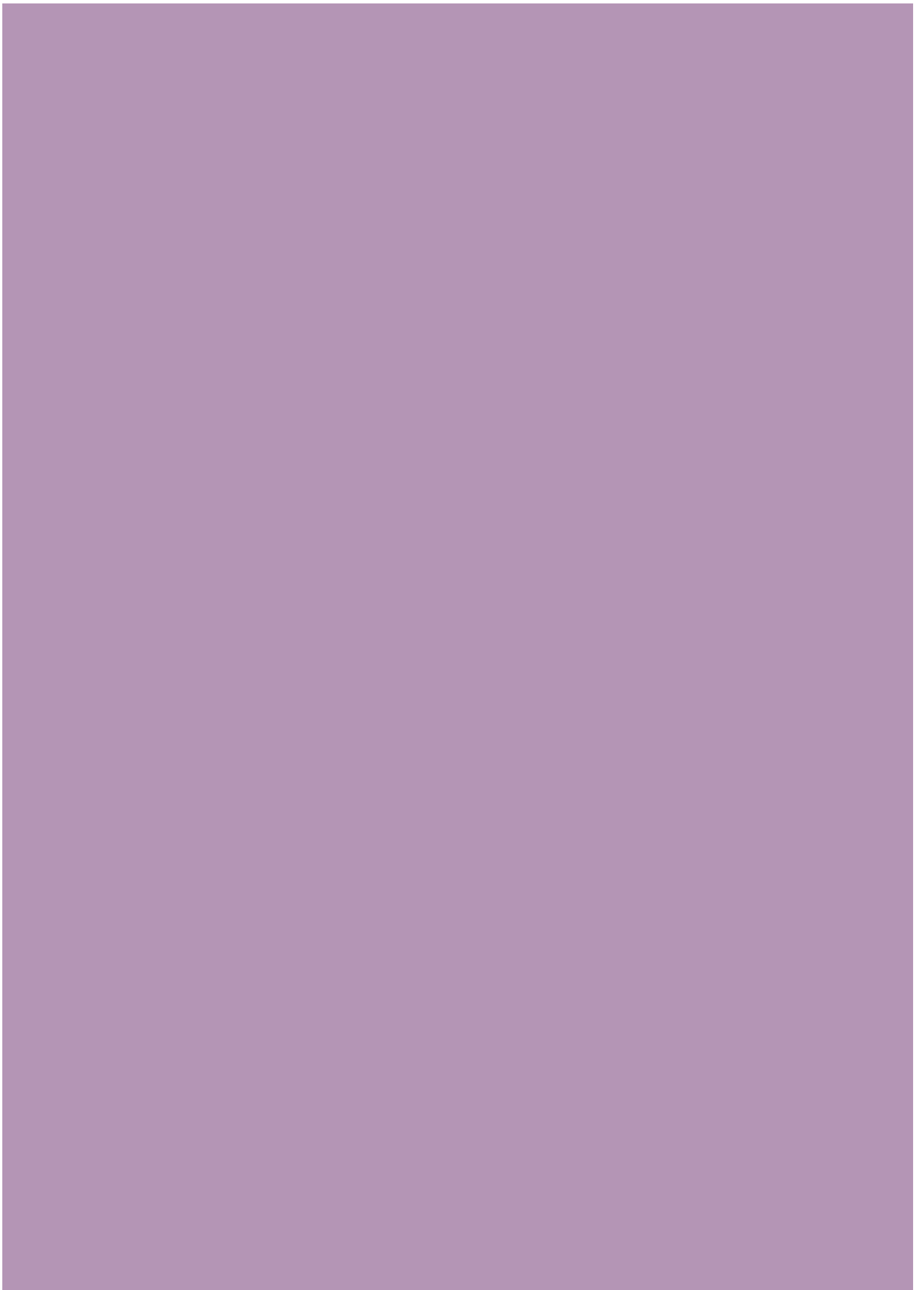




2002 Annual Report



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Certificates and Recognition

Jn 2002, in addition to the general application of ISO 9000 among the Corporation's companies, numerous co-operatives obtained ISO 14000 Environmental Certification. The use of the EFQM Management Model continued to be the basic reference for measuring the level of quality.

Three of our companies – Eroski PMG (General Goods Depot), Fagor Minidomesticos and Ulma Packaging – achieved the "Silver Q" after obtaining more than 400 points in an external assessment, based on the EFQM Model criteria. Thirteen obtained ISO 14000 Environmental Certification. Another three ISO-TS Certification, which has become the maximum unified standard in the automotive sector. Finally, four companies, mainly in the services sector, obtained ISO 9000.

At 31 December 2002, the list of Quality and Business Excellence Certificates and Prizes obtained by MCC companies was as follows:

- 1 European Prize for Business Excellence achieved by Irizar.
- 3 Gold Qs: Caja Laboral, Copreci and Fagor's Cooking Business.
- 5 Silver Qs: Fagor Electrónica, Orkli, Eroski PMG, Fagor Minidomésticos, Ulma Packaging.

89 ISO 9000, 28 ISO 14000, 21 ISO-TS



Highlights

In millions of euros

	2000	2001	2002
Total Sales	7,065	8,106	9,232
International Sales	1,945	2,165	2,455
Assets under Administration*	7,040	7,891	8,474
Equity	2,340	2,688	3,102
Investment	738	872	683
Results**	367	335	370

* Caja Laboral ** Not including Lagun Aro's results

Personnel



*J*n a year in which the economic slowdown intensified and the uncertainty increased all over the world, with the resulting negative effect on investment and spending, the activities of our Corporation performed reasonably well. Sales increased by 14% and results were 10% up on the previous year, with 6,358 new jobs created within the MCC.

The financial area recorded a 5.3% increase in the profitability of normal banking business, even though it was considerably affected by the falls in the stock market. On the other hand, our industrial companies recorded a significant 16.5% increase in sales. This was a result of the new companies set up and our dynamic performance abroad, with international sales accounting for 50.8% of total sales and a reinforcement of our presence abroad, especially in China.

In the distribution area, the growth in sales and results was above the average for the sector. A lot of investment was earmarked for the opening of new stores and the adoption of important business decisions. Among these the following stand out: the success of the "Subordinate Eroski Financial Contributions" on the capital market and the alliance signed with Les Mosquetaires-Intermarché, one of the leading European Groups in the retail sector.

On the international stage, I would also like to highlight the recognition that it meant for our Corporation to be one of the finalists in the second edition of the "Milestones" European Business Awards, in the large company segment in the Globalisation category. The award was organised by the Ministry of Economic Affairs of the German Land of North Rhine-Westphalia, and companies entered from 13 different European countries. We were also chosen by a well-known US magazine as one of the ten best European companies to work for, from an original list of 60.

As in previous years, quality continued to play a leading role. Three of our companies obtained the Silver Q: Eroski PMG, Fagor

Minidomésticos and Ulma Packaging, after achieving more than 400 points in accordance with the EFQM assessment model. Thirteen of our companies obtained ISO 14000 Environmental Certification and three achieved ISO-TS.

Innovation also continued to be one of the basic pillars of our development, mainly in the form of projects carried out as part of our Science and Technology Plan and the start up of a number of Company Research Centres, in line with the philosophy of the Garaia Innovation Park. During the year, the MIK, Aotek and Orona eic Centres all saw the light of day, and companies were set up for the subsequent launch of Koniker and Edertek.

I would also like to stress the dynamism of our education centres, in particular the University of Mondragón. The University continued to extend the number of degree courses on offer, set up in other areas of the Basque Country and collaborate closely with companies banking on innovation.

In institutional terms, the re-incorporation of Matrici into the MCC and the subsequent creation, together with Batz, of the new Forming and Assembly Grouping were important. This new Grouping will be the leader in Spain and at the forefront of the sector in Europe. I



Jesús Catania

President of the General Council

would also like to highlight, among the new projects, the setting up of the GSR Co-operative, for the integrated management of Homes for the Elderly.

To close this message of greeting, I would like to remember and express our gratitude to our four colleagues from Fagor Arrasate, who were tragically killed in an air crash in Iran, whilst they were meeting their professional obligations, in pursuit of an important order for their co-operative.

Financial Group

Financial Group

There were a number of important events in 2002 in the financial area. Namely, the euro taking over from the pesetas as the legal currency, the big, widespread fall in the stock markets and the reductions in the interest rates applied by the central banks on both sides of the Atlantic to boost the reactivation of the international economy.

As far as the MCC's Financial Group is concerned, its normal activities performed well last year. However, the disappointing performance of the stock markets affected final profitability, which was lower than that obtained in 2001.

In 2002, the fulfilment of the Basic Corporate Objectives by the MCC's Financial Group can be summarised as follows:

Customer Satisfaction. In the area of quality, the improvement actions decided on after the EFQM assessments were started, giving a boost to knowledge management and a review of the process policy, and re-establishing the key processes, which have priority. Our economic-financial management skills have also been endorsed by the assessments given by the IBCA and Moody's rating agencies.

On the commercial side, the channels for remote banking continued their consolidation, with more than 100,000 Caja Laboral clients now using our telephone and Internet banking services. In

the company segment, more than 10,000 client-companies are now using Caja Laboral Net. More than 3 million transactions were carried out during the year via the Internet. Other client services worth highlighting are automatic payment and collection by means of electronic files (9.2 million operations in 2002, which was a 20% increase) and the sending of client correspondence telematically.

Profitability. In banking, in spite of the falls in interest rates, the gross earnings margin increased by 3.7%, with an efficiency ratio of 44.4%. This 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 7% drop in profit after tax.

Mention should also be made of how Lagun-Aro's investment portfolio was managed. The fall in shares was offset by the return on other assets, with an average return of 3.27%, which is in contrast to the losses recorded by pension plans as a whole in the domestic market (-4.84%).

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 2002, there was a 4.1% increase in the volume of commercial transactions abroad, taking the total amount to 2,004 million euros. 68% of this business was with co-operative enterprises and the remaining 32% with other client companies. During the year, the network of foreign correspondent banks was reinforced. The total is now more than one thousand, and the new banks are located in countries and areas that are very dynamic in economic terms, especially Southeast Asia.

Development. The turnover of this Group continued to increase in 2002, with assets under administration recording a 7.4% increase and bank investment a 15.9% rise. 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 978 million euros, which is a 7.1% increase, and Lagun-Aro's assets to 2,549 million euros, which is a 5.1% increase.

In 2002, 22 new branches were opened, most of them in Castilla-León and Zaragoza. This took the total number of branches to 322. This has enabled the client base to be increased by 45,000 people, taking the total number of clients to 965,000. As far as Lagun-Aro is concerned, record figures were reached in terms of the number of members (27,202), beneficiaries (51,672) and pensioners (6,167). Social Responsibility. In 2002, in

terms of training, 388 courses were given at Caja Laboral accounting for a total of 73,457 class hours, with the focus on training with a high technical content. Several promotion courses were also held, which were attended by 782 members. Aid continued to be provided for complementary courses. Overall, 68% of the total workforce took part in some kind of training activity or another.

It should also be highlighted that over the year, 9.8 million euros from Caja Laboral's Education and Promotion Fund were

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

As far as caring for the environment is concerned, it should be pointed out that UNE-EN ISO 14001-96 Environmental Management certification was maintained for the head offices.

