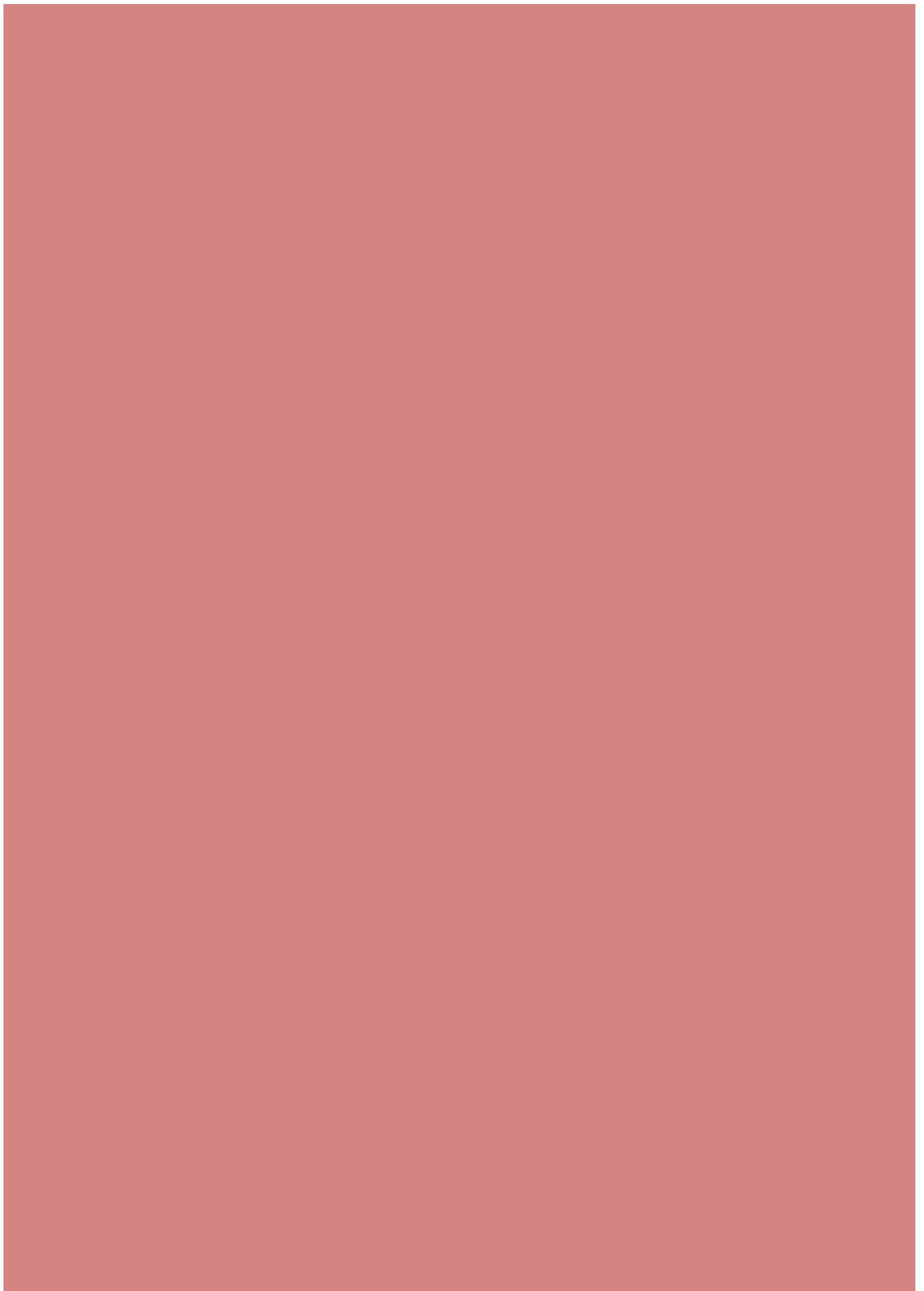




2004 Annual Report



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Certificates and Awards

Following on from previous years, a number of MCC activities won external recognition in 2004 in the quality and business management field: Fagor Industrial and Fagor Electrodomésticos' Small Domestic Appliances Business Unit were awarded the Gold Q by Euskalit, whilst Geyser-Gastech, Fagor Electrodomésticos' Kitchen Unit Business Unit and the Eroski Groups Fresh Produce Depot won the Silver Q.

Likewise, Caja Laboral Navarra won the Navarra Foundation Prize for Quality and on the international stage, Fagor Electrodomésticos' Cooking Appliance Business Unit won the Latin American Foundation Prize for Quality Management.

Moreover, 6 co-operatives were awarded ISO 14.000 Environmental Certification, which means that the MCC has 38 certificates in this field, with the "European Environment Prize" won by Orkli for its Management in terms of Sustainable Development standing out.

The table of awards, certificates and prizes for Quality and Business Excellence at the MCC was as follows at 31 December 2004:

- 1 European Prize for Business Excellence won by Irizar.
- 1 finalist in the EFQM Prize: Fagor Cooking Appliances
- 1 Latin American Prize for Quality Management: Fagor Cooking Appliances
- 1 European Environment Prize won by Orkli
- 4 Euskalit Gold Qs: Caja Laboral, Copreci, Fagor Small Domestic Appliances and Fagor Industrial.
- 14 Euskalit Silver Qs: Fagor Electrónica, Orkli, Eroski PGM, Ulma Packaging, Soraluze, Fagor Electrodomésticos Washing Appliances, Seguros Lagun Aro, Mondragón Goi Eskola Politeknikoa, Politeknika Ikastegia Txorierra, Lea Artibai Ikastetxea, CIM Fagor Kitchen Units, Geyser Gastech and the Eroski Group's Fresh Produce Depot.
- 4 EMAS registrations: Danobat, Fagor Ederlan, Fagor Electrodomésticos and Maier.
- 1 SA 8000 Certificate for Social Accountability achieved by Eroski.
- 38 ISO 14000 Environmental Certifications



Highlights

In millions of euros

	2002	2003	2004
Total Sales	9,232	9,655	10,459
International Sales	2,455	2,551	2,756
Resources under Administration*	8,474	9,247	10,042
Equity	3,102	3,281	3,757
Investment	683	847	730
Results	370	410	502
Personnel	66,558	68,260	70,884

* Caja Laboral

*J*n the context of an economic upturn, especially in Europe, our corporation had a good year in 2004: sales increased by 8.3%, profits rose by 22% and we created 2,624 new jobs, thereby achieving one of our basic objectives and ending the year with a workforce of close to 71,000 people. We also published the first Sustainability Report, following the GRI guidelines and convinced that the concepts of Social Responsibility and Sustainable Development fit in very well with our co-operative culture. This report will be included on an annual basis together with the economic and management report.

In the technological field, we gave innovation a strong boost, with the laying of the first stone in the Garaia Park, at a ceremony presided over by their majesties the King and Queen of Spain. The aim of the park is to promote innovation and technology applicable to companies, encouraging relations between the Universities, Technology Centres and companies in the same area of excellence. In this regard, the Sectorial Technology Centres set up last year were also consolidated. The new 2005-2008 Corporate Science and Technology Plan was also drawn up, with the accent on the new emerging sectors.

The Financial Group had a very positive year, in terms of both business and results. Caja Laboral exceeded 10,000 million euros of assets under administration and its profit before tax increased by almost 13%. Seguros Lagun Aro also performed well, with a significant increase in insurance premiums and a 72% rise in profits.

The Industrial Group recorded a 9.4% increase in sales and record profits, 37% higher than the previous year, in a framework of big rises in the prices of raw materials and a negative euro-dollar parity, which had a damaging effect on our exports in the dollar zone. Construction was the most dynamic sector spurred on by strong domestic demand. The order books in Capital Goods and Machine Tools also improved significantly.

We set up 10 new production plants abroad taking the total to 48 by the end of the year.

It was a good year for the Distribution Group, in spite of a weak market, with increases in market share and profits, together with the opening of 40 new outlets between hypermarkets and supermarkets, 30 travel agency branches, 8 leisure-sports stores, etc. and the starting up of a new leisure-culture business.

As far as management quality awards are concerned, two of our businesses won the Gold Q and three the Silver Q. On the international stage, Fagor Cooking Appliances won the Latin American Foundation Prize for Quality Management and Orkli was awarded the European Environment Prize.



Jesús Catania
President of the General Council

I should like to end this presentation by remembering with affection and gratitude Jesus Larrañaga, a co-founder and generous driving force behind our Co-operative Experience, who died on 7 May. He held a number of different posts of responsibility in our corporation and wrote many books and articles about our business and co-operative reality.

Financial Group

Financial Group

The performance of the financial sector in 2004 was marked by the continuation of a monetary policy of expansion by the European Central Bank, with interest rates at historic minimum levels and the continuity of the stock market bonanza started in 2003.

In this situation it can be said that the MCC's Financial Group had a satisfactory year, with a significant increase in turnover, which led to a substantial rise in profitability, as shown by the increasing soundness of the Group's assets.

In 2004, the fulfilment of the Basic Corporate Objectives can be summarised as follows:

Customer Satisfaction. In terms of commercial activity aimed at companies, the Client Portfolio Management Model was developed to make integrated, flexible and effective management possible. As in previous years, Caja Laboral continued to focus on the Internet as the preferential channel for dealing with companies, intensifying the use of Caja Laboral Net to the extent of exceeding the barrier of 15,000 company clients actively using the Internet, carrying out 6.5 million transactions a year, which was a significant rise in the level of activity compared to 2003.

During the year a Business Image Study was carried out, in order to assess Caja Laboral's presence in that segment and find out the level of satisfaction, as well as analyse performance over the last few years. One of its outstanding conclusions was that Caja Laboral is present in one out of every three businesses located in the Basque Country and Navarra, in third position among the institutions offering products and services in the company banking sector.

The studies of the insurance sector carried out by the ICEA (Insurance Company Co-operative Research body) came up with good results for Seguros Lagun Aro, putting the company above most of its competitors in terms of the way it is perceived by its clients.

Profitability. In banking, the fall in interest rates squeezed net interest income. In spite of this, the increase in turnover, the improvement in the results from financial operations and the containment of administration costs in relation to the operating income achieved, as shown by an excellent efficiency ratio of 44.4%, led to an improvement in the profitability for the year, with a 12.97% increase in profit before tax.

The positive management of Lagun-Aro's investment portfolio should also be highlighted, which recorded a net return of 6.60%, which is clearly higher than the technical interest rate (5.40%) and the 3.67% obtained on average

by the pension funds as a whole in the domestic market. Seguros Lagun Aro also performed very well, achieving the best results in its history (21.5 million euros before tax, which is 76% higher than the figure posted in 2003).

Internationalisation. Caja Laboral is the only company in this Group that carries out activities on the international stage, backed by an extensive network of foreign correspondents.

The volume of foreign commercial transactions in 2004 accounted for an overall total of 2,268 million euros, with a substantial increase of 12%, which was especially significant in terms of imports. 63% of this figure was from business from the co-operatives and the remaining 37% from other business clients. During the year, the network of foreign correspondents continued to be strengthened, with the incorporation of more than 100 new institutions. There are now more than 1,100 foreign banks available to deal with the international requirements of Caja Laboral's clients.

Development. The main indicators of the Group's turnover continued their upward trend in 2004, with total client assets under administration recording 8.6% growth and bank investment a 16.3% increase. The capitalisation of the results achieved continued to reinforce Caja Laboral's net worth soundness, taking equity to 1,117 million euros, which is an increase of 7%. Lagun-Aro's funds stood at 2,995 million euros, which is an increase of 8.3%.

It should also be highlighted that in 2004, 6 new branches were opened, half of them in the Cantabria region, taking the total number of branches to 342. This has meant that the client base has increased by 26,000 people, taking the total to 1,065,000 people. The insurance company also opened three new branches, to take its total to 70.

As for Lagun-Aro, it has a new record number of members (29,239), beneficiaries (53,695) and pensioners (6,884).

Innovation. As far as banking is concerned, a new development was incorporated into Caja Laboral Net Empresas which, by means of a document reader, enables payment documents to be paid in (cheques, promissory notes, etc.) without anyone having to go to the branch in person. Foreign banking operations were also extended with a transaction that enables the swift messages associated with foreign payment operations to be sent by e-mail, which helps speed up the presentation of the receipt to the beneficiary. The Postamail service also continued to expand significantly. This service informs clients about their banking operations by e-mail if they so require.

In the insurance field, a new field of operation was opened up by means of collaboration with Sanitas. Three new products were also developed for household economies: Lagun Aro Ahorro Infantil, Lagun Aro Ahorro Optima and Lagun Aro Previsión Segura, sold mainly through Caja Laboral's bank branch chain.

Social Responsibility. As far as training is concerned, 330 courses were given at Caja Laboral in 2004, with a total of 69,595 teaching hours, which were given to 11,700 participants. A number of different promotion courses were also organised, with 853 members participating. Aid was also given for complementary studies for another 58 members. Overall, 69% of the total workforce took part in some sort of training activity.

It is also worth highlighting that in 2004, 8 million euros from Caja Laboral's Education and Promotion Fund were also earmarked for cooperative training and promotion, research and cultural and health service activities.

Among the aspects relating to Lagun-Aro, it should be stressed that in terms of Employment Aid last year, spending was doubled to total 2.8 million euros. A definitive solution was found for 15 unemployed members, and a number were provisionally relocated or paid unemployment benefit. However, the reserve fund created for this purpose was reinforced with the surplus from the year to account for the significant total of 51.5 million euros. ■

Juan María Otaegui

MCC Vice-president

Chief Executive - Financial Group

CAJA LABORAL
Sdad. Coop. de Crédito

Caja Laboral is a financial institution set up by the industrial co-operatives. From the start it has played an active part in the development of the co-operative movement, by funding and promoting new activities, having played a key role in the shaping and cohesion of what is today the Mondragón Corporación Cooperativa.

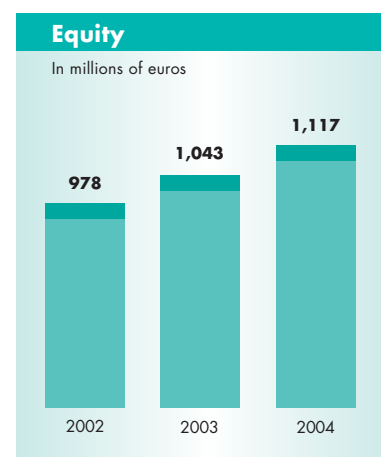
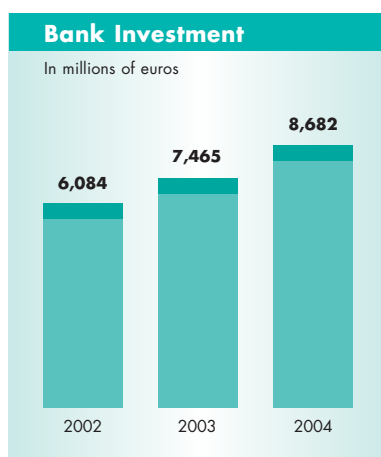
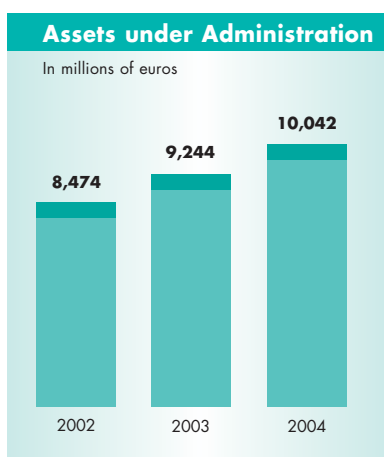


For the financial sector 2004 was marked by low interest rates, which have helped to maintain a strong demand for loans, taking the level of default to minimum values. The year was also characterised by the positive performance of the stock markets, which in turn helped to improve the performance of the securities portfolios. In this situation, Caja Laboral had a satisfactory year, as far as achieving its targets

in terms of increasing turnover and profitability are concerned. The total assets on its balance sheet stood at 11,455 million euros at the end of 2004, which was an increase of 17% compared to 2003.

Total client assets under administration accounted for 10,042 million euros at the end of the year, an annual increase of 8.6%. Contrary to what happened last year, this

growth was mainly due to products on the balance sheet, such as client deposits and the promissory notes issued, which grew by 20.9% in overall terms. For their part the products managed off the balance sheet, mainly unit trusts, and welfare plans, increased by 7.3%.



Equity continued to increase, reinforced by the profitability obtained and the demanding profit capitalisation policy, to stand at 1,117 million euros. In accordance with Bank of Spain regulations, the institution's capital adequacy ratio was 13.9%, well above the minimum requirement of 8%.

As far as lending is concerned, bank investment rose by 16.3%, to a large extent owing to the strong 18.8% growth recorded by secured loans, mainly mortgage loans, although business financing and the new consumer loan schemes also performed well. It is also worth pointing out that the index of non-performing loans fell by 11 basic points during the year, to a meagre 0.60%.

The gross investment of the securities portfolio, consisting of fixed and variable income securities, as well as holdings in group companies, accounted for 1,381 million euros, which is 15.3% higher than in 2003. This was applicable to practically all items, although especially to corporate fixed income items.

In terms of the profitability obtained, the fall in interest rates squeezed net interest income, although the commission on services and the good results from financial operations offset the initial disadvantage and led to an ordinary margin similar to that obtained in 2003 (298 million euros). As the transfers to the provision for loan losses fell because the maximum limit required by the Bank of Spain was sufficiently covered, the net profits for the year were 115 million euros, which was 11.5% higher than in 2003.

In this regard it is worth highlighting that the net returns obtained by Caja Laboral over its average total assets was 1.08% in 2004, which is a very good ratio if compared to the average for the sector. ■

LAGUN ARO

Provident Society

The members of the Lagun-Aro Provident Society are mainly members of co-operatives forming part of the Mondragón Corporación Cooperativa. Lagun-Aro provides social cover for these people and their beneficiaries, similar in scope to the State system.

At 31 December 2004, there were 29,239 members in 117 co-operatives, which is a net increase of 1,035 people.

As far as pro rata benefits are concerned, which cover short-term benefits, these totalled 60,158 thousand euros in 2004, mainly in the following areas:

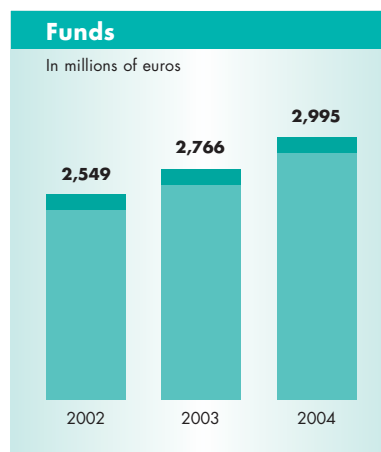
- Sick Leave, 31.3 million euros (52% of the total)
- Health Care, 22.8 million euros (38% of the total).

As in recent years, it is worth highlighting employment aid, a benefit in which the surplus achieved added to that already on the balance sheet, means that there is a reserve of 51.5 million euros.

