier gives us his unique vision of how things are. He tells us that he has seen that there is an increasing amount of human capital amongst the veterans that think that cooperativism is losing that fervour and devotion it used to have, it has lost a lot of gas, and we must reflect on the importance of fidelity to a project as marvellous and noteworthy as this one. Javier defends the position and attitude of protecting three key situations in a cooperativist partner, and on which they deserve business and social recognition: Retirement, fidelity and years accumulated, while he presents a true achievement with twenty five years.

What has life taught you?

To simplify and resolve tasks properly and with agility, without excuses and procrastination. Personally, above cooperativism, I believe in integrity and work, which exists in all professions and work activities. I appreciate and esteem company loyalty, to any company, which you defend and makes you worth something.

What are your best memories at ULMA?

I have a lot of memories, events and positive things that have occurred, but there have also been contradictory events. I remember all of the good ones, and often discuss

them. I have forgotten the bad ones, and have hidden them away. For example, in 1974 there was an exaggerated control over the semester punctuality. You were sanctioned after six absences. My record was 69 absences in my first semester, since I was at the construction site, with the development of the concrete pouring I completely forgot the extra hours, punctuality and punching the clock. I was worried about other things. I remember my first day of work, a Monday, 4 June 1974, it was holiday in Bergara. My first job was to start a project to build the San Pancraccio industrial bay, some 8,800 m² and

the first headquarters for Packaging. I thought everybody was crazy since I was just a rookie. And we did it, and before it was inaugurated we started the 8,910 m² expansion for Construcción. They didn't let me get married until the second bay cover was installed. During my honeymoon I had to wind up the works for the Las Palmas branch. And we have continued making bays and offices all over, until now, when we are about to start the Development of the new Munazategi industrial park.

What would you highlight about your career at ULMA? I think if there's a secret at ULMA, it's work hard: both those on top and those below. Here they don't contract outside work. Everybody is from within; even the products have come from local minds. To finish, I would like to note two ladies who have always been by our side: the Virgen de Aranzazu and lady luck, we're lucky they always come around, together or separately. Above all I would highlight the relationships I've had with everybody, being a native of Oñati, highlighting the familiar relationships that I've received in Urtiagain, during many unforgettable years I have been able to eat in their kitchen like another member of the family.

RETIREMENTS: Retirements in ULMA Group from 1 January to 30 April.



Casimiro Zugazaga



Guillermo Cerqueira



Jesús Guerricabeitia



Ramón Palacios

*Thank to everybody and enjoy yourselves!
Congratulations*

GET WITH IT AND SEND US YOUR IDEAS:
begira@ulma.es

Also, and as always, we continue to maintain our Suggestions Box where we hope to receive your contributions:

Grupo ULMA
Departamentos Centrales
Garagalza Auzoa 51 -
Apdo 22
20560 OÑATI (Gipuzkoa)
Ref.: Begira
Email: begira@ulma.es

ii Come on and send us your best pictures:
 Come on and send your picture

ANIMALS !!



Begira magazine invites you to send your best pictures of Animals. We invite you to participate by sending us your images for the Animals section. From a selection of all the images we will make a corporate calendar for 2009. Of all the pictures received, we will draw various gifts. All emails must be sent before 14 September, 2008 to: begira@ulma.es

In this 3rd Contest we have limited the number of pictures to 6, and only one picture per partner or employee will be chosen for the corporate calendar.



Calendar
2009

Several

awards

will be drawn
from all the
pictures
received!

I would like to say congratulations to the people that make Begira. There are more and more social information that we all can enjoy. I think that participation has been good, and along that line, I would like to ask a question: Many people consider that the Equal Protection Law for women and men approved in 2007 is a good tool to achieve just that: full and true equality between women and men. In the last issue of Begira, you have discussed one of these aspects of the Law: work conciliation, and what a company like ours is doing for this. But within this Law there are many aspects which are just as important, or even more, than conciliation, I would like to know what we are doing, as an organisation, with this regards. One of the topics involved is verbal and more importantly written communication, called NON-sexist language. Are we aware of this topic in our organisation? I don't think so, just look at any written or published paper to see that we do not respect this. Non-sexist language is a basic part of assimilating women into the same level as men. Many people think that it is not important, but I consider that what is not written, what is not given a name, simply does not exist. If when we talk about people in management, we only talk about male executives [Translator's note: in Spanish the masculine "directivos" is used, and not the feminine "directivas"], and we forget that there are women who are also within this team that carry out these tasks. Without considering that the women in this team can feel bad that

only the masculine word is used, we forget their work and visibility. And this is just internally, but externally we can also see it: The clients [TN: In Spanish the masculine "los" or feminine "las" can be used as the article to clients]. How many letters or shipments have been made to our clients, considering them male? Or do we only have male clients? How many letters do we send in this format? Dear Mr. Director X... are obviating the fact that the Director X may be female, or worse, she often is. For our clients it is important to beware of these aspects. Written language says a lot about the people and the organisation. I don't think this is the place to provide a list of reasons why I think taking proper care of our language is important, but I just wanted to make this matter known. The matter, as I have previously mentioned, is only if the ULMA Group places importance in it. If in their communications and/or publications (both internally or externally) they use a NON-sexist language or do they directly ignore it. I think a magazine like Begira should tackle these matters openly, and be careful when saying he, she, him, her, etc. Often using s/he is not easily read, but luckily our language is rich and we have neutral use of words, it's just a matter of diction. Sorry for going on, but it was a matter I had been wanting to discuss.
Thank you.

Francisco Manzano
ULMA Forklift Trucks



PAINTING NATURE

PAINTING CONTEST FOR CHILDREN OF PARTNERS-EMPLOYEES OF THE ULMA GROUP



The ULMA Group is organising the first painting contest for the children of partners and employees: **Painting Nature**. The main goal of the contest is for children to have the opportunity to express what they think of as Nature through a drawing or painting.

- **Topic:** Nature.
- **Participants:** Children of Partners-Workers of the ULMA Group.
- **Presentation:** Workers must go to or send paintings to the Departamentos Centrales at ULMA, Garagaltza auzoa, 51 - 22PK 20560 OÑATI (Gipuzkoa), ATT: Painting Contest.
- **Date:** Before June 13.
- **Participants:** All children of ULMA partners or employees can compete. The participants will be divided into two categories: Up to 6 years old and from 7 to 10 years old.
- **Technique and material:** Free. Any technique can be used. The medium can be of any kind. Size: DIN A4.
- **Presentation:** Write the participants name, age, title and contact telephone number on the back side, along with the name of the partner/employee in ULMA.
- **Jury:** The jury is made up of members of the communication committee at ULMA Group. The jury's decision will be made public in the 18th issue of the Begira magazine and in the ULMA Group's intranet: portalde.
- **Prizes:** A fully equipped bicycle in both categories.

All drawings sent will receive a small painting kit. The paintings will be property of ULMA and be presented to the public throughout July in the ULMA Group's Departamentos Centrales from 5 pm to 6 pm, Monday through Thursday.

