



SUM TO MULTIPLY

CORPORATE PRESENTATION 2024



“An achievement is always, naturally, the sum of wills. Cooperation is the powerful lever which boosts our strength”.

JOSÉ MARÍA ARIZMENDIARRIETA,

A young priest who arrived in Arrasate-Mondragón in 1941 and was the driving force behind the Cooperative Experience.

THIS IS HOW
MONDRAGON
CAME INTO BEING

Men and women cooperating and
combining their efforts and dedication.
People united to do great things.

To multiply the results and go further.

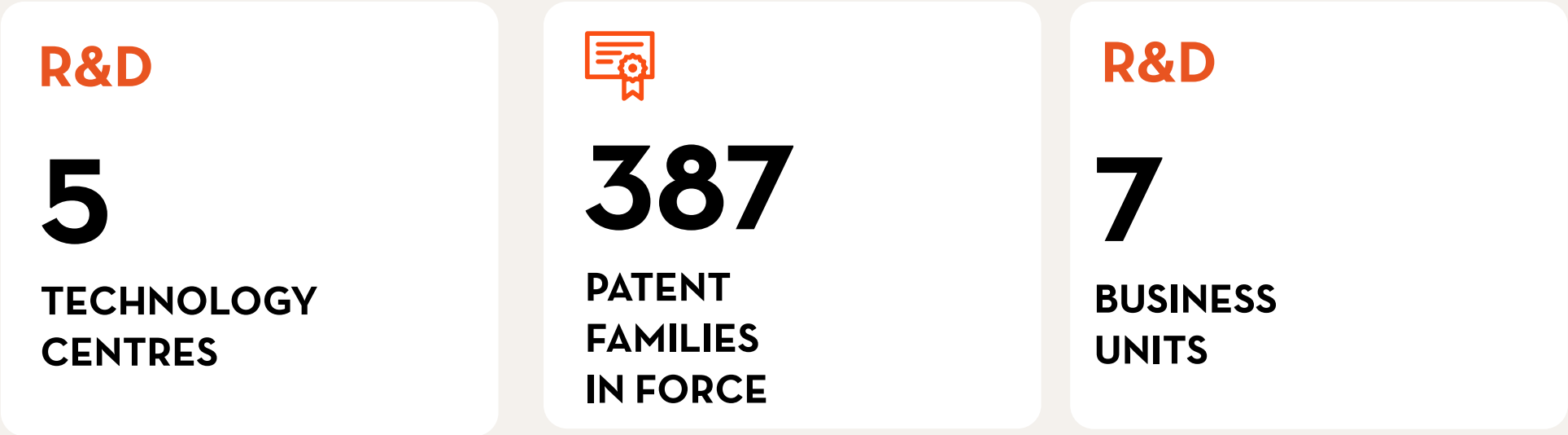


A GLOBAL PROJECT

With deep cultural roots in the Basque Country
and a consolidated international presence.



Own corporate innovation ecosystem that connects **EDUCATION, RESEARCH AND BUSINESS.**



COMPANIES ROOTED
IN OUR ENVIRONMENT



FIGURES

INDUSTRY

TOTAL SALES
5,036 M€



75%
INTERNATIONAL
3,755 M€

25%
SPAIN
1,281 M€

FINANCE

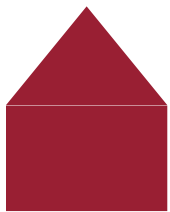
RESOURCES
MANAGED BY
LABORAL KUTXA
29,205 M€

