



# people & coaches

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## Facing the future with optimism

120 years have passed since a small carriage repair workshop would turn into the beginning of what the IRIZAR GROUP is today. Throughout this long century, IRIZAR has known how to respond and successfully adapt itself to the various challenges and needs of its clients, becoming involved in a continuous effort to improve transport safety and to provide a quality service; rationalising its investments, conserving its capital while also investing in new technologies and new developments that allow us to guarantee the near future and to face the difficult economic and financial global situation.

In summary, and despite the fact that this year consists of a change in the upwards trend compared to previous years- especially 2008, when all the records were broken-2009, has turned out to be a year of opportunities that we have been able to take advantage of, with our eyes set on the future.

It is in this sense that the significant actions undertaken this year should be framed: a 15 million euro investment towards innovation, 50% more than the previous year, with the presentation of an integral coach technology, the launch of the Irizar i4 LE (Low Entry), the production of the first urban buses, and the development of a new coach model that will come to light before the end of 2010; the equally significant investment that, focused on people, covers matters such as training, communication, flexibility with clients or the ability to adapt to change; and lastly, the 2.5 million euro contribution, considerably increasing the commitment towards society and the environment this year.



Actions that have already had an immediate effect and that are translated into an increased domestic market share and a reinforcement of the brand in Europe, proven by the success of our presence at the last edition of the Busworld fair.

This reality allows us to face the future with optimism, because today we are aware of our ability to adapt to times and situations, our flexibility in addressing all the needs of our clients, and our commitment towards continuing to take our clients into consideration, as well as passengers, drivers, collaborators, and all the people at IRIZAR, in order to offer the best.

The best aspect is the solidity, the prestige, and the future guarantee that a great brand is able to reaffirm, with every new vehicle delivered, in its commitment towards innovation, safety, reliability and profitability.

Gorka Herranz  
*President of IRIZAR*





IRIZAR, INNOVATING FOR 120 YEARS

# A consolidated project that has become a worldwide reference

José Francisco Irizar is who takes the first step by opening his blacksmith's workshop in Ormaiztegui, a small town that is eminently rural but well connected to the nearby localities. José Francisco would travel to all the corners of the region in order to attend to the neighbours and villagers, for whom he repaired and supplied wheels for their carts.

## The first coach (1889-1960)

In 1889, the IRIZAR company is founded, which is run by two of José Francisco's sons, José Lorenzo and Cecilio. They continue to manufacture metal fittings and wheels,

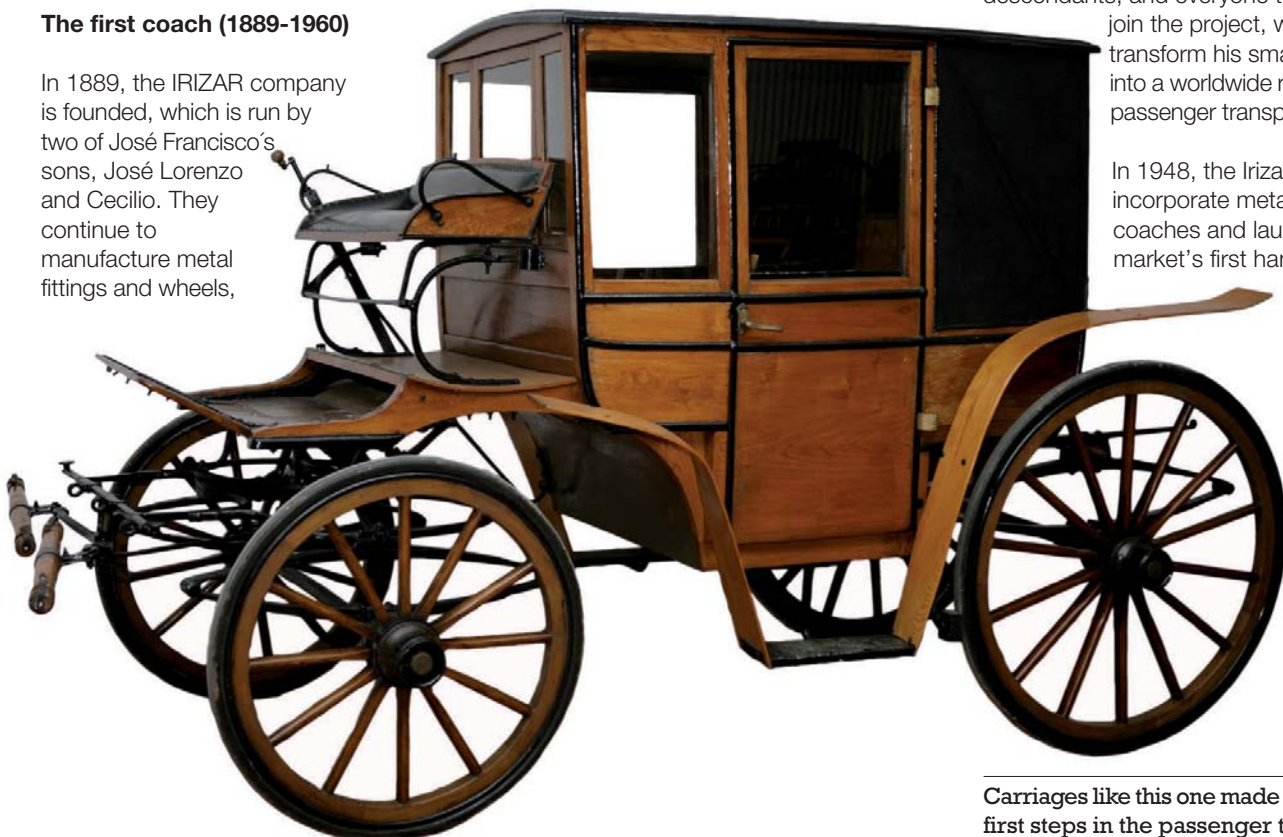
## In 1927, it manufactures its first coach

although they begin to offer a carriage repair service. In 1927, IRIZAR manufactures its first coach with mechanical traction, a vehicle for 22

passengers, with bodywork on a chassis acquired from a client in France. This was a challenge that the Irizar brothers faced with the innovative spirit that characterised them and which they would transfer to the generations that followed, until becoming an identifying symbol of the IRIZAR brand. José Francisco Irizar passed away shortly before, without suspecting that his descendants, and everyone that would

join the project, would transform his small company into a worldwide reference for passenger transport by road.

In 1948, the Irizar brothers incorporate metal to the coaches and launch the market's first handcrafted



Carriages like this one made up IRIZAR's first steps in the passenger transport sector





semi-metallic vehicle. Fully metallic coaches would not arrive until five years later. Additionally, the brothers' popularity increased in 1950 with the "Rubia," a rancher-style van that was widely accepted.

The Irizar Century is the highest selling bus in the history of IRIZAR

In light of this success and the possibility to continue growing, in 1956, IRIZAR contacts the Italian company, Orlandi, which, at that time, manufactured the best coaches in Europe. During this decade, IRIZAR's good work spreads to the entire country, thanks to an expansion that begins through an alliance with the Compañía de Automóviles Vascongados (Basque Automobile Company) to manufacture buses for Bilbao. A short time later, the company arrives in Madrid, Barcelona, Malaga and Seville.

#### **IRIZAR and the Basque cooperative movement**

In the 1960s, IRIZAR experienced the

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**The Irizar Century was a definitive milestone in launching IRIZAR on a national and international level**

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transformation into a cooperative as the best way to continue growing and contribute wealth to its surroundings. Near Ormaiztegui, in Mondragon, Jose María Arizmendiarieta promoted this successful business model that placed people before capital, a business formula that fit perfectly with the values that Miguel Mari Irizar, its president at that time, wanted to maintain and that reinforced the commitment of people to the project, in which employees went on to become partners.

### Constant innovation (1970 – 1990)

During the 1970s and the 1980s, thanks to constant innovations and despite the high competitiveness in the sector, IRIZAR was considered to be one of the best coach manufacturers in the country.

