



MANGO



40 years  
of inspiring fashion

Press kit  
2025



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# We are Mango, we create fashion

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1.

# We are Mango, we create fashion

Mango is a global company with design and creativity at the heart of its business model. Founded in 1984 by Isak Andic in Barcelona, one of the cradles of the textile industry in Europe, Mango has been looking to the future for four decades and inspiring the world with its passion for fashion and lifestyle through a differentiated value proposition.

Its strategy, based on constant innovation, the search for sustainability and a strong ecosystem of channels and partners, has led it to become one of the leading international brands in the fashion industry, and one of the most relevant companies in the sector in terms of the number of countries in which it operates.

The company was founded with a clear international vocation. In 1992, less than a decade after its creation, the company reached a total of one hundred stores in Spain and decided to expand abroad with

the opening of two stores in Portugal. In 1995 it ventured into Asia with stores in Singapore and Taiwan and in 2002 it became present in all five continents. Currently, Mango is present in more than 120 markets through a network of around 2,850 points of sale and its online channel (mango.com).

Mango has five business lines - Woman, as the core of its business and the driving force behind its sales, Man, Kids, Teen and Home - and produces more than 170 million items a year. The company centralises all its creative and business activity in Barcelona, at its headquarters in Palau-Solità i Plegamans. Its logistics activity is coordinated from its centre in Lliçà d'Amunt (Barcelona) and it has decentralised warehouses to meet the needs of the online channel and its extensive international presence.

Mango closed 2024 with record sales. The company achieved a turnover of over 3.3 billion euros, repre-

senting a growth of 7.6% compared to the previous year. 11.6% compared to 2023 at constant exchange rates. Additionally, the company increased its net profit by 27% to reach 219 million euros and over 636 million in EBITDA, 19% more than the previous year. These growths in all turnover figures demonstrate Mango's gradual progress towards the objectives set in its Strategic Plan 2024-2026 to drive progression and take the company to the next level.







## 1.1. Mango in figures

AT THE END OF 2024



1.1.

Mango in figures

AT THE END OF 2024

3.339	636	219	1/3	78%
Billion € of turnover	Million € of EBITDA	Million € of net profit	Proportion of online channel of total business	Sales in overseas markets
+120	2,850 <sup>aprox.</sup>	+850,000	+2,600	+16,400
Markets in which Mango is present	Points of sale	M² of selling space	Declared factories of finished products, fabrics, fittings and yarns	People in the workforce
78%	31	72%	25%	29%
Females in the workforce	Average age of the workforce	Lower-impact fibres	Recycled fibres	Garments designed under circularity criteria



10

1.2 Management team





1.2. Management team

Board  
of directors

Mango is a company whose highest decision-making body is the Board of Directors, which is responsible for validating the decisions taken by the company and the medium and long-term strategy. The company's board of directors is made up of:

Toni Ruiz

EXECUTIVE CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Jonathan Andic

EXECUTIVE VICE-CHAIRMAN

Daniel López

EXECUTIVE DIRECTOR

Margarita Salvans

EXECUTIVE DIRECTOR

INDEPENDENT DIRECTORS

Jordi Canals

PROFESSOR AND PRESIDENT OF THE CENTRE FOR CORPORATE GOVERNANCE AT IESE BUSINESS SCHOOL

Jordi Constans

BOARD MEMBER AND FORMER BOARD MEMBER OF VARIOUS NATIONAL AND INTERNATIONAL COMPANIES

Jorge Lucaya

FOUNDING PARTNER OF AZ CAPITAL

Marc Puig

CHAIRMAN AND CEO OF PUIG

Manel Adell

FORMER EXECUTIVE OF SEVERAL MULTINATIONAL COMPANIES



1.2. Management team

Steering  
committee

Mango's executive body is the Steering Committee, made up of eleven members who represent the company's key areas and manage and coordinate the day-to-day running of the company.



Toni Ruiz  
EXECUTIVE CHAIRMAN AND CHIEF EXECUTIVE OFFICER



Marlies Hersbach  
CHIEF ONLINE & CUSTOMER OFFICER



Luis Casacuberta  
CHIEF PRODUCT & SUSTAINABILITY OFFICER



Jochen Grosspietsch  
CHIEF SUPPLY CHAIN OFFICER



Daniel López  
CHIEF EXPANSION & FRANCHISE OFFICER



Jordi Álex Moreno  
CHIEF INFORMATION TECHNOLOGY OFFICER



Blanca Muñiz  
CHIEF BRAND OFFICER



David Payeras  
CHIEF PEOPLE OFFICER



Margarita Salvans  
CHIEF FINANCIAL OFFICER



César de Vicente  
CHIEF GLOBAL RETAIL OFFICER



1.3.

Strategic Plan 2024 - 2026



1.3

Strategic Plan 4E  
2024 - 2026

*Elevate*

*Expand*

*Earn*

*Empower*

Coinciding with its 40th anniversary, Mango presented its Strategic Plan 2024-2026, the new roadmap that aims to promote its differentiated value proposition, its commitment to innovation and sustainability and to boost sales through major expansion of its stores network and growth in all its channels.

This new Strategic Plan has four levers, each one beginning with the letter "E".

The first E of the plan, Elevate, presents a roadmap focused on strengthening the differentiated value proposition across all lines. The company will elevate the brand value through aspiration, quality, and a unique style designed in Barcelona, with excellent customer service and sustainability as a transversal axis of the company.

Through the second pillar, Expand, the company will continue to commit to the growth of its stores, setting a target of 500 new openings by 2026, mainly in the brand's strategic markets. The 4E Plan will intensify its presence in markets such as Spain, France, Italy, Germany, the United Kingdom, India, Canada and the USA. The growth of the lines will also be key in the coming years.

The third pillar of the plan, Earn, prioritises ensuring sustainable growth and improving sales in the existing store network and the online channel. To guarantee value creation, technological development, data management, artificial intelligence and operational excellence will be key.

In order to achieve the 4E Strategic Plan 2024-2026, it will be essential to rely on Mango's main asset: its people. Through the fourth pillar of the plan, Empower, the company aims to empower and develop its teams - more than 16,400 employees - fostering a sense of belonging and having the best talent to ensure the best organisation.



## 1.4. Our values



# 1.4

## Our values

Founded 40 years ago in Barcelona, a location with a strong tradition in the European textile industry and the cradle of design and fashion in Spain, Mango has five values that guide the spirit of the company:



### Caring

Mango is committed to people, customers and its partners, whom it considers its family. It promotes close relationships by being humble and close.



### Committed

Mango believes in acting in harmony with its surroundings: company, society and the environment. The company is committed to helping create a better world.





## Entrepreneurial mindset

Mango encourages everyone to think and act like an entrepreneur. We all have the imagination to think differently and innovate.



## Authentic

Mango wants to be true to its Mediterranean spirit. At Mango we are proud of who we are.



## Culturally curious

Mango believes that art and culture make the world a more inspiring place. Beauty, style and attention to detail are part of Mango's DNA.



## 1.5. Our history

MANGO



# 1.5

## Our history

Mango's history is a story of dreams fulfilled. A story written by its founder, Isak Andic, and by the people who have accompanied him along the way. Entrepreneurship, passion, creativity and international vision are part of this dream that has made Mango one of the leading international brands in the fashion industry.

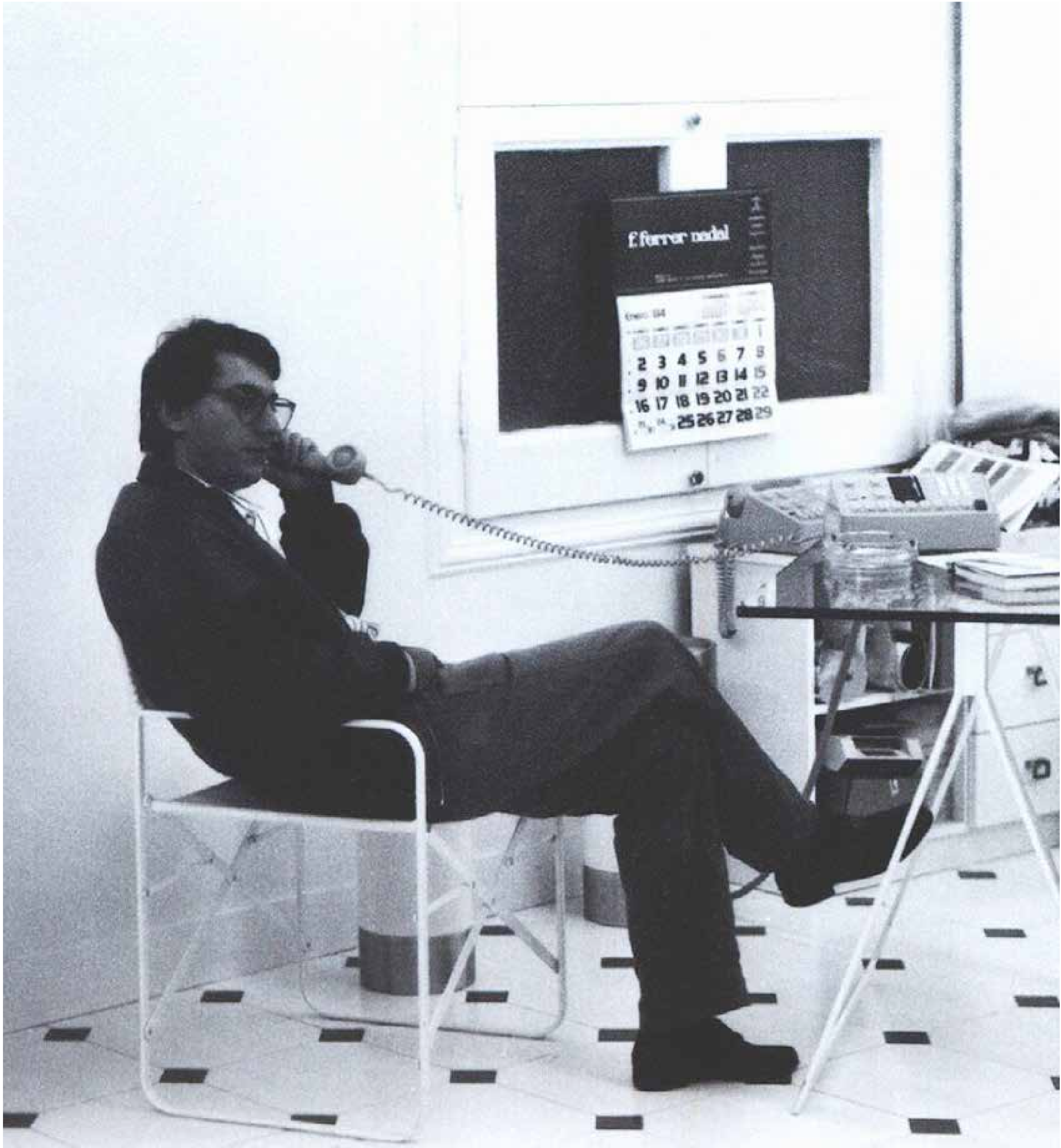
### The origins of Mango

Isak Andic, born in Istanbul in 1953, arrived in Barcelona in the late 1960s with his family in search of a second opportunity. His business sense and entrepreneurial instinct led him to buy flowered, hand-embroidered blouses from a sailor in the port and then sell them to stores in the Catalan capital. In this way, in a post-Franco Spain marked by grey fashion, Isak managed to bring colour to Spain, creating the seed of Mango: quality clothes with an original design.

