



# ANNUAL REPORT 2012



# MONDRAGON: people and co-operation

MONDRAGON is one of the leading Spanish business groups with national coverage and a widespread international presence. Our Corporation is a solid and diverse group of businesses that operate in the industrial, financial and retail sectors, also pursuing important initiatives in the areas of knowledge and education.

These factors have helped us to become the top Basque business group with 289 bodies comprising MONDRAGON and 100 production centres distributed around the world.

An innovative approach, the capacity for co-operation and a commitment to internationalisation are the keys to our identity. MONDRAGON has an innovation network that consists of 15 technology centres, with over 2,000 staff dedicated exclusively to R&D, and a production and retail presence across the globe.

This is our project, a business project that has proven to be a successful alternative in a complex economic context. MONDRAGON represents a model in which people play a true leading role in the company and

commitment, social responsibility, participation and transparency are part of its co-operative DNA. It is a project that has progressively become a worldwide benchmark in terms of work based on co-operation.

# RECOGNITION FOR EXCELLENCE IN MANAGEMENT

Information as of 31 December 2012

**1 Finalist in the EFQM Award**  
obtained by Fagor Electrodomésticos  
(Cooking appliances)

**1 European Environmental Award**  
won by Orkli.

**9 Gold Q Awards:** Caja Laboral, Copreci,  
Fagor Industrial, Fagor Minidomésticos,  
Eroski's Fresh Product Depot in Amorebieta,  
Mondragon Lingua, Politeknika Txorierri  
Ikastetxea, Seguros Lagun Aro and Soraluze.

**18 Silver Q Awards:** Auzo Lagun, Eroski for  
its Depots in Amorebieta, Elorrio, Agurain  
y Zorroza, Enpresagintza, Fagor Electrónica,  
Fagor Electrodomésticos Comfort, Fagor  
Electrodomésticos Washing appliances, Fagor  
Electrodomésticos Furniture, Geyser-Gastech,  
Lea Artibai Ikastetxea, Mondragon Goi  
Eskola Politeknikoa, Orkli, Soraluze, Ulma  
Packaging, Ulma Piping, Ulma Handling,  
Viajes Eroski and Domusa.

**105 ISO 9000 Certifications.**

**60 ISO 14001 Environmental Certifications.**

**6 Eco-design Certifications:** Fagor  
Electrodomésticos, Geyser-Gastech, Orona,  
Eredu, Soraluze and LKS Ingeniería.

**33 OHSAS 18000 Certifications** for  
Workplace Risk Prevention Systems.

**1 SA 8000 Certificate** of Social  
Responsibility achieved by Eroski.

**1 Family-Responsible Company Certificate  
(FRC)** achieved by LKS.





# CHAIRMAN'S MESSAGE



In 2012 the world economy grew by 3.2% but this growth was distributed in a number of different ways. On average, emerging economies grew by 5.1%, while advanced economies grew by 4 percentage points less (i.e. an average of 1.2%).

In many developed countries this situation of precarious growth is now long-standing and demonstrates failing economies without the muscle to activate their recovery and generate employment.

It is clear that economic policy in the developed world differs from one country to another; while the USA has tried to counteract its economic weakness with massive cash injections, the European Community has preferred to take the "fiscal diet" route towards 0% deficit and cut any excess spending.

Spain closed 2012 with a GDP that fell 1.4% and an unemployment rate of 26%. In this scenario, the best approach is to look for markets in growth and innovate to adapt.

In this adverse economic context with its climate of uncertainty and general lack of trust, we were faced with developing a management line for 2012. It has been a financial year in which, despite the circumstances,

we have injected new momentum into internationalisation, also increasing our presence in the BRIC markets; we have strengthened innovation by launching our new **M4FUTURE** model, and repositioned some of our businesses. Moreover, we have continued to apply adjustment measures from previous years to tackle this adverse scenario. In spite of everything, our workforce decreased by 3.9% compared to last year.

The most notable aspects of 2012, from a corporate perspective, were:

· **Internationalisation:** international sales grew by 1% in 2012 compared to the 2011 figure, which clearly emphasises the global nature of the group. It justifies our conviction that companies with a higher rate of internationalisation are provided with a lever for growth that eases, neutralizes and diversifies risks related to excessive dependence on local, shrinking markets and, as a result, they are better able to safeguard and increase the value of jobs in our region. 2012 also gave new impetus to our business presence in emerging markets, with sales growth in the BRIC countries of almost 20% and accumulated growth of 85% over the last four years.

Almost 70% of sales in the Industry Area are now international. Also in 2012, special mention should be made of the **Fagor Ederlan** and **Cikautxo** production plants opened in the Kunshan business park in China, the new business park opened in India (Pune) and the start-up of the first business (**DANOBATGROUP**) based at this location.

· **Innovation:** we have also made important advances in this area. During 2012, the new Corporate Innovation Model, **M4FUTURE**, was put into action. This new project aims to align business efforts in R&D&i to boost new development, knowledge and activities that generate employment for the Corporation in new strategic sectors.

Among many significant projects in this area, one of the most notable is the progress made at **Orona IDEO-innovation city** in Galarreta and it is predicted that the centre will open in 2014. Other important highlights are the opening of the new **IK4-Lortek** headquarters in Ordizia, the creation of **MONDRAGON Eko**, and the launch of **Fagor Healthcare** under the auspices of MONDRAGON Health, selling drug dispensing equipment for pharmacists, and **Kiro Robotics**, which has already installed its first automatic drug compounding machine for the treatment of cancer.

· **Co-operation:** new momentum has been given to the development of new sectors with the support of the MONDRAGON BAC (Business Acceleration Center), which has organised several sessions to analyse inter-divisional business.

2012 was also the "International Year of Co-operatives", and this initiative was celebrated with the slogan "co-operative enterprises build a better world." The event provided MONDRAGON with the opportunity to project its image on a global level through numerous reports in the international media; discussion focused on the different competitive mechanisms used by co-operatives to negotiate hard times, always working in the best interests of the socio-economic project that seeks to generate wealth and employment.

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# BASIC INFORMATION

## MONDRAGON

**289**  
BODIES

**110**  
CO-OPERATIVES

**147**  
SUBSIDIARY  
COMPANIES

**8**  
FOUNDATIONS

**1**  
BENEFIT SOCIETY

**10**  
UMBRELLA  
ORGANISATIONS

**13**  
INTERNATIONAL  
SERVICES

## INDUSTRIAL DEVELOPMENT

In millions of euros

	2011	2012	% Var.
TOTAL ASSETS	32,454	35,887	10.6
Own RESOURCES	3,999	3,943	-1.4
EBITDA	1,302	1,289	-0.9
CAJA LABORAL customers' DEPOSITS	18,209	18,636	2.3
LAGUN-ARO ASSET FUND	4,532	4,876	7.6
Total REVENUE	14,832	14,081	-5.1
Total SALES (Industry and Retail)	13,969	12,903	-7.6
Net INVESTMENT	194	331	70.6

## EMPLOYMENT

	2011	2012	% Var.
Average number of JOBS	83,569	80,321	-3.9
% of MEMBERS over co-operative workforce in Industry Area	82	85	3.7
% WOMEN members in co-operative workforce	43	43	0
ACCIDENT rate in Industry Area	35.9	34.1	-5



**PARTICIPATION**

	2011	2012	% Var.
Worker-members SHARE CAPITAL	1,816	1,838	1.2
Number of WORKER-MEMBERS in Governing Bodies	872	872	0

**SOLIDARITY**

	2011	2012	% Var.
RESOURCES earmarked for activities with social content	18.4	17.2	-6.5
Number of STUDENTS in education centres	9,304	11,348	22

**ENVIRONMENTAL MANAGEMENT**

	2011	2012	% Var.
Number of ISO 14000 certifications in force	59	60	1.7
Number of ECODESIGN certifications	6	6	0

**INVESTMENT FOR THE FUTURE**

	2011	2012	% Var.
% resources earmarked for R&D/Added Value in Industry Area	9.1	9	-1.1
Number of TECHNOLOGY CENTRES and R&D Units	14	15	7.1
Total number of RESEARCHERS	1,885	2,096	11.2





**Areas:**

**FINANCE,  
INDUSTRY,  
RETAIL AND  
KNOWLEDGE**

# FINANCE

Area





In a context of economic crisis, 2012 was once again affected by negative evolution in the real economy, the public finance situation, and doubts over the quality of bank balance sheets. These factors have led to a radical reconversion of the sector and significant regulatory changes have been introduced to reorder, capitalize and restructure the Spanish banking system. Another noteworthy aspect is that business is being transferred from the majority of savings institutions to larger scale banks.

It should be noted that nationalised institutions received a public €38bn injection of capital from the European Stability Mechanism, while the rest of the system managed to raise capital through disinvestments, liability management and issuing new shares.

We therefore hope that these many advances introduced to restructure and recapitalize the banking sector, combined with greater provisions brought in during 2012 such as the transfer of property assets to Sareb (Company for the Management of Property Assets from Restructuring of the Banking System), will place the financial sector in a more competitive position so that it can gain the confidence of the financial markets.

In terms of the eurozone, whether returning to a more stable situation in the financial markets is possible or not will depend on the capacity of member states to introduce structural measures at a national level as well as the reforms launched throughout the whole zone, as is the case with the "banking union".

## CAJA LABORAL

Within this difficult market environment, Caja Laboral has efficiently tackled the challenges it has encountered and has successfully merged with another co-operative, Ipar Kutxa.

This merger was finalized in November 2012 with the creation of a new credit co-operative with the same

name as before, Caja Laboral Popular S. Coop., the two entities sharing a local, co-operative banking project that is deeply-rooted in society and MONDRAGON Corporation.

With regard to the considerable regulatory changes introduced, and demands that bank balance sheets be restructured due to the Spanish property crisis, it should be noted that the new Caja Laboral has successfully overcome these challenges, producing solvency, productivity and liquidity figures that continue to put it in a leading position on the new banking map.

In the **balance sheet** as of 31 December 2012, total assets of the new merged entity stood at €24.36bn, €3.5bn higher than at the close of 2011 with growth of 17%.

**Total customer deposits** rose to €18.64bn at the close of the year. Particular attention should be drawn to the growth in long-term savings balances for retirement through benefit societies and pension plans, which increased their balances by €132m or 10% if compared with the total for the two entities during the previous year.

At the close of the year **bank investment** stood at €16.50bn with growth of €1.34bn compared to the old Caja Laboral balance sheet, although, when compared with the total investment by the previous two entities, in terms of both consumer loans and loans to companies, there has been negative growth, reflecting the effects of the current crisis on family spending and on business investment projects. It is important to highlight that, despite a slowdown in the demand for mortgage loans, there was only a 1% reduction in the Caja Laboral balance sheet, demonstrating great stability in its position as a long-term provider of finance for families.

Another challenge this year has been controlling late payments, which are heavily influenced by the weakened economic activity and employment.

At the close of the year, the default rate stood at 6.95%, a manageable level that compares highly favourably with the average for the sector.

**Equity** was quantified at the close of last year at €1.32bn, which means that the capital adequacy ratio, in its strict concept of Core Capital, is 11%, putting it among the highest in the financial sector, with a wide margin in terms of legal requirements, currently set at 9%.

### CUSTOMER LOANS



### CUSTOMER DEPOSITS



### EQUITY



In terms of **economic growth**, the past year has been particularly complicated from a profitability point of view due to the restructuring requirements described above. It should be stressed that Caja Laboral has acted with the utmost caution, obtaining the above solvency figures despite having to face provisioning of €982m, charged against results and reserves.

The interest margin, gross margin and operating expenses have shown improvements compared to those of the two previous entities combined, thanks to the performance of recurring business. Therefore, the new entity, after operating for just two months, has obtained profits of €22m, enough to pay capital interest throughout the year.

The **efficiency ratio**, which is the relationship between operating costs and income obtained by the institution, has shown improvements in 2012 despite the difficulties in the

banking market. It stands at 43.9%, a good level that compares favourably with that of other large savings banks.

Another important milestone for the year is the integration of 230 insurance specialists from the old Seguros Lagun Aro sales network into the Caja Laboral offices. The integration concluded on 2 January 2012 and its aim is to apply a new integrated bancassurance model to the management of financial products, an unprecedented model in the Spanish market that is highly common in other European countries.

The merger between Caja Laboral and Ipar Kutxa has created a local, co-operative banking project.



On the international stage, Caja Laboral has a network of more than 1,000 correspondent banks throughout the world for its overseas operations. In 2012 business related to overseas transactions accounted for €2.91bn.

### LAGUN-ARO, EPSV

Members of the Lagun-Aro benefit society are mainly members of the co-operatives that make up MONDRAGON. Lagun-Aro focuses its activity on providing social welfare cover for this group and their beneficiaries, with a scope similar to that of the social security system.

As of 31 December 2012, this group of benefit society members stood

at 29,531 people, integrated in 142 co-operatives, a similar figure to that of the previous year.

The benefits for Retirement, Widowhood and Permanent Disability, whose coverage must be guaranteed over long periods of time and for a significant number of members, are funded through the creation of appropriate provisions to ensure the corresponding pensions.

At the end of 2012, the number of pensioners stood at 10,929, 595 more than at the end of 2011, with the total sum being paid to these people rising to €135m, 8.8% up on the previous year.

These capitalisation benefits are underwritten by an Asset Fund that closed 2012 with €4.88bn, once the yields and adjustments to value recorded at the close of the year have been applied. In relation to the previous year, the Asset Fund has increased by €344m, which is 7.6% in percentage terms.

Despite the high level of volatility in the financial markets in the past, and the difficult economic context, the results obtained can be considered very positive, to the extent that final profitability for the year was 8.05% and the Solvency Margin (7.19%) has been maintained above the legal requirement of 4%.

The figure for benefits paid out on a pay-as-you-go basis, which cover short-term benefits, rose in 2012 to €67m, earmarked mainly for:

- Temporary sick leave, €30m (45% of the total).
- Employment support, €19m (28% of the total).
- Healthcare, €13m (20% of the total).
- Other (assistance and family benefits), €5m (7% of the total).

Spending on Temporary sick leave fell in 2012 due to the downward trend in absenteeism, which decreased

from 5.37% in 2011 to 4.68% at the end of 2012. This led to a surplus of €2.67m over the year, which puts the balance for this benefit at €1.03m.

In terms of Employment Support benefit, spending totalled €19m in 2012. As predicted, this spending turned out to be higher than the revenue level for the year, leading to a deficit over the year of €5.3m. In any case, an accumulated balance of €37m has been maintained to tackle the next few years.

During the year, permanent solutions have been found for a total of 269 benefit society members, with permanent relocation (60) and early retirement (179) the most common solutions.

### SEGUROS LAGUN ARO

2012 was marked by a drastic drop in the number of vehicle registrations and the sale of apartments as a result of the continuing economic crisis. Another important aspect in this area was a general reduction in turnover in areas as important as the Car sector, principally due to a decrease in the average premium, in turn a result of the lack of demand and competition between companies.

Despite this, Seguros Lagun Aro significantly improved its **results** compared to previous years, obtaining pre-tax profit of €32.4m. This is 106.7% up on 2011, which saw profit of €16.4m.

Total **turnover** was €178.8m. Seguros Lagun Aro, S.A. accounted for €117.4m of this total (down 7.8% compared to 2011) and €61.4m corresponded to Seguros Lagun Aro Vida S. A.

The downturn in turnover at Seguros Lagun Aro S. A. was principally due to a fall in the average Car premium. At Seguros Lagun Aro Vida S. A., which also recorded a lower turnover, it should be pointed out



that Life Risk increased its turnover by 1.7%, in contrast to a decrease in this branch across the sector.

The increase in results this year is mainly due to a fall in the accident rate and the implementation of new **internal efficiency** measures within the company. The number of clients at the end of 2012 was 362,000.

The good results posted in 2012 demonstrate strong management at this **Caja Laboral Group** company and the success of a strategy that focuses on high service quality and the distribution of insurance through Caja Laboral. By the beginning of 2013, all of the staff from its direct sales network had been integrated as insurance sales specialists within the financial institution and in the mediation area, where they are implementing important new developments to strengthen and develop this area.

This activity reinforces the Seguros Lagun Aro commitment to retaining its leadership in the Basque Country and Navarre and to achieving profitable and sustained growth across the rest of Spain. It also reinforces the high **solvency** rates of both companies, an essential element for long-term sustainability. The Seguros Lagun Aro, S.A. Solvency Margin is €36.92m and at Seguros Lagun Aro Vida, S.A. this figure is €39.95m.

In turn, the Seguros Lagun Aro-Mirada Social Foundation continues to do important work in the community in the three areas in which it operates: promotion of sport in the community to improve health, actions to promote culture, specifically the promotion of the Basque language in the Basque and Navarre Autonomous Communities, and starting up initiatives in order to improve the quality of life of people who have been victims of traffic accidents. All this was possible due to the company contributing 3.5% of its profit to its Foundation.



# INDUSTRY

Area



2012 saw economic growth of 3.2% at a world level but with a very varied performance distribution. Emerging economies grew by 5.1% while advanced economies grew by 1.3%, and this was not enough to address the unemployment situation and activate the economic recovery that could offer a glimpse of an end to the economic crisis.

In Spain, GDP fell by 1.4% and all production sectors, particularly those linked to construction, once again struggled in a frankly complicated year in which the European recession has only worsened, particularly in terms of employment.

#### TOTAL SALES:



#### INTERNATIONAL SALES:



#### INVESTMENT:



In this context, the Industry Area of MONDRAGON posted **turnover** of €5.81bn. Its commitment to overseas markets was backed by **international sales** of €4bn, 68.9% of total sales, and this partly compensated for the fall in domestic sales.

In terms of international expansion, it should be highlighted that the Corporation is continuing to set up abroad, with new plants or production centres started up in China, India, the USA, Brazil, Mexico, Colombia and Europe, taking the total number of overseas production subsidiaries to 105. Of particular note in this field are:

- China: **Fagor Ederlan** and **Cikautxo** opened two new installations in the Corporation's business park in Kunshan. **Batz** opened a production plant in Chengdú and a second plant in Guangdong. **Fagor Electrodomésticos** launched a joint-venture with Robam to market De Dietrich brand domestic appliances in the Chinese market.

- India: a new MONDRAGON Corporate office was opened in Pune, shared with **LKS Ingeniería** and **Loramendi**. **Fagor Arrasate** supplied Ford India with a new blanking line at its Chennai plant.

- USA: **Ulma Packaging** bought a majority share in Harpack; steel company **URSSA** was chosen as supplier for the new WTC in New York, and **Batz Energy** won a €23m order for the construction of a solar thermal plant in Nevada.

- Brazil: **Fagor Industrial** and **Kide** opened new sales offices in Brazil and **FPK** consolidated its industrial presence in this country with a significant investment plan.

- Mexico: **Aurrenak** established a new subsidiary in Mexico.

- Colombia: **LKS Ingeniería** set up in Colombia with a new office.

- Europe: **ORONA** continues in its aim to consolidate its presence in Europe and purchased the French group Ascensores Altlift and the Norwegian company Elevator As. **Maier** also bought the Italian company Cromoplástica, **Danobat** opened a new plant in Germany, while **Soraluce** invested €6.2m to expand its installations in Germany.

**Investment** totalled €307m, 8% down on the 2011 figure, as investment is adapted to demand.

Once again, MONDRAGON has continued in its commitment to **innovation**. This is clearly demonstrated by the 2,096

In 2012, 19% of sales in the Industry Area were in products and services that did not exist five years ago.

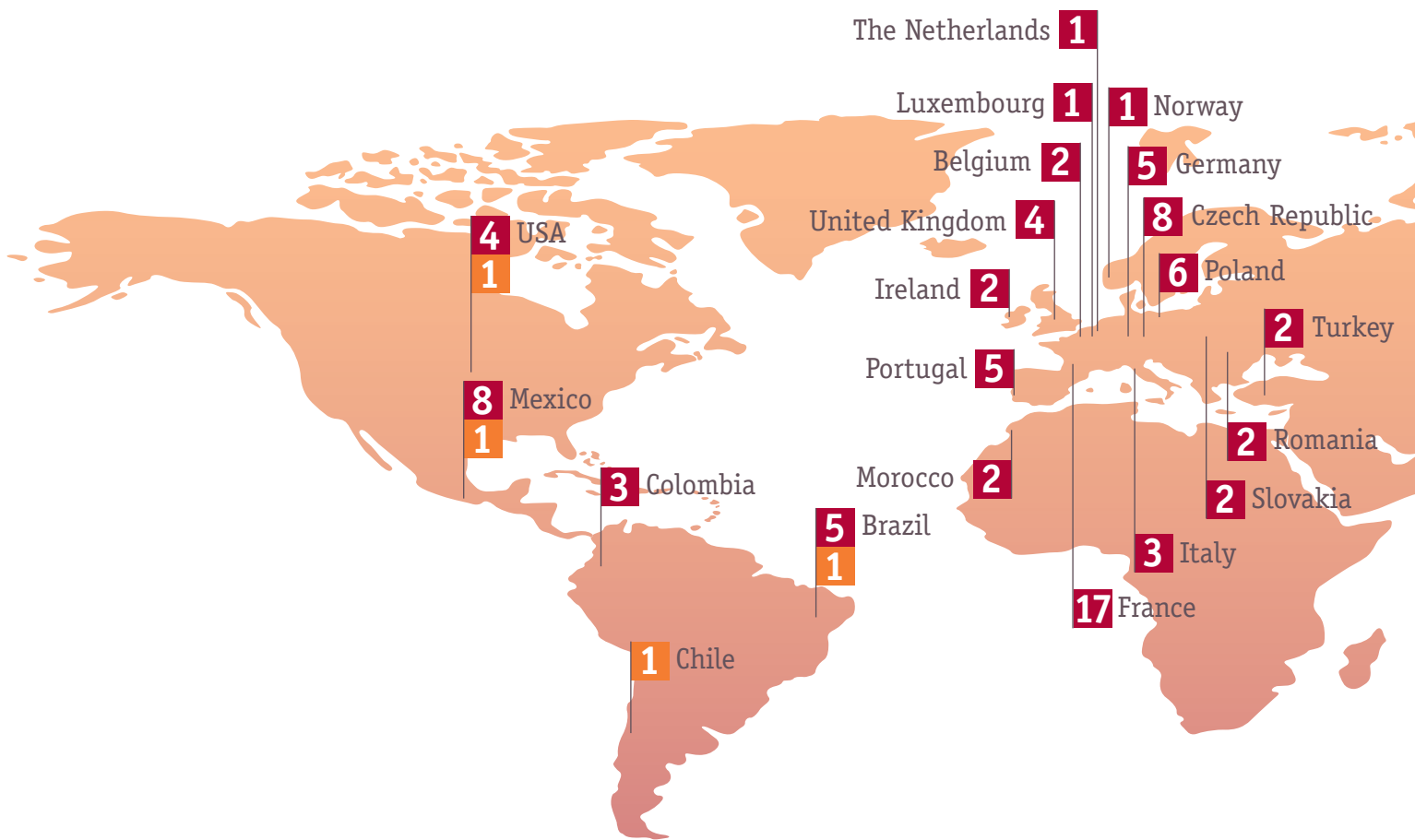


people exclusively dedicated to research who work at the fifteen centres specialising in a variety of technologies, at the **University of Mondragon** and at the industrial co-operatives, plus the €160m earmarked for R&D in 2012. Another important point is that 19% of sales in the Industry Area were in products and services that did not exist five years ago.

2011 saw the introduction of the **Orona IDE0-innovation city**, the first European research and innovation centre for sustainable and self-sufficient urban mobility. This project is advancing in accordance with the established schedule, and in September 2013 the **University of Mondragon** will begin to teach two new degrees in eco-engineering at the **Orona Foundation**.

With regard to the **development of new business** in 2012, a particular highlight was the launch of **MONDRAGON Eko**, a business platform in the Green Economy field that focuses on boosting seed projects that generate value for growth and the creation of employment across the Corporation and co-operatives.

During its first phase, **MONDRAGON Eko** has defined its strategic framework, focusing on the priority action areas of renewable energy, the management and treatment of waste



- Production plants (105)
- Corporate offices (9)

and urban sustainability. In each area it is developing specific proposals for the market through increasing the value of existing capabilities at the Corporation and analysing the viability of new activities or business.

In the area of **MONDRAGON Health**, an important highlight was the launch of **Fagor Healthcare**, selling drug packaging equipment for pharmacies, and **Kiro Robotics**, which has already installed its first automatic compounding equipment for drugs used to treat cancer. The **GSR-Televida** TBU (Temporary Business Union) succeeded in renewing its agreement with the Basque Government to provide a telecare service, offered to 28,000 inhabitants of the Basque Country.

In terms of the **profitability** of the Industrial Area, the Ebitda totalled €469m, 7.8% of the Area's total sales.

Turning to **employment**, the average

number of people working in the Industry Area in 2012 was 36,936, and 13,903 of these people were employed in factories and offices overseas.

Last year €8.7m were earmarked for **training**, distributed across a variety of technical and socio-business programmes. Of particular note was the Co-operative Training given to 3,048 people and Training in Leadership and Team Work given to 422 managers.

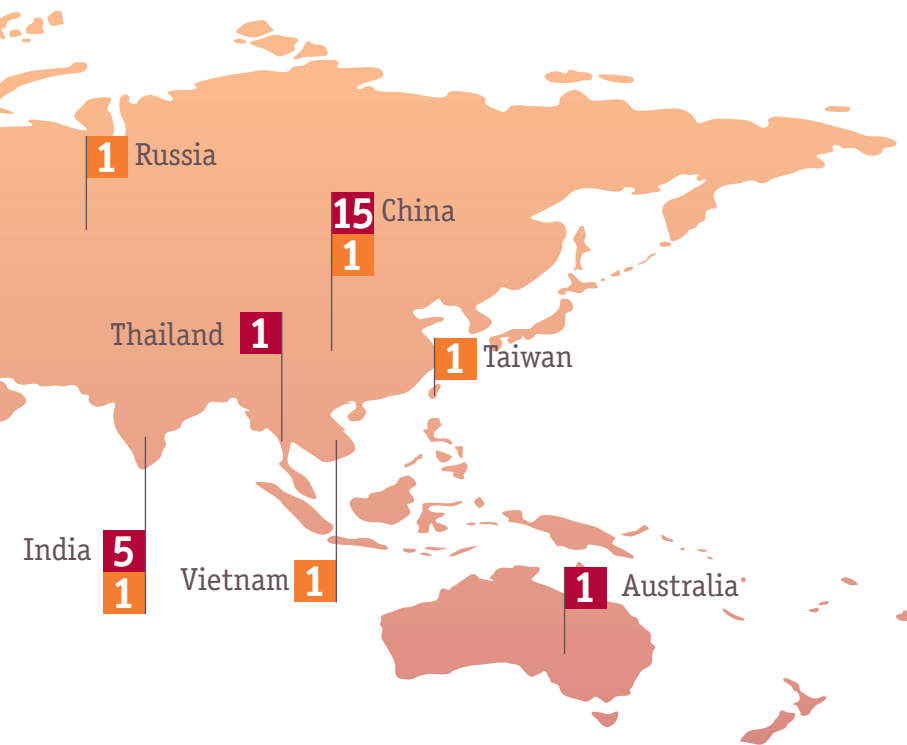
In terms of **health and safety at work**, reducing the accident rate continues to be the main target, with the rate of accidents per 1,000 workers standing at 34.01 in 2012, a significant 3 points lower than the previous year. In this field, it is also worth underlining that 33 industrial co-operatives now have the Workplace Risk Prevention Systems certificate in accordance with the OHSAS benchmark.

Finally, it should be mentioned that in relation to **social responsibility** and concern over conserving our environment, 60 co-operatives now have ISO-14000 certificates covering environmental quality.

