



2006 Annual Report





José María Arizmendiarieta

1915-1976

Inspiration and driving force behind
the Mondragón Co-operative Experience

**“Our strength does not lead to
struggle but co-operation”**

(Thoughts 340)

MCC, Corporate Centre

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2006 Annual Report

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HIGHLIGHTS AT 31.12.2006

(In million euros)

BUSINESS PERFORMANCE	2005	2006	% VARIATION
MCC Total Assets	22,977	27,550	19.9
MCC Equity	4,226	4,696	11.1
MCC Consolidated Results	545	677	24.2
Caja Laboral Assets Under Administration	11,036	12,333	11.8
Lagun-Aro Endowment Fund	3,303	3,626	9.8
Total Turnover (Industrial and Distribution)	11,859	13,390	12.9
MCC Overall Investments	866	1,243	43.5

EMPLOYMENT

MCC workforce at year end	78,455	83,601	6.6
% members of co-operative workforce	81	80	-1.2
% women members of co-operative workforce	41.9	41.9	-
Incident/accident rate for Industrial Group	58.3	54	-7.4

PARTICIPATION

Stakeholding capital of worker-members	2,010	2,282	13.5
No. worker-members in Governing Bodies	835	861	3.1
% profit distribution to worker-members	57.4	50	-12.3

SOLIDARITY

Resources allocated to community schemes	33	34	3.0
No. Students at MCC Educational Centres	7,642	7,429	-2.8

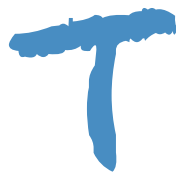
RESPONSIBLE ENVIRONMENTAL MANAGEMENT

No. ISO 14000 Certificates in force	42	45	7.1
No. EMAS Certificates in force	4	4	-

LOOKING TO THE FUTURE

% Resources allocated to R&D over Value Added (I.G.)	5.5	5.3	-3.6
No. Technology Centres in MCC	11	12	9.1

MESSAGE FROM THE CHAIRMAN



The good performance maintained by the world economy, the gradual recovery in the European economy and the sustained, vigorous growth in the Spanish economy helped us increase our sales by 13% and our profits by 24% compared to the previous year, with the creation of 5,000 new jobs. It is worth highlighting the historic record investment, with €1,243m (+43%) earmarked to increase our production capacity, international expansion, strengthening our innovation and technology policy and opening new centres in the financial, industrial and distribution areas.

Looking at the different businesses, the Financial Area again had an excellent year, with a 12% increase in the assets under administration at Caja Laboral and a 17% rise in profits before tax. A good level of profitability was also obtained by Seguros Lagun Aro and in the management of the investment portfolio of the Endowment Fund of the Lagun Aro Provident Society.

The Distribution Area recorded excellent progress in terms of profits (+32%) and sales (+7%), opened around a hundred new outlets all over Spain and, at the international level, consolidated the Alidis alliance with the French group Les Mosquetaires and the German group Edeka, making better prices and a more extensive range of products possible, to the benefit of its customers.

In overall terms the Industrial Area had a good year, with a 19.4% increase in sales and an 18% increase in profits. The tightening of margins in some activities, more conditional on the price of raw materials, was offset by the excellent performance of the businesses linked to construction and capital goods. The year was also characterised by a strong increase in international sales, which in the industrial area rose by 24%, in spite of the unfavourable euro-dollar exchange rate and the price of raw materials.



On the international stage, we ended the year with 65 production subsidiaries in 18 different countries, selling 57% of our industrial turnover abroad and paying preferential attention to the two big countries behind world growth, India and China, where we are developing a 300,000 m² industrial estate in Kunshan, close to Shanghai, and in which four of our subsidiaries will start their activities in the first half of 2007.

This necessary internationalisation process, which will enable us to be closer to our customers and penetrate new markets, is forcing us to reinforce our commitment to the creation of local employment and to earmark significant financial and human resources for this essential objective. This is why we have set up a Promotion Centre, which started its activities in 2006, launched five new industrial projects which will enable us to create more than 300 new jobs; Caja Laboral is doing the work it does through the Gaztempresa Employment Plan, aimed at the creation of youth self-employment, our University has set up an Integrated Plan to promote new business projects and, of course, our co-operatives are themselves expanding locally.

On a more institutional level, I would like to express the Corporation's recognition of Fagor Electrodomesticos, which in 2006 celebrated the 50th anniversary of the start of its business activities under the name of Ulgor, an acronym of the surnames of its five founders. In addition to being the industrial embryo of the MCC, Fagor has played a decisive role in the setting up and consolidation of a good number of our co-operatives.

In addition to this celebration, there were also events to commemorate the 50th anniversary of the MCC, with two events really standing out: the emotional day dedicated to the founders, held in honour of all those behind our co-operatives, and the concert held in honour of society as a whole at the Euskalduna concert hall in Bilbao. ●

CERTIFICATES AND AWARDS

In 2006, three of the MCC's activities received outside endorsement in the area of excellence in business management: Seguros Lagun Aro won the Gold Q from Euskalit and Ulma Forja and Eteo –Business Studies Faculty of the University of Mondragón-, won the Silver Q.

In addition, 3 cooperatives were certified to the ISO 14000 Environmental Standard, taking the total to 45 certificates in this field.

At 31 December 2006, the roll of honour for endorsements, certificates and awards for quality and business excellence at the MCC was as follows:

- 1 European Prize for Business Excellence** won by Irizar.
- 1** Finalist for the **EFQM European Prize** obtained by Fagor Cocción.
- 1 European Environmental Award**, won by Orkli.
- 7 Gold Q:** Caja Laboral, Mondragón Lingua, Copreci, Fagor Minidomésticos, Fagor Industrial, Politeknikoa Txorierrri Ikastegia and Seguros Lagun Aro.
- 14 Silver Q:** Eroski General Goods Depot, Eroski Fresh Produce Depot, Fagor Electrodomésticos Confort, Fagor Electrodomésticos Lavado, Fagor Electrodomésticos Mueble, Fagor Electronica, Geyser Gastech, Lea Artibai Ikastetxea, Mondragon Goi Eskola Politeknikoa, Orkli, Soralue, Ulma Packaging, Ulma Forja and Eteo.
- 4** registered with **EMAS:** Danobat, Fagor Ederlan, Fagor Electrodomésticos and Maier.
- 1 SA 8000 Certificate for Social Responsibility**, awarded to Eroski.
- 45** Environmental certificates **ISO 14000**.
- 8 OHSAS** Certificates for Systems for the Prevention of Workplace Hazards. ●



FINANCIAL AREA

FINANCIAL AREA

2006 has been a positive year for the financial sector: The factors that have most affected its performance were the turn in the monetary policy of the European Central Bank, with gradual rises in interest rates and the favourable performance of the stock markets.

In this context, the MCC's Financial Group has had a year which fulfilled its expectations, with considerable growth in turnover, in terms of both borrowing and lending. This has led to a significant increase in profitability and helped to reinforce the soundness of its assets.

The degree of fulfilment of the Basic Corporate Objectives in 2006 may be summarised as follows:

CUSTOMER SATISFACTION

The new Customer Management Model continued to be implemented in Caja Laboral's commercial activity, which has led not only to an improvement in the quality of customer service but has also boosted the pro-activity of its branches, with the implementation of new computer tools and the use of innovative communication formulas.

In the personal banking service, all the specialist managers advising the best clients have the EFA (European Financial Advisor) certificate. This is the institution's most valued service, by both external and internal customers.

As far as company clients are concerned, the launch of the CLNET Empresas account stands out which, together with Caja Laboral's promissory notes, complete a wide range of products for investing cash surpluses. It is also worth pointing out that more than 250 companies are already using the Supplier Payment System, which processed more than €3,300m in 2006.

This customer-oriented focus led to the recognition received in a number of independent studies, like the one carried out by FINALTA covering the 29 leading European financial institutions "concerned with promoting the quality of service offered to their customers", in which Caja Laboral is in second place. According to this study, the number of "satisfied" or "very satisfied" customers accounts for 87% of the total, when the European average is 66%.

At Seguros Lagun Aro it is worth highlighting the consolidation of the company's Laguntel Customer Service Hotline, and the development of a new website to meet the needs of the brokerage channel and customers. In terms of process and service quality, the Gold Q won for business excellence in the EFQM assessment carried out by Euskalit stands out.

PROFITABILITY

In banking, the increase in turnover was combined with an improvement in margins, which together with the good performance of the results from financial operations, led to a significant improvement in profitability for the year, with a 17.1% increase in profit before tax.

Lagun-Aro's investment portfolio was also well managed, achieving a net yield of 8.30%, which is clearly higher than the technical interest rate (4.75%) and the average yield achieved by pension funds as a whole in the domestic market (5.36%). For its part Seguros Lagun Aro also performed very well, posting a profit before tax totalling €23.6m, which is a significant increase of 15.1% compared to the figure posted in 2005.

INTERNATIONALISATION

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

The volume of foreign commercial transactions in 2006 accounted for an overall total of €2,750m, with an increase of 13% compared to the previous year, which was especially significant in terms of imports. 64% of this figure was from business from the co-operatives and the remaining 36% from other business clients, a segment that has recorded 10% growth compared to the previous year. During the year, relations with the network of foreign correspondents continued to be strengthened. There are now more than 1,200 foreign banks, in more than 100 countries, available to deal with the international requirements of Caja Laboral's clients.

DEVELOPMENT

The main indicators of this Area's turnover continued their upward trend in 2006, with Caja Laboral's client assets under administration recording growth of 11.8% and investment in client lending up by 23.2%. In turn the capitalisation of the profits achieved has helped to reinforce the soundness of Caja Laboral's net worth, taking its equity to €1,381m, which is an increase of 7.7%. Likewise, Lagun-Aro's Endowment Fund have increased to €3,626m, after growing by 9.8% during the year.

It is also worth pointing out that 17 new bank branches have been opened in 2006, more than half of them in Asturias (5) and Madrid (4), taking the total number of branches to 372. Seguros Lagun-Aro also opened three offices, and strengthened the brokerage channel in which there are already 10 branches in operation.

With regard to Lagun-Aro EPSV, it should be highlighted that it has a new record number of mutual-fund holders (29,858) and pensioners (7,759).

INNOVATION

In order to anticipate customer needs and offer them solutions that provide outstanding value, new banking products have been developed, like the new issues of hedge funds and a Savings scheme indexed to the Euribor, or specific products aimed at young people or companies.

As far as Seguros Lagun-Aro is concerned, in addition to the development of the new website, which is going to focus on the needs of the brokerage channel and customers, significant investment continued to be made in technology to provide greater added value to the management of the commercial network, by reducing the amount of administration work in the branches. Likewise, the gradual development of the Laguntel service means that in the near future all the utilities required by customers can be offered to them through this service.

SOCIAL ACTION

In terms of training, which is a basic strategic focus of this area, it is worth highlighting that practically 90% of the total workforce carried out some kind of training activity in 2006.

Another aspect worth highlighting, for the social benefit it entails, is that during 2006 €10.8m from Caja Laboral's Education and Promotion Fund, 18% more than last year, were mainly earmarked for co-operative training and promotion, research, and cultural and welfare activities.

In support of new initiatives to generate employment, 272 new companies were started up in 2006, through the Gaztempresa Foundation, generating 349 new jobs.

As far as caring for the environment is concerned, Caja Laboral has continued to apply its Environmental Management System based on the ISO 14001:1996 standard for all the activities carried out at its headquarters. This management system is subject to external audits by AENOR. In 2006, 198.7 tonnes of paper and 1,264 toner cartridges have been recycled and 2,565 litres of vegetable oil used, and compared to 2005 water consumption has fallen by 5.3%, paper consumption by 4.6% and energy consumption by 4%.

Likewise, in 2006 Caja Laboral has drawn up a Social Responsibility Report in accordance with the GRI 2002 Guidelines. ●

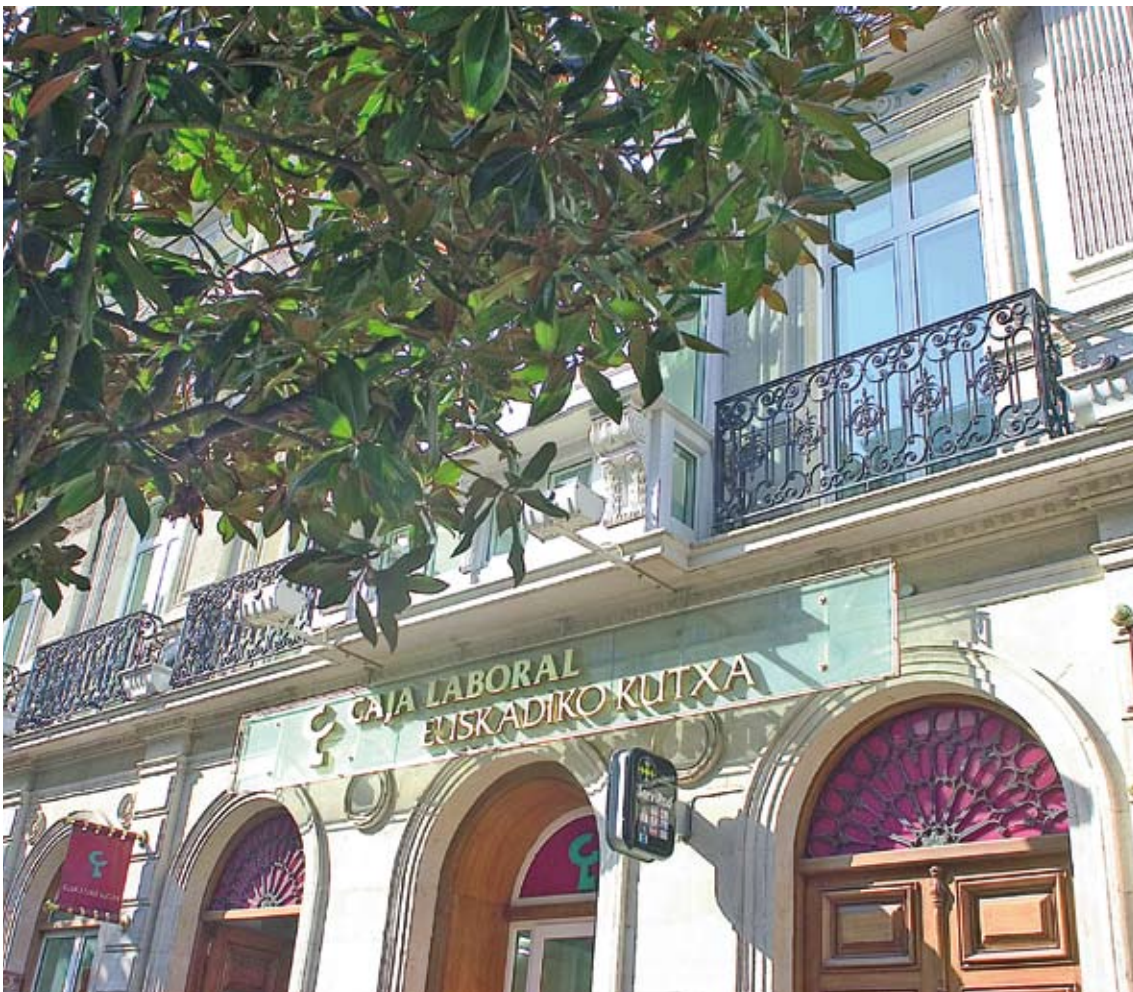
▶ CAJA LABORAL Sdad. Coop. de Crédito

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 what is today the Mondragón Corporación Cooperativa.

In 2006, Caja Laboral had good year, harvesting the fruit of the reorganisation process started at the end of 2004 , aimed at establishing a more flexible structure, more business-focused and closer to clients.

Insofar as its **balance sheet** is concerned, total assets accounted for €17,192m at the end of 2006, with an increase of €3,492m, which is 25.5% in relative terms.

Total client assets under administration by the institution amounted to €12,333m at the year end, with an annual increase of 11.8%. As in the previous year, this growth has to a large extent been due to products on the balance sheet, mainly term deposits which have grown by 34.8%. It is worth highlighting that the Expansion Network has administered 13% of total client





assets, and provided 23% of the total attracted during the year.

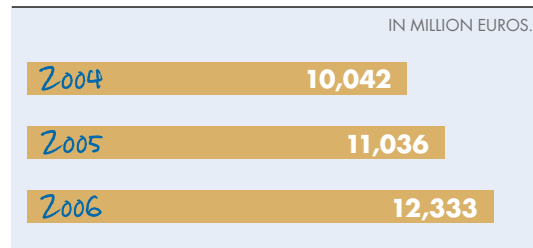
Equity has continued to grow, reinforced by the yield obtained and the demanding net surplus capitalisation policy, to stand at €1,381m. In accordance with Bank of Spain regulations, the institution's capital adequacy ratio, calculated on the basis of the resources computable in this regard, was 12.5%, well above the minimum requirement of 8%.

Customer lending has increased by 23.2% during the year, to total €12,973m. Mortgage loans were the driving force behind this growth, especially in the new areas, which now account for 31% of total mortgage loans. Business funding and consumer loans also recorded very dynamic growth with 30% and 14.7% respectively. The NPL rate continued to fall to 0.67%, with the cover for non-performing loans with the provisions earmarked for that purpose at 241%.

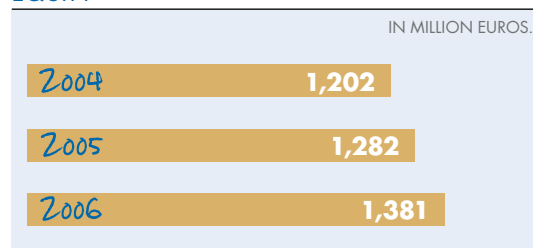
Insofar as **profitability** for the year is concerned, the good turnover figures, together with the cost containment, bearing in mind the territorial expansion carried out, have led to a significant improvement of 1.9 points in the efficiency ratio to 39.5% and a significant increase in profit.

Net interest income has increased by 4.2% in 2006, whilst operating income has done so by 14.7% and operating profit by 19.6%. **Gross profits** have totalled €176m, a very positive figure which improves the results obtained in 2005 by 17.1%. The net yield achieved over average total assets amounted to 1.02%, well above the average for the sector. ●

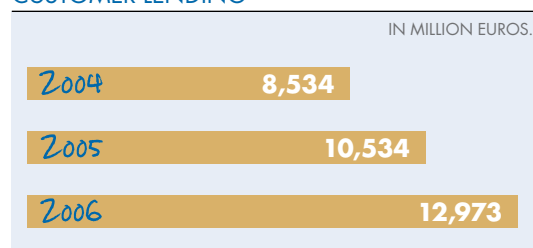
ASSETS UNDER ADMINISTRATION



EQUITY



CUSTOMER LENDING



▶ LAGUN- ARO, EPSV

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-run system.

At 31 December 2006, there were 29,858 members in 125 co-operatives, which is a net annual increase of 320 people.

As far as pay-as-you-go benefits are concerned, which cater for short-term benefits, these totalled €58,2m, mainly allocated to:

- Sick leave, €32.8m euros (56% of the total).
- Healthcare, €18m euros (31% of the total).

As in recent years, a highlight has been the positive trend in employment aid, the cost of which has been €3.1m in 2006 with a surplus of €6.04m in this benefit. With this amount, added to that remaining from 2005, the positive amount accumulated on the Balance Sheet, the aim of which is to ensure that all future needs in terms of this benefit of a manifestly cyclical nature will be met, now totals €63m.

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 the appropriate funds to guarantee the relevant pensions. At the end of 2006, there were 7,759 people receiving pensions, 456 more than at the end of 2005. The sums paid out under these headings totalled €77m in 2006.



These capitalisation benefits are underwritten by an Endowment Fund, which at the end of 2006 totalled €3,626m, once the returns on the investment portfolio had been applied. Just like last year, the good performance of the stock markets has had a very positive effect on the yield achieved from the financial investments. Compared to the previous year, the Fund has increased by €323.2m, which is 9.8% in relative terms. ●

ENDOWMENT FUND

IN MILLION EUROS.	
2004	2,995
2005	3,303
2006	3,626

▶ SEGUROS LAGUN-ARO

2006 has been the second year in the 2005-2008 strategic cycle of Seguros Lagun-Aro, and special attention has been paid to meeting the goals established in the six strategic areas identified which are Growth, Profitability, Customer Service and Care, Innovation in Management Systems, Commitment of the People involved in the Business project and Social Responsibility.

As a milestone in management improvement, it should be pointed out that during 2006 Seguros Lagun Aro has been awarded the "Gold Q" for excellence in business management, an award given by the Basque Government.

In 2006 turnover from premiums has accounted for €163m, with €114m in Non-Life Insurances, up 6% on 2005, and €49m in Life Insurances, with a 5% drop in this area. Total revenue, considering the turnover from premiums and financial income, has amounted to €208m.

