



MONDRAGON

HUMANITY
AT WORK

Finance
Industry
Retail
Knowledge

2010 Annual report



“The most hopeful sign of a community is knowing to join together and build, and thus build that which is of interest and look to the future. ”

José María Arizmendiarieta (1915-1976)

About MONDRAGON

The MONDRAGON Corporation is a result of the co-operative movement which began in 1956, the year in which the first industrial co-operative was created in the Guipuzcoan town of MONDRAGON; its company philosophy is reflected in its Corporate Values.

- Co-operation.
- Participation.
- Social responsibility.
- Innovation.

MONDRAGON is a socio-economic reality created through the combined efforts of all our employees. It is an attractive alternative supported by a socially responsible and successful system of employee participation. Free adhesion, economic organisation, the sovereignty of work, intercooperation, social transformation and education are the principles on which the daily work at MONDRAGON are based.

It is organised into four areas: Finance, Industry, Retail and Knowledge, and nowadays it is the largest business group in the Basque Country and the tenth largest in Spain with about 84,000 people sharing a business idea.



President's message

2010 can be considered a satisfactory financial year for MONDRAGON. The companies making up the Corporation have all made a great effort, which has been paid off in the form of overall results that are an improvement on last year's.

Without a doubt, to a large extent this positive performance has been made possible by the guidelines and lines of action put into practice in 2009. The results of a series of financial, economic and business measures taken by the cooperatives have been made patent throughout 2010. The success of these measures, together with the greater presence of the cooperatives on the international markets and our firm commitment to innovation have enabled us to improve our companies' competitive capacity and end 2010 with an advance in total sales and a significant increase in MONDRAGON's profit.

Evolution in the different areas of the Corporation has been as follows: in Finance, the MONDRAGON companies ended the financial year on a successful note thanks to their measures for improving the companies' efficiency, despite the tough scenario affecting the sector; the Retail area made significant progress in reducing its bank debt, improved its internal efficiency and has placed its stakes in a strategy based on "the most competitive price" for its clients, all in a year characterised by low consumption; the Knowledge area continued to progress with the MONDRAGON Health project and advance in the creation of inter-cooperation platforms for promoting new business projects; and in the Industry area our increased presence on international markets has enabled business to improve while enabling employment to be created in industry. We would also stress that international sales have increased 13.3% with respect to last year, with international sales now representing 63% of the total and our business presence becoming consolidated on the European markets and those of emerging countries such as Brazil, China, Russia and India.

This will be the trend over the forthcoming years: a firm commitment to reinforcing MONDRAGON's international business as a sine qua non condition for developing sustainable long-term business projects.

This will also be done through innovation, which is our corporate trademark and at the core of the Corporation's development. We have strengthened this commitment in 2010 by earmarking major resources and teams of people to it. Fully immersed in the information and knowledge society, in a globalised world that is undergoing rapid change, the agents involved in innovation and knowledge continue to be the key factor for the evolution of business projects. Mondragon University, the technology centre network and the cooperatives' R+D units are all set to make an additional effort to prove that MONDRAGON's innovative attitude is the best guarantee for the future.

This all takes place within the framework of a cooperative model, whereby we share our Principles, Values and Management Model and trust in the strengths of the group to continue to grow, making a reality of the corporate commitment by generating wealth and employment.

José M^a Aldecoa

Recognition for Excellence in Management

Data to December 31 2010

1 Finalist in the European EFQM Award obtained by Fagor Electrodomésticos (Cookers).

1 European Environmental Award achieved by Orkli.

8 Q de Oro Gold Award: Caja Laboral, Copreci, Fagor Industrial, Fagor Minidomésticos, Eroski Fresh Products Platform in Amorebieta, MONDRAGON Lingua, Politeknika Txorierri Ikastetxea and Seguros Lagun Aro.

19 Q Plata Silver Award: Auzo Lagun, Eroski Platforms in Amorebieta, Elorrio, Agurain and Zorroza, Enpresagintza, Fagor Electrónica, Fagor Electrodomésticos Confort, Fagor Electrodomésticos LAVADO, Fagor Electrodomésticos Mueble, Geysler Gastech, Lea Artibai Ikastetxea, Mondragon Goi Eskola Politeknikoa, Orkli, Soraluze, Ulma Packaging, Ulma Piping, Ulma Handling, Viajes Eroski and Domusa.

106 ISO 9000 Certifications.

54 Environmental ISO 14001 Certifications.

24 OHSAS 18000 Certifications for Occupational Health and Safety Systems.

6 Ecodesign Certifications.

1 SA 8000 Social Responsibility certificate obtained by Eroski.

1 Family-Friendly Company (EFR) certificate obtained by LKS.



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Basic Information

Millions of Euro

Industrial development	2009	2010	% Var.
TOTAL ASSETS	33,334	33,099	-0.7
Own RESOURCES	4,284	4,287	0.1
Funded RESOURCES	61	178	191.8
CAJA LABORAL customers DEPOSITS	18,614	18,629	0.1
LAGUN-ARO HEREDITARY FUNDS	4,210	4,478	6.4
Total INCOME	14,780	14,755	-0.2
Total SALES (Industry and Retail)	13,819	13,989	1.2
Net INVESTMENTS (*)	378	101	-73.3

(*) Total invested amount was 734 M€

Employment	2009	2010	% Var.
Average POSITIONS	85,066	83,859	-1.4
% PARTNERS in co-operative staff Industry Area	88.1	85.9	-2.4
% FEMALE partners in co-operative staff	43.7	43.7	--
ACCIDENT RATE Industry Area	38.8	37.9	-2.3

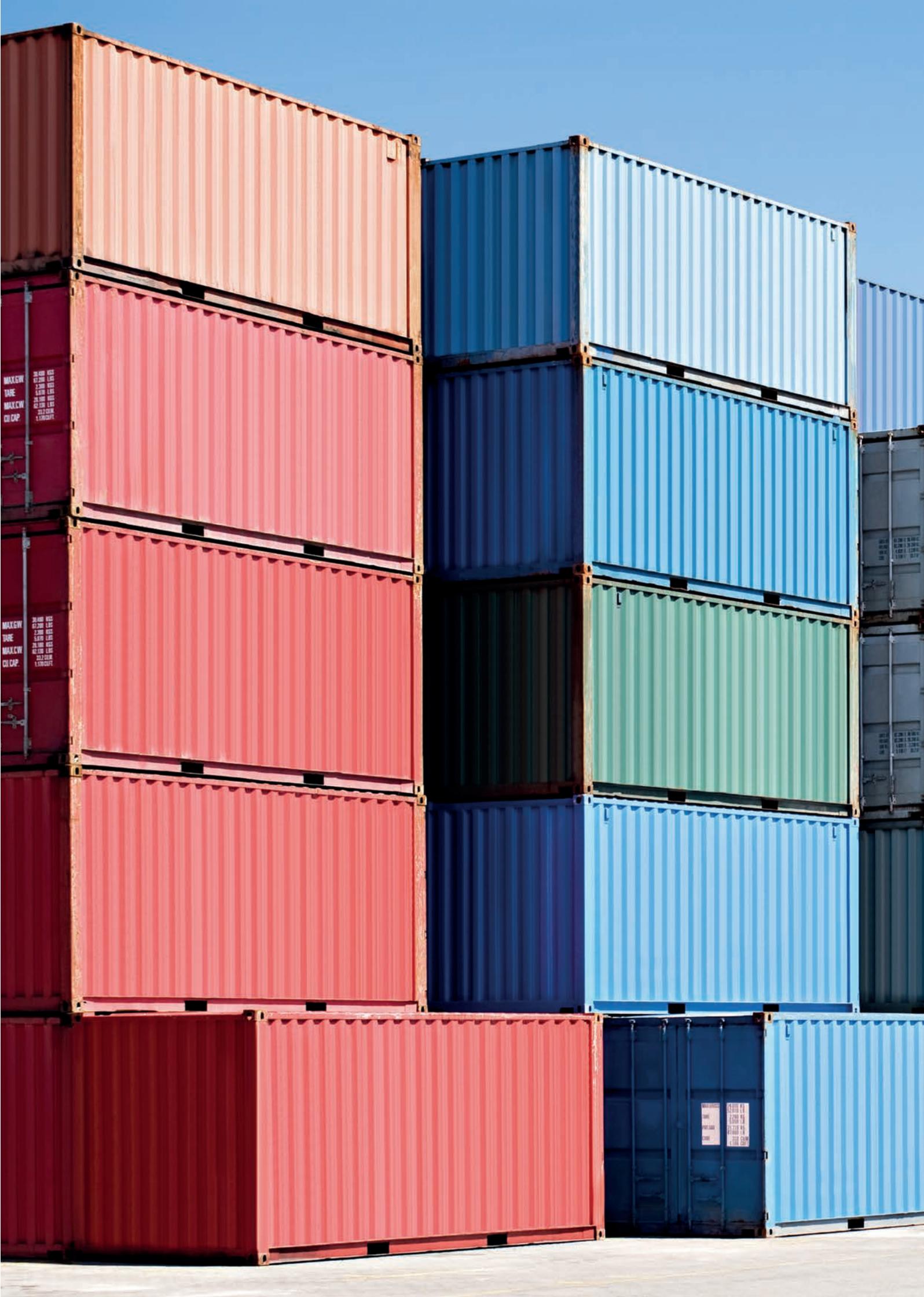
Participation	2009	2010	% Var.
Working partners SHARE CAPITAL	2,161	2,204	2.0
No. of WORKERS in government bodies	904	892	-1.3

Solidarity	2009	2010	% Var.
RESOURCES assigned to social activities	22	16.7	-24
N° OF STUDENTS in education centres	8,567	9,282	8.3

Responsible Environmental Management	2009	2010	% Var.
N° of valid ISO 14000 certificates	54	54	--
N° of ECODESIGN certificates	4	6	50

Future investment	2009	2010	% Var.
% Resources assigned to R&D Industry Area	8.1	8.1	--
No. of TECHNOLOGY CENTRES and R&D units	12	14	16.7







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01



The 2010 financial year has been difficult for the financial sector, with a number of adverse factors coming together such as the persistence of historically low interest rates, the continuing high levels of default and the resulting need for provisions that have continued to take their toll on profit and loss accounts, and the fierce competition to capture savings, with an increase in financial costs and pressure on margins.

To all of this one must add two further specific circumstances, namely the restructuring of the sector, particularly in the savings banks segment which is undergoing an intensive concentration process, and the increase in the demand for capital in order to reinforce the solvency of the financial entities.

The **MONDRAGON Finance Area** has been required to cope with this difficult environment, having to counteract the unfavourable factors with management measures aimed at improving the efficiency of the businesses in this area.

The most representative figures for **banking activity**, such as credit investment and the capture of deposits, have shown a pretty unimpressive trend, in keeping with the slow pace of the economy which has been reflected in a reduction in household and business income, with the resulting adverse effect on the capacity for saving and the demand for credit worthiness.

In terms of the stock markets and their effect on the **investment portfolios** of the organisations in this Area, their evolution over the past year has been uneven, since in the USA and Central European countries they have performed well, in terms of both fixed and variable income, while in the peripheral European countries, including Spain, there have been price reductions due to the increase in country risk.

In this context, the net returns obtained have not only allowed the actuarial requirements for the companies in this Area, which have technical provisions to meet their long term obligations, to be met but have



also allowed them to reinforce their assets, improving their solvency.

In terms of **insurance activities**, the sales networks have continued to be reinforced, and there has been an increase in its presence in the modern phenomenon known as “social networks”. So new options have been introduced to continue advancing with its strategic objective of continuing to grow in a profitable and sustained manner.

Caja Laboral

In a financial year such as the one experienced in 2010, characterised by a serious economic and financial crisis, Caja Laboral has responded strongly to the challenges thrown at it and has come out even stronger in terms of its already outstanding solvency position, at the same time as maintaining a comfortable liquidity level.

In its **balance sheet** as of 12.31.2010, total assets stood at €20,998m, with a slight reduction of €213m with respect to the close of the previous financial year, a fall of 1% in relative terms.

Customers deposits	Millions of Euros
2008	17,576
2009	18,614
2010	18,629

Equity	Millions of Euros
2008	1,561
2009	1,565
2010	1,573

Loans to customers	Millions of Euros
2008	16,576
2009	16,815
2010	16,486

Total customer deposits rose to €18,629m at the end of the year, after having grown 0.1% in relative terms. This achievement is even more impressive if one takes into account the liabilities war unleashed in the sector, which Caja Laboral has been able to avoid reasonably well thanks to its comfortable liquidity situation.

The growth of customer deposits has been sustained in savings accounts, which have grown by 3.5%, at the expense of current accounts, and also in fixed term deposits which have increased by €55m. Similarly, the issues of an institutional nature through covered bonds have contributed to the growth of €400m.

Credit investment, excluding the valuation adjustments that mainly include the amounts constituted for hedges, stood at €16,486m at the end of the year, which is a 2% reduction with respect to 2009. There were slight contractions in both the business and the individual segments, owing in this last case to the slow down of the property market and the resulting reduction in the demand for mortgages.

The weakening in economic activity and employment was reflected in an increase in the delinquency rate, which stood at 3.17%, a manageable level and one which compares favourably with the sector average.

Equity was quantified at the close of the financial year at €1,573m, which means that the solvency coefficient is 12.2%, one of the highest in the financial sector.

In terms of **economic growth**, the past financial year has been particularly complicated in terms of profitability, since new investments have materialised at prices which are lower than those of the maturing investments, while the pressure on the cost of liabilities intensified in an environment of low liquidity and maximum competition to capture the money of savers. This has all affected the interest rate margin, with the affect being partly offset through internal cost containment measures, which has made it possible to obtain profits before allocations of €188m.

Nonetheless, the notable scale of the allocations to provisions is what has determined the final **Net Profit**, which was €51.4m.

The **efficiency ratio**, which is the relationship between operating costs and income obtained by the company, has suffered in 2010 from the low interest rates, which are at historic lows. Despite that, the ratio is around 43.9%, which can be considered a good level and compares favourably with that of other savings banks.

In the **international arena**, Caja Laboral carried out overseas operations, supported by a network of more than 1,000 correspondent banks across the world, which in 2010 accounted for more than €2,700m of business related to international transactions.

Lagun-Aro, EPSV

The members of the Lagun-Aro Group are generally the partners in the co-operatives that make up MONDRAGON. Lagun-Aro focuses its activity on the social protection of this group of people and of their beneficiary family members, with a scope similar to that of the Public System.

As of December 31, 2010, this group of active members stood at 29,973 people, integrated into 146 co-operatives, with an annual net decrease of 2.5%.

The amount of benefits to be paid, which covers the short-term benefits, stood at €77.1m in 2010, and can be broken down into:

- Temporary incapacity, €37.9m (49% of the total).
- Employment support, €18.0m (23% of the total).
- Health care, €14.3m (19% of the total).

The money paid out for Temporary Incapacity has increased in 2010 owing to the upward trend in the absenteeism rate, from 5.11% in 2009 to 5.76% over the last

year. This has given rise to a deficit of €6.1m during the financial year, which discounting the remainder carried over from 2009 gives a balance for this benefit of -€1.7m.

In terms of the benefit for Employment Support, spending has fallen with respect to the previous year, since the recovery and improvement in the activity of some co-operatives has made it possible to generate employment and carry out relocations, which when combined with other solutions of a definitive nature has allowed it to reduce expenses from effective unemployment and moving calendar. Despite the reduction in this expense, a deficit of €5.9m has been recorded for the financial year, although the benefit continues to have a positive accumulated balance of €48.6m.

The benefits for Retirement, Widowhood and Permanent Disability, whose coverage must be guaranteed over long periods of time and for a significant number of members, are financed through the creation of the opportune provisions which guarantee the corresponding pensions. At the end of the 2010 financial year, the number of pensioners stood at 9,784 people, 558 more than at the close of the 2009 financial year, with the total sum being paid to these people for these items rising to €113.8m, 9.5% more than in the previous year.

These capitalisation benefits are guaranteed through an Asset Fund, which closed the 2010 financial year at €4,478m, once the returns and adjustments to value recorded at the close of the financial year have been applied. The good performance in the stock markets has

Asset fund	Millions of Euros
2008	3,815
2009	4,210
2010	4,478



had a very positive impact on the returns on financial investments. Compared to the previous year the Asset Fund has increased by €267m, which is an increase of 6.4%.

Seguros Lagun Aro

The economic situation in 2010 has not prevented Seguros Lagun Aro from continuing to innovate, both in its internal processes and in its relationship with customers.

In terms of its customers, it has made improvements to the “online” branch service, a pioneer in the sector, and has increased its presence in social networks in order to create a closer relationship with the customers and brokers. Internally, and within the framework of the “MONDRAGON en red” (MONDRAGON in the Internet) initiative, it is renewing efforts to create a 2.0 culture in the company.

The commercial development of the company in 2010 has been aimed at taking further steps toward the target of being present across the entire country in the year 2012. Over the past financial year the first brokerage branch in Madrid has opened and the brokerage channel has been reinforced with the creation of three Regional Departments: North (Basque Country, Cantabria, Navarre and La Rioja), West (Asturias and Castile-Leon) and East (Barcelona, Saragossa and Valencia).

In addition to covering the whole of Spain by 2012, another of the strategic objectives is to strengthen the highly valuable relationship the company has with Caja Laboral. To achieve this it has continued jointly sponsoring the Caja Laboral Baskonia and Lagun Aro GBC basketball teams which play in the Liga ACB league, and in 2010 it has also added the team Bizkaia Bilbao Basket. This allows it to reinforce the image of the brand of the two organisations, increasing recognition and improving the business of both.

The commercial efforts made have been rewarded and this is demonstrated by the study carried out by the ICEA at the end of 2010, which places Seguros Lagun Aro among the companies most highly valued by brokers and the top rated company in terms of contact personnel and customer service. Similarly, its Contact Centre was awarded the excellence award, being considered the most functional and welcoming platform of those analysed.

We should also mention the launch, through the Seguros Lagun Aro-Mirada Social Foundation, of a psycho-social service for the victims of traffic accidents and their families. This is a pioneering service in the Basque Country and one which offers all types of support (medical, legal, etc.) to help people overcome the problems caused by accidents. This is a new development in the attention to victims and one of the most important social action projects run by the Seguros Lagun Aro Foundation.

In terms of the financial results, the figures for 2010 are an improvement on those for the previous year. Income has risen to €197m, increasing by 5% in Household insurance, remaining almost unchanged for Car insurance (+0.1%) and falling 4.6% for Life insurance. Pre-tax profits are €10.9m, 5.8% above the figure for the previous financial year. Comparing these with the sector as a whole, the figures have been encouraging, with Seguros Lagun Aro experiencing above average growth in 2010 and the company also recording better results in the accident rate for Car insurance.

industry 01//02

02



Throughout 2010 there has been a slow exit from the recession, although when taken as a whole the financial year has still seen a slight shrinking of the economy with respect to 2009. Internal demand has remained weak throughout the year, with a negative effect on investment and the creation of employment. It has been the overseas sector which has provided a certain level of relief in terms of industrial activity.

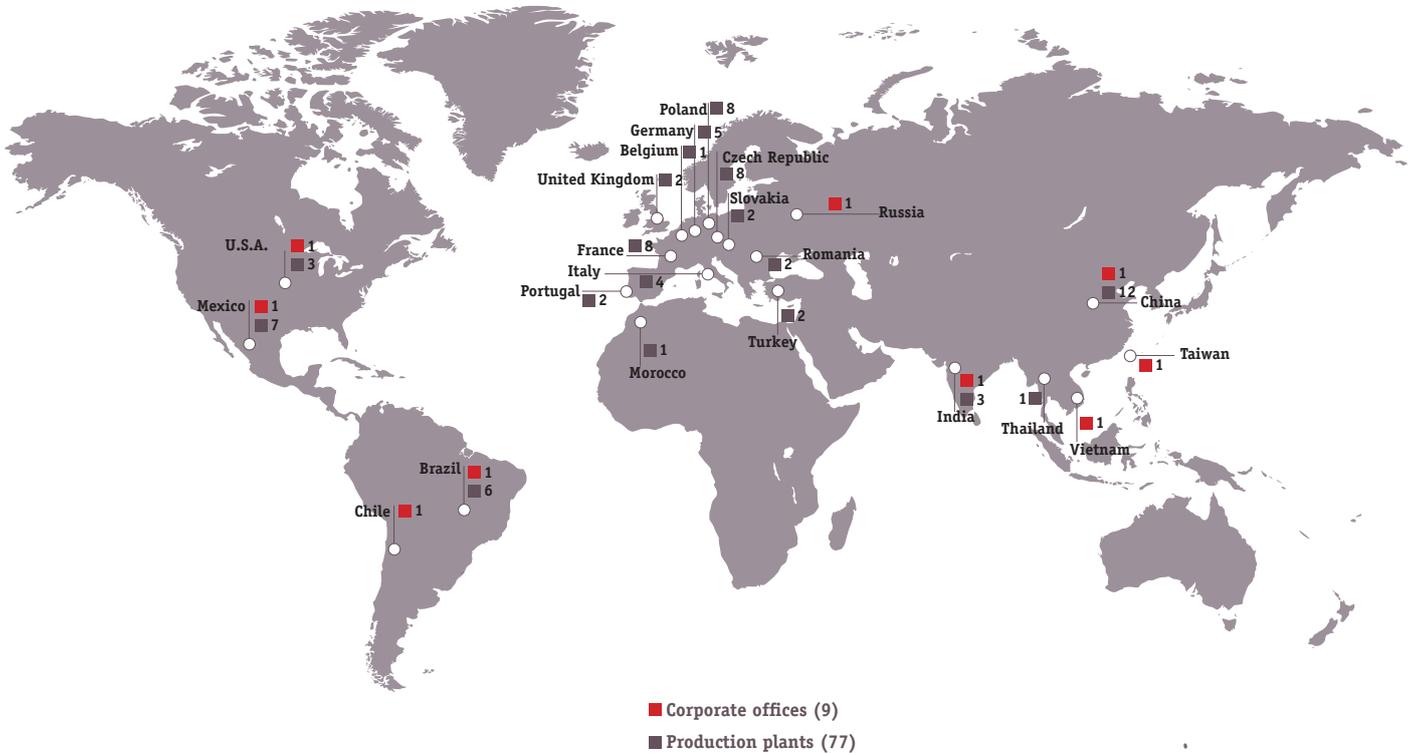
The MONDRAGON Industry Area has continued applying measures aimed at adjusting to the situation, and these have been having an effect. In turn, the gradual recovery in the international economy has allowed for the gradual improvement of order books, although at a slow rate. As already mentioned, the performance of overseas markets has been more satisfactory than that of the national market, where the dominant characteristic has been lethargy.

The Industry Area taken together has recorded a total sales figure of €5,711m, which is an increase of 5.4% compared to 2009.

Of this figure, €3,594m has come from **international sales**, whose growth (13.3% higher than 2009) contrasts notably with the reduction recorded in domestic sales (-5.2%). As a result, the percentage of total sales accounted for by international sales has risen to 62.9%, an increase of 3.5 points compared to 2009.

In terms of **overseas expansion**, one must highlight the ongoing consolidation in overseas markets, with the opening of new production plants in Germany, Brazil, the USA and India, increasing the number of overseas plants to 77. At the close of the financial year a total of 14,674 people in the MONDRAGON Industry Area were working in factories and offices located in other countries.

The **investments** made have been recorded at €377m, which represents an increase of 16% over those made



in 2009. This is the result of the gradual restoration of normality, although the installed production capacity is still a long way from being fully utilised.

A milestone during the last financial year was the introduction of the electric **City Car**, which combines some of the main innovations that are going to be seen in new products and business areas within the automotive sector.

Similarly, the **promotion of new businesses** has continued and during 2010 two new companies were launched: Batz Lightweight Technologies, which resulted from the collaboration between Batz and FPK for the manufacture of aerodynamic and structurally light components, and the new co-operative Altsa-suko, run by Copreci to complement its range of components. At the same time, other new activities have been launched, for example the Eika supercondensators, waste management by Maier and the products that facilitate the normal development of people with disabilities, produced by Matz-Erreka.

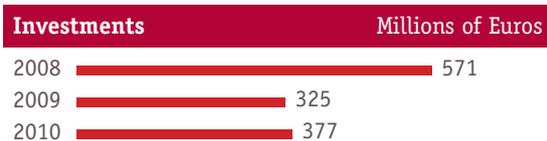
In terms of **employment**, as the effects of the economic recession have been overcome and industrial activity has increased, employment in this area has been recovering. This has led to an increase in 1,378 jobs in the average personnel employed during the

year when compared to the previous financial year, although taking as the basis for the calculation the start and end of the financial year 1,906 jobs have been created.

This improvement in the environment and the strength of the management measures adopted to manage the situation have had a positive impact on **profitability** in the Industry Area. Its results for the last financial year, before taking into account compensation for capital interest, stood at €170m, which is comfortably double the €71m recorded in 2009.

This improvement would not have been possible without the serious corporate effort put into innovation, and an indication of this is the 1,293 people involved in research across the three centres specialising in different technologies, Mondragon University and the industrial co-operatives, as well as the €144m allocated to R&D in 2010.