The benefits for Retirement, Widowhood and Permanent Invalidity, which have to be guaranteed for long periods of time and for a large number of members, are financed by reserves to guarantee the relevant pensions. At the end of 2004, there were 6,884 people receiving pensions, 361 more than at the end of 2003. 62.4 million euros were paid out under these headings in 2004.

These benefits are guaranteed by Lagun Aro's funds, which at the end of 2004 totalled 2,995 million euros, once the returns on the investment portfolio had been applied, which totalled 184 million euros (6.6% of the funds invested). Compared to the previous year, the fund has increased by 228.5 million euros, which is 8.3% in relative terms.

Another important aspect to be highlighted was the end of the collaboration with the Social Security System as far as the management of healthcare is concerned and the signing of a Collaboration Agreement with the Basque Government from 2005, which will integrate primary healthcare and medicines in the public system and temporarily maintain the management of specialist and hospital care cover within the Lagun Aro Provident Society. ■



SEGUROS LAGUN ARO

General Life Insurance

Continuing with the trend of recent years, 2004 was a very positive year for Seguros Lagun Aro, with its key targets easily met. Total income accounted for 215 million euros, which is 17% more than the previous year, compared to an average increase of around 7.4% in the sector.

The income obtained from insurance premiums totalled 175 million euros, which was an increase of 23% compared to 2003. In terms of companies, Seguros Lagun Aro accounted for 102 million euros, a 10% increase compared to 2003, and Seguros Lagun Aro Vida accounted for 73 million euros, an increase of 47%.

A very selective policy was maintained as far as attracting new risk was concerned, which has led to a very low accident rate below the sector average, especially in car insurance, which has enabled the price of this product to be trimmed in the different market and client segments. Moreover, the significant upturn in the stock markets contributed to a good performance in terms of financial yield, meaning that the year closed very favourably.

As far as corporate alliances are concerned, collaboration continued to be increased with Caja Laboral and the Sanitas insurance company, which has led to an expansion of the company's range with new savings products and the selection of Seguros Lagun Aro Vida to cover healthcare for one year for the beneficiaries of people insured by Sanitas who die. This cover is already being sold by Sanitas.

Three new offices were opened in 2004, in Ercilla (Bilbao), Leioa (Bizkaia) and San Juan (Pamplona), which takes the total number of offices operating in the Basque Country, Barcelona and Valencia to 70, with 347 workers (28 more than the previous year) to serve the company's 260,000 clients.

As far as Customer Satisfaction is concerned, according to the studies carried out by the ICEA, Seguros Lagun Aro scored more than 8 out of 10, thereby beating the scores of its competitors.

As regards People Development, in 2004 leadership assessments were carried out for total of one hundred people, in order to help each of them develop in a personalised way. A mechanism has also been developed for worker participation

in the ownership of the company through Bazkideak, a share-holding body. The project has been a great success, as more than 93% of full-time workers have taken up the offer.

Finally, it should be pointed out that the new 2005-2008 Strategic Plan was drawn up over the year. This plan will establish the bases for the development of the company in the medium term. ■

Industrial Group

Industrial Group

In 2004 the international economy expanded satisfactorily, which helped the upturn in Europe, mitigating the increasing difficulties of exporting to other parts of the world, caused by the increased cost of the euro.

The MCC's Industrial Group's performance indicators gradually improved last year, with a recovery in exports and a strengthening of order books, especially in the second and third quarters. However, not all areas of activity performed the same, as the demand for consumer and intermediate goods was always more consistent than that for capital goods.

As far as the Basic Corporate Objectives are concerned, the most outstanding achievements during the year were as follows:

Customer Satisfaction. In 2004 progress continued to be made in the improvement of product and process management quality, with 103 ISO-9000 certifications and ISO-14000 environmental certifications.

Improvements continued to be made in the EFQM assessments in 2004, with Fagor Industrial and Fagor Electrodomésticos Small Domestic Appliances business awarded the Gold Q for scoring more than 500 points in the assessment carried out by external auditors and Fagor Electrodomésticos Kitchen Unit business, and Geysler Gastech the Silver Q (400 points).

These efforts aimed at improving quality were complemented with the preparation of a Corporate Best Practices Manual. This manual describes the successful management models applied by some co-operatives for possible adoption by others. 31 of these best practices were from co-operatives in the Industrial Group.

Profitability. The positive performance of the international economy led to a gradual increase in foreign demand, although as most of it was from Europe the improvement was not especially significant, given that the recovery was not outstandingly dynamic in comparison to 2003. However, as domestic demand was strong, industrial activity as a whole performed well, which made significant advances possible in profitability compared to the previous year.

Over the year as a whole, the results of the Industrial Group, before deducting the interest paid on Share Capital, increased by 37% compared to 2003, to stand at 249 million euros, which accounts for 5.2% over sales.

Internationalisation. International sales, which consist of exports plus foreign subsidiary sales, totalled 2,358 million euros in

2004, which was an increase of 9.6% compared to 2003. The upturn in the leading European economies has enabled the fall in competitiveness compared to other countries as a result of the appreciation of the euro against the dollar to be counteracted. Overall, international sales accounted for 49.2% of total sales in 2004, compared to 49.18% in 2003.

As far as new production sites abroad are concerned, the main events in 2004 were the new plants set up by Copreci in China, Egurko in Rumania, Eika in Mexico, Fagor Industrial in Poland and Irizar in South Africa. Ulma Construction also started to operate in Poland by taking over the local firm Bauma, engaged in industrialised formwork systems. These new plants took the total number of MCC factories abroad to 48.

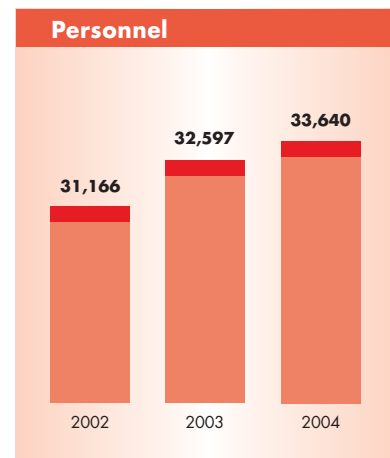
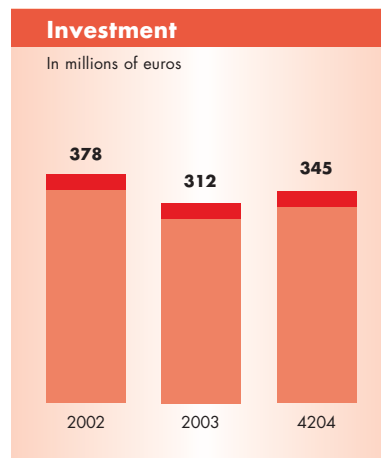
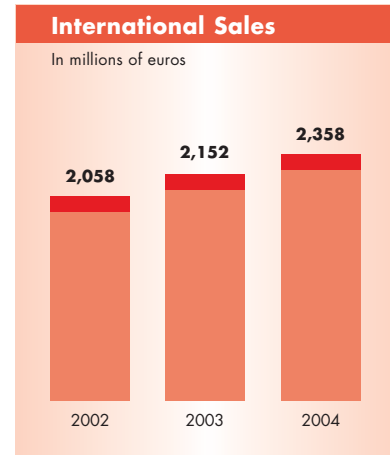
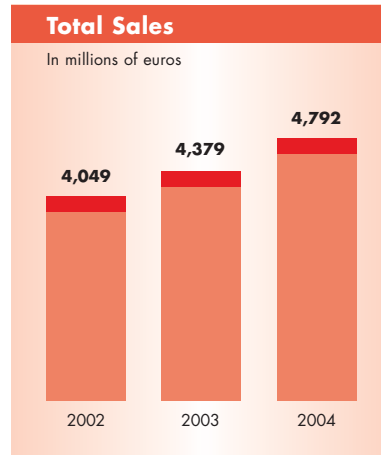
Development. Total turnover stood at 4,792 million euros in 2004, which is 9.4% higher than in 2003. The most significant increases took place in the Construction division (23.2%), thanks to the excellent performance of the sector, followed by the Industrial Systems division (18.8%), the Industrial Equipment division (14.7%) and the Components division (11.4%).

In line with the performance of sales, employment also continued its upward trend. 1,023 workers joined the Industrial Group, 59 of them from Becker, a co-operative which joined early in 2004, with the other 984 corresponding to new jobs created. At the end of the year this took the total workforce to 33,640 people, of which 7,107 (21.1% of the total) were working abroad.

Investment is another indicator of business development. It accounted for 345 million euros in 2004, which was 10.5% less than the figure posted in 2003.

Innovation. In 2004, the new 2005-2008 Science and Technology Plan was drawn up, in line with the co-operatives new strategic planning cycle. Innovation now features as a Basic Corporate Objective. The Plan has a budget of 40 million euros for new projects related to the five priority areas: Energy, Health, Information and Communication Technologies, Materials and Processes, and Advanced Management.

As far as R&D is concerned, the MCC currently has ten centres specialising in different technologies, which are subsequently applied in the co-operatives. Work started on building the Garaia Park in 2004, after all the formalities were completed for the purchase of the land and obtaining the licences. This project will be an incomparable milestone from the qualitative and quantitative points of view in the field of research and development.



A number of new activities were started up internally in 2004, with their products coming onto the market shortly: Ekisun, photovoltaic kits; Ibai, in the domestic appliance field, and Rotartica, HVAC systems using absorption technology.

Social Responsibility. In the social field, work continued on promoting co-operative employment, by encouraging contracted workers in the co-operatives to become members. The number of co-operative members in the Industrial Group increased by 554 people in 2004.

Work also continued on Management Development (71 people) and Co-operative Training and Dissemination (751 co-operative members, including Governing and Social Council members).

As far as Health and Safety at Work are concerned, as a result of the preventive measures taken, in 2004 the accident rate fell by three points. In this field the certification of Workplace Risk Prevention Systems started, in accordance with the OHSAS standard. This work will continue over the next few years. ■

AUTOMOTIVE

Mondragón Automoción increased its sales by 7% to total 961 million euros, doubled its profits and achieved a slight rise in employment of 1.1%. All this in spite of the fact that the European market grew by less than 2% and the big difficulties in defending the selling price and managing businesses after a big rise in purchasing prices.

Fagor Ederlan and its subsidiaries, which make up Ederlan Taldea, maintained sustained growth, in spite of the difficulties caused by the high costs of ferrous products. It consolidated the service that Automodulos offers GM for the current Corsa rear axles and front corners, as well as winning the modules for the replacement platforms, providing the added value generated in the Brake and Suspension business units.

As far as Fagor Ederlan's business units are concerned, the growth of the Engine unit in quantitative and qualitative terms stands out, with the production of an aluminium engine block for Iran Khodro; the increase of its production capacity up to 15,000 tonnes to be able to deal with the PSA projects (Prince and intermediate case); the winning of an important project for a machined part and the development of Moldatzen, in collaboration with Maier, in the field of plastic engine components.

PSA is already a client of all Fagor Ederlan's business units. Fiat has become a new client and Bosch has become a client of the Brake business unit, whereas before it was a client of V. Luzuriaga Usurbil. In the environmental field, a voluntary agreement was signed with the Basque Government above the

legal limits, in order to minimise the impact of its facilities.

Fagor Ederlan Brasileira increased the global offer capacity of its parent company, winning orders for callipers from ContiTeves and Bosch in the USA, whilst V. Luzuriaga Tafalla took its sales record up again to 90,000 tonnes and easily exceeded last years results, thanks to the recovery of the



selling price in the second half of the year. V. Luzuriaga Usurbil won its first global supply contract for callipers from Usurbil and Fagor Brasileira for the Toyota Corolla. Advances were also made in the process for turning the workers into co-operative members. FIT Automoción grew by 19% and obtained an BRR of 33%.

Ecenarro grew by 21% and maintained its level of profitability, in spite of the pressure of raw material costs. PSA was the company's main customer. Mapsa strengthened its investment process with 4.6 million euros, to increase the automation of its production processes and meet the increases in demand for bigger wheel rims with greater added value. The company obtained a

cash flow of 13% over sales, which was one percentage point higher than in 2003.

Batz Sistemas increased sales and improved its profitability, in spite of the additional cost of materials. It had a lot of success with SARS, a product aimed at making it easier for users to change wheels. It was developed by Batz and patented on a 50-50 basis with Renault. Cikautxo increased its turnover by 11% and channelled its resources into improving the management of the plants in Borja, Zaragoza, the Czech Republic and Brazil and incorporating new products.

Maier continued its consolidation process, with significant advances in profitability and winning new projects from strategic customers, which will lead to further growth. The strategic planning process has pointed to the idea of possibly setting up a production plant in Central Europe and focusing R&D&i on the "function" or unit. FPK also continued to consolidate itself as a supplier of structural and functional reinforced plastic parts for cars, on a "function"-oriented basis (multi-technologies), with innovation as the basic reference. ■

José María Aldekoa

MCC Vice-president

Chief Executive – Automotive Division

In millions of euros

	2003	2004
Sales	898	961
International sales	542	635

COMPONENTS

Mondragon Componentes had a good year in overall terms, with a 12% increase in sales, a percentage similar to that achieved in the international area, where turnover accounted for 62% of the total. This increase in turnover helped to mitigate to a large extent the negative effects of the increase in raw material prices and the performance of the euro compared to the dollar.

The division continued to vigorously boost its international presence, with the start up of the plant in Turkey, the inauguration of Copreci China, the start of production at Eika Mexico and the promotion of activities in areas like the United States, the Middle East and Russia.

In terms of innovation, the completion of the first stage of the fuel cell project based on solid oxide stands out. It is considered to be a promising business prospect. The BE3P strategic innovation project was also completed, as a reference model and process, carried out together with Ikerlan and the University of Mondragón. The Division also participated actively in the Spanish Sensor Group and the Eurimus Committee for the promotion of microsystems.

In **White Goods**, with moderate market growth, sales rose by 15.7%, with Gas Cooking and Cooking Electronics standing out with 23% and 70% respectively. What should be stressed was the substantial improvement in our position among the leading groups in the sector, the significant progress made in the United States in oven components and the important market share achieved

In **Electronics** sales of 65 million euros were posted, with an increase of 7.1%, in spite of the negative euro-dollar parity. This growth was basically due to the 25% increase in Electronic Subcontracting. All this in a year in which there was tough competition in Semiconductors, with a 12% drop in prices compared to 2003. In the management area, the start up of innovation plans in



in Turkey, in the cooking and washing sectors. It is also very important to highlight the increasing offer of modules to our customers.

Home Comfort had a positive year, with sales of 114 million euros, 6.4% growth and a 77% export percentage with a reduction of competitive capacity because of the euro-dollar parity, especially in the LCC in the dollar zone. In innovation mention should be made of the launch of a new self-activated unit and the development and launch onto the market of components for under-floor heating in the central heating sector.

the Radio Frequency and Electronic Subcontracting Business Units should be stressed as should the consolidation of the Fleet Management Business. ■

José Luis Olasolo

MCC Vice-president

Chief Executive – Components Division

In millions of euros

	2003	2004
Sales	429	479
International sales	265	297

CONSTRUCTION

Mondragón Construcción had an excellent year, with a 23% increase in turnover, in both national and international terms, and a high level of profitability. In compliance with internal agreements, the division will be divided into two from January 2005, although for information purposes this has already been done in this Annual Report.

In the **Vertical Transport Sector**, the consolidated sales of the Orona Group totalled 265 million euros, which was 18% more than the previous year, with a 15% increase in the Iberian market and 30% in other countries, with France, United Kingdom and the Scandinavian Countries standing out.

The order books also increased significantly by 15 points compared to 2003, which guarantees a high level of activity for 2005. In 2004, work was carried out at the Zubiar-te Shopping Centre in Bilbao, together with extension work on the Bilbao Metro and the Prado Museum in Madrid. In terms of contracted installations Telefonica's Communications City in Madrid, the San Martin market in San Sebastain and Eroski's Carcaixent Shopping Centre in Valencia stand out.

As a result of this significant growth, the Orona Group created 200 new jobs, extended its production facilities in Hernani and the number of service centres which now total 60. Likewise, coinciding with the 40th anniversary of its creation, the new production facilities and corporate offices were inaugurated on the Epele Industrial Estate in Hernani.

In **Structures and Handling**, Urssa carried out or won some important projects: in industrial construction, the Mercamálaga facilities, three combined cycle power stations in Teruel, Toledo and Cartagena, three paper mills in Jaén, Tarragona and Zaragoza, a cement factory in Morocco and an incinerator plant in Andorra; in urban construction, the new EITB



headquarters in Bilbao and the Meteorological Radar Tower in Alava; and in public works, a number of different bridges in Castelo Ampuries (Girona), Roca-Llinars (Barcelona), Aixè in France, Encamps and Mitterand in Andorra.

Ecotècnia had a brilliant year with an 80% rise in sales and a 77% increase in the workforce. One of the outstanding new orders was the agreement signed for the building of a wind farm in Galicia, which will be one of the biggest in Europe and includes the supply of 80 wind-powered generators with a total power of 130MW. Work was also started on the construction of a farm in Portugal. On the sales and technological side, it is worth highligh-

ting the launch onto the market of a new model of wind-powered generator, 80 m in diameter and with 1670 kilowatts of power.

Biurrarena once again recorded significant growth of close to 11% and developed special equipment for "screen wall" type foundations and for the demolition of buildings. A number of projects stand out in the environmental field: the building of the Cerceda refrigerator recycling plant in A Coruña, which will come into operation during the first four months of 2005. A light container plant was designed and extended in Legazpi, where 47% of the waste from Gipuzkoa is recycled, and a construction and demolition waste plant was built in Enekuri (Bizkaia).

Lana achieved high levels of profitability during the year and vigorously boosted its presence in the international market where it increased its turnover by 39% and looked at possible alternatives for setting up in Eastern Europe. Rochman developed special machinery for shrink-wrap packaging and line ends. ■

Jesús Maiztegui

MCC Vice-president

Chief Executive – Construction Division

In millions of euros

	2003	2004
Sales	474	584
International sales	58	72

Having deducted the Industrial Systems Division.

INDUSTRIAL EQUIPMENT

Jn a year characterised by significant increases in raw material prices and the continual fall of the dollar, which really made things difficult for businesses, this Division performed excellently. It posted a 12% increase in sales and its profitability over sales was in excess of 9%, based on a significant improvement in value added and overall productivity. The variables and ratios for the Division as a whole performed very well.

Leisure-Sport continued to expand abroad in spite of the weakness of the dollar, with international sales accounting for 68% of turnover. This was mainly due to the strong growth recorded by Orbea and its brand image and recognition. The company's ORCA carbon-frame model was nominated as the "Bicycle of the year 2004". It also achieved an excellent rate of return.

Dikar-Wingroup and Eredu continued to boost innovation and cost reduction, maintaining the performance of its business units and profitability.

Technical Components and Equipment achieved growth of 21%, based on the powerful performance of Ampo, Becker and Ederfil, with profits 40% higher than those posted in 2003. Ampo had an excellent year, giving rise to a radical change in its business, which led to 40% growth and a significant improvement in profitability.



Ederfil-Becker also had a brilliant year, with a higher than 50% increase in sales and a significant improvement in their productivity and results.

Irizar performed really well in the domestic market and continued with its excellent level of profitability, whilst Urola made significant advances in its activity and Hertell continued the positive trend of previous years.