Those products the company considers a priority have recorded significant growth, above the average for the sector: home insurances grew by 15%, business insurances by 11%, personal accident by 9%, risk life insurance by 15% and personal life endowment policies by 17%. In car insurance, in a context of strong competition, Seguros Lagun Aro has grown by 6%, compared to 5% for the sector and 2.4% growth in the registration of private cars in the Basque Country.

When attracting new risk, the company has continued with its selective policy, which has led to a reduced claims rate, lower than that for the sector overall. Moreover, the containment of management costs and the positive performance of the stock markets have led to a very good level of profitability.

In terms of commercial development, three new offices have been opened in Baracaldo, Bilbao and Donostia, taking the total number of branches in the direct network in the Basque Country and Navarre to 70.



The brokerage channel, which caters for dealings with external suppliers and agents, has seen two new branches opened in Burgos and Leon, which takes the number of branches in operation to 10 at the end of the year.

The alliance with Caja Laboral is mainly aimed at the home and personal life risk segments, although campaigns have also been aimed at specific client segments, who have been offered car and business insurance.

Another important aspect has been the consolidation of the Laguntel telephone hotline, which deals with clients 24 hours a day 365 days a year and also offers advice to Caja Laboral branch staff who sell insurance products.

A new website has also been developed on the Internet, focusing on the needs of the brokerage channel and clients, which has been well received by both groups.

Finally, it should be pointed out that as a result of this business development, the total workforce of Seguros Lagun Aro totalled 406 people at 31.12.2006, after an increase of 30 people during the year. It is also worth mentioning that the Bazkideak company, which groups together the workers who opt to become members of the company, has operated normally in 2006, taking part in the relevant management bodies. ●

INDUSTRIAL AREA

INDUSTRIAL AREA

In 2006 the world economy has continued to show a high level of growth, as even the parts of the world that were not as dynamic before, like Europe and Japan, have recorded good rates of growth. The euro-zone has done so at a rate of 2.7%. This has helped to put international demand back on an even keel, which has been too dependent on the United States in recent years. As the USA was acting as the driving force, it was building up a worrying trade deficit, leading to depreciation in the dollar.

The recovery of our main European neighbours, where most of the co-operatives' exports go, has satisfactorily complemented an also strong domestic demand, leading a very positive year for the MCC's Industrial Area.

On a different level, an important event concerning this area has been the adoption of the organisational changes approved by the IX Co-operative Congress, which has restructured its organisation with the setting up of three new divisions.

The most significant achievements in terms of the Basic Corporate Objectives during the year have been as follows:

CUSTOMER SATISFACTION

In 2006 work continued on improving the management quality of products and processes by means of EFQM assessments, with the Ulma Forja co-operative being awarded the Silver Q, after having scored more than 400 points in the assessment carried out by external auditors. It is also worth highlighting that the MCC's Industrial Area has 95 ISO-9000 certificates.

There have also been other awards for product quality like the Techmaster prize for the washing machine of the year awarded to Fagor Electrodomesticos' F-

4812 model, the UL certification awarded to Fagor Automation's Innova range of displays, and the Dutch Packaging Prize given to Ulma Packaging, in co-operation with other European companies, with the co-operative having contributed with the supply chain for the prize-winning packaging.

PROFITABILITY

Although the situation has been good in international terms, the high price of oil and raw materials has led to a tightening of margins in some activities, like those dealing with the manufacture of components. In spite of this, the strength shown by other business areas, like those to do with construction, coach bodywork and some capital goods, has led to an increase in the profitability of the Industrial Area, in overall terms.

For the year as a whole, the results, before discounting the interest paid on share capital, have risen by 18.5% compared to 2005, to stand at €302m, which is 4.4% in relation to sales.

DEVELOPMENT

Total sales have risen to €6,876m in 2006, which is an increase of 19.4% over the figures posted in 2005. The biggest growth has taken place in the following sectors: Consumer Goods (22%), boosted by the full year of Fagor-Brandt, Construction (21%), where the scaffolding and framework, and vertical transport businesses stand out, and Services to Business (21%).

There has also been an increase in personnel due to the new companies joining and the increase in turnover. During 2006, 2,318 new workers were taken on in this Area, which takes its total workforce at the end of the year to 42,444 people.

Another variable indicative of business development is the amount of investment made, which totalled €594m in 2006, an amount which is 12% higher than the figure for 2005.

INNOVATION

The 2005-2008 Science and Technology Plan has continued to be applied in 2006. This covers five priority areas: Energy, Health, Information and Communication Technologies, Materials and Processes and Business Management in the Co-operative Environment. Towards the end of the year a project audit has been carried out, with a positive view given of the how the plan is progressing.

As for R&D, the MCC currently has twelve centres specialising in different technologies, which are subsequently applied by the co-operatives; a total of 645 researchers work in them as a whole, taking into account the relevant part of the University of Mondragon engaged in research. The Garaia innovation park has also now invested more than €30m to start it up (with another €8m invested there by the Edertek R&D centre), with its modular building expected to come into operation in 2007.

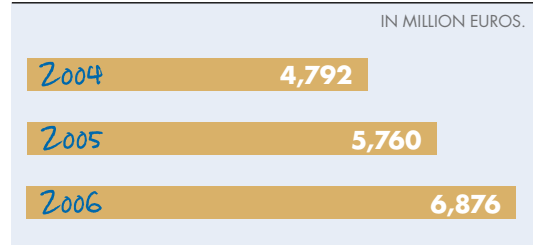
It is worth stressing that €105m were earmarked for R&D, which is an increase of 13% compared to 2005.

Another significant aspect in 2006 has been the start up of a number of new activities generated at the heart of the Industrial Area, like the cases of MB Tooling for commissioning and finishing dies at its own facilities, Proiek, engaged in providing urban furniture and architecture solutions in stainless steel, Redes de Marketing, whose aim is to distribute personalised forms, as well as manage databases for these processes, and Ulma Precinox, which will manufacture stainless steel subunits for the agro-food industry.

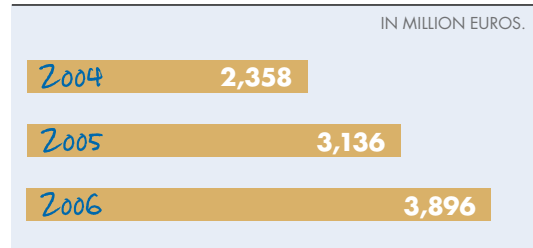
SOCIAL ACTION

In this field, work continued on promoting co-operative employment, with the number of co-operative members having increased by 176 people in the Industrial Area in 2006. In this regard it is worth highlighting that the European Federation of Employee Share Ownership (EFES) has recognised the MCC as an example of a participative company, putting it

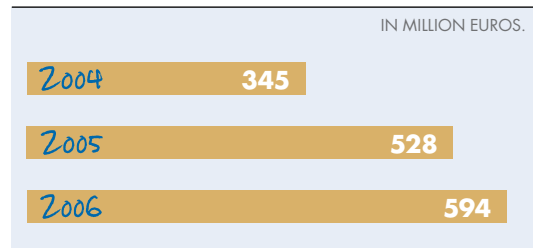
TOTAL SALES



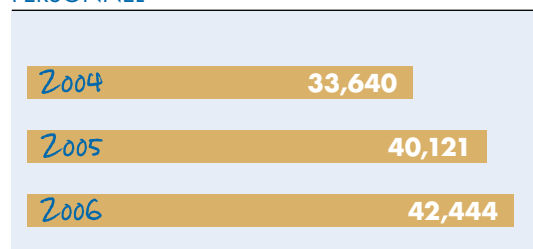
INTERNATIONAL SALES



INVESTMENT



PERSONNEL



in first place in the European ranking of those companies in which the workers have more than 50% ownership.

In terms of training, during 2006 €9.1m have been earmarked for this purpose, which is 8.8% higher than the figure for the previous year. As far as management development is concerned, the 2006 Training Plan has been drawn up, including the management initiation plan as a new feature.

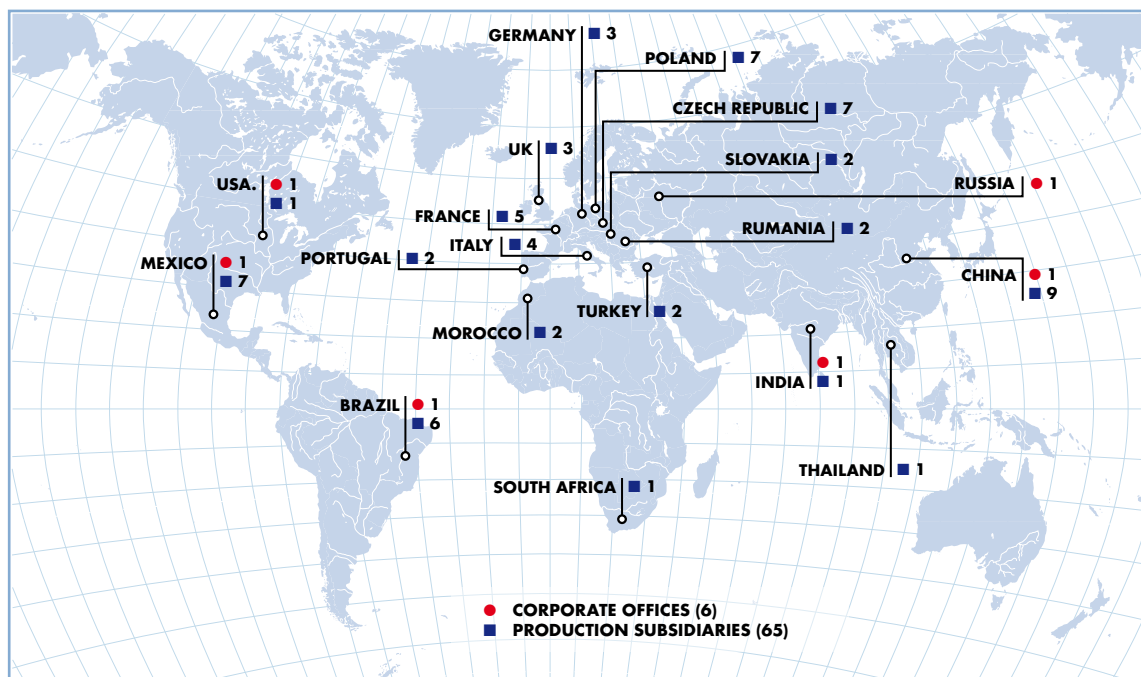
In the field of health and safety at work, the implementation has continued of preventive measures to reduce the accident rate, which recorded a significant improvement, going from 52 accidents per 1000 workers in 2005 to 49.3 in 2006. In this area, it should also be highlighted that 8 industrial co-operatives hold the Workplace Risk Prevention certificate in accordance with the OHSAS standard.

Finally, with regard to the concern for the environment, the Industrial Area has 45 ISO-14000 environmental quality certificates. It is also worth stressing that Fagor Electrodomesticos was awarded the first UNE 150.301 certificate given by AENOR, for the launch of a new generation of washing machines with design criteria adapted to sustainable development.

INTERNATIONALISATION

International sales, made up of exports plus the sales of the foreign subsidiaries have risen to €3,896m in 2006, which is a considerable increase of 24% on 2005, due to the revitalisation in European demand and the fact that 2006 has been the first full year for Fagor-Brandt (France). As a result, the percentage of international sales over sales has risen from 54.4% in 2005 to 56.7% in 2006.

As far as the opening of new production facilities abroad is concerned, the biggest news in 2006 has been the construction of a business park in Kunshan (China), with four construction plants set up by the following co-operatives: Orkli (safety components for domestic appliances), Wingroup (exercise equipment and tents), Orbea (bicycles) and Oiarso (health-care material). Further important facilities were also set up by Matz-Erreka in the Czech Republic, Orbea in the USA and Portugal, Orkli in Brazil, Embega in Poland and Matrici-Batz in Portugal. ●



▶ CONSUMER GOODS

In 2006 the MCC's Consumer Goods Sector posted a turnover of €1,952m, which is an increase of 22.1%. This percentage includes for the first time a full year of operation of Fagor Brandt in France. International sales rose to €1,211m and accounted for 62% of the total.

It was a year of special historic significance for the **Domestic Appliance** activity, as it was the fiftieth anniversary of the setting up of Ulgor –today Fagor Electrodomesticos- the industrial embryo of the Corporation and the starting point for a co-operative experience, based on principles of participation and solidarity, which has become a point of reference worldwide and is studied by experts from all over the world.

In business terms, the size and diversity achieved by the Fagor Electrodomesticos Group required a significant effort to integrate, both operationally and culturally, the different international companies making it up and to find synergies aimed at the basic objective of profitability, the generation of stable employment and the reinforcement of the Group's leadership in the sector.

The figures show that the Fagor Electrodomesticos Group has consolidated itself as the fifth biggest European manufacturer in the sector, with an overall market share of close to 6%. In Spain, it has confirmed its leadership with a market share of 20.4% and in France with 18.2%. In Poland, the figure was 8.6%, with leadership in the cooking business with 35.5%. In Morocco, Fagor reasserted itself as an unquestionable point of reference with a market share of more than 23%.

The backing given by the European Bank for Reconstruction and Development to Fagor Electrodomesticos' strategy in Poland is worth a special mention, with an €17.5m investment in the capital of Fagor Mastercook, previously Wrozamet, to finance the



Polish subsidiary's development process, which involves an ambitious investment programme worth €50.7m.

This three-year investment programme includes a new plant to manufacture washing machines and fridges and the modernisation of the current cooking equipment facilities. Once the process has been completed, the new facilities will have a manufacturing capacity of 2 million appliances a year and play a key role in the Central European strategy of the Fagor Electrodomesticos Group.

In qualitative terms, it should be highlighted that there was an excellence response to the second issue of Fagor Electrodomesticos "Subordinated Financial Contributions" (AFS), with an initial limit of €100m which was widely exceeded, as there was a demand for €299m and a final issue to the value of €125m.

In the field of innovation, there were three achievements for Fagor Electrodomesticos which stood out from the rest: the 8kg capacity washing machine, a new model exclusive to Fagor on the market; the Driron dryer/ironing machine, the only product that offers a complete solution for drying and ironing clothes at home; and the Nicostopper, an electronic device that makes it easier to control and give up smoking.



In **Furniture**, there was success for the new line in office furniture launched by Coinma and consolidation for Gerodan, engaged in the manufacture of furniture for the socio-health and elderly sector.

In **Sport and Leisure**, in spite of the negative effect of the continuing weakening of the dollar, it was a good year for Dikar-Wingroup, considering that their international sales are strongly located in the dollar zone and account for 90% of total turnover. Dikar made a firm commitment to innovation, patenting several developments in muzzle-loading weapons which will be presented as new features in 2007 and help to strengthen the company's leadership in the North American market. In fitness, Wingroup launched a technical range with a high design content, which will consolidate the company's position at the top end of the market.

For its part, Eredu continued to develop and sell design furniture, launch new products for big areas like airports and public spaces and extended the boundaries for its international expansion.

Orbea had an excellent year, with 26% growth in consolidated sales and the successful launch of the Orca and Oiz models. This consolidated the firm's international image, with the development of a new policy for dealers, based on strengthening the brand and customer loyalty, backed by the B2B Intranet extended to win orders. Its main market abroad was again the United States, where it has a production plant in Arkansas. Orbea's success is very closely linked to its innovation capability, with the exclusive development of a range of products with a high technological content in a mature sector, applying new materials, especially carbon fibre composites, in bicycle frame manufacture.

In the **Healthcare** activity, Oiarso has been firmly committed to the start up of its Chinese plant in Kunshan, which will help to transform and develop its business model. The initiative of this Kunshan Industrial Estate, located 50 kilometres from Shanghai, has mainly rested with Dikar-Wingroup, Orbea and Oiarso, who have later been joined by other co-operatives from the Corporation.

The total surface area of the industrial estate is close to 300,000m² and in the phase, which will start production in the first quarter of 2007, 85,000m² have been developed, of which 37,000m² have been built on to house the Chinese subsidiaries of Dikar-Wingroup, Orbea, Orkli and Oiarso. ●

▶ CAPITAL GOODS

The MCC's Capital Goods sector recorded sales totalling €1,659m, with an increase of 16% and a strong international dimension, as sales abroad increased by 26% and accounted for 62% of total turnover.

Automation and Control once again had an excellent year, with a 14% increase in sales. For the first time, China took over from Spain as the leading market for Fagor Automation and Asia overcame Europe. The company's Beijing plant, with a workforce of 40 people, in addition to producing digital readouts and feedback systems, took on the manufacture of the CN 8035 Numerical Control, a model which has sold more than 2,000 units in China. In innovation, it is worth highlighting the culmination of the development of photovoltaic inverters and the official inauguration of the new optoelectronics facilities for the production of etched glass for manufacturing encoders.

As far as Mondragon Assembly is concerned, a lot of orders were won in the solar energy sector (35% of the total), for lines to assemble photovoltaic panels. There should also be a special mention for the development of fast-cycle machines, for which there is increasing demand in the market.

In **Chip Removal Machine Tools**, the year was excellent with a 32% increase in sales and very good order books for 2007. The main markets were Spain (30%), Germany (17%), Italy (14%), China (12%), India (6%) and Eastern European Countries (7%). Excellent work was done by Danobat Beijing, with a 28% increase in orders in China and an increasing penetration of the Russian market.

In the Aeronautics sector, the Danobat Group consolidated its worldwide leadership in the manufacture of grinding machines for maintaining turbine blades and landing-gear, with a number of big orders won from Iberia (Spain), Snecma (France), Ana Airlines (Japan), General Electric (USA) and Solar Turbinet (USA).



The Group's foreign subsidiaries performed very well. Bimatec-Soraluce celebrated the 15th anniversary of its plant in Limburg as the leader in the milling sector in Germany, with more than 700 installations on German soil and many top level customer references like: Alstom, BMW, Bombardier, Ford, Heidelberg, Kinkle, Krauss, Linde, Maffei, Man Roland, Michelin, Miele, Siemens, etc. The other German subsidiary, Overbeck, consolidated its position in the European interior grinding market and the English firm Newell continued to increase satisfactorily its penetration of the aeronautics sector and retrofitting for the automotive sector. The Danomar plant in Rumania fully fits in with these dynamics.

In **Forming Machinery**, Fagor Arrasate set a historic record in terms of sales with a total of €143m, 21% up on 2005, of which 90% corresponded to exports, with a spectacular 63% increase. A significant number of orders were also won, with a 22% increase for Fagor Arrasate and 44% for Ona Pres. The list of customers is long and full of well-known companies from the automotive, domestic appliance, and iron and steel sectors.

2006 was also an important decision-making year for Fagor Arrasate: a company was set up in China, which will start to build a 7,000m² factory on the Kunshan Industrial Estate in 2007 and it was decided to extend the main facilities in Mondragon by 5,000m². The Gamei company from Mondragon,

engaged in retrofitting machines, was also taken over.

In **Woodwork Machinery**, the strong recovery of the previous year was confirmed, with an increase in turnover of more than 30% and good prospects for markets abroad, mainly the United Kingdom.

In **Machinery for Packaging**, Ulma Packaging grew by 13%, opened subsidiaries in Poland and Russia, started up the Ulma Servicios de Packaging co-operative in Logroño and continued work on the building of the Packaging Technology Centre in Oñati.

In **Blowing Machinery to manufacture thermoplastic bottles**, Urola developed a range of machines for PET bottles, capable of producing large bottles of up to 10 litres, as well as a 4-mould machine that can produce 6,000 bottles/hour. The company also successfully exhibited its new products at the trade fair in Chicago and continued to supply bottles with machinery of its own, integrated into its customers' bottling lines.

The **Forming and Assembly** activity, made up of Batz Troquelaria, Matrici and MB Sistemas, was once again affected by the general crisis in the sector, with a big drop in prices worldwide. In this situation, steps were taken in terms of internal productivity, the subcontracting of dies was boosted, orders were won at a level much higher than the average for the sector and a commitment was made to the future, with important strategic decisions being taken. MB Tooling was set up, with the construction of a plant in Amorebieta, which will put the finishing touches to the dies. A company located to the north of Lisbon was taken over, MB Lusitana, engaged in machining dies and Troquelaria LEM will be bought out early in 2007.

In **Casting and Tooling**, Loramendi had an excellent year taking its turnover from €24m to €42m, of which 92% corresponded to international sales. Germany was at the top of the order list (40%), with Kolbenschmidt and Fritz Winter as the main customers, followed by India (18%), China and the United States, with General Motors as the main customer, with more than 60 machines supplied to them in the last ten years. The first sales were made to Tata in India and a complete line for manufacturing engines



was supplied to the Mexican company Technocast, with tooling from Aurrenak in both cases. The latter won an order from Porsche to develop and manufacture new generation tooling for engines, which will come onto the market in 2008.