Among the aspects relating to Lagun-Aro, as part of the Employment Benefit scheme last year a definitive solution was found for 15 surplus members. In economic terms, the fund created

for possible future requirements in terms of employment aid continued to be strengthened, taking the total to 39.5 million euros. ■

Juan María Otaegui

MCC Vice-president

Chief Executive - Financial Group

CAJA LABORAL Sdad. Coop. de Crédito

Caja Laboral is a credit institution set up by the industrial co-operatives. From the start it has 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.

2002 was a difficult year for the financial sector, in a climate of acute uncertainty, low interest rates and strong competition. For Caja Laboral, the year was characterised by considerable growth in the volume of business and adequate cost control, in spite of the difficulties in achieving the profitability targets set.

Total assets on the balance sheet accounted for 9,214 million euros



Caja Laboral, Elorrio branch

at the end of 2002, which is an increase of 7% compared to the previous year.

Customer assets under administration totalled 8,474 million euros at the end of the year, with an increase over the year of 7.4%. Continuing the

trend of the previous year, customer savings were mainly directed towards traditional schemes. Term deposits performed best, with 12.8% growth. Off-balance sheet assets, mainly unit trusts and welfare funds, only increased by 2.8%, although this was affected by the fall in the

convertible value of those trusts with variable income securities in their portfolio.

Equity continued to grow, boosted by the profitability obtained and the demanding policy of capitalisation of profits. The final figure was 978 million euros. In accordance with Bank of Spain regulations, the institution's capital adequacy ratio was 15.4%, well in excess of the minimum requirement of 8%.

As far as lending business was concerned, bank investment increased by 15.9% over the year, taking the balance of this heading to 6,084 million euros. The most active type of loan continues to be the mortgage loan, with a year-on-year increase of 851 million euros (23%). Mortgage loans now account for 75% 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 1,468 million euros. This was an increase of 7.8%, 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 965 million euros at the end of the year. This was a 26.6% drop compared to the previous year.

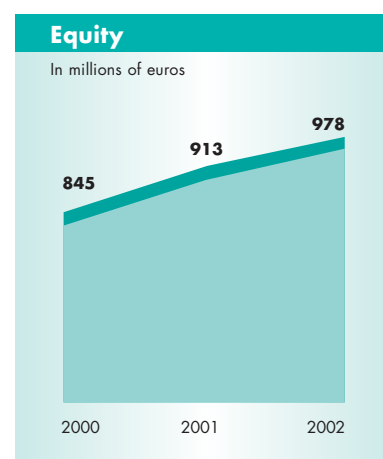
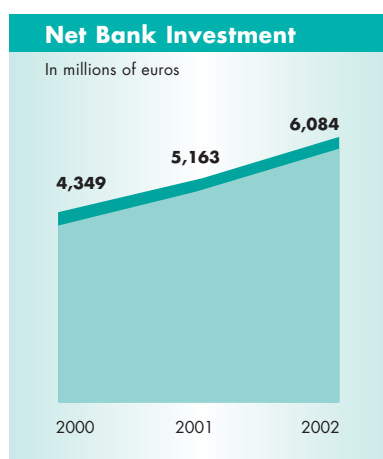
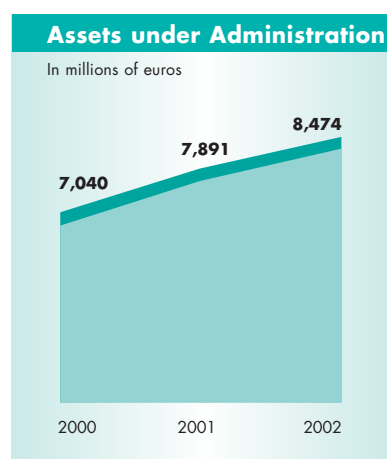
In terms of the profitability obtained in 2001, normal banking business performed acceptably, with a 3.7% increase in the gross earnings margin. However, the negative impact of the results from financial operations, as a result of the poor performance of the stock markets, had a detrimental effect on the overall profitability, taking the net results for the year to 100 million euros, which was 7% lower than in 2001.

In this regard, it should be stressed that the net returns achieved by Caja Laboral on its average total assets was 1.12% in 2002. This is 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 2002, there was a slowdown in business investment, which affected Aroleasing. The value of new contracts signed fell by 10.4% compared to the previous year, to account for 121 million euros. Of the total investment, 59% was channelled through the branches of Caja Laboral.

However, loan investment at the end of the year totalled 294 million euros, with an increase of 8.4% over the year, and the doubtful debt ratio at 1.21% and bad debt cover at 201%. ■



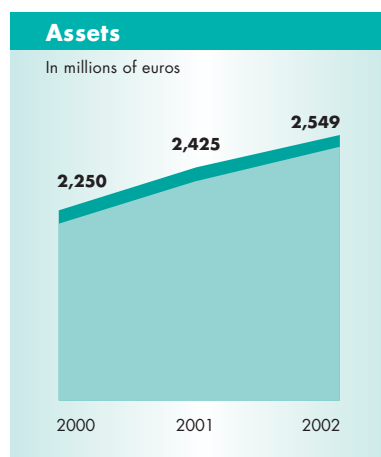
LAGUN ARO Provident Society

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

At 31 December 2002, there were 27,202 members in 116 co-operatives, which is a net increase of 1,252 people. Half of these 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 50.1 million euros in 2002, in the following areas:

- Sick Leave, 25.7 million euros (51% of the total)
- Health care, 18.9 million euros (38% of the total).



These benefits are guaranteed by Lagun Aro's funds, which at the end of 2002 totalled 2,549 million euros, once the returns on the investment portfolio had been applied. In spite of the poor performance of the stock markets, with the resulting effect on the investment portfolio, in comparison with the close of 2001, the fund has increased by 123 million euros, which is 5.1% in relative terms. ■

As in recent years, it is worth highlighting employment aid, as its net cost totalled one million euros, with a surplus of 5.9 million euros generated. This amount, added to the 33.6 million euros from 2001, means that there is now a positive balance of 39.5 million euros.

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 48.4 million euros to be paid out in 2002. At the end of the year, there were 6,167 people receiving pensions.

SEGUROS LAGUN ARO

The slowdown in the economy in 2002 meant that in the insurance sector there was only moderate growth of 4% in terms of new premiums compared to the previous year, without taking into account any extraordinary operations at the end of the year. There was a 3% drop in life insurance and 12% growth in non-life insurance.

In this climate, total income for Seguros Lagun Aro came to 166 million euros, which was an increase of 8.8% compared to the previous year. This was clearly better than the growth recorded by the sector as a whole.

The income obtained from insurance premiums totalled 118 million euros, which was an increase of 7.4%. In terms of companies, Seguros Lagun Aro accounted for 84 million euros, a 10% increase compared to the previous year and Seguros Lagun Aro Vida accounted for 34 million euros, an increase of 1.5%.

In 2002, six new offices were opened (Amorebieta, Barakaldo-San Vicente, Bilbao-Sarriko, Elgoibar, Gazteiz-Lakua and Iruña-Rochepea), taking the company's total number of offices in the Basque Region to 59.

The risk selection policy was maintained, putting the accident rate at a lower level than the average for the sector, and having significantly reduced the ratio in terms of income from premiums. This positive performance, together with the reduction in management costs, made it possible to neutralise the negative effect of the poor performance of the stock markets and exceed the profitability targets established in the Strategic Plan.

As far as Customer Satisfaction is concerned, the results of the annual survey stand out. They put Seguros Lagun Aro in a leading position in relation to the competition.

As regards People Development, training programmes continued to be run, with 7,560 hours of training over the year. These programmes help to improve people's qualifications and improve the organisation as a whole. 28 new jobs were also created, which was an increase of 10%. 9% of the workers also received promotion. ■



Industrial Group

Industrial Group

The industrial sector was the one most affected by the worsening of the economic situation in 2002, due to the fact that it is more involved in international trade. Therefore, last year industrial production only experienced token growth of 0.2% at the national level and fell by 0.8% in the Basque Country.

As far as MCC's Industrial Group is concerned, its performance indicators started 2002 recording improvements, although later they returned to positions indicative of a slowdown in demand. However, the worsening of the economic climate did not prevent some important achievements from being recorded at the end of the year in relation to sales, job creation and internationalisation. A significant contribution was made in this respect by the new co-operatives that joined the MCC at the start of last year: Ampo, Ecenarro and the Ulma Group.

There follows a series of comments on the most important achievements in terms of the Basic Corporate Objectives.

Customer Satisfaction. In 2002 progress continued to be made with this objective, with some of the actions taken being the updating of the Corporate Management Model, an improvement in quality and the promotion of innovation as an essential element for management as well as the offer of products and services.

The Corporate Management Model aims to help the organisation advance down the path towards excellence, in order to achieve positions of leadership and promote co-operation. An attempt has been made to include in the model the best practices that already form part of the culture of our Corporation, as a result of its business experience.

In the quality area, work continued on pursuing improvement targets in the EFQM assessments, given that practically all the MCC co-operatives now have ISO 9000 certification. In 2002, the industrial co-operatives Fagor Electrodomésticos (small domestic appliances business unit) and Ulma Packaging received recognition from the Basque Foundation for Quality (Euskalit) for the level of quality of their business management. Both companies were awarded the Silver Q prize, after having scored more than 400 points in the EFQM assessments carried out by external auditors.

As far as business innovation is concerned, steps were taken to start up four new R&D centres. Fagor Automation was awarded a prize by a jury of Basque businessmen as the Basque company of the year in terms of Business Innovation.

Profitability. The slowdown in demand recorded in 2002 affected the production rate of the Industrial Group. However, the effect was not excessive and the Group managed to maintain its level of profitability.

Therefore, in spite of the slowdown in the economy, the Results of the Industrial Group, before discounting the interest paid on Share Capital, increased by 23% compared to 2001, with profitability over sales at 4.5%.

Development. The turnover achieved in 2002 totalled 4,049 million euros, which was 16.5% higher than in 2001. However, this growth was due in part to the aforementioned incorporation of new co-operatives, which means that the year-on-year comparison is not homogeneous. The most significant increase in turnover took place in the Construction division, which doubled its sales thanks to the incorporation of the Ulma Group. The Machine Tools and Industrial Equipment Divisions also performed well, with increases in turnover of around 14%.

In line with the performance of sales, industrial employment also continued its upward trend. In 2002, 4,116 workers joined the Industrial Group, with 2,903 corresponding to the co-operatives joining the Group and the remaining 1,213 to newly created jobs. This took total workforce to 31,166 people at the end of the year, of which 6,391 jobs (20% of the total) were abroad.

