

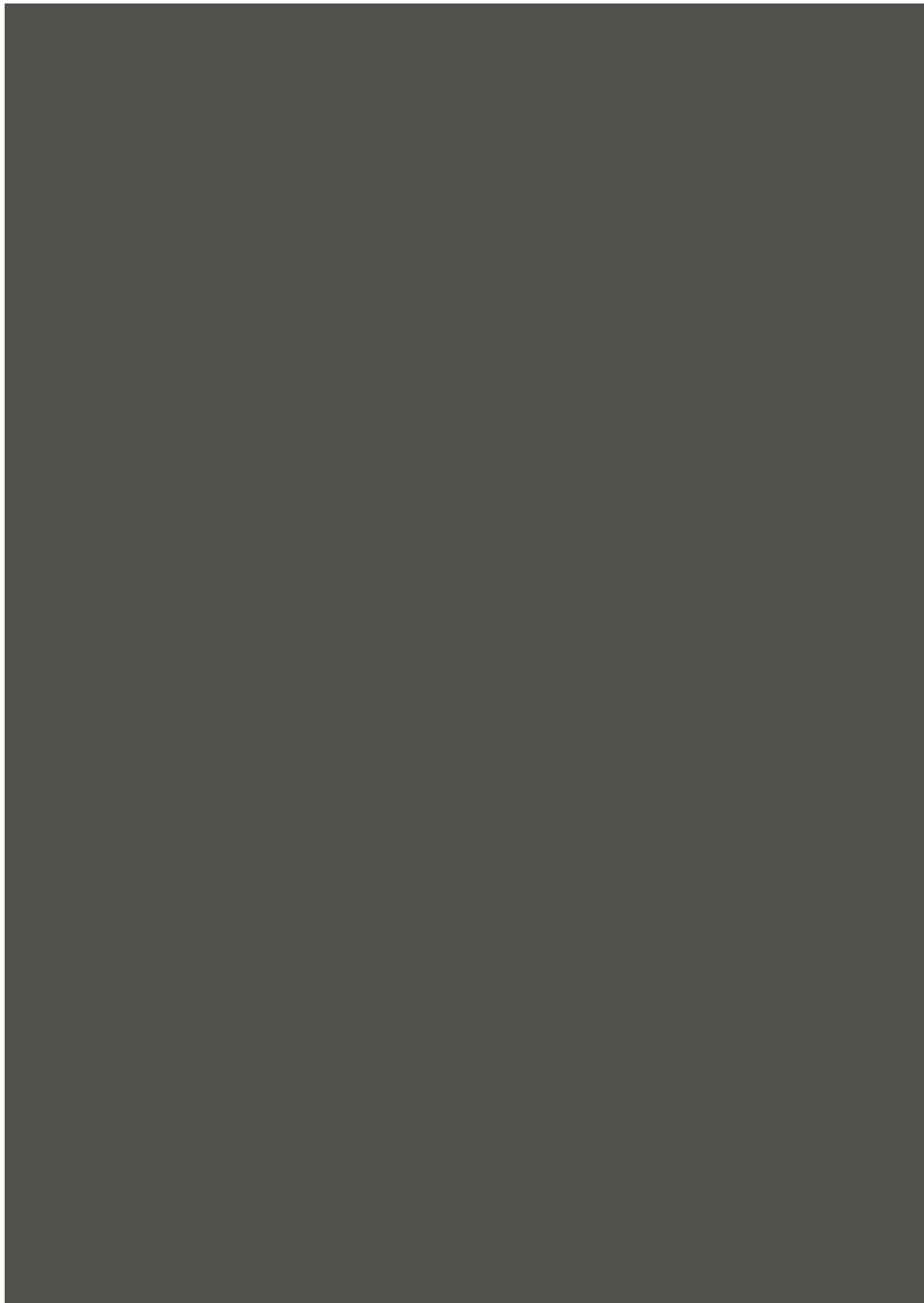


2001 Annual Report



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Highlights

In millions of euros

	1999	2000	2001
Total Sales	6,274	7,065	8,106
International Sales	1,640	1,945	2,165
Assets Under Administration*	6,364	7,040	7,891
Equity**	2,009	2,340	2,688
Investment	522	738	872
Results	362	367	335

* Caja Laboral ** Excluding Lagun-Aro's Net Worth

Workforce



After several years of economic boom, 2001 was characterised by a significant slowdown in the international economy, made worse by the tragic events of 11 September. In this negative climate, our Corporation's companies performed reasonably well, achieving a 14.7% increase in sales together with 6,800 new jobs. However, there was a slight fall in overall profitability.

Investment, which totalled 872 million euros, was also at a record level. It was mainly earmarked to increase and modernise production capacity, increase the level of internationalisation and reinforce our presence in the field of new technologies, as well as to expand the chain of stores in the Distribution Group. The internationalisation process continued at a good pace, with industrial sales abroad at the end of the year accounting for 51% of the total. The Corporation now has 34 production plants abroad, in 12 different countries, mainly in Europe and Latin America.

As regards quality, in addition to ISO 9000 certification now being widespread, three of our co-operatives - Caja Laboral, Copreci and Fagor Electrodomésticos (Cooking Appliance Plant)- obtained the Gold Q for Quality, after scoring more than 500 points in an assessment based on the EFQM model. They join Irizar, which was the first company to receive the award. Orkli was awarded the Silver Q for scoring more than 400 points.

The singular difficulties of the year have shown that we are now much better prepared to tackle crisis situations than a few years ago. This is thanks to the fact that our co-operatives have invested heavily in the last few years: to modernise their production systems, incorporate advanced management systems oriented towards quality and business excellence and pledge their firm commitment to internationalisation and innovation.

These are also the strategic objectives to which I would like to dedicate all my efforts in the next

Después de varios años de bonanza económica, el 2001 se caracterizó por una intensa desaceleración mundial, agravada por los trágicos sucesos del 11 de septiembre. En este entorno negativo, las empresas de nuestra Corporación se comportaron razonablemente bien, logrando un incremento en las ventas del 14.7% y un aumento del empleo en 6,800 personas, aunque con un cierto descenso en el nivel de rentabilidad global.

La inversión registró también un récord histórico con la materialización de 872 millones de euros, que se destinaron principalmente a aumentar y modernizar la capacidad productiva, elevar el grado de internacionalización y reforzar la presencia en el campo de las nuevas tecnologías, así como a la expansión de la red de establecimientos en el Grupo Distribución. El proceso de internacionalización prosiguió a buen ritmo, concluyendo el ejercicio con unas ventas industriales en el exterior del 51% y con 34 implantaciones productivas en 12 países, sobre todo en Europa y América Latina.

En el terreno de la calidad, además de la generalización de las Certificaciones ISO 9000, tres de nuestras Cooperativas - Caja Laboral, Copreci y Fagor Electrodomésticos Cocción - obtuvieron la Q de Oro, tras superar los 500 puntos según el modelo de evaluación europeo EFQM, uniéndose así a Irizar que fue la primera en recibir este reconocimiento. Orkli, por su parte, consiguió la Q de Plata al sobrepasar los 400 puntos.

Las singulares dificultades de este ejercicio, han servido para mostrarnos que hoy estamos mucho mejor preparados para afrontar situaciones de crisis que hace unos años, gracias a que nuestras cooperativas han invertido intensamente en los últimos años: modernizando sus sistemas de producción, incorporando avanzados sistemas de gestión orientados hacia la calidad y la excelencia empresarial y apostando decididamente por la internacionalización y la innovación.

Estos son también los objetivos estratégicos hacia los cuales deseo orientar mis esfuerzos en los pró-

few years as President of the General Council of MCC. We will, therefore, continue to bank on quality, trying to make the use of assessments based on the EFQM model widespread throughout our co-operatives, carry on boosting our international presence and promote a firm innovation policy.

Innovation that will be backed by our Science and Technology Plan, by the creation of company Research Centres as part of the Garaia Innovation Park and by the synergies obtained from universities, technology centres and companies working together. This will also be helped by the setting up of the MCC Innovation Council, whose aim it is to promote and develop business projects with a high content in terms of technology and innovation.

At the institutional level, I would like to welcome the following co-operatives to MCC: Ecenarro, Ampo, Ulma Group, Ategi and Multifood. They will help to strengthen us a co-operative and business group, especially in the areas of construction and forging.

I should like to end this message by showing my appreciation for the work done by my predecessor, Antonio Cancelo, to consolidate our still young Corporation. On my behalf and that of the members of MCC, I should like to express my sincere thanks for the dedication and enthusiasm with which he carried out his work over the six years he was in charge of the Corporation.

ximos ejercicios, como Presidente del Consejo General de MCC. Para ello, seguiremos apostando por la calidad, tratando de generalizar en nuestras cooperativas los sistemas de medición según el modelo europeo EFQM, continuaremos impulsando nuestra presencia internacional y promoveremos una decidida política de innovación.

Innovación soportada en nuestro Plan de Ciencia y Tecnología, en la creación de Centros de Investigación de empresa dentro del Polo Garaia y en las sinergias derivadas de una actividad integrada entre Universidad, centros tecnológicos y empresas. A ello contribuirá también la constitución del Consejo de MCC Innovación, cuyo objeto es la promoción y desarrollo de proyectos empresariales con un alto componente tecnológico o innovador.

En el plano institucional, deseo saludar con afecto la incorporación a MCC de las Cooperativas Ecenarro, Ampo, Grupo Ulma, Ategi y Multifood, reforzando nuestra dimensión cooperativa y empresarial, sobre todo en el ámbito de la construcción y de la forja.

Quisiera concluir esta presentación con el reconocimiento a la labor realizada por mi predecesor, Antonio Cancelo, en la consolidación de nuestra joven Corporación. En mi nombre y en el de los miembros de MCC, deseo expresarle mi sincero agradecimiento por la entrega e ilusión con que ha ejercido su función en sus seis años al frente de la Corporación.



Jesús Catania

President of the General Council
Presidente del Consejo General



Financial Group



Financial Group

In 2001 the most important aspects affecting the financial area were the easing of the monetary policies in United States and Europe, due to the fall in inflation and their effectiveness as a weapon to combat the threat of a world economic recession, the continuity of the weakness of the euro compared to the dollar, and the considerable fall recorded by the main stock exchange indexes in the world.

As far as MCC's Financial Group is concerned, its normal activities performed well last year, although the disappointing performance of the stock markets affected its overall profitability, reducing it in comparison with the figure recorded in 2000.

In 2001, the fulfilment of the Basic Corporate Objectives by MCC's Financial Group can be summarised as follows:

Customer Satisfaction. In the area of quality, the Basque Foundation for Quality (Euskalit) carried out the second external assessment of Caja Laboral's Management Quality system. More than 500 points were scored, which was enough to win the Gold Q award. Caja Laboral is the first financial institution in Spain to achieve this level in an EFQM assessment.

On the commercial side, the launches of two new "Trust trusts", another trust aimed at providing returns on cash surpluses for companies, new term deposit schemes and the first issue of Caja Laboral

promissory notes stand out. Remote Banking has also been consolidated. Now one out of every four Caja Laboral clients has access to telephone banking and/or Internet banking. Another service worth highlighting is the automated payment system by means of electronic files that the institution's client companies use with their suppliers. These have increased by 54% in terms of number and 37% in terms of volume compared to 2000.

Profitability. In banking, the gross earnings margin was increased by 12.4%, with a efficiency ratio of 42.2%, which means that administration costs were well contained in relation to the ordinary margin obtained. However, the negative performance of variable income securities had an adverse effect on the return on financial operations, affecting the overall profitability for the year, with a fall of 3%.