In **Luxury coach bodywork**, Irizar managed to maintain its market share in Spain, in spite of a sharp fall of 20% in the sector, due to a large extent to the new regulations for gas emissions which led to an increase in vehicle prices and a fall in demand. The international area was very dynamic. In Mexico, there was a 10% increase, with a market share of 34%, after eight years of consolidated production in Queretaro. In Brazil, sales rose by 9% and the company's facilities were extended by 7,000m². In India, where bodywork is produced for coaches as part of a joint-venture with local partners, they rose by 53%. In Morocco, the company increased sales by 49%, consolidated its leadership and decided to invest €12m in the new plant in Skhirat, close to Casablanca. In South Africa, the company grew by 30% and purchased some modern facilities which will enable it to triple production.

In **Catering Equipment**, Fagor Industrial grew by 43% achieving 30% at the international level, where sales accounted for more than 40% of the total. It set up a production plant in San Luis Potosi (Mexico), which joined those already in operation in France, Italy, Poland and Turkey and decided to set up a production subsidiary in China on the Kunshan Industrial Estate, which will come into operation at the end of 2007. ●

▶ INDUSTRIAL COMPONENTS

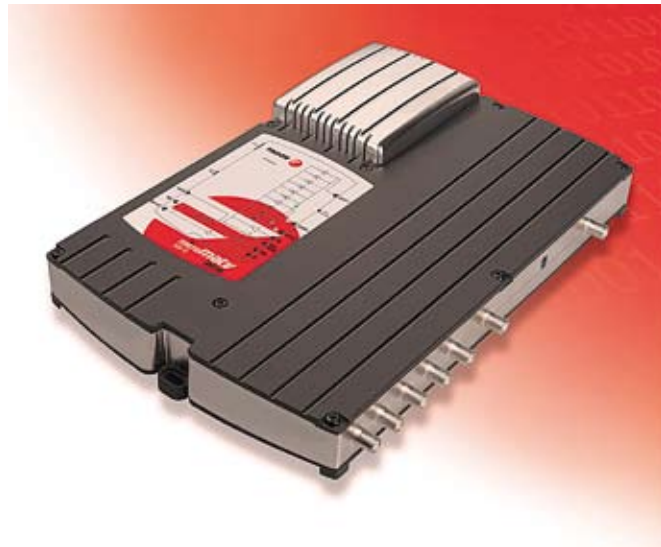
The MCC's Industrial Components sector posted a turnover of €2,015m, with an increase in excess of 18% and a high level of international sales amounting to 66%.

In **Automotive Components**, in a scenario in which car production continued to move to Eastern Europe and the arrival of cars from outside Europe continued to increase, turnover rose by 7.9% and international sales accounted for 68% of the total. The start of building work on the Edertek Technology Centre, located in the Garaia Innovation Park was a significant milestone.

Fagor Ederlan taldea strengthened its business project as a Group, posting a turnover of €617m and maintaining the balance between local growth and international development. Locally, work started on the new foundry in Mondragón, with an investment of €36m and a capacity of 32,000 tonnes, which helps to consolidate current jobs in overall terms in the local community. The process also began to turn V. Luzuriaga Tafalla into a cooperative enterprise. In the international area, Fagor Ederlan Eslovensko, located in Slovakia, successfully completed its first year, increasing the Group's capacity to respond, especially in central Europe. A global offer was established in Asia, with a look taken at the possibility of setting up facilities in China and India.

Fagor Ederlan was nominated by General Motors as its worldwide supplier for aluminium knuckles for the Delta platform, with an annual turnover of €50m. The operation involves the design and development of the part and the annual supply of 2.9 million units to the GM plants in Europe, Asia and North America. Two new projects were also won from Ford in the suspension business, for the Fiesta and Mazda 2, with a turnover in excess of €24m and the winning of the new rear axle for the Meriva, which means the consolidation of the Automodulos project in Aragón.

Mapsa won contracts for new wheel rims for Opel's MY2007 project and the Seat Ibiza, continued to in-



vest in the automation of its production process and the new painting facilities, and designed the project for its Rumanian subsidiary in the town of Campia Turzii, on which building work will begin in 2007.

Maier set up its new plant in the Czech Republic, won a lot of new orders, with special penetration in the new families of Renault vehicles and, in the R&D area, registered new patents for metal finishes and handle illumination systems for tailgates. For its part, Cikautxo saw its subsidiaries in the Czech Republic and Slovakia grow significantly, thereby consolidating the company's presence in Eastern Europe. FPK continued to develop reinforced plastic structural components, particularly front ends, winning orders for the front end carrier for the new Seat Ibiza and for aeronautics components.

Batz Sistemas had a good year and took an important step forward in terms of its strategy for the future and international dimension, with an exclusive worldwide order from General Motors for the seven-year period 2007-2012, worth €190m, which involves supplying the pedal modules and brake levers for a number of models. The operation, which is part of GM's Epsilon project, will require Batz to make a €30m investment to build three plants in Mexico, Czech Republic and China and set up a joint venture in Korea with a local partner.



In **Domestic Appliance Components**, it was a year in which the delocation process of the domestic appliance sector continued towards Eastern Europe and in which raw material costs had a big impact on production, with turnover up 14% and international sales up 16%, accounting for 65% of total sales.

In this growth a very significant role was played by the activity of the 18 plants abroad, which accounted for 32% of total sales. Four of them came into operation in 2006. Embega Polska and Tajo Tabiplast in Poland, Matz Erreka-Kovoplast and Tajo Treboplast in the Czech Republic.

In White Goods, sales rose by 11%, with increases in market share for gas cooking and electric cooking, in both North America and Europe, extending to the main domestic appliance manufacturers. The growth in the electrically-operated pumps for washing machines and dishwashers activity was also significant.

Home Comfort registered a 12% increase in sales, with demand at a good level in the Central Heating, Water Heating and Safety areas. The under-floor heating activity under the Lurbero brand name was consolidated and the new co-operative Ceramat was set up to manufacture the latest generation in ceramic burners. In China, the Ningbo plant was transferred to the Kunshan Industrial Estate, where it will manufacture thermoelectric safety components and valves for the Chinese market, with an initial workforce of 150 people.

In Electronics there was 9% growth, with an excellent year in digital terrestrial television (DTT) aimed at communities. In home systems the range was upgraded to meet the new market requirements and the thyristor business was consolidated. In the innovation area, work came to an end on the development of

the electronic identity card reader, which will be launched onto the market in 2007.

In **Casting and manufacture of industrial valves**, Ampo had a brilliant year with strong increases in productivity and turnover, especially in valves, which grew by 60%, as a result of a high level of investment in the oil and gas industries. The customer service teams attracted new customers in Japan, Russia, United States and the Arab countries.

In casting, there was significant investment to improve plant layout and a new planning system was introduced, incorporating products with greater added value and produced in shorter runs, to achieve the strategic objective of customer service.

In **Flanges and fittings**, Ulma Forja grew at a rate of more than 24% and its international sales rose by 28%, in a good year in which the company was awarded the Silver Q for management excellence. In the production area, a new forging and rolling line to manufacture flanges up to 24 inches in size was incorporated and the new activity of Forging Product Supplies was launched, which is going to require significant adaptation and extension of the current plant.

In **Copper and aluminium electric conductors**, Becker and Ederfil recorded spectacular growth of 87%, due to the high price of copper, establishing themselves among the leading companies in their sector in Europe. ●

► CONSTRUCTION

In 2006 the MCC's Construction Sector achieved sales totalling €1,048m, with a 21% increase. International sales grew by a similar percentage, accounting for 29% of total sales.

The **Vertical Transport Sector** posted a turnover of €453m, with a 17.5% increase compared to the previous year. This was based mainly on the domestic market, in which there were 100,000 units dealt with by the technical service of Orona/Electra. At the international level, the companies operate in 72 countries and are well established in Western Europe, especially in the United Kingdom, France, Belgium and Switzerland, as well as Scandinavia and increasingly in Eastern Europe. Once again, there was an excellent amount of employment generated, with the consolidation of more than 170 new members.

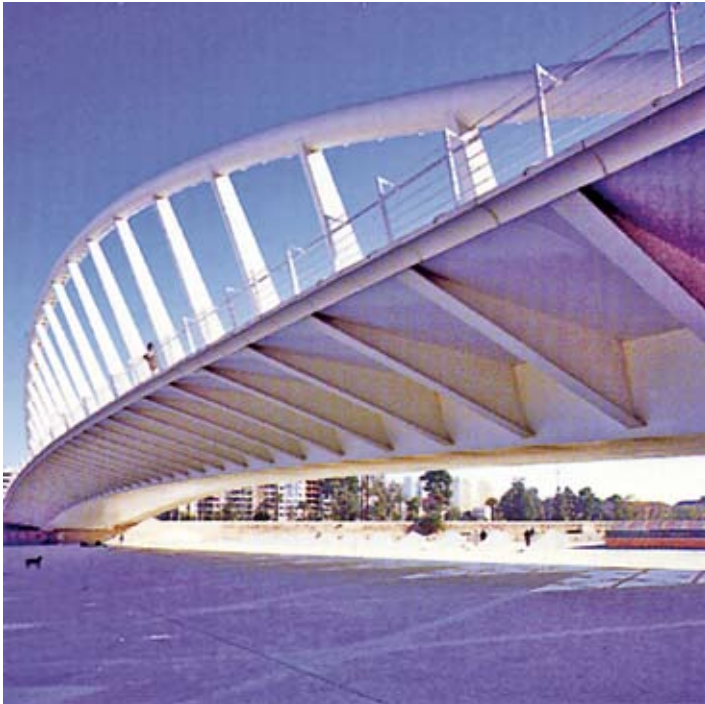
The most outstanding projects were the vertical transport systems fitted in: the Ciudad de Basket in Badalona; the Metro and Intermodal Station in Palma de Mallorca; the airports in Alicante, Santiago and Zaragoza; the hospitals in Elche, Coslada, Parla and Valdemoro; the Parque Marítimo Jinamar in Las Palmas; the courthouse in Zamora; the Mining Museum in Leon; the Casa de Agua in A Coruña, and several shopping centre projects like the one in Carcaixent, and Zara stores with those in Calabria and Florence standing out.

In **Industrialised Systems for Construction**, Ulma Construction posted a turnover of €365.2m, with an increase of more than 24%. This was largely due to international sales, which grew by 30% and accounted for 41% of the total. In this area, it is



worth mentioning the takeover of the Chinese company Tungchen, which will serve as a platform for development and expansion into the significant Chinese market, which joins the subsidiaries already in operation in Brazil, Chile, Poland and Italy.

In **Metal Structures**, Urssa also had a brilliant year, with a turnover of €92m and an increase of 43.3% compared to the previous year. The following stand out among the projects carried out or awarded: in industrial buildings, the extension to the steelworks in Jerez de los Caballeros (Badajoz), the combined



cycle power station in Puente Nuevo (Cordoba) and two boiler rooms for the Lakeside incineration plant in the United Kingdom.

In urban buildings, the Alhondiga Leisure and Cultural Centre in Bilbao, the roof of the rugby stadium in Bayonne, the Balenciaga Museum in the great fashion designer's birthplace and the bridge Pavilion in the Expoagua 2008 site in Zaragoza all stand out. In terms of public works, the bridges over the River Tarn in Moissac and the River Vienne in Châtelleraut in France and the access bridge to the Technology Park in Santander are worthy of mention.

In **Prefabricated Elements for Construction**, Ulma Hormigon Polimero increased its turnover by more than 27%, to a total of €30.5m, with a big jump in international sales. It was an area in which a lot of work was done, especially in France, where a dealer network was deployed. As far as new activities are concerned the Ventilated Facades activity, launched the previous year, was consolidated.

For its part, Lana, engaged in the secondary transformation of wood for the construction sector and the manufacture of 3-ply boards for formwork, had a turbulent year due to the scarcity of raw material and a big hike in prices. In this context, the company managed to consolidate its high level of turnover and production capacity saturation of 2005, and made progress in the materialisation of its €16m investment project in the Czech Republic, to tackle Central and Eastern Europe, with a production plant that will come into operation in the first quarter of 2007.

In **Machinery for Public Works and the Environment**, Biurarena had an excellent year with a 19% increase in sales. Together with its traditional activity of selling and offering after sales service

for machinery for construction and public works, in 2006 the company gave a decisive boost to its Environmental business. In this area, the design and construction of four Construction and Demolition Waste processing plants in Burgos, Segovia, Valencia and Pamplona stand out. ●

▶ SERVICES TO BUSINESS

The MCC's Services to Business Sector posted a turnover of €201.5m in 2006, 21% up on the previous year and focused basically on the domestic market. In strategic terms, the setting up of the ISEA Centre, aimed at Research into Advanced Services stands out.

In **Professional Services**, in the Consultancy area, LKS carried out a significant expansion policy, setting up in Zaragoza and Vitoria by taking a majority holding in ATE Consultores and Ibai. It also set up in Mexico, opening an office in the city of Queretaro. The company's most representative projects were the Redesign of Processes for the Modernisation of Administration in the Basque Government, the deployment in Europe of the Nodhos Erp for Coveright Germany and Orbea's Customer Orientation project.

For its part, LKS Abogados grew significantly and set up partnerships with other lawyers' offices, especially in those countries in which the MCC has industrial facilities, participating actively in takeover processes involving companies abroad.

In the engineering field, what was most important was LKS Ingenieria's strategic commitment to homes for the elderly, with the incorporation of the co-operative GSR and the presentation of a complete package involving the development, design, construction and management of the centres. GSR already has several years of experience in the sector and currently manages five homes in the Basque Country. As far as projects are concerned, the following stand out: the Arasur Logistics Platform in Alava, the fifth bridge over the Urumea in San Sebastian, the new logistics building for Seur in Barcelona, Site Management for the Caja Magica Tennis Centre in Madrid and the Design and Engineering for Orbea's Orca carbon bicycle.

In **Systems Engineering**, it is worth highlighting the strong growth of Ondoan (+28%), engaged in the installation of industrial climate control and fire prevention equipment, which extended its headquarters in Zamudio and opened an office in Mallorca. Its most representative projects were: the electro-mechanical installations for the Nueva Condomina Shopping Centre in Murcia, the new headquarters of





Arasur logistics platform, Alava.

Euskal Telebista in Bilbao and the Hospital San Pedro in Logroño; the restoration of the banks of the Rivers Karrantza and Kadagua and investigation into the soil quality at Ballonti, Portugaete.

Mondragon Sistemas set up the company Teknilagun for the development of support and maintenance work in installations, carried out the reform of a rolling mill for Sn Maya in Portugal, a drinking water processing plant for Sidi Ladhel in Algeria and in the Madrid Metro for automatic train identification.

MCCTelecom promoted its activity in the field of infrastructures, network connectivity and added value services for companies.

In **Consultancy and Logistics Engineering**, Ulma Handling Systems completed its new facilities in Oñati and increased its sales by 41%, set up the new ECS (Supply Chain Software) activity and participated, together with the Ulma Group's Agriculture and Packaging Businesses, in the "Midday" R&D Project as part of the the Cenit (Consortios Estrategicos Nacionales de Investigacion Tecnica) programme.

In the **Graphic Arts area**, the graphics companies grouped together in MCC Graphics increased their

sales by 12%, in a year in which investment played a leading role. This investment, totalling €20m, helped to complete the Group's flat-bed and rotary press printing capacity and provide it with top notch equipment for direct marketing and managing media, making it possible to make inroads with big customers and giving rise to the creation of Redes Soc. Coop.

The fact that Lit. Danona, Elkar and Evagraf complement each other in flat-bed printing and lithoplates, put them at the forefront of the sector in these technologies. As for Rotok, the change in its shareholding structure will make it possible to turn the company into a co-operative in the future.

In **Educational Services**, Alecop supplied educational equipment for a vocational college in Colombia and for another college in Timbuktu, Mali.

Mondragon Lingua strengthened itself as a point of reference in language terms for companies and in the educational field. It opened a centre in Bilbao, thereby offering a direct service in all the main cities of the Basque Country, where it will continue to expand in the next few years, as a project which stands out for technological innovation and being close to its customers. ●

DISTRIBUTION AREA



This area is made up of the Eroski Group, whose main activity is retailing, with the main company being Eroski S.Coop., and of Erkop, a second-degree co-operative which is formed by seven farming and food industry co-operatives

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

CUSTOMER SATISFACTION

Last year the range of EROSKI products was increased and diversified, together with functional foods, pre-prepared dishes and EROSKI/SeleQtia items, for customers who opt for top range products but, at the same time, want comparatively more competitive prices. The work done on the quality-price relationship of the company's own brand products is reflected by the fact that currently 29% of the food products sold are EROSKI brand items.

As part of the quality assurance programmes, 11,000 analyses have been carried out at the company's own laboratory, of which 3,450 have been done on EROSKI Natur products.

The features of the 'EROSKI red' card have also been increased. The name of the card has been changed to 'EROSKI red VISA' and it is now a credit card offering the customary advantages of this method of payment.

The EROSKI Idea Sana Observatory, engaged in promoting healthy food, has carried out a number of different campaigns during the year, with the most outstanding being those to eradicate obesity, to promote good eating habits and dealing with the qualities of eggs.

INNOVATION

During 2006 work has continued on computerising and automating traceability management at the fresh produce depots using optical barcode readers, which enable produce to be tracked from the supplier to the store.

Transport management has also been improved, with delivery trucks fitted with GPS equipment, so that the position of each lorry is known at any given time

together with the ambient temperature of the product being transported, in order to optimise the delivery conditions. This will be complemented by the renovation of the cold-storage rooms in the stores, equipping them with the latest improvements available, as part of an investment programme worth approximately €8m.

The Eroski Group's product analysis laboratory is continuing with its innovation programme, implementing new analysis techniques. In collaboration with the Universidad Autonoma de Madrid, a new technique has been developed to detect different species of poultry (duck-goose) to analyse the authenticity of pates, which means that their quality is strictly guaranteed.

INTERNATIONALISATION

After four years of operation, ALIDIS, the purchasing group set up as a result of the partnership between the EROSKI Group and Les Mosquetaires Group (France), which was joined by the Edeka (Germany) in 2005, has consolidated itself as a purchasing model whose weight in international agreement negotiations is unquestionable.

In 2006 ALIDIS posted a turnover of €74,350m and is backed by a chain of 17,000 sales outlets, in 10 European countries. Set up as a unique model, with a rotating chairmanship, ALIDIS promotes the exchange of knowledge between the three partners, in order to generate synergies, harmonise processes and create joint work tools. The aim of all this is to acquire increasingly greater weight when it comes to international negotiations and therefore benefit the final customers with more competitive prices

PROFITABILITY

The Eroski Group has ended 2006 with profits totalling €190m, which is an excellent 33% up on 2005.

For their part, all the Erkop co-operatives have made profits, except for Multifood, due to the devastating fire the company suffered halfway through 2006, which it is recovering from at a steady rate.



DEVELOPMENT

The size of the Distribution Area has increased considerably in 2006, as is reflected by its main business variables. Sales have risen to €6,514m, 7% up on the previous year, and investment has accounted for €618m, for the expansion and modernisation of the store chain and the start up of future projects.

As far as new stores are concerned, around a hundred have been opened in 2006, totalling 86,000 square metres of sales area. These include six hypermarkets, 27 supermarkets, 32 perfume stores and 16 travel agency branches, as well as four petrol stations together with another four sportswear and equipment stores. Two shopping centres have also been inaugurated in Mieres (Asturias) and Nueva Condomina (Murcia). The store chain now totals 1,835 establishments, and is actively present in all regions of Spain.

Another outstanding milestone has been the setting up of a 40,000 square metre logistics centre in Zaragoza, in the biggest logistics hub in Europe, which has cost €27m. This centre is equipped with the latest technological innovations (radiofrequency systems, tracking of the fleet of trucks by GPS, etc.) and more than 200 people work there.

As far as Erkop is concerned, the acquisition of Adara, a Catalan catering company, stand out, which has served to get the Group into a new market which it was not operating in until now.

SOCIAL ACTION

In terms of job creation, as a means of generating prosperity in the community, 2,809 people have been taken on by companies in this Area in 2006, getting a stable job which will enable them to develop a good professional career.

It is also worth pointing out the significant level of integration of women in the Distribution Area, as 80% of its workforce is made up of women, with women occupying 76% of the positions of responsibility, the highest figure in Spain. This social commitment has led to the Eroski Group being given an award by Emakunde, the Basque Institute for Women, as a body working for equal opportunities for men and women.



For its part, the EROSKI Foundation has continued its activities focusing on consumer information, sustainable development and solidarity, for which it has funding equivalent to 10% of the annual profits of the Eroski Group, as it has been doing for 37 years.