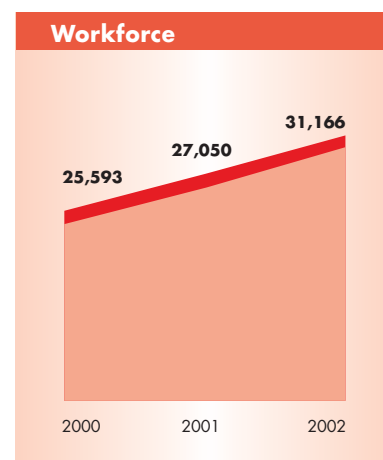
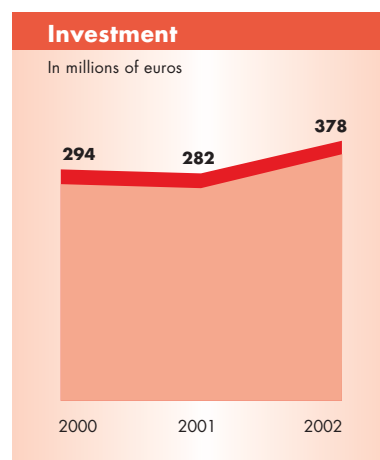
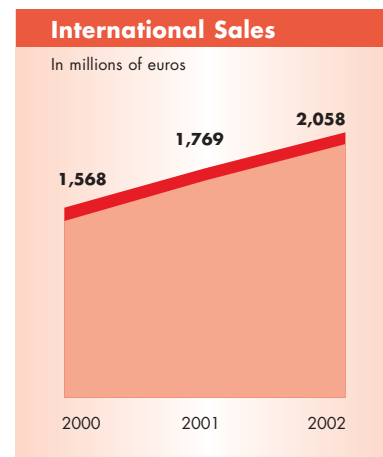
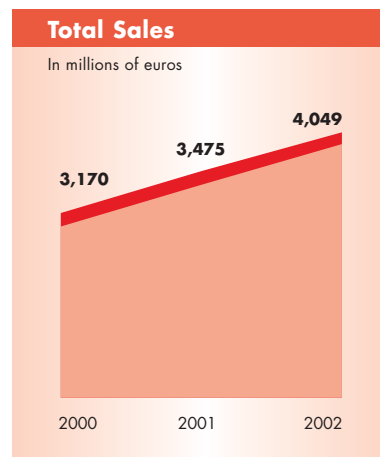
Another variable that shows how the Industrial Group is performing in business terms is the investment figure for last year, which totalled 378 million euros, a significant figure that was 34% higher than the amount invested the previous year.

Internationalisation. The international sales achieved by the Industrial Group, which include exports plus sales from production plants abroad, totalled 2,058 million in 2002, with a considerable year-on-year increase of 16.3%, in spite of the considerable appreciation of the euro compared to the dollar recorded over the year. This new step forward towards the strategic objective of internationalisation led to international sales accounting for 50.8% of total sales in 2002, which is very much in line with the figure of 50.9% recorded in 2001.

In terms of new production plants abroad, there were a number of highlights in 2002. Fagor Electrodomésticos took a holding in Brandt Electromenager (France), in alliance with the Elco Group. New plants were set up by Matz Erreka in Mexico, Fagor Sistemas and Danobat in Germany, and Fagor Electrodomésticos, Orkli and Irizar in China. For the latter co-operative, this was its second factory in China.

Social Responsibility. In this regard, work continued on promoting co-operative employment, by encouraging employed workers working with contracts in the co-operatives to become members. 220 people did so in 2002.

Work also continued on implementing Environmental Management Systems. 27 co-operatives had been awarded ISO 14001 certification by the end of 2002, although many others were going through the



process of developing these programmes, in order to improve the quality of life in the environment we live in.

Finally, the preparation of a Management Model for our workforce abroad should be highlighted. This will serve as an essential guide for an intensive internationalisation process like that being undertaken by the MCC. The aim of the document was to establish a common operating policy for all the co-operatives in the MCC's Industrial Group when sending personnel to work abroad, as well as the

payment system to be used in these cases and the steps to take when the personnel return home. This will help things to run smoothly in these situations and increase the willingness of the co-operatives to participate in setting up plants abroad, as part of the internationalisation process. ■

AUTOMOTIVE

In 2002, this Division consolidated the spectacular increase in sales recorded in 2001, with 3% growth, in spite of the stagnation or fall in its customers' vehicle production. The Division now has 11 companies, together with 7 subsidiaries and a workforce of 6,300 people.

In **Mondragón Automoción CHP**, Fagor Ederlan again increased its sales and the number of jobs by 8%. The company consolidated its project in Brazil, by taking a 100% holding in Fagor Fundição Brasileira, started up a low pressure aluminium plant for the manufacture of Daimler Chrysler knuckles, as well as new facilities in the engine area with the start of the manufacture of a housing for PSA. Likewise, in agreement with MCC Inversiones ad Batz, the co-operative took a majority holding in Automódulos, made up of Automódulos Aragón and Fagor Ederlan Borja. In the field of RDI, Edertek was set up as the Grouping's Technology Centre.

Luzuriaga Tafalla continued to record good results and carried out a significant change in its production mix, incorporating a new 10-million euro core-making line for the manufacture of engine blocks for the PSA and Renault groups. Luzuriaga Usurbil consolidated its European leadership in the manufacture of brake housings in iron and developed new manufacturing processes for aluminium housings, with technologies that provide outstanding mechanical characteristics compared to the products currently on the market.

For Fit Automoción, 2002 was a record year, in terms of sales (48% growth) as well as production, employment generated and results, with the focus on preparation for the manufacture of new products. Ecenarro had a successful first year in the Corporation, achieving a good



Maier

level of turnover and very significant improvements in internal management. Automódulos became a 100% MCC company, well situated in terms of the future, having won the contracts for the manufacture and assembly of the rear axle for Opel's Meriva and the assembly of the axles for the future Fiat/Opel platform.

In **Mondragón Automoción BCM**, Batz increased its sales by 11% and developed for the first time the complete pedal module for the Meriva. In Brazil, a technological agreement was reached with a local manufacturer to tackle customer service and meet the company's commitments.

Cikautxo increased its sales by 12% and consolidated its production process. Its plants in Paranoá in Brazil, the Czech Republic and Zaragoza recorded significant advances. The decision was taken to set up another new plant for the manufacture of rubber pipes in Borja.

Maier increased its turnover by close to 20%, as a result of its expansion abroad. The company focused its efforts on consolidating the structure and strengthening the companies it controls in Spain, United Kingdom and Brazil. In FPK, where MCC now shares a capital holding with Aksys, 1.36 million parts were produced in GLF, a new GMT plant was installed and the industrialisation process was carried out for the lower carrier for Volvo. ■

José María Aldekoa
MCC Vice-president
Chief Executive - Automotive Division

In millions of euros

	2001	2002
Sales	750	772
International sales	504	523

COMPONENTS

The most important aspects of the year were the 8% increase in the turnover of the Division as a whole and the creation of 134 new jobs.

In the international sphere, Orkli started up a plant in China and Divisional Offices were opened in Beijing with Chinese and Spanish staff. Copreci started production and sales in Brazil and Matz-Erreka did so in Mexico, where a significant boost was given to the washing and cooking component activities at the Copreci plant in Guadalajara.

In terms of innovation, the first part of the plan was completed successfully and the hybrid gas sensor system project using CMOSS technology was concluded jointly with the University of Tübingen and the Swiss federal Institute of Technology. The first experimental mock-ups were also obtained in the fuel cell project, using metal electrodes instead of ceramic ones, in order to achieve greater competitiveness and reliability.

In the Eureka programme, the experimentation phase was reached in the final product, for the microsystem prototypes for the overall control of boilers. Important advances were also achieved in the development of microsensors for application in domestic appliances, with the culmination of the functional tests and their characterisation.

In **White Goods**, where moderate growth was recorded in the sector, there was a rise of 17%, with a strong increase in the

electronics business and a significant advance in the plants in Brazil and Italy. As far as new products are concerned, Copreci launched an induction generator, with big improvements in terms of features and Embega completed the development of a new condenser for the European dryer market.



Orkli

Home Comfort had a tough, difficult year. However, sales increased by 7%. They rose by as much as 16% in control systems for boilers and domestic and gas water heaters, thanks especially to the foreign market. The Central Heating activity also strengthened its position in the European markets.

Electronics was affected by the slowdown in the sector all over the world. In spite of this, growth was in excess of 10%. In the environmental field, Fagor Electrónica achieved ISO 14001 certification, which demonstrates that the company carries out its production activities in a way

that is compatible with the environment. Internationally speaking, the company achieved QS-9000 approval for the automotive sector for its plant in Thailand.

As far as the company's business units are concerned, Semiconductors again only recorded moderate growth due to the global crisis in the sector. The unit boosted its image in Europe with the presentation at the Munich Electronics Fair of its extended range of Thyristors and started to supply semiconductors to a multinational group in the Japanese market.

Electronic Subcontracting continued to perform well, with a very significant increase in turnover. ■

José Luis Olasolo
VMCC Vice-president
Chief Executive - Components Division

In millions of euros

	2001	2002
Sales	390	422
International sales	255	266

CONSTRUCTION

With the incorporation of the Ulma Group, the turnover of the Division doubled in absolute terms compared to the previous year, although in like terms, the increase was around 10%.

In **Systems and Services**, the Orona Group ended the year with sales totalling 185 million euros, which is 20% higher than in 2001 and well above the forecasts. This strong expansion was based on both the domestic and international markets. The Group is present in 68 different countries. It is also worth highlighting that the Group maintained a high level of investment and created 200 new jobs.

An ambitious infrastructure plan was also tackled, with the refurbishment of practically all the Group's Work Centres -44 in total- and the start of the extension work on the Hernani facilities and the construction of the Orona eic Research Centre. The most important projects over the year were the Artium Museum in Vitoria, the Lawcourts in San Sebastian and the shuttle service terminal at Barcelona airport. Agreements were also signed to supply equipment for the Bilbao Exhibition Centre and Forum 2004 in Barcelona.

Urssa carried out or was awarded a number of important projects. These included: in terms of industrial buildings, the pickling, dispatch and continuous pouring facilities at the ACB steelworks in Sestao, as well as two Combined Cycle power stations in Santurce and Algeciras; in terms of urban buildings, the 22,500 tonnes of the Bilbao Exhibition Centre and the Antas Stadium in Oporto; and in terms of public

works, several bridges in Uruguay and France.

Ecotècnia focused hard on its technological development policy and the manufacture of a new highly modular 1,670 kW wind-powered generator. Work also started on the refurbishment of the



Orona

building that is going to house the company's new headquarters in Barcelona. A plant was also started up for the construction of wind-powered generator towers in Coreses (Zamora) and offices were opened in Toulouse to promote development in France.

Biurrarena continued to promote its environmental activities, with the study of recycling plants for domestic appliances. Rochman strengthened its presence in airports by means of an agreement with Fabricón. Lana recorded growth of 21% and inaugurated its new facilities in Oñati.

In spite of the general crisis, the **ULMA Group** recorded sales

totalling close to 350 million euros, which was an increase of 11% and meant a profit of 24 million euros. This was a sign of the positive performance of the Group, whose diversification strategy and focus on Total Quality continue to be its main assets. The total workforce of the Group came to 2,474 people, of whom 425 are working abroad. 162 new jobs were created in 2002.

On the international stage, four new subsidiaries were set up in Holland, Great Britain and Peru. The Group now has 20 facilities abroad and is present in 55 countries. In terms of innovation, there were significant qualitative advances, mainly with the start-up of the Packaging Technology Centre in Oñati and the ULMA Construction R&D centre in Germany.