Industrial Services saw its international sales rise by 29% and Evagraf joined MCC Graphics, the graphics group made up by Litogarfa Danona, Elkar and Rotok. MCC Graphics increased its value

added by 12%, obtaining significant improvements in profitability, based on technological development and customer integration.

The Aurki.net portal played a significant role in this policy, which won them the "Basque Country's Digital Enterprise 2004" award. 15 million euros of investment was announced for 2005, aimed at extending production capacity and culminating the technological renovation process started in 2000.

Alecop maintained its level of turnover. Alkargo had a year of reinforcement and internal consolidation with a lot of orders won. Coinalde achieved growth of 30%, boosting its internationalisation through an investment in Poland which will strengthen its presence in Central and Eastern Europe.

Oiarso reinforced its good level of profitability, internationalising purchasing and developing international platforms. Osatu boosted its international network, backed mainly by the new Reanibex 700 defibrillator, which is having a lot of success in the market and is a guarantee of future development. ■

Lñaki Otaño

MCC Vice-president

Chief Executive – Industrial Equipment Division

In millions of euros

	2003	2004
Sales	575	660
International sales	375	393

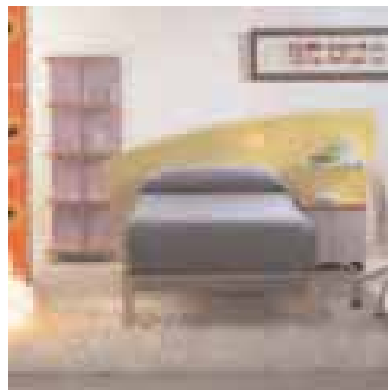
HOUSEHOLD GOODS

Jn a year characterised by a strong increase in the price of raw materials and components and tough domestic competition, the Division's sales increased by 4.8%, with a greater contribution from the national market. In the field of quality, 2004 was another fruitful year, in which Fagor Industrial and the Small Domestic Appliances Business Unit won the Gold Q, Fagor Kitchen Units and Geyser Gastech the Silver Q and the Cooking Appliance Business Unit won the Latin American Foundation Prize for Quality Management.

In **Domestic Appliances**, overall sales were slightly higher than the previous year, with a small drop in international sales due to the sluggishness of Fagor's traditional markets in Europe and the strength of the euro against the dollar outside Europe. Domusa again had another splendid year.

Extra Electromenager in Morocco and Shanghai Minidomesticos in China both performed well. Wrozamet did well in Poland in terms of both turnover and results. The most important piece of news was the negotiations for the takeover of the French Group Elco-Brandt which will materialise in 2005, with the majority approval of Fagor's members. The relationship was close before, with Fagor having a 10% capital holding and the mutual exchange of products and experiences.

Fagor-Brandt will occupy fifth place in the competitive European market, with an overall turnover of 1,800 million euros and a market share of close to 6%. Fagor has a market share of 21% in Spain and Brandt an 18% share in France, with brands as well known as de Dietrich, Thomson, Brandt and Vedette. In 2005, the importance of kitchen units will be reinforced with the takeover of Grumal and a



clear desire for leadership in the business.

As far as production is concerned, the extension work on the Garagarza facilities was completed and inaugurated officially on 9 December by the King and Queen of Spain. 68.5 million euros were invested overall in the facilities to take the annual production capacity to 2.7 million domestic appliances. In institutional terms, the first issue of "Subordinated Financial Contributions" (AFS) was extremely successful, with demand three times higher than the final issue of 60 million euros.

As regards new activities, Ekisun with launched together with Ecotècnia, for the promotion of pho-

tovoltaic solar systems; Sistemas de Servicios Avanzados was set up to promote home automation as a specific business; Ibai was set up to manufacture drying and crease-removing products; and Rotartica started up, with facilities in Basauri, for manufacturing HVAC appliances powered by thermal solar panels, based on the rotary absorption technology developed by Fagor.

In **Catering Equipment** Fagor Industrial increased sales by 31% and continued to expand strongly abroad, starting production at its new plants in Turkey, Poland and Italy, thereby reinforcing its presence in strategic areas of eastern and southern Europe. The company already has facilities in France, Cordoba and Catalonia, in addition to its main plant in Oñati.

In **Furniture**, it was again a difficult year, with falls in sales and profitability. A far-reaching reorganisation process has been carried out which, together with the launch of a new, updated range, means that expectations are optimistic regarding the future. A new co-operative Gerodan has also been set up, specialising in the production of furniture for the public health sector and senior citizens. ■

Fernando Gómez-Acedo

MCC Vice-president
Chief Executive – Household Goods Division

In millions of euros

	2003	2004
Sales	1,093	1,146
International sales	446	462

ENGINEERING AND CAPITAL GOODS

The most important aspect was the strong upturn in demand, with a 28% increase in the order books compared to 2003, which bodes well for 2005. Turnover remained at a level similar to that of the previous year with international sales accounting for 65% of total sales. At the institutional level, Loramendi's process of incorporation into the MCC with the setting up of the Foundry and Tooling Systems Grouping together with Aurrenak was concluded, with both companies reinforcing their international dimension.

Automation and Control had a brilliant year, in spite of the continuing crisis in the European Machine Tool sector and the constant revaluation of the euro against the dollar, with 7% growth in monetary terms and 15% in physical flow, and a gain in market share. Foreign markets accounted for 73% of Fagor Automation's turnover, boosting penetration in Taiwan, China and Brazil, which were the top three in order of importance. The company increased its production capacity in China with the start up of a manufacturing line for optical rules.

In **Forming Machinery** demand increased by 16%, consolidating the positive trend of the previous year when there was 12% growth. Among the orders, the following stand out: one from the Indian Corporation Tata, one from the Chinese consortium Baosteel-Sumitomo for the manufacture of an automated cutting line with a press worth close to 7 million euros and



one supplied to Gestamp Polska by Fagor Arrasate and Ona Pres worth 20 million euros overall. Another outstanding order was won by Mondragón Assembly from the multinational BP Solar for the manufacture of solar panels.

Among the list of customers, the increasing importance of Benteler stands out, for whom some 3,500 tonne presses have been built, the biggest in the Grouping's history. In addition to the German company the list is long in the automotive sector and includes Ford/Volvo, Volkswagen/Seat, Renault, DaimlerChrysler, PSA Group, Opel/GM, BMW, Honda and Saipa (Iran), as well as megasup-

pliers like Magna, Tower, Johnson Control, Benteler, Gestamp, Tenneco, GKN, Valeo and Oxford. In the domestic appliance sector General Electric/Mabe, Whirlpool/Fadsa, Electrolux, Bosch-Siemens, Maytag and Fagor. In the iron and steel industry Thyssen Krupp, Aceralia/Arcelor, British Steel, Eko Stahl, Acerinox, Bamesa and Namasco.

Forming and Assembly, a new unit made up by Batz and Matrici, won twice as many orders as the previous year and carried out coordinated sales management in Europe and the rest of the world. In the field of innovation, they jointly drew up a Technology Plan, tackling new developments and the creation of a joint committee for subcontracting work.

Engineering and Consulting increased turnover by 5% and significantly improved profitability by 27%, regaining the trend in job creation with a 6% rise. In organisational terms, the main feature of the year was the development of two strategic units: one aimed at Professional Services and the other at Systems Engineering. ■

José Ramón Goikoetxea

MCC Vice-president

Chief Executive – Engineering and Capital

Goods Division

In millions of euros

	2003	2004
Sales	384	381
International sales	258	248

MACHINE TOOLS

The persistence and toughness of the crisis in the sector, together with the strong appreciation of the euro against the dollar and the increasing price differential in comparison with the most industrialised countries, led to a situation in which turnover fell by 8% compared to 2003, a year in which it fell by 20%. There were positive signs as there was a recovery in the number of orders won, a good level of profitability and decisive commitment to new business activities.

Machine Tools posted a turnover at 92% the level of 2003, with a high level of internationalisation at 79%. In spite of the general crisis, a decent level of profitability was obtained at 3%, with profits of 3.1 million euros. This figure includes the activity of the four foreign subsidiaries.

As far as orders won are concerned, these increased by 10.5%, with the ranking again headed by Germany with 22%, followed by France (13%), Italy (12%), China (10%) and Russia (8%). As for the subsidiaries, Danobat-Bimatec performed well in Germany with a good year in spite of the situation in the German market.

The British firm Newall also had an excellent second year, providing Engineering Services for the aeronautics sector and retrofitting for the automotive sector. On the other hand, the numerous problems suffered by the German firm Overbeck had an effect on its profitability, although the year ended with better prospects than the previous year, in terms of both the number and the quality of orders.

The following new initiatives stand out: the launch of the new co-operative Goimek, the Himach project being carried out at Ideko and the setting up of Dano-rail. Goimek, engaged in the machining of strategic parts of great technical complexity and high precision, has practically completed the new building where it will start activities in the second quarter of 2005, with an initial workforce of 65, in order to provide an inte-



grated service to the Machine Tool sector.

Himach, which will come into operation in the second half of 2005, is a technological project to promote collaboration with the customer in mastering processes and product development. It is based on the Group's conviction that competitiveness is going to be increasingly linked to technological progress and, especially, the intensive incorporation of innovation in high performance machining.

Finally, Dano-rail, which is being set up with 840,000 euros of capital, is a mixed Business services co-operative aimed at the design, manufacture and marketing of a line of products for railway maintenance and other industrial sectors. Its activity is based on the experience alre-

ady developed in recent years by the Danobat Group in machining wheels, axles and bogies, backed by an extensive list of commercial items with companies linked to the railway industry on the four continents.

Woodwork Machinery, Tooling and Fixtures had another difficult year, with a significant fall in turnover. In this negative environment, Latz had a good year and Egurko set up a subsidiary,

Planerko, in the Rumanian city of Cluj Napoca. The plant will be fully operational in 2005 and, in addition to its own manufacturing, will serve as a logistics centre for the distribution of products from the parent company in Zumaia, thereby helping its strategy of international expansion into countries in the region. ■

Antonio Echeverría

MCC Vice-president
Chief Executive – Machine Tools
Division

In millions of euros

	2003	2004
Sales	151	138
International sales	105	96

INDUSTRIAL SYSTEMS

The ULMA Group, made up of the Forklift, Construction, Forging, Handling Systems, Polymer Concrete and Packaging Business Units, and consolidated as a new Division in the Industrial Group, posted consolidated sales of 430 million euros in 2004, with a year-on-year increase of slightly more than 18%. All the ULMA Group Business Units played a part in this significant growth, with the Forging and Handling Systems standing out, with increases of 66% and 32% respectively.

In spite of the weakness of the main European economies and the added difficulty of the euro-dollar parity, the international sales of the ULMA Group increased by 51%, which shows the significant effort being made in terms of its commitment to internationalisation.

The Group's profits rose by 38%, significantly improving the excellent achievements of previous years and ratifying the soundness of its growth. This is confirmed by its development and promotion programmes, which in part are reflected by the 96 million euros invested and which have been fully covered by the cash flow generated.

In the Business Promotion and Development sphere the launch of the new Ventilated Facades stands out together with the start of the extension work on the Polymer Concrete facilities, the installation of the rolling mill for the manufacture of flanges bigger than 16" in the Forging business unit, the new promotion of heat-sealers in the packaging business unit, and the development of special transelevators for automatic storage peripherals in Handling Systems.

In the field of innovation and, as part of the CUT (Ciudad Universitaria y Tecnológica de Oñati), the aim of which is to generate a suitable framework for knowledge and business innovation, the ULMA Group completed the first phase of the development work on the plots that will house the new ULMA Handling Systems plant, the ULMA Group Promotion and Innovation Centre and the Packaging Technological Centre (UPTC).



In the field of Social Management and as far as people development is concerned, the training policy continued to be a key factor in the Group's strategy, with programmes and courses aimed at professional development, in terms of both basics skills and improving management and project management skills.

As far as employment is concerned, one of the basic objectives of the ULMA Group, the trend of previous years was maintained, with 368

In the international field, the takeover of Bauma (Poland) and Alpi (Italy) by the Construction Business Unit was of strategic importance. The two companies are both leaders in their respective markets and will strengthen our position in the Eastern Europe and the civil engineering market. The ULMA Group has a total of 26 subsidiaries abroad, with 830 workers, which is 27.5% of the total employment in the Group.

new workers joining the Group. 131 new members were also taken on, taking the percentage of members over total employment in the parent co-operatives to 81.5%. At 31 December 2004 the total workforce of the Group exceeded 3,000 people for the first time. ■

Txomin García

MCC Vice-president

Chief Executive – Industrial Systems Division

In millions of euros

	2003	2004
Sales	362	430
International sales	103	155

Distribution Group

Distribution Group

The MCC's Distribution Group consists of the **Eroski Group**, which is made up of Eroski S.Coop. and its partly-owned subsidiaries Comercial Erein, Erosmer Ibérica, the French company Sofides and other companies set up with its partners in the Balearic Islands, Galicia and Madrid, as well as the **Agro-Food Business Grouping Erkop**, which is formed by six farming and food industry co-operatives.



In 2004 the retail sector recorded moderate growth, due to the containment of traditional family spending. Retailers' profits increased thanks to the new households set up and the extension of their offer towards other types of spending such as that on technology products, sport, leisure, fashion or personal care, with a greater part of family budgets earmarked for these sorts of products.

The most important milestones in the Distribution Group's fulfilment of the Basic Corporate Objectives were as follows:

Customer Satisfaction. One of the most important actions during the year, undertaken within the framework of the new Strategic Plan drawn up, was that of trying to get closer to customers. To this end the store identity and brand design was brought up to date, by means of the new supermarket ensigns EROSKI/center and EROSKI/city, as well as the explicit backing of the EROSKI brand, by also using it for the company's own brand products.

Another important aspect relating to customer service was the consolidation in 2004 of "Soluciones Multihogar", a concept that was launched in 2003 in order to cover different domestic requirements, such as: insurance (health, household, car, accident and life), financial services, repairs, alterations, emergencies at home and property.

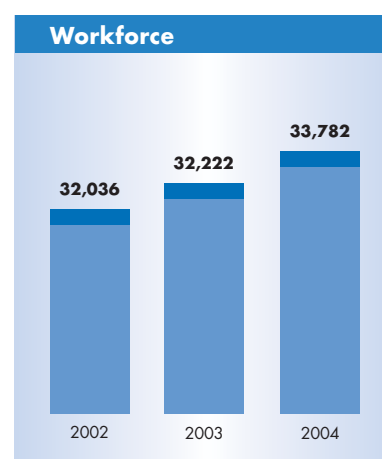
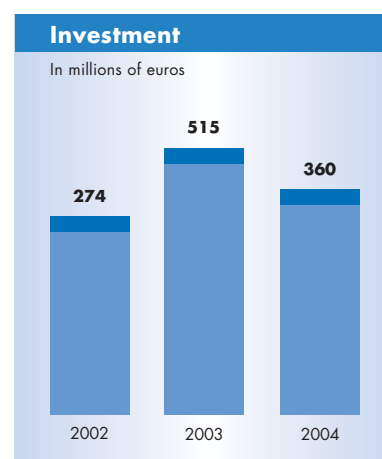
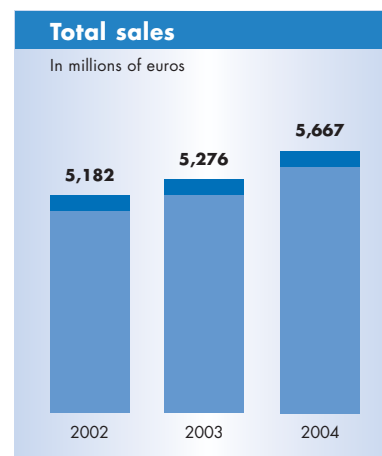
In the quality field the awarding of the Silver Q by the Basque Government for the Excellence of the fresh produce depots stands out. Another important award received was that given by the Spanish Shopping Centre Association, with El Boulevard in Vitoria named as the Best Large Shopping Centre.

As part of the quality assurance and control programme for the products sold, 7,869 tests were carried out, in addition to 955 audits and inspections at all points in the Eroski Natur product chain, from their source to the final product.

Profitability. In order to continue improving the logistics chain for supplying stores, in 2004 the depots network continued to be expanded, with a centre opened in Getafe, an integrated depot project carried out in Aragon and the Food Service centres developed.

It has also been the Group's aim to improve how the retail depots are managed, channelling them towards an organisational model based on self-managed teams, in which people can effectively participate in planning and organising their own work.

Retailing performed well, with a gain in market share which, together with the improvement in internal management processes, led to a considerable increase in profitability. The agro-food business units were affected by the big price rises in raw materials (wheat, corn, soya, etc.), which eroded the margins of some farms. Overall, the annual total profits of the two activities increased by a substantial 20% compared to 2003, with the collective catering business unit standing out in this regard in addition to the retail business unit.



Internationalisation.

Although most of its activities take place in Spain, the Distribution Group also operates in France through its subsidiary Sofides, which currently runs 3 hypermarkets and a chain of 19 supermarkets.

Alidis (Alianza Internacional de Distribuidores) has been operating well. This is the company set up to channel the agreement between Eroski and the French group Les Mosquetaires (Intermarché), which has helped improve purchasing conditions with international manufacturers as the negotiations are for a higher volume of goods.

Development. The Distribution Group continued to invest heavily in 2004 as well. It was a year in which it reinforced the different store chain formats, with 122 additional sales outlets, of which eight were hypermarkets. To complement the funding of these investments, which totalled 360 million euros, there was a third issue of "Eroski Subordinated Financial Contributions", to the value of 200 million euros, which was fully subscribed with ease.



Among the new businesses started up by this Group in 2004, the leisure-culture business under the name Abac stands out. The first store was opened at El Boulevard Shopping Centre in Vitoria. The In Faradis perfume chain has also been launched under a unified trade name. The chain has 172 stores (32 new ones in 2004), after the takeover of the Asturian chain Brisas. Other new business or ones about to be launched are the sale of apartments and a chain of opticians, with five stores already opened.

The growth in the store chain and the incursion into new areas meant a 7.4% increase in sales. In 2004, the Group took on 1,560 new workers, taking the total workforce at the end of the year to 33,782.

Innovation. In addition to the constant concern about developing new areas of activity, like those mentioned above, the innovative stance of this Group is reflected in the adoption of the Internet to promote sales and get closer to clients via the Consumer.es website.

As far as the on-line stores are concerned, another one was opened in Pamplona in 2004 to add to the one already operating in Vitoria. This channel provides shoppers with a rapid, convenient method of shopping with access to more than 6,000 items. In 2004 an on-line travel agency was also launched. At the same time, work started on the refurbishment of the physical travel agencies with a new model aimed at involving customers more in building their own trips. The first branch of this type was opened in San Sebastian.

As for Consumer.es, in 2004 there was spectacular growth in its pages seen by users, with it becoming the sixth most popular media product in Spain, according to the OJD. In addition to research carried out into specific subjects by the magazine, a new thematic channel dedicated to New Technologies was also set up, as an indication of the commitment to innovation.

