



Annual Report 1999

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Highlights

In millions of pesetas In millions of euros

	1997	1998	1999
Total Sales	726,706 4,368	889,760 5,348	1,043,893 6,274
International Sales	208,788 1,255	238,647 1,434	272,885 1,640
Assets Under Administration*	836,029 5,024	949,769 5,708	1,058,922 6,364
Equity **	244,185 1,468	288,220 1,732	334,232 2,009
Investment	62,837 378	70,763 425	86,838 522
Results	52,316 314	68,907 414	76,479 460

* Caja Laboral ** Excluding Lagun-Aro's Funds

Workforce





Antonio Cancelo
President of the General Council

Everyone who forms part of MCC can feel legitimately satisfied with the achievements made in 1999. It was a year in which most of the objectives set were met.

The year represented a step forward in the reality of a project that in its Mission statement is defined as "created by and for people, committed to the community, competitive improvement and customer satisfaction, to generate wealth in society by means of business development and job creation".

During this period of time there has been a lot of reflection about basic aspects of the organisation. There has been a redefinition of the Mission statement, Corporate Values, Basic Objectives and General Policies in a successful

attempt to maintain the essence of our history, updating its expression in accordance with the social and economic framework in which our actions in the future must form an integral part.

As far as the development of the Management Model is concerned, we have now gone beyond the company certification stage, and are making advances in EFQM assessment where, in overall terms, an average score in excess of 400 points has been achieved.

The improvements achieved in People Satisfaction are of particular importance. This is one of the keys to a system based on the prominent role of the human beings who form part of it.

Our commitment to development is clear from the investment of close to

87,000 million pesetas made, enabling 4,732 new jobs to be created.

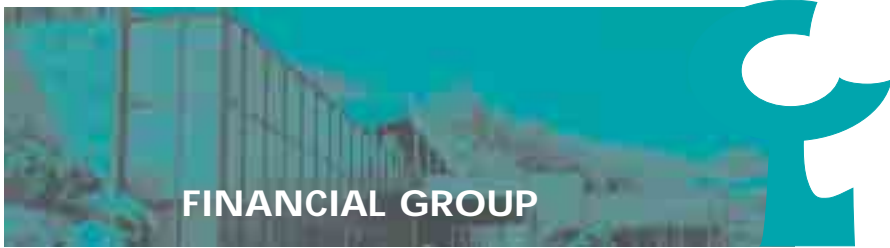
The gradual application of the Business Promotion Model has made a significant contribution to development, enabling new ideas, capable of becoming the embryo for new businesses, to be discovered and channelled.

The organisation of the activities most directly related to knowledge with an overall view enabled, among other things, work to be carried out on what will be, when it is approved in 2000, MCC's first Science and Technology Strategic Plan. This will establish the path to be followed for the next few years.

The idea of the Garaia Centre of Innovation was also one of the outstanding milestones of the year. Collaboration between Mondragón Unibertsitatea, the technological centres and companies will make it possible to set up a network of advanced knowledge to boost

innovation and help shape the companies of the future.

Finally, it should be pointed out that our activities have been profitable in economic terms, with improvements on past situations. This has enabled us to help each person, the workforce as a whole and society in general make progress with the wealth generated.



FINANCIAL GROUP

FINANCIAL GROUP

In the financial area 1999 stood out for the fact that the euro came into operation as a billable, although not yet physical, currency, and the change in the trend in interest rates, which after falling during the first half of the year began to rise in the second half.

MCC's Financial Group continued to record the high levels of efficiency already demonstrated in the two previous years, having successfully overcome adverse circumstances like the tightening of the gross earnings margin and the volatility of the financial markets.

In 1999 MCC's Financial Group's compliance with its Basic Corporate Objectives has been as follows:

Customer Satisfaction. During the year advances continued to be made in the continuous improvement of quality, with ISO 9002 certification obtained for a number of activities, like Caja Laboral's telebanking service, Lagun Aro's Company Medicine Service and in the sale and management of car insurance.

In the banking area, customers have been assigned to specific managers and products and services prepared for different types of customers. Complementary sales channels, like telephone banking and Internet banking (Caja Laboral NET), have been consolidated and the number of branches opening in the afternoon increased.

Profitability. The tightening of the gross earnings margins was offset by the increased volume of

business recorded during the year. Other factors which had a favourable effect on profitability were the recovery in the stock market in the last quarter of the year, with the resulting favourable effect on the investment portfolio, and the significant reduction in delinquency. All these factors helped to consolidate the results.

Internationalisation. In 1999 there was an increase in 13% in the volume of commercial operations abroad. 68% of this business was with co-operative enterprises and the remaining 32% with other business clients. During the year the network of foreign correspondent banks was reinforced, extending it to new geographical areas, and taking the total to more than 900.

Development. The activity of this Group increased significantly in 1999 with both assets under administration and bank investment recording two-digit growth. The considerable profitability obtained also helped to reinforce the soundness of the net worth of the institution, taking Caja Laboral's equity to 125,453 million pesetas, a 13% increase and Lagun-Aro's funds to 333,303 million pesetas, a 16% increase. Geographical expansion was concentrated mainly on the leading cities in the Castilla-León region, where four new branches were opened. Finally, the increase of 2,074 in the number of Lagun Aro members stands out, as it was the largest increase in its history.

Worker Participation. In 1999 the opinion that members of this Group have of its Policy and Strategy was assessed for the first time. The knowledge

management process was also documented in order to be able to transmit the best practices from one business centre to another.

Training during the year was mainly aimed at improving the technical level of staff, promotion courses and help for complementary courses. It should also be highlighted that over the year, 1,381 million pesetas from Caja Laboral's Education and Promotion Fund were earmarked for co-operative training and promotion.

Among the aspects relating to Lagun Aro, the positive performance of the Employment Aid benefit should be highlighted, which enabled a reserve fund totalling 3,843 million pesetas to be set up for the future. Mention should also be made of the increasing activity of the Company Medicine Service, due to the increase in the number of workers in the Group and the awareness among the co-operatives about the prevention of occupational hazards and the control of environmental pollution.

Juan María Otaegui
MCC Vice-president
Chief Executive – Financial Group

**CAJA LABORAL
Sdad. Coop. de Crédito**

Caja Laboral is a credit institution set up by the industrial co-operatives. From the start it has played a key role in the promotion, financing and business development of the co-operative movement, of which it has become the flagship, establishing the bases of what is today Mondragón Corporación Cooperativa.

1999 was a good year for Caja Laboral, in spite of a number of complications inherent in the volatility of the financial markets and the historic minimum levels of interest rates, which put a lot of pressure on the gross earnings margin of the banking sector.

Total assets on the balance sheet accounted for 997,565 million pesetas at the end of 1999, which is an increase of 9.5% compared to 1998.

Customer assets under administration, including those administered off the balance sheet, totalled 1,058,922 million pesetas at the end of the year, with a notable increase over the year of 12%. There was a change in the market trend, with a return to traditional savings schemes to the detriment of unit trusts. Fixed term deposits as a whole increased by 52%, while unit trusts and the other off-balance sheet items fell by 12%. Equity continued to grow, boosted by the high level of profitability obtained and the demanding policy of capitalisation of profits, taking the final figure to 125,453 million pesetas. In accordance with Bank of Spain regulations,



Caja laboral, Elorrio branch.

the institution's capital adequacy ratio was 19.1%, well in excess of the minimum requirement of 8%, as well as the average for the sector.

As far as lending business was concerned, net bank investment increased by 19.5% over the year, taking the balance of this heading to 612,620 million pesetas. The most active type of loan is still the mortgage loan, with an increase of 71,788 million pesetas. Mortgage loans now account for 71% of all loans to the private sector.

Net investment of the securities portfolio, consisting of fixed and variable income securities, as well as holdings in group companies, rose to 192,028 million pesetas, a relative increase of 14%.

For its part, investment in cash, banks and credit institutions, the balance of which includes the cash and

central bank figures as well as the net position with credit institutions, fell by 15%, with a balance of 90,118 million pesetas at the end of the year.

In terms of the profitability obtained in 1999, in spite of the difficulties deriving from the low interest rates in force during the year, the increase in business volume enabled the gross earnings margin to be improved by 7%. This together with the fact that the net commission on services was 4% higher than in 1998 and that provisions made to the value of 3,431 million pesetas have been recuperated, means that profits before tax came to 20,379 million pesetas, which was 10% higher than in 1998.

In this regard, it should be highlighted that the profitability achieved by Caja Laboral on its average

FINANCIAL GROUP

total assets was 2.28% in 1999, a "ratio" double the average equivalent obtained by Savings Banks.

Caja Laboral's soundness is a reflection of this efficiency, as recognised by "The Banker" magazine published by the Financial Times Group, which puts Caja Laboral among the one hundred most solvent banking institutions in the world, in 96th position.

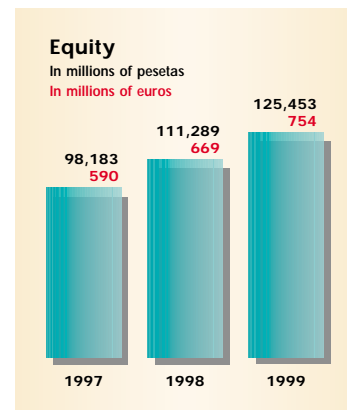
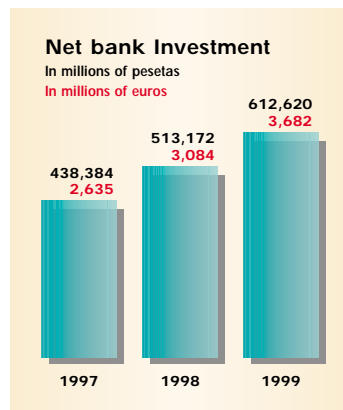
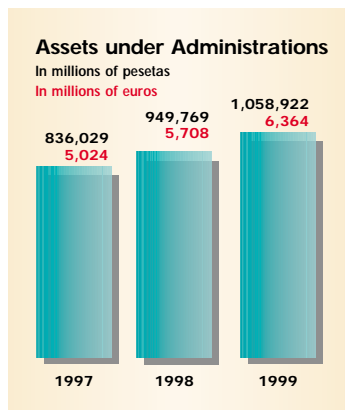
Finally, a mention should be given to Aroleasing, a

company specialising in financial leasing, which has belonged 100% to Caja Laboral since 1996.

In 1999, Aroleasing signed new contracts to the value of 16,270 million pesetas, which represents an increase of 23% over the 1998 figure. Of all the investment made, 66% was channelled through the branches of Caja Laboral.

Loan investment at the end of the year totalled 31,446 million pesetas, with an

increase of 22% over the year and the doubtful debt ratio at 1.8%, an improvement of 34% compared to the percentage recorded in 1998, and bad debt cover at 126%.



LAGUN-ARO

Voluntary Social Welfare Institution

The members of Lagun Aro are members of co-operatives, mainly forming part of Mondragón Corporación Cooperativa. It is Lagun-Aro's task to provide social welfare cover for these members and their families, at a similar level to the cover provided by the state system.

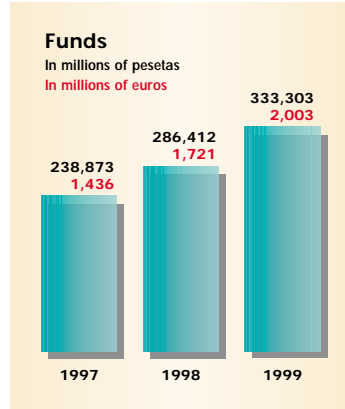
At 31 December 1999, Lagun-Aro had 22,665 members, in 113 co-operatives. This figure was an increase of 2,074 during the year, the biggest in Lagun Aro's history. 31% of the new members belonged to the new limited duration or special quota forms of membership.

As far as pro rata benefits are concerned, these totalled 6,252 million pesetas in 1999 and were mainly for:

- * Sick Leave, 2,733 million pesetas (43.7% of the total).
- * Health Care, 2,238 million pesetas (35.8% of the total).

Employment Aid should also be highlighted as it has fallen to 40 million pesetas, with a surplus of 1,339 million pesetas generated. This amount, added to the 2,504 million pesetas from 1998, gives a positive balance of 3,843 million pesetas on the balance sheet.

