



Irizar

PEOPLE & COACHES

N°6 October 2012 - Magazine Irizar Group

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Improve efficiency, safety and confort

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“SOLIDITY AND GROWTH”



José Manuel Orcasitas
Chief Executive Officer of Irizar Group

For me, the greatest satisfaction comes from still being able to talk about the ‘solidity and growth’ of our Group in the difficult economic situation in which we find ourselves.

Without forgetting other factors related to good performance, I believe the most relevant factor that positively affects our development is the degree of geographical and industrial diversity within our Group.

The downward market trend observed since mid-2011 has only occurred in Europe, and most severely in the peripheral countries. In contrast with what happened in 2008, the economic crisis that is now affecting us and putting pressure on business activity, prices and margins is not a worldwide crisis. It is a fact that the consolidation and growth of our business overseas, linked to the increasing importance of exports to our turnover, is providing us with the possibility of generating wealth and employment in our areas of operation.

In this regard, launching the range of Irizar brand integral design coaches in the European market has been very important. This

year we have sold more than 100 units that are circulating in seven countries.

Our Group, which had a record turnover of 500 million euros in 2011, will be capable of maintaining this record this year, despite the crisis intensifying in Europe, particularly in the peripheral countries.

This will be possible for another year due to increased exports to Europe, increased volume in overseas factories and the incorporation of companies into the Group in recent years, factors which have offset the decreased growth in Spain and other Mediterranean countries.

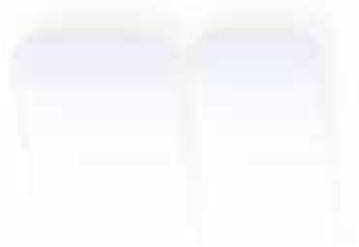
If there is a secret, it is simply our customer loyalty strategy; it is applied in all areas of the Group, and is achieved through increasingly close relationships and by offering clients the products and services they need. We want to continue in this way to carry on strengthening the Group. This is why we continue to take steps forward to improve our capabilities.

For this reason, we have just opened the Group’s R&D centre which is destined to play a key role in our future developments. ‘Creatio’, Irizar’s Innovation Centre, has been created to boost the Group’s capacity for applied research and technological development. It will work on long-term innovation to improve the Group’s sustainable competitiveness in the future and its growth, generating wealth and employment in those areas in which we operate.

I also want to highlight the importance the 100% electric city bus project has for the Group’s future; we are currently immersed in this project and the results will be seen in 2014. This is another huge step in the Group’s plan to achieve sustainable competitiveness and solidity.

The new corporate image, presented at this year’s FIAA, is intended to demonstrate this image of Irizar as a company that aims toward the future, technology and sustainability.

I would like to thank our clients again for the trust they place in us, all Irizar employees and our collaborators for always being available when they are needed. Besides placing greater importance on aspects such as the brand, communication, diversification and sustainable competitiveness, the strategic analysis carried out by all Irizar employees at the end of last year and the review of strategic proposals, reinforcing the importance of clients and the Group idea, are going to be very important for our future.



IZAR

lighting the road

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Irizar pb

Irizar i6

Irizar presents its new brand image at the FIAA International Bus and Coach Fair

**THE IRIZAR BRAND IMAGE
GETS A FACELIFT.**

**WE HEREBY PRESENT THE IRIZAR OF
TODAY: A COMPANY THAT IS GROWING,
DIVERSIFYING AND LOOKING TOWARDS
THE FUTURE.**

Over the years, Irizar has responded to its clients' different challenges and needs, adapted to these needs and made a continuous effort to improve the safety, reliability, comfort and profitability of its products, while offering them the best service possible.

This is all part of Irizar's strategy of satisfying and cultivating customer loyalty in order to generate maximum trust in the Irizar brand, one that is consolidated, the result of over 120 years of experience and, increasingly, one with a guaranteed future.

The new image responds to the great evolution that has occurred in recent years. During this time, Irizar has transformed into an international reference. The new image represents Irizar's DNA and the cornerstone of its identity, the place where the values and essence of the brand converge.

The logo continues to be the central element, and it has been given a far more modern look in accordance with the design lines characteristic to Irizar product. It retains its main features and all of its characteristics. The internal elements have a double meaning; on one hand, they represent the 'i' of Irizar and, on the other, a person travelling by coach, reclining



in a seat, an item that embraces, protects and holds. The circle surrounds the two inside elements and represents the environment formed by people, clients, passengers, in short, the world around us.

The new unique and customized "Irizar Type" font is based on the Neo Sans Family font, a simple, clear and approachable font with the force of Irizar designs.

The lower case suggests modernity and italics have been used to give a sense of movement, fluidity, to show the path of continuous innovation and evolution through technology, as movement is another of the essences of Irizar, both in our strategy and in our products and services.

Particular thought was given to the thickness of the font in the logo in order to transmit the brand's consistency, solidity, stability and dynamism.

Irizar has chosen new shades in its colour palette: steel blue, a colour that transmits technology, stability, knowledge, integrity, seriousness, robustness, solidity, elegance and freshness. And green, which besides meaning balance, harmony, growth, exuberance and freshness, is also linked to nature and ecology and represents our commitment to the environment: the electric coach.

This is the image of Irizar today, the Irizar that is expanding overseas, that grows by diversifying, that researches and improves its technology at its innovation centre. The Irizar that has vision, its eyes set on the future, always creating and offering new advances. A future where technology, electronics, telecommunications, innovation, environmental and social

THIS NEW IMAGE WILL ACCOMPANY US INTO THE FUTURE, ON THE PATH TO ALWAYS MOVING FORWARD, ADVANCING STEP-BY-STEP, HAND-IN-HAND WITH OUR EMPLOYEES AND COLLABORATORS: ALL OF YOU.

sustainability, diversity and mobility live alongside one another. In short, this new image will accompany us into the future, on the path to always moving forward, advancing step-by-step, hand-in-hand with our employees and collaborators: all of you. "The new logo has captured the essence of the brand," states José Manuel Orcasitas. He adds, "Aiming towards the future is in our genes and now it has also become part of our brand image,"; "Irizar's new logo is the conceptualization of all our values, its origin is rooted in constant evolution, in close client relationships, in our customized products and the perseverance of all of the people who make up the Irizar family."

In recent years, Grupo Irizar has developed a great capacity for technology with its acquisition of Jema, a manufacturer of high quality static energy systems and Datik, a technological company that develops ITS (Intelligent Transport Solutions) aimed at transport management, providing high quality solutions that are safer, more reliable and more sustainable. It has also created CREATIO, its new R&D centre that will firmly support the group in developing its new integral design and electric coaches.

Irizar continues to establish its integral coach in Europe

AFTER THE 2011 DELIVERY OF ITS NEW RANGE OF INTEGRAL COACHES TO THE UK, FRANCE, HOLLAND AND POLAND, IRIZAR TOOK SEVERAL MORE STEPS FORWARD THIS YEAR. NOW, BOTH GERMANY AND DENMARK HAVE A SALES DISTRIBUTOR AND AFTER-SALES SERVICE FOR IRIZAR INTEGRAL COACHES, PROVIDING 24-HOUR ASSISTANCE, 365 DAYS A YEAR.

**Interview with Gotzon Gómez,
Export Director at Irizar**





What progress have you made in establishing this model after presenting Irizar's first integral coaches at Kortrijk 2009?

At the 2009 Busworld fair we presented the first prototypes of the integral coach. Since then, we've focused on finishing the details of the project development and, above all, carrying out durability tests. This stage took place throughout 2010 and part of 2011. The full range of integral coaches has been available for a year, with a full reliability guarantee, for any client that is interested.

We have already manufactured more than 100 vehicles that are currently used in 7 countries, with great results in terms of both client satisfaction and in the product and service. At the same time, we have continued to develop new integral products that will be unveiled in the future.

Could you explain your strategy? What advantages and disadvantages does the integral coach give Irizar?

The main reason for this decision is that there are certain markets that require an integral coach, just as other markets require a conventional body on a chassis. They are complementary, but we saw a clear and increasing trend towards integral coaches in Europe, possibly due to the technical advantages and service they provide. Good examples are ease of maintenance, optimum location of parts, lighter weight and the capacity to diagnose the majority of systems and parts in the kinematics and bodywork chain through Irizar-specific software.

So, is the integral coach Irizar's great plan for Europe?

It is undoubtedly the plan to achieve brand growth in the central and northern European countries. At this precise moment, the majority of coaches in southern European markets are conventional models, but integral coaches are essential if you want to strengthen the brand and have a representative market share in the rest.

A clear trend can also clearly be seen, particularly now due to the economic crisis, towards the disappearance of local body manufacturers in many European countries.

Who are your main competitors in these markets?

When we go to compete in Europe, we usually use the football simile of going from the local league to the Champions League; we've classified for the Champions League in first place but now we have to play there and it's at another level. There we're competing with the strongest brands in Europe, who in turn are the strongest in the world; the main coach brands are Evobus-Mercedes, Neoman, Scania, Volvo, Irisbus, Van Hool and VDL. As you can see, they are international brands and each has a very good reputation.

WE PREDICT THAT, IN THE MEDIUM TERM (3 TO 5 YEARS), 50% OF OUR PRODUCTION WILL BE DEDICATED TO INTEGRAL COACHES.



From your point of view, what does your coach bring to clients in these markets?

The fresh and attractive Irizar designs together with maximum reliability, plus the most advanced engineering and parts chosen from the most prestigious brands. Paccar-Daf, ZF, Vdo-Continental, Wabco, etc.

We've also developed an after-sales service that is at least as good as the best in the sector.

What competitive advantages does an integral coach have in comparison with a chassis and body?

For us, it means we have full responsibility for defining every aspect of the finished vehicle; particularly for those aspects that previously were not in our field of care. And the same for the service, which now depends entirely on us.

We have been able to design and manufacture coaches that provide the latest advances in active and passive safety. Reliable coaches that minimize fuel consumption and CO₂ emissions; lighter coaches that optimize weight and its distribution and can offer greater seat and luggage compartment capacity.

What are your expectations for the future? How much growth do you predict with this range of coaches?

We think that, after introducing the Euro VI with its power train weight increases, the advantages of integral coaches will increase and therefore demand will grow. At the moment we are fully situated in the market, competing neck and neck with the best and ready to supply the necessary units.

We predict that, in the medium term (3 to 5 years), 50% of our production will be dedicated to integral coaches.

Have you considered any other destinations for integral coaches, other than Europe?

The United States is the next market where we will launch the integral coach. At present we're at an advanced stage in the project and we will be manufacturing our first units next year, in 2013. The launch, prototypes and first pre-series stage will take place at our headquarters and then we are planning mass production at Irizar Mexico.

What is your strategy regarding conventional coaches on a chassis?

Most of our production still uses different brands of chassis. What's more, it is going extremely well and we are delighted to continue growing. We have a very good relationship with all of the brands and we understand that where clients demand an Irizar body on a chassis, that is where should and will be.

Both strategies are complementary and, with the exception of central and northern Europe where we sell both integral coaches and coaches on chassis, and soon in the USA, we work with conventional coaches on chassis in all of our markets. And, naturally, we will continue to manufacture our whole range of products on all the chassis available so as long as our clients demand it.

What have been the greatest challenges you have faced with the Irizar integral coach project?

Both the product and the necessary service have been the greatest challenges of the project. We've had to learn about every aspect of the power train, something we knew little about.

We had to start by finding and selecting the most suitable collaborators for development, both in engineering and parts and, step by step, acquiring knowledge to be able to lead the product generation projects and develop the after-sales service. It has truly been a difficult, yet exciting, task that has involved countless individuals across our organisation, and we are now successfully reaching its climax. From the beginning we were certain we should reach a level of quality and service that was as good, or better than, the best to be able to enter the European market.

Also, as the coach would be entirely manufactured at Irizar, we recognised that the responsibility was far greater than before, when it was restricted to body on chassis, and for this reason we should go slowly, taking care with every step.

Are you going to give clients the possibility of choosing the parts brand in the future?

At this precise moment this option is not available in Europe because many service conditions are required for this to be possible. This is the main reason we are using the most prestigious, internationally-recognised brands, with excellent results.

What are the next steps in developing these products?

The most pressing step is to develop the whole range with the Euro VI and EPA13 engine sizes.

At the same time, thinking more in the medium term and from the R&D centre developing in the Group, we will acquire the maximum amount of product and systems knowledge to make products that are increasingly competitive and different.

Is there anything further you would like to add?

I'd just like to add that we have a client loyalty strategy and always maintain a close relationship with our clients; we are always ready to listen to them and to learn about their needs and requirements. We know we have to be flexible to adapt to the needs of our clients.





Interview with Wolfgang Steinbrück

President of BDO - Germany

THE GERMAN ASSOCIATION OF BUSINESS COACHES (BDO) IS THE LEADING INSTITUTION OF THE INDUSTRY IN GERMANY.

IT IS RESPONSIBLE FOR REPRESENTING THE COMMERCIAL, POLITICAL AND PRIVATE SECTOR OF THE INDUSTRY AT BOTH NATIONAL AND INTERNATIONAL LEVELS.

THE BDO BRINGS TOGETHER SOME 3,000 COMPANIES DEDICATED TO BUSES FOR LOCAL PUBLIC TRANSPORT OF PASSENGERS AND THE TOURISM SECTOR.

What are the most important aspects currently being instigated by the Federal Ministry of Transport in Germany?

At present there is intense debate over amendments to the Law on Passenger Land Transport. This Law regulates local public services as well as the tourism sector. In terms of public opinion, the most relevant issue is the relaxing of restrictions on long distance bus routes.