Social Responsibility. In 2004, the Eroski Foundation signed collaboration agreements with different bodies, amongst which the following stand out: Unicef, with a campaign to collect school material for children in 25 priority countries and the Red Cross, to help those affected by the tsunami in Southeast Asia. Among the activities of a social nature carried out, the "Idea Sana" (Healthy Idea) programme stands out, the aim of which is to encourage, healthy and beneficial lifestyle habits.

During the year, the Eroski Group published its first Sustainability Report in accordance with the methodology of the Global Reporting Initiative and checked by AENOR. This was the first report of this type published by a retail firm in Spain.

The desire to involve the workers, through their participation in ownership and management, is something that makes the Group stand out. In 2004, a total of 1,430 people became co-owners of the companies they work in, taking the total number to 12,298 people. ■

Constan Dacosta
MCC Vice-president
Chief Executive – Distribution Group

Research, Training and Education

Research

Jnnovation, which is a basic corporate objective and a key element in the generation of new products and services to help constantly revitalise our business fabric, has the active, qualified backing of the MCC's technology centres. In 2004, these had an overall budget of 34.72 million euros and a workforce of 622 researchers.

Ikerlan, the first research centre set up by the MCC, specialises in integrated product development. In 2004, it celebrated the 30th anniversary of its creation in 1974, with a good project portfolio and revenue of 14.45 million euros. Of this, 4.45 million came from generic and strategic research projects and 8.87 million from contracted R&D projects. The centre has 176 researchers and technicians, in addition to 40 interns.

Within the framework of the alliance policy there were two outstanding milestones: the creation of the Co-operative Research Centre (CIC) Microgune, together with the Ceit and Tekniker Technology Centres, the University of Mondragón, the University of Navarra and the MCC, in the microtechnologies field; and the setting up of the IK.4 Research Alliance, made up of the aforementioned centres and Gaiker.

An important boost was also given to Environmental Intelligence, with the start of the integrated "Amigo" project, which is part of the European Union's VI Framework Programme, in collabora-



tion with Fagor Electrodomésticos and other top European universities and companies. Likewise, after the initial work carried out last year, with the collaboration of Saiolan, a company called Abantail was launched with LKS, to provide services in the adaptive design field.

Ahotek, aims to maintain a level of excellence in the technologies integrated in the products developed and manufactured by Fagor Automation –Numerical Controls, Regulators and Position Pickup Systems- which cover: Kernel CNC, Numerical calculation, Automatics, Vectorial control, User interfaces, Operating systems, Connectivity and Optics. In 2004, it had a team of 35 researchers, of whom 4 were doctors and 24 senior engineers, and a budget of 1.5 million euros.

For **Edertek** the year was marked by the centre joining the Basque Network of Technology and Innovation Centres and the drawing up of the strategic planning for 2005-2008, which identified a number of areas for technological specialisation: product development, research into materials and processes, and innovation and design of moulds and moulding tools. In 2004, the centre had a budget of 2.15 million euros and a workforce of 21 people. The forecasts for 2005 are for revenue of 2.4 million euros and 26 researchers, with the start of work on the Edertek building in the Garaia Innovation Park standing out as a significant milestone.

Ideko, specialising in Machine Tools and part of the Danobat Group, ended the year with revenue of close to 5 million euros, of which 53% came from contracted

research projects, with a team of 88 people. The centre works on a permanent basis with foreign universities and centres on different projects of a national and international character. Special mention should be given to the four-year agreement signed with the University of Mondragón.

Ideko belongs to the Spanish High Performance Machining Network (Remar), the Latin American network (Pibamar) and the European Network of Manufacturing Technologies (Mantys) and takes part in CIC Margune. It played an important role in establishing the new MCC Science and Technology Plan for 2005-08. Among its outstanding research projects are the development of technologies for manufacturing Ultraprecise Machine Tools (Launch-Micro) and the Management of Environmental Impact and its cost associated with the life cycle of the Machine Tool (Prolima).

Koniker, specialising in Forming and Assembly, carries out research in the following knowledge areas: drawing/forming, cutting/punching, levelling, roll-forming, bending/crimping, transfer, assembly and stacking-destacking. Working with the top centres in the world, its aim is to carry out pre-competitive research, which can then be industrialised by its members, to increase their product portfolio and value added. The members are: Fagor Arrasate, Batz, Mondragon Assembly, Onapres, Aurrenak and the MCC Founda-

tion. In 2004, it had a workforce of 15 researchers, operating in teams with the technical departments of the different companies. It had a budget of 730,000 euros.

Lortek, located on the University of Mondragón campus in Ordizia, was set up in 2002 to carry out research into advanced joining technologies and processes. It is divided into four highly inter-related areas: Design, Processes, Non-destructive Tests and Industrial Automation. In 2004, the centre had a budget of 546,000 euros, with an annual increase of 80% and a team of 22 people. During the year it gained ENAC accreditation for tests related to joining processes.

The nuclear area is that of processes based on three technological platforms: Laser Platform, with an experienced team and facilities with Nd Yag generators and a diode laser to tackle welding processes, surface treatments and direct manufacturing. The FSW platform, which has the first machine in Spain for specifically carrying out Friction Stir processes and the Adhesives platform, is for validating adhesive bonding.

Maier Technology Centre (MTC), specialises in the research and development of thermo-plastic parts and units for the automotive, domestic appliance, telephony and consumer electronics sectors. It operates on the basis of concurrent engineering, in close collaboration with its clients, consolidating its position

as a development supplier in line with the demanding requirements of the sector. Its R&D work is aimed at the development of new product functions and to becoming a reference centre in the world of plastics. In 2004, its workforce totalled 101 people, consisting mainly of senior engineers and technicians, in addition to 12 interns. It ended the year with a turnover of 5 million euros.

MIK, is a Business and Organisational Management Research Centre. In 2004, its third year of operation, it had a workforce of 20 people and a turnover of close to 1 million euros. It is playing a leading role in the co-ordination and development of the CONex Programme (2001-2004), aimed at strategic research into business management in the Basque Country, which ended in 2004 with good results. Other projects also stand out like Open Gipuzkoa and Equal, funded by the Provincial Council of Gipuzkoa and the European Social Fund, respectively. It also manages Osakidetza's Management Research professorship.

Orona eic (Elevator, Innovation Centre), now has new offices, training rooms and prototype facilities and testing towers, after an investment of 3.6 million euros and a budget of 2.5 million euros. This effort has started to bear fruit, with a new high performance elevator model (M33 Heavy Loads) approved during the year and different innovative subsystems developed in close

collaboration with Ikerlan and the University of Mondragón: a new operating procedure, a rescue system for elevators without machine rooms and new safety systems (own speed limiter and new shimming for car and counterweight) which Orona has put onto the market. The centre has a team of 45 people.

In 2004 the activity of the **Packaging Technological Center (UPTC)** led to the launch of innovative projects in technological areas of packaging and product conservation, design of containers and hygienisable and flexible production lines, in collaboration with the University of Mondragón, Ikerlan and other technology centres. The centre's budget totalled 1.59 million euros and it had a staff of 42 engineers.

During the year, development work started on two new promotions: Heat Sealing and Packaging Engineering. In the first, the project range was established, two projects were completed for high production controlled atmosphere, and the specifications were drawn up for totally innovative new product. In Packaging Engineering, a market study was carried out and the priority areas were established, leading to projects for the meat, and fruit and vegetable sectors.



The **Garaia Innovation Park** is located in Mondragón and the first stone was placed by the King and Queen of Spain on 9 December, accompanied by leading authorities from the Basque Country and Gipuzkoa and the top management of the MCC. This is an ambitious project to promote innovation and technology, by combining the work of the Technology Centres, companies and Universities. It occupies a total surface area of 450,000m² and in ten years will have 1,300 researchers in its laboratories and technology centres.

Its aim is to create an area of excellence to help boost long-term research, promoting the introduction of new technologies to be applied in companies, increasing their competitiveness and helping to create skilled employment. Work started on the development of the area in 2004 and the plans are to erect the modular building for laboratories and innovation in 2005 and start building the Eder-tek Technology Centre. ■

Training and Education

UNIVERSITY OF MONDRAGON

3,592 students registered for degree courses at the University of Mondragón for the academic year 2004/05. 410 students registered for postgraduate degrees in academic year 2003/04, bearing in mind that the figures for 2003/04 will not be available until the end of the year.

In academic terms, the most outstanding features were the introduction, in the academic year 2004/05, of the new Primary Education Teacher Training and the Audition and Language Teacher Training specialities, together with the third level degree in Humanities and Education in the Organisations of the Future; all given at the Faculty of Humanities and Education Sciences in Eskoriatza. The Higher Polytechnic School started a second level course in Telecommunications Engineering.



As far as the new educational model in the form of the Mendeberry Project is concerned, three pilot experiences were started up during the academic year 2002/2003 for different degree courses at the three faculties. During the academic year 2003/004, the model was extended to 12 new groups, with very positive results, from both the student learning point of view and the level of teaching staff satisfaction. The basic aim of the Mendeberry project is to redesign the teaching/learning process, by providing education that focuses on a wide range of values, skills, and abilities, in addition to the specific technical aspects of each individual course.

In the research field, the University of Mondragón has increased its participation in the different R&D programmes, both at home and abroad, with increasing dedication of the teaching staff to research, which was 26% this year.

In terms of quality, the Higher Polytechnic School won the Silver Q, a collaboration agreement was signed between the University of Mondragón and Euskalit, and the Engineering Degree in Industrial Organisation as assessed by ANECA (the National Quality Assessment Agency). ■

OTHER TRAINING AND EDUCATION CENTRES

During the academic year 2003-2004, the **Politeknika Ikastegia Txorierri** had 410 students within the state system and gave 35 vocational and in-service training courses (2,600 hours), attended by 365 people, mainly people already in work. The year coincided with the Centre's 25th Anniversary which was celebrated with a varied programme of activities including exhibitions, talks, theatre, concerts, etc., as well as the publication of a book on the history of the Centre sponsored by Caja Laboral.

After winning the Silver Q last year, **Lea Artibai Ikastetxea** complemented its quality policy with actions aimed at preparing the documentation for the management of laboratories, which offer technical services to companies that require them. In the academic field, the different secondary education, engineering and training cycles were studied by 565 students, in addition to the 173 University of Mondragón Engineering and Polymer Engineering students studying for British degrees (London Metropolitan University).

Another 1,412 students, both unemployed people and people working in companies in different sectors, passed through Lea Artibai Ikastetxea's classrooms and workshops, accounting for

10,200 hours outside the state system. Different research projects were also carried out in the Materials and Food areas, and technological backing was provided for 9 business projects together with the Azaro Foundation.

led to the extensive participation of both the staff and parents. Work was also done on the self-management of the decentralised units and a Pedagogy Department was set up to ensure the development of the Educatio-



CIM (Centro de Idiomas Mondragón) had 4,902 students during the academic year 03-04, channelled in the following way: 1,517 in its Academic Division, 1,037 in its Business Division, 1,021 in the Bai&By centre in Vitoria, 1,017 in the Bai&By centre in San Sebastián and 310 in Outside Training.

After the merger of the four co-operatives last year, 2004 was **Arizmendi's** first year as a unified co-operative with all the central services working in unison, the membership participation bodies set up in all the management units, together with the class representatives. This has

led to the extensive participation of both the staff and parents. Work was also done on the self-management of the decentralised units and a Pedagogy Department was set up to ensure the development of the Educatio-

Moreover, a new building was built and inaugurated in Aretxabaleta for the schooling of children from the ages of 2 to 6, and the secondary education offer was completed with the creation of a secondary level Art course, and important steps were taken in the consolidation of Vocational Training. ■

MANAGEMENT TRAINING

Otalora, the Co-operative and Business Training Centre, ran a Leadership Development Programme in its Management Development Unit, with the participation of 20 co-operative managers. The course went on for 9 months and accounted for 500 hours per person.

High Performance Team Development programmes were also run: for Eroski Group managers, with the participation of 25 people, for Caja Laboral's management team with the participation of 12 people and for the management team of Fagor Electrodomésticos with the participation of 15 people; the three accounting for 300 hours per person. A two-day Innovation Conference was also held, attended by 58 people.

As in previous years, the 18th edition of the Masters Course in Co-operative Management was run with 14 participants and the academic backing of the Business Science Faculty of the University of Mondragón, accounting for 510 hours. A Distribution Company Higher Management course was also organised for Eroski, with 22 people attending and accounting for 200 hours per person.

In the Co-operative Training and Dissemination Unit, an "Ikas" socio-business course was run over 6 months for degree holders, for 14 people who had recently joined a co-operative: Work continued on the application of the "Ordezkar" Social Body Development System for Governing Councils, which was used by 95 Governing Council members; and courses were run for 51 Social Council members. The "Bazkide" model for new co-operative members and internal communication was used by 23 Co-operatives with 864 participants.

In terms of Internal Communication, the T.U. Lankide magazine continued to be published on a monthly basis, with a circulation of 10,820 copies a month. In the area of Sociological Studies, the People Satisfaction survey continued to be applied. As far as Co-operative Dissemination is concerned, information continued to be given about the Co-operative Experience, with

around 1,050 people visiting Otalora to find out about the Mondragón Co-operative Movement in situ and visit our co-operatives; and 270 people took part in seminars lasting from two to five days.

MONE, Mondragon Negozio Eskola, was set up by the University of Mondragon, LKS and the MCC. It aims to provide management training and development to help managers to carry out their tasks in the current competitive environment. In 2004, 1,782 hours of training were given, with the participation of 235 managers from 145 companies.

Among the training activities offered, the organisation of the III Executive MBA and the II Expert Programme in Leadership Development stand out. Those attending the different training programmes offered showed a high level of satisfaction. ■

Financial Statements and Trading Account
Employment at the MCC
Organisational Structure
Company and Management Bodies
List of MCC companies

MCC Financial Statements and Trading Account as at 31-12-04

This part of the Annual Report offers an overall view of the Mondragón Corporación Cooperativa, by presenting the Corporation's financial statements and trading account for the end of 2004. Likewise, a comparison of these figures with those for the previous year shows year-on-year developments.

The information given refers to the integrated Balance Sheets for companies that make up the Corporation, as well as the composition of Value Added generated by them over the last two years.

To obtain these integrated statements, balances reflecting operations between the companies that make up the MCC have been offset, and internal economic movements have been removed, in order to delimit the actual situation of the Corporation as far as its outward appearance is concerned.

BALANCE SHEET

The MCC's Balance Sheet at 31.12.04 showed a total volume of assets under administration of 18,593 million euros,

an increase of 2,284 million euros over the year, which is 14% in percentage terms.

Balance Sheet of the Mondragón Corporación Cooperativa

(After Distribution of Net Surplus)

(millions of euros)

HEADING	31.12.03		31.12.04		Annual Variation	
	Amount	% distr.	Amount	% distr.	Amount	%
Assets						
Fixed	3,937	24.1	4,106	22.1	169	4.3
Current	12,372	75.9	14,487	77.9	2,115	17.1
Total assets	16,309	100.0	18,593	100.0	2,284	14.0
Liabilities						
Equity	3,281	20.1	3,757	20.2	476	14.5
External Partners	147	0.9	171	0.9	24	16.5
Long term creditors	2,894	17.7	4,142	22.3	1,248	43.1
Short term creditors	9,987	61.3	10,523	56.6	536	5.4
Total liabilities	16,309	100.0	18,593	100.0	2,284	14.0

The Group that contributed most to this growth was the Financial Group, whose balance, after the adjustments made to consolidate the asset and liability balances of the co-operatives in Caja Laboral, increased by 1,708 million euros, due to the increase in savings attracted and loans granted to clients by the

financial institution.

The most outstanding features of each heading of the balance sheet of the Mondragón Corporación Cooperativa as at 31.12.04 are detailed below:

Fixed Assets

At the end of 2004, the MCC's fixed assets totalled 4,106 million euros, after having increased by 169 million euros (4.3%) during the year.

Total net investment made during the year accounted for 730 million euros, which was 13.8% lower than the previous year. This was due to the disinvestment that took place in the Distribution Group. Depreciations applied in 2004 rose to 439 million euros, which is 4% more than the figure recorded in 2003.

Current Assets

The current assets heading is the largest element of the net worth of the Corporation and the one that grew the most in 2004 in absolute terms (2,115 million euros), which was 17.1% in relative terms.

81% of this increase came from the Financial Group, and was mainly due to Caja Laboral's bank investment. The loans granted to clients heading increased the most, with a rise of 1,199 million euros, mainly in the mortgage loan area, together with other financial institutions, where the balance increased by 347 million euros.

In terms of growth, this Group was followed by the Industrial Group, which recorded an annual increase of 273 million euros, due to an increase in turnover as part of the Group's constant development.

In the Distribution Group the current assets heading is not especially important, as it only accounts for 29% of total assets. It increased by 118 million euros in 2004.

Equity

The MCC's Equity totalled 3,757 million euros at the end of the year, with Share Capital accounting for 1,926 million euros and Reserves for the remaining 1,831 million euros.

During the year Equity was considerably strengthened, as it increased by 476 million euros (14.5%). This increase was due to the profitability for the year, together with the demanding policy for capitalisation of surplus, which is mainly reinvested to self-finance development. Equity was reinforced by the issue of subordinated financial contributions by the Eroski Group (200 million euros) and Fagor Electrodomesticos (60 million euros).

External Partners

In the last few years the MCC has combined internal growth with the development of new companies in collaboration with external partners, both on the domestic market and on the international market. This has led to a gradual increase in the participation of external partners in joint ventures.

The capital holdings of these external partners are mainly to be found in companies included in the consolidated statements of the industrial co-operatives and the distribution sector. The total for external partners accounted for 171 million euros at 31.12.04, a rise of 16.5% over the year. This increase came from both the new businesses set up by the Distribution Group, with 15 million euros corresponding to external partners, and those set up by the Industrial Group, with 9 million euros.

Long-term liabilities

The balance of MCC funding from third parties with a period of maturity of more than one year underwent growth of 1,248 million euros (43.1%) in 2004, to total 4,142 million euros at the end of the year.

The leading role in this increase was played by the Financial Group, which was responsible for 97% of the increase. This was due to the considerable increase in Caja Laboral's term deposits, reinforced on this occasion by the issue of mortgage bonds to the value of 1,100 million euros, with maturity from 2013.

Short-term liabilities

This balance sheet heading increased moderately by 536 million euros during 2004, which is 5.4% in relative terms.

In Caja Laboral the low market interest rates have channelled savers towards longer-term products, which limited the growth in sight accounts and short-term deposits to 375 million euros, in contrast to the aforementioned increase in long-term savings.

In the Industrial Group, there was a 164 million euro increase (11.1%) in short-term liabilities, slightly above the expansion in turnover, whilst in the Distribution Group there was a slight fall of 0.6%.

It should also be mentioned that, in addition to traditional savings, Caja Laboral registered an increase in off-balance sheet savings schemes, mainly unit trusts and pension and welfare plans. The balance of these schemes came to 2,992 million euros at the end of 2004, after an increase of 205 million euros (7.3%) over the year.

VALUE ADDED

To complete this commentary on the MCC's Balance Sheet, the following table is offered in which a comparison is made of the financial statements for the last two years, after being structured on the basis of the composition of Value Added.

