



**2000 Annual Report**



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## List of MCC Companies Highlights

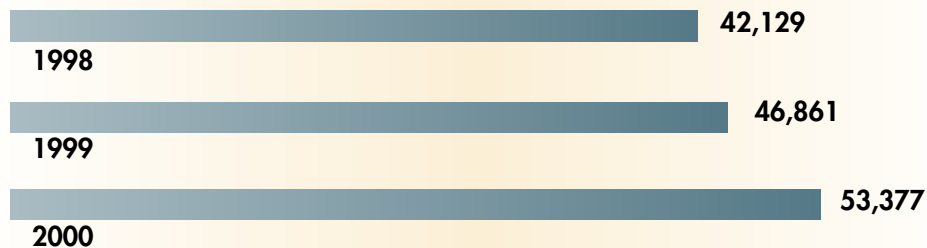
In millions of pesetas    In millions of euros

	1998	1999	2000
Total Sales	889,760 5,348	1,043,893 6,274	1,175,548 7,065
International Sales	238,647 1,434	272,885 1,640	323,544 1,945
Assets Under Administration*	949,769 5,708	1,058,922 6,364	1,171,429 7,040
Equity**	288,220 1,732	334,232 2,009	381,814 2,295
Investment	70,763 425	86,838 522	122,836 738
Results	68,907 414	76,479 460	67,371 405

\* Caja Laboral

\*\* Excluding Lagun-Aro's Net Worth

## Workforce





A stylized, handwritten signature in black ink, appearing to read 'Antonio Cancelo'.

**Antonio Cancelo**  
President of the General Council  
Presidente del Consejo General

*The year as a whole followed the path laid out, once again demonstrating the validity of a participative model based on the ability of people to manage themselves, creating and managing competitive companies capable of satisfying the aspirations of their customers and contributing to the development of society.*

*As the year coincided with the end of a strategic cycle and the start of a new one, many hours were spent on reflection in an attempt to unravel the elements that are going to shape the future, and establish the positions required for each business and the Corporation as a whole.*

*The overall result of the reflection process is very promising; pointing towards qualitative and quantitative objectives that will make the Corporation in 2004 a dynamic, creative, international, competitive group with a high level of investment and job creation.*

*As part of our strategic planning, mention should be made of the technological focus which, based on our Corporate Value of Innovation, has been developed into an integrated system with four core elements: the Science and Technology Plan, Mondragón Unibertsitatea, Business Technological Centres and the Garaia Innovation Project.*

*Companies, Technological Centres and the University, with their specific co-ordinated plans and working together as a team, constitute a think-tank capable of generating significant improvements in the products and services on offer.*

*The promotion of new activities has been significant this year. Twenty-three new projects have been started up, with practically fifty percent located in our region and fifty percent abroad.*

*This boost in business promotion, the renovation of existing plants and the creation of new sales outlets in the retail sector have required a high level of investment. Once again new records were set, with more than 720 million euros of investment.*

*This investment has been funded by the generation of internal resources, the 90% capitalisation of which is the best funding source, and by means of specific instruments of a corporate nature: MCC Inversiones, MCC Desarrollo and MCC Desarrollo Navarra.*

*New projects and investment inevitably should lead to job creation, and has done so significantly by adding six thousand new jobs. This gives the Corporation a workforce of more than fifty three thousand people at the end of the year.*

*2000 was then a good year, not just in terms of performance but also because the bases have been established for the building of a promising future.*







## **FINANCIAL GROUP**

## Financial Group

The most outstanding factors in the financial area in 2000 were the toughening of monetary policy in the United States and Europe, where the inflationary trends have led to rises in interest rates, a slippage in the parity of the euro with the dollar, which fortunately was partially corrected during the final months of the year, and the considerable fall recorded by the main stock market indexes in the world.

As far as MCC's Financial Group is concerned, its performance last year continued to be good. However, it could not elude the worse performance of the stock market, a fact that mainly affected the profitability of the investment portfolio of the social welfare area, which, although it performed well, it did not do so as brilliantly as in previous years.

In 2000, compliance with the Basic Corporate Objectives on the part of MCC's Financial Group can be summarised as follows:

**Customer Satisfaction.** In the area of quality, work continued on continuous improvement, with Caja Laboral obtaining the Silver Q awarded by the Basque Foundation for Quality (Euskalit), after having achieved more than 400 points in the EFQM assessment, carried out by external auditors.

In the commercial area, the launch of the Super Net account stands out. This is a high yield

account that can only be operated via the Internet. Mention should also be made of the increase in the electronic banking services offered, with the number of clients using this service having doubled over the year, and the automation of payments and collections carried out by the bank's clients using electronic files.

**Profitability.** In banking, the gross earnings margin was increased by 13% and the efficiency ratio was improved to 40.1%, which means that administration costs were well contained in relation to the ordinary margin obtained. Mention should also be made of how Lagun-Aro's investment portfolio was managed, as in spite of the poor performance of the stock markets, an average return of 8.2% was achieved, which is well above the standard market rates.

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

In 2000 there was a 20% increase in the volume of commercial operations abroad. 67% of this business was with co-operative enterprises and the remaining 33% 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 950.

**Development.** The turnover of this Group increased significantly in 2000 with assets under administration recording an 11% increase and bank investment an 18% increase. The considerable profitability obtained helped to reinforce the soundness of the net worth of the institution, taking Caja Laboral's equity to 845 million euros, a 12% increase and Lagun-Aro's assets to 2,250 million euros, also a 12% increase.

In 2000, 13 new bank branches were opened, most of them in the autonomous community of Castilla-León. This took the total number of branches to 274. This physical expansion was also complemented by the growing use of alternative channels like telephone- and Internet-banking. As far as Lagun-Aro is concerned, the increase of 1,590 in the number of members stands out, as it was the second largest increase in the last ten years.

**Social Concerns.** In 2000, the third people-satisfaction survey was carried out, with improvements recorded in several areas and new aspects requiring improvement plans identified in others.

It should also be highlighted that 40 Collaboration Agreements were maintained in force with institutions, with new ones signed with the Basque Government, the Government of Navarra, the Basque regional councils, the ICO and the Elkargi and Oinarri reciprocal guarantee funds among others during the year.

Training during the year was mainly aimed at improving the technical level of staff, promotion courses and help for complementary courses. 89% of staff participated in some kind of training activity.

It should also be highlighted that over the year, 9.10 million euros from Caja Laboral's Education

and Promotion Fund were earmarked for co-operative training and promotion, as well as research, and cultural and health-care activities

Among the aspects relating to Lagun Aro, the setting up of the Risk Prevention Service should be highlighted, with more than one hundred companies taking

part. The positive performance of the Employment Aid benefit should be also be stressed, which enabled a reserve fund totalling 28.8 million euros to be set up for the future. ■

**Juan María Otaegui**

MCC Vice-president

Chief Executive - Financial Group

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

Caja Laboral is a credit institution that from the start has been the driving force behind the development of the co-operative enterprises, contributing to their financing and the promotion of new activities and playing a key role in the shaping of what is today Mondragón Corporación Cooperativa.

2000 was a satisfactory year for Caja Laboral, with leadership consolidated in terms of efficiency and profitability, backed by a high level of solvency, among the most demanding in the sector.

Total assets on the balance sheet accounted for 7,477 million euros at the end of 2000, which is an increase of 24.7% compared to 1999.

Customer assets under administration totalled 7,040 million



**Caja Laboral, Vitoria.**

euros at the end of the year, with a notable increase over the year of 10.6%. The trends in savings noted last year were confirmed, with greater increases in traditional savings schemes to the detriment of unit trusts. Moreover, the launch of the Super Net Account, a high yield account that can only be operated via the Internet, accelerated this trend.

Equity continued to grow, boosted by the profitability obtained and the demanding policy of capitalisation of profits, taking the final figure to 845 million euros. In accordance with Bank of Spain regulations, the institution's capital adequacy ratio was 17.2%, easily doubling the minimum requirement of 8%.

As far as lending business was concerned, net bank investment increased by 18.1% over the year, taking the balance of this heading to 4,349 million euros. The most active type of loan is still the mortgage loan, with an increase of 464 million euros. Mortgage loans now account for 70% of all loans to the private sector.

Gross investment of the securities portfolio, consisting of fixed and variable income securities, as well as holdings in group companies, rose to 1,427 million euros, a relative increase of 23%.

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, increased significantly to account for a balance of 976 million euros at the end of the year.

In terms of the profitability obtained in 2000, the favourable performance of the gross earnings margin, with a 13% increase, was the most outstanding feature. This was due to the improvement in net income deriving from traditional business with clients. Therefore, in spite of the fact that transfers for the provision of bad debts increased due to the transfers made to the Statistical Cover Fund required by the Bank of Spain, this means that profit before tax came to 132 million euros, which was 8.1% higher than in 1999.

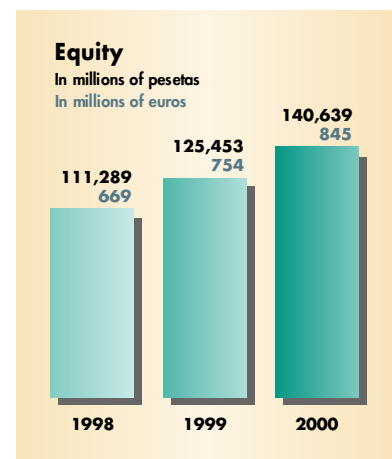
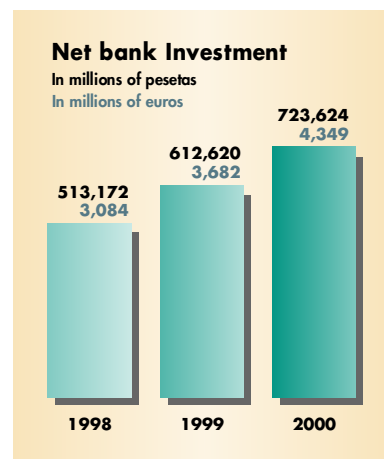
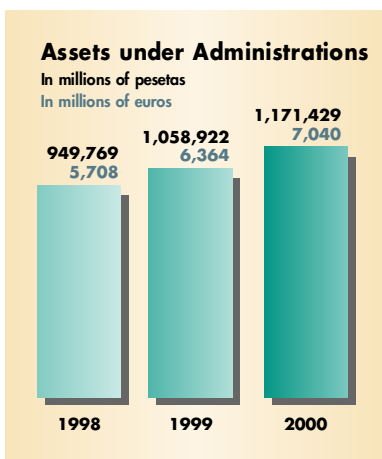
In this regard, it should be highlighted that the profitability achieved by Caja Laboral on its average total assets was 1.92% in 2000, a "ratio" that compares very favourably with that obtained by other Savings Banks.

Caja Laboral's soundness is a reflection of this efficiency, as recognised by "The Banker" magazine published by the Financial Times Group, which puts only two Spanish banks among the one hundred most solvent banking institutions in the world, with Caja Laboral in 97th 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 2000, Aroleasing signed new contracts to the value of 113 million euros, which represents an increase of 16% over the 1999 figure. Of all the investment made, 62% was in the Basque Country, channelled through the branches of Caja Laboral.