A journey that revisits the models that marked a milestone in this period is the best way of showing this:

- **1970 – DINAM.** A modern bus that was completely different from what the market offered at the time.
- **1972 – KOROSTI.** A robust coach with a differentiated design. It won the 1972 Gold Giralda Award, an honour granted to the best Spanish coach.
- **1976 – UREPEL.** A coach with a more rounded shape, with reduced fuel consumption and in which the first concepts of air conditioning were introduced.
- **1977 – URKO.** A perfect combination of the UREPEL and the KOROSTI.
- **1980 – UDALA and URBIA.** Simplified versions of the previous model to cover the demand for low-end products adapted to the French and Spanish markets.
- **EVEREST 1981.** Developed from an elevated version of the UREPEL, this vehicle marked a milestone in Spain and was the starting point of IRIZAR's track record as an exporter.
- **DRAGON 1985.** A double-decker coach.
- **PONY 1987.** A comprehensive vehicle with a length of 8 metres and 30 seats.

The high-point of the 1980s was the launch of the revolutionary **Irizar Century** model in 1989, coinciding with the celebration of IRIZAR's hundredth anniversary. Although high hopes had been placed on this vehicle, few predicted the success it would bring. It was created to cover regular routes of medium and long distances, as well as for special services. With the most state-of-the-art design on the market, it has received the Coach of the Year Awards in Spain and the UK. This is the highest selling IRIZAR model throughout the world, having surpassed 20,000 units.



DINAM



URKO



DRAGON



KOROSTI



UDALA



PONY



UREPEL



EVEREST



CENTURY

### **Change of direction (1990-1994)**

At the beginning of the 1990s, new strategic lines are defined that will make IRIZAR grow exponentially, its international expansion begins, the IRIZAR GROUP is created, reaching what IRIZAR is today.

Koldo Saratxaga, who joins IRIZAR in 1991, is the person that leads this process, carrying out important changes that will drive IRIZAR to achieve continuous success. As a result of the strong resulting growth, a new strategic approach that involves everyone is needed, and by working as a team, a new culture is adopted with the common objective of satisfying clients, which is without a doubt one of the basic pillars for reaching the group's objectives and in driving its growth.

In 1993, one year ahead of the entry into force of the anti-rollover Regulation 66, IRIZAR develops a new structure that complies with this rule, becoming a reference of safety in the sector.

That same year, IRIZAR's star vehicle, the Irizar Century, becomes the Coach of the Year in the United Kingdom, replacing the company that had obtained the honour in the 9 previous editions.

IRIZAR is a project with a clear international focus

### **IRIZAR's international expansion (1995-2009)**

IRIZAR is a project with a strong vocation for growth and with a clear international focus. If in the 19th century, the goal of José Francisco Irizar was to offer innovative solutions for the demands of his clients, in the 21st century, the clients to provide service for are found all over the world. In 1995, it opens the doors of its factory in Tianjin (China), followed by another one in Morocco a year later, and in Brazil in 1998.

In 1999, the Mexico factory in the state of Queretaro is inaugurated, which is a strategic place for entering the markets of

Canada and the USA. The later is a country where IRIZAR vehicles had been presented two years earlier.

In 2001, IRIZAR continues its international expansion and inaugurates a factory in India, along with TVS and Ashok Leyland, and three years later it enters South Africa.

2001 marks the launch of the Irizar Pb, Coach of the Year in Spain and in Europe, and a vehicle that has deserved the praises of the best specialised magazines in Europe: "The most economical coach of all time" (Lastauto Omnibus, Germany), "The most comfortable vehicle we have ever driven" (Bus&Coach Buyer, United Kingdom).





To offer coaches throughout the world that provide safety and comfort to passengers, and reliability and profitability to clients

It boasts an excellent reputation among drivers for its safety and great stability on the road. It is ideal for long distance routes and upmarket tourism. Such is the trust

that the brand conveys, that without showing images of the new vehicle, 200 units are sold before its presentation.

In 2007, it expands its product line by presenting the Irizar i4. Conceived to address the short and medium distance segment, it is the passenger vehicle for both special and regular services of urban areas.

In 2008, the Irizar i4 LE (Low Entry) version is presented to the market. It is the first bus created for intercity and city centre transport service that is based on the concepts of functionality and with the design of a coach.

#### IRIZAR today

Today, IRIZAR is a business project made up of more than 3,120 people, with manufacturing facilities in 7 countries and a sales presence in more than 90 countries throughout the 5 continents. Founded in 1889, this year marks 120 years of history as the leader in the Spanish sector and as one of the most important references on a worldwide level.

Its main strategy is to "build customer loyalty" by meeting the demands derived from fulfilling key values such as Quality, Service, Costs, Safety and Occupational Health, Shared Experience and a Customer





with an analysis of their needs and with a differentiated, dynamic and solid design, in line with IRIZAR's image.

It applies proprietary innovations and technological developments, adapting itself to the markets, regulations and requirements of each client. As a result of this constant innovation, today IRIZAR has the following types of coaches: Irizar Century, Irizar Pb, Irizar i4 and Irizar Iria, which have set a standard in the coach industry.

Research and investing in new technologies are constant at IRIZAR. It allocates significant financial resources to the technological improvement of its products. The IRIZAR product line confirms the effectiveness of these investments.

A concern for its surroundings, society and the environment continues to grow in importance.

### **A promising future**

In recent decades, IRIZAR has been extensively honoured, on both a national and international level; it has obtained awards and recognitions for its products and its evolution in business excellence. However, the most important recognition is the satisfaction and the pride in seeing the effort of its people, its collaborators and its clients compensated with the success of a project that has become a global reference.

Oriented Focus, always in a framework of constant innovation.

Its vision: to offer coaches and buses throughout the world that provide Safety and Comfort to passengers, Reliability and Profitability to clients, striving to be a reference for Innovation.

It relies on an innovative management model in which everyone works closely with clients, basing its activity in multifunctional teams that manage all the aspects related to them, from understanding client needs through the final life of the coach, including its production and delivery. This close bond with clients is what contributes to a better understanding of their needs, which in turn improves the relationship with them and their satisfaction of the products and services offered.

IRIZAR offers personalised attention, an important after-sales service that is able to resolve any client incident, and a modern logistical centre from which spare parts are supplied wherever they are needed.

Coaches are developed by creating teams that are made up of external collaborators, suppliers, clients and passengers, starting





## Recognitions

IRIZAR's impeccable business track record has made it worthy of numerous awards and recognitions:

### 1994

The first European luxury coach manufacturer to obtain the Quality Company Certificate according to the international ISO 9001 standard.

"Coach of the Year" in the UK for the Irizar Century coach model.

### 1995

Prince Felipe Award for Business Excellence in Design, awarded by the Ministry of Industry and Commerce.

"Coach of the Year" in Spain for the Irizar Century coach model.

### 1996

Prince Felipe Award for Business Excellence in Total Quality Management (TQM), awarded by the Ministry of Industry and Commerce.

### 1997

Spanish Entrepreneur of the Year Award, granted by Ernst & Young, La Caixa and Cinco Días, in its first edition in Spain.

### 1998

First European luxury coach manufacturer to obtain the ISO 14001 certificate for its environmental management system.



### 1999

Gold Q for Excellence in Business Management in the Basque Country, according to the EFQM Excellence model.

### 2000

European Quality Prize (European Prize for Business Excellence). It is the first Spanish company that does not belong to a foreign multinational group to receive the award.

### 2001

Award for the Best Company in the Basque Country.

### 2002

The Harvard Business School Institute highlights IRIZAR, along with BMW, as one of the European companies with a superior level of strategic decision making that differentiates them from other companies.

"Coach of the Year" in Spain for the Irizar Pb coach model.

### 2004

Conética Award for corporate social responsibility.

"Coach of the Year" in Europe for the Irizar Pb coach.

### 2005

"Coach of the Year" in Spain for the Irizar Century coach model.

### 2006

ICIL Award for Excellence in Logistics.

### 2007

Best European Multifunctional Coach 2007 for the Irizar i4 coach model.

### 2008

"Coach of the Year" in Hungary for the Irizar Pb.







MR. SIMON BUDDENS – PHOENIX BUSSING, UK

“We are fortunate, our business continues to grow. People always need music and entertainment”

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**Reliability, comfort, and attention to detail, both in the operation as well as in the design, are the keys with which the British company, PHOENIX BUSSING, has built its success during more than 20 years of providing service to the specialised sector of transporting artists and music groups.**

**In what context and with what objectives did the Phoenix Bussing company emerge? What is its main activity?**

PHOENIX BUSSING was created in 1988 in order to offer the music industry a service of the highest quality, focused on transporting music groups and the teams of technicians that accompany them by road.