Could you summarize the general areas that will impact on future activity in Germany?

In particular, the relaxing of restrictions on long distance bus routes will have an impact as it will mean that, overall, passengers will prefer the bus as a mode of transport and that the bus will become more attractive to other collectives.

Buses are cheaper than rail and provide the young and old with great comfort. To be precise, the new direct routes with no connections, like those found on rail links, will be an excellent attraction for tourists who are travelling with heavy luggage or even for cross-border employees.

Do you think that there are sufficient bus and coach transport services in Germany?

In Germany we have an excellent local public transport system. Private bus companies work shoulder to shoulder with municipal companies. In rural areas there are many towns and municipalities where private companies continually plan, manage and develop the entire local public transport network, on their own and at their own risk, in order to offer clients attractive offers.

How has the sector evolved in recent years? What are the planned improvements? What improvements have been introduced recently?

Due to the federal structure in Germany, there are various lines of development with regard to how companies access their licences and contracts. In this regard, the German Bus and Coach Federation (BDO) supports clear regulation that favours the middle classes and can be applied across the country. Politics also has to assume responsibility for financial issues, for example, providing school transport with sufficient financial resources.

Spain exports industrial vehicles, coaches and buses to Europe. What is your opinion of them?

German businesspeople work in the heart of Europe. Naturally, we use vehicles from every country in the world. Each company has its own preferences in this regard. When it is time to make a decision regarding one manufacturer or another, important factors such as having a homogeneous fleet, prices and maintenance costs play a vital role. Many managers also place great importance when making this decision on direct contact with the subsidiary and fast, high quality service.

In Germany, a significant effort has been made to improve the condition of the roads. Do you think motorway quality is in keeping with the number of vehicles using it each day?

Germany motorways are, as a general rule, well built, but it is also true that they are very busy. Vehicles from across Europe use the continent as a transit zone which causes damage and wear to the roads. Repairs and work on widening roads that takes place in the summer unfortunately leads to traffic jams that we have criticised time and time again. For this reason, we have fought for more financial resources to be allocated to avoid the traffic jams.

WHEN IT IS TIME TO MAKE A DECISION REGARDING ONE MANUFACTURER OR ANOTHER, IMPORTANT FACTORS SUCH AS HAVING A HOMOGENEOUS FLEET, PRICES AND MAINTENANCE COSTS PLAY A VITAL ROLE.

What condition is the sector in?

In Germany the bus sector is considering the challenges it faces and it is well placed to take advantage of them. Unfortunately, politics makes companies insecure with regard to certain issues, and this insecurity leads to delays in these companies making investments. The differences in the distribution of environmental areas, the high costs, the elevated expense of acquiring special authorisation and the discrimination of national companies at controls creates a burden, particularly for tourism companies. Demographic change is also creating new challenges in rural areas due to the population decrease. For this reason, politics must make adjustments to financing models urgently.

In terms of safety and comfort, what is your opinion of the evolution that has taken place in coaches in recent years with respect to the field of R&D?

The bus is and will continue to be a highly technological means of transport that is also the safest. New developments such as the electronic stability program (ESP), emergency braking assistance (EBA) and lane departure warning (LDW) make the vehicles even safer. Comfort is also increasing and silent vehicles with luxury features (seats, services, entertainment systems) make the journey an enjoyable experience for passengers. Developments in the area of the driver's seat are of vital importance, given that traffic is increasingly dense and it is important to aid the driver at the wheel in his or her highly complex task of driving.

Do you still think there is room for improvement?

Technology knows practically no limits to development. I am an engineer and I firmly believe that things can always be done better. Evolution should never stop.



In terms of environmental improvements, what type of advances are under consideration for the road transport sector?

In the present day, the bus is already considered the mode of transport that most respects the environment. At half capacity a bus only consumes slightly over one litre of fuel per 100 km per passenger. Furthermore, I am convinced that diesel motors can still be improved and, therefore, can be more efficient. Hybrid technology also offers opportunities for local public transport services but at present it is still too expensive. Without a grant or any aid, the commercial operation of hybrid buses still provides little profit from a financial point of view.

And finally, how do you see the future of bus and coach manufacturers? What do you think about the strategic lines they must follow to develop new products?

Of course, buses have to be profitable, comfortable and respect the environment. Therefore, the challenge to the

sector involves developing vehicles that meet all of these requirements. In this regard, we have to watch closely and see how long distance transport develops and whether special challenges emerge in this field that require equipping those vehicles with special devices. In any event, passenger requirements with relation to barrier-free access will continue to increase in the future. Therefore, buses have to be more flexible without creating faults or raising costs. This last point is a great challenge for manufacturers. However, I am sure they will overcome it.



The Irizar i6 in Brazil and other South American countries

TWO YEARS AFTER ITS LAUNCH IN EUROPE, THE IRIZAR i6 COACH WAS PRESENTED IN BRAZIL FOR THE SOUTH AMERICAN MARKET AND WAS RECEIVED WITH ASTOUNDING ENTHUSIASM AND INTEREST.

After an intense year of work by the Irizar Brazil engineering teams to adapt the product to the operational needs of those markets, the first units from the new Irizar i6 pre-series were revealed exclusively to its major customers from July to September at the Irizar plant in Botucatu.

The official presentation to clients, specialized media and collaborators in the Brazilian and South American markets was made at the Expo Onibus Fair held October 3rd to 5th at the "Riocentro" Expo Center in Rio de Janeiro, with the unveiling of 4 new Irizar i6 coaches in their various versions.

The Irizar i6 falls under the segment of luxury road transport, which ranges from basic-configuration coaches to the ultimate in luxury.

THE IRIZAR 16 FALLS UNDER THE SEGMENT OF LUXURY ROAD TRANSPORT, WHICH RANGES FROM BASIC-CONFIGURATION COACHES TO THE ULTIMATE IN LUXURY.

The coaches presented, manufactured on all of the available brands in the market (Volkswagen, Volvo, Mercedes, Scania) included four 46-seater units measuring 13.20 m long by 3.70 m high, and another three 50-seater versions measuring 14 m long and 3.90 m high. Seven different configurations with an extensive range of options are available, demonstrating the product's great versatility and ability to adapt to even the most demanding requirements of its customers and markets.

Some specifications include the multi-plex system, which incorporates the total control of chassis functions and offers optimum conditions for operation, control and maintenance, including a security and diagnostics system. The system is based on smart modules managed through a 5.6 inch touch-screen. It also has quick keys for fast access and seats designed exclusively by Irizar Brazil after extensive ergonomic analysis to offer maximum levels of accessibility and comfort. All coaches are compliant with the R 66.02 standard.

The attendee response could not have been better. The result is proof of the efforts invested and Irizar's clear understanding of the market's needs. The coach's interior offers maximum comfort while being at the forefront of technology with its multi-plex system, LED lights and a restroom with touch-screen functions.

As expressed by Asier Etxezarreta, General Manager of Irizar Brazil: *"The effort was worth it. The customers who have come to see our product are very interested, as evidenced by the more than 100 units currently on the production lines, and we hope this will allow us to increase our market share, especially in Brazil"*.

Once the fair comes to a close, the vehicles will circulate around cities in Brazil and other South American countries to build their visibility among customers.





ON 1 JULY MELBOURNE MUSEUM SAW THE PRESENTATION OF THE IRIZAR I6 COACH IN AUSTRALIA, ORGANISED BY IRIZAR BRASIL IN COLLABORATION WITH THE LOCAL DISTRIBUTOR.

Launch of the Irizar i6 in Australia



Irizar representatives in Oceania, Brazil and Spain attended the event and, as well as welcoming more than three hundred attendees, presented the latest information from Irizar Group and the special features of the new coach. Then, accompanied by music and lights, two impressive Irizar i6 coaches drove in from the sides of the carpark to take centre stage, lighting up the cold and rainy night.

The clients, collaborators, brand representatives, press and friends who gathered in the museum enjoyed the opportunity to get into and test the vehicles to satisfy their curiosity



about the new features these coaches will introduce into the Australian market. This moment more than fulfilled attendees' expectations.

The presentation continued over the next two days at the Irizar Group stand at the BUSVIC maintenance conference where another three Irizar i6 coaches were on display. This gave attendees the opportunity to examine the new coach more closely.

Five different vehicles, each assembled at Irizar Brazil, were on view over these three days. The Brazil plant supplies the Australian market, on all of the European chassis brands available in Australia, demonstrating the excellent level of collaboration between these areas.

Two of the coaches, each mounted on a Scania chassis, had been sold before production had begun in Brazil, and this fact clearly demonstrates clients' trust in products manufactured by Irizar. Of these two coaches, one will be used to transport the Newcastle Knights rugby team, and the other will be used for tourism in Sydney.

The remaining three coaches were built on Mercedes, Volvo and Iveco chassis.

All of the vehicles were manufactured on three axles, are 13.5 m and 14.5 m in length and comply with Australian ADR standardisation regulations.



TESTIMONIALS:

- The driver's compartment looks like a rocket
- Very high quality and finishing in the coaches.
- The appearance breaks away from what we are used to seeing in the market.
- The interior design is fantastic, with the integration of aeroplane-type overhead lockers and LED lights; everything in perfect harmony and adapted to the needs of the market.



THE CELEBRATION CONTINUED WELL INTO THE EVENING THANKS TO THE GUESTS' GREAT INTEREST IN THE STAR OF OUR RANGE.



El Irizar i6 in South Africa

Following the presentation of the Irizar i6 in Australia, the next unveiling took place in South Africa. The celebration, held on August 29th at the Copperleaf Golf & Country Estate in the city of Centurion and organized by Irizar Southern Africa in collaboration with Irizar Brazil, was attended by more than 100 guests, including customers, the media and representatives from the brands and collaborators.

After the welcome address and a detailed description of the coaches' specifications by Irizar Brazil and South Africa's General Managers, two of the prototypes were revealed amidst a spectacular show of light and sound.

The two coaches presented at this event were 14-meter models that had been imported to the South African facilities directly from Brazil.

The celebration continued well into the evening thanks to the guests' great interest in the star of our range. According to customer comments, the advances in the design, technology and levels of comfort and safety have been extraordinary.



Jema opens its first subsidiary in the United States

WITHIN THE FRAMEWORK OF ITS INTERNATIONALISATION STRATEGY, JEMA RECENTLY ESTABLISHED ITS FIRST SUBSIDIARY IN THE UNITED STATES. THE COMPANY CHOSE SAN FRANCISCO, CALIFORNIA, AS ITS ACTIVITY BASE DUE TO THE HIGH CONCENTRATION OF COMPANIES IN THE RENEWABLE ENERGY SECTOR. AS WELL AS SUPPLYING THE MARKET WITH PRODUCTS AND SERVICES RELATED TO PHOTOVOLTAIC PLANTS, IT AIMS TO BE IN THE FRONT LINE TO MEET THE DEMANDS OF RESEARCH CENTRES THAT FOCUS ON NUCLEAR FUSION AND HEAT SEALING, ETC., TECHNOLOGIES ROOTED IN THE FUTURE.

Jema designs and manufactures Static Energy Systems for various renewable energy generation plants. One outstanding area of activity is photovoltaic energy which transforms the inexhaustible and clean energy produced by the sun into electrical energy. Today, the company has a wide range of solar inverters suitable for large solar plants and also for residential installation. These systems inject all of the energy gathered from solar panels into the mains network.

Jema Energy USA is now based near its clients and can provide tailor-made solutions to meet their needs. It provides static systems designed according to the technical specifications of each project and client. The products developed by Jema for the US market comply with the country's strict technical and safety standards. These systems have been tested in international laboratories for months and are certified by authorized agencies. Furthermore, it provides an after-sales service consisting of specialist technicians and also continuous client assessment to ensure the correct maintenance of all systems.

The United States is turning to renewable energy as a global economic boost. In 2001, it led investment in renewable energy and even overtook China, Germany, Italy, the United Kingdom and India. In July, the largest companies in the renewable energy sector met at Intersolar North America 2012; Jema had a stand at this important international fair and presented the latest developments in the photovoltaic solar market.



LAUNCH OF SOLAR INVERTERS FOR RESIDENTIAL INSTALLATIONS

These systems are monophasic and triphasic and have an innovative, exclusive design at the input stage. They are small, reliable and have a higher energy output than those systems currently available in the market.

Jema's photovoltaic solar inverters have the benefit of the company's 60 years of experience in designing and manufacturing industrial power systems that are robust, reliable, safe and that perform well. Now, all of this know-how has been applied to power generation on a smaller scale. The solar inverters comply with every EU and US safety standard and the strictest technical guidelines.

The systems are specially designed to optimize the performance of photovoltaic panels. Installation is straightforward and they are also ultra-silent. Communication is integrated as standard; the inverters have a USB connection, Ethernet and RS485. The end user has total independence because he or she can read the number of kilowatts of energy

generated, the energy saved and even detailed statistics such as the CO2 emissions that have been saved from emission into the atmosphere.

In 2012 these new products were presented at the main international fairs for the renewable energy sector. Clients have reacted very positively to these new developments and have highlighted their attractive design and excellent properties.



FIRST ORDER IN BRAZIL

In May, Jema signed its first contract with the engineering company Duro Felguera Brasil to supply Critical Feed Systems to the Parnaiba power station. This is an open installation and will operate with a gas turbine and nominal power of 170 MW.

The power station belongs to the Brazilian group MPX. This group is dedicated to the exploration and commercialization of natural resources (carbon and natural gas) and to the generation and commercialization of energy. At the same time, the company is also interested in renewable energy and logistics.

