



HUMANITY
AT WORK

www.mondragon-corporation.com

MONDRAGON



HUMANITY
AT WORK

Finanzas
Industria
Distribución
Conocimiento



1941

In 1941, a young priest named

JOSÉ MARÍA ARIZMENDIARRIETA

arrived in a small Basque town and said:

COOPERATION IS THE POWERFUL LEVER THAT
MULTIPLIES OUR STRENGTH.



AND THAT'S HOW
MONDRAGON
CAME TO BE

MEN AND WOMEN WORKING TOGETHER AND JOINING FORCES
AND DEDICATION. PEOPLE UNITED TO ACHIEVE GREAT THINGS.
TO MULTIPLY RESULTS AND achieve more.



MONDRAGON



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AT WORK

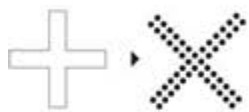
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Mission

MONDRAGON is an entrepreneurial socioeconomic entity with deep cultural roots in the Basque Country, created by and for the people, inspired by the Basic Principles of our Co-operative Experience, committed to the community, to the improvement of competitiveness and to the satisfaction of customers, to ***create wealth within society through entrepreneurial development and job creation, preferably membership-jobs in co-operatives.***

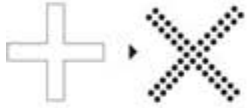
Basic principles



1. Open admission and neutrality
2. Democratic organization
3. Sovereignty of labor
4. Instrumental and subordinate nature of capital
5. Participatory management
6. Wage solidarity
7. Intercooperation
8. Social transformation
9. Universality
10. Education



Membership rules to enter MONDRAGON



- Relocation among cooperatives
- Restructuring results (from the gross profits)
 - . Within the sectorial groups (>15%-<40%)
 - . Within corporative funds in MONDRAGON: for investment 7%, to aid 7% (education/research, compensation in case of losses, social projects...)
- Profit distribution (net)
 - . 10% Fund of Education (law =10%)
 - . 60% Fund of Reserve of Co-op (law >=20%)
 - . 30% Returns to workers → capitalize (members), cash (non members)
- Interest <7,5%, in cash
- Initial contribution (≈15.000 euros)
- Solidarity in compensation
- Reporting of data to MONDRAGON Headquarters
- Not internal competition



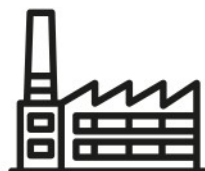
FOUR BUSINESS AREAS

1



FINANCE

2



INDUSTRY

3



DISTRIBUTION

4



KNOWLEDGE

We are a highly diversified group:

266

BUSINESSES

98

COOPERATIVES

143

SUBSIDIARIES

25

ENTITIES



BASIC FIGURES



SALES

€11.280b



JOBS

80,818



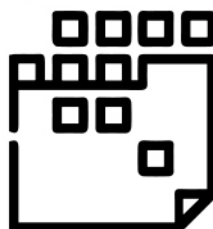
INVESTMENTS

€451m



EBITDA

€1.021b





WE ARE BRANDS

LEADERS

IK4 IKERLAN
Research Alliance

orkli

DANOBATGROUP

ULMA

ORBEA

LKS

Orona

EROSKI

MAIER

FAGOR

URSSA

MONDRAGON
UNIBERTSITATEA

LABORAL
kutxa

COPRECI

kide

MONDRAGON



HUMANITY
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WE ARE ALL OWNERS OF OUR PROJECTS.
TOGETHER WE DECIDE OUR FUTURE.

PROTAGONISTS



WE ARE COMMITTED TO **INNOVATION**



MONDRAGON
UNIVERSITY

5.006

STUDENTS



15

R&D
CENTRES



INTEGRATED SYSTEM FOR
INNOVATION,
PROMOTION AND
KNOWLEDGE.



