



MONDRAGON

HUMANITY
AT WORK

Finanzas
Industria
Distribución
Conocimiento

MONDRAGON
corporation

Humanityatwork

2012



2012

01. Who **we are**
02. The **start**
03. Our **essence**
04. The **keys**
05. Structure: **People** and **Employment**
06. **Highlights**
07. **National** and **internacional** presence
08. Our main **brands**
09. Committed to **the future**



01 Who we are

- **THE BIGGEST BUSINESS GROUP** IN THE BASQUE COUNTRY
- **10th IN THE RANKING OF SPANISH COMPANIES.**
- **WORLDWIDE BENCHMARK IN WORK IN CO-OPERATION:**
80,000 PEOPLE SHARING A BUSINESS IDEA



01 Who we are

- **A VERY DIVERSIFIED GROUP:**
289 COMPANIES AND ENTITIES OPERATING IN 4 ÁREAS:
FINANCIAL, INDUSTRIAL, RETAIL AND KNOWLEDGE
- **PRESENT IN THE 5 CONTINENTS:**
WITH 105 PRODUCTION PLANTS AND 9 CORPORATE OFFICES
- **WITH TECHNOLOGICAL INNOVATION AND INTEGRATION AS THE DRIVING FORCES BEHIND ITS DEVELOPMENT**
15 RESEARCH AND DEVELOPMENT CENTRES OF ITS OWN;
564 INVENTION PATENTS



01 Who we are

- **COMMITTED TO SOCIETY AND THE COMMUNITY**
SOLIDARITY AND SOCIAL RESPONSIBILITY WITH THE COMMUNITY AS AN
ESSENTIAL PART OF THE CORPORATION'S IDENTIFYING FEATURES



02 The start



KNOWLEDGE

VOCATIONAL TRAINING
CENTRE TO DEMOCRATISE
ACCESS TO QUALIFICATIONS

1943



INITIATIVE

STARTS THE
CO-OPERATIVE
EXPERIENCE

1956



EVOLUTION

COMPLEMENTS THE
STRUCTURE CREATING
AND INTEGRATING
NEW CO-OPERATIVE
ENTERPRISES

1960



DEVELOPMENT
CONSOLIDATION AND
INTERNATIONAL
EXPANSION

1991

03 Our **essence** mission

We are a socio-economic reality of a business nature

- With deep cultural roots in the Basque Country
- **Created by and for people**
- Inspired by the **Basic Principles of our Co-operative Experience**
- Committed to the community, competitive improvement and customer satisfaction, to **generate wealth in society, through business development and job creation**