Loan investment at the end of the year totalled 229 million euros, with an increase of 20% over the year and the doubtful debt ratio at 1.1%, an improvement of 38% compared to the percentage recorded in 1999, and bad debt cover at 188%. ■



## LAGUN-ARO

### Provident Society and Pension Fund

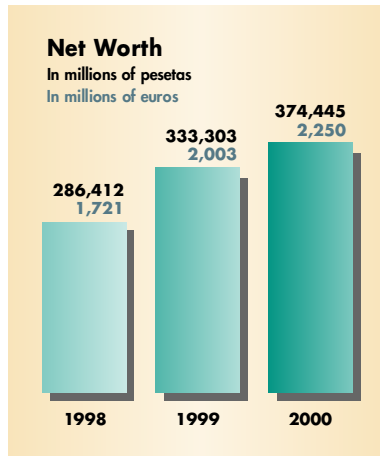
The members of Lagun Aro are members of co-operatives, mainly forming part of Mondragón Corporación Cooperativa. It is Lagun-Aro's task to provide social welfare cover for these members and their families, at a similar level to the cover provided by the state system.

At 31 December 2000, Lagun-Aro EPSV had 24,255 members, this figure being an increase of 1,590 people since 1999, the highest figure in the history of Lagun-Aro. 46% of the new members correspond to the new modes of contribution for Limited Duration and Special Quota members.

As far as share-out benefits are concerned, which cover short-term benefits, these totalled 41.6 million euros in 2000, in the following areas:

- Sick Leave, 18.1 million euros (43.5% of the total)
- Health care, 16.3 million euros (39.3% of the total).

Employment Aid should also be highlighted as its net cost accounted for 0.69 million euros, with a surplus of 5.75 million euros generated. This amount, added to the 20.09 million euros from 1999, means that there is now a positive balance of 28.8 million euros, with the financial yield on this amount giving a negative net cost.



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. This enabled 39.4 million euros in pensions to be paid out in 2000. At the end of the year, there were 5,500 people receiving pensions.

These benefits are guaranteed by Lagun-Aro's Net Worth, which at the end of 2000 came to 2,250 million euros, once the returns on the investment portfolio had been applied. In comparison with the close of 1999, the fund has increased by 247.2 million euros, which is 12.3% in relative terms.

In 2000, work also started on setting up a Prevention Service for the companies in our group, as a joint effort, after the strategic reflection in this area in 1999.

It was the first year, with Statutes and Regulations being drawn up, information provided and decisions taken. However, all the efforts were rewarded with 100 companies signing up for the this service and a great deal of support from those responsible for the prevention of occupational hazards in the companies.

Finally, it is worth mentioning that the Company Medicine Service carried out 3,414 medical examinations, 27,254 analyses and 1,099 analytical controls for Occupational Hazards. ■

## SEGUROS LAGUN-ARO

2000 was more positive for the insurance sector than 1999. This favourable context together with the excellent level of compliance with specific internal objectives contributed to Seguros Lagun Aro's good performance, with a significant boost to the main business variables.

Income obtained from insurance premiums and financial income totalled 124.1 million euros, of which 86.7 million euros corresponded to premiums charged. There were 312,000 policies in force at the end of the year, which is an increase of 12%.

In Non-Life Insurance, turnover climbed to 63.9 million euros, with growth of 31%, compared to an estimated growth of 13% for the sector as a whole. The number of policies in force rose to 208,440 policies, which was an increase of 15%. The favourable performance of the Home, Car and Individual Accident sectors stood out.

In Life Insurance, with a turnover in terms of Premiums of 22.8 million euros, the priority products for the Company, like risk insurance for private individuals, rose by 18%, which is well above the average of 6% estimated for the sector. However, in Life Insurance as a whole, there was a 29% drop in premiums, mainly due to the fact that



Lagun-Aro, Mondragón.

it was decided to put back the sale of unit linked insurance to 2001.

The following are also worthy of mention as far as 2000 is concerned:

- Company head offices moved to a new location in Bilbao, with all services grouped together in just one place, of advanced design in terms of features and means of communication between people, on the basis of new information technologies.
- Opening of five new offices in areas of strategic interest for the commercial policy.
- Investment in new information technology, mainly in the Life Insurance company, aimed at

improving the overall management of the business.

- Strong boost to communication management, both externally in terms of customer relations and service and internally.
- Modelling of commercial management, adapting management and distribution structures to a new more agile, customer-focused concept. ■



## **INDUSTRIAL GROUP**

## Industrial Group

2000 was a good year for industry, with growth in industrial production of about 4.4% in Spain as a whole and 5.4% in the Basque Autonomous Community. However, from the summer onwards the effects of the rises in interest rates, the increase in the price of oil and the excessive weakness of the euro began to make themselves felt. This all led to a deceleration in demand for industrial products. However, the indicators of MCC's Industrial Group indicated a good level of performance over the year.

**Customer Satisfaction.** In 2000 progress continued to be made with this objective, with some of the actions taken being an improvement in quality and proximity to the customer as a means of offering a better service.

As far as the quality of the products and processes of the co-operatives are concerned, practically all of the co-operatives now have ISO 9000 certification. The current objective is to improve their score in assessments based on the EFQM methodology. In this regard, it is worth highlighting that in 2000 Irizar obtained the EFQM European Quality Prize, and the Basque Foundation for the Promotion of Quality (Euskalit) awarded the Gold Q prize to Copreci and the Silver Q to the

Fagor Electrodomesticos cooking appliance plant, as these companies exceeded 500 and 400 points in their respective external assessments.

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, mainly in Brazil.

**Profitability.** The positive performance of demand in 2000 as a whole resulted in a high use of the Group's production capacity, although somewhat lower than in 1999. Moreover, last year the price of raw materials and services rose, due to a large extent to increases in the price of oil. This led to a gradual slowdown in profitability over the year, as demonstrated by the moderate 2% increase in the overall profits for the year, with a net profitability over sales of 4.8%.

The division that performed best in this regard was the Industrial Equipment division, where the high level of profitability of the coach bodywork business stands out.

**Internationalisation.** The good economic situation enjoyed by the main European nations and the weakness of the

euro compared to the dollar meant that the Group's international sales, exports plus sales from production plants abroad, accounted for 1,568 million euros. This figure represents a considerable increase of 22%. This significant growth has led to an increase in the proportion of international sales over total sales from 47.6% in 1999 to 49.4% in 2000.

In compliance with this important strategic objective, the Group continued to increase its presence in foreign markets, especially in Latin America. Cikautxo, Fagor Ederlan and Maier set up plants in Brazil and Eika in the Czech Republic. Irizar also increased the company's presence in Mexico. With these new plants, the Group now has 26 plants abroad.

**Development.** Turnover in 2000 totalled 3,170 million euros, which was an increase of 18% compared to 1999. The most dynamic divisions were Construction and Industrial Equipment, both with increases in excess of 25%.

The investments tackled by the Industrial Group reflect its development. In 2000 these accounted for 294 million euros, which is 37% more than the investment figures for 1999. Industrial employment is also a good reflection of development;



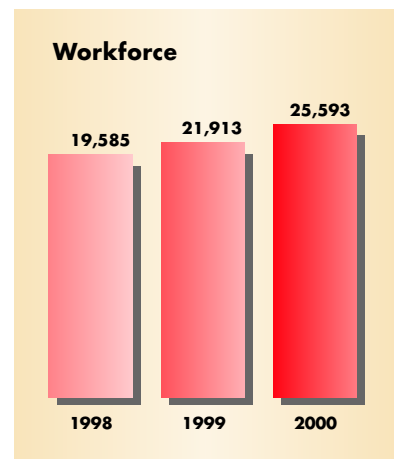
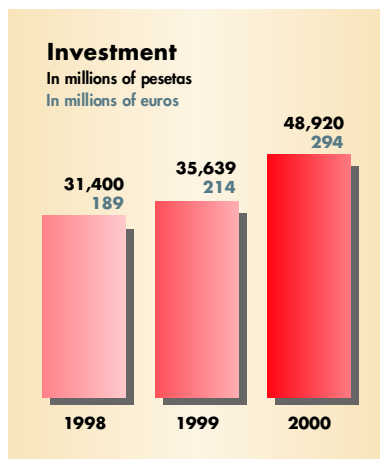
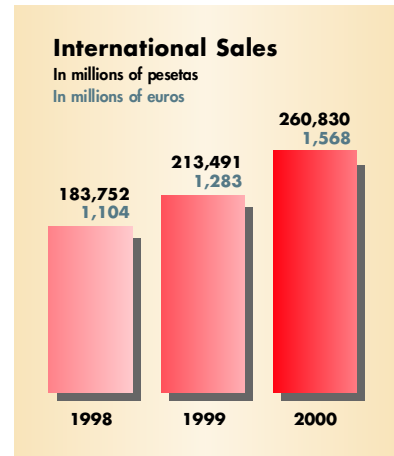
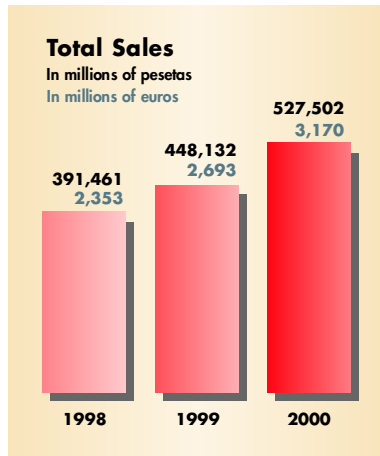
this rose by 3,680 jobs taking the total workforce to 25,593 people.

As far as the creation of new companies is concerned, last year Fagor Ederlan Borja and Automódulos Aragón were set up, and Rotok Industria Grafica was created in partnership with the Correo Group. Manchalan was launched in collaboration with the Once Foundation to manufacture components for domestic appliances and cars and provide employment for one hundred handicapped people. Mondragón Conet was set up in the field of new technologies and telecommunications.

Finally, mention should be made of the Garaia project, consisting of the creation of an ambitious technological innovation complex in Mondragón. 48 million euros will be invested in the project, which will create 1,250 jobs in the field of research over the next eight years.

**Social Concerns.** In this regard, the setting up of the Joint Occupational Hazard Prevention Service should be highlighted, with the involvement of 100 co-operatives. This service has received the support of all the people in the co-operatives responsible for this prevention.

The implementation of the Environmental Management System



also continued, faced with the growing social demand in this area. More than 50 industrial co-operatives are now developing these programmes.

Other basic aspects tackled in 2000 were the improvements in internal communication, by means of periodical newsletters and an increase in the circulation of the TU Lankide magazine to 9,500 copies a month, the establishment of a Training Management Model, the carrying out of People-Satisfaction

Surveys and the preparation of an inventory of best practices for improvement purposes. ■

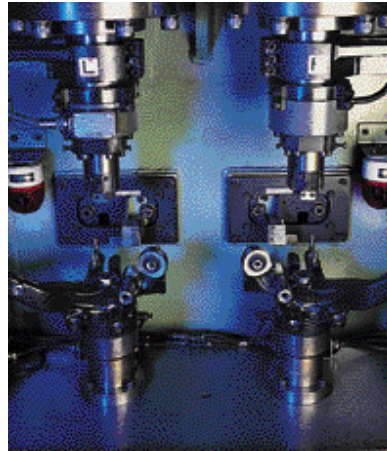
## AUTOMOTIVE

The most important aspect of the Division was the significant boost given to the internationalisation process both in foreign sales, which rose by 21%, and the setting up of production plants abroad, mainly in Brazil.

In **Automoción CHP**, Fagor Ederlan culminated the negotiations for the purchase of 51% of Fundição Brasileira, located in Extrema in the state of Minas Gerais, with a capacity for 25,000 tonnes/year and a turnover of 24 million euros for 2001. Its activity will be complemented in January 2002 by that of Fagor Ederlan do Brasil, engaged in the machining of knuckles and suspension arms.