It should also be highlighted that the Ministry of Health made a payment of 1,768 million pesetas in compensation for collaboration in the area of health in 1998.



The benefits for Retirement, Widowhood and Invalidity, which have to be guaranteed for long periods of time and for a large number of members, are financed by reserves to guarantee the corresponding pensions and which accounted for funds totalling 333,303 million pesetas at the end of 1999, once the returns on the investment portfolio had been applied.

These funds enabled 5,923 million pesetas in pensions to be paid out in 1999. At the end of the year, there were 5,207 people receiving pensions.

Lagun-Aro's activities also include a Company Medicine Service, which achieved AENOR certification to ISO 9002 in 1999 for the following activities:

- * Preventive and company medicine.
- * Clinical, toxicological and drinking water analyses.
- * Ergonomics and safety at work.
- * Industrial hygiene
- * Environmental measurements of

the air and noise levels. The activities of this department have been affected by the growth in the number of members and the concern of the co-operatives about the prevention of occupational hazards and the control of environmental pollution.

In 1999, the following services were carried out:

- * Health checks: 2,289 medical examinations on possible new members and 28,432 analyses.
- * Industrial hygiene: 2,644 assessments.
- * Industrial safety: 70 analyses.
- * Environment: 1,610 assessments.



Lagun-Aro, Mondragón.

SEGUROS LAGUN-ARO

1 999 was a very good year for Seguros Lagun-Aro and Seguros Lagun-Aro Vida, with efforts having been concentrated on risk selection, the improvement of commercial productivity in priority segments and on claims management.

Income obtained from insurance premiums and financial income totalled 19,800 million pesetas, for both companies, of which 13,435 million pesetas corresponded to premiums charged. In general insurance, there was growth of 17.6%, taking turnover to 8,107 million pesetas, with a total of 181,417 policies now issued.

In Life Insurance, turnover totalled 5,328 million pesetas, with a growth of 58% in priority products compared to 1998. In 1999 the company also fully

adapted to the requirements of the New Regulations for the sector, which came into force at the start of the year. Mention should be made of the additional effort required regarding technical provisions.

Other events worthy of mention, included in the current Strategic Plan, were as follows:

- * Commercial development, with car insurance added to the range of products sold through the branches of Caja Laboral.
- * Investment in new information technologies, mainly in the life insurance company, aimed at starting up new unit linked products and overall business management.

* Total quality management in terms of ISO-9002 assurance for the sale and management of car insurance taken out in Seguros

Lagun Aro branches, the application of the EFQM self-assessment model and the steps taken in a number of areas in which the need for improvement was detected.



INDUSTRIAL GROUP

INDUSTRIAL GROUP

1999 began with the threat of an international economic crisis. However, this fear was dispelled as the year went on and the European and Asian economies began to recover.

In tune with this improvement on the expectations, the indicators for MCC's Industrial Group gradually improved over the year. The good performance of domestic sales was complemented by the recovery in exports in the second half of the year, as the result of the more favourable international climate and the gradual weakening of the euro, which increased the competitiveness of our products compared with those from the dollar zone.

The main achievements as far as the Basic Corporate Objectives are concerned were as follows:

Customer Satisfaction. In 1999 progress continued to be made with this objective, with the following among the actions taken: improvement in quality, reduction in delivery time, increasing customer loyalty and the redesign of commercial processes.

As far as the quality of the products and processes of the co-operatives are concerned, 71 co-operatives now have ISO 9000 certification and most of them are also going on to do an assessment based on the EFQM methodology. In this regard, it is worth highlighting that the Department of Industry of the Basque Government, after an assessment carried out



Ecotècnia, wind farm.

by the Basque Foundation for the Promotion of Quality (Euskalit), awarded the Gold Q prize to Irizar and the Silver Q to Copreci and Fagor Electronica, as these companies exceeded 500 and 400 points, respectively, in the assessment.

It should also be highlighted that, in order to optimise customer service, the co-operatives operating in the automotive sector have continued setting up manufacturing plants close to where their customers are located, specifically in Brazil, Great Britain and the Czech Republic.

Profitability. The positive performance of demand in 1999 as a whole resulted in a high use of the Group's production capacity. This together with other factors like low interest rates and internal cost control led to a 17% increase in profits over the year, with profitability over sales in the order of 6.4%. The divisions that performed best in this regard were the Household

division, due to the increase in family income and the boom in the building of homes, which have boosted the sales of domestic appliances and furniture, and Industrial Equipment, where the high level of profitability of the coach bodywork business stands out.

Internationalisation. In spite of the weakness of the international economy during the first half of the year, with the plausible exception of the United States, progress continued to be made on the strategic objective of internationalisation. The Industrial Group achieved international sales, exports plus sales from production plants abroad, totalling 213,491 million pesetas. This figure represents a 16% increase over the figure recorded in 1998, leading to an increase in the proportion of international sales over total sales from 46.9% in 1998 to 47.6% in 1999.

At the end of 1999, the Industrial Group had 23 manufacturing plants abroad. The most important events in 1999 were the incorporation of the companies set up in Mercosur by Promoauto, 50% of which was acquired at the end of 1998, the purchase by Fagor Electrodomesticos of a majority holding in the Polish domestic appliance manufacturer Wrozamet, as well as the new plants set up abroad by Maier (Great Britain), Batz (Brazil), Cikautxo (Czech Republic) and Irizar (Mexico and an increase in the existing investment in Brazil).

Development.

The development of the Industrial Group has been significant over the last few years, with turnover and equity having doubled in five years.

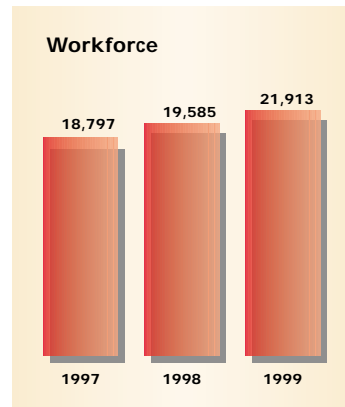
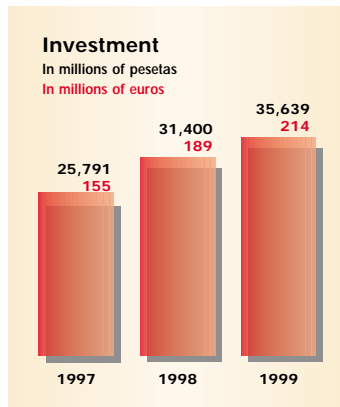
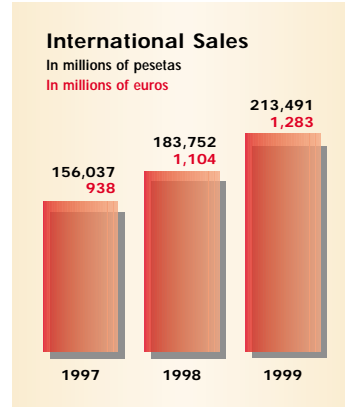
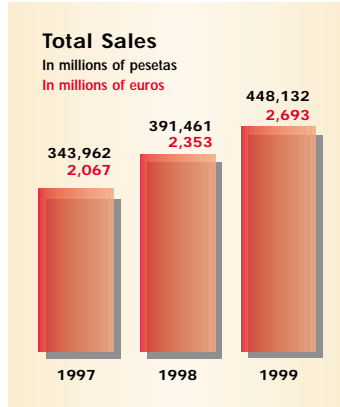
Turnover in 1999 accounted for 448,132 million pesetas, with an increase of 14.5% compared to 1998.

The most dynamic divisions were Household Goods and Engineering and Capital Goods, which have benefited from the positive situation in terms of spending and investment, respectively. The growth in the Construction division also stood out. This was due to the incorporation of Ecotècnia, a Catalonian co-operative producing equipment for the renewable energy sector.

The investments tackled by this Group in 1999 accounted for 35,639 million pesetas, which is 14% more than the investment figures for 1998.

Industrial employment also rose by 2,328 jobs taking the total workforce to 21,913 people. Three new co-operatives joined MCC in 1999: Consonni, engaged in the manufacture of electric heating elements, Domusa Calefacción, a manufacturer of domestic central heating boilers and Ecotècnia, mentioned above.

Worker Participation. In order to increase participation in management, a method for the Deployment of Objectives has been developed in collaboration with the University of Deusto, Ibermática and LKS Consultores. This will enable



the objectives established for the different levels of the organisation to be aligned with the strategies of the Business Units.

Other basic aspects tackled in 1999 were the implementation of the Management Development model –as a tool for improving the knowledge, capabilities and qualities of management teams-, further work in the area of internal communication, the prevention of occupational hazards, with the involvement of 64 co-operatives, and the implementation of environmental management

systems, with 48 co-operatives involved. ■

An extensive survey was also carried out to assess people satisfaction, and a boost was given to the policy of increasing the number of co-operative members compared to the total workforce. This led to increase of 1,582 in the number of members compared to 1998.

AUTOMOTIVE

The overall turnover of the Division increased slightly in comparison with 1998 and international sales rose by 11%, in a year characterised precisely by the boost given to internationalisation.

Among the actions taken, the setting up of the company "Promoauto Desarrollo de Automoción S.A.", to coordinate and promote activities in Mercosur, stands out. The first of the projects to be brought to fruition was Batz do Brasil, which started the production of jacks, pedal units and brake levers in the town of Taubaté, close to Sao Paulo.

In Europe, Maier began work on the construction of a factory in Lichfield, near Birmingham, with an investment of 2,500 million pesetas. Production is planned to start in the second half of 2000. The plant will manufacture external thermoplastic car parts for car makers in the United Kingdom and north of France. The main customer will be Nissan, as well as Honda, Toyota and the PSA group.

Cikautxo set up a production plant in the north of the Czech Republic to produce thermal rubber parts, with an investment of 400 million pesetas. Its aim is to supply the German automotive and domestic appliance markets and facilitate the introduction of its products into Eastern European countries.

Fagor Ederlan carried out



Fagor Ederlan.

significant investments to the value of 3,728 million pesetas to extend its aluminium die-casting and machining plants by 50%. These have been equipped with high quality, precision machinery, placing the company at the forefront of this sector in Europe, in technological terms. The company also built a plant in Borja, to produce front suspension columns for General Motors in Figueruelas, in its capacity as a global supplier of safety parts for the Corsa 2000 project, with supplies beginning in July.

Its subsidiary FIT Automoción, in which Fagor Ederlan has a 33% equity holding, together with MCC Inversiones (33%) and the German company Continental Teves (34%), had a very satisfactory year with 51% increases in the sale of brake systems for Volkswagen in Germany. FIT Automoción will invest 1,500 million pesetas over the three-year period 1999-2001, doubling its production

capacity and thereby confirming the consolidation of a business project launched in 1998. Finally, Mapsa continued with its ambitious investment plan which will be concluded in 2000 and account for 3,000 million pesetas. It will increase the company's production capacity to two million wheel rims.

José María Aldekoa
MCC Vice-president
Chief Executive - Automotive

In millions of pesetas
In millions of euros

	1998	1999
Sales	81,055 487	83,250 500
Intern. sales	48,079 289	53,301 320

COMPANIES:

Automódulos, Batz do Brasil, Batz Sistemas, Cikautxo, Cikautxo Cz, Fagor Ederlan, Fagor Ederlan Borja, Ferroplast, Fit Automoción, FPK, Galdan, Luzuriaga Tafalla, Luzuriaga Usurbil, Maier, Maier Navarra, Mapsa and Promoauto.

COMPONENTS

The turnover of this Division increased by 12% and its international sales in a similar proportion. Just as in 1998, the investments of the Division played a strong role, accounting for 6,168 million pesetas and were earmarked for an increase in the capacities of the different lines of business, an increase in productivity with greater automation and the development of internationalisation.

In the R&D area, a carbon monoxide and methane sensor based on sensors-semiconductors and fuzzy logic was developed. A project was also launched within the framework of the 5th IST (Information Societies Technology) programme, aimed at developing intelligent chemical sensors for gas manufactured with low cost CMOS technology, with integrated electronics and sensitive hybrid layers.

In **White Goods**, Copreci set up a joint venture with the US company Burner Systems International (BSI), to manufacture subunits for the cooking appliance sector, for the US market. In the Mexican plant in Guadalajara, there was investment to enable washing machine components to be built together with cooking appliance components, thereby consolidating the activity of this important factory.

