



people & coaches

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120 years of continuous innovation

We have been in the same sector for 120 years with continuous success, something of which very few companies can boast nowadays.

In 1889, the great entrepreneur, Jose Antonio Irizar from Guipuzcoa, took a great step in the development of transport. He went from manufacturing ironwork and wheels for carriages to the bodywork of stagecoaches. From that embryo, IRIZAR would be born, the philosophy of which has always been to be able to adapt to the customers' needs at all times and, in turn, to now be an unquestionable reference worldwide in the road transport sector.

IRIZAR's clear strategy, based on an innovative management model which gives impetus to the participation and the abilities of all its personnel and which, in turn, bases all its actions on satisfying its customers, has allowed it to grow and to develop in a highly competitive sector.

Now, in such an uncertain situation, IRIZAR still invests in the development of new products and new technologies with an aim to continue offering the best options for its customers. This year,

we have launched the new IRIZAR i4 LE (Low Entry) onto the market. This is the first low entry suburban service that is based on a coach. We are convinced that the next milestones will stir up great interest on the market.

By developing plans for the future, among us all, we try to define how the citizens will move around within a medium-term period. True to our principles, we believe that the future will exist through sharing and continuing to offer our customers new solutions.

The experience of these past 120 years together is only the beginning of a future in common.

Gorka Herranz
President of IRIZAR

ROBERTO NERONI, GENERAL MANAGER OF SARDINIA TRANSPORT

“Reorganising collective transport will give the citizens quality of life and the recovery of spaces”

The current scene contemplated by Sardinia’s General Transport and Logistics Plan determines the need to pay special attention to the new organisation of transport to achieve a single network structure that recovers both city and intercity regional railway lines and services, as well as road services.

The development of the PGTL needs to improve mobility policies. Which measures are being taken in Sardinia by its Department?

The Region and, specifically, the Transport Consultant’s Office are still working according to the objectives planned by the PGTL to help the railway services to be integrated with road transport. By doing so, we hope to improve the overall efficiency, especially in the southern areas, by paying special attention to the processes of market liberalisation aimed at optimising the quality of the services and the reduction of costs.

In the regional context, which innovations have been introduced?

The main one has been the transformation of ARST into SpA as the largest local road and rail transport company in Sardinia after the recent regionalisation of Ferrovias Meridionales Sardas and Ferrovias de Cerdeña.

What has this consisted of?

The merger with which the new services model has to be built, along with setting up the organisation of the railway system planned, assigns the role of lifting axis to the national railway network, FS. From hereon, all the other both rail and road means of transport must strategically offer derivation and distribution services in the rest of the territory, on the one hand, to avoid superimpositions and parallelisms among the different modalities and, on the other, to contribute to the restructuring of the services and to integrating and sustaining them.

How will these measures have an effect?

As established by the Regional Transport Plan, the aim is to make a network system extended to all the transport modalities through centres that are intermodal with rest areas for buses and private vehicles. To do so, significant mobility quotas are transferred to the PGTL and a single fare integration system is established.

Does this restructuring of the services adapt to the sustainability principles?

Indeed, it should be pointed out that the sustainable development of transport is also ensured through the restructuring of the services, for there will be a reduction in energy consumption, pollutant emissions as well as the environmental, historical and architectural impacts established in the Land Development Plan and the Regional Plan for Sustainable Tourism Development.

The city and intercity transport of the island of Sardinia, with a total number of 611 lines, moves about 67 million passengers each year.



What are the principles of your next actions in the framework of the new European Community?

The interventions planned in the transport sector are in line with revitalising and levelling out the territorial imbalances with the objective of improving the quality of life of the city areas and the unprivileged territorial areas.

Sardinia is making significant efforts to improve its roads. Do you believe they adapt to the number of vehicles in circulation?

I feel that the existing road structure is sufficiently adapted to the flow of vehicles circulating daily throughout the network. However, the Olbia-Sassari link shows considerable problems due to the high volume of heavyweight traffic. Even so, we must underline

Roberto Neroni, the highest authority in the design of Sardinia's current General Transport and Logistics Plan.

that road network connecting more outlying areas and the larger city centres is not adapted in terms of comfort and safety, and this is the case of the usual traffic jams normally registered in Cagliari and Sassari.

How many line franchises are there in Sardinia?

The total number of lines in franchise is 611, of which 138 are city and intercity as private franchises, 122 are city public ones and 351 belong to the company ARST.

How many passengers use the means of transport each year?

About a total of 66.7 million between city and intercity transport.

Are there plans for creating new lines?

More than creating new lines, there are plans for reorganising the services that is mainly based on making them hierarchical and specially and temporarily integrating them to guarantee a public transport system that is more and more efficient and competitive with respect to private transport.

ARST experienced in 8% increase during 2008, thanks to the purchase of new buses along with the incorporation of the area's two railway companies.

Do you consider the bus transport in Sardinia to be sufficient?

It is sufficient if it is analysed from a merely quantitative point of view in terms of kilometres done and seats offered in relation to the demand. However, I believe it is not always efficiently organised. There has not been an attractive planning that encourages the user to choose this type of modality.

What is the objective pursued?

We are looking for a transport system based on simple lines integrated with each other and with the other transport modalities, and which is also attractive for the users who could use their own cars for travelling.

What would you highlight as the most significant element in the past few years?

Among others, the Project for the Development and Experimentation of the Fare Integration Systems in the overall public transport in Sardinia (Sintas). The Electronic Ticketing System (SIBE Sassari) has been introduced, as well as its modelling, its estimate and its definition on the whole island.

ARST is the most important transport company in Sardinia. What progress has it experienced?

In these last two years, the company has focused on the dynamisation of the public transport offer. The purchase of new buses, along with the incorporation of the area's two railway companies, has meant an 8% growth during last year.

The sustainable development of transport is ensured through the reduction of energy consumption and pollutant emissions, minimising the environmental, historical and architectural impacts.



And the rest of the TPL companies?

The rest of the transport companies are small and most are private, frequently with an almost family management. The most important public company after ARST is CTM of Cagliari, which runs the city lines in the Cagliari area.

Which do you consider the most significant features or values that IRIZAR has brought to the TPL in Sardinia?

Without doubt, the renewal of the fleet of coaches has brought improvements to the comfort of the trips. The on-board electronics is also of great importance, which allows tele-location for an improved management of the fleet and the ticket machines that are prepared for the fares to be integrated.

In matters of safety and comfort, what is your opinion on the evolution of buses in the last few years?

I feel that the technological progress in the means of transport has obtained excellent results in these last few years, both in terms of comfort, safety and features. However, I think the problems linked to safety are related to both the structure of the network and the promiscuity of private traffic with the public traffic.

Is there still room for improvement?

There's no doubt that improvements can be made in terms of both features and comfort.

With regards to protecting the environment, what policies is your Department applying?

The renewal of the transport park and improving the service of TPL by transferring private transport demand quotas to collective transport undoubtedly help to protect the environment.

Without a doubt, the renewal of the fleet of coaches with the IRIZAR i4 has brought improvements to the comfort of the trips.



In this sense and in line with sustainability, what type of progress is noticed in the PGTL with respect to road traffic?

I think the policy that the Region is carrying out, and specifically the Transport Consultant's Office, is aimed at reaching sustainable mobility. To be specific, the integrated planning of the transport services in large city areas is an attempt to largely reduce the congestion problems and, consequently, the impacts of atmospheric and acoustic pollution. Furthermore, the reorganisation and strengthening of a collective transport service, with interventions aimed at controlling and regulating private traffic, will also bring benefits in terms of quality of life and recovering spaces for citizens.

Reducing the congestion problems and the impacts of atmospheric and acoustic pollution are two challenges that Roberto Neroni faces.

THE NEW UNITS ARE NOW CIRCULATING IN THE CARIOCAN COUNTRY

Brazil gives a warm welcome to the IRIZAR PB

Sao Paulo was the place chosen by Irizar Brasil to launch its high range coach, which is quite a revolution in South America. The customers welcomed the model with great enthusiasm.

The presentation ceremony of the IRIZAR PB took place in Sao Paulo on November 26, in the presence of 400 guests

The launching of the IRIZAR PB in Brazil serves to complement IRIZAR's range of products in South America, which strengthens its leadership in the Premium coach sector and reasserts Irizar Brasil as one of the Group's most flexible projects.

The presentation ceremony took place in Sao Paulo on November 26th in the presence of 400 guests including authorities, specialised press, people from

IRIZAR and mostly customers who were delighted to see the products presented.

After the press conference in one of the city's hotels, the ceremony for presenting the IRIZAR PB was held. Those involved were Manuel Neves, in charge of IRIZAR's plant in Brazil, Gotzon Gomez, in charge of coordinating the Irizar Brasil project and Jose Manuel Orcasitas, the person responsible for coordinating the IRIZAR





The customers had the chance to see and enjoy the coaches for more than an hour, after which a cocktail and musical performances were offered.

GROUP's projects abroad. After a short presentation about the IRIZAR GROUP and the trajectory of Irizar Brasil since it started out in that country, a presentation of the product's technical aspects was made, with the qualities that differentiate it from the rest of its competitors.

Then, between music and special effects, seven brand-new coaches measuring between 12.2 metres and 14 metres in length appeared, built on Mercedes-Benz, Scania, Volvo and Volkswagen chassises. The impact was tremendous and,

speaking of the main customers, "they had never seen anything so amazing".