In Spain, Fagor Ederlan inaugurated its Borja plant to supply General Motors with front corners, for which in 2001, the first full year of operation, sales of 82.3 million euros are forecast. On the same business estate, Automódulos Aragón, concentrating on the design, manufacture and assembly of car axles, also began its activities.

Mapsa continued to expand as in previous years, completing a significant investment plan to the value of 19.2 million euros. Another 7.8 million euros will be invested in 2001, to take production capacity up to two million wheel rims. The company also received the Award for Aluminium Wheel Rim Supplier of the Year from General Motors.



**Fagor Ederlan.**

As far as Fit Automoción is concerned, the big increase in sales (47%) of brake systems for VW in Germany stands out. V.L. Tafalla approved an important investment plan worth 28 million euros for the four-year period 2001-2004, of which 10.4 million will be invested in 2001. V.L. Usurbil purchased a new Disamatic line for the manufacture of brake housings for the European market.

In **Automoción BCM**, Cikautxo set up a plant in the Czech Republic for the manufacture of technical rubber parts, and in Brazil, took a 35% holding in Nova Paranoá, the leading company in its field in Mercosur, to add to the other two companies of the Subgroup, Batz do Brasil and Maier. The latter company began to build a plant near Sao Paulo, at a cost of 12 million euros. Production also started at the company's first plant abroad in Lichfield, close to Birmingham and negotiations started, which

will conclude early in 2001, with Masco Corporation for the takeover of Chromeco, one of the leading British companies in the chrome-plating of plastic parts for the automotive sector.

Batz culminated the investment project for its new production facilities occupying 8,000 m<sup>2</sup> in Igorre and won SEAT's Formel Q award for its jacks and tool-kits activity. This award was also given to Cikautxo and FPK.

In order to have a specific centre for the development of Automotive Modules, the companies forming part of Mondragón Automoción BCM have set up Modutek. Batz and Maier have started to develop pedal modules at this centre.

**Promauto** continued strengthening its role in Mercosur, recording a 38% increase in the overall sales of the companies in which it has a holding in Brazil and Argentina and providing financial support for new projects like that of Nova Paranoá. ■

**José María Aldekoa**  
MCC Vice-president  
Chief Executive - Automoción

In millions of pesetas  
In millions of Euros

	1999	2000
<b>Sales</b>	<b>83,250</b> 500	<b>99,827</b> 600
<b>Internat. Sales</b>	<b>53,301</b> 320	<b>62,727</b> 389

## COMPONENTS

The sales of this Division increased by 17% and its international sales by 19%, accounting for 64% of total turnover. Further advances have been made abroad with Eika setting up a plant in the Czech Republic to add to those set up abroad by Copreci Mexico, Zerco and Fagor Thailand.

Mondragón Componentes' investment totalled 48.3 million euros, earmarked mainly to increase production capacity and for new projects, including Manchalan, where one hundred handicapped people assemble sub-units and electrical installations and manufacture plastic injection-moulded parts for domestic appliances and the automotive sector. Tajo, Alecop and Mondragón Componentes, together with the Once Foundation and Talleres Gureak all have a holding in the company.

In R&D, the development of "new applications for Magnetic Materials" stands out, using their transport properties (magneto-resistance and magneto-impedance) as well as a "Thermophotovoltaic Converter" based on semiconductors with different applications in a number of sectors.

In **White Goods**, a strong boost was given to business in the subsidiary in Mexico and in the countries of Eastern Europe and in the sale of washing machine components to China. A new electrically-operated pump was also successfully launched for the US market.



**Copreci.**

In quality, Copreci obtained the Gold Q, after having got more than 500 points in accordance with the EFQM Model and achieved ISO 14.000 Environmental Certification. The work done on customer service bore fruit with the winning of the "Supplier of the Year Award" from Bosch-Siemens Hausgeräte.

In R&D, new heat sources based on new material processes and advanced control electronics applications for hobs and ovens were developed. Electronic solutions were implemented in washing appliances enabling the most suitable control algorithms to be used.

**Home Comfort** experienced a significant 24% increase in sales and investment continued at a similar rate to previous years, with 12.8 million euros earmarked for improvements in pro-

duction capacity and the development of new products. The air heating and domestic boiler ranges were extended, as was the gas safety range for the Asian markets. In R&D work was done to develop components for low-emission boilers.

In **Electronics**, an investment plan to the value of 27.6 million euros was approved for the four-year period 2001-2004 for the clean room and assembly, equipment for manufacturing chips and special products, new SMD assembly lines for manufacturing miniaturised components and the intensive application of information technologies.

This will enable own production to be increased together with electrical subcontracting for other companies, an activity that was set up as a new business unit in 2000. Another field worth highlighting is home automation, with the development of safety, communication and comfort systems for the intelligent home developed by Fagor Electronica. ■

**José Luis Olasolo**  
MCC Vice-president  
Chief Executive - Components

In millions of pesetas  
In millions of Euros

	1999	2000
<b>Sales</b>	<b>52,141</b> <b>313</b>	<b>60,888</b> <b>366</b>
<b>Internat. Sales</b>	<b>32,825</b> <b>197</b>	<b>39,162</b> <b>235</b>

## CONSTRUCTION

The sales of this division performed very dynamically again, with an increase of 34% compared to 1999.

In **Lifts and Elevators**, consolidated sales increased by 30%, with both the domestic and international markets performing well. The rate of activity generated was close to 40%, which is higher than in 1999 both in production and assembly. The maintenance business also performed well.

On the international stage, there was a 60% increase in exports. The Orona Group is now present in more than 50 countries, with more growth in Europe and Asia, thanks to the development of a policy of getting closer to customers, creating identification with Orona and customer training.

The high level of investment also continued, with an increase in production capacity in the Hernani plant to 7,000 lifts/year and the takeover of new companies. The subsidiary companies as a whole recorded a 21% increase in turnover. The growth in the Group's business units as a whole, enabled 205 new jobs to be created.

**Structures and Handling** grew by 38%. Urssa started up its new plant in Júndiz, designed to deal with large scale projects. In the industrial building area, the Monomer and BPA buildings



Urssa

for General Electric Plastics in Cartagena, the factory building for Mercedes-Benz in Barcelona and the urban waste plant in Perpignan were important projects awarded to Urssa.

In public works, the bridge over the River Tees in the United Kingdom and the Abandoibarra bridge next to the Guggenheim Museum in Bilbao stand out. A number of Portainer cranes were built for six Spanish ports and for the port of Southampton in the United Kingdom, as well as a boat lifting platform for the port of Peterhead in Scotland.

Ecotècnia recorded spectacular growth in its wind power activity, with a turnover of 75.4 million euros compared to 37.9 million the previous year. Wind-powered generators were supplied to a number of wind farms with a total power of 173 megawatts, which was more than 20% of all the wind power installed in Spain in 2000. The factory in Buñuel in

Navarra was inaugurated, a boost was given to the Wind Farm promotion company, Vendaval and, in the R&D area, a 1,250 Kw wind-powered generator was developed, the prototype for which will be put into operation in June 2001.

Biurrarena completed the first year of its agreement with Hyundai with significant commercial success and promoted a new environmental business for the manufacture of sorting plants and containers. Rochman developed new high productivity packaging machinery.

**Construction Work and Materials** recorded overall growth of 34%, with the activities of Lana standing out. This company started up its new three-ply board plant and Vicon saw a significant boost in the promotion of homes. ■

**Jesús Maiztegui**  
MCC Vice-president  
Chief Executive - Construction

In millions of pesetas  
In millions of Euros

	1999	2000
<b>Sales</b>	<b>41,971</b> 252	<b>56,233</b> 338
<b>Internat. Sales</b>	<b>5,631</b> 34	<b>6,390</b> 38

## INDUSTRIAL EQUIPMENT

The performance of this division was once again excellent, with a 29% increase in turnover and a 53% increase in international sales, which accounted for 60% of total business. Overall profitability was 11%, accompanied by good results in all the activities of the division.

**Leisure and Sport** grew by 18%, thanks mainly to the dynamic 31% growth in international sales. Dikar-Wingroup consolidated its companies in China, Brazil, United States and France. Eredu successfully continued to make advances on the international stage with 58% of sales coming from abroad.

Orbea continued its dual strategy of positioning itself in the medium and high segments of the bicycle sector and competing in all world markets, developing sales networks, production facilities and international supplies. Foreign trade, which increased by 53% in 2000, accounted for 38% of the company's total turnover of 32.4 million euros.

**Components and Technical Equipment** had another brilliant year, increasing sales by 35% to take them close to 246 million euros. The dynamic performance of Irizar should be stressed, with growth of 35% and international sales in excess of 75% of total sales. This meant a high level of activity, both on the production lines at Ormaiztegi and in the company's plants in China, Brazil,



**Irizar**

Mexico and Morocco. These countries will be joined by India early in 2001, after the setting up of a joint venture with Ashok Leyland and T.V.S., as a result of the intensive negotiations carried out over the year.

Irizar's road towards excellence received a high level of recognition when the company was awarded the "European Quality Prize" in the large company category at the Annual Forum of the European Foundation for Quality Management (EFQM). The work of three and a half years on the development of the new PB coach came to fruition. Investment in this project accounted for more than 18 million euros. The coach will be officially presented in February 2001.

Ederfil also had an excellent year, with a 45% increase in sales and strong development on the European market where the company has a sales presence in all countries. For its part, Urola boosted

the take off of its machinery business, completing a range of PET and extrusion-blowing machines that will enable the company to increase its presence abroad.

**Industrial Services** continued to make progress on the international stage, where sales now account for one third of total turnover. Danona and Elkar, in addition to completing a good year, worked on the intensive application of computer and digital technologies to the pre-printing process and set up a new company, Rotok, to tackle high circulation commercial rotary printing. The Correo Group and the French company Geste Communication are also participating in this project.

Oiarso and Osatu recorded significant growth of 23% and 65% respectively, with a significant performance abroad. Alkargo continued to develop, Alecop participated in the creation of Manchalan and Coinalde intensified its work on its high range products. ■

**Iñaki Otaño**  
MCC Vice-president  
Chief Executive - Industrial Equipment

In millions of pesetas  
In millions of Euros

	1999	2000
<b>Sales</b>	<b>54,128</b> <b>325</b>	<b>69,945</b> <b>420</b>
<b>Internat. Sales</b>	<b>27,365</b> <b>164</b>	<b>41,927</b> <b>252</b>

## HOUSEHOLD GOODS

In a year characterised by the dynamic nature of the international market, the turnover of this division increased by 17%, while international sales, including the production of plants abroad, increased by more than 32%.

In **Domestic Appliances**, Fagor recorded an 18.2% increase in sales, taking them to 843.6 million euros, of which 40% corresponded to international sales which, in turn, increased by 41% compared to 1999. In this process, it is worth highlighting the first full year of Wrozamet as part of Fagor and the creation of six new subsidiaries: Thailand, Malaysia, China, Great Britain, Holland and Germany.

Wrozamet consolidated Mastercok as the leading brand on the Polish market and facilitated the progressive introduction of the Fagor brand, especially in the built-in market. In Morocco, it was once again an excellent year, with the position of leadership or co-leadership consolidated in refrigerators, washing machines, cookers and water heaters. In Argentina, the profound economic crisis and a fall of more than 25% in the white goods market has meant that our industrial presence has had to be reconsidered, centralising production in San Luis and co-ordinating marketing from Buenos Aires.