The coaches are used for long trips that last up to six months

**You are focused on a very specific business segment. What is your current market positioning? And what is your client profile? Where are you located and which geographic markets do you address?**

We are operating in the top division, working with the most famous music groups at this time, and that are on tour throughout Europe.

**Taking into consideration the special characteristics of your clients, which include important people from the entertainment world, what do they look for in your coaches? How do they use them? What type of trips do they tend to do?**

Clients look for reliability, comfort and the maximum attention to all types of details, both in the operation as well as in the design. The coaches are used for long trips that last up to six months.

**Would you list some of your most famous clients? What is the most unique equipment feature that your company has developed? Do you recall an especially significant anecdote? Or an extravagant demand?**

Our clients range from the Rolling Stones to Robbie Williams or Muze. I recall a driver who tended to chauffeur Tina Turner, and one day he had to ask her to be quiet, because he was the one that decided the route they would take. Among the most extravagant demands was a request from Dolly Parton, asking for a bathtub to be installed in the coach.

Our clients range from the Rolling Stones to Robbie Williams or Muze



**Throughout the history of your business, how has the demand of products and services evolved in recent years? Have you had to adjust to new circumstances?**

Similar to what occurs with housing, people's expectations continue to grow. Recently, a television programme used one of our coaches to interview a music group, and when they returned to the studio, the team of reporters made a surprised comment about the bus having a granite sink!

**Let's discuss your policy for purchasing new coaches. Why do you choose the IRIZAR brand? What does it provide you, compared to other brands?**

We have been working with IRIZAR for several years, and it is a brand that offers us maximum flexibility and profitability.



IRIZAR is a brand that offers us maximum flexibility and profitability

**What special characteristics do the coaches require in order for you to personalise them? Do you offer different ranges of pre-defined equipment features, or is the bus completely personalised?**

In general, we include 10, 12 or 14 bunks and 2 lounges, and the coach is equipped with state-of-the-art entertainment systems. Additionally, we offer the possibility of cabins with double beds.

**What are the most common elements, and which are the most personalised? What amenities are normally included in the coaches you offer?**

We offer buses with beds that transport a small number of people. We build the interiors in such a way so as to offer the greatest amount of comfort, and for them to be as practical and innovative as possible.

**It seems to be nearly impossible to not mention the current economic situation. Does it also affect your activity? What types of projects do you have planned for the short, medium and long term?**

We are very fortunate, our business continues to grow thanks to a meticulous management. People always need music and entertainment.



**Keeping in mind that the music business model seems to be headed towards live performances and less focused on the sale via physical or digital mediums, can it be predicted that the need for your products will grow?**

This is the case for the time being, and we hope that it will continue that way.

**In light of the future, what plans does your company have? Do you consider entering new markets, new business lines?**

Our objective is to continue developing our activity in this specialised market.

## Phoenix Bussing adds two new Irizar-Scania coaches to its fleet

IRIZAR has just delivered two more units to this company, located in Romsey (Southern England) and focused on transporting music groups throughout Europe. The two 14 metre 480 hp Irizar Century models on Scania chassis join a fleet of 26 vehicles.

Phoenix Bussing is a very special company, due to the type of client that it targets. Its clients include some of the most famous music groups at this time, such as Coldplay, Robbie Williams, Bruce Springsteen, etc. Not only does the company provide transport, but it also has a workshop where it customises its coaches to fit the needs of its clients.

It's one of the few companies that targets this demanding segment, and it has proven its know-how and professionalism throughout the years.

WITH AN APPEARANCE SIMILAR TO THE IRIZAR i4 AND WITH SPECIAL ATTENTION TO RELIABILITY

# IRIZAR presents its new model in Mexico, the Irizar i5

**Mexico has been the country chosen to launch the new Irizar i5 model, which is being presented to cover the medium distance segment and completes the renewal of the coach product line offered in that country.**

IRIZAR, which celebrates its 120th anniversary in 2009, has completed 10 years since its establishment in Mexico, doing so by once again obtaining the leadership in that market. What better way to celebrate this than by choosing this Central American country as the platform to launch the new Irizar i5, which is presented with special exterior and interior design characteristics. Its appearance, equipment and components are greatly influenced by the Irizar Pb and Irizar i4, and it is also based on the concepts that have characterised IRIZAR: innovation, reliability, profitability, comfort and safety.

The Irizar i5 will be positioned in the passenger transport segment of urban areas and tourism, with medium distance route services, and it will especially be destined for use in regular routes of that country.

## The safest coach in Mexico

During the development of this new model, special attention has been paid to the aspects related to safety, which has resulted in the Irizar i5 being the safest coach in Mexico, since it is the only one in its class to have obtained the approval of the R66/01 regulation, which guarantees the maximum resistance in roll-overs, as well as the maximum safety in a head-on collision.

Additionally, other improvements have been incorporated compared to its predecessor, such as increased driving stability, a better load distribution balance between the axes and the centre of gravity, and improved aerodynamics. Also, the torsion rigidity has been increased by 30% and the flexural rigidity by 80%. Its front headlamps have 60% more illumination, and the driver ergonomics have been improved by adding 20% more space and improved accessibility to the controls.



With this launch, IRIZAR celebrates 10 years of success in Mexico





### High profitability and reliability

The design of the new Irizar i5 has also obtained better aerodynamics, which aside from giving a spectacular view, provides significantly improved fuel consumption, easier maintenance through better access to its critical points, and the standardisation of its components with the rest of the IRIZAR product line. Various performance tests have been carried out in different Mexican routes and areas, reporting better results than those of any of its competitors in equivalent routes.

Conceived from the specific needs of clients, the new Irizar i5 has superior interior and exterior illumination, as well as the largest interior passenger area on the market. It also offers solutions that make it more functional and reliable, with systems that have been tested and improved compared to the previous models, and with more convenient access for older adults and children.

This new model has a height of 3.50 metres and will be available in lengths of 11.40, 12.20, 13.00 and 13.80 metres. In its initial phase, it will be mounted on Scania, Man and Mercedes Benz chassis, but in the future, it may be mounted on any other chassis available in the local market. In summary, the Irizar i5 is a coach with a unique appearance that is comfortable and very safe for completing all types of routes and services.

The Irizar i5 is the safest coach of its class in Mexico

### Improvements that have been incorporated into the Irizar i5 compared to its competitors:

- Increased safety, since it is the only one in the market with the R66/01 regulation.
- Less consumption, by more than 10%, due to its aerodynamics.
- Better driving stability due to the load distribution balance between the axes and the centre of gravity.



## Ceremony to honour the Mansoor family

**Last October, IRIZAR organised a recognition ceremony to honour the Uri Mansoor family after 30 years of successful cooperation.**

Founded in 1979, the history of MGB has been closely linked to the Mansoor family ever since Uri Mansoor became the sole owner of the company that same year

The event involved a gathering of everyone who works for IRIZAR to give a warm welcome to the Mansoor family and to acknowledge their many years of dedicated cooperation. Gorka Herranz, IRIZAR's Chairman, gave a speech in which he highlighted Mr. Mansoor's professional and personal qualities. *"We know that you attach great importance to a cordial and sincere relationship with family and friends. Today we wish to share those values with you, for they are also our values and the key to our project's success".*

In the course of the event, the Mansoor family was given a manuscript signed by the Management Board and the Organization Committee on behalf of everyone at IRIZAR, as well as a traditional Basque beret and a makila (a handcrafted Basque cane that is a symbol of friendship and acknowledgement to someone). Next, there was an auresku dance in honour of all the members of the family, who were called onto the stage.

Mr. Uri Mansoor, visibly moved, gave his sincere thanks to everyone at IRIZAR for their kind statements and said that the



relationship would continue through his sons and son-in-law, who have already begun to occupy their positions in the family company.

Uri Mansoor also mentioned other people, distributors, customers and institutions with whom he has had an excellent relationship in the past and in the present.

### **IRIZAR, leader in Israel**

30 years of a successful relationship between IRIZAR and the MGB firm have led IRIZAR to become Israel's leading trademark in coaches, with over 1,800 units sold to date. The sales volume this year was 163 units, the fourth best year in the history of Israel, despite the difficult economic and financial situation and current instability in that country.