COMMITMENT TO SOLIDARITY WITH THE ENVIRONMENT



WE PROVIDE

80,818 jobs



€25.1 million

IN SOCIALLY-ORIENTED
ACTIVITIES





A GLOBAL PROJECT

WITH DEEP CULTURAL ROOTS IN THE BASQUE COUNTRY AND
A CONSOLIDATED PRESENCE INTERNATIONALLY





MONDRAGON



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WE HAVE A PRESENCE IN THE **FIVE CONTINENTS**

143

PRODUCTION
PLANTS

5

CONTINENTS

7

CORPORATE
BRANCHES

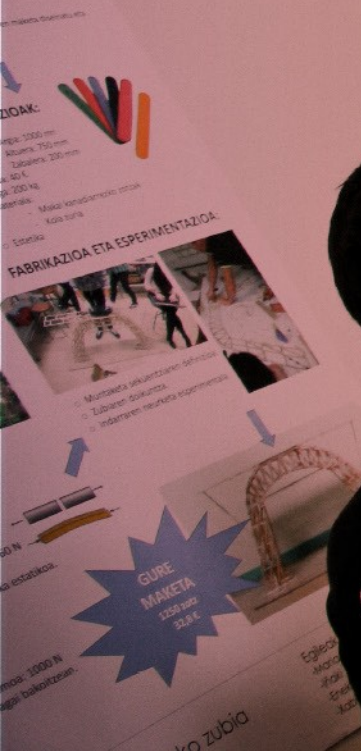




COMMITTED TO THE FUTURE



to leave things better than we found them for future generations.





MONDRAGON FIRST AND FOREMOST, VALUES

We are an entrepreneurial socio-economic project
inspired by the principles of our
Cooperative Experience.

- DEMOCRACY 1 PARTNER 1 VOTE
- SOLIDARITY PAY SCALE 1 TO 6
- PARTICIPATION OWNERSHIP, MANAGEMENT AND RESULTS
- COOPERATION SHARED FUNDS / RELOCATIONS



MONDRAGON



HUMANITY
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AND PEOPLE

A PROJECT CREATED BY AND FOR PEOPLE IN LINE WITH FAIRNESS, SELF-IMPOSED
STANDARDS AND CO-RESPONSIBILITY



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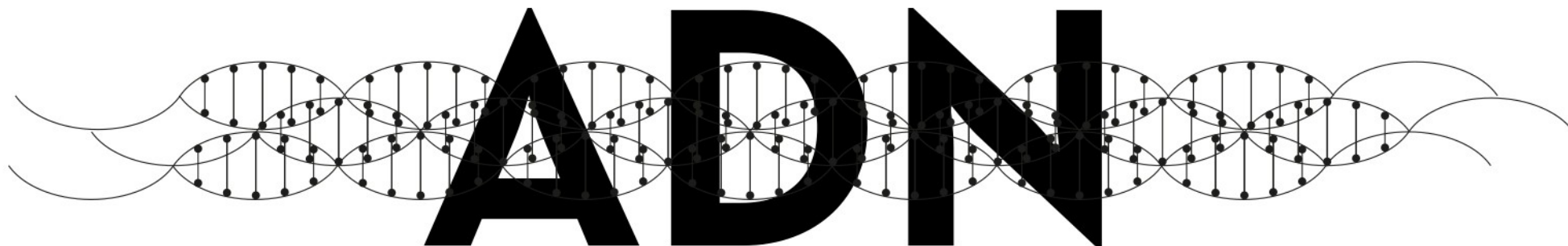
AND COOPERATION



TO JOINTLY STRENGTHEN OUR CAPABILITIES
AND OUR BUSINESSES.