The customers had the chance to see and enjoy the coaches for more than an hour, after which a cocktail and musical performances were offered. Due to the good atmosphere that was, the ceremony was prolonged well into the early hours.

The development of the IRIZAR PB and its perfect adaptation to the uses and customs of the countries in South America for which it is planned has required an



investment of 6 million euros, and it was made with mixed engineering teams trained by people from Irizar Brasil, Irizar Mexico and from the head office in Spain.

Throughout 2009, the coaches will be presented in different cities of Central and South America.

IRIZAR begins to manufacture the Nuevo Century model at its Morocco plant

The Moroccan transport operator, CTM, has purchased the first 30 coaches of the Nuevo Century model destined for medium and long distances, and which is produced in the Shkirat plant of Irizar Maroc.



CTM has once again placed its trust in IRIZAR to renew and modernise its fleet, strengthening the quality of the service and its image in order to consolidate its position in the Moroccan market.

The delivery of the first 16 units made on Volvo B12B chassis was made at the Skhirat plant on February 11th. The heads of CTM, Volvo and IRIZAR, and the highest authorities of the Moroccan Ministry of Transport, were at the presentation ceremony and the subsequent press conference.

The Century model is the ultimate luxury coach in Morocco and one of the coaches most sold worldwide since it began to circulate in 1991, with more than 20,000 units in circulation. This model is considered one of the most successful products in the medium and long distance sector in Europe.

This way, the operator, CTM, a company founded in Melilla on April 14 of 1936, with its headquarters in Algeciras and in La Linea de la Concepcion, strengthens the quality of service and its image in order to consolidate its position on the Moroccan market.

Delivery ceremony of the first 16 Nuevo Century units allocated to the Moroccan company, CTM.

The Skhirat plant doubles its production rhythm 6 months after its inauguration

120 people have joined IRIZAR's project in Morocco.

The strategy presented on July 10th during the inauguration of the Skhirat plant is beginning to bear fruit. The transfer of the new Century model to Irizar Maroc makes it possible to carry out the continuous improvement of its products, standardisation, as well as of the manufacturing processes in Morocco.

The first step was to add 120 people to the project in order to double the production rate at the new plant where the first units of the city model "IRIZAR Iria", as well as the "Nuevo Century" models, are being manufactured.

This way, IRIZAR increases the production capacity in Morocco, which can reach up to a maximum of 1,000 units per year. IRIZAR's total investment in this 60,000 m2 plant with 15,000 m2 enclosed will be about 25 million euros, and it has all the most modern equipment and resources for producing top quality coaches, the same as the group's main plants.





The presentation ceremony included a very original musical show.

IRIZAR PB, the new South African star

The launch of IRIZAR PB in South Africa becomes a show for our clients in South African countries. The coaches already circulate throughout South Africa, Zambia and Zimbabwe.

Johannesburg was the city chosen for presenting IRIZAR's flagship, which means its unmistakable commitment to its subsidiary in South Africa and to all the African markets in general.

The presentation was made on May 26th on the outskirts of Johannesburg in a countryside location. 130 guests, mainly customers, attended the ceremony. There were also people from the brand companies, the specialised press and from IRIZAR.

As in Brazil, where the bodywork of these coaches was manufactured, first a press conference was held in a Johannesburg hotel, and then the presentation ceremony was held for the customers.



The investment made by IRIZAR strengthens the GROUP's position in the luxury market of South African countries.

Those who took part were Paul Nel on behalf of Irizar Southern Africa, the South Africa plant manager, Manuel Neves on behalf of Irizar Brazil, the Brazil plant manager, Gotzon Gomez, in charge of coordinating the Irizar Southern Africa project and Jose Manuel Orcasitas, the person responsible for coordinating the IRIZAR GROUP's projects abroad. In the same way as in Brazil, a short presentation was given of the IRIZAR GROUP and the trajectory of Irizar Southern Africa since it started out in 2004. A presentation of the technical aspects of the IRIZAR PB was also given and the qualities that make it unique in comparison with the rest of its competitors.

Then three spectacular coaches measuring from 12.9 metres to 14 metres in length were shown, built on Mercedes-Benz, Scania and Volvo chassis. This ceremony was held outdoors, along with an extremely original musical show.

With this investment made by IRIZAR, its position on the luxury market in South African countries is strengthened, and the customers from that area are provided with a product that offers a big difference in design, quality, comfort and safety for



Paul Nel, José Manuel Orcasitas, Gotzon Gómez and Manuel Neves during the IRIZAR PB presentation ceremony in South Africa that was attended by 130 guests.





Greyhound is the pioneer company and leader in passenger transport in Australia

IRIZAR ENTERS OCEANIA, COMPLETING ITS EXPANSION IN THE FIVE CONTINENTS

Australia and New Zealand receive the first 40 Century Premiums from Irizar Brasil

IRIZAR's first units have already been circulating in Australia since last October. A total of eleven companies related to road passenger transport have bought 32 Century Premiums to renew their current fleet of vehicles. This new step made by IRIZAR consolidates its presence in the five continents. The first units also arrived in New Zealand at the beginning of this year.

A total of eleven Australian and four New Zealand companies related to road passenger transport have chosen for the first time in their history the Century Premium model for renewing their current fleet of vehicles. The new IRIZAR coaches, manufactured



Coach labelled with the image of the famous "Crocodile Hunter", Steve Irwin.



One of the first Century Premium that will be seen circulating on New Zealand roads.

at Irizar Brasil, will mainly cover tourist routes on the country's east coast.

The customer that has bought most of the new coaches is Greyhound, a pioneer company and leader in passenger transport in Australia. This company has bought a total of 10 units of the 12.5-metre long Century Premium model with bodywork on a Euro IV chassis and equipped with 3 monitors.

In New Zealand, the companies Pavlovich, Scenic, Rio Rouge and Saint Coach are the ones that have purchased these first units.

IRIZAR has had to make a big effort in development and technological improvements to be able to meet the strict restrictions of the Australian ADR regulations, especially with respect to the maximum weights of the coach, which cannot exceed 16,000 kg. The regulation also affects the interior of the coaches and primarily the mooring system of the seats (which have 3-point belts) with the floor of the coach.

These regulations are much more demanding than the European ones and they entail using special high-resistance steels, which has caused synergies that, undoubtedly, will have a bearing on an improvement in IRIZAR's other products and on a higher level of satisfaction of its customers on all the markets.

HUMBERTO MANUEL DOS SANTOS PEDROSA

“The future of road passenger transport in Portugal goes through the implementation of a thorough restructuring of the legislation applicable to the sector”

To mark the Tribute that IRIZAR organised for the Barraqueiro Group, one of the main Portuguese passenger transport companies, for its 95 years on the market, we had the chance to go over his view of the transport sector's evolution in Portugal with its President, Mr. Humberto Pedrosa.

Mr. Humberto Pedrosa: since you are one of the most important people in Portugal's road passenger transport sector, how do you see the sector's future in your country in the current situation of crisis and uncertainty?

In Portugal, on the one hand, we have witnessed a continuous drop in the number of passengers transported as a result of the general drop in demand. On the other hand, in the last few years the sector has experienced great instability with the considerable increase in fuel cost.

This situation has caused a systematic reduction in companies' financial resources for investing in improving the quality of the fleet of vehicles and services, which are essential factors for a public transport promotion policy.

So, we understand that the use of new ways to finance the transport system is needed to reverse the tendency, that the central and local heads should adopt measures for encouraging the use of public transport, as well as measures in the tax aspect, in favour of the sector's companies, and the creation of a specific labour regime for the entire transport sector.

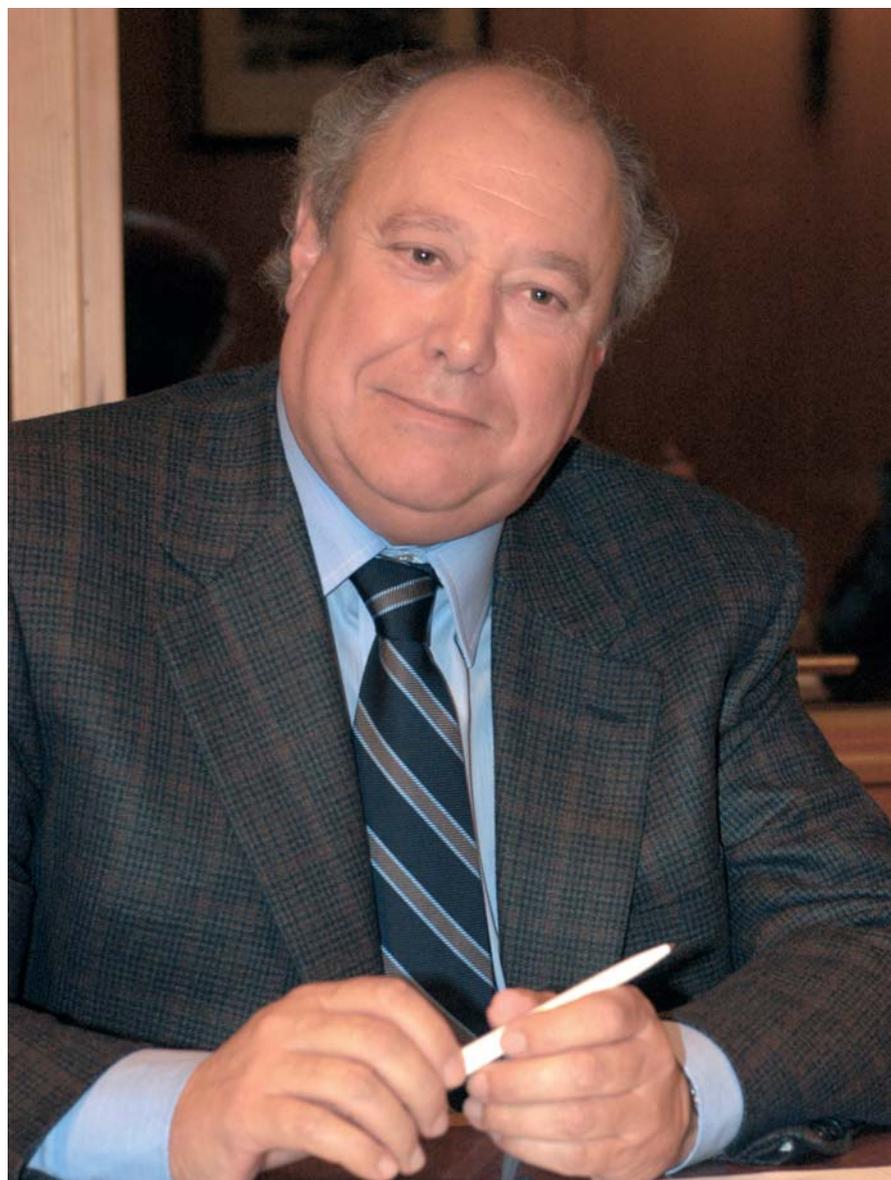
Can you describe to us what that evolution's been like?