The Parnaiba project involves a complex energy generator that is being installed by the Brazilian group in Santo Antonio dos Lopes in southern Maranhao state, in the north east of Brazil. The group has a gas field in this area which will supply the installation.

During 2012, Jema will manufacture inverters, rectifiers, battery chargers and distribution grids for the control, safety and maintenance rooms at the power station. These systems have been tailor-made for the installation and apply the most advanced technology in power electronics. They are notable

for their robustness, reliability, efficiency and safety and they ensure a correct and uninterrupted supply of energy to the power station.

Signing this contract in Brazil will allow Jema, a specialist in tailor-made power electronics, to assert its presence in the field of electricity generation in Brazil. It is predicted that this country will make significant investment in the energy sector over the next few years and Jema expects its activity in Brazil to continue to grow.





Iñigo Odriozola and Iñigo Etxabe (both Telecommunications Engineers) are General Director and Technical Director respectively.

“OUR VISION CONSISTS OF IMPROVING PEOPLE’S QUALITY OF LIFE THROUGH MORE EFFICIENT, SUSTAINABLE AND COMFORTABLE MOVEMENT.”

What has joining a Group like Irizar meant to Datik?

Datik was founded in 2008 as the entrepreneurship project of two young and ambitious engineers. Despite having a clear vision of the future and solid technical knowledge, experience of the market and brand solvency were two factors that limited our company’s growth.

As a world leader in bus and coach manufacture, Irizar has principally provided Datik with backing. The Irizar name is identified with terms such as reliability, high quality service and solvency. This was exactly what Datik needed to take off.

What can a company that manufactures buses and coaches offer you?

To develop the technological solutions we provide, Datik needs to have constant access to vehicles’ internal equipment. So now we have greater access to detailed information and vehicles’ subsystems to be able to test our actual prototypes.

Furthermore, thanks to Irizar’s sales network, we can learn about operators’ requirements first hand and develop solutions that are better adapted to users’ needs.

Has Datik’s situation changed significantly? What was the old Datik like in comparison with now?

Datik was created as an aspirational project. The beginning is always difficult and there are many challenges to overcome.

Today, Datik has become a solvent company with big future prospects, a company that has started to expand and be recognised in its areas of operation, capable of providing clients with satisfactory and competitive solutions.

What does Datik offer?

Datik is a young company that has been digital from the start. It is constantly exploring new technologies, new trends, new challenges. The internet is an obvious example of the new reality and the opportunities that are opening up for companies which they should take advantage of. In Datik, Irizar saw a young company with great potential for growth that can provide a large amount of knowledge in terms of information and telecommunication technology.

The concept of the connected vehicle (a trend that is already taking shape in the automobile sector) that is not just a variation on the Internet of Things, and intelligent management systems are two fields in which Datik can provide solutions.



What projects are you immersed in ? What sectors of activity?

Datik develops ITS (Intelligent Transport Systems). Solutions that apply ICT to the transport sector. We think this activity unquestionably has great possibilities for improvement with respect to today's reality, and for this reason our vision consists of improving people's quality of life through more efficient, sustainable and comfortable mobility.

Today, we are predominantly focused on collective road transport (buses and coaches) and rail (suburban trains, trams, metro).

Furthermore, we have a third group of projects for public administrations that we group under the concept of citizen mobility. These projects aim to improve people's mobility, whether by improving access to public transport information, or encouraging people to share cars or use buses and coaches, thereby saving a large part of the cost involved in specific journeys.

How do you plan to face the future?

The 2012 financial year has so far been very intense with regard to sales trips, project development and the creation of new solutions. We are enjoying spectacular growth.

We hope that in 2013 we can continue this level of growth, with new national and international clients, and interesting projects that solve real problems. Our challenge is also to generate more employment and to continue to strengthen the Datik brand.





Irizar Mexico: a promising future

THE IRIZAR GROUP LOOKS TO ITS MEXICO FACTORY WITH GREAT OPTIMISM. A NEW CLIENT WITH A MINIMUM PURCHASE OF 200 COACHES A YEAR HAS JUST JOINED THE LIST OF CLIENTS THAT HAVE PLACED THEIR TRUST IN THE IRIZAR GROUP.

Through its Mexico factory, the Irizar Group has succeeded in reaffirming its leading position in Mexico after having signed the IAMSA Group as a new client. This contract signifies growth by 200 coaches a year and therefore increased activity in this country with the consequent generation of wealth and direct/indirect employment, predominantly around Queretaro.

The IAMSA Group and its partners have trusted once more in Irizar for its reliability and cutting-edge design, and also for being client-orientated. It offers its customers the products that most suit their needs, guaranteeing the highest standards of safety and comfort for passengers with guaranteed profit from investment.

The contract involves the manufacture and service of products from the whole range of models that are currently manufactured at the Queretaro factory.

IAMSA IS THE MOST IMPORTANT PASSENGER TRANSPORT COMPANY IN MEXICO, TRANSPORTING MORE THAN 300.000.000 PASSENGERS EACH YEAR BY LAND, AIR AND RAIL.

The Mexico factory manufactures the Irizar pb model, a coach aimed at the luxury sector that is the star product in the Mexican market and the most sold model in its sector; the Irizar i6 model, which is still to be launched in Mexico but already has a significant list of orders and is specially adapted to the tourist and first class sectors; and the Irizar i5 model, the leading coach in the budget intercity sector.

IAMSA is the most important passenger transport company in Mexico, transporting more than 300.000.000 passengers each year by land, air and rail.



AND ALSO, NEW PROJECTS

Irizar has consolidated itself at the undisputed leader in the customised, long-distance and tourism sectors, and is looking for new challenges. It is now taking its first steps towards the United States market.

It is working on defining the first prototypes of an integral design coach for this market that will be manufactured at the Group's Spanish headquarters and will begin activity in 2013. After this, the company will adapt the Queretaro factory for the mass production of the model.

Irizar coaches at the London Olympic Games



**TOGETHER, IRIZAR AND ITS CLIENT
TRANSLINK CONTRIBUTED TO THE
SUCCESS OF THE OLYMPIC GAMES HELD
IN LONDON THIS JULY AND AUGUST.
DURING THE OLYMPIC GAMES, IRIZAR
COACHES WERE AVAILABLE FOR USE BY
THE AUTHORITIES AND OLYMPIC AND
PARALYMPIC ATHLETES ON THE ROUTE
FROM BUCKINGHAM TO THE OLYMPIC
STADIUM AND OTHER VENUES WHERE
THE GREAT SPORTS EVENTS TOOK
PLACE.**



Between March and May, two months before the Olympic Games opened in London, Irizar delivered 35 i4 model coaches to Translink, the largest public transport operator in Northern Ireland and the company chosen to provide transport services to sportspeople from around the world.

"We are delighted to contribute to the success of the Games, where only the best compete, and will provide products that are safe, reliable and comfortable," stated Gotzon Gomez, Export Director at Irizar.

The operator from Northern Ireland purchased a total of 48 coaches, and on this occasion selected the 12.2 m Irizar i4 version H for 51 passengers on a Scania K320 IB Euro 5 chassis.

After the event had finished, the 35 coaches travelled to Northern Ireland to cover part of the Goldline routes.

The second batch of 13 coaches, delivered directly to Belfast in July, were put into service over the summer.

The Irizar i4 coach received an award as the most multifunctional coach in its sector in Europe because of its ability to easily adapt to the needs of the service required. It was presented with the award at Busworld (Belgium), Europe's most important international fair.

All of the coaches were fully equipped with the latest innovations available in the market in terms of security, accessibility and comfort. Notable features are the platform for people with reduced mobility, next generation NMI Maxi Capacity wheelchair restraints, luxury leather seats with adjustable safety belts at a suitable height for children, a 9



camera security system, an anti-fire system, Wi-fi, LED lighting, a stainless steel structure and much, much more.

In addition to this recent purchase of 48 units, a further 39 coaches will be delivered before the end of the year, providing Translink with a fleet of more than 200 Irizar coaches.

TRANSLINK

Translink is the largest public transport operator in Northern Ireland. Translink's Goldline brand has 110 coaches and provides regular transport across the country, offering the public a premium intercity service with a variety of routes and a flexible timetable. Goldline connects the main towns and cities in Northern Ireland.

In addition to the Goldline service, Translink has other transport lines such as Ulsterbus and Metro, which provide city bus services throughout Northern Ireland and in Belfast respectively; Northern Ireland Railways, which provides passenger rail transport; and Ulsterbus Tours & Hire, a company that provides coaches for tourism and special hires with a fleet predominantly comprised of Irizar-Scania coaches.

Translink is committed to the continuous improvement of its services, safety, reliability, comfort and adapting to passengers' needs, particularly those of people with reduced mobility. To achieve these aims it has once more decided to place its trust in Irizar-Scania as a travelling companion.

"WE ARE DELIGHTED TO CONTRIBUTE TO THE SUCCESS OF THE GAMES, WHERE ONLY THE BEST COMPETE, AND WILL PROVIDE PRODUCTS THAT ARE SAFE, RELIABLE AND COMFORTABLE".



THE OLIMPIC GAMES: A MEMORABLE SHOW

In addition, a large fleet of coaches operated in London and surrounding areas to provide transport services to the avalanche of volunteers, as well as guests visiting the event.

Stewarts Coaches, were chosen to provide transportation services to many of the prominent performers that participated in the Olympic Games closing ceremony.

The ceremony was the perfect end to the extraordinary Games in which the British Superstars provided the United Kingdom and the rest of the world with a truly memorable event.

It is with good reason that Irizar has become a market leader in the United Kingdom with a 20% market share in July 2012 for its conventional and integral design coaches.

Redwing Coaches A Premium Service from Irizar



REDWING COACHES, LONDON'S LEADING LUXURY COACH OPERATOR AND ONE OF THE BIGGEST IN THE UNITED KINGDOM, HAS PURCHASED 12 IRIZAR COACHES THIS YEAR.

Determined to offer its clients a Premium Service, Redwing Coaches, which already has a fleet of 75 luxury vehicles, prioritizes comfort, safety and profitability when making a purchasing decision. It has chosen the Irizar i6 for its Reliance intercity service, as it was the coach available on the market which best met its needs.

The coaches are 12.2 m in length and manufactured on the Scania K360 IB chassis. They are equipped with a next generation Masats K7 cassette type handicapped-access lift situated by the central luggage compartment, a rear door and a capacity for 53 passengers or 49 passengers and 1 wheelchair. The exclusive Irizar i6 seats are upholstered in grey and red, perfectly matching the Redwing brand image.

The Irizar i6's safety, cutting-edge design and comfort, plus its LED lighting, compliance with the strictest safety regulations, accessibility, and latest technological advances in air conditioning and on-board entertainment were decisive in closing this important contract.

Irizar has managed to expand its already extensive client list in the United Kingdom with this important south London operator, which provides luxury coaches to private clients, renowned companies and representatives from the art and show business world. For example, last month Redwing Coaches was commissioned to transport musicians from the New York Philharmonic Orchestra during the London leg of their European tour.

The coaches, with their unmistakable red colour, were delivered to the client in May to fulfil demand during the peak summer season. Now an order for an additional seven units has just been confirmed by the client.

Irizar accompanies the Pope's visit to Leon (Mexico)

IRIZAR JOINED THE EVENTS ORGANISED IN HONOUR OF POPE BENEDICT XVI'S VISIT TO MEXICO BY TRANSPORTING THE ESTADO MAYOR PRESIDENCIAL PRESIDENTIAL GUARD AND ARCHDIOCESE IN IRIZAR PB COACHES.

In order to guarantee the comfort and safety required for the delegation, the organizing committee decided that the new Irizar pb Primera Plus coaches belonging to Flecha Amarilla would be used to transport the principal leaders during the Pope's apostolic visit.



The units, configured to Primera Plus standard, are the coach of choice for Mexican users. The coaches are the most advanced vehicles available on the Mexican market in terms of safety and provide all the comfort passengers require. Each coach has two bathrooms (one women-only), a refrigerator, coffeemaker, front and rear dividing screens, 32 luxurious seats with individual screens and Hispacold Eco3 ionizers that ensure that the passenger area is bacteria and odour-free.



Pope Benedict XVI visited Mexico from March 23-25, 2012. More than 3 million people received the Pope in Leon and attended the public events, particularly the Mass held on Sunday March 25th. The vast number of attendees exceeded all expectations.

If the Papal visit exceeded the expectations of the Mexican Government, so did our coaches.

Flecha Amarilla is a leading company in the transport sector and operates across the whole of central Mexico. Each month, 3,600 coaches travel 1 million kilometres and transport 7 million passengers.

IF THE PAPAL VISIT EXCEEDED THE EXPECTATIONS OF THE MEXICAN GOVERNMENT, SO DID OUR COACHES.



Luxury Irizar coaches travel through the Baltic States

VISIT BY THE PRESIDENT OF MOTOOR GRUPP.

Last June, eighteen coaches were delivered to Grupo Sebe and Lux Express, companies belonging to Mootor Grupp AS that offer transport services to passengers in the Baltic states. The delivery was preceded by a visit by the Group's Chairman, Hugo Osula, and the managing directors of the subsidiary companies, to Irizar's installations.

The new units are Irizar pb and Irizar i6 models on Scania chassis and are among the most advanced coaches available in terms of safety, luxury service and technology.

All of these coaches have been manufactured with different distribution and equipment configurations. Some of the new elements included are: personal TFT multimedia entertainment screens in the Pb seats, a beverage vending machine, kitchen and on-board Wi-Fi, TDT and a 3000 W converter.