Mention should also be made of how Lagun-Aro's investment portfolio was managed. An average return of 5.9% was achieved, which is very satisfactory if the poor performance of the stock market is taken into account.

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

In 2001, there was a 14.6% increase in the volume of commercial transactions abroad. 69% of

this business was with co-operative enterprises and the remaining 31% with other business clients. During the year, the network of foreign correspondent banks was reinforced, taking the total to more than one thousand, with the new banks located in countries and areas that are very dynamic in economic terms.

Development. The turnover of this Group increased significantly in 2001, with assets under administration recording a 12% increase and bank investment a 19% increase. In turn, the capitalisation of the results achieved helped to reinforce the soundness of the net worth of the institution, taking Caja Laboral's equity to 913 million euros, which is an 8% increase, and Lagun-Aro's assets to 2,425 million euros, which is also an 8% increase.

Continuing with the Expansion Plan established in the current Strategic Plan, in 2001 26 new branches were opened, most of them in Castilla-León and Zaragoza. This took the total number of branches to 300. This physical expansion was also complemented by a growing use of alternative channels, like telephone and Internet-banking. The fact that the client base increased by 89,000 people last year is a clear indicator of how dynamic business was.

As far as Lagun-Aro is concerned, the net increase of 1,715 in the number of members last year was the highest in the history of the institution.



Social Concerns. In 2001 the Caja Laboral Intranet was set up. It plays a fundamental role as an internal communications channel, helping to spread the institution's knowledge and best practices.

Two important aspects have been the implementation of a plan for the insertion and training of the members in branches in areas targeted for expansion, and the development of a Recognition Model inspired by the EFQM, which will enable sections, branches and projects to be assessed, in order to give recognition for the best.

377 training courses were given, concentrating on training with a

high technical content. Several promotion courses were also held, and aid was provided for complementary courses. Overall, 73% of the total workforce took part in some kind of training activity or another.

It should also be highlighted that over the year, 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 Lagunaro-Mondragón Servicios, S. Coop. stands out. The aim of

this new company is to provide support for co-operatives in the field of health at work and the prevention of occupational hazards. The positive performance of employment benefit should also be stressed. This enabled a reserve fund totalling 33.6 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 set up by the industrial co-operatives that, from the start, has been fundamental to the funding and development of the co-operative movement, playing a key role in the shaping and cohesion of what is today Mondragón Corporación Cooperativa.

In overall terms, 2001 was a satisfactory year for Caja Laboral, especially as far as normal banking business was concerned, in spite of the difficulties in achieving the profitability targets set. Total assets on the balance sheet accounted for 8,620 million euros at the end of 2001, which is an increase of 15% compared to the previous year.



Caja Laboral

Customer assets under administration totalled 7,891 million euros at the end of the year, with a notable increase over the year of 12%. Continuing the trend of the previous year, customer savings were mainly directed towards traditional

schemes. Term deposits performed best, with 17% growth. Off-balance sheet assets, mainly unit trusts and welfare funds, also increased by 3.8%, which although low, is better than the figure forecast at the start of the year.

Equity continued to grow, boosted by the profitability obtained and the demanding policy of capitalisation of profits, taking the final figure to 913 million euros. In accordance with Bank of Spain regulations, the institution's capital adequacy ratio was 15.3%, well in excess of 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 5,163 million euros. The most active type of loan continues to be the mortgage loan, with a year-on-year increase of 621 million euros (20%). Mortgage loans now account for 71% 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 1,361 million euros. This was a fall of 4.6%, which took place mainly in monetary assets and public funds.

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 accounted for a balance of 1,314 million euros at the end of the year. This was a significant, although temporary, increase of 34.6% over the previous year.

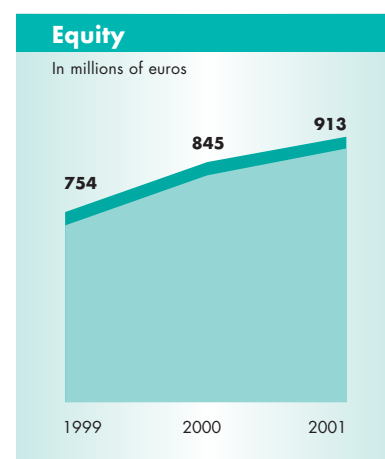
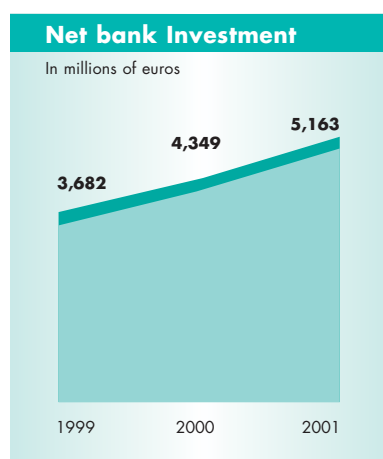
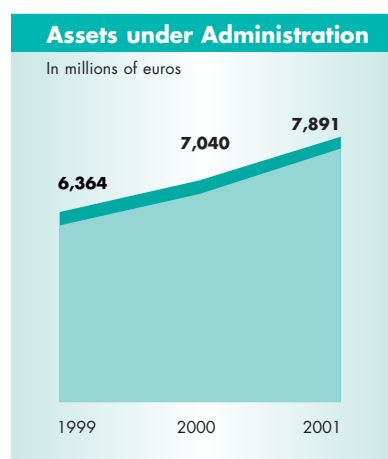
In terms of the profitability obtained in 2001, normal banking business performed very well, as shown by the 12.4% increase in the gross earnings margin. However, the negative impact of the results from financial operations, as a result of the poor performance of the stock markets, and the significant increase in transfers for the provision of bad debts, due to the transfers made to the Statistical Cover Fund, required by the Bank of Spain, had a detrimental effect on the overall profitability, taking the net results for the year to 108 million euros, which was 3% lower than in 2000.

In this regard, it should be stressed that the gross returns achieved by Caja Laboral on its average total assets was 1.55% in 2001, a "ratio" that compares very favourably with that obtained by other financial institutions.

Finally, mention should be made of Aroleasing, a company specialising in financial leasing, which belongs 100% to Caja Laboral.

In 2001, Aroleasing signed new contracts to the value of 135 million euros, which represents an increase of 19% over the 2000 figure. Of the total investment, 61% was channelled through the branches of Caja Laboral.

Loan investment at the end of the year totalled 271 million euros, with an increase of 19% over the year, and the doubtful debt ratio at 1.05%, an improvement of 7% compared to the percentage recorded in 2000, and bad debt cover at 213%. ■



LAGUN ARO

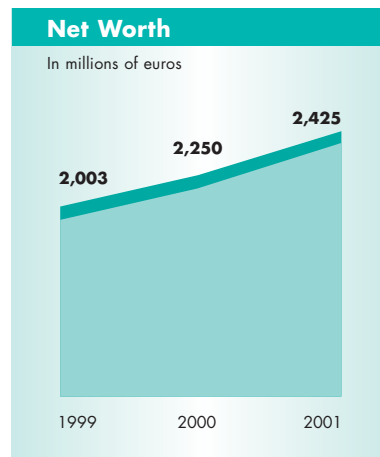
Provident Society and Pension Fund

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

At 31 December 2001, the number of members totalled 25,950 people, in 114 co-operatives, which is a net increase of 1,715 people, the highest increase in Lagun Aro's history. 43% of the new members correspond to the new modes of contribution for Limited Duration and Special Quota members.

As far as pro rata benefits are concerned, which cover short-term benefits, these totalled 41.4 million euros in 2001, in the following areas:

- Sick Leave, 21.2 million euros (51.2% of the total)
- Health care, 16.7 million euros (40.3% of the total).



As in recent years, it is worth highlighting employment aid, as its net cost totalled -0.23 million euros, with a surplus of 4.8 million euros generated. This amount, added to the 28.8 million euros from 2000, means that there is now a positive balance of 33.6 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 relevant pensions. This enabled 43.6 million euros to be paid out in 2001. At the end of the year, there were 5,843 people receiving pensions.

These benefits are guaranteed by Lagun Aro's funds, which at the end of 2001 totalled 2,425 million euros, once the returns on the investment portfolio had been applied. In comparison with the close of 2000, the fund has increased by 175 million euros, which is 7.8% in relative terms. ■

SEGUROS LAGUN ARO

Jn spite of the serious upsets affecting the insurance sector in 2001, both the poor performance of the financial markets and the events of September in USA, Seguros Lagun Aro achieved satisfactory results for the year.

Total income for the group came to 145 million euros, which was an increase of 16% compared to the previous year. The income obtained from insurance premiums totalled 110 million euros, which was an increase of 26.5%. In terms of companies, a 20% increase in premiums was achieved by Seguros Lagun Aro and a 45% increase by Seguros Lagun Aro Vida.

In terms of Customer Satisfaction, the survey carried out annually showed a positive trend, with significant improvements compared to the previous year, as the actions necessary were taken to maintain a position of leadership as far as customer service quality was concerned.

In 2001, four new offices were opened (Burlada, Donostia-Egia, Ordizia and Gazteiz-Abendaño), and four new products launched, two in the area of Health and another two in Savings-Welfare, as a result of the alliance signed with Sanitas and Caja Laboral.



Lagun Aro

As regards People Development, a People Satisfaction Survey was also carried out, the results of which were better than the targets set. The aspects valued most highly were promotion and professional growth. The people working in both companies now total 267, which is 8.9% higher than the figure in 2000.

In terms of Management Quality, a number of actions were taken based on the principles of business excellence. The whole management team was involved, and in multi-disciplinary work teams they designed and documented all the relevant processes.

The ISO 9002 certificate issued by AENOR was renewed, demonstrating that our Quality System has been well implemented. The system for managing customer complaints, the process control plan and the system established for preparing process audits, to enable deviations to be detected with a high level of detail, all stand out.

Finally, the first part of the implementation phase of the Commercial Management Modelling project – COMO – was completed. The results were very positive, as they had a high impact on peoples' involvement. Training was given in an individual way, adapted to specific needs. ■





Industrial Group



Industrial Group

2001 was a year of general economic slowdown. This meant that in the industrial sector there was only token growth of 0.1% in Basque Industrial Production and a fall of 1.2% in Spain as a whole. These poor figures are in keeping with an even worse performance in almost all developed countries, as a singular feature of this recession was that it consisted of a decline in industrial activity at the same time all over the world.

As far as MCC's Industrial Group is concerned, its performance indicators also worsened over 2001, although over the last few months of the year there were signs that the situation was stabilising. However, the worsening of the economic climate did not prevent some excellent achievements from being recorded at the end of the year in relation to sales, job creation and internationalisation.

There follows a series of comments on the most important points concerning the Basic Corporate Objectives.

Customer Satisfaction. In 2001 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 better service.

In the quality area, practically all the industrial co-operatives now have ISO 9000 certification. The aim now is to improve their score in the EFQM assessment. In 2001, the Basque Foundation for Quality (Euskalit) awarded its Gold Q prize to Copreci and the Cooking Appliance plant of Fagor Electrodomésticos and its Silver Q prize to Orkli, for having scored more than 500 and 400 points, respectively, in the EFQM assessments carried out by external auditors.

As far as physical proximity to the customer is concerned with the aim of providing better service, the co-operatives continued to set up plants in places close to the production plants of their car manufacturing customers, mainly in Great Britain and Brazil, or their domestic appliance manufacturing customers, in Italy and the Czech Republic.