In terms of **Polo Garaia**, the main developments have been the addition of Saiolan, the Business Innovation Centre, and the launch of a Living Lab, promoted by the Basque Country Association of the Home Appliances Industry (ACEDE), which is a research concept centred on the user and open innovation, with the participation of multidisciplinary teams.



In the chapter on **training**, € 6.5m have been allocated during the past year to this end, destined for diverse programs biotechnical and social entrepreneurial in nature. As aspects to be highlighted, it is worth stressing the Co-operative Training received by 1,170 people, and the Leadership and Teamwork training received by 403 managers.

In terms of **Occupational Health and Safety**, the reduction in the accident rate remains a priority objective, with the number of accidents per 1000 employees standing at 37.9 in 2010, which is a reduction of 0.9 points compared to the previous year. In this

area, mention must also be made of the 24 industrial co-operatives that hold the Occupational Health and Safety System certificates in accordance with the OHSAS standard.

Finally, in terms of the social responsibility of the co-operatives, and the concern for the proper conservation of our environment, we can highlight the **54 co-operatives with ISO-14000 certification** for environmental quality.

Consumer Goods

The Consumer Goods sector of MONDRAGON had a turnover of €1,563m, which is a 0.8% reduction compared to the previous year. International sales accounted for 68% of the total.

Appliances. The principal markets in which it operates continues to have a negative trend: Spain contracted by 4.3%, and accumulated a 45.5% drop in the period, France grew by 0.3%, but receded 7.9% in the period, and Poland dropped by 0.4%, although it accumulated a growth of 29% since that date.

With regards to the behaviour of brands, the market share has reached 18.1% in Spain (Anfel figures), 14.2% in France (source: Gifam) and 8.3% in Poland (source: Ceced). Fagor is the fifth largest European manufacturer in the sector with an estimated market share of 5.1%.

In terms of the development of its business prospects, Fagor will continue working on the adjustment to its activities, entirely necessary in the current environment, will boost its activities in Asia in order to triple the sales in the area in three years (Asia 100 Project) and will activate its policy of alliances to underpin the development of its operations, not just in overseas markets.

Fagor firmly believes that innovation is the key factor on which any future development will be based. As a result, after the opening in mid-2008 of the Fagor Hometek International Research Centre, Fagor invested more than



€69m in 2010 in innovation activities, which places it in eighth place in terms of investment in innovation in the ranking of Spanish Companies, as published in the European Commission report "The 2009 EU Industrial R&D Investment Scoreboard".

Sustainability is another of the priority action areas for Fagor. This is why it has published the "Sustainability Report 2010" which includes its activities in the area of sustainable commitment for a socially-oriented business group such as ours. Efforts are focussed on the management model, one of the aspects which differentiate us from our competitors, sustainable innovation, people and social transformation and environmental management.

Confort also immersed in an adverse juncture, their activities are restricted to the Spanish market, but they look to the future with optimism from the development of alliances.

The Furniture Group (Fagor Mueble, Grumal, Danona, Coinma and Gerodan) has been directly hit by the collapse in the property market, recording an accumulated reduction in demand over three years of over 60%.

The synergy projects in the heart of the Furniture Group, such as product standardisation and simplification, the specialisation of industrial plants, joint purchasing, commercial synergies and the reduction in overheads, have been carried out within the timescales established, although they have not proved enough to meet the quantitative targets set. In the short-term its projects involve the continuation of this policy of rationalising activities.

The **Leisure-Sport** Group as a whole had a good financial year thanks to the strength of the Orbea international business and new product developments from Dakar and Eredu.

Orbea keeps on expanding in the markets and its product offered, achieving significant growth in revenues,

68% represented by the international area. Together with a greater perception and reputation of the brand Orbea maintains a good rate of return.

Dikar's financial year has been one of positioning and developing its activity in barrels and breech loading in Europe, using the "Bergara" brand, which together with the American market will allow for an increase in opportunities and the development of the sporting arms activity. In terms of fitness, there is a strong drive and clarification process for the future business in this area, abandoning its presence in large stores and developing the more professional line using the "Halley" brand.

Eredu has managed to maintain its turnover figures for its two camping and designer furniture business on the basis of growth in exports, and completed the catalogue with new developments of designers Lievore, Lluscá and Teixidó. The strategy is focussed on extending and increasing its presence in strategic markets and intensifying its activity in relation to architects and brand image, which along with the optimisation of expenses and costs will allow it to maintain its profit level.

In the Health Care area we can highlight international expansion and the efforts made to develop new products.

Oiarso has had a year of adjustment of its production structures and international expansion with a growth of 19%, along with the consolidation of its China subsidiary with the incorporation of a new partner, Cardiva at 50%.

Osatu has been focussed on the phase of finalising the development of the new range of defibrillators and their certification, along with the structuring of its partners in strategic countries and the registration of products there.

Capital Assets

The Capital Goods sector turned over 935 million euros, with a contraction of 4.2% compared to last year, and its percentage of the international sales at a 70% of its total.

In Automation and Control the 2010 financial year has meant a recovery for **Fagor Automation** after a difficult 2009 in the machine tool sector. There has been an outstanding recovery in relevant markets such as Taiwan and Brazil. Chinese demand in this sector has continued to play an important role. The country has confirmed its position as the main market.

In addition, Fagor Automation has continued to innovate in 2010, with product proposals such as CNC 8065 and CNC 8055 power being very well received by the market. Its proposals for new high resolution 23 bit encoders, both linear and rotary, are leading to its improved positioning in the main international markets. Similarly, in 2010 there has also been an intensification in positioning in the Indian market.

Mondragon Assembly has continued with its internationalisation strategy in 2010, which supported by its proposals for the new Tabber Lite and the flexibility and speed of its service have created outstanding positioning in international markets, with strong growth in China. Similarly, it has continued with its activity in the Components sector and with development projects in the Health Sector.

Despite the serious crisis in the **Machine Tools for Cutting Shavings** sector, **DANOBATGROUP** had a good financial year and managed to end it recording a profit.

For the first time in the history of the Group the top ranked country in terms of orders was China, followed by Germany, Italy and India.

Among the orders won in 2010 we can highlight that for a manufacturing cell for train axels for the leading Italian manufacture in the railway sector. Also worth

mentioning is the order for a € 6m vertical lathe of silver for the machining of pieces of the gear box for wind turbine generators.

From a technological point of view, highlights include the development of micro-mechanised prototypes: micro-mechanised laser and ultra-precision micro-milled. It has also developed a finishing process for the tips of aircraft engine blisks. Similarly, during the 2010 it has continued carrying out the investments that began during the previous financial year. In this way, it has continued with the





expansion of the production plants and the renovation of existing ones.

In terms of its subsidiaries, what stands out is the good performance of the Germany companies **Bimatec-Soraluce** and **Danobat-Overbeck** and the English company **Danobat-Newall**. Similarly, it began constructing the new plant in Pune (India), with work expected to finish toward the end of 2011. In addition to the production functions, the plant will support the commercial activity of DANOBATGROUP-India, the Group's representative in this country, and also that of its agents. New offices

were also opened in China. DANOBATGROUP-China, 19 years with a presence in this country, occupies modern facilities which will help them to support the Group's commercial expansion plans in the Asian country.

In Metal-working machinery, Fagor Arrasate has experienced a 2010 with two clearly differentiated parts. It started the year with severely reduced demand, with the second half seeing a significant take-off in demand and the resulting improvement in the order books. The positioning in important growing countries such as China has substantially improved, managing to strengthen the business in that country.

Similarly, 2010 has also seen an improvement in the position with important clients in the automotive sector.

Siderurgia has continued with its positioning in the most outstanding agents in the sector and with significant levels of activity in Asia and the United States.

Therefore, Fagor Arrasate had a modest 2010 financial year in terms of sales but a very fruitful year in terms of capturing business and positioning, which promises us a 2011 financial year with high activity levels.

In 2010 **Onapres** has supplied an important facility in the maritime sector, which reinforces the capacity of Onapres to propose hydraulic press solutions for different sectors, including the automotive, railways, aeronautics, and maritime sectors.

In terms of **machinery for packaging**, 2010 has seen the culmination of the process begun in previous years for the consolidation of alliances and taking majority positions in various companies in the sector with the aim of strengthening its competitive position. An international aspect has been developed for the automation activity through winning important orders for the USA and Canada. A technology plan has been developed for UPTC and projects are being developed for the control of machines through the PC and remote access for the diagnosis of breakdowns and maintenance.



High value projects have been developed for the “medical” sector. A catalogue of hygienic thermo-shaping machines has been created, and various projects for the development of retractable and flow-pack machines have been launched. In addition, the business has been developed in Rumania, obtaining significant cost improvements, and the process in the value chain has been redefined with the updating of monitoring indicators.

Extrusion-blowing machinery for the manufacture of thermoplastic packaging: Urola has achieved outstanding growth in its activity. It has also positioned itself in the market with a new proposal: the new Urbi 6 which has stirred up great interest due to its innovative nature. That, together with the development of alliances and greater emphasis on its international commercial presence, has led to its participation in fantastic projects with internationally important customers in sectors such as the dairy and bottled water sectors, among others. It is another step toward the consolidation of a business designed to offer increasingly more complete and attractive solutions, supported by the dynamism of the teams.

Forming and Assembly continues to be affected by the crisis caused by the fall in prices and weak demand. Nonetheless, investment has increased significantly, as have the orders won, and the order book for **Batz** and **Matrici** has improved markedly.

In Casting and Tooling the forecasts for 2010 have been easily exceeded, with the levels of orders won being a record in recent times for **Loramendi** and notable in the case of **Aurrenak**.

In the section for the **Equipping and construction of chambers**, the efforts made in the previous year to strengthen its international competitive position continued. In this respect, particularly interesting is the development of the co-operative Kide, which in addition to making its first export sales from its Chinese subsidiary to South Africa and Kenya and continuing with its sales to India, also established commercial representation operations in Moscow and Mexico.

Fagor Industrial focussed its efforts on consolidating its international projects and developing new product ranges.

Similarly, it completed one-off projects such as the rebuilding of the Mugaritz restaurant with head chef Andoni Luis Aduriz, the comprehensive management of the kitchen service at Hospital la Fe in Valencia, and the installation of the kitchen and food preservation services in Hotel Porta Fira.

In other sectors, **ULMA Agrícola** has seen a strong increase in sales in export markets during 2010. Similarly, the project Eclipse has been launched in collaboration with Tecnalía to create compatibility between the production of photovoltaic energy and greenhouse production.

Also worth mentioning are the 29 improvement points arising from the Standard Structure Project with a significant improvement in assemblies, performance and costs. This project has involved multi-departmental participation across the organisation since it began in 2009.

And in **ULMA Carretillas Elevadoras** it is worth noting that through the efforts and sacrifice of the collective it has been able to straighten the situation up to virtually nil outcome. At market level, 2010 has seen a slight improvement with an increase of 4% with respect to 2009 and with a very strong leasing component given that more than 80% of the operations completed have been in this area and involved large fleets, mostly for logistics and retail companies.

In 2010, ULMA Carretillas Elevadoras completed the agreement to become the sole provider of forklifts for Azkar and to enter as a supplier for TDN, Seur, Kuhne Nagel, Sayca etc. and, therefore, to be present in the market for large accounts.

In a different area, we can highlight the development of the Business Model, with the collaboration of Ikerlan, for the launch of a new activity related to the regeneration of batteries.



It is remarkable the agreement reached by the majority of the members of ULMA support for the creation of two companies: **ULMA Manutención**, which includes the ULMA Handling Systems business, and ULMA Servicios de Manutención, which includes the ULMA Carretillas Elevadoras business. After many years of being under the same name, now the two businesses are continuing their journey fully independently within the Group ULMA and are determined to strengthen their customer orientation.

Lastly, **ULMA Handling Systems** has continued strengthening its position in international markets and has become one of the market leaders within Material Handling Systems engineering. This market position has led to the development of projects such as Eroski M-50 and Felix Solis in the national market; Air France and Bonduelle in the French market, and projects such as Acrilex and EBF in Brazil.

ULMA Handling Systems has continued generating employment in all its locations, and continues to focus on the diversification of its activity, with the creation of a new business line called Integrated Systems, which will meet the logistical solution needs of the mass retail sector.

Industrial Components

The Industrial Component sector had a turnover of €1,957m, which is a 25% increase compared to the previous year. International sales represented 72% of the total.

In the area of Intercooperation, one of the most important developments is the consolidation of **MONDRAGON Automoción**, which brings together three divisions and twelve co-operatives from the industrial group that operate in the Automotive sector and whose function is to analyse and optimise relationships with the customers and promote new activities in the sector. In this sense, MONDRAGON Automotive has displayed an intense activity in the area of the **Citycar/Sustainable Mobility**, developing projects of the electric car, Modules

and Components for it and the creation of **CIDIA** as an engineering firm in conjunction with **Mondragon Unibertsitatea**. Regarding the Citycar, it is the first vehicle conceived and developed by various companies within MONDRAGON. In fact, the materialization of this project has been quite an exercise of co-operation led by MONDRAGON Automotive and with the participation of technology centres Edertek Koniker and MTC; of Mondragon Eskola LKS Polytechnic and Diara that have counted on the experience of Lotus Engineering on the project. The first prototype was presented to the media earlier this year.

For Automotive Components, the 2010 financial year has been marked by a particularly intense general development in the sector which has placed us in a better position than before crisis, both in terms of turnover and in levels of employment and profitability.

The global automotive market which in 2010 faced an initial situation of uncertainty, has recovered the volume seen before the financial crisis and subsequent recession. The growth has been led exclusively by the emerging markets while the developed markets continue fighting to recover figures close to those recorded in 2007. China stands out as contributing more than 50% of the total growth in the emerging markets.

In this environment, **Fagor Ederlan** has experienced a financial year of growth which has allowed it to reach the activity levels seen in 2007 with a recovery of employment which exceeds 3,500 professionals and consolidates its market position. During this year Fagor Ederlan has closed important deals across the range of business lines, in both European and International projects, with one example being the project for the new BMW Mini discs. In the area of manufacturing blocks the year saw the installation of a new key moulding line for the manufacture of future blocks.

In addition to its presence in Central Europe, Eastern Europe and Brazil, Fagor Ederlan has established itself as a global supplier of solutions for the automotive

sector with the launch of its own production in China from 2012 and with the continuation of the framework of strategic alliances developed in the rest of the regions important for the sector, such as Korea, the USA and China.

The boom in new technology and the eruption of electrification in the market creates new challenges for companies such as Fagor Ederlan, which has established the collaboration project with Lotus Engineering for the design, development, market launch and production of the Range Extender engine, a project which culminated in 2010 with the agreement to manufacture prototypes of the new generation of this engine.

Mapsa with a changing scenario in the sector has finished a complicated exercise achieving important qualitative milestones such as diversification of its portfolio and consolidation of activity levels over a million and a half units.

Ecenarro consolidates its business development aimed at higher added value products through the creation of special parts, both in terms of production, with the implementation of a new line of cold-stamping, and orders.

Maier has continued with the development and application of new finishes and looks, with a significant renewal of its products and having finalised a serious remodelling and expansion of MTC, its Research Centre. Also, the uptake of orders has led to high occupancy of production capacity. In this context, international expansion projects have been activated which will become a reality next year.

Cikautxo has continued its focus on new applications and productivity in its processes, having excelled itself in winning orders with outstanding growth in its extrusion business and the positive evolution of components for electrical appliances. During 2010 its international focus has been intensified, culminating in agreements for it to enter India and China, which will begin operating in 2011.





For **FPK**, 2010 has been a year of great changes, with the transformation of society to a co-operative and subsequent acquisition of two subsidiaries, one in Germany and one in Brazil, multiplying its business dimension by 3.

Batz Sistemas has continued to develop with the plants in China, the Czech Republic and Mexico, with its strategy focussing on the diversification of customers. Similarly, worthy of a mention is its entry into the solar thermal sector through the supply of structural parts for parabolic cylinder and tower plants. In addition, it has taken on a leadership and collaboration role with the **FPK** business, in a project involving co-operation between the two companies.

Components for Electrical Appliances was characterised in 2010 by an upward trend in terms of turnover, with the export market playing, in part, the starring role. This year sales have exceeded the 2009 figures by more than 20%. Although they are still far from the levels seen in earlier years, the components business has considerably increased its market share with respect to the previous year.

Much of this increase has come for gas cooker businesses and thermoelectric mandatory implantation of safety rules in Europe and the variations in the market for ceramic cookers. This improvement in activity has also arisen as a result of the strong increase in demand for semiconductors, above all in the Eastern market, and the good positioning of components for washing.

In terms of new projects, in the components business the focus remains on new options for growth. As a result, the businesses started in previous years have been consolidated, such as the **EHE** co-operative, created for microgeneration systems; **Ceramat**, for gas burners; **Isoleika**, for insulating panels, as well as thermo-electric and supercondenser projects currently in the development phase.

Although throughout 2010, the Stirling Centre has been consolidated as a technological centre dedicated to sus-

tainable energy in the home. In the renewable energy sector, we can highlight the creation of a new co-operative company, **Soterna**, in the town of Oteiza (Navarre) where they manufacture solar systems with a 150 litres tank included.

In flanges and forged piping accessories for the processing of petroleum-gas, petrochemical plants and the generation of energy, ULMA Piping had a good financial year given the market situation. The focus in 2010 has been the industrialisation of many items, taking decisive steps in the consolidation of the EPC division to deal directly with engineering as well as complementing its production range with the acquisition of a new forge specialised in special materials, small batches and flexible production.

In terms of copper and aluminium electrical conductors, Ederfil-Becker has achieved strong growth in revenues (25%), along with a control and search for efficiency, improving costs and productivity which have led to an improvement in profitability. From this starting point it focuses its efforts on improving its position in overseas markets and the efficiency of its processes and services, optimising the organisation and performance of personnel.

In the area of transformers, 2010 and 2011 will be transition years for **Alkargo**, given the lack of investment in the Spanish electrical sector. As a result, the intention is to increase penetration in overseas markets and implement the project to develop the knowledge and facilities to be able to supply high power transformers. That, together with the consolidation of people and processes, will be the foundations for the future.

For its part, **Hertell**, manufacturer of vacuum accessories, has continued to expand its overseas line, which had already begun years ago.

For **Components for transporters**, 2010 was the second year of **ULMA Conveyor Components** as an independent business integrated into the **ULMA Group**.

In 2009 a Strategic Plan was established and as a result of this a Management System was launched in 2010 based on Processes that were designed during 2009, improving its internal coordination and ability to respond to customers. The Innovation Management System was also introduced and various projects were launched to help add value to the product and bring it closer to its Vision. In addition, the overseas sales network was strengthened and work took place to approve customers considered strategic in its internationalisation process.

Construction

The crisis continues to greatly affect this sector, particularly those businesses whose performance is limited to the Spanish market. The set of activities MONDRAGON integrated into the construction sector achieved a turnover of 1,029 million euros, in line with the level reached in 2009, with worldwide sales of 43% of its turnover.

In the **Division of Elevation** both sales and results have improved from the previous year. This position at the close of the financial year can be considered excellent given the ongoing decline in the residential construction sector and the signs of weakness that continue to be conveyed by the consumption and investment statistics.

Maintaining these results has required particularly significant efforts to adjust efficiency to the new levels of demand, as well as efforts in the consumption of and investment in strategic resources and in winning market share in conservation.

In terms of employment, largely due to the inorganic growth in countries such as Ireland, Holland and Belgium during the 2010 financial year, the **Elevation Division** has experienced an increase in the workforce of 10%, ending the financial year with 4,052 jobs with an increasingly international profile.

Once again, in a very demanding environment, as a result of the new reduction in new installations and the deterioration in market conditions, both in conservation and installations, the international market has helped to partly offset the reduction of activity in the Spanish market.

In terms of the financial situation, the growth of the Division is solid and places it in a position of having a strong capacity for self-financing, which reinforces its position in terms of the next increasingly different and demanding years.

The year 2010 has been a year of evaluation, at the end of the PEDEL cycle, and reflection in order to define the strategic areas for the next four years. The Strategic Vision (VEO 2011-2014) will consist of five areas: international, service, profitability, transformation and innovation.

Innovation continues being, above all, the main focus for development as the key to the future. The year 2010 has resulted in advances in the **Orona IDE0 – innovation city** project, an ambitious project which will undoubtedly create a turning point in the area of innovation and become a European example.

Orona IDE0 – innovation city was conceived as a physical location where the main participants in innovation activities will function to create synergies. The driving force for **ORONA** is linked to Orona eic, Orona Fundazioa, Orona G3A, Mondragon Unibertsitatea and Ikerlan-ik4. The intention with this project is to strengthen links between the academic and scientific world and the innovation functions in the companies, in order to guarantee the position of the **Elevation Division** in the technological race demanded by the market.

With a surface area of 108,000 square metres and a global investment of €160m, this project will allow for the creation of 1,000 highly qualified posts and will bring together in one location the scientific, academic and business worlds.



The Division continues to position itself as an expert in solutions for accessibility and urban mobility both nationally and internationally. In this context, we can highlight the following one-off projects during 2010: at a national level, the Metro in Barcelona, Metro in Bilbao, Alicante, Santiago and Castellón Airports, and Tecnoparc in Reus, among others. At an international level, the car park at Versailles and Jean Perrin de Clermont Ferrand Centre in France; Shannon International Airport and Aviva Stadium in Ireland; the Espirito Santo Hospital and Escola Carlos Amarante in Portugal; in the United Kingdom, Bristol Airport, the Basketball Arena and Law Courts in Salisbury; and to finish the Vierstroom Zorgring and VDI in Holland, among others.

In industrialised systems for construction, **ULMA Construcción**, despite the depressed market, registered a slight decrease on the figure for 2010. 60% of the turnover came from overseas markets. Considering the complicated situation in the Spanish market and its future prospects, both the headquarters and the commercial logistical network serving this market were restructured, resulting in a significant adjustment.

In **Metal Constructions**, **URSSA** had a good financial year, with a growth of over 10% in its turnover, supported by its increasing international presence and positioning. In terms of the one-off projects carried out over the last financial year, we can highlight the following: in Urban Construction, the "Foundation Louis Vuitton" Building in Paris, designed by Frank O. Gehry and the Bicentenary Cultural Centre in the old Palacio de Correos Building in Buenos Aires; and in Public Works, various access viaducts to Bilbao for Interbiak, and 5 bridges among which we can highlight, due to its 1,500 ton metal structure, that for the Túnel dels Dos Valires, in Encamps, Andorra. Lastly, for Capital Assets, Páccico España awarded Urssa the contract for the construction of two port cranes, both with 1,900 ton structures, for the ports of Tarragona (Spain) and Sines (Portugal).

In prefabricated structures for Construction, **ULMA Hormigón Polímero** fully met its turnover forecast,

achieving excellent results. As a result, and despite the reduction in sales, it has successfully overcome the three years of crisis from 2008 to 2010. The main achievements were: the plan to adjust costs and expenses allowing for an improvement in productivity and the drive to manage material inputs skilfully, taking advantage of opportunities.

The following actions arose as a result of the Strategic Plan for the period 2011 to 2014: starting to promote a new business line (enclosure of façades), starting to promote the technology transfer business, strengthening activity in busbar trunking, a drive to increase activity in architectural prefabricated products for restoration, entering the Brazilian market and expanding the retail base across the world, reviewing and optimising the functional organisation and strengthening the Hobekuntza management model and implementing the Balanced Scorecard (BSC) management tool.

Etoriki, involved in operating and cutting down forests to produce wood, experienced a 28% growth in its activity compared to the previous year, largely owing to its export sales and to consolidation in some sectors of its activity, such as Euro pallets.

From a management point of view we should mention the commercial focus in 2010 on the different industrial packing sub-sectors and the strengthening of the forestry operating activity which allowed it to reinforce its position in the supply of roundwood.

Lana, involved in the manufacture of wooden products for shuttering and the design, calculation and assembly of laminated wooden structures, managed to increase its turnover by 10% compared to 2009, despite the continued deterioration in the construction sector on the Iberian Peninsula and the strong slow-down in activity in the rest of Europe.

This has been possible thanks to the increase in its sales in Central and Eastern Europe through its subsidiary in the Czech Republic, the commercial efforts made in

North Africa, the addition of new products to its range and the progress in its business for laminated wooden structures, **ELUR**.

All of that, combined with the internal measures applied to minimise overheads, contain costs and increase internal efficiency, has allowed the company to reach a turning point after its results in 2009.

Business services

The environment described at the start of the year has not changed overall, although there have been substantial developments in some sectors. On the one hand, financial resources have moved out of construction and, even more so if that is possible, out of the Spanish market. All businesses related to this sector, **LKS Ingeniería**, **Ondoan**, and **mcctelecom**, have seen significant reductions in demand and an unprecedented price war.

Continuing with the negative aspects, one must mention the gradual halt brought during 2010 to public investment and spending. This affects all activities, but it has a particularly significant impact on **LKS**, **LKS Ingeniería** and **Alecop** due to their strong links to the public sector.

However, although the environment has not helped us, the innovation and internationalisation efforts made have been rewarded. This is a clear policy, one which began a few years ago and which is bearing fruit. It is how profits have managed to be sustained for all of the Division's businesses.

