



MANGO

MANGO

Sustainability Report

2023

Non-Financial Information Statement

Summary

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Letter from the CEO

The year 2023 will remain etched in our minds. In mine and in that of all those who, in one way or another, have contributed to closing the year prior to our 40th anniversary with historic results, which make us face the future with overflowing enthusiasm.

The same enthusiasm with which, almost four decades ago, the founder and current president of Mango, Isak Andic, named the company after an exotic, tropical fruit. Andic had a dream: to design fashion with its own character and capacity for growth, and for it to be sold in every major city in the world. Today that dream is a reality: Mango is one of Europe's leading groups in the fashion industry, and will celebrate its anniversary with a new Strategic Plan that looks to the future and inspires the world with its passion for fashion and lifestyle, as it has done so far, demonstrating the solidity and strength of its business model.

The publication of our Sustainability Report, the document that integrates GRI standards with the Non-Financial Information Statement and is included in the company's Consolidated Financial Statements, transcends its mission, being a moment for reflection on all that we have experienced in the past year.

And in this sense, the macroeconomic and geopolitical environment in 2023 has once again presented a challenging year for companies. From the persistence and eruption of conflicts around the world that have led to a rethink of global political stability, to the inflationary environment in which economies have remained.

Exceptional and historic results

Once again this year, we have demonstrated our resilience and the validity of our business model by obtaining the best results in our history.



1. Letter from the CEO

For the first time in history, the group has exceeded 3 billion euros in turnover, recording a turnover of 3,104 million euros, representing a 15% growth compared to 2022, which has accompanied all of Mango's magnitudes in 2023. These results make us proud and push us to keep working to improve every day and continue to grow in all our lines. Our rich ecosystem of distribution channels, a fundamental pillar of our business model, has continued to consolidate in 2023. Our firm commitment to store expansion led us to carry out more than 130 net openings and 80 refurbishments this year to reach nearly 2,700 points of sale in more than 115 markets around the world. At the same time, our online channel has managed to maintain its dynamism, expanding its presence in more than twenty new markets (and now totals more than 110) and surpassing 1,000 million euros in sales for the first time in its history. These milestones have

placed Mango as one of the European fashion companies with the greatest weight of its online channel in the sales mix. One of the milestones of the year for me is the expansion process in the United States, one of the key countries for our company. This year we have landed in the states of Texas, Georgia and California, opening points of sale in cities such as Los Angeles, bringing the total number of points of sale in the country to more than twenty. We are also continuing to increase our presence in key markets such as Spain, France, the United Kingdom, Italy, India and Canada thanks to ambitious expansion plans. Our Strategic Plan will lead Mango to register a strong boost in sales through a major expansion of our store estate and the growth of all its channels. Thus, our objective until 2026 is to carry out an ambitious expansion plan, with close to 500 new openings, especially in our key markets to continue taking Mango to every corner of the planet.

The seed of a strategic plan: our value proposition centred on design and style

In fiscal year 2023, we have continued to reinforce our value proposition. We have the fortune to be valued by customers for our differentiated proposal of design and our own style, whose main attribute is a positioning of quality superior to that of the rest of the sector. This will continue to be the fundamental pillar of our strategic plan, in order to continue growing with the product at the centre of our vision: a product designed in Barcelona thanks to a team of more than 500 people, which the company has been able to take to all corners of the world. In this sense, during the year we have reinforced our commitment to quality with the launch of Capsule, a collection of events for women marked by the quality of its materials and finishes, as well as the exclusivity of its garments; and the renewal of the Selection collections. We also

celebrated the 15th anniversary of Mango Man, which closed 2023 with a turnover of more than 340 million euros. Quality and tailoring are driving forces for the line, a commitment that we have reinforced this year with the collaboration with Boglioli, the emblematic Italian firm with which we have launched a collaboration that fuses the tradition and craftsmanship of tailoring with the contemporary character of Barcelona. In addition, during 2023 Mango Kids has celebrated its tenth anniversary with a turnover of more than 246 million euros (including Teen), and looking to the future with an ambitious expansion plan, as well as the rest of the lines that make up Mango. Mango Teen, our youth line, seeks to continue inspiring teenagers to create their own style with contemporary designs for any occasion. We look back and feel satisfied with all that we have achieved as a team, but if we look to the future, we still feel that we have a lot to look

forward to. We are even more excited about the path we are going down, with a strategy always based on innovation and sustainability, which we have always had in our DNA.

Innovation and sustainability, key pillars of Mango's DNA

Sustainability is paramount for Mango. We believe with determination that this is the path that fashion must follow in search of a fairer society and the reduction of its impact on the environment. We must work to be increasingly responsible and sustainable with the environment and people. In keeping with this belief, our sustainability strategy Sustainable Vision 2030, which we presented at the end of 2022 and is made up of three main lines of action: Committed to Product, Committed to Planet and Committed to People, has begun to take its first steps in 2023. One of the major milestones is undoub-

I. Letter from the CEO

tedly our progress in circularity. During 2023, we have taken a step forward with the launch of our first denim collection designed with circularity criteria, with the aim of making garments more easily reusable and recyclable after their useful life, thus promoting the product's second life. We have also made efforts to create the Asociación para la Gestión del Residuo Textil, the association for the collective management of textile and footwear waste generated in the Spanish market, chaired by Mango. In the field of alternative materials and fibres, we continue to move towards an increasingly sustainable product and collection. On the occasion of World Oceans Day, we partnered with Pyratex, a Spanish textile supplier specialising in innovative fabrics, to launch a T- shirt and pants made from a blend of algae and wood cellulose with cotton, the profits from which were donated to the Vellmarí Association, an organisation headed by marine biologist Manu

San Félix, to promote a pioneering biodiversity project. In addition, we also partnered with Mattered, a British-Indian company specialised in designing solutions for the cultivation and sourcing of regenerative cotton, with the aim of incorporating for the first time a fibre from regenerative agriculture in selected garments from our collection in 2024. The innovative vocation with which Mango was born and which led us to be pioneers in 2000 with the launch of our first ecommerce, long before the rest of the sector, has pushed us to continue with this ability to imagine, think and act differently in 2023. Without going any further, we have advanced in our digitalisation process with the launch of our own in-house conversational generative AI platform, called Lisa. The implementation of conversational and content-generative AI is part of the digital transformation process in which the company is currently immersed, which aims to offer a rich ecosystem

of experiences, products and services for our customers in both the offline and online worlds. In short, it has been a year in which our values and vision for the future have continued to shine with the same intensity. Every step, every effort, every collaboration has contributed to building the success we have achieved in 2023. I am proud of each and every person in the Mango ecosystem, of the passion and dedication they have shown in these challenging times. 2024 is a great challenge for us as a company and we could not find a more exciting way to face it.

Toni Ruiz, Chief Executive Officer



Scope and structure of the *report*

The period covered in this sustainability report runs from December 31, 2022 to December 30, 2023. The information in this document corresponds to the Mango consolidated group formed by MANGO MNG HOLDING, S.A.U. and subsidiaries. With the publication of the 2023 financial data, Mango becomes a Public Interest Company and must comply with the reporting requirements derived from Regulation (EU) 2020/852 establishing a regulatory framework to facilitate sustainable investments. At the end of the 2023 sustainability report there is an appendix detailing all the companies that make up the scope of consolidation of this document, as well as some figures on persons on a consolidated basis for the entire group required by Law 11/2018 on non-financial information and diversity. This report is the result of the joint

work of a large number of professionals from different areas of the company and responds to Law 11/2018 on non-financial information and diversity. Mango prepares this document using as a reference the GRI Standards for the preparation of sustainability reports. It also responds to the principles of the United Nations Global Compact and indicates the Sustainable Development Goals (SDGs) to which Mango contributes with the actions described in this document. To give greater consistency and credibility to this document, the content of the report will be reviewed by the team of analysts of the Spanish Global Compact Network to confirm that the report meets the requirements of the Global Compact's Communication on Progress (COP) policy and the criteria for obtaining the advanced level, the highest rating in reporting awarded

by the Global Compact. Throughout the different chapters, Mango has taken the structure set out in Law 11/2018, which encompasses all its sustainability policies and actions in its commitment to the planet, in its commitment to ensure human rights in its value chain and to fight corruption and bribery, as well as its commitment to the community. All this is described from an internal perspective, aimed at Mango's collaborators, and externally, in relation to the social impact that Mango generates and that marks its path towards the sustainable development of its activity. All issues material to the sustainable performance of its organisation are reflected in this sustainability report, as well as the indicators established in the GRI Standards and others that have been developed based on the characteris-

tics of the company and the expectations of its stakeholders. Likewise, the final table of contents of this document identifies the main SDGs related to the actions described in the report. PwC has been the external firm selected to carry out the verification and review of the information contained in the report in accordance with Law 11/2018 on non-financial information and the GRI Standards. At the same time, Mango has also conducted an internal audit of the Sustainability Report 2023. During the verification, the contents of the report are evaluated through random tests, inspection of documents and interviews with employees and senior executives as deemed necessary. The publication date of Mango's latest sustainability report is June 2023. The verification report is available below.

PwC Verification Report

PwC is the company in charge of verifying the 2023 sustainability report.



This version of our report is a free translation of the original, which was prepared in Spanish. All possible care has been taken to ensure that the translation is an accurate representation of the original. However, in all matters of interpretation of information, views or opinions, the original language version of our report takes precedence over this translation.

Independent verification report

To the sole shareholder of Mango MNG Holding, S.A. (Sociedad Unipersonal)

Pursuant to article 49 of the Code of Commerce, we have verified, with the scope of a limited assurance engagement, the accompanying Consolidated Non-Financial Information Statement (hereinafter NFIS) for the year ended 30 December 2023 of Mango MNG Holding, S.A. (Parent company) and subsidiaries (hereinafter Mango or the Group) which forms part of the Mango's consolidated management report.

The content of the NFIS includes additional information to that required by current mercantile legislation in relation to non-financial information, which has not been covered by our verification work. In this respect, our work was limited solely to verifying the information identified in the tables included in the section 'Table of Contents GRI Standards / Global Compact / NFIS / EU Green Taxonomy' included in the accompanying NFIS.

Responsabilidad de los administradores de la Sociedad dominante

The preparation of the NFIS included in the Mango's consolidated management report, and the content thereof, are the responsibility of the directors of Mango MNG Holding, S.A. The NFIS has been drawn up in accordance with the provisions of current mercantile legislation and using as a reference the criteria of the Sustainability Reporting Standards of the Global Reporting Initiative (GRI Standards) as per the details provided for each matter in the tables included in the section 'Table of Contents GRI Standards / Global Compact / NFIS / EU Green Taxonomy' of the aforementioned Statement.

This responsibility also includes the design, implementation and maintenance of the internal control considered necessary to allow the NFIS to be free of material misstatement due to fraud or error.

The directors of Mango MNG Holding, S.A. are also responsible for defining, implementing, adapting and maintaining the management systems from which the information required to prepare the NFIS is obtained.

Our independence and quality management

We have complied with the independence requirements and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) of the International Ethics Standards Board for Accountants (IESBA Code of Ethics) which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies International Standard on Quality Management (ISQM) 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The engagement team consisted of professionals specialising in Non-financial Information reviews, specifically in information on economic, social and environmental performance.

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Mango MNG Holding, S.A. and subsidiaries

Our responsibility

Our responsibility is to express our conclusions in a limited assurance independent verification report based on the work we have performed. We carried out our work in accordance with the requirements laid down in the current International Standard on Assurance Engagements 3000 Revised, 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' (ISAE) 3000 Revised, issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC) and in the Guidelines for verification engagements of the Non-Financial Information Statement issued by the Spanish Institute of Auditors ('Instituto de Censores Jurados de Cuentas de España').

In a limited assurance engagement, the procedures performed vary in nature and timing of execution, and are less extensive, than those carried out in a reasonable assurance engagement and accordingly, the assurance provided is also lower.

Our work consisted of posing questions to management as well as to the various units of the Group that were involved in the preparation of the NFIS, the review of the processes for compiling and validating the information presented in the NFIS, and applying certain analytical procedures and review procedures on a sample basis, as described below:

- Meetings with Mango personnel to understand the business model, policies and management approaches applied, principal risks relating to these matters and to obtain the information required for the external review.
- Analysis of the scope, relevance and integrity of the content of the NFIS for the year 2023, based on the materiality analysis carried out by Mango and described in section '5.3. Materiality matrix', taking into account the content required by current mercantile legislation.
- Analysis of the procedures used to compile and validate the information presented in the NFIS for the year 2023.
- Review of information relating to risks, policies and management approaches applied in relation to material matters presented in the NFIS for the year 2023.
- Verification, by means of sample testing, of the information related to the content of the NFIS for the year 2023 and that it was adequately compiled using data provided by the sources of information.
- Obtaining a management representation letter from the directors and management of Parent company.

Basis for qualified conclusions

As indicated in the tables included in the section 'Table of Contents GRI Standards / Global Compact / NFIS / EU Green Taxonomy', Mango does not provide information on the indicator 'The average remuneration of directors and executives, including variable remuneration, allowances, compensation, payment to long-term savings forecast systems and any other perception disaggregated by sex', which represents an omission of information in the NFIS for the year 2023 in regards to the information required by the current mercantile legislation.



Mango MNG Holding, S.A. and subsidiaries

Qualified conclusion

Based on the procedures performed in our verification and the evidence we have obtained, except for the effects of the matter referred to in section 'Basis for qualified conclusion', nothing has come to our attention that causes us to believe that the NFIS of Mango MNG Holding, S.A. and subsidiaries for the year ended 30 December 2023 has not been prepared, in all material respects, in accordance with the provisions of current mercantile legislation and using as a reference the criteria of the GRI Standards as per the details provided for each matter in tables 'NFIS Content Index' and 'GRI Standards / Global Compact Content Index' of the aforementioned Statement.

Emphasis of matter

Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020 relating to the establishment of a framework to facilitate sustainable investments, as well as the Delegated Acts promulgated in accordance with the provisions of the aforementioned Regulation, establish the obligation to disclose information on the manner and extent to which the company's activities are associated with eligible economic activities in relation to the environmental objectives of sustainable use and protection of water and marine resources, transition to a circular economy, prevention and control of pollution and protection and restoration of biodiversity and ecosystems (the rest of the environmental objectives), and in relation to certain new activities included in the objectives of climate change mitigation and climate change adaptation, for the first time for the year 2023, in addition to the information referring to eligible and aligned activities already required for the year 2022 in relation to the objectives of climate change mitigation and adaptation to climate change. In this sense, to the extent that Mango did not comply with the application requirements of Regulation (EU) 2020/852 in the fiscal year 2022, the Group does not include in the accompanying NFIS the information related to the aforementioned fiscal year 2022 on the manner and extent to which the company's activities are associated with eligible economic activities, so the disclosed information is not comparable. In addition, it should be noted that the directors of Mango MNG Holding, S.A. have incorporated information on the criteria that, in their opinion, allows for improved compliance with the aforementioned obligations and which is defined in section '8.8. European Green Taxonomy' of the accompanying NFIS. Our conclusion has not been modified in relation to this matter.

Use and distribution

This report has been drawn up in response to the requirement established in current Spanish mercantile legislation and therefore may not be suitable for other purposes and jurisdictions.

PricewaterhouseCoopers Auditores, S.L.

PRICEWATERHOUSECOOPERS AUDITORES, S.L.

Original in Spanish signed by
Margarita de Rosselló Carril

5 March 2024

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2023
Milestones

January - December



JANUARY

In terms of sustainability, Mango creates together with other companies in the sector, the Association for the Management of Textile Waste, with the objective of managing textile and footwear waste generated in the Spanish market through a Producer Responsibility Organisation (PRO). In addition, the company is taking a further step on its path towards sustainability with the launch of its first denim collection designed with circularity criteria, with the aim of making its garments more easily reusable and recyclable after their useful life, thus promoting the second life of the product.

In parallel, Mango launches Mango Man in India, after tripling its presence in the country in two years. In 2023, Mango continues its expansion in India with the opening of more than 35 new points of sale, including two flagship stores in Bangalore and Ludhiana, enabling the company to close 2023 with close to 110 points of sale in the country.

In January, the company will also join Tech Barcelona as a Global Partner with the aim of integrating into the technological and digital ecosystem of Barcelona.



FEBRUARY

Mango signs Alexia Putellas as a new brand ambassador to develop joint projects in the social field, such as the Goals project which, together with the NGO Save the Children, aims to promote access to education and sports for more than 4,000 people, especially girls and women, in Bangladesh over the next two years.

In February, the company also announces its expansion plan in Canada with the opening of eight stores in Toronto and signs an agreement with Brookfield Properties for new openings in the United States. Mango also celebrates the 10th anniversary of its flagship store on Paseo de Gracia in Barcelona.

As part of its Mango StartUp Studio accelerator, the company invests in Payflow, the on-demand, flexible pay start-up. In parallel, Mango announces a collaboration with Los Angeles-based SIMONMILLER for the creation of a summer capsule collection.

And Antonio Pascual, Chief Supply Chain Officer of Mango, participates in the Barcelona Fashion Summit, in a round table on the challenges of the supply chain.



MARCH

Mango announces its results for 2022, a year that once again closes with record figures. The company achieved a net result of 81 million euros, 20.9% more than in 2021, and posted a turnover of 2,688 million euros, 20.3% more. Woman remains the driving force behind the group's sales, accounting for 82% of total business, while Man (up 30%) and Kids (up 18%) closed the year with a strong performance. Internationally, Mango begins to operate online in Brazil through Dafiti, LATAM's largest fashiontech.

In addition, the company strengthens its presence in several markets with store openings in Bangalore (India), Bologna (Italy), Colmar (France) and Putrajaya (Malaysia), as well as renovations in Vienna, Alicante and the Mango Kids store in Paseo de Gracia in Barcelona to incorporate the Kids Lab concept. In parallel, Mango presents its new women's event collection for spring/summer 2023 Capsule, which stands out for the quality of its materials and finishes, as well as for the exclusivity of its garments. Mango StartUp Studio invests in fashion rental start-up La Más Mona.

In March, Mango also joins the CEOE as a new partner.



APRIL

In April, Mango is part of the tennis tournament Barcelona Open Banc Sabadell - 70th edition of the Conde de Godó Trophy, as a technical sponsor, dressing more than 400 people of the organisation and tournament staff. In addition, Mango strengthens its presence and commitment to Barcelona with the installation of its image in Francesc Macia.

The company strengthens its presence in Morocco with the opening of its first store in Marrakech and the introduction of the New Med concept in the country. It also opens a new store in the Torre Caleido shopping centre (Madrid).

Mango Man has once again teamed up with footballer Antoine Griezmann to present 'Move Forward', its new brand concept based on self-improvement. In keeping with its commitment to sustainability, Mango is partnering with Conservation International to help protect 1,500 hectares of forest around the world, in places such as the Brazilian Amazon, Cambodia and China.

In addition, throughout the month, several of the company's executives participate in industry events such as the World Retail Congress and the Innovation Forum.

2.
2023 Milestones



MAY

Coinciding with the first anniversary of the store on Fifth Avenue in New York, Mango announces its expansion plan in the United States with about fifteen openings in 2023, especially in the south and west of the country. The plan includes opening in the states of Texas, Georgia and California. The company also announces its 2023 expansion plans for Spain with 15 openings, including openings at Tenerife Sur-Reina Sofia airport, the United Kingdom and Italy, and the renovation of three stores in Singapore. Mango reaffirms its commitment to its suppliers and joins the Pakistan Accord. The company also becomes a new partner of Foment del Treball. In parallel, the company presents its new SIMONMILLERxMANGO collaboration announced in February. Bringing together SIMONMILLER's Californian coastal style with Mango's Mediterranean, the result is a summer collection inspired by the world beneath the sea. The company is also launching a second edition of its spring/summer 2023 Capsule women's event collection. In addition, Mango participates in ShopTalk Europe, one of the most important retail innovation events.



JUNE

Mango continues to develop its international expansion and brand consolidation plan in France with the reopening of its flagship store in Bordeaux to incorporate the New Med concept, and expands its presence in India with a 420 m2 flagship store in Ludhiana. The company has teamed up with marine biologist, explorer and National Geographic publicist Manu San Félix to protect the Mediterranean through Mediterranean Reserve 30. Specifically, the initiative, promoted by the Vellmarí Association, an entity founded by Manu San Félix, aims to recover the Mediterranean by promoting the creation of protected marine areas, sustainable fishing and improving water quality. Also, as part of the project and within the framework of World Oceans Day, Mango is launching, together with Pyratex, a Spanish textile supplier specialised in innovative fabrics, a T-shirt and pants for solidarity. The profits from the action will be donated to the Vellmarí Association. Andrés Fernández, Sustainability and Sourcing Executive Director of Mango, gives a presentation at the Global Fashion Summit in Copenhagen, a benchmark event on sustainability in fashion.



JULY

Mango reports results for the first half of the year with a turnover of 1,451 million euros, 20% more than in the same period of the previous year and up to 30% more than in the same period of 2019, completely surpassing the pre-pandemic figures. The company highlights its commitment to continue increasing the quality of its products, with collections such as Capsule and collaborations such as the one in May with SIMONMILLER. Mango is making progress in its commitment to academia and is once again sponsoring the Summer Courses at the Complutense University of Madrid (UCM). In addition, as a novelty, it is giving a session on sustainability in the fashion industry where it analyses the environmental and social impact of fashion in Spain, what measures are being taken by companies in the sector and what changes are coming in the future. In addition, Mango announces its expansion in the Netherlands with seven openings in 2023 and is strengthening its commitment to technology by investing in Union Avatars, a platform for digital identity and the development of avatars in different styles, including the hyper-realistic avatar.



AUGUST

Mango strengthens its presence in the United States with its arrival in the state of Texas with a 350 m2 store and a Woman line product in Houston's Memorial City Mall. In the coming months, Mango will continue to increase its presence in Texas with the opening of six more stores in shopping centres such as The Shops at La Cantera (San Antonio), North Star Mall (San Antonio), Galleria Dallas (Dallas), La Plaza Mall (McAllen), Stonebriar Centre (Frisco) and Baybrook Mall (Houston). The company is also coming to Georgia for the first time with a 600 m2 store and garments from its Mango Woman and Man lines at Atlanta's Perimeter Mall, the second largest mall in Georgia and the premier shopping destination north of the city. The new stores are part of Mango's expansion plan in the United States, one of the company's key markets for the coming years. The company plans to open some fifteen new stores by 2023 as a whole, mainly in the west and south of the territory.

2.
2023 Milestones



SEPTEMBER

Mango Kids celebrates its tenth anniversary with record turnover, points of sale and internationalisation figures. The line aimed at children and youth ended 2022 with a growth of 18% over the previous year, exceeding 200 million euros in turnover, and closed the first half of 2023 with more than 650 points of sale and presence in more than 70 markets. Mango presents, with Antoine Griezmann, its new autumn/winter 2023 collection of the Mango Man men's line. The soccer player, and ambassador of Mango Man, is once again the image the company has chosen to present its new products and continue its commitment to the 'Move Forward' slogan. Mango reinforces its presence in the United States with its arrival in the state of California. After its launch in Texas and Georgia at the beginning of August, the company continues with its expansion plan in the country and arrives in Los Angeles County. In September, Mango continues to move forward with its store remodelling plan in Spain with the reopening of its store at 90 Rambla Catalunya in Barcelona, following a refurbishment process to incorporate the Mediterranean-inspired New Med concept. In its online business, Mango continues its international expansion with the arrival of its online business in more than 20 new markets.



OCTOBER

Mango is moving forward in its digitisation process with the launching of its own internal Artificial Intelligence (AI) platform, called Lisa. Lisa uses different models, both proprietary and open source, trained for the company, from which Mango has built its own conversational generative AI platform in less than nine months. The new platform features Mango's own proprietary interface, tailored to meet the use cases of its employees and partners. In October, Mango was recognised as one of the best employers in the world by the Forbes "World Best Employers 2023" ranking. In this seventh edition, Mango has continued to improve its position and has climbed 78 positions, reaching position 521, out of a total of 700. The company celebrates the fifteenth anniversary of Mango Man, consolidating its position as a global benchmark men's fashion brand with a solid track record and strong growth in recent years in terms of turnover, points of sale and international expansion. The line ended 2023 with a turnover of more than 340 million euros.



NOVEMBER

As part of its sustainability strategy, Mango will, for the first time, use regenerative cotton in its products for sale in 2024. The company is partnering with Mattered, a British-Indian company specialising in designing regenerative cotton cultivation and sourcing solutions, with the aim of moving towards a fashion industry that is more respectful of the environment and people. Also in November, the company reopened its store in Dubai Mall, one of the largest shopping centres in the world with a surface area of more than 500,000 m2, and the store in the Westfield Glòries shopping centre in Barcelona. In addition, the company strengthens its presence in Ireland with its return to Cork, where it was present between 2004 and 2008, with the opening of a new store located on St Patrick's Street in Cork. The company is also growing in the United Kingdom with a new store in Manchester. Specifically in Trafford Centre, the third largest shopping centre in the United Kingdom. In its commitment to innovation, Mango invests through its accelerator Mango StartUp Studio, in Ziknes, a start-up 3D printing of architectural and design pieces with sustainable materials.



DECEMBER

Mango announces the celebration of its 40th anniversary in 2024 with a forecast of record sales in 2023, exceeding 3,000 million euros, with nearly 2,700 points of sale worldwide and consolidates its position as one of Europe's leading groups in the fashion industry. Mango gives entry into the share capital to its CEO, Toni Ruiz, who becomes a shareholder of Mango. In 2024, the company will also strengthen its corporate governance with the expansion of its board of directors from four to nine members, following the incorporation of four independent directors of great prestige (Jordi Canals, Jorge Lucaya, Jordi Constans and Marc Puig) and the appointment of Margarita Salvans, the group's chief financial officer, as a new executive director. In addition, the company will present its Strategic Plan 2024-2026 in March, with the aim of boosting its differential value proposition, its international expansion plan and the sales of its online channel, among other objectives. As part of its expansion plan in the United States, Mango is strengthening its presence in the country and announced in December its arrival in Washington D.C. and Pennsylvania in 2024. These stores are part of the expansion plan in the United States, which aims to have 40 own stores by 2024 and for this country to become one of the group's top five markets in terms of turnover.

2.1

Institutional alliances

2023



Tech Barcelona

Mango joins the Tech Barcelona Association as a Global Partner with the aim of integrating into the technological ecosystem and digital sector in Barcelona. This incorporation allows the active participation of Mango, as an agent with a long history in the retail and e-commerce sector, in the generation of knowledge and debate on the present and future of both sectors.

JANUARY 2023



Producer Responsibility Organisation (PRO)

Mango, together with Decathlon, H&M, IKEA, Inditex, Kiabi and Tendam, has created the Association for the Management of Textile Waste, with the aim of managing textile and footwear waste generated in the Spanish market through a Producer Responsibility Organisation (PRO).

JANUARY 2023



CEOE

Mango signs a collaboration agreement to join as a new member of the Spanish Confederation of Business Organizations (CEOE). Its incorporation implies Mango's participation in CEOE commissions working groups that address issues of interest to their field of activity, such as innovation, sustainability, trade, occupational risk prevention, taxation, transportation and logistics, in addition to collaborating with the Confederation to promote competitiveness and other common interests.

MARCH 2023



Foment del Treball

Mango joins Foment del Treball as a partner in line with its strategy of strengthening ties with the main institutions in the region and reinforcing collaboration with top business leaders. The incorporation of Mango into Foment del Treball reinforces the company's historical commitment to the territory and will help Mango in its representative function and in the promotion of new projects.

MAY 2023

Key Data

2023

3,104

Millions €
billing

533

Millions of
euros of ebitda

172

Millions €
of net income

33%

Weight of the online
channel in total business

+110

Markets with
online sales

77%

Sales in
foreign markets

+115

Markets with
physical presence

2,686

Points of sale

823,017

M² of sales area

2,994

Declared finished product,
weaving and spinning mills,
fabrics and trimmings

15,495

Employees

77%

Women in
the workforce

32

Average age
of staff (years)

+160M

Units produced
in factories

16%

Recycled fibres



About Mango

3

- 3.1 | Our history
- 3.2 | Our lines
- 3.3 | Our values

3

About Mango

Mango MNG Holding, S.A.U. is the parent company of a group of companies with design and creativity at the core of its model and a strategy based on constant innovation, the pursuit of sustainability and an ecosystem of channels and partners that have led it to become one of the leading groups in the fashion industry in Europe and one of the most important companies in the sector by number of countries in which it operates. Founded in Barcelona in 1984 by Isak Andic, today non-executive chairman of the company, Mango was born with an international vocation and is currently present in more than 115 markets through a network of nearly 2,700 points of sale and its online channel (Mango.com). With women as the centre of the business and the driving force behind sales, Mango has other lines (Man, Kids, Teen and Home) and, in 2023, it produced 161,411,946 articles in factories. The company centralises all its creative activity in Barcelona,

where its headquarters are located in the town of Palau-solità i Plegamans, from where its worldwide operations are managed. The logistics activity is coordinated from its centre in Lliçà d'Amunt (Barcelona) and also has decentralised centres to meet the needs of the online channel and its extensive international presence. Mango is one of the pioneers in online distribution in the fashion industry. Thanks to its long history in the digital sphere and its geographic reach in the physical environment, the company has extensive knowledge of its customers through data, with which it can personalise its offer and messages to provide the best possible service. In 2023, Mango recorded a turnover of 3,104 million euros and obtained an ebitda of 533 million euros and a net result of 172 million euros. At the end of 2023, online sales accounted for 33% of the company's total turnover and exports reached 77% of the overall business.



3.1 Our history

Mango history

1984 - 2023

1984



First store

Mango begins its history with the opening of the first point of sale in Paseo de Gracia 65, Barcelona.

PASEO DE GRACIA

1992



International leap

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

PORTUGAL

1995



Arrival in Asia

Mango continues its international expansion plan with the first stores in Asia, specifically in Singapore and Taiwan.

SINGAPORE AND TAIWAN

2000



Ecommerce

The company launches its own ecommerce, becoming one of the pioneers in Europe in the online business.

PIONEER IN EUROPE

2002



Mango in five continents

Mango reaches presence in the five continents with the arrival in Australia. The company advances in its commitment to the environment with the launch of its sustainability department.

AUSTRALIA

2006

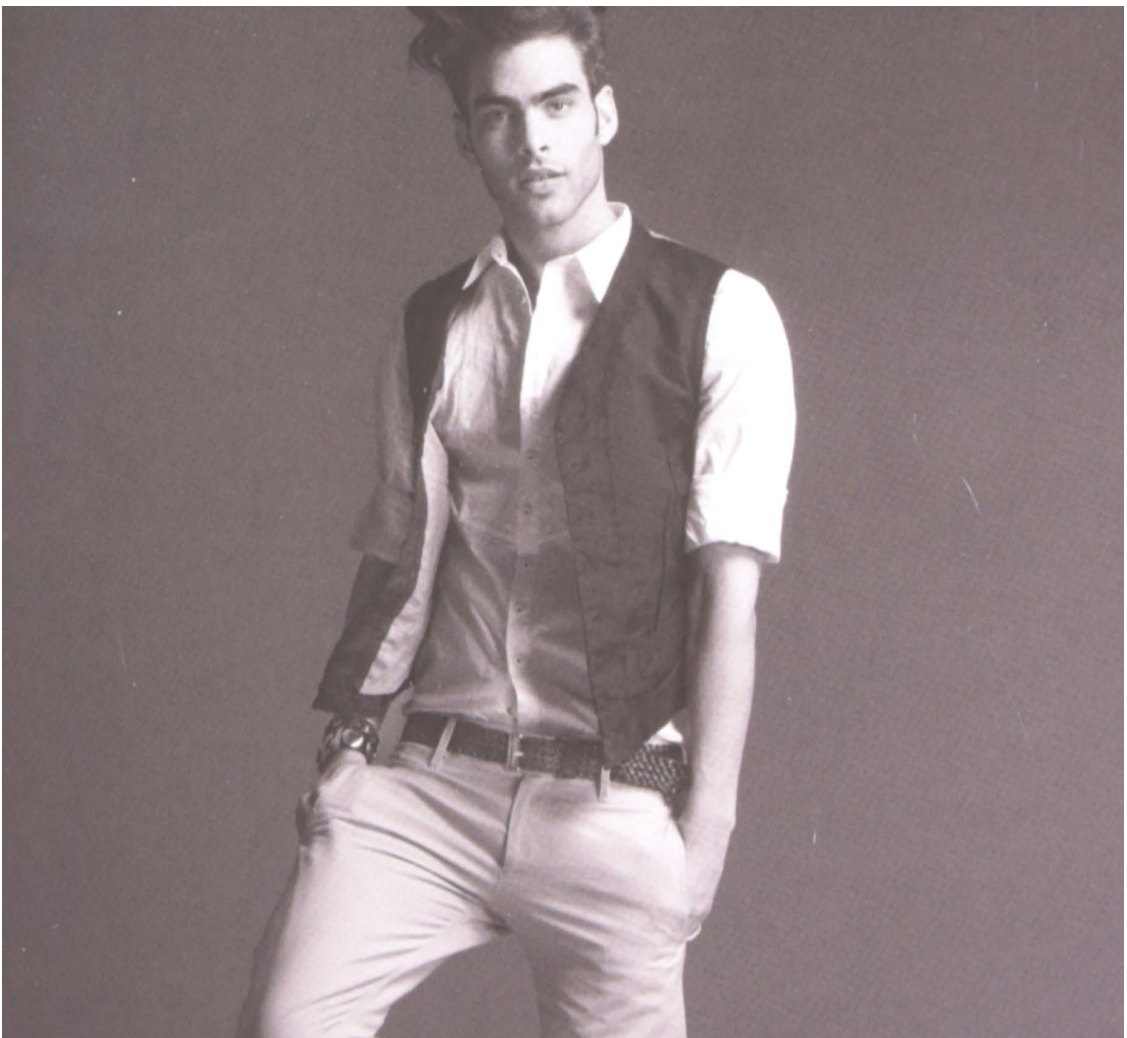


El Hangar, design centre

Mango reinforces its commitment to creativity with the opening of El Hangar Design Centre, its design centre, where more than 18,000 garments and accessories are made every year.

HEADQUARTERS

2008



Mango Man

Launch of the Mango Man men's line with the opening of the first store.

MENSWEAR

2013



Mango Kids

Mango continues to diversify its business with the launch of the Mango Kids line, with which the company enters the children's segment.

KIDS

2017



Sustainability

Mango focuses on sustainability with the launch of the first collection produced by Mango with sustainable materials. The company expands its business with the opening of flagship stores in Restauradores (Lisbon) and Soho (New York).

COMMITMENT TO THE ENVIRONMENT

2018



Toni Ruiz, General Manager

Appointment of Toni Ruiz as the company's chief executive officer.

TOP EXECUTIVE

2019



Innovation and loyalty

Mango start-up Innovation Centre, an innovation centre in Barcelona's 22@ technology district. In order to get to know its customers better, Mango launches its loyalty program: Mango likes you.

INNOVATION

2020



Solidarity and donations

Reaction to Covid-19: donations and aid to alleviate the effects of the pandemic. Mango.com celebrates its 20th anniversary. Toni Ruiz is appointed CEO of the company.

DONATIONS

2021



Mango Teen

Mango continues its diversification, with the launch of Mango Teen and its Home line, and begins the implementation of its new Med store concept in Düsseldorf (Germany). The company begins construction of the future Mango Campus, its new headquarters.

MED STORE

2022



Expansion in the U.S.

New York stars in one of the big openings of 2022, with the launch of a 2,100-square-metre store on Fifth Avenue in the U.S. city.

NEW YORK

2023



Corporate governance

The company strengthens its corporate governance with the announcement of the expansion of its board of directors, which, as of March 2024, will increase its composition from four to nine members: Isak Andic, Toni Ruiz, Jonathan Andic, Daniel López and Margarita Salvans, as executive directors; and four independent directors: Jordi Canals, Jorge Lucaya, Jordi Constans and Marc Puig. In addition, Toni Ruiz becomes a shareholder of Mango with a 5% stake.

CONSOLIDATION OF LEADERSHIP

3.2

Our lines

Mango Woman

Mango Woman is Mango's main line and offers a versatile closet with feminine and quality garments. Its collections explore the most current trends from a Mediterranean vision to project a genuine interpretation of contemporary fashion. Since 1984, Mango Woman has accompanied women all over the world, both on special occasions and in everyday life.



3.2. Our lines

Mango Man

With a focus on technical garments with performance properties and quality essentials, Mango Man accompanies the contemporary man in both casual streetwear trends and the smart demands of formal occasions. Since its founding in 2008, the line has evolved to become a paradigm of innovation in men's fashion.



15th anniversary
Mango Man

In 2023, Mango Man celebrates its fifteenth anniversary, consolidating its position as a global benchmark men's fashion brand with a solid track record and strong growth in recent years in terms of turnover, points of sale and international expansion. Mango's men's fashion line has managed to fill a market niche and position itself as a global brand, a paradigm of its own design, quality and innovation, which thanks to technology has been a pioneer in incorporating technical features in its garments.

3.2. Our lines

Mango Kids

Since 2013, Mango Kids has been offering stylish and effective solutions for boys and girls of all ages and in all situations. With simple designs and character, Mango Kids naturally connects comfort, functionality and trend through a range of garments from birth to size 14.

Mango Teen

Sifting through trends to contribute to a unique personality, Mango Teen inspires teens to create their own style with contemporary designs for any occasion. At a time of unique life transcendence, the line celebrates youth through an optimistic narrative where positive experiences and friendships are key.



10th anniversary
Mango Kids

Mango Kids celebrates its tenth anniversary in 2023 with historic figures and looks to the future with an ambitious expansion plan. Maintaining the group's commitment to physical stores as a privileged point of contact with its customers, the line aimed at children and young people has closed 2023 with 685 points of sale in more than 70 markets, including Mango Teen.

3.2. Our lines

Mango Home

Mango Home is a line of products for the home that conveys the Mediterranean culture and lifestyle and responds to new consumer habits. Its contemporary designs and quality essentials interpret interior design trends to inspire the creation of spaces with personality through proposals with natural textures, relaxed colours and sustainable materials.



3.3
Our values



Caring

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



Committed

Mango believes in acting in harmony with its surroundings: company, society and environment. The company is committed to contributing to creating 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 to be 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 in Mango's DNA.



MANGO

Our business model

4

- 4.1 | Design and quality
- 4.2 | Distribution
- 4.3 | Mango in the world
- 4.4 | Logistics
- 4.5 | Technology and data
- 4.6 | Innovation
- 4.7 | Value chain

4

Our business model

Mango is a global company with design and creativity at the core of its business model and a strategy based on constant innovation, the pursuit of sustainability and an ecosystem of channels and partners. With the customer always as a priority, Mango bases its model on a unique fashion proposal, focused on translating major trends into its own language, giving rise to two major collections a year that are expanded with capsules every two weeks to constantly renew the offer. The company's own language and its commitment to higher quality give Mango a positioning superior to that of its competitors. The centre of the Mango ecosystem is in Barcelona, where the group's headquarters are located. The company's facilities are where all creative activity is concentrated and where the company's worldwide business is managed. Each of the lines (Woman, Man, Kids, Teen and Home) has independent product teams, which are leveraged by a corpo-

rate structure that generates synergies. With a flexible production strategy, one of the elements of the Mango ecosystem is its suppliers. The company distributes its production around the world, seeking the ideal origins for each garment, combining remote and local manufacturing in order to adjust production times and respond to customer needs and the market situation. Mango has a close and trusting relationship with its suppliers, ensuring that they are aligned with the company's own commitments, thus contributing to guaranteeing the protection of workers and strengthening the textile industry on a global scale. A pioneer in Europe in online fashion distribution, Mango has a complete distribution ecosystem that allows it to respond to customer needs at any time, in any place and in any format. In the physical environment, Mango combines its own stores, franchises and corners, i.e. retail and wholesale. In the online environment, the company combines retail (Mango.com) with

a presence in third-party marketplaces. Mango is able to adapt its distribution ecosystem to each market depending on the operational complexity of the country, the characteristics of the territory or the speed of expansion required. The company is quick to approach new expansion markets and reduces risks thanks to the strength of its alliances with international franchise and distribution groups. As a result, Mango is one of the leading fashion companies in terms of the number of countries in which it operates, with a presence in more than 115 markets around the world. The capillarity of physical points of sale and the relevant digital business provide Mango with a great knowledge of its customers through data that allows it to adapt its offer, products and services quickly and nimbly. Technology and innovation are two of the mainstays of Mango, a company that has historically stood out for its ability to adapt to the environment with new lines, collections and services. Mango is today focused

on building a technological ecosystem of experiences, services and products, seeking to unite the digital world with the physical world and with the objective of providing the best service to its customers. The group's rich distribution structure (with retail and wholesale combined) and the broad and rapid international expansion have led Mango to be one of the European companies with the most advanced logistics organisation, with centres serving orders for online, store and wholesale, i.e. B2B and B2C. The company centres its logistics at its complex in Lliçà d'Amunt (Barcelona) and has decentralised centres to respond to the speed required by the online channel and international presence. Founded in Barcelona, one of the historical enclaves of the European textile industry, Mango is a company committed to its environment and the sector in which it operates, continuously adapting to changes with an ethical and responsible approach to society and the environment.



4.1

Design and quality

Mango is very clear about its DNA and what sets it apart: its own design proposal. Thanks to a great creative team, with a wide and recognised experience, Mango is able to translate the major trends into its own language to bring them closer to customers.

Since its inception, Mango has been characterised by dressing the contemporary and urban woman following the latest trends with its own designs and quality.

In addition to its own style, Mango's main attribute is a positioning of quality superior to that of its competitors. The company works with similar fabrics and product families, and customers recognise this quality. At El Hangar Design Centre, located at the company's headquarters in Barcelona, all areas related to creativity are worked

on: product design, window dressing or interior design, among others. This unique language in the translation of major trends translates into a totally different style, which Mango reinforces thanks to the fact that its designs come out of El Hangar Design Centre. Mango has a team of more than 500 people dedicated to the product area who create more than 18,000 garments and accessories every year.

The company launches two major collections each year that are expanded with capsules every two weeks to constantly renew the offer. Mango creates a global and coherent collection based on moments and occasions.

In addition, the company also collaborates with other brands, artists and talents to launch limited edition collections.

Capsule

Mango, a brand valued by customers for its differentiated approach to design, style and quality, has reinforced its commitment to quality in 2023 with the launch of Capsule, its event collection for women, marked by the quality of its materials and finishes, as well as the exclusivity of its garments. The company focuses on the season of formal events and creates a specific collection for these occasions. The new collection stands out for the quality of its materials and finishes, the exclusivity of the garments and the 3D design as the key to its creation. The garments of the collection have been designed in Barcelona and manufactured in local workshops to ensure the quality of raw materials and finishes.

4.1.1
Special
collaborations

2023



SIMONMILLER

Mango, in collaboration with the American brand SIMONMILLER, launches a spring/summer collection. Combining the Californian coastal style of SIMONMILLER with the Mediterranean style of Mango, the result is a summer collection inspired by the world beneath the sea and composed of a selection of limited edition garments for a colourful, young and fun closet.

SPRING/SUMMER 2023



Antoine Griezmann

Under a new concept called 'Move Forward', inspired by the footballer's spirit of self-improvement, Mango Man has once again teamed up with sportsman Antoine Griezmann as the image of the spring/summer season.

SPRING/SUMMER 2023



Boglioli

Quality and tailoring are the driving forces behind Mango Man, a commitment that is reaffirmed with the collaboration with Boglioli to launch Mango designed by Boglioli, which fuses the tradition and craftsmanship of the iconic Italian brand with the contemporary character of Barcelona.

MANGO DESIGNED BY BOGLIOLI



Jen Ceballos x Mango

Mango launches a party collection in collaboration with Jen Ceballos. The limited edition capsule co-designed with Mango Girl is composed of 60 garments, including lingerie dresses and wrap pieces.

JEN CEBALLOS X MANGO

4.2

Distribution

Mango's model is based on one of the richest distribution ecosystems in the fashion industry, always focused on providing the best service to customers at every moment and in every territory. Mango distributes its brand through different fully integrated channels, combining its own stores with franchises, retail with wholesale and a relevant online activity through its own ecommerce (Mango.com) and third-party platforms. This combination is a differential aspect of the company in the sector, being one of the few that operates with a distribution ecosystem of these characteristics. The integration of channels aims to respond to customer needs at all times, regardless of the point of contact, always seeking to respond to their needs. To this end, Mango applies different tools in order to achieve a true and solid user experience in all channels.

Offering the customer a complete experience in all channels leads to greater brand loyalty.

Connected stores

Mango stores are a privileged meeting point between the brand and its customers. The company offers unique and personalised experiences, supported by technologies and comprehensive services. In this integration strategy, it is essential for Mango that the stores are connected to Mango.com, the headquarters and the customer service centre through different technological developments that add value to the customer and empower the staff, facilitating their commercial work. The digitalisation of the stores involves the application of new technologies that, although not visible, allow the implementation



4.2. Distribution

of continuous improvement initiatives. Mango is implementing a Mediterranean-inspired concept in its store network that aims to reflect the spirit and freshness of the brand. The stores are dominated by warm tones and neutral colour bases, which are mixed with traditional, handcrafted, sustainable and natural materials. Sustainability, energy efficiency and architectural integration into the environment are one of the main objectives for the brand. Mango has created a functional, relaxed and welcoming space to enhance and facilitate interaction between customers and store personnel. In addition, it incorporates services and functionalities, such as the concierge station, a reference point where staff can solve any need the customer may have, as well as larger fitting rooms and a specific click&collect area.

Strategic partners

Mango has different store formats that adapt to each location, needs and role of the store. The opening of its own stores in strategic locations is complemented by a franchise strategy that represents one of the fundamental pillars of Mango's business model. The company has grown hand in hand with its local partners, becoming one of the most important franchise companies on an international scale. The partners are part of Mango's ecosystem, which combines the physical and digital environment and the company's own business with alliances to respond to customer needs at any time, place and format. Mango is able to adapt its distribution ecosystem to each market depending on the operational complexity, the characteristics of



the territory and the speed of expansion required. The company makes decisions quickly and reduces risks thanks to the strength of its alliances with international franchise and distribution groups. Local partners (such as Azadea in the United Arab Emirates or Myntra in India) provide market knowledge and help Mango understand the customer or adapt its operations to the country. In the management of franchises, Mango provides a complete team that advises on the selection of the space and the training of personnel, to the start-up and opening of the store, as well as subsequent advice and support in its management.

'Ecommerce', a pioneering digital channel

Mango is one of the European fashion compa-

4.2. Distribution

nies with the highest penetration of the digital channel in its business. By the end of 2023, online sales accounted for 33% of the company's total turnover, with a total of 1,037 million euros. Innovative from its origins, Mango launched its website in 1996 with the aim of making the brand known worldwide. In 2000, Mango opted for sales through Internet, launching its ecommerce, being one of the pioneering companies in fashion ecommerce in Europe. The launch of Mango's ecommerce was initially carried out in the fifteen countries that make up the European Union in 2000 and continued to expand until it was present in 25 countries in 2004. In 2008, the Mango Man line began to be marketed through the Mango ecommerce, with Mango Kids joining in 2013 and, subsequently, Mango Teen and Mango Home in 2021. In the following twenty years, the company has been

extending its digital presence to reach more than 110 markets on five continents by the end of the year. In 2023, the company has expanded its ecommerce for the Woman, Man, Teen and Kids lines in 22 countries, mostly on the African continent. Mango's online channel expansion strategy is based on localisation: opening new markets by adapting services to the needs and customs of customers in each territory. The website is translated into 29 languages and the payment, shipping and return methods (among others) are different depending on each location. In 2023, the Mango website received 871.3 million visits (11% more than in 2022). To ensure the pace of growth of the online business, as well as the development of the omnichannel projects planned for the coming years in the company, Mango inaugurated its digital innovation centre in the 22@ district of Barcelona in 2019.



Mango likes
you, knowing
and rewarding
the customer

LOYALTY PROGRAM

Getting to know its customers better and rewarding their loyalty. This is the goal with which Mango launched Mango likes you in 2019, an omnichannel loyalty program that seeks to create a stronger bond with the company's customers through experiences related to the brand territories: sustainability, culture and community. Mango likes you is part of Mango's commitment to customer-centricity. This loyalty program allows customers to participate in the company's projects and improve their experience with the brand. Mango likes you is available in 16 countries where the company operates. In 2024, the company will continue to expand the project to new territories. Mango likes you encompasses all of Mango's business lines and is applied both in the physical store and online. The main objective of the program is to reward customers for their loyalty to the brand. Thanks to the likes (points) accumulated during the purchase process or by

delivering garments for recycling in its stores, through the Recycling Box, customers can obtain a multitude of benefits. From the option to enjoy discounts on future purchases, to access experiences and services or even donate likes to social projects with which Mango collaborates.

31.8 Million

By the end of 2023, the Mango likes you loyalty program already had 31.8 million users.

4.3

Mango worldwide

Since its origins, Mango has had a clear export focus. Founded in 1984, Mango reached a hundred stores in Spain in its first eight years, and in 1992, the company made the international leap with the opening of two stores in Portugal. France, currently one of the group's largest markets, was Mango's second international destination. Mango's commitment to the Asian continent came in 1995 with openings in Singapore and Taiwan, markets that would later be joined by others such as the Philippines, Thailand, China and India. In 1997, Mango opened its first store in Turkey, located in the Akmerkez shopping centre in Istanbul. That same year, thanks to Mango's strong exporting focus, the volume of business generated by the company in international markets exceeded the domestic market for the first time, a figure that has been growing until, by the end of 2023, 77% of Mango's business had come from outside Spain.

Mango, which became present in the five continents in 2002 with its entry into Australia, has combined throughout its national history its commitment to mature fashion markets such as Germany, Italy and the United States with others such as Aruba (where it opened its first store in the Caribbean) and the Maldives. Throughout 2023, Mango has consolidated its commitment to the physical channel with more than 130 net openings and 80 refurbishments since the beginning of the year to reach nearly 2,700 points of sale worldwide. Present in more than 115 markets, 2023 has been marked by the company's good performance in the main geographies and in key markets such as Spain, the United States, France, Italy, the United Kingdom, India and Canada, where Mango has ambitious expansion plans. Europe is currently the heart of the company's business, with nearly 71% of the total distribution

network at the end of 2023. Asia, with a presence in markets such as Singapore, Indonesia and India account for about 16% of the company's total points of sale worldwide. The Americas account for about 12% and Africa for about 2%. In the United States, Mango had 41 points of sale at the end of the year, and will open in 2023 in the states of Georgia, Texas and California, in cities such as Los Angeles, Houston, Dallas, San Antonio and Atlanta. The company's goal is to reach around 40 own stores in the United States by 2024 and for the country to become one of the top five markets in terms of turnover. Other markets in which Mango has evolved significantly in 2023 are Turkey and India, two of the company's strategic countries. In Turkey, the excellent sales performance in the first half of the year was driven by strong growth in both the physical and online channels, while in India (where Mango operates in conjunction with

its local partner Myntra) the company continues to accelerate its development, closing 2023 with close to 110 points of sale in the country. At the end of 2023, Mango had a retail surface area of more than 823,000 m2. Some of its most emblematic stores are located in cities such as Barcelona (Paseo de Gracia), Madrid (on Serrano and Preciados streets), Paris (Haussmann), New York (Fifth Avenue and SoHo) and London (Oxford Street), among others. In 2024 Mango will present its Strategic Plan 2024-2026, focused on strengthening its differential value proposition, the commitment to innovation and sustainability and boosting sales through a major expansion of its store base and the growth of all its channels. Thus, the company will carry out an ambitious expansion plan until 2026, with nearly 500 new openings, focusing its efforts on key markets such as the United States, Spain, France, Italy, the United Kingdom, India and Canada.



4.3. Mango worldwide

OWN POINTS OF SALE

(2022: 756)

779

FRANCHISED POINTS OF SALE

(2022: 1,810)

1,907

TOTAL POINTS OF SALE

(2022: 2,566)

2,686

Europe	○	●	◐
GERMANY	49	365	414
SPAIN	232	154	386
FRANCE	113	125	238
BELGIUM	13	91	104
RUSSIA	0	100	100
SWITZERLAND	8	85	93
ITALY	64	28	92
TURKEY	69	0	69
UNITED KINGDOM	39	21	60
PORTUGAL	30	21	51
AUSTRIA	9	32	41
NETHERLANDS	13	22	35
POLAND	24	0	24
UKRAINE	8	9	17
IRELAND	6	12	18
ROMANIA	15	0	15
GREECE	4	9	13
CROATIA	12	1	13
LITHUANIA	0	13	13
CZECH REPUBLIC	8	0	8
ANDORRA	3	5	8
LATVIA	0	8	8
CYPRUS	0	7	7
ESTONIA	0	6	6
DENMARK	5	0	5
LUXEMBOURG	1	4	5
BULGARIA	4	1	5
HUNGARY	5	0	5
GEORGIA	0	5	5
MONTENEGRO	0	5	5
FINLAND	4	0	4
SWEDEN	4	0	4
SLOVAKIA	2	2	4
MALTA	0	4	4
BELARUS	0	4	4
AZERBAIJAN	0	4	4
NORWAY	2	1	3
SLOVENIA	2	0	2
ALBANIA	0	2	2
MACEDONIA	0	2	2
MOLDOVA	0	1	1
TOTAL	748	1149	1897

America	○	●	◐
CANADA	0	62	62
MEXICO	1	51	52
CHILE	0	46	46
COLOMBIA	0	44	44
UNITED STATES	21	20	41
PERU	0	38	38
ECUADOR	0	6	6
COSTA RICA	0	4	4
VENEZUELA	0	4	4
GUATEMALA	0	3	3
BOLIVIA	0	2	2
SURINAME	0	2	2
PANAMA	0	2	2
PARAGUAY	0	2	2
CUBA	0	2	2
PUERTO RICO	0	2	2
DOMINICAN REPUBLIC	0	1	1
EL SALVADOR	0	1	1
URUGUAY	0	1	1
TOTAL	22	293	315

Africa	○	●	◐
EGYPT	0	6	6
TUNISIA	0	5	5
MAURITIUS	0	5	5
MOROCCO	0	5	5
NIGERIA	0	4	4
LIBYA	0	3	3
CAMEROON	0	2	2
SOUTH AFRICA	0	2	2
KENYA	0	2	2
ANGOLA	0	2	2
DEMOCRATIC REPUBLIC OF THE CONGO	0	2	2
ALGERIA	0	2	2
IVORY COAST	0	2	2
BURKINA FASO	0	1	1
EQUATORIAL GUINEA	0	1	1
GABON	0	1	1
SENEGAL	0	1	1
REPUBLIC OF THE CONGO	0	1	1
TOTAL	0	47	47

Asia	○	●	◐
INDIA	0	106	106
ISRAEL	0	48	48
PHILIPPINES	0	38	38
SAUDI ARABIA	0	38	38
INDONESIA	0	24	24
KAZAKHSTAN	0	22	22
CHINA	1	20	21
THAILAND	0	15	15
UNITED ARAB EMIRATES	0	16	16
VIETNAM	0	15	15
SINGAPORE	8	3	11
MALAYSIA	0	10	10
QATAR	0	9	9
KUWAIT	0	6	6
IRAQ	0	6	6
JORDAN	0	5	5
SOUTH KOREA	0	4	4
LEBANON	0	4	4
SRI LANKA	0	3	3
MONGOLIA	0	3	3
UZBEKISTAN	0	2	2
OMAN	0	2	2
ARMENIA	0	2	2
MYANMAR	0	2	2
MALDIVES	0	2	2
KYRGYZSTAN	0	2	2
BAHRAIN	0	1	1
LAOS	0	1	1
CAMBODIA	0	1	1
PAKISTAN	0	1	1
TOTAL	9	418	427

4.4

Logistics

Given Mango's global nature and its rich distribution structure, the company's logistics ecosystem is one of the most advanced in its sector. Mango's global distribution centre, located in Lliçà d'Amunt (Barcelona), receives all garments and accessories from the different production points and distributes them to all points of sale worldwide, in addition to handling customer orders directly. In addition, this logistics centre replenishes the company's ecommerce centre located at its headquarters in Palau-solità i Plegamans (Barcelona) and serves the different online satellite centres that the company has in countries with a strong expansion of its digital channel. The company's decentralised centres are located in Palau-solità i Plegamans, China, Turkey, Poland, Mexico and the United States,

with which the company supports both the online business and the international growth of the business. In the last five years, the company has been preparing logistics for the Mango of the future with the aim of continuing to grow. Among the improvements made to the facilities in recent years are the simplification of the store delivery operations system, the expansion of Mango's facilities in Lliçà to become a distribution centre for Mango stores worldwide and for all the company's online customers, the concentration and simplification of the logistics centre operations, the standardisation of the operations of the company's decentralised centres at the international level and the technological transformation through the implementation of new technologies.



Mango logistics platform at Lliçà d'Amunt

Equipped with the most advanced technologies, Mango's logistics centre in Lliçà d'Amunt (Barcelona) is capable of handling more than 75,000 garments every hour at full capacity to supply the company's entire distribution network. In 2023, Mango expanded its logistics centre warehouse by an additional 90,000 m2, bringing the total area of the company's logistics centre to 280,000 m2 . Following the expansion of the facilities, Mango's logistics centre in Lliçà d'Amunt (Barcelona) will increase its garment handling capacity by up to 10,000 more garments per hour, totalling 85,000 garments per hour.





4.5

Technology and data

Mango is focused on building a phygital ecosystem of experiences, services and products, synchronising and converging the digital world with the physical world and always with the aim of providing the best service to its customers. The transformation process that Mango is implementing is focused on digitising the lifecycle of the main players in the industry: customer, points of sale, stock and product. In this digitisation process, Mango has developed technological platforms and systems to maximise the knowledge of customer data and connect them with the physical and online store. The company no longer speaks of physical stores but of connected stores (The Omnichannel Connected Stores) and is building communication gateways between customer and stores, stores and Mango.com, designers and customers.

For stock management, which is becoming more

and more dynamic and complex, the company is implementing the Order Management System (OMS), a single commercial stock system available in real time that will enable the company to offer a consistent omnichannel 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. On the other hand, the company has developed product lifecycle digitisation platforms.

Technology and data applied to the product development cycle

Mango is implementing technological innovations in the product, the heart of the company's strategy.

Mango garments are designed in Barcelona by a team of more than 500 people involved in

the product such as designers, who are starting to use new capabilities such as those provided by Inspire, a platform that uses generative AI of content and images, with the aim of helping the company's design and product team to get inspired by looking at different concepts in order to co-create prints, fabrics, garments, etc.

To this end, the company has a Virtual Assets team, created in 2022 to coincide with the company's participation in the first edition of Metaverse Fashion Week, made up of around ten 3D, software, artificial intelligence and blockchain engineers, as well as 3D artists. Its objective is to develop digital content that will enable the company to add the virtual environment to its ecosystem of digital and physical channels. Among these technological innovations that Mango is implementing, you can also find Collection Life, a platform whose mission is to digitise

4.5. Technology and data

the product life cycle from its inception, with the collection briefing, design and pattern making, through product transport and distribution, to sales and after-sales. The Collection Life platform allows the company to understand product behaviour in both its digital and physical dimensions. In addition, thanks to this technological platform, Mango is connecting with the different areas that work in the company's value chain and is establishing a communication gateway between its designers, points of sale and customers. With the application of this technology, Mango is changing the paradigm, building human-to-human platforms throughout the product lifecycle.

Technology applied to stock management

One of the major challenges Mango faces in

advancing operational excellence is to have an omnichannel, real-time view of retail stock, while maintaining a high degree of inventory accuracy. In this context, Mango is deploying capabilities to sensor all its garments from manufacturing and logistics to arrival at its stores. Collection Life and Mango's operational excellence platform are fundamental to the company's sustainability strategy as they enable Mango to be able to better integrate with its manufacturers, better understand its product performance, incorporate data and algorithms to make more sustainable purchasing proposals, develop more efficient distribution models, make item recommendations, implement better designs and patterns, and minimise returns. In short, these technological platforms enable the company to better explain to its customers the DNA of each of its products.