Profitability. The fact that demand lost thrust during 2001 affected the production of this Group, by slowing it down. However, it is clear that the fears that came to the fore after 11 September concerning a more serious recession were fortunately unfounded. In the months thereafter, economic activity returned to the levels it was at before the tragic events.

Nevertheless, profitability was affected to the extent that the overall results of the Industrial Group fell by 15% compared to 2001. Profitability over sales was at 4%.

Development. The turnover achieved in 2001 totalled 3,428 million, which was 8.1% higher than in 2000. The most significant growth occurred in the sale of capital goods, thanks to the excellent state of the order books brought over from the previous year, and in components and equipment for the automotive sector, as a result of the start up of new business units in these sectors.

Industrial employment recorded an upward trend, although at a slower rate than the previous year. In 2001, 806 new workers joined the Industrial Group, taking the total workforce to 26,399 people at the end of the year, of which 4,247 jobs (16% of the total) were abroad.

Another variable that shows how the Industrial Group is performing in business terms is the investment figure for last year, which totalled 275 million, a significant figure but 6.6% lower than the amount invested the previous year.

Internationalisation. The international sales achieved by the

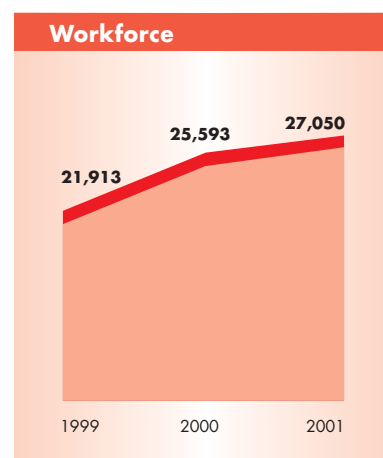
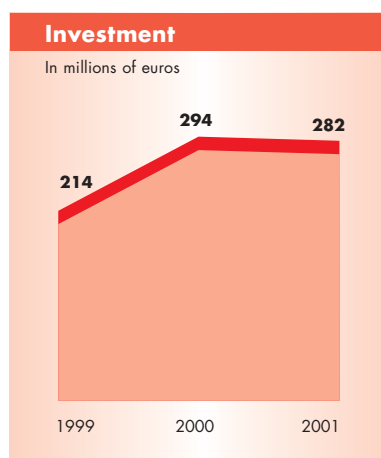
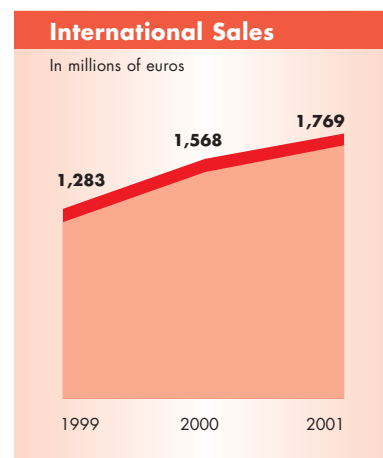
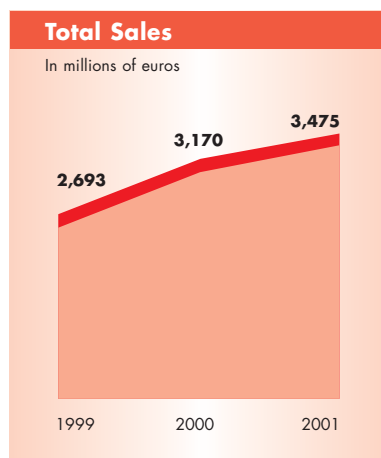


Industrial Group, which include exports plus sales from production plants abroad, totalled 1,747 million in 2001, with a considerable year-on-year increase of 11.5%, in a year in which international trade only rose by 2%, according to WTO estimates. This significant expansion abroad led to an increase in the proportion of international sales over total sales from 49.4% in 2000 to 51% in 2001.

The Group also continued to set up production plants in other countries: Copreci took over Rampgas in Italy, Maier opened its second plant in Great Britain through Chromeco, Eika set up a plant in the Czech Republic, and Irizar and Coinma-Danona opened factories in India, as did Cikautxo, Copreci and Fagor Ederlan in Brazil.

Social Concerns. In this regard, work continued to promote co-operative employment, encouraging employed workers working with contracts in the co-operatives to become members. 740 people did so in 2001.

Work also continued on implementing Environmental Management Systems. 20 co-operatives had been awarded ISO 14001 certification by the end of 2001, although there are a similar number



going through the process of developing these programmes, in order to treat our environment better and improve the quality of life, as society demands.

Other aspects of interest tackled in 2001 were the application of Guidelines for Managing Managers, with development systems for top and middle management, the implementation of a remote training portal and the establishment of a model for Developing Social Councils, with

the aim in all cases of improving the professional skills of those taking part and helping them integrate satisfactorily in their respective work environments. ■



AUTOMOTIVE

In 2001, this Division saw a spectacular increase in turnover (31%) and international sales (34%), set up new plants in Brazil and United Kingdom, achieved widespread ISO TS certification, which covers the different items used by manufacturers in the sector and completed the conversations with the co-operative enterprise Ecenarro for it to join Mondragón Automoción CHP and MCC.



In **Automoción CHP**, Fagor Ederlan reorganised itself by business units, increased sales by 43% with the contribution of its new plants in Borja and Brazil, started the production of machined parts at Fagor Ederlan do Brasil as a complementary activity to that of its foundry in Brazil, Fundação Brasileira, and pledged a firm commitment to its R&D policy, by promoting the Materials Technology Centre, as the embryo to the Grouping's future Research Centre.

Mapsa continued to invest and increased sales by 32%, meaning that sales have doubled over the last two years, signed agreements to supply wheel rims to the PSA Group and Opel and took on Toyota and Fiat as new customers. FIT Automoción significantly advanced its position, starting up a new machining line and achieving high levels of productivity. On the commercial side, the company won the contract for the brake unit for the new VW PQ 35 platform.

Luzuriaga Tafalla posted excellent economic results and consolidated the bases for a sound future, by signing a long term agreement, contracting new projects and intensifying investment. Luzuriaga Usurbil completed the investment process initiated in 2000, thereby doubling its production capacity and establishing the company as the European leader in the manufacture of brake housings. The company also continued to develop aluminium housings.

In **Automoción BCM**, Batz increased its sales by 31%, won new customers like PSA and Renault and set up its new plant in Igorre, fully oriented towards its two business units: Wheel changing systems and Mechanical Controls. The order books for both business units are at very good levels. Cikautxo consolidated its plant in the Czech Republic and significantly improved the profitability of the Brazilian plant in Nova Paranoa in which it has a

holding. In terms of sales, the increase in business with PSA stands out.

Maier began production and to supply its customers from its plants in Great Britain and completed the final preparations in Brazil, in order to start deliveries in 2002. Numerous orders were won, including product development work, and a significant increase recorded in interior parts.

There was a change in the shareholding structure of FPK, with MCC Inversiones and the German company RKT Kunststoffe GmbH now each having a 50% holding. 2001 saw the start of production of the noise shields and underbody panels for the new VW Polo in GLF technology and the winning of an order for the Instrument Panel Support for the Volvo V40, which will start to be manufactured in September 2003. Special mention should also be made of the fact that Automodulos has won the contract for the complete axle for Opel's Monocab, which will go into production in January 2003. ■

José María Aldekoa
MCC Vice-president
Chief Executive - Automotive

In millions of euros

	2000	2001
Sales	600	750
Internat. Sales	389	504



COMPONENTS

With a 6% increase in turnover and international sales accounting for 64% of total turnover, the most important aspect of the year was the boost given to the internationalisation process, with the creation of a Sales Office for Mondragón Componentes in Atlanta (USA) and the new plants set up abroad by Copreci, Eika and Matz-Erreka.

Copreci took over Rampgas in Italy, which is now called Copreci Systems and in Mercosur started up Copreci do Brasil, close to Sao Paulo. Eika started a new activity in the Czech Republic with the company CzEika, engaged in the manufacture of electric cooking components and Matz-Erreka set up a plant in the Mexican city of Querétaro to produce precision plastic parts.

Investment for the Division as a whole totalled 56 million euros, earmarked basically for process automation, an increase in production capacity and setting up plants abroad.

In R&D, the Fuel Cell Project stands out. This is based on metal oxides and is for stationary use for applications in the home and is being developed by Ikerlan and the Lawrence Berkeley Laboratory at the University of California. As part of the Eureka programme a microsystem has been developed to control the different combustion parameters for a domestic boiler. Significant advances were also made in the microsensors line,



Copreci

based on the micromachining of silicon for use in domestic appliances.

In **White Goods**, business increased by more than 20%, thanks to strong growth abroad and a significant boost in electric cooking appliance components. The development of electronics in the Gas Cooking business received a boost, with innovations in the safety and control systems for gas hobs and cookers. A new product also started to be manufactured for heating and directing water in dishwashers and the range of gas components for cooking applications was completed, offering customers a complete system for cookers and hobs, which includes the following functions: ducting, regulation, control and combustion.

Home Comfort launched a thermostatic valve for central heating and a system for temperature control in gas heaters, developed and marketed a hydraulic unit for boil-

ers and launched a control system for domestic gas water heaters. Orkli obtained ISO 14.000 Environmental Certification and the Silver Q for Quality, after having scored more than 400 points in an assessment based on the EFQM management model.

Electronics achieved international sales accounting for 56% of total turnover on average. In semiconductors, where there was a slowdown in activity due mainly to the crisis in the computer and telecommunications sector, "Preferred Supplier" status was achieved from Bosch and the thyristor range was significantly extended.

In Radio Frequency, the new Wireless Communications activity was launched, a range of detectors with a mixed natural gas and carbon monoxide sensor for the home automation sector and a range of products for digital television were developed. In Electronic Subcontracting, growth was in excess of 40% in components for the white goods sector. ■

José Luis Olasolo
MCC Vice-president
Chief Executive - Components

In millions of euros

	2000	2001
Sales	366	390
Internat. Sales	235	255



CONSTRUCTION

This Division posted a slight increase in sales of 3%, with a significant boost in the activity of several business units.

In **Lifts and Elevators**, the Orona Group achieved aggregate sales of close to 180 million euros, which is 20% higher than last year. Orona S.Coop. and the rest of the companies in the Group all performed well. On the international stage, the Group consolidated its presence in more than 60 countries, with its performance in Europe and Asia standing out.

Over the year, there were important projects like Las Palmas Airport and the Bilbao Metro and contracts were won for Shopping Centres, Hospitals, Museums, Hotels and official buildings. This dynamism was accompanied by a high level of investment and job creation, with 213 new jobs created.

Finally, a boost was given to "Orona EIC" Orona Elevator Innovation Centre. This forms part of MCC's Garaia Plan and will, without doubt, be one of the strategic pillars in the future of the Orona Group.

In **Structures and Handling**, in addition to projects as representative as the dome for the Giant Telescope in the Canary Islands or the Calatrava rotating bridge in Buenos Aires, Urssa also won the contract for new factory buildings for Mercedes Benz España, the Cepsa refinery in Algeciras, special beams for the Panamá Canal and the hangar for



Ecotècnia

building the Airbus 380 in Toulouse. In urban building work, the structure of the Conference Centre in Pamplona and the new terminal at Barcelona airport stand out, as do a number of bridges in Spain and Portugal in the public works area.