The Group also continued to focus on developing a Management strategy based on Total Quality principles (Customer Focus, Continuous Improvement and Total Participation). This strategy took the shape of a Management Model based on the EFQM model. ■

Jesús Maiztegui

VMCC Vice-president
Chief Executive - Construction Division

In millions of euros

	2001	2002
Sales	346	725
International sales	40	151

INDUSTRIAL EQUIPMENT

Bearing in mind the general economic situation, characterised by a slowdown and strong lack of dynamism, especially in the most important markets, the performance of the companies in the Division was excellent. They increased their turnover by 23% and achieved an average rate of profitability of more than 8% over sales, with a 46% improvement compared to 2001.

Leisure-Sport had a brilliant year, with international sales accounting for 68% of total turnover and a profitability of 12% over sales. Dikar-Wingroup continued to consolidate its international project, by strengthening its positions in terms of strategic markets and customers, especially in the US. Eredu continued to develop its Enea range of design furniture, thereby consolidating its leadership in chairs and extending its presence abroad.

Orbea continued to develop international markets and networks, promoting its image as an innovative brand in terms of products and technology, due to its high technical level and capabilities, and consolidating its profitability on the basis of efficient processes and excellent service.

Components and Technical Equipment reinforced its size and potential with the incorporation of Ampo. In a year characterised by a stabilisation of the positions achieved and the preparation of new projects, there was a 29% increase in turnover, with a volume of investment of 19% over sales. Irizar continued to promote its companies, especially those abroad

and its components companies, thereby consolidating its business project. The supply of its latest PB model was extended to all markets, and the company's range and market share were increased.

Ederfil focused on optimising processes and making them more

processes, increased their number of printing presses, and maintained a good level of profitability. Alkargo consolidated its position with medium-power and dry encapsulated transformers. Coinalde promoted international development by consolidating its most strategic products.



Irizar

flexible as well as preparing the company to tackle another phase of growth. Ampo increased its turnover by 9%, with its valve business unit performing well and an important investment plan undertaken. Hertell and Urola continued to develop and become more profitable.

Industrial Services increased turnover, based on a 26% rise in international sales. Alecop strengthened its business units, by boosting sales with a 50% increase in international sales acting as the driving force.

Mondragón Graphics, with Elkar, Danona and Rotok, continued to make advances in mastering digitalisation technologies in their

Finally, Oiarso and Osatu also grew as a result of the international markets. As far as new products are concerned, Osatu got approval for and prepared a new semi-automatic defibrillator for production. This product will be the basis for the company's international expansion. ■

Iñaki Otaño
MCC Vice-president

Chief Executive - Industrial Equipment Division

In millions of euros

	2001	2002
Sales	453	557
International sales	290	367

HOUSEHOLD

In spite of the poor expectations and uncertainty at the start of the year, with a general fall in the demand for consumer goods, this Division had a satisfactory year that was not free from complications. A 3% increase in sales was recorded, with a significant improvement in profitability. As far as quality is concerned, Fagor Minidomésticos obtained the Silver Q award.

In **Domestic Appliances**, in a difficult climate that was not very conducive towards a reactivation in consumer spending, the sales figures were repeated in the domestic market and there was a 6.3% increase in the international market, where sales accounted for 44% of total sales. The total workforce of the Grouping at the end of the year was 6,179 people, with the creation of 157 new jobs.

A series of measures avoided the effects of clearly adverse situation. The rapid construction of the new warehouse in Vitoria had a direct effect on improving distribution costs. Investments were made in Argentina to substantially reduce the effects of the crisis. The reconversion in recent years of the refrigeration and electric water heaters plants has made it possible to tackle the constant increase in costs.

In Spain, Fagor Electrodomésticos continued to be the indisputable leader in unit sales, with a 22.5% market share, with three of its four brands -Fagor, Edesa and Aspes-, among the top five in the sector. The Fagor brand was consolidated as the leading brand in terms of units sold and turnover.

Other aspects worth highlighting were the start up of i-business with suppliers and the two-year warranty implemented by Fagor, in anticipation of the new European regulations.

In the international area; the Shanghai Minidomésticos Cookware



Danona

joint venture was inaugurated in China. It is equipped to manufacture a million pressure cookers a year. The new washing machine assembly line was inaugurated at the Wrozamet plant for the assembly of 66,000 units a year. The company also achieved leadership in the Polish cooker market. In Morocco, Fagor performed well with a 35% market share in refrigeration, 42% in water heaters and 23% in washing machines. It is also worth stressing the collaboration with Elco-Brandt, in the form of a 10% holding and an industrial partnership agreement that in 2002 led to the mutual exchange of 203,672 products worth close

to 35 million euros, together with close collaboration in purchasing management.

Domusa, a co-operative engaged in the manufacture of individual boilers also performed very well, with a 28.4% increase in sales and a 31% increase in exports.

In **Furniture**, it was an especially tough year for Danona and Coinma, with a slight reduction in sales due to the general fall in the market, both at home and abroad. However, abroad there were also very positive advances in the performance of the joint-venture in India, the collaboration agreement signed in Mexico and opening of stores in London, in an attempt to promote a direct sales presence in England.

In **Commercial Equipment**, Fagor Industrial performed well, with a solid market position, a 15% increase in turnover and the consolidation of its plants located in Cordoba, Catalonia and France. Kide, in a tough year for the sector, managed to increase exports by 8%. The company also set up a business unit to manufacture doors for cold stores and incorporated new ranges and new materials in its catalogues. ■

Fernando Gómez-Acedo

VMCC Vice-president
Chief Executive – Household Goods Division

In millions of euros

	2001	2002
Sales	1,049	1,080
International sales	439	463

ENGINEERING AND CAPITAL GOODS

In a negative year all over the world for the sector, the Division also saw a significant brake put on its business growth, with a fall of more than 6% compared to the previous year. However, international sales performed quite well with a 13% increase and, although it was a difficult year, there was sufficient profitability to complete the investment process started in 2000.

Automation and Control suffered the consequences of a domestic market clearly in recession, but managed to maintain its positions on the international stage, with significant growth in China and Southeast Asia. In terms of technology, work continued on new product development and the "Aotek" Research Centre was set up for medium- to long-term product and technology development.

Forming Machinery, with a strong presence in the automotive and domestic appliance sectors, was affected by the slowdown in the investment policy in these sectors, falling back in the domestic market and with exports rising by 17%. On the international stage, the expansion of Mondragón Assembly stands out, with new factories set up in Germany and Mexico. The company's new headquarters and facilities were also inaugurated in Aretxabaleta.

As far as new product development was concerned, a new approach was adopted and "Koniker" was set up as a specialist research centre. It is located in the Garaia Innovation Park and will provide services in the stamping, assembly and casting sectors.

The Grouping's list of customers continues to be long and of high quality. In the automotive sector it includes Ford/Volvo, Volkswagen/Seat, Renault, DaimlerChrysler, PSA Group, Opel/GM, BMW, Honda and Saipa (Iran), as well as the megasuppliers Magna, Tower, Johnson Control, Benteler, Gestamp,



Fagor Arrasate

Tenneco, GKN, Valeo and Oxford. In the domestic appliance sector the list includes General Electric/Mabe, Whirlpool/Fadsa, Electrolux, Bosch-Siemens, Maytag and Fagor. In the iron and steel industry it includes Thyssen Krup, Aceralia/Arcelor, British Steel, Eko Stahl, Acerinox, Bamesa and Namasco.

Engineering and Consulting moderated its rates of growth with a 12% increase over the previous year. This was a good figure compared to the sector as a whole in what was a difficult year.

In organisational terms, significant changes took place with a number of business units transferred between the companies in the

Grouping. LKS now groups together the Consultancy, Law and Information and Communications Technologies (ICTs) business units, focused on management. LKS is now point of reference comparable to the multinationals in the sector. MSI incorporated the Engineering Systems business units in Automation, Control and Communications, and will offer services to Mechanical, Iron and Steel and Transport Engineering companies.

The new sheet metal **Forming and Assembly** Grouping was set up at the end of the year. It is made up of Batz and Matrici, a company that has rejoined the MCC, and is set to be a market leader in the European automotive sector. Both companies will continue to operate as two separate co-operative enterprises, as part of a joint project enabling them to offer customers "the complete car" as far as formed sheet metal and subsequent seaming and assembly systems are concerned. ■

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

In millions of euros

	2001	2002
Sales	313	292
International sales	138	156

MACHINE TOOLS

In a complicated year, with a significant fall in activity in the machine tool sector, the overall turnover of the Division increased by 15%, with a considerable 27% increase in international sales.

Machine Tools recorded an 18% increase in turnover, in contrast to an average fall of 8% in the sector in Spain. However, the performance of orders was clearly negative, with a 23% drop for the year as a whole and the order books standing at just above 50 million euros at the end of the year. This was 30 million less than in 2001 and confirmed the downturn initiated in September of that year.

In addition to the order books being at a low level, a climate of uncertainty also prevailed, with little or no investment, especially in the automotive sector. This, together with an increasing fall in margins due to the effect of inflation and the gradual revaluation of the euro against the dollar and the yen, meant the loss of competitiveness compared to the leading European manufacturers in Germany and France, as well as Japanese manufacturers.

In terms of orders won, in 2002 the main markets for the Danobat Group were: Italy (22%) which led the ranking for the first time, followed by Germany (14%), France (12%), China (9%) and United States (7%). Internationally, there were two events that stood out for their strategic importance: the takeover of the German company Overbeck by Danobat and the technology agreement signed by Goiti with the Italian firm Prima Industrie.

Overbeck is located in Herborn close to Frankfurt and is engaged in the manufacture of cylindrical grinders, specialising in interior grinding. The company offers products complementary to those of Danobat. The takeover will help to promote the brand image of the Group in a key market like the



Danobat

German one, by providing greater access to the German decision-making centres and their area of influence in Eastern Europe. Internally, it will provide synergies in purchasing, customer service, R&D and the commercial range.

The agreement between Goiti and Prima Industrie covers the joint development of a combined laser and punching machine, which will be sold all over the world through the Danobat Goiti network with the support of Prima Industrie's marketing organisation. The Italian firm is a leader in high technology laser systems for industrial applications. The aim is to achieve long-term collaboration

between the two companies, which have totally complementary product lines.

Woodwork Machinery, Tooling and Fixtures had a difficult year. The turnover recorded was slightly up on the previous year, profitability was modest and there was a 6% fall in orders, so the prospects for 2003 are not too favourable either.

Among the more positive aspects, Egurko, Ortza and Doiki worked together to increase their global purchasing via Rumania. Doiki performed well in the sale of systems to control the quality of parts. Latz did well in terms of their hard metal sales and Zubiola posted acceptable results taking the problems of the sector into account. ■

Antonio Echeverría
MCC Vice-president

Chief Executive - Machine Tools Division

In millions of euros

	2001	2002
Sales	164	189
International sales	103	131

Distribution Group

Distribution Group

2002 did not see the recovery forecast in the economic cycle. In fact from the spring onwards there was a slowdown that affected consumer spending, although the positive performance of employment prevented a sharper fall.