Ever since MGB was incorporated in 1979, when Uri Mansoor became the sole owner of the company, MGB has been closely linked to the Mansoor family. The first IRIZAR coaches were sent to Israel in the 1980s. Since then, the Irizar Urbia, Irizar Urepel and Irizar Everest models soon became popular in Israel with the names of Silver Lyon, Silver Leopard and Silver Camel, respectively. In 1992, the Irizar Century model was launched with equal success. In 2000, MGB was awarded the top prize as IRIZAR's best distributor, with over 300 coaches sold. Later, there would be new challenges when the Irizar Pb was brought into the market in 2002, and when the company started to work with other chassis manufacturing companies as well.

Whereas the company only worked with Volvo chassis in the 1980s, in 1991 a



30 years of a successful relationship between IRIZAR and MGB has turned IRIZAR into the number one brand in Israel

close relationship began with the CNEC firm (Man Israel). A year later, the company began to work with Tashtit (Daf Israel), and in 1995, with Scania Israel. In 2005 it began to work with Colmobil (Mercedes Israel) and in 2009 the company also began to work with Feldman&Sons (Iveco Israel).

MGB IRIZAR is now poised to launch a new 7,000 square metre plant between Jerusalem and Tel Aviv in early 2010, through a 3 million euro investment in order to continue providing services to the company's customers in Israel.

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**Uri Mansoor, the owner of MGB, receives a manuscript from Gorka Herranz, the Chairman of IRIZAR, at a ceremony held to honour the Mansoor family for 30 years of a successful business relationship between the two companies**

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# Commitment towards Corporate Social Responsibility

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## **IRIZAR has contributed 2.5 million euros in 2009 to support its social environment**

IRIZAR continues to work towards improving the environment in which it carries out its activities, of all the countries where it is established. This year, it has destined 2.5 million euros, considerably increasing its commitment towards society and the environment. This contribution is primarily destined to support activities related to the environment, culture, sports, university training and to assist disadvantaged groups.

Respecting the environment is defined as a top priority, and it is not surprising that IRIZAR was the first coach manufacturer to obtain the ISO 14001 certification in 1998, while undertaking the Ormaiztegui plant expansion project. IRIZAR continues its search for alternative materials and production processes that are more respectful of the environment and of sustainability. Similarly, it has recently joined the Stop CO2 Euskadi initiative of the Basque Office for Climate Change, implementing actions towards reducing gas emissions with greenhouse effects.

IRIZAR carries out various acts of solidarity all over the world, through a variety of non profit organisations



Additionally, IRIZAR states its social vocation by developing sociocultural collaborations in the seven countries in which it is established, and it also carries out acts of solidarity all over the world through non profit organisations with projects primarily in Haiti, Rwanda, Benin, the Philippines, Colombia, Senegal, and Mozambique.

IRIZAR continues to destine a strong effort, both economically as well as of the dedication of its people, to contributing to the socio-economic improvement of its environment and of the society that it is a part of.

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**Supporting disadvantaged groups is one of IRIZAR's commitments to solidarity**

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# LA SEPULVEDANA, S.A. adds four new IRIZAR coaches to their fleet

**The company boosted their commitment to reliability, safety and profitability with the purchase of two Irizar Pb and two Irizar i4 models**

LA SEPULVEDANA S.A. Company, an institution in Spain, showed their trust in IRIZAR by purchasing four new coaches for their regular bus service between Madrid and Segovia.

The four vehicles were blessed at a moving ceremony held in the Royal Palace in La Granja de San Idelfonso (Segovia, Spain) on 23 November. The event was organised by Mr. Pablo Martín Berrocal and attended by Father Francisco and Father Angel, twenty people from the company, local politicians, and managers from IRIZAR and Mercedes. The ceremony ended with lunch at the National Parador in Segovia.

LA SEPULVEDANA S.A. decided to diversify its product range by purchasing two Irizar Pb and two Irizar i4 models mounted on Mercedes OC500 Euro 5 chassis.

The new coaches are an Irizar Pb with a length of 12.92 metres and a height of 3.5 metres, equipped with 55 seats; and an Irizar Pb with a length of 15 metres and a height of 3.7 metres, equipped with 69 seats. Both vehicles are equipped with cushioned seats with

a central armrest and double-glazed VENUS windscreens with an integrated sunscreen for passenger comfort. One of them also includes an automated lift for passengers with impaired mobility.

In addition to the Irizar Pb's, the company purchased two Irizar i4 coaches that are 13 metres long and 3.2 metres high, one equipped with 55 seats and the other with 53 seats, and a cassette-type automated lift with a single seat for people with impaired mobility.

With the purchase of these state-of-the-art coaches manufactured by IRIZAR, the LA SEPULVEDANA, S.A. Company confirms its commitment to reliability, safety and profitability.



**Representatives of IRIZAR and LA SEPULVEDANA during the delivery ceremony of the four new vehicles**

# SITA purchases 50 Irizar i4 coaches

The company is committed to state-of-the-art coaches that guarantee a safe and comfortable journey



SITA, an Italian passenger transport company, has just purchased 50 Irizar i4 model coaches from IRIZAR, the first coaches of this model that will form part of this customer's fleet.

These are 50 Irizar i4, H version units measuring 12 metres in length on a Scania K320 Euro 5 EEV chassis which will be used for intercity routes in the cities of Florencia, Padova and Potenza.

14 units of this order will also be equipped with the Masats KS7 lift for people with reduced mobility. This is an innovative automatic mechanism that requires no hydraulic or pneumatic installation, for the pump is included inside the cassette itself. It has a load capacity of 350 kg and it complies with the EC2001/85, DDA and ONUR107 regulations.

These coaches are in addition to the 40 Irizar Intercentury and the 2 Irizar Pb models that this company already had, for a total fleet of 92 IRIZAR models.

## SITA in figures:

Total routes in 2008 (in km):	73.310.188
Kilometres of local public transport:	66.337.162
Personnel on December 31, 2008:	2.104
Buses on December 31, 2008:	1.472

The company, which belongs to the Ferrovie dello Statto Group, is headquartered in Florence and it primarily operates in the regions of Basilicata, Campania, Puglia, Toscana and Veneto. In this way, it confirms its commitment to incorporate state-of-the-art coaches that guarantee its customers a safe and comfortable journey.



## TRAINING FIRE-FIGHTERS IN COACH SECURITY

## For IRIZAR, passenger safety is a key concern

### **Actions taken to enhance the performance of public service and emergency personnel in accidents involving coaches.**

Last October, for the second consecutive year, a team from the Regional Government of Biscay's Fire Brigade visited IRIZAR's facilities in Ormaiztegui (Spain) to gain first-hand knowledge on how their coaches are built and on their security and evacuation features.

First, the team was shown where the main safety elements are located and how they work: the roof hatch, the side and rear windows, the emergency

controls and the access door, as well as the fire extinguishers and the first aid kit. Next, they were shown where to cut the bodywork in the event of an emergency.

The visit was a fulfilling experience for the fire-fighters, and part of IRIZAR's philosophy of sharing their knowledge of coaches with public service and emergency personnel. The on-site safety training will be highly useful to the fire-

fighters when they need to open emergency doors in difficult situations and when cutting a coach's bodywork to free trapped passengers.

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**A group of fire-fighters from the Regional Government of Biscay visiting IRIZAR**

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IRIZAR plans to train and transfer its knowledge to professionals of public and emergency services



# IRIZAR boosts its commitment to combat climate change



IRIZAR is the first Basque coach manufacturing company to become a Plus Member of the STOP CO<sub>2</sub> Euskadi. The company is now one of the select group of organisations with a recognised environmental track record and considerable local influence. This is an additional step in IRIZAR's commitment to combat climate change and encourage local organisations and the greater community to reduce their greenhouse gas emissions.

STOP CO<sub>2</sub> Euskadi is the first initiative for action to combat climate change set up in the Basque autonomous region that comprises actions by citizens, companies and the regional government. The initiative was born with a top priority: to encourage

local organisations to become voluntarily involved in reducing greenhouse gas emissions.

IRIZAR has a long track record in environmental management. In 1998, it was the first European coach manufacturing company to attain the ISO 14001 Certificate. Now it takes another giant step forward in responsible management by extending its commitment towards sustainable development to include the local environment and the greater community.

IRIZAR has set up a series of actions to reduce the company's greenhouse gas emissions, including the installation of air ducts in the paint rooms, which have

lowered energy consumption by 23%. IRIZAR has also undertaken to involve its staff and customers in the fight against climate change through an eco-awareness campaign and educational programmes on eco-efficient driving habits that help to reduce vehicle-related greenhouse gas emissions.