Ecotècnia strengthened its presence in the wind power sector, by providing innovative solutions in the technology field. In this regard, the installation of a 1250 kW prototype in the La Bandera wind farm stands out which, due to its modularity, can be installed in rough terrain, which is more often than not the case in Spain. A contract was also won for the installation of a 100 MW wind farm in Burgos, one of the biggest in Europe. In international terms, special mention should be made of the first Spanish wind-powered generator sent to Japan, which has been purchased by Hitachi Zosen.

Biurrarena recorded growth of 26%, strengthening its presence in

the environmental sector, with the incorporation of important engineering equipment and the construction of two urban waste sorting plants in Urnieta and Vitoria. In its machinery business, the agreement with Hyundai was consolidated and in line with its development policy, Daemo hydraulic hammers were added to its range.

Rochman obtained 10% growth. Among its projects, the installations for the movement and control of luggage at Las Palmas Airport and several lines to automate production processes in the automotive sector stand out. In terms of its development policy, a new high performance packing machine was launched and Prodel was taken over.

In **Construction Work and Materials**, Lana recorded growth of 23%, as a result of the increase in sales of three-ply formwork boards, boards for the manufacture of furniture and the sale of laminated beams and boards for structures and coverings. Etorki continued its policy of entering new markets and increased the supply of raw materials. ■

Jesús Maiztegui

MCC Vice-president
Chief Executive - Construction

In millions of euros

	2000	2001
Sales	338	346
Internat. Sales	38	40



INDUSTRIAL EQUIPMENT

In a more complicated year than normal, due to the significant fall in GDP in the most developed economies, the work of the Division concentrated on reinforcing competitiveness through innovation and productivity. Turnover was slightly higher than the year before, with international sales predominating as they accounted for 62% of total turnover. Profitability was also good.

Leisure-Sport continued its international development, with a 7% increase in foreign sales, which accounted for 62% of total turnover. Dikar-Wingroup consolidated its production plants in China as the basis for future development. Eredu increased its "Enea" range of design furniture with different collections of chairs, thereby consolidating its national leadership and extending its international presence to 40 countries.

Orbea continued to penetrate new markets, extending its sales network and achieving growth in excess of 16% in international sales, boosting brand awareness on the basis of extending the range and top-range products and the sponsorship of professional mountain bike (Orbea) and cycling (Euskaltel Euskadi) teams.

Components and Technical Equipment continued to base progress on growth in international sales, which accounted for 70% of the total. The perfor-



Ederfil

mance of Irizar was especially outstanding, with the setting up of a joint-venture to manufacture coaches in India and the presentation of the new PB coach. This new model was the culmination of the work carried out over more than three years by a number of technical and design teams, internal and external, incorporating a wide range of new materials, technologies and innovations.

Ederfil continued to expand internationally with growth abroad of 15%. Its capacity for innovation stands out with the application of new technologies in all spheres of the company, thereby achieving full process automation, extensive and detailed information in real time and knowledge management in the company as a whole. Hertell and Urola intensified their efforts to penetrate further the markets they currently operate in.

Industrial Services grew by 14% in international terms, which

enabled total sales to be increased by 10%. Alecop strengthened its business units, by boosting its educational offer through the application of multimedia technology and generating a new activity. In the graphic arts sector, Rotok tackled the high circulation rotary printing market. This company, together with Elkar and Danona make up the Mondragón Graphics Group, which is the leader in its sector in the Basque Country.

Coinalde consolidated its position on the market with new products with special points and coil points. Alkargo intensified product development, designing higher power transformers with more features. In the medical area, Oiarso and Osatu significantly increased their international dimension. Oiarso grew by 13% thanks to a 21% increase in exports and Osatu launched an automatic defibrillator, which will be the basis of the company's international development in the future. ■

Iñaki Otaño

MCC Vice-president
Chief Executive - Industrial Equipment

In millions of euros

	2000	2001
Sales	420	453
Internat. Sales	252	290

HOUSEHOLD GOODS

The year turned out to be positive but was affected by the uncertainty derived from international events, which led to a cooling in the demand for consumer goods. Total sales increased by 3% and international sales by 5%. It was also a year characterised by a significant amount of investment. In the field of quality, special mention must be given to the Gold Q obtained by the Cooking Appliance business of Fagor Electrodomésticos.

In **Domestic Appliances**, in a tense year, sales increased by more than 3% and exports by 9.7%, to account for 44% of the total. A number of circumstances had an effect on performance over the year, namely: the slow-down in demand in the Spanish market, the severe crisis in Argentina and the extraordinary efforts required to rebuild the main warehouse in Vitoria, which was completely destroyed by fire in November 2000.

In spite of the difficulties, Fagor continued to maintain its leadership in the Spanish white goods market, with a 24% share, according to data from Anfel. It was also a year of important strategic decisions and heavy investment totalling 74 million euros: 18.5 were earmarked for the Vitoria warehouse, 13 for product development, 12.5 for the reconversion of the dishwasher plant, 9.8 for the Garagarza project which will enable the produc-



Fagor Electrodomésticos

tion of washing machines, dishwashers, ovens and hob to be significantly increased, and 4.8 million for the electric water heating plant in Basauri.

Due to its strategic dimension, the takeover of the French Brandt Group by the Fagor-Elco consortium stands out, with Fagor taking an initial holding of 10%, and with an industrial partnership agreement. The operation represents an important step for Fagor's position in Europe and will provide significant synergies in brand and product management, joint purchasing and new product development.

As far as the plants abroad are concerned, the Mohammedia plant had another good year, reinforcing its leadership in the Moroccan market; the Wrozamet plant in Poland was extended and also started to assemble washing machines and the McLean plant in Argentina was affected by the cri-

sis situation which is having an adverse effect on the country as a whole. In China, a joint-venture was set up with Shangai Vacuum to manufacture pressure cookers. This together with the sales office set up there this year, will enable us to penetrate a market with enormous potential for expansion.

In **Furniture** there was a significant increase in exports recorded by Coinma (25%) and Danona (7%). In the international context, the first year of the joint venture in India can be considered very positive, as can the negotiations carried out in Mexico to set up another joint venture, which should be completed during the first quarter of 2002.

In **Commercial Equipment**, Fagor Industrial recorded a significant 18.5% increase in international sales, with production plants in Cordoba, Catalonia and France, and sales offices in Poland, United States, Great Britain and Germany. ■

Fernando Gómez-Acedo

MCC Vice-president
Chief Executive - Household Goods

In millions of euros

	2000	2001
Sales	1.031	1.049
Internat. Sales	438	439

2001 was a record year in terms of turnover for this Division, with growth of 26%, together with a very significant improvement in profitability and important investments totalling 24 million euros. In this regard, the construction of the new Fagor Automation plant in Eskoriatza for its feedback business and a logistics centre stands out, together with the Fagor Sistemas plant in Aretxabaleta. Reconversion work was also completed on buildings and installations at Aurrenak and Ona Pres.

Automation and Control was affected by the brake on demand in the sector, which led to a stabilisation of sales. Together with the investment in the new plant, which is scheduled for inauguration by the end of 2002, the decision to produce DROs in China stands out. This is planned for April 2002, once the prototype and pilot run phases have been completed. It was also an intensive year as far as the development of new numerical controls and regulation components were concerned.

Forming Machinery had an excellent year in terms of sales and profitability, posting the best ratios in its history at the individual co-operative level and for the grouping as a whole. As regards new products, the development of the multi-curve presses in collaboration with Ona Pres and Batz Troquelaría merit a special mention.

It was also a year of expansion for Fagor Arrasate and Ona Pres, with



Fagor Arrasate

the setting up of their first subsidiary in Germany, offering production and service in collaboration with a German company and for Fagor Sistemas which took a 50% holding in the Catalan company Dimaq Torelló and set up Cima Nord in Paris, to complement the activities of Cima Robotique in Orange, close to Avignon.

The order books were in line with the forecasts. This was especially important for Batz, as they achieved 26% more than the previous year. The grouping continues to have an extensive, quality customer base which in the automotive sector includes: Ford/Volvo, Volkswagen/Seat, DaimlerChrysler, Renault, PSA Group, Opel/GM, BMW and Honda, as well as ancillary companies like Magna, Tower, Lear, Johnson Control, Benteler, Gestamp, Tenneco, GKN, Valeo and Norinco.

In domestic appliances: General Electric/Mabe, Whirlpool/Fadsa,

Electrolux, Bosch-Siemens, Liebherr and Fagor and in the iron and steel sector: Thyssen Krupp, Aceralia /Arcelor, British Steel, Eko Stahl and Acerinox.

Engineering and Consulting

underwent a significant amount of growth with a 25% increase in homogeneous terms and the incorporation of new subsidiaries like Ede, offering a consultancy service in the energy field and the creation of the Mone Business School, for management training. The grouping also participated in the launch of MIK, a Management Research Centre, together with Ikerlan and Mondragón Unibertsitatea, to boost the generation of new business management models and techniques.

In organisational terms, the reorganisation of LKS, MSI and Enyca, giving rise, on the one hand, to iLKS in the consultancy, information systems and Internet-related process fields and, on the other, to Mondragón Sistemas as a Systems Engineering company, specialising in Automatics, Industrial Computing and Communications. ■

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

In millions of euros

	2000	2001
Sales	253	313
Internat. Sales	131	138

MACHINE TOOLS

The targets established in the business plan were satisfactorily met, with a 16% increase in the overall turnover and a 35% increase in international sales.

Machine Tools recorded a significant 22.5% increase in turnover and a 12% increase in orders, compared to a 3% reduction in the sector as a whole in Spain. At the end of the year, the order books were at 80 million euros, which was 28% higher than the previous year.

However, it should be pointed out that there was a clearly negative trend over the last four months of the year, with an average fall in orders of 32% for the sector as a whole. This downturn was part of a wider phenomenon affecting the whole of Europe and the developed world in general.

According to the European Machine Tool Association, Cecimo, in 2002 European production will be between 15 and 17% lower than last year. This is due mainly to less investment in the automotive industry and the serious crisis affecting the aeronautics industry after the events of 11 September in the United States.

As far as orders are concerned, the two won in Malaysia stand out, the first from the Proton company, for an automated line for



Danobat

the manufacture of engine cylinder heads worth 11.5 million euros and the second, another complete line for producing crankshafts for the Perodua company, worth more than 9 million euros.

In terms of markets, Malaysia occupied first place for the Danobat Group with 18% of total orders, followed by Germany (16%), United States (12%), Italy (11%) and France (11%). The most outstanding aspects were the significant improvement achieved in the United States, above all in the energy and aeronautics sector and the significant advances made in the aerospace division.

Woodwork Machinery, Tooling and Fixtures performed unevenly. Woodwork machinery had a very tough year, with significant falls in turnover and orders compared to the previous year. However,

thanks to a tightening of costs and a lot of effort, results were better than expected.

On the positive side, the strong increase in turnover and orders, especially abroad, recorded by Doiki stand out, with a 20% increase in turnover. This, together with greater internal efficiency, led to a high level of profitability.

Latz and Zubiola also had a good year, with significant investment in production equipment and increase in turnover and profitability. ■

Antonio Echeverría

MCC Vice-president
Chief Executive - Machine Tools

In millions of euros

	2000	2001
Sales	151	164
Internat. Sales	84	103



Distribution Group



Distribution Group

2001 was characterised by a gradual slowdown in the world economy, which put a brake on the rate of job creation. Fortunately consumer spending did not fully reflect this fall in the rates of growth, with 2001 turning out to be a moderately positive year for the distribution sector.