04 The keys

corporate values



CO-OPERATION

Owners and protagonists

PARTICIPATION

Commitment to management

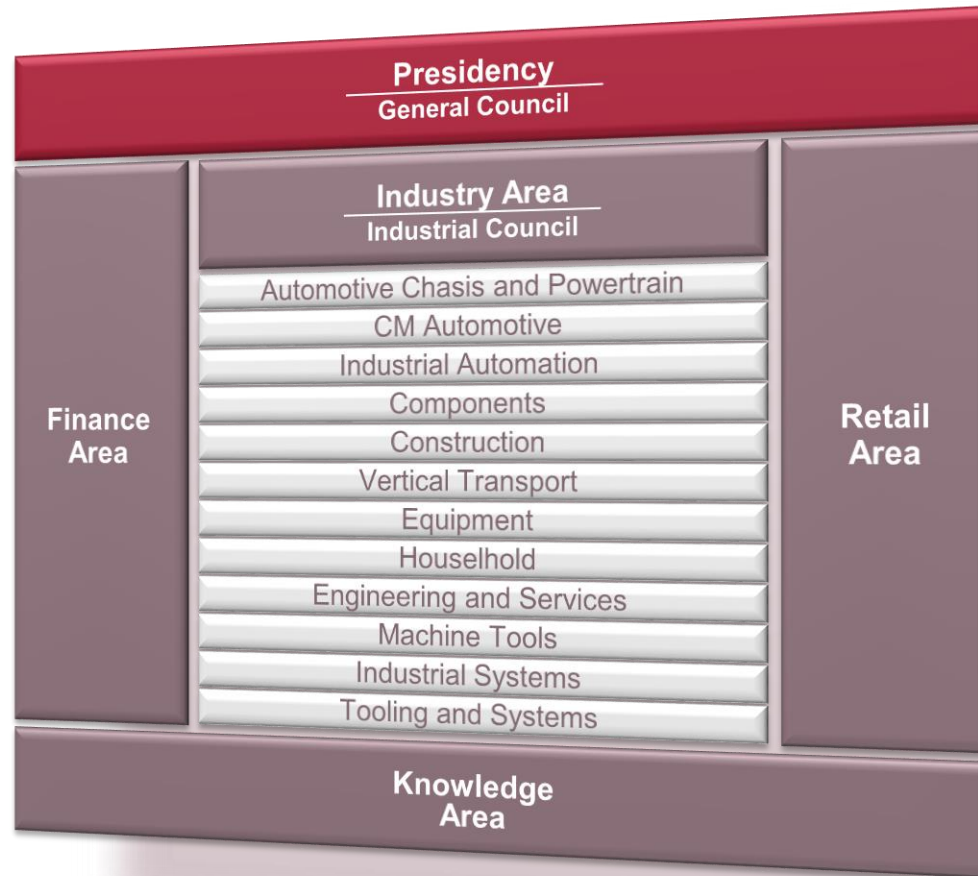
SOCIAL RESPONSIBILITY

Distribution of wealth based on solidarity, and involvement in the community

INNOVATION

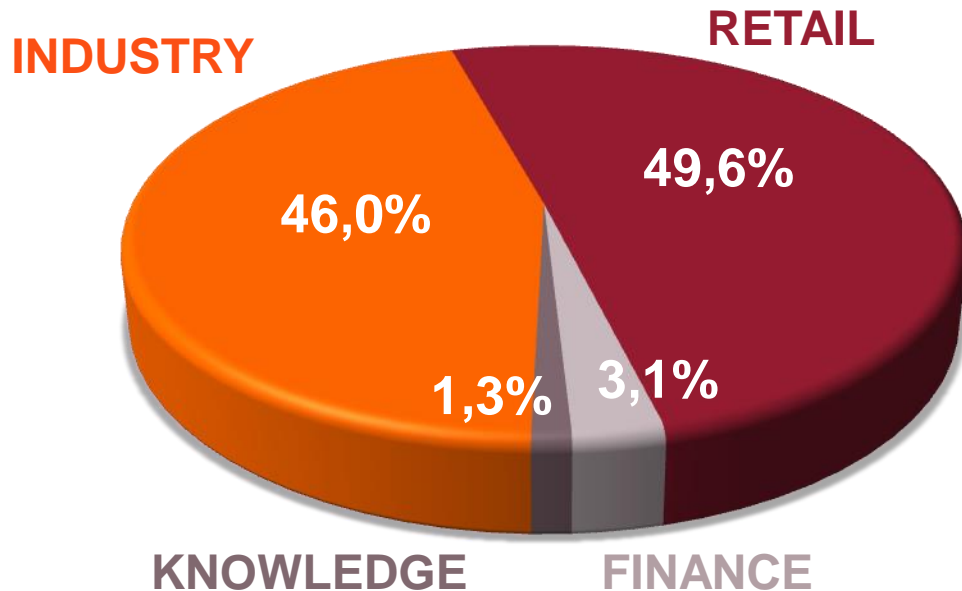
Constant renewal

05 Our organisation



05 Prioritising people & employment

DISTRIBUTION OF EMPLOYMENT BY AREAS

