

MONDRAGON



HUMANITY
AT WORK

Finance
Industry
Retail
Knowledge



“MONDRAGON through an Entrepreneurial Ecosystem Framework”

RECOMMENDATIONS FOR OTHER SECTORS & COUNTRIES



United Nations, New York.
Iñigo Albizuri
30/05/2023



José María Arizmendarrieta, led what seemed like an utopia; a future reality in which the workers themselves created and managed companies by themselves that **CURRENTLY** represent the **FIRST INDUSTRIAL COOPERATIVE ECOSYSTEM IN THE WORLD.**



FIRST AND FOREMOST, VALUES

We are an entrepreneurial social & economic project inspired by the principles of our Cooperative Experience.

- **DEMOCRACY** 1 partner 1 vote
- **SOLIDARITY** pay scale 1 to 6
- **PARTICIPATION** in ownership, management and results
- **INTERCOOPERATION** shared funds /people relocations

ALL PROTAGONISTS

A project created by and for people aligned with fairness, self-imposed standards and co-responsibility.
We are owners of our projects. We together decide our future.



OUR
BUSSINES
AREAS

FINANCE

INDUSTRY

RETAIL

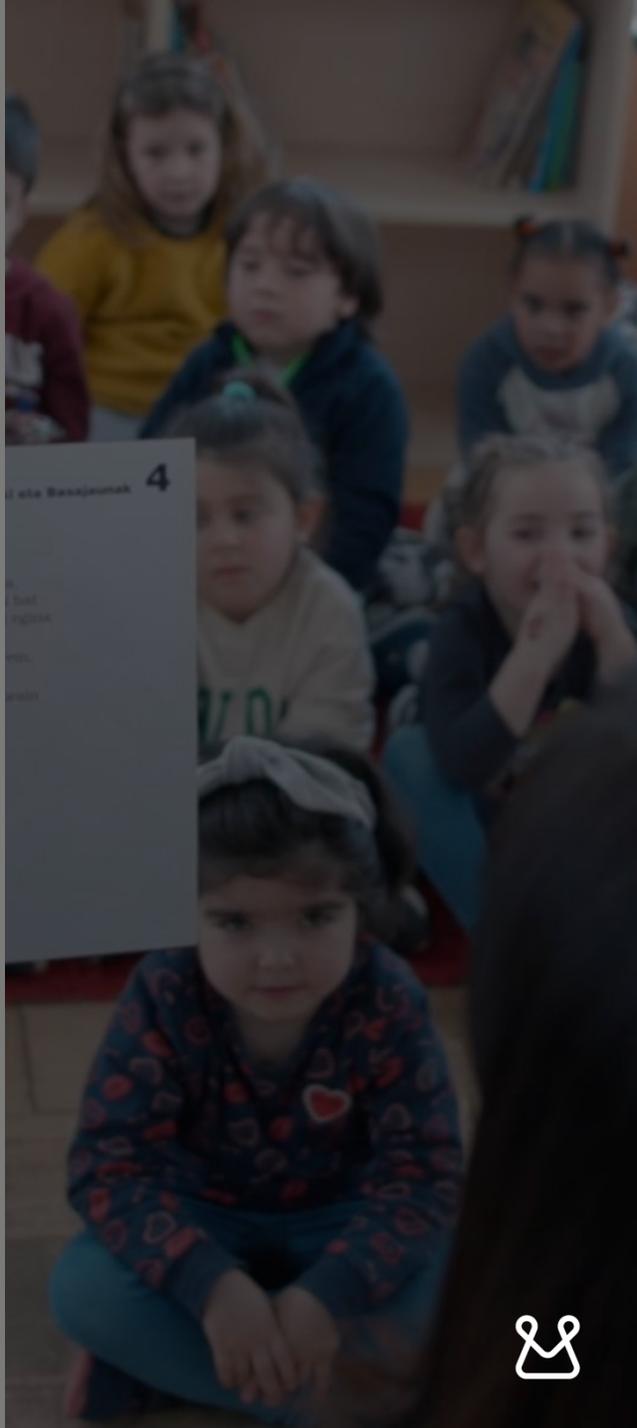
KNOWLEDGE





**€10,236 M
TOTAL SALES**

83
COOPERATIVES



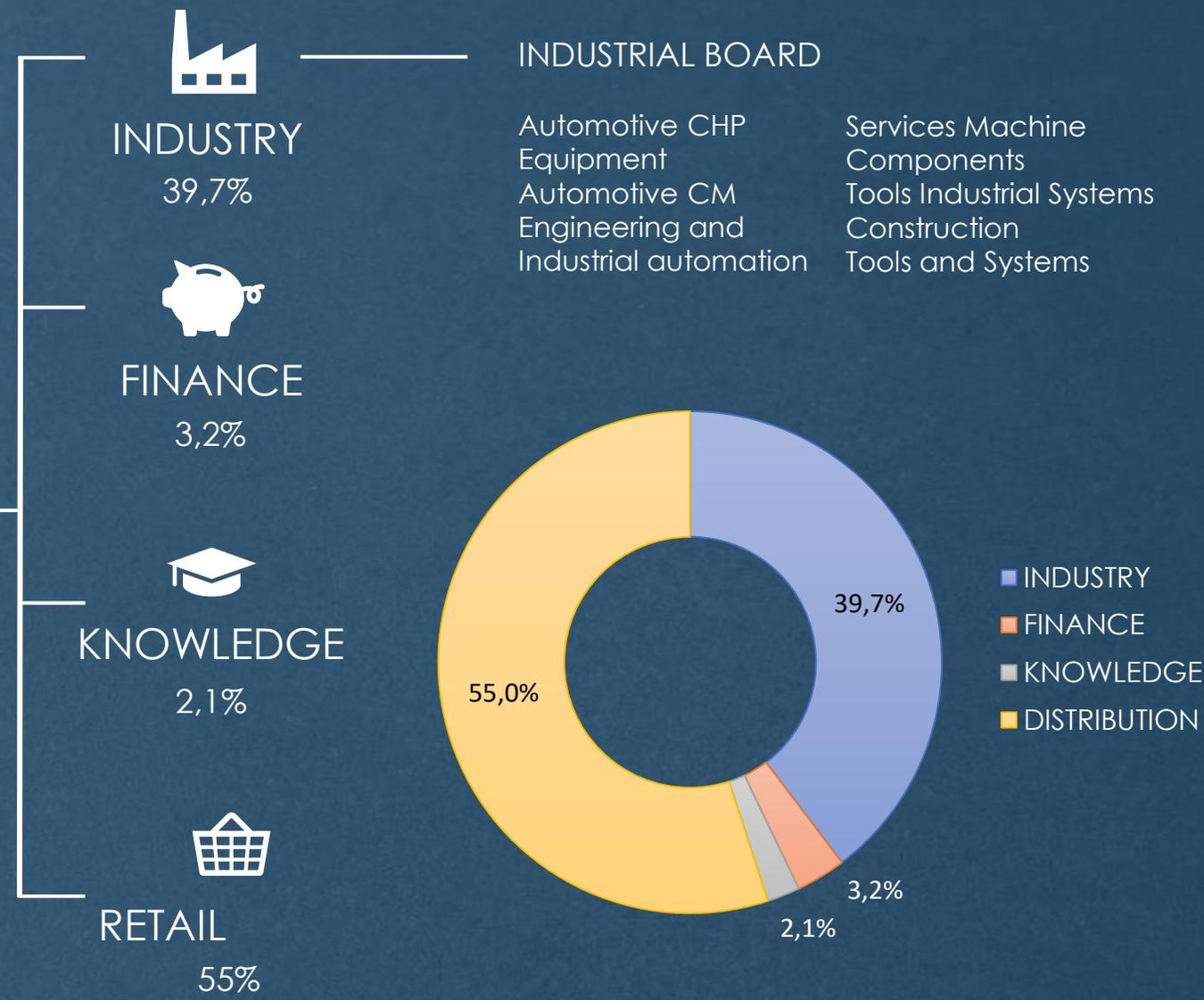
68,743
WE PROVIDE JOBS



OUR STRUCTURE



CONGRESS
STANDING COMMITTEE
|
PRESIDENCY
GENERAL COUNCIL





INTERNATIONAL PRESENCE

SALES IN
MORE THAN

150

COUNTRIES

80

PRODUCTIVE
SETTINGS

10,034

PEOPLE

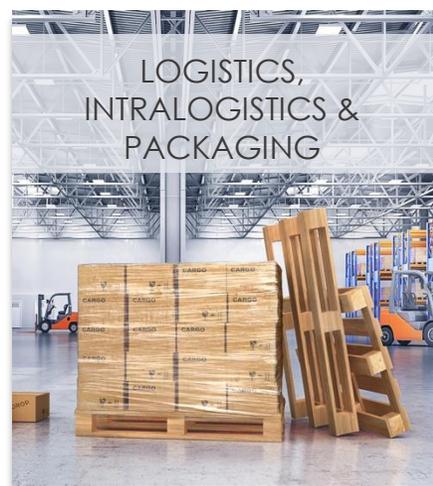
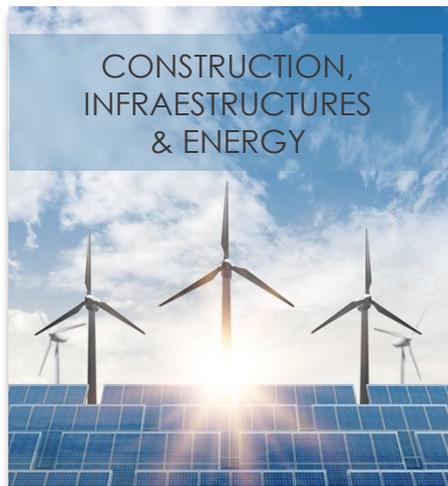
76%

INTERNATIONAL
SALES



WHAT DO WE DO AT MONDRAGON?