As regards regulations, restrictions on commercial activity increased, as the Autonomous Communities created new duties and taxes for big stores and licences for opening new outlets were limited depending on the size of the store. The regulation of the sector now suffers from excessive market planning and adds a considerable amount of insecurity that makes business difficult.

In this context, the following were the most important milestones in the Distribution Group's compliance with the Basic Corporate Objectives :

Customer Satisfaction. Among the new sales initiatives undertaken by this Group in 2001 mention should be made of the extension to Bilbao of the new on-line sales channel with a supermarket on the Internet, which as a pilot experience was first launched in Vitoria.

A number of agreements were also signed with associations of stock-breeders and farmers in the main autonomous communities, in order to extend the offer of fresh produce with guarantees prepared by means of integrated production procedures.



Eroski

The Viajes Eroski travel agency obtained the tourist industry's Q certificate for quality and is the only leading agency in the sector to have done so. Likewise, in the agricultural food area, ISO 9002 certification was achieved for the production of rabbits by Unekel and for the finished product warehouse for Barrenetxe's horticultural activities.

Consumer information has always been an objective of the activities of the Eroski Group. In 2001, the Consumer magazine continued to be published on a monthly basis and two practical guides were published about sport and health, and lifestyles and food. The Eroski Group Foundation also published an Annual Consumer Report, a barometer for the state of consumer affairs in Spain, the conclusions of which were extracted from a survey of five thousand consumers.

However, the main challenge last year in terms of information was to provide advice and help millions of

shoppers in the transition to the euro. 250 euro-advisers received training and dealt with more than 350,000 enquiries, and handed out 200,000 information kits to help consumers familiarise themselves with the new currency.

Profitability. In order to improve the composition of turnover and to tackle business with a high potential for development and profitability, and in turn take maximum advantage of our own chain of stores, last year an incursion was made into new business segments like the sale of cars, the offer of loans and other financial products and the sale of glasses and contact lenses. New petrol stations were also opened. These are very popular with shoppers thanks to their competitive prices for fuel.

Advances also continued to be made in the Group's traditional business, with record investment in new outlets and a 12.6% increase in total annual profits.



Internationalisation. Although it mainly operates in Spain, the Distribution Group also has 3 hypermarkets and a chain of 19 supermarkets in France. The Group is also a member of the Intergrup non-food purchasing group, located in Denmark and which has offices in Hong-Kong.

Development. In line with its strategy for expansion, the Eroski Group also continued to invest in 2001, with a total of 557 million euros, to start up 355 new stores, of which 9 were hypermarkets and 42 travel agency branches. There was also a reorganisation of the stores to adapt them to the different formats. This expansion policy led to the creation of 4,384 new jobs, of which more than 500 were generated in the Basque Country. The number of worker-members increased by 1,222.

As regards the Viajes Eroski travel agency, it should be stressed that, in spite of the negative effects of the events of 11 September on the tourist market, last year this company increased its income by more than 29%, opened 44 new branches and took over a wholesaler specialising in holidays in America. During the year, the Travel Air brand was also launched successfully. This is the agency's Business Division, which recorded a significant increase in the number of large company clients.

Social Concerns. In 2001 the Eroski Group signed new agreements with a number of institutions and bodies, like the Ministry of

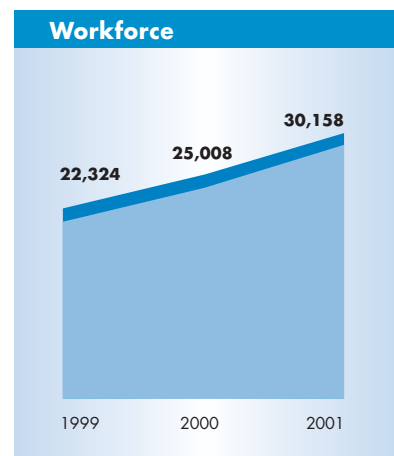
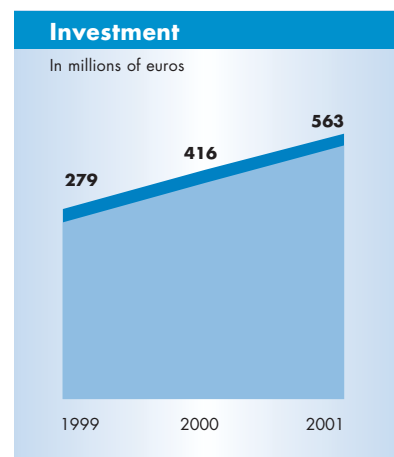
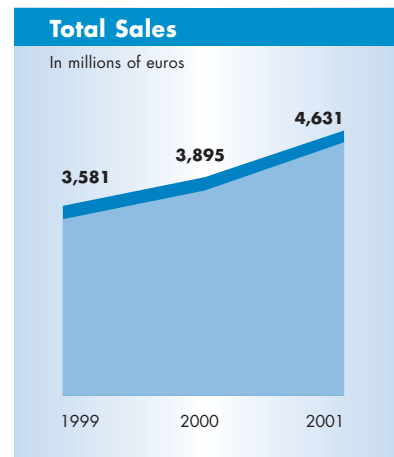
Agriculture, Fisheries and Food, the City Councils of Madrid and Córdoba, the Once Group, to help find work for the physically handicapped, and the Federation of Basque Schools.

The Eroski Group Foundation also offered Research Grants and Aid, with applications received from dozens of Universities for projects in the areas of Health and Nutrition, and Food Safety.

More than 150,000 people participated in several solidarity-based initiatives proposed by the Foundation, such as the emergency humanitarian aid campaigns organised with Intermon Oxfam and the Red Cross for El Salvador and India. 332,378 people also attended training activities organised by the Foundation.

Finally, the Consumer Schools concentrated their educational programmes on aspects like the use, preservation and dietary aspects of products like cakes and pastries, wine or shell fish, with more than 100,000 participants. The interactive classroom for environmental awareness installed in the Foundation's ecobus was visited by 50,000 consumers, who participated in educational activities concerning the recycling of waste at home. ■

Constan Dacosta
MCC Vice-president
Chief Executive - Distribution Group



EROSKI GROUP

For the Eroski Group, 2001 was a busy year in both business and social terms, with a strong increase in sales and employment, the start up of important projects in the logistics area and in the field of new technologies at the service of consumers. The group won recognition as the most supportive company in Spain, with numerous initiatives carried out by the Eroski Group Foundation.

The heavy rate of investment will continue over the next few years, as contemplated in the Strategic Plan drawn up for the four-year period 2001-2004. Over this period the Group plans to invest 1,200 million euros, thereby completing the programme from the previous five-year period in which 1,274 million euros were invested.

In terms of logistics, the inauguration stands out in Galicia of the logistics depot for the distribution of general goods, as the most innovative in the sector in Spain. It was built by the Group's partner company Vegonsa, and occupies a surface area of 24,000 m² in the initial phase which will be extended to 64,000 m² in 2003.

The depot is equipped with a complete radio frequency controlled warehouse management system, with a computer system that enables all the processes to be controlled on line, with the synchronisation of all logistics



Eroski

tasks, from the reception of goods, the internal transformation of preparation of orders, to the leaving of the load in the bays and the actual dispatch of the goods. The installation can process close to 1.5 million pallets a year.

In social terms, the Eroski Group was recognised as the most supportive company in Spain, for its programmes in favour of the integration of the underprivileged, mainly for the incorporation of 100 physically handicapped people in the workforce of its new stores in Málaga and Tarragona. This recognition was the result of a vote carried out by 51 Spanish NGOs, including the Red Cross, Cáritas, Intermón, Manos Unidas, Unicef, Ayuda contra la Drogadicción and Save the Children.

This social commitment forms part of the collaboration programme in operation with the ONCE Foundation and renewed in April, which envisages increasing to 10% the number of handicapped people working in the Group as a whole. Co-operation with the ONCE has also been extended to the world of sport with co-sponsorship of a professional cycling team.

The Eroski Group Foundation, which has 487,852 members all over Spain, was very busy during its second year of existence. The following actions stand out: the signing of a collaboration agreement with Intermón, aimed at informing shoppers about the characteristics of Fairtrade and the sale of these products in the Group's stores, the preparation of an International Co-operation



programme in favour of poor countries and the annual call for three research grants, to promote scientific and educational in the areas of food, nutrition and health.

The Foundation also organised the II National Book Collection Campaign, which this year is for children in El Salvador, and coordinated successfully, once again, together with the Spanish Food Bank, the XI National Campaign for the collection of food for subsequent distribution to social institutions helping needy families.

Aimed more directly at consumers and in collaboration with the Business Institute, the Group presented the first Consumer Barometer in Spain, covering different consumer parameters based on an opinion poll carried out all over Spain.

In the field of new technologies and in an effort to keep shoppers continually informed, the Group set up the Eroski Group Foundation Consumer Portal on the Internet, with subject-oriented channels covering current affairs, home economics, nutrition and do-it-yourself, with the Consumer magazine also playing a significant role, with a circulation of 340,000 copies. The Portal will also serve as an electronic forum where consumers can propose, participate and exchange opinions about consumer affairs, solidarity and the environment.

Finally, in a year like 2001, with the euro playing a leading role, the Eroski Group did its utmost to inform and advise consumers. 250 euroadvisers were trained and the campaign "The Euro, with complete trust" was launched. This meant the freezing of the prices of almost 19,000 products until March 2002 and the indication of product prices in euros and pesetas, both on the shelves in the stores and in advertising leaflets. ■





Auzo Lagun

In terms of business promotion, the most important event was the launch of a new mixed co-operative, Multifood, a joint project developed by Auzo Lagun and Eroski for the production for ready-prepared food, to meet the growing demands from this sector of food consumption. ■

This Agricultural-Food cluster continued to grow in 2001, with a 22% increase in turnover. The most important events during the year were the start of an improvement process to implement a quality system and the achievement of ISO 9002 certification for rabbit breeding and the finished product warehouse for horticultural activities.

As part of MCC's Science and Technology Plan, three technological projects have been started, with positive results deriving from collaboration at Divisional level: Development of integrated production techniques for agricultural products, Improvement of microbiological quality of ready-prepared food and Full traceability of components in the manufacture of feeds.





Research, Training and Education



IKERLAN

2001 marked the start of a process of change towards a new organisational model that will culminate in 2002, and which covers three different areas: generic and strategic research, project and client management, and peoples' abilities. The technological knowledge areas are grouped in the following operational areas: Product Development, Business Processes and Energy, with a clear orientation towards integrated product development.

In order to strengthen the centre's research infrastructure, an ambitious investment plan was started, to extend and remodel the installations in Mondragón. These will include, together with other laboratories, a clean room for the microsystems activity. Aid has been received from the Feder Fund and the MCC Foundation to fund this investment.



Ikerlan

Likewise, collaboration agreements were signed with the Lawrence Berkeley Laboratory, at the University of California, and with the Components and Household Divisions of MCC, for research and development into solid oxide fuel cell technology.

It is also worth highlighting Ikerlan's participation in the creation of the Management Research Centre, MIK, together with MCC, LKS and Mondragón Unibertsitatea, as well as the inauguration of Domolab, a centre for experimenting with and demonstrating the technologies related to home automation, located in the Miñano Technology Park, next to the Energy Unit.

