“MONDRAGON through an Entrepreneurial Ecosystem Framework”

RECOMMENDATIONS FOR OTHER SECTORS & COUNTRIES
José María Arizmendiarrieta, 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.
€10,236 M
TOTAL SALES

83
COOPERATIVES

68,743
WE PROVIDE JOBS
OUR STRUCTURE

- INDUSTRY: 39.7%
- FINANCE: 3.2%
- KNOWLEDGE: 2.1%
- RETAIL: 55%

INDUSTRIAL BOARD:
- Automotive CHP
- Equipment
- Automotive CM
- Engineering and Industrial automation
- Services Machine Components
- Tools Industrial Systems
- Construction Tools and Systems

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
1. Education and Professional Training Centres
2. Financial Support
3. Four Technological Centers
4. Mondragon Corporation
   Business Development
5. Cooperatives
6. Relaciones Público - Privadas

Innovative Entrepreneurial Ecosystem

Mondragon

8 Business R&D Units

IDEKO
Leartiker
Ikerlan
Lortek

Araba, Álava, Vizcaya, Gipuzkoa, Bizkaia
EDUCATION AND PROFESSIONAL TRAINING CENTRES

INNOVATIVE
ENTREPRENEURIAL
ECOSYSTEM
“Born to learn”
1 UNIVERSITY, 4 MULTI-LOCATED CAMPUS

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

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
INNOVATION IN ENTREPRENEURIAL EDUCATION
ENTREPRENEURSHIP ECOSYSTEMS

>1500 Team Entrepreneurs

>35 Start-Ups

250 Team Coaches & intrapreneurs

50 Projects in Company

>250 University Students

3 Locations
2500
TOTAL IMPACTED PEOPLE
KEY ELEMENTS_LEINN

- Tiimiakatemia Finland
- Learning Journeys
- Real Companies
- Team Learning & Cooperation
- Passion & Purpose
INNOVATIVE ENTREPRENEURIAL ECOSYSTEM
“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 Bizitz-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 15 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
NAVARROA 32
TOTAL 314

637 jobs created
ARABA 94
BIZKAIA 348
GIPUZKOA 137
NAVARROA 58
TOTAL 637

BUSINESS SECTOR

INDUSTRY 2%
SERVICES 80%
COMMERCE 17%
AGRICULTURE 1%

LEGAL FORM

INDIVIDUAL 73%
COMPANIES 27%
COOP 11%
LC 89%
Financing:

We help you with the financial plan. We assess your project's needs and recommend the most appropriate sources of financing.
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 Pérez
KALAKA JONBEAK ARABA
3. TECHNOLOGICAL CENTERS

“Technology an attitude”
Where technology is an attitude.
TECHNOLOGY
Innovation ecosystem

4 TECHNOLOGICAL CENTERS

IDEKO
manufacturing technologies and industrial production

Leartiker
food and polymers technologies

Ikerlan
industrial digitization and technology transfer

Lortek
metal additive manufacturing and joining technologies

8 BUSINESS R&D UNITS

Fagor Automation
Automation & optics areas

ISEA
Engineering & Business Services Division
Business Services

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

Maier
Thermoplastic parts for automotive industry

Cikautxo
Rubber & plastic parts

Components Division
Components & subsystems for the home sector.

koniker
Fagor Arrasate
Machinery & industrial production processes

BRTA innovation hub
Business Faculty
Talent management, entrepreneurship or market development.

370
FAMILIES OF RESEARCH PATENTS
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
“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

Building alliances and collaboration agreements

Incubation & launching of new businesses

Radar of startups & SMEs

Investments in strategic parties

FIELDS OF INTEREST

Deeptech
Digital & Smart industry
Sustainability
Health & wellness
Agrofoodtech
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
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 phase 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

** INNGUMA**
Software for Technology Watch & Competitive Intelligence

**BEXEN BIOSERVICES**
Management of Biological simples & medicines
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
- 3D printing
- Alternative proteins
- Digital solutions for logistics
- Social & health care
- Industrial machinery
- Talent
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

BUSINESS DEVELOPMENT CENTRE
Investments portfolio
MONDRAGON INDUSTRIAL ENTREPRENEURSHIP

MONDRAGON EMPRENDE

The [MONDRAGON Business Development Center] is MONDRAGON’s corporate platform whose mission is the development of entrepreneurship, diversification, and the generation of New Business Opportunities.