1,123,455
LABORAL KUTXA
CUSTOMERS

LAGUNARO
EQUITY FUND
7,056 M€

DISTRIBUTION

TOTAL SALES
6,020 M€



ESTABLISHMENTS
1,524

KNOWLEDGE



6,712
UNDERGRADUATES

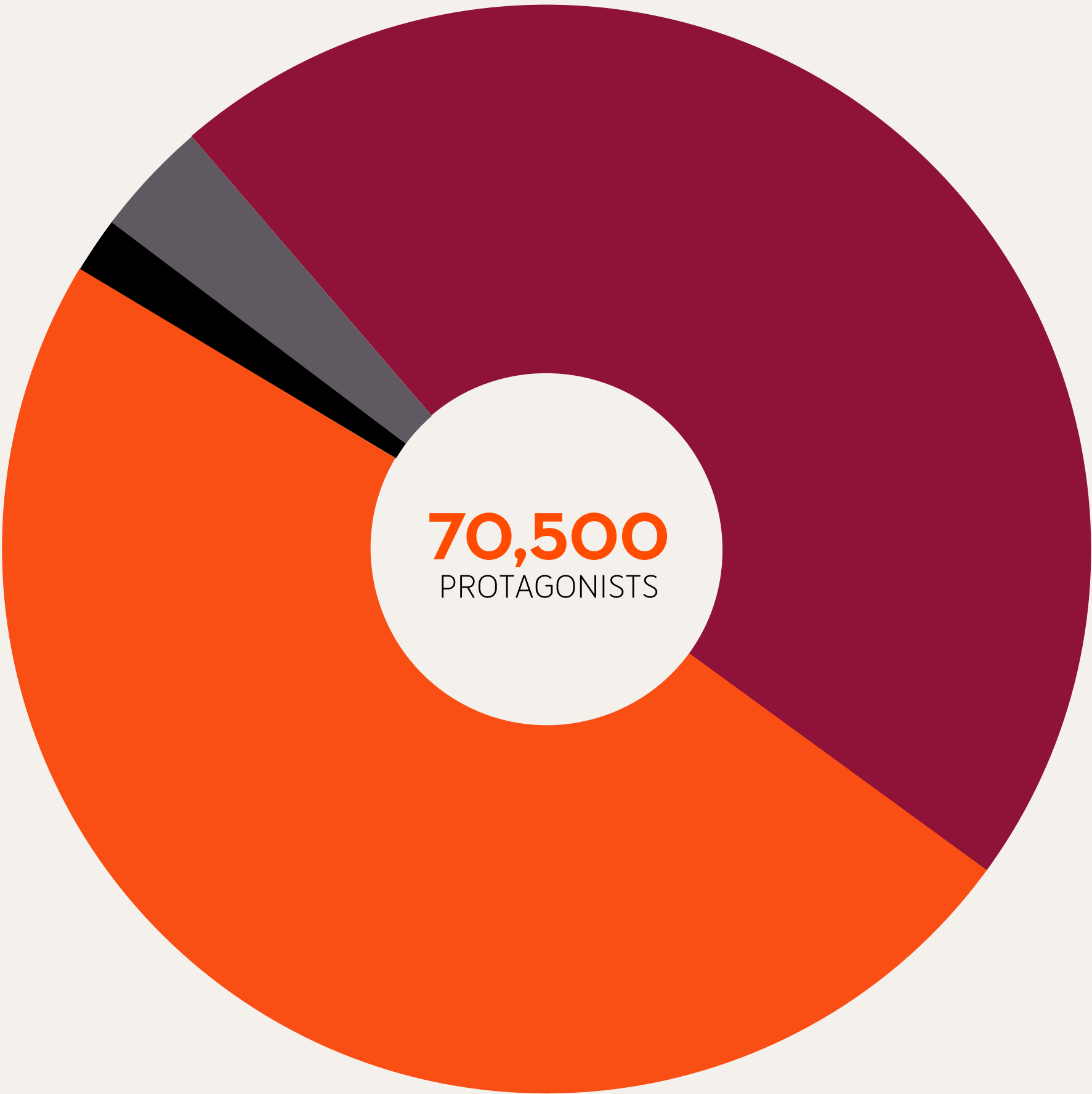
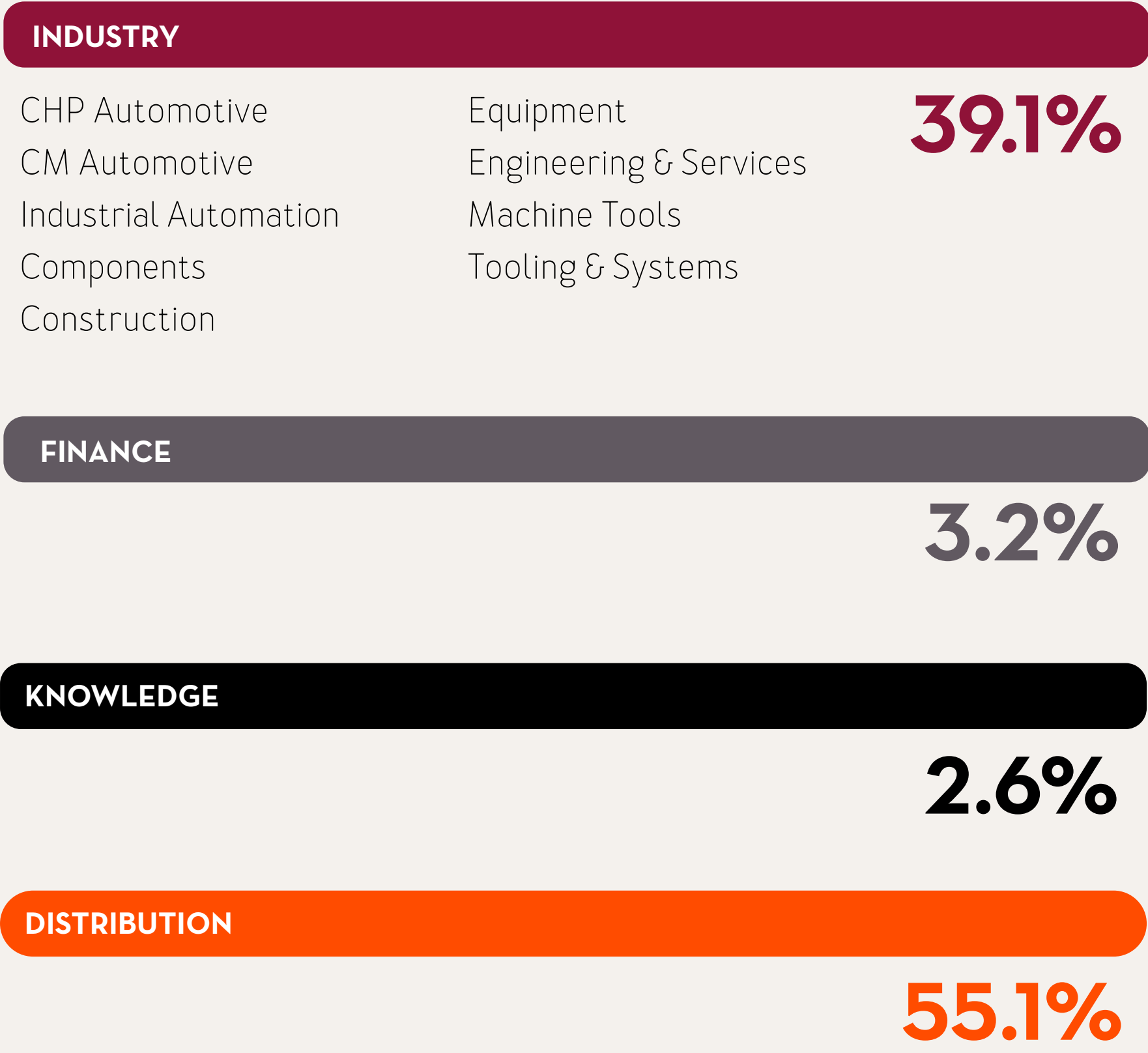
R&D

