

# Begira



**ULMA**

September 2007 // no. 15



## New ULMA facility opened



face to face

**José Luis Madinagoitia**  
*Former-president of ULMA Group*



report

**ULMA Agrícola S. Coop;**  
*New Cooperative of the ULMA Group*

# Summary

Number 15 • September 2007



**3 > LET'S TALK ABOUT...:** Learning & Innovation. **4 > NEWS AND UPDATES:** ULMA Packaging awarded and recognized by ABB Robotics for its professional track record. ULMA Polymer Concrete present at Construmat-07. ULMA Forging reaches an agreement with PUBLIADK. ULMA Agrícola constructs 2 facilities in La Lajita Oasis Park in Fuerteventura. **14 > FACE TO FACE:** José Luis Madinagoitia: former president of ULMA Group. **16 > REPORT:** New ULMA facility opened. **20 > REPORT:** ULMA Ventilated Façades; on the cutting-edge in the sector. **22 > HEALTH NEWS:** Shoulder pain: frequency, causes and treatment. **23 > PORTRAITS AND STORIES OF OUR PEOPLE:** ULMA triathletes in Ironman Challenge of Roth, Germany. **24 > REPORT:** ULMA Agrícola S. Coop.; New Cooperative of the ULMA Group. **26 > WHAT DO YOU THINK?** **28 > WEEKEND ESCAPADES:** Morutegi Castle: Fort on the Plains. **29 > AGENDA AND SUGGESTIONS.**

## > *Let's talk about...*

---

This past June, because of the official opening of our new facilities, we welcomed the visit of scientists, politicians, technological types, customers, employees, etc. in Oñati. All of them gave us their wholehearted support and their sincere recognition for what we have achieved, and for the future hope that the development and realization of our business project represents to our company.

With the official opening of the Packaging Technology Centre, the New Business Promotion Centre and the Staff Training and Education Centre, we are giving a clear example of the stake that the ULMA Group is making in the future. It is focusing on technology, learning and the improvement of competencies of the people in Group. The Packaging Technological Centre takes up a constructed surface of 5,000 square meters, where at present approximately 50 people work

about the consequences of the same. This transformation is one of the most positive aspects. It is driving new business models and forging a new company grounded in intangible objects, such as creativity, ideas, learning and innovation.

The speed at which the changes are taking place in the market, and the appearance of new competitors in the emerging markets is displaying an industry framework and mature manufactured products that we need to replace with other more advanced ones, with increased technological content and added value if we want our company to progress. All of this in a highly dynamic environment, where there is the ability to quickly respond to opportunities that arise, otherwise they will go forever. It is in this environment where learning should be capable of creating expected results.

Organizations should resolve daily problems and

though this may decrease our uneasiness, it also reduces our creative energy. The second way is even more disturbing: For us not to tell the truth about the present reality. It becomes easy to say "things are not going that badly, we can get over it". But in falsely representing the present, we also reduce creative energy that could be used to change this same reality. The creative process energy is freed not only by staying true to a vision, but also by telling the truth about what it really is. It is risky, but it is the only way to achieve results. One must fight against conformism, the most powerful temptation. We are faced with a challenging future that we must conquer.

The official opening ceremony has past, but we are left with our motivation to continue onwards with an entrepreneurial spirit. Now it is our turn to position the ULMA Group to face the changes



## Learning & Innovation

TXOMIN GARCÍA. CEO ULMA Group.

in the tasks of technological surveillance, new technology training and development, innovation projects development and, as a result of all this, the start-up of new technology-based activities in the packaging industry. The Promotion Centre for the Group's new activities takes up another 2,200 square meters and intends to become the breeding ground and driving force for new activities and future Businesses of the ULMA Group. The Staff Learning and Training Centre has facilities equipped with the most advanced applied technology in training and learning covering an area of 700 square meters.

Any innovative wager, even more so like this one, must always be driven and sustained by a significant entrepreneurial spirit that requires important innovative efforts. Our opportunities for success in the creation of new businesses and activities are going to depend greatly on how we interpret the environment in which we have to perform, and how capable we are at adapting to its rules. It is not enough to say at this point in time that the global business environment is changing rapidly. We are emerged in a phase of great transformation, and we are beginning to have a clear understanding

generate new results. But if the main purpose, whether individual or group, consists in problem solving instead of creating something new and advantageous, it becomes hard to maintain a sense of purpose. And without a deep sense of purpose, it is hard to summon up the energy, passion, commitment and perseverance needed to get ahead in challenge-plagued times. Unfortunately, problem solving makes up the main task of organizations that have forgotten their purpose and are in need of a future vision.

In short, when we think about something we wish to create, we are imagining something we wish existed, a future vision facing what we see before us, reality. This gap between vision and reality generates a tension that can be resolved by making use of actions to achieve our goal. Effectively shortening the distance between a vision and reality constitutes the essence of creativity; it is when brilliant ideas become a reality. As this tension between vision and reality may be uncomfortable, at times we seek ways to avoid it. One way to decrease the tension is by merely reducing our true vision, renouncing our dreams and objectives in order to merely achieve a realistic end. Even

that an increasingly competitive and globalised world demands. With the hard work and vision of all, it will be easier to continue onwards down the path to success. We are the best company in the world, we have shortcomings, and we have yet to reach the top, which is why there is still room for improvement. But let there be no doubt that we will fight with all of our might to leave future generations and society in general with a cooperative that is better than the one in which we find ourselves today.

***"This new era of changes drives new business models"***



**ULMA Polymer Concrete**

**ULMA POLYMER CONCRETE INTRODUCES A SPECIAL SOLUTION THROUGH ITS BUILDING LINE IN BURGOS.** In the Burgos town of Aranda de Duero, ULMA Polymer Concrete has applied a special solution in the Promoaranda Building, a window-molding assembly designed especially for this construction job. The construction project management was seeking to differentiate and personalize the building, and in cooperation with the ULMA Polymer Concrete Technical Department, they designed the necessary components to achieve such an effect. The design called for artificial rock, but Polymer Concrete offered quality, adaptability and resistance advantages. These advantages were not only related to increased material durability but also to the fact that water absorption is practically nullified. All of this in combination with the special components designed, allowed ULMA to position itself with a competitive price, prompting the client to choose Polymer Concrete.

**ULMA Packaging**

**ULMA Packaging receives an award and recognition from ABB Robotics for its professional track record**

On June 14, coinciding with the date of the International Fresh Food Preservation and Packaging Conference, ULMA Packaging received the ABB robot 13,000 award in Spain. Fran Etxaniz, Managing Director of the UPTC (ULMA Packaging Technological Center), the unit of ULMA Packaging Research, Development and Innovation, accepted the award from José Ramón García-Montón García-Baquero, Division Manager of Asea Brown Boveri (ABB) Robotics in Spain. Packaging Engineering, a new business for promoting ULMA Packaging, has integrated ABB Robotics, among other systems, to offer custom automated handling solutions implemented before and during the packing process, and subsequently in packaging the previously packed products. This new Engineering division is supported by the ULMA Packaging Technology Center, which has opened a research and development line to explore high-technology Robotics and Artificial Vision systems, due to the importance that these

will have in automating packing and packaging processes in the near future.



**ULMA Construcción**



**BRAZILIAN CLIENTS VISIT ULMA CONSTRUCCIÓN.** From May 27 to June 2, a Brazilian expedition comprised of clients of our Brazilian subsidiary, visited ULMA Construcción. Of these, we want to specially recognize Caenge S/A Construção, Administração e Engenharia, whose construction work contracting manager Eng. Claudio Marques, Job Contract Manager, wanted to leave a token of thanks as a reminder of his visit and to show appreciation for the services provided by ULMA in all their construction jobs, so he signed the prestigious Caenge S/A catalogue and gave it to ULMA Construcción. See image.

ULMA Agrícola



**ULMA AGRÍCOLA HAS LAUNCHED AN OLIVE CULTIVATION PROJECT IN MOROCCO.**

ULMA Agrícola's project in Morocco consists of a 2,500 m<sup>2</sup> surface covered by a gothic multispan structure, G9 model. The four buildings that compose the facility have been equipped to create the optimal climate for cultivating Olive trees. All buildings have Cooling systems, thermal screens and heated mobile tables. The Olive is a very rustic species, easily cultivated, and although it will not tolerate temperatures below -10C, frost does not bother the plants. It tolerates salts and is highly resistant to drought-like conditions. Root level heating stimulates their growth.

ULMA Handling Systems

**ULMA Handling Systems certifies its Environmental Management System**

Last June, ULMA Handling Systems culminated its environmental management system's implementation process by obtaining the ISO 14001:2004 certification through LLOYD'S REGISTER QUALITY ASSURANCE (LRQA). ULMA Handling Systems' newly implemented environmental management model has required ULMA to reaffirm its commitment to the environment and go beyond mere legal compliance along these lines. On the other hand, it has identified and evaluated the impact that ULMA Handling Systems generates through its business activities. It is worth emphasizing that ULMA Handling Systems is working to assure that the facilities, systems and new products that it introduces on the market are designed with the environment in mind, guaranteeing environmentally friendly products throughout all phases of the product's life. The progressive incorporation of interest groups (suppliers, subcontractors, etc.), with the objective that they operate in accordance with the same standards as those implemented at ULMA Handling



Systems, should also be mentioned. The integration into the management of quality variables, health and safety in the workplace and environmental risk prevention within the ULMA Handling Systems processes and organization has contributed to developing a specific way of doing things: establishing and deploying standards and systems oriented to fully satisfying customers by executing and continually improving the processes and activities developed. This way of doing things was reinforced implementing the ISO 9001:00 standard and becoming certified in 2003, which was followed by the certification of our system for managing Health and Safety in the Workplace, OHSAS 18:001 Standard. Finally, these were complemented by obtaining the ISO 14:001 Environmental Management System certification.