In the area of R&D, an electronic energy control based on optical systems was developed for application in domestic appliances. Work also continued



Orkli.

on the development of electronic systems for induction cooking, using advanced control algorithms.

In the field of quality, mention should be made of Copreci being awarded the Silver Q prize after obtaining more than 450 points in the EFQM assessment carried out by the Basque Foundation for Quality Assessors' Club.

In the area of **Home Comfort**, the inauguration of Orkli's new installations, coinciding with the company's 25th anniversary, stands out. They occupy 10,000 m² and are engaged in the production of ambient temperature regulation and control valves for domestic central heating.

In R&D, an independent supply system using photovoltaic converters was developed for gas domestic appliances and, as part of the Eureka-Eurimus Programme, work was carried out on a microsystem to guarantee efficient, low-emission level combustion in gas boilers.

In **Electronics**, Fagor Electrónica obtained QS-9000 certification, which is very important in the automotive industry and won the "Prize for Continuous Improvement" in the Basque Country.

In R&D, the company made significant advances in the development of a electronification project for domestic and home-comfort appliances, in the regulation, control and safety functions, in collaboration with various Universities and Research Centres.

Also in the field of R&D, the development, as part of the Intek Programme, of cable TV head-end systems, designed for interactive digital TV services, should be highlighted.

José Luis Olasolo
MCC Vice-president
Chief Executive - Components

In millions of pesetas
In millions of euros

	1998	1999
Sales	46,222 278	52,141 313
Intern. sales	29,024 174	32,825 197

COMPANIES:

Consonni, Copreci, Copreci México, Eika, Embega, Fagor Electrónica, Matz-Erreka, Orkli, Tajo and Zerco.

INDUSTRIAL GROUP

CONSTRUCTION

In line with the dynamic nature of the previous year, the sales of this Division increased by 26%, a figure that includes the turnover of the Catalanian co-operative Ecotècnia, which joined MCC at the beginning of the year.

In **Lifts and Elevators**, Orona increased its sales by 24%, with an excellent performance and the consolidation of a lot of investment in the industrial area.

On the domestic scene, important projects were those completed at La Bretxa market in San Sebastian, the Son Moix stadium in Palma in Majorca and La Galera wharf in Algeciras. On the international stage, Orona is currently exporting to more than 40 countries, with a strong increase forecast for 2000.

In **Structures and Handling**, Urssa built the paper factories at Condat in France, Zicuñaga in Hernani (Guipúzcoa) and Saica-3 in Burgo del Ebro (Saragossa). Important projects were also carried out in the iron and steel industry, with the extension to the Sidenor factory in Basauri, the new plant in Vitoria and the one for the furnace for Aristrain in Olaberría.

In industrial buildings, the following orders stand out: the metal structure for the new Mercedes-Benz factory in Vitoria, to the value of 3,000 million pesetas and the structure of a number of buildings for the

logistics involved in the CERN laboratory particle accelerator in Geneva.

In urban buildings, mention should be made of the company's participation in the second phase of the Bilbao metro and the building of the structural dome for the "Grantecan" telescope on the Canary Islands, the biggest and most advanced in the world. The lifting bridge in the port of Barcelona, which will be the biggest in Europe and the 500-tonne rotating bridge designed by Calatrava in Buenos Aires also stand out.

Orona's Spatial Structures Division built a number of sports centres in Spain, as well as the roof of the Science Museum in Alcobendas. At the international level, the company built the pavilion inside the Millennium Dome in London, the Inezgane sports centre in Morocco and the roof of Loughborough University in the United Kingdom.

A special mention should be given to Ecotècnia's first year as a member of MCC, in which the company achieved a turnover of 6,310 million pesetas and won numerous orders that will boost its growth enormously. This will be helped by the creation a company to promote wind farms in which bodies from the Corporation will have a holding, as well as the construction of a new assembly plant in Buñuel (Navarra), which will provide work for 40 people. In technological terms, the development in house of a 1,200

Kw wind-powered generator and the signing of a technology transfer agreement with the Japanese company Hitachi Zosen stand out.

In the Handling sector, Rochman inaugurated its new plant for packaging machines and Biurraerna negotiated an agreement with Hyundai for the exclusive distribution in Spain of public works machinery manufactured by the Korean multinational.

In **Construction Work and Materials**, Lana increased its sales by 26% and launched an ambitious investment plan in excess of 2,000 million pesetas for the period 1999-2002, aimed at substantially increasing production capacity of three-ply boards for construction, furniture manufacture and decoration. The target is to increase turnover from 2,400 million pesetas to 4,800 million, concentrating on foreign markets.

Jesús Maiztegui
MCC Vice-president
Chief Executive - Construction

In millions of pesetas
In millions of euros

	1998	1999
Sales	33,416 201	41,971 252
Intern. sales	6,632 40	5,631 34

COMPANIES:

- **Lifting systems:**
Orona.
- **Structures and Handling:**
Biurrarena, Ecotècnia, Orona, Rochman and Urssa.
- **Construction Work and Materials:**
Covimar, Etoriki, Lana and Vicon.

INDUSTRIAL GROUP

INDUSTRIAL EQUIPMENT

Continuing the excellent performance of recent years, 1999 was an exceptional year, in which the investments made abroad started to bear fruit, with more than 50% of turnover coming from international sales, which were 21% higher than in 1998.

Technology and development continued to be fomented from an overall point of view, based on a high level of profitability and investments over sales, with figures of more than 10% maintained for both ratios.

In **Leisure and Sport**, international expansion was intensified, with the businesses in this area achieving solid positions. Dikar-Wingroup extended its international structure by taking holdings in a number of companies in China and setting up a sales company in France. Eredu confirmed the consolidation of Enea with an increase in sales, which have tripled over the last three years and the building of a plant specifically for this activity. Orbea strengthened its leadership in the Spanish market and continued its penetration into European markets.

Components and Technical Equipment had another excellent year, based on the thrust of Irizar, with a 29% increase in turnover and 47% increase in international sales.

Irizar capped its spectacular performance by obtaining the Gold Q prize in the EFQM assessment and with the start up of a new plant in Mexico. The



Orbea.

company continued to perform strongly on the international stage, which accounted for 66% of total sales.

The growth and profitability of Ederfil should also be highlighted. This company implemented an automatic production control system and an occupational hazard management system. Urola consolidated its machinery activity, concentrating its efforts on product development,

Industrial Services also had a good year, with continued expansion of its businesses and the culmination of the SENA project in Colombia on the part of Alecop.

Alkargo continued to grow, with a 33% increase in sales and the extension of its range of products. Coinalde strengthened its international expansion and its production capacity with the construction of a new plant. The printing companies Elkar and Danona made advances in establishing a common business

focus, by increasing their profitability and competitiveness. Osatu and Oiarso revitalised their presence abroad, on the basis of the development of products of their own and increased sales activity.

Iñaki Otaño
MCC Vice-president
Chief Executive - Industrial Equipment

In millions of pesetas
In millions of euros

	1998	1999
Sales	47,864 288	54,128 325
Intern. salec.	22,533 135	27,365 164

COMPANIES:

- **Leisure and Sport:**
Dikar, Eredu, Orbea, Shanghai Dikar, Wingroup and Wingroup Amazonia.
- **Technical Components and Equipment:**
Ederfil, Hertell, Irizar, Irizar Brasil, Irizar Maghreb, Irizar México, Tianjin Irizar Coach and Urola.
- **Industrial Services:**
Alecop, Alkargo, Coinalde, Danona Litografía, Elkar, Oiarso, Osatu, Prodeso and Rotok.

HOUSEHOLD GOODS

This Division had a very positive year, with excellent productivity levels and a 21.9% increase in turnover and a 19.4% increase in international sales, including production in plants abroad.

In **Domestic Appliances**, Fagor had an excellent year, with a 20% increase in sales. In the domestic market, the company's growth was 12% above the market average, which was 7.3%, thereby consolidating its leadership in the sector with a market share of almost 24%, according to data provided by the Nielsen consultancy company.

In the international sphere, it was very dynamic year, with a 21.2% increase in foreign sales and the adoption of important strategic decisions. Among these, the acquisition of 76% of the Polish cooker manufacturer Wrozamet, with its headquarters in Wroclaw, stands out.

Wrozamet achieved a turnover of 12,775 million pesetas and, in addition to being the leading cooker manufacturer in Poland with a 48.5% share, the company has a growing presence in Germany, Czech Republic, Hungary and the Baltic states.

In Morocco, Fagor consolidated its position of joint leadership, with a 22% penetration, successfully producing fridges, gas water heaters and washing machines at its plant in Mohammedia.



Fagor Domestic Appliances.

In Argentina, in spite of the economic crisis, McLean again increased its market share, with 22% in fridges and 13% in front-loading washing machines, a segment in which it is the market leader.

The alliance with the German company Vaillant continued to work well by means of the Geyser-Gastech joint venture in Bergara, which has an installed capacity of 800,000 water heaters.

Fagor also continued with its high level of investment, with 3,785 million pesetas earmarked for its plants in the Basque Country, in addition to the 5,200 million pesetas it cost to acquire Wrozamet, together with MCC Inversiones. In terms of investment, the inauguration of the refurbished refrigerator plant in Mondragón should be highlighted. This plant now houses all refrigerator manufacturing and has a production capacity of 800,000 units a year.

In **Furniture**, Coinma continued

to grow and consolidate its position in the office furniture range, with a 22% increase in sales abroad. Danona did not perform as well as in 1998, due to a fall in its exports which, however, were still high, accounting for 52% of total sales, and, once again confirming the company's leadership in terms of exports.

In **Commercial Equipment**, the sales of the subgroup again recorded strong growth of 25%. Kide achieved leadership in the Spanish market in the sale of insulation panels, with a 33% increase in sales.

Fagor Industrial had an excellent year. The company extended its traditional cooker and dishwasher manufacturing lines with new washing machine and industrial refrigeration lines in its plant in Lucena. Export sales rose by 15%.

Jesús Catania
MCC Vice-president
Chief Executive - Household Goods

In millions of pesetas
In millions of euros

	1997	1998
Sales	120,515 724	146,901 883
Intern. sales	46,062 277	54,994 330

COMPANIES:

- **Domestic Appliances:**
Domusa, Edesa, Extra Electromenager, Fagor Electrodomésticos, Geyser Gastech, Mc Lean and Wrozamet.
- **Furniture:**
Coinma and Danona.
- **Comercial Equipment:**
Fagor Industrial, Fagofri and Kide.

INDUSTRIAL GROUP

ENGINEERING AND CAPITAL GOODS

There were two quite different sides to the performance of this Division in 1999: on the one hand, the order book levels previously achieved led to a 20% increase in turnover, with historic sales levels totalling 42,000 million pesetas.

At the same time, demand in the machinery and industrial equipment sector fell, reversing the upward trend of previous years and affecting the forecasts made for the Forming Machinery and Automation and Control subgroups.

In **Automation and Control**, turnover was balanced in spite of the recession in the sector, which had a greater effect in USA and Canada. The position was different in the European Union and there was a strong recovery in South-east Asia.

Technological development was intense and aimed at the completion of important numerical control and display projects, with management based on organisation by businesses.

In **Forming Machinery**, the year was marked by project management, which exceeded the 1998 volume by 28%, with peaks of up to 50% in some companies and businesses, requiring a significant increase in



Fagor Arrasate.

technical and management staff.

This high level of activity led to excellent profitability levels, in addition to improvements in quality indicators and delivery times in an increasingly demanding global context.

The list of companies, both in terms of new orders and orders supplied is ample and qualified. In the automotive sector it includes: BMW, Daimler-Chrysler, Ford/Volvo, Renault, Benteler, Gonvarri, Magna, Tower and Valeo. In the domestic appliance sector it includes: Electrolux, Fagor, General Electric/Mabe, Whirlpool and Orkli. Finally, in the iron and steel sector, mention should be made of Thyssen and Acerinox.

Engineering and Consultancy also had a busy year in terms of project management, with an average increase of 18% compared to 1998, with increases of up to 40% in some businesses.

An outstanding characteristic of this Subgroup lay in the continual efforts made to promote new companies and activities, especially in the Telecommunications and Information Systems sector, which led to annual growth rates in excess of 50%.