In addition, there has been entry into new countries: China, India, Colombia, Chile... which have been opening up over the last few years with a constant flow of innovations in their value propositions.

More specifically, **LKS Consultoría** achieved sales which represented 97% of the figure for 2009, with significant developments such as the comprehensive

purchasing project for Lazkao forges and the development of the management model in the different Repsol businesses and departments.

LKS Ingeniería achieved sales of 91% of their 2009 levels, despite the collapse in the building and public works market, and saw an improvement in results of 12%. This resulted from important projects such as the study of alternative town plans for Zorrotzaurre in Bilbao Buesa, the new pavilion Buesa Arena in Victoria-Gasteiz and the support for the implementation of Danobat in PUNE (India).

For **Abantail** this has been a year of consolidation after three significant years of growth. The new web-based configurator for Orona commercial or development of injection moulds in the configurator for Aurrenak are projects to be highlighted the 2010 exercise.

Ondoan has also been operating in a very complicated market but it has managed to respond flexibly to meet the increasingly complicated requirements of the customers. Supply easily outstrips demand and this has given rise to a serious price war. Still, 2010 has remained at 100% over the previous year, and with business results 40% higher than in 2009. The air conditioning and LHV for the Toledo Hospital for Acciona-Ferrovial, the mechanical installations in the Basque Culinary Center, and the comprehensive maintenance of the facilities in the Social Security buildings in Gipuzkoa are some examples of our projects in 2010.

MSI has been involved in projects across the world: Mostaganem water pumping stations for Isolux Corsan in Algeria, levelled low voltage lines for Benxi in China, and the reform of the pickling line in Macedonia for Arcelor Mittal. These have involved considerable effort in terms of the organisation of projects and personnel. In the end sales amounted to 115% of their 2009 level, although the results were weaker than in 2009 thanks to allocations resulting from the internationalisation work.





As a company linked to the fortunes of the Construction sector, mcctelecom has been significantly affected by the fall in the market but has managed, despite everything, to achieve sales of 107% compared to the previous year and its results are reasonably unchanged. This has resulted from important projects such as the telecommunications system in the Extresol and Manchasol solar thermal plants for Cobra-Sener, the electronics network for the new Campus Universitario de Oñati, and the virtualisation and storage service for Guardian Glass.

In the world of educational services, Alecop stands at 68% of its 2009 level as a result of cuts in public sector spending on education and the failure to win some one-off projects in Algeria and South America. The co-operative is undergoing a process to transform its business, the results of which should be evident from 2011 onwards.

Mondragon Lingua had an excellent financial year, with significant advances in the consolidation of its traditional centres and the renewal of its value propositions, focussing on innovation. Its 2010 sales were 101% of the level seen in the previous financial year, and its results, at 344%, were clearly better. The financial year now closed saw the addition of new and important clients such as Vidrala, Tekniker and the Basque Parliament.

In the **Graphic Arts** sector, 2010 has been an important year for **MCC Graphics**, one which has seen a rigorous strategy to improve added value and to enter France for strategic clients. This has led to strong growth, together with a very significant reduction in expenses and costs, resulting in a good return on sales of 2.5%.

The company has also established an attractive and stimulating business for the future, in which in addition to the unification of all the businesses into a single company, there is a plan to decisively and extensively take on other services and communication media based on digital services and the ICTs.

retail 01//03

03



This area involves the **Eroski Group**, whose main activity is retail and main company is Eroski, S. Coop., and **Erkop**, a second-degree co-operative containing five co-operatives from the agrifood sector, along with the companies in which it has holdings.

During the 2010 financial year there has been a continuance of the economic environment characterised by a reduction in household consumption and this has affected the retail sector. In the case of the Eroski Group, it has dealt with the situation by launching new own brands, with competitive prices and confirmed quality, which are therefore attractive to consumers.

Among these new launches we can highlight a range of everyday products at permanently low prices, including 226 items from packaged food, fresh food and household and cleaning items. Similarly, a new line of health and beauty products has been launched, with 128 product items whose most important characteristics include those of being hypoallergenic and being clinically and dermatologically tested.

With the comfort of the customer in mind, there has been a continued focus on online services, through the opening of different retail areas. The online supermarket has rolled out to ten new cities, which adds to the 14 cities in which this service was already operating. Its sales volumes have followed an upward trend, growing by 32% with respect to 2009.

The online offer has been extended with the electronics and electrical appliances shops, which serve 34 provinces. Using a very simple navigation system customers can easily search for products and compare them with others, also benefiting from exclusive promotions and the chance to receive offers by E-mail.

It is also worth noting that Eroski already has official profiles in two of the most popular social networks, namely Facebook and Twitter, having 5,000 followers in Facebook.



Another area that has been worked on in 2010 is the process of improving the shops, with a drive towards self-sufficiency in energy through the use of self-sufficient and ecologically sustainable energy, leading to significant savings in consumption and in CO2 emissions when compared to conventional options.

In terms of **Erkop**, the most significant developments over 2010 include: reaching a collaboration agreement with Vega Mayor for the supply of IV range products, which has given a decisive boost for Artandi, a company owned by the Garaia and Barrenetxe co-operatives; the launch of horticultural products by the Kalitatea Foundation; the start of an ambitious leadership project in the Auzo Lagun Group; and the taking on by Erkop of the Presidency of the Precluster de Alimentación de Euskadi (Basque Country Food Pre-Cluster), an organisation which brings together 32 companies.

As a whole, the **Retail Area** has recorded total gross sales of €8,277m in 2010, which is a slight reduction of 2.4% when compared to the previous financial year.

Net investment has been -€327m as a result of the sale during the year of investments in properties that had been leased and the sale of some non-strategic assets. Average employment over the year has been 42,260 jobs, although we should add that owing to the difference between full time and part time jobs, the actual number of employees is closer to 50,000.

With regards to **profitability**, the Eroski Group closed the year 2010 with a net result of -€ 64m, up 7% from the previous year. Although Eroski S. Coop., matrix of the Group, has made a profit of € 93m, the overall results have been conditioned by a charge of € 70.5m for impairment of assets, according to the criteria set by the international accounting standards. For their part, co-operatives of Erkpo have managed positive results in the amount of 15 million euros in 2010.

Also worth noting is the renewal for the seventh year running of the **SA 8000 Social Responsibility** certification, which this time has been obtained through ratification by external audit. For the first time this was carried out without warning, but this did not alter the fact that we passed with flying colours.

Finally, and in relation to the events the strengthen the image of Eroski, worthy of note is the recognition of the Eroski brand as the ninth best Spanish brand, as identified in the study carried out by the strategic brand consultancy Coleman CBX. It is also worth noting that last year it was awarded the "Spanish Food" award in the category of the retail and sale of food. It collected the award from the Minister of the Environment and the Rural and Marine Environment, in the 22nd edition of the award ceremony for these prizes.

knowledge 01//04

04



Support of new sectors and Corporate projects

In 2010, the Corporate support centre has been specially devoted to strengthen the MONDRAGON Health Project, the corporate branch in health sector. The results are becoming important, pushing ahead with the e-health, health sector oriented training and implementing industrial competences in health sector. The mid-term goal is to configure a powerful engine for growth for MONDRAGON.

Likewise, the creation of a BAC (Business Acceleration Center) has been encouraged from the Promotion Center with the aim of supporting intercooperational projects among the different corporate branches. Apart from working on the identification of new and innovative projects and the way to promoting them, it has become through the Elkarbide forum in a centre for dissemination of activities, working dynamics and entrepreneurship.

Research and knowledge

Technological innovation and training, are the basic elements to configure the Knowledge Area of MONDRAGON.

In 2010 MONDRAGON spent € 144m in R+D+i, of which 16.8 millions went to the frame of Corporate plan Science and Technology, while the rest went to co-operatives, technological centres and Mondragon Unibertsitatea.

In 2010, the Industry area spent a budget of 7.72% over the value added in R+D, which was channelled through the R+D Departments of the co-operatives, activities of the, technological centres, corporate Technologies and Science plans and Garaia Innovation Centre. In this way, the Corporation as a whole owns 716 patents for invention.

Furthermore, it participates in 20 Zenith projects, 14 Etorgai and 42 international projects directly related to the Science and Technology Plans, of which 12 are led by companies and Corporate centres. On the other hand, 70 plan researchers have carried out doctoral theses about issues related to it.



Finally, 21.4% of sales in the Industry area in 2010 were products and new services that did not exist five years ago, this ratio has duplicated in five years, following the internationalization rhythm of our productive activities and services all around the world.

Corporate plan of Science and Technology

2010 has been the second year for the implementation of the Science and Technology Plan of 2009-12. The projects have been developed as planned and with an active participation of the co-operatives, derived from the strategy of the research lines taken. The internationally approached innovative model followed has definitely reported good results.

Among the goals of the Science and Technology plan it is worth mentioning the next ones: to push up with a high degree of innovation by means of projects of high impact in the organization; to help to the smooth functioning, co-operation between companies and technologists, fostering common interests consortiums that allow knowledge transfer among them: and to serve corporate governance to guide coordinate and align activities of Mondragon Unibersitateea and Technological Centres.

The 2009-2012 Science and Technology Plan covers the next points:

- New materials and manufacturing systems
- Information and communication technologies
- Technologies for energy and sustainability
- Technologies for health
- Technologies for Business Management, Research in Values and Participatory Management

The Plan contains 22 strategic lines in which 39 co-operatives work, all our technological centres and Mondragon Unibertsitateea. The projects included are those of highest risk and farthest reaching reaching in the Corporation, all of them oriented to their transfer to business and market.

Technological centres

- **Ikerlan-IK4**, historical reference of the Corporation in research, obtained in 2010 a total income of € 20.2m, of which 6 millions corresponded to own research and strategic projects financed by the Basque government, the General Government Administration, the Gipuzkoa Provincial Council and the European Union; and 12.7 millions corresponded to R+D projects under contract to companies. 225 researchers and technicians, together with 41 trainees work in their headquarters of Mondragón-Olandixo, Mondragón-Garaia and Miñano (Álava).

At the European level, IKERLAN-IK4 has kept in the 7th framework programme a sum of € 4m of financing.

All over 2010, IKERLAN-IK4 has signed framework agreements for collaboration with TU Viena and the University of Edimburgh for a research line of "Embedded Systems", with KULovaina for "Design, Simulation and control of Mechatronic Structures, with the group CGIP of the University of Valencia for "Mass customization of Product and Service", and with ISEA-RWTH from Aachen for "Conversion and control of power electronic systems" and "Power storage".

In this season, the creation of a new company called PRESSENSOR S.L. has been carried out IN in collaboration with ZAREL and CIDETEC-IK4. This company is devoted to exploiting pressure sensors based on polithiophenes in different scopes of application, where both CIDETEC-IK4 and IKERLAN-IK4 contribute their knowledge.

Concerning the protection of knowledge generated by IKERLAN-IK4, there are two new patent applications related to Microsystems activity. Registration of property has been done too concerning methodology of appreciation of Disruptive Technologies.

- **Ideko-IK4** is a technological centre specialized in manufacturing technologies and industrial production whose mission is contributing to sustainable development of an innovative and competitive business environment.

2010 has been very positive for Ideko-IK4, where it had a year-on-year growth rate of 4.3%, thus surpassing € 7.6m of income. 65% corresponded to R+D projects under contracts with companies, and 35% to research projects with support of several institutions.

Through the year Ideko-IK4 has kept investing money in facilities. Thus, he has invested a big sum of Money in equipment, more than a million euros, also financed by the General State Budget and destined to three types of activities: Advanced Equipment of Dynamics of High Requests, Advanced Equipment for Measurement and Non-Destructive Rehearsals and Equipment for Alternative Manufacturing Processes.

The staff of the centre is made up of 101 workers, 17 doctors en 10 Phd students. 9 papers were published in SCI magazines in 2010, and a patent extension was achieved.

Since its foundation, Ideko-IK4 has aimed to establishing bonds of confidence with customer companies to transfer the results of their R+D to their activities. In this sense, it is worth mentioning co-operation agreements in R+D with 3 leading companies in the tool-machine and mechanization scope, as well as a fourth agreement with technologically oriented railroad manufacturers.

At a global level, the centre has grown owed to 9 active european projects, where 3 of them are led by the centre itself, and with the approval of 4 new projects (2 of them led by the centre). At the national and regional level, Ideko-IK4 has participated in 2 strategic projects in 2010 (Project ALEXANDRIA, coordinated by Ideko-IK4, where 28 associates are involved), 1 National Plan projecto of R+D, 5 projects ETORTEK and 6 projects ETORGAI (4 new projects approved en 2010).

- **Lortek-IK4** is a technological centre specialized in tecnologies dealing with joining materials. After a 9 years running time, Lortek-IK4 is in constant development to be the most technologically innovative. Since

December 2010 it is also member of the alliance ik4 together with another 7 centres, thus going one step further concerning synergies and participation in big consortia and projects.

Lortek-IK4 started in 2010 a new building, and is expected to be finished in 2011. This building will hold the whole of its activity, currently distributed in different buildings of the Goierri innovation hub.

Lortek-IK4 develops its activity oriented to various sectors including aeronautics, transport, automotive, capital equipment, tooling, construction and health.

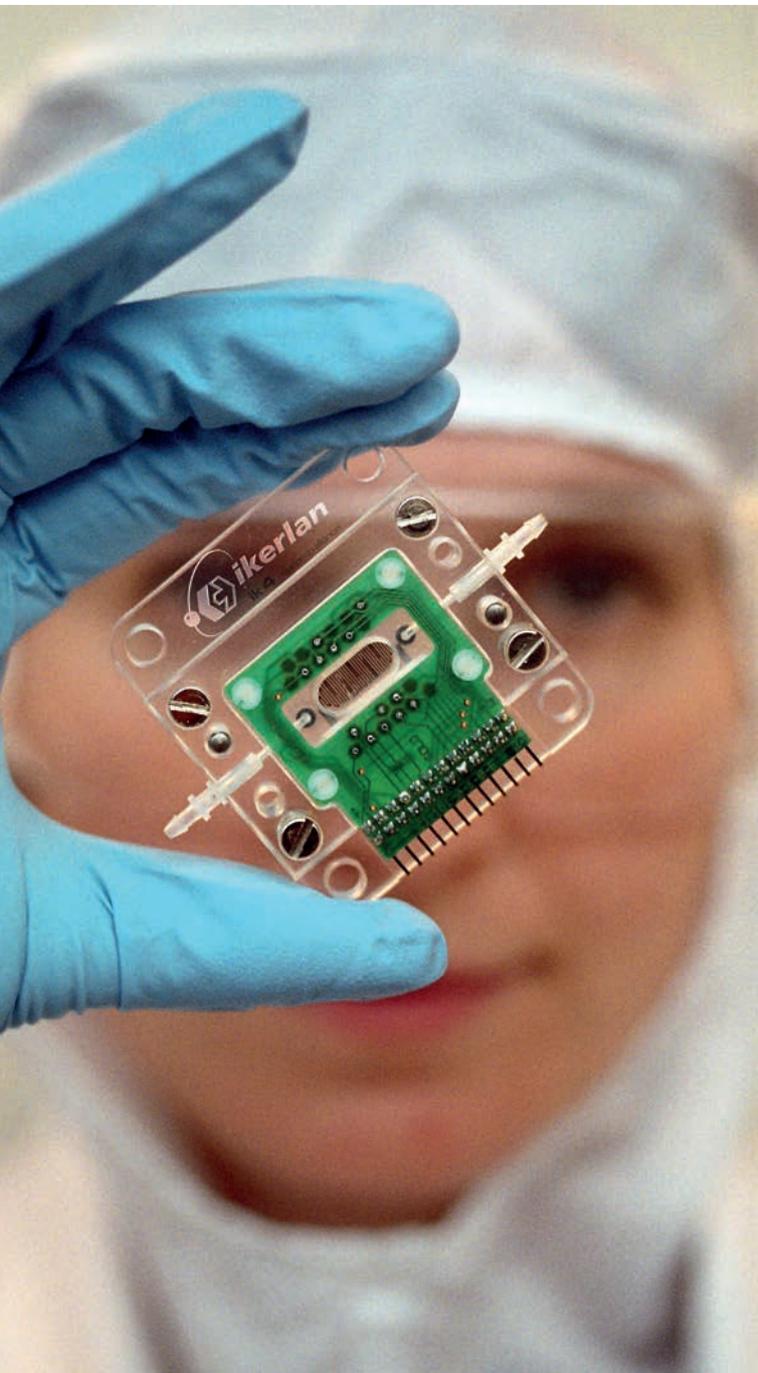
In 2010, apart from the projects IBE-RM related to new technologies of additive manufacturing, Integrauto was created in order to integrate new processes and functions in automotive components, and to participate in an European project of the aeronautical domain. It is worth mentioning that during the year 18 reports have been published, and a co-operation frame has been started with Osakidetza (with the support of MONDRAGON Health), thus allowing to identify new applications to specialization lines of Lortek-IK4 in this domain. Also, it has kept co-operating with the Regional development agency Goieki, with the aim of tractionating technological and innovative capabilities of the companies of Goierri.

R+D Business Units

- **Aotek**, that is devoted to Automatization and Optics, has the goal of exceeding in the domain of integrated technologies in products developed and manufactured by Fagor Automation: numerical controls, regulators and position collection systems.

In 2010 Fagor AOTEK participated in co-operative research projects such as chameleon, an European project belonging to FP7 that tries to get multifunctional tool-machines through the use of intelligent systems; Impeler, CDTI project integrated to increase functionalities in big tool-machines; Fore, project belonging to the Innpacto programme trying to record and read metallic





substrates grid patterns; and the projects Manufacturing 0.0 and Profuture, inside the Etortek programme and in co-operation with CIC Margune for the research of new processes of mechanization, more accurate, faster and energetically efficient, and the development of non-conventional tool machines that are portable, accurate and adaptable.

- **Edertek.** It has been branded by the development of the project "Range Extender" in co-operation with Lotus Engineering.

Likewise, it is worth mentioning the Project Alicor oriented to lightweighting all components of the Brake Corner. Also, the project oriented to increasing the use of fragmented casing in Powertrain has been finished.

Dealing with participation in international forums we have been present in the "Science and Processing of Cast Iron" celebrated in Egypt and in which Edertek has participated by introducing the paper "Improvement of the Metallurgical Quality of Ductile Iron by Conditioning".

- **ETIC** (Embedded Technologies Innovation Center) continues the consolidation process as a centre for R+D specialized in Microsoft embedded technologies. During the year 2010 has kept participating both in European projects (Artemis and ITEA2) and national and regional ones. Also, it has increased co-operation with companies in projects under contract during 2010. Relations with Microsoft keep growing stronger both in Madrid (Spain) and in Redmond (USA) and the network of innovation centres of Microsoft in the world.

- **Fagor Hometek**, once established innovation in the network, it has elaborated a map containing all innovative projects of Fagor Group (Currently 80 projects). Owing to the formal opening of Fagor Hometek in November 2010, either the main innovation projects approached from different technological areas as well as products integrating this centre were displayed.

In the Washing Area, we have achieved energy savings up to 60% of energy. Automatic detergent dosage systems have been developed depending on quantity and dirt. Likewise, in the context of aid programme CENIT, a project focused on further aspects of washing is being carried out.

In the Cooking Area, a project is being carried out to achieve culinary excellence at home. A new worktop and a new microwave called UOVO have been developed.

In the Cold Area, there has been research on vacuum systems and temperature preservation regulation. There has been progress in the integration of a Vac Packer in the fridge, as well as flexible configurations, application for light pulses and other innovative aspects both concerning technology and design.

In the Electronic and Communication Area, a technology platform has been defined and developed for the assistance and support service deployment at home through the use of 2 LEDs, one devoted to monitor health parameters and other for diet advice and physical exercise.

There have been several several modellings in domains such as thermodynamics, mechanics, acoustics, nutrition and anthropology to improve its catalogue of products.

As a result of these activities of innovation, there have been 55 patents all over 2010.

- **ISEA** is an innovation and entrepreneurship centre specialized in Business Services. It is promoted by the Engineering Division and Corporate Services. Following its social objective ISEA has promoted a **Business Acceleration Center** - BAC.

BAC was regarded as “modelic” for its system of management in MONDRAGON in 2010. Subsequently,

MONDRAGON Corporation has chosen ISEA as the support structure of his Business Acceleration Center, a special structure devoted to facilitate processes for launching entrepreneurship by fostering intercooperational new businesses.

- **Koniker** is a non-profit technology centre, declared to be in the public interest, and specialized in research and development of new technologies related to the assembling and shaping processes.

Koniker has been the first research centre in the Basque Country getting three certificates: UNE-EN ISO 9001: Quality system, UNE 166.002: R+D+I management and UNE 166.006: Technology surveillance.

The most relevant lines of investigation developed during 2010 were:

- Energy storing systems for direct drive servopresses.
- New architectures for slotting machines in the electrical sector.
- Ecological pickling new facility for veneer processing.
- Intelligent damping system for cutting extremely hard materials
- New equipment for calibrating road rollers.
- Hot conforming of boron in steel.
- Conforming of heavy-bodied materials.
- Manufacturing system of thin photovoltaic panels.

Additionally, technologies for social networks and support semantics for co-operative innovation have been developed during 2010, with the aim of using it with associate companies.

- **Maier Technology Centre (MTC)**, specialized centre for research, development and decoration of pieces for automotive and electrodomestic sectors, working in the engineering sector together with its customers.

In comparison with 2009, a year of intensive work, the activity of the centre has grown in 2010, mainly



because of the acceptance of projects from all car manufacturers, as well as the introduction in premium clients such as Audi.

Likewise, co-operation with PSA and Renault has been maintained, thus leading to the presentation of breaking technologies for decorating metallic and painted covers.

It is relevant to say the expansion and restructuration project has been finished, with an extension bigger than 1800 m² for new laboratories, pre-industrial research areas that mean a new step further for the centre.

- **Orona eic.** The strategic reflexion of 2010 reinforces the goals of Orona eic (Elevator Innovation Center) for the next 4 years, supported by the increasing long-term research effort with a coverage of 57% for the next four years. Another remarkable point is the agreement with institutions allowing the beginning of work for the new Orona IDe0. A new co-operation pole for the company, University and Technology Centres that leads to the foundation of a new Technology Centre for research of advanced implementation of electric power storage. Under the name of G3A, this centre will allow the Orona eic researchers from Ikerlan, as well as other companies joining the project, work with these new technologies in a shared space endowed with the most modern infrastructures.

This line of investigation of energy storage, together with other traditional ones like tribology, vibroacoustics, machines and converters design, safe and intelligent electronic systems, and M2M systems oriented to maintenance.

- **CS Stirling Centre.** Created in 2009, CS Stirling Centre S. Coop. Is in consolidation phase. Their main objectives are be a scientific and technological bridge to improve products of its business group (in a R+D+I unit integrated in the Basque network

of science and technology) and mainly develop products, technologies and companies in the home sustainable energy domain.

Including 2 Phd's and 3 Phd students in its small staff, the bet for excellence is clear. Besides, international co-operation already existent with companies from New Zealand, United States, Russia or Germany augur a remarkable capacity for interrelation and analysis and incorporation of first level technologies to our industrial framework.

Technology centres and R+D units in MONDRAGON 2010

Name	Budget (€m)	Persons
Aotek	2,5	31
C. S. Centro Stirling	0,6	8
Edertek	4,1	32
ETIC	0,6	10
Hometek	3,5	39
Ideko	7,6	101
Ikerlan	20,2	266
Isea	1,1	11
Koniker	1,9	27
Lortek	3,2	42
MIK	2	25
MTC	7	105
Orona EIC	2,5	53
UPTC	2,3	38
	59,1	788

The mastery of this new knowledge frequently requires non-existent capacities in the centre, so co-operation with other entities is convenient. It is worth mentioning several actions carried out with entities of the Corporation such as Ikerlan IK-4 or Mondragon Unibertsitatea.