What started with blouses transported in a bag diversified with accessories, clogs and jeans and quickly escalated. When the bag was no longer enough, Isak Andic bought a suitcase, which he then replaced with the boot of a car, until he had no choice but to build a warehouse to which he added more and more square metres distributed in different locations.

The number of stores also increased. From the stalls Isak I, II and III in the historic Mercadillo Balmes, to the Roxi and Palmera stores in the galleries of Portaferriassa and Portal de l'Àngel, to Isak Los Genuinos Tejanos at number 57 on Las Ramblas in Barcelona.

Isak Andic's travels to detect new fashion trends and discover the world led to the creation of Mango. In Paris, London and Milan he got to know the con-





## 1.5. Our history

cept of the monostore and realised the importance of having the same name to give the brand greater coherence and strength. In the Philippines he discovered the mango fruit, a name that is spelled and sounds the same in all languages. Thus, the first Mango store opened in 1984 at number 65 Passeig de Gràcia, in the former Majestic building, under a unique and international name.

A year later, there were already five Mango stores in Barcelona and one in Valencia, in Calle Colón. From then on, a period of expansion began at a dizzying pace: one hundred stores in eight years throughout Spain, always on the most commercial streets, such as O'Donnell in Seville and Goya in Madrid.

The franchise and warehouse system played a key role in Mango's expansion. The first franchise opened in Esparreguera in 1987, which was soon

followed by others: Sabadell, Pamplona, San Sebastián... Mango was also the driving force in Spain for the warehouse system to manage franchisees' stocks.

At that time Mango also stopped buying finished clothes from suppliers and instead opted for its own designs, presenting trends in a timeless way and with quality materials. The first factory was in Sabadell. The associated workshops quickly multiplied in the Vallès area and throughout Spain and, later, internationally.

In its personal commitment to image, during the 1990s Mango began to distance itself from its competitors, introducing marketing and communication elements imported from the United States. The company advertised openings on full-page newspapers, had TV adds and even produced outdoor

advertising through city light posters and catalogues. In addition, the brand also gained international notoriety with groundbreaking campaigns created by the advertising executive Lluís Bassat with the best models in the world, such as Claudia Schiffer and Naomi Campbell.

### A store in every city in the world

The name of the brand itself already represented a clear purpose that responded to Isak Andic's desire to "have a store in every city in the world". When Isak baptised the company as Mango, he was already thinking of a short name that could be used in all languages without the need for translation, which shows that from its origins the organisation has had a clear international vocation.

In 1992, less than a decade after its creation, Man-

go already reached a total of one hundred stores in Spain and began its international expansion by opening two stores in Coimbra, in Portugal. Three years later, it arrived in Asia with stores in Singapore and Taiwan. In 1997 turnover generated in international markets surpassed that of the domestic market and in 2002, Mango took its brand to all five continents. From 2010 onwards, Mango has promoted the opening of megastores in the world's main shopping cities, such as the flagship stores in Serrano (Madrid), Restauradores (Lisbon) and SoHo (New York).

After the pandemic, Mango returned in style, celebrating three decades of international expansion in 2022 with a dream come true: a store on New York's Fifth Avenue. The 2100 m<sup>2</sup> flagship store marked the beginning of and international expansion that made the United States one of the group's top five

markets in terms of turnover. In addition, the group has ambitious expansion plans in markets such as Spain, France, Italy, the United Kingdom, Canada and India.

To understand Mango's international expansion, the role of the franchisees is fundamental. Since the opening of its first franchise store in Esparraguera in 1987, the company has counted on the collaboration of franchisees from different parts of the world, who have been key to understanding the idiosyncrasies and needs of Mango customers around the world. Mango signed its first major international agreement with a partner in 1996, with the Fala-bella group. Since then, the company has signed collaborations to add large groups such as Almana, Nesk Trading, Azadea, John Uribe, Fox Group, EDB Retail Group, Myntra, or Palacio del Hierro, among others, as partners in its international adventure.





## 1.5. Our history

Similarly, for the expansion of its online channel, the company has been able to count on the collaboration of major partners such as TMall, Zalando, Myntra, or Palacio del Hierro, among others.

### Passion for the product

Mango has been inspiring the world for 40 years with its differentiated fashion proposal, characterised by its own style and design. Since its beginnings, the Mango product has been characterised by a quality positioning superior to that of its competitors.

During the 1990s, the company implemented its own design approach in order to democratise the major trends of the fashion industry and make them accessible to society as a whole. The 90s were characterised by summer fashion collections with

handmade crochet garments, as well as leather and Isak's vision to introduce wooden clogs. A high quality product made with fine and natural materials, with high quality finishes. At that time it is important to highlight the Mango leather jacket, whose inspiration the company imported from countries such as the United States.

During this era, a major part was played by the great fashion campaigns that featured top models of the moment such as Claudia Schiffer, Naomi Campbell...

During the 2000s, Mango began to enter new fashion segments such as office fashion, with stretch garments and fabrics and wool, and started to enter the world of tailoring and garments for occasions and events, one of the most characteristic hallmarks of the company's history.

Mango's global expansion led to the enlargement of its facilities. The Hangar Design Centre, where all the company's creative activity is concentrated, opened its doors in 2006 with an area of 12,000 m<sup>2</sup> at the headquarters in Palau-solità i Plegamans (Barcelona).

Under the premise and dream of making its fashion reach the whole world, Mango began collaborating with key figures in the fashion industry, with celebrities such as Milla Jovovich, Penélope Cruz, etc... and promoted the creation of a prize for young designers called the Mango Fashion Awards, whose jury included important personalities such as Carolina Herrera, Jean Paul Gaultier, Oscar de la Renta and Valentino. The event had the backing of European design schools such as the prestigious Central Saint Martins School of Art and Design, located in London, and the Institut Français de la Mode, in Paris.



## 1.5. Our history

The company also grew at product level with a diversification process that allowed it to go beyond the female universe. In March 2008, the company launched its Mango Man menswear line - initially called HE (Homini Emerito) by Mango - aimed at attracting a new public through contemporary and urban men's fashion and with supermodel Jon Kortajarena as its image. In 2013, the company launched Mango Kids, dedicated to children's fashion, with its own design that prioritised comfort, functionality and a range of trends for all occasions: school, holidays, leisure, celebrations... Mango's offer was completed in 2021 with the creation of the Mango Teen and Mango Home lines.

Throughout this process of creation and growth of the company, Mango has always aimed to remain true to its roots and proudly spread its Mediterranean essence all over the world. Proof of this is that

the garments are designed in Barcelona by a team of more than 500 people who work in the product area. Creativity and design are at the centre of all its decisions to offer a proposal with its own language and superior quality. Mango designs more than 18,000 garments and accessories at its headquarters in Barcelona, which are distributed around the world. Among them, as part of its commitment to quality with timeless garments and greater durability, are the premium Selection and Capsule collections, as well as collaborations with prestigious international names, such as Victoria Beckham or the Milanese artisan tailor Boglioli.

### Innovation and technology as levers of change

The ambition to reach the whole world and to be closer to its customers made Mango detect the great potential of the Internet from the very begin-

ning. So much so that in 1996 it created its website and in 2000 its e-commerce, ten years before its competitors. It was the first Spanish company to open up to online sales and one of the first in Europe. In the first year of activity, the online platform, which started with four languages - Spanish, English, French and German - sold like a small company store. Two years later, it had a turnover of over one million and by the end of the decade, in 2010, it had reached 14 million euros. Today, this channel is already available in more than 120 markets worldwide and its turnover is close to 1.1 billion euros, representing a third of total sales.

Over the years, the company has promoted the digital channel with various initiatives such as the creation of exclusive online collections, the improvement of user experience and browsing on its website, the launch of the app and customer loyalty

with projects such as Mango likes you in 2019. It has also promoted initiatives to improve the shopping experience for its customers, such as its click and collect points, or RFID technology for its garments, and the launch of its own app.

Currently, Mango continues to innovate through new technologies that help improve the experience of its customers and act as a co-pilot for its employees through the development of internal machine learning and artificial intelligence tools. The company also has its own start-up accelerator, Mango StartUp Studio, aimed at promoting new companies that will bring innovation to the value chain of the fashion industry.

### Commitment and sustainability as our raison d'être

At a time when the concept of "sustainability" was

not yet part of mainstream discourse, Isak Andic was already thinking about it. This is how Mango was a pioneer in setting up its sustainability department in 2002. Initially the focus of the department was the social sphere, but over the years the environmental aspect has gained prominence. At present the team is made up of more than 20 people with different profiles and organised into three main areas: environment, circularity and social compliance.

During the early years, the sustainability department promoted the creation of the first ethical codes and codes of conduct for the factories, and began working with organisations such as Aitex and the Global Compact. The 2010s also saw major milestones in sustainability, such as the launch of Recycling Boxes in 2015, clothing recycling containers in Mango stores, and the launch in 2017 of a collection



1.5. Our history

made with more sustainable fabrics and materials. In 2022 Mango presented its sustainability strategy, Sustainable Vision 2030, aimed at reducing the company's environmental and social impact.

As a fashion benchmark and with product and design at the heart of the business, Mango's vision is based on achieving a more sustainable collection, prioritising materials with a lower environmental impact and incorporating circular design criteria in its products. In the social sphere, Mango also stood out for being the first major Spanish company to provide transparency in the value chain by making public its list of manufacturers and suppliers of fabrics, fittings and part of the yarns.

The history of Mango has been woven from effort, perseverance and determination, but above all from illusion. The desire of its founder to create a glo-

bal company, but with its own identity, capable of enchanting the world, has characterised Mango's journey to become what it is today. Mango continues to draw inspiration from its rich heritage, while embracing the challenges of tomorrow with the same passion that has driven it from its beginnings to become one of the leading international brands in the fashion industry.





1.5. Our history

Mango's historical trajectory

1984 - 2024

1984



The first Mango store

Opening of the first Mango store at number 65 Paseo de Gracia, Barcelona.

1992



International expansion

Mango reaches the milestone of one hundred stores in Spain and takes the first steps in the international market with the opening of two points of sale in Portugal.

2000



E-commerce

Mango launches its own e-commerce, becoming one of the pioneering companies in Europe in the online business.



2002



Mango on the five continents

Mango achieves a presence on five continents with its arrival in Oceania.

The company also advances its commitment to the environment by launching its Sustainability department.