ULMA Forging

**ISO 14001.** ULMA Forging passes the ISO 14001 revision audit specifications, which audits the environmental management system as well as the TÜV specifications, which provide the quality system for manufacturers of products for pressure vessels. Without a doubt, this is big news for ULMA Forging in its clear commitment to quality. It should be emphasized that this division is foundational to the Business withstanding pressure applied by manufacturers from emerging markets, which are non-approved suppliers of the sectors' products.





**ULMA Forklift Trucks**

**IN THE LAST CONSTRUMAT FAIR, HELD FROM MAY 14-19, ULMA FORKLIFT TRUCKS DEMONSTRATED THE BEST SOLUTIONS FOR HANDLING LONG LOADS OF HEAVY MATERIALS LIKE STEEL, CONCRETE, IRON AND WOOD OR LIGHT MATERIALS LIKE ALUMINUM OR PLASTIC.**

On this occasion, 3 forklifts from the construction sector were displayed: the Electric Multidirectional MQ25 2121, the 4-Way, Three Wheel Forklift Diesel DQ40D, 3050 Series and the 4-Way Electric Stacking Forklift. The numerous visitors received demonstrated their awakened interest for the HUBTEX brand of forklifts, and these visitors were given the opportunity to test the product line's many advantages onsite. These advantages include traction and all-wheel steering, the forklifts' maneuverability allowing steering in every direction imaginable, and a new lifestyle of actively working and integrating health and safety into the corporate culture.

**ULMA Forklift Trucks**

**ULMA Handling Systems**

## **ULMA, leader in the international logistics exhibition**



ULMA Forklift Trucks and ULMA Handling Systems were present in the last International Logistics Exhibition (SIL, for the Spanish original), held in June in Barcelona. The new line of RBN Retractable Forklifts, the new model of Three Wheel Electric Forklifts with FBKRT PAC Alternating Current and lastly, the new Big 8 to 16 Ton Diesel Forklift were the latest novelties presented by ULMA Forklift Trucks at this fair. The ULMA Handling Systems showcase displayed the latest novelties for Automatic Storage and Order Preparation systems, designed for handling and storing all types of loads. Furthermore, with the objective of offering an integral logistics service, ULMA Handling Systems' Supply Chain Software division presented its new Information System, IK LOG, used in the logistics chain. Innovation, Experience and Technology summarize ULMA's recognition in the logistics sector, positioning it as a confirmed leader in providing Integral Logistics Systems and Solutions.

## **DID YOU KNOW THAT...**

The lack of space, which is the result of the construction work carried out to enlarge the machine shop, has caused ULMA Forging to launch its bus service for employees in Oñati: those working split shifts as well as for those who are working part time. Employee feedback indicates that the satisfaction level from this initiative has been high. First, this service will be extended through September with the hope that it will be able to tie in with the Lanbus service to be developed by the city government in collaboration with local companies. At the same time, a carpooling system has been launched among various workers, guaranteeing them parking spaces near the entrance.

ULMA Group

## New Training infrastructure for ULMA Group partners and employees

With last June's opening of new Grupo ULMA facilities in Oñati, the new Training facilities were also opened. The Group makes these available for its Businesses to provide training and development for their partners and employees. The classrooms are equipped with the latest audiovisual equipment and they are fitted with different applications and resources depending on the type of training and associated needs. Thus, it has a Multimedia Classroom used for training personnel in IT applications. This classroom has space for 16 students and a teacher. There is also a self learning classroom with 10 independent stations used for individual language study. Furthermore, the process utilizes a multidisciplinary training classroom that holds 40 students, which can be converted into two smaller training areas for 20 people if necessary; in both cases a workstation is provided for the professor. Yet another type of training classroom contains interactive screens and digital blackboards, and accommodates between 6 and 10 people. Classrooms are managed by a computer application, which keeps up with requests and reservations for each room. Said application can be accessed through the Grupo ULMA portal on the following webpage: <http://portalde.ulma.com>.



ULMA Construcción



### AIDICO GRANTS ULMA CONSTRUCCIÓN WITH THE CV BRAND SECURITY NETWORK CERTIFICATION.

On March 13, 2007, AIDICO granted ULMA Construcción rights to use the CV brand, the scope of which certifies "Support for System T and B Safety Nets", depending on the Instruction Manual, with 6.10 m pipe dimensions. On May 17 in the Montjuïc Convention Center during the last CONSTRUMAT Fair, the President of AIDICO, an institution accredited to provide said certifications, Mr. Ramón Congost Vallés awarded Mr. Jordi Gimeno, East Regional Manager functioning as the ULMA Construcción representative for this event, with the accreditation plaque for said certification. This certificate is valid up to the expiration date (07/28/2008), unless the certification is withdrawn or renounced, as long as the manufacturing production conditions and supervision over production do not vary significantly.

ULMA Polymer Concrete

## ULMA Polymer Concrete present at Construmat-07

ULMA Polymer Concrete was present at the last Construmat Fair in 2007, which was held in the city of Condal from May 14 to 19. It displayed its new Channeling, Building and Ventilated Façade System products in 2 different stands, highly valuing the step made to participate in the cited competition and highlighting the quality contacts obtained, which it hopes will be converted into fruitful business relationships. In the Stand located at the entrance of Pavilion No. 7, both the Building and Channeling product lines presented their new products. The Channeling area showcased the new channels, which incorporate a 2.5% gradient, as well as the launch of the new line of HYDRO channels. The Building area displayed the new Integral Solutions and the applications of modern aesthetics in special shapes and colors. The Ventilated Façades Line, with its



own stand just next to the entrance of Pavilion No. 6, has displayed its system that is aesthetic, practical and that complies with all environmental sustainability requirements, providing the architecture with a combination of beauty, comfort and efficiency. They presented new panel textures with Greek and mini wave designs, custom colors and a broad etc., with the "neobaroque" panel (developed specifically for both Construmat Stands) gaining the most popularity.



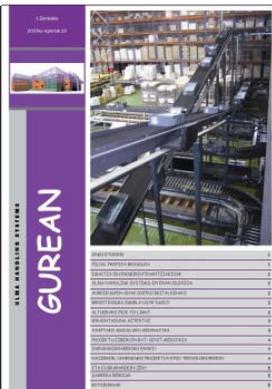
ULMA Polymer Concrete



## The Fort Pienc Train CEIP building, finished with the ULMA Polymer Concrete ventilated façade system, has been selected for the Catalanian Construction Awards 2007

The Fort Pienc Train CEIP Infant and Elementary Educational Center, located in Barcelona's Urban expansion area, was selected for the Catalanian Construction Awards 2007 for the Construction Innovation category. The building's main innovation is definitely the ULMA Polymer Concrete ventilated façade. Moreover, ULMA participated in the project by supplying perforated sheets to be installed by the Building line. Besides the smooth texture, a special grooved texture designed specifically for this construction project was used in the Ventilated Façade system. The integral service offered by the Façade line, permits providing custom projects for which the solution is independently designed for each case. The project's authors, Felip Pich-Aguilera and Teresa Batlle, needed a part that would

allow light to pass while filtering it to reduce its intensity. The Project Team designed perforated panels that provided the desired functionality. Not only were the supplied panels aesthetically pleasing, but they also blocked the sunlight, while still allowing sufficient light and air to enter. The architects accomplished their objective, which was to satisfy the needs of the building while using the same material to preserve uniformity. The finalists for the awards granted by the Master Builders Architects Association (CAATB, for its Spanish original) of Barcelona will be recognized throughout the month of July. Just as in the previous edition, all of the selected candidates will be featured in a publication and will take part in an exhibition that will travel throughout Catalonia.



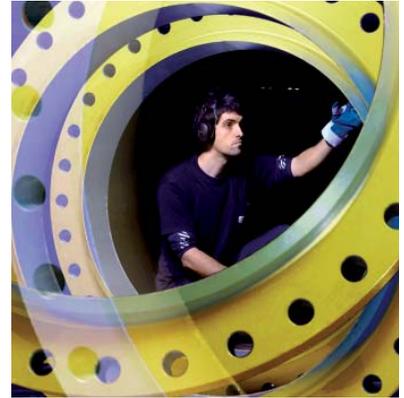
ULMA Handling Systems

**GUREAN, NEW ULMA HANDLING SYSTEMS INTERNAL MAGAZINE.** ULMA Handling Systems launches the first edition of the GUREAN magazine, an internal publication that seeks to spread and extend information on aspects related with the business activity. GUREAN is introduced as a new means of internal communication that is fully developed by the members of different business divisions for ULMA Handling Systems' partners and employees. Thus, the magazine attempts to foster communication and increase knowledge of the most important and cutting-edge developments in each business area. The first edition came out in April, coinciding with the informative lecture given by the business's managing director to all of ULMA Handling Systems. In the future, GUREAN will be published on a quarterly basis, always coinciding with the business's informative lectures. The objective will be to have two complementary forms of internal communication, thus reinforcing both.