As regards regulations, restrictions on the opening of new stores in most of the Autonomous Communities continued to be applied.

In the distribution sector, an unstoppable amount of concentration has taken place in recent years all over the world, but especially in Europe. Companies have therefore continued to focus their efforts on establishing agreements and alliances of all types, to be more competitive in the market and in relation to suppliers.

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 2002 mention should be made of the sale at the larger stores of cars of many different makes together with products associated with the purchase of a vehicle (valuation, financing, insurance, etc.). Other products were also developed like Ociofacil, to buy holidays automatically on a self-service basis, Shopper 24 hours, the extension of the range of financial services, tele-shopping and the customer service phone line.

Work also continued on the process of refurbishing supermarkets and self-service outlets, whilst the search for new solutions was the main task



Eroski

of the hypermarkets last year, with new features incorporated together with new product ranges.

Mention should be made of the ISO 9001:2000 certification awarded to Viajes Eroski by AENOR, both for holidays and business trips. The Eroski Group's General Goods Depot was awarded the Silver Q prize, after having achieved more than 400 points in an assessment based on the EFQM management model.

Consumer information has always been an objective of the activities of the Eroski Group. In 2002, the Consumer magazine continued to be published on a monthly basis, with a circulation of 370,000 free copies. The magazine is also available in four languages on the Internet. Two specialist guides were also published. One on food safety and the other dealing with pets.

Consumer education schools were also set up at the sales outlets. The school dealing with information about the educational characteristics of toys stands out together with the environmental

awareness campaign entitled "Recycle your Habits".

Profitability. In order to improve in organisational terms and increase profitability, in 2002 a lot of effort was focused on homogenising and integrating the functional systems, bearing in mind the complexity of the Group. A number of cost reductions were achieved, which will certainly be increased in the future.

The incursion made into new business segments like the sale of cars, the offer of financial products and the sale of glasses and contact lenses as well as the opening of new petrol stations, shops specialising in sport and leisure, and perfume stores, has led to diversification and the achievement of higher sales margins than those normally obtained with food products.

However, advances also continued to be made in the Group's traditional business, with significant investment in new outlets and an 11% increase in total annual profits.

Internationalisation. Although it mainly operates in Spain, the Distribution Group also operates 3 hypermarkets and a chain of 19 supermarkets in France through its subsidiary Sofides.

In 2002, the most important aspect in international terms was the alliance agreement signed with the French group Les Mosquetaires (Intermarché). This will provide an opportunity to improve purchasing capacity and opens up the possibility of extending collaboration on an international scale in the long-term.

Development. In line with its strategy for expansion, the Eroski Group also continued to invest in 2002, with a total net investment of 274 million euros, with gross investment accounting for double this amount before discounting the disinvestment. The investment was earmarked for the expansion of the store chain, in all its formats, with 193 new stores, of which 7 were new hypermarkets. This increase in the number of stores led to the creation of 1,878 new jobs.

To finance this investment process in which the Group is immersed, in 2002 an issue of Subordinate Financial Contributions was launched, which were very successful with investors. A number of non-strategic assets were also disposed off, freeing financial resources for use in the expansion process.

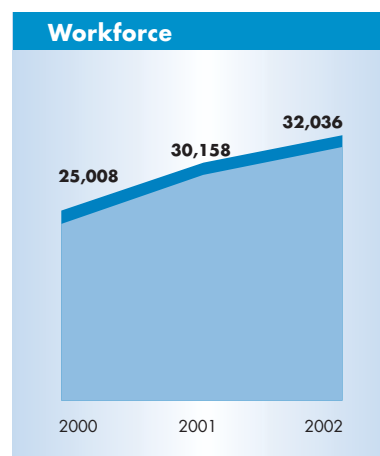
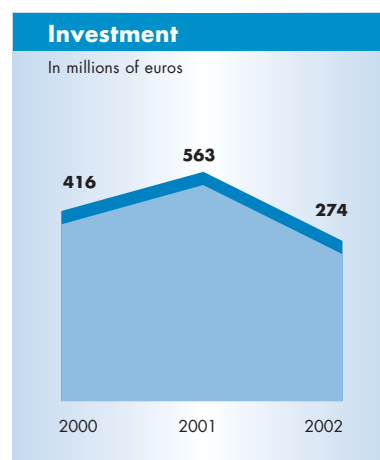
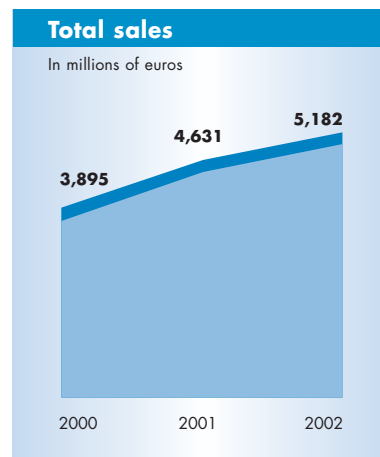
Social Responsibility. In 2002, the Eroski Group Foundation signed or renewed collaboration agreements with the following NGOs and social bodies: Intermon-Oxfam, Red Cross, Unicef, Doctors Beyond Frontiers, Acnur and Friends of the

Earth. The Eroski Group has also signed the United Nations Global Compact to promote fundamental values in the fields of human rights, labour regulations and the environment.

Among the supportive actions promoted by the Foundation, the II Fairtrade Fortnight stands out. Funding was also provided for a number of international co-operation projects, with economic support for projects in developing countries. Among the 100 NGOs applying for funds, the Eroski Group Foundation provided funding for the projects presented by the Vicente Ferrer Foundation, the Inter Red Foundation and Setem Catalonia.

A collaboration agreement was also signed with the Spanish federation of Municipalities for collaboration in the promotion of public health in the municipal environment, within the framework of the Spanish Network of Healthy Cities, in line with the content and principles of the WHO's Healthy Cities project. ■

Constan Dacosta
MCC Vice-president
Chief Executive - Distribution Group



EROSKI GROUP

2002 was a year of important business decisions for the Eroski Group. Among these the following stand out for their unquestionable importance in the future: the success on the capital markets of the “Eroski Subordinate Financial Contributions” and the alliance (ALIDIS) set up with the French group Les Mosquetaires-Intermarché, the second most important retail group in France.

The applications for the “Eroski Contributions” were double the 60 million euros issued initially. It was therefore necessary to use the pro rata system to finally establish the amounts contracted by investors. The final figure for the first issue was 90 million euros. These contributions are an instrument offering access to the open investment market and an audacious innovation for a group like ours, which is essentially collective and private in terms of its equity structure. In short, they have increased the economic resources available for the expansion strategy we are committed to, provided us with more soundness and a greater autonomous capacity for growth.

The alliance with Les Mosquetaires led to the set up of a company on a 50-50 basis, with a unique structure for the joint purchasing of basis products in Spain and in the international markets. The company, presided over by the Eroski Group, has its headquarters in Geneva.

The agreement also covers the joint development of own-brand



Eroski

product ranges, the start up of a joint import structure outside the European Union, the joint use of logistics platforms, the exchange of experiences, and Intermarché taking advantage of the Eroski Group’s Purchasing Centre in Spain. The project is open to other operators with similar values and objectives, characterised by their autonomy in terms of companies with stock market capital and the involvement of people in company management.

The total sales of the two groups were in excess of 41,500 million euros in 2002, placing them in third place in the European retail ranking. Les Mosquetaires consists of 2,700 independent managers and 112,00 workers, and operates in eight European countries. The Eroski Group operates in Spain and the south of France, has 29,013 workers, of

which 13,079 are worker-owners. As far as new business is concerned, the Eroski Group opened the first outlet for the sale of cars at its Bilbondo Shopping Centre facilities under the MultiAuto name. This outlet will sell cars of many different makes together with associated products like financing, vehicle valuation, insurance, etc. The Group’s Financial Product Outlets in Madrid, Bilbao, Abadiño and Pamplona extended their offer to include savings products, both current accounts and term deposits, to complete the offer that previously had focused on personal and mortgage loans.

Special mention should be made of the consolidation of the perfume store project, with the takeover of the Nivel 10 chain from Alicante, which is well established in south-east Spain

and the takeover of the Dyper chain from Aragon in early 2003. The project now has 131 perfume stores and a team of 800 people and is the leading group in the sector with one hundred percent Spanish capital.

As far as quality is concerned, the Silver Q for Management Excellence was awarded to the Group's General Goods Depot in Elorrio. The depot scored more than 400 points in an EFQM assessment carried out by experts from different companies and coordinated by Euskalit, the Basque Foundation for the Promotion of Quality Management. The award recognises the participation and teamwork of the Centre's 400 worker-owners, continuous improvement in processes, collaboration with suppliers and respect for the environment.

As in previous years, social concerns continued to have a specific weight in the Group's activities: For the second consecutive year, more than fifty Spanish NGOs rated the Eroski Group as the most supportive company thanks to its programmes in favour of the integration of the underprivileged. Also for the second consecutive year, the Group was recognised as the best perceived Spanish company for its social actions, according to a ranking prepared by the Fundación Empresa y Sociedad.

These social actions were organised by the Eroski Group Foundation, which has more than 516,000 members all over Spain, and had 528,000 people participating in the activities organised. Among these the following stand out: the selection of and financial support for three international co-operation projects for development; the signing of the United Nations Global Compact; the organisation of the II Fairtrade Fortnight at Eroski hypermarkets all over Spain; the XII National Food Collection Campaign for needy families organised in collaboration with the Spanish Food Bank; the campaign run with Unicef to promote schooling in Bolivia; the participation, together with the NGO Entreculturas, in the world education information campaign; the collaboration agreement signed with Doctors beyond Frontiers to support initiatives based on solidarity and, finally, the scientific research grants offered to higher university graduates.

In the environmental field, the first Environmental Report was drawn up, in accordance with the Group's extensive experience in making consumers more environmentally aware. An information campaign was run to promote this awareness under the title "Recycle your habits" together with an information campaign on organic products. ■



Auzo Lagun

Residential Homes for the Elderly. Its aim is to offer all the social and health care services required by the elderly, with the maximum level of professionalism and quality.

Internally, Basic Units for Health at Work were set up and the level of satisfaction of all the people working in the cluster's co-operatives was assessed. There were significant advances in both areas. ■

This Agricultural-Food cluster recorded a 23% increase in turnover in 2002, confirming its positive performance over the last few years.

The most important events during the year were the inauguration of Miba's new production plant for animal feeds in Etxebarria in the province of Bizkaia and the start

up of Multifood S. Coop, for the production of ready-prepared food.

In terms of new activities, mention should be made of the creation of GSR (Gestión de Servicios Residenciales S. Coop.), a business project promoted by the MCC and Auzo Lagun, aimed at the integrated management of

**Research, Training
and Education**

Research

IKERLAN

This Technology Centre, specialising in integrated product development, obtained income totalling 13.7 million euros in 2002, of which 8.3 million euros came from R&D projects contracted with companies and 4.4 million from generic and strategic research projects. The average workforce over the year was 181 researchers and engineers, in addition to 41 scholarship holders, grouped into the following operational areas: Product Development, Design and Production Processes and Energy.