The evolution of the modal distribution of the motorised trips in Portugal in the last few decades has been disastrous for Collective Transport.

The measures with the most impact taken by the different Governments are mainly focused on substantial financial transfers to the public transport companies, with no known positive effect either at the demand level, which has been systematically dropping, or at the level of the sustainability of these companies, whose operational deficits go up significantly year after year.

All this waste of public capital did not result in direct benefits in the use and making the most of the transport system, but it helped worsen the imbalance between public and private transport companies, mainly with respect to the quality of the fleet of vehicles and the conditions of use of the transport system, in a logic that is clearly disrespectful of the competition's community rules.

The Group's companies guarantee the Passenger Transport Public Service in the Central and Southern areas of Portugal and in the Metropolitan Area of Lisbon.



Portugal and its companies have been modernising their structures and offering new products with the aim of improving transport services. The way you see it, which are the areas where that restructuring needs to be done in depth in order to obtain an even bigger improvement in the services? What support should the State give to make that modernisation easier?

I think that the implementation of a profound reorganisation of the legislation applicable to the sector is essential for its future. Creating "Metropolitan Transport Authorities" and establishing the contractual conditions of the public service are the most important measures. On the other hand, the existence of organisations for regulating, planning and coordinating the population's travelling capacity in the metropolitan areas of Lisbon and Oporto, including all modes of transport and operators, is absolutely imperative.

The establishment of contractual regulations of the public service must also contribute to resolving the financing itself of the transport system.

On the other hand, with regards to the inequalities that exist today, establishing a "recovery" period is considered essential, which is needed for the modal and physical fare integration process of all the operators of the metropolitan

In 1967, the Pedrosa family purchased the company that even then had a fleet of 19 buses.

areas, with a real profit for the companies and the public transport users, allowing the companies to properly adapt to the new regulation framework, specifically through support for the renewal of the fleet of vehicles and supportive infrastructures, for the purchase of ticket dispatch equipment and other support systems for the operation, organisational planning and the training and qualification of the drivers.

What efforts is the Barraqueiro Group making in regards to this?

In the field of passenger transport, the Barraqueiro Group is made up of the transport companies Barraqueiro Transportes, Rodoviária de Lisboa, Rodoviária del Alentejo, EVA Transportes, Frota Azul-Algarve, Translagos, Henrique Leonardo Mota and Rodoviária del Tajo, as well as the Fertagus railway and the metropolitan company MTS.

All the Group's companies guarantee the Public Passenger Transport Service in the Central and Southern areas of Portugal and the Metropolitan Area of Lisbon, the rental of coaches for the whole country and Europe, express services with national coverage, as well as the railway crossing of the Tajo and the running of the Southern Metro of the Tajo.

The Group has been extremely committed to improving the technical and personal qualifications of its employees, especially those who have responsibilities interacting customers, so that high service quality levels are reached. We have also committed ourselves to the qualitative improvement of the relationship with all the social, economic and cultural agents that exist in their established areas, like schools and communities.

Rodoviária of Lisbon was a pioneer in the development of the "ICTR - Informação ao Cliente em Tempo Real" (Informing the Customer in Real Time) system, which consists of installing information noticeboards at the main stops.

Fertagus, MTS and Barraqueiro Transportes, and shortly Rodoviária of Lisbon, include the Bilhética Sem Contacto (dispatch of tickets without physical contact) system.

MTS is also associated to the "Project for Reclassifying the



Transport Axis" through which it will reorganise and reclassify all the urban spaces adjacent to the axis through which the metro runs.

Different companies of the Group also have quality certificates, and Fertagus has already obtained the Safety Certificate. Very shortly, MTS is expected to be able to obtain the Quality, Environmental and Safety Certificate.

The Barraqueiro Group, the origin of which dates back to 1914 and the activity of which was started by Joaquim Jeronimo, is one of the oldest companies in the country. Could you summarise for us which you believe have been the key points in your company's 95 years of history?

It began in 1933 with 5 vehicles. This was when Joaquim Jeronimo set up a transport company with his name, but it would remain known until today as "Barraqueiro". It transported passengers on the Malveira-Lisbon road.

In April of 1967, my family bought the company which, at that moment, already had 19 buses.

At the end of 1973, the company "Henrique Leonardo Mota" was bought, and the area of influence was focused on the Lisboa-Loures-Malveira-Torres Vedras axis.

At the beginning of the eighties, Barraqueiro broadened its horizons to the tourist activity by creating the company "Frota Azul".

In 1990, with the purchase of the company "Castelo e Caçorino", we also went on to cover the entire Barlavento of the Algarve region.

In 1996, after the purchases made in the process of re-privatisation of the companies Rodoviária Nacional, we went on to ensure a position of clear leadership in passenger transport in central and Southern Portugal.

In 1999, the railway crossing of the Tajo through the April 25th



Bridge was opened, and the group that “Fertagus” set up for this purpose was responsible for running it.

In 2006, the Barraqueiro Group went on the form part of the EPTO association and, in 2007, we began to run the Southern Metro of the Tajo.

We now transport over 260 million passengers per year by road, railway and metro, and we are the largest Iberian passenger transport group, travelling about 170 million kilometres per year.

Few companies can boast about having managed to maintain a constant activity in such a complicated sector as the transport one for 95 years. What’ s your secret?

The first point I’d like to underline is that for a Group of these dimensions to work properly, it needs to have conscientious and very devoted employees who competently carry out their work on a daily basis with a spirit of bettering themselves.

To achieve this, we have placed a wager on People from the start, who are the Group’s main capital, by creating the conditions that favour their loyalty and to create very closely linked relationships. On the other hand, in the Group we follow very strict principles of professional ethics, at all times and in every place, always aimed at the capacity of being useful and important for the population we are serving.

We sense that you are a person who is very satisfied with the great achievements reached at a professional level. What sacrifices has that imposed on you at a personal level?

When we carry out a professional activity with intensity, but also with passion and conviction, as in my case since I was very young, the sacrifices of a personal nature which, of course, exist are clearly depreciated in comparison with the satisfaction and happiness I have had the privilege to enjoy and to share with all my collaborators.

With respect to the collaboration with IRIZAR, we couldn’t be more satisfied with the decision taken and with its excellent results.

In this sector in particular, many of the family companies have a serious problem of continuity due to the new generations’ lack of interest in the future of those companies. How you do see this matter? We believe that this problem does not exist in the Barraqueiro Group. Isn’ t that so?

This is a difficult sector for all the reasons I’ve pointed out. However, I think that the problem of discontinuity does not exist in most transport companies, and neither in the Barraqueiro Group, due to the use of a professional management for quite some time.

How do you value the decision taken by your Group when it decided Irizar was to be its partner in the thorough renewal of the fleet of vehicles some years ago that was started then?

The Barraqueiro Group has always tried to give priority to collaborations that provided good results for all the protagonists. The collaboration with Irizar fits like a glove on those assumptions.

So, we couldn’t be more satisfied with the decision taken and with its excellent results.

Would you like to add anything else?

I’d like to leave a message of hope in the transport sector’s future in Portugal.

We still have a long way to go, but we know that we can reach the levels of quality that exist throughout almost all of Europe, for our businessmen have the necessary competence and dynamism to achieve this.

The important thing is for the structural transformation which is urgent to implement be not made without taking the Portuguese businessmen into account.

DELIVERY OF COACH NUMBER 300 TO THE PORTUGUESE MARKET

Acknowledgement ceremony for Mr. Humberto Pedrosa of Barraqueiro Group



Moment in which Peio Alcelay presents the Basque makila to the president of the Barraqueiro Group, Humberto Pedrosa.

Last April, IRIZAR held a ceremony in which it acknowledged the President of the Barraqueiro Group, Humberto Pedrosa, in appreciation of his loyalty. During this ceremony, a PB was also delivered, coinciding with the IRIZAR coach number 300 on the Portuguese market.