With a new design and color scheme, the Irizar i6 coaches were put into use in August in the Tartu-Tallinn line, known as the Taistunni Express. This premium service expects to attract a greater number of passengers and to boost public transport over medium and long distance routes. Investment in

technology and safety ensure these coaches are comfortable spaces in which to travel, with maximum levels of safety and luxury services.

"We are extremely satisfied with our relationship with Irizar. As well as being reliable and safe, Irizar coaches are synonymous with a different design in the countries where we operate and they don't go unnoticed. We have also chosen an interior and exterior design in new colors to generate positive emotions in passengers, which will make them enjoy their journey. We always want to be up-to-date with the latest developments in the market", states Hugo Osula, Chairman of Mootor Grupp As, after being greeted as the guest of honor with an auresku (a traditional Basque dance) and a welcome cocktail.

Sebe and Lux Express belong to the Mootor Group, a private company dedicated to public transport services that operates in the Baltics.

Sebe has become the leading passenger transport company at a national level due to its continuous investment in improving services and the comfort of its passengers.

"WE ARE EXTREMELY SATISFIED WITH OUR RELATIONSHIP WITH IRIZAR. AS WELL AS BEING RELIABLE AND SAFE, IRIZAR COACHES ARE SYNONYMOUS WITH A DIFFERENT DESIGN IN THE COUNTRIES WHERE WE OPERATE AND THEY DON'T GO UNNOTICED".

Lux Express Group is the largest express coach operator at an international level in the Balkans and offers daily connection services between the main cities in the Baltic states and St. Petersburg.

When low cost flights took off in Europe, the Eurolines pan-European coach route network was relegated to second place. However, Lux Express evolved in a different direction, with new medium and long-distance premium services and international routes. Today the company attracts the greatest activity on Tallinn-St. Petersburg and Tallinn-Riga routes. It still plans to expand further, with routes between Riga, Vilna and Warsaw, and Berlin from June 1, 2012.

Lux Express has a fleet of 33 new Irizar-Scania coaches.

WE WERE ALSO VISITED BY:

Hugo Osula and his wife Tiiu Osula,
Chairpeople of Grupo Mootor Grupp AS.

Hannes Saarpuu y Age Käos,
members of the Lux Express Board of Directors.

Kuldar Väärsi y Malle Raud,
members of the Sede Board of Directors.



Ultramar Transport, trusting in Irizar for more than a decade

“WE CONTINUE TO BE EXTREMELY SATISFIED WITH IRIZAR BECAUSE IT PROVIDES US WITH EVERYTHING WE NEED TO GIVE THE BEST SERVICE TO OUR CLIENTS: AN ATTRACTIVE DESIGN, COMFORT, RELIABILITY, PROFITABILITY, A GOOD QUALITY-PRICE RELATIONSHIP, THE FLEXIBILITY TO ADAPT TO OUR NEEDS, AN EXCELLENT AFTER-SALES SERVICE, PLUS THE ABILITY TO DELIVER LARGE VOLUME ORDERS AND MEET DELIVERY TIMES.” FRANCISCO TOME LARA, MANAGING DIRECTOR OF ULTRAMAR TRANSPORT.

Ultramar Transport, the Spanish passenger road transport company belonging to the Tui Travel Plc group, has added 21 new Irizar coaches to its fleet in Mallorca and the Canary Islands.

Irizar Century coaches are manufactured on a Volvo B9R frame and have more than 55 seats with two-point seatbelts, convection and ceiling heating, double extra-tinted windows and a large volume luggage compartment with a second passenger door behind the rear axle.

With this new purchase, this operator's fleet reaches over 200 units with an average vehicle age of 3.2 years.





532

>> CUSTOMERS

In 2011 it provided more than 575,000 services and transported more than 8.9 million passengers.

Ultramar Transport services 10% of the international tourists that visit Spain and has eight operating bases located in the main Spanish tourist destinations (Mallorca, Costa del Sol, Costa Blanca, Costa de la Luz, Gran Canaria, Tenerife, Fuerteventura and Lanzarote). The operator also has branches located in Madrid, Barcelona, Valencia, Seville and Almeria.

The company has more than 50 years' experience in the sector and a team of over 400 professionals.

WITH THIS NEW PURCHASE, THIS OPERATOR'S FLEET REACHES OVER 200 UNITS WITH AN AVERAGE VEHICLE AGE OF 3.2 YEARS.



Plana expands its fleet with Irizar

PLANA HAS INCORPORATED A TOTAL OF EIGHT IRIZAR I4 AND IRIZAR PB COACHES INTO ITS FLEET. THESE NEW ACQUISITIONS JOIN MORE THAN 30 THE CLIENT HAS RECENTLY PURCHASED AND CONFIRM THE TRUST PLANA PLACES IN THE IRIZAR BRAND.

The Low Entry model Irizar i4 coaches are 13.2 m in length and are equipped with a manual ramp, 55 seats, a destination sign, convection heating, double-glazed extra-tinted windows, an advertising display screen at the main door and a closed driver compartment.

The Irizar pb coaches have lifts for people with reduced mobility, 59 seats, double-glazed Venus windows, a DVD player and school transport.

Plana is the largest private passenger road transport company in Tarragona and transports more than 15 million passengers each year. It has more than 500 highly qualified and dedicated professionals who aim for comfort and passenger safety.

Plana has four operational centres in Tarragona, Calafell, El camp de Reus and Vilanove and its over 38,000 m² of installations are home to 350 coaches, among which Irizar models have a significant presence.

With over 50 years of experience, Plana has once more placed its trust in the Irizar brand due to the safety, reliability and comfort offered by its coaches; the same qualities it is determined to transfer to its clients.





Interview with Manuel Torres

**AS HE PREPARES FOR HIS 74TH
BIRTHDAY IN DECEMBER, MANUEL
TORRES IS BIDDING FAREWELL TO
ALMOST FORTY YEARS AS THE HEAD
OF THE MALAGA-BASED COMPANY
AUTOMOVILES TORRES.**

Founded by his father Jose, his father-in-law Nicolas Ruano became a shareholder in 1965, and was later joined by Manuel Torres' ten brothers. In 1976, Manuel Torres became the sole shareholder and, since then, has steered the company with a firm hand.

Before handing over the management baton to his son Manuel Torres Ruano and son-in-law Balduino Reinaldo, the current manager cannot overlook the crisis faced by Spain in general, and the sector in particular, while at the same advising that *"what we have to do is tighten our belts and move things forward"*.

Every area of coach maintenance is carried out at the Automoviles Torres installations...

Yes, I had big dreams. I've worked hard, very hard. I've travelled a lot, and always wanted to set up premises in Malaga that would fulfill my ambitions. Before establishing the current headquarters in Antequera, we were based in the La Estrella industrial estate in Villanueva de Algaida and in Cuevas de San Marcos. But it is definitely here that I've done everything I wanted to do. Solid facilities with a mechanical garage, repair and air conditioning servicing equipment, paint and body workshop, tire repair and changing... And all of this working with an exceptional team.

How many vehicles do you have in your fleet, and how many are Irizar coaches?

We currently have 27 vehicles. Just under half are from Irizar, 11 to be exact, but I must admit that we started working with the company very late because I was very loyal to another company, a brand I've worked with for more than 35 years.

After having worked with this company for so long, what made you decide to choose Irizar?

First, the appearance of Irizar coaches. Put a coach next to an Irizar coach and people will get into the Irizar coach, for one reason or another. And then also, another thing to bear in mind is the 5-year guarantee offered by Irizar. These are the two main reasons that I decided to choose Irizar, as well as the fact that we are extremely happy with the company employees we have worked with. There must be something to improve... Not everything can be perfect!

With your years of experience, what do you imagine the coach of the future will be like, in 10 or 15 years' time?

In the future we will need to reduce our dependence on fossil fuels. The increasing price of diesel means the service is less profitable, particularly in a context where costs cannot be transferred to the user. Electric cars will be one solution.

"PUT A COACH NEXT TO AN IRIZAR COACH AND PEOPLE WILL GET INTO THE IRIZAR COACH, FOR ONE REASON OR ANOTHER."

Could Irizar do something to satisfy you more in the coaches they make in the future?

Some people are already saying that Irizar is falling behind and needs to develop another model.

Are you saying the Irizar pb is falling behind?

No, no. It's just what some people say. I don't think so, I prefer the Irizar pb to the Irizar i6. I don't agree with that opinion at all.

I think the Irizar pb is still very current.

You will be leaving the company shortly...

That's right. I'm like a tire that has driven its kilometers and now is worn out. I'm about to turn 74 and I'm not a young man any more. New people, my son Manuel and son-in-law Balduino, will carry the company forwards, but, right or wrong, I'll always be there to offer them my opinion and advice.



Africa Cup of Nations in Gabon

IRIZAR JOINED THE AFRICA CUP OF NATIONS 2012, HELD IN GABON AND GUINEA DURING JANUARY AND FEBRUARY, BY DELIVERING 20 COACHES TO THE GABONESE GOVERNMENT FOR USE BY THE COUNTRY'S PRESIDENT, AS WELL AS FIFA GUESTS AND THE PARTICIPATING FOOTBALL TEAMS.



Each coach was a 13 meter Century model on a Volvo B7 chassis. They were manufactured by Irizar Brazil and delivered to the ANGT (National Agency for Large-scale Infrastructure Works), part of the Gabonese government. The coaches travelled between Libreville and Franceville, the two cities that hosted matches during the competition.

Two of the twenty luxury coaches were for the President's exclusive use, and in order to fulfill his strict and highly demanding requirements, customization was fundamental to their manufacture.

These highly equipped vehicles have fully tinted double-glazed windows that act as a filter to increase privacy, comfort

TWO OF THE TWENTY LUXURY COACHES WERE FOR THE PRESIDENT'S EXCLUSIVE USE, AND IN ORDER TO FULFILL HIS STRICT AND HIGHLY DEMANDING REQUIREMENTS, CUSTOMIZATION WAS FUNDAMENTAL TO THEIR MANUFACTURE.

and create a cool temperature. The interior is divided into three separate areas; the front is equipped with two black leather three-seater sofas; the central area has a kitchen with a refrigerator, microwave, bathroom and cabinets; and the rear area houses the president's private room. This area is completed divided off by a wall and has an access door, private bathroom, seven comfortable leather seats, an independent sound system, VGA connectors for computers and a completely personalized audio-video system, making the coach a comfortable space suitable for holding meetings while travelling.

To comply with all of the necessary safety protocols, an emergency door was also included at the rear of the vehicle for possible evacuation by the President in case of an emergency.

Another two coaches were available for FIFA's preferential guests and each had a VIP 2+1 seat configuration. The 16 remaining coaches were used by the football teams participating in the competition and were equipped to meet the needs of the players and management team. Each coach had 40 seats, one refrigerator, a bathroom and an audio-visual system with a DVD player and two screens, as well as all of the safety features and high standards of comfort included in this coach model.

In short, these coaches had the latest advances in technology, safety and comfort, ensuring the passengers travelled with the maximum safety, comfort and reliability.

When the competition finished, the vehicles were incorporated into the mobile fleet of a Gabonese operator in Libreville to provide transport services in the city.

As this was the first time Irizar delivered coaches to Gabon, a team from the Brazil plant travelled to Libreville to give training courses to the soldiers who would be driving the coaches during the competition, as well as to the mechanics and drivers of the end operator in Libreville.

CAN - AFRICA CUP OF NATIONS

The 28th Africa Cup of Nations was held in Gabon and Equatorial Guinea from January 21, 2012 to February 12, 2012. Both countries won the right to host the tournament after defeating the bid by Nigeria. This is the second time in the Cup's history that two countries have organized the tournament.

The qualifying stage began on September 3, 2010 and the following teams reached the finals: Equatorial Guinea, Gabon, Ghana, Ivory Coast, Tunisia, Angola, Zambia, Guinea, Morocco, Mali, Senegal, Burkina Faso, Sudan, Libya, Botswana and Niger.

Fourteen teams joined Gabon and Equatorial Guinea, who automatically qualified as hosts.



Zambia won after beating Ivory Coast 8-7 on penalties. Although this victory does not mean qualification for the 2013 Confederations Cup, Zambia may be invited to join the winner of South Africa 2013.

The 2012 tournament will go down in history due to the absence of Egypt, Cameroon, Nigeria, South Africa and Algeria, five great African teams that were surprisingly eliminated at the qualifying stage.



Assisting passenger accessibility and mobility

PASSENGER ACCESSIBILITY AND THE SIZE OF INTERIOR SPACES HAS BECOME A KEY FACTOR AND IN RECENT YEARS INNOVATIONS ARE BEING DEVELOPED IN THIS FIELD IN ORDER TO OFFER MAXIMUM COMFORT AND PASSENGER ACCESSIBILITY.

Platform for front access door

Irizar now has a platform designed for use with the front access door of coach model Irizar i6 which lets people with reduced mobility enter the coach by the same door as other passengers, thereby avoiding any kind of discrimination and ensuring the driver does not need to leave his seat to operate the platform.

The solution includes a wider front door and a smooth inside floor for improved wheelchair manoeuvrability.

It is also possible to incorporate a guide seat which is compatible with the platform when it is in operation.



Several clients, including two important English companies, Terravision and West Coast Motors, have decided to include this solution in coaches in their fleets. This solution is available for coaches with 2 and 3 axles and a maximum of 53 and 61 passengers respectively.

Vertical platform at the rear axle

This option offers the possibility of installing a vertical platform at the rear axle, optimising luggage compartment capacity.

Platform on central step

This platform solution is only installed in the Irizar i4 model, used in the intercity transport sector, and is suitable for intensive use, providing optimum accessibility.