Conversational generative Artificial Intelligence

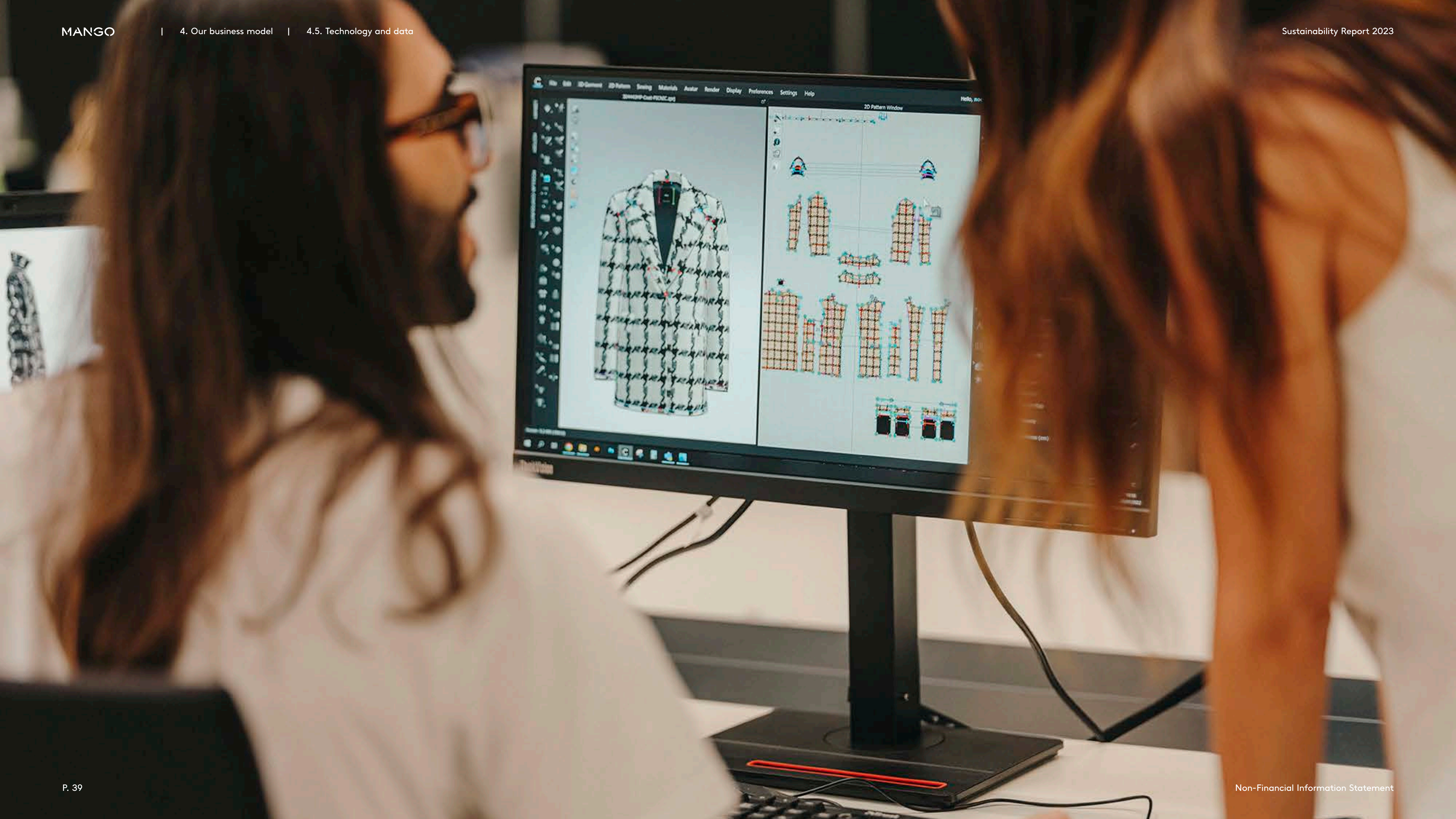
In 2023, Mango is moving forward in its digitisation process with the launch of its own in-house conversational generative AI platform, called Lisa. Lisa uses different models, both private and open source, trained for the company, from which Mango has built its own conversational generative AI platform in less than nine months. The new platform has Mango's own interface, similar to chat GPT, tailored to meet the use cases of its employees and partners. The implementation of content-generative and conversational AI, which will improve everything from collection development to after-sales service, is part of the digital transformation process in which the company is currently immersed.

Machine Learning Engineering (MLE) Platforms

Mango began building machine learning (MLE) platforms in 2018, having developed since then and to date more than fifteen different platforms, with a holistic value chain vision. These platforms are enabling the company to add new capabilities to core points of its value chain, exponentiating the capabilities of its collaborators, offering a better experience and service to its customers and improving efficiency and automating processes in the company's value chain. Among the main Artificial Intelligence platforms implemented by the company in recent years are:

- Midas/Atenea: platform for price management in all direct channels.

- Iris: a conversational voice and text platform for handling the company's customer contacts. Iris is present in more than sixty countries and operates in more than twenty languages to respond to the company's customers.
- Lynx: platform at the service of the process purchase.
- Gaudí: customer personalisation and product recommendation platform for Mango's digital touchpoints.
- NDM: commercial distribution platform for initial and replenishment processes at points of sale.
- Lisa: in-house conversational generative Artificial Intelligence platform.
- Inspire: image-generative Artificial Intelligence platform.



4.6 Innovation

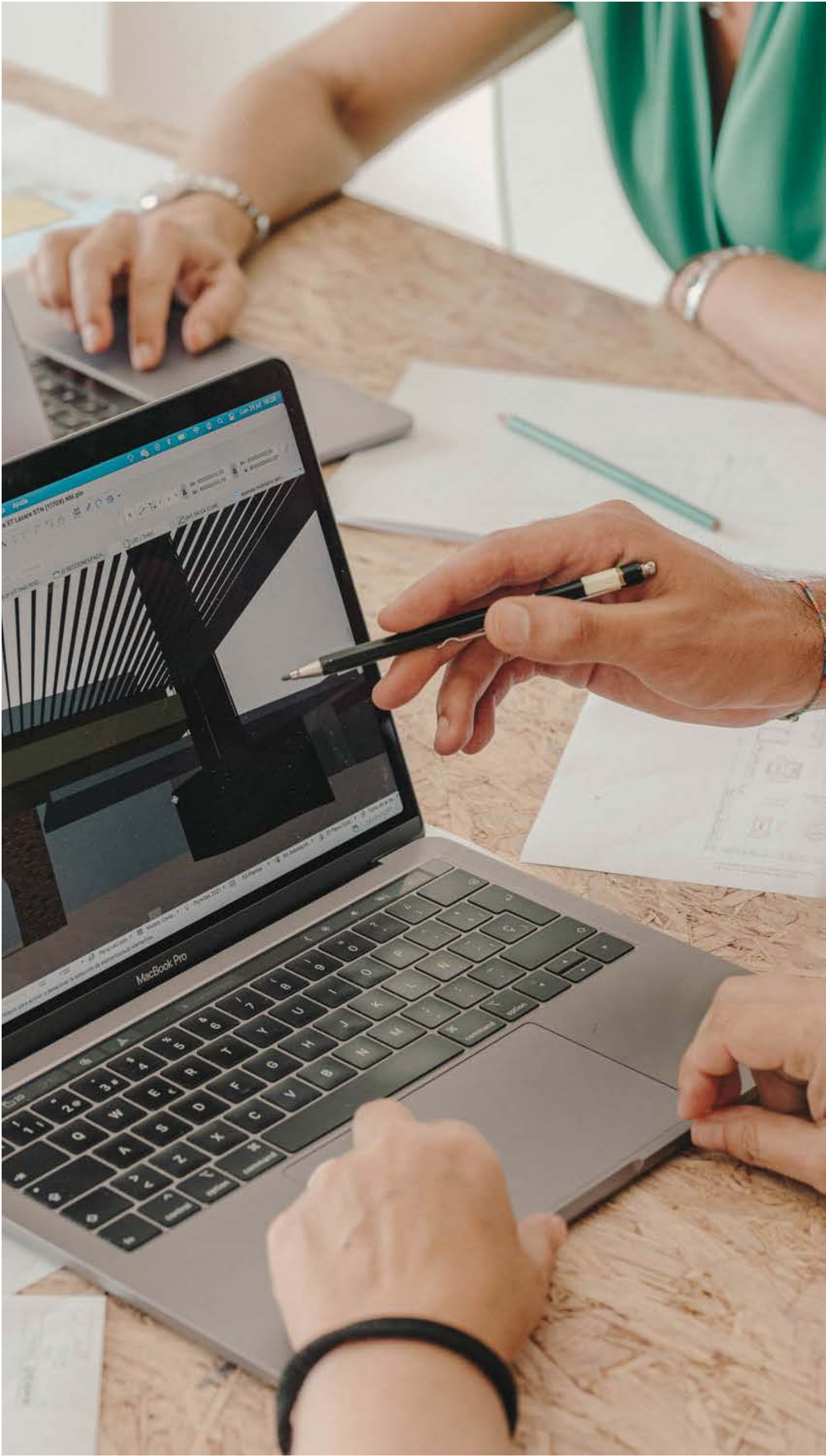
Mango has been an innovative company since its origins. Innovation is not only part of its DNA as a company but, in line with this commitment, the company is committed to giving autonomy to its teams so that with each small project it launches, innovation flows. Therefore, Mango is accustomed to constant innovation, betting on those projects that add value to its customers. Mango's most innovative department is the design area, located at the centre of its business and accustomed to changing season by season, adapting to trends. However, the company has two other departments focused on technological innovation, namely the online and customer area and the technology area. In both departments, Mango has its own teams that develop in house many of the technological solutions that Mango needs at all times. The start-up in 2019 of the company's innovation

centre in 22@ is also part of this strategy. It is a centre that was created with the aim of ensuring the pace of growth of Mango's online business, as well as the development of omnichannel projects. In it, Mango has a research laboratory that allows testing prototypes with real customers and adapting the digital product to their needs.

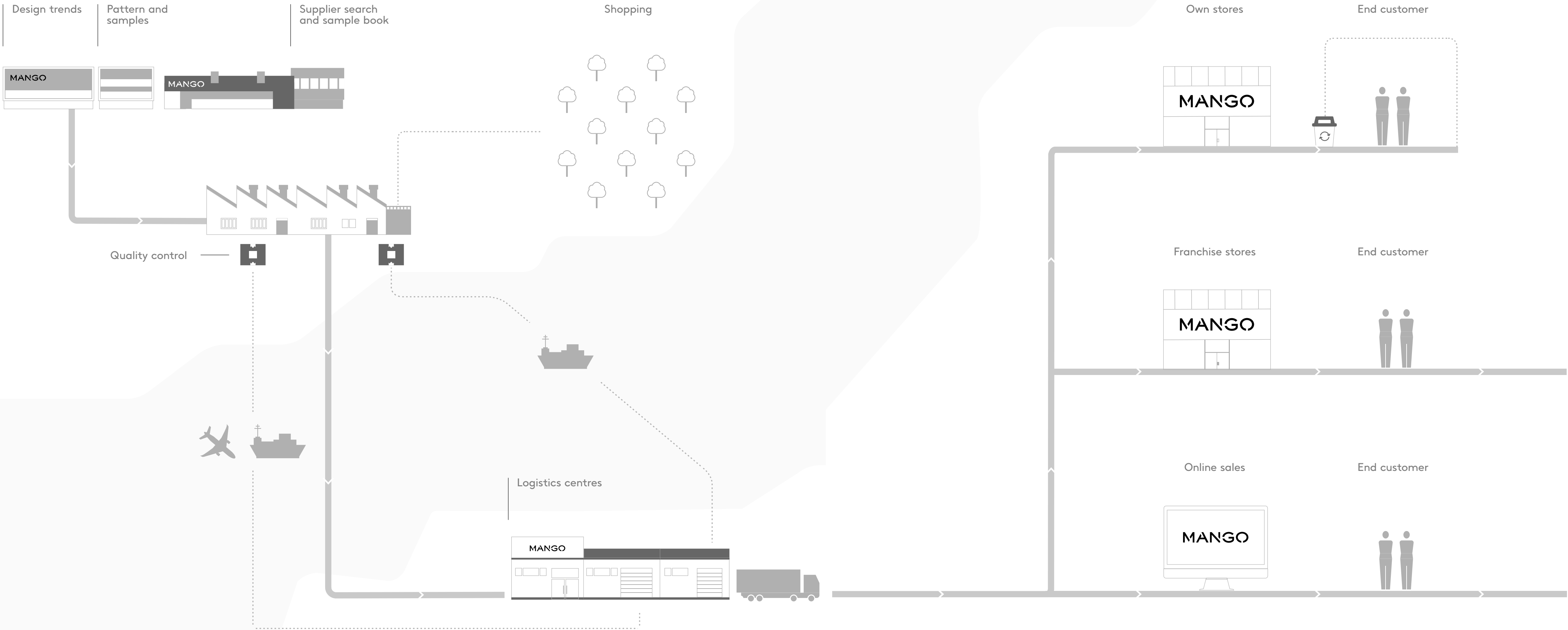
Mango StartUp Studio

Innovation is not only part of Mango's *raison d'être*, but the company wants it to be intrinsic to all the projects it is involved in outside the organisation. In 2022, Mango launched Mango StartUp Studio, the fashion start-up accelerator created by the company in collaboration with IESE Business School. Mango StartUp Studio aims to boost innovation in the company, detect new growth opportunities and participate in the deve-

lopment of new technologies or business models. To this end, Mango StartUp Studio is looking for companies and ideas in the development stage to carry out seed capital investments that bring innovation to the fashion industry value chain and improve the customer experience. The company has established sustainability and technology as priority focus areas for the accelerator, as well as all links in the value chain, from product creation through sourcing to distribution. In order to select the best start-ups to be part of the initiative, Mango StartUp Studio has a committee to tackle this project. Within the framework of Mango StartUp Studio, at the close of 2023, Mango has invested in start-ups such as Ziknes, a start-up for 3D printing of architectural and design pieces with sustainable materials, and Union Avatars, a platform for digital identity and development of avatars of different styles, among others.



4.7. Value chain





Good governance

5

- 5.1 | Governing bodies
- 5.2 | Stakeholders
- 5.3 | Materiality matrix
- 5.4 | Risk management

5

Good governance

Mango is a company whose highest decision-making body is the board of directors, which is responsible for validating the decisions made by the company and the medium and long-term strategy. The company's board of directors is made up of Isak Andic, non-executive chairman of Mango; Toni Ruiz, CEO; Jonathan Andic, Chief Mango Man Officer (as a member) and Daniel López, the company's Chief Expansion and Franchise Officer (as secretary). The company will strengthen its corporate governance in 2024 with the expansion of its board of directors, which, as of next March, will increase its composition from four to nine members, giving entry for the first time to independent directors. Mango's new board of directors will be made up of Isak Andic, non-executive chairman; Toni Ruiz, CEO; Jonathan Andic, Daniel López and Margarita Salvans, as executive directors; and four

independent directors: Jordi Canals, professor and president of the Centre for Corporate Governance at IESE Business School; Jorge Lucaya, founding partner of AZ Capital; Jordi Constans, board member and former board member of various national and international companies; and Marc Puig, president and CEO of Puig. Likewise, in 2023, Mango has reinforced its sustainability and long-term project with the entry into its share capital of the company's CEO, Toni Ruiz, who becomes a Mango shareholder with a 5% stake in the capital. This operation has been approved by Mango's Board of Directors. Mango's executive body is the management committee, made up of eleven members who present the key areas of the company and manage and coordinate the day-to-day running of the company. Mango's management committee is made up of Toni Ruiz, CEO; Jonathan Andic,

Chief Mango Man Officer; Elena Carasso, Chief Online and Customer Officer; Luis Casacuberta, Chief Product and Sustainability Officer; Daniel López, Chief Expansion and Franchise Officer; Jordi Àlex Moreno, Chief Information Technology Officer; Antonio Pascual, Chief Supply Chain Officer; David Payeras, Chief People Officer; Margarita Salvans, Chief Financial Officer; César de Vicente, Chief Global Retail Officer; and, as of January 2024, Blanca Muñoz, Chief Brand Officer. Below the management committee, Mango has other committees where strategies are drawn up and decisions are made in key areas, such as sustainability. In 2021, the sustainability committee was created, formed of Toni Ruiz, CEO; Margarita Salvans, Chief Financial Officer; Jonathan Andic, Chief Mango Man Officer; Luis Casacuberta, Chief Product and Sustainability Officer; Elena Carasso,

Chief Online and Customer Officer; Josep Estol, Mango Man Executive Director; Andrés Fernández, Sustainability and Sourcing Executive Director; Berta Moral, Mango Kids Executive Director; Diego Sebastián, CX Director; Laura Vila, Mango Home Director; Luis Maseres, Mango Woman Executive Director; Nuria García, Woman Creative Design Executive Director; Clàudia Hosta, Circularity Senior Manager; Paula Rico, Social Impact Senior Manager; and Teresa Pérez, Environment Senior Manager. The purpose of Mango's sustainability committee is to oversee the implementation of sustainable development policies in the company worldwide. Finally, the company also has an executive committee, which represents the company's top management and is made up of the company's 30/40 most important executives from the different corporate and business areas.



5.1

Governing
bodies

Board of Directors*

Isak Andic	Daniel López
NON-EXECUTIVE CHAIRMAN	EXECUTIVE DIRECTOR
Toni Ruiz	Margarita Salvans
CEO	EXECUTIVE DIRECTOR
Jonathan Andic	
EXECUTIVE DIRECTOR	
MANGO'S INDEPENDENT DIRECTORS	
Jordi Canals	Jorge Lucaya
PROFESSOR AND PRESIDENT OF THE CENTRE FOR CORPORATE GOVERNANCE AT IESE BUSINESS SCHOOL	FOUNDING PARTNER OF AZ CAPITAL
Jordi Constans	Marc Puig
BOARD MEMBER AND FORMER BOARD MEMBER OF SEVERAL NATIONAL AND INTERNATIONAL COMPANIES	CHAIRMAN AND CHIEF EXECUTIVE OFFICER OF PUIG

* New structure of Mango's board of directors, effective as of March 2024.

5.1

Governing bodies

Board of Directors*

INDEPENDENT DIRECTORS

Jordi Canals

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

D. in Economics from the University of Barcelona, Jordi Canals is professor and president of the Centre for Corporate Governance at IESE Business School. He was also Managing Director of IESE from 2001 to 2016 and is an expert in the areas of corporate strategy, corporate governance and globalisation. He has been a visiting professor at institutions such as the International Monetary Fund, the World Bank, Harvard Business School and the Brookings Institution. He has also served on the boards of several public and private companies.

Jordi Constans

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

Degree in Economics from the University of Barcelona. ADE program at Esade and PDG at IESE Business School. He began his professional career in the marketing department of Vileda. In 1990 he joined Danone, where he worked as a manager in the commercial area, marketing, general manager of Spain, president of France, president of Europe and USA, and president of the dairy products division. In 2011 he joined Louis Vuitton as CEO and President. He currently advises companies and is a member of the boards of Puig and Fluidra.

Jorge Lucaya

FOUNDING PARTNER OF AZ CAPITAL

With a degree in Geography and History from the University of Navarra and a degree from the Institute of Economics at the University of Colorado (USA) and an MBA from IESE Business School, Lucaya began his professional career in 1985 at The Chase Manhattan Bank, where he held various positions in Barcelona, London and Madrid. He has also been co-head of Morgan Stanley's investment banking business in Spain, being appointed Managing Director of the Madrid office and Managing Partner in 1997. In 2004, Jorge founded AZ Capital, being since then founding partner and CEO. Since then, Lucaya has originated and executed a large number of complex, transformational and value-creating transactions for his firm's clients.

Marc Puig

CHAIRMAN AND CHIEF EXECUTIVE OFFICER OF PUIG












With a degree in Industrial Engineering from the Polytechnic University of Catalonia (UPC) and an MBA from Harvard University, Marc Puig is currently president and CEO of Puig and has been a member of its board of directors since 1999. He joined Antonio Puig S.A. in 1991 as R&D director of new product development until 1996, when he was promoted to president of Puig in the USA, while at the same time being responsible for the fashion company Carolina Herrera Ltd. In 2000, he returned to Barcelona to become president of the Fashion division and vice president of corporate development until 2004 when he was appointed CEO of Puig and three years later, chairman of its board of directors. Awarded the Kellogg Family Enterprise Leadership Award (2015) and the Hall of Fame of the Fragrance Foundation of America (2017), he has also been president of the Institute of Family Business (IEF) and vice president of the Círculo de Economía; member of the European Advisory Board of the Harvard Business School and of the International Advisory Board of IESE Business School.

* New structure of Mango's board of directors, effective as of March 2024.

5.1

Governing
bodies

Steering Committee

	<div>Toni Ruiz</div> <div>CEO</div>		<div>Blanca Muñiz*</div> <div>CHIEF BRAND OFFICER</div>
	<div>Jonathan Andic</div> <div>CHIEF MANGO MAN OFFICER</div>		<div>Antonio Pascual</div> <div>CHIEF SUPPLY CHAIN OFFICER</div>
	<div>Elena Carasso</div> <div>CHIEF ONLINE AND CUSTOMER OFFICER</div>		<div>David Payeras</div> <div>CHIEF PEOPLE OFFICER</div>
	<div>Luis Casacuberta</div> <div>CHIEF PRODUCT AND SUSTAINABILITY OFFICER</div>		<div>Margarita Salvans</div> <div>CHIEF FINANCIAL OFFICER</div>
	<div>Daniel López</div> <div>CHIEF EXPANSION AND FRANCHISE OFFICER</div>		<div>César de Vicente</div> <div>CHIEF GLOBAL RETAIL OFFICER</div>
	<div>Jordi Álex Moreno</div> <div>CHIEF INFORMATION TECHNOLOGY OFFICER</div>		

* Blanca Muñiz will be part of Mango as of January 2024.

5.1

Governing
bodies

Sustainability Committee

Toni Ruiz	Nuria García	Margarita Salvans
CEO	WOMAN CREATIVE DESIGN EXECUTIVE DIRECTOR	CHIEF FINANCIAL OFFICER
Jonathan Andic	Clàudia Hosta	Diego Sebastián
CHIEF MANGO MAN OFFICER	CIRCULARITY SENIOR MANAGER	CX DIRECTOR
Elena Carasso	Luis Maseres	Laura Vila
CHIEF ONLINE AND CUSTOMER OFFICER	MANGO WOMAN EXECUTIVE DIRECTOR	MANGO HOME DIRECTOR
Luis Casacuberta	Berta Moral	
CHIEF PRODUCT AND SUSTAINABILITY OFFICER	MANGO KIDS EXECUTIVE DIRECTOR	
Josep Estol	Teresa Pérez	
MANGO MAN EXECUTIVE DIRECTOR	ENVIRONMENT SENIOR MANAGER	
Andrés Fernández	Paula Rico	
SUSTAINABILITY AND SOURCING EXECUTIVE DIRECTOR	SOCIAL IMPACT SENIOR MANAGER	

5.2

Stakeholders

Customers

Customers are Mango's raison d'être and their satisfaction is the company's main objective. To this end, Mango offers its customers a fashionable product, with its own designs and quality at points of sale designed to offer an optimal shopping experience. Mango continues to work to satisfy the needs of its customers and to offer them products in line with the tastes and fashion trends of all the countries where Mango is present. The company wants to foster communication with its customers and take every opportunity to build trust.

Employees

The employees represent the foundation of the company, consisting of a team of first-class professionals who are motivated, competent and capable of adapting to new situations. The promotion of talent and training, fostering an environment of constant dialogue, are fundamental to maintaining a team that is eager to grow both personally and professionally within the company.

Franchisees

Franchisees represent one of the fundamental pillars of Mango's business model. The company provides franchisees with a complete team of professionals who offer them a comprehensive service: from the design of the space to the training of personnel, to the start-up and opening of

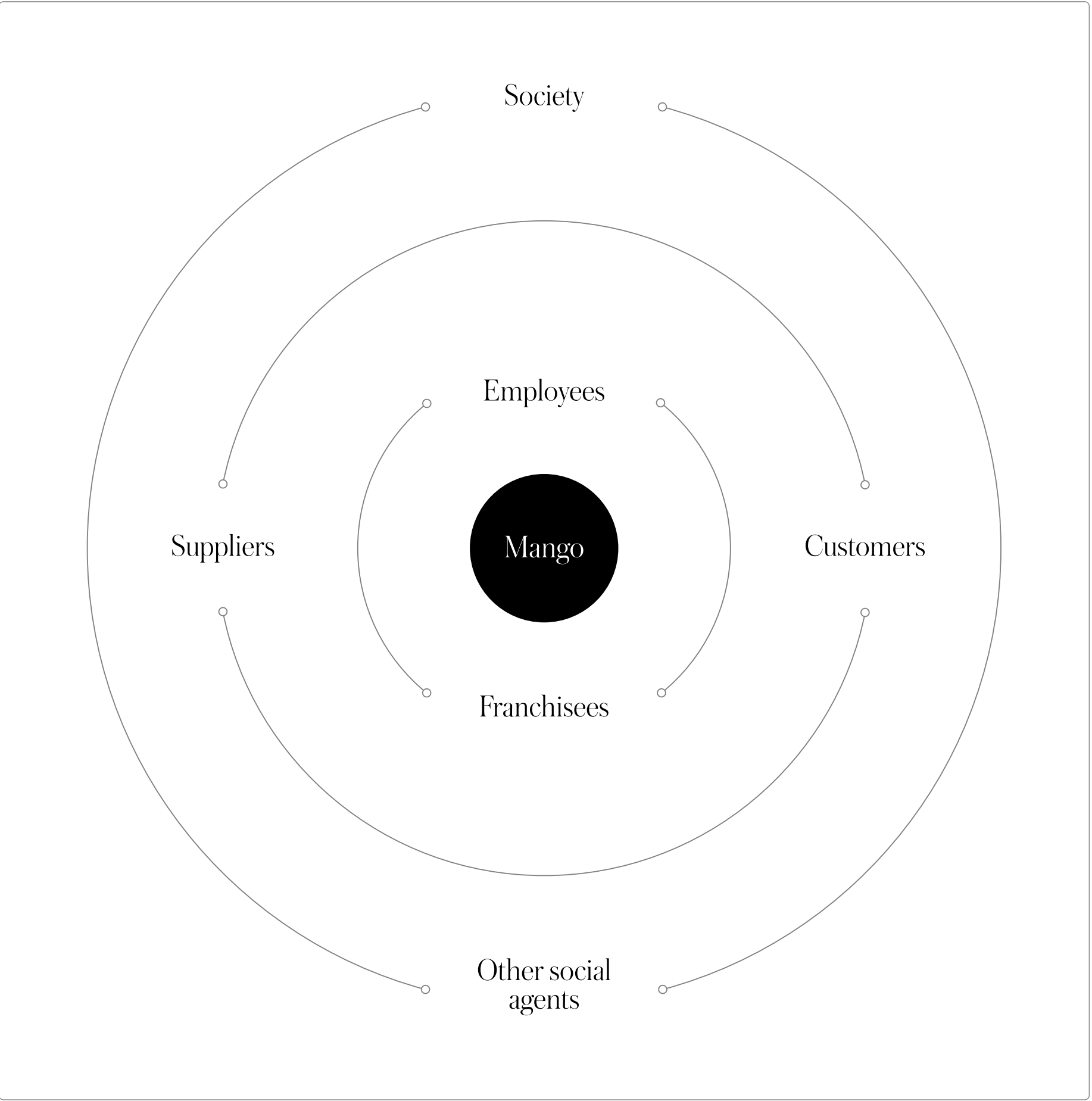
the store and subsequent advice and support in its management. The relationship with franchisees is carried out through a permanent dialogue in different channels. Mango has grown hand in hand with its franchisees, becoming one of the most important franchising companies in the world.

Suppliers

Suppliers are a fundamental part of Mango's value chain. The company is aware of the importance of a good relationship, based on mutual trust and joint work. The training and ongoing support of the different teams are key to the proper management of the chain, which guarantees a quality product and a commitment to social responsibility. Responsible chain management, together with the participation of certain stakeholders, contributes to transparency and continuous improvement in this aspect.

Society and other social agents

Mango's relationship with society is based on a commitment to collaborate with all social groups, maintaining a fluid link through regular contacts. Collaboration with academia, business, the public sector and the third sector, as well as participation in cooperation and development aid projects, allow Mango to continue advancing in its commitment to society.



5.3

Materiality matrix

Materiality is the result of the assessment of the needs and expectations of the company's stakeholders. It is a key concept, not only for reporting but also for sustainability management in an organisation. In order to prepare a sustainability report according to the GRI Standards, it is necessary to apply the principle of materiality and the principle of stakeholder inclusiveness. The materiality principle states that the report should address issues that reflect the significant economic, environmental and social impacts of the organisation, and that substantially influence the assessments and decisions of stakeholders. In other words, the materiality principle determines which are the most relevant issues and their respective performance indicators to be included in the report and on which the company should focus for proper management and reporting. The principle of stakeholder inclusiveness establishes that the reporting organisa-

The materiality principle determines which are the most relevant issues and their respective performance indicators

tion should identify its stakeholders and explain how it has responded to their expectations and interests. The materiality analysis enables both principles to be met. The following actions have been carried out to review the material aspects:

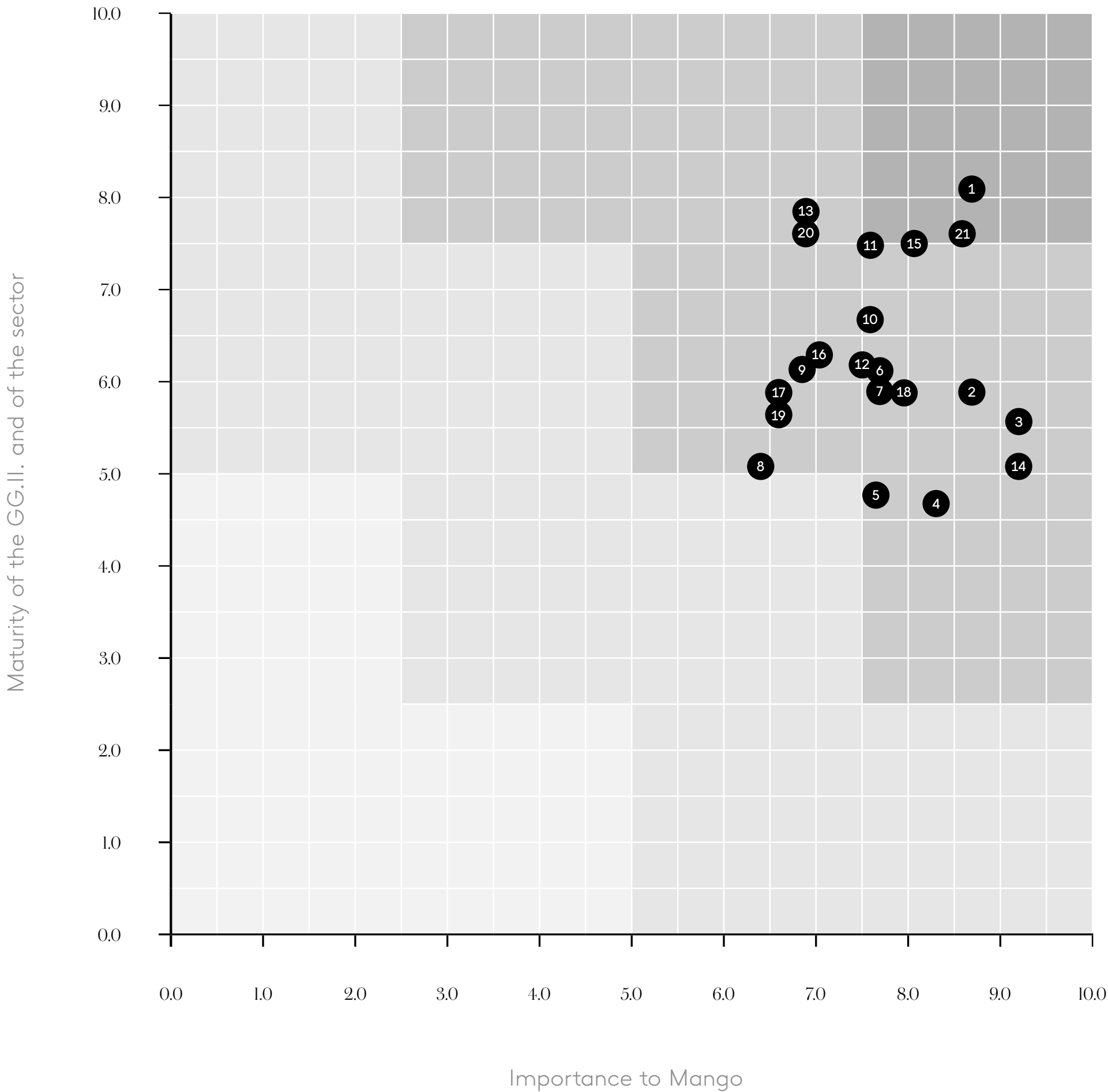
- Identification of the material issues that concern the organisation.
- Assessment of the issues by their level of social maturity and level of significance for the company.

- Prioritisation of material issues. The methodology used to perform the material analysis of Mango is aligned with the GRI Standards and other relevant references.
- Breakdown of general topics, those that institutional investors and international organisations (Dow Jones Sustainability Group Index, Global Reporting Initiative and FTSE-4Good) consider essential for all companies in the sector in terms of social responsibility.
- The analysis of the SDG approach based on the report Sector Study on Sustainability Materiality of the SDG Targets & GRI Indicators (Governance & Accountability Institute, Inc., 2018).
- Analysis of specific reports on the sector.
- The analysis of topics coming from legislators such as the Spanish Circular Economy Strategy 2030 or the EU Green Taxonomy.
- The analysis of the main issues evidenced in

social networks in relation to the sector and Mango. For the materiality matrix, Mango sent an online questionnaire to the company's stakeholders. A total of 21 issues were determined as material to assess the level of social maturity and the level of relevance they had for the company. For the statistical analysis, the responses were weighted according to stakeholder group to give a more coherent vision in line with the company's reality. The weight of each group is determined by the influence that the group has on Mango's economic, social and environmental performance. In order to ensure that the materiality was a reasonable and balanced reflection of the company's performance in terms of sustainability, the results obtained were analysed in detail, resulting in the materiality matrix shown on the following page. In 2023, Mango began the first internal mate-

riality analysis exercise using the double materiality approach. This analysis has enabled the company to use, for the first time, the double materiality criterion, which takes into account, on the one hand, the impact that the company has on its environment and society (called impact materiality) and, on the other hand, how external factors and the different stakeholders influence the company's reputation and performance (called financial materiality). In 2024, Mango will continue to advance in this double materiality analysis to prioritise the actions to be implemented and present, through its sustainability report, the most accurate and relevant information on Mango's material impacts, risks and opportunities. By applying this approach, the company aims to promote more informed and transparent decision-making, incorporating the expectations and needs of stakeholders.

5.3. Materiality matrix*



LOW
IMPORTANCE

MEDIUM
IMPORTANCE

HIGH
IMPORTANCE

VERY HIGH
IMPORTANCE

GOVERNANCE, RESPONSIBILITY
AND INTEGRITY

1	GOVERNANCE
2	ETHICS AND INTEGRITY
3	RISK MANAGEMENT
4	RESILIENCE
5	COMMITMENT TO STAKEHOLDERS
6	TRANSPARENCY IN COMMUNICATION
7	MANAGEMENT OF INNOVATION
8	VALUE GENERATED AND DISTRIBUTED

ENVIRONMENTAL IMPACT MANAGEMENT

9	CLIMATE CHANGE STRATEGY
10	MINIMISATION OF ENVIRONMENTAL IMPACT
11	SUSTAINABLE USE OF RESOURCES
12	DESIGN OF SUSTAINABLE PRODUCTS
13	CIRCULARITY

RELATIONS WITH THE COMMUNITY
AND STAKEHOLDERS

14	MANAGEMENT OF THE RELATIONS WITH CUSTOMERS
15	RESPONSIBLE PURCHASING
16	PROTECTION OF HUMAN RIGHTS
17	COMMITMENT TO LOCAL COMMUNITIES

EMPLOYEES DEVELOPMENT

18	EMPLOYMENT QUALITY
19	DIVERSITY, EQUALITY AND INCLUSION
20	HEALTH AND SAFETY
21	DEVELOPMENT OF HUMAN CAPITAL

* The materiality matrix for 2023 is the same as the previous year.

5.4

Risk management

To ensure that Mango is addressing those aspects that are relevant to its business, the company works on the management of impacts, risks and opportunities.

This allows Mango to focus on priority issues, while working with a global orientation in managing its strategy. Ensuring ethical and responsible behaviour within the company is an integral aspect of Mango. The different management bodies permanently evaluate the risks derived from the different aspects of sustainability with an impact on the company's activity, taking all the necessary measures for their monitoring and control, carrying it out directly, with permanent dialogue with the rest of the company's departments.

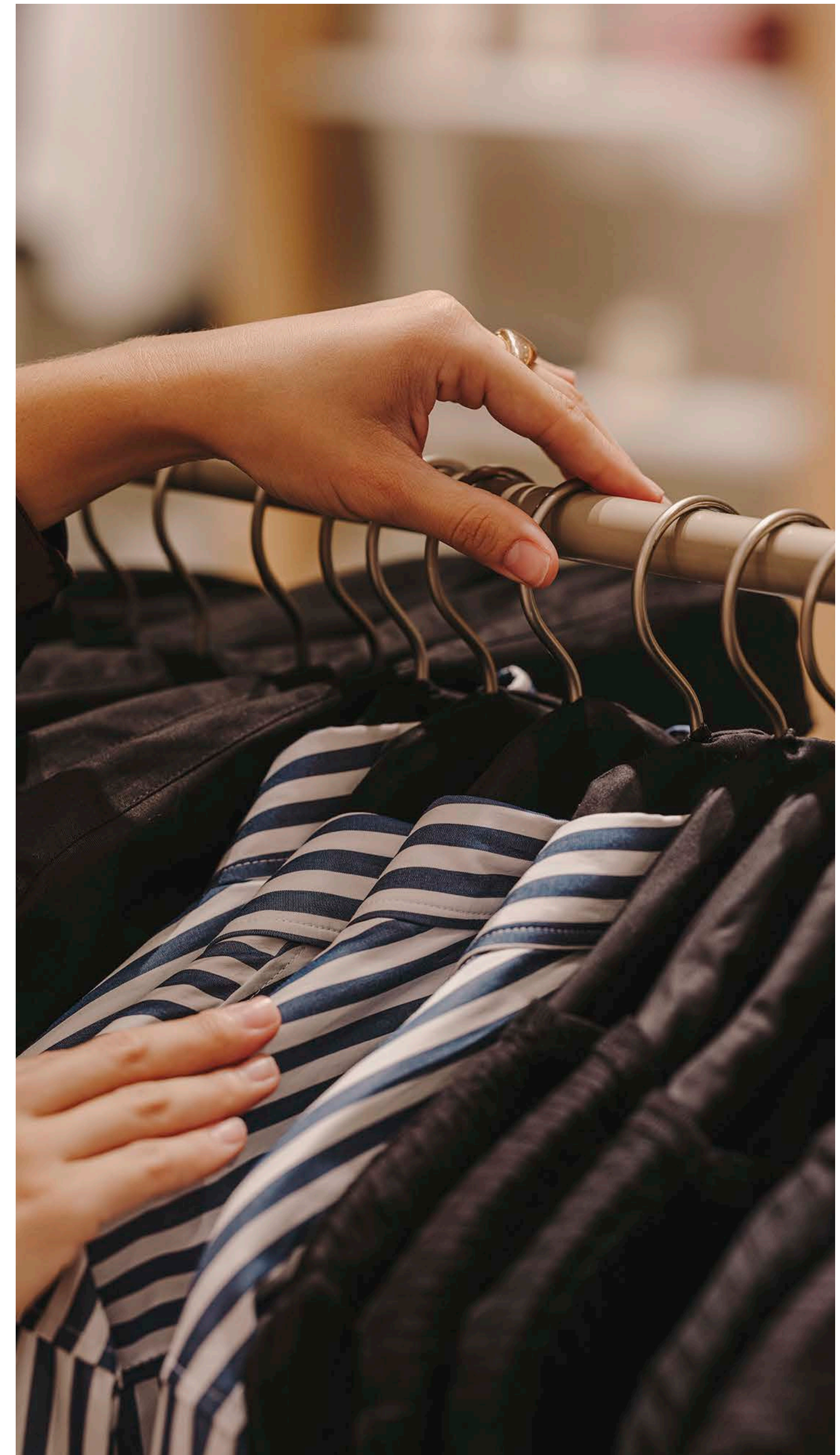
The function of internal control and compliance must be to coordinate actions and lay the foundations for the proper functioning of the Corpo-

rate Defence Model: the management of each department is responsible for implementing and enforcing risk management and internal controls to ensure compliance; the compliance function is responsible for ensuring compliance with regulations, policies and standards; internal audit is responsible for providing an objective level of oversight and assurance and advice on risk management and compliance.

Internal control and compliance and the governance bodies also analyse potential corruption risks and work to prevent risk situations from arising. Internal control and compliance have preventive and reactive control mechanisms in place to assess the situation and implement measures in those areas where necessary. Mango has a working methodology to detect non-financial risks both in terms of criminal compliance and regulatory compliance, as well as in the

area of human rights, good business practices and good corporate governance. Of particular note are the risks of corruption, bribery, fraud, money laundering, crimes against public bodies and crimes against natural resources and the environment. In order to improve and ensure the effectiveness of the internal control procedures implemented, Mango has a risk map which is updated annually and approved by the board. The risk map aims to identify, ad-intra and ad-extra, the business activities with the greatest exposure to compliance risks, in order to prioritise these risks and adopt measures to minimize their possible impact.

In addition, the risk map helps to protect the legal entity from any criminal offense. In short, the risk map aims to prevent, detect and react/respond to potential risks, adding value to the company.





5.4.1

Code of Ethics

All commitments, as well as Mango's values, are reflected in the company's code of ethics and responsible conduct and are integrated into Mango's business strategy, being included in the objectives and action plans. Mango's code of ethics contains all the principles necessary to act and make the right decisions at all times, following the values that Mango always keeps in mind in the company's commercial activity.

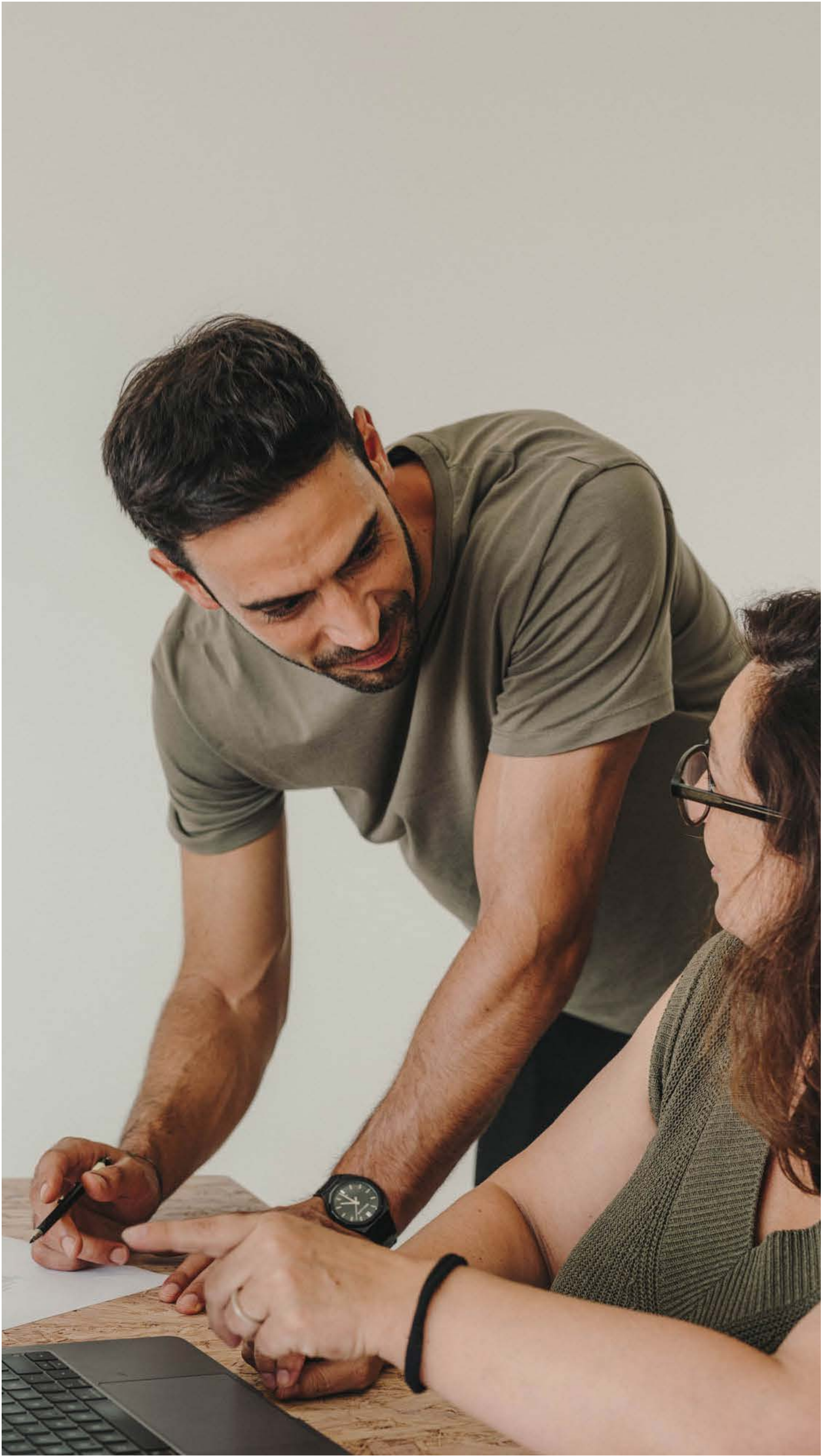
Pillars of the code of ethics

Mango's code of ethics and responsible conduct describes the principles of responsible business in terms of working conditions, health and safety, equal opportunities, professional development, relations with third parties, fair competition, intellectual and industrial property, respect for legal policies and regulations, data protection and privacy, environment and sustainability, fi-

nancial and fiscal responsibility. Transparency is the basis of the company's actions and professional relationships. All Mango employees are committed to maintaining and demonstrating ethical conduct, transparency and integrity in their daily performance, as well as in their relations with the stakeholders identified by Mango. For this reason, in the event of any situation involving unethical behaviour, non-compliance with the code of ethics or breach of the law, there is an exclusive communication channel for the proper management of any complaints, doubts or comments that may arise with respect to the company. This code of ethics provides information on the existence of the whistleblower channel and how to proceed, through which people who have a relationship with the company can report actions or situations that are contrary to the law, the code of conduct, ethical issues and internal

company regulations. In 2023, 478 queries were received through this channel, of which 92% of the cases proceeded, specifically 444 queries* (36 in 2022). Of the cases that have proceeded, 78% are customer complaints. Mango has received 6% of complaints related to unethical behaviour and they have been resolved favourably. The rest of the cases refer mostly to labour, product or customer complaints. In most cases, the resolution period is less than thirteen days. All cases were handled and resolved satisfactorily. There is also a Mango compliance committee comprising members of the management committee and the chief compliance officer,

* The increase in inquiries is due to the entry into force in 2023 of the EU directive 2019 1937 _ 20211222 Whistleblower directive. Mango has established a system that ensures confidentiality, traceability, investigation and whistleblower protection.





5.4.1. Code of Ethics

which is the highest body responsible for the proper management of compliance and ethics in the company.

Channels for receiving complaints

- Through Mango's corporate website, in the compliance section.
- Through the URL: mango.edenuncias.com
- Postal address: Calle Mercaders 9-11, Polígono Industrial Riera de Caldes de Palau-solità i Plegamans 08184 (Barcelona). To the attention of complaints channel.
- Verbally to the managers of the complaints channel or through the figure of the business partner of the department corresponding to the affected area.

Mango guarantees an effective, confidential and secure whistleblowing channel, where information is only shared with persons who are essential to carry out the investigation and resolution of the complaint. Thus the whistleblower shall be gua-

ranteed protection against retaliation as provided for in Law 2/2023, except when the report is made in bad faith.

Action protocol

When an incident is received in the complaints channel, the defined action protocol is implemented:

- Ensure that the incident falls within the framework of the code of ethics. In the event that it should not be dealt with in this channel, the reasons should be justified.
- Acknowledge receipt within a maximum period of time. The company has a seven-day period for those responsible for the whistleblowing channel (internal control and legal departments, among others) to record the incident reported for subsequent management.
- Manage the incident with the corresponding department, whose supervisor will be in charge of carrying out the investigation, writing re-

ports and communication to the respondent, complainant and member of Mango's management committee responsible for the area.

- Finalise the management of the incident received within a maximum period of three months from the acknowledgement of receipt.
- Draft the report and inform the compliance committee and, if necessary, other Mango governance bodies. In the event of having to apply any type of sanction, the company's people department will always be involved.

The aforementioned procedure, as well as information on those responsible for each area and other details, are described in Mango's whistleblowing channel manual.

Complaints are reported to the company's compliance committee.

The code of ethics applies to all Mango employees, external collaborators and business partners. Mango's code of ethics is a public document available on the company's corporate website.

Our sustainability strategy

6

- 6.1 | Our sustainable model
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6.1

Our sustainable model

Environmental and social sustainability has become an integral part of Mango's business model, which more than two decades ago launched its sustainability department (first Corporate Social Responsibility). The company sees sustainability not as a goal, but as a way to make decisions and implement projects and actions to develop the business and the product in a responsible manner and with the least possible impact on the environment. Mango is aware of the climate risks and environmental impacts linked to its activities and products and recognises the importance of taking them into account in the short, medium and long term in all the countries where it operates. Consequently, Mango works to incorporate these aspects into the company's sustainability strategy, in addition to ensuring their corresponding management and monitoring. This strategy is framed within a management system that is

centralised in the sustainability department, with final decision-making power in the sustainability committee and the management committee. Year after year, Mango advances in building a solid structure and vision of sustainability, understanding it as an intrinsic part of the organisation, leading the company towards a commitment to sustainable development. Mango annually reviews its strategic sustainability plan to update it at the pace of the industry, with ambitious commitments and projects to move forward with the transition to a more sustainable business model with a lower environmental impact.

Sustainable Vision 2030

In 2022, Mango took a further step in its commitment to the sustainability of its garments and operations with the launch of a new strategy with a 2030 horizon, with a view to incorporating new

objectives and more demanding measurement systems aligned with the main and most rigorous standards in the market. The roadmap, called Sustainable Vision 2030, aims to reduce the company's environmental and social impact and is made up of three main lines of action: Committed to Product, Committed to Planet and Committed to People, each of which sets specific goals and concrete projects for their achievement.

A more sustainable product

The sustainability strategy aligns Mango's objectives with the ambition of the most advanced operators in the industry and establishes three lines of action related to the product, the planet and people. To make a product and a collection more sustainable, the company is working on prioritising



6.1. Our sustainable model

more sustainable materials and design with circularity criteria with the aim that by 2030 these will predominate in the Mango product and that 100% of the fibres used in its garments will be of more sustainable origin or recycled. To achieve this, Mango's medium-term target is that by 2025, 100% of the cotton used will be of lower impact, 100% of the polyester used will be recycled and 100% of the cellulosic fibres will be of controlled and traceable origin. Within the framework of the Sustainable Vision 2030, Mango focuses its efforts on the fibres that give life to its collections, considering the goal of sustainability as a global one. In this sense, Mango garments now have a QR that redirects to the website, where the company provides information on the origin of the garment's manufacture and/or the type of fibres used, thus anticipating the requirements of legislators to provide its customers with information on the life cycle of their

garments. From the design point of view, Mango will continue to design products with circularity criteria in the coming years, either by generating garments that are more easily recyclable (taking into account their composition and construction), by focusing on durability or by using patterns that result in a lower volume of waste. In this sense, Mango's circular design strategy has three lines of action with the objective of contributing to closing the circle: the first, Give it back to the loop, contemplates creating garments prioritising a single type of fibre, incorporating minimal trimmings and accessories, and finishes that respect the fibre, in order to achieve greater recyclability. The second, Extended life, consists of a commitment to designing more durable garments thanks to the physical properties of the materials chosen with independent laboratories, reinforced construction of the garment and timeless design.

The third, No Waste, is focused on maximising the use of the materials used and the reincorporation of textile waste.

Commitment to Planet

The second lever of Mango's sustainability strategy focuses on implementing measures to reduce the company's impact on the planet through four axes: climate change, water and chemical management, packaging and biodiversity protection strategy. Mango plans to achieve net zero emissions by 2050. To achieve this goal, the company maintains its intermediate targets for 2030, consisting of an 80% reduction in its direct greenhouse gas (GHG) emissions of Scope 1 and 2 and a 35% reduction in its GHG emissions of Scope 3, with 2019 as the base year. These objectives have been endorsed by the

Science Based Targets initiative (SBTi). In order to optimise and reduce the use of materials and waste throughout its value chain, Mango will focus its efforts on projects for the elimination or substitution of plastic components and packaging for other materials. As members of the Fashion Pact and the UN Fashion Charter, and aligned with their respective pillars and objectives, Mango is also committed to prioritising the responsible sourcing of alternative materials and fibres with lower environmental impact, advancing in the traceability of materials of animal and plant origin as part of its biodiversity strategy.

Commitment to People

Mango's Sustainable Vision 2030 includes in its third lever the company's commitment to people. In this regard, Mango will focus its efforts in the

coming years on ensuring the well-being of the workers in the factories with which it collaborates, as well as its own employees. To this end, Mango will continue its efforts to move towards full traceability and transparency in its value chain. The company was a pioneer in Spain in publishing the list of its finished product factories in 2020, as well as the list of its fabric and trimmings factories and most of its spinning factories in 2022. In the coming years, Mango will also promote social action projects and long-lasting and traceable collaborations with world-renowned entities such as the Vicente Ferrer Foundation, Doctors Without Borders, Educo and Save the Children, with whom it has a long history of collaboration. The objective is to generate a positive impact on the most disadvantaged groups in countries around the world and contribute to the social and economic development of the countries where it operates.



6.1.1

Objectives

Sustainable Development
Goals (SDGs) guiding Mango's
Sustainable Vision 2030



01.

To end poverty in all its forms throughout the world.



02.

To end hunger, achieve food security and improved nutrition, and promote sustainable agriculture.



03.

To ensure healthy living and promote wellness at all ages.



04.

To ensure equitable and inclusive quality education and promote lifelong learning opportunities for all.



05.

To achieve gender equality and empower all women and girls.



08.

To promote sustained and inclusive economic growth, full and productive employment and decent work for all.



12.

To ensure sustainable consumption and production patterns.



13.

To adopt urgent measures to combat climate change and its effects.



17.

To revitalise global partnership for sustainable development.

6.2

Our roadmap

Mango
Sustainable Vision 2030

The Sustainable Vision 2030 was created with the purpose of reducing the company's environmental and social impact and is made up of three main lines of action: Committed to Product, Committed to Planet and Committed to People, each of which sets specific goals and concrete projects for their achievement.

Committed to *Product*

- 100% lower-impact or recycled fibres in garments
- Collection elaborated with circular design criteria

-
- 100% lower impact cotton in 2025
 - 100% recycled PES in 2025
 - 100% cellulosic fibres of origin traceable in 2025

Committed to *Planet*

- -30% greenhouse gas emissions
- -25% water impact
- Zero single-use virgin plastic by 2025

-
- -80% in scope 1 + 2* emissions
 - - 35% scope 3* emissions
 - To protect and restore biodiversity affected by its activity

* Target set considering 2019 as base year

Committed to *People*

- Working to improve employee well-being*
- Benchmarks in equal opportunity and equal pay for equal jobs
- Full transparency and traceability of the value chain

-
- Full traceability of the product value chain through the digital passport
 - 100% transparency of finished product, fabric mills and trimmings factories.*

* Mango conducts an annual review of the progress of its objectives and adjusts them accordingly.

6.3

How we measure ourselves

Measuring impact and performance is key to setting ambitious and measurable sustainability goals. Environmental and social impact can be measured in many ways, both quantitative and qualitative. With the Sustainable Vision 2030, Mango has updated its criteria and commitments, bringing them into line with the most widespread and demanding international standards in the sector. The company uses the tools of the international alliance Casmile to measure the impact of its entire activity; the EIM Score of the Spanish company Jeanologia to calculate the impact of its denim product and work towards reducing water consumption in its processes; the Zero Discharge of Hazardous Chemicals (ZDHC) standard and protocols to minimise the use of harmful chemicals throughout the production process supply chain and GHG Protocol and the

With the 'Sustainable Vision 2030', Mango updates its criteria and commitments in line with the most demanding international standards.

Science-Based Targets initiative (SBTi) criteria for calculating its environmental carbon footprint. In this way, Mango can set key KPIs and ensure the follow-up of objectives and projects, as well as having access to a baseline to measure its impact and performance in the textile sector or even in comparison with other industries in the sector. Mango also measures its sustainability performance through rankings and/or evalua-

tions according to international standards such as the Carbon Disclosure Project (CDP), the CDP Forest and CDP Water questionnaire, Casmile's Brand Retail Module (BRM) and the Textile Exchange's Materials Benchmark Survey, among others.

Fibre measurement

Mango also validates the veracity of the sustainability of all its fibres by demanding full traceability and transparency from its suppliers about the materials and processes used in the manufacture of its products. Likewise, 100% of the garments designed with circularity criteria by the company are reviewed by Mango's circularity team for validation. In this line, the garments produced as part of a strategy of increased durability are already tested and certified by accredited laboratories.

Members of Casmile

To ensure that Mango meets the highest ethical and sustainable standards, its strategic plan is constantly under review and draws on tools such as the Higg Brand & Retail Module (Higg BRM) to identify strengths and opportunities for improvement throughout its value chain. The Higg BRM measures environmental and social performance throughout the value chain. It is a sustainable performance assessment tool developed by Casmile and its technology partner, Wordly. Through a questionnaire, it evaluates all stages of the life cycle of Mango products as they pass through the company's operations, from the supply of materials to the end use of the products. In 2023, Mango participated in the first verification pilot of the new version of this tool, obtaining a result of 60.1% in environmental performance in the Higg BRM, 53.08%

in social performance and 59.2% in Good Governance. As a member of Casmile since 2020, Mango is required to respond annually to this self-assessment. The Higg Index tools are divided into Higg Product Tools and Higg Factory Tools. The Higg Index Product Tools allow Mango to measure the environmental impact of the materials used and final garments. These tools are key to measuring and setting Sustainable collection targets. Through the Higg MSI, Mango measures the impact of its materials and with the use of the Higg Product Module the company can make the best decisions when designing and prioritising materials in its final product taking into account its entire life cycle. Through the factory tools, the Higg Facility Environmental Module (FEM) and the Higg Facility Social Labour Module (FSLM), Mango assesses the environmental and social performance of the production factories

6.3. How we measure ourselves

in the supply chain. 42% of Mango's production is manufactured in factories with a completed and verified Higg Facility Environmental Module (FEM) (2022: 26.7%). On the other hand, 21% of the company's production is outsourced to factories with a completed and verified Higg Facility Social & Labor Module (FSLM) (2022: 20.3%).

In this way, factories can understand their social and environmental impacts, identify opportunities to improve the performance of their facilities; benchmark their results against other factories in the industry; and easily share tool results with brands and other partners in their value chain. In addition, they allow Mango to obtain standardised quantitative and qualitative data from factories. Through the use of the tools, Mango aims to achieve 100% of its production in factories that have performed and verified the Higg FEM and Higg FSLM by 2025.

Mango asks its suppliers for full traceability and transparency about the materials and processes used in the manufacture of its products.

Collaboration with your suppliers is key to achieving this goal. Mango aims to encourage suppliers to use these tools to move together towards a more socially and environmentally responsible and sustainable value chain.

Measuring environmental impact and strategy with the Carbon Disclosure Project (CDP)

Mango participates for the second year in the

Carbon Disclosure Project (CDP). CDP is an international non-profit organisation that guides companies in taking measures towards a more sustainable economy by measuring the environmental impact of their actions, strategies and policies. CDP is a global benchmark for carbon footprint data and its rankings show organisations and their stakeholders where they are on the path to achieving a future of at most 1.5 degrees plus. Mango uses the results of this questionnaire, not only to verify that the company is truly aligned with the rest of the industry's global stakeholders and objectives, but also in order to detect opportunities for process improvement and updating its sustainability strategy according to a recognised international standard. In 2023, Mango participated in the Water and Forest questionnaires, whose questions will enable the company to continue improving and updating its water and biodiversity strategies.