Outstanding members of IRIZAR's management team and the managers of the Barraqueiro Group's different companies were present at the gala, held in the facilities of the Hotel Fortaleza Do Guincho in Cascais. Peio Alcelay, the person responsible for coordinating Irizar

Altogether, the Barraqueiro Group has a modern fleet of coaches in Portugal of which over 170 are of the IRIZAR brand.

IRIZAR CENTURY IN NORWAY



The IRIZAR Century for Oslo-airport connections

The airline company, Scandinavian Airlines, has updated its fleet of coaches by buying 14 new units of the IRIZAR Century model.

The recently inaugurated buses cover the service connecting the passengers who land at Oslo Airport with the city centre. It is not the first time that SAS places its trust in IRIZAR for, in the last few years, another 14 IRIZAR Century coaches have been offering this service in the Norwegian capital.

Manufacturing these coaches has been important for IRIZAR given the great awareness of public transport that exists in this country, and it is interpreted as a recognition of products with contrasted efficacy and efficiency in every aspect.

It is not the first time that SAS places its trust in IRIZAR for, in the last few years, another 14 IRIZAR Century coaches have been offering this service in the Norwegian capital.

It also means a significant milestone that proves the customers' satisfaction with the product and IRIZAR's service.

Ormaiztegui, presented the president of the Barraqueiro Group with a papyrus manuscript signed by members of the coordination team, the Board of Directors and the Social Council on behalf of all the Spanish company's members, as well as a makila (a Basque handicraft walking stick, which is a symbol of friendship and acknowledgement for people).

Also, Peio Alcelay expressed his gratitude for the trust placed in IRIZAR by this Portuguese transport company with which it has been collaborating since 2004, while he gave a very positive assessment of its business development and its clear vocation for passenger service.



Juan Antonio Urteaga, Humberto Pedrosa, Peio Alcelay and Alejo González



THE PRIME MINISTER OF THE UNITED ARAB EMIRATES BUYS A GREAT LUXURY IRIZAR COACH TO RECEIVE HIS GUESTS

An IRIZAR PB for exquisite tastes

Dubai's head of state and Prime Minister of the United Arab Emirates, Sheik Mohammed Bin Rashid Al Maktoum, has purchased an IRIZAR PB coach with great luxury. It will be exclusively used for the official reception of VIP guests who will be accompanying the Emir on visits to construction infrastructures and projects in Dubai, one of the world's major cities with the largest expansion of modern buildings. The Road Transportation Authority will operate and coordinate in charge all of the trips planned by the magnate.

The new 15-metres long and 3.70-metres high IRIZAR PB coach on a Scania chassis has a back lounge specially designed for the Sheik that can host a maximum of eight people accompanying him. The front area is separated and it has twenty extremely wide seats lined in double fold leather, a completely equipped kitchen and a special bathroom with a vanguard design, fit for the personalities who will be travelling in the coach. A 42-inch multimedia plasma television, individual sound and WiFi connection in the entire coach complete the special features of this vehicle's interior.

View of the spectacular back lounge specially designed for the Sheik and that can host a maximum of eight people accompanying him.



This IRIZAR PB great luxury coach will be exclusively used for the official reception of VIP guests who will be accompanying the Emir of Dubai



About the United Arab Emirates

- The seven emirates are located on the Arabian Peninsula between Saudi Arabia and Oman.
- The desert covers 90% of the country formed by enormous sand dunes with mountains to the east.
- Strategically located in the south of the Strait of Hormuz, it is a transit point vital for the world oil trade.
- Dubai is the most populated emirate, with 1.5 million inhabitants, and it is immersed in dozens of large projects like the future opening of the metro planned for September.
- The Palm Islands are the three largest artificial islands in the world where the construction of extensive residential areas, theme parks, marinas, shopping centres and luxury hotels is in its final stages. This project increases the surface of Dubai's beaches by more than 500 km².



THE CIUDAD REAL HANDBALL TEAM PLAYS THE LEAGUE WITH A NEW IRIZAR PB

IRIZAR with sports

Since last January, the Ciudad Real Handball Club has been sporting a new IRIZAR PB in which it makes all its sports journeys by road to play the Asobal League.



behind it, has purchased this new coach, which is among the most advanced with regards to technology and respect for the environment. The vehicle has a completely recyclable bodywork and it has incorporated the Euro 4 system which includes the latest advances for the elimination of CO2 gases.

One of the novelties installed in the vehicle is an interior camera located next to the guide's seat which is activated at the moment the person travelling in this seat speaks through the microphone so that his picture can be seen by the passengers through the two monitors installed inside the coach.

AISA has purchased this new vehicle, which the Ciudad Real Handball Club will always have at its disposal, although the company may also use it for other journeys when the club does not need its services.

The vehicle is equipped with features aimed at its passengers' leisure and entertainment which make their journeys much more enjoyable.

The players and technical group of the members of the Ciudad Real Sports Club travel in this brand-new coach that measures 13 metres long and has 44 seats of the utmost comfort and convenience. The new vehicle is equipped with a significant amount of features aimed at its passengers' leisure and entertainment which make their journeys much more enjoyable. Each one of the seats has individual sound and eight audiovisual channels to choose from. There are also three VIP model multi-purpose tables, eight power points and a refrigerator.

Sustainable and novel

The regular road transport company, AISA, with over 70 years of experience



A HIGH LUXURY IRIZAR PB FOR TRAVELLING MEDIUM AND LONG DISTANCES.

Japanese tourists have chosen IRIZAR coaches to travel throughout Italy



The Italian company, Mocci Bus SRL, specialised in the tourist transport sector and which has recently bought an IRIZAR PB, has signed a contract with the Japanese agency, Miki Travel, for transporting Japanese tourists in its fleet of IRIZAR coaches.

This new high luxury IRIZAR PB coach, with 33 seats with leather upholstery will be used for travelling medium and long distances. Mocci Bus also has another three PB coaches and three Century models which offer their passengers a highly professional and qualified service. As well as having gained the confidence

This high luxury IRIZAR PB coach has 33 seats with leather upholstery. It will be used for travelling medium and long distances.

of the main tour operators both in Italy and abroad, the Italian company also takes part in the celebration of great events with its organisation.

Mocci Bus has recently extended and renewed its facilities. It started out thanks to its founder, Giuseppe Mocci, in 1950, a time in which the only means of transport were cars and minibuses. Thirty years later, his son, Bruno Mocci, took over the family business and, with the accumulated knowledge, he began to experience a remarkable increase through the purchase of coaches for the general tourism.

Translink receives six new IRIZAR PBs

Last March, IRIZAR delivered 6 new IRIZAR PB coaches to Ulsterbus Tours belonging to the Translink group, the top transport company in Northern Ireland.

These coaches, which will be used for long distances, are in addition to the 106 IRIZAR Intercentury and the 12 IRIZAR Century models that this company already had, creating a total fleet of 124 IRIZAR coaches.

These are the first 14-metre long coaches, with 3 axles and a capacity for 53 passengers giving ample space for the full comfort of travellers, included in Ulsterbus Tours' fleet. They are equipped with reclining leather seats, 3-point safety belts, 2 flat screens, an independent air-conditioning system for the driver and the passengers, a security system with cameras and a vacuum cleaner.

Brian Hurrell, Manager of the Ulsterbus Tours Travel Centre, stated that "the arrival of these new luxury coaches signifies an important step ahead in the development of the Company's trips". After hearing the customers' comments, he also added that "this investment proves our commitment to providing our customers with the coach that adapts most to their expectations".

On her behalf, the General Manager of the Passenger Transport Federation, Karen Magill, commented: "These new coaches offer the local community of Northern Ireland access to top quality coach journeys and they are also going to play a significant role when providing transport for the local tourist market. We believe that Ulsterbus Tours' investment in these luxury coaches will help to attract even more coach journeys as a holiday option"

Karen Magill: "These new coaches offer the local community of Northern Ireland access to top quality coach journeys".



Representatives of IRIZAR, Translink and Scania on the delivery date of the first unit of this order, at the IRIZAR installations.

The Translink group, with over 4,000 employees, has 3 business units:

- "Northern Ireland Railways", which provides the entire train service in Northern Ireland.
- "City Bus", which is in charge of city transport in the area.
- "Ulsterbus Tours", which, since 1968, has been organising tourist trips with high-quality coaches and, nowadays, is the largest and oldest company in its sector in Northern Ireland. It offers more than 600 departures a year to a large variety of destinations all over Europe. In 2009, with the arrival of these 6 new coaches, they will be offering new destinations, among them a tour around the Basque Country.

RAFAEL MÉNDEZ, DRIVER OF THE BILMAN BUS COMPANY, COMMENTS ON THE PERFORMANCE OF THE IRIZAR COACHES

"The stability and the brakes of the IRIZAR PB are perfect"

This 37 year old man, who has spent 7 years as a driver of the company, tells us about his experiences at the controls of an IRIZAR PB coach.

BILMANBUS, S.L., established in 1991, is a company dedicated to Regular Road Passenger Transport, which links Alava, Cantabria, Guipuzcoa, Navarre, La Rioja and Biscay with Teruel and the main cities of the Valencian Community and the Region of Murcia. It has a fleet of twenty latest generation IRIZAR PB vehicles, and more than 90% of it is adapted for people with reduced mobility by offering the most advanced active and passive safety systems, equipped with a WC, individual sound, wide seats upholstered in leather, air conditioning equipment and many other features at the disposal of the users for the trip to be as comfortable as possible.

How old were you when you got your licence for driving coaches, the so-called D licence?

I got it in 1998 when I was 26.