However, the improvement in income means a significant increase in the number of highly skilled jobs, with profitability also performing very well.

José Ramón Goikoetxea

MCC Vice-president
Chief Executive - Engineering and
Capital Goods

In millions of pesetas
In millions of euros

	1998	1999
Sales	35,927 216	42,246 254
Intern. sales	17,197 103	23,730 143

COMPANIES:

- **Automation and Control:**
Fagor Automation.
- **Engineering and Consultancy:**
Diara, Enyca, LKS Consultoria,
LKS Ingeniería, LKS CDEE, LKS Intelcom,
MSI, I3S, Ondoan and SEI.
- **Forming Machinery:**
Aurrenak, Batz Troquelera,
Fagor Arrasate, P.I. Proin,
Fagor Sistemas, Cima and Ona-Pres.

MACHINE TOOLS

The year was characterised by a 4% increase in sales, a 10% increase in exports and a moderate level of profitability. Less satisfactory were the order books for the Division as a whole, which were at 65% of the figure for 1998, meaning that next year will be more complicated.

In **Machine Tools**, the 12% reduction in orders won was quite a lot lower than the 22% average recorded by the sector in Spain. However, the order books only reached 62% of the 1998 level, although there was a certain amount of recovery in the last quarter of the year.

Turnover increased by 5% and exports by 13%, with Soraluze standing out as the leading exporter in the world of milling centres to Germany, a country to which it sends 41% of its production. As far as foreign orders are concerned, Germany was once again at the top of the ranking, accounting for 51% of the total together with France and Italy, followed by China. Italy appeared for the first time in the list of the main countries that purchase products from this Division.

In the automotive sector, it should be pointed out that the Danobat Group has the leading product for crank shaft machining, which has been sold to customers as representative as Volkswagen, Renault, Krupp, PSA Group,



Danobat.

GM/Opel and Ford/Volvo. In this context, mention should be made of the delivery of a number of lines to the Iranian company Khodro, for the automatic production of two key engine parts: the block and cylinder head. The complete order was worth more than 4,000 million pesetas.

In the aeronautics sector, new orders were won for grinding machines for grinding turbine blades from the French company Snecma. This company ordered three machines to the value of 300 million pesetas. General Electric also ordered one for its plant in Wales, in addition to those already supplied for its plants in USA and Egypt, and another for Delta Airlines.

An important order was negotiated with General Electric, which will be confirmed in the first quarter of 2000. It will be for the delivery of 15 machines to the overall value of 650 million pesetas, for machining parts

for the multinational's Energy Generation Division plants in USA and France.

Danobat also has top level customers in the aeronautical sector like: American Airlines, Boeing, British Airways, Delta, Sabena, Sikorsky Helicopters, Iberia, Swissair, United Airlines, Bendix, BNB, the Japanese company IHI as well as the aforementioned General Electric and Snecma.

In **Woodwork Machinery, Tooling and Fixtures**, sales were similar to the 1998, in a rather modest year, although Latz and Zubiola improved their positions in their sector and ended the year with figures better than those forecast.

Antonio Echeverría
MCC Vice-president
Chief Executive - Machine Tools

In millions of pesetas
In millions of euros

	1998	1999
Sales	24,944 150	25,845 155
Intern. sales	14,225 85	15,645 94

COMPANIES:

- **Cutting Machine Tools:**
Danobat, D+S Sistemas, Estarta Rectificadora, Goiti, Lealde and Soraluze.
- **Woodwork Machinery, Tooling and Fixtures:**
Doiki, Egurko, Latz, Ortza and Zubiola.

DISTRIBUTION GROUP





Eroski, Elorrio headquarters.

In 1999 the positive performance of consumer spending meant that the retail sector had a satisfactory year, which in the case of MCC's Distribution Group enabled the quantitative targets to be met and the Basic Objectives to be tackled with success.

Customer Satisfaction. In this area work has been carried out on the constant adaptation of the stores, with an extensive range of new products and services that consumers can take advantage of in the same physical space that they do their normal shopping. Some of these new services are as follows: in-store bakery, newspapers and magazines, home shopping, telephony, jewellery, sale of art

and culture, etc.

The cold meats and fruit sections have obtained ISO 9002 certification and the ground has been prepared for certification for the fish section in 2000. The Natur meat product range was also presented. This range provides full traceability of the product, with identification of the source of the items offered to customers, and completely guarantees quality.

The Travel Agency extended its offer in the business services segment, with the start up of a "24 hour service" aimed at guaranteeing service for professionals in the sector.

Profitability. In 1999 consumer spending was quite

vigorous and the Distribution Group achieved an excellent increase in sales of 20%, which represents a gain in market share to the detriment of other competitors. The composition of the Group's turnover has also improved, with more growth proportionally in fresh produce and non-food items, which give higher margins. This has led a 30% increase in profits.

Internationalisation. The Distribution Group operates mainly in Spain. However, it is also present in France, through its subsidiary Sofides, which has 3 hypermarkets and a chain of 19 supermarkets.

The Group is also a member of the Intergroup non-food

DISTRIBUTION GROUP

purchasing group, located in Denmark and which has offices in Hong-Kong.

Development. The concentration that the retail business is undergoing means that companies must acquire sufficient size to be able to compete in a sector in which volume greatly determines competitiveness.

In this regard, in 1999 MCC's Distribution Group has consolidated its alliance, which came into force last year, with its partners, to run and develop supermarkets together. Moreover, during the year 121 new stores were opened together with 17 travel agency branches. The Distac, Disbor and Aundia chains of stores were also taken over.

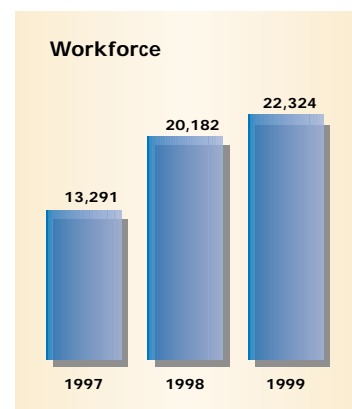
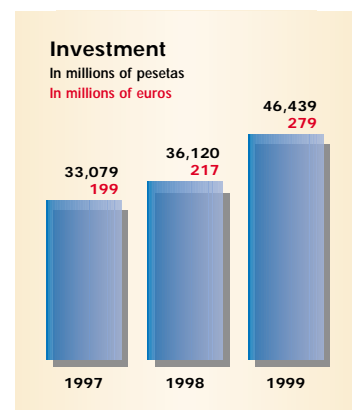
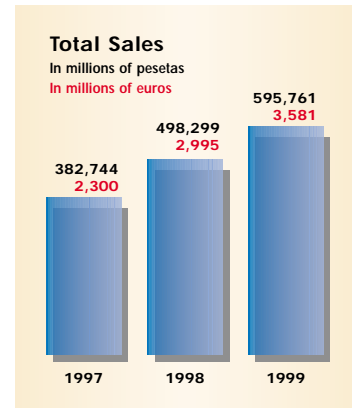
Investment was very high, with material and financial investment to the value of 46,439 million pesetas, 29% more than in 1998.

Worker Participation. The policy of this Group is that, like co-operative members, the workers in its subsidiaries should be worker-owners. By the end of last year, 90% of Erosmer Ibérica's permanent workers were members of this joint business project.

The total workforce at the end of the year came to 22,324 people, with 2,142 new jobs created during the year. 12,267 new jobs have now been created over the last five years.

An important aspect during the year was the implementation of a complete environmental management system covering all processes, from the use of raw materials to the treatment of waste. This has led to the first environmental certification of a hypermarket in Spain.

Constan Dacosta
MCC Vice-president
Chief Executive - Distribution Group



EROSKI GROUP

In 1999 the Eroski Group's alliance with its partners Vegonsa, Mercat and Unide for the running and development of supermarkets was definitively consolidated, with the unification of the brand image under the Consum name and harmonisation of management and commercial policy in all the stores.

Constant adaptation continued to the Group's main response to the demands of competitiveness and customer requirements. Numerous innovations were made in the different store formats. In the Eroski hypermarkets, the design of the textiles section was changed, a jewellery section was set up, a new type of wine department created and art and travel were also offered inside the store.

In the Maxi hypermarkets the domestic appliance section was refurbished, improving the use of space and extending the range on show. The fish and bakery sections were renewed and there were improvements in the general ambience of the store and in customer information.

In the CONSUM supermarkets, specialisation in fresh produce received a boost and the use of surveys among customers was extended. A fresh produce section was also added to Charter self-service stores. The franchise outlets were equipped with a new computer system, enabling them to control the products available and improve management at the



Eroski, Baracaldo.

sales outlet. The range of Consumer own-brand products, highly regarded by customers, was extended, with new items and innovations including the Consumer Natur range. The new Consumer Card was also given a boost, unifying under the same brand two of the Group's main marketing elements: the charge card and own brand products. Consumer is today the leading charge card in the mass-market product sector.

Collaboration with suppliers underwent new advances in qualitative terms, especially with Spanish farmers, with whom agreements were reached for the distribution of chicken, pork, beef, potatoes, etc. in a year of bad news for the sector. However, more than 1,000 small producers have found in the Eroski hypermarkets' "Regional Products Shop" the outlet for their local farmhouse products,

characterised by their excellent quality and high level of customer acceptance. Consumers, who are a priority in the work of the Group, benefited from a wide range of educational activities in which 282,000 people participated. Special mention should be made of the work of the Consumer Committees and the five Consumer Schools, the interactive exhibitions, aimed at encouraging healthy habits and the organisation of the National Housewives Congress held in San Sebastian, attended by 600 members of CEACCU. By the end of the year, the Group had 418,000 consumer members.

The Consumer magazine, with a circulation of 300,000 copies a month, continues to be a required source of reference for consumers. In the publishing field, mention should also be made of two guides published:



DISTRIBUTION GROUP

“Santiago from Roncesvalles” and “Almost everything about 100 NGOs”.

In the environmental area, implementation of the Clean Points in the hypermarkets for recycling of materials was started, an energy cogeneration centre was set up at Quart (Valencia), the use of reusable containers became widespread in the fruit and vegetable sections and the Group participated in a number of Environmental Programmes promoted by the Government. It should also be mentioned that the Eroski hypermarket in Pamplona obtained ISO 14.001 environmental certification and

was the first hypermarket to do so. Several other stores are now also going through the certification process.

This participation of the workers in the ownership, management and profits continues to be a powerful way of involving the workforce in the company and is something that has a direct effect on service quality and customer satisfaction. This participation is put into effect by the traditional channels available to the Eroski and Consum co-operatives and the activity of Gespa, which is the company or general partnership that enables the workers of Erosmer Ibérica to take a holding in their company.

In this context, training continued to play a key role. 15% of working time was dedicated to training, which in absolute terms was 308,089 hours, 7% more than in 1998.



Behi-Alde.

new 20,000 m² greenhouse and the construction of a sorting, packing and conservation warehouse, will help to improve processed products.

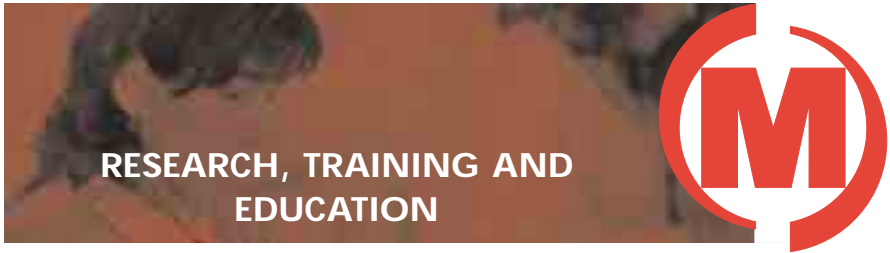
In the qualitative sphere, audits were successfully carried out for maintaining ISO 9002 Quality Assurance certification for compound feeds and the central kitchens of the catering activity. Likewise, the increasing acceptance of the complete service offered to the healthcare sector should be underlined. This has been boosted by the increase in the number of centres using the service and ISO certification for the food service in several local hospitals.

ERKOP of the company engaged in the

The year was marked by the high level of growth of all the businesses, with an overall increase of 28% compared to 1998. The consolidation of the catering activity in the Levant region and the takeover of the Jangarria S.L. catering company in Navarra stand out. The performance and profitability

production and sale of rabbits should be highlighted, in what was its first full year of business life.