6.4

Third-party alliances

Mango is committed to building alliances with key industry stakeholders and entities.



Mango has been collaborating with Aitex since 2001. The Textile Industry Research Association is a private research and certification entity for textile articles and materials that aims to generate technological knowledge and transfer it to companies.



Mango has been a member of the association since 2017. Amfori, Trade with purpose is an association that offers comprehensive commercial, social and environmental services to improve the resilience and sustainability of the global sourcing strategy.



Since 2018, Mango has been a member of Better Cotton, which aims to help cotton communities survive and thrive while protecting and restoring the environment. This initiative aims to transform global cotton production.



In 2021, Mango joined this initiative. Canopy is an organisation that works with major forest industry consumers and suppliers to develop solutions that protect forests.



In 2006, Mango signed a collaboration agreement with ESCI-UPF creating the Mango Chair of Corporate Social Responsibility. The main objective of this chair is to generate knowledge about the sustainability of economic and business activity.



Mango signed in 2018 a pioneering agreement with the CCOO General Secretariat of Industry whereby the company committed to strengthen and protect the rights of workers who make the company's products around the world.



Mango is a member of CDP from 2022. CDP is an independent, non-profit organisation with the world's largest database of corporate climate change information.



Mango joined the Ellen MacArthur Foundation Network in 2022, which brings together companies, policymakers, innovators, universities, cities, philanthropic organisations and thought leaders to build and scale a circular economy.

6.4. Third-party alliances



Mango has been a member of the Fashion Social Forum since 2018. This platform was formed in defence of the fundamental rights of workers in the textile industry.



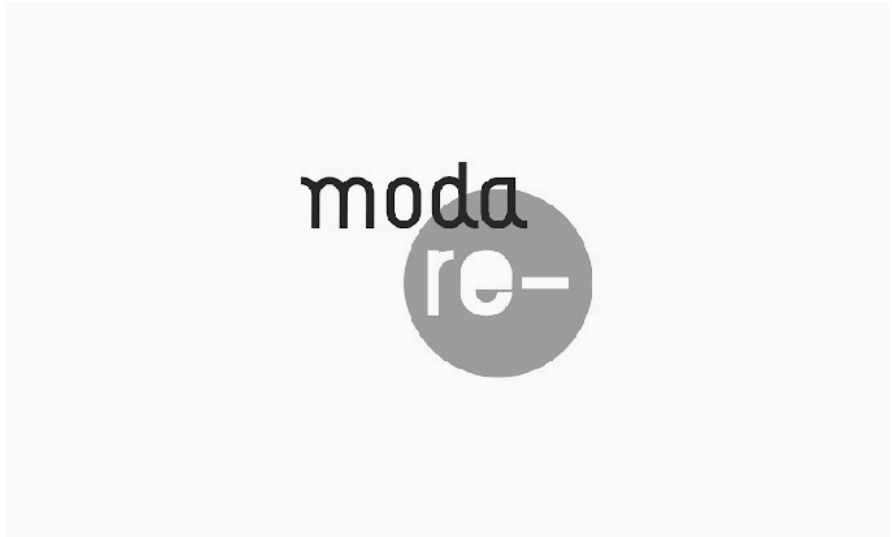
Mango joined the Fur Free Alliance in 2021, a coalition of more than 55 organisations whose goal is to end the exploitation and killing of animals for fur.



In 2022, Mango established a collaborative partnership with I:CO, a company specialised in providing solutions for the collection, reuse and recycling of used clothing and footwear.



Mango has been a signatory to this international agreement since 2021, although it had already joined the Bangladesh Accord in 2013. The International Accord for Health and Safety in the Textile and Garment Industry is a binding agreement that aims to make factories safe.



Mango has been collaborating with Moda-re since 2015. This entity, which depends on Caritas and Koopera, carries out the integral management of used clothing (collection, sorting, reuse, recycling, social donation and sale).



Mango has been a member of the Spanish Global Compact Network since 2003. This network groups together the Spanish entities adhered to the United Nations Global Compact, which is the largest voluntary corporate social responsibility initiative in the world.



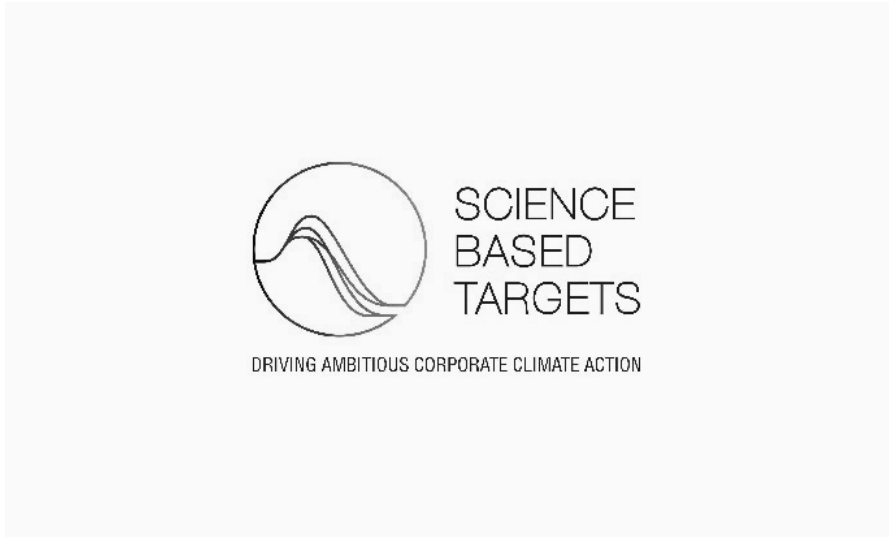
Mango has been a member of Respon.cat since 2014. This is an organisation that aims to involve the companies and business organisations most committed to Social Responsibility, with the objective of promoting a qualitative and quantitative leap in CSR in Catalonia.



Mango has been collaborating with the Zero Discharge of Hazardous Chemicals program since 2021. This is a collaborative industry effort committed to eliminating harmful chemicals from the supply chain.



In 2023, Mango joined ReHubs, a partnership that aims to create a synergistic collective based on recycling centres in Europe to recycle textile waste and industrially expand the collection, sorting, processing and recycling of pre-consumer and post-consumer materials.



Mango has been working with the Science Best Targets initiative (SBTi) since 2022. The initiative defines and promotes best practices in emissions reduction and zero emissions targets in line with climate science, offering different resources to the private sector.

6.4. Third-party alliances



Mango has been working with Sedex since 2018. Sedex is an organisation that provides an online platform for companies in the industry to manage and improve working conditions in their global supply chains.



Mango joined Cascade in 2020, a leading organisation in the textile sector that aims to promote good practices in the supply chain and measure the environmental and social impact of brands.



As of 2023, Mango is a member of Textile Exchange, a global non-profit organisation that drives positive impact in the environment and the textile and fashion industry, focusing on the fibres and materials used. The company is one of the benchmark organisations in the adoption of lower-impact materials.



Mango has been part of the Fashion Pact since 2019. The Fashion Pact is a global pact signed by numerous fashion and textile companies, which aims to collectively drive environmental sustainability in the sector.



Since 2023, Mango has been a member of The Microfibre Consortium, a private organisation working to achieve zero impact of fibre fragmentation from textiles to the environment. TMC connects and translates in-depth academic research with the reality of commercial supply chain production.



Mango signed the Fashion Industry Charter for Climate Action in 2020. The charter aims to bring the fashion industry to zero net emissions by 2050, in line with keeping global warming below 1.5 degrees.



Committed to *Product*

7

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- 7.2 | Mango's lower impact fibres
- 7.3 | Uses and objectives of lower impact fibres
- 7.4 | Circular Economy
- 7.5 | Product Safety

7.1

2023 Milestones

Mango works garment by garment towards a more sustainable and responsible fashion future, encouraging the use of materials and production processes with a lower environmental impact in its collections. In relation to the use of sustainable fibres, Mango has redefined its supplier portfolio in recent years, identifying and focusing on those partners with established recycling structures and circuits, which allow the company to increase the percentage of recycled fibres in its garments. In this line, Mango has also focused on the materials with which the company manufactures its products, maximising the use of those materials with less impact on the environment.

Sustainable fibres

Mango has made progress in incorporating lower-impact alternative fibres in its garments.

At the end of the year, 16% of the fibres used in the company's collections are recycled. In 2023, 95% of the cotton used by Mango in its garments is already of lower impact. The company is also committed to increasing the use of recycled polyester to reduce pressure on non-renewable resources and, in turn, contribute to a circular economy by reducing textile waste. In 2023, 41% of the polyester used by the company in its garments is recycled. With regard to the use of cellulosic fibres, Mango recognises the importance of ensuring the traceability of the origin of the cellulosic man-made fibres (viscose, lyocell, modal, etc.) used in all its collections. In 2023, 74% of the cellulosic fibres Mango uses in its garments is of traceable origin.

Recycling Box

In order to contribute to the reduction of textile

waste and promote the circular economy in the textile industry, in 2023, Mango has redesigned its Recycling Box project containers. The redesign is based on the reuse of the existing structure, introducing a new decorative material that contains the communication and is made from 100% PET felt, with a 60% recycled PET content. The Recycling Boxes are present in 100% of Mango's corporate stores in 19 countries.

Circular economy

In 2023, Mango has continued to promote the incorporation of circular design in its collections, applying the three circular design strategies defined in the previous year (Give it back to the loop, Extended life and No waste). These strategies will help the company to continue working in line with the objectives esta-

blished in terms of garments designed with circularity criteria. Give it back to the loop aims to create garments prioritising a single type of fibre, with minimal trimmings and accessories, and fibre-friendly finishes, in order to achieve greater recyclability; Extended life is committed to designing more durable garments thanks to the use of selected materials with physical properties chosen by independent textile laboratories, the reinforced construction of the garment and timeless design; No waste is focused on maximising the use of the materials used and the reincorporation of textile waste. In 2023, Mango has also taken a further step on its path towards sustainability with the launch of its first denim collection designed with circularity criteria, with the aim of making its garments more easily reusable and recyclable after their useful life, thus promoting the product's second life.



7.1. 2023 milestones

COMMITTED TO PRODUCT

Objectives

Mango's sustainability strategy aligns the company's objectives with the ambition of the most advanced operators in the industry.

With the aim of making a more sustainable product and collection, Mango works to prioritise more sustainable materials and design with circularity criteria so that by 2030 these will predominate in the Mango product and 100% of the fibres used in its garments will be of more sustainable origin or recycled.

To achieve this, the company has an intermediate goal that by 2025, 100% of the cotton used will be of lower impact, 100% of the polyester used will be recycled and 100% of the cellulosic fibres will be of controlled and traceable origin. Within the framework of the Sustainable Vision 2030, Mango focuses its efforts on the fibres that give life to its collections, considering as global the goal of sustainability as a company.

In this sense, Mango garments already have a QR that redirects to the website, where the company provides information on the origin of manufacture of the garment and / or the type of fibres used, thus anticipating the requirements of legislators to bring the garment closer to its customers

with information on the life cycle of its garments.

From the design point of view, Mango will increase over the coming years the design of products with circularity criteria, either by generating garments that are more easily recyclable (taking into account its composition and production), betting on durability or using patterns that result in a smaller volume of waste.

Circular design consists of designing the garments of a collection in such a way that the useful life of the garment is extended as much as possible and that it can be fully recycled after use. In other words, designing garments with durability in mind, thinking not only of their first use but also of their end of life.

The company understands that eco-design is not static, but is in constant transformation. For this reason, Mango will continue to train its design and purchasing teams and to learn together with its suppliers and partners throughout the value chain.

In addition, Mango will continue to advance in the traceability and minimisation of textile waste, identifying and promoting key suppliers in terms of circularity, with recycling circuits and responsible waste management.

COMMITTED TO PRODUCT

Key alliances

Aitex

Since 2001, Mango has been a member of the Asociación de Investigación de la Industria Textil (Aitex), a non-profit organisation for research and certification of textile articles and materials, which aims to generate technological knowledge and transfer it to companies.

Better Cotton

Since 2018, Mango has been a member of Better Cotton, an entity whose goal is to help cotton communities survive and thrive while protecting and restoring the environment. This initiative aims to transform global cotton production based on the three pillars of sustainability: the environment, the social factor and the economic factor.

Ellen Macarthur Foundation

In 2022, Mango joined the network of the Ellen Macarthur Foundation, an international charitable organisation

company committed to the creation of a circular economy, an economy that eliminates waste and pollution, circulates products and materials, and regenerates nature

Jeanologia™

A company that transforms the textile industry by developing technologies that improve productivity, reduce water and energy consumption and eliminate waste and emissions. Mango collaborates with suppliers who use these technologies to reduce the impact of washing and finishing processes for denim production.

Materra

Mango is partnering with Materra, a British-Indian company specialising in designing regenerative cotton growing and sourcing solutions, with the goal of starting to use cotton from regenerative agriculture in retail product for the first

7.1. 2023 milestones

COMMITTED TO PRODUCT

Key alliances

time in 2024. The alliance with Mattered will help the company to accelerate its journey to make 100% of the fibres they use more sustainable by 2030.

ReHubs

In 2023, Mango joined ReHubs, a partnership that aims to create a synergistic collective based on recycling centres in Europe to recycle textile waste and industrially expand the collection, sorting, processing and recycling of pre-consumer and post-consumer materials.

Textile Exchange

Mango became a member of Textile Exchange in 2023, a non-profit organisation focused on promoting, in the textile industry, a positive impact on the environment, focusing on the fibres and materials used. Textile Exchange is one of the leading organisations in the adoption of lower impact materials.

The Microfibre Consortium

Mango has been a member of The Microfibre Consortium since 2023, a private organisation working to achieve zero impact of fibre fragmentation from textiles to the environment. TMC's work is to connect and translate in-depth academic research with the reality of the production of the commercial supply chain.

Association for Textile Waste Management

In 2023, Mango joined Decathlon, H&M, IKEA, Inditex, Kiabi and Tendam in the creation of the Association for the Management of Textile Waste, with the aim of managing textile and footwear waste generated in the Spanish market through a Producer Responsibility Organisation (PRO). Partner companies are working on the PRO operational, financial and data model for the management of of textile and footwear waste in the Spanish market.



7.2

Mango's lower impact fibres

Due to the extensive use of natural materials and resources in the production of its collections and the impact they have on the environment, Mango aims to make 100% of the materials used in its garments more sustainable and with a lower environmental impact by 2030. To achieve this goal, Mango is working on the definition of a materials strategy aligned with the company's strategy, taking into account the environmental impact of its productions in terms of emissions, water use, chemical use, land use and impact on biodiversity, among others.

The use of fibres in Mango's collections are classified on the basis of the following typologies: recycled, organic or regenerative fibres; preferred fibres according to Textile Exchange; and innovative fibres.

Recycled fibres are those, natural, synthetic or artificial, that come from a previous recycling process. Being the raw material for this pro-

cess, textile waste or of another origin. On the other hand, organic and regenerative fibres are those natural fibres that come from a crop or farm that follows organic or regenerative farming practices.

Preferred fibres according to the Preferred Fibre and Materials Matrix developed by Textile Exchange include all those trademarks of cellulosic fibres, materials that meet animal welfare standards or other fibres such as Better Cotton. Finally, innovative fibres are all recently created fibres that can replace other fibres in use, such as circulose®, infinna, among others.

In order to move towards the goal of 100% more sustainable materials in its garments by 2030, Mango prioritises the use of materials obtained from more sustainable sources, basing its choice on their impact on the environment (CO2 emissions, water footprint, use of non-renewable resources, impact on biodiversity, among others). One of the tools used by Mango to select materials for its products is the aforementioned Textile Exchange Preferred Fibre and Material Matrix (PFMM). In relation to the use of lower impact fibres in its products, Mango has intermediate objectives that prioritise the use of more sustainable alternatives for the three most used fibres in its collections. The company aims that by 2025, 100% of the cotton used will be of lower impact, 100% of the polyester used will be recycled and 100% of the cellulosic artificial fibres (viscose, lyocell, modal, etc.) will be of controlled and traceable origin. Mango also drives the use of lower-impact materials by exploring innovative materials. In 2023, Mango

has launched two collections in which innovative materials have been used in its garments. On the one hand, on the occasion of World Oceans Day, Mango is launching a T-shirt and pants made from a blend of algae and wood cellulose, with cotton. The profits from the sale of these garments will be donated to the Vellmarí Association, an organisation led by marine biologist Manu San Félix, to promote a pioneering Posidonia replanting project. On the other hand, Mango presents the Beyond collection, in which the company explores and tests new techniques, fibres and materials. For this collection, Mango has focused on the use of recycled, pre-consumer and post-consumer materials, highlighting cotton, polyester and recycled acrylic. In order to prioritise the use of fibres with a high

In 2024, Mango will include regenerative cotton in its collection with Materra, a British-Indian company specialised in designing solutions for the cultivation and sourcing of regenerative cotton.

Collective promotion of the use of lower impact materials

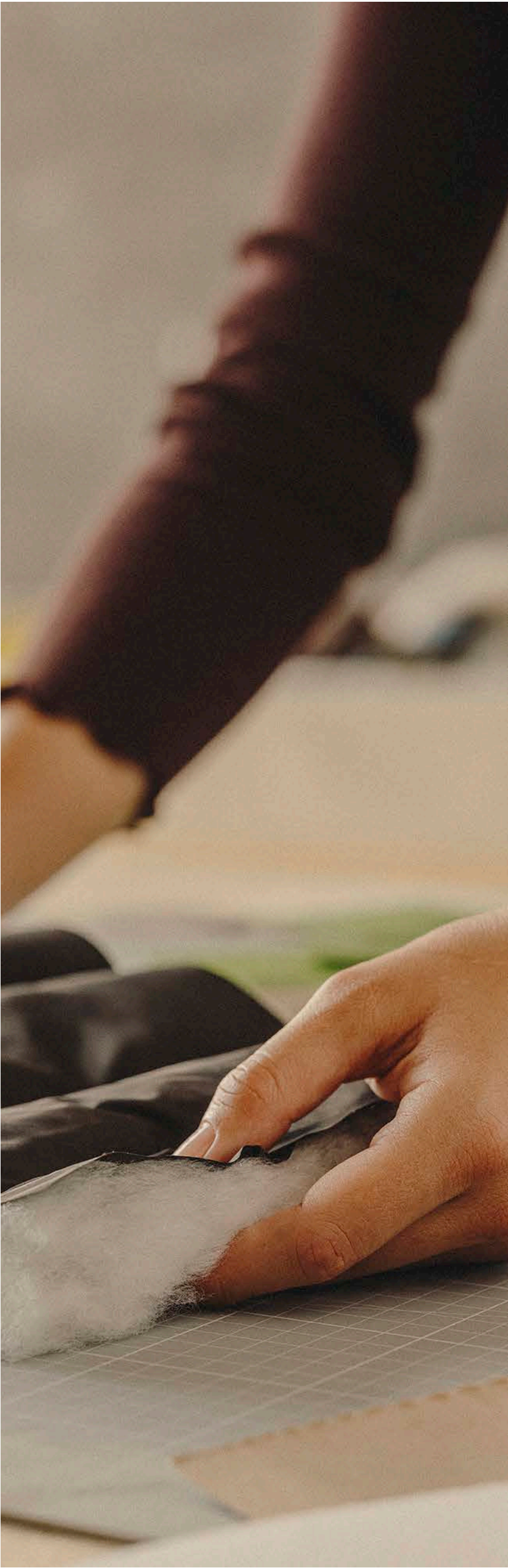
In the use of lower-impact materials, collaboration with other companies in the sector is also very important. Since 2023, Mango is a member of Textile Exchange, one of the most relevant organisations in the sector in terms of lower impact materials, with the aim of promoting initiatives and coalitions in this area.

Internally, Mango has also carried out, during the last fiscal year, different training programs

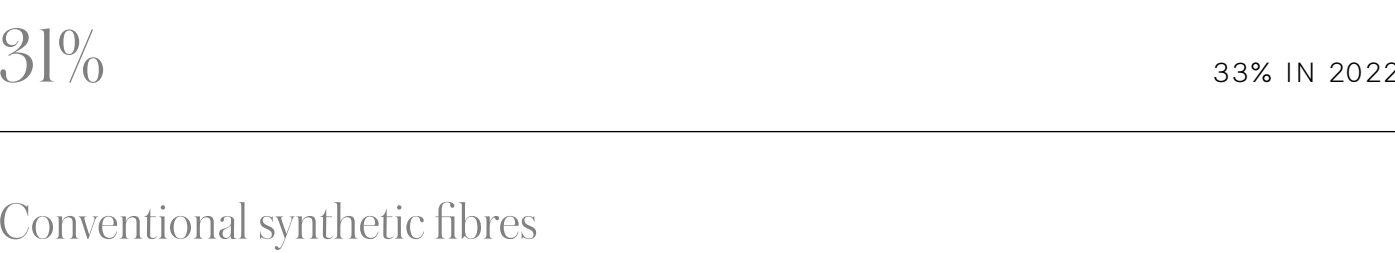
for its employees. The aim was to analyse the main barriers to including lower-impact materials in the garments of their collections. Thanks to these trainings, it is possible to analyse production processes in order to incorporate the maximum percentage of lower-impact materials in each garment, without compromising the quality and identity of the product. This analysis has enabled Mango to make progress in the use of lower impact fibres, thus improving the 2022 results.

Production traceability

Mango is aware that traceability is a key pillar for working and achieving its sustainability objectives. Both the traceability of materials and the verification of the origin of sustainable materials, together with the increasingly demanding legal and international reporting context in terms of transparency and traceability, has led to the need to find a tool to support and manage all this information by Mango. This tool, in addition to responding to the annual environmental and social reports, should also facilitate the transfer of this data to suppliers, unifying the communication channel with Mango. In 2023, the company has worked on locating a tool that meets all the aforementioned requirements, with the aim of implementing it in the coming years and thus facilitating the verification of the chain of custody of sustainable materials and the traceability of the company's value chain, as well as the efficiency of data management processes in Mango's sustainability area.



Sustainable fibre use by 2023



* The percentage of recycled fibres is obtained from the total fibres used in Mango.





7.3

Uses and objectives of lower impact fibres

Sustainable cotton

Mango considers organic, recycled and more sustainably sourced cotton such as Better Cotton, in-conversion and regenerative cotton, among others, to be more sustainable cotton. By the end of 2023, 95% of Mango's cotton is more sustainable and/or supports more responsible cotton options. In line with this goal, Mango has been part of Better Cotton since 2018 to strengthen its commitment to support more sustainable cotton cultivation on a global scale. As a member of Better Cotton, Mango supports the reduction of the environmental impact of growing this fibre and contributes to a business model that promotes the use of more sustainably sourced fibres. By joining this initiative, the company is committed to supporting best practices within the cotton sector and promoting the sourcing of more sustainably grown cotton. Mango's next

steps to reduce the company's environmental impacts of cotton in production include expanding and incorporating the use of recycled, organic, in-conversion and regenerative cotton into the more sustainable cotton qualities currently being used by the company. All of these options are aligned with Mango's sustainability strategy due to their lower environmental impact, be it through reduced water use, lower associated emissions, less use of pesticides, better soil management or improved biodiversity thanks to good practices in the cultivation phase. In line with the objectives set, Mango is also participating in the 2025 Sustainable Cotton Challenge of the non-profit organization Textile Exchange, which aims to commit brands to using 100% cotton from more sustainable sources by 2025.

Types of cotton

We find different types of cotton. On the one

hand, there is organic cotton, which is grown without the use of chemicals or genetically modified seeds, thus protecting the environment, promoting biodiversity and the well-being of the soil. On the other hand, we have recycled cotton, which is made from textile waste that is regenerated into this new cotton fibre. This reduces the use of natural resources and promotes the circular economy. At the same time, there are other types of cotton, such as Better Cotton, grown by farmers who participate in an initiative to improve their working conditions and use more environmentally friendly practices; in-conversion cotton, grown organically but not yet certified as such, as it is in the process of changing from conventional to organic; and regenerative cotton, a type in which more advanced cultivation practices are used to improve soil quality and promote biodiversity, beyond standard organic agriculture.

COMMITTED TO PRODUCT

100%

OBJECTIVE

This is the percentage set by the company as a target for more sustainable cotton in 2025.

95%

2023

This is the percentage of Mango cotton that is more sustainable and/or supports more responsible cotton choices (2022: 93%).

7.3. Uses and objectives of lower impact fibres

Regenerative cotton

As a global fashion company, Mango has a clear mission: to contribute to creating a fairer society and to reduce the impact of the fashion industry on the environment. To this end, Mango is partnering with Mattered, a British-Indian company specialising in designing regenerative cotton sourcing and cultivation solutions, with the aim of moving towards a more environmentally and human-friendly fashion industry and starting to use, for the first time, cotton from regenerative agriculture in products for sale in 2024. The partnership with Mattered will help the company accelerate its path to

making 100% of the fibres it uses more sustainable by 2030. Thanks to the incorporation of this type of fibre in its collections, Mango reaches a milestone in its sustainability strategy by using cotton grown through regenerative agriculture practices for the first time, generating a positive environmental impact for the territory, biodiversity and the people who grow it. Cotton is currently the most widely used natural fabric in the fashion industry. Fibres from regenerative agriculture have a positive impact on both the environment and the farmers who grow them by incorporating local knowledge and with its contextual and results-based approach, based on the principles of restoring biodiversity, reducing resource use (including the use of synthetic inputs) and improving farmers' livelihoods and well-being. In addition, results-based incentives and long-term risk-sharing partnerships help support farmers

in the transition to generative practices. Mango will also have full traceability of its cotton value chain, from seed to garment. To this end, farmers in India will collect soil and crop data through Mattered's digital platform, called Co:Farm, which will provide unprecedented levels of transparency and allow Mango to monitor the evolution of indicators such as fertility, soil health, nutrient quantity, water use, machinery and pesticides, plot size used, among others. Based in London (UK) and Ahmedabad (India), Mattered helps farmers implement a climate-resilient system for cotton cultivation. The company designs customised crop and sourcing programs, as well as mobile/web applications that provide agronomic support to farmers while collecting real-time raw material extraction level impact data in the process, thus providing brands with the opportunity to access truly traceable raw materials.

Mattered project

COMMITTED TO PRODUCT

286.62

Hectares used

549

Farmers involved

Description of practices adopted by farmers

100%

Of farmers use non-GMO seeds

96.6%

All nutrients are natural (non-chemical).

87.8%

Of the pesticides used are bio-based.



7.3. Uses and objectives of lower-impact fibres

Recycled polyester

Polyester is one of the most widely used fibres in the fashion industry and is derived from petroleum, a non-renewable resource. In order to reduce pressure on non-renewable resources and, in turn, contribute to a circular economy by reducing both packaging and textile waste, Mango is committed to increasing the use of recycled polyester in its collections. In 2023, 41% of the polyester in Mango garments is recycled polyester. In addition, Mango is also participating in the 2025 Recycled Polyester Challenge of the non-profit organisation Textile Exchange and the UN Fashion Industry Charter for Climate Action, which aims for brands to commit to the use of 100% recycled polyester by 2025.



7.3. Uses and objectives of lower-impact fibres

Cellulosic fibres

Mango recognises the importance of ensuring the traceability of the origin of the cellulosic man-made fibres (viscose, lyocell, modal, etc.) used in its collections. In 2018, Mango took a first step towards controlling the origin of its cellulosic man-made fibres, such as lyocell, modal or viscose, by signing a tailoring agreement with Lenzing. Lenzing cellulosic man-made fibres, such as Tencel™Lyocell or Lenzing EcoVero™, are sourced from responsibly managed forests and their production processes are more environmentally friendly compared to the conventional production processes of these fibres. Mango works closely with its suppliers to ensure that these fibres do not contribute to deforestation or illegal lo-

gging. By 2021, Mango formalised its cellulosic man-made fibre, paper and packaging policy in line with the criteria of the international Canopy initiative. By 2023, 74% of Mango's man-made cellulosic fibres are of controlled origin through traceability certificates such as Stewardship Council (FSC), or trademarked fibres such as Tencel™Lyocell, Livaeco™ or EcoTang®, among others. The company's target for the use of cellulosic fibres in its products is that 100% of cellulosic man-made fibres will be of controlled origin by 2025. In parallel, and in line with the company's circular economy objectives, Mango is working to launch the production of garments with cellulosic man-made fibres from cellulose-rich textile waste (such as cotton) and other waste, such as agricultural waste. In 2023, the company has acquired 28,000 units that include viscose made from Circulose® (Renewcell) pulp, itself made from pre- and post-consumer textile waste.

COMMITTED TO PRODUCT

100%

OBJECTIVE

This is the percentage set by the company as the target percentage of man-made cellulosic fibres of controlled origin in 2025.

74%

2023

This is the percentage of Mango man-made cellulosic fibres of controlled and traceable origin in 2023 (2022: 65%).

Certifications

Mango works with the most recognized certifications in the industry. All Mango garments that contain more sustainable materials or are manufactured using lower impact production processes are verified by external entities. These entities grant the corresponding certificates according to international standards that accredit their traceability and more sustainable characteristics. The certifications provide security and safety, in addition to allowing a better measurement of the real environmental impact of the materials and processes used. The most commonly used certificates for more sustainable fibres are the Global Organic

Textile Standard (GOTS), Organic Content Standard (OCS), Global Recycled Standard (GRS), Responsible Wool Standard (RWS), registered trademark of Lenzing, FSC®, and European Flax®, among others. In the case of production processes with lower environmental impact, these can be water saving, energy saving, use of renewable energies, less use of chemicals, etc. For example, the production of denim with lower environmental impact has EIM (Environmental Impact Measuring) reports from Jeanologia® or leathers with lower impact tanning processes follow the Leather Working Group (LWG) certification standards.

7.3.1

Microfibras

In response to the growing environmental challenges linked to microfibre shedding in the textile industry, Mango has joined The Microfibre Consortium (TMC) in 2023, with the aim of collaborating with experts to drive positive change in the value chain.

The Microfibre Consortium brings together organisations with the aim of achieving zero impact on the fragmentation of textile fibres in the natural environment by 2030, under the Microfibre 2030 commitment.

TMC membership represents a key milestone in Mango's commitment to environmental sustainability as the company will begin using the resources, guidelines and expertise provided by TMC in 2024 to contribute to the mitigation of environmental impacts related to the disposal of microfibras in the textile industry. During the next fiscal year, Mango will begin to perform

the first analyses of some of its fabrics using TMC's designated laboratories and following its methodology.

These analyses will provide the company with the first indicators of microfibre shedding in its fabrics, considering different compositions and processes.

In the coming years, Mango will actively collaborate with The Microfibre Consortium and other signatories to strengthen global alignment in the textile industry, participating in working groups and forums to discuss and contribute to creating best practices in the sector. At the same time, the company will help increase the TMC database by providing test results of its fabrics, thus contributing to industry-wide data collection, and will adapt its actions as TMC's knowledge and guidelines on microfibre fragmentation reduction measures evolve.



7.4

Circular economy

Promoting a circular economy model implies a change in the way Mango's activity is approached and managed throughout its value chain. With this premise, in 2020, the company set up a working team with the aim of identifying all the company's circular economy opportunities. This team has been working, over the years, to lay the groundwork for implementing circular economy criteria in the company with a special focus on its collection, focusing on three priority blocks: circular design, textile waste management and projects to reincorporate such waste. Mango's goal in textile waste management is that no textile waste derived from its activity ends up in landfills or incineration, promoting reuse and recycling. Mango is aware that traceability is a key pillar for working towards and achieving its sustainability objectives, both throughout its

supply chain and with the materials used in its products and also at the end of life of its garments. Mango has therefore begun to monitor and control textile waste generated throughout the value chain. This allows the company to have traceability and transparency of its textile waste, ensuring responsible waste management and compliance with the waste hierarchy. The company distinguishes three types of textile waste depending on where it is generated: post-industrial waste, corresponding to production scraps and other waste left over after manufacturing; pre-consumer waste, garments that do not reach customers due to quality or product safety problems; and post-consumer waste, which refers to garments discarded after having been worn and which customers deposit in the Recycling Boxes that the company has distributed in its stores.

Post-industrial waste

Mango aims to implement actions to reduce the generation of waste and remnants associated with the production of its products, destining them to other uses, recycling and, in no case, to incineration or landfills. To this end, in 2022, Mango began working with its suppliers to establish responsible post-industrial waste management circuits. In 2023, Mango has proceeded to analyse, certify and collect evidence of post-industrial waste management from its main suppliers. The company has consulted its suppliers of finished garments by ori-

gin of production, the destination they give to the waste from Mango's productions to analyse responsible management. In order to have traceability and transparency of its textile waste, in 2023, Mango has redefined this procedure in collaboration with its main suppliers by signing an agreement that establishes the prohibition to send textile waste derived from its productions to landfills or incineration. Throughout the last fiscal year, Mango also conducted an analysis of the management of textile waste by its main suppliers, those suppliers that produce 39% of the company's total production volume. In the analysis carried out, a distinction was made between the volume produced by those suppliers who use the cutting waste for reuse or recycling (82% of the total analysed) and the volume produced by suppliers that the company has identified as not managing their textile waste responsibly or who have not yet given the company visibility of their textile waste management (18% of the total analysed). These percentages refer to the purchase volume in units represented by the suppliers over the total purchase volume in Mango. With the aim of advancing in the implementation of this new model, in 2024, Mango will continue to analyse the management of production waste from its supplier portfolio and hold follow-up meetings and improvement plans for those suppliers it has identified that do not currently manage production waste responsibly. In this line, Mango continues to work on its supplier portfolio, identifying and focusing on those suppliers with established recycling structures and

circuits, which allow the company to increase the percentages of recycled fibres. Mango has also defined circular design criteria to start designing No waste models, which allow the company to minimise cutting waste and convert it back into fabric, as well as continuing to promote the use of 3D design technology to reduce the number of samples generated and the optimisation of patterns.

Pre-consumer waste

Mango's objective is to provide a responsible outlet for its unsaleable stock, i.e., those defects and stock with quality or product safety problems, always complying with the waste hierarchy in which priority is given first to the reuse of garments, followed by recycling (upcycling or downcycling) and, finally, that which cannot be used for these purposes is destined for electric cogeneration. Mango's main partner in the management of pre-consumer waste is Formació i Treball, an NGO that uses these garments for charity sales and recycling. In line with the company's circular economy strategy, Mango is committed to ensuring responsible management of all stock with quality or health problems, to ensure its reuse or proper recycling and to prevent it from becoming textile waste. By 2023, Mango has earmarked nearly 70% of its waste for reuse, followed by recycling and, finally, cogeneration of electricity. Mango classifies as unsaleable stock those garments that present quality and/or chemical pro-

blems or pose safety issues for consumers. Therefore, Mango does not have unsaleable stock for commercial reasons since unsold stock in season in Mango stores is subsequently sold in the company's outlet stores. In addition, Mango has an agreement with Co-leo Recycling through which they manage the unsaleable and non-reusable stock for direct recycling, as well as the management and recycling of all textile waste from the company's central offices (semi-finished garments, fabric flags, etc.).

Post-consumer waste - Recycling Box

With the aim of contributing to the reduction of textile waste and promoting the circular economy in the textile industry, in 2015, Mango launched the Recycling Box project as a pilot project, with the placement of textile collection containers in the main cities of Spain, so that consumers would not have to travel to municipal and/or local containers. Any citizen, not only the company's customers, can deposit textiles and footwear of any brand in the Recycling Box containers and, in this way, help to close the circle of textile waste. With this premise, Mango currently has Recycling Boxes in 100% of its corporate Mango stores in 19 countries (Andorra, Austria, Belgium, Croatia, Denmark, France, Germany, Hungary, Ireland, Italy, Luxembourg, the Netherlands, Poland, Portugal, Spain, Switzerland, Turkey, the United Kingdom, the United States and the United States). In ad-



7.4. Circular economy

To promote the circular economy, Mango currently has Recycling Boxes in 100% of its corporate Mango stores in 19 countries.

In addition, all franchised stores in these countries offer a collection service for used clothing, whether or not they have a physical container. In this way, and in line with the Sustainable Development Goal of responsible consumption (SDG 12), Mango extends its responsibility as a producer of textile waste and offers its customers the possibility of giving a second life to their used clothing and footwear. For Mango, it is very important to be able to guarantee the traceability and trans-

parency of all textiles and footwear deposited in the Recycling Box containers, in order to ensure that they are given a second chance. In line with this purpose, everything collected in Spain and in neighbouring countries such as France, Italy and Portugal is donated and processed at the Koopera recovery and recycling centre. Koopera is part of Moda Re-, a group of cooperatives of social initiative and non-profit labour insertion companies promoted by Caritas. As mentioned above, Mango does not directly process the products deposited in the Recycling Box containers in its stores, but they are only collected at its points of sale and delivered to Moda Re-. At Moda Re- plants, waste is always classified in compliance with the waste hierarchy in which priority is given first to reuse and, if this is not possible, to recycling (upcycling or downcycling) to convert it back into raw material and, finally,

7.4. Circular economy

that which cannot be used for these purposes is destined for electric cogeneration. Most of the textile waste deposited in Mango's containers is destined for reuse, with a small part remaining in Spain to give a new life to the garment, and the rest is exported, being previously classified for reuse or recycling, as will be stipulated by future European regulations, which will not allow the export of unsorted textile waste. The Recycling Box project not only ensures the correct management and recycling of textile waste, but also contributes to the creation of jobs by making a sustainable and solidarity-based economy a reality. As well as providing employment for socially excluded groups and dignifying the way in which those who need clothes receive them, Koopera is linked to caring for the environment by promoting the maximum use of all raw materials. Mango also collaborates with I:CO, a global solutions provider for the collection, reuse and recycling of used clothing and footwear, to improve the collection of garments from its customers in Europe. In partnership with I:CO, Mango manages locally the garments collected in its Recycling Box containers, where consumers deposit their unused garments to give them a second life. The agreement with I:CO covers the markets of Austria, Belgium, Croatia, Germany, Hungary,

Luxemburg, the Netherlands, Poland, Switzerland and Turkey. I:CO is responsible for the proper management of the clothing collected in these countries, following the waste management hierarchy: reuse, recycling (garments can be transformed into textile fibres) or energy recovery. The objective of the agreement with I:CO is to manage textile waste collected in each country through a local partner. Thanks to this alliance, Mango can process it locally, thus reducing its carbon footprint and optimising reverse logistics. Understanding the importance of Mango's extended responsibility as a producer of textile waste, in 2023, the company's in-store architecture teams have designed a new Recycling Box. The redesign of the containers is based on the reuse of the existing structure incorporating a new decorative material including communication, made from 100% PET felt, with a 60% recycled PET content. In 2019, the Recycling Box project joined Mango's customer loyalty program, Mango likes you. As part of the Mango likes you program, customers who deposit their used clothing in Recycling Box containers receive likes to accumulate in their account and redeem for movie tickets, discounts or donate to social action projects. By the end of 2023, Mango likes you is available in 16 countries where the company operates.

Our project for in-store textile recycling 2023

COMMITTED TO PRODUCT

19

Countries with Recycling Box 18 IN 2022

140t

Tons collected in 2023 97 IN 2022

778

Containers Recycling Box 781 IN 2022

Destination of collected garments/footwear*

* Includes collection data from Koopera and I:CO.

90%

Reuse

6%

Recycling for new functions and materials

4%

Energy recovery

7.4.1

Circular design

The circular economy is a production and consumption model opposed to the classic throwaway model. The objective of the circular economy is to extend the life of products as much as possible, introducing measures such as recycling, repair, reuse or rental, among others. In the circular economy, design plays a fundamental role in the conceptualization of the garment. The road to a more sustainable fashion industry starts from the moment we begin to imagine our collections. Therefore, circular design helps Mango garments last longer and have, at the very least, a second life. The company's mission is to generate a product with its end-of-life in mind, either through products that are recyclable (taking into account both their composition and their design and construction), by focusing on durability or by using patterns that make it possible to avoid textile waste. In 2022, Mango defined three design strategies to help the company achieve its targets for cir-

cular garments in its collections: Give it back to the loop, Extended life and No waste. By 2023, 8.3% of units are designed according to one of these strategies. Give it back to the loop: this strategy involves creating garments prioritizing a single type of fibre, incorporating minimal trimmings and accessories, and fibre-friendly finishes for greater recyclability. Extended life: this strategy consists of focusing on designing more durable garments thanks to the physical properties of the materials selected by independent laboratories, the reinforced construction of the garment and the timeless design. No waste: this strategy focuses on maximising the use of the materials used and the reincorporation of textile waste.

Actions to promote circular design

In 2023, Mango has been working on the definition of the circularity objectives, including

the aim that 5% of Mango's collection should be designed taking into account circular design criteria. With the aim of promoting circular design in Mango, the company has carried out, throughout 2022 and 2023, different actions to promote circular design in the company, including ongoing training programs for its product teams; the appointment of ambassadors to help promote the initiatives in different areas of the company; and the consolidation of a network of alliances, which have helped Mango to achieve the targets set in terms of circular garments in its collections.

Circular design training

In 2023, Mango has advanced its commitment to training its design and purchasing teams in circular economy and sustainability criteria. Designers, buyers and fabric and quality technicians from all lines will be trained in circular economy and sustainability criteria.

Mango employees have received training on textile product durability as well as training on EU legislation and circular economy. The training aims to train Mango employees in areas such as recycling processes, the latest developments in more sustainable materials and fibres, and the application of circularity criteria in the design of collections to reduce their environmental impact. These trainings are a key step in continuing the transition to a more sustainable business model by impacting the early stages of garment design in the company's collections. In 2024, Mango will continue to extend the circularity and sustainability training cycles to the company's design and purchasing teams.

Circular denim capsule

In 2023, Mango takes a step further on its path towards sustainability with the launch of its first denim collection designed with circularity, with

the aim of making its garments more easily reusable and recyclable after their useful life, thus promoting the product's second life. The capsule-format collection includes different Mango Woman pieces in denim fabric, which present current trendy silhouettes marked by the 2000s. To achieve greater circularity, the garments in the collection have been designed with a single type of fibre (100% cotton), at least 20% of which comes from recycled sources, and the use of accessories such as trimmings or jacron labels. Also, in order to achieve minimum waste in the product development process, the garments have been designed with 3D digital design technology to reduce the number of samples manufactured. Mango has made the garments of this collection minimising their environmental impact in aspects such as the use of chemicals or water, and has incorporated an explanatory graphic for its customers on circular design, thus minimising the production of paper labels.



7.4.2

Circular economy projects and initiatives

Charging for paper bags and reusable tote bags

In order to move towards a more sustainable business model with a lower environmental impact, Mango has introduced a paper bag charge in its physical stores by 2023 and has begun to offer its customers a more sustainable alternative. The aim of this measure is to reduce the use of single-use bags, encourage the use of reusable bags and reduce emissions for the benefit of the planet. This new measure is in addition to the progress already made by Mango in terms of sustainability, such as the elimination of plastic bags and their subsequent replacement with paper bags. By 2023, Mango has reduced the use of paper bags by 59%. As a more sustainable alternative, customers can purchase Mango's reusable tote bag in store, a bag made from 100% recycled materials. Specifically, it is made of recycled pre-consumer and

post-consumer cotton, recovered in part from Mango's production and waste from the company's headquarters, and polyester, obtained from recycled bottles. A portion of the proceeds from the collection of paper bags in stores is donated to reforestation projects with different environmental organisations.

Project for the industrialisation of the post-consumer textile value chain.

Mango is committed to advancing both academically and individually on its path towards sustainability and towards an increasingly sustainable and circular scenario. In line with this commitment, in 2023 the company took part in the project to industrialise the value chain of post-consumer textile use as a secondary raw material in Catalonia. The aim of this initiative is to obtain products made from post-consumer

recycled textile materials with quality enough to be introduced in the market. Mango, together with five other companies associated with Modacc, is launching this project, generated under the framework of the Pacte per la Moda Circular a Catalunya, which aims to join and coordinate the efforts of all actors in the textile value chain to jointly respond to the challenges of the sector, establishing common objectives and generating instruments that make possible the transformation to a circular model.

Second life for fabrics

Under the umbrella of Mango StartUp Studio, in 2022, Mango advanced its commitment to sustainability through investment in Recovo, a surplus fabric resale start-up. In 2023, Mango has established a partnership with Recovo to manage the sale of its surplus fabric, thus contributing to

a circular future in fashion through technology and traceability.

Downcycling initiatives

Downcycling in textile recycling refers to the process in which textile materials are recycled to obtain products of lower quality or value compared to the originals. Downcycling plays a very important role in the sustainable management of textile waste as it contributes to reducing the amount of textile waste generated and represents an alternative to textile-to-textile recycling. With this in mind, Mango promotes innovation at a transversal level, with the aim of promoting the creation of new products from textile waste that currently has no efficient outlet for recycling into new fabrics. In 2023, Mango has earmarked 650 kg of post-consumer textile waste for furniture prototyping.



7.4.3

Extended Producer Responsibility

In 2022, the Spanish Congress of Ministers approved the Waste and Contaminated Soil Law, which establishes a maximum of three years to develop extended producer responsibility regimes for textiles in Spain.

Thus, producers and distributors must ensure the correct collection and management of textile waste. Until now, in Spain, only the separate collection and management of electronic and electrical waste, batteries and accumulators, vehicles, packaging, tires and mineral oils was mandatory. The new Law 7/2022, of April 8, on Waste and Contaminated Soils for a Circular Economy (which is a consequence of the process of transposition of Directive 2008/98/EC on waste into Spanish law) establishes the obligation for new separate collection of waste from the landfill sites. The law establishes the obligations to which producers will be subject: on the one hand, the general obligation to destroy or dispose of unsold surplus products in the landfill, as well as to comply with the obligations of extended producer responsibility, either individually (through deposit,

return and refund systems) or through collective systems (PRO). In this context, and as part of its commitment to the proper management and recovery of textile waste, in 2023 Mango joined the Association for the Management of Textile Waste, an entity formed by the main brands in the sector (Decathlon, H&M, IKEA, Inditex, Kiabi, Mango and Tendam) for the management of textile and footwear waste generated in the Spanish market through a Producer Responsibility Organisation (PRO) that will enable compliance with Law 7/2022, of April 8, 2002, on Waste and Contaminated Soils for a circular economy. With the constitution of this Association, the member companies want to give a collective boost to textile recycling in Spain, moving towards a circular model through the correct management of the sector's waste.

The Association for Textile Waste Management will make it possible to comply with the Extended Producer Responsibility, which arose from the process of transposing Directive 2008/98/EC on waste into Spanish law through the new Law

7/2022, of April 8, on Waste and Contaminated Soils for a circular economy. Within three years of the entry into force of the new Law, the Ministry for Ecological Transition and the Demographic Challenge (MITECO) will develop extended producer responsibility regimes for textiles, i.e. the regulatory framework to make the separate management of the textile waste stream from the rest of the municipal waste mandatory.

The non-profit Association for Textile Waste Management has been formally incorporated in the National Register of Associations at the beginning of 2023.

The companies associated with the entity are working on the PRO operational, financial and data model for the management of textile and footwear waste in the Spanish market.

The presidency of the Association for Textile Waste Management is held by the associates on a rotating basis, starting with Mango. In addition, the entity's Board of Directors is made up of one representative from each of the member companies.

7.5

Product safety

The use of chemicals throughout the production process can have a significant impact on both the environment and human health. For this reason, Mango applies, with the collaboration of the Spanish technological institute Aitex and in line with its social and environmental commitment, a demanding standard of chemical substances and product safety, which must be compulsorily complied with by all suppliers that form part of the supply chain. The Aitex institute, with recognised national prestige, is a member of the Swiss organisation Oeko-Tex, which guarantees product safety and the absence of harmful substances through its certifications. Aitex has accreditations and recognitions of the highest level, as well as technologically advanced equipment in order to offer laboratory and R&D&I services at national and international level. 100% of the collections (garments, ac-

cessories, footwear and household items) from Mango are analysed and comply with the quality and safety required by legislation. To this end, a sample of each article is sent to Aitex, where all the analyses are carried out to ensure the homogenisation of the testing methods and facilitate the monitoring and management of the results. All collections are tested according to the Mango standard in all phases of the production process, from the development of the concept of the articles to the purchase of materials and from manufacturing to consumption. This standard, which is revised periodically in accordance with current legislation and is mandatory in all countries where the company markets its products, is a manual on each of the substances that are analysed. This manual details the test methods, toxicology and applicable legislation, as well as the corresponding legal parameters

100% of Mango's collections are analysed and comply with the quality and safety requirements of the legislation.

for the safety of children's collections. It also includes, among others, the requirements of the REACH regulation and the Annex on Substances of Very High Concern (SVHC). The procurement of raw materials (fabrics, hardware, trimmings, etc.) for production is a key factor in the safety and final quality of Mango's products, which is why the company ensures that all its suppliers receive the updated standard and are aware of all key aspects of the procedure each season.



Chemical Standard of Mango (M-RSL)

PARAMETERS	APPLICABLE LIMITS	APPLICATION AREA	OBJECTIVE LIMITS	TEST METHODS
Alkylphenols (1)	100 ppm	Textiles and leather	0.2 ppm	Solvent Extraction, GC-MS (AP) & LC-MS (APEO) analysis.
Antimony	30 ppm	Polyester Textiles	1.0 ppm	ISO 105-E04 acid perspiration extraction & ICP analysis.
Arsenic	Not detected (0.2 ppm)	All Products	0.2 ppm	ISO 105-E04/ acid perspiration extraction & ICP analysis. (Extractable)
Azo Dyes (Arylamines) (2)	20 ppm	All Products	0.1 ppm	EN 14362-1:2017. ISO 17234-1:2010; ISO 17234-2:2011 ® Leather. EN 14362-3-GB/T 17592- GB/T 23344 (4-Aminobenzene)
Benzene and Toluene Carriers (3)	1.0 ppm	Polyester, silk, and wool textiles	0.1 ppm	Solvent Extraction & GC-MS analysis.
Biocides (4)	Not detected (1.0 ppm)	Natural textile fibres	1.0 ppm	Extraction/ Derivation followed by GC-MS analysis.
Cadmium	5 ppm	Textiles, excluding synthetic leather	1.0 ppm	DIN 53314-1996 UNE EN 17075:2017
	75 ppm	Natural synthetic leather, metal products		
Dimethyl Fumarate (DMFU)	Not detected (0.1 ppm)	Textiles and leather	0.1 ppm	Solvent Extraction & GC-MS analysis.
Allergic Disperse Dyes (5)	50 ppm	Synthetic textile fibres	1.0 ppm	DIN 54231

PARAMETERS	APPLICABLE LIMITS	APPLICATION AREA	OBJECTIVE LIMITS	TEST METHODS
Formaldehyde	16 ppm	All Textile and Leather Products for Babies	5 ppm	Textiles: JIS L1041: 2000/ EN ISO 14184-1:2011 Leather: ISO 17226-1
	75 ppm	All textile and leather products, in contact directly with the skin		
	300 ppm	All textile and leather products not in direct contact with the skin		
Lead	5 ppm	Textile products excluding synthetic leather	1.0 ppm	EN 1122-2001/ Acid Digestion followed by ICP analysis. (Total)
	90 ppm	Synthetic leather, natural leather, and metals		
Nickel	Not detected (0.2 µg/cm2/week)	Metals that can be introduced into the human body	0.2 µg/cm2/week	UNE-EN 12472:2006 + A1: 2010 1811:2011+A1:2015 UNE-EN 16128:2015
	0.5 µg/cm2/week	For other metal products		
Organotin Compounds (TBT, DBT, TPhT, DOT)	No detection (0.5 ppm)	Textile Products	0.5 ppm	Extraction/ Derivation followed by GC-MS analysis.
Pesticides (δ)	Not detected (0.05 ppm)	Natural textile and leather fibres	0.05 ppm	Extraction/ Derivation followed by GC-MSMS and HPLC-MSMS analysis.
PFCs (Perfluorocarbons)	1 µg/m2 PFOS	Textile Products	0.001 ppm	Solvent Extraction & HPLC-MSMS and GM-MS-Cl analysis.
	PFOA and its salts: (7) 0.025 ppm PFOA-related substances: 1ppm			
Phenolic Compounds (PCP, TeCP)	0.05 ppm	Textiles and Leather for Babies	0.02 ppm	Solvent Extraction & GC-MS analysis.
	0.5 ppm	Textiles and leather > 3 years		

PARAMETERS	APPLICABLE LIMITS		APPLICATION AREA	OBJECTIVE LIMITS		TEST METHODS
Phenolic Compounds (PCP, TeCP)	0.5 ppm		Textiles and leather > 3 years			
Phthalates (8)	One: 500 ppm Sum ≥ 1000 ppm		PVC items, flexible plastic, and plastisol prints	0.3 ppm		CEN-ISO-TS 16181, TS 16181 EN 14372 UNE-EN ISO 14389:2014 Solvent Extraction & GC-MS analysis.
Polycyclic aromatic hydrocarbons (9)	1 ppm		Synthetic Fibres, Plastic Items, and Coated Materials.	0.5 ppm		Solvent Extraction & GC-MSMS analysis.
	0.5 ppm		Synthetic fibres, plastic items, and coated materials for babies, in direct contact with the skin.			
Short-Chain Chlorinated Paraffins	Not Detected (100 ppm)		Textiles and leather	0.3 ppm		Solvent Extraction & GC-CE Analysis.
Solvent Waste	Benzene: 5 ppm Others (10): 3000 ppm		Textiles and Leather	Benzene: 5 ppm Others: 3000 ppm		Solvent Extraction & GC-MS Analysis.
Extractable Heavy Metals	Sb: 30 ppm	Se: 500 ppm	Textiles, Leather, Plastics, and Coatings	Sb: 30 ppm	Se: 500 ppm	UNE-EN 16711-2 :2016
	As: 0.2 ppm	Cr: 60 ppm		As: 0.2 ppm	Cr: 60 ppm	
	Hg: 0.02 ppm	Cd: 1 ppm		Hg: 0.02 ppm	Cd: 1 ppm	
	Ba: 1000 ppm	Pb: 1 ppm		Ba: 1000 ppm	Pb: 1 ppm	

7.5. Product safety

Final Incidents detected from the total Mango collection

* The figure for final incidents detected in 2023 corresponds to 0.15% of the total number of samples analysed in the Mango collection during the year.
** In 2023, the marketing of 28 models (46 in 2022) in Turkey has been blocked as a preventive measure, due to the risk of detection of arylamines.

SUBSTANCE	2023	2022	SUBSTANCE	2023	2022
Lead	25	27	Phthalates	1	2
Nickel	0	1	Phenolic Compounds	0	1
Formaldehyde	0	3	Chromium VI	0	1
Organotin compounds	2	2	Arylamines	0	1
Soluble Metals	0	8	Antimony	0	5
Cadmium	3	0	TOTAL	31*	51

Control of chemicals in the production process

The use of chemical substances begins in the production of raw materials, but continues throughout the production process, so that monitoring at source is also essential. For this reason, and in order to continue advancing in this line, in 2021 Mango joined the Zero Discharge of Hazardous Chemicals (ZDHC) initiative, which is described in more detail in this document.

Tagged

In compliance with current regulations and with the purpose of providing information about the product to its customers, all Mango products are labelled indicating the country of origin in which they have been manufactured, as well

as the composition, washing recommendations, etc. The company also complies with all product labelling and identification regulations, guaranteeing its customers' right to information and safety.

Incidents

All detected incidents are managed by taking the appropriate measures in each case**. After detecting a concentration of a chemical substance that exceeds the permitted legal limits, suppliers are notified so that they can take the necessary actions to remedy the situation. Following additional chemical analysis in accordance with the relevant legislation, and in the event that the incidence persists in the same garment, the distribution of the garment is blocked for distribution.

Committed
to Planet

8

- 8.1 | 2023 milestones
- 8.2 | Environmental policy and environmental management
- 8.3 | Climate change commitment
- 8.4 | Water and chemical management
- 8.5 | Relationship with biodiversity
- 8.6 | Eliminate plastics and reduce waste
- 8.7 | Facilities and stores
- 8.8 | EU Green Taxonomy

8.1

2023 Milestones

As part of its commitment to the planet, Mango highlights some of the milestones achieved in 2023 on the road to sustainability in its garments and operations.

Mango continues to work on improving its supply chain with simplicity, control, flexibility, sustainability, speed and scalability as guiding principles. In the last fiscal year, the company avoided the use of more than 68 million plastic bags by continuing to introduce recycled paper and plastic bags in the countries where it operates. By 2023, the paper bag is present in Mango's main production countries and more than 50% of the folded product that has arrived at the company's logistics centres and points of sale already uses paper bags.

In line with the purpose of reducing the company's impact on the environment, Mango offsets part of the emissions it generates through projects that are carried out in Mango's areas of

greatest influence and that are aligned with the concepts of the environmental footprint that the company seeks to offset. In 2023, Mango has offset 25,000 tons of CO2 eq. covering most of the emissions within scope 1 and 2 of 2022. As a signatory to the Fashion Pact, Mango recognises that biodiversity loss is one of today's most important risks and must be addressed in conjunction with collective action to mitigate the effects of the climate crisis and reduce its negative impact on oceans, forests and other terrestrial and marine ecosystems. In line with this commitment, in 2023, Mango has conducted an analysis and verification of the application of the Science Based Target initiative (SBTi) Forest, Land and Agriculture (FLAG) guide to the company's activity. The FLAG is the first standard method for companies in land-intensive sectors to set science-based targets that include land-based emissions reductions and removals.

The result of this analysis has concluded that Mango's business was not land-intensive and therefore the FLAG objectives were not applicable. In the last fiscal year, Mango also participated in the Leather Impact Accelerator (LIA) project, an initiative that seeks to incorporate and accelerate compliance with non-deforestation and animal welfare requirements in the farms from which the leather used by the company in its products is sourced. This project has been driven by The Fashion Pact in collaboration with Textile Exchange and an independent consulting firm ACT. Through the investment of companies such as Mango, the aim is to carry out traceability audits of the deforestation status of the farms, animal welfare audits on the farms and improvements to the facilities. In this line, in order to contribute to the reduction of textile waste and promote the circular economy in the textile industry, Mango joins The

Microfibre Consortium, with the commitment to fight against the impact of microfibres on the environment. The company's purpose in joining this initiative is based on promoting scientific research across the real supply chain to translate academic results into real efforts that have an impact.

Aligned with the objectives of the ZDHC, an organisation of which Mango is a member, the company has updated its water and chemicals management strategy, with the aim of achieving zero discharge of harmful chemicals throughout the supply chain by 2030. Mango's strategy in this regard, its policy and the milestones it is pursuing in this area have been communicated by the company to its suppliers. As part of this strategy, Mango will support its suppliers through training actions to facilitate suppliers' understanding of the requirements and the use of the ZDHC platform tools.



8.1. 2023 Milestones

COMMITTED TO PLANET

Objectives

The second lever of Mango's sustainability strategy, Sustainable Vision 2030, focuses on implementing measures to reduce the company's impact on the planet through four axes: climate change, water and chemical management, packaging and biodiversity protection strategy.

Climate change

In line with the fulfilment of the SBTi targets set by Mango to reduce 80% of its direct greenhouse gas (GHG) emissions of scope 1 and 2 and 35% of its GHG emissions of scope 3, all considering 2019 as the base year, the company will work on a materials strategy to help reduce the impact on emissions from the extraction of raw materials. Along the same lines, and aware of the challenge of reducing Scope 3 emissions, the company will also develop decarbonisation projects in the supply chain.

Water and chemical management

As part of its new water and chemical management policy, Mango is committed to working only with water and chemicals.

The company will have wet-process or chemical-intensive factories that are 100% compliant with the MRSL (Manufacturing Restricted Substances List) by 2030.

Sustainable packaging

With the desire to optimise and reduce the use of materials and waste throughout its value chain, Mango is committed to reducing and replacing the packaging of its products with lower-impact materials, reinforcing the goal of eliminating single-use plastic by 2030.

Biodiversity strategy

As a member of the Fashion Pact and the UN Fashion Charter, and aligned with their respective pillars and objectives, Mango is committed to prioritising the responsible sourcing of alternative materials and fibres with lower environmental impact, advancing in the traceability of materials of animal and plant origin as part of its biodiversity strategy. This roadmap is complemented by Mango's commitment to achieving deforestation-free sourcing of cowhide through its deforestation-free cowhide and conversion policy.

