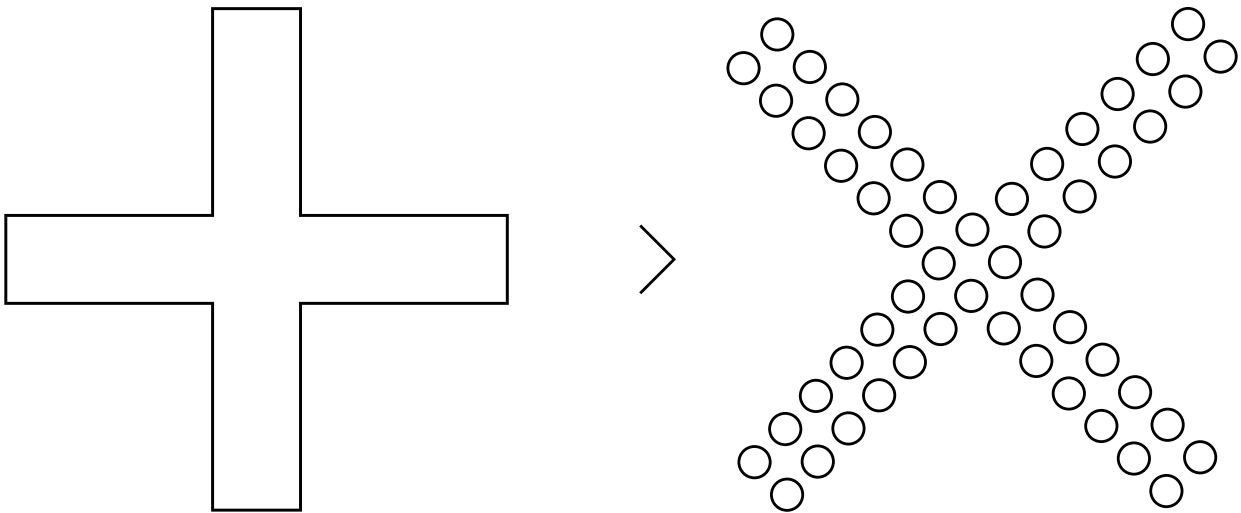
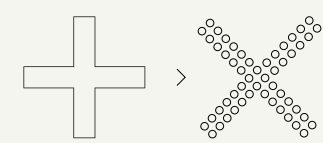


MONDRAGON	 HUMANITY AT WORK	Finance Industry Retail Knowledge
-----------	--	--



ADDING TO MULTIPLY



*An achievement is always, in a natural way, a sum of wills. Cooperation is the powerful lever that multiplies our strength.*

**JOSÉ MARÍA ARIZMENDIARRIETA,**

Young priest who in 1941 came to Arrasate-Mondragón and was the promoter of the Cooperative Experience.

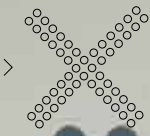


# COOPERATING AND MOVING FORWARD TOGETHER

AND SO THE **SUM** BECOMES A **MULTIPLICATION**.







MONDRAGON



HUMANITY  
AT WORK

Finance  
Industry  
Retail  
Knowledge

AND THAT'S HOW

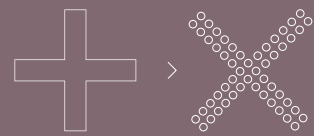
# MONDRAGON

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 PROYECT

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





# INTERNATIONAL PRESENCE

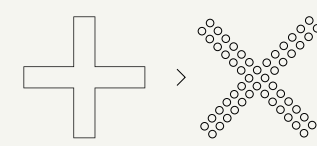
SALES IN  
MORE THAN  
**150**  
COUNTRIES