With this initiative, IRIZAR confirms its commitment as an eco-friendly company. It takes its social role in climate change seriously by involving everyone in the organisation in its environmental efforts. IRIZAR is a pioneer in adopting policies and innovative initiatives to ensure sustainable development and improve the local environment.



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**STOP CO<sub>2</sub> was born with a top priority: to encourage local organisations to become voluntarily involved in reducing greenhouse gas emissions**

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## IRIZAR strengthens its sales in Nigeria

### A special coach version adapted to the local needs has been developed

In 2009, IRIZAR has strongly picked up its sales in the Nigerian market by offering solutions that adapt to the operative difficulties in this country of the African Atlantic coast.

By taking into consideration its local needs and facing the hard reality of the country's lack of security and the hard conditions of its roads, a specific coach version has been developed for Nigeria that is equipped with special protections for the driver and guide area.

The units meant for Nigeria have 59 seats in addition to two seats for the guide, one located in the driver's cabin and the other by the rear door. They include air-conditioning or additional equipment to address the needs of each operator in the country.

In 2009, the sales figure of this country will reach 100 units, all mounted on

Mercedes-Benz chassis, and of which 70 have already been exported. Customers include the N.F.F. (the Nigerian Football Federation), which has purchased two units for transporting its players.

The forecast for 2010 is to continue with a sales volume similar to that of this year, consolidating the presence of the IRIZAR brand in this market.

By the end of 2009, the sales in Nigeria will reach 100 units, of which 70 have already been delivered



# An Irizar Pb for the fire-fighters of the Atlantic Pyrenees (France) department

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The fire-fighters of the French Atlantic Pyrenees department have acquired a luxurious Irizar Pb coach. This purchase has been made possible thanks to the financial resources generated by the organisation of the 2006 International Fire-fighters Conference in Pau, the capital of the department.

The main reason that led the organisers to purchase this vehicle is to provide the fire-fighters and their families with a cohabitation space when leisure and cultural trips are organised.

At the same time, for professional reasons, the fire-fighters frequently had to resort to renting coaches for their continued outings throughout the year, for which the new Irizar Pb will now be

This vehicle becomes a cohabitation space for the fire-fighters and their families during leisure and cultural trips

available as well. These trips primarily took place to travel to the sports competitions in which they participate throughout France, and also to provide reinforcement in the areas that are normally affected by fires in the south-east region of the country, Provence and the Mediterranean.

The new Irizar Pb, which is 14 metres long on a Scania chassis, has 50 extra-

cushioned leather seats with central armrests, an equipped kitchen-catering area, and two game tables with facing seats. Technological devices has also been included for making multimedia computer presentations, with two interior cameras and microphones for addressing the passengers, three LCD screens, audio-DVD equipment, a Blaupunkt navigator, Wi-Fi throughout the vehicle, six 220V outlets and a centralised vacuum.

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**Atlantic Pyrenees fire-fighters with the recently acquired Irizar Pb**

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THE RAYO VALLECANO FOOTBALL TEAM TRAVELS IN A NEW IRIZAR PB

## IRIZAR with professional football

On 17 September, a new Irizar Pb coach was delivered to the NAJERA S.L. Company for Madrid's Rayo Vallecano football club. IRIZAR continues to manufacture coaches for Spain's professional football teams by adding the Rayo Vallecano to a long list of teams – Real Madrid, Valencia, Sevilla, Atlético de Madrid, Atlético de Bilbao, Osasuna, and Real Sociedad–, who already place their trust in IRIZAR when they travel by road.

The team's new model is an Irizar Pb, 12.92 metres long and 3.5 metres high, mounted on a Mercedes OC500-E5 chassis, with independent suspension and an automatic Astronic transmission system.

The vehicle is equipped with all the conveniences of a luxury coach: a toilet with plenty of standing and elbow room, extra-thick cushioned leather seats with an armrest in the middle, tables for each seat, foot rests and two game tables in the back of the coach so the team may enjoy board games during the trip.

In addition to the accessories for maximum comfort, the coach is equipped with the latest technology, including an individual

sound system for each passenger and 6 outlets throughout the coach for connecting PCs and other devices to the 220V network. The coach also boasts a large-capacity freezer in the back where the team's physical therapists can store ice for treating the football player's bumps and bruises after a game.



ONE MORE STEP FOR INNOVATION

## Integral coach technology

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**IRIZAR presents two coach prototypes with integral coach technology at Busworld.**

At the recent edition of the Busworld fair that was held in the month of October, IRIZAR presented the first two coach prototypes with integral coach technology on its Irizar Pb and Irizar i4 models. The strategic objective of this new technology is to expand the existing offering of coaches (chassis plus bodywork) for clients by complementing and offering a complete IRIZAR coach in the future, and in the markets that demand it.

With this innovative technology, IRIZAR offers clients a new alternative that will complement the current offering of coaches manufactured on all the chassis brands available in the various markets, with which it intends to continue collaborating.

IRIZAR takes one more step in its commitment towards technological innovation, anticipating the future market needs

To develop this new technology, IRIZAR relied on the most prestigious collaborators: DAF for the engines; ZF for the gearbox, axes and steering, Wabco for the suspension and the brakes, VDO Continental for the electronics, and companies of recognised prestige in their field have provided the remaining components.

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DAF, ZF, Wabco and VDO Continental are the companies collaborating in this project

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IRIZAR offers clients an additional alternative that will complement the current offering of coaches manufactured on all the chassis brands in the market, with which it intends to continue collaborating



The project to develop this technology is currently in its initial phase. After the presentation of the first prototypes, the corresponding reliability tests are being carried out at the IDIADA Automotive Technology facilities, one of the largest European installations dedicated to the research, development, testing and homologation of vehicles. Afterwards, the pre-series units will be manufactured, which will be delivered to various clients so that they may test them and provide their own contributions. It is planned for these first units to be delivered before the end of 2010.

As far as the sales and assistance service, currently in the development process, IRIZAR will offer a complete service in line with the needs of each market.

On another hand, it should be pointed out that IRIZAR does not consider the possibility of designing specific bodywork for the integral coach technology, but rather it will be adapted to its entire product line. In this manner, the Basque company takes one more step in its commitment towards innovation, anticipating the future market needs at all times. This year, the budget destined for investments in