In 2006, the EROSKI Foundation has given the Spanish Federation of Food Banks 220,275 kilos of food and supported a number of social action projects with €1,756,000, amongst which the initiatives of several NGOs funded by the Foundation's V Programme for International Co-operation. ●

TOTAL SALES

IN MILLION EUROS.	
2004	5,667
2005	6,099
2006	6,514

INVESTMENT

IN MILLION EUROS.	
2004	360
2005	302
2006	618

PERSONNEL

2004	33,782
2005	34,729
2006	37,538

RESEARCH, EDUCATION
AND TRAINING

► RESEARCH

Research and technological innovation have been a constant for the Corporation and a basic mainstay of its growth. In the industrial area, a budget of more than 6% over value added is earmarked for R&D. The activity is channelled through the co-operatives' own R&D departments, the corporate and sectorial Technology Centres, the corporate Science and Technology Plan and the Garaia Innovation Park

SCIENCE AND TECHNOLOGY PLAN

In 2006, the second year in which the 2005-2008 plan has been in force, an audit was carried out to find out if all the projects under way meet the quality criteria required. This task was carried out by 35 auditors, from both the MCC and outside bodies and with proven experience in the management of R&D projects.

Important aspects were analysed like: level of scientific-technical progress, research level, participation of the co-operatives, transfer to the co-operatives and dissemination of the results, proposals for new activities, products or businesses that are emerging, organisation and operation of the research teams and level of co-operation on each project.

From the results obtained, it is worth highlighting the 58 doctoral theses carried out, the participation in 10 R&D projects from the 6th Framework programme, the application for 10 new invention patents and the active participation in the main Basque Government and Spanish Government programmes. Overall, the co-operatives are carrying out 54 projects and 72 ideas have come up to develop new activities, products and services.

CORPORATE TECHNOLOGY CENTRES AND THE GARAIA INNOVATION PARK

Ikerlan, an historical referent for the MCC in the field of research, obtained a total income of €17.6m in 2006, of which €6.8m corresponded to generic and strategic research funded by the Basque, Spanish and European Governments, and €9.7m to R&D

projects under contract to companies, with a 12% increase compared to 2005. Its two sites in Mondragon and Miñano (Alava) employ 190 researchers and technicians, as well as 39 interns

At the European level, a new project was awarded from the VI Framework Programme, with a subsidy of €3.6m for the 4 years that the programme will last and 7 new projects were approved as part of the Eureka programme dealing with Ambient Intelligence and Energy, putting Ikerlan at the forefront in Europe in the fields of Ambient Intelligence, Microtechnologies and Fuel Cells. In this context, agreements were signed with the IMEC Institute of Microelectronics in Louvain, the Inria-Roquencourt Laboratory in Paris and the Polytechnic University of Vienna.

As a result of the collaboration agreement with Saolan, Microfluid was set up, a new business initiative to develop products and services based on microfluidic systems backed by Microsystems technology. As far as patent development is concerned, 2 patents of its own were registered and the centre took part as inventors in 3 patents with clients.

Mik (Mondragon Innovation and Knowledge), a business and organisational management research centre, carries out research into and projects dealing with theories and techniques in advanced management which help develop new strategies and organisational models. In just five years, thanks to a continual increase in the client portfolio, its workforce has gone from 3 to 25 researchers, with annual rises of up to 40%.

In 2006 the following stand out: the K-Work, K-Territory and Tximeleta projects in basic oriented research, (CON)ex Bidean and the MCC's Science and Technology Plan in strategic research; and Smart and Ariadna at the European level. In R&D activities for companies, the strategic innovation projects carried out for Maier, Danobat and Mondragon Utillaje and Sistemas stand out, together with the organisational innovation projects done for Alecop, Aurrenak and SPRI and the social innovation project for the Town Council of Legazpi.

The **Garaia Innovation Park** is involved in the promotion of innovation and technology, inter-relating the research work of the University, Technology Centres and Companies. Its aim is to create a sphere of excellence, fostering the introduction of new technologies applicable to companies, raising their competitive level and helping to create highly skilled employment. In 2006, the urban development of the first phase of the park was completed and the construction of the modular building which will house the laboratories be dedicated to innovation was practically finished, together with the Edertek Technology Centre, and will be inaugurated in the first half of 2007.



SECTORIAL TECHNOLOGY CENTRES

Liaising closely with its industrial businesses, in recent years the MCC has been developing an extensive network of Sectorial Technology Centres to cater for the needs of the co-operatives behind them in their respective sectors of activity:

Aotek, dedicated to Automation and Optics, seeks to maintain a level of excellence in the technologies integrated in the products developed and manufactured by Fagor Automation: Numerical Controls, Regulators and Position Feedback Systems.

Edertek, focuses on the automotive sector in the areas of research into materials and processes, product development, innovation and design in moulds and moulding tools. 2006 was marked by the construction of the new building in the Garaia Innovation Park, in which the aim is to set up an Advanced Industrialisa-

tion Module. Likewise, throughout the year, a number of strategic projects were completed amongst which the "New concept in rear axles" and "new sources of raw materials for foundries" stand out.

Fagor Hometek, set up by Fagor Electrodomesticos in September 2005, initially focused on four lines of research: electronics and communications, design, vibrations and acoustics, and energy. In 2006, the technologies of thermodynamics and nutrition and food technology were added.

Ideko, specialising in Machine Tools and manufacturing technologies is part of the Machine Tools Division. It had an excellent year in 2006, winning projects, which, in collaboration with its clients, has enabled the centre to develop numerous R&D&I projects and register two new patents. It was also recognised by the Basque Government as a Technology Centre within the Science, Technology and Innovation Network and promoted the construction of the new Hi.Mach building, for research and development of manufacturing processes of the future.

Isea, Advanced Service Research Centre, set up in 2006, carries out research in the field of engineering, business and educational services

Koniker, engaged in Forming and Assembly, conducts its research in the following areas: drawing/forming, cutting/punching, levelling, roll-forming, bending/crimping, casting processes, transfer, assembly, stacking/detracking. It also undertakes projects in the field of laser micromachining, solar panel assembly and bio-process automation.

Lortek, the national leader in industrial applications using laser processes, like Tempering, Cladding, Direct Manufacturing and Friction Stir Welding processes. It has proven industrial experience in Design, Calculation, Structural Integrity and Simulation of joining processes by Finite Elements.

Maier Technology Centre (MTC), a technology centre specialising in research and development in thermoplastic parts and units for the automotive, domestic appliance, telephony and consumer electronics sectors, operating in the area of concurrent engineering in close collaboration with its clients.

Orona eic (Elevator Innovation Centre), contributed in 2006 to the launch onto the market of the new operating gear for ORONA lifts with a machine room and an optimised version of its gear-

less lift model without a machine room. In the field of research the same basic areas of activity as in previous years were maintained: cable/pulley interaction, drives and power electronics, comfort, noise and vibrations and electronics and communications for lifts.

UPTC (Packaging Technological Center) made it possible to launch innovative packaging system, apply new technologies in the packaging sector and consolidate new promotions already in operation. ●

MCC TECHNOLOGY CENTRES 2006		
Name	Budget (million euros)	Workforce
AOTEK	2.0	39
EDERTEK	2.5	27
HOMETEK	2.1	32
IDEKO	5.1	86
IKERLAN	17.6	190 (+39 interns)
ISEA	0.4	5
KONIKER	1.5	18
LORTEK	1.2	30
MTC	7.0	104 (+7 interns)
MIK	1.6	25
ORONA EIC	2.8	41
UPTC	2.0	48
TOTAL	45.8	645 (+46 interns)

▶ TRAINING AND EDUCATION

UNIVERSITY OF MONDRAGÓN

The total number of students enrolled on degree courses for academic year 2006/07 was 3,339, whereas post-graduate enrolments totalled 428.

In academic terms, the highlights were the introduction in academic year 2005/06 of a new degree course in Audiovisual Communication at the Faculty of Humanities and Education Sciences. A new curriculum was also developed, to be introduced in academic year 2006/07, for the degree in Business Administration and Management aimed at entrepreneurship –Business Project Development- offered at the Bidasoa campus, in collaboration with Saiolan and Bidasoa Activa. At the postgraduate level, two new programmes were introduced, the Technical Specialisation Masters Course in Motor Car Racing and the Expert Course in Personal Development and Leadership.

Likewise, the work of the Teamwork and personal development unit was given a boost. This unit focuses on the development of skills and values with the “Teamwork Skills” programme designed with Otlora carried out, during academic year 2005/06 in several MCC companies.

Insofar as the Mendeberry educational model is concerned, which began its gestation process 6 years ago, with the aim of introducing a model to enable students to develop knowledge, skills and values, aspects fully in line with those put forward by the European Higher Education Area. During academic year 2005/06, it was extended to 60% of the degree courses, with 170 lecturers having taken part in training for the design, development and application of the Mendeberry model.

In the field of research, the joint projects undertaken by the university and companies constituted a differentiating feature in the activity of the university which it continues to foster year after year to increase the contribution of knowledge to society. In this regard, it is worth highlighting the increasing dedication of lecturers to research, with 32% of the teaching staff now involved in research.

In terms of quality, the University of Mondragon has taken part in the Institutional Assessment Plan organised by ANECA (the National Quality Assessment Agency), evaluating two courses during academic year 2005/06, Psychopedagogy and Industrial Engineering.

Finally, in the area of internationalisation, the mobility of both lecturers and students continued to be encouraged, with more than 170 students going to universities abroad and 50 carrying out projects and practical work in foreign companies. On the other hand, 30 lecturers carried out research work abroad.

OTHER TRAINING AND EDUCATION CENTRES

Politeknika Ikastegia Txorierri catered for 390 students in formal education during academic year 2005-2006 and gave 29 courses (2,149 hours) of vocational training and in-service training, attended by 281 people, mainly people already in work. The employment exchange operated by the centre dealt with 173 job demands from local companies, which meant that 80% the students were able to find a job within three months of completing their studies.

In order to promote an enterprise culture, the centre developed a new business project carried out by a group of old environmental chemistry students, with the technical advice and economic support of Caja Laboral’s Gaztempresia Foundation. In international terms, 16 students did practical work in European companies, with collaboration with another five European centres in the development of a Leonardo project, aimed at improving the way immigrants are received at vocational training centres.

At **Lea Artibai Ikastetxea**, the 2005-06 academic year was marked by the 30th anniversary of the co-operative and a proposal at all social levels to develop the Esperanza 2013 project, which covers the activities of the School and the Azaro Foundation (human capital training, technological development and relations with companies and business promotion) with a single objective: to recreate a production

environment based on innovation and with a determination to last. This commitment will lead to the creation of industrial or service companies, the common origin of which will be R&D and their human capital will come from the school's own activities.

It should also be highlighted that the training aimed at people already in work was consolidated, by means of a range of courses offered by the school or requested by companies or sectorial business groupings, as well as the work done to secure 587 work contracts through the school's own job finding department. The annual budget was in excess of €6.8m.



MANAGEMENT TRAINING

Otalora, the MCC's Management and Co-operative Development Centre, met the training demands of 605 people in 35 groups within the framework of the Management Development area. Basic General programmes were given, recommended by the MCC's Management Development Committee for all managers, to 465 people and specific programmes, short seminars with a practical content, were given to another 140 people.

Likewise, a conference was given on "High Performance Management Teams", with the participation of Dr Marcial Losada, an internationally renowned investigator in this field, which was attended by 80 managers, who rated the event very highly.

In the Co-operative Development area, a number of different training courses were offered, attended by 688 people in 43 groups. The "Ordezkarri" programme (basic for members of Corporate Bodies) was given to 178 people, in 18 groups. The "Bazkide" programme (an induction course for new members) was given to 443 people in 18 groups. For the first team, an induction course was offered to 19 managing director new to the job.

Three other activities traditionally promoted from Otalora were also carried out: Co-operative Dissemination, the publication of the T.U. Lankide magazine and the Sociological Studies.

As far as Co-operative Dissemination is concerned, visits were made by 2,160 people, interested in finding out about our co-operative experience in situ and 19 co-operative dissemination seminars were given to 431 people.

Likewise, the internal co-operative magazine T.U.Lankide continued to be published on a monthly basis, with a monthly circulation of 11,820 copies.

In the Sociological Studies area, the People Satisfaction survey continued to be applied, at the request of the co-operatives, with surveys carried out at 10 co-operatives. ●

FINANCIAL STATEMENTS AND TRADING ACCOUNT

MCC FINANCIAL STATEMENTS AND TRADING ACCOUNT AT 31.12.06



This chapter in the Annual report offers an overall view of the Mondragón Corporación Cooperativa, by presenting the Corporation's financial statements and trading account for year-end 2006, which will be accompanied by those for the previous year in order to carry out a year-on-year comparison.

The information given refers to the integrated Balance Sheet for the companies that make up the Corporation, as well as the composition of the Value Added they have generated 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 Balance Sheet for the MCC at 31.12.06 showed a volume of assets under administration totalling €27,550m, following a year-on-year increase of €4,573m, which is 19.9% in percentage terms.

As is now to be expected, the largest contribution to this growth has been forthcoming from the Financial Area, whose balance sheet, following the consolidation adjustments of the asset and liability balances of the co-operatives in Caja Laboral, has increased by €3,423m, on the back of the growth recorded in savings attracted and customer lending.

The more salient aspects under each heading of the balance sheet presented by the Mondragon Corporation Cooperativa at 31.12.06 are detailed below:

MONDRAGON CORPORACION COOPERATIVA BALANCE SHEET						
HEADING	31.12.05		31.12.06		Annual Variation	
	Amount	% distr.	Amount	% distr.	Amount	%
ASSETS						
Fixed	4,808	20.9	5,266	19.1	458	9.5
Current	18,169	79.1	22,284	80.9	4,115	22.6
TOTAL ASSETS	22,977	100.0	27,550	100.0	4,573	19.9
LIABILITIES						
Equity	4,226	18.4	4,696	17.0	470	11.1
External Partners	203	0.9	207	0.7	4	2.1
Long term creditors	6,174	26.9	8,087	29.4	1,913	31.0
Short term creditors	12,374	53.9	14,560	52.9	2,186	17.7
TOTAL LIABILITIES	22,977	100.0	27,550	100.0	4,573	19.9

(After the distribution of net surplus)

(million euros)

Fixed Assets

The MCC's fixed assets at year-end 2006 amounted to €5,266m, following a net increase of €458m (9.5%) during the year.

Total investments made during the year accounted for €1,243m, which is 43.5% up on the figure for the previous year. In turn, the depreciations and amortisations applied in 2006 totalled €533m, which is a 9.1% increase over 2005.

Current Assets

Current assets are the largest component of the balance sheet and have recorded the sharpest rise in absolute terms in 2006 (€4,115m), which is 22.6% in relative terms.

83% of this increase was provided by the Financial Area and corresponds to bank investment made by Caja Laboral. Customer lending was the investment item that recorded the steepest growth, with an increase over the year of €2,439m, mainly in the mortgage loans area.

In terms of growth of this heading, next came the Industrial Area, with a year-on-year increase of €397m, driven by the growth resulting from the rise in turnover.

Finally, in the Distribution Area the growth in current assets amounted to €272m, mainly under the heading of pieces of land and buildings under construction by the Eroski Group's property companies, for subsequent development as shopping centres.

Equity

At year-end 2006, the MCC's equity amounted to €4,696m, of which €2,367m corresponded to Share Capital and the remaining €2,329 to Reserves.

Over the course of the year, Equity has significantly strengthened its position, rising by €470m (11.1%). This increase was due to the year's profitability and the application of a demanding policy concerning the capitalisation of Profits, as the greater part of these were reinvested in the actual businesses themselves, in order to self-finance their development.

It should also be mentioned that in 2006 there was an issue of subordinated financial contributions from Fagor Electrodomesticos to the value of €125m, which was comfortably subscribed.

External Partners

In recent years, the MCC has combined internal growth with the joint development of new companies with other partners, in terms of its expansion both at home and abroad, which has led to a gradual increase in the presence of external partners in joint ventures.

These external holdings are located largely in companies included in the consolidated financial statements of the industrial co-operatives and of the distribution sector. Their overall total at 31.12.06 amounted to €207m.

Long-term liabilities

The balance of MCC financing provided by third parties with a due date exceeding one year has recorded an increase of €1,913m in 2006 (31%), standing at €8,087m at the end of the year.

This rise is due to the Financial Area, which has been responsible for 93% of the increase, given the sharp increase in term deposits at Caja Laboral and the issue of mortgage bonds to the value of €825m during the year, set to mature as of 2016.

Short-term liabilities

This heading on the balance sheet has recorded growth of €2,186m in 2006, which is 17% in relative terms.

At Caja Laboral, the increases in sight accounts and short-term deposits, together with the growth also recorded by other headings, like deposits by banking institutions and other financial liabilities totalled €1,545m.

In the Distribution Area there has been a €426m increase in short-term liabilities, due to the increase in turnover, whilst in the Industrial Area the increase was a moderate 8.9%, half of that recorded in turnover.

In addition to traditional savings, Caja Laboral also registered an increase in off-balance sheet savings schemes, mainly unit trusts and pension and welfare plans. The balance of these schemes came to €3,251m at the end of 2006.

VALUE ADDED

In order to complete this analysis of the MCC's Balance Sheet, the table below presents a breakdown of its economic statements for the past two years, arranged according to the distribution format for Value Added.

The total Value Added generated by the MCC in 2006 has amounted to €3,692m, which is 16.3% up on the figure recorded the previous year.

The Industrial Area is the largest contributor to the overall figure for Value Added (€2,002m, 54% of the total), followed at some distance by the Distribution Area (29%), with the remaining 17% corresponding to the Financial Area.

Personnel Costs have risen by 10.1% compared to 2005, as a result of the considerable increase in employment recorded by the MCC, especially in the Industrial Area, due to organic growth and the incorporation of new companies, mainly at the international level. 57.3% of the total Value Added was allocated to wages and salaries, with a significant 3.2 point fall compared to the figure recorded the previous year, owing to the rise in the Financial Area's share in the total, as the effect of its personnel costs is smaller, as well as to the significant increase in activity in the Industrial Area.

Financial Costs have increased strongly, €167m more than in 2005, with a sharp rise of 81.4%, as a result of growth and the rise in market interest rates, which has meant that their absorption of value added has increased by 3.6 points, up to 10.1%

The figure for amortisations and depreciations applied by the MCC in 2006 amounted to €533m, up 9.1%, which is explained by the increase in fixed assets arising from investments made and new incorporations. The Industrial Area recorded the highest amortisations and depreciations (€298m, 56% of the total), followed by the Distribution Area (€215m, 40% of the total).

VALUE ADDED GENERATED BY THE MONDRAGÓN CORPORACIÓN COOPERATIVA						
HEADING	2005		2006		Variación anual	
	Amount	%	Amount	%	Amount	%
Value Added	3,175	100.0	3,692	100.0	517	16.3
Personnel costs	(1,920)	(60.5)	(2,114)	(57.3)	(194)	10.1
Internal Yield	1,255	39.5	1,578	42.7	323	25.8
Financial Costs	(206)	(6.5)	(373)	(10.1)	(167)	81.4
Cash-Flow	1,049	33.0	1,205	32.6	156	14.9
Amortisations and Depreciations	(489)	(15.4)	(533)	(14.4)	(44)	9.1
Operating Profit	560	17.6	672	18.2	112	19.9
Transfers and other results	(15)	(0.4)	5	0.1	20	133.3
Trading Profit	545	17.2	677	18.3	132	24.2

(million euros)

Once all expenditure has been deducted, there's a Trading Profit of €672m, which is 19.9% up on the figure for 2005.

Non-trading income consists mainly of transfers to provisions, profits attributable to external partners and extraordinary results. The total net figure for 2006 came to €5m.

Following these movements, gross profit for the year amounted to €677m, up 24.2% on the figure posted in 2005. These profits were then subject to corporate income tax and to specific co-operative expenditure, such as interest on individual capital contributions and the allocation to the Co-operative Development and Education Fund, with the remainder being distributed between Reserves and co-operative dividends, with a small part applied to Corporate Funds for the financing of future business projects.

The table below provides an overview of the use made of the year's profits, set against the figure for 2005.

The first three items included in the table refer to outgoing funds, whereas the last two items feature the capitalisation of the remaining profit, in the form of capitalised co-operative dividends and reserve funds, or through the creation of funds for future projects. ●

DISTRIBUTION OF THE MONDRAGON CORPORACION COOPERATIVA SURPLUS				
HEADING	31.12.05		31.12.06	
		%		%
Corporate Income Tax	41	7.5	72	10.6
Education, Training and Promotion Fund	37	6.8	43	6.4
Interest on Capital Contributions and Monetised Dividends	140	25.7	153	22.6
Corporate Funds	16	2.9	35	5.2
Capitalised Profit	311	57.1	374	55.2
Total Profit for the Year	545	100.0	677	100.0

(million euros)

SUSTAINABILITY OVERVIEW

SOCIO-BUSINESS PHILOSOPHY, ORGANISATION AND GOVERNANCE OF THE CORPORATION

MISSION AND VALUES

The MCC's **mission** encompasses those basic objectives of a business organisation that competes on markets worldwide, together with the use of democratic methods in its corporate organisation, the creation of employment, the personal and professional development of its workers and a pledge to develop the community.