**104**  
PRODUCTIVE  
SETTINGS

**10.112**  
PEOPLE

**75%**  
INTERNATIONAL  
SALES

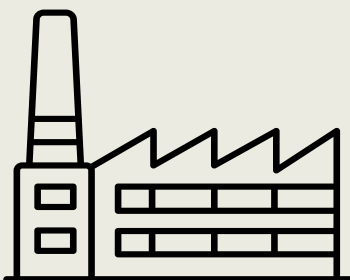




WITH 4 BUSSINES AREAS



FINANCE



INDUSTRY



RETAIL



KNOWLEDGE

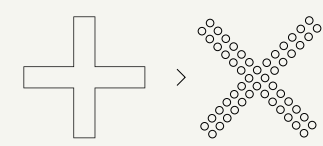
€10,607 M  
TOTAL SALES



81  
COOPERATIVES

104  
SUBSIDIARIES






KEEPING  
OUR COMMITMENT TO  
**INNOVATION**

**R&D**

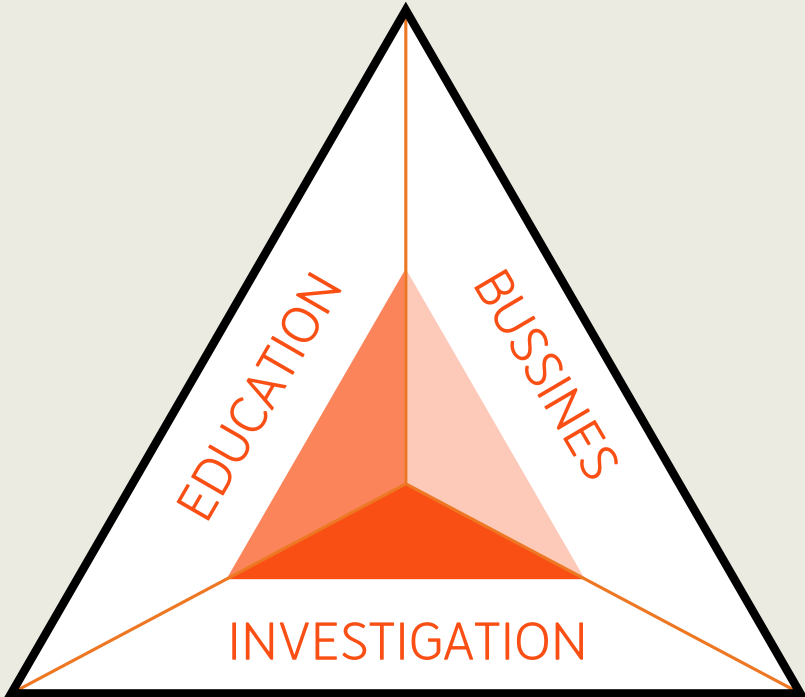
**12**

R&D  
CENTRES



**393**

FAMILIES OF  
RESEARCH  
PATENTS



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





AND WITH OUR  
ENVIRONMENT

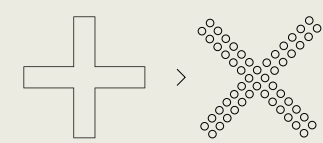
WE PROVIDE

**68,879**  
JOBS

**€ 21.0 M**

IN SOCIALLY-  
ORIENTED  
ACTIVITIES





# BASIC FIGURES\*



SALES



TOTAL SALES

€ 10,607 M



JOBS



68,879



INVESTMENTS



€ 347,2 M



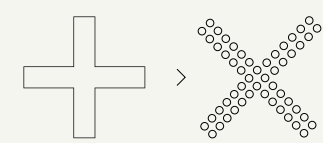
EBITDA



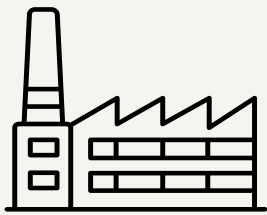
€ 1,103 M