In Spain the fall in consumer spending led to a decline in the



Danona

demand for domestic appliances, which only increased by 6.35%. Fagor, however, grew by almost 7%, which reinforced its leadership in the sector, with a 24.7% market share, according to Anfel. All this in an especially tough year, due to the fire in the central warehouse in Vitoria, which caused a lot of disruption in business development. It was only possible to overcome this thanks to the generous response of the workers and the great amount of support received from customers and distributors.

In the field of quality, Fagor achieved the Silver Q for its cooking appliance business, after exceeding 400 points in an assessment based on the EFQM Model and obtained ISO 14.001 Environmental Certification for its Garagarza plant.

In **Furniture**, there was a 14% increase in sales, taking the total to 47.4 million euros. A firm deci-

sion was taken to promote internationalisation: Danona exported more than 51% and Coinma increased its foreign sales by 28%. The two companies, together with three other office furniture manufacturers, started negotiations with an Indian partner Bhayana Builders Pvt Ltd, to set up commercially in India. This operation will be finalised early in 2001, with the creation of a joint venture on a 50:50 basis. The resulting company, Coinma-India, with its headquarters in New Delhi, forecasts sales of 1.2 million euros for 2001, with annual increases of 30% in successive years.

In **Commercial Equipment**, sales accounted for 92.5 million euros, of which 32% were export sales. Fagor Industrial increased its foreign sales by almost 31%, set up a production facility in France and opened three new commercial subsidiaries in Italy, Australia and Turkey. The company also started a business to produce products for food preparation and distribution, which will be marketed by Edesa Hostelera. ■

**Jesús Catania**  
MCC Vice-president  
Chief Executive - Household Goods

In millions of pesetas  
In millions of Euros

	1999	2000
<b>Sales</b>	<b>146,901</b> <b>883</b>	<b>171,516</b> <b>1.031</b>
<b>Internat. Sales</b>	<b>54,994</b> <b>330</b>	<b>72,843</b> <b>438</b>

## ENGINEERING AND CAPITAL GOODS

The activity of this division was characterised by levels of turnover similar to the previous year and a high level of orders won to the value of 327 million euros. This means that the prospects for 2001 are excellent, with significant investment planned in general terms in facilities and equipment.

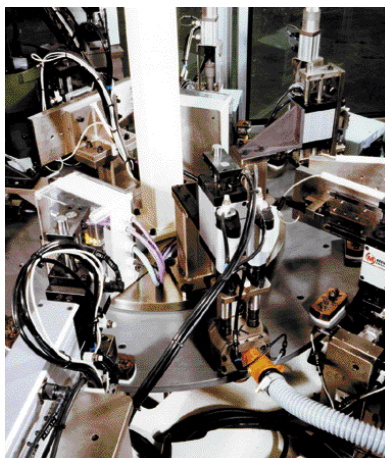
### Automation and Control

recorded a 28% increase in sales with excellent performance in the European and Latin American markets, especially Brazil, with positions maintained in the United States and Asia. The balance was also important in the technological area, with the completion of a number of Numerical Control and Digital Readout projects.

The significant growth of the last few years and the forecasts for 2001, when sales will be close to 60 million euros, have led to the construction of a new factory building in Escoriaza, which will come into operation in 2002.

In **Forming Machinery**, the recession in the machinery and industrial equipment sector in 1999 led to a fall in turnover. However, the year was very positive due to the high level of new orders won, 51% higher than in 1999, which will mean an increase of more than 31% in turnover in 2001.

Another key aspect to the year was internationalisation, with foreign sales accounting for 63% of the total and offices opened in Chicago and Mexico. The aim is to have in 2001 larger offices in



Fagor Sistemas

the United States and Germany, to make possible collaboration in development with customers, as well as after sales service.

As far as the list of customers is concerned, it continues to be extensive and of high quality. It includes in the automotive sector: Ford/Volvo, Volkswagen/Seat, Daimler-Chrysler, Renault, PSA Group, Opel/General Motors, BWW and Honda and in the ancillary sector: Magna, Tower, Lear, Johnson Controls, Benteler, Gestamp, Tenneco and Valeo. In domestic appliances: General Electric/Mabe, Whirlpool/Fadisa, Electrolux, Bosch-Siemens and Fagor and in the ancillary sector: Orkli and Eika. In the iron and steel sector: Thyssen Krupp, Corus, Aceralia/Arbed, Usinor, Gonvarri and Acerinox.

### In Engineering and Consultancy

the most outstanding aspect of the year was also the high level of orders won, which accounted for 957 million euros, an increase of 35% over the previous year.

In 2000 a number of new business projects were also launched like I3S for the marketing of the ERP Sap management software package; Indiser, with its headquarters in Logroño, as an engineering company specialising in wineries and processes for the wine industry and Mondragón Conet, which is an Internet service provider, etc. together with the dissemination of material relating to business management. ■

**José Ramón Goikoetxea**  
MCC Vice-president  
Chief Executive - Engineering  
and Capital Goods

In millions of pesetas  
In millions of Euros

	1999	2000
<b>Sales</b>	<b>42,246</b> <b>254</b>	<b>42,127</b> <b>253</b>
<b>Internat. Sales</b>	<b>23,730</b> <b>143</b>	<b>21,799</b> <b>131</b>

## MACHINE TOOLS

There were two very different sides to the year. On the one hand, the low level of the order books at the start of the year meant that the turnover of the division, although 4% higher than forecast, would be lower than in 1999. On the other hand, the significant number of orders won, 31% higher than in 1999, meant that the year concluded with excellent prospects for growth in 2001.

**Machine Tools** ended the year with order books worth 61.8 million euros, which is 15 million euros more than in 1999. This was a result of the significant 34% increase in orders won over the year. Turnover, however was at 92% compared to 1999.

68% of the orders won were from abroad, of which three quarters came from five highly significant countries: Germany (21%), France (20%), Italy (18%), USA (8%) and Brazil (6%).

The increasing importance of the energy sector should be stressed, with orders from General Electric worth 7.2 million euros, for machines for parts for gas turbine generator blades, for the multinational's plants in the United States and France. This multinational was also the leading customer in the aeronautical sector with orders to the value of 8.4 million euros.



**Danobat**

As a result of this excellent collaboration, General Electric gave Danobat its "Excellent Supplier Award 2000" for the flexibility shown when adapting to the customer's production requirements, the quality of the machines supplied, the excellent commissioning and training given to the machine users. Danobat is the first Spanish company to receive this award.

In the area of customer service, Danobat and Ideko developed "Elcano", an innovative tele-assistance solution, capable of real time response, for the start up of machine tools and remote maintenance with the help of modern information technologies, making significant savings possible.

**Woodwork Machinery, Tooling and Fixtures** performed well, with a 27% increase in turnover, a 51% rise in exports and a 20% increase in orders compared to 1999. The

woodwork machinery activities of Egurko and Ortza merit a special mention, as their machining centres underwent a spectacular 44% increase in demand.

Zubiola invested 0.7 million euros for the renovation of production equipment for the manufacture of diamond tools, improving the NC in section production and doubling the production capacity for saw discs. Latz continued to improve its position in the sector. ■

**Antonio Echeverría**  
MCC Vice-president  
Chief Executive - Machine Tools

In millions of pesetas  
In millions of Euros

	1999	2000
<b>Sales</b>	<b>25,845</b> <b>155</b>	<b>25,180</b> <b>151</b>
<b>Internat. sales</b>	<b>15,645</b> <b>94</b>	<b>13,982</b> <b>84</b>





## **DISTRIBUTION GROUP**

## Distribution Group

2000 was characterised by a slowdown in consumer spending in the second half of the year, a continuation in the change in consumer habits, with the purchasing of durable goods and services taking priority, and an increase in the amount of food consumed outside the home, and the budget for the purchase of food at home remaining stagnant.

However, the regulations concerning commercial activity that restrict the development of supermarkets and hypermarkets have been maintained and even extended by both central and regional government. This stance has favoured the position of consolidated companies, especially the multinationals in the sector, and increased competition between the different retail outlet formats.

In this context, the following were the most important milestones in the compliance with the Basic Corporate Objectives on the part of the Distribution Group:

### **Customer Satisfaction.**

Among the new sales initiatives undertaken by the this Group in 2000, the creation of the on-line sales channel should be highlighted. This started as a pilot experience in Vitoria, with an Internet supermarket. The range of products and services offered to consumers in the large stores was extended, to



cover lines like jewellery, culture, newspapers and magazines, telephony, regional product shops, etc.

A number of agreements were also signed with associations of stockbreeders and farmers in the main autonomous communities for the distribution and promotion of their products all over Spain. The Group has taken on the role of being the first sales channel to disseminate the high quality of these regional products, backed by their respective control bodies.

Consumer information has always been an objective of the activities of the Eroski Group. In 2000, the Consumer magazine continued to be published on a monthly basis and two practical consumer guides were published: "18 Fine Arts Museums" and "Food and Health", the latter providing information about

the relationship between food habits and the quality of life of citizens.

In the agricultural-food area, work continued on strategic orientation for the production of healthy, quality food. ISO 9002 quality assurance certification was obtained for milk production, while in horticultural production the share of products of guaranteed origin and quality has increased significantly to account for more than 50% of the total.

**Profitability.** 2000 was a positive year for this Group, as all its businesses performed well. New activities were started up and turnover increased by 9%.

Work continued on the aim of improving the composition of the Group's turnover, with higher growth in products with high-

er margins like fresh produce and non-food items. This has led to a 17% increase in profits, which is almost double the increase recorded in sales.

**Internationalisation.**

Although it operates mainly in Spain, the Distribution Group 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 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.

Therefore, over the last few years the Eroski Group has initiated significant alliances with its partners to run and develop supermarkets together.

At the same time, the Group has opened new stores of its own; a trend that has continued in 2000 as during the year 125 new supermarkets, five hypermarkets and 25 travel agency branches were opened.

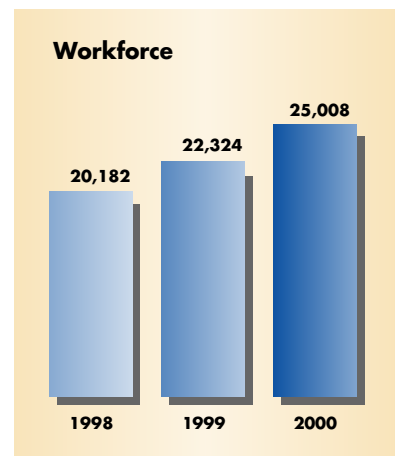
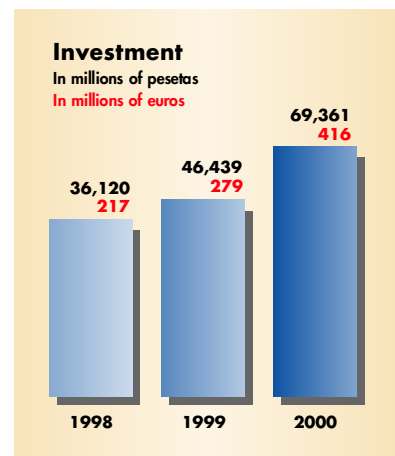
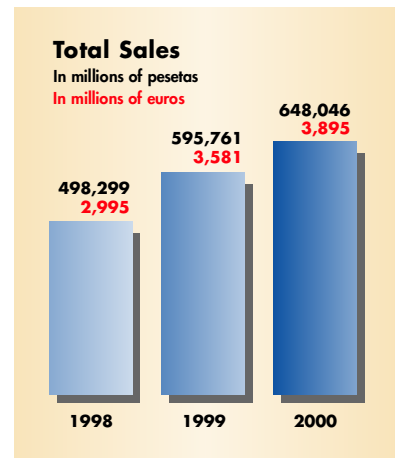
The Distac, Disbor and Aundia chains of stores were also taken over.