ULMA Forging

## ULMA Forging reaches an agreement with PUBLIADK

In the presence of new Business challenges on the horizon with the launch of the new Engineering sales channel, the company has reached an agreement with the company PUBLIADK to develop all integral business communications. In this new sales channel, with prestigious engineers as primary potential clients, it has been considered that if ULMA Forging's current image is already highly recognized and valued within the sector, this qualitative leap would also imply a qualitative leap in the company's external communication practices. The scope of this agreement implies defining ULMA Forging's global image, adapting training classrooms, developing visitor protocol, merchandising, and taking different communication actions that would apply to all corporate departments. In short, besides strengthening the business external image, the agreement seeks to homogenize corporate communication on all Business levels, both internally and externally.



ULMA Construcción



**ULMA AT CHILE'S EXPONOR FAIR.** ULMA Construcción participated in EXPONOR, the most important mining fair in Latin America (XII International Fair for the Latin American Mining Sector), which took place in the Antofagasta region of northern Chile, with 460 exhibitor companies from 16 countries in attendance. ULMA was present with a 42 m<sup>2</sup> stand, and the target audience showed great interest in the upcoming opening of a branch in northern Chile.

ULMA Forklift Trucks

## Launch of the 24V Alternating Current Electric Three-wheel Forklift

ULMA Forklift Trucks launched the new 24V Alternating Current Electric Three-wheel Forklift with the new model, ULMA is improving its line of MITSUBISHI products, offering Forklift Trucks on the market that make use of cutting-edge technology. The new FBKRT PAC stands out because of its new ultra compact design and its incredible maneuverability, which make this model unbeatable for reduced spaces like warehouse interiors. Equipped with a 24 volt battery and an efficient AC motor, it is the perfect option for an economic, productive, and ecological Forklift Truck since it optimizes energy consumption and boasts more power and control at lower costs. Moreover, this model performs smoothly, quietly and powerfully, with high stability assuring the utmost comfort, safety and ergonomic design to the driver. This backs the prestigious guarantee of the MITSUBISHI brand.



## ULMA Construcción at the CONSTRUMAT 2007 Fair

Once more, ULMA Construcción was present at the 15<sup>th</sup> CONSTRUMAT Fair, celebrated in Barcelona from May 14 to 19, 2007. This is the leading national fair for the construction sector. With a 401 m<sup>2</sup> stand, the exhibited products were ORMA, ENKOFORM V-100, MESA VR, CC-4, RAPID, RECUB, LGR, and CLR formwork, and BRIO, DORPA and BRIO-ST scaffolding. The most outstanding innovations exhibited at the fair were the new 3.3 x 2.4 ORMA panels, the Formwork for LGR Columns and the BRIO-ST Façade Pipe Braces. This participation has provided contacts with companies and professionals from the sector, as well as other contacts with new clients and the opportunity to catch up with users that ULMA has worked with throughout the year.



### ULMA Forging

**ULMA FORGING COLLABORATES WITH SAUDI ARAMCO.** Last June, the energy company Saudi Aramco organized seminars in Bahrain with the objective of revising the material specifications system to be applied in the numerous projects in which said company will participate. ULMA Forging actively participated in the meeting with representatives from the quality and sales departments. Comment that the main sector manufacturers were present at said seminar. Saudi Aramco, a Saudi Arabian state-owned company, with more than 50,000 employees, is one of the world's largest companies working in petroleum extraction and refining, as well as in the exploitation of gas related resources in the area. Indicate that its daily petroleum extraction capacity reaches 9 million barrels. It is the world's largest company in regards to crude oil reserves, ahead of countries like Iran, Iraq or Kuwait.



### ULMA Agrícola

## ULMA Agrícola constructs 2 facilities in La Lajita Oasis Park in Fuerteventura

La Lajita Oasis Park, located in southern Fuerteventura, is one of the largest projects for the preservation of flora and fauna in the Canary Islands. It covers more than 780,000 m<sup>2</sup> and is rich in lush vegetation, where people can enjoy viewing exotic animals from all over the world, as well as one of Europe's most important gardens because of its great size (160,000 m<sup>2</sup>), its care, its well chosen design and the great variety of species. Last May, ULMA Agrícola finished installing the two modules made for the park, which will primarily serve as plant nurseries for the park's reforestation and for selling plants to the park's visitors. The installed building structures of 1,825 m<sup>2</sup> made of rounded multispan and 1,740 m<sup>2</sup> made of Gothic multispan, were painted completely green to blend in better with the environment.



## ULMA Packaging

## International Fresh Food Preservation and Packaging Conference organized by the ULMA Packaging Technology Center

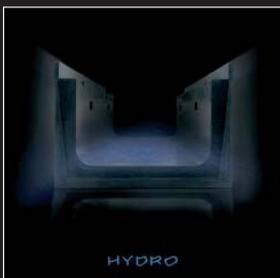
On June 14, ULMA PTC, S. Coop., the ULMA Packaging's Research, Development, and Innovation Unit, held the first Fresh Food Preservation and Packaging Conference. The conference brought well-known European researchers and a massive crowd that filled the forum in the recently opened auditorium of the new Research, Development and Innovation building. Said conference was included within the opening ceremonies for the ULMA Packaging Technology Center and new ULMA Group facilities. The opening ceremonies held in the afternoon after the conference of lectures, was presided by Juan José Ibarretxe, President of the Basque Government. The conference attendees, clients and primary partners of ULMA Packaging and the ULMA Packaging Technology Center expressed their interest in the high level of interest in the program content. The speakers and their presentations, in alphabetical order, were as follows:

- Dr. Ramón Catalá of CSIC: *Overview of innovation and future trends for vegetable product packaging.*
- Per-Stefan Gesbro of the International Packaging Institute: *The future of fresh foods packaging.*
- Dr. Gertraud Goldhan of Fraunhofer IVV: *New technologies and materials for improving packaged foods quality and preservation time.*
- Dr. Jorge Molina of AINIA: *Quality control in automated packaging processes.*
- Dr. Josep Maria Monfort of IRTA: *New approach in the meat industry's innovative process and its relation to packaging.*
- Dr. Ernst Paardekooper of EHEDG (European Hygienic Engineering Design Group): *Food safety and hygienic design for packaging processes and systems.*

This Research, Development and Innovation unit's business activity revolves around four axes: technological surveillance, know-how and development, innovative projects and creating new business and packaging activities. On the other hand, the center's main knowledge areas are: machine dynamics, advanced designs, food preservation technology, film machineability, regulation and control and finally, robotics and artificial vision. ULMA Packaging's Research, Development and Innovation Unit is home to around 50 employees and its collaboration network extends on globally to Technological Centers, Corporations, Universities and Technology Agents.



## ULMA Polymer Concrete



**AT THE LAST CONSTRUMAT FAIR, ULMA POLYMER CONCRETE EXHIBITED ITS NEW LINE OF PLASTIC HYDRO PIPING, WHICH TARGETS THE DOMESTIC MARKET AND IS EXCLUSIVELY MARKETED THROUGH DISTRIBUTORS.**

Manufactured in polyethylene and polypropylene and designed in accordance with the EN-1433 Standard, the new line complements the already ample range of Polymer Concrete piping, and seeks to position itself more effectively in warehouse distribution, thus stimulating Polymer Concrete sales. An interesting advantage that it offers is the option to use the same grate models as in the polymer line, thus providing distributors opportunity to optimize their warehouse space.

## ULMA Construcción at the BAUMA 2007 Fair in Munich

ULMA Construcción participated in the 2007 BAUMA Fair, held from April 23 to 29 in Munich. The BAUMA Fair is the most important in the world for the construction sector. ULMA used a 1,984 m<sup>2</sup> stand in the fair, which accounts for the largest space purchased for exhibition in its history. For said exhibition, a temporary, two-story covered structure covering 300 m<sup>2</sup> was used for receiving customers and personally interacting with them. The exhibited product line was equally large, showcasing the new NEVI Vertical Formwork, the 3.3 x 2.4 ORMA panel, the Formwork for LGR Columns, and particularly the Automatic climbing System, for pouring very high walls without the help of a crane. Its functionality was demonstrated repeatedly during the fair. The results obtained were satisfactory, creating a great impression among clients and suppliers.



## DID YOU KNOW THAT...

ULMA Group held its first press conference on June 13, recounting its 2006 fiscal year. Fifteen media representatives from Basque Country attended. The most significant forecasts for 2007 were also presented.

## ULMA Polymer Concrete attends the opening of the new Insytec offices in Chile



In Santiago de Chile, ULMA Polymer Concrete recently attended the opening of the new offices at Insytec, one of ULMA's longest established exportation customers. In the opening ceremonies, which were attended by the partners and employees of the Chilean company, a commemorative plaque was awarded to the President of Insytec, Mr. Ricardo Lira. Insytec, an ULMA Polymer Concrete client since 1998, is the exclusive ULMA distributor in Chile. It is worth mentioning that 80% of Insytec sales are generated from ULMA Polymer Concrete. It primarily markets products from the channeling line although in recent years it has also focused great effort on the Building line, especially with drip caps that are directed to the high end of the residential building market. Three years ago, Insytec changed its share structure with the entry of new partners. Since that time a highly significant commercial impulse has been generated. Today, it is one of ULMA Polymer Concrete's main exportation clients.