\*To day 31/08/2021





# FIGURES



## INDUSTRY

TOTAL SALES  
**4,848**



**75%**  
INTERNATIONAL

**3,648**



NATIONAL  
**1,200**

**25%**



In million euros



## FINANCE

INTERMEDIATED  
FUNDS  
LABORAL KUTXA  
**28.436**

**1,151,286**  
CLIENTS  
LABORAL KUTXA

EQUITY  
LAGUN ARO  
**6.662**

In million euros



## RETAIL

TOTAL SALES  
**5,759**



ESTABLISHMENTS  
**1,656**



EMPLOYEES  
**37,580**

In million euros



## KNOWLEDGE

Mondragon  
Unibertsitatea

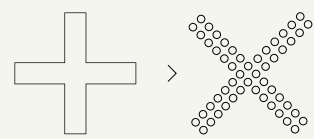
**6,326**  
GRADE STUDENTS

**R&D**

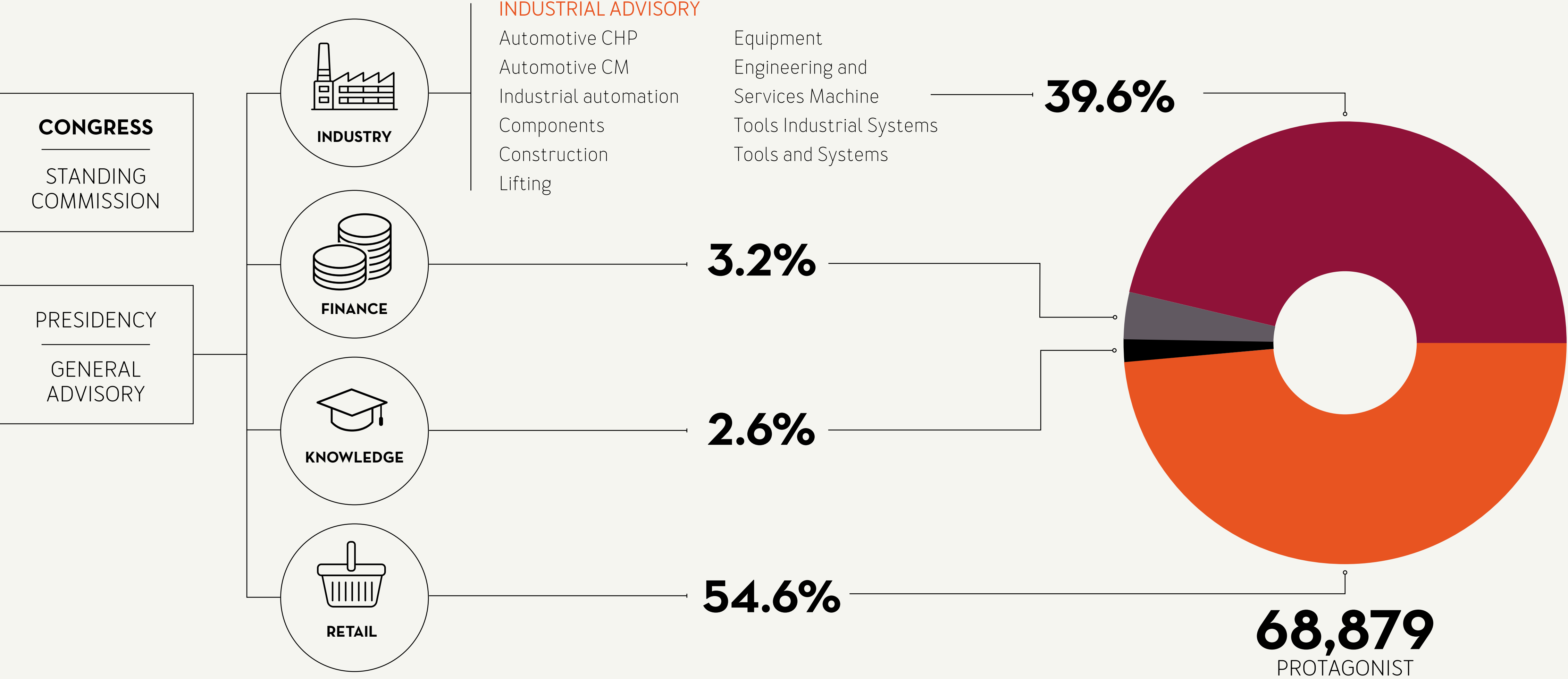
**12**  
R&D  
CENTRES

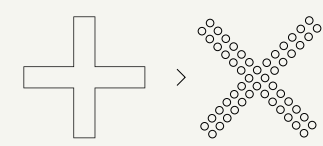
**M4**  
FUTURE

INTEGRATED SYSTEM FOR  
INNOVATION, PROMOTION  
AND KNOWLEDGE



# DISTRIBUTION OF EMPLOYMENT

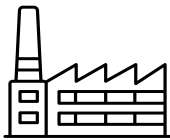




# BRANDS



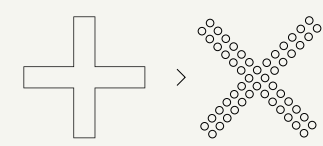
FINANCE