Activity sectors



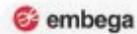
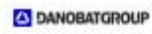
BRANDS



FINANCE



INDUSTRY



BRANDS



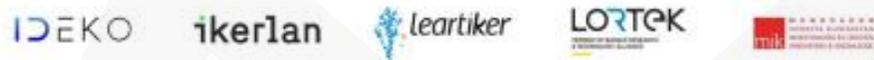
RETAIL



UNIVERSITY



TECHNOLOGY CENTRES



BUSINESS R&D UNITS



EDUCATION AND PROFESSIONAL TRAINING CENTRES



INNOVATION AGENTS



KNOWLEDGE



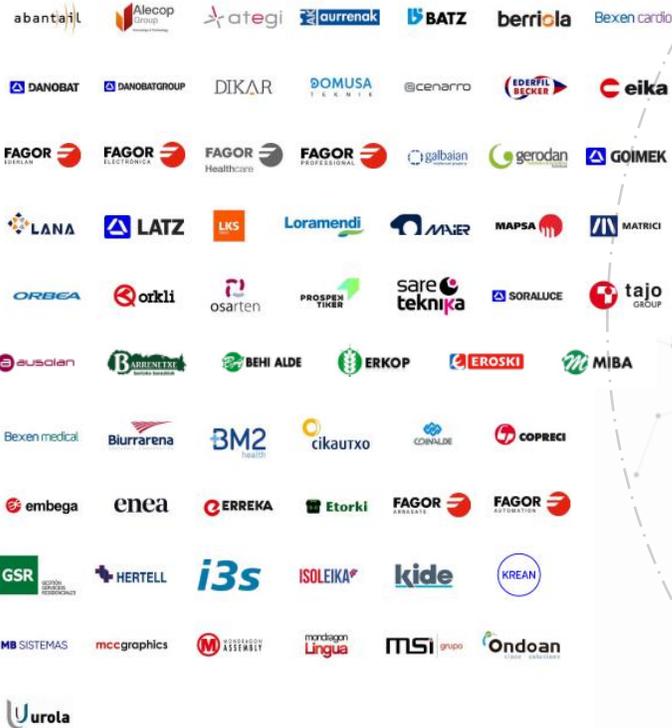
6. RELACIONES PUBLICO - PRIVADAS



1. EDUCATION AND PROFESSIONAL TRAINING CENTRES



5. COOPERATIVES



INNOVATIVE ENTREPRENEURIAL ECOSYSTEM

2. FINANCIAL SUPPORT



3. FOUR TECHNOLOGICAL CENTERS



8 BUSSINES R&D UNITS



4. MONDRAGON CORPORATION BUSINESS DEVELOPMENT





INNOVATIVE ENTREPRENEURIAL ECOSYSTEM



“Born to learn”

MULTICOMMUNICATIVE

FLEXIBLE LEARNER

CITIZENS OF THE WORLD

IDENTITY AND OBJECTIVE

ACTIVE LEARNER

COOPERATIVE



EDUCATION

1 UNIVERSITY, 4 MULTI-LOCATED CAMPUS



- High Polytechnic School
- Business School
- Humanities & Education Science School
- Culinary Science School



4 MULTI-LOCATED CAMPUS

No.1 in dual training in the state.

Benchmark model for research and knowledge transfer in collaboration with companies.

5,979
Students

17
Bachelor's degrees

15
Master's degrees

* 2021 figures

EDUCATION AND PROFESSIONAL TRAINING CENTRES



MANAGEMENT AND CORPORATE DEVELOPMENT CENTRE



69
Cooperative
Education
programmes

22
Self-Care & Emotional
Management
programmes



INNOVATION IN ENTREPRENEURIAL EDUCATION ENTREPRENEURSHIP ECOSYSTEMS


MTA **LEINN**

> 1500

Team Entrepreneurs

> 35

Start-Ups


TMINN MTA MINN

250

Team Coaches & intrapreneurs

50

Projects in Company


MTA **CHANGE MAKER LAB**
UNIVERSITY INNOVATION PROGRAM

> 250

University Students

3

Locations




MTA **LEINN**


TMINN MTA MINN


MTA **CHANGE MAKER LAB**
UNIVERSITY INNOVATION PROGRAM

2500
TOTAL IMPACTED PEOPLE



10
YEARS

MTA
MONDRAGON
TEAM
ACADEMY

https://www.youtube.com/watch?v=xXydwvL6rp0&list=PLi2yiGb_zKBFjk4AaDTh_OGYIGr-oH8Aq&index=14





INNOVATIVE ENTREPRENEURIAL ECOSYSTEM

FINANCIAL SUPPORT



gaztenpresa
fundazioa

2.FINANCIAL SUPPORT



gaztenpresa
fundazioa

**“Supporting our local
entrepreneurs”**





1. Gaztenpresa

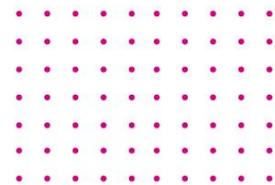
In 1994, youth unemployment rose to over 50% along the left bank of the River Nervión in the wake of extensive industrial restructuring. Against that background, a group of people from the local LABORAL Kutxa began to mobilise, by pooling their expertise and resources, while seeking alliances to try and remedy the situation.

Gaztenpresa thus emerged as a business ideas contest, organised by the managers of the LABORAL Kutxa branches and supported by Bultz-Lan Consulting. During that first year, 10 companies were set up with the backing of specific microfinancing.

Over the following years, the programme spread to Gipuzkoa, Álava and Navarra, at the initiative of colleagues from other LABORAL Kutxa areas who wanted to introduce it in their respective territories.

Finally, Gaztenpresa became a Foundation (not-for-profit private entity belonging to the social work of LABORAL Kutxa) on 16 September 2022 as the result of the intrapreneurship process that we have just described.

What do we do?

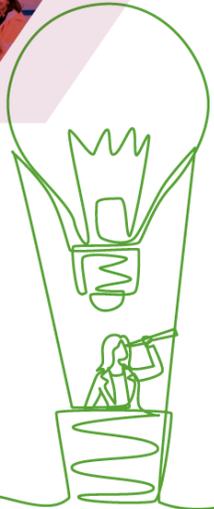


We mentor local people planning to become entrepreneurs to help increase their possibilities of success and of generating wealth through job creation.



2. Business start-up

WE WILL MENTOR YOU RIGHT THROUGH FROM THE START TO THE END OF YOUR PROJECT



314
companies created

ARABA	44
BIZKAIA	169
GIPUZKOA	69
NAFARROA	32
TOTAL	314

637
jobs created

ARABA	94
BIZKAIA	348
GIPUZKOA	137
NAFARROA	58
TOTAL	637

BUSINESS SECTOR



LEGAL FORM





Financing:

We help you with the financial plan.
We assess your project's needs and
recommend the most appropriate
sources of financing.

245 LOANS
AWARDED

FINANCING IN 2022
€ 9,018,990

FINANCING UNTIL 2022
€ 192 mill

€87,528

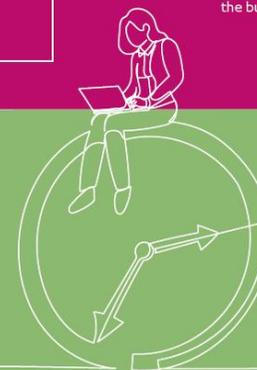
AVERAGE INVESTMENT

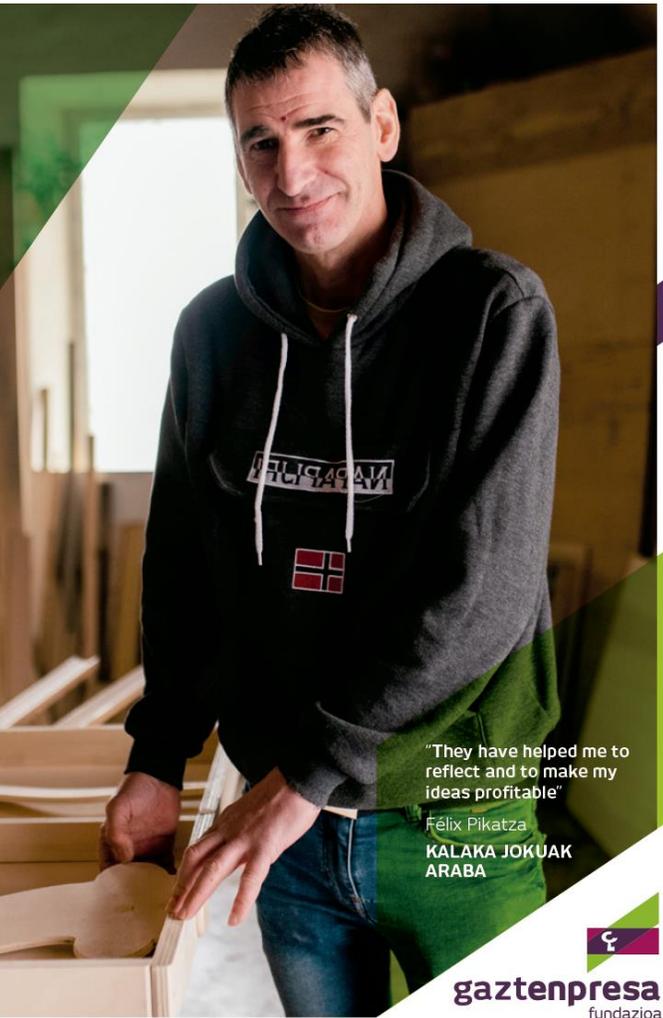
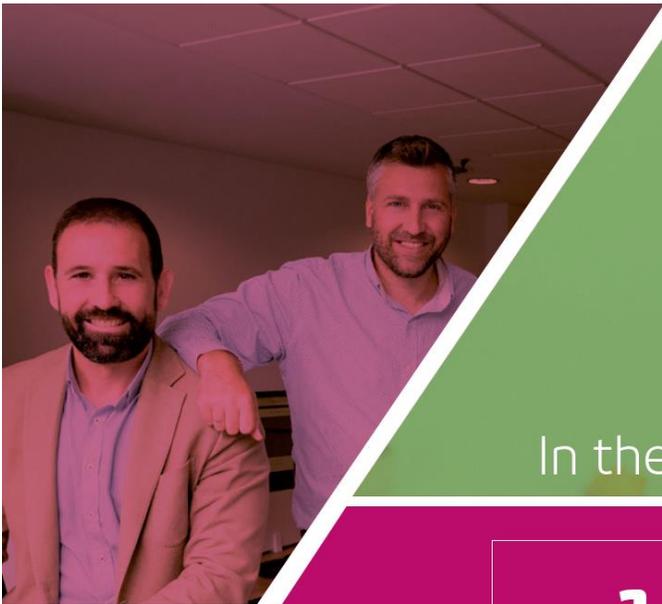
The average investment to start up new
companies.