## 1. CONSUMER GOODS

MONDRAGON's Consumer Goods sector has been the worst hit by the economic crisis, particularly due to the poor performance of the domestic market. It posted a turnover of €1.25bn, a contraction of 6.5% on the previous year. Efforts made to deploy activity abroad led to international sales accounting for 72.6% of total turnover.

The Fagor Electrodomésticos Group ended 2012 with a turnover of €1.17bn, 9% down on the previous year. Against a backdrop of general economic crisis, its market share



MONDRAGON Corporation now has 105 production subsidiaries abroad.



in White Goods in Spain increased by 0.7% and it holds its position as the 5th largest European manufacturer in the sector, with market shares of 16.3% in Spain, 14.2% in France and 7.2% in Poland.

Business in small domestic appliances (SDA and kitchenware) posted very good results. Despite the 10.8% downturn in this market in Spain, the co-operative increased its share by 11% and consolidated its position as a leader in pressure cookers with 3% growth in turnover. As regards Comfort, its performance was positive, increasing international sales by 10% and confirming its leadership in DHW (Domestic Hot Water).

As a result of the poor performance by the Spanish market, international sales represented 76% of its turnover, consolidating its presence in strategic markets: in France, total turnover was €449m with 12%

growth in sales of small domestic appliances. It maintains its position in Poland with turnover of €62m.

In China and South-East Asia, the Group's turnover has grown by 10% thanks to its alliance with Chinese company Robam as this has made it possible to actively introduce its top range brand De Dietrich into this area and expand into countries such as Singapore and Vietnam. The Fagor brand has been introduced into the Russian market, and together with Brandt and De Dietrich, these brands closed the year with sales totalling €14m, representing 50% growth compared to the previous year.

In 2013 a new area of expansion will be added following the recent opening of its Dubai subsidiary that will market the De Dietrich, Fagor and Brandt brands in the Middle East.

**Fagor Electrodomésticos Group** currently has 13 production plants in 5 countries: 5 in Spain, 4 in France, 2 in China, 1 in Poland and 1 in Morocco, in addition to numerous subsidiaries around the world.

In view of the difficult environment in the property sector, which shows no signs of recovery, resulting in the same situation in the furniture sector, in 2012 a strategic plan was formulated for restructuring and energising the furniture activity. The business activities of Coinma, Danona and Fagor Mueble were merged, leading to the creation of **FGM S. Coop.**, a company offering comprehensive furniture solutions for all types of different environments such as the home, kitchen, hotels and offices. During 2012, strategic work continued on the design and development of new products and home collections (new sitting room



and bedroom), kitchen (new designs) and office (new management model), all of which were presented at the Valencia and Orgatec (Office, Cologne) international fairs. As a result of these developments, and greater commitment to internationalisation by the new company, successful projects materialised such as the Ramada Tanager and Meliá Varadero hotels and Nivea head office.

In a difficult situation in terms of spending that has had clear repercussions on the Spanish market during the last third of the year, **Orbea** has maintained its sales level although it did not achieve its planned growth.

A growing part of its turnover is accounted for by products other than bicycles, such as helmets, triathlon wetsuits, fabrics, etc., presenting an image of a project in development.

**Dikar** has continued on the path it established in the previous year with clear consolidation of its breech-loading weapon market and this, in conjunction with the natural growth in the US muzzle-loading market, has led to a 14% growth in sales.

As a result, the new **BERGARA** brand has begun to be viewed as a reference point in the European and American arms markets, in a similar way to how the now consolidated **CVA** muzzleloader is seen in the American market.

**Eredu** continues to maintain its strength in export markets, which account for 65% of its sales. However, this strength has not been able to prevent a significant drop in the Spanish contract market from affecting its sales, down by 10%.

The robustness of its **ENEA** brand project, which has a significant international distribution network, provides a sense of optimism with regard to the next few years.

The main challenge at **Oiarso** is to create a solid range in the

different families of disposable products for hospitals.

In the Health sector, **Eredu** and **Oiarso** continue to develop their internationalisation strategy with the **BEXEN** medical brand. This is particularly true of **Osatu**, which has consolidated its catalogue by finalising new defibrillator platforms based on R800 equipment, so that it should finish the introduction of its business over the next few years with a catalogue full of these types of products.

## 2. CAPITAL GOODS

The Capital Goods sector recorded €1.17bn in turnover, with significant growth of 4.5% compared to the previous year and international sales accounting for 79.6% of the total.

In **Automation and Control**, **Fagor Automation** had a difficult year, with a 2% drop in sales compared to the previous year. An influential factor in this result was the 20% fall in the Chinese and Brazilian markets due to stagnation in their fixed capital formation, although to a large degree this was compensated for by growth in almost all other overseas markets, particularly North America and Korea.

In brief, sales significantly dropped in three of the BRIC countries, contradicting projections made by experts at the start of the year.

However, **Fagor Automation** did achieve the following milestones in 2012:

- It consolidated the development team for specific software for milling machines at Ivrea (Italy); the first version was presented at the Milan fair with great success.
- The first local applications team was created in Beijing.
- The TÜV certificate was obtained for the AXD.SPD regulator family.
- It signed a feedback products distribution agreement in Japan.



- New features were incorporated: HSC, Fine Tuning, tele-diagnosis in advanced control platforms.
- It maintained its world technological leadership in absolute linear encoders with installation in machines up to 42m in length.
- It signed collaboration agreements with third parties for the installation of Feedat, the Fagor digital protocol in their devices with our feedback systems.





In 2012, **Mondragon Assembly** consolidated its Solar Business through the sale of complete lines around the world. Furthermore, the paralysis of Europe as a buyer, and China as a provider, has opened the door to countries that had previously not been connected to this new form of energy. Therefore, Mondragon Assembly has focused its efforts on this business area to try and take advantage of any opportunities that may arise in these countries.

In turn, the sales performance of “Special Machines” has been positive because its customers export Mondragon Assembly machines to their plants in other countries, such as China and Brazil. Therefore, as well as selling its machines in European production plants, it also supplies to other plants around the world.

The three **Mondragon Assembly** production centres, located in Germany, France and Mexico, have shown positive trends

across the year that helped to improve the overall multi-location range offered to customers.

In **Chip Removal Machine Tools**, **DANOBATGROUP** once again enjoyed a good year with high profitability.

Orders have exceeded invoicing so its portfolio increased once more, with orders and turnover figures also higher than those of the previous year.

As regards to the origin of orders, Germany retains its top position,

followed by China, the USA, the United Kingdom and Brazil.

In the field of **innovation**, it has once again been an intense year with advanced technology product launches, such as the new family of boring machines, large vertical lathes and laser cutting machinery. Collaboration continued to intensify with benchmark customers on the development of specialist solutions for grinding energy generation turbine components, testing train bogies or the manufacture of large composite parts.

In turn **IK4-Ideko** continues its medium- to long-term research into technology for the control and measuring of train wheels or the bushing of wind turbines, into machines and machining processes that improve the future sustainability of manufacturing processes and, with **MONDRAGON Health**, into equipment for manufacturing parts for regenerative medicine.

Once again, subsidiaries **Soraluce-Bimatec** (Germany), **Danobat-Overbeck** (Germany) and **Danobat-Newall** (United Kingdom) have performed well, of particular note being the €6m investment in **Soraluce's** Germany subsidiary to expand its installations, and the creation of a technology centre for boring and milling activities.

Construction was also completed on the new plant in Pune (India) where machines for the Indian market are manufactured, and which will also provide technical assistance.

**DANOBATGROUP-Russia** has been established and, in China, a joint-venture has been agreed to manufacture certain models for the railway sector in this country.

In **Forming Machinery**, investment has continued in the car and iron and steel sectors and this helped **Fagor Arrasate** to continue the growth it has experienced in recent years and once again set a new record for winning orders.

**Car Business** successfully ended 2012 with the implementation of the innovative Wave Line in VW South Africa, thereby becoming the first company in the world to install a robot-controlled, synchronized press line. It is also important to highlight that a servopress was supplied to an OEM for the first time, the manufacture of an innovative stamping system with two transfer presses working in tandem, and the manufacture of the first two hot stamping orders that provide **Fagor Arrasate** with its first projects in a new technology with a very promising future. Work has continued on improving servo technology and developing product transfer to achieve improvements in work rate. These factors clearly indicate that **Fagor Arrasate** is currently a world-renowned manufacturer in this sector.

The Iron and Steel business can be described as successful, winning traditional and new types of client. The first servoblanking order for steel and aluminium has been implemented, creating a key reference point in the sector going forward. Rolling and processing products have continued to be strengthened and, in terms of sales, new momentum has been given to the sales strategy in China. At a product level, highlights include developments in servoblankings, cyclic rollers and dies. Retrofitting activity has also significantly grown during the year.

**Domestic appliance business** made a qualitative leap forwards, achieving a greater world presence and improving its position with many manufacturers with whom it has not traditionally been associated. It has improved its position with customers such as Electrolux, BSH and Whirlpool, and visited potential clients in South American countries, Turkey and China. Product developments have been orientated around making improvements in the CNC bending machine field and to modularising oscillating dies.



Finally, it should be mentioned that the factory in China has once again set a new activity and employment record and started up a project to increase the production capacity of **Fagor Arrasate** in China. Similarly, it has also been a year of significant investment in production for the future, particularly of note being investment in a next generation boring mill for machining large structures.

In the sales area of **Machinery for Packaging**, highlights include **ULMA Packaging** winning good orders in Brazil, Mexico, Poland and Russia. Progress continues to be made in focusing on areas within the food sector and winning top level clients. Despite this, it has been a very





difficult year. There was a significant halt to investment, particularly in the meat sector, an important area of activity for **ULMA Packaging**.

Systematic work has started in the Bakery sector and although it has not won more clients in 2012, it has increased **ULMA's** activity in the sector, culminating in an important order from one of the largest producers in the world for the beginning of 2013.

At an organisational level, it is worth highlighting the lean production project that has led to improvements in process automation, quality and the productivity of the engineering departments.

As far as strategy and the management model are concerned, strategic reflection days were held for the UPA, TF, FP and FE lines and on **Precinox** activity to define product/market strategic positioning and the main challenges that will have to be addressed in the future.

In Extrusion-blow moulding machinery for the manufacture of thermoplastic containers, **Urola** has three businesses dedicated to packaging solutions and has had a positive end to the year despite the generally difficult economic environment.

The positive results of the Plastic Transformation Division should be highlighted following a significant restructuring of business and the

consolidation of international activity by the Machinery Division in strategic countries (Russia, South Africa, China, etc.). Strategic guidance has made it possible to form significant alliances with companies in the same production line and has helped to implement a competitive awareness process for the market and define its product innovation strategy.

In **Forming and Assembly**, following a year of winning large numbers of orders in 2012, in 2013 there will be greater uncertainty in the die sector.

Another aspect that should be underlined is the strengthening of the **Batz Sistemas** subsidiaries, with significant growth in China and Mexico and maintenance of their position in Igorre, bolstering the Energy business. There has also been significant growth in **FPK**, while **MB Sistemas** has won a good number of clients, heralding a good 2013.

In **Casting and Tooling**, following excellent results from **Loramendi** and **Aurrenak** in 2012, it is expected that 2013 will see good results in terms of winning clients, sales and profit.

In the field of **Equipment and Construction of Cold Stores**, **KIDE** continued with its process of international consolidation, particularly focusing on its Kunshan plant (China) but also making significant progress in Portugal, Russia and England, where it has begun to be seen as a benchmark in the world of cold-storage units.

Similarly, **industrial refrigeration** activity is beginning to develop considerable weight. The first results have been achieved in the area of constructing turnkey refrigeration plants with the finalisation of an important project in Algeria.

At **Fagor Industrial**, 2012 saw over 15% sales growth in America and Asia, although this was not enough to recover the 5% losses in its main European market. More than any other market, it was

Spain that slowed the company's growth, as it accounts for 40% of sales and reduced by 12% in 2012.

At an international level, special mention should be made of the more than 20% growth in markets as competitive as the USA and South-East Asia and entry into markets such as Japan.

At a product level, 2012 saw the launch of the new generation of ovens, representing important expansion possibilities, the consolidation of the American cooking range and improvements to the positioning of all its refrigeration ranges. Similarly, expansion has started at the Mexican plant and a new range of low revolution

washing machines is being developed for emerging markets.

Another important project is the start to a new manufacturing competitiveness improvement plan at its Oñati, Mexico and Lucena factories, with ambitious targets in terms of cost and quality that will improve the positioning of its brands in the next few years.

In **ULMA Agrícola** sales increased in overseas markets, particularly in Central and North America, while at the same time there was a significant fall in domestic markets.

Within the context of the **Eclipse project**, the field tests run at the **Neiker** greenhouses in Derio (Bizkaia), have given positive

results that match those obtained from the theoretical calculations. However, it has been decided that it would be practical to redesign the panels with a view to improving their durability and maintenance.

Several turnkey projects have been carried out, with the full integration of structures, watering systems, climate accessories and automation of the installation in Central America. There has also been an increase in the number of products sold in Asian countries.

In **Conveyor Components**, 2012 was the year in which the changes introduced through the Management by Processes plan began to produce results at **ULMA Conveyor**





**Components.** Work continued on strengthening international sales networks and important approvals were obtained in key countries. Work also continued on redesigning the performance of its high demand products.

In terms of winning clients, 2012 was a good year; 2011 trends were maintained, with increases in the domestic market, rising to €11.6m, and very uneven behaviour in international markets.

Finally, **ULMA Handling Systems** (UHS) continues its expansion and growth into different international markets where it offers comprehensive Handling Systems solutions capable of responding to the most demanding needs in the market.



It is also worth highlighting the sale and implementation of the first installations in the international airport sector, where **UHS** offers high value solutions for baggage handling systems.

In the domestic field, UHS progresses with the development and consolidation of a new fully customer-orientated organisational structure. This tool is based on a series of business lines and translates the needs of the customer into internal requirements applicable to every stage of a project.

### 3. INDUSTRIAL COMPONENTS

The **Industrial Components** sector posted a turnover of €2.17bn, a downturn of 1.5% on the previous year. International sales accounted for 72.1% of the total.

In the electric car field, work continued on projects focusing on the Range Extender and "Rolling Platform", and the training and preparation of development engineers increased through Mondragon Automation's technology centres.

In **Automotive Components**, although the global trend was positive, a significant downturn was seen in Western Europe, the Corporation's main market. Production contracted by 10% and there was a 2% reduction in activity, improving the reference level through better positioning of models and a growing presence in other markets.

International expansion continues its positive evolution, with the opening of 4 new plants to reach a total number of 21 production subsidiaries around the world.

The **Fagor Ederlan Group** ended 2012 with sales of €648m, an 8% drop compared to the 2011 figure. International sales accounted for 73% of its turnover and

the rate at which it is winning clients ensures a minimum level of sales from 2012 to 2016.

**Fagor Ederlan** closed the year by announcing two new future projects: the new moulding line at **Fagor Ederlan Tafalla** and the new aluminium steering knuckle plant in China, **Fagor Ederlan Autoparts Kunshan**.

Starting up the new moulding line at **Fagor Ederlan Tafalla** was designed to consolidate the co-operative's business project and position the Tafalla plant as one of the most technologically advanced production plants in its sector in Europe.

International growth was strengthened by the start-up of the group's new plant in China, **Fagor Ederlan Autoparts Kunshan**, and its opening in September was a milestone in establishing **Ederlan's** full range of products in the Asian market.

Together these projects required investment of over €47m, the most significant investment made in 2012 in terms of international growth and technological progress.

Also of particular note is the progress in production lines for the automotive sector, such as aluminium steering knuckles, and the launch of 3 new projects for premium manufacturers in the sector, earning the co-operative a 30% market share in Europe.

The **Powertrain** area consolidated growth in **Fagor Ederlan Slovensko** activity with a 15% leap forwards in production capacity and long-term plans for continuous growth.

Finally, mention should be made of **Fagor Ederlan's** commitment to pro-actively generating new activities related to the water business through co-operation initiatives, such as those already launched with **Fagor Arrasate** and **Fagor Edergarden**, and others that will be developed at the co-operative over the next few years.

**Mapsa**, after a series of extremely difficult years and having stabilised in 2011, continues to consolidate its position with significant improvements in its results. It continues to grow, particularly by winning new clients who bring greater added value and diversification to its portfolio. Expectations for 2013 are for it to continue in this trend of growth and improved results.

**Ecenarro** closed the year with a record sales figure close to €14m. Furthermore, it continues to reduce its volume in standard parts and grow in products with greater added value. Investment aims to improve its top level stamping processes and it has redefined the launch process for new products in accordance with the demand for new products by customers.

In the next strategic cycle, a strong increase in sales is expected that will consolidate Ecenarro in the automotive market as a benchmark for the industrialisation of special parts made by cold stamping.

**Maier's** year focused on boosting its key order book, and it established a healthy investment process that will continue over the next few years to significantly increase its turnover.

**MTC** designed its **3rd Technological Plan**, which includes advances in decoration and new looks to achieve a strengthened profile as one of the leading companies in the sector.

Its internationalisation strategy has led to the purchase of a company in Italy and the expansion of new plants in the Czech Republic and India.

**Cikautxo** has had an extremely positive year with 8% growth in business due to its growing globalisation process and range of innovative solutions for both products and industrialisation processes.

The **Cikatek Tecnology Centre** project was also created this year, and

it will group together the company's activities in the areas of Innovation and Technology Development, making a powerful start with the employment of 20 researchers.

The globalisation process has seen significant progress with two installation projects in Romania and Mexico that should materialise shortly.

This year **FPK** has stood out for having won a significant number of orders and this will help it increase its turnover over the next few years. It has also worked intensely with the plants in Germany and Brazil that develop its products to create a new entity that will coordinate sales management and technology development.

**Batz Sistemas** has continued in its international development and has placed special emphasis on the Chinese market, where two new installation projects have materialised. The performance of **Solar Thermal Energy** business was positive across the year with the implementation of several projects.

Co-operation between the components business and **FPK** has continued with the creation of a new entity that will consolidate business in **Light Weight Technologies**.

In **Domestic Appliance Components**, 2012 sales figures followed predictions and were slightly lower than those of the previous year. The domestic appliance sector has contracted, particularly in Europe, and growth has focused on countries that continue to maintain a sustained rate of development in spite of the economic crisis. As a result, the Division's growth was located in these markets.

Therefore, 2012 can be considered to have been satisfactory, as the Components Division has maintained its important international position. This is particularly true of its leading brands, which have maintained

and improved their position in the main markets in the sector.

2012 was also notable for the slower performance of businesses whose activity focuses on the Iberian Peninsula, especially those related to the housing and construction markets.

Similarly, business related to renewable energy has also found it difficult to grow given the slowdown in this sector at a national and international level. This has led to the completion of the **EHE** project, which focuses on microgeneration.

It has also been a year of significant progress in several business areas. Both **Cerammat** gas burners and business related to plastic injection have improved their positions, the latter making a place for itself in the automotive sector.

In turn, there was also progress in electronic systems solutions for different automotive applications, such as electric steering, recharging stations, etc.

Finally, the main businesses in the Division have continued to strengthen their internationalisation strategy, progressively establishing positions in those markets that, in the near future, will dominate the majority of consumption and the production of devices that use their components. In many cases this will be achieved through strategic customers and also by developing these new markets. Current industrial positioning functions as a vital lever to meet this challenge and will therefore continue to be developed in the next few years.

In **Flange Products and Pipe Fittings** for oil-gas processing, petrochemical plants and energy generation, **ULMA Piping** had a good year considering the situation in the market, with turnover of €123m, an increase on the figure for the previous year. International sales accounted for 96.5% of total sales.





2012 focused on the definitive consolidation of the EPC Division (Projects) to deal directly with engineering companies who already have a significant share of annual sales of close to 20%, as well as complementing its production range with the start-up of **Ulma Lazkao Forging**, a new foundry now integrated into its activity that focuses on special materials, small batches and flexible production. Similarly, in 2012 the company began to make a strong entry into the more specialist pipe fittings world, strictly separate from flanges.

In copper and aluminium **Electric Conductors**, **Ederfil-Becker** managed to meet its sales predictions for the year, although in the second half of the year it was affected by a reduction in activity by automotive components manufacturers.

Penetration into sectors with greater added value, by taking advantage of technological knowledge and the service capacity developed in recent years, is a magnificent opportunity. The automotive sector, with its high demand for quality and specifications, is a good example of future potential for the co-operative.

In the field of transformers, for the second year running **Alkargo** has suffered due to a lack of investment in the Spanish electric sector. A heavy fall in sales could not be offset by activity in international markets.

The completion of its new plant, which can manufacture 60 MVA and 145 KV transformers, places it in a better position for the future. Special mention should be made of its new testing laboratory, following investment of over €6m. It is one of the best in Europe and

this alone represents a competitive advantage in the sector.

In turn, **Hertell** gave new momentum to its strategy of opening overseas markets, with over 70% international sales and an active presence in European Union countries such as Germany, Ireland and Slovenia, while also creating a distribution network in other countries outside Europe, such as Egypt and China, among others.

From a future development perspective, **Hertell** faces the challenge of developing a more complete range for the systems that accompany vacuum pumps fitted in tankers. These systems are mainly used in agriculture and cleaning, and Hertell could complete the assembly kits required by manufacturers of this type of equipment for use with the pump. Acquired knowledge and its capacity for design could lead it to dominate these applications segments and increase the added value of its range.

In **Conveyor Components**, 2012 was the year in which the changes introduced through the Management by Processes plan began to lead to results at **ULMA Conveyor Components**. Work continued on strengthening international sales networks and important approvals were obtained in key countries. In terms of products, work continued on restructuring the performance of its high demand products.

#### 4. CONSTRUCTION

The crisis continues to hit this sector hard, especially those businesses whose operations are confined to the Spanish market. As a whole, **MONDRAGON's** businesses in the construction sector posted a turnover of €993m, with international sales continuing their upward trend and accounting for 50.1% of turnover.

The national and international economic crisis continues to have

a strong impact on the different sectors, and the construction sector in particular, but despite this **ORONA** has had a wonderful year, obtaining similar results to those of the previous year both in terms of sales and profit. Specifically, sales in the Vertical Transport Division, comprised by ORONA, amounted to €589m in 2012, with profits totalling €83m.

In terms of employment, the year ended with a workforce of 4,090 professionals who are increasingly international and service-focused. In short, the Division has once again been able to handle an extremely complicated situation and can look to the future with optimism and the desire to continue to improve its competitive position day by day, compete in this difficult long-distance race and strengthen the presence of ORONA around the world.

ORONA has once again seen growth in both its international sales volume and in sales from Services, and this has compensated for the significant weakening of conditions in the domestic market resulting from the serious decline in the construction sector, the high level of unemployment and a sharp fall in consumption. Anticipation, thoroughness, efficiency in every operation and lots of effort were key to counteracting the adverse conditions of a market in continuous recession.

Difficulties are also opportunities, and ORONA understood how to adapt and evolve from its local, industrial origins to create a service-based international profile with industrial activity that is highly competitive in a multinational, multi-language environment. Orona acquired three new companies in 2012, two in France and one in Norway, with a view to consolidating its presence in Europe yet further.

In the field of innovation, and as an unfailing commitment to the future, the **Orona IDE0-innovation city project** continues to advance



at a good rate and will open in the spring of 2014 to coincide with the 50th anniversary of Orona.

This innovation ecosystem will become a reference point for research and innovation in Europe, incorporating business, teaching and research activity in the same space. This will bring together talent and innovative projects that are likely to become patents representing innovation and improvements in urban mobility, accessibility and energy management in the vertical transport sector.

The main participants in innovation activity at Orona IDE0-innovation

city will work interdependently. The driving force behind technological activity at Orona is linked to **Orona eic (Elevator Innovation Centre), the University of Mondragon and IK4-Ikerlan**, who will be joined in this new centre by innovative companies that will be involved in expanding the Gipuzkoa Science and Technology Park.

The project is open to all and needs the support of many to give an outstanding finish to this innovation city that represents a competitive advantage today and a legacy for future generations.





The Vertical Transport Division continues to position itself as a leader in accessibility and urban mobility solutions at a national and international level. It is important to highlight installations made in the Barcelona metro, Prado Museum in Madrid, Tablero Shopping Centre in the Canary Islands, Brussels metro and Flanders Museum in Belgium, Michelin Stadium in Clermont Ferrand in France, several hospitals in Ireland, EICC Conference Centre in the United Kingdom, Ikea in Holland, and the University of Oslo in Norway, among others.

These projects, and other highly demanding installations from a technical, professional and service perspective, clearly demonstrate that **ORONA** is a benchmark in vertical transport systems for premium projects, always working to the highest standards and offering comprehensive customer service.

In **Industrialised Systems for Construction, Ulma Construction's** turnover in 2012 amounted to €313m, a decrease on the figure from the previous year despite the growth in international sales, which now account for 78% of its turnover.

In **Metal Constructions, URSSA** had a difficult year due to a fall in demand resulting from the stagnation of the world economy.

Stand-out projects last year were as follows:

- Industrial construction: furnace support for the Kogeban Biomass Generation Plant belonging to Nestlé (France), 2 furnace buildings for incineration plants in Oxfordshire and Suffolk, in England.
- Urban construction: "Building Zero" in ORONA, Galarreta; the refurbishment of the East Campus at the University of Jussieu in Paris; the roof structure of Nice Stadium, the "D'Honneur-Beaublanc" Stadium in Limoges and the "Arena da Amazônia" Stadium in Manaus.
- Bridges: 1 bowstring bridge in Lacourt Saint-Pierre and 3 bridges for LGV in Tours-Bordeaux (France); 1 bridge in Escalles-Engordany (Andorra); 1 bridge over the River Ter in Girona and 2 viaducts in Fornells, Girona.
- Capital goods: 2 Portainer® port cranes for Sines (Portugal), 1 Portainer® port crane for Antwerp (Belgium), 5 Transtainer® port cranes for Tenerife and an anti-avalanche tubular structure for Reine (Norway).

Similarly, in 2012 **URSSA** completed the process of purchasing Paceco®

España S. A., a company specialising in the design of Portainer® and Transtainer® port cranes.

In **Prefabricated Elements for Construction, ULMA Architectural Solutions** achieved 82% of sales with regard to the 2012 Management Plan, not only due to the dramatic drop in activity in the construction sector in the domestic market, but also due to a fall in European Union countries such as Italy, Ireland, Cyprus and a slowdown in France. As a result, results were negative, despite the various forceful adjustment decisions adopted during the year.

Within the framework of the Strategic Plan, the following activities materialised in 2012:

- The whole indirect structure has been reorganised, orientating international sales activity around 10 people.
- The Brazil subsidiary was reorganised, as were sales zones at the subsidiary in France.
- Various Marketing Plans were created with distributors in Chile and Italy.
- The new **SPC** Business Line service model was implemented, and the process changed from working to orders to a combined system in which stock is produced for warehouses in target markets.
- Progress was made on developing the "Hydraulic Calculation" competitive tool.
- Construction activity was reoriented towards the Refurbishment segment and a specific Marketing Plan was created.

**Etorki**, a company in the timber industry providing integrated forest services, has maintained a significant level of growth in 2012 compared to the previous year (14%), backed mainly by export sales and the consolidation of important sectors of its activity, such as the euro-pallet.

In 2012, given the weakness of the construction sector, commercial focus has been on the different subsectors of industrial packing, above all those aimed at the export market.

It is worth highlighting the strengthening of its own forestry reserves, which gives the company a higher level of autonomy in terms of raw material supply.

**Lana**, dedicated to the manufacture of timber products for formwork and the design, calculation and assembly of plywood structures, managed to increase its turnover by 22% compared to 2011, in spite of the continuing decline in the construction sector in the Iberian Peninsula and the significant slowdown in activity in the rest of Europe.

Similarly to last year, this has all been possible thanks to the increase in the company's sales in Central and Eastern Europe through its subsidiary in the Czech Republic, sales activity in North Africa, the incorporation of new products into its range and the progress made in its plywood structures business, Elur.