Have you always worked in the passenger transport sector?

I started out in the goods transport services sector driving all types of vehicles.

How have you gotten on?

I began driving vans, then rigid trucks and trailers, and now long-distance coaches.

Since when have you been working at Bilman Bus?

I began to form part of it in the year 2002.

Do you remember how you began at the controls of a bus? What was it like?

Yes, of course. I began on a regular line at Vibasa, to be precise, on the Vigo-Barcelona line.

What vehicle are you driving at the moment?

I drive an IRIZAR PB on a Scania chassis and a Setra with a Mercedes engine.



An IRIZAR PB from the company Bilmanbus, similar to the one driven by Rafael Méndez Ruiz, dedicated to passenger transport and whose destinations include some of the main cities of the Valencian Community



What would you highlight regarding its features?

To me, the best thing about the IRIZAR PB is its stability. The 3 axles don't move and the brakes are very good. These 15-metre coaches seem to not enter anywhere, but they have a surprising turning capacity and people like their appearance a great deal. The feeling of safety when you're driving an IRIZAR PB is amazing.

What do you like most about your profession?

Constantly travelling and dealing with the public. It comforts me personally and professionally.

And what do you like the least?

Unyielding people who demand more than you can give them and who protest about anything.

Do you prefer to do short, medium or long distances?

I like the long distances more.

Why?

Possibly because it's what I've always done.

Despite its 15 metre length, the IRIZAR PB has an incredible turning capacity and people like their appearance a great deal.

Do you have any anecdotes of things that have happened to you during your career as a coach driver?

Oof, many. Enough to write a book. A typical one: "At what time does the 9.15 bus leave?", which is a question that answers itself (laughs).

Does anything about the situation of your profession in the passenger transport sector worry you?

The passengers' safety. I think like everyone, and, of course, there's our own safety.

What would you improve in your profession?

Every day the coaches are being made safer and safer. Safety can always be improved.



ARST WILL HAVE 252 COACHES FOR MEDIUM AND SHORT DISTANCES

42 new IRIZAR i4s for Sardinia

The public passenger transport company of the Island of Sardinia, ARST, has purchased another 42 modern IRIZAR i4 coaches which have been delivered at the Ormaiztegi production plant. The Italian company bought another 210 buses of the same model one year ago.

The public passenger transport company of the Island of Sardinia, ARST, has again placed its trust in IRIZAR, particularly in its latest intercity coach model, to renew its fleet. The Italian operator has purchased 42 new IRIZAR i4 coaches which will be manufactured at the Ormaiztegi production plant where the entire European market is attended to.

For IRIZAR, this new contract is an extension to the agreement reached with ARST in May of last year, in which the brand from Guipuzcoa obtained the sale of 210 IRIZAR i4 coaches, the first units

which were delivered last September 15th in Cagliari. With this new order, the Italian regional transport company in Sardinia will soon have a total of 252 IRIZAR i4 coaches for covering short and medium distances.

For IRIZAR, this new operation is the confirmation of its good decision to develop and launch this model, of which over 800 units have been sold since it was first launched.

The IRIZAR i4 coach model was presented to the Spanish and Portuguese

Part of the IRIZAR i4 fleet that was purchased by ARST last year

markets in June of 2007 and to the international market at the Busworld Exhibition in October of the same year, where it was awarded the “Best Multi-functional Coach in Europe”.

The IRIZAR i4 coach is used in significant large urban areas both in the discretionary and the regular services, extending and complementing IRIZAR’s range of products.

ARST authorities with Peio Alcelay, the person responsible for coordinating IRIZAR Ormaiztegi, during the coach delivery ceremony



Regional transport in Sardinia

ARST is the largest regional passenger transport association of the Island of Sardinia.

It has a fleet of over 700 buses and is currently in the process of absorbing the other public companies of the island, in which it expects to have a total of 750 buses.

The geographical configuration of Sardinia requires significant vehicle fleets that provide service to its passengers for short and medium distances for which the IRIZAR i4 is designed and developed



Among the most outstanding qualities of the Irizar i4 LE (Low Entry) are its accessibility and that it includes a telescopic ramp for disabled access (DA).



IRIZAR i4 LE (Low Entry)

In response to the demands from our clients, this new polyvalent and innovative model has been designed for metropolitan trips and for easily accessible outskirts.

The new IRIZAR i4 LE (Low Entry) coach is the first low entry version designed for suburban and outskirts transport. Based on the fundamental values of IRIZAR like reliability, accessibility, profitability, safety, comfort and design, this coach was planned based on the needs of clients and passengers.

Built with first class materials, the IRIZAR i4 LE (Low Entry) is aerodynamically and innovatively designed to allow for considerable fuel reduction.

The standardisation of its components also contributes to a significant reduction in maintenance costs and easy access to them. Its bodywork offers functional and reliable manufacturing solutions. The side covers are independent and dismantlable just like the headlights, the side lights and the bumpers, which are formed with dismantlable elbow pieces.

Among the most outstanding qualities are its accessibility and amplitude of the central part, including a telescopic ramp for disabled access (DA), integrated in the structure of the coach with double operation, manual and automatic that can be activated from the driving seat. It has LED technology side lights and heads lights that improve night driving visibility.

The IRIZAR i4 LE (Low Entry) has been designed based on the needs of clients and passengers and responds to the criteria of reliability, accessibility, profitability, safety, comfort and design.



Driver ergonomics and comfort are important in the interior design of the IRIZAR i4 LE (Low Entry), giving comfortable access to the controls and a space with independent air conditioning. The driver's seat is separated from the passenger area by a unit on which to mount the payment systems.

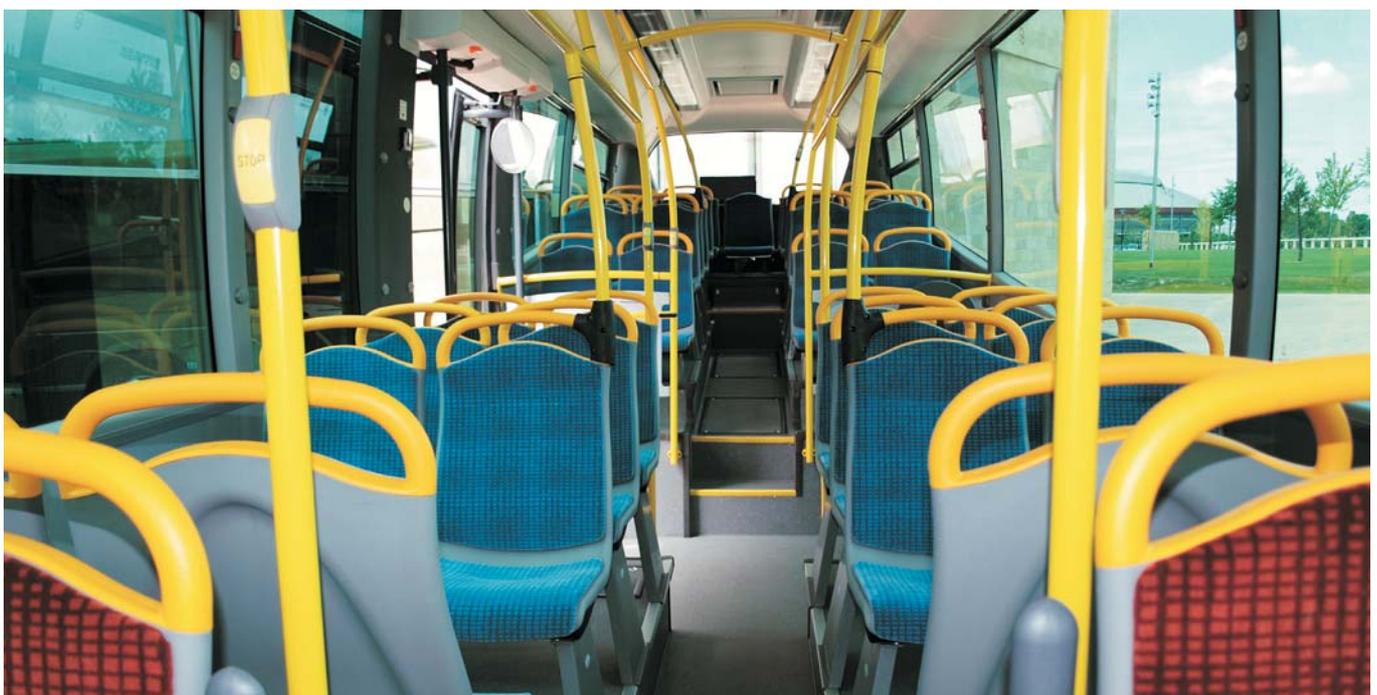
The different options that this product offers allows for adapting the services to the needs of each client. The ceilings are easily dismantlable and the interior lighting also uses LED technology.

Just like its predecessor, IRIZAR i4 LE (Low Entry) is designed and built complying with the future safety regulation R66.01, by which there is a 35% increase in resistance to coach roll over, taking into account the mass of passengers with safety belts.

It is worth highlighting the interest that this model generates among the different operators as a product to which the most important values for a coach, for suburban and outskirts services, have been incorporated.

The IRIZAR i4 LE (Low Entry) has different versions from 10 to 15 metres long with two or three axles and different interior designs. Like the rest of the IRIZAR product range, the i4 LE is also manufactured on different types of chassis.

The IRIZAR i4 LE (Low Entry) has an ample and accessible interior.