Ikerlan's income totalled 11.5 million euros. 8 million came from contracted R&D projects for companies and 2.72 million from generic and strategic research projects. The average workforce over the year was 187 people, in addition to 41 scholarship holders. ■

IDEKO

Specialising in Machine Tools, this research centre continued to promote joint teams made up of research staff from the centre and engineers from companies. It also continued to collaborate with Universities and leading European centres, and signed agreements with I. F. W. in Hanover concerning technologies for monitoring and control of the grinding process and with P.T.W. in Darmstad dealing with knowledge about high speed milling technologies. It also continued to work with Mondragón Unibersitatea on ten research projects and five doctoral theses.

Among the most representative projects carried out with companies, participation in the grinding machine for aeronautical parts for General Electric stands out, as does collaboration in the design and validation of the high speed moving column milling machine for the die making sector in Germany.

Ideko also participated actively in the drawing up of MCC's Science and Technology Plan, taking on the leadership of the following strategic projects "High Performance Processing" and "Designing Robust and Reliable Products", which involve 19 companies with a budget in excess of 18 million euros. It also collaborated in estab-

lishing the VI European Union R&D Framework Programme, leading the setting up of a Network for Excellence in High Performance Machining.

In the field of quality, Ideko was the first Spanish Technology Centre to score more than 400 points in an external EFQM assessment. In terms of income, the centre obtained 4.79 million euros, of which 66% came from contracted R&D projects and the rest from strategic and precompetitive research projects. 97 researchers and engineers work at the centre, in addition to 20 scholarship holders. ■

MAIER TECHNOLOGY CENTRE (MTC)

Maier Technology Centre (MTC), part of the Basque Technology Network, specialises in the research and development of thermoplastic parts and units for the automotive, domestic appliance, telephony and consumer electronics sectors.

It works on the basis of concurrent engineering, in close collaboration with its clients, consolidating its position as a development supplier, in line with the demanding requirements of the sector. Its activities include research; design, simulation and styling processes; man-

ufacture of injection moulds; industrialisation of parts and research into new technologies applicable to its area of work.

MTC ended the year with income totalling 5.72 million euros and a workforce of 102 people, mainly senior engineers and technicians. ■

MODUTEK

Modutek is engaged in the development of modules and systems, using modern CAD equipment. Its work combines the know-how of MCC's Technology Centres, the resources of the University of Mondragón and the experience of MCC's Automotive Division. Batz, Cikautxo, Maier and the MCC Foundation are all partners in the project, which had a staff of 28 people at the end of 2001.

Modutek offers services at its clients' plants, providing resident engineers both at home and abroad. Its projects are related to different areas in the automotive sector: Electronics, Protection of Pedestrians, Systems, Safety and Equipment. ■



Training and Education



Escuela Politécnica

MONDRAGON UNIBERTSITATEA

In academic year 2000/01, there were 3,430 students at the MU compared to almost 3,000 the year before, which was an increase of 14%. Of these, 3,200 were taking first and second level university courses and 230 third level and postgraduate courses. In addition to this, 606 students were doing Senior Level Training Courses at the Higher Polytechnic School and the Faculty of Business Science.

The most outstanding features of the year were the implementation of the degree course in Language Psychopedagogy and the completion of the process for incorporating two new first level degree courses in academic year 2001/02: Technical Telecommu-

nications Engineering, specialising in Telematics, and Telecommunications Engineering, specialising in Telecommunications Systems.

Third level courses were also implemented in Business Administration and Management and in Industrial Engineering, official recognition was also obtained for third level courses in Industrial Organisation and Computing, and a Management Secretary Diploma course was designed. Four masters courses were started: an-MBA, Business Information Systems ERP-BAAN, Internet Environment Systems Integration and Internet Environment Systems Development.

Work also concluded on the design of the following postgraduate courses for inclusion in academic year 2001/02: Masters in Financial management, University

Expert Course in Environmental Management, Masters in Web Applications Analysis and Development based on Objects and Components, Masters in Information and Communications Technologies Applied to Training, Masters in Development and Management of Education Centres and a Masters in Development and Strategic Management of People.

The Strategic Plan, drawn up the previous year, set the challenges and established the targets and actions: development of a new Educational Model –Mendeberry Project-, boosting of the research capacity aimed at achieving 50% of teaching staff's time dedicated to research, development of the university campus by means of the Garaia Innovation Park.

Another important objective is the policy of opening up to other areas, which has become a reality with the creation of the new campus in the Goierri area, where the first level of Technical Engineering in Mechanics is being taught, specialising in welding and joining techniques; with the Bajo Deba campus in Elgoibar, where the first level of Business Administration and Management will be taught and the Markina campus offering the degree course in Polymer Engineering. ■

CIM (Centro de Idiomas Mondragón)

Jn academic year 2000-01, CIM recorded a profitability of more than 5%, which was almost two points higher than the year before and a record figure for the centre. Overall, the Centre had 3,954 students: 1,813 in its Academic Division, 1,091 in its Business Division, 500 at its Bai & By Centre in Vitoria-Gasteiz and 550 at its Bai & By Centre in San Sebastián-Donostia.

In more qualitative terms, the centre was awarded the European Seal for innovation in foreign language teaching and learning for the Multilingual project it developed. CIM received the award at the Ministry of Education in Madrid. Its management team was also received by representatives of the Basque Government's Department of Education. ■

POLITEKNIKA IKASTEGIA TXORIERRI

During the academic year 2000-2001, Txorierrri had 390 students within the state system. 3,995 hours of vocational training were given in 53 different courses, attended by 643 people, mainly people in work.

A Masters in Internet Environment Development was held in collaboration with Mondragon Unibertsitatea and in the area of quality, 300 points were scored



Irakasle Eskola

in an EFQM assessment. In international terms, eight students did ten weeks of practical work in companies in Germany, UK and Finland, as part of the European programme Leonardo.

With the economic support of the Regional Council of Bizkaia and the MCC and the technological support of Enyca, a series of Inet systems were implemented, which significantly improved the internal management of processes like: Online training, Deployment of objectives, Budget management, Indicator panel, Registration, etc. ■

LEA-ARTIBAI

Taking as a reference the process started in 1999 and culminating during academic year 2000-2001, Management Plans were drawn up affecting R&D and Technical Services activities, the promotion of the centre's own business projects, its geographical area and organisational model, in order to plan the teaching work for the next few years.

All this coincided with the XXV anniversary of the Centre, during which new installations were inaugurated, aimed at intensifying relations with companies, and the first graduates of the Polymer Engineering course received their degrees. ■

ARIZMENDI

This second degree co-operative, which has educational centres in Mondragón, Aretxabaleta and Eskoriatza, provides schooling for more than 2/3 of the children within its catchment area. It has more than 3,000 pupils who are taught by a total of 300 teachers. Its consolidated budget is in excess of 12 million euros. In 2001, coinciding with its incorporation into MCC, important steps were taken for the merger of its four co-operatives, in an effort to optimise the educational offer and offer the community a better service.

The most important aspects of the year were the setting up of management units by levels and the concentration of Vocational Training and 6th form studies together with a varied offer in the other levels, the creation of a management system of our own for basic units and the approval of a single budget for academic year 2001-2002. ■



In terms of Internal Communication, the T.U. Lankide magazine continued to be published on a monthly basis. In the area of Sociological Studies, the People Satisfaction survey continued to be applied in the Co-operatives. As far as Co-operative dissemination is concerned, information continued to be given about the Co-operative Experience, with 1,150 people from all over the world visiting Otalora to find out about the Mondragón Co-operative Movement in situ. ■

OTALORA

Jn 2001, in the Management Training area, a new Masters course in Co-operative Management was carried out with 14 participants and the academic backing of the Business Science Faculty of Mondragón Unibertsitatea. Two seminars were also given dealing with Advanced Management Tools, Product and Critical Indicator Management, with a total of 140 hours. 84 people attended the seminars.

Likewise, a higher level course dealing with Distribution Company Management was organised, with 18 people attending. Work also continued on the application of the Manager Ability Development System, which was used by 156 people.

In the field of Co-operative Training, two "Ikas" postgraduate courses were given for 29 postgraduates, work continued on the application of the "Ordezkarri XXI" Social Body Development System for Governing Councils, used by 57 council members and 7 seminars were given for Social Council members. As for the "Bazkide XXI" model for new co-operative members, it was applied in 14 Co-operatives and had 472 participants.





Financial Statements and Trading Account
Organisational Structure
Company and Management Bodies

MCC Financial Statements and Trading Account as at 31-12-01

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 2001. Likewise, a comparison of these figures with those for the previous year shows year-on-year developments.

This year it has been decided not to include Lagun Aro in MCC's overall financial statements and trading account. After an internal reflection it was considered that as Lagun Aro does not carry out any commercial activities, the organisation's profit and loss account does not bear the necessary relation with the rest of the companies making up the Corporation to be included together with them without producing a distortion.

Therefore, in line with this decision, Lagun Aro has also been eliminated from the data for 2000 to facilitate comparisons.

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

To obtain these integrated statements, balances reflecting operations between the Financial, Industrial and Distribution Groups 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 31.12.01 showed a total volume of assets under administration of close to 14,137

million euros, an increase of 2,190 million euros over the year, which is 18.3% in percentage terms.

Balance Sheet of Mondragón Corporación Cooperativa

(After Distribution of Net Surplus)

(millions of euros)

HEADING	31.12.00		31.12.01		Annual Variation	
	Amount	% distr.	Amount	% distr.	Amount	%
Assets						
Fixed	2,817	23.6	3,466	24.5	649	23.0
Current	9,130	76.4	10,671	75.5	1,541	16.9
Total Assets	11,947	100.0	14,137	100.0	2,190	18.3
Liabilities						
Equity	2,340	19.6	2,688	19.0	348	14.9
External Partners	133	1.1	159	1.1	26	19.5
Long term creditors	1,393	11.7	1,728	12.3	335	24.0
Short term creditors	8,081	67.6	9,562	67.6	1,481	18.3
Total Liabilities	11,947	100.0	14,137	100.0	2,190	18.3

The Group that contributed most to this growth was the Financial Group, whose balance, after the adjustments made for inter-company balances with-

in MCC, increased by 1,091 million euros, due to the increase in savings attracted and loans granted by Caja Laboral.

The most outstanding features of each heading of the balance sheet of Mondragón Corporación Cooperativa as at 31.12.01 are detailed below:

Fixed Assets

At the end of 2001, MCC's fixed assets totalled 3,466 million euros, after having increased by 649 million euros (23%) during the year.

Total investment made during the year accounted for 872 million euros, which was 18% higher than the previous year. Depreciations applied in 2001 rose to 307 million euros, which is 17.2% more than the figure recorded in 2000.

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 in absolute terms (1,541 million euros), although the increase in relative terms (16.9%) was lower than that recorded in 2000.

70% of this increase came from the Financial Group, and was mainly due to Caja Laboral's bank investment, with the loans granted to clients and the cash and banks headings having increased the most, having risen by 814 and 337 million euros, respectively.

In terms of growth this Group was followed by the Distribution Group, which recorded an annual increase of 359 million euros, due to an increase in turnover and new areas of business.

Equity

MCC's Equity totalled 2,688 million euros at the end of the year, with Share Capital accounting for 1,185 million euros and Reserves for the remaining 1,503 million euros.

During the year Equity was considerably strengthened, with an increase of 348 million euros

(14.9%). 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 157 million euros, 45% of the MCC total. This was due to the profits made over the year and the incorporation of new co-operative members.

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. The total for external partners accounted for 159 million euros at 31.12.01, an increase of 19.5% over the year, although it continued to account for moderate percentage of total liabilities (1.1%).