In **ULMA PTC Packaging Tecnological Center.** It has been a year of continuously long term launched projects (CENTI, ETORGAI, specialization and technology

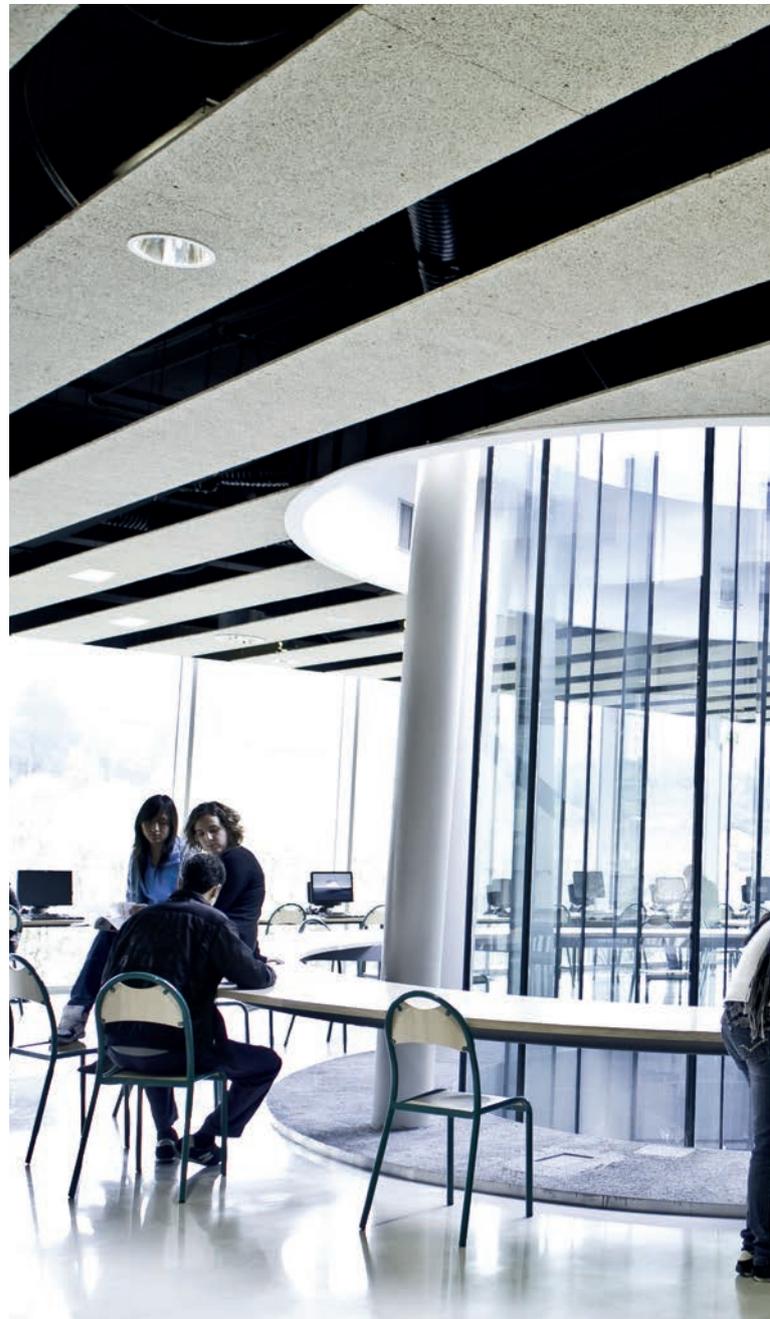
catchment). The own technology project development for process automation has been continued through the use of a robot of exclusive design. In the same way, co-operative projects with companies in Japan and Italy have been developed, and new solutions have been offered in the development of packing machines like Flow Pack and Termoformadoras. It is also relevant to mention the labour in designing full processes for packing for clients. In the automatization domain, artificial vision has been developed for processes, as well as innovation in motion control and integration of these embedded systems. Finally to highlight the technology extension to easily clean different product lines to offer a high range of solutions, all of them suited to the food industry.

- **MIK - Mondragon Innovation & Knowledge** is an R+D+i centre specialized in social and organizational innovation. It was created in 2001 to contribute to competitiveness and company development. Its domain comprehends 4 lines of R+D+i: Opened Company, entrepreneurship and new businesses, Internationalization, Social Economy and Participation of People. In 2010 MIK was asked by the Industry, Innovation, Commerce and Tourism Department of the Basque Government to lead the strategic project ETORTEK-Openbasque: Towards a model of innovation based on co-creation. Having several headquarters in Oñati and Irún, MIK belongs to the Basque Network of Science, Technology and Innovation.

Garaia Innovation Pole

Concerning the activities in this space for innovation, it is worth mentioning:

- The incorporation of Saiolan Centre in the new, modern facilities where 35 persons currently develop their work.
- On the other hand, promoted by the Home Cluster





of Euskadi (ACEDE) the development of a “Living Lab” has been started (a research concept focused on the user and opened innovation with participation of multidisciplinary teams). This equipment is financed by the MICINN and will come out in summer 2011 with near € 9m investment.

· Finally, it is relevant to say that as a complement to the services offered by the Pole, the opening of a restaurant, cafeteria and catering as a support for the different activities organized by the companies in the domain of GARAIA. 7,700 persons have attended to these events, thus being important the node of Garaia Empresa Digitala, activities framed in the initiative of information society promoted by the Basque Government.

Mondragon Unibertsitatea

During the course 2008-10, Mondragon Unibertsitatea has offered all its degrees adapted to the European Framework of Higher Education. In the technical domain, the Higher Politechnic School has offered Engineering Degrees. The Faculty of Economics has taught its degree in Management and Business Direction, as well as a New Degree called “Grado en Liderazgo Emprendedor e Innovación”. The Faculty of Sciences also has 2 Degrees on education and Audiovisual Communication.

6 double diplomas have been offered, all of them in co-operation with French universities in the domain of engineering.

Concerning the postgraduate, during the year 2009-10, 4 new Official Masters have been implanted. Likewise, new degrees are being developed for the academic year 2010-11.

Besides, with the aim of giving the experience the university has. There is a collaboration with the chamber of commerce of Álava, Gipuzkoa and Bizkaia,

as well as Innobasque. Altogether they constitute a sum of 20 official degrees and postgraduates that, together with the continuous training courses are more than 20,000 hours of tuition.

Also, to highlight the Project developed and started up called "MU PLUS" where a professional learning space has been developed". This includes an on-line mode, specially designed for the active worker, and it gathers all the training courses available in Mondragon Unibertsitatea for the for professional workers, being adaptable to specific necessities of learners such as methodology, timetable and format.

The total sum of enrolled students during the course 2009-10 in Mondragon Unibertsitatea is 3,438. 3,004 have coursed university degrees and 417 have coursed tertiary level degrees and postgraduates, among which 120 pupils correspond to Phd courses in Mondragon Unibertsitatea.

Concerning the international domain students' and teachers' mobility kept growing, ascending to 228 students studying abroad during the course 2009-10. Although there is a small presence of foreign students in Mondragon Unibertsitatea, it is growing too. Furthermore, 430 students did end-of-course projects in companies and 637 of them contrasted their studies with part time jobs.

Concerning research, it is relevant to say that Mondragon Unibertsitatea fosters a model of co-operative research, covering from basic research to innovation in co-operation with Universities, Technology Centres and Companies. It has been fostering this research in the different lines of investigation, with 34% of lecturers committed to R+D+i.

The university participated in many R+D+i projects, all of them framed in the Science and Technology Plan of the Corporation, the Basque Government programmes, and programmes of the provincial council of Gipuzkoa,

in convocations at a level state where Mondragon Unibertsitatea heads 3 "strategic and singular" projects as well as in Europe, participating in several projects. This research activity contributed to the reading of 18 new theses.

The main characteristic of the year 2009-10 is the number of strategic projects which have been developed, such as the Basque Culinary Center, The New School of Businesses, the research and technological innovation centre, MU PLUS, the ON LINE project of MU, MEI-Mondragon Educación Internacional, and the Campus of Excelencia Internacional.

Finally, concerning entrepreneurship, inside the plan "Mondragon Ekiten", in was celebrated the fourth edition of entrepreneurship meeting, that was attended by 130 students of Mondragon Unibertsitatea. Similarly, contest for new ideas have been expanded in the 3 domains of development: "new business ideas", "rural environment development" and "youth, recreation and sport".

Other training centers

During the 2009-10 academic year, 402 students attended Politeknika Ikastegia Txorierrri in formal education and 42 courses (2,557 hours) in vocational and continuing training were taught, attended by 404 people, mostly in employment. In this sense, it emphasized the organization and development of a total of 6 courses on the application of ICTs in the classroom, in which 108 teachers have attended over 30 training centres.

In the international area, 15 students undertook placements in European companies (Netherlands, Germany, Ireland, Italy and Lithuania). Also, two professors from the department of Commerce and Marketing conducted a six-day stay in Holland, where they had the opportunity to experience diverse educational activities at other centres that offer this specialty.





It has successfully conducted the first phase of the transfer of innovation projects in which participated the institutions: CATELAN (Cultural Awareness Training in vocational through E-Learning) and IOA2 (International Operation Agent II), projects funded by the Leonardo Da Vinci European Programme and the Basque Government (€120,097), and in which collaborated other European centres (Germany, Turkey, Estonia, Belgium, Holland, Finland and Lithuania).

In the area of entrepreneurial culture, the centre remains in the incubation stage (transfer of premises and equipment) to the company Ardolan, having participated in the implementation of 4 other self-employment projects for which it has the co-operation of various institutions like the Basque Government and the Worklan Association (of which it is a promoter).

As an entity within the Parekatuz network for gender equality (promoted by the Provincial Council of Bizkaia), the "Learn to Choose" programme has been defined, counting on the collaboration of the Txorierrri Behargintza. Through this programme, students are offered the opportunity to stay in business under the gender perspective, with the recognition and financial support from the Basque Institute for Women (Emakunde).

Lea Artibai Ikastetxea obtained authorization from the Basque Government to initiate a new training course in formal education from September 2010 entitled "Energy efficiency and solar energy" that has been very successful.

The training course "Production Scheduling in mechanical engineering" has been adapted from LOGSE to LOE.

87% of students in vocational training has obtained a job matching their studies.

We have taken part in 5 projects TKNIKA obtaining successful results.

We have carried out the diagnosis of needs in three companies for the first time. At the same time, we have organized

training plans in several companies. We have worked in collaboration with some associations and companies in the sectors of energy and automobile. We have managed aids for company training which were undergoing ERE (Redundancy Plans). We have made our first steps to offer online courses.

In continuous and occupational training, we have provided 138 courses (11,769 hours) some of them from our own catalogue and others tailor-made aimed at active or unemployed personnel.

Regarding University offer, it is important to highlight that the official Masters "Plastic and Product design" has been started. Homologation process initiated in 2008-09 has proved fruitful obtaining this year the first homologations within the State system.

Lea Artibai Ikastetxea as a supporting centre in LANBIDE which is the province of Lea Artibai obtained the homologation by the Basque Government Labour Department for two more orientation trainers. Through this service 123 job demands have been managed, 257 people have found a job and 1,333 people have been oriented in terms of finding a new job or change the one they already had.

The building of innovation town Berrikuntza Gunea was successfully completed in July, placing it in the 3,682 m² covered by Foundation Azaro as well as Leartiker Materials and The Enterprise Incubator. During 2010 eleven new economic activities have been started in the province. Nine of them have taken a new Vat Number and two have taken diversification projects within companies, creating 33 new jobs.

Regarding technical services activities and research - internally known as Leartiker - 6 research projects have been carried out with companies, 4 scientific writings have been published, 20 new customers have been made and 14 product improvement solutions have also been carried out.





Otalora

Close to 5,500 people attended training sessions and programmes given in OTALORA, MONDRAGON Management and Co-operative Training Centre.

In the Area of Co-operative Education the large presence of groups (governing bodies, directors and partners) to participate in co-operative education programmes was particularly highlighted. Likewise, courses for members of governing councils and sessions to welcome new partners and managers

In Management development, new editions of MBA Executive and IKAS were rolled out, and specific training sessions were delivered for section heads. Likewise, in cultural development, various surveys were carried out on cultural organisation, cultural diagnostics were undertaken, and previously defined profiles were evaluated.

In the Area of Leadership and Teamwork, a total of 30 groups took part in this type of programme, and 55 co-operative directors took part in mentoring sessions.

In the Area of Co-operative diffusion, around 100 groups of visitors came to experience, in situ, the Co-operative experience, and a total of 15 conferences were delivered about MONDRAGON at different national and international events.

Finally, as in previous years, a new edition of Forum 400 was organised for corporate directors, which was attended by 398 people, and a new edition of of the Aranzazu Forum, aimed at personnel managers, took place with the participation of 110 attendees.





Economic and
financial summary

02

This chapter offers a view of the MONDRAGON Corporation economic and financial situation and its evolution in the last financial year. It should be mentioned that, while some companies apply the International Accounting Standards, most co-operatives have elaborated their reports according to the Spanish Accounting Plan.

This information refers to the consolidated balance sheet of all the corporation existing business. It also refers to the added value generated by them during the last two years after purging internal balances and movements.

Balance evolution

The balance of MONDRAGON to date 12.31.2010 was 33,099 million Euros, after registering a slight -235 million euros variation, 0.7% less in percentage terms.

It can be observed that, from the three big areas in the corporation, Industry is the only area which has increased its balance. Assets, after settlement, have increased in 424 million euros.

The most remarkable aspects in each balancing item to date 12.31.2010 are:

Fixed Assets

By the end of 2010 the fixed financial assets were 7,318 million euros after a capital reduction of 273 million euros (3.6%) during the year.

Investments during this fiscal year have been made mainly by the Industrial Area, a total of 377 million euros in 2010 despite low internal demand. The Retail area has registered dis-inversions in net terms due to the sale of some premises which it continues using

MONDRAGON CORPORATION BALANCE SHEET

Millions of Euros

Concept	12.31.2009		12.31.2010		Annual Variation	
	Amount	% distr.	Amount	% distr.	Amount	%
Assets						
Fixed	7,591	22.8	7,318	22.1	-273	-3.6
Current	25,743	77.2	25,781	77.9	38	0.1
TOTAL ASSETS	33,334	100.0	33,099	100.00	-235	-0.7
Liabilities						
Capital resources	4,284	12.9	4,287	13.0	3	0.1
External partners	189	0.6	181	0.5	-8	-4.1
Non-current liabilities	11,811	35.4	11,824	35.7	13	0.1
Current liabilities	17,050	51.1	16,807	51.8	-243	-1.4
TOTAL LIABILITIES	33,334	100.0	33,099	100.0	-235	-0.7

as rent. Total repayments during the last fiscal year reach € 582m, 2.3% less than in the previous year.

Current assets

Current assets represent the biggest current resources (25,781 million euros), although in 2010 there has only been a slight increase of € 38m, 0.1% in relative terms.

The evolution of this item has been different regarding the different areas:

The Finance and Retail areas have experienced downturns of 78 and € 241m each, while in the Industrial area, this item has increased by 373 million euros, both in stocks and debit balance.

Net Worth

By the end of last fiscal year Mondragon net worth rose to € 4,287m without including the amount of external partners, who are also part of the business net worth where they take part. Of this net worth, € 2,299m belonged to shared capital and € 1,988m to Reserves.

External Partners

During the last years the Mondragon Corporation has combined its internal growth with the settlement of new companies in the domestic and international market in collaboration with other partners.

The total amount of these interests rose up to 181 million euros to date 12.31.2010 and it is mainly located in stockholding companies in the co-operatives and the retail area.

Non-current liabilities

The amount of long-term finance from third parties used by the co-operatives and investee companies has remained stable in the last fiscal year with only a variation of € 13m (0.1%), reaching the amount of € 11,824m.

There has been a remarkable increase in the Financial

area due to long-term savings and in the Retail area there has been a debt reduction.

This evolution has increased the circulating capital available in MONDRAGON to € 281m in relation to 2009 by rising up to € 8,974m.

Current liabilities

This balance sheet item has suffered a drop of € 243m in 2010, -1.4% less in relative terms.

This contraction has been due to the increase of long-term savings in the Finance area, which has acted to the detriment of short-term and savings at sight, originating a drop of € 492m in this item.

Evolution of the added value

As an addition to the Balance Sheet evolution of Mondragon we present the following chart showing the composition of its financial statements during the last two years, structured according to the format of the Added Value retail.

The total value added generated by MONDRAGON in 2010 has been quantified at € 3,741m, with a contraction of 5.6% over the figure recorded the previous year, attributed mainly to the Finance area, where prevailing low interest rates during the last year reduced their level of income and net interest margin, affecting its value.

The largest contributor to the total value added has come from the Industrial area (€ 1,802m, 48% of total), followed by the Retail Area (38%), corresponding to 14% in the Finance area.

Personnel expenses (€ 2,389m) virtually repeat the previous year's figure, with a 5% increase in the Industry area, consistent with the increased activity and the generation of employment, mainly because of the thrust of external demand. While the other two areas, which are more oriented to the domestic market, have

recorded reductions in staff costs, due to still finding itself in the processes of internal adjustment.

For its part, Financial Expenses have continued to decline, falling by € 196m compared to 2009 (-32%). Most of the cuts have come from the lower interest paid by Caja Laboral to savers, which are in line with the fall of the Euribor to its lowest historical levels. To this it must be added that, although it was on a smaller scale, the other two areas have registered declines in financial expenses over those incurred in 2009.

The amount of depreciation calculated by MONDRAGON in 2010 was € 582m, with a moderate 2.3% retreat. The Industrial area is the one that has accounted for a higher depreciation (€ 316m, 54% of total), followed by the Retail area (€ 241m, 41% of the total).

After the subtraction of all costs are identified, it finishes

with the Operating results. This amount stood at € 346M in 2010. This is an estimated figure in view of the context of the recession of the Spanish economy in the past year, which has seen a burden for businesses that allocate their products and services primarily to the domestic market.

The amounts allocated to endowments, provisions and taxes have been lower than in 2009. Added to the results outside the usual business themselves, they have been quantified at € 168,000,000.

Following these movements, the net results for the year has been estimated at € 178m, almost three times the amount achieved in 2009, in an exercise in which the current difficult circumstances were overcome, and which produced better results than one would have expected at the beginning.

ADDED VALUE GENERATED BY MONDRAGON CORPORATION

Millions of Euros

Concept	2009		2010		Annual variation	
	Amount	% distr.	Amount	% distr.	Amount	%
Added Value	3,961	100.0	3,741	100.0	(220)	(5.6)
Staff costs	(2,375)	(60.0)	(2,389)	(63.9)	14	0.6
Internal profit	1,586	40.0	1,352	36.1	(234)	(14.8)
Financial costs	(620)	(15.7)	(424)	(11.3)	(196)	(31.6)
Cash-Flow	966	24.3	928	24.8	(38)	(3.9)
Repayments	(596)	(15.0)	(582)	(15.5)	(14)	(2.3)
Operative results	370	9.3	346	9.3	(24)	(6.5)
Other results and taxes endowments	(309)	(7.8)	(168)	(4.5)	(141)	(45.6)
Financial year results	61	1.5	178	4.8	117	191.8



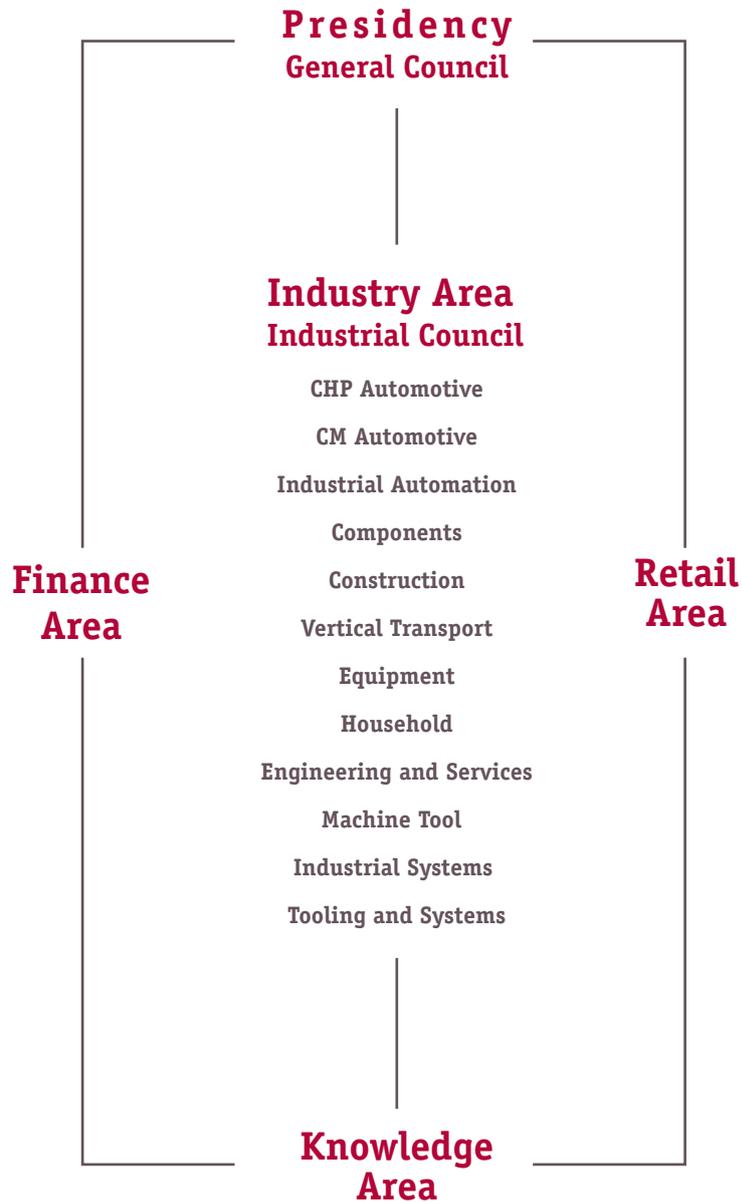




Organizational
Structure

03

Organizational Structure



Social agencies and managers

Standing Committee

President

Agustín Markaide

Vice-president

José Miguel Lazkanotegi

Officers

Jose Antonio Ajuria

Jesús M^a Astigarraga

Leire Barañano

Iñaki Durañona

Julian Errarte

Julio Gallastegui

Fernando Gómez-Acedo

Jon Igarza

Aitor Irure

Esther Korta

Antton Kortazar

José Luis Madariaga

Julen Madariaga

Luis María Mendarozketa

Xabier Mugarza

Javier Retegui

M^a José Uria

Pedro Urteaga

Mikel Uribetxebarria

Secretary

Arantza Laskurain

Legal Counsel

Zorione Arregi

General Council

President

José M^a Aldecoa

Officers

Rafael Barrenechea

Manuel Beraza

Constan Dacosta

Iñaki Gabilondo

Txomin García

Txema Gisasola

José Ramón Goikoetxea

Belén Kortabarria

Javier Mutuberria

Javier Sotil

Mikel Zabala

Secretary

Arantza Laskurain

Industrial Counselling

Council

José M^a Aldecoa

Officers

José Miguel Arregi

Ángel Barandiaran

Rafael Barrenetxea

Manuel Beraza

Iñaki Gabilondo

Txema Gisasola

José Ramón Goikoetxea

José Luis Lizarbe

Javier Mutuberria

Iñaki Otaño

Juan María Palencia

Javier Sotil

Josu Ugarte

Secretary

Francisco Azpiazu



List of
companies

04

Finance Area

Banking

CAJA LABORAL

Pº José Mª Arizmendiarieta s/n
20500 Mondragón (Gipuzkoa)
Phone: 34 943 719 500
Fax: 34 943 719 778
E-mail: contactacon@cajalaboral.es
Web: www.cajalaboral.es
ACTIVITY: Banking.

- **CAJA LABORAL GESTIÓN**

Pº José Mª Arizmendiarieta, 5
20500 Mondragón (Gipuzkoa)
Phone: 34 943 790 114
Fax: 34 943 790 116
Web: www.cajalaboral.es
ACTIVITY: Unit trust management.

Insurance

LAGUN ARO VIDA

Capuchinos de Basurto 6-2º
48013 Bilbao (Bizkaia)
Phone: 34 944 798 300
Fax: 34 944 798 383
Web: www.seguroslagunaro.com
ACTIVITY: Life assurance.

SEGUROS LAGUN ARO

Capuchinos de Basurto 6-2º
48013 Bilbao (Bizkaia)
Phone: 34 944 798 300
Fax: 34 944 798 383
Web: www.seguroslagunaro.com
ACTIVITY: General insurance.

Social Welfare

LAGUN-ARO, EPSV

Pº José Mª Arizmendiarieta s/n
20500 Mondragón (Gipuzkoa)
Phone: 34 943 790 100
Fax: 34 943 793 531
E-mail: lagunaro@sarenet.es
ACTIVITY: Welfare cover for cooperative members.

OSARTEN

Pº José Mª Arizmendiarieta s/n
20500 Mondragón (Gipuzkoa)
Phone: 34 943 790 100
Fax: 34 943 798 080
ACTIVITY: Group occupational risk prevention service.

Industry Area

ABANTAIL

Polo Garaia, Goiru kalea, 7
20500 Mondragón (Gipuzkoa)
Phone: 943 712560
Fax: 943 712568
Web: www.abantail.com
E-mail: contacto@abantail.com
ACTIVITY: Comprehensive service for optimising Adaptive Design in companies.

ALECOP

Loramendi, 11
20500 Mondragón (Gipuzkoa)
Phone: 34 943 712 405
Fax: 34 943 799 212
E-mail: alecop@alecop.es
Web: www.alecop.es
ACTIVITY: Prefabricated electrical installations. Educational projects and resources. Educational and training systems.