The extension and remodelling work on the Mondragón facilities was completed on schedule at a cost of 5.2 million euros. The work included the building of a clean room for the microsystems activity. Funding included aid from the European regional Development Fund (ERDF) and the MCC Foundation, in which Caja Laboral is the main collaborating body.



Ikerlan

As part of the Science and Technology Plan organised by the MCC, Ikerlan is participating in seven projects, among which those dealing with wireless technologies, microsystems and fuel cells stand out. At the European level, a lot of effort was put into establishing the centre's concerning the European Union's VI Framework Programme on technological research and development.

In this regard, mention should be made of the European Commission's Aware Project, in which Ikerlan is participating together with the MCC and other bodies from the Basque Country, North Rhine-Westphalia in Germany, Tempere in Finland and Norway. Its aim is to design a joint R&D plan for wireless technologies, in application of article 169 of the European Regions, covering the strengthening the European Research Area as

far as technologies for the Information Society are concerned, in terms of wireless technology,

Ikerlan also participated in the creation of CIDAE, Active Distribution and Electrotechnology Research Centre, as a University Research Institute, together with the University of Mondragón, the Labein Foundation, the MCC Engineering and Consulting and Systems and Services Clusters, Cegasa and the Ormazabal Group. ■

IDEKO

Jdeko, a Technology Centre specialising in Machine Tools, continued to promote innovation in the sector, by carrying out joint projects and consolidating multi-disciplinary teams. Internationally, the centre collaborated with recognised centres of excellence like WZL in Aachen or CRF in Turin, in technologies with a high impact on the environment, with the integrated control of machining processes and systems and ecological machining processes standing out. On the academic side, four new doctoral theses were launched together with several projects with the University of Mondragón, the Bilbao Engineering School and the University of Navarra.

The most representative projects with companies were: "Development and implementation of an advanced monitoring system on a Soraluze SV 6000 milling machine", for the demanding German market; "Development of a Danobat grinding machine for broaches" including software with direct calculation, which is already being sold on the market; and "Development of a system for measuring and automatically offsetting the bending angle" for a Goiti press brake, which is in the marketing phase.

The centre also led four important initiatives. Within the MCC, the "High Performance Transformation and "Design of Robust and Reliable Products" projects. In the Basque Autonomous Community, the Aefar project dealing with

High Performance Manufacturing, which co-ordinates the work of the Basque Science and Technology Network in this field. In Spain, the Spanish Network of Excellence on High Performance Machining and in Europe, the establishment of the European Network of Excellence in Machining for the VI Framework Programme.

In 2002, Ideko posted an income of 4.7 million euros, of which 64% corresponded to contracted research projects and the remainder to strategic and pre-competitive research projects. These targets were met thanks to the work and effort of 92 researchers and 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; development and manufacture of injection moulds; industrialisation of parts and

research into new technologies applicable to its area of work. In 2002, MTC ended the year with income totalling 6 million euros and a workforce of 103 people, mainly senior engineers and technicians. The centre also had 19 scholarship holders. ■

MIK

2002 was the first year of operation for this Business and Organisational Management Research Centre. The centre ended the year with a staff of nine people and an income of 544,000 euros. The plans are to double both these figures in 2003.

The most important events during the year were as follows: the awarding by the Basque Government of the Conex Programme, for strategic research in the business management field; and, at the European level, activities resulting in road maps like Companion and Coconet, in "integrated projects" and "networks of excellence". ■

MODUTEK

Modutek is engaged in the development of modules and systems, using modern CAD equipment. Its work combines the know-how of the MCC's Technology Centres, the resources of the University of Mondragón and the industrial experience of the MCC's Automotive Division. Batz, Cikautxo, Maier and the MCC Foundation are all partners

in the project, which had a staff of 30 people at the end of 2002. With the start up of a number of projects related to different areas in the automotive sector, the centre is consolidating its activities with clients and shaping its future strategy, in line with that of the Automotive Division. ■

ORONA eic

Within the framework of its new business project, and in line with the strategic importance given to innovation, Orona decided to include a Corporate Technological Innovation Area in its new organisation. The aim was to ensure competitive products and technologies for the Group in a highly concentrated market, dominated by the multinationals. In 2002, a new short-term R&D unit was set up together with a new advanced unit, Orona eic (Elevator Innovation Centre), for technological research and product development in the Elevator sector.

Set up as a Service Co-operative, Orona eic has Ikerlan and the University of Mondragón as its partners, with whom a multi-annual agreement has been signed. It has also joined the Basque Network of Science and Technology, and aims to employ 45 engineers and technicians by the end of 2003. ■

AOTEK

Promoted by Fagor Automation, this Technology Centre specialising in Automation and Optics, aims to satisfy the demands for increases in productivity required of modern manufacturing processes –faster, more precise and more flexible machines-, using automation and control technologies and applying optical technology to very high precision and resolution measuring elements.

The main aim of Aotek is to achieve a higher technological level, by means of researchers specialising in pre-competitive development and the search for technology. At the end of 2002, the centre had 25 highly qualified researchers, with plans to double this figure in two years. ■

GARAIA INNOVATION PARK

The aim of this ambitious project is to create an area of excellence for innovation and technology, combining the efforts of the University, the company technology centres set up and companies themselves. At the end of 2002, nearly all the land had been purchased (430,000 m²). The plans are for the building work to start in the middle of 2003.

Meanwhile, in the new Garaia campus area, MIK, the Management Research Centre, started its activities in 2002 and another two company centres were set up: Edertek, the Advanced Materials Centre, led by Fagor Ederlan, and Koniker, the Forming Centre led by Fagor Arrasate. A number of university research laboratories, belonging to the University of Mondragón, also carried out their activities. In total, by the end of the year, 70 people were working at the Garaia Innovation Park. ■

Training and Education

UNIVERSITY OF MONDRAGON

In 2002, the University of Mondragón continued to make advances in its consolidation and development strategy characterised mainly by its new educational model, local development and a new university campus concept.

Its educational model, in the shape of the Mendeberry Project, has meant a re-engineering of the teaching-learning process. In addition to technical skills, it aims to develop competencies and values for the integrated training and education of the individual. It is also a multi-lingual model, focusing on the new information and communications technologies. The first three pilot experiences were started with three degree courses in academic year 2002/2003.

Local development consists of a system of relations which, taking the educational system as the focal point, aims to involve local companies and institutions, ensuring access for all social levels, the combination of study and work, the development of Research and In-service Training, and have an effect on promotion and development in the area.

On the basis of this focus, the new Higher Polytechnic School campus in Ordizia was set up, as a result of an agreement signed with the Goierri Goi Maila Eskola. Agreements were also signed with Lea Artibai Ikastetxea and Gestio Eskola to start in academic year 2002/2003 a Mechanical



University of Mondragón

Technical Engineering course specialising in Polymers in Markina and a Degree in Business Administration and Management in Elgoibar.

The model has also developed a new university campus concept that is open and interrelated with companies and integrated in society. This has led to the University of Mondragón's direct involvement in the creation of the Garaia Innovation Park, by contributing to the "generation of knowledge" by getting the University, companies and Research Centres to work together. In this regard, mention should be made of the setting up of the Cidae Research Institute in which Ikerlan and Labein are taking part as technological partners, together with a number of companies from the electrical sector and the MCC.

Collaboration is now well established with Technology

Centres such as Ideko, Ikerlan and Inasmet. Joint activities are carried out in Machine Tools, Casting Processes, Electronic Control and Power Electronics, Information Systems, Design and Mechanical Engineering, and key processes are innovated in companies for the design and industrialisation of products and production processes.

There was also collaboration with companies that are strongly committed to innovation: with Fagor Arrasate to set up the Koniker Forming Centre; with Orona to consolidate its EIC Centre; with Ulma Packaging for collaboration in the development of its R&D Centre and with the CHP Grouping to channel innovation requirements through Edertek.

All this, together with the increase in the number of degree courses offered, with two new ones started in academic year 2001/02 in

Telecommunications Engineering –Telematics and Telecommunication Systems-, and the Management Secretary course initiated in September 2002, meant that the number of students increased again. The total number went from 3,375 in academic year 2001/02 to 3,563 in 2002/03, not including the postgraduate students. The total increase was 6%.

There was also an increase in the number of postgraduate courses offered. New masters and university expert courses were set up in science-technology, management, industrial management, humanities applied to business and education. 23 courses were offered during academic year 2002/03.

Finally, as far as research and internationalisation projects are concerned, with more and more students taking part in academic exchange programmes, these continue to be two of the basic elements in the development of the University. ■

OTHER EDUCATION AND TRAINING CENTRES

During the academic year 2001-2002, the **Politeknika Ikastegia Txorierrri** had 380 students within the state system. 34 vocational and in-service training courses were



given, attended by 413 people. In the area of the new technologies two training courses via the Internet were designed and a number of Extranet services were established to improve access to job offers and training courses for companies. In the international area, fourteen students went to work in companies in England, France and Northern Ireland, as part of the European Leonardo Programme.

Lea Artibai Ikastetxea signed an agreement with the University of Mondragón to start first level Mechanical Engineering courses specialising in Polymers. The school also legalised the Azaro

Foundation and regulated everything related to R&D activities, Company Projects and Technical Services. It also approved its new organisational model, which will serve as the framework for the development of teaching activities over the next few years.

CIM (Centro de Idiomas Mondragón) met the demand for language learning for 3,368 students: 1,263 as part of the activities of its Academic Division, 955 through its Business Division, 600 at the Bai&By Centre in Vitoria and 550 at Bai&By in San Sebastian.

In 2002 **Arizmendi** culminated the merger process involving its four co-operatives, which will be endorsed at the start of 2003. In the new technology area, the number of classrooms on line was increased and training plans were established to master the ICTs. At the European level, Arinsup was set up. This is an Economic Interest Grouping set up with the Insup Institute from Aquitaine, to carry out an Interreg III joint collaboration project for the configuration of an educational server and the training of personnel and companies in the methodology involved in its use. ■

MANAGEMENT TRAINING

For the first time in 2002, Otalora, the Co-operative and Business Training Centre ran a Conversational Skills Development Programme in its Management Development Unit. 15 co-operative managers took part over the 9 months or 2,400 hours that the programme lasted. A High Performance Team Development Programme was also organised for Fagor Ederlan, with the participation of 70 people. The duration was 5,600 hours.