## ULMA Forging

## ULMA Forging undertakes an automation project, designed and developed by ULMA Handling Systems

Within its strategic plan for the upcoming years, ULMA Forging has trusted in the experience and know-how of ULMA Handling Systems for the design and start-up of an automated storage system as well as for the whole order preparation system and the subsequent shipments. Currently, ULMA Forging is short on physical space due to productive investments undertaken in the foundry and automation departments. These two angles of investment have required the business to count on the support of ULMA Handling Systems to offer solutions to the space problem as well as the previously cited level of demand on the order preparation systems. The logistics automation project designed by ULMA Handling Systems will cover the needs for storage, order preparation and shipment of materials from the ULMA Forging facilities in Oñati. For starters, the logistical needs of ULMA Forging have been fully identified, and different studies focused on optimizing the use of space and increasing productivity have been carried out. The proposed solution is an automatic storage system and an order preparation system, which is comprised of three overhead conveyors, designed to achieve a maximum flow of 83 composite cycles / hour. In all, the system will have the capacity to store 6,808 pallets. Orders are prepared in three workstations set up for that purpose, where the operator can use a Management System (SGA, for the Spanish original) to search for the exact location and quantity of the operation to be performed. The system will also have rotary tables and lift tables designed to guarantee that operators work in optimal ergonomic conditions. Additionally, it integrates diverse weightless material handling equipment that can be used when the order requires handling heavy materials. The ergonomic design of the order preparation workstations permits obtaining higher quality work output, which has positive repercussions on the safety and health of the work force. The facility start-up will be launched in various phases, beginning in April 2008. Shown in the photo are Iñaki Gabilondo and Iñaki Arriola, Managers of ULMA Forging and ULMA Handling Systems, respectively.



## ULMA Forklift Trucks

## ULMA Forklift Trucks Replacement Parts business moving upward

SR 2002 S.L., the company created by ULMA Forklift Trucks to develop a new line of business to market replacement parts, has clearly demonstrated its know-how through increased sales that have grown from 1.77 million € in 2001 up to 5 million € at the end of 2007. This tremendous growth was fueled by a staff of 25 persons. This business' strategy is based on brand diversification, establishing itself over the course of these years with Japanese and German brands such as Toyota, Nissan, Linde, Still, BT and Jungheinrich to attain a portfolio with an ample range of products and brands that will continue to grow according to forecasts. Thanks to this strategic vision, SR has been able to expand its client portfolio to include companies such as El Corte Inglés, Carrefour, Grupo el Árbol, etc.; clients with their own maintenance divisions. In its challenge to expand into international markets, SR has landed clients from Portugal and France among others. Among its short term projects is seeks to cover the German and French markets, and it plans to fully enter the European market in the mid term. With the objective of offering an integral and satisfactory service that is focused on the customer's needs, SR has several national and international sources used to supply its products; this even includes the Asian market. Accordingly, its clients are provided with the best business opportunities, offering competitive sales prices; quick receiving, shipment and delivery of orders; and tailored solutions provided via telephone and online consulting. Looking to the future, the business potential seen in the replacement parts division will give rise to the need to manufacture replacement parts either by subcontracting or internally manufacturing.

 An advertisement for SR replacement parts. It features the logo 'ESE ERRE' at the top left. The main text reads 'SR. LA PIEZA PARA QUE SU NEGOCIO NO SE PARE.' Below this, there is a list of services:
 

- + de 200.000 referencias
- Entregas antes de las 10:00 am
- Recepción y Expedición de pedidos hasta las 18:00 pm
- Servicio de asesoramiento telefónico

 The advertisement also includes a grid of various replacement parts such as tires, filters, and mechanical components.



about it, any local painter would have done a much better job, but that was the first assignment I completed at ULMA. When the work triggered by the World Cycling Championships was complete, my first jobs at ULMA were to assist in designing and building the V-2 chocolate candy wrapping machine. In those jobs, I worked as an assistant to José Vidal and Pedro Maria Altuna. Once that project was complete, I began working under the supervision of Luis Maria Madina, building scaffolding and shoring.

**You have worked in various positions of responsibility. What are the highlights from each of these?**

Yes, I have enjoyed a rich professional lift, full of diverse experiences. After finishing my studies in 1968, combined with the project development work I was already doing, I took on responsibility for the scaffolding assembly team, which consisted of 16 persons at that time. From that excellent team, I remember the work environment and the collaboration. We contributed our years of study and the calculations, but they contributed what turned out to be a true learning experience for me: the experience, the relationships and many other things. This job was done outdoors, and it required a willingness to work in a community environment. In 1972, I was assigned responsibility for Application Projects in which I worked with a team of young technicians. The challenge for technical solutions of certain complexity was ever increasing. If compared to current projects, they were not very complicated. However, at that time when we did not have calculators or computers, only "slide rules", these challenges were somewhat risky. From that job, I would highlight the richness I found in the relationships I built on the construction site with foremen, supervisors, formwork technicians, etc. and the challenge of seeking new solutions. This is a fascinating job even though the problems would often cause me to lose hours of sleep. In 1975, they proposed that I begin working as the Production Manager, a position that was completely different from my previous one. You no longer have the high level of contact with outside events and you focus on managing a human team more closely, requiring a different relation in which you are more of a participant and in which the relationships are much more repetitive. This period is also a very interesting one in which you develop relational competence on a very different level from the previous position, and it offers enormous value in professional development for those who are interested in working in a team. I worked in that position until 1984 when the company was confronted with a business crisis situation. At that time it began a strong restructuring process, breaking apart the Construction and Packaging

## **“We must continue to step up to challenge of innovation”**

**José Luis, with a lifetime dedicated to ULMA, what are your feelings upon wrapping up this phase?** It feels like you have completed the cycle of your work life. That doesn't mean you have to quit working and exercising your profession. You finish working in one way and begin to focus on different areas of life. It is a new phase in which you no longer work based on a labor contract with a company, but in which you continue to be present in a Company as an active member, who can still contribute in one way or another. You have more time, which you possibly distribute differently based on your interests and which you dedicate to specific jobs that you have been involved in to the present.

**Tell us about your beginning with ULMA. How and where did you begin?** I began my professional life in CEGASA, working and studying half days when

I was studying in the Industrial Engineering Masters program. I worked there for 18 months. When I began my Engineering studies (then called Technical Industrial Studies) in 1965, Luis Maria Madina proposed that I begin working with ULMA, S. Coop., which at that time was a new company that had been launched as a cooperative. That aspect attracted me, and I opted to come on staff at ULMA. I worked half days the first three years until completing my studies. Interestingly, when I began working at ULMA on August 26, 1965, practically half of the company, which at that time had around 110 employees, was working in Lasarte putting up grandstands, stages, billboards, etc. where the World Cycling Championships would be celebrated in the beginning of September. The person, who gave me my introduction on my first day, asked if I would be willing to paint the company logo on the door of the first truck acquired by ULMA. No doubt

# José Luis Madinagoitia

Former president of  
ULMA Group

Upon entering into retirement, José Luis Madinagoitia said bye to his labor relationship with ULMA in June. We have set up an interview with him, so we can hear from him first hand after more than 40 years in the company.

activities, and I was offered the possibility of working as the Construction Manager. In all sincerity, that was not a sweet moment to walk into a commitment of that caliber, because I did not even have confidence that I would be able to do it well. I accepted the position because I felt the confidence and support of the company's people, but that was under the condition that my performance in the position would be reviewed after one year. Under those conditions, I began working as the Construction Manager and continued working in that position for 16 years until 2000. At that time, based on the new needs demanded by the company in its process of internationalization, I requested that the Board of Directors relieve me from the duty. In 2001, I entered my last phase with ULMA, assuming the responsibility of the President of ULMA Group. This was combined with assuming the responsibility of President of C y E de Construcción from 2003 forward. These last two phases have been very satisfying due to the evolution experienced by ULMA Construcción and ULMA Group.



***“We must become an attractive organization that knows how to hold on to the best professionals”***

**What are your best memories of ULMA? And what were the hardest moments you lived through with the company?** My best memories at ULMA are related to each era I lived through with the company, with the opportunities to learn and experiment that I have enjoyed, but I do have to point out some of my fondest memories from 1985 to 1990. In these years, after going through a difficult company situation, we were able to work together, with an extraordinarily cooperative environment, to lift ourselves up and turn things around. I should also point out the last 5 years, which have been years of spectacular development throughout the whole of ULMA Group. In regards to the hard times, we have lived through plenty of those, but I prefer to forget about them. Nonetheless, I will note that through some of these we have been capable of learning things and coming out stronger out of the hard times stronger.