This was combined with internal measures taken to make structural adjustments, contain spending and increase internal efficiency.

**Coinalde**, the wire and nails manufacturer, continues in its commitment to internationalisation. In 2004 it built a production plant in Poland, and by 2012 67% of sales were outside the Iberian Peninsula.

Future efforts will be made in two directions: the search for new niche markets, and the diversification of countries and sectors. This will ensure that **Coinalde** continues to be a reference point in the European nail manufacturing sector.

## 5. BUSINESS SERVICES

The Business Services sector posted a turnover of €239m, a downturn of 5% on the previous year.

The environment envisaged in the latest Business Plans has only worsened. The macroeconomic situation is tremendously complicated, with no signs of recovery in the short- to medium-term. Local markets, in which many of the Division's businesses have been operating, are at historic lows, almost on the verge of disappearing. Public spending and investment have practically disappeared.

The signs could not be clearer: either turn to new markets or harsh years lie ahead. This is nothing new; it was predicted several years ago. However, doubts have always remained over whether these predictions would prove to be true or not, and now they have been confirmed.

But, although the environment has not helped, the efforts made in terms of **innovation and internationalisation** have had significant results. It is a clear policy, initiated several years ago, and which is now bearing fruit. Therefore, however much they have been affected by the economic situation, most of the businesses have remained in profit.

Indeed, activity by the Division has opened up new countries with services now offered in China, India, Colombia, Chile, Australia, Algeria, Morocco, etc. These markets have been reached in recent years with a constant flow of innovations that add value.

More specifically, **LKS Consultoría** posted sales at 100% of the 2011 level. However, although it maintained excellent profitability, it did not achieve the same level of profit as the previous year. Significant projects included the Biological Diagnosis Network BDN (laboratories) Management Plan for Osakidetza, the design, development and maintenance of its ERP, the monitoring and evolution of ICT services for Orona and the provision of legal consultancy services to its parent co-operatives to support them in the management and control of subsidiaries.

**LKS Ingeniería** achieved 91% of sales compared to 2011, having been affected by the collapse in the construction market and public works in the domestic market, accounting for a significant drop in profit compared to the previous year. Outstanding projects and milestones include site management and technical assistance to expand the Buesa Arena in Vitoria-Gasteiz, resulting in its reopening, for the Provincial Council of Álava; an agreement with **Grupo Fotones** to promote photovoltaic projects in Chile, and selection of the company, following an international public tender, to provide consultation services for the full eco-restoration of the River Cooum in Chennai (India) for Tamil Nadu Urban Infrastructure Financial Services Limited.

For **Abantail** it has been a year of clear recovery after a difficult 2011. It has been able to diversify customers and start new and interesting business relationships. This led to 20% growth in sales, although it ended the year with only slightly better results than those of the previous year. Outstanding projects include the technical product tool for PET compressors for **ABC Compressors S.A.**, the completion of its new Metal Point product in the technical-business tool for Mecalux and the 3D Web Editor for redeveloping branches of **Caja Laboral**.

**Ondoan** has also been immersed in a very difficult market but has found the flexibility to respond to increasingly more complex requirements from its customers. Supply is much higher than demand, in response to the disappearance of the domestic market, and this means that there is a fierce price war. In spite of this, in 2012 sales were at 96% compared to the previous year, with business results at 63% of 2011. Some of its key projects in 2012 included climate control, PCI and the installation of fluids and compressed air networks at Mercedes production warehouses, technical





service assistance for reviewing local action plans by Agenda 21 for Barakaldo, Arrankudiaga, Arrigorriaga, Etxebarri, Galdakao, Orozko, Ugao-Miraballes, Urduña-Orduna, Zaratamo and Zeberio for Udaltalde Nerbioi Ibaizabal, and a comprehensive maintenance service for the Gran Plaza Dos Shopping Centre in Madrid.

**Mondragon Systems** has been heavily involved in projects around the world. Examples include the

automation and control of the waste water purification plant in Mexico City for Acciona, the supply of a turnkey sheet chroming line in Brazil for Areclor Mittal and the automation of the container terminal at the port of Tenerife for OHL, which involved a significant effort in terms of organising the project and workforce, which was not straightforward to manage. Sales amounted to 96% of the 2011 figure, with positive results and a very high number of

projects won, making a spectacular recovery from a difficult 2011.

As it is a company subject to the ups and downs of the construction sector, **mcctelecom** has been hit hard by the fall in the market but still managed to take part in interesting projects such as the European project for solving the traceability of waste from electric and electronic devices through RFID technology for the Ecolec Integrated Management







System, the consolidation of datacentre, contingency and networking for **Cikautxo** and advanced ICT infrastructures, voice and data communication, IP CCTV, and a tannoy and video wall for the Extresol 3 solar thermal power plant. Despite this, sales were at 89% of the figure for the previous year with more positive results than those for 2011.

Despite the difficult situation in the world of Educational Services, the Education Division of **Alecop** increased sales by 5.4% compared to the previous year, with overseas markets (France) and growth in Services and Management at the VT Centre in Kenitra (Morocco) forming the basis for this growth.

**MONDRAGON Education Services** (a company owned in conjunction with **the University of Mondragon**) made significant progress in establishing agreements to position itself as part of the Higher Education Centre network in Mexico and Chile, and contracts will definitely be signed to this effect in 2013. The Pan-American University of Colombia, in which MSE has a minority shareholding, exceeded €10m of sales with strong growth.

A management agreement was obtained for VT centres in Saudi Arabia, and this accounted for a significant use of resources and capacity in the second half of the year. Business services, rather than activity as a provider of training resources, now require the greater part of these resources.

**Mondragon Lingua** had an excellent year, making significant progress in consolidating its traditional centres and looking for new ways to add value (a commitment to innovation), also opening a sales office in Washington. In 2012 sales rose to 106% of their 2011 level and profits were at 77% of the figure achieved in 2011 due to the efforts made in terms of growth.

The year saw the successful implementation, with the client's

full satisfaction, of the English training project for all staff at EITB Group, running throughout 2012; a new two-year English training contract as worldwide providers for IBM, which will run until 2015; and activity on the contract won at the end of 2011 to translate between Spanish and the 23 official languages of the European Parliament.

Finally, **GSR** has continued in its consolidation as a co-operative in the Residential Care Services sector. The company will celebrate its 10-year anniversary in 2013 with a successful business operation, establishing a management model in an unstructured sector. It has responded to an existing demand in the market and society, creating co-operative jobs in our community, and employing 400 people by the end of 2012. Its residences are located in the Basque Country and La Rioja, and important projects have included management of the Victoria Enea Residence for the elderly in San Sebastian and winning the CAV Tele-care Service (27,000 users) in UTE with Televida. In comparison with 2011, sales reached 110% and profit 101%.

The merger of **MCCGRAPHICS** businesses is a strategic step on the path to transforming its offset printing activity into a company that offers every form of graphic production (offset, digital, web, etc.) in addition to providing multi-channel marketing services.

The best indicator of the need and scope of this transformation is the value that the company aims to obtain from non-offset printing business, set at 25% of total business.

**RETAIL**  
Area



Eroski is committed to reducing prices and establishing a new concept in shopping centres.



This Area is made up of the **Eroski Group**, whose core activity is retail trading, under the parent company **Eroski S. Coop.**, and **Erkop**, a second-degree co-operative consisting of five co-operatives in the food and agriculture sector, together with their subsidiaries.

The economic situation and its huge impact on consumer habits once again affected Eroski in 2012, and work focused on being close to shoppers in order to make their lives easier and help them save, trying to alleviate the containment in spending and the trend towards purchasing products with less added value.

For this reason, Eroski once again channelled its efforts into optimizing the value offered to customers, improving the price of products and offering new promotions to help customers make savings. Therefore, one of **Eroski's** main objectives in 2012 was to **reduce prices**. To achieve this, it invested more than €107m to generate offers and promotions on all types of products.

Looking after the health and well-being of shoppers is another of Eroski's core concerns, and therefore last year it continued in its efforts to provide **healthier products**. In 2012 Eroski completed the development of the first prototypes in the 7 Range (tasty, healthy and traditional pre-prepared food that is easy, quick and fun to cook and involves interaction



with shoppers). They were popular with Eroski workers who awarded them 8 points out of 10. As a result, a pilot test will be run in 10 Eroski stores in the second quarter of 2013.

In 2012 net investment was €9.5m and it was mainly aimed at renovation, the introduction of new store formats and improving logistics. Gross investment totalled €77m.

**Innovation** continues to be a constant theme at Eroski, present in all its activities, from supply depots to stores, products and work

teams. During 2012, highlights included progress in the automation of the Zaragoza and Elorrio Logistical Platforms and, in the shopping area, as a continuation of the new hypermarket launched in Zarauz (Gipuzkoa) in 2011, 2012 saw the development of a new concept of supermarket that was unveiled at the beginning of 2013 in Pamplona (Navarre).

In the field of **environmental development**, the Zero Emissions store opened in Oñati (Gipuzkoa) in December 2012, representing



the culmination of a project first started in 2008. This is an important innovation for Eroski, but also for the sector as a whole, because, for the first time, a store has been created that has the potential to reduce electricity consumption by 60%. Eroski's interest in innovating to create more eco-efficient stores is also inspired by the fact that it generates an annual electricity bill of over €100m, 90% of which is due to electricity consumption in its network of stores.

The Oñati store is an important milestone on the path towards the ultimate objective: creating a self-sufficient store that is not powered by electricity from the national grid. Although this already exists in private residences, it has not been achieved in construction for retailers due to the complexity of generating the amount of cooling required by a supermarket. The proposal involves combining the eco-efficiency measures in the Oñati store with the implementation of new Trigeneration technology that generates combined cooling, heat and power by burning biomass fuels. This project will run until the end of 2016 and to make the solution a reality Eroski is leading a consortium composed of CENER (Pamplona Technology Centre) and three companies specialising in trigeneration technology (Apina, Rank and Girasolar). It also has the direct support of the European Union through the LIFE+ programme.

Within the context of its collaboration with the community, it is also important to highlight its support for regional economies. In 2012 Eroski continued to work **in favour of local products**. To do this, agreements were reached with governments, co-operatives, designations of origin and other institutions. Events were also organised to promote these local products and regional meetings set up to analyse the situation in the different sectors, Eroski's local management policy and ways to generate opportunities for all involved.





Overall, the Retail Area posted gross sales totalling €7.09bn in 2012, which was a fall of 11.8% compared to the previous year, mainly due to the sale of shopping centres in southern France. Based on the same floor space, food sales saw a slight decrease of 2.5% (one of the best in the sector), demonstrating the weakness of Non Food areas in the market as a whole. **Employment** amounted to an average of 39,839 jobs during the year, although it should be stressed that, due to the

difference between full and part-time employment, the total number of workers is far higher, around 46,000 people. The reduction in jobs compared to the previous year is the result of the sale of shopping centres in southern France and a downturn in activity in the Spanish market.

In terms of **profitability**, the recurring Ebitda of the Retail Area, consisting of the Eroski Group and the co-operatives in the Erkop collective, was €271m, 4.2%

of net sales, demonstrating the robustness of its retail activity.

Among other noteworthy aspects, one highlight is the fact that cash flow results for all activities exceeded predictions. Furthermore, worker-members of the now defunct Multifood were all permanently relocated, and the corporate structure of the Unekel co-operative was successfully reorganised.





## **M4FUTURE CORPORATE INNOVATION MODEL**

During 2012, within the framework of the **Science and Technology Business Plan**, work continued on defining and developing the Corporate Innovation Model, known as **M4FUTURE**. It was designed with the collaboration of **IK4-Ideko, IK4-Ikerlan, Isea, LKS, MGEP** and **MIK**.

The new model provides MONDRAGON with a mechanism capable of aligning business efforts in R&D&i to drive new development, knowledge and activities (the triangle of knowledge) which

in turn generate employment in new strategic sectors for the Corporation.

It will initially be applied to four areas that are strategic to the Corporation as a whole:

- Start-up of **inter-divisional** projects.
- Launch of **integrated** projects.
- Development of business activity of value in the Health Sector.
- Development of business activity of value in the **Sustainable Energy** sector.

These processes will be backed by an integrated corporate system of Innovation, Development and Knowledge, in which co-operatives, research agents, universities, corporate offices, technology parks, the Corporate Centre and the Development Centre will play a leading role.

M4FUTURE is an innovation model capable of aligning the business efforts of MONDRAGON in R&D&i.



## R&D&i FIGURES

### Business

Industry Area Co-operatives	+80
Workers (average number of jobs)	36,963
Turnover	5.81 <sup>bn</sup>
Total R&D costs	€160 <sup>m</sup>
% of total R&D costs over total sales	2.76%
% of total R&D costs over value added	9.02%
Total number of patent families in force at year-end	564
% of new products/services not existing 5 years ago	19%

### Higher Education (2011-2012 academic year)

Faculties (University Technical College, Business Studies, Humanities and Education Science, Culinary Science)	4
Degrees	12
University Master's Degrees	10
Individual qualifications	17
Students enrolled	3,674

### Research and technology

Technology centres	3
R&D business units	12
Full-time researchers	2,096

### Otros

MONDRAGON Science and Technology Plan: 5 strategic lines of action

91 European projects presented

Involvement in the main international forums

SIS - Strategic Information Service: 461 users and over 1400 news articles

ELKARBIDE social network for collaborative entrepreneurship: 270 users

BAC - Business Acceleration Center. Centre for inter-divisional entrepreneurship



## TECHNOLOGY CENTRES AND BUSINESS R&D UNITS

**Aotek**, dedicated to automation and optics, has the goal of achieving a level of excellence in the technologies integrated in the products developed and manufactured by Fagor Automation: numerical control, drives, motors and readout systems, and position feedback systems.

In 2012 Aotek participated, among others, in collaborative research projects such as **Power-OM**, a European project belonging to the 7th Framework Programme that aims to achieve optimization through energy consumption, reliability, operation and machine-tool maintenance; **IMPELER**, an integrated CDTI (Centre for Industrial Technological Development) project to increase the functionality of large machine-tools; **FORE**, a project in the INNFACTO programme that is trying to record and read grid patterns on metal substrates; **PROFUTURE**, **PROFUTURE II** and **INPRORET** projects, as part of the ETORTEK programme and in collaboration with CIC MARGUNE, for research into new, more precise, faster and more energy-efficient machining processes, and the development of non-conventional, portable, precision machine tools, which adapt to the shape of the part to be machined; the **ECOFAB** and **IMAGHINE** projects on rational energy consumption and the incorporation of intelligent modules into machine-tools, both part of the ETORGAI programme, and the "Reliable and scalable embedded modular systems that eliminate dependency on hardware platforms and operating systems" project, part of the SAIOTEK programme.

**CS Centro Stirling** is the business R&D&i unit at the service of businesses in the Components Division. It specialises in the design, calculation, simulation and manufacture of component prototypes and systems related to the rational and sustainable use of energy in the home. The technologies used



in its lines of activity for advanced components, microgeneration, cryogenics and industrial cooling, can be applied to the development and optimization of traditional products produced by these businesses, and the creation of new devices.

In 2012 three projects should be highlighted as an example of its activity at a local, autonomous community and international level.

At a local level, **CS** coordinates a **BAC** that, together with **Fagor Electrónica**, **Kide** and **Fagor Ederlan**, tries to establish a model for the creation of new activity that uses thermal power, and related products. This technology

will complete the product portfolio of some of these companies and will also tackle new sectors with a high technology content.

At an autonomous community level, **CS**, together with **Orkli** and the Components Division, heads an Etorgai project that aims to develop products that use biomass as fuel: heaters, boilers and microgeneration systems that will create clean energy for homes. **Giroa** and **Tifell** are responsible for the heaters, boilers and installation, while **Tekniker-IK4** and **Ikerlan-IK4** supply the knowledge necessary to fulfil these aims.

The centre works on many projects at an international level, of particular





note being participation in the ISEC international congress in Dubrovnik and leadership of Effiheat, a project that has built a heat pump with a highly innovative Stirling system for use with geothermal technology and that aims to increase the efficiency of traditional heat pumps.

Turnover is 40% higher than the figure for 2011 and CS's activity related to the development of products and technologies for its businesses is being consolidated as an integral part of the resources that, dependent on R&D managers, are earmarked for R&D.

**Edertek** is a technology centre specialising in manufacturing

technologies related to the production and assembly of components for the automotive sector, whose main objective is to meet the technological innovation requirements of **Fagor Ederlan Taldea** and its user-partners.

This year saw its 2009-2012 Technology Plan draw to a close, a plan that has led to significant progress in terms of Edertek's capacity to provide innovative and competitive solutions to the design and validation of components, the development of new materials and the supply of new industrial models.

Two important lines of organisational improvements were initiated during the year: a review of the Technological Surveillance system, with a greater use of resources and a special focus on technological products, and the development of a Panel of Collaborators to match the main areas of technological need to the R&D activity of different agents, thereby achieving greater efficiency in the collaboration.

It should also be highlighted that the company developed extensive activity in the area of Virtual Industrialisation as a result of restructuring operational plants to adopt lean manufacturing models and its operational excellence strategy.

**ETIC.** In the 4 years since its creation, it has developed enough projects to prove its expertise, knowledge and capacity. To highlight the results of the developments and projects created at ETIC over the past two years, a showroom has been set up that includes various demonstrations. The demos show the potential of multiple technologies and of the development and know-how acquired by researchers at ETIC. This knowledge covers a variety of areas, from the development of smart systems networks that are monitored and managed from remote nodes to sophisticated natural interaction systems controlled by movement, multi-touch and voice commands.

ETIC opened this showroom in May 2012 and it includes the following zones organised by demo function:

- Home: applications for monitoring health, home automation, interactive TV and the management of diets and food.
- SmartCities: demos of smart lighting, connected cars and applications for mobility and hiking.
- Digital Signage: for use in tourism, restaurants, hotels, shopping centres and public places.

The showroom's slogan is "The New Everyday" to underline the fact that this is a future that has already arrived, as have these new ways of interacting with an increasingly intelligent and interactive environment.

In accordance with technological evolution and the development of new trends, ETIC will focus its knowledge, expertise, developments and solutions on the following technological areas: Smart Systems, Mobility, Cloud Computing, the Internet of Things, the Development of Apps for Tablets and Smart Phones, and Smart Cities.

During 2012, ETIC decided to focus development on Smart Cities. It also changed its name to the ETIC-Innovation Centre.

**Fagor Hometek** is the business R&D&i unit of the Fagor Electrodomésticos Group. It was originally set up in 2005 as an innovation unit linked to the Spanish strategic unit, at the same time as its parent company was going through the transformation process to become a European group. Therefore Fagor Hometek also became a unit that was international in nature. Its headquarters are in Mondragón (Gipuzkoa) and it has people and facilities distributed across the group's different locations (Mondragón in Spain; Lyon, Orléans and La Roche sur Yon in France, and Wrocław in Poland).

Among its activities the following areas stand out: managing the Fagor Electrodomésticos Group's Innovation Plan and driving it forwards; promoting and activating research in areas of strategic interest; coordinating and providing advice on the management of the Group's innovation projects (equivalent to the Group's Project Management Office); and coordinating the Group's innovation network.

With regard to significant projects that have been guaranteed and seconded by various national, European and autonomous community programmes that support R&D&i, highlights include the following:

- **CHS (ETORGAI)**: Study, analysis and efficient and sustainable management of energy resources in the home.
- **HOUSGAI (ETORGAI)**: Research into providing healthcare services for the elderly at home.
- **REFLASH (GAITEK)**: Development of interfaces that are used for the remote programming of different domestic appliances.
- **FOCUS (INNPACTO)**: Research and development of new concepts in air treatment.
- **PRICE (INNPACTO)**: Research project that studies intelligent energy management in cities.

**IK4-Ideko** is a technology centre that specialises in manufacturing and industrial production technologies, with revenue of €8.7m in 2012. 5.4% of this figure was related to on-demand projects, while 3.3% was from research projects for various public administrations. In 2012 it was published 11 times in SCI (Science Citation Index) magazines, had one European patent accepted and submitted applications for a further two patents. IK4-Ideko continues in its long-term commitment to collaboration and, within the framework of stable relationships established for the

development of R&D plans and in accordance with its own COMODE collaboration model, in 2012 it continued to collaborate with three of its strategic clients. It established its first plan for various technological developments, concluding the R&D&i cycle for high impact projects that follow its EXPLOIT work method.

Its strong position in Manufacturing Technologies at an international level is backed by its presence at the CIRP (International Academy for Production Engineering) and EUSPEN (European Society for Precision Engineering and Nanotechnology), and through 10 active European projects, 5 of which it heads.

Located in Elgoibar, it has a workforce of 109 people, including 23 with a PhD and 7 PhD students, and its activity is split between two buildings. It specialises in "Manufacturing Technologies" and this can be seen in its research and on-demand

industrial production projects related to its 8 research lines: Strategic Innovation, Production Management, Mechanical Design, Smart Software, Manufacturing Processes, Dynamics and Control, Checks and Measuring, and Microtechnology and Ultraprecision. IK4-Ideko is a member of the IK4 Technological Alliance.

**IK4-Ikerlan**, the Corporation's flagship centre in the field of research, posted an overall turnover of €20.6m in 2012, of which €6m corresponded to its own and strategic research projects funded by the Basque Government, the Spanish Government, the Provincial Council of Gipuzkoa and the European Union, and €13.2m corresponded to R&D projects under contract to companies.

On the European stage, IK4-IKERLAN has maintained total funding worth €9m within the 7th Framework Programme.



In terms of the **Global Collaboration Network** for its own research, it is worth mentioning that, in addition to the collaboration projects set up in previous years with EPFL, IMEC, ISEA, CGIP-UPV, TU-Vienna, Edinburgh University and KU in Louvain, the University of Oviedo, the University of Cantabria, the University of Bensaçon, the Codolab Group at the Polytechnic University of Catalonia and the Amade Group at the University of Gerona, new collaboration agreements have been signed this year with the École Centrale in Paris, the University of Siegen, the University of Patras and the IREC in Catalonia. It has also participated in two EERA (European Energy Research Alliance) Joint Programmes: the Wind JP and the JP with Energy Storage Systems.

IK4-Ikerlan has submitted four new patent applications for activity related to Microsystems and Mechanics.

It employs 266 professionals at its installations in Mondragón-Olandixo, Mondragón-Garaia and Miñano (Álava).

**IK4-Lortek** is a technology centre specialising in joining and related technologies. In its tenth anniversary year it had a turnover of €3.5m, 75% corresponding to R&D activities under contract with companies and 25% to strategic research projects financed by the Basque Government, Provincial Council of Gipuzkoa, AGE and the European Union.

It should be highlighted that on 16 July 2012 it opened its new headquarters in the Goierri Innovation Park in Ordizia (Gipuzkoa).

IK4-Lortek ended 2012 with 46 employees, including 8 with a PhD. It published 16 papers, including 4 in the ISI (Institute for Scientific Information), and submitted an application for a PCT patent.

During the year it developed 35 R&D projects, 23 for businesses and 12 research projects, and particular mention should be made of European projects in the context of the 7th Framework Programme, such as "WELDMINT", which is led by IK4-Lortek and aims to achieve non-destructive control by shearography, active thermography and advanced ultrasound, or "MERLIN", a project that focuses on additive manufacturing for the aeronautical sector.

**Isea** is a Technology, Innovation and Entrepreneurship Centre for the Engineering and Business Services Division of MONDRAGON Corporation. Its mission is to improve the competitiveness of the Services Sector by boosting Technology Development, Innovation and Entrepreneurship in new business activities.

At the same time, Isea promotes the MONDRAGON Business Acceleration





Centre (BAC), a specialist entity that supports launch processes for business initiatives by promoting new business generated through co-operation.

As part of its promotion work for the MONDRAGON BAC during 2012, ISEA carried out the following activities:

- In the area of exploration, it held 8 DREAMWORKS sessions that aimed to discover areas of opportunity for new business based on co-operation.
- In terms of promoting enterprising human capital, it designed the action methodology and support materials for the SAIOKA sessions. Similarly, it held 2 SAIOKA sessions that were attended by 41 people.
- Finally, it provided support to 9 business plans in the context of the 1st Generation of Entrepreneurial Projects by the MONDRAGON BAC.

In 2012 Isea organised MONDRAGON OPEN INNOVATION, an "Open Innovation" initiative promoted by the MONDRAGON Business Acceleration Centre (BAC) in collaboration with the Department of Industry, Innovation, Trade and Tourism in the Basque Government.

**Koniker** is a technology centre that specialises in the research and development of new technologies related to forming and assembly processes. In 2012 it made significant advances that were mainly due to diversification projects in various member co-operatives. It also consolidated services such as its Technology Surveillance and Competitive Intelligence and Machine Safety Assessment lines. Furthermore, it strengthened its Calculation and Simulation team.

In the field of returns from public administrations, this figure increased considerably due to the start-up of new Etorgai projects and, above all, a breakthrough into European programmes where it has been awarded another 4 projects in addition to the first three accepted in 2011.

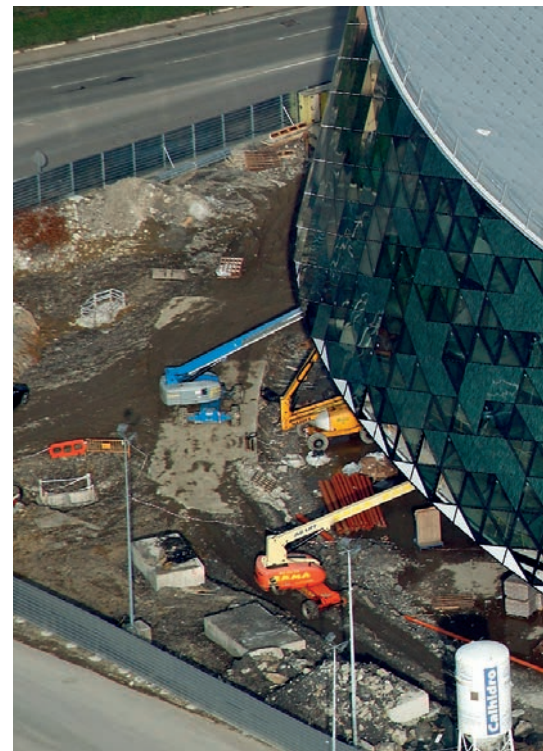
After 15 years of activity, **Leartiker** has introduced a new brand image. It has also changed its website ([www.leartiker.com](http://www.leartiker.com)) and now publishes new information about its latest projects and developments: 'innovation', 'proximity' and 'future' are its key words.

Over thirty highly qualified professionals currently work at Leatiker, whose main activity is research, development and innovation in polymer and food technologies. Leartiker accompanies businesses along the full cycle of developing new products to help them achieve a competitive position in new markets. In 2012 it developed 60 innovation projects with businesses. One particular highlight was European project BIOSOURCE-COMP, which involved adding biopolymer materials to natural fibre to obtain a material that can be used in structural automotive parts. Leartiker also collaborates on a fatigue project with American expert DR WILL MARS.

Leatiker has made a firm commitment to the healthcare sector in its new strategic plan, and it intends for this area to account for 20% of its research activity by 2016. This commitment to the biosector is a response to the Leartiker policy of searching for new business opportunities. At present, it is deeply immersed in creating polymeric materials for the development of medical equipment and in the collaborative creation of healthy, additive-free products (Healthy Food).

In 2012 Leartiker started up "Technology Breakfasts": themed events based on the experiences of leading figures in technological fields of interest. It includes scientific experts on subjects such as the design of bioplastics, characterisation of fatigue and dynamic analysis.