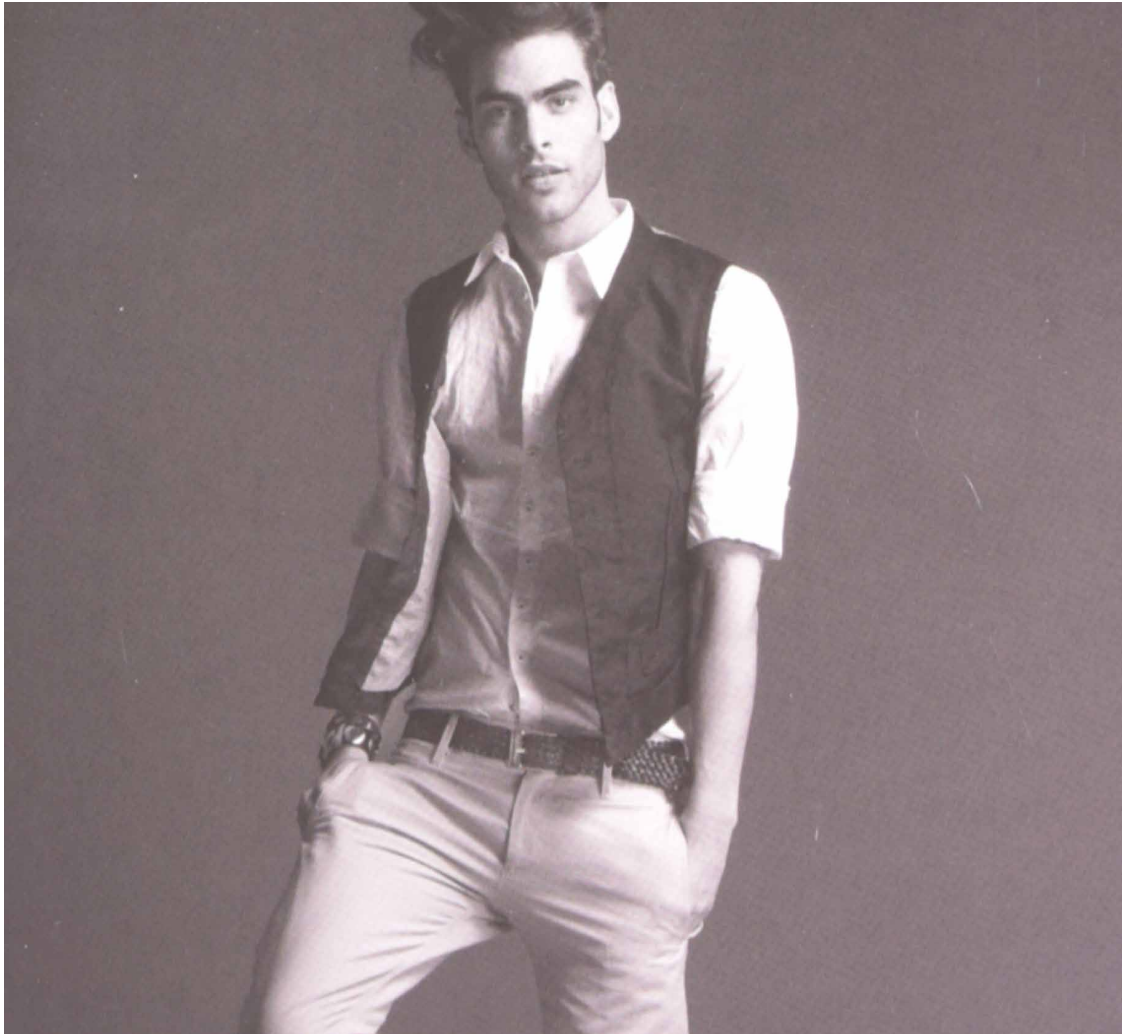
2006



El Hangar, design centre

Mango strengthens its commitment to creativity with the inauguration of El Hangar Design Centre, where more than 18,000 garments and accessories are created each year.

2008



Mango Man

Mango begins its product diversification process with the launch of Mango Man.

2013

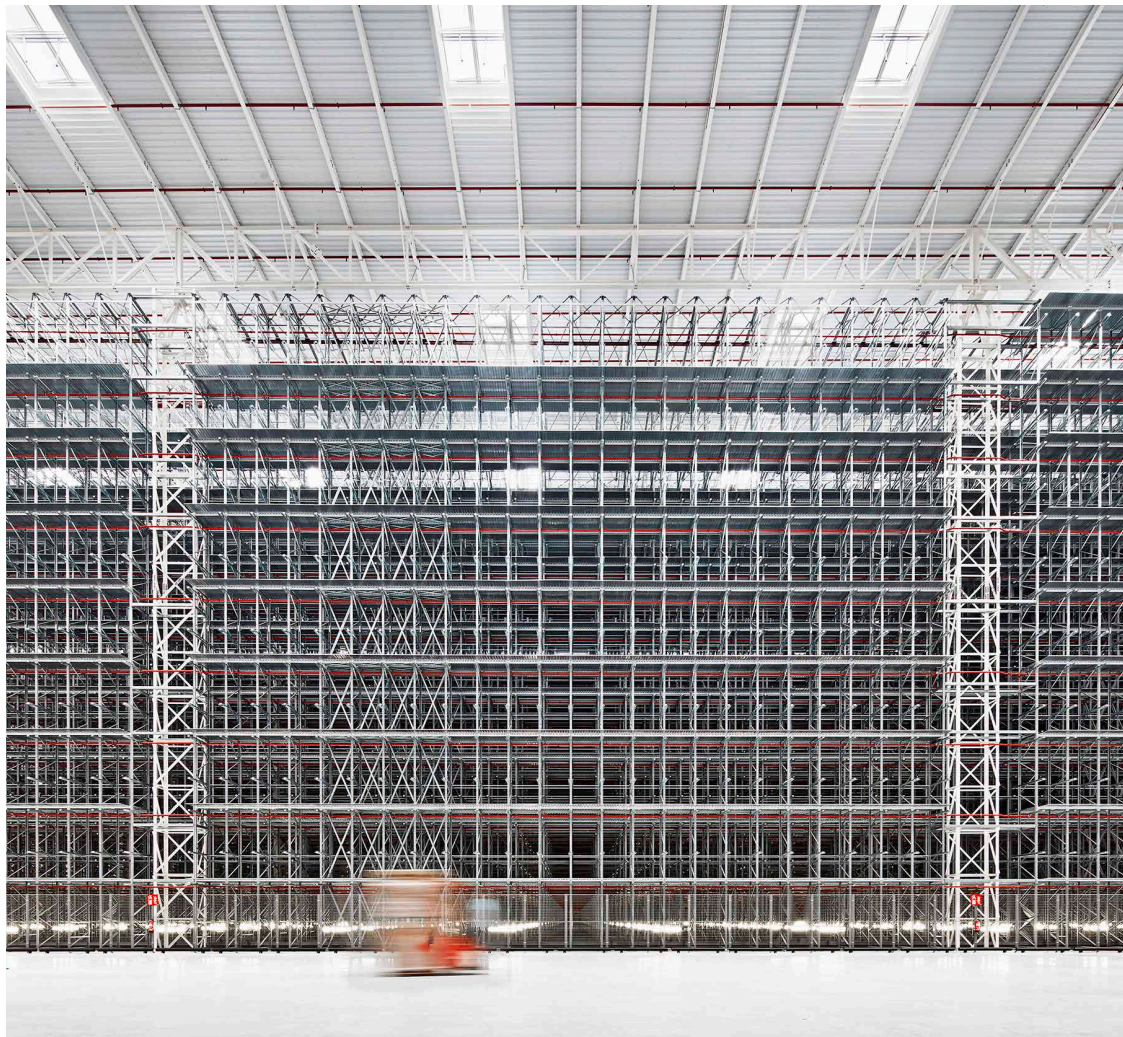


Mango Kids

Mango continues diversifying its business with the launch of the Mango Kids line, entering the children's segment.



# 2019



## Lliçà Logistics Centre

Mango opens the Lliçà d'Amunt Logistics Centre, centralising its distribution

# 2020



## Toni Ruiz, CEO of the company

Toni Ruiz is appointed CEO of the company.

# 2021



## Five lines

Mango continues its diversification with the launch of Mango Teen and its Home line, and implements the new store concept, New Med.

# 2022



## Expansion in the USA

Mango arrives on Fifth Avenue in New York and begins an expansion plan in the country.



# 2024



## 40<sup>th</sup> anniversary

Mango celebrates its 40th anniversary and enlarges its Board of Directors from 4 to 9 members, introducing independent directors for the first time.

The company also presents its Strategic Plan 4E 2024-26, aiming to achieve a turnover of over 4 billion euros by 2026.



# 1.6. Our founder



ISAK ANDIC  
1953 - 2024

## Isak Andic

In October 1953, one of the great visionaries of fashion in our time, Isak Andic, was born in Istanbul. At just 14 years old, he left his hometown in search of broader horizons and found in Barcelona the home for his Mediterranean soul, from where he planted the roots of what is today a global brand.

Isak Andic was a born entrepreneur, whose charisma, intuition and creativity marked each of his decisions. He always conveyed to his team the importance of questioning the established norms, seeking new ways to do things better, and embracing change. With tireless energy and contagious enthusiasm, he inspired all those who worked alongside him, becoming a benchmark of leadership and vision.

As an aesthete and a lover of beauty, Isak understood that fashion is much more than a product: it is a form of expression that reflects values and emotions. Therefore, his philosophy always centred on the importance of details and excellence in every garment. Quality and design were the pillars that should differentiate Mango and the company's collections.

Isak was also a man of action. With a unique strategic vision, he combined his creativity with relentless determination. His ability to anticipate trends and adapt to every situation allowed him to transform Mango into a global fashion reference, excelling both in the national and international markets. His pragmatism and strategic leadership established him as one of the most influential figures in the fashion industry and the Spanish business sphere.

Beyond his professional successes, Isak Andic always stood out for his human qualities. His closeness, generosity and concern for his surroundings and the well-being of the people who were part of the company were fundamental characteristics of his personality. Isak faced life with gratitude, honesty and a deep respect for people. His human warmth left an indelible mark on all those who had the opportunity to share his vision and work alongside him.

The legacy of Isak Andic remains alive in Mango. His vision, principles and passion for fashion are the foundation on which the company is built today. Mango remains committed to its mission of offering accessible, quality fashion with a responsible approach towards sustainability, just as Isak dreamed from the beginning. His legacy is not only a continuous inspiration for all those who are part of the brand but also a constant reminder that fashion can be a positive reflection of the world we all wish to build.





# A unique product: From Barcelona to the world

2

- 2.1 | The design process at Mango
- 2.2 | Brand values
- 2.3 | Brand personality
- 2.4 | Our lines



## 2

## A unique product: From Barcelona to the world

Mango is a fashion company where the product is at the heart. The company has been creating collections for 40 years, focusing on quality and style to inspire everyone to become who they want to be and fully express their individuality. Mango's purpose as a company is to offer quality fashion at an affordable price that inspires all people to be who they want to be and to create their own story.

The origins of the brand go back to when Isak Andic brought colour to post-Franco Spain with hippie blouses made in Turkey. The offer quickly diversified with silver rings and earrings, alpaca sweaters, clogs and jeans like those seen in the movies which people wanted. During the 2000s, Mango began to enter new segments of fashion such as office fashion, with stretch garments and fabrics, wools, and ventured into the world of tailoring and clothing for occasions and events, one of its most distinctive trademarks. Four decades later, Mango continues to

bring the latest trends to its customers with a clear and differentiated DNA: a unique design proposal and a superior quality positioning.

Unlike other competitors, 100% of Mango's garments are designed in Barcelona. Thanks to a team of more than 500 employees working in the product area (designers, buyers, etc.), the company is able to translate the major global fashion trends into its own language to bring them closer to its customers. Mango creates qualitative and stylish fashion collections to inspire everyone to become who they want to be and fully express their individuality.

Every year Mango creates two large, coherent global collections based on moments and events and periodically renews its offer with new product capsules to offer customers the latest trends. These include collections with a clear commitment to quality, such as Capsule or Selection or the premium

collaborations with other brands and personalities in the sector such as the designer Victoria Beckham and the Italian suit house Boglioli.