Platform at central luggage compartment

This is a next-generation lift for the disabled situated by the central luggage compartment. It includes an upper door for exclusive access by people with reduced mobility.

Options for the wheelchair area are:

- A quick-release mechanism that means seats can be removed and installed quickly and easily, creating the space necessary for a wheelchair.
- NMI Maxi Capacity anchoring system, so that no seats need to be removed. This mechanism involves removing the cushions from a pair of seats and sliding them along rails to create the necessary space for a wheelchair.
- Tip-up seat mechanism with folding cushions and sliding legs that creates the space for a wheelchair without having to remove anything from the coach.

“PEOPLE WITH REDUCED MOBILITY ARE PROVIDED WITH ADAPTED SOLUTIONS SO THEY CAN ENTER COACHES COMFORTABLY, EASILY AND SAFELY WITH THE OTHER PASSENGERS.”



All of these solutions have been created in collaboration with leading disabled lift and wheelchair restraint manufacturers and comply with the most demanding safety parameters, including regulation 66.01.



Improve efficiency, safety and comfort

DATIK IS A PIONEER IN THE DEVELOPMENT AND INTRODUCTION OF ADVANCED TECHNOLOGICAL ASSISTANCE, INFORMATION AND DRIVING CONTROL SYSTEMS THAT HELP SAVE ON FUEL AND MINIMIZE THE RISK OF DISTRACTION AND COLLISION BY DETECTING AND PREDICTING SITUATIONS THROUGH ARTIFICIAL VISION TECHNOLOGY, THEREBY HELPING TO PROMOTE MORE RELIABLE, SAFE AND EFFICIENT DRIVING.

MagicEye is an advanced technological assistance system that helps to minimize the risk of being distracted and collisions through detecting and predicting situations using artificial vision technology that contributes to safer driving.

The system includes features such as obstacle and road sign detection, safe distance calculation, involuntary lane changes, speed limit warnings and driver fatigue alerts.

It also offers an important competitive advantage with regard to other conventional products which only focus on warning the driver. It includes image recording, a warning and event register, as well as transmitting information to a central unit from a web platform which draws conclusions and processes all of the information gathered to detect any driving offences, plan the safest routes and optimize driving habits. These features make MagicEye a total solution designed for fleet management.

Attractively designed, the system has a camera, a processing device and a warning system that can be either audible or visual, or both at the same time. Other, more selective, alert mechanisms are currently being developed, such as seat vibration, to avoid disturbing passengers when the warning

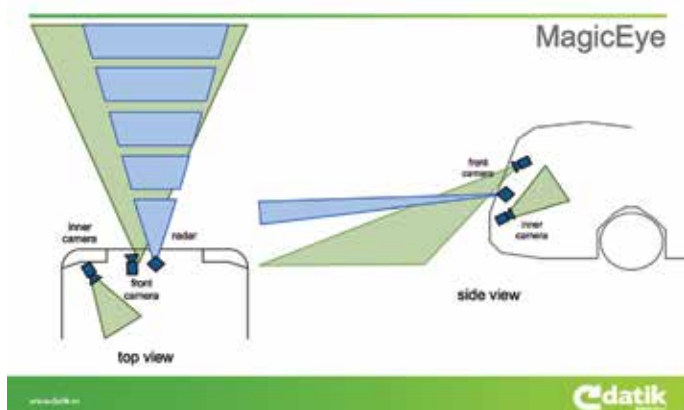
is given. Installation is very straightforward and can be customized according to the client's needs in terms of finishes and visual warnings to perfectly integrate into the coach's dashboard or the fleet management platform.

EcoAssist is a fuel-saving solution that shows the driver a series of instructions that optimize his or her driving style. EcoAssist is based on different types of information (the vehicle's location, the driver's driving style, orographic maps and GPS sensors), and an expert system that combines this information and, using the vehicle's consumption models as a guide, learns and generates instructions. These instructions are shown the driver, discretely, so as not to distract him or her, at a moment when a rapid response is possible.

These solutions unquestionably improve safety, passenger comfort and client reliability and profitability.

Active safety as a service or solution

- Customized active security, incorporating the features required by a client.
- Turnkey projects that adapt technology to the client's specific needs.
- Possibility of remote management of active security devices, as an added vehicle feature with this service.
- Information provided when the driver deactivates the system.
- The system can also give warnings (including correctly signalled lane changes) in specific areas determined by GPS coordinates.



MAGIC EYE IS AN ADVANCED TECHNOLOGICAL ASSISTANCE SYSTEM THAT HELPS TO MINIMIZE THE RISK OF BEING DISTRACTED AND COLLISIONS THROUGH DETECTING AND PREDICTING SITUATIONS USING ARTIFICIAL VISION TECHNOLOGY.

Datik became part of Irizar Group in 2011 and has recently developed a software platform for infrastructure management and optimum service planning that can be used for railways, trams and buses, and a platform for improving user mobility orientated around sports events, creating optimum routes based on a match calendar.

Infrastructure management and service planning

This technological platform provides benefits in different areas within the organisation.

Integrated solution:

Total integration with the centralised operation system, applicable to railways, trams and roads. Integration with administrative and operational departments.

Modernisation of management:

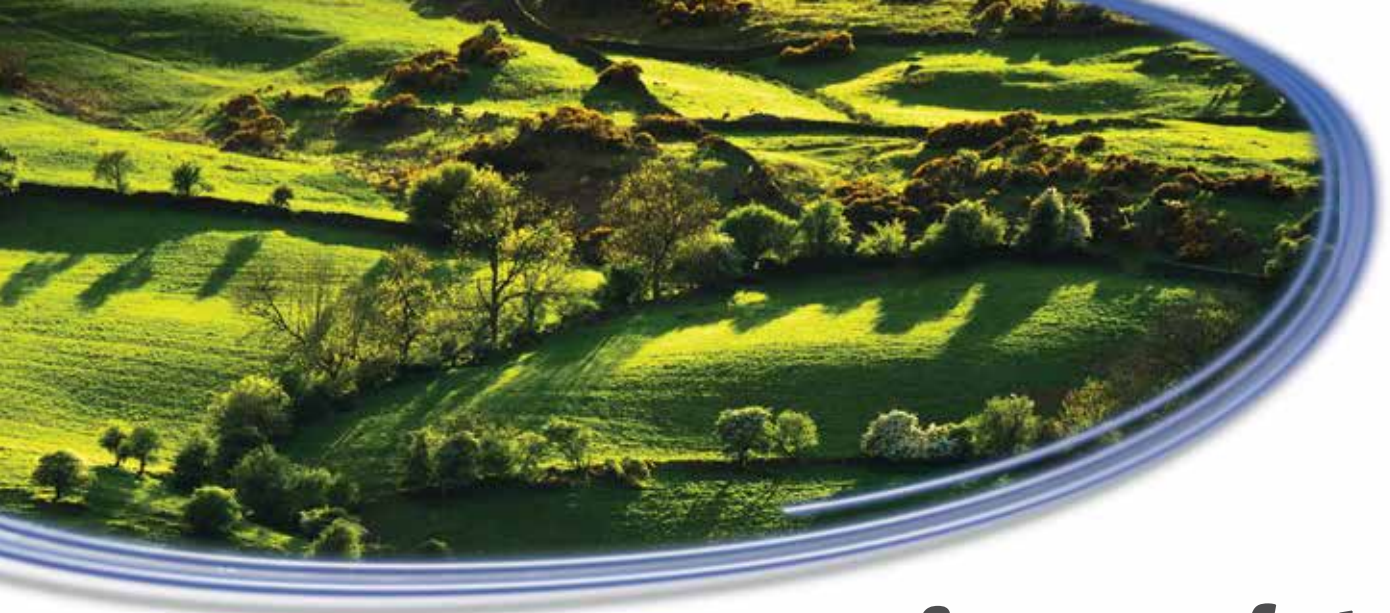
We have created new management processes and have withdrawn the use of paper for planning activities.

Cost calculation and resource optimisation:

Operation-related cost calculations and the automatic assignment tool, make it easier for the operator to reduce operating costs.

Centralised infrastructure management:

Instant adaptability to works or new route creation. Independent from map providers.



A green future: the electric city bus by Irizar

IN LINE WITH OUR MISSION AND OUR SUSTAINABLE COMPETITIVENESS STRATEGY, 2011 MARKED THE START TO THE DEVELOPMENT OF A 100% ELECTRIC CITY BUS THAT WILL COMPLEMENT IRIZAR'S CURRENT RANGE OF PRODUCTS.

This project, therefore, has high strategic value; in addition to generating growth for the Group and creating wealth and employment, it hopes to provide a definitive boost to the use of the bus as the best option for the mass transport of people in city environments. It also works to place Irizar at the forefront of European technology with a 100% electric city bus with zero emissions.

The main challenge of the IEB (Irizar Electric Bus) project is developing an electric bus capable of being competitive against conventional and hybrid buses, as well as overcoming technological challenges in terms of the freestanding structure, the traction system, energy generation and storage, the multiplexed control and communication systems and the operating assistance systems.

To carry out this project, a consortium of Basque Country companies was created, headed by Irizar with the participation of two more companies in the Group: Jema Energy, S.A., the leading company in power and control electronics, and Datik S.L., which specialises in information systems for transport management. San Sebastian transport operator DBUS is also involved, in addition to 3 technological centres: CEIT, TECNALIA and VICOMTECH.

To develop the traction Groups, real driving cycles were monitored in different orographic conditions with different drivers and route lengths.

Using this initial information, design began on the energy storage needs, hybridizing batteries with supercapacitors in order to manage the needs of medium and peak flows in the most efficient way. The batteries provide the energy needed to feed the vehicle and the supercapacitors absorb the energy peaks during acceleration and braking.

One critical point that requires particular attention is the climate control system, as it must achieve a similar level of comfort as a conventional bus with energy consumption that makes the overall product viable.

The remaining studies will end with the battery charging process, which will depend on suitable management of regenerative braking and static recharging at the end of each day.



The vehicle's reliability will also be optimized through new, more efficient and faster reacting energy control algorithms, eliminating wherever possible the use of sensors (sensorless).

The system will be open to incorporating possible energy capturing technology that may be installed in the bus, in addition to the planned technology, such as solar panels or different piezoelectrical systems.

The prototype, which is expected to circulate in San Sebastian in 2014, will be able to travel between 250 and 300 kilometres, the necessary distance for fulfilling the requirements of a bus with these characteristics.

A prognosis system in the energy storage will improve the system's reliability and will help to precisely forecast the batteries' life cycles which will extend their useful life through predictive maintenance.

Like all Irizar coaches, the vehicle will have a rigid and robust structure capable of withstanding side or front crashes as well as turning on its side.

Furthermore, it will include the latest advances in terms of vehicle insulation to avoid any electromagnetic impact on passengers from the high voltage lines.

With regard to active security, the bus will have all of the specific parts and systems from the high quality sector that are already available in integral design Irizar coaches, such as anti-slip control, stability control, special slope filters and new assistance, information and control systems.

"THE PROTOTYPE, WHICH IS EXPECTED TO CIRCULATE IN SAN SEBASTIAN IN 2014, WILL BE ABLE TO TRAVEL BETWEEN 250 AND 300 KILOMETRES".

More specifically, it will use the MagicEye and EcoAssist systems developed entirely by Datik. MagicEye is an advanced technological assistance system that helps to minimize the risk of being distracted and collisions through detecting and predicting situations using artificial vision technology that contributes to safer driving.

EcoAssist is a solution that helps optimize battery consumption based on efficient driving management.

The entire solution consists, on one hand, of an on-board system that gathers different types of information about the vehicle, driver and environment, processes it and automatically identifies the actions that should be taken to increase driving efficiency. On the other hand, it provides the user with access to a cloud control centre that centralizes all of the information about vehicle consumption, the route and the driver, and allows them to anticipate maintenance activity, calculate efficiency indicators and generate reports.

Increased passive security will be achieved, despite reducing the total weight, by incorporating aluminium and light alloys as the main materials in the structure.





Attendance at international fairs



IRIZAR CONTINUES TO PRESENT IMPORTANT NEW PRODUCTS AT INTERNATIONAL TRADE FAIRS; KIELCE, BORDEAUX, RIMINI, SAO PAULO, MADRID AND BIRMINGHAM ARE THE PERFECT SETTINGS FOR IRIZAR TO PRESENT ITS FUTURE STRATEGIC LINES AND TO CONSOLIDATE AND STRENGTHEN ITS BRAND IMAGE.

**ExpoÔnibus - Rio Janeiro (Brazil)
3 - 5 October**

The first date this year is the ExpoÔnibus fair held from 3-5 October at the "Riocentro" Exhibition Centre, also the location of the RIO+20 environmental conference. This increasingly important fair is held twice-yearly and is dedicated to buses, coaches and auxiliary industries. This year the fair will house more than 150 exhibitors over 32,000 m² and more than 10,000 people are expected to attend.

Irizar Brazil will take advantage of this setting to officially launch the new Irizar i6 coach to clients, the specialist press and collaborators in the Brazilian and South American market. The 1,000 m² stand will have 4 different models of the new Irizar i6, as well as 2 Irizar pb and 1 Irizar Century to complete the range of coaches available from the Brazilian factory.



TransExpo - Kielce (Poland) **10 - 12 October**

The next fair in the calendar is TransExpo, held in the Polish city of Kielce. Irizar has been represented by Wanicky with its own stand for the second year running.

The 400 m² stand had two DAF powered coaches, the Irizar i6 and an integral design Irizar i4. An Irizar Century on a Volvo B9 chassis presided over the main entrance to the fair.