This expansion policy has meant a high level of investment, to the value of 416 million euros, 49% more than in 1999. This has led to the creation of 2,684 new jobs.

**Social Concerns.** As far as social responsibility is concerned, mention should be made of the campaigns to collect money to alleviate the humanitarian disaster in Mozambique, the collection of text books in collaboration with the CEAR Foundation and the VII Food Bank campaign.

As part of the campaign for responsible consumption, the Group has collaborated with the Basque Government in the management of available fishing resources and with Intermon in the sale of products that meet fair trade criteria. ■

**Constan Dacosta**  
MCC Vice-president  
Chief Executive - Distribution Group



## EROSKI GROUP

Among the initiatives related to new technologies, the opening of an on-line supermarket via the Internet for customers in Vitoria stands out. This will be extended to other cities if it turns out to be a positive experience. This on-line channel offers 8,000 basic products for the home and its commercial focus is in line with the Group's policy: competitive price and guaranteed quality in products and service. Customers can return any product and only pay for what they decide to purchase when the goods are delivered.



Another new thing during the year was the opening of outlets for financial products in hypermarkets in Bilbao and Madrid, offering four commercial products: mortgage loans, personal loans, term savings accounts and family savings schemes, under the Eroski name. In addition to the economic advantages deriving from the financial services of the Group, there are the longer opening hours of a hypermarket, the rapid formalisation and availability of the funds required, the Eroski guarantee and the backing of Caja Laboral.

The improvement of what we offer or its presentation via new channels, was clear from the installation of a jewellery section in most hypermarkets, the significant improvement in products relating to culture and the installation of a Regional Shop in all large centres. This regional shop

constantly offers products from local farmers and small businesses, thereby contributing to the sale of these products and, therefore, to the wealth and wellbeing of the area in which the store is located.

In this context, two significant agreements were signed: the first for the marketing of lamb with the Oviaragón co-operative from Aragón and the second for the marketing of olive oil under the Natur brand with the Andalusian agricultural co-operatives Ojiblanca (Málaga) and Cordoliva (Córdoba).

In terms of social responsibility, 2000 was again a very intensive year for the Group. First of all, the Eroski Group Foundation was set up. This foundation will be responsible for consumer affairs outside the co-operative

movement and channelling funds for education and information purposes. During the year, 330,000 consumers attended education and information sessions. As in previous years, the Consumer magazine played an important role with a monthly circulation of 300,000 copies, together with an Internet edition.

Precisely to teach consumers how to use the Internet and to inform them about its role as far as new technologies are concerned, educational activities were extended to this field with the creation of the first on-line Consumer School.

The social projection of the Group was demonstrated by means of numerous actions in solidarity with those in need carried out during the year, among which the following stand out:

the VIII national campaign to collect food for those in need carried out since 1997 with the Spanish Food Bank Foundation, in which more than half a billion kilos of food were collected, worth 0.75 million euros.

As a result of the solidarity shown by consumers, 0.18 million euros were collected for Intermon's activities in Mozambique, of which almost 0.14 million were provided by 48,000 consumers and the rest by the Eroski Group. Likewise, in collaboration with the CEAR Foundation (in support of refugees), 40,000 books were collected for refugee children from Guinea in Gabon, together with a donation of 0.6 euros from Eroski for every book collected.

Fair trade campaigns were also continued with the Intermon Foundation, for the sale of products from Third World communities.

Finally, a special mention should be made of the performance of the Viajes Eroski travel agency, which recorded a turnover of 96 million euros. It increased its chain of branches to 104 and was also awarded a prize by Iberia as well as another for selling the most cruise holidays. ■



**Auzo Lagun**

For this agricultural-food subgroup the year continued the trend of significant growth seen in previous years, with an increase in turnover of almost 31%.

In catering, Auzo Lagun increased its customer portfolio, traditionally limited to the Basque Autonomous Community, by expanding to the

neighbouring areas of Cantabria, Burgos and La Rioja.

In Navarra the company consolidated its presence, after the takeover of Jangarria, achieving a position of leadership in this segment of activity. The company also significantly increased its market share in the Valencia area.

As far as stockbreeding was concerned, the strategic orientation aimed at the production of healthy, quality food led to Behi-Alde obtaining ISO 9002 quality certification for milk production. It was one of the first stockbreeders to do so in Spain.

In the horticultural area, the concern for the quality of the processes and the final product led to a significant increase in products of guaranteed origin. These now account for more than 50% of the total. ■



## **RESEARCH, TRAINING AND EDUCATION**

## Research, Training and Education

### IKERLAN

In 2000, Ikerlan's total income accounted for 12.4 million euros, of which 8.3 million corresponded to contracted R&D projects for companies. 3.3 million euros, mainly provided by the Basque Government, were earmarked for strategic, pre-competitive research.

The setting up of the Microsystems Research Centre-CMIC stands out. This has been set up together with the Technical Research and Study Centre of Gipuzkoa (CEIT) with the support of MCC as an industrial group interested in microsystems technology. This Centre also receives support from the Regional Council of Gipuzkoa.

As a result of the experience acquired in the optimisation of design and production processes, a new business activity was proposed, in collaboration with IBERMÁTICA, engaged in the promotion of information management and product data management (PDM) systems. This project will come to fruition in the first quarter of 2001.



Ikerlan

Ikerlan also participated in several work groups during the preparatory phase for the Basque Government's Science, Technology and Innovation Plan 2001-2004 and in the preparation of several proposals for strategic research programmes for the same plan.

Ikerlan is also participating in Demotek, in order to research and develop an innovative electronic voting system. This is a project promoted by the Basque Government, with the participation of Ikerlan and several other Basque research bodies and companies.

Ikerlan currently has two centres, where 166 researchers and technicians work, in addition to 31 scholarship holders: the main centre in Mondragón, which houses Ikerlan-Mechatronics with the "Electronics and Systems" and "Design and Production Technologies" divisions and Ikerlan-Energy, based in Miñano, in the Alava Technology Park. ■



## IDEKO

2000 enabled Ideko to make advances in the mastery of the technologies which this Centre, specialising in Machine Tools, has established as being of strategic interest: improvement in machine reliability, mastery of high performance machining processes and the application of teleservice techniques.

In this context, Ideko took a step forward in the development of machines that can carry out new machining processes, with the following standing out: the solutions provided for the machining of magnesium parts, grinding with superabrasives and the high speed machining of moulds and dies.

Likewise, the generalisation of the use of the Internet and the globalisation of the machine tool market have opened up new opportunities with the application of teleservice techniques, as machine breakdowns can now be dealt with anywhere in the world, information about machine maintenance provided to the user and technical staff can collaborate from different parts of the globe in finding solutions to specific problems.

The implementation of the Centre's management model based on processes has meant a significant change in compa-

ny culture. All activity is now focused on customer service, people satisfaction and the improvement of the impact on society. Ideko's income in 2000

exceeded 4.2 million euros, with 62% corresponding 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 2000 and in line with the trend in previous years, a qualitative leap forward was made, with increasingly more complex projects being tackled and more involvement in Japanese and German vehicle projects.

Income for the year totalled 5.6 million euros, with a workforce of 110 people, mainly made up of senior engineers and technicians. For 2001, the prospects for MTC continue to be good, bearing in mind the growth forecast for the Maier Group. It is planned to increase the workforce by 10 people and achieve a turnover of 6.6 million euros. ■



**José María Arizmendiarieta**

## **MONDRAGON UNIBERTSITATEA**

Set up in 1997, MU is made up of the Mondragón Higher Polytechnic School, the Business Science Faculty in Oñati and the Humanities and Education Science Faculty in Eskoriatza.

In academic year 1999-2000, there were 3,421 students, compared to 2,908 the year before, of which: 2,800 were taking first and second level university courses, 85 were taking third level and postgraduate courses and 536 were doing Senior Level Training Courses. The overall budget came to 17.6 million euros and investments accounted for 2.6 million euros, with 327 members of staff.

In its third year of existence as a university, MU continued to con-

solidate its offer of courses with new degrees, both official and of its own. The following information is worth highlighting: the graduation of the first students of Technical Engineering in Management Computing, Engineering in Industrial Organisation and Engineering in Automatics and Industrial Electronics.

Two new degree courses were also started in Industrial Engineering and Engineering in Computer Science, authorisation was obtained to include a higher degree in Language Psychopedagogy, new degree courses were designed in Technical and Higher Engineering in Telecommunications and official recognition was obtained for third level courses in Automatics and Industrial Electronics, Business Management and Administration.

Moreover, the first Masters course in Telecommunications Systems was started, specialising in Telematics, and in Business Project Management. Four new postgraduate courses were also designed: a Masters in Company Management, a Masters in Internet Environment Systems Integration, a Masters in Internet Environment Development and a Masters in Computer Systems for Companies.

In more qualitative terms, a new Strategic Plan was drawn up for the next eight years. This establishes the bases for the future development of the University, with 16 strategic challenges having been identified, among which the following stand out: the Mendeberry Educational Project, a trilingual linguistic project in Basque, Spanish and English for all students, a strengthening of research capacity aimed at achieving an average of 50% dedication to research by teaching staff, the development of the university campus-Garaia Innovation Centre and the policy of opening up to other local areas. ■

### **CIM (Centro de Idiomas Mondragón)**

**A**cademic year 1999-2000 was positive in terms of both qualitative and economic objectives, with a 28.5% increase over the previous year.

A new centre, managed by CIM, was opened in San Sebastián in September 1999 in which close to 500 students are studying English and Basque using this multimedia system. In overall terms, CIM met the language training requirements of 3,750 students in its Centres in Mondragón, Oñati, Vitoria and San Sebastián.

Club CIM was also set up, with close to 600 members, for whom a number of activities were organised during the year. ■

### **POLITEKNIKA IKASTEGIA TXORIERRI**

**D**uring the academic year 1999-2000 Txorierrri had 450 students within the state system. 3,815 hours of training were given in 24 different courses, in the sphere of occupational and in-service training, with 295 people attending.



Seven students from the centre did ten weeks of practical training in companies in Germany, as part of the Heziketan programme, promoted by Confebask. Also, as part of the European Leonardo programme, the "Matrifor" pilot project was initiated dealing with the design of self-forming materials for the die-making sector. This project is backed by the Basque Federation of Metal Companies, and the Matrici co-operative and two European centres are participating in it.

In the field of communications, mention should be made of the design and initial implementation of an Intranet, the Portal of which is being used to implement Knowledge Management Systems, Meetings and Objective Deployment Systems, Quality Management Systems, Customer Service, etc. ■

### **LEA-ARTIBAI**

**T**here was a significant change in the courses offered in 1999-2000 compared to previous years, as In-Service Training aimed at workers is becoming more and more important, although the centre's main activity continues to be Training Cycles and the three types of school leaving examination.

The consolidation of Polymer Engineering represented a significant milestone in the history of the Centre, with the first 24 students completing the course after having finished their projects. They are now all working in companies or in the Lea-Artibai centre itself.