COMMITTED TO PLANET

Key alliances

Fashion Pact

In 2019, Mango reaffirmed its commitment to the environment and sustainability by joining the Fashion Pact. The Fashion Pact is the first major global movement in the fashion industry that aims to join forces and work together to address climate change and the path to a more sustainable textile industry. The Fashion Pact focuses on three pillars: climate, biodiversity and oceans. These three pillars are integrated into Mango's new sustainability strategy, Sustainable Vision 2030.

United Nations Fashion Industry Charter for Climate Action

Mango signed the United Nations Fashion Industry Charter in 2020. The Fashion Industry Charter for Climate Action concentrates sixteen principles to jointly advance in reducing the impact of the fashion industry on climate change. These principles, focused on the fight against climate change, include objectives such as working towards zero net emissions by 2050 or prioritising the use of low environmental impact materials.

Cascale

Mango joined Cascale in 2020, with the purpose of contributing to the collective transformation of the textile industry. The coalition was created with the objective of uniting the various players in the industry, understanding that no single brand or mill could solve the industry's major challenges on its own. As a member of Cascale, Mango has access to the Higg Index Tools, a set of tools that the organisation has developed for the standardised measurement of environmental and social sustainability in the textile industry value chain. In 2023, Mango hosted Cascale's meeting with Spanish brands at its headquarters. The event provided an opportunity to share the industry's sustainability challenges and the tools that Cascale makes available to brands to help them meet them.

Zero Discharge of Hazardous Chemicals (ZDHC)

Mango has been collaborating with the Zero Discharge of Hazardous Chemicals program since 2021. This is a collaborative industry effort committed to eliminating harmful chemicals throughout the supply chain, laying the foundation for more sustainable manufacturing to protect workers, consumers and the planet's ecosystems.

8.2

Environmental policy and environmental management

Mango sees sustainability not as a single objective, but as a way to make decisions and implement projects and actions to develop its business and product in a responsible manner and with the least possible environmental impact. The company is aware of the climate risks and environmental impacts linked to its business and product and recognises the importance of taking these risks into account in the short, medium and long term in all the countries where it operates. Consequently, Mango works to incorporate these aspects into the company's sustainability strategy as well as ensuring their corresponding management and monitoring. This strategy is part of a centralised management system in the sustainability department, framed by the company's environmental sustainability policy and with final decision-making power in the sustainability committee, the body responsible for prioritising and overseeing sus-

tainability proposals (environmental and social) for their implementation in a cross-cutting and coherent manner with the collaboration of all departments involved within the company, and the management committee, the corporate governance body responsible for the company's strategic decision-making.

Environmental management

Mango has an internal environmental management system that centralises the processing of environmental and sustainability issues through the sustainability area. This department acts as the central axis for the coordination of these matters in a transversal manner in the company, with the coordination and collaboration of all the necessary departments of the company. Mango has a team of around twenty people who work directly on the monitoring and evaluation of the

company's sustainability objectives and the implementation of the corresponding sustainability projects. At the same time, this team is in charge of identifying the environmental risks associated with the company's activity throughout the value chain and acting to manage the risks identified. Environmental risks are identified through Mango's monitoring of performance and sustainability indicators, traceability projects along the value chain and participation in coalitions and collective initiatives for a sustainable textile industry. As part of the Sustainable Vision 2030, in 2022 Mango conducted a detailed analysis of climate risks and opportunities to ensure that its sustainability strategy is aligned with the current context of climate crisis.

Environmental sustainability policy

Mango's environmental sustainability policy es-

tablishes a series of commitments that constitute the organisation's framework for action. This policy is mandatory for all Mango centres and teams, which consequently undertake to abide by its principles and always act within its framework of action. This policy is available on the company's corporate website. Mango's environmental and sustainability performance commitments include the following points:

- Comply with legislation.
- Promote sustainable development projects in all areas of the company's operations (materials, production processes, energy efficiency in facilities, emissions, etc.).
- Establish evaluation procedures and environmental performance indicators.
- Maintain channels of communication and collaboration with all the company's stakeholders and transparently communicate, both

internally and externally, the practices and results of Mango sustainability projects.

Climate risks and opportunities

In the current context of climate crisis and as part of the Sustainable Vision 2030, it is key for Mango's activity to identify the climate risks and opportunities that may occur throughout the company's production chain and global store network. Climate risks are unprecedented and have become top priorities requiring a specific response and action. In 2022, Mango conducted a detailed analysis of climate risks and opportunities, in collaboration with an external consultant. In 2023, in order to complete and refine the analysis, Mango carried out an environmental risk map, in collaboration with the CSR Chair at the Universitat Pompeu Fabra (UPF).



8.2. Environmental policy and environmental management

This analysis was carried out through two workshops that included a first theoretical phase of current context and a second brainstorming phase to develop probability and impact matrices and to identify and prioritise the company's main climate risks and opportunities. Mango defines climate risk as the impact of physical or transitional hazards multiplied by the probability of occurrence of these hazards or climate threats. The company has analysed two types of climate risks: transition risks and physical risks. Mango has identified five types of opportunities classified into the following categories: products and services, resilience, new markets, resource efficiency and energy sources. This analysis of climate risks and opportunities serves both to assess the suitability of the present sustainability strategy to the current climate context and to take into account strategic sustainability decisions for the future of the com-

pany. The main climate risks and opportunities identified by Mango are already integrated into the company's sustainability strategy. In 2023, this analysis has been complemented with an environmental risk map developed in collaboration with the CSR Chair at the Universitat Pompeu Fabra (UPF). This risk map, published on the Chair's website, assesses the environmental risks of 191 countries by considering eight indicators in relation to the impact on water, land, biodiversity and climate. This tool will serve as a guide for prioritising projects and actions to protect and restore ecosystems and their biodiversity in the most at-risk countries. Through this analysis, Mango has been able to reaffirm that among all its main production countries, India, Bangladesh, Morocco, Pakistan and Turkey are the countries with the highest environmental risk, classified as high or medium-high.

8.2. Environmental policy and environmental management

Main climate risks identified

DESCRIPTION OF THE IDENTIFIED RISK	TYPE OF RISK	TERM	LINES OF ACTION TO ADDRESS RISKS
Existence of increasingly stringent climate change regulation	Transition, legal	Short	Creation of a working group, involving the legal and sustainability department, with the external collaboration of a consulting firm, to monitor new legislation on sustainability, study its impact on Mango's activity and ensure that the company's strategy and operations are aligned with current and future legal requirements.
Reduced seasonal variability	Physical, chronic	Short	Mango is working on the definition of a short, medium and long term materials strategy based on the incorporation of materials of recycled origin, from organic or regenerative agriculture, of preferential origin according to Textile Exchange, and innovative materials. The definition of this strategy will allow the company to be resilient in the future in the face of these challenges, in addition to contributing to reducing the environmental impact caused by raw materials. Through partnerships with industry organisations such as The Fashion Pact, Textile Exchange, Cascale and Better Cotton, Mango is committed to industry collaboration to collectively address these challenges. In addition, through supply agreements with companies such as Materra, a regenerative cotton company, they allow Mango to have a more diverse basket of materials and reduce risks.
Increase in raw material costs	Physical, chronic	Short	
Temperature increase	Physical, chronic	Short	
Lack of investment in new technologies for supply chain traceability	Transition, technological	Long	In 2024, Mango will start working with a new digital platform for traceability, which will help and facilitate the company to manage the traceability of materials and also the supply chain. The implementation of this tool will start in early 2024. The use of this tool will allow the company to have transparency from fibre to product and guarantee the authenticity and provenance of sustainable materials. However, Mango publishes for the second consecutive year its list of factories.

8.2. Environmental policy and environmental management

Main climate opportunities identified

DESCRIPTION OF THE IDENTIFIED RISK	TYPE OF RISK	TERM	LINES OF ACTION TO ADDRESS RISKS
Promote actions for a circular economy throughout the production chain.	Resource efficiency	Medium	Mango has a team dedicated to implementing circular economy criteria in the company. This includes changes in the design approach, prioritising recycled materials and promoting projects such as the collection of used clothing and footwear through in-store garbage cans.
Participation in renewable energy programs and adoption of energy efficiency measures	Energy sources	Short	Mango's emissions reduction strategy includes the goal of reducing Scope 1 and 2 emissions by 80%. To achieve this goal, Mango's works and sustainability department prioritises the negotiation and purchase of renewable energy throughout the company's corporate store network.
Reduce packaging material used (especially plastic)	Resilience	Short	By 2023, Mango's more sustainable packaging project is implemented in nine countries. In addition, the company is working to reduce unnecessary components and packaging as much as possible and to find lower-impact alternatives for all packaging that cannot be eliminated. Mango's goal is to achieve 100% more sustainable packaging and the elimination of single-use plastic.
Use of more efficient production and distribution processes	Resource efficiency	Long	Mango fosters long-lasting relationships with its suppliers, accompanying them in the environmental challenges of the industry. The company provides guidelines with environmental requirements during article production and evaluates the environmental performance of its suppliers using the Higg Index FEM tools and the ZDHC initiative. These actions are part of the company's decarbonisation strategy and its materials strategy to reduce the impact of Scope 3 emissions.
Shifts in consumer preferences toward a lower impact product	Product and services	Medium	Mango's more sustainable collection objectives are focused on prioritising the use of materials and processes with a lower environmental impact throughout the company's collection, in response to changing consumer preferences.

8.3

Commitment to climate change

Mango is aware that all the processes and activities associated with its business have an impact on the environment. For this reason, since 2009 the company has been calculating its carbon footprint to determine its contribution to the climate crisis. Mango is committed to leading the changes that this industry needs and, within this framework, the company adheres to the main international coalitions in this area: The Fashion Pact (2019) and the UN Fashion Charter (2020). As a signatory to these agreements, Mango has made a commitment to reduce greenhouse gas emissions by 2030 and to achieve net zero emissions by 2050.

In order to achieve this goal, Mango defines the carbon footprint as a key indicator to measure the performance of its business. In 2023, for the second time and as a member of the UN Fashion Charter, Mango has reported its evolution and initiatives in reducing greenhouse gas emissions through the Carbon Disclosure Project (CDP) Climate questionnaire.

Emission reduction targets

For an emissions reduction target to be valid, it must be aligned with the scenarios defined in the Paris Agreement, which seek to limit the temperature increase to between 1.5°C and 2°C compared to pre-industrial levels. The entity in charge of approving emission reduction targets is the Science Based Targets initiative (SBTi), to whom the targets were submitted in 2021 and approved in 2022.

A science-based target is therefore a greenhouse gas reduction target aligned with the latest climate science, which defines how much and how fast companies must reduce their emissions to ensure that they contribute to the global effort to prevent drastic climate change. SBTi provides companies with a clear vision of where they need to be in the future, challenging them to transform their business and create a low-carbon economy where they can thrive. Mango's 2030 emissions reduction targets have been approved internally

by the company's management committee and subsequently endorsed by SBTi to ensure that its ambition is aligned with the international agreements to which the company is committed. The emission reduction targets are divided into a first target of scope 1 + 2, high ambition, which groups together those direct and indirect emissions over which Mango has the most direct influence. In this area, Mango aims to reduce its emissions by 80% of scope emissions (1 + 2) by 2030, compared to 2019.

Secondly, Mango has set a scope 3 objective that includes all emissions produced along the value chain. The ambition of this target is in line with international commitments. Collaboration with its suppliers and its entire value chain and participation in international coalitions such as the Fashion Pact and the UN Fashion Charter are key to achieving the company's scope 3 objective. In this area, Mango has set a 35% absolute reduction of Scope 3 emissions by 2030, compared to 2019.

Land-related emissions

In 2022, SBTi published the Forest, Land and Agriculture Science Based Target Setting Guidance (SBTi FLAG), which has created the need for organisations to set targets to address land-related emissions (forestry, agriculture and other land uses).

In the last year, Mango has conducted an applicability exercise to, firstly, better identify FLAG emissions as well as to determine the relevance and materiality of the potential FLAG emission sources in Mango's carbon footprint. This exercise has allowed the company to show that its FLAG emissions represented 10% of Mango's total emissions in 2022, mainly from cotton, viscose and wool sourcing. Secondly, this exercise has allowed the company to corroborate the non-applicability of the FLAG guidelines to Mango's activities, since the percentage of FLAG emissions does not reach 20% of total GHG emissions.

8.3.1

Carbon footprint

In 2023, as in previous years, Mango has conducted a thorough and rigorous analysis of its activities using the Greenhouse Gas Protocol, GHG Protocol, as its accounting and reporting standard due to its wide international acceptance. The company has adopted the broadest scope for system analysis, cradle to grave, whereby Mango accounts for all emissions generated throughout the life cycle of the products it markets, from design to end use. Methodologically, Mango has always prioritised primary data, i.e. data recorded first-hand by the organisation itself or by third parties. The company has only used secondary data in the event that the former were not available. In these cases, reputable sources such as Cascade, the Ministry for Ecological Transition and the Demographic Challenge (MITECO), the International Energy Agency (IEA), Department

for Environment Food and Rural Affairs (Defra) and Comprehensive Environmental Data Archive (Ceda), among others. The magnitude of the carbon footprint demonstrates the challenge the company faces. 98.7% of emissions occur at some point in the value chain where Mango has indirect influence. For this reason, the company considers it essential to participate in all coalitions and forums where tools or work spaces are generated in this area, as the success of Mango's emissions reduction strategy will depend on the degree of collaboration that the company builds with its entire value chain. Mango's rigorous standard for carbon footprint measurement allows the company to obtain quality information regarding the origin of emissions and to determine priority areas of work to meet the company's commitments.

Grouping of emissions according to GHG Protocol

COMMITTED TO PLANET

SCOPE 1

Direct emissions associated with the company's activity

INCLUDES

Emissions generated by fixed and mobile combustion sources, fugitive emissions resulting from the replacement of refrigerant gases in the installations, and others.

SCOPE 2

Indirect emissions associated with the company's energy consumption

INCLUDES

Emissions linked to the energy consumption of offices, warehouses and corporate stores worldwide.

SCOPE 3

Indirect emissions throughout the value chain

INCLUDES

Acquisition of goods (materials and product manufacturing) and services. Capital goods. Activities related to energy production (not included in Scope 1 or Scope 2). Transportation and upstream distribution. Waste generated during operation. Business travel. Travel home - work - home of employees. Assets leased by the organisation. Transportation and distribution downstream. Use of products sold by the organisation. Waste derived from products sold by the organisation. Operation of franchises.

Energy consumption

Corporate stores and facilities

CONSUMPTION (KWH)

SOURCE	2022	2023
Electricity of conventional origin	44,443,587	42,315,928
Electricity from renewable sources	89,794,982	94,169,365
Total electricity	134,238,570	136,485,292
Gas	2,677,530	1,677,558
Other fuels	6,454,247	7,496,876
Total	143,370,346	145,659,727

Emissions

Mango's emissions in 2023 were 1,593,762 tons of CO2e, distributed among the scopes in the following manner:

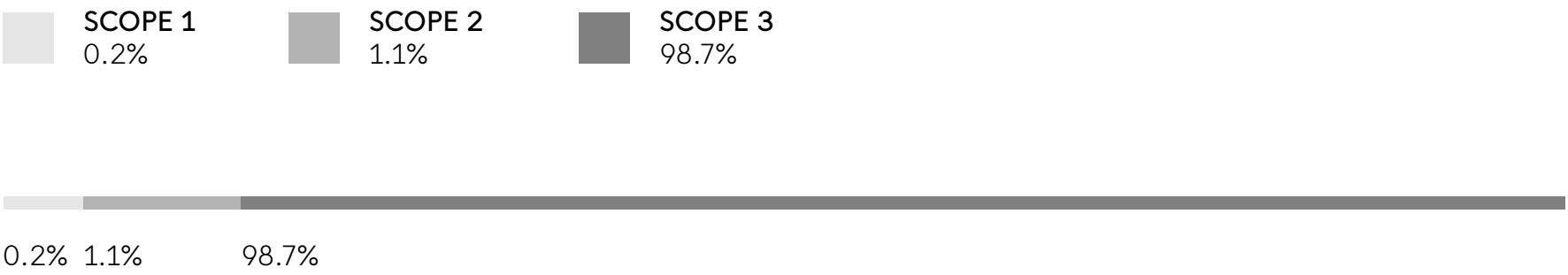
HISTORICAL EVOLUTION

SCOPE	2019 (TN CO2e)	2020 (TN CO2e)	2021* (TNCO2e)	2022** (TN CO2e)	2023*** (TN CO2e)
Scope 1	3,200	2,290	2,813	2,786	3,294
Scope 2	46,025	20,743	22,961	20,480	18,312
Scope 3	1,539,628	1,376,762	1,378,787	1,483,514	1,572,156
TOTAL	1,588,852	1,399,795	1,404,561	1,506,779	1,593,762

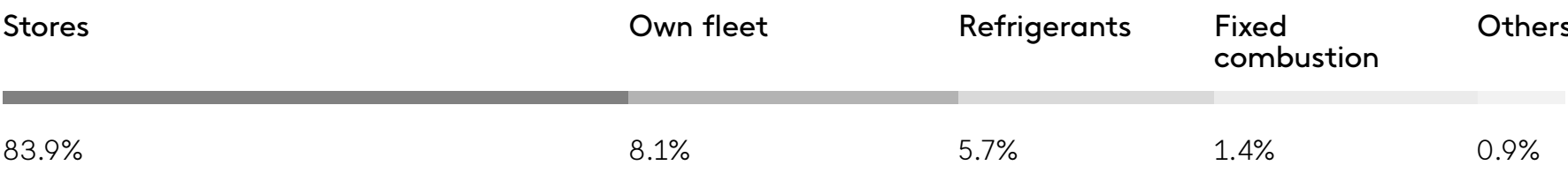
*Data redefined due to change in methodology in 2022. The emissions values indicated reflect the market calculation methodology. According to the localisation methodology, the values for 2021 are: 2,812.7 tCO2e (Scope 1); 35,761.9 tCO2e (Scope 2); 1,384,994.1 tCO2e (Scope 3).

** The emissions values indicated reflect the market calculation methodology. According to the localisation methodology, the values for 2022 are: 2,785.8 tCO2e (Scope 1); 28,258.7 tCO2e (Scope 2); 1,488,531 tCO2e (Scope 3); Scope 3 for 2022 has been restated due to a change in methodology.

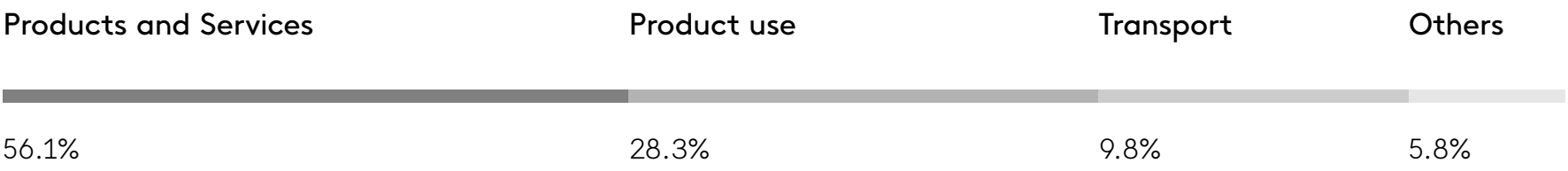
*** The emissions values indicated reflect the market calculation methodology. According to the localisation methodology, the values for 2023 are: 3,294 tCO2e (Scope 1); 28,597 tCO2e (Scope 2); 1,577,460 tCO2e (Scope 2); 1,577,460 tCO2e (Scope 3); 1,577,460 tCO2e (Scope 3); and 1,860 tCO2e (Scope 4).



SCOPE 1 + SCOPE 2



SCOPE 3





8.3.2

Decarbonisation Strategy

Mango is clear about the enormous challenge of achieving emission reduction targets to contribute to the mitigation of climate change. In 2021, the company established working groups with the areas linked to product, transportation, maintenance and works, among other areas, with the aim of working on specific action plans to reduce emissions. In 2022 and 2023, these working groups have been maintained and consolidated. The definition of the initiatives proposed and their results are presented to Mango's sustainability committee in order to approve and validate the alignment with the company's strategy.

Lines of performance by scope

SCOPE 1

Electrification of the land fleet

In 2023, Mango has presented an electrification plan to be implemented over the next few years.

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SCOPE 2

Maximising energy efficiency

Mango continues with the plan to replace conventional lighting fixtures with LED lamps and the installation of motion sensors to turn on lights and fixed and mobile meters to optimise the operation of the new Building Management Systems (BMS). Along the same lines, the company increases the efficiency of data processing centres by adjusting the air conditioning and insulation systems, obtaining an improvement in the consumption and power factors of the facilities. With respect to its digital footprint, to improve the efficiency of data processing centres, Mango improves the enclosure of facilities to maximise the efficiency of cooling equipment, replacing old equipment with more modern and efficient ones, as well as optimising space, reducing the number of equipment rooms from four to two.

Transition to 100% renewable energy by 2030

In 2023, Mango has had a consumption of 69% of renewable energy with guaranteed origin, reaching 94,169,365 MWh. This increase not only affects the company's headquarters, warehouses and corporate stores in Spain, but Mango has worked to incorporate operations in Germany, Andorra, Austria, Belgium, France, Italy, Greece, the Netherlands, Portugal, the United Kingdom, Sweden and Switzerland.

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SCOPE 3

Materials strategy

Mango is working to prioritise the use of raw materials with lower climate and environmental impact, and on eco-design. The preference for recycled fibres from organic or regenerative agriculture allows the company to significantly reduce scope 3 emissions. In relation to regenerative agriculture, in 2023, Mango has signed an agreement with Mattered, to incorporate for the first time fibres from regenerative agriculture in selected garments.

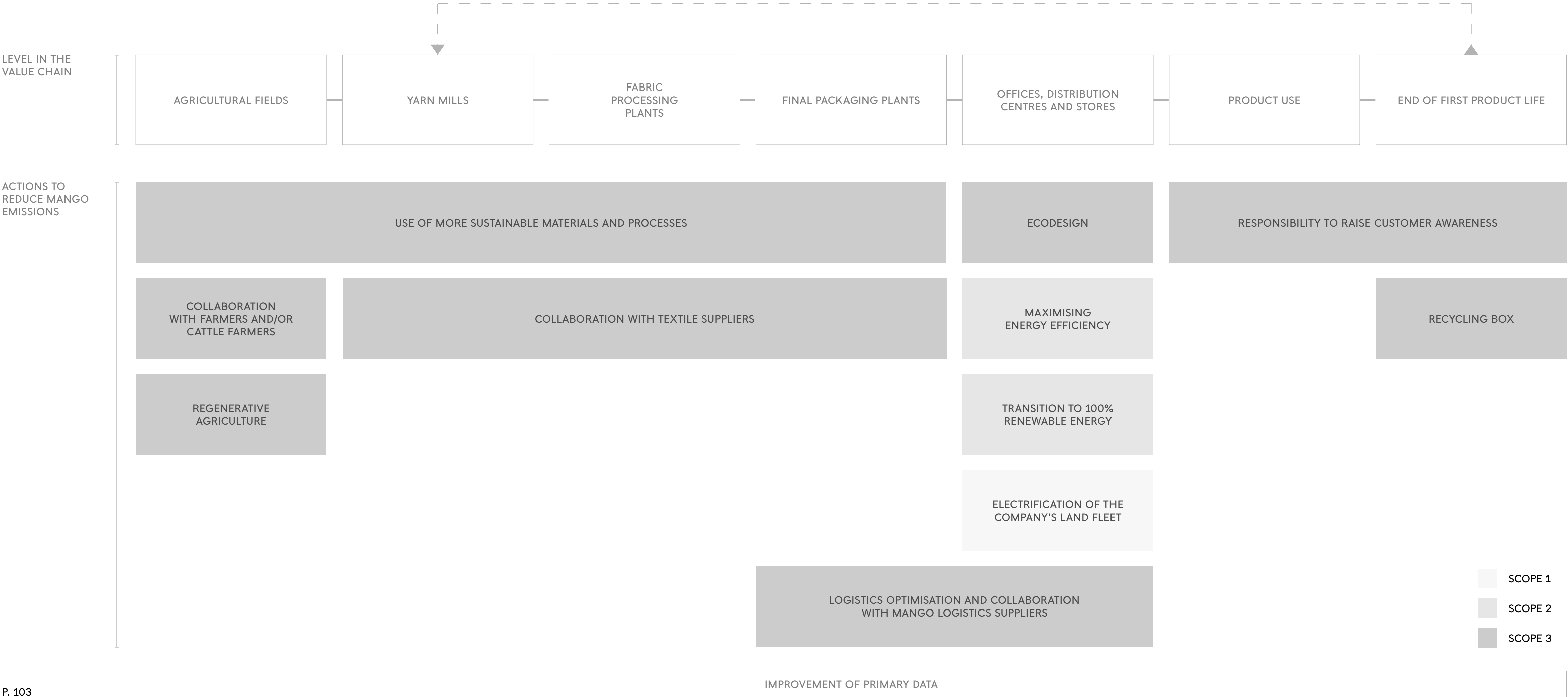
Collaboration with suppliers

- Spinners, weavers, garment manufacturers, farmers and/or ranchers. In order to positively influence the value chain, Mango seeks to develop strategic alliances that enable its suppliers to improve their environmental performance and, consequently, reduce their emissions. To this end, Mango is evaluating options for collaborative projects with industry to support its suppliers in their decarbonisation strategy.
- In relation to logistics, Mango is committed to reviewing and improving the efficiency of routes, optimising vehicles through the use of the duo trailer on the most frequent land routes such as Barcelona-Madrid. And the approach of replacing conventional fuels with less polluting options. Such as HVO and K-Cube for land transportation and, the progressive integration of SAF in the use of airplanes is being contemplated.

Identification and improvement of more sustainable processes

Through the Higg FEM tool, Mango performs an analysis with primary data of its supply chain emissions, allowing it to better target its efforts to reduce emissions.

Actions to reduce emissions
in the value chain



8.3.3

Compensation and collection

Since 2009, Mango has been offsetting part of the emissions it generates through projects that meet two fundamental requirements: they take place in the areas of greatest influence of the company to stimulate its sustainable development, and they are aligned with the carbon footprint concepts that the company seeks to offset. In 2023, Mango has offset 25,000 tons of CO2e, covering most of the emissions within scope 1 and 2 of 2022. Specifically, Mango has offset emissions corresponding to direct emissions (scope 1), electricity consumption in warehouses, offices and corporate stores (scope 2), and part of the emissions derived from business travel. In line with the aforementioned concepts, Mango collaborates with different offsetting projects.

Qianbei Afforestation Project

The Qianbei Afforestation Project, located in Guizhou province (China) and carried out in a region

affected by desertification, aims to support regional biodiversity by establishing interconnected forest habitats. In addition to preserving local flora and fauna, the project focuses on the challenges of soil and water conservation, while capturing significant amounts of greenhouse gases. The Qianbei afforestation project started in 2015 and aims to be active for 30 years. The transformation of more than 50,000 hectares of barren land to native forest is expected to remove more than 21 million tons of CO2 equivalent from the atmosphere. The 6,000 carbon credits acquired by Mango are VCS (Verified Carbon Standard) certified, a globally recognised standard for certifying carbon credits for offsetting emissions, and CCB (Climate, Community and Biodiversity), a standard that certifies and evaluates projects that both contribute positively to the capture of greenhouse gases and support local communities and promote biodiversity conservation. At the socioeconomic level, the Qianbei project has



8.3.3. Compensation and collection

given a boost to the community, generating new jobs and raising the quality of life of local communities. The Qianbei Reforestation Project is achieving a comprehensive and sustainable impact on the local community, the environment and the fight against climate change. Its focus on community participation, job creation, and ecological restoration positions it as a model for the successful convergence between environmental conservation and human development in the fight against environmental challenges.

Camlica-3 HPP Run-of-River Hydro

The Camlica-3 hydropower plant, located in the Yahyalı district of the city of Kayseri, Turkey, represents a significant advance in sustainable energy production. This innovative installation harnesses the natural flow of the Zamantı River to generate clean energy with a capacity of 28.48 MWm/27.62 MWe.

The plant has three state-of-the-art turbines, each capable of producing approx. 9.206 MWe. This infrastructure converts the kinetic energy of the river into electricity, with an expected annual production of 104,488 MWh. The Camlica-3 project contributes significantly to the conservation of the environment by substantially reducing emissions. These reductions are achieved by substituting electricity produced from the conventional electricity mix in the Turkish grid, which comes mainly from fossil fuels, with renewable hydropower. This strategic shift plays a key role in Turkey's commitment to reducing greenhouse gas emissions and diversifying its energy mix. In economic terms, Camlica-3 addresses Turkey's energy deficit and diversifies its electricity generation mix, reducing dependence on energy imports. It also catalyses the development of infrastructure, benefiting local communities, especially in remote areas of the country. This com-

prehensive approach makes Camlica-3 a benchmark project that demonstrates the potential of renewable energy projects. The 19,000 VCS-certified Camlica-3 carbon credits purchased by Mango are equivalent to the annual electricity consumption of more than 11,500 homes in Turkey. The 19,000 VCS-certified Camlica-3 carbon credits purchased by Mango are equivalent to the annual electricity consumption of more than 11,500 houses in Turkey. It is expected that around 800,000 tons of CO2e reductions will be achieved over the 20-year project period.

Collaboration Greennova Foundation

In line with its commitment to the environment and in relation to capture projects, Mango has established a partnership with the Greennova Foundation. The company is aware that reducing and offsetting its emissions will not be sufficient to comply with the Paris Agreement scenarios

and that it will be necessary to capture and store atmospheric CO2. For this reason, Mango establishes an alliance with the Greenova Foundation to support research and development of technologies to eliminate CO2 already present in the atmosphere. The Greennova Foundation, in collaboration with the University of Barcelona, Rovira i Virgili University and Eurecat, is developing, through the industrial doctoral student format, technologies for capturing CO2 in the air using permeable membranes and graphene. This technology converts CO2 into a compound that allows its subsequent use. Mango stresses the importance of support to the research of new technologies in order to obtain in the medium term accessible tools to meet its objectives in relation to its commitment to the planet. In this case, as in all the projects in which Mango participates, the company seeks to do so by generating a positive effect in its areas of influence.

8.4

Water and chemical management

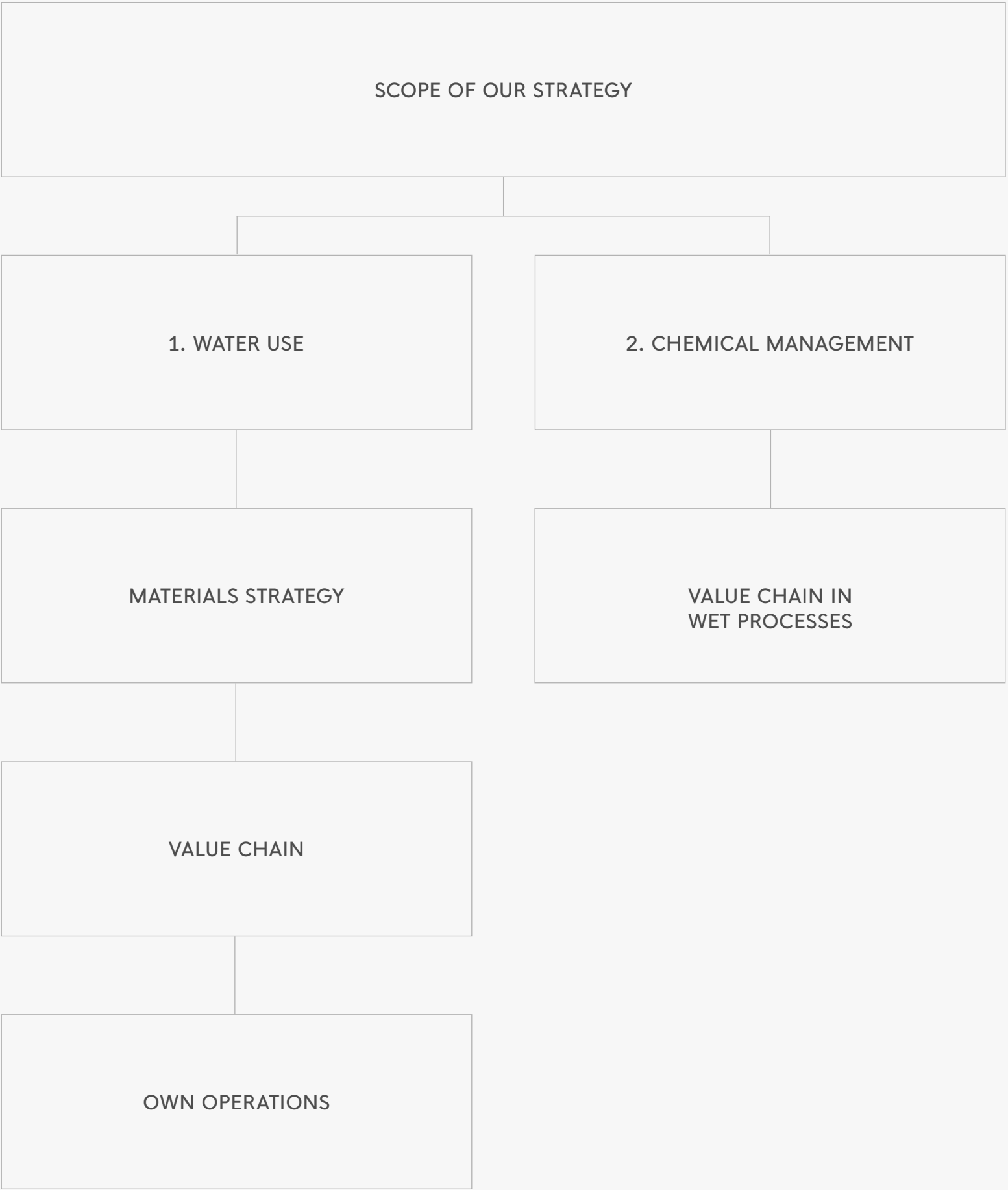
The textile industry exerts enormous pressure on the finite freshwater resource, as many of the production stages require water as a key resource. Water stress is the result of the lack of water availability to supply the demand of a region as a result of poor management of available water resources. Cotton cultivation, dyeing, washing and finishing processes, among others, involve high water consumption along the value chain and this places a responsibility on Mango to address the risks arising from water use management. In addition, the use of chemicals during production processes can result in the contamination of watercourses (sea, rivers, groundwater...) if wastewater is not properly managed. Poor management of wastewater from production processes can affect local agriculture, human health, biodiversity and industrial needs, among others. Finally, the effect of climate change on water resources must also be considered. Floods, drou-

ghts or other adverse effects can generate, for example, agricultural limitations, supply shortages, price increases, among other consequences that can affect and increase risks in the textile industry value chain. In this global context, Mango recognises its impact on the world's water resources and consequently identifies the management of water and chemicals along the value chain as a key point to move towards a more sustainable business model and reduce pressure on natural resources. Being aware of the wider impact and consequences of water and chemical use, and in line with the company's water and chemical management strategy, Mango monitors and tracks the main localised uses of water and the use of chemicals in it, to improve efficiency both in its own operations and throughout its supply chain and in the use of chemicals. To follow through with the action plan and properly address water and chemical management,

Mango is working on identifying and measuring different variables that affect this resource throughout the supply chain. Specific locations of its activity and quantitative consumption data are key points for the evaluation of its water impact. Mango believes that sourcing is key to accelerating the reduction of environmental impacts and, therefore, the company is currently working with partners, suppliers, other brands and other stakeholders to move towards more sustainable water and chemical management. Mango uses available tools such as Cascale's tools, Jeanologia's Environmental Impact Measuring (EIM) and Zero Discharge of Hazardous Chemicals (ZDHC) platforms for quantitative data collection. The availability of data is essential for proposing concrete, effective and significant actions within the water management strategy. Mango's water and chemical management strategy is divided into two major blocks: water use

Water and chemical management strategy

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on the one hand, and chemical management on the other. Water management, in turn, has three focuses: water management at head offices, distribution centres and stores; water management throughout the production chain; water management for the procurement and/or cultivation of raw materials. Chemicals management focuses on those processes in the supply chain that are water- and chemical-intensive. As part of this strategy and with the aim of reducing its water footprint, Mango is committed to reducing its water footprint by 25% by 2030.

Water use

In 2023, Mango used 25,071 cubic metres of water in its facilities and distribution centres (excluding physical shops), 14.3 million cubic metres of water in raw materials and 8.1* million cubic metres of water in wet processes in the supply

chain (excluding yarn dyeing processes). In 2022, water use in facilities and distribution centres was 25,538 cubic meters, 12.8 million cubic meters of water in raw materials and 4.2* million cubic meters of water in wet processes in the supply chain. In the last fiscal year, several actions have been carried out to reduce water use in each of the three sources mentioned above.

Water management at headquarters, distribution centres and stores

The company's objective in this area is to optimise water use through efficiency and awareness-raising projects for all Mango employees. In line with the projects initiated in previous years and with the aim of becoming increasingly efficient in the use of water, in 2023, Mango will have automatic taps at the Gallery facilities and at the logistics platform in Lliçà. In order to improve

data quality, meters have been incorporated to monitor electricity, gas and water consumption in real time, both in the central offices and in the distribution centres. In 2023, rainwater was collected and used to irrigate the green areas of the central offices and, in the coming years, there are plans to build more water collectors for irrigation and cleaning purposes and grey water for the bathrooms.

In the last fiscal year, the company has carried out awareness-raising actions on water and chemicals management integrated into the Sustainable Vision 2030 communication.

Water management in the production chain

Mango has the objective of identifying and analysing the most water-intensive production processes, known as wet processes, in order to implement technologies to reduce the demand

for water along the chain. In 2023, Mango has analysed and monitored water consumption along the production chain through quantitative data from the Higg FEM environmental performance tool. This tool also facilitates the monitoring of production plants that have an ETP (effluent treatment plant), recirculate process water and/or use rainwater in their facilities. Through the use of the EIM tool, Mango monitors water consumption in specific denim finishing and washing processes. This platform, developed by the company Jeanologia, enables suppliers and factories to share the processes carried out on denim and measure water consumption in them. In this way, Mango obtains primary data that help identify improvements during production. Thanks to this technology, the company has saved approximately litres of water in finishing and washing of its 2023 denim collection compared to conventional processes.

Water management for the production and/or cultivation of raw materials

Aligned with the materials strategy, Mango prioritises the use of raw materials with lower water consumption during cultivation and/or production of the raw material, with special focus on the company's 100% more sustainable cotton target, as it is a fibre that requires high water consumption for its cultivation. The prioritisation of more sustainable cotton such as recycled, organic, in-conversion, regenerative or Better Cotton (BC) significantly reduces water consumption. 2022, Mango used 93% Better Cotton over total cotton, resulting in a 49% decrease in water consumption derived from materials compared

* Water use data in the supply chain in 2022 and 2023 are not comparable data, due to the change in the calculation methodology resulting from the reclassification of factories in the supply chain.



8.4. Water and chemical management

to 2019. In 2023, this reduction was 53%, even though the total amount of materials used increased in 2023 compared to 2022.

Water footprint measurement

As a member of Cascale and through its tools, Mango measures water consumption in terms of raw materials, fabrics and processes throughout its supply chain. These tools provide standardised values of water consumption per raw material and access to water usage in production factories. In addition, the analysis of this data is key to your water management strategy to make decisions when choosing materials and factories to produce with in order to reduce your water footprint.

In terms of denim processes and finishing, Mango uses the Jeanologia EIM (Environmental Impact Measuring) tool, with which the company can

obtain impact data in the areas of water, energy, chemicals, worker safety in denim washing and finishing processes. This tool makes it easier for the company to consider impact improvements during denim production.

Chemical management in the production chain with ZDHC

With the intention of continuing the commitments made since 2012 to achieve zero discharge of harmful chemicals throughout the supply chain, Mango has been part of the ZDHC Roadmap to Zero program as a signatory since 2021. This initiative helps the company achieve best chemical management practices in wet or chemical-intensive processes throughout its production chain, both textile and leather, as well as footwear. Adherence to the ZDHC initiative is part of the company's water and chemicals

management strategy, which will implement actions for the reduction and efficiency of water use throughout the company's operations and supply chain.

With this alliance, Mango contributes not only to good chemical management, but also to protecting consumers and workers and reducing the impact of production processes on the environment. The company aims to identify and analyse the most water-intensive production processes, known as wet processes, and those processes with high chemical use in order to improve chemical management and achieve zero chemical discharge along the supply chain by 2030. As a member of the ZDHC, Mango is committed to maintaining and implementing the ZDHC guidelines: the list of substances restricted in production processes (MRSL); the chemicals management system (CMS); wastewater guidelines (WWG) and man-made cellulosic fibre

8.4. Water and chemical management

guidelines (MMCF). The company tracks and monitors the implementation of these guidelines through the ZDHC Gateway platform. In 2023, Mango used the ZDHC tools to analyse chemical management in the factories where it produces. This analysis has facilitated the definition of chemical objectives and action plan, as well as the development of the company's chemical management policy. The chemical management policy is public and has been communicated to Mango's suppliers for their information. The Input pillar (ZDHC MRSL) is related to the use of chemicals in line with the ZDHC's Manufacturing Restricted Substances List (MRSL), the Process (ZDHC performance InCheck) is aimed at good chemical management and chemical inventory in production processes, and finally the Output (ZDHC ClearStream) which focuses on wastewater quality compliance in line also with the ZDHC MRSL. Manufacturing Restricted

Substances List (MRSL) is a standardised list used by all ZDHC members, which indicates which chemicals cannot be used in the production of garments and footwear. In line with these developments, Mango aims to have 100% of wet process or chemical-intensive factories producing for the company compliant with the ZDHC's Restricted Substances List of Production Processes (MRSL) by 2030. This restricted chemicals standard must be met by all of its suppliers. In order to monitor factories that have production for Mango, the company requires the use of the ZDHC Gateway, a platform that enables the sharing of the chemical inventory (ZDHC performance InCheck report) and the results of the wastewater tests (ZDHC ClearStream report). In the event that the reports do not comply with the ZDHC MRSL, factories are required to conduct a root cause analysis (RCA) and a co-

rective action plan (CAP). In 2023, Mango has communicated to its suppliers the company's chemical management commitments and has integrated the use of the ZDHC tools as chemical management analysis and measurement tools in wet or chemical-intensive factories. In addition to these actions, Mango has conducted two trainings for suppliers and factories on the company's objectives in relation to chemicals management throughout the supply chain and on how to achieve these objectives in a clear and simple way. These trainings have been carried out jointly with two external entities and one of them has been conducted in the local language to facilitate the communication of the concepts. In the latter, other brands have also been involved so that in this way the discourse between brands is aligned and it is easier for the supplier or factory to follow the guidelines presented in the case of working for

several companies. By 2023, Mango has identified that 63% of wet process and chemical-intensive factories in its value chain are enrolled in the ZDHC program, which is in line with the company's 2023 targets. The company plans to work together with the wet process mills to implement the use of ZDHC tools to measure and manage the company's MRSL impact and compliance. This contributes to a continuous improvement of chemical and wastewater management in its production chain. In order to strengthen its relations with other companies, certifying bodies and industry suppliers, in 2023, Mango has attended various ZDHC conferences such as the ZDHC Impact Day, ZDHC Brand Days and ZDHC Annual Meeting, among others. In line with SDG 17, Mango considers collaboration between companies in the sector and the implementation of international and collaborative initiatives to

accelerate the transition to a more responsible management of chemicals in the textile industry to be key. In 2023, ZDHC and The Microfibre Consortium (TMC) initiatives have co-developed a guide with the aim of supporting supply chains and companies to take effective action against microfibre contamination. Combining ZDHC's expertise in sustainable chemicals management and TMC's science-based fibre fragmentation, the key features of the action plan outlined in the guide include different phases: microfibre communication and awareness; reduction of microfibre formation, with research to reduce process times; reduction of microfibre emissions in effluents; and how to ensure that TSS (total suspended solids) are monitored and meet ZDHC's fundamental requirements. As a result of this collaboration, the ZDHC Wastewater Guidelines will be updated

8.4. Water and chemical management

by 2024. Additionally, as part of the commitment to reduce the environmental impact of chemicals, Mango is phasing out the following chemicals in conjunction with the ZDHC MRSL: DMF solvent in polyurethane production, Potassium Permanganate in denim finishes, PFAS (perfluoroalkyls and polyfluoroalkyls) and Chromium (VI) free leather.

Other water and chemical management initiatives

In line with international initiatives, in 2023, Mango has reported, for the first time, its evolution and progress in water management in order to manage risks and opportunities through the Carbon Disclosure Project (CDP) Climate water questionnaire. This questionnaire helps the company identify improvements in environmental management.

On the other hand, following the publication of the Science Based Targets Network for Nature (SBTs for Nature) guidelines and resources in relation to freshwater and soil areas in 2023, Mango will be able to set concrete, time-bound targets based on science in the area of freshwater.

The steps to follow to set science-based targets are: evaluation of data to estimate value chain impacts and nature dependencies.

Next, interpretation and prioritisation of key issues and locations for action.

Third, measurement, establishment and dissemination.

To carry out this point it is important to collect baseline data on the prioritised objectives and locations. Next, once the objectives are established, the SBTN action framework - Avoid, Reduce, Regenerate, Restore and Transform - is used to take action. With this scale, a plan can

be made to begin to address contributions to unsustainable use and loss of nature. Finally, after implementation, it is important to follow up on the action, monitor progress toward the stated objectives, and publicly report on this progress.

In parallel, Mango has conducted a water risk study of the production chain using the World Resources Institute (WRI) Aqueduct tool. In this way, areas of extremely high water risk in Mango's value chain have been assessed and prioritised, specifically the watersheds where the company has an impact, and efforts have been directed at specific locations aligned with Mango's water impact reduction objectives along the production chain. Some 85% of the wet-processing factories are located in extremely high-risk areas, a fact that makes the company consider carrying out projects located in these watersheds.

Water and chemical management process at Mango

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8.5

Relationship with biodiversity

Mango is working to understand and prioritise its relationship with biodiversity. This represents a paradigm shift in how the company perceives the world. One of the greatest challenges facing the planet is the loss of biodiversity. As a signatory to the Fashion Pact, Mango recognises that biodiversity loss is one of today's most important risks and must be addressed in conjunction with collective action to mitigate the effects of the climate crisis and reduce its negative impact on oceans, forests and other terrestrial and marine ecosystems.

The activity carried out by Mango affects the natural environment throughout the entire value chain, with the most significant environmental impact occurring in the production and supply of raw materials.

Natural fibres need large amounts of land and water to grow, either directly (e.g. cotton) or indirectly (animal fibres such as wool and leather

need these resources to produce food for livestock). This, in turn, may cause forest land to be converted into cropland or pasture, with the resulting impact on biodiversity and climate crisis due to the felling of trees and destruction of natural areas.

Mango understands that the time window is narrowing, so its biodiversity strategy focuses on guaranteeing the traceability of its operations and prioritising immediate and scalable actions, defining objectives, scope, deadlines, responsibilities and resources to ensure compliance with its commitments.

In this line, Mango follows the framework established by Science Based Targets for Nature (SBTN) to advance its biodiversity strategy. This framework consists of 5 steps: analyse, interpret and prioritise, measure, act, and monitor. Mango remains committed to science-based

target setting, based on SBTN methodology.

With the initial phase of the company's biodiversity strategy, Mango is laying the groundwork for defining these targets based on its impact on biodiversity in its areas of influence.

As part of the first phase of the strategy, analyse, in 2023 Mango has analysed the use of all materials that are part of its production chain to identify those with the greatest direct impact on biodiversity. To complete this analysis, Mango has used public tools specific to the textile industry, such as the Textile Exchange's Material Impact Explorer (MIE) or the Fashion Pact's Nature Risk Lens.

With the aim of deepening the understanding of environmental risks in its areas of influence, in 2023 Mango has drawn up an environmental risk map in collaboration with the Mango CSR Chair. This risk map, which is publicly available on the Chair's website, assesses the environmental risks

in 191 countries considering eight indicators in relation to the impact on water, land, biodiversity and climate.

This tool will serve as a guide for the prioritisation of projects and actions to protect and restore ecosystems and their biodiversity in high-risk countries. With this analysis, Mango has been able to reaffirm that of its main production countries, India, Bangladesh, Morocco, Pakistan and Turkey are the countries with the highest environmental risk, classified as high or medium-high. These analyses have also been complemented with the FLAG emissions analysis under the SBTi initiative to identify those CO2 emissions directly linked to land use and, consequently, with a direct impact on biodiversity.

In Phase 2, by interpreting and prioritising the results of these impact analysis exercises, Mango has confirmed that natural and animal-derived materials have a greater potential for negative

impact on biodiversity. In this way, Mango establishes cotton, cellulosic fibres, wool and leather as key materials for the company's biodiversity strategy. These materials represent 56% of the total materials used by Mango. The wide scope of the impact on biodiversity (such as land use, soil quality, water consumption, species diversity, etc.) and the specific nature of each situation and/or location add to the difficulty of standardising KPIs for measuring the impact and monitoring of biodiversity actions. In addition, there is currently no standardised methodology agreed upon for this type of impact measurement.

Consequently, in these initial stages, Mango is prioritising learning and data collection through traceability exercises and pilot projects to provide the baseline for measuring the company's impact on biodiversity in the future. Mango is aware that the impact of its business on biodiversity is undeniable and recognises that



8.5. Relationship with biodiversity

the complexity of the supply chain and lack of standardised methodologies can slow down traceability and impact measurement exercises. For this reason, Mango has begun to act to mitigate its impact on biodiversity in parallel to its traceability and impact measurement efforts. Mango bases its efforts to act and reduce its impact on biodiversity on the SBTN's proposed AR3T framework which focuses on: avoid, reduce, restore and regenerate, to transform. The following are the actions that Mango is carrying out in line with this framework. The first step in reducing the company's impact on biodiversity is to prevent this impact from occurring whenever possible. In this line, Mango establishes policies that represent the company's commitment to avoid negative impacts on biodiversity and at the same time establish the framework for the company's biodiversity strategy. As the basis of its biodiversity strategy, Mango

highlights its animal welfare policy, its deforestation policy and the new deforestation-free bovine hides policy. Mango's biodiversity policies and commitments are listed below.

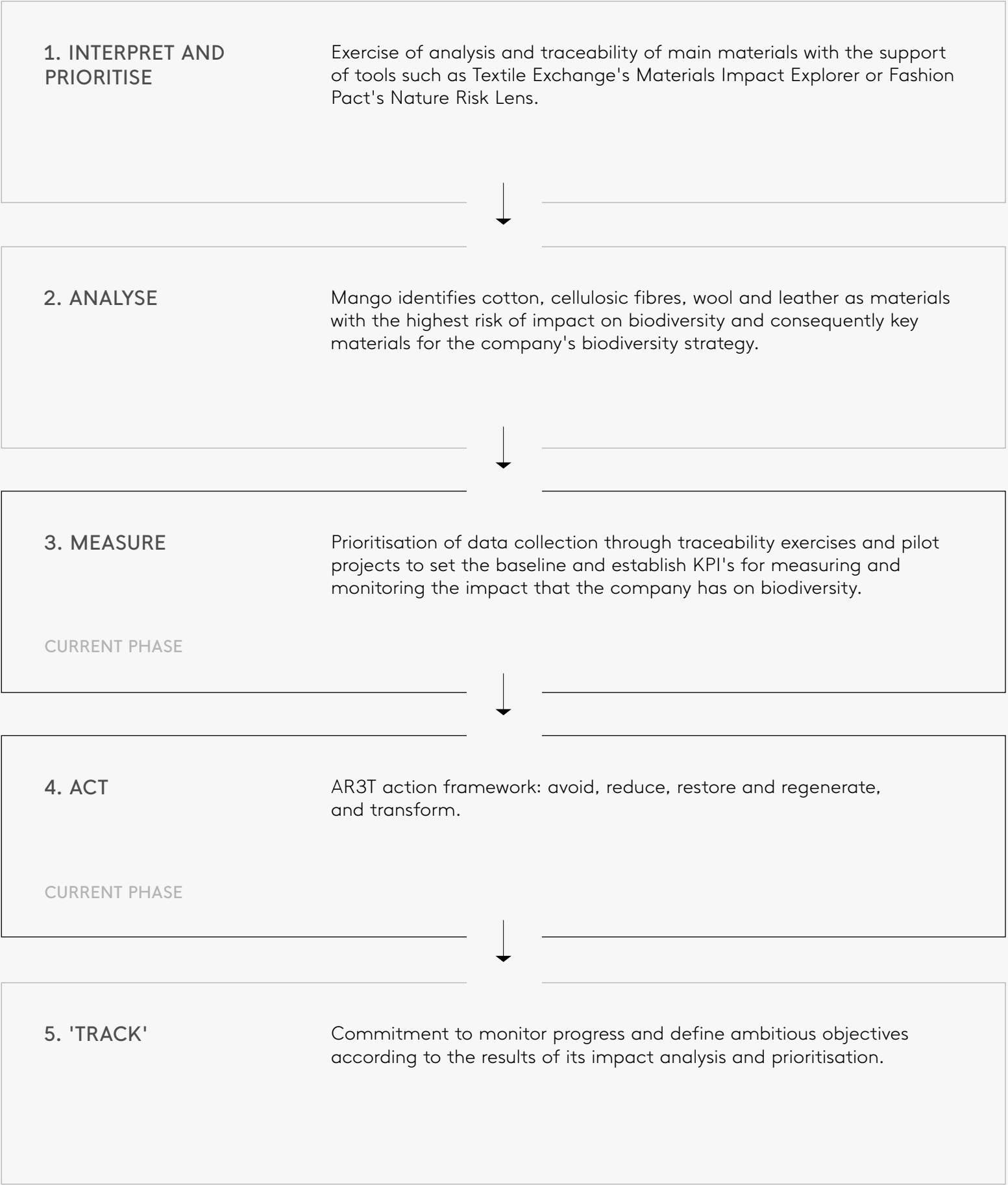
- Animal welfare policy:**
As part of Mango's sustainability plan, the company is committed to working towards fair and ethical treatment throughout the supply chain, rejecting any practices that involve animal abuse or suffering, such as mulesing. In this line, in 2018, Mango joined the People for Ethical Treatment of Animals (PETA) commitment to stop using virgin mohair wool in 2020 due to cruel practices towards animals to obtain it. Subsequently, in 2021, Mango committed to the Fur Free Alliance's Fur Free Retailer Program, whereby it will prohibit the use of fur in all its products. It should be noted that all animal materials used in Mango garments and accessories come from animals

destined for the human food chain. Mango prohibits the use of rabbit fur, even if its origin is as described above. The company also does not allow the use of angora wool. In addition, one of our animal welfare policy principles prohibits the use of materials derived from exotic animals, as well as endangered and vulnerable species*. In turn, Mango seeks to increase the use of recycled animal fibres, as well as to support innovative materials of non-animal origin that can offer the same qualities as animal materials, with the aim of reducing the amount of animal-derived materials. Currently, only 5.5% (2022: 6%) of the total kilos of fibres used by Mango are of animal origin. In line with this commitment, Mango aims to improve traceability and trans-

*As established by the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) and the Red List of Endangered Species of the International Union for Conservation of Nature (IUCN).

Our biodiversity strategy

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<p>parency throughout its supply chain by setting targets and standards to ensure that all virgin animal-derived materials come from responsible farms with high welfare standards. The current animal welfare policy can be found on the company's corporate website.</p> <ul style="list-style-type: none">• Forest protection policy: The forest protection policy applies to all forest-based materials/products such as paper, cardboard and cellulosic fibres such as viscose or lyocell. This policy establishes that all materials/products that come from wood pulp must come from sustainably managed forests, thus ensuring that they do not contribute to deforestation and illegal logging of endangered trees and forests. This policy includes the use of traceability certificates such as FSC/PEFC and is aligned with the commitments set by the Canopy style initiative, which aims to protect forests.	<ul style="list-style-type: none">• Deforestation-free bovine hide policy: In line with the company's animal welfare policy, Mango only uses fur that is a waste product from the human food chain. Even though it is a waste product recovered from another industry, fur is also a raw material linked to deforestation due to land conversion for livestock farming or cultivation for the production of livestock feed. Consequently, it is a material with a high potential for negative impact on biodiversity. To address this risk, by 2023, Mango has established its first deforestation-free bovine hide policy as part of its commitment to the Textile Exchange's Deforestation Free Call to Action for bovine hides and the Fashion Pact. With this policy Mango is committed to working on the traceability of its bovine hide supply chain with the objective that by 2030 all Mango's bovine hide will be free of deforestation risk. Bovine	<p>skin represents 80.2% (78.7%) of all leather used by Mango.</p> <ul style="list-style-type: none">• Mediterranean Reserve 30: Mango supports this initiative promoted by the Vellmarí Association, an organisation founded by Manu San Félix, for the protection and restoration of the Mediterranean Sea. Mediterranean Reserve 30 aims to restore the Mediterranean by promoting the creation of protected marine areas, sustainable fishing and improved water quality. <p>The next step within the AR3T framework is to reduce. The goal of Mango's Sustainable Vision 2030 is to reduce the environmental impact of the company's on ecosystems and biodiversity and, consequently, reduce the negative impact on ecosystems and biodiversity as a result of its activities. In line with this principle, we highlight the following strategies whose impact significantly influences the company's impact on</p>	<p>biodiversity:</p> <ul style="list-style-type: none">• Mango's more sustainable materials strategy reduces the extraction of virgin materials through the use of recycled materials, consequently reducing pressures on natural resources. This impact reduction is especially prominent in materials such as recycled wool.• Reduce the use of water and harmful substances along the production chain with Mango's water strategy and as members of the ZDHC.• Mango is working to reduce the emissions associated with its activity through its decarbonisation strategy, thereby reducing the negative effects on ecosystems and their biodiversity linked to pollution. <p>The next step within the AR3T framework is to restore and regenerate. In order to have a positive impact on the environment, it is vital to support projects and actions that restore and regenerate</p>	<p>biodiversity and thus improve its current state. In this line, in 2023, Mango has implemented and collaborated in the following projects and initiatives:</p> <ul style="list-style-type: none">• Regenerative Cotton Project in India with Mattered: For the first time, Mango is committed to regenerative agriculture with a regenerative cotton pilot project in India in collaboration with the British-Indian company Mattered. Mattered specialises in designing solutions for the cultivation and supply of regenerative cotton with the aim of creating a positive impact on the territory, both socially and environmentally, and consequently on biodiversity. Mango has worked together with Mattered to establish monitoring KPI's to analyse the project and its positive impact. Data collection for this first initial phase is aimed at establishing the baseline of the state of the territory, its crops
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8.5. Relationship with biodiversity

- and its biodiversity. The next phases of the project are expected to measure the positive impact of the project. It should be noted that this project will provide complete traceability of the cotton supply chain from its cultivation to the garment. Mango plans to incorporate regenerative cotton from this project in its collection in 2024.
- **PROMACC project for the restoration of the Serra de Miralles-Ancosa forest area, Catalonia:**
Mango is also committed to protecting biodiversity in the areas near its headquarters. In this line, in 2023, Mango has collaborated in the PROMACC project to restore the Serra de Miralles-Ancosa forest area in Catalonia, an area that was affected by a fire in 2021. The PROMACC projects are forestry projects for climate change mitigation and adaptation. The objectives of this project include the re-

- covery of the affected forest area by improving the absorption and reduction of carbon emissions and the presence of biodiversity in the area, among others.
- **Collaboration with Conservation International:**
in line with Mango's commitment to contribute to the restoration and regeneration of biodiversity, in 2023 Mango has signed an agreement with the non-profit organisation Conservation International, whose mission is the conservation of nature and its biodiversity at a global level. With this collaboration, Mango contributes to the protection of 1,500 hectares of forest in areas such as the Amazonas in Brazil, Cambodia and China.
 - **Donations for biodiversity restoration through 'Mango likes you':**
Mango, through the Mango likes you loyalty program, gives customers the opportunity to collaborate with organisations whose mission is

- the restoration and protection of biodiversity. Through Mango likes you, Mango customers can donate the accumulated value of their likes to projects such as Plant for the Planet and Asociación Vellmarí.
- The next phase within the AR3T framework is to transform. Through collaborative projects, Mango contributes to the transition to more sustainable business models and thus transforms the way it conducts its business.
- In this line, Mango continues to actively participate in initiatives such as the Fashion Pact, a partnership that works to promote collaboration within the textile sector whose main axes include biodiversity. In addition, in 2023, Mango has joined the Textile Exchange, an expert initiative on materials and their alternatives with a lower environmental impact.
- **Leather Impact Accelerator (LIA) project:**
in 2023, with the objective of contributing to

- the transformation of the bovine leather industry Mango has joined the Deforestation-Free Call to Action for Leather, which urges brands and retailers to commit to sourcing bovine leather from deforestation-free supply chains by 2030. As part of this commitment, Mango has published its first deforestation-free bovine leather policy. As the next step in this commitment, by 2024, Mango will invest in pilot projects to transform the bovine leather supply chain with a focus on deforestation, traceability and animal welfare issues.
- The last phase within the AR3T framework is tracking. Mango is committed to monitoring its progress and setting ambitious SBTN targets according to the results of its impact analysis and prioritisation. In this line, Mango will adapt its biodiversity strategy whenever relevant to the achievement of its commitments. Mango will continue to report progress and results publicly.