- **ALECOP FORMACAO TECNICA E PROFISSIONAL**

Rua Orlando Gonçalves nº 5 - 4º esq.
2610-127 Buraca Amadora
Portugal
Phone: 00-351-219862448
Fax: 00-351-219862307

- **ALECOP ENSEIGNEMENT TECHNIQUE**

38 Chemin Du Calice Bp 21.
01121 Montluel Cedex Lyon
Francia
Phone: 00-33472257122
Fax: 00-33472257366

- **ALECOP SUCURSAL COLOMBIA**

Carrera 18, Nv8-40 Of. 701
Bogotá
Colombia
Phone: 00-571-5300714
Fax: 00-571-6218312
www.alecop-colombia.com

- **ALECOP DIDACTICA S.A. DE C.V.**

Av. Ejército Nacional 678
Col. Polanco Reforma Del Miguel Hidalgo.
11550 México DF
Phone: 5255141160
Fax: 5255142567

- **IHARDUN MULTIMEDIA**

Loramendi, 11
20500 Mondragón (Gipuzkoa)
Phone: 34 943 791 807
Fax: 34 943 711 755
E-mail: sarrera@ihardun.com
Web: Web: www.ihardun.com
ACTIVITY: Development of digital content, training, guidance and consultancy in ICTs.

- **M.I.S MANAGED LEARNIIVG SOLUTIONS**

Calle Goiru, 1
20500 Mondragón (Gipuzkoa)
Phone: 943712405
Fax: 943799212

ALKARGO

Aritz bidea 83, Bº Atela, Aptdo. 102
48100 Mungia (Bizkaia)
Phone: 34 946 740 004
Fax: 34 946 741 700
E-mail: alkargo@alkargo.com
ACTIVITY: Retail transformers. Medium-power transformers. Autotransformers. Dry encapsulated transformers.

AURRENAK

Vitorialanda 15
Ali - Gobeo
01010 Vitoria (Álava)
Phone: 34 945 244 850
Fax: 34 945 246 912
E-mail: ak@aurrenak.com
ACTIVITY: Tooling for different iron and aluminium casting technologies in the automotive sector.

BATZ

Torrea auzoa, 32
48140 Igorre (Bizkaia)
Phone: 34 94 630 50 00
Fax: 34 94 630 50 20
E-mail: batzcoop@batz.es
ACTIVITY: Die manufacturing. Jacking systems including tool kit, brake systems, assembled brake modules and mechanisms for structural parts.

- **BATZ AUTOMOTIVE SYSTEMS (KUNSHAN) CORP. LTD.**

West of Huangpujiang Road
Yanhu Industrial Zone,
215341 Kunshan (Jiangsu Province)
Republic of China
Phone: +86 0512 551 552 30
Fax: +86 0512 551 552 31
ACTIVITY: Automotive systems and modules.

- **BATZ CZECH, s.r.o.**

Ostravská 1671,
739 11 Frydlant nad Ostravicí
Czech Republic
Phone: +420 558 603 011
Fax: +420 558 640 168
ACTIVITY: Automotive systems and modules.

- **BATZ MEXICANA S.A. de C.V.**

Circuito de Exportación 142
Parque Industrial Tres Naciones
Segunda Etapa
78395 San Luis Potosí
México
Phone: (52) 444 499 9300
Fax: (52) 444 799 72 41
ACTIVITY: Automotive systems and modules.

- **FPK DO BRASIL COMPONENTES AUTOMOTIVOS LTDA.**

Av. Leste, 3.200
Campo Largo da Roseira
São José dos Pinhais – PR
Brazil CEP : 83090-470
Phone: +55 41 2106-2300
Fax +55 41 2106-2310
ACTIVITY: Structural and aerodynamic components composite.

- **FPK LIGHTWEIGHT TECHNOLOGIES DEUTSCHLAND GMBH**

Lehmkuhlenweg 77
31224 Peine
Germany
Phone: +49 5171 703 0
Fax: +40 5171 703 299
ACTIVITY: Design and manufacture of composite lightweight structures.

• **FPK LIGHTWEIGHT TECHNOLOGIES, S.COOP.**

Polígono Ugaldeguren II, P-10 II
48170 Zamudio (Bizkaya)
Phone: 34 944 522 605
Fax: 34 944 522 156
E-mail: fpk@fpk.es
Web: www.fpk.es

ACTIVITY: Design and manufacture of composite structural and aerodynamic for the automotive sector.

• **MB LUSITANA**

Rua das Fontainhas
Casal da Lebre
2430-180 Marinha Grande
Phone: 35 124 4570350
Fax: 35 124 4570351

ACTIVITIES: Manufacture and development of dies for the automotive sector.

• **MB SISTEMAS**

Polígono Industrial Igeltzera
Igeltzera, 8
48610 Urduliz (Bizkaia)
Phone: +34 94 403 06 26
Fax: +34 94 403 06 27
E-mail: comercial@mbsistemas.es

ACTIVITY: Systems assembly and welding of sheet metal.

• **MB TOOLING S.A.**

Parque empresarial Boroa, 2A - 2
48340 Amorebieta (Bizkaia)
Phone: +34 94 630 99 00
Fax: +34 94 673 47 18

ACTIVITIES: Manufacture and development of dies for the automotive sector.

BECKER

Amezketeta Bidea, s/n
20260 Alegia
Phone: 34 943 653 340
Fax: 34 943 654 243

E-mail: administracion@gbecker.com

ACTIVITY: Copper and aluminium electric conductors.

BIURRARENA

Pol. Bidebitarte
Donostia Ibilbidea, 28. Apdo. 887
20014 Astigarraga (Gipuzkoa)
Phone: 34 943 554 350
Fax: 34 943 555 360
E-mail: jlecheve@biurrarena.com

ACTIVITY: Machinery: Marketing and After-Sales Service for public works equipment.

Environment: Design and building of sorting and recovery plants (light packaging, C&D waste, domestic appliances and other technologies) and underground containers.

CERAMAT

Asteasu Industrialdea,
Sector III, Pabellón 167 D
20159 Asteasu (Gipuzkoa)

ACTIVITY: Diffusion-type gas burners.

CIKAUTXO

Bº Magdalena 2, B
48710 Berriatua (Bizkaia)
Phone: 34 946 133 000
Fax: 34 946 133 001

E-mail: cikautxo@cikautxo.es

ACTIVITY: Rubber parts for mouldings for fluid conduction, shock-absorbance, sealing and protection.

• **CIKAUTXO BORJA**

Polígono Barbalanca
50540 Borja (Zaragoza)
Phone: 34 976 869 486
Fax: 34 976 866 005

ACTIVITY: Conduction and fluid hosing.

• **CIKAUTXO CZ.**

Letni, 3867
PSC 46801 Jablone Nad Nisou 8
Czech Republic
Phone: 420 483 302 241
Fax 420 483 302 239

E-mail: cikautxo@cikautxo.cz

ACTIVITY: Rubber parts for mouldings for fluid conduction, shock-absorbance, sealing and protection.

• **CIKAUTXO SK**

Slovakia
Budovatelská, 6
940 64 Nové Zámky
Slovakia
Phone: 421 35 6447 077
Fax.: 421 35 6447 033
ACTIVITY: Rubber components. Shock-absorber and sealing components.

• **CIKAUTXO ZARAGOZA**

Pol. Ind. San valero, Nave 101
Ctra. Castellón km. 232
50720 Zaragoza
Phone: 34 976 501 026
Fax.: 34 976 501 038
ACTIVITY: Components for shock-absorbance and sealing.

• **PARANOA IND. BORRACHA-CIKAUTXO**

Av. Casa Grande, 1.731
Piraporinha CEP 09961- 902
Diadema-SP-(Brasil)
Phone: 5511 4061 6533
Fax: 5511 4066 6350
30% owned by Cikauxto and 20% owned by MCC Investments.
ACTIVITY: Rubber parts.

COINALDE

Concejo, 10
01013 Vitoria (Álava)
Phone: 34 945 264 288
Fax: 34 945 253 997
ACTIVITY: Nails. Wire. Metal mesh.

• **COINALDE POLSKA**

UL Japonska 3
55220, Jelcz Lascowice
Phone: 48 71 381 1266
ACTIVITY: Nail manufacturing.

COINMA

Vitoriabidea 4-Z.I.
Ali - Gobeo
01010 Vitoria (Álava)
Phone: 34 945 241 616
Fax: 34 945 240 637
E-mail: info@coinma.com
Web: www.coinma.com
ACTIVITY: Office furniture.

CONSONNI

Bº Trobika, s/n. Apdo. 35
E-48100 Munguía (Bizkaia)
Phone: 34 946 156 331
Fax: 34 946 156 281
E-mail: consonni@consonni-scoop.es
Web: www.consonni.mcc.es
ACTIVITY: Electric resistors for household and industrial use.

COPRECI

Avda. de Álava, 3
E-20550 Aretxabaleta (Gipuzkoa)
Phone: 34 943 71 94 99
Fax: 34 943 79 23 49
E-mail: home@copreci.es
ACTIVITY: Components for gas, electric and electronic cooking, washing machines, dishwashers and home comfort.

• **COPRECI DO BRASIL**

Av. Eurico Ambrogi Santos, 1900 A
Distrito Industrial Piracangagua
CEP 12010-970 Taubaté SP
Brasil
Phone: 55 12 286-1573
Fax: 55 12 286-1553
E-mail: copreci@copreci.com.br
ACTIVITY: Taps and safety devices for domestic gas applications.

• **COPRECI CHINA**

South Side of Jinhai Road, Middle Section
Sanzao Hi-Tech Industrial Park
519040 Zhuhai, P. R. China
Phone: 86(0)756 3997266
Fax: 86(0)756 3997269
ACTIVITY: Components.

• **COPRECI CZ**

Komenského 274
79368 Dvorce u Bruntálu
Czech Republic
Phone: 420 646 74 54 92
Fax: 420 646 74 54 95
E-mail: copreci@copreci.cz
Web: www.copreci.com
ACTIVITY: Manufacture of taps and safety devices for domestic gas applications.

• **COPRECI MÉXICO**

C/ Uno, nº 736 Z.I. Guadalajara
44940 Jalisco
México
Phone: 52 33 3 145 19 63
Fax: 52 33 3 145 10 56
E-mail: fjmendoza@copreci.com.mx
Web: www.copreci.com

ACTIVITY: Valves for gas barbeques and taps for cookers. Valves for heaters. Thermostats. Electric pumps.

• **COPRECI SYSTEMS, S.R.L.**

Via G. Galilei, 12
31010-Mareno di Piave (TV)
Italy
Phone: 39 0438492531
Fax: 39 0438492559
E-mail: coprecisystems@nline.it
Web: www.copreci.com

ACTIVITY: Gas rails and piping for cookers and hobs.

• **COPRECI TURKEY**

Gosb
Ihsandede Cd. Nº. 135
Gebze - Kocaeli - Istanbul
Turkey
E-mail: home@copreci.es
Web: www.copreci.com
Phone: 902627511334
Fax: 902627511325
E-mail: ofis@copreci.com.tr

ACTIVITY: Gas taps for cookers and hobs.

DANOBAT

Arriaga kalea, 21. Apdo. 28
E-20870 Elgoibar (Gipuzkoa)
Phone: 34 943 748 044
Fax: 34 943 743 138
E-mail: danobat@danobat.com
Web: www.danobat.com

ACTIVITY: Grinding machines: CNC, cylindrical, exterior and interior, flat surfaces, bridge and special ones for the aeronautics sector. Horizontal and vertical sawing machines with storage systems. Lathes: CNC, lathe centres, vertical.

• **DANOBATGROUP CHINA**

Room 2901 , Tower B,
Eagle Run Plaza, 26 Xiao Yun Road.
Chaoyang District
100016 Beijing - R.P.China
Phone: 86 010 64673639
Fax: 86 010 64672119

• **DANOBATGROUP Machine Tools INDIA Pvt.Ltd.**

Office No.7 Business Avenue, 2nd.Floor
Niyoshi Park Road Sanghvi Nagae
Aundh -Pune 411007
Phone: 91 2066094531
Fax: 91 9158884553
E-mail: danobatgroupindia@danobatgroup.com

• **DANOBAT RAILWAY SYSTEMS**

Polígono Hiru Erreka, nº 6
Bº Mekolalde
20570 Bergara
Phone: 943 250330
Fax: 943 250340
E-mail: drs@railway.danobat.com

• **DANOMAR**

3400 CLUJ Napoca -Romania Bdul
MunciiNr 14 P.O.Box1404
Phone: +4(0)-264415485
Fax.: +4(0)-264415487
ACTIVITY: Ancillary industry for machine tools.

• **NEWALL UK**

Ocean House, Newark Road
Peterborough
PE1 5UA, UK
Phone: 44 (0) 1733 894 050
Fax: 44 (0) 1733 892 040
E-mail: sales@newall-uk.com
Web: www.newall-uk.com
ACTIVITY: Grinding machines for the aerospace industry and retrofitting.

• **OVERBECK**

Konrad Adenauer Strasse 27
D-35745 Herborn, Germany
Phone: 49 2772 801-0
Fax: 49 2772 801-153
E-mail: info@overbeck.de
Web: www.overbeck.de
ACTIVITY: Cylindrical interior and combined interior/ exterior grinding machines.

DANONA

Anardi Área, 2. Apdo. 42
20730 Azpeitia (Gipuzkoa)
Phone: 34 943 815 900
Fax: 34 943 151 481
E-mail: danona@danona.com
Web: www.danona.com
ACTIVITY: Veneered and melamine lounge furniture. Veneered and melamine dining-room furniture. Veneered and melamine bedroom furniture. Veneered and melamine children's bedroom furniture. Upholstered sofas.

DANONA LITOGRAFÍA

Pol. Industrial Txirrita-Maleo. Pabellón, 11
Pol. Ugaldetxo, s/n
20100 Rentería (Gipuzkoa)
Phone: 34 943 491 250
Fax: 34 943 491 660
E-mail: danona@mccgraphics.com
Web: www.mccgraphics.com
ACTIVITY: Industrial catalogues. Books. Advertising leaflets. Annual reports. Magazines. Graphic products in general.

DANORAIL

Poligono Hiru Erreka, nº 6
Bº Mekolalde
20570 Bergara
Phone: 943 250330
Fax: 943 250340
ACTIVITY: Railway maintenance products.

DIKAR

Urarte Kalea, 26. Apdo. 193
Pol. Ind. San Lorenzo
20570 Bergara (Gipuzkoa)
Phone: 34 943 765 548
Fax: 34 943 760 814
E-mail: comercial@dikar.es
ACTIVITY: Muzzle-loading sporting guns.

• SHANGHAI WINGROUP LEISURE AND SPORTS EQUIPMENT

8 Menjin Huangdu
Jiading District
Shanghai, China 201 804
Phone: (86-21) 59 594 769
(86-21) 59 594 169
Fax: (86-21) 59 592 187
E-mail: comercial@wingroupscoop.com.
ACTIVITY: Fitness equipment.

• WINGROUP

Apartado 168
Urarte, 14
20570 Bergara (Gipuzkoa)
Phone: 34 943 769 056
Fax: 34 943 769 178
E-mail: comercial@wingroupscoop.com
ACTIVITY: Camping and fitness equipment.

• WINGROUP NORTH AMERICA

5988 Peachtree Corners East
Norcross, GA 30071 - USA
Phone: +1 770 810 3108
Fax: +1 770 510 2551
ACTIVITY: Camping and fitness equipment.

DOIKI

Pol. Ind. Goitondo 5
48269 Mallabia (Bizkaia)
Phone: 34 943 171 600
Fax: 34 943 174 273
E-mail: doiki@sarenet.es
ACTIVITY: Dimensional verification tooling. High precision mechanics. Electronic, pneumatic and mechanical gauges. Machining tools.

DOMUSA

Bº San Esteban, s/n
20737 Errezil
Apdo. 95 - 20730 Azpeitia (Gipuzkoa)
Phone: 34 943 813 899
Fax: 34 943 815 666
Web: www.domusa.es
ACTIVITY: Household and semi-industrial boilers. Water condensing systems using solar energy. Storage tanks for domestic hot water.

ECENARRO

Amilaga kalea, 15
20570 Bergara (Gipuzkoa)
Phone: 34 943 762 543
Fax: 34 943 765 637
E-mail: ecenarro@ecenarro.com
Web: www.ecenarro.com
ACTIVITY: Screws, studs, ball joints and special parts and special parts.

EDERFIL

Pol. Industrial, s/n
20250 Legorreta (Gipuzkoa)
Phone: 34 943 806 050
Fax: 34 943 806 349
E-mail: ederfil@ederfil.es
ACTIVITY: Electric conductors.

EHE, Efficient Home Energy

Pol. Arzabalza, Edif..3, planta 2, local 64
Tolosa (Gipuzkoa)
Phone: 34 943 652 490
Fax: 34 943 650 183
E-mail: info@ehe.eu
ACTIVITY: Manufacture of WhisperGen boilers.

EIKA

Etxebarria - Apdo. 20
E-48277 Markina (Bizkaia)
Phone: 34 946 167 732
Fax: 34 946 167 746
E-mail: eika@eika.es
Web: www.eika.es

ACTIVITY: Sheathed heating elements. Electric hotplates. Radiant heating elements and touch controls for glass ceramic hobs.

• **EIKA MÉXICO**

Av. de las Misiones 10 Módulo 7,
Parque Industrial Bernardo
Quintana 3ª Sección
El Marqués 76246, Querétaro
México
Phone: 52 442 2216496
Fax: 52 442 2216218

ACTIVITY: Manufacture and sale of electric cooking components.

• **EIKA POLSKA**

Ul. Grabiszynska 163
53439 Wroclaw
Poland
Phone: 487 133 25257
Fax: 487 133 24568
E-mail: rekrutacja@eika.pl

ACTIVITY: Electrical resistances.

• **ISOLEIKA**

48277-Etxebarria
Bizkaia
Phone: 34 946 167 732
Fax: 34 946 167 746
E-mail: eika@eika.es

ACTIVITY: Insulation panels.

ELECTRA-VITORIA

C/Zurrupitieta, 30
Pol. Industrial Jundiz
01015 Vitoria (Álava)
Phone: 945-290230
E-mail: comercial@electra-vitoria.com

ACTIVITY: Vertical transport systems.

• **SISTEMAS DE ELEVACIÓN. EV INTERNACIONAL**

Avda. Todos los Santos 75/60
Parque Industrial Pacífico, 2ª Secc.
22709 Tijuana, México
Phone: 52 664 660 6390

ACTIVITY: Vertical transport systems.

ELKAR

Larrondo Beheko Etorbidea,
Edif. 4 48180 Loiu (Bizkaia)
Phone: 34 944 535 205
Fax: 34 944 535 776
E-mail: elkar@mccgraphics.com
Web: www.mccgraphics.com

ACTIVITY: Industrial catalogues. Books. Advertising leaflets. Annual reports. Magazines. Graphic products in general.

EMBEGA

Pol. Ind. San Miguel, s/n
E-31132 Villatuerta (Navarra)
Phone: 34 948 54 87 00
Fax: 34 948 54 87 01
E-mail: embega@embega.es
Web: www.embega.com

ACTIVITY: Metal and decorative components for domestic appliances. Membrane switches. Polymeric printed gaskets.

EREDU

Ola Auzoa, 4
20250 Legorreta (Gipuzkoa)
Phone: 34 943 806 100
Fax: 34 943 806 374
E-mail: eredu@eredu.com

ACTIVITY: Metal outdoor furniture for the beach and garden. The latest designs in indoor furniture.

ETORKI

Pol. Ind. Murga, 16
01479 Murga-Aiala (Álava)
Phone: 34 945 399 072
Fax: 34 945 399 223
E-mail: etorki@coverlink.es

ACTIVITY: Pine boards and planks.

EVAGRAF

Polígono Alibarra, 64
01010 Vitoria (Álava)
Phone: 34 945 245 550
Fax: 34 945 245 612
E-mail: evagraf@mccgraphics.com
Web: www.mccgraphics.com

ACTIVITY: Catalogues. Magazines. Books. Posters. Leaflets. Annual reports.

FAGOR ARRASATE

B° San Andrés, 20. Apdo. 18
20500 Mondragón (Gipuzkoa)
Phone: 34 943 719 999
Fax: 34 943 799 677
E-mail: fagorarrasate@fagorarrasate.com
Web: www.fagorarrasate.com

ACTIVITY: Pressing and stampings systems. Strip processing systems. Systems for continuous manufacturing of complex metal parts. Welded tube and section manufacturing systems. Transfer, progressive and standard dies. Engineering and consulting.

- **FAGOR ARRASATE CHINA**

West of Huangpujiang Road
Yanhu Industrial Zone
Kunshan, Jiangsu, China
Phone: 86 051 255 155 799
Fax: 86 051 255 155 766
ACTIVITY: Capital Goods.

- **FAGOR METAL FORMING MACHINE TOOL, KUNSHAN**

1801 Room Jingan China Tower
1701 West Beijing Road Shanghai
Phone: 86-21-51693377-8009
Fax: 86-21-62888776
Web: www.fagorarrasate.com
ACTIVITY: Capital Goods.

- **FAST**

Nafarroa Etorbidea, 31
20500 Mondragón (Gipuzkoa)
Phone: 943 71 20 30
Fax: 943 71 21 63
ACTIVITY: Forging Presses and Technical Assistance and Retrofitting Service.

- **GILLET**

Rechbergstrasse, 29
71127 Gäufelden, Germany
Phone: 49 703 297 9621
Fax: 49 703 297 9621
Owned 50% by Fagor Arrasate.
ACTIVITY: Design and manufacture of transfer and peripheral systems for presses.

FAGOR AUTOMATION

B° San Andrés s/n, Apdo. 144
20500 Mondragón (Gipuzkoa)
Phone: 34 943 719 200
Fax: 34 943 791 712
E-mail: info@fagorautomation.es
Web: www.fagorautomation.com

ACTIVITY: Numerical control system (CNC). Digital readouts. Linear and rotary feedback. Digital adjustment systems and motors.

- **BEIJING FAGOR AUTOMATION EQUIPMENT**

C-1 Yandong Building,
No. 2 Wanhong Xijie,
Xibajianfang Chaoyang District
Beijing, Zip Code: 100015
Phone: 86-10-84505858
Fax: 86-10-84505860
E-mail: sale@fagorautomation.com.cn
ACTIVITY: Automation and control.

FAGOR EDERLAN

Paseo Torrebaso, 7
20540 Eskoriatza (Gipuzkoa)
Phone: 34 943 719 000
Fax: 34 943 719 001
Web: www.fagorederlan.es
ACTIVITY: Knuckles. Suspension arms. Discs. Drums. Engine components. Transmission components. Brake housing. Wheel rims. Joining elements. Brake callipers. Front corner. Rear axles.

- **FAGOR EDERLAN BORJA**

Pol. Barbalanca, s/n
50540 Borja (Zaragoza)
Phone: 34 976 869620
Fax: 34 976 869642
E-mail: p.ugartemendia@borja.fagorederlan.es
ACTIVITY: Assembly of front corners on car suspensions.

- **FAGOR EDERLAN BRASILEIRA**

Av. Nicolau Cesarino,
2297 - Bairro Ponte Alta
Cx Postal 15 - CEP 37640-000
Extrema- MG-Brasil
Phone: 55-35 3435 8200
Fax: 55-35 3435 8248
ACTIVITY: Casting of automotive components. Machining of knuckles. Products: Knuckles, Callipers, Brake Mountings and Differentials.

• **FAGOR EDERLAN SLOVENSKO**

Priemyselná 12
965 63 ěiar nad Hronom
Slovakia
Phone: 421/ 45/ 601 5602, 5500
Fax: 421/ 45/ 601 5750
ACTIVITY: Aluminium injection and machining.

• **FAGOR EDERLAN TAFALLA**

Tafalla (Navarra)
Phone: 34 948 700 250
Fax: 34 948 702 054
ACTIVITY: Casting of engine blocks and cylinder heads.

• **FIT AUTOMOCI3N**

Barrio San Juan, s/n. Apdo. 80
20570 Bergara (Gipuzkoa)
Phone: 34 943 769 044
Fax: 34 943 769 156
Participada al 66% por Fagor
Ederlan y MCC Inversiones.
ACTIVITY: Casting of cylinder blocas and heads for engines.

• **V. LUZURIAGA - USURBIL**

C/ Txiki-Erdi
20170 Usurbil (Gipuzkoa)
Phone: 34 943 370 200
Fax: 34 943 365 564
ACTIVITY: Casting of brake housings.

FAGOR ELECTRODOM3STICOS

B° San Andr3s, s/n.
20500 Mondrag3n (Gipuzkoa)
Phone: 34 943 719 100
Fax: 34 943 796 881
E-mail: info@fagor.com
Web: www.fagor.com
ACTIVITY: Cookers. Ovens. Chimney hoods. Microwave ovens. Air Conditioning. Fridges and Freezers. Washing machines. Driers and dishwashers. Heaters. Water heaters. Storage heaters. Boilers. Kitchen furniture and kitchenware.

• **EDESA**

Cervantes, 45
48970 Basauri (Bizkaia)
Phone: 34 902 105010
Fax: 34 944 490 303
Web: www.edesa.com
ACTIVITY: White line domestic appliances.

• **EKO3R**

Barrio San Andr3s, 18
20500-Mondrag3n (Gipuzkoa)
Phone: 34 943 252 424
Fax: 34 943 252 425
E-mail: info@eko3r.com
Web: www.eko3r.com
ACTIVITY: Comprehensive service for the collection of used household oil.

• **EXTRA ELECTROMENAGER**

Avenue Hassan II
BP 179 Mohammedia
Morocco
Phone: 212 2 3327412
Fax 212 2 3327425
ACTIVITY: Manufacture of domestic appliances.

