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 BUSINESS AREAS

FINANCE  INDUSTRY  DISTRIBUTION  KNOWLEDGE

€11,608 M  TOTAL SALES

96  COOPERATIVES

141  SUBSIDIARIES

WE ARE COMMITTED TO INNOVATION

R&D

14

R&D CENTRES

521

FAMILIES OF RESEARCH PATENTS

Our triangular knowledge system connects education, business and technology investigation.

AS WELL AS A COMMITMENT TO SOLIDARITY WITH THE ENVIRONMENT

WE PROVIDE

81,507

JOBS

€26.9 M

IN SOCIALLY-ORIENTED ACTIVITIES

WE PROVIDE €26.9 M IN SOCIALLY-ORIENTED ACTIVITIES
**FIGURES**

**INDUSTRY**
- **TOTAL SALES**: 6,064
  - **70% INTERNATIONAL**: 4,225
  - **30% NACIONAL**: 1,839
  - In million euros

**FINANCE**
- **EQUITY LAGUN ARO**: 6,752
  - In million euros

**DISTRIBUTION**
- **INTERMEDIATED FUNDS LABORAL KUTXA**: 23,590
  - In million euros

**KNOWLEDGE**
- **TOTAL SALES**: 5,544
  - **MONDRAGON UNIBERTSITATEA**: 5,125
  - **ALUMNOS**: 14
  - **R&D CENTRES**: 14
  - **INTEGRATED SYSTEM FOR INNOVATION, PROMOTION AND KNOWLEDGE**

**CORPORATE PRESENTATION**
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

**48.0%**

**47.7%**

**2.7%**

**1.6%**

**81,507 PROTAGONISTS**
INTERNATIONAL PRESENCE

SALES IN MORE THAN 150 COUNTRIES

141 PRODUCTIVE SETTINGS

14,455 PERSONS

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 ADAPTABILITY
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.