In the horticultural area, a three-year expansion plan was begun, with one of the most important investments in the sector in the Basque Country. The installation of a



RESEARCH, TRAINING AND EDUCATION



Ikerlan, Mondragón.

IKERLAN

In 1999, Ikerlan's 25th anniversary, total income accounted for 1,650 million pesetas, of which 399 million pesetas corresponded to generic projects funded by the Basque Government for the acquisition of new technological knowledge and the remaining 1,251 million pesetas to contracted projects.

In the Microsystems activity, the initial research team was set up and co-operation with other centres and bodies was strengthened, with the collaboration with the Provincial Council of Gipuzkoa in the preparation of a plan of action in microtechnologies standing out.

In the area of energy, a collaboration agreement was

signed with the Cidetec Foundation in San Sebastian, for research in the field of polymer membrane fuel cells. A co-operation project was also initiated with the Lawrence Berkely National Laboratory in the United States, to develop metal oxide fuel cells.

Ikerlan also participated actively in the drawing up of the Spanish Government's National Plan for Scientific Research, Development and Technological Innovation and in establishing MCC's Science and Technology Plan. The centre is also taking part in the European Union's V R&D Framework Programme, with three new projects having been approved.

In its 25 years of life, Ikerlan has acquired a high capacity for

product development covering the complete cycle, from the original design to the production of an industrial prototype and, if appropriate, preliminary runs. 149 researchers and technicians, in addition to 39 scholarship holders, work in its two centres in Mondragón (Mechatronics) and Miñano (Energy).

RESEARCH, TRAINING AND EDUCATION

IDEKO

In 1999, Ideko boosted integration with its Machine Tool customers to make product development and innovation more dynamic. An overall approach was established covering: initial watchdog tasks, both in terms of technological references and the leading competition in the world; design and calculation tasks; validation and testing of new prototypes, including experimentation with new machining processes.

This activity has been carried out with joint working teams, made up of Ideko researchers and company personnel, with increasing collaboration with European research centres and final customers in the automotive, aeronautics and capital goods sectors.

Work also continued on applied research projects, with nine international projects in partnership with centres from several other countries. Three new projects led by Ideko were also approved as part of the V European Union Framework Programme.

The centre is also strongly committed to Internet technologies, which are going to facilitate relations between Ideko's project teams and customers and suppliers. Ideko's total income came to 558 million pesetas. 64% corresponded to projects for companies and the rest to medium- and long-term research projects.



MAIER TECHNOLOGY CENTRE (MTC)

MTC is a Technological Centre specialising in the research and development of heat-formed plastic parts and units for the automotive, domestic appliance and consumer electronics sectors.

It works on the basis of concurrent engineering in close collaboration with its clients. Its activities include design processes, simulation, styling, manufacture of injection moulds, industrialisation of parts and the researching of new technologies applicable to its work.

In 1999 and in line with the trend of the previous year, there was another quantitative leap forward, both in the number of projects awarded and the

number of new clients and product families. The increase in the number of Japanese and German customers is worthy of special mention.

Income for the year totalled 749 million pesetas, with a workforce of 107 people, mainly made up of senior engineers and technicians. For the year 2000, the prospects for MTC continue to be good, bearing in mind the dynamic performance of the Maier Group. It is hoped that the workforce will be increased by a further 10 people.

RESEARCH, TRAINING AND EDUCATION



Eskola Politeknikoa, Mondragón.

MU is open to the most advanced universal thought and co-operation and exchange of knowledge with centres, people and bodies from all over the world.

The new design also involves establishing a new management model and, in organisational terms, the strategic centralisation of the rector's office and joint bodies, which, without detriment to the autonomy of the Centres making up Mondragón Unibertsitatea, will provide MU with more dynamic and complete organisation. ■

MONDRAGON UNIBERTSITATEA

In this second academic year (1998-99) as a university, Mondragón Unibertsitatea (MU) has continued to consolidate the courses it offers with a Degree in Business Administration and Management and second level studies in Industrial Engineering and Computer Engineering.

Likewise, it continued to increase the number of Masters degrees on offer with a new Masters in the Prevention of Occupational Hazards and the preparation of another two for academic year 1999-2000: Masters in Business Project Management and Masters in Telecommunications Systems. A boost was also given to third level courses. The level of use of the Basque language in the University's courses should also be highlighted. More than 60% of the academic credits available at Mondragón

Unibertsitatea can be taken in the Basque language.

In 1998-99, MU had a total of 2,600 students and a workforce of 306, with a budget totalling 2,590 million pesetas and investment of 283 million pesetas.

On the qualitative side, Mondragon Unibertsitatea has drawn up a Strategic Plan for the next eight years, involving profound changes in the concept of the university itself, in its management model and in its relationship with society and other bodies operating in the field of knowledge.

This new concept of university implies that, in addition to meeting personal requirements, it must also take into account social requirements, by applying the technological revolution of the 21st century to the education process. Moreover, taking its roots in Basque culture and society as a starting point,

RESEARCH, TRAINING AND EDUCATION

CIM (Centro de Idiomas Mondragón)

The academic year 1998-99 saw a significant increase in the number of students, with a total of 2,100 compared to 1,580 in 1998. It was also a good year on the economic side, with a 25% increase in turnover.

A new centre managed by CIM was opened in Vitoria under the name of Lea-Artibai, in which more than 300 students are studying English and Basque using this modern, customised multimedia system. The decision was also taken to open a similar centre in San Sebastián, which is now in full operation.

For the first time, CIM was also able to offer its students and those of Mondragón Unibertsitatea, the chance of sitting the University of Cambridge English exams at CIM's premises. This possibility was well received by students. ■

POLITEKNIKA IKASTEGIA TXORIERRI

During the academic year 1998-99 Txorierra had 470 students within the state system. 4,480 hours of training were given in 36 different courses, in the sphere of occupational and in-service training, with 446 people attending.

Several students from the centre did ten weeks of practical training in companies in Austria



and Germany, as part of the Heziketan programme, promoted by Confebask. It also participated with Alecop in a collaboration project in Colombia, by sending four lecturers who did consulting work and provided technological training for lecturers in centres located in the most depressed areas of Bogotá.

In the area of Total Quality, self-assessment was carried out by applying the EFQM model.

LEA-ARTIBAI

In academic year 1998-99, 859 students studied secondary level, took part in Training Cycles or studied Polymer Engineering. In Occupational and In-Service Training, more than 11,000 hours were given in different courses, to 500 students.

As part of "Agenda 2000-2006", 30 technological and business development projects were identified. These were well received by the institutions

and organisations interested, who agreed to participate in their funding with an overall contribution of 1,000 million pesetas.

On the academic side, significant steps were taken to incorporate Lea-Artibai in Mondragón Unibertsitatea, as well as to create the Azaro Foundation, to promote new business projects.

RESEARCH, TRAINING AND EDUCATION



operative experience: close to 1,000 people from different countries came to Otalora to learn about the singularities of the Mondragón co-operative movement in situ.

As for the activities of the Sociological Studies unit, the EFQM satisfaction assessment tool continued to be applied in the co-operatives. It has now been applied to 90% of MCC personnel. From the comparative analysis, compared to last year, there was an improvement in the overall level of job satisfaction.

OTALORA

In 1999, in the Management Training area, a new Masters course in Company management was started with the academic support of Mondragón Unibertsitatea and the participation of 19 students. An "Innovative Management Course" was also organised for managers, consisting of 5 seminars lasting 32 hours each dealing with Innovative Tools for Business Management and attended by 86 people.

Two higher level Company management courses were also organised for managers in the Distribution and Business Service sectors, with the participation of 32 people. The Management Development System was also applied to 50 managers, in accordance with the Corporate Management Model.

In the field of Co-operative Training, two "Ikas" courses covering Co-operative Business Management were organised, a Social Body Development System "Ordezkarri XXI" for Governing Councils was designed and nine courses for Governing Council members, four for Social Council members and another four for new members were held.

In Internal Co-operative Communication, in addition to the monthly publication of the T.U. Lankide magazine, two new editions of the Internal Communications Forum were held, in which the experiences of Lagun-Aro and Urssa were explained.

In terms of Co-operative dissemination, work continued on disseminating our co-

FINANCIAL STATEMENTS AND TRADING ACCOUNT
ORGANISATIONAL STRUCTURE
COMPANY AND MANAGEMENT BODIES



This part of the Annual Report offers an overall view of Mondragón Corporación Cooperativa, by presenting the Corporation's financial statements and trading account at the end of 1999. Likewise, a comparison of these figures with those for the previous year shows year-on-year developments.

The information given refers to the integrated

Balance Sheets for the last two years, as well as the composition of Value Added generated overall within the Corporation.

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

Balance Sheet

Balance Sheet of Mondragón Corporación Cooperativa

(After Distribution of Net Surplus)

(millions of pesetas)

HEADING	31.12.98		31.12.99		Annual Variation	
	Amount	% distr.	Amount	% distr.	Amount	% distr.
ASSETS						
Fixed	336,421	17.7	380,324	18.9	43,903	13.1
Current	1,564,980	82.3	1,630,690	81.1	65,710	4.2
TOTAL ASSETS	1,901,401	100.0	2,011,014	100.0	109,613	5.8
LIABILITIES						
Equity	288,220	15.2	334,232	16.6	46,012	16.0
Lagun Aro's Funds	184,844	9.7	218,217	10.9	33,373	18.1
External Partners	36,809	1.9	42,835	2.1	6,026	16.4
Long term creditors	172,484	9.1	275,338	13.7	102,854	59.6
Short term creditors	1,219,044	64.1	1,140,392	56.7	(78,652)	(6.5)
TOTAL LIABILITIES	1,901,401	100.0	2,011,014	100.0	109,613	5.8
BALANCE SHEET TOTAL (In M Euros)	11,428	100.0	12,087	100.0	659	5.8

MCC's Balance Sheet at 31.12.99 showed a total volume of assets under administration of close to two billion pesetas, an increase of 109,613 million pesetas over the year, which is 5.8% in percentage terms.

Balance sheet growth was rather moderate compared to the previous year, due to the slowdown recorded by the Financial Group, whose assets remained at practically the same level as at the end of 1998.

The most outstanding features of each heading of the balance sheet of Mondragón Corporación

Cooperativa as at 31.12.99 are detailed below:

Fixed Assets

At the end of 1999, MCC's fixed assets totalled 380,324 million pesetas, having increased by 43,903 million pesetas (13.1%) during the year.

Total investment made during the year accounted for 86,838 million pesetas, with depreciations rising to 38,268 million pesetas, which are respective increases of 23% and 15% compared to 1998.

Current Assets

The current assets heading is the largest element of the net worth of the Corporation and underwent growth totalling 65,710 million pesetas (4.2%) in 1999.

67% of this figure came from the Industrial Group, and was due to the increase in turnover and also to the fact that new co-operatives joined the Corporation. The items that experienced most growth in this Group were Customers and Short-term Investments.

In the Financial Group, which usually records the highest growth in circulating assets, there were compensatory movements between the growth in Caja Laboral's bank investment and the cancellation of the government stock that Lagun-Aro acquired by means of short term borrowings. The net increase of this heading in this Group was only 10,822 million pesetas compared to 1998.

Equity

Before going on to comment on this heading, it should be pointed out that, unlike in other editions of this Annual Report, it was decided to change the way Lagun Aro's Funds were dealt with, by including them as a specific heading on the MCC balance sheet.

In homogenous terms, MCC's Equity was considerably strengthened in 1999, registering an increase of 46,012 million pesetas (16%). This increase was due to the satisfactory profitability for the year, together with the demanding policy for capitalisation of surplus, which is mainly reinvested to self-finance development.

The most significant contribution to the aforementioned increase came from the Industrial Group, which increased its consolidated equity by 26,037 million pesetas, 57% of the MCC total. This was due to the high level of profitability attained and the incorporation of new co-operatives.

At the end of 1999, Equity totalled 334,232 million pesetas, with 144,055 million corresponding to Share Capital and the remaining 190,177 million to Reserves.