**Looking to the future, do you believe we are on the right track? In your opinion, what are the challenges confronting us?** I sincerely believe that we are on the right track to face the future, but we should not become complacent. We must continually face the challenge of innovation and growth, and this should also be our commitment to the company we work for. Regarding the challenges we will be faced with in the future, there are two main challenges. We will continually have to fight harder in our competitive markets to maintain our position which is threatened by emerging markets with lower salaries and we will have to compete with the whole right side of the world. We will have to fight with imaginative formulas: innovation, creativity and taking full advantage of the capacities of the personnel in our organizations. A second challenge I see is to create an attractive organization that is able to capture and retain the best people over the years, and these people must be convinced of the value of our corporate model and they must be competent in their fields. Joining this with the importance our Group places on providing and continuing to provide personal development will permit ULMA to attain and maintain positions of leadership in the market.

**How are you going to enjoy your time from now on?** This is actually one of the aspects that changes substantially in this new phase of life, and to answer your question about what I will do now, I would like to study and improve my level in another language (possible French), and I would also like to deepen my knowledge of philosophy and of the corporate world. On the other hand, I would like to spend some time enjoying hobbies that had previously been put aside such as spending time in the mountains (as much as my body permits), reading, photography, music, etc. Above all, I plan to spend more time with my family, who have been severely punished throughout my work life.

**I suppose that when saying bye, you think of some special people. Who would you like to remember at this time?** There are many people, with whom it has been a pleasure to share the ULMA project and our hours of work, at this time. I am not going to make the

list, because I would doubtless forget more than one, but I would like to remember one man that I mentioned when I said my goodbyes at the last ULMA C y E, S. Coop. Assembly. He was my mentor, who introduced me into the world of this cooperative. We went through some hard years together, and we also shared some good times. Luis Maria Madina deserves recognition as a man who has been faithful to his corporate principles. I am also reminded of those people who I have let down in one way or another. When we are required to make decisions, we don't always get them right, and some people will agree with our decisions while others will not. I am sure that in some decisions I have been required to make throughout my professional life, I have not been just, although I have always had the best intentions. To all those who have felt mistreated, I ask forgiveness. I also want to thank the company at this time, the cooperative; which is the partners. I want to thank it for giving me all the possibilities it has for professional, social and human development. Sincerely “eskerrik asko”.

**José Luis, what final message would you like to leave for the whole Grupo ULMA?** My final message is nothing more than a reflection of the message I have given in every ULMA Group's Assembly Meeting this year. Our cooperative companies are companies in which, we the partners, are only temporary partners. One day we enter the business as a partner and on another future day we leave, whether for retirement or other reasons, but the business, the cooperative remains and it remains in the Company. For that reason, I understand our cooperatives as businesses of the Company, because they remain with the company. Reflecting on this reality I ask, “What is the commitment that we as partners should make to the cooperative? I believe the answer is simple. We should leave a better business in the future than the one we joined in the beginning. If we fulfill this commitment, this company will have more consolidated cooperative businesses in the future that generate more wealth. This is definitely what I see as important, and I ask everyone to thoughtfully consider these words, especially the young employees who are the future of the company.

# New ULMA fa

In the month of June, President of the Basque Government Juan José Ibarretxe opened the new plant that is home to the ULMA Packaging Technology Center, the ULMA Group Promotional Center and the new headquarters. The facilities, which are the justification for the development of the Ciudad Universitaria y Tecnológica de Oñati (University and Technology City of Oñati), promoted by the Local City Government and by ULMA Group, seek to respond to the growth experienced by ULMA in the past years as well as assuming a proactive attitude in the development of systems, products and services. The grand opening was presided by President of the Basque Government Juan José Ibarretxe and attended by numerous celebrities. The formal ceremonies were carried out in a friendly and relaxed environment. In the closing ceremonies, soprano Ainhoa Garmendia put on a vocal concert in the San Miguel Arcángel Parish Church in Oñati. Coinciding with this opening celebration was the first celebration of the Fresh Food Preservation and Packaging Conference, which was organized by the ULMA Packaging Technological Center. The conference was attended by renowned speakers from the European Community and a capacity crowd that filled the recently opened auditorium in the same building. The new ULMA Packaging Technology Center is the foundation on which a powerful group from the packing and packaging sector is projected to be created and consolidated. Its operation is centered around technological surveillance, training and development in new technologies, development of new projects, innovation and consequentially the start-up of new activities and businesses based on packaging technology. The bases of action revolve around six areas of understanding including: packaging and preservation, regulation and control, advanced design and robotics and artificial vision. In turn,

the new ULMA Group Promotional Center seeks to be the breeding ground for new activities and future ULMA Businesses, and it birthed as a response to the ULMA Promotion Policy. This should be understood as the Group's response to its commitment to generate employment and wealth in its environment and it arises from the groups desire to be proactive in planning the consistent development of new business promotions that are susceptible to develop into new cooperatives in the future.



# city opened





## Ainhoa Garmendia Concert



*The images show spectacular moments with Ainhoa Garmendia in a jam packed San Miguel Arcángel parish church.*

## Open Door Schedule

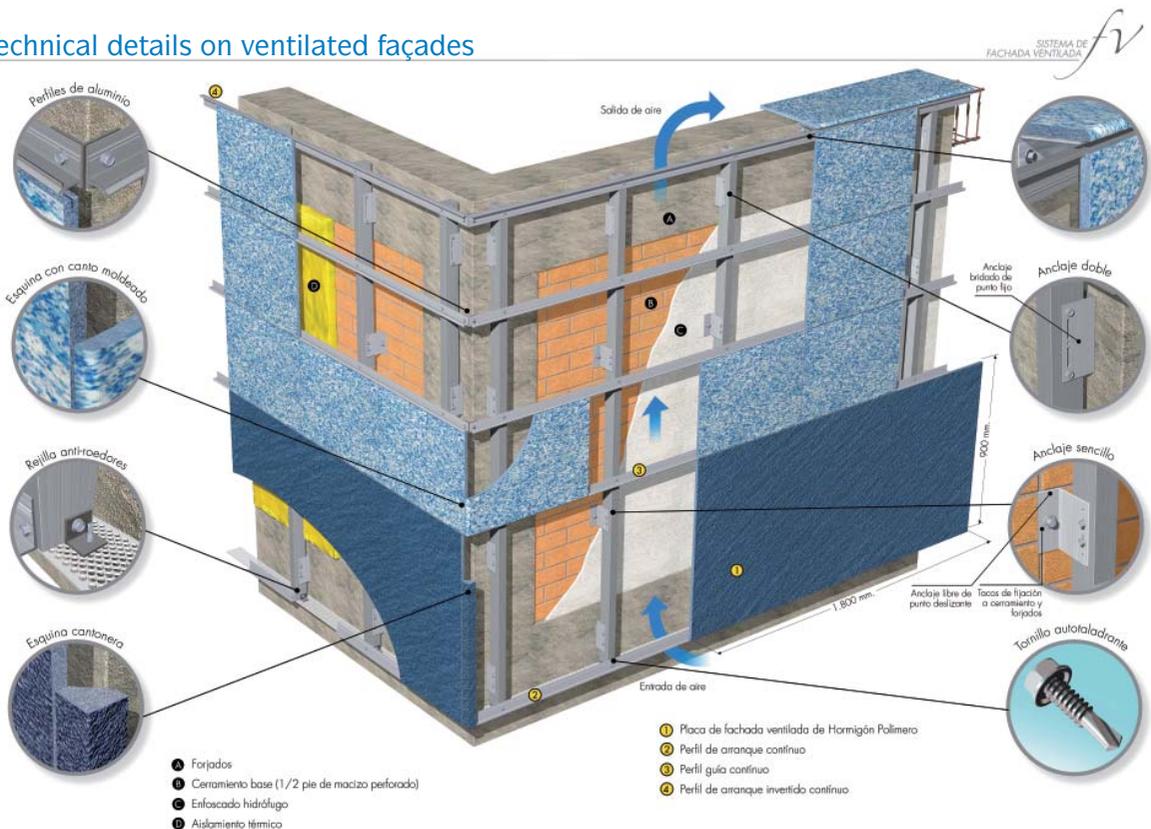


*The images show different special moments from the open house on June 15. Our retirees were given the opportunity to visit the facilities throughout the morning hours. In the afternoon hours the ULMA Group partners and employees visited the facility.*

# ULMA Ventilated Façades; on

The ULMA Ventilated Façade is a system used to cover the outside wall of a building, which responds to a series of fundamental conditions and characteristics with the objective of assuring user comfort and the wellbeing of the buildings. Its design is characterized by a chamber of moving air between the insulation placed in the wall to be covered, and the enclosure plates. This design achieves perfect thermal behavior. Indicate that in 2005, the DIT (Document of Technical Suitability) issued by the Instituto Eduardo Torroja de Madrid (Eduardo Torroja Institute of Madrid) was obtained, and in that same year the CTE (Technical Building Code) was also obtained. This material is recyclable, reusable, non-contaminating and chemically inert. It makes use of a select combination of quartz and silica aggregates, which are bonded by stable polyester resins, thus acquiring exceptional resistances while maintaining light weight that is seldom found in rocky materials. Besides being impermeable, it is not altered by freezing-thawing cycles, and it is highly resistant to shock, abrasion and chemical products. It is a secure and light technique. It can be used in new construction projects as well as in building restoration projects. It is considered to be the most efficient building insulation system, and it even eliminates condensation problems. This efficient solution extends the lifetime of the buildings it is used on and saves energy. Architecture is no longer simply about objects but has become a practice of working methods. The activity is based on comprehensive management. A project team, composed of a crew of qualified professionals, takes responsibility for and controls all procedures through project completion: beginning with fabrication and supply of materials, proceeding to search for custom solutions to meet each need and finalizing the project with installation or delivery of the construction. The team focuses on creativity using applications that simultaneously achieve functionality, durability and design, guaranteeing elegant and high quality architecture. Accordingly the offer encompasses a multitude of shapes, colors and finishes.