5
TECHNOLOGY
CENTRES

7
R&D
UNITS

IN-HOUSE INNOVATION
ECOSYSTEM

EMPLOYMENT DISTRIBUTION



OUR BRANDS

FINANCE



INDUSTRY



OUR BRANDS

DISTRIBUTION



KNOWLEDGE

UNIVERSITY



TECHNOLOGY CENTRES



BUSINESS R&D UNITS



EDUCATIONAL AND VOCATIONAL TRAINING CENTRES



INNOVATION AGENTS



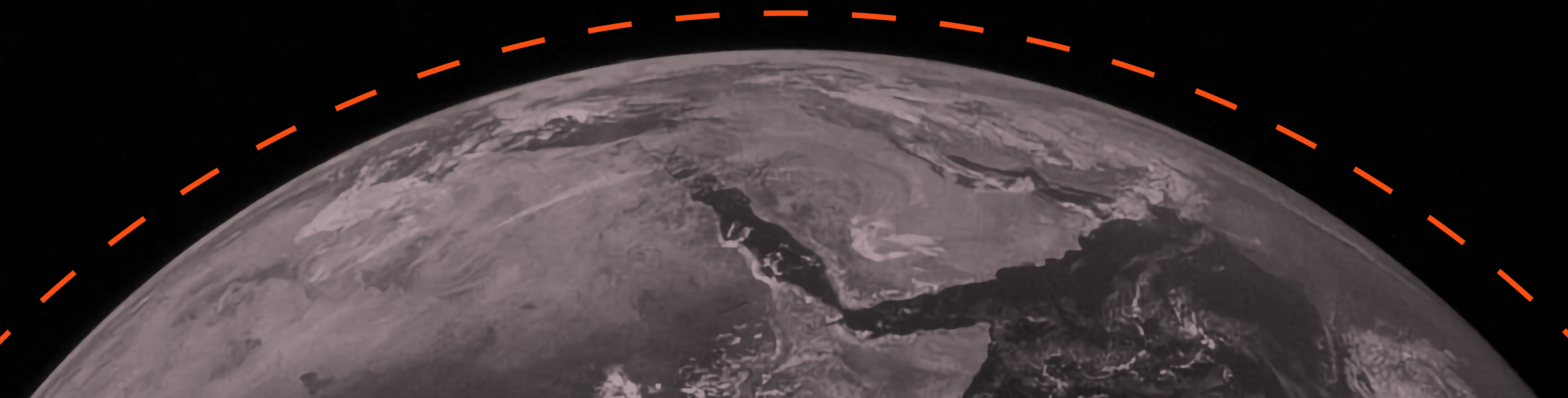
PRESENT ON 5 CONTINENTS

SALES IN
MORE THAN
150
COUNTRIES

104
PRODUCTION
FACILITIES

9,854
WORKERS
ABROAD

75%
INTERNATIONAL
SALES



MONDRAGON

VALUES, FIRST AND FOREMOST

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

DEMOCRACY

1 member, 1 vote



PARTICIPATION

Ownership, management and results



INTERCOOPERATION

Common funds / Relocations



WAGE

Solidarity



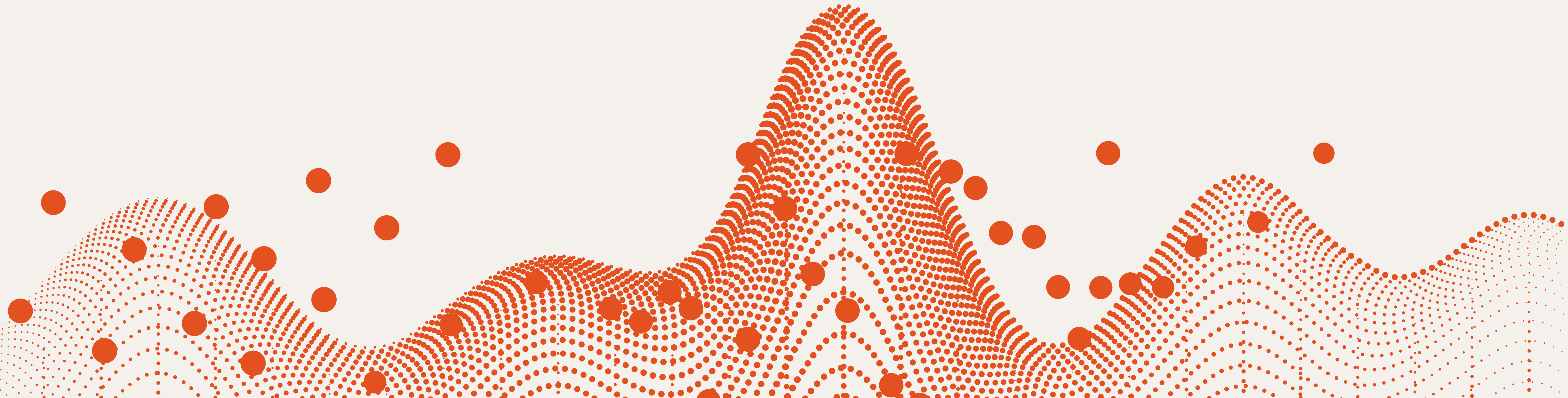
PROTAGONISTS: THE PEOPLE

A collective that owns its companies and decides its future together.