Its bodywork offers functional and reliable manufacturing solutions. The ramp is automatically activated from the driver's seat.



Successful precedent

The new version of the IRIZAR i4 LE (Low Entry) arrives just two years after the worldwide market presentation of the IRIZAR i4, which took place in the installations of the Marques de Riscal Cellars in Elciego (Alava).

Since its market launch, IRIZAR has sold nearly 800 units in various European countries.

This coach model, prized as "The Best Multifunctional Coach in Europe" in the "Busworld Fair 2007", is designed to attend to the short and medium distance

segments, and it is a vehicle that is thought for passenger transport in urban concentrations in both chartered and regular services.

The arrival of the new IRIZAR i4 LE (Low Entry) extends the range of IRIZAR products designed to cover all types of routes and services.

IRIZAR currently has the following models of coaches: IRIZAR PB, IRIZAR Century, IRIZAR i4, and IRIZAR i4 LE (Low Entry).

Committed to customer service

The investments that have been made in the IRIZAR supply service installations allow for a considerable improvement of customer service with the goal of adjusting ourselves to new client demands.

IRIZAR has been carrying out a new project, along with a prestigious Logistics Institute, for over two years. This experience, which successfully ended recently, consisted of modernising and reorganising the main warehouse for spare parts in stock located in Olaberria, only 7 kilometres from the Ormaiztegi headquarters plant.



The modernisation of IRIZAR's spare parts supply service is now a reality. The renewal of the central warehouse for spare parts in stock allows more efficiency in the delivery of parts or spare parts to customers. This innovative experience consisted of a meticulous, detailed job carried out with the Logistics Institute, with which it is not the first time that IRIZAR collaborates.

establishing the customers' needs. To do so, the warehouse had to be rearranged to continue having a sufficiently wide range of stock in order to deliver the parts needed by the customer in as short a time as possible. The new SAT warehouse has over 4,000 references placed in line and by family for all types of coaches manufactured by IRIZAR. All kinds of components of both the outside and the inside of the coach are supplied to any part of Europe from this facility.

Improvements have been made in the service workshops, machinery, tools and installations for repairs

As on the previous occasion, the reorganisation of the spare parts warehouse was mainly based on first

These investments have allowed the exit

IRIZAR offers its customers a comprehensive service of coach maintenance, tuning and repairs.

flow of materials to a central warehouse located in Belgium, which also supplies the entire market in Central and Northern Europe, as well as end-clients and our network of official repair centres, to be carried out with the maximum efficiency.

Workshops and repairs

Improvements have also been made in its service workshops, machinery, tools and repair installations in order to attend to the repair service required by customers.

An added value

The after-sales service is another value at IRIZAR, a differentiating value that permanently responds by offering confidence to the customer and,

consequently, making it his trustworthy coach manufacturer.

The After-sales team is made up of thirty people who constitute an independent business unit. It is located in the Karobi de Olaberria zone (Guipuzcoa) and occupies a total surface area of 5,700 m², of which 3,400 m² are constructed.

The services offered by the After-sales team are: Customer Service and Technical Service, a workshop repair, warranties, technical documents and spare parts.

The countries where there are more vehicles with IRIZAR's bodywork are those in which the network is most extensive, and Spain, Italy, France and the United Kingdom stand out. IRIZAR has a wide network of official workshops spread throughout the 88 countries where it is represented, of which the company has over 300 facilities in Europe.



Training Courses

IRIZAR gives more than 30 yearly training courses to both the professionals of their official repair workshops and customers, in order to offer them a better service. These intensive courses have a duration of between two and four days and contemplate the different main processes and procedures for assembly and repairs, electro-pneumatic systems and the availability of a minimum stock which guarantees times when transporting spare parts.

IRIZAR is currently still increasing and improving the wide network of workshops spread throughout all the countries where it is present by innovating and continually investing in training.

All the technical documents and manuals for spare parts and repairs are available on IRIZAR's web site (www.irizar.com)





NEXT STOP

busworld

Kortrijk 09

IRIZAR will present its latest innovations at the European Coach Exhibition, with its own stand.

The event will take place in Kortrijk, from October 16 to 21.

Having its own modern and innovative stand will serve IRIZAR as a letter of introduction for displaying the latest market innovations in this biennial event, which serves as a pleasant and special meeting place for exhibitors as well as visitors.

This year, IRIZAR will attend the most important Bus and Coach Trade Fair on a European level, held in Kortrijk (Belgium), to present its latest innovations, such as its modern and leading array of products designed to cover any type of service. For the first time, the Gipuzkoan company will present in this

Exhibition an innovative and modern stand that represents the values, the strength and an entire brand that has been built throughout the 120 years of its history. IRIZAR will be located in the hall number 1, where it will occupy stand number 103 with a surface area of 656 m².

Worldwide showcase

Busworld once again becomes the worldwide showcase for leading companies in the sector of passenger transportation by road. The twentieth edition of this Exhibition will have almost 50% more surface area than the previous edition, as well as ample and magnificent installations that will house a total of 48,200 m². Both exhibitors as well as visitors will be able to admire the latest market innovations in this biennial event that will take place in the Belgian city of Kortrijk, from October 18 to 21.

Presentation of the IRIZAR i4 LE (Low Entry) in the Rioja Forum of Logroño



This past April 28th IRIZAR presented two units of the new IRIZAR i4 LE (Low Entry) in the Congress Palace Rioja Forum of Logroño.

The event coincided with the Sustainable Transport and New Technologies Sessions that were being held during two days in the Rioja capital. The new version of the IRIZAR i4 roused much interest among the different operators that look favourably on its adaptation to the metropolitan environment. During the official presentation, IRIZAR delivered the first unit of the model that is already being sold to the Madrid transport company, Boadilla.

To mark IRIZAR's 120th anniversary, we wanted to get the opinions of two people who contribute to the project day by day. Ramon Albisu has accumulated 44 years of experience. Elder Larrea has been in the project for one year.

INTERVIEW WITH THE MOST EXPERIENCED PERSON AT IRIZAR

Ramón Albisu: "The young people should maintain all the values we have at IRIZAR"

Ramón Albisu Badiola, born on August 20, 1948, married and with 2 children, this neighbour of Idiazabal works in the prototype area.

When did you become part of the IRIZAR project?

On April 1, 1965

What memories do you have of when you started?

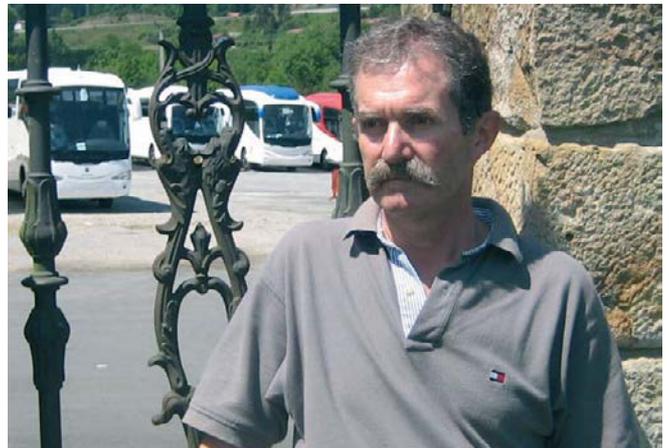
My father insisted over and over that I should study, but books weren't for me. Ever since I was young I enjoyed working with my hands more, making different things and handicrafts. I started at IRIZAR when I was 17 years old (my father is one of the cooperative's founders). I began in bodywork assembly as an apprentice, like everyone else.

What has progress been like throughout your working life?

Since it had been my decision, I found it easy to begin doing coach assembly jobs. As I gradually gained experience, I rotated through different areas of the coach manufacturing process. In 1980, a proposition was made for me to travel to Venezuela to a company that assembled coaches that were sent from IRIZAR in Ormaiztegui in various parts. When I returned, I worked as the head of a section. In 1999, I travelled to Mexico to start up the new production plant we opened there and, since then, I've been in IRIZAR's prototype area.

What did your contribution to the project consist of?

As I said, after going through several areas of the coach manufacturing process, I ended up in prototypes. I have contributed to the production of the IRIZAR PB prototype, the re-styling of the Century, the IRIZAR i4 and the IRIZAR i4 LE (Low Entry), which gives me great pride and satisfaction. I did all this with enjoyment, enthusiasm, ideas, availability and sharing the work with the team.



The new management model that started in 1992 meant a point of inflection at IRIZAR. How did you experience that transition period?

At that moment, professionally speaking, we were going through hard times, and, without doubt, also personally. It was like breathing fresh air, a new way of doing things, a complete change in the way of thinking about and looking at work. Something was opening the doors to the future for us.

Did the way of working change much?

Yes, a great deal. The boss role disappeared and each person had to be responsible for their work and organise it within the team. If problems arose or there were shortages, we were the ones who had to claim them from the suppliers. For me it was a relief. I was responsible for my work.

What kind of work improvements have been introduced during this experience?

I'd say there have been many. Now most of the material comes almost ready to be assembled. We've improved in ergonomics and safety in the workplace, and the risk of accidents, although we have to keep improving in these matters.

"The management model started in 1992 was like breathing fresh air... Something that was opening the doors to the future for us."

And socially?

If we compare ourselves with the outside, there's no doubt that we have a much better position and, like everything else, the opportunities to improve are there to continue to be taken advantage of.

Have you had to do training courses to adapt to the market's constant innovation and to apply new technologies?