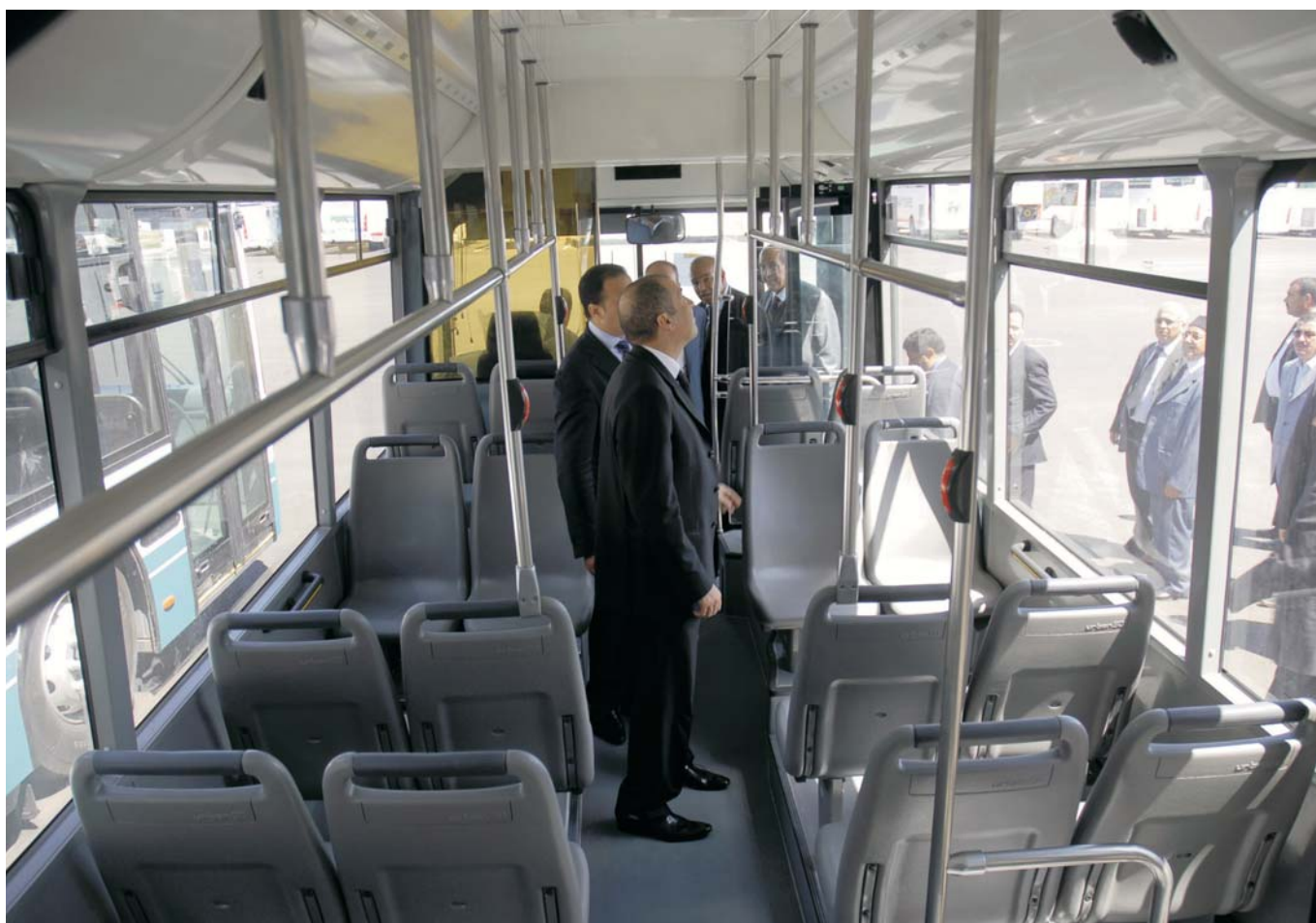
innovation has been increased by more than 50% in comparison to last year, reaching 15 million euros, of which 6 million correspond to the development of the integral coach technology.

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**After the presentation of the first prototypes, the corresponding reliability tests are being performed**

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## IRIZAR urban buses are already circulating in the main cities of Morocco

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As IRIZAR already announced during the inauguration of its plant in Skhirat, in July of 2008, this year it has begun manufacturing urban buses

The first units of the Irizar Iria urban coach model are already circulating along the avenues of Rabat, Casablanca and Marrakesh.

Various reference clients in Morocco, such as Karama Bus and Lux Transport, both belonging to the Grupo Joumani, as well as Alsa, have been the recipients of these first deliveries.

In this way, the company fulfils the objective established by the IRIZAR Group in July of 2008, during the inauguration of the

new IRIZAR MAROC factory, when the it announced the decision to begin manufacturing urban buses in Morocco to address the needs that had been requested on numerous occasions by its authorities.

The vehicles delivered, manufactured on Volvo and Scania chassis, have a length of 12 metres and a height of 3 metres, with a Low Entry configuration to facilitate passenger access as much as possible, and they are equipped with double pneumatic sensitive doors with interior

emergency buttons. They have 41 seats and an area prepared for people with reduced mobility, with the possibility of installing an access ramp. The interior of the Irizar Iria has clean lines and is very bright thanks to the large window area. The handrails for standing passengers are made of stainless steel. Another important aspect of this urban bus is the easy access to all of the maintenance areas.

Introducing this model into Morocco represents a large qualitative leap in regards to what currently exists in the market. Additionally, the Low Entry configuration

is a significant innovation for passengers, since it provides access without steps.

The strategy planned for the Irizar Iria is to export this product from Morocco to the rest of the world. In this regard, IRIZAR has started to develop the prototypes of this model for South Africa and Australia, while new markets are being studied.

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**One of the Irizar Iria urban buses manufactured at the Skhirat factory, circulating through the streets of Casablanca**

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## Prototypes for Australia and South Africa

Prototypes of the Irizar Iria vehicle are being developed for the Australian and South African markets, with the objective of adapting it to the needs and strict regulatory restrictions of these countries.

The Australian regulations primarily affect matters related to access, interior space, and signage, since people with reduced mobility access through the front door. The seats may be disassembled and easily fastened, which allows to increase the capacity of people with reduced mobility when necessary, and the doors are equipped with sensitive edges.

Additionally, it should be equipped with a camera system, signage and emergency exit lighting that operates up to 15 minutes after the batteries have been deactivated.

Australia and South Africa, where Irizar Iria should prove its versatility and adaptability, make up the next two urban bus challenges for the GROUP









THE EVENT TOOK PLACE IN KORTRIJK (BELGIUM) FROM THE 16TH TO THE 21ST OF OCTOBER

## IRIZAR is a protagonist at Busworld 2009

**IRIZAR attended with its own stand for the first time, and presented its entire line of coaches**

Leading the Spanish companies in Kortrijk, IRIZAR attended the twentieth biennial edition of the Bus and Coach Trade Fair, the most important in the sector on an international level, with its own stand. For the first time, the Guipuzkoan company appeared by itself in this hall, with its own 650 m2 stand that honoured the brand's values of innovation. IRIZAR participated in the opening ceremonies of the event and held a press conference to reinforce its brand values, and also presented its entire line of coaches, which was attended by more than 90 news media from all over the world, proving to be one of the sector's leading international references.



Among the products displayed in the stand were an Irizar Century, an Irizar i4, both on Scania chassis, as well as a 15 metre Irizar Pb with integral coach technology, the main innovation that IRIZAR presented at this fair. Outside, receiving visitors at the fair entrance, two coaches stood out—an Irizar i4 with integral coach technology, as well as the Irizar i4 LE (Low Entry) bus on a Volvo chassis, launched in the Spanish market in 2009 and with an excellent acceptance. The presentation was proof of IRIZAR's innovative vocation, and manifested the brand's strength and the solidity of its products in the various markets. The IRIZAR stand was one of the most visited, and numerous clients and collaborators from all over the world stopped by.

IRIZAR relies on innovation as the formula to boost its activity and consolidate its future growth

## Service and safety are top priority values for IRIZAR

### **Commitment towards safety and service**

In this manner, IRIZAR presented a sample of its most recognised coaches, making clear its commitment towards safety and service. The importance given to safety at IRIZAR, both active as well as passive, acquires a special relevance in all its products, and it is a top priority, starting at the design phase. The company invests in and anticipates the demands and regulations of each market in order to reach and guarantee the

maximum levels for both the driver as well as passengers.

In regards to service, IRIZAR offers personalised attention and an important after-sales service that is able to resolve any client incident, as well as a modern logistical centre from which spare parts are supplied wherever they are needed.

IRIZAR continues investing in the development of new products and technologies with the goal of continuing to offer its clients the best alternatives,

and it has begun the development of a new integral coach technology for the entire product line. This new technology will supplement future offerings and the current configurations, even as IRIZAR

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**An extensive representation of the IRIZAR team, which for the first time, appeared by itself at this fair with its own 650 m<sup>2</sup> stand**

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will continue to manufacture for all of the chassis that are available on the market as a primary business line.

### Technological innovation

IRIZAR continues to believe in innovation as the formula to boost its activity and consolidate its future growth. It makes a strong commitment in the field of innovation. This year, the budget allocated to this area has increased by more than 50%, reaching 15 million euros.

One of the keys to the success of IRIZAR products lies in the fact that clients, passengers, drivers and technicians participate in their development as external collaborators who contribute their ideas and specific needs.

Integral coach technology has been included in this line, with the strategic objective of expanding the client offerings by providing a complete IRIZAR coach to the markets that demand it.



Among the products displayed at the fair, the two Irizar Pb and Irizar i4 coaches with integral coach technology stood out





This close bond with clients is what contributes to a better understanding of their needs, which in turn improves the relationship with them and their satisfaction with the products and services offered.

### **A consolidated background**

Founded in 1889, this year IRIZAR marks 120 years of history as the leader in various markets and as a worldwide reference that manufactures more than 4,200 units each year.

True to its principles, IRIZAR believes that the future entails sharing and continuing to offer new solutions that are in line with the needs of its clients.

IRIZAR continues to rely on innovation in the development of new coach models. Along this line of work, on April 30, IRIZAR launched the Irizar i4 LE (Low Entry), conceived for outlying and suburban transport.