INDUSTRY







# BRANDS



RETAIL



KNOWLEDGE

UNIVERSITY



TECHNOLOGY CENTRES



BUSINESS R&D UNITS

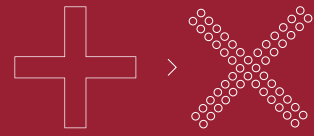


EDUCATION AND PROFESSIONAL TRAINING CENTRES



INNOVATION AGENTS





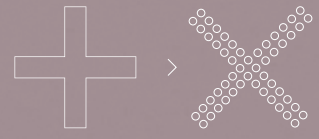
MONDRAGON

# 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
- **INTERCOOPERATION** shared funds / relocations



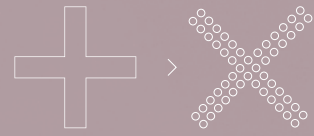


# AND PEOPLE

A project created by and for people in line with fairness, self-imposed standards and co-responsibility.





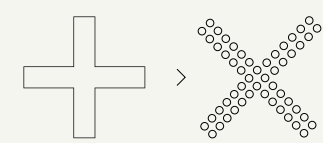


# ALL PROTAGONISTS

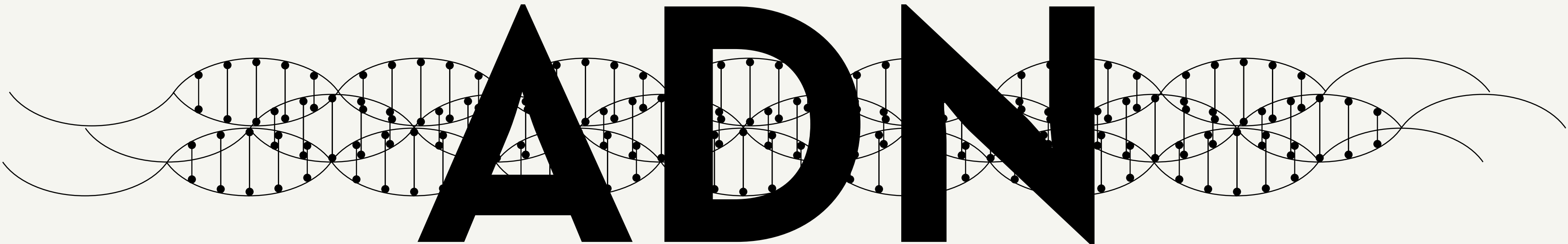
We are owners of our projects.  
Together we decide our future.







WE FOSTER

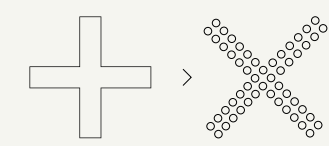


**SOCIAL RESPONSIBILITY AND RECIPROCITY,**

KEYS TO BUSINESS DEVELOPMENT, CREATING JOBS AND THE FAIR DISTRIBUTION OF WEALTH.