€36,812

AVERAGE LOAN

The average loan needed to implement
the business project.





In these 27 years

12,041
jobs created

6,578
companies created

26,565
applications
attended

192
million euros
funding

1,311
companies assisted
in consolidation

247
relationships
mentoring

1,352
workshops
held

"They have helped me to reflect and to make my ideas profitable"

Félix Pikatza
KALAKA JOKUAK
ARABA



INNOVATIVE ENTREPRENEURIAL ECOSYSTEM

4 TECHNOLOGICAL CENTERS

ID EKO **Leartiker**
ikerlan **LORTEK**

8 BUSSINES R&D UNITS

AOTEK automation & optics **ISEA** Innovación en Servicios Empresariales Asociados
Empresarial Zerbitzu Aurreratuaren Berraburutzak **MTC** MAIER TECHNOLOGY CENTRE **mik**
EDERTEK technology centre **koniker** **cikatek** R&D and Innovation Centre **CS** centro
stirling

ikerlan

MEMBER OF BASQUE RESEARCH
& TECHNOLOGY ALLIANCE

**“Technology an
attitude”**



**Where technology
is an attitude.**

Collaborators network

HOME / ABOUT IKERLAN / COLLABORATORS NETWORK

COLLABORATION NETWORK FORMED BY PRESTIGIOUS CENTRES, UNIVERSITIES AND INSTITUTIONS THAT STRENGTHEN AND COMPLEMENT OUR CAPACITIES.

UNIVERSITIES AND RESEARCH CENTRES

TECHNOLOGY

Innovation ecosystem

4 TECHNOLOGICAL CENTERS

ID EKO

manufacturing technologies and industrial production

ikerlan

industrial digitization and technology transfer

Leartiker

food and polymers technologies

LORTEK

metal additive manufacturing and joining technologies

Members of



370

FAMILIES OF RESEARCH PATENTS

8 BUSSINES R&D UNITS



Fagor Automation
Automation & optics areas



Components Division
Components & subsystems for the home sector.



Cikautxo
Rubber & plastic parts



Engineering & Business Services Division
Business Services



Fagor Arrasate
Machinery & industrial production processes



Maier
Thermoplastic parts for automotive industry



Fagor Ederlan Taldea
Lightweight and high-performance products for automotive industry



Business Faculty
Talent management, entrepreneurship or market development.



INNOVATION

Corporate Center - Innovation & Technology
Science & Technology Plan

Through the Science and Technology Plan, MONDRAGON Corporation makes **three support instruments** available to its entities for the development of **new products and services** and for solving their **technological challenges in the medium and long term**.

COLLABORATIVE **TECHNOLOGICAL** DEVELOPMENT PROJECTS

Promotion of the development and transfer of knowledge on a specific technological theme, between companies, R&D agents and the university, with a clear market orientation.

COLLABORATIVE **KNOWLEDGE** GENERATION PROJECTS

Joint research between corporate research entities to generate knowledge and talent for multisectoral application in those transversal technologies prioritized by cooperatives.

INNOVATIVE **DIGITIZATION** PROJECTS

Support the processes of digital transformation of cooperatives, through the implementation/deployment of innovative technological solutions already existing in the market, which imply the capture of external knowledge to the cooperative.





INNOVATIVE ENTREPRENEURIAL ECOSYSTEM

MONDRAGON BUSINESS DEVELOPMENT

 MONDRAGON



“New business”



BUSINESS DEVELOPMENT CENTRE

Portfolio of services

Objectives

- Development of strategies and plans for diversification and entrepreneurship.
- Identification of business opportunities.
- Generation of new business activities.



Support to open innovation plans definition



Diagnosis & diversification strategy



Radar of startups & SMEs



Building alliances and collaboration agreements



Incubation & launching of new businesses



Investments in strategic parties

FIELDS OF INTEREST

Deeptech

Digital & Smart industry

Sustainability

Health & wellness

Agrofoodtech

BUSINESS DEVELOPMENT CENTRE

Intrapreneurship figures



BUSINESS DEVELOPMENT CENTRE

Intrapreneurship figures

2019-2023:

33 intrapreneurship projects

7 new companies

5 new business units

2 other activities

12 feasibility analysis in process

7 closed after analysis



BUSINESS DEVELOPMENT CENTRE

Intrapreneurship figures

14

new business activities in the following strategic vectors, among others:



Renewable energy



Industrial inspection systems



Cybersecurity



Circular economy



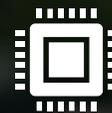
Smart mobility



Biotechnology



Social & health care



Semiconductors

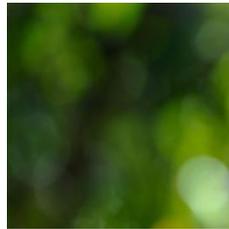


BUSINESS DEVELOPMENT CENTRE

Intrapreneurship portfolio



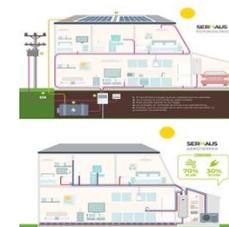
ORBIK
Industrial cybersecurity solutions



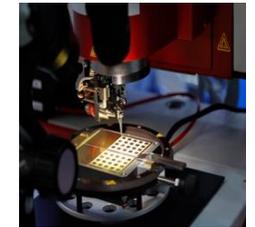
CIRCULAR REPLAY
Industrial circular revolution



BIHAR
Services & Productos for Elderly & Dependent People



SERHAUS
Home Renewable Energy Solutions



SEMICONDUCTORS FAGOR AUTOMATION
New vacuum & high vacuum Position Feedback Systems



KREAN SERVICIOS ENERGÉTICOS
Promotion of Photovoltaic roofs



EKILUZ ENERGÍA COMERCIALIZADORA
Electric Energy commercializer



CLOSING THE GAP
Design & Monitoring of training itineraries in the fase of Technological changes



UBIKA
Monitoring & intelligent management of Transport Load



CONNECTED VEHICLE
Fleet management from the vehicle manufacturer to its marketer/maintainer



SECURE & IT
Computer & Information Security



ENDITY
Inspection systems, Non-destructive testing



INGGUMA
Software for Technology Watch & Competitive Intelligence



BEXEN BIOSERVICES
Management of Biological simples & medicines



BUSINESS DEVELOPMENT CENTRE

Investments figures



BUSINESS DEVELOPMENT CENTRE

Investments figures

2019-2023:

17 business investments

2 venture capital funds:
seed, early stage and A series

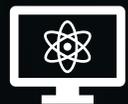


BUSINESS DEVELOPMENT CENTRE

Investments figures

17

business investments in the following strategic vectors, among others:



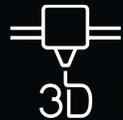
Quantum Computing



Medical devices



Digital solutions for logistics



3D printing



Alternative proteins



Social & health care



Industrial machinery



Talent



BUSINESS DEVELOPMENT CENTRE

Investments portfolio



MULTIVERSE

Quantum Computing Software to provide Disruptive Solutions



BCN3D

Desktop 3D printers' design and manufacture



SHAKERS

Online platform which connects Talent with Companies & Projects



JEFF

Digital business facilitator platform Franchise form



HWS

Scalable Crane solutions for the manufacture of Wind Towers



CORIFY

Non-Invasive Medical Device for diagnosing Cardiac Arrhythmias



SABBATIC

Digitalisation Software for company expenses



BERBA

Automated Translation service



SAFE LOAD

Testing Equipment for Packaging Optimisation



NARU INTELLIGENCE

AI System that predicts adverse effects in Oncological patients



WITRAC

Wireless Traceability in real time



STONE COOKER

Playful cooking solutions with electric heating



CHAINGO

Logistics solutions with Blockchain Technology



OROI

Virtual Reality Channel with experiences aimed at Elderly



INSEKT LABEL

Insect production farm for Human feeding



SMART COMFORT

Smart heat for large surface



EEVAM

Engineering, Electric Vehicles & Advanced Mobility





MONDRAGON INDUSTRIAL ENTREPRENEURSHIP

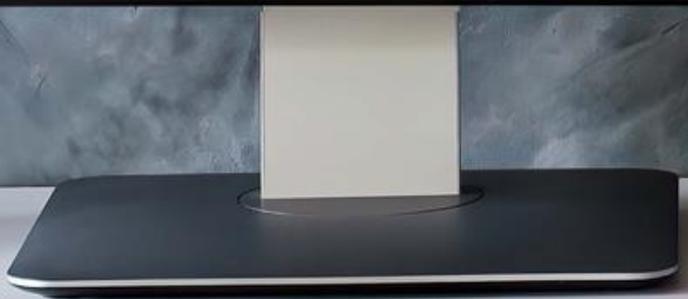
EXPERTS IN THE INDUSTRIALISATION OF PRODUCTS AND PROCESSES

MONDRAGON EMPRENDE

MONDRAGON Business Development Centre is MONDRAGON's corporate platform whose mission is the **development of entrepreneurship, diversification, and the generation of New Business Activities.**

Our **vision** leads us to position ourselves in **business models with future** that favour the competitiveness of our companies, businesses which generate social impact within a framework of great human dimension.