The desire to be close to Polish clients led Irizar to sign a distribution agreement with Wanicky Co. which currently offers a sales and after-sales service for Irizar coaches in Poland.

Autocar Expo - Bordeaux (France) **17 - 20 October**

This year, for the second time, Irizar has been present among the biggest brands in the sector through its distributor, Irizar Autocars, and has offered its best products and services at the fair.

Besides boosting the great icons of the Irizar brand, it exhibited the full range of integral design coaches that are currently part of the Irizar Autocars catalogue.

The 400 m² stand had an Irizar i6 and a 13 m Irizar i4, two coaches which have been completely adapted to meet the needs of French clients.

IRIZAR WILL HAVE OVER 2,000 M² AT FIAA AND WILL PRESENT A SPECTACULAR BRAND EXPERIENCE.

Also, the new 14 m model of the Irizar pb has been exhibited inside the fair's grounds. So, for another year, Irizar has been present to dedicate all of its energy to assisting visitors and is ready to offer them the best.

France was one of Irizar's priority markets when it created its sales and after-sales service network.

Bus & Turismo - Rimini (Italy) **18 - 20 October**

Bus & Turismo Rimini is the main tourism fair in the Italian market and has become essential for coach companies that operate in the tourism sector.

At its 1,000 m² stand, Irizar Italia has presented a full range of coaches, each on a Scania chassis.

Irizar continues to strengthen its brand image in Italy.

FIAA - Madrid (Spain)

23 - 26 October

Irizar will have over 2,000 m² at FIAA and will present a spectacular brand experience

This year Irizar is attending the International Bus and Coach Fair (FIAA) in Madrid and officially will present its new brand image and new Irizar i3 coach, an addition which will complement the existing range.

The fair will see the official presentation of the new Irizar brand image, and also the launch of the Irizar i3 coach to clients, collaborators and the media on the opening day of the fair at 1.30pm.

Attending the fair for the second year, the Irizar stand is over 2,000 m², and is the perfect setting to enjoy a unique experience that will transport attendees to the company of the future.

At the stand it will also be possible to see the whole range of coaches in the Irizar family, including 2 Irizar pb, 3 Irizar i6, one Irizar i4 and two Irizar i3 of different lengths and models, built on all of the different brands of chassis available in the market.

As well as welcoming everyone visiting the fair, the stand will become a space where coaches will live in perfect harmony with technology, electronics, telecommunications, diversity, mobility and environmental and social sustainability, all of which are values inherent to the brand and that demonstrate the company's future strategy.

Euro Bus Expo - Birmingham (UK)

6 - 8 November

After the Madrid exhibition, the next fair in the calendar is Euro Bus Expo in Birmingham (United Kingdom), which is held from 6-8 November.

This is one of the most important fairs in the sector in the UK and is attended by clients, suppliers and the specialist press.

This year, the 400 m² Irizar UK stand will be dominated by two Irizar i6 coaches with DAF motors.

A third coach of the same model on a Scania chassis will be seen at the Scania stand next door. A fourth Irizar i4 coach will welcome attendees at the entrance to the fair.





Launch of the Irizar i3

**ROUNDING OFF OUR RANGE OF
COACHES WITH A MORE
URBAN LOW ENTRY.**

At the FIAA Fair, Irizar presented its new Irizar i3 coach, a model that completes its current range and covers the niche that the Irizar i4 could not, being designed from a coach.

This model was created with our customers' needs in mind, and that we, until now, could not fully satisfy. It is the true result of joint reflection with our clients on how to create a more functional product to cover the Low Entry range, with a 100% guarantee.

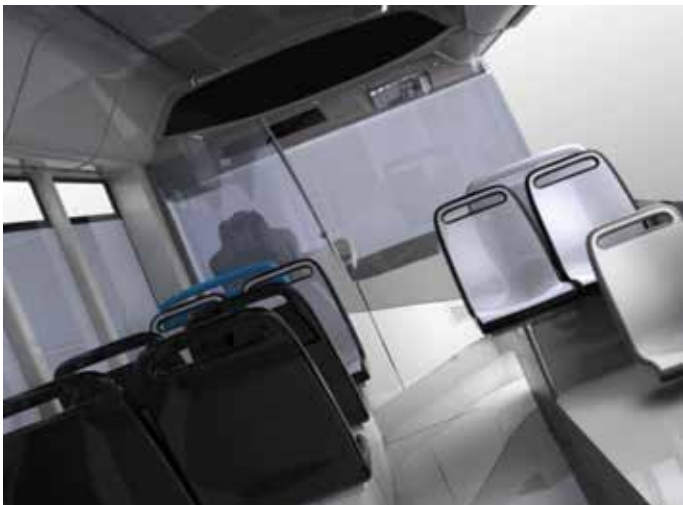
The main features of this model are centered on accessibility and the adaptability to the configurations desired by each customer. In the front of the coach, the customer can choose between single-door and double-door access, depending on the expected use of the coach. Its reduced height from the ground, 340 mm maximum, also contributes to improved accessibility.

THE MAIN FEATURES OF THIS MODEL ARE CENTERED ON ACCESSIBILITY AND THE ADAPTABILITY TO THE CONFIGURATIONS DESIRED BY EACH CUSTOMER.

This model is more versatile in its interior and offers even more configuration options for the desired number of seats and standing passengers. The aisle is very wide and open.

Equipped with an integrated access ramp in the central door, this coach also has a special area for Persons with Limited Mobility and strollers. Its interior, constructed with vandal-proof materials, is easy to clean and maintain. The front plate is modular and detachable, which facilitates the replacement of the parts most susceptible to damage.

This coach's weight and distribution have also been optimized while maintaining its attributes of safety and rigidity intact. The structure is designed in accordance with the R66/01 standard, and one of the aspects to receive the most attention was improved performance in the event of a head-on collision and in the rigidity of the entire roof structure.



The ergonomic driver's seat is especially comfortable and provides extensive visibility. Its integrated climate control equipment offers passengers maximum comfort.

It is the first of Irizar's coaches in Spain with the option for Class I homologation.

In terms of design, Irizar has designed a product that, even while allowing this high degree of frontal accessibility, preserves all of Irizar's traits. The new Irizar i3 model offers functionality, while maintaining all of the attributes of the Irizar family of products and everything this company represents in terms of SAFETY, RELIABILITY, PROFITABILITY, SERVICE and the IRIZAR GUARANTEE.

THIS COACH'S WEIGHT AND DISTRIBUTION HAVE ALSO BEEN OPTIMIZED WHILE MAINTAINING ITS ATTRIBUTES OF SAFETY AND RIGIDITY INTACT.

Argos Shimano with new Irizar coach

THE DUTCH CYCLING TEAM ARGOS SHIMANO REVEALED ITS BRAND-NEW IRIZAR i6 COACH AT THIS YEAR'S TOUR DE FRANCE.

A modern and fully equipped integral design Irizar i6 was delivered to the Argos Shimano cycling team the week before the start of the 2012 Tour de France.

The Irizar coach is 12 m long, is safe and comfortable and has been completely customized to meet the team's demands. Great care was taken over details and solutions to assist the work of the cyclists, mechanics, coaches, doctors and masseurs.

The coach has 3 individual showers, a stretcher-bed, an above-ground WC, 2 sofas, 8 seats facing each other with tables, a large fully-equipped kitchen complete with an oven, hobs and two fridge-freezers.

Passengers can enjoy the latest technological advances, as the coach is also equipped with an audio-video-TV system, large screens for analysing stages and training, an exterior communication system, WiFi/internet and next generation satellite TV.

It also has everything needed for use when stationary, a generator, air conditioning, a hospitality tent and luggage space perfectly adapted for the transportation of 9 bicycles, washers, etc.

The coach received a series of positive comments from the cyclists and team directors at the presentation given by our Dutch distributor Cosmo Coach and Bus, part of the Koops Furness group.

Team Argos Shimano is a Dutch-licensed professional cycling team that competes in Continental Circuit races and events in the UCI WorldTour.





Originally the Skill team, a new team identity for 2012 was announced at the end of last September under the name Project 1t4i as the team waited for confirmation from the official sponsors to name the team. The project name is a play on words meaning "one team, four i's". The four i's are: inspiration, integrity, improvement and innovation.

After having competed as Project 1t4i since January, on 30 March the project's sponsors were announced and a three year contract was signed. The team is now called Argos Shimano, and this name is derived from the companies Argos North Sea Group (a Dutch oil company) and Shimano (a bicycle part manufacturer).

We have followed and will continue to follow the success of the cycling team as it uses the coach and Irizar brand on the Tour, the Vuelta and many other competitions.

THE IRIZAR COACH IS 12 M LONG, IS SAFE AND COMFORTABLE AND HAS BEEN COMPLETELY CUSTOMIZED TO MEET THE TEAM'S DEMANDS.





Luxury coaches in Mexico

ONE OF THE NICHE MARKETS SEEING A GROWING DEMAND IN MEXICO IS THE VIP COACH MARKET, AND IRIZAR IS INCREASINGLY ADDRESSING THIS MARKET FROM ITS QUERETARO PLANT IN ORDER TO SATISFY THE REQUIREMENTS OF CLIENTS WHO WISH TO PROVIDE A LUXURY SERVICE TO THEIR PASSENGERS.

These units require such a high level of customisation with such special characteristics that Irizar dedicates many internal and external resources to the design, development and adaptation of parts and equipment to meet the needs of this ever more demanding market.

The demand for these types of units, particularly in the Mexican market, is due to a number of reasons, such as the long distances involved in routes crossing Mexico, the high cost of flights and the absence of a passenger railway system. In this context, Irizar is becoming the company of choice due to its ability to adapt its units to the highest standards and its flexible work schedule.

IRIZAR MANUFACTURES THESE UNITS WITH SUCH A HIGH DEGREE OF SOPHISTICATION THAT PASSENGERS FREQUENTLY REMARK THAT TRAVELLING IN THESE COACHES IS THE SAME OR BETTER THAN TRAVELLING BY AEROPLANE.

Users of this type of service want to travel with the greatest number of conveniences that make travelling for an average of nine hours straight as comfortable as possible. For this reason, Irizar manufactures these units with such a high degree of sophistication that passengers frequently remark that travelling in these coaches is the same or better than travelling by aeroplane.

The 14 m Irizar pb is used for these types of services and among its main features the coach is equipped with 24 seats, 2+1 distribution, individual video and audio systems, leg rests, individual tables, 24 v and 110 v plugs, front and rear screens with door, a kitchen with fridge and VEK6 water boiler, aeroplane-type overhead lockers, electronic itinerary, rear double WC, and a nappy-changer in the women's WC.

IRIZAR MEXICO'S MAIN CLIENTS IN THIS SECTOR ARE:

Tufesa Platinum

Primera Plus

Futura Select

Parhikuni Premium Class.

Agreement between Irizar and Tecnun

(UNIVERSITY OF NAVARRE)

Irizar has signed a year-long collaboration agreement with SEED Group stating that, during this period of time, the cooperative will sponsor and pay for part of the expenses related to the manufacture and development of a single-seater vehicle that students from the school will build to compete in the yearly Formula Student Electric competition.

Furthermore, with its support, Irizar will provide a boost to the training of these future engineers who really want to learn and are ready to carry this ambitious project forwards. For Roberto Iñiguez, Head of Staff at Irizar, collaboration with the Tecnun students is essentially grounded in two reasons; firstly, Irizar's aim to back leading technological projects that also respect the environment, and secondly, the fact that the company is currently immersed in developing an electric coach.



Irizar and Caja Rural Agreement

This past July, one month prior to the Vuelta a España cycling race, the Caja Rural professional cycling team signed a collaboration agreement with the Irizar Group at Irizar's headquarters in Ormaiztegui.



This agreement is a sign of Irizar's commitment to people, society and the environment and its support of a healthy, clean team sport with undeniable roots in the Basque Country.

Present for the signing, on behalf of Irizar, was Gorka Herranz, Chairman of the Board and President of the Cooperative. Herranz highlighted Irizar's commitment to sports, particularly cycling, and gave his best wishes to the competitors from the region and his backing that Caja Rural would be a viable option for their continued success.

Representing the Caja Rural cycling team was Mikel Azparren, Manager, as well as the cyclists who would be competing a week later in the Ordizia Classic: Aitor Galdos, Gari Bravo, Javier Aramendía, Antonio Piedra, Marcos García, André Cardoso, Fabricio Ferrari, Josué Moyano and Karol Domagalski.

At the signing, the Irizar coach used by the team at the Ordizia and Getxo races and the Vuelta a España was unveiled.



CLOSE YOUR EYES FOR A SECOND, AND IMAGINE BRAZIL... ITS TROPICAL AROMAS, ITS COMBINATION OF COLOURS, ITS MUSIC. THE FANTASTIC MUSIC. BRAZIL IS EVEN BETTER THAN THAT. HERE, MORE THAN ANYWHERE ELSE, ONE CAN IMAGINE OPENING A SUITCASE, NEVER TO CLOSE IT AGAIN... WHEN ONE THINKS OF BRAZIL, THE CARNIVAL AND OF COURSE RIO DE JANEIRO COME TO MIND.