## Technical details on ventilated façades



# the cutting edge in the sector



## MISSION

The mission of this activity is to enrich the urban surroundings by offering prefabricated Ventilated Façades in Polymer Concrete to the Building market. They are designed to satisfy the needs specific to covering outside walls on the aesthetic (design), technical (installation) and functional (insulation) levels. Additionally, it provides users with increased comfort, increased property value and energy consumption savings.

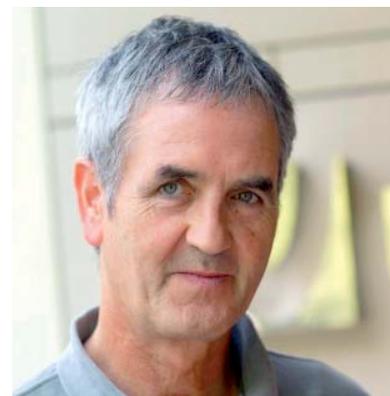
*"The façade is the image presented by the building to the city. We suggest that this image embraces prestige, design and urban coherence. We have a great field to develop ahead of us. We are singling out projects in which we intervene by providing formal proposals and solutions that support architectural creativity. With the C.T.E. (Technical Building Code) entering into effect, requirements on basic safety and habitability, with which buildings must comply, have been established. The Ventilated Façade is an efficient system that permits constructing comfortable buildings. The goal is to improve building behavior by impeding thermal bridges, which translates into significant energy savings with positive repercussions in the users' pocketbooks. Around 1920, the great master of contemporary architecture, Le Corbusier, defined his principles on the new architecture. Among others, he concluded that the façade should be free, independent of the structure. Although much time has passed, today we note that this professional vantage point is beginning to be seen on a broad scale in building projects. Therefore, the ventilated façade will gain ground over the traditional wall enclosures, thus offering a good future business opportunity for ULMA."*

## References 2006

- RESIDENTIAL BUILDING NAZCA - PERU IN CACERES.
- TRAINING CENTER IN SAN SEBASTIAN DE LOS REYES.
- HOUSING IN PONIENTE GJON.
- 80 ASSITED LIVING APARTEMENTS IN ANDOAIN.
- HOTEL CATALONIA PELAYO IN BARCELONA.
- 39 HOMES IN CÓRDOBA BLOCK 30.
- UNIVERSITY OF SANTIAGO BIOLOGICAL RESEARCH CENTER.
- HOMES IN AVENIDA JUAN CARLOS I MURCIA.
- PALAFRUGELL STUDIES, RESEARCH AND PUBLICATION CENTER.
- FORT PIENC TRAIN STUDIES, RESEARCH AND PUBLICATION CENTER, BARCELONA.
- 9 SEMI-DETACHED HOMES IN PAIPORTA.
- SHOPPING MALL IN BARCELONA.
- UPTC (SMALL CARRIERS UNION OF CATALONIA) IN OÑATI.
- INGETEAM BUILDING IN PAMPLONA.
- INTEGRATED CENTER IN AVD. PAMPLONA IN MADRID.
- IDEKO TECHNOLOGY CENTER IN ELGOIBAR.
- ULMA PRECINOX.
- ULMA HANDLING SYSTEMS.
- MARE DE DEU RESIDENTIAL RESTORATION IN TARRAGONA.
- MILLENIUM BUILDING IN PARLA.
- 112 HOMES IN LOGROÑO.
- CENTRO LÚDICO HOTEL AND SHOPPING AREA IN MONTCADA.
- GUARDA INGLESA BUILDING IN COIMBRA (PORTUGAL).
- BRESSOL SCHOOL IN LLORET DE MAR.

## ACTIVITY DATA

- Year the activity was created: 2005.
- Forecasted employment to be generated by 2010: 100 positions.
- Forecasted sales for 2010: 20 million €.
- Necessary infrastructure: industrial space, a second molding circuit and automation solutions.
- Commitment to invest: 4 million €; increasing capacity through 2010: another 4 million €.



JUAN CARLOS TXINTXURRETA

Ventilated Façades Line Manager

## Shoulder pain: frequency, causes and treatment

Shoulder pain is a frequent complaint of great importance due the labor and socioeconomic implications of the same. It affects 3-7 % of the general population. The most frequent cause of these problems is rotator cuff disease. Different conditions that we will point out later in this document -mechanics, vascular problems, labor related issues, etc.- lead in to the clinical condition referred to as subacromial syndrome, shoulder impingement or compression of the rotator cuff, the end result of which is wounding or tearing the rotator cuff.

Factors influencing in the appearance of this subacromial syndrome / rotator cuff disease can be grouped as follows:

- **Intrinsic factors:** common in all people. These factors are inherent in the human build, and they are capable of producing tendon injuries even when other factors are not present.
- **External factors:** factors affecting the bone structure, joints that can increase friction due to decreased space where the tendon slides.
- **Occupational factors:** these are related to sports (swimmers shoulder) and occupational activities that require continual or repetitive use of the shoulder (in separation, elevation and resistance) above the height of the shoulders.
- **Traumatic factors:** trauma directly incident on the shoulder. These factors are not likely to injure the rotator cuff because of the exceptional force required to do this. Nonetheless, it is found that trauma acts as a cause leading to or worsening the subacromial syndrome.

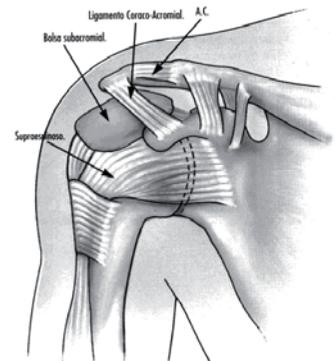


### Symptoms and Treatment

Pain to the upper, front and side of the shoulder is the most frequent symptom. It increases when performing activities that require lifting the arm above the head and when resting at night, especially when laying on the affected shoulder. Other symptoms can include weakness and limited mobility in the shoulder: true or pain related limitations. The disease can be diagnosed via physical examination, conventional radiology and ultrasound, and it can be confirmed via MRI. Treatments may be conservative: local cold pack such as applying ice two times per day at the onset of the symptoms, resting the joint, anti-inflammatories, directed rehabilitation (ultrasound waves known as shock waves) and local infiltration with corticoids. Treatment may also be surgical (shoulder arthroscopy, open surgery, subacromial decompression or stitching the tendon)

### Frequent pathology

- Bursitis/tendonitis supraspinous - 60 %.
- Adhesive capsulitis - 12 %.
- Torn rotator cuff -10 %.
- Arthritis - 7 %.
- Bicipital tendonitis - 4 %.



### Most common diagnosis by age

#### 15 - 35 years old:

- Bursitis/tendonitis supraspinous
- Subacromial syndrome - Stage I
- Trauma

#### 35-50 years old:

- Tendinitis and bursitis
- Subacromial syndrome - Stage II
- Adhesive capsulitis
- Calcifying tendonitis

#### + 50 years old:

- Subacromial syndrome - Stage II-III
- Torn tendon
- Arthritis / arthrosis
- Adhesive capsulitis

# portraits and stories of our people

## ULMA triathletes in Ironman Challenge of Roth, Germany

Triathletes from Oñati Triatloi Taldea participated in the ironman contest held in Germany last June swimming 3.8 kilometers, biking 180 kilometers and running 42,195 meters. There were more than 2,600 participants attending from various locations around the globe, and it turned out to be a truly authentic sports festival. Among the participants on the Oñati team, we are proud to announce the excellent time achieved by Iñaki Pelayo from ULMA Forging, finishing in 9 hours, 23 minutes and 53 seconds and coming in 69th place. He was followed by Jon Celaya who finished at 9 hours, 33 minutes and 9 seconds, coming in 90th place and Josu Odriozola from ULMA Packaging who finished with a time of 9 hours, 37 minutes and 41 seconds in 99th place. The bicycle race was surrounded by excited fans cheering on all the athletes and the triathletes. In all 2245 triathletes out of 2600 participants finished the Ironman competition.