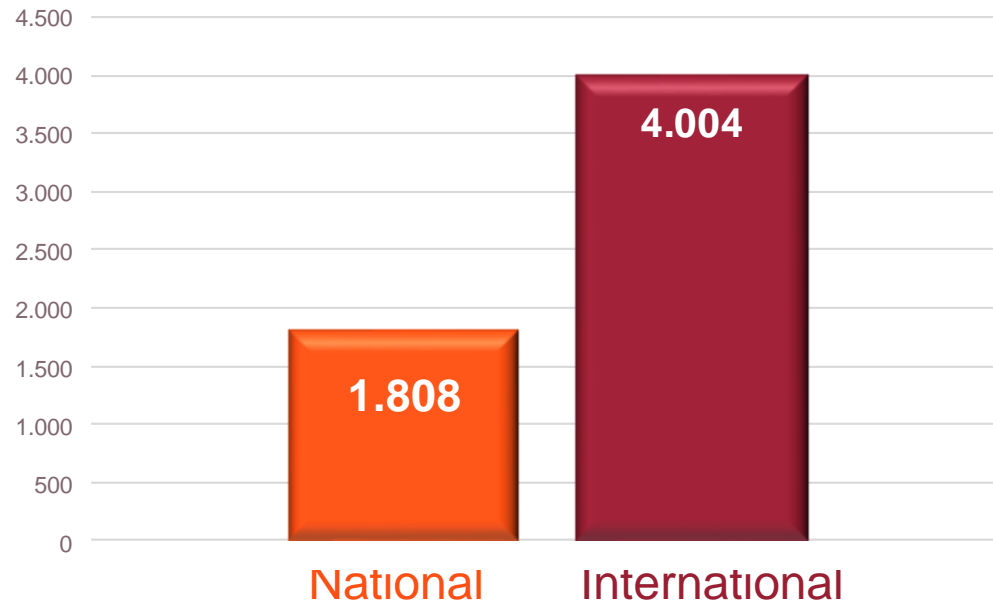


80.321

jobs in average
in 2012



06 With a consolidated project

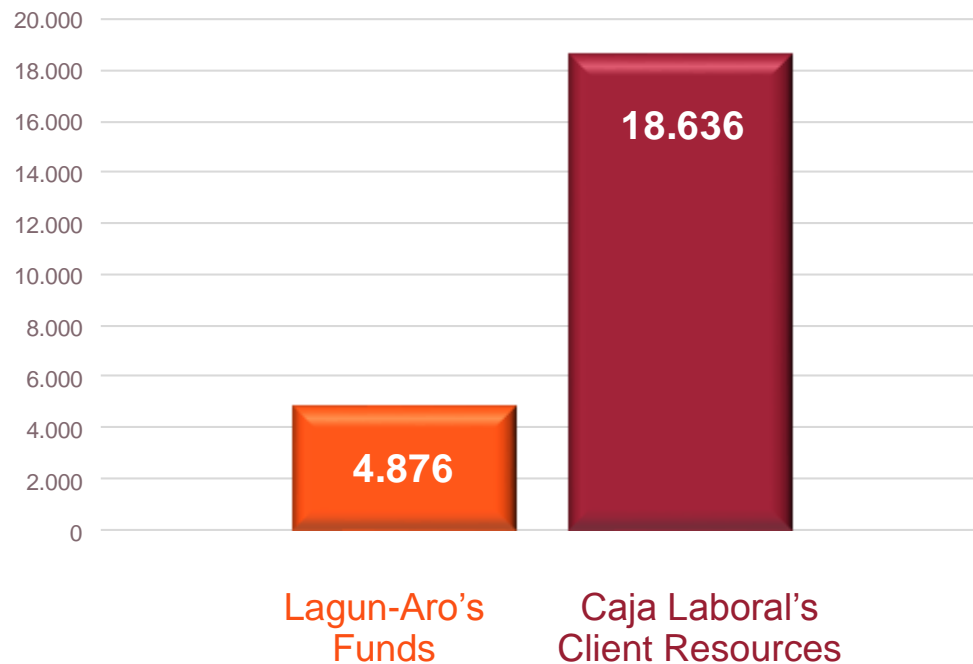


INDUSTRY AREA
TOTAL SALES

€5,812 millions

Data in millions of €

06 With a consolidated project

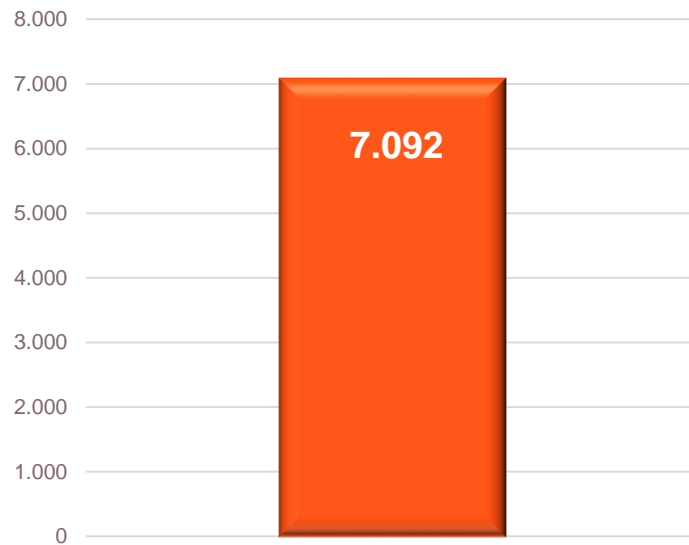


Seguros Lagun Aro

362.000 customers

Data in millions of €

06 With a consolidated project



Total Sales

RETAIL AREA

TOTAL SALES:

€7,092 millions

Data in millions of €

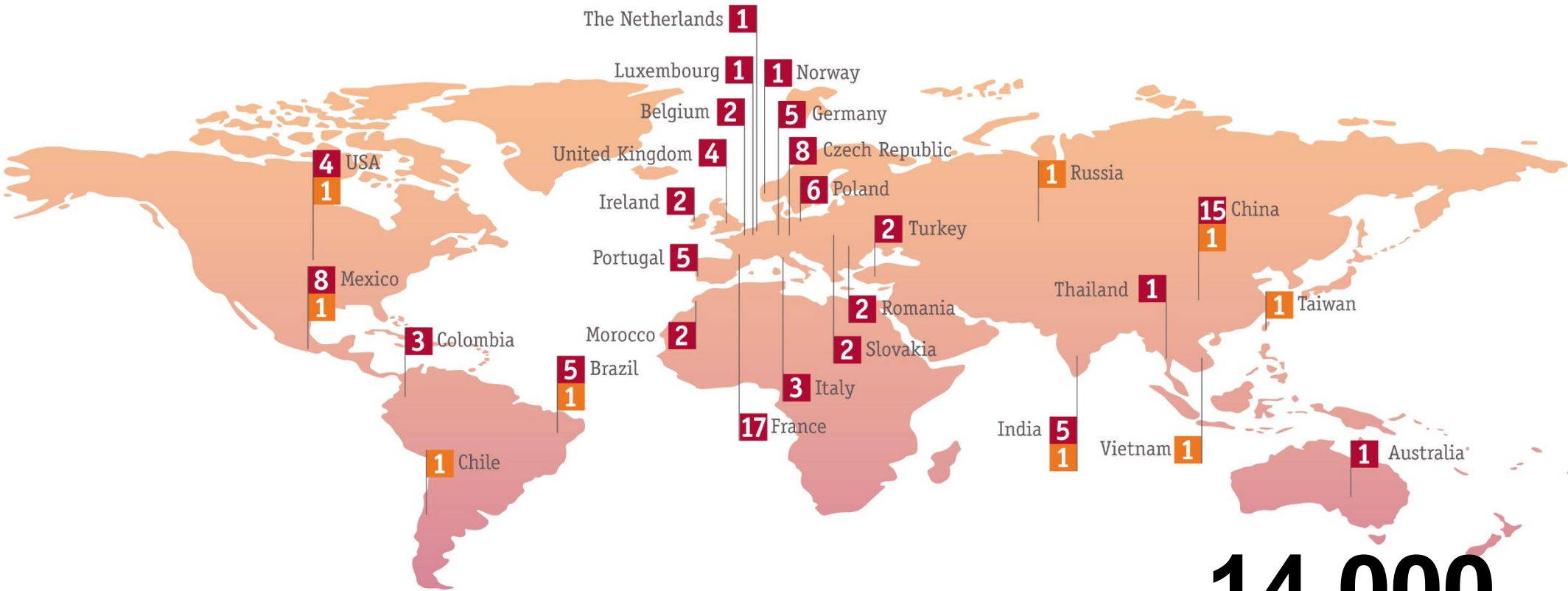
07 Integrated in every community



66,418
Total employees
in Spain

07 On the global stage

NATIONAL AND INTERNATIONAL PRESENCE



■ Production plants (105)
■ Corporate offices (9)

14,000

Employees in subsidiaries and international offices

08 With leading brands

ULMA
MONDRAGON
UNIBERTSITATEA
Orbea
Orkli
Fagor
Eroski
EDESA
Lagun Aro
MAIER
IKERLAN
DANOBAT GROUP
Orona
Laboral Kutxa
KIDE
Ondoan
LKS
URSSA
COPRECI



09 Committed to the future



- **Our commitment to innovation and integration:**
 - 160 million euros invested in 2012.
 - The Industry Area earmarked a budget of 9% of the added value to R&D.
 - In the Industry Area, 19% of revenue is from products and services that did not exist five years ago.
- **Strengthening international development:**

New production plants opened in 2012 and a consolidated international presence, with over 14,000 employees.
- **Maintaining the values that make the Corporation stand out as the driving force behind our development.**

COOPERATION + PARTICIPATION + SOCIAL RESPONSIBILITY + INNOVATION



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