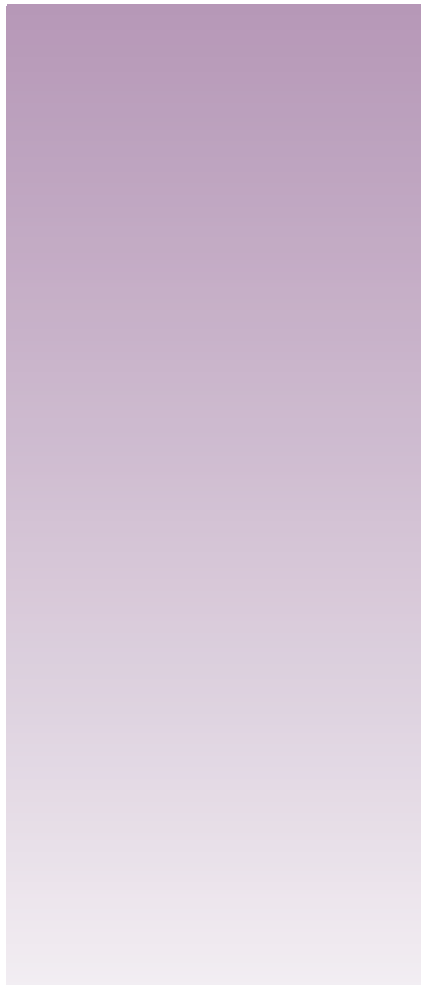
As in previous years, the 16th edition of the Masters in Co-operative Enterprise Management was held with 19 participants and the academic backing of the Business Science Faculty of the University of Mondragón. The duration of the course was 510 hours. An Advanced Distribution Company Management course was also held for 16 people, with a duration of 200 hours.

In the field of Co-operative Training, two "lkas" postgraduate courses were given for 32 postgraduates who had recently joined the co-operatives. Work continued on the application of the "Ordezkarri XXI" Social Body Development System for Governing Councils, used by 99 council members and 10 seminars were given for Social Council members. As for the "Bazkide XXI" model for new co-operative members, it was applied in 36 Co-operatives and had 1,383 participants.

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 1,050 people from all over the world visiting Otalora to find out about the Mondragón Co-operative Movement in situ. ■

MONE, the Mondragón Business School, engaged in management training and development, was set up in 2002 by the University of Mondragón, LKS and the MCC. It offers the following: Masters and advanced courses, Company Training and Management Development, on the basis of courses and seminars.

Among the activities carried out during its first year, the following stand out: the organisation of an Advanced Leadership Course for the Confederation of Farming Co-operatives, held in Madrid and organised by LKS; the start up of its star MBA-Executive programme, given at the school's facilities in Oñati; the expert course in project Management given by the University of Mondragón's Higher Polytechnic School and a special course on Banking and the Stock Exchange given by the University of Mondragón's Business Science Faculty. ■



Financial Statements and Trading Account
Organisational Structure
Company and Management Bodies



MCC Financial Statements and Trading Account as at 31-12-02

This part of the Annual Report offers an overall view of the Mondragón Corporación Cooperativa, by presenting the Corporation's financial statements and trading account for the end of 2002. Likewise, a comparison of these figures with those for the previous year shows year-on-year developments.

The information given refers to the integrated Balance Sheets for companies that make up the 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 31.12.02 showed a total volume of assets under administration of 15,337 million euros, an increase of 1,200 million euros over the year, which is

8.5% in percentage terms. The incorporation of Ampo, Ecenarro and the Ulma Group last year contributed to the increase.

Balance Sheet of Mondragón Corporación Cooperativa

(After Distribution of Net Surplus)

(millions of euros)

HEADING	31.12.01		31.12.02		Annual Variation	
	Amount	% distr.	Amount	% distr.	Amount	%
Assets						
Fixed	3,466	24.5	3,772	24.6	306	8.8
Current	10,671	75.5	11,565	75.4	894	8.4
Total Assets	14,137	100.0	15,337	100.0	1,200	8.5
Liabilities						
Equity	2,688	19.0	3,102	20.2	414	15.4
External Partners	159	1.1	128	0.8	-31	-19.5
Long term creditors	1,728	12.3	2,182	14.3	454	26.3
Short term creditors	9,562	67.6	9,925	64.7	363	3.8
Total Liabilities	14,137	100.0	15,337	100.0	1,200	8.5

The Group that contributed most to this growth was the Financial Group, whose balance, after the adjustments made to consolidate the asset and liability balances of the cooperatives in Caja Laboral, increased by 641 million euros, due to the increase in savings attracted and loans granted to

clients by the financial institution.

The most outstanding features of each heading of the balance sheet of the Mondragón Corporación Cooperativa as at 31.12.02 are detailed below:

Fixed Assets

At the end of 2002, the MCC's fixed assets totalled 3,772 million euros, after having increased by 306 million euros (8.8%) during the year.

Total net investment made during the year accounted for 683 million euros, which was 22% lower than the previous year, due to the disinvestment that has taken place in the Distribution Group. Depreciations applied in 2002 rose to 377 million euros, which is 23% more than the figure recorded in 2001.

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 (894 million euros), which was 8.4% in relative terms.

71% of this increase came from the Financial Group, and was mainly due to Caja Laboral's bank investment, with the loans granted to clients heading having increased the most, with a rise of 829 million euros, mainly in the mortgage loan area.

In terms of growth, this Group was followed by the Industrial Group, which recorded an annual increase of 335 million euros, due to an increase in turnover and the incorporation of the co-operatives mentioned above.

On the other hand, the Distribution Group saw its current assets fall by 76 million euros, as a result of the greater acceleration achieved in stock management and debtor accounts.

Equity

The MCC's Equity totalled 3,102 million euros at the end of the year, with Share Capital accounting for 1,553 million euros and Reserves for the remaining 1,549 million euros.

During the year Equity was considerably strengthened, with an increase of 414 million euros (15.4%). 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, and the issue of the subordinate financial contributions by the Eroski Group, which accounted for 90 million euros.

The most significant contribution to the aforementioned increase came from the Industrial Group, which increased its consolidated equity by 269 million euros, 65% 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 the 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 128 million euros at 31.12.02, a fall of 19% over the year.

Long-term liabilities

The balance of MCC funding from third parties with a period of maturity of more than one year underwent growth of 454 million euros (26%) in 2002, to total 2,182 million euros at the end of the year.

The leading role in this increase was played by the Financial Group, which was responsible for 75% of the increase. This was due to the considerable increase in Caja Laboral's term deposits, in a context of falling interest rates and an increase in the aversion to risk on the part of savers, as a result of the persistently poor performance of variable income securities.

Short-term liabilities

This balance sheet heading increased moderately by 363 million euros (3.8%) during 2002. In the Financial Group, the preference of savers for long-term deposits limited the increase in sight accounts and short-term deposits. In the Industrial Group, there was a 17% increase in short-term liabilities, in line with the expansion in turnover, bearing in mind the incorporation of the new companies.

In the Distribution Group, short-term liabilities fell by 4.3%, as resources were obtained through other channels, mainly through disinvestment and the issue of the subordinate financial contributions.

It should also be mentioned that, in addition to traditional savings, Caja Laboral registered an increase in the 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 2,136 million euros at the end of 2002, which is 2.8% higher than in 2001.

VALUE ADDED

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

Value added generated by Mondragón Corporación Cooperativa

(millions of euros)

HEADING	2001		2002		Annual Variation	
	Amount	% distr.	Amount	% distr.	Amount	%.
Value Added	2,089	100.0	2,421	100.0	332	15.9
Personnel costs	(1,222)	(58.5)	(1,413)	(58.4)	191	15.6
Internal Yield	867	41.5	1,008	41.6	141	16.3
Financial Costs	(256)	(12.2)	(251)	(10.3)	(5)	(2.0)
Cash flow	611	29.3	757	31.3	146	23.9
Depreciations	(307)	(14.7)	(377)	(15.6)	70	22.8
Operating Profit	304	14.6	380	15.7	76	25.0
Transfers and other income	31	1.5	(10)	(0.4)	(41)	(132.3)
Surplus on year	335	16.1	370	15.3	35	10.4

The overall Value Added generated by the MCC in 2002 increased by 15.9% to total 2,421 million euros.

The biggest part of this Value Added was generated by the Industrial Group, which with 1,236 million euros accounted for 51% of the total. It was followed by the Distribution Group with 32%, with the remaining 17% corresponding to the Financial Group.

Personnel Costs rose by 15.6%, due to the considerable amount of job creation in the MCC. Wages accounted for 58.4% of the Value Added generated, which was a tenth of a point lower than the previous year.

Financial Costs accounted for 251 million euros, which was slightly lower than in 2001, as a result of the improvement in the financial structure of the Industrial and Distribution Groups and the downward trend in interest rates.

The depreciations applied by the MCC in 2002 totalled 377 million euros, with year-on-year growth of 23%, as a result of the high level of investment. The Industrial Group accounts for the most depreciations (190 million euros, 50% of the total), followed very closely by the Distribution Group (169 million euros, 45% of the total).

After all the expenses have been deducted, a Trading Profit of 380 million euros was achieved, which was 25% higher than in 2001.

Non-trading income consists mainly of transfers to provisions, profits attributable to external partners and extraordinary results. The figure for 2002 came to -10 million euros, compared to 31 million euros in 2001.

Therefore, the Final Surplus on the year totalled 370 million euros, which is an increase of 10.4% compared to the figure recorded in 2001.

The following table briefly summarises how this Surplus has been distributed, compared with 2001.

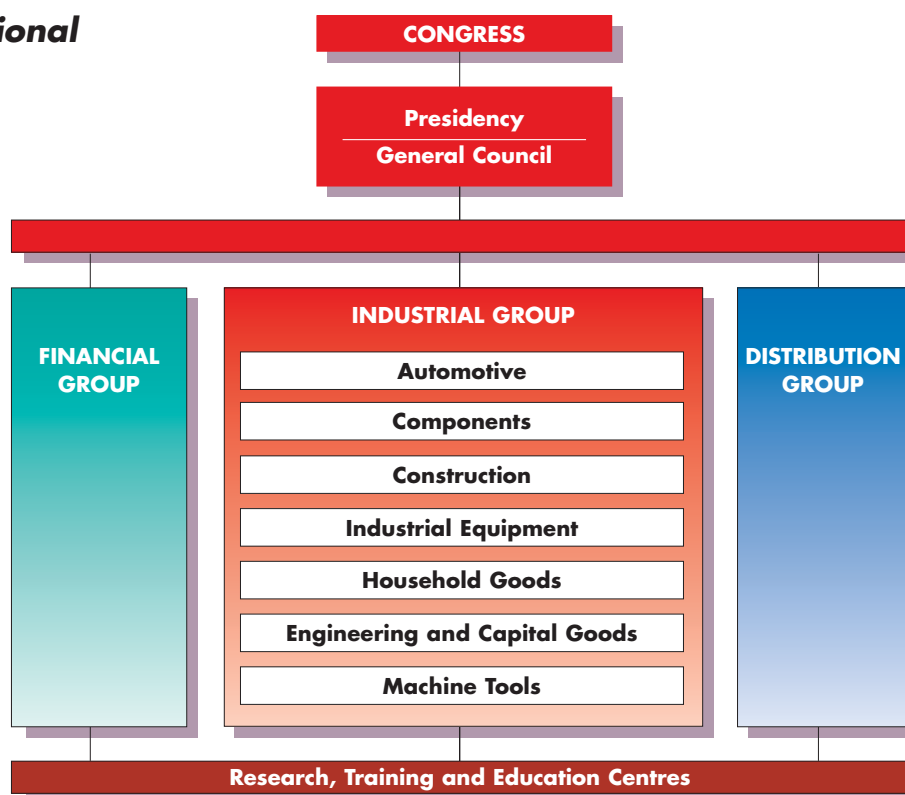
Distribution of Mondragón Corporación Cooperativa Surplus