8.5. Relationship with biodiversity

Mediterranean Reserve 30

Mango reinforces its commitment to sustainability and allies with marine biologist, explorer and National Geographic publicist Manu San Felix to support the Mediterranean Reserve 30, an initiative promoted by San Felix himself for the protection and restoration of the Mediterranean Sea. Specifically, Mediterranean Reserve 30 emphasises the evolution of the sea since its origins, listing the main causes of its deterioration. The recent overpopulation of the Mediterranean, unlimited fishing and the loss of water quality have led to the disappearance of species and the deterioration of environmental wealth, making the Mediterranean the most exploited sea in the world, with 90% of its fish stocks in an unsustainable situation. In this sea, the marine protected areas in which any type of fishing is prohibited cover only 0.23% of its basin. In addition,

a thousand of its species come from other seas and some of them destabilise the Mediterranean underwater habitats. Mediterranean Reserve 30, promoted by the Vellmarí Association, an entity founded by Manu San Félix, wants to recover the Mediterranean by promoting the creation of marine protected areas, sustainable fishing and improvement of water quality. The initiative Mediterranean Reserve 30 has launched a campaign to collect signatures through a manifesto that aims to reserve 30% of the Spanish Mediterranean. The initiative already has more than 25,000 signatures, following the launch of a communication campaign carried out to unite civil society and achieve social support. In addition, the association is making contacts to gain the support of world leaders in conservation and also has the backing of well-known personalities from the Spanish scene.





8.5. Relationship with biodiversity

From the sea,
for the sea

In 2023, Mango is teaming up with Pyratex, a Spanish textile supplier specialising in innovative fabrics, to launch a T-shirt and pants in solidarity with the celebration of World Oceans Day. Under the slogan From the sea for the sea, the company and Pyratex have developed a collection of two garments made from a blend of seaweed and wood cellulose with cotton. Designed entirely in Barcelona and made in Morocco, the profits from the sale of the T-shirt and pants will be donated to the Vellmarí Association, an organisation founded by Manu San Félix, marine biologist and National Geographic explorer, to promote a pioneering project to replant Posidonia, an endemic aquatic plant endemic to the Mediterranean that is in danger of extinction.

8.6

Eliminate plastics and reduce waste

In a competitive and changing environment such as the fashion industry, Mango must continue to guarantee the circuit from the supply points to its customers with the required speed, while at the same time being aware of the environmental impact of its operations.

To this end, the company continues to work on improving its supply chain with simplicity, control, flexibility, sustainability, speed and scalability as guiding principles.

Mango's global production and supply chain not only has a high impact on greenhouse gas emissions, but also has a high impact in terms of material use and waste.

In order to optimise and reduce the use of materials and waste throughout its value chain, Mango has launched projects for the elimination or substitution of plastic components and packaging based on the following key actions: identification of components (paper or plastic)that accompany their garments; substitution of the necessary plastic components that accompany

their garments for alternatives with less environmental impact; optimisation of packaging from the source, progressive substitution of virgin plastic bags (polybags) for paper or recycled plastic bags and the optimisation of online packaging.

In this way, and in line with the international commitments acquired as a member of the Fashion Pact and the UN Fashion Charter, Mango has set itself the goal of achieving 100% more sustainable packaging by 2030.

To achieve this goal, Mango focuses on three pillars: eliminate, reduce, and low impact. These pillars form the basis for Mango's guide to more sustainable packaging.

In 2023, Mango has conducted working sessions with the company's purchasing and design teams whose product is associated with greater use of packaging and components and, consequently, with a greater use of packaging and components.

The company's work with the company's complementary equipment and Home line is particularly noteworthy. Particularly noteworthy is the work

carried out with the company's Home line and accessories teams. The objective of these work sessions is to identify those paper, cardboard or plastic elements accompanying the product that could be eliminated or reduced. In the case of elements necessary for the protection and transport of the product, priority is given to alternatives with a lower environmental impact, such as FSC/PEFC paper, paper/cardboard or recycled plastic. Mango's guide to more sustainable packaging includes these decision flows and establishes the best practices to be followed to minimise waste associated with the Mango product.

+68 Million

These are the plastic bags that Mango has eliminated by 2023 (2022: 51M).

Elimination of plastic bags

In order to reduce the environmental impact of operations and, in particular, the impact generated by supply chain packaging, Mango identified the plastic bags used to transport the product from origin as a key packaging with a high volume of impact.

This project, which was approved in pilot phase in 2020, is already implemented in nine key production countries for Mango: China, Turkey, Morocco, Bangladesh, Vietnam, India, Indonesia, Cambodia, Portugal.

This project consists of replacing the plastic bags used for the distribution of folded products along the supply chain, from their origin to their arrival at the stores or to their delivery to the customer as online orders, for paper bags.

This is a large-scale project that involves the collaboration of the entire company, from the quality department, logistics, distribution centres and stores, as well as the collaboration of

suppliers throughout the supply chain. This is a key project in advancing the company's commitment to sustainability. Furthermore, this initiative is perfectly aligned with the objectives of the oceans pillar of the Fashion Pact whereby members commit to reduce plastic packaging as much as possible and eliminate all single-use plastics by 2030. Specifically, 2023 has been a key year for securing the paper bag project for Mango.

Currently, 89% of Mango's production volume is in countries where the paper bag is already implemented (eight of the ten countries with the highest Mango production volume). In order to accelerate the implementation

Mango has developed a guide for the approval of paper bags in 2023, which defines the technical and environmental criteria to be met.

This guide allows the company to standardise the quality and performance of paper bags in order to ensure efficient operations during production, transportation and handling.

8.6. Eliminate plastics and reduce waste

Why use paper?

Unlike plastic, paper comes from renewable sources, which makes this material more sustainable in the long term than plastic. The paper bags used are made of tissue paper, a material made from natural pulp from the cellulose of trees that comes from sustainably managed forests in accordance with the requirements of international FSC standards. In this way, the company ensures that the production of these paper bags does not contribute to deforestation or illegal logging anywhere on the planet. In addition, paper is a material that can be recycled an average of four to six times, so by using this material, Mango is helping to drive the circular economy cycle. It is also less hesitant than other materials when it comes to being deposited in recovery garbage cans for recycling.

Recycled plastic bags

Along with the project to replace conventional plastic bags with paper bags that Mango started in 2020, in 2022 Mango launched a recycled plastic bag project for all those garments that by their nature are not candidates for paper bags. For example, hanging garments or very bulky garments. In 2022, Mango launched this project in Bangladesh and Turkey.

Standardisation project for transport boxes

Mango has a project to nominate cardboard box manufacturers for the transportation of product from origin. This initiative aims to ensure the quality and measurement of the cardboard boxes, in addition to ensuring the sustainable origin of the cardboard used by the company. In this way, the content of the boxes and their transport is optimised, thus favouring more effi-

cient transportation. On the other hand, and in line with the commitment acquired in Mango's forest protection policy aligned with the Canopy Style initiative, this project ensures that all cardboard boxes from Mango suppliers are of controlled and sustainable origin, ensuring that they do not contribute to deforestation and the illegal felling of trees. In addition, this standardisation makes it possible to increase the reuse of boxes received from suppliers for shipments to stores.

Online packaging optimisation

With the exponential growth of the company's online sales, Mango recognises the need to ensure the optimisation of the packaging used to ship e-commerce purchases. In 2018, Mango stopped purchasing plastic envelope bags for the delivery of online orders and implemented that all online purchases be delivered in paper/cardboard packaging. In this way, Mango advanced its goal of reducing its envi-

Polybag phasing out

COMMITTED TO PLANET

2020

Implementation of pilot tests.

2021

Implementation of paper bags in Turkey, China and Morocco.

2022

Implementation of recycled plastic bags in Bangladesh and Turkey. Implementation of paper bags in Portugal, Spain, Bangladesh, India and Vietnam.

2023

Implementation of paper bags in Cambodia. Elaboration and communication of the paper bag approval guide.

8.6. Eliminate plastics and reduce waste

ronmental impact in terms of plastic use. On the other hand, the boxes used for the delivery of online orders contain a percentage of recycled cardboard and are made of PEFC certified cardboard. In this way, and in line with the company's forest protection policy, Mango ensures that the cardboard in all online order boxes comes from sustainably managed plantations and also contributes to a circular economy through the recycling of resources such as paper/cardboard. On the other hand, Mango continuously evaluates its online packaging to optimise the different sizes and reduce the weights of the variety of boxes for online orders in order to use the minimum amount of materials.

Waste management

Mango's commitment to the environment and to promoting the circular economy has led the company to carry out selective collection of the

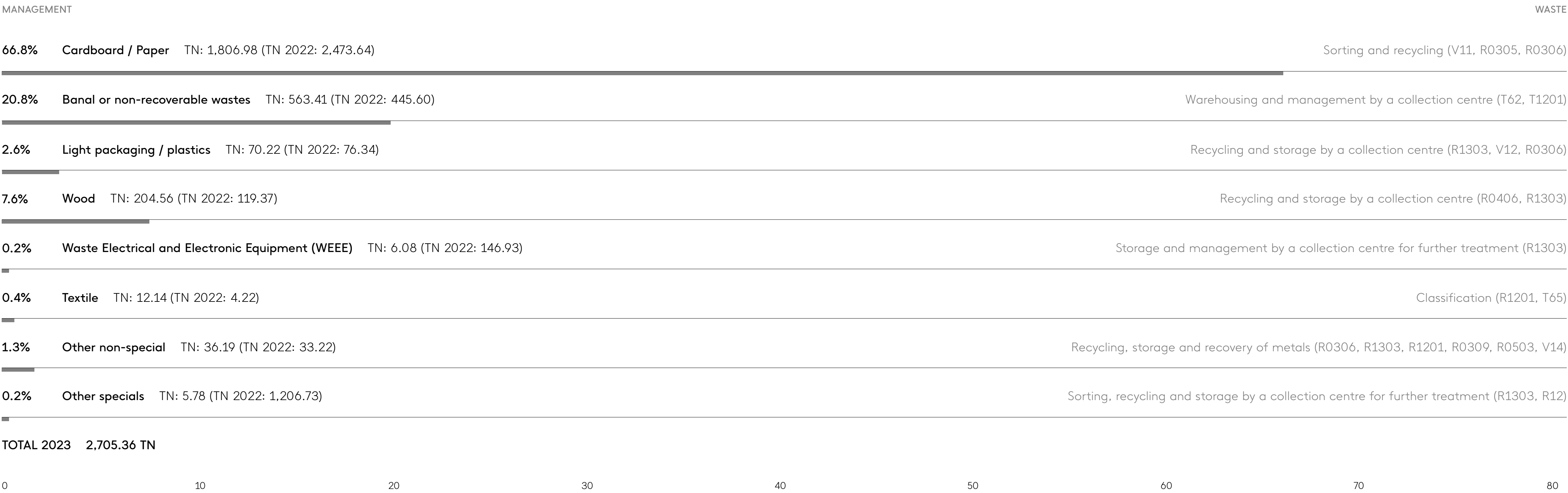
waste generated in all its facilities and points of sale so that it can be recovered and recycled. The waste generated is managed by specialised authorised waste managers. Special waste (waste associated with office technology and maintenance: toner, fluorescents, batteries, aerosols, solvents, etc.), which represents less than 1% of the waste generated, is duly managed according to its characteristics. Mango is a member of the integrated waste management systems established in certain countries (green dot and PRO systems). Through these management systems, Mango ensures the correct management and recycling of all packaging and components associated with the products placed on the market. In 2023, Mango's activity has placed on the market approximately 15,030 tons of paper/cardboard and 1,403 tons of plastic. In order to mitigate and control the impact generated by the waste resulting from its activities, Mango has a Corporate Plan for the Prevention

of Packaging Waste (PEP) in the framework of which criteria are established for the reduction and optimisation of the use of packaging. Mango has signed a collaboration agreement with Ecoembes for the implementation of a selective collection system for packaging waste at its facilities and the proper management of the material recovered. At the same time, the company is committed to launching initiatives to raise awareness of the selective collection of household packaging waste and its recycling among personnel and users of the facilities. Mango contributes to raising employee awareness of waste issues by placing informative material and appropriate signage in the facilities, as well as holding internal talks to encourage good practices for recycling and waste reduction both at headquarters and at home. The following is a summary of the waste generated at Mango's sites in 2023 according to its type and management treatment.



8.6. Eliminate plastics and reduce waste

Waste generated at Mango's sites
in 2023 according to type and
management treatment





8.7

Facilities and stores

The headquarters, logistics centre and stores are at the heart of Mango's business model. It is in these facilities and at its stores that the company's employees and customers interact and coordinate Mango's activities around the world. In line with the company's commitment to the environment and as part of its sustainability strategy, Mango integrates energy efficiency criteria and sustainability principles into the management and operations of its headquarters, distribution centres and stores. In this way, Mango works to reduce its environmental impact through the application of energy efficiency measures and actions, with a firm commitment to renewable energy in its facilities and the appropriate management of material resources. The company seeks to promote reuse, achieve optimum performance and increase durability through rigorous maintenance, in addition to the implementation of good practices in waste recycling.

Consumption data

Mango's headquarters in Palau-solità i Plegamans (Barcelona) and the company's logistics centre in Lliçà d'Amunt (Barcelona) had a consumption of 22,213 MWh in 2023 (2022: 19,971 MWh). In the last fiscal year, company-owned stores consumed 113,433 MWh and franchised stores 117,500 MWh (2022: company-owned stores, 113,951 MWh; and franchised stores, 118,771 MWh). 63% of the energy used in stores is of renewable origin. In 2023, 100% of the electricity consumed in Mango's headquarters, logistics centre and corporate stores in Spain was renewable energy. This is equivalent to some 94,169 MWh with guaranteed renewable origin. The electricity consumption of Mango's corporate stores and head offices in 2023 represented approximately 136,485 MWh.

In line with the company's commitment to a more sustainable business model, in 2022 Mango signed a renewable energy supply agreement under the PPA modality with Acciona Energía for the next ten years, whereby Mango ensures that 100% of the electricity consumed at its headquarters (including the new Campus), at its logistics centre in Lliçà d'Amunt (Barcelona) and in the largest stores in Spain with high-voltage supply is of renewable origin. The Mango stores that are part of this agreement are: Valencia - Colón; Palma de Mallorca Fan; León Ordoño 2; Barcelona - Paseo de Gracia 36; Madrid Orense; Madrid Plenilunio; Sevilla O'donell 7; Valencia Aqua; Gijón Corrida; Barcelona Canuda; Parque Comercial Nevada Shopping (Armillá - Granada); Parque Comercial La Cañada (Marbella - Málaga). For the rest of the company's corporate stores, Mango uses the compensation by guarantees of origin (GoO) format.

Our headquarters: offices and logistics centre

Palau-Solità i Plegamans
(Barcelona)

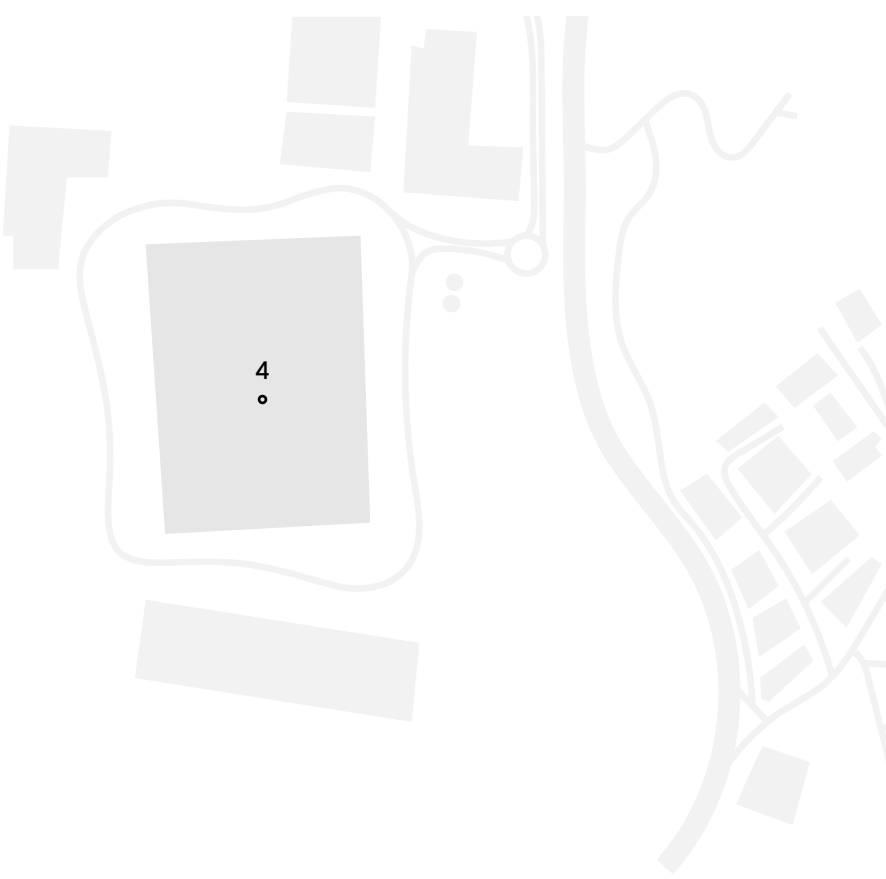
HANGAR (1) AND GALLERY (2)
PALAU (3)

Headquarters



Lliçà d'Amunt
(Barcelona)

DISTRIBUTION CENTRE (4)



8.7.1

Headquarters

Mango centralises all its creative activity in Barcelona, where its headquarters are located (Palau-solità i Plegamans) and from where the company's worldwide operations are managed. Mango's headquarters consist of several buildings: Palau, the Hangar Design Centre and Gallery.

El Hangar Design Centre, inaugurated in 2006, works in all areas related to creativity: product design, window dressing and interior design, among others. In this 12,000 m2 design centre, the company designs more than 18,000 garments and accessories for all its business lines every year.

As part of its commitment to sustainability, Mango works to reduce the environmental impact of its offices and warehouses, implementing best practices that enable its employees to contribute to a more sustainable environment. The company's commitment to the environment is

also present in the planning and design of new facilities and refurbishments as part of its expansion plan.

Energy efficiency measures in Palau and El Hangar Design Centre

Mango's headquarters have a variety of energy efficiency measures and best practices in place to reduce the company's environmental impact on the surroundings.

100% of the energy used at the Palau and El Hangar Design Centre headquarters is of renewable origin. The central offices have 28 double charging stations for electric vehicles (fourteen at El Hangar Design Centre and fourteen at the logistics centre in Lliçà) and a charging point for electric motorcycles. To control water impact, Mango has installed taps with water injection sensors as well as a natural rainwater filtering system using the dunes in the landscaped area

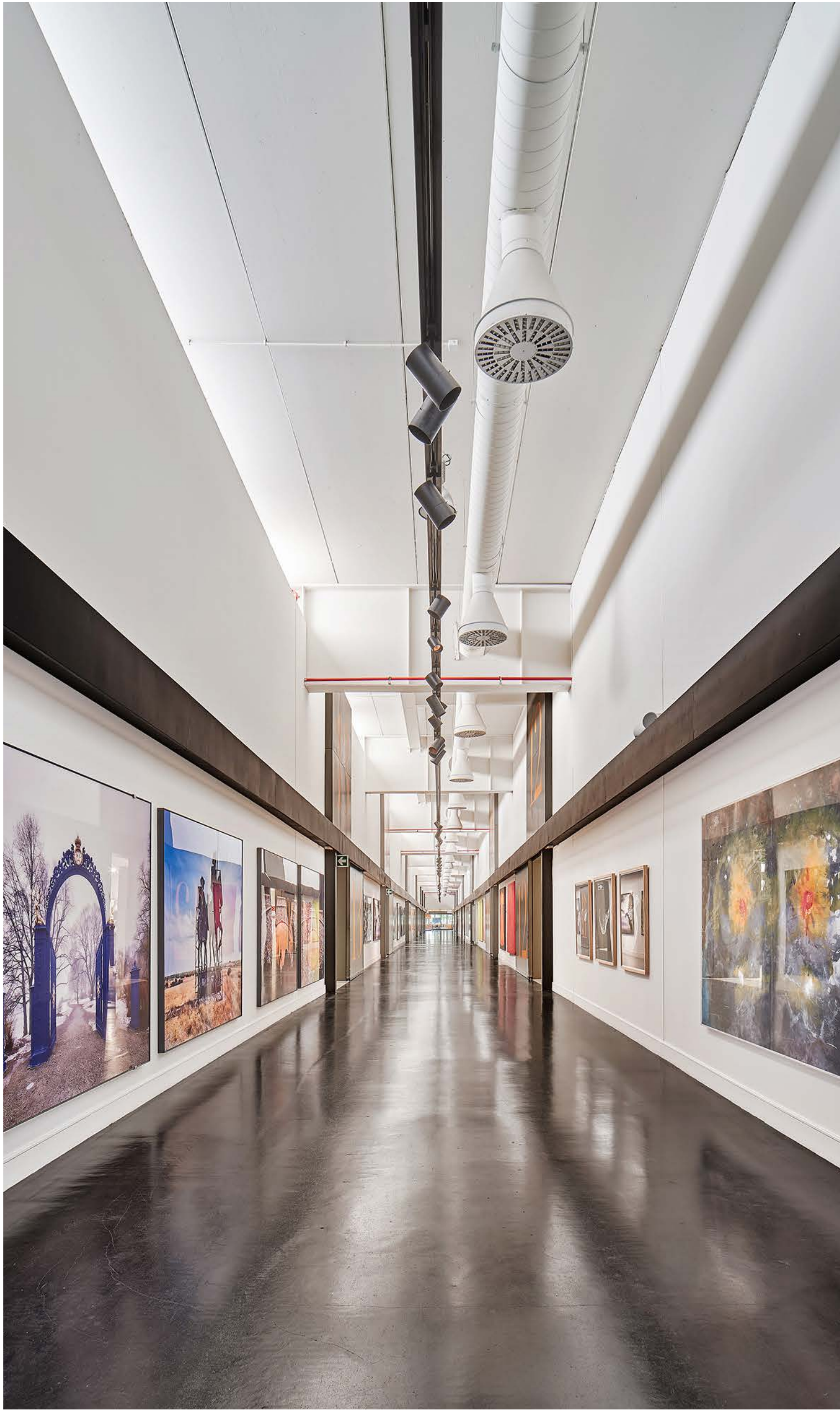
of El Hangar Design Centre. Through this system allows the water to reach the water table, feeding the Riera de Caldes aquifer and, in turn, relieving the strain on the urban sewage system. Mango has also recently installed a rainwater reuse system using a tank. In addition, Mango plans to install a system for reusing condensation water from air conditioning equipment. The rainwater reuse and condensate water collection system will cover most of the irrigation needs throughout the year for 1,054 m2 of landscaped area.

Circularity in central offices

Circularity is also a concept present at Mango's headquarters. In line with its commitment to sustainability, Mango has a recycling system with authorised managers to ensure the correct recycling of waste, in addition to implementing a waste management system. The good practices implemented by Mango so far in the manage-







8.7.1. Headquarters

ment of its material resources are enabling the company to work towards the goal of achieving zero waste at its headquarters over the next few years. The good practices implemented by Mango so far in the management of its material resources are enabling the company to work towards the goal of achieving zero waste at its headquarters over the next few years.

Mango Campus

The company is currently immersed in the construction of its future corporate complex, which will be linked to the Hostal del Fum Park, a natural environment equivalent to more than 22 soccer fields with grassy lawns, streams and ponds inhabited by many species of native flora and fauna. The new Mango Campus, located in Palau solità i Plegamans, will house more than 2,200 of the company's employees. The new central facilities represent a total investment of 42 million euros and are conceived as an R+D+I centre that will

The Mango Campus will have a rainwater collection system for reuse for purposes such as irrigation of green areas and gardens

allow the company to develop its new products and services. The new Mango headquarters will consist of two office buildings interconnected by gardens and walkways that will house multiple workspaces for the different areas and activities of the company. The new Mango headquarters will consist of two office buildings interconnected by gardens and walkways that will house multiple workspaces for the different areas and activities of the company: design, clothing, samples, catalogues, photographic sets... The Mango Campus will also have a business centre with nearly 25

meeting rooms and four multipurpose rooms, two cafeterias with dining room, an auditorium with capacity for more than 200 people, a wellness centre with gym, several showrooms, five pilot stores, an outdoor agora, green areas and a relaxation space and chill-out terrace on the rooftop. As part of Mango's commitment to sustainability, the architectural project for its new Campus has been conceived with the aim of generating a low environmental impact, reducing CO2 emissions into the atmosphere and turning its offices into spaces that are more respectful of the environment and the planet. Mango's new headquarters will install electric charging points at the entrances and photovoltaic solar panels on the roofs of its two buildings and on the canopy that connects them, which will produce renewable electricity of up to 1,040 MWh per year and will reduce CO2 emissions by 260 tons, equivalent to some 27,500 trees planted. The company will also implement energy efficiency measures in its new facilities, such as high-efficiency, low-consumption LED li-

8.7.1. Headquarters

ghting, a building regulation and control system that allows the lighting to be switched on and off according to the presence of light, as well as an energy-saving LED lighting system. The new buildings will be equipped with energy management systems, consumption monitoring systems and toilets with low-consumption devices; and other mechanisms such as aerothermal or inverter technology for building air conditioning and ventilation systems, which have heat recuperators to take advantage of the energy expelled to the exterior. To control the water impact, Campus Mango will have different advances such as a system for collecting and using rainwater for different purposes such as irrigation of green areas and gardens, from the roof of the new module to the urban vegetable garden and from the central watercourse to the aquifer, through the wells in the flowerbeds. As for the choice of materials for the construction of the new Mango Campus, special attention will be paid to their sustainable origin, giving priority to low-impact materials. Thus, the

workspaces will have natural rubber flooring and will be coated with photocatalytic, ecological and sustainable paint, which improves indoor air quality. Some of the ceilings and walls will be created from panels and tiles made of fibres from post-consumer garment recycling. Others will be made with environmentally friendly manufacturing processes, such as porcelain floors, designed for the entrance areas and corridors. We have also looked for finishes that can be repaired and are in line with the made to last philosophy to extend their useful life by adapting to the changes and flexibility that the building requires. In the same way, acoustic comfort and air quality aspects have been taken into account, so the auditorium will be carpeted, the meeting rooms will be covered with recycled textiles and the composition of the ceilings of industrial aesthetics will feature sound-absorbing panels to ensure high acoustic comfort in all work spaces. Campus Mango wants to generate a new way of collaborating, connecting, learning and innovating within the

company. The flexible, open and inclusive spaces are designed to boost the work of the company's employees. The walkways, which connect various areas of the Mango Campus buildings, cross the surrounding landscaped courtyards and, along with the main corridors, will foster interdepartmental relationships. The walkways, which connect various areas of the Mango Campus buildings, cross the surrounding landscaped courtyards and, along with the main corridors, will encourage inter-departmental relationships. In addition, to promote work flexibility, the offices will have a wide variety of work station environments, with open meeting tables, informal meeting areas, closed meeting rooms, phone booths and individual concentration spaces. The company also works with Ilunion, which belongs to the ONCE Social Group and is a national benchmark, will be universally accessible, especially for people with reduced mobility, and will include multiple measures and initiatives to ensure the health and safety of employees in the workplace.





8.7.2

Logistics centre

Given Mango's global nature and its rich eco-distribution system, the company's logistics ecosystem is one of the most advanced in its sector.

Mango's global distribution centre, located in Lliçà d'Amunt (Barcelona), receives all the garments and accessories from the different production points with which the company works and distributes them to all its stores around the world, in addition to handling customer orders directly. In addition to this logistics centre, Mango has six decentralised centres located in Palau-solità i Plegamans, China, Turkey, Poland, Mexico and the United States, with which Mango supports its online business and its international growth. Mango's logistics centre in Lliçà d'Amunt began operations in 2016, running at full capacity in 2019. After its expansion work, the logistics platform, which handles more

than 500,000 units a day, will cover an area of 280,000 square meters, the equivalent of forty soccer fields. Mango's logistics centre is one of the largest and most technologically advanced in Europe. Its size and the latest automated technologies enable the company to handle more than 75,000 garments every hour to supply its entire distribution network.

Energy efficiency measures in the logistics centre

Equipped with the latest innovations, Mango's logistics centre in Lliçà d'Amunt was designed with energy efficiency criteria in order to reduce the environmental impact of the facilities. The logistics centre features measures such as the 100% use of renewable energy, the installation of motion sensors to save energy and lighting,

in addition to implementing the use of low thermal transmission materials to prevent heat or cold from entering the building, the availability of six electric vehicle charging stations, and the irrigation of gardens with drop-by-drop systems that are self-supplied from a rainwater recovery tank.

In 2023, the company also replaced the lighting fixtures with automatic warehouse LEDs and installed a new, more efficient compressed air compressor.

In addition, solar panels have been installed on the roof of the logistics centre, which will produce 2,430 MWh per year, as well as charging stations for electric vehicles.

The logistics centre also has a kinetic energy recovery system, i.e., it uses the braking of the stacker cranes to generate energy that is used in the facility itself (similar to what hybrid cars

8.7.2. Logistics centre

do). With regard to the use of materials or waste, Mango's logistics platform in Lliçà d'Amunt has a recycling system with authorised managers to ensure the correct recycling of waste. In addition, the company gives a second life to the boxes sent by the supplier, reusing them as shipping boxes for stores and other functions. During the initial construction phase of the logistics centre, more than 1.5 million cubic meters of land were reused to create the different logistics plots in the industrial park, landscaped areas and roads and accesses to the area. In this way, the available resources were used in a sustainable manner, thus avoiding emissions associated with the transport of excavated earth to authorised landfills.

Expansion of logistics centre Lliçà d'Amunt

In 2021, Mango began work on the expansion of

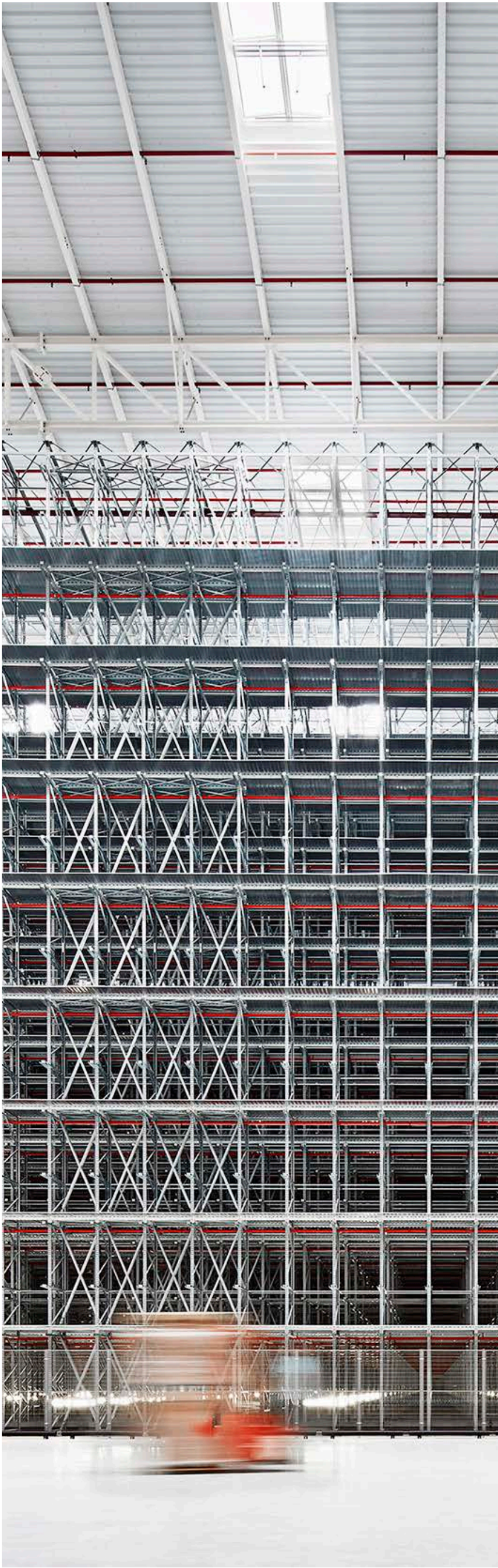
the logistics platform in Lliçà d'Amunt, with an investment of 88 million euros. The extension, planned from the time the logistics centre was designed, aims to enable the platform to continue to take on the growth of logistics linked to e-commerce to send orders directly to the end customer, provide greater capacity and agility to the shipping area and support the new lines of business. The warehouse expansion will add to the 190,000 m2 of initial floor space and an additional 90,000 m2 to the centre. After the expansion of the facilities, Mango's logistics centre will increase its handling capacity by up to 10,000 garments per hour, to 85,000 garments per hour. The foundation phase of the expansion process was carried out using reused iron and steel material instead of extracting new materials, which enabled the company to increase its capacity to 85,000 garments per hour.

The company's goal was to avoid the exploitation of new quarries and to take advantage of a waste product and turn it back into a resource. In this way, circular economy criteria are applied in the use of materials on the site.

The Raft of Can Dunyó

The Can Dunyó pond is a pond located in Lliçà d'Amunt that was promoted thanks to the reuse of rainwater from the Mango logistics centre. The pond was consolidated throughout 2012 and 2013 and is part of the inventory of wetlands in Catalonia. The irrigation system is fed by the reuse of rainwater. In order to manage the water collected in the logistic centre, a rainwater tank has been built, a reservoir connected to a collector and a lamination pond where the water accumulates to be released slowly into the river. The design of

the pond was based on technical criteria. The basin has different depths and sinuous edges that will allow the proliferation of different plant and animal species from wetlands. At the same time, the central island provides permanent shelter for several species of fauna and the temporary basins and the edges of the central basin are a suitable place for different species of amphibians. Birds will be a group of fauna especially favoured by the creation of the Can Dunyó pond. The planting project, with some 2,000 native plants, has included the use of bioengineering techniques, and the placement of other elements, such as stones and fallen trees, allows for increased habitat diversity. The water accumulated in the pond will serve to recharge the aquifer, reproducing the infiltration of rainwater that took place on the land now occupied by the Lliçà d'Amunt logistics centre.



8.7.3

Stores

The stores are a privileged meeting point between the company and its customers and, at the same time, the heart of its business model. In its stores, Mango offers unique and personalised experiences, supported by comprehensive technologies and services. In this integration strategy, it is essential for Mango that the stores are connected to Mango.com, the central offices and the customer service centre through different technological developments that provide value to the customer and empower the teams, facilitating their commercial work. The digitisation of stores involves the application of new technologies that, although not visible, make it possible to implement continuous improvement initiatives related to garment availability, collection distribution and store traffic, among others. By the end of 2023, Mango will have 779 com-

pany-owned stores (2022: 756) and 1,907 franchises (2022: 1,810), totalling a sales area of 823,017 m2 worldwide (2022: 795,602 m2). Some of Mango's most emblematic stores are located in cities such as Barcelona (Paseo de Gracia and Rambla Catalunya), Madrid (on Serrano and Preciados streets), Paris (Haussmann), New York (Fifth Avenue and SoHo) and London (Oxford Street), among others.

New Med store concept

Mango has implemented a Mediterranean-inspired concept in its network of stores that aims to reflect the spirit and freshness of the brand. The stores are dominated by warm tones and neutral colour bases, which are mixed with traditional, handcrafted, sustainable and natural materials. Reducing the environmental impact



8.7.3. Stores

in terms of CO2 emissions and improving energy efficiency and the circulation of materials, together with measures that favour a positive impact on the health and the well-being of customers and Mango teams are the main strategic drivers in the design and construction of Mango stores. The company has created a functional, relaxed and welcoming space to enhance and facilitate interaction between the customer and the store team. In addition, Mango has incorporated new services and functionalities in its stores, such as the concierge station, a reference point where the staff can solve any need the customer may have, as well as having larger fitting rooms and a specific click&collect area.

Energy efficiency in stores

Among the objectives that the company sets

when implementing energy efficiency solutions in its stores is the desire to operate with clean energy while optimising the energy consumption of its network of stores and facilities. Mango's goal is for all the energy consumed in head-quarters and stores to be 100% renewable. Currently 63% of the company's corporate stores are supplied with renewable energy. In order to contribute to the reduction of electricity consumption, Mango has implemented a series of measures to improve the energy efficiency of its stores. Through the relamping plan, the company is progressively replacing anti-glare luminaires with high-efficiency LED luminaires. This implementation can reduce electricity consumption in the Mango stores involved by up to 50%. In line with its commitment to energy efficiency, Mango has also launched the Baseload plan. The aim of this measure is to ensure that

the stores with the highest consumption have optimal consumption at night, through the correct operation of turning on and off the lighting and air-conditioning systems. This process is carried out thanks to continuous communication with the store team to ensure good practices in the operation of the store. In order to meet international energy efficiency standards, Mango is also progressively installing doors in high-street stores and open-plan shopping centres that do not yet have this closing method. From 2021, all new stores and refurbished stores with outdoor access will have doors installed at the entrance. In order to be more efficient with the lighting of its stores and optimise store operations, Mango implements the following measures in its facilities:

- 100% of the new stores are already equipped with high-efficiency LED lighting, which is also

Low impact Materials

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LUNAR FINISH MORTAR

Lunar finish mortar coating containing 18% of recycled marbles

COQUERA FINISHED MORTAR

Coquera mortar coating with 8% of recycled dolomites

TERRACOTTA FINISH MORTAR

Terracotta finish mortar coating with 90% made from recycled bricks

PAINTING

VOCS-free ecological paint, eliminates formaldehyde and absorbs CO2.

FALSE ROOF

False ceiling panels with 15% post-consumer recycled polyester fibre

CERAMIC PAVEMENT

Ceramic pavement with 18% of recycled content

WOOD

FSC-certified wood



8.7.3. Stores

- being introduced in all refurbished stores.
- Design based on the reuse of existing installations, such as the electrical panel, air conditioning machines or the main PCI network.
 - Installation of sequential lighting and air-conditioning systems, depending on the activity during the day. This sequential switching allows 33% of the lighting to be switched on for cleaning and 100% during the hours the store is open to the public. This measure not only reduces electricity consumption but also facilitates and optimises store operations.
 - Use of variable lighting, by means of presence sensors in warehouses, backoffice, corridors or toilets.
 - Time control in the illumination of shop windows.

- Air conditioning in the stores is another aspect in which Mango has introduced measures as part of the energy efficiency plan:
- Design of air conditioning by zoning according to the different uses in the cash register, fitting rooms, etc., thus reducing the overall consumption of the installation without loss of comfort for customers and staff.
 - Use of air curtains with VRF equipment and/or hot water coil, instead of curtains that operate with electric resistance.
 - Location of escalators with variable speed drives to reduce the consumption of the escalator when not in use.
 - Installation of automated air-conditioning system in comfort and normative regime with minimum electricity consumption. This measure guarantees and helps to raise awareness among the store team to ensure good

- practice in the use of air conditioning in the stores.
- Use of variable refrigerant gas air-conditioning units with high seasonal performance values, both in cooling and heating. The use of heat to extract the maximum power while consuming the minimum energy.
 - Prioritisation of the use of freecolling in cases where it is possible to implement it.
 - Use of acoustic panels from recycled materials for soundproofing your facilities.

Store operations

Designing a store operation that reduces environmental impact and has a positive impact on Mango's employees contributes to the sustainable growth of the company. The new store model includes the creation of

spaces and specific furniture to facilitate waste separation. The management of waste from the store, both waste generated by the construction and its daily activity, is carried out in accordance with the standards and regulatory frameworks in each area. Mango is working with different teams to reduce waste at source and implement a management system that will enable the company to set a zero waste target over the next few years.

MS360 Store Model

In line with its evolution towards a more sustainable business, Mango has developed the Mango Sustainability 360 store model. This new design and construction model allows Mango to evolve the current store model towards an evaluation model based on international

standards in order to carry out a more sustainable, traceable and transparent expansion and refurbishment process in its stores. In response to the international standards of reference in sustainable construction, the main sustainability indicators defined by Mango and the EU Green Taxonomy, the MS360 store model has allowed, in 2023, to measure and evaluate the state of the current store model, with the objective of applying a scalable action plan to all stores, focused on reducing the carbon footprint, transforming to a circular model, creating a positive impact on the health and well-being of customers and teams, and complying with the international certification strategy for the design and construction of commercial spaces. The evaluation of the MS360 store model is structured in the following pillars: sustainable location, systems, circularity, store operations,

8.7.3. Stores

Wellness & Glocal and Innovation. In terms of sustainable location, it takes into account measures related to the location of stores and promotes sustainable mobility. In addition, it includes assessments of different climate risks associated with the location and actions to prevent light pollution and the effect of the heat island.

In relation to systems, this category seeks to ensure the creation of an energy archetype to be considered during the design and construction of each space in order to improve its energy efficiency. The systems optimisation factors include proposals for the facilities and, in addition to reducing operational CO2 emissions, the impacts of refrigerants or hazardous substances and the water footprint are reduced. In terms of circularity, the company aims to transform the current store model to a circular one, focusing

on the health of materials, traceability, and the management of its material resources. Through in-store operation and maintenance monitoring, Mango aims to improve its ESG activity through standardised protocols, records and documentation of implemented and programmed actions. Health and wellness is key to the new MS360 model. For this reason, the company aims to continue incorporating good practices in its construction and creation of spaces suitable for rest and in which healthy habits are promoted. In its commitment to innovation, Mango is committed to implementing innovative solutions in its stores. Mango is implementing a good governance plan that promotes social and environmental responsibility in all areas of the company's operations, with the objective of implementing it in the design and construction of stores. This plan aims to ensure the quality and

excellence of Mango stores by defining management processes, project audits, control and monitoring, training and development, reporting and transparency, material selection and evaluation criteria, supplier monitoring and control systems, among others. Mango works to create an innovative store model based on sustained growth, commitment and local inclusion, thus becoming the engine of change towards economic growth through a circular store model. To this end, the MS360 model establishes the criteria to be implemented in the design of stores to ensure the minimisation of their environmental impact and in relation to the transition to a circular model:

- Construction of healthy, circular and safe spaces for people and the environment, in order to reduce the company's environmental impact.

Renewable energy

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2021

Renewable energy contracts in 11 countries. 58 GWh.

2022

Renewable energy contracts in 13 countries. 69.8GWh.

Agreement with ACCIONA Energía. The electricity consumption of the Palau offices, the logistics centre in Lliçà, and twelve stores in Spain will consume 100% renewable energy. Consumption of 23GWh/year, corresponding to 40% of Punto FA's total consumption.

Stores

BREEAM Certification (Very Good) in its store at Portal del Àngel 7 (Barcelona).

2023

Renewable energy contracts in 13 countries. 72 GWh.

8.7.3. Stores

- Reuse and maintenance of the maximum number of pre-existing elements of the premises in which Mango opens a store. This design criterion has allowed the company to take advantage of 70% of the architectural pre-existences of the premises of the flagship store on Fifth Avenue in New York and 90% of the refurbishment of the store on Calle del Mar in Badalona (Barcelona).
- Introduction of circular design in store design processes and teams, taking into account industrialisation, disassembly and elimination of the concept of waste.
- Implementation of recycling programs for all waste generated during the construction of the facilities.
- Traceability of the main energy efficiency indicators of the materials and products that make up the stores through the development

of a virtual counterpart to facilitate the measurement of the company's impact and the management of material resources.

In line with its commitment to the planet, Mango aims to select and use materials that are safe and have a low impact on people and the environment. The company aims to prioritise the use of renewable materials from controlled sources as well as ensuring the use of certified materials.

The company prioritises the use of materials (extracted and manufactured) of local or regional origin at the place of destination, in addition to the use of reused materials or materials with a high recycled content.

The company prioritises those materials (extracted and manufactured) of local or regional origin of the place of destination, in addition to prevailing the use of reused materials or with a

high recycled content. Mango uses materials of recycled origin in flooring, coverings, ceilings and display furniture in stores. In 2022, Mango began using panels made from recycled materials, with 15% post-consumer polyester fibres, in the ceiling of the areas for internal use in the stores.

MS360 Material

In order to reduce post-consumer textile waste that has no outlet in the recycling cycle for the manufacture of new garments, synthetic blends such as polyester fibres of more than 95%, acrylic, rayon, etc., have been used. Mango has developed a material containing these fibres for the display furniture in its stores. The waste is supplied by Coleo Recycling, Mango's partner, to which the company delivers

stocks that are not valid for reuse, due to quality problems, and textile waste from the company's headquarters.

Finally, commitment to people is another of the fundamental principles of the company's sustainability strategy, which also underpins this new store model. In order to create a pleasant and wellbeing environment, store teams are provided with break areas in accordance with local regulations and the needs of employees. Whenever possible, break rooms are located in an area with natural lighting, equipped with an office, electrical appliances, furniture with sinks, tables and chairs, a fountain with a water tank, etc., as well as a seating area. The sales areas and employee break rooms are lined with a natural light and are equipped with CO2-absorbing paint.

As for store operations, a series of measures

are being implemented to improve the comfort and ergonomics of employees. These measures include the installation of adjustable tables in the folding area of the fitting room, and the installation of anti-fatigue mats in the cash register area.

The lighting design in the checkout area is designed to avoid reflections and flashes that could affect people's visibility. The company's R+D+i architecture team has implemented a system of continuous improvement to ensure that the MS360 model keeps pace with constant technological advances and changes in the regulatory framework.

In turn, with the aim of having an evolving model that ensures growth and good governance with Mango's stakeholders. In 2022, Mango obtained BREEAM (Very Good) energy certification for its store at Portal del Àngel 7 (Barcelona).

8.8

EU Green Taxonomy

The European Union Taxonomy is a common tool for classifying sustainable activities according to their potential contribution to the environmental objectives defined by the European Union for this purpose. The Taxonomy, which is part of the European Commission's Sustainable Finance Action Plan, aims to mobilise capital flows towards environmentally sustainable activities and, in line with the EU's decarbonisation strategy, to achieve climate neutrality by 2050. In 2023, in line with Mango's transition to Public Interest Entity, the company extends the disclosure of the company's non-financial information included in the Sustainability Report, responding for the first time to the reporting requirements derived from the Taxonomy Regulation (EU) 2020/852, which establishes a regulatory framework to facilitate sustainable investments. By the end of 2023, and in addition to this regulation, the legislative body and other explanatory documents stand

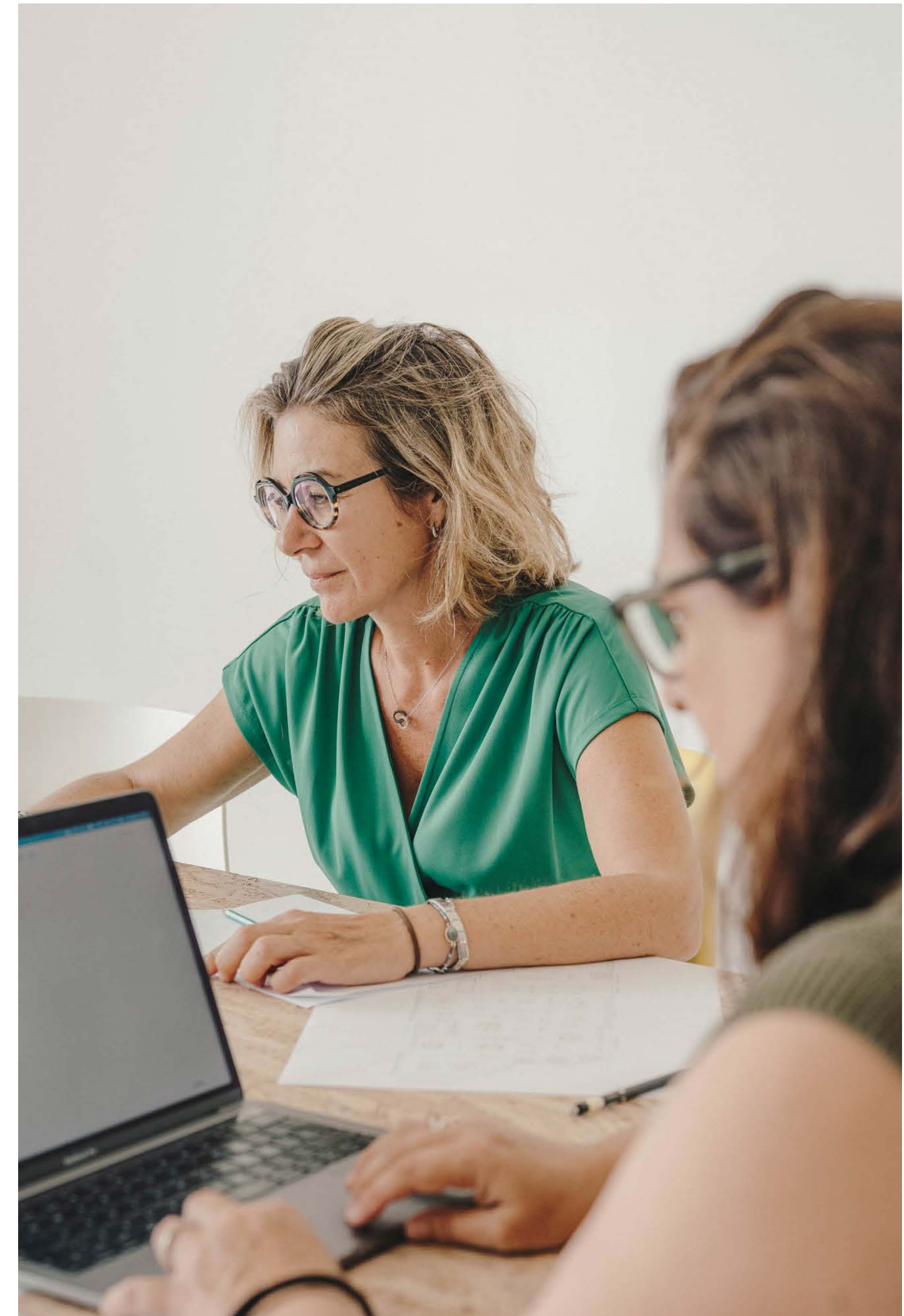
out through which the application requirements are developed by Taxonomy: Delegated Act (EU) 2021/2139; FAQs (Frequently Asked Questions) of the European Commission; Delegated Act (EU) 2023/2486.

- Delegated Act (EU) 2021/2139, which complements Regulation 2020/852 by establishing the technical selection criteria that determine the conditions under which an economic activity is considered to contribute substantially to climate change mitigation or adaptation. This regulation was extended and amended by Delegated Acts (EU) 2022/1214 and 2023/2485, with the inclusion of additional activities for the two climate objectives.
- FAQs (Frequently Asked Questions) of the European Commission which publishes a range of questions and answers (as of the date of this document, 4 documents have been published in December 2021, February 2022

and December 2022 and June 2023) with the aim of clarifying the content of the corresponding Delegated Acts, allowing to solve the doubts that have been arising in this regard.

- Delegated Act (EU) 2023/2486 supplementing Regulation (EU) 2020/852, which establishes the four remaining environmental objectives of the Environmental Taxonomy Regulation: Sustainable use and protection of water and marine resources, Transition to a circular economy, Pollution prevention and control, and Protection and restoration of biodiversity and ecosystems.

In this context, Mango incorporates the Taxonomy as a lever that allows the company to advance in transparency, communication and commitment to sustainability, thus promoting a transformation of the textile sector to reduce environmental impact and create a fairer society.





8.8.1

Classification of sustainable activities

When defining an economic activity as sustainable, the following concepts and the implications of their categorisation must be taken into account.

Firstly, eligibility. This concept encompasses the activities described in the Annexes of the Taxonomy Delegated Acts (Climate Delegated Act 2021/2139, and its subsequent amendments, in the case of the two objectives of the Climate Taxonomy; and Delegated Act 2023/2486, for the remaining four objectives belonging to the Environmental Taxonomy), due to their potential contribution to one of the six environmental objectives. Secondly, alignment. This term includes those eligible activities that, for the reporting year, meet the alignment criteria established for the different activities. For this purpose, it is necessary to demonstrate compliance with the substantial contribution of each activity to the application objective in question, while ensuring that they do not cause significant harm (DNSH)

to the rest of the objectives and guaranteed minimum social safeguards, including aspects related to human rights, taxation, corruption and competition.

The analysis carried out by Mango covers the eligibility report for the six environmental objectives defined (climate change adaptation, climate change mitigation, protection of water and marine resources, transition to a circular economy, pollution prevention and control, and biodiversity protection and restoration), as well as the alignment report for the climate change mitigation and adaptation objectives. To carry out this analysis, Mango has created a corporate-level working group coordinated by the company's internal control team, which has been analysing the proportion of its economic activities that can be classified as sustainable in accordance with the requirements of the EU Taxonomy.

This new regulatory requirement for Mango im-

plies continuous learning and the need to prepare teams and systems for the identification, development or extension of evidence of compliance with the alignment criteria. This is why, in the 2023 report, eligibility will play a greater role as the first step in the analysis.

Following the identification of the economic activities applicable to Mango, strategic planning has been carried out to respond to the alignment criteria, with the focus on the implementation of management mechanisms that will make it possible to increase the proportion of aligned economic activities in the coming years. In addition, the increase in the reporting requirements applicable for the year 2024 will mean that the Taxonomy report will be extended with the disclosure of the alignment of all the environmental objectives of the Taxonomy, at which time Mango will be able to re-evaluate, with a greater degree of completeness, the taxonomic classification given for certain activities.

8.8.2

Assessment methodology

The scope of the Taxonomy analysis covers the activities of the companies consolidated under Mango MNG Holding SAU, detailed in section 10. Economic results and in Appendix I of the Consolidated Financial Statements for fiscal year 2023.

Within this framework, Mango has analysed the information available in the accounting records to identify the activities with potential fit by Taxonomy and their correlation with revenues, investments and expenses, as defined below.

This analysis has been extended to the most detailed level of management within the scope of the different entities, considering specific elements such as contracts or projects.

In situations where an economic activity is related to more than one environmental objective, the most relevant contribution has been prioritised to avoid double counting in the financial KPIs.

Accounting metrics

In accordance with Delegated Act (EU) 2021/2178 implementing Article 8 of the Taxonomy Regulation, which specifies the content and presentation to be disclosed, eligibility and alignment, it is reported through three financial KPIs.

Based on these KPIs, the proportion between eligible and aligned, eligible and non-aligned and non-eligible INCN, CapEx and OpEX was considered against the Group's total INCN, CapEx and OpEX, according to Taxonomy, at year-end. The turnover ratio (NCR) referred to in Article 8(2)(a) of Regulation (EU) 2020/852 has been calculated as the portion of net turnover derived from products or services, including intangibles, associated with economic activities that comply with the Taxonomy (numerator), divided by net turnover (denominator) as defined in Article 2(5) of Directive 2013/34/EU. Turnover

also includes revenue recognised in accordance with International Accounting Standard (IAS) 1, paragraph 82 (a), adopted by Commission Regulation (EC) No. 1126/2008. In conclusion, it refers to the total revenue received from the sale of products or provision of services by the company in the fiscal year.

In the calculation of the indicator for Mango, the net sales amount is shown in note 22 of the Consolidated Financial Statements. In relation to CapEx, the CapEx ratio referred to in Article 8(2) (b) of Regulation (EU) 2020/852 includes additions to tangible and intangible assets during the year under review before depreciation, amortisation and any revaluations, including those resulting from revaluations and impairments, for the relevant year, excluding changes in fair value. This calculation also includes additions to tangible and intangible assets resulting from business combinations. In other words, the in-

dicator refers to the total investments made by Mango during the year for activities contemplated by Taxonomy.

In the case of Mango, these additions are reflected in notes 5, 6 and 7 to the Consolidated Financial Statements, which correspond to Property, plant and equipment, Intangible assets and Leases, respectively.

The OpEx ratio referred to in Article 8(2)(b) of Regulation (EU) 2020/852 limits the calculation of this KPI to non-capitalised direct costs that are related to research and development, building renovation measures, short-term leases, maintenance and repairs, as well as other direct costs related to the day-to-day maintenance of tangible fixed assets, by the company or a third party to whom activities are outsourced, and which are necessary to ensure the continuous and efficient operation of these assets. In this regard, in order to ensure in particular the con-

cepts to be included in the calculation of this KPI, the clarifying FAQs documents, published by the European Commission on December 19, 2022, regarding the interpretation and implementation of the reporting requirements of Article 8 of the aforementioned Regulation, have been taken into account.

Identification of taxonomic activities for Mango: eligibility and alignment

In relation to the eligibility study, Mango has carried out an exhaustive analysis to review and validate the identification of the activities carried out within the companies that are part of the company, which comply with Taxonomy. This process has involved, firstly, a segregation between eligible and ineligible activities with the established criteria.

Because Mango's core business - the sale of

8.8.2. Assessment methodology

clothing, accessories and household goods – is not covered by the EU Taxonomy, additional activities have been identified that have eligible economic items within the Taxonomy regulatory framework.

These activities fall under the environmental objectives mentioned below. For the climate change mitigation objective, within group 7* (building construction and real estate development activities) the following activities will be reported as eligible.

- 7.2. Renovation of existing buildings, for investments made during 2023 related to civil works carried out in the different industrial buildings of Mango**.
- 7.3. Installation, maintenance and repair of energy-efficient equipment, for investments made during 2023 in energy efficiency elements, both in stores and industrial buildings. For the stores, the relamping plan was implemented,

which consisted of the installation of LED technology, in addition to the installation of air conditioning systems (BMS). For the industrial buildings, in addition to the installation of LED lighting, a more energy-efficient compressed air compressor was installed. This activity also includes the installation of enclosures on the facades of Lliçà d'Amunt and Campus Mango.

- 7.4. Installation, maintenance and repair of recharging stations for electric vehicles, the company has been able to install these recharging points at the Lliçà d'Amunt and El Hangar facilities for the installation of these recharging points in buildings (and in the

* 7.1 Construction of new buildings and 7.7 Acquisition and ownership of buildings have not been included as potentially eligible activities in Group 7, since the buildings are not owned by Mango.

** This activity is also eligible for the Transition to a Circular Economy objective under activity code 3.2.

parking spaces attached to the buildings).

- 7.5. Installation, maintenance and repair of instruments and devices to measure, regulate and control the energy efficiency of buildings, for actions related to the implementation of software that, among other objectives, emphasises the energy improvement of buildings.
- 7.6. Installation, maintenance and repair of renewable energy technologies, for the installation and assembly of photovoltaic solar panels in Lliçà d'Amunt and El Hangar, as well as thermal panels in stores and industrial buildings.

Group 6 (Transport) includes, on the one hand, the transport activity by motorcycles, passenger cars and light commercial vehicles by Mango's fleet of vehicles, and on the other hand, the activity of air transport of passengers and goods, for the purchase and use of a jet owned by Pun-



8.8.2. Assessment methodology

to Fa SL. On the other hand, during fiscal year 2023, Mango launched a pilot test of clothing rental through the Mango Renting website. The service offered about forty garments so that Mango customers could enjoy greater versatility and flexibility in the choice of styles for their spring/summer events. However, this activity, although Taxonomy-eligible under the circular economy transition objective, has not been reported as eligible as no KPIs as defined by the Taxonomy regulation could be imputed to it. In addition, Mango maintains collaborations with various organisations that contribute substantially to the objectives of the EU Taxonomy. For example, Mango's collaboration with I:CO, for the collection, reuse and recycling of used clothing and footwear, with the aim of improving the collection of garments in Europe. However, because the economic items associated with

collaborations cannot be accounted for by Taxonomy, they are not directly reflected in this report. Mango is also working on the implementation of 3D design in its value chain. This implementation considerably reduces the CO₂ emissions derived from the design of garments compared to the usual way. The reduction in the number of samples sent between suppliers and designers makes the design of garments using 3D technology an activity likely to contribute to the objectives of the European Taxonomy, although it is not currently listed as a taxonomic activity. Based on the eligibility analysis carried out, and for the activities identified as eligible, a review and validation of compliance with the technical selection criteria (including the substantial contribution to the environmental objective, as well as the DNSH criteria) and minimum social safeguards in order

to classify these activities as aligned with the Taxonomy. On the one hand, at a global level for all activities, Mango is working internally on the compilation of the necessary documentation to comply with the requirements regarding the aspects related to the minimum social safeguards; human rights, taxation, corruption and competition. Specifically, the corporate policies and mechanisms implemented to ensure the protection of human rights, fair competition, responsible taxation and anti-corruption are being analysed. In parallel to this analysis of minimum social safeguards, Mango has reviewed the technical selection criteria required for each of the eligible activities to assess their possible alignment. During the analysis of the substantial contribution criteria for fiscal year 2023, Mango has not been able to ensure full compliance with some of the requirements of the Taxonomy Regulation.

