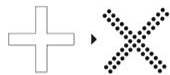


ADDING TO MULTIPLY
LOCAL PRODUCTION



1941

A young priest named
JOSE MARIA ARIZMENDIARRIETA
arrived in Mondragón , a small Basque town , and said:

COOPERATION IS THE POWERFUL LEVER
THAT MULTIPLIES OUR STRENGTH.



COOPERATING AND MOVING FORWARD TOGETHER

If this teamwork comes hand in hand with a conscious
COMMITMENT to **WORKING TOGETHER**
the ADITTION becomes a MULTIPLICATION.



THE ADITTION BECOMES A **MULTIPLICATION.**



AND THAT'S HOW
MONDRAGON
CAME TO BE

WOMEN AND MEN WORKING TOGETHER AND JOINING FORCES AND DEDICATION

because

normal **PEOPLE** do **EXTRAORDINARY** things

HUMANITY AT WORK



MONDRAGON



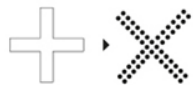
HUMANITY
AT WORK

Finanzas
Industria
Distribución
Conocimiento



Only one ingredient:
COMPETITIVENESS

LOCAL PRODUCTION RECIPE



INNOVATION TRIANGLE

EDUCATION



PRODUCTIVITY



TECHNOLOGY INVESTIGATION

INVESTMENT



LOCAL PRODUCTION RECIPE

IS THE INTERNACIONALIZATION GOOD OR BAD FOR IMPROVING LOCAL PRODUCTION?

MONDRAGON

HUMANITY
AT WORK

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Distribución
Conocimiento



VERY GOOD!



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

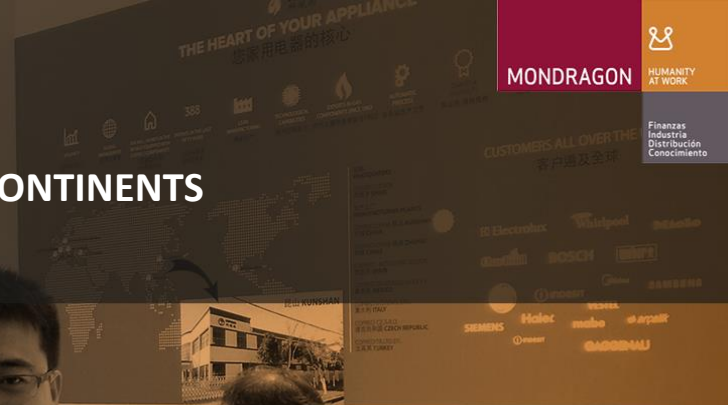
7

CORPORATE
BRANCHES



COPRECI 科佩西

DOMESTIC APPLIANCE

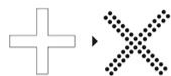


MONDRAGON



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AT WORK

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Conocimiento



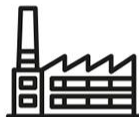
FOUR BUSINESS AREAS

1



FINANCE

2



INDUSTRY

3



DISTRIBUTION

4



KNOWLEDGE

We are a highly diversified group:

266

BUSINESSES

98

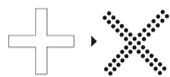
COOPERATIVES

143

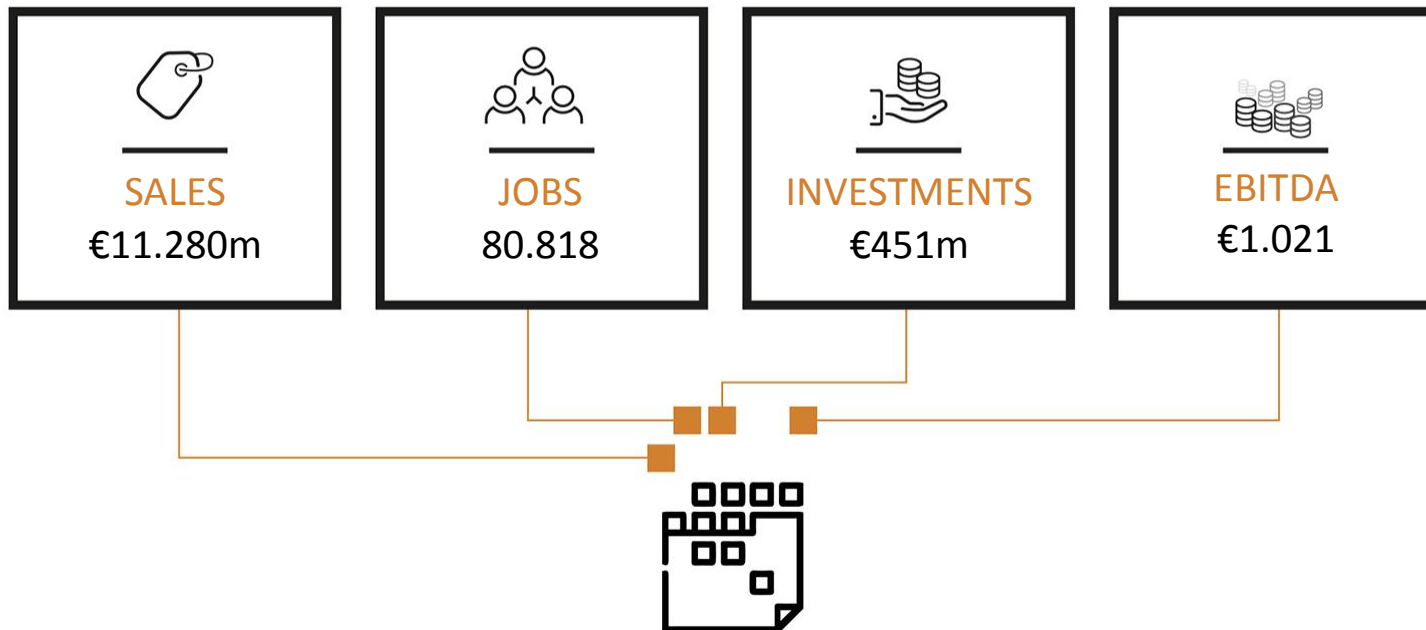
SUBSIDIARIES

25

ENTITIES



BASIC FIGURES





WE ARE COMMITTED TO INNOVATION

I+D

15

OWN RESEARCH
AND DEVELOPMENT
CENTRES

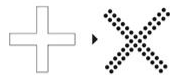


489

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

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



MONDRAGON



HUMANITY
AT WORK

Finanzas
Industria
Distribución
Conocimiento

AND PEOPLE

A PROJECT CREATED BY AND FOR PEOPLE IN LINE WITH FAIRNESS, SELF-IMPOSED
STANDARDS AND CO-RESPONSIBILITY



MONDRAGON

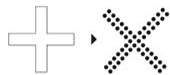


HUMANITY
AT WORK

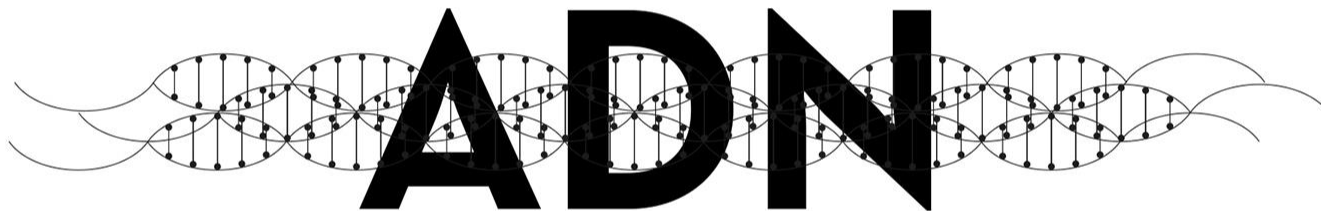
Finanzas
Industria
Distribución
Conocimiento

WE ARE ALL OWNERS OF OUR PROJECTS.
TOGETHER WE DECIDE OUR FUTURE.

PROTAGONISTS



WE FOSTER



SOCIAL RESPONSIBILITY AND RECIPROCITY,

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



MONDRAGON



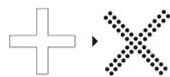
HUMANITY
AT WORK

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Conocimiento

AND COOPERATION



TO JOINTLY STRENGTHEN OUR CAPABILITIES
AND OUR BUSINESSES.