We **manage the start-up of new projects** based on the intra-entrepreneurial and inter-cooperation capacities identified, as well as generating **alliances and shareholding** with other business opportunities identified abroad.



MONDRAGON BUSINESS DEVELOPMENT CENTRE

1. SOCIAL & BUSINESS POLICY CONTEXT 2021 - 2024



MONDRAGON PROMOTION CENTRE

SOCIAL&BUSINESS POLICY CONTEXT 2021-2024

ROAD MAP 2021-2024

Improve our position to gain in competitiveness in cooperation and flexibility facing disruptive changes.

STRATEGIC AXES



COMMITMENT E
CORPORATE IDENTITY



SUSTAINABILITY



BUSINESS
WITH FUTURE



FLEXIBILITY AND
ADAPTABILITY



DIGITAL TRANSFORMATION



INTERCOOPERATION



ATTRACTION &
TALENT DEVELOPMENT





BUSINESS
WITH FUTURE



DIGITAL TRANSFORMATION





BUSINESS
WITH FUTURE

IMPROVE
THE LEGACY



DIGITAL TRANSFORMATION

THE FUTURE
IS HERE

IMPULSE from the Cooperatives, Divisions and Corporate Support Entities

Provide us with people and financing tools to support the generation of new business activities

Consider the purchase and participation of sustainable companies and startups in sectors of the future

Search for business opportunities within the framework of current disruptive changes and in the evolution of the present and future needs of cooperatives -> Mondragon MAS ABIERTO

Explore the value chain of digital transformation for the generation of new activities with high added value

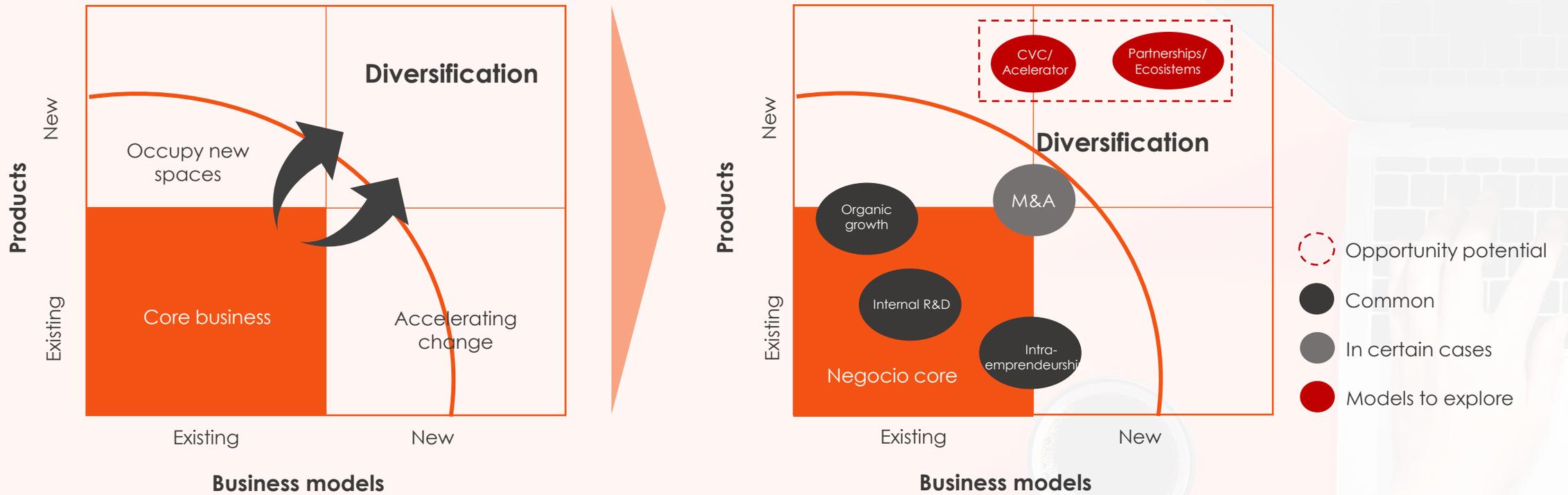
Address a process of Digital Transformation of business moving towards digital business with an offer of components, functions, final products and advanced services based on data analytics.



MONDRAGON BUSINESS DEVELOPMENT CENTRE

1. SOCIAL & BUSINESS POLICY CONTEXT 2021-2024
2. EXTERNAL CONTEXT OF BUSINESS PROMOTION





Organizations are becoming more sophisticated and are increasingly professionalizing their businesses with FUTURE ORIENTATION

Incorporating EXPLORATION from innovation and entrepreneurship generates "risk and bet" but at the same time generates "change, flexibility, experimentation and discovery".

Statistics confirm that Diversified and Entrepreneurial Organizations generate higher returns for their investors, greater capacity for growth and greater employment.



MONDRAGON BUSINESS DEVELOPMENT CENTRE

1. SOCIAL & BUSINESS POLICY CONTEXT 2021-2024
2. EXTERNAL CONTEXT OF BUSINESS PROMOTION
3. AREAS OF WORK, SERVICES OFFERED



Mondragon
IntraEntrepreneurship

**DIAGNOSTICO Y
ESTRATEGIA**

STRUCTURING

**INCUBATION/
ANALYSIS**

**LAUNCHING
INVESTMENT**

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Business Maturity Diagnosis
Diagnosis impact trends
Define Areas of Interest and Objectives
Pilot Development
Plan of Activities
Resources Required
Monitoring Committee

Identification of Opportunities
Inter Cooperation Corporate NODE
[Corporate Promotion Committee]
Promoter
Lace
NODE Deal Flow (1500 projects)
Agreements with 30-40 External Ecosystems

Consejo Industrial

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Consejo Industrial

Mentoring and Work Space
Market Study
Business Model
Business Plan
Shareholders agreement
Due Diligence
Pilot Development
Technological Contrast

INCUBATION

ANALYSIS

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**LAUNCHING NEW
ACTIVITY**

INVESTMENT

ALLIANCES

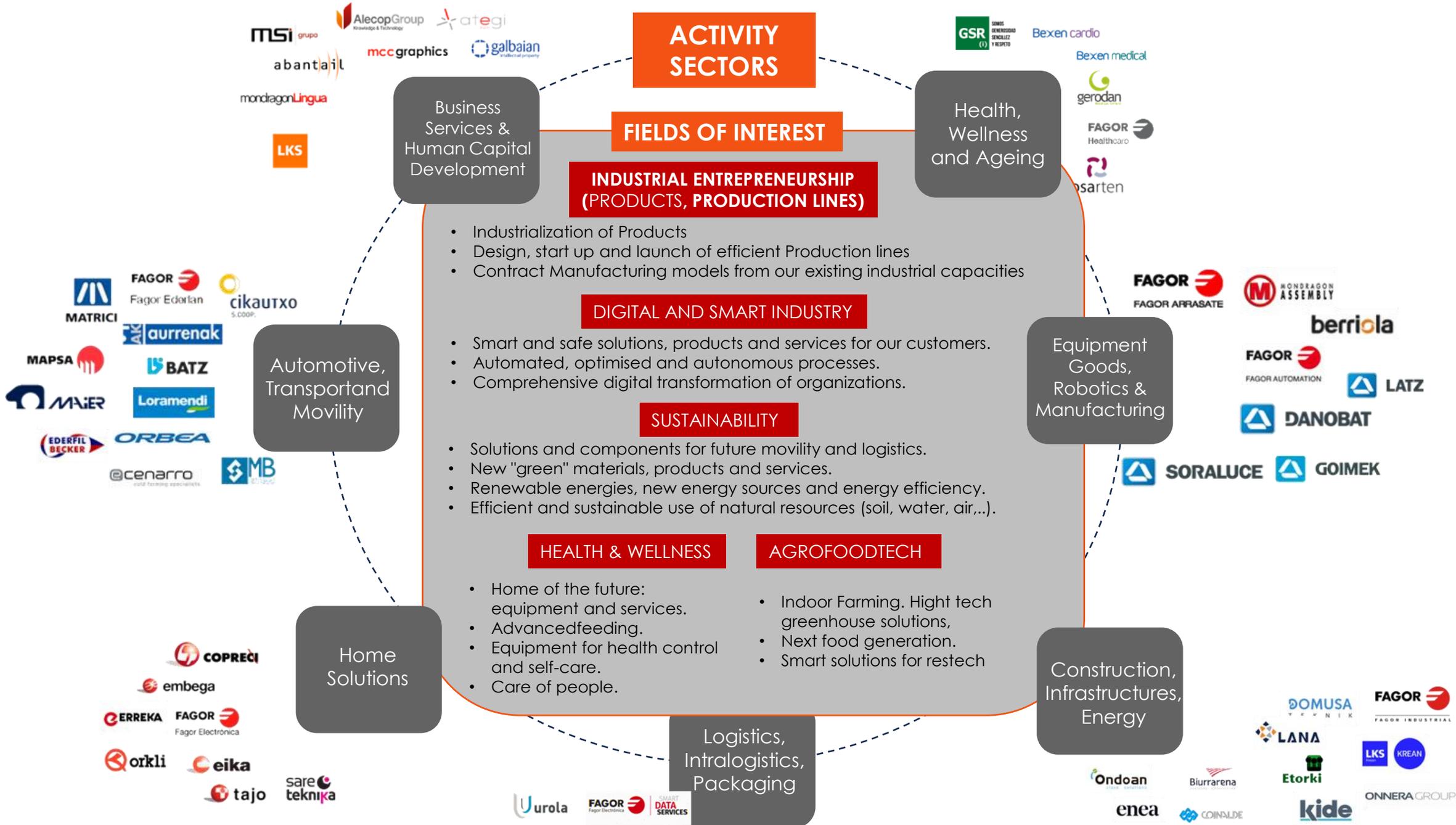
Mondragon
Open Entrepreneurship



MONDRAGON BUSINESS DEVELOPMENT CENTRE

1. SOCIAL & BUSINESS POLICY CONTEXT 2021-2024
2. EXTERNAL CONTEXT OF BUSINESS PROMOTION
3. AREAS OF WORK, SERVICES OFFERED
4. CORPORATE STRATEGIC AREAS BUSINESS DEVELOPMENT