• **FAGOR-BRANDT**

7 Rue Henri Becquerel
92854 Rueil-Malmaison
Cedex-France
Phone: 33 (0) 147 166 800
ACTIVITY: Manufacture of domestic appliances.

• **FAGOR MASTERCOOK**

Zmigrodzka 143 St.
Wroclaw Poland
Phone: 00 48 713 244 542
Fax: 00 48 713 253 363
E-mail: jugarte@wrozamet.pl
75.96% owned by MCC Investments and Fagor Electrodom3sticos.
ACTIVITY: Manufacture of domestic appliances.

• **GEYSER GASTECH**

B° San Juan s/n. Apdo. 151
20570 Bergara (Gipuzkoa)
Phone: 34 943 769 004
Fax: 34 943 767 136
Owned 50% by Fagor Electrodomesticos.
ACTIVITY: Gas water heaters.

• **GRUMAL**

Gerraundi, 1 - Apartado 100
20730 Azpeitia (Gipuzkoa)
Phone: 943 157008
E-mail: export@grumal.com
ACTIVITY: Components for the manufacture of furniture.

- **PROIEK**

Bildosola Auzunea
Parcela J1
48142 Artea (Bizkaia)
Phone: 94 656 404 / 902 541 212
Web: www.proiek.com
ACTIVITY: Design and manufacture of public furniture and urban equipment.

- **SHANGHAI MINIDOMÉSTICOS COOKWARE**

21D, East OceanCentre (II)
no. 618 Yan an Road East
Shanghai, P.R.C. 20001
Phone: (86 21) 5385 4339
ACTIVITY: Mini-domestics.

FAGOR ELECTRÓNICA

Bº San Andrés s/n
E-20500 Mondragón (Gipuzkoa)
Phone: 34 943 71 25 26
Fax: 34 943 71 28 93
E-mail: fe@fagorelectronica.es
sc.sales@fagorelectronica.es
Web: www.fagorelectronica.com
ACTIVITY: Surface and axial mounted discrete SMD semiconductors. Systems for analogue and digital TV reception. Home automation. Adjustment and control circuits for the domestic appliance and automotive sectors. Wireless communications.

- **FAGOR ELECTRÓNICA (CANTABRIA)**

Technological Development Centre
Av. de los Castros, s/n
E-39005 Santander (Cantabria)
Phone: 34 942 291 400
Fax: 34 942 200 921
E-mail: dsantander@fagorelectronica.es
Web: www.fagorelectronica.com
ACTIVITY: Fleet management. Wi-Fi networks.

- **FAGOR ELECTRONICS (THAILAND) LTD.**

Wellgrow I.E., Bangna-Trad Km 36,
82 Moo 5, Bangsamak,
Bangpakong, Chachoengsao, 24180
Thailand
Phone: 66 38 570087-90
Fax: 66 38 570091
E-mail: fagthai@loxinfo.co.th
Web: www.fagorelectronica.com
ACTIVITY: Surface and axial mounted discrete semiconductors.

FAGOR INDUSTRIAL

Santxolopetegi, 22. Apto. 17
20560 Oñati (Gipuzkoa)
Phone: 34 943 718 030
Fax: 34 943 718 181
E-mail: info@fagorindustrial.com
Web: www.fagorindustrial.com
ACTIVITY: Dishwashers catering for 300 to 3,000 dishes/h. Glass washers. Washing machines for 7-10-14-25-50 kg. Cookers. Ranges. Tilting skillets. Fryers. Fry-tops. Convection and combi (gas and electric) ovens. Commercial refrigeration.

- **DANUBE**

Parq D'Activités de Sologne, BP 19
41600 Lamotte-Beuvron
Phone: 33-2-548 80 576
Fax: 33-2-549 68 904
E-mail: info@danube-internacional.com
60% owned by Fagor Industrial.
ACTIVITY: Industrial ironing and drying machines.

- **EDESA HOSTELERÍA**

Polígono Can Milans
C/Can Milans, 15
08110 Montcada i Reixac, (Barcelona)
Phone: 34 935 651 150
Fax: 34 935 640 745
E-mail: barcelona@fagorindustrial.com
ACTIVITY: Products for food preparation.

- **FAGOR ENDÜSTRIYEL DAYANIKLI**

Gebze Güzeller Organize San. Sit
Inon Mah. Balçık Yolu Üzeri
32 M IV B Pafta 4133 Ada 4-5
Parsel
Gebze/Kocaeli,
Turkey
Phone: 90 262 751 1031
ACTIVITY: Commercial equipment.

- **FAGOFRI**

Ctra. Córdoba-Málaga km. 8
14900 Lucena (Córdoba)
Phone: 34 956 516 179
Fax: 34 957 515 621
78% owned by Fagor Industrial.
ACTIVITY: Refrigeration equipment.

- **FAGOR GASTRO POLSKA**

UL. Gdanska
Palmiri, 05-152 Czosnow
Poland
Phone: 00 48 223 120 000
ACTIVITY: Refrigeration equipment and static preparation.

• **FAGOR INDUSTRIAL MÉXICO**

Parque Industrial
Tres Naciones, 2ª etapa
San Luis de Potosí, SLP, México, CP-78395
Phone: 52 444 137 0500
Fax: 52 444 137 0509
ACTIVITY: Complete furnishings and equipment for the catering sector.

• **TALLERES ROCA**

Polígono Industrial La Quintana
08514 San Juliá de Vilatorca (Barcelona)
Phone: 34 938 122 770
E-mail: info@primer.es
ACTIVITY: Manufacture and sale of machinery and accessories for the catering industry.

GERODAN

Urola 6. Edificio Loyola 91
20730 Azpeitia (Gipuzkoa)
Phone: 943 157979
E-mail: gerodan@danona.com
ACTIVITY: Furniture industry.

GESDAS VIVIENDAS,S.L.

Dato 14-16, 2ª planta
01005 Vitoria-Gasteiz (Álava)
Phone: 902 104312
Fax: 945 133714
E-mail: gesdas@gesdas.com
40% owned by LKS Engineering.
ACTIVITY: Housing: Management Promotions.

GOIMEK

Itziarko Industrialdea, 2. Partzela
20829 Itziar-Deba (Bizkaia)
Phone: 943 606315
Fax: 943254405
ACTIVITY: High-performance machining.

GOITI

Arriaga Kalea 1 Apdo. 80
E-20870 Elgoibar (Gipuzkoa)
Phone: 34 943 748 023
Fax: 34 943 748 144
E-mail: danobat@goiti.com
Web: www.goiti.com
ACTIVITY: CNC. Sheet metal punching machines. CNC punching machines fitted with shears. Laser cutting machine. Automatic bending machine and flexible bending and punching systems. Punching tools. Combined punching machine.

HERTELL

Polígono Industrial, 2
20267 Ikaztegieta (Gipuzkoa)
Phone: 34 943 653 240
Fax: 34 943 653 332
E-mail: info@hertell.net
Web: www.hertell.net
ACTIVITY: Manufacture of vacuum pumps, valves and accessories for vacuum tankers.

KIDE

Pol. Gardotza, s/n
48710 Berriatua (Bizkaia)
Phone: 34 946 036 208
Fax: 34 946 036 221
E-mail: kide@kide.com
Web: www.kide.com
ACTIVITY: Insulation panels and doors for cold rooms, cold stores and small refrigerated areas.

• **JIAXING KAIDE REFRIGERATION EQUIPMENT CO.**

Xinggang Industrial Center
314018 Jiaxing
Zhejiang Province, China
ACTIVITY: Cold stores.

• **RCS KIDE INDIA PVT . LTD .**

Gat No. 202
Village: Mahalunge, Ingle
Chakan – Talegaon Road
Chakan, Pune 410501
Maharashtra, India
ACTIVITY: Cold stores.

LANA

C/ Santxolopetegui
Auzoa, 24
20560 Oñati (Gipuzkoa)
Phone: 34 943 780 111
Fax: 34 943 783 222
E-mail: info@lana-scoop.es
Web: www.lana-scoop.es
ACTIVITY: Secondary timber processing for the building sector. Three-ply boards for formwork.

• **ELUR**

Avda.Gasteiz,22-bis
01008 Vitoria (Álava)
Phone: 945 155540
Web: www.elurestructuras.com
ACTIVITY: Integral solutions for timber structures.

- **CZECH LANA**

Chrudimská 584
58263 Zdirecnad Doubravou
Phone: 00420 569 430 060

ACTIVITY: Secondary timber processing for the building sector. Threeply boards for formwork.

- **LATZ**

Avda. de los Gudaris, s/n
Apdo. 56
20140 Andoain (Gipuzkoa)
Phone: 34 943 592 512
Fax: 34 943 591 391
E-mail: latz@latzcoop.com

ACTIVITY: Standard HSS, HSSCo and solid carbide drills. Special HSS, HSSCo and solid carbide tools.

- **LKS**

Polo Innovación Garaia - Goiru kalea, 7
20500 Mondragón (Gipuzkoa)
Phone: 34 902 540 990
Fax: 34 943 771 012
E-mail: lksmondr@lks.es

ACTIVITY: Management consulting, technology guidance and legal services.

- **AURKI, S.L. (LKS TSI)**

Edificio Oficinas Industrialdea
20240 Ordizia (Gipuzkoa)
Phone: 943 16 03 14
Fax: 943 16 21 27
E-mail: seleccion@lks.es
Web: www.lks.es

LKS 78% participation.

ACTIVITY: Recruitment and training.

- **I3S, S.A.**

Alameda Urquijo, 18-1º Dcha. - 48008 Bilbao (Bizkaia)
Conde Peñalver, 17 - 28006 Madrid
Phone: 94 418 02 61 / 91 432 18 33
Fax: 94 443 43 27 / 94 443 43 27
E-mail: info@i3s.es
Web: www.lks.es + www.i3s.es

LKS 51% Participation, Investments y MISE MONDRAGON.

ACTIVITY: Implementation of SAP products.

- **IBAI SISTEMAS, S.A.**

Pedro Asúa, 75-77
01008 Vitoria-Gasteiz (Álava)
Phone: 945 28 78 00
Fax: 945 28 78 33
E-mail: ibai@ibai.com
Web: www.ibai.com
LKS 52% participation.

ACTIVITY: IT services, programming software maintenance, document and library management.

- **INDABA CONSULTORES, S.L.**

Parque Empresarial Zuatzu.
Edificio Urumea. Planta 1ª
Zubiberri Bidea, 31
20018 Donostia - San Sebastián (Gipuzkoa)
Phone: 943 26 11 21
Fax: 943 01 60 01
E-mail: indaba@indaba.es
Web: www.indaba.es

LKS 100% participation.

ACTIVITY: Java EE developments based on "Open Source" solutions.

- **LKS CA-CARIBE**

Sabana Sur, 100 metros Sur y 100 metros
Este de Librería Universal. Casa nº 1402
San José (Costa Rica)
Phone: (506) 291 15 02 - ext. 15 / 291 32 16
Fax: (506) 290 75 39
E-mail: lkscaribeinfo@lkscaribe.com
Web: www.lkscaribe.com

Participation 25% LKS.

ACTIVITY: Consulting. Business representation.

- **LKS CORP, S.A. (CHILE)**

Av. Nueva Tajamar 555, oficina 1402 - Piso 14
World Trade Center
Las Condes, Santiago de Chile
E-mail: info@lks.cl
Phone: (00) (56-2) 334 66 88
Web: www.lks.cl

Participation 25% LKS.

ACTIVITY: Consulting. Business representation.

- **LKS IAMM, S.L.**

Ribera de Axpe, 11. Oficina L205
48950 Erandio (Bizkaia)
Phone: 94 605 11 00
Fax: 94 605 11 01
E-mail: investigaciondemercados@lks.es
Web: www.lks.es

Participation 43% LKS.

ACTIVITY: Advanced market research and marketing.

• **LKS OUTSOURCING, S. COOP.**

Pedro Asúa, 75-77
01008 Vitoria-Gasteiz (Álava)
Phone: 945 21 80 38
Fax: 945 20 01 57
www.lksoutsourcing.es
ACTIVITY: Outsourcing IT services.

• **LKS WENDLAND ABOGADOS, S.L.**

Paseo de Francia, 4 - 2º Izda.
20012 Donostia - San Sebastián (Gipuzkoa)
Phone: 943 42 89 20 - 943 42 99 84
Fax: 943 42 01 99
E-mail: sansebastian@lks-wendland.com
Web: www.lks-wendland.com
50% owned by LKS.
ACTIVITY: Legal services. Spanish-German legal practice.

• **PROSPEKTIKER, S.A.**

Parque Zuatzu - Edificio Urumea,
Planta 1ª - Local 1
Zubiberri Bidea, 31
20018 Donostia - San Sebastián (Gipuzkoa)
Phone: 943 83 57 04
Fax: 943 13 25 20
E-mail: prospe01@prospektiker.es
Web: www.prospektiker.es
52% owned by LKS.
ACTIVITY: Advice for organisations, prospective strategic plans, and information and knowledge management.

• **SEI, S.A.**

Technopole Izarbel - Inmueble
Cré@ticité - Bâtimen A
64210 Bidart (Francia)
Phone: 00 33 559 580 000
Fax: 00 33 559 580 199
E-mail: info@seimcc.com
Web: www.seimcc.com
77.9% owned by LKS.
ACTIVITY: IT and software development.
Specialising in software for companies in textile retailing.

LKS INGENIERÍA

Polo Garaia, Goiru kalea, 7
20500 Mondragón (Gipuzkoa)
Phone: 34 943 712 488
Fax: 34 943 793 878
E-mail: ingenieria@lksingenieria.es
Web: www.lks.es
ACTIVITY: Technical services in architecture, engineering, consulting, real estate, design and innovation.

• **GSR**

Polo Garaia, Goiru kalea, 7
20500 Mondragón (Gipuzkoa)
Phone: 34 943 712 164
Fax: 34 943 712 165
E-mail: gsr@gsr.coop
ACTIVITY: Residential service management.

• **LKS BUILDINGENIA**

Parque Tecnológico de Álava
Edificio E7, Albert Einstein, 46-2º
01510 Miñano (Álava)
Phone: 945 29 69 77
Fax: 945 29 69 21
E-mail: vitoria-gasteiz@lksbuildingenia.es
ACTIVITY: Tunkey projects.

• **LKS STUDIO**

Pº Castellana, 184 - Planta 9ª
28046 Madrid
Phone: 917 022 474
Fax: 917 022 475
E-mail: s@lksstudio.es
Web: www.lks.es
100% owned by LKS Ingeniería.
ACTIVITY: Building project management.

• **LKS TASACIONES**

Polo Garaia, Goiru kalea, 7
20500 Mondragón (Gipuzkoa)
Phone: 902 312 100
Fax: 902 312 101
E-mail: tasaciones@lkstasaciones.es
Web: www.lks.es
90% owned by LKS Ingeniería.
ACTIVITY: Real estate market surveys and Support for real estate consulting.

• **RESIDENCIAL MONTESCLAROS**

C/La Nava, 6 Ctra. Soria
26005 Albelda de Iregua (La Rioja).
Phone: 941 444430
E-mail: recepcion@residencialmontesclaros.es
75% owned by LKS Ingeniería, S.Coop.
ACTIVITY: Real estate equity company.

• **RS DEBAGOIENA EGOITZA**

C/Lausitta kalea, 30 20550 Aretxabaleta (Gipuzkoa).
Phone: 943-712164
Fax: 943712165
E-mail: arrasate-mondragon@lksingenieria.es
51% owned by LKS Ingeniería, S.Coop.
ACTIVITY: Real estate equity company.

LORAMENDI

Alibarra, 26
01010 Vitoria (Álava)
Phone: 34 945 184 300
Fax: 34 945 184 304
E-mail: info@loramendi.com
Web: www.loramendi.com
ACTIVITY: Machinery for casting and assembly.

MAIER

Pol. Ind. Arabieta, s/n. Apdo. 103
48320 Ajangiz (Bizkaia)
Phone: 34 946 259 200
Fax: 34 946 259 219
E-mail: gernika@maier.es
ACTIVITY: Plastic injection. Moulding. Finishes: plating, screen-printing, heat engraving, tampoprint, painting, laser, etc.

• MAIER CZ

Prumyslova 14a
79601 Postejov
Czech Republic.
Phone: + Fax: (+420) 582 332 876
ACTIVITY: Automotive components.

• MAIER FERROPLAST

Polígono "A Granxa" Parcela 2, Rua 1
36400 Porriño (Pontevedra)
Phone: 34 986 342 020
Fax: 34 986 342 999
ACTIVITY: Thermoplastic injection moulding.

• MAIER NAVARRA

Polígono Ind. Elordi, s/n
31979 Iraizotz-Ultzama (Navarra)
Phone: 34 948 309 210
Fax: 34 948 309 333
ACTIVITY: Plastic injection moulding.

• MAIER UK

Chaserwater Heaths Industrial Area
Attwood Road
Burntwood
West Midlands WS7 8GJ
UK
Phone: 00 44 1543 277460
Fax: 00 44 1543 278752
E-mail: maieruk@muk.maier.es
ACTIVITY: Plastic injection moulding and finishing.

MAPSA

Ctra. Echauri, 11
31160 Orcoyen (Navarra)
31080 Pamplona
Phone: 34 948 325 011
Fax: 34 948 325 323
E-mail: gerencia@mapsa.net
ACTIVITY: Manufacture of aluminium wheel rims. Manufacture of water pump housings. Low pressure and gravity Cast aluminium parts.

MATRICI

Polígono Ugaldeguren II
Parcela 14-V
48170 Zamudio (Bizkaia)
Phone: +34 94 600 20 20
Fax: +34 94 452 22 25
E-mail: info@matrici.com
ACTIVITY: Engineering, design and manufacture of tooling, for drawing and plate work for car bodywork. Complete package projects, integrated turnkey services including overall design (concurrent engineering, simulation, prototypes, solid and 3D design), manufacture (high-speed machining, assembly and adjustment) and commissioning of tooling at the client's plant.

• MB LUSITANA

Rua das Fontainhas
Casal da Lebre
2430-180 Marinha Grande
Phone: 35 124 4570350
Fax: 35 124 4570351
ACTIVITY: Production and adjustment of dies for the automotive sector.

• MB SISTEMAS

Polígono Industrial Igeltzera
Igeltzera, 8
48610 Urduliz (Bizkaia)
Phone: +34 94 403 06 26
Fax: +34 94 403 06 27
E-mail: comercial@mbsistemas.es
ACTIVITY: Sheet metal assembly and welding systems.

• MB TOOLING S.A.

Parque empresarial Boroa
Parcela 2A - 2
48340 Amorebieta (Bizkaia)
Phone: +34 94 630 99 00
Fax: +34 94 673 47 18
ACTIVITY: Fine-tuning dies for the automotive sector.

MATZ-ERREKA

B° de Ibarreta, s/n
E-20577 Antzuola (Gipuzkoa)
Phone: 34 943 78 60 09
Fax: 34 943 76 63 75
E-mail: matzerreka@matzerreka.mcc.es
Web: www.matz-erreka.com

ACTIVITY: Plastic transformation by injection.
Attachment fixtures. Erreka automation equipment.
Erreka automatic pedestrian doors (manufacture and maintenance).

• **MATZ-ERREKA MÉXICO**

Misión de Bucareli, 8
Parque Industrial Bernardo Quintana,
El Marqués - 76249 (Queretaro)
México
Phone: 52 442 221 6078
Fax: 52 442 221 6080
E-mail: u.sabatie@erreka-mex.com

ACTIVITY: Plastic transformation by injection.

MCCTELECOM

Polígono Basabe FO-2ª planta.
20550 Aretxabaleta (Gipuzkoa)
Phone: 34 943 712 451
Fax: 34 943 712 351
E-mail: mcctelecom@mcctelecom.es
Web: www.mcctelecom.es

ACTIVITY: Telecommunication services.

MONDRAGÓN ASSEMBLY

Polígono Industrial Baintxe, Pab. 5-A
20550 Aretxabaleta (Gipuzkoa)
Phone: 34 943 712 080
Fax: 34 943 712 210
E-mail: info@mondragon-assembly.com

ACTIVITY: Automatic assembly systems. Robotics.

• **MONDRAGÓN ASSEMBLY ALEMANIA**

Winterspürer Strasse 19
D-78333 Stockach
Phone: 49 777 187 73-0
Fax: 49 777 187 73-29
E-mail: info@mondragon-assembly.de

ACTIVITY: Automatic assembly systems. Robotics.

• **MONDRAGÓN ASSEMBLY CATALUNYA**

Ronda Indústria 22-24
08210 Barberà del Vallès (Barcelona)
Phone: 34 937 192 143
Fax: 34 937 187 018
E-mail: p.szepanski@mondragon-assembly.de
60% owned by Mondragón Assembly.

ACTIVITY: Automatic assembly systems. Robotics.

• **MONDRAGÓN ASSEMBLY FRANCIA**

Site d'Orange
Parc d'Activités Les Pradines
1376, R. N. 7 Nord
84100 Orange
Phone: 33 490 111 660
Fax: 33 490 511 887
E-mail: orange@mondragon-assembly.com

ACTIVITY: Automatic assembly systems. Robotics.

• **MONDRAGÓN ASSEMBLY MÉXICO**

El Marqués Norte 2, Nave B
C.P. 76240 Mpio. El Marqués,
Querétaro, México
Phone: 52 442 192 4200
Fax: 52 442 192 4209

ACTIVITY: Automatic assembly systems.

MONDRAGÓN LINGUA

Avda. de Álava, 4
20500 Mondragón (Gipuzkoa)
Phone: 943-712055
Fax: 943-712181
E-mail: mlarrasate@mondragonlingua.com
Web: www.mondragonlingua.com

ACTIVITY: Language Projects, Language Training,
Translation & Interpretation Services.

• **CONEXIA**

Avda. de Álava, 4
20500 Mondragón (Gipuzkoa)
Phone: 943 712 124
Fax: 943 796 096
44% owned by Mondragon Lingua.
E-mail: info@conexia.es

ACTIVITY: Design and retail of quality content for
language training over the internet.

MONDRAGÓN SISTEMAS DE INFORMACIÓN

Ama kandida, 21 (Denac)
20140 Andoain (Gipuzkoa)
Phone: 34 943 594 400
Fax: 34 943 590 536
ACTIVITY: Process automation engineering.

• ENYCA INGENIERÍA Y COMUNICACIONES

Avda. Parayas, 6
Bloque E bajo
39600 Maliaño (Cantabria)
Phone: 942 269 001
Fax: 942 260 506
ACTIVITY: Telecommunication engineering.

• ENYCA SEGURIDAD

Avda. Parayas, 5
Bloque E bajo
39600 Maliaño (Cantabria)
Phone: 942 269 001
Fax: 942 26 05 06
ACTIVITY: Safety and security engineering focusing on control and monitoring systems.

• TEKNILAGUN

Ama Kandida, 21 (Denak)
20140 Andoain (Gipuzkoa)
Phone: 943 594 400
Fax: 943 590 536
ACTIVITY: Ancillary technical engineering services.

OIARSO

Bº Zikuñaga, 57-F
Polígono Ibarluze
20128 Hernani (Gipuzkoa)
Phone: 34 943 335 020
Fax: 34 943 335 210
E-mail: oiarso@oiarso.com
ACTIVITY: For the health sector: Infusion equipment. Transfusion equipment. Catheters. Epicraneals. Enteral nutrition Parenteral nutrition. Accessories and connectology. Probes. Anaesthesia equipment. Anti-AIDS kit.

• OIARSO CHINA

Western of Huan Pu Jiang
Road Quian Deng Town
215341 Kunshan City, Jiang Su Province, China
ACTIVITY: Healthcare components and equipment.

ONAPRES

Pol. Industrial Ugaldeguren II
P-9-IV
48170 Zamudio (Bizkaia)
Phone: 34 944 523 808
Fax: 34 944 523 980
E-mail: onapres@onapres.es
ACTIVITY: Hydraulic presses.

ONDOAN

Parque Tecnológico Edif. 101 módulo C
48170 Zamudio (Bizkaia)
Phone: 944 522 313
Fax: 944 521 047
E-mail: info@ondoan.com
Web: www.ondoan.com
ACTIVITY: Installations and maintenance engineering. Environmental consultancy and engineering. Expert advice and consultancy in the prevention of occupational hazards.

• KELAN

La Vega, Pabellón 7
48300 Gernika (Bizkaia)
Phone: 946 255 450
Fax: 946 255 400
E-mail: kelansl@kelansl.com
73% owned by Ondoan S. Coop.
ACTIVITY: Installations and maintenance: fire protection, industrial refrigeration, pumping facilities, treatment plants, other installations and the provision of personnel.

• ONDOAN AUDITORÍA Y CONTROL

Parque Tecnológico Edif. 101 módulo C
Ibaizabal bidea
48170 Zamudio (Bizkaia)
Phone: 944 522 313
Fax: 944 521 047
E-mail: info@oayc.es
Web: www.oayc.es
ACTIVITY: Audits, Training, Inspection and Control in Occupational Health and Safety and Environment.