For the review of the requirements of not causing significant harm to the other environmental objectives, the need for an assessment of climate change vulnerabilities and risks for all taxonomic activities identified for the group, in accordance with the DNSH on Adaptation to Climate Change, as specified in Appendix A of the Delegated Taxonomy Regulations, is evident. And, based on this, the need has been established to create a physical climate vulnerability and risk assessment report that includes the most advanced and highest resolution climate projections available within the range of existing future scenarios in order to be able to respond to the alignment of the company's activities. Likewise, as mentioned above, strategic planning is being developed to comply with the other requirements of DNSH specific to each of the activities. For all of the above, for this fiscal year 2023 the

activities of the Taxonomy that are applicable to Mango, related to the Climate Change Mitigation Objective, are reported as not aligned. Progress in the implementation of the requirements of the Taxonomy in projects, actions and measures carried out by Mango over the next few years will make it possible to achieve an increasing percentage of alignment of the group's activities. The tables required by the European Taxonomy for the three key performance indicators are disclosed below. In each of the tables, only those activities are shown that have been described in advance for which Mango has a financial item associated with the key performance indicator. It is understood, therefore, that in those cases where any of the previously described activities do not appear in the tables, it is because there is no financial item associated with the key result indicator.

8.8.2. Assessment methodology

Proportion of turnover from products or services associated with economic activities that conform to the Taxonomy - disclosure for the year 2023

FINANCIAL YEAR 2023	YEAR		SUBSTANTIAL CONTRIBUTION CRITERIA							NON-INJURY CRITERIA SIGNIFICANT ("DOES NOT CAUSE A SIGNIFICANT DETRIMENT")									
Economic activities	Codes	Turnover	Proportion of absolute turnover, year 2023	Mitigation of climate change	Adaptation to climate change	Water and sea resources	Circular economy	Pollution	Biodiversity and ecosystems	Mitigation of climate change	Adaptation to climate change	Water and sea resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum guarantees	Proportion of volume of businesses that conform to Taxonomy (A.1) or eligible according to Taxonomy (A.2), year 2022	Category activity provided	Category transition activity
		Thousands of euros	%	S; N; N/EL	S; N; N/EL	S; N; N/EL	S; N; N/EL	S; N; N/EL	S; N; N/EL	S/N	S/N	S/N	S/N	S/N	S/N	S/N	%	F	T

A. ELIGIBLE ACTIVITIES ACCORDING TO TAXONOMY

A.1. ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (CONFORMING TO THE TAXONOMY)

Turnover from business activities environmentally sustainable (complying with the Taxonomy) (A.1)		0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	S	S	S	Y	S	Y	S	N/A		
Of which: facilitators		0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	S	S	S	Y	S	Y	S	N/A	F	

8.8.2. Assessment methodology

FINANCIAL YEAR 2023	YEAR			SUBSTANTIAL CONTRIBUTION CRITERIA						NON-INJURY CRITERIA SIGNIFICANT ("DOES NOT CAUSE A SIGNIFICANT DETRIMENT")									
	Codes	Turnover	Proportion of absolute turnover, year 2023	Mitigation of climate change	Adaptation to climate change	Water and sea resources	Circular economy	Pollution	Biodiversity and ecosystems	Mitigation of climate change	Adaptation to climate change	Water and sea resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum guarantees	Proportion of volume of businesses that conform to Taxonomy (A.1) or eligible according to Taxonomy (A.2), year 2022	Category activity provided	Category transition activity
Economic activities		Thousands of euros	%	S; N; N/EL	S; N; N/EL	S; N; N/EL	S; N; N/EL	S; N; N/EL	S; N; N/EL	S/N	S/N	S/N	S/N	S/N	S/N	S/N	%	F	T
A. ELIGIBLE ACTIVITIES ACCORDING TO TAXONOMY																			
A.1. ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (CONFORMING TO THE TAXONOMY)																			
Of which: transitional		0	0.00%							S	S	S	S	S	S	S	N/A		T
A.2. ACTIVITIES ELIGIBLE UNDER THE TAXONOMY BUT NOT ENVIRONMENTALLY SUSTAINABLE (ACTIVITIES THAT DO NOT CONFORM TO THE TAXONOMY)																			
-				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Turnover from Taxonomy-eligible activities but not environmentally sustainable (activities that are not (A.2) (A.1) (A.2))		0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%								N/A		
A. Turnover from active eligible diseases according to the Taxonomy of the mine (A.1+A.2)		0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%								N/A		

8.8.2. Assessment methodology

FINANCIAL YEAR 2023	YEAR			SUBSTANTIAL CONTRIBUTION CRITERIA						NON-INJURY CRITERIA SIGNIFICANT ("DOES NOT CAUSE A SIGNIFICANT DETRIMENT")									
	Codes	Turnover	Proportion of absolute turnover, year 2023	Mitigation of climate change	Adaptation to climate change	Water and sea resources	Circular economy	Pollution	Biodiversity and ecosystems	Mitigation of climate change	Adaptation to climate change	Water and sea resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum guarantees	Proportion of volume of businesses that conform to Taxonomy (A.1) or eligible according to Taxonomy (A.2), year 2022	Category activity provided	Category transition activity
Economic activities																			
FINANCIAL YEAR 2023																			
B. INELIGIBLE ACTIVITIES ACCORDING TO TAXONOMY																			
Turnover from activities not eligible under Taxonomy		3,103,802	100.00%																
TOTAL		3,103,802	100.00%																

8.8.2. Assessment methodology

* In accordance with the provisions of the Taxonomy, in this fiscal year, only the turnover indicator of eligibility has been calculated with respect to these objectives.

Proportion of turnover/total turnover complying with Taxonomy by objective and proportion of turnover/total eligible turnover according to Taxonomy by objective (subindex c Template Annex II Delegated Act 2023/2486)

	PROPORTION OF SALES/TOTAL SALES/TURNOVER	
	WHICH CONFORMS TO THE TAXONOMY BY OBJECTIVE	ELIGIBLE ACCORDING TO TAXONOMY BY OBJECTIVE
CCM	0.00%	0.00%
CCA	0.00%	0.00%
WTR	0.00%*	0.00%
CE	0.00%*	0.00%
PPC	0.00%*	0.00%
BIO	0.00%*	0.00%

8.8.2. Assessment methodology

Proportion of CapEx from products or services associated with economic activities that conform to the Taxonomy - disclosure for the year 2023

FINANCIAL YEAR 2023	YEAR			SUBSTANTIAL CONTRIBUTION CRITERIA						NON-INJURY CRITERIA SIGNIFICANT ("DOES NOT CAUSE A SIGNIFICANT DETRIMENT")									
Economic activities	Codes	CapEx	Proportion of absolute turnover, year 2023	Mitigation of climate change	Adaptation to climate change	Water and sea resources	Circular economy	Pollution	Biodiversity and ecosystems	Mitigation of climate change	Adaptation to climate change	Water and sea resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum guarantees	Proportion of volume of businesses that conform to Taxonomy (A.1) or eligible according to Taxonomy (A.2), year 2022	Category activity provided	Category transition activity
		Thousands of euros	%	S; N; N/EL	S; N; N/EL	S; N; N/EL	S; N; N/EL	S; N; N/EL	S; N; N/EL	S/N	S/N	S/N	S/N	S/N	S/N	S/N	%	F	T

A. ELIGIBLE ACTIVITIES ACCORDING TO TAXONOMY

A.1. ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (CONFORMING TO THE TAXONOMY)

CapEx of environmental activities environmentally sustainable (conforming to the Taxonomy) (A.1)		0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	S	S	S	S	S	S	S	N/A		
Of which: facilitators		0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	S	S	S	S	S	S	S	N/A	F	
Of which: transitional		0	0.00%							S	S	S	S	S	S	S	N/A		T

8.8.2. Assessment methodology

FINANCIAL YEAR 2023	YEAR			SUBSTANTIAL CONTRIBUTION CRITERIA						NON-INJURY CRITERIA SIGNIFICANT ("DOES NOT CAUSE A SIGNIFICANT DETRIMENT")									
	Codes	CapEx	Proportion of absolute turnover, year 2023	Mitigation of climate change	Adaptation to climate change	Water and sea resources	Circular economy	Pollution	Biodiversity and ecosystems	Mitigation of climate change	Adaptation to climate change	Water and sea resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum guarantees	Proportion of volume of businesses that conform to Taxonomy (A.1) or eligible according to Taxonomy (A.2), year 2022	Category activity provided	Category transition activity
Economic activities																			

A.2. ACTIVITIES ELIGIBLE UNDER THE TAXONOMY BUT NOT ENVIRONMENTALLY SUSTAINABLE (ACTIVITIES THAT DO NOT CONFORM TO THE TAXONOMY)

					EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL									
Passenger and cargo air transportation	CCM.6.19	41,377		9.62%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A	
Renovation of existing buildings	CCM.7.2. / CE.3.2.	686		0.16%	EL	N/EL	N/EL	EL	N/EL	N/EL								N/A	
Installation, maintenance and servicing of energy efficient equipment	CCM.7.3.	2,238		0.52%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A	
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and in the parking spaces attached to the buildings)	CCM.7.4.	92		0.02%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A	

8.8.2. Assessment methodology

FINANCIAL YEAR 2023	YEAR			SUBSTANTIAL CONTRIBUTION CRITERIA						NON-INJURY CRITERIA SIGNIFICANT ("DOES NOT CAUSE A SIGNIFICANT DETRIMENT")									
	Codes	CapEx	Proportion of absolute turnover, year 2023	Mitigation of climate change	Adaptation to climate change	Water and sea resources	Circular economy	Pollution	Biodiversity and ecosystems	Mitigation of climate change	Adaptation to climate change	Water and sea resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum guarantees	Proportion of volume of businesses that conform to Taxonomy (A.1) or eligible according to Taxonomy (A.2), year 2022	Category activity provided	Category transition activity
Economic activities																			
A.2 ACTIVITIES ELIGIBLE UNDER THE TAXONOMY BUT NOT ENVIRONMENTALLY SUSTAINABLE (ACTIVITIES THAT DO NOT CONFORM TO THE TAXONOMY)																			
Installation, maintenance and operation of renewable energy technologies	CCM.7.6.	1.682	0.39%	THE;	N/A	N/A	N/A	N/A	N/A								N/A		
CapEx of Taxonomy-eligible but not environmentally sustainable activities (activities that do not comply with the Taxonomy) (A.2)		46.074	10.72%	10.27%	0.00%	0.00%	0.00%	0.00%	0.00%								N/A		
A. CapEx of Taxonomy-eligible activities (A.1+A.2)		46.074	10.72%	10.27%	0.00%	0.00%	0.00%	0.00%	0.00%								N/A		
B. INELIGIBLE ACTIVITIES ACCORDING TO TAXONOMY																			
CapEx of ineligible activities according to Taxonomy		383,905	89.28%																
TOTAL (A+B)		429,979	100.00%																

8.8.2. Assessment methodology

* In accordance with the provisions of the Taxonomy, in this fiscal year only the CapEx indicator of eligibility has been calculated with respect to these objectives.

Proportion of total CapEx/CapEx that complies with Taxonomy by objective and proportion of total CapEx/CapEx eligible according to Taxonomy by objective (subindex c Template Annex II Delegated Act 2023/2486)

	RATIO OF CAPEX/TOTAL CAPEX/CAPEX	
	WHICH CONFORMS TO THE TAXONOMY BY OBJECTIVE	ELIGIBLE ACCORDING TO TAXONOMY BY OBJECTIVE
CCM	0.00%	10.72%
CCA	0.00%	0.00%
WTR	0.00%*	0.00%
CE	0.00%*	0.00%
PPC	0.00%*	0.00%
BIO	0.00%*	0.00%

8.8.2. Assessment methodology

Proportion of OpEx from products or services associated with economic activities that conform to the Taxonomy - disclosure for the year 2023

FINANCIAL YEAR 2023	YEAR			SUBSTANTIAL CONTRIBUTION CRITERIA						NON-INJURY CRITERIA SIGNIFICANT ("DOES NOT CAUSE A SIGNIFICANT DETRIMENT")									
Economic activities	Codes	OpEx	Proportion of absolute turnover, year 2023	Mitigation of climate change	Adaptation to climate change	Water and sea resources	Circular economy	Pollution	Biodiversity and ecosystems	Mitigation of climate change	Adaptation to climate change	Water and sea resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum guarantees	Proportion of volume of businesses that conform to Taxonomy (A.1) or eligible according to Taxonomy (A.2), year 2022	Category activity provided	Category transition activity
		Thousands of euros	%	S; N; N/EL	S; N; N/EL	S; N; N/EL	S; N; N/EL	S; N; N/EL	S; N; N/EL	S/N	S/N	S/N	S/N	S/N	S/N	S/N	%	F	T

A. ELIGIBLE ACTIVITIES ACCORDING TO TAXONOMY

A.1. ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (CONFORMING TO THE TAXONOMY)

OpEx of environmental activities environmentally sustainable (conforming to the Taxonomy) (A.1)	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	S	S	S	S	S	S	S	N/A		
Of which: facilitators	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	S	S	S	S	S	S	S	N/A	F	
Of which: transitional	0	0.00%								S	S	S	S	S	S	S	N/A		T

8.8.2. Assessment methodology

FINANCIAL YEAR 2023	YEAR			SUBSTANTIAL CONTRIBUTION CRITERIA						NON-INJURY CRITERIA SIGNIFICANT ("DOES NOT CAUSE A SIGNIFICANT DETRIMENT")									
	Codes	OpEx	Proportion of absolute turnover, year 2023	Mitigation of climate change	Adaptation to climate change	Water and sea resources	Circular economy	Pollution	Biodiversity and ecosystems	Mitigation of climate change	Adaptation to climate change	Water and sea resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum guarantees	Proportion of volume of businesses that conform to Taxonomy (A.1) or eligible according to Taxonomy (A.2), year 2022	Category activity provided	Category transition activity
Economic activities		Thousands of euros	%	S; N; N/EL	S; N; N/EL	S; N; N/EL	S; N; N/EL	S; N; N/EL	S; N; N/EL	S/N	S/N	S/N	S/N	S/N	S/N	S/N	%	F	T

A. ELIGIBLE ACTIVITIES ACCORDING TO TAXONOMY

A.2. ACTIVITIES ELIGIBLE UNDER THE TAXONOMY BUT NOT ENVIRONMENTALLY SUSTAINABLE (ACTIVITIES THAT DO NOT CONFORM TO THE TAXONOMY)

				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	-	-	-	-	-	-	-	-	-	-
Transportation by motorcycles, passenger cars and light commercial vehicles	CCM.6.5.	543	0.60%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	-	-	-	-	-	-	-	0	-	-
Passenger and cargo air transportation	CCM.6.19	777	0.85%	EL	N/EL	N/EL	N/EL	N/EL	N/EL	-	-	-	-	-	-	-	0	-	-
Installation, maintenance and servicing of energy efficient equipment	CCM.7.3.	20	0.02%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A		
Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling the energy efficiency of buildings	CCM.7.5.	45	0.05%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A		

8.8.2. Assessment methodology

FINANCIAL YEAR 2023	YEAR			SUBSTANTIAL CONTRIBUTION CRITERIA						NON-INJURY CRITERIA SIGNIFICANT ("DOES NOT CAUSE A SIGNIFICANT DETRIMENT")									
	Codes	OpEx	Proportion of absolute turnover, year 2023	Mitigation of climate change	Adaptation to climate change	Water and sea resources	Circular economy	Pollution	Biodiversity and ecosystems	Mitigation of climate change	Adaptation to climate change	Water and sea resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum guarantees	Proportion of volume of businesses that conform to Taxonomy (A.1) or eligible according to Taxonomy (A.2), year 2022	Category activity provided	Category transition activity
Economic activities																			

A.2. ACTIVITIES ELIGIBLE UNDER THE TAXONOMY BUT NOT ENVIRONMENTALLY SUSTAINABLE (ACTIVITIES THAT DO NOT CONFORM TO THE TAXONOMY)

Installation, maintenance and operation of renewable energy technologies	CCM.7.6.	0.4		0.00%	EL;	N/A	N/A	N/A	N/A	N/EL								N/A		
OpEx of Taxonomy-eligible but not environmentally sustainable activities (activities that do not comply with the Taxonomy) (A.2)		1,386		1.52%	1.52%	0.00%	0.00%	0.00%	0.00%	0.00%								N/A		
A. OpEx of eligible activities according to Taxonomy (A.1+A.2)		1,386		1.52%	1.52%	0.00%	0.00%	0.00%	0.00%	0.00%								N/A		T

B. INELIGIBLE ACTIVITIES ACCORDING TO TAXONOMY

OpEx of ineligible activities according to Taxonomy		89,791		98.48%																
TOTAL (A+B)		91,176		100.00%																

8.8.2. Assessment methodology

* In accordance with the provisions of the Taxonomy, in this fiscal year only the OpEx indicator of eligibility has been calculated with respect to these objectives.

Proportion of total OpEx/OpEx complying with Taxonomy by objective and proportion of total OpEx/OpEx eligible according to Taxonomy by objective (subindex c Template Annex II Delegated Act 2023/2486)

	RATIO OF TOTAL OPEX/OPEX	
	THAT CONFORMS TO THE TAXONOMY BY OBJECTIVE	ELIGIBLE ACCORDING TO TAXONOMY BY OBJECTIVE
CCM	0.00%	1.52%
CCA	0.00%	0.00%
WTR	0.00%*	0.00%
CE	0.00%*	0.00%
PPC	0.00%*	0.00%
BIO	0.00%*	0.00%



Committed to People

9

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9.1

2023 Milestones

In Mango's commitment to people, the company is moving towards full traceability and transparency in its value chain. Mango has obtained a 57.8% verified score in ESG (environmental, social and governance) performance in Cascale's new Brand Retail Module (BRM) assessment framework. Mango is focusing its efforts on continuing its supplier auditing and transparency process with the aim of ensuring that proper working conditions are met for workers in the factories with which the company works around the world. In line with this commitment, Mango publishes an annual list of its finished product, fabric and trimming factories, as well as its spinning mills. The company was a pioneer in Spain in publishing the list of its finished product factories in 2020, as well as the list of its fabric and trimmings factories and most of its spinning mills in 2022. The complete list at the end of 2023, with data on the name of the factory, country, city, address, number of employees, type of product and type of factory, has been drawn up in accordance

with the requirements of the Transparency Pledge Standard, an initiative launched by a coalition of nine labour and human rights organisations that advocates for transparency in the apparel and footwear supply chains. In 2023, Mango has continued to make progress on its commitment to have a valid social audit for all factories in its supply chain. At the end of the year, Mango has 43.8% of its finished product factories and fabric and trimming factories with the best rating (2022: 36.9% - 2021: 31.7%), improving in the promotion of responsible practices and respect for human rights. The company has a total of 452 suppliers, 332 for garments, 74 for accessories, 38 for footwear and 65 for Home. In relation to its supplier training program, in 2023, Mango conducted face-to-face training in China, Turkey, Morocco and Spain. With the aim of generating a positive impact in the territories in which it operates, in 2023, Mango joined forces with Save the Children, a leading NGO in the defense of children's rights at an international level, and footballer Alexia Putellas, to promote education

and sports among children and women in Bangladesh through the Goals project. This initiative aims to promote access to education and sports through the implementation of four early childhood education centres and the promotion of recreational and training activities.

Involving teams

In reference to its teams, Mango has reinforced the employer brand in 2023 as a lever to boost the recruitment and retention of talent. During the last fiscal year, the company has defined the "Employee Value Proposition" (EVP) to make itself known as a company. The deployment of this EVP has been carried out in the countries of greatest international relevance and by groups within the company's workforce. In this sense, Mango has positioned itself as an employer brand with a focus on attracting international and creative profiles, closing collaboration agreements with the best international design and business schools such as Parsons or

IESE. In 2023, Mango has been recognised as one of the best employers in the world by the Forbes "World Best Employers 2023" ranking. The company has an attractive and differential value proposition for attracting and retaining talent leveraged on the company's values, training and development, compensation and benefits for its collaborators. In 2023, Mango has optimised the selection model and has carried out around 8,000 selection processes. In addition, the company has managed to build loyalty and retain 98% of Mango executives and directors and has created a talent pool for retail, with the aim of covering vacancies in an agile way and minimising the impact of the business in positions such as store management or assistant store managers. Mango has also strengthened its international (17% of new hires at head offices), digital (20% of new hires) and female leadership profiles (>50% of executive or managerial positions are women). Mango also continues to make progress in strategic talent management projects and significant milestones have been

reached in evaluation, training and team development. In 2023, the company has consolidated the evaluation process (MED) with more than 90% participation and has strengthened a culture of management by objectives, achieving 95% of employees with defined objectives. The training of its teams is part of Mango's strategy for attracting and retaining talent. In the area of training, the company has carried out more than 550 training sessions in 2023 and more than 80% of new recruits have participated in the new onboarding at both area and job level. With respect to compensation and benefits, the definition of Mango's job architecture has been completed with the evaluation of 14,000 positions and progress has been made in the definition and implementation of compensation and benefits strategies for both head offices and the different countries. Mango has continued to expand the Workday people management tool, reaching 11,000 users in the countries where it operates (80% of the company's workforce).

9.1. 2023 Milestones

COMMITTED TO PEOPLE

Objectives

Mango's Sustainable Vision 2030 includes in its third lever the company's commitment to people. In this sense, Mango focuses its efforts on continuing its process of auditing and transparency of its suppliers with the aim of ensuring that adequate working conditions are met for workers in the factories with which the company works around the world. Mango's commitment is to move towards full traceability and transparency in its value chain. The company was the first major fashion company in Spain to publish the list of its spinning mills in 2022, as well as finished products and fabric mills and trimmings in 2021. In 2023, Mango has continued to work on improving its processes, with the aim of having full traceability and transparency of its value chain by 2030.

In line with this commitment to people, Mango aims to ensure that 100% of the production factories in which it operates have a valid social audit to ensure compliance with its human rights obligations.

In the coming years, the company will also continue to promote social impact and action projects, as well as long-lasting and traceable collaborations with world-class organisations such as the Vicente Ferrer Foundation, Doctors Without Borders, Educo and Save the Children, with whom

it has a long history of collaboration. The objective is to generate a positive impact on the most disadvantaged groups in countries around the world and contribute to the social and economic development of the countries where it operates.

In the coming years, the company will continue to promote numerous educational projects focused on facilitating access to education for children and women in countries such as Bangladesh, Turkey, India and Pakistan, with the aim of turning them into a lever for social change, while in regions such as Europe and the United States, Mango will strengthen its alliances with some of the world's leading universities in order to promote the incorporation of young people into the world of work.

Mango will also continue to work to generate a unique experience among its employees that reflects the company's culture. Mango will define training and development actions and will implement talent management and succession strategies in advance. Mango will also define specific actions to help the company achieve the desired culture so that its employees are more satisfied and committed. In addition, Mango will continue to work to ensure competitive compensation that connects with the company's strategy.

COMMITTED TO PEOPLE

Key alliances

For Mango, the creation of alliances with other organisations is key to ensure sustainable supply chain management. The strategy is to continue to focus on alliances to achieve its objectives, also in line with the Sustainable Development Goals (SDGs). The added value provided by these alliances contributes to further progress in improving compliance with its code of conduct and, consequently, promoting ethical and responsible management of its supply chain. Mango must ensure that the social impact of its activity has a positive effect on the development of local communities. In this regard, the help of professional experts and the sector's own international initiatives are the key to progress.

Agreement with Confederación Sindical de Comisiones Obreras (CCOO) of industry for the improvement of conditions in the supply chain of Mango

Mango signed in 2018 a pioneering agreement with the CCOO General Secretariat of industry (which formalised the collaboration between the two in previous years) to strengthen and protect the rights of workers who make Mango's products and move in alliance towards an industry

and apparel production chain. This collaboration focuses mainly on aspects such as freedom of association, the right to health and social security, promoting decent wages and eradicating discrimination in Mango's supply chain production factories. It also establishes a work plan with specific objectives and actions that is updated periodically based on the progress achieved. For years, Mango has also provided CCOO with the list of production factories with which the company works, which culminated in the publication of the finished product, fabric mills and trimmings and spinning factories on Mango's corporate website in 2022.

The International Accord for Health and Safety in the Textile and Garment Industry

Mango signed in 2013 the agreement on building and fire safety in Bangladesh to improve the safety conditions of workers in garment factories in Bangladesh following the collapse of the Rana Plaza building.

Over the years, significant progress has been made toward a safer and healthier garment industry in Bangladesh. Through the transition agreement of 2019 has managed to maintain this progress and to continue to make further

9.1. 2023 Milestones

COMMITTED TO PEOPLE

Key alliances

progress, and in May 2020, the Ready-Made-Garments Sustainability Council (RSC) took over to become a permanent safety monitoring body. In 2023, Mango signed the new International Agreement on Health and Safety in the Textile and Clothing Industry, ratifying the commitment made with the 2013 agreement to establish health and safety measures in factories. In addition, the company has also signed the specific extension of this agreement in Pakistan in 2023, becoming one of the first companies to support the initiative. The various framework agreements contribute to expanding the knowledge and achievements related to health, safety and human rights compliance acquired in Bangladesh to other countries.

Goals Project with Save the Children

In 2023, Mango has entered into a partnership with Save the Children to promote access to education and sports in Bangladesh through the construction of four early childhood education centres and the promotion of recreational and educational activities.

Agreement with Parsons School of Design

Mango sealed in 2022 an agreement with Parsons School of Design, one of the world's leading fashion schools. The objective of this agreement, between Mango and Parsons School of Design, is to support the next generation of global leaders in the field of design and retail through training scholarships. The agreement between Mango and Parsons will last five years and will involve the creation of a \$250,000 fund to finance the studies and development of students enrolled in the MPS Fashion Management Program.

"Ia Caixa" Foundation

Mango has signed a collaboration agreement with the "Ia Caixa" Foundation in 2023 with the aim of promoting the employment of people with disabilities and at risk of exclusion from the labour market in its work centres. Through this project, the entity will help the company in the selection process of candidates for jobs at Mango, as well as in the development of training and professional qualification actions.





9.2

Our suppliers

Mango fosters long-term relationships with its suppliers so that they are consolidated on a firm and lasting basis. One of the keys is constant dialogue as a key stakeholder. Suppliers are aligned with Mango's strategy and actively participate by providing their opinion, data and relevant information to set ambitious goals for the company. All suppliers have had the opportunity to participate in the preparation of the materiality matrix, the results of which determine the priorities in the company's global strategy. Mango seeks suppliers aligned with its objectives. Therefore, by being a member of Cascale and being verified in the BRM, Mango pursues that its suppliers also meet the same standards by having a verified Facility Social & Labor Module (Higg FSLM). Suppliers may work with more than one factory for the production of Mango collections; these factories can also be used discontinuously over

time depending on the characteristics of the product. Also, none of the suppliers works exclusively for Mango.

Sourcing and quality

The mission of the sourcing department is to define the roadmap and ensure compliance with it for the company's sourcing in the medium and long term, with the aim of guaranteeing the business needs in terms of product quality and cost, and thus minimising the risks associated with the operations. As part of the sourcing area, the quality department is responsible for ensuring that the product Mango offers its customers complies 100% with the standards set by the company. Mango's quality team assists and trains suppliers and factories in the procedures and requirements established by the company with the objective of not only ensuring the quality

of the products, but also to improve supplier development and performance. Mango's track record and experience in the sector, as well as its knowledge of fabrics, pattern making, production processes and textile machinery, help Mango to understand how the factories the company works with should operate correctly to ensure that all that experience is reflected in its products. In 2023, Mango has continued to optimise and improve its quality processes, which has helped the company not only to reach a record number of inspections in one year, more than 20,000, but also to be able to implement its most demanding processes for those collections that have required greater dedication and follow-up due to the type of garment, its demanding design and/or the high quality of the product expected of it. In addition, inspectors at the source evaluate, under Mango criteria, the production plants

9.2. Our suppliers

through technical audits, providing metrics on their technical capabilities, organisation, specialties, etc. This evaluation guides Mango's sourcing team in the selection of the most prepared factories by product type and skills. The tools implemented in previous years are already helping the company to measure supplier performance, and this analysis has allowed Mango to drive improvement plans that have not only impacted its quality results but also increased its productivity. In this line, the company continues to advance in its digital transformation and plans new implementations to continue advancing in its objectives.

Supplier evaluation

In order to optimise and build loyalty to its supplier portfolio, Mango's suppliers are evaluated each season by the different areas of the company with which they are involved to a greater or

lesser extent. Within the framework of the Best project, the evaluation criteria refer to quality, innovation capacity, compliance with Mango's requirements and contribution to sustainability objectives, among others. Based on these criteria, Mango prepares a ranking that allows the company to identify those suppliers with whom to prioritise long-term relationships, establish collaboration and continuous improvement plans. These suppliers obtain certain incentives with respect to the rest, as they become part of the Partner Plan, whereby a personalised plan is drawn up for each one of them with performance indicators that allow for more precise monitoring. These initiatives contribute to improving the purchasing process and add value to commercial strategies on both sides. In 2023, Mango has continued to work on updating its responsible purchasing policy, which will include principles that integrate social and environmental aspects into the entire procurement process.

It will define the procedures to be followed at the time of supplier selection, as well as the purchase and formalisation of orders.

Supplier inquiry

Mango considers it essential to constantly listen to and interact with its suppliers, one of its main stakeholders. In line with this commitment, in 2023, the company carried out two supplier consultation processes. On the one hand, Mango has participated, for the first time, in the Better Buying Partnership Index (BBPI) questionnaire, an evaluation system that highlights areas for improvement in the company's purchasing practices. This questionnaire is in line with the five Better Buying principles of responsible sourcing: visibility, providing sufficient information on the business project for suppliers to understand the company's business plan, and providing a clearer



9.2. Our suppliers

understanding of the company's business plan. The following aspects are important: stability, offering suppliers a stable and predictable business throughout the year; time, providing sufficient time for suppliers to complete all processes in accordance with relevant legislation and codes of conduct; finance, using fair financial practices with suppliers; and shared responsibility, promoting the improvement of working conditions and environmental performance in the supply chain. According to BBPI's categorisation and according to the results of the first exercise conducted at Mango in 2023, out of a total of 378 suppliers who responded to the questionnaire, more than 55% are considered "true partners", i.e. suppliers who understand and assume their role in the creation of a mutually beneficial and sustainable collaboration. Over the next few months, Mango will promote supplier participation in the Better Buying Purchasing Practices Index

(BBPPI). A questionnaire that delves into the purchasing behaviours of suppliers to finished product factories and collects objective data from suppliers through 50 detailed questions. These questions identify problematic practices, providing specific insight into areas for improvement according to suppliers. Better Buying issues recommendations based on these results and performance is benchmarked, with ongoing monitoring to measure progress over time. In addition, Mango has launched its Stakeholders feedback, a process that provides significant benefits, such as continuous improvement and strategic alignment. By joining forces with its suppliers, the company aims to leverage joint strengths and move towards reducing its impact on the environment. The Stakeholder feedback questionnaire has sent to the 120 suppliers that annually produce 85% of Mango's total garments and accessories, and was answered in the following way anonymously by 78 suppliers.

The stakeholder feedback is structured in four blocks: treatment, design process, purchasing and quality, financial aspects, and sustainability and social compliance. All the questions are evaluated out of a maximum of 5. In relation to the results obtained, the average score for the questions concerning treatment is 4.5. Specifically, in the question relating to whether they believe Mango is a company they can trust, the result is 4.81. The average score for the questions concerning Quality is 4.14. The average score for the questions concerning financial aspects is 3.63 and the average score for the questions concerning the evaluation of different sustainability and social responsibility points is 4.33. Through the implementation of this questionnaire, Mango also receives feedback from the suppliers with whom it works, which allows the company to continue advancing and improving on the objectives set in terms of Committed to People and relations with its stakeholders.



9.3

Our sourcing map

In 2023, Mango has made progress in the traceability of its value chain. The number of factories shown in the following table includes the finished product, fabric mills and trimmings and spinning factories. During the last fiscal year, Mango has worked with 2,994 factories (2,399 in 2022), a number that is increasing due to the progress in traceability and data collection. The complete list with data on factory name, country, city, address, number of employees, type of product and type of factory is published on Mango's corporate website. In terms of production volume, Mango's main supplier market continues to be China, followed by Turkey, India, Bangladesh and Spain.

UNITS PRODUCED IN FACTORIES

155,559,601 IN 2022

161,411,946

FINISHED PRODUCT, FABRIC MILLS
AND TRIMMINGS AND SPINNING FACTORIES

2,399 IN 2022

2,994

FACTORIES IN PROXIMITY*

1,172 IN 2022

1,204

MARKET	FACTORIES	% OF TOTAL
China	987	32.97%
Turkey	660	22.04%
India	335	11.19%
Bangladesh	206	6.88%
Spain	197	6.58%
Italy	146	4.88%
Vietnam	90	3.01%
Morocco	82	2.74%
Portugal	77	2.57%
Pakistan	74	2.47%
South Korea	62	2.07%
Cambodia	19	0.63%
Egypt	9	0.30%

MARKET	FACTORIES	% OF TOTAL
France	8	0.27%
Romania	5	0.17%
Germany	4	0.13%
Taiwan	4	0.13%
Tunisia	4	0.13%
Greece	3	0.10%
Hong Kong	3	0.10%
Indonesia	3	0.10%
Japan	2	0.07%
Ethiopia	2	0.07%
Austria	2	0.07%
Thailand	1	0.03%
Bulgaria	1	0.03%

MARKET	FACTORIES	% OF TOTAL
Slovakia	1	0.03%
Bosnia and Herzegovina	1	0.03%
Brazil	1	0.03%
Malaysia	1	0.03%
Czech Republic	1	0.03%
Poland	1	0.03%
Switzerland	1	0.03%
Ukraine	1	0.03%
GENERAL TOTAL	2,994	100.00%

* All factories located in Europe and North Africa are considered as proximity factories.

9.4

Transparency and traceability

With the aim of continuing to make progress in improving traceability in the supply chain, year after year, Mango continues to optimize internal management tools in relation to information from production factories. The control policy and the characteristics of production do not allow the subcontracting of the manufacture of garments and accessories by suppliers without Mango's authorization. Although most suppliers have a unified production process, there are special processes that some suppliers may not have and which are carried out in other specialized companies, such as embroidery, printing or washing. In these cases, these productions and factories are known and authorized by Mango.

Transparency Pledge Standard

As a fundamental part of Mango's commitment

to sustainability, it is essential to establish a responsible supply chain management, which, together with the participation of certain stakeholders, contributes to transparency and is key to due diligence on suppliers. Mango prioritizes a relationship of trust with them, ensuring that they are aligned with the company's commitments, thus contributing to ensuring the human rights of collaborators and strengthening the textile industry on a global scale. Aware of the importance of being transparent and of facilitating access to information to ensure this commitment, Mango publishes annually on its corporate website the list of its finished product, fabric and trimmings and spinning factories where its products and materials have been produced during the year. Mango thus responds to the commitment acquired with CCOO Industria in the Global Bilateral Agreement to guarantee international standards in Mango's

supply chain and to the requirements of the Transparency Pledge Standard. This initiative, launched by a coalition of nine labour and human rights organizations, advocates for transparency in the apparel and footwear industry supply chains, urges brands to make public the name, address and other details of production factories. The publication of the list comes in the framework of the Bilateral Agreement between Mango and CCOO de Industria signed in 2018. This important step towards transparency in Mango's value chain represents, for both the company and CCOO de Industria, a powerful tool for strengthening the rights of the people who work in the manufacture of Mango's products, as well as promoting responsibility in global supply chains within the fashion sector. Mango does not own any factories and none of them work exclusively for the development of its activity as a company. Some of them may

be used discontinuously over time, depending on the needs of the company. Mango will update the list annually and will progressively expand the data provided. In addition, as a target for 2024, Mango will move forward with traceability audits to ensure transparency in the production chain.

Open Supply Hub (OS Hub)

Open Supply Hub (OS Hub) is a neutral, non-profit, multi-stakeholder industry organization. It is an initiative that maps factories in the industry and assigns a unique identification number to each of them. Its main objective is to become the reference resource for identifying production sites and to bring together, on a single platform, the various lists of suppliers in the sector. The list of factories declared in 2023 by Mango is registered on OS Hub.

9.5

Due diligence in our value chain

The Guiding Principles on Business and Human Rights (UNGPs) establish the so-called Ruggie Framework to protect, respect and remedy. This framework is the fundamental international standard of reference for companies to incorporate human rights aspects into their internal management. To a large extent, the UNGPs contributed to raising awareness of the need to develop tools for measuring and evaluating the application of human rights in all areas of operations, both internal and external. The UNGPs, together with the OECD Guidelines for Multinational Enterprises, have promoted the adoption of regulations and due diligence procedures that are currently pending approval by the European Union. While it is true that many countries have already begun to regulate the behaviour of companies in this line, in 2023 Mango has worked in this direction in the design of its due diligence procedure with a focus on human rights. As part of Mango's commitment to work in the

defence and respect of universal human rights, in 2014 the company joined the business and human rights working group of the Spanish Global Compact Network. One of Mango's responsibilities is to ensure respect for the protection of human rights within its sphere of influence. This is the basis for working in line with the UNGPs and Principle 1 of the Global Compact. Mango considers it essential to promote the sustainable development of its supply chain. For this reason, the company considers it paramount to place emphasis on establishing responsible supplier management that considers both environmental and social issues. At Mango, the Sustainability Department participates, together with other departments, in the selection of new suppliers. The Compliance with Mango's requirements before production begin is ensured through the completion of an analysis and prior verification of the current social audits of the production factories.





9.5.1

Code of Conduct

Mango recognizes that its activity is not innocuous and that there is significant risk in its supply chain. Therefore, the company is very conscious of the importance of ensuring respect for the human rights of workers involved in the production process.

In this context, Mango is responsible for establishing clauses relating to wages and hours, non-discrimination, forced labour and freedom of association, among other aspects, in its code of conduct.

Compliance with Mango's code of conduct is verified through social audits conducted by external audit teams.

The social, labour and environmental code of conduct for garment and accessory manufac-

turers for Mango is an indispensable requirement of mandatory compliance and is included in the commercial contract that the company establishes with its suppliers.

The code of conduct is based on the principles and philosophy of the United Nations Global Compact, as well as the principles set forth in the Universal Declaration of Human Rights and the United Nations Convention on the Rights of the Child.

It also includes all applicable International Labour Organization (ILO) conventions and recommendations (in particular Conventions 1, 29, 75, 81, 87, 98, 100, 105, 111, 122), 131, 135, 138, 154, 155, 159, 177, 182 and 183, and recommendations: 35, 90, 111, 143, 146, 164, 168, 184 y 190).

9.5.1. Social, labour and environmental code of conduct for manufacturers of goods produced for Mango

1. Child labour

Manufacturers will not use child labour, in accordance with the criteria established in the ILO conventions. In addition, Mango's policy on the control of child labour is based on the United Nations Convention on the Rights of the Child.

are extended, if applicable, to all facilities for their employees. On the other hand, in the case of denim garment manufacturers, the sandblasting technique, consisting of sandblasting under pressure, shall not be used, due to the risk it poses to the health of the workers involved.

6. Disciplinary measures, harassment and abuse

Manufacturers shall not use corporal punishment, as well as physical or psychological abuse and/or any other type of harassment.

8. Remunerations

Manufacturers shall ensure that wages are in strict compliance with all laws. In addition, the legal minimum wage shall be interpreted as such minimum, but not as a recommended level.

II. Compliance with current legislation

Manufacturers shall develop management systems, policies and processes necessary for proper internal and supply chain management. Manufacturers shall also comply with applicable legislation in all matters not covered in the above points.

2. Forced and compulsory labour

Manufacturers will not use any type of forced and compulsory labour.

4. Freedom of association

Manufacturers shall respect the right of their employees to associate, organize or bargain collectively without penalty.

7. Working hours

Manufacturers shall comply with the applicable legislation and the rules of their industry regarding working hours. Overtime shall always be voluntary and properly compensated. If overtime work is performed, a maximum of two hours per day is acceptable. In the event of occasional exceptional conditions, it is possible to modify this limit by accepting those situations that, with the characteristics described above, and being reasonable and logical, are always carried out by mutual agreement with the employee, never exceeding the annual maximum of overtime hours per year provided for in the legislation of each country.

9. Subcontracting

Manufacturers and workshops can only carry out production in those factories authorized and verified by Mango.

3. Occupational health and safety

Manufacturers shall guarantee their employees a safe (fire prevention, machinery, etc.) and healthy workplace (light, ventilation, hygienic conditions, etc.) and shall also comply with all the requirements of applicable legislation in this area. Likewise, they shall ensure that these conditions

5. Discrimination

Manufacturers shall not discriminate in employment and hiring practices on the basis of race, national origin, religion, disability, sex, age, sexual orientation, association, or political affiliation or any other situation.

10. Environment

All manufacturers' activities shall be carried out in an environmentally friendly manner in compliance with all applicable laws and regulations. All manufacturers must sign Mango's Chemical Restrictions Commitment Document..

9.5.1. Social, labour and environmental code of conduct for manufacturers of goods produced for Mango

Communication

A copy of this code will be posted at the main entrances and exits of personnel at the manufacturer's facilities, both in English and in the local language. The copy will incorporate a contact email address for Mango should any employee need or wish to make use of it.

Scope of application of the code

All of the above points are mandatory for all manufacturers with whom Mango works. In order to achieve this goal, manufacturers shall authorize Mango to conduct, by itself or through third parties, reviews to monitor the application of this code. In addition, they shall provide supervisors with access to documentation and all means neces-

sary for this purpose. These audits may be conducted on a scheduled or unannounced basis.

Acceptance and commitment on the part of manufacturers

All manufacturers shall accept and undertake to comply with all the points specified in this code, and possible subsequent updates, by signing and stamping all the sheets in a copy that will always be available at Mango.

Auditing

The application of the code will be periodically verified internally and externally at the different factories and supplier facilities. This verification may be carried out jointly with other organizations (NGOs, trade unions, etc.).

Corrective actions

Any situation involving non-compliance with the above points will be corrected by the manufacturer, for which a period of no more than six months will be established. It should be noted that Mango will participate in the aforementioned corrective actions by providing technical support. In the event that the corrections have not been applied within the aforementioned period or in the event of serious situations of social emergency or other significant aspects and the manufacturers do not take the necessary measures for immediate correction, Mango will cancel any relationship with the aforementioned manufacturer. Communication channel in relation to this code of conduct:
lg.rsc@mango.com
Mango's ethical channel:
<https://mango.edenuncias.com/Inicio.aspx>



9.5.2

Social audits procedure

Implementation of the code of conduct

To monitor the implementation of the code of conduct, Mango has established a procedure of social audits carried out by external auditing companies in the production centres of its suppliers. The performance areas audited are those contemplated in the code of conduct.

These audits can be initial (in the case of a new factory), follow-up (to review specific nonconformities) or maintenance (every one or two years depending on the outcome).

In order to reach a conclusion on compliance with the code of conduct, several phases are carried out during the audit process that provide sufficient and necessary evidence in this regard.

9.5.2. Social audits procedure

Phases of social audits

01

Compilation of legislative and normative references of the legislation of each country or geographical area. In all those cases where such legislation is non-existent or insufficiently developed, the minimum reference to be applied will be the international regulations established in the ILO conventions and recommendations.

02

Interviews with factory management. All aspects of sustainability established in the CoC are analysed by means of an exhaustive questionnaire.

03

Complete inspection of the facilities. Occupational health and safety aspects are also a key part of the review. Emergency signs, appropriate fire safety measures and up-to-date evacuation plans are checked. Photographs are taken of those points that can be highlighted and improved, as a reference for the reports.

04

Random selection of workers and worker or union representatives for interviews. Individualised and anonymous interviews are conducted about the factory's policies and procedures regarding the application of the CoC. If there are worker or union representatives, an interview is conducted with them and they are present during the audit process.

05

Documentary review to verify the information provided during the interviews. The labour conditions set forth in the workers' contracts are reviewed.

06

Compilation of the information provided and closing of the audit with the management. For the management of nonconformities, a corrective action plan is established with responsible parties and a defined schedule for each action so that they are all implemented within the stipulated time. Based on the audit results, the factories are qualified.

9.5.2. Social audits procedure

Results of social audits

All suppliers must declare their production facilities and assign them to each of the models produced in the internal traceability and transparency platforms.

In 2017, Mango joined amfori, the leading global trade association dedicated to open and sustainable business. With amfori Business Social Compliance Initiative (BSCI), Mango worked together on improving the social performance of its supply chain. Being a member of amfori implies adherence to the BSCI code of conduct, which is based on the same principles as Mango's code of conduct. In line with the objective of continuing to work with strategic allies in its supply chain, in 2018, Mango joined Sedex Global, to work jointly on improving the social performance of its chain, thus achieving greater control and reach in all its production countries.

Amfori and Sedex are Mango's key partners for improving traceability, as well as optimising audit efforts.

Using the BSCI/Sedex Global platforms and wor-

king together with other member brands contributes to the reduction of audit fatigue for both factories and Mango, as the management of new audits is significantly reduced.

This optimisation of time makes it possible to focus on working on remediation plans and to monitor progress more closely.

Social audits by country

Mango's social impact team verifies that all production sites have social audits in place.

In cases where a factory lacks a Mango-approved certificate, an audit process by external auditing firms is initiated.

On certain occasions, Mango's social impact team joins external audits or monitors a specific aspect of the code of conduct on its own.

When a non-compliance is identified, a corrective plan is established with a schedule for review at subsequent audits. If corrective actions are not sufficient or significant deficiencies exist, appro-

priate action is taken with the factory or supplier involved. Mango applies a zero tolerance policy if there is any situation of child labour, forced labour, serious risk to workers' health, irregular foreign workers or unethical behaviour (corruption). If any of these situations are detected, the commercial relationship with the manufacturer is terminated. All these actions implemented by Mango since social impact contribute to combating any form of modern slavery or other identified irregularities.

Partnerships with stakeholders, advances in supply chain monitoring and Mango's strong commitment to transparency in its communications are key tools in the process. Fostering a collective awareness within the fashion industry that embraces this situation is also fundamental to eradicating it.

Aware of this, Mango works in collaboration with union representatives, such as CCOO, to focus on crucial issues such as freedom of association and the implementation of workers' committees in its facilities, thus ensuring ethical practices.

Training on these issues and the implementation of reliable and effective whistleblowing systems are key elements of its supply chain strategy. In addition, Mango has a risk map developed by Mango's CSR Chair an essential tool for identifying potential risks by country of production, which allows the company to prioritise actions according to the needs identified. It should be noted that following the earthquake in Turkey in 2023, Mango has incorporated more stringent requirements to ensure the safety of buildings in the event of catastrophic events such as the one that occurred. Thus, building safety requirements have been revised and have become mandatory for all production and processing factories. In addition, related documentation such as building license and building occupancy permit/occupancy permit or seismic resistance/performance report of authorised institutions with positive result are requested and required. In 2023, the total number of social audits performed amounts to 2,382 (2022: 1,803).

9.5.2. Social audits procedure

Evaluation of factories

After completing the social audit, the results are evaluated, using Mango's production site approval protocol. The factory weighting system is based on compliance with Mango's code of conduct, which assigns grades from A (highest) to E (equivalent to rejected). These ratings are aligned with Mango's departmental quality criteria, facilitating factory approval from multiple perspectives. In 2023, Mango has begun to assess spinning factories against the same criteria, an improvement over the previous year that evidences the company's commitment to the traceability of its supply chain in terms of human rights. At the end of 2023, 100% of Mango's finished product and fabric and trimmings factories had been graded according to this criterion. 43.82% obtained an A (2022: 36.9%), 14.96% obtained a B (2022: 24.2%), 18.24% obtained a B (2022: 24.2%), 18.24% obtained a C (2022: 33.3%) and 3.39% obtained a D (2022: 4.5%). The remaining factories did not obtain a satisfactory grade according to Mango's criteria as they either obtained an E grade, specifically 16 factories (2022: 11), or did

not accept the performance of a social audit (as a result of the progress in the traceability of the fabric mills and trimmings it has become clear that there are still factories that are not at that point of maturity). The 2022 data are not comparable with the data extracted in 2023 due to the new categorisation of factories: finished product, fabric mills and trimmings and spinning.

Cascale Tools

In early 2020, Mango joined Cascale, the textile, footwear and clothing industry's leading alliance for sustainable production. Cascale has developed the Wordly Index, a set of tools that standardises the measurement of value chain sustainability for all industry participants. These tools measure environmental, social and labour impacts across the value chain. With this data, the industry can identify hotspots, points of continuous improvement in sustainability performance and thus achieve transparency at all levels, as Mango's partners and consumers

demand. Since 2021, Mango considers the Higg Facility Social and Labour Module (Higg FSLM) as a valid social audit standard. Using this tool, Mango intends to contribute to the effort made by the entire industry to promote significant improvements in social and labour conditions in global supply chains.

Environmental assessment

From an environmental perspective, an evaluation of the factories is carried out using Cascale's tools and those of the ZDHC (Zero Discharge Hazardous Chemical) initiative. Specifically, the Higg FEM is used to obtain primary data on the environmental performance of the plants through energy consumption, water consumption and types of fuels, among others. From a chemical management point of view, factories are evaluated according to their use and compliance with the ZDHC initiative, such as compliance with the MRSL restricted substances list, the Incheck and the ClearStream reports, which reflect effluent water



9.5.3

Supplier complaint channel

Mango provides its suppliers with several communication channels. Mango's code of conduct provides an e-mail address for establishing and directing communications or inquiries to the company.

On the other hand, Mango makes available the ethical channel through which possible complaints or non-compliance with the contents of the code of conduct are channelled. In 2023, Mango has maintained the channel for alerting non-compliance in the production factories of the company's chain through local unions or non-governmental organisations that defend human rights. In these cases, the resolution of these cases is established in a way that is managed jointly between Mango, CCOO union representatives in the framework of their bilateral agreement and other possible parties involved. Improving accessibility to appropriate reporting channels is key to ensuring efficient and immediate identification and resolution for companies and the people they deal with. Robust and reli-

able reclamation mechanisms make it possible to resolve any irregularities proactively as they arise, before trust is eroded. They are a valuable tool for detecting current and potential future problems, and provide good guidance on how to improve business operations for all stakeholders. To this end, in 2022, amfori's Speak For Change (SCGM) program was launched to provide workers in supply chains with a channel to voice their grievances when additional mechanisms do not provide solutions or have not provided a satisfactory remedy. Through Mango's participation in this project, in 2023, the company has received eight alerts through the whistleblower channel on human rights conflicts. These alerts were related to workers' labour conditions (specifically, pay and working hours). 100% of them were analysed and resolved. Its resolution was achieved by conducting an investigation and defining and implementing a remediation plan with corrective actions by the factory.



9.5.4

Supplier training

After the good results of the training sessions held in China and India in 2017; Bangladesh and Turkey in 2018; Spain and Portugal in 2019, and Turkey, Bangladesh, India and China in 2022, Mango continues to invest in the continuity of its capacity building program for suppliers. In 2023, Mango's social and environmental sustainability teams conducted face-to-face training for suppliers in Spain, Turkey, China and Morocco. The main objective of these trainings is to improve social and labour conditions in the company's supply chain by training suppliers in human rights and environmental issues. During these theoretical and practical sessions, suppliers have the opportunity to resolve doubts, discuss their internal procedures and exchange best practices. In addition, they are made aware of aspects related to human rights and the environment and are given the opportunity to discuss their internal procedures and exchange best practices. In addition, awareness of aspects related to social and environmental sus-

tainability is promoted, which has a direct impact on Mango's impact on a global scale. The assessment of these trainings is very satisfactory for both parties and in 2024, Mango will continue to conduct these trainings in other countries, increasing the focus of the issues addressed and adapting them to the new challenges related to human rights and environmental sustainability.Mango's new suppliers undergo online training specific to each department involved in the production process of the collections through the internal training tool, Mango Hub e-learning platform, launched by the company in January 2020. Upon registering in the system, suppliers undergo training based on the quality and process manual. This multimedia training includes explanatory videos and interactive exercises.

Environmental training for suppliers

In 2023, Mango's environmental area conduc-

ted training sessions for suppliers on chemical management to improve their knowledge of the ZDHC tools and facilitate compliance with Mango's requirements in this regard. Two types of training have been carried out: on the one hand, Mango, together with other companies, has provided training to suppliers and, on the other hand, Mango has implemented training to its supply chain suppliers in collaboration with other partners. Capacity building actions in the supply chain contribute to the promotion of due diligence and reduce the number of non-compliances found during social audits. In this way, Mango's commitment to improving the social and labour conditions of workers at its production sites is reinforced.

Mango Vendor Summit

In line with this commitment, in 2023 Mango or-

ganized the third edition of the Vendor Summit, a meeting with all the company's suppliers to inform them about the new projects that Mango is implementing and to convey to them the importance of their collaboration. It should be noted that, although it was broadcast online, for the first time the event could also be held in person. The Vendor Summit was attended by Mango's Management Committee, who highlighted the company's commitments and objectives for the coming years and the fundamental role of suppliers in achieving them.The different product-related departments also had the opportunity to present the latest developments in each area and the changes that are being developed in the digital transformation process in which the company is currently immersed. Among the departments that participated in the Vendor Summit were social and environmental

sustainability, sourcing, supplier performance, quality, labelling, product and logistics, among others. It is important to note that, during this meeting, in addition to the progress made in some of the key projects of each area, relevant aspects such as Mango's commitment to improve traceability and transparency throughout the supply chain were also included. The importance of compliance with Mango's code of conduct was also highlighted, with special attention to the prohibition of child labour, the guarantee of freedom of association and the promotion of a living wage. In this edition, Mango was also reminded of the importance of the Sustainable Development Goals (SDGs) of the United Nations (UN) 2030 Agenda for Mango. These goals serve as a frame of reference in the company's sustainability strategy and are an essential aspect when establishing relationships with stakeholders.

9.6

Our teams

The creation of quality jobs and team stability are key to Mango's success. The company aims to continue to be a committed company, where people can grow and develop professionally. Stability, dialogue, training and recognition are pillars on which the company works every day as transforming agents to face new challenges and achieve key objectives. Mango treats all its employees as a family. To ensure the well-being of people, several teams in the company focus on the continuous improvement of the working conditions of all employees, as well as on ensuring their health and safety.

Team profile

By the end of 2023, Mango will have close to 15,500 employees, 2,126 of whom work at El Hangar Design Centre and at the company's headquarters in Palau-solità i Plegamans (Barcelona). Beyond the numbers, Mango has a young and enthusiastic team with an average age of 32, 77% of whom are women. Mango currently has 16% international profiles (born outside Spain) in central services. Throughout 2023, 94 new people with an international profile have joined the company. From a global point of view, Mango has a staff of 137 nationalities between central offices, logistics centre and corporate stores.

In terms of average headcount, there has been an increase both on average and at year-end, justified by the expansion of the company's business in different international markets. This trend is maintained in terms of groups, where there has also been an increase in the store and logistics profiles. There has also been an increase in the number of managers and middle managers, while at the same time there has been a decrease in the number of central staff. Both cases occurred due to the modification of the criteria based on Mango's new job evaluation system, the so-called Job Architecture. In previous years, Mango based the classification on a "job/agreement category" criterion. In fiscal year 2023, the company has adjusted the criterion based on Job Architecture. All the above data refer to the consolidated group.

Average workforce 2023

TOTAL	14,180
Women	10,985
Men	3,195
AGE	
< 30 years	6,982
30 - 50 years	6,482
> 50 years	716
JOB CLASSIFICATION	
Executives and Middle Management	2,445
Store staff	9,479
Central Staff	1,373
Logistics staff	883

Workforce 12/30/2023

TOTAL	15,495
Women	12,029
Men	3,466
AGE	
< 30 years	7,978
30 - 50 years	6,721
> 50 years	796
JOB CLASSIFICATION	
Executives and Middle Management	2,402
Store staff	10,802
Central Staff	1,395
Logistics staff	896

9.6. Our teams

* The information corresponding to fiscal year 2022 has been restated due to a change in categorisation.

otherwise the scope of the data is specified.

Compensation policy and wage gap

Mango's compensation policy aims to guarantee equal wages and rights for all employees, rejecting any kind of discrimination, direct or indirect, regardless of age, gender, race, ethnicity, religion, sexual orientation, social status, marital status, nationality, political opinion or family responsibilities. Consequently, Mango follows the principle of gender equality, with no differences in the establishment of remuneration criteria between men and women for a position at the same level. In the case of structural personnel, fixed remuneration is established on the basis of merit and the level of skills and experience contributed to the position. Variable remuneration is established on the basis of a system of annual objectives together with the participation of Mango's results. Salary revisions are made annually on the basis of the employee's salary development and position within the salary band. For the store team, the system is based on a fixed salary defined by collective bargaining agreement or, alternatively, by internal salary tables, and a variable salary based on sales. For a correct interpretation of the quantitative data on average salaries, it is important to note that at the base of the Mango pyramid, women represent approximately 80% of the total number of the company's employees, and this undoubtedly has an impact on the result.

In organisations where the base of the pyramid is at the bottom of the pyramid, the result is more likely to show a difference between men's and women's average wages in favour of the former when analysing the data as a whole. The calculation of the adjusted salary gap has been made based on a standardised methodology to correctly compare positions of equal value according to the Mango system of job evaluation, which allows us to comply with the requirements of adequacy, completeness and objectivity set forth in article 4 of Royal Decree 902/2020. In 2022, Mango also completed, with a positive result, the remuneration audit linked to the approval and negotiation of the equality and diversity plan. The following aspects were analysed in the remuneration audit: job evaluation, fixed remuneration, variable remuneration, total compensation strategy, social benefits, salary increases, new hires, promotions and departures. The results of the compensation audit show that all gender policies are aimed at ensuring effective equality. Based on this, Mango established an action plan that was incorporated in the remuneration chapter of the equality plan diagnosis. In 2023, Mango has continued to implement all actions concerning new hire, promotion and merit increase policies. Additionally, Mango has carried out specific repositioning actions in the company. As a result, Mango has managed to reduce the adjusted gap in Spain from 1.82% in 2022 to 0.50% in 2023 (See average remuneration section). In 2023, the overall gross gap,

Average workforce 2022

TOTAL	13,005
Women	10,160
Men	2,845
AGE	
< 30 years	6,290
30 - 50 years	6,158
> 50 years	557
JOB CLASSIFICATION	
Executives and Middle Managemen	2,409
Store staff	8,513
Central Staf	1,323
Logistics staff	760

Workforce 12/30/2022

TOTAL	14,081
Women	10,891
Men	3,190
AGE	
< 30 years	7,066
30 - 50 years	6,370
> 50 years	645
JOB CLASSIFICATION	
Executives and Middle Management	2,368
Store staff	9,561
Central Staff	1,322
Logistics staff	830

9.6. Our teams

calculated as the difference between men's and women's pay/men's pay, has been reduced to 18.01%, versus 19.89%* in 2022. Mango's remuneration policies follow the principle of non-discrimination at all salary levels, basing decisions on objective criteria related to the performance and responsibility of each position. Mango aims to continue analysing the salary gap at each level, in order to continue guaranteeing the principle of gender equality in the company.