MONDRAGON BUSINESS DEVELOPMENT CENTRE

1. SOCIAL & BUSINESS POLICY CONTEXT 2021-2024
2. EXTERNAL CONTEXT OF BUSINESS PROMOTION
3. AREAS OF WORK, SERVICES OFFERED
4. CORPORATE STRATEGIC AREAS BUSINESS DEVELOPMENT
- 5. PARTNERSHIPS**



MONDRAGON PARTNERSHIPS



Identification:
1800 PROJECTS



MONDRAGON BUSINESS DEVELOPMENT CENTRE

1. SOCIAL & BUSINESS POLICY CONTEXT 2021-2024
2. EXTERNAL CONTEXT OF BUSINESS PROMOTION
3. AREAS OF WORK, SERVICES OFFERED
4. CORPORATE STRATEGIC AREAS BUSINESS DEVELOPMENT
5. PARTNERSHIPS
6. RESULTS (19-22)



LKS /IKERLAN

MULTIVERSE

SOFTWARE DE COMPUTACIÓN CUANTICA PARA DAR SOLUCIONES DISRUPTIVAS



1.700.000 €

DANOBAT

BCN3D

DISEÑO Y FABRICACION IMPRESORAS 3D ESCRITORIO



1.150.000€

LKS / Abantail

SHAKERS

PLATAFORMA ONLINE QUE CONECTA TALENTO CON EMPRESAS Y PROYECTOS



600.000€

FAGOR Industrial

JEFF

PLATAFORMA DIGITAL FACILITADORA DE NEGOCIOS FORMATO FRANQUICIA



500.000€

ERREKA

HWS

SOLUCIONES GRUA ESCALABLE PARA LA FABRICACION DE TORRES EOLICAS



500.000€

OSATU

CORIFY

DISPOSITIVO MEDICO NO INVASIVO PARA DIAGNOSTICAR ARRITMIAS CARDIACAS

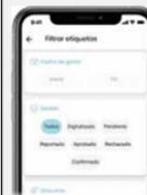


400.000€

LKS Next

SABBATIC

SOFTWARE DE DIGITALIZACION DE GASTOS DE EMPRESA



390.000€

MONDRAGON LinG.

BERBA

SERVICIO DE TRADUCCIONES AUTOMATIZADO



350.000€

Mondragon Assembly

SAFE LOAD

EQUIPO DE TESTEO PARA LA OPTIMIZACIÓN DEL PACKAGING



300.000€

ULMA

NARU

SISTEMA DE IA QUE PREDICE EFECTOS ADVERSOS EN PACIENTES ONCOLOGICOS



300.000€

ORKLI

WTRAC

TRAZABILIDAD INALAMBRICA EN TIEMPO REAL



300.000€

EIKA

STONE COOKER

SOLUCIONES DE COCINADO LÚDICO CON CALEFACTADO ELECTRICO



200.000€

FEL

CHAINGO

SOLUCIONES DE LOGÍSTICA CON TECNOLOGIA BLOCKCHAIN



170.000€

GSR

OROI

CANAL DE REALIDAD VIRTUAL CON EXPERIENCIAS DIRIGIDAS A PERSONAS MAYORES



150.000€

ERKOP

INSEKT LABEL

GRANJA PRODUCCIÓN INSECTOS ALIMENTACION HUMANA

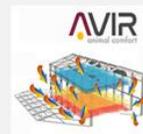


150.000€

EIKA

AVIR

CALOR INTELIGENTE PARA GRANDES SUPERFICIES



120.000€

MON.ASEMBLY

IZPITEK

PANELES FOTOVOLTAICOS EN COMPOSITE DE FORMAS DIVERSAS



120.000€

FAGOR EDERLAN

EEVAM

SISTEMA INTELIGENTE DE DISTRIBUCION DE POTENCIA PARA V.E.L.



300.000€



MONDRAGON BUSINESS DEVELOPMENT CENTRE

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4. CORPORATE STRATEGIC AREAS BUSINESS DEVELOPMENT
5. PARTNERSHIPS
6. RESULTS (19-22)
- 7. FINANCIAL**



FINANCIAL

Financial intercooperation funds

SOURCES



MONDRAGON CORPORATION COOPERATIVES

INTERNAL
INSTRUMENTS



MONDRAGON Inversiones, S.COOP.
Intercooperation in the Investment
(Capital contributions or loans)

Fundación MONDRAGON
Solidarity Channelling
(Mainly Grants)

THIRD PARTY
LEVERAGED
FUNDS



MONDRAGON Desarrollo, S.A.
Investment in MONDRAGON Companies
Partners: MONDRAGON Inversiones,
Basque Government and Financial Institutions

MONDRAGON Fdo. de Promoción F.C.R
Startup Launching
Partners: Fundación MONDRAGON, FOND-ICO,
Basque Government, DFG, Navarre Government and others

APPLICATION
AREAS



Equity Reinforcement

Education support

Supporting Business Growth

Promoting intercooperation in innovation

Investment Projects

Development of new business activities

Inorganic Growth

Business support

Support for project consolidation

MONDRAGON BUSINESS DEVELOPMENT CENTRE

1. SOCIAL & BUSINESS POLICY CONTEXT 2021-2024
2. EXTERNAL CONTEXT OF BUSINESS PROMOTION
3. AREAS OF WORK, SERVICES OFFERED
4. CORPORATE STRATEGIC AREAS BUSINESS DEVELOPMENT
5. PARTNERSHIPS
6. RESULTS (19-22)
7. FINANCIAL
8. **HOW WE WORK WITH VENTURE CAPITAL FUNDS**



MONDRAGON BUSINESS DEVELOPMENT CENTRE

How we work with Venture Capital Funds

The model works if the startup, the fund and cooperatives bring value together at the right time





7

Exit from the Company Fund:
the Cooperative can be the
buyer if it has a strategic
interest in Startup



6

Seeking co-financing for rapid
growth (the cooperative may
or may not reinvest)



5

Cooperative can be the first
major customer of Startup



4

Startup adapts product to real
needs with feedback from
Cooperative



3

Alignment of interests,
structuring, negotiation and
capital entry



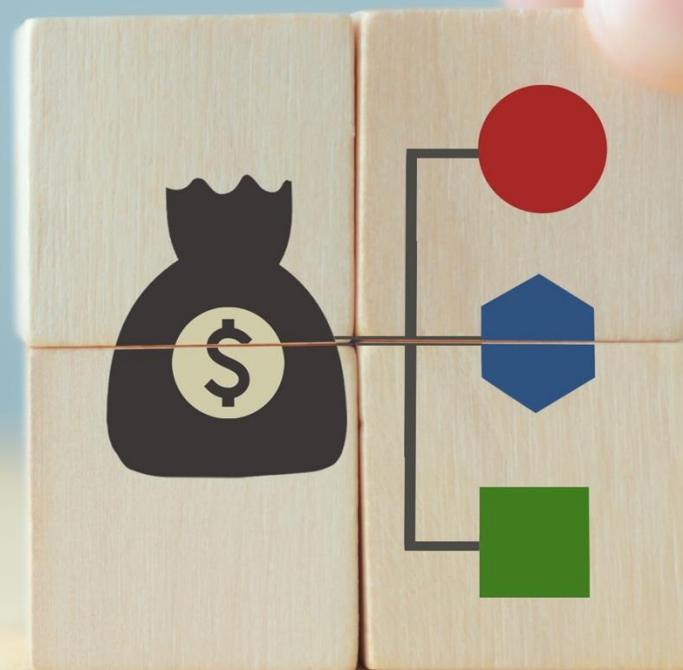
2

Strategic interest of a
COOPERATIVE (invests together
with the Fund)



1

Correct choice of STARTUP
(team, product/technology,
need, scalability...)