The overall Value Added generated by the MCC in 2004 increased by 7.2% to total 2,786 million euros.

The biggest part of this Value Added was generated by the Industrial Group, which with 1,457 million euros accounted for 52% of the total. It was followed at a distance by the

Distribution Group with 33%, with the remaining 15% corresponding to the Financial Group.

Personnel Costs rose by 7.2%, due to the considerable amount of job creation in the MCC, in line with the Corporation's expansion strategy. Wages accounted for 58.6% of the Value Added generated, which was one tenth lower than the previous year.

Financial Costs were contained at 197 million euros, which was 7.5% lower than in 2003, as a result mainly of the low interest rates in force during the year, which meant that their absorption of value added fell by 1.1 points, to 7.1%.

Value added generated by the Mondragón Corporación Cooperativa

(millions of euros)

HEADING	2003		2004		Annual Variation	
	Amount	% distr.	Amount	% distr.	Amount	%.
Value Added	2,598	100.0	2,786	100.0	188	7.2
Personnel costs	(1,524)	(58.7)	(1,634)	(58.6)	110	7.2
Internal Yield	1,074	41.3	1,152	41.4	78	7.3
Financial Costs	(213)	(8.2)	(197)	(7.1)	(16)	(7.5)
Cash flow	861	33.1	955	34.3	94	10.9
Depreciations	(422)	(16.2)	(439)	(15.8)	17	4.0
Operating Profit	439	16.9	516	18.5	77	17.5
Transfers and other income.	(28)	(1.1)	(14)	(0.5)	(14)	(50.0)
Surplus on year	411	15.8	502	18.0	91	22.1

The depreciations applied by the MCC in 2004 totalled 439 million euros, with an increase of 4%, as a result of the increase in fixed assets due to the investment carried out. The Industrial Group accounts for the most depreciations (230 million euros, 52% of the total), followed by the Distribution Group (190 million euros, 43% of the total).

After all the expenses have been deducted, a Trading Profit of 516 million euros was achieved, which was 17.5% higher than in 2003.

Non-trading income consists mainly of transfers to provisions, profits attributable to external partners and extraordinary results. The figure for 2004 came to -14 million euros, compared to -28 million euros in 2003.

Therefore, the Final Surplus on the year totalled 502 million euros, which is an increase of 22.1% compared to the figure recorded in 2003. These results are used to pay company tax and two specific co-operative expenses, which are the interest on the individual capital stakes and the transfers to the Education and Co-operative Promotion Fund. The remainder is distributed between the Reserves and co-ope-

ratives dividends, with a small amount going to Corporate Funds for funding future business initiatives.

The following table briefly summarises how this Surplus has been distributed compared to 2003.

Distribution of the Mondragón Corporación Cooperativa Surplus

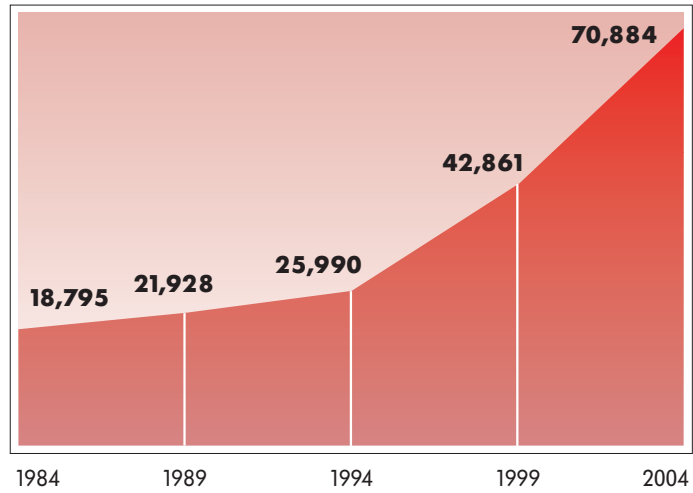
(millions of euros)

HEADING	31.12.03		31.12.04	
	Amount	% distr.	Amount	% distr.
Company Tax	37	9.0	45	9.0
Education and Coop. Prom. Fund	27	6.6	32	6.4
Interest on Capital Contributions and Monetised Dividends	108	26.4	132	26.3
Corporate Funds	12	2.9	14	2.8
Capitalised Profit	227	55.1	279	55.6
Total Excedentes del Ejercicio	411	100.0	502	100,0

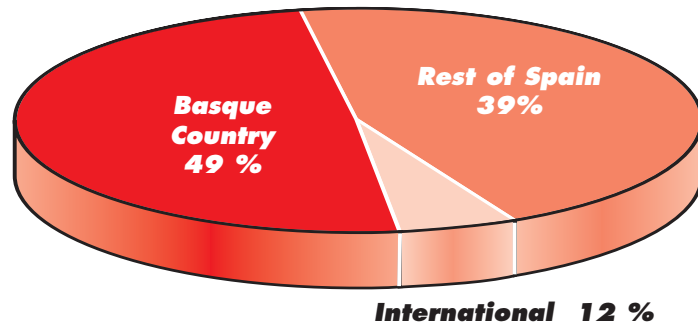
The first three headings in the table refer to external payments. The last two cover the capitalisation of the remaining Surplus, in the form of co-operative dividends and reserve funds, or by means of the creation of funds for future projects.

Employment in the MCC

Jobs



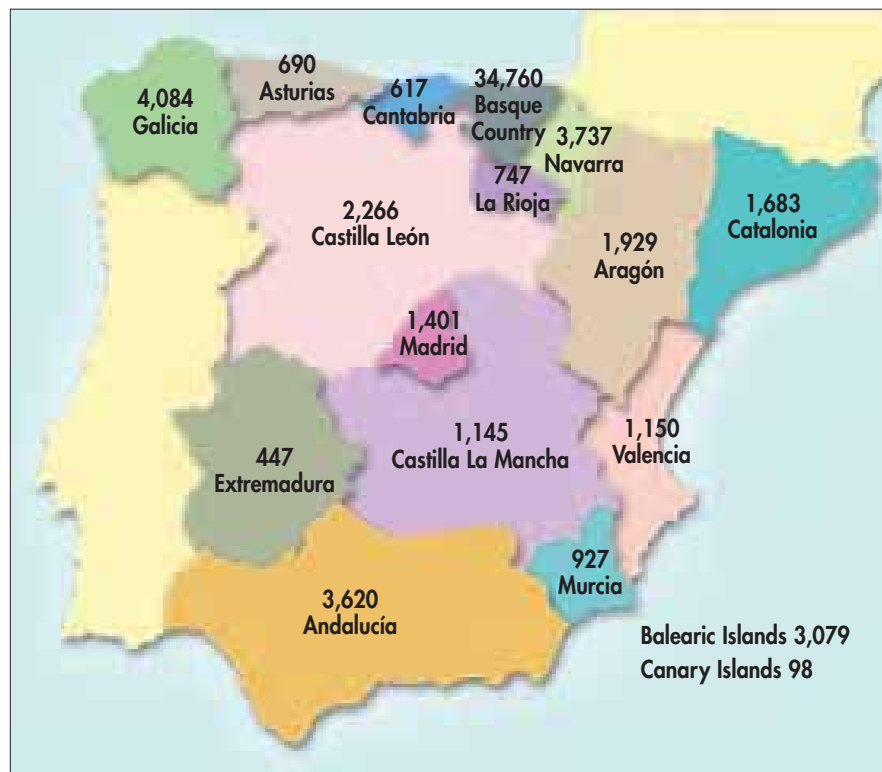
Geographical distribution of employment



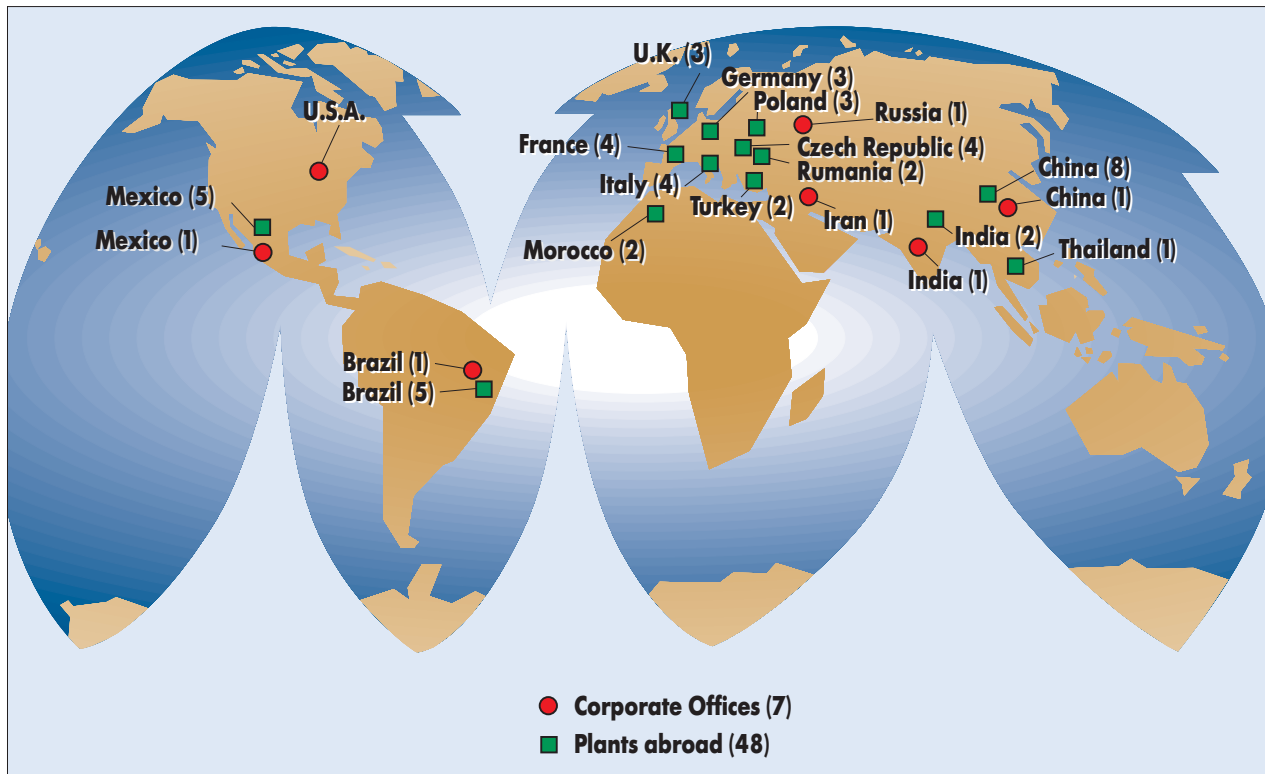
The MCC in Spain

Employment by Communities

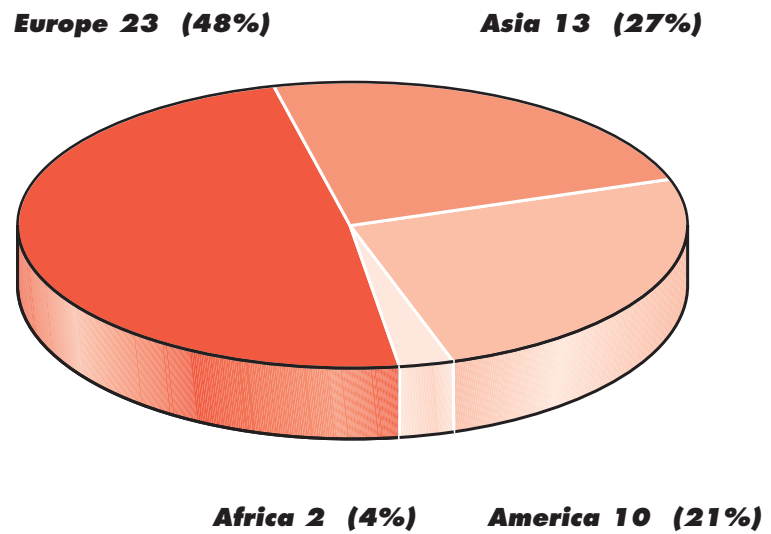
Total Employment in Spain
62,380



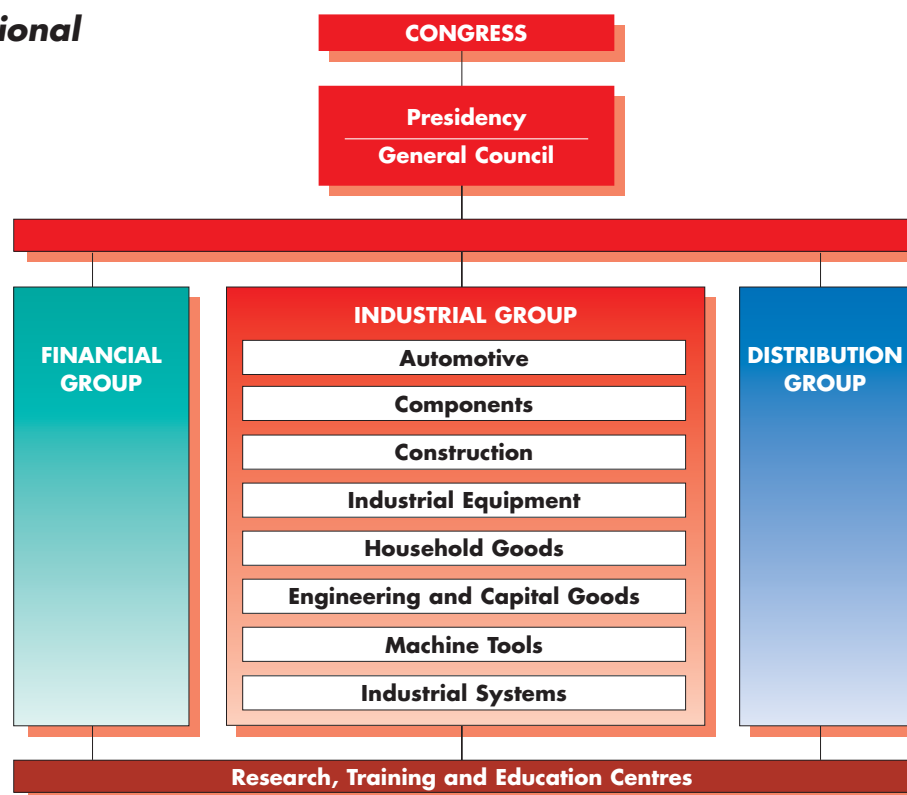
The MCC worldwide



MCC Production Plants
(Not including plants in Spain)



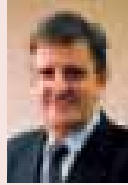
Organisational Structure



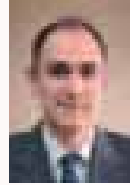
Social and Management Bodies

STANDING COMMITTEE OF THE CONGRESS		GENERAL COUNCIL	
President:	Otaegui, Juan María	President:	Catania, Jesús
Vice-presidents:	Achotegui, Nerea	Vice-presidents:	Aldekoa, José M ^o Dacosta, Constan Echeverría, Antonio García, Txomin Goikoetxea, J.Ramón Gómez-Acedo, Fernando Maiztegui, Jesús Olasolo, José Luis Otaegui, Juan M ^o Otaño, Iñaki
Members:	Ajuria, José Antonio Alustiza, José Antonio Andrés, José Luis Ansoategui, Juan José Arrieta, Juan José Astigarraga, Jesús María Esnal, Jokin Gandarias, José Ignacio Gantxegi, Javier Igartua, Iñaki Kortazar, Antton Larramendi, José María Madinagoitia, José Luis Markaide, Agustín Martínez, Daniel Oruna, Angel Trancho, Alberto	Officers:	Gárate, José Ignacio Gisasola, José M ^o Herrasti, Jesús M ^o Laspiur, Miguel Angel Uzkudun, Juan M ^o
Secretary:	Celaya, Adrián	Secretary:	Celaya, Adrián

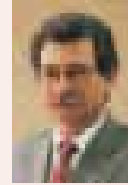
General Council



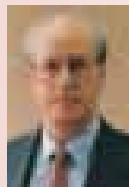
José M° Aldekoa



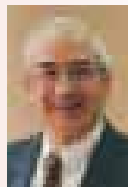
Fernando Gómez-Acedo



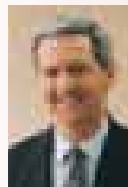
Constan Dacosta



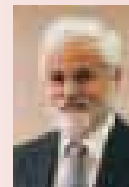
Jesús Maiztegui



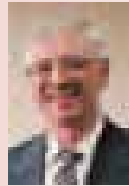
José Luis Olasolo



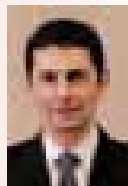
Antonio Echeverría



Iñaki Otaño



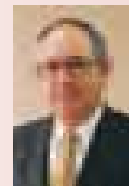
J.Ramón Goikoetxea



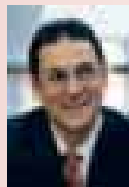
José M° Gisasola



Jesús M° Herrasti



Miguel Angel Laspiur



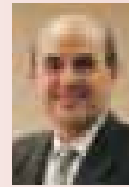
Txomin García



Adrián Celaya



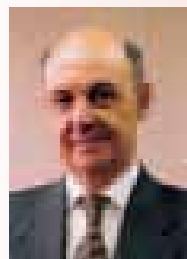
José Ignacio Gárate



Juan M° Uzkudun



Juan M° Otaegi
*President of
the Congress*



Jesús Catania
*President of
the General Council*

List of MCC Companies

Financial Group

Banking

CAJA LABORAL

P José M
Arizmendiarieta s/n
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 719 500
Fax: 34 943 719 778
Servicio.de.Atencion.al.
Cliente@cajalaboral.es
www.cajalaboral.es

Activities:

Banking.

CAJA LABORAL GESTION

P José M
Arizmendiarieta, 5
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 790 114
Fax: 34 943 790 116
www.cajalaboral.es

Activities:

Unit trust management

Insurance

LAGUN ARO VIDA

Capuchinos de Basurto 6-2
48013 Bilbao
(Bizkaia)
Tel.: 34 944 798 300
Fax: 34 944 798 383
www.seguros lagunaro.com

Activities:

Life insurance.

SEGUROS LAGUN ARO

Capuchinos de Basurto 6-2
48013 Bilbao
(Bizkaia)
Tel.: 34 944 798 300
Fax: 34 944 798 383
www.seguros lagunaro.com

Activities:

General Insurance.

Social Welfare

LAGUN ARO

P José M
Arizmendiarieta s/n
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 790 100
Fax: 34 943 793 531
E-mail:
lagunaro@sarenet.es

Activities:

Social welfare cover
for co-operators.

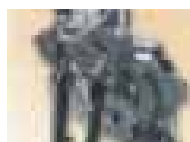
LAGUNARO-MONDRAGON

P José M
Arizmendiarieta s/n
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 790 100
Fax: 34 943 793 531

Activities:

Joint workplace risk prevention
service.

Industrial Group



AUTOMOTIVE

FAGOR EDERLAN

Gaztanadui, 42
20540 Eskoriatza
(Gipuzkoa)
Tel.: 34 943 719 000
Fax: 34 943 719 001
www.fagorederlan.es

Activities:

Suspension arms. Knuckles.
Mission cases. Clutch housings.
Gearbox covers.
Brake discs. Brake drums.
Callipers. Cylinder head covers
Differential gearboxes.
Gearboxes.

