

- *Aluprint Inc.* is a producer of flexible cardboard packaging.
- *Connect Mexicana* is a producer of cellular concrete products in association with Hebel of Germany.
- *Grupo Vector* and *Seguros la Comercial* provide a variety of financial and insurance services.

Moderna went public in 1994, allowing the company to diversify to serve its own packaging needs. It is the majority shareholder in *Ponderosa Industrial*, which is the leading producer of cardboard packaging for consumer products in Mexico. *Moderna* invested another US \$38 million to expand *Ponderosa*. *Moderna* has also diversified into seed production, buying American-based Asgrow Seed and Peto Seed Company in 1994, at a combined cost of US \$600 million.

GRUPO RAMÍREZ

Grupo Ramírez is engaged in several parts of the automotive industry. It began in 1946, with a trailer manufacturing enterprise, and is now highly diversified. Its major products include wheels, chassis components and brake systems. *Ramírez* is a major supplier to Volkswagen and Volvo, a number of American auto makers, and the truck manufacturer, Navistar. The company's components include:

- *Trailers Monterrey*
- *Industrial Automotoríz (IASA)*
- *Industrial Vortec*
- *Industrial Metálicas Monterrey (IMMSA)*

GRUPO VILLACERO

Grupo Villacero is engaged primarily in steel production. It is divided into three major entities:

- *Siderúrgica Lázaro Cárdenas Las Truchas (Sicartsá)* is Mexico's leading producer of deformed reinforcing bar and wire rod.
- *Zincacero* is a producer of galvanized steel, including coils and sheet as well as rectangular and undulated corrugated sheet.
- *Tubería Nacional (Tuna)* is a steel pipe manufacturer, mainly dedicated to the construction industry. Its products include structural pipe, conduit and structural profiles.