COOPERATIVES

abantail Alecop Group ategi aurrenak BATZ berriola Bexen cardio

DANOBAT DANOBATGROUP DIKAR DOMUSA TEKNIK @cenarro EDERTIL BECKER eika

FAGOR FAGOR FAGOR FAGOR galbain gerodan GOIMEK

LANA LATZ LKS Loramendi MAIER MAPSA MATRICE

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eusalan BERBENITTE BEHI ALDE ERKOP EROSKI MIBA

Bexen medical Blurrarena BM2 cikautxo CONVALDE COPRECI

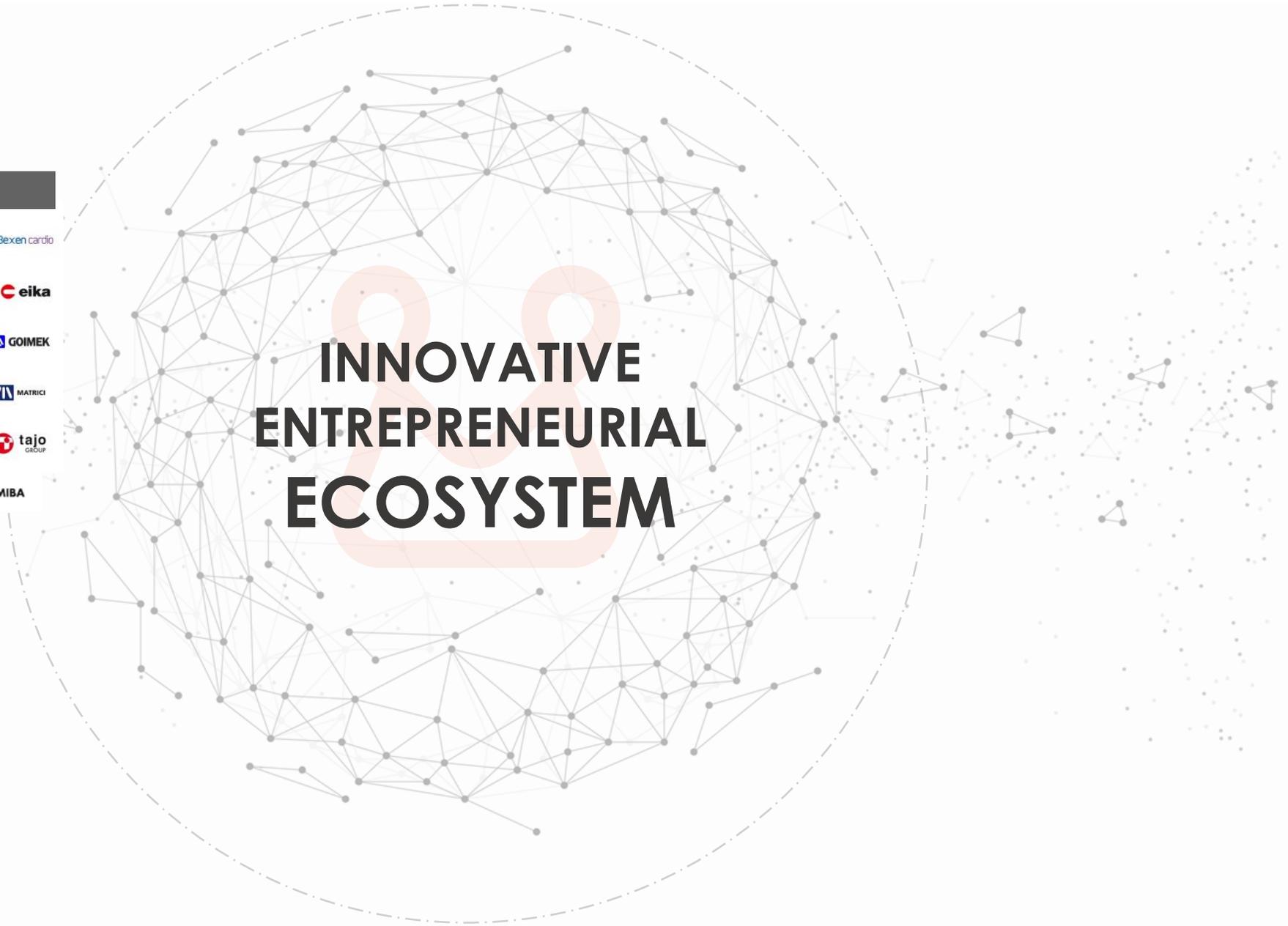
embega enea ERREKA Etorki FAGOR FAGOR

GSR HERTELL i3s ISOLEIKA kide KREAN

MB SISTEMAS mccgraphics M ASSANBIT mrdagan Lingua MSI Ondoan

Urola

INNOVATIVE ENTREPRENEURIAL ECOSYSTEM





**“Remarkable
projects
Corporate
Strategic areas”**



INDUSTRY

SEMICONDUCTORS

Position Capture Systems in the Semiconductor Sector

METROLOGY

Disruptive Semiconductor Metrology System

PACKING

Packaging System with Recycled Plastic

SUSTAINABLE

SERHAUS

Home Renewable Energy Solutions

CIRCULAR REPLAY

Integral Manager Life Cycle Technological Devices

EEVAM

Intelligent Power Distribution System for V.E.L.

PV SOLAR PV PANELS

Manufacture of Solar Panels Special Applications

IZPITEK

Composite Photovoltaic Panels of Various Shapes

HEALTH

STERILIZATION

Sterilization Plant Hospital Products

CARDIO TELEMEDICINE

Solutions Cardio Telemedicine

BIHAR

Social Care Services and Home Toilets

Complex Proteins

Complex Protein Production

AGROFOOD

INSEKT LABEL

Farm for insects Production for Human Feeding

AVIR

Infrared Heating in Large Surfaces

ARABA CROPS

Greenhouse 2.0 for Quality Tomato Production

URBERRIA

Agricultural Production in Vertical Indoor

VERTICAL FARMING

Composite Photovoltaic Panels of Various Shapes

SEMICONDUCTOR

Position Capture Systems in the Semiconductor Sector

FAGOR AUTOMATION analyzes a business opportunity to offer POSITIONING CAPTURE SYSTEMS which involves a technological and market diversification towards sectors with more added value, starting WITH SEMICONDUCTOR SECTOR.

CAPABILITIES

It relies on its core business linked to the machine tool sector in terms of general services and purchasing and incorporates resources in marketing, commercial and engineering.

BUSINESS MODEL

Manufacture and direct sales or through distributors to semiconductor equipment manufacturers.

Leading COOPERATIVE

FAGOR AUTOMATION decides to promote this new Business Unit as a start-up to new alternative sectors.

SITUATION

Company already in the market launching phase as a Business Unit.

METROLOGY

Disruptive Semiconductor Metrology System

METROLOGY provides a disruptive metrology solution for semiconductor manufacturing and other uses.

CAPABILITIES

THE PRODUCT already has a validated technology, with the capacity to produce machines on a laboratory scale and with protected IP.

BUSINESS MODEL

The manufacturing and sales of own machines to semiconductor manufacturers. As a preliminary phase, it is considered to embed it inside the machines of its customers and approach the sale of laboratory machines (lab tools).

Interested COOPERATIVE

FAGOR AUTOMATION for being in its field of interest (capture and measurement of subnanometric realities), semiconductor sector and the possible manufacture of the machine. In addition to having on the board of directors partners such as INTEL and TOKYO ELECTRON.

SITUATION

Entry into an Investment Round of € 3,000,000. Negotiating the entry of FAGOR AUTOMATICON with a contribution of € 150,000 and MFP in about € 850,000.

PACKING

Recycled Plastic Packaging System

PACKAGING offers a new solution to traditional appliance packaging (expanded polystyrene EPS) that substantially reduces costs and carbon footprint

CAPABILITIES.

THE PRODUCT is already technologically developed and is in the industrialization phase.

BUSINESS MODEL:

It is the recurring sale of packaging although mixed options of machine sales and a recurring service are valued. Product with protected patent.

INTERESTED COOPERATIVE:

FAGOR ARRASATE sees that it addresses its 2nd most important market and can also choose to be the manufacturer of these machines.

SITUACIÓN

Entry into an Investment Round of €350,000 where Sodena contributes €150,000 and FAGOR ARRASATE AND MFP would contribute €100,000 each.

SERHAUS

Home Renewable Energy Solutions

SARETEKNKA analyzes a business opportunity to offer EFFICIENT AND SUSTAINABLE COMFORT HOME SOLUTIONS .

CAPABILITIES

It relies on central services but structures specific teams for the 2 business areas.

BUSINESS MODEL

Starting with the business models in PHOTOVOLTAIC AND AEROTHERMAL relying on external PARTNERS each of the areas.

Leading COOPERATIVE

SARETEKNKA is committed to DIVERSIFICATION, with an expansion of its offering in the value chain.

SITUATION

Company already in the market launching phase as a Business Unit

CIRCULAR REPLAY

Integral Manager for Life Cycle of Technological Devices

CIRCULAR REPLAY provides technological solutions that help sustainability from the design, manufacture and consumption of products.

PRODUCT

configures CUSTOMIZED CIRCULAR SOLUTIONS, IMPLEMENTING A GREEN PASSPORT for traceability and offering output channels, with the exploitation of different verticals through efficient management.

COOPERATIVA Interested

Interested SARETEKNKA, MONDRAGON COMPONENTES Y MONDRAGON EQUIPAMIENTO

SITUATION

Company in MARKET LAUNCHING phase

SOSTENIBILIDAD

EEVAM

Intelligent Power Distribution System for V.E.L.

EEVAM offers engineering and electronic solutions of potential control, mainly focused on the light electric vehicle

PRODUCT

POWERMASTER. electronic control unit (Hw), aimed at solving the main problems of removable batteries (efficiency, reliability and control).

BUSINESS MODEL

product sale as well as the provision of electrical / electronic engineering services to identify new products with fit in the market.

INTERESTED COOPERATIVE

FAGOR EDERLAN, which shows interest in the capabilities of the EEVAM team in the field of electrification of mobility.

SITUATION

Investment round of € 500,000. MFP ticket (250k€), Fagor Ederlan (150K€), BA Extremeño (100K€).