*"It all began two years ago the day after our first Ironman in Austria. Taking advantage of the euphoria of the 8 of us that participated in 2005 event and looking for the complicity of our girlfriends and wives, we talked over supper about going to Roth in 2007. That's just what happened. Many people sign up for this contest, so in July 2006 we pointed out 13 triathletes from the team and at the end of 2006, we began to train seriously. During the 6 months of training (almost daily), two of the team members were injured, leaving 11 of us in the end. The challenge was difficult due to the time investment, etc., but it is all enjoyable when you reflect and see that*

*all the preparation was well done and that the results were good. The truth is that in a 10-11-12 hour trial, a lot can happen, and it can be really tough. The toughest is the 6 months of training (discipline, consistence, facing the bad times happily, willingness to work, etc.), and it doesn't just affect us. Our girlfriends, partners, wives and family members who stay quite about the many things that we are not helping out with or that we help less with. What's more they support us. I believe the people who stand beside us deserve to be recognized!!!! It is a test of one's will against the clock in which many factors can come in to play. The number of people*

*that are involved in these events and the people that participate is incredible (in age, sex, handicapped, etc). It is a test of will to rise above one own inhibitions, and each one of the disciplines in and of itself is sufficiently arduous. Many Ironman competitions are celebrated around the world and each one is different (tracks, weather, etc.), and for that reason the finish time between one competition and another is not comparable. Eleven of us went this year, and we all finished, which is no small feat. In general, we all improved except those that experienced stomach illnesses..."*



All 11 of the triathletes are shown in the photo: Iñaki Pelayo (ULMA Forging), Jon Celaya, Josu Odriozola (ULMA Packaging), Raul Montiel, Unai Pedregal (ULMA Packaging), Joseba Blázquez, Mikel Azkorbebeitia (ULMA Packaging), Jesús Cantero, Iban Uribetxeberria (ULMA Packaging), Iban Isasti (ULMA Packaging) and Martin Odriozola.

# ULMA Agrícola S. Coop.; New

The growth in the agricultural sector and of the product currently offered by ULMA Agrícola has ventured far away from the ULMA product portfolio boasted in the early days. This change was the heart of study and reflection in different meetings in which the conclusion was drawn that the original synergy that existed between the Agrícola and Construcción Businesses Divisions had lost the importance that first linked them together and had become a hindrance to the growth and good operation of the Agrícola Business. For these reasons, on May 18, 2007 in the ULMA C y E S. Coop. ordinary General Shareholder's Meeting held in the Kursaal Auditorium in San Sebastian, the spin-off of ULMA Agrícola was approved. Thus, after 28 years of operating as a line of business within ULMA Construcción, ULMA Agrícola S.Coop was established on July 1, 2007 as an independent company within ULMA Group. With 29 partners, the new cooperative headquarters will be located in the Garibai number 9 neighborhood of Oñati ULMA C y E. Motivated by the crisis it experienced in the construction sector in the late 70s and early 80s, ULMA found a market niche in the agricultural sector, which permitted it to take advantage of the existing productive synergies in marketing new products. That was the factor that gave ULMA its start in the agricultural sector, manufacturing greenhouses.

ULMA took advantage of the opportunity to use its own machinery to manufacture and transform tube into simple tunnel type greenhouses to satisfy the needs of the agricultural industry, which began to demand structures that would protect crops from harsh weather conditions. Twenty five years since those beginning days, the sector has evolved and the demand has shifted to a need for higher structures equipped with PLC operated windows that are controlled based on the weather conditions such as wind, temperature, rain, relative humidity or solar intensity. Such control permits creating a microclimate inside the greenhouses. Today, ULMA Agrícola's business activity is centered on manufacturing and marketing covered structures and cultivation systems as well as complements used to provide climate control and to automate the same. The incorporation of new products such as automated systems, cultivation tables, heating systems, etc. permits ULMA to provide an integral solution that is continually more complete and ambitious. The ULMA Agrícola Research, Development and Innovation Department is developing its own projects, functioning as a project engineering group that also subcontracts products and services, especially for those sectors that do not permit internal development because of specific characteristics of the sector.



# Cooperative of the ULMA Group



ALBERTO GALDOS

Manager of ULMA Agrícola

*"We are a young company; young in that the company was only recently established and in that the average age of our partners is 33 years old. On the other hand we are a veteran company; veteran because we have been in the agricultural market for 28 years and because we are one of the leading companies in the sector. The new challenge of the journey we find ourselves on is going to require a commitment from all ULMA Agrícola personnel, and this combination of youth and experience is precisely the force that should impel us to enthusiastically implement this project, which should permit us to proudly look back over the years past and admire what we have constructed. The expectations for growth are ambitious, and they must be built on the following foundation: growth through integral solutions, fundamental to the domestic market. More than ten years ago the ULMA Agrícola Business was centered on greenhouse structures. Today, we have made a step forward to develop complementary equipment that permits fine tuning climate control even more. Along those lines equipment such as heaters, thermal screens, humidifiers, cultivation tables, etc. have been incorporated into the daily speak at ULMA Agrícola. In the future, the sector will require us to increasingly work as a project engineers, confronting the challenge of providing integral installation solutions in the agricultural sector. The other pillar on which our growth should be sustained is that of international markets in which we are situated in a privileged competitive position, having successfully completed projects in countries on the four continents where protected agriculture is a booming sector with great possibilities for development".*



SANTI MENDIOLA

President of ULMA Agrícola

*"After pulling away from ULMA C y E, S. Coop.; within the Construction division, it looks like we have "grown". From now on our path will flow in the direction of an entity and of a Business of its own though not a new one. In these years of working in the greenhouse market, the company has obtained prestige and a name for itself. I believe we are operationally mature. The social trajectory of a company is new to us, with new challenges in which we should concentrate efforts. Along these lines we may have an advantage in that, as an association that is not extremely large, the complicity or the "feeling" may be one that is focused on fine tuning the human team in ULMA Agrícola. This is perhaps a new job that will have to be developed every day, improving and keeping unity and a team spirit among the different groups comprising the business. I hope that in our business, the worker will identify with the business, and to achieve this we will have to be an open group that communicates well and in which everyone participates. We must not forget that one of the foundational values of a company is the human factor, and we are a cooperative. In this spirit we must be leaders. Accordingly, I believe that we all must participate in this project with each player contributing his or her knowledge for the good of ULMA Agrícola so it can achieve the goals it has set. We have a significant challenge for the growth we expect to experience in the upcoming years, in this world of globalization. Our company is internationalized, we must be capable of seeking and finding the emerging markets with intensive demand for intensive cultivation in roofed buildings. I believe these steps are being made. We cannot forget the domestic market in which we have a strong presence, and we must maintain our leadership in that area. As a support to achieve these objectives, we are currently immersed in an important project, our new Munazategi Plant that will stimulate the consolidation of our hopes and our business' efforts, and we will have an entity of our own where we feel like part of a team. Finally, I do not want to finish without mentioning that we belong to an important Business Group, which is a leader in the industrial sector. With the effort and hopes of all its Businesses, ULMA Group is achieving goals that were unimaginable only several years ago. Lastly, within our abilities and with our hopes set high, I want to encourage my peers to participate in this team with a positive vision to help make ULMA Agrícola the company it wants to be, a leader in our sector. It will not be easy, but I am convinced that with a combined effort we will achieve this together".*

**Do you understand the work of the Fundación ULMA, do you understand the support and the contributions it makes? In your good judgment, what aspects do you believe it should emphasize?**

*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*



**MAIXEL KORTABARRÍA**  
ULMA Agrícola

**“Should its work be made known outside of ULMA?”**

As I understand it, the Fundación ULMA channels the Education and Cooperative Promotion Fund (FEPC), which is approved in the general shareholders meeting. The best known entities that benefit from these social programs, as a result of my work and the environment I live in, are ASPACE, BANOIA, and several NGOs by whom we have sent several greenhouses to underprivileged areas in Algeria. Entities that benefit from the socio-cultural support include LAIXAN, KILOMETROAK, KIROLGI, MUNDUMIRA as well as several schools, choirs and sports clubs located in the Alto Deba. Those are the ones I am most familiar with. On the other hand, I am not sure if this is the only function of the Foundation or if it serves in other ways. By that, I do not mean to say that it does not do much but that the work it does is carried out inside the cooperative, if the information is provided accurately in the annual General Assembly. These labors are not promoted externally as work done by Fundación ULMA, and I think that could be one of the aspects to emphasize in order to stimulate growth and make the foundation known outside of ULMA.



**ERNESTO MAIZTEGI**  
ULMA Forklift Trucks  
**“Should it collaborate with social interest groups?”**

Yes. I know the work of the Foundation, and it has the following objectives: train all the partners and employees of our cooperatives, promote support activities between the Group's cooperatives, promote socio-cultural activity in our workplace environment. In regards to the aspects that it should emphasize, considering that our economic development should be in line with our commitment to society, and that the benefit of that development should positively affect the same society, I believe that the most important aspect to emphasize is collaboration with social interest groups (Matia, Mundukide, etc.).



**ERNESTO MAESTRE**  
ULMA Construcción  
**“Is there a differentiating factor that sets us apart to give us a personality of our own?”**

I cannot help but notice it, since as a member of the ULMA Group General Board of Directors, I also had to participate as a member on the Foundations Board of Trustees. It focuses its efforts on supporting economy, education and personal development -general and socio-corporate-, the cultural, social and welfare activities; intercooperation, promotion of new activities and business or strategic interest projects; and subsequently in creating new job positions. It does all of this managing the Group FEPCs and 0.08% of sales from each Business. Additionally, the Foundation manages the FSR, which is one of the mechanisms for solidarity with which our Group is equipped. In this case, it seeks to reduce the negative impact, by 50%, on partner payment when there are economic problems. Each Business contributes 3% of its positive gross earnings of each fiscal year to this fund. If our Group has demonstrated on true strength over the course of its history, this has been dynamic ability to launch new activities. This is a differential factor that sets our Group apart giving it a personality of its own within MCC, and this is something we should never lose.