Its business philosophy is contained in its **Corporate Values**:

- **Co-operation**, "Owners and protagonists".
- **Participation**, "Management commitment".
- **Social Responsibility**, "Fair distribution of wealth and involvement in the environment".
- **Innovation**, "Continual renewal".

ORGANISATION AND GOVERNANCE OF THE CORPORATION

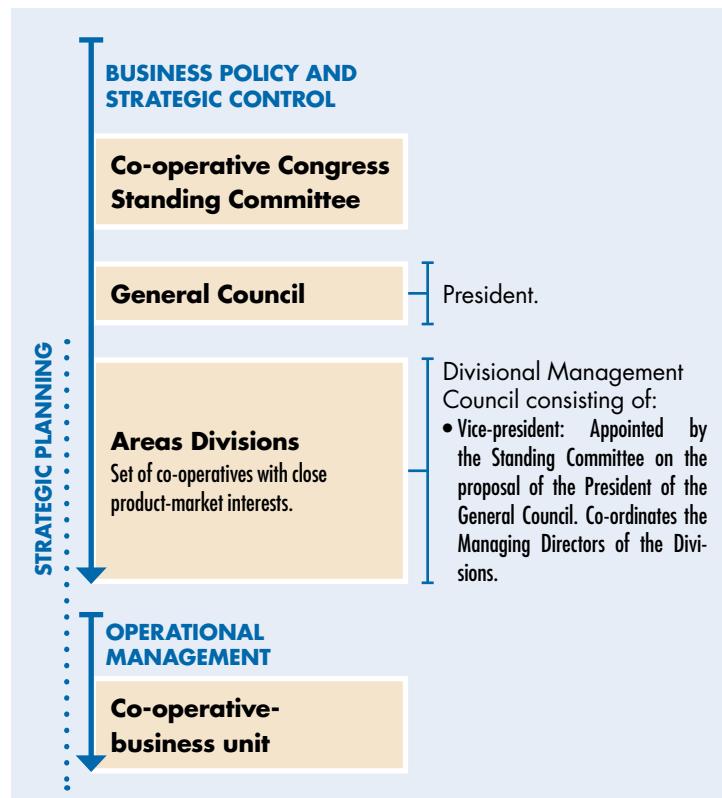
The organisational model of the Mondragón Corporación Cooperativa seeks to obtain maximum business efficiency, based on an organisational criterion that prioritises management unity and the grouping of co-operatives with similar product-market interests by market sectors.

Organically, the corporation is structured on a participative and democratic basis, with similar bodies to a grassroots co-operative:

Congress. Akin to a General Assembly, it is the body that discusses and approves the most important decisions.

Standing Committee. It approves strategy and general corporate goals, major decisions and the more far-reaching business projects.

General Council. It is the Corporation's executive body for management and co-ordination



STRUCTURE OF THE GRASSROOTS CO-OPERATIVE

The co-operative is the basic building-brick in the corporate structure and its organisation and governance involves the following bodies:

General Assembly: It is the meeting of members convened to discuss and reach agreements on matters within its powers.

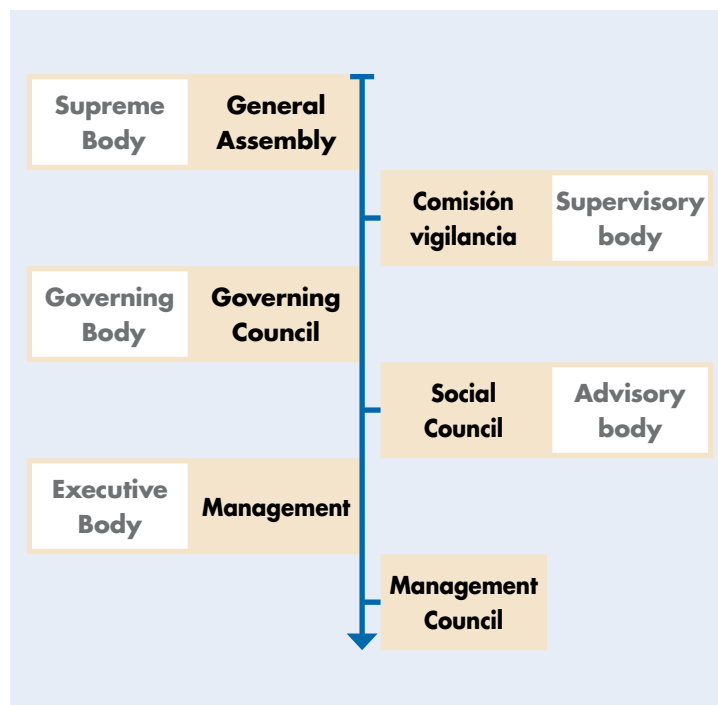
Governing Council: This body has sole responsibility for the Co-operative's management and representation.

Management: The Co-operative's Manager or Director is the chief executive officer.

Monitoring Committee: It upholds transparency in management and veracity in reporting.

Social Council: The working community's permanent body for participation in the co-operative's administration.

It should be noted that with the exception of the Management, all the other members of these bodies are elected on an unpaid basis and for a specific term of office. ●

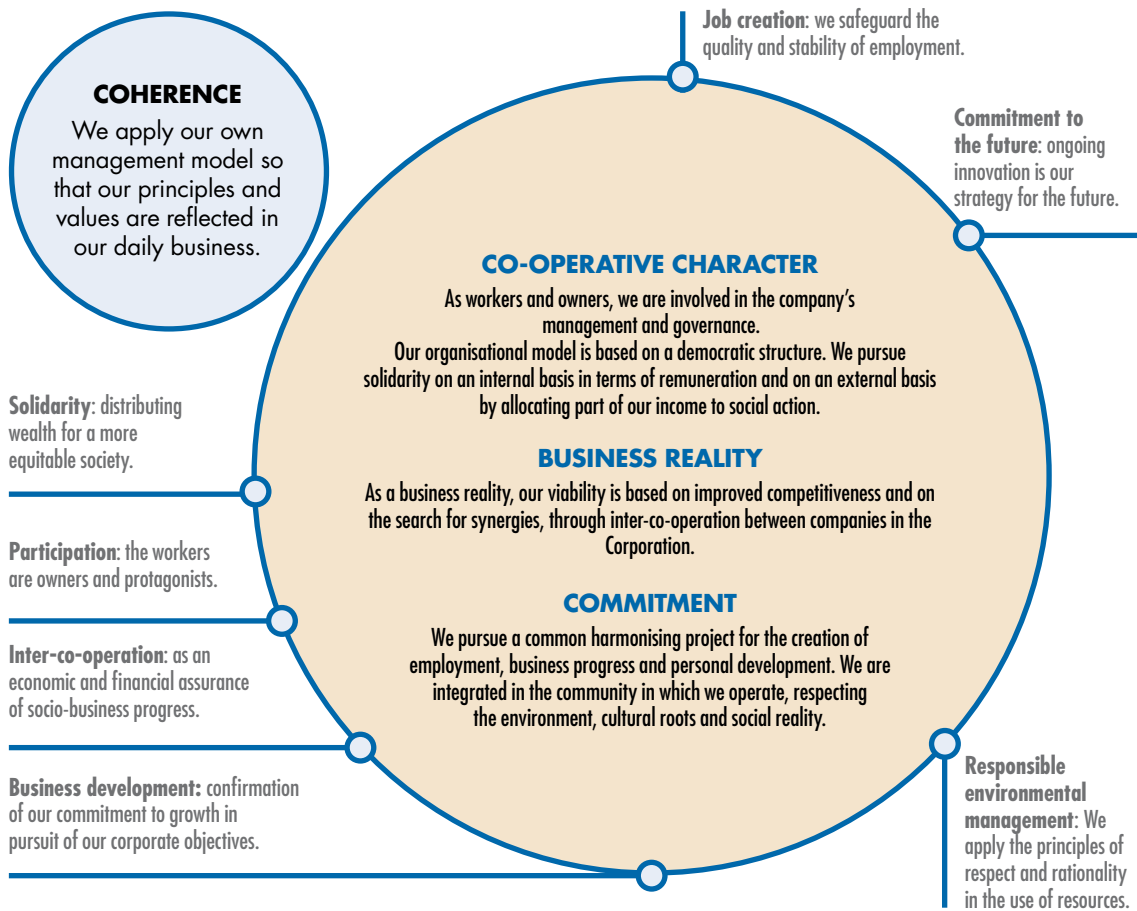


CONTRIBUTION TO SUSTAINABLE DEVELOPMENT AND RELATIONSHIP WITH THE VALUE CHAIN

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT

The pursuit of the MCC's mission enables us, through our actions and results, to contribute to a better world and identify areas of improvement for guiding our

strategies towards the creation of wealth and prosperity, social progress and quality of life and respect for the planet's resources and their rational use.



BUSINESS ETHICS		
1	Respect for human rights	The management of our Business is always to uphold strict compliance with the principles contained in the Universal Declaration of Human Rights and sundry recommendations of the International Labour Organisation.
2	Observance of the Law and Local regulations	We are to comply with current legislation wherever we pursue our business.
3	Dignity and respect in the process of hiring people	Staff recruitment processes are to be free of discrimination for reasons of race, colour, nationality, religion, disability, sex, sexual preference, membership of trade unions or political parties. Likewise, avoidance is to be made of child labour, forced labour, excessive working hours, unfair wages or unlawful hiring.
4	Proteger los datos personales	The organisation is to avail itself of systems to ensure the confidentiality of information provided by people and its protection against disclosure to third parties.
5	True picture	It is not sufficient to report internally on our performance, so we must ensure that the data we report to society are consistent with the company's results and operations.

RELATIONSHIP WITH THE VALUE CHAIN

All the stakeholders we have dealings with enable us to understand the emotional, social and cultural context in which we operate, whereby we can use

those experiences to innovate and achieve our co-operative and business goals. ●

TRANSPARENCY

Worker-members

Our model looks upon workers as responsible people who are involved in the company's goals, and it is precisely their involvement in management which is at the heart of our approach.

Our organisational and governance model has the required mechanisms to make the workers the true protagonists of this project.

Co-operatives and associated companies

The Corporation's existence depends on its co-operatives and associated companies and its capacity for influence is based on the specific design and implementation of joint strategies.

The MCC encourages mechanisms of dialogue and the sharing of experiences and interests between its associates that may be of use to all the members of the Corporation, thereby enabling them to be more competitive.

Customers

This heading encompasses both industrial customers and the end consumers of the products and services our companies provide. There is no doubt that this is one of the stakeholder groups with the most direct and immediate repercussion on results.

We report on quality, price, service capacity and environmental and social characteristics of the products and services provided, establishing mechanisms for measuring customer satisfaction.

Our local communities

Given their close proximity, the local communities in which we operate benefit from or are affected by our actions, in environmental, social and economic terms, thereby making them an influential group.

We report on the Corporation's economic, social and environmental situation and we encourage dialogue for finding solutions.

Strategic partners

The corporation has to take into account both those companies that it currently has dealings with and those with which it may potentially do so.

Conscious of the fact that during the decision-making process, the institutions are increasingly taking corporate sustainability policies into account, we regularly publish our results, in an attempt to show the advantages of belonging to a business corporation like the MCC.

Suppliers

To guarantee customers that products and services fulfil requirements in terms of quality, price, environmental and social respect depends on the ability to have a bearing on the supply chain. Furthermore, the group of suppliers grows with us, trusting their investments in our ability to generate business.

Communication with the supply chain is upheld on a daily, free-flowing basis, passing on our environmental, social and quality requirements.

Social economy organisations

Applying the principle of inter-co-operation, they work with other co-operatives to share experiences and expertise.

We remain in contact with them through our membership of international organisations.

Governments

At its different levels (international, European, central, autonomous and local, Government is without doubt one of our stakeholders given its regulatory power and the institutional support provided.

We are involved in seeking ways to further local policies through the experience of the corporation's cutting-edge companies focusing on the creation of stable, quality employment.

Media

For their ability to create opinion and influence the perception society has of our business activities, they are the focus of our communication actions.

We pass on the reality of our situation to this group through a specific department, press conferences and dossiers.

People studying the Mondragon experience

They seek the keys for extrapolating our experience to other organisations and countries, constituting a powerful platform for the dissemination of our co-operative model.

In addition, updated information is available on our website and then there is the Course Dissemination Unit, which helps to understand our experience.

INTER-CO-OPERATION

MODES OF INTER-CO-OPERATION

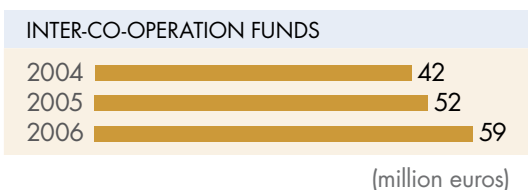
The creation of the MCC led to the development of modes of inter-co-operation, leveraged through the support and solidarity of Caja Laboral, to meet needs in financing and development. In practical terms, the main modes designed are the following:

The **Pooling of Profits**, whereby the co-operatives transfer part of their profits to other less favoured co-operatives in their Divisions as a gesture of solidarity.

The **Central Inter-co-operation Fund (FCI)**, approved in 1991, which channels resources earmarked for job creation through the funding of development and internationalisation projects, and for strengthening the co-operatives by offsetting losses and providing financial backing. This year it has received €5.9m, with 47% coming from Caja Laboral through subsidies deriving from the application of its Inter-co-operative Social Fund and 53% from the rest of the co-operatives.

The **Education and Inter-co-operative Promotion Fund (FEPI)**, approved in 1989 for the purpose of supporting the structural financing of Education and Technology Centres and of providing backing for the Science and Technology Plans. In 2006, it has received a total of €9.2m, with 51% from Caja Laboral's Education and Promotion Fund, and the remaining 49% from the Education and Promotion Funds of the other member co-operatives.

The **Corporate Solidarity Fund (FSC)**, approved in 2003 during the VIII Corporate Congress as a new instrument for reinforcing inter-co-operative support with a view to supplementing the system for offsetting any losses that might be incurred by co-operatives in the Industrial Area, thereby mitigating their effects, with €3.9m received in 2006.



The **Employment Aid Fund**, whose purpose is to fund situations of short-term or structural unemployment affecting co-operative members.

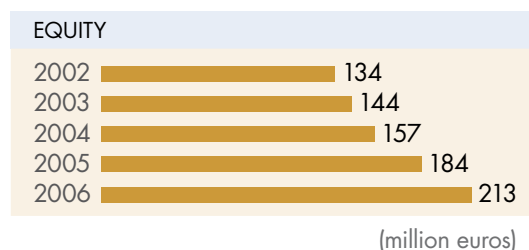
The Corporation has two bodies charged with the management of these funds:

MCC INVERSIONES

This is a business development firm whose purpose is to reinforce the financial capacity of the co-operatives in order to support development and internationalisation projects or overcome specific moments of difficulty.

VOLUME OF OPERATIONS 1988-2006	
Holdings	251
Loans	38
Guarantees	60
Total	349

(million euros)



MCC FOUNDATION

It channels corporate operations that are arranged in the form of subsidies or interest-free contributions. ●

ALLOCATIONS BY THE MCC FOUNDATION 1995-2006		
Heading	Total	Annual average
Business projects	60	4.6
Training and research Projects	71	5.5
Total	132	10.1

(million euros)

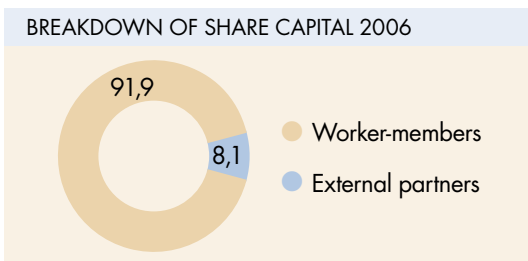
PARTICIPATION

WORKERS AS OWNERS AND PROTAGONISTS

Participation in capital

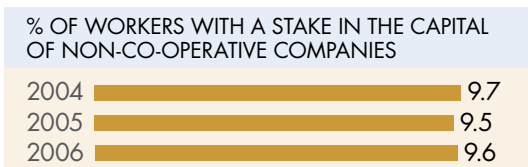
The MCC's business policy favours participation and encourages people to take part in the management, results and ownership of their companies, developing a common project for reconciling social, business and personal progress.

In 2006, the stake held in the Share Capital by worker-members amounted to 91.9%.



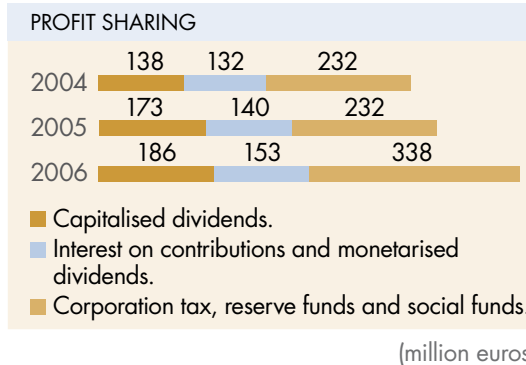
It is worth highlighting that in 2006 the European Federation of Employee Share Ownership (EFES) has recognised the MCC as an example of a participative company, putting it in first place in the European ranking of those companies in which the workers have more than 50% ownership

Capital in the Co-operatives is remunerated by means of an annual rate of interest that is set by the General Assembly, and is only accrued when and if there are profits. The last Co-operative Congress ratified the pre-existing rule whereby capital can accrue a maximum interest rate of 7.5%, on a monetisable basis.



Profit sharing

The profits on the trading account are earmarked for different areas, two of which can be allocated to members: the interest on contributions to capital and dividends (or negative dividends in the event of losses).



The co-operatives in the Group pay salaried workers a profits bonus that amounts to at least 25% of what a member receives by way of profit sharing. In the event that members do not receive a share in profits or are liable for losses, such workers will not be affected by these circumstances.

Participation in management

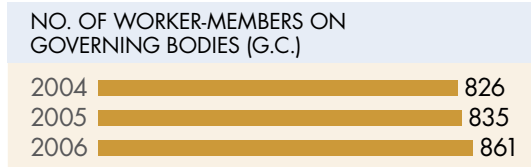
The democratic nature of the co-operative is not restricted solely to membership. Being a member requires that you become involved in the management of the business. This principle involves the progressive development of self-management and, consequently, of member participation within the sphere of business management. The co-operatives in the MCC have set up the **Social Council**, whose duties involve the drafting of proposals and reports on decisions to be made by the governing bodies, passing on the information received to those it represents and channelling before management and governing bodies of initiatives submitted by members.



Sovereignty of labour

The first level of participation renders all members equal according to their status as members of the General Assembly, in which the full sovereignty of the Co-operative resides. This right has been embodied the adage, "one person, one vote".

Any member may form part of the governing bodies, provided that they receive sufficient support from the rest of the members of the Assembly, and pursuing their duties without any form of financial compensation. Likewise, any member may become the Managing Director, provided that they have the professional expertise and leadership qualities required, as adjudged by the Governing Council, which is responsible for their appointment. ●



EMPLOYMENT

EMPLOYMENT POLICY

Employment at the MCC has its own special significance, to such an extent that it is considered to be one of the Corporation's General Policies, with action taken along three lines:

Promotion of co-operative employment

- The generation of co-operative and competitive employment arising from the pursuit of current businesses and from the entry into new preferential sectors.
- The incorporation of new co-operatives within the Corporation contributing to strategic convergence.
- The use of corporate communication and image to attract business projects from other groups and corporations.
- The fostering of relations with public development bodies to attract new joint development projects.

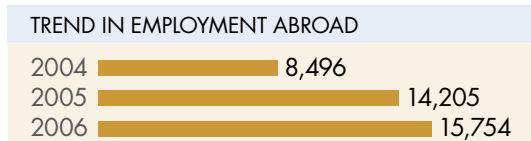
Promotion of the quality of employment

- Application of the guidelines of the Congress's Standing Committee on the make-up of the socio-employment structure for workers.

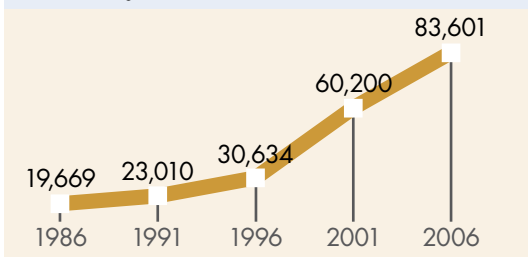
- The proper dimensioning of the group of temporary workers on the basis of criteria of rationality and sectorial competitiveness.
- The management of the socio-work conditions of temporary workers on the basis of equity, solidarity and wage coherence.
- The adoption of the commitment that any employment generated abroad will be subject to ethical criteria and based on personal dignity.
- The application of ever greater mechanisms of participation for employed workers in management, profits and ownership, both at home and abroad.

Promotion of individual employability

- Fostering the development of individual skills consistent with and in response to the major changes foreseeable that are set to occur in the management of organisations.
- A commitment to individual empowerment by providing tools and opportunities for improvement in their management capabilities and knowledge.