PV SOLAR PV PANELS

Manufacture of Solar Panels
Special Applications

SOLAR PV analyzes the opportunity of a manufacturing business of photovoltaic solar panels for SPECIAL APPLICATIONS OF HIGH ADDED VALUE

CAPABILITIES

MONDRAGON ASSEMBLY has the technological knowledge of the initiative together with an EXTERNAL PARTNER expert in the manufacture of panels.

BUSINESS MODEL

In analysis

Leding COOPERATIVE

Interest from MONDRAGON ASSEMBLY

SITUATION

Cn going

IZPITEK

Composite Photovoltaic Panels of Various Shapes

Izpitek Solar will be dedicated to the design, development, manufacture and commercialization of PV modules and components through the encapsulation of photovoltaic cells in composite material.

The Startup has 3 patents and industrial secret

TARGET SECTORS

BIPV (integration of PV in buildings, construction), Transport roofs, hoods, etc. of vehicles) and service companies / public administrations (lampposts, canopies, etc.).

SITUATION

Project that can joint capacities of Tecnalia, Branka and Mondragon Assembly

- Direct entry into capital by the Cooperative.
-

STERILIZATION

Sterilization Plant Hospital Products

OIARSO (BEXEN MEDICAL) analyzes a business opportunity to offer STERILIZATION SOLUTIONS to the HOSPITAL SECTOR from an outsourced production plant

CAPABILITIES

From the legitimacy of Bexen Medical with a long professional career in the health sector, its experience in the generation of logistics flows with hospitals, its multi product and multi vision and process.

BUSINESS MODEL

On going

Leading COOPERATIVE

OIARSO, BEXEN MEDICAL. Interest in driving diversification of his core business.

SITUATION

On going

TELEMEDICINA CARDIO

Cardio Telemedicine Solutions

OSATU analyzes a business opportunity to offer TELEMEDICINE SOLUTIONS IN THE CARDIO SPECIALTY, covering monitoring, patient follow-up and home rehabilitation.

CAPABILITIES

It has the legitimacy to already offer cardio products in the hospitals channel.

BUSINESS MODEL

On going

COOPERATIVE that leads

OSATU, BEXEN CARDIO, Interest in driving diversification of its core business.

SITUATION

On going

BIHAR

Home Health and Social Care Services

BIHAR is a business project that offers services and products meeting the needs of social and health care in the HOME.

PRODUCT

Digital platform for the commercial development of the business, also offers a license to third parties for the management of users. The platform allows to offer telecare services, home care, digital care, residential care and other products and services.

BUSINESS MODEL

Its BUSINESS MODEL is based on the sale of services and products combining physical care with technology.

INTERESTED COOPERATIVE

Interest from GSR, the Components Division and the Equipment Division of MONDRAGON.

SITUATION

Company in the MARKET LAUNCHING phase.

CN Complex Proteins

Complex Protein Production

COMPLEX PROTEINS is an automated process for the production of proteins, peptides and complex enzymes from milligrams to several grams.

APPLICATIONS

Its APPLICATIONS are directed towards the world of HEALTH preferably and has as derivatives of interest the ALTERNATIVE PROTEINS (functional food)

INTERESTED COOPERATIVE

Strategic fit with MONDRAGON HEALTH and BEXEN MEDICAL, which has exclusive distribution in Spain, France and Portugal, which provides deep-freezing and cryogenics processes, the sale of custom-made consumables, etc. / In addition to the fact that the project incorporates the MANUFACTURING IMPLANTATION IN EUSKADI where it already has the investment interest of other public-private agents, including VIRALGEN.

SITUATION

Entry into an Investment Round of €12,000,000, where BEXEN MEDICAL would contribute €500,000 and MONDRAGON €1,500,000.

INSEKT LABEL

Granja Producción Insectos
Alimentación Humana

INSEKT LABEL is an insect production farm and an R+D laboratory for the development of human food products.

- Alternative protein aligned with European trends and regulations.
- Pilot plant of 300m2 operational.

PRODUCT 1

Certification permits (dehydrated and flour) in the process of approval.

PRODUCT 2

PRODUCT 2 (hydrolyzed concentrate) on the horizon for 2023.

COOPERATIVE interested

Interest of ERKOP from AUSOLAN, MIBA BARRENETXE.

SITUATION

Investment round of €450,000 for 15.2% of the company in which FMP (€150K), ERKOP (€50k), VISCOFAN (€250K) participate.

AVIR

Infrared Heating in Large Surfaces

SMART COMFORT is an engineering company that designs, manufactures and installs innovative intelligent infrared heating solutions.

PRODUCTS, applications

Comfort solutions in intensive farms to encourage their healthy growth, as well as in industrial environments.
Extensions in educational, industrial, etc ...

BUSINESS MODEL

In analysis.

COOPERATIVE interested

Interest of EIKA from where synergies are glimpsed for the development of new solutions around warming.

SITUATION

Direct entry to equity by the cooperative.

ARABA CROPS

Greenhouse 2.0 for Quality
Tomato Production

CULTIVOS ARABA is a business project that combines the productive experience of a Murcian entrepreneur and the know-how of our cooperative BARRENETXE.

PRODUCT

are high-tech GREENHOUSES that grow HIGH QUALITY TOMATOES.

BUSINESS MODEL

Its BUSINESS MODEL is the production and sale of them through retail.

INTERESTED COOPERATIVE

Interest on the part of BARRENETXE in providing financial resources as well as one human to guarantee an efficient process and supply a premium customer (Eroski).

SITUATION

Company in implementation phase of investments to have first productions ready by the end of the year.

URBERRIA

Agricultural production in
Vertical Indoor

KREAN analyzes a business opportunity for the promotion and structuring of public-private partnerships with the aim of regenerating and reusing wastewater to meet irrigation needs in agricultural activities.

CAPABILITIES

As an engineering company in the field of water, it has legal, financial and environmental expertise; in addition to its experience in structuring and in the operation and maintenance of infrastructures.

BUSINESS MODEL

On going analysis

Leading COOPERATIVE

KREAN The project is aligned with the strategic evolution of KREAN's business model concerning its field of promotion and structuring.
Situation

SITUATION

On going

VERTICAL FARMING

Composite Photovoltaic Panels of
Various Shapes

VERTICAL FARMING is a Catalan startup that produces vertically: indoor farming certain vegetables consumption And it does it all year round and in a sustainable way (90% less water consumption and land occupation)

PRODUCT

The PRODUCT is conceived in factory format, with its own technology in precision agriculture in closed environments.

BUSINESS MODEL

is the sale of products in regional and state retailing chains

COOPERATIVE interested

strategic fit with MONDRAGON AGROFOODtech and in t analysis phase in several cooperatives. It has an agreement with EROSKI for the sale of products in 48 stores.

SITUATION

Entry phase in an Investment Round of € 3,000,000, already covered at € 1,900,000. Negotiating the entry of MFP in about € 400,000

AGROFOOD

INVESTING UP TO

10

PROJECTS

FUND OF

30

MILLIONS €

PERIOD:

10-12

YEARS

- ✓ **Investment Fund:** 30 Million EUROS.
- ✓ **Investors:** MONDRAGON, SOCADE, CAIXA, SANTANDER, BBVA, LABORAL KUTXA
- ✓ **Deal Flow coordinated through the MONDRAGON BDC.**
- ✓ **Objective Sectors:** Industry, Energy, Health, Others
- ✓ **Investment in GROWTH phase: scaling sales significantly**
- ✓ **Tickets:** up to 5.000.000€.
- ✓ **Investment Period:** 5 – 7 years
- ✓ **Our companies ALSO INVEST TOGETHER WITH OUR FUND.**





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KONFEKOOP
Euskadiko Kooperatiben Konfederazioa
Confederación de Cooperativas de Euskadi

CSCEEKKGK
Consejo Superior de Cooperativas de Euskadi
Euskadiko Kooperatiben Goren-Kontseilua

INNOVATIVE ENTREPRENEURIAL ECOSYSTEM



elkar-lan
S.COOP.

KOOPERATIBAK SUSTATZEKO ELKAR
SOCIEDAD PARA LA PROMOCIÓN DE COOPERAT

“Supporting our local
entrepreneurs”



elkar-lan

S.COOP.

KOOPERATIBAK SUSTATZEKO ELKARTEA
SOCIEDAD PARA LA PROMOCIÓN DE COOPERATIVAS



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VOY A EXP
6 PASOS PA
UNA COOPE

CREACIÓN DE COOPERATIVAS	2018	2019	2020	2021	2022
<u>País Vasco</u>	176	178	138	225	178
Δ País Vasco (%)	-4,3 %	1,14 %	-22,47 %	63%	-26,40%
<u>Elkar-Lan</u>	139	123	113	149	137
Δ Elkar-Lan (%)	0,7 %	-11,51 %	-8,13 %	32%	-8,06%
Peso Elkar-Lan (%)	78 %	69,1 %	81,9 %	66%	76,97%

COOPERATIVAS CREADAS

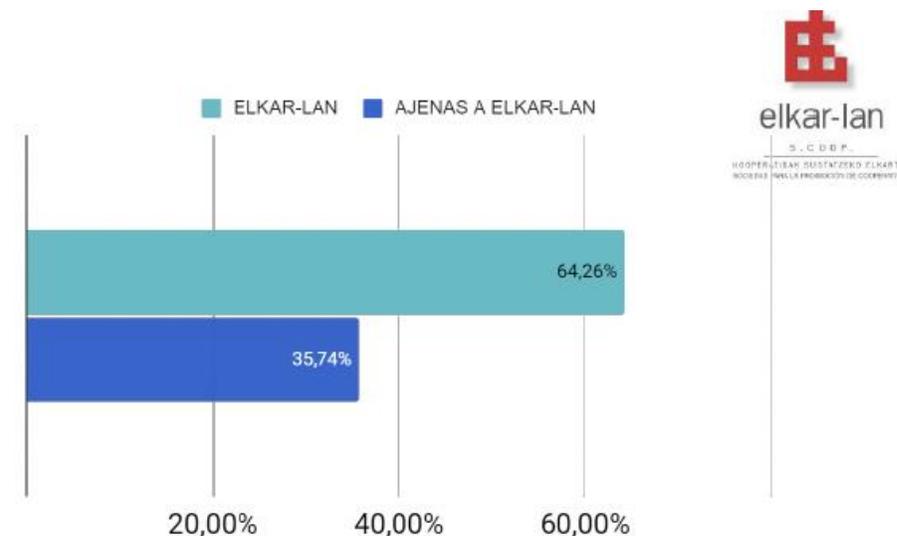


elkar-lan

S. C. O. G. P.
 BERRITANZAR, ZUSTATZEN, ELKARLAN
 SOCIEDAD PARA LA PROMOCIÓN DE COOPERS

RECORRIDO DE ELKAR-LAN S. COOP.