Lagun Aro's Funds

Lagun Aro's Funds attributable to MCC, after having separated the proportional part corresponding to members from outside the Corporation, totalled 218,217 million pesetas at 31.12.99. This was an increase of 33,373 million pesetas over the year, as a result of the capitalisation quotas and the excellent returns obtained

External Partners

The opening of new channels of expansion for MCC, both on the domestic market and on the international market, implies a gradual increase in the participation of external partners in joint ventures.

The capital holdings of these external partners are mainly to be found in companies included in the consolidated statements of the industrial co-operatives and the distribution sector, to which should be added the proportional part of members of Lagun-Aro from outside the MCC co-operatives, mentioned above.

The total for external partners accounted for 42,835 million pesetas at 31.12.99, an increase of 6,026 million pesetas (16.4%) over the year.

Long-term liabilities

The balance of MCC funding from third parties with a period of maturity of more than one year underwent growth of 102,854 million pesetas (59.6%) in 1999, to total 275,338 million pesetas at the end of the year. 87% of the increase pertains to Caja Laboral term deposits, which regained the prominent role after having been given way to unit trusts in 1998.

Lagun-Aro's Matured Liabilities Reserve Fund should also be underlined in terms of size. This serves to meet obligations contracted with members receiving capitalisation benefits and at the end of 1999 totalled 87,048 million pesetas.

Short-term liabilities

This balance sheet heading fell by 78,652 million pesetas (6.5%) during 1999. This was totally due to the Financial Group, and more specifically to Lagun Aro, which recorded a 108,555 million peseta fall in borrowings, due to the reduction in borrowing for short-term investment objectives, already mentioned in the comments on Current Assets.

Mention should also be made of the growth in off-balance sheet savings schemes, mainly Caja Laboral unit trusts, whose balance came to 372,803 million pesetas at the end of 1999, after recording a 12% fall due to the move towards traditional term deposits.

VALUE ADDED

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

The overall Value Added generated by MCC in 1999 increased by 6.8% to total 327,318 million pesetas. This growth was moderated by the lower interest rates in force in 1999, which meant that the Financial Group recorded a 7.5% reduction in yield, although this was subsequently offset by a reduction in financial expenses.

Value added generated by Mondragón Corporación Cooperativa

(millions of pesetas)

HEADING	1998		1999		Annual Variation	
	Amount	% distr.	Amount	% distr.	Amount	%.
Value Added	306,588	100.0	327,318	100.0	20,730	6.8
Personnel cost	(140,687)	(45.9)	(159,969)	(48.9)	19,282	13.7
Internal Yield	165,901	54.1	167,349	51.1	1,448	0.9
Financial Costs	(32,970)	(10.7)	(27,105)	(8.3)	(5,865)	(17.8)
Cash-Flow	132,931	43.4	140,244	42.8	7,313	5.5
Depreciations	(33,376)	(10.9)	(38,268)	(11.6)	4,892	14.7
Operating Profit	99,555	32.5	101,976	31.2	2,421	2.4
Transfers and other incom	(17,192)	(5.6)	(9,828)	(3.0)	(7,364)	(42.8)
Lagun-Aro tech. int. Rate	(13,456)	(4.4)	(15,669)	(4.8)	2,213	16.4
Surplus on year	68,907	22.5	76,479	23.4	7,572	11.0
Surplus (in M Euros)	414	22.5	460	23.4	46	11.0

The biggest part of this Value Added was generated by the Industrial Group, which with 143,565 million pesetas accounted for 44% of the total. It was followed by the Financial Group with 31%, with the remaining 25% corresponding to the Distribution Group.

Personnel Costs rose by 13.7%, due to the considerable creation of jobs in MCC. Wages accounted for 48.9% of the Value

Added generated, which was an increase of 3 points compared to 1998. This was a result of the fall in income of the Financial Group, where the amount of value added accounted for by personnel costs rose from 9.7% in 1998 to 11.1% in 1999, and the incorporation of new companies in the Industrial and Distribution Groups, which means that the comparison between the two years is not totally homogenous.

The downward trend in interest rates in 1998 continued in the first half of 1999, with historic minimum rates for most of the year, before they started to rise again towards the end of the year. This was reflected in MCC's accounts, as Financial Costs fell significantly by 17.8% compared with 1998, due to a large extent to the lower remuneration on savings administered by the Financial Group. This fall means that the amount of Value Added earmarked for Financial Costs fell by 2.4 points compared to 1998, at 8.3%.

The depreciations recorded by MCC in 1999 totalled 38,268 million pesetas, with year-on-year growth of 14.7%, which is explained by the high level of investment. It should be highlighted that the Distribution Group now accounts for most of the depreciation (17,651 million pesetas, 46.1% of the total), followed very closely by the Industrial Group (17,540 million, 45.8% of the total).

As an effect of the behaviour of costs, a Trading Profit of 101,976 million pesetas was achieved, which was 2.4% higher than the figure achieved in 1998.

Non-trading income consists mainly of transfers to provisions, minority partner interests and other non-trading income, and actuarial adjustments if required. The figure for 1999 came to -9,829 million pesetas, which was 42.8% lower than the figure for 1998.

Likewise, the trading profit is reduced by the application of the technical interest rate to Lagun-Aro's reserves in order to restate actuarial liabilities. As a result, the application of this technical interest rate meant a decrease of 15,669 million pesetas in the profits for 1999, which is 16.4% more than in 1998.

Therefore, the Final Surplus on the year totalled 76,479 million pesetas, which is an improvement of 11% over the figure recorded in 1998. This represents 23.4% over the Value Added generated, which is an increase of 0.9 points over the percentage achieved in 1998.

The following table briefly summarises how this Surplus has been distributed, compared with 1998.

Distribution of Mondragón Corporación Cooperativa Surplus

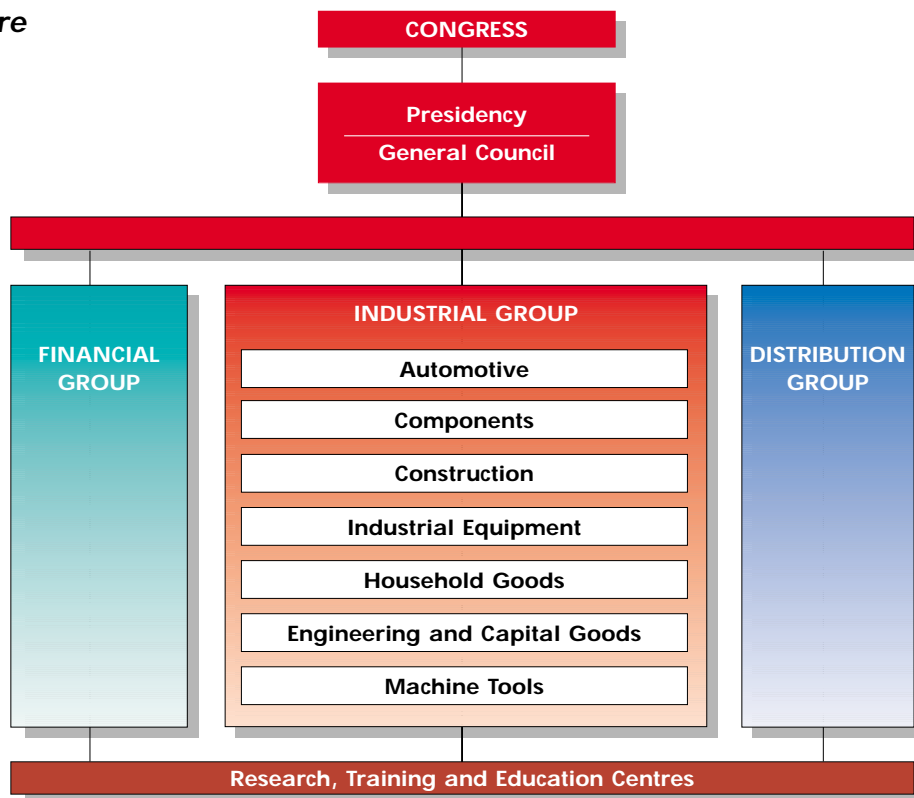
(in millions of pesetas)

HEADING	31.12.98		31.12.99	
	Amount	% distr.	Amount	% distr.
Company Tax	4,292	6.2	4,707	6.2
Education and Coop. Prom. Fund	3,978	5.8	4,667	6.1
Interest on Capital Contributions and Monetarised Dividends	7,555	11.0	8,216	10.7
Capitalised Profit	53,082	77.0	58,889	77.0
Total Surplus on Year	68,907	100.0	76,479	100.0
Total Surplus (in M Euros)	414	100.0	460	100.0

The first three headings in the table refer to external payments. The last one covers the significant capitalisation of the remaining Surplus, in the form of co-operative dividends or reserve funds.



Organisational Structure



Social and Management Bodies

STANDING COMMITTEE OF THE CONGRESS		GENERAL COUNCIL	
President:	Otaegui, Juan M ^a	President:	Cancelo, Antonio
Vice-president:	Salegui, Francisco	Vice-presidents:	Aldekoa, José M ^a Catania, Jesús Dacosta, Constan Echeverría, Antonio Goikoetxea, J.Ramón Maiztegui, Jesús Olasolo, José Luis Otaegui, Juan M ^a Otaño, Iñaki
Members:	Andrés, José Luis Ansoategui, Juan José Arabaolaza, Juan José Arrieta, Juan José Celaya, Adrián Domaica, Ramón Esnal, Jokin Gantxegi, Javier Garnica, Agustín Gaztñaaga, J. Domingo Herrera, Miguel Larramendi, José M ^a Markaide, Agustín Villaescusa, Emilio	Officers:	Gárate, José Ignacio Goienetxe, Jesús M ^a Herrasti, Jesús M ^a Laspiur, Miguel Angel Retegui, Javier Uzkudun, Juan M ^a
General Secretary:	Erdocia, Javier	General Secretary:	Erdocia, Javier

GENERAL COUNCIL



José Mª Aldekoa



Jesús Catania



Constan Dacosta



Antonio Echeverría



Jesús Maiztegui



José Luis Olasolo



Juan Mª Uzkudun



Iñaki Otaño



José Ignacio Gárate



Jesús Mª Goienetxe



Jesús Mª Herrasti



Miguel Angel Laspiur



Javier Retegui



Javier Erdocia



J. Ramón Goikoetxea

*Juan Mª Otaegui
President of the
Congress*



*Antonio Cancelo
President of the
General Council*





LIST OF MCC COMPANIES

List of MCC Companies



Financial Group

Banking

ARO LEASING

C/ Gran Vía 35-6º
48009 Bilbao
(Bizkaia)
Tel.: 34 944 244 350
Fax: 34 944 236 669

Activities:

Financial leasing
of capital equipment.

CAJA LABORAL

Pº José Mª
Arizmendiarieta s/n
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 719 500
Fax: 34 943 719 778
Servicio.de.Atencion.al.C
liente@cajalaboral.es
http://www.cajalaboral.es

Activities:

Banking.

Insurance

LAGUN ARO VIDA

C/Gran Vía 35-1º
48009 Bilbao
(Bizkaia)
Tel.: 34 944 798 300
Fax: 34 944 169 803

Activities:

Life Insurance.

SEGUROS LAGUN ARO

C/Gran Vía 35-1º
Tel.: 34 944 798 300
Fax: 34 944 169 803

Activities:

General Insurance.

Social Welfare

LAGUN ARO

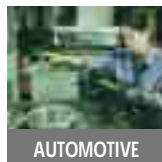
Pº José Mª
Arizmendiarieta s/n
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 790 100
Fax: 34 943 793 531
E-mail:
lagunaro@sarenet.es

Activities:

Social welfare cover for co-operators.



Industrial Group



AUTOMOTIVE

BATZ SISTEMAS

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

Activities:

Assemblies,
bodywork assembly.
Hand brake levers. Jacks.
Pedal units. Rear axles.

BATZ DO BRASIL

Avda. Eurico Ambrog
2100 Taubaté SP
Estado de Sao Paulo,
Brasil
Tel. 00 55 122 86 1573
Fax 00 55 122 86 1553

**Batz has a
50% holding and
Promoauto a 40%
holding**

Activities:

Jacks, brake levers, pedal
units.