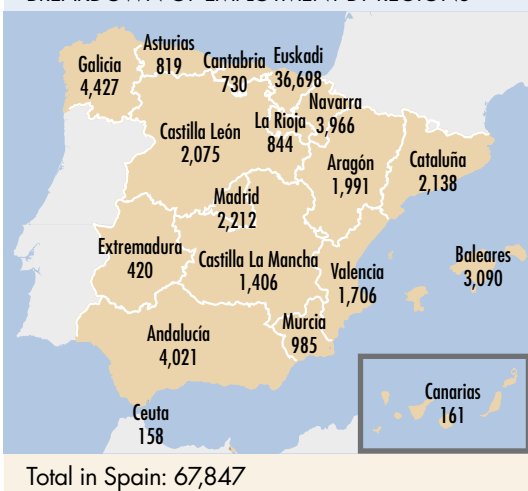
TREND IN JOB CREATION



BREAKDOWN OF EMPLOYMENT ACCORDING TO ACTIVITY

Financial Area	3.1%
Industrial Area	50.8%
Distribution Area	44.9%
Corporate Activities	1.2%

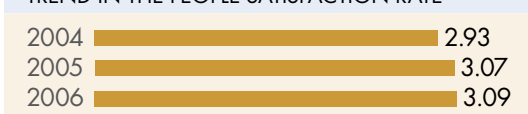
BREAKDOWN OF EMPLOYMENT BY REGIONS



QUALITY OF EMPLOYMENT

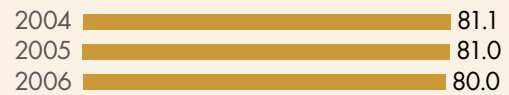
All workers at the MCC, and especially so its members, are the ones ultimately responsible for the success of our Corporation. So the generation of more jobs, of greater quality and with more involvement in results, is one of the MCC's strategic objectives and a constant throughout its history.

TREND IN THE PEOPLE SATISFACTION RATE



The period 2004-2006 has seen the following trend in the percentage of members out of the total workforce, with a figure of around 80% in the co-operatives in 2006.

TREND IN PERCENTAGE OF MEMBERS IN MCC CO-OPERATIVE WORKFORCES



The **participation of women** in the MCC has recorded a substantial increase in recent years, whereby in 2006 women accounted for 41.9% of the workforce in our co-operatives. Nevertheless, although there is a growing trend for women to occupy management positions, their presence is still well below that of their male counterparts and does not reflect the social situation of the co-operatives, currently standing at around 15%.

Social Welfare System

Lagun-Aro, a Voluntary Social Welfare Entity, set up by the very co-operatives themselves, is the organisation within the MCC that caters for the healthcare and social welfare of its members and their beneficiaries (children and spouses), with a scope similar to that of the state-run public health system.

Membership at 31 December 2006 numbered 29,858, distributed among 125 co-operatives.

Group Preventive Health Care and Safety at Work Service

Lagunaro Mondragón Servicios has been operating since 2002 as a group service and body specialising in the development and fostering of corporate strategies and tools in the field of health and safety at work, as provided for by its own Management Model, ERAIZKIZ.

VARIABLES

	2004	2005	2006
Absenteeism rate	5.5%	5.28%	5.20%
Accident rate (1)	62.3	58.3	54
Fatalities	1	0	0

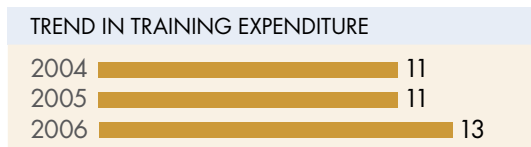
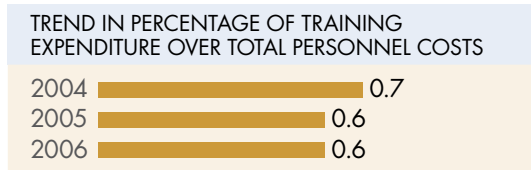
(1) (1) Number of accidents leading to more than one day off work per thousand workers.

Training and instruction

Training is a strategic value due to the major role it plays in the future of each one of the companies and of the Corporation itself. Furthermore, it constitutes a right befalling the workers as an aspect favouring equal opportunities and personal development.

The MCC has a Co-operative and Business Training Centre (OTALORA) that organises training schemes in co-operative and business subjects with a view to improving skills performance among workers.

In co-operative matters, training courses have once again been held for new members of the Governing Councils and Social Councils, in addition to the Bazkide induction programme for new co-operative members. ●



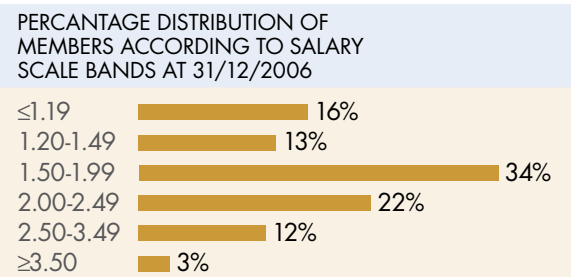
(million euros)

SOLIDARITY

WAGE SOLIDARITY

In application of the Principle of Wage Solidarity, a framework of solidarity is established in the remuneration of labour and in the total number of hours worked per year, applicable to all the co-operatives in the Corporation.

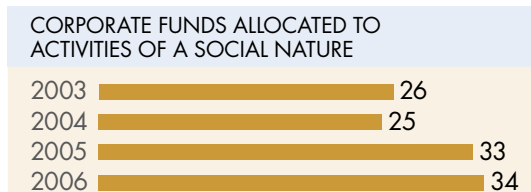
Likewise, the Wage Policy provides for salary scales that avoid a major disparity between higher and lower salaries, with remuneration on a par with salaries paid to those employed within the sectors and regions in which the co-operatives operate.



SOCIAL TRANSFORMATION

One of the co-operatives' differentiating traits is the way they distribute profits. Accordingly, between 5 and 10% of the surplus generated by the MCC is allocated to a Co-operative Education and Promotion Fund (FEPC) through which activities of a social nature are channelled.

Over the past four years, 2003-2006, the investment in community schemes has amounted to €118m. ●



(million euros)

RESPONSIBLE ENVIRONMENTAL MANAGEMENT

ENVIRONMENTAL POLICY

In 1997, the General Council of the MCC formulated for the first time a Corporate Policy on Environmental Management based on the following lines of action:

Fostering prevention: removing hazards at source or, when not possible, keeping them within acceptable levels.

Commitment to seamless compliance with environmental legislation.

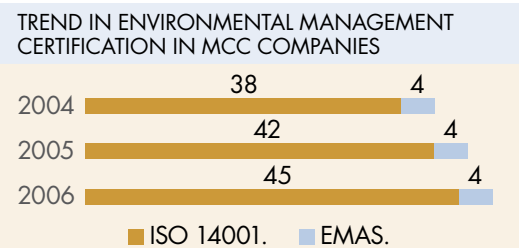
Fostering continuous improvement in environmental protection in each and every one of the co-operatives' activities, products and services.

Fostering Management Systems, integrated within the Company's general management system, so that all the above points are upheld in a tangible and assessable way.

Within these common lines of action, each co-operative or company has to choose its own achievable level of development in its environmental policy, taking into account its degree of pressure, its risks and its specific scope for action.

Nonetheless, the aim is to uphold the **minimum level of self-imposition** dictated by the Corporation. This pledge encompasses both compliance with current and applicable legislation and the implementation of environmental management systems.

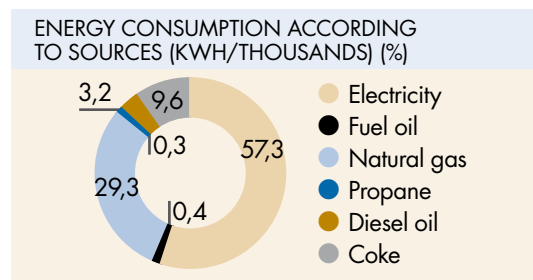
Once these minimum self-imposed levels have been attained, it is left up to each company to decide upon the rate and manner in which they will attain **levels of excellence**. That can be certified by third parties or their adherence to the Eco-Management and Audit Scheme (EMAS).



ECO-EFFICIENCY

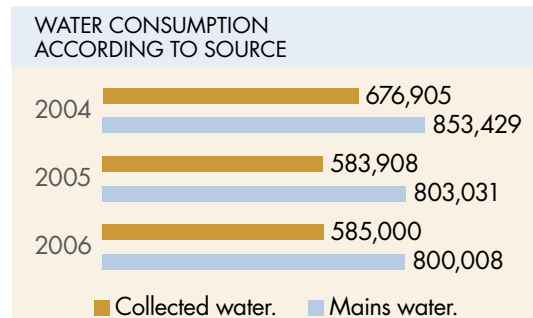
Energy

The total average energy consumption of the MCC over the period 2004-2006 amounted to 417.35 kWh/thousand euros of turnover, with small drops from one year to another, which constitutes a reduction of 4% with regard to the period 2003-2005.



Water

The overall consumption of water per employee has fallen at the MCC over the three-year period in question, dropping from 107.68 m³ to 102.3 m³.



Materials

The overall consumption of materials at the MCC has fallen slightly over the period 2004-2006 compared to the period 2003-2005. This reduction is due to a slight drop in the absolute value of the consumption of metals, and the incorporation of figures from new locations that do not consume materials of this type.

CONTAMINATION CONTROL

Spillage

The total flow of wastewater generated in 2006 by companies in the Corporation amounted to 1,496m³, which constitutes a drop of half a percentage point with regard to 2005.

Waste

The total production of waste in 2006 amounted to around 96.3 kg/thousand euros. 91% of the waste generated was inert and only 5% was considered hazardous.

Atmosphere

CO₂ emissions, generated mainly in industrial combustion facilities and by heating boilers, remained at more or less the same levels as 2005, as a result of the consumption of fuels like coke, fuel oil and propane gas.

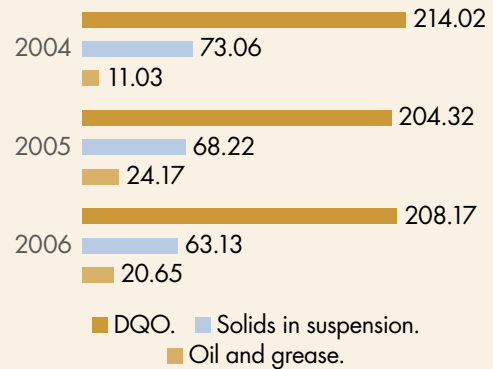
Legal compliance

In 2006, our companies set a series of targets to bring them in line with current environmental legislation, which have led to a 93% degree of legal compliance in terms of government authorisations and noise levels.

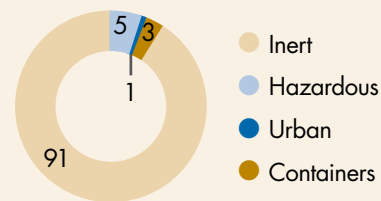
Improvement actions

The MCC's policy on environmental action focuses on the performance of activities of high strategic value, such as eco-efficiency and eco-design, the minimisation of impacts and the implementation of environmental management systems. ●

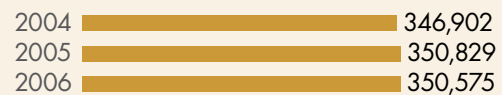
AVERAGE FIGURES FOR SPILLAGE QUALITY (MG/L)



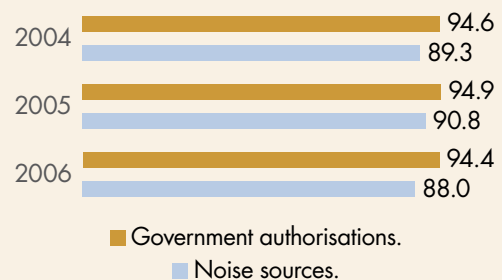
WASTE GENERATED BY TYPE 2006



CONTRIBUTION TO THE GREENHOUSE EFFECT CO₂ EMISSIONS (T/YEAR)

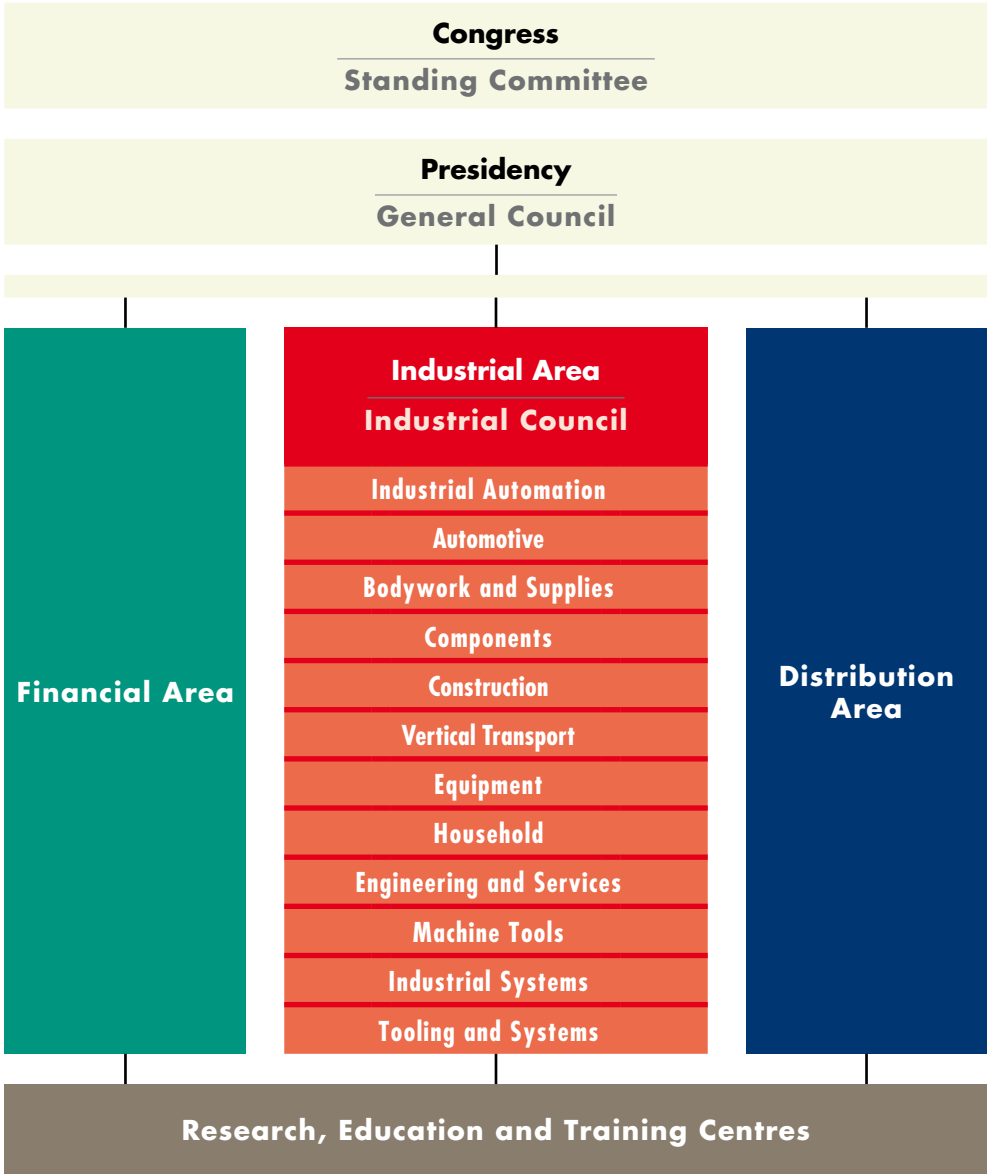


% LEGAL COMPLIANCE



ORGANISATIONAL STRUCTURE
CORPORATE AND
MANAGEMENT BODIES
LIST OF MCC COMPANIES

ORGANISATIONAL STRUCTURE



CORPORATE AND MANAGEMENT BODIES

STANDING COMMITTEE

President

Otaegui, Juan María

Vice-president

Achotegui, Nerea

Vocales

Agirre, Jon
Ajuria, José Antonio
Alustiza, José Antonio
Ansoategui, Juan José
Arizkorreta, José Luis
Esnal, Jokin
Euba, Jesús Miguel
Gandarias, José Ignacio
Gantxegi, Javier
Herrera, Miguel
Igartua, Iñaki
Igarza, Jon
Kortazar, Antton
Madariaga, José Luis
Madinagoitia, José Luis
Markaide, Agustín
Martínez, Daniel
Moiva, Lierni
Oruna, Ángel

Secretary

Celaya, Adrián

CONSEJO GENERAL

President

Catania, Jesús

Officers

Aldekoa, José M^a
Dacosta, Constan
García, Txomin
Gisasola, Txema
Goikoetxea, José Ramón
Laspiur, Miguel Ángel
Mutuberría, Francisco Javier
Olasolo, José Luis
Otaegui, Juan M^a
Zabala, Mikel

Secretary

Celaya, Adrián

CONSEJO INDUSTRIAL

President

Catania, Jesús

Officers

Aldekoa, José M^a
Barandiaran, Ángel
Barrenetxea, Rafael
Etxebarrieta, Andoni
Garate, José Ignacio
García, Txomin
Gisasola, Txema
Goikoetxea, José Ramón
Herrasti, Jesús M^a
Lizarbe, José Luis
Mutuberría, Francisco Javier
Olasolo, José Luis
Otaño, Iñaki
Sotil, Javier
Valls, Javier

Secretary

Azpiazu, Francisco

CORPORATE MANAGEMENT



JUAN Mº OTAEGUI
PRESIDENT OF CONGRESS

JESÚS CATANIA
PRESIDENT OF THE
GENERAL COUNCIL



JOSÉ Mº
ALDEKOA



ÁNGEL
BARANDIARAN



RAFAEL
BARRENECHEA



CONSTAN
DACOSTA



JON ANDONI
ETXEBARRIETA



TXOMIN
GARCÍA



JOSÉ Mº
GISASOLA



J. RAMÓN
GOIKOETXEA



JOSÉ LUIS
LIZARBE



JAVIER
MUTUBERRIA



JOSÉ LUIS
OLASOLO



IÑAKI
OTAÑO



JAVIER
SOTIL



ADRIÁN
CELAYA



JOSÉ IGNACIO
GÁRATE



JESÚS Mº
HERRASTI



MIGUEL ÁNGEL
LASPIUR



MIKEL
ZABALA

LIST OF MCC COMPANIES

FINANCIAL AREA

BANKING

CAJA LABORAL

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

ACTIVITIES:
Banking.

▶ CAJA LABORAL GESTIÓN

Pº José Mº Arizmendiarieta, 5
20500 Mondragón (Guipúzcoa)
Tel.: 34 943 790 114
Fax: 34 943 790 116
www.cajalaboral.es

ACTIVITIES:
Unit trust management.

▶ PROFUMAT

Calle Iturriotz 27
20500 Mondragón, Guipúzcoa
Tel. 34 943 719 500
MCC Inversiones has a 40%
holding and Caja Laboral a
30% holding. ACTIVITIES:
Import of building materials.

INSURANCE

LAGUN ARO VIDA

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

ACTIVITIES:
Life insurance.

SEGUROS LAGUN ARO

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

ACTIVITIES:
General Insurance.

SOCIAL WELFARE

LAGUN ARO

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

ACTIVITIES:
Social welfare cover for co-operators.

LAGUNARO-MONDRAGÓN

Pº José Mº Arizmendiarieta s/n
20500 Mondragón (Guipúzcoa)
Tel.: 34 943 790 100
Fax: 34 943 793 531

ACTIVITIES:
Joint workplace risk prevention
service.

INDUSTRIAL AREA

ALECOF

Loramendi, 11
20500 Mondragón (Guipúzcoa)
Tel.: 34 943 712 405
Fax: 34 943 799 212
E-mail: alecof@alecof.es
www.alecof.es

ACTIVITIES:
Educational projects and resources.
Educational and training systems.
Prefabricated electrical installations.

▶ I HARDUN MULTIMEDIA

45% by Alecof
Loramendi 11,
20500 Mondragón, Guipúzcoa
Tel. 34 943 791 807
Fax 34 943 711 755
Mail: sarrera@ihardun.com
www.ihardun.com

ACTIVITIES:
Production of materials in
multimedia and e-learning formats.
Website design. Online training.
Audiovisual production. Educational
projects based on ICTs.

ALKARGO

Aritz bidea 83, Bº Atela, Aptdo. 102
48100 Mungia (Vizcaya)
Tel. 34 946 740 004
Fax: 34 946 741 700
E-mail: alkargo@alkargo.com

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

AMPO

Bº Katea, s/n.
Idiazabal (Guipúzcoa)
Tel.: 34 943 188 000
Fax: 34 943 188 130
E-mail: ampo@ampo.es

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

AURRENAK

Vitorialanda 15
Ali - Gobeo
01010 Vitoria (Álava)
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.

BATZ

Bº Torrea 32 - 34
48140 Igorre (Vizcaya)
Tel.: 34 94 6305 000
Fax: 34 94 6305 020
E-mail: botzcoop@batz.es
www.batz.com

ACTIVITIES:
Die manufacture. Lifting and wheel change
systems with their full tools, parking
brakes systems, pedal assembly modules
and mechanism and structural parts.