BUT BRAZIL, THAT GIANT, IS MORE THAN THAT: FROM COLONIAL CITIES TO THE DELTAS FULL OF UNOCCUPIED TROPICAL ISLANDS; IMMENSE RED EXTENSIONS OF GOLDEN BANKS, AMAZONIAN ADVENTURES IN CONCRETE JUNGLES... BRAZIL HAS AN ABUNDANT EXUBERANCE, A LARGE AMOUNT OF SECULAR TRADITIONS, EXTRAORDINARY CHARACTERS, AND DIFFERENT LANDSCAPES. HERE MARVELLOUS THINGS ARE FAMILIAR, EVERYDAY THINGS ARE RARE. AND IF BRAZIL SOMETIMES BECOMES MELANCHOLIC, IT IMMEDIATELY RECOVERS, UNDER THE INFLUENCE OF THE ETERNAL SAMBA.

BRAZIL IS A COUNTRY FOR CURIOUS AND INSATIABLE TRAVELLERS. IT CAN CAUSE EVERYTHING, EXCEPT INDIFFERENCE. LET US BE IMMERSSED IN THE DISPROPORTION OF THE COUNTRY AND BECOME INFECTED BY ITS SPELL.

...Around Brazil



Sao Paulo: “a cidade que não pode parar”

An event every six minutes. That is how the living city of the region moves. Multicultural, nocturnal and enjoyable, the largest metropolis of South America is the main financial and urban centre of all Latin America with more than 19 million inhabitants.

Visiting Sao Paulo is something like visiting the entire world in only one place. Making business here means making real business. Everything is oversized. It can become intimidating, but it is ideal for those that prefer large cities: its activity and nightlife make it one of the most dynamic and enjoyable places of the world. It is a frenetic city, where everything happens so quickly, but it maintains the characteristic warmth of its citizens. Where skyscrapers devour the landscape and it is a place full of things to do, from cultural activities, through gastronomy and including sports.

The tourists are no longer here just for the music of Toquinho or Rita Lee. Neither just to take a seat in the Morumbi Stadium and watch the Sao Paulo team in action with the attacks of Rogerio Ceni. And even not just to visit the Santana

neighbourhood where the tragic Formula 1 hero, Ayrton Senna was born. More than twenty years ago, the interest for Sao Paulo started to change and the tourists that came to this cosmopolitan city did so pronouncing the names of Marcelo Sommer, Gloria Coelho or Duda Bertholini... Women dream of trying on a Colcci or a Calera with the secret fantasy of seeing themselves like or even better than the fantastic Gisele Bunché.





The Brazilian Way of Life. This is Sao Paulo for its residents. As well as receiving waves of compatriots trying to find here what they cannot find in their homeland, there are thousands of foreign immigrants -from Lebanese to Russians- that, the same as in New York, they have come here convinced that everything is possible. Nevertheless, the difference is that in Sao Paulo cross breeding has reached a point that it is difficult to recognise where everyone comes from. Racial features are very particular. Only one Paulista can have Italian, German, Arab and Japanese features.

Many neighbourhoods of São Paulo maintain their typical identity since the first part of the twentieth century, since the time of the first emigrations. There are also Italian, German, Portuguese and Japanese neighbourhoods. Each of them with the activities of their own cultures.

THE BRAZILIAN WAY OF LIFE. THIS IS SAO PAULO FOR ITS RESIDENTS.

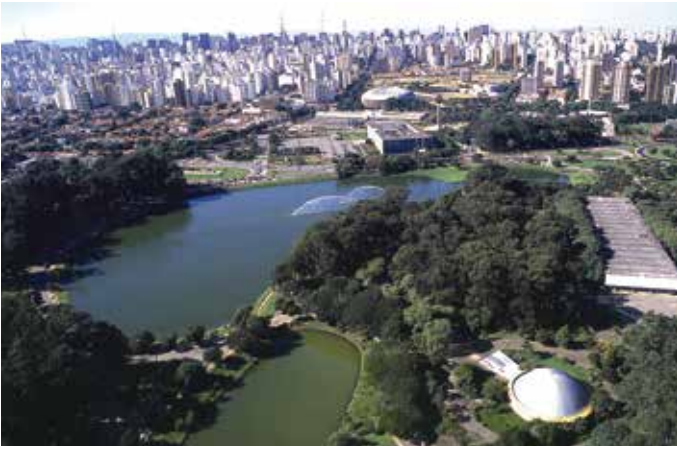
But if anything does attract the attention of those visiting Sao Paulo it is arriving at the Liberdade neighbourhood, practically at the centre of this city. Here, hundreds of youths with Japanese features can be heard talking Portuguese and of course you can hear them talking about the moves Kaka did not make during the last World Cup in South Africa.

This is the largest Japanese colony outside of Japan, although the majority are more Brazilian and it is similar to the Chinatowns of New York and London, but the streets are adorned with typical Japanese lanterns and letters.

Usually people visit this neighbourhood to eat or visit the Japanese markets, where for a short time one feels like being in Tokyo, although it is not strange to see in some of these markets a dominant amount of people from China or Korea, and therefore typical products from those countries can be found. Nowadays it could be said that a piece of Asia is in the Paulista urbanism.

The dominant landscape along the 30-kilometre route from the Guarulhos airport to the city centre is a succession of buildings that not being true skyscrapers are like an architectural competition from different periods that reach the maximum





expression when finally one crosses the emblematic Paulista Avenue.

The size of Sao Paulo intimidates but has the advantage that the majority of the places to be visited can be reached by underground or walking, and maps for walking tours of approximately 3.5 kilometres can be obtained from several of the tour centres; these walks take about three hours, always starting from the Plaza de la Republica.

Diagonally located to this central point is another of the Sao Paulo symbols like the Copan building, designed by Oscar Niemeyer, where it is worth taking the time to walk around its entrance hall with its curved passages and taste an espresso in Café Floresta, with over 60 years of history and guaranteed by the Brazilian Association of Coffee Industries.

The walk will take you past the San Francisco de Asis and Carmo churches, the Cathedral Square –known in Portuguese as Praça da Sé- the Municipal Theatre and the Viaducto do Cha. Further north, without leaving the city centre, we find the Luz neighbourhood with the park of the same name, the Sao Paulo State Art Gallery, the Portuguese Language Museum and the Julio Prestes station, which is an ancient railway terminal now converted into one of the most important Paulista museums.

Make sure you visit the Municipal Market along the way; its architecture evokes the Belle Époque years, and even more nowadays, it is worth-the-while taking at least the four hours needed to visit the Football Museum that is under the seating of the Pacaembú Municipal Stadium, where one can see how this sport has become linked with politics, economy, literature and even the plastic arts of this country.

Another of the excursions on foot is that along the famous Rua Augusta that for many years was the fashion reference for the Paulists and nowadays has become a space for cultural

centres, small shops, independent film cinemas, a dozen of bars that every weekend are full with youths and executives. Also the Frei Caneca shopping centre is well visited.

Along the same Rua Augusta, but towards the south, one reaches Oscar Freire Street that for six blocks has practically become the reference boulevard for the most exclusive shops in the city, also the several of the most expensive restaurants. One suggestion for finishing the excursion is to arrive at the 1.5 square kilometres Ibirapuera Park. This is considered to be the true lung of the city, a perfect space for a Saturday or Sunday walk or to run, cycle or simply lay on the grass to sunbathe or read.

This also has an exhibition hall where the Sao Paulo Biennial is held every two years. Perhaps now is the time, when we need relaxation, to challenge the urban designers and imagine that, during some minutes, Paulista urbanism can stop.

THE SIZE OF SAO PAULO INTIMIDATES BUT HAS THE ADVANTAGE THAT THE MAJORITY OF THE PLACES TO BE VISITED CAN BE REACHED BY UNDERGROUND OR WALKING.

The Paulists have managed to transform their land, also, into a leisure centre. The city has, on average, an event every six minutes, either by day or at night. The cultural life is as intense as the ethnic mixture, much more than in any other part of Brazil. Sao Paulo produces so that Rio (de Janeiro) can enjoy, as the saying goes.

Rio de Janeiro: The “cidade maravilhosa”

“God is the artist. And Rio is his masterpiece”, so the Brazilians say...

On the Atlantic coast, surrounded by a paradisiacal landscape in the Guanabara Bay, Rio de Janeiro, ancient capital of the Portuguese colonies, today has more than six million inhabitants. Two characteristic symbols identify the carioca city: the Sugarloaf Mountain, the top of which can be reached by cable car, and a forty-metre tall statue of Christ at the top of Corcovado, the hill that dominates the city with its 700 metres of altitude.

The beaches of Rio de Janeiro are without doubt the main attraction of the city. Located on the Atlantic coast and always bathed in brilliant sunlight, they attract tourists from



all parts of the world. The popular Copacabana, the elitist Ipanema or the busy Leblon are the three most well-known and close ones, but there are many more.

The Tijuca de Rio de Janeiro Park is the largest urban forest mass in the world and the famous Corcovado Christ hill is found there. This immense urban forest with interesting gorges and waterfalls rests between several mountains. Years ago this land was dedicated to the plantation of coffee but in 1860 it was decided to repopulate it with its original vegetation in order to preserve it. It covers some 3,300 hectares and has been classified by the UNESCO as a "Biosphere Reserve". The Pedra de Gávea, the Corcovado Hill (with its Christ the Redeemer) and the Pico de Tijuca are the three main points of interest in the Park. The Pico de Tijuca is the highest point of the entire park, with its more than one kilometre height. From here you get practically a 360-degree sight of the city of Rio.

The Rio de Janeiro City is an enormous conical building in the financial centre of the city, and stands out due to its modernism. It was inaugurated in 1979 under the name of the São Sebastião Cathedral do Rio de Janeiro. There is room for 5,000 worshippers seated and 20,000 standing inside, and its enormous stained glass windows stand out, as they stretch from the base to the highest point of the cathedral.



The main temple in Rio is impressive not only due to its shape (it looks like a pyramid) but also for its dimensions. It is 74 m high outside and 106 metres diameter. Like the majority of churches in Rio, the Cathedral is dedicated to the Catholic religion cult.



We leave Paraty along the "green coast", the green corridor between the sea and the mountain, in front of the Sepetiba Bay. This town has an idyllic natural surrounding that is one of the most beautiful colonial heritages of Brazil, classified as World Heritage by UNESCO. Throughout its narrow paved streets, we will discover this exceptional heritage that relates how fatuous the XVII and XVIII centuries were, through sublime residencies and baroque churches, one of such streets is Santa Rita de Cassia, where today we find a Religious Art Museum. Paraty is a very lively city both at day and at night, and it has several beaches nearby.

The Iguazu waterfalls: simply splendid



From Rio, where the excursion starts, we go south to Foz do Iguazu, to view one of the largest natural sights that any watercourse can offer. The waterfalls represent one of the most frequented tourist spots of South America. Nearly 2 million people come here every year from all parts of the world to see one of the most spectacular and impressive natural monuments.

The Iguçu Natural Park was declared World Heritage by UNESCO in 1986, two years after nominating the Iguazu National Park in Argentina.

Even though the Waterfalls correspond to Argentina, this tourist spot is shared with Brazil as the Iguazu National Park is in both countries and the waterfalls are seen from both sides. Many say that the Waterfalls are lived in Argentina and seen from Brazil.

Brasilia: modernity.

The itinerary takes a northbound route with an optional stopover in Brasilia, symbol of architectural modernity.

Brasilia shares with cities like Saint Petersburg, Washington DC, Canberra, La Plata, Chandigarh or Putrajaya, the particularity of having been built from nothing, and directly becoming a great city. It was built on an aircraft shaped base that pointed southeast, although Lucio Costa (its author) insisted on wanting to give it a cross shape. The land was originally arid and inhospitable. A water reservoir was built in the area, and the city works were started at the same time.

The city stands out for its wide avenues that also include public buildings, a series of neighbourhoods called "superblocks" that as their name indicates include enormous groups of buildings.

THE IGUAÇU NATURAL PARK WAS DECLARED WORLD HERITAGE BY UNESCO IN 1986, TWO YEARS AFTER NOMINATING THE IGUAZU NATIONAL PARK IN ARGENTINA.

The central part of the complex is formed by the Three Powers Square, where we find the Planalto Palace location of the executive powers; the Congress Palace, location of the legislative power; and the Palace of Justice, location of the Federal Supreme Court.

The Three Powers Square is equivalent to the cabin of that large imaginary aircraft which would be the plant of the city, where the fuselage is formed by a large avenue called the Esplanade of the Ministries, all the federal administration is concentrated in equally tall buildings of 9 floors. The rear part of the imaginary aircraft is formed by a complex of local administration buildings where the Buriti Palace, home of Federal District Government, stands out.

The wings of the aircraft are formed by the superblocks, with 11 buildings each with 6 floors, in an area of 90,000 square meters. That group of housing and shops also called Plano Piloto extends over 13 kilometres length.

The journey through this city takes us to visit its cathedral, which is a magnificent work of the great Niemeyer, based





on the idea of the revolution; its roof is made completely from glass and gives the sensation of reaching the heavens with two hands represented at its tops, and that stretching upwards, are only limited by the sky.

We can likewise see the famous Planalto Palace, which means Tabletop Palace; this is the seat of the government, where the President of Brazil works every day. It is located at the Three Powers Square of the capital and its luxury is equal to that of any country in the first world, or we can see the Alvorada Palace, that is to say, The Dawn Palace, which is his official residence and although it was inaugurated in 1958, it could have been designed in 2100, a true glass box poised on narrow columns which leaves us perplex.

Another construction worth mentioning is the Juscelino Kubitschek Bridge, also known as the JK Bridge or the President JK Bridge, that crosses the Paranoá Lake, and receives its name in honour of an ex president and that rapidly, became another of the architectural icons of Brasilia.