• ONDOAN SERVICIOS

Parque Tecnológico Edif. 101 módulo C
48170 Zamudio (Bizkaia)
Phone: 944 522 270
Fax: 944 521 047
E-mail: info@ondoan.com
ACTIVITY: Auditing, training, inspection and control in the prevention of occupational and environmental hazards.

ORBEA

Pol. Ind. Goitondo
48269 Mallabia (Bizkaia)
Phone: 34 943 171 950
Fax: 34 943 174 397
E-mail: orbea@orbea.com
Web: www.orbea.com

ACTIVITY: Bicycles.

• **LUSORBEA**

PG Mamodeiro, Parc. 15-16
03810 Ntra Sra. De Fatima/Aveiro/Portugal

ACTIVITY: Bicycles.

• **ORBEA KUNSHAN**

Western of Huan Pu Jiang
Road Quian Deng Town.
215341 Kunshan City, jiang Su Province
Phone: +86 512 55 155201

ACTIVITY: Bicycles.

• **ORBEA USA**

600 North Broadway
North Little Rock, AR 72114
Phone: 1 501 2809700
Fax: 1 501 2809705
E-mail: info@orbea-usa.com
Web: www.orbea-usa.com

ACTIVITY: Bicycles.

ORKLI

Ctra. Zaldibia, s/n
E-20240 Ordizia (Gipuzkoa)
Phone: 34 943 80 50 30
Fax: 34 943 80 51 85
E-mail: home@orkli.es
Web: www.orkli.com

ACTIVITY: Safety, adjustment and control components for water heating, heating systems, domestic hot water and fluids.

• **ORKLI KUNSHAN**

Western of Huan Pu Jiang
Road Quian Deng Town.
215341 Kunshan City, jiang Su Province
Phone: +86 512 55 155 201
Fax: 51 255 15 1999

ACTIVITY: Domestic components.

• **ORKLI NINGBO**

Nan 1 Rd. Meixu Industrial Zone
Yinxian Ningbo 315103
China
Phone: 0574 88482181
Fax: 0574 88482643
E-mail: st@orkli.es
Web: www.orkli.com

ACTIVITY: Safety devices for gas appliances.

ORONA

Pol. Epele, s/n
20120 Hernani (Gipuzkoa)
Phone: 943 447181
Fax: 943 447184
E-mail: orona@orona.es

ACTIVITY: Manufacture and installation of lifts and escalators, and their maintenance, refurbishment and upgrading.

• **ELECTRA VITORIA**

Cl. Zurrupitieta, 30
Pol Jundiz
01015 Vitoria – Gasteiz
Phone: 945 290230
E-mail: comercial@electra-vitoria.com

ACTIVITY: Lifting systems.

• **ORONA**

Pol. Lastaola, s/n
20120 Hernani (Gipuzkoa)
Phone: 943 551400
Fax: 943 550047
E-mail: orona@orona.es

ACTIVITY: Lifting systems.

• **ORONA eic**

Pol Lastaola, s/n
20120 Hernani (Gipuzkoa)
Phone: 943 551400
Fax: 943 550047
E-mail: orona@orona.es

ACTIVITY: Lifting systems.

ORONA SPAIN

Alicante

M.A.R. Taller Eléctrico, S.L.U.

Pg. Ind. Norte Cotes Altas
Cl. Filà Muntanyesos, 14 - 16
03804 - Alcoy
Phone: 966 52.63.13
Fax: 966 52.63.24

Baleares

BALEAR DE ASCENSORES, S.L SEDE:

Cl. Licorers, 27 A
Pg. Ind. Marratxi
07141 - Marratxi
Phone: 902 405 454
Fax: 971 60 42 08

DELEGATIONS:

IBIZA - Phone: 971 306202
MENORCA - Phone: 971 384883

Burgos

ELEVADORES BURGOS, S.L.

Cl. Juan Ramón Jiménez s/n, Pentasa 3 Nave 256
09007 - Burgos
Phone: 947 484448
Fax: 947 484790

Catalunya

ASCENSORES GA-LO, S.L.U.

Cl. Botànica, 133
Pg. Ind. Gran Vía Sur
08908 - Hospitalet De Llobregat
Phone: 93 2648505/06 - 902 232500
Fax: 93 2648523/24

ASCENSORS GIRONA, S.A.U.

Pg. Ind. de Girona
Av. Mas Pins, 61
17457 Riudellots De La Selva (Girona)
Phone: 972 478062
Fax: 972 477474

Gipuzkoa

ULAHÍ, S.A.U.

Av. Zarautz, 72 - Bajo
20018 Donostia - San Sebastián
Phone: 943 211213
Fax: 943 218380

DELEGATIONS:

BIZKAIA - Phone: 94 4180852

León

DIEZ Y HERREROS, S.L.U.

Av. Padre Isla, 90 - Bajo
24008 León
Phone: 902 300130
Fax: 987 247724
DELEGATIONS:
LA BAÑEZA - Phone: 902 300130
PONFERRADA - Phone: 902 300130

Madrid

BAYFER, S.L.U.

Cl. Santa Leonor, 61 - 4ª planta - Local 2
28037 - Madrid
Phone: 91 3048636
Fax: 91 3758063

Murcia

PECRES, S.L.U.

SEDE:
Cl. Central, 12
30100 - Espinardo (Murcia)
Phone: 968 85 81 98
Fax: 968 85 82 04

DELEGATIONS:

ALMERÍA - Phone: 950 145089
CARAVACA - Phone: 968 703311
CARTAGENA - Phone: 968 520687
JUMILLA - Phone: 968 781817
LORCA - Phone: 968 406611
ORIHUELA - Phone: 966 740476
TORREVIEJA - Phone: 965 710468

Ourense

ASCENSORES AS BURGAS, S.L.U.

Cl. Velázquez, 35 bajo
32002 - Ourense
Phone: 902 051991
Fax: 988 23.53.93

Tenerife

COSECAN, S.L.U.

Cl. Laura Gröte de la Puerta, 1
38110 El Mayorazgo

Santa Cruz de Tenerife

Phone: 922 826208
Fax: 922 826205

Valencia

ASCENSORES J. SANCHEZ, S.L.U.

Cl. Ricardo Micó, 3
46009 Valencia
Phone: 902 101560
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ORONA PORTUGAL

ORONA PORTUGAL, LDA

Lisboa

Av. Dr. Luís de Sá, nº 9
Zona Industrial da Abrunheira
Parque Monserrate – Armazém I
2710 022 Sintra
Phone: 21 9154790
Fax: 21 9154799

Porto

Rua Industrial das Lages, nº 185
4410 312 Canelas Vng
Phone: 22 716 9740
Fax: 22 716 9749

Algarve

Parque Industrial e Comercial de Loulé, Lt. 13
8100 272 Loulé
Phone: 289 589889
Fax: 289 589887

ELEVABRANTES, LDA

Parque Industrial Meramar II
Pavilhão 7 – Cabra Figa
2635-047 Rio de Mouro
Phone: 21 9255800
Fax: 21 9255818

ORONA FRANCE

ENTREPRISES RÉGIONALES D'ASCENSEURS (ERA)

Park Avenir
Rue Marcel Merieux
Z.A. Sacuny
69530 Brignais
Phone: +33 (0)478 057337
Fax: +33 (0)478 057336
E-mail: contacts@eraascenseurs.com

ASTREM

15, Rue des Frères Montgolfier
63170 Aubière
Phone: +33 (0)473 151270
Fax: +33 (0)473 289244
E-mail: astrem2@wanadoo.fr

SOCIETE PYRENEENNE D'ASCENSEURS (SOPA)

71, Avenue Crampel
31400 Toulouse
Phone: +33 (0)562 262425
E-mail: sopa.asc@wanadoo.fr

ATLANTIC ASCENSEURS

40, Rue Georges Clémenceau
64320 Bizanos
Phone: +33 (0)559 27 00 57
E-mail: atlantic-ascenseurs@wanadoo.fr

STARLIFT SAS

15, Boulevard de la Jamaïque
13015 Marseille
Phone: +33496156050
E-mail: contact.starlift@wanadoo.fr

ASCENSUD 2000 SARL

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Phone: +33556918520

SAVALP, SARL

205 Avenue de Saint Simond
73100 Aix Les Bains
Phone: +33 479635256
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E-mail: savalp.ascenseurs@wanadoo.fr

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P.A. Des Verts Pres
8 Bis, Route des Creuses- BT.10 BP.68
74960 Cran Gevrier
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Tannochside Park
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BD21 4PF
Phone: 01535 60 22 39
orona@orona.co.uk

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298 Winwick Road
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WA2 8HZ
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orona@orona.co.uk

MIDLANDS

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Spring Road
Ettingshall
Wolverhampton, West Midlands
WV4 6JX
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SOUTHERN REGION

Peartree Business Centre
Ferndown Industrial Estate
Cobham Road
Wimborne, Dorset
BH21 7PT
Phone: 01202 82 45 22
orona@orona.co.uk

ORONA LONDON SOUTH

Sunbury International Business Centre
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Windmill Road
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ORONA LONDON NORTH

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Limerick
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BELFAST

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Northern Ireland BT36 4EW
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E-mail: info@nleltd.co.uk

ORONA HOLLAND**ALL-IN LIFTECHNIEK B.V**

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2408 Bz Alphen Aan Den Rijn
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E-mail: info@all-in-liften.nl

ORONA BELGIUM**COOPMAN LIFTEN NV**

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www.coopman.be | liften@coopman.be

ORONA MEXICO**EV INTERNACIONAL**

Avda. Todos los Santos 7560, Parque Industrial
Pacífico, 2ª sección
22700 Tijuana B.C.
Mexico
Phone: 00 52 66 46606390/1
Fax: 00 52 66 46606551

OSATU

Edificio Zearrekobuelta
Subida de Areatio, 5
48260 Ermua (Bizkaia)
Phone: 34 943 170 220
Fax: 34 943 170 227
E-mail: osatu@osatu.com
Web: www.osatu.com

ACTIVIDAD: Electro-medical equipment: basic defibrillators, with monitor and recording, with semiautomatic pacemakers and pulsioximeter.

REDES DE MARKETING

Larrondo Beheko Etorbidea,
Edif. 4 48180 Loiu (Bizkaia)
Phone: 902 306 316
Fax: 944 522 300
E-mail: redes@mccgraphics.com
ACTIVITY: Direct marketing.

ROKOT INDUSTRIA GRÁFICA

Pol. Industrial Txirrita-Maleo. Pabellón 11
Pol. Ugaldetxo, s/n
20100 Rentería (Gipuzkoa)
Phone: 34 943 344 614
Fax: 34 943 524 767
E-mail: rotok@mccgraphics.com
Web: www.mccgraphics.com
ACTIVITY: Printing.

SORALUCE

Bº Osintxu. apartado 90
E-20570 Bergara (Gipuzkoa)
Phone: 34 943 769 076
Fax: 34 943 765 128
E-mail: soraluce@soraluce.com
Web: www.soraluce.com
ACTIVITY: Moving column milling centres. Fixedbed CNC milling machine. Machining centres. Gantry machining centres and portal milling machines.

• BIMATEC SORALUCE

Limburg (Germany)
Phone: (49) 643 197 820
Fax: (49) 643 171 102
info@bimatec.de
Web: www.bimatec.de
ACTIVITY: Milling machines.

SOTERNA

Pol. Ind. La Fuente, 21
31250-Oteiza (Navarra)
Phone: 34 948 536 215
Fax: 34 948 536 216
Web: www.soterna.com
E-mail: soterna@soterna.com
ACTIVITY: Integrated thermal solar collectors.

TAJO

Polígono Ind. Aranguren, 9
Bº Arragua
E-20180 Oiartzun (Gipuzkoa)
Phone: + 34 943 26 00 00
Fax: + 34 943 49 13 63
E-mail: tajo@tajo.coop
ACTIVITY: Transformation of plastics by injection. Making moulds for plastic injection.

• MANCHALAN

Avda. Castilla La Mancha, 11
E-19171 Cabanillas del Campo (Guadalajara)
Phone: 34 949 33 75 25
Fax: 34 949 33 75 26
home@manchalan.com
20% owned by the Tagus and 20% by Alecop.
ACTIVITY: Assembly of units and sub-units for the domestic appliance and automotive sectors. Plastic injection.

• TABIPLAST

Ul. Zmigrodzka 143
51 - 130 Wroclaw
NIP 895 18 25 448
Phone: 48 604082400
Fax: 48 713 329 171
ACTIVITY: Transformation of plastics.

• TREBOPLAST

Unhartice, 127
571 01 Moravská Trebová
Czech Republic
420 606 771 897
420 461 311 494
E-mail: jrecalde@tajo.coop
ACTIVITY: Transformation of plastics.

GRUPO ULMA S. COOP.

Bº Garagaltza, 51 – Apartado 22
20560 Oñati (Gipuzkoa)
Phone: 943-250300
Fax: 943-780917
Web: www.ulma.com
E-mail: grupoulma@ulma.com

ULMA AGRÍCOLA

Barrio Garibai, 9 – Apartado 50
20560 Oñati (Gipuzkoa)
Phone: 943-034900
Fax: 943-716466
E-mail: info@ulmaagricola.com
ACTIVITY: Greenhouses.

• **ULMA CONSTRUCCIÓN Y AGRÍCOLA DE MÉXICO, S.A. DE C.V.**

Carr. México- Querétaro Km 37,5 N° 5010
Cond. Industrial Cuamatla - Bodega 45
54730 - Cuautitlan Izcalli - Estado de México (México)
Phone:- Fax: (55) 1113 2469 / 1113 2038
info@ulmaagricola.com.mx
www.ulmaagricola.com.mx

ULMA CARRETILLAS ELEVADORAS

Ps. Otadui, 8 – Apartado 32
20560 Oñati (Gipuzkoa)
Phone: 943-718033
Fax: 943-783502
E-mail: atencionalcliente@manutencion.ulma.es
ACTIVITY: Design and development of custom and integral solutions for any kind of maintenance requirements.

• **BATPLUS**

Avda. Can Bordoll 159,
Polígono Industrial Can Roquetas
08202- Sabadell
(Barcelona)
Phone: +34 93 001 45 60
Fax: +34 93181 50 54
ACTIVITY: Business Development battery regeneration.

• **CENTROMAN**

Calle Valportillo Primera, 4
Polígono Industrial de Alcobendas
28108 – Madrid
Phone: +34 91 661 35 64
Fax: +34 91 661 36 31
E-mail: comercial@centroman.net
ACTIVITIES: Sale and Rent Forklifts, Service and Training.

• **ESENERGIA**

Calle Gerardo Barrios, 1436
Edificio Exaca
San Salvador
El Salvador
Phone: +00 503 22715702
Fax: +503 22210519
ACTIVITY: Business Development battery regeneration.

• **ULMA SAFE HANDLING EQUIPMENT**

Garagaltza auzoa, 51 -P.O. Box 22
20560 Oñati (Gipuzkoa)
Phone: +34 943 250 300
Fax: +34 943 780 917
E-mail: info@ulmainoxtruck.com
ACTIVITY: Design, manufacture and marketing of easy-to-clean maintenance equipment.

ULMA CONSTRUCCIÓN

Ps. Otadui, 3 – Apartado 13
20560 Oñati (Gipuzkoa)
Phone: 943-034900
Fax: 943-034920
E-mail: info@ulma-c.com
ACTIVITY: Services and Solutions for industrialized construction.

• **ULMA BETONSCHALUNGEN UND GERÜSTE GMBH**

Paul-Ehrlich-Straße 8
D-63322 Rödermark (Alemania)
Phone: +49 (0) 6074 9294 0
Fax: +49 (0) 6074 9294 101

• **ULMA, S.A.R.L.**

27, Rue Gustave Eiffel
Z.I. de la Marinière
91070 Bondoufle (Francia)
Phone: +33 1 69 11 54 50
Fax: +33 1 69 11 54 54

• **ALPI, S.P.A.**

Zona Industriale Est
I-39035 Monguelfo (Bz) (Italia)
Phone: + 39 0474 947 400
Fax: + 39 0474 947 499

• **ULMA CONSTRUCCION POLSKA S.A.**

03-115 Varsovia (Polonia)
ul. Klasyków 10
Phone: +48 22 506 70 00
Fax: +48 22 814 31 31

• **ULMA PORTUGAL LDA.**

Zona Industrial-Rua A, s/n
Vale de Figueira
2695 São João Da Talha
Lisboa (Portugal)
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Fax: +351 219 558 022

- **ULMA CONSTRUCCIÓN CZ, S.R.O.**
 Průmyslová 1009
 294 71 Benátky Nad Jizerou
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 Phone: + 420 326 910 600
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- **ULMA CONSTRUCCION SK, S.R.O.**
 Rybníčná 38/K
 831 06 Bratislava (República Eslovaca)
 Phone: + 421 2 4910 2911 - 13, 18
 Fax: + 421 2 4910 2922
- **ULMA COFRAJE S.R.L.**
 Sos Chitilei, 200
 012405 - Sector 1
 Bucarest (Rumania)
 Phone: +40 31 425 13 22 / 23
 Fax: +40 31 425 13 24
- **ULMA FORMWORK UKRAINE LTD.**
 3, Derevoobrobna St.
 01013 Kiev (Ucrania)
 Phone: + 380 44 255 14 92
 Fax: + 380 44 255 14 94
- **ULMA ANDAMIOS Y ENCOFRADOS ARGENTINA, S.A.**
 Bernardo de Irigoyen 722 6A
 Cp1072aap Capital Federal (Argentina)
 Phone: +54 1 14 3425132
 Fax: +54 1 14 3425132
- **ULMA BRASIL - FÔRMAS E ESCORAMENTOS LTDA.**
 Rua João Dias Ribeiro, 210
 Jd. Sagrado Coração de Jesus
 Cep: 06693-810 Itapevi - Sp (Brasil)
 Phone: +55 11 3883 1300
 Fax: +55 11 3883 1300
- **ULMA CONSTRUCTION SYSTEMS CANADA INC.**
 44 Simpson Road
 L7E 1Y4 Bolton, Ontario (Canadá)
 Phone: + 1 905 857 8562
 Fax: +1 905 857 8564
- **ULMA CHILE - ANDAMIOS Y MOLDAJES, S.A.**
 Vizcaya n° 325 - Pudahuel
 (Ruta 68, Camino Noviciado)
 Santiago (Chile)
 Phone: +56 2 5990530
 Fax: +56 2 5990535
- **ULMA FORM WORKS, INC.**
 58 Fifth Avenue Hawthorne, New Jersey 07506
 (EE.UU.)
 Phone: +1 973 636 2040
 Fax: +1 973 636 2045
- **ULMA CIMBRAS Y ANDAMIOS DE MÉXICO S.A. DE C.V.**
 Vía Gustavo Baz Prada 2160 Acceso 5
 54060 Col. La Loma
 Tlalnepantla
 Estado de México (México)
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 Fax: +52 55 2628 3549
- **ULMA ENCOFRADOS PERÚ,S.A.**
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 Lima (Perú)
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- **ULMA FORMWORKS CHINA R.O.**
 #1009 Fortunegate Mall
 1701 West Beijing Road
 200040 Shanghai (China)
 Phone: +86 21 62887070
 Fax: +86 21 62885980
- **ULMA FORMWORKS UAE L.L.C.**
 Plot No. 597-547
 Dubai Investments Park
 P.O. Box 282286
 Dubai (EAU)
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- **ULMA FORMWORK SYSTEMS INDIA PVT. LTD**
 207, 2nd Floor – TimeTower
 Main M.G. Road – Sector – 28
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 Haryana (India)
 Phone: + 91 124 4205521
 Fax: + 91 124 4205521
- **ULMA KAZAKHSTAN**
 17, Kuishi Dina St.
 Office 501-502
 010010 Astana (Kazajistán)
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 (ext. 502)
 Fax: + 7 7172 58 05 19

• **ULMA FORMWORK SINGAPORE PTE. LTD.**

2 Senoko Way
758027 Singapur (Singapur)
Phone: + 65 6758 2338
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SPAIN

• **THE CANARIES OFFICE**

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Manzana XIII-Parcelas 21 y 22
38509 Güimar
Tenerife (España)
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Fax: +34 922 501101
Pol. Ind. Las Majoreras
Los Llanillos, 33
35259 Ingenio
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Fax: +34 928 789538

• **CENTRAL REGION OFFICE**

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45110 Ajofrin
Toledo (España)
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Fax: +34 925 011008

• **THE EAST REGION OFFICE**

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Pintor Velázquez, 7 y 9
08213 Polinya
Barcelona (España)
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Fax: +34 93 7133643
Pol. Ind. Son Noguera
Cas Rossos, 12-14
07620 Lluçmajor
Illes Balears (España)
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Fax: +34 971 121512

• **THE NORTH REGION OFFICE**

Pol. Ind. Goiaín
Av. San Blas, 1
01170 Legutiano
Álava (España)
Phone: +34 945 001100
Fax: +34 945 001111

• **THE WEST REGION OFFICE**

Pol. Ind. Espiritu Santo
Rua Bell, 24-26
15650 Cambre
A Coruña (España)
Phone: +34 981 649802
Fax: +34 981 649060

• **THE SOUTH REGION OFFICE**

Camino Nuevo, s/n
18210 Peligros
Granada (España)
Phone: +34 958 405028
Fax: +34 958 405328

ULMA CONVEYOR COMPONENTS

Bº Zelaieta s/n
48210 Otxandio (Bizkaia)
Phone: 945-450075
Fax: 945-450257
E-mail: info@ulmaconveyor.com
ACTIVITY: Integrated logistics solutions.

ULMA EMBEDDED SOLUTIONS

Bº Garagaltza, 51
20560 Oñati (Gipuzkoa)
Phone: 943-250300
Fax: 943-780917
E-mail: info@ulmaembedded.com
ACTIVITY: Engineering services on embedded systems.

ULMA HANDLING SYSTEMS

Bº Garagaltza, 50. Apartado 67
20560 Oñati (Gipuzkoa)
Phone: 943 782492
Fax: 943782910 – 943718137
E-mail: informa@manutencion.ulma.es
ACTIVITY: Logistics engineering and consultancy.

• **BRAZIL**

Rua José Getulio 579 cj22
Aclimação São Paulo – SP
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Fax: +55 11 2167-5284

- **FRANCE**

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- **HOLLAND**

Ringallee 35
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- **DELEGATION BARCELONA**

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Fax: 93 2325765

- **DELEGATION VALENCIA**

Edificio Salvesen Logistica
46960 Aldaya (Valencia)
Phone: 677 985467

- **PTLS, S.L.**

Bº Garagaltza nº 50
20560 Oñati (Gipuzkoa)
Phone: +34 943-718820
Fax: +34 943-718828
E-mail: info@ptlsystems.com

- **PTLS do Brasil Comercio, Importação e Exportação, Ltda.**

Rua José Getúlio, 579, cj 22
Aclimação - São Paulo - Sp - Brasil
CEP 01509-001
Phone: +55 11 3722-5940
Fax: +55 11 2167-5284

ULMA HORMIGÓN POLÍMERO

Bº Zubillaga, 89 - Apartado 20
20560 Oñati (Gipuzkoa)
Phone: 943-780600
Fax: 943-716469
E-mail: hormigon@ulmapolimero.com

ACTIVITY: Prefabricated elements for construction.

- **ULMA BETAO POLÍMERO, LDA.**

Zona Industrial Vale de Figueira, Rua A, s/n
Vale de Figueira
2695 Sao Joao da Talha
Lisboa (Portugal)
Phone: 35 1 912306272
Fax: 21 4720187

- **ULMA BÉTON POLYMÈRE**

62 Av. du 8 Mai 1945
64100 Bayonne (Francia)

- **ULMA POLIMERBETON SP. Z O.O.**

Zeromskiego 46, 90-626 Lodz (Polonia)

- **ULMA PREFABRICADOS EM MINERAL COMPOSITE LTDA.**

Al Joaquim Eugenio Lima 680
Andar 4 Cj44
Jardim Paulista
Sao Paulo (Brasil)

ULMA PACKAGING

Bº Garibai, 28 - Apartado 145
20560 Oñati (Gipuzkoa)
Phone: 943-739200
Fax: 943-780819

E-mail: info@ulmapackaging.com

ACTIVITY: Packaging equipment and sensors.