In total, Mango designs more than 18,000 garments and accessories annually with an average creation time of between 7 and 8 months from the beginning of the design process until the garment arrives in the store.







2.1

The design process at Mango

Mango's design department is organised by product families coordinated in a unitary manner by the design management so that the Mango collection as a whole is coherent and uniform.

The trends team travels to the main international fashion capitals to detect changes in street wear style and attend the most important fashion shows and catwalks. It also researches new trends in physical media, such as books and digital media, such as websites and social media. Based on the new trends, Mango's design management meets with the commercial management to put together the annual structure of the new collection and distribute it across the twelve months of the year.

For each garment required for each new Mango collection, up to three different proposals are designed, from which the one that will work best in the market is chosen. Once the product has been designed, the industrialisation team -pattern-making, cutting and tailoring- comes into play and goes from drawing to reality, creating the first samples of the garments.

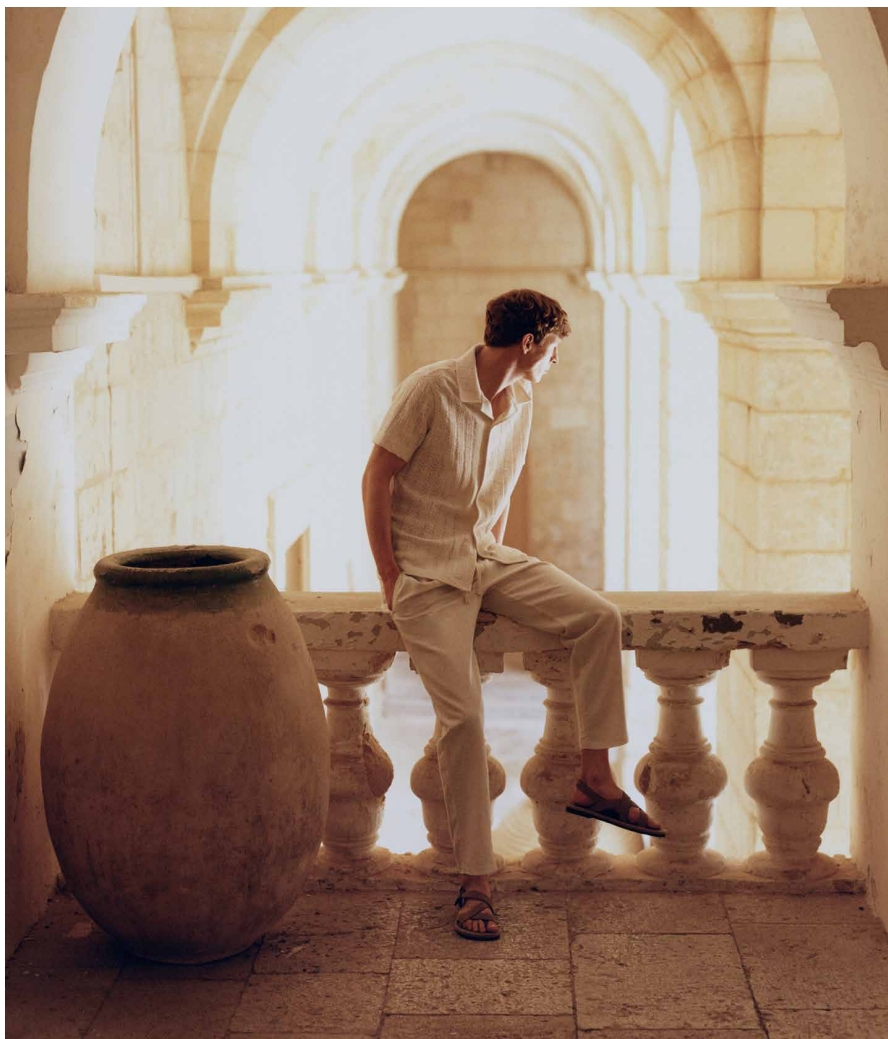
Mango's garments are designed in Barcelona thanks to a team of over 500 people working in the product department

The product team meets with the purchasing department to analyse the prototypes and decide which ones will be produced for sale, i.e. which ones will be sent to suppliers to scale up production.

The manufacturers produce an initial version of each new garment to ensure that the replica is identical and, if needed, make some improvements. Once the final garment is approved, it is produced in large quantities and sent to Mango's logistics centre, located in Lliçà d'Amunt (Barcelona), which delivers the product to the different Mango stores and also to its online customers around the world.



## 2.2. Brand values



Mediterranean soul

For Mango, the Mediterranean is both a geographical and spiritual reality, rooted in a life of elegance, warmth and familiarity.



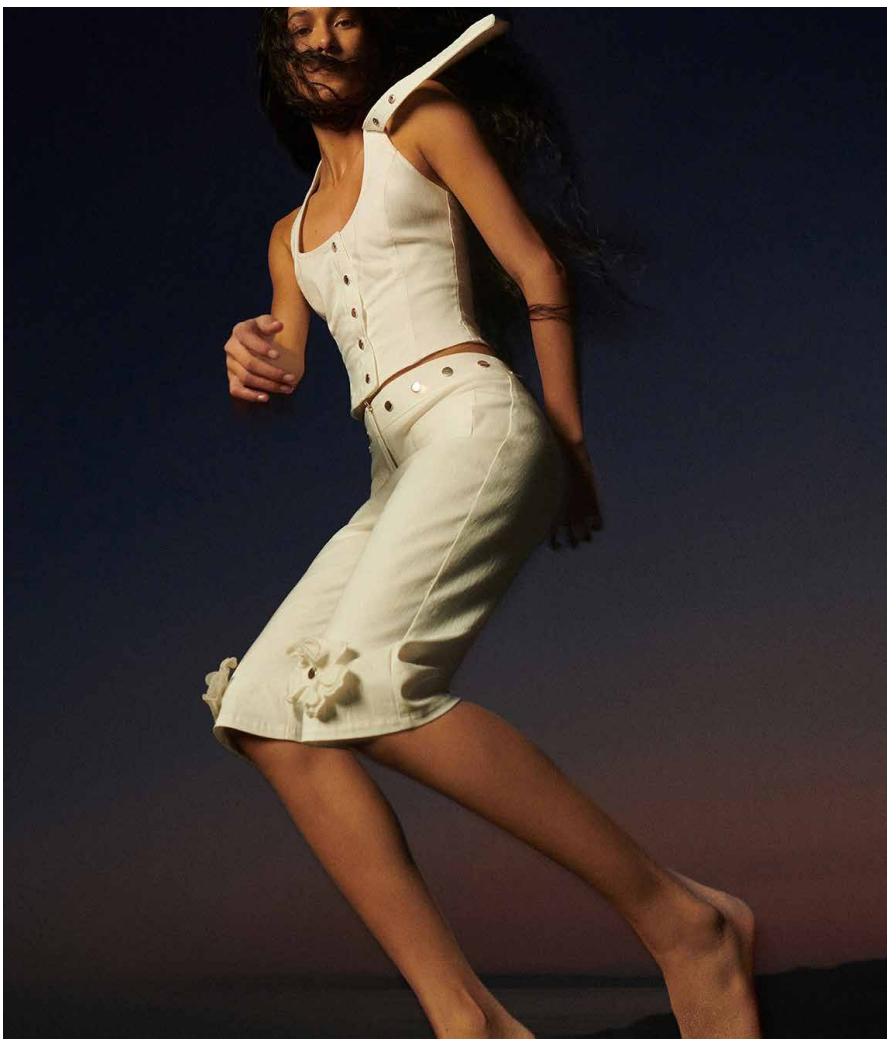
A human touch

Mango believes that inspiration and creative drive can only excel to the extent that they arise from the human sensitivity of its teams.



Unique expertise

For 40 years, Mango has created each garment in its atelier, with attention to detail, focusing on quality.



Freedom

Mango promotes the freedom for everyone to choose and shape their own distinctive identity through its creative and versatile vision.



Sense of responsibility

Mango sees the world as an interconnected whole, where people and the planet are linked. The company's deep sense of purpose drives its design philosophy, working on its creations with detail and care.



2.3

Brand personality



Inspiring

The vibrant essence of Mango shapes the present and drives the future with endless inspiration.



Authentic

Mango is true to who it is, with a natural extroversion and spontaneous character.



Stylish

At Mango, everything we do emanates an aesthetic taste that connects the brand's creations with the spirit of each era.



## 2.4. Our lines

Mango has five business lines: Woman, as the core of its business and the driving force behind sales, Man, Kids, Teen and Home. Each one has independent product teams, which are leveraged in a corporate structure that generates synergies, as well as a differentiated market positioning compared to its competitors.

As a whole, all the lines are characterised by their own language and a commitment to higher quality that also gives Mango a superior positioning to that of its competitors.



## 2.4. Our lines

### Mango Woman

#### Fashion x Quality x Versatility x Femininity

Since it was founded, Mango has been characterised for dressing the contemporary and urban woman adopting the latest trends with its own quality designs. Since 1984, Mango's main line has offered a versatile wardrobe that accompanies women all over the world, both on special occasions and in everyday life with collections that explore the latest trends to project a genuine interpretation of contemporary fashion.

In its atelier in Barcelona, Mango creates fashion collections that allow women to embrace their individuality and define femininity on their own terms. With versatile and quality designs, Mango inspires women to confidently express who they are and who they want to be at any given moment.

With this aim, Mango has collaborated with prestigious personalities in the industry including the supermodels Claudia Schiffer, Naomi Campbell, Kate Moss and Kendall Jenner; influencers such as Sofia Sánchez de Betak (Chufy), Pernille Teisbaek and Camille Charrière, as well as celebrities including Victoria Beckham, Penélope Cruz or Mila Jovovich.

In addition, in keeping with its commitment to quality, Mango has developed special collections such as Selection and Capsule, characterised for the quality of their materials and finishes, as well as the exclusivity of their garments.







## 2.4. Our lines

### Mango Man

**Fashion Advisor x Quality x Versatility  
x New Masculinity**

For 15 years Mango Man has been accompanying the contemporary man in the continuous challenges of everyday life. From the casual trends of streetwear to the smart demands of formal occasions, Mango Man creates collections to inspire and assist the modern man in enjoying fashion and expressing his unique character through a versatile and quality style.

Launched in 2008, the line marked an important milestone for Mango by diversifying its product offering and reaching, for the first time, a new segment beyond women's wear. Mango Man has managed to fill a market niche and position itself as a global brand, a paradigm of its unique design, quality and innovation. The division accompanies men, moving away from classic stereotypes, with quality, durable and timeless garments that can be worn over several seasons.

Mango Man, always in constant transformation, has had, over the years, collaborators from culture and sport such as the actor Adrien Brody, the artist and businessman André Saraiva or the footballers Zinedine Zidane and Antoine Griezmann. It has also collaborated with the Italian tailoring firm Boglioli on a premium capsule.



## 2.4. Our lines

### Mango Kids

#### Quality x Style x Versatility x Value for money

Since 2013, Mango Kids has been offering comfort, functionality and trends to boys and girls of all ages and for all occasions: from options for school, to holidays, playtime or more formal events. The children's line designs fashion collections that grow with the little ones in the house. The perfect blend of unique style, versatility and quality creates pieces that complement every moment of their journey, all at a price that perfectly suits the lifestyle of its customers.