STROLLING THROUGH THE HISTORIC CENTRE OF THE CITY, AS WELL AS ALONG THE DIFFERENT BEACHES "MAKES YOU FEEL AS IF EVERYTHING MOVES TO THE RHYTHM OF BOSSA NOVA".

Salvador de Bahía: The "bossa nova"

Any tourist guide will tell us that Salvador de Bahía was the entrance port of black slaves, and it became the most African city of Brazil after the suppression of slavery. The Cidade Alta concentrates the monumental art along the Pelourinho, the largest colonial expression of the entire country. The commercial and dynamic Cidade Baixa still has the Model Market, nowadays dedicated to artisans. Likewise Salvador is gastronomy, carnival, syncretism, Jorge Amado, Vinicius de Moraes...

But Salvador de Bahia is much more: beaches, coconut trees, turquoise blue waters, islands and a beautiful lighthouse make Salvador de Bahia an "inevitable destiny for any traveller". Strolling through the streets of Pelourinho, the historic centre of the city, as well as along the different beaches "makes you feel as if everything moves to the rhythm of bossa nova".

Without losing the rhythm of such suggestive and Brazilian music, venture into the historical centre of the city, to soak up its past as the capital of colonial Brazil by seeing churches like that of San Francisco or the Terreiro de Jesús. But the best asset of Salvador are beaches like that of Itapuan, with the refreshment bars on the sands, where you can enjoy tropical drinks and good shellfish.

There are also more intimate and tranquil options, which can best be visited by boat, like the Itaparica Island, that besides enjoying the sea trip, to see the Salvador Bahia coast and its numerous beaches, you can see the suggestive colours of the same.

Passing by the inevitable attraction that Pelourinho has for the traveller, we just have to visit another of the strategic points of the city: the Barra Lighthouse, situated at the ancient point of the Padrão, on the coast of the Bahia capital, as well as the San Marcelo Fort, built on a small reef bank a few metres from the coast.



BUT SALVADOR DE BAHIA IS MUCH MORE: BEACHES, COCONUT TREES, TURQUOISE BLUE WATERS, ISLANDS AND A BEAUTIFUL LIGHTHOUSE MAKE SALVADOR DE BAHIA AN "INEVITABLE DESTINY FOR ANY TRAVELLER".



Without losing sight of the sea, the next stop is the Model Market where, among its over two hundred shops, we can buy a large variety of artisan objects and memoirs of Salvador de Bahia. An excellent distraction that, also, opens our appetite.

The best lobsters can be tasted in Tia Maria, a homemade food restaurant where we can also try the "feijaoda". This is a purely Brazilian dish; its main ingredients are red meat and black beans.

And as an alternative, Japanese food. Although it seems surprising, there are many premises in Brazil, as this country has one of the largest Japanese colonies. A connection beyond gastronomy, because in Bahia they told us that "the word 'arigato', thank you in Japanese, stems from 'obrigado' thank you in Portuguese".

When the time for nightlife arrives, this city is more than going to discotheques or bars; rather it is participating in a true fiesta on its beaches or in its streets and eating something in the restaurants.

With or without a hangover, and beyond its incredible beaches, the main treasure of Salvador de Bahia is its people that irradiate happiness, spontaneity and friendliness, in spite of the conditions in which many of them live.



Manaus: the entrance to the Amazon

The rendezvous with nature has its own name, Manaus. The capital of the Amazonas State conserves some vestiges of its time of splendour, like the Amazon Theatre or the floating dock. But Manaus is, above all, the entrance to the great green desert. There are many possibilities of entering the vast Amazonia universe: From luxury stays at lodges, inside the forest, to the possibility of hiring a guide, and carrying your own hammock, adventure along unexplored paths.

Manaos (which in Portuguese is Manaus and its origin come from the indigenous Manaós tribe inhabited this area before



the Portuguese colonisation and that means “mother of God”), is a city in the North East of Brazil and it is the capital of the Amazonas State. Located near the confluence of the Black River with the Amazon, it is a very important port in the development of the region. Even transatlantic vessels from all over the world can have access to it.

Manaus was founded by the Portuguese in 1669 and currently has about 2 million inhabitants. Manaus started as a small stone and adobe fort with four cannons, called the Black River São José da Barra Fort. It was to protect the northern part of the Brazilian colony in favour of the Portuguese and did that for 114 years. There were several indigenous tribes living around the fort such as the Barés, Banibas, Passes and the Manaos, which were influenced by the Portuguese to collaborate in the construction of the fort.

This township formed by white and indigenous people grew in such way that, to help with the evangelisation of the indigenous tribes, the Carmelites, Jesuits, Mercedarians and Franciscans built a chapel called Our Lady of the Conception (today patron saint of the city) near the fort.

Nowadays the city of Manaus is one of the most important tourist sites of Brazil and a new and attractive destiny for the neighbouring Americans and tourists from both Europe and the United States. One of its attractions is the adventure of ecotourism mixed with much comfort in its hotels and one of the most developed shopping areas of the Amazonia. Manaus competes in tourist infrastructure with destinies like Aruba or Curacao. Together with hotels, styled like the large Caribbean resorts, tourists are invited to enjoy practising nautical sports and leisure plane or helicopter trips along the impressive Black River.

Spending your vacation in Manaus allows you to reach the centre of the Amazonia forest, travel by boat along the Black River and sleep at a hotel in the middle of the forest but with all the commodities of modern life. For this reason this is the destiny chosen by great stars like Jennifer Lopez and Kevin Costner, royalty like the King of Spain and magnates like Bill Gates.

Manaus being a city of contrasts does not only offer the possibility of ecotourism and trips through the jungle. The city of Manaus is also one of the historical heritages of Brazil. The tracks of the glorious past of the production of rubber are still intact in Manaus, many buildings and houses maintain their architecture imported from Europe in the XIX century. The ancient market square located above the port, the public buildings and the houses of the great chiefs of the period and that nowadays are museums, are only some of the most outstanding places.

But definitely what the tourists most admire and the strongest pride of the natives is the legendary Theatre of the Opera, which, built more than 200 years ago, was brought stone by stone from Europe. Its marble floors and even curtains were brought in vessels to adorn the ancient capital of Manaus. After visiting the historical sector of Manaus, the other part can be seen, that of the enormous commercial centres, that sell clothes, perfumery products and others made by the most famous international designers. There are also traditional places where you can acquire typical regional products: from typical medicine products, to the beautiful souvenirs of the Amazonia.

Another of the very interesting things to know and visit are the Manaus nights. For some reason this city is known as Paris of the Amazonia. One can visit traditional musical shows with

ONE OF ITS ATTRACTIONS IS THE ADVENTURE OF ECOTOURISM MIXED WITH MUCH COMFORT IN ITS HOTELS AND ONE OF THE MOST DEVELOPED SHOPPING AREAS OF THE AMAZONIA. MANAUS COMPETES IN TOURIST INFRASTRUCTURE WITH DESTINES LIKE ARUBA OR CURACAO.

samba and local rhythms, or discotheques with bands playing all type of music.

Lastly, something outstanding is the amiability and warmth of its people. People that, after realising that tourism is an important means of development are prepared to receive all the people that want to discover this incredible place of the Amazonia. In spite of its commodities and 5 star services, the hotels have special prices and offers in diverse times of the year.

Not only tourism is one of the main economic activities, but Manaus also refines petroleum, has a food industry, and manufactures soaps and chemical products.

The most representative buildings of Manaus are the University of Amazonia, the Municipal Market, the Customs, and the Theatre of the Opera.





The second expansion (II): Unstable youth (1990-2000)

AS IN PREVIOUS YEARS, THE GROUP MONDRAGÓN WAS RESPONSIBLE FOR OFFERING THE MOST FINANCIAL AND TECHNICAL SUPPORT TO REFLOAT IRIZAR. IN SPITE OF HAVING BENEFITTED FROM AN OASIS IN 1989, 1990 CLOSED WITH LOSSES: THE DESERT GENERATED BY EXCESSIVE COMPETITION IN THE COACH BUILDING MARKET, THIS WAS NOT A MIRAGE; IT WAS CRUDE REALITY.

"The registering of coaches", relates Javier Azcárate, "went from 1,700 units in 1989, to 880 -less than half- in 1990. During that year we lost 300 million. The crisis affected all the bodyworks. Besides that, due to the competition, the sales prices dropped by 20%. This, added to the decrease in demand, made it impossible to gain".

MCC closely followed the Irizar record and, seeing the decrease in sales and the forced reduction of prices, the Group proposed including the Proudfoot system, that was giving such good results in other cooperatives.

Far from producing the expected results, it meant an additional cost to the bodywork of 200 million pesetas.

IT DOESN'T RAIN BUT IT POURS

Losses, management systems that do not work, an unfavourable market, below ground level demand, the serious crisis of the management team (true weakness of our cooperative) and, if that is not enough, Angel Pozueta, together with the people that left after the reform made by Azcárate, making disloyal competition and taking advantage that the Everest model was not enough to satisfy the market needs and that the Irizar Century model was still in the learning curve, put a new coach on the market that pretended to capture the clients that until then were loyal to Irizar.

"The Century was a very innovative product -explains Juan Antonio Urteaga- that required working with up to then unknown tolerances and materials; new sealing developments, new concepts of finishes that, together with the demand for a change of processes, caused the learning curve to extend and the costs were elevated: it became necessary to manufacture 300 units to reduce the time, and this meant a much elevated cost that, at that moment, Irizar could not assume".

These unfavourable factors, linked with the devaluation of the peseta and the removal of the Irizar product from the Lamborghini catalogue, turned the environment of the company into pure irritation: several opposing groups appeared, and each of them saw a solution through different ways. Faced with such disorganisation and rivalry, Javier Azcárate presented his resignation, leaving the position to Iñaki Otaño, general director in functions of the ancient Goilan, the group that formed part of MCC: *"When I left Irizar indicates Javier Azcárate, there was practically no cooperative spirit. The atmosphere was very tense, and the people were only worried about getting paid, without worrying about how the company was fairing although it is true, that there were some*



"EL IRIZAR CENTURY ERA UN PRODUCTO MUY INNOVADOR, QUE EXIGÍA TRABAJAR CON TOLERANCIAS Y MATERIALES HASTA ENTONCES DESCONOCIDOS; NUEVOS DESARROLLOS DE SELLADO, NUEVOS CONCEPTOS DE ACABADO ..."



professionals who had great experience in manufacturing coaches and they knew how to make them, that was evident".

Iñaki Otaño also did not last very long, and he did not improve the situation of the company: 600 million of losses in 1991 and a 32% decrease of sales. The General Meeting held in April 1991, where the 1990 annual report was presented together with the management plan of 1991, was a clear example of the division and of the tension affecting the cooperative. The 115 votes against the 83 in favour, also caused the resignation of the president of the assembly.

During that atmosphere of nervousness and pessimism, Koldo Saratxaga, decided to take the reins of the company, which was then heading for closure. It was in October 1991: *"I found myself with discouraged people, that did not really know where they were going; there was practically nothing to keep them united. There was a problem with a political undertone since the post dictatorship, and all this was causing Irizar to not know how to make a product the would respond to the needs of the market".*

Faced with this emergency situation, it became necessary to make a quick diagnosis and take urgent and effective measures to refloat the company. It was evident that Irizar knew how to produce coaches: *"There were people that had dedicated more than 20 or 30 years to this and I had a clear idea -states Saratxaga- that if we want to triumph, we had*

to unite management. If we want to cure a sick person from a serious illness, or we work with the persons around us, or it is not possible. I thought that what the Irizar people needed was motivation. Together we could make it. To do that it was necessary to establish common objectives and I think that was the beginning of success: make all the people look in the same direction, leaving personal problems to the side. Logically, then, decisions had to be taken like those that were taken during that period". Knowledge is in simplicity. Sometimes simple and obvious things are the most effective ones; although also they are the most difficult ones to like and achieve. And the measures, the objectives, the first guidelines that marked the new and splendid path for Irizar were drafted along four main lines, that included the essential pillars of the company in order to return the illusion to the human team: increase attention to the client (improving services, increasing quality, reducing cost and innovating); maintaining and improving, as much as possible, the good name that Irizar had on the market, and balancing the cooperative accounts.

THE IRIZAR PROJECT: THE PEOPLE

A new company philosophy began to be built on the basis of these postulations; a way of renewing the company origins and recovering its cooperative spirit. As Confucius said "an error is making a mistake and not correcting it". We still had the opportunity of correcting past failures in Irizar. Human team, quality, attention to the client and productivity, seasoned with a good dose of motivation, was the correct diet prescribed by Koldo Saratxaga to recover the agonising Irizar.

At the beginning people trusted him because they had to. Walk or die. "At the beginning we thought he was just another director -recalls Carlos Aztiria-, but we trusted him. From the beginning we saw that he had the authority and a special magnetism. he was a good communicator and managed to



waken in us the motivation for a common project. After the first year, we saw that he fulfilled all he had promised and in excess. Besides having very clear ideas, regarding management, he knew how to transmit what he wanted to achieve. And the most important: he managed to unite management. Before we wandered without course, without knowing where we going; Koldo managed to reconcile us, which was necessary if we wanted to progress".

If there was something the director had clear, it was that Irizar needed a team project, where the support and effort of all was needed. The scepticism of the cooperative members had its first crack when Saratxaga started the first meeting, that lasted six hours, with a typical phrase "of a great man", that would mark the beginning of a radical change regarding relationships and productivity: "There is a spillage we must stop; therefore; we have to continue forward". The first objective: dissolve the tension and motivate the people to be the stars of this "journey, that has already lasted ten years" and where the daily routine and clear direction make it possible for collecting the desired fruits.





Irizar

lighting the road



Irizar

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