WE FOSTER



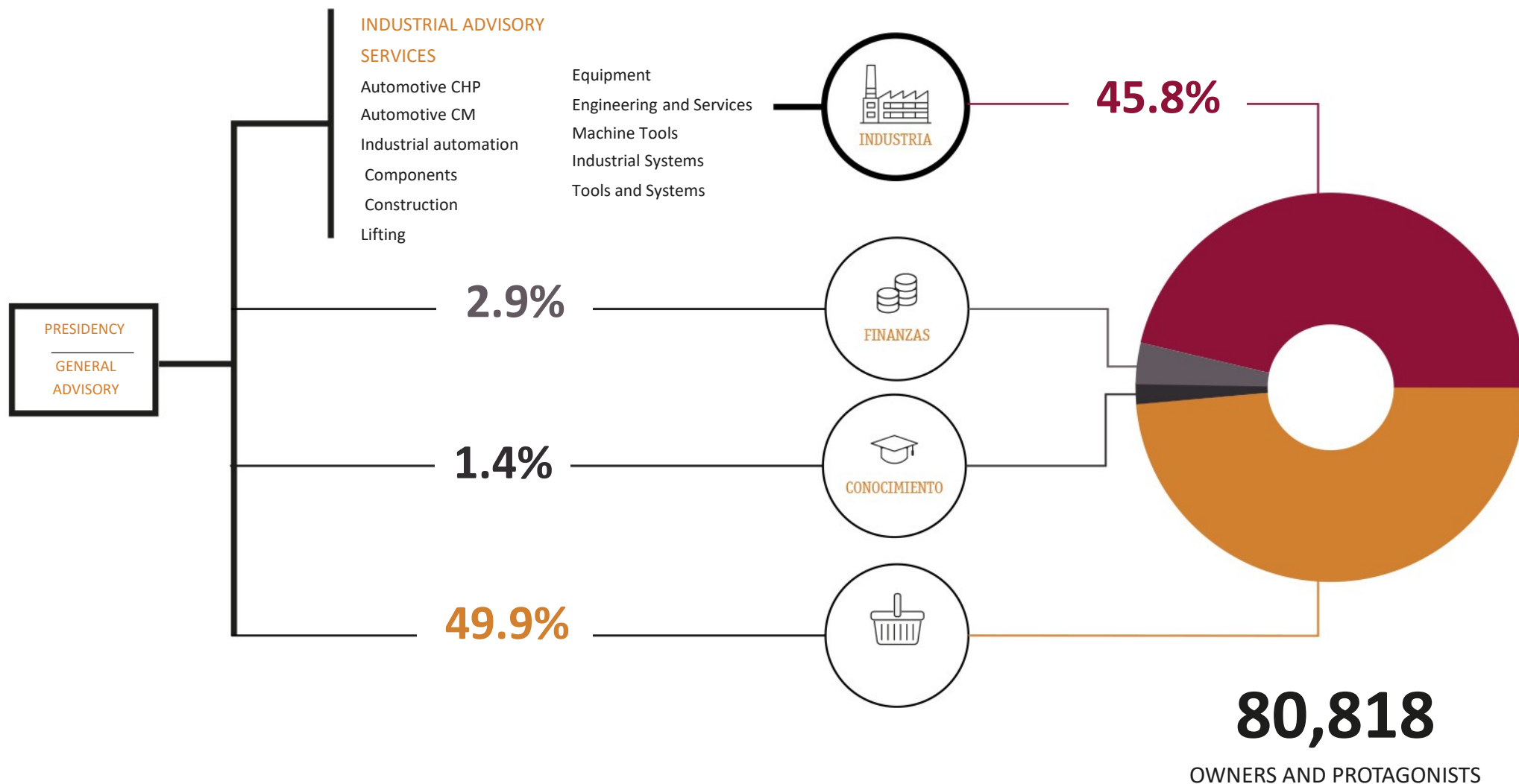
SOCIAL RESPONSIBILITY AND RECIPROCITY,

KEYS TO BUSINESS DEVELOPMENT, CREATING JOBS

AND THE FAIR DISTRIBUTION OF WEALTH.