Long-term liabilities

The balance of MCC funding from third parties with a period of maturity of more than one year underwent growth of 335 million euros (24%) in 2001, to total 1,728 million euros at the end of the year.

This increase was divided among the three Groups making up the Corporation, as in addition to the considerable increase in Caja Laboral's term deposits, which have won back the leading role from unit trusts, there was an increase in the amount of long-term funding obtained by the Industrial and Distribution Groups to back their respective development.

Short-term liabilities

This balance sheet heading increased by 1,481 million euros (18.3%) during 2001. This was mainly due to Caja Laboral, which recorded an increase of 992 million euros in deposits, as a result of attracting more funds from clients. The increase in the short-term liabilities of the Distribution Group (450 million euros) should also be highlighted, in line with the significant expansion in its 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 2,077 million euros at the end of 2001, which is 3.8% higher than in 2000.

Value added generated by Mondragón Corporación Cooperativa

(millions of euros)

HEADING	2000		2001		Annual Variation	
	Amount	% distr.	Amount	% distr.	Amount	%.
Value Added	1,892	100.0	2,089	100.0	197	10.4
Personnel costs	(1,080)	(57.1)	(1,222)	(58.5)	142	13.1
Internal Yield	812	42.9	867	41.5	55	6.8
Financial Costs	(191)	(10.1)	(256)	(12.2)	65	34.0
Cash-Flow	621	32.8	611	29.3	(10)	(1.6)
Depreciations	(262)	(13.8)	(307)	(14.7)	45	17.2
Operating Profit	359	19.0	304	14.6	(55)	(15.3)
Transfers and other income	8	0.4	31	1.5	23	287.5
Surplus on year	367	19.4	335	16.1	(32)	(8.7)

VALUE ADDED

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

The overall Value Added generated by MCC in 2001 increased by 10.4% to total 2,089 million euros.

The biggest part of this Value Added was generated by the Industrial Group, which with 991 million

euros accounted for 47% of the total. It was followed by the Distribution Group with 32%, with the remaining 21% corresponding to the Financial Group.

Personnel Costs rose by 13.1%, due to the considerable amount of job creation in MCC. Wages accounted for 58.5% of the Value Added generated, which was an increase of 1.4 points compared to 2000. This was a result of the adverse effect that the slowdown in the economy had on the use of production capacity in the Industrial Group. It should also be pointed out that the incorporation of new

companies and stores in the Industrial and Distribution Groups means that the comparison between the two years is not totally homogenous.

Financial Costs increased by 34% to total 256 million euros. Although there was a downward trend in interest rates in 2001, these falls mainly occurred in the second half of the year and for the year as a whole the short-term "mibor" was higher than the average figure for 2000. Moreover, falls in the market rates are not automatically passed on to clients, meaning that any reduction in financial costs tends to be delayed.

As far as Caja Laboral is concerned, its financial costs accounted for 2.49% of average total assets for the year, which is 0.35 points higher than the figure for 2000. This, together with the growth strategy of the Distribution Group and the continuation of new plants being set up abroad by the Industrial Group, which has meant a significant amount of investment, has led to the aforementioned increase in financial costs compared to 2000.

The depreciations applied by MCC in 2001 totalled 307 million euros, with year-on-year growth of

17.2%, as a result of the high level of investment. The Distribution Group accounts for the most depreciations (147 million euros, 48% of the total), followed very closely by the Industrial Group (143 million euros, 47% of the total).

After all the expenses have been deducted, a Trading Profit of 304 million euros was achieved, which was 14.6% lower than in 2000.

Non-trading income consists mainly of transfers to provisions, profits attributable to external partners and extraordinary results. The figure for 2001 came to 31 million euros, which was much higher than in 2000.

Therefore, the Final Surplus on the year totalled 335 million euros, which is a fall of 8.7% compared to the figure recorded in 2000. This was due to the worsening of the economic situation, which was felt more by the Industrial Group, as industry tends to be the sector most affected by downward cycles.

The following table briefly summarises how this Surplus has been distributed, compared with 2000.

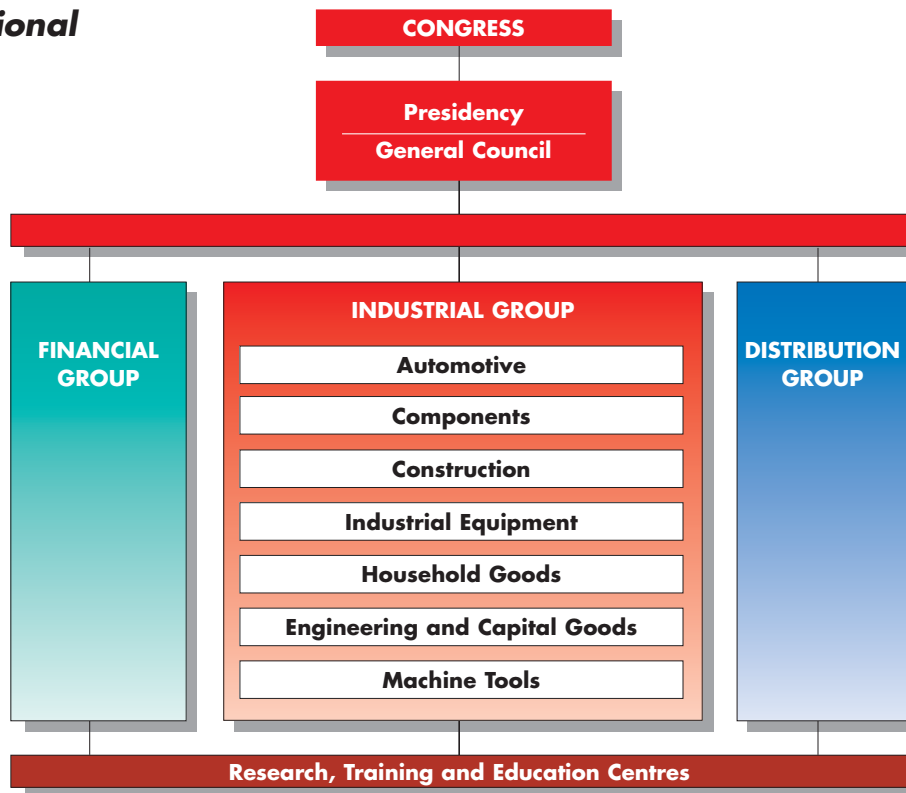
Distribution of Mondragón Corporación Cooperativa Surplus

(millions of euros)

HEADING	31.12.00		31.12.01	
	Amount	% distr.	Amount	% distr.
Company Tax	32	8.7	28	8.4
Education and Coop. Prom. Fund	29	7.9	27	8.0
Interest on Capital Cont. and Monet. Div.	66	18.0	75	22.4
Capitalised Profit	240	65.4	205	61.2
Total Surplus on Year	367	100.0	335	100.0

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

Organisational Structure



Social and Management Bodies

STANDING COMMITTEE OF CONGRESS

President:	Otaegui, Juan M ^º
Vice-presidents:	Salegui, Francisco
Members:	Alústiza, José Antonio Alvarez, Santiago Andrés, José Luis Ansoategui, Juan José Arratibel, José Luis Arrieta, Juan José Esnal, Jokin Gantxegi, Javier García, Javier Garnica, Agustín Gaztañaga, J. Domingo Herrera, Miguel Larramendi, José M ^º Madinagoitia, José Luis Markaide, Agustín Villaescusa, Emilio
General Secretary:	Celaya, Adrián

GENERAL COUNCIL

President:	Catania, Jesús
Vice-presidents:	Aldekoa, José M ^º Dacosta, Constan Echeverría, Antonio Goikoetxea, J. Ramón Gómez-Acedo, Fernando Maiztegui, Jesús Olasolo, José Luis Otaegui, Juan M ^º Otaño, Iñaki
Officers:	Gárate, José Ignacio Gisasola, José M ^º Herrasti, Jesús M ^º Laspiur, Miguel Angel Uzkudun, Juan M ^º
General Secretary:	Celaya, Adrián

General Council



José Mº Aldekoa



Fernando Gómez-Acedo



Constan Dacosta



Antonio Echeverría



Jesús Maiztegui



José Luis Olasolo



Juan Mº Uzkudun



Iñaki Otaño



José Ignacio Gárate



José Mº Gisasola



Jesús Mº Herrasti



Miguel Angel Laspiur



Adrián Celaya



J.Ramón Goikoetxea

*Juan Mº Otaegui
President of the
Congress*



*Jesús Catania
President of the
General Council*

List of MCC Companies



Financial Group

Banking

ARO LEASING

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

Activities:

Financial leasing of capital equipment

CAJA LABORAL

Pº José 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

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

Activities:

Life insurance.

SEGUROS LAGUN ARO

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

Activities:

General Insurance.

Social Welfare

LAGUN ARO

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

Activities:

Social welfare cover for co-operators.

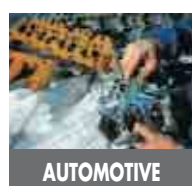
LAGUNARO-MONDRAGON

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

Activities:

Joint occupational hazard prevention service.

Industrial Group



AUTOMOTIVE

BATZ SISTEMAS

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

Activities:

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

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.

PARANOIA Ind. BORRACHA-CIKAUTXO

Av. Casa Grande, 1.731
Piraporinha CEP 09961-902
Diadema-SP-(Brasil)
Tel. 55 11 40666533
Fax 55 11 40666182
E-mail:

paranoia@paranoia.com.br
Cikautxo has a 14% holding, MCC Inversiones a 7% holding and Promoauto a 14% holding.

Activities:

Rubber processing.

ECENARRO

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

Activities:

Screws, studs, ball joints and special parts.

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

Rodovia Fernao Dias,
Km. 887
Bairro Ponte Alta
CEP 37640-000
EXTREMA-MG-BRASIL
Tel.: 55 35 34355909
Fagor Ederlan and MCC Inversiones have a 100% holding

Activities:

Machining of automotive parts.

FAGOR FUNDAÇÃO BRASILEIRA

Rodavia Fernao Dias
Km. 887 Cx. postal 15
Bairro Ponte Alta
CEP 37640-000
EXTREMA-MG-BRASIL
Tel.: 55 35 34358200
Fax: 55 35 34358248
Fagor Ederlan and MCC Inversiones have a 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
Participada al 33% por
Batz Sistemas
y Fagor Ederlan

Activities:

Complete axles for cars.

AUTOMODULOS ARAGON

Poligono Barbalanca
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

Bº 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 DO BRASIL

Estrada particular
Eiji Kikuti, 300
Bairro Cooperativa
CEP 0985-2040
Sao Bernardo do Campo-
SP-Brasil
Tel.: 55 11 43556700
Fax: 55 11 43556706
E-mail:
maierbrasil@nethall.com
Maier has a 60% holding
and MCC Inversiones a
40% holding

Activities:

Plastic components.

MAIER NAVARRA

Poligono 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

Poligono "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
Piracangaguá
CEP 12042-010 Taubaté-
Sao Paulo (Brasil)
Tel.: 55 12 36276006
Fax: 55 12 36276002
E-mail: componentes@
promauto.com.br
Promoauto has an 81%
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
Promoauto has an 81%
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
Promoauto has an 81%
holding

Activities:

Engineering, manufacture
and implementation of
assembly and welding lines.

MASA

Av. Monseñor Pablo
Cabrera, 4.809
5008 Córdoba
(Argentina)
Tel.: 54 351 4762092
Fax: 54 351 4767329
E-mail: sschmid@
matriceria-masas.com.ar
Promoauto has an 81%
holding

Activities:

Design and manufacture of
dies.