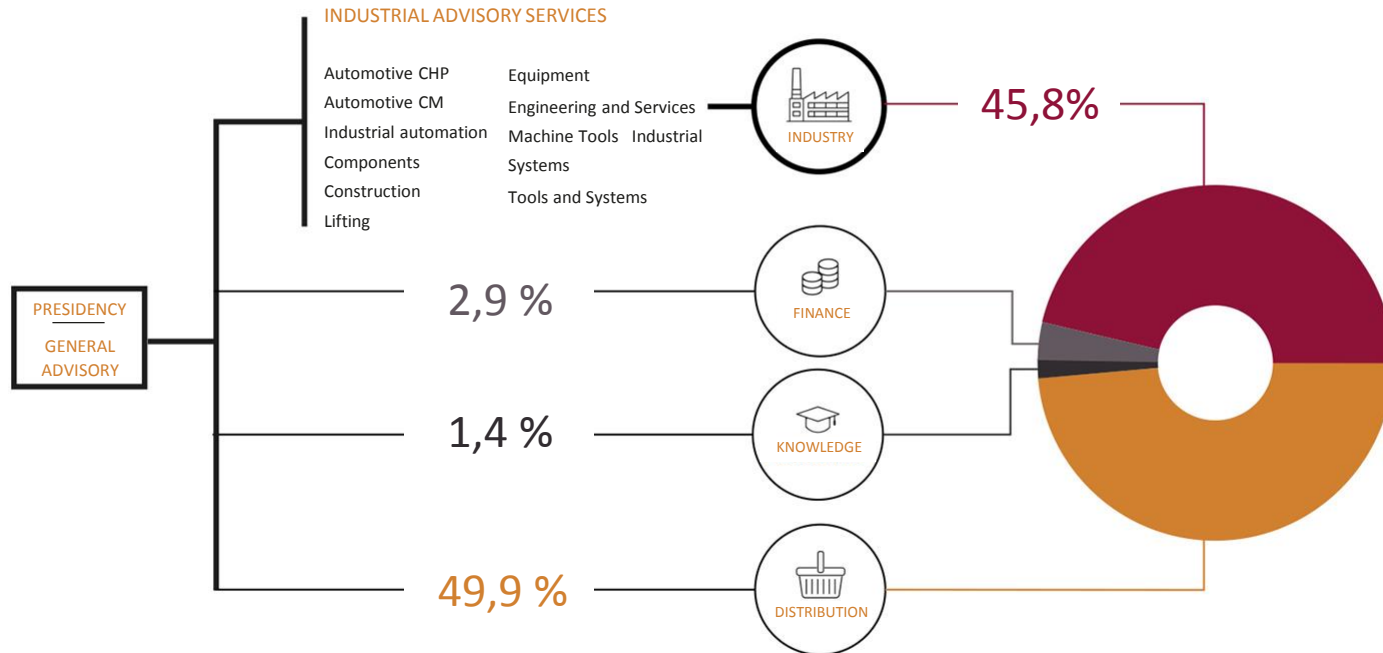
OUR STRUCTURE **MONDRAGON**

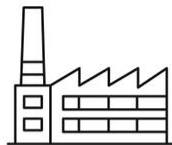
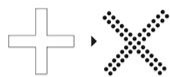
MONDRAGON