The **Maier Technology Centre** (MTC), part of the Basque Technology Network, is a centre specialising in the research and development of thermoplastic parts and assemblies

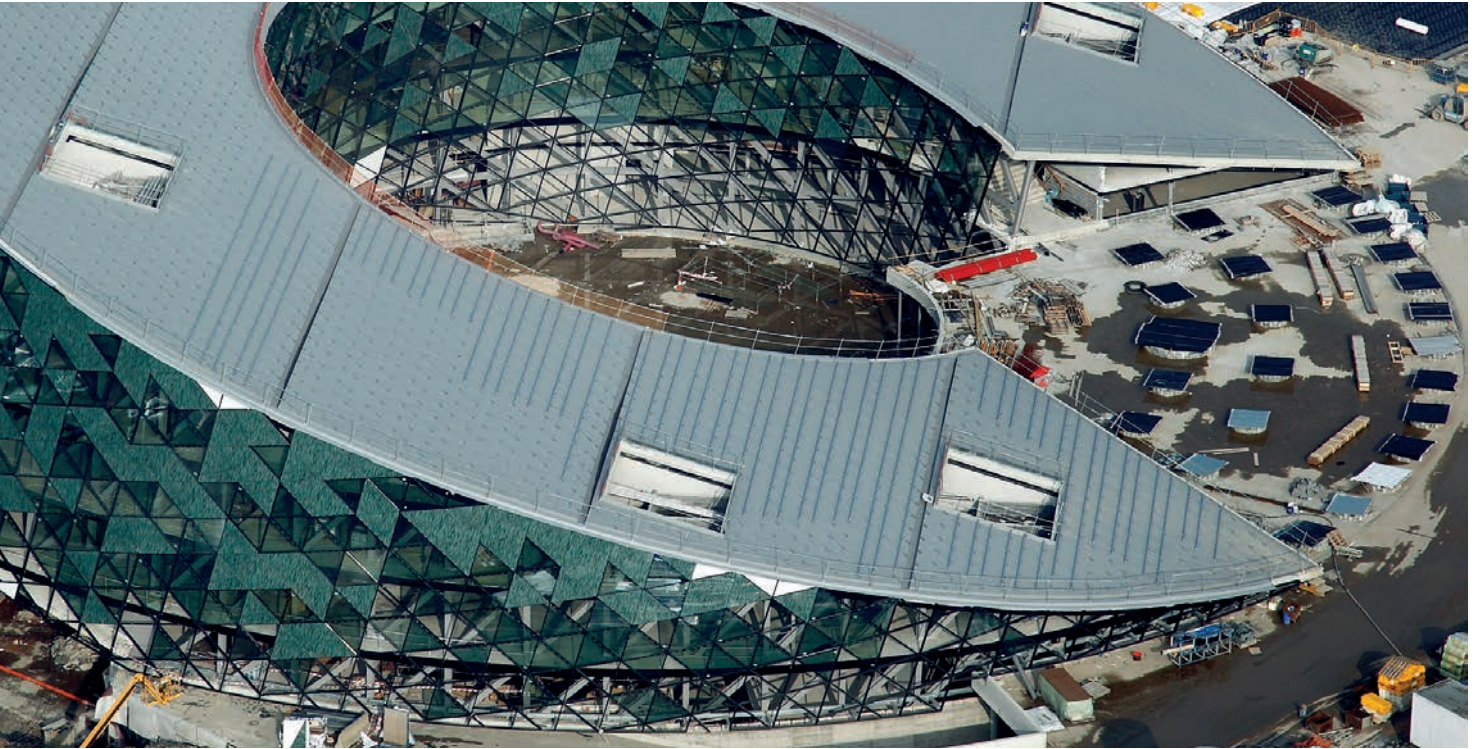


for the automotive sector. Its activity includes research, process design, simulation, styling, the development of injection tools and research into new technologies that can be applied to its field of work, particularly decoration.

In 2012 it continued to have customer and market success due to innovation generated during the years of research, and development in more recent years. Furthermore, 2012 saw the development of projects related to the final year of the 2nd Technology Plan, plus the definitive launch of its new pre-industrial research installations (painting and chroming) following the expansion of its centre in 2011. It has also been a year of reflection at a Group level, and work has started on 2020 trends analysis that will determine the key points of the Maier Group's 3rd Technology Plan.

One of the keys to the centre's continuous success is its dedication to "providing aesthetics with a clear focus on clients".





Finally, it should be mentioned that during 2012 R&D&i projects were developed to comply with standard UNE 166002, passing the full four-year system audit without any non-compliances.

**Mondragon Innovation & Knowledge (MIK)**, is an R&D centre specialising in social and business innovation management. Set up in 2001 to help with business competitiveness and development, its sphere of activity covers four areas of research and transfer: Open Business, Entrepreneurship, Internationalisation and Socially Responsible Business Models.

It has installations in Oñati and Irun (Gipuzkoa) and belongs to the Basque Science, Technology and Innovation Network.

During 2012 it carried out important work on promoting entrepreneurship in a large number of areas in the Basque Country. Similarly, it has been a pioneer in the development

of tools and methodologies for open innovation. In turn, of particular note is its activity on cross-border projects that aim to create synergies between companies in the Bidasoa area. Finally, it has collaborated with MONDRAGON Corporation to set up important field studies to manage overseas employees and business parks.

**Orona eic** (Orona Elevator Innovation Centre). The strategic reflection carried out in 2010 reinforced the commitment of Orona eic for the next 4 years, backed by a 57% increase in the spending on long-term research.

A key milestone in 2012 has been the great progress made in the construction of the Orona IDE0-innovation city, the first phase of which will be opened in 2014 and where three buildings have already been built. These buildings are:

- The Orona Zero building, which will house the corporate head office and Orona EiC itself.

- The Orona Foundation, where the University of Mondragon will be located.

- The 3A building, where IK4-Ikerlan will be based.

This innovation city will also be a space open to other centres and universities that belong to the Orona innovation network.

Energy is one of the key areas in the city and one of its flagship projects is "G3A Research", dedicated to researching energy storage for the building's energy management; this issue will have a dedicated area in the 3A building where work can be carried out on innovative technologies in a shared space equipped with the most modern infrastructures. This research line is added to more traditional lines such as tribology, vibroacoustics, new concepts, the design of machines and converters, electronics and communications and M2M systems for excellence in maintenance.



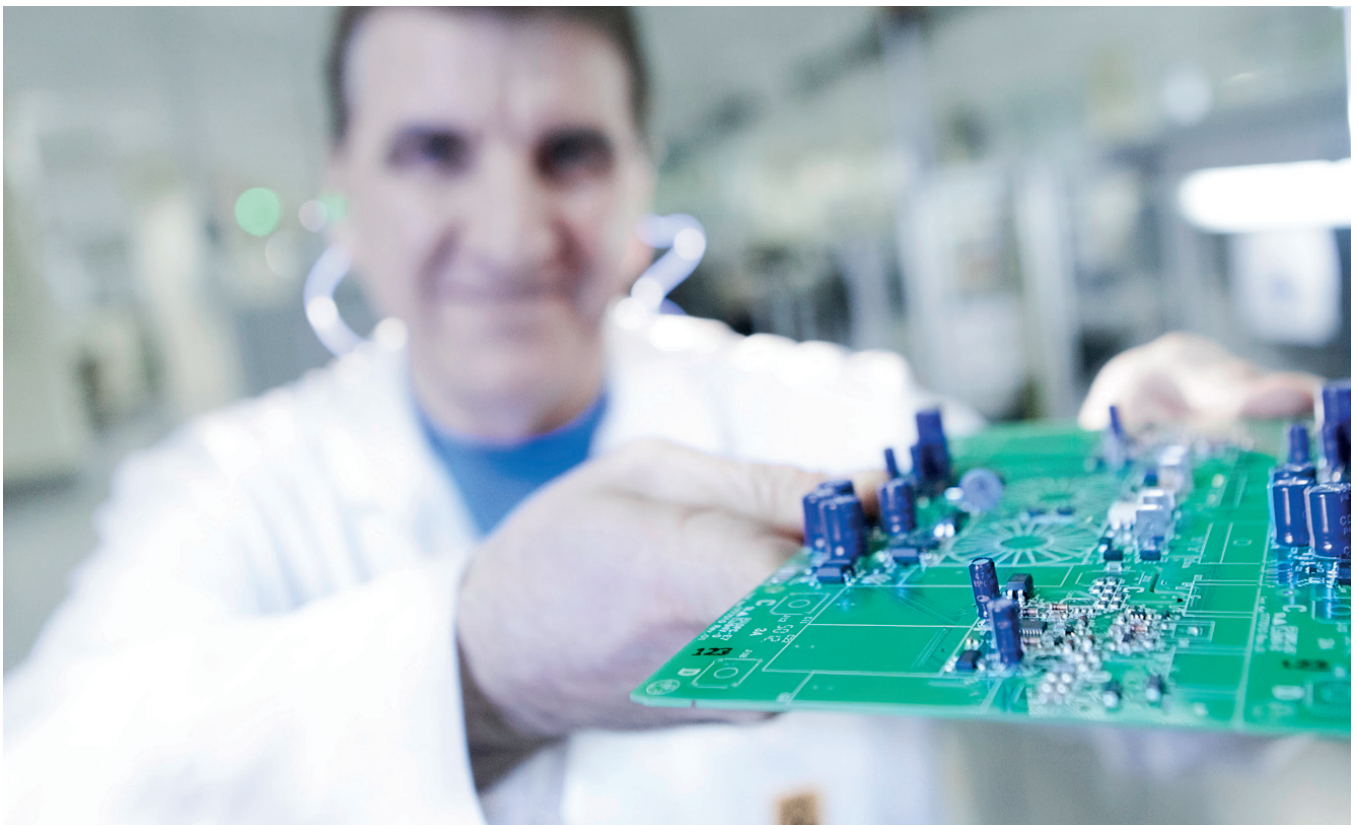


**ULMA Packaging Technological Centre (UPTC)**, a centre specialising in the research and development of technology for the packaging sector, has focused its efforts on strengthening the areas of technology determined as strategic as a result of the route map drawn up in 2009, and on carrying out different co-operation projects.

In 2012 the centre's work led to significant advances in the use of technology based on embedded systems for process automation, having developed a proprietary control platform for the Packaging sector. It also developed a set of tools that can be used to integrate connectivity functions into different equipment to improve service and maintenance, such as packaging equipment and robotic-handling systems.

## Technology Centres and R&D Units

Name	Budget (million €)	Staff
CS Stirling	1,03	13
Hometek	3,41	41
Isea	1,04	11
Koniker	1,90	35
IK4-Lortek	3,50	46
Maier MTC	8,60	106
Orona eic	2,65	69
ETIC	0,60	10
Edertek	4,30	35
IK4-Ideko	8,70	109
UPTC	3,40	39
IK4-Ikerlan	20,60	266
Aotek	2,60	30
MIK	2,10	20
Leartiker	1,50	30
<b>Total</b>	<b>66,03</b>	<b>860</b>







### Garaia Innovation Park

2012 saw the consolidation of businesses installed in GARAIA, and the Park as a meeting point now that around 9,000 people have passed through its installations for various types of event. It is worth highlighting, as a complementary service activity offered by the Park itself, the different business relationship courses, seminars, conferences and activities aimed at technology and knowledge transfer, creation and strengthening of innovative companies, funding for innovation and internationalisation.

### University of Mondragon

During the 2011-12 academic year the University of Mondragon offered its full range of 12 degree courses, adapted to the European Higher Education Area, distributed between its Higher Polytechnic Institute (Arrasate and Goierri), the Faculty of Business (Oñati and Bidasoa), the Faculty of Humanities and Education Sciences (Eskoriatza), and the Faculty of Gastronomic Science/Basque Culinary Centre (San Sebastian).

It also offered double diplomas, all in collaboration with French universities, in the field of engineering. To be precise, with Enseiht and Insa in Toulouse, ECN

in Nantes and INP in Grenoble.

Due to the new university system established by the European Higher Education Area, the old post-graduate studies model has been changed, the main new development being the creation of a Master's degree, a level between a Bachelor's degree and Doctorate.

It involves specialist training with a multidisciplinary focus and aims to achieve professional or academic specialisation, or the start of professional research activity. This new Higher Education structure also permits students with old diplomas, degrees, and engineer's degrees to access doctoral studies through a Master's degree.

In the 2011-12 academic year, the University of Mondragon offered 10 Master's degrees, six of which were new.

In turn, the 'blended' Pre-school and Primary Education teacher training courses were implemented and Technical Engineering training courses to reach degree level were designed.

With regard to post-graduate studies, in 2011-12 a further 17 of its own degrees were offered in addition to the master's degrees described above.

The total number of students registered at the University of Mondragon during the 2011-12 year was 3,674, of which 2,892 studied university degree courses, 782 studied post-graduate courses, and 88 were students in University of Mondragon doctorate programmes.

During the 2011-12 year, 698 students took up placements in companies and the number of final projects by students totalled 481. The satisfaction rating given by the companies in relation to these projects was 8.5 out of 10.

Work was also carried out over academic year 2011-2012 to design new courses which were started in the 2012-2013 academic year, such as Master's degrees in: Digital Marketing, and Creating and Managing Active Tourism Companies.

In the field of **internationalisation**, the mobility of both students and lecturers continues to rise significantly. During the 2011-12 academic year, 367 students went to universities abroad, and of these 30% went on to take up placements and prepare final projects in universities and/or companies overseas. Likewise, the number of foreign students at the University of Mondragon campuses during academic year 2011-2012 rose to 82, compared to 65 the previous year.

In turn, and within the context of the internationalisation of the University of Mondragon, of particular note is the formation of MIE (Mondragon International Education) by the University, Alecop and MONDRAGON Corporation; it aims to transfer the University's model to higher education institutions in other countries. One result of this initiative is collaboration with the Pan-American University of Colombia, where MIE has a 20% holding. Similarly, the 2011-12 year saw intense work on searching for and developing opportunities in Mexico and Chile.

The University's activity in terms of **R&D** aims to go beyond simply generating fresh knowledge, as it seeks to apply it in the target area or field, in the degree courses it offers and in the innovation services it provides to the organisations and companies requesting them. In short, the university understands that the

integration of its three activities, teaching, research and knowledge transfer, is the most effective way of enhancing the quality of its education and upholding its social commitment.

Its collaborative research model bases its principles on the alignment of research with participation in collaboration with three key agents: the University, the Technology Centres and Businesses. This alignment encourages the creation of a research critical mass that is necessary to develop excellence in research and for a close university-business relationship, key factors in boosting innovation and the training of future researchers.

Despite the current difficult situation, particularly in the business sector, revenue from research contracts and knowledge transfer projects has increased by 15% compared to the previous year. It is important to highlight that, for example, at the Higher Polytechnic Institute 62% of research financed by companies is linked to the existence of a long-term collaborative research project that has seen a growing percentage of students starting their doctoral theses.

At the same time, and within this difficult context, it has succeeded in maintaining generic research, key to training researchers and keeping ahead of the future needs of businesses and institutions. To guarantee that research groups have the necessary resources, provisions have been increased thanks to financial backing from the Basque Government's University Plan, the Saiotek Programme and the Provincial Council of Gipuzkoa's science, technology and innovation network. Similarly, participation in strategic research programmes by the Basque Government has been consolidated during the year with involvement from the Higher Polytechnic Institute and MIK (Faculty of Business Studies Research Centre) in 6 programmes in the ETORTEK programme, and the participation of the Basque Culinary Centre in an ETORGAI project.

Mention should also be made of projects carried out for the Faculty of Humanities and Education Science in collaboration with leading European universities. These projects carried out in-depth studies on subjects such as: language teaching,

awareness of teaching professionals of pre-school education, skills development, the MacArthur project and the co-operative field, the latter developed at both HUHEZI and MIK.

In turn, during 2011-12 research lines were redefined at the Faculty of Humanities and Education Science and MIK, and the Faculty of Gastronomic Science opened its research centre, setting up several projects.

Finally, during the 2011-12 academic year 19 papers were published in specialist publications and 119 reports were presented at various Spanish and international congresses. As a last point, the University of Mondragon organised 51 congresses and conferences on different subjects.

In the **entrepreneurship** field, 6 years ago the University of Mondragon started up MONDRAGON EKITEN, a comprehensive plan to boost entrepreneurship among students and lecturers that aims to generate employment and improve competitiveness by promoting business projects.

Similarly, 3 years have passed since the Faculty of Business Studies established its new LEINN-Leadership Entrepreneurship and Innovation degree and the first year of students will graduate in 2012-13.

In turn, the Higher Polytechnic Institute started up a new initiative in 2011-12 called TEKIN that aims to provide infrastructure, consultation, training and support for the creation and development of technology-based ideas that may have projection in the market.

To conclude, during 2011-12 the University of Mondragon also worked on other **strategic projects** such as:

- The Basque Culinary Centre opened its installations at the start of the 2011-12 year and saw the first students graduate in its Gastronomy and Culinary Arts degree.
- The new Faculty of Business Science campus, following work that started in 2008-09, located in the new University and Technology City in Oñati, began to be used in 2010-11.
- During 2011-12 building work continued on the new Faculty of Humanities and Education

Science in Aretxabaleta. The campus will mainly be used to develop the Faculty's audiovisual communication and will be opened at the start of the 2012-13 year.

- Another strategic project in which the University of Mondragon is actively involved is the Orona IDE0-innovation city project, where the MU Higher Polytechnic Institute will open a new campus in Donostialdea in 2013-14. Construction is currently at the development stage and, in turn, the Higher Polytechnic Institute is working on the design of new engineering degrees that will be taught at this campus.

- Finally, among the 2011-12 strategic projects one highlight is that, in the context of the Erasmus Mundus Action 2 Programme, the EACEA (Education Audiovisual and Culture Executive Agency) has selected the LAMENITEC project, led by the University of Mondragon and coordinated by the Pan-American University Foundation of Colombia, which makes it possible for degree, post-graduate, doctoral and post-doctorate students to transfer between 9 Latin American and 6 European universities.

- Furthermore, in 2011-12 the University of Mondragon carried out strategic reflection for the 2013-16 period to identify the main challenges and strategic aims that will determine the course of the university over the next few years.

## OTHER TRAINING AND EDUCATION CENTRES

**Politeknika Ikastegia Txorierrri** had 356 students in Vocational Training during the 2011-2012 academic year and 443 students in Employment Training, teaching people either in work or who were unemployed. It is worth highlighting the organisation and development of two courses with a **commitment to hiring** by the **Batz S. Coop.** companies (Adjusters) and a group of telephone operators (Communication Sales Technician). It taught **5 courses tailored** to the same number of companies, in areas such as Plan Interpretation, PLCs and Web 2.0.

In the international area, 17 students went on placement to European companies (Holland, the United Kingdom and Germany).



The centre was also involved in 5 Transfer of Innovation (TOI) projects financed through the European "Leonardo Da Vinci" programme. The grant received through this programme totalled €174,157.

Also in the international area, of particular note was the collaboration between the centre and the Department of Economic Development and Competition of the Basque Government on the "**Overseas Scholarship**" development programme, known as "**Global Training**" and aimed at university or Vocational Training graduates. To process these scholarships, our centre has been approved alongside the UPV, Deusto and Mondragon Universities, the three Chambers of Commerce and the three savings banks. Politeknika Ikastegia Txorierra has thereby become the only **VT centre in the Autonomous Community** to receive approval for 32 scholarships that will be awarded to young people who have finished their advanced Vocational Training. Each scholarship will last for 6 months, and interns will carry out their placements in companies based in Holland, the United Kingdom, the Czech Republic, France, Ireland, Chile and Canada.

In the field of entrepreneurial culture, the centre continues to contribute synergies to its two **incubator enterprises**: ESS (Engineering Solutions and Services S. Coop.), a company that develops its business activity in the area of automotive and aeronautical engineering, and Ardolan (Water analysis and environmental engineering). To achieve this, the centre has negotiated with other organisations with the aim of improving the viability of both. This is demonstrated by the contact maintained with AIC (Automotive Intelligence Centre) in order that ESS S. Coop is incorporated into the ACICAE Automotive Cluster. It is also shown by collaboration with the GAIKER Technology Centre and ARDOLAN, in order to initiate a Research Project financed by SPRI that aims to improve the quality of wine and make this a new area of activity for this company.

#### **Lea Artibai Ikastetxea**

During the 2011-12 academic year, Lea Artibai Ikastetxea had 21 higher education and vocational

training groups, and 77 students took up placements in companies.

In terms of internationalisation, through Erasmus scholarships 6 students took up placements overseas (Germany, Italy, Finland, Poland and the United States) and two Lea Artibai teachers took part in the TOI project that involves transferring vocational training credits.

11 students submitted their final projects in Design and Innovation Engineering. 3 of these students were at the Fraunhofer Institute in Germany. Furthermore, 4 students graduated in the Msc in Plastic Product Design. Another milestone is that Aitor Arriaga defended his doctoral thesis entitled "Plasticity and Impact Test Studies on Thermoplastic Materials, Finite Element Analysis and Experimental Correlation" obtaining the second European Doctorate from London Metropolitan University.

In the field of Employment Training, we gave 9021 hours of training and 73 students took up placements in companies. Some of the most relevant courses we taught were: Supply Chain Management, Integrated Logistics and Production, and Newfield-ekin "General Management Skills".

#### **Arizmendi ikastola**

Arizmendi Ikastola emerged from the union between 4 Ikastolas in the Valle de Debagoiena in Gipuzkoa (San Frantzisko Xabier, Umezaintza, Almen and San Viator). It provides education for students from 0 to 21 years old, covering Pre-school Education, Primary Education, Secondary Education, Bachillerato and Vocational Training. 3,200 are distributed across 12 education centres located in Aretxabaleta, Eskoriatza and Arrasate.

Arizmendi Ikastola is a comprehensive co-operative consisting of benefit members (families), worker-





members and partner members, and is the largest Ikastola in the Basque Autonomous Community.

Its educational project revolves around students and their potential, and it aims to help develop enterprising and creative people who are capable of working towards social improvements and change. Personal development, the use of ICTs, an openness towards cultural diversity and social integration are the backbone to this project.

#### Otalora

Close to 5,000 people attended the training sessions and programmes given at **Otalora**, MONDRAGON's Management and Co-operative Development Centre.

In the Co-operative Education Area, there was a high number of groups of members (113), and lower attendance by Governing Council

groups in the Phase 2 Advanced Programme, which was only attended by 9 groups from Governing Councils and 12 groups from Social Councils.

Induction sessions were also held for 11 groups of new members.

As far as Management Development is concerned, there were new editions of the MBA Executive and IKAS courses and specific training sessions in the Financial Area.

Likewise, in Cultural Development, several surveys were carried out on organisational culture in 18 co-operatives and some of their subsidiaries.

In terms of the Leadership and Teamwork area, it should be noted that the new Co-operative Leadership programme was particularly well-attended, with 52 groups participating, while 24

groups developed their teamwork skills, sometimes accompanied by individual coaching sessions.

In the Co-operative Dissemination Area, in response to the worldwide communication of the agreement adopted by the UN to declare 2012 as the International Year of Co-operatives, there has been a significant increase in interest about our Co-operative Experience, with 136 groups visiting MONDRAGON and a total of 20 lectures given about MONDRAGON at different national and international events.

Finally, as in previous years, a new edition of Forum 400 was held for Corporation managers, which was attended by 412 people, and a new edition of the Aranzazu Forum was held aimed at personnel managers, with the participation of 106 people.





**FINANCIAL  
STATEMENTS  
AND TRADING  
ACCOUNT**



This chapter presents the overall financial statements and trading account of the MONDRAGON Corporation, showing how they have evolved over the past year. It should be noted that some publicly-traded companies prepare their financial statements by applying the International Financial Reporting Standards, whereas the majority of the co-operatives have prepared them in accordance with Spain's Accounting Plan, which is based on them.

The information presented here refers to the consolidated Balance Sheet for all the businesses in the Corporation, as well as to the Value Added they generated over the last two years, once crossed internal balances and transactions have been removed.

## CHANGES IN THE BALANCE SHEET

MONDRAGON's Balance Sheet at 31 December 2012 recorded a volume of assets under administration of €35.88bn, after having grown

by €3.43bn over the year, which is 10.6% in percentage terms.

The Area that has most contributed to this growth was Finance and, after adjustments for consolidation, it grew by €3.58bn, primarily due to the merger between Caja Laboral and Ipar Kutxa.

The highlights of each item on MONDRAGON's balance sheet at 31 December 2012 are as detailed below:

### Fixed Assets

Fixed assets recorded at the end of 2012 rose to €7.09bn following net growth of €167m (2.4%) over the year.

Total investment for the year stood at €331m and was largely made by the Industry Area, in spite of the stagnation in domestic demand. In turn, the total amortisations applied last year amounted to €501m, which is a contraction of 4.4% compared to the figure for the previous year.

### Current Assets

Current assets are the largest equity item (€28.79bn) and recorded

growth of €3.27bn across the year, which is 12.8% in relative terms. The performance of this item was varied, because there was significant growth in the Finance Area (€3.15bn), mainly due to the merger described above. However, in both the Industry Area and Retail Area current assets decreased by €54m and €264m respectively.

### Equity

At the end of last year MONDRAGON's equity amounted to €3.94bn, without including the part corresponding to minority interests, which is also shareholders' capital in the businesses in which there is a holding. Of this total Equity, €2.05bn corresponded to Share Capital and the remaining €1.9bn to Reserves.

### Minority Interests

In recent years the MONDRAGON Corporation has combined internal growth with the development of new businesses in collaboration with other partners, with a view to its expansion both at home and abroad.

## Evolution of MONDRAGON's Consolidated Balance Sheet

Item	31.12.2011		31.12.2012		Annual Variation	
	€	%	€	%	€	%
Fixed Assets	6.93bn	21.3	7.09bn	19.8	167m	2.4
Operating Assets	25.53bn	78.7	28.79bn	80.2	3.27bn	12.8
<b>ASSETS</b>	<b>32.45bn</b>	<b>100.0</b>	<b>35.89bn</b>	<b>100.0</b>	<b>3.43bn</b>	<b>10.6</b>
Equity	4bn	12.3	3.94bn	11.0	-56m	-1.4
External Members	136	0.4	129	0.4	-7	-5.1
Long-Term Creditors	11.61bn	35.8	13.25bn	36.9	1.64bn	14.1
Short-Term Creditors	16.71bn	51.5	18.57bn	51.7	1.86bn	11.1
<b>LIABILITIES</b>	<b>32.45bn</b>	<b>100.0</b>	<b>35.89bn</b>	<b>100.0</b>	<b>3.43bn</b>	<b>10.6</b>

The total amount of these external holdings amounted to €129m at 31 December 2012, being held largely in subsidiary companies included in the consolidated financial statements of co-operatives in the Industry and Retail areas.

#### Non-current Liabilities

The balance for long-term funding from third parties used by the co-operatives and their subsidiaries amounted to €13.25bn with growth of €1.64bn during 2012.

This increase was focused in the Finance Area, as a result of the merger described above, and the Retail Area, where debt held with credit institutions has been restructured from short- to long-term.

This performance has led to substantial improvements in the Working Capital for MONDRAGON as a whole, as it has increased by €1.40bn compared to the figure at the end of 2011.

#### Current Liabilities

This item on the balance sheet stands at €18.57bn and has recorded an increase of €1.86bn in 2012, which is 11.1% in relative terms.

The Retail Area stands out for its reduction with €314m.

### PERFORMANCE OF VALUE ADDED

To complement the changes to MONDRAGON's balance sheet, the following table presents a breakdown of its financial statements over the last two years, arranged according to the distribution format for Value Added.

The total Value Added generated by MONDRAGON in 2012 has amounted to €3.72bn, with growth of 0.4% on last year's figure.

The largest contribution to the total figure for Value Added has been made by the Industry Area (€1.79bn, 48% of the total), followed by the Retail Area (33%), with the remaining 19% corresponding to the Finance Area.

Personnel Costs (€2.43bn) have practically repeated the figure for the previous year, with rises in the Industry and Finance Areas and a decrease in the Retail Area as a result of restructuring its workforce to meet current business needs.