Equality plan

Mango believes in and works to create a diverse and inclusive culture. As a global company with a strong international presence, Mango strives to extend this policy in all the territories in which it operates. Such an international presence enables and helps the company to have a diverse and multicultural team. In 2023, Mango has worked on an equality plan diagnosis as well as on the assessment of new measures for the improvement and correction of equality and inclusion in the company. In the last fiscal year, Mango has closed the negotiation table with the social partners to reach an agreement on the new Equality Plan. The company complies with legal requirements established in all its subsidiaries. Mango reports data on the pay gap, equality, diversity and inclusion of people with disabilities, if so defined by legal regulations. Internationally, Mango has the Rapport d'égalité homme et femme in Bel-

gium; the Accord d'égalité homme et femme in France; the Rapporto uomo/donna in Italy; PFRON (State Fund of Rehabilitation of Disabled Persons) in Poland; the Gender Pay GAP in the United Kingdom; the Analyse de l'égalité salariale selon la LEg in Switzerland; the Work power report or workforce in Turkey and the Report on occupation and employment of people with disabilities in Ukraine, among others. In the case of France, and within the Equality agreement, Mango has worked on a specific section for victims of gender-based violence, in line with the measures included in the agreement. The Company has a general fund, such as the transfer of duly accredited victims and the payment of moving expenses, among others.

Harassment protocol

Mango has an updated and public protocol for the prevention of and action against harassment and violence in the workplace. The company is aware that inappropriate behaviour may occur within the organisation, and therefore, through this protocol, Mango wishes to express its commitment to zero tolerance towards any person who promotes, promotes, promotes and/or tolerates a situation of psychological, sexual or gender-based harassment or any other form of offensive, discriminatory or abusive behaviour that may occur in the organisation, in accordance with Mango's code of ethics. Conduct such as verbal abuse, intimidation,

threats and humiliation, physical violence, sexual harassment or discrimination based on sex or origin, among others, are behaviours that Mango does not tolerate. These behaviours can lead to situations of psychological harassment, sexual harassment, harassment based on sex, or other forms of violence, which constitute a risk to health and an attack on the fundamental rights of individuals. Mango is committed to promote, implement and support all the actions included in the harassment protocol and encourages the necessary involvement of all people, each one from their responsibility and function in the organisation, to achieve this purpose. This protocol is an easy-to-understand tool in which Mango employees will see different situations of conflict and/or harassment that exist, as well as related behaviours that make it easy to identify them. Likewise, it highlights the only channel for complaints (ethics@mango.com) and shows the process, stages and times for the resolution of complaints, as well as the presentation of the investigative commission that will investigate the cases reported. In 2023, Mango is firmly committed to carry out continuous awareness-raising and training actions for all employees on the prevention of and action against harassment and violence in the workplace. At the international level, the global harassment protocol is put into practice in accordance with local legislation, activating specific actions in the different countries and according to need. In

the case of France, Mango has set a benchmark in the company conducting harassment surveys. In addition, in other countries such as the UK, the United States, Belgium, Greece and France, Mango has provided specific legal training in order to face and manage cases of harassment within the global framework and based on the country's legality.

Living Wages

Mango goes beyond the minimum salaries established in the legal regulations of each country, carrying out an annual monitoring of the salary of its employees based on the Living Wages of each territory. The company considers this to be a fundamental practice in the search for economic and social stability for its employees around the world. The Living Wage refers to a salary that allows employees and their families to live with dignity, meeting basic needs such as food, housing, health care, education and other essential expenses based on the cost of living in each country. By 2024, Mango will have a certified third-party supplier to obtain updated information on the Living Wage benchmark for each country, which will allow the company to improve the analysis performed.

Average compensation (global, consolidated group)

The average remuneration includes the total

gross remuneration received during the year (fixed and variable salary) of active employees at year-end. This information groups together 35 countries and positions of varying weight, which are therefore not representative in terms of salary differences. Mango follows the principle of gender equality, with no differences in the establishment of remuneration criteria between men and women for a position at the same level. The average salary for women is 26,806 euros in 2023, compared to 24,825 euros in 2022. The average salary for men for 2023 is 32,696 euros, compared to 30,987 euros in 2022. As explained above, it is important to bear in mind when interpreting the data that at the base of Mango's pyramid, the female gender has a greater weight. Specifically, 83% of the teams in the store are women, and this undoubtedly has a major impact on the result. Based on the data analysed, it is possible to observe an increase in the company's average remuneration in 2023 due to different factors. Mango has focused on improving the salary conditions of store staff in different countries to bring them in line with the Living Wages. In 2023, the company has updated the salary tables of different groups due to rising global inflation. In some cases the application has been retroactive to 2022. Additionally, the company has carried out specific repositioning actions in Mango's structural positions.

9.6. Our teams

* Average salaries have increased across the board in all groups, driven by a variation in the workforce in countries with different salary levels, the application of legal increases and market salary adjustments, and an increase in the professional profile of new hires.
** Information for fiscal year 2022 has been restated due to a change in categorisation.

Average remuneration* (global, consolidated group)

2023	2022
< 30 years	Under 30 years
21,653 €	19,803 €
Between 30 and 50 years	Between 30 and 50 years
34,356 €	30,495 €
> 50 years	Over 50 years
48,704 €	50,027 €
Executives and middle managers	Executives and Middle Management**
53,612 €	48,211 €
Store staff	Store staff**
21,867 €	20,229 €
Central staff	Central staff**
34,689 €	32,676 €
Logistics staff	Logistics staff**
24,940 €	22,132 €

9.6.1

Organisation of working time

Mango ensures compliance with work and rest times, following the legal regulations of each country and collective bargaining agreement. The company has opted for flexible working hours at head offices, empowering people and alluding to responsibility and trust, promoting internal equality.

In addition, this policy allows Mango to position itself in the market to attract and retain talent, promoting inclusion and diversity. In order to give people greater autonomy and flexibility with respect to working time, the start and end times are flexible, with a one-hour lunch break that can be shortened to 30 minutes, thus bringing forward the end time.

With respect to the work schedule, depending on the hours established in the applicable collective bargaining agreement, the excess of annual working hours is accumulated in a balance of hours to be worked during the year at the employee's choice. This makes it possible to establish in the work calendar that the schedule on the eve of holidays is intensive as well as reduced and, in

this way, to have another formula for reconciliation. Mango's objective is to find a balance so that the new work model is compatible with the needs of the business and the people who form part of the company. The established work model should help Mango to value the diversity of the professional people who make up the company's teams. Mango has therefore defined the policy on the basis of the different groups found in head offices, logistics centres and stores around the world. Thanks to this division of work profiles, Mango can build a model that best suits the characteristics and needs of each job and business.

Telework by area

The distribution of working time by department is as follows: stores and logistics team, 100% on-site; design, 100% on-site; general services, 100% on-site; central areas, one or two days a week (up to 30%) of teleworking, and technology area, two or three days a week of teleworking (up to 50%).

Working time in the store

The following factors are taken into account when planning working time for the store team:

- Staff and their contracts (number of hours per week/person).
- Peak days of the week.
- Peak hours of each day.
- Country regulations.
- Distribution by periods of the year (peak and off-peak sales dates).
- Different commercial actions (Shopping Day, Black Friday, etc.).
- Store opening hours (receiving orders, preparing products for display, closing the cash register and tidying/cleaning the store).
- Business hours (taking into account opening and closing hours, and concentrating working hours dedicated to the sales area in days, and hours, peaks of work).

Based on the above factors, the manager of each store is the person responsible for organising the schedules.

Implementation of a work disconnection policy

Mango has a disconnection policy the company's digital protocol, which is part of the standards for the use of information systems, will be implemented by 2024. By 2024, the company aims to develop a new protocol, accompanied by awareness campaigns for different groups, especially for all employees who telework and who may see the lines between personal and professional life blurred.

Absenteeism

Total absence hours in 2023 in Mango were 924,216 hours (2022: 863,818 hours). The total number of absenteeism hours has increased with respect to the previous year, due to the higher number of people on the payroll. However, the percentage of absenteeism has remained in line with the data for 2022.

9.6.2

Reconciliation

Mango's remuneration model is complemented by various advantages and benefits that contribute to improving people's well-being.

Advantages and benefits

- At the central offices, the schedule is flexible and the workday is intensive on Fridays and holiday eves.
- Telework for all applicable groups.
- Attention to the personal needs or special circumstances of Mango employees through the adaptation of working hours or schedules, as well as contract suspensions or leaves of absence beyond what is provided for in conventional regulations, as far as possible, according to organisational needs carried out in the company.
- Improved leave established in the regulations

- for employees to attend medical visits.
- In-house medical service in the central office facilities.
- Language training, mindfulness and personal development programs, among others.
- Canteen and kitchen service at the head office facilities. The company subsidises part of the daily menu, as well as cafeteria items.
- Restaurant ticket for some countries and/or groups.
- Free company transportation from Barcelona and Vallès to the central offices.
- Physiotherapy service in the central offices, as well as fitness room and changing rooms.
- Flexible compensation package with tax benefits: health insurance, training, canteen discount, day care, etc.
- Sampler market to renew the closet twice a year (Spain). All the money raised from sales

- goes to social action projects developed by the company.
- Availability of breastfeeding rooms in central offices.
- Reserved parking spaces for pregnant women at the central offices and at the logistics centre in Lliçà d'Amunt.
- Payment of health insurance for employees with disabilities.
- International mobility. The international nature of the company facilitates the geographic mobility of those employees who request it.
- When internal positions arise, staff are offered the possibility of requesting a change of department.





9.6.3

Health and safety

Employees are Mango's most important asset and, for this reason, policies are developed to ensure the continuous improvement of their health and safety in the work environment. The main objective, in terms of safety, health and well-being at Mango, is the development and promotion of strategies that improve working conditions for the physical, psychological and social health of employees, and that favour and consolidate good working habits. Mango's occupational risk prevention management is established in the prevention plan and is integrated into the company's general management system. The plan includes the commitment to provide a safe and healthy work environment and defines the objectives and procedures to achieve it. To ensure the correct adequacy of the occupational risk prevention management system, external audits (every four years) and internal audits (quarterly and annually) are carried out as control systems to detect possible nonconformities and correct them through the implementation of corrective

actions. In order to reduce the accident rate and maintain the incidence rate below the industry benchmark, Mango plans to carry out various actions such as the review and dissemination of basic safety standards in the warehouse and training in OHS, focusing on new incorporations; the implementation of improvements in working conditions, prioritising safety in the facilities and the adequacy of workspaces; and the implementation of safety inspection systems. Throughout 2023, the company has carried out activities to ensure health and safety in the work environment. The main ones are listed below.

Occupational risk assessments

Identify and evaluate risks associated with jobs as part of the cycle of continuous improvement in management, advancing in all aspects of health and safety of the employees. Mango carries out these evaluations both in offices and warehouses at headquarters and in stores. Likewise, the com-

pany prepares action plans with preventive and/or corrective measures, manages work inspections, emergency plans and other procedures. Another of Mango's objectives is to ensure that the services performed by external companies or personnel, whether contracted or subcontracted, are carried out in accordance with the safety measures established by legislation and/or the company's internal regulations. Periodically, Mango carries out safety visits to work centres to control and guarantee optimal working conditions and encourage safe behaviour. In 2023, the risk assessment of the new logistics facilities at the Lliçà d'Amunt distribution centre and the risk assessment of the new logistics operations, among others, were carried out.

Occupational hazard communications

In order to involve employees in continuous improvement, Mango has a procedure for employees to report any situation involving a risk or any

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proposal to improve working conditions. Mango provides its collaborators with a risk communication system, through the Mango Solutions Centre, to offer the possibility of reporting any incident and thus proceed to apply measures to eliminate or minimise it.

Occupational risk prevention training

Mango is continuously working on the design of new training specifically focused on the company's jobs. When a job position is created, a risk assessment is carried out and the training needs for this position are detected. In these trainings, Mango informs about the main risks and measures to be taken into account to avoid damage to health. The risk assessments for each job and training plans are updated periodically. The company also provides fire and first aid training courses for emergency teams. In 2023, special emphasis will be placed on tra-

ining in basic emergency instructions for all store staff, the updating of the data display screen course for all office staff, as well as practical first aid and fire training for store emergency teams (2-3 people per store). In addition, Mango has worked on improving the onboarding process of the store and logistics teams to facilitate training in occupational risk prevention on the first day of work for new employees.

Coordination of business activities

In order to guarantee the safety of external personnel working in the company's facilities and to ensure that the activity of external companies does not generate risks to their teams and vice versa, different actions are carried out (coordination meetings, exchange of information or safety instructions, designation of preventive resources, etc.). These actions are aimed at ensuring that the work

of concurrent companies is properly coordinated to avoid or minimise risks at Mango's facilities. In 2023, Mango has focused on coordinating the activities of external companies at the logistics distribution centre in Lliçà.

Emergency management

In order to ensure that in the event of an emergency, Mango carries out drills and control processes to identify and correct possible incidents both in operations and in the fire protection systems and to guarantee safety in the event of a real emergency. The main activities carried out by the company focus on ensuring the correct functioning of the fire protection means, the continuous training of first responders and alarm and evacuation teams, and defining the operations to be followed in the event of an emergency. Particularly noteworthy is the new store emergency management procedure implemented in 2023.

The new store-specific Emergency Plan allows the manager to properly organise the management of any emergency situation that may occur in his store in order to ensure the safety of his team and customers.

Health surveillance

Health monitoring activities are carried out by the company's medical service, which is part of the health&safetywellness department. In stores, it is carried out through a network of health care centres. In addition to the necessary medical care, regular check-ups, vaccination campaigns, etc., personalised activities are carried out to promote health, such as the monitoring of chronic conditions or advice on healthy habits. In parallel, in 2023 Mango has carried out various projects to improve the safety and health protection of the company's employees, as well as to promote health. New in 2023, the medical service at Mango's head office has doubled its resources and opened

a new medical centre at its logistics centre in Lliçà d'Amunt, with full-time medical and nursing staff who are exclusively dedicated to the employees of the work centre. The main objective is to adapt health surveillance to the specific needs of the logistics team and to provide personalised attention. With this new medical centre, together with the existing one located in Palau to provide coverage for its head office staff, the Mango headquarters medical team is now in place.

Procedure for the protection of corporate travel security

In order to ensure the safety of employees travelling for work purposes, in 2022 Mango launched the Expert Care tool, which allows the company to assess the risks of the destination country in terms of health (health risks) and security (security-related risks such as attacks, violent demonstrations, natural disasters, etc.). In addition, this tool enables travellers to be informed about these

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risks and the measures to be taken to avoid them. The teams should also take into account all the necessary guidelines to be taken into account prior to the trip and monitor the movements of all the teams in order to manage a possible emergency situation that could arise in the countries of destination.

Store security enhancements

For Mango, the safety of its customers and co-workers is one of its top priorities as a company. For this reason, the company works daily to improve safety conditions in its stores and make them safe spaces. In 2023, all the ladders in Mango stores were replaced with a new model of ladders that guarantees a high level of safety during use. At the same time, we have worked on the analysis of all work equipment and tools used in the store to evaluate each one of them and ensure that they comply with the safety requirements.

In addition to ensuring the best safety conditions, one of Mango's main tasks in the area of health and safety is to raise awareness among its employees so that they adopt a safe attitude towards work. To this end, Mango launches regular information campaigns to raise awareness of the importance of working safely. For example, the campaign to promote the safe use of ladders or the campaign to reduce ergonomic risks, among others.

Improving and promoting safety at the plant

As a commitment to its collaborators and in line with its health and safety policy, Mango integrates safety in its day-to-day business and in all its activities. In 2023, some of the projects in this area stand out, such as the safety audit of machinery for the new logistics facility at the Lliçà d'Amunt centre and, on the other hand, the start-up of a safety procedure is in place to avoid possible work accidents caused by untimely start-ups while

performing maintenance operations on a piece of equipment or set of equipment (LockOut/TagOut Procedure).

Implementation of the in-store business activity coordination procedure

In order to ensure that external companies that agree to carry out work in Mango stores comply with the legal requirements and the company's internal safety standards, Mango has implemented a procedure to control the risks associated with the work carried out by contracted external companies in the company's facilities. The procedure has been deployed in Portugal, Andorra, Mexico, the United States, Germany, France, Italy, Luxembourg, Austria, Switzerland, Belgium and the Netherlands.

Wellness and health promotion

Based on its strategic plan to promote wellness

and health 2023-2025, in 2023 Mango has promoted its health and wellness plan, known as WE CARE Plan, through multiple proposals to promote the health of all employees. Examples of these proposals include the improvement of its sports facilities (Fitness Room), the implementation of directed sports activities (yoga/pilates and caro/tono) and the celebration of the emotional wellness week with different talks and mindfulness sessions, among others. On the other hand, true to its commitment of zero tolerance to anyone who promotes, encourages and/or tolerates a situation of psychological, sexual or gender-based harassment or any other form of offensive, discriminatory or abusive behaviour that may occur in the organisation, in accordance with the company's code of ethics, in 2023 Mango has updated and disseminated its new protocol for the prevention of and action against harassment and violence in the workplace.

9.6.3. Health and safety

* Frequency rate= (No. of accidents (with sick leave)*1,000,000) / Hours worked
** Severity index= (Days of sick leave*1,000) / Hours worked

2023	2022
FREQUENCY INDEX*	FREQUENCY INDEX*
Women5.68	Women5.74
Men7.74	Men5.86
TOTAL6.14	TOTAL5.77
SEVERITY INDEX**	SEVERITY INDEX**
Women0.10	Women0.13
Men0.13	Men0.13
TOTAL0.11	TOTAL0.13
NUMBER OF ACCIDENTS WITH SICK LEAVE	NUMBER OF ACCIDENTS WITH SICK LEAVE
Women106	Women98
Men42	Men28
TOTAL148	TOTAL126

9.6.4

Training

Mango is committed to the professional development of its teams. For this reason, it is essential to provide training programs that add value to employees so that they can improve in their day-to-day work and in the workplace. The company's training and development strategy aims to support the achievement of the strategic objectives of the business. To this end, Mango has a talent department that promotes the necessary aspects, both in technical knowledge and in professional and interpersonal skills. Training activities are carried out all over the world, both in stores and in central offices and logistics centres.

In 2023, Mango has continued to reinforce the Mango recognises the importance of the leader's role with new development programs for its managers, both in corporate offices and in its commercial and logistics network. Mango recognises the importance of the leader's role

as a key aspect for professional excellence and people development. Through various training activities and personalised support, Mango will implement new knowledge and key tools for Mango employees. The main projects promoted in 2023 are:

Portfolio Learning Solutions

In 2023, Mango has maintained its training in a hybrid format, resuming face-to-face training for those projects that are key to the business and the achievement of the company's objectives. In 2023, Mango's different business areas conducted workshops to improve relational style and communication with impact and influence. Mango has divided its webinars or face-to-face training according to the company's general competencies: ownership and accountability; customer orientation; analysis and problem sol-

ving; results orientation; teamwork and communication and initiative and innovation. In the customer orientation competency, some of the webinars that Mango has worked on were: "Customer centric mindset", understanding the importance of quality in service, communication and interdependence among its internal customers and how it impacts Mango's external customer; "Customer fundamentals", how Mango applies its new sales decalogue in the different stages of the employee journey in its stores and what services Mango can offer in each one of them, enhancing the sale and the best experience for its customers. In terms of results orientation, Mango has been working with, among others: "How to set SMART objectives", understanding the importance of setting professional goals and incorporating the SMART methodology as an effective tool for working by objective; and "Increase your per-

sonal productivity to maximise results" - setting objectives from the beginning to the end of the day, since planning and organisation is essential to be more efficient and reduce distractions. In the initiative and innovation competency, Mango has opted for training courses such as "Impulsing innovation", which aims to develop people's proactivity and creativity to tackle innovative projects, provide innovative responses to problems and professional challenges, stimulate the spirit of innovation and creativity as a source of systematic identification and exploitation of opportunities and problem-solving through Design Thinking. In the core competency of ownership & accountability, Mango has offered training on "Manage your business", through commercial management training, the program shows the different indicators that impact the business and through which levers can improve the results from

the area of responsibility of each collaborator, as well as what actions can be taken so that the management of the store is optimal and contributes to the achievement of the global objectives. On the other hand, the "Manage your project" training aims to understand what a project is and what is the role of the project manager, to deal with the importance of project life cycles and to understand the implications in project management, to know the basic elements for good planning and how through self-organisation it is possible to work with the fulfilment of the strategy. In analysis and problem solving, Mango has carried out training courses such as "Developing a strategic vision", with the aim of proposing appropriate solutions for each situation analysed. In this program, different guidelines are given on how to adequately dimension the

9.6.4. Training

problems that arise. On the other hand, the "Change management in face-to-face or virtual mode" training, in an environment of constant change and transformation, can affect us both personally and at work. Finally, in terms of collaboration, teamwork and communication, Mango has incorporated the training "Learn how to maintain a convincing and impactful communication", developing your personal skills to increase effectiveness and strengthen your own communication style individually and with your teams, and "Effective and participatory meetings", covering how using the right collaboration tools we can obtain visible results that allow us to achieve the proposed goals.

Development and leadership program

The leadership and development program aims

to provide Mango managers with the basic leadership tools to manage people. The program works from self-knowledge in its relational and communication style, and introduces the new leadership model and its four competencies (execution, management, development and delegation), as well as facilitating tools to know how to translate them into concrete behaviours and actions. Mango uses a situational leadership model through a feedback culture that shows different interactions that must be taken into account when adapting to a diverse environment. Mango carries out this training in person for its teams located at the company's headquarters and for its retail leaders, reaching out to its store directors by holding a first session with them, as well as implementing the new onboarding for new recruits in all areas of the company to ensure a quick adaptation to the job.

Sustainability and circular economy

Sustainability and the circular economy are increasingly key issues in the sector. For this reason, Mango's talent area offers different training actions aimed at improving knowledge about sustainability and the circular economy. In 2023, Mango has carried out different training and awareness-raising activities for the company's different groups, with a strong focus on its design and purchasing teams as key collaborators in achieving its sustainability objectives. In these programs, Mango has incorporated concepts on new materials, fabrics and fibres, water and legal framework, as well as case studies to improve in the design and production of garments in order to bet on the production of garments to contribute in durability, recyclability and greater circularity. The company has also incorporated a new 3D pattern-making technology and, at the same time, is training its pattern makers.



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Team cohesion and communication workshops

Mango has implemented facilitations related to team cohesion by incorporating relational style tools such as the Test Bridge. In these sessions the company has full teams to promote self-awareness, empathy and improve their communication skills, especially their ability to give constructive feedback.

Coaching processes

Coaching processes are structured meetings to help the coachee-manager develop in a specific area. The coaching agenda focuses on working on very specific topics aimed at improving the manager's skills in his or her role. To this end, the company sets specific objectives and an action plan to achieve them. In 2023, Mango carried out seven external coaching processes for management positions and one team coaching process. As a novelty, the company includes team coaching as a fundamental dynamic for the development of high-performance teams. In these sessions, Mango works under the paradigm that by generating trust and greater bonds between team members, better results are achieved.

E-learning platform

It is the first corporate online training platform integrated with Mango's systems (LMS). This platform hosts training content on various topics, with the aim of making them available anywhere and facilitating their consumption at any time,

for the head office, retail structure and logistics groups. Some of the topics are linked to the catalogue of Mango's competencies: eyes always on the goal, customer first, the road to success, innovation, active listening, all aboard, decision making, direct your career or the road to success are some of them. In addition, this platform also helps the company to reinforce the technical skills of its employees: Adobe, office automation, presentations and planning tools, among others. These training pills are available in all languages, which makes them easier to use and understand and improves the teams' experience.

Talent retail

In 2021, Mango launched this initiative with the aim of providing training to all its international teams, as well as to all its franchisees so that they have access to all the training content regardless of where they are located. In this way, the company offers an e-learning platform that contributes to the self-development of its collaborators and helps to unify the customer and employee experience in all its stores.

Self-training platforms for IT profiles

In order for its IT teams to have constant training, acquiring knowledge autonomously, in artificial intelligence, operations, data and UX design, among others, Mango offers its teams access to specific resources for their day-to-day work, through platforms such as O'Reilly or Udemy Business.

Data academy

Data Academy TOOLS is a training program that aims to incorporate new data analysis capabilities into the Mango team, improving the data literacy of the company's employees. Through various online pills and hands-on training sessions, Mango learns how to analyse the data provided by corporate tools. Mango has continued with Data Academy CODE, a five-hour program where Mango has learned how to analyse data through code. Basic programming skills are required to participate in this program.

Language Program

In the language program, Mango offers training in several languages: English, French, German, Italian, Spanish and Portuguese. In 2023, the duration of the program has been from January to November. In addition, in 2023 Mango has included intensive courses where classes are given individually adapted to the level and needs of the participant. For the first time, Mango has included this offer for its retail collaborators. Thanks to this program, more than 350 people have been trained in different languages.

Onboarding and early development

For its store teams, Mango is committed to continuous development and training by building the employee journey to unify the employee experience in each position. It offers training modules in digital format, interactive courses where theory and practice are

combined with exercises and real cases that help to reinforce the contents and classroom training. The company has added new onboardings for each key retail position: onboarding sales team, onboarding team managers and onboarding visual merchandisers. In these programs, Mango has focused on transmitting the company's culture and values, discovering the store, its organisation and processes, getting to know the components that make up the team and its objectives, discovering and learning the skills necessary for the position, gaining confidence and promoting effectiveness in the new role from the beginning, knowing the expectations of the position and knowing what is needed to achieve the objectives, obtaining basic knowledge of the store's product and image and acquiring the skills for a unique customer approach and experience. These onboarding programs have been supported by content such as daily briefings guide, checklist with the contents, evaluation at the end of the course and feedback survey.

Product & VM Experts

For its product and visual merchandising experts, Mango has created a series of courses in virtual and face-to-face format for its teams to acquire the confidence and skills needed to build the image in its stores and offer its product in the most attractive way. The objective is to unify best practices and standards to be implemented in all Mango brand stores and lines in a more autonomous way: keys to Woman VM, keys to Kids VM, preparation of sales, accessories and

suit alterations as well as micro-pills focused on product typology.

Retail training model

Mango's high performance stores are the benchmark stores in each area, excelling in the four pillars of the retail strategy: product & VM, customer service, leadership and store operations. The objective of these stores is to train retail managers, whether they are internal promotions or external hires; to detect potential profiles and work on their individual development plan so that they can assume different roles or positions of greater responsibility within the company. These stores also aim to act as reference stores in terms of the desired standards in Mango's business model and to provide refresher training to the different teams. The high performance stores also aim to support the teams of the new openings in their area, training new collaborators and sharing best practices that they can apply in their day-to-day work, and to provide support in other international openings where expertise is needed. Mango currently has 40 high performance stores (Spain, Portugal, Turkey, France, Italy, Germany and the United States). With regard to store trainers, this is a new store figure that the company has identified as a person from the senior sales team and experienced in his or her role or with great potential who can take on greater responsibility as part of their development plan. This person will be in charge of training the entire sales team of your store, as well as ensuring the communication and transmission of new actions or training ma-



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terials. He/she will also be the reference profile that will accompany the collaborator during the first days of onboarding, as well as the person in charge of providing feedback with possible improvements. To date, Mango has identified this role in all stores in Spain, Portugal, France and Turkey, but Mango's goal is to have this role in the rest of the stores in the countries in which it operates.

Evaluation and development process

In 2022, Mango launched MED (Mango Evaluation & Development). MED is the evaluation and development model for all Mango employees. A space in which the manager and the employee assess how the year has gone, what aspects have been outstanding and what each employee needs to continue working on. Mango is building a culture of management by objec-

tives (MBO) and feedback. MED evaluates both performance (how employees are doing today) and potential (what capacity employees have to take on roles of greater responsibility in the future). In performance, it is essential to evaluate both objectives (what) and competencies (how). In terms of objectives, the idea is to find a definition of individual objectives for some of the employees, with bonuses associated with the achievement of these objectives. In terms of competencies, Mango has defined six essential competencies for all the company's employees and four competencies for leaders. Mango's core competencies that have been defined are: results oriented, customer oriented, initiative, and innovation, collaboration, teamwork and communication, analysis and problem solving. ownership & accountability. The competencies of leaders at Mango are execution, direction, development and delegation.

Potential has been defined as the ability to take on roles of greater responsibility and is composed of the following factors: agility, aspiration, commitment, value creation and role model. Mango has launched actions linked to change management (identification of stakeholders, communication plan, support videos...). To ensure the success of the process, Mango conducted face-to-face and virtual training for 555 managers (head office and retail structure) and 804 store manager/assistant store managers in the following languages: Spanish, English, French, German, Italian and Turkish. The main objectives of the training session are The main objectives of the training are to raise awareness of the new MED process and to deepen the manager's role in the process. The satisfaction of the attendees with the training was 3.5/4. For the 3,400 co-workers who underwent the MED process, the self-evaluation

9.6.4. Training

phase ended with 80% participation and the manager-collaborator evaluation ended with 60%. Excellent assessment of the feedback and development conversations. Subsequently, Mango has carried out calibration processes for profiles identified as senior managers, directors and executives (key collective). During these calibration processes, the company has also reflected on possible successors to key positions as well as first thoughts on specific development plans. In this sense, Mango has designed an individual development plan model for the manager and the employee to identify development actions to be carried out. For people who have to improve their performance in a relevant way, Mango has also defined models for performance improvement plans in which the manager and the employee follow up together. In addition, and after having defined the leader-

ship model that Mango needs (execution, management, development and delegation), the company carries out evaluations of more than one hundred managers through the creation of the MED+ process. This process was created as a complement to MED for Mango executives. This is a more exhaustive model that complements the manager's vision in MED, assesses potential, competencies, motivations and professional career, providing feedback to the manager to help him/her better understand his/her strengths and areas for development. Finally, to build the culture of management by objectives that Mango wants, the company has created in Workday a system for defining objectives for employees in the head office, retail and logistics structure. Along with this launch, Mango has defined different change management actions to encourage the use of the system (training, support guides, communication plan by group,

etc.). In 2023, more than 90% of Mango employees, with bonuses associated with individual objectives, have their objectives set in Workday and the average number of objectives set per employee is four. The target-setting process was launched in a phased manner in each of the company's areas. In relation to the hours of training carried out by Mango in 2023, the company has considerably increased the number of training sessions compared to previous years. Mango has focused on increasing the number of training hours per person, in addition, a more exhaustive follow-up is detected through the Workday tool. The company identifies 100% of trainings conducted in all countries with tracking per person to determine the category more accurately, without estimation. In addition, the company records the training derived from the onboarding program in the system and can account for it.

Completed training hours 2023

COMMITTED TO PEOPLE

TOTAL HOURS 2023

486,538

511,438 IN 2022

TOTAL HOURS PER EMPLOYEE*

34.3

36.65 IN 2022

EXECUTIVES AND MIDDLE MANAGEMENT

90,237

112,784 IN 2022**

CENTRAL STAFF

20,597

25,631 IN 2022**

STAFF STORE

373,078

371,338 IN 2022**

LOGISTICS STAFF

2,625

1,686 IN 2022**

* In 2022, Mango implemented a tool that facilitated the deployment and monitoring of both online and face-to-face training, covering a larger number of countries. During the launch of the tool, priority was given to online training, which resulted in an 88.4% increase in the number of training sessions held in 2022 compared to 2021, thanks to the introduction of a considerable number of training courses in various fields. In 2023, the situation has stabilised, reflecting a 5% decrease compared to 2022, due to the fact that many of the trainings were conducted in the previous fiscal year.

**The information for fiscal year 2022 has been restated due to a change in categorisation.

9.6.5

Inclusion and diversity

Working Together Plan

Mango continues to make efforts in diversity and inclusion to enhance employment opportunities for people with disabilities in the company.

In line with this commitment, at the end of 2021 Mango launched the Working Together Plan, a project created by the company to enhance employment opportunities for people with disabilities in its stores, head offices and logistics centre, thus promoting the training and integration of talent in Mango and in society.

One of the commitments Mango has made to Working Together Plan is to hire more than one hundred people with disabilities at its head-quarters, logistics centres and stores in Spain until 2027 and, at the same time, to train its

managers to learn about the needs of the group and ensure the success of their recruitment.

In 2023, Mango has promoted its Working Together Plan project in Portugal. In addition, in the first half of the year, Mango signed an agreement to advance in social and professional inclusion, in addition to carrying out awareness training for managers and volunteers.

In 2023, the company conducted training in communication and awareness-raising guidelines.

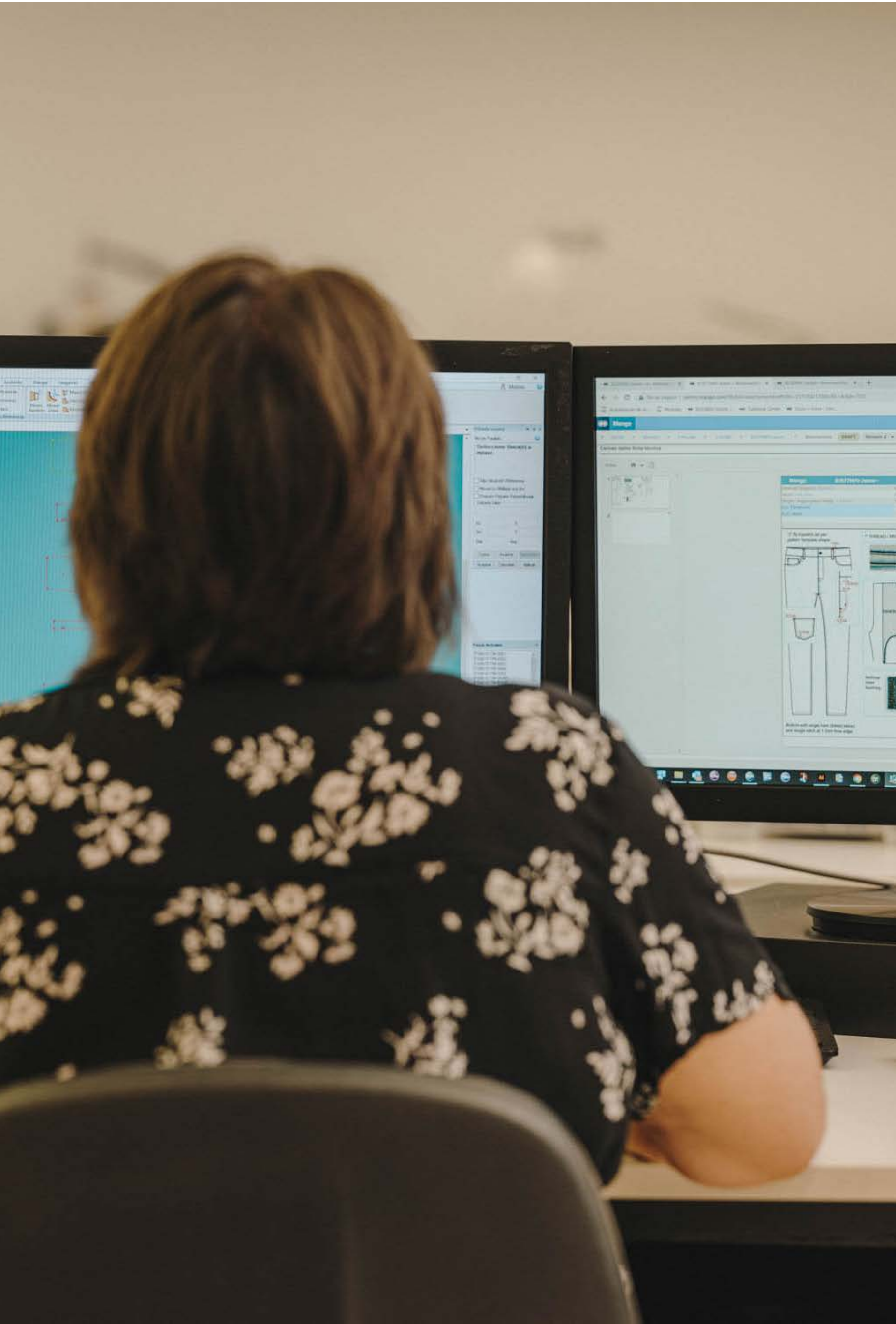
At the end of the year, Mango had 59 employees with disabilities in head offices, stores and logistics centres in Spain (39 in 2022).

As part of the Working Together Plan, Mango has signed a collaboration agreement with the "la Caixa" Foundation in 2023 with the aim of promoting the employment of people with disabilities and at risk of social exclusion in the

company's work centres. The agreement entails Mango's adherence to the Incorpora program.

In 2022, Mango also signed an agreement with Fundación ONCE, which helped the company increase its hiring of people with disabilities by 76%. In line with this objective, the company is also making progress in closing agreements in Italy, France and Germany to help Mango include people with disabilities in its workforce.

The company has also included, as a social benefit, the payment of mutual health insurance for all employees with disabilities. As part of the Mango cares about you social and labour project, promoted in 2018 by Mango and Fundación Cares, the company has continued to promote the labour insertion of people with disabilities. The insertion company Codec, promoted by Cares and which fosters the employment of people at risk of social exclusion, also



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participates in the initiative. In 2023, Mango has expanded job opportunities for people in vulnerable situations, especially in seasons such as Christmas and Black Friday. In addition, the Cares and Codec team performs different operations of the logistics process of Mango's e-commerce, assuming part of the fit in of online orders.

Mango extends this commitment to the other countries where it operates. In Italy, Mango works with Staff SPA, a company specialised in the selection of profiles with disabilities. This has enabled the company to increase recruitment and integration in its teams. In France, Mango has concentrated efforts and priorities to advance in the negotiation of an agreement that will allow the company to reinvest the mandatory contribution in internal measures to facilitate the hiring of people with disabilities.

Universal accessibility for people with disabilities

In order to improve the accessibility of its buildings, Mango collaborates with Ilunion, a company that is part of the ONCE group, to define how the spaces should be and guarantee accessibility for everyone. The company is also working to ensure the accessibility of its Mango.com website to all groups.

Through the collaboration with the ONCE social group, some of the company's web developers have received training to provide them with the tools to advance the accessibility of the web portal. From the risk assessment, the necessary recommendations are derived to adapt the post to each of the persons with special needs. In accordance with the recommendations, the

proposed preventive/corrective measures are carried out.

In addition, in order to facilitate access to all Mango customers, when a new store is opened, Mango analyses the requirements of the project/premises in terms of people with reduced mobility, taking into account the country and the regulations to be followed.

These needs are passed on to Mango's interior design department so that they can design the store to include these requirements.

Subsequently, it is validated by the local architect in each country and the work is executed in accordance with all this information.

Regarding employment, the company complies with the General Law on Disability (LGD) through two channels, direct hiring and alternative measures.



Alliance with "la Caixa" Foundation

In line with its commitment to inclusion and diversity, Mango has signed a collaboration agreement with the "la Caixa" Foundation in 2023 with the aim of promoting the employment of people with disabilities and at risk of exclusion in its work centres. David Payeras, Chief People Officer at Mango, and Cristina Segura, Director of the Social Inclusion Area of the "la Caixa" Foundation, signed the agreement in May, which entails Mango's joining the Incorpora program. Through this project, the entity will help the company in the selection process of candidates for jobs at Mango, as well as in the development of training and professional qualification actions. This alliance is part of the Working Together Plan, a project launched at the end of 2021 with which Mango aims to enhance employment opportunities for people with disabilities in its stores, head offices and logistics centre, thus promoting the training and integration of the talent of this group in Mango and in society.

WORKING TOGETHER PLAN

9.6.6

Labour relations: organisation of social dialogue

Mango is committed to creating a framework of trust in which its teams can grow and develop professionally. Stability, dialogue, training, professional development, work-life balance and knowledge sharing are the pillars on which Mango builds its relationships. The company guarantees all its employees decent and fair working conditions in accordance with the current legislative framework. Mango complies with hiring regulations in all countries where the company operates. In accordance with international policy, Mango ensures that remuneration is fair and appropriate to each market and its labour relations are conducted in an equitable manner, respecting people's fundamental rights and principles. Mango provides all persons who have a professional or commercial relationship with the company with a communication channel that allows them to express any situation that may arise. The company has channels to promote team cohesion and to keep employees constantly in-

formed. The company has channels in place to foster team cohesion and keep employees constantly informed. Since 2020, Mango has had a Teams channel to keep in touch with all employees who have a computer. In addition, in 2021, the company began the implementation of the new Workday tool, which allows the company to increase the transparency and accessibility of all Mango employees to work information. Two years ago, the company launched the Mango Ambassadors initiative, through which 25 representatives have been chosen from Mango's office and store teams in Spain, who have the role of creating a better place to work, providing feedback and ideas for internal initiatives. The Mango Ambassadors are ambassadors of sustainability and social action, and have first-hand knowledge of some of the projects in these areas that they share with their environment from a privileged position. Among all the projects in which they have participated, the Mango Ambassadors

have collaborated in proposing measures and drawing up Mango's equality plan. In its subsidiaries, Mango has workers' representative bodies in Spain (45), France (11), Italy (1) and Sweden (1). Specifically, in Spain, Mango has 45 delegates (formed in 3 committees of 21, 5 and 17 respectively and 2 personnel delegates). In addition, Mango has 7 union delegates who form the union sections according to the union they represent. In France, social dialogue is conducted by the team located in the local office. Dialogue is ongoing, with regular meetings held with representative bodies throughout the year to discuss different issues. In addition, in the event of any issues Mango follows the legal procedure for negotiation and consultation established by law. The company has union representation at Mango France through the Comité Social et Economique (CSE), the Union Delegation (CDFT) and the Health and Safety Committee (CSSCT). In Italy, there is a CGIL union representative in one of its

stores. Follow-up visits are made annually. Prior to that meeting, the union delegate convenes an assembly with the Mango workers to discuss the issues to be discussed with the company at the meeting. In addition, throughout the year, there is an exchange of information with the union and the shop steward. Finally, in Sweden, Mango currently has a representative in one of its member stores of Handels (Union). Dialogue is continued at the request of the parties, with the main objective of maintaining a channel for information and consultation.

Coverage by collective bargaining agreement by country

Mango currently has a total of seventy collective bargaining agreements. Of all the agreements, 38 correspond to Spain, differentiated by provincial scope. In Austria, Belgium, Croatia, Denmark, Finland, France, Germany, Italy, Italy, the

Netherlands, Norway, Portugal, Slovenia, Spain, Sweden and Switzerland, 100 percent of the employees are covered by collective bargaining agreements. In Austria, Belgium, Croatia, Denmark, Finland, France, Germany, Italy, the Netherlands, Norway, Portugal, Slovenia, Spain, Sweden and Switzerland, 100 percent of Mango employees are covered by collective bargaining agreements. In the rest of the countries, labour relations are conducted in accordance with the legal framework defined in the regulations of each country. In addition, the company strives to adapt to the usual practice in each country, improving the conditions established in the law or collective bargaining agreement. In the field of occupational safety, there is currently specific union representation in the field of occupational risk prevention in Finland, France and Italy. The definition of these figures and responsibilities are included in each of the collective bargaining agreements.



9.7

Social action

As a company committed to its environment and to society, Mango has a long history of collaboration in social action projects, with which the company aims to generate a positive impact on all the groups around it. The term social action refers to voluntary activities in which the company is involved, making its human, technical or financial resources available. Mango supports entities (foundations, associations and NGOs) focused on the social and cooperation field and whose values are aligned with those of the company. In 2023, Mango donated 2,129,979 euros to social action projects (1,585,858 euros in 2022).

Mango's social action strategy

In the last fiscal year, the company has outlined the objectives of the social action area in line with the area's roadmap defined in 2022,

prioritising territories and areas of action and aligning investment in social action with the company's sustainability strategy. The work of Mango's social action area thus has a defined strategy and an objective and, therefore, becomes another tool of the company's corporate social responsibility. Mango's social action strategy is framed within the company's commitment to the community, aligned with the brand's values, the United Nations Sustainable Development Goals, the 2030 Agenda and the due diligence directive. The objective of the area is to contribute to the socio-economic development of local communities (giving priority to those areas where the company operates), the creation of social value and positive impact in Mango's areas of influence and the contribution to the Sustainable Development Goals (SDGs). Social action projects focus on areas where the company operates and

has an impact. The company's activities may also be carried out in other regions, depending on health or social emergencies.

Commitment to the territories

Among the countries in which Mango has developed social action projects in 2023, four territories stand out in which the company has invested as a priority, taking into account the weight in sales and procurement and the social and health emergencies that occurred during the year. These countries are Spain, Bangladesh, Turkey and India. The FERRO Foundation, the Sant Joan de Déu Hospital in Barcelona and the Ared Foundation are some of the organisations or entities with which Mango collaborated on social action projects in Spain in 2023. Bangladesh, Turkey and India are three territo-



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ries that occupy a prominent place in Mango's value chain. At the same time, they are three priority areas within Mango's corporate strategy and in which the company has implemented social programs in 2023. With the aim of generating a positive impact in those countries where it operates, Mango has launched the Goals project in Bangladesh, together with Save the Children. This initiative aims to promote education and sports among children and women in the country, through the construction of four children's education centres and the promotion of recreational and training activities. The company has also carried out community contribution projects in India, strengthening alliances with entities such as the Vicente Ferrer Foundation, with which the company has been cooperating since 2005. In 2022, Mango inaugurated the school for chil-

dren with intellectual disabilities at the Vicente Ferrer Foundation's multifunctional educational centre for children with disabilities in the Dornala region of India. Mango initiated the financing of this project in 2020, when the NGO launched the construction of a complex with two special education centres for children with cerebral palsy and intellectual disabilities, as well as an inclusive elementary school for children with and without disabilities. The project aims to ensure inclusive and equitable education, promote learning opportunities for all and contribute to India's social and economic development. In 2023, the company has collaborated in the construction of an inclusive school developed in the same multifunctional educational centre for children with disabilities in Dornala. Turkey is also another of the territories targeted in the company's social action strategy in 2023.

In the context of the humanitarian emergency in the country at the beginning of 2023, and in line with Mango's commitment to people and the environment, the company activated a donation of three million Turkish liras (150,000 euros) for the Red Crescent, which is working on the ground to help those affected by the natural disaster. In Turkey, Mango has also financed educational and training projects through the organisations AÇEV, CYDD and IPUD.

Areas of activity

Mango's work in the area of social action focuses on four areas in which the company has an impact: education, social aid, health and emergencies. In 2023, Mango worked on social action projects, divided into these four main areas of action and giving special priority to education, with the aim of directly contributing

to the economic development of the most disadvantaged countries and groups. The projects in the field of education and vocational training aim to offer job opportunities, promote quality education and provide educational development to different groups at risk of social exclusion. Within this framework of action, in 2023 Mango invested in educational projects carried out together with entities such as Save the Children, the Vicente Ferrer Foundation and Educación y Desarrollo. The company, together with the NGO Plan International, has also provided schooling support to nearly 1,300 children from the most vulnerable families in five communities in Delhi affected by the covid-19 pandemic. In 2022, Mango became part of the 'Quality primary education in public schools' project of the NGO Educo. This initiative aims to contribute to quality, safe, equitable and child-centred primary education

in sixty public primary schools in urban and peri-urban areas of Bangladesh (twenty in Daka and forty in Mymensingh), areas where schools and production centres which Mango works are located. The project contributes to increasing the participation and performance of boys and girls in learning competencies through the improvement of co-curricular, cultural and sports activities. Teachers are also trained in a teaching process to improve basic learning skills in language and mathematics, and pedagogical materials are provided to students. The promotion of initiatives that promote the creation of facilities to improve the quality of life of groups at risk of social exclusion or food support to social entities are some of the social aid projects in which Mango has collaborated in 2023. Mango has contributed to social programs in this area of action together with entities such



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as Active Africa or Banc dels aliments. Initiatives in the area of health are those that seek to care for and protect people in situations of vulnerability. In 2023, Mango invested in social projects with a health purpose, reinforcing historical partnerships with entities such as the Elena Barraquer Foundation, the FERRO Foundation and the Sant Joan de Déu Hospital in Barcelona. Mango was one of the first companies to join the project to build and equip the Sant Joan de Déu Pediatric Cancer Centre Barcelona, the first monographic centre in Spain for the treatment and research of childhood cancer and the second in Europe. Together with this entity, in 2022, Mango contributed to the creation of one of the playrooms on the hospitalisation floor for the youngest patients at this hospital. The Sant Joan de Déu Pediatric Cancer Centre Barcelona is designed

to accommodate around 400 new childhood cancer patients each year. In 2023, Mango has also collaborated with the Hospital Sant Joan de Déu Barcelona through the purchase of a sample sequencing unit for precision diagnostics aimed at defining the best treatment for minority diseases affecting children. In the field of emergencies, in 2023 Mango contributed to the activation of extraordinary humanitarian aid programs, such as the one carried out in Turkey following the earthquake that struck the country at the beginning of 2023. Mango has collaborated with entities such as the Red Crescent with the aim of promoting urgent action to provide services and care for the population in the context of a health and social crisis. In Turkey, the company has also participated in projects carried out by organisations such as AÇEV, CYDD and IPUD.

Traceable, transparent and measurable projects

Mango's commitment to social action projects involves seeking long-term, lasting contributions, rather than one-off contributions. The company always prioritises fine-grained investments, i.e., where project traceability and measurement are possible. All social action programs are reported by the entities and are effectively measured and monitored. For its part, Mango also monitors the programs in the field during the implementation of the projects. Mango also has a policy of donations and sponsorships for social action that establishes principles and criteria for action in this area. Through this policy, Mango aims to achieve a culture of good governance and compliance following the values of transparency, independence and professionalism. For the purposes of Mango's donations and social action sponsorship policy,

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a donation is considered to be the free transfer of something that belongs to someone in favour of another person who accepts it. Sponsorship, on the other hand, consists of supporting or financing an activity, normally for advertising purposes, or as consideration for a benefit of a similar purpose. Donations or sponsorships will always be made under the protection of the provisions of the applicable law and must never be linked, directly or indirectly, to illicit acts or undue benefits in favour of Mango.

Impact on the Mango value chain

Across the board, 70% of the projects carried out in Mango's social action area are related to the company's value chain. These social programs are aimed at identifying potential impacts in the territories where Mango operates, pre-empting and mitigating them through the

integration of responsible human rights practices, in addition to contributing to the well-being and development of these areas. Women's empowerment also plays a key role in the definition of Mango's social action projects. Thirty-five percent of the area's projects aim to improve the quality of life of women at risk of social exclusion or provide them with tools for their professional development. Specifically, in 2023, Mango financed educational, training and job reintegration projects in countries such as Spain, Turkey, Pakistan and Bangladesh. On the other hand, 31% of the area's projects are related to child care, mainly in two crucial areas: education and health. In education, Mango invests in projects aimed at improving teaching staff and infrastructure, promoting scholarships and providing school support for children. In health, Mango participates in initiatives that promote the development of

infrastructures and the promotion of paediatric research. These projects are carried out in countries such as Spain, Turkey, India, Tanzania and Kenya.

Other donations, non-financial contributions and volunteer programs

In 2023, the company donated non-marketable clothing, office furniture, window dressing materials and technological products to various foundations and organisations for charitable purposes. In line with its commitment to people, throughout the year, Mango collaborators have had the opportunity to actively participate in different social campaigns, solidarity events and other types of collaborations with social purposes, such as the food and toy collection campaigns at Christmas, the Sant Jordi book collection campaign and the Teaming project,

a monthly donation platform that raises funds for social causes.

Country Alliance for Zero Child Poverty

In line with its social commitment as a company, in 2022 Mango signed an agreement in which the company adhered to the Country Alliance for Zero Child Poverty, promoted by the High Commission against Child Poverty, a body under the Office of the President of the Spanish Government. This agreement seeks to ensure that all children and adolescents in Spain have the same opportunities for the future regardless of the conditions of their birth. With the signing, Mango adheres to the initiative and commits to collaborate with the entity by promoting and encouraging specific projects for the eradication of child poverty, in addition to supporting so-

cial investments and actions to raise awareness and disseminate information to society. The first project that Mango has supported as part of its participation in the Alliance is the DiseñAR-T activity, within the Exhibere: Museums against Child Poverty program, promoted by the High Commission against Child Poverty in collaboration with the Ministry of Culture and Sport, specifically with the General Subdirectorate of State Museums, within the framework of the Culture that Transforms initiative. The DiseñAR-T program, whose objective is to facilitate the participation of children and adolescents in vulnerable situations in the program of the Museo del Traje de Madrid, has developed its first edition from February to June 2023 in out-of-school hours and has included theoretical and practical activities in which students have been able to delve into the fashion sector and the functions of the Museum from different perspectives.



9.7. Social action

9.7.1

Third-party alliances

Mango establishes long-term partnerships with reference entities with which it seeks to generate a positive impact on the community.



AÇEV

Mango teams up with AÇEV to fund a child-friendly centre in Gaziantep, providing specialised education and essential resources in an earthquake-impacted region of Turkey. AÇEV focuses on improving the quality of life for children.



Friends of Rimkieta

Mango starts in 2023 a collaboration with the Friends of Rimkieta Foundation, through the promotion of school scholarships and vocational training in sewing and electronics to vulnerable girls from Rimkieta in Burkina.



Spanish Association Against Cancer (AECC)

Since 2016, Mango has been financing cancer research projects of the Spanish Association Against Cancer (AECC).



CYDD

Mango supports CYDD to fund a family community centre with educational interventions in Samandağ following the earthquake in Turkey. This project also includes school scholarships to support girls with potential in rural areas.



Educo

Mango began its collaboration with Educo's 'Quality Primary Education in Public Schools' project in 2022, an initiative that aims to contribute to quality, safe and equitable education in Bangladesh.



Active Africa Foundation

Since 2006, Mango has been financing projects for the construction and adaptation of educational and hospital centres in Malawi, in addition to supporting education and textile training projects and the purchase of medical equipment and food.



AGH Foundation

Mango has been collaborating with the AGH Foundation since 2012 in two educational projects in Tanzania. The company supports the Foundation with the maintenance of a nursery school and a textile school for uneducated young people, in a mission carried out in the Mangola region.



Ared Foundation

Mango collaborates with Fundació Ared since 2010 in the implementation of a training itinerary in the textile field and a final social and labour insertion of women deprived of liberty, at risk of social exclusion.

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9.7.1

Third-party alliances



Food Bank Foundation

Since 2011, Mango has collaborated with the Foundation in different projects aimed at purchasing food to distribute it to the most vulnerable people in society, through the social entities affiliated with the organisation.



Elena Barraquer Foundation

Mango has been supporting the Elena Barraquer Foundation since 2005 in the purchase of medical material for its ophthalmological expeditions to different parts of the world to perform cataract operations that restore vision.



FERO Foundation

Since 2016, Mango has been supporting different cancer research projects in Spain through the FERO Foundation.



Pablo Horstmann Foundation

Since 2018, Mango has been collaborating with the Foundation through medical and educational support at a paediatric hospital in Kenya.



PortAventura Foundation

Since 2019, Mango has been supporting the PortAventura Foundation by financing long-term stays for families with children with illnesses and at risk of social exclusion in the PortAventura village.



Vicente Ferrer Foundation

Mango has been collaborating with the Vicente Ferrer Foundation since 2005 in housing and school construction projects for disabled people and in programs for the integration of women victims of trafficking in India.



Hospital Sant Joan de Déu Barcelona

Since 2014, Mango has supported the Hospital Sant Joan de Déu Barcelona in the purchase of medical equipment and in the refurbishment and adaptation of hospital infrastructures.



Invest for Children

Mango collaborates with Invest for Children, since 2021 in the implementation of IT tools for people with intellectual disabilities.

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9.7.1

Third-party alliances



IPUD

Mango collaborates with IPUD in Şanlıurfa (Turkey), setting up a mobile unit to assist women and children with the aim of improving working conditions in cotton-producing communities. This initiative provides psychosocial support and training and fosters collaboration to improve working conditions.



Doctors Without Borders

Mango has been collaborating with Médecins Sans Frontières since 2006, becoming a Strategic Emergency Partner in 2012 through direct support for the activities of the NGO's Emergency Unit.



Salesian Missions

The company began collaborating with the entity in 2022, with the aim of supporting educational projects in Pakistan and Bangladesh.



Plan International

Mango has been collaborating with the NGO since 2022 by promoting supplementary education in textile industrial zones in Delhi. Plan International carries out programs that promote and defend children's rights.



Save the Children

Mango begins a partnership with Save the Children in 2023 with the objective of promoting the access to education and sports in Bangladesh through the construction of four early childhood education centres and the promotion of recreational and training activities.



Vita Mundi

Mango has been collaborating with the entity since 2015 in a nutritional support program carried out from Ankur, an orphanage located near one of the slums of Bombay (India). Through this initiative, the families are provided with food and work is done to ensure that children go to school.

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Goals Project

Mango joins Save the Children, a leading NGO in the defence of children's rights on an international scale, and Alexia Putellas, to promote education and sports among children and women in Bangladesh through the Goals project. This initiative aims to promote access to education and sports by setting up four children's education centres and promoting recreational and training activities. Sport is a backbone and integral part of the program, so Save the Children will develop outdoor activities such as soccer, cricket, a badminton championship for girls from 10 to 18 years old, and a chess competition, as well as local games. Through this initiative, the company seeks to contribute to the social and economic development of Bangladesh, one of the world's textile production centres, working with the support of Save the Children to promote learning opportunities for two of the local communities near several factories Mango works with in the Mirpur and Savar areas of the Dhaka region, where there is a high concentration

of factories and high socio-economic vulnerability for children, families and garment workers. The Goals project in Bangladesh, an initiative in which the company has invested a total of 500,000 euros, will last two years and will benefit more than 4,000 people in the country, half of them children, with a special focus on women workers and their daughters, who will represent 70% of the beneficiaries. The first months of the project have focused predominantly on setting up the facilities, centres and operations, raising awareness and acceptance by the community and project implementers, selecting participants, training and empowering staff to provide quality service, and developing tools and guidelines during the program. The Goals project has also made progress in acquiring the necessary furniture, materials and equipment for the educational centres, which have a capacity for approximately 30 children each. In the first months of the Goals project in Bangladesh, it has also been possible to start up the provision of services

and activities planned for the project participants (STEM activities, educational reinforcement, etc.). For six days a week, children between the ages of one and six are in Day Care, providing a safe space and receiving adequate socio-educational and psychological care in the established educational centres. In addition, one day a week, children between the ages of six and eighteen participate in activities to foster their social and educational abilities and skills, as well as to gain knowledge in child protection and child rights. The Goals project is part of Mango's commitment to people and its sustainability strategy, which aims to move towards full traceability and transparency in its value chain and to promote social action projects and lasting and traceable collaborations with global reference organisations such as Save the Children. Through these alliances, Mango aims to generate a positive impact on the most disadvantaged groups in countries around the world and contribute to the social and economic development of the countries where it operates.





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Alexia Putellas, ambassador of the Goals project

Alexia Putellas, a worldwide icon of women's soccer, is the ambassador of the Goals project. Mango and Save the Children have teamed up with the athlete for being an inspirational role model for thousands of girls and boys around the world, as well as a reference that has made female talent in sport visible. Alexia has actively participated in the conceptualisation and design of the project, highlighting the role of sport as a lever for change in society. In addition, the soccer player, together with Mango, is designing a solidarity t-shirt with the message Girls should play with dolls whatever they want to. The profits from the sale of the T-shirt will go entirely to Save the Children for the development of a second phase of the Goals project in Turkey.

9.8 Academy

As one of the leading fashion groups in Europe, Mango is a company committed to the social development of its environment, weaving relationships and alliances with leading institutions and actors in different fields such as academia and involved in the pursuit of education and research. As part of its commitment to the community, Mango has donated 212,243.16 euros to academia and civil society in 2023.

Partnerships with universities and training centres

Mango maintains its commitment to the academic world and collaborates through agreements with entities dedicated to teaching and training such as the Complutense University of Madrid, the Mango Chair of Corporate Social Responsibility (ESCI-UPF) or some of the most important design universities in the world such as Parsons

or London College of Fashion (United Kingdom). The aim of these collaborations is to promote research and training of students in the development of their skills, instilling values and good practices in their talent, for their professional future. To strengthen its relationship with the U.S. fashion industry, Mango sealed an agreement in 2022 with Parsons School of Design, one of the world's leading fashion schools. The agreement was signed in New York by Toni Ruiz, CEO of Mango, and Ben Barry, dean of the Parsons School of Fashion. The objective of this agreement was to support the next generation of global leaders in the field of design and retail through training scholarships. In addition, Mango participates in Parsons' training programs (especially the Fashion Management Program) by contributing its international knowledge and experience of the fashion industry. The agreement between Mango and Parsons has a duration of five years and in-



Summer Courses Complutense University of Madrid (UCM)

ACADEMY

Mango reinforces its commitment to academia by repeating its participation in 2023 as a sponsor of the Summer Courses of the Complutense University of Madrid, which celebrated its 36th edition in 2023 and took place from July 3 to 28 in San Lorenzo de El Escorial (Madrid). For the second consecutive year, the company is supporting the summer education program of the Madrid university and, as a new feature in 2023, has given a session on sustainability in the fashion industry. Under the title 'Sustainable fashion in Spain: A challenge to 2030', Mango analysed the environmental and social impact of fashion in Spain, what measures are being taken by companies in the sector and what changes are coming in the future. The conference was attended by renowned industry experts, including Chisco García, an expert on sustainability in fashion in Spain, Albert Alberich, director of Moda Re, and Andrés Fernández, Mango's Sustainability and Sourcing Executive Director, and Tendam's corporate general director, Ignacio Sierra, among others.