In addition to purely teaching activities, mention should also be made of a number of business projects and the configuration of a structure to provide backing for this type of initiatives, with the start up of the Azaro Foundation. ■



## OTALORA

In 2000, in the Management Training area, a new Masters course in Co-operative Management was started with 18 participants and the academic support of the Business Science Faculty of Mondragón Unibertsitatea. Four seminars of the "Innovative Management Course" were also given, with a total of 120 hours on Innovative Management Tools. These were attended by 90 people.

Likewise, a higher level course covering Distribution Company Management was organised, with 16 participants. Work also continued on the application of the Manager Ability Development System, which was used by 100 people.

In the field of Co-operative Training, three "Ikas" courses were organised for 45 post-graduates, the application of the "Ordezkarri XXI" Social Body Development System for Governing Councils was initiated and a number of seminars were organised for Social Council members and new members. A Welcome System was also designed and a pilot application will be put into practice this year.

In Internal Communication, in addition to the monthly publication of the T.U. Lankide magazine, two new editions of the Internal Communications Forum were held to provide information about different experiences in the Co-operatives in this area. In the Sociological Studies area, the People Satisfaction survey is still being applied in the Co-operatives.

As far as Co-operative Dissemination is concerned, information continued to be given about the Co-operative Experience, with close to 1,000 people visiting Otalora to find out about the Mondragón Co-operative Movement in situ. ■



**Financial Statements and Trading Account**  
**Organisational Structure**  
**Company and Management Bodies**

## MCC Financial Statements and Trading Account as at 31-12-00

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 2000. Likewise, a comparison of these figures with those for the previous year shows year-on-year developments.

The information given refers to the integrated Balance Sheets for companies that make up the Cor-

poration, as well as the composition of Value Added generated by them over the last two years.

To obtain these integrated statements, balances reflecting operations between 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

MCC's Balance Sheet at 31.12.00 showed a total volume of assets under administration of 14,144 million

euros, an increase of 2,058 million euros over the year, which is 17% in percentage terms.

#### Balance Sheet of Mondragón Corporación Cooperativa

(After Distribution of Net Surplus)

(millions of euros)

HEADING	31.12.99		31.12.00		Annual variation	
	Amount	% distr.	Amount	% distr.	Amount	%
<b>ASSETS</b>						
Fixed	2,286	18.9	2,824	20.0	538	23.5
Current	9,800	81.1	11,320	80.0	1,520	15.5
<b>TOTAL ASSETS</b>	<b>12,086</b>	<b>100.0</b>	<b>14,144</b>	<b>100.0</b>	<b>2,058</b>	<b>17.0</b>
<b>LIABILITIES</b>						
Equity	2,009	16.6	2,295	16.2	286	14.2
Lagun Aro's Net Worth	1,311	10.9	1,478	10.4	167	12.7
External Partners	257	2.1	310	2.2	53	20.5
Long term creditors	1,655	13.7	1,974	14.0	319	19.3
Short term creditors	6,854	56.7	8,087	57.2	1,233	18.0
<b>TOTAL LIABILITIES</b>	<b>12,086</b>	<b>100.0</b>	<b>14,144</b>	<b>100.0</b>	<b>2,058</b>	<b>17.0</b>

The Group that most contributed to this growth was the Financial Group, whose balance increased by 1,232 million euros. All of this growth was recorded by Caja Laboral.

The most outstanding features of each heading of the balance sheet of Mondragón Corporación Cooperativa as at 31.12.00 are detailed below:

#### Fixed Assets

At the end of 2000, MCC's fixed assets totalled 2,824 million euros, after having increased by 538 million euros (23.5%) during the year.

Total investment made during the year accounted for 738 million euros, which was 41% higher than the previous year. Depreciations applied in 2000

rose to 262 million euros, which is 13.9% more than the figure recorded in 1999.

### **Current Assets**

The current assets heading is the largest element of the net worth of the Corporation and the one that grew the most last year, with an increase of 1,520 million euros (15.5%).

81% of this increase came from the Financial Group, and was mainly due to Caja Laboral's bank and interbank investment, which rose by 703 and 492 million euros, respectively during the year.

In terms of growth this Group was followed by the Industrial Group, which recorded an annual increase in current assets of 263 million euros, due to the increase in turnover and the incorporation of new companies. The headings that increased most in this Group at the end of 2000 were Customers and Stock being Manufactured.

### **Equity**

MCC's Equity was considerably strengthened in 2000, having increased by 286 million euros (14.2%). This increase was due to the profitability for the year, together with the demanding policy for capitalisation of surplus, which is mainly reinvested to self-finance development.

The most significant contribution to the aforementioned increase came from the Industrial Group, which increased its consolidated equity by 165 million euros, 58% of the MCC total. This was due to the profits made over the year and the incorporation of new co-operative members.

Of the 2,295 million euros of Equity at the end of the year, 983 million corresponded to Share Capital and the remaining 1,312 million to Reserves.

### **Lagun Aro's Net Worth**

Lagun Aro's Net Worth attributable to MCC, after having separated the proportional part corresponding to members from outside the Corporation, totalled 1,478 million euros at

31.12.00. This was an increase of 167 million euros over the year, as a result of the capitalisation quotas and the excellent returns obtained

### **External Partners**

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

The capital holdings of these external partners are mainly to be found in companies included in the consolidated statements of the industrial co-operatives and the distribution sector, 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 310 million euros at 31.12.00, an increase of 20.5% over the year, although its share on the liabilities side only increased by one tenth to 2.2%.

### **Long-term liabilities**

The balance of MCC funding from third parties with a period of maturity of more than one year underwent growth of 319 million euros (19.3%) in 2000, to total 1,974 million euros at the end of the year. 65% of the increase was in the Distribution Group, in tune with the considerable amount of investment carried out by this Group last year.

Most of these long-term liabilities correspond to the Financial Group, mainly to term deposits belonging to Caja Laboral savers, and Lagun-Aro's Matured Liabilities Reserve Fund (523 million euros at 31.12.00), which serves to meet obligations contracted with members receiving capitalisation benefits.

### **Short-term liabilities**

This balance sheet heading increased by 1,233 million euros (18%) during 2000. 74% of this growth was due to the Financial Group, mainly owing to new savings attracted by Caja Laboral. Although it was not as sharp, the increase in the

short-term liabilities of the Industrial and Distribution Groups should also be highlighted, which increased by 15% in overall terms, in line with the expansion in turnover.

It should also be mentioned that, in addition to resources on the balance sheet, Caja Laboral has a considerable amount of savings from third parties channelled through off-balance sheet savings schemes, mainly unit trusts and pension and welfare plans. The balance of these schemes came to 2,002 million euros at 31.12.00, although in line

with what has been happening in the sector over the last two years, the trend was that of a gradual transfer of savings from unit trusts to traditional deposit accounts.

#### 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.

### Value added generated by Mondragón Corporación Cooperativa

(millions of euros)

HEADING	1999		2000		Annual variation	
	Amount	% distr.	Amount	% distr.	Amount	%.
Value Added	1,967	100.0	2,094	100.0	127	6.4
Personnel Costs	(961)	(48.9)	(1,083)	(51.7)	(122)	12.6
Internal Yield	1,006	51.1	1,011	48.3	5	0.5
Financial Costs	(163)	(8.3)	(192)	(9.2)	(29)	17.9
Cash Flow	843	42.8	819	39.1	24	(2.8)
Depreciations	(230)	(11.6)	(262)	(12.5)	(32)	13.9
Operating Profit	613	31.2	557	26.6	(56)	(9.1)
Transfers and Other Income	(59)	(3.0)	(49)	(2.3)	(10)	(17.5)
Lagun-Aro Tech. Int. Rate	(94)	(4.8)	(103)	(5.0)	9	9.8
<b>Surplus on year</b>	<b>460</b>	<b>23.4</b>	<b>405</b>	<b>19.3</b>	<b>55</b>	<b>(11.9)</b>

The overall Value Added generated by MCC in 2000 increased by 6.4% to total 2,094 million euros. The biggest part of this Value Added was generated by the Industrial Group, which with 970 million euros accounted for 46.3% of the total. It was followed by the Financial Group with 27.3%, with the remaining 26.4% corresponding to the Distribution Group.

The fall of 3.6 points in the share of the Financial Group compared to 1999 was due to the differences in performance recorded by the financial markets over the two years, both in the case of variable income, with a 22% fall in the Ibex 35

in 2000 compared to an 18% rise in 1999, and in fixed income, with a rise in the interest rates for public sector borrowing at 10 years from an average of 4.7% in 1999 to 5.5% in 2000, with the resulting negative effects on the value of the portfolio.

Personnel Costs rose by 12.6%, due to the considerable creation of jobs in MCC. Wages accounted for 51.7% of the Value Added generated, which was an increase of 2.8 points compared to 1999. This was a result of the fall in income of the Financial Group, as there was no significant variations compared to 1999 in the



other two Groups in the amount of value added absorbed by personnel costs, and also due to the incorporation of new companies, which means that the comparison between the two years is not totally homogenous.

There was an upward trend in interest rates in 2000, as monetary policy was aimed at counteracting inflationary pressure deriving from vigorous economic growth and the rise in oil prices. This upward trend in interest rates was reflected in MCC's accounts, as Financial Costs increased significantly by 17.9% compared to 1999. This increase means that the amount of Value Added earmarked for Financial Costs rose by 0.9 points compared to 1999, to 9.2%.

Therefore, MCC's cashflow accounted for 819 million euros, with a moderate fall of 2.8% compared to the figure for 1999.

The depreciations recorded by MCC in 2000 totalled 262 million euros, with year-on-year growth of 13.9%, as a result of the high level of investment in the last few years. Although the Industrial Group accounts for most of the overall depreciations of MCC (48% of the total), it is followed very closely by the Distribution Group, whose depreciations account for 45% of the total.

After all the expenses have been deducted, a Trading Profit of 557 million euros was achieved, which was 9.1% lower than in 1999.

Non-trading income consists mainly of transfers to provisions, minority partner interests and other non-trading income, and actuarial adjustments on Lagun-Aro's reserves. The figure for 2000 came to -49 million euros, which was 17% lower than the figure for 1999.

Likewise, the trading profit is reduced by the application of the technical interest rate, which was 5.2% at the end of 2000, 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 103 million euros in the profits for 2000, which is 9.8% more than in 1999.

Therefore, the Final Surplus on the year totalled 405 million euros, which is a fall of 11.9% compared to the figure recorded in 1999. This was due to the poor performance of the financial markets, in spite of which the figures were similar to those achieved in 1998.

The following table briefly summarises how this Surplus has been distributed, compared with 1999.