At a result, the Ebitda stands at €1.29bn, a small reduction of 0.9% on the previous year.

In turn, Financial Costs have reduced by €61.2m compared to 2011, with a similar performance seen in all Areas.

The sum of amortisations and depreciations applied by MONDRAGON in 2012 amounted to €501m, with a drop of €23m (4.4% in relative terms).

The Industry Area has posted the highest amortisations (€296m, 59% of the total), followed by the Retail Area (€188m, 38% of the total.)

The subtraction of all the aforementioned costs provides the Trading Profit, which has totalled €414m in 2011, 20.7% up on the 2011 figure.

## Evolution of MONDRAGON's Value Added

Item	31.12.2011		31.12.2012		Annual Variation	
	€	%	€	%	€	%
VALUE ADDED	3.70bn	100.0	3.72bn	100.0	16m	0.4
Staff Costs	-2.40bn	-65	-2.43bn	-65	-29m	1.2
EBITDA	1.30bn	35	1.29bn	35	-13m	-0.9
Financial Costs	-435m	-12	-374m	-10	61m	-14
CASH FLOW	867m	23	915m	25	48m	5.5
Amortisations	-524m	-14	-501m	-13	23m	4.4
RESULTADOS OPERATIVOS	343m	9	414m	11	71m	20.7





**ORGANISATIONAL  
STRUCTURE**

**CORPORATE AND  
MANAGEMENT  
BODIES**

# ORGANISATIONAL STRUCTURE



# CORPORATE AND MANAGEMENT BODIES

## Standing Committee

### Chairman

Agustín Markaide

### Deputy Chairman

José Miguel Lazkanotegi

### Members

Irene Alberdi

José Antonio Alústiza

Jesús M<sup>a</sup> Astigarraga

Ane Beristain

Iñaki Durañona

Julián Errarte

Julio Gallastegi

Javier Goienetxea

Aitor Irure

Esther Korta

Antton Kortazar

José Luis Madariaga

Julen Madariaga

Leire Mugerza

Iñaki Ormaetxe

José Luis Pérez

Javier Retegi

Mikel Uribetxebarria

Pedro Urteaga

### Secretary

Arantza Laskurain

### Legal Advisor

Zorione Arregi

## General Council

### Chairman

Txema Gisasola

### Members

José Miguel Arregi

Fabián Bilbao

Iñaki Gabilondo

Txomin García

José Ramón Goikoetxea

Belén Kortabarria

Agustín Markaide

Francisco Javier Mutuberria

Javier Sotil

Iñigo Ucín

Mikel Zabala

### Secretary

Arantza Laskurain

## Industrial Council

### Chairman

Txema Gisasola

### Members

José Miguel Arregi

Angel Barandiaran

Fabián Bilbao

Iñaki Gabilondo

José Ramón Goikoetxea

José Luis Lizarbe

Francisco Javier Mutuberria

Miguel Ocaña

Juan María Palencia

Javier Sotil

Iñigo Ucín

Josu Ugarte

Mikel Zabala

### Secretary

Juan Andrés Joaristi





**LIST OF  
COMPANIES**



## FINANCE AREA

### BANKING

#### **CAJA LABORAL POPULAR COOP. DE CRÉDITO**

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

#### **CAJA LABORAL GESTIÓN, S.G.I.I.C., S.A.**

Pº José Mª Arizmendiarieta, 5  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 719 114  
Fax: 34 943 719 116  
www.cajalaboral.es  
**ACTIVITY:** Unit trust management.

#### **CAJA LABORAL PENSIONES, S.A., G.F.P.**

Pº José Mª Arizmendiarieta, s/n  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 719 535  
Fax: 34 943 719 778  
www.cajalaboral.es  
**ACTIVITY:** Pension fund management.

#### **CAJA LABORAL EUSKADIKO KUTXA CARTERA, S.L.U.**

Pº José Mª Arizmendiarieta, s/n  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 719 500  
Fax: 34 943 710 778  
www.cajalaboral.es  
**ACTIVITY:** Investment fund management.

#### **CAJA LABORAL BANCA SEGUROS, S.L.U.**

Gran Vía de Diego López de Haro, 2  
48001 Bilbao (Bizkaia)  
Spain  
Phone: 34 944 065 200  
**ACTIVITY:** Bancassurance.

#### **SOCIEDAD GESTIÓN ACTIVOS CAJA LABORAL, S.A.U.**

Pº José Mª Arizmendiarieta, s/n  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 901 333 444  
www.viviendascajalaboral.com  
**ACTIVITY:** Property Asset Management.

#### **SOCIEDAD GESTIÓN ACTIVOS CAJA LABORAL, S.A.U.**

Pº José Mª Arizmendiarieta, 5  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 719 535  
Fax: 34 943 719 778  
www.cajalaboral.es  
**ACTIVITY:** Property Asset Management.

#### **CREDIGES, S.A.U., S.G.I.I.C.**

Correo, 2 - 6ª planta  
48005 Bilbao (Bizkaia)  
Spain  
Phone: 34 944 790 625  
E-mail: crediges2@gmail.com  
**ACTIVITY:** Investment Fund Management.

#### **PIENSOS DEL NORTE, S.A.**

Derio Bidea, 43  
48100 Mungia (Bizkaia)  
Spain  
Phone: 34 629 475 888  
Fax: 34 943 719 778  
E-mail: iaberasturi@piensosdelnorte.com  
www.piensosdelnorte.com  
**ACTIVITY:** Animal Feed Production.

#### **GARKANBA, S.L.**

Correo, 2  
48005 Bilbao (Bizkaia)  
Spain  
Phone: 34 901 333 444  
www.viviendascajalaboral.com  
**ACTIVITY:** Property Asset Management.

#### **CLARIM ALAVA, S.L.**

Dato, 14-16  
01005 Vitoria (Álava)  
Spain  
Phone: 34 901 333 444  
www.viviendascajalaboral.com  
**ACTIVITY:** Property Asset Management.

#### **CLARIM NAVARRA, S.L.**

Arcadio Larraona, 1 - 1º planta  
31008 Pamplona (Navarra)  
Spain  
Phone: 34 901 333 444  
www.viviendascajalaboral.com  
**ACTIVITY:** Property Asset Management.

#### **CLARIM VALLADOLID, S.L.**

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47001 Valladolid  
Spain  
Phone: 34 901 333 444  
www.viviendascajalaboral.com  
**ACTIVITY:** Property Asset Management.

#### **CLARIM BIZKAIA, S.L.**

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48001 Bilbao (Bizkaia)  
Spain  
Phone: 34 901 333 444  
www.viviendascajalaboral.com  
**ACTIVITY:** Property Asset Management.

#### **CLARIM GIPUZKOA, S.L.**

Pº José Mª Arizmendiarieta, 4  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 901 333 444  
www.viviendascajalaboral.com  
**ACTIVITY:** Property Asset Management.

### INSURANCE

#### **SEGUROS LAGUN ARO VIDA, S.A.**

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

#### **SEGUROS LAGUN ARO, S.A.**

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

### SOCIAL WELFARE

#### **LAGUN-ARO, EPSV**

Pº José Mª Arizmendiarieta, s/n  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 790 100  
Fax: 34 943 793 531  
**ACTIVITY:** Welfare cover for cooperative members.

#### **LAGUN-ARO SERVICIOS, S. COOP.**

Pº José Mª Arizmendiarieta s/n  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 790 100  
Fax: 34 943 793 531  
**ACTIVITY:** Research, consultancy and joint administration of services and assets connected with the areas of social security, preventive and occupational medicine and similar, for its associate entities and their respective members.

#### **AROGESTIÓN AHORRO-JUBILACIÓN, EPSV**

Pº José Mª Arizmendiarieta s/n  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 790 100  
Fax: 34 943 796 444  
**ACTIVITY:** Providing its sponsoring partners and full and ordinary members with the tools necessary for improving their retirement cover.

#### **OSARTEN**

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



**ABANTAIL**

Polo Garaia, Goiru kalea, 7  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 712 560  
Fax: 34 943 712 568  
E-mail: contacto@abantail.com  
www.abantail.com

**ACTIVITY:** Comprehensive service for optimising Adaptive Design in companies.

**ALECOP**

Loramendi, 11  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 712 405  
Fax: 34 943 799 212  
E-mail: alecop@alecop.es  
www.alecop.es

**ACTIVITY:** Prefabricated electrical installations. Educational projects and resources. Educational and training systems.

**ALECOP FORMAÇÃO TECNICA E PROFISSIONAL**

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

**ALECOP ENSEIGNEMENT TECHNIQUE**

38 Chemin Du Calice Bp 21.  
01121 Montluel Cedex Lyon  
France  
Phone: 33 472 25 71 22  
Fax: 33 472 25 73 66

**ALECOP SUCURSAL COLOMBIA**

Carrera 18, Nv8-40 Of. 701  
Bogotá  
Colombia  
Phone: 571-53 00 714  
Fax: 571-62 183 12  
www.alecop-colombia.com

**ALECOP DIDÁCTICA S.A. DE C.V.**

Av. Ejército Nacional, 678  
Col. Polanco Reforma Del Miguel Hidalgo.  
11550 México DF  
Mexico  
Phone: 52 55 14 11 60  
Fax: 52 55 14 25 67

**INSTITUT DES METIERS AUTOMOBILE KENITRA, S.A.**

21, Avenue Bin Elouidabe  
Apt. Nº 6 Agdal  
Chez K2 Consulting  
Rabat  
Marocco

**IHARDUN MULTIMEDIA**

Loramendi, 11  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 791 807  
Fax: 34 943 711 755  
E-mail: sarrera@ihardun.com  
www.ihardun.com

**ACTIVITY:** Development of digital content, training, guidance and consultancy in ICTs.

**M.E.I. (MONDRAGON EDUCACION INTERNACIONAL)**

Loramendi, 11  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 771 497  
Stakeholders: Alecop 28.97%, MU 28.97%, MONDRAGON Inversiones 23.17% and Grupo Actúa Diversificación 18.89%.

**M.L.S MANAGED LEARNING SOLUTIONS**

C/ Goiru, 1  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 712 405  
Fax: 34 943 799 212

**ALKARGO**

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

**ACTIVITY:** Retail transformers. Medium-power transformers. Autotransformers. Dry encapsulated transformers.

**AURRENAK**

Vitorialanda, 15  
Ali - Gobeo  
01010 Vitoria (Álava)  
Spain  
Phone: 34 945 244 850  
Fax: 34 945 246 912  
E-mail: ak@aurrenak.com  
www.aurrenak.com

**ACTIVITY:** Tooling for different iron and aluminium casting technologies in the automotive market.

**AURRENAK SERVICE S.A. de C.V.**

Av. Siderúrgica 2023  
Parque Industrial Saltillo-Ramos  
Ramos Arizpe-Coah, 25900  
Mexico  
Phone: 52 844 48 81 361  
Fax: 52 844 48 81 362  
E-mail: akmexico@aurrenak.com

**ACTIVITY:** Tooling for different iron and aluminium casting technologies in the automotive market.

**BATZ**

Torraa auzoa, 32  
48140 Igorre (Bizkaia)  
Spain  
Phone: 34 946 305 000  
Fax: 34 946 305 020  
E-mail: batzcoop@batz.es  
www.batz.com

**ACTIVITY:** Die manufacturing. Jacking systems including tool kit, brake systems, assembled brake modules and mechanisms for structural parts.

**BATZ AUTOMOTIVE SYSTEMS KUNSHAN CORP. LTD.**

West of Huangpujiang Road  
Yanhu Industrial Zone,  
215341 Kunshan (Jiangsu Province)  
China  
Phone: 86 0512 551 552 30  
Fax: 86 0512 551 552 31  
E-mail: giparragirre@batzkunshan.com  
**ACTIVITY:** Automotive systems and modules.

**BATZ CZECH, S.R.O.**

Ostravská 1671,  
739 11 Frydlant nad Ostravicí  
Czech Republic  
Phone: 420 558 603 011  
Fax: 420 558 640 168  
E-mail: apagonabarraga@batzczecch.cz  
**ACTIVITY:** Automotive systems and modules.

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

Circuito de Exportación, 142  
Parque Industrial Tres Naciones  
Segunda Etapa  
78395 San Luis Potosí  
Mexico  
Phone: 52 444 499 93 00  
Fax: 52 444 799 72 41  
E-mail: azabala@batzmexicana.com  
**ACTIVITY:** Automotive systems and modules.

**FPK DO BRASIL COMPONENTES AUTOMOTIVOS LTDA.**

Av. Leste, 3.200  
Campo Largo da Roseira  
São José dos Pinhais - PR  
CEP: 83090-470  
Brazil  
Phone: 55 41 2106-2300  
Fax: 55 41 2106-2310  
**ACTIVITY:** Design and manufacture of composite lightweight structures and components.

**FPK LIGHTWEIGHT TECHNOLOGIES DEUTSCHLAND GMBH**

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

## INDUSTRY AREA

### FPK, S.COOP.

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

**ACTIVITY:** Design and manufacture of composite lightweight structures and components for the automotive sector.

### MB LUSITANA

Rua das Fontainhas  
Casal da Lebre  
2430-180 Marinha Grande  
Portugal  
Phone: 35 124 45 70 350  
Fax: 35 124 45 70 351

**ACTIVITY:** Manufacture and development of dies for the automotive sector.

### MB SISTEMAS

Pol. Industrial Igeltzera  
Igeltzera, 8  
48610 Urduliz (Bizkaia)  
Spain  
Phone: 34 944 030 626  
Fax: 34 944 030 627  
E-mail: comercial@mbsistemas.es  
www.mbsistemas.es

**ACTIVITY:** Systems assembly and welding of sheet metal.

### MB TOOLING S.A.

Parque empresarial Boroa 2A - 2  
48340 Amorebieta (Bizkaia)  
Spain  
Phone: 34 946 309 900  
Fax: 34 946 734 718

**ACTIVITY:** Manufacture and development of dies for the automotive sector.

### MB TOOLING RIOJA, S.L.

Pol. Industrial el Sequero  
Av. del Ebro, Parcela 170  
26151 Arrubal (La Rioja)  
Spain  
Phone: 34 941 486 448  
Fax: 34 941 486 453

**ACTIVITY:** Finishing and tryout of tools and introduction of modifications.

### BIURRARENA

Pol. Bidebitarte  
Donostia Ibilbidea, 28 - Apdo. 887  
20115 Astigarraga (Gipuzkoa)  
Spain  
Phone: 34 943 554 350  
Fax: 34 943 555 360  
E-mail: jlecheve@biurrarena.com

**ACTIVITY:** Machinery: Marketing and After-Sales Service for public works equipment. Environment: Design and building of sorting and recovery plants (light packaging, C&D waste, domestic appliances and other technologies) and underground containers.

### CERAMAT

Asteasuko Industrialdea,  
A Gunea, 1 Pab.  
20159 Asteasu (Gipuzkoa)  
Spain  
Phone: 34 943 694 305  
E-mail: home@ceramat.es  
www.ceramat.es

**ACTIVITY:** Diffusion-type gas burners.

### CIKAUTXO

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

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

### CIKAUTXO BORJA

Pol. Barbalanca  
50540 Borja (Zaragoza)  
Spain  
Phone: 34 976 869 486  
Fax: 34 976 866 005

**ACTIVITY:** Conduction and fluid hosing.

### CIKAUTXO CZ.

Letni, 3867  
PSC 46801 Jablone Nad Nisou 8  
Czech Republic  
Phone: 420 483 302 241  
Fax: 420 483 302 239  
E-mail: cikautxo@cikautxo.cz

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

### CIKAUTXO SK.

Budovatelská, 6  
940 64 Nové Zámky  
Slovakia  
Phone: 421 35 6447 077  
Fax.: 421 35 6447 033  
E-mail: cikautxo@cikautxo.sk

**ACTIVITY:** Rubber components. Shockabsorber and sealing components.

### CIKAUTXO ZARAGOZA

Pol. Industrial San Valero, Nave 101  
Ctra. Castellón km 232  
50720 Zaragoza  
Spain  
Phone: 34 976 501 026  
Fax.: 34 976 501 038

**ACTIVITY:** Components for shockabsorbance and sealing.

### PARANOA IND. BORRACHA-CIKAUTXO

Av. Casa Grande, 1.731  
Piraporinha CEP 09961- 902  
Diadema SP. Brasil  
Brazil  
Phone: 5511 4061 6533  
Fax: 5511 4066 6350  
30% owned by Cikautxo and 20% owned by MCC Investments.  
**ACTIVITY:** Conduction and fluid hosing.

### CIKAUTXO TAURUS FLEXIBLES PVT. LTD.

662, Old Mumbai Pune Highway, Talegaon  
Dabhade  
410506 PUNE  
India  
Phone: 91 2114 4310441  
E-mail: info@cikautxotaurus.com  
**ACTIVITY:** Fluid conduction hosing.

### CIKAUTXO CHINA

West Side Huang Pu Jiang RD.  
Qian Deng Town  
215341 KunShan Jiangsu  
China  
Phone: 86 0512 55155147  
E-mail: nchen@cikautxo.com  
**ACTIVITY:** Rubber and plastic parts for the following functions: Fluid conduction, antivibration and leaktightness.

### COINALDE

C/ Zurrupitieta, 17 - P.I. Jundiz  
01015 Vitoria-Gasteiz (Álava)  
Spain  
Phone: 34 945 292 319  
Fax: 34 945 290 863  
E-mail: coinalde@coinalde.es  
www.coinalde.es  
**ACTIVITY:** Nails. Wire. Metal mesh.

### COINALDE POLSKA

UL Japonska, 3  
55220, Jelcz Lascowice  
Poland  
Phone: 48 71 381 12 66  
**ACTIVITY:** Nail manufacturing.

### CONSONNI

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

### COPRECI

Av. de Álava, 3  
E-20550 Aretxabaleta (Gipuzkoa)  
Spain  
Phone: 34 943 719 499  
Fax: 34 943 770 552  
E-mail: home@copreci.es  
www.copreci.es  
**ACTIVITY:** Components for gas, electric and electronic cooking, washing machines, dishwashers and home comfort.

### ALTSASUKO

Txunkai Auza  
Ibarrea, 2 Industrialdea  
31800 Altsasu (Navarra)  
Spain  
Phone: 34 948 563 172  
Fax: 34 948 563 496  
E-mail: home@copreci.es  
www.copreci.com  
**ACTIVITY:** Components for industrial cooking appliances.

**COPRECI CHINA**

South Side of Jinhai Road, Middle Section  
Sanzao Hi-Tech Industrial Park  
519040 Zhuhai,  
China  
Phone: 86 (0)756 768 1802  
Fax: 86(0)756 768 1845  
E-mail: postmaster@copreci.com.cn  
**ACTIVITY:** Components.

**COPRECI CZ**

Komenského, 274  
79368 Dvorce u Bruntálu  
Czech Republic  
Phone: 420 554 773 420  
Fax: 420 554 773 446  
E-mail: copreci@copreci.cz  
www.copreci.com  
**ACTIVITY:** Manufacture of taps and safety devices for domestic gas applications.

**COPRECI MÉXICO**

C/ Uno, nº 736 Z.I. Guadalajara  
44940 Jalisco  
Mexico  
Phone: 52 33 3 3881 1170  
Fax: 52 33 3 3881 1193  
E-mail: macruz@copreci.com.mx  
www.copreci.com  
**ACTIVITY:** Valves for gas barbeques and taps for cookers. Valves for heaters. Thermostats. Electric pumps.

**COPRECI SYSTEMS, S.R.L.**

Via G. Galilei, 12  
31010-Mareno di Piave (TV)  
Italy  
Phone: 39 043 849 25 31  
Fax: 39 043 849 25 59  
E-mail: info@copreci.it  
www.copreci.com  
**ACTIVITY:** Gas rails and piping for cookers and hobs.

**COPRECI TURKEY**

GEPOSB Cumhuriyet Caddesi, 6 cadde  
Gebze - Kocaeli - Istanbul  
Turkey  
Phone: 902 627 51 42 55  
Fax: 902 627 51 42 56  
E-mail: ofis@copreci.com.tr  
E-mail: home@copreci.es  
www.copreci.com  
**ACTIVITY:** Gas taps for cookers and hobs.

**DANOBAT**

Arriaga kalea, 21 - Apdo. 28  
E-20870 Elgoibar (Gipuzkoa)  
Spain  
Phone: 34 943 748 044  
Fax: 34 943 743 138  
E-mail: danobat@danobat.com  
www.danobat.com  
**ACTIVITY:** Grinding machines: CNC, cylindrical, exterior and interior, flat surfaces, bridge and special ones for the aeronautics sector. Horizontal and vertical sawing machines with storage systems. Lathes: CNC, lathe centres, vertical.

**DANOBATGROUP CHINA**

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

**DANOBATGROUP Machine Tools INDIA**

Office No.7 Business Avenue, 2nd.Floor  
Niyoshi Park Road Sanghvi Nagae  
Aundh - Pune 411007  
India  
Phone: 91 206 60 94 531  
Fax: 91 915 88 84 553  
E-mail: danobatgroupindia@danobatgroup.com

**DANOBAT INDOTECH**

Survey nº 47/2 & 47/3  
Gram Bardari, Post Hatod, Sanwer Road,  
Indore 453 111 (M.P.)  
India  
Phone: 91 731 42 95 777  
Fax: 91 731 40 73 814  
E-mail: info@danobatindotech.com  
**ACTIVITY:** Manufacturers of forming machine tools, bandsaws.

**DANOBATGROUP RUSSIA**

Argunovskaya st. 3/1  
129075 Moscow  
Russia  
Phone: 7 499 6851642  
E-mail: info@danobatgroupussia.ru

**DANOBAT RAILWAY SYSTEMS**

Pol. Hiru Erreka, nº 6  
Bº Mekolalde  
20570 Bergara (Gipuzkoa)  
Spain  
Phone: 34 943 250 330  
Fax: 34 943 250 340  
E-mail: drs@railway.danobat.com

**DANOMAR**

3400 CLUJ Napoca -Romania Bdul  
Muncii Nr 14 PO.Box1404  
Romania  
Phone: 4(0) 264415485  
Fax: 4(0) 264415487  
**ACTIVITY:** Ancillary industry for machine tools.

**GOIMEK**

Itziaroko Industrialdea, 2 Partzela  
20829 Itziar-Deba (Bizkaia)  
Spain  
Phone: 34 943 606 315  
Fax: 34 943 254 405  
E-mail: aalkorta@goimek.com  
www.goimek.com  
**ACTIVITY:** High performance machining.

**NEWALL UK**

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

**OVERBECK**

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

**DIKAR**

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

**BPI**

1685 Boggs Road, Suite 300  
30096 Duluth Georgia  
USA  
Phone: 1-770-449-4687  
Fax: 1-770-242-8546  
www.bpioutdoors.com  
**ACTIVITY:** Manufacturing/sourcing, distribution and marketing of hunting and shooting related products.

**LUSODIKAR**

Rua Direita nº 58  
Mamodeiro 3810-742 Nuestra Sra de Fatima  
Portugal  
Phone: 035 1 234 94 72 30  
E-mail: lusodikar@dikar.es  
**ACTIVITY:** Assembly of metal components.

**QUAKE INDUSTRIES INC.**

210 Wooden Shoe Lane  
Manhattan, MT 59741  
USA  
Phone: 406.284.9045  
www.quakeinc.com  
**ACTIVITY:** : Manufacturing of thermo injection molded plastic products.

**WINGROUP**

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



## INDUSTRY AREA

### DOIKI

Pol. Industrial Goitondo, 5  
48269 Mallabia (Bizkaia)  
Spain  
Phone: 34 943 171 600  
Fax: 34 943 174 273  
E-mail: doiki@doiki.es  
www.goimek.com

**ACTIVITY:** Dimensional verification tooling. High precision mechanics. Electronic, pneumatic and mechanical gauges. Machining tools.

### DOMUSA

B° San Esteban, s/n  
20737 Errezil - Apdo. 95  
20730 Azpeitia (Gipuzkoa)  
Spain  
Phone: 34 943 813 899  
Fax: 34 943 815 666  
E-mail: Domusa@domusa.es  
www.domusa.es

**ACTIVITY:** Household and semi-industrial boilers. Water condensing systems using solar energy. Storage tanks for domestic hot water.

### ECENARRO

Amilaga kalea, 15  
20570 Bergara (Gipuzkoa)  
Spain  
Phone: 34 943 762 543  
Fax: 34 943 765 637  
E-mail: ecenarro@ecenarro.com  
www.ecenarro.com

**ACTIVITY:** Screws, studs, ball joints and special parts and special parts.

### EDERFIL-BECKER

Legorretako Industrialdea, z/g  
20250 Legorreta (Gipuzkoa)  
Spain  
Phone: 34 943 807 150  
Fax: 34 943 806 349  
E-mail: ederfil@ederfil.es  
**ACTIVITY:** Electric conductors.

### EDESA

Cervantes, 45  
48970 Basauri (Bizkaia)  
Spain  
Phone: 34 902 105010  
Fax: 34 944 490 303  
E-mail: info@edesa.com  
www.edesa.com

**ACTIVITY:** White goods domestic appliances.

### EIKA

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

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

### CZEIKA, S.R.O.

Prùmyslová, 3143/5 796 01  
Prostějov  
Czech Republic  
Phone: 420 582 401 711  
Fax: 420 582 36 04 00  
E-mail: czeika@czeika.cz

### EIKA MÉXICO

Av. de las Misiones, 10 - Módulo 7  
Parque Industrial Bernardo  
Quintana 3ª Sección  
El Marqués 76246, Querétaro  
Mexico  
Phone: 52 442 2216496  
Fax: 52 442 2216218  
E-mail: eikamexico@eikamexico.com  
www.eikamexico.com  
**ACTIVITY:** Manufacture and sale of electric cooking components.

### EIKA POLSKA

Ul. Grabiszynska, 163  
53439 Wrocław  
Poland  
Phone: 487 133 25257  
Fax: 487 133 24568  
E-mail: rekrutacja@eika.pl  
**ACTIVITY:** Electrical resistances.

### ISOLEIKA

48277-Etxebarria (Bizkaia)  
Spain  
Phone: 34 946 167 732  
Fax: 34 946 167 746  
E-mail: igarai@isoleika.es  
www.isoleika.es  
**ACTIVITY:** Insulation panels.

### ELECTRA-VITORIA

C/ Zurrupitieta, 30  
Pol. Industrial Jundiz  
01015 Vitoria (Álava)  
Spain  
Phone: 34 945 290 230  
Fax: 34 945 290 231  
E-mail: comercial@electra-vitoria.com  
www.electra-vitoria.com  
**ACTIVITY:** Vertical transport systems.

### SISTEMAS DE ELEVACIÓN. EV INTERNACIONAL

Av. Todos los Santos 75/60  
Parque Industrial Pacífico, 2ª Sección  
22709 Tijuana  
Mexico  
Phone: 52 664 660 6390  
**ACTIVITY:** Vertical transport systems.

### EMBEGA

Pol. Industrial San Miguel, s/n  
E-31132 Villatuerta (Navarra)  
Spain  
Phone: 34 948 548 700  
Fax: 34 948 548 701  
E-mail: embega@embega.es  
www.embega.com  
**ACTIVITY:** Metal and decorative components for domestic appliances. Membrane switches. Polymeric printed gaskets.

### EREDU

Ola Auzoa, 4  
20250 Legorreta (Gipuzkoa)  
Spain  
Phone: 34 943 806 100  
Fax: 34 943 806 374  
E-mail: eredu@eredu.com  
www.eredu.com  
**ACTIVITY:** Metal outdoor furniture for the beach and garden. The latest designs in indoor furniture.

### ETORKI

Pol. Industrial Murga, 16  
01479 Murga-Aiala (Álava)  
Spain  
Phone: 34 945 399 072  
Fax: 34 945 399 223  
E-mail: etorki@coverlink.es  
**ACTIVITY:** Pine boards and planks.