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IRIZAR continues believing in innovation as the formula to promote its activity and to consolidate its future growth

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TOP BENCHMARK IN THE ITALIAN TOURIST MARKET

## IRIZAR in the National Bus & Tourism Trade Fair in Rimini



IRIZAR attended the Bus & Tourism Fair in Rimini, held in October as part of the TTG business to business fair devoted to tourism, which is considered a benchmark of Italian tourism for hiring between the supply and the demand.

Born as a side event in the tourism fair, the Italian Bus & Tourism event has become a benchmark for the coach companies that operate in the tourist industry.

Once again, IRIZAR has shown its decisive commitment towards the Italian market, where the company continues to boost its brand's image

IRIZAR attended this year's fair with its full range of products, consisting of a 14.37 Irizar Pb model, two Irizar Century models (13.37 and 12.37), and an Irizar i4 H version model with a length of 12 metres, all mounted on Scania chassis.

# The 20th National Coach and Bus Week held in Murcia (Spain)

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## An Irizar Pb, the official coach of the 20th National Coach and Bus Week



Once again, IRIZAR was present at the twentieth edition, supporting this initiative as sponsor

In addition to taking part in the work sessions and supporting the Show's initiative, the objective of which is to improve and promote public transport – a sector that gives employment to about 87,000 people in Spain – through the analysis of business management and the quality of the services, IRIZAR sponsored the lunch held on November 12th for all the delegates and their companions in a restaurant in the outskirts of Murcia, where it also displayed an Irizar Pb of IRIZAR's Contempolis Ampo cycling team and an Irizar i4 LE (Low Entry) coach.

Throughout the meeting, there was also an Irizar Pb coach, belonging to the customer Latbus, as the official coach for transporting the workshop participants.

The meeting was held in six working sessions in which the present and future of the sector were discussed. They were attended by general managers of transport

IRIZAR was at the twentieth edition of the National Coach and Bus Week organized by the National Bus Transport Business Federation (Fenebus), which on this occasion, was held in Murcia from November 10th to 13th. This is a meeting of reference for businesspeople of the public passenger transport sector. It was first held in Vigo in 1970, and it has been to cities such as Seville, Torremolinos, Zaragoza, Palma de Mallorca and Sitges, among others.

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The six Fenebus working sessions were helpful in debating the present and the future of the sector

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IRIZAR took an Irizar Pb and an Irizar i4 LE (Low Entry) to the restaurant where it offered the lunch

from several autonomous communities and from the Ministry of Development, political representatives related to the transport committees of the Chamber of Deputies and the Eurochamber, transport businesspeople and delegates of the Fenebus territorial associations.

Using the slogan, "Come by bus! It's good for you, and better for everyone," the week was marked by its internationality due to the participation of professionals from a large number of countries, both of the Asian continent and of Ibero-America, and which hosted an international table focused on the business opportunities for Spanish businesspeople in the international market. 30 national and international speakers and 500 professionals from the road passenger transport sector in Spain attended the workshop.



The Minister for Public Works and Territorial Organization, Jose Ballesta, presided over first work session, during which reflections were made on promoting the use of public

transport by establishing quality plans, reserved platforms and legislative reforms.

Sustainable transport and the introduction of new technologies for improving information services for citizens was another matter that played a major role at the workshop, as did the passenger transport regulations during the Spanish presidency of the European Union in 2010.

This edition was brought to a close by the Secretary of State for Transport, Fernando Palao, who presented the Passenger Transport Medals of Merit to the sector's businesspeople, in recognition of their professional careers.

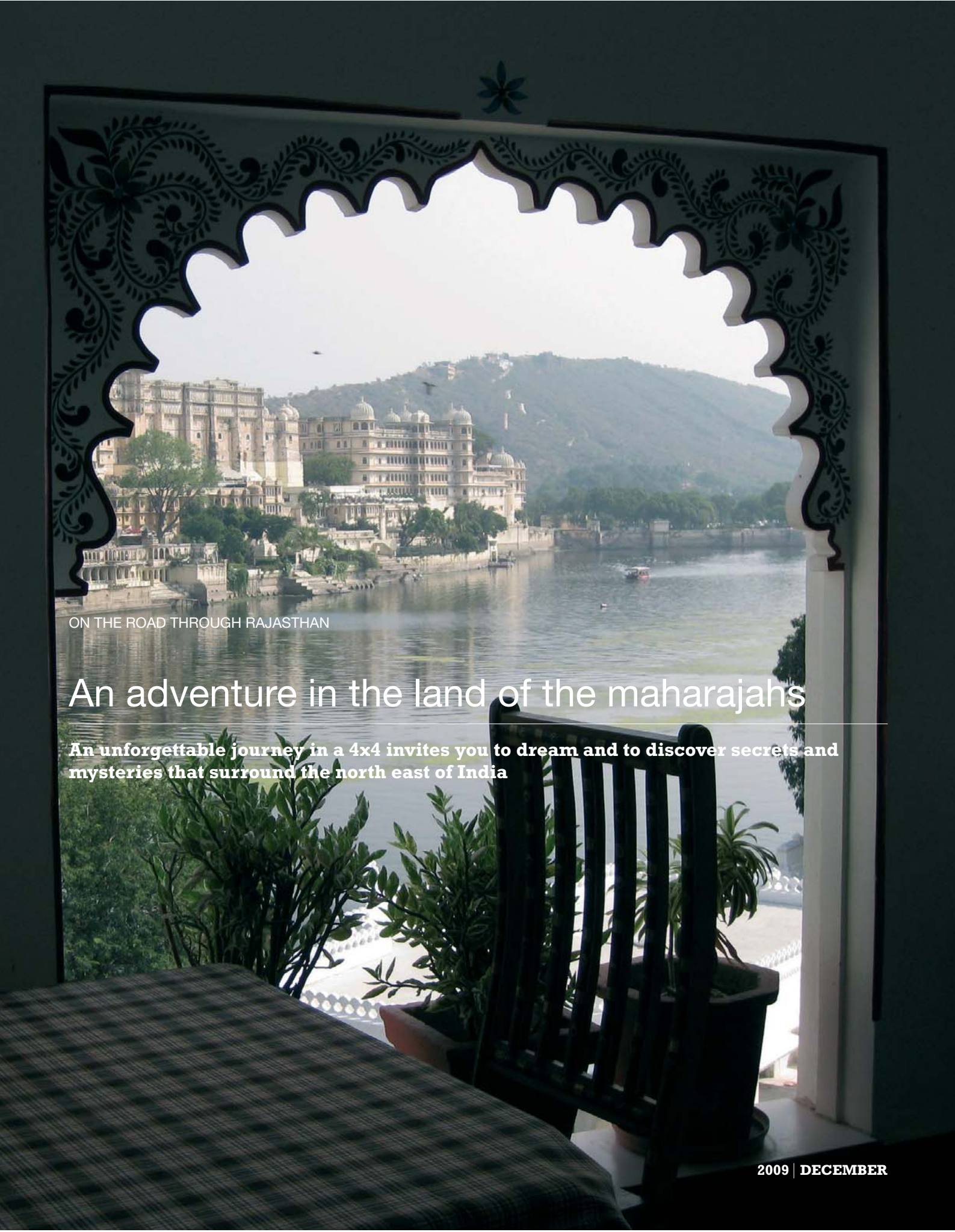



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**30 national and international speakers and 500 professionals from the road passenger transport sector attended the workshop**

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ON THE ROAD THROUGH RAJASTHAN

## An adventure in the land of the maharajahs

**An unforgettable journey in a 4x4 invites you to dream and to discover secrets and mysteries that surround the north east of India**

Palaces, temples, forts and many monuments are good reasons for those who visit this area for the first time

We begin our journey in Delhi, a contrast of modernity and traditions, to go into a wonderful country that perfectly maintains its customs.

We decide to rent a four-wheel-drive vehicle and we embark on our journey in Delhi, the capital of India, with a population that reaches almost 14 million inhabitants. Located to the north of the country in the state of Haryana on a large plain, this universal and cosmopolitan city is actually the sum of two cities: on the one hand, Old Delhi, surrounded by the Red Fort walls, inside of which are clustered houses and shanties. On the other hand, New Delhi: a magnificent Imperial City built along tree-lined boulevards and spacious bungalows designed by Lutyens and Baker in the 1920s.