**JOXE RAMÓN AXPE**  
ULMA Forging

**“Is there a general lack of understanding with regards to the role of the foundation?”**

In my opinion within the ULMA Group there is a general lack of understanding about the function and role of the foundation. In general, the people know about the support and contributions made through the FEPC because these are explained and approved in the cooperative’s General Assemblies and in the Group’s General Assemblies, but these support efforts are not related with the Foundation. Besides this, the Foundation has other duties that are not well known. I believe the areas it emphasizes are appropriate: Corporate Promotion, Training, Intercooperation, Education, Research, Development and Socio-cultural Promotion.



**MARTA BALANZATEGUI**  
ULMA Handling Systems

**“Do you know its function in general?”**

In general, I know the objective of the Fundación ULMA, and the contributions it makes to different groups around us. Among these are sports organizations, social groups, cultural associations, etc. I positively value the criteria the Foundation has followed to the present in regards to distributing the support offered and emphasizing on something specifically. I would focus on the associations that work for a humanitarian cause focused on social reintegration.



**ELIAS ELORZA**  
ULMA Polymer Concrete

**“I do not know which groups receive support”**

The Fundación ULMA is the Group’s body that is charged with distributing the Education and Cooperative Promotion Funds (FEPC, for the Spanish original). I am not clear on the amounts contributed nor on the recipients of these contributions from the FEPC. I only know that contributions are made at the close of every fiscal year and that in the Annual General Assembly we are updated on the contributions made in the previous fiscal year and the proposal for the upcoming year. From my point of view, they should support training, universities, their research laboratories, media / equipment, specific training for students studying experimental design (this is common in Japan and other countries). There is no doubt about it, the students we train will be the future of our cooperatives and our society in general.



**IMANOL ELORZA**  
ULMA Packaging

**“Could a tax consulting service be including for partners?”**

Yes, the Fundación ULMA manages the resources contributed by the Group’s Cooperatives to the FEPC and to others such as the Promotions and Compensations Liability Funds. It distributes these funds based on established criteria, the good of joint Organizations and Entities, culture or sports in the case of the FEPC or to the Group’s Cooperative that are in need of the support in the case of the Promotions and Compensations Liability Funds. Within the first group are contributions made to NGOs and to Cultural Centers, Educational Centers and Regional Sports Centers. Although I completely agree with the idea of financing this type of nonprofit organizations, I believe it could also include a portion that is used for activities and services directed towards the Group’s partners and employees. For example, a financial consulting service could be established to provide consulting on Declaring Income Taxes, donations, etc.



## Morutegi Castle

### Fort on the Plains



Between the forests of Altzania and the historic trails of Aizkorri the walls of an old castle are preserved on a rocky trail. The castle was constructed to keep watch over the Alava Plains Pass in a magnificent landscape surrounded by oak groves. To date it is still not clear who built this rock castle, but some of its functions over the years are clear. It is nestled under the outline of the Aratz and from a spectacular crag, it dominates the Alava plains and forest through which the old San Adrián road winds. It serves as a watchtower from which to keep vigil and protect against the constant bandit raids formulated against pedestrians circulating on said road on the main route through the plains. It also functioned as a point of defense for the Kingdom of

Pamplona to control the Altzania mountain passes. It is found in the beautiful town of Araia, from which we will leave on the side of the town that hugs the mountain where the old Ajuria factory facilities can be seen. We begin at the side of the factory. Walk several hundred meters along an ascending trail to a marker pointing to the San Miguel el Viejo and Allarte trails. The trail that leads to Morutegi permits us access to visit the Ajuria industrial plant where they manufactured everything from plows to tractors, including a steam powered machine. The road is asphalted up to the factory until a hamlet, but before reaching it we turn right and follow the markers for San Miguel. The now gravel trail climbs slopes marked by a beautiful oak forest that we will enjoy

all the way to the castle. Several zig-zags can be taken for more direct short cuts, but either of the two alternatives require a certain effort. Carrying on we reach the base of the San Miguel Rock, crossing a wire fence over a trail, the Allarte path continues on straight, be we stay on the trail. After a small plain beside the San Miguel quarry, the trail descends and then after running along a prolonged hillside and another short steep slope to the north, we come into the prairies that surround Morutegi Rock. It is only possible to climb to the wall from the south side, where the base is surrounded by prairies above the oak grove. Then the climber must face two small steep passages where he or she can slide under the side of the cubic wall and access the demolished side of the

fort. Here, only the walls remain: two straight sides and one semi-circular, but from the watchtower the plains can be overseen. We let our imaginations run to get a glimpse of the men and women watched over from this height in the Middle Ages.

#### TRAVEL GUIDE

- **Access:** Araia, off highway N-1 between Agurain and Altsasu.
- **Time:** 40 min. to reach the base of the castle and 15 more for climbing the mountain.
- **Advice:** The climb to the fort presents some difficulties that are more pronounced on the way down. A small climb must be made on exposed and dangerous terrain, which may not be recommended for persons who do not have experience.



#### THE VISIT; The old Ajuria Factory

At the onset of the trail, the remains of the first iron factory of Araba are preserved. Birthed in an old foundry the hammer of which can still be seen in the Olazar de Araia Park, the Ajuria foundry breathed life into this town by manufacturing agricultural machinery that worked throughout every field on the peninsula. The first factory's coal cellar with the beautiful chimney is preserved to this day, currently converted into a kennel beside the San Miguel Trail. The industrial facilities are rundown and neglected. Beside the Olazar park and accompanied by a Juanjo Urrea sculpture, titled Poetry in the Water, is the power plant, which is functional to this day. From a spring of water channeled in to the plant, it supplied energy.

**> the profile**



**Elias Elorza**  
*ULMA Polymer Concrete.*

**What do you like most about your work?** It keeps me busy. I get the opportunity to do new things. Seeing my work evolve, seeing where I have failed, experimenting and testing the results of trials or investigative work. After all is said and done, seeing that my daily grain of sand helped society, industrial development and the level of life people can enjoy.

**What do you like to do in your free time?** I am wild at heart, eccentric, and when I have free time, I get lost in the mountains, I

do a little gardening. Besides that I do all the normal things that everyone else does. I enjoy morning time and night time trips, climbing the hillsides and observing nature, above all in the spring time and in silence. I enjoy seeing territorial or mating struggles in which the male animals battle for their female mates. I am a lover of brute nature, its flora, its capacity to regenerate after a climatological and/or provoked catastrophe, its animals that overcome endless obstacles daily and still hang on to life until the very last breath (contrary to us humans who get depressed and down on life). I admire their intelligence when hunting and elusiveness when hunted, their instinct to survive. Nature is a richness that we have within our reach, and we do not appreciate it.

**What have you learned from life?** To fight, to plan work assignments, to pursue goals that have been set, to respect the opinions of others, to be plural and self-sufficient, to experiment with things,

to recover from situations or tight spots that I get into, to improvise many times with the position...

**What do you think about the changes in the climate?** Backed by all supporting data, it appears that global warming is in progress. The average interannual temperature is higher every year, above all in the northern hemisphere. The seas are heating up, the animal species are migrating to higher latitudes, the glaciers are disappearing, and the countries at middle latitudes are worried, which is logical. The Nordic countries, that suffer from extreme cold are pleased, because they don't need so much energy to heat and their crops are more abundant or less expensive. We understand that more people die from cold than from heat: up to 10 times more. As always when confronted with the type of dilemma, one needs to balance out the pros and the cons to analyze the situation. The truth is that the information found, depending on the source, may be worked and

even doubtful in its applicability to bringing things into balance. I would recommend that each one of us apply basic principles of sustainability or good practices. Do not indulge in excessiveness that will negatively affect the environment. If we look back in time and read a little, we can see that only 200-300 years ago (1700-1800s), the climate was very mild or temperate. On the other hand, coinciding with the invasion of the Vikings from north to south, they were fleeing the icy temperatures and the subsequent hunger experienced. Today, every time there is a meteorological shock, we all think of an imminent climate change. Remember that in the 80s, coinciding with the week of San Fermín, the ULMA welding crew could not put on their protective gear to weld due to the intense heat. Therefore, they could not weld due to the heat in the afternoon from a Saharan wind. In the afternoons we experienced temperatures of 38 degrees outside and higher than 45 degrees inside the buildings.

**RETIREMENTS: Retirement from the ULMA Group from May 1 to August 31, 2007**



**José Luis Madinagoitia**



**José Antonio Amundarain**



**Rafael Lens**



**José Ignacio Zabaleta**



**Julián Medina**

*Thanks to all  
and enjoy!  
Congratulations*

**GET WITH IT AND  
SEND US YOUR IDEAS:**  
[begira@ulma.es](mailto:begira@ulma.es)

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

**Grupo ULMA**  
**Departamentos Centrales**  
**Garagaltza Auzoa 51 -**  
**Apdo 22**  
**20560 OÑATI (Gipuzkoa)**  
**Ref.: Begira**  
**Email: [begira@ulma.es](mailto:begira@ulma.es)**

> Agenda and Suggestions

We received over 200 photographs

Thank you



We have received over 200 photographs of different towns and cities. If you have any suggestions for themes for upcoming calendars, send them by e-mail to: [begira@ulma.es](mailto:begira@ulma.es)

Thank you for participating with your photos!

Various

**gifts**

will be raffled off  
among all the

**pictures  
we have  
received!**



Thank you  
for sending us  
your photos