### FAGOR ARRASATE

San Andrés Auzoa, 20  
20500 Arrasate - Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 719 999  
Fax: 34 943 799 677  
E-mail: fagorarrasate@fagorarrasate.com  
www.fagorarrasate.com  
**ACTIVITY:** Design, manufacture and supply of forming machine tools, from presses and complete stamping systems to lines for manufacturing, processing and cutting sheet metal or special complete lines for manufacturing complex sheet metal parts.

### FAGOR ARRASATE SERVICE TECHNOLOGY (FAST)

Av. Navarra, 31  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 71 99 99  
Fax: 34 943 71 21 59  
E-mail: fast@fagorarrasate.com

### FMMTK (KUNSHAN) CO., L

No. 2, Chuangfu Road  
Qiandeng Town Kunshan City,  
Jiangsu Province,  
China  
Phone: 86 512 55155799  
Fax: 86 512 55155766  
E-mail: info@fagormmtk.com

### GILLET GmbH

Hertzstrasse, 2  
71083 Herrenberg Gultstein  
Germany  
Phone: 49 7032 979620  
Fax: 49 7032 979621  
E-mail: info@gillet-automation.de  
www.gillet-automation.de

### RDI Met, S.L.

C° Sangróniz, 6 - Edificio BEAZ  
48150 Sondika (Bizkaia)  
Spain  
Phone: 34 944 806 088  
Fax: 34 944 806 089  
www.rdimet.com

**FAGOR AUTOMATION**

San Andrés Auzoa, 19  
P.O. Box 144  
20500 Arrasate - Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 719 200  
Phone: 34 843 039 800  
Fax: 34 943 791 712  
E-mail: info@fagorautomation.es  
www.fagorautomation.com

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

**BEIJING FAGOR AUTOMATION EQUIPMENT**

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

**ACTIVITY:** Automation and control.

**FAGOR AUTOMATION USURBIL**

San Esteban Auzoa, 32B  
P.O. Box 58  
20170 Usurbil (Gipuzkoa)  
Spain  
Phone: 34 943 719 200  
Phone: 34 943 000 690  
Fax: 34 943 360 527

**ACTIVITY:** Motor manufacture and repair.

**FAGOR AUTOMATION ESKORIATZA**

Torrebaso Pasealekua, 4  
P.O. Box 50  
20540 Eskoriatza (Gipuzkoa)  
Spain  
Phone: 34 943 719 200  
Fax: 34 943 081 270

**ACTIVITY:** Linear and rotary feedback systems.

**FAGOR EDERLAN**

Paseo Torrebaso, 7  
20540 Eskoriatza (Gipuzkoa)  
Spain  
Phone: 34 943 719 000  
Fax: 34 943 719 001  
www.fagorederlan.es

**ACTIVITY:** Components, chassis and powertrain systems for cars. Main products, knuckles, suspension arms, brake discs and drums, calipers and brake systems, suspension columns and rear axles, engine blocks and cylinder heads, cylinder head covers, intermediate crankcase, oil crankcase, automatic gearboxes, clutch housing and mechanism, distribution caps.

**FAGOR EDERLAN AUTOPARTS KUNSHAN**

215341 Qiandeng Town  
Kunshan City, Jiangsu Province  
China  
Phone: 86 512 5013 3877  
Fax: 86 512 5746 1952

**ACTIVITY:** Automotive component machining. Main products: knuckles.

**FAGOR EDERLAN BORJA**

Pol. Barbalanca, s/n  
50540 Borja (Zaragoza)  
Spain  
Phone: 34 976 869 621  
Fax: 34 976 869 642  
E-mail: a.lazaro@borja.fagorederlan.es  
**ACTIVITY:** Assembly of front corners on car suspensions.

**FAGOR EDERLAN BRASILEIRA**

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

**FAGOR EDERLAN SLOVENSKO**

Priemyselna, 12  
965 63 \_jar nad Hronom  
Slovakia  
Phone: 421 45 601 5602 / 5500  
Fax: 421 45 601 5750  
**ACTIVITY:** Aluminium injection and machining.

**FAGOR EDERLAN TAFALLA**

Carretera Zaragoza, s/n  
31300 Tafalla, (Navarra)  
Spain  
Phone: 34 948 700 250  
Fax: 34 948 702 054  
E-mail: central.fet@fagorederlantafalla.es  
**ACTIVITY:** Casting of engine blocks and cylinder heads.

**FIT AUTOMOCIÓN**

Barrio San Juan, s/n - Apdo. 80  
20570 Bergara (Gipuzkoa)  
Spain  
Phone: 34 943 769 044  
Fax: 34 943 769 156  
www.fitautomocion.com  
**ACTIVITY:** Manufacture of brake calipers.

**V. LUZURIAGA - USURBIL**

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

**FAGOR ELECTRODOMÉSTICOS**

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

**EKO3R**

B° San Andrés, 18  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 252 424  
Fax: 34 943 252 425  
E-mail: info@eko3r.com  
www.eko3r.com  
**ACTIVITY:** Comprehensive service for the collection of used household oil.

**EXTRA ELECTROMENAGER**

Avenue Hassan II  
BP 179 Mohammedia  
Maroco  
Phone: 212 2 3327412  
Fax: 212 2 3327425  
E-mail: information@fagor.ma  
**ACTIVITY:** Manufacture of domestic appliances.

**FAGOR-BRANDT**

89-91 Boulevard Franklin Roosevelt  
92500 Rueil-Malmaison  
Cedex  
France  
Phone: 33 (0) 147 166 800  
**ACTIVITY:** Manufacture of domestic appliances.

**FAGOR MASTERCOOK**

Zmigrodzka 143 St.  
Wroclaw  
Polonia  
Phone: 00 48 713 244 542  
Fax: 00 48 713 253 363  
E-mail: jugarte@wrozamet.pl  
www.wrozamet.pl  
75.96% owned by MCC Inversiones and Fagor Electrodomésticos.  
**ACTIVITY:** Electrical appliance manufacture.

**GEYSER GASTECH**

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

**GRUMAL**

Gerraundi, 1 - Apdo. 100  
20730 Azpeitia (Gipuzkoa)  
Spain  
Phone: 34 943 157 008  
Fax: 34 943 157 132  
E-mail: grumal@grumal.com  
www.grumal.com  
**ACTIVITY:** Components for the manufacture of furniture.

**PROIEK**

Bildosola Auzunea  
Parcela J1  
48142 Artea (Bizkaia)  
Spain  
Phone: 34 902 541 212  
www.proiek.com  
**ACTIVITY:** Design and manufacture of public furniture and urban equipment.

## INDUSTRY AREA

### SHANGHAI MINIDOMÉSTICOS COOKWARE

21D, East OceanCentre (II)  
No. 618 Yan an Road East  
20001 Shanghai,  
China  
Phone: 86 21 5385 4339  
**ACTIVITY:** Mini-domestics.

### FAGOR ELECTRÓNICA

B° San Andrés, s/n - Apdo. 33  
E-20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 712 526  
Fax: 34 943 712 893  
E-mail: fe@fagorelectronica.es  
E-mail: sc.sales@fagorelectronica.es  
www.fagorelectronica.com

**ACTIVITY:** Surface and axial mounted discrete SMD semiconductors. Systems for analogue and digital TV reception. Home automation. Adjustment and control circuits for the domestic appliance and automotive sectors. Wireless communications.

### FAGOR ELECTRÓNICA (CANTABRIA)

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

### FAGOR ELECTRONICS (THAILAND) LTD.

Wellgrow I.E., Bangna-Trad Km 36,  
82 Moo 5, Bangsamak,  
Bangpakong, Chachoengsao, 24180  
Thailand  
Phone: 66 38 570089 90  
Fax: 66 38 570091  
E-mail: fagthai@aloxinfo.co.th  
www.fagorelectronica.com  
**ACTIVITY:** Surface and axial mounted discrete semiconductors.

### FAGOR INDUSTRIAL

Santxolopetegi, 22 - Apdo. 17  
20560 Oñati (Gipuzkoa)  
Spain  
Phone: 34 943 718 030  
Fax: 34 943 718 181  
E-mail: info@fagorindustrial.com  
www.fagorindustrial.com  
**ACTIVITY:** Integral equipment for the hotel and restaurant sectors.

### DANUBE

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

### DILSSA LAUNDRY, S.A.

c/ Comerç 6-12  
Sant Julià de Vilatorrada  
08514 Barcelona  
Spain  
Phone: 34 93 812 27 90  
Fax: 34 93 812 27 95

### EDESA HOSTELERÍA

Pol. Can Milans  
C/ Can Milans, 5  
08110 Montcada i Reixac (Barcelona)  
Spain  
Phone: 34 935 651 150  
Fax: 34 935 640 745  
E-mail: barcelona@fagorindustrial.com  
**ACTIVITY:** Products for food preparation.

### EFFICOLD, S.A.

Ctra. Nacional Córdoba-Málaga, km.80,80  
14900 Lucena (Córdoba)  
Spain  
Phone: 957 509 627  
Fax: 957 503 595  
E-mail: info@efficold.com  
www.efficold.com

### FAGOR ENDÜSTRIYEL DAYANIKLI

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

### FAGOR GASTRO POLSKA

UL. Gdanska  
Palmiri, 05-152 Czosnow  
Poland  
Phone: 00 48 223 120 000  
E-mail: biuru@fagor-gastro.pl  
www.fagor-gastro.pl  
**ACTIVITY:** Refrigeration equipment and static preparation.

### FAGOR INDUSTRIAL MÉXICO

Parque Industrial  
Tres Naciones, 2ª etapa  
San Luis de Potosí, SLP, CP-78395  
Mexico  
Phone: 52 444 137 0500  
Fax: 52 444 137 0509  
E-mail: sat@fagorindustrial.com.mx  
www.fagorindustrial.com.mx  
**ACTIVITY:** Comprehensive outfitting for the catering sector.

### INOXFERA PENINSULAR, S.A.

Ctra. Artasona, s/n  
22270 Almudevar (Huesca)  
Spain  
Phone: 974 250 909  
E-mail: inoxfera@inoxfera.es

### FGM

Anardi Area, 2  
20730 Azpeitia (Gipuzkoa)  
Spain  
Phone: 34 943 81 59 00  
Fax: 34 943 81 00 66  
E-mail: info@fagorgrupomueble.com  
www.fagorgrupomueble.com  
**ACTIVITY:** Manufacture and sale of all types of furniture.

### GOITI

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

### HERTELL

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

### KIDE

Pol. Gardotza, 1  
48710 Berriatua (Bizkaia)  
Spain  
Phone: 34 946 036 208  
Fax: 34 946 036 221  
E-mail: kide@kide.com  
www.kide.com  
**ACTIVITY:** Insulation panels and doors for cold rooms, cold stores and small refrigerated areas.

### JIAXING KEDI REFRIGERATION EQUIPMENT C.O.

Xinggang Industrial Center  
314018 Jiaxing  
Zhejiang Province,  
China  
Phone: 86 0512 50131078  
**ACTIVITY:** Cold stores.

### RCS KIDE INDIA PVT. LTD.

Gat No. 202  
Village: Mahalunge, Ingle  
Chakan - Talegaon Road  
Chakan, Pune 410501  
Maharashtra  
India  
Phone: 91 9765 403020  
**ACTIVITY:** Cold stores.



**LANA**

Santxolopetegi Auzoa, 24  
20560 Oñati (Gipuzkoa)  
Phone: 34 943 780 111  
Fax: 34 943 783 222  
E-mail: info@lana.coop  
www.lana.coop

**ACTIVITY:** Secondary timber processing for the building sector. Three-ply boards for formwork.

**ELUR**

Santxolopetegi Auzoa, 24  
20560 Oñati (Gipuzkoa)  
Spain  
Phone: 34 943 780 111  
www.elurestructuras.com

**ACTIVITY:** Integral solutions for timber structures.

**CZECH LANA**

Chrudimská 584  
58263 Zdírec nad Doubravou  
Czech Republic  
Phone: 00420 569 430 060  
Fax: 00420 569 430 061

**ACTIVITY:** Three-ply board and H2O beam for formwork.

**LATZ**

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

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

**LKS**

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

**ACTIVITY:** Management consulting, technology guidance.

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

Edificio Oficinas Industrialdea  
20240 Ordizia (Gipuzkoa)  
Spain  
Phone: 34 943 16 03 14  
Fax: 34 943 16 21 27  
E-mail: seleccion@lks.es  
www.lks.es

80% owned by LKS.  
**ACTIVITY:** Recruitment and training.

**I3S, S.A.**

Alameda Urquijo, 18 - 1º Dcha.  
48008 Bilbao (Bizkaia)  
Spain  
Phone: 94 418 02 61  
Fax: 94 443 43 27  
Conde Peñalver, 17 - 28006 Madrid  
Phone: 34 91 432 18 33  
Fax: 34 94 443 43 27  
E-mail: info@i3s.es  
www.lks.es  
www.i3s.es

51% owned by LKS, MONDRAGON Inversiones and MISE.

**ACTIVITY:** Implementation of SAP products.

**IBAI SISTEMAS, S.A.**

Pedro Asúa, 75 - 77  
01008 Vitoria-Gasteiz (Álava)  
Spain  
Phone: 34 945 287 800  
Fax: 34 945 287 833  
E-mail: ibai@ibai.com  
www.ibai.com

52% owned by LKS.

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

**INDABA CONSULTORES, S.L.**

Parque Empresarial Zuatzu.  
Zubiberri Bidea, 31  
Edificio Urumea. Planta 1ª - Local 1  
20018 Donostia - San Sebastián (Gipuzkoa)  
Spain  
Phone: 34 943 261 121  
Fax: 34 943 016 001  
E-mail: indaba@indaba.es  
www.indaba.es

100% owned by LKS.

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

**LKS CA-CARIBE**

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

25% owned by LKS.

**ACTIVITY:** Consulting. Business representation.

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

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

25% owned by LKS.

**ACTIVITY:** Consulting. Business representation.

**LKS CORPORATE, S.L.**

Gran Vía, 81 - 6º - Dpto. 3  
48011 Bilbao (Bizkaia)  
Spain  
Phone: 34 94 439 96 50  
Fax: 34 944 276 887  
E-mail: ramonmoliner@ik-lks.com  
www.ik-lks.com

100% owned by LKS.

**ACTIVITY:** Corporate Finance.

**LKS OUTSOURCING, S. COOP.**

Pedro Asúa, 75 - 77  
01008 Vitoria-Gasteiz (Álava)  
Spain  
Phone: 34 945 21 80 38  
Fax: 34 945 20 01 57  
E-mail: j.dorronsoro@lks.es  
www.lksoutsourcing.es

**ACTIVITY:** Outsourcing IT services.

**LKS KROCZEK & WENDLAND ABOGADOS, S.L.**

Paseo de Francia, 4 - 2º Izda.  
20012 Donostia - San Sebastián (Gipuzkoa)  
Spain  
Phone: 34 943 42 89 20  
Phone: 34 943 42 99 84  
Fax: 34 943 42 01 99  
E-mail: sansebastian@lks-kw.com  
www.lks-wendland.com

50% owned by LKS.

**ACTIVITY:** Legal services. Spanish-German legal practice.

**PROSPEKTIKER, S.A.**

Parque Zuatzu  
Zubiberri Bidea, 31  
Edificio Urumea, Planta 1ª - Local 1  
20018 Donostia - San Sebastián (Gipuzkoa)  
Spain  
Phone: 34 943 835 704  
Fax: 34 943 016 001  
E-mail: prospe01@prospektiker.es  
www.prospektiker.es

52% owned by LKS.

**ACTIVITY:** Advice for organisations, prospective strategic plans, and information and knowledge management.

**SEI, S.A.**

Technopole Izarbel - Inmeuble  
Cré@ticité - Bâtiment A  
64210 Bidart  
France  
Phone: 00 33 559 580 000  
Fax: 00 33 559 580 199  
E-mail: info@seilks.com  
www.seilks.com

77.9% owned by LKS.

**ACTIVITY:** IT and software development. Specialising in software for companies in textile retailing.

## INDUSTRY AREA

### LKS INGENIERÍA

Garaia Innovation Centre, Goiru kalea, 7  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 902 030 488  
Fax: 34 943 793 878  
E-mail: ingenieria@lksingenieria.es  
www.lks.es

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

### FILLPACK ENGINEERING SERVICES, S.L.

Pº de la Castellana, 184 - 9º  
28046 Madrid  
Spain  
Phone: 34 913 431 521  
Fax: 34 917 022 475  
E-mail: s@lksstudio.es  
www.fillpack.es

LKS Ingeniería has a 60% holding.

**ACTIVITY:** Engineering and consultancy for the processing industry, filling and packing of all types of food products and liquids.

### GESDAS VIVIENDAS, S.L.

Dato 14 - 16, 2ª planta  
01005 Vitoria-Gasteiz (Álava)  
Spain  
Phone: 34 902 104 312  
Fax: 34 945 133 714  
E-mail: gesdas@gesdas.com

LKS Ingeniería has a 40% holding.

**ACTIVITY:** Property development management.

### GSR

Garaia Innovation Centre, Goiru kalea, 7  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 712 164  
Fax: 34 943 712 165  
E-mail: gsr@gsr.coop  
www.gsr.coop  
Stakeholders: Workers 49%, LKS Ingeniería 19.3% and MONDRAGON Corporación 31.7%.  
**ACTIVITY:** Residential service management.

### LKS BUILDINGENIA, S.L.

Garaia Innovarion Centre, Goiru Kalea, 7  
20550 Arrasate-Mondragón (Gipuzkoa)  
Spain  
Phone: 34 902 030 488  
Fax: 34 943 793 878  
E-mail: vitoria-gasteiz@lksbuildingenia.es  
LKS Ingeniería has a 70% holding.  
**ACTIVITY:** Tunkey projects.

### LKS CONSTRUCTION AND ENGINEERING COMPANY

No 80, Yuxi Road, West Huangpujiang Road, Qiandeng Town - Kunshan (Jiangsu Province)  
China  
Phone: 8621 634 10 728  
Fax: 8621 634 10 725  
E-mail: china@lks-global.com  
LKS Ingeniería has a 100% holding.  
**ACTIVITY:** Technical services for construction and engineering.

### LKS INDIA PRIVATE LIMITED

"Rachana Ventura" 501&502, Survey No. 134/1  
411007 ITI Road, Aundh Pune  
India  
Tel./Fax: 9120 66864800  
E-mail: pune@lks-global.com  
LKS Ingeniería has a 100% holding.  
**ACTIVITY:** Technical services for construction and engineering.

### LKS INGENIERÍA, SUCURSAL COLOMBIA

C 100 17ª-12 OF 301  
Bogotá D.C.110221  
Colombia  
Phone: 57 1 520 97 75  
Fax: 57 1 621 83 12  
E-mail: colombia@lks-global.com  
LKS Ingeniería has a 100% holding.  
**ACTIVITY:** Technical services for construction and engineering.

### LKS MENOSCA ENERGY & SERVICES

C/ Bizkaia, 7  
20800 Zarauz (Gipuzkoa)  
Spain  
Phone: 34 943 833 462  
Fax: 34 902 012 435  
E-mail: info@lksenergy.com  
www.lksenergy.com  
60% owned by LKS Ingeniería, S. Coop.  
**ACTIVITY:** Promotion and management of renewable energy projects.

### LKS STUDIO PRORAIL, S.A.

Pº Castellana, 184 - Planta 9ª  
28046 Madrid  
Spain  
Phone: 34 902 030 488  
Fax: 34 917 022 475  
E-mail: s@lksstudio.es  
www.lks.es  
100% owned by LKS Ingeniería.  
**ACTIVITY:** Technical services for architecture and engineering and project management.

### LKS TASACIONES, S.A.

Garaia Innovation Centre, Goiru kalea, 7  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 902 312 100  
Fax: 34 902 312 101  
E-mail: tasaciones@lkstasaciones.es  
www.lkstasaciones.es  
90% owned by LKS Ingeniería.  
**ACTIVITY:** Property appraisals and consultancy.

### RESIDENCIAL MONTESCLAROS, S.L.

C/ La Nava, 6 Ctra. Soria  
26005 Albelda de Iregua (La Rioja)  
Spain  
Phone: 34 941 444 430  
E-mail: arrasate-mondragon@lksingenieria.es  
LKS Ingeniería has a 75% holding.  
**ACTIVITY:** Property asset company.

### RS DEBAGOIENA EGOITZA, S.L.

Lausitta kalea, 30  
20550 Aretxabaleta (Gipuzkoa)  
Spain  
Phone: 34 943 712 164  
Fax: 34 943 712 165  
E-mail: arrasate-mondragon@lksingenieria.es  
51% owned by LKS Ingeniería, S.Coop.  
**ACTIVITY:** Real estate equity company.

### LORAMENDI

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

### MAIER

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

### MAIER CZ

Prumyslová 4259/14  
796 01 Prostejov  
Czech Republic  
Phone: 420 582 406 215  
Fax: 420 582 332 876  
**ACTIVITY:** Automotive components.

### MAIER FERROPLAST

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

### MAIER NAVARRA

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

### MAIER UK

Chaserwater Heaths Industrial Area  
Attwood Road  
Burntwood  
West Midlands WS7 8GJ, UK  
Phone: 00 44 1543 277460  
Fax: 00 44 1543 278752  
**ACTIVITY:** Plastic injection moulding and finishing.

**MAPSA**

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

**ACTIVITY:** *Manufacture of low-pressure die-cast aluminium alloy wheels and special finishes.*

**MATRICI**

Pol. Ugaldeguren II  
Parcela 14-V  
48170 Zamudio (Bizkaia)  
Spain  
Phone: 34 946 002 020  
Fax: 34 944 522 225  
E-mail: info@matrici.com  
www.matrici.com

**ACTIVITY:** *Engineering, design and manufacture of tooling for automotive bodywork.*

**MB LUSITANA**

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

**ACTIVITY:** *Production and adjustment of dies for the automotive sector.*

**MB SISTEMAS**

Pol. Industrial Igeltzera  
Igeltzera, 8  
48610 Urduliz (Bizkaia)  
Spain  
Phone: 34 944 030 626  
Fax: 34 944 030 627  
E-mail: comercial@mbsistemas.es  
**ACTIVITY:** *Sheet metal assembly and welding systems.*

**MB TOOLING S.A.**

Parque Empresarial Boroa  
Parcela 2A - 2  
48340 Amorebieta (Bizkaia)  
Spain  
Phone: 34 94 630 99 00  
Fax: 34 94 673 47 18

**ACTIVITY:** *Fine-tuning dies for the automotive sector.*

**MATZ-ERREKA**

B° de Ibarreta, s/n  
E-20577 Antzuola (Gipuzkoa)  
Spain  
Phone: 34 943 786 009  
Fax: 34 943 766 375  
E-mail: matzerreka@matzerreka.mcc.es  
www.matz-erreka.com

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

**ERREKAMEX, S.A. DE C.V.**

Av. Santa Rosa de Viterbo, 11  
Parque Industrial Finsa Queretaro  
76246 El Marqués (Queretaro)  
Mexico  
Phone: 52 442 2216 078  
Fax: 52 442 221 6080  
E-mail: metxaburu@erreka-mex.com  
**ACTIVITY:** *Plastic transformation by injection.*

**MCCGRAPHICS**

Alibarra, 64  
01010 Vitoria-Gasteiz (Álava)  
Spain  
Phone: 34 902 306 316  
Fax: 34 945 245 612  
E-mail: mccgraphics@mccgraphics.com  
www.mccgraphics.com  
**ACTIVITY:** *Graphics products and services.*

**MCCTELECOM**

Pol. Basabe F0 - 2ª planta.  
20550 Aretxabaleta (Gipuzkoa)  
Spain  
Phone: 34 943 712 451  
Fax: 34 943 712 351  
E-mail: mcctelecom@mcctelecom.es  
www.mcctelecom.es  
**ACTIVITY:** *Telecommunications services.*

**MONDRAGON ASSEMBLY**

Pol. Industrial Bainuetxe, Pab. 5A  
20550 Aretxabaleta (Gipuzkoa)  
Spain  
Phone: 34 943 712 080  
Fax: 34 943 712 210  
E-mail: info@mondragon-assembly.com  
www.mondragon-assembly.com  
**ACTIVITY:** *Automatic assembly systems. Robotics.*

**MONDRAGON ASSEMBLY ALEMANIA**

Bodmaner Str. 7  
D-78315 Radolfzell-Stahringen  
Germany  
Phone: 49 7738 93766 0  
Fax: 49 7738 93766 99  
E-mail: info@mondragon-assembly.de  
www.mondragon-assembly.de  
**ACTIVITY:** *Automatic assembly systems. Robotics.*

**MONDRAGON ASSEMBLY CATALUNYA**

Ronda Indústria 22 - 24  
08210 Barberà del Vallès (Barcelona)  
Spain  
Phone: 34 937 192 143  
Fax: 34 937 187 018  
E-mail: f.martinez@mondragon-assembly.com  
60% owned by Mondragon Assembly.  
**ACTIVITY:** *Automatic assembly systems. Robotics.*

**MONDRAGON ASSEMBLY FRANCIA**

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

**MONDRAGON ASSEMBLY MÉXICO**

El Marqués Norte, 2 - Nave B  
C.P. 76240 Mpio. El Marqués,  
Queretaro,  
Mexico  
Phone: 52 442 192 4200  
Fax: 52 442 192 4209  
E-mail: sales@mondragon-assembly.mx  
**ACTIVITY:** *Automatic assembly systems.*

**MONDRAGON ASSEMBLY CHINA**

Westside Huangpujiang Road, Qiandeng  
215341 Kunshan, Jiangsu,  
China  
Tel: 86 18551151506  
Email: m.gantxegi@mondragon-assembly.com

**MONDRAGON LINGUA**

Av. de Álava, 4  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 712 055  
Fax: 34 943 712 181  
E-mail: mlarrasate@mondragonlingua.com  
www.mondragonlingua.com  
**ACTIVITY:** *Language Projects, Language Training, Translation & Interpretation Services.*

**COMUNICACIÓN MULTILINGUE, S.L.**

C/ Antonio López, 247-249 - 3º K  
Edificio Vértice  
28041 Madrid  
Spain  
Phone: 34 914 354 938  
Fax: 34 914 319 025  
Owned by Mondragon Lingua.  
E-mail: cm@multilingue.com  
**ACTIVITY:** *Translation and interpreting services.*

**MONDRAGON LINGUA USA**

1401 New York Avenue, NW, Suite 1225  
Washington, DC 20005  
USA  
Phone: 202 463 7877  
Fax: 202 861 4784  
Owned by Mondragon Lingua, S. Coop.  
**ACTIVITY:** *Translation and interpreting services.*



## INDUSTRY AREA

### CONEXIA

Av. de Álava, 4  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 712 124  
Fax: 34 943 796 096  
E-mail: info@conexia.es  
www.conexia.es

Subsidiary of Mondragon Lingua.

