ADDING TO MULTIPLY
In 1941, a young priest named JOSE MARIA ARIZMENDIARRIETA arrived in a small Basque town and said:

COOPERATION IS THE POWERFUL LEVER THAT MULTIPLIES OUR STRENGTH.
AND HE THOUGHT:

NO ONE CAN ACHIEVE ANYTHING IN ISOLATION. WE ARE ALL HELPED BY OTHERS, ALL OF THE TIME.

Any achievement is always, naturally, a sum of intentions.
COOPERATING AND MOVING FORWARD TOGETHER

If this teamwork comes hand in hand with a conscious commitment to working together and moving forward together, the sum becomes a multiplication.

THE SUM BECOMES A MULTIPLICATION.
MEN AND WOMEN WORKING TOGETHER AND JOINING FORCES
AND DEDICATION. PEOPLE UNITED TO ACHIEVE GREAT THINGS.
TO MULTIPLY RESULTS AND achieve more.

AND THAT'S HOW
MONDRAGON
CAME TO BE
A GLOBAL PROJECT

WITH DEEP CULTURAL ROOTS IN THE BASQUE COUNTRY AND
A CONSOLIDATED PRESENCE INTERNATIONALLY
WE HAVE A PRESENCE IN THE FIVE CONTINENTS

143
PRODUCTION PLANTS

5
CONTINENTS

7
CORPORATE BRANCHES
We are a highly diversified group:

266 BUSINESSES

98 COOPERATIVES

143 SUBSIDIARIES

25 ENTITIES
BASIC FIGURES

- SALES: €11,280m
- JOBS: 80,818
- INVESTMENTS: €451m
- EBITDA: €1,021
WE ARE COMMITTED TO **INNOVATION**

Our triangular knowledge system connects **EDUCATION, BUSINESS** AND TECHNOLOGY INVESTIGATION.

<table>
<thead>
<tr>
<th>I+D</th>
<th>15</th>
</tr>
</thead>
<tbody>
<tr>
<td>OWN RESEARCH AND DEVELOPMENT CENTRES</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FAMILIES OF RESEARCH PATENTS</th>
<th>489</th>
</tr>
</thead>
</table>
AS WELL AS A COMMITMENT TO

SOLIDARITY WITH THE ENVIRONMENT

WE PROVIDE

80,818 jobs

€25,1 million

IN SOCIALLY-ORIENTED
ACTIVITIES
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
AND PEOPLE

A PROJECT CREATED BY AND FOR PEOPLE IN LINE WITH FAIRNESS, SELF-IMPOSED STANDARDS AND CO-RESPONSIBILITY
WE ARE ALL OWNERS OF OUR PROJECTS. TOGETHER WE DECIDE OUR FUTURE.
WE FOSTER

ADN

SOCIAL RESPONSIBILITY AND RECIPROCITY,

KEYS TO BUSINESS DEVELOPMENT, CREATING JOBS
AND THE FAIR DISTRIBUTION OF WEALTH
AND COOPERATION TO JOINTLY STRENGTHEN OUR CAPABILITIES AND OUR BUSINESSES.
FINANCE

FACTS AND FIGURES

EQUITY
LAGUN ARO
6,477

BALIABIDE BITARTEKATUAK
LABORAL KUTXA
21,014

SEGUROS LAGUN ARO
362,000

CLIENTS

In million euros
KNOWLEDGE
FACTS AND FIGURES

MONDRAGON UNIVERSITY
4,600
STUDENTS

15
R&D CENTRES

INTEGRATED SYSTEM FOR INNOVATION, PROMOTION AND KNOWLEDGE.
NATIONAL PRESENCE

67,146 EMPLOYEES
EUROPEAN PRESENCE

73,719 EMPLOYEES
INTERNATIONAL PRESENCE

13,600 EMPLOYEES
WE ARE
BRANDS
LEADERS
COMMITTED TO THE FUTURE

to leave things better than we found them for future generations.
BECAUSE MONDRAGON IS COOPERATION

A SUM OF PEOPLE WHOSE STRENGTH IS MULTIPLIED.
Ordinary people who, together, achieve extraordinary things.
HUMANITY AT WORK

www.mondragon-corporation.com