CIKAUTXO

Bº Magdalena 2, B
48710 Berriatua
(Bizkaia)
Tel.: 34 946 137 000
Fax: 34 946 137 040
E-mail:
cikautxo@cikautxo.es

Activities:

Injection moulded and
overmoulded parts.
Rubber mixes.

CIKAUTXO CZ.

Letni,3867
PSC 46801
Jablone Nad Nisou
Republika Checa
Tel. 00 42 042 8302224
Fax 00 42 042 8302239
E-mail:
cikautxo@jn.cz

Activities:

Rubber parts.

FAGOR EDERLAN

Gaztanadui, 42
20540 Eskoriatza
(Gipuzkoa)
Tel.: 34 943 719 000
Fax: 34 943 719 001
E-mail:
edersa@sarenet.es

Activities:

Suspension arms. Knuckles.
Mechanism casings. Clutch
housings.
Gearbox covers.
Discs. Drums. Calipers.
Cylinder head covers
Differential gear-boxes.
Gearboxes.

FAGOR EDERLAN BORJA

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

**Fagor Ederlan has a
100% holding**

Activities:

Automotive assemblies.

GALDAN

Pol. Ibarra, s/n
Alsasua, Navarra
Tel.: 34 948 563 675

**Fagor Ederlan has a
50% holding**

Activities:

Aluminium die
casting.

AUTOMODULOS

Parque Tecnológico,
Ed. 103
48170 Zamudio
(Bizkaia)
Tel.: 34 944 209 370
Fax: 34 944 209 369

**MCC and Ederlan
have a 40% holding**

Activities:

Complete axles for cars.

FIT AUTOMOCION

Barrio San Juan, s/n
Apdo. 80
20570 Bergara
(Gipuzkoa)
Tel.: 34 943 769 044
Fax: 34 943 769 156

**MCC Inversiones and
Fagor Ederlan have a
66% holding**

Activities:

Brake calipers.

FPK

Bº San Antolin, 16
48170 Zamudio
(Bizkaia)
Tel.: 34 944 523 605
Fax: 34 944 522 156
E-mail:
fpk@fpksa.com

**MCC Inversiones has
a 50% holding**

Activities:

Plastic assembly supports.
Engine covers. Noise
shields.

LUZURIAGA TAFALLA

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

Activities:

Cylinder blocks and heads
for engines.

LUZURIAGA USURBIL

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

Activities:

Brake housings and
suspension arms.

MAIER

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

Activities:

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

MAIER NAVARRA

Polígono Ind. Elordi, s/n
31979 Iraizotz-Ultzama
(Navarra)
Tel.: 34 948 309 210
Fax: 34 948 309 333
E-mail:
maier.mgi@sarenet.es

Activities:

Plastic injection moulding.

FERROPLAST

Polígono "A Granxa"
Parcela 2, Rua 1
36400 Porriño
(Pontevedra)
Apdo. 6015
36210 Vigo
Tel.: 34 986 342 020
Fax: 34 986 342 999
E-mail:
ferroplast@asime.es
Maier has a 51% holding

Activities:

Thermoplastic injection moulding.

MAPSA

Ctra. Echauri, 11
31160 Orcoyen
(Navarra)
Apdo. 1002
31080 Pamplona
Tel.: 34 948 325 011
Fax: 34 948 325 323
E-mail:
gerencia@mapsa.net

Activities:

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

PROMOAUTO

Portal de Gamarra, 40
Apdo. 628
01080 Vitoria
Tel.: 34 945 129 100
Fax: 34 945 129 110
MCC inversiones has a 50% holding

Activities:

Development of automotive parts.



COMPONENTS

CONSONNI

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

Activities:

Heating elements for washing appliances, water heaters, central heating equipment, small domestic appliances and industrial use.

COPRECI

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

Activities:

Taps and thermostats for gas ovens and hobs.
Electrically operated pumps, timers, pressure switches, thermostats and electronic controls for washing machines and dishwashers.
Transformers for microwave ovens. Components for gas heaters. Thermostats for washing machines, convectors and electric ovens.

COPRECI MÉXICO

C/Uno, nº 736 Z.I.
Guadalajara
Jalisco-México 44940
Tel.: 52 36 610 6065
Fax: 52 36 610 6046
E-mail:
copreci@infosel.net.mx
Copreci has a 75% holding

Activities:

Valves for gas barbecues and taps for domestic gas cookers.

ZERCO

Komenského 274
793 68 Dvorce u
Bruntálu
Czech Republic
Tel.: 420 646 74 54 92
Fax: 420 646 74 54 95
E-mail:
ZERCO@zerco.cz

Activities:

Manufacture of taps and safety systems for domestic gas applications.

EIKA

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

Activities:

Shielded heating elements. Electric hotplates. Heaters and touch controls for glass ceramic hobs.

EMBEGA

Pol. Industrial, s/n
Apdo. 63
E-31200 Estella
(Navarra)
Tel.: 34 948 54 87 00
Fax: 34 948 54 87 01
E-mail:
embega@embega.es
http://www.embega.com

Activities:

Decorative metal trims. Printed gaskets. Membrane switches.

FAGOR ELECTRONICA

Bº San Andres, s/n
Apdo. 33
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 71 25 26
Fax: 34 943 71 28 93
E-mail:
rf.sales@fagorelectronica.es
sc.sales@fagorelectronica.es
http://www.fagorelectronica.com

Activities:

Discrete semiconductors for axial and SMD surface mounting. HYPERRECTIFIER technology. Systems for analog and digital TV reception: Receivers, Modular, Amplifiers, satellite dishes...
Distribution components. Home systems. Electronic subcontracting: regulation and control circuits for the domestic appliance and automotive sectors.

MATZ-ERREKA

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

Activities:

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

ORKLI

Ctra. Zaldibia
E-20240 Ordizia
(Gipuzkoa)
Tel.: 34 943 80 50 30
Fax: 34 943 80 51 85
E-mail: home@orkli.com

Activities:

Safety components, Regulation and Control for central heating systems, domestic hot water and fluids. Thermoelectric safety systems for gas: domestic appliances: electromagnetic units and thermocouples.



CONSTRUCTION

TAJO

Polígono Ind.
Aranguren s/n
Bº Arragua
E-20180 Oiartzun
(Gipuzkoa)
Tel.: 34 943 26 00 00
Fax: 34 943 49 13 63
E-mail:
tajo@tajo.mcc.es

Actividad:

Plastic injection. Mould construction for plastic injection.

List of MCC Companies

Lifts and elevators

ORONA

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

Activities:

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

Structures and Handling

BIURRARENA

Pol. Bidebitarte
Donostia Ibilbidea, 28
Apdo. 887
20014 Astigarraga
(Gipuzkoa)
Tel.: 34 943 554 350
Fax: 34 943 555 360

Activities:

Machinery and After Sales Service (Public works and forestry) Maintenance and industrial supply. (Maintenance management, marketing of hydraulic and pneumatic material, assembly of structures and installations).

ECOTÈCNIA

Amistat, 23-1º
08005 Barcelona
Tel.: 34 932 257 600
Fax: 34 932 210 939
E-mail:
ecotecnia@ecotecnia.com

Activities:

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

ROCHMAN

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

Activities:

Rollways. Handling installations. Packaging and wrapping machines.

URSSA

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

Activities:

Engineering, manufacture of metal structures.



INDUSTRIAL EQUIPMENT

Construction Work and Materials

COVIMAR

Bº Leguineche
Apdo. 20
48340 Amorebieta
(Bizkaia)
Tel.: 34 946 730 546
Fax: 34 946 734 491

Activities:

Work surfaces and funerary art in marble, graphite and stone. Supply of worked material. Fitting of material in situ.

ETORKI

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

Activities:

Pine boards and planks.

LANA

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

Activities:

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

VICON

Padre Larroca, 3
20001 San Sebastian
(Gipuzkoa)
Tel.: 34 943 270 300
Fax: 34 943 273 047
Elgeta

(Gipuzkoa)

Tel.: 34 943 789 022
Fax: 34 943 789 024
E-mail:
vicon@adegi.es

Activities:

Buildings and homes. Industrial premises.

Leisure and sport

DIKAR

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

Activities:

Muzzle-loading weapons.

SHANGHAI DIKAR LEISURE AND SPORTS EQUIPMENT

Mengjing, Village,
Huangdu Town
Jinding District,
Shanghai
P.R. China
Tel.: 8621 59594169
Fax: 8621 59594769

WINGROUP

Apartado 168
Amillaga, 28
20570 Bergara
(Gipuzkoa)
Tel.: 34 943 769 056
Fax: 34 943 769 178

Activities:

Camping, exercise equipment and tools.

WINGROUP AMAZONIA

Avda. Buriiti,
5940 Manaus
AM-Brasil
Tel. 00 52 92 6154545
Fax 00 52 92 6154747

Activities:

Sports equipment and tools.

EREDU

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

Activities:

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

ORBEA

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

Activities:

Bicycles.

Technical Components and Equipment

EDERFIL

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

Activities:

Electric conductors.

HERTELL

Poligono Industrial, s/n
20267 Ikastegieta
(Gipuzkoa)
Tel.: 34 943 653 240
Fax: 34 943 653 332
E-mail:
hertell@jet.es

Activities:

For the agricultural sector: Depressors. Valves. Reducers, accessories. Water pumps and milking pumps.

IRIZAR

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

Activities:

Luxury long- and medium-distance coach bodywork.

IRIZAR BRASIL

Botucatu, Brasil
Tel.: 55 14 8213336
Fax: 55 14 8213735
Irizar has a 100% holding

Activities:

Coach manufacture.

IRIZAR MAGHREB

Oulja, Km 0.300
Sale - Morocco
Tel.: 212 7 81 01 15
Tel.: 212 7 81 01 13
Irizar has a 34% holding

Activities:

Coach manufacture.

IRIZAR MÉXICO

Parque Ind. Bernardo Quintana
Parcelas 7 al 12-Manzana 14
Municipio El Marqués
Queretaro-México
Tel. 00 52 42 382500
Fax 00 52 42 215395
E-mail:
pmendizabal@irizar.com.mx
Irizar has a 100% holding

Activities:

Coach manufacture.

TIANJIN IRIZAR COACH

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

Activities:
Coach manufacture.

UROLA

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

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

Industrial Services

ALECOP

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

Activities:
Technical educational equipment. Prefabricated electrical installations.

PRODESO

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

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

ALKARGO

Bº Belako, s/n
Apdo 102
48100 Mungia
(Bizkaia)
Tel.: 34 946 740 004
Fax: 34 946 744 417
E-mail:
alkargo@alkargo.es

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

COINALDE

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

Activities:
Nails. Wire. Metal mesh.

DANONA LITOGRAFIA

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

Activities:
Catalogues.
Magazines. Books.
Posters. Leaflets.
Annual Reports.

ELKAR

Larrondo Behoko Etorbidea
Edificio 4
48180 Loiu
(Bizkaia)
Tel.: 34 944 536 205
Fax: 34 944 535 776
E-mail:
elkar@elkar.es

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



ROKOT INDUSTRIA GRÁFICA

Edificio Danona
Litografía
Pol. Ugaldetxo, s/n
20180 Oiartzun
(Gipuzkoa)
Tel.: 34 943 491 250
Fax: 34 943 491 660
E-mail:

danona@euskalnet.net
MCC Inversiones has a 37% holding and Keslan, Danona and Elkar a 38% holding.

Activities:
Rotary press.

OIARSO

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

Activities:
For the health sector:
Infusion equipment.
Transfusion equipment.
Catheters. Epicraneals.
Enteral nutrition. Parenteral nutrition. Accessories and

connectology. Probes.
Anaesthesia equipment.
Anti AIDS kit.

OSATU

Travesía de Padure, s/n
48240 Berriz
(Bizkaia)
Tel.: 34 946 225 371
Fax: 34 946 225 391

Activities:
For the health sector:
Monitors. Single or three-channel electrocardiographs.
Defibrillators. Ergometers.
Spirometers. Ultrasound scanners.

Domestic appliances

DOMUSA

Bº San Esteban, s/n
20737 Régil
Apdo. 95 - 20730
Azpeitia
Tel.: 34 943 813 899
Fax: 34 943 815 666

Activities:
Individual boilers.

EDESA

Cervantes, 45
48970 Basauri
(Bizkaia)
Tel.: 34 944 491 200
Fax: 34 944 495 096
http://www.edesa.mcc.es

Activities:
White goods.