OUR STRUCTURE MONDRAGON





FINANCE

Financial Intercooperation Funds and Instruments

Strengthen the
competitive
position of
cooperatives

Contribute to
the promotion
of their business
projects

LagunAro



7 AREAS

MONDRAGON



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STRATEGIC AREAS OF THE FUTURE



AUTOMOTIVE

SUSTAINABLE
ENERGY AND CITIES
SMART

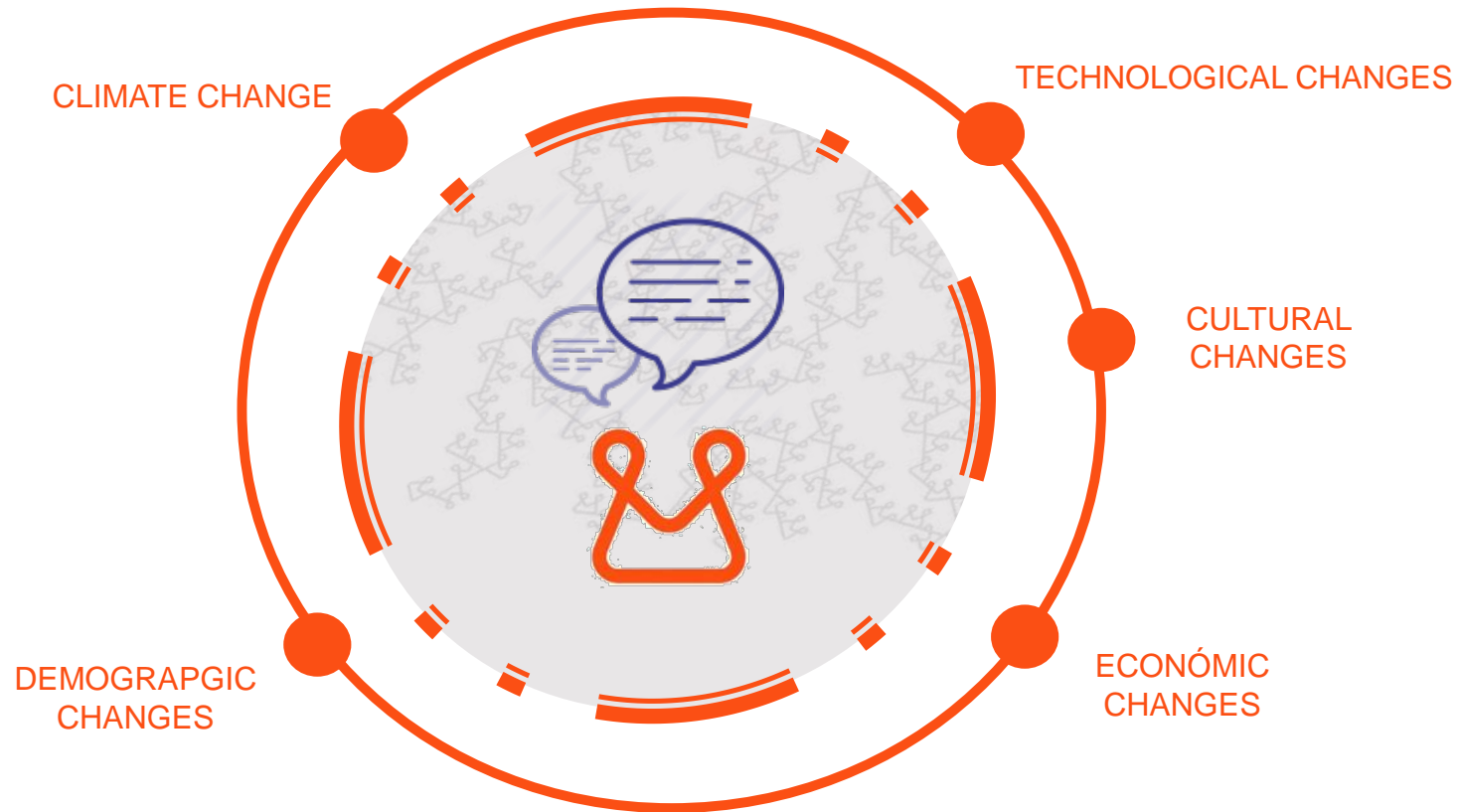
INFRASTRUCTURE,
CONSTRUCTION AND
RESTORATION

HEALTH, WELL-
BEING AND
AGEING

DEVELOPING
HUMAN CAPITAL

SOLUTIONS
FOR THE HOME

EQUIPMENT AND
MANUFACTURING ASSETS





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