BECKER

Amezketeta Bidea, s/n
20260 Alegia
Tel.: 34 943 653 340
Fax: 34 943 654 243
E-mail: administracion@gbecker.com

ACTIVITIES:
Copper and aluminium electric conductors.

BIURRARENA

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

ACTIVITIES:

Machinery: After Sales Service for public works machinery. Environment: Design and construction of sorting and recovery plants (light packaging, RCDs, domestic appliances and other technologies) Underground containers.

► MASYRE

La Chaparrilla
Parcela 62
(Sevilla)
Tel.: 95 4475340
60% by Biurrarena

ACTIVITIES:

Public Works maintenance.

CERAMAT

Asteasu Industrialdea,
Sector III, Pabellón 167 D
20159 Asteasu, Guipúzcoa

ACTIVITIES:

Diffusion-type gas burners.

CIKAUTXO

Bº Magdalena 2, B
48710 Berriatua (Vizcaya)
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

Polígono 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 8
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 SK

SLOVAKIA
ul. Budovatelská 6
940 64 Nové Zámky
Tel.: 421 35 6432 002
Tel.: 421 35 6447 077
Fax.: 421 35 6447 033

ACTIVITIES:

Rubber components.

► 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.

► PARANOA IND. BORRACHA-CIKAUTXO

Av. Casa Grande, 1.731
Piraporinha CEP 09961- 902
Diadema-SP-(BRASIL)
Tel.: 55 11 40666533
Fax.: 55 11 40666182
Cikautxo has a 30% holding and
MCC Inversiones a 20% holding.

ACTIVITIES:

Rubber parts.

COINALDE

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

ACTIVITIES:

Nails. Wire. Metal mesh.

► COINALDE POLSKA

UL Japonska 3
55220, Jelcz Lascowice
Tel.: 48 71 381 1266

ACTIVITIES:

Seal manufacture.

COINMA

Vitoriabidea 4-Z.I.
Ali - Gobeo
01010 Vitoria (Alava)
Tel.: 34 945 241 616
Fax: 34 945 240 637
E-mail: info@coinma.com
www.coinma.com

ACTIVITIES:

Office furniture.

CONSONNI

Bº Trobika, s/n. Apdo. 35
E-48100 Munguía (Vizcaya)
Tel.: 34 946 156 331
Fax: 34 946 156 281
E-mail: 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 (Guipúzcoa)
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 3997266
Fax: 86(0)756 3997269

ACTIVITIES:

Components.

► 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.

► COPRECI MÉXICO

C/ Uno, nº 736 Z.I. Guadalajara
44940 Jalisco
MÉXICO
Tel.: 52 33 3 145 19 63
Fax: 52 33 3 145 10 56
E-mail: fimendoza@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@online.it
www.copreci.com

ACTIVITIES:

Gas rails and pipes for cookers and hobs.

► COPRECI TURKEY

Gosb
Ihsandede Cd. Nº. 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.

DANOBAT

Arriaga kalea, 21. Apdo. 28
E-20870 Elgoibar (Guipúzcoa)
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 Bdul
MunciiNr 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 retro-fitting.

► **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

Artzabal auzoa s/n
20820 Deba (Guipúzcoa)
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.

DANONA

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

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.

DANONA LITOGRAFÍA

Pol. Ugaldetxo, s/n
20180 Oiartzun (Guipúzcoa)
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 Rentería (Guipúzcoa)
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.

DANO-RAIL

Apraiz Kalea, 1
20870 Elgoibar (Guipúzcoa)
Tel.: 943 748050
Fax: 943 743767

ACTIVITIES:

Railway maintenance products.

DIKAR

Urarte Kalea, 26. Apdo. 193
Pol. Ind. San Lorenzo
20570 Bergara (Guipúzcoa)
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
Tel.: (86-21) 59 594 769
(86-21) 59 594 169
Fax: (86-21) 59 592 187
E-mail: comercial@wingroupcoop.com.

ACTIVITIES:

Fitness equipment. Technical

► **WINGROUP**

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

ACTIVITIES:

Camping and fitness equipment.

► **WINGROUP NORTH AMERICA**

5988 PEACHTREE CORNERS EAST
NORCROSS, GA 30071 - USA
Tel.: +1 770 810 3108
Fax: +1 770 510 2551

ACTIVITIES:

Camping and fitness equipment.

DOIKI

Pol. Ind. Goitondo 5
48269 Mallabia (Vizcaya)
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.

DOMUSA

Bº San Esteban, s/n
20737 Errezil
Apdo. 95 - 20730 Azpeitia (Guipúzcoa)
Tel.: 34 943 813 899
Fax: 34 943 815 666
www.domusa.es

ACTIVITIES:

Individual boilers.

ECENARRO

Amilaga Kalea, 15
20570 Bergara (Guipúzcoa)
Tel.: 34 943 769 235
Fax: 34 943 765 637
E-mail: paranoa@paranoa.com.br

ACTIVITIES:

Screws, studs, ball joints and special parts.

ECOTÈCNIA

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

ACTIVITIES:

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

► **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 windpowered generators.

► **ECOTÈCNIA GALICIA**

Polígono Industrial,
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

EDERFIL

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

ACTIVITIES:

Electric conductors.

EGURKO

Basusta Bidea, 9. Apdo. 25
20750 Zumaiá (Guipúzcoa)
Tel.: 34 943 860 100
Fax: 34 943 143 107
E-mail: comercial@egurko.com

ACTIVITIES:

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

► **EGURKO PLANERKO**

St. Oraspie, 10
Incurte, Transilvania Const.
Hala 2, DP 40000 29
Cluj Napoca, RUMANIE
Tel 40 364 401 452

ACTIVITIES:

Timber machinery.

EIKA

Etzebarria - Apdo. 20
E-48277 Markina (Vizcaya)
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.

► **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
Údolí 783 66 CZECH REPUBLIC
Tel.: 00 420 585162060
Fax: 00 420 585167800
E-mail: larana@foundeik.cz

ACTIVITIES:

Casting.

► **EIKA MÉXICO**

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

ACTIVITIES:
Manufacture and sale of
components for electric cooking.

► **EIKA POLSKA**

Ul. Grabiszynska 163
53439 Wrocław
POLAND
Tele.: 487 133 25257
Fax: 487 133 24568
E-mail: rekrutacja@eika.pl

ACTIVITIES:
Electrical resistances.

ELECTRA-VITORIA

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

ACTIVITIES:
Vertical transport systems.

► **EV INTERNACIONAL**

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

ACTIVITIES:
Vertical transport systems.

► **QUALITY LIFTS PRODUCTS**

Unit,6 - Whaddon Bussiness Park, Whaddon
Nr Salisbury Wiltshire, SP5 3HF
ENGLAND
Tel.: 00 44 0 1722711122

ACTIVITIES:
Vertical transport systems.

ELKAR

Larrondo Behoko Etorbidea,
Edif. 4 48180 Loiu (Vizcaya)
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.

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.

EREDU

Ola Auzaa, 4
20250 Legorreta (Guipúzcoa)
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.

ESTARTA

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

ACTIVITIES:
Construction of centreless
grinding machines.

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.

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.

FAGOR ARRASATE

Bº San Andrés, 20. Apdo. 18
20500 Mondragón (Guipúzcoa)
Tel.: 34 943 719 999
Fax: 34 943 799 677
E-mail: fagorarrasate@fagorarrasate.com
www.fagorarrasate.com

ACTIVITIES:
Presses and stamping systems. Strip
processing systems. Systems for
continuous manufacture of complex
metal parts. Welded tube and section
manufacturing systems. Transfer,
progressive and conventional dies.
Engineering and consulting.

► **GAMEI**

Nafarroa Etorbidea, 31
20500 Mondragón (Guipúzcoa)
Tel.: 943 71 20 30
Fax: 943 71 21 63

ACTIVITIES:
Forging Presses and Technical
Assistance and Retrofitting Service

► **GILLET**

Rechbergstrasse, 29
71127 Gaißfelden, GERMANY
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.

FAGOR AUTOMATION

Bº San Andrés s/n. Apdo. 144
20500 Mondragón (Guipúzcoa)
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.

► **BEIJING FAGOR AUTOMATION
EQUIPMENT**

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

ACTIVITIES:
Automation and control.

FAGOR EDERLAN

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

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

► **AUTOMÓDULOS ARAGÓN**

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

ACTIVITIES:
Assembly of rear axles for cars.

► **FAGOR EDERLAN BORJA**

Pol. Barbalanca, s/n
50540 Borja (Zaragoza)
Tel.: 34 976 869620
Fax: 34 976 869642
E-mail: a.lazaro@borja.fagoredleran.es

ACTIVITIES:
Assembly of front corners for cars.

► **FAGOR EDERLAN BRASILEIRA**

Av. Nicolau Cesarino,
2297 – Bairro Ponte Alta
Cx Postal 15 – CEP 37640-000
Extrema- MG-Brasil
Tel: 55-35 3435 8200
Fax: 55-35 3435 8248

ACTIVITIES:
Casting of automation components.
Machining of knuckles. Products:
Knuckles, Callipers, Brake
Mountings and Differentials.

► **FAGOR EDERLAN SLOVENSKO**

Priemyselná 12
965 63 Jiar nad Hronom
SLOVAKIA
Tel.: 421/ 45/ 601 5602, 5500
Fax: 421/ 45/ 601 5750

ACTIVITIES:
Aluminium injection and machining.

► **FIT AUTOMOCIÓN**

Barrio San Juan, s/n. Apdo. 80
20570 Bergara (Guipúzcoa)
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.

► **LUZURIAGA USURBIL**

C/ Txiki-Erdi
20170 Usurbil (Guipúzcoa)
Tel.: 34 943 370 200
Fax: 34 943 365 564
ACTIVITIES:
Casting of brake housings.

FAGOR ELECTRODOMÉSTICOS

Bº San Andrés, s/n.
20500 Mondragón (Guipúzcoa)
Tel.: 34 943 719 100
Fax: 34 943 796 881
E-mail: info@fagor.com
www.fagor.com
ACTIVITIES:
Cookers. Ovens. Extractor fans. Microwave ovens. Air conditioning. Fridges and freezers. Washing machines. Dryers. Dishwashers. Water heaters. Electric water heaters. Storage heaters. Boilers. Kitchen units and kitchenware.

► **EDESA**

Cervantes, 45
48970 Basauri (Vizcaya)
Tel.: 34 902 105010
Fax: 34 944 490 303
www.edesa.com
ACTIVITIES:
White goods.

► **EKISUN**

Avda. Cervantes 45
48970 Basauri (Vizcaya)
Tel.: 944 667100
ACTIVITIES:
Manufacture of domestic appliances.

► **EXTRA ELECTROMENAGER**

Avenue Hassan II
BP 179 Mohammedia
MOROCCO
Tel.: 212 2 3327412
Fax 212 2 3327425
ACTIVITIES:
Manufacture of domestic appliances.

► **FAGOR-BRANDT**

7 Rue Henri Becquerel
92854 Rueil-Malmaison
Cedex-FRANCE
Tel.: 33 (0) 147 166 800
ACTIVITIES:
Manufacture of domestic appliances.

► **SHANGHAI MINIDOMÉSTICOS COOKWARE**

21D, East OceanCentre (II)
no. 618 Yan an Road East
Shanghai, P.R.C. 20001
Tfno. (86 21) 5385 4339
ACTIVITIES:
Mini domestic appliances.

► **GEYSER GASTECH**

Bº San Juan s/n. Apdo. 151
20570 Bergara (Guipúzcoa)
Tel.: 34 943 769 004
Fax: 34 943 767 136
Fagor Electrodomesticos
has a 50% holding.
ACTIVITIES:
Gas water heaters.

► **GRUMAL**

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

► **FAGOR MASTERCOOK**

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.

► **IBAI**

Bº San Andrés, 18
20500 Mondragón (Guipúzcoa)
Tfno. 943 037 100
Fax: 943 250 001
ACTIVITIES:
Auxiliary household furnishings.

► **ROTÁRTICA**

Avda. Cervantes 45
48970 Basauri (Vizcaya)
Tfno. 944 667100
ACTIVITIES:
Heat pumps.

FAGOR ELECTRÓNICA

Bº San Andrés s/n
E-20500 Mondragón (Guipúzcoa)
Tel.: 34 943 71 25 26
Fax: 34 943 71 28 93
E-mail: fe@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. Wireless communications

► **FAGOR ELECTRÓNICA (CANTABRIA)**

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:
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
ACTIVITIES:
Surface and axial mounting
discrete demiconductors.

FAGOR INDUSTRIAL

Santxolopetegui, 22. Aptdo. 17
20560 Oiñati (Guipúzcoa)
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. Tilting skillets. Fryers. Frytops.
Convection and combi ovens (gas and
electric). Commercial refrigeration.

► **DANUBE**

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

► **EDESA HOSTELERÍA**

Poligono Can Milans
C/Can Milans, 15
08110 Montcada i Reixac, (Barcelona)
Tel.: 34 935 651 150
Fax: 34 935 640 745
E-mail: barcelona@fagorindustrial.com
ACTIVITIES:
Products for the preparation
of foodstuffs.

► **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.

► **FAGOR ENDÜSTRIYEL DAYANIKLI**

Gebze Güzeller Organize San. Sit
Inon Mah. Balçik Yolu Üzeri
32 M IV B Pafta 4133 Ada 4-5
Parsel
Gebze/Kocaeli,
TURKEY
Tel.: 90 262 751 1031
ACTIVITIES:
Commercial equipment.

► **FAGOR GASTRO POLSKA**

UL. Gdanska
Palmiri, 05-152 Czosnow
POLAND
Tel 00 48 223 120 000
ACTIVITIES:
Cold appliances and Static Preparation.

► **FAGOR INDUSTRIAL MÉXICO**

Parque Industrial
Tres Naciones, 2º etapa
San Luis de Potosí, SLP,
México, CP-78395
Teléfono, 52 444 137 0500
Fax 52 444 137 0509
ACTIVITIES:
Complete furnishings and
equipment in the catering sector.

► **TALLERES ROCA**

Poligono Industrial La Quintana
08514 San Julià de Vilatorrada (Barcelona)
Tel.: 34 938 122 770
E-mail: info@primer.es
ACTIVITIES:
Manufacture and sale of
machinery and accessories
for the catering industry.

FPK

Polígono Ugaldeguren II, P-10 II
48170 Zamudio (Vizcaya)
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.

GERODAN

Urola 6. Edificio Loyola 91
20730 Azpeitia (Guipúzcoa)
Tfno. 943 157979
E-mail: gerodan@danona.com

ACTIVITIES:

Furniture industry.

GOIMEK

Itziar Industrialdea, 2. Partzela
20829 Itziar-Deba (Vizcaya)
Tel.: 943 606315
Fax: 943254405

ACTIVITIES:

High-performance machining.

GOITI

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

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.

HERTELL

Polígono Industrial, 2
20267 Ikastegieta (Guipúzcoa)
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.

IRIZAR

Zumarraga bidea, 8
20216 Ormaiztegui (Guipúzcoa)
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 BRASIL

Rodovia 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 MAGHREB

Oulja, Km 0.300
Sale Marruecos
Tel.: 212 37 81 01 15
Tel.: 212 37 80 76 68
E-mail: irizarma@iam.net.ma

ACTIVITIES:

Coach manufacture.

► IRIZAR MÉXICO

Parque Ind. bernardo Quintana
Parcelas 7 al 12-Manzana 14
Municipio El Marqués
Queretaro-MÉXICO
Tel. 524 42 2382500
Fax 524 42 2266630
E-mail: clientes@irizar.com.mx

ACTIVITIES:

Coach manufacture.

► IRIZAR SOUTHERN AFRICA

1.012 Kruger Avenue,
PO Box. 16.468
Lyttelton MA
Nor, 0157 Centurion, Gauteng
SOUTH AFRICA
Tel : 27 126 441 568
Fax: 27 126 441 489

ACTIVITIES:

Coach manufacture.

► IRIZAR TVS

Trichy Road, Viralimalai
621316 Tamil Nadu
INDIA
Tel.: 00 91 4339 20393
Fax: 00 91 4339 20236
E-mail: irizar_tvs@sify.com

ACTIVITIES:

Coach bodywork.

► 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

Mestre Alapont
08253 San Salvador
Tel.: 34 938 352 900
Fax: 34 938 358 400
Irizar has a 52% holding.

ACTIVITIES:

Coach manufacture.

► TIANJIN IRIZAR COACH

167, 11th
Haibin Road
Tianjin CHINA
Tel.: 22 25 762788
Fax: 22 25 762766
Irizar has a 36% holding

ACTIVITIES:

Coach manufacture.

KIDE

Pol. Gardotza, s/n
48710 Berriatua (Vizcaya)
Tel.: 34 946 036 208
Fax: 34 946 036 221
E-mail: kide@kide.com
www.kide.com

ACTIVITIES:

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

LANA

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

ACTIVITIES:

Secondary timber-processing for the construction centre. Three-ply boards for formwork.

► ELUR

Avda.Gasteiz,22-bis
01008 Vitoria (Alava)
Tel.: 945 155540

ACTIVITIES:

Timber structures.

► CZECH LANA

Chrudimská 584
58263 Zářecnad Doubravou
Tel. 00420 569 430 060

ACTIVITIES:

Secondary timber-processing for the construction centre. Three-ply boards for formwork.

LATZ

Avda. de los Gudarís, s/n
Apdo. 56
20140 Andoain (Guipúzcoa)
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.

LEALDE

Barrio Kortazar s/n. Apdo. 11
E-48.288 Ispaster (Vizcaya)
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.

LKS

Pº José Mº Arizmendiarieta, 5
20500 Mondragón (Guipúzcoa)
Tel. 34 902 540 990
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 and engineering.

► ABANTAIL

Iturriotz kalea, 21, behega
20500 Mondragón, Guipúzcoa
Tlfo: 943 712560
Fax: 943 712568
Web: www.abantail.com
e-mail: contacto@abantail.com

ACTIVITIES:

Optimization and automation of the Adaptive Design process in companies.

► ATE RECURSOS HUMANOS

Comandante Santa Pau 8/10
50008 Zaragoza
Tel. 976 22 49 27
Fax 976 23 88 47
LKS has a 52% Holding.

ACTIVITIES:

Human resources, training, market research and marketing.

► AURKI

Edificio Oficinas Industrialdea
20240 Ordizia, Guipúzcoa
Tel. 943 16 03 14
Fax 943 16 21 27
LKS has a 52% Holding.

ACTIVITIES:

Recruitment and training.

► **IS3**

Plaza del Museo 1, 3º
48009 Bilbao (Vizcaya)
Tel.: 34 944 180 261
Fax: 34 944 424 726
E-mail: info@i3s.es
LKS, MCC Inversiones and
MISE have a 51% holding.

ACTIVITIES:

SAP products.

► **IBAI SISTEMAS**

Prado 20 – interior izquierda
01005 Vitoria-Gasteiz, Alava
Teléfono 945 28 78 00
Fax: 945 20 01 57
e-maila, ibai@ibai.com
LKS has a 52% Holding.

ACTIVITIES:

Computer services, programming
and software maintenance.

► **LK WENDLAND ABOGADOS**

Paseo Salamanca, 5 – 1º C
20003 Donostia, Guipúzcoa
Teléfono 943 42 89 20
Fax 943 42 01 99
e-maila sansebastian@
lk-wendland.com
LKS has a 50% holding.

► **LKS IAMM**

Aita Larramendi, 5 2º izda.
48012 Bilbao
Tel.: 34 946 051 100
Fax: 34 946 051 101
E-mail: investigaciondemercados@lks.es
LKS has a 80% Holding.

ACTIVITIES:

Advanced market research
and marketing.

► **PROSPEKTIKER**

Parque Zuatzu – Edificio Urumea,
Planta 1º – Local 1
Zubiberri Bidea, 31
20018 Donostia, Guipúzcoa
Teléfono 943 83 57 04
Fax 943 13 25 20
e-maila prospe01@prospektiker.es
Web www.prospektiker.es
LKS has a 52% Holding.

ACTIVITIES:

Expert advice for organisations,
prospective-strategic plans,
and information and
knowledge management.

► **SEI**

Technopole Izarbel Inmeuble
Cré@tivité Bâtiment A
64210 Bidart, FRANCE
Tel.: 335 5958 0000
Fax: 335 5958 0199
E-mail: info@seimcc.com.
LKS has a 85% Holding.

ACTIVITIES:

Computing and software development.

► **LKS INGENIERÍA**

Pº José Mº Arizmendiarieta, 5
20500 Mondragón (Guipúzcoa)
Tel.: 34 943 712 488
Fax: 34 943 793 878
E-mail: ingenieria@lksingenieria.es
www.lks.es

ACTIVITIES:

Technical services in architecture,
engineering, consulting, real
estate, design and innovation.