The creation of the line, a decade ago, marked a turning point in the company that allowed it to inspire and bring its passion for fashion to children and young people, consolidating a global offer that responds to all segments. Through an offer that ranges from birth to size 14, Mango Kids accompanies the youngest members of the family as they grow with designs carefully designed to respond to their desire to discover the world around them.

The inspiration for the first collections came from the French chic style for girls' garments and the American casual style for boys. A distinctive design that has evolved over the years, adapting to new trends, and which has been complemented with different limited-edition collections made up of garments for ceremonies, swimwear or for special occasions such as Halloween.

In 2023 Mango Kids celebrated its tenth anniversary with historic figures and is looking to the future with an ambitious expansion plan, maintaining its commitment to physical stores as a privileged point of contact with its customers.







## 2.4. Our lines

### Mango Teen

**Fresh and youthful style x Versatility  
x Value for money**

At a time of unique life transcendence, Mango Teen inspires teens to create a style on their own. The youth line creates versatile and qualitative fashion collections that allow teenagers to express their individuality and embrace their personal style. With a perfect blend of timeless basics and modern pieces, the creations of Mango Teen offer a fresh and youthful style at affordable prices, filtering the trends to build a unique personality that celebrates youth through an optimistic narrative where positive experiences and friendships are key.

Mango Teen was launched in 2021 to satisfy Mango customers between the target market of Mango Kids and the adult market of Mango Woman and Mango Man. After three years of existence, the line has been very well received by customers and has experienced significant growth, closing 2024 with more than 40 stores. Additionally, the line has expanded internationally with the first stand-alone stores outside the Spanish market in London, Andorra and Lisbon.



## 2.4. Our lines

### Mango Home

#### Quality x Contemporary style x Unique character

Mango Home was created in 2021 in response to new consumer habits and with a focus on sharing, celebrating and relaxing. The home line offers iconic pieces that elevate the home and help create unique spaces where every detail reflects personality and makes one feel at home.

With natural textures, relaxed colours and sustainable materials at the core of its proposition, its quality essentials and contemporary designs interpret interior design trends to inspire the creation of spaces with personality.

In its first few years, the line has managed to double in size and has strengthened its proposition by expanding and diversifying its offer with items for all areas of the house, covering the living room, dining room, bedroom and bathroom. The line, present in more than 30 markets, will continue to drive Mango Home in 2025 by expanding and diversifying its commercial offer. The line will also expand its store network with the inauguration of the first stand-alone Mango Home store.







## A global company

# 3

- 3.1 | The Mango ecosystem
- 3.2 | Sourcing
- 3.3 | One of the most advanced logistics systems in Europe



3

A global company

Since its origins, Mango has had a clear international vocation marked by the dream of Isak Andic, the founder of the company: "To have a store in every city in the world". The name of the brand was already a declaration of intent: on a trip to the Philippines, Isak Andic discovered the mango fruit and decided to name his company "because mango is mango in all languages".

In 1992, less than a decade after its founding, Mango had already reached the total of one hundred stores in Spain and began its international expansion by opening two stores in Coimbra, Portugal. Three years later, it arrived in Asia with stores in Singapore and Taiwan and in 1997 the turnover generated in international markets surpassed the domestic market. In 2002, Mango was present in all five continents.

Mango began its international expansion in 1992 with the opening of its first store in Portugal. Ten years later, the brand was present in all five continents

In 2022, coinciding with the 30th anniversary of its international expansion, Mango fulfilled its dream of opening a flagship store of more than 2,000 m<sup>2</sup> on New York's Fifth Avenue. This milestone marked the beginning of a project to achieve greater penetration in the United States market. Additionally, the company also has ambitious expansion plans in markets such as Spain, France, Italy, the United Kingdom, Canada and India.

Mango closed the 2024 financial year with nearly 2,850 stores. Present in more than 120 markets across five continents, the company closed the year with a selling space of over 850,000 m<sup>2</sup> and 78% of total business coming from international sales.

Mango's international expansion is supported by its extensive knowledge of its customer through data and a wide network of international partners, allowing the company to adapt its expansion strategy to the characteristics of each market and the speed required in the implementation and development process in a specific territory.





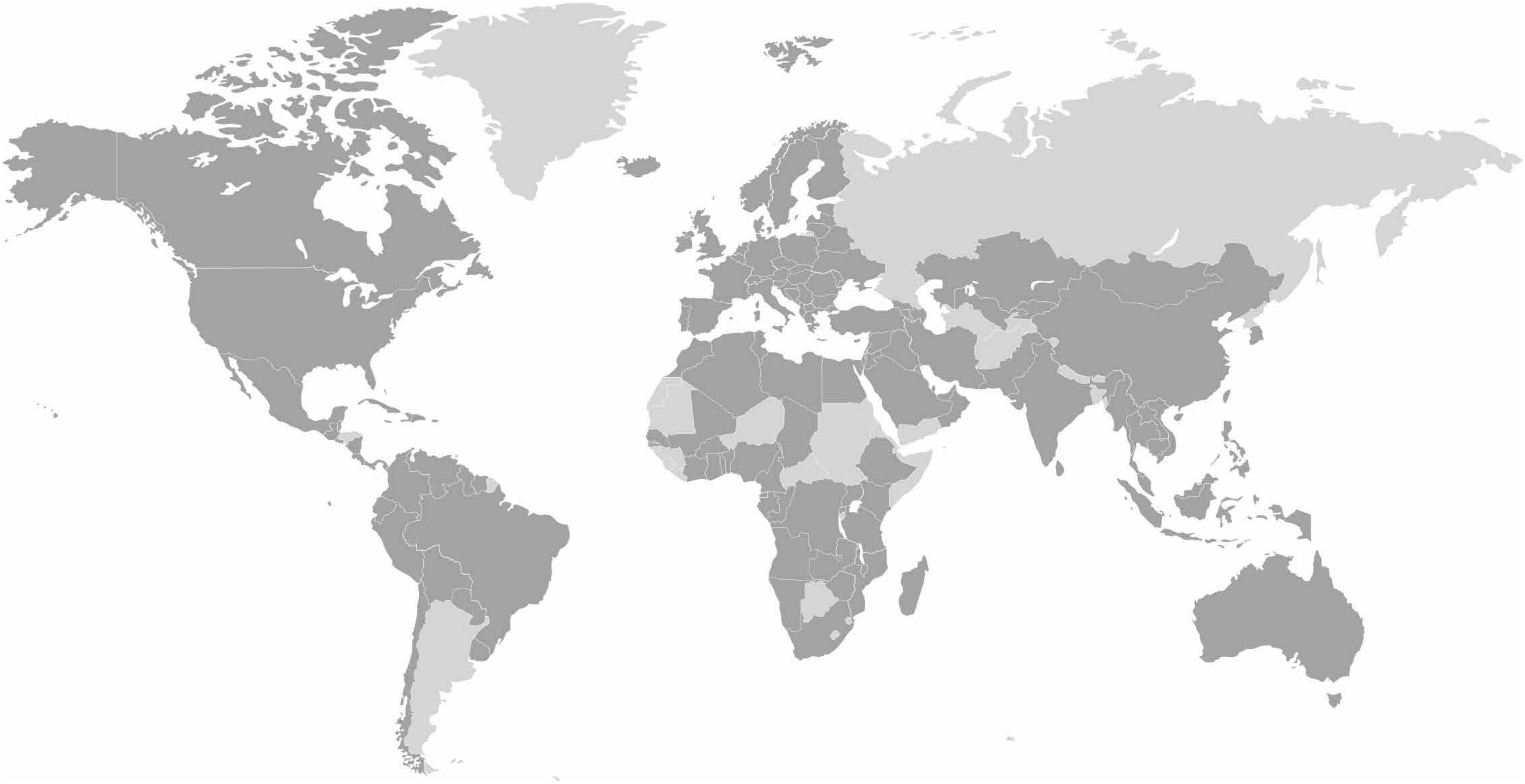
Mango's presence  
in the world

+120

Markets in which  
Mango is present

2,850 aprox.

Points of sale





# 3.1

## Mango's differentiated channel ecosystem

Mango is a global company with design and creativity at the heart of its model and a strategy based on constant innovation, the search for sustainability and a strong ecosystem of channels and partners that has made it one of the most important companies in the sector in terms of the number of countries in which it operates.

Mango's business model stands out and is differentiated by its centralised activity in Barcelona, as well as an ecosystem of integrated distribution channels.

### Integrated distribution at the service of the customer

To respond to the needs of its customers at any time, in any place and in any format. This is Mango's goal. To achieve this, the company has one of the

most diverse distribution ecosystems in the fashion industry.

Mango distributes its brand through different fully-integrated channels, combining its own stores with franchises and corners, retail with wholesale and a significant online activity through its own e-commerce (Mango.com) and third-party marketplaces. This combination of channels and formats, supported by an extensive network of international partners, is a differentiating aspect of the company within the sector.

Channel integration aims to respond to customer needs at all times regardless of the point of contact. To achieve this, Mango applies different tools in order to achieve a true and solid user experience in all its distribution channels.

### Major commitment to stores

Mango stores are a privileged meeting point between the brand and its customers, where the company offers unique and personalised experiences, supported by technologies and comprehensive services.

In the 1970s, Isak Andic opened several multi-brand stores in Barcelona. From his trips to Paris, London and Milan to detect new fashion trends, he discovered the concept of the monostore and in 1984 he opened the first Mango store at number 65 Passeig de Gràcia, in the old Majestic building. This milestone marked the beginning of brand expansion following the formula "same shop window, same interior design, same logo".

The company currently has around 2,850 stores in more than 120 markets around the world. Mango is also one of the companies that has opened the most new stores in recent years, unlike its competitors, expanding its stores network by more than 500 net store openings in the last five years.

True to its roots and its attention to detail, Mango's stores present a carefully designed aesthetic under the New Med concept, inspired by the Mediterranean, which aims to reflect the spirit and freshness of the brand. They are dominated by warm tones and neutral colour bases, which are mixed with traditional, handcrafted, sustainable and natural materials. Sustainability and architectural integration are fundamental pillars of this concept, which is why the new stores have elements such as eco-efficient lighting and air conditioning and a design that in-

corporates sustainable materials such as natural paints.

In addition, they have spacious fitting rooms, a specific click&collect area and services and functionalities such as the concierge station, a reference point where staff can resolve any need the customer may have, or tailoring services in some stores.

As part of the channel integration strategy, it is essential for Mango that the stores are connected to its online business, its headquarters and the customer service centre in order to provide value to the customer and empower staff, by facilitating their commercial work. The digital transformation of the stores involves the application of new technologies that, although not visible, allow the implementation of initiatives for continuous improvement in





### 3.1. Mango's differentiated channel ecosystem

the availability of garments, the distribution of collections and store footfall, among others.

**Strategic partners**

Mango has different store formats that adapt to each location, and the needs and role of the store. The opening of its own stores in strategic locations is complemented by a strategy of franchises and corners in shopping centres, which is one of the fundamental pillars of the Mango model.

The first Mango franchise opened in 1987 in Esparreguera (Baix Llobregat). Others soon followed: Sabadell, Pamplona, San Sebastian... Since then, the company has grown hand-in-hand with an extensive network of local and international partners that allows it to adapt its strategy to the operational complexity, the characteristics of the territory and the speed of expansion required. This collaboration makes Mango one of the most important franchise companies on an international scale.