FAGOR EDERLAN BORJA

Pol. Barbalanca, s/n
50540 Borja
(Zaragoza)
Tel.: 34 976 869620
Fax: 34 976 869642
E-mail:
a.lazaro@borja.
fagorederlan.es
Fagor Ederlan has a 100%
holding.

Activities:

Assembly of front corners for
cars.

FAGOR EDERLAN BRASILEIRA

Rodavia Fernao Dias Km.
887 Cx. postal 15
Bairro Ponte Alta
CEP 37640-000 EXTREMA-
MG-BRASIL
Tel.: 55 35 34358200
Fax: 55 35 34358248
Fagor Ederlan and MCC
Inversiones have a holding.

Activities:

Casting of automotive parts and
components.

AUTOEJES 21

Pol. Ind. Barbalanca s/n
50540 Borja (Zaragoza)
Tel.: 34 976 869 620
Fax: 34 976 869 642

Activities:

Manufactures for the
automotive industry.

AUTOMODULOS ARAGON

Polígono Barbalanca
50540 Borja
(Zaragoza)
Tel.: 976 866 077
Fax: 976 866 078

Activities:

Assembly of rear axles for cars.

GALDAN

Pol. Ibarra, s/n
Alsasua, Navarra
Tel.: 34 948 563 675
Fagor Ederlan has a 50%
holding.

Activities:

Aluminium die casting.

LUZURIAGA USURBIL

C/ Txiki-Erdi
20170 Usurbil
(Gipuzkoa)
Tel.: 34 943 370 200
Fax: 34 943 365 564

Activities:

Casting of brake housings.

ECENARRO

Amilaga Kalea, 15
20570 Bergara
(Gipuzkoa)
Tel. 34 943 769 235
Fax 34 943 765 637

Activities:

Screws, studs, ball joints and
special parts.

FIT AUTOMOCION

Barrio San Juan, s/n
Apdo. 80
20570 Bergara
(Gipuzkoa)
Tel.: 34 943 769 044
Fax: 34 943 769 156
MCC Inversiones and Fagor
Ederlan have a 66%
holding.

Activities:

Manufacture of brake callipers.

LUZURIAGA TAFALLA

Tafalla (Navarra)
Tel.: 34 948 700 250
Fax: 34 948 702 054
E-mail:
central@vluzuriaga.es

Activities:

Cylinder blocks and heads for
engines.

MAPSA

Ctra. Echauri, 11
31160 Orcoyen
(Navarra)
Apdo. 1002
31080 Pamplona
Tel.: 34 948 325 011
Fax: 34 948 325 011
E-mail:
gerencia@mapsa.net

Activities:

Manufacture of aluminium
wheel rims. Manufacture of
water pump housings. Low
pressure and gravity cast
aluminium parts.

BATZ SISTEMAS

B Torrea 32-34
48140 Igorre (Bizkaia)
Tel.: 34 946 305 000
Fax: 34 946 305 020
E-mail: Batzcoop@batz.es

Activities:

Assemblies. Bodywork assembly.
Hand brake levers. Jacks. Pedal
units. Rear axles.

CIKAUTXO

B Magdalena 2, B
48710 Berriatua
(Bizkaia)
Tel.: 34 946 133 000
Fax: 34 946 133 001
E-mail:
cikautxo@cikautxo.es

Activities:

Rubber parts for fluid
conduction, shock-absorbing,
leakproof and protection
functions.

CIKAUTXO BORJA

Poligono Barbalanca
50540 Borja
Zaragoza
Tel.: 34 976 869 486
Fax: 34 976 866 005

Activities:

Conduction and fluid hosing.

CIKAUTXO CZ.

Letni,3867
PSC 46801
Jablone Nad Nisou
CZECH REPUBLIC
Tel. 420 483 302 241
Fax 420 483 302 239
E-mail: cikautxo@cikautxo.cz

Activities:

Rubber parts for fluid
conduction, shock-absorbing,
leakproof and protection
functions.

CIKAUTXO ZARAGOZA

Pol. Ind. San valero,
Nave 101
Ctra. Castellón km. 232
50720 Zaragoza
Tel. 34 976 501 026
Fax 34 976 501 038

Activities:

Shock-absorbing and leakproof
components.

PARANOIA Ind. BORRACHA- CIKAUTXO

Av. Casa Grande, 1.731
Piraporinha CEP 09961- 902
Diadema-SP-(Brasil)
Tel. 55 11 40666533
Fax 55 11 40666182
E-mail:
paranoia@paranoia.com.br
Cikautxo has a 21% holding
and MCC Inversiones a 14%
holding.

Activities:

Rubber parts.

FPK

Poligono Ugaldeguren II, P-
10 II
48170 Zamudio
(Bizkaia)
Tel.: 34 944 522 605
Fax: 34 944 522 156
E-mail: fpk@fpksa.com
MCC Inversiones has a 50%
holding.

Activities:

Plastic assembly supports.
Engine covers. Noise shields.

MAIER

Pol. Ind. Arabieta, s/n
Apdo. 103
48300 Gernika
(Bizkaia)
Tel.: 34 946 259 200
Fax: 34 946 259 219
E-mail:
gernika@maier.es

Activities:

Plastic injection moulding. Die
making. Finishes: chrome-
plating, screen-printing, heat
engraving, tampoprint, painting,
laser, etc.

MAIER NAVARRA

Poligono Ind. Elordi, s/n
31979 Iraizotz-Ultzama
(Navarra)
Tel.: 34 948 309 210
Fax: 34 948 309 333
Maier has a 95% holding
and MCC Inversiones a 5%
holding.

Activities:

Plastic injection moulding.

MAIER UK

Chaserwater Heaths
Industrial Area
Attwood Road
Burntwood
West Midlands WS7 8GJ
UK

Tel.: 00 44 1543 277460
Fax: 00 44 1543 278752

E-mail:
maieruk@muk.maier.es
Maier has an 82% holding
and MCC Inversiones an
18% holding.

Activities:

Plastic injection moulding and
finishing.

CHROMECCO

Lichfield Road
Brownhills
West Midlands WS8 6LH
UK

Tel.: 00 44 1543 452930
Fax: 00 44 1543 575402

Maier has an 89% holding
and MCC Inversiones an
11% holding.

Activities:

Plastic injection moulding and
finishing.

MAIER FERROPLAST

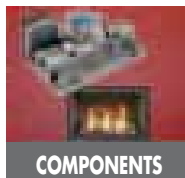
Poligono "A Granxa"
Paralela 2, Rua 1
36400 Porriño (Pontevedra)
Apdo. 6015
36210 Vigo

Tel.: 34 986 342 020
Fax: 34 986 342 999

Maier has a 70% holding
and MCC Inversiones a
30% holding.

Activities:

Thermoplastic injection
moulding.



CONSONNI

B Trobika, s/n
Apdo. 35
E-48100 Munguía
(Bizkaia)
Tel.: 34 946 156 331
Fax: 34 946 156 281
consonni@consonni-
scoop.es
www.consonni.mcc.es

Activities:

Sheathed tubular heating
elements for domestic and
industrial uses.

COPRECI

Avda. de Alava, 3
E-20550 Aretxabaleta
(Gipuzkoa)
Tel.: 34 943 71 94 99
Fax: 34 943 79 23 49
E-mail: home@copreci.es
www.copreci.com

Activities:

Components for gas cooking,
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
Tel.: + 55 12 286-1573
Fax:+ 55 12 286-1553
E-mail:
copreci@copreci.com.br
www.copreci.com

Activities:

Taps and safety systems for
domestic for gas applications.

COPRECI CHINA

South Side of Jinhai Road
Middle Section
Sanzao Hi-Tech
Industrial Park
519040 Zhuhai, P. R. China
Tel.: 86(0)756 3882201-02
Fax: 86(0)756 3882299

Activities:

Components.

COPRECI MEXICO

C/ Uno, n 736 Z.I.
Guadalajara
44940 Jalisco
MEXICO
Tel.: + 52 33 3 145 19 63
Fax: + 52 33 3 145 10 56 E-
mail:
fjendoza@copreci.com.mx
www.copreci.com

Activities:

Valves for gas barbecues and
taps for domestic gas cookers.
Valves for gas heaters.
Thermostats. Drain pumps.

COPRECI SYSTEMS, s.r.l.

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

Activities:

Gas rails and pipes for cookers
and hobs.

COPRECI TURKEY

Gosb
Ihsandede Cd. N . 135
Gebze
Kocaeli - Istanbul
TURKEY
E-mail: home@copreci.es
www.copreci.com
Tel.: +902627511334
Fax: +902627511325
E-mail: ofis@copreci.com.tr

Activities:

Gas taps for cookers and hobs.

COPRECI CZ

Komenského 274
79368 Dvorce u Bruntálu
CZECH REPUBLIC
Tel.: + 420 646 74 54 92
Fax: + 420 646 74 54 95
E-mail: copreci@copreci.cz
www.copreci.com

Activities:

Manufacture of taps and safety
systems for domestic gas
applications.

EIKA

Etxebarria - Apdo. 20
E-48270 Markina
Bizkaia
Tel.:+ 34 946 167 732
Fax:+ 34 946 167 746
E-mail: eika@eika.es
www.eika.es

Activities:

Sheathed heating elements.
Electric hotplates. Radiant
heating elements and Touch
Controls for glass ceramic hobs.

List of MCC Companies

EIKA MEXICO

Av. de las Misiones 10
Módulo 7,
Parque Industrial Bernardo
Quintana 3 Sección
El Marqués 76246,
Querétaro
México

Activities:

Manufacture and sale of
components for electric
cooking.

CZEIKA

Průmyslová, 3143/5
796 01 Prostějov
CZECH REPUBLIC
Tel.: + 420 582 36 04 40
Fax: + 420 582 36 04 00
E-mail: czeika@czeika.cz
www.eika.es

Activities:

Electric hotplates.

FOUNDEIK

Nádražní, 50 Hlubocky-
Mariánské Udolí 783 66
CZECH REPUBLIC
Tel.: 00 420 685067560
Fax: 00 420 685067800
E-mail:
larana@foundeik.cz

Activities:

Casting.

EMBEGA

P. I. San Miguel, s/n
E-31132 Villatuerta
(Navarra)
Tel.: + 34 948 54 87 00
Fax: + 34 948 54 87 01
E-mail:
embega@embega.es
www.embega.com

Activities:

Metallic decorative
components for domestic
appliances. Membrane
switches. Polymeric printed
gaskets.

FAGOR ELECTRONICA

B San Andrés s/n
E-20500 Mondragón
(Guipúzcoa)
Tel.: + 34 943 71 25 26
Fax: + 34 943 71 28 93
E-mail:
rf.sales@fagorelectronica.es
sc.sales@fagorelectronica.es
www.fagorelectronica.com

Activities:

Surface and axial mounting
discrete semiconductors,
Analogue and Digital TV
reception systems. Home
automation. Regulation and
control circuits for domestic
appliances and automotive
sector.

FAGOR ELECTRONICA

Wireless communications.
Technological Development
Centre.
Av. de los Castros, s/n
E-39005 Santander
(Cantabria)
Tel. + 34 942 291 400
Fax: + 34 942 200 921 e-
mail: dsantander@
fagorelectronica.es
www.fagorelectronica.com

Activities:

Wireless communications:
• Fleet management.
• Wifi networks.

FAGOR ELECTRONICS (THAILAND) LTD.

Wellgrow I.E., Bangna-Trad
Km 36,
82 Moo 5, Bangsamak,
Bangpakong,
Chachoengsao, 24180
THAILAND
Tel.: + 66 38 570087-90
Fax: + 66 38 570091
E-mail:
fagthai@loxinfo.co.th
www.fagorelectronica.com
Fagor Electronica has a
100% holding.

Activities:

Surface and axial mounting
discrete demiconductors.

MATZ-ERREKA

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

Activities:

Plastic injection. Fixing
elements. Automation
equipment for doors and
shutters.

MATZ-ERREKA MEX

Misión de Bucareli, 8
Parque Industrial Bernardo
Quintana,
El Marqués - 76249
Querétaro
MEXICO
Tel.: + 52 442 221 6078
Fax: + 52 442 221 6080
E-mail: u.sabatie
@erreka-mex.com

Activities:

Plastic injection

ORKLI

Ctra. Zaldibia
E-20240 Ordizia
(Guipúzcoa)
Tel.: + 34 943 80 50 30
Fax: + 34 943 80 51 85
home@orkli.es
www.orkli.com

Activities:

Components for safety,
regulation and control for
water heating, heating and
plumbing, hot water systems
and fluids.

ORKLI NINGBO

Nan 1 Rd. Meixu Industrial
Zone
Yinxian Ningbo 315103
CHINA
Tel: 0574 88482181
Fax: 0574 88482643
st@orkli.es
www.orkli.com

Activities:

Safety devices for gas
domestic appliances.

TAJO

Poligono Ind. Aranguren s/n
B Arragua
E-20180 Oiartzun
(Guipúzcoa)
Tel.: + 34 943 26 00 00
Fax: + 34 943 49 13 63
E-mail:
tajo@tajo.coop

Activities:

Plastic injection. Mould
construction for plastic
injection.

INCOPLAST

Carretera Vendrel
a Sant Jaume dels Domenys, K 1
43710 Santa Oliva, Tarragona
Tel.: 34 977 665 481
Fax: 34 977 667 977
Tajo has a 40% holding.

Activities:

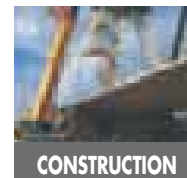
Processing of plastics.

MANCHALAN

Avda. Castilla La Mancha, 11
E-19171 Cabanillas del
Campo
(Guadalajara)
Tel.: + 34 949 33 75 25
Fax: + 34 949 33 75 26
home@manchalan.com
Tajo and Alecop each have
a 20% holding.

Activities:

Assembly of units and subunits
for domestic appliance and
automotive sectors. Plastic
injection.



CONSTRUCTION

Lifts and elevators

ORONA

Pol. Ind. Lastaola
20120 Hernani
(Gipuzkoa)
Tel.: 34 943 551 400
Fax: 34 943 550 047
E-mail:
o-i.orona@sarenet.es

Activities:

Manufacture and installation
of lifts and escalators.
Maintenance and repair of lifts
and escalators. Installation and
maintenance of pedestrian
doors.

Structures and Handling

BIURRARENA

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

Activities:

Machinery: Sale and After
Sales Service for public works
machinery.
Environment: Design and cons-
truction of sorting and reco-
very plants (light packaging,
RCDs, domestic appliances and
other technologies).
Underground containers.

ECOTÈCNIA

C/Roc Boronat, 78
08005 Barcelona
Tel.: 34 932 257 600
Fax: 34 932 210 939
E-mail:
ecotecnia@ecotecnia.com

Activities:

Design, manufacture and maintenance of wind-powered generators and wind farms.

ECOTÈCNIA GALICIA

Poligono Industrial
Parcela B
15565 AS Somozas
A Coruña
Tel.: 34 981 404 090
Fax: 34 981 404 473

Activities:

Wind-powered generators and wind farms.

ECOTÈCNIA NAVARRA

Pol. Ind. de Buñuel, Parcela G.1
31540 Buñuel (Navarra)
Tel.: 94 883 20 12
Fax: 94 883 20 59
E-mail:
admon@ecotecnianv.com
www.ecotecnia.com

Ecotècnia has a 25% holding.

Activities:

Assembly of wind-powered generators.

CALDERERIA TORRES ALTAMIRA

Pol. Ind. El Pinar, s/n
49530 Coreses (Zamora)
Tel.: 34 980 500 610
Fax: 34 980 500 476
E-mail:
ecotecnia@ecotecnia.com
www.ecotecnia.com

Ecotècnia, MCC Inversiones and Urssa have a holding.

Activities:

Manufacture of towers for wind-powered generators.

VENDAVAL PROMOCIONES EOLICAS

C/Roc Boronat, 78
08005 Barcelona
(Barcelona)
Tel.: 34 932 257 600
Fax: 34 932 210 939
E-mail:
ecotecnia@ecotecnia.com
www.ecotecnia.com

Ecotècnia has a 40% holding and MCC Inversiones has a 20 % holding.

Activities:

Promotion of wind farms.

ROCHMAN

48210 Ochandiano
(Bizkaia)
Tel.: 34 945 450 075
Fax: 34 945 450 257
E-mail: info@rochman.es

Activities:

Rollways. Handling installations. Packaging and wrapping machines.

URSSA

Campo de los Palacios
Apdo. 284
01006 Vitoria (Alava)
Tel.: 34 945 135 744
Fax: 34 945 135 792
E-mail: urssa@urssa.es
www.jet.es/urssa

Activities:

Engineering, manufacture of metal structures.

Construction Work and Materials

ETORKI

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

Activities:

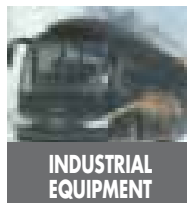
Pine boards and planks.

LANA

C/ Santxolopetegui
Auzoa, 24
20560 Oiñati
(Gipuzkoa)
Tel.: 34 943 780 111
Fax: 34 943 783 222
E-mail:
info@lana-scoop.es
www.lana-scoop.es

Activities:

Formwork boards. Boards for furniture. Three-ply boards. Boards for structural use.



Leisure and sport

DIKAR

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

Activities:

Muzzle-loading sporting guns.

SHANGHAI WINGROUP LEISURE AND SPORTS EQUIPMENT

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

Activities:

Fitness equipment.

WINGROUP

Apartado 168
Urarte, 14
20570 Bergara
(Gipuzkoa)
Tel.: 34 943 769 056
Fax: 34 943 769 178
E-mail: comercial@wingroupscoop.com

Activities:

Camping and fitness equipment.

EREDU

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

Activities:

Metal furniture for countryside, beach and garden. Modern furniture for indoor use.

ORBEA

Pol. Ind. Goitondo
48269 Mallabia
(Bizkaia)
Tel.: 34 943 171 950
Fax: 34 943 174 397
E-mail:
orbea@sarenet
www.orbea.mcc.es

Activities:

Bicycles.

Technical Components and Equipment

AMPO

B. Katea, s/n.
Idiazabal (Guipúzcoa)
Tel.: 34 943 188 000
Fax: 34 943 188 130

Activities:

Steel casting and spun tube for industrial valves. AMPO Industrial valves for petro-chemical industry, natural gas, power and aluminium. POYAM.

BECKER

Amezeta Bidea, s/n
20260 Alegia, Guipúzcoa
Tel.: 34 943 653 340
Fax: 34 943 654 243

Activities:

Copper and aluminium electric conductors.

EDERFIL

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

Activities:

Electric conductors.

HERTELL

Poligono Industrial, 2
20267 Ikastegieta
(Gipuzkoa)
Tel.: 34 943 653 240
Fax: 34 943 653 332
E-mail: info@hertell.net
www.hertell.net

Activities:

Manufacture of vacuum pumps, valves and accessories for cisterns.