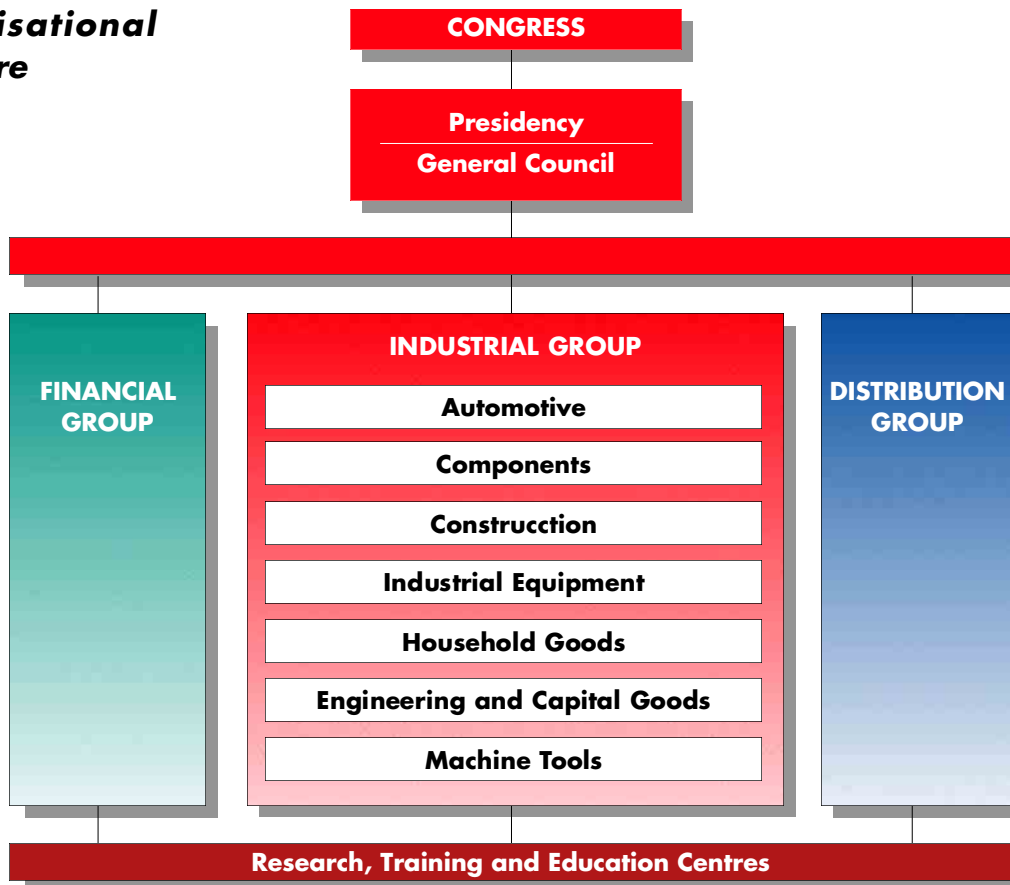
### Distribution of Mondragón Corporación Cooperativa Surplus

(in millions of euros)

HEADING	31.12.99		31.12.00	
	Amount	% distr.	Amount	% distr.
Company Tax	28	6,2	32	8,0
Education and Coop. Prom. Fund	28	6,1	30	7,3
Int. on Capital Cont. and Monet. Div.	50	10,7	69	17,0
Capitalised Profit	354	77,0	274	67,7
<b>Total Surplus on Year</b>	<b>460</b>	<b>100,0</b>	<b>405</b>	<b>100,0</b>

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

<b>President:</b>	Otaegui, Juan M <sup>o</sup>
<b>Vice-president:</b>	Salegui, Francisco
<b>Members:</b>	Alvarez, Santiago Andrés, José Luis Ansoategui, Juan José Arratibel, José Luis Arrieta, Juan José Domaica, Ramón Esnal, Jokin Gantxegi, Javier Garnica, Agustín Gaztañaga, J. Domingo Herrera, Miguel Larramendi, José M <sup>o</sup> Markaide, Agustín Villaescusa, Emilio
<b>General Secretary:</b>	Celaya, Adrián

### GENERAL COUNCIL

<b>President:</b>	Cancelo, Antonio
<b>Vice-president:</b>	Aldekoa, José M <sup>o</sup> Catania, Jesús Dacosta, Constan Echeverría, Antonio Goikoetxea, J. Ramón Maiztegui, Jesús Olasolo, José Luis Otaegui, Juan M <sup>o</sup> Otaño, Iñaki
<b>Officers:</b>	Gárate, José Ignacio Gisasola, José M <sup>o</sup> Herrasti, Jesús M <sup>o</sup> Laspiur, Miguel Angel Retegui, Javier Uzkudun, Juan M <sup>o</sup>
<b>General Secretary:</b>	Celaya, Adrián

# GENERAL COUNCIL



*José M° Alekoa*



*Jesús Catania*



*Constan Dacosta*



*Antonio Echeverría*



*Jesús Maiztegui*



*José Luis Olasolo*



*Juan M° Uzkudun*



*Iñaki Otaño*



*José Ignacio Gárate*



*José M° Gisasola*



*Jesús M° Herrasti*



*Miguel Angel Laspiur*



*Javier Retegui*



*Adrián Celaya*



*J.Ramón Goikoetxea*

*Juan M° Otaegui*  
*President of the*  
*Congress*



*Antonio Cancelo*  
*President of the*  
*General Council*

## List of MCC Companies



### Financial Group

#### Banking

##### ARO LEASING

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

##### Activities:

Financial leasing  
of capital equipment.

##### CAJA LABORAL

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

##### Activities:

Banking.

#### 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.

#### Previsión Social

##### LAGUN ARO

Pº José Mº  
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:  
Batzcoop@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  
República Checa  
Tel. 00 42 042 8302224  
Fax 00 42 042 8302239  
E-mail:  
cikautxo@jn.cz

##### Activities:

Rubber parts.

##### NOVA PARANOA

Av. Casa Grande, 1.731  
Piraporinha- Diadema-  
São Paulo  
CEP 09961- 902 (Brasil)  
Tel. 005511- 4066- 6533  
Fax 005511- 4066- 6350  
E-mail:  
Paranoa@visualbyte.com.br  
Cikautxo and MCC  
Inversiones each have a  
14% holding.

##### Activities:

Rubber processing.

##### 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 gearboxes.  
Gearboxes.

##### FAGOR EDERLAN DO BRASIL

Rua Funchal, 263  
Sao Paulo (Brasil)  
Fagor Ederlan has a 51%  
holding.

##### Activities:

Casting of automotive parts  
and components.

##### FUNDICIONES BRASILEIRAS

Rodavia Fernoao Dias  
Minas Gerais  
(Brasil)  
Tel.: (35) 343 52 211  
Fax:(35) 343 58 248  
E-mail:  
Fb@fundicaobrasileira.com.br  
Fagor Ederlan has a 51%  
holding.

##### Activities:

Casting of automotive parts  
and components.

##### 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

##### Activities:

Complete axles for cars.

## **AUTOMODULOS ARAGON**

Polígono Barbablanca  
50540 Borja  
(Zaragoza)  
Tel.: 976 866 077  
Fax: 976 866 078  
E-mail:  
automodulos.aragon@wanadoo.es

### **Activities:**

Assembly of automotive components.

## **FIT AUTOMOCION**

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

### **Activities:**

Manufacture of brake calipers.

## **FPK**

B° San Antolín, 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@vluzuriaga.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. Arabieta, 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.

## **MAIER UK**

Chaserwater Heaths  
Industrial Area  
Attwood Road  
Burntwood  
West Midlands WS7 8GJ  
(Reino Unido)  
Tel.: 00 44 1543 277460  
Fax: 00 44 1543 278752  
E-mail:  
maieruk@muk.maier.es  
Maier has a 60% holding and MCC Inversiones a 40% holding.

### **Activities:**

Plastic injection moulding and finishing.

## **CHROMECCO**

Lichfield Road  
Brownhills  
West Midlands WS8 6LH  
(Reino Unido)  
Tel.: 00 44 1543 453333  
Fax: 00 44 1543 575402  
Maier has a 60% holding and MCC Inversiones a 40% holding.

### **Activities:**

Plastic injection moulding and finishing.

## **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.

## **PROMOAUTO COMPONENTES**

Av. Eurico Ambrogi  
Santos, 2.100  
Distrito Industrial  
Piracangagua  
12042-010 Taubaté-  
Sao Paulo (Brasil)  
Tel.: 00 55 12 36276000  
Fax: 00 55 12 36276002  
E-mail:  
componentes@  
promauto.com.br  
MCC Inversiones has a 40% holding.

### **Activities:**

Manufacture of machined components.

## **COAISA**

Av. Monseñor Pablo  
Cabrera, 4.811  
5008 Córdoba  
(Argentina)  
Tel.: 00 54 351 4760006  
Fax: 00 54 351 4762082  
E-mail:

matriceria.comercial@  
si.cordoba.com.ar  
MCC Inversiones has a 40% holding.

### **Activities:**

Manufacture of engine cradles.

## **GIASA**

Av. Monseñor Pablo  
Cabrera, 4.807  
5008 Córdoba  
(Argentina)  
Tel.: 00 54 351 4762101  
Fax: 00 54 351 4762082  
E-mail:  
cpassera@matriceria-  
maa.com.ar  
MCC Inversiones has a 40% holding.

### **Activities:**

Engineering, manufacture and implementation of assembly and welding lines.

## **MASA**

Av. Monseñor Pablo  
Cabrera, 4.809  
5008 Córdoba  
(Argentina)  
Tel.: 00 54 351 4762092  
Fax: 00 54 351 4767329  
E-mail:sschmid@  
matriceria-masas.com.ar  
MCC Inversiones has a 40% holding.

### **Activities:**

Design and manufacture of dies.



## **CONSONNI**

B° 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 cookers, 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.

## List of MCC Companies

### COPRECI MEXICO

C/Uno, n° 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:

Manufacture of taps and  
safety systems for domestic  
gas applications.

### 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.

### CZEIKA S.R.O.

Průmyslová, 3143/5  
Prostějov (Rep. Checa)  
Participada al 100% por  
Eika

#### Activities:

Manufacture of domestic  
appliance components.

### FONDEIK S.R.O.

Nádražní, 50 Hlubocky-  
Mariánské Údolí 783 66  
(Rep. Checa)  
Tel.: 00 420 685067560  
Fax: 00 420 685067800  
E-mail:  
slevarna@fondelik.cz  
Eika has a 60% holding  
and MCC has a 40%  
holding.

#### Activities:

Casting

### 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  
www.embega.com

#### Activities:

Decorative metal trims.  
Printed gaskets.  
Membrane switches.

### FAGOR ELECTRONICA

B° 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  
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

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

### TAJO

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

#### Activities:

Plastic injection. Mould  
construction for plastic  
injection.



### Sistemas de 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, 23-1°  
08005 Barcelona  
Tel.: 34 932 257 600  
Fax: 34 932 210 939  
E-mail:  
ecotecnia@ecotecnia.com

#### Activities:

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

### ECOTÈCNIA NAVARRA

Pol. Ind. de Buñuel,  
Parcela G.1  
31540 Buñuel  
(Navarra)  
Tel.: 94 883 20 12  
Fax: 94 883 20 59  
E-mail:  
admon@ecotecnianv.com  
www.ecotecnia.com  
Ecotècnia has a 25%  
holding.

#### Activities:

Assembly of wind-powered  
generators.

### CALDERERIA TORRES ALTAMIRA

Suzana, s/n.  
Pol. Ind. de Bayas, 135  
09200 Miranda de Ebro  
(Burgos)  
Tel.: 93 225 76 00  
Fax: 93 221 09 39  
E-mail:  
ecotecnia@ecotecnia.com  
www.ecotecnia.com  
Ecotècnia has a 40%  
holding and MCC  
Inversiones has a 30 %  
holding.

#### Activities:

Manufacture of towers for  
wind-powered generators.

**VENDAVAL  
PROMOCIONES  
EOLICAS, S. A.**

Amistad, 23  
08005 Barcelona  
(Barcelona)  
Tel.: 93 225 76 00  
Fax: 93 221 09 39  
E-mail:  
jsanmarti@ecotecnia.com  
www.ecotecnia.com  
Ecotècnia has a 40%  
holding and MCC  
Inversions has a 20 %  
holding.