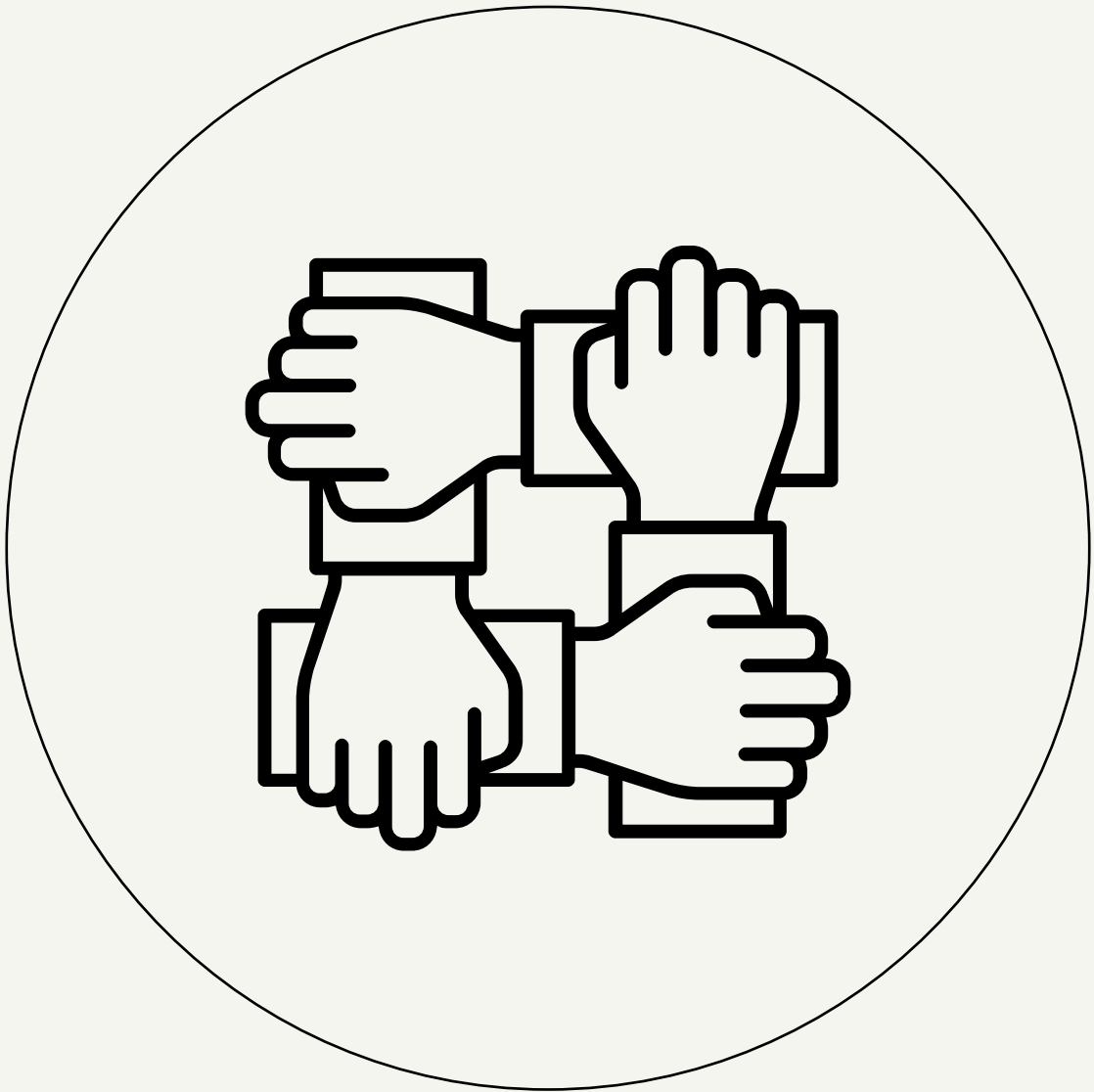
**AND COOPERATION**

TO JOINTLY STRENGTHEN OUR CAPABILITIES AND OUR BUSINESSES.

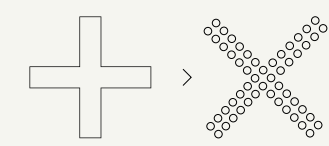


AND  
**INTER-COOPERATION**

TO JOINTLY STRENGTHEN OUR CAPABILITIES  
AND OUR BUSINESSES.



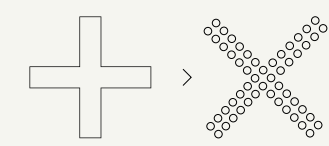




# WHAT DO WE DO AT MONDRAGON?



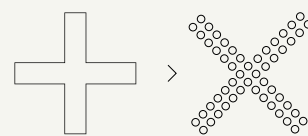




# WHAT DO WE DO AT MONDRAGON?







# WHAT DO WE DO AT MONDRAGON?



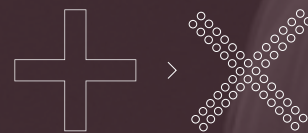




# WAYBILL 2021-2024

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





WE ARE

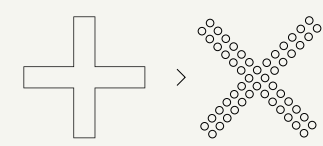
COMMITTED

# TO THE FUTURE



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





# STRATEGIC THEMES FOR THE FUTURO



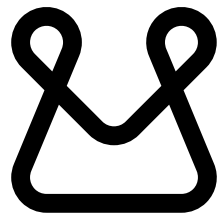


# BECAUSE MONDRAGON IS COOPERATION

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







# HUMANITY AT WORK

[www.mondragon-corporation.com](http://www.mondragon-corporation.com)