- **Elkar-Lan, S. Coop.:** Se constituye en 2003 para apoyar la creación de cooperativas en la CAPV.



De las cooperativas creadas con ayuda de **Elkar-Lan S. Coop.:**

- **Liquidadas:** 203
- **Disueltas:** 0
- **Sin actividad:** 310
- **Activas de las promovidas por Elkar-Lan, S. Coop.:** 1.454
- **Tasa supervivencia:** 73,92%
- **Tasa mortandad:** 26,02%

RECOMMENDATIONS



RECOMMENDATIONS

The governance of cooperatives is not easy. It must be cultivated and worked and the working partners must be

COMMENTS



1 - Cooperatives are a good way to [transform society](#), to improve it not only economically but also socially. Data from those areas with high cooperative density support this statement.

2 - Legislative frameworks are very important and can promote and drive changes, but social transformations are usually ahead of legislative changes. Thus, the legislative framework, although important, **is not essential**

3 - The current legislative frameworks, although there is much dispersion among countries, **are not adapted to the cooperative way**. The legislations always contemplate the capital company and see the cooperative company as an exception.

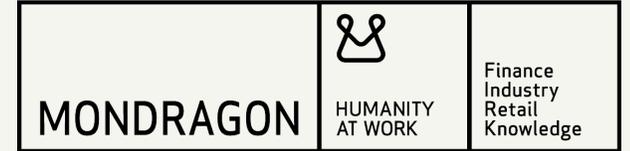
4 - Many legislations are based on the "Social Dialogue" which is articulated between the government, organizations representing capital enterprises and trade unions. This administrative drawing leaves out cooperatives and therefore, the new laws do not include the cooperative perspective either.

Society is changing and so must the legal frameworks.

5 - Economic democracy can induce political democracy and can also prevent totalitarian political systems. We could say that cooperatives are good schools of democracy.

6 - The governance of cooperatives is not easy. It **must be cultivated and worked** and the workers-members must be responsible for their obligations

COMMENTS



7 – From little to BIG. The transformation of the society can be done from small community experiences to a big movement

8 - The small size makes easier to be closer to the institutions and facilitates public-private collaboration. And the public-private **collaboration is a MUST**

9 – SOLIDARITY is the key ingredient for a good cooperative recipe

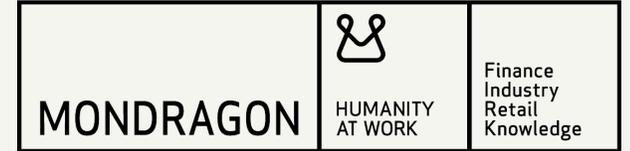
10 - The **worker cooperatives** are the best way of cooperation because the work is first and the capital is secondary. The capital is always important but it can not be the only driver

11 –The cooperative way of doing business can be **a good way of improving rural communities.** But there is a wider range of alternatives not only the agriculture

12 –The cooperatives create employment. **A good job is the best way of facilitating the immigrants integration.**

13 –EDUCATION, EDUCATION and then, EDUCATION. Education for reskilling, for upskilling but above all, **EDUCATION IN COOPERATIVE VALUES**

COMMENTS



14 – If we want to push the cooperative creation, **the cooperative business model must be included in academic curricula of schools and universities**

15 – **The entrepreneurs need to learn in a different way.** Engineers study mathematics, lawyers study laws. The entrepreneurs have to study how to set up a new business.

16– **The cooperative companies have to be cooperative schools**

17 -**The commitment to innovation** increases the probability of success whatever the business is about

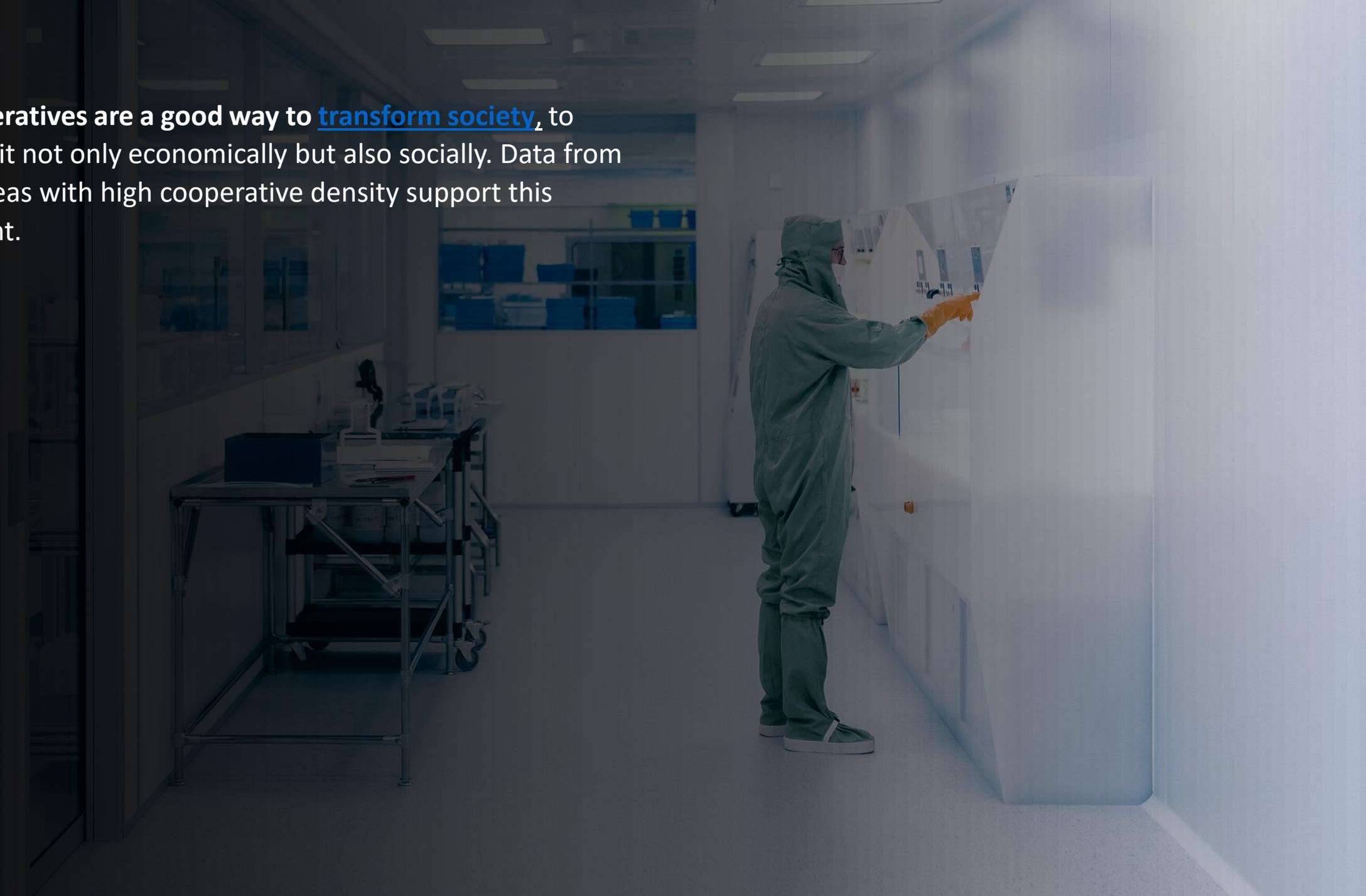
18 –**A wide range of financing tools is necessary** for assuring the future of the cooperative ecosystem. Diversification of sectors and activities is also convenient as far as helps to diversify the risk.

19 –The reduced **salary gap** means a **better distribution of the wealth.** And it works in terms of competitiveness

20 –It's the **creation of networks, the intercooperation** that really generates positive results

21 – **The internationalization** is compatible with the cooperative model and **sometimes it's necessary** .

1. 1 - **Cooperatives are a good way to transform society**, to improve it not only economically but also socially. Data from those areas with high cooperative density support this statement.



ANNEX 1



MISSION

Promote ecosystems of social innovation and collective Entrepreneurship based on experimentation and in the growth of the Social Economy.



THINK TANK

A think asset for social transformation
Study the role of the Companies **In reducing inequalities and socio-labor integration.**



INTERNATIONAL CENTER FOR ECONOMIC AND SOCIAL **PROSPECTIVE**

ASSET For a better future.

Analyze challenges and opportunities drawing future scenarios to help Governments and Public Admin



SOCIAL LAB

Social Transformation Lab

Implementation of collective entrepreneurship activities
focused on people in order to move towards a new,
fairer and more equitable economy



MORE THAN A THINK TANK

The European vanguard hub
for social innovation and
collective entrepreneurship



ASETT

Arizmendiarrrieta Social Economy
Think Tank



Thank you
for your kind attention!

