ADDING TO MULTIPLY
NO ONE CAN ACHIEVE ANYTHING IN ISOLATION.

Any achievement is always, naturally, a sum of intentions.

COOPERATING AND MOVING FORWARD TOGETHER THUS THE SUM BECOMES A MULTIPLICATION
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.

A GLOBAL PROJECT WITH DEEP CULTURAL ROOTS IN THE BASQUE COUNTRY AND A CONSOLIDATED PRESENCE INTERNATIONALLY.
Our triangular knowledge system connects education, business and technology investigation.

**€25.3 M**
In socially-oriented activities

**79,931**
Jobs

**138**
Subsidiaries

**95**
Cooperatives

**€10,865 M**
Total sales

We are committed to innovation

As well as a commitment to solidarity with the environment

Our business areas

- **Finance**
- **Industry**
- **Retail**
- **Knowledge**

**14**
R&D centres

**545**
Families of research patents

**1150**
Cooperatives

**1326**
Subsidiaries

**79,931**
Jobs

**€25.3 M**
In socially-oriented activities

**10,865 M**
Total sales
TOTAL SALES

5,271

70% INTERNATIONAL

3,678

30% NATIONAL

1,593

In million euros

INTERMEDIATE FUNDS LABORAL KUTXA

26.146

1,137,090 CLIENTS LABORAL KUTXA

EQUITY LAGUN ARO

6,865

In million euros

TOTAL SALES

5,594

MONDRAGON UNIBERTSITATEA

5,455 STUDENTS

MONDRAGON

14 R&D CENTRES

INTEGRATED SYSTEM FOR INNOVATION, PROMOTION AND KNOWLEDGE

ESTABLISHMENTS

1,624

EMPLOYEES

38,523

In million euros
DISTRIBUTION OF EMPLOYMENT

INDUSTRIAL ADVISORY
- Automotive CHP
- Automotive CM
- Industrial automation
- Components
- Construction
- Lifting

Equipment
- Engineering and Services
- Machine Tools
- Industrial Systems
- Tools and Systems

47.3%

FINANCE
2.8%

KNOWLEDGE
1.7%

RETAIL
48.2%

79,931 PROTAGONISTS
INTERNATIONAL PRESENCE

SALES IN MORE THAN 150 COUNTRIES

138 PRODUCTIVE SETTINGS

14,144 PEOPLE

70% INTERNATIONAL SALES
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
- **INTERCOOPERATION** shared funds / relocations

ALL PROTAGONISTS

A project created by and for people in line with fairness, self-imposed standards and co-responsibility. We are 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.
WHAT DO WE DO AT MONDRAGON?
COMMITTED TO THE FUTURE

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

WAYBILL 2021-2024

CHALLENGE: Improve our positioning to win in competitiveness, cooperation and flexibility in the face of disruptive changes.

STRATEGIC THEMES

1. COOPERATIVE IDENTITY AND COMMITMENT
2. SUSTAINABILITY
3. BUSINESS WITH A FUTURE
4. FLEXIBILITY AND ADAPTABLE
5. DIGITAL TRANSFORMATION
6. INTER-COOPERATION
7. TALENT ATTRACTION AND DEVELOPMENT
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