► **INDISER**

Plaza Alférez Provisional, 5 entreplanta
26001 Logroño (La Rioja)
Tel.: 941 221 318
Fax: 941 226 558
E-mail: indiser@indiser.com

ACTIVITIES:

Winery project engineering.

► **LKS STUDIO**

Almagro, 15 - 5ª planta
28010 Madrid
Tel.: 917 022 474
Fax: 917 022 475
E-mail: s@lksstudio.es
www.lksstudio.es
LKS Ingenieria has a 60% holding.

ACTIVITIES:

Building project management.

► **LKS TASACIONES**

Pol. Basabe EO-13
20550 Aretxabaleta (Guipúzcoa)
Tel.: 902 312 100
Fax: 902 312 101
E-mail: tasaciones@lksatasaciones.es
www.lks.es
LKS Ingenieria has a 90% holding.

ACTIVITIES:

Real estate market surveys and
support for real estate consulting.

► **LORAMENDI**

Alibarra, 26
01010 Vitoria (Álava)
Tel.: 34 945 184 300
Fax: 34 945 184 304
E-mail: info@loramendi.com
www.loramendi.com

ACTIVITIES:

Machinery for casting and assembly.

► **MAIER**

Pol. Ind. Arabieta, s/n. Apdo. 103
48300 Gernika (Vizcaya)
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,
tampprint, painting, laser, etc.

► **MAIER CZ**

Prumyslova 14a
79601 Postejov
CZECH REPUBLIC.

ACTIVITIES:

Automotive components.

► **MAIER FERROPLAST**

Polígono "A Granxa" Paralela 2, Rua 1
36400 Porriño (Pontevedra)
Tel.: 34 986 342 020
Fax: 34 986 342 999

ACTIVITIES:

Thermoplastic injection moulding.

► **MAIER NAVARRA**

Polígono Ind. Elordi, s/n
31979 Iraizotz-Ultzama (Navarra)
Tel.: 34 948 309 210
Fax: 34 948 309 333

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

ACTIVITIES:

Plastic injection moulding and finishing.

► **MAPSA**

Ctra. Echauri, 11
31160 Orcoyen (Navarra)
31080 Pamplona
Tel.: 34 948 325 011
Fax: 34 948 325 323
E-mail: gerencia@mapsa.net

ACTIVITIES:

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

► **MATRICI**

Polígono Ugaldeburu II
48170 Zamudio (Vizcaya)
Tel.: 34 946 002 020
Fax: 34 944 522 225
E-mail: info@matrici.com
www.matrici.com

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.

► **MB LUSITANA**

Rua das Fontainhas
Casal da Lebre
2430-180 MARINHA GRANDE
Tfno.: 351244570350
Fax: 351244570351

ACTIVITIES:

Production and fine-tuning of dies
for the automotion sector.

► **MB SISTEMAS**

Polig. Indust. Igeltzera
Igeltzera, 8
48610 Urduliz (Vizcaya)
Tel.: 34 944 030 626
Fax: 34 944 030 627
E-mail: comercial@mbistemas.es

ACTIVITIES:

Sheet metal assembly and
welding systems.

► **MB TOOLING**

Polígono Industrial sector
UI-13, parcela 2A-2
48340 BOROIA (Amorebieta)

ACTIVITIES:

Fine-tuning dies for the
automotion sector.

► **MATZ-ERREKA**

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

ACTIVITIES:

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

► **MATZ-ERREKA MÉXICO**

Misión de Bucareli, 8
Parque Industrial Bernardo Quintana,
El Marqués - 76249 (Querétaro)
MÉXICO
Tel.: 52 442 221 6078
Fax: 52 442 221 6080
E-mail: u.sabatie@errekamex.com

ACTIVITIES:

Plastic injection.

MCC TELECOM

Polígono Basabe FO-2ª planta.
20550 Aretxabaleta (Guipúzcoa)
Tel.: 34 943 712 451
Fax: 34 943 712 351
E-mail: conet@conetion.com

www.conetion.com

www.krisol.com.

ACTIVITIES:

Connectivity and Content Services.

MONDRAGÓN ASSEMBLY

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

ACTIVITIES:

Automatic assembly systems. Robotics.

► **GAINDU-MONDRAGÓN ASSEMBLY MÉXICO**

El Marqués Norte 2, Nave B
C.P. 76240 Mpio. El Marqués,
Querétaro, MÉXICO
Tel.: 52 442 192 4200
Fax: 52 442 192 4209
50% of its stock is held by
Mondragón Assembly.

ACTIVITIES:

Automatic assembly systems.

► **MONDRAGÓN 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.

► **MONDRAGÓN ASSEMBLY ALEMANIA**

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.

► **MONDRAGÓN ASSEMBLY FRANCIA**

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
E-mail: orange@mondragon-assembly.com
Site de Compiègne
84, rue des Longues Royes
60610 La Croix Saint Ouen
Tel.: 33 344 915 200
Fax: 33 344 910 025
compiegne@mondragon-assembly.com

ACTIVITIES:

Automatic assembly systems. Robotics.

MONDRAGÓN LINGUA

Avda. de Alava, 4
20500 Mondragón (Gipuzkoa)
Tel.: 943-712055
Fax: 943-712181
e mlarrasate@mondragonlingua.com
www.mondragonlingua.com

ACTIVITIES:

Proyectos de idiomas, Formación y
Servicio de Traducción e Interpretación.

MONDRAGÓN SISTEMAS

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

ACTIVITIES:

Automation and computer
industrial systems

► **ENYCA INGENIERÍA Y COMUNICACIONES**

Avda. La Cerrada, 37
39600 Maliaño, Cantabria
Tel. 942 26 10 96
Fax 942 26 05 06
ACTIVITIES:
Telecommunications systems. Design
and development of specific solutions
for the control and management of
land and sea traffic. Installations
for access control systems.

► **ENYCA SEGURIDAD**

Avda. La Cerrada, 37
39600 Maliaño, Cantabria
Tel. 942 26 10 96
Fax 942 26 05 06
ACTIVITIES:
Installation and maintenance
of security systems.

OIARSO

Bº Zikuñaga, 57-F
Polígono Ibarluze
20128 Hernani (Guipúzcoa)
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.

ONA-PRES

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

ACTIVITIES:

Hydraulic presses.

ONDOAN

Parque Tecnológico Edif. 101 módulo C
48170 Zamudio (Vizcaya)
Tel.: 944 522 313
Fax: 944 521 047
E-mail: info@ondoan.com
www.ondoan.com

ACTIVITIES:

Systems integration engineering
for general installations. Turnkey
systems. Environmental Consulting/
Engineering. Consulting/Auditing
in health and safety at work.

► **ONDOAN AUDITORÍA Y CONTROL**

Parque Tecnológico Edif. 101 módulo C
Ibaizabal bidea
48170 Zamudio, Vizcaya
Tel 944 522 313
Fax 944 521 047
E-mail: Mail: info@oayc.es
www.oayc.es

ACTIVITIES:

Activities: Auditing, Training,
Inspection and Control of Safety and
Health at Work and Environment

► **ONDOAN SERVICIOS**

Parque Tecnológico Edif. 101 módulo C
48170 Zamudio (Vizcaya)
Tel.: 944 522 270
Fax: 944 521 047
E-mail: info@ondoan.com

ACTIVITIES:

Technical assistance and
maintenance service.

ORBEA

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

ACTIVITIES:

Bicycles.

► **LUSORBEA**

PG Mamodeiro, Parc. 15-16
03810 NTRA SRA. DE
FATIMA/AVEIRO/PORTUGAL
ACTIVITIES:
Bicycles.

► **ORBEA USA.**

600 North Broadway
NORTH LITTLE ROCK, AR 72114
Tel- 1 501 2809700
Fax- 1 501 2809705
e.mail: info@orbea-usa.com
www.orbea-usa.com

ACTIVITIES:

Bicycles.

ORKLI

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

ACTIVITIES:

Safety devices for gas
domestic appliances.

ORONA

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

ACTIVITIES:

Manufacture and installation of lifts and
escalators. Maintenance, refurbishment
and upgrading of lifts and escalators.

ORTZA

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

ACTIVITIES:

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

OSATU

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

ACTIVITIES:

Basic defibrillators, with monitor and recording, with pacemakers and pulseoximetry, semiautomatic.

REDES DE MARKETING

Pol. Ugaldeguren II, 13, nave 1
48170 Zamudio, Vizcaya
Tel. 902 306 316
Fax 944 522 300

ACTIVITIES:

Direct Marketing.

ROCHMAN

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

ACTIVITIES:

Rollways. Handling installations. Packaging and wrapping machines.

SORALUCE

Bº Osintxu. partido 90
E-20570 Bergara (Guipúzcoa)
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 (GERMANY)
Tel.: (49) 643 197 820
Fax: (49) 643 171 102
info@bimatec.de
www.bimatec.de

ACTIVITIES:

Milling machines.

TAJO

Poligono Ind. Aranguren, 9
Bº 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.

► TABIPLAST

Ul. Zmigrodzka 143
51 - 130 Wroclaw
NIP 895 18 25 448
Tel.: 48 604082400
Fax: 48 713 329 171

ACTIVITIES:

Transformation of plastics.

► TREBOPLAST

Unhartice, 127
571 01 Moravská Trebová
CZECH REPUBLIC
420 606 771 897
420 461 311 494
E-mail: jrecalde@tajo.coop

ACTIVITIES:

Transformation of plastics.

ULMA C Y E.

► ULMA AGRÍCOLA

Ps. Otadui, 3. partido 13
20560 Oñati (Guipúzcoa)
Tel.: 943-034900
Fax: 943-716466
E-mail: agricola@construccion.ulma.es

ACTIVITIES:

Greenhouses.

► ULMA CONSTRUCCIÓN

Ps. Otadui, 3. partido 13
20560 Oñati (Guipúzcoa)
Tel.: 943-034900
Fax: 943-034920
E-mail: construccion@construccion.ulma.es

ACTIVITIES:

Industrialised systems for the construction sector.

► ULMA PACKAGING

Bº Garibai, 28. Apartado 145
20560 Oñati (Guipúzcoa)
Tel.: 943-739200
Fax: 943-780819
E-mail: info@packaging.ulma.es

ACTIVITIES:

Packaging systems and equipment.

ULMA FORJA

Bº Zubillaga, 3. Apartado 14
20560 Oñati (Guipúzcoa)
Tel.: 943-780552
Fax: 943-781808
E-mail: forja@forging.ulma.es

ACTIVITIES:

Flanges and Fittings.

ULMA HORMIGÓN POLÍMERO

Bº Zubillaga, 89. partido 20
20560 Oñati (Guipúzcoa)
Tel.: 943-780600
Fax: 943-716469
E-mail: hormigon@polimero.ulma.es

ACTIVITIES:

Prefabricated elements for construction.

ULMA MANUTENCIÓN

► ULMA CARRETILLAS ELEVADORAS

Ps. Otadui, 8. Apartado 32
20560 Oñati (Guipúzcoa)
Tel.: 943-718033
Fax: 943-782910
E-mail: carretillas@manutencion.ulma.es

ACTIVITIES:

Forklift trucks.

► ULMA HANDLING SYSTEMS

Bº Garagaltza, 50. Apartado 67
20560 Oñati (Guipúzcoa)
Tel.: 943 782492
Fax: 943 782910 - 943 718137
E-mail: informa@manutencion.ulma.es

ACTIVITIES:

Logistics Engineering and Consulting.

(In addition to the companies listed here, 27 subsidiaries distributed in various countries make up the ULMA Group). For more information visit the website: www.ulma.com)

UROLA

Urola-Kalea, s/n
Apdo. 3
20230 Legazpia (Guipúzcoa)
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.

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.

DISTRIBUTION AREA

DISTRIBUTION

GRUPO EROSKI

Bº San Agustín, s/n
48230 Elorrio (Vizcaya)
Tel.: 34 946 211 211
Fax: 34 946 211 222
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.

► DAPARGEL, PERFUMERÍAS IF

Edificio San Isidro II
Idorsolo Kalea, 15
1º planta, Dpto. 12
48160 Derio (Vizcaya)
Tel.: 94 674 41 66
Fax: 94 674 46 93
web: www.infaradis.com

ACTIVITIES:

Retail distribution of perfumery items.

► EREIN COMERCIAL

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

ACTIVITIES:

Marketing of food products to the catering trade and collectives.

► EROSMER

Bº San Agustín, s/n
48230 Elorrio (Vizcaya)
Tel.: 34 946 211 211
Fax: 34 946 211 222

ACTIVITIES:

Retailing of consumer products in large stores.

► FORUM SPORT

Bº Kortederra, s/n
48340 Amorebieta (Vizcaya)
Tel.: 34 946 300 094
Fax: 34 946 300 760
E-mail: f0073@forumsport.es
52% by Grupo Eroski.

ACTIVITIES:

Centros Comerciales y Deportivos.

► SERVIHOSTEL

Poligono Sansinenea, Parcela A3
20740 - Zestoa (Guipúzcoa)
Tel.: 943 89 72 60
Fax: 943 89 72 51
A9002@servihostel.es

ACTIVITIES:

Servihotel markets and distributes foodstuffs, fresh produce and cleaning products for the Horeca channel (hotels and catering), providing comprehensive solutions for all business needs in the catering sector through a sales network that includes a home delivery service for customers.

AGRO-FOOD

AUZO-LAGUN

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

ACTIVITIES:

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

► COCINA CENTRAL GOÑI

Rivera de Axpe 38
48950 Erandio (Vizcaya)
Tel. 944 630 588
Fax 944 630 221

ACTIVITIES:

Group catering service.

► COMISLAGUN

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

ACTIVITIES:

Group catering service. Complete service for health care sector.

► JANGARRIA

Katuari, 20
Ansoain (Navarra)
Tel.: 34 948 140 192
Fax: 34 948 131 892

ACTIVITIES:

Group catering service. Complete service for health care sector.

BARRENETXE

Okerra, 7
48270 Markina (Vizcaya)
Tel.: 34 946 168 143
Explot. Berriatua:
Tel.: 34 946 139 157
Explot. Etxea:
Tel.: 34 946 166 173
E-mail: barrenetxe@barrenetxe.com

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
E-mail: behi-alde@conet.es

ACTIVITIES:

Milk, Livestock for breeding and meat.

MIBA

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

ACTIVITIES:

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

MULTIFOOD

Bº Uribarri, 13 A
20500 Mondragón (Guipúzcoa)
Tel.: 34 943 711 960
Fax: 34 943 711 961
E-mail: multifeed@multifeed.es

ACTIVITIES:

Ready-prepared food.

UNEKEL

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

ACTIVITIES:

Breeding of rabbits.

RESEARCH AND EDUCATION

RESEARCH CENTRES

AOTEK

Barrio San Andrés, 19. Apartado 2
20500 Mondragón (Guipúzcoa)
Tel.: 34 943 039805
Fax: 34 943 719203
E-mail: info@aotek.es
www.aotek.es

ACTIVITIES:

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

Urbe-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.

HOMETEK

Bº San Andrés, 18
20500 Mondragón (Guipúzcoa)
Tel.: 34 943 719 100
Fax: 34 943 036 928

ACTIVITIES:

Household equipment.

IDEKO

Arriaga kalea, 2. Apdo. 80
20870 Elgoibar (Guipúzcoa)
Tel.: 34 943 748 000
Fax: 34 943 743 804
E-mail: ideko@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 (Guipúzcoa)
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. Bainenxe 5ª
20550 Aretxabaleta (Guipúzcoa)
Tel.: 34 943 039 360
Fax: 34 943 039 369
E-mail: info@koniker.coop
www.koniker.coop

ACTIVITIES:

R&D in forming and assembly.

LORTEK

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

ACTIVITIES:

Joining technologies.

MIK

Uribarri Etorbidea, 3. Apartado 79
20500 Mondragón (Guipúzcoa)
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 (Vizcaya)
Tel.: 34 946 259 265
Fax: 34 946 259 258
E-mail: gernika@mtc.maier.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:

Vertical transport systems.

ULMA PTC

Bº Garibai, 28 Apartado 145
20560 Oñati (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 (Guipúzcoa)
Tel.: 943 793 132
Fax: 943 797 922
E-mail: arizmendi@arizmendi.ikastola.net

ACTIVITIES:

Education.

MONDRAGÓN UNIBERTSITATEA

C/Loramendi, 4
20500 Mondragón (Guipúzcoa)
Tel.: 34 943 794 700
Fax: 34 943 791 536
E-mail: info@muni.edu
www.mondragon.edu

ACTIVITIES:

University education.

▶ HUMANITIES AND EDUCATION SCIENCE FACULTY

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

ACTIVITIES:

University Teacher Training College.

▶ ETEO

Escuela Universitaria
Estudios Empresariales
Larraña, 33
20560 Oñate (Guipúzcoa)
Tel.: 34 943 781 311
E-mail: informacion@eteo.mondragon.edu
www.eteo.mondragon.edu

ACTIVITIES:

Training in business and administration.

▶ GOIERRI

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

ACTIVITIES:

Education.

▶ LEA-ARTIBAI

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

ACTIVITIES:

Technical education.

▶ MONDRAGÓN ESKOLA POLITEKNIKOA (MEP)

C/Loramendi, 4
20500 Mondragón (Guipúzcoa)
Tel.: 34 943 794 700
Fax: 34 943 791 536
E-mail: info@eps.mondragon.edu

ACTIVITIES:

Technical education.

OTALORA

Palacio Otalora
Barrio Aozaraza s/n
20550 Aretxabaleta (Guipúzcoa)
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 (Vizcaya)
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 - 2ª
20500 Mondragón (Guipúzcoa)
Tel.: 34 943 711 930
Fax: 34 943 773 101
E-mail: info@ategi.com
www.ategi.com

ACTIVITIES:

Purchasing portal.

FUNDACIÓN EZAI

P José María Arizmendiarieta 5
20500 Mondragón (Guipúzcoa)
Tel 34 943 779 307
Fax 34 943 796 632
E-mail: ezai@mcc.es

ACTIVITIES:

Conducting research into public policies.

FUNDACIÓN MCC

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

ACTIVITIES:

Company promotion.

MCC DESARROLLO

Pº José María Arizmendiarieta, 5
20500 Mondragón (Guipúzcoa)
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 INNOVACIÓN

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

ACTIVITIES:

Funding of technological projects.

MCC NAVARRA

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

ACTIVITIES:

Company promotion.

MCC PROMOCIÓN

P José María Arizmendiarieta 5
20500 Mondragón (Guipúzcoa)
Tel.: 34 943 779 300
Fax.: 34 943 796 632
MCC and Caja Laboral by 36%

ACTIVITIES:

Company promotion.

MCC SUSTRAI

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

ACTIVITIES:

Property management.

INTERNATIONAL SERVICES

MCC INTERNACIONAL

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

ACTIVITIES:

Internacional business promotion.

MCC INDIA

W-16, 1st. Floor,
Shivram Business Centre,
Greater Kailash - II
110 048 - New Delhi
INDIA
Tel.: 9111 416 08352
Fax: 9111 416 38203
E-mail: admin@mcc-india.net

MCC MÉXICO

La Fontaine 353
Col. Polanco
Del. Miguel Hidalgo
MÉXICO DF 1560
Tel.: + 52 555 250 9797
Fax: + 52 555 250 1294
E-mail: teresa@mcc.es

MCC-BRASIL

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

ACTIVITIES:

Corporate office.

MCC RUSIA

Rubleva - Uspenskoye Shosse
1st. Km., Building 6
Odintsovskiy District,
Moscow Reagon 143030
RUSSIA
Telefono: + 7495 739 6304
Fax: + 7495 739 6304
E-mail: office@mondragon.ru

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.

MONDRAGÓN 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: mcbbj@mcc-china.com

ACTIVITIES:

Corporate office.

MCC ENTITIES

Cooperatives	107
Subsidiary companies	126
Friendly societies	1
Foundations	2
Support bodies	7
International services	7
Total	250

The Mondragón Corporación Cooperativa (MCC) is the culmination of the cooperative movement that began in 1956, the year in which the first industrial cooperative was set up in Mondragón, Guipúzcoa, and its corporate philosophy is contained in its Corporate Values:

- Co-operation.
- Participation.
- Social Responsibility.
- Innovation.

The MCC's mission encompasses those basic objectives of a business organisation that competes on markets worldwide, together with the use of democratic methods in its corporate organisation, the creation of employment, the personal and professional development of its workers and a commitment to develop the community.

In terms of its organisation, the Mondragón Corporación Cooperativa is arranged into three areas: Financial, Industrial and Distribution, together with Research, and Training and Education.

Financial Area: This consists of the businesses of banking, social welfare, insurance and leasing.

Industrial Area: It is made up of twelve divisions dedicated to industrial production.

Distribution Area: It caters for the commercial distribution and agro-food businesses.

Today, the Mondragón Corporación Cooperativa, is the foremost business group in the Basque Country and the seventh in Spain.

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