FAGOR ELECTRODOMESTICOS

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

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

EXTRA ELECTROMENAGER

Avenue Hassan II
Mohammedia
BP 179 - Marocco
Tel.: 212 3 32 74 12
Fax: 212 3 32 74 25

Fagor Electrodomésticos has a 100% holding

Activities:
Manufacture of domestic appliances.

GEYSER GASTECH

Bº San Juan s/n
Apdo. 151
20570 Bergara
(Gipuzkoa)
Tel.: 34 943 769 004
Fax: 34 943 767 136

Fagor Electrodomesticos has a 50% holding

Activities:
Gas water heaters.

List of MCC Companies

MC LEAN

Valentín Gomez, 151
1706 Haido
Buenos Aires (Argentina)
Tel.: 54 11 4489 8989
Fax: 54 11 4489 8988
E-mail:
mcleanmk@satlink.com

**Fagor
Electrodomesticos
and MCC Inversiones
have a 50% holding**

Activities:

Manufacture of domestic
appliances.

WROZAMET

Ul. Zmigrodzka 143
51-130 Wrocław
Polonia
Tel. 00 48 71 3244542
Fax 00 48 71 3253363
E-mail:
ramon@wrozamet.pl

**MCC Inversiones
and Fagor
Electrodomesticos
have a 75.96%
holding**

Activities:

Manufacture of domestic
appliances.

Furniture

COINMA

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

Activities:

Wooden office furniture.



ENGINEERING AND
CAPITAL GOODS

DANONA

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

Activities:

Veneered and melamine
lounge furniture.
Veneered and melamine
dining room furniture.
Veneered and melamine
bedroom furniture.
Veneered and melamine
children's bedroom furniture.
Upholstered sofas.

Commercial Equipment

FAGOR INDUSTRIAL

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

Activities:

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

FAGOFRI

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

Activities:

Domestic appliances.

KIDE

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

Activities:

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

Automation and Control

FAGOR AUTOMATION

Bº San Andrés s/n
Apdo. 144
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 799 511
Fax: 34 943 791 712
E-mail:
marketing.info@faborautomation.
mcc.es
http://www.fagoraution.mcc.es

Activities:

Numerical controls.
Digital readouts. Linear and
rotary transducers. Feed and
headstock regulators.
Feed and headstock motors.

Engineering and Consultancy

DIARA

Pol. Basabe
Edif. Oficinas EO 13-14
20550 Aretxabaleta
(Gipuzkoa)
Tel.: 34 943 771 015
Fax: 34 943 790 587
E-mail:
diaradis@sarenet.es

Activities:

Product design. Packaging
design. Graphic design,
corporate image.

ENYCA

Avda. La Cerrada, 37
39600 Maliaño
(Cantabria)
Tel.: 34 942 261 096
Fax: 34 942 260 506
E-mail:
enyca@enyca.es
http://www.enyca.es

**The Engineering and
Consultancy
Subgroup has a
66.66% holding**

Activities:

Telecommunications
engineering.

LKS CDEE

General Arrando, 40-3º
28010 Madrid
Tel.: 34 913 191 299
Fax: 34 913 198 102
E-mail:
lks@lksconsultoria.com

**AIC, LKS, S.Coop and
LKS Ingeniería have
a 64% holding**

LKS CONSULTORIA

Pº José Mº
Arizmendiarieta, 5
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 770 335
Fax: 34 943 771 012
E-mail:
lksmondr@lks.es

Activities:

Consulting:
Management Advice.
Specific solutions.
Training in Strategy,
Quality and Continuous
improvement, Marketing,
Organisation and
Human resources,
Industrial Engineering
and logistics, Economic-
Financial matters.
Account auditing.

LKS INGENIERIA

Pº José Mº
Arizmendiarieta, 5
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 770 335
Fax: 34 943 793 878
E-mail:
lks.ingenieria@mcc.es
http://www.lks.ingenieria.mcc.es

Activities:

Consulting in engineering.
Property valuations.
Civil Engineering. Building.

LKS INTELCOM

Plaza Larrín, nº1
20550 Aretxabaleta
(Gipuzkoa)
Tel.: 34 943 712 451
Fax: 34 943 712 351
E-mail:
intelcom@lksingenieria.es

**LKS Ingeniería has a
70% holding**

Activities:

Design and implementation
of communication networks.

MSI

MONDRAGON SISTEMAS DE INFORMACION

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

Activities:

Computer systems and
services.

I3S

Plaza del Museo, 1-3°
48009 Bilbao
Tel.: 34 944 241 993
Fax: 34 944 238 348

MSI, MCC
Inversiones and the
Engineering and
Consultancy
Subgroup have a
51% holding

Activities:

Consultancy and sale of
computer services.

ONDOAN

Parque Tecnológico
Edif. 101 módulo C
48016 Zamudio
(Bizkaia)
Tel.: 34 944 522 313
Fax: 34 944 521 047
E-mail:
ondoan01@sarenet.es
ondoan02@sarenet.es
<http://www.egroups.com/group/ondo-news/info.html>

Activities:

Engineering/Consulting
(Environment).
Turnkey systems
(Environment).

SEI

Le Forum
64116 Bayonne CEDEX
(Francia)
Tel.: 33 559 580 000
Fax: 33 559 580 199
E-mail:
sei@eureka.
archimedia.fr

**MSI has an 85%
holding**

Activities:

Computing and software
development.



MACHINE TOOLS

Metal Forming

AURRENAK

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

Activities:

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

BATZ TROQUELERIA

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

Activities:

Die manufacture.

FAGOR ARRASATE

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

Activities:

Presses and stamping
systems.
Strip processing systems.
Welded tube and section
manufacturing systems.
Transfer, progressive and
conventional dies.
Engineering and consulting.

P.I. PROIN

Avda. Carlos I, 10-1°
San Sebastián
Tel.: 34 943 376 012
Fax: 34 943 365 942
E-mail:
proin@fagorarrasate.es
**Fagor Arrasate has
a 100% holding**

Activities:

Manufacture of
machine tools
(Sheet metal
processing systems).

FAGOR SISTEMAS

Poliigono Industrial
Basabe, pab. E.
Apdo. 198
20550 Aretxabaleta
(Gipuzkoa)
Tel.: 34 943 712 080
Fax: 34 943 712 210
E-mail:
fagor.sistemas@sarenet.es

Activities:

Automatic assembly
systems. Robotics.

CIMA ROBOTIQUE

Parc d'activités Les
Pradines
Route Nationale 7 - Nord
84100 Orange, France
Tel.: 33 49 0111 660
Fax: 33 49 0511 878
**Fagor Sistemas has
a 99% holding**

Activities:

Automatic assembly
systems. Robotics.

ONA-PRES

Pol. Industrial
Ugaldeguren II
B° San Antolín, s/n
48170 Zamudio

(Bizkaia)

Tel.: 34 944 523 808
Fax: 34 944 523 980
E-mail:
onapr001@sarenet.es

Activities:

Hydraulic presses.

Machine Tools (Cutting)

DANOBAT

Arriaga kalea, 21
Apdo. 28
E-20870 Elgoibar
(Gipuzkoa)
Tel.: 34 943 740 250
Fax: 34 943 743 138
E-mail:
izubia@danobat.com
<http://www.danobat.com>

Activities:

Grinding machines:
CNC, cylindrical,
exteriors and interiors,
flat surfaces,
bridge and special for
the aeronautical sector.
Lathes: CNC, lathe centres,
vertical. Automatic
handling.

D+S SISTEMAS

Arriaga Kalea, 1
Apdo. 80
E-20870 Elgoibar
(Gipuzkoa)
Tel.: 34 943 748 050
Fax: 34 943 743 767
E-mail:
viniguez@ds-
sistemas.com
<http://www.ds-sistemas.com>

Activities:

Special machinery.
Special and transfer
machines. Flexible
machining lines.

LEALDE

Barrio Cortazar, s/n
Apdo. 11
I-48288 Ispaster
(Bizkaia)
Tel.: 34 946 844 004
Fax: 34 946 844 130
E-mail:
lealde@lealde.com
<http://www.lealde.com>

Activities:

Horizontal CNC lathes.
Vertical CNC lathes.

SORALUCE

B° Osintxu
B-20570 Bergara
(Gipuzkoa)
Tel.: 34 943 748 050
Fax: 34 943 765 128
E-mail:
soraluce@soraluce.com
<http://www.soraluce.es>

Activities:

Moving column milling
centres. Fixed bed CNC
milling machines.
Machining centres. Radial
drilling machines.

Machinery for Wood, Tooling and Fixtures

DOIKI

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

Activities:

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

List of MCC Companies



Distribution Group

EGURKO

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

Activities:

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

LATZ

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

Activities:

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

ORTZA

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

Activities:

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

ZUBIOLA

Bº Landeta, s/n
20730 Azpeitia
(Gipuzkoa)
Tel.: 34 943 157 056
Fax: 34 943 150 026
E-mail:
zubiola@sarennet.es

Actividad:

Tools for wood: HSS drills.
MD drills. HSS milling
cutters. MD milling cutters.
Discs. Cutter heads.
Window units. Cutters.

Distribution

CONSUM

Avda. de Espioca, s/n
46400 Silla (Valencia)
Tel.: 34 961 974 050
Fax: 34 961 974 092
E-mail:
consum@servicom.es

Activities:

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

EREIN COMERCIAL

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

Activities:

Marketing of food products
to the catering trade and
collectives.

EROSKI

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

Activities:

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

ERAMA RESTAURACIÓN

Centro Comercial
Garbera, local 68
20015 Donostia
(Gipuzkoa)
Tel.: 34 943 394899
Fax: 34 943 401388
E-mail:
erama.ss@bezeroak.euskaltel.es

**Eroski has a 50%
holding and
Auzo-Lagun has a
50% holding**

Activities:

Catering.

FORUM SPORT

Bº Kortederra, s/n
48340 Amorebieta
(Bizkaia)
Tel.: 34 946 300 094
Fax: 34 946 300760
E-mail:
f0073@forumsport.es

**The Eroski Group
has a 52% holding**

Activities:

Shopping and Sports
Centres.

EROSMER

Bº San Agustín, s/n
48230 Elorrio (Bizkaia)
Tel.: 34 946 211 211
Fax: 34 946 211 222
78,07% holding

Activities:

Retailing of consumer
products in large stores.

RESEARCH,
EDUCATION AND
TRAINING CENTRES

Agricultural-food

AUZO-LAGUN

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

Activities:

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

COMISLAGUN

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

Activities:

Catering for groups.
Complete service for
health care sector.

JANGARRIA

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

Activities:

Catering for groups.
Complete service for
health care sector.

BARRENETXE

Okerra, 7
48270 Markina (Bizkaia)
Tel.: 34 946 168 143
Explot. Berriatua:
Tel.: 34 946 139 157
Explot. Etxeberria:
Tel.: 34 946 166 173
E-mail:
barrenetxe@logiccontrol.es

Activities:

Horticulture in greenhouses
and the open air.

BEHI-ALDE

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

Activities:

Milk. Livestock for breeding
and meat.

MIBA

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

Activities:

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

UNEKEL

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

Activities:

Breeding of rabbits.

Research Centres

IDEKO

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

SUPPORT BODIES AND INTERNATIONAL SERVICES

Activities:

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

IKERLAN

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

Activities:

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

MTC

MAIER TECHNOLOGY CENTRE

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

Activities:

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

Education and Training Centres

CIM (AHIZKE)

Avenida de Alava, 4
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 712 055
Fax: 34 943 712 181
http://www.cim-
idiomas.com

Activities:

Language training.
Translation and interpreting
service.

ETEO

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

Activities:

Training in business
administration.

IRAKASLE ESKOLA

20540 Eskoriatza
(Gipuzkoa)
Tel.: 34 943 714 157
Fax: 34 943 714 032
E-mail:ie@jet.es

Activities:

University Teacher Training
College.

LEA-ARTIBAI

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

Activities:

Technical education.

MONDRAGON ESKOLA POLITEKNIKOIA

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

Activities:

Technical education.

MONDRAGON UNIBERTSITATEA

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

Activities:

University education.

OTALORA

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

Activities:

Co-operative and business
training.

Mondragón, 25 May 2000