- **ULMA PACKAGING S.A.**

Avenida 101 - Iturraspe N.1075
Partido Gral.San Martin
Buenos Aires (Argentina)
Phone: +541147138375

- **ULMA PACKAGING PTY LTD**

9 Archimedes Place
Qld 4172 Murarrie (Australia)
Phone: +61(0)733994922

- **GH NV**

Langlaarsteenweg 168
B-2630 Aartselaar (Belgium)
Phone: 32038706060

- **ULMA PACKAGING LTDA. (Oficina comercial)**

Rua José Getúlio, 579 - Cj. 22
Cep: 01509-001 São Paulo - Sp (Brasil)
Phone: +55 11 4063-1143

- **ULMA PACKAGING GMBH I GR**

Einsteinring 11
89257 Illertissen (Deutschland)
Phone: +49 (0) 7303/901996-0

- **ULMA PACKAGING SARL**

Centre Erlia - Z.I. De Jalday
64500 Saint Jean De Luz (France)
Phone: +33559080707

- **ULMA PACKAGING SRL**

Via Dell'artigianato N.2
29010 Gagnano Trebbiense (Italy)
Phone: +39 (0) 523 788 447

- **ULMA PACKAGING S.A. DE C.V.**

Via Gustavo Baz Prada 2160 Edificio 4 Planta Baja
Col La Loma
54060 Tlanepantla Edo. de México (México)
Phone: +525553658072

- **ULMA PACKAGING B.V.**

Techniekweg 19a
4143 Hw Leerdam (Netherlands)
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- **ULMA PACKAGING POLSKA SP.Z.O.O.**

Ul. Sikorskiego 5
05-119 Legionowo (Poland)
Phone: +48227662250

- **ULMA PACKAGING LDA**

Centro De Negócios Quinta Verde, Fracção B
Quinta Das Fazendas Novas
2130-102 Benavente (Portugal)
Phone: +351 263518030

- **ULMA PACKAGING SRL ROMANIA**

Strada Turnu Magurele 270D, Cavar Center,
Corp C, Etaj 2, Biroul 2, Sector 4
Bucuresti (Romania)
Phone: +40 21 315 4848 / +40 21 460 4846

- **ULMA PACKAGING LLC**

8-Tekstilshikov Dom 11 Build 1 Office 311
129109 Moscow (Russia)
Phone: +7 (495) 957 3557

- **ULMA PACKAGING SYSTEMS (SA)
(PTY) LTD**

P.O. Box 1696
2008 Bedfordview (South Africa)
Phone: +2711 608 4005

- **ULMA PACKAGING UKRAINE**

A.Akhmatovoy Str., 13, Office 380
02068 Kiev (Ukraine)
Phone: +380442292877
E-mail: vchernokozinskyi@ulmapackaging.com.ua

- **ULMA PACKAGING LIMITED**

Unit 4 Woodland Court
Coach Crescent Shireoaks
S818ad Worksop (United Kingdom)
Phone: +441909506504

- **HARPAK-ULMA PACKAGING, LLC.
(GA)**

3035 Torrington Drive
30107 Ball Ground (Ga)
USA
Phone: +1 (770) 345-5300

SPAIN:

- **DELEGATION ANDALUCÍA**

Pol. Ind. La Negrilla , Manzana 1, C/ Libro, Nave 26
41016 Sevilla (Sevilla)
Phone: 95 - 563 00 15
E-mail: andalucia@ulmapackaging.com

- **DELEGATION CANARY ISLANDS**

Camino de las Gavias, 131
38204 La Laguna (Tenerife)
Canarias
Phone: 922 - 31 44 47
E-mail: canarias@ulmapackaging.com

- **DELEGATION CATALONIA**

C/ Pintor Velázquez, 7-9
08213 Polinya (Barcelona)
Phone: 93 - 713 28 45
E-mail: catalunya@ulmapackaging.com

- **DELEGATION CENTER**

Av. Cerro del Aguila N° 3 Edificio 2, Oficina 2B1
Parque Empresarial Sanse
28700 S.S. de los Reyes (Madrid)
Phone: 91 - 652 37 00
E-mail: centro@ulmapackaging.com

- **DELEGATION GALICIA**

Avda. de Madrid, 73 - 2º Oficina 9
36214 VIGO (PONTEVEDRA)
Phone: 986 - 23 15 30
E-mail: galicia@ulmapackaging.com

- **DELEGATION LEVANTE**

Edificio Parque de la Albufera
Pz. Alqueria de la Culla ,4-Planta 9, Ofc.904
46910 Alfafar (Valencia)
Phone: 96 - 122 52 02
E-mail: levante@ulmapackaging.com

• **DELEGATION NORTH**

B° Garibai, 28
20560 Oñati (Gipuzkoa)
Phone: 943 73 92 11
E-mail: norte@ulmapackaing.com

ULMA PIPING

B° Zubillaga, 3 – Apartado 14
20560 Oñati (Gipuzkoa)
Phone: 943-780552
Fax: 943-781808
E-mail: ulma@ulmapiping.com
ACTIVITY: Manufacture of forged flanges and accessories.

• **INDUSTRIAS ULMA VENEZOLANA C.A**

Torre Financiera, Av. Principal Colinas de Bello Monte,
Planta Intermedia, Oficina PI-F, Caracas 1051,
Venezuela
Phone: (212) 753 68 33,753 50 13
Fax: (212) 753 66 31

• **ULMA LAZKAO FORGING, S.L.**

Cl. Zubierreka, 52
20210 Lazkao (Gipuzkoa)
Phone: 943-805333
ACTIVITY: Forging.

ULMA PRECINOX

B° Olaberria, 11
20230 Legazpi (Gipuzkoa)
Phone: 943-250790
Fax: 943-250765
E-mail: info@ulmaprecinox.com
ACTIVITY: Manufacture of metal structures and their components.

UROLA

Urola-Kalea, s/n
Apdo. 3
20230 Legazpia (Gipuzkoa)
Phone: 34 943 737 003
Fax: 34 943 730 926
E-mail: transformado@urola.com
E-mail: maquinaria@urola.com
Web: www.urola.com
ACTIVITY: Construction of blowing machines for the manufacture of hollow thermoplastic containers. Manufacture of blowing moulds. Transformation of plastic by extrusion. Transformation of plastic by injection. Transformation of plastic by blowing. Transformation of plastic by injection-blowing.

URSSA

Campo de los Palacios, 18
Apdo. 284
01006 Vitoria (Álava)
Phone: 34 945 158 510
Fax: 34 934 158 513
E-mail: urssa@urssa.es
Web: www.urssa.es
ACTIVITY: Engineering, manufacture of metal structures. Integral project management.

Retail Area

Retail

GRUPO EROSKI

B° San Agustín, s/n
48230 Elorrio (Bizkaia)
Phone: 34 946 211 211
Fax: 34 946 211 222
Web: www.eroski.es
ACTIVITY: Group of companies belonging to the EROSKI cooperative, whose core business focuses on the retail trading sector for mass consumer goods and services, through multiformat outlets that are either of a general nature (supermarkets, hypermarkets and petrol stations) or specialist (perfumes, sport, travel, leisure and culture).

Food domain

ACTIVITY: Retailing of mass consumer goods and services, through hypermarkets, supermarkets, self-services and petrol stations.

• **CAPRABO, S.A**

Ciencias, nº 135
08908 L'Hospitalet de Llobregat (Barcelona)
Web: www.caprabo.es

• **CECOSA HIPERMERCADOS S.L.**

MercaMadrid Plataforma Baja
Parcela B-2 Calle 21
Crta Villaverde-Vallecas Km. 3,8
28053 (Madrid)
ACTIVITY: Retailing of mass consumer goods and services.

• **EROSKI S. COOP.**

B° San Agustín, s/n
48230 Elorrio (Bizkaia)
Phone: 34 946 211 211
Fax: 34 946 211 222
Web: www.eroski.es

Diversification area

ACTIVITY: Retailing of consumer goods and services through specialist outlets: perfumes, HORECA (Hotels, Restaurants and Catering), Cash & Carry, sports shops, travel agents, and leisure and culture outlets.

- **ABACUS IBERIA, S.A**

Commercial retail of recreational and cultural items. Avenida Pablo Neruda nº 91-97 Centro Comercial Madrid Sur. 28018 Madrid

- **DAPARGEL S.L., PERFUMERIAS IF.**

Commercial retail of toiletries. Idorsolo Kalea, 15, Edificio San Isidro, II, planta 1ª, Departamento 12, planta 1ª 48160 Derio (Bizkaia)
Web: www.infaradis.com

- **FORUM SPORT S.A.**

Commercial retail of sporting goods. Bº Etxerre, s/n. 48970 Basauri (Bizkaia)
Web: www.forumspport.es
Web: www.sportarea.es

- **VIAJES EROSKI, S.A.**

Travel agency specializing in the holiday and business areas. Polígono Artunduaga 14-3 48970 Basauri (Bizkaia)
Web: www.viajeseroski.es

Food and agriculture

GRUPO AUSOLAN

Uribarri Etorbidea, 35
20500 Mondragón (Gipuzkoa)
Phone: 34 943 794 611
E-mail: ausolan@ausolan.com

- **ADARA**

Pº del ferrocarril, 339,3º,1ª
08860 Castelldefels
Phone: 34 936 455 100
Fax: 34 936 455 101
E-mail: adara@ausolan.com
ACTIVITY: Group catering service.

- **AUZO-LAGUN**

Uribarri Etorbidea, 35
20500 Mondragón (Gipuzkoa)
Phone: 34 943 794 611
Fax: 34 943 794 366
E-mail: auzolagun@ausolan.com
ACTIVITY: Group catering service. Pre-cooked food. Cleaning of buildings and premises. Complete service for the healthcare sector.

- **COCINA CENTRAL GOÑI**

Rivera de Axpe, 38
48950 Erandio (Bizkaia)
Phone: 944 630 588
Fax 944 630 221
E-mail: goni@ausolan.com
ACTIVITY: Group catering service.

- **COCINA CENTRAL MAGUI**

C/ Larragana, 12
01013 Vitoria-Gasteiz
Phone: 945 251 776
www.maguinet.com
ACTIVITY: Group catering service.

- **COMISLAGUN**

Carretera Masía de Juez, 18-A
46900 Torrent (Valencia)
Phone: 34 961 568 001
Fax: 34 961 568 132
E-mail: comislagun@ausolan.com
73,4% owned by Auzo-Lagun.
ACTIVITY: Group catering service.

- **GESLAGUN**

Uribarri Etorbidea, 35.
Apdo 140,
20500 Mondragón (Gipuzkoa)
Phone: 943 79 46 11
Fax: 943 79 43 66
ACTIVITY: Group catering service.

- **JANGARRIA**

Katuari, 20
Ansoain (Navarra)
Phone: 34 948 382 020
Fax: 34 948 131 892
E-mail: jangarria@ausolan.com
ACTIVITY: Group catering service.

BARRENETXE

Okerra, 7
 48270 Markina (Bizkaia)
 Phone: 34 946 168 143
 Explot. Berriatua:
 Phone: 34 946 139 157
 Explot. Etxea:
 Phone: 34 946 166 173
 E-mail: barrenetxe@barrenetxe.com
ACTIVITY: Greenhouse and open-air fruit and vegetable crops.

BEHI-ALDE

Olaeta-Aramaiona (Álava)
 Apdo. 44 Mondragón
 Phone: 34 945 450 100
 Granja: 34 945 450 100
 E-mail: behi-alde@conet.es
ACTIVITY: Milk, livestock for breeding and meat.

MIBA

Zona Industrial Galarza, s/n
 48277 Etxebarria (Bizkaia)
 Phone: 34 946 167 884
 Fax: 34 946 167 886
 E-mail: miba@miba.coop
 Olaeta-Aramaiona (Álava)
ACTIVITY: Compound feeds. Tools and small farming machinery. Fertilisers and seeds. Phytosanitary products. Veterinary service.

UNEKEL

Barriada de Berrio, s/n
 48230 Elorrio (Bizkaia)
 Phone: 34 946 167 884
 Fax: 34 946 167 886
ACTIVITY: Breeding of rabbits.

Knowledge**Research Centres****AOTEK**

Barrio San Andrés, 19. Apartado 2
 20500 Mondragón (Gipuzkoa)
 Phone: 34 943 039805
 Fax: 34 943 719203
 E-mail: info@aotek.es
 Web: www.aotek.es
ACTIVITY: Automation and optics.

C.S. CENTRO STIRLING

Polo de Innovación Garaia
 Goiru Kalea, 1 - Edificio A - 4º
 20500 Mondragón (Gipuzkoa)
 Phone: 943 037 948
ACTIVITY: Sustainable energy in the home environment.

EDERTEK

Polo Garaia, Itsasi kale 6, Apdo. 19,
 20500 Mondragón (Gipuzkoa)
 Phone: 34 943 038 867
 Fax: 34 943 038 845
 E-mail: a.akizu@edertek.es
 Web: www.fagorederlan.es
ACTIVITY: Innovation and development.

ETIC MICROSOFT

Polo Garaia
 20500 Mondragón (Gipuzkoa)
 Phone: 699 064 792
ACTIVITY: Development of projects involving embedded systems technologies.

HOMETEK

Bº San Andrés, 18
 20500 Mondragón (Gipuzkoa)
 Phone: 34 943 719 100
 Fax: 34 943 036 928
ACTIVITY: Home fittings.

IDEKO Ik-4

Arriaga kalea, 2. Apdo. 80
 20870 Elgoibar (Gipuzkoa)
 Phone: 34 943 748 000
 Fax: 34 943 743 804
 E-mail: ideko@ideko.es
 Web: www.ideko.es
ACTIVITY: Development and innovation in machine tools and systems: product development and improved production processes. Technical support. Technology monitoring.

IKERLAN Ik-4

José María Arizmendiarieta, 2. Apdo. 146
20500 Mondragón (Gipuzkoa)
Phone: 34 943 712 400
Fax: 34 943 796 944
E-mail: webmaster@ikerlan.es
Web: www.ikerlan.es

ACTIVITY: R&D projects under contract for the development of new products or for improving production processes. Mechatronics: electronics and technical design and production systems. Energy: rational use of energy, renewable energies.

ISEA

Polo Garaia, Goiru kalea, 7
20500 Mondragón (Gipuzkoa)
Phone: 943 772 064
Fax: 943 797 088

ACTIVITY: Innovation in advanced services.

KONIKER

Pol. Ind. Bainuetxe 5^a
20550 Aretxabaleta (Gipuzkoa)
Phone: 34 943 039 360
Fax: 34 943 039 369
E-mail: info@koniker.coop
Web: www.koniker.coop

ACTIVITY: R&D in forming and assembly.

LORTEK

Barrio La Granja s/n
20240 Ordizia (Gipuzkoa)
Phone: 34 943 882 303
E-mail: lortek@lortek.es
Web: www.lortek.es

ACTIVITY: Joining technologies.

MIK (MONDRAGON INNOVATION & KNOWLEDGE)

Centro de Investigación en Gestión que desarrolla la investigación de la Facultad de Empresariales de Mondragon Unibertsitatea.
Ibarra Zelaia, 2
20560 Oñati (Gipuzkoa)
Phone: 34 943 719191
E-mail: mik@mik.es
Web: www.mik.es

ACTIVITY: Management research.

MTC

Pol. Ind. Arabieta
48300 Gernika (Bizkaia)
Phone: 34 946 259 265
Fax: 34 946 259 258
E-mail: gernika@mtc.maier.es

ACTIVITY: Research and development into automotive assemblies and components made with thermoplastics. Development of new technologies.

ORONA EIC

Polígono Lastaola, s/n
20120, Hernani (Gipuzkoa)
Phone: 34 943 551 400
Fax: 34 943 550 047

ACTIVITY: Vertical transport systems.

POLO DE INNOVACIÓN GARAIA, S.COOP

Goiru kalea 1
20500 Mondragón (Gipuzkoa)
Phone: 34 943038846
Fax: +34 943 79 39 99
E-mail: garaia@pologaraia.es
Web: www.pologaraia.es

ACTIVITY: Provide infrastructure for innovation.

ULMA PACKAGING TECHNOLOGICAL CENTER

Bº Garagaltza, 51
20560 Oñati (Gipuzkoa)
Phone: 943-039350
Fax: 943-039341

ACTIVITY: Development and Research in packaging sector.

Training centres

ARIZMENDI

Otalora Lizenziaduna, 8
20500 Mondragón (Gipuzkoa)
Phone: 943 772 025
Fax: 943 797 922
E-mail: arizmendi@arizmendi.ikastola.net
Web: arizmendi.eu
ACTIVITY: Education.

LEA-ARTIBAI

Xemein etorbidea, 19
48270 Markina-Xemein (Bizkaia)
Phone: 34 946 169 002
Fax: 34 946 169 160
E-mail: info@leartik.com · Web: www.leartik.com
ACTIVITY: Technical education.

MONDRAGON UNIBERTSITATEA

C/Loramendi, 4
20500 Mondragón (Gipuzkoa)
Phone: 34 943 712185
Fax: 34 943 712193
E-mail: info@mondragon.edu
Web: www.mondragon.edu
ACTIVITY: University studies.

- **SCHOOL OF BUSINESS**

Faculty of Mondragon
Oñati Campus
Ibarra Zelaia, 2
20560 Oñati (Gipuzkoa)
Phone: 34 943 718009
Fax: 34 943718162
Bidasoa Campus
Hendaia, 8
20301 Irun (Gipuzkoa)
Phone: 34 943 639129
Fax: 34 943667022
E-mail: informacion@enpresagintza.mondragon.edu
Web: www.enpresagintza.mondragon.edu
ACTIVITIES: Training of undergraduate, postgraduate and continuing education in management. Management research.

- **SCHOOL OF HUMANITIES AND EDUCATION**

Faculty of Mondragon
Eskoriatza Campus
Dorleta, s/n
20540 Eskoriatza (Gipuzkoa)
Phone: 34 943 714 157
Fax: 34 943 714 032
E-mail: harrera.huhezi@mondragon.edu
Web: www.mondragon.edu/eu/huhezi
ACTIVITY: Schoolteacher's college. Audio-visual Communication Studies.

- **MONDRAGON GOI ESKOLA POLITEKNIKO (MGEP)**

Faculty of Mondragon University
Mondragon Campus
C/Loramendi, 4
20500 Mondragón (Gipuzkoa)
Phone: 34 943 794 700
Fax: 34 943 791 536
E-mail: info@eps.mondragon.edu
Goierri Campus
Granja Auzoa, s/n.
20240 Ordizia (Gipuzkoa)
Phone: 34 943 880 062
Fax: 34 943 880 176
E-mail: bulegoa@goierrieskola.org
ACTIVITY: Technical education.

OTALORA

Palacio Otalora
Barrio Aozaraza s/n
20550 Aretxabaleta (Gipuzkoa)
Phone: 34 943 712 406
Fax: 34 943 712 338
E-mail: otalora@mondragoncorporation.com
ACTIVITY: Cooperative and business training.

TXORIERRI POLITEKNIKA IKASTEGIA

Untzaga Ibaia kalea, 1
48016 Derio (Bizkaia)
Phone: 34 944 034 060
Fax: 34 944 034 061
E-mail: info@txorierrri.net
Web: www.txorierrri.net
ACTIVITY: Technical education

Support bodies and international services

Support Bodies**ATEGI**

Polo Garaia, Goiru kalea. Edificio A-2ª planta
20500 Mondragón (Gipuzkoa)
Phone: 34 943 711 930
Fax: 34 943 773 101
E-mail: info@ategi.com
Web: www.ategi.com
ACTIVITY: Buying portal.

FUNDACIÓN MONDRAGON

Po José María Arizmendiarieta, 5
20500 Mondragón (Gipuzkoa)
Phone: 34 943 779 300
Fax: 34 943 796 632
E-mail: fundación@mcc.es
ACTIVITY: Services to business to Business.

MONDRAGON

Pº José María Arizmendiarieta, 5
20500 Mondragón (Gipuzkoa)
Phone: 34 943 779 300
Fax: 34 943 796 632
Web: www.mondragoncorporation.com
ACTIVITY: Services to business to Business.

MONDRAGON CENTRO DE PROMOCIÓN

Polo de Innovación Garaia
Goiru Kalea, 1-1º
20500 Mondragón (Gipuzkoa)
Phone: 34 943 082 215
Fax: 34 943 796 632
E-mail: mondragon-cp@mondragoncorporation.com
Web: www.mondragon-corporation.com
ACTIVITY: Promotion of new companies

MONDRAGON INNOVACIÓN

Pº José María Arizmendiarieta, 5
20500 Mondragón (Gipuzkoa)
Phone: 34 943 779 300
Fax: 34 943 796 632
51% owned by MONDRAGON INVERSIONES.
ACTIVITY: Financing of technology projects.

MONDRAGON INVERSIONES

Po José María Arizmendiarieta, 5
20500 Mondragón (Gipuzkoa)
Phone: 34 943 779 300
Fax: 34 943 796 632
ACTIVITY: Promotion of companies.

MONDRAGON NAVARRA

Avda. Carlos III, 36-1º
Pamplona (Navarra)
Phone: 34 943 421 942
Fax: 34 943 421 943
25% owned by MONDRAGON INVERSIONES.
ACTIVITY: Promotion of companies.

MONDRAGON PROMOCIÓN

Pº José María Arizmendiarieta, 5
20500 Mondragón (Gipuzkoa)
Phone: 34 943 779 300
Fax: 34 943 796 632
36% owned by MONDRAGON.
Inversiones y Caja Laboral.
ACTIVITY: Promotion of companies.

MONDRAGON SUSTRAI

Po José María Arizmendiarieta, 5
20500 Mondragón (Gipuzkoa)
Phone: 34 943 77 93 00
Fax: 34 943 79 66 32
ACTIVITY: Property management.

International Services

000 MONDRAGON

C/ Argunovskaya N°3 /1
Moscu (C P 129075).
Phone:(fax)+7 495 787 74 45
Corporate Delegate
Delegado Corporativo
Mr. Luis del Castillo
E-mail: luis@mondragon.ru &
tatiana@mondragon.ru

MCC MONDRAGON BRASIL, LTDA.

Alameda Santos 2.335,
7º Andar, Cj. 71 CEP 01419-002,
Sao Paulo - SP - Brasil
Phone: +55 11 3082 3336
Fax: + 55 11 3082 3365
Corporate Delegate
Delegado Corporativo
Sr. Ibrahin Joao Elias
E-mail: ibraelias@mondragonbrasil.com.br

MONDRAGON BEIJING

Room 1106, Golden Land Building,
32 Liang Ma Qiao Road, Chaoyang District,
100016, Beijing. P.R. China
Phone: + 8610 6464 3686
Fax: + 8610 6464 3680
Corporate Delegate · Delegado Corporativo:
Mr. Jimmy Yan
jimmy.yan@mondragoncorporation.cn
E-mail: mcbj@mondragoncorporation.cn

MONDRAGON INDIA

Mondragon India
II Floor, F-89 / 8
Okhla Industrial Area, Phase - I
New Delhi - 110020 India
Phone: +91-11-40649000
Fax: +91-11-40649001
Corporate Delegate · Delegado Corporativo:
Mr. Ashutosh Sharma
E-mail: ashu@mondragoncorporation.in

MONDRAGON INTERNACIONAL CHILE

Av. Nueva Tajamar 555, oficina 1402,
Edif World Trade Center
Las Condes.
Santiago de Chile - Chile
Tf Secretaria.- + 56 (2) 334 66 88
+ (56 2) 232 37 86
Corporate Delegate · Delegado Corporativo:
Sr. Alfonso Arancibia
E-mail: alfa@mondragoncorporation.cl

MONDRAGON MÉXICO

Ejército Nacional, 678
Interior 201 - Col. Polanco
México DF 11550 - México
Phone: 52-55 - 5250 1984 / 5250 1954
Corporate Delegate · Delegada Corporativa:
Sra. Teresa Fernández
E-mail: teresa@mondragoncorporation.es

MONDRAGON SHANGHAI

CORPORATE OFFICE

Room 3211, Haitong Securities Building,
No. 689 Guangdong Road,
200001, Shanghai,
P.R. China
Phone: + 8621 6341 1076
Corporate Delegate · Delegado Corporativo:
Mr. Jason Zou- Chief Representative
E-mail: jason.zou@mondragoncorporation.cn

MONDRAGON SHANGHAI

SOURCING OFFICE

Room 3101, Haitong Securities Building,
No. 689 Guangdong Road,
200001, Shanghai, P.R. China
Phone: + 8621 6341 0728 / 0729 / 0730
Fax: + 8621 6341 0725
Corporate Delegate · Delegado Corporativo:
Mr. Jokin Laspiur - Director Compras
E-mail: jokin@mondragoncorporation.cn

MONDRAGON SHENZHEN OFFICE

Room 20 Cb-A1, 20 F, Block B, Bank of China Tower,
Caitian Road, Futian District,
518036 Shenzhen
P.R. China
Phone: + 86 755 8375 2452 / 2453
Fax: + 86 755 83752 453
Corporate Delegate · Delegado Corporativo:
Mr. Jason Zou- Chief Representative
E-mail: jason.zou@mondragoncorporation.cn

MONDRAGON USA

1401 New York Avenue, NW Suite 1225
Washington, DC 20005 - USA
Phone: + 1 202 463 7877 # + 1 202 463 7744
Fax: + 1 202 861 4784
Corporate Delegate · Delegado Corporativo:
Mr. Michael Peck
E-mail: mpeck@mapagroup.net &
jscarborough@mapagroup.net

MONDRAGON VIETNAM OFFICE

Room # 4A, 4th Floor, Rolanno Building
128 Nguyen Phi Khanh St.,
Tan Dinh Ward, Dist 1, Hochiminh City,
Vietnam
Phone: +84-83 820 6034
Fax: +84-83 820 7335 & HP: +84-937 693 617
Nguyen Thanh Phong (David)
Purchasing & Business Development
E-mail: phong@mondragoncorporation.vn
Website: www.mondragoncorporation.com

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www.mondragon-corporation.com