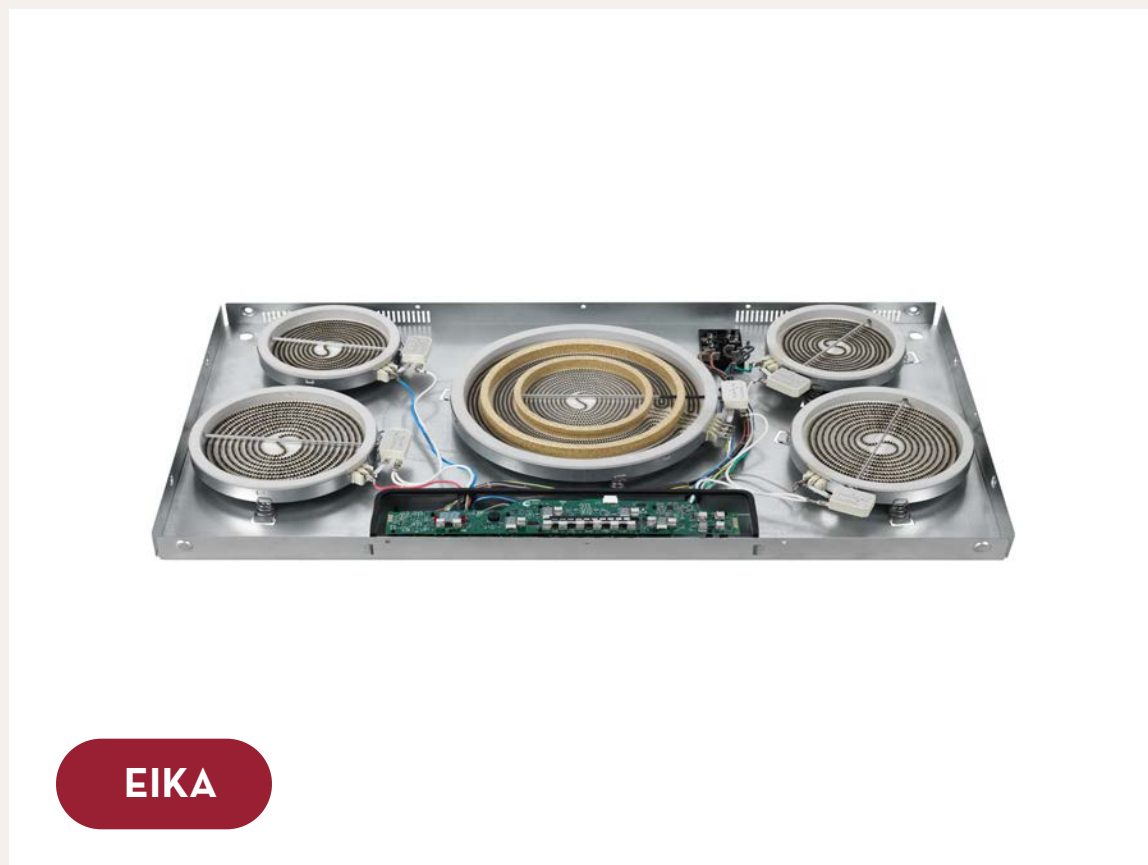
IN OUR
DNA

SOCIAL RESPONSIBILITY

IS KEY TO BUSINESS DEVELOPMENT, JOB CREATION
AND THE FAIR DISTRIBUTION OF WEALTH.

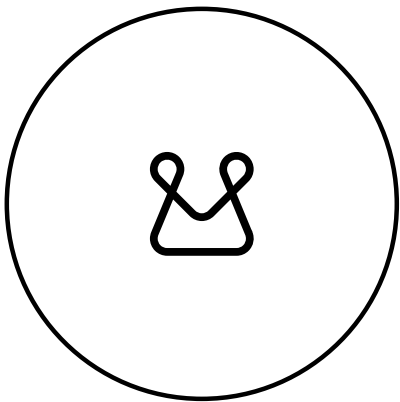


WHAT DO WE DO AT MONDRAGON?



SOCIO-BUSINESS POLICY 2025–2028

STRATEGIC AXES FOR THE FUTURE

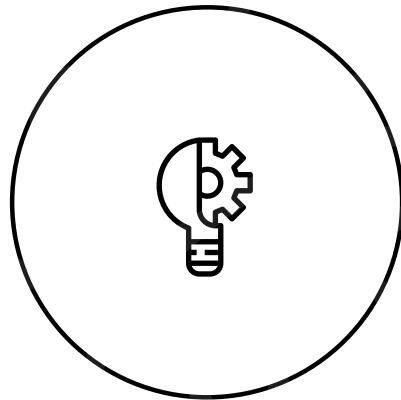


1

COOPERATIVE
COMMITMENT
AND IDENTITY



LIVING OUR