Partners such as El Palacio de Hierro in Mexico, Myntra in India, Azadea in the United Arab Emirates, Alhokair in Saudi Arabia and Fox in Israel and Canada provide market knowledge and help Mango to understand the customer and adapt its operations to the country. In the management of the franchises, Mango provides a complete team that offers from the selection of the location and training of the staff, to the start-up and opening of the store, as well as subsequent advice and support in its management.

**A pioneering online channel**

Mango is one of the pioneering fashion companies



### 3.1. Mango's differentiated channel ecosystem

in online sales. With innovation at the heart of its business and as a result of the company's internationalisation, in 1996 it launched its corporate website with the aim of making the brand known worldwide. In 2000, ten years before the other major competitors, it opted for Internet sales by launching its ecommerce, being the first Spanish company to open up to online sales and one of the first in Europe.

Mango's e-commerce launch was initially implemented in the fifteen countries that made up the European Union in 2000 and in four languages: Spanish, English, French and German. In just four years the channel was extended to 10 more countries, reaching all 25 countries that had joined the EU. In fact, the first decade of the 2000s was key to the growth of the online business. In 2006 Man-

go jumped the pond to launch online sales in the United States and then, in 2008, it also added Canada. True to its confidence and commitment to creating a solid ecosystem of channels, in 2009 it signed its first major international agreement with an online partner, Asos, to start selling beyond its own channel.

In the first year of activity (2000) the online platform sold on the scale of a small store and two years later, in 2002, its turnover had already exceeded one million euros. By the end of the decade, in 2010, its sales had reached 14 million euros. Today the platform is present in more than 120 markets in five continents and in 25 languages. In addition, the payment, delivery and return methods (among others) are different according to the location.

In 2024, the Mango website received over 1 billion visits, a 4.30% increase compared to 2023. Online sales closed the 2024 financial year with nearly 1.1 billion euros in revenue, which represents a third of the company's total turnover. These figures place Mango as one of Europe's fashion companies with the highest penetration of the digital channel in its business.

#### 'Mango likes you'

The extensive physical presence and high online penetration allow Mango to know its customers in detail. In 2019, the company launched Mango likes you, an omnichannel loyalty programme that aims to create a stronger bond with customers through experiences related to the brand territories: sustainability, culture and community.

By the end of 2024, Mango likes you had 38.8 million users, reaffirming itself as a key initiative to strengthen the building of solid relationships with customers and reflecting growth compared to the previous year, highlighting its significance in the company's strategy.



# 3.2

## Sourcing

Mango's origins can be traced back to the commercial port of Barcelona, where ships arriving from Turkey docked. The company's first supplier was a merchant ship that covered the Istanbul-Barcelona pendular line from which Isak Andic bought flowered and hand-embroidered blouses with ornaments and then sold to stores in Barcelona. Four decades later, Mango has a flexible production strategy that combines local and distant suppliers, seeking specialisation according to the product and materials.

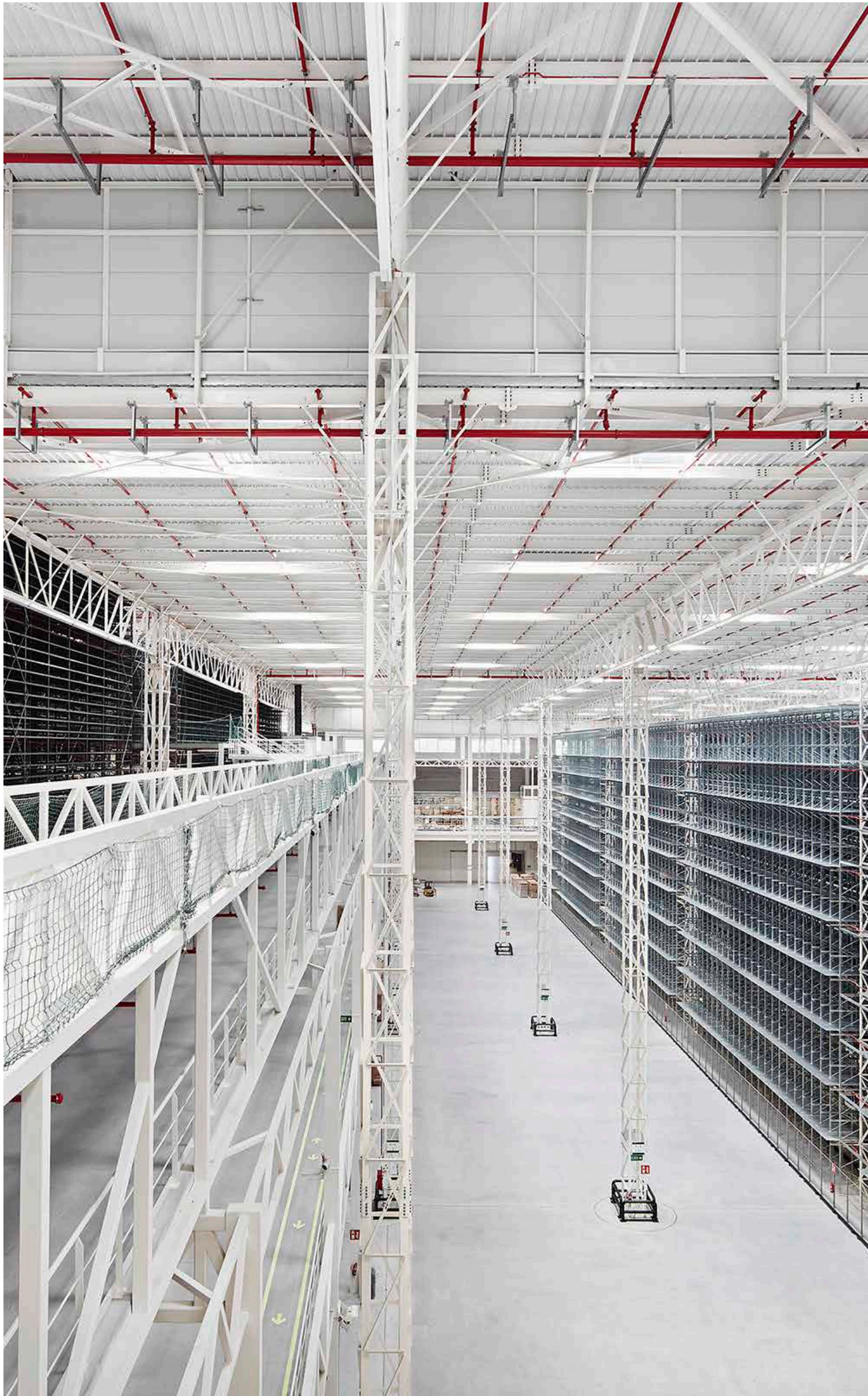
The company, which does not have its own factories, was working with more than 2,600 factories in around thirty countries by the end of 2024. The country with the largest number of factories Mango operates with is China, followed by Turkey, India, Bangladesh and Spain. After these five markets, the countries with the largest number of factories working for Mango are Italy, Vietnam, Morocco, Pakistan and Portugal.

As a fundamental part of Mango's commitment to sustainability, it is essential for the company to establish the responsible management of its supply chain, considering two basic pillars: environment and society. To this end, Mango prioritises a close and trusting relationship with its suppliers, ensuring that they are aligned with its own commitments, thus contributing to guaranteeing the protection of workers and strengthening the textile industry on a global scale.

Mango believes that suppliers are a key part of the fashion industry to develop the business and that it is necessary to move forward with them towards transparency and traceability. In this sense, Mango is the first fashion company in Spain to provide transparency in the value chain, making public the list of its factories linked to suppliers of materials such as fabrics, fittings and part of the yarns.







## 3.4

# One of the most advanced logistics systems in Europe

Isak Andic began by transporting stock in a bag. The bag became a suitcase and then transformed into a car boot, until it became a warehouse. The first one was in the basement of the Ramblas store in Barcelona, but soon it was necessary to expand both in the Catalan capital and in the surrounding area. In 2008, the dynamic distribution centre in Parets del Vallès (Barcelona) came into operation and, 11 years later, due to the growth of the company, the logistics centre in Lliçà d'Amunt (Barcelona) was inaugurated at full capacity, being one of the largest in Europe and from where all of Mango's logistics activity is currently coordinated to more than 120 markets around the world.

The Lliçà distribution centre receives all the garments and accessories from the different production sites and distributes them to all stores and online customers worldwide. Equipped with the most advanced technologies, the Lliçà d'Amunt

logistics centre is capable of handling more than 500,000 garments a day to supply Mango's entire distribution network.

The centre has recently been enlarged to keep up with the growth in e-commerce logistics and to send orders directly to the final customer. This expansion has added an additional 90,000 m<sup>2</sup>, bringing the total surface area to 280,000 m<sup>2</sup> - equivalent to more than 30 football pitches - and has increased the garment handling capacity by up to 10,000 more garments per hour, to 85,000 garments per hour.

Similarly, in the last five years, the company has reinforced its logistics model to prepare Mango for its new stage of growth until 2026. In this way, the company has simplified its in-store delivery operations system, concentrated and simplified operations in its centre, standardised operations in the

different satellite warehouses it has to supply B2C; and has implemented a technological transformation through a new distribution system, platforms to manage stocks more efficiently, the incorporation of RFID technology in garments, etc.

The Lliçà logistics centre also has energy efficiency criteria in order to reduce the environmental impact of the facilities and 100% renewable energy or low thermal transmission materials to prevent heat or cold from entering the building, among other measures.





# Innovation, the driving force behind Mango

# 4

4.1 | Technology and data



4

# Innovation, the driving force behind Mango

Innovation has always been a key pillar of Mango, which has led it to become one of the leading international brands in the fashion industry. From the creation of a differentiated business model to brand communication with the main celebrities of the moment or the pioneering commitment to digital transformation, the company has been at the forefront of its sector.

In addition to providing a bold and groundbreaking product for the time, Mango was the driving force in Spain for the deposit system to manage franchisees' stocks. In other words, paying per garment sold. This system allowed for better control of merchandise and doubled franchisee sales.

The company also soon implemented the visual merchandising technique to take care of product presentation and offer the same image in all stores.