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

### MONDRAGON SISTEMAS

Ama Kandida, 21 (Denac)  
20140 Andoain (Gipuzkoa)  
Spain  
Phone: 34 943 594 400  
Fax: 34 943 590 536  
E-mail: andoain@msigrupo.com  
www.msigrupo.com

**ACTIVITY:** Process automation engineering.

### ENYCA INGENIERÍA Y COMUNICACIONES

Av. Parayas, 6  
Bloque E - bajo  
39600 Maliaño (Cantabria)  
Spain  
Phone: 34 942 269 001  
Fax: 34 942 260 506  
www.enyca.es

**ACTIVITY:** Engineering  
Telecommunications in ports.

### MONDRAGON SISTEMAS MÉXICO

Simón Bolívar 1223  
64460 Monterrey, NL México  
Mexico  
Phone: 52 18117680029  
E-mail: info@mondragonmexico.com

### MONDRAGON SISTEMAS CHILE

General Flores 105  
Santiago de Chile  
Chile

### TEKNILAGUN

Ama Kandida, 21 (Denak)  
20140 Andoain (Gipuzkoa)  
Spain  
Phone: 34 943 594 400  
Fax: 34 943 590 536

**ACTIVITY:** Ancillary technical engineering services.

### OIARSO

B° Zikuñaga, 57F  
Pol. Ibarluze  
20128 Hernani (Gipuzkoa)  
Spain  
Phone: 34 943 335 020  
Fax: 34 943 335 210  
E-mail: bexen@oiarso.com  
www.bexenmedical.com

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

### OIARSO CHINA

Western of Huan Pu Jiang  
Road Quian Deng Town  
215341 Kunshan City, Jiang Su Province  
China

**ACTIVITY:** Healthcare components and equipment.

### ONAPRES

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

**ACTIVITY:** Hydraulic presses.

### ONDOAN

Parque Tecnológico Edif. 101 módulo C  
48170 Zamudio (Bizkaia)  
Spain  
Phone: 34 944 522 313  
Fax: 34 944 521 047  
E-mail: info@ondoan.com  
www.ondoan.com

**ACTIVITY:** Installations and maintenance engineering. Environmental consultancy and engineering. Expert advice and consultancy in the prevention of occupational hazards.

### KELAN

La Vega, Pabellón 7  
48300 Gernika (Bizkaia)  
Spain  
Phone: 34 946 255 450  
Fax: 34 946 255 400  
E-mail: kelansl@kelansl.com  
73% owned by Ondoan S. Coop.

**ACTIVITY:** Installations and maintenance: fire protection, industrial refrigeration, pumping facilities, treatment plants, other installations and the provision of personnel.

### ONDOAN AUDITORÍA Y CONTROL

Parque Tecnológico Edif. 101 módulo C  
Ibaizabal bidea  
48170 Zamudio (Bizkaia)  
Spain  
Phone: 34 944 522 313  
Fax: 34 944 521 047  
E-mail: info@oayc.es  
www.oayc.es

**ACTIVITY:** Audits, Training, Inspection and Control in Occupational Health and Safety and Environment.

### ONDOAN SERVICIOS

Parque Tecnológico Edif. 101 módulo C  
48170 Zamudio (Bizkaia)  
Spain  
Phone: 34 944 522 270  
Fax: 34 944 521 047  
E-mail: info@ondoan.com  
www.ondoan.com

**ACTIVITY:** Technical support and maintenance.

### ORBEA

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

**ACTIVITY:** Bicycles.

### LUSORBEA

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

**ACTIVITY:** Bicycles.

### ORBEA KUNSHAN

Western of Huan Pu Jiang  
Road Quian Deng Town.  
215341 Kunshan City, Jiang Su Province  
China  
Phone: 86 512 55 155201  
**ACTIVITY:** Bicycles.

### ORBEA USA

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

### ORKLI

Ctra. Zaldibia, s/n  
E-20240 Ordizia (Gipuzkoa)  
Spain  
Phone: 34 943 805 030  
Fax: 34 943 805 185  
E-mail: home@orkli.es  
www.orkli.com

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

### ORKLI KUNSHAN

Western of Huan Pu Jiang  
Road Quian Deng Town.  
215341 Kunshan City, Jiang Su Province  
China  
Phone: 86 512 55 155 000  
Fax: 86 51 255 15 5999  
E-mail: elena@orkli.com.cn  
**ACTIVITY:** Domestic components.

### SOTERNA

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

**ORONA**

Pol. Epele, s/n  
20120 Hernani (Gipuzkoa)  
Spain  
Phone: 34 943 336 600  
Fax: 34 943 550 047  
E-mail: orona@orona.es  
www.orona.es

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

**ELECTRA VITORIA**

Cl. Zurrupitieta, 30  
Pol. Jundiz  
01015 Vitoria - Gasteiz (Álava)  
Spain  
Phone: 34 945 290 230  
Fax: 34 945 290 231  
E-mail: comercial@electra-vitoria.com  
www.electra-vitoria.com  
**ACTIVITY:** Lifting systems.

**ORONA**

Pol. Lastaola, s/n  
20120 Hernani (Gipuzkoa)  
Spain  
Phone: 34 943 551 400  
Fax: 34 943 550 047  
E-mail: orona@orona.es  
**ACTIVITY:** Lifting systems.

**ORONA eic**

Pol. Lastaola, s/n  
20120 Hernani (Gipuzkoa)  
Spain  
Phone: 34 943 551 400  
Fax: 34 943 550 047  
E-mail: orona@orona.es  
**ACTIVITY:** Lifting systems.

**ORONA SPAIN***Baleares*

**BALEAR DE ASCENSORES, S.L**  
Cl. Licorers, 27A  
Pol. Industrial Can Rubiol  
07141 Marratxi (Islas Baleares)  
Phone: 34 902 405 454  
Fax: 34 971 604 208  
E-mail: balear@orona.es

*Burgos*

**ELEVADORES BURGOS, S.L.**  
C/ Juan Ramón Jiménez, s/n  
Pentasa 3 Nave 256  
09007 - (Burgos)  
Phone: 34 947 484 448  
Fax: 34 947 484 790  
E-mail: elevadoresburgos@orona.es

*Catalunya*

**ASCENSORES GA-LO, S.L.U.**  
C/ Botànica, 133  
Pol. Industrial Gran Via Sur  
08908 - Hospitalet De Llobregat  
(Barcelona)  
Phone: 34 932 648 505  
Phone: 34 932 648 506  
Phone: 34 902 232500  
Fax: 93 2648523/24  
E-mail: galo@orona.es

**ASCENSORS GIRONA, S.A.U.**

Pol. Industrial de Girona  
Av. Mas Pins, 61  
17457 Riudellots de la Selva (Girona)  
Phone: 34 972 478 062  
Fax: 34 972 477 474  
E-mail: asgi@orona.es

*Gipuzkoa*

**ULAHI, S.A.U.**  
Av. Zarautz, 72 - bajo  
20018 Donostia - San Sebastián (Gipuzkoa)  
Phone: 34 943 21 12 13  
Fax: 34 943 21 83 80  
E-mail: ulahi@orona.es

*León*

**ASCENSORES BURGASDIHER, S.L.U.**  
Pol. Industrial de León  
Fase II - Parcela 62  
C/ Lois, 5  
24009 León  
Phone: 34 987 227 605  
Fax: 34 987 247 724  
E-mail: burgasdiher@orona.es

*Madrid*

**BAYFER, S.L.U.**  
C/ Santa Leonor, 61 - 4ª planta - Local 2  
28037 - Madrid  
Phone: 34 913 048 636  
Fax: 913 758 063  
E-mail: bayfer@orona.es

*Murcia*

**PECRES, S.L.U.**  
C/ Central, 12  
30100 - Espinardo (Murcia)  
Phone: 34 968 858 198  
Fax: 34 968 858 204  
E-mail: pecres@orona.es

*Tenerife*

**COSECAN, S.L.U.**  
C/ Laura Gröte de la Puerta, 1  
38110 El Mayorazgo  
(Santa Cruz de Tenerife)  
Phone: 34 922 826208  
Fax: 34 922 826205  
E-mail: cosecan@orona.es

*Valencia*

**ASCENSORES SANCHEZMAR, S.L.U.**  
C/ Ricardo Micó, 3 - bajo  
46009 Valencia  
Phone: 34 963 466 043  
Fax: 34 963 466 166  
E-mail: sanchezmar@orona.es

**ORONA IRELAND***LIMERICK (HQ)*

**MIDWESTERN LIFTS LTD**  
Corcanree Business Park,  
Dock Road,  
Limerick  
Phone: 353 61 400 123  
Fax: 353 61 400 121  
E-mail: info@mwls.ie

*DUBLIN*

**MIDWESTERN LIFTS LTD**  
37 Millennium Trade Park,  
Millennium Business Park,  
Cappagh Road, Dublin 11  
Phone: 353 1 864 5020  
Fax: 353 1 864 5021  
E-mail: info@mwls.ie

*BELFAST*

**NORTHEM LIFTS & ESCALATORS**  
Unit 1 & 2, 3 Enterprise Way  
Mallusk, Belfast  
Northern Ireland BT36 4EW  
Phone: 44 28 9084 1358  
Fax: 44 28 9034 3701  
E-mail: info@nleltd.co.uk

**ORONA PORTUGAL***LISBOA*

Beloura Office Park  
Alameda da Beloura, Edif. 4, Piso 2  
2714- 561 Sintra  
Phone: 351 21 915 47 90  
Fax: 351 21 915 47 99  
E-mail: Lisboa@orona.pt

*PORTO*

Rua Industrial das Lages, nº 185  
4410 312 Canelas Vng  
Phone: 351 22 716 9740  
Fax: 351 22 716 9749  
E-mail: porto@orona.pt

*ALGARVE*

Parque Industrial e Comercial de Loulé,  
Lt. 13  
8100 272 Loule  
Phone: 351 289 589 889  
Fax: 351 289 589 887  
E-mail: algarve@orona.pt

*BRAGA*

Rua José Maria Ottoni, 5  
Nogueiró  
4715-309 Braga  
Phone: 351 253 281808  
Fax: 351 253 281810  
E-mail: Braga@orona.pt

**ORONA UNITED KINGDOM****ORONA UK HQ**

9 Europa View - Sheffield Business Park  
Sheffield, South Yorkshire S9 1XH  
UK  
Phone: 44 (0)8458 725100  
Fax: 44 (0)8458 725101  
E-mail: orona@orona.co.uk

**MIDLANDS**

Saturn Facilities  
Spring Road / Etingshall  
Wolverhampton, West Midlands  
WV4 6JX  
Phone: 44 (0)845 872 51 10  
Phone: 44 (0)845 872 51 11  
E-mail: orona@orona.co.uk

**NORTH WEST**

298 Winwick Road  
Warrington, Cheshire  
WA2 8HZ  
Phone: 44 (0)845 872 51 20  
Phone: 44 (0)845 872 51 21  
E-mail: orona@orona.co.uk

## INDUSTRY AREA

### **ORONA LONDON SOUTH**

Unit 3  
Windmill Business Village  
Windmill Road  
Sunbury-On-Thames, Middlesex  
TW16 7DX  
Phone: 44 01932 784128  
E-mail: orona@orona.co.uk

### **SCOTLAND**

Suite 6  
Ellismuir House  
Ellismuir Way  
Tannochside Park  
Uddington, Glasgow  
G71 5PW  
Phone: 44 (0)1698 80 39 01  
Phone: 44 (0)1698 80 39 02  
E-mail: orona@orona.co.uk

### **SOUTHERN REGION**

Peartree Business Centre  
Ferndown Industrial Estate  
Cobham Road  
Wimborne, Dorset  
BH21 7PT  
Phone: 44 (0)1202 82 45 22  
Phone: 44 (0)1202 81 33 33  
E-mail: orona@orona.co.uk

### **ORONA BELGIUM**

#### **COOPMAN LIFTEN NV**

Heirweg 123  
8520 Kuurne  
Phone: 32 56 35 85 80  
Fax: 32 56 35 58 65  
E-mail: liften@coopman.be

#### **ASCELEC**

Cour Lemaire 7  
4651 BATTICE  
Phone: 0477 26 74 61

### **ORONA THE NETHERLANDS**

#### **ORONA THE NETHERLANDS B.V**

Curieweg, 17  
2408 Bz Alphen Aan Den Rijn  
Phone: 31 (0)172 446116  
E-mail: info@orona.nl

### **ORONA LUXEMBOURG**

#### **ASCENSEURS LUXEMBOURG, S.A.**

64 Rue de Crauthem  
L-3390 Peppange  
Phone: 352 26 51 22 92  
E-mail: contact@lift.lu

### **ORONA FRANCE**

#### **ASCENSEURS ALTI LIFT**

Z.A. Beausejour  
35520 La Meziere  
Phone: 33 (0) 299 1441 14  
E-mail: altlift@orona.fr

#### **ASCENSEURS COOPMAN SARL**

PA du Moulin - Zone A - 135, Allée Hélène  
Boucher  
59118 Wambrechies  
Phone: 33 03 20 45 98 74  
E-mail: coopman@orona.fr

### **ASCENSUD 2000 SARL**

Domaine de Pelus Plaza,  
Batiment 2, Hall D  
16 Avenue Pythagore  
33700 Merignac  
Phone: 33 556 91 91 20  
E-mail: ascensud@orona.fr

### **ASTREM**

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

### **ATLANTIC ASCENSEURS**

Centre Comercial Arena  
Impasse de Muguet  
Route de Bordeaux  
64121 Serres Castet  
Phone: 33 (0)559 27 00 57  
E-mail: atlanticascenseurs@orona.fr

### **EGERI APEM**

13, Rue Boulineau  
94250 Gentilly  
Phone: 33 (0)149 080 228

### **ENTREPRISES RÉGIONALES**

#### **D'ASCENSEURS (ERA)**

Park Avenir, Rue Marcel Merieux, ZA  
Sacuny  
69530 Brignais  
Phone: 33 (0)478 057337  
Fax: 33 (0)478 057336  
E-mail: eraascenseurs@orona.fr

### **KES ASCENSEURS**

Za Les Colonnes Lot N°10, 1 Rue Gustave  
Eiffel  
95130 Le Plessis Bouchard  
Phone: 33 1 341 66 000

### **STARLIFT**

415 Rue Claude Nicolas Ledoux Batiment D  
Eiffel Parc  
13854 Aix En Provence  
Phone: 33 (0) 442 20 66 09  
E-mail: starlift@orona.fr

### **OSATU**

Edificio Zearrekobuelta  
Subida de Areitio, 5  
48260 Ermua (Bizkaia)  
Spain  
Phone: 34 943 170 220  
Fax: 34 943 170 227  
E-mail: osatu@osatu.com  
www.osatu.com  
**ACTIVITY:** *Electro-medical equipment: basic defibrillators, with monitor and recording, with semiautomatic pacemakers and pulsioximeter.*

### **SORALUCE**

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

### **BIMATEC SORALUCE**

Limburg  
Germany  
Phone: 49 643 197 820  
Fax: 49 643 171 102  
E-mail: info@bimatec.de  
www.bimatec.de  
**ACTIVITY:** *Milling machines.*

### **LAKBER MECANIZADOS**

Zona Sarrarte, s/n  
31830 Lakuntza (Navarra)  
Spain  
Phone: 34 948 567 250

### **SORALUCE ITALIA**

Via Rovigo, 89  
35042 Este (PD)  
Italia  
Phone: 0429 60 30 01  
Fax: 0429 61 54 97  
E-mail: soraluce@libero.it

### **TAJO**

Pol. Industrial Aranguren, 9  
B° Arragua  
20180 Oiartzun (Gipuzkoa)  
Spain  
Phone: 34 943 260 000  
Fax: 34 943 491 363  
E-mail: tajo@tajo.coop  
www.tajo.coop  
**ACTIVITY:** *Plastic injection moulding. Construction of moulds for plastic injection moulding.*

### **MANCHALAN**

Av. Castilla La Mancha, 11  
E-19171 Cabanillas del Campo  
(Guadalajara)  
Spain  
Phone: 34 949 337 525  
Fax: 34 949 337 526  
E-mail: home@manchalan.com  
www.manchalan.es  
Tajo and Alecop each have a 20% holding.  
**ACTIVITY:** *Assemblies and subassemblies for domestic appliance and automotive sectors. Plastic injection moulding.*

### **TABIPLAST**

Ul. Zmigrodzka 143  
51 - 130 Wrocław  
Polonia  
NIP 895 18 25 448  
Phone: 48 604082400  
Fax: 48 713 329 171  
E-mail: tabiplast@tajo.coop  
**ACTIVITY:** *Processing of plastics.*



**TREBOPLAST**

Svitavská 1600/68  
57101 Moravská Trebová  
Czech Republic  
Phone: 420 606 771 897  
Phone: 420 461 311 494  
E-mail: treboplast@tajo.coop  
**ACTIVITY:** Processing of plastics.

**GRUPO ULMA**

B° Garagaltza, 51 – Apdo. 22  
20560 Oñati (Gipuzkoa)  
Spain  
Phone: 34 943 250 300  
Fax: 34 943 780 917  
www.ulma.com  
E-mail: grupoulma@ulma.com

**ULMA AGRÍCOLA**

Barrio Garibai, 9 – Apdo. 50  
20560 Oñati (Gipuzkoa)  
Spain  
Phone: 34 943 034 900  
Fax: 34 943 716 466  
E-mail: info@ulmaagricola.com  
www.ulmaagricola.com  
**ACTIVITY:** Greenhouses.

**ULMA ARCHITECTURAL SOLUTIONS**

B° Zubillaga, 89 – Apdo. 20  
20560 Oñati (Gipuzkoa)  
Spain  
Phone: 34 943 780 600  
Fax: 34 943 716 469  
E-mail: info@ulmaarchitectural.com  
www.ulmaarchitectural.com  
**ACTIVITY:** Prefabricados para la construcción.

**ULMA BETAO POLÍMERO, LDA.**

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

**ULMA BÉTON POLYMÈRE**

62 Av. du 8 Mai 1945  
64100 Bayonne  
France

**ULMA POLIMÉRBETON SP. Z.O.O.**

Zeromskiego 46, 90-626 Lodz  
Poland

**ULMA PREFABRICADOS EM MINERAL COMPOSITE LTDA.**

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

**ULMA CARRETIILLAS ELEVADORAS**

P° Otadui, 8  
20560 Oñati (Gipuzkoa)  
Spain  
Phone: 34 943 718 033  
Fax: 34 943 783 502  
E-mail: atencionalcliente@manutencion.ulma.es  
www.ulmacarretillas.com  
**ACTIVITY:** Design and development of integrated tailored solutions for handling requirements of all kinds.

**ULMA INOXTRUCK**

Garagaltza Auzoa, 51 - P.O. Box 22  
20560 Oñati (Gipuzkoa)  
Spain  
Phone: 34 902 702 919  
Fax: 34 943 780 917  
E-mail: info@ulmainoxtruck.com  
www.ulmainoxtruck.com  
**ACTIVITY:** Conceptualisation, design and manufacture of hygienic, stainless steel handling equipment.

**CENTROMAN**

Calle Valportillo Primera, 4  
Pol. Industrial de Alcobendas  
28108 - Madrid  
Spain  
Phone: 34 916 613 564  
Fax: 34 916 613 631  
E-mail: comercial@centroman.net  
www.centroman.net  
**ACTIVITY:** Sale and Rent Forklifts, Service and Training.

**ESENERGIA**

Av. Can Bordoll, 159  
Pol. Industrial Can Roquetas  
08202- Sabadell (Barcelona)  
Spain  
Phone: 34 930 014 560  
E-mail: info@snergia.com  
www.snergia.com  
**ACTIVITY:** Business Development battery regeneration.

**ULMA CONSTRUCCIÓN**

P° Otadui, 3 – Apdo. 13  
20560 Oñati (Gipuzkoa)  
Spain  
Phone: 34 943 034 900  
Fax: 34 943 034 920  
E-mail: contact@ulmaconstruction.com  
www.ulmaconstruction.com  
**ACTIVITY:** Services and Solutions for industrialized construction.

**ULMA BETONSCHALUNGEN UND GERÜSTE GMBH**

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

**ULMA, S.A.R.L.**

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

**ULMA CONSTRUCTION S.P.A.**

Zona Industriale Est – Industriezone Ost  
I-39035 Monguelfo-Welsberg (BZ)  
Italia  
Phone: 39 0474 947 400  
Fax: 39 0474 947 499

**ULMA CONSTRUCCION BALTIC**

126, Justiniškiu St.  
LT-05268 VILNIUS  
Lituania  
Phone: 370 5 203 49 99  
Fax: 370 5 203 49 49

**ULMA CONSTRUCCION POLSKA S.A.**

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

**ULMA PORTUGAL LDA.**

Zona Industrial-Rua Fontes Pereira de Melo  
n° 8  
Vale de Figueira  
2695-570 São João Da Talha  
Lisboa  
Portugal  
Phone: 351 219 947 850  
Fax: 351 219 558 022

**ULMA CONSTRUCCIÓN CZ, S.R.O.**

Průmyslová 1009  
294 71 Benátky Nad Jizerou  
Czech Republic  
Phone: 420 326 910 600  
Fax: 420 326 910 601

**ULMA CONSTRUCCION SK, S.R.O.**

Bojnická 20  
834 04 Bratislava  
Slovakia  
Phone: 421 2 4910 2911 - 13, 18  
Fax: 421 2 4910 2922

**ULMA COFRAJE S.R.L.**

Soseaua de Centura, 2-8  
077025 – Bragadiru  
ILFOV  
Romania  
Phone: 40 31 425 13 22 / 23  
Fax: 40 31 425 13 24

**ULMA FORMWORK UKRAINE LTD.**

3, Derevoobrobna St.  
01013 Kiev  
Ukraine  
Phone: 380 44 255 14 92  
Fax: 380 44 255 14 94

**ULMA ANDAMIOS Y ENCOFRADOS ARGENTINA, S.A.**

Bernardo de Irigoyen 722 6A  
CP1072AAP Capital Federal  
Argentina  
Phone: 54 11 4343 1625  
Fax: 54 11 4342 5132

## INDUSTRY AREA

### ULMA BRASIL - FÔRMAS E ESCORAMENTOS LTDA.

Rua João Dias Ribeiro, 210  
Jd. Sagrado Coração de Jesus – ITAPEVI  
- SP  
CEP: 06693-810  
Brazil  
Phone: 55 11 3883 1300  
Fax: 55 11 3883 1300

### ULMA CONSTRUCTION SYSTEMS CANADA INC.

44 Simpson Road  
BOLTON, ONTARIO L7E 1Y4  
Canada  
Phone: 1 905 857 8562  
Fax: 1 905 857 8564

### ULMA CHILE - ANDAMIOS Y MOLDAJES, S.A.

Vizcaya n° 325 - Pudahuel  
Ruta 68, Camino Noviciado  
Santiago  
Chile  
Phone: 56 2 5990530  
Fax: 56 2 5990535

### ULMA FORM WORKS, INC.

58 Fifth Avenue Hawthorne,  
New Jersey 07506  
USA  
Phone: 1 973 636 2040  
Fax: 1 973 636 2045

### ULMA CIMBRAS Y ANDAMIOS DE MÉXICO S.A. DE C.V.

Via Gustavo Baz Prada 2160 Acceso 5  
54060 Col. La Loma  
Tlalnepantla  
Estado de México  
Mexico  
Phone: 52 55 5361 6783  
Fax: 52 55 2628 3549

### ULMA ENCOFRADOS PERÚ,S.A.

Av. Argentina 2882  
Urb. Industrial Wiese, Lima  
Peru  
Phone: 51 1 613 6700  
Fax: 51 1 613 6710

### ULMA FORMWORKS CHINA R.O.

#1009 Fortunegate Mall  
1701 West Beijing Road  
200040 Shanghai  
China  
Phone: 86 21 62887070  
Fax: 86 21 62885980

### ULMA FORMWORKS UAE L.L.C.

Plot No. 597-547  
Dubai Investments Park  
P.O. Box 282286  
Dubai (EAU)  
Phone: 971 4 8849444  
Fax: 971 4 8849445

### ULMA FORMWORK SYSTEMS INDIA PVT. LTD.

Office No. 206, 2nd Floor – INIZIO Building  
Cardinal Gracious Road, Chakala  
Andheri (East), BOMBAY – 400 099  
MAHARASHTRA  
India  
Phone: 91 22 28253676  
Fax: 91 22 28253673

### ULMA FORMWORK KAZAKHSTAN LDA.

17, Kuishi Dina St.  
Office 501-502  
010010 Astana  
Kazakhstan  
Phone: 7 7172 58 05 19  
Phone: 7 7172 40 07 03-04 (ext. 502)  
Fax: 7 7172 58 05 19

### ULMA FORMWORK SINGAPORE PTE. LTD.

2 Senoko Way  
758027 Singapur  
Singapore  
Phone: 65 6758 8525  
Fax: 65 6758 8523

### SPAIN

#### THE CANARIES OFFICE

Pol. Industrial Valle de Güimar  
Manzana XIII - Parcelas 21 - 22  
38509 Güimar (Tenerife)  
Spain  
Phone: 34 922 505 020  
Fax: 34 922 501 101

Pol. Industrial Las Majoreras  
Los Llanillos, 33  
35259 Ingenio (Las Palmas)  
Spain  
Phone: 34 928 789 212  
Fax: 34 928 789 538

#### CENTRAL REGION OFFICE

Ctra. N-401 Madrid - C. Real, km 87  
45110 Ajofrin (Toledo)  
Spain  
Phone: 34 925 011 000  
Fax: 34 925 011 008

#### THE EAST REGION OFFICE

Pol. Industrial Sud-Est  
Pintor Velázquez, 7 - 9  
08213 Polinya (Barcelona)  
Spain  
Phone: 34 93 7132727  
Fax: 34 93 7133643

Pol. Industrial Son Noguera  
Cas Rossos, 12 - 14  
07620 Llucmajor (Illes Balears)  
Spain  
Phone: 34 971 669 850  
Fax: 34 971 121 512

#### THE NORTH REGION OFFICE

Pol. Industrial Goain  
Av. San Blas, 1  
01170 Legutiano (Álava)  
Spain  
Phone: 34 945 001 100  
Fax: 34 945 001 111

### THE WEST REGION OFFICE

Pol. Industrial Espíritu Santo  
Rua Bell, 24 - 26  
15650 Cambre (A Coruña)  
Spain  
Phone: 34 981 649802  
Fax: 34 981 649060

### THE SOUTH REGION OFFICE

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

### ULMA CONVEYOR COMPONENTS

B° Zelaieta, s/n  
48210 Otxandio (Bizkaia)  
Spain  
Phone: 34 945 450 075  
Fax: 34 945 450 257  
E-mail: info@ulmaconveyor.com  
www.ulmaconveyor.com  
**ACTIVITY:** Design, manufacture and marketing of rollers and components for transport of unit loads.

### ULMA CONVEYOR COMPONENTS GMBH

Paul-Ehrlich-Straße 8  
D-63322 Rödermark  
Germany  
Phone: 49 (0) 1711136223

### ULMA EMBEDDED SOLUTIONS

B° Garagaltza, 51  
20560 Oñati (Gipuzkoa)  
Spain  
Phone: 34 943 250 300  
Fax: 34 943 780 917  
E-mail: info@ulmaembedded.com  
www.ulmaembedded.com  
**ACTIVITY:** Engineering services on embedded systems.

### ULMA HANDLING SYSTEMS

B° Garagaltza, 50 - Apdo. 67  
20560 Oñati (Gipuzkoa)  
Spain  
Phone: 34 943 782 492  
Fax: 34 943 782 910  
Fax: 34 943 718 137  
www.ulmahandling.com  
E-mail: informa@manutencion.ulma.es  
**ACTIVITY:** Logistics engineering and consultancy.