The architectural legacy of its Islamic conquerors is rich and varied, the colonial centre is particularly impressive. The bazaars and the large number of shops that offer an overwhelming variety of products like spices, fabrics or spare parts for automobiles are striking. The traffic jams, the sounds and the noise pollution (especially from the horns that sound continuously) create everyday traffic that is always chaotic. For fast transport, we can hire, in any point of the city, one of the thousands of rickshaws or motorised tricycles that wind through Delhi's thick traffic. Nowadays, all the capital's public bus services work with natural gas, although finding a free seat is a job that defies all western notions of courtesy.

We continue our journey to Jaipur, the capital of the state of Rajasthan, located at a distance of 150 kilometres from Delhi.



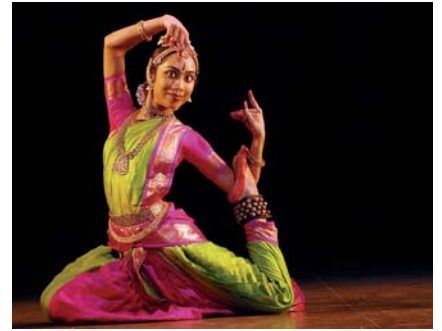
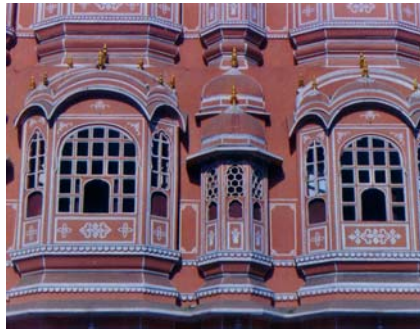
The road is not good, and we will need about five hours to do the journey. Jaipur is also known as the Pink City because of the colour of its buildings, built in the 18th century by the maharaja Jai Shing II. Its city centre also has a very intensive life with bazaars in which everything can be found, labyrinthian palaces, a large artificial lake and the coming and going of multitudes who walk along its streets among the noisy flow of cars, trucks, rickshaws, carts and even horses, camels or elephants. The City Palace allows us

to remember the splendid past of the maharajas, and the wonderful Hawa Mahal or Palace of the Winds must be visited. This five-floor mansion was built in 1799 on pink sandstone for the women of the Royal Family to be able to observe the intense traffic of the main street. Its beehive appearance, endowed with 953 windows, has made it the most desired image of Jaipur.

Twelve kilometres away, perched high on a hill by the entrance to the desert, is the







Amber Fortress. Built in the 11th century, it reminds us of this city's warlike character. Fulfilling a tourist ritual that evokes the times of the marahas, we shall climb up to the gates of the fort on the backs of elephants to enjoy an unbeatable panoramic view over Jaipur once we are there.

Pushkar is the third stage of our journey through Rajasthan. This is a holy city, a peaceful and mystical centre of pilgrimages and rituals. Just like many other places in India, it has the typical "ghats" or stairways that lead down to a small lake, a haven of peace that invites you to meditate. However, the growth in tourism has now made its access restricted; photos cannot be taken of the lake, and you cannot get too close unless you collaborate with a few coins in exchange. Pushkar has a temple dedicated to Bhrama, since according to the Hindu mythology, the lord of the Universe chose this city to live.



Approximately 11 kilometres to the south east, we reach Ajmer, a town with good connections with all the important cities of the area. It is also a well-known pilgrimage centre for Hindus and Muslims.

We leave Ajmer and, in our four-wheel-drive vehicle, we head for Jodhpur, the blue city from which we are separated by about 200 kilometres. The journey lasts for more than five hours, and we encountered some surprises along the way. Itinerant markets and stands that the nomads set up for selling food and clothing are common. Jodhpur is overlooked by a type of eagles nest luxury fortress built atop a 125 metre-high cliff. When viewing it from a distance, we have the impression of looking at the greatest of all fortresses. In Jodhpur, blue takes possession of the houses in the old quarter which, from afar, stand out as though they form a luminous painting.

The following day, we embark on our next to last stage towards Jaisalmer. The road to this town, located 285 kilometres from Jodhpur, is also complicated since we must enter the desert, with more and more desolate landscapes and dunes that threaten to cover the road with sand.







Jaipur is an excellent entrance door to this fascinating region surrounded by legends and mysteries



Our adventure ends in Udaipur to the south of Rajasthan, the most romantic city in India, founded in 1568 by the maraha, Udai Singh II. The impressive City Palace occupies the elongated hilltop on the eastern shore of the lake. It houses fantastic overlooks, pleasant patios, museum pieces, frequent references to the Sun and marvellous views of the lake and the small island occupied by the Lake Palace Hotel, with rooms that cost 600 dollars and a 4,000 dollar presidential suite.

We manage to reach Jaisalmer, a place where, just like many other cities, an impregnable fortress stands out at the highest point with the golden colour of sandstone shining at dusk. Nowadays,

80% of its inhabitants make a living from tourism, who still remember the old camel caravans that used to head for the Silk Route.





## A project for people (1963-1973)

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**During the sixties, IRIZAR becomes a cooperative company, setting the foundations of an important social project**



At the beginning of the sixties, IRIZAR was one of the main industries of Goierri. Miguel Mari Irizar, its president, also wanted to create wealth in the environment as the company grew, which coincided with the cooperative ideology.

Mondragon, a few kilometres away from Ormaiztegui, experiences the launch of industrial cooperativism in the Basque Country. The priest, Jose Maria Arizmendiarieta, its main driving force, promotes the cooperative formula for obtaining a society in which business interests and the community's interests walk hand in hand, a society in which people outweigh capital.

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Miguel Mari Irizar, in the centre of the photograph, was the last of the Irizar family members to be in the company's leadership

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Miguel Mari Irizar, the company president in the 1960s, wanted to generate wealth in the surrounding area



In 1963, IRIZAR became a cooperative made up of 60 members. The members had to pay an initial contribution of 50,000 pesetas, the equivalent to the cost of a SEAT 600

The Irizar brothers had observed for years how well-trained people were leaving the company to work for themselves or for the competition, while they experienced a lack of capital for making investments that allowed them to continue to innovate and to attend to the demand. They found the cooperative philosophy to be a good formula for involving employees in the company's future, by giving the member the right to participate in its management through democratically elected bodies.

Also, Caja Laboral, which started out living on the cooperatives of Mondragon, provided financial and technical support for the group's member organisations, while Lagun Aro offered the social support needed by the people that made up the cooperatives. These two entities were essential for developing Basque cooperativism.

So, management called the workers to a meeting with Jose Maria Arizmendiarieta in the Ormaiztegui cinema and, in 1963,



**José María Arizmendiarieta Madariaga, founder of the Basque cooperative movement, inspired a new philosophy that the Irizar brothers considered to be a good formula for involving employees in the company's future**

IRIZAR became a cooperative made up of 60 members. For this, members had to pay an initial contribution of 50,000 pesetas, the equivalent to the cost of a SEAT 600, the car in fashion in those days. It was a very high amount for the time, and it was supported with the guarantee of the Irizar brothers, who had every faith in this formula.

Becoming a cooperative allowed IRIZAR to continue along the lines of product innovation and development. New markets were explored, such as manufacturing refrigerated vans, which in the end, did not prosper. But work continued in optimising the company's the company's output to a maximum and in investing in new technologies.



At the beginning of the seventies, IRIZAR was already in the position of being one of the country's best coach-building companies

In parallel to this organizational change, the company's internal management had to be adapted. In 1969, Miguel Mari Irizar gave way to Kepa Anabitarte, who took charge of the cooperative's management.

At that time, IRIZAR was in the position of being one of the country's best coach-building companies, thanks to its constant research and despite the sector's high level of competitiveness. In 1970, it manufactured the first coach with air conditioning, which became its major competitive advantage, while two years later, one of the vehicles manufactured was awarded the "Giralda de Oro" prize for Spain's best coach, which increased considerably the brand's fame.

With the Dinam model being leader on the market in the seventies, IRIZAR was now a reference in coach manufacturing, with models like the Urepel, Urbia and Korosti, which incorporated several features, but did not prevent ending 1973 with losses. The energy crisis had arrived.

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The various models manufactured in the 1960s included numerous features. In 1970, the first coach with air-conditioning entered the market

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TAKING CARE OF THEM







**IRIZAR, S. COOP.**

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