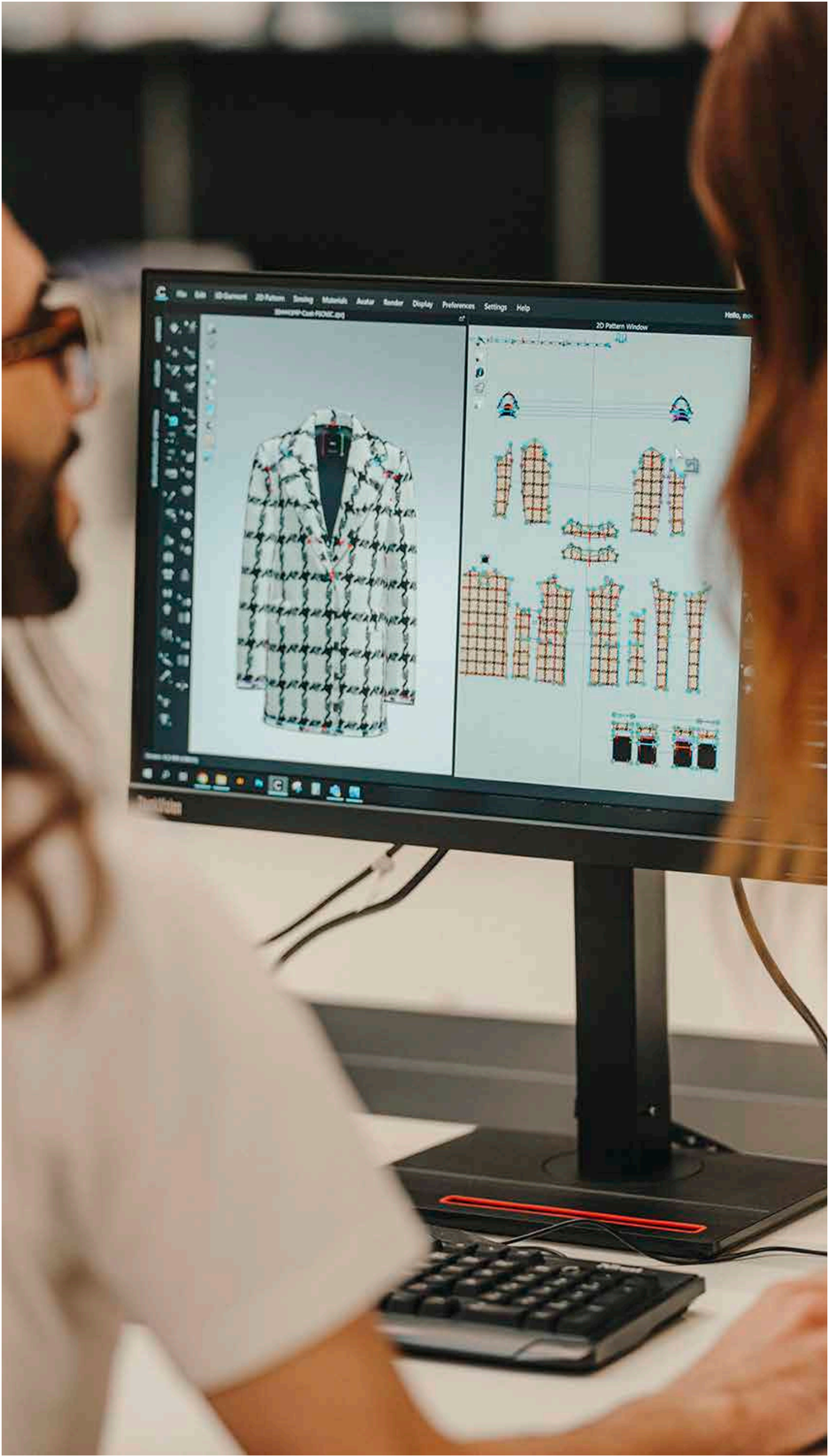
Innovation at Mango has also stood out in the field of communication. In its personal commitment to

In 2000, Mango was the first Spanish company to launch online sales, ten years before its European competitors.

image, it began to distance itself from competitors by introducing elements of marketing and communication imported from America with full-page advertisements in newspapers for store openings, television advertising, city light posters and catalogues, as well as campaigns with the best models in the world such as Claudia Schiffer, Naomi Campbell and Kate Moss, among many others.

In 2000, ten years before the other major competitors, Mango launched its e-commerce, being the first Spanish company to commence online sales and one of the first in Europe. Initially there was only one person in charge of the team and the platform

was available in the fifteen countries that made up the European Union and in four languages: Spanish, English, French and German. Today, the platform is present in more than 120 markets in five continents and in 25 languages. In addition, online sales represent more than 30% of turnover, one of the largest online sales percentages in the fashion sector.





4.1

Technology and data

Mango is committed to building a phygital ecosystem of experiences, services and products that synchronises and converges capabilities and opportunities in the physical and digital worlds, at all times aimed at providing the best service to its customers. The company is focused on digitising the behaviour of key industry players-customers, stock and product to maximise customer data insights and connect them to the physical and online store.

Mango's commitment to technological innovation and advances in digital transformation are part of the Earn pillar of the company's 2024-2026 Strategic Plan, which aims to create value through technological development, efficient data management and operational excellence.

Mango no longer speaks of physical stores, but of connected stores with communication gateways and hybridisation between customer and stores, stores and Mango.com, designers and customers.

The company is moving towards operational excellence by having an integrated, real-time view of commercial stock, maintaining a high degree of inventory accuracy. To do this, Mango is digitising its stock using Radio Frequency Identification (RFID) technology to sensor all its garments from manufacturing and logistics to arrival at its stores and the Order Management System (OMS). This unique commercial stock system available in real time will allow the company to offer a consistent end-to-end experience by making available to the customer the product they are looking for at the right time and in the right place for a better experience with the brand.

Mango is also digitising the entire product lifecycle, from the initial collection briefing, design and pattern making, through to sales, transport and distribution. This provides a complete view of the product's behaviour, both in its digital and physical dimensions, and establishes a communication ga-

teway between designers, stores and customers. Another key tool that Mango has developed is Ada+, a platform designed to mobilise and digitise in-store operational processes, thus optimising stores. In this way, Mango connects the visual merchandising of the pilot stores with the rest of the stores, enabling uniform and efficient management across the entire store network. In addition, by simplifying operational tasks, it improves the productivity, satisfaction and motivation of employees, creating a more agile and satisfactory working environment.

Finally, one of Mango's most recent initiatives in its digital transformation is the development of the Interactive Product Catalogue. The company has created a centralised repository, integrating data from various databases to generate a complete digital catalogue that not only provides detailed information on each product, such as its attributes, composition and sustainability, but also allows semantic searches, facilitating the identification of

similar products, while contributing to greater transparency and sustainability in the industry.

All these technological innovations allow Mango to improve the integration with its manufacturers, gain a better understanding of the behaviour of its products, incorporate data and algorithms to be able to make more sustainable purchasing proposals, develop more efficient distribution models, make item recommendations, implement better designs and patterns and minimise returns.

Uses of AI at Mango

In its commitment to technology as a support tool, since 2018, Mango has developed more than fifteen machine learning platforms (MLE) that apply artificial intelligence at different points in its value chain, such as pricing or personalisation. The company considers this technology as a co-pilot and/or agent for its employees that will help them to increase their capabilities.

One of its most prominent platforms is Lisa, the internal conversational generative AI platform to address the use cases of its employees and partners. This tool, which has Mango's own interface and allows its teams to quickly access information and resources, helps the company in different stages of business processes.

On the other hand, Mango has Inspire, the image-generative AI platform to help the design and product teams to become inspired by looking at different concepts in order to co-create prints, fabrics and garments and seek inspiration for window dressing, architecture and interior design. This tool acts as a co-pilot for its designers to enhance their skills and creativity, drawing inspiration and co-creating prints, fabrics and garments by cross-referencing different concepts. Other noteworthy platforms are Gaudí, designed to personalise product recommendations and improve each customer's experience, and Iris, present in more than sixty countries and





## 4.1. Technology and data

in more than twenty languages, which focuses on improving customer service and responding to the company's customers.

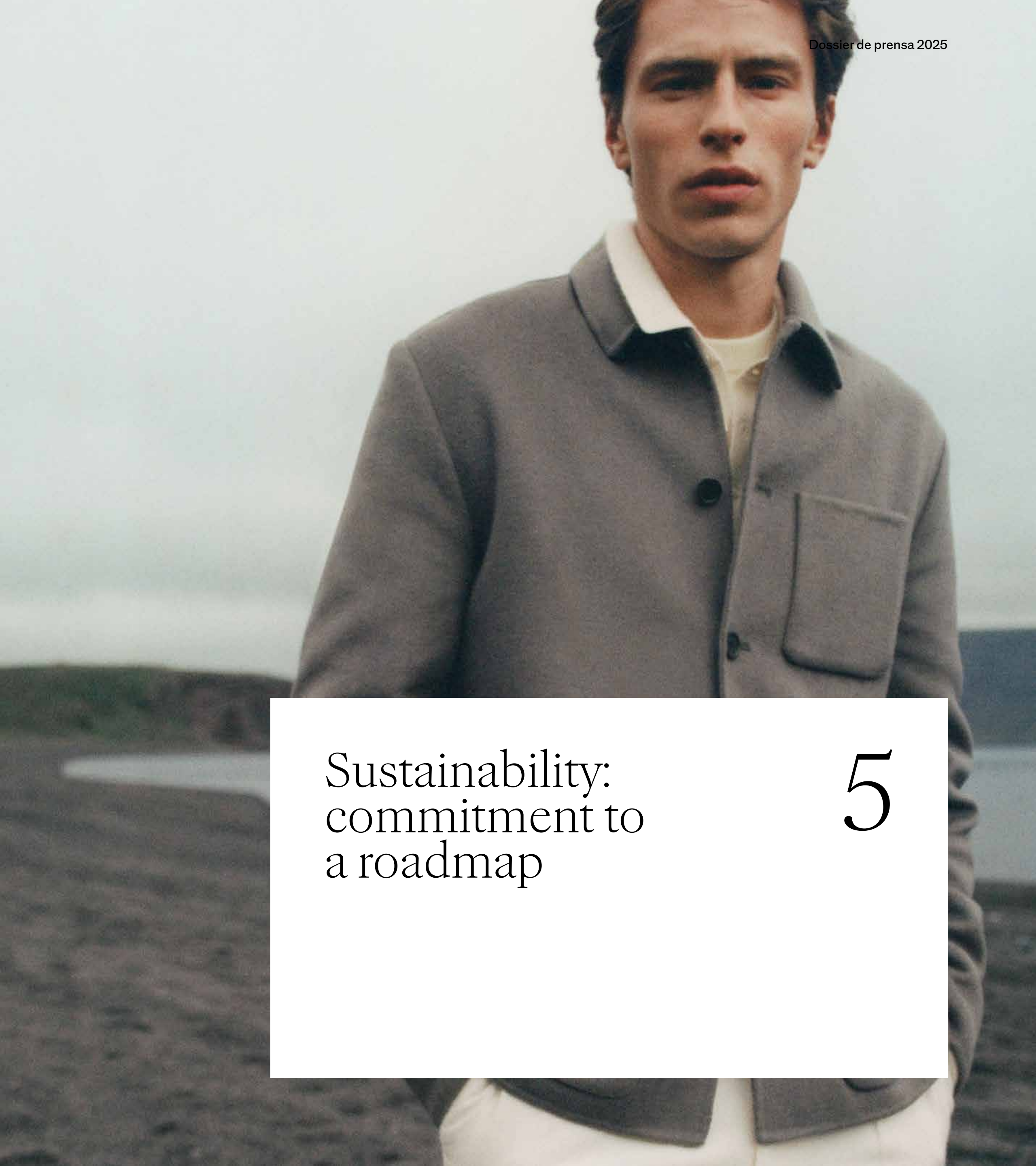
In the sphere of customer service, Mango has highlighted the launch of its WhatsApp chat for resolving queries. This conversational intelligence technology, which is currently available in six countries and in five different languages, allows customers to interact with the brand in a direct and personalised way. Mango has also started working with the Fashion Assistant on Instagram, a platform powered by machine learning that facilitates customer interaction with the brand through automatic responses. This assistant answers questions on topics such as the environment, product composition and store opening hours, among others.

In 2024, Mango ratified its commitment to innovation with the creation for the first time of campaigns generated with Artificial Intelligence in its

youth line, Mango Teen. The project involved the multidisciplinary collaboration of several Mango teams including the Mango Teen design, art and styling departments, the Generative Artificial Intelligence technology team and the photography studio, among others.