[The mission is] to position ourselves as business models with potential that enhance 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 auto-conception capacities identified, as well as generating alliances and shared learning with other business opportunities identified elsewhere.
MONDRAGON BUSINESS DEVELOPMENT CENTRE

1. 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 & CORPORATE IDENTITY
- SUSTAINABILITY
- BUSINESS WITH FUTURE
- FLEXIBILITY AND ADAPTABILITY
- DIGITAL TRANSFORMATION
- INTERCOOPERATION
- ATTRACTION & TALENT DEVELOPMENT
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 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
ACTIVITY SECTORS

Business Services & Human Capital Development

Logistics, Intralogistics, Packaging

Health, Wellness and Ageing

Health, Wellness, and Ageing

Construction, Infrastructures, Energy

Digital and Smart Industry

Equipment Goods, Robotics & Manufacturing

Sustainability

• Solutions and components for future mobility and logistics.
• New "green" materials, products and services.
• Renewable energies, new energy sources and energy efficiency.
• Efficient and sustainable use of natural resources (soil, water, air, ...).

Health & Wellness

• Home of the future: equipment and services.
• Advanced feeding.
• Equipment for health control and self-care.
• Care of people.

Agrofoodtech

• Indoor Farming. High tech greenhouse solutions.
• Next food generation.
• Smart solutions for restech
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)
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
## FINANCIAL

Financial intercooperation funds

### SOURCES

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

- **Fundación MONDRAGON**
  - **Solidarity Channelling**
  - (Mainly Grants)

### INTERNAL INSTRUMENTS

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

### THIRD PARTY LEVERAGED FUNDS

- **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**
- **Supporting Business Growth**
- **Investment Projects**
- **Inorganic Growth**
- **Education support**
- **Promoting intercooperation in innovation**
- **Development of new business activities**
- **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
Correct choice of STARTUP (team, product/technology, need, scalability...)

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

Alignment of interests, structuring, negotiation and capital entry

Startup adapts product to real needs with feedback from Cooperative

Cooperative can be the first major customer of Startup

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

Exit from the Company Fund: the Cooperative can be the buyer if it has a strategic interest in Startup
INNOVATIVE
ENTREPRENEURIAL
ECOSYSTEM
“Remarkable projects Corporate Strategic areas”
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.

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 AUTOMATION with a contribution of €150,000 and MFP in about €850,000.

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

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

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 SARETEKNIKA, MONDRAGON COMPONENTES Y MONDRAGON EQUIPAMIENTO

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

SITUATION
Company in MARKET LAUNCHING phase.
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 a 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.

EVEVAM
Intelligent Power Distribution System for V.E.L.

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

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.

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

**SITUATION**
Investment round of € 500,000. MFP ticket (250k€), Fagor Ederlan (150k€), BA Extremeno (100k€).

SITUATION
In going

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 its core business.

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

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.

<table>
<thead>
<tr>
<th>SITUATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment round of €450,000 for 15.2% of the company in which FMP (€150K), ERKOP (€50k), VISCOFAN (€250K) participate.</td>
</tr>
</tbody>
</table>

**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 EKIA from where synergies are glimpsed for the development of new solutions around warming.

<table>
<thead>
<tr>
<th>SITUATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct entry to equity by the cooperative.</td>
</tr>
</tbody>
</table>

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 BARRENEXE.

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 BARRENEXE 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 joint 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
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 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.
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.**
INNOVATIVE ENTREPRENEURIAL ECOSYSTEM
“Supporting our local entrepreneurs”
<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>País Vasco</td>
<td>176</td>
<td>178</td>
<td>138</td>
<td>225</td>
<td>178</td>
</tr>
<tr>
<td>Δ País Vasco (%)</td>
<td>-4,3%</td>
<td>1,14%</td>
<td>-22,47%</td>
<td>63%</td>
<td>-26,40%</td>
</tr>
<tr>
<td>Elkar-Lan</td>
<td>139</td>
<td>123</td>
<td>113</td>
<td>149</td>
<td>137</td>
</tr>
<tr>
<td>Δ Elkar-Lan (%)</td>
<td>0,7%</td>
<td>-11,51%</td>
<td>-8,13%</td>
<td>32%</td>
<td>-8,06%</td>
</tr>
<tr>
<td>Peso Elkar-Lan (%)</td>
<td>78%</td>
<td>69,1%</td>
<td>81,9%</td>
<td>66%</td>
<td>76,97%</td>
</tr>
</tbody>
</table>

COOPERATIVAS CREADAS
RECORRIDO DE ELKAR-LAN S. COOP.

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

  - 1.967 Cooperativas creadas con la ayuda de Elkar-Lan (64,26%)
    - 3.061 Cooperativas creadas desde el 2003 hasta el 31 de Diciembre de 2022
    - 1.094 Cooperativas creadas ajenas a Elkar-Lan (35,74%)

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%
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.

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.

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.

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.

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

The governance of cooperatives is not easy. It must be cultivated and worked and the workers-members must be responsible for their obligations.
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 god 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.
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. **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.
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
Thank you for your kind attention!