List of MCC Companies

IRIZAR

San Andrés, 6
20216 Ormaiztegui
(Gipuzkoa)
Tel.: 34 943 809 100
Fax: 34 943 889 101
E-mail: irizar@irizar.com
www.irizar.com

Activities:

Luxury long- and medium-distance coach bodywork.

IRIZAR DO BRASIL

Rodobia Mal. Rondon, Km. 252,5
CEP 18603-970
Botucatu-SP-Brasil
Tel.: 55 14 68028000
Fax: 55 14 68028001
E-mail: irizar@irizar.com.br

Activities:

Coach manufacture.

IRIZAR TVS

Trichy Road, Viralmalai
621316 Tamil Nadu
(India)
Tel.: 00 91 4339 20393
Fax: 00 91 4339 20236
E-mail:
tuscoach@tr.dot.net.in

Activities:

Coach bodywork.

IRIZAR MAGHREB

Oulja, Km 0.300
Sal-e - Morocco
Tel.: 212 7 81 01 15
Tel.: 212 7 81 01 13

Activities:

Coach manufacture.

IRIZAR MÉXICO

Parque Ind. Bernardo
Quintana
Parcelas 7 al 12-Manzana14
Municipio El Marqués
Queretaro-México
Tel. 00 52 42 382500
Fax 00 52 42 215395
E-mail:
pmedizabal@irizar.com.mx

Activities:

Coach manufacture.

HISPACOLD

Autovía Sevilla-Málaga, K 1,8
41016 Sevilla
(Sevilla)
Tel.: 34 954 677 480
Fax: 34 954 999 728
Irizar has a 65% holding.

Activities:

Coach manufacture.

MASATS

Carretera Bruc a Manresa
08240 Manresa
Apdo. 171 (Barcelona)
Tel.: 34 938 352 900
Fax: 34 938352 920
Irizar has a 52% holding.

Activities:

Coach manufacture

TIANJIN IRIZAR COACH

218 Hong Qi
Nankai District
Tianjin (China)
Tel.: 86 022 761 3041
Fax: 86 022 761 3345
Irizar has a 36% holding

Activities:

Coach manufacture.

UROLA

Urola-Kalea, s/n
Apdo. 3
20230 Legazpia
(Gipuzkoa)
Tel.: 34 943 737 003
Fax: 34 943 730 926
E-mail:
transformado@urola.com
maquinaria@urola.com
www.urola.com

Activities:

Construction of blowing machines for the manufacture of hollow thermoplastic bottles. Manufacture of blowing moulds. Plastic extrusion. Plastic injection moulding. Plastic blowing. Plastic injection moulding-blowing.

Industrial Services

ALECOP

Loramendi, s/n
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 712 405
Fax: 34 943 799 212
E-mail: alecop@alecop.es
www.alecop.mcc.es

Activities:

Technical educational equipment. Prefabricated electrical installations.

PRODESO

Uribe Auzoa, 10
202500 Mondragón
(Gipuzkoa)
Tel.: 34 943 712 630
Fax: 34 943 711 717
E-mail: prodeso@ctv.es

Activities:

Education and training systems. Consultancy and technical assistance in education. Teaching material. Technological research centres. Company creation and innovation centres. General consultancy.

ALKARGO

B Belako, s/n
Apdo 102
48100 Mungia (Bizkaia)
Tel.: 34 946 741 700
Fax: 34 946 744 417
E-mail: alkargo@alkargo.es

Activities:

Distribution transformers. Medium-power transformers. Autotransformers. Dry encapsulated transformers.

COINALDE

Concejo, 10
01013 Vitoria
(Alava)
Tel.: 34 945 264 288
Fax: 34 945 253 997

Activities:

Nails. Wire. Metal mesh.

ELKAR

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

Activities:

Industrial catalogues. Books. Advertising leaflets. Annual Reports. Magazines. Graphic products in general.

EVAGRAF

Poligono Alibarra, 64
01010 Vitoria (Alava)
Tel.: 34 945 245 550
Fax: 34 945 245 612
E-mail:
evagraf@mccgraphics.com
www.
mondragongraphics.com

Activities:

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

LITOGRAFIA DANONA

Pol. Ugaldetxo, s/n
20180 Oiartzun
(Gipuzkoa)
Tel.: 34 943 491 250
Fax: 34 943 491 660
E-mail: danona@mondragongraphics.com
www.
mondragongraphics.com

Activities:

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

ROKOT INDUSTRIA GRÁFICA

Pol. Industrial Txirrita-Maleo.
Pabellón 11
Pol. Ugaldetxo, s/n
20100 Renteria
(Gipuzkoa)
Tel.: 34 943 344 614
Fax: 34 943 524 767
E-mail:
rotok@mccgraphics.com
www.
mondragongraphics.com
MCC Inversiones has a 37% holding and Keslan, Danona and Elkar a 38% holding.

Activities:

Printing.

OIARSO

B Zikuñaga, 57-F
Polígono Ibarluze
20128 Hernani
(Gipuzkoa)
Tel.: 34 943 335 020
Fax: 34 943 335 210
E-mail:
oiarso@oiarso.com

Activities:

For the health sector: Infusion equipment. Transfusion equipment. Catheters. Epicraneals. Enteral nutrition. Parenteral nutrition. Accessories and connectology. Probes. Anaesthesia equipment. Anti AIDS kit.

OSATU

Edificio Zearrekobueta
Subida de Areitio, 5
48260 Ermua (Bizkaia)
Tel.: 34 943 170 220
Fax: 34 943 170 227
E-mail:osatu@osatu.com
www.osatu.com

Activities:

Electro-medical equipment: Basic defibrillators, with monitor and recording, with pacemakers and pulsioximetry, semiautomatic.



HOUSEHOLD GOODS

Domestic appliances

DOMUSA

B San Esteban, s/n
20737 Errezil
Aptdo. 95 - 20730 Azpeitia
Tel.: 34 943 813 899
Fax: 34 943 815 666
www.domusa.es

Activities:

Individual boilers.

EDESA

Cervantes, 45
48970 Basauri
(Bizkaia)
Tel.: 34 944 667 100
Fax: 34 944 495 096
www.edesa.mcc.es

Activities:

White goods

EDESA HOSTELERIA

Polígono San Milans
C/Can Milans, 13
08110 Moncada I Reixach,
Barcelona
Tel.: 34 935 651 130
Fax: 34 935 750 342

Activities:

Food preparation products.

FAGOR ELECTRODOMESTICOS

B San Andrés, s/n
Apdo. 49
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 719 100
Fax: 34 943 796 881
E-mail:
fagorelectrodomesticos@
mcc.es
www.fagorelectrodomesticos.
mcc.es

Activities:

Cookers. Ovens. Extractor fans. Microwave ovens. Air conditioning. Fridges and freezers. Washing machines. Dryers. Dishwashers. Water heaters. Boilers. Storage heaters. Kitchen units and kitchenware.

ELCO-BRANDT

7 Rue Henri Becquerel
92854 Rueil-Malmaison
Cedex-France
Tel.: 331 471 666 06
Fagor Electrodomesticos
has a 10% holding.

Activities:

Manufacture of domestic appliances

EXTRA ELECTROMENAGER

Avenue Hassan II
BP 179 Mohammedia
(Marruecos)
Tel.: 212 2 3327412
Fax 212 2 3327425
Fagor Electrodomésticos
has a 100% holding.

Activities:

Manufacture of domestic appliances

GEYSER GASTECH

B San Juan s/n
Apdo. 151
20570 Bergara (Gipuzkoa)
Tel.: 34 943 769 004
Fax: 34 943 767 136
Fagor Electrodomesticos
has a 50% holding.

Activities:

Gas water heaters.

WROZAMET

Zmigrodzka 143 St.
Wroclaw POLAND
Tel. 00 48 713 244 542
Fax 00 48 713 253 363
E-mail: jugarte@wrozamet.pl
MCC Inversiones and
Fagor Electrodomesticos
have a 75.96% holding

Activities:

Manufacture of domestic appliances.

Furniture

COINMA

Vitoriabidea 4-Z.I.
Ali - Gobeo
01010 Vitoria (Alava)
Tel.: 34 945 241 616
Fax: 34 945 240 637
E-mail: coinmacc@sarenet.es
www.sidi.es/coinma

Activities:

Office furniture.

COINMA INDIA

41, Sector 18, Udyog Vihar,
Gurgaon
122001 Haryana (India)
Tel.: 91 124 6348245
Fax: 91 124 6346870
E-mail:
coinmaindia@satyam.net.in
www.interiorespania.com

Activities:

Furniture for the home and office.

DANONA

Anardi Area, 2
Apdo. 42
20730 Azpeitia (Gipuzkoa)
Tel.: 34 943 815 900
Fax: 34 943 151 481
E-mail:
danona@danona.com
www.danona.mcc.es

Activities:

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..

Catering Equipment

FAGOR INDUSTRIAL

Santxolopetegui, 22
Aptdo. 17
20560 Oñati (Gipuzkoa)
Tel.: 34 943 718 030
Fax: 34 943 718 181
E-mail:
info@fagorindustrial.com
www.fagorindustrial.com

Activities:

300 to 3,000 dishes/hour dishwashers. Glass washers. 7-10-14-25-50 kg. washing machines. Ranges. Brat pans. Convection and combi steamers (gas and electric). Fryers. Fry-tops. Commercial refrigeration.

DANUBE

Parq D'Activités de Sologne,
BP 19
41600 Lamotte-Beuvron
Tel.: 33-2-548 80 576
Fax: 33-1-549 68 904
Participada al 60% por
Fagor Industrial.

Activities:

Industrial ironing and drying machines

TALLERES ROCA

Polígono Industrial La
Quintana
08514 San Julià de
Vilatorta
Barcelona
Tel.: 34 938 122 790

Activities:

Manufacture and sale of machinery and accessories for the catering industry.

List of MCC Companies

FAGOFRI

Ctra. Córdoba-Málaga km. 8
14900 Lucena (Córdoba)
Tel.: 34 956 516 179
Fax: 34 957 515 621
Fagor Industrial has a 51% holding

Activities:

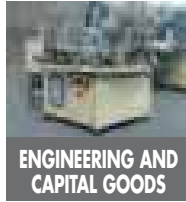
Refrigeration equipment.

KIDE

Pol. Gardotza, s/n
48710 Berriatua (Bizkaia)
Tel.: 34 946 833 510
Fax: 34 946 833 133
E-mail:
kide@kide.com

Activities:

Insulated panels and doors for coldrooms, cold stores and miniboxes.



Automation and Control

FAGOR AUTOMATION

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

Activities:

Numerical control system (CNC). Digital readouts. Linear and rotary transducers. Digital regulation systems and motors.

Engineering and Consultancy

LKS

P. José M
Arizmendiarieta, 5
20500 Mondragón (Gipuzkoa)
Tel.: 34 943 712 464
Fax: 34 943 771 012
E-mail:
lksmondr@lks.es

Activities:

Consultancy: Management
Advice. Specific solutions.
Training in Strategy, Quality and Continuous Improvement, Marketing, Organisation and Human Resources, Industrial Engineering and Logistics, Economic-Financial matters.
Account auditing.
Telecommunications engineering.

LKS CDEE

Zurbano, 69, 1 planta
28010 Madrid
Tel.: 34 913 191 299
Fax: 34 913 198 102
E-mail:
lks@lksconsultoria.es
AIC, LKS, S.Coop have a 73% holding.

Activities:

Engineering and consultancy.

LKS IAMM

Aita Laramendi, 5
2 izda.
48012 Bilbao
Tel.: 944 702 080
Fax: 944 701 107
E-mail:
lksinves@euskalnet.net
LKS has a 60% holding.

Activities:

Market research

SEI

Technopole Izarbel
Inmeuble Cré@ticité
Batimen A 64210 Bidart, Francia
Tel.: 335 5958 0000
Fax: 335 5958 0199
E-mail: info@seimcc.com.
MSI and AIC have a 100% holding

Activities:

Computing and software development

IS3

Avda. Altos Hornos de Bizkaia, 33
Edificio Ilgner
48902 Barakaldo (Vizcaya)
Tel.: 34 944 180 216
Fax: 34 944 189 308
MSI, MCC Inversiones and AIC have a 51% holding.

Activities:

Consultancy and sale of computer services.

LKS INGENIERIA

P. José M
Arizmendiarieta, 5
20500 Mondragón (Gipuzkoa)
Tel.: 34 943 712 488
Fax: 34 943 793 878
E-mail: lksingenieria@mcc.es
www.lksingenieria.mcc.es

Activities:

Engineering consultancy.
Industrial design. Civil engineering. Building.

LKS INTELCOM

Poligono Basabe
FO, 2 p.
20550 Aretxabaleta (Gipuzkoa)
Tel.: 34 943 712 451
Fax: 34 943 712 351
E-mail: intelcom@lksingenieria.es
LKS Ingenieria, MSI and AIC have a 100% holding.

Activities:

Engineering, Telecommunications.

EDE INGENIEROS

Parque empresarial Inbisa Edificio C.
Poligono Aurrera M8
48510 Trapagarán (Vizcaya)
LKS Ingenieria has a 70% holding.

Activities:

Consultancy and energy supplies, Cogeneration, Installation and process engineering.

MACLA

Plaza de Escabazabal, 8-6
31600 Burlada (Navarra)
Tel.: 34 948 363 456
Fax: 34 948 136 694
LKS Ingenieria has a 46% holding.

Activities:

Civil engineering. Construction engineering. Town planning advice
Environmental advice.

LKS TASACIONES

Pol. Basabe, Edificio F
20550 Aretxabaleta (Gipuzkoa)
Tel.: 943 712 100
Fax: 943 797 735
E-mail: tasaciones@lksingenieria.es
www.lks.es
LKS Ingenieria has a 90% holding.

Activities:

Property valuation. Property advice. Property management.

LKS STUDIO

Almagro, 15 - 5 planta
28010 Madrid (Madrid)
Tel.: 917 022 474
Fax: 917 022 475
E-mail: s@lksstudio.com
LKS Ingenieria and AIC have a 60% holding.

Activities:

Building project management.

INDISER

Plaza Alférez Provisional, 3
entreplanta
26001 Logroño (La Rioja)
Tel.: 941 221 318
Fax: 941 226 558
E-mail:
indiser@indiser.com
LKS Ingenieria has a 100% holding.

Activities:

Winery project engineerings.

MSI
MONDRAGON
SISTEMAS DE
INFORMACION

Ama kandida, 21 (Denac)
20140 Andoain
(Gipuzkoa)
Tel.: 34 943 594 400
Fax: 34 943 590 536
E-mail:
arechavaleta@msi.mcc.es
andoain@msi.mcc.es

Activities:
Computer systems and services

ONDOAN

Parque Tecnológico
Edif. 101 módulo C
48170 Zamudio
(Bizkaia)
Tel.: 944 522 313
Fax: 944 521 047
E-mail: info@ondoan.com
Delegación en Gipuzkoa:
Polígono Basabe, F05
20550 Aretxabaleta
(Gipuzkoa)
Tel.: 943 771 587
Fax: 943 771 684
E-mail: aretxabaleta
@ondoan.com

Activities:
Design and development of:
Engineering projects and site
management, carrying out and
maintenance of general
installations, emergency and self-
protection plans and turnkey
systems. Environmental
Consultancy and Advice Service.
Workplace Risk Prevention
Consultancy and Advice Service.
Maintenance and Repair of
general installations in industrial
buildings and services.

ONDOAN
SERVICIOS

Parque Tecnológico
Edif. 101 módulo C
48170 Zamudio
(Bizkaia)
Tel.: 944 522 270
Fax: 944 521 047
Ondoan, S. Coop. has a
100% holding..

Activities:
Installation maintenance
management.

MONDRAGON
CONET

Iturroz, 21 bajo
20500 Mondragón
(Gipuzkoa)
Tel.: 943 712 727
Fax: 943 711 750
E-mail: conet@conetion.com
www.conetion.com
www.krisol.com
AIC has a 62% holding and
MCC Desarrollo a 38%
holding.

Activities:
Connectivity and content
services.

Forming and
Assembly

BATZ TROQUELERIA

B Torrea 32 - 34
48140 Igorre
(Bizkaia)
Tel.: 34 94 6315 707
Fax: 34 94 6315 566
E-mail:
bosco.diez@teletel.es

Activities:
Die manufacture.

MATRICI

Polígono Ugaldeburu II
48170 Zamudio
(Bizkaia)
Tel.: 34 946 002 020
Fax: 34 944 522 225

Activities:
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
fine tuning) and commissioning
of tooling at the client's plant.

MATRICI SISTEMAS

Políg. Indust. Igeltzera
Igeltzera, 8
48610 Urduliz
(Bizkaia)
Tel.: 34 944 030 626
Fax: 34 944 030 627

Activities:
Sheet metal assembly and
welding systems.

Forming
machinery

AURRENAK

Vitorialanda 15
Ali - Gobeo
01010 Vitoria
Tel.: 34 945 244 850
Fax: 34 945 246 912
E-mail:
ak@aurrenak.com

Activities:
Tooling for different iron and
aluminium casting technologies
in the automotive sector.

LORAMENDI

Alibarra, 26
01010 Vitoria
Tel.: 34 945 184 300
Fax: 34 945 184 304
www.loramendi.es

Activities:
Machinery for casting and
assembly.

FAGOR
ARRASATE

B San Andrés, 20
Apdo. 18
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 719 999
Fax: 34 943 799 677
E-mail: fagorarrasate@
fagorarrasate.mcc.es
www.fagorarrasate.mcc.es

Activities:
Presses and stamping systems.
Strip processing systems.
Systems for continuous manu-
facture of complex metal parts.
Welded tube and section manu-
facturing systems.
Transfer, progressive and con-
ventional dies.
Engineering and consulting.

GILLET

Rechbergstrasse, 29
71127 Gaüfelden, Alemania
Tel.: 49 703 297 9621
Fax: 49 703 297 9621
Fagor Arrasate has a 50%
holding.

Activities:
Design and manufacture of
transfer and peripheral systems
for presses.

MONDRAGON
ASSEMBLY

Polígono Industrial
Bainetxe, Pab. 5-A
20550 Aretxabaleta
Tel.: 34 943 712 080
Fax: 34 943 712 210
E-mail: info@
mondragon-assembly.com

Activities:
Automatic assembly systems.
Robotics.

MONDRAGON
ASSEMBLY
(Catalunya)

Ronda Industria 22-24
08210 Barberá del Vallés
(Barcelona)
Tel.: 34 937 192 143
Fax: 34 937 187 018
E-mail:
j.bolea@mondragon-
assembly.com
Fagor Sistemas has a 60%
holding.

Activities:
Automatic assembly systems.
Robotics.

MONDRAGON
ASSEMBLY
GERMANY

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

Activities:
Automatic assembly systems.
Robotics

MONDRAGON
ASSEMBLY FRANCE

Site d'Orange
Parc d'Activités Les Pradines
1376, R. N. 7 route de Lyon
84100 Orange
Tel.: 33 490 111 660
Fax: 33 490 511 887
orange@mondragon-
assembly.com
Fagor Sistemas has a 99%
holding.