Furthermore, in line with its innovative spirit, in 2024 Mango also became part of Roblox, the global immersive communication and connection platform with more than 70 million daily active users. Specifically, the company is opening its first immersive store on the platform, located in the virtual Outfit Shopping Mall, where users can buy Mango Teen digital clothing and products for their avatars.





Sustainability:  
commitment to  
a roadmap

5



5

# Sustainability: commitment to a roadmap

Environmental and social sustainability is a fundamental pillar of Mango's business model, integrated transversally in all its operations since the creation of its Sustainability department more than two decades ago.

For Mango, sustainability is not only an objective to be achieved, but a dynamic and continuous process that guides decision-making and the execution of projects that focus on developing its activities and products in a responsible manner, improving the environmental and social impact of its entire value chain.

Aware of the climate challenges and the environmental impacts associated with its activity, Mango actively integrates these challenges into its corporate strategy, ensuring their management and monitoring in the short, medium and long term in the markets where it operates. This approach is articu-

lated through a management system that pivots on the company's Sustainability department, whose strategic decisions are aligned with the Board of Directors, the Steering Committee and the Sustainability Committee.

In its transition towards a lower impact business model, Mango annually reviews and updates its strategic sustainability plan, adapting it to the emerging challenges of the sector. This dynamic includes the implementation of concrete actions that reinforce its commitment to a more responsible and resilient business model.

**Sustainable Vision 2030**

In 2022, Mango launched its 2030 sustainability strategy, reaffirming its commitment to creating more responsible garments and operations. Under the name Sustainable Vision 2030, this road-

map sets out more ambitious targets and rigorous measurement systems, aligned with the highest international standards.

The strategy is structured around four key areas of action: commitment to the circular product, reduction of environmental impact, care and development of the team, and collaboration with the value chain to generate a positive social impact.

These initiatives are implemented in an innovative way and in close collaboration with strategic partners, in order to meet the ambitious targets set for 2030.

**Commitment to the circular product**

Mango reinforces its commitment to sustainability through the integration of circularity principles and the reduction of environmental impact at all stages of the life cycle of its products.





## 5. Sustainability: commitment to a roadmap

The company has defined circular design as a key pillar of its strategy, structuring it into three fundamental lines of action: Give it Back to the Loop, Extended Life and No Waste.

- Give it Back to the Loop: promotes the creation of highly-recyclable garments by using unique fibres, minimising trimmings and accessories, and adopting finishes that preserve the integrity of the material to facilitate recycling.
- Extended Life: focuses on extending the life of garments through timeless designs, durable materials certified by independent textile laboratories, and reinforced constructions that ensure quality over time.
- No Waste: seeks to maximise the use of materials, reincorporating textile waste into the production process and significantly reducing the waste generated.

These initiatives reinforce Mango's transition towards a circular model, based on materials with a

lower environmental impact and designs conceived under circularity criteria, promoting recyclability, focusing on durability or reusing patterns that result in a lower volume of waste. By the end of 2024, almost 30% of Mango's garments were designed adopting circular criteria.

In order to guarantee that these principles predominate in all its collections, Mango is working to ensure that by 2030, 100% of the fibres used in its garments will be sourced from sources with a lower environmental impact. In line with its Sustainable Vision 2030 strategy, and in order to achieve this goal, Mango sets intermediate milestones in the incorporation of lower impact fibres, prioritising the most widely-used materials: cotton, polyester and cellulose. These objectives include the exclusive use of cotton from low-impact sources, 100% recycled polyester and traceable cellulose fibres of controlled origin. In addition, the company seeks to integrate these practices into all of its collections, ensuring that sustainability is a transversal attribute, not limited to specific collections. Therefore, in 2024, the company has achieved significant mi-

lestones such as more than 70% of the fibres in its garments being of lower impact and nearly 25% of these fibres being of recycled origin.

Mango also connects its customers to this commitment through QR codes on its garments, which provide detailed information on the manufacturing origin and fibres used via the website, anticipating future regulations. At the same time, in 2024, Mango invested in training its teams in eco-design, in collaboration with the Technical University of Madrid (UPM), strengthening skills in recycling processes, innovative materials, certifications and circularity criteria. As a result, around 30% of the collection already integrates eco-design strategies, driving lower-impact fashion and reflecting significant progress in adapting to sustainable challenges.

Packaging is another of the fundamental pillars of Mango's commitment to circular products. The company develops innovative solutions to promote the use of materials with a lower environmental impact and to minimise the use of plastics throughout its supply chain. Under the principles of simplicity,

flexibility and control, Mango seeks to balance operational agility with the reduction of waste and materials. Its initiatives include specific projects aimed at replacing plastic components with lower-impact alternatives, thus consolidating its commitment to a more responsible and environmentally-friendly business model. Specifically, by 2024, the company has eliminated more than 76.7 million single-use virgin plastic bags, introducing paper and recycled plastic bags in the markets where it operates.

**Reducing environmental impact**

Mango reaffirms its commitment to sustainability through a comprehensive strategy focused on minimising its environmental impact. This area of action is organised around three fundamental pillars: climate change, responsible management of water and chemicals, and protection of biodiversity.

The company aims to achieve net zero emissions by 2050, with interim targets set for 2030: 80% reduction in Scope 1 and 2 greenhouse gas (GHG) emissions and 35% reduction in Scope 3, with 2019

levels as a baseline. These commitments, validated by the Science Based Targets (SBTi) initiative, ensure alignment with international climate science. In the sphere of responsible water and chemical management, Mango is committed to a 25% reduction in water use in the extraction of materials and its supply chain by 2030, compared to 2024 indicators. In addition, the company works exclusively with factories that use wet or chemical-intensive processes, requiring full compliance with the Manufacturing Restricted Substances List (MRSL) within the same timeframe.

In terms of biodiversity protection and animal welfare, Mango implements policies that promote the ethical treatment of animals and the responsible use of resources. Through its Animal Welfare Policy, the company rejects any practice that involves mistreatment or animal suffering. This commitment is reinforced by its participation in the Fur Free Alliance's Fur Free Retailer Programme, which prohibits the use of fur, rabbit fur, angora wool and exotic or vulnerable animal materials. Mango also promotes a sourcing policy that prioritises the use of materials







## 5. Sustainability: commitment to a roadmap

with a lower environmental impact and seeks to guarantee the traceability of animal and vegetable resources. These actions aim to lead the transformation towards a more environmentally-friendly textile industry.

### Care and development of our team

At Mango, people are the driving force behind its success, and their well-being and development are essential pillars within the Sustainable Vision 2030 strategy. The company is committed to offering quality employment and job stability, promoting an inspiring environment based on open dialogue, continuous training and recognition of effort, to enhance both the professional and personal development of its employees.

Through its fourth pillar of the 4E Strategic Plan, Empower, Mango aims to empower and develop its teams (more than 16,400 employees). To this end, Mango is firmly committed to developing its talent, as evidenced by the 21% increase in training time in 2024, to more than 587,000 hours. A young

talent, with an average age of 31, eminently female (with 78% women in its workforce) and international, made up of more than 150 nationalities.

As part of its roadmap, Mango aims to achieve 100% Living Wages by the end of 2025. Through the WE CARE Plan, the company strengthens its commitment to the physical and mental health of its team. In addition, Mango promotes mobility and internal promotion, strengthening leadership and professional development within the organisation. Along these lines, it has launched the action plan derived from the Global People Survey (GPS), aimed at increasing the satisfaction and commitment of its employees, consolidating Mango as a Best Place to Work.

True to its commitment to diversity, equality and inclusion, Mango strives to ensure a respectful, inclusive work environment free of all forms of discrimination. The company sees diversity as a strength and fosters working relationships based on mutual respect, fairness and collaboration. In this regard, as part of the Working Together Plan, Mango has pro-

posed to increase the direct recruitment of people with disabilities in Spain until 2027, including head offices, stores and its logistics centre.

Continuous training and comprehensive wellbeing are key elements of its strategy. Through innovative training programmes, Mango prepares its teams to face current and future challenges, promoting their professional development. At the same time, it implements measures to guarantee a safe and healthy work environment, thus consolidating its leadership in the responsible management of talent and strengthening its commitment to its employees.

### Collaboration with the value chain to generate a positive social impact

Mango's Sustainable Vision 2030 strengthens its commitment to the supply chain through strong and transparent relationships with its suppliers, based on traceability and strategic collaboration.

With these initiatives, Mango seeks to build a resilient and responsible network, fully aligned with the company's values and sustainability objectives.

At the heart of this approach is respect for human rights and the continuous improvement of working conditions in its supply chain. In this regard, in 2024, Mango has strengthened its commitment by implementing a Human Rights Policy and updating a Code of Conduct for product suppliers and manufacturers. In addition, the company is consolidating its due diligence processes, in line with the UN Guiding Principles, working to identify and mitigate risks related to human rights, while ensuring compliance with key regulations in all regions where it operates.

The company was the first Spanish company in the fashion industry to make public its list of manufacturers and suppliers of fabric, trimmings and part of the yarns. Overall, at the end of 2024, Mango had more than 400 suppliers and worked with more than 2,600 factories around the world.

Mango also contributes to social development through partnerships with academic institutions, promoting education and research through donations and specific programmes. At the same time, the company strengthens its commitment to local

communities, prioritising initiatives and supporting social action projects that boost socio-economic development in the regions where it operates. These actions are designed under principles of traceability and transparency, generating a positive and measurable impact on the communities.



# Our Roadmap

## Mango *Sustainable Vision* 2030

The Sustainable Vision 2030 was created with the aim of reducing the company's environmental and social impact and is made up of four key areas of action: commitment to the circular product; reduction of environmental impact; care and development of our team and collaboration with the value chain to generate social impact, each of which sets specific goals and concrete projects to achieve them.

### Commitment to the circular product

- 100% lower environmental impact fibres in garments by 2030
  - 100% lower cotton impact by 2025
  - 100% recycled ESP by 2025
  - 100% cellulose fibres of traceable origin by 2025
- Collections made with circular economy criteria
- 100% responsible packaging by 2030

### Reduction of environmental impact

- Reduce its direct scope 1 and 2 greenhouse gas (GHG) emissions by 80% by 2030 (Baseline 2019)
- Reduce Scope 3 GHG emissions by 35% by 2030 (Baseline 2019)
- Reduce water use in material extraction and supply chain by 2030 (25% Baseline indicators 2024)
- Work only with wet-process or chemical-intensive factories that are 100% compliant with the Manufacturing Restricted Substances List (MRSL) by 2030
- Ensure that all bovine leather used comes from sources free of deforestation and conversion

### Care and development of the team

- Achieve 100% Living Wages for all employees by the end of 2025 to ensure wage competitiveness beyond the current market level
- Promote the integral health of company employees through the WE CARE Plan
- Increase the direct recruitment of disabled people until 2027 in central offices, stores and logistics centre, as part of the Working Together Plan
- Encourage mobility and internal promotion, fostering professional development and strengthening leadership within the company
- Implement the action plan derived from the Global People Survey (GPS) to increase employee satisfaction and commitment, positioning Mango as a Best Place to Work

### Collaboration with the value chain to generate social impact

- Ensure and enhance the well-being of workers in the supply chain
- Extend the Living Wages commitment to workers in the supply chain
- Provide proper training for workers and suppliers in the supply chain
- Develop effective complaint mechanisms for workers and their pertinent remedy mechanisms
- Increase human rights assessments in all regions in which Mango operates in the medium term



**MANGO**