COMPONENTS

CONSONNI

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

Activities:

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

COPRECI

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

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, convec-
tors and electric ovens.

COPRECI DO BRASIL

Avda. Eurico Ambrogi
Santos 1900 A
Distrito Industrial de
Piracangaguá
CEP: 12010-970
Taubaté-SP-Brasil
Tel.: 55 12 2861573
Fax: 55 12 2861553

Activities:

Taps for gas cooking.

COPRECI MEXICO

C/Uno, nº 736 Z.I.
Guadalajara
Jalisco-México 44940
Tel.: +52 33 3 145 1963
Fax: +52 33 3 145 1056
E-mail:
fjendoza@copreci.com.mx

Activities:

Valves for gas barbecues
and cooking taps.

COPRECI SYSTEMS, s.r.l.

Via G. Galilei 12
31010 Mareno di Piave
(TV) Italia
Tel.: +39 043 8492531
Fax: +39 043 8492559
E-mail:
coprecisystems@linei.it

Activities:

Gas rails and tubings.

COPRECI VALENCIANA, S.A.

Lepanto 6
E-46930 Quart de Poblet
(Valencia)
Tel.: +34 96 1536165
Fax: +34 96 1536166
E-mail:
general@coprecivalencia.es

Activities:

Gas burners for cookers and
hobs.

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.
Pressure switches and
electric thermostats for
washing appliances.

List of MCC Companies

EIKA

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

Activities:

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

CZEIKA

Průmyslová, 3143/5
Prostějov (Rep. Checa)
Tel.: +420 508 360440
Fax: +420 508 360400
Participada al 100% por
Eika

Activities:

Hot plates for cookers.

FOUNDEIK

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

Activities:

Castings.

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

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

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.

MANCHALAN

Avda. Castilla la
Mancha, 11
E-19171 Cabanillas del
Campo
(Guadalajara)
Tel.: 34 949 337 525
Fax: 34 943 337 526
E-mail:
home@machalan.com

Activities:

Assembly of units and sub-
units for the domestic
appliance and automotive
sectors. Plastic injection
moulding.

MATZ-ERREKA

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

Activities:

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

MATZ-ERREKA MEX*

Misión de Bucareli, 8
Parque Industrial Bernar-
do Quintana
Municipio El Marques
CP 76249 Queretaro
México
Tel.: +52 442 2216078
Fax: +52 442 2216080
www.matz-erreka.com

Activities:

Plastic processing.

ORKLI

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



Lifts and elevators

ORONA

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

Activities:

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

Structures and Handling

BIURRARENA

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

Activities:

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

ECOTÈCNIA

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

Activities:

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

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

Amistad, 23
08005 Barcelona
(Barcelona)
Tel.: 93 225 76 00
Fax: 93 221 09 39
E-mail:
jsanmarti@ecotecnia.com

www.ecotecnia.com
Ecotecnia has a 40%
holding and MCC
Inversiones has a 20 %
holding

Activities:

Promotion of wind farms

ROCHMAN

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

Activities:

Rollways. Handling
installations.
Packaging and wrapping
machines.

URSSA

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

Activities:

Engineering, manufacture of
metal structures.

Construction Work and Materials

ETORKI

Pol. Ind. Murga, 16
01479 Murga-Aiata
(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.

Ulma Group

ULMA C y E

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

Activities:

Greenhouses. Construction
systems. Packaging systems.

ULMA FORJA

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

Activities:

Flanges and fittings.

ULMA HORMIGON POLIMERO

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

Activities:

Prefabricated elements for
construction.

ULMA MANUTENCION

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

Activities:

Automatic warehouses
Forklift trucks.



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 WINGROUP LEISURE AND SPORTS EQUIPMENT

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

Activities:

Sports equipment.

WINGROUP

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

Activities:

Camping and exercise
equipment.

EREDU

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

Activities:

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

ORBEA

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

Activities:

Bicycles.

Technical Components and Equipment

AMPO

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

Activities:

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

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 Ormaiztegi
(Gipuzkoa)
Tel.: 34 943 809 100
Fax: 34 943 889 101
E-mail: irizar@irizar.com
www.irizar.com

Activities:

Luxury long- and medium-
distance coach bodywork.

IRIZAR DO BRASIL

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

Activities:

Coach manufacture.

IRIZAR TVS

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

Activities:

Coach bodywork.

List of MCC Companies

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:
pmezdzabal@irizar.com.mx
Irizar has a 100%
holding

Activities:

Coach manufacture.

TIANJIN IRIZAR COACH

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

Activities:

Coach manufacture.

UROLA

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

Activities:

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

Industrial Services

ALECOP

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

Activities:

Technical educational
equipment. Prefabricated
electrical installations.

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

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

Activities:

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

ROTOK INDUSTRIA GRÁFICA

Pol. Industrial Txirrita-
Maleo. Pabellón 11
Pol. Ugaldetxo, s/n
20100 Renteria
(Gipuzkoa)
Tel.: 34 943 344 614
Fax: 34 943 524 767
E-mail: rotok@
mondragongraphics.com
www.
mondragongraphics.com

MCC Inversiones has a
37% holding and Keslan,
Danona and Elkar a 38%
holding

Activities:

Rotary press.

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:

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



HOUSEHOLD GOODS

Domestic appliances

DOMUSA

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

Activities:

Individual boilers.

EDESA

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

Activities:

White goods.

FAGOR ELECTRODOMESTICOS

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

Activities:

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

ELCO-BRANDT

7 rue Henri Becquerel
92500 Ruel Malmaison
(Francia)
Tel.: 00 33 1 47
166886
Fax 00 33 1 47 166898
Fagor Electrodomesticos
has a 10% holding

Activities:

Manufacture of domestic
appliances.

**EXTRA
ELECTROMENAGER**

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

Activities:

Manufacture of domestic
appliances

GEYSER GASTECH

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

Activities:

Gas water heaters.

MC LEAN

Valentín Gomez, 151
1706 Haedo
Prov.Buenos Aires
(Argentina)
Tel.: 54 114 44898905
Fax: 54 114 49890942
E-mail:
mcleanmk@satlink.com
Fagor Electrodomesticos
and MCC Inversiones
have a 50% holding

Activities:

Manufacture of domestic
appliances.

WROZAMET

Zmigrodzka 143 St.
Wroclaw
(Polonia)
Tel. 00 4822 6398985
Fax 00 4822 6398985
E-mail:
jugarte@wrozamet.pl
MCC Inversiones and
Fagor Electrodomesticos
have a 75.96% holding

Activities:

Manufacture of domestic
appliances

Furniture**COINMA**

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

Activities:

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

**Commercial
Equipment****FAGOR
INDUSTRIAL**

Santxolopetegui, 22
Apto. 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:

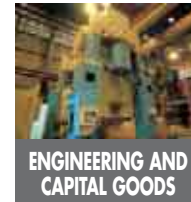
Domestic appliances.

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**

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

Activities:

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

**Engineering
and
Consultancy****e-LKS**

Avda. La Cerrada, 37
39600 Maliaño
(Cantabria)
Tel.: 34 942 261 096
Fax: 34 942 260 506
E-mail: enyca@enyca.es
www.enyca.es
AIC, MSI and MCC
have a 66.6% share

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, 40-3º
28010 Madrid
Tel.: 34 913 191 299
Fax: 34 913 198 102
E-mail:

lks@lksconsultoria.es

AIC, LKS, S.Coop have
a 73% holding

Activities:

Engineering and
consultancy.

LKS 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:**Consultancy.**

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

List of MCC Companies

LKS CINYMA

Plaza Europa, 5^a. 1^o 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
Consultancy.

LKS IAMM

Almda. Doctor Areilza,
56 -1^o 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

P^o José M^e
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:

Engineering consultancy.
Property valuations. Civil
Engineering. Building.

LKS INTELCOM

Plaza Larrín, n^o1
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:

Engineering,
Telecommunications.

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 - 5^a 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.

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.

I3S

Plaza del Museo, 1-3^o
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.

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

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

Activities:

Die manufacture.

FAGOR ARRASATE

B^o 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:
info@fagorsistemas.es

Activities:

Automatic assembly
systems.
Robotics.

CIMA ROBOTIQUE

Parc d'activités le
Pradines
84100 Orange
France
Tel.: 33 49 0111 660
Fax: 33 49 0511 887
E-mail:
Info@cima-robotique.com
Fagor Sistemas has a
99% holding.

Activities:

Automatic assembly
systems.
Robotics.

DIMAQ TORELLO

Mas les Vinyes, 18
08570 Torello
(Barcelona)
Tel.: 34 948 504 262
Fax: 34 938 594 062
E-mail: dimaq@dimaq.es
Fagor Sistemas has a
50% holding

Activities:

Automatic assembly systems

ONA-PRES

Pol. Industrial
Ugaldeguren II
B^o 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.

DANOMAR

3400 CLUJ Napoca - ROMANIA B-dul Muncii Nr 14
PO.Box 1404
Tel.: 0040-64-415006
Fax: 0040-64-415047

Activities:

Machine tools.

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

Activities:

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

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

Bº 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@saren.es

Activities:

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

EGURKO

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

Activities:

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

LATZ

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

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

Activities:

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



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

Bº 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.

List of MCC Companies

FORUM SPORT

Bº Kortederra, s/n
48340 Amorebieta
(Bizkaia)
Tel.: 34 946 300 094
Fax: 34 946 300760
E-mail:
f0073@forumsport.es
The Eroski Group has a
52% holding

Activities:

Shopping and Sports
Centres.

EROSMER

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

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

Katuarri, 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. Etxebarria:
Tel.: 34 946 166 173
E-mail:
barrentxe@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.

MULTIFOOD

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

Activities:

Ready-prepared food

UNEKEL

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

Activities:

Breeding of rabbits.

RESEARCH, EDUCATION AND TRAINING CENTRES

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:
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-idiomas.com

Activities:

Language training.
Translation and interpreting
service.

ETEO

ESCUELA UNIVERSITARIA ESTUDIOS EMPRESARIALES

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

Activities:

Training in business
administration.

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@txorierrri.educanet.net
www.educanet.net/txorierrri

Activities:

Technical education.

SUPPORT BODIES AND INTERNATIONAL SERVICES

Support Bodies

ATEGI

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

Activities:

Purchasing portal.

FUNDACION MCC

Arizmendiarieta, 5
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 779 300
Fax: 34 943 796 632
E-mail: fundacion@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
Participada al 23,75%
por MCC Inversiones y
Caja Laboral

Activities:

Company promotion.

MCC INNOVACION

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

Activities:

Funding of technological
projects.

MCC NAVARRA

Avda. Carlos III, 36-1º
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 INDIA

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

Activities:

Corporate office.

MCC INTERNACIONAL

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

Activities:

International business
promotion.

MCC MEXICO

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

Activities:

Corporate office.

MCC MONDRAGON- BRASIL

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

Activities:

Corporate office.

MCC MOSCU-CEI

Leninsky Prospekt, 113/1
Park Place, Office E-1001
Moscow, Russia 117918
Tel.: +70 95 156 5307
Fax: +70 95 156 5307
E-mail: mcc.internacional
@wanadoo.es

Activities:

Corporate office.

MCC USA

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

Activities:

Corporate office.

MONDRAGON BEIJING

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

Activities:

Corporate office.

MONDRAGON ZAGOS

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

Activities:

Commercial and Industrial
services.

Mondragón, 28 May 2002