VALUES

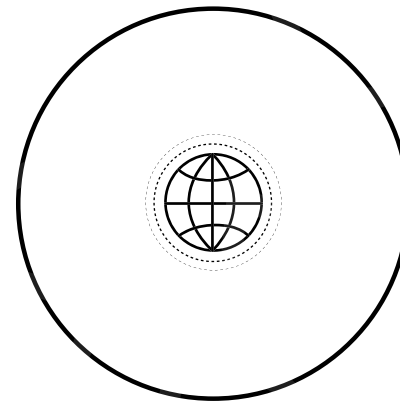


2

FUTURE-PROOF
BUSINESSES



ENHANCING
THE LEGACY

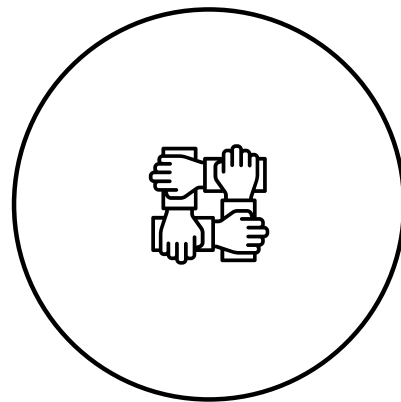


3

OPENNESS AND
SOCIAL IMPACT



OPEN TO THE WORLD
AND COMMITTED TO
THE ENVIRONMENT



4

INTERCOOPERATION



SUM TO MULTIPLY

MONDRAGON IS CO-OPERATION

A SUM THAT MULTIPLIES.

Ordinary people who, together, achieve extraordinary things.