Yes. Several: drawing, interpreting designs, even one on mid-management of those days. This all lasted for over two years. It's hard going to class for two hours a day after work, but the sacrifice was worthwhile. We made good friends and we ended up going to Paris.

Tell us. What's a working day like for you?

Well, like the majority of people, some days are better than others. When you're helping to finish a prototype with a series of objectives in regards to design and deadlines, or you have to train the people who'll be manufacturing this prototype on the production line, work increases and so does the tension. But I think we have something that's really positive at IRIZAR, and that is that each person can plan their work schedule.

What jobs do you do?

I do a bit of everything in the prototype area: models, innovations, new options to be included in the coaches, renovations, etc.

How do you evaluate the progress that has taken place during these years?

I feel it's very positive and I think that here we have to congratulate ourselves because, to get where we are, many people have had to work a great deal and really well, sharing knowledge, and with a differentiated interaction style.

And on a personal level?

In the more than 44 years that I've been in this company, many things have happened. Among them, there have been several crises. We managed to get out of them all. I also believe that we'll get out of this crisis that seems to be affecting everyone more easily and stronger, due to our model and way of doing things.

Would you like to add anything else?

Well, I'd like to transmit a message to the young people who stay at IRIZAR, who still have many years of dedication ahead of them, and that is for them to manage to properly keep all our values and to work hard to continue to create wealth and employment, and to ensure a better future. From here, Farewell!!!!

INTERVIEW WITH THE LAST PERSON TO BE HIRED AT IRIZA

Eider Larrea: "I feel privileged in a solid project with a future"

Eider Larrea Mujika was born on March 23, 1979, lives in the town of Segura and works in the coach assembly section-assembly of pneumatic elements.

Since when have you been working in the IRIZAR project?

I joined IRIZAR in June of 2008.

How was it at the beginning for you?

I'd classify it as hard, for entering to form part of IRIZAR involves forming part of a customer-line team. The work system is different from what you're used to and a great responsibility falls on your shoulders. Fortunately, through teamwork, you feel backed up and supported by the people who form it.

What do you think of IRIZAR's management model with respect to others you may have known in the past?

I find it a really interesting model because it enriches you as a person, it gives you independence, it makes you responsible for your work, it helps you to be able to share with the rest of the team, it offers you communication and it gives you flexible working hours. All in all, it produces good sensations.

Privileged for I work with a guaranteed

Have you had to do training courses to adapt to the market's constant innovation and to the application of new technologies?

Yes. This is another of the issues that I find positive, for at IRIZAR we're offered all the training we need. We have to be open to the changes made due to either the customers' needs for different specifications, or the manufacturing of new products, and I think polyvalency or training is necessary.



"We also have to offer ideas and improvements within our team...we do all of this thinking of the customer who has bought an IRIZAR coach.

What did they consist of?

I recently attended a course on the application of mastic. It seems a simple matter, but there are quirks and tricks for doing it as best as possible.

What have they given you?

Knowledge of the composition of mastic, the way it works and, of course, the way to ensure it is properly applied to the different areas of the coach.

What is your contribution to the project?

I began this new stage of my professional life with great enthusiasm and energy. I think that one of the keys is to be open to any proposal or initiative and to form an active part in the team in which I now work. It's a case of being responsible every day for the work you're given and of being part of the team. We also have to offer ideas and improvements within our team at the meetings we hold. We do all this thinking of that customer who has bought an IRIZAR coach.

Tell us. What's a working day like for you?

I start work at 6 o'clock in the morning and I finish at 2 o'clock in the afternoon, depending on the loads we have that day and we share with the rest of the team.

What jobs do you do?

Right now I'm doing different jobs that have to do with the coach pneumatics. This means fitting rear lights, headlights, the windscreen wiper, etc.

How do you consider the progress made during these years?

It's been very positive and I hope it continues that way so that new jobs are created and we continue to grow as we've been doing so far. It's up to me and our team to offer that pinch of salt to help this growth.

And what short-term perspectives are seen for the future?

I'm concerned about the crisis and that uncertainty existing in the market. I hope it ends soon and we can calm down. On the other hand, I feel privileged for I work in a solid project with a guaranteed future.

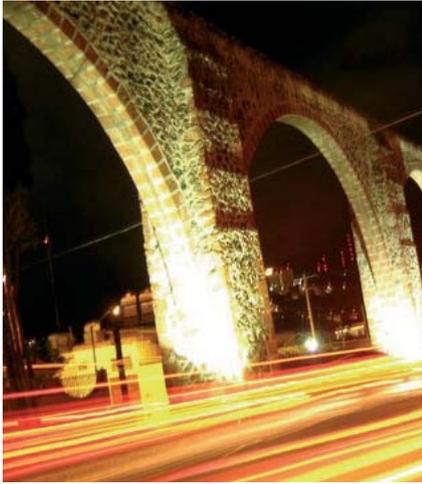


FROM QUERETARO TO CANCUN

Mexico by coach

An easy, comfortable journey which does not miss a detail of the pre-Hispanic riches of the Aztec culture. We cover 1,700 kilometres between Queretaro and Cancun, passing through Mexico FD, Veracruz, Puebla, Cordoba, Campeche and Merida.

2009 | JULY



We begin our route in Queretaro, the cradle of Aztec independence, to head for the city of Cancun Quintana Roo. On this exciting journey, we shall take advantage to visit some of the most significant places of the Mayan and Mexican culture.

The first point on the route is the Convent of the Cross which, according to the legend, was built following the model that the natives saw in the sky on the day of the conquest of Queretaro in 1531, in honour of Saint James the apostle, and which is a pilgrimage point where many religious traditions prevail. On the way to the Temple of the Cross, we stop for a few moments to see the magnificent view from the Queretaro Aqueduct, built to meet the demand for water of the Capuchin nuns who used to live in the city. From here we go to Teotihuacan, the city of the gods, a heritage of humanity and a required stop to admire the Pyramids of the Sun and Moon and the Avenue of the Dead.

Teotihuacan, located near DF, is the city of the gods, a Heritage of Humanity

Our next destination is Mexico FD, a city with a charm and history capable of making the most demanding visitor fall in love with it in spite of its continuous urban chaos. Its streets in the historic centre enclose over seven centuries of a past that can be discovered when you pass through them. The taste of the city invites us to enter one of the famous cafeterias, "La Valenciana", which has been open for nearly a century and which, in the heat of a good tequila or beer,

Mexico, with its multicultural vision, is a country that emits the magical combination of prehispanic, colonial and modern worlds.

offers us the famous appetisers which are none other than Mexican little whims with their traditional hot and unbeatable flavour.

We leave early the next morning for the state of Veracruz and pass through Puebla, a city with great monumental, gastronomic and industrial wealth where, undoubtedly, it is worthwhile seeing the magnificent postcard views of the Popocatepetl and the Iztaccihuatl.



After a journey of 3 hours, we reach the state of Veracruz where we stop to load fuel and to take a short rest and follow our journey to Cordoba, a city with great social contrasts. Also called the city of the 30 knights, it is enclaved at the edge of the Sierra Madre Oriental mountain range and it shares a large area in the southern part of the province with Fortin and Orizaba.

On the following day, we set out on a long journey towards Villahermosa, in the state of Tabasco. The city stands out as a business and administration centre for the oil industry and Southeast Mexico. Known as La Esmeralda del Sureste (The Emerald of the Southeast), Villahermosa is a modern city with a great abundance of natural



resources and it is the connection between Mexico City (904 km) and the large cities of the Southeast. In Villahermosa, the park-museum of La Venta stands out, which hosts a total of 36 large sculptures and symbols of the Olmec culture. The main and best known one is the monumental head with the characteristic expression of "Jaguar child". The Jaguar represents a deity in the pre-Columbus cultures of the south of Mexico.

After spending a couple of days in this city and getting our strength back, our next destination is Campeche, an area very marked by the Mayan culture, located to the west of the Yucatan peninsula with diverse ecosystems and species like crocodiles that can still be seen from our



Mexican citizens are kind and warm, as well as jealous keepers of their traditions and party worshipers.



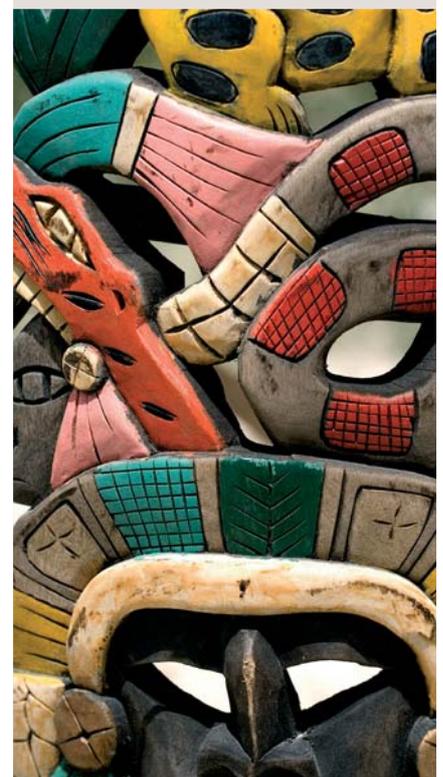
Did you know that...