The session included presentations, talks and round tables that encouraged debate among the guests and the public. In addition, as a sponsor of the courses, Mango has also collaborated with the official clothing. The company has designed and produced 2,500 tote bags for attendees and uniforms for some fifty staff members of the UCM Summer Courses. Both the directors and the technical staff of the courses wore for four weeks various garments with the logo-types of both entities.

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volves the creation of a fund of 250,000 dollars to finance the studies and development of students enrolled in the MPS Fashion Management Program. This program covers areas such as technology, sourcing, marketing, merchandising, entrepreneurship and new business models, adapted to the needs of the industry. With the aim of attracting and incorporating national and international profiles with great potential for Mango, so that they can grow professionally in the company, Mango collaborates with prestigious national and international universities such as ESADE, the Universitat Politècnica de Catalunya (UPC), the London College of Fashion or Central Saint Martins - University of the Arts London, among others. The collaboration between the company and the universities focuses on Mango's participation in different job fairs, the creation of masterclasses where company executives share their expertise and professional career with the students and, on occasions, the realisation of specific projects to put into practice the knowledge acquired in the studies. The company also organises visits to its headquarters and presentations of different teams to groups of students from universities and training centres.

In 2023, Mango has also collaborated with universities and training centres such as EAE Business School, Universitat Pompeu Fabra (UPF), IESE Business School and IED Barcelona, among others. Mango collaborates with IESE Business School, the business school of the University of Navarra. With campus in Barcelona, Madrid, Munich, New York and Sao Paulo, the entrepreneurial mindset is ingrained in all of IESE's programs, preparing all students for the world of start-ups or for innovation within companies.

Mango Chair of CSR (ESCI-UPF)

In 2006, Mango created the Mango Chair of Corporate Social Responsibility (CSR) by signing a collaboration agreement with the Escuela Superior de Comercio Internacional (ESCI-UPF), attached to the Universitat Pompeu Fabra (Barcelona). This initiative is in line with the values of both institutions in terms of sustainability and ethical commitment. The main objective of the Mango Chair is to deepen the knowledge of corporate social responsibility (CSR) and analysing the sustainability of economic and business activity, combining

academic rigour and practical application. Among these objectives are also those of generating knowledge, analysis and debate in relation to these issues and, at the same time, transferring these reflections to society. The main activity of the Mango Chair is research projects on different aspects of corporate social responsibility, with special emphasis on the international context. The results of these projects are published in the form of working papers and in specialised academic journals. On the other hand, the Mango Chair participates in all those works, events and conferences organised by companies and institutions in which its collaboration is requested. The projects and activities of the Mango Chair in CSR can be consulted on the initiative's website: <https://www.esci.upf.edu/es/catedra-mango-rsc/catedra-rsc-presentacion> The Mango Chair has an advisory board whose members objective is to advise the Chair in its activities. This council is made up of relevant people in the field of CSR linked to entities representing the business, administrative, social and academic worlds. Its main function is to identify significant topics in these aspects that will feed

Mango collaborates with the academic world through agreements with entities dedicated to training such as Parsons School of Design or UCM

into the lines of work promoted by the Chair. Among the projects carried out in 2023 within the framework of this agreement, the following should be highlighted:

- Social and environmental risk map of producer countries: The Mango CSR Chair has prepared a social and environmental risk map with the aim of classifying producer countries according to their level of risk from a supply chain responsible management perspective. This information can be useful to assess the risk of the national context of suppliers located in the different countries and to support due diligence processes with a human rights and environmental approach in these chains,

as well as provide guidance on the need and frequency of social audits in supplier factories. On the interactive map, the 191 countries assessed appear in the colour of the corresponding risk level (5 levels), together with the values of the indicators defined to estimate the level of risk in nine areas that correspond to the sections of the reference code of conduct for manufacturers/suppliers proposed by the Mango CSR Chair. In 2023, the values of the indicators and the corresponding risk classifications have been updated, and a new environmental risk map has been developed for each country.

- Challenges and opportunities in water management in fashion companies: the Mango Chair has updated the study conducted last year on the strategies adopted by leading international fashion companies with respect to the management of water and chemicals throughout their production chains. The results of the study are interesting for assessing the degree of concreteness and transparency with which fashion companies put their commitment to sustainability into practice, and for



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identifying trends in the sector. Knowledge of these trends can serve as a reference or benchmark for other companies in the sector to improve their own operation, monitoring and communication practices with respect to water management.

- New European directive on sustainability reporting by companies: new sustainability standards have been adopted in 2023, which will be mandatory and will constitute the first set of specific standards on sustainability reporting in Europe. The Mango Chair has collaborated, together with other CSR experts, in the publications produced by the Catalan Association of Accounting and Management (ACCID) and the General Council of Economists of Spain with the aim of helping companies to familiarise themselves with the new European sustainability reporting framework.

- Social audit manual: in 2015, the Mango Chair initiated a project consisting of the development of a social audit manual applicable to any business sector and company size, which includes the main aspects to be performed in this type of verifications. As a complement to the manual, specific fact sheets have been progressively prepared for the different relevant product countries. These sheets include the applicable legislation as well as best practices. In 2023, as every year, the information contained in all the fact sheets prepared to date has been updated: Morocco, Turkey, Vietnam, China and Portugal. The Mango Chair has also carried out a number of different sustainability and CSR studies, especially in the area of calculating the integrated social value generated by organisations.

9.9

Our customers

With the customer always as a priority, Mango has a customer-centric vision. The company always keeps the customer in mind when making decisions. In recent years, Mango has continued to advance with this objective, involving its customers directly in its conversations and involving them in the different phases of product creation and service design. The company wants its customers to feel that they are part of the future that the company is building, establishing a close relationship with them and understanding their life contexts, concerns, hobbies and their relationship with fashion. All this customer information will help Mango to define collections that are more adapted to their lifestyles and to design differential experiences that are personalised and aligned with its brand values. In order to be able to respond quickly and agilely to any event, in recent years Mango has carried out a transformation process focused on the digitisation of the three main axes of its value

chain: the product, the stock and the customer. As part of this technological transformation process, Mango has developed tools and systems to maximise knowledge of customer data and thus adapt its strategy, product offering and distribution more efficiently. The company has also created teams focused on data collection and customer insights and has opted for a customer-centric culture in strategic teams such as the product, online and store teams, which are also one of the main interlocutors with the customer. The combination of active listening and the integration of physical and digital channels allows the company to respond to the needs of its customers at all times, regardless of their location, so that they can enjoy a satisfactory shopping experience and tailor content and recommendations to offer them the products most closely aligned to their tastes. Mango is committed to offering a seamless and phygital experience in

which the online and offline worlds are connected and the customer experiences the benefits of both universes. Understanding the buying behaviour of its customers and knowing their opinion about its products, campaigns and experiences has become an essential element in Mango's business model. To this end, the company has launched several key initiatives to enrich its decisions with the vision of its customers:

Mango likes you

One of the most relevant initiatives launched by the company is the Mango likes you loyalty program, whose purpose is to create a stronger bond with its customers through experiences related to the company's brand positioning: sustainability, culture and community. By the end of 2023, the loyalty program Mango likes you already had 31.8 million users.

Social networks

Social networks are the main channel through which users contact the company spontaneously to share their relevant points of connection with the brand. Therefore, listening on social networks is a priority for Mango. On the one hand, thanks to their instantaneousness, social networks allow the company to detect potential reputational crises early on and activate the appropriate teams in each situation to solve the customer's concern. On the other hand, thanks to the engagement they generate, Mango can create interactive content that entertains the user while giving them information about them, such as the Instagram Stories This or That series in which the community can choose their favourite garments through simple polls; Style Advisor, a content that the company publishes once a month in which they ask users a question and recommend a series of

ad hoc garments; or the Trends of The Season series, in which they can learn about the outstanding trends of each season. All this without forgetting many other insights such as garments that have gone viral on Instagram for being the favourites of the User Generated Content looks of the season. In 2023, Mango has reached more than 31.6 million followers across all its social networks. The Instagram account of @mango, with 15.4 million followers, it has the largest community and also generates the most interactions and engagement with the community. Other relevant social networks for the company are Facebook (12M), LinkedIn (787K), Twitter (741K), Pinterest (525K), Tik Tok (485K), or YouTube (83K).

Customer voice program

Thanks to this program, Mango offers the opportunity for its customers to give their opinion



9.9. Our customers

through surveys about their experience with the product or after their visits to the stores or digital channels. This allows the company to implement active and constant listening to detect points for improvement, discover new opportunities or prioritise initiatives that the customer is demanding.

Innovation community

Thanks to the innovation community, Mango created a forum during the social situation generated by the pandemic that has allowed the company to create a space for direct dialogue without intermediaries in which Mango consumers and customers participate proactively. The community generates conversations between Mango customers and collaborators, thus fostering a real connection in which community members have the opportunity to put faces to the people who make up the Mango team and

provide feedback on products, services and campaigns during the creation process itself.

Co-Lab

The Co-Lab, on the other hand, is a forum for dialogue involving Mango's employees, the company's most important asset. The collaborators bring to Mango valuable experiences and perspectives. This initiative was created with the aim of having a much more direct and agile space for conversation that allows the inclusion of their voice as collaborators and enriches the proposals with a creative and innovative vision thanks to the talent of its participants.

Iris

In 2020, Mango launched Iris, Mango's artificially intelligent virtual assistant that responds to

the most frequent requests and questions of the company's customers. Iris is present in more than sixty countries and operates in more than twenty languages to serve the company's customers. Through all these customer service channels, Mango wants to be ever closer to its customers, to interact and engage in conversation with them, to dedicate time to better understand their needs, their preferences and also their expectations and perspectives on the future of fashion. Mango is committed to creating a unique, memorable and surprising customer experience through stylish product design, inspirational content, personalised recommendations and excellent service that helps customers feel they are part of a community that shares a lifestyle and a way of expressing themselves. The company aims to understand and meet the expectations of its customers and its challenge and motivation lies in exceeding them.

9.9.1

Customer Service

In order to ensure that its customers enjoy a good experience, customer service is fundamental to Mango. The company's daily challenge is to provide excellent service to its customers. One of Mango's main interlocutors is its customer service team, which constantly responds to the questions, doubts and recommendations of the company's customers through multiple channels, whether by chat, telephone or social networks. Customer service is a very valuable source of information that keeps the company connected with the consumer's reality and allows Mango to detect areas for improvement in order to offer a better experience every day. The company's objective in this area is to promote listening and attention at all points of contact with the customer, whether through close attention and advice in its physical stores or through the agility required to deal with any queries that may arise before, during or after the purchase.

Mango's presence in different markets also boosts customer service in more than twenty languages to connect with customers in their own language and also promote interculturalism and internationalisation of the company's teams. In this environment, privacy is one of Mango's top priorities. In addition to complying with the stipulations of the different legislations and regulations regarding the protection of personal data, Mango considers privacy as a sign of respect, transparency and commitment to the people who have placed their trust in the company. In short, Mango's intention is that active listening to its customers will enable the company to take into consideration their ideas and proposals in order to create new products and services of value, and that they will lead Mango to create an international community of people who share a passion for style, culture, the Mediterranean and sustainability.

Customer Service

RESULTS

TOTAL NUMBER OF CONSULTATIONS*

4,265,316 IN 2022

4,900,227

REQUEST FOR INFORMATION

2,053,703 IN 2022

2,200,167

45%

CLAIMS AND COMPLAINTS

1,305,983 in 2022

1,438,470

29%

REQUESTS

674,622 IN 2022

969,620

20%

OTHERS

231,008 IN 2022

291,970

6%

SOLVED QUERIES

4,139,223 IN 2022

4,897,566

99.95%

* 348 queries received through the Whistleblower Channel described in chapter 5.4 of the Sustainability Report have been handled through Customer Service.



Financial results

10

Financial results

Transparency and good governance form the basis of the company's actions and professional relationships. Mango's objective is to create value within the organisation through the efficient and responsible management of its economic resources. The company complies with tax regulations and reflects the recording of accounting operations in the financial statements, based on the regulations applicable in each country and in a fully transparent manner.

Main economic aggregates

Mango's economic management, which also depends on the general economic situation of the sector and the country, has a great impact on stakeholders, specifically on the company's employees and suppliers. It affects aspects such as the purchase of products and services, the commercial network and business strategy, among others. Regulatory compliance in socio-economic matters is necessary to guarantee the absence

of negative impacts in relation to sustainability. In addition, non-compliance with laws may result in financial and administrative penalties, as well as reputational risk. The annual accounts of the Mango MNG HOLDING, S.A.U. Group (Consolidated Group) are prepared in accordance with Generally Accepted Accounting Principles and Standards and with the regulations established in the International Financial Reporting Standards (IFRS), in application of current legislation. All the companies that meet the requirements set forth in the legislation are externally audited. The group of companies formed by Mango MNG HOLDING, S.A.U. and subsidiaries has been audited by the auditing firm PricewaterhouseCoopers Auditores, S.L. in order to show greater transparency. The data set forth below are derived from the consolidated financial statements and other accounting and management records of the group. All amounts, unless otherwise indicated, are expressed in thousands of euros.

RESULTS	In thousands of euros	2023	2022
Net sales		3,103,802	2,688,410
EBITDA		533,484	436,624
Gross result		213,156	103,331
Net income		172,127	81,091
BALANCE	In thousands of euros	2023	2022
Net worth		721,693	497,390
Total balance		2,759,562	2,465,090
Shareholders' equity as % of total balance sheet		25.2%	19.9%
DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED	In thousands of euros	2023	2022
Economic Value Created		3,116,700	2,715,349
Economic Value Distributed		2,669,290	2,363,205
Retained economic value		447,410	352,144

Economic performance indicators

TOTAL SALES	In thousands of euros	2023	2022	SALES OF GOODS BY GEOGRAPHIC AREA	In thousands of euros	2023	2022
Sale of Goods		3,039,987	2,631,595	National		688,864	580,754
Other Sales and Services		63,815	56,815	Foreign		2,351,123	2,050,841
TOTAL		3,103,802	2,688,410	TOTAL		3,039,987	2,631,595
SALES OF GOODS BY TYPE OF BUSINESS	In thousands of euros	2023	2022				
Wholesale		561,575	508,714				
Retail		1,441,346	1,163,121				
Online		1,037,066	959,760				
TOTAL		3,039,987	2,631,595				

Economic performance indicators

CAPITAL PROVIDERS	In thousands of euros	2023	2022
Short-term debt with financial entities		- 15,678	- 59,316
Long-term debt with financial entities		- 216,753	- 193,932
TOTAL DEBT		- 232,431	- 253,248
Cash and short-term financial investments		261,105	171,317
TOTAL NET DEBT		28,674	- 81,931
TOTAL BALANCE SHEET		2,759,562	2,465,090
NET DEBT / BALANCE SHEET (%)		1.03%	- 3.3%

Subsidiaries included in the scope of consolidation

SUBSIDIARY COMPANY	DATE OF INCORPORATION	ADDRESS	% OF CAPITAL	ACTIVITY
PUNTO-FA, S.L. (*)	13.12.1989	Palau-Solità i Plegamans (Barcelona)	100%	Fashion trade
MANGO FRANCE, S.A.R.L. (*)	15.11.1995	Paris	100%	Fashion trade
MANGO DEUTSCHLAND GMBH (*)	13.09.1996	Dortmund	71.21% - 28.79%	Fashion trade
MANGO TR. TEKSTILTIC LTD. STI. (*)	29.08.1997	Istanbul	100%	Fashion trade
MNG MANGO UK LTD. (*)	22.04.1997	London	100%	Fashion trade
MANGO NEDERLAND B.V.(*)	13.11.1997	Rotterdam	100%	Fashion trade
MANGO HONG KONG LIMITED (*)	29.10.2003	Hong Kong	100%	Fashion trade
MANGO SVERIGE AB (*)	02.07.2004	Stockholm	100%	Fashion trade
MANGO MNG USA INC	03.03.2005	New York	100%	Management of investments

SUBSIDIARY COMPANY	DATE OF INCORPORATION	ADDRESS	% OF CAPITAL	ACTIVITY
MANGO NY INC	03.03.2005	New York	100%	Fashion trade
TEXDIS USA INC	03.03.2005	New York	100%	Asset management
MANGO GARMENTS AND ACCESSORY TRADING LTD (*)	29.06.2006	Shenzhen	100%	Fashion trade
MANGO (CZ) S.R.O. (*)	29.12.1999	Prague	100%	Fashion trade
MANGO MERITXELL, S.L.	27.10.1998	Escaldes-Engordany	100%	Fashion trade
MNG MANGO BELGIQUE SPRL. (*)	29.01.1999	Brussels	100%	Fashion trade
MANGO ÖSTERREICH HANDELS, GMBH (*)	16.08.1999	Vienna	100%	Fashion trade
CONSOLIDATED ARTIST, B.V.	27.01.1998	Rotterdam	100%	Asset management
MANGO SUISSE, S.A. (*)	10.06.1999	Geneva	100%	Fashion trade
MANGO ITALIA S.R.L. (*)	26.09.2005	Milan	100%	Fashion trade
MANGO HUNGARY KFT (*)	11.10.1999	Budapest	100%	Fashion trade
MANGO POLSKA SP. Z.O.O.(*)	08.11.1999	Warsaw	100%	Fashion trade
MANGO DANMARK APS (*)	28.02.2000	Copenhagen	100%	Fashion trade

SUBSIDIARY COMPANY	DATE OF INCORPORATION	ADDRESS	% OF CAPITAL	ACTIVITY
MANGO NORGE, AS (*)	26.05.1998	Oslo	100%	Fashion Trade
MANGONOR COMER.DE VESTUAR. S.A (*)	20.12.2007	Lisbon	100%	Fashion Trade
MANGO SLOVENSKO, S.R.O	26.02.2007	Bratislava	100%	Fashion Trade
MANGO GARMENTS HELLAS, S.A (*)	28.02.2007	Athens	100%	Fashion Trade
MANGO RUSSIA (*)	15.03.2007	Moscow	100%	Fashion Trade
MANGO SUOMY OY (*)	25.04.2007	Helsinki	100%	Fashion Trade
MNG MANGO IRELAND, LTD (*)	26.11.2007	Dublin	100%	Fashion Trade
MANGO GARMENTS RUMANIA, SRL (*)	17.07.2008	Bucharest	100%	Fashion Trade
MANGO GARMENTS AND ACCESSORY (CHINA) LTD (*)	12.01.2011	Shanghai	100%	Fashion Trade
MANGO SINGAPORE GARMENTS PTE. LTD (*)	27.07.2011	Singapore	100%	Management and consulting services
DARDANELOS INVESTMENTS, S.A.	27.10.2003	Palau-Solità i Plegamans (Barcelona)	100%	Asset management
TOPKAPI INVESTMENTS, S.A.	27.08.2003	Palau-Solità i Plegamans (Barcelona)	100%	Asset management
FOURSOME, S.A.	04.12.1998	Palau-Solità i Plegamans (Barcelona)	100%	Asset management

SUBSIDIARY COMPANY	DATE OF INCORPORATION	ADDRESS	% OF CAPITAL	ACTIVITY
INVESTMENT AKNAM, S.A.	28.06.2002	Palau-Solità i Plegamans (Barcelona)	100%	Asset Management
INVESTMENTS ANSAVE, S.A.	18.07.2003	Palau-Solità i Plegamans (Barcelona)	100%	Asset Management
KAYSERI INVERSIONES, S.A.	02.08.2001	Palau-Solità i Plegamans (Barcelona)	100%	Asset Management
DEREK INVESTMENT, S.A.	19.06.2006	Palau-Solità i Plegamans (Barcelona)	100%	Asset Management
INVERSIONES GIRALDA, S.A.	05.10.2012	Palau-Solità i Plegamans (Barcelona)	100%	Asset Management
AFYON INVESTMENTS, S.A.	15.03.2007	Palau-Solità i Plegamans (Barcelona)	100%	Asset Management
MANGO KOREA LTD	03.04.2012	Seoul	100%	Fashion Trade
MANGO MODA D.O.O. (*)	24.01.2013	Zagreb	100%	Fashion Trade
MANGO LUXEMBOURG, S.A.R.L.	13.05.2013	Luxembourg	100%	Fashion Trade
MANGO UKRAINE TOV(*)	25.07.2013	Kyiv	100%	Fashion Trade
MANGO OPERACIONES MEXICO S DE RL DE CV	06.02.2014	DF	100%	Fashion Trade
MEXDIC SERVICIOS DE GESTION S DE RL DE CV	26.02.2014	DF	100%	Fashion Trade
VLT MODA TEKSTIL IC VE DIS TIC	10.02.2014	Istanbul	100%	Fashion Trade

SUBSIDIARY COMPANY	DATE OF INCORPORATION	ADDRESS	CAPITAL PERCENTAGE	ACTIVITY
MANGO BULGARIA EOOD	19.02.2014	Sofia	100%	Fashion Trade
MANGO ONLINE CANADA CORPORATION	14.03.2017	Montreal	100%	Fashion Trade
KDS MODA TEKSTIL TICARET, LTD	18.03.2019	Istanbul	100%	Fashion Trade
MANGO STARTUP STUDIO, S.L.	30.05.2022	Palau-Solità i Plegamans (Barcelona)	100%	Fashion Trade
MANGO SL, D.O.O.	30.06.2022	Ljubljana	100%	Fashion Trade
MANGO FASHION INDIA PRIVATE LIMITED	12.01.2023	Delhi	100%	Fashion Trade

* Audited companies

Profits, taxes and subsidies received

2023

COUNTRY	INCOME BEFORE INCOME TAXES 2023 WITHOUT CONSOLIDATION ADJUSTMENTS	CORPORATE INCOME TAX PAID 2023	GRANTS RECEIVED 2023	SUBSIDIES TO PERSONNEL (€)
Germany	2,124,792.05	-37,329.76	30,939.13	-
Andorra	291,280.36	-2,544.53	-	-
Austria	370,031.00	1,750.00	-	-6,875.00
Belgium	-190,695.66	-	-	-
Bulgaria	310,039.14	-15,290.13	3,156.25	-
Canada	2,691,543.02	382,942.07	-	-
China	-9,633,969.37	-	-	-
South Korea	56,391.10	-0.90	-	-
Croatia	1,039,624.17	-	131,399.17	-

Result, taxes and subsidies received

2023

COUNTRY	INCOME BEFORE INCOME TAXES 2023 WITHOUT CONSOLIDATION ADJUSTMENTS	CORPORATE INCOME TAX PAID 2023	GRANTS RECEIVED 2023	SUBSIDIES TO PERSONNEL (€)
Denmark	-181,635.23	-	5,125.16	-
Slovakia	42,850.53	-2,348.01	-	-
Slovenia	42,427.81	-783.63	-	-
Spain	272,707,357.05	30,702,479.84	-	2,084,873.00
United States	13,018,248.72	235,273.05	-	-
Finland	101,859.79	-	-	-
France	-1,875,541.91	820,734.00	-	146,836.00
Greece	197,234.03	96,010.07	-	-
Hong Kong	492,288.05	-	-	-

Result, taxes and subsidies received

2023

COUNTRY	INCOME BEFORE INCOME TAXES 2023 WITHOUT CONSOLIDATION ADJUSTMENTS	CORPORATE INCOME TAX PAID 2023	GRANTS RECEIVED 2023	SUBSIDIES TO PERSONNEL (€)
Hungary	24,063.47	12,663.89	-	-
India	15,699.65	45,474.40	-	-
Ireland	128,289.6	-	39,023.85	-
Italy	1,058,279.79	372,302.75	285,473.4	-
Luxembourg	33,886.59	-	-	3,067.00
Mexico	6,584,227.08	259,665.45	-	-
Norway	306,591.27	36,780.43	-	-
Netherlands	1,308,156.31	166.00	-	257,757.00
Poland	680,226.12	-	-	-1,686.00

Result, taxes and subsidies received

2023

COUNTRY	INCOME BEFORE INCOME TAXES 2023 WITHOUT CONSOLIDATION ADJUSTMENTS	CORPORATE INCOME TAX PAID 2023	GRANTS RECEIVED 2023	SUBSIDIES TO PERSONNEL (€)
Portugal	714,879.42	129,380.51	-	-
United Kingdom	6,272,379.18	-	-	-
Czech Republic	169,387.23	-	-	-
Romania	206,772.95	-	-	-
Russia	-8,691,502.24	-149,042.14	-	-
Singapore	1,036,370.02	-	-	121,348.00
Sweden	-245,111.78	-	-	-
Switzerland	4,102,709.97	57,779.35	-	109,541.00
Turkey	19,486,180.41	6,112,174.76	-	-
Ukraine	3,109,009.52	427,270.44	-	-
GRAND TOTAL	317,904,619.21	39,485,507.90	495,116.96	-

Result, taxes and subsidies received

2022

COUNTRY	INCOME BEFORE INCOME TAXES 2023 WITHOUT CONSOLIDATION ADJUSTMENTS	CORPORATE INCOME TAX PAID 2023	GRANTS RECEIVED 2023	SUBSIDIES TO PERSONNEL (€)
Germany	472,603.20	823,832.49	10,869,932.92	-
Andorra	334,274.63	5,273.63	-	-
Austria	23,025.16	3,500.00	-	71,585.00
Belgium	-281,511.41	70.31	-	-
Bulgaria	22,783.78	24,292.83	-	-
Canada	2,111,401.87	1,171,398.58	-	-
China	-4,562,194.42	-	63,923.18	-
South Korea	-1,600,930.57	-28.98	-	-
Croatia	275,875.30	-27,222.41	16,066.77	-

Result, taxes and subsidies received

2022

COUNTRY	INCOME BEFORE INCOME TAXES 2023 WITHOUT CONSOLIDATION ADJUSTMENTS	CORPORATE INCOME TAX PAID 2023	GRANTS RECEIVED 2023	SUBSIDIES TO PERSONNEL (€)
Denmark	27,972.29	-	-	-
Slovakia	17,426.64	-	6,155.63	23,159.00
Spain	131,022,273.67	17,570,520.06	164,786.29	-
Finland	87,988.58	-	-	-
France	711,559.80	-	3,967,469.00	-8,807.00
Greece	239,758.18	76,371.79	-	-
Hong Kong	-3,399,925.97	-19,747.65	-	22,284.00
Hungary	-87,881.39	8,219.07	-	-
Ireland	120,193.56	190,387.00	-	-

Result, taxes and subsidies received

2022

COUNTRY	INCOME BEFORE INCOME TAXES 2023 WITHOUT CONSOLIDATION ADJUSTMENTS	CORPORATE INCOME TAX PAID 2023	GRANTS RECEIVED 2023	SUBSIDIES TO PERSONNEL (€)
Italy	1,587,222.52	242,476.20	-	123,227.00
Luxembourg	30,270.66	-	-	-
Mexico	162,204.61	251,119.16	-	-
Norway	313,051.84	171,583.22	-	-
Netherlands	623,054.01	116.00	2,117,146.87	-130,149.00
Poland	-156,080.78	-	-	-
Portugal	1,323,664.43	97,379.58	-	-1,128.00
Czech Republic	-325,830.16	-114,351.26	-	-
Romania	125,566.29	-	-	-

Result, taxes and subsidies received

2022

COUNTRY	INCOME BEFORE INCOME TAXES 2023 WITHOUT CONSOLIDATION ADJUSTMENTS	CORPORATE INCOME TAX PAID 2023	GRANTS RECEIVED 2023	SUBSIDIES TO PERSONNEL (€)
Russia	-42,630,005.91	170,098.48	-	-
Singapore	89,005.72	-	6,920.13	38,038.00
Sweden	-195,202.63	-	-	15,931.00
Switzerland	554,643.95	115,214.48	1,791,930.92	1,144.00
Turkey	18,884,456.69	2,789,936.83	-	-
Ukraine	288,517.36	51,563.71	-	-
United Kingdom	437,059.04	-	-	-
United States	-1,247,154.01	820,073.84	-	-
Slovenia	-38,846.12	783.75	-	-
GRAND TOTAL	105,360,290.44	24,422,860.70	19,004,331.71	-

Contact information

Contact information

Any suggestions, contributions or comments from Mango users or stakeholders on the content of the Sustainability Report or on aspects related to the company's corporate social responsibility can be made through the following contact addresses:

01

For issues related to environmental sustainability:
environment@mango.com

02

For issues related to social sustainability:
eqp.socialcompliance@mango.com

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Barcelona (España)

Annexes

Social and
employee-related issues

Average and year-end
workforce by country

MARKET	AVERAGE WORKFORCE 2023	WORKFORCE 30.12.2023	AVERAGE WORKFORCE 2022	WORKFORCE 30.12.2022
Spain	6,310	6,574	5,787	6,205
France	1,703	1,694	1,570	1,660
Turkey	1,291	1,735	1,080	1,379
Germany	801	832	791	845
United Kingdom	617	703	477	590
Italy	535	621	390	504
Portugal	412	435	394	408
United States	298	454	149	224
Poland	275	299	231	255

MARKET	AVERAGE WORKFORCE 2023	WORKFORCE 30.12.2023	AVERAGE WORKFORCE 2022	WORKFORCE 30.12.2022
Netherlands	192	225	169	189
Singapore	177	250	108	197
Belgium	167	169	148	180
Croatia	159	158	152	159
Romania	141	155	120	127
Austria	125	131	101	120
Switzerland	121	117	123	132
Czech Republic	113	117	95	123
Greece	90	100	86	91
Ukraine	90	112	87	71
Ireland	89	116	83	91
Sweden	70	74	62	68
Finland	65	72	57	58

MARKET	AVERAGE WORKFORCE 2023	WORKFORCE 30.12.2023	AVERAGE WORKFORCE 2022	WORKFORCE 30.12.2022
Hungary	55	51	45	51
Bulgaria	45	58	34	38
Denmark	44	47	33	35
Andorra	39	41	33	45
China	29	29	39	29
Norway	27	30	24	28
Slovakia	23	21	22	23
Russia*	18	17	467	90
Mexico	17	16	15	18
Slovenia	16	17	5	17
Luxembourg	12	13	10	12
Hong Kong	6	6	7	7
Canada	4	2	2	2

MARKET	AVERAGE WORKFORCE 2023	WORKFORCE 30.12.2023	AVERAGE WORKFORCE 2022	WORKFORCE 30.12.2022
United Arab Emirates	3	3	2	1
South Korea	3	1	9	9
TOTAL	14,180	15,495	13,005	14,081

* Mango does not have its corporate stores in Russia. As of the end of 2023, the company has active managers of the corporate centre in the country, in charge of managing the supervision and support to the franchisee.

Closing headcount by type of contract

Indefinite-term contract

By gender, age,
professional category
and type of contract

* The information corresponding to fiscal year 2022 has been restated due to a change in categorisation.

2023

TOTAL	
Total people	12,614
Women	9,575
Men	3,039
AGE	
< 30 years	5,770
30 - 50 years	6,118
> 50 years	726
JOB CLASSIFICATION	
Executives and middle management	2,310
Store staff	8,135
Central staff	1,341
Logistics staff	828

2022*

TOTAL	
Total people	11,394
Women	8,606
Men	2,788
AGE	
Under 30 years	4,963
30 - 50 years	5,831
Over 50 years	600
JOB CLASSIFICATION	
Executives and middle management	2,284
Store staff	7,025
Central staff	1,289
Logistics staff	796

Closing headcount by type of contract

Temporary contract

By gender, age,
professional category
and type of contract

* The information corresponding to fiscal year 2022 has been restated due to a change in categorisation.

2023

TOTAL	
Total people	2,881
Women	2,454
Men	427
AGE	
< 30 years	2,208
30 - 50 years	603
> 50 years	70
JOB CLASSIFICATION	
Executives and middle management	92
Store staff	2,667
Central staff	54
Logistics staff	68

2022*

TOTAL	
Total People	2,687
Women	2,285
Men	402
AGE	
< 30 years	2,103
30 - 50 years	539
> 50 years	45
JOB CLASSIFICATION	
Executives and middle management	84
Store staff	2,536
Central staff	33
Logistics staff	34

Average annual headcount at closure by type of contract

Indefinite-term contract

By gender, age, professional category and type of contract

* The information corresponding to fiscal year 2022 has been restated due to a change in categorisation.

2023

TOTAL	
Total People	11,668
Women	8,837
Men	2,831
AGE	
< 30 years	5,042
30 - 50 years	5,964
> 50 years	662
JOB CLASSIFICATION	
Executives and middle management	2,358
Store staff	7,161
Central staff	1,327
Logistics staff	822

2022*

TOTAL	
Total people	10,576
Women	8,141
Men	2,435
AGE	
< 30 years	4,487
30 - 50 years	5,575
> 50 years	514
JOB CLASSIFICATION	
Executives and middle management	2,337
Store staff	6,401
Central staff	1,267
Logistics staff	571

Average annual headcount at closure by type of contract

Temporary contract

By gender, age, professional category and type of contract

* The information corresponding to fiscal year 2022 has been restated due to a change in categorisation.

2023

TOTAL	
Total people	2,512
Women	2,148
Men	364
AGE	
< 30 years	1,940
30 - 50 years	518
> 50 years	54
JOB CLASSIFICATION	
Executives and middle management	88
Store staff	2,317
Central staff	46
Logistics staff	62

2022*

TOTAL	
Total people	2,429
Women	2,020
Men	409
AGE	
under 30 years	1,803
30 - 50 years	583
over 50 years	43
JOB CLASSIFICATION	
Executives and middle management	73
Store staff	2,111
Central staff	56
Logistics staff	189

Closing headcount by type of work schedule

Full time

By gender, age,
professional category
and type of contract

* The information corresponding to fiscal year 2022 has been restated due to a change in categorisation.

2023

TOTAL	
Total people	8,083
Women	5,705
Men	2,378
AGE	
< 30 years	3,042
30 - 50 years	4,402
> 50 years	639
JOB CLASSIFICATION	
Executives and middle management	2,304
Store staff	3,651
Central staff	1,360
Logistics staff	768

2022*

TOTAL	
Total People	7,579
Women	5,370
Men	2,209
AGE	
< 30 years	2,873
30 - 50 years	4,167
> 50 years	539
JOB CLASSIFICATION	
Executives and middle management	2,235
Store staff	3,355
Central staff	1,293
Logistics staff	696

Closing headcount by type of work schedule

Part-time

By gender, age,
professional category
and type of contract

* The information corresponding to fiscal year 2022 has been restated due to a change in categorisation.

2023

TOTAL	
Total People	7,412
Women	6,324
Men	1,088
AGE	
< 30 years	4,936
30 - 50 years	2,319
> 50 years	157
JOB CLASSIFICATION	
Executives and middle management	98
Store staff	7,151
Central staff	35
Logistics staff	128

2022*

TOTAL	
Total people	6,502
Women	5,521
Men	981
AGE	
< 30 years	4,193
30 - 50 years	2,204
> 50 years	106
JOB CLASSIFICATION	
Executives and middle management	133
Store staff	6,206
Central staff	29
Logistics staff	134

Average annual headcount by type of work schedule

Full time

By gender, age, professional category and type of contract

* The information corresponding to fiscal year 2022 has been restated due to a change in categorisation.

2023

TOTAL	
Total People	7,719
Women	5,465
Men	2,254
AGE	
< 30 years	2,859
30 - 50 years	4,275
> 50 years	585
JOB CLASSIFICATION	
Executives and middle management	2,313
Store staff	3,337
Central staff	1,339
Logistics staff	730

2022*

TOTAL	
Total People	7,327
Women	5,249
Men	2,078
AGE	
< 30 years	2,792
30 - 50 years	4,072
> 50 years	463
JOB CLASSIFICATION	
Executives and middle management	2,266
Store staff	3,149
Central staff	1,288
Logistics staff	624

Average annual headcount by type of work schedule

Part-time

By gender, age, professional category and type of contract

* The information corresponding to fiscal year 2022 has been restated due to a change in categorisation.

2023	2022*
TOTAL	TOTAL
Total people	5,678
Women	4,912
Men	766
AGE	AGE
< 30 years	3,498
30 - 50 years	2,085
> 50 years	95
JOB CLASSIFICATION	JOB CLASSIFICATION
Executives and middle management	144
Store staff	5,364
Central staff	35
Logistics staff	135

Employees with Disabilities			
2023		2022	
Total individuals	118	Total individuals	96
Severance			
2023		2022	
TOTAL			
Total People	880	Total people	950
Women	685	Women	809
Men	195	Men	141
AGE			
< 30 years	526	< 30 years	587
30 - 50 years	330	30 - 50 years	344
> 50 years	24	> 50 years	19
JOB CLASSIFICATION			
Executives and middle management	111	Executives and middle management	204
Store staff	700	Store staff	711
Central staff	48	Central staff	31
Logistics staff	21	Logistics staff	4

Nuclear energy and fossil fuel activities

-	ACTIVITIES RELATED TO NUCLEAR ENERGY	-
1	The company conducts, finances, or has exposure to research, development, demonstration, and deployment of innovative facilities. Electricity generation facilities that produce energy from nuclear processes with minimal fuel cycle waste.	NO
2	The company undertakes, finances or has exposures to the construction and safe operation of new nuclear facilities to produce electricity or process heat, including for district heating purposes or industrial processes such as hydrogen production, as well as their safety upgrades, using the best available technologies.	NO
3	The company conducts, finances or has exposures to the safe operation of existing nuclear facilities that produce electricity or process heat, including for district heating purposes or industrial processes such as the production of hydrogen from nuclear energy, as well as their safety upgrades.	NO
-	FOSSIL FUEL ACTIVITIES	-
4	The company carries out, finances, or has exposures to the construction or operation of electricity generation facilities that produce electricity from gaseous fossil fuels.	NO
5	The company carries out, finances or has exposures to the construction, renovation and operation of combined heat/cold and power generation facilities using gaseous fossil fuels.	NO
6	The company carries out, finances or has exposures to the construction, renovation and operation of heat generation facilities which produce heat/cooling from gaseous fossil fuels.	NO

A woman with long brown hair, wearing an orange button-down shirt, is seated at a wooden desk. She is looking down at a laptop, with her hands resting on the keyboard. The desk is cluttered with various items, including papers, a pen, and some fabric samples. The background is a soft, out-of-focus interior space with light-colored walls and a window with sheer curtains.

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2 - 1	Organizational details	3. About Mango / 4. Our Business Model	14 - 41	-
2 - 2	Entities included in the organization’s sustainability reporting	10. Economic Results	211 - 215	-
2 - 3	Reporting period, frequency, and contact point	Scope and structure of the report	7	-
2 - 4	Restatements of information	Should the information be restated, it will be indicated in the corresponding section.	-	-
2 - 5	External assurance	PwC Verification Report	8	-
2 - 6	Activities, value chain and other business relationships	4. Our Business Model	26 - 41	-
2 - 7	Employees	9. Committed to People / Annexes	172 - 173 / 226 - 237	Principle 6
MATERIAL TOPIC: RISK MANAGEMENT AND GOVERNANCE				
2 - 9	Governance Structure and Composition	5. Good Governance	43 - 47	-
2 - 19	Remuneration Policies	9. Committed to People	173 - 175	-

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2 - 22	Statement on Sustainable Development Strategy	1. CEO's Letter / 6. Our Sustainable Strategy	4 - 6 / 60	-
MATERIAL TOPIC: ETHICS AND INTEGRITY				
2 - 23	Policy commitments	5. Good Governance / 6. Our Sustainable Strategy / 7. Committed to Product / 8. Committed to Planet / 9. Committed to People	51 / 53 - 54 / 60 / 76 - 77 / 91 - 93 / 97 / 108 - 109 / 113 - 115 / 120 / 158 / 162 - 164 / 168 / 173 - 174 / 176 / 178 / 193	Principle 10
2 - 24	Embedding policy commitments			
MATERIAL TOPIC: COMMITMENT TO STAKEHOLDERS				
2 - 28	Membership Associations	6. Our Sustainable Strategy / 9. Committed to People	63 - 65 / 196 - 198	-
2 - 29	Approach to stakeholder engagement	5. Good Governance	48	-
2 - 30	Collective Bargaining Agreements	9. Committed to People	189	-
SPECIFIC CONTENTS				
RESILIENCE				
3 - 3 (2021)	Management of material topics - Resilience	1. CEO's Letter	4 - 8	-
TRANSPARENCY IN COMMUNICATION				
3 - 3 (2021)	Management of material topics - Transparency in Communication	1. CEO's Letter / 2. 2023 Milestones	4 - 13	-

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MANAGEMENT OF INNOVATION				
3 - 3 (2021)	Management of material topics - Management of innovation	2. 2023 Milestones / 3. About Mango / 4. Our Business Model / 9. Committed to People	9 - 12 / 15 / 18 / 27 / 37 - 38 / 182 / 204 - 205	-
VALUE GENERATED AND DISTRIBUTED				
3 - 3 (2021)	Management of material topics - Value Generated and Distributed	10. Financial Results	208	-
201 - 1 (2016)	Direct economic value generated and distributed	10. Financial Results	208	-
201 - 4 (2016)	Financial Assistance Received from the Government	10. Financial Results	216 - 223	-
CLIMATE CHANGE STRATEGY / MINIMISATION OF ENVIRONMENTAL IMPACT				
3 - 3 (2021)	Management of material topics - Climate Change Strategy / Minimisation of Environmental Impact	8. Committed to Planet	98 - 105	Principle 7
305 - 1 (2016)	Direct (Scope 1) GHG emissions	8. Committed to Planet	100	Principle 8
305 - 2 (2016)	Energy indirect (Scope 2) GHG emissions	8. Committed to Planet	100	Principle 8
305 - 3 (2016)	Other indirect (Scope 3) GHG emissions	8. Committed to Planet	100	Principle 8
SUSTAINABLE USE OF RESOURCES / DESIGN OF SUSTAINABLE PRODUCTS				
3 - 3 (2021)	Management of material topics - Sustainable Use of Resources / Design of Sustainable Products	7. Committed to Product / 8. Committed to Planet	70 - 77 / 122 - 135	-

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301 - 1 (2016)	Materials used, by weight or volume	7. Committed to Product	71	-
301 - 2 (2016)	Recycled input materials used	7. Committed to Product	71 - 76	-
302 - 1 (2016)	Energy Consumption within the Organisation	8. Committed to Planet	99	-
CIRCULARITY				
3 - 3 (2021)	Management of material topics - Circularity	6. Our Sustainable Model / 7. Committed to Product / 8. Committed to Planet	57 / 61 / 78 - 84 / 124 - 126 / 133 - 135	Principle 9
306 - 3 (2020)	Waste Generated	8. Committed to Planet	121	-
MANAGEMENT OF RELATIONS WITH CUSTOMERS				
3 - 3 (2021)	Management of material topics - Management of relations with customers	9. Committed to People	204 - 206	-
417 - 1 (2016)	Requirements for product and service information and labeling	7. Committed to Product	89	-
RESPONSIBLE PURCHASES				
3 - 3 (2021)	Management of material topics - Responsible purchases	9. Committed to People	154 - 171	-
414 - 1 (2016)	New suppliers that were screened using social criteria	9. Committed to People	163 - 165	-

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PROTECTION OF HUMAN RIGHTS				
3 - 3 (2021)	Management of material topics - Protection of human rights	9. Committed to People	154 - 171	-
412 - 1 (2016)	Operations subject to human rights reviews or impact assessments	9. Committed to People	166 - 169	-
414 - 1 (2016)	New suppliers that were screened using social criteria	9. Committed to People	163 - 165	-
COMMITMENT TO LOCAL COMMUNITIES				
3 - 3 (2021)	Management of material topics - Commitment to Local Communities	9. Committed to People	191 - 200	-
413 - 1 (2016)	Operations with local community engagement, impact assessments, and development programs	9. Committed to People	191 - 200	-
EMPLOYMENT QUALITY				
3 - 3 (2021)	Management of material topics - Employment quality	9. Committed to People	172 - 177	-
401 - 2 (2016)	Benefits provided to full-time employees that are not provided to temporary or part-time employees	9. Committed to People	177	-
DIVERSITY, EQUALITY AND INCLUSION				
3 - 3 (2021)	Management of material topics - Diversity, Equality, and Inclusion	9. Committed to People	154 / 173 - 174 / 176 / 188	-

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INDICATOR	DESCRIPTION OF INDICATOR	SECTION	PAGE	PRINCIPLES OF THE GLOBAL COMPACT
405 - 2 (2016)	Ratio of basic salary and remuneration of women to men	9. Committed to People	174 - 175	-
HEALTH AND SAFETY				
3 - 3 (2021)	Management of material topics - Health and Safety	9. Committed to People	178 - 180	-
403 - 1 (2018)	Occupational health and safety management system	9. Committed to People	178 - 180	-
403 - 2 (2018)	Hazard Identification, Risk Assessment and Investigation of Incidents	9. Committed to People	178 - 180	-
403 - 3 (2018)	Occupational Health Services	9. Committed to People	177	-
403 - 4 (2018)	Worker Participation, Consultation, and Communication on occupational health and safety	9. Committed to People	178 - 180	-
403 - 5 (2018)	Worker training on occupational health and safety	9. Committed to People	179	-
403 - 6 (2018)	Promotion of workers' health	9. Committed to People	180	-
403 - 7 (2018)	Prevention and mitigation of occupational health and safety impacts directly linked through business relationships	9. Committed to People	178 - 180	-
403 - 8 (2018)	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	9. Committed to People	178 - 180	-
403 - 9 (2018)	Work-related injuries	9. Committed to People	181	-

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INDICATOR	DESCRIPTION OF INDICATOR	SECTION	PAGE	PRINCIPLES OF THE GLOBAL COMPACT
403 - 10 (2018)	Work-related ill health	9. Committed to People	181	-
DEVELOPMENT OF HUMAN CAPITAL				
3 - 3 (2021)	Management of material topics - Development of human capital	9. Committed to People	182 - 186	-
404 - 2 (2016)	Programs for upgrading employee skills and transition assistance programs	9. Committed to People	182 - 186	-
MATERIAL TOPIC 2021				
3 - 1	Process to Determine Material Topics	5. Good Governance	48 - 49	-
3 - 2	List of material topics	5. Good Governance	50	-
	MANGO MATERIAL TOPICS	WHERE DOES THE IMPACT OCCUR?	MANGO INVOLVEMENT IN THE IMPACT	PRINCIPLES OF THE PACT GLOBAL
	Governance	Inside and outside the organisation	Direct and indirect	-
	Ethics and Integrity	Inside and outside the organisation	Direct and indirect	Principle 10
	Risk management	Within and outside the organisation	Direct and Indirect	-
	Resilience	Inside and Outside the Organisation	Direct and indirect	-
	Commitment to stakeholders	Inside and Outside the Organisation	Direct and Indirect	-
	Transparency in communication	Inside and Outside the Organisation	Direct and Indirect	-

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INDICATOR	DESCRIPTION OF INDICATOR	SECTION	PAGE	PRINCIPLES OF THE GLOBAL COMPACT
	MANGO MATERIAL TOPICS	WHERE DOES THE IMPACT OCCUR?	MANGO'S INVOLVEMENT IN THE IMPACT	PRINCIPLES OF THE PACT GLOBAL
	Management of innovation	Within the organisation	Direct and indirect	Principle 9
	Value Generated and Distributed	Within and outside the organisation	Direct and Indirect	-
	Climate Change Strategy	Inside and outside the organization	Direct and Indirect	Principle 7
	Minimisation of environmental impact	Inside and outside the organisation	Direct and Indirect	Principle 8
	Sustainable use of resources	Inside and outside the organisation	Direct and Indirect	Principle 8
	Design of sustainable products	Inside and outside the organisation	Direct	Principle 9
	Circularity	Inside and Outside the Organisation	Direct and indirect	Principle 9
	Management of relations with customers	Inside and Outside the Organisation	Direct	-
	Responsible purchases	Inside and Outside the Organisation	Direct and indirect	-
	Protection of Human Rights	Within the organization	Direct	Principle 1
	Commitment to Local Communities	Inside and outside the organisation	Direct	-
	Employment quality	Within the organisation	Direct	-
	Diversity, Equality, and Inclusion	Within the Organisation	Direct	Principle 6

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	MANGO MATERIAL TOPICS	WHERE DOES THE IMPACT OCCUR?	MANGO INVOLVEMENT IN THE IMPACT	PRINCIPLES OF THE PACT GLOBAL
	Health and Safety	Within the organisation	Direct	-
	Human Capital Development	Within the organisation	Direct	-

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* 2021, unless otherwise indicated.

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AREA	NON-FINANCIAL INFORMATION STATEMENT ISSUES	RELATED GRI STANDARDS*	SECTION	PAGE
BUSINESS MODEL	Description of the group's business model.	2-1 / 2-2 / 2-6 / 2-7 / 2-9 / 2-22	4. Our Business Model	27 - 41
POLICIES	Description of the policies applied by the group in non-financial matters and the results thereof.	3-3 / 2-23 / 2-24	5. Good Governance / 6. Our Sustainable Strategy / 7. Committed to Product / 8. Committed to Planet / 9. Committed to People	51 / 53 - 54 / 60 / 76 - 77 / 91 - 93 / 97 / 108 - 109 / 113 - 115 / 120 / 158 / 162 - 164 / 168 / 173 - 174 / 176 / 178 / 193
RISKS	The main risks associated with the group's activities, to its business relationships, products or services that could have negative effects and how the group identifies and manages such risks.	3-3	5. Good Governance / 8. Committed to Planet / 9. Committed to People	51 / 93 - 96 / 106 / 111 / 157 / 163 / 164 / 168 / 178 - 180
ENVIRONMENTAL ISSUES	GLOBAL ENVIRONMENT			
	Detailed information on the current and foreseeable effects of the company's activities on the environment and, where appropriate, health and safety, environmental assessment or certification procedures; resources devoted to environmental risk prevention and application of the precautionary principle; the amount of provisions and guarantees for environmental risks.	3-3 / 2-23	8. Committed to Planet	90 - 96
	POLLUTION			
	Measures to prevent, reduce or remediate carbon emissions that seriously affect the environment; taking into account any form of activity-specific air pollution, including noise and light pollution.	3-3	8. Committed to Planet	98 - 105

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AREA	NON-FINANCIAL INFORMATION STATEMENT ISSUES	RELATED GRI STANDARDS	SECTION	PAGE
ENVIRONMENTAL ISSUES	CIRCULAR ECONOMY AND WASTE PREVENTION AND MANAGEMENT			
	Circular Economy.	3-3	7. Committed to Product	67 - 84
	Waste: Prevention, Recycling, Reuse, Other Recovery, and Disposal Measures.	306-3 (2016)	7. Committed to Product / 8. Committed to Planet	83 / 118 - 121
	Actions to combat food waste.	3-3	Not material	-
	SUSTAINABLE USE OF RESOURCES			
	Water consumption and water supply in accordance with local limitations.	303-3 (2018) / 303-5 (2018)	8. Committed to Planet	106 - 110
	Consumption of raw materials and the measures adopted to improve their use efficiency.	3-3 / 301-1 (2016) / 301-2 (2016)	7. Committed to Product	70 - 77
	Direct and indirect energy consumption, measures taken to improve energy efficiency and the use of renewable energies.	3-3 / 302-1 (2016)	8. Committed to Planet	98 - 105 / 122 - 135
	CLIMATE CHANGE			
	The significant elements of greenhouse gas emissions generated as a result of the company's activities, including the use of the goods and services it produces.	3-3 / 305-1 (2016) / 305-2 (2016) / 305-3 (2016)	8. Committed to Planet	98 - 105
P. 250	The measures adopted to adapt to the consequences of climate change.	3-3	8. Committed to Planet	98 - 105
	The voluntarily established medium and long-term reduction targets to reduce greenhouse gas emissions and the means implemented for this purpose.	3-3	8. Committed to Planet	98 - 105
				Non-Financial Information Statement

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AREA	NON-FINANCIAL INFORMATION STATEMENT ISSUES	RELATED GRI STANDARDS	SECTION	PAGE
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	Measures taken to preserve or restore biodiversity.	3-3	8. Committed to Planet	111 - 117
	Impacts Caused by Activities or Operations in Areas Protected.	304-2 (2016)	8. Committed to Planet	111 - 115
SOCIAL AND EMPLOYEE-RELATED ISSUES	EMPLOYMENT			
	Total number and distribution of employees by gender, age, country and professional classification.	3-3 / 2-7 / 405-1 (2016)	9. Committed to People / Annexes	172 - 173 / 226 - 237
	Total number and distribution of employment contract types.	2-7	Annexes	230 - 237
	Annual average of permanent contracts, temporary contracts, and part-time contracts by gender, age, and professional classification.	2-7 / 405-1 (2016)	Annexes	230 - 237
	Number of layoffs by gender, age, and professional classification.	401-1 (2016)	Annexes	237
	Average remunerations and their evolution disaggregated by gender, age, and professional classification or equal value.	405-2 (2016) / 2-19	9. Committed to People	174 - 175
	Gender pay gap, the remuneration for equal job positions or the average in society.	3-3 / 405-2 (2016)	9. Committed to People	173 - 174
	The average remuneration of directors and executives, including variable compensation, allowances, indemnities, payments to long-term savings schemes, and any other perception disaggregated by gender.	3-3 / 2-19	This indicator is not reported for confidentiality reasons	-

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SOCIAL AND EMPLOYEE-RELATED ISSUES	Implementation of Work Disconnection Policies.	3-3	9. Committed to People	176
	Employees with Disabilities.	405-1 (2016)	9. Committed to People / Annexes	187 - 188 / 237
	WORK ORGANISATION			
	Organisation of working time.	3-3	9. Committed to People	176
	Number of Absenteeism Hours.	403-9 (2018)	9. Committed to People	176
	Measures aimed at facilitating the enjoyment of reconciliation and promoting the joint responsibility of both parents.	3-3 / 401-2 (2016)	9. Committed to People	177
	HEALTH AND SAFETY			
	Health and Safety Conditions at Work.	3-3 / 403-1 (2018) / 403-2 (2018) / 403-3 (2018) / 403-4 (2018) / 403-5 (2018) / 403-6 (2018) / 403-7 (2018) / 403-8 (2018)	9. Committed to People	178 - 181
	Workplace accidents, particularly their frequency and severity. Occupational diseases, broken down by gender.	403-9 (2018) / 403-10 (2018)	9. Committed to People	181
	SOCIAL RELATIONS			
	Organisation of social dialogue, including procedures for informing and consulting staff and negotiating with them.	3-3	9. Committed to People	189
	Percentage of employees covered by collective bargaining agreements by country.	2-30	9. Committed to People	189

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SOCIAL AND EMPLOYEE-RELATED ISSUES	The Balance of Collective Agreements, Particularly in the Field of Health and Safety at Work.	403-4 (2018)	9. Committed to People	177 - 180
	Mechanisms and procedures to promote worker involvement in the company's management in terms of information, consultation, and participation.	3-3	9. Committed to People	189
	TRAINING			
	The policies implemented in the field of training.	3-3 / 404-2 (2016)	9. Committed to People	182 - 186 / 201 - 203
	The total number of training hours by professional categories.	404-1 (2016)	9. Committed to People	186
	UNIVERSAL ACCESSIBILITY FOR PEOPLE WITH DISABILITIES	3-3	9. Committed to People / Annexes	188 / 237
	EQUALITY			
	Measures adopted to promote equal treatment and opportunities between women and men.	3-3	9. Committed to People	173 - 174
	Equality plans (Chapter III of the Organic Law 3/2007, of 22 March, for the effective equality of women and men), measures adopted to promote employment, protocols against sexual harassment and on grounds of sex, integration and universal accessibility for people with disabilities.	3-3	9. Committed to People	173 - 174
	The policy against all forms of discrimination and, where applicable, diversity management.	3-3	9. Committed to People	154 / 173 - 174 / 176 / 187 - 188

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HUMAN RIGHTS	Application of due diligence procedures in human rights; prevention of human rights infringement risks and, where applicable, measures to mitigate, manage and remedy any abuses committed.	3-3 / 412-1 (2016) / 2-23 / 2-24	9. Committed to People	154 - 171
	Complaints regarding human rights violations.	406-1 (2016)	5. Good Governance / 9. Committed to People	53 / 170
	Promotion and compliance with the provisions of the agreements fundamental to the International Labour Organization related to respect for freedom of association and the right to collective bargaining.	407-1 (2016)	9. Committed to People	163 - 164
	The Elimination of Discrimination in Employment and Occupation; the Elimination of Forced or Compulsory Labour; the Effective Abolition of Child Labour.	3-3 / 406-1 (2016) / 409-1 (2016) / 408-1 (2016)	9. Committed to People	163 - 169 / 173 - 174 / 187 - 188
CORRUPTION AND BRIBERY	Measures Adopted to Prevent Corruption and Bribery and to Combat Money Laundering.	3-3 / 2-23 / 2-24 / 205-3 (2016)	5. Good Governance / 9. Committed to People	51 - 54 / 166 - 169
	Contributions to foundations and non-profit entities.	413-1 (2016)	9. Committed to People	191 / 201
SOCIETY	THE COMPANY'S COMMITMENTS TO SUSTAINABLE DEVELOPMENT			
	The impact of the company's activity on employment and local development; the impact of the company's activity on local populations and the territory.	3-3 / 203-1 (2016) / 413-1 (2016) / 203-1 (2016) / 413-1 (2016)	9. Committed to People	191 - 200
	The relationships maintained with local community stakeholders and the modalities of dialogue with them.	2-29	9. Committed to People	191 - 194

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AREA	NON-FINANCIAL INFORMATION STATEMENT ISSUES	RELATED GRI STANDARDS	SECTION	PAGE
SOCIETY	Partnership or sponsorship actions.	2-28	6. Our Sustainable Strategy / 8. Committed to Planet / 9. Committed to People	63 - 65 / 116 - 117 / 196 - 200
	SUBCONTRACTING AND SUPPLIERS			
	The inclusion of social, gender equality, and environmental issues in the purchasing policy; consideration of the social and environmental responsibility of suppliers and subcontractors in their relationships.	2-6 / 3-3 / 414-1 (2016)	9. Committed to People	163 - 169
	Monitoring systems, audits, and their results.	3-3	9. Committed to People	163 - 169
	CONSUMERS			
	Measures for the Health and Safety of Consumers.	3-3 / 416-1 (2016) / 417-1 (2016)	7. Committed to Product	85 - 89
	Complaint systems, received complaints, and resolution thereof.	3-3	9. Committed to People	206
	FISCAL INFORMATION			
	Benefits obtained country by country. Taxes on paid benefits.	3-3 / 201-1 (2016)	10. Financial Results	216 - 223
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<div>ELIGIBILITY AND/OR ALIGNMENT WITH EUROPEAN TAXONOMY</div> <div>(Commission Delegated Act (EU) 2021/2178 and Commission Delegated Act (EU) 2021/2139)</div>	Proportion of eligible and aligned, eligible non-aligned and non-eligible economic activities in relation to turnover, calculated according to the criteria of section 1.1.1. of Appendix I of Delegated Act 2021/2178 and its subsequent amendments.	N/A	8. Committed to Planet	141 - 144 / 238
	Ratio of eligible and aligned, eligible non-aligned and non-eligible economic activities in relation to investments in fixed assets (CapEx), calculated according to the criteria of section 1.1.2. of Appendix I of Delegated Act 2021/2178 and its subsequent amendments.	N/A	8. Committed to Planet	145 - 148 / 238
	Ratio of eligible and aligned, eligible non-aligned and non-eligible economic activities in relation to operational expenditures (OpEx), calculated according to the criteria of section 1.1.3. of Appendix I of Delegated Act 2021/2178 and its subsequent amendments.	N/A	8. Committed to Planet	149 - 152 / 238
	Breakdown of qualitative contextual information for the correct interpretation of the above indicators, as detailed in section 1.2. of Appendix I of Delegated Act 2021/2178 and its subsequent amendments.	N/A	8. Committed to Planet	136 - 140

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MANGO