### DELEGATION BARCELONA

C/ Nápoles 82 - 86  
08013 Barcelona  
Spain  
Phone: 34 932 478 860  
Fax: 34 932 325 765

### DELEGATION VALENCIA

Edificio Salvesen Logística  
46960 Aldaya (Valencia)  
Spain  
Phone: 34 677 985 467

### BRAZIL

Rua José Getulio 579 cj22  
Aclimação São Paulo - SP  
Brazil - Cep 01509-001  
Phone: 55 11 3711 5940  
Fax: 55 11 2167 5284

**FRANCE**

13/17 Rue de la Fontaine  
77700 Serris  
Phone: 33 (0) 164 633173  
Fax: 33 (0) 164633172

**THE NETHERLANDS**

Ringallee 35  
6881 MX Velp (Netherlands)  
Phone: 31 (0) 263620733  
Fax: 31 (0) 263628539

**PTLS, S.L.**

Bº Garagaltza nº 50  
20560 Oñati (Gipuzkoa)  
Spain  
Phone: 34 943 718 820  
Fax: 34 943 718 828  
E-mail: info@ptlsystems.com

**PTLS DO BRASIL COMERCIO,  
IMPORTAÇÃO E EXPORTAÇÃO, LTDA.**

Rua José Getúlio, 579, cj 22  
Aclimação - São Paulo - Sp - Brasil  
Brazil  
CEP 01509-001  
Phone: 55 11 4040-4501  
Fax: 55 11 2167-5284

**ULMA PACKAGING**

Bº Garibai, 28 - Apdo. 145  
20560 Oñati (Gipuzkoa)  
Spain  
Phone: 34 943 739 200  
Fax: 34 943 780 819  
E-mail: info@ulmapackaging.com  
www.ulmapackaging.com  
**ACTIVITY:** *Packaging equipment and sensors.*

**ULMA PACKAGING S.A.**

Avenida 101 - Iturraspe N.1075  
Partido Gral. San Martin  
B1650ICC Buenos Aires  
Argentina  
Phone: 54 11 47138375

**ULMA PACKAGING PTY LTD**

9 Archimedes Place  
Qld 4172 Murarrie - Brisbane  
Australia  
Phone: 61 07 33994922

**GH NV**

Langlaarsteenweg 168  
B-2630 Aartselaar  
Belgium  
Phone: 32 3 8706060

**ULMA PACKAGING LTDA.**

(Oficina comercial)  
Rua José Getúlio, 579 - Cj. 22  
Cep: 01509-001 São Paulo  
Brazil  
Phone: 55 11 4063-1143

**ULMA PACKAGING GMBH**

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

**ULMA PACKAGING SARL**

Centre Erlia - Z.I. De Jalday  
64500 Saint Jean De Luz  
France  
Phone: 33 0 5590 80707

**ULMA PACKAGING SRL**

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

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

Via Gustavo Baz Prada 2160 Edificio 4  
Planta Baja  
Col La Loma  
54060 Tlanepantla Estado de México  
Mexico  
Phone: 52 55 53658072

**ULMA PACKAGING B.V.**

Techniekweg 19a  
4143 Hw Leerdam  
The Netherlands  
Phone: 31 345 623800

**ULMA PACKAGING POLSKA SP. Z.O.O.**

Ul. Sikorskiego 5  
05-119 Legionowo  
Poland  
Phone: 48 022 7662250

**ULMA PACKAGING LDA**

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

**ULMA PACKAGING SRL ROMANIA**

Strada Turnu Magurele 270D, Cavar Center,  
Corp C, Etaj 2, Biroul 2, Sector 4  
Bucuresti  
Romania  
Phone: 40 21 315 4848

**ULMA PACKAGING RUSIA**

1st proezd Perova Polya, 9, building 1,  
office 16  
111141 Moscow  
Russia  
Phone: 7 (495) 380 17 84

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

Village Crescent - Linbro Village  
Linbro Business Park  
2146 Sandton  
South Africa  
Phone: 27(11) 608 4005

**ULMA PACKAGING UKRAINE**

A.Akhmatovoy Str., 13, Office 380  
02068 Kiev  
Ukraine  
Phone: 38 044 2292877

**ULMA PACKAGING LIMITED**

Unit 4 Woodland Court  
Coach Crescent Shireoaks  
5818AD Worksop, UK  
Phone: 44 (0) 1909506504

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

3035 Torrington Drive  
30107 Ball Ground (Ga)  
USA  
Phone: 1 (508) 884 250

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

175 John Quincy Adams Road  
02780 TAUNTON (MA)  
USA  
Phone: 1 (508) 884-2500

**SPAIN****ANDALUCIA DELEGATION**

Pol. Industrial La Negrilla, Manzana 1,  
C/ Interior, Nave 6  
41016 Sevilla  
Spain  
Phone: 34 955 630 015  
E-mail: andalucia@ulmapackaging.com

**CANARY ISLANDS DELEGATION**

Camino de las Gavias, 131  
38204 La Laguna (Tenerife)  
Spain  
Phone: 34 922 314 447  
E-mail: canarias@ulmapackaging.com

**CATALONIA DELEGATION**

C/ Pintor Velázquez, 7-9  
08213 Polinya (Barcelona)  
Spain  
Phone: 34 937 132 845  
E-mail: catalunya@ulmapackaging.com

**CENTER DELEGATION**

Av. Cerro del Aguila, 3 - Edificio 2,  
Oficina 2B1  
Parque Empresarial Sanse  
28700 S.S. de los Reyes (Madrid)  
Spain  
Phone: 34 916 523 700  
E-mail: centro@ulmapackaging.com

**GALICIA DELEGATION**

Av. de Madrid, 73 - 2º Oficina 9  
36214 Vigo (Pontevedra)  
Spain  
Phone: 34 986 231 530  
E-mail: galicia@ulmapackaging.com

**LEVANTE DELEGATION**

Edificio Parque de la Albufera  
Pz. Alquería de la Culla, 4 - Planta 9, Ofc.  
904  
46910 Alfafar (Valencia)  
Spain  
Phone: 34 961 225 202  
E-mail: levante@ulmapackaging.com

**NORTH DELEGATION**

Bº Garibai, 28  
20560 Oñati (Gipuzkoa)  
Spain  
Phone: 34 943 739 211  
E-mail: norte@ulmapackaging.com



## INDUSTRY AREA

### ULMA PIPING

B° Zubillaga, 3 - Apdo. 14

20560 Oñati (Gipuzkoa)

Spain

Phone: 34 943 780 552

Fax: 34 943 781 808

E-mail: [ulma@ulmapiping.com](mailto:ulma@ulmapiping.com)

[www.ulmapiping.com](http://www.ulmapiping.com)

**ACTIVITY:** *Manufacture of forged flanges and accessories.*

### INDUSTRIAS ULMA VENEZOLANA C.A.

Edificio El Candil

Av. Norte, piso 8, Ofic. 8A

Urbanización La Candelaria

1010 Caracas,

Venezuela

Te.l: 58 212 5745703

Fax: 58 212 5746054

### ULMA LAZKAO FORGING, S.L.

Cl. Zubierreka, 52

20210 Lazkao (Gipuzkoa)

Spain

Phone: 34 943 805 333

**ACTIVITY:** *Forging.*

### ULMA PRECINOX

B° Olaberria, 11

20230 Legazpi (Gipuzkoa)

Spain

Phone: 34 943 250 790

Fax: 34 943 250 765

E-mail: [info@ulmaprecinox.com](mailto:info@ulmaprecinox.com)

[www.ulmaprecinox.com](http://www.ulmaprecinox.com)

**ACTIVITY:** *Manufacture of metal structures and components.*

### UROLA

Urola-Kalea, s/n - Apdo. 3

20230 Legazpia (Gipuzkoa)

Spain

Phone: 34 943 737 003

Fax: 34 943 730 926

E-mail: [transformado@urola.com](mailto:transformado@urola.com)

E-mail: [maquinaria@urola.com](mailto:maquinaria@urola.com)

[www.urola.com](http://www.urola.com)

**ACTIVITY:** *Construction of blowing machines for the manufacture of hollow thermoplastic containers. Manufacture of blowing moulds. Transformation of plastic by extrusion. Transformation of plastic by injection. Transformation of plastic by blowing. Transformation of plastic by injection-blowing.*

### URSSA

Campo de los Palacios, 18 - Apdo. 284

01006 Vitoria (Álava)

Spain

Phone: 34 945 158 510

Fax: 34 934 158 513

E-mail: [urssa@urssa.es](mailto:urssa@urssa.es)

[www.urssa.es](http://www.urssa.es)

**ACTIVITY:** *Engineering, manufacture of metal structures. Integral project management.*

### PACECO ESPAÑA, S.A.

Capitán Haya 1 - 8º

28020 Madrid

Spain

Phone: 34 917 619 799

Fax: 34 914 579 095

E-mail: [paceco@paceco.es](mailto:paceco@paceco.es)

**ACTIVITY:** *Manufacture of harbour cranes for containers.*

**RETAIL****GRUPO EROSKI**

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

**ACTIVITY:** Group of companies belonging to the EROSKI cooperative, whose core business focuses on the retail trading sector for mass consumer goods and services, through multiformat outlets that are either of a general nature (supermarkets, hypermarkets and petrol stations) or specialist (perfumes, sport, travel, leisure and culture).

**FOOD DOMAIN**

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

**CAPRABO, S.A.**

Ciencias, 135  
08908 L'Hospitalet de Llobregat (Barcelona) Spain  
Phone: 902 116 060  
E-mail: caprabo@caprabo.es  
www.caprabo.es

**CECOSA HIPERMERCADOS S.L.**

MercaMadrid Plataforma Baja  
Parcela B-2 Calle 21  
Crta. Villaverde-Vallecas Km 3,8  
28053 (Madrid)  
Spain

**ACTIVITY:** Commercial distribution of general consumer goods and services.

**CECOSA SUPERMERCADOS S.L.**

MercaMadrid Plataforma Baja  
Parcela B-2 Calle 21  
Crta Villaverde-Vallecas Km. 3,8  
28053 (Madrid)  
Spain

**ACTIVITY:** Commercial distribution of general consumer goods and services.

**EROSKI S. COOP.**

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

**DIVERSIFICATION AREA**

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

**ABACUS IBERIA, S.A., ABAC**

Avenida Pablo Neruda, 91 - 97  
Centro Comercial Madrid Sur  
28018 Madrid  
Spain  
www.tiendasabac.es

**ACTIVITY:** Commercial distribution of leisure and culture items.

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

Idorsolo Kalea, 15, Edificio San Isidro, II,  
planta 1ª, Departamento 12, planta 1ª  
48160 Derio (Bizkaia)  
Spain  
www.infaradis.com

**ACTIVITY:** Comercial distribution of perfumery items.

**FORUM SPORT S.A.**

B° Etxerre, s/n  
48970 Basauri (Bizkaia)  
Spain  
Phone: 944 264 830  
Fax: 944 264 831  
www.forumsport.es  
www.sportarea.es

**ACTIVITY:** Comercial distribution of sport items.

**VIAJES EROSKI, S.A., TRAVEL AIR**

Pol. Artunduaga 14 - 3  
48970 Basauri (Bizkaia)  
Spain  
www.viajeseroski.es

**ACTIVITY:** Travel Agency specialising in holidays and business travel.

**FOOD AND AGRICULTURE****GRUPO AUSOLAN**

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

**ADARA**

Pº del ferrocarril, 339, 3º - 1ª  
08860 Castelldefels (Barcelona)  
Spain  
Phone: 34 936 455 100  
Fax: 34 936 455 101  
E-mail: adara@ausolan.com

**ACTIVITY:** Group catering.

**AUZO-LAGUN**

Uribarri Etorbidea, 35  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 794 611  
Fax: 34 943 794 366  
E-mail: auzolagun@ausolan.com

**ACTIVITY:** Group catering. Cooked dishes. Cleaning of buildings and premises. Integrated health service.

**COCINA CENTRAL GOÑI**

Rivera de Axpe, 38  
48950 Erandio (Bizkaia)  
Spain  
Phone: 34 944 630 588  
Fax: 34 944 630 221  
E-mail: goni@ausolan.com

**ACTIVITY:** Group catering service.

**COCINA CENTRAL MAGUI**

C/ Larragana, 12 - Pabellón 1  
01013 Vitoria-Gasteiz (Álava)  
Spain  
Phone: 34 945 251 776  
Fax: 34 945 251 644  
E-mail: ccmagui@ausolan.com  
www.maguinet.com

**ACTIVITY:** Group catering service.

**COMISLAGUN**

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

**GESLAGUN**

Uribarri Etorbidea, 35 - Apdo. 140  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 794 611  
Fax: 34 943 794 366  
**ACTIVITY:** Group catering service.

**JANGARRIA**

Katuarri, 20  
31013 Ansoain (Navarra)  
Spain  
Phone: 34 948 382 020  
Fax: 34 948 131 892  
E-mail: jangarria@ausolan.com  
**ACTIVITY:** Group catering service.

**BARRENETXE**

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

**BEHI-ALDE**

Barrio Olaeta  
Aramaiona (Álava)  
Spain  
Phone: 34 945 450 100  
Fax: 34 945 450 315  
E-mail: bulegoa@behialde.com  
**ACTIVITY:** Milk, livestock for breeding and meat.

**MIBA**

Área Industrial Galarza, s/n  
48277 Etxebarria (Bizkaia)  
Spain  
Phone: 34 946 167 884  
Fax: 34 946 167 886  
Granja: 34 945 450 259  
E-mail: miba@miba.coop  
**ACTIVITY:** Compound feeds. Tools and small farming machinery. Fertilisers and seeds. Phytosanitary products. Veterinary service.

**UNEKEL**

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

# KNOWLEDGE

## RESEARCH CENTRES

### AOTEK

Barrio San Andrés, 19 - Apdo. 2  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 039 805  
Fax: 34 943 719 203  
E-mail: info@aotek.es  
www.aotek.es

**ACTIVITY:** Automation and optics.

### C.S. CENTRO STIRLING

Avda Álava, 3  
20550 Aretxabaleta (Gipuzkoa)  
Spain  
Phone: 34 943 037 948  
www.centrostirling.com

**ACTIVITY:** Sustainable energy in the home environment.

### EDERTEK

Polo de Innovación Garaia  
Isasi Kalea, 6 - Apdo. 19  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 038 867  
Fax: 34 943 038 845  
E-mail: j.larrabe@edertek.es  
www.fagorederlan.es

**ACTIVITY:** Technological Centre specialized in the manufacture and assembly of automotive components.

### ETIC MICROSOFT

Polo de Innovación Garaia  
Goiru Kalea, 1 - Edificio A, 3ª planta  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 082 925  
E-mail: contacto@embedded-technologies.org  
www.embedded-technologies.org

**ACTIVITY:** Development of projects involving embedded systems technologies.

### FAGOR HOMETEK

Bº San Andrés, 18  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 719 100  
Fax: 34 943 036 928  
www.fagor.com

**ACTIVITY:** Home fittings.

### IK4-IDEKO

Calle de Arriaga, 2  
20870 Elgoibar (Gipuzkoa)  
Spain  
Phone: 34 943 748 000  
Fax: 34 943 743 804  
E-mail: ideko@ideko.es  
www.ideko.es

**ACTIVITY:** Specialists in manufacturing Technologies and industrial production. Research areas: strategic innovation, production management, dynamics and control, mechanical design, intelligent software, transformation process, inspection and measurement, and ultra-precision microtechnology.

### IK4 - IKERLAN

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

**ACTIVITY:** Innovation and development of products and processes of design and production. Lines: embedded systems, conversion and control of power electronics systems, conversion and control of power electronics systems, design, monitoring and control of mechatronic structures, micro technologies for in vitro diagnostic systems, power generation and storage of energy and mass customization of product and service.

### IKERLAN UNIDAD DE ENERGÍA

Parque Tecnológico de Álava  
Juan de Cierva, 1  
01510 Miñano Menor (Álava)  
Spain  
Phone: 34 943 712 400  
Fax: 34 945 296 296

### IK4 - LORTEK

Arranomendi Kalea, 4A  
20240 Ordizia (Gipuzkoa)  
Spain  
Phone: 34 943 882 303  
Fax: 34 943 884 345  
E-mail: lortek@lortek.es  
www.lortek.es

**ACTIVITY:** Center specialized in materials, processes and joining technologies.

### ISEA

Polo de Innovación Garaia  
Goiru kalea, 7  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 772 064  
Fax: 34 943 795 437  
www.iseamcc.net

**ACTIVITY:** Innovation in advanced services.

### KONIKER

Pol. Industrial Bainenxe, 5A  
20550 Aretxabaleta (Gipuzkoa)  
Spain  
Phone: 34 943 039 360  
Fax: 34 943 039 369  
E-mail: info@koniker.coop  
www.koniker.coop

**ACTIVITY:** R&D in forming and assembly.

### LEARTIKER

Xemein Etorbidea  
48270 Markina-Xemein (Bizkaia)  
Spain  
Phone: 34 946 169 167  
www.leartiker.com

**ACTIVITY:** Research, development and innovation in polymer and food technologies.

### MAIER TECHNOLOGY CENTER (MTC)

Pol. Industrial Arabieta  
48300 Gernika (Bizkaia)  
Spain  
Phone: 34 946 259 265  
Fax: 34 946 259 258  
www.maier.es

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

### MIK (MONDRAGON INNOVATION & KNOWLEDGE)

Ibarra Zelaia, 2  
20560 Oñati (Gipuzkoa)  
Spain  
Phone: 34 943 719 191  
Fax: 34 943 718 162  
E-mail: mik@mik.es  
www.mik.es

**ACTIVITY:** Management research center specialized in organizational and social innovation.

Based in Bidasoa:  
Hendaya, 8  
20301 Irún

### ORONA EIC

Pol. Industrial Lastaola, s/n  
20120 Hernani (Gipuzkoa)  
Spain  
Phone: 34 943 551 400  
Fax: 34 943 550 047  
E-mail: orona@orona.es  
www.orona.es

**ACTIVITY:** Elevation innovation centre.

### ULMA PACKAGING TECHNOLOGICAL CENTER (UPTC)

Barrio Garagaltza, 51 - 22 PK  
20560 Oñati (Gipuzkoa)  
Spain  
Phone: 34 943 039 350  
Fax: 34 943 039 341  
www.ulmapackaging.com

**ACTIVITY:** Development and Research in packaging sector.

## TRAINING CENTRES

### ARIZMENDI

Otalora Lizenziaduna, 8  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 772 025  
Fax: 34 943 797 922  
E-mail: arizmendi@arizmendi.ikastola.net  
www.arizmendi.eu

**ACTIVITY:** Education.

### GOIERRI GOI MAILAKO ESKOLA

La Granja Auzoa, z/g  
20240 Ordizia (Gipuzkoa)  
Spain  
Phone: 34 943 880 062  
Fax: 34 943 888 351  
E-mail: bulegoa@goierrieskola.org  
www.goierrieskola.org

**ACTIVITY:** Education.



**LEA-ARTIBAI**

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

**ACTIVITY:** Technical education.

**LEARTIKER TECNOLOGÍA DE ALIMENTOS**

Edificio Tecnología de Alimentos  
Xemein Etorbidea, 19  
48270 Markina-Xemein (Bizkaia)  
Spain  
Phone: 946 169 167  
E-mail: eat@leartiker.com

**LEARTIKER POLYMER R&D**

Lea Artibai Berrikuntza gunea  
Xemein Etorbidea, 12A  
48270 Markina-Xemein (Bizkaia)  
Spain  
Tel. 34 946 169 089  
E-mail: polymers@leartiker.com

**MONDRAGON UNIVERSITY**

C/ Loramendi, 4  
20500 Arrasate-Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 712 185  
Fax: 34 943 712 193  
E-mail: info@mondragon.edu  
www.mondragon.edu

**ACTIVITY:** University studies.

**SCHOOL OF BUSINESS**

Faculty of Mondragon Unibertsitatea  
**OÑATE CAMPUS**  
Ibarra Zelaia, 2  
20560 Oñati (Gipuzkoa)  
Spain  
Phone: 34 943 718 009  
Fax: 34 943 718 162  
E-mail: rigarza@mondragon.edu

**BIDASOA CAMPUS**

Palacio Ducourau - Hendaia, 8  
20301 Irun (Gipuzkoa)  
Spain  
Phone: 34 943 639 129  
Fax: 34 943 667 022  
E-mail: ioiartzabal@mondragon.edu  
www.mondragon.edu/eu/enpresagintza

**ACTIVITY:** Training of undergraduate, postgraduate and continuing education in management. Management research.

**SCHOOL OF HUMANITIES AND EDUCATION**

Faculty of Mondragon Unibertsitatea  
**ESKORIATZA CAMPUS**  
Dorleta, s/n  
20540 Eskoriatza (Gipuzkoa)  
Spain  
Phone: 34 943 714 157  
Fax: 34 943 714 032  
E-mail: harrera.huhezi@mondragon.edu  
www.mondragon.edu/eu/huhezi

**ARETXABALETA CAMPUS**

Otalora, 29  
20550 Aretxabaleta (Gipuzkoa)  
Spain  
Phone: 34 943 714 157  
Fax: 34 943 714 032  
E-mail: harrera@huhezi.mondragon.edu  
www.mondragon.edu/eu/huhezi  
**ACTIVITY:** Schoolteacher's college. Audio-visual Communication Studies.

**HIGHER POLYTECHNIC SCHOOL**

Faculty of Mondragon Unibertsitatea  
**MONDRAGÓN CAMPUS**  
St./Loramendi, 4 - Apdo. 23  
20500 Arrasate-Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 794 700  
Fax: 34 943 791 536  
www.mondragon.edu/eu/gep  
E-mail: jgantxegi@mondragon.edu

**GOIERRI CAMPUS**

Granja Auzoa, s/n.  
20240 Ordizia (Gipuzkoa)  
Spain  
Phone: 34 943 880 062  
Fax: 34 943 888 351  
www.mondragon.edu/eu/gep  
E-mail: bulegoa@goierrieskola.org

**ACTIVITY:** Technical education.

**DONOSTIALDEA CAMPUS**

Orona IDe0-innovation city  
Orona Fundazioa  
20120 Hernani, (Gipuzkoa)  
Spain  
Phone: 34 943 739 632  
www.mondragon.edu/eu/gep  
E-mail: jgantxegi@mondragon.edu  
**ACTIVITY:** University degrees, postgraduate studies and further training for professionals and research in the engineering and energy fields.

**CULINARY SCIENCE FACULTY**

Faculty of Mondragon Unibertsitatea  
**DONOSTIA CAMPUS**  
Paseo Juan Avelino Barriola, 101  
20009 Donostia (Gipuzkoa)  
Spain  
Phone: 34 902 540 866  
Fax. 34 943 574 502  
E-mail: info@bculinary.com  
www.bculinary.com

**ACTIVITY:** Education in gastronomic sciences.

**BILBAO BERRIKUNTZA FAKTORIA**

Uribitarte, 6  
48001 Bilbao (Bizkaia)  
Spain  
Phone: 34 943 712 185  
Fax: 34 943 712 193  
E-mail: info@mondragon.edu  
www.mondragon.edu  
**ACTIVITY:** Activities geared to stimulating creativity, innovation and advanced entrepreneurship.

**OTALORA**

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

**TXORIERRI POLITEKNIKA IKASTEGIA**

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

# SUPPORT BODIES AND INTERNATIONAL SERVICES

## SUPPORT BODIES

### ATEGI

Polo Garaia, Goiru kalea - Building A - 2<sup>nd</sup> floor  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 711 930  
Fax: 34 943 773 101  
E-mail: info@ategi.com  
www.ategi.com  
**ACTIVITY:** *Buying portal.*

### FUNDACIÓN MONDRAGON

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

### MONDRAGON

Pº José María Arizmendiarieta, 5  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 779 300  
Fax: 34 943 796 632  
www.mondragon-corporation.com  
**ACTIVITY:** *Services Business to Business.*

### MONDRAGON CENTRO DE PROMOCIÓN

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

### MONDRAGON INNOVACIÓN

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

### MONDRAGON INVERSIONES

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

### MONDRAGON NAVARRA

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

### MONDRAGON PROMOCIÓN

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

### MONDRAGON SUSTRAI

Pº José María Arizmendiarieta, 5  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 779 300  
Fax: 34 943 796 632  
**ACTIVITY:** *Property management.*

### POLO DE INNOVACIÓN GARAIA

Goiru kalea, 1  
20500 Mondragón (Gipuzkoa)  
Spain  
Phone: 34 943 038 846  
Fax: 34 943 793 999  
E-mail: garaia@pologaraia.es  
www.pologaraia.es  
**ACTIVITY:** *To provide infrastructures for innovation.*

## INTERNATIONAL SERVICES

### MONDRAGON BRASIL

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

### MONDRAGON CHILE

Santiago de Chile - Chile  
Director Área: Sr. Fernando Fernández de Landa

### MONDRAGON CHINA

#### MONDRAGON BEIJING

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

#### MONDRAGON SHANGHAI

CORPORATE OFFICE  
Room 3101, Haitong Securities Building,  
No. 689 Guangdong Road,  
200001 - Shanghai,  
China  
Phone: 8621 6341 0728 / 29 / 30  
Fax: 8621 6341 0725  
Corporate Delegate: Mr. Jason Zou - Chief Representative  
Email: jason.zou@mondragoncorporation.cn

### MONDRAGON SHANGHAI

SOURCING OFFICE  
Room 3101, Haitong Securities Building,  
No. 689 Guangdong Road,  
200001 - Shanghai,  
China  
Phone: 8621 6341 0728 / 29 / 30  
Fax: 8621 6341 0725  
Corporate Delegate: Mr. Jokin Laspiur  
Email: jokin@mondragoncorporation.com

### MONDRAGON SHENZHEN

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

### MONDRAGON INDIA

#### MONDRAGON NUEVA DELHI

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

#### MONDRAGON PUNE

CORPORATE OFFICE  
Rachna Ventura Building,  
5th Floor, CTS No. 1337/1,  
Survey No. 134/1,  
ITI Road, Aundh,  
Pune - 411007.  
India  
Phone: 91 9975449340  
Director: Mr. Ashutosh Sharma  
Email: ashu@mondragoncorporation.in

### MONDRAGON MÉXICO

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

### MONDRAGON RUSIA

C/ Argunovskaya N°3 /1  
Moscu (CP 129075).  
Russia  
Tel./ Fax: 7 495 787 74 45  
Corporate Delegate: Mr. Luis del Castillo  
E-mail: luis@mondragon.ru  
E-mail: tatiana@mondragon.ru

**MONDRAGON USA**

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

**MONDRAGON VIETNAM**

6<sup>th</sup> Floor, Rolanno Business Center  
157 Vo Thi Sau St, Ward 6, Dist.3, HCMC,  
Vietnam  
Phone: 84-83 820 6034  
Fax: 84-83 820 7335  
Nguyen Thanh Phong (David)  
Sourcing & Business Development  
E-mail: phong@mondragoncorporation.vn  
www.mondragon-corporation.com

**MONDRAGON TAIWAN**

12f-1, No. 77-1, Sec. 2, Jhonghua E. Rd. East  
District  
Tainan City, Taiwan (R.O.C.)  
Taiwan  
Phone: 886 6 2603984  
Fax: 886 6 3359111  
Jokin Laspiur  
E-mail: jokin@mondragoncorporation.com  
www.mondragon-corporation.com





*"Between the past, where our memories lie, and the future, where we place our hopes, we must face the present by embracing the duties imposed by circumstance."*

**Jose Maria Arizmendiarieta**  
(1915-1976)

- LinkedIn** ([www.linkedin.com/company/mondragon-corporation](http://www.linkedin.com/company/mondragon-corporation)) 
- YouTube** ([www.youtube.com/user/mondragoncorporation](http://www.youtube.com/user/mondragoncorporation)) 
- Vimeo** ([www.vimeo.com/mondragoncorp](http://www.vimeo.com/mondragoncorp)) 
- Flickr** ([www.flickr.com/photos/mondragoncorporation](http://www.flickr.com/photos/mondragoncorporation)) 
- Twitter** (<https://twitter.com/enMONDRAGON>) 
- Slideshare** ([www.slideshare.net/MONDRAGONCorporation](http://www.slideshare.net/MONDRAGONCorporation)) 
- Web MONDRAGON** (<http://www.mondragon-corporation.com/language/en-US/ENG.aspx>) 
- Tumblr** ([aboutmondragon.tumblr.com](http://aboutmondragon.tumblr.com)) 
- Wikipedia** ([http://en.wikipedia.org/wiki/Mondragon\\_Corporation](http://en.wikipedia.org/wiki/Mondragon_Corporation)) 
- Google+** (<https://plus.google.com/+corporacionmondragon>) 

FULL YEARLY REPORT  
AND VIDEO