Site de Compiègne
84. rue des Langues Rayes
60610 La Croix Saint Ouen
Tel.: 33 344 915 200
Fax: 33 344 910 025
compiègne@mondragon-
assembly.com

Activities:
Automatic assembly systems.
Robotics.

ONA-PRES

Pol. Industrial
Ugaldeguren II
B San Antolín, s/n
48170 Zamudio (Bizkaia)
Tel.: 34 944 523 808
Fax: 34 944 523 980
E-mail:
onapr001@sarenet.es

Activities:
Hydraulic presses.

List of MCC Companies



Machine Tools (Cutting)

DANOBAT

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

Activities:

Grinding machines: CNC, cylindrical, exteriors and interiors, flat surfaces, bridge and special for the aeronautical sector. Horizontal and vertical sawing machine with storage systems. Lathes: CNC, lathe centres, vertical.

DANOMAR

3400 CLUJ Napoca -
ROMANIA B-dul Muncii Nr
14 PO.Box1404
Tel.:0040-64-415006
Fax.:0040-64-415047

Activities:

Ancillary industry for machine tools.

NEWALL UK

Ocean House, Newark
Road
Peterborough
PE1 5UA, UK
Tel.: 44 (0) 1733 894 050
Fax: 44 (0) 1733 892 040
E-mail: sales@newall-uk.com
www.newall-uk.com

Activities:

Grinding machines for the aerospace industry and retrofitting.

OVERBECK

Konrad Adenauer Strasse
27
D-35745 Herborn,
GERMANY
Tel.: 49 2772 801-0
Fax: 49 2772 801-153
E-mail: info@overbeck.de
www.overbeck.de

Activities:

Cylindrical interior and combined interior/exterior grinding machines..

DANOBAT SISTEMAS

Apraiz Kalea 1,
Apdo. 199
E-20870 Elgoibar
(Gipuzkoa)
Tel.: 34 943 748 050
Fax: 34 943 743 767
E-mail:
ds-sistemas@
ds-sistemas.com
www.ds-sistemas.com

Activities:

Special and transfer machines. Flexible machining lines. High speed horizontal machining centres..

ESTARTA

Sigma Industrialdea
Xixilion kalea, 2, Pab. 10
Apdo. 147
E-20870 Elgoibar
(Gipuzkoa)
Tel.: 34 943 743 705
Fax: 34 943 741 758
E-mail:
estarta@estarta.com
www.estarta.com

Activities:

Construction of centreless grinding machines.

GOTI

Arriaga Kalea 1
Apdo. 80
E-20870 Elgoibar
(Gipuzkoa)
Tel.: 34 943 748 023
Fax: 34 943 748 144
E-mail:
danobat@goti.com
www.goti.com

Activities:

CNC sheet metal punching machines. CNC punching machines with shears included. Laser cutting machines. Automatic press brakes and flexible bending and punching systems. Punching tools. Combined punching machine.

LEALDE

Barrio Kortazar s/n
Apdo. 11
E-48.288 Ispaster (Bizkaia)
Tel.: 34 946 844 004
Fax: 34 946 844 130
E-mail:
lealde@lealde.com
www.lealde.com

Activities:

Horizontal CNC lathes. Lathes for fluid valves.

SORALUCE

B Osintxu
Apartado 90
E-20570 Bergara
(Gipuzkoa)
Tel.: 34 943 769 076
Fax: 34 943 765 128
E-mail:
soraluce@soraluce.com
www.soraluce.com

Activities:

Moving column milling centres. Fixed bed CNC milling machines. Machining centres. Gantry machining centres and milling machines.

DANOBAT-BIMATEC

Limburg
Tel.: (49) 643 197 820
Fax: (49) 643 171 102
bimatec@t-online.de
www.bimatec.de

Activities:

Milling machines

Machinery for Wood, Tooling and Fixtures

DOIKI

Pol. Ind. Goitondo 5
48269 Mallabia (Bizkaia)
Tel.: 34 943 171 600
Fax: 34 943 174 273
E-mail:
doiki@sarenet.es

Activities:

Dimensional verification tooling. High precision mechanics. Electronic, pneumatic and mechanical gauges. Machining fixtures.

EGURKO

Basusta Bidea, 9
Apdo. 25
20750 Zumaia (Gipuzkoa)
Tel.: 34 943 860 100
Fax: 34 943 143 107
E-mail:
egurzu@globalnet.es

Activities:

Machinery for wood. Edge veneering machines. Profiling machines. Combined veneering + profiling machines. Sanding machines.

LATZ

Avda. de los Gudaris, s/n
Apdo. 56
20140 Andoain (Gipuzkoa)
Tel.: 34 943 592 512
Fax: 34 943 591 391
E-mail:
mendlatz@sarenet.es

Activities:

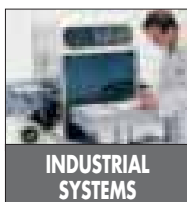
Standard HSS, HSSCo and solid carbide drills. Special HSS, HSSCo and solid carbide tools.

ORTZA

Pol. Areta, s/n
31620 Huarte-Pamplona
(Navarra)
Tel.: 34 948 330 438
Fax: 34 948 330 002
E-mail:
ortza@globalnet.es

Activities:

Machinery for wood. Equalising and sectioning saws. Machining centres.



ULMA C y E

P. Otadui, 3 Apdo. 13
20560 Oñati
(Guipúzcoa)
Tel.: 34 943 034 900
Fax: 34 943 034 920
www.ulma.es

Activities:

Greenhouses. Construction systems. Packaging systems.

ULMA FORJA

B. Zubillaga, Apdo. 14
20560 Oñati
(Guipúzcoa)
Tel.: 34 943 780 552
Fax: 34 943 781 808
www.ulma.es

Activities:

Flanges and fittings.

ULMA HORMIGON POLIMERO

B. Zubillaga, 89
Apdo. 20
20560 Oñati
(Guipúzcoa)
Tel.: 34 943 780 600
Fax: 34 943 716 469
www.ulma.es

Activities:

Prefabricated elements for construction.

ULMA MANUTENCION

P. Otadui, 8 Apdo. 32
20560 Oñati
(Guipúzcoa)
Tel.: 34 943 782 492
Fax: 34 943 782 910
www.ulma.es

Activities:

Automatic warehouses. Forklift trucks.

ALPI SPA

Zona Industriale I-39035
Monguelfo/BZ, Italia
Tel.: 39 0474 947 400
Fax: 39 0474 947 499
info@alpionline.net
www.alpionline.net

Activities:

Industrial systems.

BAUMA

ul.Klasykow, 10
03-115 Warszawa, Poland
Tel.: 48 22 510 2300
Fax: 48 22 814 3131
info@bauma.com.pl
www.bauma.com.pl

Activities:

Industrial systems.

Distribution Group

Distribution

EREIN COMERCIAL

Pol. Ibur Erreka, s/n
Apdo. 242
20600 Eibar (Gipuzkoa)
Tel.: 34 943 208 544
Fax: 34 943 208 634
ix10203@express.es

Activities:

Marketing of food products to the catering trade and collectives.

EROSKI

B. San Agustín, s/n
48230 Elorrio (Bizkaia)
Tel.: 34 946 211 211
Fax: 34 946 211 222
E-mail:
gruppoeroski@mcc.es
www.eroski.es

Activities:

Retailing in small and large stores: Fruit and vegetables, meat and cold meats, fish, dairy products, groceries, drinks, frozen food, sundries and cleaning materials, textiles, domestic appliances, leisure articles, do-it-yourself, sound and vision, kitchenware, travel and petrol.

FORUM SPORT

B. Kortederra, s/n
48340 Amorebieta (Bizkaia)
Tel.: 34 946 300 094
Fax: 34 946 300 760
E-mail:
f0073@forumsport.es
The Eroski Group has a 52% holding.

Activities:

Shopping and Sports Centres

EROSMER

B. San Agustín, s/n
48230 Elorrio (Bizkaia)
Tel.: 34 946 211 211
Fax: 34 946 211 222
Participada al 100% por Grupo Eroski.

Activities:

Retailing of consumer products in large stores.

Agro-food

AUZO-LAGUN

Uribarri Auzoa, 13
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 794 611
Fax: 34 943 794 366
E-mail:
auzolagun@logiccontrol.es

Activities:

Catering. Cooked dishes. Cleaning of buildings and premises. Complete service for the health care sector.

COMISLAGUN

Padre León, 9
Alaquas- Valencia
Tel.: 34 961 988 016
Fax: 34 961 515 907
E-mail:
comislagun@nexo.es
Auza-Lagun has a 73.4% holding.

Activities:

Catering for groups. Complete service for health care sector.

JANGARRIA

Katuarri, 20
Ansoain- Navarra
Tel.: 34 948 140 192
Fax: 34 948 131 892
Auza-Lagun has a 100% holding.

Activities:

Catering for groups. Complete service for health care sector.

BARRENETXE

Okerra, 7
48270 Markina (Bizkaia)
Tel.: 34 946 168 143

Explot. Berriatua:
Tel.: 34 946 139 157

Explot. Etxeberria:
Tel.: 34 946 166 173

E-mail:
barrenxe@logiccontrol.es

Activities:

Horticulture in greenhouses and the open air.

BEHI-ALDE

Olaeta-Aramaiona (Alava)
Apdo. 44 (Mondragón)
Tel.: 34 945 450 100
Granja: 34 945 450 100

Activities:

Milk. Livestock for breeding and meat.

GSR

Uribe Auzoa, 13
20500 Mondragón
(Guipúzcoa)
Tel.: 34 943 712 164
Fax: 34 943 712 165
E-mail:
gsr@gsr.coop

Activities:

Residential service management.

MIBA

Ctra. Etxebarria, s/n
48270 Markina (Vizcaya)
Tel.: 34 946 167 884
Fax: 34 946 167 886
Olaeta-Aramaiona (Alava)
Granja:
34 945 450 259

Activities:

Compound feeds. Small agricultural machinery. Fertilisers and seeds. Phytosanitary products. Veterinary service.

List of MCC Companies

MULTIFOOD

B Uribarri, 13 A
20500 Mondragón
(Guipúzcoa)
Tel.: 34 943 711 960
Fax: 34 943 711 961

Activities:

Ready-prepared food.

UNEKEL

Barriada de Berrio, s/n
48230 Elorrio (Bizkaia)
Tel.: 34 946 167 884
Fax: 34 946 167 886

Activities:

Breeding of rabbits.

RESEARCH, EDUCATION AND TRAINING CENTRES

Centros de Research Centres

AOTEK

Barrio San Andrés s/n
Apartado 2
20500 Mondragón
Tel.: 34 943 039805
Fax: 34 943 719203
info@aotek.es

Activities:

Automation and optics.

EDERTEK

Uribarri-Auzoa, 6
Apdo. 19, Mondragón,
Guipúzcoa
Tel.: 34 943 739 313
Fax: 34 943 718 086

Activities:

Innovation and development.

GARAIA

Uribe-Auzoa, 3
20.500 Mondragón
Guipúzcoa
Tel.: 34 943 719 181
Fax: 34 943 793 999
garaia@pologaraia.es
www.pologaraia.es

Activities:

Innovation and development.

IDEKO

Arriaga kalea, 2
Apdo. 80
20870 Elgoibar
(Gipuzkoa)
Tel.: 34 943 748 000
Fax: 34 943 743 804
E-mail:
ideko@ideko.es
jrejo@ideko.es
www.ideko.es

Activities:

Development of and innovation
in machine tools and systems.
Product development.
Improvement of production
processes. Technical support.
Technology monitoring.

IKERLAN

José María
Arizmendiarieta, 2
Apdo. 146
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 771 200
Fax: 34 943 796 944
E-mail:
webmaster@ikerlan.es
www.ikerlan.es

Activities:

Contracted R&D projects for the
development of new products
or for the improvement of
production processes.
Mechatronics: electronics and
technical design and production
systems.
Energy: rational use of energy,
renewable energy.

KONIKER

Pol. Ind. Baintxe 5
20550 Aretxabaleta
Tel.: 34 943 039 360
Fax: 34 943 039 369
info@koniker.coop

Activities:

R&D in forming and assembly.

LORTEK

Barrio La Granja s/n
20240 Ordizia
Tel.: 34 943 882 303

Activities:

Joining technologies.

MIK

Uribarri Etorbidea, 3
Apartado 79
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 719 191
Fax: 34 943 793 999
E-mail:
mik@mik.es
www.mik.es

Activities:

Business management research
centre.

MTC

MAIER TECHNOLOGY
CENTRE
Pol. Ind. Arabieta
48300 Gernika
(Bizkaia)
Tel.: 34 946 259 265
Fax: 34 946 259 258
E-mail:
mtc@sarenet.es

Activities:

Research and development in
automotive assemblies and
components made with
thermoplastics. Development of
new technologies.

ORONA EIC

Poligono Lastaola, s/n
20120, Hernani, Guipúzcoa
Tel.: 34 943 551 400
Fax: 34 943 550 047

Activities:

Lifts and elevators.

ULMA PTC

B Garibai, 28 Apartado 145
20560 Oiñati, Guipúzcoa
Tel.: 34 943 039 350
Fax: 34 943 039 341
info@ptc.ulma.es

Activities:

Research and development.

Education and Training Centres

ARIZMENDI

Larrin Plaza, 1
20550 Aretxabaleta
(Gipuzkoa)
Tel.: 943 793 132
Fax: 943 797 922
E-mail:
arizmendi@arizmendi.
ikastola.net

Activities:

Education.

CIM (AHIZKE)

Avenida de Alava, 4
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 712 055
Fax: 34 943 712 181
E-mail: cim@jet.es
www.cim-idiomas.com

Activities:

Language training. Translation
and interpreting service.

UNIVERSITY OF MONDRAGON

C/ Loramendi, 4
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 794 700
Fax: 34 943 791 536
E-mail: ilacunza@mep.es

Activities:

University education.

ETEO

ESCUELA UNIVERSITARIA
ESTUDIOS EMPRESARIALES
Larraña, 33
20560 Oiñate
(Gipuzkoa)
Tel.: 34 943 781 311
E-mail:
eteo0001@sarenet.es

Activities:

Training in business
administration.

GOIERRI

Granja Auzoa, s/n.
20240 Ordizia
(Gipuzkoa)
Tel.: 943 880 062
Fax: 943 880 176
E-mail:
bulegoa@goierrieskola.org

Activities:

Education.

HUMANITIES AND EDUCATION SCIENCE FACULTY

20540 Eskoriatza
(Gipuzkoa)
Tel.: 34 943 714 157
Fax: 34 943 714 032
E-mail: sarrera@huhezi.edu
www.huhezi.edu

Activities:

University Teacher Training
College..

LEA-ARTIBAI

Avda. Jemein, 19
48270 Markina
(Bizkaia)
Tel.: 34 946 167 552
Fax: 34 946 166 674
www.learitik.com

Activities:

Technical education.

MONDRAGON ESKOLA POLITEKNIKOA

C/Loramendi, 4
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 794 700
Fax: 34 943 791 536
E-mail: eskola@mep.es

Activities:

Technical education.

MONE

Santamarina s/n
20560 Oñate, Guipúzcoa
Tel.: 34 943 717 026
Fax: 34 943 717 059
E-mail: info@mone.coop

Activities:

Business School.

OTALORA

Palacio Otalora
Barrio Aozaraza s/n
20550 Aretxabaleta
(Gipuzkoa)
Tel.: 34 943 712 406
Fax: 34 943 712 338
E-mail:
gletona@otalora.mcc.es

Activities:

Co-operative and business training.

TXORIERRI

POLITEKNIKA IKASTEGIA
Untzaga Ibaia kalea, 1
48016 Derio (Bizkaia)
Tel.: 34 944 034 060
Fax: 34 944 034 061
E-mail:
info@txorierrri.net
www.txorierrri.net

Activities:

Technical education.

SUPPORT BODIES AND INTERNATIONAL SERVICES

Support Bodies

ATEGI

Iturriotz, 27 - 2
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 711 930
Fax: 34 943 773 101
E-mail: info@ategi.com
www.ategi.com

Activities:

Purchasing portal.

FUNDACION MCC

Arizmendiarieta, 5
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 779 300
Fax: 34 943 796 632
E-mail: fundación@mcc.es

Activities:

Promotion of the social economy.

MCC INVERSIONES

Arizmendiarieta, 5
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 779 300
Fax: 34 943 796 632

Activities:

Company promotion.

MCC DESARROLLO

P José María
Arizmendiarieta, 5
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 779 300
Fax: 34 943 796 632
www.mondragon.mcc.es
MCC Inversiones and Caja
Laboral have a 23.75%
holding.

Activities:

Company promotion.

MCC INNOVACION

P José María
Arizmendiarieta, 5
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 779 300
Fax: 34 943 796 632
www.mondragon.mcc.es

Activities:

Funding of technological projects..

MCC NAVARRA

Avda. Carlos III, 36-1
Pamplona
(Navarra)
Tel.: 34 943 421 942
Fax: 34 943 421 943
MCC has a 25% holding.

Activities:

Company promotion.

MCC SUSTRAI

Arizmendiarieta, 5
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 77 93 00
Fax: 34 943 79 66 32

Activities:

Property management.

International Services

MCC INTERNACIONAL

Arizmendiarieta, 5
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 779 300
Fax: 34 943 796 632
E-mail: mcci@mcc.es

Activities:

International business promotion..

MCC INDIA

1110, Eleventh Floor,
International Trade
Tower
Nehru Place,
New Delhi
110019 - India
Tel.: +9111 622 1964
Fax: +9111 623 1612
E-mail:
mccindia@del3.vsnl.net.in

Activities:

Corporate office.

MCC MEXICO

Horacio 1213, Colonia
Polanco, C.P. 11550
México D.F. México
Tel.: +52 55 5545 3930
Fax: +52 55 5531 5172
E-mail:
instituto@compuserve.com

Activities:

Corporate office.

MCC MONDRAGON- BRASIL

Alameda Santos 2.335, 7
andar, Cj.71
CEP 01419-002
Sao Paulo-SP-Brasil
Tel.: 55 11 3082 3336
E-mail:
mccbrasil@nethall.com.br

Activities:

Corporate office.

MCC MOSCU-CEI

Rublevo-Uspenskoe
shosse 1-st km bld. 6 of. 302,
Odintsovskiy district 143030
Moscu, Rusia
Tel.: +70 95 739 6304
Fax: +70 95 739 6304
E-mail: office@mondragon.ru

Activities:

Corporate office.

MCC USA

1775 Pennsylvania Avenue,
N.W.10th Floor, Washington,
D.C. 20006 USA
Tel.: +1 202 463 7887
Fax: +1 202 861 4784
E-mail:
mapa@iberamerica.com

Activities:

Corporate office.

MONDRAGON BEIJING

Room 926, Golden
Land Building
32 Liang Ma Qiao
Road, Chaoyang
District,100016,
Beijing, P.R.China
Tel.: +8610 6464 3681
Fax: +8610 6464 3680
E-mail:
mccbj@mcc-china.com

Activities:

Corporate office.

MONDRAGON ZAGROS

Arizmendiarieta, 5
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 779 354
Fax: 34 943 796 632
E-mail: mz@mcc.es

Activities:

Commercial and Industrial services.

Mondragón, 10 May 2005