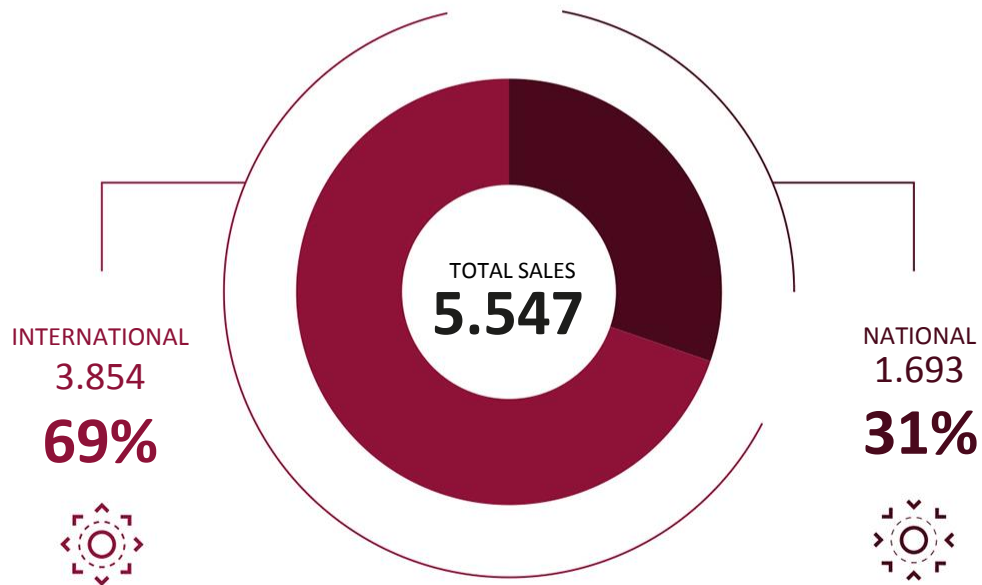
HUMANITY
AT WORK

Finanzas
Industria
Distribución
Conocimiento





INDUSTRY FACTS AND FIGURES



In million euros



FINANCE

FACTS AND FIGURES

EQUITY
LAGUN ARO

6.477

BALIABIDE BITARTEKATUAK
LABORAL KUTXA

21.014

SEGUROS LAGUN ARO

362.000

CLIENTS

In million euros

MONDRAGON



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KNOWLEDGE
FACTS AND FIGURES

MONDRAGON



HUMANITY
AT WORK

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MONDRAGON UNIVERSITY

4.600

STUDENTS

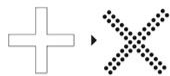


15

R&D
CENTRES



INTEGRATED SYSTEM FOR
INNOVATION,
PROMOTION AND
KNOWLEDGE.



DISTRIBUTION

FACTS AND FIGURES



In million euros



NATIONAL PRESENCE

67.146
EMPLOYEES

MONDRAGON

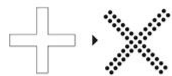
HUMANITY
AT WORK

Finanzas
Industria
Distribución
Conocimiento

INTERNATIONAL PRESENCE

13.600
EMPLOYEES





WE ARE
BRANDS
LEADERS

IK4 IKERLAN
Research Alliance

 **orkli**

 **DANO**BATGROUP

 **ULMA**

ORBEA

 **LKS**


Orona

 **EROSKI**

 **MAIER**

FAGOR 

 **URSSA**

 **MONDRAGON**
UNIBERTSITATEA

LABORAL 
kutxa

 **COPRECI**

 **kide**

MONDRAGON



HUMANITY
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Conocimiento



MONDRAGON

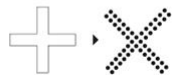
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AT WORK

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Conocimiento

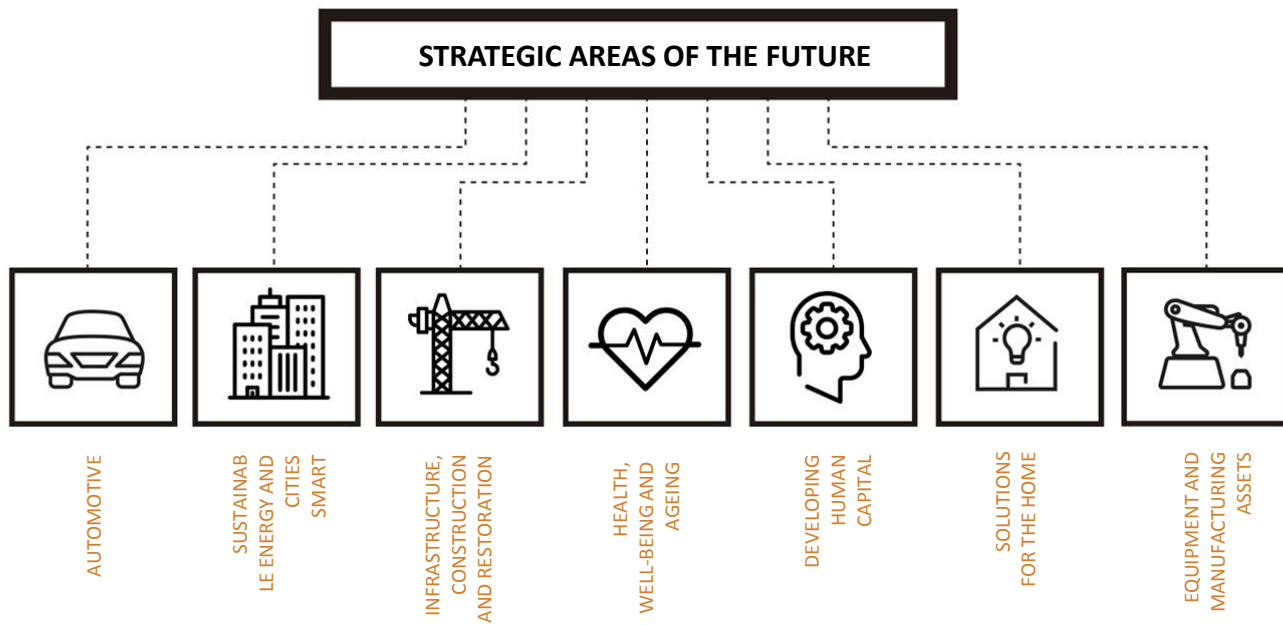
COMMITTED TO THE FUTURE



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



7 AREAS





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

MONDRAGON



HUMANITY
AT WORK

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