**Activities:**  
Promotion of Wind farms.

**ROCHMAN**

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

**Activities:**  
Rollways. Handling  
installations.  
Packaging and wrapping  
machines.

**URSSA**

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

**Activities:**  
Engineering, manufacture of  
metal structures.

**Construction  
Work and  
Materials**

**ETORKI**

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

**Activities:**  
Pine boards and planks.

**LANA**

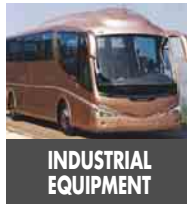
C/ Santxolopetegui  
Auzoa, 24  
20560 Oñati  
(Gipuzkoa)  
Tel.: 34 943 780 111  
Fax: 34 943 783 222  
E-mail:  
info@lana-scoop.es  
www.lana-scoop.es

**Activities:**  
Formwork boards. Boards  
for furniture. Three-ply  
boards. Boards for structural  
use.

**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. Burity,  
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  
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  
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 TUS, LTD.**

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

**Activities:**  
Coach bodywork.

**IRIZAR MAGHREB**

Oulja, Km 0.300  
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.

## List of MCC Companies

### UROLA

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

#### Activities:

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

### Industrial Services

### ALECOPI

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

#### Activities:

Technical educational equipment. Prefabricated electrical installations.

### MANCHALAN

Av. Castilla La Mancha, 11  
19171 Cabanilla del Campo (Guadalajara)  
Tel.: 949 337525  
Fax: 949 337526  
E-mail:  
manchalan@terra.es  
Alecop, Tajo and Componentes de Electrodomesticos y Electronicos, S.Coop. each have a 20% holding.

#### Activities:

Assembly of electrical installations for domestic appliances. Assembly of car parts. Manufacture of plastic parts for domestic appliances.

### 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.

### ELKAR

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

#### Activities:

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

### LITOGRAFIA DANONA

Astigarragako Etorbidea, 3  
20180 Oiartzun (Gipuzkoa)  
Tel.: 34 943 491 250  
Fax: 34 943 491 660  
E-mail: danona@mondragongraphics.com  
www.mondragongraphics.com

#### Activities:

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

### ROKOT INDUSTRIA GRÁFICA

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

#### Activities:

Rotativa.

### OIARSO

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

#### Activities:

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

### OSATU

Travesía de Padure, s/n  
48240 Berriz (Bizkaia)  
Tel.: 34 946 225 399  
Fax: 34 946 225 391  
E-mail: osatu@osatu.com  
www.osatu.com

#### 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 Aptdo. 95 - 20730 Azpeitia (Gipuzkoa)  
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  
www.edesa.mcc.es

#### Activities:

White goods.

### FAGOR ELECTRODOMESTICOS

Bº San Andrés, 18  
Apdo. 49  
20500 Mondragón (Gipuzkoa)  
Tel.: 34 943 719 100  
Fax: 34 943 796 881  
E-mail:  
fagorelectrodomesticos@mcc.es  
www.fagorelectrodomesticos.mcc.es

#### Activities:

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



**FAGOR  
ELECTRONICS  
(THAILAND) LTD.**

Wellgrow Industrial  
Estate  
82 Moo 5 Bangna- Trad  
Highway Km. 36  
Bangsamk-Bangpakong  
Chachoengsao  
24180(Thailand)  
Tel.: 00 66 38 570089 (90)  
Fax: 00 66 38 570091  
E-mail:  
fagthai@loxinfo.co.th  
Fagor Electronica has a  
100% holding.

**Activities:**  
Manufacture of electronic  
components.

**EXTRA  
ELECTROMENAGER**

Avenue Hassan II  
Mohammedia  
BP 179 - Morocco  
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**

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

**Activities:**  
Gas water heaters.

**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 Wroclaw  
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  
www.sidi.es/coinma

**Activities:**  
Wooden office furniture.

**COINMA INDIA**

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

**Activities:**  
Marketing of furniture for  
the home and office.

**DANONA**

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

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

**Comercial  
Equipmen**

**FAGOR  
INDUSTRIAL**

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

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

**FAGOFRI**

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

**Activities:**  
Domestic appliances.

**KIDE**

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

**Activities:**  
Insulated panels and doors  
for coldrooms, cold stores  
and miniboxes.



**Automation and  
Control**

**FAGOR  
AUTOMATION**

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

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

**Ingenieering  
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:  
enyc@enyc.es  
www.enyc.es  
AIC, MSI and MCC  
have a 66.66% holding.

**Activities:**  
Telecommunications  
engineering.

**MONDRAGON  
CONET**

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

**Activities:**  
Connection services.

**LKS CDEE**

General Arrando, 40-3°  
28010 Madrid  
Tel.: 34 913 191 299  
Fax: 34 913 198 102  
E-mail:  
lks@lksconsultoria.es  
AIC, LKS, S.Coop. have  
a 73% holding.

## List of MCC Companies

### 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:

**Consultoría:** 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 CINYMA

Plaza Europa, 5º - 1º B  
15707 Santiago de  
Compostela  
(A Coruña)  
Tel.: 981 566 299  
Fax: 981 558 435  
E-mail:  
santiago@lksgalicia.com  
AIC, LKS and LKS  
Ingeniería have a 60%  
holding

#### Activities:

Engineering and  
Consulting.

### LKS IAMM

Almda. Doctor Areilza,  
56 -1º Centro  
48010 Bilbao  
Tel.: 944 702 080  
Fax: 944 701 107  
E-mail:  
lksinves@euskalnet.net  
LKS has a 60% holding.

#### Activities:

Market research.

### 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  
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, ENYCA  
and AIC have a 100%  
holding.

#### Activities:

Design and implementation  
of communication networks.

### LKS TASACIONES

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

#### Activities:

Property valuation. Property  
advice. Property  
management.

### LKS STUDIO

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

#### Activities:

Project and building  
management.

### INDISER

Plaza Alférez  
Provisional, 3 entreplanta  
26001 Logroño  
(La Rioja)  
Tel.: 941 221 318  
Fax: 941 226 558  
E-mail:  
indiser@indiser.com  
LKS Ingeniería has a  
55% holding.

#### Activities:

Winery project  
engineering.

### 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, 1-3º  
48009 Bilbao  
Tel.: 34 944 241 993  
Fax: 34 944 238 348  
MSI, MCC Inversiones  
and AIC have a 51%  
holding.

#### Activities:

Consultancy and sale of  
computer services.

### ONDOAN

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

#### Activities:

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

### ONDOAN SERVICIOS

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

#### Activities:

Installation maintenance  
management.

### SEI

Le Forum  
64116 Bayonne CEDEX  
(Francia)  
Tel.: 33 559 580 000  
Fax: 33 559 580 199  
E-mail:  
sei@eureka.  
archimedia.fr  
MSI and AIC have a  
100% holding.

#### Activities:

Computing and software  
development.

### Metal Forming

#### AURRENAK

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

#### Activities:

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

### BATZ TROQUELERIA

Bº Torrea 32 - 34  
48140 Igarre  
(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  
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.

## **FAGOR SISTEMAS**

Polígono 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 le  
Pradines  
Orange  
France  
Tel.: 33 49 0111 660  
Fax: 33 49 0511 878  
Fagor Sistemas has a  
99% holding.

### **Activities:**

Study and design of  
automatic assembly systems.

## **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**

## **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  
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  
www.ds-sistemas.com

### **Activities:**

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

## **ESTARTA RECTIFICADORA**

C/ Autonomía, 1  
Apdo. 147  
E-20870 Elgoibar  
(Gipuzkoa)  
Tel.: 34 943 743 705  
Fax: 34 943 741 758  
E-mail:  
estarta@estarta.com

### **Activities:**

Construction of centreless grinding machines.

### **GOITI**

Arriaga Kalea 1  
Apdo. 80  
E-20870 Elgoibar  
(Gipuzkoa)  
Tel.: 34 943 748 323  
Fax: 34 943 748 144  
E-mail:  
j.m.pagaegui@goiti.com  
www.goiti.com

### **Actividad:**

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

### **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  
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  
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.

### **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@sarenet.es

### **Activities:**

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

### **ORTZA**

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

### **Activities:**

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

### **ZUBIOLA**

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

### **Activities:**

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

## List of MCC Companies



### Distribution Group

#### 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

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

##### Activities:

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

##### 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

B° 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

B° San Agustín, s/n  
48230 Elorrio (Bizkaia)  
Tel.: 34 946 211 211  
Fax: 34 946 211 222  
The Eroski Group has a 78,07% holding.

##### Activities:

Retailing of consumer products in large stores.

#### 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

Katuari, 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, EDUCATION AND TRAINING CENTRES

#### Research Centres

##### IDEKO

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

##### Activities:

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

##### IKERLAN

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

##### Activities:

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

**MODUTEK, S. COOP.**

Edificio, 105  
Parque Tecnológico  
48170 Zamudio  
(Bizkaia)  
Tel.: 946 420 9601  
Fax: 946 420 9602  
E-mail:  
modutek@modutek.es  
Cikautxo has 6.6%  
holding, Maier a 26.7%  
holding, Batz a 16.7%  
holding and Fundación  
MCC a 50% holding.

**Activities:**

Automobile module  
engineering and  
development centre.

**MTC****MAIER TECHNOLOGY  
CENTRE**

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

**Activities:**

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

**Education and  
Training Centres****ARIZMENDI**

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

**Activities:**

Education.

**CIM (AHIZKE)**

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

**GOIERRI**

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

**Activities:**

Education.

**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  
www.learaik.com

**Activities:**

Technical education.

**MONDRAGON  
ESKOLA  
POLITEKNIKOA**

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

**Activities:**

Technical education.

**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  
Fax: 34 943 712 338  
E-mail:  
gletona@otalora.mcc.es

**Activities:**

Co-operative and business  
training.

**TXORIERRI**

POLITEKNIKA IKASTEGIA  
Untzaga Ibaia kalea, 1  
48016 Derio (Bizkaia)  
Tel.: 34 944 544 000  
Fax: 34 944 544 003  
E-mail:  
info@txorierri.educanet.net  
www.educanet.net/txorierri

**Activities:**

Technical education.

**SUPPORT BODIES  
AND  
INTERNATIONAL  
SERVICES****Support Bodies****FUNDACION MCC**

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

**Activities:**

Promotion of the social  
economy.

**MCC  
INVERSIONES**

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

**Activities:**

Company promotion.

**MCC DESARROLLO**

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

**Activities:**

Company promotion.

**MCC NAVARRA**

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

**Activities:**

Company promotion.

**MCC SUSTRAI**

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

**Activities:**

Property management.

**International  
Services****MCC  
INTERNACIONAL**

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

**Activities:**

International business  
promotion.

**MONDRAGON  
BEIJING**

Room 9267, Golden  
Land Building  
32 Liang Ma Qiao  
Road, 10016,  
Beijing, P.R.C.  
Tel.: 8610 6464 3681-5  
Fax: 8610 6464 36 80

**Activities:**

Commercial services.

**MCC BRASIL-LUCRO**

Alameda Joaquim  
Eugénio de Lima  
696 Conj. 33  
CP 01403-901  
Sao Paulo - Brasil  
Tel.: 5511 289 50 83  
Fax: 5511 289 5879  
E-mail:  
Implant@nethall.com.br

**Activities:**

Commercial services.

**MCC INDIA**

1110, eleventh Floor,  
International Trade  
Tower  
Nehru Place,  
110019 - New Delhi,  
India  
Tel.: 0091-11-6221964  
Fax: 0091-11-6231612  
E-mail:  
mccindia@del3.vsnl.net.in

**Activities:**

Commercial services.

**MONDRAGON  
ZAGROS**

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

**Activities:**

Commercial services.