- Mexico is made up of 32 federative bodies
- Mexico FD, with over 8 million inhabitants, is the third largest metropolis in the world only outnumbered by Tokyo and Sao Paolo
- It is also the fourth city in the world in the number of theatres, only outnumbered by New York, London and Toronto
- In Veracruz, the most important maritime trade port in the world is found

coach, paying a lot of attention. Our journey continues to Merida, the capital of Yucatan, which has the reputation of offering a high level of quality of life. Its urban feature is its horizontality and the large amount of wooded areas it has. Chichen Itza is one of the main archaeological sites and is a vestige of one of the most significant pre-Hispanic civilisations: the Maya civilisation. The archaeological area of Chichen Itza was inscribed on the Heritage of Humanity list by Unesco in 1988. On July 7, 2007, it was acknowledged as one of the "New Wonders of the World" by a private initiative

without the support of Unesco, but with the acknowledgement of millions of voters around the world. After covering almost 1,700 km, we finally reach Cancun, an ideal place for a good rest at the edge of its wonderful white sand beaches and at a more than pleasant temperature in the sea.

Cancun holds extensive white sand beaches, colourful coral reefs and idyllic landscapes.



THE BEGINNING OF IRIZAR (II)

Light and shadows (1928-1963)

The creation of the first semi-metallic coach along with the *rubias* in 1950 was a first launch towards the opening of new markets.

In spite of the social and economic difficulties suffered after the Civil War, IRIZAR's enterprising and constant character has always proven to be capable of attending to customers and never failing them either in the delivery or when giving advice on orders.





The growth of IRIZAR required the construction and building of a new production plant in Ormaiztegui. In the photo, the roof of the new pavilion appears in the front with Ormaiztegui in the back.

The production of the first coach chassis with bodywork by the Irizar brothers in 1928 was the starting point of a long process that went through a long period of social and economic difficulties. The thirties were complicated. The Irizar family also suffered the consequences of the Civil War and orders were reduced considerably. Even so, they managed to overcome the bad patch by mainly working on the production and repair of wheels, the bodywork of trailers for trucks and manufacturing farming machines.

Usually, the customers arrived with their own chassis for the Irizar brothers to give it a handcrafted bodywork, mainly using wood as raw material. Electricity could only be used three times a week, so a gasification machine, along with a large

The children of Cecilio (front, in the middle) that continued with the company: Dionisio (back, to the left); next to him, Miguel Mari; Millán (back, second from the right), and José Mari (front, to the right).

The *rubia* was a rancher-style van with an elegant design that was ahead of its time.

3-metre high boiler, had to be built to be able to produce energy to maintain a constant flow in production.

The first metal moulds began to be incorporated as of 1948. For IRIZAR, this novelty was an extraordinary step forward with regards to design and innovation on the market. Pedro Iza, who is currently retired from IRIZAR, remembers the experiences of those years: "One of the innovations we introduced was the installation of polyurethane sheets which we moulded in the fire to place them at the front and back of the coach."

The work was very hard due to the sheets being rebellious and not very ductile in

those days. However, the effort and determination of IRIZAR's blacksmiths and mechanics was rewarded with the creation of the first *rubia* in 1950: a rancher-style van with an elegant design that was ahead of its time. Their appearance, lightness and safety made these new vehicles unique, which were highly successful on the market. The *rubia* was specially designed for transporting passengers. Due to its outstanding innovation, it soon became fashionable and its demand grew considerably. The vitality of the Irizar family continued to promote these vehicles and, in 1953, they managed to create the first completely metallic coach. As the production grew, the firm needed a different organisation, so a new production plant had to be constructed and built in Ormaiztegui.

The first launch

The decade of the fifties gradually shaped the structure of the company which, in 1954, became a Limited Company.



During this time, a new consolidation period for the IRIZAR product opened up and it was a time to reach out to new markets in which the client portfolio and orders successively grew. The first coaches began to be manufactured for customers in the Basque Country, initially for Hernani, San Sebastian, Lekeitio, Bergara and then for Bilbao through an alliance with the Compañía de Automóviles Vascongados (Basque Automobile Company). As a result of this agreement, IRIZAR began to expand to Madrid, Barcelona, Malaga and Seville. The level of demand in quality was

The alliance with the Compañía de Automóviles Vascongados was the beginning of IRIZAR's expansion towards other markets beyond the borders of the Basque Country, such as Madrid, Barcelona, Malaga and Seville.

The first semi-metallic car on the market, with bodywork that was handcrafted by the Irizar brothers in 1948.

In 1956, the Irizar brothers visited the Italian company, Casa Orlandi, to ask about the techniques that they later implemented in the Ormaiztegi plant.

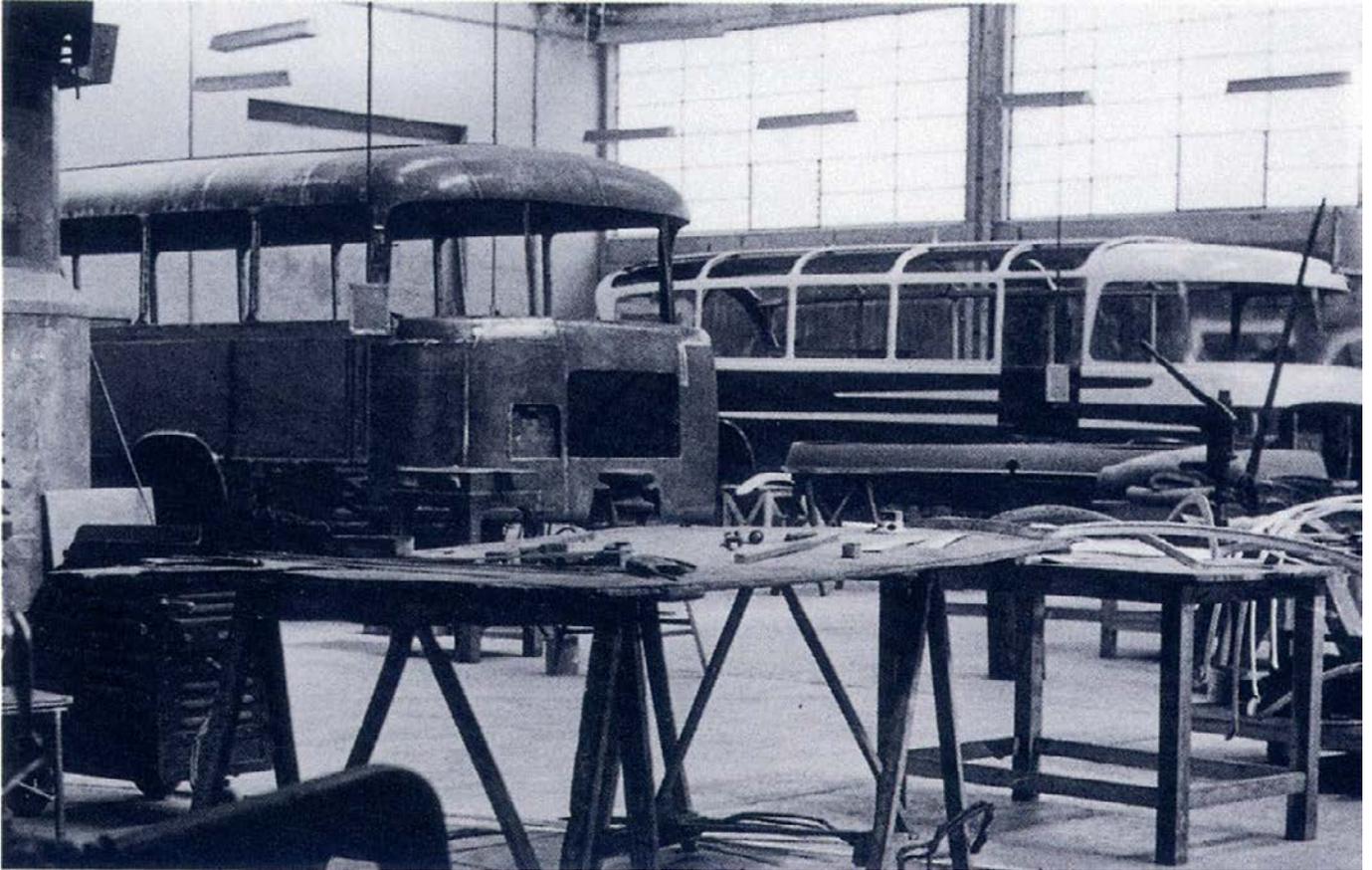
exceeding the organisation's limits and was also spread to the customers who, accustomed to a top-quality product and encouraged by the proximity of the people at IRIZAR, became personally and professionally involved in the company. Thanks to effort and dedication, even working during weekends, IRIZAR managed to manufacture one coach a month.

After the autocracy, the Spanish economy began to show its first signs of recovery. The Irizar brothers heard about the Italian company, Casa Orlandi, which, at that time, designed the best coaches in Europe, so, in 1956, they went to the company's headquarters to ask about the techniques applied there. One of the most outstanding contributions was the incorporation of the Ekold machine of German origin with which time and effort were saved with regards to the moulding of the metal.

The investment in training, the good availability of a technical office, as well as a sales team ready to sell the IRIZAR product, combined with the innovative nature, were the company's pillars of success, whose main objective was to never let the customer down.

A later model from 1949. Appearance, lightness and safety were already values that accompanied the IRIZAR brand.





The decade of the fifties defined the IRIZAR product, expanded the quality and quantity of the order portfolio, and shaped the company structure. The era of growth had started and the company needed a different organisation in a different location, so a new production plant was built.

Dates

- 1948: IRIZAR incorporates metal for the bodywork of coaches
- 1953: The bodywork of the first coach with a metal structure
- 1954: IRIZAR becomes a Limited Company



Model from 1957



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