(in millions of euros)

HEADING	31.12.01		31.12.02	
	Amount	% distr.	Amount	% distr.
Company Tax	28	8.4	20	5.4
Education and Coop. Prom. Fund	27	8.0	38	10.3
Interest on Cap. Contr. and Monet. Divds.	75	22.4	101	27.3
Capitalised Profit	205	61.2	211	57.0
Total Surplus on Year	335	100.0	370	100.0

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

Organisational Structure



Social and Management Bodies

STANDING COMMITTEE OF THE CONGRESS		GENERAL COUNCIL	
President:	Otaegui, Juan M ^º	President:	Catania, Jesús
Vice-president:	Salegui, Francisco	Vice-president:	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
Members:	Alústiza, José Antonio Alvarez, Santiago Andrés, José Luis Ansoategui, Juan José 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 Trancho Alberto Villaescusa, Emilio	Officers:	Gárate, José Ignacio Gisasola, José M ^º Herrasti, Jesús M ^º Laspiur, Miguel Angel Uzkudun, Juan M ^º
General Secretary:	Celaya, Adrián	General Secretary:	Celaya, Adrián

General Council



José Mº Aldekoa



Fernando Gómez-Acedo



Constan Dacosta



Jesús Maiztegui



José Luis Olasolo



Antonio Echeverría



Iñaki Otaño



J. Ramón Goikoetxea



José Mº Gisasola



Jesús Mº Herrasti



Miguel Angel Laspiur



Adrián Celaya



José Ignacio Gárate



Juan Mº Uzkudun



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 35-6^º
48009 Bilbao
(Bizkaia)
Tel.: 34 944 244 350
Fax: 34 944 236 669

Activities:

Financial leasing of capital equipment.

CAJA LABORAL

P^º José M^º
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 6-2^º
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 6-2^º
48013 Bilbao
(Bizkaia)
Tel.: 34 944 798 300
Fax: 34 944 798 383
www.seguros lagunaro.com

Activities:

General Insurance.

Social Welfare

LAGUN ARO

P^º José M^º
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

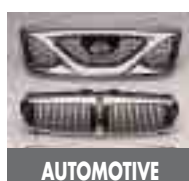
P^º José M^º
Arizmendiarieta s/n
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 790 100
Fax: 34 943 793 531

Activities:

Joint workplace risk prevention service.



Industrial Group



AUTOMOTIVE

BATZ SISTEMAS

B^º 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

B^º 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.

PARANOA 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:

paranoa@paranoa.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 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
Batz Systems and Fagor Ederlan have a holding

Activities:

Complete axles for cars.

AUTOMODULOS ARAGON

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

Activities:

Assembly of automotive components.

FIT AUTOMOCION

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

Actividad:

Manufacture of brake calipers.

FPK

B^º 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

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

Activities:

Plastic injection moulding.

MAIER UK

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

Activities:

Plastic injection moulding
and finishing.

CHROMEKO

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

Activities:

Plastic injection moulding
and finishing.

FERROPLAST

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

Activities:

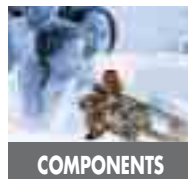
Thermoplastic injection
moulding.

MAPSA

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

Activities:

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



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, convectors
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

Actividad:

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.

COPRECI CZ

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

Actividad:

Manufacture of taps and
safety systems for domestic
gas applications.
Pressure switches and electric
thermostats for washing
appliances.

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
Eika has a 100% holding

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:

Casting.

EMBEGA

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

Activities:

Decorative metal trims.
Printed gaskets.
Membrane switches.

List of MCC Companies

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
Bangsank-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.com
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 Bernardo 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, 9
Bº Arragua
E-20180 Oiartzun
(Gipuzkoa)
Tel.: 34 943 26 00 00
Fax: 34 943 49 13 63
E-mail:
tajo@tajo.coop

Activities:

Plastic injection. Mould construction for plastic injection.



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
E-mail:
jlecheve@biurrarena.com

Activities:

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

ECOTÈCNIA

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

Actividad:

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:
adman@ecotecnianv.com
www.ecotecnia.com
Ecotècnia has a 25% holding

Activities:

Assembly of wind-powered generators.

CALDERERIA TORRES ALTAMIRA

Pol. Ind. El Pinar, s/n
49530 Coreses
(Zamora)
Tel.: 34 980 500 610
Fax: 34 980 500 476
E-mail:
ecotecnia@ecotecnia.com
www.ecotecnia.com
Ecotècnia, MCC Inversiones and Urssa have a holding

Activities:

Manufacture of towers for wind-powered generators.

VENDAVAL PROMOCIONES EOLICAS

Amistat, 23
08005 Barcelona
(Barcelona)
Tel.: 93 225 76 00
Fax: 93 221 09 39
E-mail:
jsanmarti@ecotecnia.com
www.ecotecnia.com
Ecotècnia has a 40% holding and MCC 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-Aiala (Alava)
Tel.: 34 945 399 072
Fax: 34 945 399 223
E-mail:
etorki@coverlink.es

Activities:

Pine boards and planks.

LANA

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

Activities:

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

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.



INDUSTRIAL EQUIPMENT

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:

Exercise 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 petrochemical 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, 2
20267 Ikastegieta (Gipuzkoa)
Tel.: 34 943 653 240
Fax: 34 943 653 332
E-mail: info@hertell.net
www.hertell.net

Activities:

Manufacture of vacuum pumps, valves and accessories for cisterns.

IRIZAR

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

Activities:

Luxury long- and medium-distance coach bodywork.

IRIZAR 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.

IRIZAR MAGHREB

Oulja, Km 0.300
Sale - Morocco
Tel.: 212 7 81 01 15
Tel.: 212 7 81 01 13

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:
pmezabal@irizar.com.mx

Activities:

Coach manufacture.

TIANJIN IRIZAR COACH

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

Activities:

Coach manufacture.

List of MCC Companies

UROLA

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

Activities:

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

Industrial Services

ALECOPI

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

Activities:

Technical educational equipment. Prefabricated electrical installations.

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.

ROKOT 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:

Printing.

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
Apto. 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.fagorelectrodomesticos
.mcc.es

Activities:

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

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.
Wrocław (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@saren.es
www.sidi.es/coinma

Activities:

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.interiorspania.com

Activities:

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 chil-
dren's bedroom furniture
Upholstered sofas.

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

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

Activities:

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

FAGOFRI

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

Activities:

Domestic appliances.

KIDE

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

Activities:

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



INGENIERÍA Y BIENES
DE EQUIPO

**Automation
and Control****FAGOR
AUTOMATION**

Bº San Andrés s/n
Apdo. 144
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 719 200
Fax: 34 943 791 712
E-mail: info@
faborautomation.es
www.fagorautomation.com

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% holding

Activities:

Telecommunications
engineering.

**MONDRAGON
CONET**

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

Activities:

Connection services.

LKS CDEE

General Arrando, 40-3º
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 CONSULTORES

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

Activities:

Consultoría: 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.

LKS CINYMA

Plaza Europa, 5º. 1º B
15707 Santiago de
Compostela (A Coruña)
Tel.: 981 566 299
Fax: 981 558 435
E-mail:
santiago@lksgalicia.com
AIC, LKS and LKS
Ingeniería have a 90%
holding

Activities:

Civil Engineering.
Construction Engineering
Consultancy.

LKS IAMM

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

Activities:

Market research

LKS INGENIERIA

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

Activities:

Engineering consultancy.
Industrial design. Civil
engineering. Building.

LKS INTELCOM

Polígono Basabe
FO, 2º p.
20550 Aretxabaleta
(Gipuzkoa)
Tel.: 34 943 712 451
Fax: 34 943 712 351
E-mail: intelcom@
lksingenieria.es
LKS Ingeniería, MSI and
AIC have a 100% holding

Activities:

Engineering,
Telecommunications.

EDE

Parque empresarial Inbisa
Edificio C.
Polígono Aurrera M8
48510 Trapagarán
(Vizcaya)
Lks Ingeniería has a 70%
holding

Activities:

Consultancy and energy
supplies, Cogeneration,
Installation and process
engineering.

MACLA

Plaza de
Escabazábal, 8-6º
31600 Burlada
(Navarra)
Tel.: 34 948 363 456
Fax: 34 948 136 694
LKS Ingeniería has a
46% holding

Activities:

Civil engineering.
Construction engineering
Town planning advice
Environmental advice.

List of MCC Companies

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 - 5ª 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:

Building project
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
100% 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, 1-3ª
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.
Workplace Risk 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.

Forming and Assembly

BATZ TROQUELERIA

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

Activities:

Die manufacture.

MATRICI

Polígono Ugaldeburu II
48170 Zamudio
(Bizkaia)
Tel.: 34 946 002 020
Fax: 34 944 522 225

Activities:

Die manufacture.

Forming machinery

AURRENAK

Vitorialanda 15
Ali - Gobeco
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.

FAGOR ARRASATE

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

MONDRAGON ASSEMBLY

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
Bª 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.



MÁQUINAS
HERRAMIENTA

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
MunciiNr 14
PO.Box1404
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@sarenet.es

Activities:

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

EGURKO

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

Activities:

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

LATZ

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

Activities:

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

ORTZA

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

Activities:

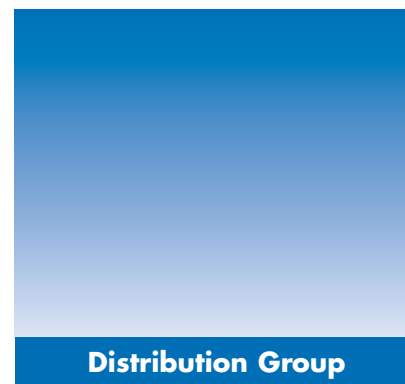
Machinery for wood.
Equalising and sectioning saws. Machining centres.

ZUBIOLA

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

Activities:

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



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 Auza-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: 34 946 300 760
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:
auzolahun@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. Etxeberria:
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.

GSR

Uribi Auzoa, 13
20500 Mondragón
(Guipúzcoa)
Tel.: 34 943 770 400
Fax: 34 943 794 366
E-mail:
gsr@gsr.coop

Activities:

esidential service
management.

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
(Guipúzcoa)
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:
modutek@modutek.es
Cikautxo has 6.6%
holding, Maier a 26.7%
holding, Batza a 16.7%
holding and Fundación
MCC a 50% holding.

Activities:

Automobile module
engineering and
development centre.

MIK

Uribarri Etorbidea, 3
Apartado 79
20500 Mondragón
(Gipuzkoa)
Tel.: 34 943 719 191
Fax: 34 943 793 999
E-mail:
mik@mik.es
www.mik.es

Activities:

Management
research 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.

HUMANITIES AND EDUCATION SCIENCE FACULTY

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

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 POLITEKNIKOIA

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

Activities:
Technical education.

UNIVERSITY OF MONDRAGON

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: fundación@mcc.es

Activities:
Promotion of the social economy.

MCC INVERSIONES

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

Activities:
Company promotion.

MCC DESARROLLO

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

Activities:
Company promotion.

MCC 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 ZAGROS

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, 20 May 2003

